

City of Glencoe Comprehensive Plan

A Twenty-Year Vision for Community Progress and Success



Adopted July 18, 2022



Acknowledgements

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- » Wes Olson

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- » Mark Larson, City Administrator
- » Jon Jerabek, Assistant City Administrator
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Glencoe Residents

We are especially grateful to the hundreds of residents who shared their experiences and guidance during the public outreach and engagement process for this plan.

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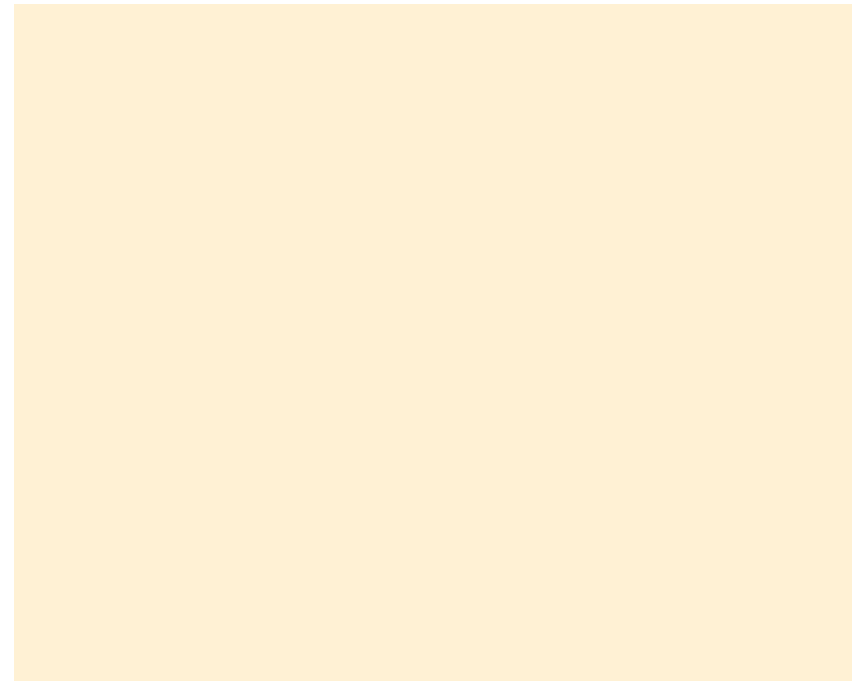
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1 Vision & Purpose

A comprehensive plan is a roadmap for a community's future: where it wants to go, and how it aims to get there.

This plan is based on the ideas and aspirations of the Glencoe community: residents, community leaders, elected officials, and agency partners.



1.1 - Purpose

This Comprehensive Plan is a tool and resource to guide the efforts of citizens, elected officials, and staff as they work together, harnessing trends and change, toward realizing a shared vision for Glencoe's future.

Change is a constant in the life of cities. A comprehensive plan helps orient a community's priorities and policy decisions to steer toward its citizens and leaders' envisioned destination.

Glencoe's Comprehensive Plan provides a comprehensive and integrated set of recommendations to guide the evolution of the City.

Recommendations were developed from ideas and comments received from residents throughout its development. The plan outlines specific objectives and policies to improve community vitality, quality of life, and success.

The plan's recommendations provide guidance for the City's priorities, growth, investments, and development over the next twenty years.

The plan is intended to be used and referenced daily as part of the City's business.

Recommendations must be reviewed and updated as needed every two years, and the entire plan must be updated every ten years to ensure that guidance remains relevant to the actual conditions existing at that time and responsive to citizens' desires and vision. An outline for this process and for implementing the plan's recommendations is provided in Chapter 12 - Implementation.



1.2 - Future Vision

The plan's vision is a statement describing the future of Glencoe after the plan's recommendations are implemented. It was developed from the comments and ideas gathered through the plan's community engagement process, and refined through work with the plan's Project Steering Committee.



Our Aspirational Vision Statement

Glencoe is a prosperous, thriving, inclusive and welcoming community. With a rich heritage of farming and industry, it offers an attractive Downtown, a variety of housing options, excellent healthcare, a diversity of restaurants and retail, outstanding schools, a prosperous business climate, extensive parks and trails, and great people.



1.3 - Community Goals

This list of community goals (what Glencoe residents wish their community to be, do, or offer) was derived from the comments and ideas gathered through the plan's community engagement process:

High quality of life

A healthy, safe, and attractive community that welcomes new ideas and opportunities, grows existing families and businesses, and attracts new residents, visitors and opportunity.

A vibrant Downtown

Downtown is the heart of the community. Residents and visitors enjoy festivals, shopping, dining and entertainment options in an attractive, welcoming and thriving downtown.

A thriving economy

Existing businesses and industry grow and thrive, while aspiring entrepreneurs find the support to start new businesses. Existing jobs in food processing, farming technology and health grow alongside new and innovative technology, manufacturing, and other start-ups.

Strong local retail and services

Glencoe offers a full range of retail and service options that make daily life convenient for its residents and businesses, and keep and recirculate dollars in its local economy, building the foundation for continued prosperity.

Family-friendly neighborhoods

Family-friendly neighborhoods have great access to schools, parks and shopping. Young people and residents have access to high quality programs and facilities that enhance their quality of life.

Development builds prosperity

Land use decisions are evaluated for their long-term prospects for building community wealth. Land is thoughtfully allocated to foster a variety of housing options and attractive development, business-friendly land uses that support economic development, and to improve access to the city's amenities and assets.

Affordable and attractive housing

Availability of numerous attractive and affordable housing options help individuals and families stay in Glencoe through all the different stages of their lives.

Transportation and access

Residents have multiple safe and inviting travel options, including walking and biking, to reach daily destinations. Commercial users are

served by efficient rail and trucking networks that foster their connection to markets and success. Residents are well-connected to opportunities in the state's major cities.

A welcoming community

People from many cultures and places make Glencoe their home. Long-time residents and recent arrivals learn about and celebrate each other's histories and traditions, and are united in their love of the City, its people, and its future.

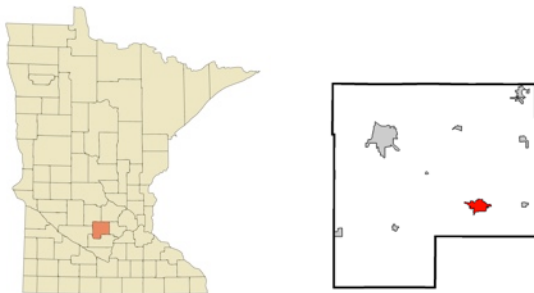


1.4 - Geographic Area

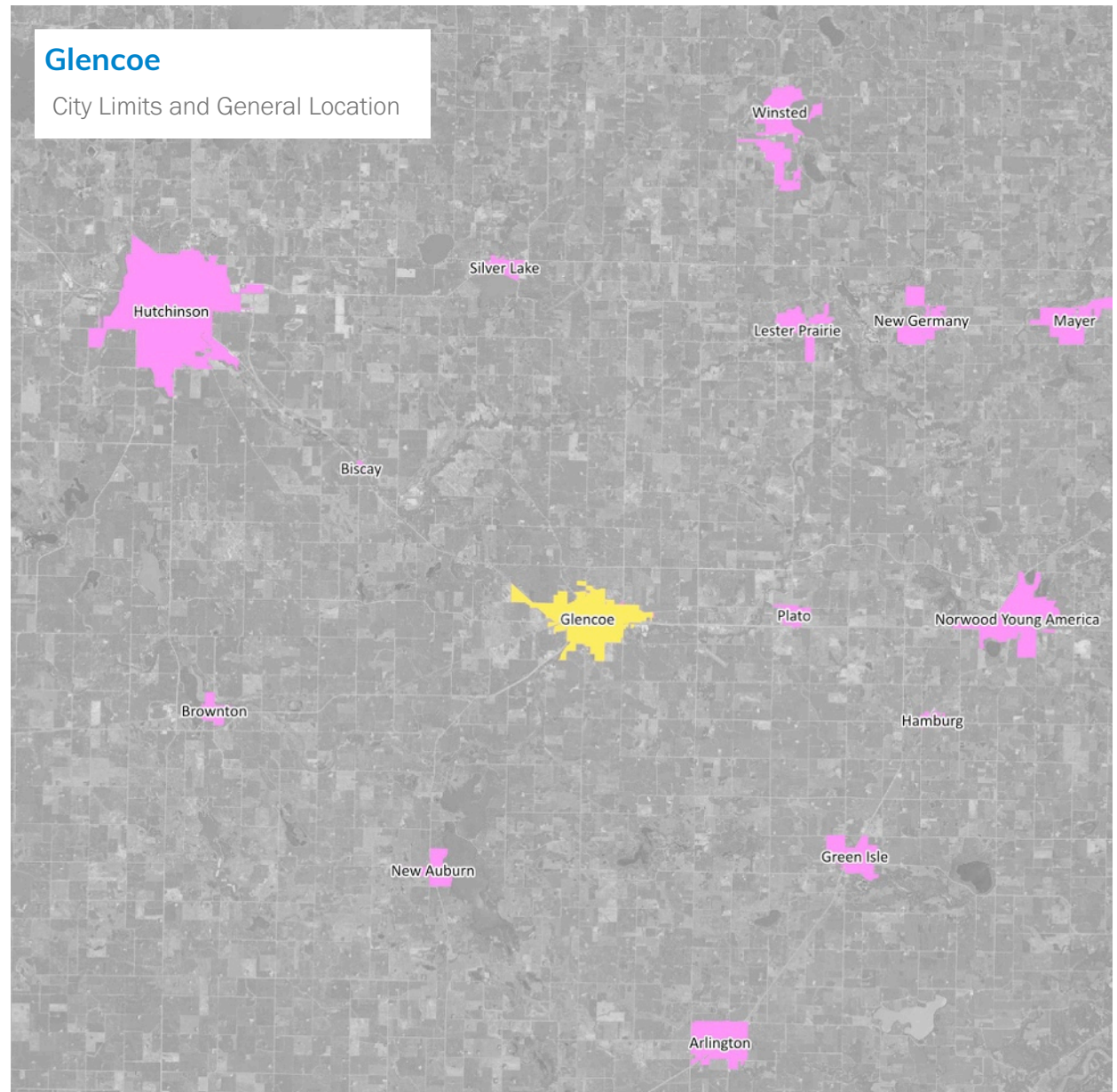
Glencoe is the County Seat of McLeod County, Minnesota, and is located about 50 miles west of the Minneapolis/St. Paul area. Its area is 3.23 square miles.

The City is 10 miles south of Silver Lake, 15 miles southeast of Hutchinson, and 20 miles west-southwest of Waconia. In all directions, the municipal boundary is surrounded by agricultural land.

Located along US Highway 212, Glencoe is also intersected by Minnesota State Highway 22. Twin Cities and Western Railroad (TCWR) offers commercial rail service to the Twin Cities.



View of McLeod County's location within the state, and of the City's location within the County (in red).



Location of Glencoe within McLeod County and surrounding communities.

1.5 - Community History

Glencoe has experienced many changes throughout its history. Understanding its trajectory can help to more clearly see its assets and opportunities for the future.

Beginnings

What is now Glencoe was first inhabited by indigenous Native American peoples for at least two thousand years. At the time of European arrival, it was inhabited by the Dakota Sioux. The town was first platted in 1855, and is named after Glen Coe, a valley in Scotland. The county seat was sited at Glencoe as part of the original founding; a year later, a post office (which continues in operation today) was established. The town steadily developed within the tight street grid pattern typical of that time.

Growth

Glencoe grew rapidly with the arrival of the Hastings and Dakota Railway in 1872, followed by the Chicago, Milwaukee, St. Paul and Pacific Railroad, changing from a small settlement to a thriving trade center. Incorporated as a city in 1909, Glencoe's traditional downtown continued to develop to the north of what is now US Highway 212, along the TC&W rail line (the City once served as the operating hub for the TC&W railroad). The City continued to grow as a regional trade center serving nearby cities and numerous family farms.

Changes and Challenges

The displacement of family farms by large-scale commercial farming beginning in the 1960s, and out-migration of younger people for study and opportunities in other cities gradually decreased the City's importance and role as a regional trade center.

In that same time period, Glencoe, like most other cities in the US, began to follow a lower-density development pattern that shifted commercial development away from its center.

Opportunity

The City's many assets, as well as upcoming improvements (including continuous four lanes for Highway 212) to the Twin Cities, are likely to lead to renewed growth as younger families, attracted by quality schools and relatively low cost of real estate, choose to settle in town.

Additionally, the City's diversified economy (including healthcare, manufacturing, agricultural, and utilities), entrepreneurial spirit and diverse population position it as a community with high potential and a bright future.



At the City's train station in 1897. Image courtesy of Minnesota Historical Society (MHS).

Did you know?

In 1985 famed French director Louis Malle filmed the documentary *God's Country* in Glencoe. Malle provides a snapshot of life in the city in the 1980s, including struggles faced by local farmers and residents during that decade's farm crisis.

» [God's Country \(Part 1 of 9 in YouTube\)](#)

1.6 - Current and Previous Planning Documents

A thorough review of current and previous city and county planning documents was completed as part of the preparation of this plan. Taken together, these documents provide a foundation for understanding current conditions and potential strategies for Glencoe and the surrounding area.

2018 Downtown Action Plan



The 2018 Downtown Action Plan is a guide to maintain and improve economic development/redevelopment, events and tourism, design, and infrastructure in downtown Glencoe.

Through a community-led engagement process, a vision for downtown was established and improvement recommendations were identified and prioritized. Plan recommendations aim to improve civic engagement, increase redevelopment and beautification, facilitate public-private partnerships, promote small businesses and local arts, and improve pedestrian and bicycle connections.

2018 Transportation Study

In 2018, MnDOT worked with the City of Glencoe to review transportation infrastructure, improve safety along US Highway 212, and improve network connectivity for MN Highway 22, which travels through the city's downtown.

Key issues for Highway 22 included:

- » Heavy truck traffic in downtown
- » Need for walking and biking improvements
- » Truck turning issues
- » Confusion about the current route
- » Changes in speed limits

Several routes and alternatives were evaluated, with four options selected for future evaluation under an Environmental Review process.

Similarly, several improvements are planned for Highway 212 to address safety and multimodal issues found by the study.

Federal funds are being sought by MnDOT to implement the study's recommendations.

McLeod County Comprehensive Land Use Plan (1995)

McLeod County's current Land Use Plan was adopted in 1995. The plan guides land use decisions made by the County Board, County Planning Commission, and County Officials. The Land Use Plan provides a planning framework for the cities within it.

According to Minnesota Statute 462.3535, a city's plan must be consistent with its county's comprehensive plan. According to Minnesota Statute 394.232, following a county's review and approval of a city's plan, it becomes part of the county's comprehensive plan.

The City of Glencoe Comprehensive Plan was reviewed by McLeod County for consistency and agreement with goals and stipulations of the 1995 McLeod County Comprehensive Land Use Plan, and **was approved by the McLeod County Board of Commissioners at their meeting of June 7, 2022.**

2017 Housing Assessment

In 2017 the City of Glencoe hired AdMark Resources to conduct an assessment of housing needs and conditions, and an analysis of demographic trends.

The study found that there was unmet demand for new, quality, market rate rental apartments and senior townhome / patio home rentals as well as unmet demand for single family for-sale townhomes, new affordable homes in the \$180,000 - \$200,000 range, and home renovation funds.

The study also found that Glencoe has numerous assets and strengths indicating its suitability as a place where housing of all types and affordability levels can be developed - including its role as a regional healthcare and employment center.

The study found that Glencoe is likely to draw residents and workers from communities in its immediate area, and that it could also potentially draw approximately 20% of its growth in population from farther outside.

The recommendations included in this plan's Housing chapter reflect the conditions and recommendations included in the 2017 study.

1998 Glencoe Strategic Work Plan

Glencoe's most recent comprehensive planning document is the 1998 Strategic Work Plan completed by consultant Pettipiece Cesario Development Solutions (PCDS).

One of the issues causing concern at the time was a slowing rate of economic development, as well as the possibility of outward migration and population decline of its residents in the future. Glencoe aimed to maintain population growth, retain existing residents, and increase economic growth while maintaining a "small town atmosphere".

Key goals for the community at the time included:

- » The development of new industrial parks for both light and heavy manufacturing.
- » Downtown revitalization
- » The development of bike paths
- » Growing recreational and cultural opportunities
- » Providing activities and space for young people
- » The need for more shopping and retail
- » Capitalizing on proximity to metro area
- » Maintain "small town" atmosphere: safe, friendly, sense of connection

2019 Blandin Community Leadership Program



The Glencoe BCLP cohort.

In 2019, twenty-four Glencoe residents completed an intense eight-day training and follow-up workshops provided by the Blandin Community Leadership Program (BCLP).

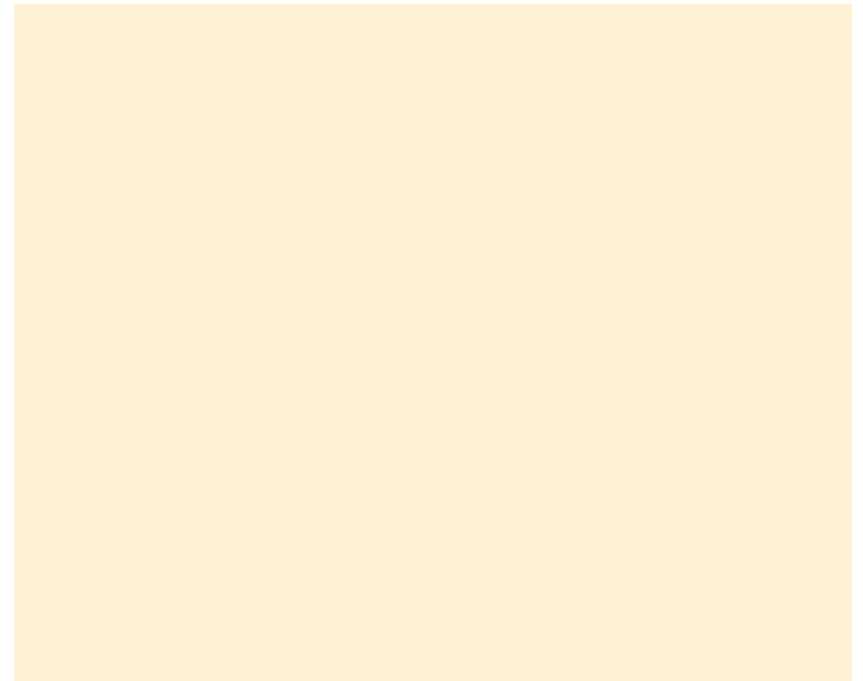
The goal of BCLP is to develop and train a broad base of local leaders to build healthy and thriving communities.

Many of the local leaders who participated in the training are now contributing their ideas and skills toward making Glencoe an even better place to live by participating in the Downtown Revitalization Committee, the Comprehensive Plan's Project Steering Committee, and other community-led initiatives.

[Learn more about the program here >](#)

2 People & Trends

Population characteristics and trends help identify a community's future needs and provide a foundation for recommendations affecting land use, housing, transportation, and parks and public facilities, among others.



2.1 - Current Population Characteristics

An analysis of Glencoe's population characteristics and trends was conducted to provide a foundation for understanding the City's trajectory and to develop realistic and reasonable growth projections informing the plan's recommendations.

Data presented is the latest available at the time this plan was drafted, including:

- » 2020 Decennial Census counts (please note that not all data was yet available)
- » 2019 ACS Estimates, reflecting a five-year (2015-2019) estimated average for population characteristics as developed by the US Census Bureau
- » 2019 US Census Longitudinal Employer-Household Dynamics (LEHD) Origin-Destination Employment Statistics (LODES) data

Additional population characteristics and information are provided in **Chapter 6 Housing** and **Chapter 8 Economic Development**.

Key Insights

- » Glencoe's population is increasing: Though the pace has slowed, the City's population has shown continued growth for more than sixty years. Combined with upcoming improvements to Highway 212 connecting to the Twin Cities Metro, the City's rate of population growth is likely to increase.
- » The City is remarkably diverse: almost one out of every five residents (16%) is Hispanic / Latino. This population is relatively new to the City, beginning its growth in the 1990s.
- » The City is both younger and older than average:
 - The percentage of children under 5 is about 30% higher than McLeod County overall, and about 20% higher than Minnesota overall
 - The percentage of people over 65 is about 18% higher than Minnesota overall
- » Child poverty is high at about twice the rate for the County and Minnesota overall
- » Educational attainment is lower than for the County and Minnesota overall
 - The percent of adults 25 and older with a bachelors degree or higher is 12%, about one third of the rate for Minnesota overall

Population and Households

According to the 2020 US Census, Glencoe's population is 5,744 persons, an increase of 113 people from the previous count in 2010. Though this increase is relatively small (2%) it still provides evidence of stability in the City's economy, employment and housing markets.

2019 Population Estimates	Glencoe	
	Count	%
Total population	5,495	100%
Children (all persons under 18)	1,437	26%
School age children, teenagers and young adults (ages 5 to 24)	1,432	26%
Senior adults (persons over 65)	1,062	19%
Households	2,077	100%
Family households	1,473	71%
Non-family households	604	29%

Data source: US Census ACS 2019 5-year estimates - 2020 data not available at time of printing.

Ethnicity

The City is remarkably diverse, with a population that is almost one fifth Hispanic / Latino. The majority of the City's residents (80%) are White, with a small percentage (1%) of Black / African American residents, and about 4% identifying as some other ethnicity.

2019 Population Estimates	Glencoe	
	Count	%
Total population	5,495	100%
White	4,360	79%
Black or African American	38	1%
American Indian	0	0%
Asian	0	0%
Hawaiian / Pacific Islander	0	0%
Other race	228	4%
Hispanic / Latino of any race	869	16%
<i>Data source: US Census ACS 2019 5-year estimates</i>		

Income

Incomes in the City are generally lower than those for McLeod County and Minnesota overall:

- » Individual income in Glencoe (\$25,038) is about two-thirds of the amount for Minnesota overall (\$37,625)
- » Median household income in Glencoe (\$52,599) is about 80% of the amount in Hutchinson, and about three-quarters of the amount for Minnesota overall (\$71,306)
- » Poverty in the City is about 40% higher than the County overall
- » The percent of children living in poverty is much higher (about double) than for McLeod County and Minnesota overall

Economics	Glencoe	McLeod County
Individual (per capita) income	\$25,038	\$32,465
Median household income	\$52,599	\$62,121
Persons living in poverty	13%	9%
Children in poverty	23%	11%
<i>Data source: US Census ACS 2019 5-year estimates</i>		

Employment

Employment	Glencoe
Population 18 to 64 years old	2,949
Total labor force	2,482
Employed	2,405
Unemployed	77
Unemployment rate	3%
<i>Data source: US Census ACS 2019 5-year estimates</i>	

Educational Attainment

For people 25 years and older:

- » About 88% have a high school diploma (compared to 93% for McLeod County and 93% for Minnesota overall)
- » Only about 12% have a bachelor's degree or higher (compared to 18% for McLeod County and 36% for Minnesota overall)

2.2 - Population Trends

Historical Trends

Glencoe's current population of 5,744 persons is a new historic high, representing an increase of 113 people (2% growth) from the previous count in 2010. The City's population has shown continued growth for more than sixty years.

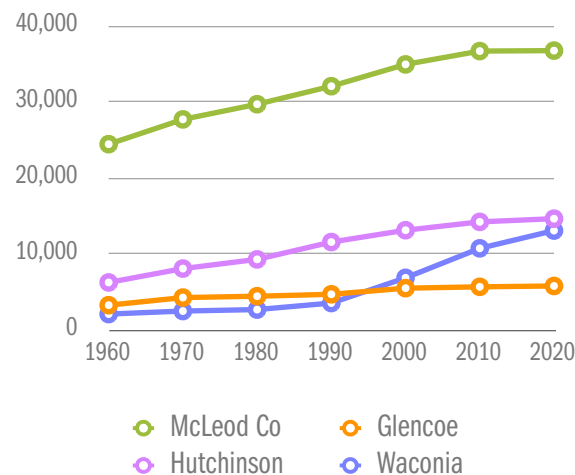
Since 1960, the City experienced very rapid population growth in the decades of 1960 to 1970 (31% growth) and 1990 to 2000 (17% growth). The following decade (2000 to 2010) saw a slowdown in the rate of population growth (to 3%), and then after 2010 a further slowing to 2%.

Year	Glencoe		McLeod Co.	
	Pop.	% change	Pop.	% change
1960	3,216	-	24,401	-
1970	4,217	31%	27,662	13%
1980	4,396	4%	29,657	7%
1990	4,648	6%	32,030	8%
2000	5,453	17%	34,898	9%
2010	5,631	3%	36,651	5%
2020	5,744	2%	36,771	0%

US Census: Decennial Census

McLeod County's overall population has generally followed a similar trajectory, though its rate of growth has lagged behind the City's since 2010. Other communities in the County, including Hutchinson, show similar trends. Nearby Waconia, in Carver County (in the Twin Cities Metro area) shows high continued population growth.

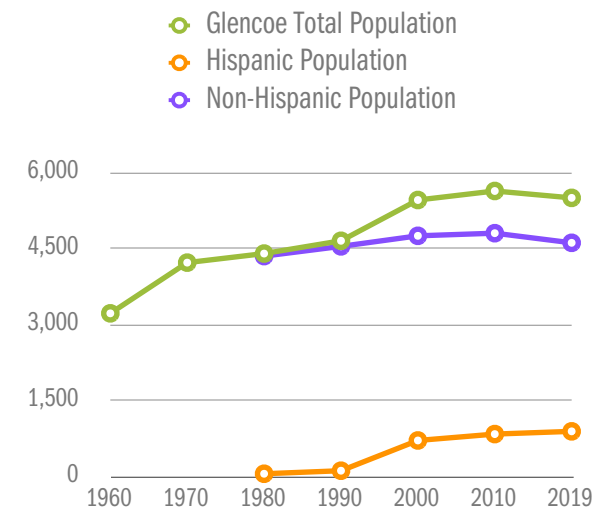
City Population Trends



Hispanic Origin

An important component of Glencoe's population dynamics is related to the City's growing population of Hispanic / Latino residents. Approximately 16% of the City's population is estimated to be Hispanic / Latino residents today, growing from about 100 persons in 1990 to about 900 today.

Using data from the 2019 estimates (2020 Census detailed counts are not yet available), if it were not for the growth of the Hispanic / Latino population in the City, Glencoe's total population would have started to decline in 2010:



Future Trends

The State of Minnesota Demographic Center (MnDC) does not publish population projections for Glencoe or cities of similar size. To estimate the City's future population, alternative methods are used.

There are three main factors to consider when working to estimate Glencoe's future population:

- 1) The City's historical pattern of growth
- 2) The City's share of McLeod County's overall population
- 3) The recently announced expansion of US Highway 212, which will significantly improve the City's connection and access to Twin Cities Metro employment and amenities, potentially making it more attractive for new residents and leading to new growth not tied to existing population dynamics or historical trends for the City

1) Historical Pattern of Growth

In the last two decades (2000 to 2010, and 2010 to 2020) Glencoe has grown at a rate of approximately 2 to 3% per decade. To determine future population, a conservative growth rate of 2% per decade can be assumed.

2) City's Share of County's Population

Over the last fifty years Glencoe's population has represented about 15 to 16% of the County's overall population, with 16% being the most recent rate:

Year	Glencoe	McLeod Co.	Ratio city / county
1970	4,217	27,662	0.15
1980	4,396	29,657	0.15
1990	4,648	32,030	0.15
2000	5,453	34,898	0.16
2010	5,631	36,651	0.15
2020	5,744	36,771	0.16

Data source: US Census Bureau

According to the Minnesota Demographic Center (MnDC), McLeod County's population will decrease over the next twenty years and beyond:

	2030	2040	2050
McLeod	34,042	31,618	28,474

Source: Minnesota Demographic Center

Applying a 16% factor to MnDC's projections for McLeod County can offer an alternative method for estimating Glencoe's future population.

3) Glencoe's Future Population

Using the factors described, as well as linear and exponential projections based on 1970 to 2010 Census population counts, the following estimates can be prepared:

Projection method	2020*	2030	2040
1) 2% Decennial growth	5,744	5,858	5,975
2) City / County share	5,744	5,446	4,555
3) Linear	5,744	5,882	6,229
4) Exponential	5,744	5,927	6,356

** Actual count from 2020 Decennial US Census*

Of these, the most conservative and realistic, given observed data, is method 1, applying a 2% rate of growth per decade.

Though there aren't established methods for estimating the City's rate of growth once Hwy 212's conversion to four lanes is completed, given observed growth patterns for other communities along 212 near Glencoe, a growth rate of 4% per decade is recommended. Assuming completion of 212 improvements in 2026 yields the following population levels:

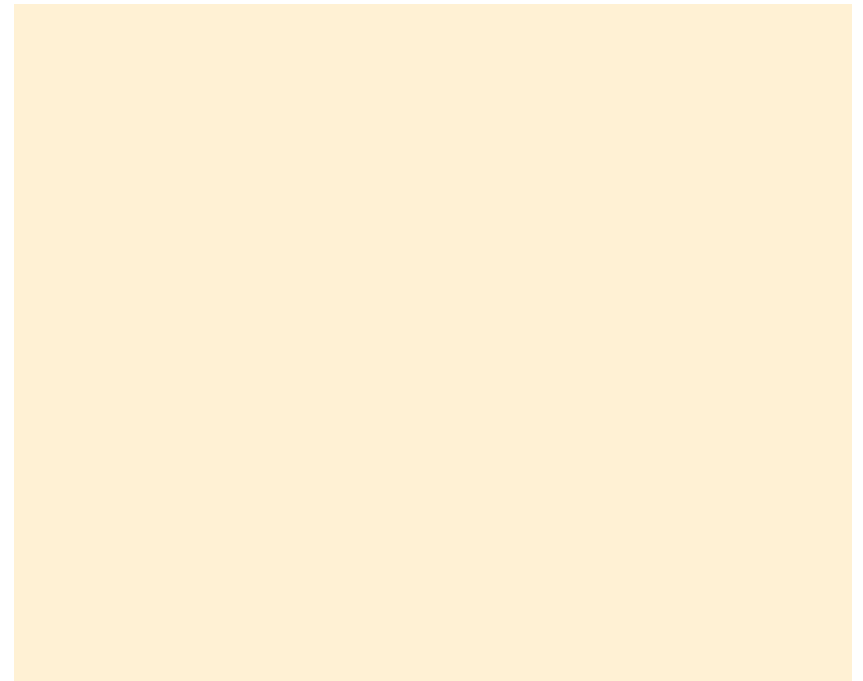
	2020*	2030	2040
Glencoe	5,744	5,916	6,152

** Actual count from 2020 Decennial US Census*

3 Public Participation

For a city's plan to be successful it must respond to the issues, ideas and aspirations that matter to the people who live there.

Glencoe's Comprehensive Plan is based on a sizable (more than one thousand people!) public engagement effort.



3.1 - What We Did

Connecting with and receiving comments and ideas from Glencoe residents was a key priority for the plan. Working through the challenges presented by COVID-19, we conducted an extensive public participation effort to connect with the Glencoe community.

When it was safe to gather in-person, we took plan materials to community events, services and meetings. We made special efforts to connect with the City's sizable Spanish-speaking population through Spanish-language materials and sessions.

The comments we received, reflecting residents' experiences and their aspirations for Glencoe's future, helped to orient the plan's vision and recommendations.

A detailed summary of public engagement efforts and results can be found in Appendix B.



Participation: By the Numbers

ALMOST
1,000

Participants in the plan's *THREE* online surveys!
(pretty amazing for a city of 5,700 people!)



OVER
150

Comments and ideas received through the plan's interactive online map to recommend new routes



MORE THAN

1,000

Unique visitors to the plan's public website



14

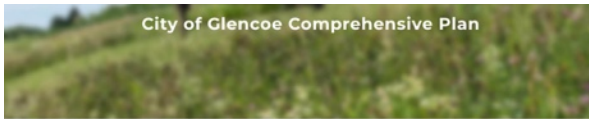
Facilitated and publicly viewable online Steering Committee meetings and public workshops to share ideas and develop the plan



Tools and Approach

Knowing that COVID-19 would limit the opportunities for in-person engagement, we developed a robust set of online engagement activities. Components of our engagement campaign included:

Project Website



Welcome

The City of Glencoe is working to develop a Comprehensive Plan to guide the City's growth and development for the next ten to twenty years. You can use this site to contribute your ideas and comments, learn more about the project, and connect with us.

EN ESPAÑOL (PULIR AQUÍ)

Latest news

06/17/21

Booth at Glencoe Days

Members of the Project Steering Committee will have a booth to answer questions and invite people to provide ideas for the Comprehensive Plan, including at Friday night's Corn Feed



The project website was updated throughout the project.

The project website (www.glencoeplan.org) was used to share project updates, provide access to mapping tools and online surveys, and offer a platform for commenting on the plan. The website also hosted meeting videos from Project Steering Committee meetings as well as tools like fliers and sample social media messages to disseminate news about the plan.

The website also included a Spanish-language section to facilitate participation from the city's large Hispanic / Latino population.

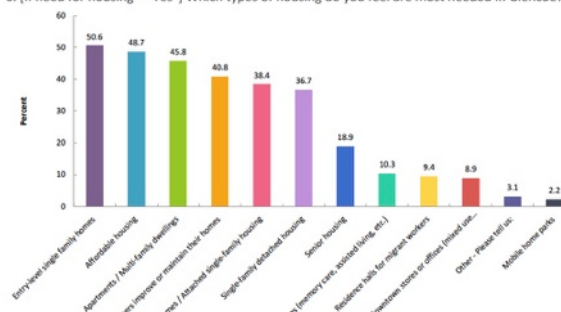
Interactive Online Map (Wikimap)



An interactive online map collected location-specific comments about assets and opportunities as well as walking and biking assets, locations of concern, and priorities. Data from the map was brought into the Geographic Information System (GIS) files used to develop the plan's recommended routes, and were a key input for the design process.

THREE Online Community Surveys

6. (If need for housing = "Yes") Which types of housing do you feel are most needed in Glencoe?



Three online surveys were implemented to gather specific information from Glencoe residents regarding their ideas, needs, and desires for their community's future.

The first survey (which received participation from 128 participants, with about 25 pages of comments received) asked participants to identify the City's assets, its issues and problems, and opportunities for making things better.

The second survey, which received participation from 840 participants (yielding about 120 pages of comments and results) asked detailed questions about priorities for housing, parks, downtown, transportation, and community priorities. Results from this survey were key information for developing the plan's detailed recommendations.

The third survey, developed in Spanish, asked participants to offer their ideas and impressions about Glencoe and how to make it a better place to live and work.

Results for all three surveys are included as part of this plan's Appendix.

Social Media

The project team closely coordinated with City staff to leverage the City's Facebook channel to provide timely project announcements, share information about online participation tools, and invite residents to participate in plan activities. Social media was also used to invite visitors to the project website to view project updates and plan drafts.

Online / Virtual Public Workshop



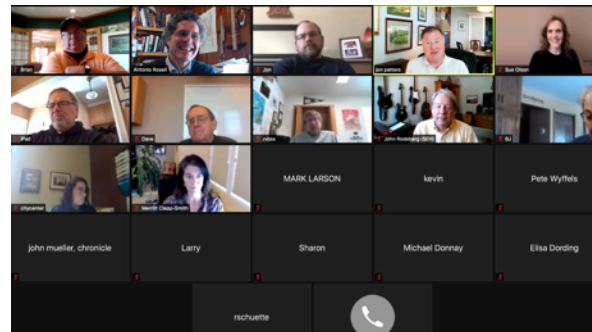
Two virtual Community Workshops (held via Zoom) were hosted in February 2021 to introduce residents to the plan and invite them to use the plan's online engagement tools. A brief presentation oriented participants to the project and sought their ideas and comments to inform plan elements. Early and proactive outreach using social media, press releases, and communications with community partners helped to grow the number of participants.

News Releases and Media Alerts

Several news releases and media alerts were issued to announce the project kickoff and the Virtual Open House, and to invite residents to the project's website and suite of online engagement tools. The McLeod County Chronicle ran several stories about the plan, and their partnership with this effort was an important contributor to its success. Similarly, KGLB's Glencoe Talk radio show featured members of the project team on on-air interviews to discuss the plan.

Project Steering Committee (PSC)

The work of the plan was managed by a Project Steering Committee (PSC) made up of interested Glencoe residents, members of the City's Downtown Revitalization Committee (DRC), members of the Planning and Industrial Commission, all City Councilors, and City staff.



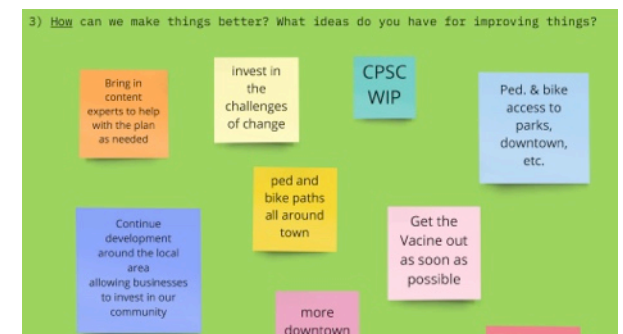
At one of the PSC's virtual meetings, during a conversation with downtown developer Jon Petters.

The PSC met at monthly intervals through the duration of the project. Because of COVID-19 restrictions at the start of the project, the PSC worked via virtual meetings, using several innovative platforms to facilitate brainstorming and plan reviews, including Zoom for meetings, Miro for collaborative brainstorming, and Adobe Shared Online Reviews for group review of plan documents and maps.

Once COVID restrictions were lifted the PSC met in-person at the Glencoe City Center.



During a PSC meeting at the Glencoe City Center.



A "virtual post-its" board from one of the PSC meetings.

Throughout the plan's development process, the PSC guided key decisions and the overall direction of the project, offering guidance for development of project recommendations and plan drafts and facilitating communication with other Glencoe residents and stakeholders.

A Small Selection of Ideas Generated by Members of the Steering Committee

Something remarkable about the process for development of this plan is the number and detail of ideas generated and contributed by members of the Project Steering Committee.

These ideas helped to prompt and generate additional ideas and directions for the plan to explore.

These ideas are highlighted here to share the excitement and optimism this committee of Glencoe residents felt for the City's future possibilities.



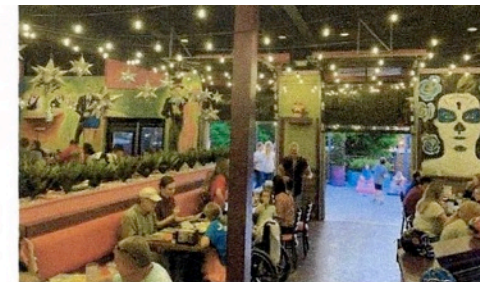
PSC member Barbara Jenneke recommended highlighting Glencoe artists like Bonnie Mohr in new community arts events.



PSC member Luz Duvall suggested adding fitness equipment to parks.



Redevelopment at the Economart lot, as envisioned by PSC member Susan Olson.



Redevelopment at the County Recycling site, as envisioned by PSC member Susan Olson.

Plaza del Norte, an entertainment, shopping, and outreach destination, by Larry Hackett.

3.2 - What We Learned from the Public

This is a brief summary of the key ideas and guidance we received through the plan's public engagement efforts. Each of the plan's policy chapters includes a brief selection of key insights and comments. The plan's Appendix includes every comment and idea received.

What people love most

All three surveys started by asking what people appreciate most about living in Glencoe. Top answers included:

- » Glencoe's small town atmosphere
- » Community heritage
- » Family-oriented feel
- » Friendly people
- » Small and friendly businesses
- » Feeling of safety and tranquility
- » Parks and open spaces
- » The schools

Implications for the plan

As the City grows, it will be important to preserve its historic buildings, and to develop its streets, buildings and streetscapes in a way that supports and enhances the small town feel of key areas (for example, downtown). Supporting small business activity, growing parks, and expanding engagement with and between residents will also be important.

What people would like to change

Some issues that people said they would like to improve in Glencoe include:

- » Internet service is limited or unreliable
- » Low activity or vitality in the downtown
- » Limited choices for housing
- » High levels of truck traffic in downtown and residential neighborhoods
- » Limited opportunities for employment
- » Limited choices for restaurants in town
- » Limited choices for retail
- » Sense of having a limited number of options (for entertainment, shopping, housing and employment) available to residents

Implications for the plan

It will be important to address the multiple topics that residents perceive as issues. This plan offers recommendations for all of the issues listed; implementing improvements will take time, but small and inexpensive steps can be started quickly.

What people want to grow

People saw many opportunities for improving life in the City - from quality of life, to services and opportunities to grow the City's prosperity and prospects. Some of these opportunities include:

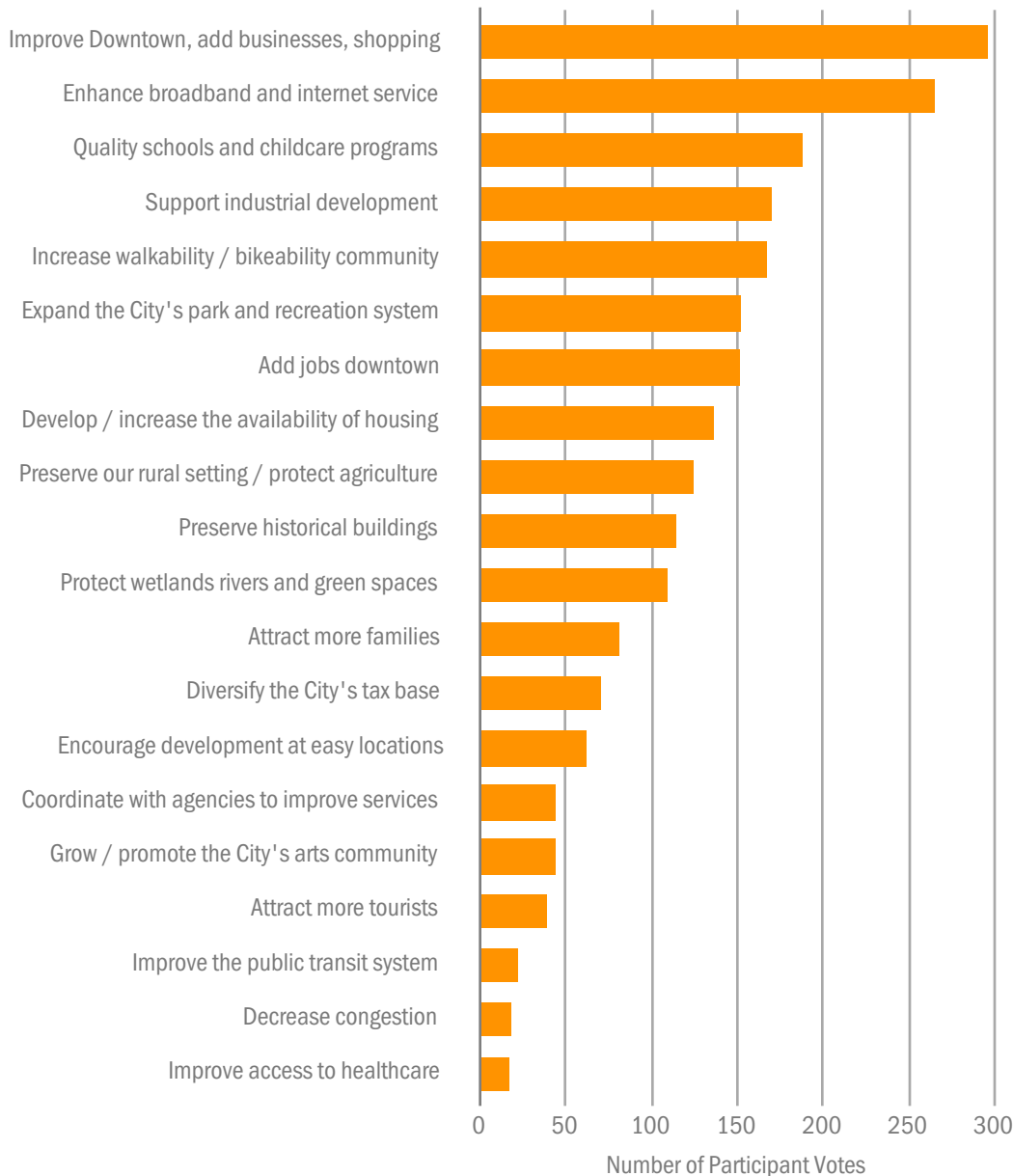
- » Improving the City's downtown and growing its qualities as an attractive, fun place to be
- » Supporting the growth and expansion of existing industries
- » Supporting the development of new business
- » Increasing the availability and types of housing
- » Growing walkability and bikeability throughout the community
- » Developing events and activities to attract visitors and increase sales for local stores

Implications for the plan

There are many opportunities for Glencoe to grow and thrive. Community excitement, commitment and momentum will be a key asset for making long-term changes.

Sample of Survey Results

From Survey #2: What should be the City's top priorities for the future?



