

City of  
**OSSEO**



**Strategic  
Plan**



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## INTRODUCTION

In February 2008, members of the Osseo City Council met with City staff and a representative of the Planning Commission in a Visioning Exercise. Those present were:

John Hall, Mayor; Brian Kleven, Steve Parks, Ken Schreiber, Council Members; Greg Withers, Administrator; Mike Haller, Chief of Police; Jeffery Dahl, Planner; Gary Braaten, Finance Director; LeAnn Larson, Deputy Clerk; and Cynthia Noren, Planning Commissioner.

Representatives of the Economic Development Authority and the Heritage Preservation Commission were also invited. Council Member Steve Menth was absent.

The participants spent the first part of the day getting to know one another by following certain discussion topics and writing a group resume. The group determined they were qualified to do Visioning based on their combined experiences as elected officials and staff members. There are members with Associate of Arts degrees, Bachelor of Arts degrees and Master of Arts degrees. A leadership academy was attended by one, and licenses and certificates were held by quite a few. There were trainers and educators in the groups as well as small business owners and a realtor. A number participated in Boy and Girl Scouts while younger and one was an Eagle Scout. Some sat on boards of directors, or were members of the chamber of commerce or the Osseo Business Association. The group does not work all the time. One member writes stories, others play instruments – the guitar, trumpet and piano – while some are hikers, do orienteering, or play golf. Some coach sport teams.

In the introductory handout to the session, participants were reminded of their importance to the process.

You're an



Essential Piece

of today's

City of Osseo

Strategic Planning Session





Please participate fully,  
but don't monopolize the conversation;  
Say what comes to mind,  
without pre-judging its value or worth;  
Build on the ideas of others,  
by adding value and building up;  
Make only positive statements,  
so that action, not inaction, may follow;  
Seek first to understand,  
then to be understood;  
Think Win/Win,  
How can we all succeed?

#### VISIONING SESSION

Many dismiss the value of vision because it seems too simplistic: If you make a mental picture, it will happen; or, as in the film 'Field of Dreams,' 'If you build it they will come.' Dr. Dennis Waitley says, "When you visualize then you materialize. Expectation is a powerful attractive force. Expect the things you want, and don't expect the things you don't want." W. Clement Stone, who lived from 1902 to 2002, believed "Whatever the mind...can conceive it can achieve."

Visualization is the process of creating pictures in your mind of yourself enjoying what you want. When you visualize, you generate powerful thoughts and feelings of having it now. "When you want to change your circumstances, you must first change your thinking" says Lisa Nichols, author and personal empowerment advocate. Dr. John Demartini agrees when he says, "Whatever we think about and thank about we bring about."

In the current bestselling book The Secret, Rhonda Byrne writes, "Your current reality or your current life is a result of the thoughts you have been thinking. All of that will totally change as you begin to change your thoughts and your feelings." And she has the statements of some very highly thought of people to support her beliefs. "All that we have is a result of what we have thought." (Buddha) Jesus says in Mark 11:24, "Whatever you ask for in prayer, believe that you have received it, and it will be yours."

But visioning is and should be more than simply wanting or wishing for something to happen. A core skill of leadership, vision is the ability to see the possible. Having created the vision, you



can then plot a course to achieve it through more traditional management techniques like strategic planning.

Vision is a matter of how we see the world and our place in it.

### STAKEHOLDERS

To help us see our place in the world the following exercises were accomplished. The people with whom we have frequent contact and those people or organizations that have an interest in or share in an undertaking or enterprise are referred to as stakeholders. They are not part of the City organization, but they certainly care and are concerned with what the City does or does not do. Who are these stakeholders in the City of Osseo activities?

<b>Citizens</b> – Resident – Children – Elderly	Staff
<b>Taxpayers</b>	Customers of Businesses & City
<b>Business Community</b>	Hennepin County
<b>School District</b>	Metropolitan County
<b>Civic Groups</b>	Visitors
State of Minnesota	Federal Government
Developers	Churches
Consultants – HKGi, B & M, Ehlers, Magsam	
Council	Police Department
Fire Department	Wild Life (animals)

After brainstorming the list of stakeholders, the group went back and selected the most important five stakeholders – The Top Five. Those are in bold type above.

### STRENGTHS

The group was then asked what we thought stakeholders would say are our greatest strengths. What would the group say were our greatest strengths? The Top Five are bolded.

