

**CITY OF SHOREVIEW
AGENDA
CITY COUNCIL WORKSHOP
MAY 11, 2015
7:00 P.M.**

1. ROLL CALL
2. MEET WITH BIKEWAYS AND TRAILS COMMITTEE
3. PRESENTATION FROM CENTURY LINK REGARDING PRISM TV
AND CABLE FRANCHISE
4. REVIEW OF CITY COUNCIL GOALS AND PRIORITIES
5. OTHER ISSUES
6. ADJOURNMENT

TO: MAYOR, CITY COUNCIL, AND CITY MANAGER
FROM: MARK MALONEY, PUBLIC WORKS DIRECTOR
DATE: MAY 8, 2015
SUBJ: BIKE AND TRAIL COMMITTEE WORK PROGRAM

Shoreview's Bike and Trails Committee is scheduled to meet with the City Council at their workshop session on Monday, May 11, 2015. The Committee met recently to discuss their upcoming events and work program and to provide input on priorities for off-street pedestrian sidewalk and trail improvements.

The Committee would like an opportunity to discuss the following topics with the City Council:

- Formally Establish Shoreview's Adopt-a-Trail Program

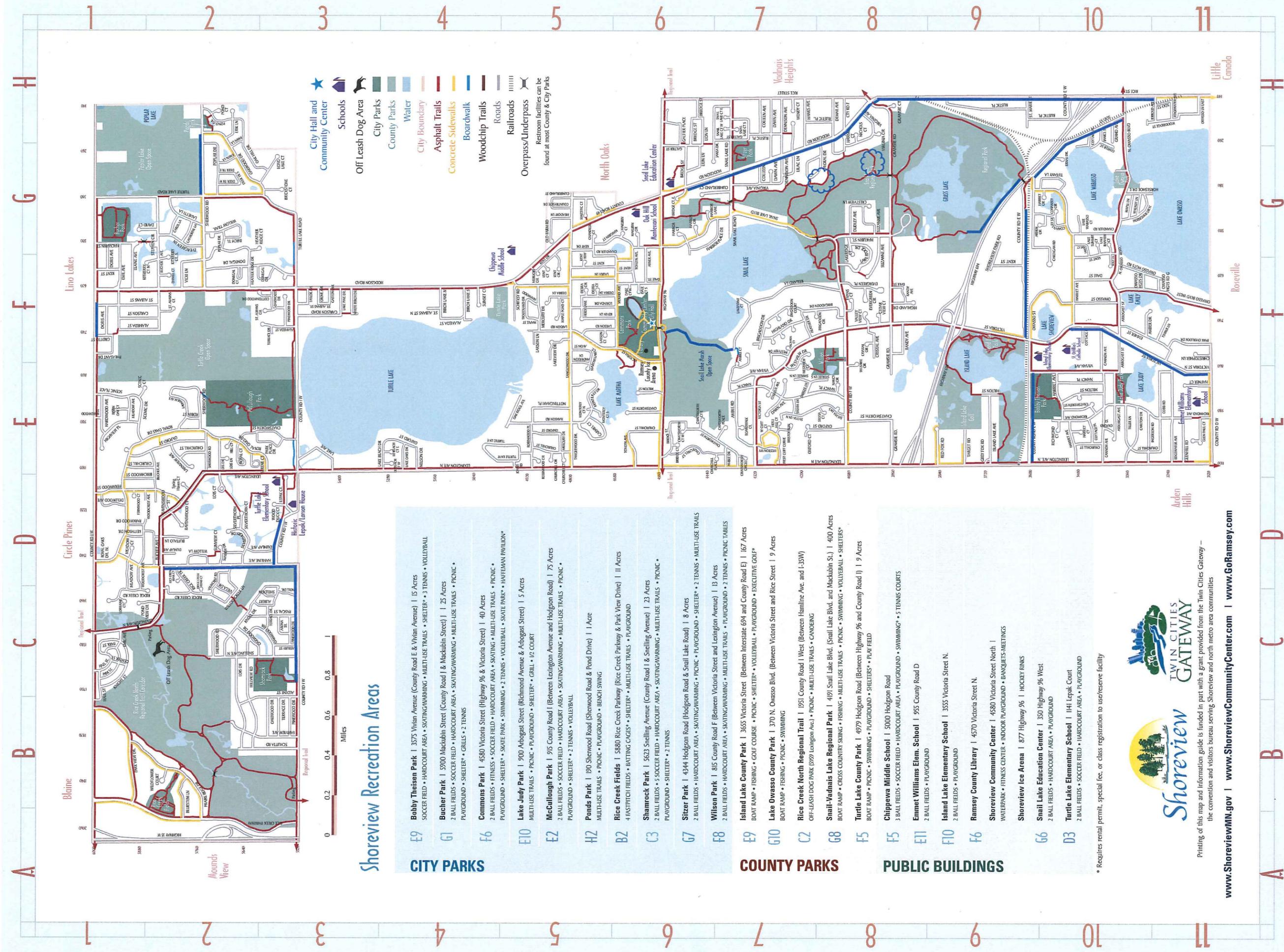
The City has in the past had individuals/groups as adoptees of various trail segments in both City and County right of ways and open spaces, but the program wasn't formally recognized in the community and/or coordinated with similar Ramsey County efforts. Given the support for the sidewalk/trail system in the community as well as the number of civic and/or employee groups looking for volunteer activities, there appears to be significant potential interest for such a program in Shoreview. While Ramsey County is likely not going to be offering a similar program for their infrastructure/properties in Shoreview, they've indicated that they would accommodate Shoreview's efforts. The Committee desires to discuss the concept of formally establishing a Shoreview Adopt-a-Trail program understood to be wholly administered by Shoreview staff.

