

PLANNING FOR 2030

OSAKIS



Adopted August 2021

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RESOLUTION NO. 2021-15

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OSAKIS, MINNESOTA,
APPROVING THE ADOPTION OF THE 2021 COMPREHENSIVE PLAN

WHEREAS, the City Council has designated as one of the duties of the Planning Commission to write and revise its Comprehensive Plan when it finds need to do so; and

WHEREAS, the current Comprehensive Plan for the City of Osakis was adopted by the City Council in 2006; and

WHEREAS, the Planning Commission determined the 2006 Comprehensive Plan was outdated, and it would be in the interest of the City and its residents to provide and update; and

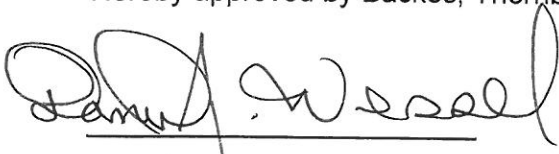
WHEREAS, the Planning Commission, with the assistance from Staff, and Sourcewell began the process of updating the Comprehensive Plan in March 2020; and

WHEREAS, after reviewing the proposed document and taking public testimony, and conducting a public hearing, the Planning Commission recommended approval of the adoption of the updated Comprehensive Plan.

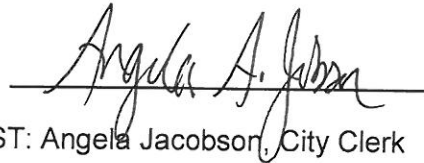
NOW THEREFORE, BE IT RESOLVED, that the Osakis City Council has reviewed the proposed Comprehensive Plan on August 9, 2021 and does hereby approve its adoption.

Adopted by the City Council of the City of Osakis, Minnesota, this 9 day of August, 2021.

Hereby approved by Backes, Thornbloom, Anderson, Larson, Wessel



Daniel Wessel, Mayor



ATTEST: Angela Jacobson, City Clerk

ACKNOWLEDGEMENTS

City Council

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Randy Anderson
Laura Backes
Alan Larson
Tim Thornbloom

Planning Commission

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Thank You

Thank you to all who participated in the visioning and development of this comprehensive plan. Your local knowledge and guidance was instrumental in creating the vision for the City of Osakis. A special thank you to the steering committee members who collaborated with their teammates, provided input and guidance, and served as advisors throughout the process.





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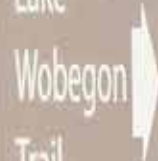
OSAKIS



Lake Osakis
Public
Access



Central
Lakes
Trail



Lake
Wobegon
Trail

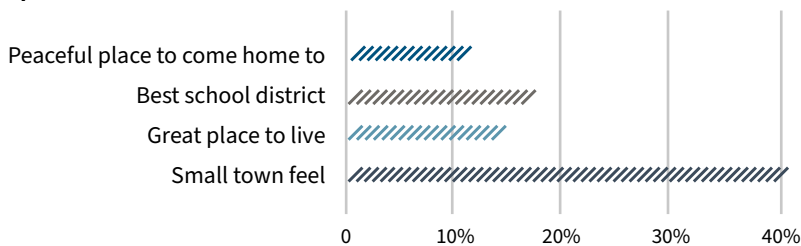
Introduction

OVERVIEW

This plan aims to capture the identity and sentiments of the city and its residents at this point in time. It gives the city a set of tools to help it thrive and become the destination community residents desire. The City of Osakis is situated on the southern shores of Lake Osakis, straddling the boundaries of Douglas and Todd counties, where the western prairie meets the eastern broadleaf forest. This ideal location makes Osakis a destination for 1,707 (2018 ACS estimates) year-round residents and cabin dwellers and a sought location for visitors, anglers, snowmobilers, and outdoor enthusiasts alike. The population of the area nearly triples with the influx of tourists during the summer months. Although the city is removed from the more urbanized areas of the state, Osakis is only 11 miles east of Alexandria, which can be considered an economic hub for the region.

It is important to note that this is not Osakis’ first comprehensive plan. The city’s current plan was adopted in 2006, and many of the efforts in this plan were built and expanded on the foundation of the previous plan.

Q4 | How would you best describe Osakis’ community identity?



Community Vision

Whether you are thinking about living here or establishing a business, you have come to the right place in beautiful central Minnesota. The city has plenty to offer for individuals, families, and business. Come for a visit and find out for yourself!



Showcasing Osakis

Scan the QR code with your smartphone or tablet to view the Osakis video to find out what makes the community a great place to live, work, and play.

This chapter includes:

- Community history
- Comprehensive planning purpose and process
- Leading themes
- Demographic snapshot

Authority to plan

The State of Minnesota gives its communities the legal authority to adopt a plan according to Municipal-- Planning Act, Statute Sections 462.351 to 462.353. These statutes create a single, uniform procedure that applies to all cities (462.351-462.359). The Comprehensive Plan provides the legal framework to enact land use control and other municipal actions to implement long-term growth and development regulation strategies. The city's land use (zoning) ordinances and official zoning map should be updated to conform to the Comprehensive Plan pursuant to adoption.

“In essence, a comprehensive plan is an expression of the community's vision for the future and a strategic map to reach that vision.”

- League of Minnesota Cities

Comprehensive planning is an important tool for cities to guide future development of land to ensure a safe and economical environment for residential, commercial, industrial, and public activities. In addition, planning can help:

- Preserve important natural resources, agricultural land, and other open lands.
- Create opportunity for residents to participate
- In guiding a community's future.
- Identify issues, stay ahead of trends, and accommodate change.
- Ensure that growth makes the community better, not just bigger.
- Foster sustainable economic development.
- Provide an opportunity to consider future implications of today's decisions.
- Protect property rights and values.
- Enable other public and private agencies to plan their activities in harmony with the municipality's plans.

History

Like the rest of Minnesota, the Osakis area was home to Native Americans long before settlers of European descent established settlements. Artifacts have been found that give evidence to people being in the area 8,000-12,000 years ago. In more recent times, both the Dakota and Ojibwe tribes lived along the shores of Lake Osakis. The first white settlement was in 1857 and was a two-story inn for other settlers as they searched for land. In the early years, as well as today, the city serves primarily the rural farming and tourism communities. Source: Osakis Chamber of Commerce

Purpose of the comprehensive plan

The Osakis Comprehensive Plan is a dynamic planning tool intended to guide the future growth and development of the city. The comprehensive plan is based on local and regional historical facts, trends, and governmental planning standards. This document presents the comprehensive plan for Osakis, Minnesota, reflective of the community planning process conducted in 2020. This plan is an update to the original planning efforts of the city in 2006.

Planning begins with vision. This vision focuses on what a desirable future would include. When looking at the development of a community, a desirable future includes the availability of jobs and business opportunities, the quality of natural resources, the availability of affordable housing, the accessibility and adequacy of public utilities, parks and recreation, schools and protective services, the condition of streets and highways, and the strength of communities. These are, in summary, some of the basic elements that contribute to a positive quality of life.

The comprehensive plan is based upon local citizen input and careful consideration of significant natural and cultural resources. As a means of discerning, classifying, and analyzing historical information, this inventory of pertinent data has been compiled. The comprehensive plan identifies the type, amount, and pattern of growth that has taken place within the city and utilizes this information for the planning of future growth. Accordingly, the comprehensive plan provides a knowledge base for instituting a hierarchy of policies that will assist the community in processing a variety of development issues on a defined policy level. This plan should be used as a guide to shape the City of Osakis. This information and policy base will allow decision-makers to evaluate and guide proposals benefiting the residents of Osakis and fulfilling the city's goals and objectives. While the plan is intended to serve as a 10-year guide, it should be reviewed as needed to adequately address development and changes within the community as they occur.

The core purpose of this plan is:

- First, it provides the legal basis for land use regulations such as zoning and subdivision control.
- Second, it provides a long-range vision that will guide decision-making efforts.
- Finally, it is a guide for elected officials to use when drawing conclusions. The goals and strategies in this document were formed from the aspirations of residents through a series of outreach and participation opportunities.

While the plan provides information and guidance, its execution relies heavily on city staff and elected officials' initiative, discretion, and understanding to fulfill this plan's overall vision, goals, strategies, and programming efforts.

Planning process

In March 2020, the city began the comprehensive plan update. A steering committee was formed consisting of the planning commission to provide oversight, input, and guidance throughout the planning process. The committee reviewed a broad range of information and facilitated three engagement opportunities and two surveys. Monthly discussion of the plan was held during the planning commission meetings to facilitate the project. The 2006 comprehensive plan was used as a guide to facilitate discussion and is still used and honored throughout this updated plan.





Planning elements

A set of planning elements, or chapters, are organized under the following sections:

- Land Use
- Transportation
- Housing
- Economic Development
- Natural Environment
- Infrastructure
- Community Facilities and Public Services
- Implementation

Engagement

The steering committee, project leaders, and city staff facilitated three visioning sessions and two citywide surveys to garner feedback for the content in this plan. The committee helped compile the information, and a list of leading themes and principles was identified and addressed in a later section of this chapter. In addition to the feedback gathered, residents provided guidance and preferences on a set of scenarios, statements, and futuristic questions that ultimately formed the foundation of the goals and objectives for each chapter.

Goals

A set of goals for each planning element was developed for this comprehensive plan update. The goals were formed through public input and comment and were influenced from the content in the 2006 comprehensive plan. The steering committee meticulously reviewed each goal and finalized the language to ensure that each was appropriately scaled and tailored for the City. Goals are intended to serve as guidelines for the comprehensive plan. These goals were developed to represent general statements that identify community aspirations or desired conditions.

Objectives

Then, a set of objectives follows each goal. An objective describes a general course of action made toward achieving each of the goals in the specific plan element. These speak to the underlying values, principles, or context of each goal and are often place specific. The committee meticulously reviewed the content over a course of meetings, and each strategy was carefully evaluated and reviewed.

Leading themes

1. Improve the existing park amenities and enhance the ability for residents and guests to utilize Lake Osakis.
2. Help local businesses thrive with continued support and encourage new commercial growth.
3. Increase opportunities to bring visitors to town and support the community growth.

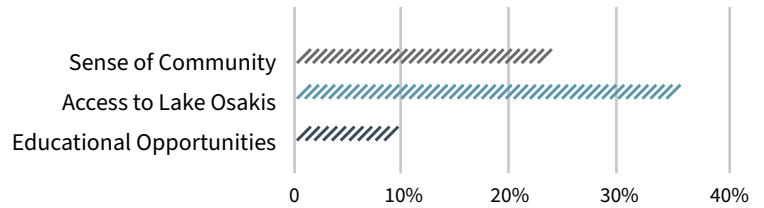
Your plan as a workbook

This plan should be viewed as a living document. It should be reviewed periodically to ensure the city is undertaking the plan's priorities. Use this plan as a workbook of sorts, a place where you should feel comfortable making notes, editing, identifying content, and highlighting important sections. In the implementation section, make notes on completed projects, including dates and costs. Having these notes and comments is extremely important for when the city is ready to amend or update this plan in the future.

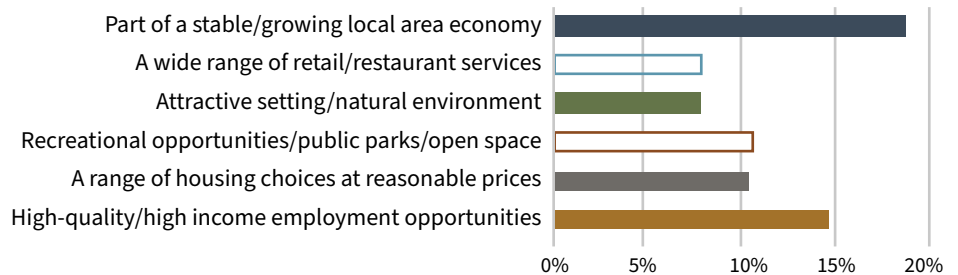
Demographic trends and assumptions

To analyze future housing, park and recreation, governmental, utility, and transportation needs of the city, it is important to review historical trends that have occurred and develop assumptions for the future growth of the community. Population projections, land use, and housing needs are dependent upon a number of factors, including those that are outside of the city's control; however, projections are necessary in order to assist the city in its long-range planning for infrastructure and services and funding of those items. The information in this chapter has been obtained through statistical data released by the United States Census Bureau, the state Demographic Center, the Minnesota Department of Economic Security, the Minnesota Workforce Center, Douglas County, Todd County, and City of Osakis, including building permit activity.

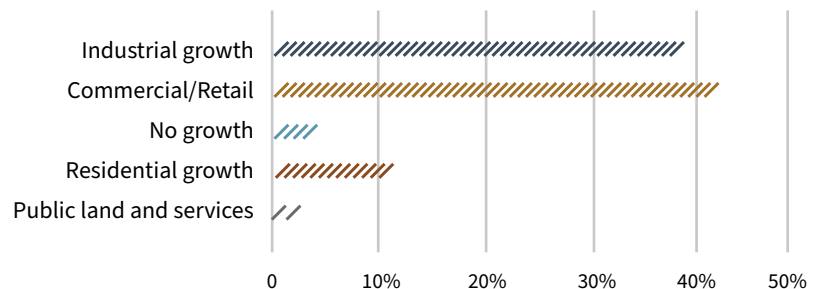
Q6| In your opinion, what is Osakis' greatest asset?



Q5| What is one thing that needs the most improvement in Osakis?



Q17| What is your highest priority for the future growth in Osakis?



Demographic Snapshot

1,707

TOTAL POPULATION

-1.9%

POPULATION CHANGE
Since 2010

44.4

MEDIAN AGE

924

TOTAL HOUSING
UNITS

757

TOTAL HOUSEHOLDS

\$121,700

MEDIAN HOUSE PRICE

\$43,450

MEDIAN HOUSEHOLD
INCOME

38.7%

ASSOCIATES DEGREE
OR HIGHER

13.4%

POVERTY RATE

826

TOTAL WORKERS

41.2%

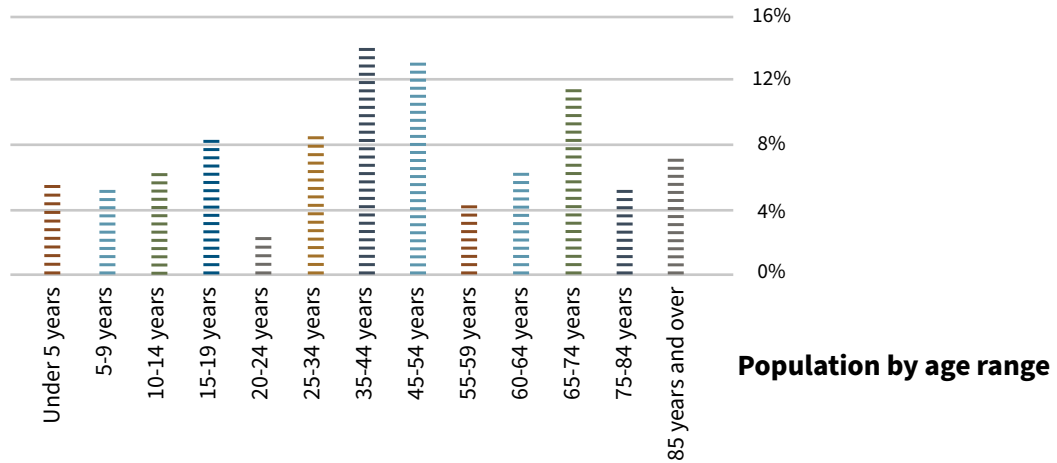
LEADING INDUSTRY
Educational Services; and
health care and social
assistance

25.2

AVERAGE COMMUTE
Minutes

Source: US Census Bureau

Osakis 2020

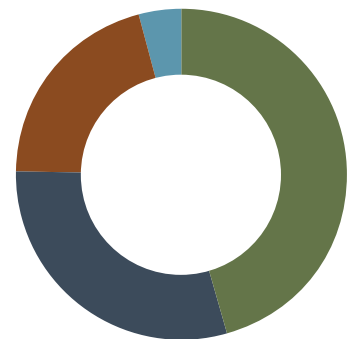


Year structure built

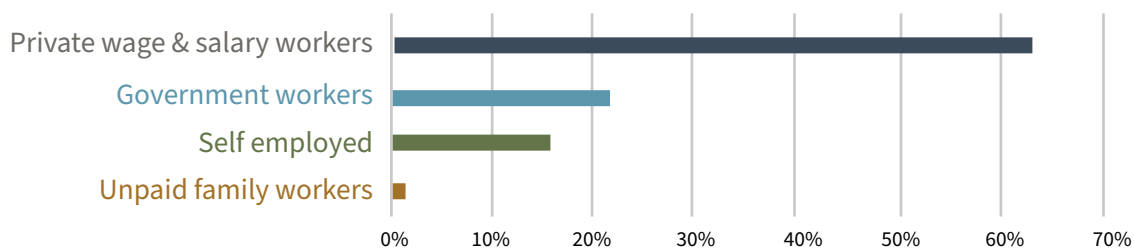
27.3% 1939 or earlier 15.4% 1980-1999
 15.4% 1940-1959 15.7% 2000-2014
 26.5% 1960-1979

Educational attainment

46% Some college or associate's degree
 29.7% High school graduate (includes equivalency)
 20.7% Bachelor's degree or higher
 3.7% Less than high school graduate



Employment





Land Use

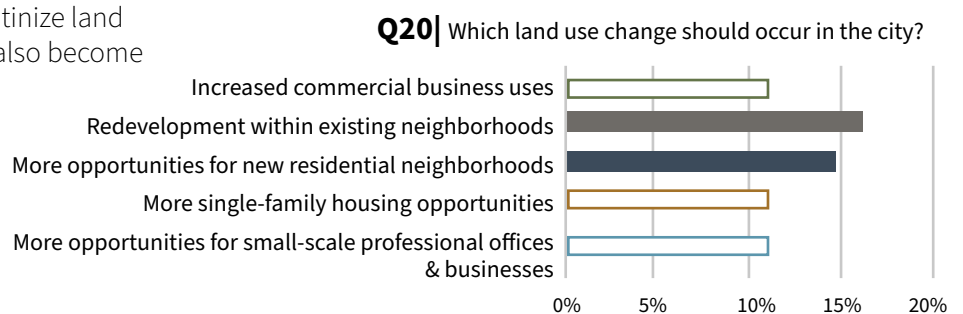
OVERVIEW

The land use element is the centerpiece of the comprehensive plan because it coordinates the central themes and information in the majority of the plan's elements. The land use element impacts transportation, housing, public services and infrastructure, safety, economic development, parks and open spaces, and others. This chapter consists of text and maps that are intended to guide the land use, zoning, and physical development of the city to meet the desires and aspirations of the community.

The strain between the demands of an urban community and the agricultural character of the surrounding townships may be at the forefront of this struggle. Although the area surrounding the city is predominantly agricultural, as vacant developable land in the city decreases, urban land uses will continue to extend into the neighboring townships, putting development pressure on the surrounding areas. As residential, industrial, and commercial development expands, there will be increased pressure on the city to closely scrutinize land for development. Annexation dynamics will also become increasingly important.

Public input

According to the survey, commercial and industrial growth are the most sought-after developments. There are areas within the current city boundaries, such as some of the open industrial park lots, that this expansion can be supported. As land becomes developed around the city limits and expansion is desired, the community will need to look at infrastructure to these areas and costs associated with the supported growth. Another option is to look within the current framework of the city and expand on mix-use areas to support commercial and residential uses together.



This chapter includes:

- Planning concepts
- Land use inventory
- Future land use plan
- Annexation and urban growth boundaries



Photo of a solar farm just outside city limits.

PLANNING CONCEPTS

Smart Growth Principles

The city can seek to integrate a framework aimed at creating walkable main streets, preserve natural features, and support economic growth and opportunity. Smart growth principles provide a set of strategies that can be applied to both expanding and contracting economies. When these strategies are integrated into city policy, the community’s vision for the future can be more predictable, helping developers and the broader stakeholder community understand the larger aspirations of the community. This set of strategies can benefit the entire community by enhancing local heritage and resources and by jointly participating in the development and conservation of the community.

- Mix land uses.
- Take advantage of compact design.
- Create a range of housing opportunities and choices.
- Create walkable communities.
- Foster a distinctive, attractive community with a strong sense of place.
- Preserve open space, farmland, natural beauty, and critical environmental areas.

- Strengthen and direct development toward existing communities.
- Provide a variety of transportation options.
- Make development decisions predictable, fair, and cost-effective.
- Encourage community and stakeholder collaboration in development decisions.

Redevelopment/infill potential

While the amount of vacant land within the area serviced by municipal utilities is modest, the city should emphasize the use of currently available sites within the service area prior to the development of alternative sites. The development of sites within the service area will ensure prudent land management, assist in the prevention of “leapfrog”-type development, and ensure maximum cost effectiveness for community residents. Additionally, efforts shall be made to ensure proper placement and phasing of urban expansion and the maintenance of existing and future land use compatibility. Infill redevelopment was found to be most desired with the city survey. There are obvious advantages to development within areas with existing infrastructure to help keep costs lower for landowners and city growth.

Communities for all ages

For years we have designed places where people live in different categories, i.e., where young adults live, where families live, and where seniors live. Communities today are seeking ways to develop places where people of all ages can thrive. A truly livable community should and can be intergenerational (Where We Live, AARP). Oaskis' population is young, with the low median age of 34 (ACS, 2016). Residents often cite the successful school district, access to lake Osakis, and an attractive setting as reasons they enjoy the city. Osakis can act as a bedroom community of Alexandria and Sauk Centre, so these significant attributes are what people want in communities and provide a competitive advantage, particularly for seniors. However, through strategic investment and visioning, the city can improve livability. All generations want to live in towns that provide affordable housing choices, quality health care, walkable downtowns with prospering businesses, which are walkable with inviting outdoor spaces.

Renewable energy

The City of Osakis, like most communities, relies on outside sources for its supply of energy. There are renewable options that may be viable for the city to consider in the coming years. Wind energy, which is one of the world's oldest sources of power and a growing energy source in Minnesota, can be used almost anywhere while still allowing the land to be used for row crops, cattle grazing, and other activities. Solar energy is also on the rise in Minnesota, with advances in technology that have allowed for a reduction in equipment costs and available tax credits from the state. Demand in the coming years will continue to grow. The state of Minnesota pledges to have 100 percent of its energy from carbon-free sources by 2050, and the state is almost halfway there today. Before the community or private individuals consider either of these forms of energy, significant research needs to be done into costs, current energy consumption, production feasibility, and potential land use conflicts. The city will also need to consider balancing the need for renewable energy sources with competing development opportunities to help the state meet its energy goals. The Minnesota Department of Commerce and the University of Minnesota have developed feasibility maps for wind and solar production respectively. Source: Minnesota Commerce Department

Development constraints

The city has several areas that may not be prime developable land. It should be noted that several identified natural features, including, but not limited to, lakes, soils, wetlands, flood-prone areas, potential archeological sites, and regionally significant ecological areas will present constraints to future development. Several of these significant natural features/areas exist in the proposed

growth areas of the city. Constraint areas are a compilation of floodplain areas, National Wetland Inventory areas, areas of steep slope, and DNR Public Waters Inventory data. It should be noted that further review of these and sites listed above require further review before development. Two of the main areas identified as a growth area are land south of town along Highway 27 and east of Highway 27 around the golf course. The significant amount of low land in this area will need to be thoroughly reviewed when development is proposed.

LAND USE INVENTORY

Inventory by existing land use

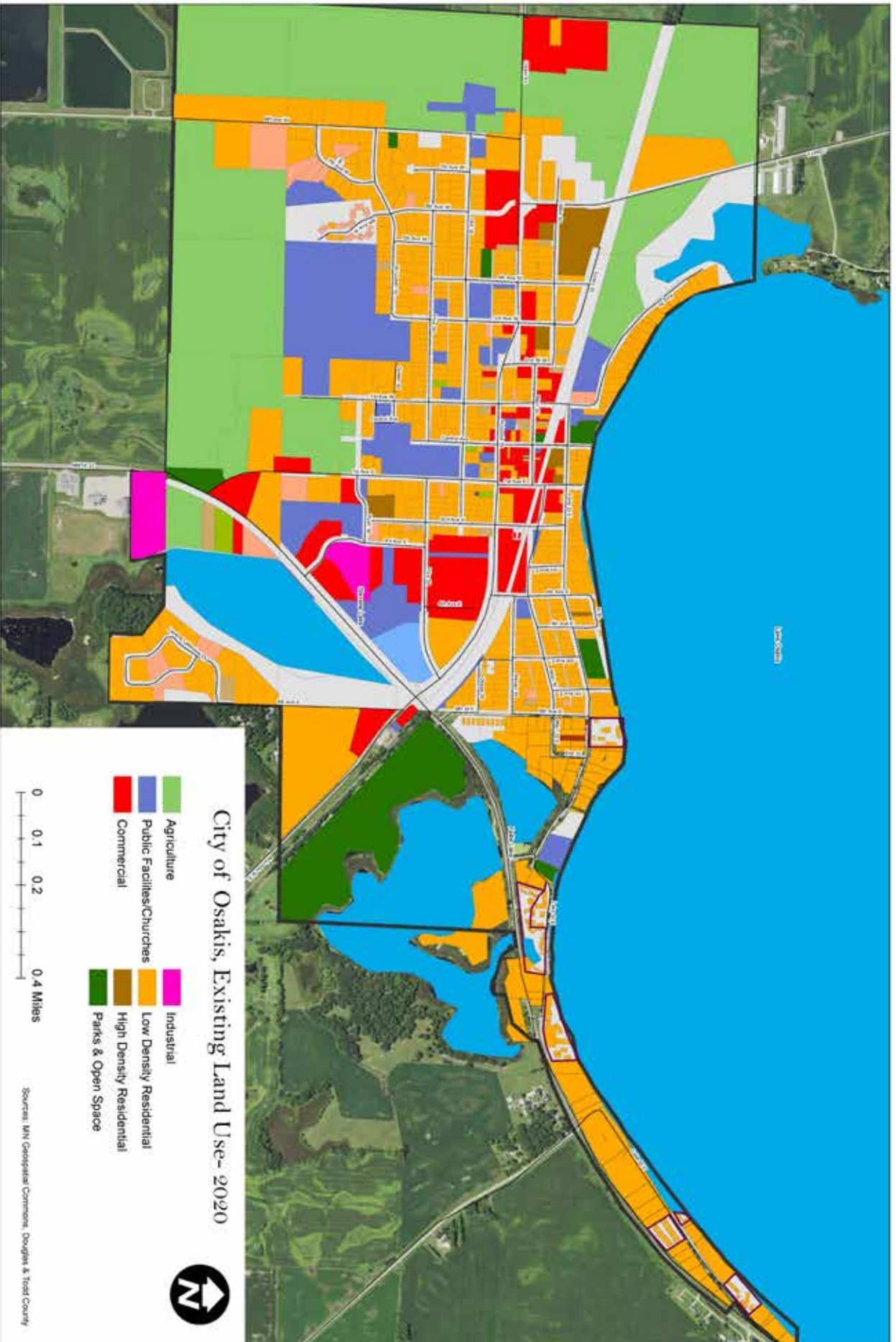
To better analyze and more realistically prepare a future land use map, an existing land use map was created. Before this land use map was prepared, a list of land use categories was formulated. These categories reflect uses grouped together that generally will be compatible with each other. They do not reflect the city's existing zoning district categories but were used as a guide to develop the future land use map. From these categories, a map was prepared using Douglas and Todd county assessor data by parcel for the city.