- Public Safety – feel safe, personal care**
- Staff Research – Professional Work
- Good Listening to Direction
- Less Bureaucracy in Small City**
- Small family feeling – relationships**
- Staff Experienced – Seniority



**People’s Care & Concern of Community**

- Council/Staff/Resident Communication
- Caring Business Owners
- Active Sr. Citizens
- Farmer’s market – Movies – Concerts
- Council, Staff, Boards work with Developers
- Small Geographic Area

**Residential & Commercial Rents are Low (affordable)**

WEAKNESSES

Strengths always seem to be balanced with weaknesses. Every individual and every organization has them. The group thought our weaknesses as a community are:

- Small Geographic Area
- Small Tax Base**
- No New Development Space
- Osseo Elementary Closing**
- Price of Residential Property
- Amount of Tax Exempt Property
- Aged Infrastructure and Buildings**, that are not historic
- High Cost of Replacement
- Residents shopping out of town
- Lack of Staff Resources
- “No Changes” Attitude
- High Property Taxes**
- Drive-Thru Community
- Central Avenue Streetscape**
- No Natural Water

OPPORTUNITIES

The City does have a number of opportunities on which to capitalize. The Top Five are in bold type.

- Diversity coming to Osseo
- Redevelopment – Commercial & Residential Buildings**
- Further Beautification of City**



Attach Infrastructure Reconstruction to Development

**Branding of Community**

**Large Scale Transportation Projects**

Grants for Police and Fire Station

Reorganization of Departments and Staff

High School Draw to Community

**To Improve Housing Stock**

Festivals

THREATS

Are there threats present, that if we do not take advantages of opportunities, may overtake us and make present situations even worse? Yes! The Top Five are bolded.

**School District 279**

Big Neighboring cities

Business Threats to leave community

Celtic Crossing

**Mortgage Crisis**

Weak Employment

**Transportation Funding**

**Short-Term Employees** – Police & Public Works

**Economy** – Lack of Redevelopment

Apathetic Government Elected Officials (not City)

Demise of Eminent Domain



The architecture of a tree was studied to draw parallels to the process of putting together the Principles, Mission, Goals and Objectives of a Strategic Plan.



A Tree has:	A Strategic Plan has:
ROOTS	PRINCIPLES
TRUNK	MISSION
LIMBS	ROLES
BRANCHES	GOALS
LEAVES	OBJECTIVES



## PRINCIPLES

Principles are at the base of our tree. They are the underlying laws or assumptions by which we, as Essential Pieces, and the City organization, operate on a daily bases. These are the intrinsic nature or characteristic behaviors by which the City and the individuals function. The group believes these are the important principles by which we operate:

Integrity	Honesty
Trust	Safety
Industrious	Growth
Truth	Responsible
Nurturing	Compassionate

## ROLES

Roles represent the major areas of focus for the organization. A role is a key area of responsibility or contribution. Roles reflect our important relationships and bring forward the special attributes associated with each one. Think of key people or departments that will be associated with each role.

Communicator	Legislator	Financier
Documenter	Researcher	Administrator
Maintainer	Scheduler	Planner
Promoter	Enforcer	Regulator
Server	Educator	Mediator
Recreation	Leader	

## MISSION

The Mission is a general statement through which a person specifies the overall strategy or intent that governs the goals and objectives. A mission is an umbrella statement under which we place our goals and related objectives. A mission statement interprets “reason for being”. It enables us to clarify our purpose. It clearly states the nature of our cause and defines our area(s) of concentration. The group believed the following phrases should be part of our mission:



- Promoting good will
- Encouraging Mutual Benefits
- Providing Services
- Protecting Health, Safety & Welfare
- Stimulating Community Involvement
- Doing what is Best for the Community as a whole
- Cohesive Community
- Promoting Vitality and Stability of the Community
- Fiduciary Responsibility
- Encourage sustainable living and environment
- Create a working environment and culture to encourage longevity of employment

#### GOALS, OBJECTIVES, ACTIVITIES

Goals are descriptions of the ultimate. They describe the world if everything was operating correctly; everything was done right, if activities were carried out properly.... They are usually long-term. Goals are a statement of our vision.

We describe our vision by stating our Goals for the City.

Objectives are action oriented. They are short-term. They tell what one is going to do and why. Accomplishing an objective will put one closer to realizing a goal. For this reason, there are normally a number of different objectives for every Goal. Objectives need to be: Specific, Measurable, Actionable, Realistic, and Timely.

Activities are action steps involved in accomplishing objectives. They give detail to the objective. The activities are normally decided upon by the individual responsible for achieving the objective. The activities listed here have been discussed by staff, and will be assigned to staff following adoption of the Plan by the City Council. The date listed for each activity is not the start date, but rather the date the activity should be complete.



