

**CITY OF OWOSSO
SPECIAL MEETING OF THE CITY COUNCIL
THURSDAY, FEBRUARY 26, 2026
6:30 P.M.**

**Meeting to be held at City Hall
301 West Main Street**

AGENDA

**PLEDGE OF ALLEGIANCE:
ROLL CALL:**

ADDRESSING THE CITY COUNCIL

1. Your comments shall be made during time set aside for that purpose.
2. Stand or raise a hand to indicate that you wish to speak.
3. When recognized, give your name and address and direct your comments and/or questions to the Mayor.
4. Each person wishing to address the City Council and/or attending officials shall be afforded one opportunity of up to four (4) minutes duration during citizen comments and questions.
5. In addition to the opportunity described above, a citizen may respond to questions posed to him or her by the Mayor or members of the Council, provided members have been granted the floor to pose such questions.

CITIZEN COMMENTS

COUNCIL COMMENTS

ITEMS OF BUSINESS

1. FY 2026-27 Goal Setting. Conduct a goal setting session for the upcoming fiscal year.

NEXT MEETING

Monday, March 02, 2026

BOARDS AND COMMISSIONS OPENINGS

Building Board of Appeals – Alternate - term expires June 30, 2026
Building Board of Appeals – Alternate - term expires June 30, 2027
Historical Commission – term expires 12-31-2026
Zoning Board of Appeals – Alternate – term expires June 30, 2027
Zoning Board of Appeals – Alternate – term expires June 30, 2028

ADJOURNMENT

The City of Owosso will provide necessary reasonable auxiliary aids and services, such as signers for the hearing impaired and audio recordings of printed materials being considered at the meeting, to individuals with disabilities at the meeting/hearing upon seventy-two (72) hours notice to the City of Owosso. Individuals with disabilities requiring auxiliary aids or services should contact the City of Owosso by writing, calling, or emailing the following: Owosso City Clerk's Office, 301 West Main Street, Owosso, MI 48867; Phone: (989) 725-0500; Email: city.clerk@ci.owosso.mi.us. The City of Owosso Website address is www.ci.owosso.mi.us.

***PLEASE TAKE NOTICE THAT THE FOLLOWING MEETING
CAN ONLY BE VIEWED VIRTUALLY***

The Owosso City Council will conduct an in-person meeting on February 26, 2026. Citizens may view and listen to the meeting using the following link and phone numbers.

**OWOSSO CITY COUNCIL
THURSDAY, FEBRUARY 26, 2026 AT 6:30 P.M.**

The public joining the meeting via Zoom CANNOT participate in public comment.

- **Join Zoom Meeting:**

<https://us02web.zoom.us/j/88959126993?pwd=zi4iECVV3xJs4tRSmqXrVHbq4K6mMx.1>

Meeting ID: 889 5912 6993

Passcode: 588526

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- **For video instructions visit:**

- o Signing up and Downloading Zoom <https://youtu.be/qsy2Ph6kSf8>

- o Joining a Zoom Meeting <https://youtu.be/hlkCmbvAHQQ>

- o Joining and Configuring Audio and Video <https://youtu.be/-s76QHshQnY>

- **Helpful notes for participants:** [Helpful Hints](#)

- **Meeting packets are published on the City of Owosso website** <http://www.ci.owosso.mi.us>

Any person who wishes to contact members of the City Council to provide input or ask questions on any business coming before the Council on February 26, 2026 may do so by calling or e-mailing the City Clerk's Office prior to the meeting at (989)725-0500 or city.clerk@ci.owosso.mi.us. Contact information for individual Council members can be found on the City website at: <http://www.ci.owosso.mi.us/Government/City-Council>

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FY 2026-27 GOAL SETTING WORKSHOP REPORT

Prepared for the City Council and Administration
February 2026

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EXECUTIVE SUMMARY



The City of Owosso is focused on long-term infrastructure reliability and structural planning.

Over the past several fiscal years, the City of Owosso has transitioned from a period focused primarily on operational stabilization to one centered on long-term structural planning and sustainability. Significant progress has been made in reinvesting in core infrastructure systems, strengthening financial management practices, modernizing administrative processes, and improving internal organizational stability. Capital improvements to water, sewer, streets, public safety equipment, and municipal facilities reflect a sustained commitment to maintaining essential public assets and addressing deferred maintenance.



Infrastructure & Policy Drivers

Infrastructure reliability remains the dominant policy driver. Water system upgrades, wastewater treatment improvements, road reconstruction, and utility rate restructuring demonstrate a deliberate effort to protect public health, ensure regulatory compliance, and preserve service continuity.



Drinking Water Plant operator checks one of the two clarifiers.



Ongoing construction of the new secondary clarifier at the Wastewater Treatment Plant.

At the same time, the City is increasingly confronting long-range capacity questions—particularly related to drinking water plant modernization, underground infrastructure replacement cycles, and sustainable road funding mechanisms. These issues represent generational decisions requiring coordinated financial planning and policy direction.

Financial Stewardship

Financial stewardship and grant acquisition continue to play a critical role in advancing strategic priorities. The City has aggressively pursued outside funding to offset local costs while maintaining disciplined budgeting practices and stable audits. However, rising operational costs, workforce pressures, and uncertainty in state and federal revenue streams underscore the importance of multi-year forecasting and structural revenue evaluation to ensure long-term sustainability.



The local government process.

Workforce Stability & Organizational Capacity

Workforce stability and organizational capacity have also emerged as central themes. Efforts to address employee retention, competitive compensation, internal policy modernization, and technology upgrades reflect recognition that service delivery is directly tied to the City's ability to recruit and retain qualified personnel. Maintaining morale and institutional knowledge will be essential as the organization manages increasingly complex capital and regulatory demands.

Beyond core services, strategic focus continues to include governance effectiveness, resident communication, community engagement, and quality-of-place initiatives. Downtown vitality, parks investment, event programming, and regional partnerships remain important components of economic and community development, while greater emphasis is being placed on transparency, accountability metrics, and collaborative policymaking.



Conclusion

Collectively, the current planning cycle reflects a municipality operating from a position of relative stability while deliberately preparing for long-term structural challenges. The City is positioning itself to address generational infrastructure decisions, workforce resilience, and sustainable financial alignment in a thoughtful and strategic manner.

Analysis of Council Responses – FY 2026–27 Goal Setting

Overview

Council responses reflect a governing body focused on infrastructure sustainability, long-term capital planning, resident-facing service quality, and improved governance culture. While infrastructure remains central, Council members place stronger emphasis on resident experience, transparency, downtown vitality, public safety concerns, and community perception.

