



# City of Shorewood

2025

## Strategic Priorities

**City of Shorewood**

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## Overview

At its 2025 annual retreat in February, Shorewood City Council developed seven Strategic Priorities and associated goals. Staff then developed potential action items in 2025 and beyond for each strategic priority for Council’s consideration and direction in work sessions in March and April. This resulted in the 2025 Strategic Work Plan which will guide the Council’s focus and allocation of staff time and resources for the year ahead.

## Strategic Priorities

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## About this Document

Each strategic priority includes goals, expected outcomes, milestones, estimated resources, and target date(s). A look ahead to future years is included, if applicable. Estimated resources include the estimated number of hours (represented by a clock icon) and estimated funds, or budget, amount (represented by a dollar sign). Please reference the legend below, when you get to this section in each goal.

 < 50	\$ 100s
  51-120	\$\$ 1000s
   121-250	\$\$\$ 10,000s
    250>	\$\$\$\$ 100,000s
	\$\$\$\$\$ 1M+

### 1. Environmental Stewardship

#### Goals

- Clear and strategic environmental policies and practices

<b>A. Vegetation Management Plan</b> – A plan based on insights from the IPM report, Bee Safe resolution, experience, industry experts, documented best practices, and public input.	
<b>Expected Outcomes</b>	An approved plan identifying issues, strategies, policies and practices for addressing invasive species, trees and turf.
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Draft to Park Commission</li> <li>• Public input</li> <li>• Council</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ Funds \$\$
<b>Target Date</b>	End of 2025

<b>B. Recycling RFP</b> – Issue an RFP for recycling services	
<b>Expected Outcomes</b>	Execute a new contract for recycling and possibly curbside organics collection.
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Issue RFP and conduct resident survey</li> <li>• Review proposals and recommend contractor</li> <li>• Approve contract</li> <li>• Information and education campaign for residents</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ Funds \$\$
<b>Target Date</b>	End of 2025

<b>C. Vegetation Management</b> - Remove new-growth buckthorn from 2024 removal areas; Conduct “small area” buckthorn removals in parks and ROW; Conduct removal of dead ash trees.	
<b>Expected Outcomes</b>	Reduction in buckthorn and ash trees in public spaces.
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Spring Removal</li> <li>• Winter Removal</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ ⌚ ⌚ Funds \$\$\$
<b>Target Date</b>	Ongoing

#### Other

#### Future Years

- Green Step Cities program – Review and evaluate continued participation in Green Step Cities and outline options

## 2. Fiscal Responsibility

### Goals

- Align City policies and practices with strategic direction
- Implement best practices to support sound financial management
- Maintain stable and predictable finances over the long term

<b>A. Long Term Financial Management Plan</b> - Develop plans for operations and capital investments; Adopt policies to guide management and sustainability of the City's funds.	
<b>Expected Outcomes</b>	A model and approved plan that guides budget development and capital planning.
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Development of model for budget development</li> <li>• Presentation and recommendation to Council</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ Funds \$\$\$
<b>Target Date</b>	Q3 2025

<b>B. SCEC Task Force</b> - Establish a task force to explore and analyze strategies to increase use and revenue at the SCEC.	
<b>Expected Outcomes</b>	Report that outlines options, including implications, investments, implementation steps, and projections to minimize funding gap.
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Discuss and approve task force charter, with goals, expectations, and timeline</li> <li>• Recruit members and form task force</li> <li>• Task force report</li> <li>• Council considers recommendations</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ ⌚ ⌚ Funds \$\$
<b>Target Date</b>	Q2 2026

### Other

- Document when cost savings occurs.