- Coordination with Slice of Shoreview

The Committee would like to provide an update of their planned Slice of Shoreview activities including the continued booth staffing and the popular Tour de Trails event.

- Sidewalk/Trail Construction Priorities

The Committee annually reviews their recommendations for new sidewalk/trail construction in Shoreview; the recommended sidewalk/trail segments are indicated in dark blue on the attached map. The Committee recently emphasized the need to complete the one block long gap in the County Road J trail segment between Grotto Street and St. Albans Street citing the dangerous conditions for westbound bicyclists riding "into traffic" along the south shoulder of County Road J. The Committee also has been discussing their support for additional trails shown in Ramsey County's Snail Lake Master Plan.



Shoreview Recreation Areas

- CITY PARKS**
- E9 Bobby Theisen Park** | 3575 Vivian Avenue (County Road E & Vivian Avenue) | 15 Acres
SOCCER FIELD • HARD COURT AREA • SKATING/WARMING • MULTI-USE TRAILS • SHELTER* • 3 TENNIS • VOLLEYBALL
 - G1 Bucher Park** | 5900 Mackubin Street (County Road J & Mackubin Street) | 25 Acres
2 BALL FIELDS • SOCCER FIELD • HARD COURT AREA • SKATING/WARMING • MULTI-USE TRAILS • PICNIC • PLAYGROUND • SHELTER* • GRILLS • 2 TENNIS
 - F6 Commons Park** | 4580 Victoria Street (Highway 96 & Victoria Street) | 40 Acres
2 BALL FIELDS • FITNESS • SOCCER FIELD • HARD COURT AREA • SKATING • MULTI-USE TRAILS • PICNIC • PLAYGROUND • SHELTER* • SKATE PARK • SWIMMING • 2 TENNIS • VOLLEYBALL • SKATE PARK* • HAFEMAN PAVILION*
 - E10 Lake Judy Park** | 900 Arbogast Street (Richmond Avenue & Arbogast Street) | 5 Acres
MULTI-USE TRAILS • PICNIC • PLAYGROUND • SHELTER* • GRILL • V2 COURT
 - E2 McCullough Park** | 915 County Road I (Between Lexington Avenue and Hodgson Road) | 75 Acres
2 BALL FIELDS • SOCCER FIELD • HARD COURT AREA • SKATING/WARMING • MULTI-USE TRAILS • PICNIC • PLAYGROUND • SHELTER* • 2 TENNIS • VOLLEYBALL
 - H2 Ponds Park** | 190 Sherwood Road (Sherwood Road & Pond Drive) | 1 Acre
MULTI-USE TRAILS • PICNIC • PLAYGROUND • BENCH SWING
 - B2 Rice Creek Fields** | 5880 Rice Creek Parkway (Rice Creek Parkway & Park View Drive) | 11 Acres
4 FASTPITCH FIELDS • BATTING CAGES* • SHELTER* • MULTI-USE TRAILS • PLAYGROUND