Key Accomplishments Highlighted by Council

Infrastructure & Capital Investment

- Continued investment in streets, utilities, and core infrastructure.
- Washington Street/Water Street upgrades.
- Progress toward addressing flooding in West Town.
- Five-year utility infrastructure funding framework.
- Sale of Gould House and public safety/DPW vehicle upgrades.
- Speed limit signage improvements.

Financial & Administrative Stability

- Clean audits and improved financial reporting.
- Responsible budgeting practices.
- Community engagement and water portal implementation.
- Improved Council culture and working relationships.

Community & Quality of Place

- Downtown beautification and seasonal improvements.
- Large-scale community events and revitalization programming.
- Small, community-centered initiatives.
- Strengthened intergovernmental coordination.

Identified Issues, Concerns, Trends, and Opportunities

Infrastructure & Growth Constraints

- Aging water and underground infrastructure.
- Concern that current water plant capacity limits economic development.
- Street funding challenges and potential loss of gas tax revenue.
- Cedar Street reopening and sidewalk funding concerns.
- Fire hydrant maintenance inconsistencies and West Town flooding issues.

Fiscal & Revenue Concerns

- Rising operational and labor costs.
- Inflationary pressures.
- Exploration of structural revenue tools, including potential city income tax.
- Concern over long-term road funding sustainability.

Public Safety & Social Challenges

- Rising homelessness.
- Increasing methamphetamine and hard drug impacts.
- Enforcement concerns such as red-light violations.
- Emergency response modernization.

Communication & Resident Experience

- Desire for more proactive and accessible information sharing.
- Interest in civic education and transparency.
- Adoption of a citywide 'Resident Experience' lens.
- Expansion of performance dashboards and accountability metrics.

Significant Initiatives Suggested by Council

- Formal Water Infrastructure Asset Management and Replacement Tracking Program.
- Fire Hydrant Inspection and GIS Tracking Program.
- Recycling implementation.
- City Charter update.
- Website modernization and continued IT upgrades.
- Drug Impact Reduction Strategy and emergency response review.

Governance & Teamwork Themes

- More collaborative and less rigid Council discussions.
- Clear meeting norms and improved pre-meeting briefing materials.
- Council–staff pairing programs.
- Commitment to accountability metrics and follow-through.
- Continued participation in community events and regional engagement.

Conclusion

Council responses reflect a governing body strongly focused on infrastructure reliability and long-term capital sustainability, while demonstrating heightened awareness of growth capacity, revenue stability, and resident experience. There is clear recognition that water plant capacity, road funding, and aging underground infrastructure are critical constraints on future economic growth. At the same time, Council places meaningful value on governance culture, collaboration, and accountability. Overall, the responses suggest a Council increasingly focused not only on maintaining core services, but on positioning the City for long-term competitiveness, resilience, and community trust.

Comparison with Previous Year's Responses

Compared to last year's Council analysis, which placed strong emphasis on environmental sustainability initiatives, downtown development, public events, and broad economic growth strategies, this year's responses reflect a noticeable shift toward structural infrastructure capacity, fiscal sustainability, and governance effectiveness. While infrastructure and curbside recycling remain consistent priorities in both years, the current year elevates concerns about water plant capacity, long-term revenue constraints, and rising operational costs. Environmental initiatives and green leadership, which were more prominent previously, are less central this year, replaced by deeper focus on asset management systems, hydrant tracking, flood mitigation, and capital reliability. Additionally, this year's responses demonstrate greater attention to governance culture, accountability metrics, and collaborative Council/staff dynamics. Overall, Council appears to have moved from a broader vision centered on sustainability and downtown vibrancy toward a more pragmatic emphasis on structural capacity and long-term infrastructure planning while retaining some focus on broader community issues and quality of life issues such as homelessness and drug use that are not part of basic service delivery.

Analysis of Staff Responses – FY 2026–27 Goal Setting

Overview

Staff responses reflect an organization that has stabilized operations, made measurable infrastructure progress, and strengthened internal systems. The next phase will require structural decisions regarding long-term infrastructure funding, workforce sustainability, and disciplined prioritization.

Key Accomplishments

Infrastructure & Utilities

- Approximately 540 lead service lines replaced and 1.6 miles of water main replaced.
- Sewer plant upgrades eliminating sanitary sewer overflows (SSOs).
- Completion of Stewart Street Small Urban project and Lynn & Howell reconstruction.
- Continued utilities reinvestment and improved service line verification procedures.

Capital & Equipment

- New fire truck purchase.
- City Hall upgrades.
- Parks millage passage and related park improvements
- CIS Trail funding and public safety earmarks secured.

Financial & Grant Success

- \$3.4 million in housing grants (2023–early 2026).
- CDBG housing funds secured.
- Cybersecurity grant saving over \$73,000.
- Four union contracts settled.
- Continued emphasis on fiscal responsibility.

Operational Improvements

- Rewritten employee handbook and ESTA compliance.
- DPW retention adjustments and compensation improvements.
- Improved right-of-way permitting efficiency.
- Implementation of citizen engagement app and customer water portal.
- Personnel records modernization.

Identified Issues & Strategic Risks

Infrastructure Funding Gaps

- No sustainable solution for road funding beyond Act 51.
- Drinking water plant replacement or upgrades not funded in current rate plan.

- Aging infrastructure across utilities, roads, and IT systems.

Workforce Sustainability

- Recruitment challenges for licensed and skilled staff.
- Employee morale and turnover concerns.
- Affordability pressures impacting workforce stability.

Financial & Intergovernmental Volatility

- State revenue sharing uncertainty.
- Federal funding volatility and claw-backs.
- Increased reliance on legal processes with surrounding communities.

Community Services & Policy Direction

- Strong support for curbside recycling and single-hauler waste programs.
- Ongoing affordable housing concerns.
- Emphasis on maintaining focus on core municipal services.

Strategic Themes for FY 2026–27

1. Infrastructure sustainability, including water plant planning and road funding strategy.
2. Workforce retention and compensation strategy.
3. Technology modernization and cybersecurity.
4. Recycling reform implementation.
5. Adoption of long-term financial forecasting.

Conclusion

Staff responses indicate a mature organization transitioning from stabilization to long-term strategic planning. Infrastructure, workforce stability, and disciplined financial planning should form the foundation of Council's FY 2026–27 goals.