The breakdown according to estimated existing land use at the time of this comprehensive plan follows below on table:

Existing land use, 2020		
Class	Acres	Percent
Agriculture	311	24.0
Low and medium residential	430	30.7
High residential	18	1.4
Commercial	72	5.5
Industrial	14	1.1
Public/semi public	89	6.8
Parks/open space	51*	3.9
Water	125	9.6
Right-of-way	190	14.6

Town is approximately 1,300 acres in size.

*includes golf course (42 acres)



*Generalized map based off of county available data

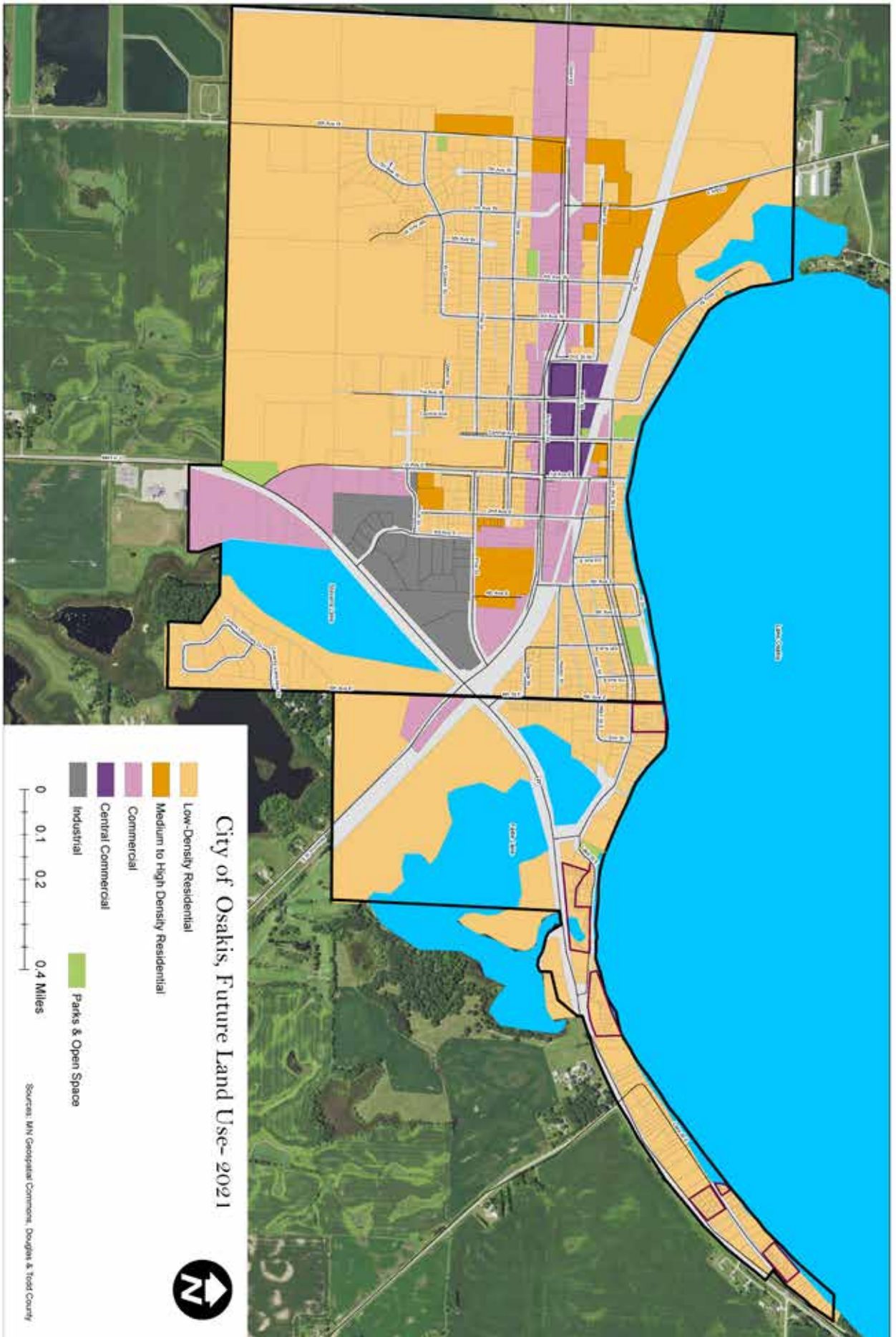
FUTURE LAND USE PLAN

Planning compared to zoning

The future land use plan was developed as part of the comprehensive plan for Osakis. It is an overall growth and development guide. The future land use plan (planning) and the zoning map (zoning), along with their respective texts, have different yet complementary roles in guiding and regulating land development in Osakis. They should be used jointly to review the merits of a proposed development to ensure that it meets the legal regulations pertaining to land use and complies with the city’s goals and policies. The relationship between land use planning and zoning is an important one. Planning is basically the act of planning the uses of land within a community for the future, while zoning is the act of regulating the use of these lands by ordinance.

The differences between planning and zoning are further noted in the following table:

Planning and zoning differences	
Planning	Zoning
Provides general policies for the city (i.e., attract new businesses to the city and provide a mixture of housing).	Sets forth zoning regulations – the law (i.e., notes location where uses are allowed, setbacks, density etc.).
Flexible, written to be able to respond to changing conditions.	Rigid, requiring formal amendment and details of how to administer.
The land use plan reflects, in general terms, the relationships that ensure compatible land uses and the overall soundness of the plan.	The zoning map is specific in nature. It identifies the zoning classification for each land parcel in the city and allowable uses.
The plan projects land needs into the future, thus serving as a policy guide for future development.	The map is updated as soon as a zoning application is approved and reflects current opportunities for development.
The plan enables government officials to anticipate future public expenditures more effectively. This results in more efficient use of tax dollars.	The map permits development to occur in accordance with present opportunities and constraints.
Provides a background on the community, issues, goals, citizen desires, and potential actions and recommendations.	Deals just with physical development and how to administer the zoning ordinance.
The plan provides an opportunity for citizens, developers, and affected agencies or governmental jurisdictions to determine the city’s goals.	The map is an official document that is legally binding and reflects the current development potential of land parcels.



Future land use

The map on the following page offers a visual representation of future land use projections. The future land use map has been developed based on:

1. Ability to serve areas with municipal sanitary sewer.
2. Projected land uses for each category to retain a similar ratio of residential to industrial park land.
3. Tiered land uses with more intense land uses adjacent to arterials and collector streets and more compatible land uses adjacent to each other, as identified as a preferred method versus mixed land uses, in the prioritization survey.
4. Land topography and natural resources.
5. Community input in the process through surveys, community input meetings, and monthly Planning Commission meetings.

A future land use plan is only as good as the implementation/official controls that regulate it. If a zoning and/or subdivision ordinance does not reflect the policy recommendations of the comprehensive plan, neither document will likely guide rational development related to community values. Here are the categories designated within the city for future growth.

Residential: Residential land use makes up the largest single land use category in the city.

Low- to medium-density residential: This category consists of primarily owner-occupied, detached homes, but also includes duplexes and townhomes.

High-density residential: The category consists of multifamily housing units that consist of apartments, nursing homes, townhomes, and row houses.

Commercial: This category consists of commercial businesses and services, including retail, dining establishments, professional offices, and commercial facilities.

Industrial: This category identifies portions of the city that contain industrial uses. Industrial uses include manufacturing, warehousing, assembly, and similar businesses.

Public/civic: This category includes all publicly owned spaces such as the school, city buildings, pumping stations, and public facilities. It also includes churches, cemeteries, etc.

Park and open space: This category includes all parks and open spaces within the city.

Agriculture: This category is dedicated to active agricultural land or for land designated for preservation and transition, as well as very low-density housing.

ANNEXATION AND URBAN GROWTH BOUNDARIES

Annexation

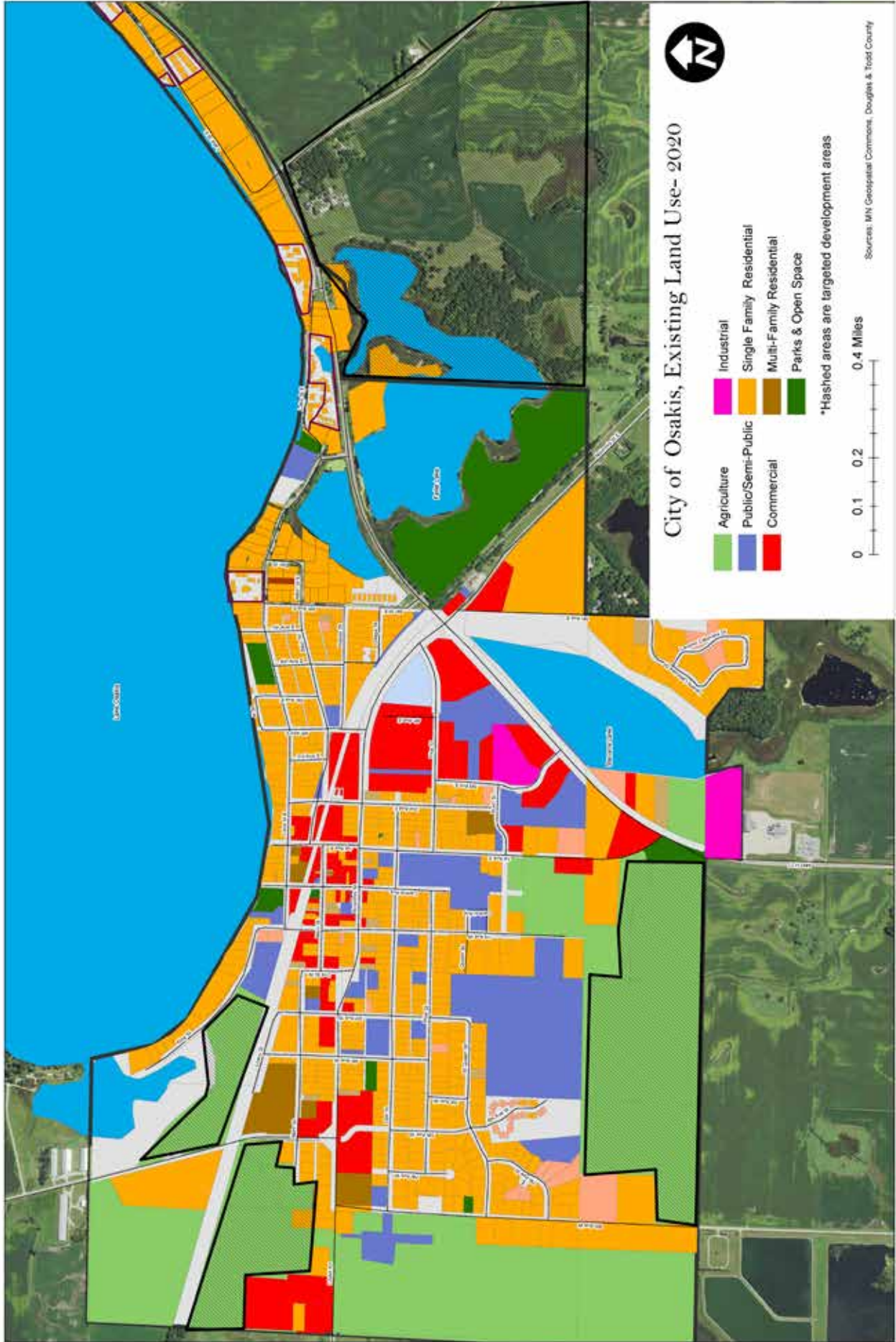
As the population increases, it will become necessary to expand city services outside of the current municipal boundaries. To remain healthy, Osakis must be allowed to grow. The benefits of annexation include that of protecting the environment and natural resources, providing a wider variety of housing and commercial options than what low-density rural zoning can offer, fairly distributing the costs of urban services among all who benefit, providing urban services more efficiently and without costly duplication, and providing sound land use planning practices by using land resourcefully. The city has identified priority growth areas to help bring focus to areas desired for development. These areas were chosen due, in part, to proximity to city services and infrastructure.

State guidelines allow three forms of annexation:

- Automatic
 - Annexation by ordinance (MN Statute §414.033)
 - Ordered service extension (MN Statute §414.0335)
- Negotiated
 - Orderly annexation (MN Statute §414.0325)
- Contested
 - Unincorporated land, city/township (MN Statute §414.031)
 - Concurrent detachment, city/city (MN Statute §414.061)

Each of these procedures can be used, but only one may apply and be appropriate in any given situation at one time.





Land Use

GOALS & OBJECTIVES

The land use element is the centerpiece of the comprehensive plan because it coordinates the central themes and information found in the majority of the plan's elements. The land use element affects circulation, housing, public services and infrastructure, safety, conservation/open space, parks and recreation, and the natural resources.

Goal 1: Provide for orderly development by establishing suitable relationships among natural resources, commercial, residential, and other land uses.

Objectives:

1. Ensure that development is orderly following the patterns established in the Future Land Use Map.
2. Guide new development within the priority growth areas.
3. Maintain a well-balanced tax base that supports the needs of the community.

Goal 2: Maintain a Land Use Plan that designates land use areas and guides development to appropriate areas, ensuring desirable land use patterns and minimizing conflicts.

Objectives:

1. Coordinate community growth with Public Works/Utilities Department and other stakeholders to systematically plan for the efficient expansion of municipal services.
2. Identify areas of significant natural resource importance and sensitive environmental areas, and protect these areas from incompatible development.
3. Review development plans to ensure compatibility with the future land use goals and maps.

Goal 3: Ensure that new developments and infill redevelopment projects are designed in a manner that preserves the small-town character and protects the natural environment.

Objectives:

1. Encourage higher-density residential development near the central business district and where public sewer and water are available.
2. Support downtown development to maintain it as a place where people gather.

EXISTING RESIDENTIAL NEIGHBORHOOD

Goal 1: Encourage the continued maintenance and quality of existing neighborhoods.

Objectives:

1. Monitor the quality of housing stock and enforce codes and ordinances relating to outdoor storage, etc.
2. Require infill residential units to be compatible in use and scale with the surrounding neighborhood.
3. Encourage redevelopment and infill development.
4. Research programs to incentivize and support rehabilitation of existing single-family homes and lots.
5. Expand the sidewalk network to connect the existing neighborhoods to the downtown and area amenities.

Goal 2: Minimize the development of incompatible land uses adjacent to residential areas and traffic through residential neighborhoods.

Objectives:

1. Restrict home occupations to businesses customarily found in homes with employee-only household residents and that do not sell products or services to customers at the premises.
2. Prohibit nonresidential land use intrusions into residential neighborhoods and require appropriate buffering and/or screening between incompatible land uses.

NEW RESIDENTIAL NEIGHBORHOOD

Goal 1: Plan residential areas to encourage neighborhood unity and cohesiveness while protecting the integrity of the natural environment and providing access to other community amenities.

Objectives:

1. Incorporate natural features into new residential neighborhoods while protecting the features through ordinances.
2. Limit access points directly onto arterial streets or collector streets by requiring driveway accesses and lots to front streets within the subdivision.
3. Require the development of parks, trails, and/or sidewalks along collector streets to serve neighborhoods and provide access to other community amenities such as places of commerce, educational facilities, and larger community parks.

Goal 2: Provide a variety of lifecycle housing for the diverse needs of the community.

Objectives:

1. Support developments that allow “age in place” housing, such as patio homes, single-level townhomes or other appropriate housing types.
2. Plan for multifamily developments where adequate infrastructure and pedestrian amenities are available.

Land Use

GOALS & OBJECTIVES

DOWNTOWN IMPROVEMENTS

Goal 1: Support development that enhances the character and identity of the downtown core.

Objectives:

1. Support the redevelopment of vacant and sub-standard sites within the central business district.
2. Create linkages between trail segments. New city trail/sidewalk systems should connect to other walkable community options (trails, sidewalks, etc.).
3. Encourage the use of upper levels of commercial buildings for office and residential purposes.
4. Continue to encourage private-sector rehabilitation and renovation of existing buildings in the downtown.
5. Provide and enhance convenient and aesthetically pleasing parking areas for customers and employees.

Goal 2: Strengthen downtown Osakis to be an important retail center, gathering place, and community hub.

Objectives:

1. Promote unified commercial and service promotional events to attract customers to the downtown, through partnership with the local organizations.
2. Retain and attract the appropriate mix of retail and service business activity.
3. Provide signage and wayfinding throughout the downtown core to identify businesses, parking opportunities, and access points.
4. Evaluate and recommend improvements to enhance the downtown pedestrian environment and sightlines for traffic. Encourage or participate in the removal of buildings that are deemed to have a “blighting effect” upon adjacent properties and/or present nuisance conditions that pose a threat to health and safety of citizens.
5. Encourage the use of federal, state, local, and other financial resources to fund and incentivize downtown reinvestment and maintenance of projected downtown enhancements.

GENERAL COMMERCIAL OBJECTIVES

Goal 1: Promote areas along major highway corridors for commercial development.

Objectives:

1. Provide commercial areas for businesses that require larger sites.
2. Minimize traffic conflicts within commercial areas

Goal 2: Provide linkages between highway commercial areas, the downtown, and general business district.

Objectives:

1. Encourage pedestrian connections between commercial areas to allow customers to walk between business areas.
2. Link the existing downtown or general commercial district with new expansions of these districts with unique design features including ornamental streetlights, pavers, signage, and similar design patterns.

INDUSTRIAL DEVELOPMENT

Goal 1: Ensure nonresidential uses are adequately buffered from the industrial uses.

Objectives:

1. Design new industrial areas to discourage industrial traffic from traversing through residential neighborhoods.
2. Incorporate screening around industrial uses.

Goal 2: Promote quality industrial development that is compatible with the environment and does not negatively impact the city's infrastructure system such as wastewater treatment ponds.

Objectives:

1. Consider economic incentives for industries that will contribute substantially to the city's tax and employment bases without substantial negative impacts on the city's infrastructure system.
2. Minimize the impact of industrial properties on adjacent land uses by requiring additional setbacks, screening, and/or fencing and landscaping.



Transportation

OVERVIEW

This element of the comprehensive plan is intended to provide guidance for the development of a transportation system that serves the access and mobility needs of the city in a safe, efficient, and cost-effective manner. It is important the local transportation system is coordinated with respect to county, regional, and state plans and that the system enhances quality economic and residential development within the city. This section of the plan will identify several of the key transportation assets in the city. It will also identify issues and barriers, as well as discuss transportation planning concepts, best practices, and recommendations.

Public input

The survey highlighted the main issue of improving the existing road network as the highest priority. Overall, transportation was not identified as a main issue throughout the survey. This can either mean the transportation network is deemed adequate by the survey takers or there are just higher priority items than the road network to work on within the city. There was also a desire to connect people to the lake through a public dock or marina. Currently, accessing the town from a boat is an area that is lacking. This was deemed as an element worth exploring for the city to capture lake traffic into the town.

PLANNING CONCEPTS

Complete Streets

“Complete Streets” is an approach to road planning and design that considers and balances the needs of all transportation users. It’s about improving the transportation system’s safety and functionality for all users. Its main premise is for people to get around safely and efficiently from point A to point B using whatever mode of travel they choose.

The Complete Streets approach helps maximize the use of public roadways and right-of-way to provide a comprehensive and connected multimodal transportation system. Complete Streets in a rural setting looks different from Complete Streets on a main street running through a small community, which may look different from Complete Streets in the Minneapolis-St. Paul metropolitan area. Many factors are involved in selecting the appropriate mix of transportation options, and every community has unique challenges and opportunities. These factors include:

- Topography
- Road function
- Traffic speed and volume
- Freight volumes
- Pedestrian and bicyclist demand
- Some of the Complete Street options available include paved shoulders, sidewalks, bicycle lanes or dedicated bikeways, pedestrian refuge medians or bump outs, truck-mountable curbs in roundabouts, signal retiming, and updated striping.

This chapter includes:

- Planning concepts
- Existing conditions
- Road classification
- Traffic counts



Traffic calming measure example, Garrison, MN

Traffic calming measures

The idea is calming traffic can help with the effects of motor vehicles. These measures can create improvements on sounds, sights, and speed and create a more visually appealing route for motorized and non-motorized users. These measures can reduce traffic collision speeds, decrease walking distances for pedestrians, and improve speed limit compliance on the road. The city is split by Nokomis Street, and nonmotorized transportation is very heavy in the summer season. Things such as speed radar signs could be installed on highly crossed intersections, and other methods could be employed in the downtown main street Central Avenue.

EXISTING CONDITIONS

Functional classification system of roadways

Roadways are classified based on the type of function they perform or intended to perform within and through the city. The purpose of classifying roadways is to ensure they provide access in a safe and efficient manner. The classification assists in designing the appropriate roadway widths, speed limits, intersection control, design features, accessibility, and maintenance priorities. Land use and development should be taken into account when planning

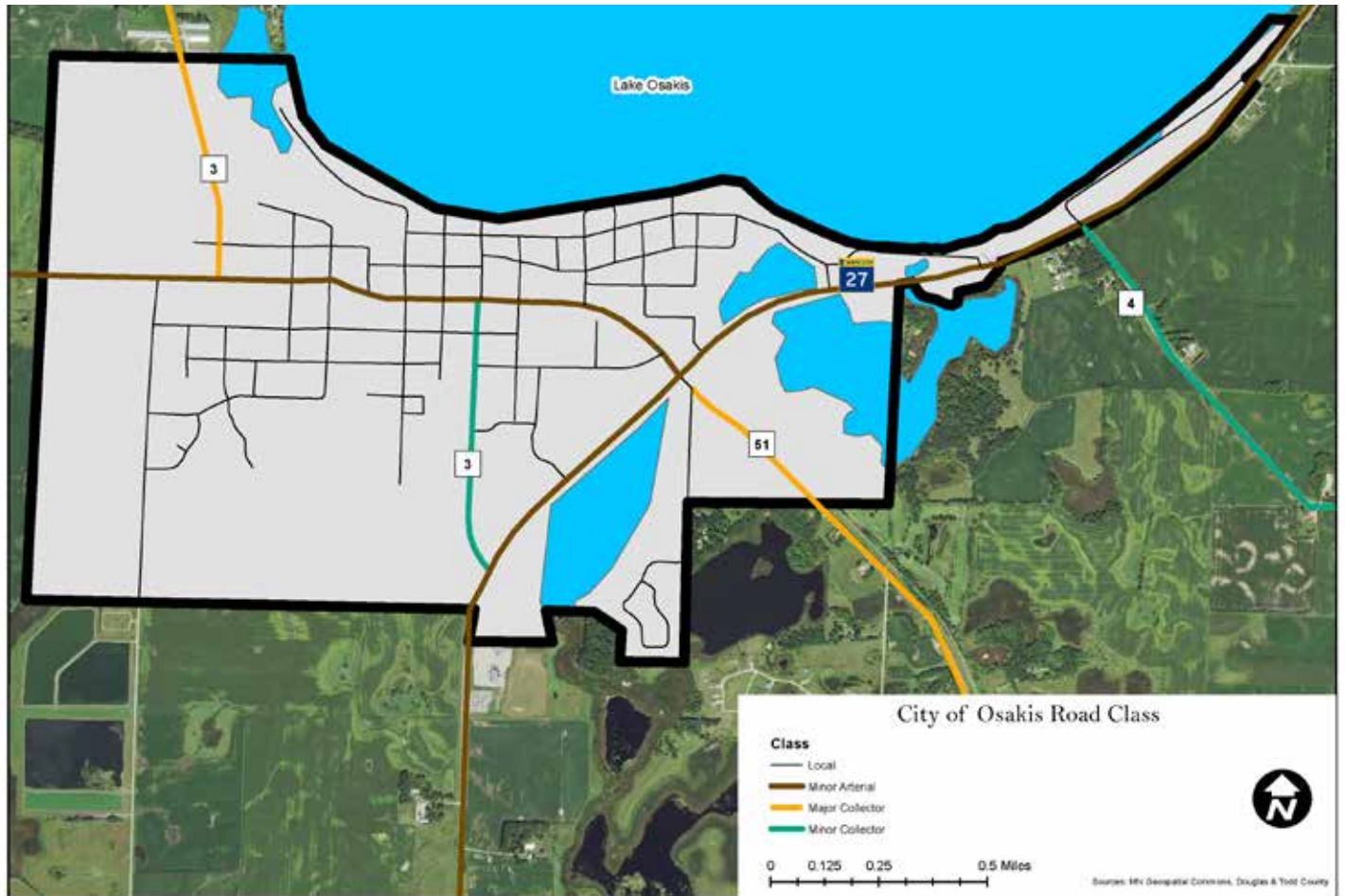
functional classifications and roadway design. The ideal system is not always possible due to existing conditions, topography, or other natural features. The classification system is intended to be used as a guideline and may need to be adapted as actual roadways are developed. The Federal Highway Administration (FHWA) has established detailed criteria for all of the different functional classifications.

Access and mobility are the two of six key elements in transportation planning. Mobility is more important on arterials, which requires limited access points onto the arterial roadway. Access is more important on local roadways, which results in more limited mobility. Other functional design stages include:

- Main movement
- Transition
- Distribution
- Collection
- Access
- Termination

As a part of the transportation plan analysis, an inventory of the roadway system is necessary to view certain characteristics. A key transportation goal for road authorities is to attempt to balance mobility (through-traffic need) and access (abutting property owner need) functions of roadways. The concept of functionally classifying a road system provides some guidance and suggests that a complete system should consist of a mix of various types

of roads to best address the needs of a variety of users. Therefore, an ideal system includes major arterials (strictly emphasize mobility), minor arterials (emphasize mobility), collectors (address mobility and limited access), and local (focus on access) streets. The functional classification of roadways within the City of Osakis is illustrated on the map below.



