

**CITY OF SHOREVIEW
AGENDA
CITY COUNCIL WORKSHOP
APRIL 13, 2015
5:00 P.M.**

1. ROLL CALL
2. COUNCIL GOAL SETTING SESSION
3. OTHER ISSUES
4. ADJOURNMENT

TO: MAYOR AND COUNCILMEMBERS

**FROM: TERRY SCHWERM
CITY MANAGER**

DATE: APRIL 9, 2015

SUBJECT: COUNCIL GOAL-SETTING SESSION

The City Council holds a goal setting session every two years. The session typically takes a look at accomplishments from the previous two years, reviews the goals that were established in the previous session, and then updates the previous goals and identifies any new goals that should be incorporated into the City's efforts. The goals are extremely beneficial to staff in that they help direct or reaffirm the City's work program for the next two years and are then reflected into the two-year operating budget and six-year Capital Improvement Program.

Dave Unmacht, from Springsted, Inc., will facilitate this year's session. In preparation for the session, Dave contacted each of the Councilmembers to introduce himself, discuss the process, and review the goals that Councilmembers had identified for the City. The City Department Directors also completed the survey that had been sent out to the Council. The staff's responses to the survey are attached to this memo as background information for the Council.

Also attached to this memo is a powerpoint presentation that Dave will use to guide the City Council through the goal setting session, and a copy of the goals that were established two years ago.

**City of Shoreview, Minnesota
City Council – Staff Work Session
5:00 – 9:00 p.m.**

April 13, 2015

David Unmacht
Springsted, Incorporated



Thank You

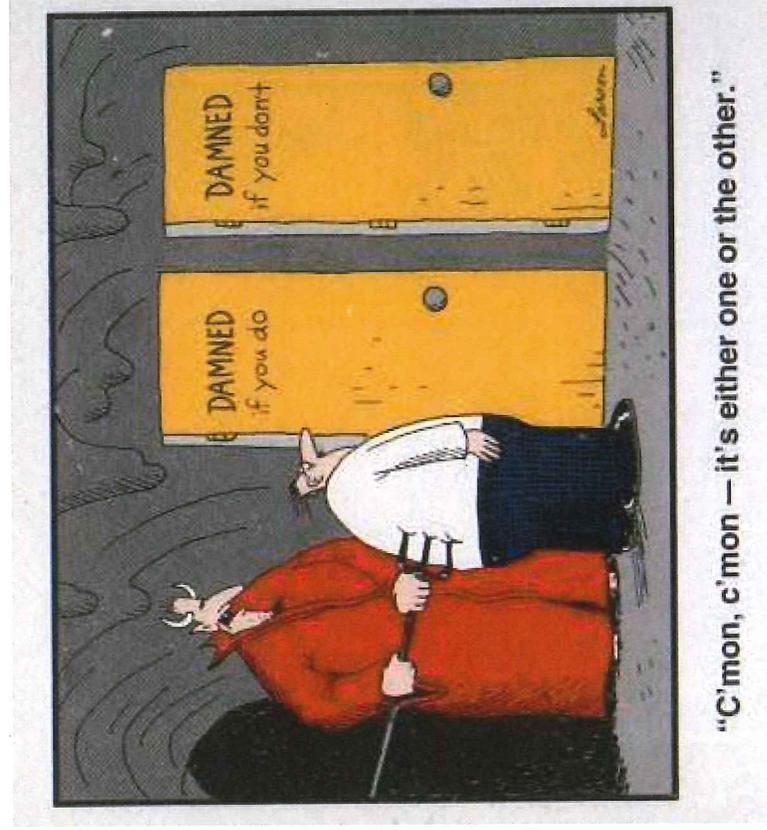
*A sincere thank you for the opportunity to work with you.
It is a distinct pleasure to participate and get to know
each of you and to learn more about your City.*



Work Session Goals

- Four goals
 - Open and honest discussion
 - Identify and discuss important issues
 - Update the current plan
 - Celebrate the success of the City

Far Side: Strategic Planning



Work Session Agenda

1. Welcome and Purpose: Mayor & City Manager
2. Setting the Stage: Dave Unmacht
3. Reflections on 2013 – 2015 Work Plan
4. Discussion of Current & Future Priorities
5. Closing and Next Steps

LMC Article

If the League asked you to write a feature article in their magazine on the City, what would you write about?
What makes you distinctive?