Comparison with Previous Year's Responses

Compared to last year's analysis, which focused heavily on stabilizing operations, modernizing internal systems, and addressing immediate infrastructure deficiencies (particularly wastewater and administrative technology upgrades), this year's staff responses reflect a shift toward long-term structural sustainability. While infrastructure remains the top priority, the emphasis has evolved from correcting urgent deficiencies to planning for generational capital decision. Workforce concerns have also intensified, moving from general recruitment challenges to broader moral and affordability pressures. Additionally, this year's responses show greater awareness of revenue volatility, intergovernmental friction, and the need for disciplined prioritization by Council. In short, the organization appears to be transitioning from stabilization and modernization to strategic long-range planning and structural risk management.

Analysis of Council vs. Staff Responses – FY 2026–27 Goal Setting

Overview

Both Council and staff responses demonstrate strong alignment around infrastructure as the City’s foundational priority. However, the perspectives diverge in emphasis and framing. Staff responses are primarily operational, focusing on service delivery capacity, workforce stability, financial risk management, and internal systems. Council responses are more strategic and externally oriented, emphasizing growth capacity, resident experience, governance culture, and long-term positioning of the City.

Key Accomplishments

Infrastructure & Capital Investment

Both Council and staff highlight significant infrastructure progress, including water system improvements, street projects, capital upgrades, and public safety investments. Staff emphasize measurable operational achievements such as lead service line replacements and sewer plant stabilization, while Council frames these investments as positioning the City for long-term stability and economic growth.

Financial & Administrative Stability

Staff emphasize grant acquisition, cybersecurity funding, union contract settlements, and operational efficiencies. Council highlights clean audits, transparency improvements, and responsible budgeting. Staff focus on internal fiscal execution; Council emphasizes public-facing fiscal stewardship.

Community & Quality of Place

Council responses place greater emphasis on downtown vitality, beautification, and community events. Staff responses reference engagement tools and housing grants but focus more heavily on structural systems and core service delivery.

Identified Issues, Concerns, Trends, and Opportunities

Infrastructure & Growth Constraints

Both groups identify aging infrastructure, road funding gaps, and drinking water plant capacity as critical issues. Staff frame these primarily in terms of funding limitations and operational sustainability, while Council emphasizes economic competitiveness and development constraints.

Workforce Sustainability

Staff elevate recruitment challenges, morale, and affordability pressures as structural risks. Council supports retention efforts but does not emphasize workforce pressures with the same operational intensity.

Fiscal & Revenue Concerns

Staff emphasize revenue volatility, enterprise fund pressures, and grant uncertainty. Council expresses concern over rising costs and road funding sustainability while showing greater openness to exploring structural revenue tools.

Public Safety & Social Challenges

Council introduces broader community-facing concerns such as homelessness, drug activity, and enforcement issues. Staff responses remain more focused on infrastructure compliance and core municipal services.

Communication & Governance

Council places strong emphasis on governance culture, collaborative norms, accountability metrics, and improved communication. Staff emphasize disciplined prioritization and maintaining focus on core services.

Areas of Broad Agreement

- Infrastructure investment remains the top priority.
- Drinking water plant planning is a major strategic issue.
- Road funding sustainability must be addressed.
- Recycling reform remains a shared initiative.
- Technology modernization is necessary.

Areas of Divergence

- Operational Detail vs. Strategic Framing: Staff focus on implementation and internal systems; Council emphasizes strategic positioning and resident experience.
- Workforce Emphasis: Staff view retention and morale as structural risks; Council acknowledges the issue but with less operational depth.
- Revenue Strategy: Staff focus on managing risk within existing constraints; Council considers broader structural funding reforms.
- Scope of Focus: Staff stress maintaining core services; Council includes broader social and community issues.

Strategic Themes Emerging from Both

1. The City has stabilized operations and must now confront long-term structural capacity decisions.
2. Infrastructure investment must be paired with sustainable funding mechanisms.
3. Water plant capacity is both an operational and economic development issue.
4. Governance culture and communication influence effectiveness.
5. Alignment between strategic vision and operational capacity is essential.

Conclusion

Council and staff responses are complementary. Staff provide a grounded assessment of operational capacity, workforce sustainability, and financial risk. Council articulates broader

strategic direction, growth aspirations, governance expectations, and resident-facing priorities. Together, the analyses suggest a City transitioning from stabilization toward long-term structural planning, requiring deliberate alignment between vision, resources, and implementation capacity.

FISCAL YEAR 2025-2026

Owosso City Council Goal Setting Implementation Progress Report

February 2026

Status Key



Completed

On Track

In Progress



Slightly Off Track

Significantly Off Track

No Action

Executive Summary

This report outlines the progress of the Fiscal Year 2025-2026 strategic goals as of February 2026. The administration has made significant strides in several primary initiatives, particularly regarding infrastructure improvements, workforce retention planning, and community engagement.

Key successes include the approval of the AFSCME contract to address turnover, the implementation of new utility rates to fund critical infrastructure, and the expansion of community engagement tools. While most capital projects are proceeding according to the Capital Improvement Plan (CIP), some initiatives, such as the curbside recycling plan, face challenges that require renewed focus. The following sections detail the specific status of all Primary and Secondary goals set by the City Council.

1. Initiatives, Programs, and Policies

Primary Goals

Initiative/Project	Lead Staff	Status	Progress Notes
City Charter Revisions	Nathan	On Track	Council scheduled charter amendment for August 2026 regarding tax collection.
DPW Turnover - Options/Plan	Ryan/Jessica	Completed	Contract with AFSCME approved. Included substantial pay increases to reduce turnover and be more competitive with other municipalities.

Employee Retention Plan	Dept Heads	In Progress	Discussions begun with HR on preliminary plan to undertake pay adjustments for FY 26-27. Organization wide: 13%.
Renewable Energy Plan	Nathan	Slightly Off Track	No progress recorded.

Initiative/Project	Lead Staff	Status	Progress Notes
Curbside Recycling Plan	Nathan	Signif. Off Track	Council and CM participating in recycling roundtable. Council approved professional services agreements with Concourse, Inc and KSKConsultancy for engagement/listening sessions. Haber serving on County solid waste committee.
Updated Communication Plan	Amy F	On Track	Communication plan sound. Participation in city social media accounts continues to grow. Community engagement portal will be another useful tool.
Program to Address Weeds (Adopt a Block)	Lizzie	Completed	In strategic plan for DDA. DDA doubled the weeding contract budget. FY 25-26 landscaping budget: \$26k. Removing planter beds that have historically been undermaintained.
Transfer Ownership of Library Building	Nathan/Ryan	In Progress	Library seeking new location on Oliver St. Cook Foundation to provide grant. City Attorney working on reverter clause question. Staff preparing public input process if reverter not exercised.
Green Space Plan	Amy F	In Progress	City has begun to undertake a tree equity effort to increase tree cover and shade in lower income areas of the city according to the Tree Equity Score resources.
City Council Ethics Ordinance	Nathan	In Progress	CM has gathered examples from other cities. No ordinance drafted yet. Target is Spring or Summer 2026.

