

**AGENDA
CITY COUNCIL
WORK SESSION
CITY OF WYOMING, MINNESOTA
FEBRUARY 20, 2024
5:00 PM**

CALL TO ORDER:

CALL OF ROLL:

DETERMINATION OF A QUORUM:

PLEDGE OF ALLEGIANCE:

NEW BUSINESS:

1. To discuss 2024 council goals and initiatives

ADJOURN



Date: February 16, 2024

Presented to: Mayor Iverson and City Council Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: City Council 2024 Goal and Initiatives work session February 20, 2024

Background Information:

Below you will find the 2023 Goals and work done at the council retreat in May of last year

1. Review of 2023 Goals – Highlights and Outcomes

This is an opportunity to review the 2023 Goals and Initiatives and some of the highlights and outcomes. The only board that has completed their 2024 goals to this point is the Wyoming EDA: Those are as follows:

- Restaurants – Distillery – Brewery - Attractions
- Affordable/Workforce Housing
- Propane Tank – Try to start conversation with Lakes Gas
- Motel redevelopment opportunity
- Looks at 2024 action items for downtown plan – review parking area
- What are some reasons to come to Wyoming?
- Look at reasons to live in Wyoming that could attract employers – is it not just Wyoming, look at regional area. What is the story?
- Showcase strong schools in area
- Electronic sign at city hall for city and community information
- continue Land Inventory that could be developed

Staff anticipates the following projects and work continuing in 2024:

- Pavement Management and Program and determination of Streets CIP
- Continue evaluation of Water/Sewer system infrastructure as potential new developments need services
- Continued funding work for the Public Safety Building
- Railroad park 2nd phase
- Continued Economic Development Efforts for retention and attraction
- Continued residential and commercial development in the City of Wyoming
- Rezoning and Comp Plan implementation
- Street construction
- IT improvements

STAFF RECOMMENDATION: Staff recommends council use the information provided to discuss and prepare a for the work session for ongoing goals and initiatives and goals for 2024.



City Council Goal Setting

May 5, 2023 / 9:00 am – 4:00 pm | Splitrocks Entertainment Center, Wyoming, MN

Participants

Members of the public may be present but will not participate.

City Council	Staff & Facilitator	
Lisa Iverson, Mayor Claire Lugar Linda Nanko Yeager Brett Ohnstad Dennis Schilling	Robb Linwood, City Administrator Alex Saxe, Assistant City Administrator Neil Bauer, Public Safety Director/Police Chief Joe Keding, Assistant Public Works Superintendent	Jesse Milligan, Fire Chief Fred Weck, Building Official Sara A. Peterson, Management Consultant

Agenda

Morning

- 9:00 Introduction
 - Welcome
 - Agenda & Housekeeping
 - Goals for the Day
- 9:30 Assess Our Position
 - Look back at 2022
 - Where Are We Now?
 - What is Coming Next?
- 10:45 Envision the Future
 - Looking Ahead 10+ Years
 - What has to change to achieve that future?
 - Themes & Critical Issues

Afternoon

- 1:00 Goal Setting
 - Convert Themes/Issues into Goals
 - Dive into Each for Specifics
 - Return to Past Goals to Check Gaps & Alignment
- 3:45 Wrap & Next Steps
- 4:00 Done for the Day

Retreat Summary

The City Council sets the vision for the City and adopts guiding principles and goals to reflect that vision and guide decision-making at all levels of City government. The goal setting process builds Council consensus on policies and projects that impact City residents, businesses and the community as a whole. The City Staff uses the City Council's vision, principles, and goals to set priorities, direct work activities, and allocate staffing and financial resources.

Introduction

The retreat began with an overview the agenda and a discussion of goals for the day, including:

- Better clarity and understanding of the Council's vision
- Understanding of strengths and weaknesses
- Better goals and objectives and include actions to carry forward
- Taking advantage of the opportunity to learn and get to know each other

The only constraints the groups set for themselves was not to limit themselves. Instead, they asked each other to keep an open mind and be generous with one another.

- Welcome
- Agenda & Housekeeping
- Goals for the Day

Assess Our Position

In 2022 to set goals, Council and staff began with a SWOT assessment resulting in the following:

What are some *positive trends or factors* that are impacting the city in 2022?