Setting the Stage

- **Present:** how have you created and maintained your culture?
What can others learn from you?
- **Past:** what changes are notable and significant from when you met in a strategic planning session in February, 2013?
- **Future:** what is already underway or in the works that will impact the City and community?

Premier City Governments

- Plan for the future
 - Balance short and long term resources and priorities
- Understand roles and expectations
 - Clear duties and responsibilities are clear
- Strive for efficiency and effectiveness
 - Implement defined structure and operating models
- Place an emphasis on communication
 - Both internal and external
- Share common values
 - Respect individual opinions, work to seek consensus

Critical Variables and Trends

- Pace
- Transparency
- Technology
- Demographics
- Politics
- Impatience
- Collaboration
- Workforce



Summary of City Council Input

- Consensus driven-collaborative culture
 - Distinct, respectful and experienced
 - Nothing is broken; keep the momentum going
 - Roles are clearly defined
 - Competent, professional staff
 - Leadership – succession planning
 - Defining “our” core values
 - Attention to the “books”
 - Communication

Summary of City Council Input

- Transit and transportation
- Water-related concerns (groundwater, treatment plant)
- Community Center expansion
- Recreation, parks and trails
- Healthy Community initiative
- Rice Creek Commons
- Safety
 - Speed and code enforcement

Summary of City Council Input

- Preparing the City for demographic changes
- Redevelopment of key properties
- Housing
- Prioritizing our many activities
- Others...

2013 – Major Priorities

- I. Financial Stability
- II. Community Facilities
- III. Economic Development
- IV. Community for All Ages



Financial Stability

Continuously work to maintain and further improve the long term financial stability of the City.



Community Facilities

Update and expand public facilities, parks, and trails to enhance the City's quality of life and provide a "community for all ages".

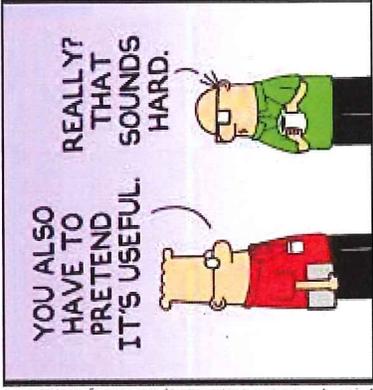
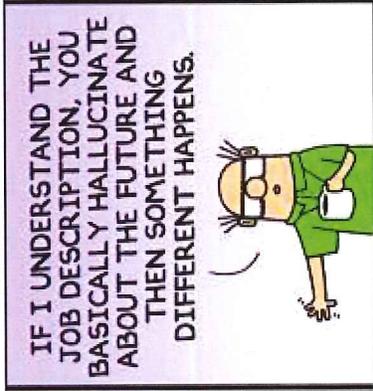
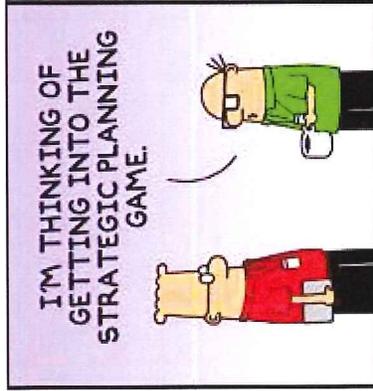
Economic Development

Improve the environment for business expansion, redevelopment and neighborhoods through outreach efforts and selected financial participation.

Community for All Ages

Continue to develop Shoreview as a “community for all ages” that provides housing choices, public amenities, services and resources for all residents regardless of their age.

Dilbert



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What are Strategic Issues? (Bryson edited)

- Fundamental policy choices or challenges facing the City
- They arise in the City's boundaries or relevant touch points
- They are something the City can do something about (not always directly)
 - Boundary crossing; resource intensive; politically loaded; often irreversible; and highly consequential