From Engagement at Glencoe Days

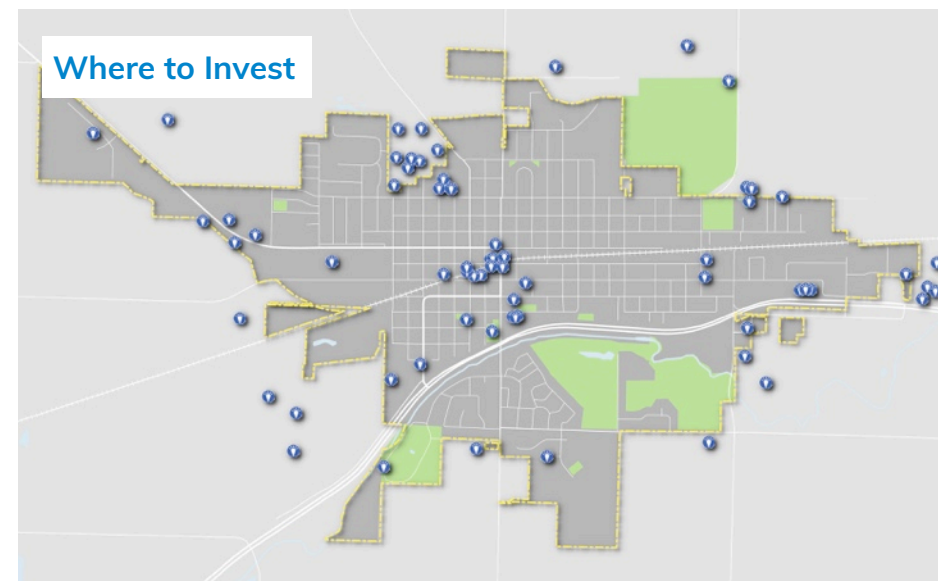
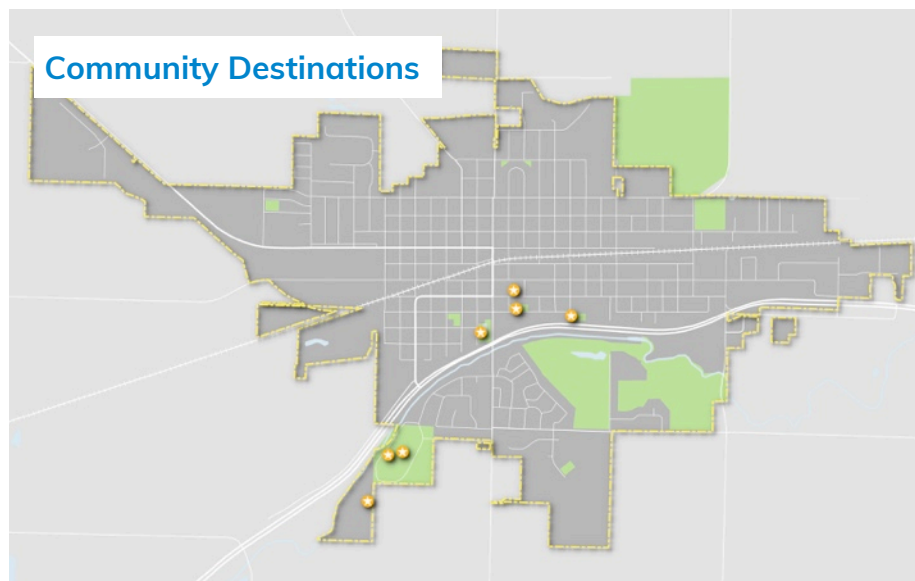
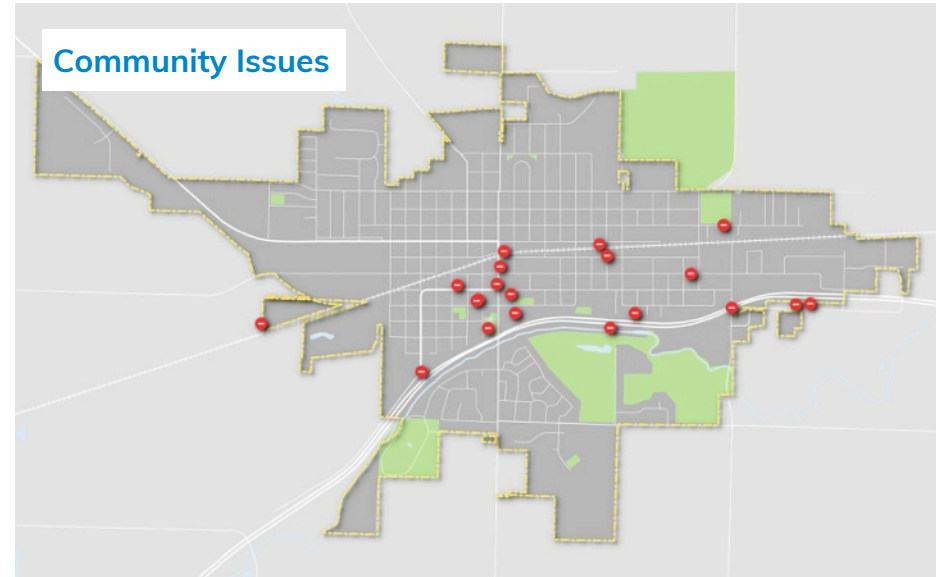
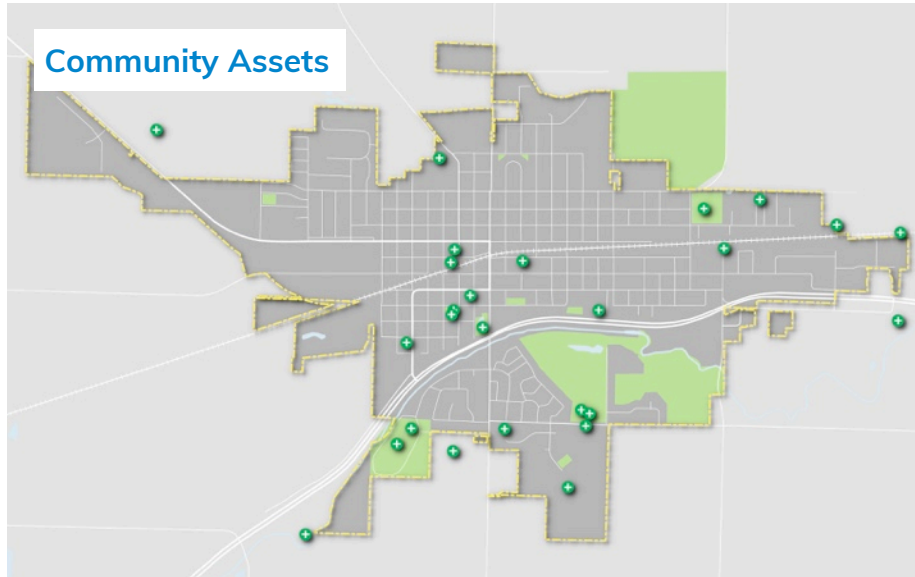
Sometimes, results in the plan's many engagement activities provided unexpected results. At Glencoe Days, we received overwhelming support for an idea that was added by a participant to the boards we took there:



The idea, to provide a dog park in the City, was the most popular choice! The recommendation is therefore included in this plan.

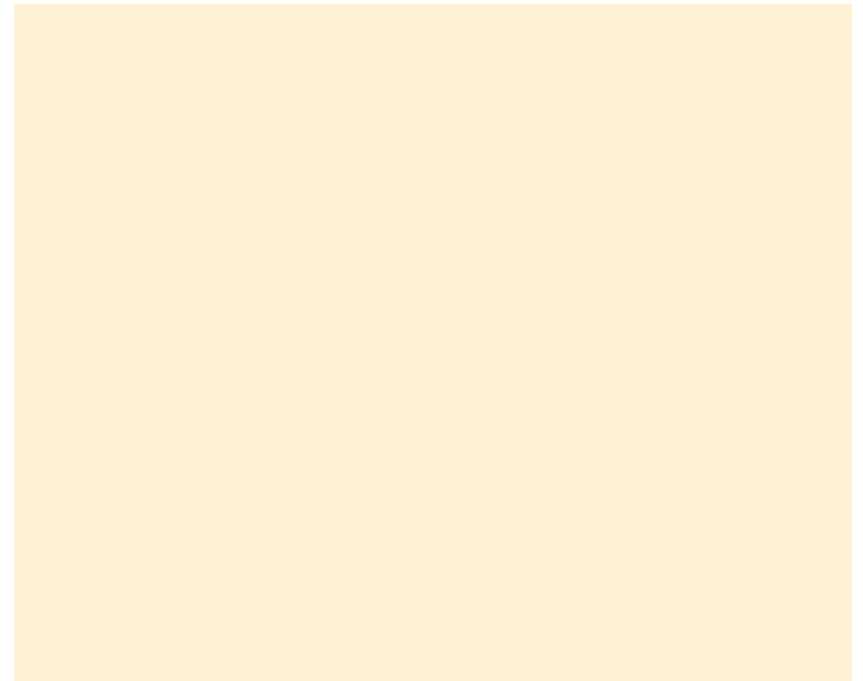
Results from the Wikimap

Results from the interactive online map are provided below. Each of the points shown also includes a description and additional information as provided by participants. A full export including each individual comment is provided in the Appendix.



4 Framework

This chapter describes the organization of the plan, and the overall framework used to investigate existing systems, evaluate opportunities, and develop recommendations.



4.1 - Introduction

The Glencoe Comprehensive Plan is a tool to facilitate the City's lasting prosperity and the continuous improvement in quality of life, enjoyment, and growth of opportunity for its residents, businesses, and visitors.

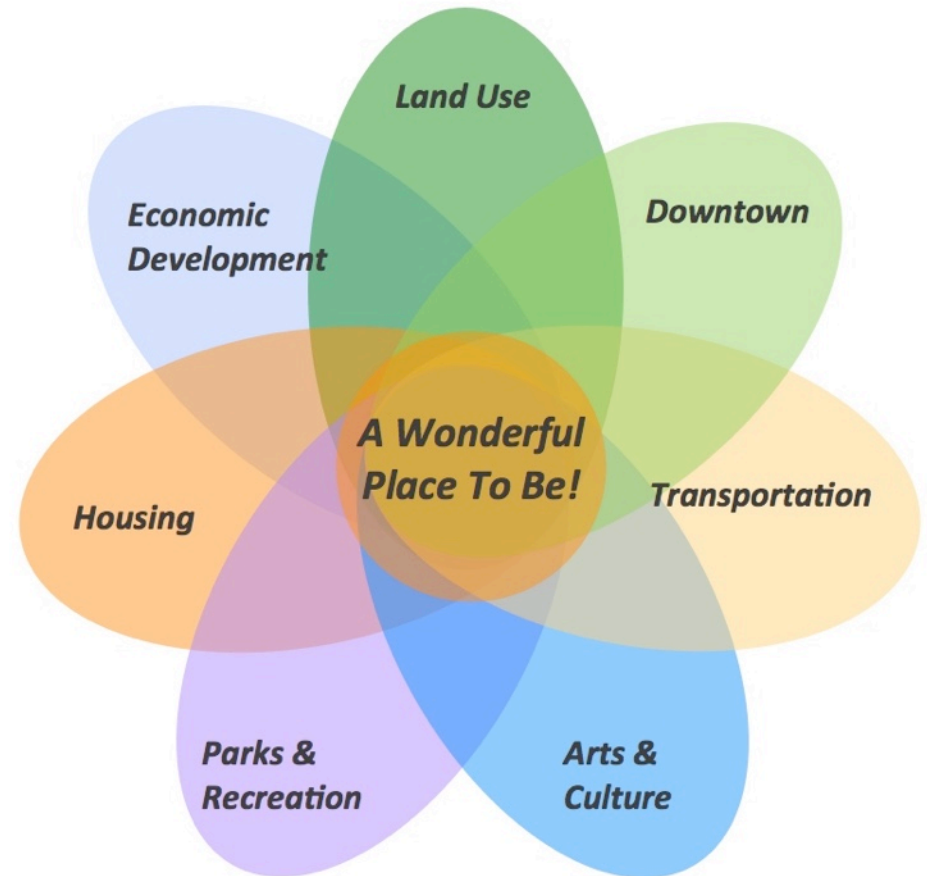
The plan is based on a framework that:

- » Recognizes the City's many existing assets, and leverages them as part of the plan's foundation for future success,
- » Responds to the specific assets, issues, and opportunities that exist in different parts of the city,
- » Listens to, considers and responds to residents' and leaders' visions and aspirations for the future, and
- » Moves toward implementation in sustainable, incremental steps that offer stable improvement and a platform for next actions.

How the plan's recommendations are organized

This and following chapters present recommendations for policies, systems and actions that are within the purview of the City and partner agencies, and where the City can lead, support or convene the work needed to implement the plan's vision. The plan's recommendations address:

- | | |
|------------------------|------------------------|
| » Land use and zoning | » Parks and recreation |
| » Housing | » Community facilities |
| » Transportation | » Utilities |
| » Economic development | » Implementation |



The plan's comprehensive approach integrates recommendations across several policy areas to support the changes residents envision for the future of the community.

4.2 - The Future Belongs to Small Towns

For the last few decades, prevailing narratives have downplayed the assets and prospects of small towns. New insights and assessment of the many advantages of smaller communities point to a bright future.

New assessments - prompted by the pandemic, the rise of remote work, growing economic uncertainties, and the search for quality of life for individuals and families living in larger cities - have led to a reevaluation of those notions.

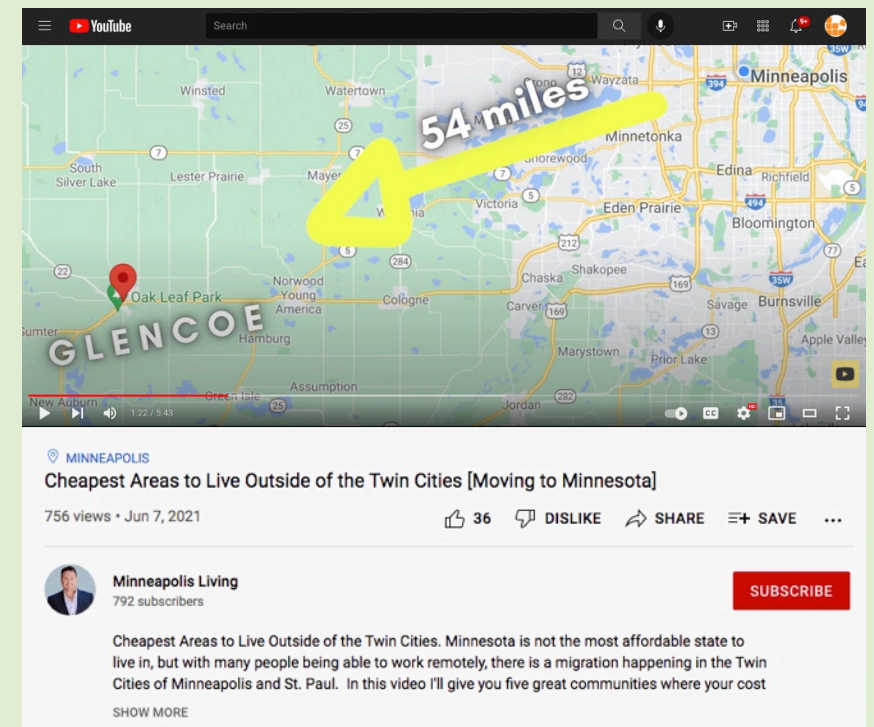
Not surprisingly, the many positive qualities of smaller communities like Glencoe point to a bright future.

Small towns - places where neighbors know and trust each other, that are walkable, affordable, have strong and varied local businesses and institutions, have a strong local identity, and that offer the resources needed for a high quality of life - will emerge as the most desirable places to live for growing numbers of people.

Places that offer these qualities while also being located within convenient distance to larger urban centers will be the ones that attract young families, Millennials, and retiring seniors alike - because of the sense of community, natural assets, cultural amenities, and independence they offer - and because of the convenient access to the assets of a larger metropolitan area.

Glencoe is well positioned for this future. Just 50 miles west of Minneapolis/Saint Paul, and offering a diverse range of businesses, excellent schools, regional health care providers, extensive parks, and a small-town atmosphere, Glencoe is poised to grow and thrive over the coming decades. With coming improvements in broadband, upgrades to Highway 212, its thriving and diverse population, and a renewed sense of mission, its future is indeed bright!

Glencoe in the News



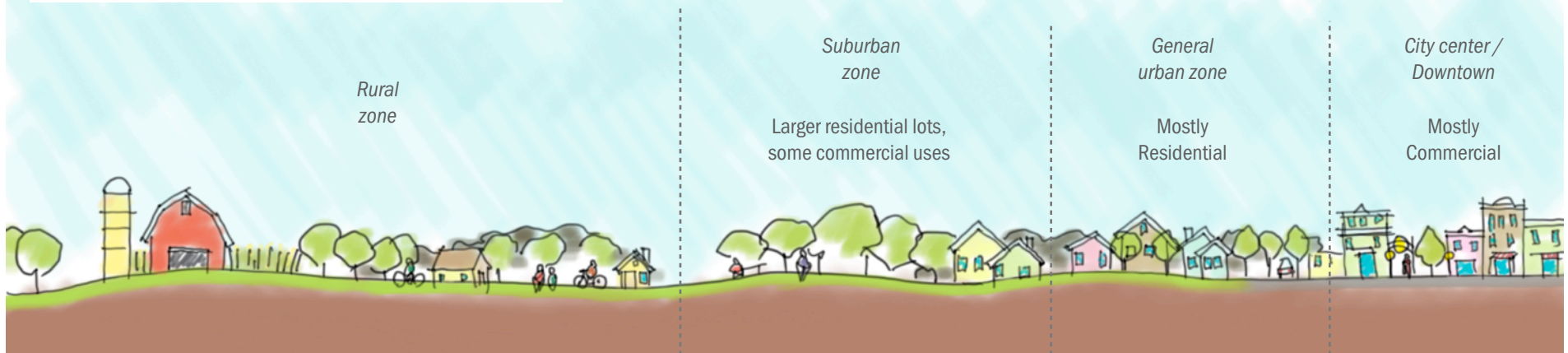
With the rise of remote work and housing issues in larger communities, Glencoe, and many other communities like it, are getting a lot of attention from young people and families interested in moving to smaller, friendly and affordable communities where they can enjoy a high quality of life and still access the major city on occasion. Image: A still from a [June 2021 realtor's video highlighting Glencoe](#) as one of the "top 5" relocation opportunities for people in the Twin Cities area.

4.3 - Framework

The comprehensive plan addresses several inter-related systems. This chapter explains the framework used to shape the plan's recommendations so they respond to specific conditions and contexts in Glencoe.

The Glencoe Transect

How land use and intensity changes along the City



Conditions, contexts and opportunities

Activities and land uses vary across any city's landscape. Structures, opportunities and assets are not uniformly distributed, and sometimes share certain characteristics depending on where they are located. For example, buildings in a city's downtown have more in common with each other (in how they are built, used and sited) than with buildings in the same city's outer or suburban locations.

To be more useful, recommendations should be tailored to the specific types of places that exist within a city. A tool for describing the changes

in conditions in a city is called a transect; each transect zone or region presents a similar type or intensity of land use.

Because each zone presents different contexts, settings, activities and roles, a recommendation that may be helpful and appropriate in the downtown core may not be as helpful in suburban residential areas of the same city. Similarly, a recommendation that may be helpful when thinking about residential development in a suburban zone may not work or fit with overall plan goals if applied in the downtown.

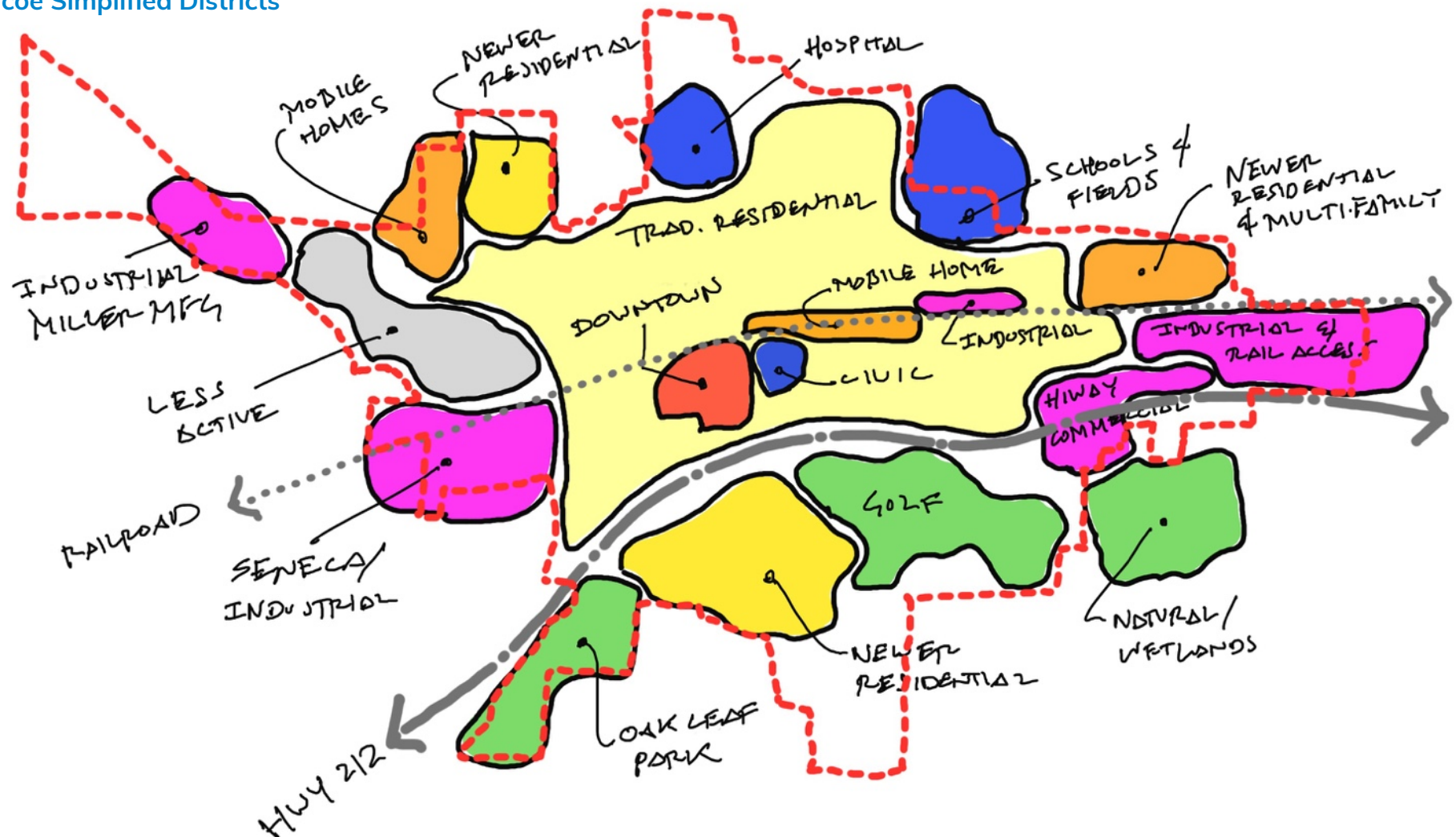
Simplified City Districts

Another tool for working to understand a city is to roughly map the different districts or types of activities that exist within it. Just like with the transect, the districts themselves don't have to be exactly defined, but rather reflect some

common characteristics that can help organize recommendations and thinking toward future action. A framework of simplified districts can be helpful when thinking about next locations for development, or types of development that

may work in specific areas of the city. This framework can also help orient more specific changes in a city's future land use and zoning regulations.

Glencoe Simplified Districts



4.4 - Leveraging Assets

Glencoe has numerous assets that can be used for reaching its goals. Many of these assets are easily noticed, but there are also many others that may be less evident because they include familiar elements or work in combination with larger trends and conditions.

For example, Glencoe's "small town feel," walkable downtown, strong healthcare institutions, and proximity to the Twin Cities are familiar elements to current residents and perceptive visitors. What may be less apparent is that this specific combination is attractive to growing numbers of homebuyers, and to developers who are building new compact and walkable development in smaller cities in Minnesota and nationwide - and are, in the process, adding new vitality to local economies.

This trend is driven by the changing housing needs and preferences of two populations: first, aging baby boomers moving to places where they can remain active, enjoy close-knit communities, and still access cultural opportunities in nearby larger cities; and second, by the preferences of Millennials, young families and other homebuyers.

This second group, facing unprecedented high prices and lack of affordable homeownership opportunities in the larger cities is shifting its

preferences toward larger homes at lower prices farther outside of those large cities.

The barrier that previously kept this second group from making these choices - the potential length of their driving commute - has receded as a result of COVID-19, with many employers and young professionals successfully adapting to working remotely during the pandemic, and now expecting to continue doing so several days a week going forward. If a trip to the office doesn't have to occur every day, then driving distance becomes less of a barrier.

A community like Glencoe is an ideal location for the type of housing and day-to-day living experience sought by both populations: the downtown and nearby areas are the perfect setting for the compact, mixed-use apartments sought by seniors and by young professionals and couples, while the City's walkable and compact neighborhoods are the place to find an affordable starter home, and to also develop the spacious and comfortable homes desired by young families.

These trends can bring new vitality to downtown, improve the City's tax base, and reinforce the walkable, pedestrian-oriented quality that will make downtown and nearby residential neighborhoods attractive for a wide range of households.



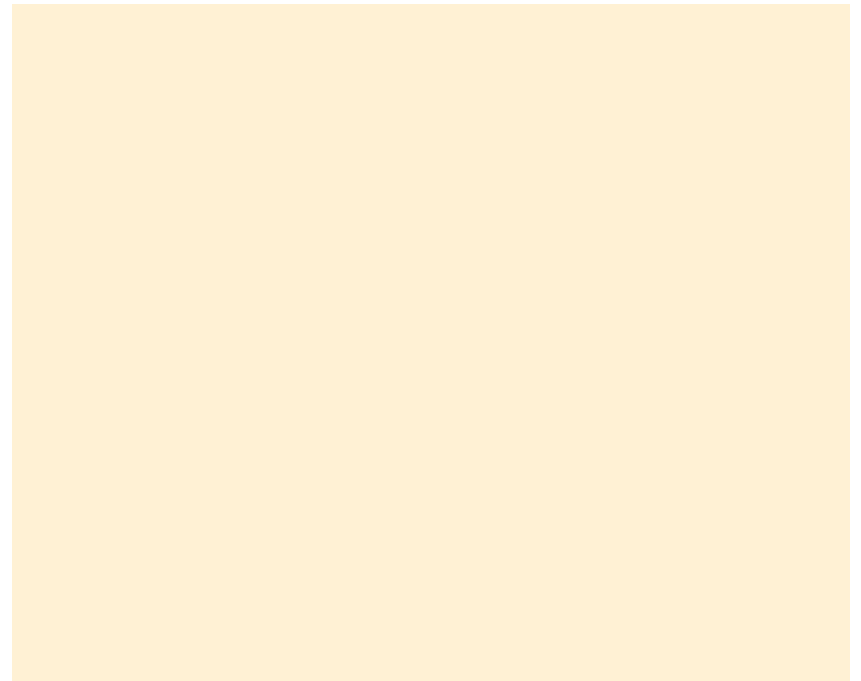
What are some of Glencoe's assets? Here's a brief list, compiled from comments received from community engagement for the plan:

- » Small-town feel and family-friendly neighborhoods
- » Strong school system
- » Businesses providing friendly service
- » Opportunities for community involvement
- » Quality parks
- » High quality city services
- » Active industry and manufacturing
- » Available land and opportunities for commercial and industrial development
- » Convenient access to the Twin Cities
- » Convenient access to road, air and rail transportation networks

5 Land Use

A city's land is literally its foundation as all of its structures and activities exist and occur in specific locations and spaces within its extent.

A city's land and its current and planned uses shape housing, economic development and other systems.



5.1 - Introduction

Land use refers to the activities that take place on the land and parcels that make up a community's land area. Changing over time, land uses respond to market forces and to directions set forth in a city's land use planning policies, including its comprehensive plan, zoning regulations, and other policy documents. A community's land uses also respond to larger economic, social and structural trends.

Vision and Goals

Future Vision

Glencoe's land use policies and practices build prosperity, quality of life and success for residents and businesses. Compact and efficient land use provides a variety of conveniently located and accessible housing options; industry and business have the space they need to grow and thrive; downtown is vital and prosperous; natural and open spaces are protected, and the uses of land are arranged and intermixed to support beautification, efficient development, and the health and well-being of the community.



Goals

- » Grow as a compact, efficient and financially sustainable city
- » Strengthen the vitality, attractiveness and prospects of downtown
- » Facilitate the development of a variety of housing options
- » Facilitate growth in employment, business and industry
- » Consider annexation where financially sustainable
- » Leverage transportation investments to grow and prosper
- » Increase quality of life through thoughtful land use decisions

About this Chapter

This chapter provides guidance for the City's future land use decisions so they match community vision and values, and includes a future land use map, showing the type of activities that are anticipated to occur in specific places.

In some cases, future uses are different from what occurs today. The transition of these properties from their current use to the depicted use is expected to occur over time, in response to market demands, as property owners voluntarily sell, develop, or change the use of their land. Other recommendations will be implemented through planning, zoning and subdivision ordinances, public improvements, and public and private partnerships.

5.2 - Existing Conditions

Urban Form and Development Pattern

Glencoe is a free-standing “rural crossroads” small town that developed and grew due to its role as a railroad hub and as a trade and retail center for nearby farms.

The City’s older areas, including its downtown and nearby residential areas, are laid out in a traditional grid pattern, with generally square blocks of approximately 300 ft per face. In some cases two blocks have been combined into one; there are also locations where the grid pattern is disrupted by the location of the railroad line.

In general, the grid pattern in these older areas includes an extensive network of sidewalks and planted boulevards. This pattern, and the size of the blocks from which it is developed facilitates walk, bike and drive connectivity by offering multiple redundant routes for reaching destinations within the community.

More recently-developed areas in the portion of the community north of US 212 (including areas east of Armstrong Avenue, north of 16th Street, and west of Pryor Avenue) show greater inconsistency in size of blocks (greater prevalence of double-size blocks), provision of sidewalks (generally not provided), and circulation patterns (a curvilinear and

sometimes disconnected pattern rather than a grid is more often evident).

South of US 212, consistent block size, grid pattern, and provision of sidewalks are absent.



Block and circulation pattern in an older part of the City.



Block and circulation pattern in a newer district.

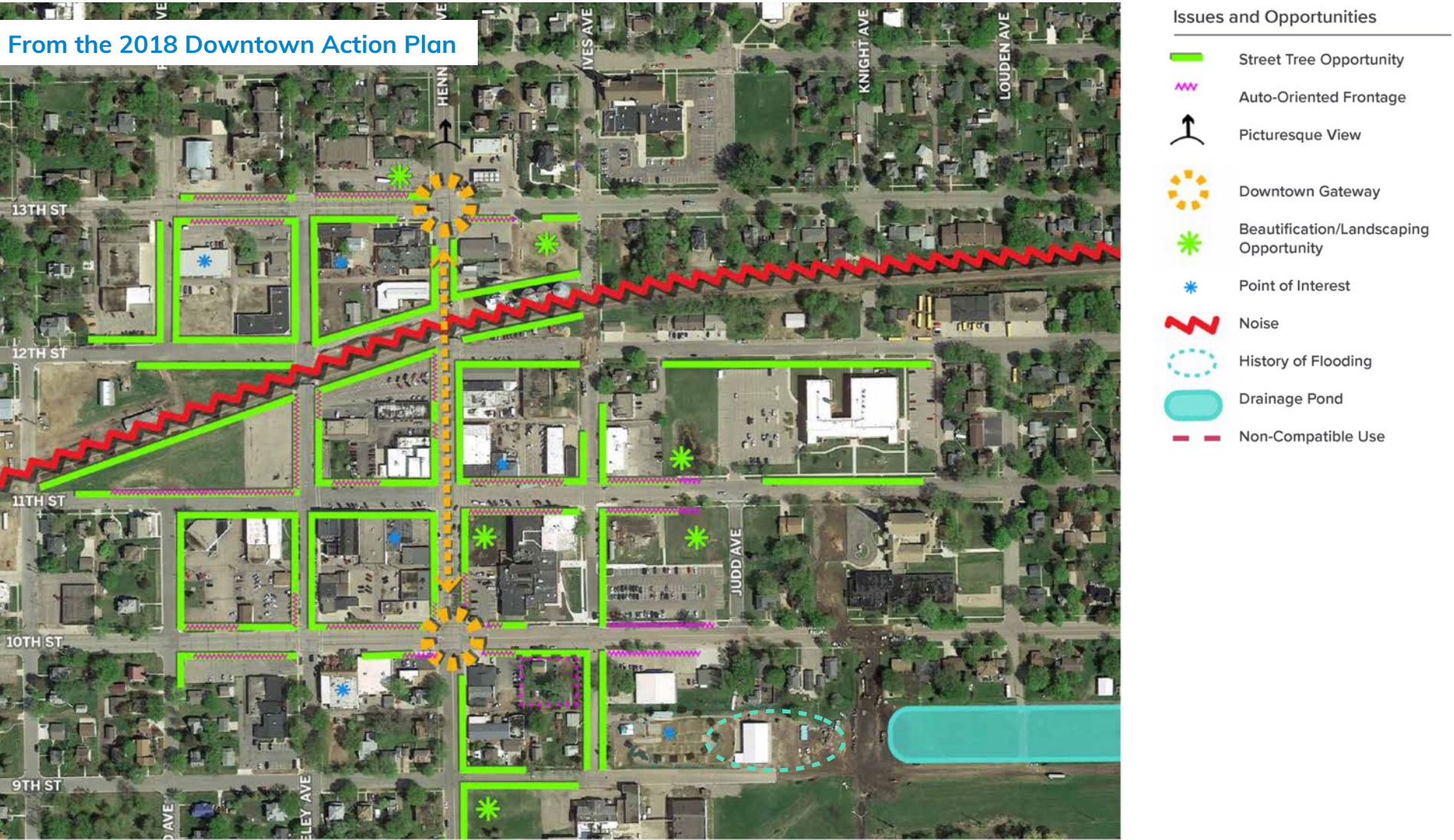
Downtown

Glencoe’s downtown is a key location for the community. However, due to disinvestment, reorientation toward auto-oriented development, changes in commerce, and negative trends affecting rural economies, downtown's look, function, and character has suffered.

Additional specific issues harming Glencoe’s downtown include:

- » Routing of MN 22 truck traffic into the core areas of downtown, increasing the number of large vehicles, noise and traffic hazards present, and seriously reducing walk-orientation, placemaking and economic development potential for the area
- » Reduced access points to downtown when US 212 was expanded
- » Changes in zoning that have redirected business development along US 212 to capture highway traffic, including new development east of downtown near the Morningside Dr access point onto US 212
- » The tear-down and replacement of vacant downtown buildings with asphalt or concrete parking - leading to a large amount of “gray space” at this key location

Key Issues and Opportunities



Fortunately, downtown still retains several key features that provide opportunities to re-frame the purpose of downtown and bring people and vibrant commerce back to the historic core of the City.

Some of the assets that currently exist in the downtown area include:

- » Historic grid development pattern
- » Several well-preserved historic buildings
- » Tree lined streets approaching downtown
- » County seat, with County Courthouse and offices
- » City Center, former site of the city's high school, renovated into the library, City offices, and events venue
- » Reconstruction of Hennepin Ave with new decorative lighting, sidewalks and ADA intersection crossings, and upcoming work to provide parking-protected bicycle lanes along its extent
- » Existing cafes, restaurant-bars, professional offices and services
- » Ample supply of parking and developable land at this key location
- » Wider recognition and support by Glencoe residents for their community's heritage and downtown, and broad national trends pointing out the high returns that investments in main streets and downtowns can pay for smaller communities



Several handsome buildings still exist in downtown.

Current Zoning and Land Uses

The City's current Zoning Ordinance recognizes three residential classifications, one business classification, and two industrial classifications.

Using these classifications, about three-quarters of the city's land (77%) is dedicated to residential uses, 13% (about one-eighth) of the city's land to business uses, and 10% to industrial uses.

Generally, there's low availability of medium density, multiple family residential homes (duplexes, fourplexes, townhomes, condos, and apartment complexes).

Land Use Type	Acres	Percent
R-1: Medium Density	1,201	71%
R-2: Multiple Family	82	5%
R-3: Mobile Home	25	1%
B-1: Business District	215	13%
I-1: Limited Industry	32	2%
I-2: General Industry	134	8%
TOTAL	1,689	100%

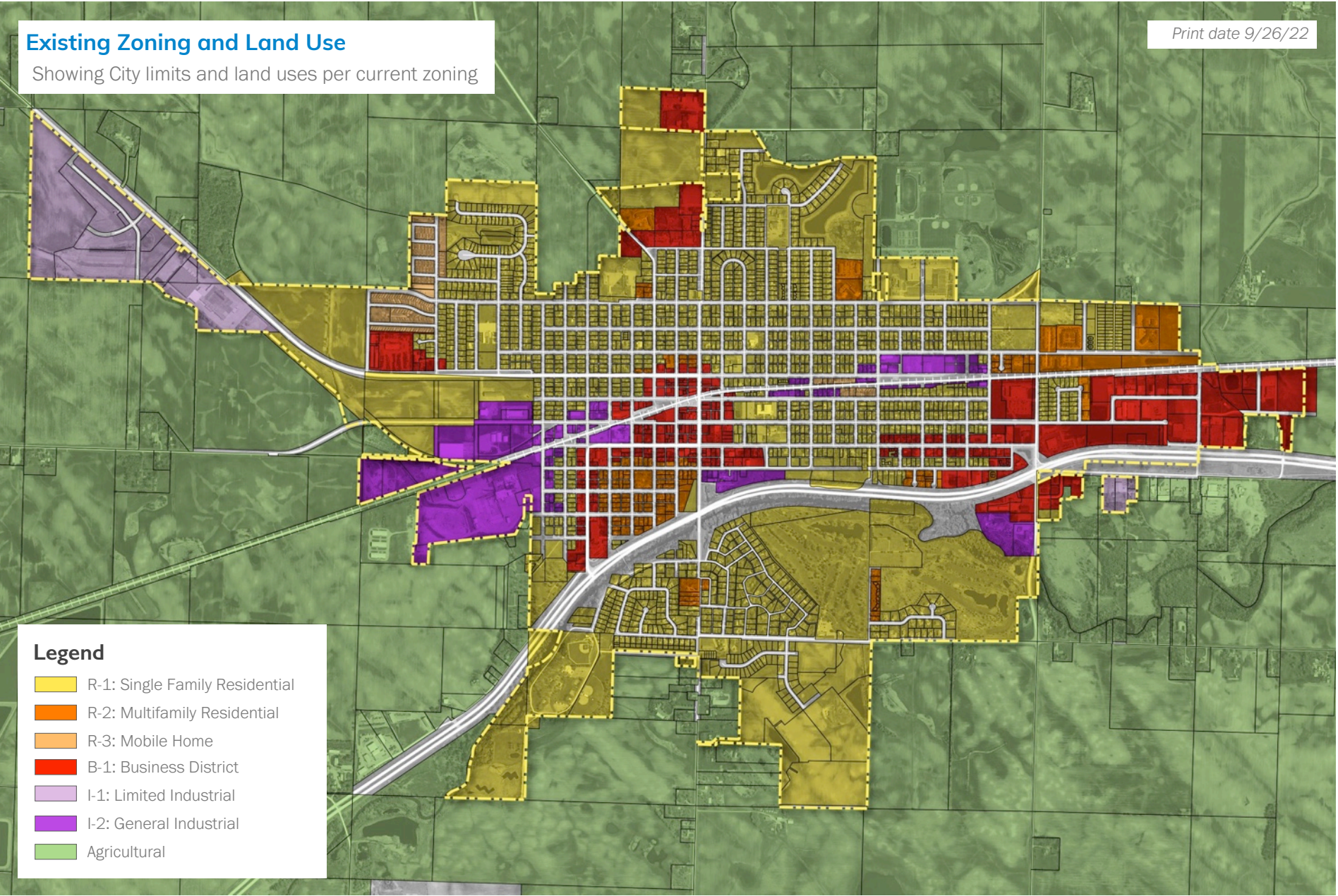
Commercial and industrial uses are currently zoned for areas near US 212, 13th Street, and the railroad line. About 81% of all commercial or industrial zoned lands are located within a half mile of US 212 and 85% are within a third of a mile from the rail line.

The City's current zoning classification does not distinguish between business uses in the downtown vs. locations along US 212 or elsewhere, and is thus unable to offer guidance or requirements to facilitate development that preserves downtown's walkable character.

Similarly, the current Zoning Ordinance does not include classifications or guidance for institutional uses, parks or open space.

Overhaul of the City's Zoning Ordinance is one of the key recommendations from this plan.

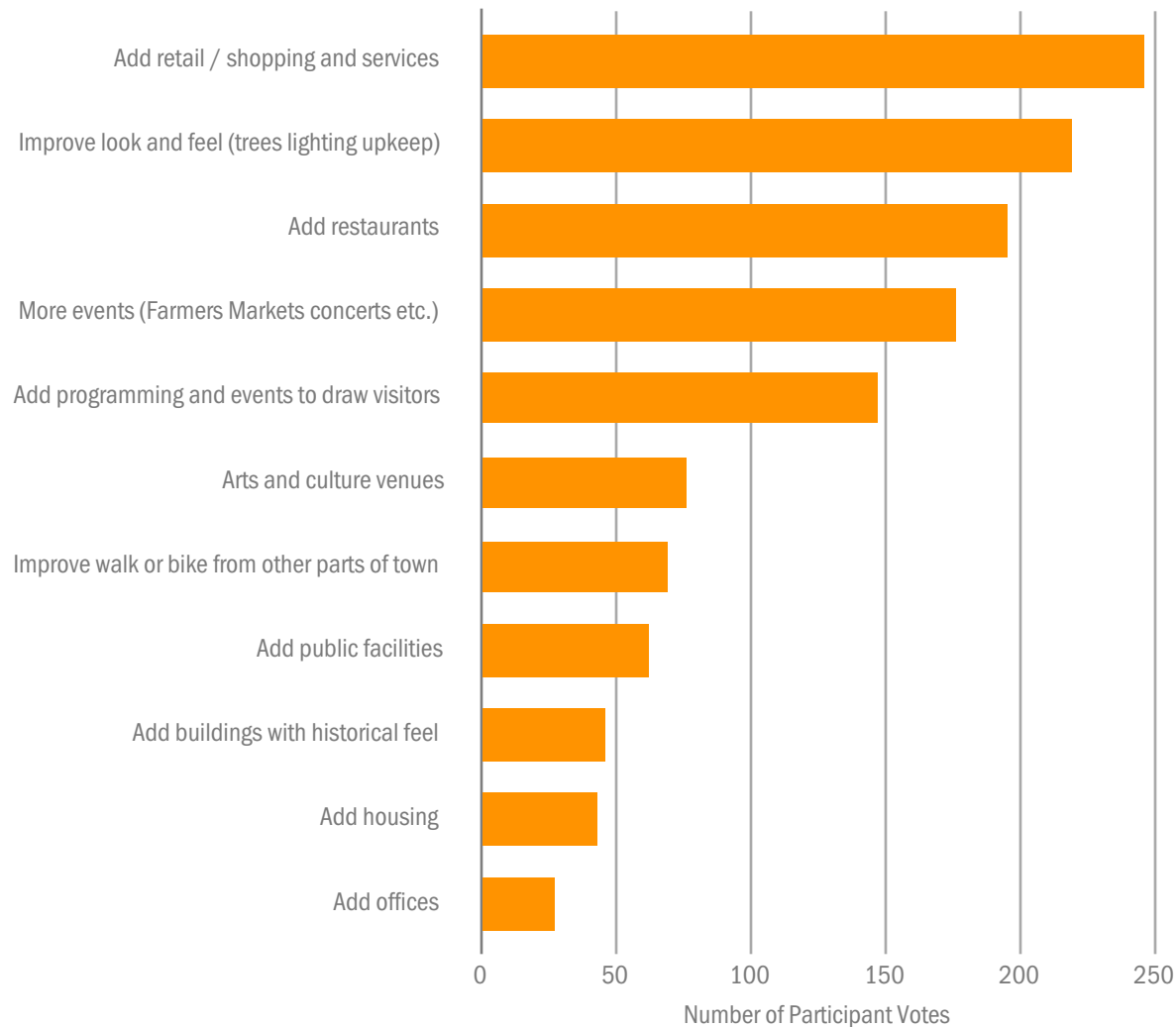
Current Zoning Map



5.3 - What We Heard: Comments Received

Numerous comments were received highlighting residents' goals for Land Use and the importance they attach to the Downtown.

How would you improve Downtown? Which type of buildings, businesses or activities are needed in Downtown Glencoe?



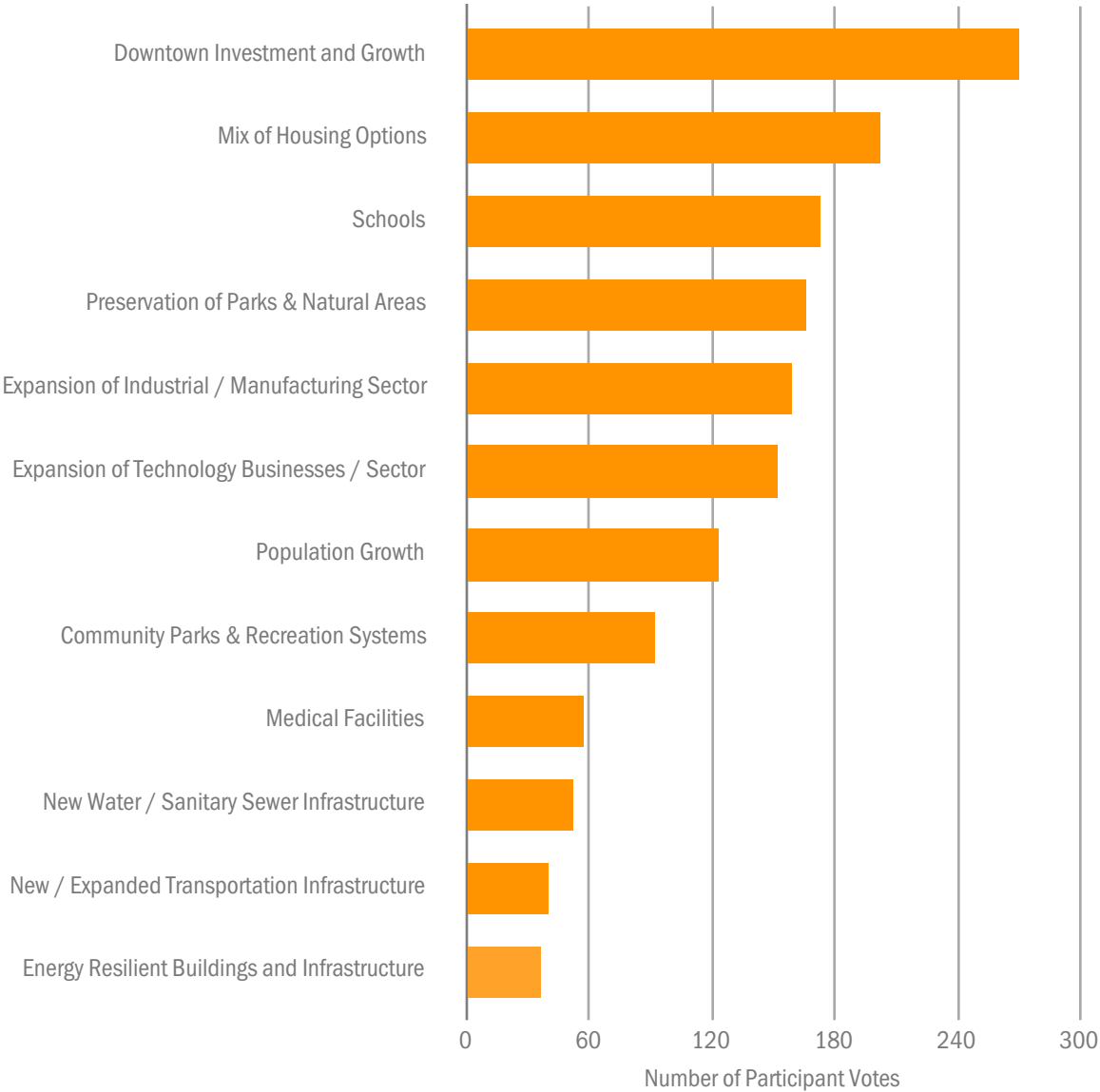
"Add downtown investment/growth (that preserves and contributes to the character of Glencoe; avoid big box/strip malls) - plus some expansion to a reasonable degree in the areas of technology businesses, industrial/manufacturing"

"We should apply for grants to restore old buildings for repurposing"

"I've been living here my whole life. I like the small town feel and the sense of community ... We need to improve the downtown and support our small businesses."

