

City of Shoreview

Economic

Development

Authority

2011 Annual Report

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ORGANIZATION and GOVERNANCE

The Shoreview EDA is a five-member board appointed by the City Council. It consists of 3 members of the City Council and 2 members from the greater Shoreview Community. The City Council as a whole retains final decision-making authority on all financial and budgetary matters of the EDA. In 2011 the appointed members include:

Blake Huffman, President (Council member)
Marlin Rudebusch, Vice President (EDC member) thru July 2011
William Fessler, Treasurer (EDC member) thru July 2011
Terry Quigley, (Council member)
Ben Withhart, (Council member)
Emy Johnson (At-Large) appointed December 2011
Gene Marsh (At- Large) appointed December 2011

The Shoreview EDA regularly meets at 5 p.m. on the 2nd Monday of each month before City Council Workshop meetings in the Council Chambers at Shoreview City Hall. Serving as Executive Director and primary staff to the EDA is Assistant City Manager and Community Development Director, Tom Simonson. City Planner Kathleen Nordine, Assistant to the City Manager Tessia Melvin and EDA Intern Farveh Makhssous also provide support and assistance to the EDA. The EDA also utilizes the services of Kirstin Barsness of Barsness Consulting, with legal services for development and tax increment related matters provided Robert Deike of the firm Deike & Bradley.

EDA MISSION STATEMENT

The mission of the Shoreview Economic Development Authority is to facilitate economic growth by supporting existing businesses, foster reinvestment in residential neighborhoods and commercial areas, and promote the creation of new business, employment and housing opportunities in order to sustain and enhance the economic vitality and quality of life in the community.

EDA STRATEGIC INITIATIVES

► Key strategic objectives

- **Maintaining quality neighborhoods**
- **Preserving housing stock conditions**
- **Providing a variety of housing choices**
- **Retaining business and promoting expansion**
- **Supporting redevelopment of older commercial areas**

EDA GOALS

In 2011 the Shoreview Economic Development Authority maintained its foundational goals and began implementation of the work plan adopted at the end of 2010. The EDA incorporated both housing, economic and community development initiatives.

- Goal 1:** To encourage quality development and redevelopment of commercial areas within the City of Shoreview.
- Goal 2:** To support and fund programs to assist Shoreview residents in retaining and maintaining their homes in Targeted Areas.
- Goal 3:** To educate both potential and current residents and businesses concerning Shoreview efforts to foster reinvestment in the community and maintain the existing high quality of life.

ACCOMPLISHMENTS

HOUSING

■ Housing Projects

SHOREVIEW SENIOR LIVING

In October 2011, the developer for Shoreview Senior Living moved forward with their proposed project. The planning components of the development had been approved previously, but the project had been delayed. Changes in the approval of financing from the Department of Housing and Urban Development (HUD), the unsettling housing market, tighter restrictions in the overall financing of multi-family facilities, and the inflated value of the single family residence located in the larger development site plan all contributed to the continued deferral.

Beginning in summer and culminating in the fall of 2011, staff met with the developer to determine possible City financial assistance for the project. Two critical events assisted the project financing: The revised value and sale of the single family home to the developer and the extension of the temporary tax increment authority which permitted the use of an economic development tax increment financing district for market rate housing, if construction began by January 1, 2012.

Fast tracking the project from October to December; the tax increment financing plan and corresponding development agreement were drafted, reviewed, negotiated and approved by the EDA and City Council. Key components of the approved project include:

- The construction of 105 unit facility located at Hodgson Road will provide congregate, assisted and memory care housing for existing and future Shoreview residents.
- Commitment of the developer to maintain 12 units for the Elderly Waiver Program for a period of 15 years.
- Project completion by spring 2013 with an estimated total project cost of \$15,250,000.
- A “pay as you go” tax increment note of \$750,000 payable over nine years.

