

# STRATEGIC PLAN SUMMARY 2021–2023

## Village of Shorewood

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Economic Development	A sustainable tax base	- Sales tax revenue - Non-residential EAV	-Increase sales tax outside the top 10 by 2% by 2023 -Increase non-residential EAV by 3% by 2023	a) Create an economic development strategy b) Conduct analysis of development fees c) Streamline business regulations & fees d) Town Centre design guidelines e) Modernize zoning & subdivision codes f) Update Comp Plan
	A vibrant small business environment	- # of small business licenses issued	-Increase number of small businesses by 7% by 2023 - Increase small business job growth by 2% by 2023	
	A clear vision for economic development	- Adopted plans, principles	- Shorewood known as a place to do business by > 50% surveyed by 2023	
Infrastructure Sustainability	Long-term sustainability of water supply	- Secured agreements - Funding established	- Begin constructing Lake Michigan water connection by April 2023	a) Manage Lake Michigan water implementation schedule b) Develop & implement PW facility plan
	Unified Public Works operations	- Secured funding - Project approval	- Facility constructed by Fall 2022	
Communicate Strategically	Well-informed citizens and businesses	- # social media followers - # email notifications - # participants at events - Direct feedback	- Increase by 10% those reporting they are well informed by 2023 - Increase participation by 20% at sponsored events between 2021 - 2023 - Increase comments on key issues by 10% between 2021 - 2023	a) Create a public awareness & engagement plan b) Develop a brand and marketing strategy
	A recognizable community brand	-Survey results -Direct feedback	- By 2023, 50% of Respondents Identify at Least One Core Brand Element	
Well-trained, Sustainable Workforce	Staffing adequate to meet service demands	- Staffing ratios - Staffing gap(s) determined by study	- # of staffing gaps - Meet 100% staffing targets by 2023	a) Conduct a staffing study & implement staffing plan b) Create individual & leadership development plans c) Update performance evaluation system
	A well-trained workforce	- Job standards met - Licensures attained - Perf standards(eval) met	- 100% of employees meet standard of their position by 2023	
	A stable workforce	- Turnover rate - Promotable employees	- Fill => 75% of all supervisor positions internally 2021-2023	