



# 2023 – 2024 STRATEGIC GOALS

## Financial stability

Maintain and further improve the city's financial stability. The city's commitment to long-term financial planning has been critical to achieving its financial strength. Maintaining a solid financial position allows the city to fund essential municipal services, maintain our infrastructure, and make key investments in many projects and activities that enhance the community's quality of life.

- Continue an institutional commitment to five-year operating plan, two-year budget cycles, and long range infrastructure planning.
- Maintain the city's AAA bond rating
- Maintain Shoreview's current tax levy ranking among peer communities.
  - Investigate opportunities to increase non-tax revenue to reduce property tax impacts

## Organizational excellence

Ensure Shoreview's culture and values continue as key staff and council leaders retire. Attracting and retaining a high quality, skilled workforce as an employer of choice is important to the city's future.

- Clearly articulate Shoreview's work culture, mission, vision, and values:
  - Review Shoreview's values for council approval
  - Enhance the onboarding and mentoring program for staff and new city council members
  - Maintain the city's high community satisfaction rates
- Continue to encourage and support staff development
  - Host staff academy for current and new employees
- Strengthen and enhance communication between departments
- Be an employer of choice in Twin Cities region by maintaining a competitive wage and benefit structure and a quality work environment
  - Coordinate annual employee survey to measure employee engagement and culture
- Evaluate staffing needs to maintain Shoreview's high standards of service delivery
  - Establish a five-year organizational staffing plan



## Community and economic development

### Community development

Continue to enhance the quality of life in Shoreview through the development and upgrading of city parks and provision of comprehensive recreation program offerings that meet the evolving needs of the community. In addition, it is critical that the city continue to provide a well maintained and safe transportation network of roads and trails throughout the city.

- Enhance and upgrade our park and recreation infrastructure
  - Implement the park system master plan
- Maintain and improve transportation infrastructure
  - Partner with Ramsey County to facilitate Lexington Avenue and Hodgson Road reconstruction projects
  - Develop and implement strategies for residential street maintenance following the end of our street reconstruction program
  - Continue to construct trail segments to better connect the community (including Hodgson Road and Victoria Street corridors)

### Housing and economic development

Continue to prioritize high quality development and targeted redevelopment opportunities to provide diverse housing choices, maintain and create jobs, increase retail options, and further diversify the city's tax base.

- Continue to support the economic development authority's programs and initiatives
  - Review housing loan programs to provide opportunities for first-time home buyers and home improvements
  - Adopt a comprehensive housing approach that addresses housing choices, affordability levels, home ownership opportunities, and maintenance of existing housing
- Continue to monitor and explore potential business redevelopment opportunities at the former Deluxe Corporation site, Rice Street Crossing, Shoreview Village Mall and older industrial sites
  - Review the Town Center plan
- Continue to monitor and explore potential housing redevelopment opportunities at the Gospel Mission site, Shoreview Hills, the intersection of Hodgson Road and County Road J, and the intersection of Hodgson and Gramsie Roads
- Evaluate code enforcement program and recommend adjustments to increase code compliance



## Environmental initiatives

Continue to be a leader in sustainable practices and policies.

- Continue participation in GreenStep Cities
- Focus on maintaining sound environmental practices
  - Create a climate action statement and plan
  - Review recommendations from environmental quality committee

## Inclusion and Engagement

Strengthen commitment to fostering inclusion and incorporate strategies across all city functions while expanding communications and engagement within the community.

- Use committees and commissions for engagement and cultivation of future leaders
- Provide a variety of outreach and engagement opportunities that meet the needs of Shoreview's changing demographics
  - Host a citizens' leadership academy in 2023
  - Develop a youth citizens' leadership academy
  - Coordinate a community survey in 2025
  - Develop strategies and events to reach residents in multi-family units
  - Develop strategies to leverage outreach at Night to Unite
- Increase information transparency for greater resident confidence and understanding
- Develop and implement a plan to incorporate racial equity into our decision making