Shoreview Senior Living

Hodgson Road & Cumberland Street

- Developer:
Southview Senior Living Communities
- Mixed-Care Senior Housing
- 105 Market Rate Apartments*
 - 30 Independent Units
 - 43 Assisted Living Units
 - 32 Memory Care Units
- * Project includes 12 Elderly Waiver units available for income qualifying residents
- Construction started in December 2011
- Completion by Spring 2013
- Project also includes small-scale office



MIDLAND PLAZA/MIDLAND TERRACE REDEVELOPMENT

This redevelopment project stems from the ULI/RCM Opportunity City Pilot Program, which included a site analysis for the Midland Terrace Apartment Complex redevelopment site, 3529 Owasso Street. The City and property owner, Tycon Companies, continue to work towards redeveloping an obsolete retail center with a higher-end new apartment building, diversifying rental housing opportunities



in Midland Terrace and expanding lifecycle rental housing opportunities in the city. The plan includes demolishing the retail center, realigning Owasso Street, and creating a waterfront redevelopment parcel on which a high-density apartment building would be constructed. This new apartment product is not available in the affordable Midland Terrace complex or other Shoreview apartment complexes.

Extensive work related to the realignment of Owasso Street including redesign of Victoria Street and County Road E continued in 2011. Ramsey County alerted the City mid-year that the initial feasibility study and design did not meet their requirements or approval. The County, City and developer met on numerous occasions and finally agreed upon a new design for the intersections impacted by the development. In addition, Ramsey County agreed to finance approximately \$620,000 of the total project cost estimated at \$2,100,000.

The City again sought assistance through the Livable Communities Demonstration Account Grant Program. In December, the Metropolitan Council awarded the City of Shoreview \$655,000 to assist with the public local road improvements to facilitate the redevelopment project.

Additional financial assistance may come from the establishment of a redevelopment tax increment financing district in 2012. In anticipation of the new TIF District, the City in cooperation with the developer completed a qualifying inspection of the retail strip center. The inspection is used to determine if the structures to be demolished, meet statutory requirements for blight. Furthermore, the City passed a reimbursement resolution that would allow for the road improvements and other qualifying costs to be financed using existing tax increment from TIF District No. 1 and then repaid by the new development upon completion and certification of the new redevelopment TIF district.

In 2012, it is anticipated that construction will begin on the necessary road improvements and the new tax increment district will be established. Construction of the new market rate apartment building is currently scheduled for 2013.

■ Housing Program Initiatives

SHOREVIEW HOME ENERGY IMPROVEMENT LOAN PROGRAM

Eligibility Revisions – Townhome Residents

In May 2010, the City officially launched the new Shoreview Home Energy Improvement Loan Program to qualifying residents and prospective homebuyers to encourage reinvestment and energy efficient home improvements in the community. The loans continue to be offered through the Housing *Resource* Center on behalf of the City for home improvements such as new roofs, and energy efficient upgrades to windows and doors, heating and cooling systems and water heaters.

The program initially focused on detached single family homes. However, in response to inquiries from owners of town home residents, the EDA re-evaluated the eligibility requirements in 2011. Careful consideration was given to the active status of the Townhome Association and which eligible improvements fall under or outside of the common maintenance agreements.

Revised loan guidelines were approved by the EDA and then the City Council. The new language incorporates the following eligible improvements:

- **Single family detached homes:** New roof and energy upgrades to the home that include, energy efficient heating and cooling systems, additional or replacement insulation, energy efficient replacement windows and door, and energy efficient water heaters.
- **Zero lot line single family detached homes, without an active Homeowner's Association:** New roof and energy upgrades to the home that include, energy efficient heating and cooling systems, additional or replacement insulation, energy efficient replacement windows and door, and energy efficient water heaters.
- **Zero lot line single family detached homes, with an active Homeowner's Association:** New energy upgrades to the home that include energy efficient heating and cooling systems, additional or replacement insulation, and energy efficient water heaters.
- **Single family attached homes:** New energy upgrades to the home that include energy efficient heating and cooling systems, additional or replacement insulation, and energy efficient water heaters.

Status of Loan Approvals

Since the introduction of the Shoreview Home Energy Loan Program in May 2010, the Housing *Resource* Center has closed 10 loans, all for single family homes located in the targeted neighborhoods. The total amount of loans made is \$121,611.79 with the program beginning to generate additional income that can be added to the loan pool.

HOUSING ACTION PLAN

In 2011 the City adopted its Housing Action Plan that details the steps currently undertaken to meet the goals established with the Metropolitan Council as part of the Livable Communities Act. The City of Shoreview's adopted goals for the time period between 2011 and 2020 are:

- *Affordable housing: 70 to 107 units* with the low end of the range representing the number of units for that can be accomplished with current funding levels.
- *Life-cycle housing: 105 to 300 units* with the low end of the range reflecting the affordable housing allocation while the high end represents the potential number of units projected by the City's 2030 Land Use Plan.

