



Shaping a Better Becker.

BECKER 2040 COMPREHENSIVE PLAN

APRIL 2021- DRAFT

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INTRODUCTION

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OVERVIEW

Comprehensive Plan Defined and Legal Foundation

SHAPING A BETTER BECKER

Comprehensive Plans outline a unified, guiding vision for the future of a city while providing a recommended framework for allocating resources over the next 10-20 years. An update of the City's 2012 plan, Becker 2040 has been prepared and adopted as a legal, policy document. Under state statute, Minnesota communities are given authority to adopt these plans as components of promoting the "public health, safety, and general welfare" of the community. As such, decisions a City makes must be consistent with their adopted Comprehensive Plan, ensuring decision making is not arbitrary but follows a reasonable and accepted understanding of how land and city resources should be used.

Scope

Becker 2040 is intended to be broad in scope while establishing realistically implementable goals. Like most comprehensive plans, Becker 2040 creates a general direction for the future of the City. As realities facing the City evolve over time however, it is understood that Becker 2040 can and should be mindfully amended and updated accordingly.

Purpose & Use

The purpose of Becker 2040 is to provide a consistent and aligned vision for City functions towards improving the physical, social, and economic aspects of the City of Becker. The Plan seeks to prioritize public interest in creating a more beautiful, functional, equitable, and efficient city for all people. To this end, the Becker 2040 Comprehensive Plan:

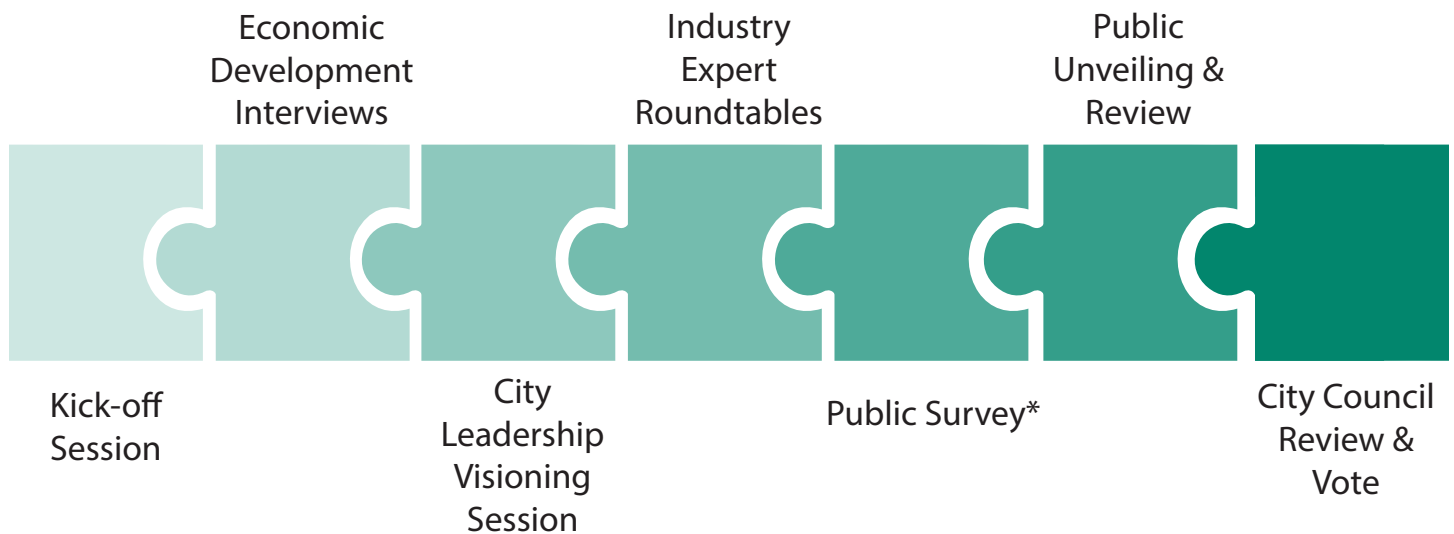
- Outlines collectively established city-wide goals.
- Provides a unified vision for all city departments and the public.
- Establishes a mindset of long-range planning while developing an evaluation framework for short-term decision making.
- Ensures political decisions incorporate professional and technical considerations regarding the future of the City.
- Enables Becker's City Council to make decisions and policies with the legal guidance of consensus-driven short-, medium-, and long-range goals.



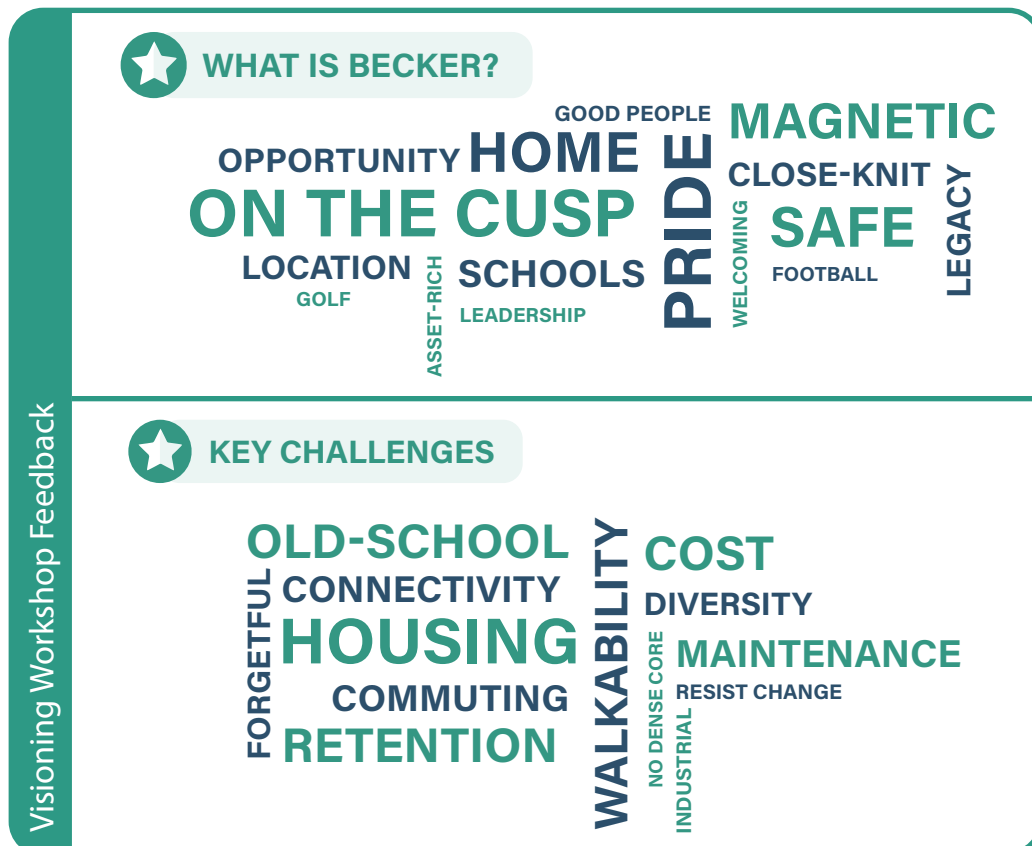
Organization

Becker 2040 is organized in a way that places the seven core subject elements within the body of the plan with supportive information located in companion appendices. Each chapter contains an introduction, overview of trends and challenges, and concludes with subject-specific goals and actions. The plan concludes with a chapter outlining implementation actions that offer high-level City and public guidance towards realizing Becker 2040 goals.

Process



Feedback from each session/meeting was used to inform Plan goals and long-term visions. Summaries of major meetings and engagement activities are included in Appendix X.





HISTORY & CONTEXT

History of Becker

Long before European settlers arrived to what is now Becker, Sioux and then Chippewa tribes lived across central Minnesota. In 1855, Peter Vadnies settled in the Becker area and established what is believed to be the first trading post in the region near the current Xcel Sherco Plant. The City was platted in 1867, the same year the railroad reached Becker. With rail came numerous immigrants, mostly of Scandinavian descent. Becker was an agricultural community, producing wheat, oats, corn, and potatoes. As the population increased, the community built a train depot, a hay press, general stores, electrical lines, and other amenities.

The City of Becker was incorporated in 1904, and named after the Mayor of St. Paul, George Loomis Becker, who was also land commissioner for St. Paul and the Pacific Railroad. The City's first 50 years were marked by the establishment of infrastructure still in existence today. The business district along Hancock Street grew and was anchored with institutions such as the township school, banks, and churches. In 1951, Hwy 10 was constructed and directed traffic by, instead of through, Becker. Hwy 10 did however increase access to Becker from the surrounding region and state, helping facilitate a diversification of the City's economic base.

One of the most impactful events in the City of Becker's history occurred in 1976 when Xcel Energy opened its Sherburne County "Sherco" Power Plant. The new coal-fired plant drastically transformed the economic make-up and reputation of Becker while growing the City's industrial presence and tax base. In the following decades, Becker has established a strong industrial base, and a reputation for high quality schools and affordable living within the heart of Central Minnesota. In 2015 Xcel announced that it would decommission Unit 2, of the plant, in 2023 and Unit 1 in 2026. In 2019 Xcel announced that Unit 3 is planned to be decommissioned in 2030. The planned decommissioning of the Sherco Plant presents both challenges and exciting new opportunities for Becker.

Context

Becker is located in Sherburne County in Central Minnesota. Nearby communities include Clear Lake, Clearwater, Monticello, and Big Lake. The City shares many of its borders with Becker Township.

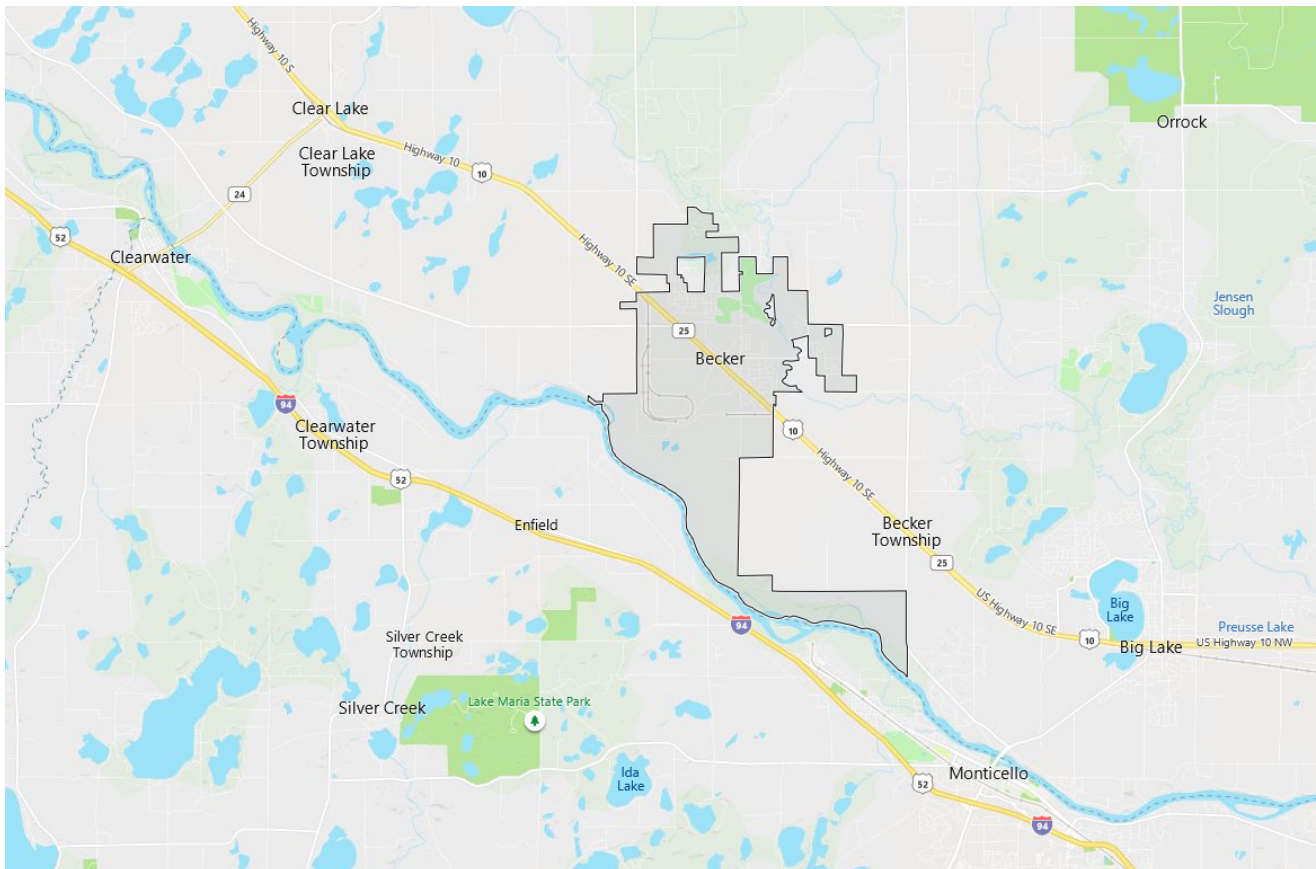
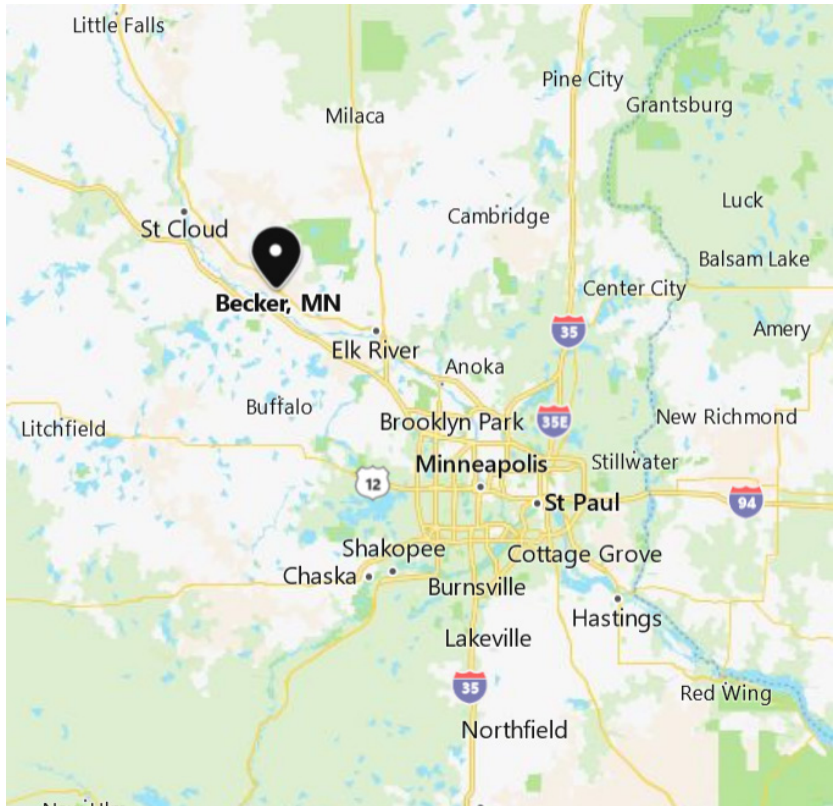
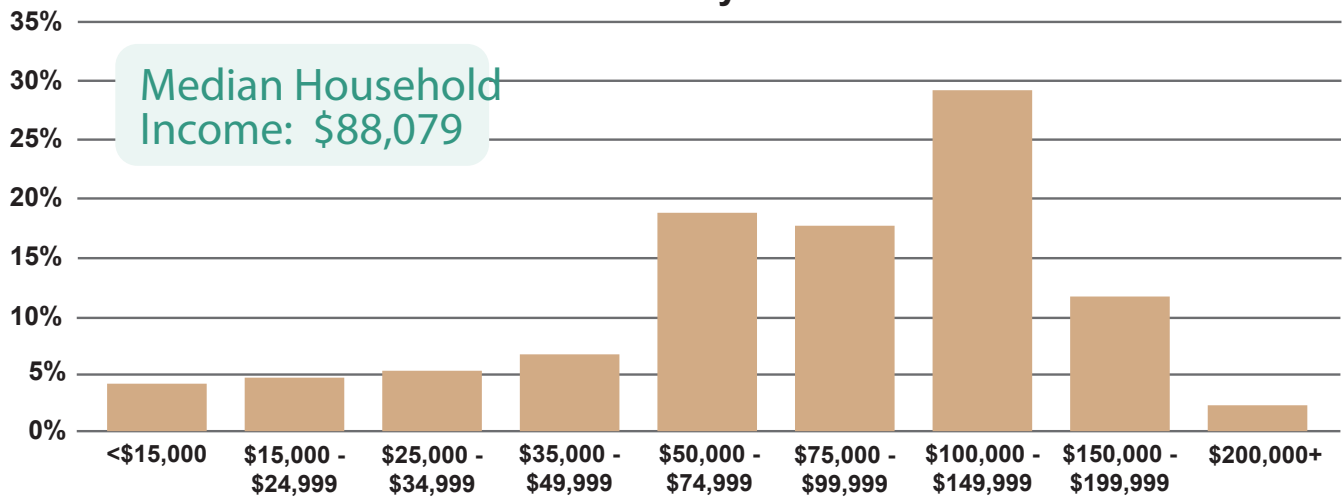
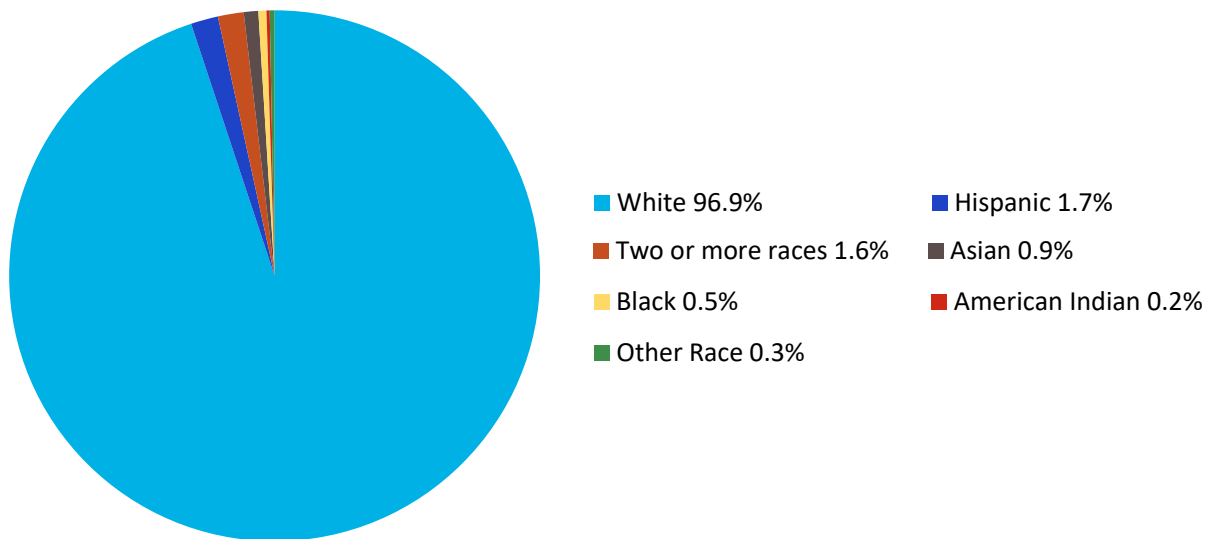


FIGURE 1-2 BECKER SNAPSHOT

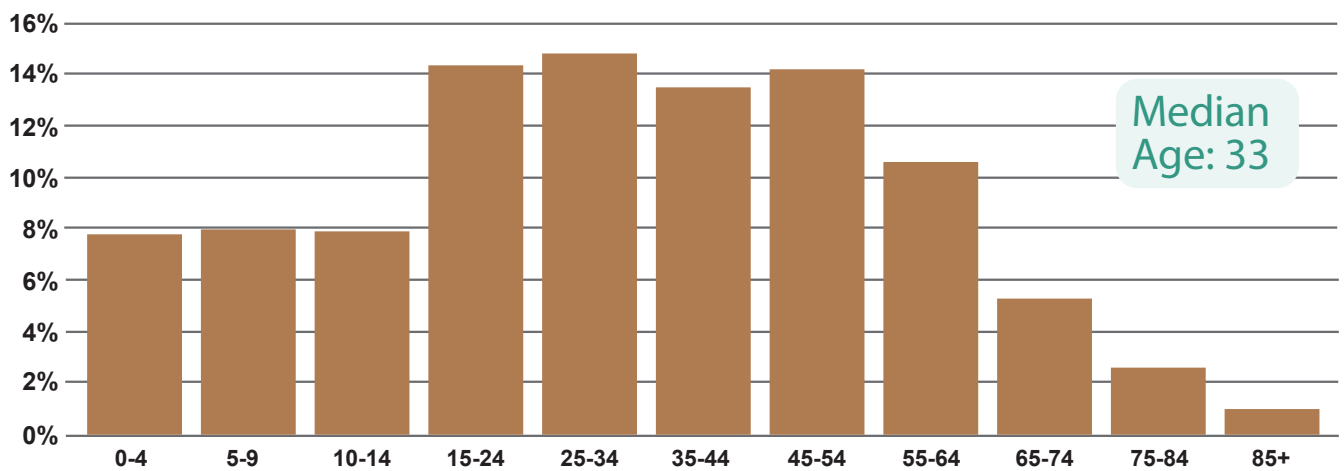
Households by Income



Population by Race/Ethnicity



Population by Age



GOALS

Throughout the Becker 2040 visioning and planning process, a series of city-wide goals were established. These goals reflect themes heard from engagement with the public, city leadership, and area industry professionals. The intent of these goals are not necessarily to be comprehensive in scope, but rather inform Plan implementation across multiple focus areas.

Land Use

Goal 1: Guide. Strategically guide a robust mix of development towards centralized locations throughout the City.

Goal 2: Rethink. Define and support a thriving City Center while rethinking the future of the 1st Street Corridor.

Goal 3: Sense of Place. Ensure new development and redevelopment incorporates best practices of creating a sense of place and smart growth principles to remain resilient and sustainable for the long-term.

Goal 4: Leverage Infrastructure. Leverage existing industrial infrastructure towards continued industrial sector growth

Transportation

Goal 1: Complete, Convenient, Connected & Safe. Ensure continued, safe, efficient, convenient, and high-quality transportation connectivity throughout the City.

Goal 2: Pedestrian Connectivity. Support, grow and improve city-wide pedestrian connectivity and access to key destinations, such as parks, neighborhoods, retail areas, civic centers, employment centers and neighboring communities via a variety of avenues, including trails, pedestrian facilities, and bicycle networks.

Goal 3: Accessible. Ensure the needs of all users, including , pedestrians, cyclists, transit users, those with limited mobility, and drivers are considered when improvements and additions are made to the transportation network.

Goal 4: Economically Viable. Support economic vitality through strategic transportation investments.

Goal 5: Financially Responsible. Promote fiscally sound transportation investments and maximize financial resources.

Goal 6: Accountable. Monitor and evaluate the implementation of this plan by providing regular progress reports to the City's elected and appointed officials.



Parks, Trails, & Recreation

Goal 1: Recreational Connectivity. Support and grow recreational connectivity and access throughout the City, including trails, pedestrian facilities, and bike networks. (Refer to Figure 3 for a map of existing and proposed trail connections)

Goal 2: Park Access. Ensure all Becker residents have a neighborhood park within walking distance of their home. (Refer to Figure 1 for a map of existing parks by classification, and Figure 2 for a map of proposed neighborhood and community park locations)

Goal 3: Accommodate Growth. Provide additional community park and athletic facilities to accommodate the growing population. (Refer to Figure 1 for a map of existing parks by classification, and Figure 2 for a map of proposed neighborhood and community park locations)

Goal 4: Natural Resources. Expand the focus on natural resources throughout the park system and promote the construction and conservation of natural amenities.

Goal 5: Health and Wellbeing. Provide programming that promotes the health and wellness of Becker residents.



Natural Resources

Goal 1: Maintain. Maintain, promote and increase healthy, robust, and accessible natural environments and recreational opportunities.

Goal 2: Protect & Innovate. Protect the resources and ecological value of the Elk and Mississippi Rivers and other water bodies within Becker while also exploring opportunities for sustainable integration of the built and natural environments.

Goal 3: Support. Support the preservation of non-renewable natural resources and the wise consumption and re-establishment of renewable resources.



Housing

Goal 1: Diverse. Preserve, increase, and promote a variety of housing options to accommodate residents in all stages of life.

Goal 2: Mixed & Robust. Strategically guide a robust mix of housing types typologies towards centralized locations throughout the City.

Goal 3: Connected & Innovative. Create vibrant neighborhoods that are well connected to key destinations, anchored by innovative and well-maintained open spaces.



Utilities & Community Facilities

Goal 1: Safe, Reliable Water. Provide current and prospective Becker residents and businesses reliable and safe drinking water, a reliable wastewater collection system, and treatment facilities that meet all applicable laws and regulations in a cost-effective manner.

Goal 2: Emergency Services. Continue providing essential emergency services that protect the public health, safety and well-being.

Goal 3: Accommodate Growth. Review and update City utilities and facilities to accommodate planned growth.

Goal 4: Maintain Enhance. Maintain and enhance community facilities and services, which contribute to the quality of life for area residents.



Economic Development

City-Wide Goals

Goal 1: Maintain & Expand Relationships. Maintain and expand a strong network of relationships that will generate high- quality leads, including strengthening relationships with current City businesses to support retention and expansion efforts.

Goal 2: Efficient & Orderly. Provide more efficient development processes while further expanding upon and maintaining high levels of urban design and engineering standards to support evolving demands from retail, office, etc., are being met.

Goal 3: Communicate & Market. Continue to thoroughly communicate Becker's advantageous market and economic position while creating marketing materials to assist in this effort.

Goal 4: Diversified. Create a diversified, vibrant and sustainable economy that provides necessary, desirable, and diverse goods and services for the residents of the City.

Business Park Goals

Goal 1: Leverage. Leverage industrial land and infrastructure assets to build tax base and quality employment growth.

Goal 2: Service. Ensure Business Park and expansion areas have ample utility (e.g., water, sewer, fiber, power, telecommunications) and street infrastructure in place.

Goal 3: Foster. Encourage and foster a sense of place specific to the Business Park that is cohesive with and enhances Becker's identity.

Commercial Goals

Goal 1: Centered & Defined. Define and support a thriving City Center while rethinking the future of the 1st Street Corridor.

Goal 2: Explore & Pursue. Explore and pursue market opportunities in the hospitality and service sector.



Finances

Goal 1: Synergistic and Efficient. Create financial synergy and efficiency by ensuring that the Capital Improvement Plan (CIP) is inextricably linked to the Capital Budget, Comprehensive Plan as a whole, strategic plans, economic development plans, and other City plans, strategies, and policies.

Goal 2: Transparent. Ensure City Finances and establishment of City Fees are transparent, stable and provide for short and long-term needs.

Goal 3: Established. Establishment of City Fees are transparent and equitable.

Goal 4: Maximized. Maximize efficiency of the City's borrowing capability and practice effective debt management.

Goal 5: Sustainability. Incorporate financial resiliency into City's financial planning efforts to produce a sustainable community and mitigate the effects of disasters.

Goal 6: Investments. Strategic investment of City funds in order to attain a market rate of return while preserving and protecting the capital of the overall investment portfolio.



02

LAND USE

Chapter highlights

- Overview
- Land Use Goals
- Opportunities and Challenges
- Goals and Actions
- Future Land Use
- Tables, Charts, and Maps



OVERVIEW

Well-guided land use ensures effective, compatible, and efficient development that promotes the public good by strategically aligning city-wide resources. The Land Use section of the plan establishes and defines different land use classifications to be applied across the City of Becker's planning jurisdiction. It also sets a framework for the development and redevelopment of land within the City's jurisdiction over time and outlining a vision for the character of future growth.

Becker is approximately 17,313 acres in size, with a planning area that includes the entirety of the City Limits and ### acres of Becker Township. Due to its proximity and access to Hwy 10, the majority of the City's commercial and office uses are located along or near 1st Street SE in what is referred to as the 1st Street Corridor. Emerging north and east of the 1st Street Corridor are Becker's public institutions, coalescing at the geographic center of the City at Bradley Blvd and Sherburne Ave. Notable uses include Becker's school, city hall, community center, and Pebble Creek Golf Club. Surrounding these public uses are Becker's residential neighborhoods, consisting primarily of low-density single-family houses. South across Highway 10, which bisects the City, is Becker's Business Park, containing a variety of industrial businesses of varying scale, and remaining agricultural land.

Continued growth is expected for Becker, thanks largely to its strong school system, close proximity to surrounding larger job centers, affordable housing prices, and diverse amenities. The rate of growth will be dependent on maintaining these factors in addition to future industrial development south of Hwy 10. As the City continues to explore expanding its industrial presence, supportive residential and commercial centers should be provided, particularly by re-imagining conditions in and along the 1st Street Corridor.

Land Use Goals



Guide



Sense of place



Rethink



Leverage infrastructure

FIGURE 2-1 BECKER MN CURRENT

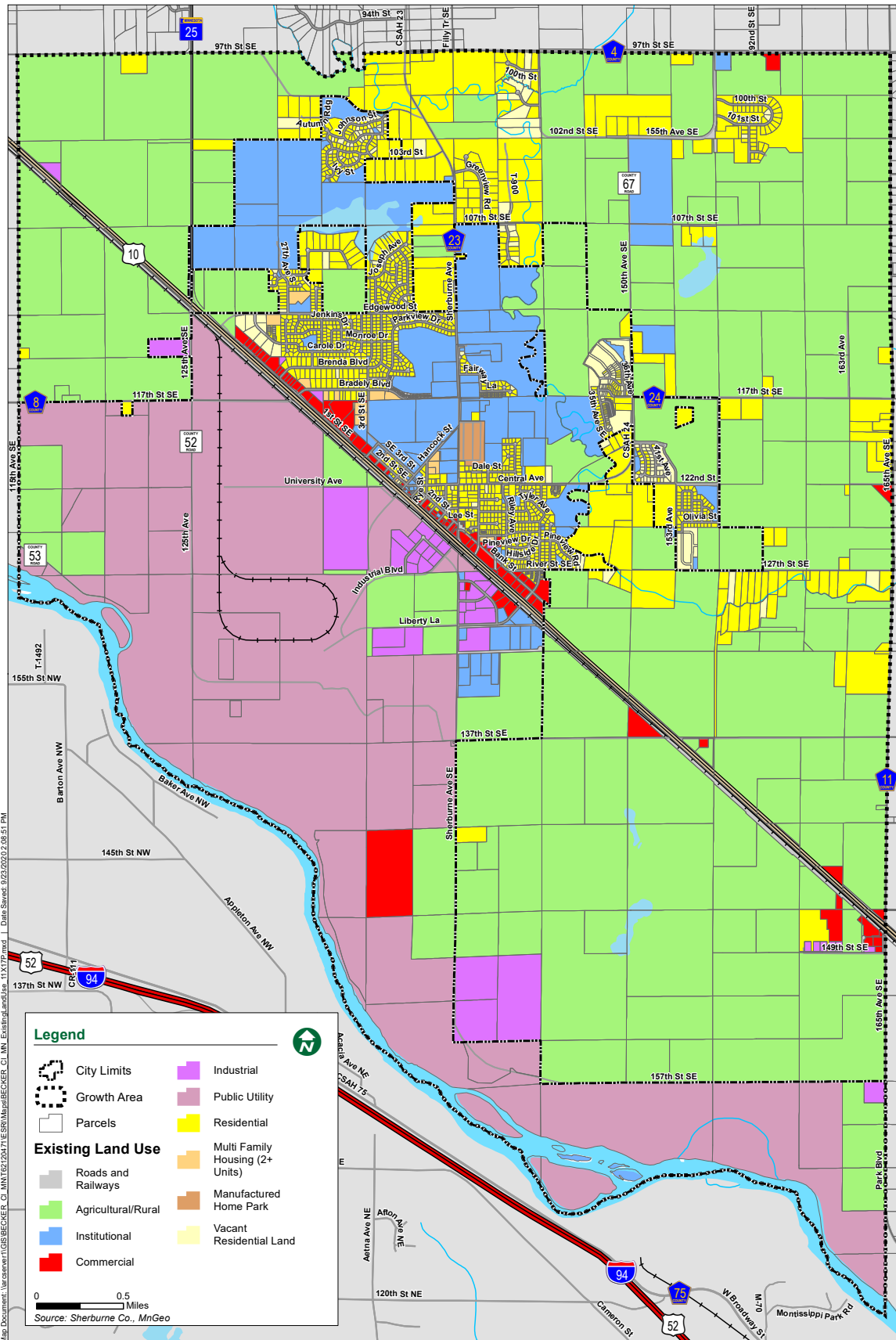


FIGURE 2-2 CURRENT LAND USE ACREAGE

| Existing Land Use Category (Waterbodies Not Included) | Acres | % of City |
|--|----------|-----------|
| Commercial | 244.27 | 1.41 |
| Industrial | 399.30 | 2.31 |
| Institutional | 1223.62 | 7.07 |
| Major Road ROW & Railway | 528.20 | 3.05 |
| Manufactured Housing | 23.82 | .14 |
| Multi Unit Housing (2+ units) | 31.49 | .18 |
| Single Family Housing | 1924.53 | 11.12 |
| Total Residential | 1979.84 | 11.44 |
| Public Utility | 3817.61 | 22.05% |
| Rural/Agricultural | 8910.90 | 51.47% |
| Vacant Residential Land | 209.54 | 1.21% |
| | | |
| TOTAL | 17313.28 | 100% |

Opportunities

- Hwy 10 sets a hard barrier between the two halves of Becker, with all industrial and agriculture uses on the south side, and all other uses on the north side.
- There has been notable industrial growth south of Hwy 10 with the establishment of the Industrial Park, now known as the Business Park. This area should continue to be further marketed on a national level as a unique opportunity for continued industrial development, anchored by a re-envisioned Xcel Sherco Plant.
- Becker's north side has seen steady development growth in recent years, with the majority of new development coming in the form of residential expansion.
- Commercial and office development is consolidated in and along the 1st Street Corridor, with all housing located behind it to the north and east.
- While nearly 89% of all Becker's current housing is single family, leveraging the City's general affordability towards new two family and multi-family housing could help support new planned industrial growth.
- Becker's population has increased significantly over the last 20 years, due to a variety of factors including it's strong school system, close proximity to surrounding larger job centers and their amenities, affordable housing prices, diverse amenities, and the establishment of the Sherco Plant,. Continued growth is anticipated, but is dependent on maintaining and improving upon the aforementioned factors in addition to growth in industrial development and subsequent housing/commercial needs.
- The geographic center of Becker is made up of nearly all public institutions. These institutions should be leveraged with other family-oriented amenities and entertainment, throughout the city, for continued growth.

Challenges

- Hwy 10 is a significant barrier separating the two parts of the City, and has limited signalized crossing locations.
- Becker must compete with the adjacent cities of Big Lake, and Monticello. Monticello, in particular, draws significant development attention and supplies many daily regional needs.
- Similarly, any new commercial development in Becker must consider how it draws demand from and/or competes with demand from adjacent cities.
- The City has historically mixed success in publicly identifying and marketing developable land to developers.
- Shallow lot depth along the 1st Street Corridor & relatively high cost of land have, to-date, been prohibitive to new (re)development.
- Levels of future growth will rely heavily on success of the City attracting new, large-scale development to the area south of Hwy 10 to catalyze non-industrial growth elsewhere.
- Becker currently lacks a defined city center or "districts", particularly along 1st St Frontage Corridor. While several pockets of land could be targeted for infill development, these areas would need to be pursued on a location-by-location basis due to location constraints.



GOALS & ACTIONS



Goal 1: Guide

Strategically guide a robust mix of development towards centralized locations throughout the City and ensure organized expansion of the City.

Action 1. Identify locations in the City that could support new and mixed development

Action 2. Identify, proactively zone, and market developable priority locations according to City goals in preparation for future development.