- 2nd ring out from Minneapolis
- Building permits issued/Housing market
- Business sprawl
- Expansion of current businesses
- Location to Twin Cities
- Attracting younger families

What are trends or factors that present challenges in 2022?

- Attracting corporate businesses
- Public transportation- access to/from Twin Cities; spur/circulator routes; Senior routes
- Affordable housing/Legislation against cities
- Affordable housing and services need to be affordable for seniors
- Overall affordability for seniors
- Urban vibe seems more attractive/rural vibe not as much

The Council then sorted the positive and negative trends as in the table to the right.

Strengths	Weaknesses
Building Permits issued	Public Transportation- access to/from Twin Cities; spur/circulator routes;
Wyoming Housing Market	Senior routes
Attracting younger families	Affordable housing
Council/Staff communication	Affordability for seniors
Transparency	Land available to develop
Social Media Presence	
Opportunities	Threats
Current business expansion	Affordable Housing
Attracting business	Legislation against cities
2 nd ring from Minneapolis	Continued COVID impact
Location to Twin Cities	Urban vibe more attractive than rural
Business sprawl	Land locked / not enough land for industrial dev.
I-35 and Hwy 8 Corridors	System/cyber threats

For 2023 goal-setting the group discussed similar dynamics but from a different perspective.

What have been your *biggest accomplishments in 2022*? What are you most proud of?

- The first answer here was that the City was doing a better job with big picture thinking and planning for the longer term. The recently completed Comprehensive Plan, the Park Plan, and the newer Downtown Planning process were all cited as evidence of their success.
- The second answer had to do with steady forward movement and the ability to adapt as necessary. Here examples included resident retention and gradual growth as well as forward progress on the Capital Improvement Projects list.

The group then identified *internal strengths* of the City as an organization and service provider:

- The dedication, engagement, and teamwork of staff, of Council, and of the two together
- Expanded community engagement opportunities as well as City responsiveness to resident needs – a commitment to figure it out and limit negative perceptions or news
- Import investments and forward movement in technology for more accessible government
- Department heads mentioned characteristics of areas that mimic strengths overall, e.g.:
 - Public safety has a positive culture that engages residents in outstanding conversations
 - Public works continues to be flexible to emerging/changing needs
 - Buildings has embraced technology while adding staff, and improving user experience
 - Engineering has been emphasizing forward thinking and vision

The group then shifted to *assets* of the City as a *community*:

- Economic Development: Wyoming's manufacturing park remains strong, and businesses support the City (e.g., fire truck manufacturing, Polaris R&D)
- Regional Hub: Wyoming's regional medical center is an important anchor that group be further developed. Additional amenities such as regional trails, stops on charity fun runs and longer races, the bike repair station, and even the Art Center are regional benefits.
- Community Infrastructure: Though Wyoming does not its own school district it does have an elementary school. A variety of churches, again the Art Center, a public library, a summer farmer's market, 17 local parks (each with its own flavor), and local foundation are important elements of a strong community infrastructure.

■ Look back at 2022

What have been your biggest accomplishments?
What helped us move quickly; what hindered progress; what stalled; why?

■ Where Are We Now?

What are our strengths, weaknesses, opportunities, and threats?

■ What is Coming Next?

What positive trends/factors impact the City today?
What trends or factors present challenges today?

- Local Engagement: Residents are participating in community events. The City is working to develop partnerships, improve walkability, avoid paving over everything, and continue to progress as both a Tree City and Green Steps City.

Taken as a whole, each of these assets build pride of place.