How influential do you believe each of these catalysts will be in future land development in the City of Glencoe (up to 2040)?

[A development catalyst is something that will stimulate economic growth and/or land development.]



Downtown is recognized as a key location for the city's future by Glencoe residents.

5.4 - Opportunities

5.4.1: New Land Use Map

This new Comprehensive Plan provides a foundation for updating the City's land use policy documents, including its land use map, zoning map and ordinance, and subdivision regulations so they more accurately reflect current conditions and guide future decisions toward the vision described by its citizens and leaders.

The first step, included as part of the Comprehensive Plan, is the updating of the City's Future Land Use Map. Subsequent policy and ordinance changes will reflect the guidance included there (when the zoning map and ordinance are updated they will place the Land Use Map's recommendations into law).

The approach for developing the new Land Use Map includes:

Assessment of Existing Land Uses

The Existing Land Use Map identifies the present location and distribution of the residential, commercial and public activities (the "land uses") that take place within its boundaries.

Determination of Future Land Uses

The Future Land Use Map makes recommendations for how the type and location of land uses should change over the next twenty years to respond to and make possible the vision the community has set out for itself.

In some cases, future land uses on a parcel are different from what occurs today. The transition on these parcels from their current use to their desired future use is expected to occur over time, in response to market demands, as property owners voluntarily sell, develop, or change the use of their land. Other recommendations will be implemented through planning, zoning and subdivision ordinances, public improvements, and public and private partnerships.

The new Land Use Map also provides an opportunity for optimizing land use categories so they reflect the types of uses desired and the existence of districts or other focus locations in the city.

Zoning Ordinance and Map

This plan recommends updating the Glencoe's Zoning Ordinance as part of a future project. The Zoning Ordinance is the City's legal instrument for regulating and enforcing land

Land Use vs. Zoning

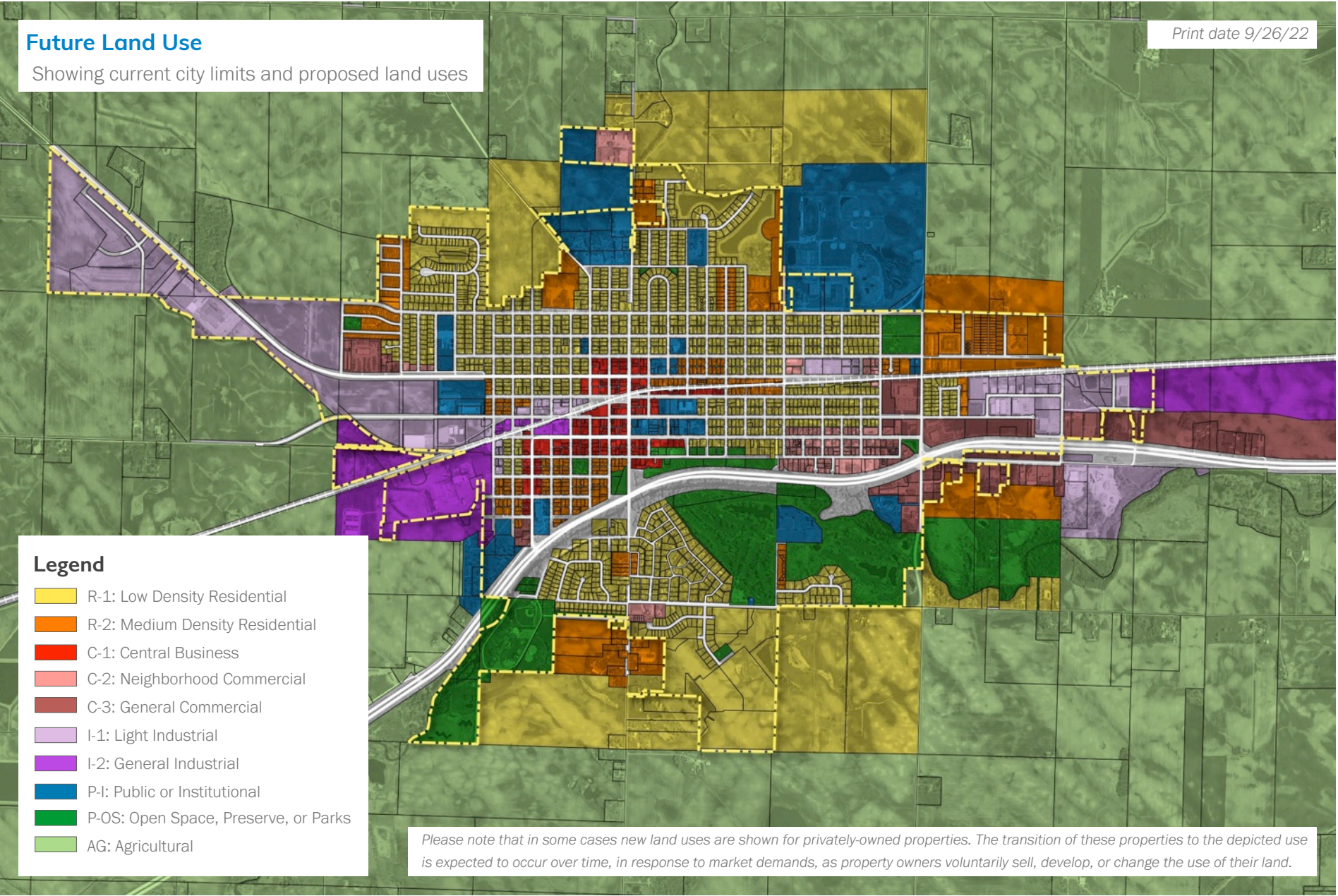
- » **Land Use** identifies the preferred end result of development and redevelopment over the next 20 years. The Future Land Use Map shows the long-range desired future for the City. Land Use is policy and aspirational.
- » **Zoning** identifies the permitted, conditional, interim and prohibited uses and regulation for development and redevelopment for each geographic area in the City. The Zoning Map shows what are permitted uses and designated districts for developers and landowners. Zoning is Regulation and Law.

uses within its boundaries, and for establishing specific districts or focus areas.

The Zoning Ordinance defines how property in specific areas within the City can be used - for example, where housing or industry can be located. It also establishes key development characteristics like lot size, and the siting and height of structures.

The Zoning Ordinance and Map are informed by the future land use plan and are key tools for its implementation.

5.4.1 (continued): Future Land Use Map



5.4.1 (continued): Updated Land Use Categories

These are the updated land use categories included in the new Land Use Map:

Zoning District	Name / Type	Purpose / Description
R-1	Low Density Residential	Areas within the community for residential dwellings of single- and two-family occupancy, including duplexes.
R-2	Medium Density Residential	Multiple-dwelling residential district suitable for the location of apartment buildings, townhouses, condominiums, and other rooming or residential structures, as well as single- and two-family structures.
C-1	Central Business	The City's Downtown area, characterized by small lot sizes with no setbacks. Features historic buildings, pedestrian orientation, and includes small business, retail, restaurants, and apartment housing. A preferred location for mixed use commercial / residential development and multi-family housing.
C-2	Neighborhood Commercial	Varied commercial uses, including uses and lot configurations not permitted in the Central Business District, while retaining neighborhood scale and pedestrian orientation. Allows a wide variety of commercial uses catering to the needs of the entire community and surrounding areas.
C-3	General Commercial	Provides for a variety of larger commercial uses, including uses not permitted in the Central Business or Neighborhood Commercial District. Includes larger-scale commercial uses catering to the needs of the entire community and surrounding areas, and businesses providing highway-oriented retail goods and services.
I-1	Light Industrial	To create industrial areas that are acceptable to the City and that do not adversely affect adjacent businesses or residences. Uses will not create any offensive noise, dust, heat, smoke, odor, or other objectionable influences to adjacent property owners. In the interest of general health, residential uses are not permitted.
I-2	General Industrial	To create industrial areas to accommodate a wide variety of industry which may operate to their maximum advantage. In the interest of general health, residential uses are not permitted.
P-I	Public or Institutional	Land areas within the City for the establishment of public services, utilities, city, federal, state, school district and religious uses.
P-OS	Open Space, Natural Preserve, or Parks	Natural resource areas, including floodplains, historic areas, wetlands, existing natural prairies, animal habitats, hunting reserves, conservation areas, and environmentally sensitive areas; parks and open spaces.
AG	Agricultural	Agricultural operations, including producing and/or breeding agricultural products, land lying fallow, and facilities to maintain agricultural lands under production or cultivation, including associated residences.

5.4.2 - Opportunity: Annexation of Adjacent Lands and Parcels

As Glencoe continues to grow in population or otherwise experiences the need for additional land for developing housing or industry, it will be useful to consider annexation of lands and parcels adjacent to and beyond its current boundaries.

Considerations before annexation

To ensure that annexation results in a net benefit to the community, it will be necessary to complete a thorough and thoughtful process before any commitments or actions, because while annexation allows the city to grow its taxable land, it also increases the city's maintenance and service obligations.

This plan recommends completing these steps before any annexation action:

- 1) Completing a financial cost-benefit analysis on the implications of the proposed annexation
- 2) Coordination with McLeod County
- 3) Communication with the affected land owners

Considerations for land uses and sequencing for annexed lands

For the city to gain full benefit from the lands it annexes (in terms of direct tax revenues, and more importantly in terms of potential benefits or impacts elsewhere in the city), the following considerations should be observed:

- » Annexations should be sequenced according to the phasing map on the following page, and prioritized along the eastern and southern direction, where access and environmental conditions are more favorable
 - there is high potential for industrial and commercial uses eastward along US 212
 - there are several suitable areas for new residential development toward the south
- » Land uses should be consistent with the Comprehensive Plan's guidance, including types of uses, considerations for siting, and other development characteristics
- » Where annexation of lands far beyond current boundaries is contemplated (for example, for lands near the city's airport), goals, concepts, and guidance regarding desired uses and configuration should be first developed by the City
 - Guidance should be consistent with the Comprehensive Plan's goals
 - The Comprehensive Plan should be amended to include the new guidance

Considerations for areas with existing service capacity

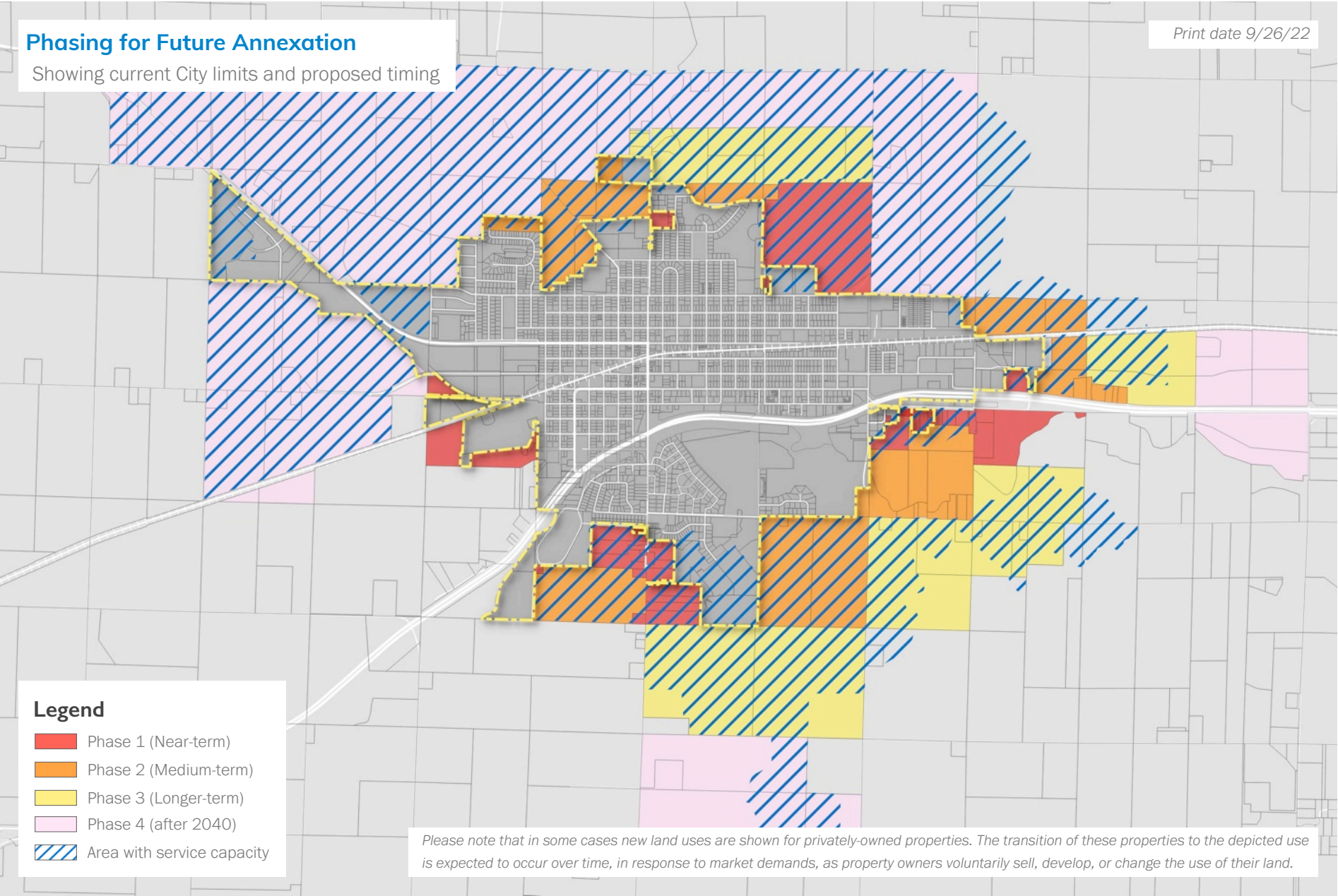
During the early 2000s, when population projections at the State and County level anticipated much higher levels of growth for Glencoe, and before the national financial crises that shortly followed, the City of Glencoe embarked on a significant effort to prepare land for potential development, building out water and sewer infrastructure with capacity to serve parcels well beyond its present-day boundaries.

Notably, the areas that could be served by these investments would have almost doubled the city's current land area.

Unfortunately, most of the areas located to the north of the city (about half of the total) are in locations that are problematic for land development due to runoff and drainage issues. Given these issues, development there is not recommended until after 2040.

Nevertheless, there is a significant amount of land where development could be easily served. Because this ready-to-serve area is so large, it will be important for the City of Glencoe to maintain a disciplined, long-term approach for annexation that recognizes that haphazard, isolated annexation and development will work against goals of focusing its vitality and growing in a financially sustainable way.

5.4.2 (continued): Phasing for Annexation



5.4.2 (continued): Timing and Priority for Annexation of Selected Lands and Parcels

To help the City maintain a disciplined, long-term approach, and support its vitality and financial sustainability, four phases for potential annexations are recommended. These are:

Phase 1 (Near term for annexation)

These are parcels that are already-developed or are in active use, and are within or immediately adjacent / contiguous to current City boundaries. They total 358 acres, equivalent to approximately 20% of the City's current land area. Annexation of these parcels is recommended to occur within two years of plan adoption (by December 2024).

Phase 2 (Medium term for annexation)

This phase includes two sets of parcels:

- » Set 1: Parcels that are adjacent to the City's current boundaries, are not currently developed, and can be served with already-existing infrastructure
- » Set 2: Parcels that are very near, but not adjacent to current City boundaries, are currently developed, and can be served with already-existing infrastructure

Because of their location relative to downtown and to other city destinations and assets, these parcels are recommended for the next phase of city growth and development. The land uses recommended for these parcels in the Future

Land Use Map will support industrial activity and development of housing in appropriate locations for community growth and prosperity. Annexation of these lands is recommended to occur within five years of plan adoption (by December 2027) in response to developer interest, City of Glencoe priorities, and as conditions warrant.

Phase 3 (Longer term for annexation)

Like the first set of parcels in Phase 2, these parcels are adjacent to the city's current boundaries, are not currently developed, and can be served with already-existing infrastructure.

Unlike those in Phase 2, these parcels are more distant from the city's core and their premature annexation and development will work against efforts to focus and grow the city's vitality. Consideration for their potential annexation should occur no earlier than 2028.

Phase 4 (Do not annex before 2040)

These parcels are not currently developed, are more distant to the city's current boundaries, and though they could be served with already-existing infrastructure on the city's northern side, they are in locations that are problematic for land development due to runoff and drainage issues.

Considerations for the Annexation Process

- » Develop a process to annex parcels which are currently served by city services but are located outside of the city's limits
- » Develop a cost-benefit analysis for any potential annexation that weighs the long-term obligations to be incurred (including maintenance of infrastructure for streets, water and other provided services) vs. potential tax revenue gains
- » Develop a strict policy requiring the annexation of parcels to be served by city-provided services *before* the infrastructure to provide those services is provided
- » Consider the impact of expanding the city's geographic boundary vs. efforts to concentrate economic activity, development and vitality in the city's core areas

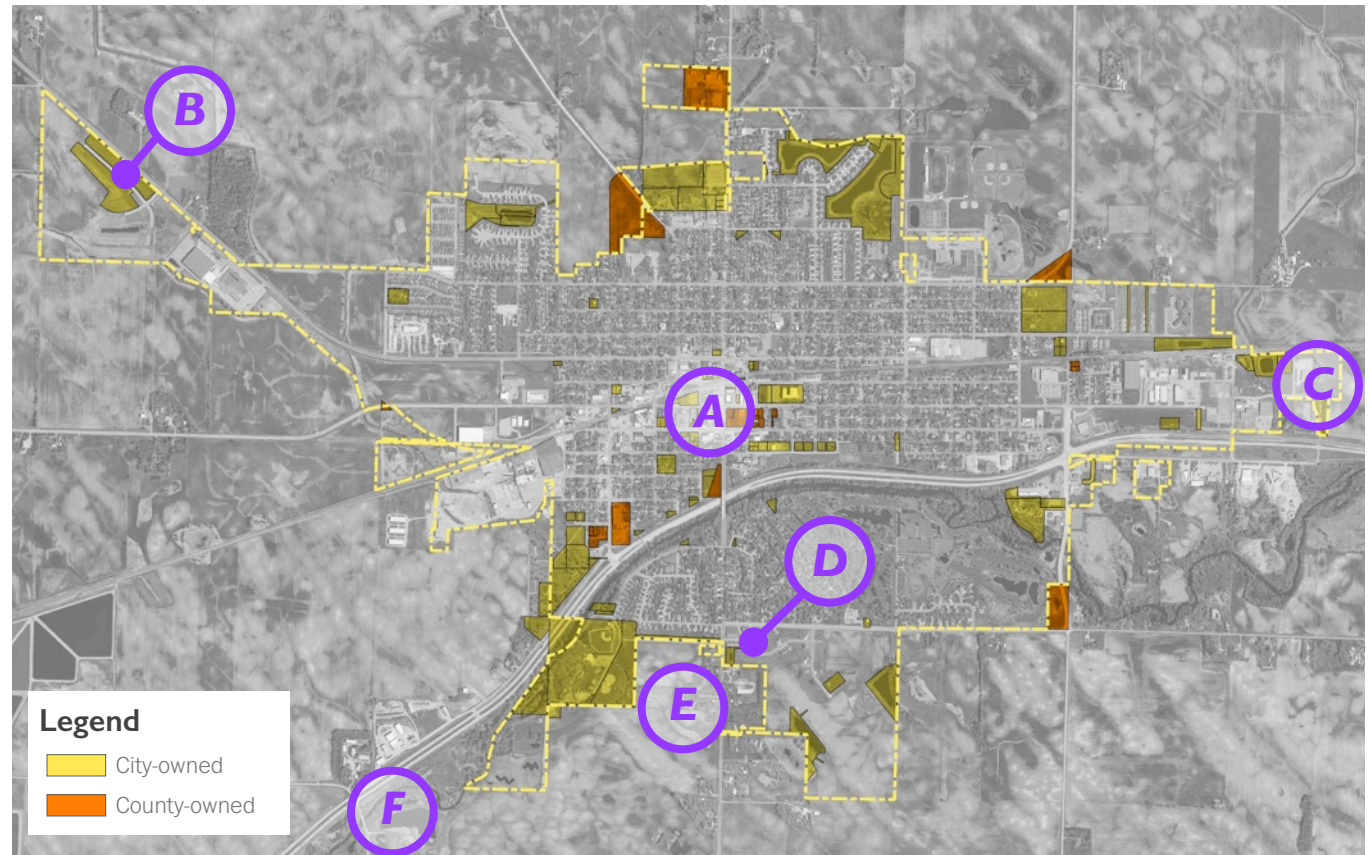
5.4.3 - Opportunity: Redevelopment and Opportunity / Infill Sites

Six focus areas have been identified for potential redevelopment activities through the work of this plan. Development at these sites would be consistent with the plan's goals and would support community priorities including Downtown revitalization, development of new housing, and development of commercial and industrial uses. Several parcels in and around these focus areas are publicly-owned, and provide opportunity for a simplified path to implementation.

There may be cases where the zoning classification for individual sites or for locations within the city may need to be modified to make them consistent with city goals and increase their attractiveness to potential investors.

Some sites include lands which are outside of the city's current boundaries. As discussed elsewhere in this chapter, annexation of those parcels should occur before provision of services to those locations.

A detailed description of the redevelopment sites is provided under the Economic Development chapter of this plan.



Description of Opportunity / Infill Sites

- » Focus Area A: Downtown is a key opportunity area for commercial and residential infill - investment and new development are top goals
- » Focus Area B: Expansion of existing light industrial and manufacturing
- » Focus Area C: Future light industrial, rail-based warehousing and cold storage
- » Focus Area D: Neighborhood commercial infill, adds energy and momentum for neighborhood
- » Focus Area E: Medium density infill area, adds residents and customers to support neighborhood commercial, bike and walk infrastructure, and increased property values
- » Focus Area F: Future reuse of gravel quarry

5.4.4 - Opportunity: Downtown

A city's downtown is one of a community's key assets. Downtowns serve as a foundational piece for a community's identity, as a repository of its architectural legacy, a birthplace for its business community, and visible evidence of its history since the time of its settlement.

An active, attractive, healthy and vital downtown has a powerful impact on a community - from the pride and connection its residents feel, to the convenience it affords to those looking for goods and services, to the opportunities it offers aspiring entrepreneurs, to the pull it exerts on travelers and tourists visiting a city for the first time.

Glencoe's downtown has many unique assets and well-preserved buildings and is conveniently located but suffers from relatively low visitation and vitality.

Though there are some notable draws and successes in downtown there are also many opportunities for leveraging downtown's assets, reactivating local business development, attracting visitors and helping downtown reclaim its rightful place as an active, attractive and vital destination in the region.



Vital and attractive downtowns bring in residents and visitors, and support economic development and growth.

Downtown's assets

Some of downtown's current assets include:

- » Walkable and historic grid development pattern
- » Connection with and proximity to the City's civic core, including City offices, library, and County Courthouse and offices
- » Existing cafes, restaurant-bars, professional offices and services
- » Decorative sidewalks, new parklet
- » Convenient supply of parking
- » Large employers within close proximity
- » Strong community participation and support for its improvement



The 2018 Downtown Plan reimagines Glencoe's downtown as a more active and vital place.

Current issues

- » Low levels of pedestrian activity, commercial activity, and general feeling of low vitality
- » Lack of "draw" or anchor stores bringing people into downtown with regularity (like a full-service supermarket or hardware store), and low marketing for existing assets
- » Empty or underutilized storefronts
- » Low aesthetics and urban & visual quality: vacant spaces, lack of trees, low use of public space
- » Some buildings in need of rehabilitation
- » High levels of truck traffic through main downtown streets
- » No bicycle facilities and low walkability
- » Several large off-street surface parking lots working against walkability and visual interest

Recommendations for Downtown

Leveraging downtown's existing assets can help reactivate it and position it as an economic driver for the city's future success. Some actions may include:

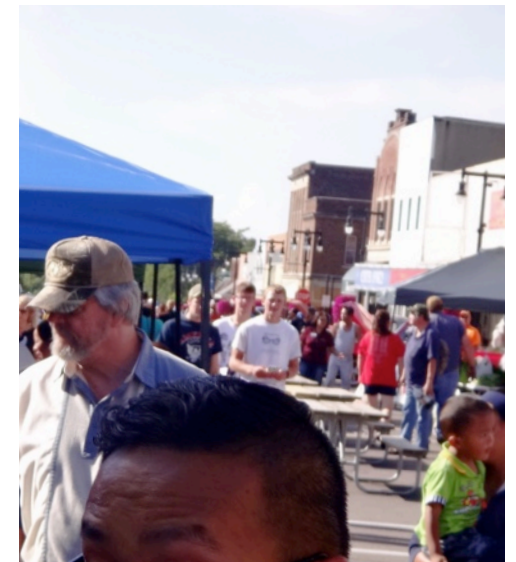
- » Focus on a “placemaking” strategy for bringing people, activity and interest back Downtown (e.g., consider event similar to Glencoe Days but hosted entirely in Downtown)
- » Apply for registration as a Historic District
- » Participate in the [Minnesota Main Street](#) program and [Main Street America](#)
- » Continue to implement the City's current [Downtown Master Plan](#)
- » Develop Urban Design Standards for Downtown
- » Develop a [façade improvement program](#)
- » Develop a [historic building rehabilitation loan program](#)
- » Provide comfortable and inviting bicycle routes to downtown
- » Remove truck traffic from the heart of the City's Downtown
- » Incentivize development of outdoor seating, outdoor cafes, and parklets or other public spaces
- » Develop a Downtown Streetscape Improvement Plan to introduce street trees and expanded walking facilities throughout Downtown
- » Activate temporary uses at the Economart lot - potential options include food trucks, food court, concerts and other events
- » Work with developers to explore development of apartment housing and mixed use development in the heart of downtown
 - Possibilities include senior housing, studio apartments, and multifamily housing
- » Intentional steering and recruitment of development and business toward the downtown



New parklets, outdoor seating, and streetscape in Hastings MN.



Explore development of new housing in the City's Downtown.



Downtown events increase visitation and interest - and are great for local businesses.

5.4.4 (continued): Downtown

The 2018 Downtown Action Plan identified several opportunities for increasing redevelopment and beautification, facilitating public-private partnerships, promoting small

businesses and local arts, and improving pedestrian and bicycle connections. As part of its process for development, it worked with community members to identify opportunities

for redevelopment within the Downtown area. Those results are included here for inclusion as part of this plan's recommendations for Downtown.



Redevelopment Opportunities

 City Owned Property

 Other Development Opportunities

- 1 Renovate Existing Apartments / New Housing
- 2 Brewery
- 3 Apartments or Condos
- 4 Outdoor Venue
- 5 Renovations
- 6 Town Square
- 7 Public Park/Park Celebrating the Railroad History
- 8 Permanent Farmers Market/ Events Pavilion, Food Truck Lot, Senior Apartments with a First Floor Clinic and Drug Store
- 9 Public Park
- 10 Electronic Game Store
- 11 Wedding Venue, Town Square
- 12 New Police and Fire Station
- 13 Public Park
- 14 Apartments
- [Items 15, 16 and 17 updated per McLeod County approval of the Glencoe Comprehensive Plan on June 7, 2022]
- 18 Public Park, Skate Park
- 19 Food Venue, Indoor Farmers Market, Retail, Entertainment, Child Care
- 20 Multiuse Trail to Oak Leaf Park and Morningside
- 21 Archery Field
- 22 Activity Zone
- 23 Make Pedestrian Bridge Accessible

Updated 08/31/22

5.4.5 - Opportunity: The Economart Site

Development of Downtown's Economart site holds transformative potential for the perception and prospects for Downtown and Glencoe overall.

The Downtown Action Plan identified several options for the site, including a permanent Farmers Market, an events pavilion, a food truck lot, and senior apartments with ground floor clinic and drug store.

During development of this plan, conversations with developers in similar-sized communities pointed to the viability of successful two and three story residential development with ground floor retail and restaurant.

An important component of any approach for the Economart site (and other redevelopment in downtown) is consideration of the time component or phasing of improvements - acknowledging that there can be a first phase that quickly and inexpensively brings in new uses to activate the location, and a second phase where permanent construction of a related but different use occurs.

For example, a "Phase 1" approach might involve growth of the Farmers Market and development of a dog park or community amphitheater (with food truck, music and other programming), while a "Phase 2" approach (after community visitation and excitement for downtown has grown, and a suitable project and developer been found) would involve development of new apartments with ground floor restaurant / brewery or other retail.

PHASE 1: Initial, low cost and inexpensive activation



PHASE 2: Larger permanent investments (new buildings and uses)



5.5 - Recommendations

Goal 1: Continue to strengthen the vitality, attractiveness and prospects of the city's downtown

- » Strategy 1.1: Placemaking and activation
 - Continue and expand the Downtown Action Plan's placemaking strategy, including inexpensive programming and "tactical urbanism" measures for bringing people, activity and interest back downtown
- » Strategy 1.2: Leverage downtown's assets
 - Apply for registration as a Historic District (please see [National Trust for Historic Preservation](#) and [National Register of Historic Places](#))
 - Join and participate in [Minnesota Main Streets](#) and [Main Street America](#)
- » Strategy 1.3: Downtown planning and design
 - Develop urban design standards for downtown
 - Encourage and incentivize infill development in the downtown
 - Establish and fund a facade grant program to support renovation / restoration of downtown building facades and store fronts
 - Continue implementation of the Downtown Action Plan

- » Strategy 1.4: Refocus development toward downtown
 - When development and business opportunities arise, work with proposers to consider downtown as first location
 - Work with Chamber of Commerce to actively market downtown spaces and locations
 - Develop a downtown business incentive plan to encourage businesses to locate within downtown instead of outer locations
- » Strategy 1.5: Streetscape and walkability
 - Continue to invest in maintenance and upkeep of lighting, paving, seating, landscaping, and plantings
 - Establish and fund street tree program using latest best practices
- » Strategy 1.6: Activate housing in the district
 - Work with building owners to support rehabilitation of living spaces above storefronts

Goal 2: Facilitate industrial and commercial development to grow employment opportunities

- » Strategy 2.1: Market the city's unique development opportunities and advantages
 - Publicize and disseminate information about identified redevelopment sites
- » Strategy 2.2: Maintain flexibility to expand industrial and manufacturing opportunities and attract development and investment while protecting quality of life
 - Work creatively with developers to respond to their needs regarding land uses while keeping in mind the purpose of investment is to increase quality of life for the City's residents
 - Provide ease and flexibility for potential industrial and manufacturing companies to occupy appropriate areas of the City
 - Land uses should remain compatible with nearby residential and local land uses
- » Strategy 2.3: Strategic commercial development
 - Promote commercial development serving regional and local markets

Goal 3: Adhere to flexible, connected, and efficient management of growth

- » Strategy 3.1: Smart Growth principles
 - Follow [Smart Growth principles](#) when considering the city's growth or intensification of land uses

Goal 4: Consider annexation and municipal expansion where financially sustainable

Work to maintain a well-planned and fiscally sound community by carefully considering annexations that are consistent with the goals and objectives of the Comprehensive Plan

- » Strategy 4.1: Annexation of already-served parcels
 - Develop and follow a process to annex parcels which are currently served by City services but are located outside of the City's limits
- » Strategy 4.2: Process for potential annexations
 - Develop a cost-benefit analysis for any potential annexation that weighs the long-term obligations to be incurred (including maintenance of infrastructure for streets, water and other provided services) vs. potential tax revenue gains

- Develop a strict policy requiring the annexation of parcels to be served by City-provided services before the infrastructure to provide those services is provided
- Consider the impact of expanding the City's geographic boundary vs. efforts to concentrate economic activity, development and vitality in the City's core areas, including downtown

Goal 5: Encourage development of housing and increase the livability of residential districts

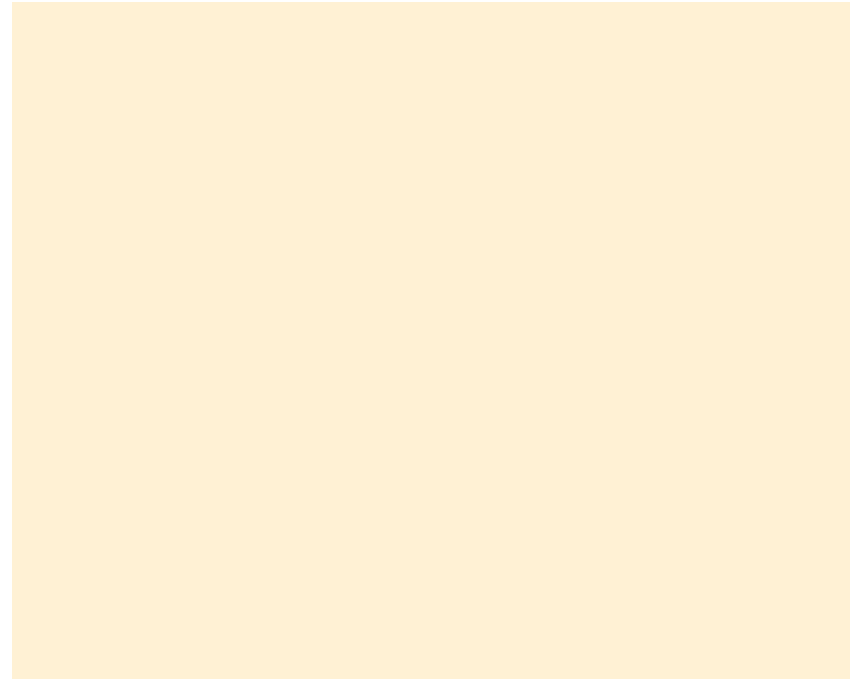
Enhance residential livability by encouraging mixed-use development, expanding the variety of housing types, and supporting neighborhood identity initiatives

- » Strategy 5.1: When residential development proposals are received ensure that:
 - They respond to the goals and needs noted in the Comprehensive Plan and the 2017 Housing Study
 - They consider a variety of housing types, including elder facilities, workforce housing options, multi-family, townhome and accessory housing options while retaining the City's distinct character

- » Strategy 5.2: Invite housing development
 - Connect with non-profit and for-profit housing developers to invite their consideration of the city as a market for their services
 - Consider opportunities for the City to act as developer in strategic locations, including Downtown
- » Strategy 5.3: Enforcement of city ordinances
 - Maintain livability of residential districts by communicating and enforcing city ordinances
- » Strategy 5.4: Neighborhood identity
 - Consider identifying, designating and naming distinct neighborhoods within the City to provide a sense of localized community identity, recognize distinct architectural identities, and promote residents' sense of place within their neighborhood
 - Develop a role for neighborhood organizations to contribute to programming or engagement efforts and inform City policies or actions

6 Housing

Homes are the places where people and families grow, and where culture - including that of the city itself - is transmitted and grown.



6.1 - Introduction

More than simply shelter, homes - whether rented or owned, single-family or multi-family, stick-built or manufactured - are the places where individuals and families rest, regroup, grow and connect - and the place from which the bonds that build communities spring.

Vision and Goals

Future Vision

Glencoe offers a variety of attractive, safe and affordable housing options for individuals and families through all stages of their lives. Innovative solutions for housing development, maintenance, and affordability ensure that all residents and families can find and afford the housing they need, and that local businesses can attract and retain the employees they need so they and the City can thrive.

Goals

- » Increase the supply of homes across all types, sizes and prices
- » Encourage repair, maintenance and upgrades of existing residential buildings and property
- » Ensure a wide array of quality workforce housing
- » Ensure all Glencoe housing meets or exceeds standards established in City ordinances

Why It Matters

In addition to its role as shelter, housing is a key building block of household and community economic development, work force policy, well-being, and quality of life.

Housing is one of the principal uses of a city's land area, is an important consumer of city services, and is a key source of local tax capacity.

Access to quality housing shapes a person's and a family's quality of life. For a community, the availability of a range of housing options in attractive neighborhoods is a key consideration for young people's decisions to stay in town, for new residents to consider accepting a new job and moving into that community, and for businesses seeking to relocate or grow.



Glencoe has many attractive homes and neighborhoods.

Housing Study (2017)

In 2017, the City of Glencoe commissioned a housing needs and conditions study. The work culminated in an eighty-page analysis and recommendations report.

Information from the Housing Study is extensively referenced in this chapter of the plan. The report is included as Appendix 5.

6.2 - Existing Conditions

To understand the housing situation in a community - including how it matches with current needs and what is needed for the future - it's important to know data and trends about the housing stock itself (the number and type of units, its condition and price) and about the population that relies on that housing for its residential needs.

In this section information about the Glencoe housing stock is presented along with demographic data and projections that supplement the information found in Chapter 2 ("Demographic Profile") of this plan.

Please note that housing data from the 2020 Census was not available at the time this plan was drafted. Data presented in this chapter is the latest available, including:

- » 2019 ACS Estimates, reflecting a five-year (2015-2019) estimated average for housing characteristics as developed by the US Census Bureau
- » Results and trends from the City's 2017 Housing Study

Total number of housing units

There are 2,143 units of housing in Glencoe. This is a little over 13% of all of the housing units in McLeod County (15,890 units total).

Housing occupancy

Type	Number	Percent of total
Occupied	2,077	97%
Vacant	66	3%
TOTAL UNITS	2,143	100%

Data source: US Census Bureau ACS 2019 5-year estimates

About 97% of the 2,143 existing housing units (ownership and rental) are occupied.

The vacancy rate in the City (3%) is very low, being less than half of that for McLeod County overall (7%) and less than one third of the vacancy rate in Minnesota overall (10%).

It's important to note that a portion of the housing units listed as vacant in this definition may not otherwise be available for occupation - they may be vacant and not listed in the market for sale or rent. The real vacancy rate for housing units intended for sale or rent is therefore likely lower.



About 20% of occupied units in Glencoe are rental units. Panther Heights is the most recently built rental building.

Occupancy type for occupied housing units

Type	Number	Percent of total
Owner occupied	1,667	80%
Renter occupied	410	20%
TOTAL UNITS	2,077	100%

Data source: US Census Bureau ACS 2019 5-year estimates

Of the 2,077 occupied housing units, about 80% are occupied by owners, slightly higher than McLeod County overall (78%), and more than 10% higher than Minnesota overall (72%).

About 20% of occupied housing units are occupied by renters, about two-thirds of the rate for Minnesota overall (28%).

Vacancy rate by year and type of tenancy

Type	2010	2019
Vacancy rate for <u>owner-occupied</u> units	2%	0%
Vacancy rate for <u>renter-occupied</u> units	0%	0%
<i>Data source: US Census Bureau ACS 2010 and 2019 5-year estimates</i>		

Over the last ten years, the vacancy rate for both rental and ownership housing, which was already at extremely low levels, has decreased to zero for both types (please note that this is according to ACS estimates, which have a margin of error of +/- 2%).

In comparison, during the same years (2010 to 2019), McLeod County ownership vacancies were 2% and 1%, and rental vacancies were 13% and 7%. This indicates that Glencoe's vacancy rates are significantly tighter than surrounding communities, and that people who are interested in moving into the community will have a difficult time finding the housing they need - both for homeownership and for rental opportunities.

Industry standards indicate that a healthy rental housing vacancy rate (where there is enough availability so people have choices in where they live, but not so much availability that landlords have trouble finding tenants) is 5

to 7 percent. Even given the margin of error of the current estimate, the vacancy rate is below an advisably healthy rate.

Glencoe's decade-long trend of extremely low rental vacancies indicates a strong market need to expand rental housing in the city.

Generally, in terms of Glencoe's housing stock:

- » There's low availability of single-family housing units.
- » There's low availability of rental options across the spectrum of types, including medium density, multiple-family residential (duplexes, fourplexes, townhomes, condos, and apartment complexes). Multiple-family residential units often appeal to seniors wishing to downsize their living space, young families, and young professionals who cannot yet afford to purchase single-family homes. Importantly, both seniors and young professionals prefer walkable options (e.g., locations in a downtown district or similar) providing access to a variety of shopping and entertainment destinations.

Pricing and affordability of housing

For rental housing

More than half (55%) of all Glencoe households living in rental housing spend more than 30% of their monthly income on rental costs and are thus considered to be cost-burdened.

Households whose housing costs exceed this 30% threshold of affordability are likely to struggle to pay for other basic needs, forcing difficult trade-offs - including dropping health care coverage, doing without child care, or skipping meals to save on costs - which may result in negative outcomes in their well-being.

The 2019 median monthly rent in the city was \$689.

For ownership housing

About one-fifth (21%) of all Glencoe households living in ownership housing spend more than 30% of their monthly income on mortgage costs and are cost-burdened.

The 2019 median monthly mortgage cost in the city was \$1,218 (for ownership households without a mortgage, monthly housing-related cost was \$412).

The 2019 median value of owner-occupied housing units in the city was \$147,300, about 90 percent of the value in McLeod County (\$164,700) and about two-thirds of the value in Minnesota overall (\$223,900).

Housing units by type of housing structure

Type	Number	Percent of total
1 unit, detached	1,668	78%
1 unit, attached	83	4%
2 unit structure	22	1%
3 or 4 unit structure	25	1%
5 to 9	67	3%
10 to 19	53	2%
20 or more	174	8%
Mobile home (please note this Census estimate is incorrect)	51	2%
Boat, RV, van, etc.	0	0%
TOTAL UNITS	2,143	100%
<i>Data source: US Census Bureau ACS 2019 5-year estimates</i>		

Single-family detached housing makes up the majority of the housing units in the City at almost 80%.

Multi-unit housing (two or more units in a structure) is about 16% of the total housing units (about the same as in McLeod County (18%), and below the statewide rate of 23%).

About 5% of housing units are provided in multi-unit buildings of “Middle Size” configuration

(duplexes, fourplexes, and apartments provided in buildings similar in size to a large house, often integrated into blocks with primarily single-family homes).

About 11% of all housing is provided in apartment complexes larger than 10 units.

Mobile homes

The 2019 ACS Census estimate for the number of mobile homes in Glencoe is incorrect, only including about 30% of the actual number of mobile home units in the City. Based on counts using aerial photography, the total number of mobile home units in the City is:

Location	Units
Glen Knoll (south of 16th, west of Fir)	83
Glen Knoll (north of 16th, west of Fir)	51
Near railroad, west of Pryor Avenue	33
TOTAL UNITS	167
<i>Data source: Manual counts from aerial photography</i>	

Using this updated figure, mobile homes make up about 8% of the housing units in the City, twice the rate in McLeod County (4%) and almost three times the statewide rate (3%).

Understanding the true number of mobile homes in Glencoe is important as this type of housing provides one of the most affordable



Mobile home units near the railroad track, west of Pryor Avenue.

options available to low income households, migrants, temporary residents, and equity populations. Generally, mobile homes:

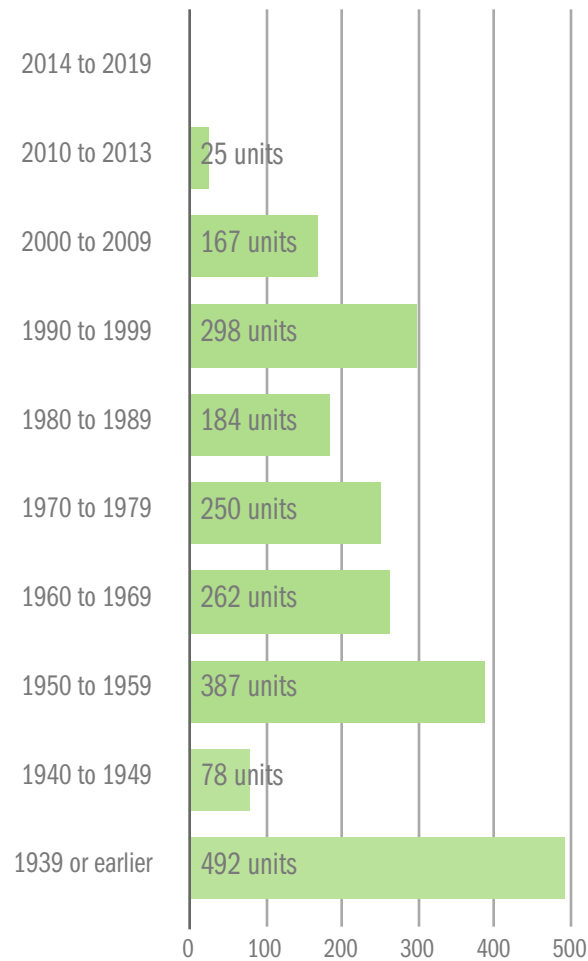
- » Are considered temporary housing
- » [Are regulated by the US Department of Housing and Urban Development \(HUD\)](#)
- » Offer ownership of the house structure but require payment of a monthly lot fee (for the land where the mobile house sits)
- » Are vulnerable to [growing consolidation of mobile home parks in the housing industry](#)

There are many opportunities to support households residing in mobile homes by increasing access to rehabilitation and maintenance loans as well as programs for affordable homeownership on conventional lots for those households who may wish to transition into a model of traditional homeownership.

Age of the housing stock

Year built

(please note that figures in the chart below don't include new development after 2019)



Data source: US Census Bureau ACS 2019 5-year estimates - Table DP04

The age of a city’s housing stock has an impact on the condition of housing and its desirability in two key ways:

- » As homes age they can be expected to require more maintenance. If adequate maintenance is not provided, their functional and aesthetic qualities can be expected to degrade.
- » The types of housing options available (size, configuration and location) may differ from current needs, and may not match the needs of age or demographic groups who may be looking for housing in the city.

About 45% of the City’s housing stock was built before 1960 (sixty years ago). About one quarter (23%) of the City’s housing stock was built after 1990 (thirty years ago).

By comparison, McLeod County’s housing stock is generally newer, with about 30% built after 1990. Minnesota’s overall housing stock is generally newer still, with about 33% built after 1990.

The lack of relatively newer development in the City means that the types of housing options are limited, and that housing in many parts of the City (especially in the older core districts) is in need of investment and rehabilitation.

Condition of housing

The 2017 Housing Assessment of the Glencoe MN Area (“2017 Housing Study”) included discussion regarding the condition of housing in the City.

The study noted that according to federal guidelines, 20% of the total housing units constructed prior to 1939 should be counted in the total number of “substandard housing units” for which replacement should be programmed. Similarly, the study notes that mobile homes should be considered as temporary housing and should also be included in the total number of replacement units considered by the community.

Differentiating by the type of tenancy, the number of substandard housing units in Glencoe is:

Substandard and Temporary Units	Units
Ownership units	389
Rental units	66
TOTAL UNITS	455
Source: 2017 Housing Assessment of the Glencoe Area	

Assessing the condition of homes

There are several ways of assessing the condition of housing units in a community. One direct way is by a visual inspection of all (or a representative sample) of individual units.