Action 3. Update City zoning code, subdivision ordinance, and Capital Improvements Plan to accommodate and facilitate desired new development and land use.

Action 4. Continue regular conversations with developers and local stakeholders around challenges and opportunities for future development

Action 5. Establish a new orderly annexation agreement with Clear Lake Township, and maintain the existing orderly annexation agreement with Becker Township to ensure organized expansion of the City.



Goal 2: Rethink

Define and support a thriving city center while rethinking the future of the 1st Street corridor.

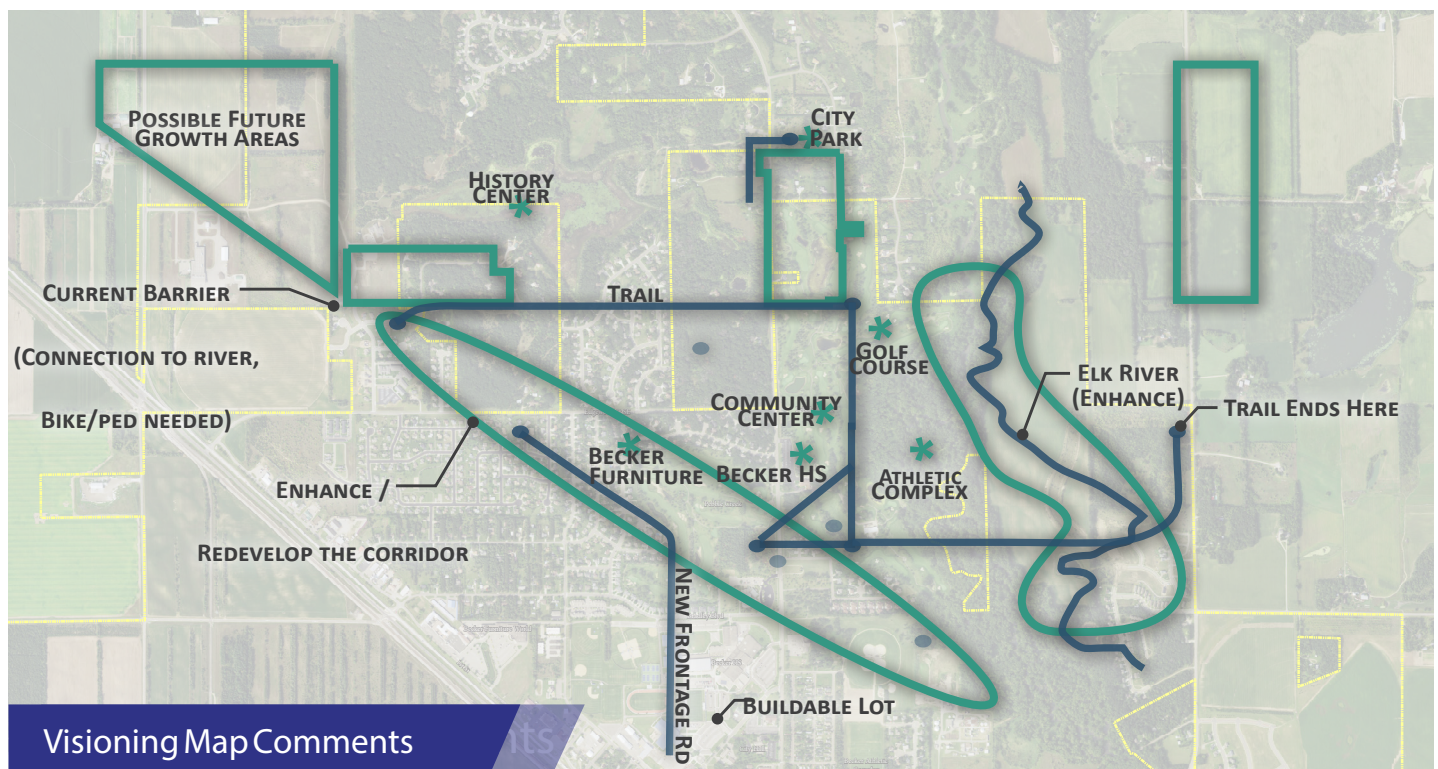
Action 1. Utilize and implement findings and recommendations from the 2016 Hwy 10-1st St Corridor Study, identify locations along the frontage road that are eligible for (re)development, particularly towards accommodating local and regional needs.

Action 2. Designate centers along the frontage road in which to concentrate (re)development, while developing policies that set standards for building aesthetics, siting, streetscaping, landscaping, open space, multi-modal connectivity, signage, and other related aspects of site development and (re) development .

Action 3. Conduct pre-development work on desired sites to reduce barriers of (re)development. Activities may include: parcel consolidation, market analysis, property and land acquisitions, soil testing and contaminant remediation, finance and marketing incentive packages.

Action 4. Update existing zoning for the 1st Street Corridor, including the creation of overlays and establishment of districts to ensure desired design, siting, and integration with surrounding land uses.

Action 5. Work to relocate incompatible industrial and other activities, e.g., bulk tank farms, from other parts of the community to the appropriate industrial land use area south of Highway 10.



Visioning Map Comments



Goal 3: Sense of Place

Ensure new development and redevelopment incorporates all the best practices of creating a sense of place and smart growth principles to remain resilient and sustainable for the long-term.

Action 1. Develop a strategy for regional mixed use and neighborhood mixed use categories in the City's zoning and subdivision codes.

Action 2. Update City zoning code to define updated land use categories.

Action 3. Update City zoning code to define district-specific design and aesthetic standards, that will foster a sense of place throughout the City, for development and redevelopment.

Action 4. Update City zoning code to provide a pattern of land uses that will complement the community's physical characteristics, encourage pedestrian activity, clearly identify and establish Becker's core, various districts and neighborhoods, and give people opportunities to interact with each other in positive ways.

Action 5. Require all subdivisions to adhere to long-range plans to ensure continuity of development patterns and implementation of community priorities.

Action 6. Develop common facilities, e.g., neighborhood identity sign, within neighborhoods that would create a sense of unity and a unique identity.

Action 7. Establish a 1st Street Corridor Connectivity, Wayfinding, Parking and Open Space plan and update the City zoning code to establish open space requirements and dedications to further enhance the sense of place and foster pedestrian activity and connectivity.

Action 8. Enforce codes to maintain the quality, character, viability, value and livability of all areas of the City and to create, foster and maintain a rich sense of place.

Action 9. Implement a landscape ordinance that includes requirements for tree and other plantings and establishment of landscapes (e.g., tree lined boulevards, vegetated strips) to establish and reinforce landscape character of the community.



Goal 4: Leverage Infrastructure

Leverage existing industrial infrastructure towards continued industrial sector growth.

Action 1. Continue to assess, prepare, and market the availability land in Becker's Business Park, updating existing zoning and/or building codes as needed to facilitate high quality, cohesive industrial development.

Action 2. Recognize the unique opportunity facing the City with the planned decommissioning of the Sherco Plant by carefully outlining a new, long-term, sustainable future of the site, including consideration of possible long-term impacts for Becker and the region.

Action 3. Protect the environmental resources of the community, recognizing the needs of Xcel Energy and other heavy industrial uses, the strong relationship to the Mississippi River and the sensitive conditions created by the nature of soils in Becker.

Action 4. Collaborate with Xcel Energy to develop compatible industrial uses that work with the City's goals, strategies, and actions, both short and long term, and that provide high-paying jobs to the residents of Becker.

Action 5. Focus on attracting businesses that will be committed to the community and that can provide high quality jobs for people living in the City.

Action 6. Work with surrounding communities, Townships and Counties to maintain land for the expansion of industrial uses while maintaining the rural character of the area.

FUTURE LAND USE

FIGURE 2-3 FUTURE LAND USE

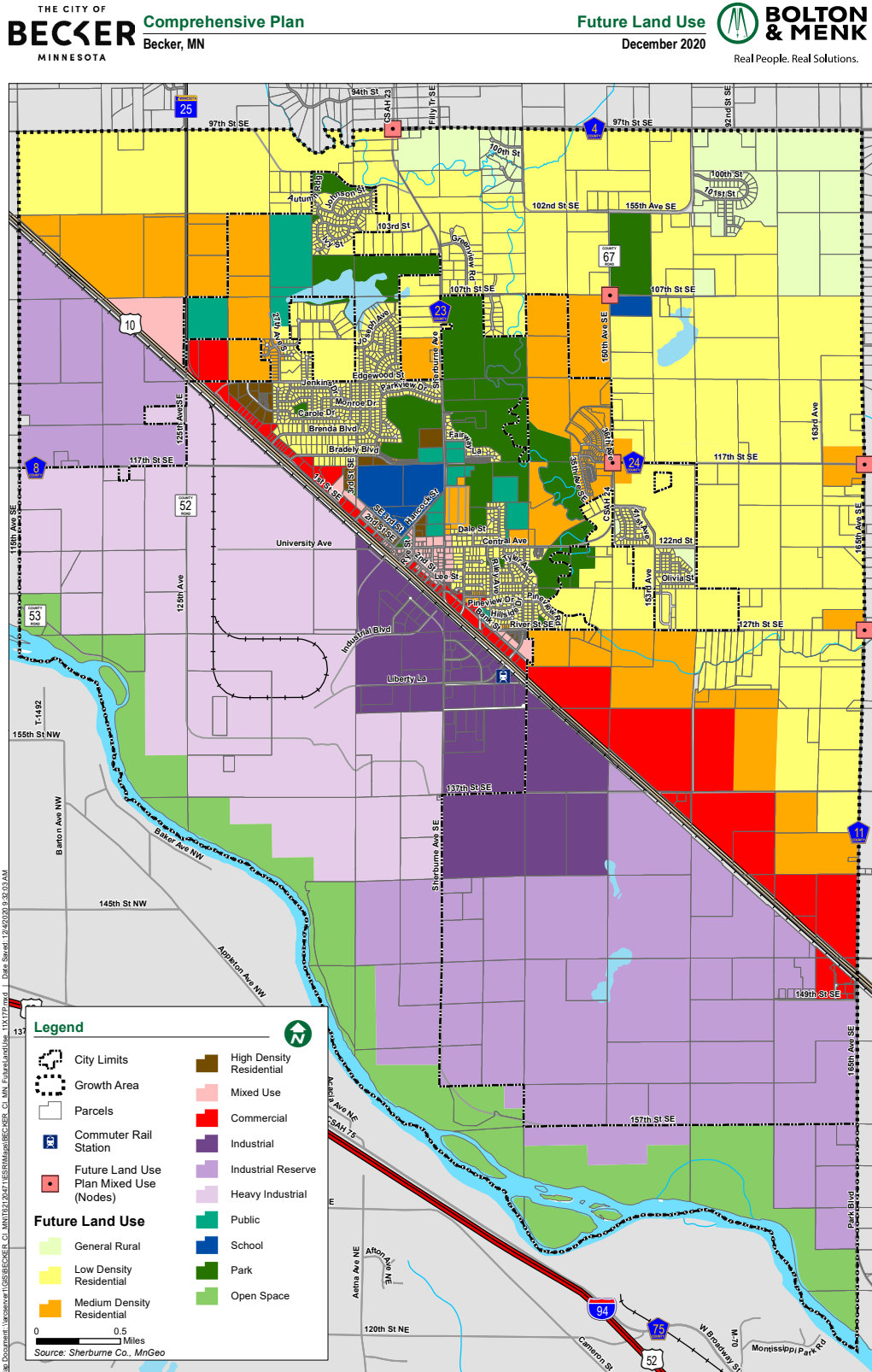


FIGURE 2-4 FUTURE LAND USE ACREAGE

| Future Land Use Acreage | Acres | % of City |
|----------------------------|----------|-----------|
| Commercial | 737.41 | 4.36 |
| General Rural | 654.17 | 3.87 |
| Heavy Industrial | 2522.25 | 14.90 |
| High Density Residential | 51.99 | 0.31 |
| Industrial | 963.16 | 5.69 |
| Industrial Reserve | 3472.15 | 20.52 |
| Low Density Residential | 4620.20 | 27.30 |
| Medium Density Residential | 1476.13 | 8.72 |
| Mixed Use | 130.08 | 0.77 |
| Open Space | 1231.18 | 7.28 |
| Park | 723.37 | 4.27 |
| Public | 220.04 | 1.30 |
| School | 120.95 | 0.71 |
| | | |
| TOTAL | 16923.09 | 100% |

TABLE, CHARTS, & MAPS

FIGURE 2-5 BECKER POPULATION
& HOUSING UNITS

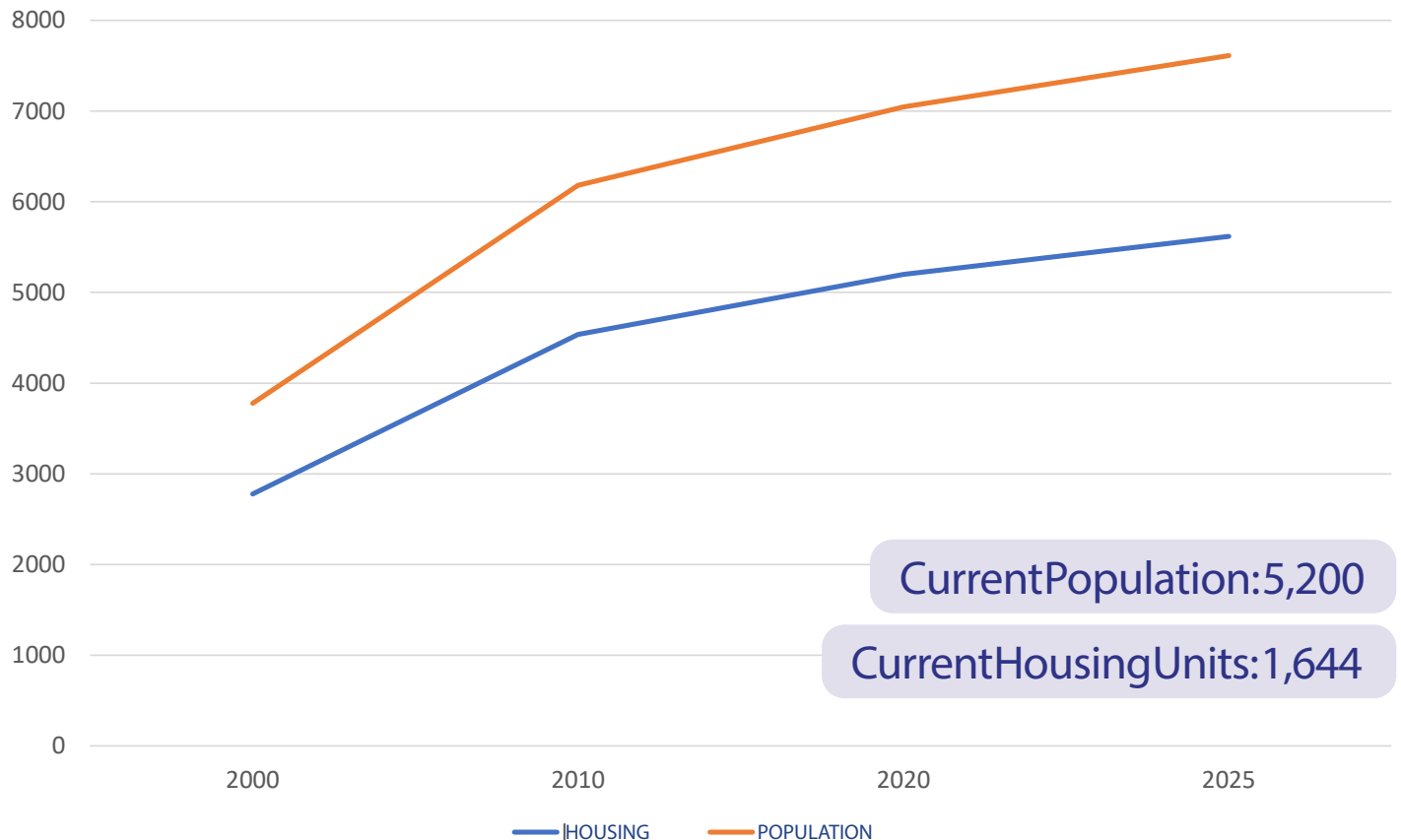


FIGURE 2-6 BECKER 2020 UNEMPLOYMENT RATE

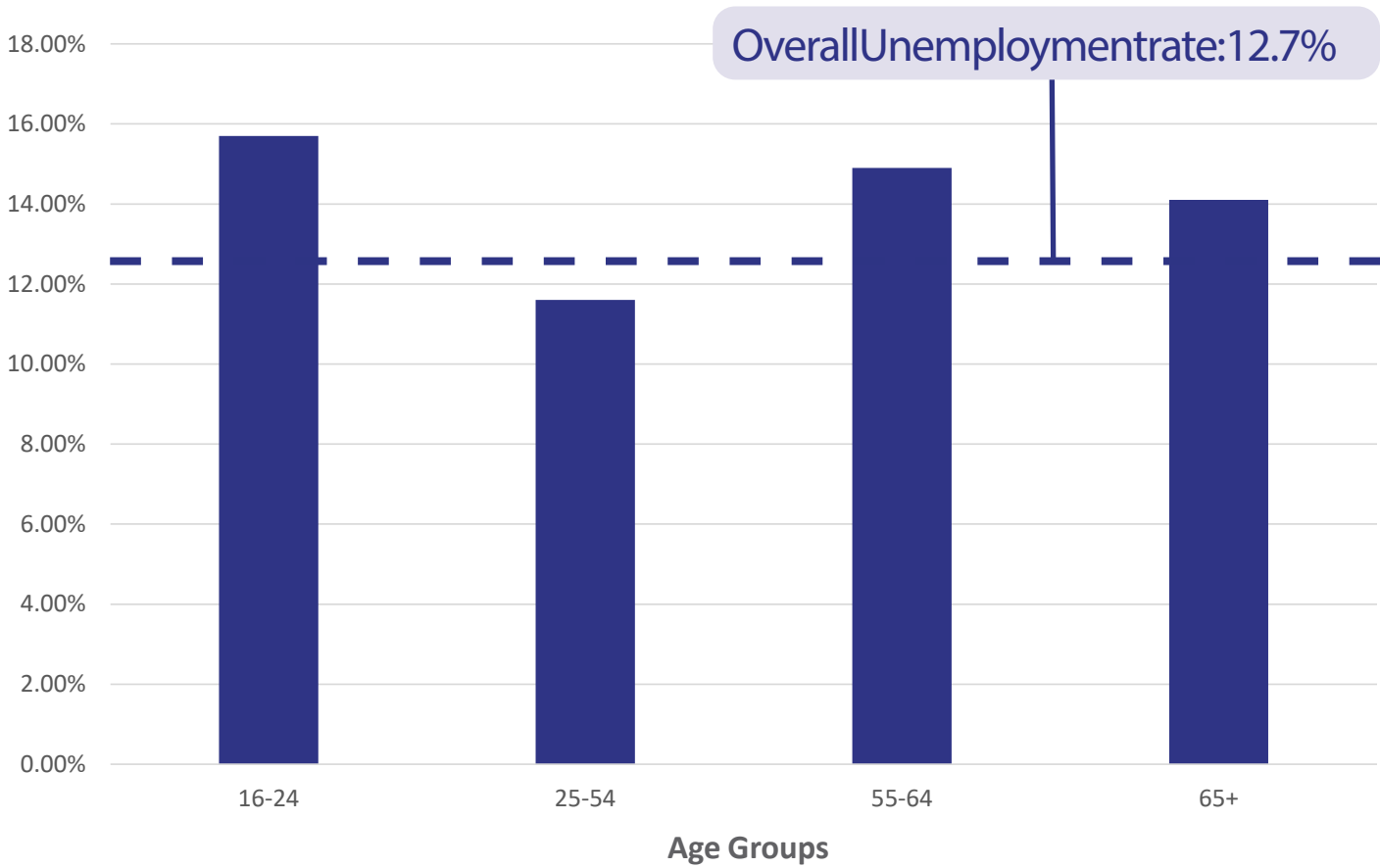
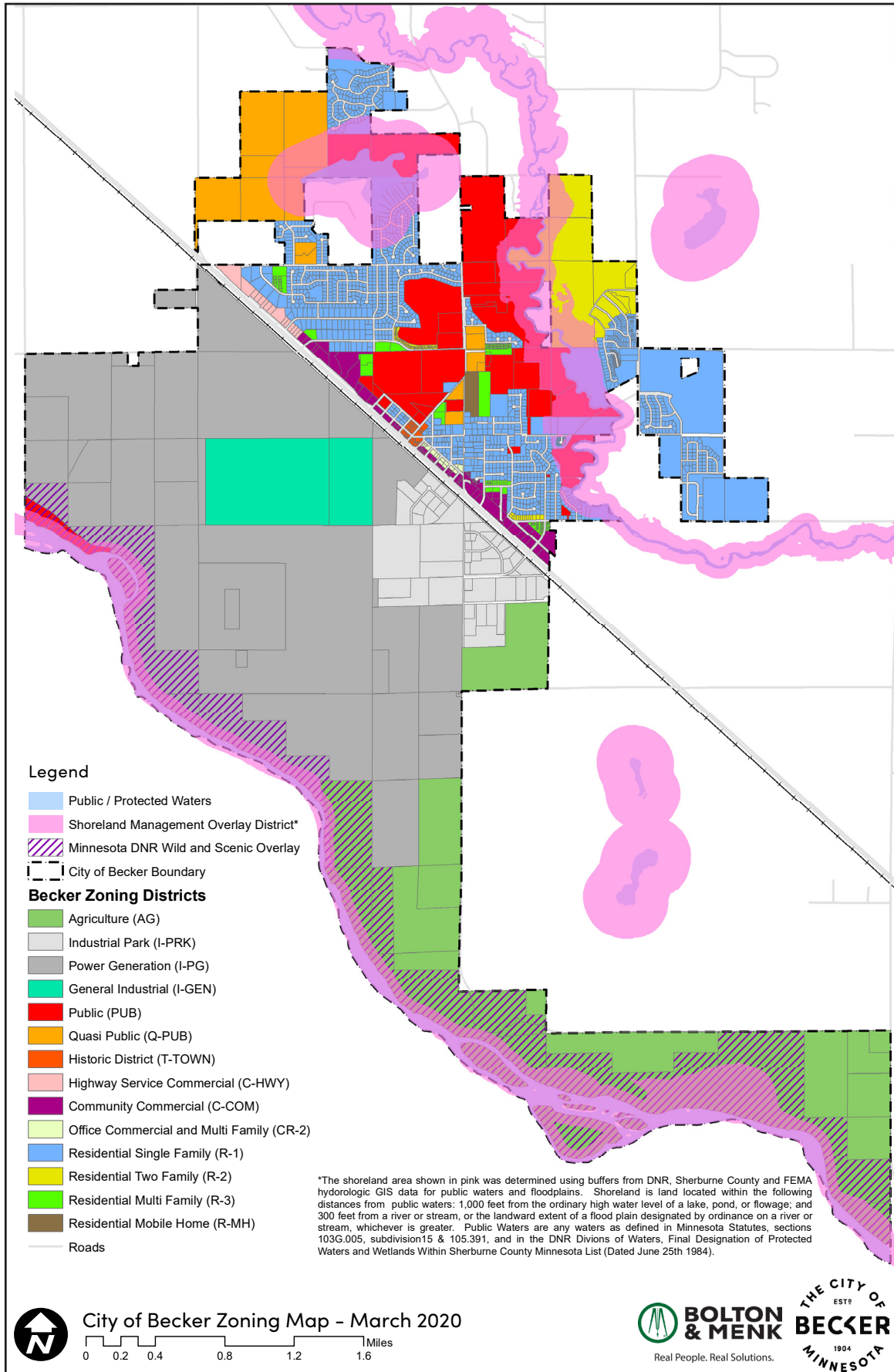


FIGURE 2-7 BECKER ZONING MAP



03

TRANSPORTATION

Chapter highlights

- Overview
- Transportation Goals
- Opportunities and Challenges
- Goals and Actions
- Tables, Charts, and Maps



OVERVIEW

The transportation element of the plan examines the future transportation needs for both vehicles and people of all ages and abilities within the City of Becker.

Becker’s transportation network facilitates the means of mobility for the City, connecting residents, employees, and visitors with places to live, work, recreate, and play. Transportation networks have traditionally been designed and understood through the lens of origins and destinations; however, Becker understands that the quality and experience of the use of a transportation network means as much as the destination. Ease and safety of travel, regardless of mode, plays a significant role in the overall success of City mobility. As such, the City of Becker is committed to working with local stakeholders, Sherburne County, and the Minnesota Department of Transportation to ensure the continued pursuit of an exceptional, multi-modal transportation system.

Additionally, the presence of a double track rail line, with a number of spurs, uniquely positions Becker in regional and national shipping connectivity. The City recognizes that future growth and success of the City is intertwined with the continued presence and support of rail. Similarly, continued utilization and expansion of the Northstar Commuter network will support Becker’s growth and its connectivity to the surrounding region, St. Cloud, and Twin Cities Metro. While Northstar bus service is currently provided to Becker, City residents and leadership have been seeking to establish a new commuter rail stop as part of a Northstar Commuter Line extension.

Transportation Goals



Completely
Connected



Accessible



Financially
Responsible



Pedestrian
Connected



Economically
Viable



Accountable

Opportunities

- Hwy 10 is the anchor of Becker's transportation network, providing critical access to and from I-94, the Metro Area, and St. Cloud.
- 95% of respondents to a city-wide survey noted they drive alone for most trips.
- The City has maintained a stable transportation network over the last several decades, as city managed roadways are within acceptable performance and service capacity.
- Sidewalks are located along many major roadways and new streets, providing connections to major destinations along these routes.
- The relatively short distances across Becker may promote relatively easy walking and biking, should supportive infrastructure be provided.
- The BNSF industrial rail line adds incredible value to the City, particularly in attracting more industrial development. The City has identified and set aside land for new rail line spurs to support future industrial development.
- The Northstar Commuter network of buses connects Becker to the surrounding St. Cloud region and Twin Cities Metro area. Implementation of a Northstar Commuter rail stop would further connect the City with the surrounding area.

Challenges

- New development, particularly new, large scale business and industrial uses on the south side of Hwy 10, will require significant roadway infrastructure.
- The City lacks sidewalks on many commercial, and most residential streets. While existing sidewalks do provide connection opportunities to major destinations, this infrastructure generally does not extend into residential areas located off major or new roads, resulting in pedestrian access barriers.
- Minimal bike infrastructure exists within the City, despite relatively short travel distances throughout the City and a fairly level topography.
- Hwy 10 is a barrier to accessing and crossing opposite sides of town. There is currently just one signalized crossing, located at Hancock St.
- Encouraging multi-modal transportation will take a comprehensive effort of policy, infrastructure, and infill development to provide proximity and supportive facilities in which to access destinations throughout the city.



GOALS & ACTIONS



Goal 1: Complete, Convenient, Connected, & Safe

Ensure continued, safe, efficient, convenient, and high-quality transportation connectivity throughout the City.

Action 1. Proactively identify, fund, and construct transportation infrastructure in areas of anticipated and planned growth in collaboration with Becker Township, Sherburne County, and MnDOT.

Sub-action 1.A Prioritize locations of infill development opportunities along existing transportation infrastructure, before constructing new roadways to accommodate future development.

1.A.1. Outline anticipated infrastructure needs when identifying areas of future development.

Sub-action 1.B Proactively seek out collaborative city, county, and state funding to support maintenance and planned growth.

Sub-action 1.C Support infrastructure improvements outlined in the Industrial Rail and Transportation Study (2017), and the Highway 10 – 1st St Corridor Enhancement and Revitalization Plan (2016).

Sub-action 1.D Continue exploring a future commuter rail line stop, assessing feasible locations that support anticipated future growth.

Action 2 Work with MnDOT to ensure that Highway 10 is a high-quality roadway, with safe and easily navigable crossings.

Sub-action 2.A. Establish attractive Gateways into Becker at key entrances/intersections.

Sub-action 2.B. Explore the need for wayfinding to and within the Business Park south of Hwy 10.

Sub-action 2.C Evaluate and assess the need for intersection improvements, such as signalization or new interchange locations, at key intersections along Hwy 10.

Action 3. Strategically re-envision the design, function, and aesthetic of the 1st St Frontage Road.

Sub-action 3.A Identify locations of new infill or retrofit development, while supporting these locations with appropriate pedestrian and bicycle transportation infrastructure.

Sub-action 3.B Continue the review and implementation of recommendations from the Highway 10 – 1st St Corridor Enhancement and Revitalization Plan (2016)

Action 4. Support an appropriate hierarchy of streets, and facilitate the connectivity of adjacent land uses.

Action 5. Require development to incorporate stub streets and pedestrian connections.

Action 6. Ensure that all intersections are properly lit.

Action 7. Regularly evaluate roadway widths and adjust roadway configurations as opportunities or needs arise .

Action 8. Inventory and improve locations where sight distances may be impaired.

Action 9. Address bike and pedestrian facilities when reviewing roadway designs.

Action 10. Educate citizens about proper use of sidewalks, trails, shared-use paths and bike lanes.

Action 11. Investigate using raised crossings, pedestrian curb extensions and other traffic calming and pedestrian safety devices where high pedestrian travel is expected.

Action 12. Study, protect, enhance, widen, acquire and preserve Rights of Way, as appropriately identified in various long-range plans, to protect roadway corridors.

Action 13. Establish a complete roadway network based on balancing the principles of sustainable place making and roadway functional classification.

Action 14. Study and establish an action plan for private roads.



Goal 2: Pedestrian Connectivity

Support, grow and improve city-wide pedestrian connectivity and access to key destinations, such as parks, neighborhoods, retail areas, civic centers, employment centers and neighboring communities via a variety of avenues including trails, pedestrian facilities, and bike networks.

Action 1. Stitch together Becker's existing trail network to form a robust, continuous trail system. As new development, utility expansion, and annexation opportunities arise, consider how they may support trail connectivity and expansion.

Action 2. While centralized and infill development occurs, ensure connective infrastructure for safe and comfortable walking and biking between destinations. Such infrastructure may include sidewalks, bike facilities, multi-use trails, and pedestrian alleys.

Action 3. Utilize greenways along creeks and other waterways to provide pedestrian and bicycle connections.

Action 4. Establish a Pedestrian Connectivity and Wayfinding Plan and update when deemed necessary or appropriate.

Action 5. Amend City zoning and subdivision codes to require pedestrian connections between subdivisions during planning process and to adjacent uses wherever appropriate.

Action 6. Design trails and sidewalks to allow space for pedestrians and cyclists to pass one another.

Action 7. Maintain and construct bicycle and pedestrian infrastructure that connects to surrounding communities and civic centers.

Action 8. Amend subdivision regulations to reduce the allowable length of cul-de-sacs to improve connectivity. Additionally, amend subdivision regulations to limit the number of cul-de-sacs in new development and require road connections to surrounding parcels and neighborhoods wherever possible in order to reduce trips on major arterial roads and improve connectivity.

Action 9. Integrate paths, trails, sidewalks, and greenways into road projects.

Action 10. Provide parking areas for people to use trails.

Action 11. Focus on creating key development nodes that provide a high standards of pedestrian and bicycle connectivity, such as areas in the 1st Street Corridor, area around the school, and Community Center / Pebble Creek Golf Course.



Goal 3: Accessible

Ensure the needs of all users, including pedestrians, cyclists, transit users, those with limited mobility, and drivers are considered when improvements and additions are made to the transportation network.

Action 1. Ensure projects meet or exceed state ADA requirements and study areas where the City could require a higher standard of design than is currently required by statute and the ADA.

Action 2. Consider future transit facilities when upgrading infrastructure.

Action 3. Provide traffic calming where pedestrian travel is encouraged.

Action 4. Utilize innovative crosswalk designs and materials and clearly mark crosswalk locations.



Goal 4: Economically Viable

Support economic vitality through strategic transportation investments.

Action 1. Continue to pursue grants to leverage local dollars for larger improvement.

Action 2. Ensure that infrastructure is installed properly.

Action 3. Update design standards to require roadway and trail infrastructure that is thicker and lasts longer.

Action 4. Determine development nodes where reinvestment is needed and can aid economic development initiatives.

Action 5. Establish a new orderly annexation agreement with Clear Lake Township, and maintain the existing orderly annexation agreement with Becker Township to ensure organized expansion of the City.



Goal 5: Financially Responsible

Promote fiscally sound transportation investments and maximize financial resources.

Action 1. Prioritize filling gaps in the network before upgrading an existing sidewalk or path, when possible.

Action 2. Ensure that funding is secured for long-term maintenance of roads, paths, trails, bike paths, sidewalks and greenways.



Goal 6: Accountable

Monitor and evaluate the implementation of this plan by providing regular progress reports to the City's elected and appointed officials.

Action 1. Provide timely project status updates for the capital improvement plan to the City Council.

Action 2. Collaborate with Public Services to establish and update, when deemed necessary and appropriate, a Thoroughfare Plan, reporting on completed projects

Action 3. Discuss and advertise infrastructure projects regularly via the City website, social media and other avenues as deemed necessary and appropriate.

FUNCTIONAL CLASSIFICATION

Functional classification is a cornerstone of transportation planning, which involves determining the function each roadway should perform prior to determining its technical design features, such as street widths, speed, and intersection control. Within this approach, roads are located and designed to perform a designated function. The functional classification system distributes traffic from neighborhood streets to collector roadways, then to minor arterials, and ultimately the interstate system.

Interstate

Interstates are the highest functional classification providing inter-state mobility. No direct land access is offered by interstates, as they connect major population centers across the country with high speed, high volume roadways.

Arterials

Principal arterials are the highest non-interstate/freeway roadway classification. The primary function of these roadways is to provide for regional mobility. They are intended to connect communities across a region, particularly central business districts.

Collectors

Collector, designated as either major or minor collectors, provide a balance of the mobility and land access functions. They generally serve trips that are within the city, connecting neighborhoods and smaller commercial areas to the arterial network.

Local Roads

All remaining city streets and rural township roadways fall within the Local Road classification, and facilitate the collection of local traffic and convey it to collectors and Minor Arterials. Their local roads provide direct property access particularly within residential areas.