Principal arterials:

Interstate 94 (I-94) is classified as a principal arterial, which is south of the city. Principal arterials connect communities with other areas in the state and other states. Emphasis is placed on mobility rather than land access. Intersections with principal arterials are usually limited and controlled. Direct access to principal arterials from local or residential streets is generally not allowed and should be discouraged.

Minor arterials:

There are two minor arterials within Osakis: County Road 82 running east and west through the city and Trunk Highway 127 in the southeastern portion of the city. Like principal arterials, minor arterials emphasize mobility as opposed to land access. Minor arterials generally connect urban service areas in developed communities to areas outside.

Major collector streets:

The major collector street system facilitates movement from minor arterials and serves shorter trips within the county. Collector streets have equal emphasis on both access and mobility. CSAH 3 and CSAH 51 have been identified as major collector roads.

Minor collector streets:

Minor collectors provide supplementary interconnection among growing rural centers and have emphasis on land access. Minor collector streets within the City of Osakis include CSAH 3 south of Nokomis and CSAH 4.

Local streets:

Local streets connect blocks and land parcels. The primary emphasis is on land access. In most cases, local streets will connect to other local streets and collector streets. In some cases, they will connect to minor arterials.

What is a capital improvement plan?

A CIP is a tool to help communities make good budgeting decisions based off needs, goals, and resources for large projects and equipment purchases, typically exceeding \$5,000. This plan should be three to six years in length. This is a working document and should be reviewed annually to reflect changes in priorities and funding opportunities.

The city should assess the age, condition, and remaining service length of all infrastructure (water, sewer, storm sewer, street, and electrical), city owned equipment, and facilities. This list should also include timelines for replacement, prioritization, upfront cost, maintenance costs, and potential funding sources. If there is any anticipated revenue from a project, this should also be included.

Benefits of having a CIP:

Quality of life: citizens use many of these items daily, making their quality of life directly tied to these services. Having well maintained infrastructure can help attract both citizens and businesses.

Prioritization: Having all capital improvement information in a central location with clear timelines and costs can help the city make decisions and set priorities for the coming years.

Avoid Surprises: By having a clear plan, the city can share the information with residents, gather their feedback, and allow residents to prepare for any increases to taxes.

Funding: By having a plan with costs and timelines, the city can always be looking for grants or loans to lessen the financial burden for taxpayers.

Future Preparedness: By knowing the life expectancy of infrastructure and equipment, the city will be less vulnerable to emergency repairs and purchases.

Local streets

Local streets primarily function to serve residential neighborhoods and other areas of lesser daily traffic volumes. These streets also have the greatest local control so will be discussed in greater detail here. The extension and/or spacing of future local streets should promote excellent access to lower-intensity land uses and discourage excessive vehicle speeds. Local streets should not be used for on-site traffic circulation, which should be accommodated off the right-of-way.

Local streets should be laid out to permit efficient plat layout while being compatible with the area's topography, adjacent roadways, municipal utility plans, and environmental constraints.

As the street system continues to expand, street maintenance, such as snowplowing, grading rural roadways, dust coating, routine maintenance, etc., will become increasingly important issues. Additional street construction will either increase contracted labor expenses or necessitate an expansion of the city's services provided by the municipal public works department. Prior to approving proposed subdivisions, consideration should be given to the city's ability to provide municipal services, facilities, and equipment for snowplowing, street grading, minor street repair, dust coating, etc., on a contracted or staff basis.

Additional vehicle trips generated by proposed development and dispersed over the existing roadway system shall be examined relative to the capacity of existing roadways to accommodate increased traffic.

The city should develop a capital improvement plan, which contains budgets for new construction, reconstruction, and scheduled upgrading of the street system with scheduled maintenance seal coating and storm sewer cleaning. The city should implement a schedule for roadway maintenance and reconstruction (e.g., seal coating every four to five years, complete reconstruction or mill/overlay every 15-20 years, re-grading/conversion of gravel roads, etc.).

To avoid duplicate costs, the city should correlate future road construction/reconstruction with municipal utility construction and reconstruction. In addition, the city should advise private utility service providers of proposed urban subdivisions and/or construction/reconstruction projects to ensure efficient construction/repair/replacement of services, including natural gas, electrical, and telephone facilities.

Analysis of existing transportation system

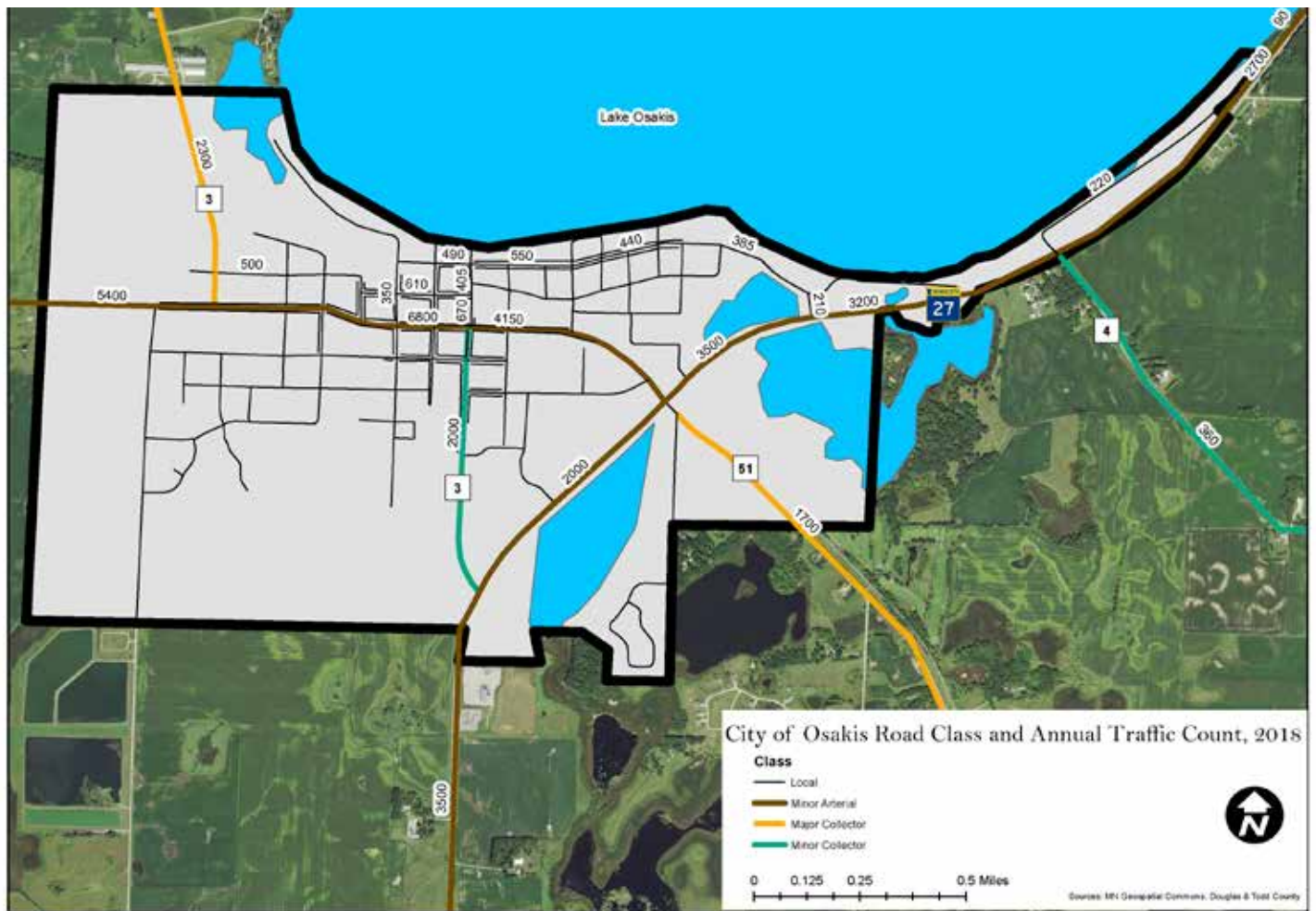
The existing conditions of the transportation systems are an important consideration in the determination of future needs. Discussion of certain existing elements of the roadway, air, and transit systems in Osakis follows.

Existing traffic counts

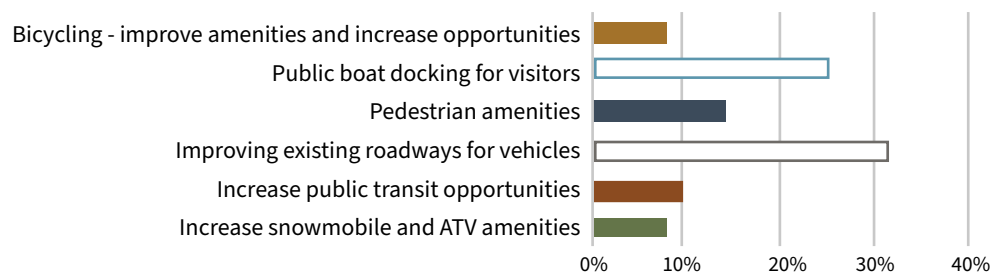
The Minnesota Department of Transportation has documented traffic volume information for major roadways within Douglas and Todd counties, including those within the City of Osakis. Daily volumes, as of 2018, from MnDOT are shown on the map.
Source: MnDOT

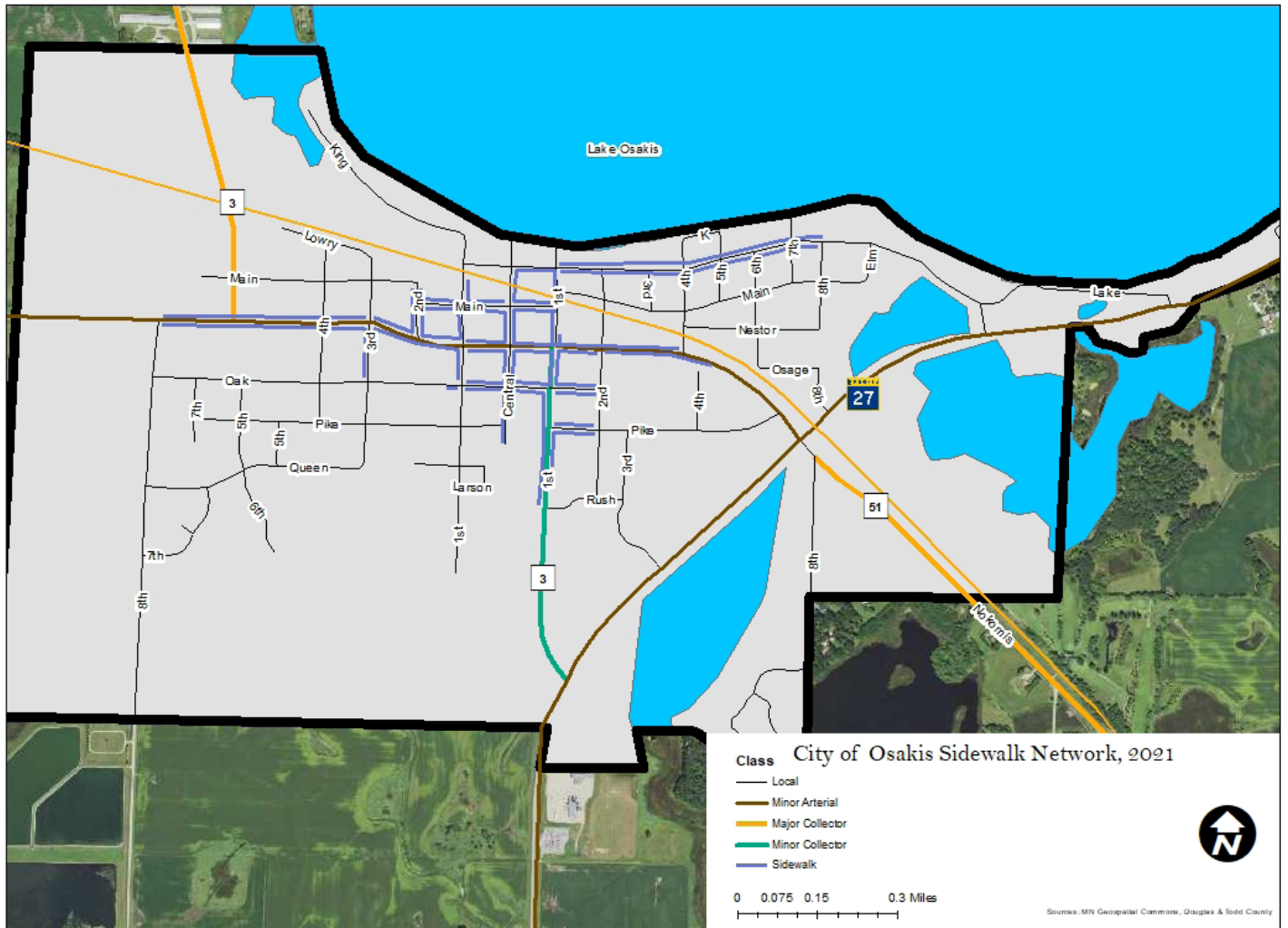
Existing roadways

Some of the city roads are unimproved gravel surfaces. Priority should be given to these roads to be brought up to city paved standards and, if practical, use that time to expand the city sidewalk/trail network. The city streets were viewed as in good repair within the community survey, but emphasis for upgrading the existing roadways was desired over the creation of new infrastructure.



Q14 In your opinion, what transportation alternatives do you feel the city should invest in?

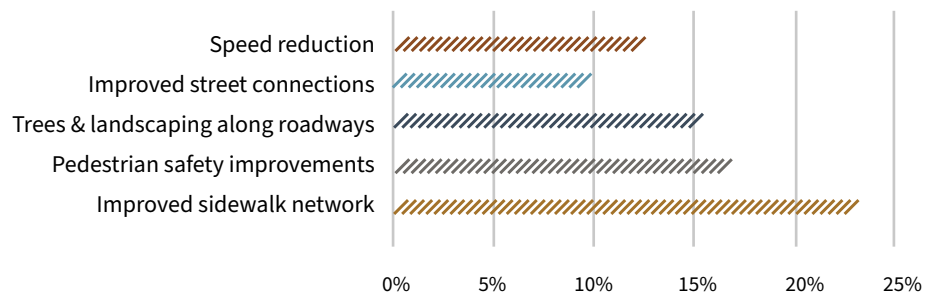




Transit service

Rainbow Rider currently provides public transit for Douglas, Pope, Stevens, and Traverse counties with handicapped-accessible buses and a volunteer driver program. The service is supported by passenger fares, service contracts, state and federal taxes, sales of advertising space, local county appropriations, and donations and is governed by the Rainbow Rider Transit Board.

Q15 | What changes to the transportation system should occur in Osakis?



NONMOTORIZED TRANSPORTATION AND TRANSPORTATION ALTERNATIVES

With the development of the Central Lakes Trail, as well as its connection to the Lake Wobegon Trail and several other local and regional trails throughout the greater area, much has been completed to facilitate the transportation needs of bicyclists, pedestrians, and snowmobiles. Bicycle and pedestrian facilities, however, are not limited to the development of large, regional trails. Local sidewalk linkages, as well as bicycle lanes, routes, and paths, all play an important role in the transportation network. Osakis' sidewalks do not cover the entire city but are dispersed in the older, denser areas of the community. The city should, at minimum, require sidewalks along collector streets and arterials, as well as leading to parks. Sidewalks within the City of Osakis are depicted on the map below. Recommendations relative to bicycle and pedestrian facilities follow::

- Construct continuous pedestrian facilities along all major streets and highways; these should be direct and interconnect with all other modes of transportation.
- Provide safe, secure, and convenient facilities for pedestrians into and within commercial developments (downtown).
- Relate sidewalk design to the function and the anticipated amount of pedestrian traffic. Locate sidewalks to take advantage of views and other amenities when appropriate.
- Require pedestrian facilities as land is developed based on standards for the street classification.
- Provide ramps and curb cuts throughout the pedestrian system for physically challenged persons.



Transportation

GOALS & OBJECTIVES

The purpose of the transportation element is to develop a safe, multimodal system built around the existing street and highway system. The element also enhances the community's transportation system by improving the interconnectedness of different modes of transportation and improving coordination with local and state partners. The goals and policies also promote pedestrian and non-motorized facilities to achieve greater multimodal connectivity.

Goal 1: Provide a roadway system that supports the efficient movement of people and goods.

Objectives:

1. Coordinate with all appropriate local, regional, state, and federal agencies, regarding the location, classification, planning, and construction of needed transportation system improvements within the city.
2. Promote Highway 27, County Road 82, and CSAH 3 entrances to Osakis as high-quality, aesthetically pleasing corridors.
3. Upgrade gravel roads to local street standards.
4. Explore traffic-calming measures on highly traveled roadways to ensure people can safely cross the roadways.

Goal 2: Develop a safe and balanced multimodal network.

Objectives:

1. Maintain a street network that is compliant with the Americans with Disability (ADA) Act.
2. Plan and promote walking and biking by working with local, state, and federal partners to plan, fund, and construct a network of trails to increase the nonmotorized transportation system.
3. Expand the sidewalk network and prioritize existing gaps in the network.
4. Plan landscaping along the transportation system to promote walking and enhance city beautification.
5. Review the existing sidewalk and trail network to ensure people can safely travel to destinations.

Goal 3: Pursue funding strategies to implement a balanced and safe transportation system.

Objectives:

1. Continue to fund transportation improvements, operation, and maintenance costs for local, pedestrian, and bicycle facilities through available sources of revenue, which include, but are not be limited to:
 - a. State and federal funds
 - b. General revenue funds
 - c. Special grants
 - d. The city may jointly fund projects with other entities as appropriate
2. Participate in regional transportation planning efforts in order to pursue funding for the city's transportation system.
3. Maintain partnerships with the state and counties to ensure transportation needs are incorporated into future projects.



Housing

OVERVIEW

Suitable housing is a basic need and a key to quality of life. A wide choice of housing styles and price ranges is a major community asset and must be responsive to the needs of its residents. Housing needs are not static and change over time as people move through different stages of their lives. Housing needs tend to evolve and reflect a concept known as lifecycle housing. This chapter includes descriptive data about Osakis' housing stock, summarizes opportunities and constraints, discusses trends, and provides a set of goals and policies to promote a healthy residential infrastructure and furthering a variety of lifecycle housing options.

Community input

Main issues of concern raised by residents and community leaders include the condition of the existing housing stock, the lack of lifecycle housing options for all income and age groups, and the concern that there is not enough land available for new residential development with services within city boundaries.

A community survey in conjunction with the updating of this plan asked what type of housing respondents felt was most needed in Osakis. Respondents noted that a range of housing choices was one of the leading priorities that needs the most improvement in Osakis.

Nearly 43 percent of survey participants felt that there was not an adequate supply of quality housing choices for people of all ages, income, or stages in life. Respondents noted the importance of providing a range of rental properties to meet needs of residents for a variety of housing typologies. The survey also indicated support for infill development within existing neighborhoods and surrounding the downtown. The survey indicated that affordable housing options should be explored to support a variety of income ranges.

Q9 | What is the most important of the following to you in deciding where to live?

- 1 SAFE NEIGHBORHOOD (16)
- 2 AFFORDABILITY (16)
- 3 NEAR THE LAKE (9)
- 4 LARGE LOT SIZES (6)
- 5 PROXIMITY TO QUALITY SCHOOLS (5)
- 6 LIVE ON THE LAKE (4)
- 7 NEAR YOUR PLACE OF WORK (3)
- 8 NEAR PARKS OR TRAILS (2)
- 9 PROXIMITY TO MAJOR ROADS (1)
- 10 NEAR THE DOWNTOWN (1)

This chapter includes:

- Housing inventory and conditions
- Housing trends
- Land use and housing growth

EXISTING CONDITIONS

Housing affordability

“Affordable Housing” is defined differently by various organizations. The United States Department of Housing and Urban Development generally defines housing as affordable if it costs less than 30 % of a household’s income. However, HUD’s Section 8 income guidelines are the basis for most affordable housing programs. Section 8 guidelines define low and moderate incomes on a sliding scale, depending on the number of persons in the family. For example, a four-person household is considered ‘moderate income’ if the family income is 80 percent of the area’s median family income.

Affordable housing in Osakis

It is possible to develop an affordability range for owner-occupied and rental units in the City of Osakis. Table below depicts the range Osakis residents can afford for housing.

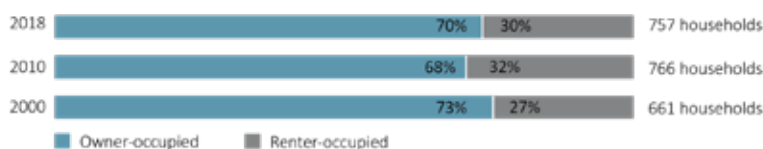
It is noted most housing affordability programs and data place emphasis on creating owner-occupied units at 80% of the median family income (moderate income) and rental units at 50% of the median family income (low income). Since low-income persons are typically renters, the definition of “low income” is tied to the number of persons in each unit.

Range of Housing Affordability – Family of Four Persons		
Group	Owner-occupied home value	Monthly rental cost
Affordable for median incomes	\$162,000	\$972
Affordable for moderate incomes (80% of median)	\$129,500	\$777
Affordable for low incomes (50% of median)	\$81,000	\$486

Osakis - Comparison of Housing Units



Osakis - Occupancy of Housing Units



Source: American Community Survey DP04, 2018

EXISTING HOUSING STOCK

Types of housing

The Osakis housing stock is a diverse mix of owner-occupied and rental units with a variety of styles, conditions, and values. The city's neighborhoods range from densely developed, urbanized streets near the downtown to the stately homes along Lake Street and suburban-style, low-density housing within Osakis Properties subdivision. Homeownership is a strong tradition in Osakis, and no large-scale conversion of single-family homes into apartments appears to be occurring.

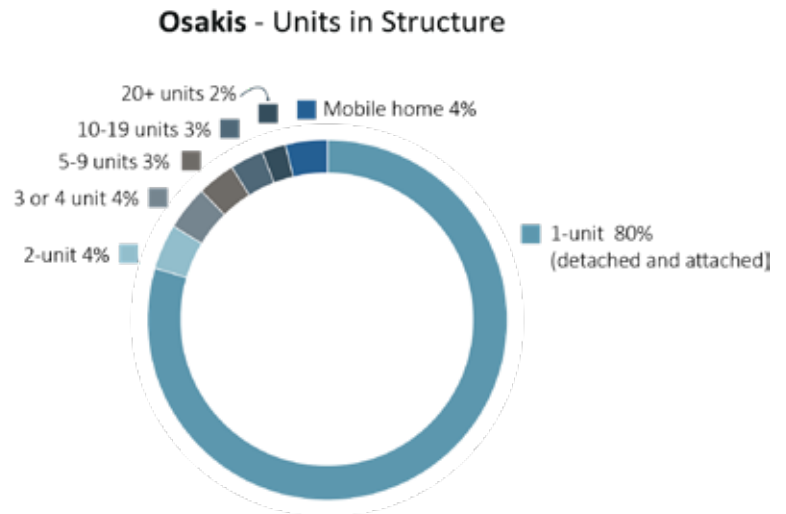
The existing housing supply in Osakis includes single-family, duplex, townhouse, mobile home, and multiple-family units. According to data from the 2019 American Community Survey, the make-up of the existing housing stock is as follows:

Nearly 80% of the city's housing units are single-family homes. A total of 8% of the city's housing units are between two and four units. Nearly 5% of the housing units are higher-density apartment complexes. The following graphic illustrates that the majority of the housing stock are single-family homes, or lower-density development style. A small percentage of the housing stock includes 10 or more units per structure.

Owner-Occupied Housing Supply

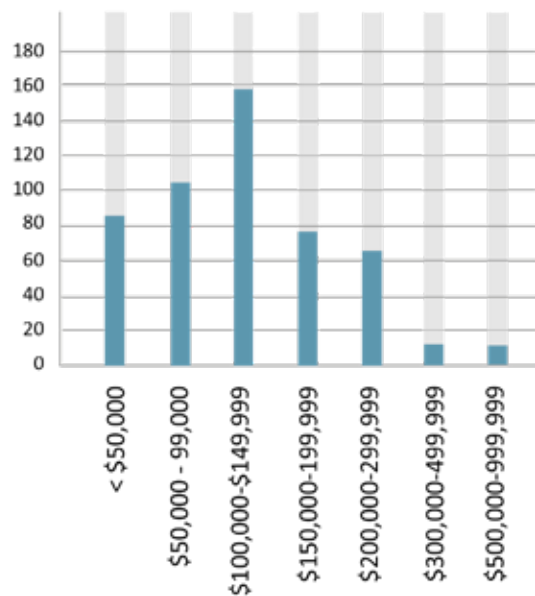
In 2018, there were a total of 757 occupied housing units, or households, in the City of Osakis. Of those, nearly 70 percent was owner-occupied units, where people owned their homes. Although there is no one-size-fits-all standard of owner-occupied percentage, this percentage is reflective of choice and options for buyers within the city. The 2018 owner-occupied ratio increased slightly from 2010, where nearly 68 percent of the household were owner occupied.

The owner-occupied segments of the Osakis household supply can be further described in terms of the value of the home. Nearly a third of the housing units within the city are priced between \$100,000-\$149,000. The median home value, according to the American Community Survey is \$121,700. Over 50% of the housing inventory is valued under \$100,000.