 - C3 Shamrock Park** | 5623 Snelling Avenue (County Road I & Snelling Avenue) | 23 Acres
2 BALL FIELDS • SOCCER FIELD • HARD COURT AREA • SKATING/WARMING • MULTI-USE TRAILS • PICNIC • PLAYGROUND • SHELTER* • 2 TENNIS
 - G7 Sitzer Park** | 4344 Hodgson Road (Hodgson Road & Small Lake Road) | 8 Acres
2 BALL FIELDS • HARD COURT AREA • SKATING/WARMING • PICNIC • PLAYGROUND • SHELTER* • 2 TENNIS • MULTI-USE TRAILS
 - F8 Wilson Park** | 815 County Road F (Between Victoria Street and Lexington Avenue) | 13 Acres
2 BALL FIELDS • HARD COURT AREA • SKATING/WARMING • MULTI-USE TRAILS • PLAYGROUND • 2 TENNIS • PICNIC TABLES
- COUNTY PARKS**
- E9 Island Lake County Park** | 3655 Victoria Street (Between Interstate 694 and County Road E) | 167 Acres
BOAT RAMP • FISHING • GOLF COURSE • PICNIC • SHELTER* • VOLLEYBALL • PLAYGROUND • SWIMMING • EXECUTIVE GOLF*
 - G10 Lake Owasso County Park** | 370 N. Owasso Blvd. (Between Victoria Street and Rice Street) | 9 Acres
BOAT RAMP • FISHING • PICNIC • SWIMMING
 - C2 Rice Creek North Regional Trail** | 1951 County Road I West (Between Hamline Ave. and I-35W)
OFF-LEASH DOG PARK (1959 Lexington Ave.) • PICNIC • MULTI-USE TRAILS • CANOEING
 - G8 Snail-Vadnais Lake Regional Park** | 4191 Small Lake Blvd. (Small Lake Blvd. and Mackubin St.) | 400 Acres
BOAT RAMP • CROSS COUNTRY SKIING • FISHING • MULTI-USE TRAILS • PICNIC • SWIMMING • VOLLEYBALL • SHELTERS*
 - F5 Turtle Lake County Park** | 4979 Hodgson Road (Between Highway 96 and County Road I) | 9 Acres
BOAT RAMP • PICNIC • SWIMMING • PLAYGROUND • SHELTERS • PLAY FIELD
 - F5 Chippewa Middle School** | 5000 Hodgson Road
3 BALL FIELDS • SOCCER FIELD • HARD COURT AREA • PLAYGROUND • SWIMMING* • 5 TENNIS COURTS
 - E11 Emmet Williams Elem. School** | 955 County Road D
2 BALL FIELDS • PLAYGROUND
 - F10 Island Lake Elementary School** | 3555 Victoria Street N.
2 BALL FIELDS • PLAYGROUND
 - F6 Ramsey County Library** | 4570 Victoria Street N.
Shoreview Community Center | 4580 Victoria Street North |
WATERPARK • FITNESS CENTER • INDOOR PLAYGROUND • BANQUETS-MEETINGS
 - G6 Shoreview Ice Arena** | 877 Highway 96 | HOCKEY RINKS
 - D3 Snail Lake Education Center** | 330 Highway 96 West
2 BALL FIELDS • HARD COURT AREA • PLAYGROUND
 - D3 Turtle Lake Elementary School** | 1141 Lepak Court
2 BALL FIELDS • SOCCER FIELD • HARD COURT AREA • PLAYGROUND