TABLES, CHARTS, & MAPS

FIGURE 3-1 EXISTING ROADWAY FUNCTIONAL CLASSIFICATION

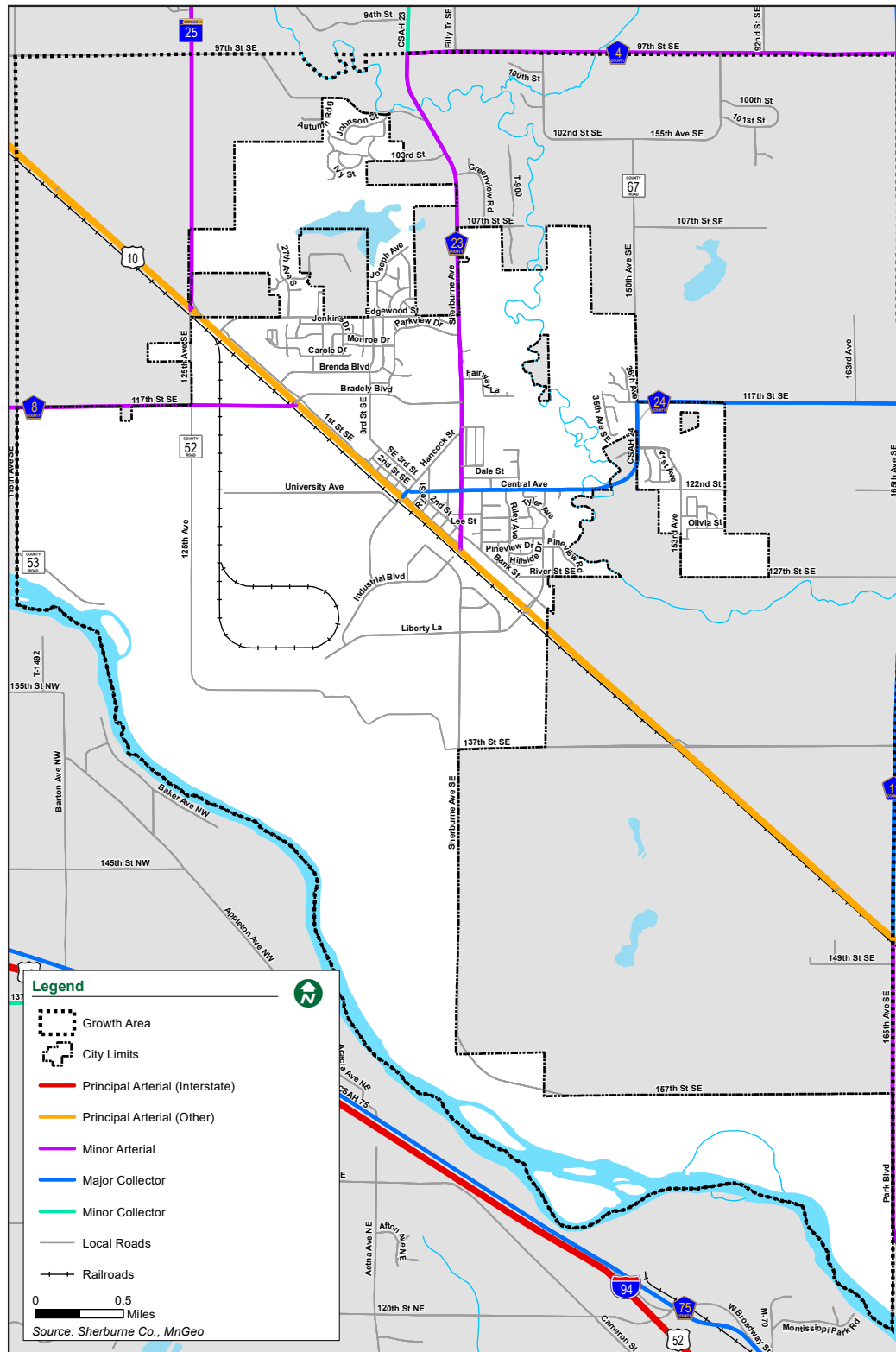


FIGURE 3-2 2012 FUNCTIONAL CLASSIFICATION

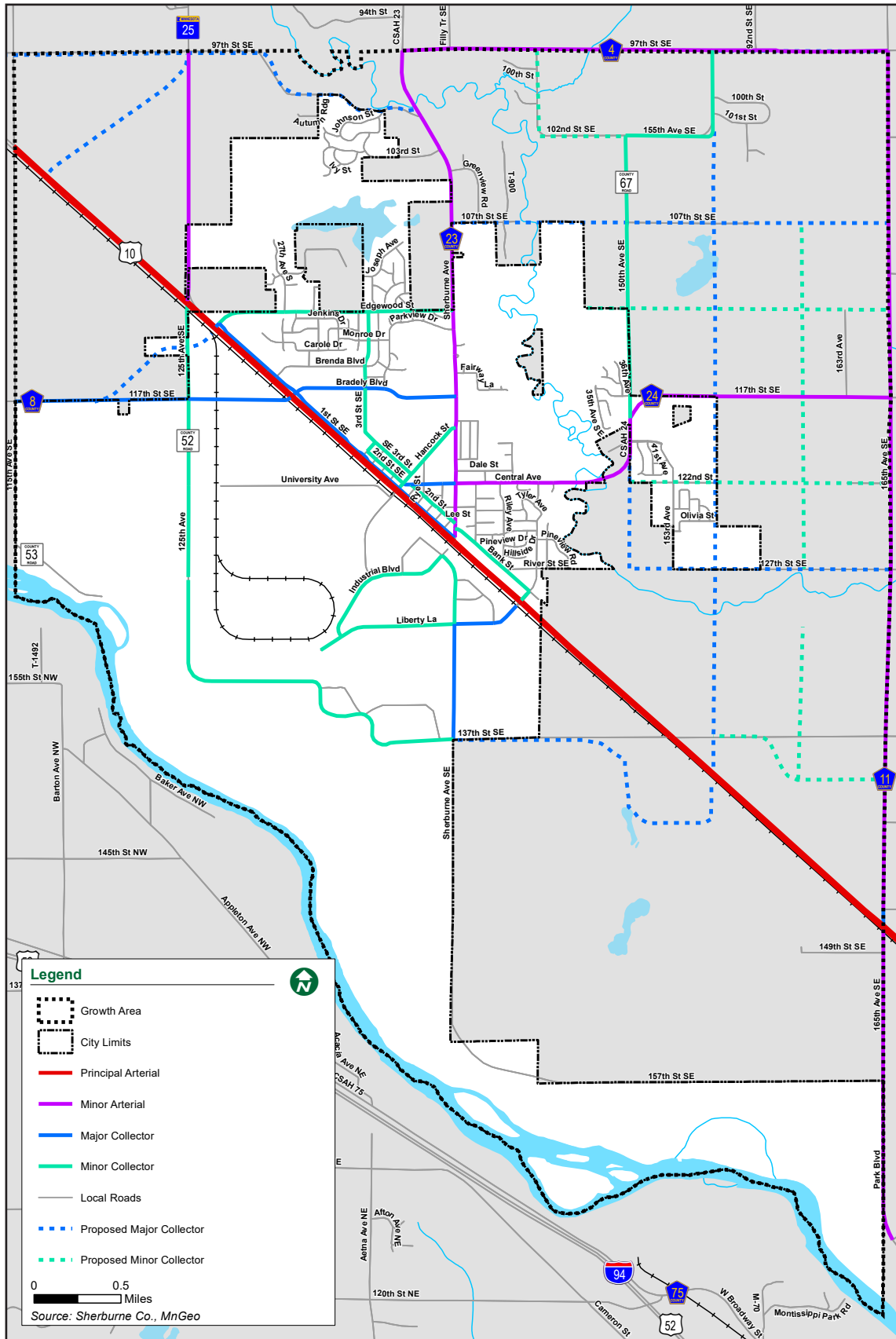


FIGURE 3-3 ROADWAY JURISDICTION

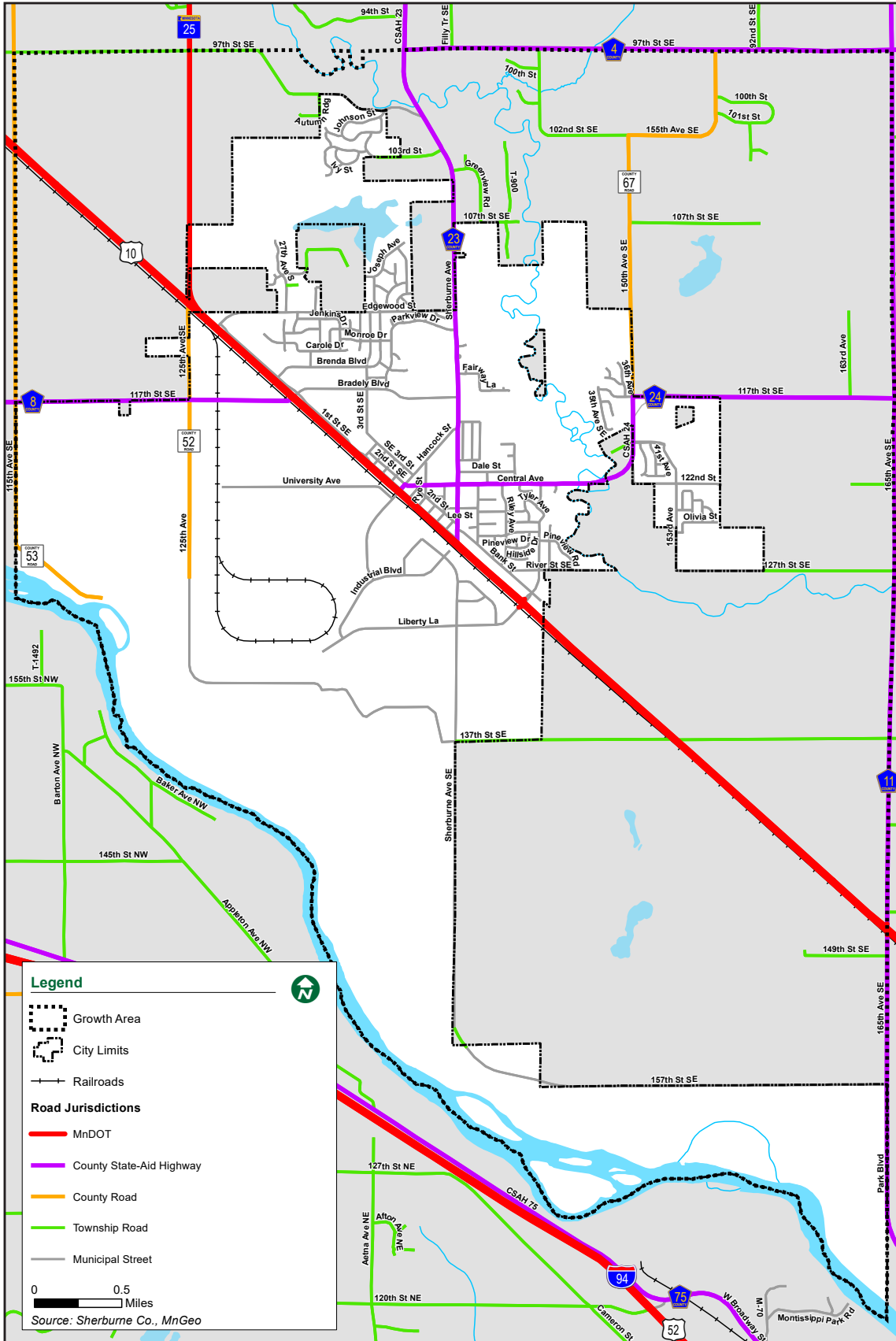


FIGURE 3-4 CRASH FREQUENCY (2009-2018)

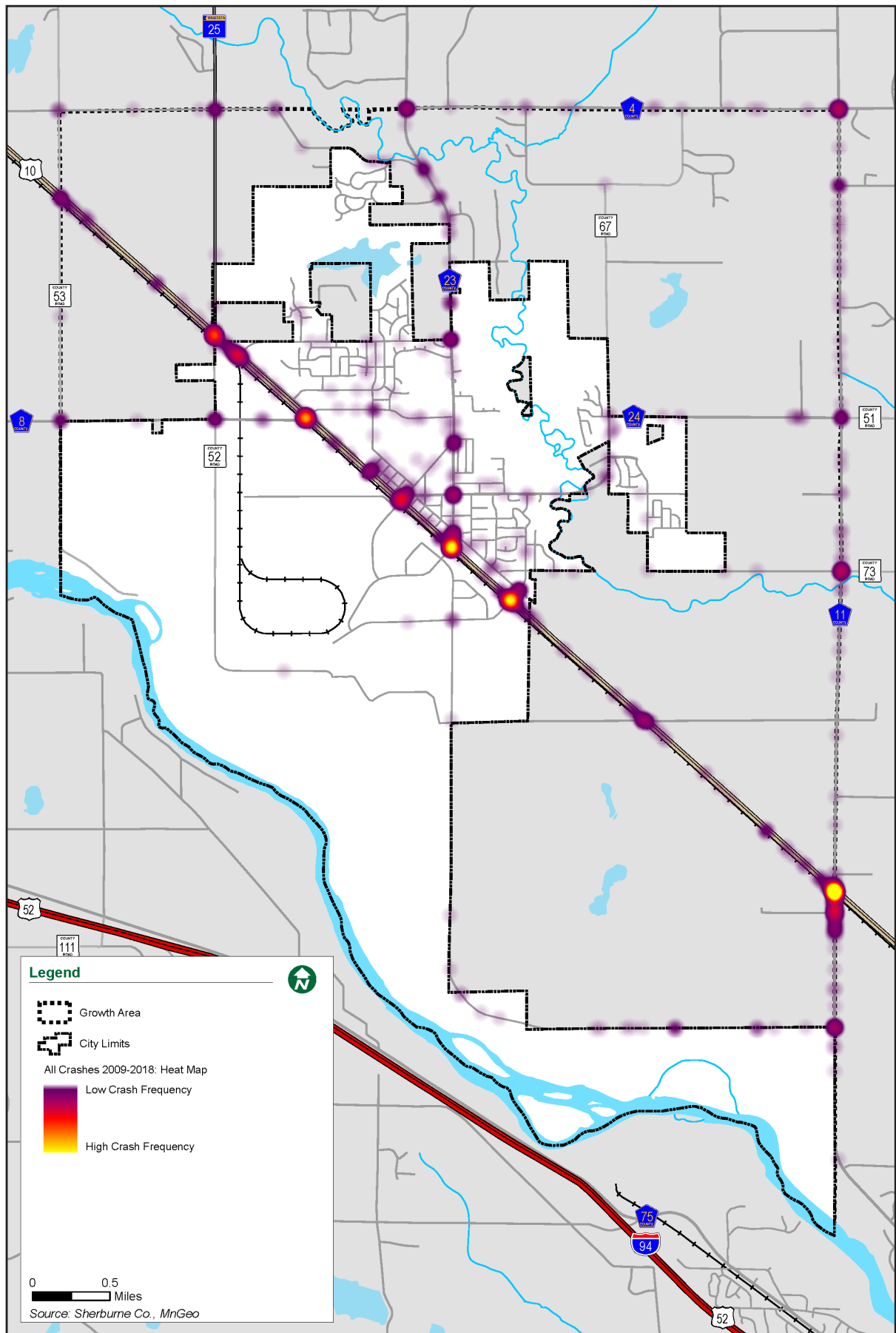


FIGURE 3-5 EXISTING TRAFFIC VOLUME

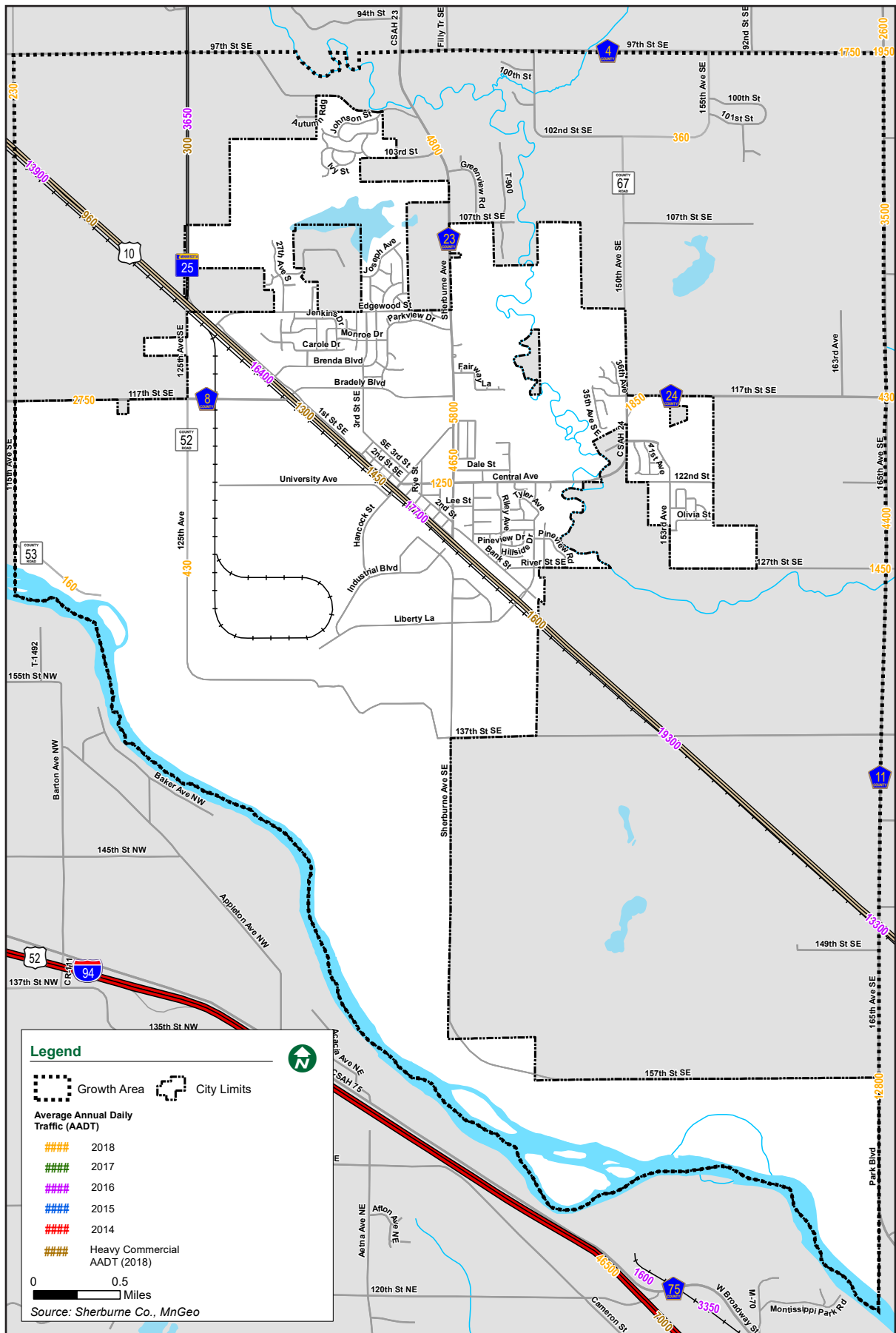
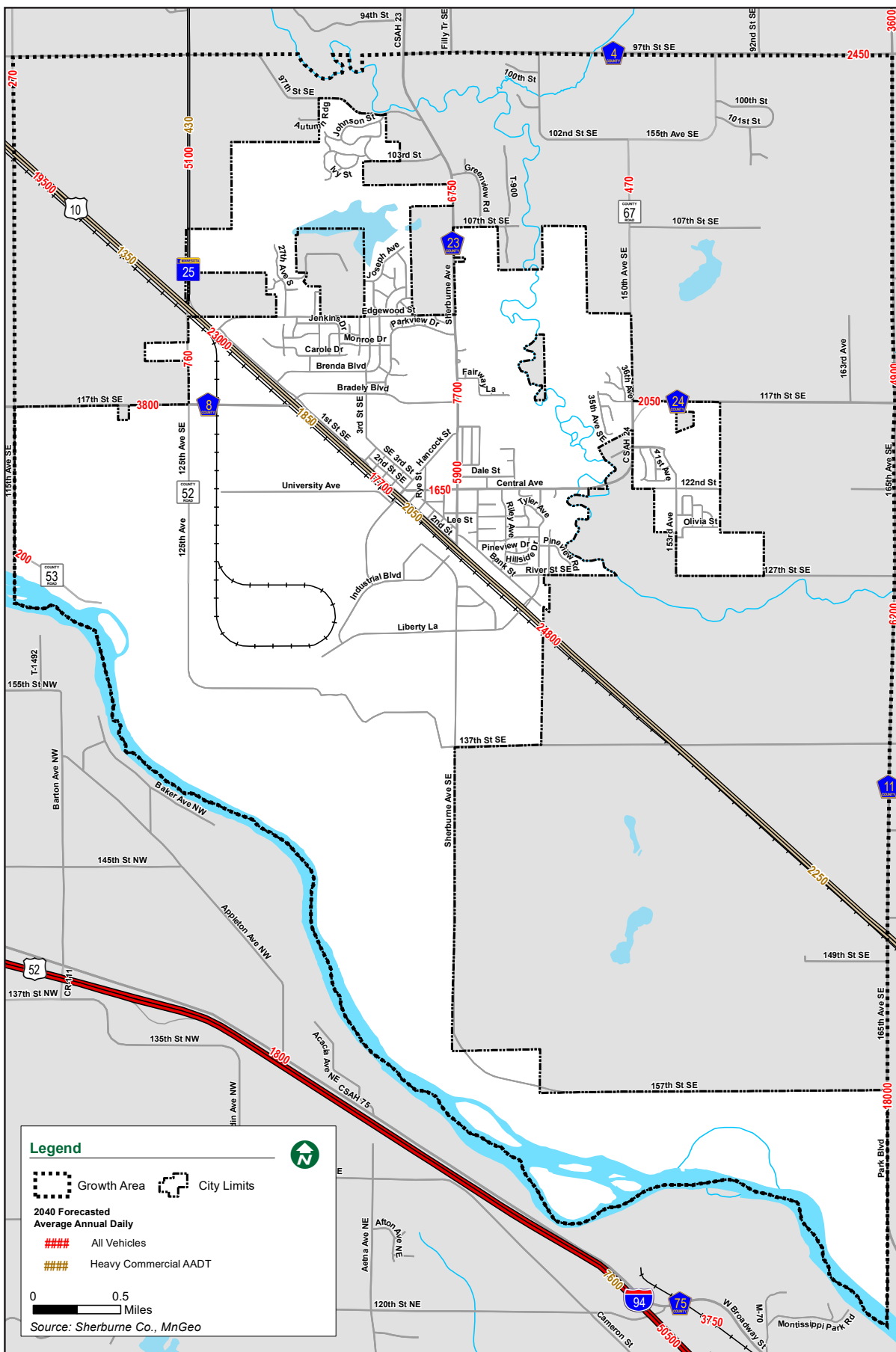


FIGURE 3-6 FORECASTED 2040 TRAFFIC VOLUME



04

PARKS, RECREATION, AND TRAILS

Chapter highlights

- Introduction
- Parks, Recreation, and Trails Goals
- Trends and Challenges
- Goals and Actions
- Tables, Charts, and Maps



OVERVIEW

In 2019 the City underwent a comprehensive parks master planning process to identify goals, strategies, and an achievable vision for the future of the park system. This section summarizes that Plan’s major findings.

Becker has a robust park system boasting 749 total acres of public recreation space, including access to both the Mississippi and Elk Rivers. Its residents are active, with athletics participation rates continually exceeding national and regional trends. As the population grows, the City expects increasing demand for parks, recreational and athletic facilities.

The City is committed to providing its residents with an equitable, enriching, and interconnected park system. Like many growing communities, the City is looking for unique and cost-effective ways of providing for resident and visitor wants, meeting resident and visitor needs, and balancing a complex and tight fiscal budget.

Parks, Rec, Trails Goals

📍 Recreational Connectivity

📍 Park Access

📍 Accommodate Growth

📍 Natural Resources

📍 Health and Wellbeing

This section identifies primary trends associated with Becker’s park system, as outlined in the Parks and Recreation Master Plan. These trends reflect both the desires of Becker residents, and improvements needed to keep Becker in line with national park standards. Four trends have been identified, as well as opportunities and challenges associated with realizing and implementing them.

Opportunities

Challenges

TREND #1

Increased need and demand for community parks, neighborhood parks, and athletic facilities

- Neighborhood parks will see increased demand as development continues and should be provided for in new residential developments.
 - Community parks, including athletic facilities, will see increased demand and will need to provide a broader array of recreational offerings.
 - Partnerships with schools and other agencies can maximize the benefits and use of available athletic facilities.
- Additional park facilities require increased capital for construction and maintenance.
 - All neighborhoods should have equitable access to high-quality and amenity-rich parks.
 - There is often a more complex replacement and maintenance schedule associated with park equipment as the park system expands.

TREND #2

Increased need for non-motorized trail connectivity

- Require new development projects to include trail connectivity both through and within subdivisions.
 - Tie trail and sidewalk improvement projects to planned roadway improvement projects to increase connectivity through the community.
 - Funding avenues including Safe Routes to School and other programs that offer incentives for providing trail and off-street travel routes should be explored.
- Working with stakeholders to secure right-of-way to accommodate necessary trail connections.
 - Maintenance practices and construction costs associated with an increased trail system.
 - Pedestrian safety at major roadway crossings.

TREND #3

Enhancing natural resource conservation and connectivity within the community

- Promote and highlight stormwater Best Management Practice (BMP) improvements in new park construction projects as development occurs in the community.
- Look at existing park facilities and identify opportunities for integrating natural areas and stormwater improvements.
- Converting manicured lawn to native areas which reduces mowing requirements, and once established, reduces overall maintenance requirements, promotes runoff mitigation, and aides in a healthier environmental quality.
- Up-front costs associated with implementation of BMP facilities and natural restorations.
- Developing and training staff in a maintenance regime for natural areas.
- Balancing the needs for manicured lawn fields with suitable native transition areas.

TREND #4

Increasing accessibility to parks and non-traditional programming

- As the park system expands, opportunities for additional programming expand, both in terms of infrastructure and scheduling.
- As the City expands, facilities such as dog parks and splash pads should be incorporated into new park facilities, further expanding the system's offerings.
- Provide additional programming and park elements that cater to teens, people with disabilities and senior citizens.
- Successful programming of a park system may require an additional staff position.
- Expanding offerings to include facilities such as splash pads have high up-front and long-term maintenance costs.
- Providing comprehensive programming for all groups/segments (i.e. teens, people with disabilities, senior citizens, etc.) may lead to further competition for recreational facilities.



GOALS & ACTIONS



Goal 1: Recreational Connectivity

Support and grow recreational connectivity and access throughout the City, including trails, pedestrian facilities, and bike networks. (Refer to Figure 3 for a map of existing and proposed trail connections)

Action 1. Coordinate with local stakeholders, utility companies, and the public to identify inequities in the trail system, viable connective transit corridors, and ensure all users have access to the park system.

Action 2. Enhance the trail user experience by providing trail amenities, informational and wayfinding signage, and resting points at key locations throughout the community.

Action 3. Ensure all parks are interconnected via a community-wide trail system.

Action 4. Connect the East side of Becker, where most new development is occurring, with the existing amenities and recreational opportunities west of the Elk River.



Goal 2: Park Access

Ensure all Becker residents have a neighborhood park within walking distance of their home. (Refer to Figure 1 for a map of existing parks by classification, and Figure 2 for a map of proposed neighborhood and community park locations)

Action 1. Utilize park dedication and City-owned parcels to develop neighborhood parks in currently underserved areas and ensure new parks in newly developed subdivisions. Current projections show a future need for nine additional neighborhood parks and two additional community/athletic parks.

Action 2. Enhance trail connectivity throughout the City to ensure safe and equitable access to existing and future parks for all residents.

Action 3. Budget for improvements to existing park facilities as part of the CIP process.



Goal 3: Accommodate Growth

Provide additional community park and athletic facilities to accommodate the growing population. (Refer to Figure 1 for a map of existing parks by classification, and Figure 2 for a map of proposed neighborhood and community park locations)

Action 1. Develop a community park and athletic complex on the 80-acre City owned site in east Elk River.

Action 2. Develop a community park on the river south of 127th Street as the City expands in that direction.

Action 3. Explore the use of Astroturf as a long-term option to provide athletic facilities that can tolerate heavier field demands.

Action 4. Continue and expand cooperation between the City school district and other jurisdictions to provide equitable and efficient use of athletic facilities throughout the community.



Goal 4: Natural Resources

Expand the focus on natural resources throughout the park system and promote the construction and conservation of natural amenities.

Action 1. Promote the inclusion of rain gardens and other stormwater best management practices (BMPs) throughout the community and park system.

Action 2. Expand nature-based recreation programming and explore the addition of a staff naturalist position.

Action 3. Preserve existing greenways and natural areas, especially along the Elk and Mississippi Rivers, and promote the expansion of these systems throughout the community.



Goal 5: Health and Wellbeing

Provide programming that promotes the health and wellness of Becker residents.

Action 5.1 Refine and expand on offerings throughout the park system to remain relevant and responsive to community desires.

Action 5.2 Increase programming options for teens, people with disabilities, and senior citizens.

Action 5.3 Coordinate efforts of the Becker Community Center and the work of Community Education to ensure there are no missed programming opportunities and minimize duplicating services.

TABLES, CHARTS, & MAPS

FIGURE 4-1 FACILITIES SERVICE AREA
(FROM 2019 PARKS AND REC MASTER PLAN)

| | Service Area | Size | Site | Facilities in Becker |
|---|--|----------------------|--|--|
| Neighborhood Parks | 1/2 mile radius, free of major access barriers such as waterways or highways | Typically 2-10 acres | Easily accessible to neighborhood residents by bike or on foot | Autumn Ridge Park, Brenda Boulevard Tot Lot, Carl E. Johnson Park, Pleasant Valley Park, River Edge Park |
| Community Parks & Facilities | Community Wide | 10-50+ acres | Sited to be accessible to community and to take advantage of natural amenities (lakes/rivers/etc. . .). Accessible by foot, bike, and auto | Becker City Park, Kolbinger Park, Becker Community Center. |
| Athletic Facilities | Community Wide | 25-50+ acres | Sited to be accessible to community and to accommodate sports fields. Accessible by foot, bike, auto and bus | Becker Athletic Complex, Becker School Campus (School) |
| Natural Parks | Community & Regional Draw | Varies | Centered around natural resources and amenities | Elk River Greenway, Snuffy's Landing, Oak Savanna County Park (County) |
| Special Use Facilities | Community & Regional Draw | Varies | Site Specific | Pebble Creek Golf Club, Sherburne Historical Society (County) |
| Trails | Neighborhood & Community Focused | Varies | Located to connect key destinations or provide unique linear user experiences | Present throughout the community |
| Regional Parks & Trails | Community & Regional Draw | 50-250+ acres | Varies widely, but often centered around natural features. Trails should function as part of a larger network | None currently. Potential for Becker City Park/Oak Savanna County Park to work as a Regional Park |

FIGURE 4-2 BECKER PARKS AND TRAILS

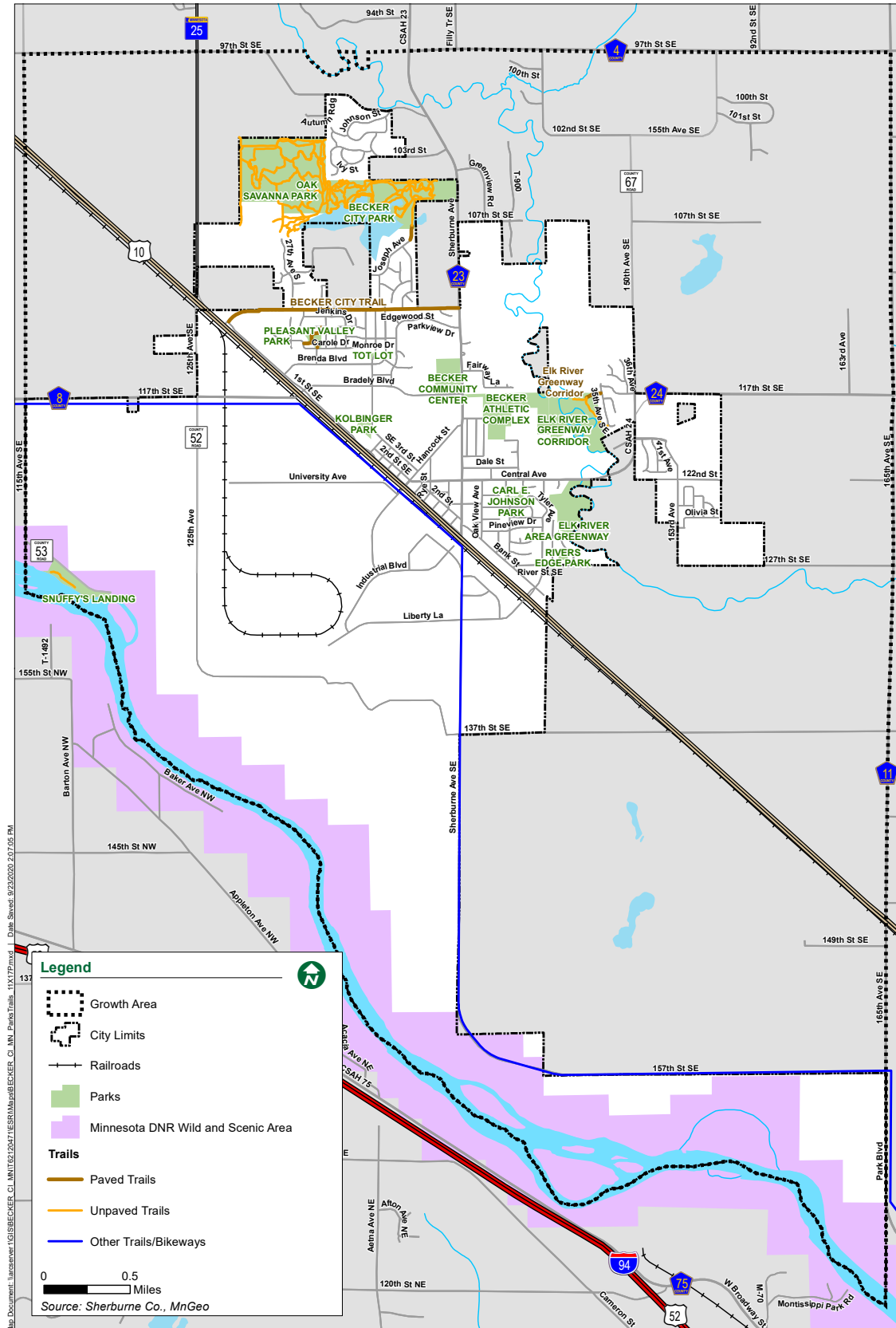


FIGURE 4-3 PARKS CLASSIFICATION
(FROM 2019 PARKS AND REC MASTER PLAN)

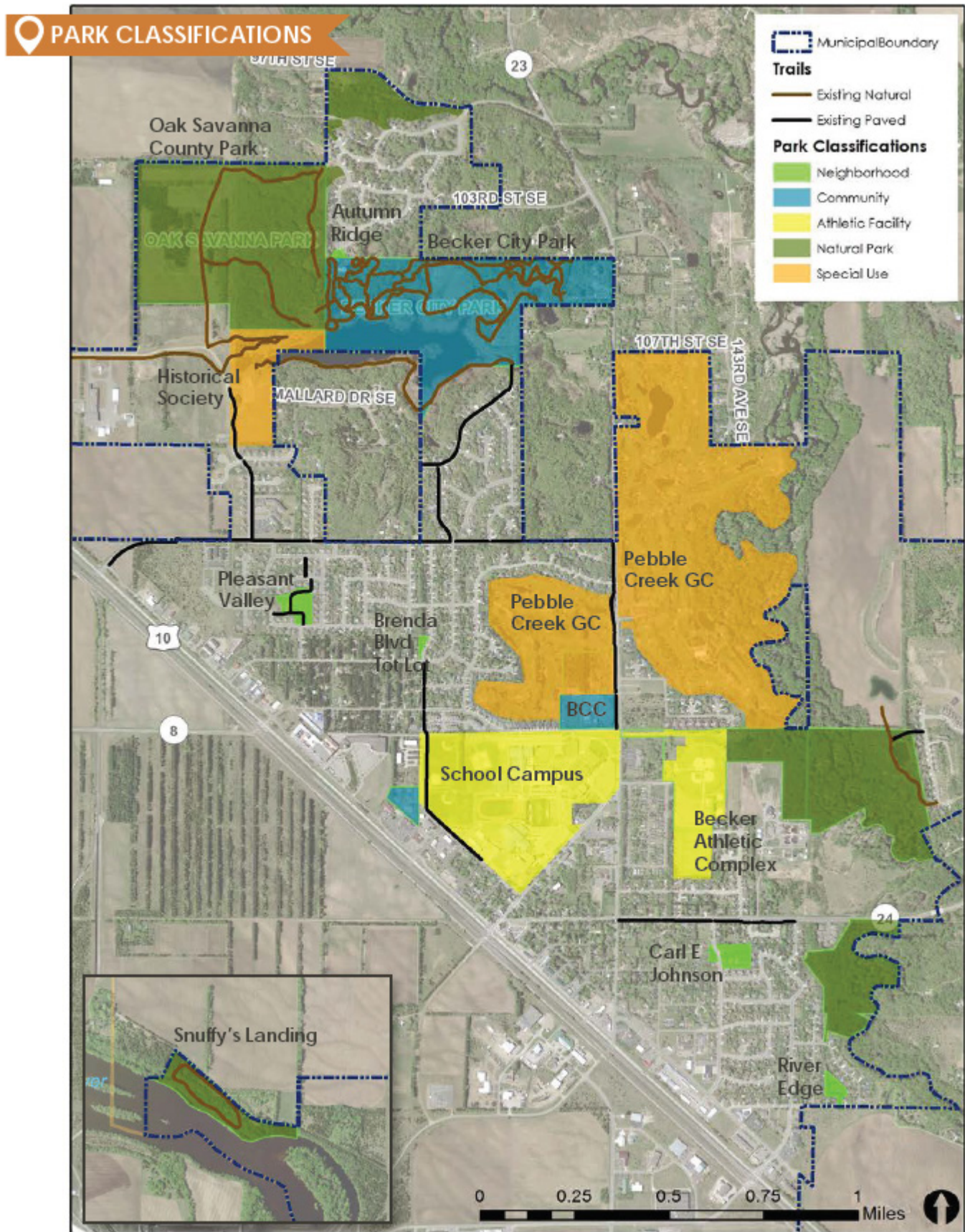


FIGURE 4-4 FUTURE PARKS FACILITIES
(FROM 2019 PARKS AND REC MASTER PLAN)