Training Programs (Active Shooter/Emergency)	Kevin	On Track	Public Safety Director will be conducting a tabletop disaster response exercise in Spring or Summer 2026.
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Secondary Goals

Initiative/Project	Lead Staff	Status	Progress Notes
Internship Program	Amy F	Completed	City participated in the Michigan Works employment program. Ended up hiring this temporary employee full time after that program was termed out.
Technology Audit	Jessica/Brad	In Progress	Budgeted. IT working on this.

Initiative/Project	Lead Staff	Status	Progress Notes
New Website	Dept Heads	In Progress	Budgeted for \$20k. RFP drafted and released February 2026. Jessica has spoken to CivicPlus.
Rewrite Employee Handbook	Jessica	Completed	Done. AI policy may need updates though.

2. Capital Projects and Equipment

Primary Goals

Initiative/Project	Lead Staff	Status	Progress Notes
River Access & Riverfront Activation	Amy F	On Track	CM participating in National Water Trail Coalition meetings. Coalition completed River Trail Master Plan in Sept 2025.
Splash Pad Expansion	Amy F	On Track	Parks commission voted to pay for expansion with millage funds. Target date 2026.

Downtown Chairman Light Replacement	Lizzie	In Progress	Proceeding as funding is available.
Road Construction	Clayton	In Progress	Ongoing. MDOT project on M71 /Washington St Bridge completed.
Safe Routes to School (Bryant School)	Clayton/Amy F	Pending	May now be possible with new leadership at Bryant. To be revisited in January.
Activate Grove Holman Park	Amy F	In Progress	Volunteers painted mural on old pool building. City engineer assisted with parking lot estimates. Parks commission currently prioritizing Bentley Park.
More Playgrounds	Amy F	Completed	New playground at Grand Ave Park complete. Parks commission held grand opening party.
Sewer Improvements (Overflow Reduction)	Ryan	On Track	New rates approved for 5 years. WWTP process almost completely upgraded. Towers and retention basin targeted for completion in 2026 and 2027.
New Water Treatment Plant (Membrane)	Ryan	In Progress	Engineering plans for possible new plant funded in new rate structure.

Initiative/Project	Lead Staff	Status	Progress Notes
IT Upgrades - Cyber Security	Jessica/Todd	In Progress	Ongoing. IT working on analysis of city's cyber risks.
Chipman Drain Improvements	Nathan/Ryan	In Progress	MDOT completed televising and identified issues. Waiting on reports and recommendations from engineers.

Secondary Goals

Initiative/Project	Lead Staff	Status	Progress Notes
Library Heating System	Ryan/Nathan	No Action	Not funded in FY 25-26 budget.

Replace Fire/EMS/Law Equip.	Kevin	On Track	Ongoing and in budget for FY 2025-26.
Replace Sanitary Sewer River Crossing	Ryan/Clayton	No Action	Not funded in new rates.
Parking Lot Resurfacing	Lizzie/Ryan	Slightly Off Track	Possible grant opportunity requires dollar-for-dollar match. DDA does not currently have funds for match.
Cloud Based ERP	Brad	No Action	Not funded in FY 25-26 budget.

3. Teamwork Improvement Ideas

Primary Goals

Initiative/Project	Lead Staff	Status	Progress Notes
Staff/Council Annual Picnic	Nathan/Amy F	No Action	No plan or progress as of Feb 2026. Waiting until weather improves for possible outdoor event in spring.
Town Hall Meetings	Nathan	On Track	Held multiple town hall meetings for utility rate plan. Council has pivoted to targeted listening sessions for recycling compliance.
Attend City Events as a Council	Council	In Progress	Ongoing and successful so far but only for certain members who participate.
Roberts Rules Training	Nathan	No Action	No progress. Possible training through MSU Extension. Not budgeted though.

Initiative/Project	Lead Staff	Status	Progress Notes
Community Surveys	Kathy/Amy F	On Track	Council approved professional services agreement with Concourse, Inc for community engagement portal and water use portal.

Attend Committee/Board Meetings	Council	On Track	Council specific and ongoing. Tracked through commission and board minutes.
Accept Compromise	Council	In Progress	Ongoing but difficult to track.
Focus on Reasoning/Alternatives	Council	In Progress	Ongoing but difficult to track.

Secondary Goals

Initiative/Project	Lead Staff	Status	Progress Notes
Staff/Council Communication	Council	On Track	Staff's perspective showing positive improvement. Mayor directing on-the-spot proposals to strategic planning sessions. Improvement overall.
Regular Facility Tour Program	Nathan	In Progress	Discussions to begin update videos for utility investments. WWTP near ready to resume classroom and public tours.
Teambuilding Exercises	Dept Heads	On Track	Staff participated in 4 food drive events and downtown cleanups. Focus on volunteer activities.

CITY OF OWOSSO MASTER PLAN

3-YEAR IMPLEMENTATION REVIEW REPORT (2022-2025)

Implementation Progress Review Based on Council Meeting Activity

Review Period: Fiscal Years 2021 -22 through 2024-25

Executive Summary

This report provides a quantitative review of the City of Owosso's progress in implementing the 2021 Master Plan over a three-year observation period (covering four fiscal years). The methodology utilized for this review tracks specific City Council business items and agenda topics, cross-referencing them directly to the seven primary goals and over 1 00 subgoals identified in the Master Plan.

This approach offers a data-driven perspective on where the city's legislative and administrative focus has been directed. The data reveals a strong emphasis on maintaining fiscal responsibility through infrastructure investment (Goal 3) and protecting community health and safety (Goal 1). This aligns with the municipality's core functions of utility management, code enforcement, and public safety.

Implementation Overview

Council Action Summary (FY 2021 -2025)

1,382

Total Council Items Mapped

Goal 3

Most Active Area
(Fiscal Responsibility)

Goal 2

Least Active Area
(Customer Service)

The distribution of council actions indicates that "maintenance" and "infrastructure" tasks (Goal 3) generate the highest volume of council business, primarily due to the procedural requirements of approving contracts, payments, and grant applications. Goals related to community character (Goal 4) and quality of life (Goal 5) also show healthy activity levels, driven by event approvals and parks improvements.