The Plan also outlines the key housing efforts needed to increase the City's capacity if providing a full range of housing choice. These efforts address residents aging in place, increasing rental opportunities through apartment reinvestment and redevelopment and increasing housing opportunities for younger households.

HIGHWAY CORRIDOR TRANSITION AREAS

The EDA acknowledged the identification and corresponding planning assessment of strategic highway corridors in its' work plan. The underlying principle is that some residential neighborhoods along the arterial highways may no longer be a viable land use due to the noise, traffic volumes and speeds on these arterial highways. The City is interested in identifying these transitional corridors by defining "at-risk" neighborhoods, then evaluating the redevelopment and land use potential along these corridors.

The City anticipates working a planning consultant firm specializing in housing and redevelopment to undertake this study. This study would identify highway corridor transition areas, assess housing conditions and issues, develop concepts for improvements and/or redevelopment, and outline land use strategies and possible financing options to determine feasibility for future project implementation.

In an effort to reserve local resources, an application to the Metropolitan Council's Livable Community's Demonstration Account Pre-Development Program was submitted for \$ 45,000. Unfortunately, the application was not approved. The EDA will undertake the study in 2012 utilizing funds from TIF pooling authority to finance the cost.

CONTINUATION OF EXISTING PROGRAMS & RESOURCES

The City of Shoreview continues to operate the S.H.I.N.E. and Rental Licensing Programs in addition to code enforcement and the tracking of foreclosed homes. As part of the EDA's role as the City's housing agency, updates and recommendations are provided regularly by City staff.

SHINE Program

The **S.H.I.N.E.** program is intended to serve as an educational tool by providing property owners with information regarding the City's housing and property maintenance standards. Two neighborhoods are selected each year, one in the spring and one in the fall. This year, the two neighborhoods were inspected with 163 properties in the spring and an additional 297 properties in the fall. The program continues to serve as an excellent tool for maintaining values and standards.

Rental Licensing

Shoreview established a rental housing licensing program in the summer of 2003 to address issues associated with the increase of rental housing units within the community. This program applies to single-family attached/detached homes, townhomes, mobile homes and multi-family dwelling units that are being used as rental properties. The program addresses several issues associated with rental housing units including maintenance, use and/or activity. With regards to maintenance, licensing enables a community to ensure these units and properties are maintained in a manner that provides decent housing for residents and upholds the property maintenance standards of the community. In 2011 the City of Shoreview issued 388 rental licenses.

Code Enforcement and Abatement

The City's Code Enforcement Program is primarily implemented on a complaint driven basis. Staff typically does not actively look for code violations, but rather responds to public complaints reporting that a property contains a use, construction or an activity that may not be in compliance with the City Zoning and/or Building Codes. Staff investigates the complaint through a site inspection and assess whether a code compliance issue does in fact exist. If the complaint is verified, the Staff then works with the individuals to achieve compliance. In some instances, legal action may be needed to achieve compliance. Two hundred cases were reported and investigated in 2011.

Foreclosure Tracking and Monitoring

Staff gathered information about Shoreview foreclosure properties throughout the year. Utilizing the City's GIS and mapping system, staff generated exhibits for the EDA to track the status of the number and location of foreclosure properties within Shoreview. In 2011 Shoreview experienced a decrease in the foreclosures from 78 homes in 2010 to an estimated 67 housing units. Foreclosed and vacant housing units are posted for municipal water shutoff by staff. The owner can request the water remain on by submitting a waiver form to the City.

ECONOMIC DEVELOPMENT

■ Commercial Development Projects

RED FOX ROAD RETAIL PROJECT

Development of the City and County Credit Union site by Stonehenge USA was a critical and important project in Shoreview. The site was one of the few remaining vacant commercial parcels in the City and had been proposed as home for a number of marginal uses. This project became the focal point of 2011 due to the ability of the EDA to influence the process by utilizing funds from Tax Increment District No. 5 through the temporary TIF legislation. The developer and City shifted the focus from the anchor to the retail strip center in an effort to meet the original construction deadline of July 1, 2011. With the extension of the temporary TIF authority, the process continued, but at a traditional pace with planning approvals taking place prior to the development agreement.