The City of Osseo's mission is:

### City of Osseo's Mission

The care and concern of people in Osseo manifests itself in a vital, stable, cohesive community that promotes good will and encourages stimulating community involvement to do what is best for the mutual benefit of the entire community while providing basic services to protect the health, safety and welfare of its citizens.

The City of Osseo's Vision is:

The City's marketing showcases our Small Town Appeal for all ages of life. Home owners and renters find quality housing stock in the community for every family size and income level. The Community Promotes a wide array of Cultural Activities. The Community keeps abreast of the latest technology and uses those items that can benefit businesses and residents. Police and Fire Departments are headquartered in safe modern facilities centrally located in the community.

The City Council is reorganized into a Committee structure that addresses current needs of the Council and Staff. The Relationship between City and School District 279 is Strong, and each organization is supportive of the others mission and vision. A Capital Improvement Plan is maintained to fully fund infrastructure reconstruction projects and community development efforts. A Financial Management Plan is maintained to fully address treasury and cash management issues, the financial health of the City and the growth of the tax base. A Variety of Methods are used to Promote Economic Development. The City Encourages Sustainable Living Practices for a Healthier and Higher Quality Standard of Living.



**The City's marketing showcases our Small Town Appeal for all ages of life.**

- The City's new Brand is easily recognizable and usable by many groups to promote their organization, raise interest in their cause, and spark investment in the community.

Activity: Council determines policy on use of the logo by community organizations, and its use for fundraising or money-making activities.

Date: September 2008

Activity: The logo is distributed to community groups with policies regulating its use.

Date: November 2008

Activity: City employee clothing is selected and embroidered with the new logo.

Date: November 2008

Activity: Vehicle decals and City signs are changed to the new logo.

Date: January 2009

Activity: Costs for implementation and distribution of the new logo are placed in the 2009 budget.

Date: August 2008

- The City's Brand is incorporated in the Quarterly Newsletter, the Web Site, and the Stationery.

Activity: Council decides to order business cards, name badges and lapel pins to promote Osseo and the new logo.

Date: August 2008

Activity: Council sponsors event to announce new Web Site and City logo, and the additional information citizens can obtain from the Site.

Date: October 2008



**Home owners and renters find quality housing stock in the community for every family size and income level.**

- Rental Housing facilities are safe and healthy living environments for persons of all ages.

Activity: Planning Commission will complete its review of the rental housing code and recommend action to the City Council.

Date: May 2008

Activity: Staff will consider various implementation methods and make recommendation to Council so action can be taken prior to preparing the budget.

Date: September 2008

Activity: Implementation of the rental housing standards begins with advertising blitz and public announcements.

Date: April 2009

- In order to be licensed as Residential Landlords, property owners are educated in how to provide safe and healthy environments for their tenants.

Activity: An advertising blitz and educational campaign are kicked off at various events around town.

Date: April 2009

- The City provides protective inspection and compliance services to assist landlords in providing a safe and healthy living environment, and to define what such an environment is to tenants.

Activity: Advertising is done to promote a new City department and program designed to protect the residents from unsafe construction practices, unknowledgeable do-it-yourselfers, and others who do not follow Minnesota Building Codes.

Date: March 2009

Activity: Informational brochures and pamphlets are designed, printed and distributed to promote safe and healthy living environments.

Date: May 2009



- A City Home Improvement Program encourages homeowners to bring their properties up to code, construct additions, and repair or maintain roofs and siding by reducing the interest rate on loans.

Activity: Contract with an agency to promote the HIP, administer the program and help residents through the remodeling and home repair process.

Date: May 2008

- A Scattered Site Housing Program acquires substandard housing, razes it and constructs new housing on the site.

Activity: Acquire additional house on 1<sup>st</sup> Avenue West to enhance the townhome site on that block.

Date: March 2008

Activity: Look for other potential sites around town where homes may be purchased.

Date: On-going

Activity: Apply for additional CDBG or other government and private moneys to continue home buying, razing, and rebuilding.

Date: On-going



### **The Community Promotes a wide array of Cultural Activities.**

- The Mayor's Art Committee sponsors a variety of annual events.

Activity: Establish a budget for the Committee and a regular meeting schedule in order to get some activities started.

Date: September 2008

Activity: The Committee establishes its purpose and beginning programs to promote the arts in Osseo.

Date: October 2008



- Citizens collaborate with student Artists to distribute Art Work throughout the community.