GOAL 1 : PROTECT HEALTH, SAFETY, AND GENERAL WELLBEING OF THE COMMUNITY

#	Subgoal Description	21 -22	22-23	23-24	24-25	Total
1.1	Strongly pursue code enforcement on hazardous/ill-kept housing	6	4	3	8	21
1.2	Encourage single-family attached housing on vacant sites	0	2	13	0	15
1.3	Encourage adaptive reuse of underutilized buildings	2	3	0	0	5
1.4	Encourage Brownfield redevelopment/TIF for residential	0	0	12	1	13
1.5	Protect the city's six wellheads and drainage features	4	6	6	3	19
1.6	Support Friends of the Shiawassee River for water quality	2	0	0	2	4
1.7	Hold events for business support, training, and networking	3	10	1	0	14
1.8	Encourage nonconforming sites to upgrade to zoning conformance	0	0	0	0	0
1.9	Encourage sustainable design and aesthetic upgrades	6	10	8	4	28
1.10	Prioritize code enforcement on key corridors	2	2	0	1	5
1.11	Use Zoning Ordinance to minimize disruption to natural features	1	0	2	0	3
1.12	Support strict code enforcement of downtown properties	3	5	2	0	10
1.13	Develop an educational code enforcement program	3	1	3	2	9
1.14	Improve residential rental inspection program	0	2	5	3	10
1.15	Plan for Jerome Street corridor improvements	1	0	0	0	1
1.16	Consider zoning changes for sustainable goals	0	0	0	1	1
1.17	Support existing businesses	5	18	10	6	39
1.18	Consider zoning changes for waterfront preservation	0	0	0	0	0
1.19	Cultivate environment for downtown business/housing	11	5	16	3	35
1.20	Educate owners on on-street parking for customers	0	0	0	1	1

#	Subgoal Description	21 -22	22-23	23-24	24-25	Total
1.21	Expand 'coopetition' model among downtown businesses	2	0	0	0	2
1.22	Amend zoning to reduce multi-unit conversions	0	0	4	0	4
1.23	Pursue city-wide public recycling	0	0	0	2	2
1.24	Plan for attached housing as transitional uses	0	0	1	0	1
1.25	Require higher on-site stormwater management	0	0	2	0	2
1.26	Improve connectivity to reinstate grid pattern	1	1	2	0	4

GOAL 2: PROVIDE EXCELLENT CUSTOMER SERVICE TO RESIDENTS AND INVESTORS

#	Subgoal Description	21 -22	22-23	23-24	24-25	Total
2.1	Conduct customer service surveys	1	0	0	0	1
2.2	Continue Main Street program	1	1	0	0	2
2.3	Support regulatory environment for downtown development	3	0	3	1	7
2.4	Define Main Street's role in RRC initiative	0	0	0	0	0
2.5	Develop permit checklists for homeowners	0	0	0	0	0
2.6	Prioritize education over fines	2	1	5	2	10
2.7	Create a guide to development	1	0	0	0	1
2.8	Develop documented policy for internal reviews	0	0	0	0	0
2.9	Develop solar energy ordinance and LED conversions	0	0	4	1	5
2.1 0	Explore education for HOAs and associations	0	0	0	0	0
2.1 1	Develop outreach strategy for controversial projects	0	0	0	1	1
2.1 2	Develop potential incentive packages	0	0	4	0	4
2.1 3	Encourage home-based businesses and mixed uses	1	0	6	0	7
2.1 4	Promote regional business-friendly approach	0	0	0	0	0
2.1 5	Consider decorative lighting on S. Elm Street	0	0	0	0	0

GOAL 3: MAINTAIN FISCAL RESPONSIBILITY AND SUSTAINABILITY

#	Subgoal Description	21 -22	22-23	23-24	24-25	Total
3.1	Coordinate with county on regional issues	0	2	14	4	20
3.2	Plan for essential resources for public safety	6	14	20	12	52
3.3	Communicate service changes to residents	0	0	0	3	3
3.4	Maintain high-quality water, sewer, infrastructure	27	46	85	75	233
3.5	Allocate resources for staff training	3	0	2	2	7
3.6	Improve annual CIP planning	1	2	6	5	14
3.7	Seek grant funding for infrastructure	11	13	33	25	82
3.8	Address capital needs with redevelopment	5	7	11	15	38
3.9	Support training for elected officials	0	0	0	2	2
3.10	Coordinate infrastructure plans	6	15	21	15	57
3.11	Main Street participation in CIP	0	1	2	2	5
3.12	Determine benefit of principal shopping district	0	0	0	0	0
3.13	Plan for better stormwater management	1	1	9	5	16
3.14	Coordinate with schools for citizen academy	0	0	0	2	2
3.15	Develop Westtown Corridor TIF plan	0	0	0	0	0
3.16	Amend DDA Plan for creative financing	0	0	0	0	0
3.17	Improve aesthetic of downtown parking lots	1	0	1	2	4
3.18	Improve pedestrian experience on bridge	1	0	3	1	5
3.19	Develop neighborhood identities	0	0	0	0	0
3.20	Consider redevelopment of municipal properties	2	1	22	2	27
3.21	Educate owners on rehab benefits	3	6	1	0	10
3.22	Coordinate with MDOT	0	3	5	7	15

#	Subgoal Description	21 -22	22-23	23-24	24-25	Total
4.1	Support neighborhood walking tours	0	0	2	0	2
4.2	Facilitate events in downtown and Westtown	5	19	21	9	54
4.3	Continue historic preservation program	3	3	2	2	10
4.4	Maintain wayfinding/identification signs	0	0	0	0	0
4.5	Support biking, walking, river activities	4	1	5	4	14
4.6	Support festivals and events	8	21	21	10	60
4.7	Utilize Historic District Commission	3	3	2	5	13
4.8	Promote infill housing in older neighborhoods	2	1	0	0	3
4.9	Move sign ordinance into zoning code	1	0	6	0	7
4.10	Recognize Redevelopment Ready Sites	1	0	0	0	1
4.11	Establish design standards respecting character	1	0	4	0	5
4.12	Create marketing materials for developers	0	0	0	0	0
4.13	Create zoning for quality materials	1	0	4	0	5
4.14	Develop design standards for structures	4	4	4	0	12
4.15	Modify zoning for flexible uses	1	0	4	0	5
4.16	Promote tourism and Day-Tripper Strategy	1	0	3	4	8
4.17	Require landscaping on development sites	1	0	4	0	5
4.18	Create PR media content calendar	0	0	0	0	0
4.19	Develop mobile app for attractions	0	0	0	0	0
4.20	Improve riverfront access via partnerships	2	0	0	2	4
4.21	Incorporate downtown brand into gateways	0	0	0	0	0
4.22	Promote successful projects	0	0	0	0	0
4.23	Host home repair workshops	0	0	0	0	0
4.24	Enhance Shiawassee River greenway	0	0	0	0	0

