



AGENDA

1. CONVENE CITY COUNCIL WORK SESSION

A. Roll Call

Mayor Labadie

Councilmember Maddy

Councilmember Sanschagrin

Councilmember Gorham

Councilmember DiGruttolo

B. Review Agenda

2. DISCUSSION

A. Annual Strategy Session, Continued

3. ADJOURN



City Council Work Session Item 2.A.

Title/Subject: Annual Strategy Session, Continued
Meeting Date: March 9, 2026
Prepared By: Marc Nevinski, City Administrator

Attachments

1. 1. Environmental Stwdshp 2026
2. 2. Fiscal Responsible 2026
3. 3. Safe and Secure Commuity 2026
4. 4. Org Strength and Good Gov 2026
5. 5. Sound Infrastructure 2026
6. 6. Planning and Development 2026
7. 7. Engagement and Comms 2026

Background

Council is asked to review and discuss the attached Strategic Priorities for 2026. Staff has developed the draft priorities based on Council discussion at the strategic planning session in January and the work session on Feb 23rd. If there are modifications or additions to the priorities presented, Council direction is requested. Staff would like to bring the priorities for formal adoption at the March 23rd Council Meeting.

Strategic Alignment

Organizational Strength & Good Governance

- Strategic and comprehensive long-term planning — Strategic planning articulates a vision and sets objectives to guide priorities, decisions and the allocation of resources.

Discussion Requested

Council discussion and direction is requested.

1. Environmental Stewardship

Goals

- Clear and strategic environmental policies and practices
- Initiatives that communicate and reflect the City's commitment to environmental stewardship

Objective A. Vegetation Management Plan – A plan based on insights from the IPM report, Bee Safe resolution, experience, industry experts, documented best practices, and public input that documents the City's current practices and priorities.	
Success Indicators	An approved plan documenting issues, current strategies, policies and practices for addressing invasive species, trees and turf.
Action Steps	• Draft to Park Commission • Public input • Council
Estimated Resources	Hours ⌚ ⌚ Funds \$\$
Target Date	April 2026

Objective B. Curbside Organics Collection Program – Study the implications of a curbside organics collection program in Shorewood to inform Council decision making about options, costs and timing of implementing a program.	
Success Indicators	An actionable report to the Council outlining the rationale, structure, costs, and timing options for a curbside organics collection program.
Action Steps	• Collect data and information from County, haulers, residents • Prepare a report for Council • Decision by Council about how and when to implement a program. (Between 2027 -2030) • Information and education campaign for residents
Estimated Resources	Hours ⌚ ⌚ Funds \$\$
Target Date	August 2026

Objective C. Vegetation Management - Conduct “small area” buckthorn removals in parks and ROW; Conduct removal of buckthorn re-growth; Conduct removal of dead ash trees.	
Success Indicators	Removal of dead or dying ash trees Cut buckthorn regrowth in prior removal areas Reforestation using larger trees (~1-2” diameter), not saplings
Action Steps	• Document target area and amounts in management plan and work plan • Conduct re-growth cutting in spring / fall • Conduct removals throughout the year • Reforestation projects or events
Estimated Resources	Hours 🕒 🕒 🕒 🕒 Funds \$\$\$
Target Date	Ongoing

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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

Objective A. Long Term Financial Management Plan - Update model to reflect most recent data and plans to inform 2027 budget and future financial planning.	
Success Indicators	An updated model that reflects Council financial goals and priorities. Updated policies to guide procedures and decisions and implement best practices.
Action Steps	• Update model using most recent audit, CIP, and plans • Discuss Council goals, modify model to reflect goals, and use in preparation of 2027 budget • Develop or update policies as directed
Estimated Resources	Hours ⌚ ⌚ Funds \$
Target Date	Q2 2026

Objective B. Fund Priorities – Robust consideration of priorities and funding for 2027 budget	
Success Indicators	Budget goal setting Work Session to consider of options, impacts and tradeoffs. Preliminary Levy and Final Budget reflecting priorities
Action Steps	• Develop draft priorities list and analyze impact • Work session(s) to consider tradeoffs and set priorities • Approval or Preliminary and Final levy
Estimated Resources	Hours ⌚ ⌚ Funds \$
Target Date	Q2 2026

Objective B. SCEC Analysis - recommendation for SCEC to maximize use and minimize funding gap to use in preparation for 2027 budget.	
Success Indicators	Report that outlines options, including implications, investments, implementation steps, and projections to minimize funding gap.
Action Steps	• Building condition analysis (Done) • Hire consultant for market analysis • User survey and stakeholder engagement • Report
Estimated Resources	Hours ⌚ ⌚ ⌚ Funds \$\$\$
Target Date	Q3 2026

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3. Safe & Secure Community

Goals

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

Objective A. Hwy 7 Safety —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.	
Success Indicators	TMO formation Safety improvements funding Safety improvements included in 2029 project design work
Action Steps	• Continued resident communication about Hwy 7 • Support law enforcement agencies safety initiatives • Complete TMO Study & consider TMO participation • Seek funding through legislation and grants
Estimated Resources	Hours: ⌚ ⌚ ⌚ ⌚ Funds: \$\$\$\$ (using State Grants; Need local funding)
Target Date	Q3 2026 for TMO; Ongoing advocacy