Source: American Community Survey DP04, 2018

Osakis Housing Value, 2018

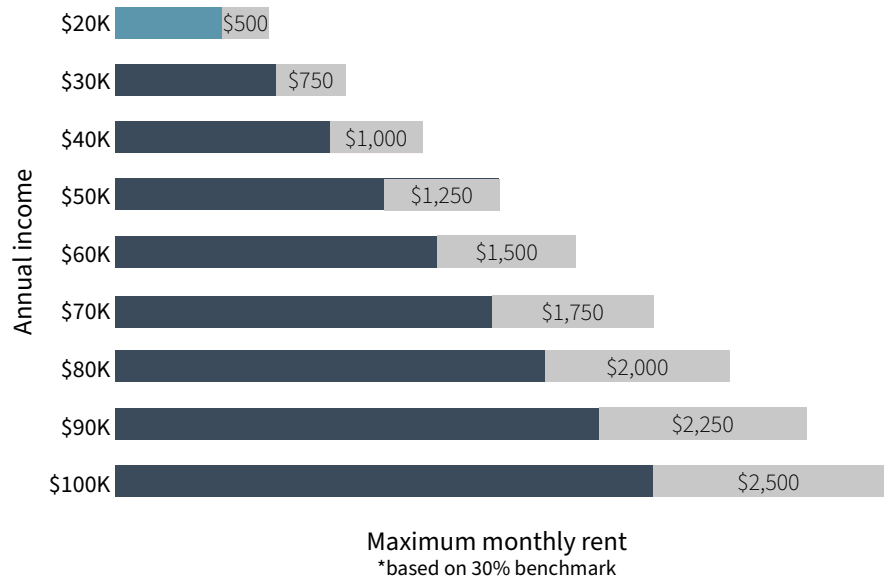


Source: American Community Survey DP04, 2018

Rental unit supply

Of the total number of occupied housing units (757) in Osakis, nearly 31 percent were occupied by renters (ACS 2018 estimates). Osakis has a number of various rental units, ranging from apartment complexes to apartments above commercial stores to single-family homes used for rental purposes.

The census indicates that the median rent is \$631 per month. This number is a general reflection of the rental market within the city. Affordability is an essential component of the city’s housing stock. The following chart illustrates the total gross rent as a percentage of household income.

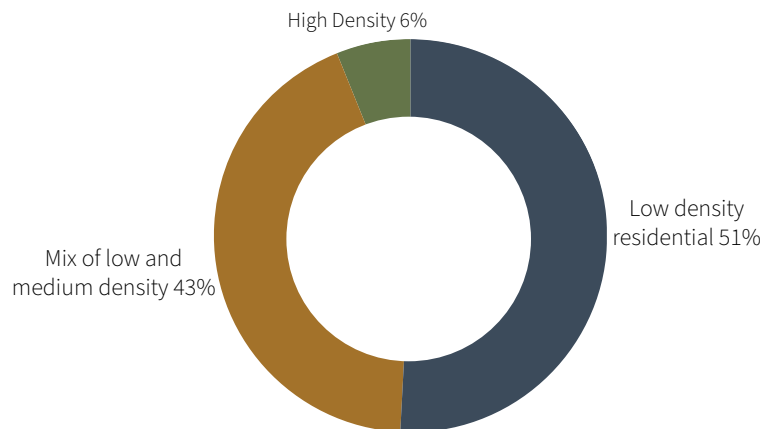


Land use and development

As of 2021, the city’s zoning ordinance has four residential districts: low-density residential, old town residential, medium- to high-density residential, and residential mobile home. The density of development per acre widely varies throughout the city.

Residential development within the city is driven by the availability of utilities. Currently, areas with utilities are almost completely developed. The type of housing most in demand – shoreland and family – is in short supply within the city. Currently the city has approximately 320 acres of undeveloped land within existing city limits for future residential, commercial, and industrial growth. Low-density residential development patterns consume large quantities of land, provide fewer homes, and increase infrastructure expenses for the city. The city should review if current zoning ordinances will allow for higher-density housing to meet the growing demand for housing in city limits. The city should also assess the demand for municipal water and sanitary sewer services in surrounding townships and encourage future development and expansion that meet the needs of the entire community.

Q21 | When planning for future residential development, should the city place more emphasis on:



Shoreland Development

Most lakeshore within the city has been developed within the exception of public property, which puts increasing pressure on unincorporated areas of the lake and some marginal lands that may feature wetlands and/or poor soils. As retirees begin to move to the area, the city has seen numerous seasonal lake cottages converted to permanent homes. This trend can cause a disparity in tax valuations and dramatically impact water quality and the appearance of the lakeshore.

Targeted infill and redevelopment

Redevelopment is a challenging task that involves a high level of collaboration with a variety of partners and stakeholders. Redevelopment includes the contributions of residents, property owners, various agencies, and the developer. By targeting growth to strategic areas throughout the community, the city can leverage existing infrastructure to serve new residential development. Downtown infill development can satisfy a multitude of medium to higher-density housing needs that will put residents within walking distance of daily needs, downtown amenities, and medical services. As a part community engagement efforts, residents and steering committee members shared their preference of redevelopment within existing neighborhoods while balancing the needs for long-range planning of future residential growth on the perimeter of city limits.

Existing housing stock

The condition of the existing housing stock in Osakis has been documented to be in generally good condition. A windshield survey of various residential areas conducted as a part of this plan reveals that most single-family structures are well maintained. However, some evidence of deterioration was cited, particularly on parcels within the original city plat. The most visible signs of housing investment are Osakis’ newer single-family homes in the southwestern quadrant of the city.

While not necessarily a determining factor of condition, structure age is a good indicator as to the need to aggressively promote maintenance, rehabilitation and even redevelopment, for as a structure ages, maintenance needs

increase. The advanced age of the housing stock in Osakis is a major challenge. Neglected maintenance, especially for older structures, can lead to deterioration that will have a blighting influence on adjacent properties and the entire neighborhood. However, older homes were often very soundly constructed and, if well maintained, can provide for a very attractive and desired housing demand. According to the 2019 American Community Survey data, nearly 28 % of households were constructed before 1939. Nearly 44 percent of the housing stock was constructed before 1959.

Housing needs

According to the 2019 Census, the City of Osakis’ housing profile illustrates a larger renter-occupied housing stock than Douglas and Todd counties. In Osakis 70 percent are owner-occupied and 30 percent are renter-occupied. In Todd County 17% of housing is renter-occupied with owner-occupied units at 83 percent. In Douglas County 26 percent of units are renter-occupied households, with owner-occupied units at 74 percent.

In the 2006 comprehensive plan, senior citizens were interviewed and indicated they desired to live their entire lives within the community yet were concerned they may not have the assistance they need to stay in their home and may not have the transitional housing available once they cannot maintain a large home. When monthly housing costs are analyzed as a percent of income, nearly 27 percent of homeowners spend more than 30 percent on housing. In evaluating gross rent as a percentage of household income, nearly 35 percent of renters pay more than 30 percent of income on housing.

Q22 | Please indicate to what extent you agree or disagree with the following statements:

	Agree	Neutral	Disagree
More single-family homes are needed	<input checked="" type="checkbox"/>		
More multi-family homes are needed			<input checked="" type="checkbox"/>
More long term rental properties are needed		<input checked="" type="checkbox"/>	
More short term rental properties are needed			<input checked="" type="checkbox"/>
More age in place options are needed		<input checked="" type="checkbox"/>	
More affordable housing options are needed	<input checked="" type="checkbox"/>		
More single level homes are needed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
New housing should be built in & around the core of town	<input checked="" type="checkbox"/>		
New housing should be built within existing neighborhoods	<input checked="" type="checkbox"/>		
New housing should be available around the lake		<input checked="" type="checkbox"/>	
There is an adequate supply of quality housing choices for people of all ages, incomes and stages of life			<input checked="" type="checkbox"/>

TRENDS

Life cycle housing variety

The housing stock within a community must be responsive to the needs of its residents. Housing needs are not static but change over time as people move through different stages of life. Housing needs tend to evolve from: (1) affordable basic units for young people just beginning to enter the workforce to (2) affordable single-family units for first-time home buyers and young families to (3) move-up housing for people with growing families and/or incomes to (4) empty-nester dwellings for persons whose children have grown and left home (5) to low-maintenance housing options for aging persons as their ability to maintain their property decreases; and finally to (6) assisted living environments to provide health and medical care to the elderly. The development of lifecycle housing works to sustain the community by preventing a polarization of residents in one age or income group. As one generation of residents moves through its lifecycle it can move into the housing provided by the previous generation, just as the next generation will move into the housing being vacated.

Housing needs of a community relate to the demographic profile of the household. Households generally transition through several lifecycle stages that include entry-level households, first-time homeowners, move-up buyers, empty nesters, and seniors. The following section provides an overview of each household.

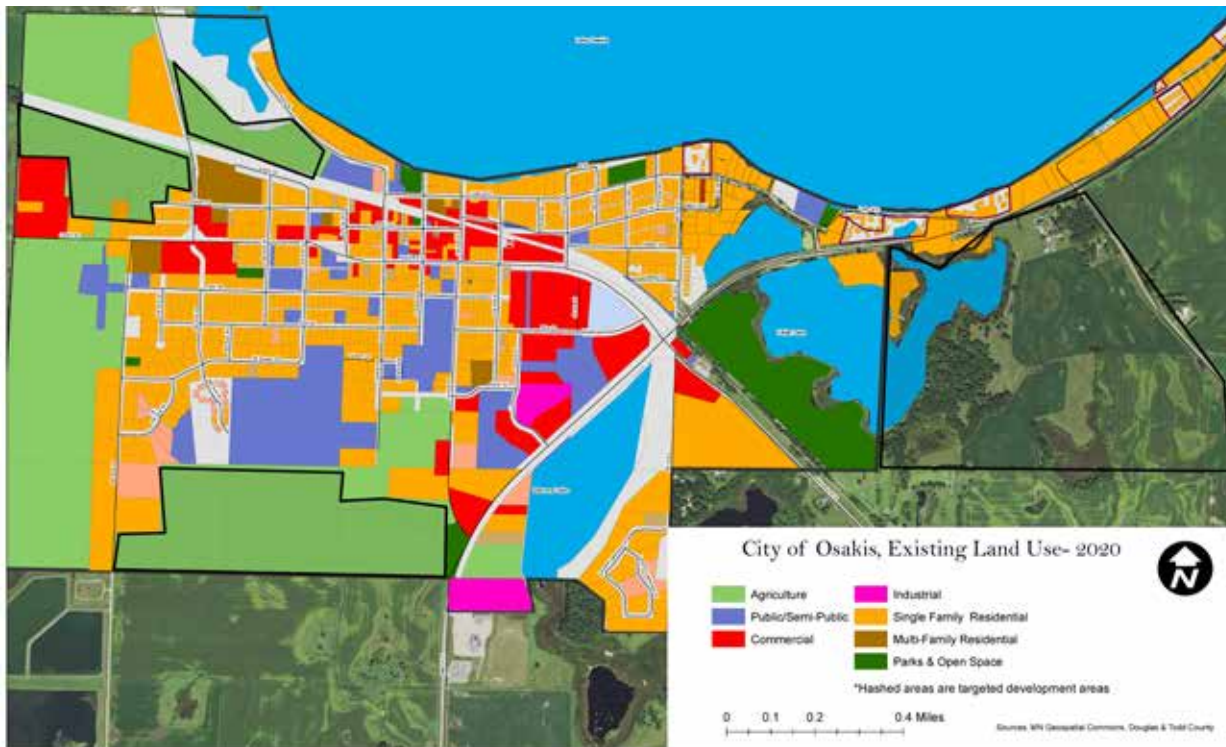
Entry-level households: People within the 18-24 age cohort typically rent a house or apartment as they normally do not have the income to purchase a home. Many people in this age category move frequently, making them more hesitant to purchase.

First-time homeowners: This group is typically in their 20s and 30s and usually transitioning from renting apartments or joint living conditions. Traditionally they are often young families or single individuals. These homeowners are prone to moving within several years of their first home purchase due to increased financial resources, occupation advancement, and family structure changes.

Move-Up Buyers: Move-up buyers are typically in their 30s and 40s and are transitioning from a small, less expensive home that they had purchased at an earlier time. This is an important age group in terms of an economic growth perspective.

Empty Nesters: Empty nesters are typically in their 50s and 60s. Often, their children have moved out of their homes and the square footage is much larger than needed. Empty nesters often want to live in a smaller house, such as a townhome, that requires less maintenance and upkeep.

Seniors: Those in their 70s and older are looking for low-maintenance, manageable, or assisted living housing. As the population ages the city should continually ensure that it has adequate housing to meet the needs of seniors. To address the lifecycle needs of residents, it is critical that a community provide a wide range of types, sizes, and values.

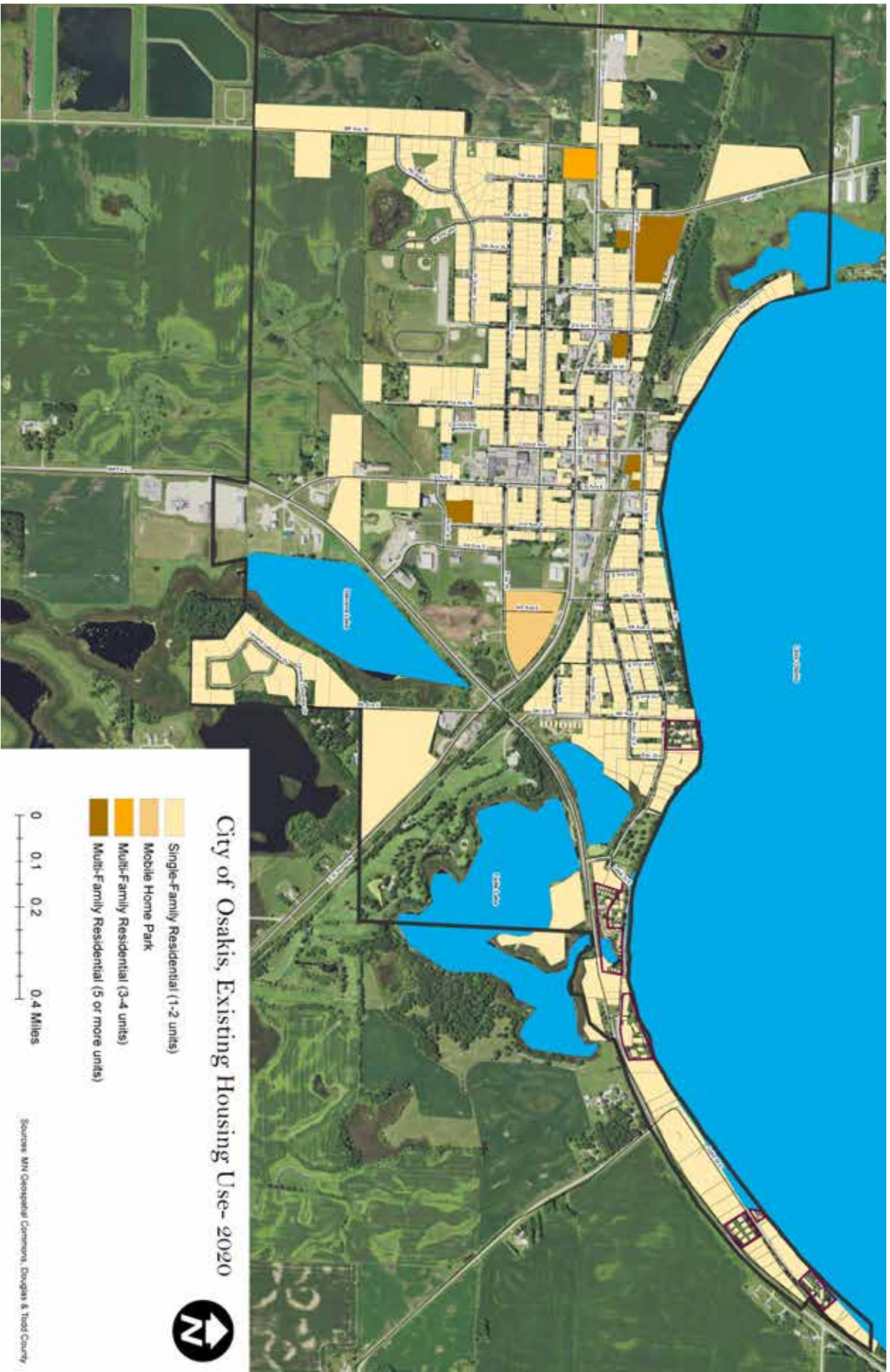




Maintenance and rehabilitation

Over 27% of the city’s housing stock was built before 1939. Another 25% of the housing stock was constructed between 1960 and 1979. Improvements to the existing housing stock will help maintain the character of neighborhoods. The City of Osakis was successful in receiving a grant from the Small Cities Development Program (SCDP) in past years and made significant progress toward the rehabilitation of homes in targeted areas and assisting income-qualified households in purchasing new single-family homes.

In an assessment, no extremely blighted areas were found as residential neighborhoods were attractive with a few exceptions. In and around the city’s downtown core there exists some older and substandard housing. Based on the age of the city’s housing stock, ongoing maintenance and rehabilitation efforts are required. Residents should continue to invest in existing neighborhoods and encourage people to maintain their homes and provide assistance to those who are not able to properly care for their homes. Housing rehabilitation will be necessary to keep the older housing stock an option for residents at or below the median-income level, and the city has the ability to play an active role in this programming.



Community capacity building

Communities often wish to improve themselves and seek to do so by accomplishing a number of tasks that will better the lives of residents. All of these goals, whether formally or informally adopted, fall under the umbrella of community development. Once a goal is selected, communities attempt collaborative action that involves individuals and organizations. The efforts are known as “capacity building,” or activities pursued by a community to increase social capacity. Building community includes creating connections among residents and forming positive patterns of individuals and community on mutual responsibility and owners. Building capacity focuses on the development of community skills to collectively act. The City of Osakis can support community building activities around housing by supporting neighborhood activities, outreach efforts, collaborations with community partners and groups, event planning and local initiatives. These activities encourage community unity, volunteerism, and collaboration. Neighborhood organizations will play an essential role in improving the appearance of a neighborhood or supporting the development of new housing types. While neighborhood improvement and housing construction are often a large part of municipal functions, private property owners, businesses, and community groups can play a huge role in supporting neighborhood revitalization.

Planning for age-friendly communities

As our communities age, cities are analyzing their housing stock and discussing how it can be better prepared to support the transition of aging adults. Housing is a core component of livability. Great communities provide housing options for people of all ages, incomes, and abilities and take action to ensure that everyone can live in a quality neighborhood. By integrating a variety of housing types and ensuring the lifecycle housing is represented, Osakis can take active strides in ensuring that people have housing choices as they age.

Missing middle housing

A strategy toward addressing a demand for walkable environments is to promote a range of housing typologies that existed pre-1940 and were a fundamental building block of those neighborhoods and communities. Missing middle housing focuses on creating walkable environments through a variety of residential buildings, with multiple units, that range in form within detached single-family home neighborhoods. Missing middle buildings typically have a footprint not greater than a large, single-family home, making it easy to integrate into existing neighborhoods. These housing types solve a critical need in the community: option. This approach provides a diverse array of options such as duplexes, four-plexes, and bungalow courts that fit within the existing neighborhood fabric yet connect people to local retail and services. This approach helps solve the mismatch among the available housing stock, the shift in demographics, and the growing demand for walkability.

Housing

GOALS & OBJECTIVES

The purpose of the housing element is to identify housing trends and needs from which goals and policies can establish actions and programs that guide housing development within the city.

Goal 1: Develop a diverse and high-quality housing stock that meets the needs of residents at all stages of life and income levels.

Objectives:

1. Encourage new housing development to fill the gaps in the housing market.
2. Expand housing options surrounding the downtown business district and within the southern part of town.
3. Work with developers to expand quality, affordable housing in the city.
4. Promote the development of multifamily and high-density housing in areas that are physically suited to serve higher densities.
5. Encourage congregate housing facilities to satisfy the needs of less-able seniors.

Goal 2: Strengthen and support existing neighborhoods.

Objectives:

1. Protect neighborhoods from incompatible land uses.
2. Improve transportation connections, particularly bicycle paths, routes, and pedestrian facilities.
3. Support the maintenance and rehabilitation of existing housing stock.
4. Support “missing middle” housing projects.

Goal 3: Create and sustain high-quality surroundings in all residential neighborhoods.

Objectives:

1. Establish development patterns and conservation design recommendations that protect the natural environment.
2. Encourage infill housing where appropriate.
3. Ensure future residential lakeshore development is designed to maintain and improve the natural character of the lake.
4. Encourage connections to retail, park and open spaces, trail networks, and lakes to create attractive and walkable neighborhoods as a means of attracting families.
5. Ensure that new development, landscaping, or other alterations on lakeshore properties maintain and enhance native trees and vegetation along the shoreline to ensure natural beauty and aquatic habitat.

Goal 4: Provide a diverse mix of affordable housing types for a variety of age and income groups.

Objective:

1. Promote the development of housing alternatives specially designed for seniors and elderly, including, but not limited to, adult living facilities and adult foster care homes. Sites for elderly housing should be encouraged to be on sites that have access to appropriate infrastructure.
2. Maintain and increase housing opportunities for income-restricted residents.
3. Support and collaborate with groups such as Habitat for Humanity.
4. Encourage single-level homes to provide “age in place” living.
5. Provide opportunities for long-term rental needs in town.



True Value

ENB

THRIFTY WHITE PHARMACY

NO TURN ON RED

STOP

Economic Development

OVERVIEW

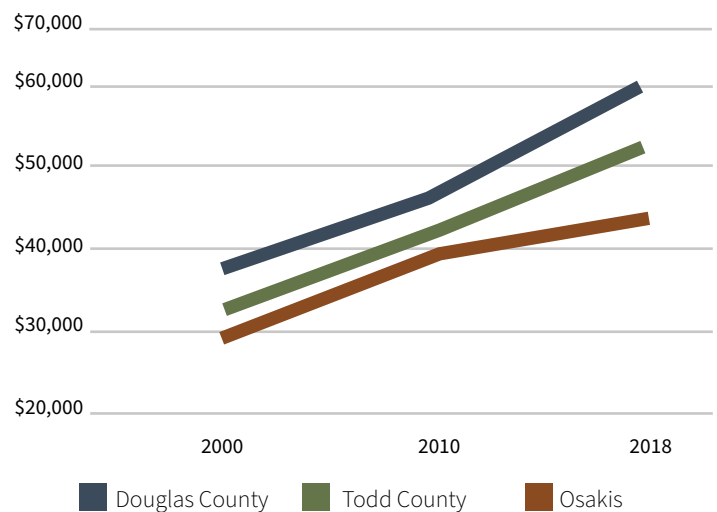
Economic development seeks to strengthen a community through the expansion of its tax and employment base. Economic development today is mostly focused on job creation, but staff and cities are involved in a multitude of economic development actions, some of which we will cover in this chapter. By integrating a variety of economic development practices and functions, the city can take dramatic action on the vision of the plan. Ideally, economic development should balance economic vitality with stability, environmental protection, and preservation of Osakis' small-town character.

ECONOMIC TRENDS

Economic trends can be important indicators as to the economic health of the community. Following is a summary of several economic indicators, including income, employment, industry, and labor force demographics.

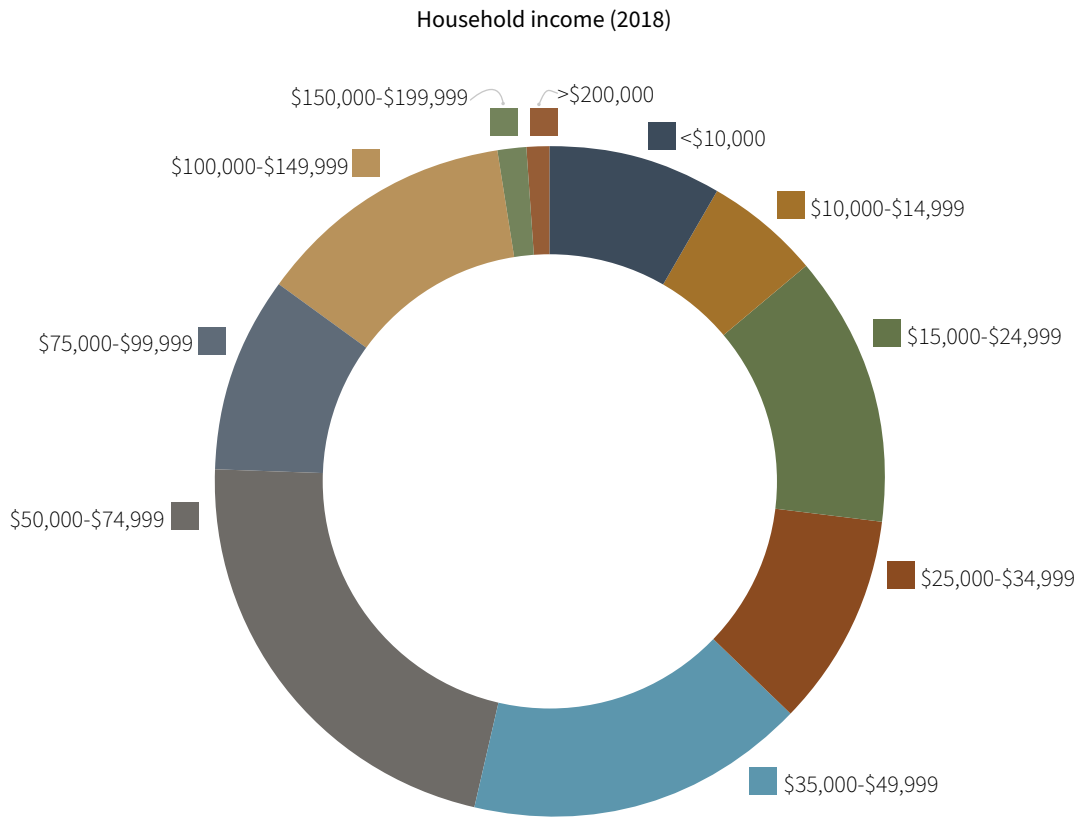
Income

The 2019 American Community Survey estimates a median family income in Osakis to be \$43,450. Median income is the amount that divides the overall income into two equal groups, with half having incomes above the median and half having incomes below the median. The median income in Osakis is lower than both Todd and Douglas counties. Median income has increased nearly 11 percent since 2010, where the American Community Survey estimate was \$39,091. Both Douglas and Todd counties also experienced a median income increase between the years of 2010 and 2018. The figure below illustrates the income growth.



This chapter includes:

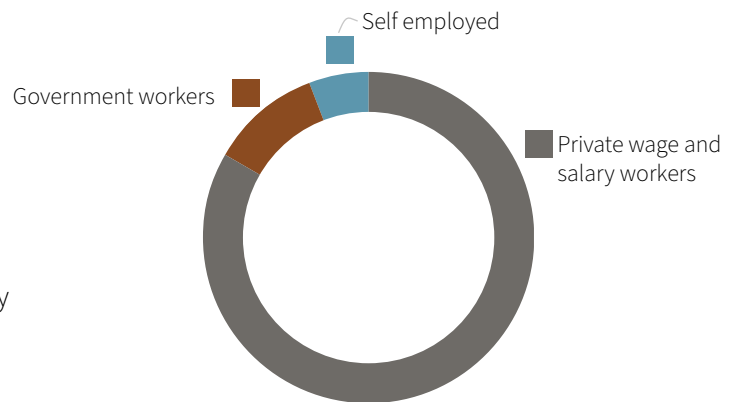
- Current trends
- Existing economic conditions
- Public input on economic development



The above figure illustrates household income in Osakis. Household income is defined as the sum of total personal income for all members of the household of a certain age. Osakis has a wide array of household incomes; however, approximately 27 percent of households make less than \$25,000 per year. Nearly 27 percent of households have an income between \$25,000 and \$50,000. Providing housing and service opportunities for the lower income households will need to be addressed by the community. The far majority of households earn under \$100,000 per year. Nearly 2% of households earn an income higher than \$150,000.