#	Subgoal Description	21 -22	22-23	23-24	24-25	Total
4.25	Develop standards for infill quality	1	0	0	0	1
4.26	Provide open space in Curwood Castle Park	0	0	1	0	1
4.27	Install historic markers	0	0	0	0	0
4.28	Execute rebranding campaign	0	0	0	0	0

GOAL 5: INCREASE QUALITY OF LIFE AND QUALITY OF PLACE FOR ALL

#	Subgoal Description	21 -22	22-23	23-24	24-25	Total
5.1	Support arts & culture partnerships	0	1	0	0	1
5.2	Improve connections to key destinations	2	2	4	3	11
5.3	Seek grant funding for parks/recreation	2	2	1	4	9
5.4	Utilize upper floor rental rehab in Westtown	0	0	0	0	0
5.5	Implement complete streets and road diet	0	0	0	0	0
5.6	Require pedestrian pathways	1	1	2	0	4
5.7	Provide safe pedestrian circulation	0	0	1	0	1
5.8	Prioritize neighborhood-serving nodes	0	0	0	0	0
5.9	Increase lifestyle and entertainment options	8	18	8	10	44
5.10	Support river-friendly development	0	0	0	1	1
5.11	Expand housing options	1	6	4	1	12
5.12	Support weekend/evening downtown activities	8	21	13	10	52
5.13	Encourage upper floor residential uses	2	3	8	3	16
5.14	Study kayak launch sites	2	0	0	2	4
5.15	Encourage home-based businesses	3	1	3	1	8
5.16	Activate downtown alleys as gathering spaces	0	0	0	0	0
5.17	Create welcoming culture of hospitality	3	0	0	2	5
5.18	Create Welcome packets for new arrivals	0	0	0	0	0
5.19	Engage in zoning revision	1	0	0	0	1
5.20	Enhance downtown gateways	0	0	0	1	1
5.21	Pursue Safe Routes to Schools	0	2	1	2	5
5.22	Develop Adopt a Park program	0	0	0	0	0
5.23	Finalize non-motorized plan	0	0	0	0	0
5.24	Consider build-to lines and heights	0	0	0	0	0
5.25	Plan for retail/entertainment district	0	0	0	0	0
5.26	Improve sense of arrival at entrance	0	0	0	0	0

#	Subgoal Description	21 -22	22-23	23-24	24-25	Total
5.27	Incorporate distinctive crosswalks	0	0	2	2	4
5.28	Reconnect street grid	0	0	0	0	0
5.29	Revise zoning for parking setbacks	1	0	2	0	3
5.30	Redesign vision for JC Penney area	0	0	0	0	0
5.31	Establish small-scale retail/office infill	1	1	1	0	3
5.32	Connect Westtown to trail system	0	0	0	0	0
5.33	Enhance riverfront through partnerships	2	0	0	0	2
5.34	Improve connections to river	2	1	0	0	3
5.35	Improve rental rehab program	0	0	0	0	0
5.36	Transition parking lots to pedestrian plazas	0	0	0	1	1

GOAL 6: BOOST LOCAL ECONOMY

#	Subgoal Description	21 -22	22-23	23-24	24-25	Total
6.1	Marketing of Redevelopment Ready Sites	0	0	0	0	0
6.2	Increase investment in regional marketing	0	0	0	0	0
6.3	Partner with MEDC for developer tours	0	0	0	0	0
6.4	Prioritize Shiawassee River as economic asset	2	0	0	0	2
6.5	Support arts & culture partnership	2	0	0	2	4
6.6	Pursue State of Michigan grants	4	12	13	17	46
6.7	Cooperation between downtown groups	2	0	1	3	6
6.8	Develop design standards for historic character	0	0	0	0	0
6.9	Develop process to share successes	0	0	0	0	0
6.10	Study/plan for tourism	0	0	0	0	0
6.11	Conduct market study for recruitment	0	0	0	0	0

GOAL 7: STRENGTHEN PUBLIC AND PRIVATE PARTNERSHIPS

#	Subgoal Description	21 -22	22-23	23-24	24-25	Total
7.1	Foster relationships between stakeholders	5	3	16	10	34
7.2	Develop RFQs and Business Dev Packets	0	0	0	0	0
7.3	Build student culture with Baker College	0	0	0	0	0
7.4	Support Economic Development Partnership	3	1	7	0	11

Key Findings

The three-year review of council meeting activity reveals several key trends in the implementation of the Owosso Master Plan:

Infrastructure is the Primary Driver: Goal 3.4 (Maintain high-quality water, sewer, and infrastructure) accounts for nearly 17% of all council actions alone. This single subgoal generated 233 council items, reflecting the city's significant investment in capital improvements and utility upgrades.

Grant Activity is High: Subgoal 3.7 (Seek grant funding) and 6.6 (Pursue State of Michigan grants) combined for over 125 action items, demonstrating a proactive administration aggressive in seeking outside funding to offset local costs.

Event-Based Economy: Goal 4.6 (Support festivals and events) and 5.1.2 (Support weekend/evening downtown activities) show consistently high numbers, validating the city's strategy of using events as a primary economic and community development tool.

Areas for Future Focus: Several goals related to specific planning documents (e.g., 2.7 Create a guide to development, 4.28 Rebranding campaign) and customer service initiatives (Goal 2) show lower council visibility. While staff may be working on these operationally, they have not frequently risen to the level of council agenda business.

Recommendations

Based on the data analysis, the following recommendations are offered for the next implementation phase:

- **Review "Zero Activity" Subgoals:** A significant number of subgoals have 0 recorded council actions. Staff should review these to determine if they are: a) completed, b) operational only (not requiring council action), or c) no longer relevant priorities that should be removed in the next Master Plan update.
- **Elevate Customer Service Initiatives:** With Goal 2 showing the least council activity, consider bringing more customer-service related policy updates or reports to council to ensure this strategic priority remains visible.
- **Continue Grant Aggressiveness:** The high activity in grant-seeking (Goals 3.7 and 6.6) is a positive indicator that should be maintained to support fiscal sustainability.