In October 2011, the EDA and City Council approved the development agreement allocating \$845,000 in tax increment from TIF District No. 5 to assist with the site improvements for Phase I and II of the development. Phase I is the construction of a 10,000 square foot retail strip center valued at \$3,500,000 that would include 5 tenants including three restaurants. Construction is estimated to begin in spring 2012. Phase II will be a 14,000 square foot anchor tenant. The City of Shoreview will provide the developer up to an additional \$500,000 if the anchor is a retailer desired by the City. Construction on the second phase could potentially begin in 2012.

Red Fox Retail

Red Fox Road & Lexington Avenue

- Developer: Stonehenge USA
- Three-Phase Retail Project
 - Phase 1 – 10,000 sq. ft. Retail Center
 - Phase 2 – 14,000 sq. ft. Specialty Market
 - Phase 3 – 3,800 sq. ft. Office/Retail
- Phase 1 Retail Center construction started January 2012
- Retail Center completion by July 2012
- Tenants announced to date include Chipotle and Leann Chin restaurants and a Sport Clips





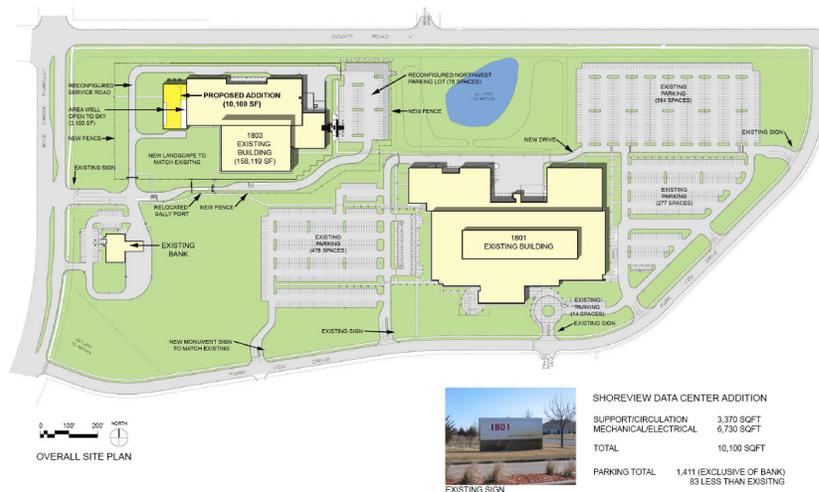
CUMMINS POWER GENERATION

In 2011, Cummins Power Generation purchased the former Medtronic property at 3850 Victoria Street. The Shoreview property serves as the global division headquarters for Cummins Power Generation, a division of Cummins, Inc. While the City did not provide any financial assistance, staff worked with Cummins officials over the course of their pre-purchase analysis, purchase and building improvements including providing special City information as part of “Welcome to Shoreview” packet prepared by Cummins for each employee moving to our community. Significant building renovations and interior remodeling has been undertaken the past 8 months, and employees began a phase move into their new headquarters facility beginning in December, 2011. They anticipate about 800 employees coming to Shoreview including their CEO/President, executive management team and all corporate personnel.



WELLS FARGO DATA CENTER EXPANSION

Wells Fargo Corporation completed the construction of an addition to the Data Center on their 50-acre business campus in the Rice Creek Corporate Park. The campus includes the 400,000 square foot Operations Center, a retail bank facility, and the 158,120 square foot Data Center. The expansion project of the Data Center has a footprint of 16,580 square feet. It was the largest economic development investment in Shoreview this past year with a building permit valuation of \$21 million.



■ Business & Development Initiatives

TAX INCREMENT ADMINISTRATION

In April 2010, the Minnesota Legislature made several unprecedented changes to the Tax Increment Statutes in order to stimulate private construction and investment. The changes relax certain traditional TIF authorities such as pooling restrictions and allow for the use of tax increment for commercial and retail uses. This provision allowed the expanded use of increments from Tax Increment District #5, increasing the available TIF from approximately \$400,000 to over \$1.6 million. The time constraints associated with the new laws required the City of Shoreview to begin construction by July 1, 2011.

The EDA devoted multiple meetings at the end of 2010 evaluating potential projects for use of these funds. After the assessment, the best alternative for starting a project was to work with the developer interest in the Red Fox Road commercial site. Instead of focusing on the anchor tenant site, the developer and city shifted the emphasis to developing the retail strip center. Negotiations between the land owner, developer, billboard operator and the city commenced with the July 1, 2011 construction date as the target.