Finally, the group shifted *internal challenges* that could slow the City in its work:

- Punching Above its Weight while Crunched: The City functions well for a (too) small staff, but there are tradeoffs that result. In a highly competitive labor market, burnout can accelerate turnover. And in an environment in which residents (everywhere) as well as state and national legislatures expect more and more from their local government, staff have difficulty moving from reactive to proactive.
- Playing Catchup on Multiple Fronts: Council and staff have worked hard in recent years to jump start infrastructure maintenance and upgrades, but they are doing so after a number of years in which facility and street projects were stalled. The costs and time required in catching up can be frustrating to everyone. Departments end up being reactive by necessity – chasing the next repair rather than getting ahead.
- Larger Economic & Labor Challenges: With inflation, equipment and supply costs continue to increase. Attracting and retaining staff has become unusually difficult to sustain. And some departments are anticipating substantial turnover in the coming years that will test the system even further (e.g., police departments are over-hiring and hiring students before graduation)
- Public Engagement: It is always a challenge for local government to engage the whole community, Cities are notorious for hearing from a small subset rather than a larger cross-section. Despite technology that can make the process easier, this remains a challenge for all.

Envision the Future

In 2021, the council adopted a vision for the City: ***“The City of Wyoming will be a regional leader in providing innovative and long-term economically responsible government that is transparent to all.”*** Recently the Planning Commission’s Comprehensive Plan included its vision of ***“a thriving and inviting community that preserves our small town feel and natural landscape.”*** Together they present a vision that includes both the City as an organization and the City as a place.

Because this work was already in place, the group focused on describing its vision in more detail. What will Wyoming look, feel and act like when its vision has been realized? The ideas that emerged included the following:

- The Town Center / Downtown might have:
 - Been revitalized (buildings, sidewalks, etc.)
 - Multiple restaurants, each with a local feel
 - Become a community gathering place
 - An identity that is connected to the city's agricultural past
- The City may have more internal Connections and Amenities with:
 - New restaurants, hotels, and convenience stores
 - Neighborhoods that are connected socially
 - Parks as hubs for activity, connection, and welcome (e.g., Veteran's gateway)
- The City may have become more of a Regional Hub with:
 - Sustained industrial hub that has invested in alternate/renewable jobs
 - Additional health care services near the regional medical center
 - New distributions centers (e.g., Costco) and development (e.g., Polaris)
 - Growth within its footprint via changed land use – visibly changed landscape
- Residents and housing may have changed to include:
 - More of both residents and houses – now up to 10,000 population
 - Adequate housing stock for the life cycle – apartment, to starter, family, senior
 - Housing for all across the income range, including workforce housing
- Infrastructure will have been funded and improved with:
 - Water and sewer utilities to support new residents and businesses
 - Improved roads in town and a reconstructed/expanded Highway 8 corridor
 - Improved walkability, pedestrian infrastructure, trails and parks
 - City facilities that are a source of pride and meet community needs
- All delivered via City government that is affordable, accessible and accountable which includes:
 - Funding, planning, and staffing that have grown in proportion to support needs

Overall, this suggests a high quality of life and pride of place that has led Wyoming residents to see the City as a community to live, work, play, and stay (not just a bedroom community).

Goals

Having assessed the City's current position and fleshed out its vision for the future, the group moved on to identify the themes and critical issues that linked one end to the other. Those themes became the spine for developing high level goals for the future as presented here.

These are a first draft for the City Council to discuss and revise as appropriate.

- Looking Ahead 10+ Years
- What has to change to achieve that future?

NOTE:

During this item a question arose as to whether or not the Metropolitan Council could interfere with City plans. See the appendix to this document for details.

- Themes & Critical Issues
 - What themes emerge from the work so far?
 - What critical issues have to be addressed?
 - What are the natural next steps to what we are already doing?

GOAL 1: INTELLIGENT, PLANNED GROWTH

Wyoming should stay the course by working its long-term plans, even when external forces require adjustments

GOAL 2: MANUFACTURING AS ECONOMIC DRIVER

Wyoming's economic base has been and should continue to be in manufacturing; in order for that to be the case, the City will need to focus on:

- Retention of current manufacturing partners as well as expansion of current partner investment, and attraction of new ones
- Ensuring that the physical and regulatory infrastructure are user-friendly (e.g., storm water capacity can absorb expansion, regulations balance the long-term interests of the city, its residents, and its businesses)
- Supporting development of the ancillary service and workforce needs can be met by a thriving, attractive community
- Developing partnerships based on clear communication of expectations
- Implementing goals Comprehensive Plan, each of which supports this one