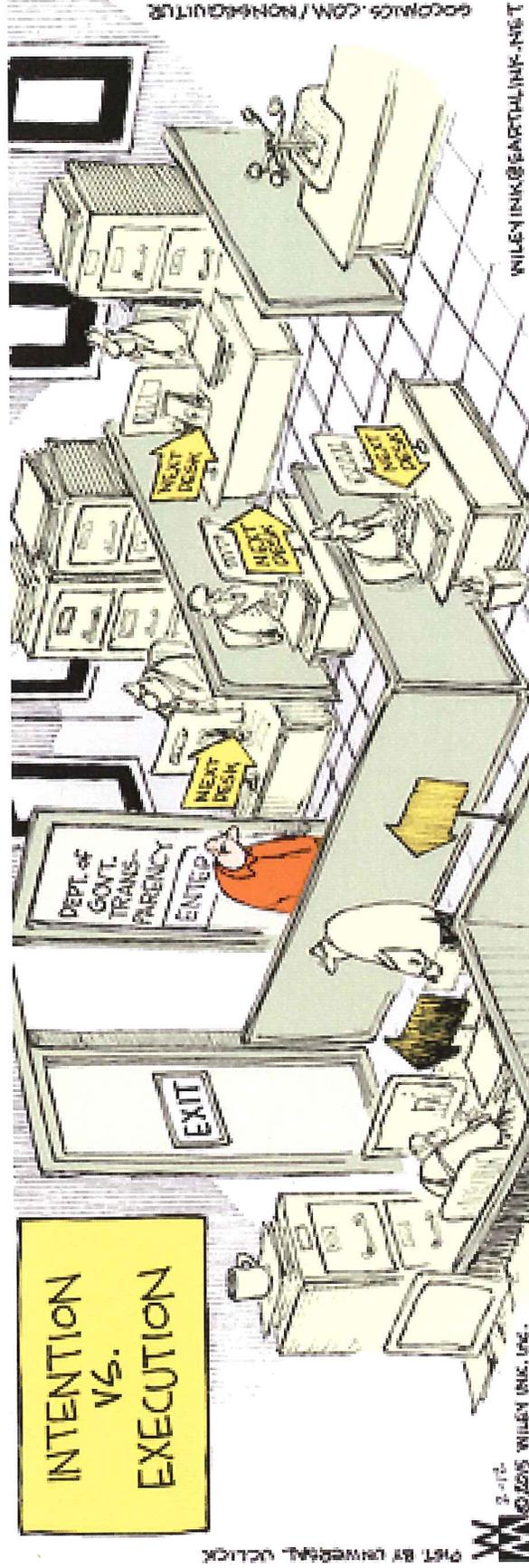
Planning Question

- We are already pushing the limits with our programs and services and really can't do much more than we are already doing right now. It may not be ideal, but we need to be in a sustaining mindset.
- Now is the perfect time to move our City forward by taking more risks and stretching our goals and strategies. It may not sound right in today's environment, but we need to be more aggressive in planning our future.

Starter Questions

- What dreams and aspirations do you have for the City?
- What are your legacy decisions that you will make *today* that the 2025 Council will compliment you on?
- What services do you provide today that you know will either not be provided or will be done differently in 2025?
- What collaborations or partnerships may be possible that could alter how we do business?

Non Sequitur



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Terry Schwerm

CITY COUNCIL GOAL SETTING SURVEY

1. List some of the City's major accomplishments during the past 3-4 years:
 - Planning for a water treatment plant
 - Midland Terrace (Lakeview Terrace) redevelopment
 - Retail Center near Target (including a Trader Joe's)
 - Business visits as part of the Business Retention and Expansion program
 - Completing street improvements (Red Fox Road and Owasso Street Realignment) as part of development proposals, while still maintaining our street reconstruction program
 - City response to train issues
 - Continued growth and establishment of the Economic Development Authority
 - Renovation of Bucher Park
 - Continuing to operate the Community Center and Recreation programs within budget
 - New trail along Lexington Avenue in northern part of the City
 - Establishment of the Community Investment Fund using revenues from utility franchise fees *
 - Maintaining our AAA bond rating and long term financial focus
 - Converting to a two year budget
 - Concept planning for a Community Center expansion
 - Excellent transition to a new Finance Director
 - Planning with Ramsey County for a new regional library
 - Fire Department conversion to full time duty crews and addition/remodeling of fire stations to accommodate overnight crews