During the negotiations, the Minnesota Legislature considered an extension of the temporary TIF authority until December 2012, essentially giving cities another year to organize and commence projects. The EDA and City Council met with Shoreview's Legislators regarding the need for the extension and bills were drafted in both the House and the Senate. Elected official played an important role during the process. EDA President, Blake Huffman testified multiple times for the City of Shoreview before the legislature. Mayor Sandy Martin met with Governor Dayton and legislative leaders to discuss the importance of the extension for projects that were pending. Finally as part of the special session the law passed.

BUSINESS RETENTION VISITS (in coordination with the EDC)

Retention and expansion of key businesses is an important strategy for the City to foster continued economic growth. Shoreview has developed a Business Retention and Expansion (BRE) Program to establish and enhance its relationships with our valued businesses. The BRE Program is an avenue for the City to gather information about local business activity, anticipate change in a company's status and work to retain businesses that provide the greatest positive economic impact. Established goals of the BRE Program include:

1. Support business development that increases the tax base and adds quality jobs.
2. Retain quality businesses by creating a positive economic environment that supports and fosters business expansion in the community.
3. Plan for and pursue redevelopment opportunities consistent with City goals.
4. Promote reinvestment in the community by directing resources to pre-determined business and neighborhood targets.

BRE visits to landmark and emerging businesses have been conducted by members of the City Council, Economic Development Commission and City staff. Over the past two years, the City has made 15 BRE visits to the following businesses:

- Deluxe Corporation
- Dymedix Corporation
- EMPI
- Key Medical Supply
- Mead Metals
- MSP Corporation
- Multi-Clean
- Nardini Fire Equipment Company
- PaR Nuclear Westinghouse (2 visits)
- PaR Systems
- Personix Corporation
- TSI Incorporated
- Weber Electric
- Wells Fargo

The Economic Development Authority Board, consisting of members of the City Council and a representative from the Economic Development Commission, has and will continue to implement work plan priorities based upon the results and required actions as outcomes of the BRE visits. Specific projects and financial assistance programs are summarized in other sections of this annual report.

ADDITIONAL ACTIVITIES

■ Intergovernmental Partnerships and Grants

2011 continued the collaboration with other housing agencies. The EDA recognizes the need to partner with other non-profit and governmental agencies that have different programs, financial resources and expertise. Associations with Ramsey County, the Great Metropolitan Housing Corporation, and the Metropolitan Council will continue in 2012.

CDBG GRANT AWARD FROM RAMSEY COUNTY

In 2010, the EDA successfully applied for and was awarded \$139,042 in CDBG funds to acquire a scattered site home located on Victoria Street. Negotiations with the property owner continue through 2011 and a purchase agreement was drafted. Upon securing the site, the EDA plans to demolish and sell the site to a private and/or non-profit developer for multiple affordable housing sites.

GREATER METROPOLITAN HOUSING CORPORATION (GMHC)

Housing Resource Center

GMHC operates the Housing Resource Center™ (HRC) program which provides housing services for local communities. The City of Shoreview contracts with GMHC to provide the services of its Housing Resource Center to Shoreview residents. The HRC provides Shoreview Residents extensive, high quality, and individualized assistance with their home improvement and home financing needs, including:

- Loan Information
- First Time Home Buyer Assistance
- Assistance regarding Construction Management
- Homeownership Assistance

The HRC is the administrative agent for the Shoreview Home Energy Improvement Loan Program. In this capacity they provide Shoreview residents with information about the loan program, prepare and process applications, close loans, oversee the fund disbursement process(through a the Community Reinvestment Fund), and provide monthly reports.

Twin Cities Community Land Bank/First Look Program

Staff continued to communicate regularly with representatives of the Greater Minneapolis Housing Corporation (GMHC) regarding foreclosed properties that may be suitable for the First Look Program. Shoreview Community Development staff met with representatives of the Twin Cities Community Land Bank regarding the First Look program. This program has been implemented and Shoreview now has access to homes that are available through First Look. City staff anticipates continued discussion with the EDA and City Council regarding this program and developing a policy to expedite the acquisition process under certain circumstances.

RAMSEY COUNTY FORECLOSED SINGLE-FAMILY HOME ACQUISITION & REHAB

Using HOME Investment Partnership funds, Ramsey County Community and Economic Development/Housing and Redevelopment Authority purchased and renovated a foreclosed home at 5551 Turtle Lake Road. This project was completed as part of the Ramsey County Foreclosure Remediation Pilot Project which is designed to help stabilize communities by improving vacant properties and making them available to first-time homebuyers. The renovated home was sold in 2011. Ramsey County offers several programs to assist potential buyers with the acquisition of foreclosed properties in the County.