City Council Goal Setting Session – 2026-27

Owosso, MI

Preliminary Questionnaire

(Due: December 22, 2025)

Introduction

The purpose of this process will be to identify and prioritize the City’s overall goals and objectives for the next fiscal year (FY 25-26). In order to prepare for this process, you have been asked to help identify key issues and potential objectives that will be reviewed by the Mayor and City council prior to the ranking of any goals for the City. It is requested that you list your responses to the following questions.

I. Major Accomplishments

Please list the top five major accomplishments of the City of Owosso over the past two years. These accomplishments could be as large as a street project or as simple as a newly adopted city policy. The items do not need to be in any particular order.

- _____
- _____
- _____
- _____
- _____

II. Issues, Concerns, Trends, and Opportunities

Please list specific issues/concerns that you have regarding future city services, policies, or operations. These issues/concerns can relate to such things as an aging population, loss of state revenues, homelessness, crime, infrastructure, etc. You do not need to identify the potential answers or solutions to your concerns.

- _____
- _____
- _____

- _____
- _____

III. Significant Initiatives, Programs, or Policies

It is requested that you list any initiative, program, or policy that you think the City should consider in the next year. Examples of such items from other cities have included such things as updating employee job descriptions, recycling service, short-term rental ordinances, city website projects, etc. These suggestions should not include construction projects as these will be listed in the following section.

- _____
- _____
- _____
- _____
- _____

IV. Capital Projects, Construction Projects, Equipment Purchases

The city updates its 6-year Capital Improvements Plan annually. Please review the latest adopted CIP and indicate which listed projects are a priority for you. If your project is not listed, feel free to add it to this list. These capital projects could include things like street construction, utility replacements, policy patrol vehicles, etc.

- _____
- _____
- _____
- _____
- _____

V. Teamwork

In order to accomplish the selected goals and objectives, it is important that the City's elected officials work as a team and have good decision-making skills. Please list some suggestions that the Mayor and City Council members could do in the future to improve the Council's teamwork, decision-making process, and ability to accomplish the stated goals and objectives.

- _____

- _____
- _____
- _____
- _____

Please indicate your role with the City: _____ Elected Official _____ City Employee

Return of Questionnaire

Please complete and return this questionnaire to Nathan Henne, City Manager at nathan.henne@ci.owosso.mi.us by December 22, 2025.

NOTE: If it is more convenient to list your responses to the questionnaire on separate sheets, you are welcome to do so. Please list the questions along with your answers so it is easy to sort your responses under each topic.

City Council Goal Setting Session – 2026–27 Council Responses (Compiled)

I. Major Accomplishments

- New Chairman Lights
- Washington Street/Water Street Upgrade
- City Hall Upgrades
- DPW/Public Safety Vehicle Upgrades
- New and upcoming Housing Projects are great to see in the City
- Significant investment in core infrastructure, including streets, utilities, and facilities, addressing long-standing maintenance needs and positioning the city for long-term stability
- Willingness by the City to embrace small, community-centered initiatives, such as the Little Free Sled Library
- Improved employee retention and competitiveness, including movement toward more market-aligned salary packages and benefits
- Efforts to enhance the appearance and sense of place in the city, including seasonal beautification and public-space improvements
- Improved Council culture and working relationships
- Continued investment in water system upgrades and replacement planning
- Expansion of downtown revitalization programming and successful large-scale community events
- Improved transparency and fiscal stability through clean audits, improved reporting, and responsible budgeting practices
- Progress toward addressing chronic flooding issues in the West Town area
- Strengthened intergovernmental coordination with regional partners
- PURCHASE OF GOULD HOUSE
- 5 YEAR UTILITY INFRASTRUCTURE FUNDING
- GRANTS: CDBG HOUSING GRANTS
- COMMUNITY ENGAGEMENT & WATER PORTALS/CONCOURSE TECH INC
- SPEED LIMIT SIGN PROGRAM; OLIVER ST FROM WASHINGTON TO GOULD

II. Issues, Concerns, Trends, and Opportunities

- Homelessness seems to be on the rise
- Street conditions and lack of available funding
- Beautify downtown and get more façade grants for Business Owners
- Aging Infrastructure and how to keep up with the rising costs
- How to get Cedar Street Back Open
- Concern that resident pain points are not always fully understood or prioritized
- Lack of proactive, accessible information sharing with residents

- Community-wide challenges related to public school funding and maintenance
- Tendency to defer small, incremental improvements when full-scale solutions are not feasible
- Increasing strain in relationships with neighboring townships and municipalities
- Aging water and underground infrastructure
- Inconsistent fire hydrant maintenance, testing, and tracking
- Ongoing flooding and stormwater management deficiencies in West Town
- Increasing impact of methamphetamine and hard drug activity
- Rising operational costs, labor pressures, and inflation
- Concerned with sidewalk, parking, infrastructure being responsibility of DDA/Mainstreet without funding source
- Concerned that we do not have the capability to grow our water plant to attract manufacturing
- Concerned about losing road funding/gas tax

III. Significant Initiatives, Programs, or Policies

- Recycling Service
- Enforce the running of red lights
- A Citywide “Resident Experience” lens for policy and service decisions
- Expanded civic education and transparency efforts
- Formal framework for incremental improvement
- Exploration of shared-resource and access-based programs
- Internal culture of curiosity and problem-solving
- Development of a formal citywide Water Infrastructure Asset Management and Replacement Tracking Program
- Creation of a Fire Hydrant Inspection, Maintenance, and GIS Tracking Program
- Implementation of a coordinated Drug Impact Reduction Strategy
- Review and modernization of emergency response protocols
- Expansion of data-driven performance dashboards
- UPDATE CITY CHARTER
- CURBSIDE RECYCLING
- CONTINUE TO ADDRESS EMPLOYEE RETENTION
- UPDATE CITY WEBSITE

IV. Capital Projects, Construction Projects, Equipment Purchases

- Downtown Street Lights
- Pickleball Court
- Sidewalks installed in Hospital area neighborhoods
- Continued prioritization of water, wastewater, and underground utility infrastructure
- Street reconstruction and rehabilitation projects identified in the CIP
- Critical facility and equipment investments for public safety and public works
- Incremental pedestrian, accessibility, and safety improvements