Another approach is to review the assessed valuation of homes (this is the method used by the 2017 Housing Study).

Generally, the study concludes that:

- » All homes below \$20,000 (131 housing units or 8% of the total) are dilapidated and should be replaced (the study notes that most are mobile homes as 106 of these units are valued at less than \$10,000)
- » Homes valued between \$20,000 and \$80,000 (181 housing units or 11% of the total) require major rehabilitation
- » Homes between \$80,000 and \$125,000 (555 units or 32% of the total) require minor repair
- » Home valued over \$125,000 (838 units or 49% of the total) are considered sound and don't require any repairs

Although the study's methodology for determining housing condition may not yield an exact number of units needing repair, the findings help identify general trends and existing issues as well as potential strategies for addressing them.

Level of repair needed

The level of repair needed for homes in each of the conditions described above is rated on a four point scale:

- » Sound: House is in good, 'move-in' condition, with only minor code violations, if any.
- » Minor Repair: House is in generally good condition and requires less extensive repair, such as one major improvement. Houses in this condition are good candidates for rehabilitation programs.
- » Major Rehabilitation: House needs several major improvements such as roof, windows, siding, or structural/foundation repair. Houses in this condition may or may not be economically feasible to rehabilitate.
- » Dilapidated: House needs major renovation to become safe and sanitary housing. Some properties in this category may be abandoned and may be candidates for demolition and clearance. This was the lowest rating used.



A variety of housing maintenance and rehabilitation programs can help homeowners improve their property.

Condition	Number	Percent
Sound	838	49%
Minor repair	555	33%
Major rehabilitation	181	11%
Dilapidated	131	8%
TOTAL UNITS REVIEWED	1,705	100%
<i>Source: 2017 Housing Assessment of the Glencoe Area</i>		

Some of the key findings from the 2017 Housing Study are:

- » More than half (52%) of houses in the City require at least one major repair
- » One third (33%) of houses in the City would be good candidates for housing rehabilitation programs
- » At least 8% of houses in The City may be considered to be beyond repair

Types of Existing Housing



Typical single family residential unit in the City's older residential districts around the downtown.



Single family residential units in the City's newer residential districts south of US 212.



Grand Meadows, an assisted living facility in the City's northeast quadrant.



Panther Heights, the city's newest market-rate apartment building, opened in 2020 and was quickly fully leased.

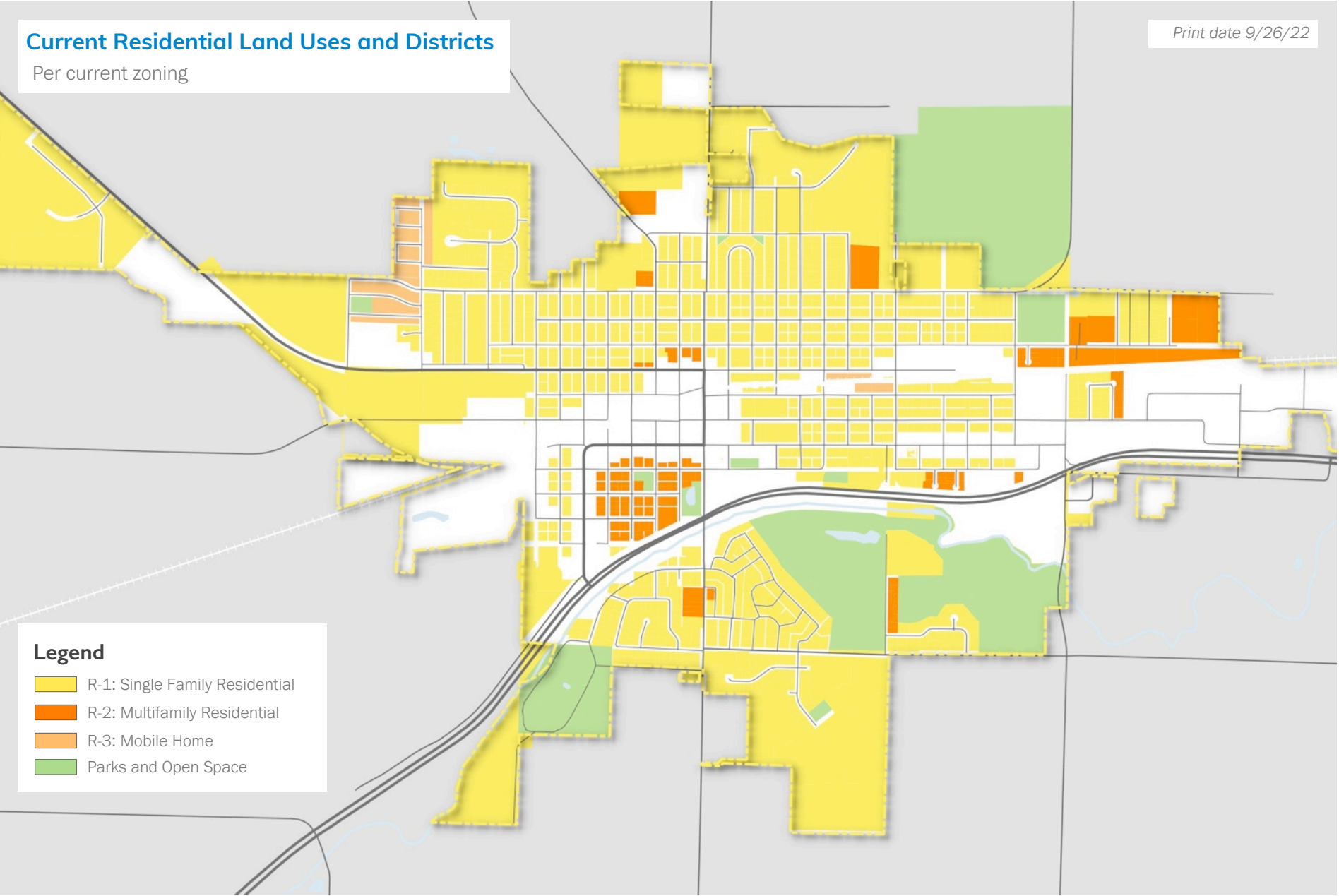


Homes in Glen Knoll Mobile Home Park, in the City's western edge.



Millie Beneke Manor, near the City's downtown, offers Section 8 income-based one-bedroom apartments.

Location of Current Residential Districts



Assessment of Strengths vs Barriers or Limitations for Housing Development

Strengths

Glencoe has numerous assets and strengths indicating its suitability as a place where housing of all types and affordability levels can be developed:

Regional center: Glencoe offers employment opportunities, retail and service options, health services, professional services, governmental services, and recreational facilities for the areas that surround it.

Affordable housing stock: The city has a large stock of affordable, existing houses when compared to the Twin Cities Metro or to nearby cities like Hutchinson and Waconia. Median home value in the city is approximately \$147,300. This existing stock, when available for sale, provides an affordable option for home ownership.

Diverse housing stock: The city has a mix of housing options, including rental housing units for various household types, owner-occupied homes and senior housing with a variety of services.

Desirable location for seniors and retirees: The city is an attractive option for seniors as a retirement location. With health care, specialized housing, and retail and government

services, the city offers attractive amenities for seniors.

Educational system: The city offers a public K-12 school system and access to MnSCU Ridgewater College in nearby Hutchinson.

Health care facilities: A complex of excellent health care facilities centered around Glencoe Regional Health, a major regional hospital with associated clinics, as well as nursing homes and senior housing with services.

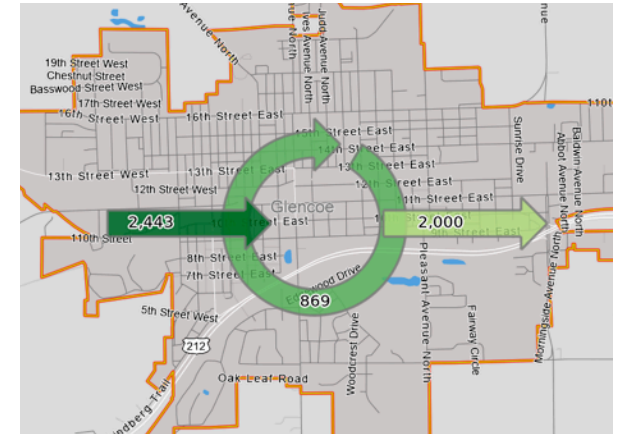
Infrastructure: Water and sewer infrastructure can accommodate future expansion, with infrastructure already in place and ready to serve several locations around the community.

Shopping and services: The city's commercial districts are adequate to meet daily needs.

Parks and recreational facilities: The city offers area residents access to multiple parks and recreational programs, including regional draws like Oak Leaf Park and Panther Fieldhouse, with accompanying exercise and fitness options, programs, and events, among others.

County Housing and Redevelopment

Authorities: The McLeod County Housing and Redevelopment Authority (HRA) partners with the [Kandiyohi County HRA](#) and the [Willmar HRA](#)



More than 2,400 workers commute into Glencoe everyday. Source: US Census 2019 Longitudinal Employer-Household Dynamics (LEHD).

to provide affordable housing opportunities in the City, including administering properties and the Housing Choice voucher program.

Commuters: More than 2,400 workers commute into the city each day. These commuters are a potential market for future housing construction.

McLeod County Economic Development

Authority: The County is active in developing a program to address economic development, community development and housing needs.

United Community Action Partnership (UCAP):

UCAP is the designated Community Action Agency for McLeod County and other area

counties. It is active in addressing the area's housing needs and in funding for housing projects and programs.

Proximity to large regional centers: The Twin Cities Metro Area is less than one hour from the City. Funded, upcoming improvements to Highway 212 will make the City more attractive for households who desire or need to be close to a large regional center for employment, entertainment, medical services, etc.

Positive jobs outlook: The city's largest employers report continued plans for steady expansion and growth.

Population and household growth: The city is projected to continue a steady growth in population and households over the foreseeable future, continuing a long-term pattern.

Land availability: The city can expand in any direction around its current extent, and has infrastructure with sufficient capacity to serve new development.

Barriers or limitations

There are also several factors that work against Glencoe's potential for development of new housing:

Age and condition of the housing stock: While the existing stock is very affordable, some of it is in need of substantial improvements to meet expectations of potential buyers.

Lower incomes limit housing choices: Household and family incomes for Glencoe are lower than statewide medians. While this income level matches up with prices for existing ownership and rental housing in the city, it does not match well to the prices needed for new housing construction.

Lower paying jobs: Many jobs in the city are at the lower end of the pay scale and these workers have limited housing choices.

Value gap deters new owner-occupied construction: Recent residential sales indicate that the median price for a home sale in the city in 2021 was approximately \$211,000 (this is a significant increase from the 2019 and 2020 median price of \$174,900 for each year). Nevertheless, this is still below the comparable cost for new housing construction, which will generally be around \$250,000 or more for a stick-built home with commonly expected amenities. This creates a "value gap" between

new construction and existing homes which can work against speculative building and deter customized construction (unless owners are willing to accept a potential loss on their investments).

Low rent structure: The city's rent structure / rental pricing is relatively low for developers of new rental housing, which makes it difficult to construct new units.

Competition with other nearby communities: Attractive lots and housing developments are easily available in other communities located within close proximity of the city.

Lack of new housing construction: New housing construction has been limited over the past several years.

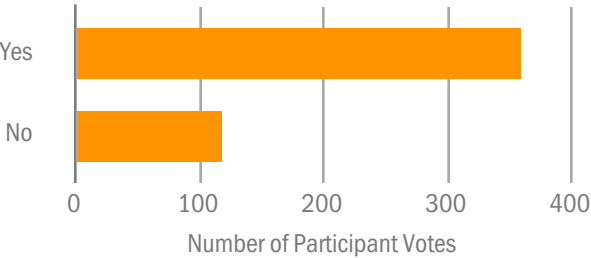
Lack of buildable lots: There are only a few remaining buildable lots available for new housing construction inside the city.

Minimum lot size and other standards push prices too high: Current minimum size standards for parcels, roadways, and other provisions are higher or more restrictive than necessary and result in construction costs per housing unit being higher than what developers are willing to finance given expected sales prices.

6.3 - What We Heard: Comments Received

Numerous comments were received highlighting residents' goals and need for additional housing options. A brief sample is provided here:

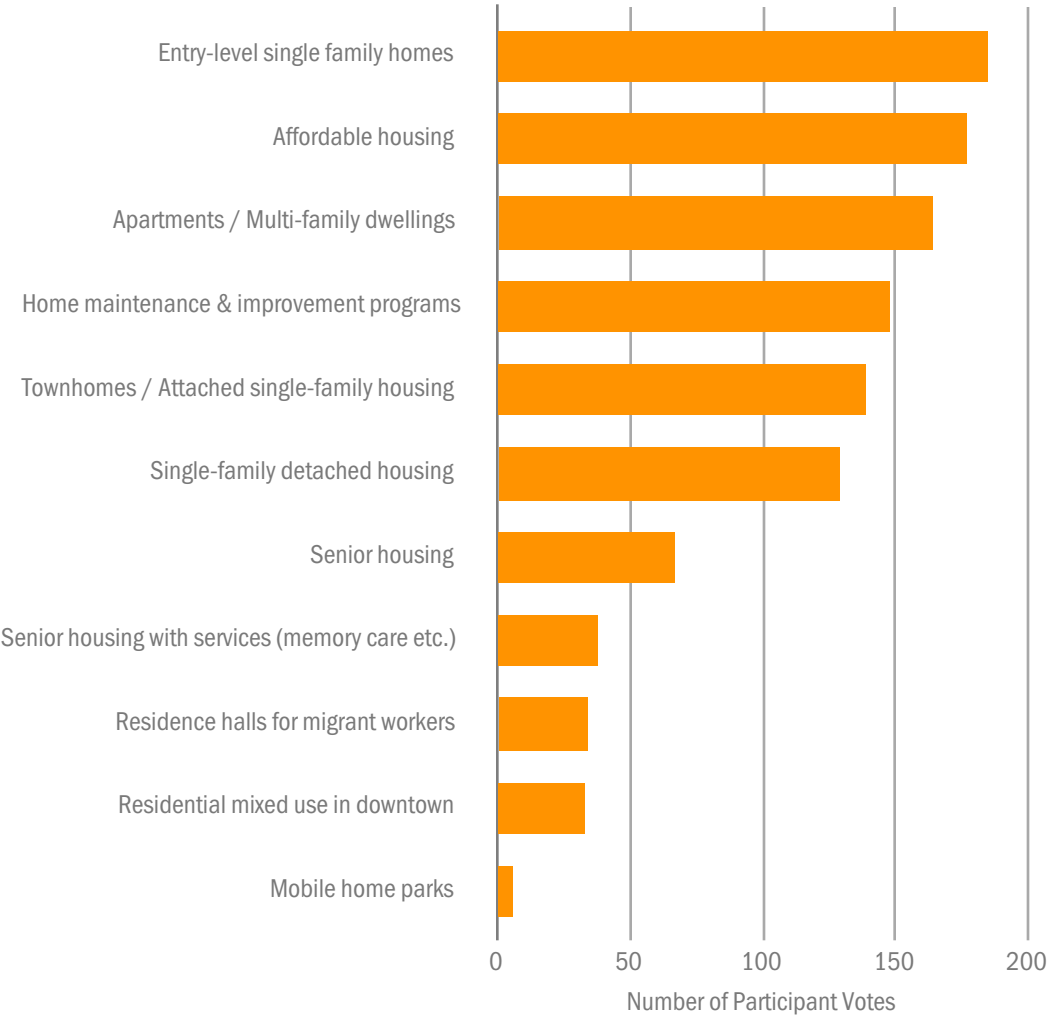
In your opinion, is there a need for more housing in Glencoe?



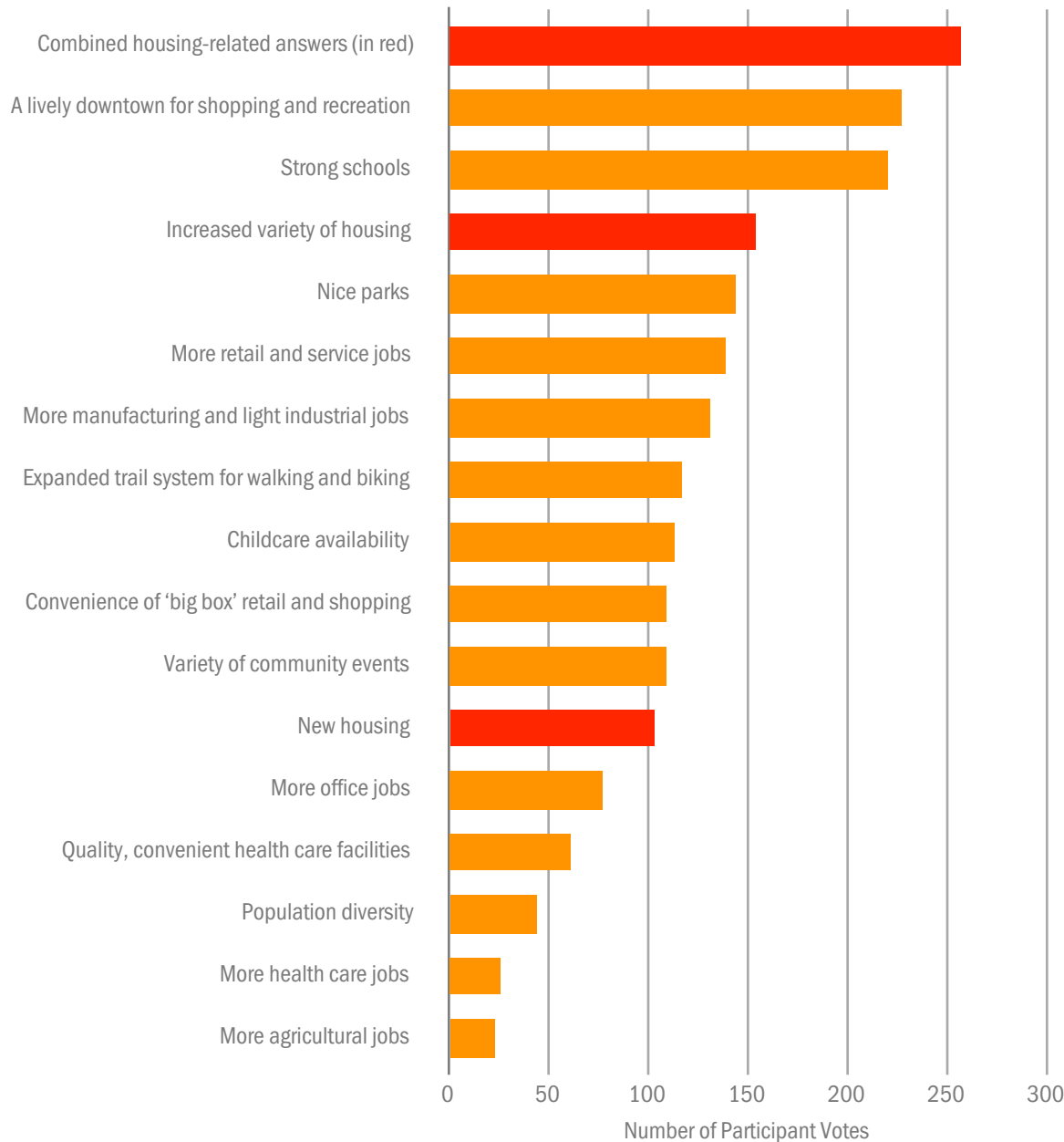
“manufacturing wages and benefits are rising, and they are always hiring, but there is a lack of housing for workers in manufacturing jobs – Panther Heights filled up fast.”

“Increase the access to affordable housing as well as housing in general. As an employer of higher paid employees--the employee goes to neighboring communities to find higher-end housing options.”

[If need for housing = "Yes"] Which types of housing do you feel are most needed in Glencoe?



How important do you think the following are to make Glencoe a more attractive place to live for young adults and new residents?



“When people sell homes in Glencoe, they don’t have rental options to move into and they don’t want to move into a new ownership situation. We need good rental living options and variety.”

“Another trend that happens here, we used to build townhomes and senior oriented housing; when those were filled, some seniors left town to find retirement housing; senior housing demand is high”

6.4 - Opportunities

6.4.1: An Integrated Homes and Neighborhoods Framework for Planning and Developing Housing

Content under this heading includes materials adapted from Greater Minnesota Housing Fund (GMHF)'s "[Building Better Neighborhoods](#)" guidebook.

One of the issues most often identified when discussing housing in Glencoe is the lack of affordable entry-level homes as well as the need for a greater variety of housing options (including townhomes, market rate apartments, senior housing, and access to funding opportunities for rehabilitation).

An integrated, holistic strategy that responds to the considerations in this section can help reduce development costs and increase the supply of entry-level housing with a minimum amount of public and private subsidy - and yield neighborhoods that:

- » are an asset to the surrounding community
- » mature and grow over time with minimal added costs to the homebuyers
- » provide amenities to lower-income homeowners that they otherwise may not be able to purchase later
- » maintain value over time
- » attract middle-income buyers to mixed-income developments

1) Selecting sites located near existing infrastructure

Careful site selection can be the best, first step towards reducing overall development and long-term costs.

Strategies to Reduce Costs

- » Assess housing needs: Select a site that is the appropriate size to accommodate anticipated housing needs and housing types.
- » Evaluate site conditions: Select a site that is reasonably priced and suitable for residential development.
- » Consider infrastructure connections: Select a site that can be easily and economically connected to existing infrastructure and streets.

Strategies to Add Value

- » Consult the Comprehensive Plan: Select a site that builds on the town's plans and enhances its vision for the future.
- » Choose good community neighbors: Select a site that is located near good neighbors such as schools, shops, parks, and churches.



A variety of attractive homes can be affordably developed on smaller lots. [Free architectural plans are available from the Greater Minnesota Housing Fund \(GMHF\) >](#)

2) Reducing lot sizes

Planning modest-sized lots is the most significant cost-reduction strategy for new home construction.

Strategies to Reduce Costs

- » Plan modest-sized lots: Plan modest-sized lots in compact neighborhoods to reduce the initial and long-term costs of land and infrastructure.

Strategies to Add Value

- » Provide neighborhood open space: Provide attractive shared open space for the entire neighborhood to enjoy.

3) Designing efficient streets

Close attention to the layout of a neighborhood's streets will not only enhance the livability of the neighborhood, but will reduce costs significantly.

Strategies to Reduce Costs

- » Plan efficient streets and infrastructure: Lay out streets efficiently to reduce total length of streets and associated infrastructure.
- » Street width: Create streets of appropriate widths to accommodate all anticipated uses and traffic volumes.

Strategies to Add Value

- » Make neighborhood connections: Connect new neighborhoods to the surrounding community.
- » Consider alleys: Consider incorporating alleys to minimize the impact of the garage and utility areas on the front of the house.
- » Provide street amenities: Provide safe, attractive pathways for pedestrians, bicycles, and cars by including a variety of street amenities.

4) Implementing cost-effective home designs

Home selection must carefully balance cost concerns with those of livability and appeal.

Strategies to Reduce Costs

- » Select economical home plans: Select home plans that are economical to build.
- » Include expansion space: Select home plans that include unfinished expansion space.
- » Match home with lot size: Select home plans that fit on modest-sized lots and can be placed to reduce infrastructure.
- » Build in volume: Utilize volume building to get a "quantity discount" that lowers the cost per home.
- » Use value engineering: Maximize the efficient use of materials and labor to reduce construction costs.

Strategies to Add Value

- » Create curb appeal: Select home plans that enhance the appearance of the home from the street.
- » Enhance connections to yard: Select home plans that maximize the connections between the home and yard.
- » Integrate mix of housing types: Include a range of home prices, sizes, styles, and colors to improve the overall appearance of the neighborhood.
- » Select experienced builders: Select builders who are knowledgeable about starter home development and use durable, high-quality methods and materials.

5) Leveraging landscape systems and potential

With careful site design and use of cost-effective landscaping, neighborhoods with starter homes can be both affordable and attractive.

Strategies to Reduce Costs

- » Incorporate natural controls: Use landscape elements as alternatives to costly infrastructure.

Strategies to Add Value

- » Plan compact neighborhoods: Plan compact neighborhoods to preserve open space.
- » Preserve unique natural features: Inventory significant landscape features and incorporate them into plans for the new neighborhood.
- » Expand access and views: Allow the whole neighborhood to benefit from nearby landscape amenities.
- » Include landscaping: Include landscaping to increase the neighborhood's curb appeal and to create natural habitat.

6.4.2: Recommendations from the 2017 Housing Study

The 2017 Housing Assessment of the Glencoe MN Area (“2017 Housing Study”) completed by AdMark Resources included detailed analysis and recommendations for improving rental and ownership housing conditions and development.

General observations, recommendations, strategies and approach for housing opportunities in the 2017 Study include:

General observations

- » The Glencoe community is aging; there is need for more housing options for seniors
- » While single family home sales have been steady, new construction has been minimal
- » There are several voids or pressing needs within the current Glencoe housing market; these exceed what would be predicted if needs are calculated looking solely due to population growth trajectory
- » Employment is steady, with 60% of surveyed employers projecting growth - new employees will require housing in the City
- » 70% of the people who work in Glencoe live outside of Glencoe - if housing meeting their needs were built and available, more of those workers employed in Glencoe may elect to live in Glencoe
- » Given the school district’s strong reputation for quality education, if adequate housing were available more people may elect to make Glencoe their bedroom community while they work outside the city

Observations and recommendations for single-family housing

- » To retain current residents and attract others, there needs to be new housing introduced into the market
 - Concentrate efforts toward attracting starter homes and moderately priced mid-range housing
- » Lots need to be more affordable than what the market currently has available
 - The target for completed homes (including the lot) should be near the \$180,000-\$200,000 range
- » Several single family home lots and town home lots are available for building within the borders of Glencoe; the City may wish to consider incentives to private developers to create new development
- » Consider pursuing a down payment assistance program and/or first time homebuyer program to help individuals qualify to purchase homes
- » Pursue home fix-up funds and create training workshops so local residents know how to access those funds
- » There is a lack of patio homes [townhouses]
- » With the aging of the population, it’s important to keep current residents in the community
 - It’s essential to attract a developer to build affordable patio homes, twin homes or townhomes for empty nesters and seniors - if this does not occur, the elderly housing segment will move to available housing in other communities



Spring Creek Townhomes in Northfield. Image courtesy of Greater Minnesota Housing Fund (GMHF).

- » Twin homes and townhouses generally represent a cost advantage in land, construction and infrastructure costs compared to detached houses
 - A second advantage of attached single family housing is lifestyle-related, as a growing number of empty-nesters and younger seniors want age-appropriate housing that provides amenities for older adult buyers, and offers a “no maintenance” option of ownership

Observations and recommendations for rental housing

- » There are several voids in rental options as well as issues with some of the current rental properties
 - A majority of the rental properties are 30-40 years old and in need of upgrades
 - There are almost no newer properties
 - Nevertheless, almost all apartment buildings are full with waiting lists
- » There are virtually no existing apartments designed to attract young professionals, empty-nesters or young families in need of a temporary housing option while they pursue purchasing or building a home, due to a shortage of three-bedroom units
- » There is a very limited number of newer apartments designed to meet the needs of changing demographics and built with amenities to attract people to the community
 - The majority of currently existing apartments are more of a fallback option to provide an affordable housing option for people who need to live in Glencoe
- » Grand Meadows and Orchard Estates are high quality senior-housing-with-services options for local residents
 - Rental rates are competitive to other communities offering similar housing

- » The need for affordable lower income rental housing is currently being met by the currently existing one tax-credit property and eight rent-subsidized buildings, and the number of lower-priced rental units in basements, mobile homes and other commercial properties
 - The rehabilitation of older units is one of the most cost-effective ways to maintain a supply of decent, safe and sanitary affordable housing
- » Development of market rate apartments is important
- » Looking solely at projected household growth, no additional rental units would be needed - however, due to age and condition of most market rate units, current low vacancy rates, voids of certain types of rental units, comments from employers and the projected growth of area businesses, the city of Glencoe needs additional rental units
- » The City should pursue contacts with developers from neighboring communities as well as local housing agencies

6.4.3: Housing Rehabilitation



Improving the condition of Glencoe housing is an important priority for renters, owners and City leaders.

Housing rehabilitation programs to help homeowners improve or maintain their home's condition was one of the top housing priorities received in the plan's engagement.

The 2017 Housing Study estimated that about 550 houses require minor repair (the house is in generally good condition, requiring only one major improvement or several smaller ones). Houses in this condition are good candidates for housing rehabilitation programs.

This plan recommends expansion of existing programs and partnerships (including with [United Community Action Partnership](#), [Kandiyohi County HRA](#), [USDA Rural Development](#), [Minnesota Housing](#) and others) to increase the availability and reach of rehabilitation programs and funds.

6.4.4 - Accessory Dwelling Units

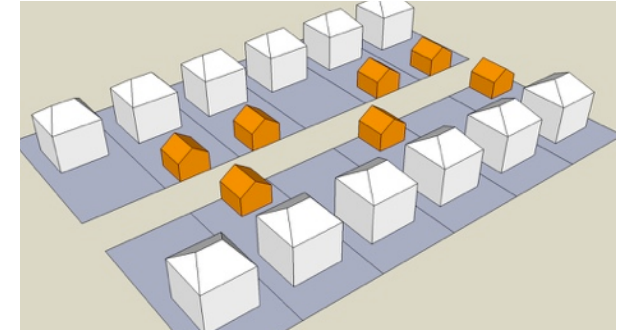


An accessory dwelling unit ("ADU"), also known as a "carriage house" or a "granny flat," is an additional unit of housing - with its own cooking, sleeping, and sanitation facilities - located on the same lot as a single- or two-family home.

An ADU can be housed within a separate structure (typical for a carriage house), or within the primary structure on the lot (as in a duplex).

Allowing the construction of ADUs on owner-occupied lots and with appropriate siting and architectural controls, can accomplish several goals:

- » Increase rental housing opportunities by providing an increased number of apartments available for rent
- » Increase homeownership opportunities by providing potential homeowners with an additional source of income that lowers their effective mortgage payments



Carriage housing (shown in orange) along an alleyway.

- » Increase safety in area neighborhoods by providing additional "eyes on the street," especially along alleys
- » Bring more residents to a community, helping support existing and potential businesses
- » Provide attractive housing options for area residents who no longer need a full-sized home but would like to continue to live in their neighborhoods

For these reasons, ADUs are strongly supported by organizations working to increase housing options like the [Family Housing Fund](#) and [AARP](#).

This plan recommends allowing for their development in homesteaded, owner-occupied lots in all Glencoe residential districts.

6.4.5 - Housing in Downtown



Downtown is a key location in the City - both for its potential role in catalyzing overall community improvement, and for the multiple assets, amenities and attractions it can offer new and prospective residents (including its walkable fabric and the convenient access it offers to key community destinations).

Developing housing in downtown will increase the area's overall vitality (consistent with the City's 2018 Downtown Plan) by bringing in additional patrons to local business, supporting growth in the number of downtown retail and entertainment venues (which will benefit the entire Glencoe community), and by providing additional types of residential options for young people, seniors and families.

Numerous potential sites are available in and around the City's downtown. Introducing new, high quality housing options there will support key community vitality goals and invite new residents to the City.

6.4.6 - Introducing New Types of Housing



Introducing new types of housing to the City can help address a variety of issues, including availability of rental and ownership housing, affordability, and ease of entry into ownership.

Some of the types previously identified by the 2017 Housing Study, as well as those currently in use in many Minnesota communities include:

- » Townhomes: Also known as patio housing, these are compact, attached housing units, often sited in walkable locations and offering “no maintenance” ownership
- » “Missing Middle” Housing: Introducing additional duplex, triplex and small-building apartment options are a way of increasing the number of living units within established neighborhoods while respecting the scale of surrounding housing
- » Modular housing: Factory-built components assembled on a conventional single-family lot (permanent construction indistinguishable from site-built housing, and different from manufactured or mobile housing)

- » Accessory housing units: Additional, separate living units in a single family lot or structure

Expanding the variety of housing types and options in Glencoe will address currently existing demand and position the City to attract new residents - including from the pool of over 2,400 workers who commute into the City for work everyday.



Courtyard homes can be an affordable and attractive option for both seniors and young couples.

6.4.7 - Transition Opportunities

“I was born and raised in Glencoe, but live in Gaylord now ... when I was ready to move from my house there wasn’t a smaller place in town available. I have many friends in Glencoe who would like to move into a condo / apt, but there is nothing available for them” ~ Joanne, former Glencoe resident

An important mechanism for bringing affordable entry-level homes for young families into a housing market is by the transitioning of seniors and “empty nesters” who are living in those homes into smaller condo or apartment units that are better suited for their current needs (fewer rooms, reduced maintenance, walk access to daily destinations). As they move, their former housing becomes available to those young families.

One reason for the lack of affordable entry-level homes for young families in Glencoe is that often times, seniors and empty nesters who are ready to transition into a smaller unit can’t find an available, high quality condominium or apartment unit where they can move and still remain in town.

Developing senior-friendly housing options in Glencoe will address their needs and the needs of young families, and help setup these opportunities for healthy transition in the City’s housing market.

6.4.8 - Housing Authority

A Housing and Redevelopment Authority (HRA) is a legal public entity, accountable to city government, which undertakes housing, commercial and business development activities. An HRA can authorize the acquisition of real estate, housing and commercial loans and grants, and the issuance of bonds.

A community, through its HRA, can become its own developer, and can, in addition to developing, administering and maintaining affordable housing, lead projects to advance economic development and redevelopment priorities for the community.

A community can have an HRA doing work both in housing and economic development, or elect to also have an Economic Development Authority (EDA). Hutchinson, for example, has both an [HRA](#) and [EDA](#) in place. For a community the size of Glencoe, a single authority may be sufficient. Several excellent resources are available from the [League of Minnesota Cities >](#)

Meeting the housing needs of older adults

Almost 20 percent of Glencoe’s population is currently over the age of 65 (this is about 25% higher than Minnesota overall (15%)). This proportion is projected to continue growing over the next 20 years as baby boomers age.

Housing opportunities will need to evolve to match the needs of this demographic group. For example, it will be important to provide options for housing units that are smaller and easier to maintain than traditional single-family homes. It will also be important to develop related “wraparound” health and assistance services, including meals, housekeeping, transportation, and health care options.

As the population ages and as retirees who grew up in the area return from larger cities, there may be an increased demand for alternative, age-appropriate living arrangements.

There is great opportunity for coordination and synergy between the City, for-profit and nonprofit developers, healthcare service providers, and community service agencies - including Glencoe Regional Health and other local healthcare providers.

6.5 - Recommendations

Goal 1: Adopt an integrated framework for planning and developing housing

- » Strategy 1.1: Reexamine and update the City's Zoning and Subdivision Ordinances to reflect an integrated framework for planning and developing housing that reduces development costs and includes consideration of the following elements:
 - Prioritizing sites located near existing infrastructure
 - Reducing the minimum lot sizes for new development
 - Reducing the minimum required roadway cross-sections
 - Adopting a set of cost-effective home designs to aid developers as a starting point for the development of new housing
 - Leveraging landscape systems as part of neighborhood and community amenities
- » Strategy 1.2: Partner with recognized Greater Minnesota housing development organizations like Greater Minnesota Housing Fund, and developers with successful experience in developing housing for similar communities to continually improve City regulations and practices to address and improve housing supply and conditions

Goal 2: Housing Study

- » Strategy 2.1: Implement recommendations of the 2017 Housing Study
 - Use the recommendations as a foundation for City actions to address and improve housing supply and conditions
- » Strategy 2.2: Update the City's Housing Study at regular intervals
 - Update the City's Housing Study at regular intervals of every five to ten years to maintain an accurate and up-to-date view of housing issues, potential solutions, and actions to improve housing supply and conditions

Goal 3: Encourage development of a variety of housing types

- » Strategy 3.1: Align City zoning and policies to support and advance housing variety
 - Update the City's Zoning Ordinance, and administer it and the newly updated land use map to support development of a variety of housing types throughout all areas of the community
 - Allow a mix of housing within each residential zoning district, to provide a

range of living options by size, type and price within each neighborhood

- Ensure a mix of housing types in new residential growth areas using a [Master Plan or Planned Unit Development](#) approach to define the expected housing types
- Implement the land use plan map and the recommendations presented in this Comprehensive Plan to guide the community toward a range of housing types and densities
- » Strategy 3.2: Housing for seniors and elderly
 - Partner with the McLeod County Economic Development Authority, the [McLeod County HRA](#) (which partners with [Kandiyohi County HRA](#) and [Willmar HRA](#)), and Glencoe Regional Health to identify and partner with a developer of specialty age-appropriate housing for the elderly
 - Include focus on developing one-level, accessible housing for seniors or people with limited mobility
- » Strategy 3.3: Allow development of accessory dwelling units (ADUs)
 - Support attached and detached secondary dwellings on single-family lots to allow a greater variety of housing, living arrangements, and affordability

- » Strategy 3.4: Track progress toward goals
 - Expand the supply of new housing types in real numbers and as a percentage of the city's overall housing supply
 - Set a goal for each type of housing needed in the City, and track yearly progress towards achieving those goals

Goal 4: Identify priority areas for residential infill and new housing

- » Strategy 4.1: Support residential infill
 - Enable new housing development in existing residential areas to diversify the age and type of housing available in neighborhoods
 - Provide information about and examples of residential infill opportunities to community members, property owners, developers and other stakeholders
 - Encourage residential infill on disinvested properties where development activity would upgrade the quality of the property
- » Strategy 4.2: Identify areas where new housing development should occur
 - Determine the type and form of housing for each area and zone the area accordingly
 - Support infrastructure and development in and near residential areas that are compatible with residential quality of life

- Clearly identify and communicate plans for future residential areas to community members, property owners, developers and other stakeholders
- Consider the undeveloped area south of Mitchell Road between Hennepin Avenue and Pleasant Avenue as a priority area for new housing growth
- » Strategy 4.3: Actively pursue residential growth and development in the downtown
 - Identify key sites for residential and mixed-use development in downtown
 - Work with property owners of identified sites to consider residential occupancy or development
 - Actively market the downtown as Glencoe's up-and-coming residential community
 - Seek out developers to lead residential and mixed-use projects in downtown

Goal 5: Ensure a wide array of quality workforce housing options

- » Strategy 5.1: Support the development and preservation of affordable housing
 - Recent data shows that more than one half (55%) of all Glencoe renters are cost burdened, meaning there is a need for strategies that improve affordability for all community members
 - Work with the [McLeod County HRA](#) (which partners with [Kandiyohi County HRA](#) and [Willmar HRA](#)), and private developers to ensure that there are sufficient units accessible at a range of price points for all current and future residents
- » Strategy 5.2: Continue to collaborate with local employers to support employment retention and growth through the provision of housing that matches workforce needs
- » Strategy 5.3: Ensuring non-discrimination
 - Review and update rental license permitting language as needed to ensure non-discrimination against individuals and families seeking housing

Goal 6: Encourage repair, maintenance and upgrades of existing residential buildings and property

- » Strategy 6.1: Obtain and designate specific funding for home maintenance and repairs
 - Determine how much funding is needed city-wide for home improvement and repair programs, grants and loans
 - Identify all available funding sources from City, county, housing organizations and lending institutions
 - Provide clear and accessible information to the public on the sources, who qualifies and how to apply
 - Include Spanish-language resources to facilitate access to these resources for the City's sizable Spanish-speaking population
- » Strategy 6.2: Promote home maintenance and repair
 - Find partners to help host an annual "home remodeling showcase" or similar
 - Feature Glencoe-specific maintenance and remodeling stories in local media
 - Work with the Glencoe Area Chamber of Commerce to organize a "home and garden fair" with local businesses
 - Include Spanish-language resources to facilitate access to these resources for

the City's sizable Spanish-speaking population

- » Strategy 6.3: Building permit data
 - Track annual building permit activities to identify the geography and extent of housing improvements, and use this information to better focus policies and programs to encourage residential rehabilitation where it is most needed
- » Strategy 6.4: Building code enforcement
 - Work collaboratively with property owners, including landlords and homeowners, to bring all residential properties up to code
 - Includes inspection enforcement at point of sale, rental housing inspection, and creating individual property owner plans to address violations and achieve code-appropriate property standards
- » Strategy 6.5: Housing preservation and rehabilitation
 - Identify homes in need of rehabilitation and preservation, and work with owners and tenants to promote access to the [Rehabilitation Loan/Emergency and Accessibility Loan Program provided by MN Housing](#), which provides rehabilitation loans up to \$27,000 on up to 15-year terms

Goal 7: Housing and Redevelopment Authority (HRA)

- » Strategy 7.1: Consider and evaluate creation of a Glencoe Housing and Redevelopment Authority ("Glencoe HRA") to guide financing for the provision and maintenance of affordable and other types of housing in the City
 - If implemented, an HRA can also help advance economic development and redevelopment needs for the community
- » Strategy 7.2: If implemented, work with the Glencoe HRA to strategically advance City housing objectives in collaboration with developers, financing entities, and housing organizations

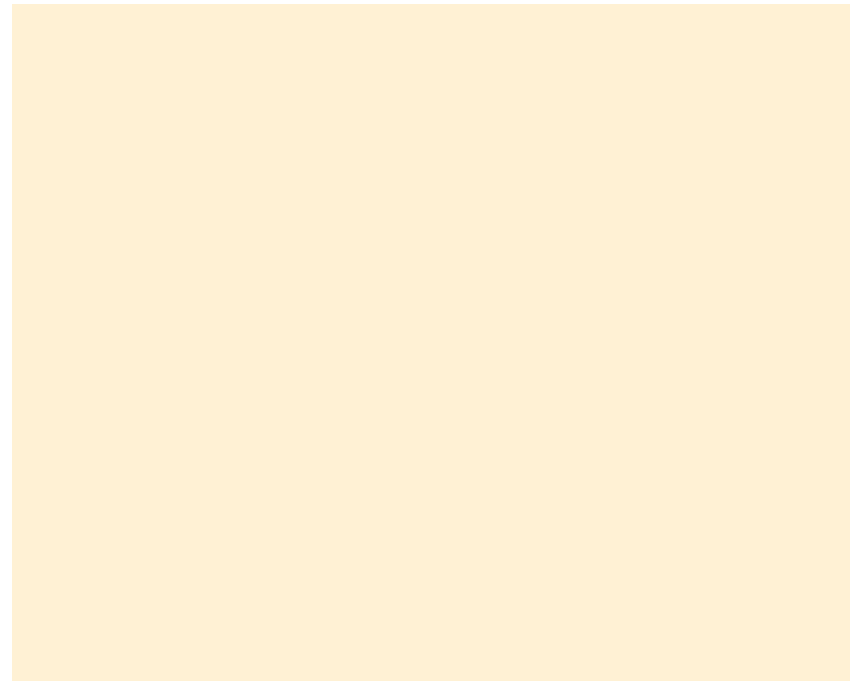
Goal 8: Proactively market Glencoe as a great place for developing new housing

- » Strategy 8.1: Seek out high quality housing developers to do the types of housing projects the City is seeking
- » Strategy 8.2: Create marketing information that communicates the City's vision for new housing areas
 - Include information on priority sites, type of housing desired, current community assets, and the City's growth prospects, including through the upcoming development of Highway 212

7 Transportation

How people and goods travel within, and to and from Glencoe, is a major component of residents' daily experience, and the City's economic prospects and success.

Safe, efficient, cost effective, and healthy and sustainable transportation is a key goal of this plan.



7.1 - Introduction

Mobility (“the ability to move freely and easily”) offers a useful perspective for thinking about transportation issues and decisions. In Glencoe, this means looking at transportation through two lenses: through the lens of resident mobility, and through the lens of commercial and industrial needs and infrastructure.

Vision and Goals

Future Vision

Glencoe's transportation system provides safe and efficient movement for all kinds of users - from residents and visitors who walk, bike or drive, to agriculture and industry operators who rely on the efficient movement of freight and commodities. The City supports active living and active transportation, adapts its infrastructure to an aging population, proactively maintains its existing transportation assets, and is fully integrated with road, rail and air networks to expand its reach and connection with people and markets.

Goals

- » Develop a comprehensive, integrated plan for transportation investment that creates a connected network for all modes of transportation
- » Meet the freight and trucking needs of key local industries while reducing truck traffic in the City's downtown to improve walkability
- » Institute a proactive maintenance and repaving program for aging roads
- » Develop a connected network of walking and biking facilities offering transportation and recreational benefits
- » Grow the relationship between Glencoe and TC&W rail to facilitate development of rail-related industrial and warehousing opportunities
- » Work to improve Highway 212 and seamlessly connect the City with the Twin Cities Region through a safe and continuous four lane roadway



7.2 - Existing Conditions

Pedestrian Network

Walking is the most elemental form of transportation, free and accessible for people through the widest range of ages, incomes, and physical abilities. It is also a foundation for individual health and well-being.

Glencoe generally has a well-developed pedestrian network. Sidewalks exist in the majority of the older parts of the city, though in more recently-developed areas (especially south of Highway 212) they are not provided. Some Glencoe neighborhoods and commercial areas present difficult conditions for walking due to long crossing distances, high speed traffic and disconnected land uses.

