

# City of Shoreview

## Economic

## Development

## Authority

### 2012 Annual Report

Adopted  
April, 2013

#### 2012 Board Members –

Blake Huffman, President (City Council)  
Ben Withhart, Vice President (City Council)  
Gene Marsh, Treasurer (At- Large)  
Terry Quigley, (City Council)  
Emy Johnson (At-Large)



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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 at-large members from the community. The City Council as a whole retains final decision-making authority on all financial and budgetary matters of the EDA. In 2012, the appointed members included:

- Blake Huffman, President (Council member)
- Ben Withhart, Vice President (Council member)
- Gene Marsh, Treasurer (At- Large)
- Terry Quigley, (Council member)
- Emy Johnson (At-Large)

The Shoreview EDA regularly meets at 5 p.m. on the 2<sup>nd</sup> Monday of each month before City Council Workshop meetings in the Council Chambers at Shoreview City Hall. Serving as Executive Director 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 Interns Farveh Makhssous (through June 2012) and Nicole Hill, who also provide support and assistance to the EDA. The EDA also utilizes the services of Kirstin Barsness of Barsness Consulting and Robert Deike of the Bradley & Deike Law Firm.

## 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 2012, the Shoreview EDA maintained its foundational goals and began implementation of the work plan adopted at the end of 2010. The EDA goals incorporate both housing 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.**

## ECONOMIC DEVELOPMENT

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### ■ Manufacturing Projects

#### PaR Systems Expansion

PaR Systems, Inc., located at 707 and 655 County Road E, broke ground in October on the construction of a new 36,000 square foot facility (with potential expansion to 48,000 square feet) on vacant land east of their corporate offices on their Shoreview campus. The \$5.5 million expansion will bring new jobs and provide additional manufacturing space to meet continued growth projections,



due in part to a recent contract to provide robotic cranes to assist with the on-going clean-up of the Fukushima nuclear power plant in Japan. Project should be completed by March, 2013.

Currently located in TIF District No. 1, the City of Shoreview provided existing tax increment funds to assist with the extensive soil and utility work needed for the expansion. Working with PaR Systems, the City of Shoreview was able to complete all the necessary approvals in two months to accommodate the company's construction time line.

#### TSI Incorporated Expansion

TSI, Incorporated, located at 500 Cardigan Road, began construction of a \$7 million – 58,000 square foot expansion of their corporate headquarters and research/manufacturing facility. TSI currently employs 560 worldwide including 440 high skilled employees in Shoreview. With the expansion to accommodate continued growth, the company projects a workforce addition of



180 employees in Shoreview within the next several years. TSI has a target date for completing the expansion project by May, 2013. Through a combination of a new Tax Increment District and financing from TIF District No. 1, The City helped TSI by offsetting the costs of the storm water facilities needed to address citizen concerns.

## **■ Commercial Projects**

### **Red Fox Road Retail Development**

The City facilitated the phased retail development by utilizing the temporary tax increment statute and providing assistance for acquisition and site improvement costs. The Center is located along Red Fox Road east of Lexington Avenue and north of Super Target. 2012 saw the opening of the first phase retail which includes Chipotle, Leeann Chin and Five Guys Burgers



restaurants, plus Massage Retreat & Spa and Sport Clips.

The second phase development will begin in early 2013 on a Trader Joe's specialty market adjacent to the new retail center to anchor the retail development. Trader Joe's is expected to open by late summer of 2013. A future third phase was approved for office or retail uses.

### **Sinclair Gas Station Redevelopment/TCF Bank**

The City of Shoreview assisted with the redevelopment of the former Sinclair gas station property. Funds were provided utilizing the temporary TIF statute to demolish the old gas station and correct site conditions making way for a new bank. TCF Bank is constructing a branch facility at the corner of Lexington Avenue and Red Fox Road. Project should be completed by early 2013.

### **Cummins Power Generation**

In 2011, Cummins Power Generation purchased the former Medtronic property at 3850 Victoria Street (I-694 and Victoria). After extensive renovation in 2012, the Shoreview property now serves as the global division headquarters for Cummins Power Generation, a division of Cummins, Inc. They hired and moved approximately 600 employees to Shoreview including their CEO/President, management team and all corporate personnel.



