

Vision Statement Summary

In 2025, Shorewood will be an attractive and walkable urban community of safe, friendly, and vibrant neighborhoods filled with residents who value Shorewood's well-preserved and architecturally diverse private residences and its variety of well-maintained housing alternatives near to UW-Milwaukee and the amenities of the Milwaukee metro area. Shorewood will embrace its diversity and continue to attract residents that value education and culture. Shorewood's commercial center will be filled with healthy businesses that provide a variety of services and goods valued by local residents **and visitors alike**. Shorewood will be a green city with a commitment to sustaining a healthy environment and to protecting and thoughtfully developing its natural resources. Shorewood residents will meaningfully participate in the governance of the Village. Shorewood taxpayers will be committed to protecting their property's value by supporting a strong public education system, cost-effective village services, and well-maintained public infrastructure. Shorewood's leaders will govern with a long-range and disciplined view of Shorewood's future.

Build cases well ensure

To achieve this vision, Shorewood will promote quality urban housing by:

I. Maintaining a wide variety of housing options that meet the housing needs of people of all ages and stages of life in single-family homes, condominiums, and apartments that are both attractive and well-maintained.

A. Implementation Strategies

B. Measures of success

1. Range of housing options
2. Range of housing values
3. Range of affordability (net mortgage plus taxes or net rent)

II. Protecting the walkable nature of our neighborhoods; the easy accessibility of our schools, library, parks, and recreation facilities; the pedestrian scale of our commercial center; and convenient access to public transportation.

A. Implementation Strategies

B. Measures of success

III. Striving to attract new residents who value an urban living experience that includes safe neighborhoods in close proximity to urban amenities such as major sporting facilities, shopping alternatives, museums, theatres and other performance venues.

A. Implementation Strategies

B. Measures of success

To achieve this vision, Shorewood will promote a sense of social connection by:

I. Protecting and strengthening our culture of friendliness and neighborly concern for each other and reaching out to include new residents in our community life.

A. Implementation Strategies

B. Measures of success

II. Promoting acceptance of racial, ethnic, religious, physical, and economic diversity.

A. Implementation Strategies

B. Measures of success

III. Remaining committed to interactive communication and endeavoring to involve all residents and property owners in the civic duties and obligations of the Village.

A. Implementation Strategies

B. Measures of success

To achieve this vision, Shorewood will protect and enhance property values by:

- I. Protecting and enhancing the value of single-family homes.
 - A. Implementation Strategies
 1. Maintenance
 - B. Measures of success
 1. Value increase
- II. Protecting and enhancing the value of duplex homes.
 - A. Implementation Strategies
 1. Maintenance
 - B. Measures of success
 1. Value increase
- III. Promoting development and revitalization of multi-family housing units that meet modern living standards in buildings that represent the best of urban architecture and design.
 - A. Implementation Strategies
 1. Parking
 2. Redevelopment
 - B. Measures of success
- IV. Promoting development and revitalization of commercial property that meet modern business needs in buildings that represent the best of urban architecture and design.
 - A. Implementation Strategies
 - B. Measures of success
- V. Promoting a business environment on Oakland and Capital that supports the sale and worth of a healthy variety of goods and services.
 - A. Implementation Strategies
 1. Parking

B. Measures of success

VI. Maintaining public infrastructure

A. Implementation Strategies

B. Measures of success

To achieve this vision, Shorewood will promote the efficient delivery of Village services by:

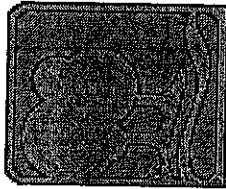
- I. Providing valued services to residents and businesses.
 - A. Implementation Strategies
 - B. Measures of success
- II. Continually improving service efficiency.
 - A. Implementation Strategies
 - B. Measures of success
- III. Maintaining cost-effectiveness
 - A. Implementation Strategies
 - B. Measures of success
 - 1. Annual tax levy growth? Tax rate growth? Comparatively?
 - 2. Relative tax, fee, and assessment rates in North Shore market?
- IV. Developing collaborative relationships with other units of government including other communities and Shorewood's public school system.
 - A. Implementation Strategies
 - B. Measures of success

To achieve this vision, Shorewood will protect and enhance our environment by:

- I. Promoting environmental protection activity by the Village and Village residents.
 - A. Strategies by the Village
 - B. Measures of success
 - C. Strategies by Village residents
 - D. Measures of success

- II. Protecting and enhancing our public green spaces in ways that increase the number of uses as well as the number of users.
 - A. Implementation Strategies
 - B. Measures of success

- III. Improving the development and use of public spaces along the banks of the Milwaukee River and the shores of Lake Michigan.
 - A. Implementation Strategies
 - B. Measures of success



Welcome To The ...

Village Of Shorewood



**Village of Shorewood
Board of Trustees "Blue Sky" Planning**

June 25, 2003 Summary

INITIATIVE: BOARD OPERATIONS AND GOVERNANCE

- **Areas of Concern in our Governance Model**
 - There is a long "learning curve" for new Board members
 - Lost time in annual "start-up" of new Board as the Board "forms"
 - We don't handle criticism well (from each other and from residents)

- **Areas for Improvements to our Governance Model**
 - Passing on Village "traditions" (eg., President's term, Committee assignments)
 - Passing on historical information (Village background, previous decisions, etc.)
 - Transfer of an historical perspective on Board roles from previous Trustees
 - Mentoring of new Board members
 - Development of a Board member "Orientation Book" (training manual)
 - *Clarity of Board member roles and responsibilities (Trustee, President, Committees, Departments)*
 - *Rules of order; Board protocol*
 - *Policies*
 - Tour of the Village facilities for new Board members
 - A better Board "forming" process early on in the annual Board year