Activity: The Mayor's Committee expands its base by bringing in members who are currently involved in some form of art in Osseo.

Date: November 2008

- Every new commercial and industrial building constructed in Osseo contributes dollars toward the public art in the city program.

Activity: Mayor's Art Committee discusses the concept of such a program and passes recommendation on to the Council.

Date: March 2009



**The Community keeps abreast of the latest technology and uses those items that can benefit businesses and residents.**

- City Records are digitized and stored on media so as to preserve them as long as possible.

Activity: Accomplish research needed to recommend the type of media which will best store and secure documents long into the future.

Date: August 2009

Activity: Budgets will be adopted for 2010 to purchase the needed equipment and labor to transfer documents to different media or otherwise store it.

Date: September 2009

- GIS is used extensively to store, retrieve and use the Utility Inventory and other records of City facilities, structures, land use and zoning.

Activity: The City Planner is trained in GIS technology and how to use in-house software to store and retrieve data.

Date: July 2008

Activity: Upgraded GIS software is budgeted for 2009.

Date: September 2008



- Update Council Chambers for IT: Power Point, Laptops, Streaming Video  
Activity: Preplan and budget for the additions in 2009.  
Date: September 2008  
  
Activity: Adopt policies relative to City owned laptop use by Council and staff.  
Date: January 2009  
  
Activity: Procure, program and distribute laptops to Council members.  
Date: April 2009  
  
Activity: Cooperate with Channel 12 to implement Streaming Video on the City's New Web Site.  
Date: April 2009
- Property Records are stored in GIS for security, ease of retrieval and use.  
Activity: Determination of appropriate software is made and it is purchased and installed.  
Date: June 2009
- Wind Power is used to provide cost effective electricity to the Public Services Building and other sites in the community.  
Activity: A Feasibility Study is authorized by the Council to consider the potential for wind power.  
Date: September 2009
- City departments are always looking at ways to use new technology to make the providing of services easier, more efficient, and more cost effective.  
Activity: Incident recording devices mounted in police patrol cars can now be digital rather than tape, would it be wise for our department to switch our technology?  
Date: August 2008  
  
Activity: Security cameras to watch arrestees in the Police Station are now digital. Is it cost efficient for us to purchase?  
Date: October 2008  
  
Activity: Live scan finger printing systems are now available for booking people after arrest. Is it feasible for our Police Department to have such a



system.

Date: November 2008

Activity: Make applications for various technology grants for those items determined to be feasible for our department.

Date: January 2009



**Police and Fire Departments are headquartered in safe modern facilities centrally located in the community.**

- Grant dollars are obtained for purchase of Land and construction of facilities

Activity: Research is undertaken to determine if grants funds are available, from whom, and when.

Date: November 2008

Activity: Research is done on the possibility of special legislation to finance the new facilities.

Date: February 2009

Activity: Hire Architect to do feasibility study and preliminary design of new facility.

Date: June 2009

Activity: Obtain financing for the construction of a new facility in 2010.

Date: October 2009

- Study Feasibility of Public Safety Reorganization

Activity: The Police Chief is going to retire.

Date: December 2008

Activity: The Fire Chief has stayed a year longer than he wanted and will retire.

Date: December 2008

Activity: Research the pros and cons of establishing a public safety division in order to reduce costs and hire one, full-time public safety director, and have



the Chiefs be subordinates.

Date: December 2008

Activity: Appoint Director and/or Chiefs.

Date: January 2009

- Community benefit is maximized in the reuse of the Existing Land and Buildings

Activity: Undertake study on how to best utilize the current city property, and whether additional property needs to be acquired. Look at present and future needs of all departments and of the Library.

Date: May 2009



**The Relationship between City and School District 279 is Strong, and each organization is supportive of the others mission and vision.**

- Regular Joint Meetings of the City Council and School Board are held annually, and the City Administrator and School Superintendant also meet on a regular basis.

Activity: Arrange for the first, annual joint meeting to be held in February 2009.

Date: February 2009

Activity: Talk with the Superintendent of Schools to arrange a one-on-one meeting.

Date: November 2008



**The City Council is reorganized into a Committee structure that addresses current needs of the Council and Staff.**

- The Council considers various ways of organizing itself so that it can best serve the needs of the public and oversee the operations of the City.

Activity: The purpose, type and amount of oversight is discussed by Council before deciding on the structure and size of Committees.



Date: November 2008

- Strong Relationships are maintained with local civic groups and Federal, State, and Regional Government Officials.

Activity: Establish an Intergovernmental Relations Committee of the City Council.