2. What are some of the key opportunities that the City should take advantage of in the next few years to maintain the quality of life in the community:
 - Expanding and enhancing the Community Center and Shoreview Commons area will attract new residents and help maintain the Center as a vibrant community resource that serves all ages
 - A new regional library will be a great addition to the Shoreview Commons campus and will further enhance this area as the social, recreational and cultural center of the community
 - Updates and potential facility changes at our parks will help keep our neighborhoods vibrant and our parks as important assets in the community

- City should continue to explore and plan for possible land use changes in our highway corridors (Highway Corridor Transition Study)
 - Capitalize on potential redevelopment/reuse opportunities at Rainbow Foods, Shoreview Mall, and Shoreview Corporate Center
 - Continue to expand and connect our trail system when opportunities are available
 - Explore and possibly expand how we communicate with our residents via social media, print media, and video
3. What are some significant challenges that will be facing Shoreview in the next 5 years:
- How to maintain our housing stock and make older homes appealing to young families wanting to move to our community
 - Maintaining services and programs with a tax base that does not have much room left for growth
 - How best to redevelop certain areas with limited financial resources available
 - Maintaining aging infrastructure including streets, sanitary and storm sewers, street lights, and water mains
 - Updating and maintaining our park infrastructure
 - Retirement of many city employees and whether to restructure to insure that we can meet future service and program demands
 - Attracting young families to Shoreview as people move from single family homes
4. Describe what you think the City's top 3 or 4 goals or strategic issues should be in the next 2-5 years:
- Expanding the Shoreview Community Center and updating and implementing improvements to the Shoreview Commons Master Plan to enhance their role as the social, cultural and recreational gathering place for the City
 - Clearly identifying City mission and core values to insure that it continues to guide direction of the community
 - Continue to invest in updates and potential expansion of our park system to best meet the needs of the community
 - Expanding our trail system along key roadway corridors during road reconstruction and completing some missing links and key neighborhood connectors
 - Be in a position to respond/assist in the redevelopment of the Rainbow Foods/Shoreview Mall/Shoreview Corporate Center as the need arises

- Continue to explore methods to assist in the maintenance and updates of Shoreview housing stock

Tom Simonson
Assistant City Manager and
Community Development Director

CITY COUNCIL GOAL SETTING SURVEY

1. List some of the City's major accomplishments during the past 3-4 years:

- Achieving/maintaining AAA Bond Rating
 - Implementation of comprehensive upgrades to City's website (2013)
 - Establishment of Economic Development Authority – focus on economic development, business growth, and housing programs
 - Adoption and successful implementation of Business Retention & Expansion Program (BRE) – almost 30 business visits since
 - City was successful in getting special legislation passed in 2014 for the “Shoreview BRE TIF Pilot Project”, which provides special ability for City to retain and grow key businesses
 - Successful leveraging of tax increment resulting in several high profile projects that brought new services and jobs to the community:
 - Red Fox Road Retail – three phased development with new retail center opened in 2012 bringing new services and dining choices
 - Trader Joe's – second phase of the retail project with City aggressive lobbying efforts being successful in selecting community for new store location (opened in 2013)
 - Business Expansion – PaR Systems and TSI Incorporated, two “landmark” top employers expanding through City assistance and fast-track approvals bringing new tax base and hundreds of new highly skilled jobs
 - City received “EDAM Business Retention Project of the Year” (2013) for TIS and PaR Systems projects
 - Shoreview Senior Living – City financially assisted with mixed-use senior housing of independent, assisted living, and memory care
 - Lakeview Terrace – largest private/public redevelopment project undertaken with all approvals in 2012 on the 6-story 108-unit luxury apartment building that opened in Fall of 2014
 - Implementation of proactive Housing programs and initiatives through the EDA including Shoreview Home Improvement Loan Program
 - Acquisition and tear-down/clean-up of long-time nuisance property by City (3339 Victoria Street), will be developed for two new market rate homes
 - Upgrades/expansion of City maintenance center facility
 - Continued success and growth of the Shoreview Community Center
 - Seamless transition of Finance Director retirement and change in City Council
 - Successful acquisition of residential property along Highway 96 to support new Regional Library project
 - Implementation of the utility franchise and establishment of the Community Investment Fund
 - Launch of new Business Matters newsletter to the business community and start of hosting 2-3 small business workshops each year
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2. What are some of the key opportunities that the City should take advantage of in the next few years to maintain the quality of life in the community:

- Pursue Community Center expansion – in response to growing demand for additional fitness center and program needs – project should look more long-term at providing additional program space for City and community organizations
 - Continue to work closely with Ramsey County on the new Regional Library facility and relocation of the Mounds View School District to the existing Library building (explore opportunities for joint programs and efficiency in services)
 - Continue implementation of the BRE Program and continue to proactively support business growth and expansion of our key landmark and emerging companies through the special legislative pilot project
 - Continue to explore opportunities and actions that provide more services and programs to assist a diversifying and aging local population, as well as attract new young people and families into the community (major goals)
 - Continue to develop an effective and enriched communications program and use the change in the cable franchise to better produce local programs of interest and promoting the community (City)
 - Update of the Comprehensive Plan can be used as a dynamic process to revisit community vision and develop new policies to steer future demands and desires (e.g. is the recommendations of the recently completed Highway Corridors Transition Study)
 - More immediate is to work with owners/developers of the vacant Rainbow Foods property at a key intersection to bring new retail uses that benefit the community
 - Work with Ramsey County on developing a road improvement plan for Highway 49/Hodgson Road as well as the planned interchange upgrades for the Rice Street Bridge at I-694 that is designed to protect neighborhoods and provide amenities for the community and not just move traffic
 - Revisit and update the long-range redevelopment plan of the Shoreview Town Center, which includes the underutilized Shoreview Village Mall, as a targeted area that could provide attractive new housing and retail and business opportunities (City needs to determine how strong a commitment and how much financial support should be directed at this plan that has been in place for 15+ years)
 - Start to explore additional redevelopment opportunities in older apartment complex areas that could be more attractive and provide a wider-range of housing choices in the community (great example was the redevelopment for the Lakeview Terrace Apartments)
-

3. What are some significant challenges that will be facing Shoreview in the next 5 years:

- Overall on-going challenge is maintaining and enhancing the City's high quality of life while facing the challenges of a mature community (older demographics, aging housing stock, lack of vacant land for new commercial and housing, limited financial resources) – continue proactive efforts and finding additional funding resources necessary to achieve goals
- Ensuring there are sufficient funding resources to accomplish major goals:

- Staffing resources to better position the organization to support growing demands and expanded services – also necessary to address a high number of retirements from veteran staff over the next several years
 - New and expanded housing programs to provide incentives to improve older housing stock and attract young families (regeneration plan for neighborhoods)
 - Economic development support and business expansions – need to address future resource needs as the limited un-obligated tax increment resources diminish (explore other funding options) – may require higher EDA/HRA levies in future beyond basic administrative support
 - Address appropriate resources to effectively oversee growing rental property licensing and housing/property maintenance code enforcement
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4. Describe what you think the City's top 3 or 4 goals or strategic issues should be in the next 2-5 years:

- Comprehensive review of organizational structure and resources sufficient for the City to provide services and programs to sustain and meet the future needs of the community
- Pursue an expansion of the Shoreview Community Center and other improvements to the Shoreview Commons to continue to be a focal gathering point for the community and general public (incorporate new Library, Mounds View School District and future of the County Ice Arena in this planning)
- Continue to implement facilities and programs to address aging community and also attract new young people and residents - Community Center, park improvements, housing, retail and services, etc.
- Continue to implement EDA/Council housing and business development work plan projects and program priorities
- Continue to respond to business expansion, retention and attraction, including to be proactive with the BRE program and continued business visits
- Continue to improve/expand our communications to both residents and business community
- Pursue redevelopment of Shoreview Village Mall – major gateway property that is underutilized (seek acquisition, redevelopment plan, and qualified developer)

CITY COUNCIL GOAL SETTING SURVEY

1. List some of the City's major accomplishments during the past 3-4 years:

- In 2010 the City's bond rating was upgraded from AA+ to AAA. In 2014 S&P reaffirmed its AAA rating on the City's General Obligation Debt. Factors that influenced S&P's AAA rating included:
 - Very strong budgetary flexibility, as a result of available reserves at 103% of general fund expenditures;
 - Strong budgetary performance, which takes into account the use of reserves for the total governmental funds in 2013;
 - Very strong liquidity, providing very strong cash levels to cover both debt service and expenditures;
 - Very strong management with strong financial policies reflective in consistent ability to maintain balanced budgets; and
 - Strong debt and contingent liabilities position, driven mostly by the City's low overall net direct debt as a percent of total governmental funds revenue and rapid amortization.