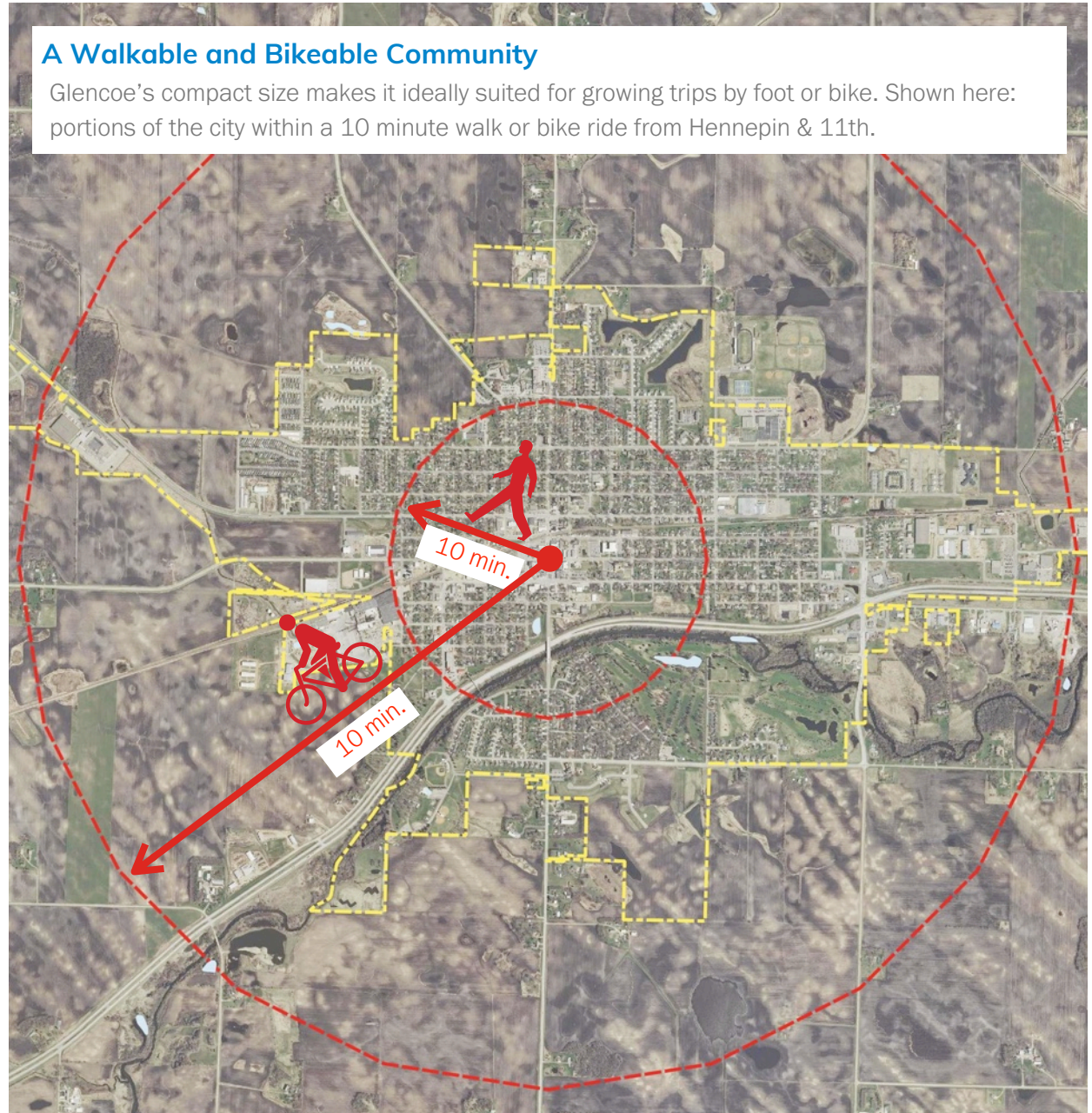
Bicycle Network

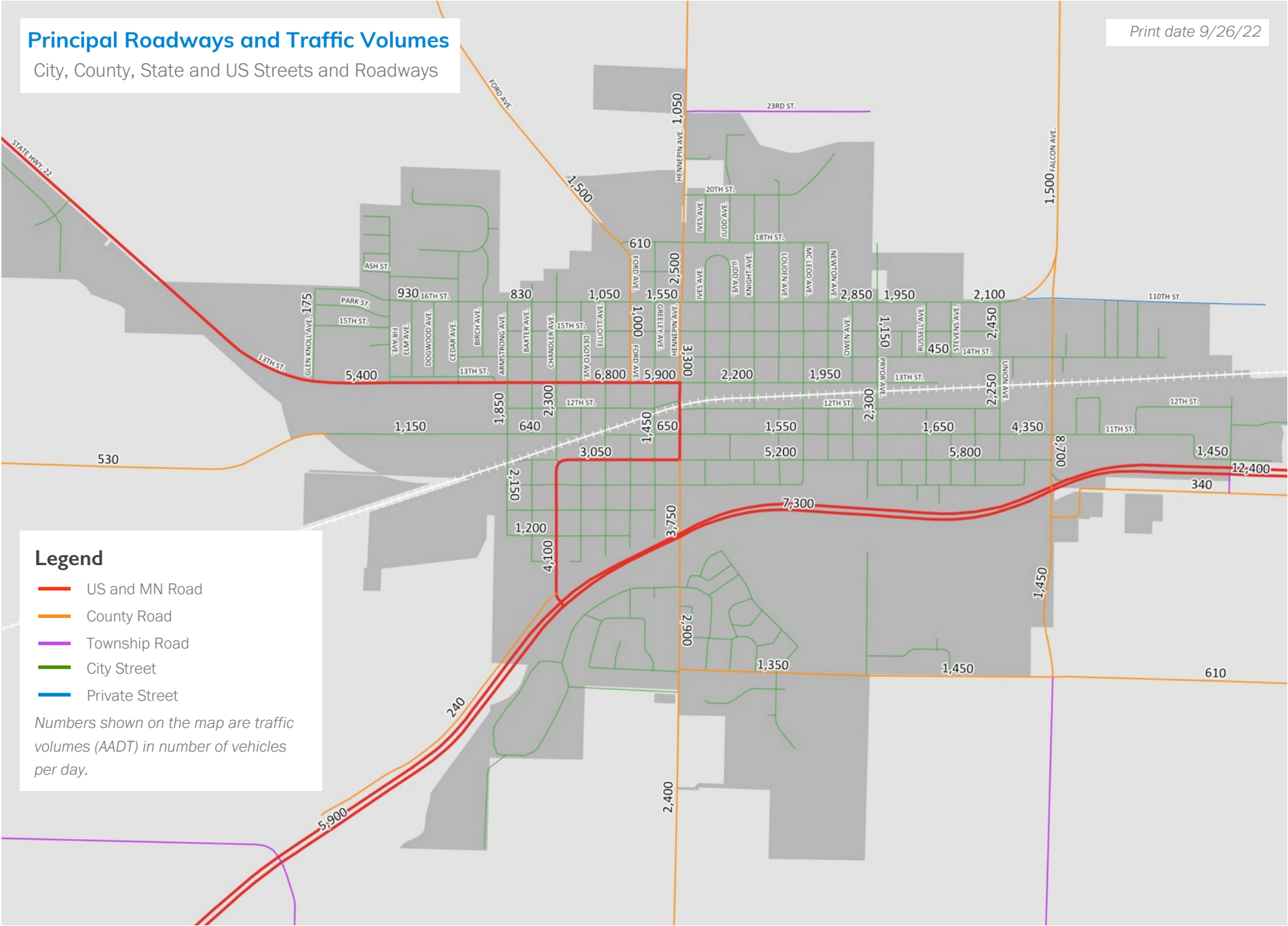
Bicycling is a useful, healthful and affordable transportation option offering mobility and connectivity for residents of all ages. In a city the size of Glencoe, it can provide practical connection to everyday needs.

Glencoe currently offers a limited bicycle network, with trail segments provided only along 1st Street, Morningside Drive, and east of the City along Hwy 212. No additional bicycle lanes or other facilities are currently provided.

A Walkable and Bikeable Community

Glencoe's compact size makes it ideally suited for growing trips by foot or bike. Shown here: portions of the city within a 10 minute walk or bike ride from Hennepin & 11th.





Transit System



Public transit is an essential component of mobility for individuals and households who do not have access to an automobile or who are not able to drive.

Public transit in Glencoe is provided by [Trailblazer Transit](#), which operates within Sibley, McLeod, and Wright counties. It offers Dial-A-Ride service (customers call to schedule their rides; buses pick up and drop off passengers at locations specified by the customers). Service is available Monday through Friday from 6:30 a.m. to 5:30 p.m. and is scheduled by calling ahead (the scheduling service is available Monday through Friday from 6:00 a.m. to 6:00 p.m.). No transit service is currently available at other times or during the weekend.

The fare structure for rides is:

- » \$4.00 = for rides shorter than 25 miles
- » \$8.00 = for rides longer than 25 miles
- » \$2.00 = Discounted rate for rides beginning and ending entirely within city limits

Roadway Network

Motor Vehicle and Truck Cargo Mobility

Two major highways provide regional connectivity for Glencoe: US Highway 212 and MN Highway 22. These highways gather the majority of automobile and truck traffic into and through the city, and also connect to the Twin Cities, Hutchinson, and other communities. The city's 36 miles of streets include County State Aid Highways (CSAH) and Municipal State Aid (MSA) streets.

Generally, traffic volumes in the City's major roadways are moderate, with only US Hwy 212, MN Hwy 22, and Morningside exceeding 5,000 motor vehicles per day. Excepting US Hwy 212, all of those roadways carry traffic levels well below 10,000 motor vehicles per day. Generally, a two-lane roadway (one lane each way) is considered adequate for carrying up to 10,000 motor vehicles per day.

State Aid Routes

The County State Aid Highway (CSAH) and Municipal State Aid Street (MSAS) programs provide a system of state aid funding-supported routes for commercial and industrial traffic through and around Glencoe. The City and McLeod County are reviewing options for revising the CSAH and MSAS system within the City to promote the appropriate jurisdictional classification and the efficient utilization of

planning and funding resources. Efforts will continue between the City and County to review potential areas of jurisdictional transfers, transitions and turnback routes.

Highway 212

US Highway 212 runs east-west through Glencoe and provides access to the Minneapolis-Saint Paul metro and to communities in western Minnesota. Varying from four lanes to two lanes, in 2022 the highway underwent an expansion to four lanes from Eden Prairie to Chaska, resulting in a shorter drive time to the Twin Cities.

Improvement of the entire length of the highway between Glencoe and the Twin Cities to four lanes is a high priority for Glencoe as it will improve safety and capacity and bring important benefits to the city's residents and businesses.

These improvements are expected to occur in the near future as the 2021 MN Transportation Bill included \$25 million to complete Highway 212. These investments will further decrease travel time and increase Glencoe's attractiveness to residential and commercial development and investment.

Highway 22



Highway 22's current routing brings trucking operations through the City's downtown, hindering its reorientation as a pedestrian and bicycle-friendly destination.

State Highway 22 is a two lane highway running south to north through Glencoe and providing access to communities in central and south-central Minnesota.

Highway 22 plays a key role in connecting Glencoe residents and industry to markets in the Twin Cities and elsewhere. However, in its current routing, it also directs high levels of truck traffic through the downtown and causes issues that negatively impact pedestrian and bicycle safety, downtown revitalization, and economic development. MnDOT's recent Glencoe Transportation Study identifies potential alternate routings that improve service for truck cargo operations and businesses while reducing impacts on downtown.

Railway Network



TC&W ("Twin Cities & Western") Railroad operates 229 miles of track between the Twin Cities and Milbank, South Dakota. TC&W interchanges with BNSF Railway; Canadian Pacific Railway; Union Pacific; and the Canadian National Railway. Glencoe is the operating hub for all TC&W trains.

The railway provides a key transportation link for Glencoe industrial activities and agriculture, is a prime asset for the City, and remains a source of untapped potential for new and additional commercial and industrial opportunity.

For example, land along the rail line can be used to develop the type of cold-storage warehousing that is in high demand for providing access to key markets like the Twin Cities. Additionally, current and prospective industrial users have a low cost, high capacity link connecting their products to distribution throughout the nation.

Air Transport System



The Glencoe Municipal Airport (airport code GYL) is owned and operated by the City of Glencoe.

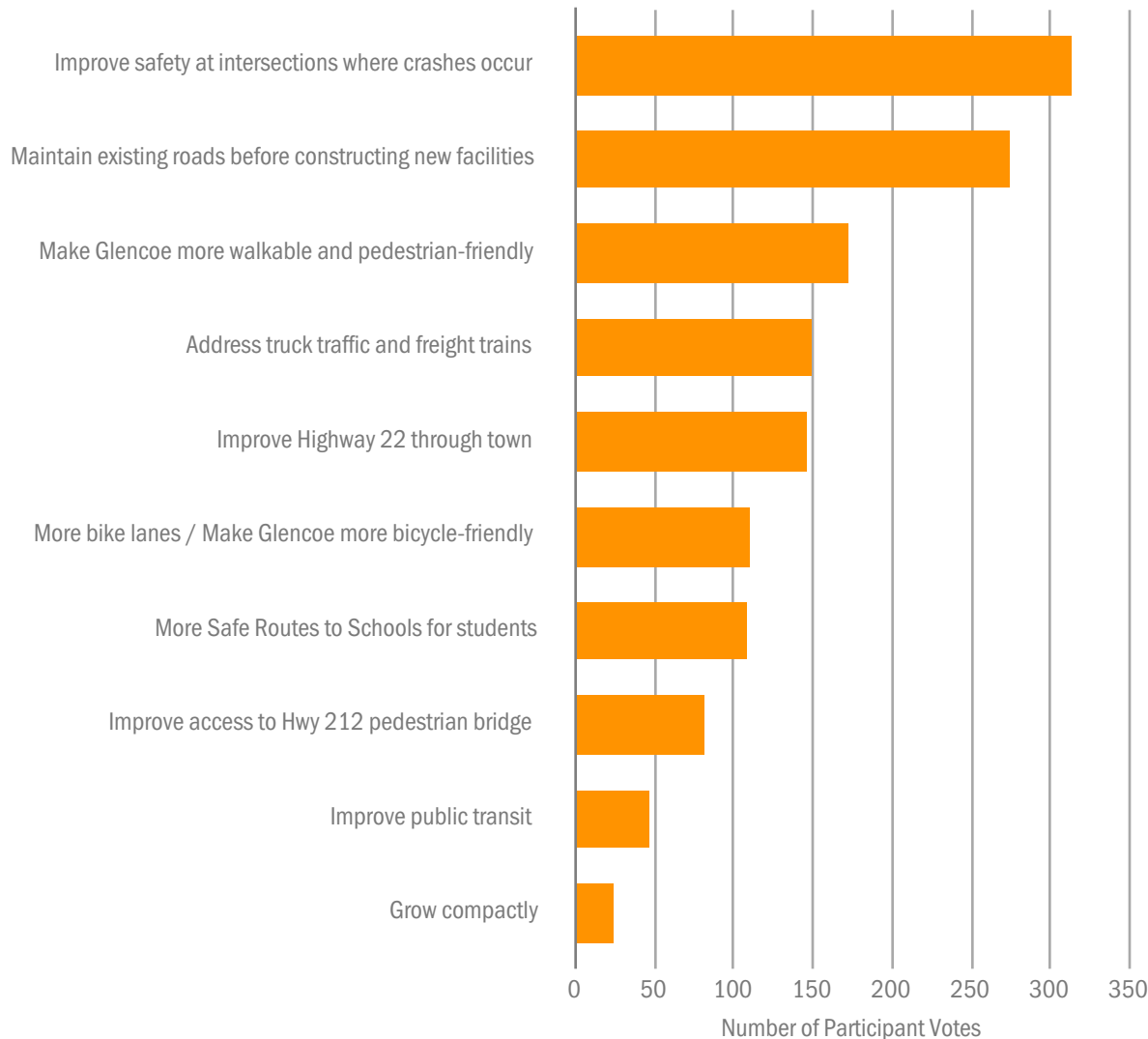
The airport is located east of the City, at the junction of State Highway 212 and County Road 1. The airport has a primary runway 3,300 feet long and 75 feet wide oriented northwest to southeast (runway designations 13 and 31). The airport is used by approximately 29 flights per day, and is a public use general aviation intermediate category airport designed and constructed to the standards listed in the National Integrated Airport Systems Plan (NPIAS). The official name of the airport is the Glencoe Municipal Airport (Vernon Perschau Field).

In addition to the convenience it offers for corporate travel for Glencoe businesses, the airport has untapped potential for economic development activities like flight training, specialized cargo, and small aircraft repair serving the Twin Cities metro.

7.3 - What We Heard: Comments Received

A safe, efficient and connected transportation system for all modes is a priority for Glencoe residents. Here's a small sample of the comments we received about transportation:

What should Glencoe's transportation goals be for the near future?



"Connect walking paths together. Dangerous crossings. [add a] Sidewalk to kwik trip to keep people from walking on the busy street with semis."

"The routing of big trucks thru town. Very noisy and dangerous"

"... Glencoe has too many truck routes going right thru town that eliminates the possibility of quiet neighborhoods ... Semis and trucks driving thru every part of town. It is very disrupting at times"

7.4 - Opportunities

7.4.1: Continuous Four Lanes on US Highway 212



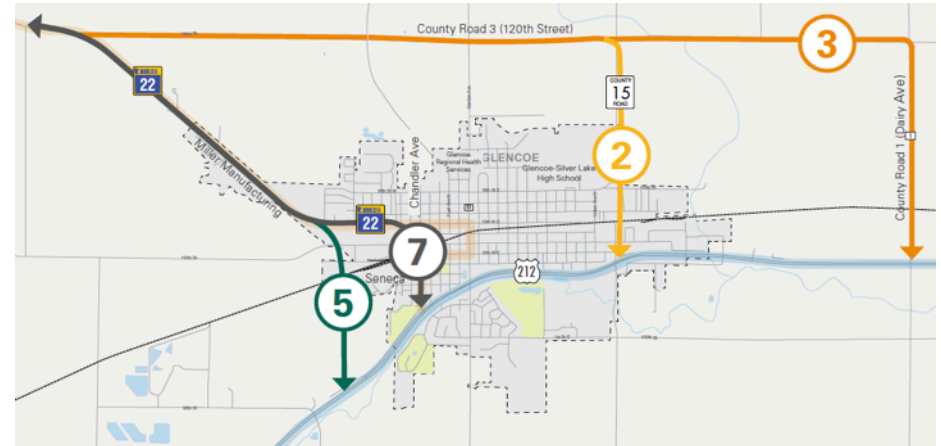
Only a few miles of two-lane section between Glencoe and the Twin Cities remain. Carver County and MnDOT are currently converting one of the last remaining sections to a four-lane divided highway. After completion, only one more 5-mile segment will remain.

US Highway 212 provides access to the Twin Cities Region and to communities in western Minnesota. It is a vital link for industry and residents. It is a four-lane divided highway for most of its length, except for two 5-mile segments, one of which is being upgraded now.

Upgrading of the remaining two-lane segment between Glencoe and the Twin Cities to four lanes is a high priority for the City. This upgrade will improve traveler safety and cargo capacity and operations, and will bring important benefits to Glencoe residents and businesses - including decreasing travel time and increasing Glencoe's attractiveness for residential and commercial development and investment.

Developing this remaining four-lane segment is a key priority for Glencoe as it will facilitate new residential development and accelerate Glencoe's growth and prosperity.

7.4.2: Improving MN Highway 22 & Reducing Impacts



MN Hwy 22's current routing complicates trucking operations and unnecessarily adds high levels of truck traffic to the City's downtown, hindering its prospects. All four routing options currently under consideration by MnDOT address this concern.

MN Highway 22 connects Glencoe industries and residents to markets in the Twin Cities and surrounding communities. Its current routing, however, directs high levels of truck traffic through neighborhoods and the heart of Downtown, causing issues that negatively affect pedestrian and bicycle safety, downtown revitalization, and economic development.

MnDOT's recent Transportation Study identified potential alternate routings that improve service for truck cargo operations and businesses while reducing impacts on downtown. Option 5 (new route west of the City) was the option preferred by residents. Option 7 (relocation of the route to travel on Chandler instead of Hennepin) is a low cost option that would still address many of the community's concerns.

Implementing an alternate routing for MN Highway 22 so it no longer directs truck traffic through the downtown is a high priority for this plan.

7.4.3 - Opportunity: Biking in Glencoe

There is a great opportunity to address community desires to improve bicycle facilities, provide access to downtown and area schools, connect to existing trails, and use these assets as a backbone for a high-quality network of routes. This new network will connect residents to schools, parks, businesses and other destinations, attract bicycle tourists, and enhance quality of life year-round.

Building the City's Bicycle Network

The city's future bicycle network would be made up of the following types of facilities:

Shared-Use Paths

A shared-use path (SUP, often also known as a trail) provides a shared space for people walking and biking that is separate from motor vehicle traffic. Shared-use paths work better when they include fewer intersections with motorized traffic.

Shared-use paths are currently provided along 1st Street, Morningside Drive, within Oscar Olson Park, and east of the City along Hwy 212.



Shared-use paths can be used by people walking or bicycling.

Shared-use paths are often provided along busier roadways where on-street bicycle facilities would be less comfortable or not feasible, and at locations along streams and railroads, and through parks. SUPs provide increased separation from motor vehicle traffic and are also used at parks and natural assets to provide more scenic routes.

Neighborhood Slow Streets

Most residential streets in Glencoe feature low traffic volumes and speeds. Neighborhood Slow Streets (also known as Neighborhood Greenways or Bike Boulevards) are designated residential streets that are lightly modified to calm motor-vehicle traffic and prioritize bicycle travel.

Neighborhood Slow Streets use some or several types of traffic calming elements (bump-outs, traffic circles, speed tables, or others) to make



Most residential streets can be easily and inexpensively converted into Neighborhood Slow Streets.

walking and biking easier and safer by reducing motor-vehicle speeds and improving safety for users of all modes. Route signs and pavement markings help highlight the street as a bikeway.

Glencoe in Motion

[Glencoe in Motion](#) is a local residents' group working to create and implement opportunities for individuals, groups and organizations to become more physically active. Glencoe in Motion seeks to encourage community involvement, support revitalization of the City's downtown, and improve quality of life. The organization is supported by the City of Glencoe, Meeker-McLeod-Sibley Community Health Services, McLeod County Health and Human Services, and Glencoe Regional Health Services.

Bicycle Lanes

Bicycle lanes designate a portion of the roadway for preferential use by bicycle riders. Lanes are defined by barriers, striping, pavement markings and/or signage. Bike lanes separate bicyclist and motorist travel flows and increase bicycle rider and driver comfort.

Two types of bicycle lane facilities are recommended for consideration in the city:

- » Cycletrack or protected bicycle lanes
- » Conventional bicycle lanes

Cycletrack or Protected Bicycle Lanes



A protected bicycle lane in Minneapolis.

Protected bike lanes offer the highest level of traffic separation and comfort for riders, and invite greater use of bicycling by a wider range of the population.

Protected bike lanes are on-street facilities that offer a designated space for bicycles and that are physically separated from motor vehicle

travel lanes by a buffer distance and by vertical elements like bollards, planters, or barriers.



Protected bicycle lanes can be inexpensively developed with temporary materials.

Conventional Bicycle Lanes

Conventional bicycle lanes are on-street facilities that offer a designated space for bicycles and that are adjacent to motor-vehicle travel lanes.



Bicycle lanes can be made more comfortable by increasing their distance from motor-vehicle travel lanes through the addition of a buffering space. When provided next to on-street parking, they sometimes also include a buffer space between the bicycle lane and parked cars.

Other network components

Bicycle parking

Visible, secure bicycle parking is essential for making bicycling a viable travel option to destinations around the city. The two best options for bicycle parking are the “Inverted U” and “Post and loop” types.



An “Inverted U” bicycle parking rack.

Parking areas should be visible and prominent, located near a building’s main entry, and located clearly and conveniently along bicycle riders’ natural path to access a site.

Key locations include schools, parks, and neighborhood commercial nodes (like the City’s downtown). Destinations near bicycle trails should include bicycle parking.

Wayfinding

A comprehensive and user-friendly wayfinding system is a key component of successful pedestrian and bicycle networks. Fortunately, a working wayfinding system can be deployed quickly and inexpensively.



Wayfinding sign with direction, destination and distance information.

Wayfinding elements include signs, markings, maps, and informational kiosks. They help make a bicycle network easier to understand and encourage residents and visitors to use the walking and biking facilities that are provided to connect to local destinations, including businesses and parks. Over the long term, a comprehensive identity for the trails and bikeways in Glencoe can be used to brand the city's system and communicate its attractiveness to travelers.

Economic Benefits of Investing in Bicycling

Stimulates local economies and creates jobs

- » Walkable, bikeable places attract bicycle tourists and other travelers who spend on average \$18-\$80 per day in the community.
- » Pedestrian and bicycle infrastructure projects create 8 to 12 jobs per \$1 million of spending. By comparison, road infrastructure projects create 7 jobs per \$1 million of expenditures.

Improves recruitment of talent and workers

- » Over 75% of Millennials say it is important for their city to offer opportunities to live and work without relying on a car.
- » CEOs recognize that bikeable places attract top talent. Companies are relocating their offices to more bikeable areas to better attract the well-educated 25 to 35-year-olds they seek to hire.

Increases sales for retail businesses

- » Retail revenue per hour of occupied parking is higher for bike parking (69¢ per square foot) than for auto parking (19¢ per square foot).



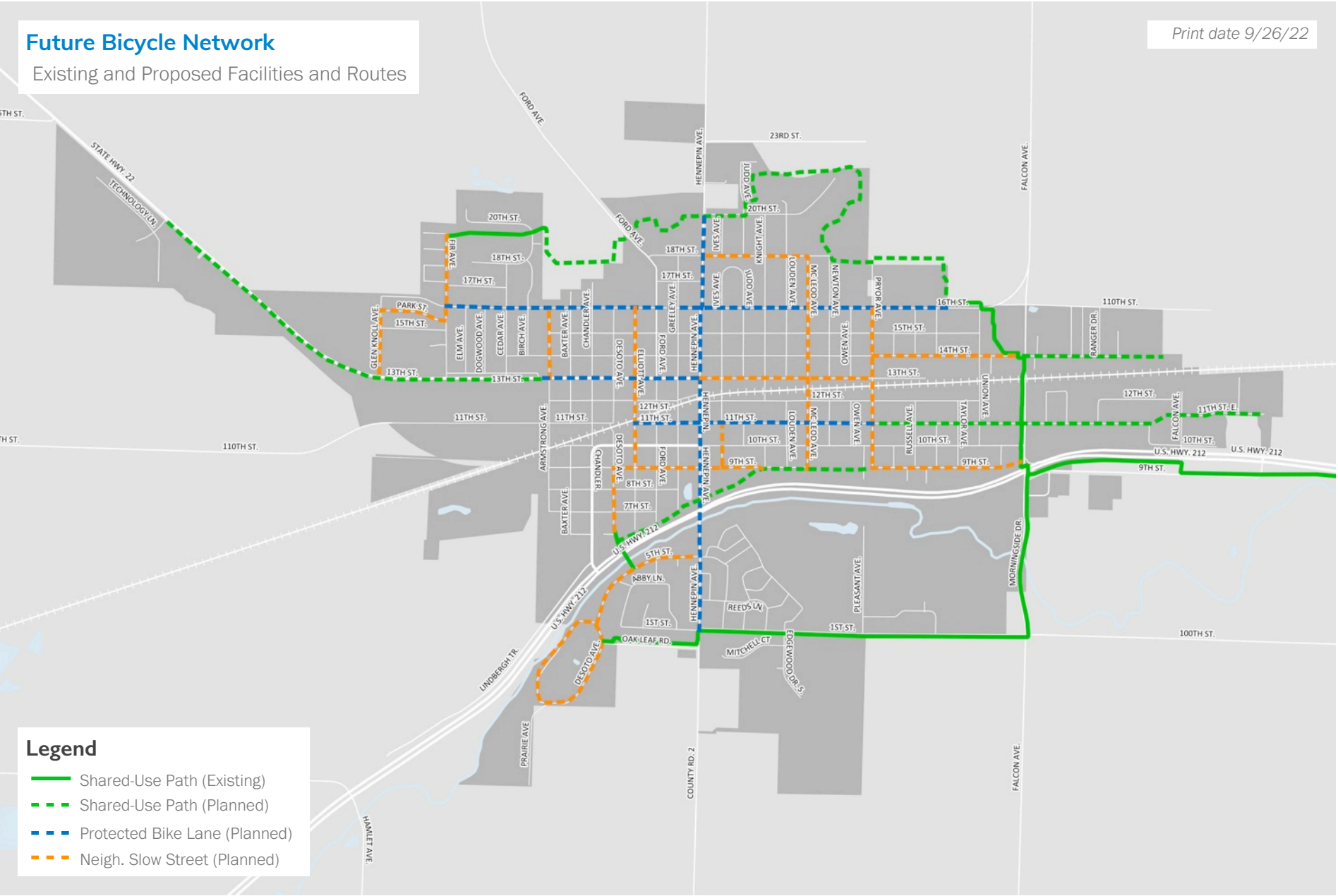
- » People who walk or bike to businesses spend less per visit but visit more often, resulting in more money spent overall each month compared to customers who arrived by car.

Increases commercial and residential property values

- » Reducing traffic speeds by 5–10 mph can increase residential property values by approximately 20%.
- » In communities across the United States, a one-point increase in Walk Score (which assigns a value to addresses based on walkability) is associated with a \$700-\$3,000 increase in home values.

Source: Regional Active Transportation Plan for Benton, Sherburne, Stearns and Wright Counties, Minnesota.

7.4.3 - (continued): Biking in Glencoe



7.4.4 - Opportunity: Capitalizing on Rail



TC&W Rail offers access to the Twin Cities and markets throughout North America.

The Twin Cities & Western Railroad (TC&W) operates more than 200 miles of track between the Twin Cities and Milbank, South Dakota, and interchanges freight cars with all the principal railways, including BNSF Railway, Canadian Pacific Railway, Union Pacific, and the Canadian National Railway.

Glencoe is the operating hub for all TC&W trains, and has great options for capitalizing on its role and location for efficient and inexpensive shipment of products and materials from existing and potential local industries to reach markets across North America.

Additionally, there is great potential for working with the railroad to support development of facilities needed by their customers while at the same time furthering City goals of increasing employment and local industries. For example, land along the rail line could be used to develop the type of cold-storage warehousing that is in high demand for products accessing key markets like the Twin Cities.

Additional opportunities include development of small or medium intermodal cargo facilities for two-way truck-to-rail / rail-to-truck freight movement serving cities in the region. These activities could be accommodated along the eastern edge of the City, where land is currently available and designated for industrial and commercial development. Intermodal service can be an engine for economic development by creating or growing logistics clusters, reducing costs, and encouraging businesses to expand or relocate to the City.

7.4.5 - Opportunity: Glencoe Municipal Airport



Glencoe Municipal Airport is another of the City's transportation assets.

Glencoe Municipal Airport presents additional opportunities for economic development and transportation connectivity. Owned and operated by the City of Glencoe, the airport is used by about 30 flights per day.

In addition to the prestige and convenience it offers Glencoe businesses and corporate travel, the airport offers untapped potential for economic development activities like flight training, specialized cargo (small package freight for high-value and/or time-sensitive goods), and small aircraft repair serving the Twin Cities metro.

7.4.6 - Opportunity: Mobility Hub

Shared-use mobility is an approach to transportation that improves ease of travel for a community's residents by providing access to transportation options that are shared among users - including carshare, bikeshare, public transit, scooters, carpools, taxis and app-based ride-hailing services, shuttles and more.

Shared-use mobility systems decrease total transportation costs for individual users and support the growth of pedestrian and bicycle-oriented facilities and uses in communities.

Shared-use mobility systems are not just for large cities: smaller communities and travel destinations like college towns, national parks, tourist destinations, and small towns can be successful locations for these innovative options.

A Mobility Hub brings together all the elements of the shared-use mobility model: convenient access to multiple modes of transportation, walkability, and density of uses and destinations. Glencoe, with its compact size, attractive downtown, and growing number of visitors, could be well suited for this transportation model.



A mobility hub brings car-sharing, ridesharing, public bikes and scooters and electric vehicle charging to a single location that is convenient to a community's residents.

Image courtesy of Sophia von Berg.

Exploring the development of a Mobility Hub, or at the very least inviting providers of shared-use mobility options (bikeshare, scooters, carshare and ride-hailing apps) to offer some of their options in the city could help make travel in and around Glencoe easier and more convenient - for both residents and visitors.

Access to a Mobility Hub, where occasional access to a car is easily available, could help local households save money and keep more of their income - for example, helping a three-car household become a two-car household, or helping a two-car household become a one-car household.

Did you know?



Bikeshare programs can and do work in smaller communities. One of the first major library bike-share programs in the US was established in 2013 by the [Athens County Public Libraries in Ohio](#); during that year, bikes were the library's most circulated items. Glouster, Ohio (population 1,800) [has a working bikeshare system](#) coordinated through its local library.

Electric vehicle (EV) charging

Availability of electric vehicle charging stations can be a tool to attract travelers to specific locations in a community.

Working with mobility providers to offer charging infrastructure in or near the downtown (especially if combined as part of other travel services in a Downtown Mobility Hub) may be a useful strategy to increase visitation and potential customers to local businesses.

7.5 - Recommendations

Goal 1: Develop an integrated and connected multimodal network

- » Strategy 1.1: Adopt a Complete Streets policy
 - Calming traffic, decreasing intersection crossing distances, and expanding pedestrian and bicycle infrastructure will help create a more healthy, livable and attractive community
- » Strategy 1.2: Pedestrian, Bicycle and Trails plan
 - Develop a comprehensive Pedestrian and Bicycle Plan for the city
 - Integrate trail connectivity to local assets like downtown and City parks, and to regional assets in the surrounding area like Buffalo Creek Park
- » Strategy 1.3: Walk / Bike Wayfinding
 - Develop one or several trails kiosks downtown and near main access points to help residents and visitors connect to trails and destinations in and around the City
 - Improve access and connectivity to the Buffalo Creek pedestrian bridge over Highway 212, including wayfinding and planning for ADA compatibility

» Strategy 1.4: Increase transit options

- Work with Trailblazer Transit to explore potential improvements to the system, including a scheduled circulator service connecting residents of larger residential development to the downtown
- Facilitate easier commutes to the Twin Cities by working with bus and transit companies to explore commuter service from Downtown Glencoe to the Twin Cities area

Goal 2: Accelerated implementation of US Highway 212 improvements

- » Strategy 2.1: Continue to advocate, support and promote an accelerated timeline for development of the “missing link” between Glencoe and the Twin Cities Metro
 - Continue working with legislators and MnDOT leadership to move the implementation timeline forward
 - Continue to participate as an active and engaged member of the [Southwest Corridor Transportation Coalition](#)

Goal 3: Reroute MN 22 to avoid downtown’s walkable core

- » Strategy 3.1: Work with legislators and MnDOT to implement recommendations from the 2018 Transportation Study, including development of Option 5 (western truck route bypass, the preferred community option) or Option 7 (truck route is relocated to Chandler Avenue)
 - Communicate the incompatibility, safety concerns, and negative economic development impacts of the current truck route through the City’s downtown core
 - Work with MnDOT Central Office staff specializing in addressing livability impacts of trunk highway traffic through rural communities, including the office of [Context Sensitive Design](#)
- » Strategy 3.2: Work with MnDOT to include parking-protected bicycle facilities when MN 22 is resurfaced through downtown in 2022
 - Work with MnDOT’s office of [Bicycle Facility Design and Engineering](#) and [Context Sensitive Design](#) as well as local MnDOT District staff to include this change during the resurfacing as it will have minimal impacts on cost if accommodated at the same time

Goal 4: Proactive maintenance and repaving program for aging roads

- » Strategy 4.1: Implement a proactive, preventive approach for roadway maintenance to extend the life of these assets and reduce overall costs

Goal 5: Coordinate partnership with TC&W Railroad

- » Strategy 5.1: Explore expanding railroad-related activities in Glencoe
 - Capitalize on TC&W hub by, for example, partnering to develop cold-storage warehousing facilities on land along the rail line
 - Coordinate with TC&W to leverage its access to global markets and expand connection of local industries to global transportation networks

Goal 6: Coordinate partnership with area trucking services

- » Strategy 6.1: Collaborate for efficient transportation
 - Work closely with local major industries and trucking companies to ensure operational and community livability issues are promptly resolved and services can proceed efficiently

- » Strategy 6.2: Designated truck parking areas

- To accommodate Glencoe residents who are owner-operators, develop a plan and designated locations for overnight parking of rigs

Goal 7: Work to ensure the continued regional significance of Glencoe Municipal Airport

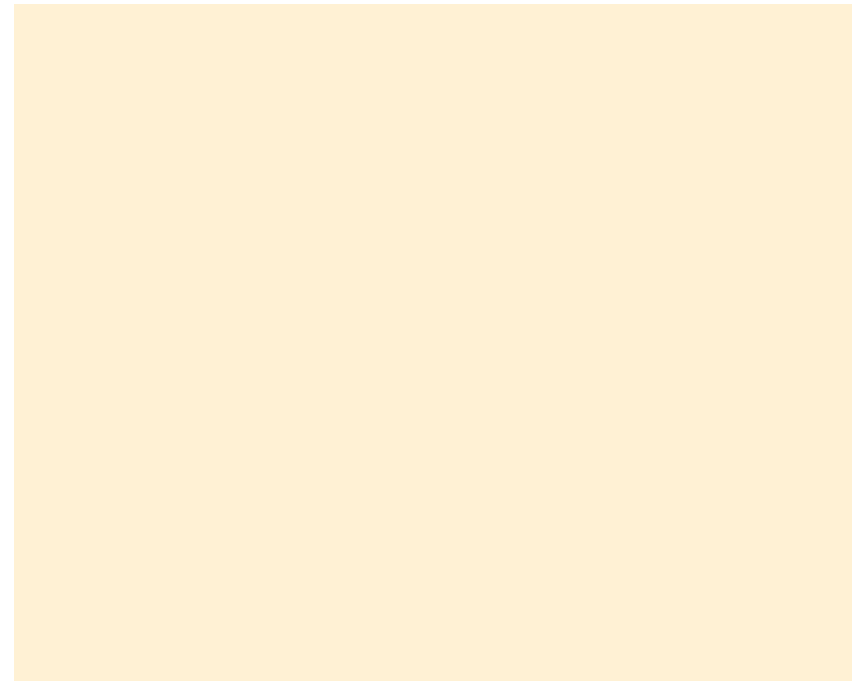
- » Strategy 7.1: Airport upkeep and enhancement

- Continue to pursue funding opportunities for airport upkeep and enhancement, including FAA's Airport Improvement Program (AIP), private funding, and MnDOT Office of Aeronautics

8 Economic Development

Prosperity facilitates stability, investment, community advancement, and high quality of life.

Growing business and economic activity ensures progress in all the other realms of a community's daily life.



8.1 - Introduction

A prosperous economy is a key contributor to a community's foundation for success. Business opportunity, access to employment and good-paying jobs, local startups, and established industries are all part of a healthy economy and a high quality of life.

Vision and Goals

Future Vision

Living in Glencoe means having multiple options for stable and well-paid employment and for building a prosperous, healthy life.

Doing business in Glencoe means having access to a well-educated and hardworking workforce, to the land and space needed for growth and business opportunity, and to a transportation network that efficiently connects with markets and suppliers.

Being an aspiring entrepreneur in Glencoe means having community support and access to the resources that can help turn an idea into a real business - and growing it to success.

Glencoe makes use of its assets and comparative advantages to grow and support existing businesses, advance entrepreneurship, and to each day improve community prosperity and quality of life.

Goals

- » Support additional growth and development for existing local businesses
- » Expand affordable, fast, and reliable broadband and technology infrastructure
- » Invest in local economic incubation; support start-up of local businesses and grow entrepreneurship
- » Attract new industrial and manufacturing sector jobs and businesses
- » Grow and diversify employment options
- » Activate downtown as an economic engine
- » Expand the range of businesses and services available for residents and visitors
- » Proactively market the City and development opportunities
- » Define, develop and grow the City's comparative economic advantages
- » Create an Economic Development Strategy and Action Plan

Attributes for success

Several community attributes are essential for facilitating economic development:

- » Sufficient and suitable land (vacant, infill, or redevelopment)
- » Available and trained workforce
- » Appropriate and adequate infrastructure
- » Supportive people, policies, and regulations
- » Business-oriented information and marketing
- » Accessible and affordable financial capital

Other factors, such as housing availability / affordability, local amenities, geographic location, and natural resources help catalyze a community's potential for local economic prosperity.

Successful economic development strategies make use of a community's unique assets and advantages to grow its business and development opportunities.

8.2 - Existing Conditions

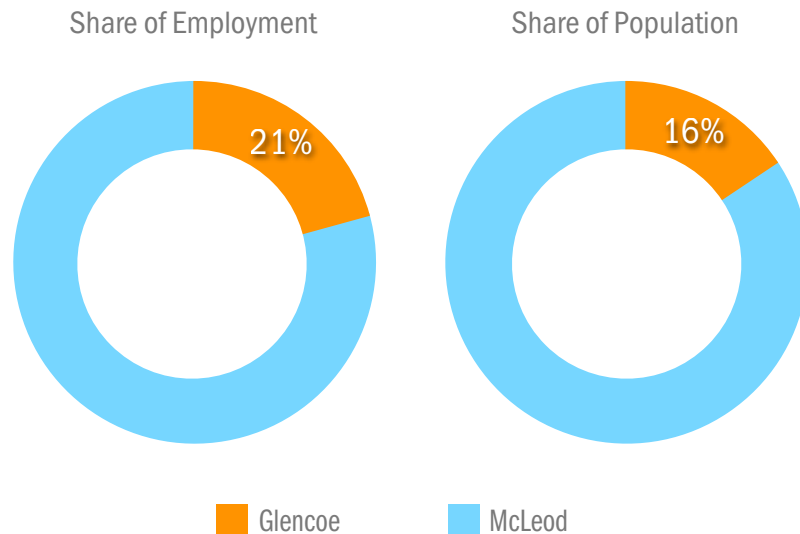
Employment and Industry

According to US Census Longitudinal Employer-Household Dynamics (LEHD) figures, there were approximately 3,310 jobs in Glencoe in 2019 (the most recent year available). Employment in 2019 increased by about 60 jobs from 2018.

In 2019, the total number of jobs in McLeod County was 15,950, a decrease of about 310 jobs from the previous year.

In 2019, employment in Glencoe was growing in comparison to McLeod County overall. Currently, approximately 1 out of every 5 jobs in McLeod County (21% of all jobs) are located in Glencoe.

Proportion of Jobs and Population: Glencoe and McLeod County



Glencoe's proportion of jobs is higher than its share of the County's population.

Principal employers

Major employers in the City include Glencoe Regional Health, Seneca Foods, Miller Manufacturing, Starkey, Coborn's, and Twin Cities & Western Railroad, as well as the City and County:

Business	Industry	Employees
Glencoe Regional Health	Medical	624
McLeod County	Governmental services	315
Miller Manufacturing	Agricultural equipment	275
Glencoe-Silver Lake Schools	Education	230
Seneca Foods	Food processing	163
Coborn's	Groceries	156
City of Glencoe	Governmental services	127
TC&W Railroad	Railroad	98
Starkey	Electromedical devices	65
Security Bank	Financial services	45
Midwest Porcine Recovery	Animals for medical research	39
Delta Fabricating	Custom enclosures	35
Harpel Brothers / Weelborg	Automobile dealership	34
McLeod Cooperative Power	Electric utility	26
Midwest Machinery	Agricultural implements	22

Data source: City of Glencoe 2022

Employment by business sector

Industry sector	Employees	% of all jobs
Health Care and Social Assistance	916	28%
Manufacturing	636	19%
Retail Trade	388	12%
Public Administration	344	10%
Educational Services	311	9%
Accommodation and Food Services	187	6%
Professional, Scientific & Technical Services	108	3%
Finance and Insurance	100	3%
Other Services (exc. Public Administration)	64	2%
Wholesale Trade	58	2%
Utilities	44	1%
Administration & Support, Waste Management and Remediation	44	1%
Transportation and Warehousing	35	1%
Construction	28	1%
Information	24	1%
Management of Companies and Enterprises	12	0%
Arts, Entertainment, and Recreation	7	0%
Real Estate, Rental, and Leasing	4	0%
Agriculture, Forestry, Fishing & Hunting	2	0%
Mining, Quarrying, Oil & Gas Extraction	0	0%
TOTAL ALL JOBS	3,312	100%
<i>Source: US Census 2019 Longitudinal Employer-Household Dynamics (LEHD)</i>		

Employment by industry in Glencoe is led by the healthcare industry (28%, almost one third of all jobs). Glencoe Regional Health is a key employer in this sector.

Manufacturing (19%, about one out of every five jobs) includes employers like Seneca Foods (food processing) and Miller Manufacturing (farm equipment).

Together, these two business sectors account for nearly half of all jobs in the City.

Public administration (as the seat of McLeod County as well as City employment) account for about 10% of employment, followed by school-related employment with about 9% of jobs.

Employment in stores, restaurants and other retail accounts for about one in eight jobs (12%).

Comparative advantages

Many factors differentiate one city's business development potential from another's.

For a city, some of these factors include:

- » its development trajectory
- » currently existing businesses
- » trained workforce
- » proximity to production inputs and resources
- » proximity to markets

Depending on the specific economic activity sought, one city will present advantages for a prospective business over another.

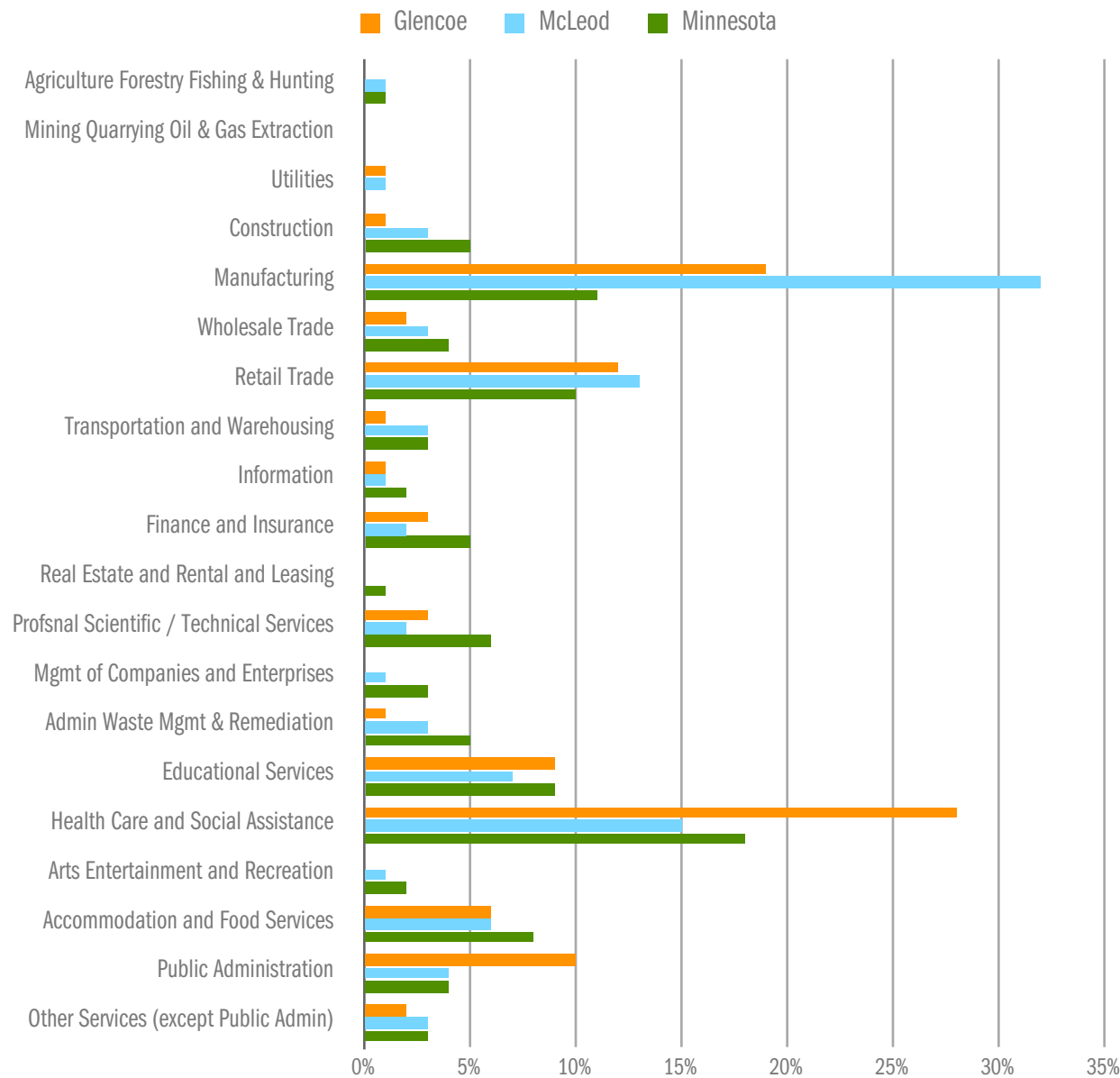
For example, a company developing medical equipment may benefit from locating in proximity to a regional hospital and in the same community where there are other medical equipment manufacturers.