Date: November 2008

Activity: The IRC will establish links or liaisons with elected or appointed officials in every level of government.

Date: January 2009

- New Committee members are appointed by The Mayor and City Council  
Activity: Council considers Report by the Administrator as to potential new committee structure.

Date: November 2008

Activity: Council Considers the Creation of a Public Utility Commission.

Date: February 2009



**A Capital Improvement Plan is maintained to fully fund infrastructure reconstruction projects and community development efforts**

- Utility Rates are structured to fully fund maintenance activities and the Utility's portion of repair or reconstruction projects.

Activity: Utility Rates are reviewed annually to determine if they are deriving sufficient fund to keep the Utility in the black while keeping the infrastructure in good condition.

Date: August of every year.

- Street resurfacing projects are scheduled in order to keep ahead of deteriorating bituminous, but are not undertaken without upgrades to the underground utilities.

Activity: Complete a condition inventory of every block of street in the City.

Date: September 2009



Activity: Inventory the entire Sanitary Sewer System in the City noting location, condition and size, and placing it on the GIS database.

Date: November 2008

Activity: Inventory the entire Water Distribution system in the City and note its locations, size and condition, and place the information in the GIS database.

Date: November 2009

Activity: Inventory the entire Storm Water System in the City and make note of the location of all structures, pipes, ponds and appurtenances, and place the information in the GIS database.

Date: November 2010

Activity: A Capital Improvement Program Committee is established to oversee the creation and recommendation of a CIP to the Council.

Date: April 2009

- A “Wish List” of Community wants is created and maintained.  
Activity: Develop a list of dreams, wants and needs of projects or programs or facilities that could be provided by donations or contributions from community members to the City or non-profit organization(s) in the community.  
Date: May 2009
- An Adopt-a-Park Program is created.  
Activity: Draft policies, rules and procedures for individuals or groups or organizations to adopt Osseo parks or open spaces.  
Date: May 2009
- Naming Rights are Sold for Various Public Facilities  
Activity: Develop policies, rules and procedures to allow public facilities, structures or land to be named.  
Date: June 2009



**A Financial Management Plan is maintained to fully address treasury and cash management issues, the financial health of the City and the growth of the tax base.**

- The FMP establishes policies and procedures for the investment of funds, banking protocol, and accounts payable.

Activity: Prepare an outline of the FMP that can be reviewed by the Council.

Date: March 2009

Activity: Write the FMP and present to the Council for their review and consideration.

Date: July 2009

- The FMP establishes methods by which the City can determine its financial health annually.

Activity: Using financial data from the last ten years, and software or methods developed by outside organizations, determine the financial health picture of the City.

Date: October 2009



**A Variety of Methods are used to Promote Economic Development**

- A City Marketing Brochure is distributed to public entities and private businesses using the new City Logo and the statement that we “Provide an Environment to Succeed”.

Activity: Obtain ideas for items to be included in such a brochure.

Date: November 2008

Activity: Obtain quotes from marketing firms (Prime Advertising) to prepare such a brochure.

Date: December 2008

- The City offers Tax Increment Financing and other financial incentives to minimize the cost of redevelopment.

Activity: Prepare a brochure that explains TIF programs and the procedures necessary to obtain the financing.

Date: September 2008



Activity: Prepare policies for Council adoption that regulate the use of the State's Tax Abatement Program.

Date: October 2008

- The City Web Site has an Economic Development page that markets the City as a unique destination, highlights properties in town that are available for lease or sale, and promotes the variety of incentives the City offers businesses.

Activity: The Web Page is developed with spaces reserved for the above items.

Date: October 2008

Activity: A procedure is developed and policies established for listing of properties on the Web Site.

Date: November 2008

Activity: The Web Page is finished with all the information, photos, programs etc. the City offers. It is reviewed by staff monthly to keep it current.

Date: January 2009

- The City offers a financial assistance program to help Central Avenue businesses remodel their storefronts.

Activity: Dollars are set aside in the 2009 budget for this program.

Date: September 2008

Activity: Policies and procedures are established for distribution of the dollars and the determination made as to loan or grant.

Date: March 2009

- The City offers an updated Comprehensive Plan and Zoning Ordinance that is form-based and encourages high-quality and efficient development.

Activity: The Comprehensive Plan is updated and adopted by the Council.

Date: December 2008

Activity: The Zoning Ordinance is updated to encourage private investment to upgrade structures and uses throughout the community.