These positive indicators as listed by S&P are a result of the City's commitment to long-term financial planning. Tools used by the City to monitor its financial condition include the Biennial Budget, Five-year Operating Plan, Capital Improvement Program and Comprehensive Infrastructure Replacement Plan and Policy. The City Council has been committed to maintaining the funding goals and targets outlined in these financial planning documents.

- Succession planning in the finance department due to the retirement of the City's Finance Director in 2014. The City was able to promote existing staff to replace both the Finance Director and Assistant Finance Director positions. The City maintained the same level of financial reporting and preserved its AAA bond rating in 2014.
- Economic development:
 - Red Fox road retail development
 - Autumn Meadows
 - Lakeview Terrace Apartments
 - Applewood Pointe of Shoreview

2. What are some of the key opportunities that the City should take advantage of in the next few years to maintain the quality of life in the community:

- In 2013 the City established a utility franchise fee and a new Community Investment Fund. Revenue from the franchise fee could help the City to continue its efforts to improve City parks, expand trails, and finance other improvements that have community wide benefit.
- Determine funding resources for expansion of the City's Community Center, possibilities include the Community Investment Fund, debt or a combination of each funding source.

3. What are some significant challenges that will be facing Shoreview in the next 5 years:

- Within the finance department area the main focus will be maintaining our long-term financial planning efforts through the monitoring of funding resources and expenses and fund balance levels.
- Monitoring fund balance levels in the Water utility fund as a result of the construction of the water treatment plant. Rate adjustment will be necessary to meet new debt service and operating costs.
- Replacement of the City's financial software. In 2010 the City hired Lee Harmon to maintain and provide enhancements to the City's current financial software package. This resulted in the development of systems to automate the preparation of the budget and financial planning documents. Having Lee on staff has allowed us to customize the City's financial software in a way that isn't possible when purchasing package software products. Lee has indicated that he is planning to retire in 2020. The City would have to implement a new software product during 2017 and 2018 in order to have Lee participate in the implementation of a new financial software package, and design interfaces in order to have the same level of efficiency in preparing our financial planning documents.

4. Describe what you think the City's top 3 or 4 goals or strategic issues should be in the next 2-5 years:

- Maintain a commitment to long-term financial planning.
- Continue to monitor and evaluate appropriate fund balance levels of the City's operating and permanent capital funds.
- Monitor the City's benchmark ratings to maintain our positive ratings as compared to our peer group.

CITY COUNCIL GOAL SETTING SURVEY

1. List some of the City's major accomplishments during the past 3-4 years:

- MAINTAINED/IMPROVED customer satisfaction with core services
- Absorbed new environmental mandates/initiatives e.g. EAB Program, Emission Control
- Implemented complex/non-traditional Infrastructure Projects w/ private partners
 - Red Fox Roads
 - Owasso Realignment
- MAINTAINED A positive image in Public w/ many STAFFING CHANGES
- leveraged park dedication from Housing development to complete Lex Ave TRAIL system
- ESTABLISHED/MAINTAINED leadership role for innovative public infrastructure programming and implementation
- FACILITATED transition from GLWMO to Ramsey-Washington Metro WD

2. What are some of the key opportunities that the City should take advantage of in the next few years to maintain the quality of life in the community:

- Active City participation ; support for local Gov't funding options for transportation ; other critical infrastructure (Legislative Advocacy)
- Continue to use/improve Community Survey results to calibrate Council Goals ; Strategies
- Actively seek out leadership in more diverse areas. The face of the Community is changing. FAST.

3. What are some significant challenges that will be facing Shoreview in the next 5 years:

- ENORMOUS TURN OVER IN STAFFING, LOSS OF INSTITUTIONAL KNOWLEDGE.
- Trying to deliver services seamlessly during this time period with all the new personnel.
- Equitable service delivery in things like Street Renewal projects as compared to past. Started in 1989 but the policies, rules, interpretations have been relatively constant up to now. Have to get through the next 5-10 years.