Similarly, a company developing farm equipment would benefit from locating in a rural community, near other manufacturers, supply lines for raw materials, and specialized labor.

Finding a community's comparative advantages is one key component for a successful economic development strategy.

Comparison of employment by business sector

(as percentage of total workers per industry)



Source: US Census 2019 Longitudinal Employer-Household Dynamics (LEHD)

Key sectors

Differences in employment levels between a city and other communities can be used as a proxy for estimating which are key sectors where that city outperforms others, as well as for identifying opportunities to make investments in underperforming sectors - especially if there are some potential untapped advantages.

As the chart on the left shows, Glencoe outperforms the County and Minnesota overall in medical services - there may be opportunity to use this as a competitive advantage to attract research, supportive housing, education, and additional medical services (consolidating Glencoe's reputation as a health care hub).

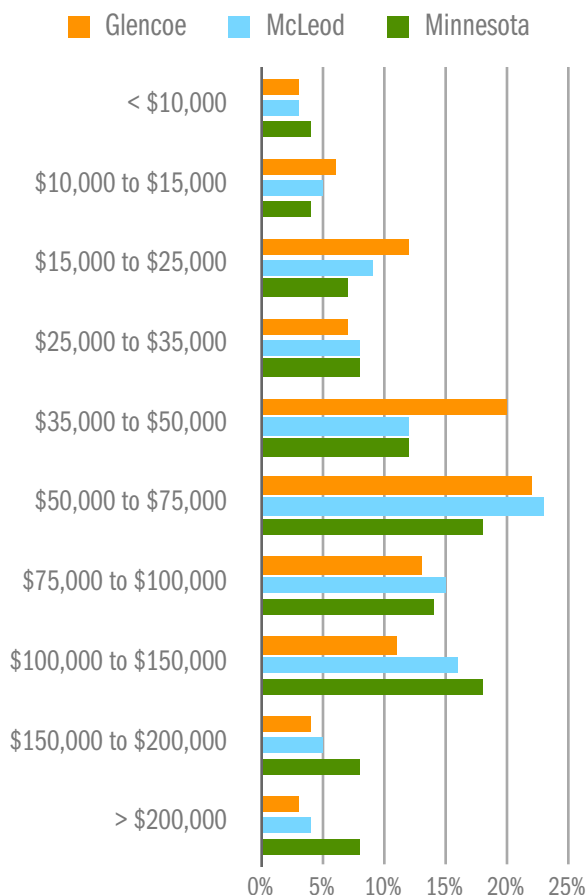
Transportation and warehousing, where the City underperforms in comparison to the County and Minnesota overall, could be a place where strategic investment - especially given the City's proximity to the Twin Cities, improved continuous four-lane access on Highway 212, and TC&W Railroad's hub - could yield a significant increase in business activity.

An intermodal / cold storage facility for railroad and truck traffic, for example, could lead to important gains in economic development and employment.

Income for households and families

Income per HOUSEHOLD

(percentage of households at each level)

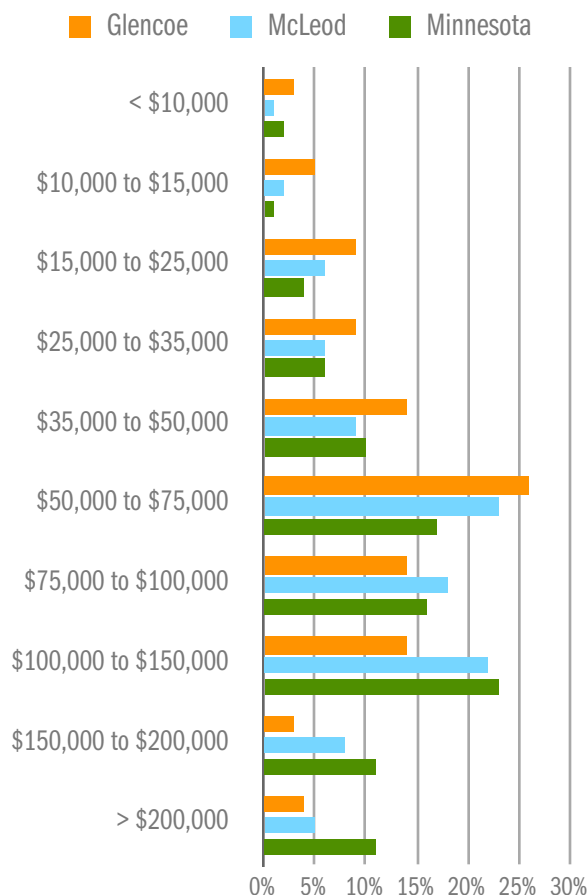


Data source: US Census Bureau ACS 2019 5-year estimates - Table DP03

The city's median household income is \$52,599, about 85% of the amount in McLeod County (\$62,121) and about three-quarters of the amount in Minnesota (\$71,306).

Income per FAMILY

(percentage of families at each income level)



Data source: US Census Bureau ACS 2019 5-year estimates - Table DP03

The city's median family income is \$60,254, about three-quarters of the amount in McLeod County (\$79,910) and two-thirds of the amount in Minnesota (\$89,842).

Household or family?

Households include both “family households” (two or more people living together in the same household who are related to the householder by birth, marriage, or adoption) and “non-family households” (a person living alone or two or more unrelated people living in the same housing unit).

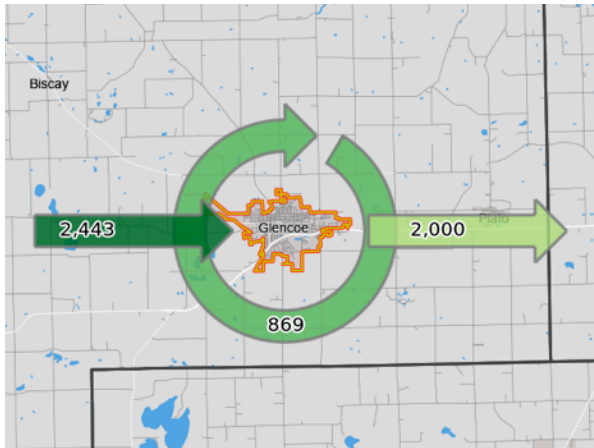
Both households and families are over-represented at all lower income levels, with families significantly exceeding both county and state rates for all income levels from below \$10,000 to below \$75,000.

Poverty in the city is higher than in the county and the state overall - about 16% of all families with children (about one out of six families) in the city experience poverty. This rate is approximately 1.5 times the rate for both the county (10%) and the state overall (10%).

The percentage of children living in poverty (23%) is much higher (about double) the rate for McLeod County (11%) and Minnesota overall (12%).

Worker commute patterns

Worker Inflow and Outflow Analysis



Source: US Census 2019 Longitudinal Employer-Household Dynamics (LEHD).

According to 2019 Census LEHD data (the most recent available) there are a total of 3,312 jobs in Glencoe.

About 870 of those jobs are held by people who live in Glencoe and work in town.

More than 2,400 of those jobs are held by people who commute in from elsewhere to work in Glencoe.

About 2,000 Glencoe residents travel outside of the city for their work.

Where workers travel-in from

More than 2,400 workers commute in to work in Glencoe. Most of those workers spend more than 20 minutes in travel each way as part of their workday.

Top 10 origins, as well as distance and travel time to work for people working in Glencoe are:

City	Workers	Distance (miles)	Travel Time (minutes)
Glencoe	869	NA	NA
Hutchinson	351	15	20
Lester Prairie	115	13	17
Winsted	92	19	24
Brownton	49	11	14
Arlington	48	15	19
Waconia	46	21	24
Stewart	37	18	21
Silver Lake	33	11	15
Henderson	32	28	31

Data source: US Census 2019 Longitudinal Employer-Household Dynamics (LEHD) with data from Google Maps

Additional housing options in the city may invite a portion of these workers to move into town to reduce their commute.

Commuting Distance to Work	Workers
Less than 10 miles	1,419
10 to 25 miles	1,244
25 to 50 miles	396
Greater than 50 miles	253

Data source: US Census 2019 Longitudinal Employer-Household Dynamics (LEHD)

Where workers travel-out to

About 2,000 Glencoe residents travel outside of town to work. Top 10 work destinations for people living in Glencoe are:

City	Workers
Glencoe	869
Waconia	168
Hutchinson	166
Eden Prairie	96
Chaska	90
Chanhausen	85
Winsted	65
Gaylord	52
Plymouth	44
Minnetonka	43

Data source: US Census 2019 Longitudinal Employer-Household Dynamics (LEHD)

Recent Community Investments

Investments indicate general market expectations of growth and positive return. Glencoe has, over the last five years, received almost \$80 million in major public and private investments. These include:

Facility	Year	Investment (in millions \$)
Glencoe Schools: new construction and renovations	2017	25
Miller Manufacturing: warehouse addition	2018	3
Panther Heights Apartments: 50 new units	2018	5
KwikTrip: new convenience store / gas station	2019	2
Coborn's Grocery Store: remodel	2020	1
McLeod County Government Center (new facility)	2020	12
Panther Heights Phase 2: 36 new units	2021	5
Glencoe Waste Water Treatment Facility (new)	2021	24
O'Reilly Auto Parts: new store	2022	1
SUM OF LISTED INVESTMENTS		78
<i>Data source: 2021 Comprehensive Hotel Market Report</i>		



Panther Heights includes 86 new units of apartment housing, built in two phases over three years, and represents an investment of \$10 million. All units were quickly leased, showing high demand for housing.



Glencoe's new \$24 million Waste Water Treatment Facility provides ample capacity for the City's future growth.

Key Insights

- » Overall employment in Glencoe is growing and showing increases even though overall employment elsewhere in McLeod County shows decreases
- » Major Glencoe employers expect to continue growing and hire additional employees over the next few years
- » Several economic sectors, including health care, manufacturing and retail outperform County and state levels
- » Glencoe's share of jobs within McLeod County is higher than its share of the County's population
- » About 2,400 workers (and potential new residents) commute into Glencoe each day
- » Almost \$80 million worth of major private and public investments have been made in the Glencoe community over the last five years

Economic development SWOT (Strengths, Weaknesses, Opportunities, Threats)

Strengths

- » Family-friendly neighborhoods
- » Geographic location & proximity to the Twin Cities Metro region
- » Community activities and public events
- » Glencoe Regional Health
- » Farming heritage, and access to natural and wildlife resources
- » Active and successful industry and manufacturing
- » Available land for commercial and industrial development
- » Access to road, rail and air transportation
- » High quality utilities
- » Strong schools and educational system
- » Businesses providing friendly, quality service
- » Opportunities for community involvement
- » Access to nearby MnSCU Ridgewater College
- » Diversity of populations
- » Entrepreneurial energy

Weaknesses

- » Unreliable / slow internet service
- » Downtown lacking cohesion, walkability, and sense of place
- » Need for quality housing options at all price points
- » Lack of variety in housing offerings
- » Population profile: lack of young adults and families, aging population
- » Low rate of economic growth and new job creation
- » Lack of regulated/licensed, flexible child care options
- » Shortage of skilled and post-secondary educated workers, shortage of appropriate job skills training
- » Few ready-to-occupy, existing & available commercial and industrial buildings
- » Lack of economic development policies and incentives
- » Lack of hotel options
- » Low number of options for retail and restaurant offerings
- » Lack of entertainment options for young adults and families

Opportunities

- » Implementation Committee as part of Comprehensive Plan
- » Support growth and expansion of existing local businesses
- » Nurture new local entrepreneurship
- » Potential for tourism, arts, culture and community events
- » Healthcare facilities and availability of services
- » Expand availability of childcare
- » Improve connections to Ridgewater College for learning options, including: healthcare, IT, manufacturing, automation, agriculture & dairy operations, law enforcement, cosmetology, and welding, among others
- » Increasing specialty farming exports to Twin Cities Metro (e.g. organic dairy & produce)
- » Strengthening business retention / enhance workforce development and planning
- » Multimodal / rail facilities
- » Diversification of jobs and skill levels

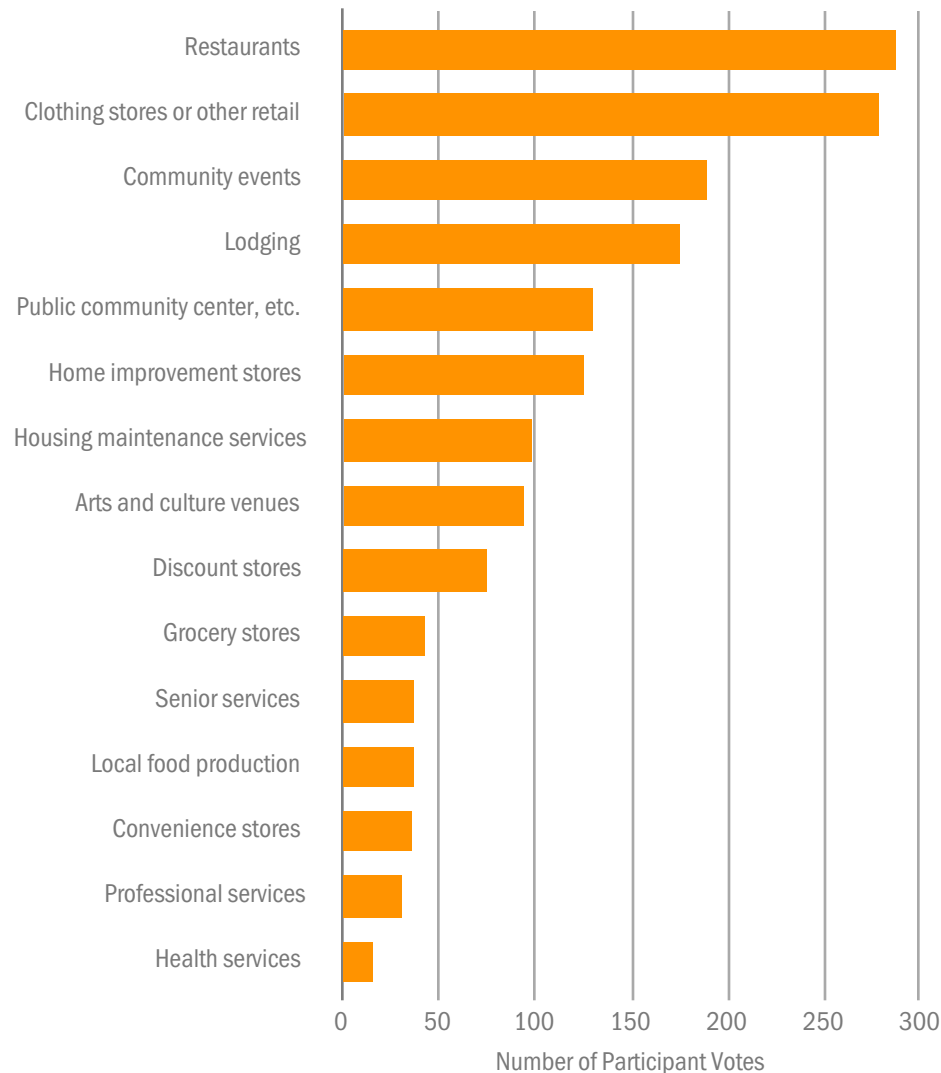
Threats

- » Impacts if large employers undergo contraction or relocating / closing
- » Potential for over-reliance on key industries hindering strategies to continue to diversify industry and business
- » Excessive negativity / cynicism about the City's future prospects
- » Lack of commitment to planning / lack of follow-through on community priorities
- » Loss or reduction of policy or funding support from state or federal government
- » Aging of population profile (natural aging plus loss of youth population)

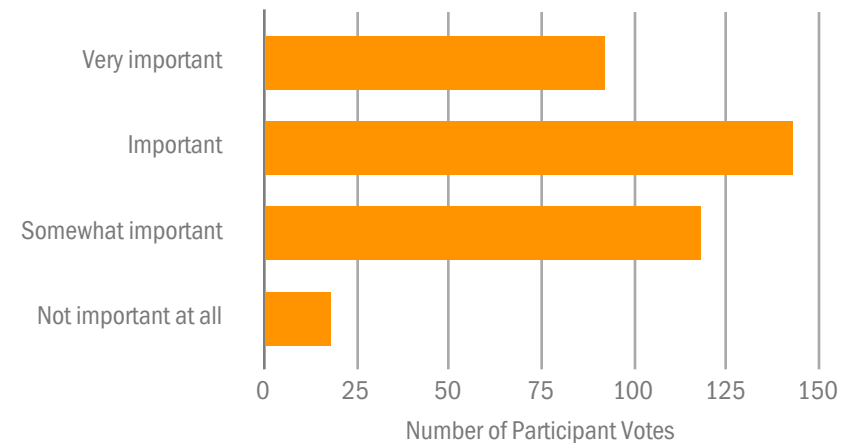
8.3 - What We Heard: Comments Received

Economic development, including creation of new jobs, support for business startups, and a greater range of businesses and attractions is a key goal for Glencoe residents. Here's a sample of comments received:

What types of businesses or services are most needed in Glencoe?



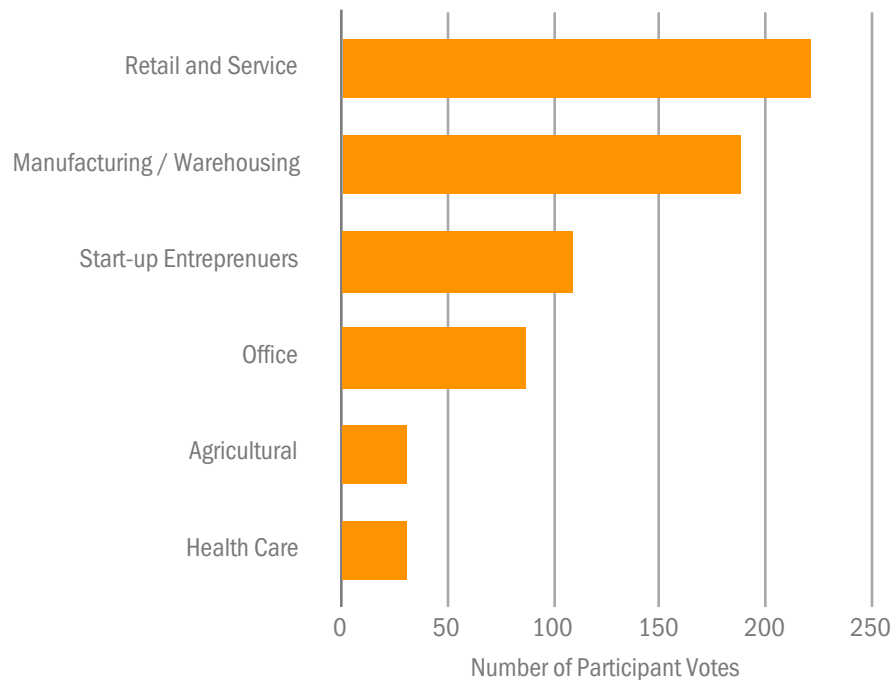
How important is it for the City to provide, sponsor or support training and development for local entrepreneurs?



Almost two thirds (63%) of respondents feel that it is “very important” or “important” for the City to provide, sponsor or support training and development for local entrepreneurs.

“[economic development] needs to be a mix (retail, service; office; manufacturing/assembly; agricultural; health care) - all with the aim of promoting local options that reinvest their profits in the community.”

What types of employment/jobs should Glencoe have more of?



"The thing I dislike the most is the small variety of job opportunities. There are not many high-paying jobs available for people in the community and teenagers, college students, and individuals fresh out of college who wish to stay close to family have a very limited number of employment options."

"We need more major events. It's the people that make the city great. We have Glencoe Days, Dairy Days, used to have Heat In The Street... more major events to draw people in. We don't have enough events, spread out throughout the year, to put Glencoe in the eye of the surrounding public. More people mean more businesses ..."

"Prices are higher here for many items, and we are missing stores that carry products we need. Once you are shopping out of town for things like bedding or clothing or shoes or fabric, you might as well pick up groceries there, too."

"[there is a] lack of shopping options. We have to go to Hutchinson, Waconia, or Chaska/Chanhassen. While we are there we will often do other things too such as go out to eat or a movie. All of this takes money away from Glencoe. The lack of retail also promotes using Amazon."

8.4 - Opportunities

8.4.1 - Develop and follow an Economic Development Strategy; McLeod County Economic Development Study

An *economic development strategy* is a plan for how a community builds and makes use of its assets and competitive advantages to grow business, employment, and economic success.

An *economic development study* provides the foundation for a community's *economic development strategy*. It considers local and regional demographic, industry, marketing and economic trends to provide action-oriented recommendations and an accompanying implementation plan for a community's economic growth and prosperity.

Topics typically included in a study are:

- » Business retention and expansion
- » Business recruitment, development of local entrepreneurship and small business
- » Marketing
- » Infrastructure and recruitment readiness
- » Workforce development: professional development, educational opportunities, and youth retention / attraction
- » Laborshed (area from which workers are drawn)
- » Development / redevelopment opportunities

Because these studies are generally most useful when looking at a larger scale, they are often conducted at the scale of a county or a region (rather than a single community). McLeod County recently completed a study led by consultant [Ady Advantage](#).

Convening an effort to carefully review the new study's recommendations and adopting those that are applicable into the City's Economic Development Strategy will help ensure that Glencoe moves forward and continues to strengthen its economic base and prospects.

Funding for implementing the study's recommendations may be available from McLeod County's Economic Development office, the [Minnesota Department of Employment and Economic Development](#), local foundation partners like [Southwest Initiative Foundation](#), and other partners and agencies.

Overall, the recommendations from an economic development study - even if developed for a much larger geographic area like the County - will provide a solid grounding for all of the City's individual economic development actions, and will help orient the work of the Economic Development Authority (EDA) also recommended by this plan.



Prioritizing the success of local businesses - both by supporting the growth of established businesses and the startup of new ones - is a strategy that will pay dividends for the community's prosperity and wellbeing. Pictured: Alsleben Meats, in downtown Glencoe.

Did You Know?

"80% of all economic growth in a community comes from its existing business base and it costs 100 times more to recruit new business, making the retention and expansion of existing businesses a top priority for any economic development initiative"

~ [Newmark Grubb Knight Frank](#), a leading national firm working on economic development and real estate

8.4.2 - Economic gardening

Economic gardening is an approach for growing a community's economy from the people, businesses and assets that it has in place already. By investing in and leveraging those existing assets, it can help build wealth throughout a community.

Economic gardening includes a variety of tools and approaches - from identifying unique assets and competitive advantages, to discovering untapped opportunities, connecting with existing and aspiring entrepreneurs, and finding new potential markets, products and partners for catalyzing growth.

Just like gardening, the process can be labor-intensive - requiring sustained and focused attention, a commitment to follow through, and organizational and financial inputs to sustain the growth of businesses at various stages of their development.

An economic gardening approach can benefit both new and existing businesses - from connecting aspiring entrepreneurs with initial training and business development resources to supporting established multi-million dollar businesses mulling the expansion of their existing facilities or the addition of new business lines.

8.4.3 - Define “target industries” for economic growth



8.4.4 - Redevelopment sites

There are many sites available for development in and around Glencoe. The range of locations and conditions can accommodate residential, commercial and industrial growth.

Sites include both publicly-owned and privately-owned sites.

Please note that the sites listed here reflect conditions at the time of this plan's printing; in some cases, described future uses are different from what occurs today. Close collaboration with the property owners will need to occur before any changes are made.

Publicly-owned sites

Sites owned by the City provide it with considerable discretion for development in terms of goals, timeline and process.

It may at first be tempting to accept offers as soon as they come in to get these sites into private hands and back on the tax rolls as quickly as possible. However, the best long-term economic development outcomes will result from selecting a buyer and proposed use that considers how the investment leverages and increases the value of adjacent properties, and how well it aligns with the Comprehensive Plan and contributes to achieving its vision.

Sites owned by another public entity (e.g., the County) can also offer the City some opportunity for negotiating the proposed use, or even for direct purchase if deemed necessary for achieving longer-term community goals.

One of the key publicly-owned sites in Glencoe is the Economart lot in the heart of the City's downtown. This site holds transformative potential for the perception and prospects for Downtown and Glencoe overall.

Privately-owned sites

Redevelopment ideas for privately-owned sites are best advanced in close collaboration with the property owner. Proactive conversations can get the City and owner on the same page about the timing and approach for potential sale, and reduce surprises or missed opportunities.

There are numerous privately-owned sites where redevelopment may occur, including:

- » Sites identified in the Glencoe Downtown Action Plan
- » [Brewery site](#) (SE corner of Hennepin and 1st St East) - the former brewery may be rehabilitated for residential use, or as a neighborhood mixed-use commercial destination

Marketing the redevelopment sites

"A detailed and branded Property Feature Sheet should be developed for every available site. It should be available in a handout and digital copy as well as placed on the McLeod EDA and Economic Development Partnership's website and other regional and state websites."

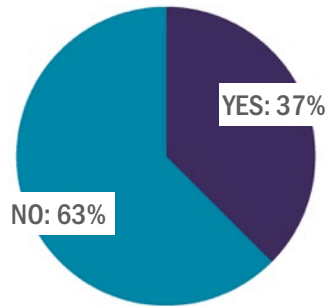
- » [Creamery site](#) (SE corner of Hennepin and 9th St East) - the creamery building - an important link to Glencoe's history and agricultural past and conveniently located to the City's downtown - can be reused as an attractive commercial destination, or as a site for senior housing (which would also help address some of the housing issues discussed in this plan)
- » Sites listed at the City's [Commercial Development page](#) >

Marketing the redevelopment sites

Proactive marketing is an essential, key activity for ensuring the sites can be brought into productive use as quickly as possible, and is a "tried and true" tool for growth.

8.4.5 - Improving broadband

Q: Does the internet service you currently use in Glencoe meet your needs?



High quality internet emerged as a key priority during community participation for the plan.

Fast and dependable internet service is a key tool for economic development and competitiveness; companies increasingly depend on it for business management, financial transactions, and general operations. It is essential for retaining and attracting both employers and employees.

Additionally, for Glencoe to benefit from the growth of remote work and the trend toward [small towns as “work from home” locations](#) for office workers from larger cities, it needs fast and reliable service, as the software and web conference platforms used by remote workers require high quality service.

Including high speed internet as a top priority in Glencoe’s economic development agenda; continuing to work with service providers to improve connectivity will yield dividends for business and resident success.

8.4.6 - Business incubator



A business incubator is a space or location where new businesses and aspiring entrepreneurs can quickly and inexpensively setup and start their operations.

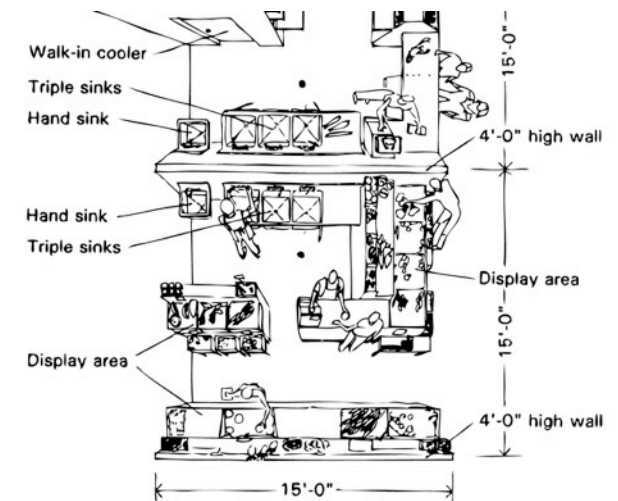
Incubators can take many forms, but their main characteristic is that they lower the “barrier to entry” for starting a new business by:

- » reducing (or pooling) costs,
- » streamlining the search for and access to appropriately-small first spaces, and
- » including access to supportive services like startup counseling, business training, and entrepreneur loans.

Business incubators are a cost-effective investment for communities: they help jump-start the most challenging part of an entrepreneur’s journey, which is the movement from a business *idea* to the first iteration of *action*. They are a key and integral part of an “economic gardening” economic development strategy.



Garden-shed incubators in [Tionesta, PA](#) (pop. 500, above) and [Muskegon, MI](#) (left) draw visitors to their community and support small business startups. The Economart site could be an excellent location for something similar.



A 15x15 “micro-tenant” space for an indoor incubator.

A business incubator can be inexpensively deployed as an outdoor collection of garden sheds, or it can also be developed inside a single building that has been subdivided to provide suitably small spaces.

8.4.7 - Immigrant entrepreneurship



Glencoe's large immigrant population is an untapped source of entrepreneurial energy, as many new arrivals bring small business experience from their home countries as well as ideas for goods and services that their fellow immigrants (and the larger community) need.

However, starting a new business can be challenging. Doing so in a new language, while navigating unfamiliar business licensing rules and requirements can be next to impossible.

Fortunately, there are many resources that have been developed in Minnesota over the last twenty years to support this important ladder for economic prosperity for individuals and communities.

Working with organizations like [Latino Economic Development Center](#), [Neighborhood Development Center](#), [Southwest Initiative Foundation](#), and many others can help jump-start new business and grow prosperity in Glencoe.

8.4.8 - Focus on downtown; new residential or hotel development



One of Glencoe's strongest opportunities for strengthening its identity, raising its profile with visitors, attracting new residents, and jump-starting its transformation into the vibrant, prosperous and attractive small town its residents envision is through the activation of its downtown district.

Downtown can become one of the city's key economic development drivers, catalyzing improvements that go beyond downtown itself and that expand the range of services, restaurants, housing, and retail options available for all residents.

Unfortunately, this outcome won't happen on its own, as a result of happenstance - it will require intentional effort and commitment.

Commitment won't necessarily mean direct or large investment by the City - but it will mean consistently proposing or presenting downtown as the first choice for any new opportunities that come to the fore.



For example, if new rental housing is proposed, the City should work with the developer, offering incentives if needed, to locate that new housing in downtown. New residents enjoying walkable access to shops will increase patrons and revenues for businesses, and bring new activity to the downtown streets.

Similarly, when marketing locations for a new hotel, the downtown should be the first location proposed as locating there will significantly increase the hotel's economic benefits to the community.

Even smaller, lower cost "Phase 1" improvements - like launching a "garden shed" business incubator or developing a dog park in downtown will help increase visitation and visibility to this key location for the community and yield numerous benefits later on.

The City's [Downtown Action Plan](#) is a key resource for achieving these goals.

8.4.9 - Rail intermodal facility



Glencoe's role as hub for TC&W Railroad is an untapped economic development resource. Connecting to Twin Cities and South Dakota markets, and interchanging freight cars with all the principal railways, TC&W offers cost-effective freight access to national and international markets.

Glencoe can leverage its role and location for inexpensive shipment of products and materials from existing and new local industries to reach markets across North America.

Development of intermodal and specialized facilities can capitalize on this asset. For example, the City could work with the railroad to develop land along the rail line for the type of cold-storage warehousing that is in high demand for products accessing key markets like the Twin Cities. This would aid development of facilities needed by TC&W customers while at the same time furthering City goals of increasing employment and growing local industries.

8.4.10 - Marketing Plan



Glencoe needs to proactively communicate what it wants potential residents, businesses and developers to know and remember.

A marketing plan will help the city define:

- » what it wants to say,
- » how it wants to present itself,
- » which opportunities it wants to highlight,
- » which audiences it wants to reach, and
- » what it wants to offer as enticement for each of those audiences so they consider visiting, moving to, starting a business in, or investing in the city.

At minimum, redevelopment opportunities need to be actively marketed in regional and statewide websites for site selectors.

An example of strong marketing messages for a city of similar size (pop 7,700) facing a challenging set of circumstances (loss of its principal employer) is [Fort Frances, Ontario >](#)

8.4.11 - Economic Development Authority (EDA)

An Economic Development Authority (EDA) is a legal public entity, accountable to city government, that is charged with facilitating a well-rounded program for business assistance and development projects, and generally furthering the economic growth and development activities in a community.

An EDA can buy, sell and lease property; issue business loans and grants; redevelop land; and conduct financial activities.

An EDA can also be enabled to function as a Housing and Redevelopment Authority (HRA), allowing it to manage and develop housing, and to administer and maintain affordable housing.

A community can have an EDA working in both economic development and housing, or elect to have a separate HRA to manage its housing programs and investments. Hutchinson, for example, has both an [EDA](#) and an [HRA](#) in place.

For a community the size of Glencoe, a single authority may be sufficient. Several excellent resources are available from the [League of Minnesota Cities >](#)

8.5 - Recommendations

Goal 1: Develop a coordinated economic development strategy

- » Strategy 1.1: Develop a detailed work plan identifying economic development priorities, audiences and goals
 - Coordinate priorities with the guidance provided in the Comprehensive Plan, including future land use
 - Identify and grow industry sectors where Glencoe has a comparative advantage
- » Strategy 1.2: Review and adopt as appropriate recommendations of the McLeod County Economic Development Study
 - Work to attract industries with higher wage levels and/or where Glencoe needs to boost employment opportunities
- » Strategy 1.3: Evaluate, reassess and update the City's economic development strategy at intervals of three to five years
- » Strategy 1.4: Consider and evaluate creation of a Glencoe Economic Development Authority ("Glencoe EDA") to advance economic development and redevelopment activities for the community

Goal 2: Retain and grow existing business; grow and attract new businesses

- » Strategy 2.1: Support and enhance existing businesses
 - Stay in regular communication with key employers to understand their needs, health of operations, and potential opportunities or barriers where the city or other partners might assist
 - Regularly discuss growth opportunities with local employers and work with them to help advance their goals
 - Consider a Business Mentorship Program or Business Retention Program
- » Strategy 2.2: Develop a pipeline of trained interns and potential new staff into existing and new businesses
 - Partner with Ridgewater College and other educational institutions to connect students and recent graduates with local employers, and support the staffing needs of new and growing businesses
- » Strategy 2.3: Support the development of business incubators for local start-ups
 - Work with local developers and property owners to develop a business incubator in the walkable downtown area of the city (attractive to retail, tech or other start-

ups), as well as in the industrial areas (attractive to manufacturing start-ups)

- » Strategy 2.4: Develop and market a "shop local" campaign
 - A strong local economy will attract new companies and businesses, and support the ongoing vitality of the city
- » Strategy 2.5: Directory of local businesses and services
 - Work with the Chamber of Commerce to expand their [current directory of local businesses](#) and directly access from the City's website to allow residents and other businesses to easily find what they need from their local shops
- » Strategy 2.6: Attract new businesses
 - Market Glencoe's comparative advantages and synergy with existing local businesses, services, and transportation networks
- » Strategy 2.7: Support aspiring entrepreneurs
 - Support entrepreneurship in all Glencoe populations and communities
 - Partner with organizations like [Neighborhood Development Center](#), [Southwest Initiative Foundation](#), and [Latino Economic Development Center](#) to grow access to dedicated business training, services, and start-up loans

Goal 3: Downtown as an economic engine

- » Strategy 3.1: Recognize the transformative potential of downtown Glencoe for attracting new residents, employers and visitors, and focus economic development efforts and investments there
- » Strategy 3.2: Use the Downtown Action Plan to focus and guide efforts related to downtown; implement recommendations for economic vitality from the Downtown Action Plan, including:
 - Actively recruit a developer for new, multi-family housing
 - Actively recruit complimentary businesses for the downtown core
 - Develop downtown housing for local employees and aging baby-boomers
 - Preserve historic properties
 - Consider the impact of allowing new development or retail businesses outside of the city's core on the economy, character and prospects of downtown
 - Prohibit removal of buildings for development of surface parking as an interim (or permanent) use

- » Strategy 3.3: Host events for residents and visitors in downtown Glencoe on a regular basis
 - Work with the Chamber, local businesses, residents, clubs and other partners on event planning, marketing and preparation
 - Consider events or a public park celebrating the railroad's history, or the heritage of farming and dairy operations in the community
- » Strategy 3.4: Support focused redevelopment in downtown
 - Development in the downtown area should be consistent with the area's existing character, emphasize a walkable, pedestrian-oriented scale for development, and link to existing pedestrian and bicycle networks
 - Downtown redevelopment should include retail, professional services, arts and entertainment, and housing
- » Strategy 3.5: Prepare an action plan for attracting entrepreneurs to downtown

Goal 4: Best return on investment as basis for making land use and development decisions

- » Strategy 4.1: Use the land use chapter of the Comprehensive Plan to guide all development decisions
 - Each specific location is better suited for certain land uses than others, based on adjacent land uses, amenities and infrastructure - the full economic benefit of new development comes from the use itself AND from how that use enhances or compromises the value of other assets around it and elsewhere in the city
- » Strategy 4.2: Consider the short, medium, and long-term benefits and impacts of development and investment decisions, and make development choices that provide the highest net value for the city in the long-term
 - Sometimes moving quickly on a development opportunity will be the right decision, if the development is a better fit for that specific parcel than other types of development
 - Other times, a short-term development might preclude a better fit development in the future, and result in a lower overall return to the city in the long run

Goal 5: Marketing plan

- » Strategy 5.1: Comprehensive rethinking of communications, brand, and purpose
 - Reorient communications and branding to convey Glencoe is “open for business” and looking for new residents, investments, development, and activity
 - First messages from website should be “why you should move here” and “why you should invest here” ([see example >](#))
 - Develop fresh marketing messages for Glencoe, with a “brand,” key themes and messages
- » Strategy 5.2: Communicate the City’s vision
 - Use the Comprehensive Plan as a resource to communicate what the city is and what it wants to become - developers and investors want to quickly know if their proposals are consistent with a city’s vision and goals; the clarity provided by the Comprehensive Plan will reduce uncertainty and perceived risk, making Glencoe a more attractive investment decision
- » Strategy 5.3: Proactively market the city and development opportunities
 - Use the new brand, Comprehensive Plan, and economic development priorities to reintroduce Glencoe to the market and development partners

- Develop an attractive and interactive “Opportunity Sites” map for all developable properties, in cooperation with property owners and brokers
 - For each site, develop a detailed and branded Property Feature Sheet, clearly identifying its designated land use, zoning, types and illustration of development sought, and attributes of the site and Glencoe that might appeal to target markets
 - Sites information should be available in handout and digital copy and placed on McLeod EDA, Chamber of Commerce, MnDEED, other partners’s websites, and other regional and state websites
- » Strategy 5.4: Evaluate, reassess and update the marketing plan as needed at intervals of two to three years

Goal 6: Improve broadband

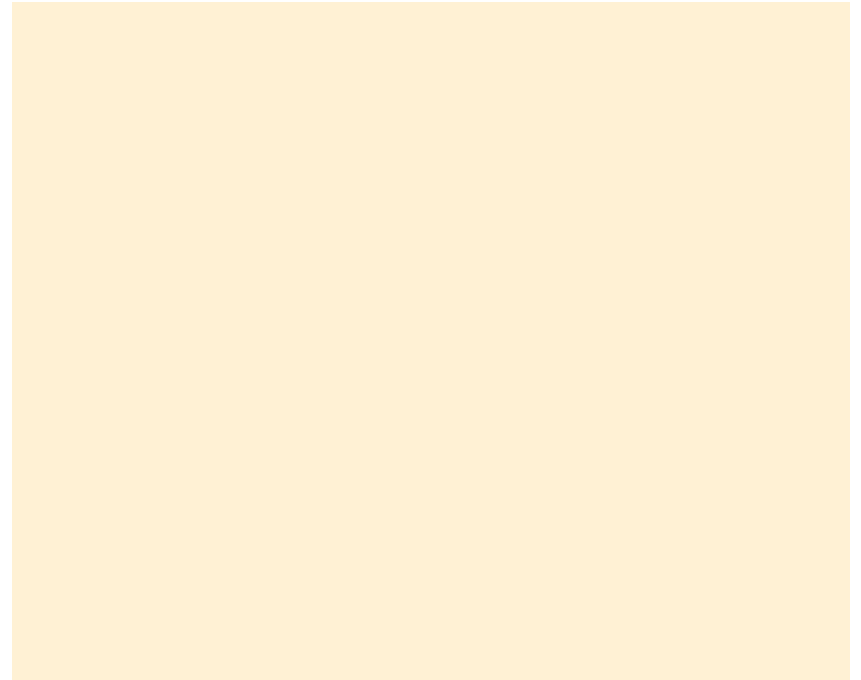
- » Strategy 6.1: Work with private sector and government partners to enhance broadband and fiber deployments
 - Maintain information to identify areas that need connection or improvement to high-speed service
 - Review status of service to areas located within the City’s downtown, business parks, residential districts, and redevelopment sites

Goal 7: Resources for development and implementation

- » Strategy 7.1: Establish and maintain partnerships
 - Collaborate with other public, private, and non-profit entities when possible
- » Strategy 7.2: Consider business incentives
 - Consider comprehensive incentives to support healthy growth of existing businesses and encourage them to remain in the city, and to attract new businesses
- » Strategy 7.3: Review land use and zoning standards
 - Zoning standards should reflect current needs of community while creating new opportunities for residential and commercial growth
- » Strategy 7.4: Seek grant opportunities
 - Inventory public, private and philanthropic financing sources available for development in Glencoe
 - Identify best fit projects based on funding criteria, amount of funding available, and application cycles and requirements; match sources with best fit projects or development the city seeks, and an application strategy should the city or a developer wish to proceed

9 Parks & Recreation

Parks are key community assets that build quality of life, health and connection.



9.1 - Introduction

Parks, trails and recreation are key contributors to quality of life in a community. Stewardship of the City's current assets, and planning for their improvement, are important steps for its future success.

Parks, trails and recreational programming play a vital role in the social, economic, and physical well-being of a community's residents. They provide access to recreational opportunities, increase property values, spur local economies, improve safety, and mitigate stormwater runoff and other environmental issues.

Parks, trails and recreational programming bring beauty, connection, and health into everyday life, and they are powerful tools for improving quality of life and building more vibrant communities.

Vision and Goals

Future Vision

Glencoe plans, maintains, and operates a parks and recreation system that invites and engages residents and visitors through abundant beauty, recreational opportunities, social connection, and fun and learning for all people. Connected to the City's neighborhoods, daily destinations, and natural assets, Glencoe's parks system offers robust programming and activities and meets the needs of individuals, families, and the community.

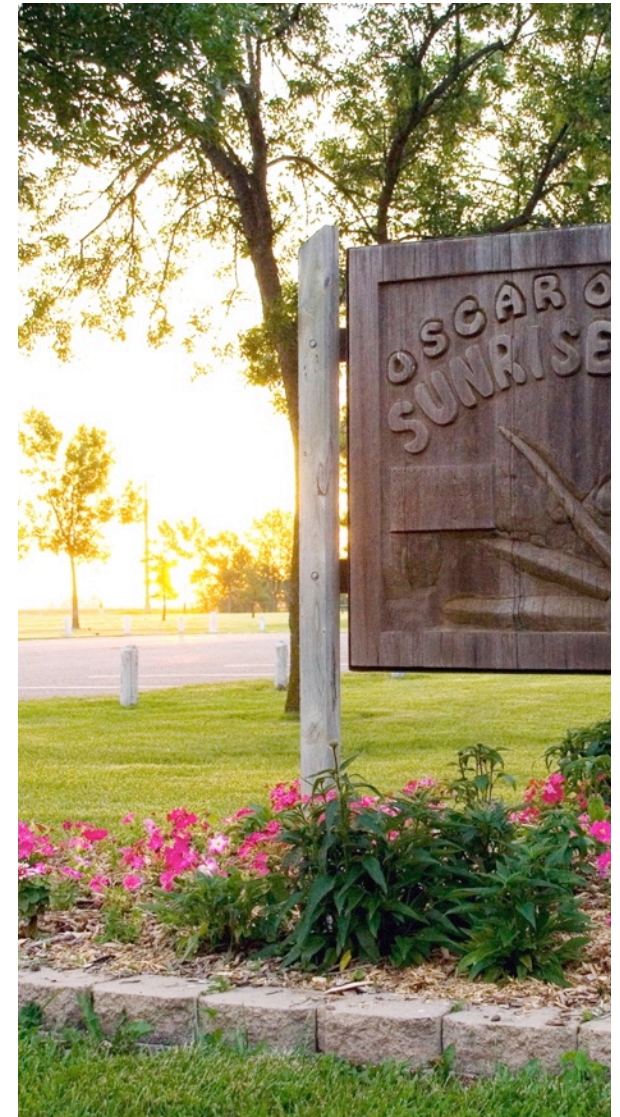
Goals

- » Maintain a sufficient amount of public parks and land to meet the recreational needs of existing and future residents
- » Offer a citywide interconnected trail system with access to parks and regional trails
- » Develop and offer programming that responds to resident interest and increases use and visitation of park facilities
- » Assure that development will adhere to City standards for open space, trail connectivity, and for environmental sustainability

Parks Are Community Assets

Recreation opportunities are an important component of quality of life for a community's residents.