Date: December 2009



- The City annually updates its Downtown Action Plan to ensure that downtown issues are recognized and addressed.  
Activity: The annual update by staff is approved by the Planning Commission and reviewed by the Council.  
Date: June 2009



### **The City Encourages Sustainable Living Practices for a Healthier and Higher Quality Standard of Living**

- Through an updated Zoning Ordinance, the City requires “green development”.  
Activity: Describe and define “green development” and outline how to obtain it.  
Date: July 2009  
  
Activity: Incorporate “green development” items in the revised Zoning Ordinance.  
Date: December 2009
- The City encourages sustainable living by offering incentives to use renewable energy sources and creating permeable surfaces rather than impervious.  
Activity: Prepare brochures explaining the how and why of using renewable energy and how to create permeable surfaces.  
Date: August 2009
- In its own operations the City sets an example to the community by using renewable energy, recycling, and rain gardens.  
Activity: Find a location and establish a rain garden to be a demonstration site for the community.  
Date: July 2009
- Promote and make known the recycling done at City Hall and City Parks.  
Activity: Obtain bright recognizable recycling containers and encourage citizens to participate.  
Date: June 2009



- Through redevelopment, the City encourages more transit and pedestrian friendly development.  
Activity: The features of Transit Oriented Development are placed in the revised Zoning Ordinance.  
Date: December 2009  
  
Activity: Developers are encouraged to provide more dense, multi use developments if they want financial or other participation from the City.  
Date: December 2008
- The City has implemented a Park Dedication Ordinance that has any new or redevelopment project contributing to a park land and equipment fund.  
Activity: Revise the Park Dedication Ordinance to make it more easily understandable, defensible and attractive for development.  
Date: September 2009
- The City has a policy to change all overhead utility lines to underground during any redevelopment activities.  
Activity: Prepare an ordinance requiring the placement of all utilities underground whenever redevelopment or other activities allows the possibility.  
Date: May 2009
- The residential areas of the City have streets that promote the safe, slow movement of vehicles while also providing safe space for pedestrians, parked vehicles and green space.  
Activity: Identify the standard residential street width and establish a schedule for reducing or enlarging the streets as needed.  
Date: November 2009  
  
Activity: Establish standards for residential and commercial driveway openings in the curbs, and policies for constructing and maintaining such driveways and aprons.  
Date: November 2009



A scheduled summary of the Activities looks like this:

<b>Completion DATE</b>	<b>ACTIVITY</b>	<b>Responsible-OUTCOME</b>
May 2008	<ul style="list-style-type: none"> <li>• Planning Commission completes review of Rental Housing Code &amp; recommends action to Council</li> <li>• Contract with Agency to promote &amp; Administer HIP</li> </ul>	<i>Dahl</i> <i>Dahl</i>
June		
July	<ul style="list-style-type: none"> <li>• Planner is trained on GIS technology and how to use in-house software to store &amp; retrieve data</li> </ul>	<i>Dahl</i>
August	<ul style="list-style-type: none"> <li>• Council orders business cards, name badges &amp; lapel pins</li> <li>• Costs for implementation and distribution of new logo is placed in the 2009 budget</li> <li>• Digital incident recording devices are looked at for police squad cars</li> <li>• Annual Review of Utility Rates to determine if they are sufficient to keep utility in the black [each year]</li> </ul>	<i>Larson</i> <i>Braaten</i> <i>Haller</i> <i>Braaten</i>
September	<ul style="list-style-type: none"> <li>• Determine policy on use of logo by community org's.</li> <li>• Staff recommends implementation method for Rental Housing Code</li> <li>• Establish budget for Mayor's Art Committee &amp; regular meeting times</li> <li>• Upgraded GIS software is budgeted for 2009</li> <li>• Place in 2009 budget an update Council Chambers for IT: power point, laptops, streaming video</li> <li>• Prepare brochure explaining TIF programs and procedures necessary to obtain the financing</li> <li>• Dollars are set aside in 2009 budget to give financial assistance to Central Avenue businesses for remodeling</li> </ul>	<i>Withers</i> <i>Dahl</i> <i>Withers</i> <i>Dahl</i> <i>Withers</i> <i>Withers</i> <i>Withers</i>
October	<ul style="list-style-type: none"> <li>• Council sponsors event to announce new Web Site &amp; City logo</li> <li>• Mayor's Art Committee determines purpose and begins to promote programs</li> <li>• Feasibility of purchasing digital security cameras to watch arrestees is determined</li> <li>• Prepare policies for Council adoption that regulate the use of the State's Tax Abatement Program</li> <li>• City New Economic Development Web page is developed with space for lease of properties, various incentives ...</li> </ul>	<i>Larson</i> <i>Withers</i> <i>Haller</i> <i>Withers</i> <i>Dahl</i>
November	<ul style="list-style-type: none"> <li>• Distribute logo and policy to community groups</li> <li>• Select employee clothing &amp; embroider with new logo</li> <li>• Citizens &amp; student artists collaborate to distribute art</li> </ul>	<i>Withers</i> <i>Larson</i> <i>Hall</i>