ACTION: Establish an Ad Hoc Committee to develop recommendations for moving forward with improving our Governance Model

DEVELOPING THE VISION

Strength of the School System Supporting the Community	Attracting New Residents who Value Shorewood's Cultural Assets	A Community that is Diverse in its Population	Strength in Property Values
<ul style="list-style-type: none">➤ Ongoing expectation of excellence in our school system➤ Continued investment in the community's school system<ul style="list-style-type: none">- <i>Collaboration where it improves results</i>- <i>Collaboration to improve financial effectiveness</i>	<ul style="list-style-type: none">➤ Value public education➤ Value public facilities (libraries, etc.)➤ Value proximity to the city➤ Value proximity to the University➤ Value the "New Urbanism"	<ul style="list-style-type: none">➤ Cultural diversity➤ Ethnic diversity➤ Economic diversity <p>AS MEASURED BY:</p> <ul style="list-style-type: none">➤ Representative mix of diverse cultures (census)	<ul style="list-style-type: none">➤ Shorewood properties appreciate higher than inflation➤ Favorable appreciation relative to other communities<ul style="list-style-type: none">- <i>North Shore</i>- <i>Milwaukee Metro area</i>- <i>Wisconsin</i>➤ Well-maintained properties<ul style="list-style-type: none">- <i>Single family</i>- <i>Multi-family</i>- <i>Apartments</i>- <i>Commercial</i>➤ Ongoing maintenance and replacement of infrastructure
<p>AS MEASURED BY:</p> <ul style="list-style-type: none">➤ Stable school age population➤ Schools attracting new residents➤ Successful school outcomes➤ Fiscally sound	<p>AS MEASURED BY:</p> <ul style="list-style-type: none">➤ Stability in the population		<p>AS MEASURED BY:</p> <ul style="list-style-type: none">➤ Appreciation higher than inflation➤ Appreciation favorable to other communities➤ Annual dollars spent on infrastructure maintenance

DEVELOPING THE VISION (cont'd)

**An Environmental
Conscience and
Actions**

- Recycling programs and participation
- A "walk-able" community
- "Greening" actions
- Investments in parks, community settings, etc.
- Sidewalks

AS MEASURED BY:

- Visible evidence of environmental actions
- Regular process for environmental improvement

**A Thriving Commercial
Environment**

- Business growth in the community year-to-year
 - *Encouraging business start-up development*
- A shopping destination for other communities
- A diverse mix of businesses
- Good availability of parking

AS MEASURED BY:

- Private money investments continue to grow
- Business growth year-to-year

**An "Affordable"
Community**

- Comparable tax burdens
- Affordable service fees
- Good property values
- Affordable properties (entry-level ownership)
- Affordable in reality and community perception

AS MEASURED BY:

- Comparable tax burdens (real and perceived)
- Mix of property prices
- Mix of rental values

**Efficiency in our
Service Delivery**

- Providing services that are relevant to community residents
- Cost effective and efficient in our service delivery
 - *Collaboration*
 - *Privatization*
 - *Cost management*
 - *Process improvement*
- Shared services with other communities

AS MEASURED BY:

- Costs per resident
- Outcome measurements for our services

DEVELOPING THE VISION (cont'd)

Disciplined, Continuous Long- Range View of the Village

- Actions, investments focused on this long-range view
- Attention to preserving / enhancing our assets
- Attention to addressing threats/risks to this long-range view

AS MEASURED BY:

- Annual updates to a 10-year Village plan
 - Metrics
 - Targets
 - "Scorecard"

A Sense of

"Neighborhood"

- Friends and neighbors
- A safe community
- A sense of security
- Strong civic responsibility by residents (eg., volunteerism)

AS MEASURED BY:

- Community events
- Number of volunteers
- "Block parties"
- Resident longevity
- Good crime statistics

Open, Participative Effective Governance

- Resident input
- Representative government
- Good use of community skills
- Lively debate
- Accountability / responsibility of Trustees, Management
- Good communication of results to residents

AS MEASURED BY:

- Resident participation at Board meetings
- Resident participation at Town Hall meetings
- Strong voter turnout and contested elections
- Number of volunteers

OTHER SHOREWOOD MEASURES OF SUCCESS

- ▣ Progress toward a future "Vision" of Future Success for Shorewood
- ▣ Completion of our Board Meeting Agenda
 - *We work through a defined meeting agenda*
- ▣ Election / Re-Election of Trustees
- ▣ Increasing/Maintaining Village Property Values
- ▣ Commercial Viability
- ▣ Health, Safety, Welfare of Residents
- ▣ Quality of Life Issues
- ▣ Resident Evaluation of Trustee Job Performance / Effectiveness
- ▣ Effectiveness of Management of Resources (Fiscal, Infrastructure)
- ▣ Building Inspector Complaints

SHOREWOOD'S VISION -- A COMPELLING IMAGE OF OUR FUTURE SUCCESS

VILLAGE OF SHOREWOOD IN 2013

The VISION of THE VILLAGE OF SHOREWOOD is:

- To be a community with a **strong sense of "neighborhood"**;
- To be a community that is **diverse in its population** and which continues to **attract new residents who value Shorewood's cultural assets**;
- To be an **"affordable" community** with ongoing **strength in its property values**;
- To be a community **supported by a strong school system**;
- To be a community with a **thriving commercial environment**;
- To be a community with an **environmental conscience and environmental actions**;
- To be a community that is **cost efficient in its service delivery**, and;
- To be a community with **open, participative, and effective governance** taking actions against a **disciplined, continuous, long-range view of Shorewood's future**.