- Greater attention to consistency, durability, and design quality in capital replacements
- Accelerated replacement of aging water mains, valves, and critical distribution system components
- Completion of permanent flood mitigation and drainage upgrades in the West Town area
- Systematic replacement and modernization of aging fire hydrants
- Continued investment in water treatment plant reliability and resiliency
- Strategic fleet and equipment replacement
- FUNDING OF STREETS – LOSING GROUND – START TO MARKET CITY INCOME TAX
- NEW WATER PLANT. CURRENT PLANT OUTDATED. MAXED AT 5 MGD LIMITING FUTURE ECONOMIC GROWTH
- CONTINUE DOWNTOWN CHAIRMAN LIGHT REPLACEMENT
- CONTINUE IT UPGRADES
- FRONT STEPS TO CITY HALL

V. Teamwork

- Shifting away from overly rigid, vote-driven discussions toward more collaborative problem exploration
- Problem-solving approach focused on resolving underlying resident-facing issues
- Exploring traditions that foster goodwill and mutual appreciation between Council and staff
- Establishing a Council–staff pairing or cohort program
- Agreement on shared meeting norms
- Establish clearer long-term strategic priorities beyond annual budget cycles
- Improve pre-meeting briefing materials and data clarity
- Encourage respectful, solution-oriented debate
- Maintain strong communication between Council, administration, and department leadership
- Commit to accountability metrics and follow-through
- CITY EMPLOYEE / COUNCIL ANNUAL PICNIC
- Council members attending boards and commissions meetings
- Council entry in Glow and Curwood parades
- Attend events / MML

City Council Goal Setting Session – 2026–27 Staff Responses (Compiled)

I. Major Accomplishments

- Water rates increase to allow improvements to water distribution and sewer treatment infrastructure
- Parks millage to allow improvements to city parks
- City Hall upgrades
- Advocating for and receiving earmarks to fund public safety improvements and the CIS Trail
- New firetruck purchase
- Completion of one small urban project (Stewart St) and one local street project (Lynn & Howell)
- Replacement of ~540 non-compliant water service lines (and counting)
- Replacement of ~1.6 miles of water main
- Continued progress and updated procedures to internally verify water service line materials
- Improved efficiency in the right-of-way permitting process
- Settled 4 union contracts
- Addressed DPW turnover by increasing pay
- Rewrote the employee handbook and added an ESTA policy per state law
- Grant received for cybersecurity, saving over \$73,000 – thanks Todd! Completing by 1/31/26
- Personnel files organized, including the HR vault – thanks Anna!
- Holding a series of water related meetings at the High School to educate the public and gather citizen sentiment
- Utilities infrastructure improvements
- Lead water service line replacements
- Implementing a citizen engagement app
- DPW Contract Amendments for Retention
- Receiving Federal (CDBG) Housing Grants
- Continuing to be fiscally responsibly
- Increasing the public awareness, communications, social media and community events
- Community Engagement online platform
- Customer Water Portal online platform
- Improving community input processes
- Housing grants: \$3.4 million from 2023-early 2026!
- Closely working with SEDP and county land bank to build more housing and to address problem buildings.

- Completing long-needed improvements and plant component upgrades at the sewer plant. No more SSO's at the plant itself.
- While expensive, sewer improvements drastically improve water quality in the river to support anglers and paddlers at a time when river recreation improvements are in the public spotlight.

II. Issues, Concerns, Trends, and Opportunities

- How will we fund roads?
- State revenue sharing
- Affordable housing
- Concerns with recruiting qualified staff
- Curbside recycling
- Lack of road funding outside of ACT 51
- Increase of water/sewer connection and abandonment fees
- Unwillingness of property owners to comply with water service line replacement on private property
- Ability to hire experienced/skilled employees
- Aging infrastructure (from laptops/computers to roads)
- Employee turnover
- Employee morale
- General affordability – housing, utilities, health insurance, overall inflation
- Loss of state revenues, loss of grant funding (with recent claw-back of \$645MM in appropriated funds), unfunded mandates
- Need a single hauler waste management program
- As always, aging infrastructure
- Can't lose focus on delivering basic services. City cannot address or try to solve every problem.
- Challenging to work with other communities tied to the city through agreements for service that don't have professional management.
- Increased need to rely on legal process to resolve issues with surrounding communities.
- Opportunity to participate or lead regular informal meetings with surrounding municipal leaders.
- Determine future of Carnegie Library property if SDL moves to new location on Oliver St.
- Supporting many local organizations in their pursuit of grant applications for local projects.
- Drinking water plant replacement/major upgrades not funded in current rate plan. The plant is struggling and may not be able to provide needed capacity for large scale development in the mid-county area.

III. Significant Initiatives, Programs, or Policies

- Curbside recycling

- City website
- Charter revisions
- Employee training programs
- Review of AI policy with Department Head involvement
- Lead & galvanized water service line education program for the public
- Security upgrades to city hall
- City website overhaul
- Single hauler trash, recycling, brush, leaf pickup
- Retention of DPW, WTP, and WWTP employees
- Hosting co-op student from OHS
- Recycling
- Hire IT Network Admin full-time
- Implementing a new City website
- Implementing an employee retention plan; continuity planning
- As much as I dislike dealing with feelings, as opposed to facts, I think that Councilmember Olson's commentaries at Council meetings are good for us.
- Long term financial forecasting

IV. Capital Projects, Construction Projects, Equipment Purchases

- Splash pad improvements
- Pickleball Court replacement
- Curwood Castle improvements
- CIS Trail Connection
- Grove Holman Park improvements (building removal and new parking lot)
- Dewey Street sanitary sewer replacement near Emerson School (planned for Spring 2026)
- Woodlawn Ave sanitary sewer replacement between Monroe and Corunna (planned for Spring 2026)
- Sanitary sewer interceptor cleaning and televising
- Sanitary sewer river crossing at M-52 bridge
- King Street reconstruction
- Police in car laptops need updated/new
- Website upgrade
- Cybersecurity
- Continuing with the current investment in utilities infrastructure
- Continuing lead service line replacements
- Could we buy more time with our streets by tarring and stoning?
- Continue large & small equipment purchases
- Replace city hall front steps
- Replace parking lot behind Gilbert's
- Remove trip hazards in the council chambers, go wireless

V. Teamwork

- Identify shared goals
- Avoid distractions
- Spend time in the community vs. listening to social media noise
- Schedule designated work meetings for topics they want to dive deeper into
- Increase open discussion at the meeting to increase transparency
- Teambuilding activities
- Survey employees to see what matters most to them
- Stop thinking of “compromise” in a negative light
- Get Councilmembers together for a team-building experience
- Understand the functions of city staff and departments – roles and responsibilities
- As part of new council members training, meet with department heads to get a full understanding of the department
- Hire outside consultant to host workshop for council/staff team-building.