	<p>work throughout community</p> <ul style="list-style-type: none"> <li>• Feasibility of live finger print scan in police station is determined</li> <li>• Research to determine availability of grant funds for new police station</li> <li>• Administrator and School Superintendent arrange a one-on-one meeting</li> <li>• Council considers report by administrator as to potential new committee structure</li> <li>• Council discusses the purpose, type and amount of oversight for committees, and therefore the structure of its committees</li> <li>• Establish Intergovernmental Relations Committee of the City Council</li> <li>• Complete inventory of entire Sanitary Sewer System and place it on GIS data base</li> <li>• Obtain ideas for brochure for City marketing explaining “We provide an Environment to Succeed”</li> <li>• Procedures are developed and policies established for listing properties on City ED web site</li> </ul>	<p><i>Haller</i></p> <p><i>Haller</i></p> <p><i>Withers</i></p> <p><i>Withers</i></p> <p><i>Withers</i></p> <p><i>Withers</i></p> <p><i>Korfiatis</i></p> <p><i>Withers</i></p> <p><i>Dahl</i></p>
December	<ul style="list-style-type: none"> <li>• Police Chief Retires</li> <li>• Fire Chief Retires</li> <li>• Research pros &amp; cons of Public Safety Division ...</li> <li>• Obtain quotes for marketing firms to prepare brochure on “We provide an Environment to Succeed”</li> <li>• Comprehensive Plan is updated and adopted by Council</li> <li>• Developers are encouraged to provide more dense, multi use developments if they want financial or other participation from the City</li> </ul>	<p><i>Haller</i></p> <p><i>Current</i></p> <p><i>Withers</i></p> <p><i>Withers</i></p> <p><i>Dahl</i></p> <p><i>Withers</i></p>
ON-GOING	<ul style="list-style-type: none"> <li>• Look for potential sites for Scattered Housing Program</li> <li>• Apply for CDBG &amp; other money to buy homes, raze, &amp; rebuild</li> </ul>	<p><i>Dahl</i></p> <p><i>Dahl</i></p>
January 2009	<ul style="list-style-type: none"> <li>• Vehicle decals &amp; City signs are changed to new logo</li> <li>• Adopt policies relative to City owned laptop use by Council and staff</li> <li>• Technology grants for police are applied for</li> <li>• Appoint Public Safety Director and/or Fire and Police Chiefs</li> <li>• IRC establishes links or liaisons with elected or appointed officials in every level of government</li> <li>• ED web page is finished with all information, photos, programs, etc City has to offer – it is reviewed monthly</li> </ul>	<p><i>Korfiatis</i></p> <p><i>Withers</i></p> <p><i>Chief_</i></p> <p><i>Hall</i></p> <p><i>Hall</i></p> <p><i>Dahl</i></p>