## ■ Business Retention Initiatives

### **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 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 three years, the City has made two dozen BRE visits. In 2012, the City visited the following businesses:

- **Cummins Power Generation**
- **Mead Metals**
- **Lion Precision**
- **Par Nuclear Westinghouse**

The Economic Development Authority, consisting of members from both the City Council and 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.

### **BUSINESS EXCHANGE (Hosted by EDC)**

As part of on-going communication and networking, the EDC hosted two Business Exchange events at the Hilton Garden Inn. These events are open to all Shoreview area businesses and offer an opportunity for interaction between the private and public sectors. There typically is not a meeting or agenda focus, but the primary purpose is to foster open communication between City officials and members of the business community in an informal social setting.

## HOUSING

### ■ Housing Projects

#### Midland Plaza Redevelopment/Lakeview Terrace Apartments



Final project approvals were granted in December 2012 for a redevelopment project involving the tear-down of the vacant Midland Plaza strip center at Owasso and Victoria Streets to construct a new upscale six-story luxury apartment building of 104 units adjacent to the existing Midland Terrace Apartments complex.

The \$24 million project will include the relocation of Owasso Street to align with County Road E in order to create a development parcel for the new apartments. The redevelopment will provide benefits of removing an old retail center, creating new higher end market rental housing choices for the community, and traffic safety improvements in the project area. The public road improvements should begin in spring of 2013, with construction of the apartment building following, and completion by fall, 2014.



#### 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.

After City approvals late in 2011, construction of the new 105-unit senior housing community called Shoreview Senior Living was completed in 2012. The project, located on Hodgson Road north of Highway 96, will provide a mix of congregate, assisted living, and memory care rental apartments. The developer has committed to provide and maintain 12 units for eligible residents through the Elderly Waiver Program. The \$15 million senior apartment project opened in early December, 2012.

## ■ Housing Program Initiatives

### Shoreview Home Energy Improvement Loan Program

In May 2010, the City officially launched the 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 HousingResource 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.

### **Status of Loan Approvals**

Since the introduction of the Shoreview Home Energy Loan Program in May 2010, the HousingResource Center has closed 11 loans, all for single family homes located in the targeted neighborhoods. The total amount of loans made is slightly over \$135,000 with the program beginning to generate additional income that can be added to the loan pool.

### Continuation of Existing Resources

The City of Shoreview continues to operate the S.H.I.N.E. and Rental Licensing Programs. 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 in the Spring totaling 137 units. In the Fall, an additional 306 properties were reviewed. 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 2012 the City of Shoreview issued a record 512 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 assesses 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.

## **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 2012 Shoreview experienced a decrease in the foreclosures from 67 homes in 2011 to an estimated 57 housing units.

## **■ Financial Assistance**

The City of Shoreview has been conservative and fiscally responsible over the years in the use of tax increment financing as a tool to assist and facilitate economic development. The City will typically consider financing support for projects that are determined important to sustaining the economic vitality and overall quality of life of the community. More specifically, the City through the oversight of the Council and EDA have provided tax increment assistance for qualified developments that have retained and expansion major employers, provided increased economic tax base, served a specialized housing need in the community such as senior housing, or provided new retail services deemed important by our residents and businesses.

Besides the primary factors for providing public financing support and the benefits derived from the development projects, the EDA views the City's participation as an investment that provides

a payback or reimbursement over time depending on the specific project needs. The table below shows the projected return on the investment of the City’s tax increment assistance:

2012 City of Shoreview Development Contributions		
Project	City Investment	Return on Investment
Sinclair/TCF Bank	\$ 170,617	5 years
Red Fox Retail Phase I & II	\$ 1,545,000	10.75 years
TSI Expansion	\$ 1,000,000	15 years
PaR Systems Expansion	\$ 600,000	9 years
Lakeview Terrace Apartments (2013)	\$ 3,087,000 (Developer Note & City Loan)	25 years

## ADDITIONAL ACTIVITIES

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### ■ Intergovernmental Partnerships and Grants

2012 continued the collaboration with other 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, the Urban Land Institute, Housing Collaborative Institute, and the Metropolitan Council will continue in 2013.