4. Describe what you think the City's top 3 or 4 goals or strategic issues should be in the next 2-5 years:

- Flexible approach to STAFFING
- AFFIRMATION OF CORE SERVICES / VALUES
- Committed to Long-Range Infrastructure planning

MEMORANDUM

To: Terry Schwerm, City Manager

From: Gordon Hughes

Subject: 2013 Goal Setting Workshop

On February 11, 2013, the City Council and senior staff of Shoreview conducted a five hour goal setting work session. Participants included all members of the City Council, the City Manager, the Assistant City Manager/Community Development Director, the Finance Director, the Public Works Director and the Assistant to the City Manager/Communications. Gordon Hughes facilitated the discussion.

The agenda for the work session was as follows:

1. Introductions and Overview of Workshop
2. Review of Recent Accomplishments
3. Why Did We Succeed in Accomplishing our Goals
4. Opportunities and Challenges Facing Shoreview and Their Relative Priority
5. Goal Setting and Prioritization
6. Final Thoughts

Work Session Goals and Expectations

The Shoreview City Council and staff is an extraordinarily cohesive team characterized by mutual respect and a clear understanding of their respective roles and responsibilities. Senior staff enjoys an unusually long tenure and feels "safe" in pursuing innovative ideas and the risks associated with such pursuits. Council members also enjoy solid public support for their service which was again demonstrated by the most recent community survey conducted by Decision Resources. The individual members of the Council also get along extremely well and display genuine regard for their respective viewpoints and ideas.

The most recent formal goal setting work session took place in May 2009. This work session included a review of the City's vision and mission statements and a full review of the strengths, weaknesses, opportunities and challenges facing the community.

Based on the unusually strong relationship between the Council members and staff and the detailed work done in 2009, it was decided to forego review of the City's vision and mission statements. Likewise, it was decided to abbreviate a full SWOT analysis such that the

participants could instead focus on the opportunities offered to and challenges facing the City and the attendant goals and action items to be pursued.

Pre-Workshop Questionnaire

Prior to the work session, Council members and senior staff received a short questionnaire asking that they each identify some of the City's major accomplishments during the last three to four years, the key opportunities the City should take advantage of in the next few years, the significant challenges that will be facing the City and finally the most important goals/strategic issues that the City should focus on. The responses to the questionnaire are attached and identified as Council Responses and Staff Responses.

Recent Accomplishments

Workshop participants were asked to identify major accomplishments of the past few years. Some of the accomplishments noted by multiple workshop participants included:

- AAA bond rating
- Adoption of Five Year operating plan and conversion to a Two Year budget cycle
- Maintenance Center project and LEED certification
- Indoor playground addition to Community Center
- Park renovations including Sitzer Park
- Financial stability and spending rankings compared to other communities
- Business retention and expansion efforts and results including EDA establishment

Attainment of the AAA bond rating from S&P and the adoption of the five year operating plan and budget were particularly noted by participants. The AAA rating not only speaks to the credit worthiness of the City but is also recognizes the outstanding quality of life enjoyed by Shoreview residents and businesses. Creation of the five year plan and two year budget cycle had their foundation in the 2009 goal setting effort and reflect the City's commitment to long range financial stability.

Keys to Success

During the workshop, participants were asked to identify key reasons which led to the achievement of these accomplishments. The following "keys to success" were identified:

- Great elected officials
- Staff stability
- Long term focus
- Planning emphasis with funding commitments
- Strong financial reserves
- Residents have strong trust
- Strong/diverse tax base

Opportunities

Workshop participants were asked to identify key opportunities that the City should take advantage of. Opportunities noted by multiple workshop participants and those discussed in more detail included:

- Implementing franchise fees may provide a new revenue source for needed projects
- Expanding the Community Center may be an opportunity to attract new residents and respond to existing demand
- The County's plan to expand the library may provide a needed community resource and would enhance the Commons campus
- Expansion the trail system offers an opportunity to complete "missing links" and better connect neighborhoods to the trail system. It also is an opportunity to attract the Next Generation to Shoreview
- Expiration of Deluxe TIF may provide financial resources for housing programs or continued economic development projects.
- Partnerships with other communities and community organizations may leverage resources for needed projects and services including enhanced public transit services for the north metro area.
- Legislative action with respect to 694 improvements may provide an opportunity to jumpstart redevelopment of the 694/ Rice Street area

Challenges

Workshop participants were asked to identify significant challenges facing the community. Challenges noted by multiple workshop participants and those discussed in more detail included:

- Shoreview's aging population challenges service expectations of the City and housing needs for older adults
- Tall tower service fees have ended which creates a revenue gap for the City
- The City's infrastructure is aging which results in higher attendant maintenance and replacement costs
- The City's housing stock is aging making it potentially less desirable for younger residents
- Maintaining the City's financial stability and bond rating will be challenging due to increasing demands for services and replacement/enhancement to infrastructure and facilities
- Accomplishing service and facility enhancements may not be possible without identifying added resources
- Attracting younger families to the community is essential to maintaining the City's quality of life for all residents
- Retirement of key staff members potentially creates a leadership vacuum and loss of institutional memory

Goals and Action Items

In planning for the work session, staff and the facilitator noted that the 2009 goal setting effort may have resulted in too many goals and action items. As such, the City focus became too diffuse thus making it difficult to prioritize council and staff efforts. Therefore, workshop participants were encouraged to sharpen their efforts in order to identify the most important four or five issues/goals for the next two to five years and action items to be pursued during 2013 and 2014.

Four strategic issue areas/goals were agreed on that will serve as the focus for next two to five years. Participants also identified a number of action items within each goal for 2013 and 2014:

I. Financial Stability. Continuously work to maintain and further improve the long term financial stability of the City. The City has made significant progress to stabilize its financial position – AAA bond rating, five year operating plan, two year budget cycle, long range infrastructure plan. Action items for 2013-2014 are:

- Revenue Enhancements
 - Prepare analyses for Council consideration regarding the establishment of franchise fees with respect to electric and natural gas services
 - Pursue the re-establishment of Tall Tower operating agreements with Telefarm and United Television
 - Evaluate the feasibility of extending the Deluxe Corporation TIF district and other possible alternatives so as to capture additional TIF for redevelopment purposes or other lawful purposes that would provide new resources for City undertakings. Present alternatives for Council consideration
- Maintain AAA bond rating through an institutional commitment to five year operations planning, two year budget cycles and long range infrastructure planning
- Integrate strategic goals into the budget document in order to create an alignment between the City's goals and the budget decisions of the Council

II. Community Facilities. Update and expand public facilities, parks, and trails to enhance the City's quality of life and provide a "community for all ages."

- Support and advocate for the expansion of the County Library. Evaluate the City's financial role in the expansion including possible property acquisition. Present alternatives-for Council consideration.
- Prepare plans for a fitness center expansion and water play area within the Community Center. Explore and evaluate partnerships for Community Center

services including providers of physical rehabilitation therapy and other services. Present plans for Council consideration.

- Align the long range infrastructure replacement plan with a more aggressive public facilities, park and trail improvements schedule to evaluate new funding sources and a reprioritization of capital projects.
- Develop improved metrics for park usage and participation in order to help prioritize park improvements that deliver the best return on investment
- Evaluate the feasibility of trail extensions to fill missing links in the trail system, especially trails that are not being programmed along county roads

III. Economic Development. Improve the environment for business expansion, redevelopment and neighborhoods through outreach efforts and selected financial participation

- Enhance the Business Retention and Expansion Program by expanding contacts to the next layer of smaller businesses
- Monitor and support 694 improvement legislation in order to prepare for a 694/Rice Street redevelopment project
- Continue to dialogue with the owner of the Shoreview Mall for possible redevelopment.
- Submit for Council consideration and implementation the updated EDA Work Plan
- Monitor TCAAP Development and participate where possible, especially in the AUAR process

IV. Community for All Ages. Continue to develop Shoreview as a “community for all ages” that provides housing choices, public amenities, services and resources for all residents regardless of their age.

- Collaborate with other communities to identify priorities and develop a consensus on northern Ramsey County transit needs for the purpose of enhancing transit service to Shoreview
- Implement web site upgrades, social media links and other communications tools to tell the Shoreview story to prospective residents with primary focus on younger families. Include spotlights on quality schools in City communications in order to capitalize on this important community asset.

- Explore additional community center offerings, especially those providing socialization and healthful living for seniors.

Final Thoughts

At the conclusion of the workshop, participants were invited to share any final thoughts. Council members discussed issues related to future staffing needs of the City in order to provide the necessary personnel for new initiatives. The City Manager was invited to share his thoughts and plans at a later date with respect to succession planning and future staffing needs.