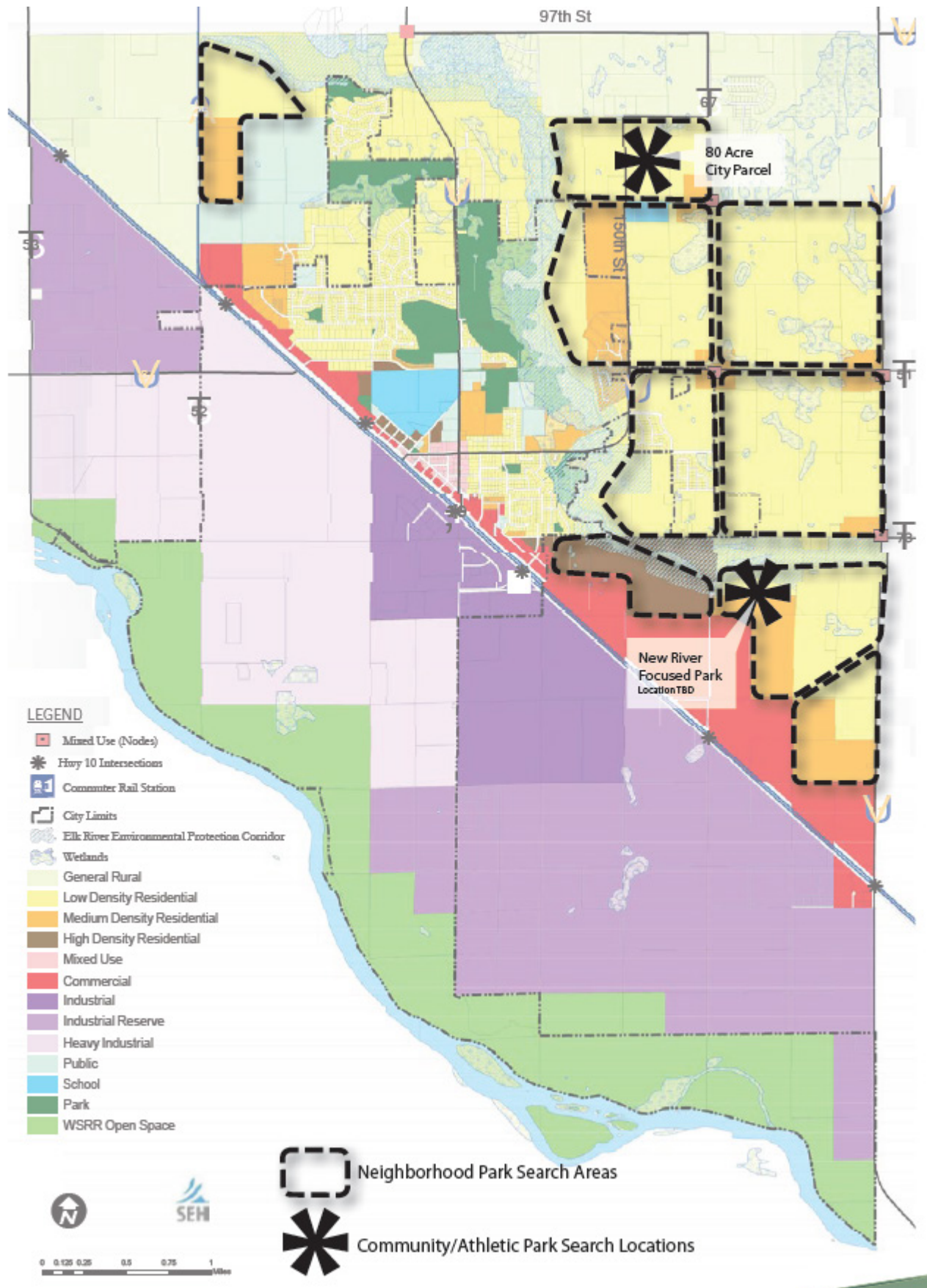
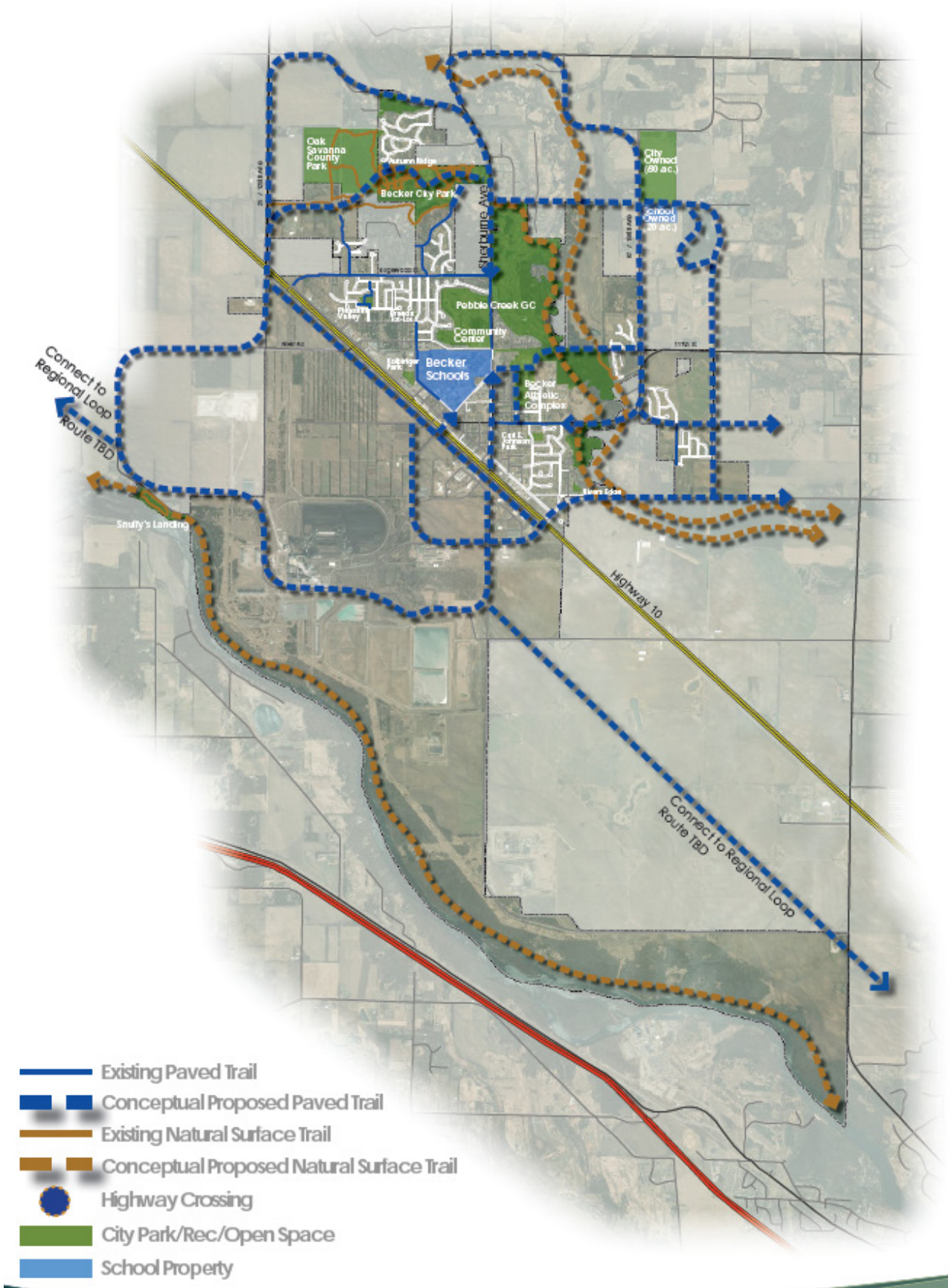


FIGURE 4-5 EXISTING AND PROPOSED TRAILS
(FROM 2019 PARKS AND REC MASTER PLAN)



05

NATURAL RESOURCES

Chapter highlights

- Overview
- Natural Resource Goals
- Opportunities and Challenges
- Goals and Actions
- Tables, Charts, and Maps



OVERVIEW

The purpose of the Natural Resources section is to summarize Becker’s natural resources and outline strategies for their protection, maintenance, enhancement, integration, enjoyment and use.

Forest, prairies, wetlands and other natural resources provide numerous environmental benefits such as improved air and water quality. Natural environments also promote the physical and mental well-being of community members through increased opportunities to relax and engage in a variety of social and recreational activities.

The Eastern Broadleaf Forest Province stretches across central and southeastern Minnesota. The City of Becker lies within the Anoka Sandplain, a subsection within the province characterized by a broad sandy valley along the Mississippi River with level to gentle rolling topography. Sandy terraces outline historic levels of the river. The area is generally well-drained with sandy soils while containing more organic, less drained soils in depressions and valleys. Predominant vegetation in the area, before European settlement, included Oak Savanna dominated by Bur Oak and Northern Pin Oak in the uplands and brushland in the sandplains. Today, some of the best examples of dry Oak Savanna in the state occur within the City.

Becker sits between parallel rivers – the Elk River to the north and east and the Mississippi River to the south. Less than five miles away lies the entrance to Sherburne National Wildlife Refuge, a diverse biological community and nationally significant site for migratory and breeding birds such as sandhill cranes. Other important nearby natural areas include the Uncas Dunes State Natural Area within the Sand Dunes State Forest and Lake Maria State Park.

Natural Resource Goals



Maintain



Protect and Innovate



Support

Opportunities

- As the city grows, there continue to be many opportunities for sustainable development that protects and enhances the City's natural resources.
- Close proximity to the Mississippi and Elk rivers and Sherburne National Wildlife Refuge attracts outdoor enthusiasts to the area and provides convenient, unique recreational opportunities.
- Established partnerships with Sherburne County and the Sherburne Soil & Water Conservation District (SWCD) provide opportunities to expand environmental education and natural resources management efforts.
- Becker City Park and the Elk River Greenway Corridor offer many acres of wildlife habitat and space for residents to experience nature.
- Oak Savanna Park is actively managed by Sherburne County and offers opportunities for complementary habitat management in the adjacent Becker City Park.

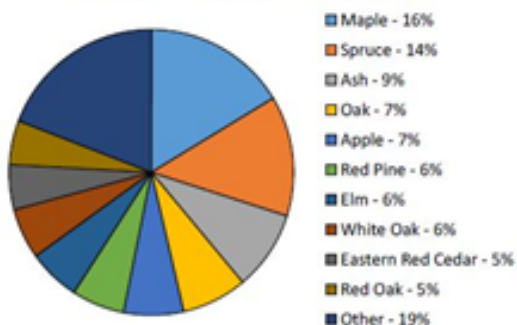
Challenges

- The highly permeable sandy soils of the area increase the risk of pollution to groundwater, which supplies drinking water for the community.
- Lack of funding and/or training for tree management results in an urban forest that takes away from, rather than contributes to, a community. Improper techniques for tree pruning, absence of disease monitoring and response, and lack of tree diversity may create undesired and even hazardous conditions.
- As the city grows and land is developed, the amount of impervious surface will presumably increase if unregulated. Mitigating stormwater runoff and water quality impacts amidst future growth is important.

Sherburne Local Water Management Plan

population can be calculated. The graphs in Figures 8 and 9 provide this information for six of Sherburne County's largest communities.

Becker Tree Population Diversity



Becker Stormwater Treatment

46 million gallons stormwater / year

Becker Economic Value

\$920,000



GOALS & ACTIONS



Goal 1: Maintain

Maintain and promote a healthy, robust, and accessible natural environments and recreational opportunities.

Action 1. Protect and enhance natural resources by actively managing high quality natural areas including seeding/planting, monitoring, and control of invasive species.

Action 2. Protect surface and ground water quality through best management practices and monitoring for violations. Expand education efforts to prevent common pollutants such as chemical run-off from vehicles, trailers and equipment stored and worked on in parking lots and driveways, phosphorus from grass clippings, bacteria from pet waste, chlorine from winter de-icers, and eroded soil from construction sites.

Action 3. Engage in active urban forest management program by establishing and maintaining an inventory of city trees; by enhancing tree diversity on public and private property; and by outlining protocols for detecting and responding to new infestations of insect pests and disease.

Action 4. Encourage responsible enjoyment and appreciation of the natural environment through well-maintained trails, water access, picnic spots, nature play areas, and outreach programs. Provide facilities as needed to promote recycling, proper disposal of trash and pet waste, and reducing the spread of invasive species.

Action 5. Implement a landscape ordinance that encourages the responsible and effective use of native plantings and other sustainable natural design and maintenance practices.



Goal 2: Protect & Innovate

Protect the resources and ecological value of the Elk and Mississippi Rivers and other water bodies within Becker while also exploring opportunities for sustainable integration of the built and environment with the natural environments.

Action 1. Minimize impervious surface coverage where practical and relevant.

Action 2. Implement a landscape ordinance that encourages use of innovative and sustainable design solutions that protect the City's natural resources and environment.

Action 3. Explore sustainable integration of the built environment with the natural environment and revise City code, where appropriate, with overlay districts to accomplish findings.

Action 4. Continue to regulate floodplain development in accordance with state requirements and to protect life and property.

Action 5. Protect wetlands by ensuring development adheres to state wetlands requirements, and encouraging landscaping buffers of native, undisturbed vegetation.

Action 6. Protect objectives identified in the Mississippi Scenic Riverway Management Plan.



Goal 3: Support

Support the preservation of non-renewable natural resources and the wise consumption and re-establishment of renewable resources.

Action 1. Implement a woodland management and tree preservation program that includes components for preservation and restoration of woodland areas in new residential subdivisions.

Action 2. Support efforts to manage the spread of Oak Wilt to minimize the impacts of Oak Wilt infection sites.

Action 3. Support programs that aim to prevent and eliminate non-native invasive species and implement a landscape ordinance to assist in this effort.

Action 4. Utilize the available database information regarding natural plant communities and rare biological species when identifying land for preservation within developing areas.



Wild Lupine (Lupinus perennis) at Sherburne National Wildlife Refuge. Lupine grows in well-drained, sandy soils in prairies and along woodland edges and is essential to the life cycle of Karner Blue Butterfly, a federally endangered species. (image credit Liz Forbes)

TABLES, CHARTS, & MAPS

FIGURE 5-1 BIOLOGICALLY SIGNIFICANT AND HIGH QUALITY AREAS IN SHERBURNE COUNTY

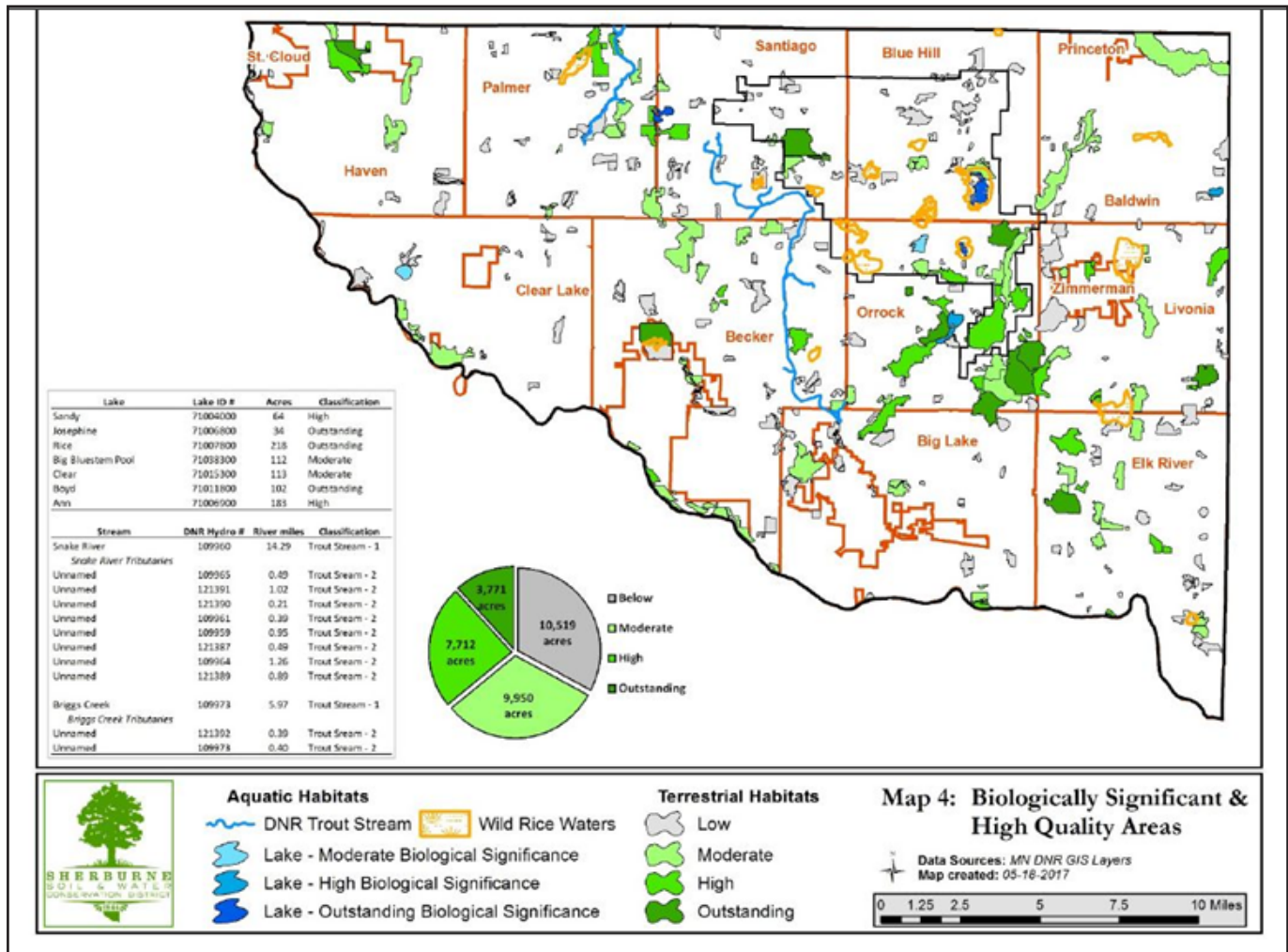


FIGURE 5-2 NATURAL RESOURCES - LAND AND WATER

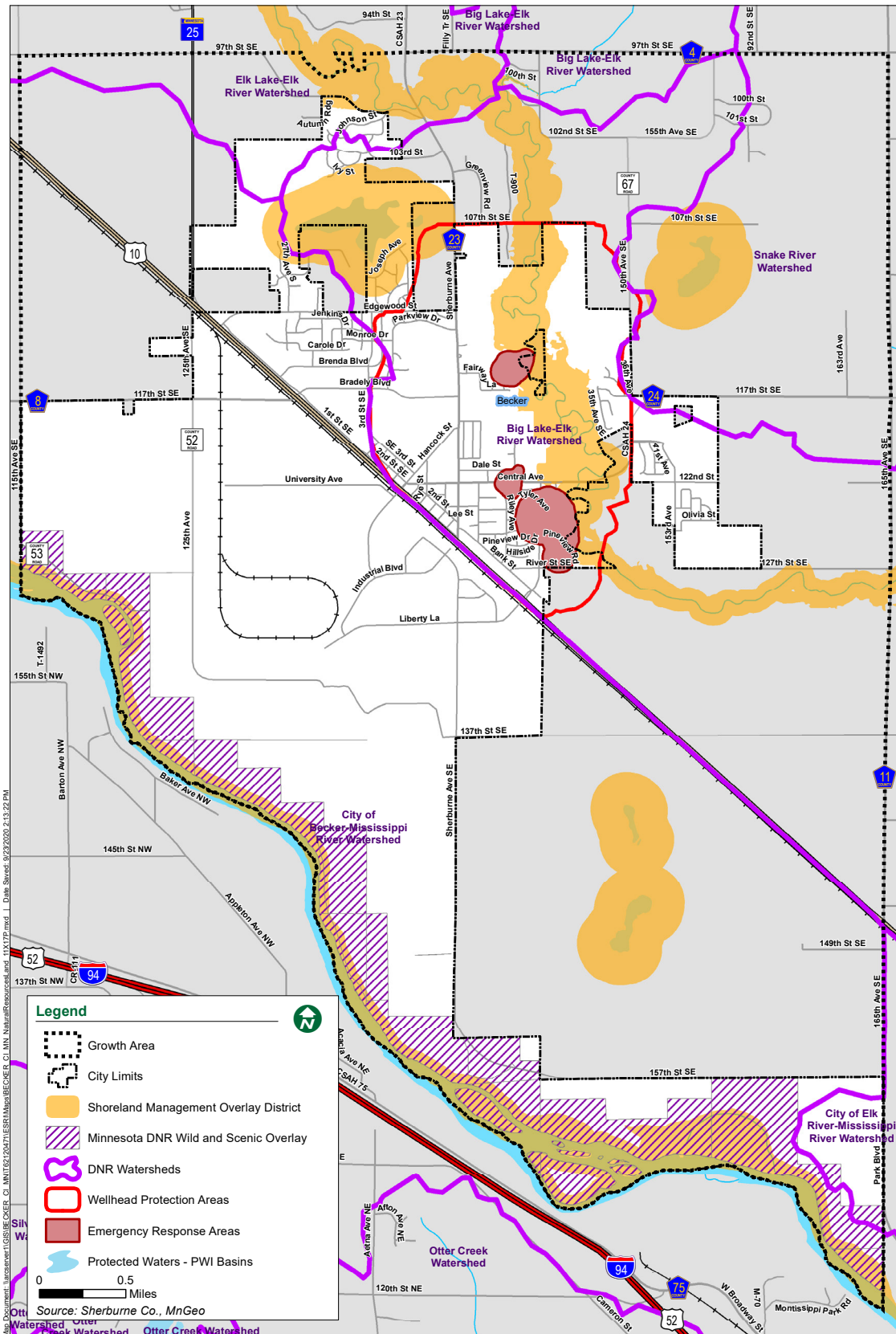
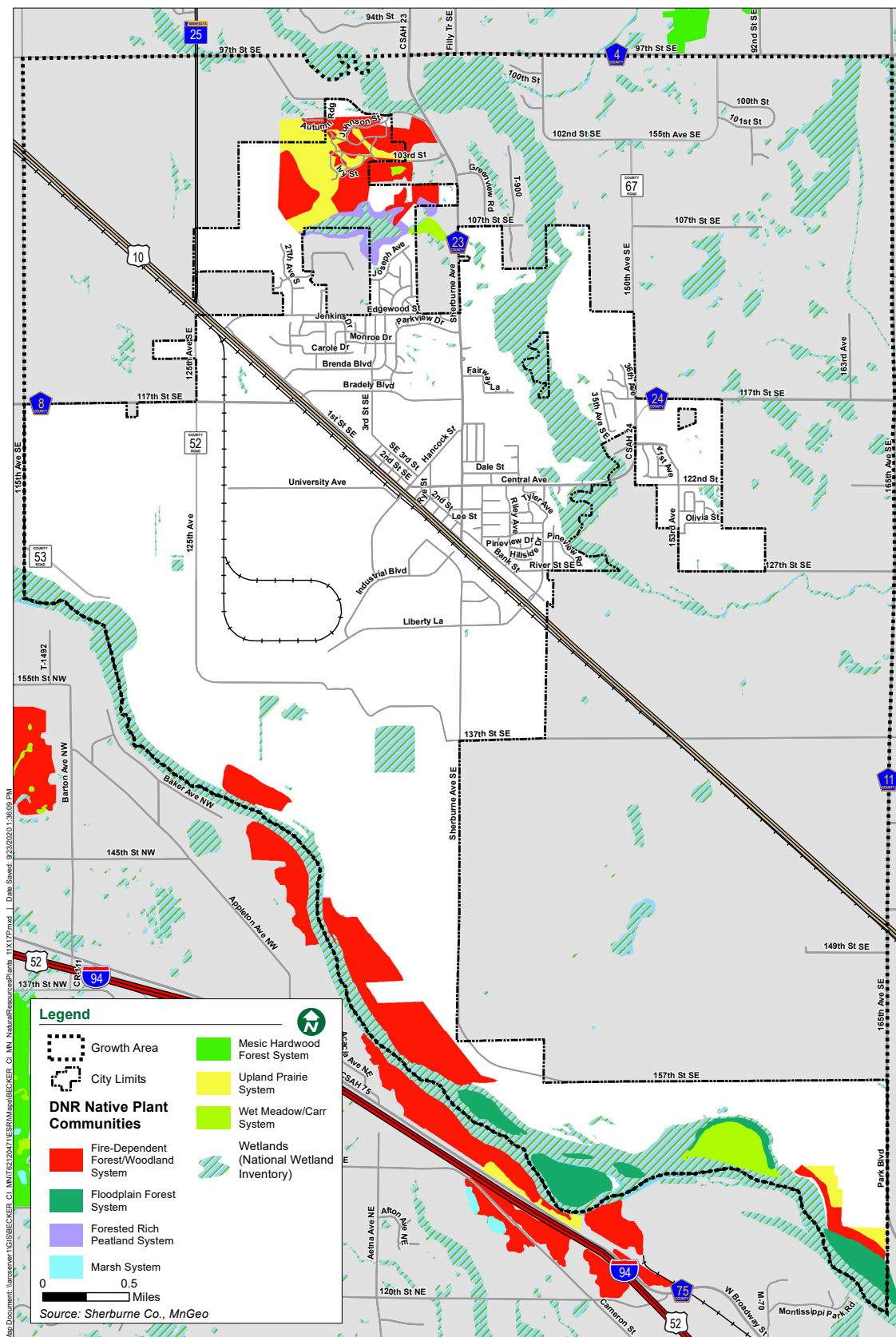


FIGURE 5-3 NATURAL RESOURCES - PLANTS AND WETLANDS



06

HOUSING

Chapter highlights

- Overview
- Housing Goals
- Opportunities and Challenges
- Goals and Actions
- Tables, Charts, and Maps



OVERVIEW

Few elements of a city have a more direct role in quality of life than housing. More than just providing shelter, safe and accessible housing fosters the stability needed for residents to have a place of refuge and relaxation. Housing also functions as the starting and ending point for daily life, dictating access to jobs, recreation, and daily needs. Becker has a role and responsibility to balance and facilitate the availability of diverse housing for all City residents, in all stages of life. As Becker evaluates the current and future state of housing it is committed to promoting a robust offering of housing types, locations, and price points to ensure all people are provided opportunities for safe and secure housing.

FIGURE 6-1 BECKER EXISTING HOUSING

| Land Use Designation | Acres | % of Total Res Land | % of Total Land |
|---------------------------|----------|---------------------|-----------------|
| Multi Housing (2+ Units) | 31.49 | 1.45% | 0.18% |
| Single Family Residential | 1924.53 | 88.87% | 11.12% |
| Vacant Residential Land | 209.54 | 9.68% | 1.21% |
| TOTAL | 2,165.56 | 100% | 12.51% |

Housing Goals

-  Diverse
-  Mixed and robust
-  Connected and innovative

Opportunities

- The majority (88.87%) of housing in Becker is single family, comprising of 1,924.53 acres. Just 1.45% of residential land is currently designated for multi-family.
- Housing in Becker is generally more affordable than the surrounding region and is anchored by a well-performing school system and positive public perception of the City.
- Demand exists for a greater diversity of housing types, locations, and price points, including rental units for families.
- Like many small communities in Minnesota, Becker is anticipated to continue needing housing of all types at and below a price point of \$300k .
- Becker is poised to better tell it's story about the benefits of building housing within the City and why it is an attractive place to move to and live in.

Challenges

- Becker needs additional housing at price points accessible to traditional first- time home buyers. It also lacks housing stock available for renters, particularly families that rent.
- While the City works well with developers, it tends to respond reactively to development requests, rather than proactively by identifying and advertising general areas of future growth.
- Greater understanding and public marketing are needed for required levels of housing density, where in the City it should be located, and what types of housing are viable.
- Becker currently lacks a zoning designation for mixed-use development.
- The City's existing land uses do not guide residential infill development within its commercial areas.



GOALS & ACTIONS



Goal 1: Diverse

Preserve, increase and promote a variety of housing options to accommodate residents in all stages of life.

Action 1. Conduct a housing feasibility study of Becker and the surrounding region to better understand the condition of regional housing, gaps in supply, and areas of need and opportunity within City limits. Review and update every 3 years to ensure an accurate understanding of area housing conditions.

Action 2. Review and update existing, housing regulations, land use policies, and codes to allow for and promote a greater diversity of housing typologies in addition to ensuring enablement of diverse development, redevelopment, mixed-use development and infill.

Action 3. Identify, prepare, and advertise locations that support new residential development, particularly multi-family, and create marketing that “tells the Becker story” to attract new housing development.

Action 4. Identify and package economic incentives that could be leveraged to encourage housing at accessible price points viable.



Goal 2: Mixed & Robust

Strategically guide a robust mix of housing types in centralized locations throughout the City.

Action 1. Identify, prepare, and advertise locations that could support new residential development, particularly multi-family.

Action 2. Revise City zoning code, subdivision ordinance, and Capital Improvements Plan to accommodate and facilitate desired new residential development typologies and supportive land use designations.

Action 3. Hold regular conversations with developers and local stakeholders around challenges and opportunities for future development, identifying and incorporating actionable improvements to City processes.

Action 4. Incorporate design standards into the City zoning code that are specific to each housing typology in order to ensure incorporated standards encourage and promote individual neighborhood and mixed-use node identities, provide for robust, cohesive and aesthetically pleasing diverse mixes of architecture throughout the City, and establish assurance that quality building materials and constructions practices are used and followed.



Goal 3: Connected & Innovative

Create vibrant neighborhoods that are well connected to key destinations, anchored by innovative and well-maintained open spaces.

Action 1. Integrate housing with safe and convenient access to key destinations such as employment nodes, schools and parks for pedestrians, cyclists and motorists.

Action 2. Require developers to provide complete networks of pedestrian infrastructure to be installed no later than two years after the start of construction. Fee in-lieu?

Action 3. Revise the City zoning code to ensure neighborhoods and mixed-use developments are required to provide connections to the surrounding residential neighborhoods.

Action 4. Ensure open spaces are designed to fulfill purposeful functions within the context of the specific neighborhood, the community and the region.

Action 5. In coordination with public services, develop payment-in-lieu options when the City determines there is ample open space in close proximity to new developments.

Action 6. Provide an option to lower the overall percentage of open space required in a specific development if it is activated with multiple elements such as public art, recreational amenities, art installations, gardens, native plantings and/or linear trails.

Action 7. Require developers to identify the functions open space will fulfill and how the design achieves each function. City staff will work with the developer to ensure these functions are met.

Action 8. Require purposeful elements such as stormwater management, tree preservation, recreational amenities, art installations, gardens, native plantings and/or linear trails.

TABLES, CHARTS, & MAPS



07

UTILITIES & COMMUNITY FACILITIES

Chapter highlights

- Overview
- Utilities & Community Facilities Goals
- Existing Utilities
- Existing Facilities
- Goals and Actions
- Tables, Charts, and Maps



OVERVIEW

Community utilities and facilities operate as the foundational services in which a City provides, ensuring for the well-being and growth of a community. Utilities include water, sanitary sewer, and storm sewer systems, but also electricity, natural gas, and solid waste disposal systems. Community facilities include all City parks, schools, health and safety services, and libraries.

A City's demand and capacity of these services are driven by the size, population, and anticipated growth of the community. Also driving their provision is the needs of prospective development, particularly industrial and commercial. As Becker continues to grow and attract new development, its utilities and community facilities must be planned to support this change.

Utilities and Community Facilities Goals



Safety, Reliable Water



Accommodate Growth



Emergency Services



Maintain and Enhance

EXISTING UTILITIES

City Utilities

The City of Becker owns and operates its own systems of municipal water, sanitary sewer and storm water, operating and maintaining each as a public service through associated use and access fees, and in full compliance with applicable state and federal standards.

A Trunk Fee Analysis for water, sanitary sewer and storm water systems was last completed in April 2006. The study examined trunk fees and funding needs of future improvements. A copy of the Analysis can be found in [Appendix X.X](#)

Water System

The City of Becker currently has four wells in operation. Well number 6 has been installed to replace a Well No. 5, that failed. Well No. 5 is now being used only as a monitoring well. The City of Becker also purchased a 75 acre parcel east of the city with the intention of drilling two municipal wells, constructing a wellhouse, and installing a transmission line to carry the water from those wells to the City's distribution system. The City purchased the property following extensive well exploration which indicated the site had the potential to contain municipal well(s).

The system currently has three water towers with a total water storage capacity of 2,350,000 gallons, and a firm pumping capacity of 1,140 GPM. Becker's average per-day water use is 591,748 gallons, with a peak use of 1,742,000 gallons recorded on August 6th, 2019. Residential use is currently 89 gallons/day/per capita.

| Figure 7-1 - Well Pumping Capacity | |
|------------------------------------|-----|
| Well Number | GPM |
| 2 | 160 |
| 3 | 540 |
| 4 | 700 |
| 6 | 440 |

The most recent Water Plan was adopted by City Council on January 18th, 2011.

Sanitary Sewer Service

The Waste Water Treatment Plant (WWTP), located along the Elk River north of Central Ave, was expanded in 2008. It provides daily capacity for 1,550,000 gallons (AWW) of domestic waste water. The city currently treats about 400,000 gallons per day of domestic waste water.

The Minnesota Pollution Control Agency (MPCA) is the state permitting agency for any waste water discharge into public waters. Increases to the WWTP capacity and discharge levels would require MPCA approval. The Elk River continues to be listed as an "impaired water body", meaning it does not meet the Clean Water Act standards for intended use. This is defined by the MPCA as the total maximum daily load (TMDL) or the "maximum amount of pollutant that a water body can receive and still meet

water quality standards...". A TMDL implementation plan was approved by the MPCA in 2012 to guide improvements of the River's quality, which has resulted in some improvement as noted in a 2019 MPCA preliminary data.

The standard for determining daily waste water flow remains at 235 gallons per day per housing unit, and it is anticipated that Becker will have ample domestic wastewater capacity for the foreseeable future. However, the size of the domestic sanitary sewer line from the industrial park will limit the types of industry that can be located with future industrial growth. The 2020 Minnesota Omnibus bonding bill included money to support a new lift station and force main that would pump and carry wastewater from the Becker Industrial Park back to the WWTF. This new lift station would address the small domestic sanitary sewer line that currently exists and more fully support future development.

Since the City's last comprehensive plan, Liberty Paper has built their Effluent Treatment Plant (ETP). The IND WWTF treatment train was upgraded in 2017 after a needed to refurbish or replace some of the large processes on the industrial side. Two oxidation ditches and a third clarifier were added to provide redundancy and allow staff to take equipment offline for maintenance without potentially harming the effluent of the IND treatment train and potentially causing a combined effluent violation. In addition, the trickling filters were converted to EQ tanks, new rotors were installed on the existing oxidation ditches and four new influent pumps were installed. The existing belt filter presses were also replaced during this upgrade with new rotary presses.

Storm Water

Storm water systems operate to convey water from developed areas of the city into natural drainage courses, via a network of pipes and above-ground drainage. While the system protects land from flooding during storm events, runoff and discharge from developed and agricultural areas can be a contributor to water quality degradation in natural streams, rivers, and lakes.

The MPCA requires that development treat storm water runoff prior to discharge as part of the National Urban Runoff Program. Each year Becker must obtain an annual NPDES/SWPPP permit to comply with agency regulations.