#### ULI “Navigating the New Normal” Workshop

In March, the City Council, EDA, EDC and Planning Commission participated in a two hour workshop presented by the Urban Land Institute. “Navigating the New Normal” offers a practical approach to the new challenges of development and redevelopment. It focuses in a way that strengthens a city’s understanding of today’s realities of development and redevelopment. “Navigating the New Normal” is designed to foster a dialogue about the opportunities and challenges inherent in a new economy based upon shifts in the market and changing demographics.

## **Housing Collaborative Institute**

Shoreview City Staff has been active in this multi-community organization. The Housing Collaborative Institute (HCI) convenes monthly discussions on a range of suburban housing related topics. The purpose of the forum is to collaborate on issues, share talents and resources, brainstorm on policy issues, and broaden the circle of knowledge.

## **Greater Metropolitan Housing Corporation (GMHC)**

### **HousingResource Center**

GMHC operates the HousingResource Center™ (HRC) program which provides housing services for local communities. The City of Shoreview contracts with GMHC to provide the services of its HousingResource 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 the Community Reinvestment Fund), and provide monthly reports.

## **Metropolitan Council**

### **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.

### **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 2012 and a purchase agreement was drafted. Due to the public nuisance, health and safety violations of the house structure and conditions of the property, the EDA and City Council also formally authorized condemnation proceedings if a negotiated purchase cannot be completed. Upon securing the site, the EDA plans to demolish and sell the site to a private developer for multiple affordable housing sites.

### **■ 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. These efforts included:

- In accordance with its' by-laws, the EDA hosted its' first annual meeting in January. The Authority elected officers, reviewed the annual financial report and commented on a draft of the 2011 Annual Report.
- Cummins Power Generation and Mead Metals both hosted the Council, EDA and EDC at their facilities for special Commission meetings.
- ShoreViews newsletter and newspaper articles continued to highlight the housing and business developments occurring throughout the community in 2012.
- Information on available housing loan programs and resources is available on the City's website. In 2012, 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.

- In 2012, there were 57 homes foreclosed on in Shoreview which is a decrease over the number of foreclosures recorded in 2011. 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 2013.
- New promotional efforts to market the Shoreview Home Energy Improvement Loan Program and services of the HousingResource Center 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.
- City Council and EDC Members celebrated Minnesota Manufacturer's Day with an event and tour of Lion Precision.



### ■ SHOREVIEW EDA – WORK PLAN PRIORITIZATION GUIDELINES

#### **Overview**

Since its establishment in 2008, the Shoreview Economic Development Authority has developed a strategic planning process in conjunction with the City Council for establishing work plan priorities for new projects and initiatives. The EDA policy is to review and update their goals and work plan each year to establish priorities to meet the changing needs of the community, proactively address changing market conditions, take advantage of new development/redevelopment opportunities, respond to local business retention and expansion demands, and properly allocate necessary staffing and funding resources to accomplish these goals and objectives.

#### **Decision Guidelines**

In order to maximize public financial resources, the Economic Development Authority will endeavor to achieve particular outcomes. Projects and programs will be evaluated using the criterion set forth below:

#### **1. Match the propose activity or program with the best funding resource.**

- Access and leverage grant and loan opportunities from other organizations
- Create and qualify new tax increment districts prior to accessing TIF pooling funds
- Examine other local option funding resources: improvement bonds, housing improvement areas, TIF pooling funds, revenue bonds, etc.

#### **2. Leverage TIF pooling funds for multiple uses**

- Minimize activities that are a single one time expenditure
- Plan for repayment of investment
- Look at revolving and/or endowment of funds for future uses

#### **3. Provide assistance for projects and to programs that have multiple benefits to the City by combining:**

- Increase in tax base and employment
- Access to new goods and services
- Removal of blighted or nuisance properties
- Improvement to transit and infrastructure
- Reinvestment in neighborhoods