GOAL 3: VIBRANT TOWN CENTER / DOWNTOWN

In order to achieve Goal 2, the City will need to be attractive as a community to live, work, play, and stay (not just a bedroom community). Wyoming's downtown will need to become:

- A place of people – one that draws people in,
- A hub of activity and interest, and
- A place with a variety of things to do,
- That is (and is perceived to be) walkable and safe

GOAL 4: DIVERSE, LIFECYCLE HOUSING

In order to achieve Goal 2, the City will also need to sufficient, accessible housing with diverse options that:

- Support workforce needs
- Is affordable across income levels
- Supports starter needs as well as family needs
- Supports aging in place

GOAL 5: CONNECTED, ENGAGED COMMUNITY

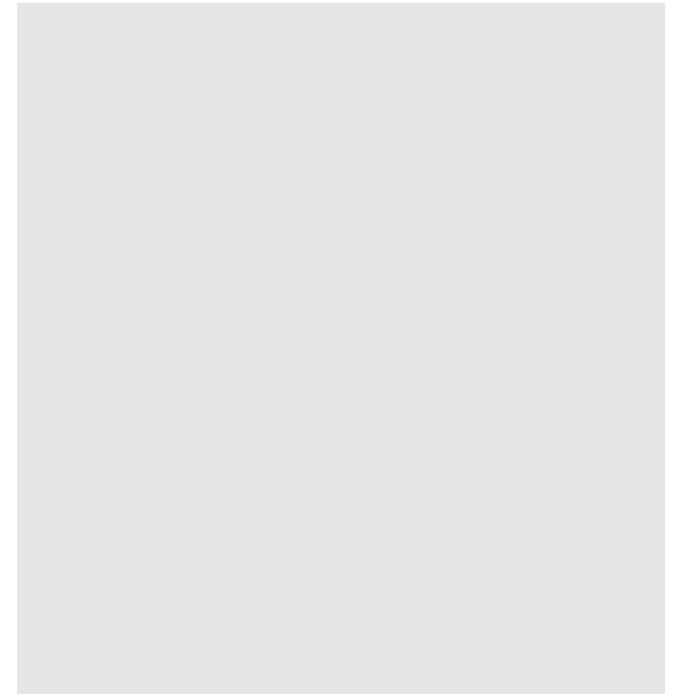
Wyoming will only be able to sustain gains under Goals 2 and 3, if it is able to create a sustain a sense of community among its residents. Achieving this will require a number of strategies in part because of its physical divides (i.e., interstate, wetlands) and in part because of existing competition for resident

- Convert Themes/Issues into Goals
- Dive into Each for Specifics
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attention (i.e., activities and amenities in neighboring communities). Those strategies might include:

- Road and pedestrian safety measures
- Development of parks and recreation events
- Partnership with community organizations (e.g., Lions Club, Scouts, Rotary, churches, parent-teacher association, local funders and nonprofits, the art center, nearby Chambers of Commerce, charity fun runs and other events)
- Supporting/seeding neighborhood and community events, associations
- Helping former associations restart (e.g., business association)
- Messaging about why residents want to move and stay here
 - Quality of Life
 - Pride of place
 - Natural Amenities
 - Business friendly
 - Local heritage/culture
 - Community safety
- Signage and other aesthetic changes that attract attention

Ideally, the City will hire community development staff for this work.



Most of the items that the City Council has included among its goals in the past should fit as actions/tactics underneath these goals. As the group discussed items already on those lists will continue forward, and staff do so.

In addition, these goals should support those already in the Comprehensive Plan and other plans.

Finally, it should be clear that each is an important step toward reaching the City's vision without stepping outside its mission.