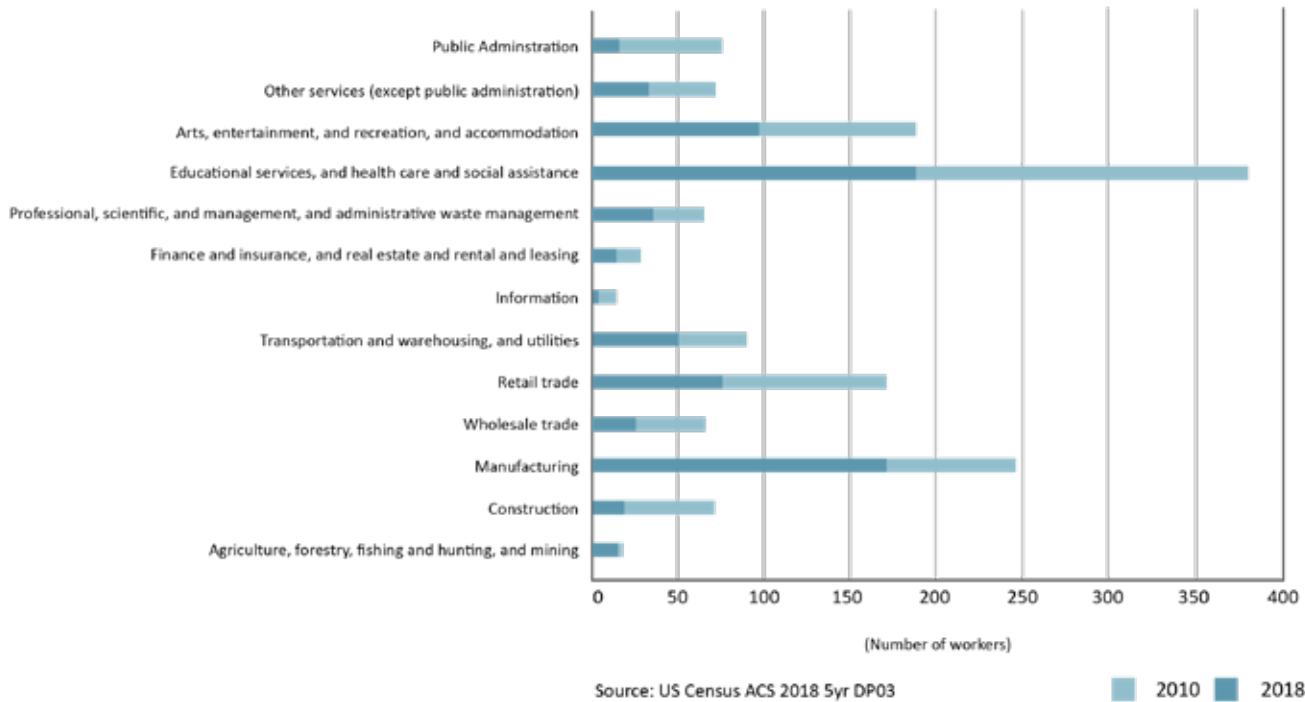
Employment

The following figure illustrates the industry provided for Osakis residents. The table provides insight into the employment characteristics of employed workers. The information contained in the figures within this section may be used to help determine economic development needs and strategies for recruitment, expansion, and marketing.



Of the total population, 746 are civilian employed and are over the age of 16. To provide a snapshot of the public, private, and self-employed, the following figure illustrates the class of workers within the city. The majority of residents are private wage and salary workers. Nearly 6% of residents are self-employed.

**Osakis
Industry Profile
2010 - 2018**

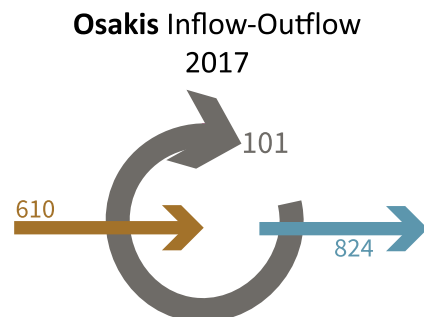


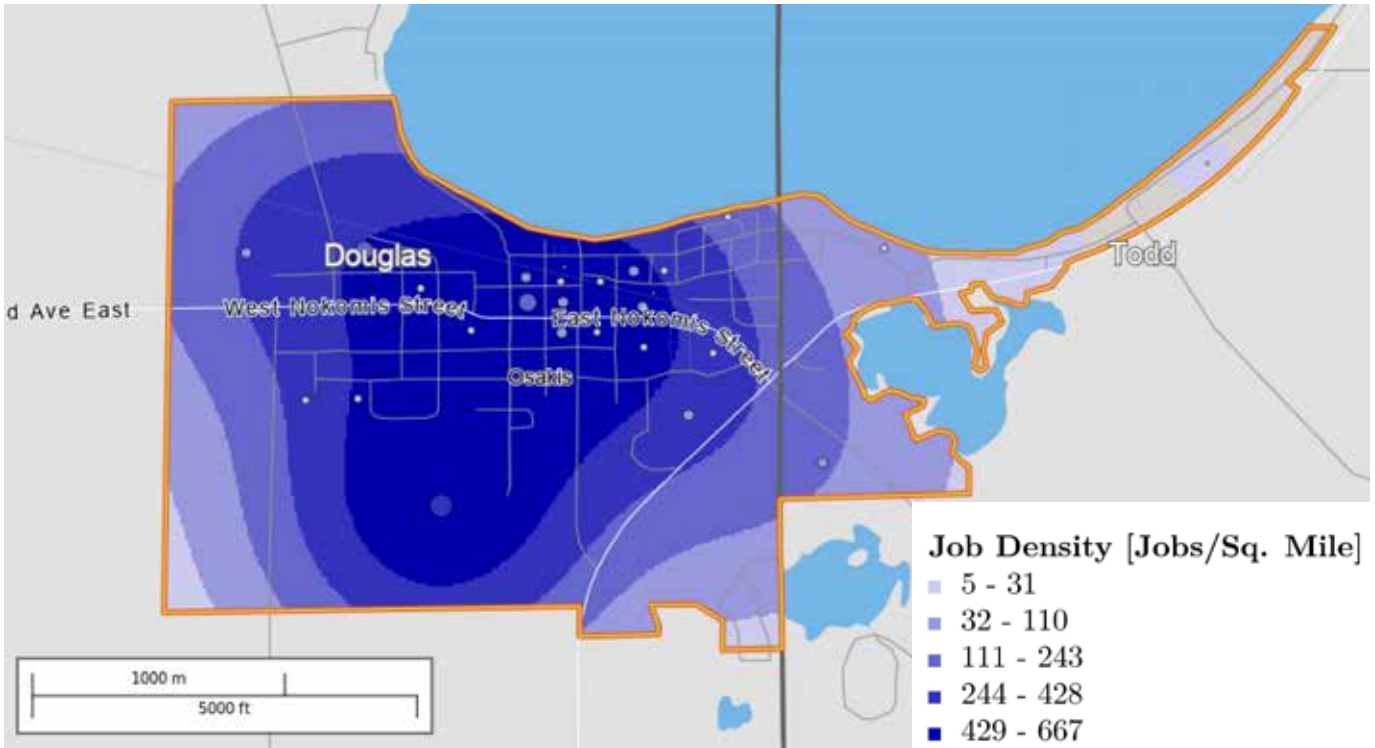
The industry profile illustrates the industries in which Osakis residents work. The educational services, health care, and social assistance industry is the leading industry, employing 25 percent of the workforce. The second leading industry is manufacturing, employing nearly 23 percent of the workforce. The education services, health care and social assistance industry has seen a slight decrease of 2% of workers since 2010. Manufacturing is experiencing significant growth, a change of 131% since 2010. Three industries have seen an increase since 2010: manufacturing; transportation, warehousing, and utilities; professional, scientific, management, and administration. All other industry categories have experienced a decrease in growth since 2010.

The occupation profile provides more details and insight into how people work. The majority of Osakis workers, 28%, are employed in the production, transportation, and material moving occupation. The second leading occupation with 26 percent of workers is the management, business, science, and arts occupation.

Jobs and Wages

An inflow-outflow assessment provides insight into the total job counts within the city. A total of 613 workers employed within the city live outside of the study area (city limits). A total of 96 people live, and are employed, in the selection area. A total of 801 people live within the city but leave for employment opportunities outside of the study area. Of those 709 workers who come to the city and stay in the city to work, we can evaluate their industries and weekly wages. This information is important for city and economic development staff in evaluating appropriate techniques and practices to advance local programming and initiatives.



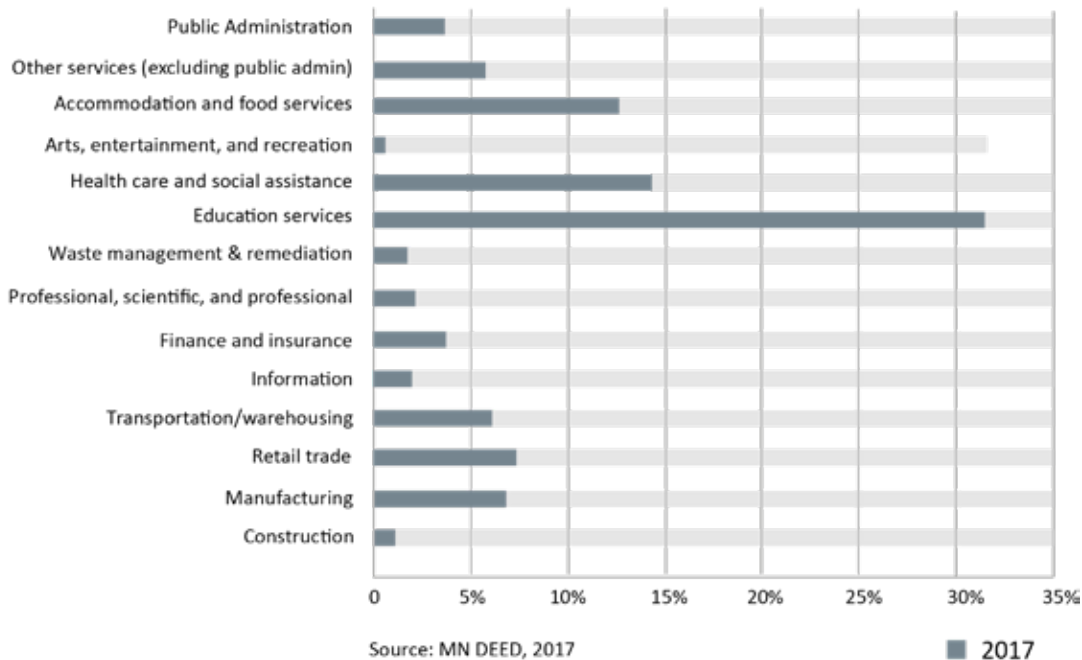


Source: US Census Bureau

Understanding the job density and industry within the city, not solely focusing on Osakis residents, is also important in analyzing existing conditions and identifying trends. The map displays the concentration of jobs throughout the city and depicts the number of jobs per node.

The leading industry sector within the city is education services, employing nearly 32% of workers. The second leading industry sector is health care and social assistance,

employing nearly 15% of workers. Accommodations and food services sector employs nearly 13% of workers and is ranked as the third leading industry within the city. The data also provides insight into the monthly salary of these workers. Forty-three percent, or the majority of workers who come into the city, and those who live and are employed within, earn \$1,250 per month or less. The following figure illustrates the earnings per month.



Osakis Economic Development Authority

Successful economic development is affected by the availability of land, financial resources, transportation access, available labor pools, size of service area, educated employees, community attributes, and the entrepreneurial spirit. The preservation and creation of jobs, enhancement of tax base and promotion of the general welfare of the people of Osakis are the primary objectives of the city's economic development activities. To meet these objectives, the Osakis Economic Development Authority (EDA) was established by the City Council in 1997. The Osakis EDA primarily functions as an advisory board while the City Council has all final decision-making authority. Through the EDA, the city provides business assistance with tax increment financing (four active TIF districts), tax abatement, the use of JOBZ acreage, the issuance of industrial revenue bonds, and works with local lenders to provide conventional financing. The city also works closely with regional and state agencies, such as West Central Initiative Foundation and the Minnesota Department of Employment and Economic Development (DEED), which offer additional economic development programs.

Location and quality of life

Osakis' economy benefits from its location adjacent to I-94 and its proximity to the Alexandria area. Additionally, the area's lakes draw retirees, advancing service and construction occupations. Resulting opportunities draw experienced workers, which may stabilize slowing labor force growth and an aging workforce.

TRENDS AND IMPACTS

A multitude of trends and economic impacts have affected the city in recent years. The follow trends have been successful practices in communities across the nation and are becoming best practices.

Economic gardening: An approach to job growth and business development is gaining traction in recent years. The practice of "economic gardening" seeks to grow the local economy from within by promoting local entrepreneurship and small and local business development. Economic gardening works with what you have in the community to build new opportunities.

Entrepreneurial environments: Encouraging entrepreneurship is one of the most effective development strategies for a community. By developing strategies to support entrepreneurs and creating an entrepreneurial ecosystem, communities can bolster entrepreneurship and provide resources to support economic growth and job creation. Entrepreneurship ecosystems support business development, nourish new business startups, and provide

the access to resources that business owners need to operate in an environment that is supportive. This approach can lead to enterprise start-ups and create a culture of entrepreneurship among community residents.

Rural cultural economy: Cultural facilities and programming provide a particularly vibrant form of locally oriented growth potential. This approach helps route purchases toward local purchases that support other local incomes. Communities can attract artists who bring their own direct export sales, resource-gathering abilities, ideas, and creativity to the area. Tourism attraction is also spurred from this approach. And, if facilities and programming are in a historic downtown, revitalization and other retail investments may transpire.

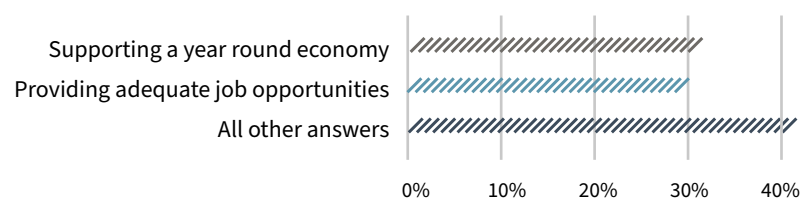
Trail Towns: Through careful planning and partnership, communities are realizing the full potential of linking trails and businesses. The trail town model of economic development places trails as the centerpiece of a tourism-centered strategy for small-town revitalization. Trails aid in building strong, healthy communities with increased property values for area residents and improved economic opportunities for local businesses.

COMMUNITY INPUT

In order to obtain community input on economic development within the city, several questions relating to commercial and industrial development were included in the community survey. Community input is essential in developing a vision of the community, while identifying focus areas and priority initiatives that will lead city officials and staff.

When asked about growth and development, survey respondents noted that the two top challenges facing the city are supporting a year-round economy and providing adequate job opportunities. Survey participants also spoke to the importance of economic development being a large focus of the comprehensive plan update.

Q12 | When it comes to growth and development, what is Osakis' greatest challenge?





Economic Development

There is much more to the profession of economic development than solely job creation. Economic development staff is involved in a variety of workforce development, permitting assistance, and other critical tasks to advancing economic development goals within the community. Below is a list of tasks and issues that staff get involved in:

- Retention and expansion
- Marketing/recruitment
- Economic development planning for the area you serve
- Community development functions
- New business start-ups and entrepreneur support
- Workforce development
- Research/data analysis
- Provide or assist with loans or grants
- Property development/redevelopment
- Leadership development
- Permitting assistance for businesses
- Retail development
- Downtown development

Participants also voiced their highest priority for future growth in Osakis being centered around commercial and retail growth, as well as industrial growth. Community members spoke to job and retail growth as a critical element to transforming into a thriving community. Downtown Osakis serves as the cultural center of the community, a central business district that greets passersby and is within walking distance of Lake Osakis. The downtown received positive responses about the area and recent improvements (street enhancement, façade improvement). The responses also identified areas of improvement that focus on enhancing shopping and retail options and offering more attractions and activities.

Core framework

The following approaches and practices can support the actions in advancing the themes we have heard from residents and assistance staff. The data has been analyzed and collected in implementing the goals and policies within this chapter. An essential component of this section is focused on asset-based development, where the city should capitalize on its strengths rather than a “needs”-based approach to economic development.

Look Beyond Industrial Recruitment

Support small business developments and see the value in emphasizing the benefits of economic diversifications. Osakis can work toward building a strong existing business program. Take collective action to build an existing business program that supports the health of local businesses and foster new business start-ups with entrepreneurial development programs. Buy local campaigns can be a beneficial effort to support existing businesses as well as those exploring niche markets. By shifting our focus from reaching toward the next big industrial facility to building the capacity of local small businesses, owners can then hire more staff and collectively make a larger impact than one large facility.

Transform Regulatory Barriers

A multitude of tools and incentives hinder business development. These barriers come in the form of ordinances, local regulations, access to capital, and tax and financing obstacles. Engage with local business owners to get an understanding of existing barriers. Analyze local zoning ordinances and make amendments to support multistory, pedestrian-oriented districts that are designed to support a mix of small and large commercial spaces. Work with the EDA to remove those barriers or develop new offerings to support business expansion efforts. Identify how economic development incentives can be directed to foster local business success and to accelerate the growth of minority-owned businesses.

Rethink Downtown Vacant Spaces – Adaptive Reuse

Adaptive reuse can help the city fill vacant storefronts and turn vacant historic buildings into new spaces that support new businesses. Look to support adaptive reuse projects and develop a program that assists with permit waivers and faster review timeline for eligible projects. City leaders should expand the definition from central business districts to central social districts and focus on



building the social elements that bring people downtown. As we reimagine our storefronts, staff should study the importance of incubator spaces and business clusters. Ordinances to allow light industry, such as pottery making, woodworking, glass making, jewelry making, and breweries downtown can contribute to the sense of place and social aspects of the district.

See the Value in Investing in Quality of Life Improvements

Both residents and businesses value physical and natural elements that contribute to the community's identity and spirit. A variety of factors can improve quality of life. Continuing to enhance the downtown district with neighborhood-serving shops, restaurants, retail, walking and bicyclist improvements, cultural and artistic elements can help compete for growth and better serve residents, businesses, and visitors. A range of affordable housing types with increased access to open space and recreation are also critical goals to support the existing workforce while attracting new workers and businesses.

Form partnerships and collaborate

Partnerships are imperative to advancing local economic development. The city should look to work collectively with the various forms of government agencies involved in economic development, community development, and planning work. This includes local and regional coordination, leveraging relationships with education institutions and promoting those partnerships. Osakis should work cooperatively with other governments to combine resources and streamline regulations. Work to create opportunities for networking and communication between normally disconnected groups.

Economic Development

GOALS & OBJECTIVES

The purpose of this element is to recognize and maintain the community assets that promote the small-town feel of the community. This includes supporting and improving the downtown, preserving the culture and history of the community, and supporting the growth of community events.

The purpose of the Economic Development Element is to promote a diverse, sustainable, and proactive economic environment that incorporates all elements of the city's identity, focused on community, culture, and commerce.

Goal 1: Promote Osakis as a great place for business and commerce.

Objectives:

1. Provide assistance for businesses looking to grow, start up, or relocate in town.
2. Invest in quality of life amenities: housing, parks, trails, open space, and community programs and events.
3. Establish partnerships and coordinate with local, regional, and state organizations that support economic development activities.

Goal 2: Develop strategic initiatives and coordinated efforts that support job creation and economic growth.

Objectives:

1. Actively promote Osakis as a thriving place to live and work.
2. Support efforts to strategically develop parcels along the highway corridors.
3. Continue to enhance the downtown core into a central gathering space.
4. Support local entrepreneurship and create a business environment that helps them thrive.
5. Partner with the EDA to help expand and retain existing businesses.
6. Explore the possibility of a downtown improvement district.

Goal 3: Promote skill development for residents of all ages through training efforts and education.

Objectives:

1. Identify gaps between workforce skills and industry needs.
2. Expand and promote the community education opportunities in town by partnering with area organizations.

Goal 4: Consider a full suite of economic development tools to support local businesses to help them grow and attract new businesses.

Objectives:

1. Research and develop business assistance programs.
2. Provide site-selection assistance.
3. Establish financial assistance policies and a business retention and expansion program.

Goal 5: Support tourist-related commercial enterprises that strengthen the city's position as a tourist destination.

Objectives:

1. Partner with key stakeholders to support and expand activities and special events to attract visitors.
2. Promote and expand the programming and offerings of the biking community in the central business district.
3. Develop programming, funding mechanisms, and rehabilitation efforts to assist the commercial business districts and industrial areas.

Tourism

OVERVIEW

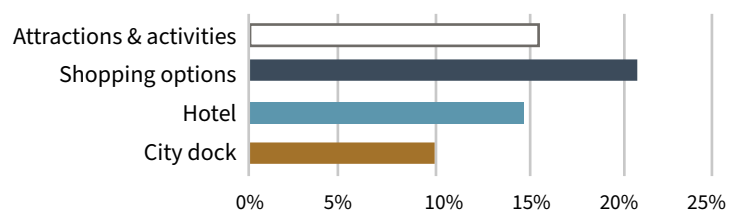
In Minnesota, travel and tourism is a \$16 billion industry per year (Explore Minnesota Tourism). In 2018, almost 1 million out-of-country people visited Minnesota. Osakis serves as a tourist attraction through most of the year. The city offers visitors a wide variety of recreational opportunities, including fishing, water activities, camping/RV, resort activities, recreational trail activities, bowling, golfing, snowmobiling and unique shopping.

Events and attractions include the Osakis Festival, Rose Days, Easter Days, the summer fishing contest, Quilts Along the Trail, Santa Day, and Roddin' around the Lake, among others. Parks and recreational offerings are further discussed in Chapter 6.1. The commercial base reflects the impact tourism has on the community. There are numerous antique and specialty shops in the downtown area, including antiques, quilt shops, craft and other gift shops, and restaurants.

Tourists have a positive financial impact on the community's economy by spending on food, lodging, equipment, services, entertainment, and other attractions. Considerations required to service tourists include weekend business hours, options for evening entertainment or "night life" and provisions for parking recreational vehicles. Tourism can also have secondary economic impacts on other industries such as construction, storage facilities, dock services, small engine repair, and others.

In 2019, the state of Minnesota started a new tourism campaign — Find Your True North. This campaign is used to highlight key interest segments for those people who have visited the state in the past and those who haven't. The campaign is further refined by the use of the hashtag #onlyinMN. This hashtag allows visitors to personalize their Minnesota experience. The City of Osakis can look to these tools that are being developed on a statewide level and refine them to attract visitors.

Q18| What do you feel is missing from the downtown?



This chapter includes:

- Minnesota tourism information
- Lodging and accommodations



Understanding that regional destinations are outside of the city's control but vital to the image and opportunities for residents and visitors will help the city capitalize on their economic benefits. Examples of regional destinations include trail networks, Battle Point Park, Lake Osakis, and other area lakes. Lake Osakis is a popular destination in the summer for fishing, boating, and swimming. In the winter, it is just as popular for ice fishing, snowmobiling, and cross-country skiing.

Lodging and accommodations

Accommodations are a basic need for travelers, which is why it isn't surprising that lodging accounts for 20% of travelers' spending. Within the city limits and just outside, an assortment of resorts offer a variety of amenities, including sandy beaches, full-service docks, internet, equipment rentals, and outdoor activities.

As an additional option for accommodations, the city can consider short-term rentals, where visitors stay in private homes or apartments. Having this as an option allows travelers additional choices and nontraditional options that may be even lower in cost. Some benefits to residents include allowing property owners to diversify their revenue streams as well as the increased economic activity in town by the additional visitors. By having short-term rentals, as well as a rental license requirement, communities have expanded their options for tourism, while still protecting the sense of community and ensuring safe places to stay. Large cities have noticed a few drawbacks, including increased housing costs for residents and the loss of tax revenue from traditional lodging taxes after allowing short-term rentals. Source: Economic Policy Institute

Tourism

GOALS & OBJECTIVES

The purpose of this element is to continue to support and expand the community's tourism industry through promotion and marketing the area attractions and businesses, in addition to working with businesses to build up a stronger, healthier, and more efficient tourism sector.

Goal 1: Increase the number of visitors that come to Osakis.

Objectives:

1. Leverage the Central Lakes and Lake Wobegon Trail and work with downtown business owners to advertise and market opportunities.
2. Consider the needs and desires of residents as well as tourists when planning future park improvements.
3. Highlight area tourist attractions, events, and commercial/service-related businesses.
4. Monitor and adapt to changes in tourism, including business hours of operation to accommodate visitor needs.
5. Develop a local farmer's market program to promote area goods and services.
6. Develop a trailhead for the bicycle network.

Goal 2: To have a sustainable, year-round economy through partnerships with local businesses, resort operators, and other agencies to create opportunities for everyone.

Objectives:

1. Encourage development of diverse retail and services that support local and regional needs.
2. Promote and preserve unique local amenities and drivers for regional tourism and outdoor recreation.
3. Explore overnight stay options to accommodate a wide array of visitors in town.

Goal 3: Establish partnerships with local hospitality and tourism sectors to expand recreational facilities and programs.

Objectives:

1. Provide a wide range of recreational opportunities throughout the year.
2. Strategically identify and plan for new recreational resource opportunities, focusing on winter and shoulder seasons.