Objective B. Public Safety Engagement —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.	
Expected Outcomes	Increased awareness of departments' activities by Council and residents. Clear direction from Council for appointed board members.
Milestones	• Two to three interactions each with each Chief and the Council per year • Increase profile of departments in City communications. • Communicate public safety data and statistics
Estimated Resources	Hours ⌚ Funds \$
Target Date	Ongoing

3. Safe & Secure Community

Objective C. Local Road Safety Improvements - Identify and respond to road segments and intersections that have safety concerns. Identify short-term and long-term solutions.	
Expected Outcomes	Identified road segments and intersections that have safety concerns. Defined process to review concerns and act if possible. Incorporate solutions into 2050 Comprehensive Plan.
Milestones	- Continue to post speed reports on website to share hard data - Invest in additional speed signs. - Facilitate enforcement - Consider local speed limit change - Include concerns and solutions in 2050 Comp Plan and CIPs
Estimated Resources	Hours 🕒 🕒 Funds \$\$
Target Date	Q4 2026; Ongoing

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4. Organizational Strength & Good Governance

Goals

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

A. Review Engineering Services Structure – Evaluate the scope and structure of engineering services in Shorewood to determine costs and needs.	
Expected Outcomes	Thorough understanding of engineering services Clear direction for 2027 budget
Milestones	• Updated staffing report and discussion • Council direction • Contract consideration
Estimated Resources	Hours: ⌚ ⌚ Funds: \$
Target Date	Q2 2026

B. Commissions & Volunteers – Share Council direction and City updates with commission and volunteers to improve communications, enhance alignment, and acknowledge their contributions to the City.	
Success Indicators	Business meeting to foster improved communication and alignment Acknowledge contribution of volunteers and commissions Joint Commission/ Council meeting when needed.
Action Steps	• Set date and agenda for business meeting • Identify joint meeting topics / needs.
Estimated Resources	Hours ⌚ ⌚ Funds \$\$
Target Date	Q3 2026, ongoing annually

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5. Functionally and Financially Sound Infrastructure

Goals

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

Objective A. Municipal Water Policies – Implement “Complete Connection” program and Point of Sale program as directed by Council on June 9, 2025	
Success Indicators	Adopt formal Complete Connection program 5+ homes connect to City water Adopt Point of Sale ordinance and policy
Action Steps	• Promotion to targeted neighborhood • Obtain quotes for interested homes • Approve contract, complete work • Research logistics and implement Point of Sale program
Estimated Resources	Hours 🕒 🕒 🕒 Funds \$
Target Date	Q4 2026

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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.

Objective A. 2050 Comp Plan - Develop robust Comprehensive Plan that includes significant community engagement, and reflects community values for topics such as land use, infrastructure and the environment.

Success Indicators	Schedule for process. Variety of scale and methods for engagement opportunities. Well written and formatted document. Clear goals and objectives. Clear implementation tools and actions.
Action Items	• Develop and maintain multi-year schedule • Communicate and promote the process and engagement • Draft chapters • Frequent consultation and guidance at Planning Commission • Review by Council • Submit to Met Council
Estimated Resources	Hours ⌚ ⌚ ⌚ ⌚ Funds \$\$\$\$
Target Date	Multi-year project 2026 - 2028

Objective B. Zoning Code Update – Complete phase one zoning code technical update to improve usability of the Code and bring it into conformance with the Comprehensive Plan, state statute and case law.

Success Indicators	Well written and formatted document. Clear policies with strong controls. Reorganization for ease of use and navigation. Creation of tables and graphics within code. Elimination of redundant or unused sections.
Action Items	• Draft code update. • Work session with Planning Commission and City Council. • Update language based on feedback, post draft language for public comment.

	- Public hearing with Planning Commission. - Review and final adoption by City Council.
Estimated Resources	Hours 🕒 🕒 🕒 Funds \$\$\$
Target Date	Q3 2026

Objective C. Tree Preservation Policy Update – Develop update to the Tree Preservation Policy and incorporate changes into the City Code.

Success Indicators	Well written and formatted document. Clear policies with strong controls. Higher quality tree preservation, protection and replacement standards.
Action Items	- Survey regarding tree preservation. - Planning Commission and City Council review survey results and provide feedback. - Draft policy and code updates. - Public hearing with Planning Commission. - Review and adoption by City Council.
Estimated Resources	Hours 🕒 🕒 🕒 Funds \$\$
Target Date	Q4 2026

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7. Effective Engagement and Communications Goals

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

A. Strategic Communications Policy –Document that outlines policies, practices, protocols, and measurements for City communications.	
Success Indicators	Comprehensive strategy for communications and engagement Consensus regarding Council objectives for communications
Action Steps	• Development of draft plan • Discussion of Council goals and objectives for communications • Final plan
Estimated Resources	Hours ⌚ ⌚ ⌚ Funds \$\$\$
Target Date	Q1 2026

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

- Meet electronic ADA compliance guidelines by Q1 2027

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