Electricity and Natural Gas

Two companies currently serve the power needs of Becker: Connexus Energy and Xcel Energy. Becker's natural gas is provided by CenterPoint Energy and Xcel Energy.

Solid Waste Disposal and Recycling

Becker is served by several private waste collection services: Ace Solid Waste, Inc., BFI, Superior Services, Randy's Environmental Services, and Waste Management.

EXISTING FACILITIES

Community Facilities

Becker's community facilities provide places in which to interact with government services, education, and recreation. Planning for such facilities helps form community identity and social interaction, while providing essential services for the City's businesses, employees, residents, and visitors. As Becker continues to grow, it is critical the City plan for needed future expansion of these facilities.

City Government and Administration

Becker is governed by a Mayor and a four-member City Council. Members are elected At-Large by city voters. Mayoral elections are held every four years while City Council has staggered four-year terms, with two seats up for election every two years. The Council serves as the legislative branch of the city and is responsible for setting policies and enacting ordinances. The City Administrator manages all City departments, overseeing implementation of Council policies and decisions. The administrator also oversees general accounting functions.

Public Works

The public works and water departments, which merged in 20xx, manage operation and maintenance of City streets and publicly owned sewer and water systems.

Police and Fire Departments

The Becker Police Department is a joint department of the City of Becker and Town of Becker, providing 24-hour service, seven days a week. The Department also offers fire service to Santiago Township under a contract for service. The Department operates out of Station 1 located on Bank Street. A second station contains equipment for service in Santiago Township, and is owned by the Township.

Community Center

The Becker Community Center, located at 11500 Sherburne Ave, offers a range of indoor recreational opportunities including a lap pool with waterslide, climbing wall, fitness center, racquetball court, and multi-purpose meeting rooms. Numerous public programs and classes are offered including swimming lessons, aerobics classes, children's programs, and exercise incentive programs.

Public Library

Becker's Public Library is part of the Great River Regional Library (GRRL) system and is located inside of the Community Center.

Schools

Becker is located in the Becker School District 726. The public-school system has the following schools:

- Becker Primary (PK-2nd grade)
- Becker Intermediate Elementary (3rd-5th grades)
- Becker Middle School (6th-8th grades)
- Becker Senior High School (9th-12th grades)

All four schools are located within a campus setting bound by Bradley Boulevard to the north, Sherburne Avenue to the east, Hancock Avenue to the southeast, and Third Street to the southwest and west. The school district also offers a range of courses to residents of all ages through its Community Education and Early Childhood Family Education programs.

City Rebranding

In 2018 Becker underwent a city-wide rebranding initiative that provided a fresh update to City and department logos. The rebranding established consistency across departments and City functions towards a unified "brand" and image.



GOALS & ACTIONS



Goal 1: Safe and Reliable Water

Provide current and prospective Becker residents and businesses reliable and safe drinking water, a reliable wastewater collection system, and treatment facilities that meet all applicable laws and regulations in a cost-effective manner.

Action 1. Work to guide development to areas that are contiguous to the city.

Action 2. Prohibit development in areas of the city that require private sewer and water systems.

Action 3. Work with Becker Township to limit development of private sewer and water systems except in areas guided in the Land Use Plan for Rural Residential or Agricultural.

Action 4. Maintain an infrastructure replacement program for the city.

Action 5. Continue to implement the Well Head Protection Plan and update to meet the needs of city growth.

Action 6. Use the city's CIP for long range planning of public services.

Action 7. Evaluate the costs and benefits of new industries that will place high demands on the city's water system and WWTP.

Action 8. Encourage the use of energy and water conservation practices in development and redevelopment projects.

Action 9. Utilize best management practices (BMPs) to reduce surface water runoff and control sediments and erosion.

Action 10. Establish a new orderly annexation agreement with Clear Lake Township, to further orderly annexation and prohibit private sewer and water systems except in areas designated in the Future Land Use Plan as Rural Residential or Agricultural.

Goal 2: Emergency Services

Continue providing essential emergency services that protect the public health, safety and well-being.

Action 1. Ensure there are adequate emergency services of police, fire, rescue, hazardous event responses and emergency medical services.

Goal 3: Accommodate Growth

Review and update City utilities and facilities to accommodate planned growth.

Action 1. The City Engineer shall update the city Water Plan, Sewer Plan, and Trunk Fee Analysis within the next 5 years, to align with the future land use plan and expected City growth.

Action 2. Plan for and enhance expected utility needs of the Becker Industrial park and anticipated industrial development.

Goal 4: Maintain and Enhance

Maintain and enhance community facilities and services, which contribute to the quality of life for area residents.

Action 1. Communicate with area school district to discuss issues associated with growth and development as it relates to potential changes in school enrollment.

Action 2. Continue to support having good health care and community education facilities within the city.

Action 3. Determine the need for new community facilities that will be needed in the future.

FIGURE 7-2 BECKER SANITARY SEWER

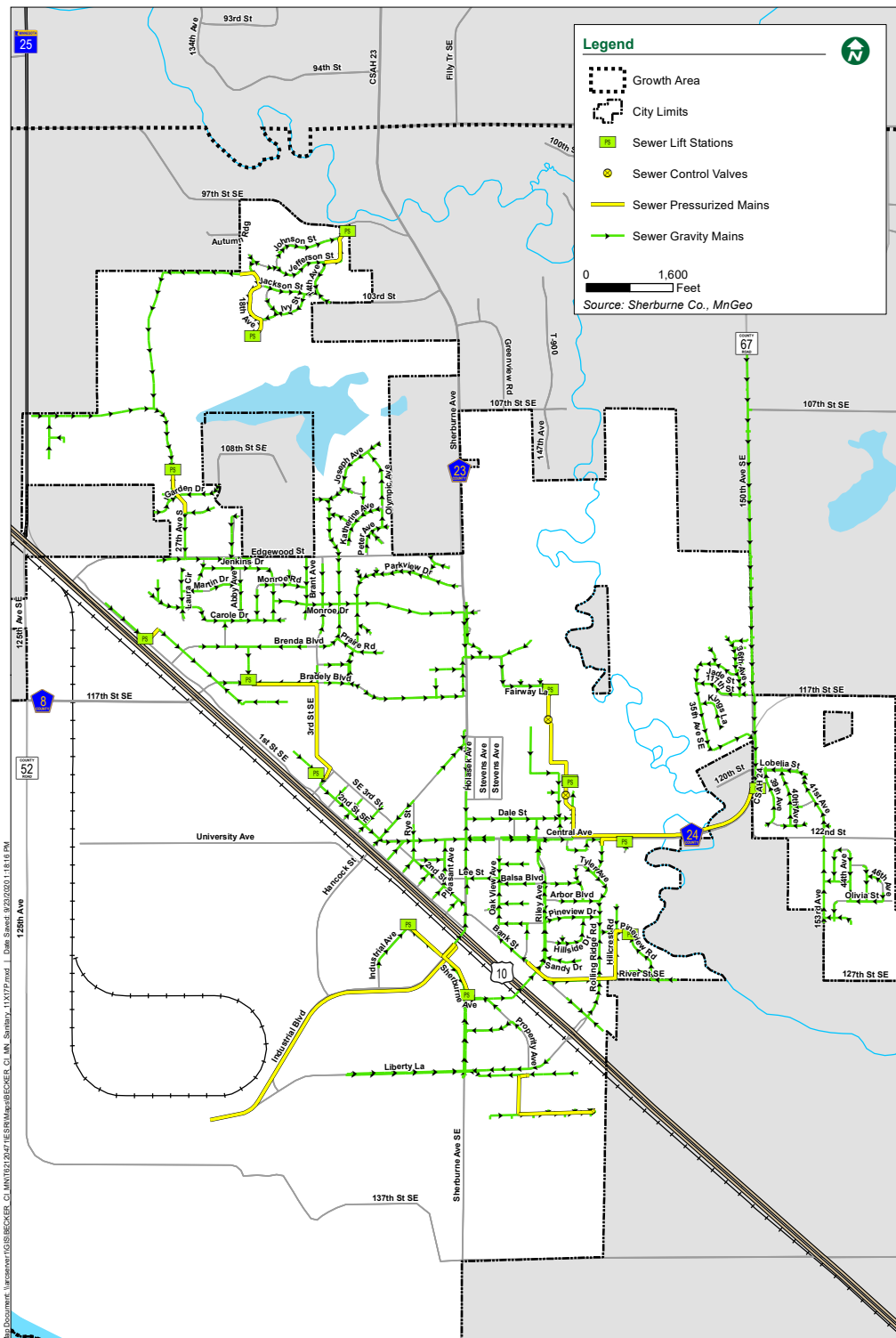


FIGURE 7-3 BECKER STORM SEWER

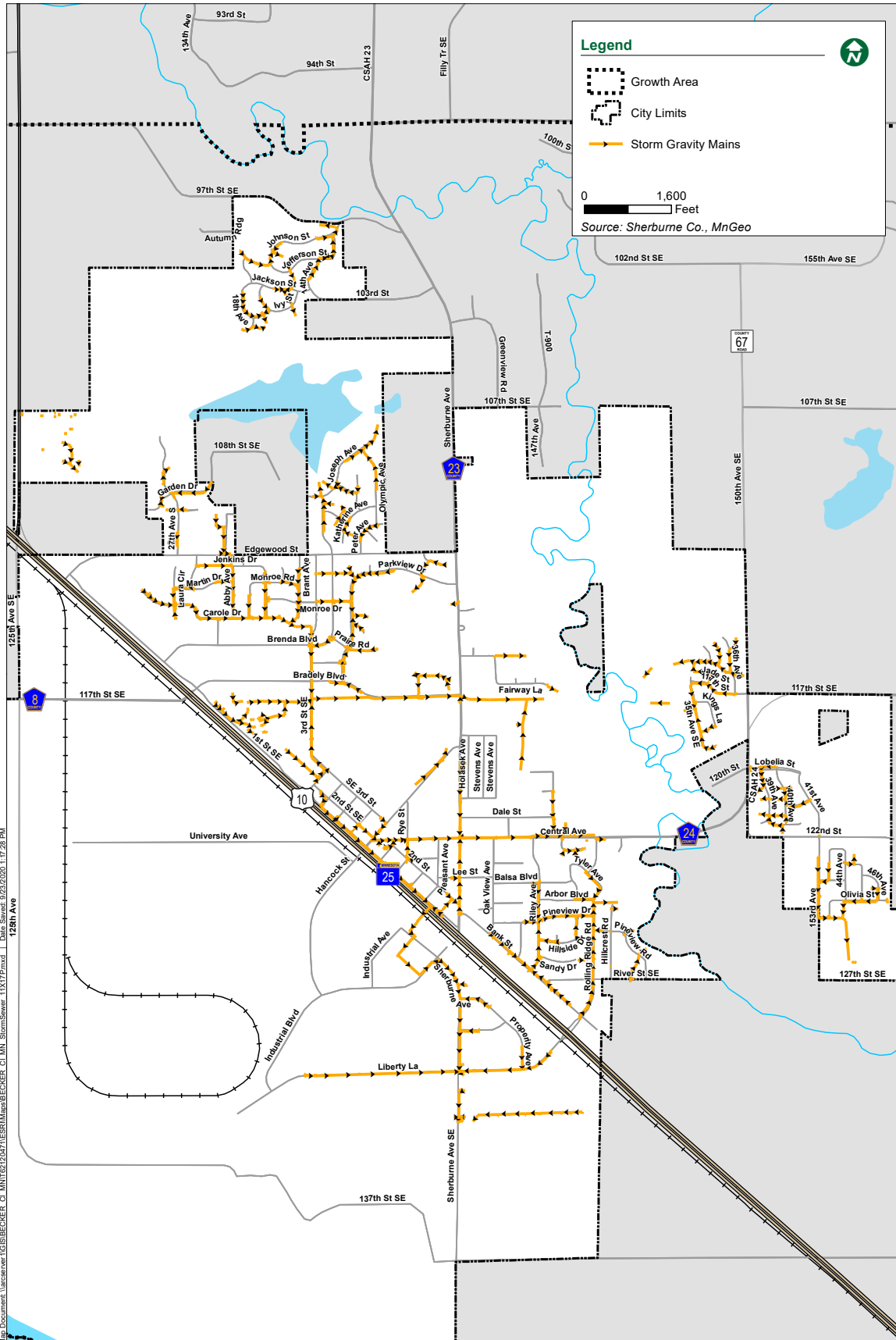
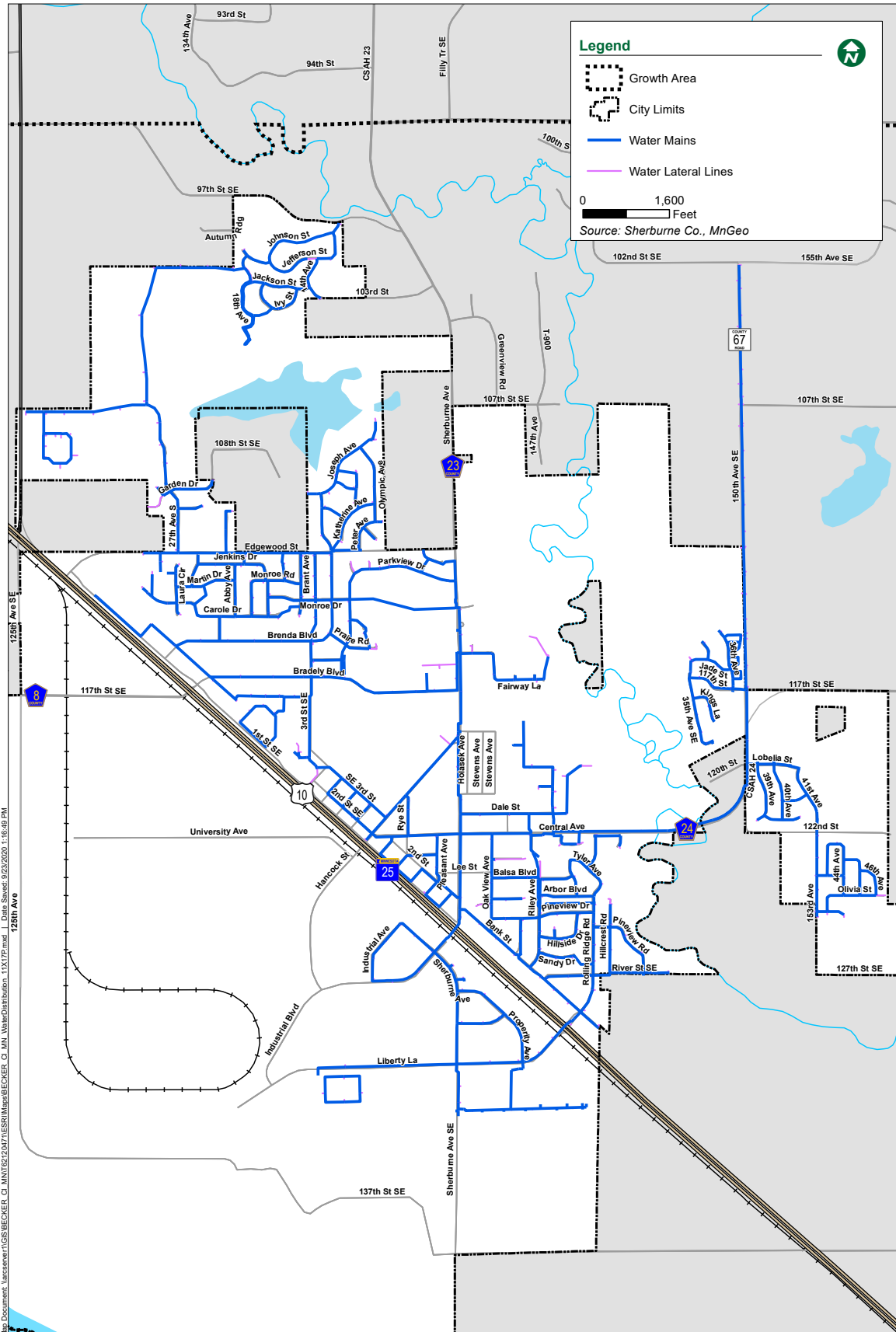


FIGURE 7-4 BECKER WATER DISTRIBUTION



08

ECONOMIC DEVELOPMENT

Chapter highlights

- Overview
- Economic Development Goals
- Opportunities and Challenges
- Goals and Actions



OVERVIEW

The purpose of the Economic Development section is to present Becker's opportunities and challenges in creating jobs, wealth and improving quality of life. In addition, this section outlines strategies for increasing quality employment opportunities, strengthening tax base and providing commercial goods and services to residents.

Commercial areas provide convenient access to goods and services needed by residents. Becker's commercial niche is defined by the size of its population and the larger regional marketplace. Located just 10-15 minutes away, the commercial area of Monticello along I-94 is the area that the big box stores have concentrated. Big box stores typically provide residents with access to a broad range of goods at a low price. Given this context, Becker's niche is daily convenience goods and services including grocery, hardware, lumber, salons, restaurants, bars, insurance agents, dentists, chiropractors and similar retail and service sector businesses. These businesses help build a community because they provide small business ownership opportunities and help establish a unique community character. Becker also has a niche in highway-oriented commercial, which focuses on the needs of travelers for gasoline and convenience food and beverage.

Industrial areas provide high paying jobs in traded industries – in Sherburne County these jobs typically pay over 70% more than locally oriented industries¹. The industrially-zoned area between US 10 and the Mississippi River in Becker and Becker Township is exceptional in the Upper Midwest for its size, infrastructure, and buffer from conflicting adjacent land uses. It provides an opportunity to generate high quality jobs and tax base for a diversity of industrial uses, including small and mid-sized locally-owned companies as well as large national and global industries with unusual requirements for rail, outside storage, power, steam and broadband infrastructure.

Both commercial and industrial properties provide an important source of revenue to local units of government because of the structure of Minnesota's property tax classification system. A typical Becker residential property valued at \$270,000 will yield \$1,057 in total property tax. By comparison, a commercial property of the same value will yield 25% more or \$1,321 in total property tax. In addition to being attractive from a revenue perspective, commercial/industrial properties are attractive from a cost perspective. The League of MN Cities estimates that commercial/ industrial properties consume \$.68 in services for every dollar paid, while households generally consume \$1.38 in services for every dollar paid

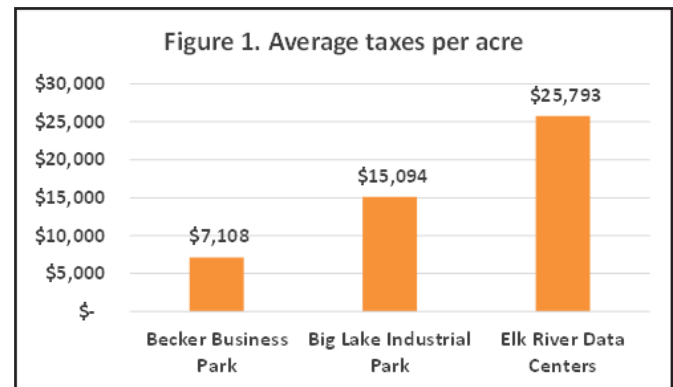
BUSINESS PARK TRENDS

Opportunities

- The extensive industrial area south of US 10 in Becker, which includes the Becker Business Park, is truly exceptional in Minnesota and the Upper Midwest, due to its size, well-buffered character, infrastructure, and proximity to the MSP metropolitan area. Over 7,000 acres of land south of US 10 are designated as Industrial in the City's future land use plan. 3,345 of these acres are already within the City limits.
- The sandy soils in the area offer excellent drainage and conditions for development and construction.
- The Becker Business Park and surrounding area is served by 10-ton roads, with immediate access to four-lane US 10 and access to I-94 in Clearwater, within 8 minutes via CR 8.
- A key asset for the industrial area is access to the BNSF mainline that connects west coast port cities – Seattle and Portland – to Chicago. Becker owns a spur and 1,700' siding, which provides access to LPI, several small- to medium-sized industries and several city-owned industrial lots. An existing Xcel Energy-owned switch and 3-mile looped track will provide access to the west side of the industrial park upon decommissioning of Sherco.
 - A mainline switch costs approximately \$1.5 million and it is difficult to negotiate mainline access with Class 1 railroads like BNSF, because their business model focuses on uninterrupted long-haul movement of unit trains. Existing switches are a valuable asset for Becker.
- There is limited industrial land served by rail available in the MSP metropolitan area. Conflicting adjacent land uses and market demand for other uses continues to drive up values, pushing out industrial uses. This creates an opportunity for Becker to leverage its existing rail infrastructure

Challenges

- The opportunity and challenge for the City, will be to develop this exceptional area in a way that maximizes its tax base and appeal to the market, and provides opportunities for national/global firms as well as locally-owned enterprises.



- City practices, design standards and lot configurations in the Becker industrial park have created a highly variable and relatively low tax valuation per acre in the two areas developed to date for small to mid-sized firms as shown in Figure 1. There is an opportunity to generate significantly more tax base per acre, which can help cover the cost of expensive infrastructure and provide meaningful financial support to taxing jurisdictions.
- Further development strategy and design of the Business Park and surrounding industrial areas will be important. Prospective businesses are seeking fully prepared sites (e.g., Shovel Ready), but the cost of infrastructure is high and holding times are unpredictable. A variety of possible markets for the Becker Business Park identified by the industrial park focus group as shown in Table 1 and can help shape the strategy and design for the Becker Business Park and surrounding area.

and available land boosting the City's tax base and providing local, well-paying jobs. Becker has a good working relationship with BNSF and expects to continue to work with the railroad, an important marketing partner for the site.

- The presence of Xcel Energy brings the potential for access to steam for industrial uses as well as redundant sources of electric power, for industries sensitive to power interruptions.
- Becker's Business Park is an attractive location for data centers and other large power users because of access to redundant power, fiber, and abundant water due to the City's proximity to the Mississippi River and Sherco's water intake. Data centers typically provide a small number of high paying jobs, exceptionally high tax base density per acre, and stimulate economic activity by regularly hiring electrical contractors for upgrades.
- Xcel Energy is in the process of selling land it owns surrounding the Sherco plant. The large, buffered tracts of land Xcel Energy owns are unusual and attractive to large manufacturing and processing operations, and other sizeable businesses. Becker and Xcel plan to continue working together as marketing partners to grow the City's tax base in preparation for the planned decommissioning of the Sherco plant.
- Becker's location between the St. Cloud and MSP metro areas is attractive, due to the size of the markets and the labor force available in both areas. The concentration of young families and individuals in their prime working years who live in Becker, and the surrounding areas in Sherburne County, is a competitive advantage for the area.
- Becker has a reputation for being business friendly and can continue to maintain this competitive advantage while identifying additional ways to speed-up and coordinate approval processes while also ensuring the safety, health, welfare and general public interest is met through the completion of actions appropriately identified in approved plans, goals and policies. (e.g. environmental, health and safety).

| Type | Comments |
|-----------------------|---|
| Heavy industrial | Consider range of sizes 40, 60, 80+ acres; typically 50+ acres |
| Food processing | Significant variation. 5-100+ acres |
| Cold storage | Good fit with rail and food processing. Typically 100,000 square feet+ |
| Data center | Secure, attractive, nearly windowless buildings. No outside storage. |
| Trucking/distribution | Orientation of truck bays – visual and circulation impacts |
| Manufacturing | Typically 40,000 square feet+ |
| Construction/trades | Possibly small lot area sized for smaller buildings, reduced setbacks, may not need semi-trailer access |
| Multi-tenant | Possibility for Becker, good for small businesses & startups. Bays approximately 7,500 sf |

- Certain areas should be reserved for potential rail users, steam users, outside storage and users with other special needs. Poor design will set up conflicting uses, underutilization of expensive infrastructure and low tax base density. A well-designed industrial park will maximize the city's return on its infrastructure investment, create an attractive employment area and minimize conflicting uses.
- Changing demographics are expected to create a tight labor market long term. Workforce is a critical site location factor for employers. There may be elements of design that could be incorporated to support talent attraction in the Business Park or other parts of the City (e.g. Business Park signage, links to the commuter rail station, access to childcare and fitness facilities)

COMMERCIAL TRENDS

Opportunities

- The extensive industrial area south of US 10 in Becker, which includes the Becker Business Park, is truly exceptional in Minnesota and the Upper Midwest, due to its size, well-buffered character, infrastructure, and proximity to the MSP metropolitan area. Over 7,000 acres of land south of US 10 are designated as Industrial in the City's future land use plan. 3,345 of these acres are already within the City limits.
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- There is limited industrial land served by rail available in the MSP metropolitan area. Conflicting adjacent land uses and market demand for other uses continues to drive up values, pushing out industrial uses. This creates an opportunity for Becker to leverage its existing rail infrastructure

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- The opportunity and challenge for the City, will be to develop this exceptional area in a way that maximizes its tax base and appeal to the market, and provides opportunities for national/global firms as well as locally-owned enterprises.
- City practices, design standards and lot configurations in the Becker industrial park have created a highly variable and relatively low tax valuation per acre in the two areas developed to date for small to mid-sized firms as shown in Figure 1. There is an opportunity to generate significantly more

| Type | Comments |
|----------------------------------|---|
| Hotel | Market study needed, timed when sufficient information is available about major construction anticipated in the Becker Business park |
| Dining | Substantial construction and employment in the Becker Business Park may increase demand for dining |
| Enhanced grocery | Current operations do not appear to meet resident expectations according to interview and focus group participants |
| Pharmacy | There is interest in a local pharmacy. Integration with an enhanced grocery operation is more likely than stand-alone, due to market size and proximity to pharmacies in neighboring communities |
| Convenience store | A well-regarded chain plans to construct a C-Store in Becker within the next several years |
| Personal & professional services | Residents value convenient access to long-term relationships with personal and professional service providers including barbers, salons, financial planners, insurance agents, dentists, eye care professionals, chiropractors and similar services |
| Office condominiums | Office condos allow small business owners in personal and professional service businesses to build equity and strengthen their investment and commitment to the community, |

GOALS & ACTIONS

City-Wide Goals & Actions

Goal 1: Maintain & Expand Relationships

Maintain and expand a strong network of relationships that will generate high-quality leads, including strengthening relationships with current City businesses to support retention and expansion efforts.

Action 1. Regularly host forums with developers, brokers, economic development allies and other target customer audiences.

Action 2. Continue to regularly reach out to local businesses obtain and record feedback on current needs and to facilitate business retention and expansion . Set annual goals and target outreach by sector, geography or other criteria.

Action 3. Continue to strengthen existing marketing relationships with business park and commercial leaders (e.g, Xcel Energy, Northern Metals Recycling, BNSF, Liberty Paper) and establish new marketing partnerships where appropriate.

Action 4. Continue to have economic development staff attend various local and national conferences and events that facilitate interactions with targeted industries and influencers.

Action 5. Establish a new orderly annexation agreement with Clear Lake Township, and maintain the existing orderly annexation agreement with Becker Township to ensure organized expansion of the City.

Goal 2: Efficient & Orderly

Provide more efficient development processes while further expanding upon and maintaining high levels of urban design and engineering standards to support evolving demands from retail, office, etc., are being met.

Action 1. Review the 1st Street Corridor Plan bi-annually and update as deemed appropriate.

Action 2. Review and update City code to ensure subdivision, plat and other development review processes are efficient and detailed enough to ensure quick establishment of businesses while protecting the urban design, engineering, and planning standards Becker has set forth and is seeking.

Action 3. Review permit and development review process regularly and ensure that such processes are transparent.



Goal 3: Communicate & Market

Continue to thoroughly communicate Becker's advantageous market and economic position while creating marketing materials to assist in this effort.

Action 1. Regularly review and update the website and marketing materials to ensure they are current.

Action 2. Develop a social media strategy and execute regularly to raise Becker's profile among targeted audiences.

Action 3. When reviewing budgets ensure there is ample funding to achieve Goal 3 and it's related action items.

Action 4. Continue to partner with Xcel Energy, DEED, and BNSF on marketing properties in the Business Park.



Goal 4: Diversified

Create a diversified, vibrant and sustainable economy that provides necessary, desirable, and diverse goods and services for the residents of the City.

Action 1. Review the City's established incentive policy and utilize incentives, as appropriate, along with other marketing efforts to attract businesses.

Action 2. Revise City zoning code and plans, where deemed appropriate to allow for a robust mix of development types and uses.

Action 3. Revise City zoning code and other plans, where deemed appropriate to foster a sense of place.

Action 4. Implement a Dig Once policy to maximize efficient project and construction cost. This policy should include incorporation of high speed internet (fiber).

Action 5. Establish clear guidelines for solar ready development in all zoning districts where solar is a permitted use.

Business Park Goals & Actions



Goal 1: Leverage

Leverage and increase industrial land and infrastructure assets to build tax base and quality employment growth.

Action 1. Continue working with Xcel Energy, BNSF Railroad and Becker Township, to develop a long term development strategy for the industrial acreage taking into account the compatibilities of different market segments and their needs for infrastructure, outside storage, the cost of site development, tax base density, and options for phased development.

Action 2. Align land sale, zoning, design standards and incentive policies to reflect the long-term market and land development strategies for the Business Park, including job creation and tax base goals.

Action 3. Develop and implement a Business Park marketing strategy for Becker that integrates the capabilities of economic development partners. Work with Xcel Energy, BNSF Railroad, Sherburne County, DEED, Greater MSP and GSDC to take advantage of significant marketing investments made each year and by these organizations.

Action 4. Establish a new orderly annexation agreement with Clear Lake Township, and maintain the existing orderly annexation agreement with Becker Township to ensure organized expansion of the City.



Goal 2: Service

Ensure the Business Park and expansion areas have ample utility (e.g., water, sewer, fiber, power, telecommunications) and street infrastructure in place.

Action 1. Continue to seek funding to update various utility and transportation plans. This includes seeking funding for the establishment and subsequent updates of a City Thoroughfare Plan.

Action 2. Continue to seek and apply for funding to construct utility and road infrastructure.

Action 3. Establish clear guidelines for solar ready development in all zoning districts where solar is a permitted use.

Action 4. Establish a new orderly annexation agreement with Clear Lake Township, and maintain the existing orderly annexation agreement with Becker Township to ensure organized expansion of the City.



Goal 3: Foster

Encourage and foster a sense of place specific to the Business Park that is cohesive with and enhances Becker's identity, enhances business visibility and supports talent attraction.

Action 1. Revise and incorporate City zoning standards that maintain high levels of urban design standards while also being development friendly and encouraging growth.

Action 2. Study and create Business Park development overlay districts that are not cumbersome to businesses and developers but that assist in fostering a sense of place.

Action 3. Provide high quality monument signage for the Business Park to creating a positive image for the community, the business park and business park tenants.

Action 4. Create marketing materials that showcase the city's identity (e.g., brand, logos, colors, pictures, verbiage, etc.). Work with marketing partners to showcase the same City identity in their marketing materials where possible and appropriate.

Action 5. Plan and collaborate with adjacent jurisdictions for orderly expansion of the Business park.

Action 6. Actively plan and coordinate development within the Business Park to ensure a cohesive sense of place and a presence of diverse types of development.

Action 7. Establish a new orderly annexation agreement with Clear Lake Township, and maintain the existing orderly annexation agreement with Becker Township to ensure organized expansion of the City.

Commercial Goals & Actions



Goal 1: Centered & Defined

Define and support a thriving City Center while rethinking the future of the 1st Street Corridor.

Action 1. Create a City Center that offers access to daily convenience goods and professional services valued by City and surrounding area residents, visitors, and employees. The City Center should provide functional and attractive shopping for area residents. Maintain attractive highway-focused commercial (e.g. gas, convenience store, fast food) oriented to traffic on US 10.

Action 2. Identify appropriate locations along the 1st Street Corridor that could be appropriate for revitalization and redevelopment. Revise City zoning code to allow for revitalization and redevelopment of a City Center and the 1st Street Corridor. Utilize overlays and other zoning techniques in order to attract a variety of businesses and to foster a sense of place. Utilize the 1st Street Corridor Plan in this effort.



Goal 2: Centered & Defined

Define and support a thriving City Center while rethinking the future of the 1st Street Corridor.

Action 1. In preparation for the likelihood of significant development project(s) in the Business Park, conduct a hotel market study to determine market potential and support the City in attracting a hotel. The study should identify prospective hotel sites within the City and identify adjacent uses compatible with hotel development to strengthen the hospitality sector in Becker.

Action 2. Continue to regularly meet and work with developers and/or brokers to explore the opportunity to enhance the small business personal & professional service sector in Becker (e.g. dentists, eye care, accounting, financial planning, insurance). Explore possible development of office condos.

Action 3. Market commercial opportunities to target audiences using the market analyses.

09

IMAGE & OPPORTUNITIES



Chapter highlights

- Overview and Key Themes
- Opportunities and Challenges
- Rebranding
- Opportunity Locations



OVERVIEW

A community's image is a portrayal of its aspirations. It aides in establishing a physical, public-facing commitment to the present while looking towards the future. Shaping Becker 2040 provides the City of Becker an opportunity to reevaluate its image and develop a strategy towards establishing a renewed image.

Key Themes

As the City developed ideas that could orient a new image for the City, a series of present and future-oriented questions were discussed. During the March 2020 visioning session, attendees were asked for their perspective on what Becker is today, and what Becker could be going forward. The resulting themes developed during the vision session helped to inform the creation of clear city branding and imaging:

- 💡 A Community 'On the Cusp'
- 💡 A Sense of 'Home'
- 💡 Local Pride
- 💡 Excellent Schools
- 💡 Magnetic
- 💡 Safe
- 💡 Unique Location

The picture painted from these themes is a community that is just that – a true community. Becker is close knit, with people who know and look out for each other. Residents have immense local pride thanks in large part to the strong city schools. Located at the geographic center of the City, Becker revolves metaphorically and literally around its schools.

While this sets a firm foundation, there exists too a magnetic feeling that something significant is on the horizon. Leveraging the unique, powerful foundation that Becker already has, the City has an opportunity to propel the community into something new and exciting with both this Comprehensive Plan, and subsequent physical imaging. These physical imagining elements can reinforce this idea of being “on the cusp” of something new and exciting.

Opportunities

Challenges

- Creation of community gateway monuments, wayfinding signage, and streetscaping elements.
- Reimagining 1st Street and the frontage along Hwy 10.
- Continue to leverage and grow the successes of Becker City Schools.
- Invest in and grow development in the business park and adjacent industrial areas.
- Identify and guide development within centralized areas, developing “nodes” throughout the City.
- Identify and establish gateway locations at key city entrances.

- Combat an external image of Becker being “old-school”.
- Addressing a demand for more types of housing at diverse price points that can support residential growth and retain existing residents.
- Need to grow and diversity the City’s job base.
- Provide additional infrastructure and network connectivity for those walking and biking.
- Availability of current city resources and developer investment momentum.

BECKER REBRANDING

Much of the foundational work that goes into community imaging has already been completed. In 2018 Becker underwent a city-wide rebranding that provided a fresh update to its city and department logos. The rebranding effort established consistency in appearance and guidance towards the city’s appearance and messaging.



Old Becker Logo



New Becker Logo



New Becker City Department Logos and Branding

Becker now has an opportunity to reflect this new image within its physical environment through integration of the new City brand within new wayfinding signage, streetscaping elements, and gateway monuments.



OPPORTUNITY LOCATIONS

GATEWAYS

Gateways define the edge or entry of an area, establishing a unique sense of place and transition between locations. For Becker, key Gateway opportunities have been identified at City entrances along Hwy 10.

STREETSCAPING

Streetscaping can be comprised of several elements, such as trees, benches, lights, and art, located along a street. Streetscaping can provide many roles, including helping to establish a sense of place, buffer pedestrians from moving vehicles, provide shade, or even just a place to sit. Streetscaping opportunities in Becker are being recommended for major roadways within the City.

WAYFINDING

Wayfinding typically involves signage that helps orient people to major destinations, while helping to reinforce a sense of place and direction.

NODES

Nodes are areas of concentrated development, with an intentional scale and desired mix of uses that create “activity centers”, within a community. Three mixed use nodes have been identified for Becker.