* Requires rental permit, special fee, or class registration to use/reserve facility



Printing of this map and information guide is funded in part with a grant provided from the Twin Cities Gateway – the convention and visitors bureau serving Shoreview and north metro area communities

www.ShoreviewMN.gov | www.ShoreviewCommunityCenter.com | www.GoRamsey.com

TO: Mayor and City Council members
FROM: Terry Schwerm, City Manager
DATE: May 11, 2015
SUBJECT: Informational Overview by CenturyLink

INTRODUCTION

CenturyLink, a long-time phone and internet provider, has recently started the franchise process for cable television service with several cities and cable commissions in the Twin Cities area. Based on Council direction, staff recently met with a representative from CenturyLink to determine if they were interested in also serving Shoreview and to learn more about their proposed cable service. Staff has asked a representative from CenturyLink to present this information to the City Council at the workshop meeting.

BACKGROUND

As the Council is aware, the City currently has a franchise for cable services with Comcast. The City is currently in the process of negotiating a renewal of this franchise and will be discussing the proposed franchise agreement with the Council at a workshop meeting on May 18th. The City is negotiating the franchise directly with Comcast because of the decision to withdraw from the North Suburban Cable Commission (NSCC) at the end of 2014.

The City's franchise agreement with Comcast is non-exclusive, which means that the City can issue a cable franchise to other providers wishing to serve the City. The current and proposed franchise with Comcast however, does include a competitive equity clause that requires any other cable providers to construct and/or operate their system under equivalent material terms.

Many communities, including those represented by the NSCC, have already been approached by CenturyLink regarding their desire to apply for a cable franchise. The NSCC, along with several other cities in the metro area, have already started the franchise process with CenturyLink. There is a specific franchising process identified in state and federal law that cities must follow when considering a cable franchise. Attached are two documents that are from the 'Bradly Law Blog' authored by Mike Bradley that provide background and best practices regarding the cable franchising process. Mr. Bradley is a partner at Bradley, Hagen & Gullikson, LLC. He represents cities on cable television franchising issues and has worked with the NSCC during the franchise renewal process.

The City must follow legal requirements of the Minnesota Cable Act (Minnesota Statute Chapter 238) in order to consider a cable franchise application. The document, '*Municipal Competitive Franchising Process in Minnesota*' provides a general overview of the procedural steps that cities must follow when considering a cable franchise application.

The second document, '*Cable Franchising Quasi-Judicial Best Practices in Minnesota*' provides advice to Council members on how to take measures to provide adequate safeguards for the due process rights of cable franchise applicants.

RECOMMENDATION

Staff would suggest that the Council hear the presentation from CenturyLink and then have additional discussion about the franchise process with the City Cable Attorney, Robert Vose, who is also working with several cities and CenturyLink on franchises. As noted earlier, Mr. Vose is scheduled to attend a special workshop meeting on May 18th.

CABLE TELEVISION

MUNICIPAL COMPETITIVE FRANCHISING PROCESS IN MINNESOTA

FEBRUARY 10, 2015 MIKE BRADLEY LEAVE A COMMENT

Many cities/cable commissions in the Twin Cities Metro area have been approached by [CenturyLink](#) about submitting an application for a cable franchise. While receiving an application to provide competitive cable service may be an exciting prospect, it is important to recognize that, in Minnesota, the cable franchising process is quasi-judicial and certain procedural safeguards must be followed. The following is a general point of reference for interested city/commission staff and policy makers generally describing the cable franchising process. Cities/commissions are encouraged to consult their attorneys.