■ **SHOREVIEW EDA WORK PLAN PRIORITY MATRIX (April 2012)**

**ATTACHED NEXT PAGE**

**EDA WORK PLAN PRIORITIES**

HOUSING & NEIGHBORHOODS	PROJECT/INITIATIVE DESCRIPTION	RANKING	ACTIONS
Home Energy Loan Program	Review Shoreview Home Energy Improvement Loan Program to determine effectiveness, possible changes to guidelines and expanded promotion	On-Going	Annual review of the loan program Additional marketing and promotion to residents
Rental Property Strategies	Analysis of rental properties in single-family neighborhoods and townhome areas to assess impacts and potential policy changes to licensing program	A	Periodic review of statistical and geographic reporting of rental licensing program to assess necessary resources and strategies
Foreclosure/Vacant Properties	Analysis of foreclosures and vacant properties including numbers by areas and trends to determine need for additional strategies and policies	B	Periodic review of statistical and geographic reporting of rental licensing program to assess necessary resources and strategies Monitor outcomes of recent lawsuit settlement to inform/assist residents
Scattered Site Blighted Properties	Review existing blighted and/or major code enforcement properties to assess the need for City actions to acquire to protect surrounding neighborhoods	On-Going	Continue to explore options to gain compliance on major blighted properties including possible acquisition in order to protect neighborhood values
Highway Corridor Transition Areas Study	Planning study of residential properties along Highways 96 and 49 corridors to develop long-term strategies and actions to buffer nearby neighborhoods	B	Work with Ramsey County during the design and implementation of road improvement project along Hodgson Road Study current conditions and explore land use options for long-range strategies
Housing Improvement Areas	Adopt formal City policy and engage townhome/condominium associations to encourage reinvestment using the HIA as a financing tool	B	Renew effort to engage CIC communities and focus on top potential homeowner associations that could benefit from HIA (last sunset in 2013)
Midland Terrace Redevelopment	City/Owner redevelopment project to remove aging retail center, realignment of Owasso Street and construct new luxury apartments to serve community	A	Project scheduled for City approvals of development plans and project financing by June 2012; construction start Spring 2013 — completion by Spring 2014 Public infrastructure improvements targeted to begin in July 2012
BUSINESS & DEVELOPMENT	PROJECT/INITIATIVE DESCRIPTION	RANKING	ACTIONS
Shoreview Town Center	Update and revise strategies (including phasing, financial feasibility and potential property assembly) for long-range redevelopment plan	C	Current economic climate and market challenge to financial feasibility
Shoreview Village Mall	Seek private developer and engage mall owner on possible sale and comprehensive redevelopment by aging/under-utilized retail center	B	Gateway property is high priority target for redevelopment but requires the current ownership to be willing to sell to qualified and selected developer
Red Fox Retail	Continue to work with Stonehenge on future phases, Sinclair redevelopment potential, Super target upgrades, and initiate road improvements	A	City continue to work with property owners and developers to coordinate and manage high quality development of added retail services for community City engage businesses and plan for road upgrades to Red Fox Road to serve area
Westinghouse - PaR Nuclear Expansion	Assist key company to explore options (both short and long term) to retain and facilitate expansion and growth needs	C*	Continue regular communications with business and prepare to assist Rise to high priority if and when business ready to proceed
PaR Systems Expansion	Continue work with company on future expansion needs that may require removal and/or relocation of private drive owned by Deluxe Corporation	C*	Continue regular communications with business and prepare to assist Rise to high priority if and when business ready to proceed
Children's Hospital Property	Plan for possible sale of property by current owner and work with potential buyers/developers to secure new businesses consistent with PUD office uses	B	Communicate with property owner to determine their interest and pursuit of potential developer/purchaser; City proactively explore options to ensure property is developed in accordance with establish plan and goals
Nardini Fire Equipment Expansion	Consider financial assistance to support the approved but long delayed expansion of long-time local business	C*	Continue regular communications with business and prepare to assist Rise to high priority if and when business ready to proceed
Shoreview Corporate Center	Work with business park ownership to seek and secure new business tenants for two vacant buildings including one in need of substantial improvements	R	Work with ownership group and local broker to market the property and attract quality business; consider possible financing assistance for necessary upgrades
Rice Street/694 Retail Center	Explore major building improvements to declining retail center or redevelopment potential (possibly in coordination with interchange upgrades)	B	Plan for future interchange improvements by MnDOT and explore redevelopment opportunities on remnant property at former County Public Works site Work with current retail center owner and explore redevelopment or major improvements to the commercial property

Draft 04/09/12 \* EDA recognizes the need for flexibility in the work plan priorities to respond to business expansion needs