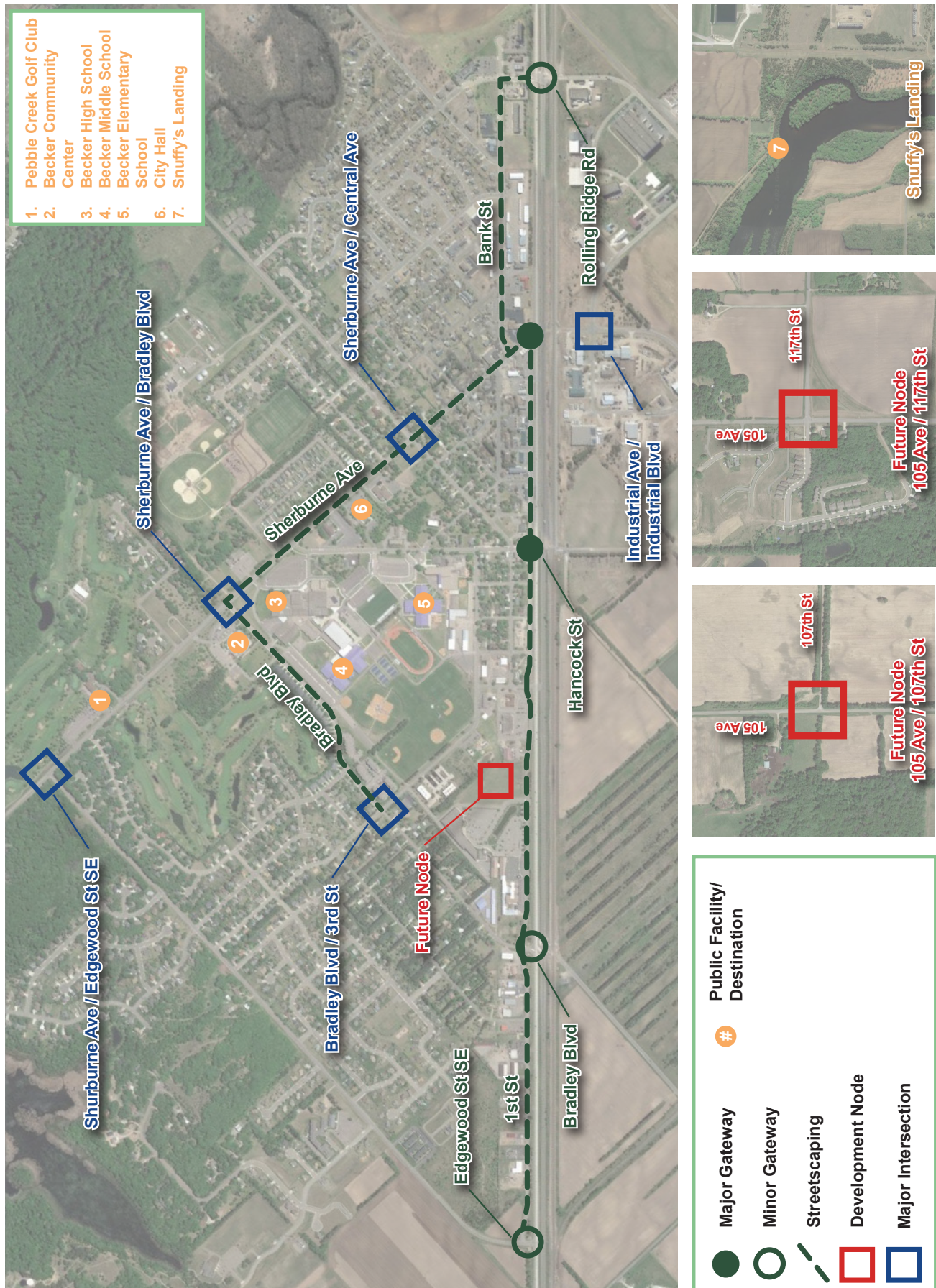
FIGURE 9-1 BECKER SIGNAGE CONCEPTS



BRANDING & MONUMENTATION ENTRY MONUMENT SIGN CONCEPT



FIGURE 9-2 IMAGE AND OPPORTUNITIES LOCATION MAP



10

Finances



Chapter highlights

- Overview
- Finance Goals
- Opportunities and Challenges
- Goals and Actions
- Tables, Charts, and Maps



OVERVIEW

Purposeful and well-established financial goals, actions and implementation strategies are fundamental in effectively, efficiently, and successfully transforming the Comprehensive Plan. The purpose of the Finance section is to outline strategies for the long-term financial growth and stability of the City.

The City of Becker's Financial strategies serve a crucial role in all aspects of City operations. Ensuring that these strategies are established and kept current has a direct impact on the quality of life for citizens. Public infrastructure and services, such as roads, parks, and community facilities, are a direct visualization of taxpayer's money at work. Financing for economic development, housing, and sustainability is equally impactful.

Maintaining and updating financial plans that envelop all aspects of City operations is key to the City's success. Current and active financial plans, strategies, goals and actions must be in place to ensure that day to day decisions contribute to the overall financial health and growth of the City. Annual financial decisions that the City makes must align with long-term goals that the City has set. A major key in prioritizing financial decisions is through a well-organized and established Capital Improvement Plan (CIP). The CIP is a long-term budget and action plan that prioritizes and allocates the City's financial resources. It plays a vital role in coordinating locations, timing, and funding for the City's projects and operations. An effective CIP provides a roadmap for future projects, identifies areas of opportunity and risk, and guides City leaders in their decision making.

Finance Goals



Synergistic and Efficient



Transparent



Established



Maximized



Sustainability



Investments

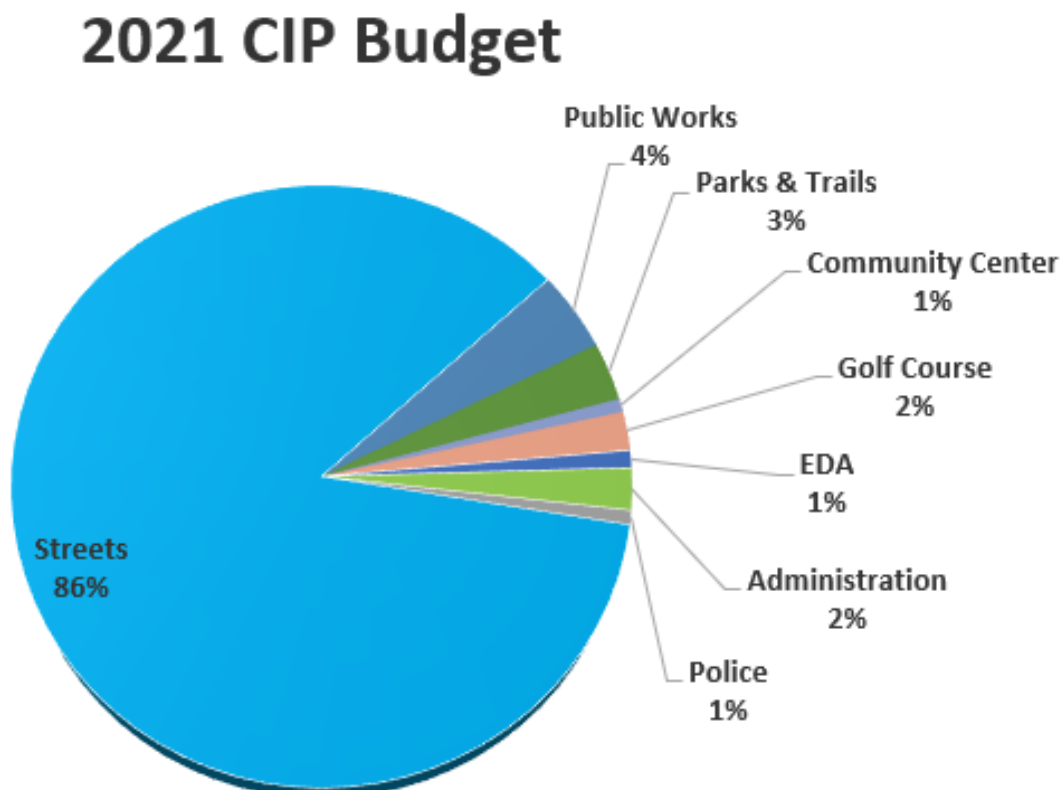
Opportunities

- Grants and state funding
- Collaboration with other jurisdictions
- Financial growth
- Maintaining short- & long-term security

Challenges

- Ensuring that funding sources are diversified and available when needed and that taxpayer resources are used efficiently and effectively.
- Transparency in fees and costs
- Planning for an ever-changing tax base

FIGURE 10-1 2021 CAPITAL IMPROVEMENT PLAN BUDGET





GOALS & ACTIONS



Goal 1: Synergistic and Efficient

Create financial synergy and efficiency by ensuring that the Capital Improvement Plan (CIP) is inextricably linked to the Capital Budget, Comprehensive Plan as a whole, strategic plans, economic development plans, and other City plans, strategies, and policies.

Action 1. Establish a system and process for assessing capital assets and plan and budget for any capital maintenance and replacement needs.

Action 2. Create and adopt a Capital Improvements Plan (CIP) and regularly review and update the plan. Incorporate all applicable City plans, strategies, goals, and policies.

Sub-action 2.A Ensure the CIP includes a listing of capital projects, equipment, and major studies and plants, a priority ranking of projects, a financing plan, timetables for construction or completion of projects, project justifications, classification, itemization, and project explanations.

Sub-action 2.B Develop specific criteria to identify what is or isn't a capital project. These criteria depend on a variety of factors including population size, threshold dollar amount (e.g., \$10,000), size of budget, relatively expensive, not a normal annual recurrence, useful life expectancy beyond one-year, and others. Typical categories of capital assets: buildings, infrastructure, expensive physical equipment (e.g., fire apparatus, snowplows, etc.), and land.

Sub-action 2.C Identify the minimum life-expectancy for each capital project.

Sub-action 2.D Identify the revenue sources to fund the capital project(s) including general revenue, grant, designated revenue funds special taxes or fees, types of debt, Tax Incremental Financing (TIF), general obligation bonds, revenue bonds (ensure the correct types of bonds are selected in the purpose or revenue stream for the capital asset), partnerships, donations, special federal and/or state pass through financing. Include matching requirements, environmental impact statements, post-grant evaluation criteria, other similar items. Apply for and receive appropriately identified funds.

Sub-action 2.E Create a funding tracking system that connects funds to specific, targeted projects and ensures that projects are completed on time, within budget and in line with the Comprehensive Plan and all other studies, plans policies and procedures.

Sub-action 2.F Inventory current capital assets (e.g., check with your government's insurance carrier) and create a tracking and accountability system.

Sub-action 2.G Prioritize capital projects and garner staff inputs on needs, suggested capital projects, identifying trends affecting capital issues and verifying conditions of existing capital assets.

2.G.1 Evaluate staff recommendations and seek effective public input. Additionally, ensure procedural justice and make sure the input is not viewed as merely a form of structured cooptation but actually includes input received.

Action 3. Ensure that the established Project Prioritization System is an integral and inseparable part of the CIP. (See Transportation Action 5.1)

Action 4. Ensure that the Capital Budget is set separately from the Operating Budget.

Action 5. Create an infographic and flowchart of the Capital Planning Process (see Figure 10-2). Make sure process is regularly reviewed and updated where appropriate.

Action 6. Utilize various technology to assist with visualization and efficiency in making the plan accessible and implementable.

Action 7. Practice high standards of project management and establish and track performance indicators. Minimize contact points and confusion on each project by spreading project management evenly across City Staff (limit silos while maintaining single points of contact for each project).

Action 8. Create and implement strategies to prolong the life of City assets.



Goal 2: Transparent

Ensure City Finances and establishment of City Fees are transparent, stable and provide for short and long-term needs.

Action 1. Establish a process for reviewing, implementing, tracking and updating the Capital Improvement Plan.

Action 2. Cash and investments shall remain at levels that allow for liquidity to meet all operating requirements that may be reasonably anticipated.

Action 3. Retain ability to acquire funding to meet the payment requirements of projects that are funded by outside sources.

Action 4. Do a complete financial analysis of historical revenues and expenditures.

Action 5. Ensure that all material respects, contributions received, expenditures made, and assets of the City of Becker are administered in accordance with approved City budgets, policies, and accounting practices.

Action 6. Ensure financial transparency to promote accountability and provide insight into financial functioning.

Action 7. Stay well informed of best practices to maintain a sound financial and credit position, ensuring that the City maintains the ability to place necessary debt at preferred interest rates and be nimble.



Goal 3: Established

Establishment of City Fees are transparent and equitable.

Action 1. Ensure that the City Fee Schedule, including SAC/WAC, Trunk Charges, Building Permit Fees, and other development related fees, are strategically and fairly established based on analysis, research, and City operating costs.

Action 2. The City of Becker conducts utility rate studies to ensure financial stability in the water and wastewater funds.

Action 3. Benchmark all costs with other similar local governments.



Goal 4: Maximized

Maximize efficiency of the City's borrowing capability and practice effective debt management.

Action 1. Borrow where deemed necessary, appropriate and where qualified for capital projects. Borrowing for capital projects is an essential decision-making tool.

Action 2. Do not borrow for operating expenses.

Action 3. Analyze and establish pre-determined borrowing points for the right and appropriate projects. Ensure that debt is managed to maximize the ability to complete capital projects in an ordered fashion and on time.

Action 4. Regularly review, when conditions are favorable, debt and refinancing and regularly check debt limitations as dictated by Minnesota Statute.

Action 5. Maintain an excellent bond rating to ensure future debt is issued with the lowest possible interest rate to the taxpayer and take advantage of opportunities to refinance outstanding debt at lower interest rates.



Goal 5: Sustainability

Incorporate financial resiliency into City's financial planning efforts to produce a sustainable community and mitigate the effects of disasters.

Action 1. Maintain an adequate Revolving Capital Insurance fund balance to provide cash flow requirements to cover a higher insurance deductible in the normal course of business and also provide cash flow in the possibility of a substantial event that would have a major financial impact on the City.

Sub-action 1.A Establish parameters to contain the effects of a disaster; resiliency approach, not reactionary.

Action 2. The City has minimized insurance premiums by finding the best deductible to fit the needs of the organization. With a higher deductible, there is a component of self-insurance to cover incidents that happen in the normal course of business. The funds for incidents running up to the deductible are covered by the funds in the Revolving Capital Insurance Fund.

Action 3. Incorporate resiliency into the Capital Planning Process to produce a sustainable community and mitigate the effects of disasters (i.e., fund adequate infrastructure to increase redundancy, instituting a resiliency-based approach on capital planning.

Sub-action 3.A Regularly collaborate with key community stakeholders on their emergency action plans and incorporate, where deemed appropriate, items into the CIP that will allow the City to remain functional and recover more rapidly following disasters.



Goal 6: Investments

Strategic investment of City funds in order to attain a market rate of return while preserving and protecting the capital of the overall investment portfolio.

Action 1. The City of Becker will minimize credit risk by strategically investing in types of securities that are permissible by MN Statute.

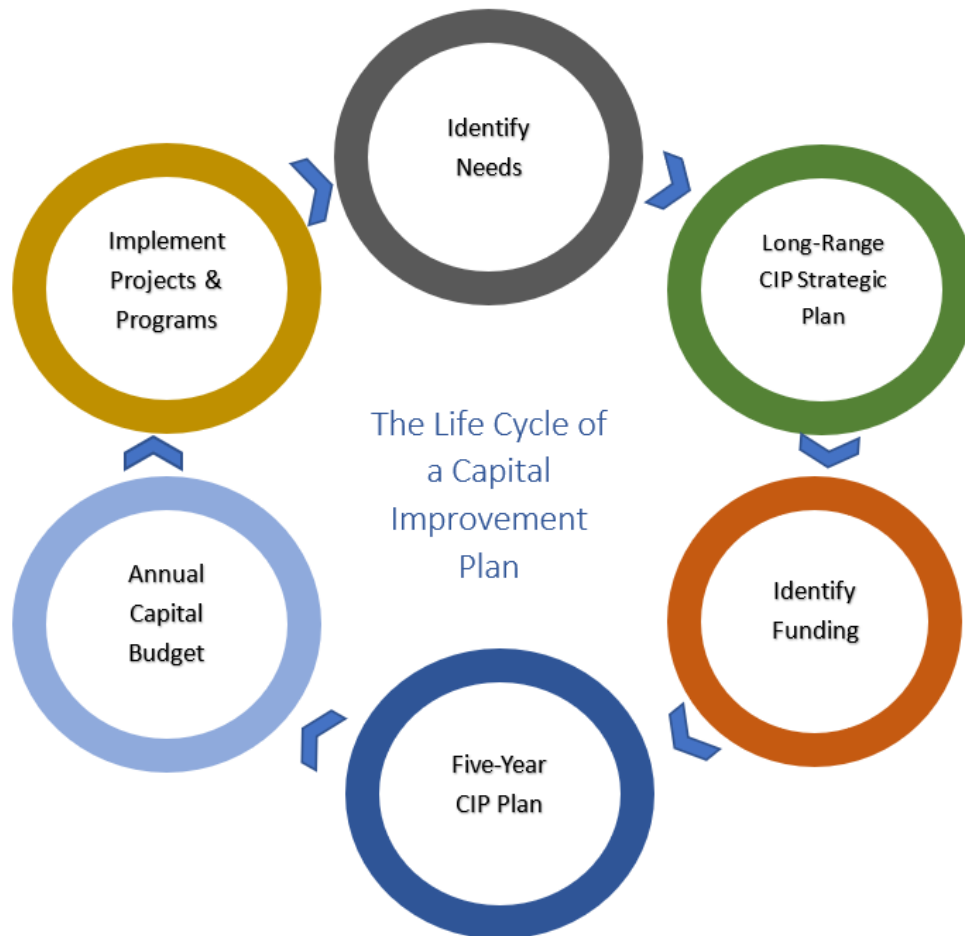
Action 2. The City of Becker will diversity its portfolio by including a variety of investments.

Action 3. The investment portfolio will be maintained with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity need.

Action 4. Review and update the Investment Policy.

TABLES, CHARTS, & MAPS

FIGURE 10-2 THE LIFE CYCLE OF A CAPITAL IMPROVEMENT PLAN



Identify CIP Needs

Departments lead the effort to identify future capital needs by listing capital projects, equipment, and major studies. Potential capital improvement projects are prioritized to develop feasible projects that meet community needs.

Long-Range CIP Strategic Plan

Create and adopt a CIP and regularly review and update. Incorporate all applicable City plans, strategies, goals, and policies. A complete overhaul of the plan is completed every 5 years.

Identify Funding

Seeking funding sources, such as ongoing capital improvement programs that have an existing funding source, or other opportunities like grants, partnerships, or possible future bond proposals.

11

IMPLEMENTATION

CITY OF BECKER

Chapter highlights

- Overview
- Office Controls
- Funding Mechanisms
- Amending the Plan
- Action Plan
- Tables, Charts, and Maps

IMPLEMENTATION PLAN

The Comprehensive plan creates a vision for the City of Becker and guides land use and infrastructure improvements so the City can meet the community's future needs. However, the vision can only be realized if the plan is used. Tools to implement the plan will vary in that some will be reactive such as zoning and subdivision ordinances that guide private developments and others will be proactive, such as the City's Capital Improvement Program (CIP) for undertaking public improvement projects.

OFFICIAL CONTROLS

Zoning

City zoning codes regulate land use to promote the health, safety, order, convenience, and general welfare of all citizens. They regulate location, size, use and height of buildings, the arrangement of buildings on lots, and the density of population within the City. The City's zoning districts effectively guide development in Becker. The Shoreland and Wild and Scenic River Overlay Districts place additional restrictions on the area in addition to the underlying zoning district.

The City of Becker also allows Planned Unit Developments to allow unified site design resulting in the conservation of land and open space through clustering of buildings and activities.

Subdivision of Land

The Subdivision Ordinance regulates the subdivision and platting of land within the City providing for the orderly, economic and safe development of land and facilitating the adequate provision for transportation, water, sewage, storm drainage, electric utilities, streets, parks and other public services and facilities essential to any development. City controls to regulate subdivision of land include an application and approval process, including Planning Commission and City Council review. The subdivision of land promotes the public health, safety and general welfare of the people and helps achieve the vision of this comprehensive plan by providing for standards in the development of land.

Ordinance Amendments

The City will evaluate land use controls and consider amendments to eliminate inconsistencies with the Comprehensive Plan, conform to State and Federal regulations, and support the overarching community goals identified through this plan update.

The City may also want to review the current Zoning Map and Zoning District requirements for compliance with the Comprehensive Plan. If there are discrepancies, or changes needed to meet the City's goals and objectives, an amendment to the official controls (Zoning and/or Subdivision ordinances) may be appropriate.

FUNDING MECHANISMS

The construction of public improvements require a funding source. There are a number of tools that can be used to plan for these improvements.

Captial Improvements Program

City zoning codes regulate land use to promote the health, safety, order, convenience, and general welfare of all citizens. They regulate location, size, use and height of buildings, the arrangement of buildings on lots, and the density of population within the City. The City's zoning districts effectively guide development in Becker. The Shoreland and Wild and Scenic River Overlay Districts place additional restrictions on the area in addition to the underlying zoning district.

The City of Becker also allows Planned Unit Developments to allow unified site design resulting in the conservation of land and open space through clustering of buildings and activities.

Grants

The Subdivision Ordinance regulates the subdivision and platting of land within the City providing for the orderly, economic and safe development of land and facilitating the adequate provision for transportation, water, sewage, storm drainage, electric utilities, streets, parks and other public services and facilities essential to any development. City controls to regulate subdivision of land include an application and approval process, including Planning Commission and City Council review. The subdivision of land promotes the public health, safety and general welfare of the people and helps achieve the vision of this comprehensive plan by providing for standards in the development of land.

AMENDING THE PLAN

To keep the Comprehensive Plan current, it will be necessary to make amendments from time to time. However, as the foundational document guiding development, most amendments should occur through a comprehensive effort to address changes to the community overtime. The Action Plan, described below, is a tool that can and should be amended more frequently.

The City of Becker also allows Planned Unit Developments to allow unified site design resulting in the conservation of land and open space through clustering of buildings and activities.

ACTION PLAN

Implementing the vision and goals of the Comprehensive Plan requires an action plan, and the coordination and investments of many stakeholders. The Action Plan presents a concise summary of the goals along with specific action steps, organized by chapter. The Action Plan includes:

- **Goal:** A restatement of the specific goal.
- **Action Step:** Specific action items intended to help meet the goals.
- **Timeline:** The timeline is divided into 4 categories: Short-Term, Mid-Term, Long-Term and Ongoing. The applied category indicates when the action item might begin and is advisory in nature.
- **Tools:** This column lists potential tools available to achieve the stated goal.
- **Potential Indicators:** This column lists performance measurements or other indicators to help determine progress on a goal.

The Action Plan will be updated on a regular basis as part of other City processes, such as annual budgeting or project prioritization sessions. The Action Steps and Timeline sections of the worksheets are intended to be flexible and adaptable over short periods of time, so changes to these sections do not require a formal amendment to the Comprehensive Plan. The goals, however, are high level, long-term goals. Changes to the specific goals will require an amendment to the overall plan.



TABLES, CHARTS, & MAPS

LAND USE

| Goal | Action Steps | Timeline | Tools | Objective Benchmarks |
|--|--|------------|---|---|
| 1. Guide: Strategically guide a robust mix of development towards centralized locations throughout the City. | 1.1 - Identify locations in the City that could support new and mixed development. | Short-term | City Staff, Land Use Map; GIS Analytical Tools; Other Market Demographic and Economic Data and Analytical tools | Analyses are conducted and locations are designated within the Land Use Map, marketing materials, and/or related communications. |
| | 1.2 - Identify, proactively zone and market developable, priority locations, according to City goals, in preparation for future development. | Ongoing | City Zoning Code; Future Land Use Map; and related Land Use Regulations | Locations are identified, zoned, and marketed within formal city materials and/or related local and regional communications. The Future Land Use Map and related Land Use Regulations are revised where deemed appropriate. |
| | 1.3. - Update the City Zoning code, Subdivision ordinance, and Capital Improvements Plan (CIP) to accommodate and facilitate desired new development and land use. | Ongoing | City Zoning Code; Subdivision Ordinance; CIP | The Zoning Code, Subdivision Ordinance, and CIP are reviewed regularly and kept current to reflect desired and appropriate changes. |
| | 1.4. - Continue regular conversations with developers and local stakeholders around challenges and opportunities for future development. | Ongoing | City Staff; City Code | Regular conversations are held with developers and local stakeholders. City codes are amended to include applicable and appropriate suggestions. |
| | 1.5. - Establish new, and maintain existing, orderly annexation agreements to ensure organized expansion of the City. | Ongoing | City Staff; City Code | City Staff collaborates with adjacent communities to establish a plan for orderly expansion. |
| | 1.6. -Update ordinance addressing solar developments to ensure siting of such developments are appropriately sized for areas of mixed development. | Ongoing | City Staff; City Code | City Code is updated with further guidelines for solar developments as a primary use to ensure appropriate sizing |

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| 2. Rethink: Define and support a thriving City center while rethinking the future of the 1st Street Corridor | 2.1. - Utilize and implement findings and recommendations from the 2016 Hwy 10-1st St Corridor Study. Identify locations along the frontage road that are eligible for (re) development, particularly towards accommodating local and regional needs. | Ongoing | Small Area Plan Maps; GIS Analytical Data and Tools; Other Data | Small Area Plans, City maps, and/or related materials, are created and kept current, to reflect recommendations from the 2016 Hwy 10-1st Corridor Study and desired changes. |
| | 2.2. - Designate centers along the frontage road in which to concentrate (re) development, while developing and setting standards for building aesthetics, siting, streetscaping, landscaping, open space, multi-modal connectivity, signage, and other related aspects of site development and (re) development. | Short-term | Zoning Code; Future Land Use Map; Small Area Plan Maps; GIS Analytical Data and Tools; Other Data; Graphic Illustrations | Zoning Code, Future Land Use Map, Small Area Plans, and other graphics and/or deliverables are created and kept up-to-date to reflect desired and appropriate changes. |
| | 2.3 - Conduct pre-development work on desired sites to reduce barriers of (re) development. Activities may include: parcel consolidation, market analysis, property and land acquisitions, soil testing and contaminant remediation and finance and marketing incentive packages. | Ongoing | City Staff; Land Acquisition Analysis; Land Acquisition Plan | Development occurs within desired sites after pre-development activities (such as those listed in the related action) are conducted. Post-development surveys are utilized to further determine activity effectiveness. A Land Acquisition Analysis is performed and a Land Acquisition Plan is created and kept current. |
| | 2.4. - Update existing Zoning Code, and applicable subdivision regulations, for the 1st Street Corridor, including the creation of overlays and establishment of districts to ensure desired design, siting, and integration with surrounding land uses. | Short-term | Zoning Code; Subdivision Ordinance | The Zoning Code and Subdivision Ordinance are revised, and kept current, to reflect desired changes. |
| | 2.5. - Work to relocate incompatible industrial and other activities, e.g., bulk tank farms, from other parts of the community to the appropriate industrial land use area south of Highway 10. | Intermediate | City Staff; Xcel Energy and Other Large Land Owners | Incompatible industrial and related uses are identified, and relocated south of Hwy 10. |

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| <p>3. Sense of Place: Ensure new development and redevelopment incorporates best practices of creating a sense of place and smart growth principles to remain resilient and sustainable for the long-term.</p> | <p>3.1. Develop a strategy for regional mixed use and neighborhood mixed use categories in the City's Zoning Code and Subdivision Ordinance.</p> | <p>Short-term</p> | <p>Zoning Code; Subdivision Ordinance</p> | <p>The Zoning Code and Subdivision Ordinance are revised, and kept current, to reflect desired and appropriate changes.</p> |
| | <p>3.2. Update City Zoning Code to define updated land use categories.</p> | <p>Short-term</p> | <p>Zoning Code</p> | <p>The Zoning Code is revised, and kept current, to reflect desired and appropriate changes.</p> |
| | <p>3.3 - Update City Zoning Code to define district-specific design and aesthetic standards, that will foster a sense of place throughout the City.</p> | <p>Short-term</p> | <p>Zoning Code; Graphic Illustrations</p> | <p>The Zoning Code is revised, and kept current, to reflect desired and appropriate changes. Graphic illustrations are created where deemed appropriate.</p> |
| | <p>3.4. - Update City Zoning Code, Subdivision Ordinances and Future Land Use Maps to provide for a pattern of land uses that will compliment the community's physical characteristics, encourage pedestrian activity, clearly identify and establish Becker's core and various districts and neighborhoods, and give people opportunities to interact with each other in positive ways.</p> | <p>Short-term</p> | <p>Zoning Code; Graphic Illustrations; Subdivision Ordinance; Future Land use Map</p> | <p>The Zoning Code, Subdivision Ordinance and Future Land use Maps are revised, and kept up-to-date, to reflect desired and appropriate changes.</p> |
| | <p>3.5. - Require all subdivisions to adhere to long-range plans to ensure continuity of development patterns and implementation of community priorities.</p> | <p>Short-term</p> | <p>Zoning Code; Subdivision Ordinance; City Staff</p> | <p>The Zoning Code and Subdivision Ordinance is are revised, and kept current, to reflect desired and appropriate changes. City staff ensures adherence.</p> |
| | <p>3.6. - Develop common facilities (e.g., district and neighborhood identity signs) within neighborhoods that would create a sense of City-wide unity while also fostering unique neighborhood and district identities.</p> | <p>"Short-term / Intermediate"</p> | <p>City Staff</p> | <p>Sign typologies are developed and an installation and maintenance plan is created and kept current.</p> |

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| <p>3. Sense of Place: Ensure new development and redevelopment incorporates best practices of creating a sense of place and smart growth principles to remain resilient and sustainable for the long-term.</p> | <p>3.7. – Establish a 1st Street Corridor Connectivity, Wayfinding, Parking and Open Space plan and update the City Zoning Code and Subdivision Ordinances to establish open space requirements and dedications to further enhance the sense of place and foster pedestrian activity and connectivity.</p> | <p>Intermediate</p> | <p>City Staff; Zoning Code; Subdivision Ordinance</p> | <p>A Corridor Connectivity, Wayfinding, Parking and Open Space Plan is developed for 1st Street, with subsequent Zoning Code and Subdivision Ordinance updates to reflect desired and appropriate changes.</p> |
| | <p>3.8. – Enforce codes to maintain the quality, character, viability, value, and livability of all areas of the City and to create, foster and maintain a rich sense of place.</p> | <p>Ongoing</p> | <p>City Staff; Internal Policies</p> | <p>City staff track and enforce adherence to City codes, with regular reporting to elected and appointed City officials.</p> |
| | <p>3.9. – Implement a landscape ordinance that includes requirements for trees and other plantings and establishment of landscapes (e.g., tree lined boulevards, vegetated strips) to establish and reinforce landscape character of the community.</p> | <p>Short-term</p> | <p>City Staff; Zoning Code</p> | <p>Zoning Code is revised, and kept current, to reflect desired and appropriate changes. City staff track and enforce adherence to the ordinance, with regular reporting to elected and appointed City officials.</p> |
| | <p>3.10. – Review and update development review procedures and policies to ensure incorporation of descriptions, and associated deliverables, showcasing how proposed open space functions will be fulfilled and how the design achieves each function. City staff will work with the developer to ensure these functions are met.</p> | <p>Ongoing</p> | <p>Zoning Code; Land Development Procedures, Subdivision Ordinance, City Code Policies / Procedures; Development Review Process</p> | <p>The Zoning Code, Land Development Procedures, Subdivision Ordinance and other applicable City Code policies and procedures are updated to reflect desired changes. Requirements are evaluated regularly to determine effectiveness</p> |
| | <p>3.11 – Ensure zoning code and permitting processes incorporate best practices for integrating primary and accessory use solar development. Follow best practices to ensure new developments are cohesive with surrounding areas.</p> | <p>Ongoing</p> | <p>Zoning Code; Land Development Procedures, Subdivision Ordinance, City Code Policies / Procedures; Development Review Process</p> | <p>The Zoning Code, Land Development Procedures, and other applicable City Code policies and procedures are updated to reflect desired changes. Requirements are evaluated regularly to determine effectiveness</p> |

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| 4. Leverage Infrastructure: Leverage existing industrial infrastructure towards continued industrial sector growth. | 4.1. – Continue to assess, prepare, and market the available land in Becker’s Business Park, updating existing zoning and/or City building regulations, as needed, to facilitate high quality, cohesive industrial development. | Ongoing | City Staff; Zoning Code; City Building Regulations | Locations are identified and marketed within formal city materials and/or related communications from marketing partners (e.g., Xcel Energy). The Zoning and City Building regulations are revised, and kept current, to reflect desired and appropriate changes. |
| | 4.2. – Recognize the unique opportunity facing the City with the planned decommissioning of the Sherco Plant by carefully outlining a new, long-term, sustainable future of the site, including consideration of possible long-term impacts for Becker and the region. | Ongoing | City Staff | With consensus from elected and appointed City officials, exploration and development of appropriate plans, policies, procedures and studies, addressing the opportunities of the Sherco Decommissioning, is completed. Completed items are regularly reviewed and updated as deemed necessary. |
| | 4.3. – Protect the environmental resources of the community, recognizing the needs of Xcel Energy and other heavy industrial uses, the strong relationship to the Mississippi River and the sensitive conditions created by the nature of soils in Becker. | Ongoing | City Staff; Zoning Code; Subdivision Ordinance | Trackable environmental protection measures are created and kept current. City Staff tracks and enforces adherence with regular reporting to elected and appointed City officials. Zoning Code and the Subdivisions ordinance are updated where appropriate. |
| | 4.4. – Collaborate with Xcel Energy, and other industrially zoned land owners, to develop compatible industrial uses that work with the City’s goals, strategies, and actions, both short and long term, and that provide high-paying jobs to the residents of Becker. | Ongoing | City Staff | Regular conversations with Xcel Energy and other industrially zoned land owners are had. Findings are incorporated into City plans and codes where deemed appropriate. |
| | 4.5 – Create policies and measures to foster business commitment to the community and to provide high quality jobs for people living in the City and surrounding region. | Ongoing | City Staff | Measures and policies are created to encourage business commitment and high job quality. |
| | 4.6. – Work with surrounding communities, Townships and Counties to maintain land for the expansion of industrial uses while maintaining the rural character of the area. Collaborate on how to best balance allowing solar operations while maintaining sufficient land for future business and industrial development. | Ongoing | City Staff; Future Land Use Map | Regular meetings with surrounding jurisdictions are conducted. City Staff monitors locations and amounts of land reserved for industrial expansion or rural preservation. Thresholds are established, as needed, and City Staff regularly presents reports to elected and appointed City officials. |

TRANSPORTATION

| Goal | Action Steps | Timeline | Tools | Objective Benchmarks |
|---|--|----------|--|---|
| 1. Ensure continued, safe, efficient, convenient, and high-quality transportation connectivity. | 1.1. – Proactively identify, fund, and construct transportation infrastructure in areas of anticipated and planned growth in collaboration with Becker Township, Sherburne County, and MnDOT. | Ongoing | City Staff; CIP; Project Tracking Measures; GIS Data and Analytics | Measures to track projects, funding, and construction are created and reported to elected and appointed City officials regularly. |
| | 1.1.A. – Prioritize locations of infill development opportunities along existing transportation infrastructure, before constructing new roadways to accommodate future development. | Ongoing | Future Land Use Map; CIP; Related Infrastructure Plans; GIS Data and Analytics | Locations are designated within formal city maps, marketing materials, and/or related communications, and updated in the CIP as appropriate. |
| | 1.1.A.1. – Outline anticipated infrastructure needs when identifying areas of future development. | Ongoing | CIP; Related Infrastructure Plans; GIS Data and Analytics | Infrastructure needs are clearly described when identifying development areas within formal city materials and/or communications. CIP is kept current as deemed appropriate. |
| | 1.1.B. – Proactively seek out collaborative city, county, and state funding to support maintenance and planned growth. | Ongoing | City Staff; County Staff; DEED, MnDot and other State Department Staff; External Funding Tracking System | A Funding tracking system is created that connects funds to specific, targeted projects. |
| | 1.1.C. – Support infrastructure improvements outlined in the Industrial Rail and Transportation Study (2017), and the Highway 10 – 1st St Corridor Enhancement and Revitalization Plan (2016). | Ongoing | CIP; External Funding Tracking System | The CIP is updated and funding, that specifically addresses outlined improvements, is pursued. |
| | 1.1.D. – Continue exploring a future commuter rail line stop, assessing feasible locations that support anticipated future growth. | Ongoing | City Staff, County Staff, MnDOT, Metro Transit | Coordination with needed partners, identifying barriers, opportunities, and specific action steps for a future commuter rail stop, is documented. Report to elected and appointed City officials regularly. |