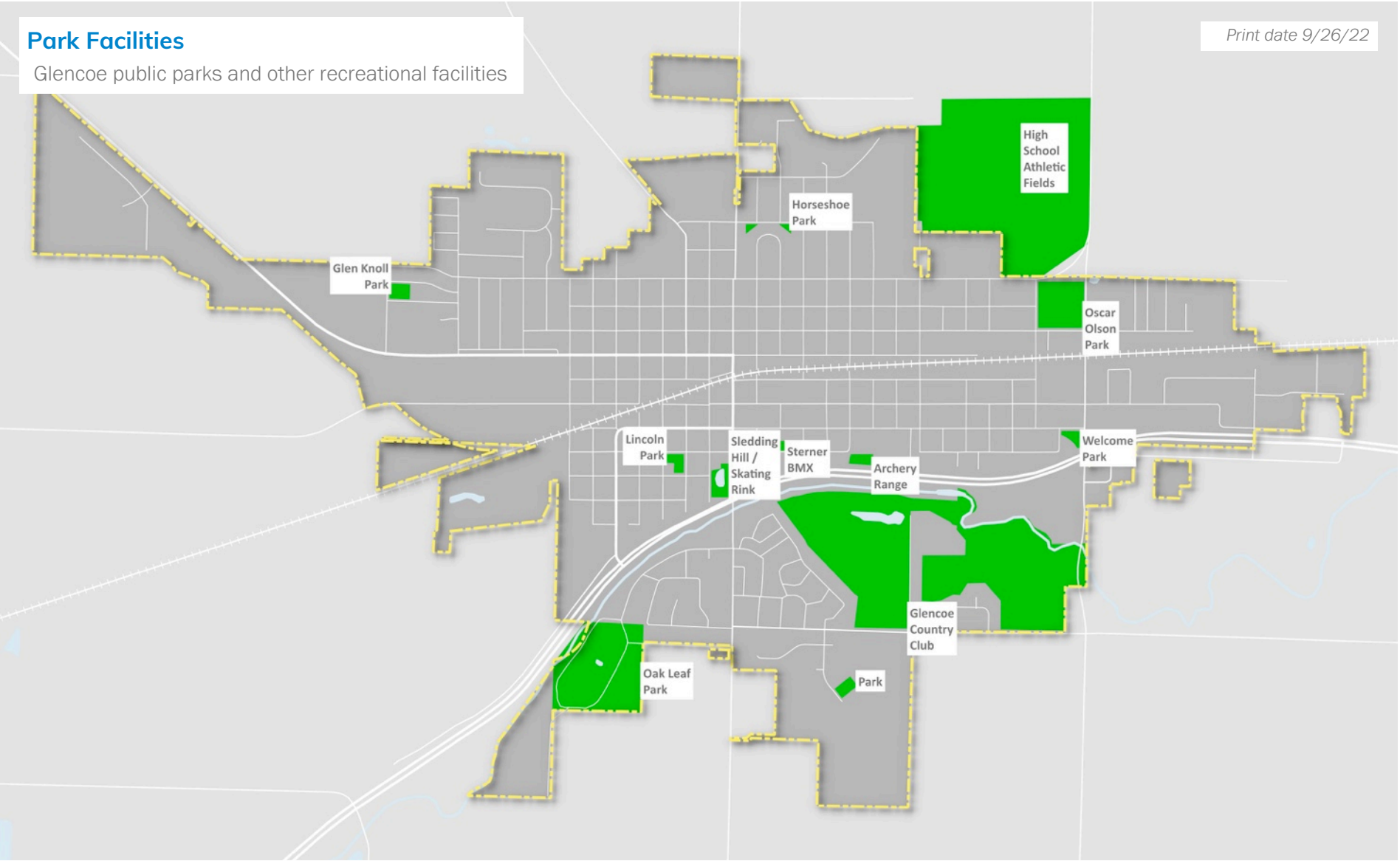
Glencoe's numerous parks and recreation offerings, coupled with ongoing and planned improvements for walking, biking, and parks programming, can be a great asset for inviting visitors and new residents into the City, and building economic activity and quality of life.



9.2 - Existing Conditions

City Parks & Facilities

The City owns and operates seven parks within the City limits. In addition, there are other open space facilities available:



All parks in the City are tobacco-free. Park shelters must be reserved. Public parks in Glencoe include:

Oak Leaf Park



Oak Leaf Park is the City's largest, signature park and includes sport facilities, campgrounds, and the City pool.

Oak Leaf Park is Glencoe's flagship park, offering a variety of playgrounds, athletic fields, recreational facilities, and other equipment and amenities. The park is also home to Vollmer Field, home of the Glencoe Brewers and two-time site of the Minnesota State Amateur Baseball Tournament.

Park fields and equipment include several baseball / softball fields, basketball hoops, a large playground, a fishing pond, a frisbee golf course, grills, camping, picnic tables, restrooms, five picnic shelters for rent, soccer fields, the city's Aquatic Center (with swimming pool and water park), volleyball courts, walk/ run/bike trails, and a wildlife sanctuary.



Fishing pond at Oak Leaf Park.

Oak Leaf Park also includes a popular campground site with 20 RV camping spots (with available electricity and water hook-ups) as well as four additional tent-only sites (with electricity but no water). Shower facilities and RV waste sites are also available for campers. The season opens around June 1st and closes in mid-October.

Glen Knoll Park

Glen Knoll Park is a 1.6 acre neighborhood park located at the northwest edge of the City. Park elements provided include a playground, basketball hoops, picnic tables, and restrooms.

Welcome Park

Welcome Park, located on Morningside Drive near Highway 212, is a civic park featuring a Veterans Monument.



Playground equipment at Oscar Olson Park.

Oscar Olson Park

This 11 acre park is located near the eastern edge of the city, just south of the high school athletic fields.

Featuring soccer fields, a skateboard park, and a shelter with restrooms, it also includes a playground, basketball hoops, grills, picnic tables, shelters for rent, and volleyball courts.

Lincoln Park

Lincoln Park is a 1.4 acre neighborhood park located just south of the City's downtown.

Park elements provided there include a playground, basketball hoops, and picnic tables.

Sledding Hill / Skating Rink

This 3 acre winter park located at 8th Street & Greeley Avenue includes a sledding hill, a maintained skating rink, and a warming house.

Horseshoe Parks

These two small parks located at 820 and 1020 18th Street include a playground and picnic tables.



Playground equipment at Horseshoe Park.



Parks in Glencoe are well-loved community assets.
Pictured: group of volunteers at Oak Leaf Park.

Volunteer-run Facilities

Archery Range

This 1.2 acre public outdoor range located at 9th Street & McLeod Avenue, just north of Highway 212, was funded through a grant from the Minnesota DNR.

Park elements provided there include three archery ranges. All archery related items are supplied and maintained by the Glencoe Archery Club volunteer group.

Buffalo Creek BMX (Sterner BMX Park)

This facility, located just north of the former Creamery building, offers young riders a place to practice and compete in organized BMX racing. Races take place every week in May through August. More information at www.buffalocreekbmx.com



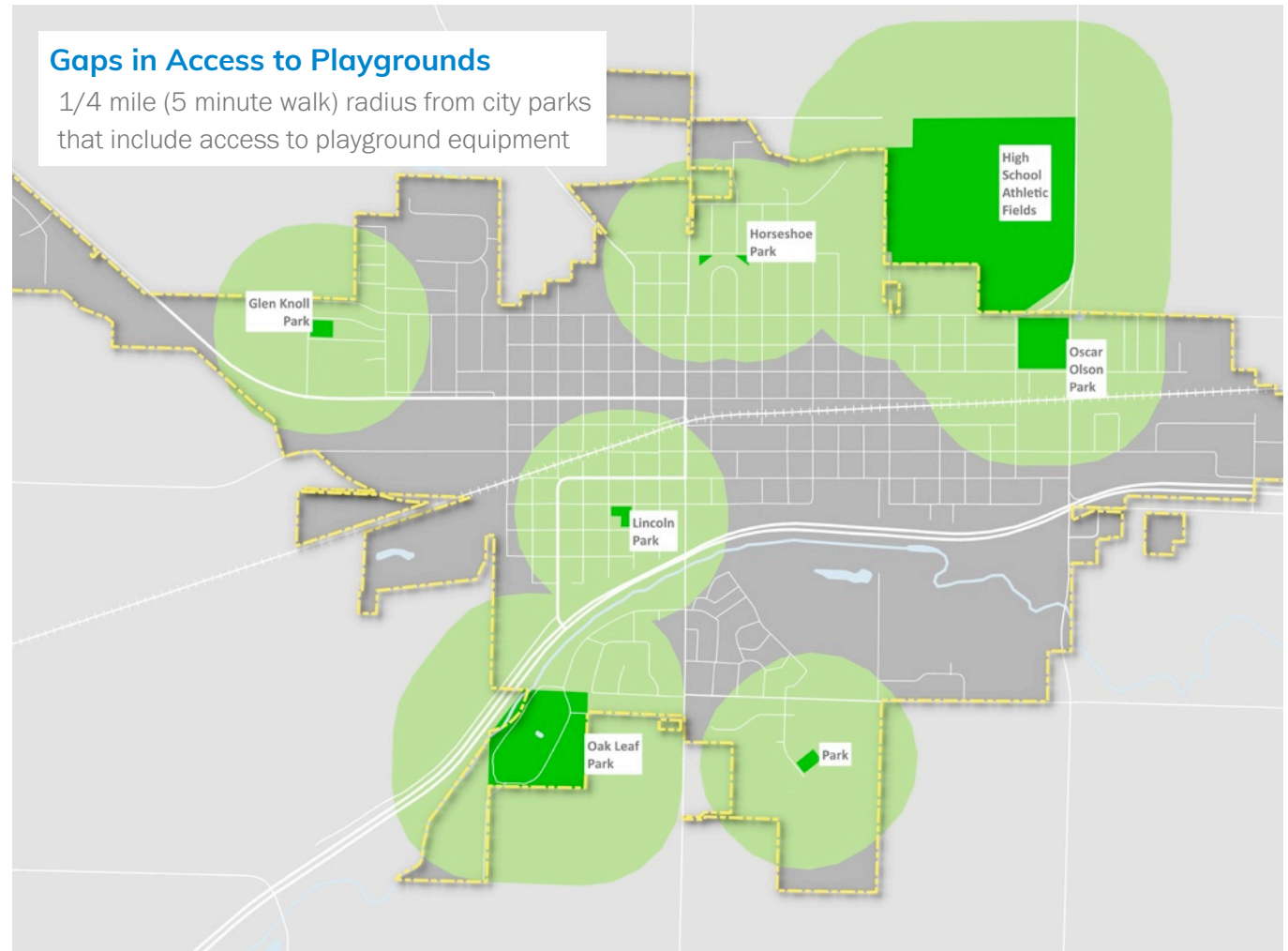
The start of a race at Sterner BMX Park.

Gaps in Parks Access

Although Glencoe has several important park facilities in place, there are some significant gaps in park access in the city, where parks are farther than a five minute walk from residences.

Generally, a five minute (1/4 mile) walk distance to parks is desired by families walking to nearby residential playgrounds. Ready access to neighborhood recreational amenities is an important component of resident satisfaction and of real estate valuation for residential districts.

The map on this page includes only those parks that are open and available year-round and that are available for children and families (this removes the golf course and winter-only parks from consideration). This analysis does not take into account the differences in equipment (for example, playground equipment) that may or may not be available at each location. Developing such a summary as part of a Parks and Recreation Master Plan will be helpful for future planning of programming and playground equipment and conditions inventories.



More than half of Glencoe residences are farther than a five minute walk from a year-round park with playground equipment.

Gaps in Trails Access

The city's current trail system has very few links in place and shows significant gaps.

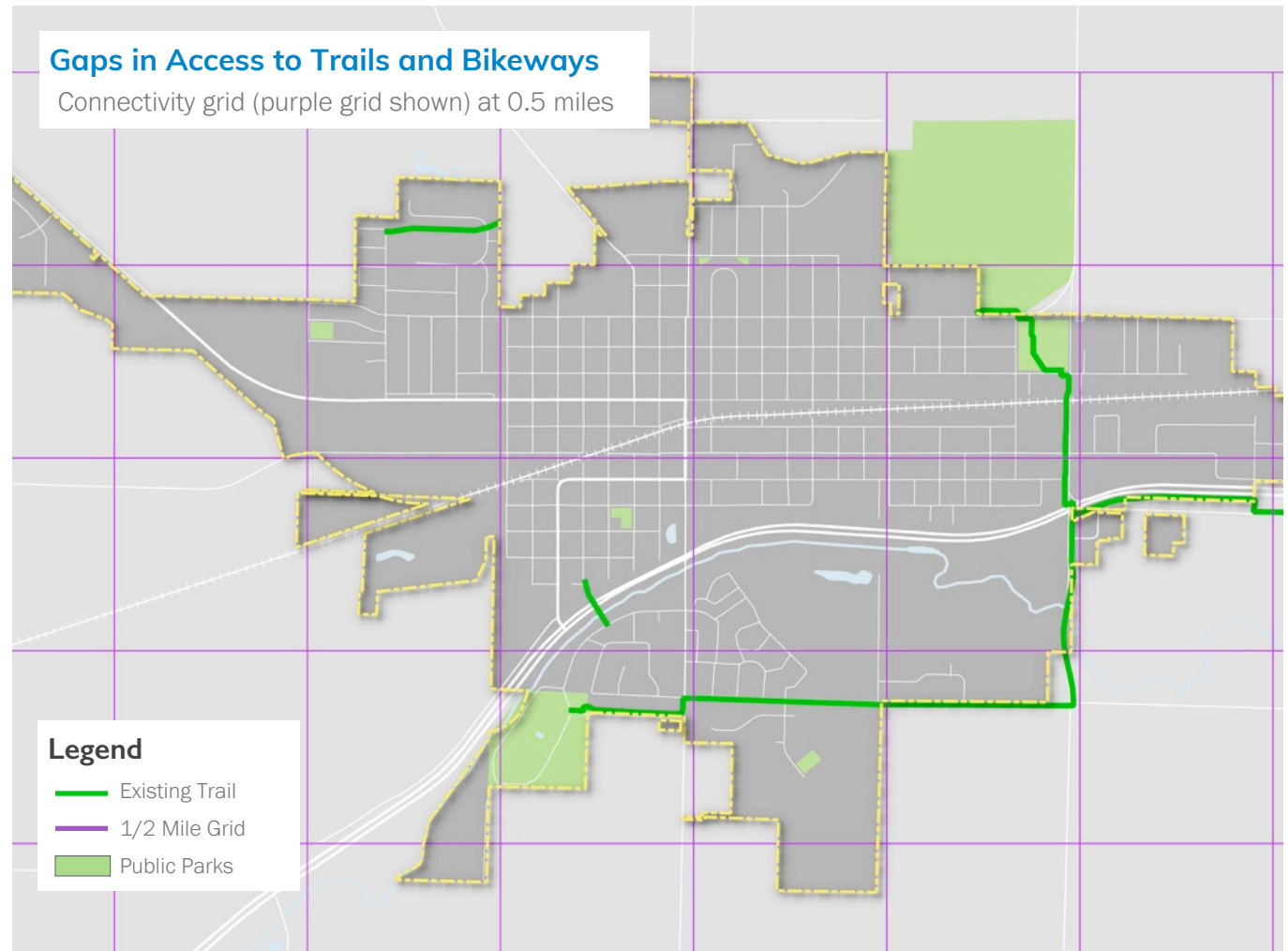
Where trail facilities are currently provided, they are distant from the majority of residential concentrations, and they don't connect to the majority of existing parks.

Additionally, existing facilities don't connect to key destinations like the downtown, or offer connection to the public schools campus for the majority of households in the city.

Generally, access to a walk / bike trail or a bicycle facility every one-half mile is recommended so residents don't have to travel more than a quarter mile to access a route.

Access to trails is a key component for resident satisfaction. In the plan's community engagement, access to trails was the #1 parks-related facility requested by residents.

Additionally, trails access has significant positive impacts on real estate valuation, community desirability, and quality of life.



Glencoe's existing trails and bikeway system shows significant gaps for connection to and from key destinations like downtown, schools, and residential areas.

Recreation Programs

Glencoe has a wide variety of Recreation Programs available for both adults and youth. These programs are offered by Glencoe Silver Lake Public Schools through Community Education.

Adult Recreation:

- » Karate
- » Pickleball pick-up games
- » Active adult fitness

Youth Recreation:

- » Baseball
- » Basketball
- » Dance
- » Football
- » Gymnastics – Recreational and Panther Paws
- » Karate/Little Kickers
- » Soccer
- » Softball
- » Tennis
- » Volleyball
- » Wrestling
- » Youth Fitness Classes – Kids Yoga K-6

Other Programs, Organizations, and Points of Interest

Glencoe-Silver Lake Panther Field House / Stevens Seminary Sports Complex

This 47,000 square foot facility was built in 1999 and is adjacent to the public schools campus. It houses a year-round full-service health and fitness center with state of the art fitness equipment, indoor swimming pool, and also serves as the home of the Glencoe-Silver Lake (GSL) Community Education Program. Additionally, it offers gym and classroom space often needed for Community Education classes.



Exercise equipment at the Panther Field House.

Glencoe Aquatic Center

This popular swimming facility is located in Oak Leaf Park and opens in early June through the end of August. It features a 150 foot flume slide, drop slides, children's frog slide, diving board, zero entrance pool, umbrella fountains, shaded observation areas and a concession area.



The outdoor Glencoe Aquatic Center is a popular summertime community destination.

Glencoe Country Club

The Glencoe Country Club features an 18-hole course flowing through 106 acres of picturesque terrain in the southeast corner of Glencoe. Uninterrupted play, a PGA golf-professional, driving range, putting green, group and individual lessons, pro-shop, restaurant, bar and banquet facilities are all available.

Glencoe Wildlife Refuge

This refuge is a 32-acre fenced park to the south of Oak Leaf Park. Surrounded by a maintained walking path with shaded benches for observation, visitors can observe close up views of elk, white tail deer, swans, waterfowl, pheasants, peacocks and llamas. Visitors enjoy a peaceful nature experience, complete with the gurgling Buffalo Creek, chirping of birds and visits from wildlife to the fence. The Glencoe Sportmen's Club runs the preserve, and it is funded through fund raisers and private donations.



At the Glencoe Wildlife Refuge.



View of the indoor pool at the Panther Field House.

Glencoe In Motion

Glencoe in Motion is a local residents' group advocating for increased opportunities for Glencoe residents of all ages and abilities to access walking, biking and other healthful physical activity.

Farmers' Market

The Farmers' Market is held weekly at the former Economart site just north of 11th Street. The season begins in mid-June each year and runs through mid-October. The market is open every Thursday from 3 to 6 pm. Market vendors provide a variety of fresh, locally-grown produce and baked goods.



Buffalo Creek, near the Glencoe Wildlife Refuge.

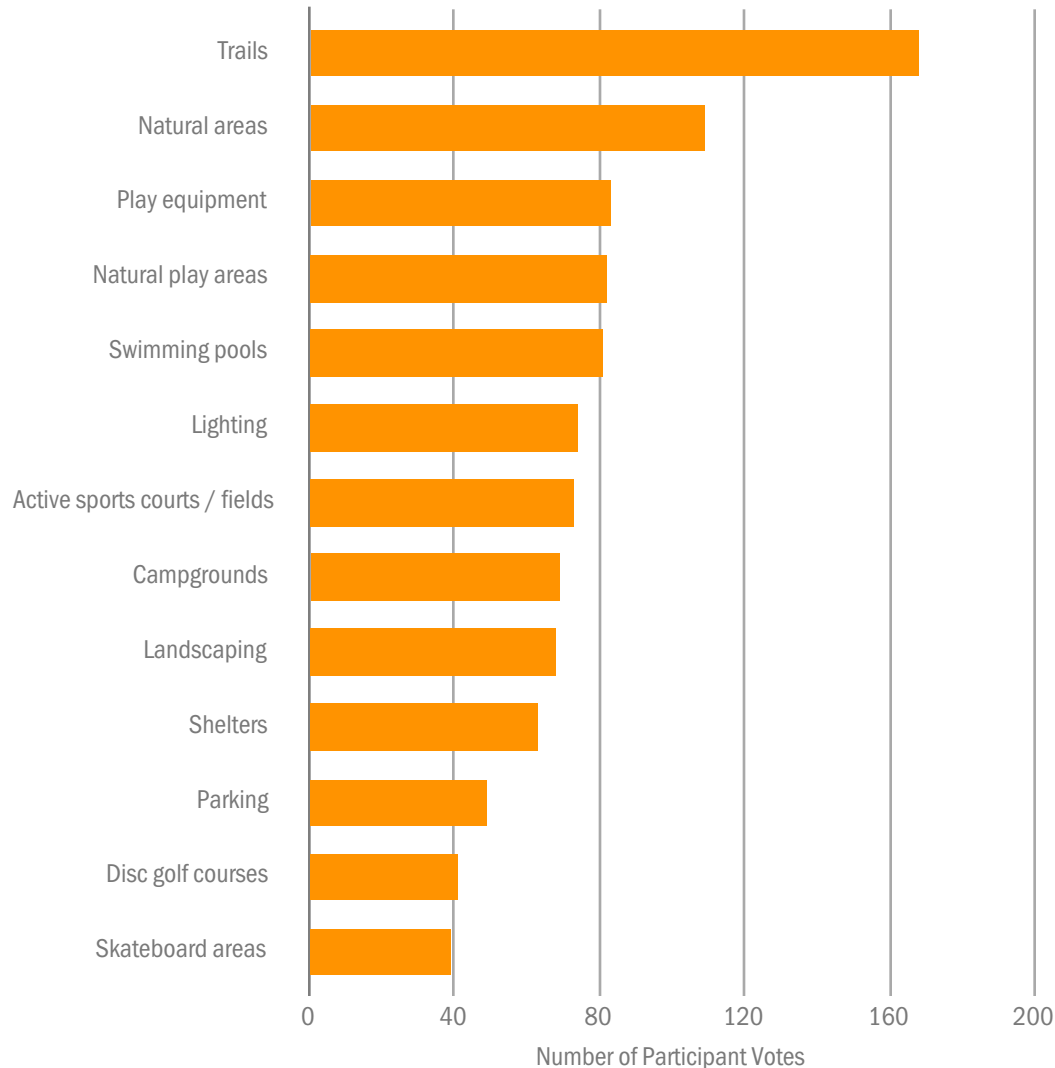


The Farmers' Market brings farm-fresh produce to Glencoe twice per week.

9.3 - What We Heard: Comments Received

This is a selection of comments received regarding the City's parks and recreational programs. Residents appreciate the City's park system, and would like improved trail connectivity and additional programming.

What type of park elements or amenities would you like to see improved or added in Glencoe?

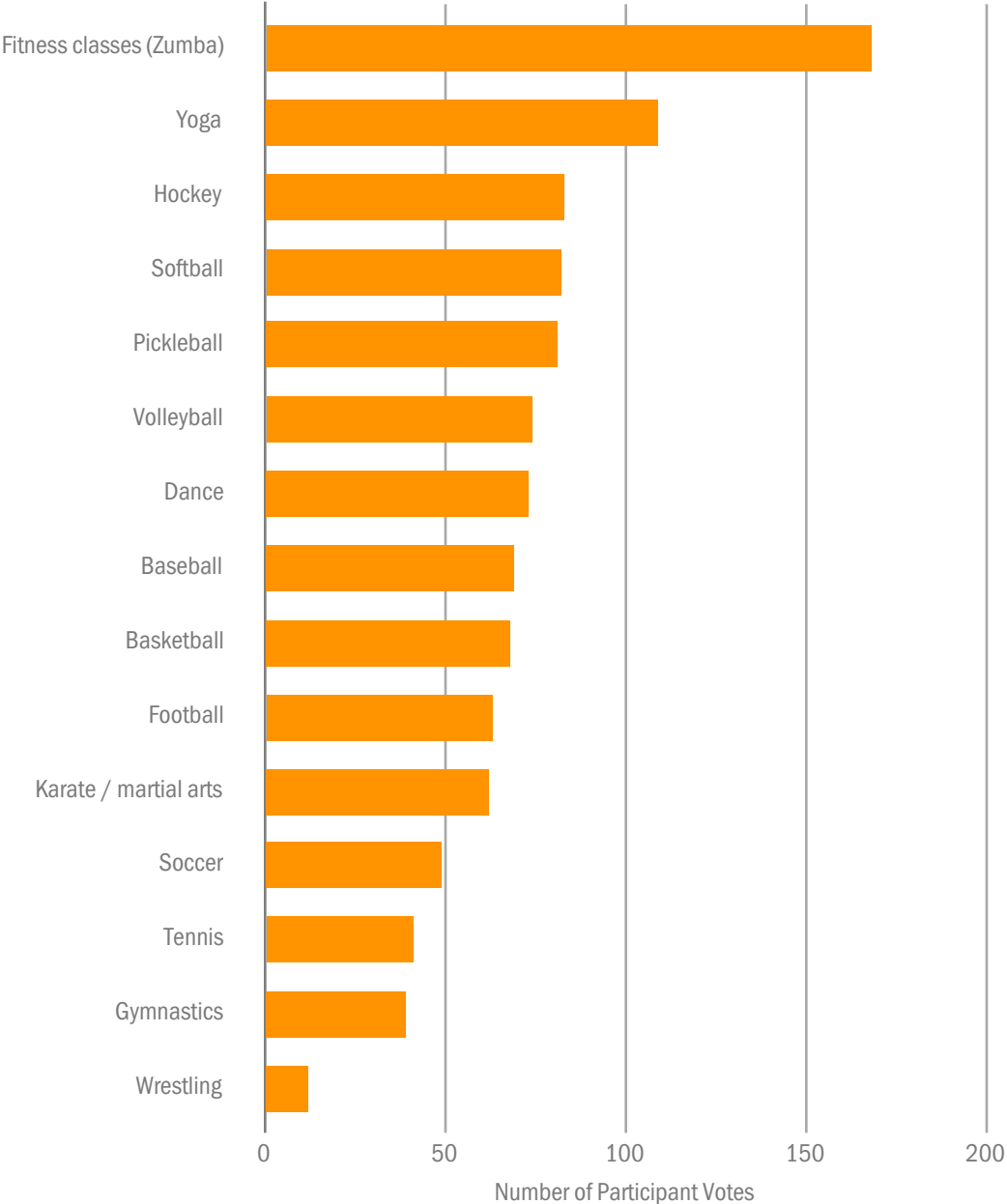


"[There's] lack of connectivity between parks and recreation areas"

"make a roof for the farmers market for people to not have to shop in the hot sun or light rain. more bike/walking trails"

"I think a splash pad would draw in many people from around and boost businesses here when people get gas or lunch with it."

What Youth or Adult recreation programs would you like to see added or improved in Glencoe?



“I’ve been living here my whole life ... Important to my family are the Glencoe Country Club, pool, walking paths, community events, and local restaurants.”

“More options to spend time downtown- like the pocket park. Keep going! A playground in that area would help too, for different options while shopping as a family.”

9.4 - Opportunities

9.4.1: New Trails and Bikeways



Trails were the most highly requested park facility in the plan's engagement. Other responses in the community survey, and the active role that community organizations like [Glencoe In Motion](#) are taking toward improving opportunities for walking and biking, similarly reflect the high priority that Glencoe residents place on developing new walk- and bike-friendly trails and routes.

Glencoe at present lacks a useful network of connected routes.

Developing a Trails and Bikeways / Pedestrian and Bicycle Master Plan connecting trails, parks and community destinations will help establish an amenity that will serve the needs of current residents and draw new residents to the community. Combining this effort with Safe Routes to School Planning and with other transportation investments will yield significant benefits to the city.

9.4.2: Adult Fitness Programming



Adult fitness classes were the most requested programming improvement for Glencoe parks. In the plan's public surveys.

Staying up to date on the latest fitness trends and bringing these offerings to the Glencoe community will support and grow continued engagement of families with the city's parks.

Yoga, Zumba (including Aqua Zumba), group training, organized outdoor exercise, bodyweight training, fitness programs for older adults, and high-intensity interval training are some of the adult fitness options that could be implemented in Glencoe.

Continued engagement with the Glencoe community (especially as part of Parks Master Planning activities) could help determine the types of adult fitness programs that would be most likely to succeed with residents.

9.4.3: Dog Park in Downtown



Dog parks are one of the most often requested types of parks in communities nationwide. Glencoe is no exception, with an unprompted comment written on a survey board during Glencoe Days receiving more votes than any of the pre-written list of potential improvements.

A dog park can be inexpensively constructed (for about \$30,000) and will draw recurring visitors if in a popular and convenient destination.

Locating a dog park in downtown will bring a constant and recurring stream of visitors who will patronize local businesses, socialize with each other, and support the activation sought for this area.

This, in turn, will help improve perceptions of downtown and invite investment. And in the meantime, Glencoe residents and their dogs will enjoy a wonderful new city asset.

9.4.4: Outdoor Fitness Equipment



Image courtesy of Superior Playgrounds.

Outdoor Adult Fitness Parks provide publicly accessible exercise equipment at parks and other designated community locations. They can be a helpful tool in inviting people of all ages and levels of fitness toward becoming more physically active while also providing an opportunity for adults to engage socially.

The equipment is durable and weather-proof, and is always available for people visiting the park. Installations don't require a lot of space or maintenance, and provide access to many types of exercises that could otherwise only be completed in a gym.

Cost is about \$10,000 (about \$2,000 per machine). It may be possible to fund installation of this equipment through community health / SHIP grants administered by the [Meeker McLeod Sibley Community Health Board](#) or from grants from [local health organizations](#).

9.4.5: Master Planning for Oak Leaf Park



Almost twenty years ago (in 2005) the Glencoe community embarked on a project to develop a 25-Year Master Plan for Oak Leaf Park to guide its evolution and development.

Several of the ideas and improvements included in the plan's original vision have been implemented, while others have not. In that time, the public's preferences have changed, with new and different recreation activities becoming more popular.

Glencoe's population has changed as well, with new cultures and people bringing their own ideas and desires for exercise, fitness, activity, and connection to nature.

Embarking on a new Master Plan process for Oak Leaf Park will help it stay the relevant, well-used, and well loved community asset that is a key part of quality of life for residents of the City.

9.5 - Recommendations

Goal 1: Park system planning

- » Strategy 1.1: Develop a Master Park Plan to ensure adequate parks, facilities, open spaces, and trails are provided for the community
 - Use the Master Park Plan to guide implementation of any proposed projects
 - Study the potential of public / private partnerships to establish and operate facilities and programs
- » Strategy 1.2: Update the Oak Leaf Park Master Plan
 - Take into account latest preferences received from the community as well as best current park practices to develop a master plan that continues to elevate Oak Leaf Park's services, facilities and attractiveness for City residents and visitors
- » Strategy 1.3: As determined through the application of thoughtful and proactive planning, acquire land that fulfills the needs of future community growth, provides trail connections or secures a unique site or facility

Goal 2: A responsive, high quality system

- » Strategy 2.1: Engage with a diverse group of residents to broaden user input towards informing the redesign, modification of existing parks and development of new park facilities and programs
- » Strategy 2.2: Engage with specialized sports groups and recreational users to improve the design of park facilities and recreation programs
- » Strategy 2.3: Enhance public access, use and enjoyment of Glencoe's natural and recreational resources
 - Develop new and creative approaches as needed to increase communication and connection with Glencoe's diversity of populations, including Spanish-speaking families and new arrivals

Goal 3: Provide and maintain parks and indoor / outdoor recreation areas

- » Strategy 3.1: Explore expanding recreational opportunities both outside and indoors
- » Strategy 3.2: Enhance quality of life for current and future generations by providing adequate parkland, natural areas, and indoor / outdoor recreation areas to fulfill future needs
- » Strategy 3.3: Use the existing and future park and natural areas to shape and orient future land use and development decisions
- » Strategy 3.4: Review condition of existing facilities and develop updates as needed

Goal 4: Grow and maintain the City's trail and sidewalk system

- » Strategy 4.1: Develop a pedestrian and bicycle plan that summarizes existing walk / bike issues and offers strategic guidance and solutions for improving user safety, comfort, convenience and connectivity and growing use of walking and biking for everyday recreation and travel in the City
- » Strategy 4.2: Implement a trail and sidewalk system that emphasizes a connection with

the natural environment while also providing connection throughout the City

- » Strategy 4.3: Connect the City's parks with the trail system, and connect with regional park and trail systems

Goal 5: Develop a dog park in Downtown Glencoe

During the plan's community engagement process an unexpectedly large number of participants expressed need and desire for a dog park in the City. Developing the dog park in downtown, a key location where additional activity and visitation is sought, will provide great synergy with the City's other priorities and investments

- » Strategy 5.1: Develop a feasibility plan for a dog park in downtown
- » Strategy 5.2: Organize funding and resources to facilitate construction and maintenance of the facility
 - Seek the support and participation of local civic organizations and interested residents to facilitate quick action without relying on the City's limited financial resources

Goal 6: Provide activities and programs throughout the City

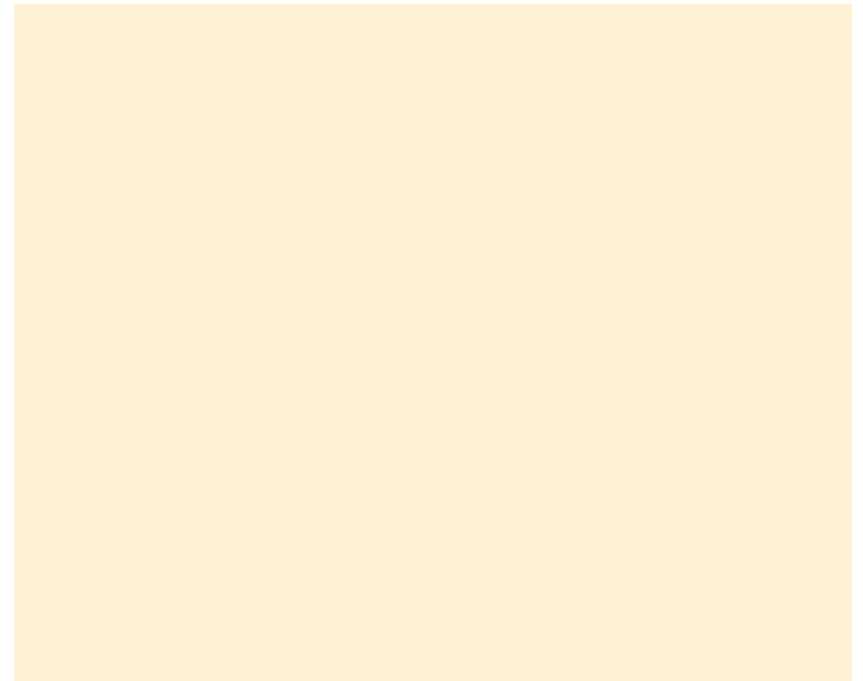
- » Strategy 6.1: Increase participation in and access to parks programming for residents throughout the community
 - Increase communication and connection with Glencoe's diversity of populations, including Spanish-speaking families and new arrivals
- » Strategy 6.2: Communicate and inform residents about issues pertaining to the parks system
 - Develop a communications plan for park-related updates to the community
 - Promote active interaction with residents to ensure recreational programming and appropriate facility development
- » Strategy 6.3 Promote ongoing volunteer opportunities through athletic, youth and civic organizations to assist in maintenance and programming in city parks

Goal 7: Provide for the conservation and preservation of natural reserves and resources

- » Strategy 7.1: Preserve the City's natural reserves, open spaces, and nature resources
- » Strategy 7.2: Ensure that natural environments and ecological systems are protected and well-managed within the city
- » Strategy 7.3: Encourage land use patterns that are environmentally sensitive and complement the natural hydrological system

10 Public Facilities

A community's public facilities are the key physical infrastructure that makes all of the other systems working there possible.



10.1 - Introduction

High quality utility and public infrastructure systems are key requirements for providing high quality of life for residents and supportive conditions for the success of business and industry - including startups, established businesses, and up-and-coming enterprises.

A strategic plan to manage water, sewer, electricity, broadband, and other systems ensures a community is able to meet its current and future needs without compromising quality of service or degrading its natural environment. The availability of adequate, up-to-date facilities and systems provides a foundation for business development and growth, and community success.



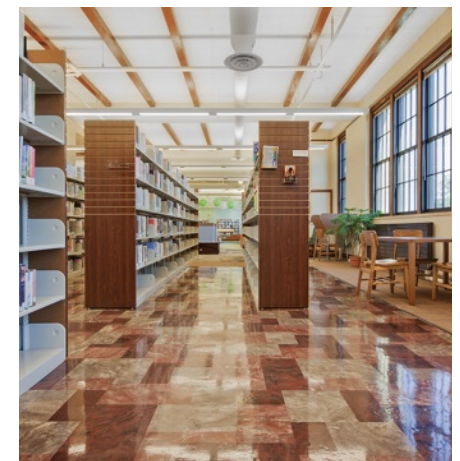
Vision and Goals

Future Vision

Glencoe plans and maintains its facilities and public utility systems to efficiently and cost-effectively provide services to its residents and businesses, supporting high quality of life and economic competitiveness while protecting its assets and building value for the community. Public facilities and utility systems are located, designed and programmed to meet the needs of residents and businesses.

Goals

- » Ensure that excellent utility services are available to residents and businesses
- » Proactively maintain existing infrastructure
- » Ensure environmentally sustainable water and stormwater management
- » Coordinate investments with locations for anticipated growth and development
- » Provide the necessary technology foundation for 21st Century jobs



10.2 - Existing Conditions

Community Buildings and Facilities

Glencoe Public Schools



Glencoe families are served by the Glencoe-Silver Lake School District (GSL), which also serves the communities of Biscay, Brownton, New Auburn, Plato, and Silver Lake. The Glencoe campus, located in the City's northeast quadrant, houses grades K through 2, and 7 through 12 (Grades 3 through 6 are housed in Silver Lake).

The Glencoe campus includes an Early Learning Childhood Education Center and is also home to the Glencoe-Silver Lake Panther Athletic Programs which use the Stevens Seminary Stadium and athletic complex north of the High School. The facility has fields for football, soccer, baseball, tennis, and softball.

Located next to the High School, the Panther Field House includes three gyms, a weight room, walking track and exercise room. The



Field House is accessible to the general public and is also used by the High School. The GSL Community Education Programs Office is also housed at the Field House, and offers a wide variety of classes and programs for the general community.

GSL completed a \$24 million construction program in 2015, which included classrooms, gymnasium, CTE/STEM rooms, new cafeteria/kitchen, and other spaces. New curriculum, enhancements in indoor air quality, and many other projects in recent years highlight a commitment to improvement in all areas for Glencoe's schools. GSL is anticipated to continue to improve facilities to better educate students and to offer more programs for the community in the years ahead.

Library



The Glencoe Public Library, which is part of the Pioneerland Library System, is located on the 2nd floor of the Glencoe City Center. The facility was renovated within the last 10 years. Recent updates include expanded access, community outreach, technology and service.

Fire Station

The City began a Space Needs Study process in 2016 to review deficiencies and issues related to the Fire Station located on MN 22 (10th Street) near Downtown. Identified needs include space for more and larger vehicles, additional space for training and staging, office/living space and other needs. Several options and alternatives have been discussed and considered to address the identified deficiencies. Additional review is expected to occur in the near future.

Police Department



The police department building is located on MN 22 (10th Street) and Greeley Avenue in Downtown. Built in 1995, it has not received updates since then (except for a portion of the building that was remodeled as Glencoe Wine & Spirits). A facility review should be conducted to address concerns regarding the building's condition, safety, and suitability for day-to-day operations.

Public Works

Public Works shares a maintenance facility with MnDOT along MN 22 on the west side of the City near Seneca Foods, and also has a Central Garage facility on 9th Avenue east of Ives Avenue. The Central Garage is located in an area subjected to infrequent flooding; the building has been updated over the years to address this condition. Both facilities have regular maintenance and updates, and are in good overall condition. Continued investment to maintain the facilities should continue to be provided in the City's budget.

Water Treatment Plant



Glencoe's Water Treatment Plant, located in the Lincoln Park area of the community softens the water the City gets from deep wells using an ion-exchange system, and adds chlorine and fluoride to meet Minnesota Department of Health regulations.

The plant can deliver up to 1.8 million gallons of treated water per day, but normally treats a daily average of 416,000 gallons. With the ion-exchange softening system used at the plant, there is no need for the residents of Glencoe to install water softeners in their homes.

The current facility meets the expected capacity and current treatment needs of the community. However due to expected regulatory changes and the age/condition of the facility, future treatment and facility needs are proposed to be reviewed within the next year. The review will include an outline of the scope, schedule and projected costs for proposed improvements.

City Center



Originally constructed as a public-school facility in 1934, the Glencoe City Center began its transformation into a multi-use governmental and community center in 2009. Now on the National Register of Historic Places, the Glencoe City Center includes City Offices (Administration, Community Development, Finance, Public Works), a Grand Ballroom, multiple meeting rooms, a senior center, Chamber of Commerce, the municipal library, township and watershed offices, as well as other public uses. The City Center facility is in very good condition, with limited need for upgrades in the near future.

Wastewater Treatment Plant



The Wastewater Treatment Plant (WWTP) is nearing completion of a major reconstruction that will bring the 90 year old facility into compliance with current regulatory requirements. Originally constructed in 1934, the plant had major updates in 1955, 1974 and 1994. Completed in fall of 2021, the new facility addresses more stringent regulations related to Total Maximum Daily Loads (TMDL) of identified pollutants in order to meet water quality standards. No additional major improvements are expected to be needed for approximately 20 years.

Liquor Store (Glencoe Wine & Spirits)



Glencoe Wine & Spirits is a municipally-owned liquor store providing a wide range of products, services, promotions and events. Located in the former City Hall building adjacent to the Police Department on MN 22 (10th Street) in Downtown, the facility was completely renovated in 2010.

Cemetery

The Glencoe Municipal Cemetery is located on Lindbergh Trail in the western part of the community along US 212, and is maintained by the City under the supervision of the Cemetery Commission. The City and Cemetery Commission continue to look at options for developing a computerized site management system, while also reviewing how trends could potentially impact the future use and development on the cemetery property.

McLeod County Offices



McLeod County has consolidated many services into the recently-completed McLeod County Government Center, located at the intersection of MN 22 (Chandler Avenue) and US 212. The new facility includes the County Assessor, Auditor-Treasurer, County Administration, License Center, Public Health, Recorder, Social Services, Veteran Services and other related services.

The McLeod County Courthouse/Law Enforcement Center will continue to house the County Attorney, Court Administration and Services, the Sheriff's office and other related services.

Utilities

Water Distribution



The City's water distribution system has been continually developed, maintained and expanded over the years. The current system includes three water storage tanks that have been regularly maintained. Previous issues with water main breaks due to age and condition have been resolved as repair and replacement projects have been completed.

Most improvements recommended by previous studies have been completed. However, some issues about adequate service to areas along either side of Hwy 212 east of Morningside Avenue remain. A previously identified and proposed extension of a trunk line under Hwy 212 to complete a loop would be a significant but necessary investment. Similarly, a trunk extension in the 23rd Street corridor may be needed. Water distribution modeling should be used to guide expansion priorities to serve the community's future growth.

Electricity



The Glencoe Light and Power Commission (GLPC) has been serving Glencoe residents and businesses with reliable energy for over eighty years. While GLPC purchases a significant amount of electricity from the Spruce Ridge Methane Gas Plant operated by Waste Management, it is also able to generate the community's entire electric load using its own generating capacity. GLPC's customers are currently served by over 34% renewable energy, above the State's mandate for 25% of energy from renewable resources by 2025.

Gas

Natural gas service in Glencoe is primarily provided by CenterPoint Energy, headquartered in Houston Texas and providing natural gas sales, services and distribution in eight states. No issues have been identified with the services received by Glencoe residents or businesses.

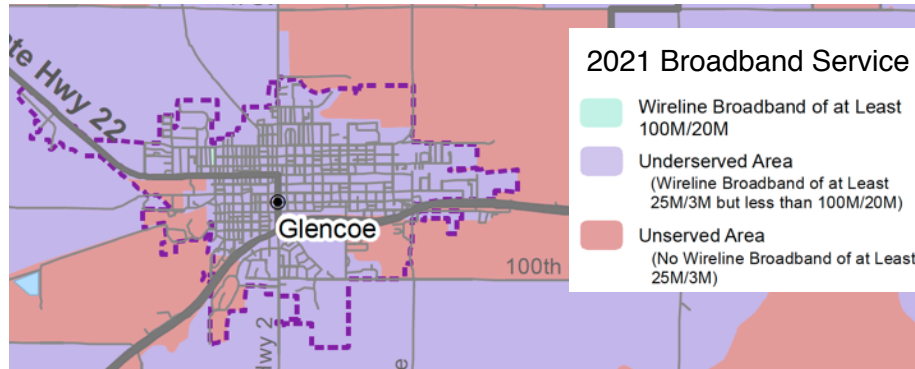
Sanitary Sewer



The City has invested significant resources to maintain and develop the sanitary sewer collection system over the last two decades. An area of focus has been high infiltration and inflow levels causing flow, capacity and treatment issues. The City has responded by identifying and correcting sewer main and private service lines with these issues. Future improvements include lining of the trunk sanitary sewer line on Morningside Avenue and a continuation of the private service line repair. Due to funding considerations, major projects to replace or repair failing lines have been deferred, when possible, to 2025.

Proposed trunk sanitary sewer corridors on Pryor Avenue/23rd Street in the north portion of the city, and near Glenview Estates and Oak Leaf Park in the southern portion of the city, should be preserved and protected to allow for future efficient and cohesive extensions of sanitary sewer to the proposed urban area.

Broadband



Glencoe is an underserved / unserved area for broadband according to research by the Minnesota Department of Employment and Economic Development, Office of Broadband Development.

Broadband service in Glencoe is provided by CenturyLink and Nuvera, and is in high need for improvement - this has been highlighted as a primary complaint by residents in the community surveys completed through this project. The city is currently identified as an “underserved area,” with several areas within it ranked as “unserved” (without access to at least 25Mbps download / 3Mbps upload service).

Improving broadband service is a key priority recommended by this plan, as it has important implications for the city’s economic development potential, growth of employment, and its desirability as a location for residential development. Potential benefits of improved service include:

- » Supporting economic development goals by providing the necessary data infrastructure to support current businesses and attract technology entrepreneurs and startups
- » Supporting telework options for potential new residents who would be able to be employed in the Twin Cities and work remotely from Glencoe
- » Supporting educational needs and students’ remote classrooms
- » Increasing convenience for residents and visitors

Cellular Service & 5G

Cellular service within the City is available from all the national carriers. An important current consideration that will require City involvement is the transition from 4G (current cellular technology) to 5G (the next generation of cellular service, with vastly increased service speeds).

This transition will require new and updated infrastructure and coordination between municipalities and service providers. Unlike 4G, which relies on a relatively low number of large cellular antennas on towers and buildings placed across large distances, 5G services use millimeter wave technology that requires a much greater number of small cellular antennas. For reasons of economy and convenience, these are generally co-located on City-owned structures like telephone poles, light posts, and standalone structures.

The arrival of 5G can offer some benefits in support of City goals, including:

- » Support for economic development goals by providing the necessary data infrastructure to support current businesses and attract technology entrepreneurs
- » Improved and expanded broadband service throughout the City
- » Reduction in aboveground cable and TV service wiring

Developing a current inventory of current light pole and similar infrastructure, developing a plan for updates or repairs, and proactively partnering with carriers might lead to future projects that can be aligned with carriers’ plans for transitioning to 5G.

Storm Water

The City of Glencoe is a Municipal Separate Storm Sewer System (MS4) permittee, and therefore must satisfy the requirements of the MS4 general permit. The MS4 general permit is designed to reduce the amount of sediment and other pollutants entering state waters from stormwater systems; solutions include the introduction and use of updated stormwater management techniques. Historically, traditional stormwater management often includes moving stormwater off-site with curbs, pipes, ditches and ponds. Stormwater management using green infrastructure and low impact development (LID) practices involves keeping stormwater close to its point of origin and mimicking a site's natural hydrology as the landscape is developed.