Next Steps

In the final portion of the day, Council and staff discussed ways to ensure implementation of these goals despite challenges. Specifically:

- Smart money management
- Finding the right balance of not too much or too little regulation
- Focusing on relationships for retention rather than sales, competition, politics, etc.
- Avoiding group think or otherwise getting in your own way
- Partnering with business and community as much as possible so that they can do some of the work as well
- Seeking out sources of non-tax funding (e.g., grants) wherever possible

APPENDIX: Concern Raised re the Metropolitan Council

Legal Jurisdiction

Since the Metropolitan Council was created by the Minnesota legislature, only it can change the Council's jurisdiction. That jurisdiction has been defined in Minnesota statute since the late 1960s as follows:

473.121 Subd. 2. Metropolitan area or area.

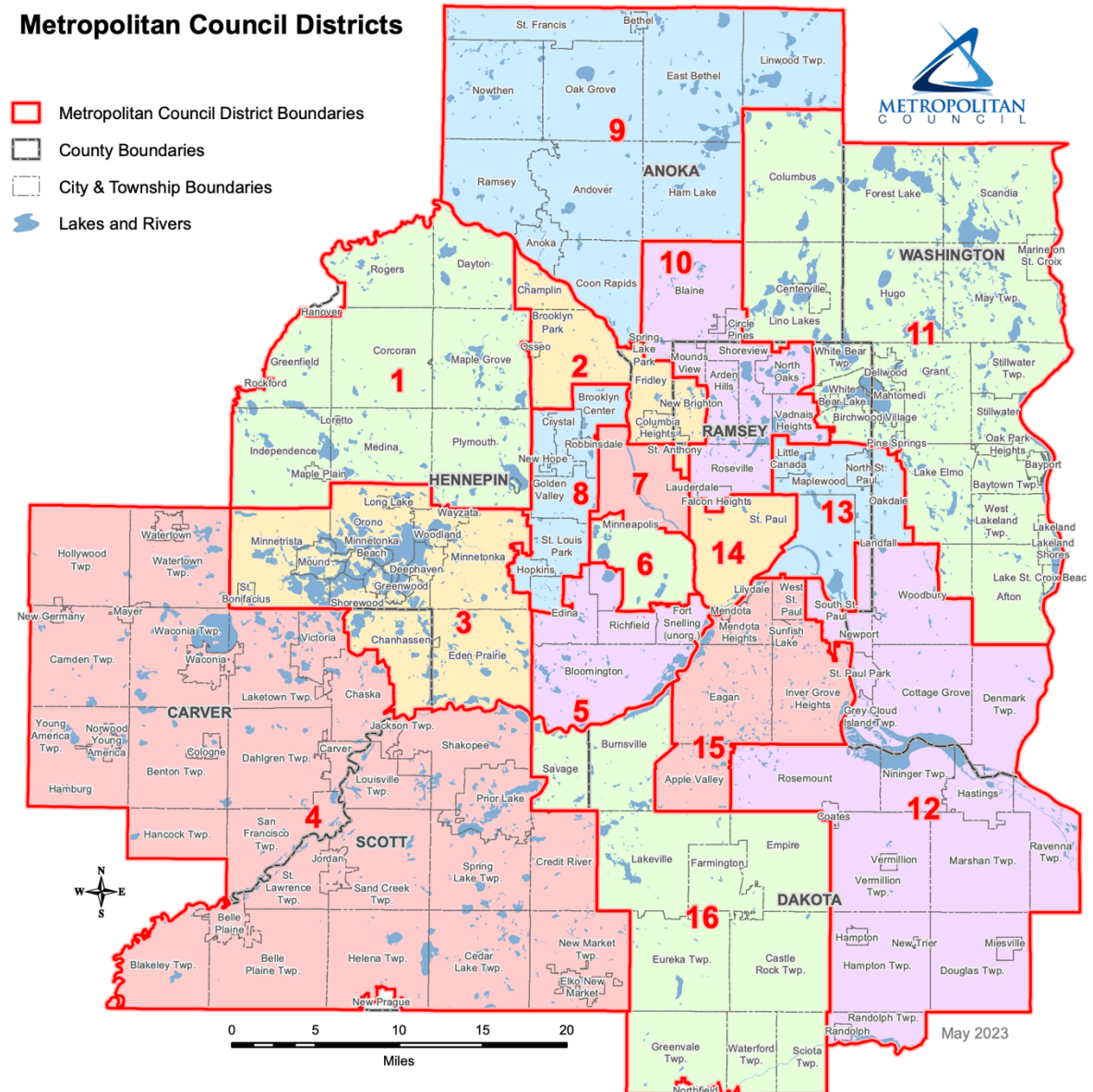
"Metropolitan area" or "area" means the area over which the Metropolitan Council has jurisdiction, including only the counties of Anoka; Carver; Dakota excluding the cities of Northfield and Cannon Falls; Hennepin excluding the cities of Hanover and Rockford; Ramsey; Scott excluding the city of New Prague; and Washington.