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| 1. Ensure continued, safe, efficient, convenient, and high-quality transportation connectivity. | 1.2. – Work with MNDOT to ensure that Highway 10 is a high-quality roadway, with safe and easily navigable crossings. Also identify locations for gateways into both sides of Becker to help establish a sense of place. | Ongoing | City Staff, MnDOT, County Staff | Document coordination with needed partners, identifying barriers, opportunities, and specific action steps for Hwy 10 design improvements. Report to City leadership regularly |
| | 1.2.A. – Establish attractive Gateways into Becker at key entrances/intersections. | Short-term / Intermediate | City Staff, Small Area Plan Maps; Graphic Illustrations and Concepts; CIP | Sign typologies are developed and an installation and maintenance plan is created and kept current. Conceptual designs and illustrations are completed by City Staff. CIP is updated appropriately. |
| | 1.2.B. – Explore the need for wayfinding to and within the Business Park south of Hwy 10. | Short-term | City Staff | Business Park tenant feedback is gathered to assess need and/or benefits of wayfinding signage. |
| | 1.2.C. – Evaluate and assess the need for intersection improvements, including signalization or new interchange locations, at key intersections along Hwy 10. | Short-term / Intermediate | Intersection Improvement Measures; MnDOT; Public Survey | Document assessment results, incorporate to relevant plans, and report to City Leadership as needed. |
| | 1.3. – Strategically re-envision the design, function, and aesthetic of the 1st St Frontage Road. | Ongoing | City Staff; County Staff; MnDOT; GIS Data and Analytics; Other software (including design specific) | 1st Street designs and graphic illustrations are developed by City Staff. These communicate the desired functions and aesthetics of the corridor and are made publicly available. Elected and appointed City officials input is requested and incorporated where appropriate. |
| | 1.3.A. – Identify locations of new infill or retrofit development, while supporting these locations with appropriate pedestrian and bicycle transportation infrastructure. | Ongoing | City Staff; Small Area Plan Maps | Locations are identified and designated within formal city maps, marketing materials, and/or related communications |
| | 1.3.B. – Continue the review and implementation of recommendations from the Highway 10 – 1st St Corridor Enhancement and Revitalization Plan (2016) | Ongoing | City Staff | Documented implementation and revisions to the Plan's recommendations are enacted. City Staff regularly reports to elected and appointed City officials. |
| | 1.4. – Support an appropriate hierarchy of streets, and facilitate the connectivity of adjacent land uses. | Ongoing | City Staff; County Staff; MnDOT | Functional Classification Map and best practices are maintained and updated regularly. |

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| 1. Ensure continued, safe, efficient, convenient, and high-quality transportation connectivity. | 1.5. – Create and pass a Complete Streets Policy for all local roads towards promoting safety for all users. | Short-term | City Staff | A complete streets policy is created, adopted and updated regularly. |
| | 1.6. – Ensure that all intersections are properly lit, utilize other safety features such as advance warning lights for major intersections and additional signage, and ensure site lines to and around intersections are clear of obstructions. | Ongoing | City Staff; CIP; City Code; Land Development Regulations | Lighting standards are established and adhered to at all intersections. Lighting fixtures installed are cohesive with the design and function of the City as a whole and individuals neighborhoods, corridors and open spaces. Other safety features, such as the ones mentioned, are explored and incorporated into City Codes and Land Development Regulations where appropriate. City Code and Land Development Regulations are updated where appropriate to include regulations regarding site lines around intersections. The CIP is updated appropriately. |
| | 1.7. – Regularly evaluate roadway, parking lane and turn lane widths and adjust roadway configurations as opportunities or needs arise. | Ongoing | City Staff; County Staff; MnDOT; Subdivision Code; other Land Development Requirements; CIP | Revise, and keep current, Subdivision Ordinance and other Land Development Regulations. Regular reporting to partners and elected and appointed officials on roadway evaluation results and remediation strategies. The CIP is updated appropriately. |
| | 1.8. – Inventory and improve locations where sight distances may be impaired. | Ongoing | City Staff; County Staff; MnDOT | A Sightline Inventory Evaluation is developed. Regular reporting to partners and elected and appointed City officials, on results and remediation strategies, is conducted. |
| | 1.9. – Address bike and pedestrian facilities, including safety features such as lighting, when reviewing roadway designs. | Ongoing | City Staff; County Staff; MnDOT; Subdivision Ordinance; other Land Development Regulation | Facility need and remediation assessment is documented as part of a roadway design review process. The Subdivision Ordinances and other Land Development Regulations are revised, and kept current, appropriately. |

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| 1. Ensure continued, safe, efficient, convenient, and high-quality transportation connectivity. | 1.10. - Educate citizens about proper use of sidewalks, trails, shared-use paths and bike lanes. Explore and utilize the most effective marketing platforms and strategies, including Becker Public Schools, to disseminate information. | "Ongoing / Short-term" | City Staff; Educational Campaign; Marketing Platforms; Safe Routes to Schools | Educational material is developed, delivered, and tracked. Utilization of various marketing platforms and strategies to disseminate information is conducted. |
| | 1.11. - Investigate using raised crossings, pedestrian curb extensions and other traffic calming and pedestrian safety devices where high pedestrian travel is expected. | Ongoing | City Staff; County Staff; GIS Data and Analytics; CIP | Infrastructure need and remediation assessment is conducted and documented when evaluating high-pedestrian locations. The CIP is updated appropriately. |
| | 1.12. - Study, protect, enhance, widen, acquire and preserve Rights of Way, as appropriately identified in various long-range plans, to protect roadway corridors. | Ongoing | City Staff; Long-Range Plans; Land Acquisition Plan | Locations and amounts of ROW acquisition, enhancement and/or preservation are monitored and reported. Establish thresholds as needed, and report to elected and appointed officials regularly. Appropriate long-range plans are developed and adhered to. |
| | 1.13. - Establish a complete roadway network based on balancing the principles of sustainable place making and roadway functional classification. | Ongoing | City Staff; County Staff; MnDOT; Thoroughfare Plan | Measures established to assess network goals, and report to elected and appointed officials regularly. Thoroughfare Plan is established. The CIP is updated appropriately. |
| | 1.14. - Review and regularly update the City's Private Road Turnover Policy. | Ongoing | City Staff; Zoning Code; Subdivision Ordinance; Private Road Turnover Policy | The Private Road Turnover Policy is regularly reviewed and updated as deemed appropriate. The Zoning Code and Subdivision Ordinance are revised, and kept current, where deemed appropriate. |
| | 1.15 - Update the City's Land Development Requirements and Procedures, including standard plates, every 2 years or sooner if determined appropriate. | Ongoing | City Staff; Land Development Requirements and Procedures | The City's Land Development Requirements and Procedures, including standards plates, are updated a minimum of every 2 years. These are updated sooner if deemed appropriate. |

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| <p>2. Support, grow and improve city-wide pedestrian connectivity and access to key destinations, such as parks, neighborhoods, retail areas, civic centers, employment centers and neighboring communities via a variety of avenues including trails, pedestrian facilities, and bike networks.</p> | <p>2.1. – Stich together Becker’s existing trail network to form a robust, continuous trail system. As new development, utility expansion, and annexation opportunities arise, consider how they may support trail connectivity and expansion.</p> | <p>Ongoing</p> | <p>City Staff; Parkland Dedication; Subdivision Ordinance; CIP; Other Land Development Regulations</p> | <p>Gaps in the network are reduced and documented. Explore options for using parkland dedication requirements to encourage new developments to establish trails. Incorporate desired changes into City Policies, Subdivision Ordinance and other Land Development Regulations. The CIP is updated appropriately. Report to elected and appointed City officials regularly.</p> |
| | <p>2.2. – While centralized and infill development occurs, ensure connective infrastructure for safe and comfortable walking and biking between destinations. Such infrastructure may include sidewalks, bike facilities, multi-use trails, and pedestrian alleys.</p> | <p>Ongoing</p> | <p>City Staff; CIP</p> | <p>Infrastructure is constructed at centralized and infill locations that adheres to all required and appropriate design standards and common practices. The CIP is updated appropriately.</p> |
| | <p>2.3. – Utilize greenways along creeks and other waterways to provide pedestrian and bicycle connections.</p> | <p>Short-term / Intermediate</p> | <p>City Staff; County Staff; CIP</p> | <p>Greenway infrastructure is constructed along waterways and adheres to all required and appropriate design standards and common practices. The CIP is updated appropriately.</p> |
| | <p>2.4. – Establish a Pedestrian Connectivity and Wayfinding Plan and update when deemed necessary or appropriate.</p> | <p>Short-term</p> | <p>City Staff; County Staff</p> | <p>A Pedestrian Connectivity and Wayfinding plan is developed and implemented. The Plan is regularly reviewed and updated as deemed appropriate.</p> |
| | <p>2.5. – Amend City Zoning Code and Subdivision Ordinance to require pedestrian connections between subdivisions during planning process and to adjacent uses wherever appropriate.</p> | <p>Short-term</p> | <p>City Staff; Zoning Code; Subdivision Ordinance</p> | <p>The Zoning Code and Subdivision Ordinance are updated to reflect desired and appropriate changes.</p> |
| | <p>2.6. – Design trails and sidewalks to allow space for pedestrians and cyclists to pass one another. Collaborate and partner with Becker Township and Sherburne County where deemed necessary and appropriate.</p> | <p>Ongoing</p> | <p>City Staff; County / Township Partners</p> | <p>Design standards are established and adhered to. Standards are kept current and revised appropriately. Regular collaboration with Becker Township and Sherburne County is had when deemed necessary and appropriate.</p> |

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| <p>2. Support, grow and improve city-wide pedestrian connectivity and access to key destinations, such as parks, neighborhoods, retail areas, civic centers, employment centers and neighboring communities via a variety of avenues including trails, pedestrian facilities, and bike networks.</p> | <p>2.7. – Maintain and construct bicycle and pedestrian infrastructure that connects to surrounding communities and civic centers. Explore appropriate safety features, including crosswalks and signals, and incorporate them into the design and implementation of the infrastructure. Engage Becker Township and Sherburne County as partners in this effort when deemed necessary and appropriate.</p> | <p>Ongoing</p> | <p>City Staff; County / Township Partners; CIP</p> | <p>A construction and maintenance plan is established and adhered to. Safety features, such as those mentioned, are incorporated into the infrastructure as deemed appropriate. The plan is kept current and revised appropriately. The CIP is updated as deemed appropriate. Regular collaboration with Becker Township and Sherburne County is completed when deemed necessary and appropriate.</p> |
| | <p>2.8. – Amend the Subdivision Ordinance and Land Development Regulations to reduce the allowable length of cul-de-sacs to improve connectivity. Additionally, amend Subdivision Ordinance and other Land Development Regulations to limit the number of cul-de-sacs in new development and require road connections to surrounding parcels and neighborhoods wherever possible in order to reduce trips on major arterial roads and improve connectivity.</p> | <p>Short-term / Intermediate / Long-term</p> | <p>Subdivision Ordinance; Other Land Development Regulations</p> | <p>The Subdivision Ordinance and other Land Development Regulations are reviewed and updated regularly to reflect desired and appropriate changes.</p> |
| | <p>2.9. – Integrate paths, trails, sidewalks, and greenways into road projects.</p> | <p>Ongoing</p> | <p>City Staff; CIP</p> | <p>Infrastructure is constructed along designated roadways. The CIP is updated appropriately.</p> |
| | <p>2.10. – Provide parking areas for people to use trails.</p> | <p>Ongoing</p> | <p>City Staff; CIP</p> | <p>Parking is assessed and implemented at trailheads and entrances. The CIP is updated appropriately.</p> |
| | <p>2.11. – Focus on creating key development nodes that provide a high standards of pedestrian and bicycle connectivity, such as areas in the 1st Street Corridor, area around the school, and Community Center / Pebble Creek Golf Course.</p> | <p>Short-term / Intermediate</p> | <p>City Staff; Small Area Plans</p> | <p>Locations are designated within formal city maps, marketing materials, and/or related communications.</p> |

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| 3. Ensure the needs of all users, including pedestrians, cyclists, transit users, those with limited mobility, and drivers are considered when improvements and additions are made to the transportation network. | 3.1. – Ensure projects meet or exceed state ADA requirements and study areas where the City could require a higher standard of design than is currently required by statute and the ADA. | Ongoing | City Staff; ADA Design Requirements; City Building Regulations; Zoning Code | Design standards are clearly outlined and adhered to in all projects. City Building Regulations and Zoning Codes are updated where appropriate. |
| | 3.2. – Consider future transit facilities when upgrading infrastructure. | Ongoing | City Staff; County Staff; MnDOT; Metro Transit | Transit considerations and opportunities are documented during the infrastructure design process. |
| | 3.3. – Provide traffic calming where pedestrian travel is encouraged. | Ongoing | City; CIP; County Staff | Infrastructure is constructed along designated routes. The CIP is updated appropriately. |
| | 3.4. – Utilize innovative crosswalk designs and materials and clearly mark crosswalk locations. | Ongoing | City; Graphic Illustrations; CIP; County Staff | Designs and graphic illustrations are created. Infrastructure is constructed along designated routes. The CIP is updated appropriately. |
| 4. Support economic vitality through strategic transportation investments. | 4.1. – Continue to pursue grants to leverage local dollars for larger improvements. | Ongoing | City Staff | Measures created to track projects, funding, and construction. Report to elected and appointed City officials regularly. |
| | 4.2. – Ensure that infrastructure is installed properly. | Ongoing | City Staff; Land Development Requirements and Procedures | Construction standards are clearly outlined and adhered to in all projects. Land Development Requirements and Procedures are revised, where appropriate, and kept current. Inspection of work at various stages is completed by appropriate City Staff. |
| | 4.3. – Update design standards to require roadway and trail infrastructure that is thicker and lasts longer. | Intermediate | City Staff; Land Development Requirements and Procedures | Design standards are clearly outlined and adhered to in all projects. Land Development Requirements and Procedures are revised, where appropriate, and kept current. |
| | 4.4. – Determine development nodes where reinvestment is needed and can aid economic development initiatives. | Short-term / Intermediate | City Staff; Future Land Use Map; Small Area Plan Maps | Locations are designated within formal city maps, marketing materials, and/or related communications. |

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| 5. Promote fiscally sound transportation investments and maximize financial resources. | 5.1. – Prioritize filling gaps in the network before upgrading an existing sidewalk or path, when possible. | Ongoing | City Staff; County Staff | Project prioritization system is established and used to inform infrastructure projects. |
| | 5.2. – Ensure that funding is secured for long-term maintenance of roads, paths, trails, bike paths, sidewalks and greenways. | Ongoing | City Staff; CIP; Grants | Create measures to track projects, funding, and maintenance. The CIP is revised and kept current. Reports are given to elected and appointed City officials regularly. Grants are applied for as deemed applicable and appropriate. |
| 6. Monitor and evaluate the implementation of this plan by providing regular progress reports to the City's elected and appointed officials. | 6.1. – Provide timely project status updates for the capital improvement plan to the City Council. | Ongoing | City Staff; Project Tracking Materials; City Council; CIP | Report to elected and appointed City officials regularly. The CIP is revised and kept current. |
| | 6.2. – Collaborate with Public Services to establish and update, when deemed necessary and appropriate, a Thoroughfare Plan. Additionally, document completed projects and review upcoming projects (for tracking of progress). Report on completed projects. | Intermediate / Long-term | City Staff; Project Tracking Materials | An action plan is developed and implemented, while projects are regularly documented. Reports are given to elected and appointed City officials regularly. |
| | 6.3. – Discuss and advertise infrastructure projects regularly via the City website, social media and other avenues as deemed necessary and appropriate. | Ongoing | City Staff; City Website and Communication Materials | Project communication materials are developed and disseminated appropriately. |

PARKS, RECREATION, AND TRAILS

| Goal | Action Steps | Timeline | Tools | Objective Benchmarks |
|---|---|----------------------------|--|---|
| 1. Support and grow recreational connectivity and access throughout the City, including trails, pedestrian facilities, and bike networks. | 1.1. – Coordinate with local stakeholders, utility companies, and the public to identify inequities in the trail system, viable connective transit corridors, and ensure all users have access to the park system. | Short/ Intermediate | City Staff | Regular conversations are held, with notes and potential deliverables recorded after each meeting |
| | 1.2. – Enhance the trail user experience by providing trail amenities, informational and wayfinding signage, and resting points at key locations throughout the community. | Ongoing | CIP; Parks and Rec Master Plan | Infrastructure is constructed within designated locations |
| | 1.3. – Ensure all parks are interconnected via a community-wide trail system. | Ongoing | CIP; Parks and Rec Master Plan | Connective infrastructure is constructed within designated locations, and connectivity metrics are regularly evaluated and reported on |
| | 1.4. – Connect the East side of Becker, where most new development is occurring, with the existing amenities and recreational opportunities west of the Elk River. | Intermediate/ Long-term | CIP; Parks and Rec Master Plan | Connective infrastructure is constructed within designated locations, and connectivity metrics are regularly evaluated and reported on |
| 2. Ensure all Becker residents have a neighborhood park within walking distance of their home. | 2.1. – Utilize park dedication and explore additional parcels to develop neighborhood parks in currently underserved areas and ensure new parks in newly developed subdivisions. Current projections show a future need for nine additional neighborhood parks and two additional community/athletic parks. | Ongoing | Land Acquisition; CIP; External Funding Sources; Subdivision Ordinance | Neighborhood Parks are developed within subdivisions. |
| | 2.2. – Enhance trail connectivity throughout the City to ensure safe and equitable access to existing and future parks for all residents. | Ongoing | CIP; Parks and Rec Master Plan | Connective infrastructure is constructed within designated locations, and connectivity metrics are regularly evaluated and reported on. |

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| 3. Provide additional community park and athletic facilities to accommodate the growing population. | 3.1. - Analyze and explore expansion of community parks and other facilities throughout the City including east of the Elk River. Acquire land according to performed analysis and establish community parks and other facilities where deemed appropriate and necessary. | Intermediate | CIP; External Funding Sources; Land Acquisition | Analysis is performed and acquisition of land and expansion of parks / other facilities are completed where deemed appropriate and necessary. |
| | 3.2. - Continue collaborating with Becker Public Schools (ISD 726) and other jurisdictions to provide equitable and efficient use of athletic facilities throughout the community. | Short/ Intermediate | City Staff; School District; Other Jurisdictions and Organizations | Athletic facilities continue to be made available; where deemed appropriate and necessary; at equitable and efficient standards |
| 4. Expand the focus on natural resources throughout the park system and promote the construction and conservation of natural amenities. | 4.1. - Promote the inclusion of rain gardens and other stormwater best management practices (BMPs) throughout the community and park system. | Ongoing | CIP, External Funding Sources | Rain gardens and other BMPs are constructed and reported publicly on a regular basis |
| | 4.2. - Expand nature-based recreation programming and explore avenues to implement such programming where deemed appropriate and necessary. | Intermediate | City Staff | Nature-based programming is expanded, as deemed necessary and appropriate, and evaluated regularly |
| | 4.3.- Preserve existing greenways and natural areas, especially along the Elk and Mississippi Rivers, and promote the expansion of these systems throughout the community. | Ongoing | Land Acquisition, Land Use Map | Monitor locations and amounts of land reserved for preservation, establishing thresholds as needed, and report to City leadership regularly |
| | 4.4. - Engage in active urban forest management program by establishing and maintaining an inventory of city trees; by enhancing tree diversity on public and private property; and by outlining protocols for detecting and responding to new infestations of insect pests and disease. | Intermediate | City Staff; Tree Inventory (GIS); County Soil and Water Staff | A Forest Management Program is created and adhered to. Report to elected and appointed City officials regularly. |
| | 4.5. - Partner with soil, water and other organizations where deemed appropriate. | Ongoing | City Staff; Soil, Water and Other Natural Resource Organizations | Conversations are had with appropriate Soil, Water and Natural Resource Organizations and ideas incorporated into City Code, policies, procedures and strategies where determined appropriate. |

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| 5. Provide programming that promotes the health, safety, and wellness of Becker residents. | 5.1. – Refine and expand on offerings throughout the park system to remain relevant and responsive to community desires. | Ongoing | City Staff; CIP | Develop and implement improvement tracking systems. Implement user surveys to evaluate desire and system effectiveness, updating the CIP as needed. |
| | 5.2. – Increase programming options for teens, people with disabilities, and senior citizens. | Short/ Intermediate | City Staff | Programming is expanded and evaluated regularly. Implement user surveys to evaluate effectiveness |
| | 5.3. – Coordinate efforts of the Becker Community Center and the work of Community Education to ensure there are no missed programming opportunities and minimize duplicating services. | Ongoing | City Staff | Regular conversations are held, with notes and potential deliverables recorded after each meeting |
| | 5.4. – Explore and implement appropriate safety features (e.g., lighting, cameras, etc.,) for parks, along trails and in other community facilities. Establish policies and protocols for patrolling and monitoring parks, trails and community facilities to ensure the safety of users. | "Short / Intermediate / Long-term" | Police Chief; Other City Staff | Safety features, such as the ones mentioned in the associated action, are implemented where deemed appropriate. Patrolling and monitoring policies and protocols are established where deemed appropriate necessary. |

NATURAL RESOURCES

| Goal | Action Steps | Timeline | Tools | Objective Benchmarks |
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| 1. Maintain and promote healthy, robust, and accessible natural environments and recreational opportunities. | 1.1 – Protect and enhance natural resources by actively managing high quality natural areas including seeding/planting, monitoring, and control of invasive species. | Ongoing | City Staff | A Natural Area Monitoring System Plan is created and adhered to. Report to elected and appointed City officials regularly. |
| | 1.2. – Protect surface and ground water quality through best management practices (BMP). Expand education efforts to prevent common pollutants such as chemical run-off from vehicles, trailers, and equipment stored and worked on in parking lots and driveways, phosphorus from grass clippings, bacteria from pet waste, chlorine from winter deicers, and eroded soil from construction sites. | "Ongoing / Short-term" | City Staff; County Soil and Water Staff / Partners; Wellhead Protection Plan | BMP goals are established, while efforts and activities are reported on regularly to elected and appointed officials in addition to regulatory agencies when required or as deemed appropriate. City marketing and communication resources, such as the website and social media page, are utilized appropriately. The Wellhead Protection Plan is utilized in this effort where deemed appropriate. |
| | 1.3. – Engage in an active urban forest management program by establishing and maintaining an inventory of city trees; by enhancing tree diversity on public and private property; and by outlining protocols for detecting and responding to new infestations of insect pests and disease. | Intermediate | City Staff; Tree Inventory (GIS); Soil, Water and Natural Resource Partners | A Forest Management Program is created and adhered to. Conversations are had with appropriate Soil, Water and Natural Resource Partners and ideas incorporated into this effort where determined appropriate. Report to elected and appointed City officials regularly. |
| | 1.4. – Encourage responsible enjoyment and appreciation of the natural environment through well-maintained trails, water access, picnic spots, nature play areas, and outreach programs. Provide facilities as needed to promote recycling, proper disposal of trash and pet waste, and reducing the spread of invasive species. | Ongoing | City Staff; County Staff | A Natural Resources Maintenance Plan and goals are established, while efforts and activities are reported on regularly. |

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| 1. Maintain and promote healthy, robust, and accessible natural environments and recreational opportunities. | 1.5. – Implement a landscape ordinance that encourages the responsible and effective use of native plantings and other sustainable natural design and maintenance practices. | Short-term | City Code | City Code updated to reflect desired changes. |
| 2. Protect the resources and ecological value of the Elk and Mississippi Rivers and other water bodies within Becker while also exploring opportunities for sustainable integration of the built and natural environments. | 2.1. – Minimize impervious surface coverage where practical and relevant. | Ongoing | Zoning Code; City Building Regulations; Subdivision Ordinance | Zoning Code, City Building Regulations, and Subdivision Ordinances are revised, and kept current, to reflect desired and appropriate changes. |
| | 2.2. – Review and implement development review procedures and policies regulating the inclusion of purposeful elements such as stormwater management, tree preservation, gardens, native plantings and/or linear trails. Review and update City Code where determined to be appropriate. | Ongoing | Zoning Code; Subdivision Ordinance; other Land Development Regulations; Other City Policies and Procedures | The Zoning Code, Subdivision Ordinance, other Land Development Regulations, and other City Policies and Procedures, as deemed applicable, are updated to reflect desired changes. These are evaluated regularly to determine effectiveness |
| | 2.3. – Implement a landscape ordinance that encourages use of innovative and sustainable design solutions that protect the City’s natural resources and environment. | Short-term | City Code; Landscape Ordinance | City Code is revised, and kept current, to include a Landscape Ordinance to reflect desired and appropriate changes. |
| | 2.4. – Explore sustainable integration of the built environment with the natural environment and revise City code, where appropriate, with overlay districts to accomplish findings. | Ongoing | Zoning Code; City Building Regulations; Land Use Map | Zoning Code, City Building Regulations, and Subdivision Ordinances are revised, and kept current, to reflect desired and appropriate changes. |
| | 2.5. – Continue to regulate floodplain development in accordance with state requirements and to protect life and property. | Ongoing | City Staff; Zoning Code; Subdivision Ordinance | The Zoning Code and Subdivision Ordinance are revised, and kept current, where appropriate. City staff track and enforce adherence to floodplain regulations. |
| | 2.6. – Protect wetlands by ensuring development adheres to state wetland requirements, and encouraging landscaping buffers of native, undisturbed vegetation. | Ongoing | Zoning Code; City Building Regulations; Subdivision Ordinance | The Zoning Code, City Building Regulations, and Subdivision Ordinance are revised, and kept current, to reflect desired and appropriate changes. |

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| 2. Protect the resources and ecological value of the Elk and Mississippi Rivers and other water bodies within Becker while also exploring opportunities for sustainable integration of the built and natural environments. | 2.7. - Protect objectives identified in the Mississippi Scenic Riverway Management Plan. | Ongoing | City Staff; Mississippi Scenic Riverway Management Plan; Zoning Code; Subdivision Ordinance | The Zoning Code and Subdivision Ordinance are revised, and kept current with state regulations. Protection efforts and activities are reported on to elected and appointed City officials regularly. |
| 3. Support the preservation of non-renewable natural resources and the wise consumption and re-establishment of renewable resources. | 3.1. - Implement a woodland management and tree preservation program that includes components for preservation and restoration of woodland areas in new residential subdivisions. | Intermediate | City Staff; Woodland Management and Tree Preservation Program; Landscape Ordinance | A Woodland Management and Tree Preservation Plan and Landscape Ordinance are created and adhered to. Efforts are reported to elected and appointed City officials regularly. |
| | 3.2. - Support efforts to manage the spread of Oak Wilt to minimize the impacts of Oak Wilt infection sites. | Ongoing | City Staff; Woodland Management and Tree Preservation Program | A Woodland Management and Tree Preservation Program, which includes policies to manage the spread of Oak wilt, is created and adhered to. Support goals are established, while efforts and activities are reported on to elected and appointed City officials regularly |
| | 3.3. - Support programs that aim to prevent and eliminate non-native invasive species and implement a landscape ordinance to assist in this effort. | Ongoing | City Staff; Landscape Ordinance | A Landscape Ordinance is established in City Code which addresses invasive species. Support goals are established, while efforts and activities are reported on to elected and appointed City officials regularly |
| | 3.4. - Utilize the available database information regarding natural plant communities and rare biological species when identifying land for preservation within developing areas. | Ongoing | Plant and Species Databases; GIS Data and Analytics; Future Land Use Map | Document database and analysis findings and implications in land preservation materials. Revise, and keep current, the Future Land Use Map to reflect the findings. |

HOUSING

| Goal | Action Steps | Timeline | Tools | Objective Benchmarks |
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| 1. Preserve, increase and promote a variety of housing options to accommodate residents in all stages of life and to provide equal access to housing for diverse populations. | 1.1. – Conduct a housing feasibility study of Becker and the surrounding region to better understand the condition of regional housing, gaps in supply, and areas of need and opportunity within City limits. Review and update every 5 years, or sooner if deemed necessary and appropriate, to ensure an accurate understanding of area housing conditions. | Ongoing / Short-term | Housing Feasibility Study | Housing Feasibility Study completed and revised every 5 years or, sooner if deemed necessary and appropriate. Report to elected and appointed City officials after each update. |
| | 1.2. – Review and update existing, housing regulations, land use policies, and codes to allow for and promote a greater diversity of housing typologies in addition to ensuring enablement of diverse development, redevelopment, mixed-use development and infill. | Ongoing / Short-term | Zoning Code; Subdivision Ordinances; Building Code; Related Land Use Policies | Codes and Ordinances are revised, and revisited regularly to keep current, to reflect desired and appropriate changes. |
| | 1.3. – Identify, prepare and advertise locations that support new residential development , particularly multi-family, and create marketing that “tells the Becker story” to attract new housing development. | Ongoing / Short-term | City Staff; Zoning Code; Land Use Map; GIS Data and Analytics, Market Data / Analysis | Locations are designated within formal city maps, marketing materials, and/or related communications, which are then marketed publicly. |
| | 1.4. – Identify and package economic incentives that could be leveraged to make housing developments viable. | Ongoing / Short-term | City Staff | Economic Incentive packages are created, implemented, and lead to fruition of accessibly-priced housing. |
| 2. Strategically guide a robust mix of housing types in centralized locations throughout the City. | 2.1. – Identify, prepare, and advertise locations that could support new residential development , particularly multi-family. | Ongoing / Short-term | City Staff; Zoning Code; Land Use Map; GIS Data and Analytics; Market Data / Analysis | Locations are designated within formal city maps, marketing materials, and/or related communications |
| | 2.2. – Revise City Zoning Code, Subdivision Ordinance, and Capital Improvements Plan (CIP) to accommodate and facilitate desired new residential development typologies and supportive land use designations. | Ongoing / Short-term | Zoning Code; Subdivision Ordinance; CIP | The Zoning Code, Subdivision Ordinance, and CIP are revised, and kept current, to reflect desired and appropriate changes. |

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| 2. Strategically guide a robust mix of housing types in centralized locations throughout the City. | 2.3. – Hold regular conversations with developers and local stakeholders around challenges and opportunities for future development, identifying and incorporating actionable improvements to City processes. | Ongoing | City Staff; City Code | Regular conversations are held, with notes and potential deliverables recorded after each meeting. City codes and policies are amended to include applicable suggestions. |
| | 2.4. – Incorporate design standards, that are specific to each housing typology, into the City Zoning code in order to ensure incorporated standards encourage and promote individual neighborhood and mixed-use node identities, provide for robust, cohesive and aesthetically pleasing diverse mixes of architecture throughout the City, and establish assurance that quality building materials and constructions practices are used and followed. | "Short-term / Intermediate" | Zoning Code; Subdivision Ordinance | The Zoning Code and Subdivision Ordinance are revised, and kept current, to reflect desired and appropriate changes. |
| 3. Create vibrant neighborhoods that are well connected to key destinations, anchored by innovative and well-maintained open spaces. | 3.1. – Integrate housing with safe and convenient access to key destinations such as employment nodes, schools and parks for pedestrians, cyclists, and motorists. | Ongoing | Zoning Code; Future Land Use Map | The Zoning Code and Future Land Use Map are revised, and kept current, to reflect desired and appropriate changes. |
| | 3.2. – Develop complete networks of pedestrian facilities as part of the infrastructure of any new residential development. | Ongoing / Short-term | Subdivision Ordinance | The City Subdivision Ordinance is updated to require specific pedestrian improvements as part of a new development. Timing for these improvements is included in the development agreement. |
| | 3.3. – Revise the City Zoning Code and Subdivision Ordinance to ensure creation of an interconnected system of neighborhoods and mixed-use developments by requiring connections to the surrounding existing residential neighborhoods and future neighborhoods, whenever possible. | Ongoing / Short-term | Zoning Code; Subdivision Ordinance | The Zoning and Subdivision Ordinance are revised, and kept current, to reflect desired and appropriate changes. |
| | 3.4. – Ensure open spaces are designed to fulfill purposeful functions within the context of the specific neighborhood, the community, and the region. | Ongoing | Land Use Map; Parks and Rec Master Plan | Update the Land Use Map and Parks and Rec Master Plan to reflect desired and appropriate changes. |

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| 3. Create vibrant neighborhoods that are well connected to key destinations, anchored by innovative and well-maintained open spaces. | 3.5. – Review the need for park and open space dedication in new developments, in coordination with the City Parks Plan and, where appropriate, allow for cash dedication in lieu of land. Consider allowing other elements, such as public art, recreational amenities, gardens, native plantings and/or linear trails to be dedicated in lieu of parkland or cash where City Council deems appropriate. | Ongoing | City Staff; City Code; City Council | Develop a system, revise the City Code where appropriate and evaluate regularly to determine effectiveness. Revisions are made when deemed appropriate and necessary. |
| | 3.6. – Implement procedures, goals, strategies, and codes that encourage crime-free multi-housing. | Short-term | City Staff; City Code | Procedures, goals, strategies and code updates that encourage crime-free multi-housing are implemented, where appropriate, and regularly reviewed for effectiveness. |
| | 3.7 – Implement a Dig Once policy to maximize efficient project and construction cost. This policy should include incorporation of high speed internet (fiber). | Ongoing / Short-term | City Staff | A Dig Once policy is created and kept current to reflect desired and appropriate changes. |

UTILITIES & COMMUNITY FACILITIES

| Goal | Action Steps | Timeline | Tools | Objective Benchmarks |
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| 1: Provide current and prospective Becker residents and businesses with reliable, safe drinking water, a reliable wastewater collection system, and associated treatment facilities that meet all applicable laws and regulations in a cost-effective manner. | 1.1 – Work to guide development to areas that are contiguous to the city. | Ongoing | Future Land Use Map; Subdivision Ordinance; Zoning Code | The Future Land Use Map, Subdivision Ordinance and Zoning Codes are regularly reviewed and updated to reflect desired and appropriate changes |
| | 1.2 – Prohibit development in areas of the city that require private sewer and water systems. | Ongoing | Zoning Code; Subdivision Ordinance | The Zoning Code and Subdivision Ordinance are kept current to reflect desired and appropriate changes. |
| | 1.3 – Continue collaborating with Becker Township to further orderly annexation and prohibit private sewer and water systems except in areas designated in the Future Land Use Plan as Rural Residential or Agricultural. | Ongoing | City Staff; Future Land Use Map; Subdivision Ordinance; Joint Planning Board Ordinance; Orderly Annexation | The Joint Planning Board Ordinance, City Zoning Ordinance, Subdivision Ordinance and Future Land Use Map are all updated and kept current to reflect desired and appropriate changes. |
| | 1.4 – Maintain and replace infrastructure when deemed necessary and appropriate. Explore and establish, if deemed necessary and appropriate, an infrastructure replacement tracking system. | Ongoing | City Staff; GIS Data and Analytics; Other Data and Analytics; CIP; Asset Management Programs | City infrastructure is well-maintained and replaced when deemed necessary and appropriate. An infrastructure tracking system is created if deemed necessary and appropriate. |
| | 1.5 – Continue to implement the Well Head Protection Plan and update to meet the needs of city growth. | Ongoing | Well Head Protection Plan | The Well Head Protection Plan must be reviewed and amended every ten (10) years. City Staff review the plan regularly and work to incorporate desired and appropriate changes. |
| | 1.6 – Use the city's CIP for long range planning of public services. | Ongoing | City Staff; CIP; Asset Management Programs | The CIP is regularly reviewed and kept current to incorporate desired and appropriate changes. |
| | 1.7 – Encourage the use of energy and water conservation practices in development and redevelopment projects. | Ongoing | Zoning Code; Subdivision Ordinance | The Zoning Code and Subdivision Ordinance are reviewed regularly and kept current to reflect desired and appropriate changes. |
| | 1.8 – Utilize best management practices (BMPs) to reduce surface water runoff and control sediments and erosion. | Ongoing | Zoning Code; Subdivision Ordinance; Landscape Ordinance | The Zoning Code and Subdivision Ordinance are reviewed regularly and kept current to reflect desired and appropriate changes. A Landscape Ordinance is implemented and kept current to reflect desired and appropriate changes. |