### Future Years

### 3. Safe & Secure Community

#### Goals

- Safe built environment
- Strong, proactive, strategic, and cost-effective public safety services

<b>A. Hwy 7 Safety</b> – Support activities that result in safety enhancements along the Hwy 7 corridor, identify plans for safety improvements, and create structure to collaborate and advocate for improvements to Hwy 7.	
<b>Expected Outcomes</b>	Education, awareness, enforcement; Data and plans; Organizational structure for corridor wide collaboration and advocacy
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Law enforcement agencies' Road Safe Grant – through June 2025</li> <li>• MnDOT Corridor Study – through 2025</li> <li>• Corridor Communities TMO Study – through June 2026</li> </ul>
<b>Estimated Resources</b>	Hours: ⬇ ⬇ ⬇ ⬇ Funds: \$\$\$\$ (using State Grants)
<b>Target Date</b>	Q3 2025; Q3 2026 for TMO

<b>B. Public Safety Engagement</b> – Increase City Council and resident engagement with SLMPD and EFD to better understand direction of SLMPD and EFD and provide informed guidance to board representatives.	
<b>Expected Outcomes</b>	Increased understanding of departments by Council and residents. Informed direction for appointed board members.
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Two to three interactions each with each Chief and the Council per year</li> <li>• Increase profile of departments in City communications.</li> </ul>
<b>Estimated Resources</b>	Hours ⬇ Funds \$
<b>Target Date</b>	Q4 2025

3. Safe & Secure Community (cont'd)

<b>C. Security and Access Control</b> – Complete parks and facilities security project by adding cameras and access control points.	
<b>Expected Outcomes</b>	Improved access controls to City facilities. Expanded camera coverage and better management of data.
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Present plan for approval by Council</li> <li>• Installation of data lines and equipment</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ ⌚ Funds \$\$\$\$
<b>Target Date</b>	Q4 2025

<b>D. Local Road Safety Improvements</b> - Identify road segments and intersections that have safety concerns. Identify short-term and long-terms solutions.	
<b>Expected Outcomes</b>	List of concerns Possible solutions, short and long term
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Post speed reports on website to share hard data</li> <li>• Discuss locations of concern; focus on most prominent areas</li> <li>• Research and discuss available tools to address concerns</li> <li>• Include concerns and tools in 2050 Comp Plan and CIPs</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ Funds \$\$
<b>Target Date</b>	Q4 2025

Other

Future Years

**4. Organizational Strength & Good Governance**

**Goals**

- Strategic and comprehensive long-term planning.
- Principled, data, and stakeholder driven decisions.
- Culture of continuous improvement.

<b>A. Agenda Management Software</b> – Implement agenda management software for Council and then Commissions to eliminate (or minimize) paper agendas.	
<b>Expected Outcomes</b>	Efficient agenda production Improved access to meeting materials (???)
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Define agenda structure and content</li> <li>• Establish procedure and train staff</li> <li>• Council decision about devices</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ Funds \$\$
<b>Target Date</b>	Q3 2025

<b>B. Commissions &amp; Volunteers</b> – Share Council direction and City updates with commission and volunteers to improve communications, enhance alignment, and acknowledge their contributions to the City.	
<b>Expected Outcomes</b>	Business meeting to foster improved communication and alignment Acknowledge contribution of volunteers and commissions
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Set Date and Agenda</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ Funds \$\$
<b>Target Date</b>	Q3 2025, ongoing annually

4. Organizational Strength & Good Governance (cont'd)

<b>C. Adopt Council Bylaws</b> – Establish Council’s standards and values regarding roles, responsibility and procedures.	
<b>Expected Outcomes</b>	Establish consensus about expectations and processes Clear and documented expectations and procedures
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Discuss and modify draft bylaws</li> <li>• Adopt bylaws</li> </ul>
<b>Estimated Resources</b>	Hours: ⌚ Funds: \$
<b>Target Date</b>	Q2 2025

<b>D. Review Engineering Services Structure</b> – Evaluate the scope and structure of engineering services in Shorewood to determine costs and needs.	
<b>Expected Outcomes</b>	Thorough understanding of engineering services
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Report and discussion</li> <li>• Contract consideration</li> </ul>
<b>Estimated Resources</b>	Hours: ⌚ Funds: \$
<b>Target Date</b>	Q3 2025

**Other**

- Code review and update – develop strategy/priorities, timing, progress updates/tracking to Council
- Implement paid FMLA, update benefits plan, cannabis management
- Agreements with athletic associations and SSSP
- Events analysis