State Law – Process for Additional Cable Communications Franchises

The [Minnesota Cable Act](#), found in Minnesota Statutes Chapter 238, lays out the process for granting an additional cable franchise. Each franchising authority should also review its records to determine if it had adopted a franchising policy in previous years. Charter cities should also consult their city charters for additional requirements. The following is a summary of the franchising process found in [Section 238.081](#):

- *Publication of Notice.* A notice of intent to franchise must be published once a week for two successive weeks in a newspaper of general circulation. The statute identifies the information required in the notice.
- *Written Notice.* In addition to publishing the notice of intent to franchise in one or more newspapers, a franchising authority must mail copies of the notice of intent to franchise to any person it has

identified as being a potential candidate for a franchise.

- *Deadline for Application Submission.* A franchising authority must allow at least 20 days from the first date of published notice for the submission of franchise proposals. In other words, the deadline for submitting franchise proposals cannot be earlier than 20 days after the date that a jurisdiction's notice of intent to franchise was first published in a newspaper of general circulation.
- *Contents of franchising proposal.* The Minnesota Cable Act requires all franchise applications be signed in front of a notary and that certain other information also be included in all franchise applications. Additional federal law requirements should also be reviewed.
- *Public hearing on franchise.* Each franchising authority must hold a public hearing before the franchising authority affording reasonable notice and a reasonable opportunity to be heard with respect to all applications for a franchise. We address the conduct of the public hearing below.
- *Award of franchise.* Cable franchises may be awarded only by ordinance, after holding any necessary public hearings. A franchise may not be awarded until at least seven days after the public hearing.

FCC 90/180-Day Shot Clock

In 2007, the FCC released a *Report and Order and Further Notice of Proposed Rulemaking*, which was subsequently affirmed by the Sixth Circuit United States Court of Appeals and recently clarified by the FCC in an *Order on Reconsideration* in 2015. The *Report and Order* addressed how local franchising authorities could franchise new franchise applicants.

The FCC found “the current operation of the local franchising process in many jurisdictions constitutes an unreasonable barrier to entry that impedes the achievement of the interrelated federal goals of enhanced cable competition and accelerated broadband deployment.” To eliminate these alleged barriers, the FCC promulgated certain market entry rules and furnished “guidance” to

cable franchise applicants and local franchising authorities in several subject areas, including the franchise application process.

The *Report and Order* established a 90-day deadline for acting on franchise applications submitted by an entity with existing authority to access public rights-of-way. Franchise applications for all other entities must be acted on within 180-days. These deadlines begin to run from the date that a complete application or other writing containing all the information required by FCC rules and state and/or local law is first filed with a franchising authority. Payment of a “reasonable application fee” may be required.

Federal Cable Act Considerations

The federal Cable Act does not disturb the process set forth in Minnesota law, however, it does prohibit a franchising authority from unreasonably refusing to award an additional competitive franchise.

Procedural Due Process Considerations

The Minnesota Supreme Court has held that the basic rights of procedural due process required in a hearing such as this are reasonable notice of the hearing date and a reasonable opportunity to be heard. Quasi-judicial proceedings such as this do not invoke the full panoply of procedures required in regular judicial proceedings. The rules of evidence that you would find in a regular judicial proceeding are of course not applicable in municipal public hearings.

The failure to provide adequate due process exposes a franchising authority to possible claims under 42 U.S.C. § 1983 (government deprived a person of a constitutionally protected liberty or property interest) and 42 U.S.C. § 1988 (authorization of attorney fees to the prevailing party of a section 1983 claim).

Minnesota Cable Franchising is Quasi-Judicial

In Minnesota, the consideration of a cable franchise application is

quasi-judicial if it complies with the requirements of Minnesota Statutes Section 238.081. “Quasi-judicial proceedings involve an investigation into a disputed claim that weighs evidentiary facts, applies those facts to a prescribed standard, and results in a binding decision.” The franchising procedure under Minnesota law (as described above), “requires documentary evidence in the proposal and allows for testimonial evidence at the public hearing and results in a binding decision.” In most instances, to be upheld on appeal, a quasi-judicial decision must not be arbitrary, oppressive, unreasonable, fraudulent, under an erroneous theory of law, or without any evidence to support it.