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| 1: Provide current and prospective Becker residents and businesses with reliable, safe drinking water, a reliable wastewater collection system, and associated treatment facilities that meet all applicable laws and regulations in a cost-effective manner. | 1.9 – Ensure the City of Becker Comprehensive Water Plan is reviewed annually, fully updated every 10 years and implemented where deemed appropriate. | Ongoing | Comprehensive Water Plan; CIP | The City of Becker's Comprehensive Water Plan is reviewed annually, fully updated every 10 years and implemented where deemed appropriate. The City's CIP is regularly reviewed and kept current to reflect completion of desired projects and incorporation of new projects that assist in accomplishing the Comprehensive Water Plan. |
| 2: Continue providing robust, high-quality essential emergency services that protect the public health, safety and well-being. | 2.1 – Ensure there are adequate emergency services of police, fire, rescue, hazardous event responses and emergency medical services. | Ongoing | City Staff; Fire Dept; Non-City Staff Emergency Response Services; CIP | City Staff, Police Chief and Fire Chief review, update and implement policies and procedures to ensure adequate emergency services are available for all City residents. |
| | 2.1.1 – Ensure the City of Becker Emergency Operations Plan is understood, followed and regularly reviewed and updated. | Ongoing | Police Chief; Emergency Operations Plan | The Police Chief regularly reviews and updates the Emergency Operations Plan to reflect desired and appropriate changes to ensure safety. The Police Chief regularly educates and works with other City Staff to ensure understanding of the Emergency Operations Plan. |
| 3: Review, maintain, update and enhance City and community utilities, and facilities and services to accommodate planned growth and contribute to a high quality of life for all City residents. | 3.1 – The City Engineer shall update the city Water Plan, Sewer Plan, and Trunk Fee Analysis every 5 years, to align with the Future Land Use Plan and expected City growth. | Short-term / Intermediate / Long-Term | City Staff; Water Plan; Sewer Plan; Trunk Analysis Fee | The City's Water Plan, Sewer Plan and Trunk Fee Analysis are updated every 5 years by the City Engineer, in collaboration, with other City Staff and the Future Land Use Plan. |
| | 3.2 – Continue planning for and enhancing expected utility needs of the Becker Business Park and anticipated industrial development. | Ongoing | City Staff | City Staff continues to evaluate, review and update appropriate plans and studies to reflect desired and appropriate changes. |
| | 3.3 – Collaborate with Becker Public Schools (ISD 726) to discuss issues associated with growth and development as it relates to potential changes in school enrollment. | Short-term / Intermediate / Long-term | City Staff | City Staff regularly reaches out to and has conversations with the Becker Public Schools leadership. The results of the outreach are incorporated into plans and studies where deemed appropriate and applicable by City Staff. |

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| 3: Review, maintain, update and enhance City and community utilities, and facilities and services to accommodate planned growth and contribute to a high quality of life for all City residents. | 3.4 – Continue to support having good health care within the city. | Ongoing | City Staff | City Staff continues to evaluate, establish and incorporate appropriate and applicable ideas into plans and studies that support and enhance good health care and associated facilities within in the City. |
| | 3.5 – Determine the need for new, future community facilities. | Ongoing | City Staff; Water Plan; Sewer Plan; Trunk Analysis Fee; BKV Facilities Study; Parks and Recreation Plan; | City Staff regularly reviews and updates plans to reflected desired and applicable changes where appropriate. The CIP is regularly reviewed and updated to reflect desired changes. Appropriate and desired facilities are implemented. |
| | 3.5.1 – Utilize and implement the needs, findings, and suggestions within the BKV Facilities Study, completed in 2016, where deemed necessary and appropriate. | Ongoing | CIP; BKV Facilities Study; City Staff | City Staff regularly reviews and updates plans to reflected desired and applicable changes where appropriate. The CIP is regularly reviewed and updated to reflect desired changes. Appropriate and desired facilities are implemented. |
| | 3.6 – Ensure that the City's Capital Improvement Plan is regularly updated as deemed appropriate | Ongoing | CIP; City Staff | City Staff regularly reviews the CIP and implements improvements as scheduled and where appropriate. |
| | 3.7 – Implement a Dig Once policy to maximize efficient project and construction cost. This policy should include incorporation of high speed internet (fiber). | Ongoing / Short-term | City Staff | A Dig Once policy is created and kept current to reflect desired and appropriate changes. |
| | 3.8 – Explore and strategically utilize new technologies (e.g., solar, new software, etc.) at the WWTP, other City facilities and throughout City infrastructure where deemed appropriate. | Short-term / Intermediate / Long-Term | City Staff | New technologies are implemented at the WWTP, other City Facilities and throughout City infrastructure, where deemed appropriate. |

ECONOMIC DEVELOPMENT

| City Wide Goal | Action Steps | Timeline | Tools | Objective Benchmarks |
|---|---|----------------------|-------------------------------------|--|
| 1. Maintain and expand a strong network of relationships that will generate high quality leads, including strengthening relationships with current City businesses to support retention and expansion efforts. | 1.1 – Regularly host forums with developers, brokers, economic development allies and other target customer audiences. | Ongoing | City Staff | Forums are hosted regularly with findings documented and reported to elected and appointed City officials. |
| | 1.2 – Continue to regularly reach out to local business leaders to obtain and record feedback on current needs and to facilitate business retention and expansion. Set annual goals and target outreach by sector, geography, or other criteria. | Ongoing | City Staff | Annual goals and targets are set and met, with findings documented and regular reports given to elected and appointed City officials. |
| | 1.3. Continue to strengthen existing marketing relationships with Business Park and local commercial leaders (e.g., Xcel Energy, Northern Metals Recycling, BNSF, Liberty Paper) and establish new marketing partnerships where appropriate. | Ongoing | City Staff; City Policies and Codes | Regular meetings are held with Business Park and local commercial leaders. Policies and codes where determined appropriate. |
| | 1.4. – Continue to have economic development staff attend various local and national conferences and events that facilitate interactions with targeted business park and other commercial industries and influencers. | Ongoing | City Staff | Conferences and events are attended by local staff, with findings implemented into City practices, policies and codes where determined appropriate. |
| 2. Provide more efficient development processes while further expanding upon and maintaining high levels of urban design and engineering standards to ensure that the constantly shifting demands from commercial uses, including retail and office, are being met. | 2.1. – Review the 1st Street Corridor Plan regularly and update as deemed appropriate. | Ongoing | City Staff | The Plan is regularly reviewed, and revised as deemed appropriate. |
| | 2.2. – Review and update City code to ensure subdivision, plat and other development review processes are efficient and detailed enough to ensure quick establishment of businesses while protecting the urban design, engineering, and planning standards Becker has set forth and is seeking. | Ongoing / Short-term | City Code; Subdivision Ordinance | City codes are revised where appropriate, and kept current, to reflect desired changes. |
| | 2.3. – Review permit and development review process regularly and ensure that such processes are efficient and transparent. | Ongoing | City Staff | Processes are reviewed regularly and official policies and development review procedures are revised where determined appropriate and necessary to maintain transparency and efficiency. |

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| 3. Continue to thoroughly communicate Becker's advantageous market and economic position and to utilize various marketing materials, including a website, brochures, documents, and social media posts, to assist in this effort. | 3.1. – Regularly review and update the website and marketing materials to ensure they are current. | Short/ Ongoing | City Staff | Website and marketing materials are utilized and kept current. Review process notes and findings are documented, with changes implemented. |
| | 3.2. – Develop a social media strategy and execute regularly to raise Becker's profile among targeted audiences. | Ongoing | City Staff | A Social Media Strategy is developed and evaluated regularly to determine effectiveness. |
| | 3.3. – When reviewing budgets ensure there is ample funding to achieve Goal 3 and it's related action items. | Ongoing | City Staff; CIP; City Budget | Create a system to track projects and funding, and update the CIP as needed. Budgets are regularly reviewed and updated where deemed necessary and appropriate. Report are regularly given elected and appointed City officials. |
| | 3.4. – Continue to partner with Xcel Energy, DEED, and BNSF on marketing properties in the Business Park. | Ongoing | City Staff; Partners | Joint marketing efforts and regular collaboration with identified partners are completed for Business Park properties, when deemed appropriate. |
| 4. Create a diversified, vibrant and sustainable economy that provides necessary, desirable, and diverse goods and services for the residents of the City. | 4.1. – Review the City's established incentive policy and utilize incentives, as appropriate, along with other marketing efforts to attract businesses. | Ongoing | City Staff; City Incentive Policy | The City's established incentive policy is regularly reviewed and updated where deemed appropriate. Reports are given to elected and appointed City officials where necessary and appropriate. |
| | 4.2. – Revise City Zoning Code and plans, where deemed appropriate, to allow for a robust mix of development types and uses. | Short-term / Intermediate | Zoning Code; Related Plans | The Zoning Code and related plans are regularly reviewed and updated to reflect desired changes. |
| | 4.3. – Revise City Zoning Code and other plans, where deemed appropriate, to foster a sense of place. | Short-term / Intermediate | Zoning Code; Related Plans | The Zoning Code is updated to reflect desired changes. Other plans are updated where deemed appropriate. |
| | 4.4 – Implement a Dig Once policy to maximize efficient project and construction cost. This policy should include incorporation of high speed internet (fiber). | Ongoing / Short-term | City Staff | A Dig Once policy is created and kept current to reflect desired and appropriate changes. |
| | 4.5 Establish clear guidelines for solar ready development in all zoning districts where solar is a permitted use. | Ongoing/ Short-term | City Staff | The Zoning Code is updated to reflect desired changes. Other plans are updated where deemed appropriate. |

ECONOMIC DEVELOPMENT

| Business Park Goal | Action Steps | Timeline | Tools | Objective Benchmarks |
|---|---|---|--|--|
| 1. Leverage industrial land and infrastructure assets to build tax base and quality employment growth. | 1.1. - Continue working with Xcel Energy, BNSF Railroad Becker Township, and other surrounding communities, to develop a long term development strategy for diversifying and expanding industrial uses and acreage, taking into account the compatibilities of different market segments and their needs for infrastructure, outside storage, the cost of site development, tax base density, and options for phased development. | Ongoing | City Staff; Xcel Energy; BNSF; Becker Township; Other Surrounding Communities; Rail Study | A long-term development strategy is created, implemented, evaluated regularly, and outcomes are regularly reported to elected and appointed City officials regularly. |
| | 1.2. - Align land sale, zoning, design standards and incentive policies to reflect the long-term market and land development strategies for the Business Park, including job creation and tax base goals. | Short-term / Ongoing | City Staff; Zoning Code; Subdivision Ordinance; Land Use Policies | Land Use policies and long-term development goals are aligned, and mutually supportive. Zoning Code and Subdivision codes are revised, and kept current, where deemed appropriate. |
| | 1.3. - Develop and implement a Business Park marketing strategy for Becker that integrates the capabilities of economic development partners. Work with Xcel Energy, BNSF Railroad, Sherburne County, DEED, Greater MSP and GSDC to take advantage of significant marketing investments made each year and by these organizations. | "Short-Term / Intermediate / Long-term" | City Staff | A Business Park Marketing Strategy is developed, evaluated regularly to determine effectiveness and revised as deemed appropriate. |
| 2. Ensure the Business Park and expansion areas have ample utility (e.g., water, sewer, fiber, power, telecommunications) and street infrastructure in place. | 2.1. - Review the 1st Street Corridor Plan regularly and update as deemed appropriate. | Ongoing | City Staff | The Plan is regularly reviewed, and revised as deemed appropriate. |
| | 2.2 - Continue to seek and apply for funding to construct utility and road infrastructure. | Ongoing / Short-term | City Staff | City Staff regularly seeks out funding and makes applications where deemed appropriate. A system is created to track projects, and create a funding report. Provide regular updates to elected and appointed City officials. |

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| 2. Ensure the Business Park and expansion areas have ample utility (e.g., water, sewer, fiber, power, telecommunications) and street infrastructure in place. | 2.3 – Establish clear guidelines for solar ready development in all zoning districts where solar is a permitted use. | | | |
| 3. Encourage and foster a sense of place specific to the Business Park that is cohesive with and enhances Becker's identity, enhances business visibility and supports talent attraction. | 3.1. – Revise and incorporate City zoning standards that maintain high levels of urban design standards while also being development friendly and encouraging growth. | Short-term | Zoning Code | The Zoning Code is revised, and kept current, to reflect desired changes. |
| | 3.2. – Study and create Business Park development overlay districts that are not cumbersome to businesses and developers but that assist in fostering a sense of place. | Intermediate | Zoning Code; Future Land Use Map | The Zoning Code and Land Use Map is revised, and kept current, to reflect desired changes. |
| | 3.3. – Provide high quality monument signage for the Business Park to create a positive image for the community, the business park and business park tenants. | Intermediate | City Staff | Sign typologies are developed and Business Park installation and maintenance plan is created and kept current. |
| | 3.4. – Create marketing materials that showcase the city's identity (e.g., brand, logos, colors, pictures, verbiage, etc.). Work with marketing partners to showcase the same City identity in their marketing materials where possible and appropriate. | Ongoing | City Staff | Marketing materials are created and distributed through various marketing channels and sources. The City's identity is regularly showcased in marketing materials of marketing partners. |
| | 3.5. – Plan and collaborate with adjacent jurisdictions for orderly expansion of the Business park. | Ongoing | City Staff; Other surrounding communities | City Staff collaborates with adjacent communities to establish a plan for orderly expansion. |
| | 3.6. – Actively plan and coordinate development within the Business Park to ensure a cohesive sense of place and a presence of diverse types of development. | Ongoing | City Staff | The Zoning Code and Subdivision Ordinance are revised, and kept current, to reflect desired and appropriate changes. Proposals are evaluated for cohesion with development in the Business Park. |

ECONOMIC DEVELOPMENT

| Commercial Goal | Action Steps | Timeline | Tools | Objective Benchmarks |
|--|---|---------------------------------------|--|--|
| 1. Define and support a thriving City Center while rethinking the future of the 1st Street Corridor. | 1.1 - Create a City Center that offers access to daily convenience goods and professional services valued by City and surrounding area residents, visitors, and employees. The City Center should provide functional and attractive shopping for area residents. Maintain attractive highway-focused commercial (e.g. gas, convenience store, fast food) oriented to traffic on US 10. | Short-term / Intermediate / Long-term | Future Land Use Map, Zoning Code; City Staff; Public Surveys | The Zoning Code and Future Land Use Map are revised, and kept current, to reflect desired changes. Public input is garnered and included where appropriate. |
| | 1.2. - Identify appropriate locations along the 1st Street Corridor that could be appropriate for revitalization and redevelopment. Revise City zoning code to allow for revitalization and redevelopment of a City Center and the 1st Street Corridor. Utilize overlays and other zoning techniques in order to attract a variety of businesses and to foster a sense of place. Utilize the 1st Street Corridor Plan in this effort. | Intermediate | Zoning Code; Future Land Use Map; 1st Street Corridor Plan | The Zoning Code and Future Land Use Map is updated to reflect desired changes. The 1st Street Corridor Plan is implemented where deemed appropriate and necessary. Redevelopment and revitalization occur where appropriate. |
| 2. Explore and pursue market opportunities in the hospitality and service sector. | 2.1. - In preparation for the likelihood of significant development project(s) in the Business Park, conduct a hotel market study to determine market potential and support the City in attracting a hotel. The study should identify prospective hotel sites within the City and identify adjacent uses compatible with hotel development to strengthen the hospitality sector in Becker. | Intermediate | City Staff; Market Analysis / Hotel Study; Zoning Code | A Market Analysis / Hotel Study is conducted and results reported to elected and appointed City officials. The Zoning Code and is updated where deemed appropriate. |
| | 2.2. - Continue to regularly meet and work with developers and/or brokers to explore the opportunity to enhance the small business personal & professional service sector in Becker (e.g. dentists, eye care, accounting, financial planning, insurance). Explore possible development of office condos. | Ongoing | City Staff | Regular meetings are held and findings are implemented into City practices, policies and codes where determined appropriate. |
| | 2.3. - Market commercial opportunities to target audiences using the market analyses. | Ongoing | City Staff; GIS Business Analytics and Data; Other Data and Analyses | A Market Analysis, Marketing Strategy, and other analyses as determined appropriate, are conducted and evaluated regularly to determine effectiveness. |

FINANCES

| Goal | Action Steps | Timeline | Tools | Objective Benchmarks |
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| 1: Create financial synergy and efficiency by ensuring that the Capital Improvement Plan (CIP) is inextricably linked to the Capital Budget, Comprehensive Plan as a whole, strategic plans, economic development plans, and other City plans, strategies and policies. | 1.1. – Establish a system and process for assessing capital assets and plan and budget for any capital maintenance and replacement needs. | Short-term / Intermediate / Long-Term | City Staff; Capital Asset Assessment System; Funding Tracking System | A system is established for assessing capital assets. This system is kept current and all maintenance and replacement needs are tracked. |
| | 1.2. – Create and adopt a Capital Improvements Plan (CIP) and regularly review and update the plan. Incorporate all applicable City plans, strategies, goals and policies. | Short-term / Intermediate / Long-Term | City Staff; CIP; Comprehensive Plan; City Wide Plans, Goals, Strategies and Policies; GIS Data and Analytics; Asset Management Software; Other Software | A Capital Improvement Plan (CIP) is created, adopted by City Council and updated and reviewed annually (at a minimum). A complete overhaul of the plan is completed every 5 years. Essential components included in the plan are an inventory of existing physical capital assets, maintenance & replacement schedule, time table, estimate of future needs, prioritization of projects, etc. Elected and appointed officials are updated regularly. |
| | 1.2.1 – Ensure the CIP includes a listing of capital projects, equipment, and major studies and plans, a priority ranking of projects, a financing plan, timetables for construction or completion of projects, project justifications, classification, itemization, and project explanations. | Short-term / Intermediate / Long-Term | City Staff; Comprehensive Plan; City Wide Plans, Goals, Strategies and Policies; GIS Data and Analytics; Asset Management Software; Other Software | The Capital Improvement (CIP) includes a listing of items mentioned in the action. |
| | 1.2.2 – Develop specific criteria to identify what is or isn't a capital project. Criteria are developed considering a variety of factors including population size, threshold dollar amount (e.g., \$10,000), size of budget, relatively expensive, not a normal annual recurrence, useful life expectancy beyond one-year, and others. Typical categories of capital assets: buildings, infrastructure, expensive physical equipment (e.g., fire apparatus, snow plows, etc.), and land. | Short-term / Intermediate / Long-Term | City Staff; Comprehensive Plan; City Wide Plans, Goals, Strategies and Policies; GIS Data and Analytics; Asset Management Software; Other Software | Specific criteria for determining what is or isn't a capital project are developed and formalized by City Staff. These criteria are developed by utilizing the tools mentioned for this action. Identified capital projects must include the categories and items listed in Goal and Action – Appendix A. |

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| 1: Create financial synergy and efficiency by ensuring that the Capital Improvement Plan (CIP) is inextricably linked to the Capital Budget, Comprehensive Plan as a whole, strategic plans, economic development plans, and other City plans, strategies and policies. | 1.2.3 - Identify the minimum life-expectancy for each capital project. | Short-term / Intermediate / Long-Term | City Staff; Comprehensive Plan; City Wide Plans, Goals, Strategies and Policies; GIS Data and Analytics; Asset Management Software; Other Software | The minimum life-expectancy is established for each identified capital project by utilizing the tools mentioned for this action. These life-expectancies are regularly reviewed and updated where appropriate. |
| | 1.2.4 - Identify the revenue sources to fund the capital project(s) including general revenue, grant, designated revenue funds, special taxes or fees, types of debt, Tax Incremental Financing (TIF), general obligation bonds, revenue bonds (ensure the correct types of bonds are selected in the purpose or revenue stream for the capital asset), partnerships, donations, special federal and/or state pass through financing. Include matching requirements, environmental impact statements, post-grant evaluation criteria, other similar items. Apply for and receive appropriately identified funds. | Short-term / Intermediate / Long-Term | City Staff; Comprehensive Plan; City Wide Plans, Goals, Strategies and Policies; GIS Data and Analytics; Asset Management Software; Other Software; Grant Writing | Revenue sources are identified using the tools mentioned in this action. Funds are applied for and received. Projects are completed from received funding. Various funding sources are always being examined to reduce the financial impact on residents. |
| | 1.2.5 - Create a funding tracking system that connects funds to specific, targeted projects and ensures that projects are completed on time, within budget and in line with the Comprehensive Plan and all other studies, plans policies and procedures. | Ongoing | City Staff; County Staff; DEED, MnDot and other State Department Staff; External Funding Tracking System | A funding tracking system connecting funds to specific, targeted projects is created. This system ensures projects are completed on time, within budget and inline with the Comprehensive Plan and all other studies, plans and procedures. |
| | 1.2.6. - Inventory current capital assets (e.g., check with your insurance carrier) and create a tracking and accountability system. | Short-term / Intermediate / Long-Term | City Staff; Asset Management Software; Maintenance logs and Tracking Sheets of assets from all City Departments; GIS Data and Analytics; Other Data and Software as appropriately identified | A tracking and accountability system is created to inventory and track current capital assets. This is kept current. |

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| 1: Create financial synergy and efficiency by ensuring that the Capital Improvement Plan (CIP) is inextricably linked to the Capital Budget, Comprehensive Plan as a whole, strategic plans, economic development plans, and other City plans, strategies and policies. | 1.2.7. – Prioritize capital projects and garner staff input on needs, suggested capital projects, identifying trends affecting capital issues and verifying conditions of existing capital assets. | Short-term / Intermediate / Long-Term | City Staff; Asset Management Software; Various City Plans, Studies, Policies and Procedures; Maintenance logs and Tracking Sheets of assets from all City Departments; GIS Data and Analytics; Other Data and Software as appropriately identified | Priority capital projects are identified and incorporated into the CIP. Information on these projects are updated regularly. Prioritization of capital projects is regularly reviewed and updated. |
| | 1.2.7.1 – Evaluate staff recommendations and seek effective public input. Additionally, ensure procedural justice and make sure the input is not viewed as merely a form of structured cooptation but actually includes input received. | Short-term / Intermediate / Long-Term | City Staff; Public Input (Residents and Stakeholder) | Before each 5 year overhaul of the CIP, public input is garnered by hiring a trained facilitator (consultant). Input is incorporated into the CIP where deemed appropriate and applicable. |
| | 1.3 – Ensure that the established Project Prioritization System is an integral and inseparable part of the CIP. (See Transportation Action 5.1) | Short-term / Intermediate / Long-Term | City Staff | The Project Prioritization System is inseparably linked to the CIP. The System informs the CIP and assists in identifying and pushing appropriate financial resources to the appropriate areas. |
| | 1.4 – Ensure that the Capital Budget is set separately from the Operating Budget. | Short-term / Intermediate / Long-Term | City Staff | The City Capital Budget is kept separate from the City Operating Budgets. |
| | 1.5 – Create an infographic and flowchart of the Capital Planning Process. Make sure process is regularly reviewed and updated where appropriate. | Short-term / Intermediate / Long-Term | City Staff; Graphic Illustrations | An infographic, flowchart and other appropriate graphics of the Capital Planning Process are created, reviewed regularly and kept current. |
| | 1.6 – Utilize various technology to assist with visualization and efficiency in making the plan accessible and implementable. | Short-term / Intermediate / Long-Term | City Staff; Graphic Illustrations (including infographics and renderings); GIS Data and Analytics; Other software as deemed appropriate | Technology is identified, purchased and utilized to create infographics, renderings, and other appropriate visualizations. |

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| 1: Create financial synergy and efficiency by ensuring that the Capital Improvement Plan (CIP) is inextricably linked to the Capital Budget, Comprehensive Plan as a whole, strategic plans, economic development plans, and other City plans, strategies and policies. | 1.2.7. – Prioritize capital projects and garner staff input on needs, suggested capital projects, identifying trends affecting capital issues and verifying conditions of existing capital assets. | Short-term / Intermediate / Long-Term | City Staff; Asset Management Software; Various City Plans, Studies, Policies and Procedures; Maintenance logs and Tracking Sheets of assets from all City Departments; GIS Data and Analytics; Other Data and Software as appropriately identified | Priority capital projects are identified and incorporated into the CIP. Information on these projects are updated regularly. Prioritization of capital projects is regularly reviewed and updated. |
| | 1.2.7.1 – Evaluate staff recommendations and seek effective public input. Additionally, ensure procedural justice and make sure the input is not viewed as merely a form of structured cooptation but actually includes input received. | Short-term / Intermediate / Long-Term | City Staff; Public Input (Residents and Stakeholder) | Before each 5 year overhaul of the CIP, public input is garnered by hiring a trained facilitator (consultant). Input is incorporated into the CIP where deemed appropriate and applicable. |
| | 1.3 – Ensure that the established Project Prioritization System is an integral and inseparable part of the CIP. (See Transportation Action 5.1) | Short-term / Intermediate / Long-Term | City Staff | The Project Prioritization System is inseparably linked to the CIP. The System informs the CIP and assists in identifying and pushing appropriate financial resources to the appropriate areas. |
| | 1.4 – Ensure that the Capital Budget is set separately from the Operating Budget. | Short-term / Intermediate / Long-Term | City Staff | The City Capital Budget is kept separate from the City Operating Budgets. |
| | 1.5 – Create an infographic and flowchart of the Capital Planning Process. Make sure process is regularly reviewed and updated where appropriate. | Short-term / Intermediate / Long-Term | City Staff; Graphic Illustrations | An infographic, flowchart and other appropriate graphics of the Capital Planning Process are created, reviewed regularly and kept current. |
| | 1.6 – Utilize various technology to assist with visualization and efficiency in making the plan accessible and implementable. | Short-term / Intermediate / Long-Term | City Staff; Graphic Illustrations (including infographics and renderings); GIS Data and Analytics; Other software as deemed appropriate | Technology is identified, purchased and utilized to create infographics, renderings, and other appropriate visualizations. |

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| 1: Create financial synergy and efficiency by ensuring that the Capital Improvement Plan (CIP) is inextricably linked to the Capital Budget, Comprehensive Plan as a whole, strategic plans, economic development plans, and other City plans, strategies and policies. | 1.7 - Practice high standards of project management and establish and track performance indicators. Minimize contact points and confusion on each project by spreading project management evenly across City Staff (limit silos while maintaining single points of contact for each project). | Short-term / Intermediate / Long-Term | City Staff; Asset Management; GIS Data and Analytics; Capital Improvement Project Management Policy | Best practices of project management are practiced by City Staff. A Capital Improvement Project Management Policy is created and kept current. Tools mentioned in this action are utilized where appropriate. |
| | 1.8 Create and implement strategies to prolong the life of City assets. | Ongoing | Street maintenance plan, fleet management plan | *Develop Maintenance and Preventative Maintenance Plan for all assets which are reviewed and kept up to date. * Employees are trained on the proper handling, maintenance, and storage of all assets. Regular inspections are completed and documented for systematic approach to maintenance. |
| 2: Ensure City Finances are transparent, stable, and provide for short and long term needs. | 2.1. - Establish a process for reviewing, implementing, tracking and updating the Capital Improvement Plan. | Short-term / Intermediate / Long-Term | Internal Stakeholders (City Staff); External Stakeholders; Advisory Committee? | A process for reviewing, implementing, tracking and updating the Capital Improvement Plan is created, regularly reviewed, and updated where appropriate. |
| | 2.2 Cash and investments shall remain at levels that allow for liquidity to meet all operating requirements that may be reasonably anticipated. | ongoing | City Staff, Cash Flow Analysis, Fund Balance Policy | Tax revenues are paid in June and December, while other revenues are collected on an ongoing basis. Payroll cash needs are available with each pay period and payments to vendors are met within 35 days as required by MN Statute 471.425. |
| | 2.3 Retain ability to acquire funding to meet the payment requirements of projects that are funded by outside sources. | ongoing | Bond Rating, Cash Flow Analysis | City continues application and receipt of grant funds, resulting in potential need for short-term borrowing for cash flow purposes. |
| | 2.4 - Do a complete financial analysis of historical revenues and expenditures. | Short-term / Intermediate / Long-Term | City Staff | A financial analysis of historical revenues and expenditures is created and is kept current. |

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| 2: Ensure City Finances are transparent, stable, and provide for short and long term needs. | 2.5 – Ensure that all material respects, contributions received, expenditures made and assets of the City of Becker are administered in accordance with approved City budgets, policies, and accounting practices. | Short-term / Intermediate / Long-Term | City Staff | All City of Becker material respects, contributions received, expenditures made and assets are administered in accordance with approved City budgets, policies and accounting practices. |
| | 2.6 Ensure financial transparency to promote accountability and provide insight into financial functioning. | Annual | CAFR, audited financial statements | Develop a thorough and detailed presentation of the City's financial condition. |
| | 2.7 Stay well informed of best practices to maintain a sound financial and credit position, ensuring that the City maintains the ability to place necessary debt at preferred interest rates and be nimble. | Ongoing | Consultants, Industry Conferences and Associations | Continue to maintain excellent bond rating and continue minimum account balances. |
| 3. Establishment of City Fees are transparent and equitable. | 3.1 – Ensure that the City Fee Schedule, including SAC/WAC, Trunk Charges, Building Permit Fees, and other development related fees, are strategically and fairly established based on analysis, research and City operating costs. | Short-term / Intermediate / Long-Term | City Staff; Fee Schedule; City Code | A analysis is completed and a process is established for reviewing the City Fee Schedule and other City Codes with input from all departments of the City. Established fees are strategically and fairly established. |
| | 3.2 The City of Becker conducts utility rate studies to ensure financial stability in the water and wastewater funds. | Every 5 years | City Staff | The utility rate study is reviewed, at a maximum, every 5 years. Changes are made to reflect the required cash need for operations and capital improvements within the water and wastewater funds. |
| | 3.3 – Benchmark all costs with other similar local governments. | Short-term / Intermediate / Long-Term | City Staff; Fee Schedule; City Code; Other Municipalities | Research and analysis of other surrounding municipalities, of a similar nature, is performed. Results are compiled and fees are updated where determined appropriate. |
| 4: Maximize efficiency of the City's borrowing capability and practice effective debt management. | 4.1 – Borrow where deemed necessary, appropriate and where qualified for capital projects. Borrowing for capital projects is an essential decision making tool. | Short-term / Intermediate / Long-Term | City Staff; Borrowing Sources | Applications for borrowing funds are made where deemed by City Staff to be appropriate and necessary to complete capital projects. |
| | 4.2 – Do not borrow for operating expenses. | Short-term / Intermediate / Long-Term | City Staff | Operating expenses of the City are never funded by borrowing. |

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| 4: Maximize efficiency of the City's borrowing capability and practice effective debt management. | 4.3 – Analyze and establish pre-determined borrowing points for the right and appropriate projects. Ensure that debt is managed in order to maximize the ability to complete capital projects in an ordered fashion and on time. | Short-term / Intermediate / Long-Term | City Staff; Financial Software, Data and Analytics | An analysis is performed and pre-determined borrowing points for the right and appropriate projects are established. Debt is well-managed resulting in completion of capital projects on time and in an orderly fashion. |
| | 4.4 – Regularly review, when conditions are favorable, debt and refinancing and regularly check debt limitations as dictated by Minnesota Statute. | Short-term / Intermediate / Long-Term | City Staff; Minnesota Statute, Investment Policies | Debt and refinancing are regularly reviewed, when conditions are favorable. Debt limitations are kept under those established by statute. |
| | 4.5 – Maintain an excellent bond rating to ensure future debt is issued with the lowest possible interest rate to the taxpayer and take advantage of opportunities to refinance outstanding debt at lower interest rates. | Short-term / Intermediate / Long-Term | City Staff; Investment Policies, Moody's Rating, Rating Call, Audited Financial Statements | An excellent bond rating is maintained by the City. Debt acquired and refinanced is done at the lowest possible interest rate to the taxpayer. |
| 5. Incorporate financial resiliency into City's financial planning efforts to produce a sustainable community and mitigate the effects of disasters. | 5.1 Maintain an adequate Revolving Capital Insurance fund balance to provide cash flow requirements to cover a higher insurance deductible in the normal course of business and also provide cash flow in the possibility of a substantial event that would have a major financial impact on the City. | Short-term | Revolving Capital Insurance Fund Policy, City Staff, Budget & Finance Committee | The Revolving Capital Insurance Fund Balance Policy will be reviewed every 3 years. Changes will be made as needed to ensure that the fund balance is adequate to cover the possibility of substantial events that have major financial impacts on the City. |
| | 5.1.1 Establish parameters to contain the effects of a disaster; resiliency approach, not reactionary. | Short-term | Revolving Capital Insurance Fund Policy | Review Revolving Capital Insurance Fund Policy and update as needed. |
| | 5.2. The City has minimized insurance premiums by finding the best deductible to fit the needs of the organization. With a higher deductible, there is a component of self-insurance to cover incidents that happen in the normal course of business. The funds for incidents running up to the deductible are covered by the funds in the Revolving Capital Insurance Fund. | Annually | City Staff | Insurance renewals are completed on an annual basis. All assets are reviewed and adjusted accordingly. |

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| 5. Incorporate financial resiliency into City's financial planning efforts to produce a sustainable community and mitigate the effects of disasters. | 5.3 – Incorporate resiliency into the Capital Planning Process to produce a sustainable community and mitigate the effects of disasters (ie., fund adequate infrastructure to increase redundancy, instituting a resiliency based approach on capital planning). | Short-term / Intermediate / Long-Term | City Staff; Emergency Management Plans; Other Health and Public Safety Officials | The Capital Planning Process is resilient and results in a sustainable City. The process mitigates the effects of disasters and ensures that the City remains functional during such events. |
| | 5.3.1 – Regularly collaborate with key community stakeholders on their emergency action plans and incorporate, where deemed appropriate, items into the CIP that will allow the City to remain functional and recover more rapidly following disasters. | Short-term / Intermediate / Long-Term | City Staff; Emergency Management plans; Key Community Stakeholders (ie., Xcel Energy, NMR, Other Industrial Land Owners, Large Commercial Owners, Public Health Agencies, Becker Public Schools, Other various City groups that represent residents and their concerns) | Regular collaboration is had with key community stakeholders (as identified by City Staff). Appropriate findings are incorporated into City Plans and into the Capital Improvement Plan and Planning Process. |
| 6. Strategic investment of City funds in order to attain a market rate of return while preserving and protecting the capital of the overall investment portfolio. | 6.1. The City of Becker will minimize credit risk by strategically investing in types of securities that are permissible by MN Statute. | Every 3 Years | City Staff, Investment Agencies, Budget & Finance Committee, Statute 118A | The City will minimize credit risk by limiting investments to the safest types outlined in the statute, pre-qualifying financial institutions, brokers, intermediaries, and advisors with which the City will do business. |
| | 6.2. The City of Becker will diversify its portfolio by including a variety of investments. | Ongoing | City Staff and Investment Agencies, MN Statute 118A | The City will minimize loss by diversifying the investment portfolio to include each type of investment laid out in the statutes . |
| | 6.3. The investment portfolio will be maintained with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity need. | Ongoing | City Staff, State and Investment Agencies | The City will strive to receive the greatest rate of return on investments by laddering maturity dates while ensuring liquidity needs are met for operations. |
| | 6.4 – Review and update the Investment Policy. | Every 3 Years | City Staff; MN Statute 118A, Financial consultants | The Investment Policy is adopted by City Council and kept current. |