<p>February</p>	<ul style="list-style-type: none"> <li>• Research possibility of special legislation for new police facility</li> <li>• Arrange for 1<sup>st</sup> annual joint meeting between City Council and District 279 School Board</li> <li>• Council considers creation of a Public Utility Commission</li> </ul>	<p><i>Hall</i></p> <p><i>Kleven</i></p> <p><i>Withers</i></p>
<p>March</p>	<ul style="list-style-type: none"> <li>• Protective Inspection Dept. is promoted as newest dept.</li> <li>• New Commercial &amp; Industrial buildings contribute dollars for public art in the city program</li> <li>• Prepare outline of Financial Management Plan (FMP) to be reviewed by Council</li> <li>• Policies and procedures adopted for Central Avenue Business Remodeling money</li> </ul>	<p><i>Dahl</i></p> <p><i>Withers</i></p> <p><i>Withers</i></p> <p><i>Dahl</i></p>
<p>April</p>	<ul style="list-style-type: none"> <li>• Implementation of Rental Housing standards begins with advertising blitz</li> <li>• Residential Landlord licensing begins with blitz</li> <li>• Procure, program and distribute laptops to Council members</li> <li>• Cooperate with Channel 12 to implement Streaming Video on the City's new web site</li> <li>• A Capital Improvement Program (CIP) Committee is established to create &amp; recommend a CIP to the Planning Commission and Council</li> </ul>	<p><i>Dahl</i></p> <p><i>Dahl</i></p> <p><i>Withers</i></p> <p><i>Larson</i></p> <p><i>Withers</i></p>
<p>May</p>	<ul style="list-style-type: none"> <li>• Informational brochures &amp; pamphlets are designed... to promote safe &amp; healthy living environments</li> <li>• Undertake study on how best to use existing land and buildings – City Hall, Cmty Ctr, library, police, fire</li> <li>• A "Wish List" of dreams, wants and needs of the community is established</li> <li>• Draft policies, rules and procedures for An Adopt-A-Park Program</li> <li>• Prepare an Ordinance requiring all utilities to be placed underground whenever redevelopment of other activities allows the possibilities</li> </ul>	<p><i>Dahl</i></p> <p><i>Dahl</i></p> <p><i>Larson</i></p> <p><i>Korfiatis</i></p> <p><i>Magsam</i></p>
<p>June</p>	<ul style="list-style-type: none"> <li>• Determine appropriate software is purchased and installed for property records storage on GIS</li> <li>• Hire architect for feasibility study and preliminary design of new police facility</li> <li>• Develop policies, rules and procedures to allow public facilities, structures or land to be named</li> <li>• Annual update to Downtown Action Plan is approved by Planning Commission and reviewed by Council</li> <li>• Obtain bright recognizable recycling containers and encourage citizen participation</li> </ul>	<p><i>Dahl</i></p> <p><i>Chief_</i></p> <p><i>Withers</i></p> <p><i>Dahl</i></p> <p><i>Korfiatis</i></p>



July	<ul style="list-style-type: none"> <li>• FMP is presented to Council for review</li> <li>• Describe &amp; define “Green Development” and outline how to obtain it</li> <li>• Find a location and establish a rain garden to be a demonstration site for the community</li> </ul>	<i>Withers</i> <i>Dahl</i> <i>Korfiatis</i>
August	<ul style="list-style-type: none"> <li>• Complete research to recommend best media to secure documents into the future</li> <li>• Annual Review of Utility Rates to determine if they are sufficient to keep utility in the black [each year]</li> <li>• Brochure is released explaining how &amp; why of using renewable energy and how to create permeable surfaces</li> </ul>	<i>Larson</i> <i>Korfiatis</i> <i>Dahl</i>
September	<ul style="list-style-type: none"> <li>• Adopt budget with equipment purchases for storing and transferring documents to selected media</li> <li>• Feasibility Study is authorized by Council to consider the potential of wind power at Public Service Building</li> <li>• Complete a condition inventory of every block of street</li> <li>• Revise Park Dedication Ordinance to make it more easily understandable, defensible &amp; attractive for development</li> </ul>	<i>Larson</i> <i>Korfiatis</i> <i>Korfiatis</i> <i>Dahl</i>
October	<ul style="list-style-type: none"> <li>• Obtain financing for construction of new police facility in 2010</li> <li>• Determine the financial health of the city</li> </ul>	<i>Chief_</i> <i>Withers</i>
November	<ul style="list-style-type: none"> <li>• Complete inventory of entire water distribution system and place on GIS data base</li> <li>• Identify Standard Residential &amp; Commercial driveway openings, and policies for constructing &amp; maintaining</li> <li>• Identify Standard Residential Street Width &amp; establish schedule for reducing or enlarging the streets as needed</li> </ul>	<i>Korfiatis</i> <i>Korfiatis</i> <i>Korfiatis</i>
December	<ul style="list-style-type: none"> <li>• “Green Development” items are contained in new Zoning Ordinance</li> <li>• Features of Transit Oriented Development are placed in the revised Zoning Ordinance</li> <li>• Zoning Ordinance is updated and adopted by Council</li> </ul>	<i>Dahl</i> <i>Dahl</i> <i>Dahl</i>
<b>2010</b>		
November 2010	<ul style="list-style-type: none"> <li>• Complete inventory of entire Storm Sewer System and place on GIS data base</li> </ul>	<i>Korfiatis</i>

The above Completion Dates and Activities are approved by the Council when adopting this Strategic Plan. The party responsible for the outcome is assigned by the City Administrator. Notes regarding the outcome will be placed in the third column also. The implementation of this Strategic Plan will be reviewed and reported to the Council quarterly. The entire Plan will be redrafted in 2010 after a new City Council is sworn to office. [End]



This Strategic Plan adopted unanimously by the Osseo City Council September 8, 2008.