RONDO COMMUNITY LAND TRUST

The City of Shoreview and the Rondo Community Land Trust (CLT) have developed a collaborative partnership to provide long term affordable housing and homeownership options for Shoreview residents using the land trust model. Using this model, homebuyers purchase only the house – and enter into a long term agreement with the CLT to lease the land. CLT homes are sold to families with limited incomes. These homes cost less than market rate homes

because CLT homebuyers purchase only the house and enter into a long-term agreement – a 99-year ground lease – with the CLT for the use of the land. When a family decides to sell a CLT home, they sell only the house to another family with a limited income for the price that is determined by the resale formula in the ground lease. The home stays affordable for future generations. This model can also be used to help families who may be facing foreclosure.

METROPOLITAN COUNCIL

Midland Terrace Application

The City of Shoreview once again applied to the Livable Communities Demonstration Account on behalf of Midland Terrace. In 2010 the application was not successful in receiving funding. City staff revised and resubmitted the grant request which resulted in a grant award of \$655,000 to assist with public road improvements necessary for the redevelopment and construction of a new upper level market rate apartment building.

Highway Corridor Transition Area

A second request was made to the Pre- Development Program for planning assistance to help underwrite the *Highway Corridor Transitional Study*. This application was not funded; however, the City will continue to explore this Program for future assistance with implementation of the *Highway Corridor Transitional Study*.

Livable Communities Participation

The Metropolitan Council has implemented several housing programs to ensure that life cycle and affordable housing opportunities are available in the region. The Livable Communities Act (LCA) is a voluntary, incentive-based approach to help the Twin Cities metropolitan area address affordable and lifecycle housing needs while providing funds to communities to assist them in carrying out their development plans. The City does participate in this program and has adopted affordable and life-cycle housing goals and continues to meet the required expenditures for local housing programs. As a result of this participation, Shoreview has in the past received funding to assist with redevelopment projects which provide life-cycle and affordable housing.

Family Affordable Housing Program

Shoreview also participates in Metropolitan Council's Family Affordable Housing Program (FAHP). This program was developed to assist the Minneapolis Public Housing Authority in meeting the required replacement of 770 units in response to the 1995 Hollman consent decree. The Metropolitan Council agreed to develop 150 of these replacement units via a scattered site rental unit acquisition program in partnering communities. A Cooperation Agreement has been executed between the City of Shoreview and the Metropolitan Council which permits the Metropolitan Council to own and manage ten (10) of these units in the City.

■ Communications and Outreach

The Economic Development Authority continued to utilize a wide-range of communication tools to provide information and promote new programs and resources available to both businesses and residents of the community including the City website and ShoreViews newsletter. These efforts included:

- In accordance with its' by-laws, the EDA hosted its' annual meeting in January. The Authority elected officers, reviewed the annual financial report and commented on a draft of the 2010 Annual Report.
- Information on available housing loan programs and resources is available on the City's website. In 2011, the website continued updates to provide residents with current information regarding housing related activities, property and housing maintenance requirement, loan program information and foreclosure prevention.
- A marketing effort used to inform townhome residents of revisions to the Shoreview Home Energy Loan Program through the use of an insert in the City utility bills distributed to residents. The insert provides a summary of the housing loan programs available through the HousingResource Center, Ramsey County, Neighborhood Energy Connection and the City of Shoreview
- In 2011, there were 67 homes foreclosed on in Shoreview which is decrease over the number of foreclosures recorded 2010. The City continues to address this issue through funding strategies and partnerships. Lutheran Social Services, Rondo Community Land Trust, GMHC's HousingResource Center and Ramsey County provide assistance to residents who are facing foreclosure. Strategies discussed included community workshops, direct mailings, meeting with local businesses, website development and local press releases. Information was provided to residents using these methods with the exception of direct mailings and meeting with local businesses. These and other strategies will continue to be explored in 2012.
- Promoted the Shoreview Home Energy Improvement Loan Program through articles and advertisements in the ShoreViews newsletter, press releases and follow-up stories in the local newspapers, and information included on the City's website. Marketing brochures were mailed to the SHINE neighborhoods, and various stakeholders including housing agencies, realtors, businesses, and area faith-based organizations.