Quasi-Judicial Municipal Best Practices

Bias of a Council Member who takes part in a quasi-judicial process may render a City’s decision as arbitrary and capricious. It is therefore critical that once a cable franchise application has been submitted, Council Members/Commissioners should take measures to provide adequate safeguards for the due process rights of cable franchise applicants that will appear before them.

In a separate post I discuss some aspirational “best practices” that Council Members and/or Commissioners should consider using in connection with quasi-judicial matters over which they may have decision-making authority.

Appeal of Additional Franchise Decision

An applicant may seek Certiorari Review by the Minnesota Court of Appeals of any quasi-judicial final action by a City/Commission. An applicant may also seek judicial review under 47 U.S.C. § 555, which may be brought in– (1) the district court of the United States for any judicial district in which the cable system is located; or (2) in any State court of general jurisdiction having jurisdiction over the parties.

Mike Bradley is a partner at Bradley Hagen & Gullikson, LLC. He has been practicing law for over 20 years and is licensed in

Minnesota, Wisconsin and Washington. Mike represents cities on cable television franchising issues.

CABLE TELEVISION

CABLE FRANCHISING QUASI-JUDICIAL BEST PRACTICES IN MINNESOTA

FEBRUARY 10, 2015 MIKE BRADLEY LEAVE A COMMENT

Many cities in the Twin Cities Metro area have been approached by [CenturyLink](#) about submitting an application for a cable franchise. While receiving an application to provide competitive cable service may be an exciting prospect, it is important to recognize that, in Minnesota, the cable franchising process is quasi-judicial and certain procedural safeguards must be followed. Council Members/Commissioners should take measures to provide adequate safeguards for the due process rights of cable franchise applicants that will appear before them.

The following is a list of aspirational “best practices” that Council Members/Commissioners should consider using in connection with cable franchising matters over which they may have decision-making authority.

- Maintain neutrality and impartiality at all times. An unbiased decision maker is required to meet the fundamental principles of due process.
- Limit ex parte (discussions outside of the public hearing) communications with the franchise applicant.
- In the event of ex parte communications with representatives of the applicant, document the communication and submit it into the official record of the public hearing.
- Keep a record of all verbal or written contacts relating to the franchise application.

- Refer questions, complaints, and information you receive on a cable franchise applicant to the department staff person responsible for the matter.
- Submit the record of contacts, along with any documents received regarding the cable franchise application, into the official record of the proceedings.
- Refrain from taking a position on the cable franchise application in community forums or elsewhere prior to the official City Council proceedings for such matters. This would include Twitter, Facebook and other social media outlets.
- Seek legal advice if you have concerns about impartiality (i.e. financial or other personal interest in the decision).
- Make quasi-judicial decisions based only on the formal record of the proceeding.
- State the factual findings and reasons that support your quasi-judicial decisions on the record at the time that you make your decision.

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TO: MAYOR AND COUNCILMEMBERS

**FROM: TERRY SCHWERM
CITY MANAGER**

DATE: MAY 8, 2015

SUBJECT: REVIEW OF 2015 CITY COUNCIL GOALS

INTRODUCTION

At its April 13 workshop meeting, the City Council conducted a strategic planning and goal setting session. During the discussion, the Council first reviewed their 2013 Goals and Priorities. Using the 2013 goals as a base, the Council then identified the 2015 Goals and Priorities. The session was facilitated by Dave Unmacht, from Springsted, Inc., and a copy of his report summarizing the session is attached.

GOALS AND PRIORITIES

During its discussion, the City Council identified four overriding goals and then identified a number of specific priorities within each goal category. Listed below are the goals that were identified, along with more information on each priority.