5.1



Natural Environment

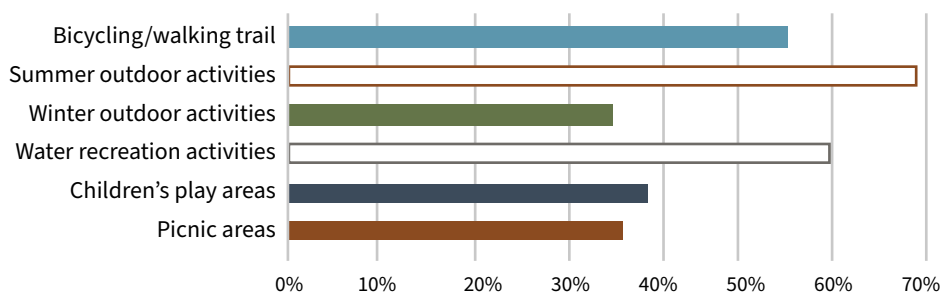
OVERVIEW

All aspects of the natural environment play an important role in the quality of life in Osakis. Having lakes, woodlands, open fields, wetlands, and waterways accessible to residents and visitors is a valued amenity. As part of the communitywide survey, participants noted a series of common themes related to these features. General recreation opportunities and abundant natural resources were identified as high priorities to residents.

Economic value: The city's natural environment provides a valuable service to the Osakis area, which can be measured in terms of its effect on the local economy. As the city continues to make improvements to existing assets, total economic value can also include:

- **Property value:** Homes that are near parks have been shown to have higher property values. This, in turn, can generate additional tax revenue for the city.
- **Tourism value:** Osakis includes several features that attracts regional residents and visitors to the community. Visitors who come to Osakis may also visit local shops and restaurants, increasing sales tax revenue.
- **Direct use:** Direct use value involves the willingness of a park visitor to pay to participate in activities or enjoy facilities for activities. Because these facilities are offered for free, the direct use is a measure of how much the public has saved if it were to use a private facility of similar caliber.
- **Health value:** Park access has been shown to increase levels of physical activity. Active lifestyles are associated with lower levels of heart disease, diabetes, and other medical conditions. In addition, the natural vegetation within parks improve local air quality, creating a healthier urban environment.

Q18 | Which of the following recreation opportunities do you support enhancing?
(choose up to three)



This chapter includes:

- Parks & Recreation
- Natural Resources

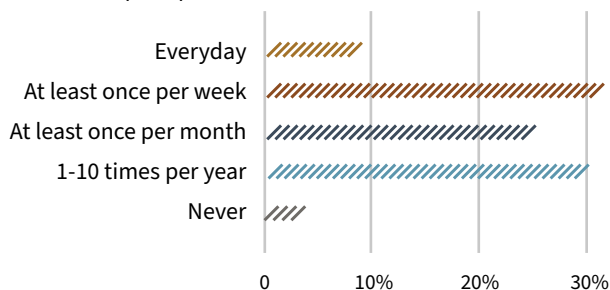
Parks & Recreation

OVERVIEW

Recreation is viewed as an integral part of life, providing a necessary and satisfying change from the things we usually do and the places where we spend most of our time.

Offering quality recreational opportunities begins with proper planning. To ensure adequacy and maximum usability, recreation areas and facilities should be developed with regard for the needs of the people and the area they serve. Planning must take into consideration a number of factors, including, but not limited to, location of existing recreational areas (i.e., proximity to the area served, separation from incompatible land uses), adequacy of existing facilities, site planning for the location of future facilities, access to current and future facilities, provisions for recreation programs, and financing, maintenance, and management of existing and proposed parks, trails, and recreational facilities.

Q3 How often do members of your household visit or use one of Osakis' parks, trails, or open spaces?



Financial resources

The city budgets for operational expenses through its annual budget process. The city currently utilizes donations from organizations and individuals, grant programs, and the general tax levy to cover expenses relating to parks. The city should consider establishing a capital improvement plan for long-range capital improvements to the park system. Examples of expenditures within the capital improvement plan include purchase of playground equipment, purchase/planting of trees, paving of the parking lot, etc.

Several resources are available to assist the City of Osakis in providing adequate parks, trails, and facilities for residents.

Typical sources include:

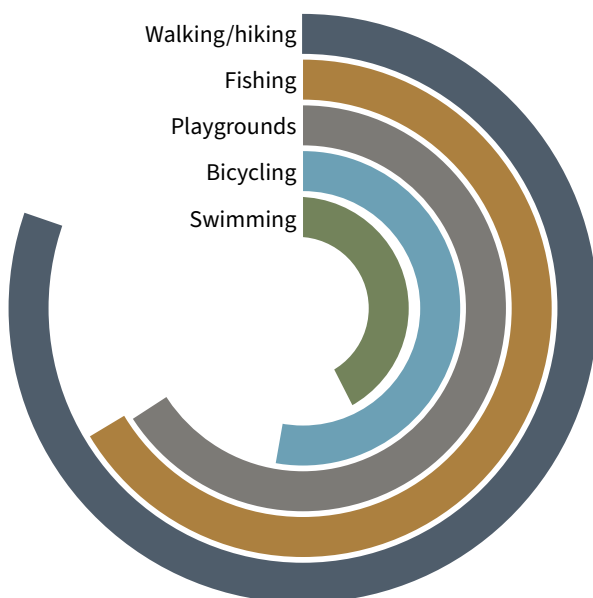
1. Property taxes
2. Park dedication/fee In-lieu of parkland dedication requirements
3. User fees
4. Volunteer hours/labor
5. Donations by private individuals, civic organizations, organized groups, etc.
6. Grants

This chapter includes:

- Existing Park Network
- Existing Trail Network
- Future Opportunities



Q4| Which activities, in Osakis, have you or members of your household participated in during the past three (3) years:



Passive recreation: refers to recreational activities that do not require prepared facilities like sports fields or pavilions. Passive recreational activities place minimal stress on a site's resources; as a result, they can provide ecosystem service benefits and are highly compatible with natural resource protection. Examples of passive recreation include: camping, hiking, wildlife viewing, bird watching, swimming, cross-country skiing, bicycling, fishing, etc.

Active recreation: refers to a structured individual or team activity that requires the use of specific facilities, courses, fields, or equipment. Examples of active recreation include: baseball, golf, hockey, football, etc.

EXISTING PARK NETWORK

The City of Osakis' parks serve a wide variety of users. By knowing the characteristics of the current and future users, the city can best use its resources to create an optimal mix of park and recreational opportunities. Because communities differ greatly in need, desire, and challenges, there is no "one size fits all" standard for parks and recreation (2020 NRPA Agency Performance Review). Communities the size of Osakis typically have 12 acres of parkland per 1,000 residents (NRPA). The city of Osakis currently has eight acres of parkland land, not including school-owned parkland.

In addition to providing recreational opportunities, parks provide community connections. Parks can define a community, allowing for community cohesion and a place to hold events and connect with fellow community members. Parks can create a better sense of place for both residents and visitors.

Following is a listing of the park and recreational facilities in the City of Osakis. The inventory below does not include recreational facilities that are a part of school grounds or recreation businesses such as golf courses.

Park Osagi

Features: playground equipment, basketball courts, nature areas, public restroom, gazebo, drinking fountain, and three picnic shelters with numerous picnic tables and grills.
Location: Lake Street between Fourth and Sixth avenues.

Central Park

Features: green space
Location: Central Avenue between Lake and Main streets.

Bill Sliper Lions Park

Features: picnic areas and parking
Location: intersection of Highway 127 and First Avenue East on the southeast edge of Osakis.

City Beach

Features: nature areas, swimming, sand volleyball court, warming/changing house, bike rack, and parking
Location: south end of Lake Osakis near Lakeside Cemetery.

Eighth Avenue West Park

Features: Basketball court
Location: Eighth Avenue West

Battle Point Park

Features: Concrete boat ramp, fishing pier, pavilion, playground equipment, restrooms, and parking.
Location: east side of Lake Osakis on Faraway Lane
**This park is outside of the city's limits and control; however, it serves the regional area, which includes Osakis.*

Access to Public Waters

The public has access to Lake Osakis on the south side of the lake along First Avenue East. On-site parking for vehicles and boat trailers is provided at the public access. There is a concrete ramp suitable for access via trailer or carry-in and is managed by the Minnesota Department of Natural Resources. This site also has seasonal bathrooms.

EXISTING TRAIL NETWORK

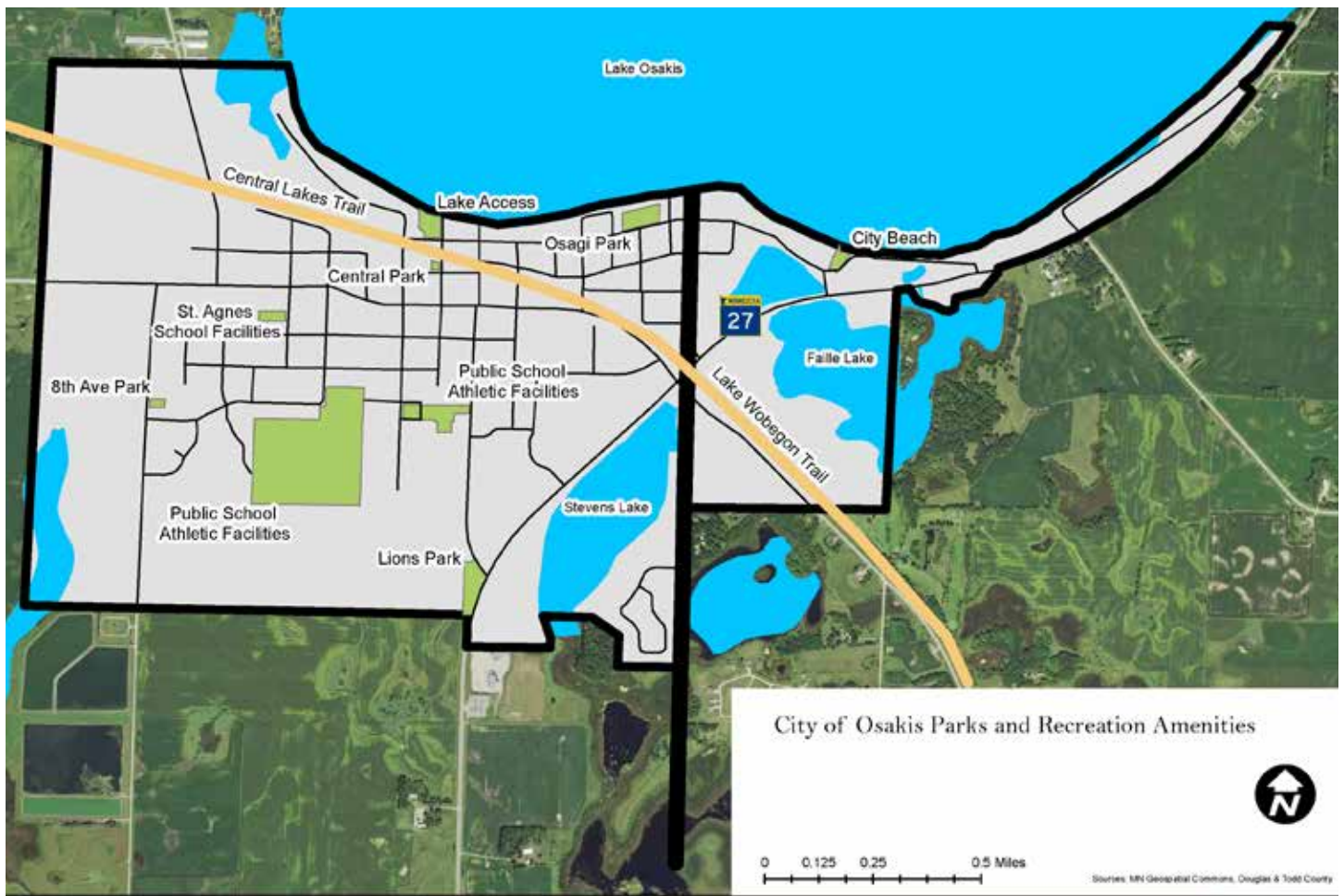
The City of Osakis has two major trail networks that connect within the city. These trails provide exceptional recreational opportunities for residents. Trails or pathways should be designed with the following goals in mind: (1) safety – protect nonmotorized and motorized users (depending on the type of trail) from adjacent or crossing vehicular traffic, (2) linkages - provide links between local parks and recreational areas and regional trail systems, (3) natural environment – protect the natural environment and design the trail system while protecting natural features, and (4) continuity – provide continuous trail systems with as few interruptions in user movement as possible.

Central Lakes Trail

This scenic state recreational trail running from Osakis to Fergus Falls covers 55 miles through the communities of Osakis, Nelson, Alexandria, Garfield, Brandon, Evansville, Melby, Ashby, and beyond to Fergus Falls. The Central Lakes Trail is an all-season recreational trail that provides a 14-foot-wide bituminous surface for safe, off-road, nonmotorized travel by biking, walking, or rollerblading in the spring, summer, and fall. It also provides safe, permanent routes for snowmobiling in the winter.

Lake Wobegon Trail

This trail runs on the abandoned Burlington Northern Santa Fe rail corridor. Stretching from St. Joseph to Osakis, this 65-mile trail passes through small towns, forests, open areas, and along waterways. The trail is paved from end to end and is 10 feet wide for users to enjoy while walking, biking, rollerblading, and snowmobiling. The Lake Wobegon Trail Association works closely with the Stearns County Parks Department to maintain the trail.



The city currently does not have a sidewalk plan or policy in place. There are few designated walkways or bikeways within the city.

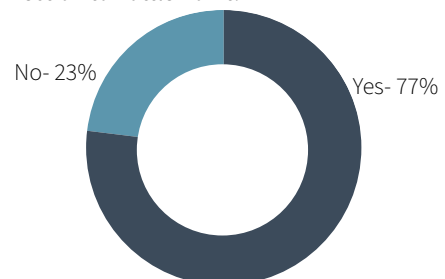
COMMUNITY INPUT

Input was gathered to help guide the city’s future development and long-range planning efforts, specifically related to parks, open space, and trails in a spring 2020 survey. The following is an overview of the leading themes identified in the survey.

Key themes

As a part of the community input process, participants noted a series of common threads that relate to the existing park and trail systems. Respondents indicated the existing networks serve the residents well but suggested areas of improvement to existing amenities and events as well as possible additions to the parks and trails to increase the usage.

Q8 | Would you use and/or support a lakefront trail with a connection to Battle Point?



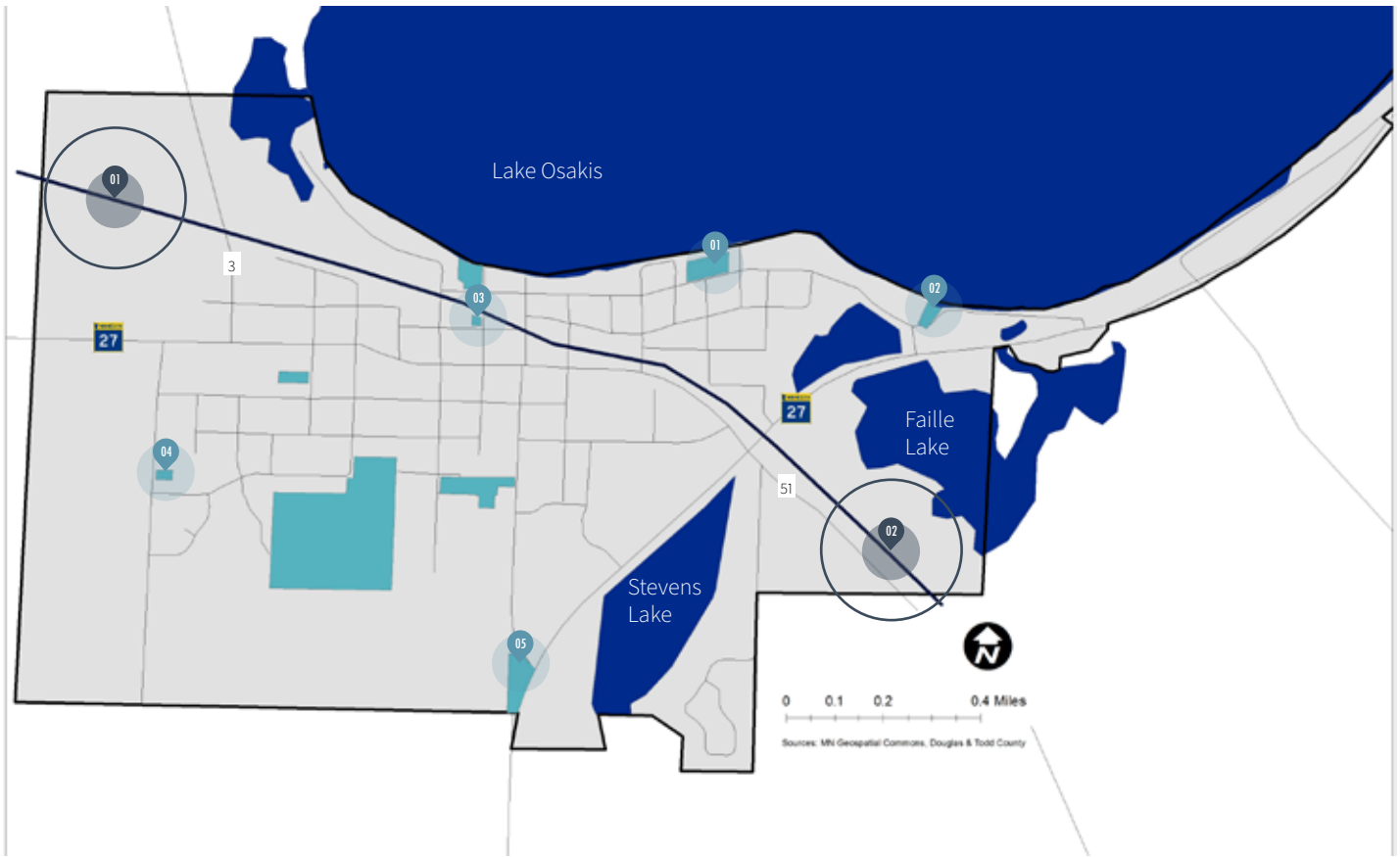
Usage: Natural areas play a significant role in the community’s image and the quality of life for the residents who use these spaces. People view the available recreational opportunities as an asset. Survey respondents (70%) stated that having dedicated land for parks and open spaces was a good idea. Over half (Q3- 65.66%; Q6- 56.62%) of the respondents stated they use or visit Osakis’ parks or trails at least once per month or more. The typical uses participants noted in the survey were walking/hiking, biking, fishing, and using playgrounds. Park Osagi, the school parks, and the city beach are the most used parks according to the survey.

Trails: With walking, hiking, and biking being typical activities respondents participate in, it is not surprising that 76 percent support expanding the trail network to Battle Point Park. When asked about future trail construction, participants primarily were interested in health and exercise and recreational uses. Throughout the survey, there was minor support for ATV/snowmobile trails in town.

Amenities: Survey respondents noted the opportunity to improve the upkeep of the current parks and trails. They also would like to see increased amenities, including restrooms, benches, and garbage cans along the trails and at almost all of the parks.

Events/Activities: Lake Osakis is an asset to the community, and further options to connect residents to the lake should be explored. Participants noted there is an opportunity to have more outdoor summer activities, which could include special town events. With these events, the need for improved communication to residents was mentioned.





Q12-16; 20 | Improvement Preferences:

Parks

- 01** Osagi Park

 - New/improved restrooms
 - Upgraded playground equipment
 - Drinking fountain
- 02** City Beach

 - Fully covered shelter
 - Picnic area
 - Splash pad
- 03** Central Park

 - Restrooms
 - Picnic area
 - Pavilion or bandshell
- 04** 8th Ave Park

 - New playground equipment
 - Restrooms
 - Benches
 - Signage- people were unaware of this parks existence

- 05** Bill Sliper Lions Park

 - Welcome/information area
 - Restrooms
 - Picnic area
 - Landscaping to provide shelter from the road

Trails

- 01** Central Lakes Trail

 - Restrooms
 - Trash cans
 - Benches
- 02** Lake Wobegon Trail

 - Restrooms
 - Trash cans
 - Benches

Parks & Recreation

GOALS & OBJECTIVES

The purpose of the element is to provide for a system of public recreation and open space sites that are available to all citizens and visitors. A park system attempts to serve all age groups, providing choices between activity-based and resource-based recreation and provides a geographic balance, assuring that facilities are not concentrated in one or a few small areas.

Goal 1: Provide a quality system of parks, open space, and recreational facilities that satisfy the needs of the current and future residents.

Objectives:

1. Strive for 10 acres of Parkland per 1,000 Residents.
2. Ensure that residents have access to park land, open space, and trails within a walkable distance (up to half mile).
3. Ensure parks have a variety of amenities for all users.
4. Utilize parks, open space, and recreation assets and opportunities as a marketing strategy for the community.
5. Explore potential park funding mechanisms to assist the city in acquiring park land and developing recreational facilities.
6. Connect residents to destinations and services through open-space corridors, parks, and trail networks.

Goal 2: Improve the quality of Osakis' city parks.

Objectives:

1. Continue to provide public lake access through the following activities or programs:
 - a. Enhance and maintain amenities at the city beach.
 - b. Explore at least one public boat docking facility to Lake Osakis.
2. Encourage an adequate range of recreational opportunities for the residents and visitors to the community.
3. Develop a capital improvement plan and work with local organizations to upgrade existing parks.
4. Offer park and recreational amenities for all age groups such as playground equipment, athletic fields, and passive recreation opportunities.
5. Continue to work with the school district to provide for joint use of school/park facilities.
6. Provide and update signage for the local park system.

6.1

Goal 3: Continue to develop an integrated system of trails and walkways that promotes active living and provides efficient links to neighborhoods, community destinations, parks, schools, and regional trails in the area.

Objectives:

1. Plan and promote walking and biking by working with local, state, and federal partners to plan, fund, and construct a network of trails to increase the non-motorized transportation system.
2. Support downtown biking amenities that connect trail users from the Central Lakes and Lake Wobegon trails to the downtown core.
3. Plan for trail and sidewalk connections from neighborhoods to parks, linkages between parks, and existing trails.
4. Continue working with Douglas and Todd counties and Osakis, Orange, and Gordon townships to ensure coordinated growth of transportation systems and regional recreational areas and trails.

Goal 4: Serve the needs of all park and trail users and ensure equitable access to these facilities.

Objectives:

1. Provide parks with playgrounds or natural play areas that are within walking distance of residential neighborhoods.
2. Incorporate ADA into park designs to ensure they serve residents of all ages and abilities.
3. Respond to the desires and needs of residents, visitors, and tourists with regards to developing park facilities.

Natural Resources

OVERVIEW

Natural and physical features of the City of Osakis are simultaneously abundant resources and limiting factors of development. Natural resources in and around Osakis provide the foundation for maintaining a healthy environment, high quality of life, and growing sustainably. Osakis' natural resources are one of its greatest assets. Preserving and improving on natural resources will not only continue to provide a base for recreation but will also help support the local economy by providing high-quality resources from which to draw. Because of increasing affluence and people's growing desire to vacation and live in areas such as Osakis with high scenic amenities, it is imperative that Osakis plan for the protection of its natural resources.

The concept of sustainable development should provide direction. Sustainable development can be defined as "development that maintains or enhances economic opportunity and community well-being while protecting and restoring the natural environment upon which people and economies depend. Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs" (Minnesota

Legislature, 1996). The perspective of sustainability calls upon us to invest our time and energy in efforts that simultaneously strengthen the environmental, economic, and social dimensions of any issue.

This chapter provides background information on the City of Osakis' physical profile that is intended to assist in guiding growth and preserving natural resources.

PHYSICAL PROFILE

The Ecological Classification System (ECS) is a nationwide system developed to manage natural resources on a sustainable basis. Osakis is included within the Eastern Broadleaf Forest province. This province bridges the transition zone between prairie to the west and true forest to the east. Major landforms include lake plains, outwash plains, end moraines, ground moraines, and drumlin fields. (MN DNR)

Pre-settlement vegetation included maple-basswood forests interspersed by oak savannas, tallgrass prairies, and oak forests. Much of this region is currently farmed.

This chapter includes:

- Physical profile
- Surface water resources
- Groundwater resources



Topography and drainage

The area features gentle fluctuations in elevation from about 1,330 to 1,380 feet above sea level. Mild variations in the city's topography allow for a diverse array of development possibilities and options. A topographical survey indicates Osakis' terrain is generally flat and conducive to urban development; however, some areas of steep slopes exist along Lake Osakis, specifically near the Osage Park area and cemetery. These areas generally are of unique value to the community and function best if allowed to exist in a natural state or exist with limitations on development so that they will not be urbanized or irrevocably altered.

Soils

Many of the environmental decisions about using a resource are based on the kind of soil and the ability of the soil to support that resource use. The characteristics of the soils in the Osakis area are examined in order to make proper decisions on the use of the land and to protect the natural environment. Existing soils in the city have been principally responsible for the area's overall development pattern and may impose limitations or increased sensitivity to future urban development/redevelopment.

There are two general soil associations in the Osakis area, Waukon-Gonvick and Ves-Roliss-Normanina.

The Douglas and Todd county soil surveys reveal most surface soils within the city consist of loam with surface soils of black loam and subsoils of brown sandy to clay loam, which are, by nature, relatively level and poorly and moderately drained. Runoff, erosion, and wetness are the main limitations in use and management concerns.

SURFACE WATER RESOURCES

Watershed

The term “watershed” refers to the entire physical area or basin drained by a distinct stream or riverine system. Gravity and topography are the two major factors that define a watershed. Osakis is contained within the Sauk River Watershed. The Sauk River Watershed extends from the Mississippi River near St. Cloud into the eastern portions of Douglas County to within three miles of Alexandria.

All watersheds in Minnesota are currently going through an intensive watershed approach to restore and protect water quality. The Sauk River Watershed was first monitored in 2008 for baseline data to begin planning and implementation and allow for results to be measured. With the first set of data, strategies for restoration and protection were adopted in 2015. In 2018, the second round of monitoring began. This approach allows the state to be more efficient and effective in their efforts.

Through these efforts, two lakes within city limits have been directly impacted. Lake Osakis is still listed on the MPCA’s 2020 Draft Impaired Waters list for nutrients and mercury in fish tissue. On a positive note, Faille Lake has been recommended for delisting in 2020 due to corrective actions that were taken.

Lakes, rivers and streams

Approximately 6 percent of the city’s total land area consists of surface waters. Major surface water features within the city include Lake Osakis, Faille Lake, and Stevens Lake. In addition, several protected wetlands exist within and in close proximity to the corporate limits.

Clearly, the Osakis-area lakes are an important resource to the community, arguably the centerpiece of the community.