**Future Years**

## 5. Functionally and Financially Sound Infrastructure

### Goals

- Define standards and goals for infrastructure development
- Plans to finance infrastructure improvements, maintenance, and replacement

A. Municipal Water Policies - Review and discuss policies and strategies regarding municipal water.	
<b>Expected Outcomes</b>	Updated policies regarding water Direction regarding water related strategies and programming
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Utilized Financial Management tool to understand funding</li> <li>• Work sessions to consider policies impacting municipal water</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ Funds \$
<b>Target Date</b>	Q4 2025

B. Park Master Plan – Complete update of Park Master Plan	
<b>Expected Outcomes</b>	Identification of current and future needs and opportunities Broad community involvement Plan to inform CIP and budgets
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Selection of Consultant</li> <li>• Community engagement</li> <li>• Updated Plan</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ Funds \$\$\$
<b>Target Date</b>	Q1 2026

### Other

- 2025 Mill & Overlay / Eureka
- SE Well Filtration project
- Discuss water extension with Mill Street trail project
- Pavement Management Plan (Done)

### Future Years

- Asset Management Software 2026

### 6. Comprehensive Approach to Planning and Development

#### Goals

- Clear standards and processes for development with strong controls
- Align private development with public improvements
- Leverage resources (land use controls, EDA) to achieve outcomes
- Set clear plans and diligently work to achieve them.
- Balance desires of both new and long-term residents.

A. 2040 Comp Plan - Finish Implementation of 2040 Comprehensive Plan	
<b>Expected Outcomes</b>	Modified ordinances and rezonings to align official controls with plan
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• 2025 Legislature</li> <li>• Rezoning, Code updates</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ Funds \$\$
<b>Target Date</b>	Q4 2025

B. 2050 Comp Plan - Begin 2050 Comprehensive Plan three - year update process, which will include engaging residents, leveraging tools, and aligning projects and strategies.	
<b>Expected Outcomes</b>	Develop schedule for entire process, noting topics, engagement, timing RFP for consultant
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Consultant RFP</li> <li>• Schedule for plan update</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ Funds \$
<b>Target Date</b>	Q4 2025

C. Shorewood EDA – Scope resources available through EDA to influence development and grow tax capacity.	
<b>Expected Outcomes</b>	Report outlining the EDA roles, powers, and possible levy impact. Understanding of EDA role in implementing Comprehensive Plan
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Review report and provide direction</li> </ul>
<b>Estimated Resources</b>	Hours: ⌚ Funds: \$
<b>Target Date</b>	Q3 2025

6. Comprehensive Approach to Planning and Development

<b>D. MnDOT Turn Back Parcels</b> – Evaluate opportunities, process, objectives for acquiring MnDOT parcels along Hwy 7.	
<b>Expected Outcomes</b>	Understand process and obligations Awareness of methods to achieve land use goals
<b>Milestones</b>	<ul style="list-style-type: none"> <li>Report, discussion and direction</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ Funds \$\$
<b>Target Date</b>	Q4 2026

**Other**

- Discussion with Council and community about Future Shorewood to inform decisions and 2050 Comp Plan process.
- Hire Planner

**Future Years**

- Significant focus on 2050 Comp Plan
- Code updates

**7. Effective Engagement and Communications**

**Goals**

- Prioritize communications and engagement
- Explore and experiment with different formats and mediums
- Be strategic about sharing information and obtaining input
- Dedicate time and resources to communication and engagement

<b>A. Strategic Communications Policy</b> – Plan to outline policies, practices, protocols, and measurements for City communications.	
<b>Expected Outcomes</b>	Comprehensive strategy for communications and engagement Consensus regarding Council objectives
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Outline current activities</li> <li>• Discussion of Council goals, especially regarding “town halls” or hearings</li> </ul>
<b>Estimated Resources</b>	Hours ⌚ ⌚ ⌚ Funds \$\$\$
<b>Target Date</b>	Q4 2025

**Other**

- Continue to use newsletter, website, email and social media to inform and educate residents and solicit feedback.
- Engage residents on key topics; use various electronic and in person formats.
- Implement new public alert system with JPA partner cities
- Resident survey

**Future Years**