- I. **Financial Stability** – continue to maintain the long-term financial stability of the City.
 - Continue the City’s commitment to long range financial planning through the Five-Year Operating Plan, Two-Year Operating Budget, Six-Year Capital Improvement Plan and the Comprehensive Infrastructure Replacement Plan.
 - Maintain the City’s AAA bond rating through sound long-range financial planning practices and maintenance of fund balance levels to insure financial flexibility. Closely review rating agency comments and recommendations.
 - Explore revenue enhancement opportunities that may be available through grants and legislative initiatives.

- II. **Community Facilities** – continue to update and expand public facilities such as the Community Center, parks and trails to enhance the quality of life in the City.
 - Develop an updated Master Plan for the Shoreview Commons area to reflect planned changes such as the library expansion and continue to plan and program improvements that promote the Commons as the central gathering place in the City.

- Move forward with an expansion of the Community Center by determining the scope of the project and financing options for the project.
- Monitor any potential changes/improvements for the Ramsey County Ice Arena located within the Shoreview Commons area.
- Continue to schedule park upgrades/improvements in the Capital Improvement Program; and insure that planned improvements are consistent with changing uses/demand for athletic and park facilities.
- Construct a water treatment plant to improve the consistency and quality of the City's drinking water.

III. Economic Development – continue to focus on business retention and expansion, housing opportunities and programs, and redevelopment through outreach efforts, planning, and selected financial participation

- Stay actively involved in the redevelopment/reuse of the Rainbow Foods site.
- Continue to develop and implement goals of the Economic Development Authority work plan.
- Continue to monitor and explore potential redevelopment opportunities at Rainbow Foods, Shoreview Mall, Shoreview Corporate Center, I-694/Rice Street area, and selected housing areas.
- Develop a process and begin an update of the City's Comprehensive Plan incorporating elements from the Highway Corridor Transition study where appropriate.
- Monitor Rice Creek Commons development in Arden Hills for potential impacts in Shoreview.

VI. Community Vitality – continue to maintain Shoreview as one of the premier communities in the metropolitan area through the provision of quality services, state of the art facilities and public amenities, and a variety of housing choices.

- Review and update current mission statement and core values for the City.
- Implement a Citizen's Academy for residents interested in learning more about how the city operates and as a leadership development program.

- Conduct biennial community surveys to monitor demographic changes and to receive citizen input on key performance indicators.
- Continue to explore innovative programs and recreation facilities that support health and wellness and serve all ages.
- Support public transit improvements to the area that would better serve Shoreview residents.

SUMMARY

This memo attempts to provide greater definition to the goals and priorities that were identified by the Council at the April work session. Some of the priorities and projects that were identified by the Council were placed in different categories to more accurately reflect work responsibilities. Staff is seeking City Council feedback on the goals and priorities that have been identified.



City of Shoreview, Minnesota

GOAL SETTING

May, 2015

Background

The City of Shoreview City Council and staff met in a work session on April 13, 2015 to conduct a strategic planning and goal setting workshop. The 2013 Goal Setting Workshop was used as the foundation for the planning of the 2015 session.

The work session was held in the Shoreview City Hall. To support the discussion the Facilitator contacted the Mayor and each Councilmember in advance and asked questions about their process goals and expectations as well as their policy priorities. In addition, each member of the staff identified their department goals and priorities.

The Mayor, City Council members, City Manager, Assistant City Manager, Community Development Director, Finance Director and Public Works Director participated in the meeting. The workshop agenda was informal and included a reflection on the positive attributes and healthy workplace culture that exists, a review on the progress of the goals over the last two years, and a discussion of current and future priorities. Other topics included the unique qualities and characteristics of the City, a reflection on qualities of premier city governments and the identification of critical variables and trends that are impacting and influencing city government today. The discussion was fluid, open and honest.

The Shoreview City Council and staff, similar to the conditions present in 2013, are “an extraordinarily cohesive team characterized by mutual respect and a clear understanding of their respective roles and responsibilities. The individual members of the Council get along extremely well and display genuine regard for their respective viewpoints and ideas.” This descriptive quality remains true even with two new councilmembers.

A copy of the 2013 Facilitator’s Memorandum on the goal setting workshop and the Facilitator’s handout used during the 2015 meeting are available in the City Manager’s Office.