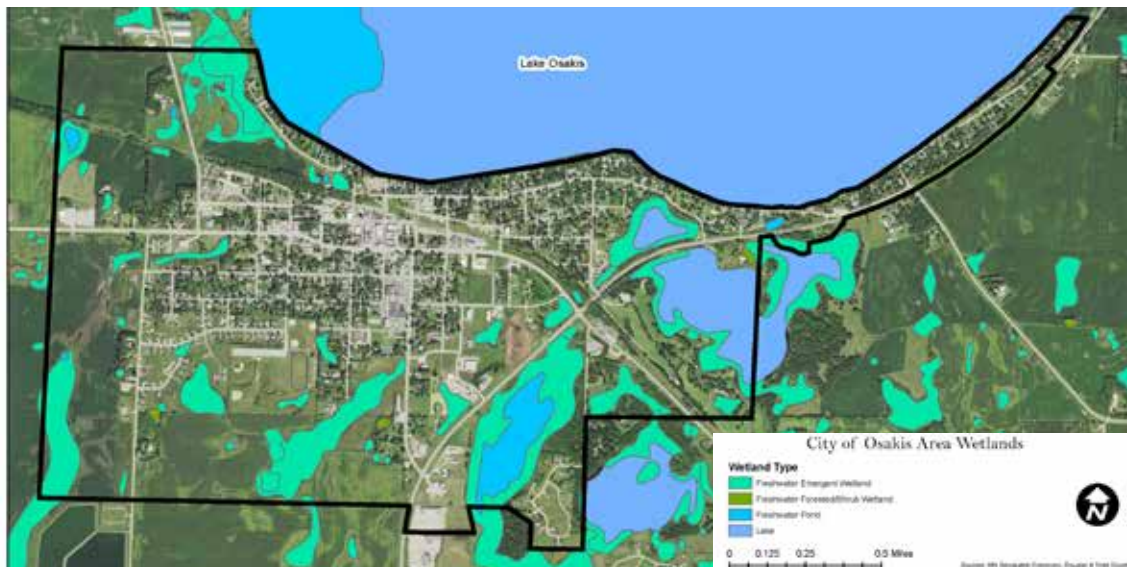
Lakes in the city support a high quality of life for area residents and provide thousands of people with a range of recreational opportunities and economic gains. The most notable of the water bodies within the city is Lake Osakis. Lake Osakis has been a popular destination for decades.

Osakis Lake is considered a non-flowage lake since it’s a headwater basin and becomes the starting point for the Sauk River. The land area draining to Osakis Lake, or its lakedshed, covers 84,881 acres. The surface area of the lake is 6,788 acres. It is the 40th largest lake in the state. (MN DNR)

The shoreline within the city along Lake Osakis has been almost entirely developed with homes, cabins, and resorts, creating the potential to negatively impact the lake. Development on lakeshores has been shown to increase nutrient levels and shoreline erosion, which leads to an increase in algae blooms and suspended solids, thereby decreasing water clarity and degrading habitat. Efforts should be made to monitor development-related activities that contribute most to degradation of the lakes. These activities include removing aquatic and terrestrial vegetation along the shore; increasing impervious surfaces, nitrogen, and phosphorus fertilizers; using riprap and other damaging landscaping practices; and compacting the soils.

Wetlands

Wetlands represent approximately 6% of the surface area in Osakis. Historically, they have been regarded as obstacles to development rather than areas of intrinsic value. However, wetlands are valuable for storing essential surface waters, stabilizing surface waters to minimize the danger of droughts or floods and supporting wildlife habitat. Wetlands are also the primary method of recharging aquifers, ensuring a continued water supply. Wetlands cleanse and purify surface water by removing nutrients and other contaminants from stormwater runoff.





Floodplain

In 2011, the City of Osakis adopted the Department of Natural Resources' Floodplain Management Regulations. These regulations are designed to minimize the threat to life, property, public health, and general welfare.

Water control structures

Osakis Lake includes a water control structure maintained by Todd County. The Minnesota Department of Natural Resources provides dam safety oversight.

GROUNDWATER RESOURCES

Geologic framework

Like most of Minnesota, the City of Osakis' landscape and soils are defined by the glacial periods, specifically the Des Moines Lobe. As this glacier retreated, it left behind till deposits made up of shale, limestone, silt, and clay (MN DOT). This is the primary surficial geology of Osakis. Along the southeastern shore of the lake, there are lacustrine deposits, which are generally fine to coarse-grained sand (MN DNR). The retreating glacier also established the flow channel of the Sauk River (MN DNR). The depth of glacial sediment varies across both Todd and Douglas counties but can be calculated by subtracting the land surface elevation from the bedrock surface elevation, giving Osakis approximately 151-200 feet of separation between the two (MN DNR).

COMMUNITY INPUT

Consistently throughout the community engagement process, we learned of residents' passion for Lake Osakis and the community's other natural resources. Thirty-five percent of general survey respondents noted that access to Lake Osakis is the community's greatest asset, and natural resources came in as fourth ranked with 8 percent. Respondents also stated that proximity to the lake was the third most important factor when deciding where to live in town. For the purposes of this chapter, the goals focus on the natural resources within city limits while recognizing that Lake Osakis is only partially located within these limits but has a much greater impact.

Residents would like to see access to the lake and water recreation activities enhanced. Investing in a public boat dock was the second-ranked transportation alternative and fourth ranked as a need in downtown. Through the improvement of amenities and water quality associated with Lake Osakis, the city can take active strides to improve not only the quality of life for its residents, but also attract visitors.

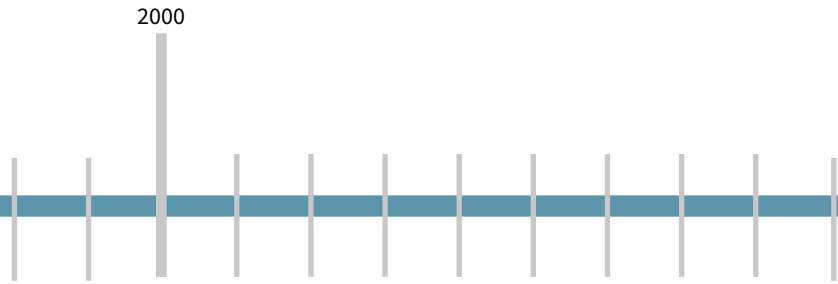
Native Vegetation

Native plants offer several benefits that turf grass and non-natives cannot. The deep, dense root structures of native plants offer protection and stabilization for shorelines. Having a variety of grasses, sedges, rushes, trees, and wildflowers will not only provide habitat for wildlife, but they also create a mosaic of colors and textures throughout the year. Native plants also play an important role in protecting water quality, as they are able to slow down and filter runoff before it is allowed to enter the lake.



Lake Osakis

Snapshot



Listed as impaired for mercury



Aquatic plant survey



Listed as impaired for nutrients



JD2 Sediment Pond project



Watershed Approach Assessment (10 year cycle)



Surface Water Monitoring*



Approved TMDL Implementation Plan

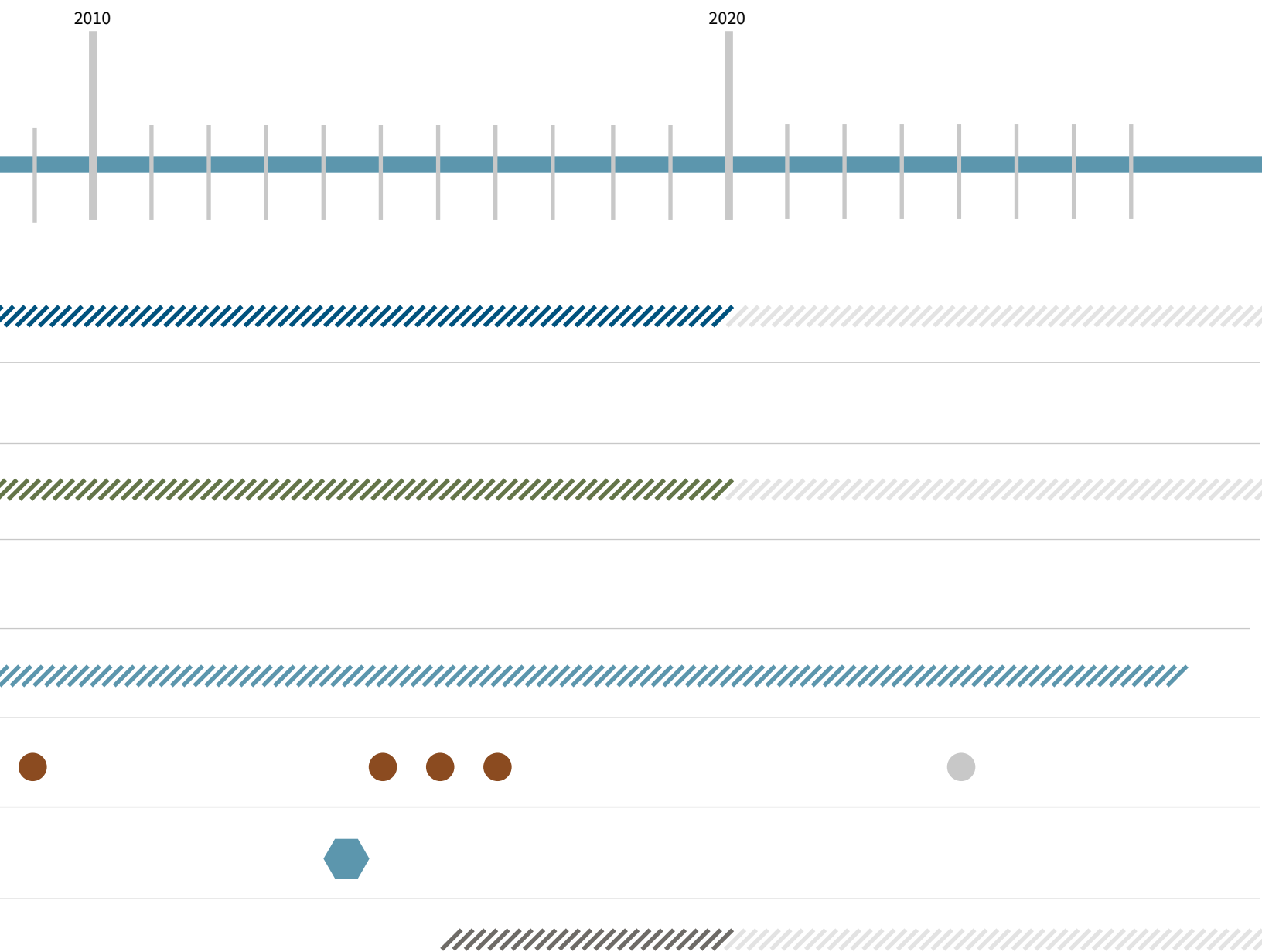
DNR Infested Waters List (zebra mussels)

Lead Organizations

Minnesota Pollution Control Agency
 Sauk River Watershed District
 Minnesota Department of Natural Resources

Collaborating Organizations

Todd County
 Todd Soil & Water Conservation District
 Douglas County
 Douglas Soil & Water Conservation District
 Minnesota Board of Water & Soil Resources
 Army Corps of Engineers
 Lake Osakis Association



***Surface Water Monitoring**

- Total phosphorus
- Orthophosphorus
- Chlorophyll-a
- Total kjeldahl nitrogen
- Dissolved oxygen profiles
- Secchi disk readings
- Field notes

Community members overwhelmingly agreed that having access to Lake Osakis is the community’s greatest asset and that the lake makes it a great place to live. With all the praise, community members still see room for improvement, including, a public dock, attractions along the shoreline, recreational activities, and a non-motorized trail along the lake. By collaborating with other government entities and private citizens on water quality monitoring, contributing to the One Watershed One Plan efforts, inviting stakeholders and asking for invitations to meetings that impact the lake, as well as, encouraging local residents to restore shoreland to its natural state, the city can be on the forefront of improving the water quality of the lake. These efforts and others will have positive impacts on the lake and residents’ quality of life and the economy of the community.

Natural Resources

GOALS & OBJECTIVES

The purpose of the natural resources element is to promote the conservation and protection of natural resources and guide the acceptable use of resources. The goals of this element speak to reducing pollution and protecting wetlands. Protecting ground and surface water from harmful pollutants is an important theme throughout the policies of this element. The other important theme is protecting habitat and promoting existing preserved lands in order to provide adequate habitat for plant and animal life, along with providing access to natural resources for citizens and visitors.

Goal 1: Preservation, conservation, and management of the city's natural resources so that their economic, educational, environmental, social, and aesthetic values are available to future generations.

Objectives:

1. Implement surface water quality improvement projects that minimize debris, nutrient, and bacteriological contamination of lakes to include street and sediment trap cleaning, retention systems, and replanting native aquatic vegetation.
2. Soil erosion created by wind and stormwater runoff shall be reduced through the application of construction practices that retain soils onsite to the greatest extent practical.
3. Soil and silt material disturbed by clearing and construction activities shall remain onsite and away from lakes and rivers through application of soil-protection methods.
4. Tree and vegetation protection standards shall prevent the clearing of land or the removal of trees, particularly within shoreline areas, except when authorized by the city.
5. Temporary stormwater drainage systems should be installed with new construction and clearing activities to capture direct-surface run-off waters that may carry sand, silt, and other debris into lakes or rivers.

Goal 2: To protect and preserve wetlands.

Objectives:

1. Conservation of future land should be placed on all lake and river front wetlands or other adjacent environmentally sensitive lands as a condition or requirement of a development approval for all properties containing any designated wetland.
2. Conserve and protect the remaining natural systems through appropriate land use designations.
3. All future development or redevelopment of land affecting natural resources shall be consistent with the city comprehensive plan.

6.2

Goal 3: Protection of natural resources.

Objectives:

1. Identify areas of potential open space that the city would like to preserve in order to maintain the park-like and small-town feel of the community.
2. Review proposed developments for effects on water quality.
3. Work with the state and local partners on ongoing surface water quality improvement projects.
4. Work with landowners seeking variances and other permits on lakeshore improvements that can be made to protect water quality.
5. Increase planting of vegetation and habitat restoration to attract desired pollinators and wildlife.

Osakis



Infrastructure

SANITARY SEWER SYSTEM

Existing sanitary sewer system

The City of Osakis' wastewater is supported by a stabilization pond system that was placed into operation in 1965 and reconstructed and expanded in 1985. The stabilization ponds, located on the southwest side of the community just outside city limits, remove solids, organic compounds, nutrients, and pathogens that have a degrading effect on natural water systems. After treatment, the wastewater is discharged into Clifford (Swims) Lake.

The current wastewater treatment system, stabilization ponds, is designed to treat a hydraulic load of .293 MGD, or approximately 106 MG/year. There are other recommended loading capacities for the facility that are easier to address due to treatment options. With an estimated 815 sewer connections, 15 of which are commercial users with 25,000 gallons + monthly water usage, it can be estimated that our current loading would average 78 MG/year, not including I/I or seasonal accounts.

The sanitary sewer collection system includes a network of collection pipes with eight lift stations scattered throughout the city (see map).

According to the public works director in 2020, approximately 20-25% of Osakis wastewater treatment collection system consists of old clay pipes, while the remaining pipes are 20 years old or newer. Much of the new pipe is the result of sewer replacement; new residential, commercial, and industrial growth; and expansion of the system.

A limited number of residential units in the city limits are serviced by individual sewage treatment systems (ISTS). If the city has no immediate plans to extend municipal sewer mains to these areas or it is not financially feasible, these exemptions are made. Minnesota Rules Chapter 7080 governs construction and abandonment of ISTSs. The Douglas County Land & Resource office and Todd County Environmental Services offices are responsible for implementing MN Rules 7080 locally.

Future sanitary sewer projections

The city conducted a citywide sanitary sewer study in 2005-06. The flow monitoring and televising completed in 2005-06 exposed five sub-sheds of concern regarding inflow and infiltration. The areas of concern were televised

This chapter includes:

- Municipal wastewater treatment/sanitary sewer system
- Municipal water system
- Municipal storm water system

and found three major inflow points from roof downspouts that were located and removed from the sanitary line. There were no other repairable issues found at that time. Several projects have been completed that involved complete reconstruction of sanitary sewer mains from 2005 to 2020. Although these projects are a huge asset to the City of Osakis, they have not proven to have a substantial impact on reduction of I/I. Due to limitations of the wastewater system and known I/I issues, the greatest long-term benefit to avoid upgrades or expansions to the current facility will be addressing I/I issues to increase hydraulic-loading capacity.

Maintenance of the sanitary sewer system

The city is now on a schedule to have all mainlines cleaned and televised on a five-year rotating schedule. In 2019, the city began televising during peak flows, which happen in the spring. This has provided the option to monitor every high-flow area and begin planning to address areas of concern in the coming years.

Proposed sewer facilities

The city has not adopted a capital improvement plan (CIP) for future sewer projects, and no sanitary sewer related capital expenditures are planned. However, it is evident that upgrades to the sewer system are needed to not only rebuild an aging collection/conveyance system, but to accommodate the projected growth. This could be accommodated by increasing the capacity at the ponds or adding primary or secondary treatment facilities. The city may wish to consider completing a comprehensive sewer plan, which would not only assist the city in determining sanitary sewer collection and treatment system issues, but provide recommendations for future facilities to handle the projected growth. The plan will establish priority replacements for mains/services, methods of financing (e.g., SAC charges, assessments, user charges), capacity requirements, and orderly improvements.

WATER

Existing water system

The City of Osakis' municipal water system serves a majority of Osakis residents and businesses with the exception of a couple of residential private wells. The original supply and distribution system was put into place in 1908. Water is supplied to the treatment plant from two separate wells that are operated independently and alternated monthly. The supply available from each well independently is up to 350 GPM. There is no bypass to the current gravity filtration, so supply is regulated by the flow capacity of the treatment plant. These wells vary in depth from Well 3 being 112 feet deep to Well 1 being 133 feet deep, drawing from a quaternary buried artesian aquifer. Well 2 was sealed in 2013.

The water treatment facility currently in use was constructed in 2011-12 and put online in 2012. The current facility consists of gravity filtration for removal of iron and manganese. The plant was designed for a maximum service flow of 400 GPM. The plant is currently awaiting funding options for process upgrades that will correct issues with process design and current operation. The plant also consists of a sodium ion exchange softening system for removal of calcium and magnesium. The filtered water is injected with fluoride, ortho/polyphosphate, and chlorine before being pumped to the storage reservoir. There is currently no backup power supply for the water treatment system. Backup power supply is being reviewed for possible consideration during or after the proposed upgrade.

Storage

The current water storage reservoir is conservatively 140% of the current average daily consumption and conforms with the 10 state standards requirement of storage being greater than average daily consumption.

Green infrastructure

Green infrastructure is a resilient approach to managing wet weather impacts, designed to reduce and treat stormwater at its source while delivering environmental, social, and economic benefits.

Rain gardens

Rain gardens, also called bioretention or bioinfiltration, can be installed almost anywhere that isn't paved. They are shallow, vegetated basins that collect and absorb runoff from rooftops, sidewalks, and streets. The practice mimics natural hydrology by infiltrating and evaporating and transpiring -- or "evapotranspiring" -- stormwater runoff.

Bioswales

Bioswales are channels (typically vegetated) that are designed to concentrate, convey, filtration and infiltration stormwater runoff. These can be integrated into parking lots and road medians.

Water utility plans

In 2016, the City of Osakis amended Part I of its wellhead protection plan. The purpose of a wellhead protection plan is to ensure the current and future safety of the city's drinking water supply. Updates were done to the delineations of the wellhead protection area, drinking water supply management area, and the vulnerability assessments for the supply wells and drinking water supply management areas. Both of the city's wells are considered not vulnerable to contamination.

A comprehensive water study has not been completed for the city. A water study would evaluate the existing municipal drinking water system and areas proposed to be serviced by municipal drinking water, include an evaluation of the existing system, identify proposed routes of water utility extension to future areas, and recommend new construction routes and improvements to the existing water system to accommodate anticipated growth.

Water utility maintenance

The city has implemented a water utility maintenance schedule that includes flushing of hydrants on an annual basis, with dead-end water mains flushed annually as well. Replacement of various water mains and service lines is coordinated with street and other utility projects. Every five years the well pumps are pulled, and the screens are televised with mineral and scale deposits removed.

Proposed water facilities

The city has not adopted a capital improvement plan (CIP) for future water projects. No water related capital expenditures are planned in the next five-year period. Based on the population projections, it is evident that the current system will not be adequate to accommodate the forecasted growth, and facilities will need to be upgraded. The city may wish to explore equipment that will enable the wells to pump and soften simultaneously, which would allow for greater capacity. The city may also wish to consider completing a comprehensive water plan that would assist the city in determining improvements to the existing water system to accommodate anticipated growth and aid in capital expense planning.

STORMWATER UTILITY

Existing stormwater facilities

Osakis' stormwater facilities include a combination of storm sewer trunk lines, pipes, channels, manholes, overland drainage ways, catch basins and ponds.

Storm water plans

As of the drafting of the comprehensive plan, the City of Osakis has not adopted a surface water management plan. However, through the course of the development of the comprehensive plan, the city has expressed a desire to preserve its natural resources. The city recognizes existing natural resources, including its lakes and wetlands.

To protect and perpetuate the city's natural resources and because surface water management planning will be a significant investment, it is recommended the city begin including a comprehensive surface water management plan funding line within a capital improvement program.

The surface water management plan would be used to guide the development and expansion of the city's drainage system in a cost-effective manner that preserves existing water resources. Possible goals of the surface water management plan include, but are not limited to, assessment of the current system, the identification of an ultimate storm drainage system for the entire city, reduction of public expenditures necessary to control excessive volumes and rates of runoff, flood prevention, especially those urban in nature, identification of current and future drainage patterns, protection and enhancement of the area's natural habitat, promotion of groundwater recharge, definition of all drainage outlets, and reduction in erosion from surface flows.

The development of a surface water management plan should be initiated by the City Council. It is expected the surface water management plan would be developed by a certified engineer and approved by the Department of Natural Resources. Implementation of the surface water management plan would be achieved with assistance from the city engineer, Planning Commission, and City Council.

Maintenance of the stormwater system

Stormwater pipes are currently replaced in coordination with other street and utility projects. Stormwater ponds and their inlets and outlets are maintained by public works staff. Areas included on gravel roads are jetted and vacuumed more frequently as needed, and all grates and catch basin pumps are cleaned after rain events.

Infrastructure

GOALS & OBJECTIVES

The infrastructure element addresses services such as potable water, sewer, stormwater, recycling, and internet accessibility.

Goal 1: Continue to provide quality utility services to Osakis residents and businesses at cost-effective rates.

Objectives:

1. Sustainably operate and maintain wastewater collection and treatment facilities.
2. Integrate waste reduction, composting, and recycling programs throughout the city.
3. Identify and prioritize all city utility and infrastructure improvement and secure funding for implementation.

Goal 2: Plan for the expansion of public utilities to facilitate healthy and sustainable community growth.

Objectives:

1. Monitor infrastructure capacity on an ongoing basis to understand capacity limitation on accommodating new development.
2. Reform policies to make it easy for developers to build compact and walkable mixed-use places, policy alignment, context-sensitive design, green and complete street design, and low-impact development.
3. Design infrastructure and facilities that sustain or restore natural systems.
4. Cooperate with other government, private-sector utilities, and community organizations for all infrastructure planning efforts.
5. Develop and maintain a five-year capital improvement plan (CIP).

Goal 3: Coordinate infrastructure improvements to maximize the economic benefits of street reconstructions that include sewer, water, dry utilities, and streetscaping.

Objectives:

1. Facilitate dialog around right-sized wastewater infrastructure projects. Start with education of existing infrastructure status.
2. Avoid duplicate costs by coordinating future street construction/reconstruction with needed municipal utility construction and reconstruction.



OSAKIS

POLICE
OSAKIS

Community Facilities & Public Services

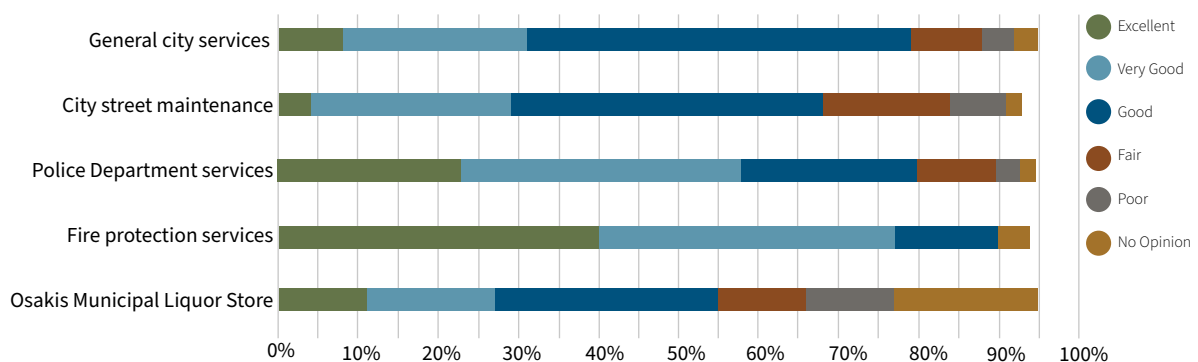
OVERVIEW

The City of Osakis has been a municipal corporation since 1857. Osakis is a Standard Statutory City and operates with a “Clerk-Treasurer Plan.” The City of Osakis is committed to serving the public in an efficient, effective, and professional manner. The purpose of this chapter of the comprehensive plan is to review existing services and facilities and reflect on the impact of forecast growth upon said facilities and services.

EXISTING COMMUNITY FACILITIES

City Hall/Police Department/Water Treatment Facility
The city’s administrative offices and police department are in a combined structure, which includes the water treatment facilities and municipal wells at 14 Nokomis St. East. Approximately 80 percent of the space is used for water treatment and facility purposes, while the remaining 20 percent is administrative office and police office space. Staff members for administrative functions include a clerk-treasurer and deputy clerk. The city contracts building inspection services. Currently administrative space needs are adequate; however, as the city continues to grow, additional office space and personnel are anticipated to be needed.

Q13 | How would you rate the following:



This chapter includes:

- Existing municipal facilities
- Community facilities
- Description of municipal boards and commissions

Police Department

The police department is composed of the police chief and several patrol officers. The emergency 911 service is coordinated through the sheriff's departments of the respective counties with the primary dispatch through both Douglas and Todd counties.