This is a much smaller area than the Minneapolis/Saint Paul Metropolitan Statistical Area as defined by the federal Office of Management and Budget (including 13 Minnesota counties: Hennepin, Ramsey, Dakota, Anoka, Washington, Scott, Wright, Carver, Sherburne, Chisago, Isanti, Le Sueur, Mille Lacs; and 2 Wisconsin counties).

Conclusion

As a result, any concerns that the City of Wyoming could become the next Lake Elmo (within one of the 7 counties) – that the Metropolitan Council could intercede in City of Wyoming affairs (not within one of the 7 counties) – would seem to be unwarranted.

Metropolitan Council Districts



APPENDIX: Preparation Materials

Introduction

The City Council sets the vision for the City and adopts guiding principles and goals to reflect that vision and guide decision-making at all levels of City government. The goal setting process builds Council consensus on policies and projects that impact City residents, businesses and the community as a whole. The City Staff uses the City Council's vision, principles, and goals to set priorities, direct work activities, and allocate staffing and financial resources.

2021 Council Goal Setting

Mission Statement/Vision Statement

In 2021 the council adopted a new Vision Statement and Mission Statement that will help guide the city’s work and this goal setting process

CORE VALUES	Vision Statement	Core Values	Mission Statement
Who we strive to be		How we do our work	
- Leader - Innovative - Economically Responsible - Transparent	The City of Wyoming will be a regional leader in providing innovative and long term economically responsible government that is transparent to all	- Efficient - Investment - Accessible - Stability	The Mission of the City of Wyoming is to efficiently do the work of the city, invest in the community and to operate with stability to provide reliable and adaptive services that are accessible to all.

2022 Comprehensive Plan

A thriving and inviting community that preserves our small town feel and natural landscape.

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graph TD
    A((A Thriving and Inviting Community))
    B((Utilize Land Efficiently))
    C((Integrate Transportation Systems))
    D((Expand Municipal Utilities))
    E((Enhance Recreation))
    F((Diversify Housing Options))
    G((Protect the Natural Environment))
    H((Pursue a Thriving Economy))
    B --> A
    C --> A
    D --> A
    E --> A
    F --> A
    G --> A
    H --> A
        
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Where Are We Now?

We can think of the City of Wyoming in a number of ways. We can see the City as a:

- Geographical/physical space with amenities and impacts
- Community of residents and of businesses – a place to live, work and play
- Service provider and employer – an organization
- City council – a governing body

For any or all of the above, how would you answer the following?

INTERNAL	Strengths to Build From – Sources of Resilience	Issues to Address / Fix – Sources of Challenge
	What do we do exceptionally well? What valuable assets & resources do we have?	Where could we improve? What are we criticized for? Where are we vulnerable?

EXTERNAL	Opportunities to Seize Before They are Gone What external factors could help contribute to our success? Are there emerging trends upon which we could capitalize?	Risks to Address Before They Hurt What external changes or trends do we already know could pose challenges? What external roadblocks could we encounter?

Now, for each of your answers, go back and ask yourself:

1. Is this something that the City has in common with other Cities?
2. Can our City address this independently? If not, who else do we need?
3. Is this item controlled by another unit of government? If so, how could they engage you?
4. Is it an issue the Council should discuss?

What is Coming Next?

What else are you paying attention to (*opportunities or risks; good, bad, ugly, or don't yet know*) ?

It could be in the City, the County/Region/State, a specific service, the legislature, the courts, the media...

Where is it?	What is it, specifically?	What is its potential impact/timeline?

Bottom line:

1. What is the Most Important [issue, focus, project, change] for your Work as a City Council in 2024-25?
2. What is your Biggest Concern for the City in 2024-25?

Bringing Vision to Life

The City Council adopted the following as its vision in 2021: The City of Wyoming will be a regional **leader** in providing **innovative** and long term **economically responsible** government that is **transparent** to all. And the Planning Commission included "a thriving and inviting community" in the City's 2022 Comprehensive Plan.