Mayor and City Council Pre-Session Input

A summary of the pre-session input provided by the Mayor and City Council included the following highlight reflecting the city’s culture: the City has a strong consensus-based collaborative working environment with competent and professional staff.

The major projects identified included:

- Transit and transportation
- Water-related concerns
- Community Center expansion
- Recreation, parks and trails
- Healthy community initiative
- Rick Creek Commons
- Safety
- Preparing for demographic changes
- Redevelopment of key properties
- Housing

Strategic Planning

A strategic plan is a means to organize all of priorities of the city into one document. A strategic plan is complementary to the Comprehensive Plan and the other planning tools used by city leaders. A strategic plan organizes the priorities, programs and services into common themes and then presents strategies and goals to ensure there is a clear road map for the future. Strategic planning is an effective tool to provide a means for the Council, staff and community to ensure that their resources are applied and used in an optimal manner. The methods used in strategic planning are a means to an end; the City's process was designed to identify the most important priorities and goals of the City and community. There are many benefits to strategic planning; a few relevant to the City of Shoreview are:

- Provide a *written road map* to record and document the direction
- Provide a means to ensure that resources are allocated optimally and wisely
- Improve accountability and capacity to measure performance and outcomes

The intent of the planning process is to integrate and organize all relevant information from various sources of city documents into an overall strategic plan. The strategic plan supports the governance work of the City Council and the administration and operation of the City staff with four clear qualities: decision-making, leadership, management and communication.

2013 – Major Priorities

The four major priorities of 2013 were. A total of 16 specific action steps were included within all four of the priority areas; they are omitted from this summary.

1. **Financial Stability** – Continuously work to maintain and further improve the long term financial stability of the City.
2. **Community Facilities** – Update and expand public facilities, parks, and trails to enhance the City's quality of life and provide a "community of all ages."
3. **Economic Development** – Improve the environment for business expansion, redevelopment and neighborhoods through outreach efforts and selected financial participation.
4. **Community of 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.

During the work session each priority was discussed and reviewed carefully, both for successes and relevancy for the future.

2015 – Major Priorities

Using the 2013 major priorities as a base the participants identified ideas and projects for 2015-2017. They identified and created the following four major priorities:

- *Financial Stability*
- *Community Facilities*
- *Business Retention and Development*
- *Community Vitality*

Strategic Priorities

Developing the priorities into action strategies is a means to translate the lists, ideas, and priorities into specific objectives and goals. Simply, they are action-oriented to ensure their intent becomes a reality. These elements are in no particular order of priority or preference.

- *Financial Stability --*
- *Community Facilities --*
- *Business Retention and Development --*
- *Community Vitality --*

Qualities and Characteristics

The following qualities and characteristics represent the discussion topic on each priority during the work session. They are illustrative of the specific ideas and action steps that are possible within each area.

Financial Stability

- ✓ Community Investment Fund
- ✓ Street Renewal Fund
- ✓ Legislative advocacy for street improvement funding
- ✓ Accelerate MSA work
- ✓ Maintain reserve levels
- ✓ Explore creative financing grants
- ✓ Consider rating agency recommendations

Community Facilities

- ✓ Community Center
- ✓ Re-evaluate park facilities
- ✓ Community Water Plan
- ✓ Future of Arena
- ✓ Innovative recreation programming
- ✓ Research and determine method to assess park usage

Business Retention and Development

- ✓ Rice Street Bridge
- ✓ Monitor Rice Creek Commons
- ✓ Improve public transit
- ✓ Shoreview Corporate Center
- ✓ Details of EDA Work plan

Community Vitality

- ✓ Community of all ages
- ✓ Changing demographics
- ✓ Shoreview Hills redevelopment
- ✓ Sustainability culture
- ✓ Community and core values
- ✓ Citizens Academy
- ✓ Succession planning
- ✓ Explore healthy community
- ✓ Wellness
- ✓ Code enforcement