Fire Department

The fire hall is located at 20 Nokomis Street West, and the Osakis Fire Department has around 20 volunteer members. The Osakis Fire Department provides fire protection and emergency fire and rescue response/accident extrication service to the entire City of Osakis, as well as the cities of Nelson and West Union and several neighboring townships. The city has a fire rating of five.

All members of the department are trained first responders and state certified at the Firefighter I Level. The department meets often in the fire hall for training, drills, maintenance, and operational meetings. The fire hall facility includes four double deep bays and open lockers.

Emergency medical service (first responders)

The City of Osakis is served by a volunteer first responder team of 18 to 20 volunteers. Most of the volunteers are certified first responders with the remainder as emergency medical technicians (EMTs). The group is equipped with one first responder rig. Medical direction comes from North Ambulance of Alexandria. The Osakis first responders also work with neighboring ambulance services, such as Long Prairie and Sauk Centre.

The first responders meet on a monthly basis, and all equipment and meeting facilities are within the fire department.

Public works/streets/park maintenance

The Osakis City Public Works building, at Second Avenue and West Nokomis, is used for the storage of street maintenance vehicles and equipment. The city public works department includes one superintendent, one full-time employee, and some seasonal employees.

Osakis Community Center

The Ed Pollard Community Center is in the same building as the fire department and includes kitchen facilities and meeting space for up to 250 people. The facility is used by many service and community groups within the community, including the Nutrition Center, which provides meals for seniors; wellness services for seniors; and meeting space for groups such as the Women's Association, Boy Scouts and Girl Scouts, and large meeting needs of the city.

Osakis Municipal Liquor Store

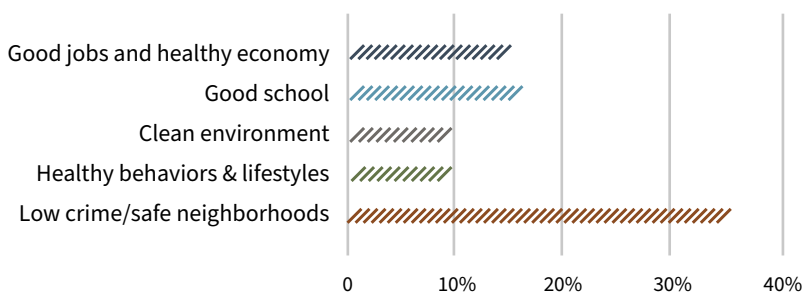
The Osakis Municipal Store on Highway 46 East dispenses on and off sale.

Osakis Information Center (Visitor and Heritage Center)

The Osakis Information Center is located at 11 Main St East. This facility serves as the "public relations" hub of the community and is home to the Osakis Chamber of Commerce, Osakis Resort Association, Osakis Area Heritage Society, and Osakis Economic Development Corporation. Most of the center's working groups and committees meet on a monthly basis. The building is owned by the City of Osakis; however, the staffing and maintenance expenses are paid through funding from private donations and the combined Osakis Information Center working groups.

The Information Center is downtown, allowing immediate access to the heart of the community, the trail, and public access. The center also serves as the focal point for the Central Lakes Trail Head.

Q10| Which factors make for a healthy community:





Education

School District 213 serves the community of Osakis as well as residents in neighboring communities. It has provided students with education for more than 100 years. The school, completed in 1992, houses the district office, the elementary school and office, the high school office and a few classrooms, a gym, support staff offices, and a vaulted media center stocked with books, tapes, and computers. Osakis also has one parochial and one charter school within its corporate limits.

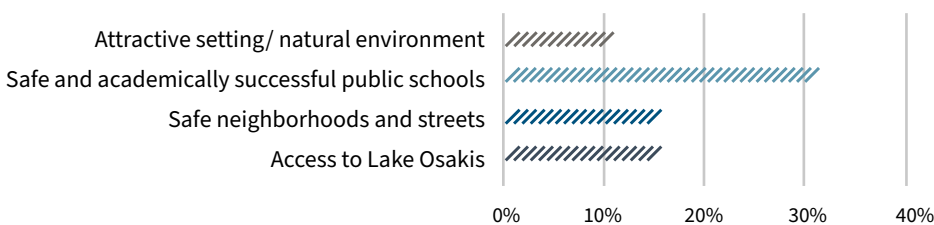
Post office

The Osakis Post Office at 60 Main St. West serves the City of Osakis and several adjacent townships with routes going halfway to Long Prairie, Carlos, Alexandria, Sauk Centre, and to the Pope County line.

Osakis Medical Clinic

The Osakis Medical Clinic at 811 Third Ave. East is a satellite office of the Alexandria Clinic. In 1995, the Osakis Clinic was doubled in size to accommodate four physicians. Osakis Medical Clinic physicians provide multispecialty care as well as time for urgent care visits on an unscheduled basis.

Q8| What is one thing that makes Osakis a great place to live?





MUNICIPAL BOARDS, COMMISSIONS AND COMMITTEES

The City of Osakis has several boards, commissions, and committees that shape the policies and decisions of city government. The city encourages citizens to volunteer to serve on these entities and provide their input. A brief description of each entity and its duties follows:

City Council

The Osakis City Council consists of a mayor who serves a two-year term and four council members who serve four-year terms. The City Council meets regularly once per month.

Planning Commission

The Osakis Planning Commission consists of five members appointed by the City Council. Members serve four-year terms, and the commission acts as an advisory body to the City Council in matters of directing the future physical development of the city. The commission, upon request of the council, makes studies, investigations, and recommendations to the council regarding matters affecting zoning and subdivisions. The planning commission meets regularly each month.

Economic Development Authority

The Osakis Economic Development Authority was formed in April 1997 with the purpose of promoting economic development, managing the industrial park, and improving the housing market in Osakis. A seven-member board oversees the operations with funding provided by the City of Osakis and donations by the Osakis Economic Development Corporation. The EDA meets monthly.

PROJECTED GROWTH

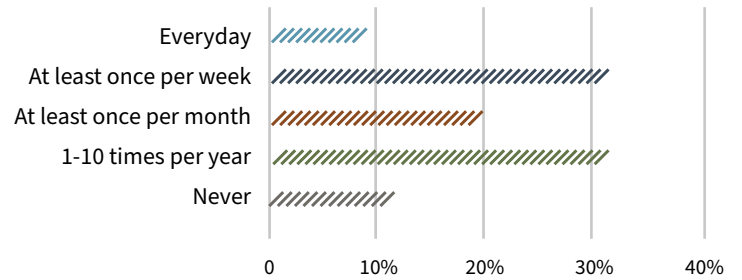
The city will need to evaluate its current buildings and determine what is not only logical but financially practical in regard to updating facilities. Exploring a new facility building to include all the city staff (police, fire, public works, and administration) in one building has its benefits for staff and the public but could be costly. Having a city hall downtown can offer benefits of being near the business and residents, provide a public restroom, and give a gathering space in the town core. An evaluation of these options should be reviewed and a feasible solution to providing adequate space for council meetings, staff workspace, and public gathering areas will be an essential task in future growth.

Development of a trailhead

Whether you live in the Osakis area or are visiting and would like to use the trail system, you need a place to begin. Considerations and criteria have been made for defining a facility such as this. The criteria considered are map(s) of the trail system, restrooms, drinking water, parking, bike tool stations, and shelter.

Two locations were discussed when updating this plan. A downtown location in the information center is one of the possible locations. This location could be redeveloped to support a trailhead if other community improvements are made to help with current staff relocation. This location does provide a link to the downtown business, and one of the only limiting factors is parking. Another location discussed is by the city municipal liquor store. This lot is large enough to support another building and parking. This location is outside of the downtown core but does provide some other opportunities for growth.

Q6 How often, on average do you use the Central Lakes or Lake Wobegon trails?



Trailhead example, Nisswa, MN

Community Facilities & Public Services

GOALS & OBJECTIVES

The community services and facilities element ensures the delivery of high-quality, healthful, effective, reliable, and necessary programming and facilities.

Goal 1: Plan and budget for future public facilities.

Objectives:

1. Work in cooperation with other public agencies, such as the school district, to coordinate rather than duplicate public space such as auditoriums, meeting rooms, etc.
2. Provide sufficient land for future public facilities including utility sites and buildings.
3. Retain governmental administrative offices in the downtown commercial district to support the downtown as a focal point for services
4. Incorporate future community facilities into a capital improvement plan.

Goal 2: Provide adequate facilities and staff to operate and maintain the essential services for the community.

Objectives:

1. Informational meetings between the City Council, EDA and Planning Commission to discuss important projects should be held routinely.
2. Increase the capacity of city services in an efficient manner to support community growth.
3. Serve the citizens of Osakis in an efficient, friendly, and cost-effective manner.
4. The expansion of administrative facilities and capital equipment purchases should be included in a capital improvement/equipment program in view of the following:
 - a. Need for increases in staffing level: utility billing, roadway maintenance, etc.
 - b. Need for increases in office space for expanded staff and equipment (e.g., maintenance, water/wastewater treatment operator, etc.).
 - c. Need for increased public/police protection services.
 - d. Need for increased fire equipment and facilities.
5. The city shall continue to monitor and assess the condition and adequacy of existing municipal structures. The city shall establish long-term solutions to anticipated building/office space needs. Routine maintenance and repair costs should be allotted for in the annual budget. Reconstruction, remodeling, and/or construction of facilities should be addressed in a capital improvement plan.

Goal 3: Evaluate technology and the need to incorporate technology in carrying out the functions of the city (e.g., public access television, web page upgrades, internet/email).

Objectives:

1. Enhance the city's current website to provide information to citizens.
2. Provide citizens the opportunity to participate in local government as well as inform citizens of municipal activities.



Implementation

OVERVIEW

This chapter will serve as the action plan for prioritizing the goals and objectives within each chapter of the plan. The comprehensive plan is intended to guide many of the decisions made by the city each year.

The implementation schedule provides city staff, committees, and councils recommended timeframes for executing individual projects and initiatives. Ideally, this chapter would be reviewed and revised annually at the budget meeting to align the city's planning priorities with its investment priorities. The tools available include:

- Zoning ordinance
- Capital improvement plan
- Comprehensive plan review and revision
- Implementation matrices

Zoning ordinance

The City of Osakis has a zoning ordinance that has had numerous revisions in various years. The zoning ordinance includes specific regulations governing land use and an official zoning map. The City Council recognizes the comprehensive plan as the policy with the responsibility to regulate land use and development in accordance with the policies and purpose set forth within the zoning ordinance. The city administers the zoning ordinance on an on-going basis.

Q24 | In 5 years, the City of Osakis will be...

“ HOPEFULLY GROWING IN JOBS, HIGHER PAYING OPPORTUNITIES, THAT ATTRACT NEW RESIDENTS AND TAX PAYERS. LOWER TAXES TO ALSO ATTRACT NEW RESIDENTS THAT WORK IN ALEXANDRIA, SAUK CENTRE AND CARLOS ”

“ A SELF-SUSTAINING COMMUNITY WITH JOBS, HOUSING AND HEALTH OPPORTUNITIES FOR ALL AGE BRACKETS AND ALL INCOME BRACKETS ”

“ A NICE TOWN- NEW ECONOMIC DEVELOPMENT; LESS EMPTY BUSINESS BUILDINGS, MORE AFFORDABLE HOUSING, ABLE TO SUSTAIN BUSINESSES THROUGH THE WINTER ”

“ ROBUST WITH SHOPS, FOOD, ACCESS TO LOCAL FOOD (FARMER'S MARKET) EASY TO WORK WITH THE CITY...PEACEFUL PLACE TO RESIDE AND VISIT ”

This chapter includes:

- Recommendations for implementation
- Implementation matrices

Purpose: The purpose and intent of the Osakis Zoning Ordinance is to promote the general health, safety, and welfare of the people of the city. To that end, the ordinance is designed to regulate land use for specific purposes, to regulate the size of buildings and structures, to create minimum health and safety standards, and to create an administrative structure for planning and zoning for the city.

Implementation: The zoning ordinance is reviewed and subsequently administered by staff, the Planning Commission, and the City Council.

The zoning ordinance is subject to periodic review to ensure consistency with the city's comprehensive plan and overall goals/objectives as defined by the city. The City Council may amend the ordinance, provided the council adheres to constitutional, statutory, and other lawful procedures.

Capital improvement plan and debt management study

The City of Osakis has not formally instituted a capital improvement plan (CIP) that lists projects, prioritizes expenditures, and identifies sources of funding for the scheduled financing of capital expenditures relative to the implementation and maintenance of public facilities and services necessary for the city's growth. An informal CIP is in place with review of capital projects as a part of the annual budget process.

The overall objective of a capital improvement plan (CIP) is to provide for the efficient use of fiscal resources in funding future capital expenses. The CIP should be a flexible and evolving tool the city uses as a guide for the future. The CIP should be updated annually to allow for capital necessity and prioritization changes. Along with anticipated expenditures, the CIP should include proposed sources of funding, such as special assessments, enterprise funds (water, sewer), state aid, annual levy, etc. Expenditures such as municipal vehicles (police), police and city administration, street and utility projects, park improvements, and the like should be included. The phasing in of projects that require the same sources of funds can assist in retaining a level annual tax levy.

Recommendations for implementation

1. The city should develop a formal capital improvement plan identifying capital projects, estimated costs, year to be completed, sources of funds, and priority ranking.
2. The city should include in its capital improvement plan large projects that have been identified as important to the community as a part of this comprehensive plan, including, but not limited to, the upgrade or construction of a new wastewater treatment facility, water system improvements and upgrades, improvements to existing parks and new community parks, and improvements to municipal building(s) to support administration, police, and emergency.
3. The city should consider including in the capital improvement plan an update of utility studies as the city grows.

Sources of funding include:

- Special assessments
- Enterprise funds (water, sanitary sewer, storm sewer revenue funds)
- Funds that are levied annually to establish a capital improvement fund and equipment fund
- State aid funds
- Other sources

Comprehensive plan review and revision

The City Planning Commission should make a yearly review of the comprehensive plan and evaluate if any updates or changes are needed. The commission should create findings for these recommended changes and provide them to the City Council.



Q25 | How do we get there?

“ CONTINUE TO LOOK FOR OPPORTUNITIES TO MAKE THE CITY WELCOMING. KEEP THE SMALL TOWN FEEL, WITHOUT THE APPEARANCE OF BEING BEHIND THE TIMES. ADD RESTAURANT AND BAR OPPORTUNITIES ON THE LAKE! MANY VISITORS ARE SURPRISED WITH THE LIMITED AREAS ‘ON THE WATER’ TO GATHER WITH FRIENDS FOR DINNER. A CITY DOCK IS A MUST TO GET LAKE DWELLERS AND VISITORS TO USE THE CITY BUSINESSES AND SERVICES. CONTINUE TO CLEAN UP THE YARDS AND HOMES WITHIN THE CITY. ENFORCE RULES ALREADY IN PLACE TO KEEP THE CITY LOOKING PRESENTABLE, INCLUDING MANY BUSINESSES ALONG 82. ”

“ CREATE BUSINESS OPPORTUNITIES- LARGE AND SMALL THAT ARE ABLE TO SUSTAIN THROUGH THE QUIET TIMES. ”

“ RENOVATE DOWNTOWN BUSINESS[ES] AND SHOPS. SUMMER PEOPLE CRAVE LITTLE SHOPS AND WE COULD USE SOME VARIETY OF SERVICES TOO. THAT CHRISTMAS SHOPPING NIGHT WAS AWESOME! ”

“ ATTRACT NEW EMPLOYERS AND EXPAND AMENITIES FOR PEOPLE TO LIVE HERE YEAR ROUND. PARKS, DAYCARE CENTER, CITY DOCK, HOTEL. EMBRACE THE TOWN. ”

“ INCREASE LOCAL JOB OPPORTUNITIES AND GROWING THE LOCAL ARTS AND CULTURE ”

Action items	Sub-strategy	Priority	Responsible entity
Review the Comprehensive Plan yearly and determine priorities set forth throughout the document.	Hold a joint workshop with the city council and Planning Commission once a year.	Ongoing	Planning Commission
Review city code and revise any inconsistencies from the Comprehensive Plan.		Ongoing	Planning Commission
Identify primary infill development sites.	Concentrate on new infill development within key development areas noted in the Plan.	Ongoing	Planning Commission
Review the city’s zoning map compared to the Future Land Use Map (FLUM) and consider zoning amendments as appropriate.		Ongoing	Planning Commission
Work with the neighboring townships on future annexation areas.		Ongoing	Planning Commission
Expand the park and open space areas available.	Plan for bikeways and walkways connecting to commercial areas and destinations	Medium	Planning Commission
Expand commercial uses along highway 27 and encourage commercial development south toward US Highway 94.		Ongoing	Planning Commission, EDA
Explore new energy uses, such as solar, and their appropriate place and standards for the city.	Review the land use ordinance and map for new solar projects and create standards, as appropriate.	High	Planning Commission, City Council

Project items	Priority	Responsible entity

Action items	Sub-strategy	Priority	Responsible entity
Implement a Capital Improvement Program (CIP) to manage existing future transportation needs.		High	City Council, PW Dept, City Administration
Study the existing and proposed motorized and non-motorized transportation network.	Identify priority trail improvements.	Medium	City Council, PW Dept
	Form a new committee to study walkability and bikeability within the city and identify action items and further planning needs		City Council, collective department effort
Identify and implement on-street bicycle lanes along major thoroughfares, when feasible.		Medium	City Council, PW Dept
Develop a Complete Streets pilot program.	Pass a complete streets resolution	Ongoing	City Council, PW Dept
Identify key locations to facilitate safe pedestrian crossings.	Paint and maintain the curb and crosswalk signage.	High	PW Dept
Upgrade and pave all roads within city limits.	Continue to improve and maintain roadways in a timely manner, such as 8th Ave W.	Ongoing	PW Dept
Work to include CSAH 3 on the County's Capital Improvement Plan to address needed reconstruction to an urban design and potential trails along the roadways, when improved.		High	PW Dept, City Administration
Explore traffic calming options along Highway 27 and CR 82.	Work with MN DOT on installation of speed feedback and pedestrian crossing signage.	High	City Council, PW Dept
Conduct a sidewalk inventory.	Prioritize expansions in areas that are high density residential or are gaps in the network.	Medium	City Council, PW Dept, Planning Commission

Project items	Priority	Responsible entity

Action items	Sub-strategy	Priority	Responsible entity
Support infill development.	Develop alternative strategies to fund and facilitate redevelopment projects.	Medium	Planning Commission, City Council
Identify housing needs for seniors, young families, and workforce.	Develop housing strategy to encourage and assist homeowners to maintain and improve their homes.	High	City Council, EDA, County HRAs
Conduct a market study.	Build an understanding of housing market and housing needs to inform broader redevelopment strategies	Ongoing	City Council, EDA
	Accommodate a mix of housing types and tenure (rent/own) to serve the diverse needs of residents	Medium	City Council, EDA
Promote neighborhood capacity building.	Cultivate neighborhood branding and identity.	Low	City Administration
Façade maintenance program.			City Council, EDA
New resident program.			City Administration
Ensure quality and safe homes are provided within the community.	Adopt a rental code	High	City Council

Project items	Priority	Responsible entity

Action items	Sub-strategy	Priority	Responsible entity
Prepare a Strategic Economic Development Plan for the city.	Study, inventory and analyze existing businesses.	High	EDA, Chamber of Commerce
	Complete an analysis of competitive advantages.	Medium	EDA
	Identify target industries and other businesses.	High	EDA
	Actively promote the assets of the city.	High	City Council, EDA, City Administration
Allocate funds for economic development and marketing.	Brand and market the city. Develop and distribute promotional and wayfinding content.	High	City Council, EDA, City Council
	Coordinate local and regional economic development efforts by attending Alexandria Area Economic Development Board.	Medium	City Council, EDA
Encourage rehabilitation of historically and culturally significant structures.	Celebrate and promote the historical significance of Osakis.	Medium	City Council, EDA
Promote and engage users of the industrial park.		High	City Administration, EDA
Encourage and support additional restaurant opportunities within the community.		High	City Council, EDA
Install kiosks to promote area attractions and businesses.		Medium	PW Dept
Coordinate efforts to attract a hotel developer in town.		High	City Council, EDA
Deploy a buy local campaign			City Administration, EDA
Review uses allowed in the downtown district to expand allowable trades.			Planning Commission

Project items	Priority	Responsible entity

Action items	Sub-strategy	Priority	Responsible entity
Provide seasonal opportunities for year-round recreational amenities.	Review park and trail usage and amenities that are sought by users.	High	Planning Commission, PW Dept
	Promote winter activities in town such as snowshoeing and snowmobiling.	Medium	City Administration
Identify areas to improve access from Lake Osakis to the city businesses.	Partner with groups to establish a city dock.	Medium	City Council, Planning Commission
Promote Lake Osakis as a destination for all seasons.	Coordinate and promote efforts around summer fishing, bird watching and winter sports.	High	City Council, City Administration, Chamber of Commerce
Expand the duties of the Visitors Center; Board presence on the Local Arts Council.		High	City Council, EDA, Chamber of Commerce
Add a diversity of tourist housing options.	Allow vacation rentals, with restrictions, pursue more bed and breakfast, resort, and hotel options in town.	High	City Council, Planning Commission

Project items	Priority	Responsible entity

Action items	Sub-strategy	Priority	Responsible entity
Work closely with the county, DNR and State of Minnesota to coordinate and connect the local and regional park and trail network.	Enhance safety and encourage use of alternate forms of transportation within the city.	Ongoing	PW Dept and City Council
	Work to establish a trailhead within the city. Places such as downtown by the visitor’s center or by the municipal liquor store should be explored.	High	Planning Commission
	Install bike repair stations throughout town.	High	City Council and Chamber
Conduct a park and open space study with a specific focus on connectivity.	Determine the future needs for parks.	Ongoing	Planning Commission and PW Dept
	Study the needs for trail maintenance and expansion for both motorized and non-motorized such as a trail around Fail lake.	Low	Planning Commission and PW Dept
	Determine the future needs for open spaces and programming for all seasons, such as snowshoeing around the golf course.	Medium	Planning Commission and PW Dept
	Install directional signage for the existing parks.	High	City Council and PW Dept
Encourage sidewalks and trails in new development or redevelopment proposals.	Explore community needs to expand and maintain sidewalks and trails.	Medium	City Council
Create an inventory of undeveloped right of way that could be utilized to expand the trail network.	Identify future potential additions to the greenway/trail network, such as the right of way between Oak street and CR82-connecting to CR3.	Medium	City Council and PW Dept
Coordinate with the School District to offer a variety of recreational programs.		High	City Council, school district
Create a marketing and promotional strategy that highlights recreation amenities around Osakis.	Identify beach access, parks, boat landings, trail networks (all modes) and adjacent amenities.	High	EDA, OWA

Action items	Sub-strategy	Priority	Responsible entity
Inventory and determine a schedule to replace outdated play equipment with age appropriate, ADA compliant equipment.	Incorporate this inventory into the city CIP.	Medium	City Council, PW Dept
Explore the possibility of moving the beach area, swapping land or working with the DNR to expand the public access for a marina.		Medium	City Council
Host a yearly bike rodeo.			City Council, Planning Commission

Project items	Priority	Responsible entity

Natural Resources

6.2

Action items	Sub-strategy	Priority	Responsible entity
Review all variances, CUPs, and Plats for ways to improve or protect natural resources on the property.	Look at conditions on variances and cups, when appropriate.	Ongoing	Planning Commission
Develop programming and education awareness around invasive species, protecting water quality and best management practices.		Medium	Planning Commission, OLA, DNR, City Administration, PW Dept
Work with partnering organizations on efforts to restore Lake Osakis	Invite the Lake Association to a planning commission meeting once a year.	High	City Council, Planning Commission
	Coordinate efforts and goals with the Sauk River Watershed District to ensure goals and implementation strategies align.	High	City Council
Explore the expansion of a sewer district around Lake Osakis to determine feasibility, cost effectiveness, and expected results.	Work with the lake association, county, and MPCA.	Medium	City Council, PW Dept
Protect the existing wetlands in the city by ensuring adequate buffers or mitigation is achieved with new development.		High	Planning Commission, City Administration, PW Dept

Project items	Priority	Responsible entity

Action items	Sub-strategy	Priority	Responsible entity
Create and Implement a Capital Improvement Plan (CIP) to manage existing future infrastructure replacement needs.		High	City Council, City Administration, PW Dept
Expand city sewer and water to new areas of the city, where appropriate.		High	City Council, PW Dept
Map and inventory existing infrastructure age and conditions.		Medium	City Engineer
Incorporate green infrastructure into new developments, when development supports it.		Ongoing	Planning Commission
Form partnerships with local, regional, and state entities charged with stormwater runoff and water quality.			City Council

Project items	Priority	Responsible entity

Community Facilities & Public Services

Action items	Sub-strategy	Priority	Responsible entity
Conduct an emergency management plan.	Work with the county to ensure an up to date plan for the city.	Medium	City Council
Foster neighborhood capacity building to develop a neighborhood watch program.		Low	City Council, Police Dept
Continue to work with the school district with current and long-range planning efforts for facilities and programming.		High	City Council, school district
Develop healthy and active living principles.	Work with partners to establish a community garden.	Medium	City Council, Planning Commission
	Partner with organizations to create and organize a farmer's market.	Medium	City Council, Planning Commission, EDA
Work collaboratively with local healthcare providers on community health initiatives.	Develop a healthy community checklist.	Medium	City Council
Consider developing programming for the city's senior population.		Medium	City Administration
Conduct a public facilities master plan to study to future and current needs of public buildings.	Explore keeping existing sites vs. developing a new building not downtown.	Medium	City Council, PW Dept, City Administration

Project items	Priority	Responsible entity



ARMED FORCES MEMORIAL

SOME WHOSE AGE YOUNG SOME ARE NOT
WE WILL NEVER FORGET
BRAVERY SACRIFICE HONOR

IN HONOR OF ALL MEN AND WOMEN WHO SERVE

SOME GIVE ALL

Appendix

Commonly used acronyms	
ADA	Americans with Disabilities Act
BWSR	Board of Water and Soil Resources
CIP	Capital Improvement Plan
CUP	Conditional Use Permit
DNR	Department of Natural Resources
EDA	Economic Development Authority
HRA	Housing and Redevelopment Authority
MN DOT	Minnesota Department of Transportation
MPCA	Minnesota Pollution Control Agency
OLA	Osakis Lake Association
OWA	Osakis Women’s Association
PW Dept	Public Works Department
SRWD	Sauk River Watershed District