What do these words mean/evoke for you? <i>Regional Leader ♦ Innovative ♦ Long-term ♦ Economically Responsible ♦</i> <i>Transparent ♦ Thriving ♦ Inviting</i>	What else do you envision (be specific) when you imagine the City in 2035?
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Goals Over Time: What the City Provides

2020	2021	2022	2022 COMPREHENSIVE PLAN
Attract New Business / Retain Existing - Business Retention Visits - Leverage Partners for business leads - Medical opportunities (mental health services)	Attract New Business / Retain Existing - Dunkin Donuts - Look for opportunities for new styles of businesses - More food options - Strip mall that encompasses a large group of businesses	Attract New Business / Retain Existing - Attract distribution centers or larger corporate - Distillery and/or Brewery - Waterpark or similar attraction - More medical businesses over by the hospital - Develop lot across from the bank	PURSUE A THRIVING LOCAL ECONOMY - Create additional stores, offices and industries consistent with this plan, regulated by ordinance amendments incl. mixed use opportunities - Diversify the range of local employment opportunities - Attract well-paying jobs plus goods and services that are needed locally - Increase property tax revenues for city, school district, county and state
Housing for All - Home costs - Multi-Family, Different housing stock options/diverse - More mixed Developments – Parcels that could give opportunities	Residents Age Safely & Happily in Community - Housing Options - Retirement - Transportation Options; Walkability and safety		DIVERSIFY HOUSING - Increase the range of housing options for people in all stages of life to retain and attract residents. - Emphasize options like starter homes for young families, senior housing in locations that provide additional uses within walking distance. - Preserve neighborhoods integrity, ensuring they are maintained at high standard that reflects community values
Veterans Memorial Park – Railroad Park - Will a business donate signage - Review park Master Plan incl. memorial - Look at private group to create fundraising opportunities	Park Development - Veterans Memorial at Railroad Park - Develop Fireside Park with new equipment and possible boardwalk - Utilize Sunrise Trail to draw people here - Hawk Meadows snowshoeing and cross-country skiing has trails - Eagle Scout Projects repaired/updated. Highlight on city website - Advertise Farmers Market/New location at Water Tower Park? - Continue and have more partnerships with youth groups - Look for potential area for a Dog Park	Park Development - Swenson ADA Grant - Park and Trail Master Plan - Groom the access to Lion's Park Trail better - Inform residents you can hike along with snowshoe and ski on groomed trails	ENHANCE RECREATION OPPORTUNITIES - Develop, maintain, and improve public parks that provide diverse opportunities for active sports and passive recreation. - Identify, establish, and develop trail corridors that connect the neighborhoods to the park system and to regional trail corridors - Plan for changes in recreational activities that accommodate changing demands - Integrate parks/trail systems with significant natural resources
Code enforcement - Potential staff: nuisances, zoning issue, junk vehicles - Program self-sustaining	Evaluate blighted properties, programs for Program to deal with nuisance properties		UTILIZE LAND EFFICIENTLY - Plan for more intensive use for housing, shops, or industry to make resources available for other uses (farming, urban dev.) - Broaden residential housing options incl. higher density development - Encourage development in balance with natural resource protections.

2020	2021	2022	2022 COMPREHENSIVE PLAN
Continue Green Step Initiatives - Potential Grants or community partners - Potential costs in 2021 budget to go forward on steps			PROTECT NATURAL ENVIRONMENT - Protect and enhance the quality of lakes, rivers and wetlands. - Effectively manage/treat stormwater to protect resources - Equitable stormwater treatment strategies for all levels - Protect significant woodlands. - Enforce reg. protections for designated lake/stream shoreland - Link woodlands, wetlands and other undisturbed natural areas into "greenways" will be established through the development process.
Street - Possibilities for Mill and Overlays - Examine existing street fund balance for Mill and overlays	Street Replacement and Maintenance - Focus on Neighborhood Streets Walkability Safety - Developments have Sidewalks/Trails - Year-round accessibility - Promote fitness		INTEGRATE TRANSPORTATION SYSTEMS - Interconnect neighborhoods with multiple modes of safe transportation - Reduce reliance on auto driving. - Residents can walk, bike, and drive throughout the community - Traveling opportunities are accessible to residents of all capabilities through constructing and improving infrastructure to ADA standards.
			EXPAND MUNICIPAL UTILITIES - Increase the use of public potable water and wastewater. - Extend water and wastewater lines in staged and efficient manner in response to market demand and according to City capability. - Equitably finance for public infrastructure development/redevelopment - Consider shared private wastewater disposal systems until public wastewater is available or when public wastewater is infeasible.