The MS4 general permit, in addition to other NPDES permits and local requirements, require volume reduction practices are given priority to retain stormwater on-site. These requirements are consistent with the goals of green infrastructure and LID. The City of Glencoe is committed to maintaining compliance with the local, state, and federal stormwater requirements in an effort to improve stormwater quality of surface waters.

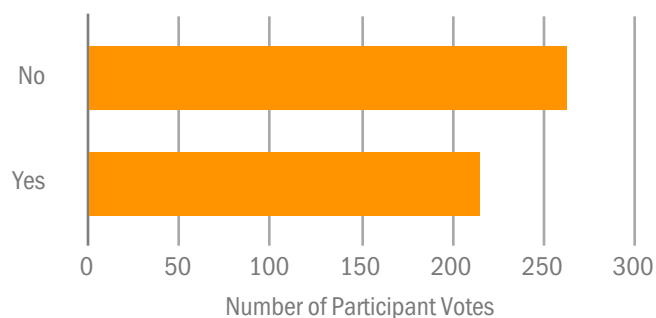


The management of water through low-impact development practices can have great benefits for neighborhood and community amenities. Image courtesy of Greater Minnesota Housing Fund (GMHF).

10.3 - What We Heard: Comments Received

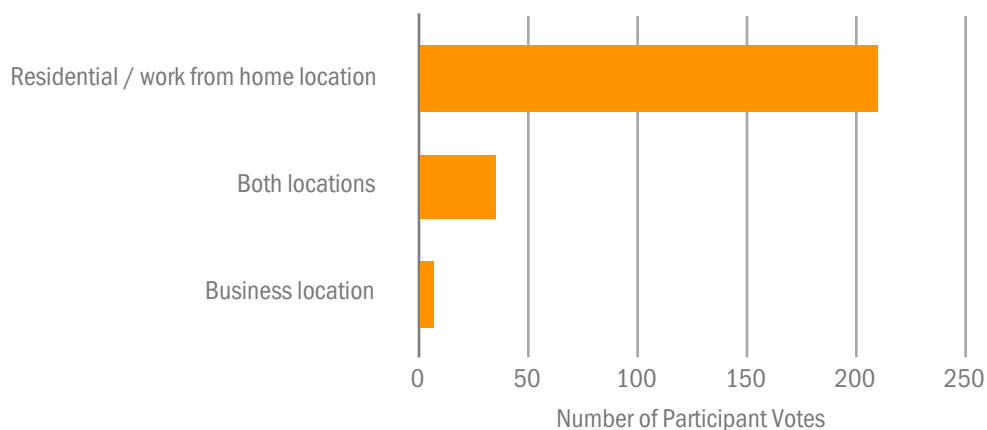
Glencoe residents are generally satisfied with the quality and availability of community infrastructure and services, with the exception of broadband service, where a majority of participants noted a lack of access to adequate internet service. The City and broadband vendors are currently working to resolve this issue.

Does the internet service you currently use in Glencoe meet your needs?



“Get fiber internet ASAP!!! Other much smaller cities around Glencoe have had it for years. Not only is it a huge benefit for existing businesses and residents it is a huge factor for businesses and people considering a move to Glencoe.”

[If internet service meeting needs = "No"] Does your answer refer to a residential location or a business location?



“Let other internet companies in and get better internet, many people are upset about this, especially with more working from home and distance learning”

10.4 - Opportunities

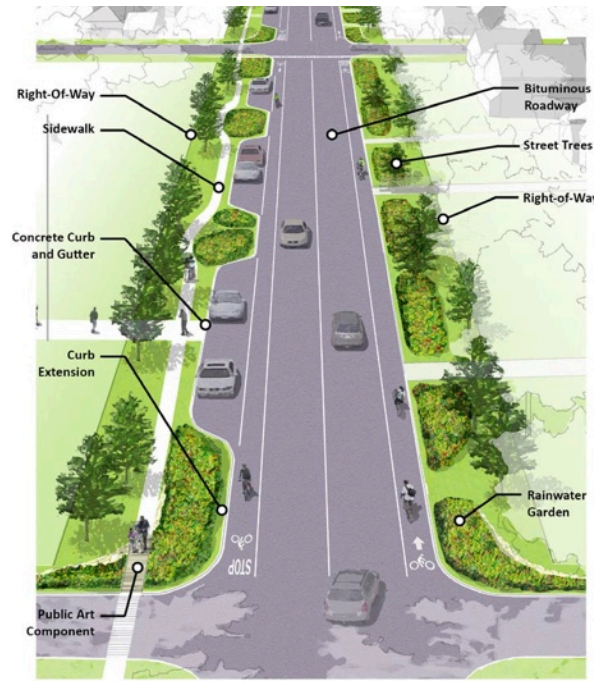
10.4.1 - Green Complete Streets / Living Streets

Living Streets or Green Complete Streets are an approach for developing streets that include natural and sustainable infiltration and stormwater practices below ground, with enhanced walking and biking facilities, narrower pavement widths (to reduce runoff and stormwater load), calmed traffic, and enhanced plantings and aesthetics.

Implementing a Living Streets approach can be a cost-effective option for communities that are completing major reconstructions to replace sewer infrastructure; this approach can often reduce capital and maintenance costs.

In addition, the above-ground treatments can increase a community's tree canopy and greening, expand its walk/bike network, improve curb appeal for neighborhoods, and increase the real estate valuation of nearby homes.

Development of Living Streets could be an attractive option for Glencoe as aging infrastructure is replaced.



Elements of a Green Complete Street / Living Street managing stormwater flows. Image courtesy of City of North Saint Paul. Glencoe has an opportunity to introduce these elements as streets are reconstructed.

10.4.2 - Preservation of 23rd Street Corridor

The trunk sewer line constructed on Pryor Avenue (just west of the High School) was modeled and designed to serve potential future growth on the north side of the City. This line is proposed to eventually be extended along the 23rd Street corridor to the east and west of Pryor Avenue to serve growth in that area, and also to eventually provide a gravity connection to the Glen Knoll Lift Station.

The preservation of the 23rd Street corridor for utility and street extensions is essential for protecting previous investments and providing future service to the community. The City also has invested in trunk lines that extend through the East Industrial Park (also serving the City of Plato) on the north side of US 212, as well as sewer lines that can serve the south frontage area along US 212.

In order to efficiently serve the expansion of the community, it is recommended that the City consider using existing sanitary sewer systems whenever feasible to leverage previous investments. Additionally, a future update to the service area analysis can help verify which areas can be effectively served from the current system, and identify which additional needs should be prioritized.

10.5 - Recommendations

Goal 1: Expand high-speed internet opportunities

- » Strategy 1.1: Work with private sector and government partners to enhance broadband and fiber deployments
 - Maintain information to identify areas that need connection or improvement to high-speed service
 - Review status of service to areas located within the City's downtown, business parks, residential districts, and redevelopment sites

Goal 2: Cost-efficient, sustainable utility services

- » Strategy 2.1: Review sanitary sewer system status, needs and costs before considering annexation or development
 - Prepare financial and operational studies to determine cost implications of extending services to potential land annexations or proposed development
- » Strategy 2.2: Utility connections
 - Require that properties currently served by City utilities but outside of City boundaries agree to a) annexation into the city, or b) pay full cost of connection

to the City's systems, including capital costs

- Do not provide sewer or water connection to properties outside of the city's municipal boundary

Goal 3: Ensure environmentally sustainable water and stormwater management

- » Strategy 3.1: Improve storm water facilities
 - Provide adequate storm water facilities for conveyance, flow control, and pollution reduction
- » Strategy 3.2: Resources and natural systems
 - Manage stormwater as a resource for watershed health and public use, while protecting stormwater management capacity of natural resources
- » Strategy 3.3: On-site stormwater management
 - Encourage on-site stormwater management through facility investments and land use decisions
- » Strategy 3.4: Green Complete Streets
 - Explore opportunities to implement Green Complete Streets / Living Streets in coordination with street reconstruction projects

» Strategy 3.5: Partnerships

- Coordinate partnerships across municipalities to enhance stormwater practices and watershed health

Goal 4: Prepare for 5G

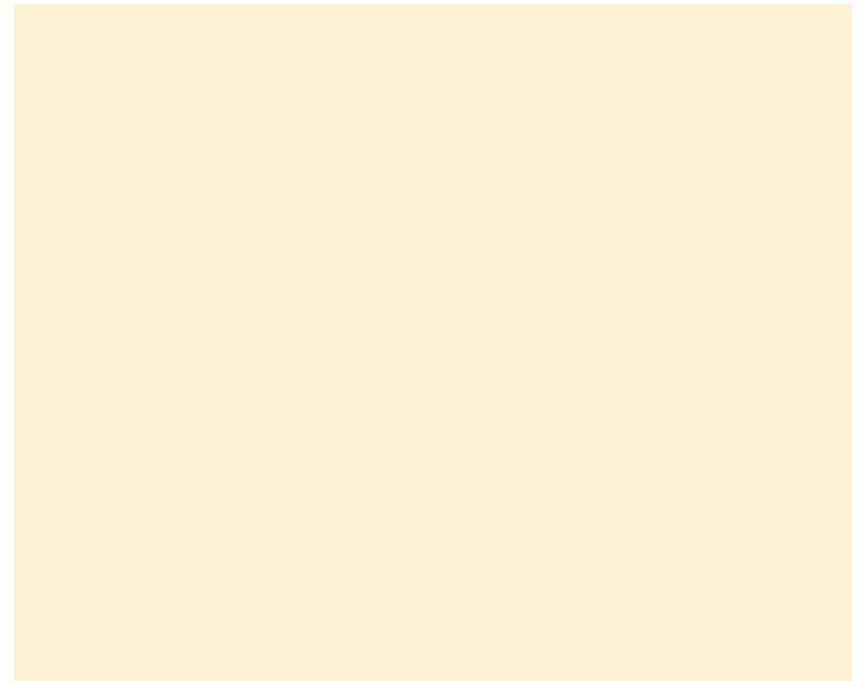
- » Strategy 4.1: Inventory of assets and needs
 - Develop a current inventory of current light pole and similar infrastructure
 - Develop a plan for updates or repairs, and proactively partner with cellular carriers to align projects with carriers' plans for transitioning to 5G

Goal 5: Prepare for electric vehicles

- » Strategy 5.1: Investigate electric vehicle (EV) charging infrastructure
 - Work with partners to investigate potential service models and locations for electric vehicle charging infrastructure
 - Prioritize locations and configurations that can serve to attract travelers to the City's downtown

11 Civic Engagement

Building ongoing opportunities for continued participation will help implement the plan and grow resident ownership of the City's future.



11.1 - Introduction

Residents who are active and engaged members of their community are more likely to stay, invest in their neighborhoods, and start businesses. Growing participation, engagement, and communications is an important City goal and a key component of the approach for implementing this plan.

Glencoe is a welcoming community that understands that more community voices participating in conversations and decisions will lead to better results for all.

The City values community input and is committed to engaging residents to increase communication and allow for the exchange of ideas and opinions. Participation by all community members benefits the entire community, supporting efforts in providing quality programs, facilities and services.

Vision and Goals

Future Vision

The City of Glencoe works collaboratively with residents and community partners, including public and private schools, churches, organizations, and businesses to expand engagement and communication, to develop more inclusive outreach processes, and to receive participation by a broader range of residents. Resident participation and involvement in community conversations help ensure decisions enjoy community support and lead to better results for all.

Goals

- » Engaging residents and businesses is part of the City's daily business
- » City policies and actions respond to community priorities
- » Implementation of the Comprehensive Plan grows residents' positive feelings of ownership and investment in Glencoe's future
- » Working collaboratively with community partners, the City increases engagement and communication throughout the community and grows participation by a broader cross-section of residents
- » Glencoe increases connection and engagement with its Hispanic/Latino population through community liaisons and development of a selection of Spanish-language materials



At Welcoming Week, an event to bring Glencoe communities and cultures together to learn from each other and enjoy a fun time in the heart of the city.

11.2 - Existing Conditions

Existing participation

Although there aren't official records of levels of community participation for most recent City initiatives, participation levels were measured during engagement activities for this Comprehensive Plan.

A couple of insights stand out:

1) High interest and participation

There is significant community interest and desire in participating in conversations about the community's future.

More than one thousand people participated in the plan's engagement activities, which included three surveys and an interactive online map. That in itself that would be a very positive result in any community - but it is especially remarkable in a city of 5,700 people!

This high level of participation, and the depth and detail of the comments received give evidence of residents' desire for participating in community processes and of their interest in offering their ideas and guidance for Glencoe's future.

2) Engagement with the City's Spanish-speaking and immigrant community is much lower

The percentage of participants in the plan's engagement who identified as Hispanic/Latino community members was significantly lower than this group's share of the City's population.

Though the City supported several successful activities to engage this community (including a Spanish-language survey, materials in Spanish at Glencoe Days, connection with St. Pius X Church, and connection through several Steering Committee members), there are significant opportunities to further develop and strengthen this connection - especially given the growing percentage of City residents who identify as Hispanic/Latino (almost 20% according to the 2020 Census).

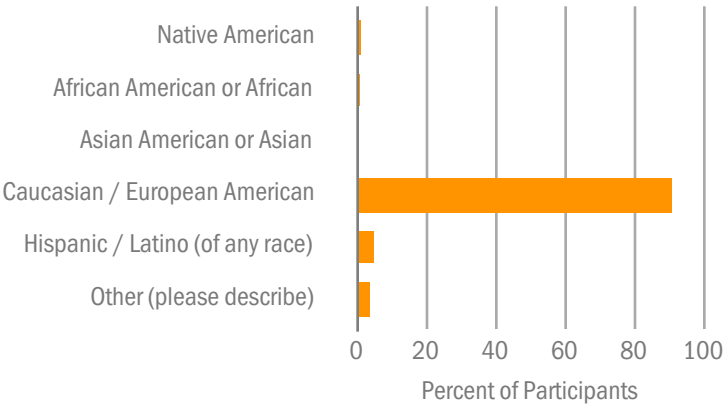
Participation totals

The overall rate of participation in the plan's engagement activities was extremely high. Activities included both online engagement and in-person opportunities at Glencoe Days and the plan's Open House.

Activity	Participants
Survey 1 (online - broad themes and vision)	128
Survey 2 (online - detailed questions)	840
Survey 3 (online - in Spanish)	13
Wikimap (online)	57
TOTAL PARTICIPANTS	1,038

Participation by population

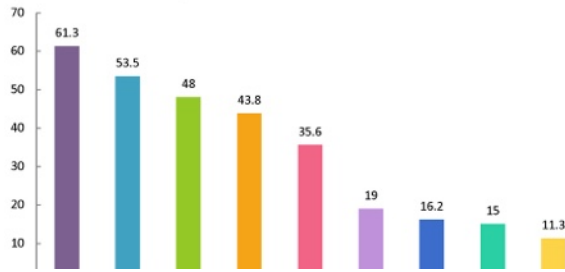
From Survey 2: How would you describe your ethnic / cultural heritage?



11.3 - Opportunities

11.3.1 - Yearly survey

What are your ideas for making Glencoe even better?



There is clearly a desire from Glencoe residents to communicate their ideas, issues, and priorities for the city in a more regular and consistent way.

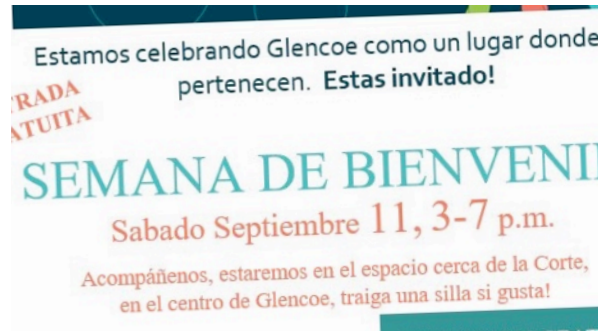
A yearly (or biannual) online survey could be an inexpensive, easy to deploy tool that would help the city collect key information about residents' issues and priorities.

Some key questions to include are:

- » What is working well?
- » What should be improved?
- » What are some upcoming opportunities or initiatives the city should work on over the next year?

Year over year, the survey would help provide valuable guidance, help the city become even more responsive, and easily and inexpensively build participation and engagement.

11.3.2 - Engagement in Spanish



Engaging Glencoe's Hispanic/Latino population will help grow their participation in city programs, help support local entrepreneurial activity, and increase connection with a significant portion of the city's residents.

Some key tools and approaches include:

- » Develop a selection of Spanish-language materials describing key programs - for example, housing rehabilitation, business training, and startup funding programs
- » Work with trusted community liaisons who are connected with the Hispanic/Latino community and who are familiar with city programs and priorities
- » Consider paper, radio, and media campaigns
- » Work with trusted local businesses and institutions connected with this community - for example, St. Pius X Church, La Zacatecana Market, and other partners

11.3.3 - Engaging young people



Young people - from high-school and college-age to young families and professionals - are a key demographic for the future health and growth of Glencoe.

Creating distinct opportunities for each of these groups to participate and gain a sense of ownership for the future of the city is a key for ensuring that they will remain (or return) when it's time to set down their roots and grow their families.

Engagement can begin at an early age - for example, by offering opportunities for high school students to contribute as advisors on plan implementation, parks programs or events.

For young professionals, offering opportunities to network, sharing information on business or homeowner funding, and convening "Glencoe [TED talks](#)" or similar events could also be promising options.

11.4 - Recommendations

Goal 1: A proactive, responsive and accessible city

- » Strategy 1.1: Continue working to improve communication and provide efficient and responsive services and high quality customer service - for example, providing a “shop local” web resource, developing an events calendar (in addition to the existing City meetings calendar), and adding an online property search tool/interactive map to the city website
- » Strategy 1.2: Conduct an annual or biannual survey to receive community ideas, issues and priorities for city actions
- » Strategy 1.3: Ensure city documents and online information are easily located and available to the public - for example, for marketing of available properties and buildings online, and maintaining planning documents and information, like economic development resources and plans
- » Strategy 1.4: Continue to grow a positive and productive relationship between city government and the community through activities like Welcoming Week, annual bike rodeos, or walk/bike to school events
- » Strategy 1.5: Expand information on community events, City Council activities, and other news as part of regular communications with residents

Goal 2: Expand opportunities for civic participation

- » Strategy 2.1: Actively publicize opportunities to serve on City Advisory Committees and Boards to expand resident participation on development of City policies, programs and procedures.
- » Strategy 2.2: Partner with the local business community, local schools, faith based organizations, and student and community organizations to increase awareness of opportunities to serve on City Advisory Committees and Boards.
- » Strategy 2.3: Expand the use of social media to share information regarding current city initiatives and opportunities to serve on City Advisory Committees and Boards.

Goal 3: Invite young people to participate

- » Strategy 3.1: Collaborate with local schools and organizations to expand opportunities for young people to participate in City Advisory Committees and Boards
 - Consider working with Glencoe-Silver Lake Schools to develop civic participation as a requirement for graduation from high school

- » Strategy 3.2: Provide City internship opportunities for young adults that result in meaningful participation in city government
- » Strategy 3.3: Develop a “Young People’s Advisory Board” to advise the city on issues relevant to the city, including retention of 18 to 24 year olds
 - Seek youth participation on other steering/advisory committees and City Advisory Committees and Boards

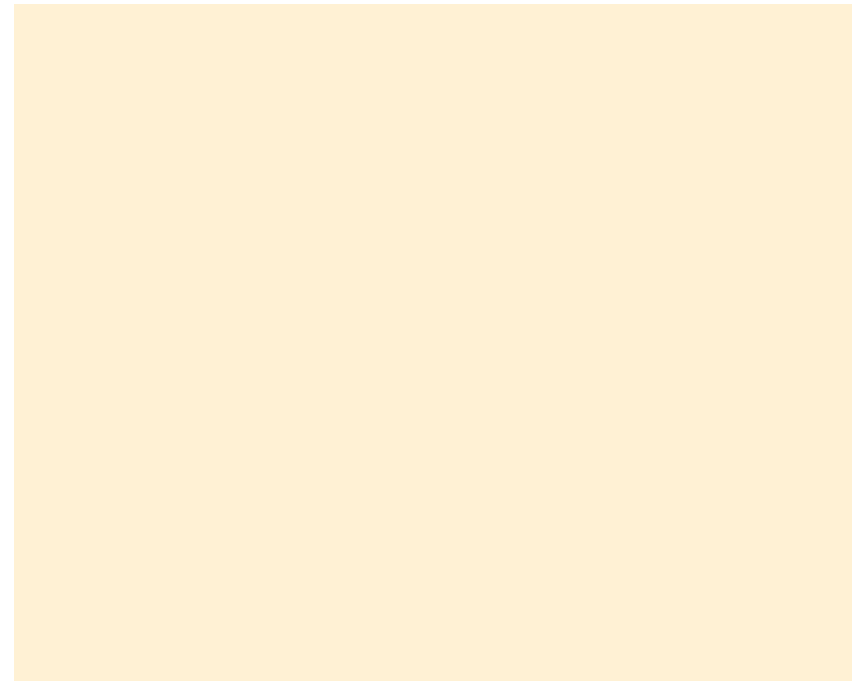
Goal 4: Expand engagement with Glencoe’s Hispanic/Latino population

- » Strategy 4.1: Work with trusted community liaisons who are connected with the Hispanic/Latino community and who are familiar with City programs and priorities
- » Strategy 4.2: Develop a selection of Spanish-language materials describing key programs - for example, housing rehabilitation, business training and funding programs, and other city initiatives
 - Consider focused advertising
- » Strategy 4.3: Work with trusted local businesses and institutions connected with this community - for example, St. Pius X Church, La Zacatecana Market, and other partners

12 Implementation

The purpose of this plan is action.

This chapter's guidance for implementation offers a framework for achieving the goals the plan has set.



12.1 - Introduction

The process to develop the City of Glencoe Comprehensive Plan engaged hundreds of residents, businesses, and visitors in a broad and deep conversation about the future of the community. Once the Plan is finalized and approved, the work of implementing its recommendations will become the key measure of success.

This chapter of the Comprehensive Plan provides a process and direction for:

- » Monitoring progress towards implementation of the plan's goals
- » Establishing a process for accountability for implementation of its recommendations
- » Updating the plan's contents and recommendations when needed
- » Involving the community in the work of making the plan a reality

Sections in this chapter include:

- » 12.2 - Opportunities for Implementing the Plan: A summary of basic actions to ensure the plan's recommendations get incorporated into City processes, that opportunities for funding are pursued, and that the plan is used as part of the City's daily decision-making and action.
- » 12.3 - Setting up the plan's "Citizens of Implementation Committee": A key ingredient for success, the Citizens of Implementation Committee (CIC) will be a new resident-led committee that will take a leadership role in

helping to prioritize and sequence implementation actions, and provide oversight and accountability for the entire implementation process for the plan's recommendations.

- » 12.4 - Updating the plan: Description of a process for making changes and updates to the plan. This process includes criteria to consider when evaluating potential changes to the plan. This will help the plan stay responsive to changing trends and circumstances.
- » 12.5: Recommendations for implementation framework: Recommendations for setting up the framework, process, and systems that will help implement the plan.
- » 12.6: Implementation matrix: A set of tables listing implementation goals and strategies, as well as priorities and involved parties, for each of the chapters and recommendation subject areas of the plan.

Means and Responsibility for Plan Implementation

According to Glencoe's current laws and ordinances, the Planning Commission is responsible for making recommendations to the City Council for implementation actions for the plan (please see Section 130.11 "Means of Executing Plan" in the [City's current ordinances](#)).

This chapter recommends an additional and supplementary citizen-led committee (the "Citizens of Implementation" Committee detailed in 12.3) to aid the work of the Planning Commission and to provide an avenue for Glencoe residents who are interested in working to implement, find funding for, and support specific plan recommendations.

This recommendation reflects the high level of interest and participation in community improvements evidenced by Glencoe citizens participating in this and earlier community planning initiatives.

12.2 - Opportunities for Implementing the Plan

There will be many opportunities to implement the plan's recommendations from the time it is adopted through the next twenty years. Using it in the City's daily business, and working with opportunities that come along due to other projects and initiatives (from the City or partner agencies), will be key.

Using the Plan in the City's Daily Business

The Comprehensive Plan is meant to be a useful and responsive living document. To help it fulfill its role in guiding the City's future actions, it needs to be referenced and its recommendations considered in the City's daily work.

The plan is intended to be consulted and used on a daily basis as decisions are made regarding land use and development (for example when an opportunity to redevelop or intensify use of parcel of land opens up), transportation planning, capital improvements, and other situations affecting the community.

As part of the City's workflow, the plan's recommendations can be implemented in the following ways:

Budgets and work programs

City departments and administrators should consult the plan when preparing work programs and budgets. Many of the plan's strategies can be implemented through this process.

Development approvals

Development approval of proposals, such as rezoning and subdivision plats, are a key means of implementing the Comprehensive Plan and its recommendations.

Capital Improvement Plan (CIP)

The Capital Improvement Plan should align with the goals of the plan's land use policies and infrastructure recommendations.

Economic incentives

Incentives for supporting business startups or growth of existing businesses should line up with the recommendations of the plan.

When economic incentives are proposed as part of other projects and initiatives, they should be reviewed to ensure that they are consistent with the plan's land use and other recommendations.

Private development decisions

Property owners and investors should have an understanding of the Comprehensive Plan and



A smart and proactive developer will orient their proposal to match the goals or guidelines described in a city's plan, easing their review and approval process, building community goodwill, and saving time and money.

the Future Land Use Plan when submitting development proposals to the City. City decision-makers will be using these documents to guide their deliberations and approvals.

Responding to Opportunities from Other Agencies and Partners

From time to time, there will be opportunities for implementation that arise because of projects or initiatives led by other agencies.

Using the plan's recommendations as a foundation, it will be possible to respond to those opportunities and leverage them to move those recommendations from words on paper to actual physical changes in the world.

Some typical opportunities include:

Grants from public agencies, non-profit organizations and corporations

Numerous public and private entities designate funds for specific purposes or programs. Some of these funds, like [MnDOT's Safe Routes to School \(SRTS\) Infrastructure Fund](#), have a well-defined goal - in the case of this specific fund, building walking and biking infrastructure to school sites. For a city like Glencoe, this fund can help implement important pieces of the City's overall walking and biking network if it can be shown that these pieces match the fund's intended purpose.

Other grants may have a wider range of potentially fundable projects. For example, the [EPA's Recreation Economy for Rural Communities Grant](#) can fund initiatives as wide-ranging as broadband service improvements,

economic development initiatives, trail networks, or equitable access to the outdoor recreation economy.

Grants from corporate entities, like [T-Mobile's Hometown Grants](#) (in collaboration with [Main Street America](#) and [Smart Growth America](#)) can also be narrowly focused or more broad. In the case of T-Mobile's grant, the moneys are dedicated for improvements that support community vitality in small towns and rural communities like Glencoe.

An important task for the plan's implementation will be to track potential opportunities for which Glencoe could present an application.

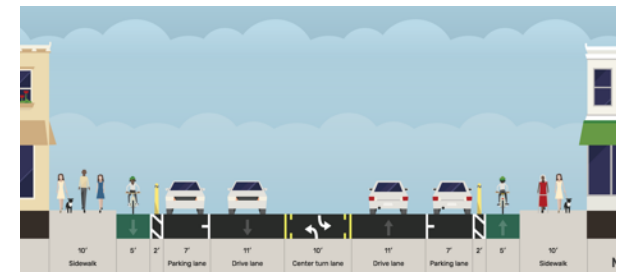
Opportunity as part of a project led by others

At other times, there will be projects led by other agencies (for example, the upcoming repaving of Hennepin Avenue led by MnDOT) where the timely insertion of plan priorities and recommendations (like the addition of parking-protected bicycle lanes along this same stretch) can lead to implementation of a plan recommendation at virtually no cost to the City.

Ensuring that all City staff (as well as partners like MnDOT) are deeply familiar with plan priorities and recommendations will help ensure that these opportunities can be acted upon and lead to implementation.



Pursuing a variety of grant and loan funding opportunities - like the [Historic Rehabilitation Loans and Grants](#) from Rethos - can lead to a transformative impact in Glencoe.



One potential concept for accommodating parking-protected bicycle lanes along Hennepin Avenue as part of the street's upcoming reconstruction. Changing the roadway's striping is all that would be needed - no loss of parking or travel lanes would occur.

12.3 - Partnership for Action: The “Citizens of Implementation” Committee

Implementing the plan will require commitment to a sustained set of actions over time, with focused and dedicated attention. This provides a great opportunity for resident leadership and a deep and productive collaboration between City staff, elected leaders, and community advocates and residents.

Existing Implementation Framework

According to Glencoe's current laws and ordinances, the Planning Commission is responsible for making recommendations to the City Council for implementing the Comprehensive Plan (please see Section 130.11 "Means of Executing Plan" in the [City's current ordinances](#)).

This will work well for formally moving forward specific proposals for City Council consideration. However, the ordinance does not provide a formal structure or role for citizen-led initiatives or for Glencoe residents who are interested in helping to implement, find funding for, or support specific plan recommendations.

A remarkable aspect of the process to develop this Comprehensive Plan is the high level of interest and participation it received from Glencoe citizens, as well as the high level of participation in already-existing citizen-led efforts with aims and approaches that are very similar to the Comprehensive Plan's (like the Downtown Revitalization Committee, [Glencoe in Motion](#), groups working on arts initiatives, historic preservation, and others).

Setting up a collaborative structure that helps channel existing citizen energy and interest, and complements the work of the Planning Commission, City staff, and other partners, can work to greatly aid and support successful implementation of the plan.

Recommendation for a New Supplementary and Collaborative Implementation Framework: The “Citizens of Implementation” Committee

This plan recommends a new resident-led structure to lead community efforts and support implementation of plan recommendations.

Responsibilities

The new structure, the **Citizens of Implementation Committee (CIC)**, would work collaboratively with City staff to:

- » Support the work of the Planning Commission, which is the official steward of plan implementation efforts according to Glencoe ordinances
- » Prioritize and sequence efforts
 - Identify yearly implementation priorities and make recommendations to the Planning Commission regarding projects or initiatives to be brought to City Council for consideration
- » Look for and respond to opportunities
 - Research and compile available opportunities
 - Support efforts to obtain funding from available grants or other non-City resources to aid implementation
 - Work with City staff or respond on its own (after discussion with City staff) to funding opportunities and grants to implement the plan's recommendations

- » Lead accountability for plan implementation
 - Track implementation actions year-by-year
 - Develop a yearly implementation report
 - Lead communication of quarterly or semiannual updates to City Council
 - Host a yearly Plan Implementation Open House where updates on implementation progress are provided, and new ideas for potential adoption into the plan are solicited
- » Facilitate community engagement, information-gathering, communication and participation
 - Lead communication and updates to the wider Glencoe community
 - Actively recruit new members to expand participation in the CIC and grow its effectiveness
 - Lead and/or support efforts to connect with all City populations to ensure opportunities reach all potential participants - for example, by making sure that potential beneficiaries of new business incubator loans or home rehabilitation programs are aware of these opportunities and can participate

Structure of the “Citizens of Implementation” Committee (CIC)

The CIC is organized as a single committee that is in turn made up of subcommittees that each correspond to a single plan chapter. Other subcommittees not directly tied to an existing plan chapter (for example, “Arts & Culture” or “Historic Preservation”) can be formed at the discretion of the committee and its members.

Subcommittees

Each subcommittee is led by one chair or *coordinator* (who is not permitted to lead another subcommittee) and includes at least three total members, to a maximum of ten total members. Subcommittee members can participate in up to two subcommittees. Each subcommittee meets every other month or as needed, at dates and times decided by its members.

The CIC also includes two key subcommittees:

- » The Civic Engagement and Communications Subcommittee, which shares updates on implementation progress with the entire Glencoe community and actively invites new participants into the CIC, and
- » The Events and Reporting Subcommittee, which organizes the annual plan implementation report, including the yearly Plan Implementation Open House and progress reports to City Council.

Active vs. inactive subcommittees

Subcommittees that don’t have at least three members are dormant or inactive until such a time that at least three members volunteer to serve on it (this is to ensure that subcommittee recommendations benefit from internal discussions and consensus-building before moving forward).

Subcommittee duties

Subcommittees work on a number of tasks to support implementation of the Comprehensive Plan and to support the functioning and mission of the CIC and the Planning Commission.

Duties of each subcommittee include:

- » Review their applicable Comprehensive Plan chapter annually; set yearly priorities for implementation efforts
- » Research and gather community comments and guidance, connect with community members and key stakeholders
- » Report quarterly to the CIC Board on progress
- » Receive, review, and accomplish tasks as assigned by the CIC Board
- » Other tasks as decided by each subcommittee in collaboration with the CIC Board

Board of the CIC

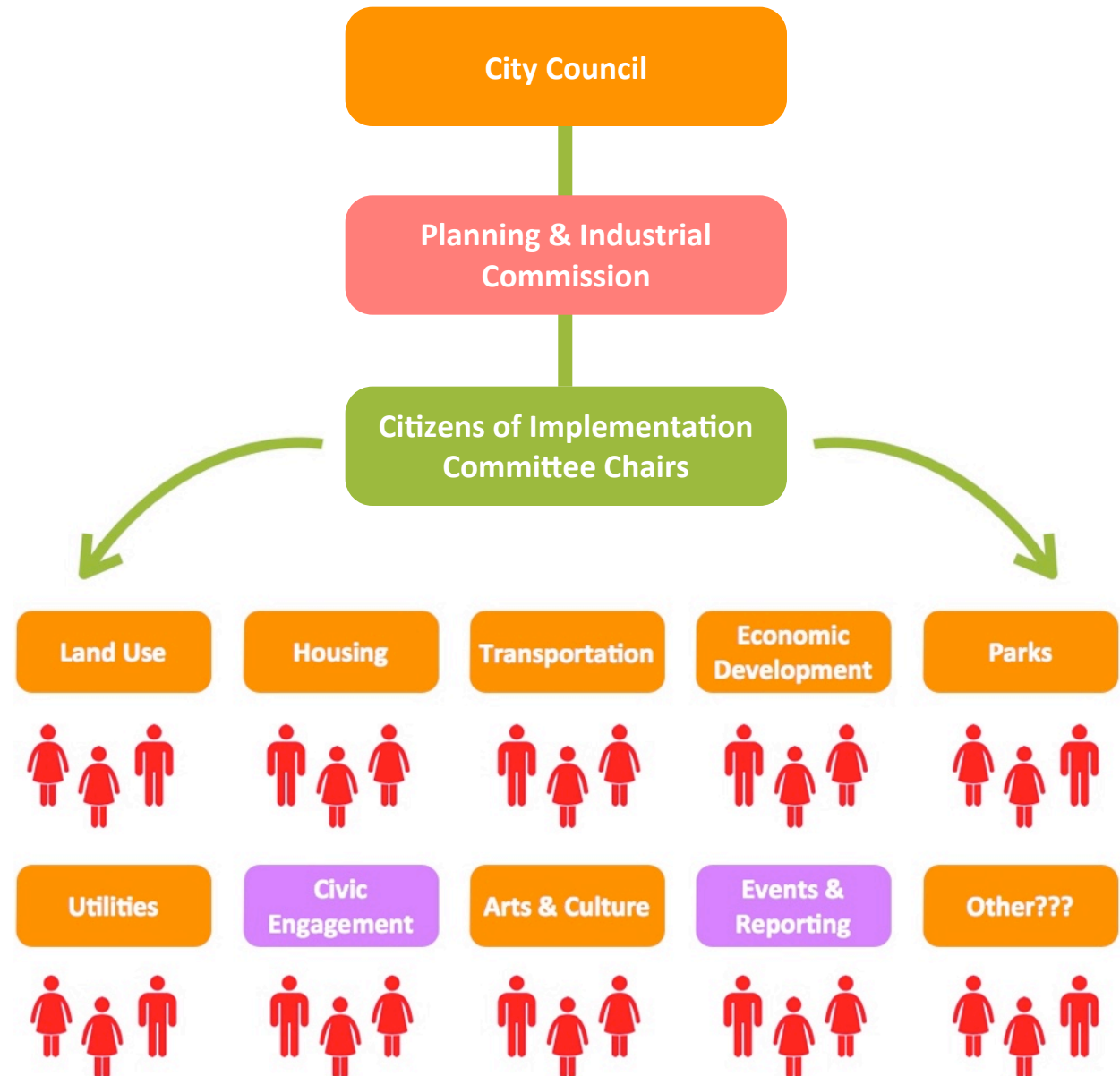
The board of the CIC is made up of the chairs or coordinators of each of the subcommittees. The board convenes at regular intervals (may be monthly, bimonthly or quarterly, depending on the CIC's decision) and makes decisions on:

- » Recommendations for implementation items to move forward to the Planning Commission
- » Requests from City Administration, City Council, Planning Commission, and citizens
- » Recruitment efforts for subcommittee participation
- » Support for individual subcommittees
- » Preparation for events like the yearly Plan Implementation Open House
- » Set annual goals and priorities
- » Other matters as decided by the CIC

How CIC recommendations move forward

The CIC works collaboratively with its subcommittees and with the Planning Commission. A recommendation from a CIC subcommittee moves forward to the CIC Board for consideration. If approved by the CIC Board, the recommendation moves forward to the Planning Commission for their consideration. If approved by the Planning Commission, the recommendation moves forward to the City Council for their consideration.

Organization Chart for the Citizens of Implementation Committee



Makeup of the CIC

To ensure that there is continuity and sense of ownership of the plan development effort into the implementation phase of the plan, the CIC is proposed to be initially made up of these three groups:

- 1) Members of this plan's Project Steering Committee
- 2) Members of the Downtown Revitalization Committee
- 3) New members, drawn from the community at large, who are interested in maximizing implementation of the plan's recommendations, and who are willing to serve as stewards of the implementation process

Relationship of the CIC with existing boards and commissions

There are existing boards and advisory committees that have already been convened by the City - for example, there is a Park Board, a Library Board, an Airport Commission, and other Commissions (including the Planning and Industrial Commission).

These boards generally already have full agendas, and serve a specific public purpose that in most cases is not directly related to implementation of the Comprehensive Plan, but rather to the continued stewardship, upkeep, and maintenance of existing City assets and

programs (the Planning and Industrial Commission is an important exception, as its broad set of responsibilities also includes implementation of the plan according to Glencoe's current ordinances).

The CIC provides an important service to the already-existing boards and commissions by developing a "first pass" of initial ideas, approaches and priorities for implementing the Comprehensive Plan's recommendations (including engaging the Glencoe community).

This frees existing boards and commissions to continue focusing on their already-existing responsibilities while also activating a "citizen engagement pipeline" that can recruit future members (for example, a CIC member working on implementation of park initiatives could transition into serving in the City's Park Board after learning more about its work).

As a new citizen-led committee, the CIC will have the singular focus of working to implement the plan's recommendations. Close coordination with the existing boards and commissions will be an essential task for the CIC and a key contributor to its success.

For example, close coordination between the CIC and the Park Board should occur if the CIC applies for a grant to build a new splash pad in downtown - because for the funds to be actually received, and the splash pad actually



The plan's Steering Committee working to organize the makeup of CIC subcommittees.

constructed, the City (through the Park Board, Planning Commission, and the City Council) must be on-board and committed to follow through once the funds are received.

There are also volunteer organizations actively working to make improvements in Glencoe. [Glencoe In Motion](#), for example, is already working to support improvements in walkability and bikeability in the city.

The CIC could work closely with Glencoe In Motion to learn about their priorities, and then move those priorities that are in agreement with the Comprehensive Plan into the implementation queue.

Ultimately, the CIC could help existing boards and commissions accomplish their work more efficiently while at the same time increasing the pace of the plan's implementation.

12.4 - Updating the Plan

This plan is envisioned to actively guide Glencoe's evolution over the next ten years (a full and complete update of the plan should occur every ten years). Although much care has been taken to respond to community ideas and anticipate trends, it is likely that as the city evolves and conditions change the plan will require some modifications over its intended lifespan.

The following recommendations are presented to help make the plan's update and modification process easier and more transparent and accessible.

Key Parties

- » City Administrator
- » Planning and Industrial Commission
- » Citizens of Implementation Committee
- » City Council

Process

The Comprehensive Plan should be reevaluated every two years to ensure that implementation of its recommendations is proceeding as planned, and to review opportunities for making updates or improvements to its recommendations.

The Zoning Administrator, City Administrator and the Chair of the Planning Commission should maintain responsibility for this process,

and determine the appropriate level of response to requests for potential changes.

Generally, three main processes are contemplated for updating the Comprehensive Plan:

- 1) Updates resulting from the plan's periodic re-evaluation
- 2) Updates recommended or requested by the Planning Commission or City Council
- 3) Updates recommended or requested by city residents or business owners

Decision-making and Incorporation into Plan

Depending on which of the three processes listed above is the origin of the potential update, these are the steps that are recommended for gaining approval and adopting changes to this document:

1) Updates resulting from the plan's periodic re-evaluation

The Planning and Industrial Commission manages the process of re-evaluation of the entire plan every two years. This process is internal to the City and to its departments. If the Commission or City Council determines that an update may be needed, the Commission brings the proposed changes to a vote within its body. If approved, the proposed changes are brought to the City Council for their consideration and approval. If the City Council approves, the changes are made to the plan and included as an Addendum.

2) Updates recommended or requested by the Planning and Industrial Commission

The Planning and Industrial Commission agenda for all future meetings will include a recurring item for "Updates to the Comprehensive Plan." Changes to the plan can be brought forward by any Commission member (this includes changes proposed by the Citizens of Implementation Committee and brought to

the Commission). The proposed change is introduced and discussed at the initial meeting, and the discussion and vote are finalized at the next Commission meeting. If approved, the proposed change is brought to the City Council for their consideration and approval. If the City Council approves, the change is made to the plan and included as an Addendum.

3) Updates requested by residents

From time to time, the Planning and Industrial Commission may directly receive requests from members of the public for specific changes to the plan. When this occurs, the Planning and Industrial Commission reviews the change proposed by the public. After research and deliberation, it brings the proposed change to a vote within its body. If approved, the proposed change is brought to the City Council for their consideration and approval. If the City Council approves, the change is made to the plan and included as an Addendum.

Future Interpretation

In the event that a major item of the plan is not clear, the Planning and Industrial Commission will provide a written interpretation of the item. The Planning and Industrial Commission can call upon outside experts for their advice.

Criteria to consider when evaluating potential changes to the plan

Consider and accept / adopt a change into the plan if and when:

- » The change is consistent with the vision and goals of the Comprehensive Plan.
- » The change does not create an adverse impact on public facilities and services that cannot be mitigated. Public facilities and services include roads, sewers, water supply, drainage, schools, police, fire and parks.
- » Development that would result from the proposed change does not create an adverse impact that cannot be mitigated on surrounding properties. Such development should be consistent with the physical character of the surrounding neighborhood or would upgrade and improve the area.
- » The change allows a more viable transition to the planned uses on adjacent properties than the current land use.
- » The change does not create a significant adverse impact on the natural environment including trees, slopes and groundwater that cannot be mitigated by improvements on the site or in the same vicinity.
- » There is a change in City policies or neighborhood characteristics that would justify a change.
- » The change corrects an oversight or error made in the original plan.
- » There is a community or regional need identified for the proposed land use or service change.
- » The change helps the City meet its equity, life-cycle and affordable housing objectives.
- » The change does not create adverse impacts on populations, landmarks or other historically significant structures or properties that cannot be mitigated.

12.5 - Recommendations

Goal 1: Citizens of Implementation Committee

- » Strategy 1.1: Establish a “Citizens of Implementation Committee” (CIC) made up of local residents, businesses, employees, advocates, young people and seniors as described in this chapter
 - The CIC works collaboratively with City staff to lead, advise, support and manage implementation of the plan’s recommendations

Goal 2: Engage a broad cross-section of residents, business owners, and visitors as part of the implementation process

- » Strategy 2.1: Establish an ongoing communication program to provide information to the public about the Plan. The public should have opportunity to become familiar with ongoing opportunities to implement the Plan and understand their role in the process. The City’s website, Facebook and other social media pages can be excellent channels for information.
- » Strategy 2.2: Ensure that copies of the adopted Comprehensive Plan are available online, at the public library and at community destinations. The purpose is to make the

plan available to residents and businesses so property owners can familiarize themselves with the plan elements and recommendations, and tailor their proposals to better fit the community’s vision.

Goal 3: Monitor and evaluate the implementation process

- » Strategy 3.1: Work with the Citizens of Implementation Committee (CIC) to prepare annual reports that summarize the implementation actions completed
 - The CIC, with City staff support, prepares the report, highlighting key strategies completed over the course of the year. Reports can also identify areas of delay that need to be addressed. Any potential changes or additions to the plan can also be identified in this report.
- » Strategy 3.2: Provide a yearly summary of the annual report to the general public, including through a printed report also available for the public on the City’s website, and an annual Plan Implementation Open House to share information and progress.
- » Strategy 3.3: Create press releases and social media campaigns to highlight and acknowledge significant accomplishments relative to the plan and its strategies.

Goal 4: Provide resources to implement the plan

- » Strategy 4.1: Update the Capital Improvement Plan (CIP) to ensure that it matches the recommendations outlined in the Comprehensive Plan.
- » Strategy 4.2: Prepare departmental budgets and programs that reflect the goals and strategies of the Comprehensive Plan.
- » Strategy 4.3: Work with the Citizens of Implementation Committee to secure funds for high-priority strategies. Funding can come from, but does not have to be limited to, the City, external agencies or other governmental sources, taxes, or private sector investment. This strategy should take place alongside annual budget cycles and should maximize use of non-municipal resources.

Goal 5: Alignment of City actions with Plan recommendations

Require future decisions in the community regarding development, capital improvements, and budgeting to coincide with the Comprehensive Plan

- » Strategy 5.1: Update the City's Zoning Ordinance to align with and reflect the recommendations in the Comprehensive Plan
- » Strategy 5.2: Require development initiatives to be consistent with the goals, recommendations and policies in the Comprehensive Plan
- » Strategy 5.3: Include reference to the plan in all staff reports related to policy, programs, and budgets.
- » Strategy 5.4: Establish a recurring topic of communication between the Planning and Industrial Commission and the City Council regarding the Comprehensive Plan. Communication must be clear and frequent. Ensuring that interpretation of the plan is consistent will be critical to successful implementation of the plan's recommendations.

Goal 6: Update the Plan

- » Strategy 6.1: Use the process outlined in Section 12.3 of this plan to periodically complete minor updates to the Comprehensive Plan. Provide support to the Planning and Industrial Commission as needed to gather and allocate the necessary resources for completing plan updates.
- » Strategy 6.2: Convene a "Comprehensive Plan Update" task force as needed to focus on addressing specific topics or initiatives not currently included in the plan.
- » Strategy 6.3: Plan review and update
 - Review the entire Comprehensive Plan every two years, and update specific sections or content as needed
 - Update the entire Comprehensive Plan every ten years