How the City Does its Work

2020	2021	2022
Communications/Community Engagement - Continue communication efforts, Facebook, twitter, Instagram, Nextdoor - Look at software that allow for neighborhood and are messaging - Look to hold more events in parks/community events	Community Building - Inclusiveness/Equity policy making - Celebrate our identity – Stagecoach Days, Celebrate Wyoming’s overall history, farming, railroad, continued events	
		- Hold weekly event with different vendors up to Stagecoach Days - Continue to support small businesses
	Communications/Community Engagement Marketing campaign where to go with city complaints or concerns	
		- Bring more Councilmembers to League of MN Cities trainings - Hold an all Board/Commissions meeting
New Policy Creation and Streamlining Existing - Continue updating and creation of new policies - Council review facilities/ride along/learn what operations are like/attend trainings - Active Shooter Training for council and staff	Evaluating City Facilities Completion of needs assessment	

APPENDIX: Resource for Prep

When advising nonprofits re **MISSION**, I say that

Missions answer 3 questions.

What do we do? = Primary strategy
For whom? = Primary focus for impact
To what end? = Why we do it

Avoid language in these categories.

Fiscal Responsibility: You better do this regardless
Looking for an out: Trying or assisting is less than doing
Symbols & Purple Elephants: High ideals without substance or impossibilities not found in nature
Filler & Fluff: Pretty much what it sounds like

When revising mission:

- Start with your current mission: Pull it out; read it;
- Ask each other questions about what it means to you and how others (external) might read it.
- Read lots of missions for ideas.
- Consider grammar, style and content
 - 1st person plural (we, our) + active verbs/voice, not more than 1-2 declarative sentences
 - Inspires all to support the work, memorable but *NOT* a slogan or tagline
 - Plain English all can understand – limited insider language
 - Specific enough to guide decisions but broad enough to endure
 - The more you list, the more you exclude

Bryson tells us that:

An organization's mission, in tandem with its mandates, provides its raison d'être, the social justification for its existence. For a government agency or nonprofit organization, this means there must be identifiable social or political needs that the organization seeks to fill. ...

Identifying a mission, however, does more than merely justify an organization's existence. Clarifying the purpose can eliminate a great deal of unnecessary conflict in an organization and can help channel discussion and activity productively. An organization's purpose defines the arenas within which the organization will collaborate or compete, and it charts the future course of the organization... Moreover, an important and socially justifiable mission is a source of inspiration to key stakeholders, particularly employees.

[Strategic Planning for Public and Nonprofit Organizations](#)

When advising nonprofits re **VISION**, I point out that it is used in several ways.

Desired Change or Success of Plan – Level 1

What will we have achieved by [DATE] ?
What will have changed because of our work by ?
How will we have changed, internally, because of this plan by ?

Ideal State of Being – Level 2 (bigger)

"How should look when it is working extremely well in relation to its environment & stakeholders" – JB
Example: "Homelessness is rare, short-lived and recoverable." – *Indy Blueprint 2.0*

North Star – Level 3 (bigger still)

Statement of an ideal world where we no longer need to exist
Emotional and philosophical guide, sometimes intentionally unachievable
Example: "Ending homelessness"

Bryson reinforces this variation in how visions are used:

...an organization develops a description of what it should look like once it has successfully implemented its strategies and achieved its full potential. This is [its] "vision of success."

..."visioning" exercises... develop enough of a consensus on purposes and values to guide issue identification and strategy formulation...

Others may use visions to help them figure out what the strategic issues are or to help them develop strategies....

[Strategic Planning for Public and Nonprofit Organizations](#)