

**HOUSING AND REDEVELOPMENT AUTHORITY
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA**

The Housing and Redevelopment Authority conducted a special meeting on Tuesday, February 1, 2011, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Chairperson David Jeffrey
 Commissioner Randy Backous
 Commissioner David Elvig
 Commissioner Colin McGlone
 Commissioner Bob Ramsey
 Commissioner Jason Tossey
 Commissioner Jeffrey Wise

Members Absent: None.

Also Present: Deputy City Administrator Heidi A. Nelson
 City Administrator Kurtis G. Ulrich
 Development Manager Darren Lazan

CALL TO ORDER

Chairperson Jeffrey called the special meeting of the Housing and Redevelopment Authority to order at 7:55 p.m.

CITIZEN INPUT

There was none.

APPROVE AGENDA

Motion by Commissioner Backous and seconded by Commissioner Elvig to approve the agenda as presented.

Motion carried. All voted in favor.

APPROVE MINUTES

Motion by Commissioner Ramsey and seconded by Commissioner Wise to approve the following minutes:

Regular Meeting Minutes dated January 11, 2011
Special Meeting Minutes dated January 18, 2011

HRA BUSINESS

Case #1: Consider Development Plan 5.0 for The COR at Ramsey

HRA Director Nelson stated that the Development Team has been working on the new development plan for The COR to further redefine the retail area. The team would like to review the draft of the revised development plan with the HRA tonight. Once we become comfortable with this, it begins the process of a comp plan ó rezoning, etc. This includes the west 50 retail area and the residential areas north of Bunker Lake Boulevard. She stated she would now turn the meeting over to Mr. Lazan to work through those areas.

Commissioner Ramsey asked why we would want to go through and update our zoning ó what if something really good comes in ó isn't that a lot of work to do now only to have to redo it again.

Commissioner Elvig stated that we griped about our original plan being so detailed ó we talked about leaving some of these things raw so people could come in with ideas. We need something to urge something along but how detailed should we be?

Mr. Lazan stated that the AUAR has expired and we are at the risk of losing it.

Ms. Nelson stated that we believe we could update it versus starting from scratch.

Mr. Lazan stated we need to do a comp plan amendment ó we will have significantly fewer homes. We are updating the zoning code now to coincide with the revised Parking Use and Maintenance Agreement (PUMA). We need to have the City's zoning ordinances correctly reflect what we want. A number of things trickle down from having a plan. The purpose is to generally assign these areas. This is urban ó this is retail ó this is park, etc. He added that he understands the concern about being too "hard line". Parking ó In general, we are at what we would be required for something like this. The parking was discussed ó three rows ó breaking it up with vegetative strips. The idea here is to give us a gross occupancy. We need to get a handle on where we are today and where we will be.

Commissioner Elvig stated that he totally agrees if we can get that AUAR ó that was monumental. Could we pictorially say what Mr. Lazan just said ó make it more general ó just so we do not get too stuck. He inquired whom the map is for ó are we still trying to shine the penny here ó trying to sell chunks of property ó trying to find developers?

Commissioner Ramsey responded it would be all of the above until something happens. He stated he likes having this ó it gives us a place to start.

Commissioner McGlone stated some sections on this map are removable ó some are set in stone ó others are conceptual. We have to do some of this plan and we all agree big box retail has to show somewhere.

we feel about this. Minor things will get changed but great tool.

Commissioner Elvig stated it's an historical perspective ó we have gotten a õkick in the buttö before for something on the map ó but to put it in words, this is just conceptual.

Commissioner Ramsey suggested a big disclaimer on it ó this is conceptual and subject to massive changes.

Mr. Lazan stated there are a thousand factors that went into this layout ó one company cares about six of them ó and someone over here cares about 12 of them, etc. If you leave the pallet too broad, the ideas will not work. We need to give them enough to work on. We could do a bubble diagrammed version for the public.

Commissioner Jeffrey stated he does not like to have multiple diagrams in the community. The ups are the fixed drawing in this diagram and a disclaimer that this is conceptual.

Commissioner Elvig asked if we have had discussions with Coborn's about the access out.

Mr. Lazan showed that intersection.

Commissioner McGlone stated that Coborn's is our store no matter what we do to the traffic design ó people will still go to Coborn's.

Mr. Lazan stated that Coborn's objectives were rooted in an effort to prevent a large format retailer from locating here.

The group talked about realigning the road to a giant õSö curve. Mr. Lazan showed the design of the roads.

Commissioner Ramsey stated that it looks like you are driving to Coborn's ó not by Coborn's ó that's to their benefit.

Commissioner Tossey noted that Zeolite will be a straight shot - it's mostly Ramsey residents using that Coborn's.

Commissioner Elvig stated he is wondering if the entrance to that could be centered more on Sunwood.

Mr. Lazan stated we are trying for the least amount of disruption to their lots.

Commissioner Backous asked for clarification on that.

Mr. Lazan stated that the existing curb cuts are on Sunwood ó so we would keep the existing cuts but modify them ó maybe make it so there is one main entrance into their front door.

Ramsey stated they loved it.

Mr. Lazan continued with the north residential district. There are three components of a triangle parcel that was a townhome site but the market doesn't really call for that now. It seems that \$200,000 single-family homes are more what the market calls for. The horseshoe component of the discussion should be are we leaving it there forever.

Commissioner Elvig stated that with regard to the triangle of we will have some fill issues there of he asked about the drainage and Mr. Lazan explained the drainage.

Commissioner Ramsey asked how long is that product going to be on the market (horseshoe) of Mr. Lazan responded five to seven years.

Commissioner Ramsey suggested rough grading it, fencing it and making it a dog park.

Mr. Lazan stated that his thought is you can put a lot of units here but he recommended we grade it and seed it so it looks better. The north commons of there are a number of comments and questions, etc. on this. At the request of a handful of people, we looked at putting lots on two sides of this park. We drove the area and got rid of all the lots on one side. He talked about a sliding hill, trees, tot lots, etc. for the park. He added that we end up with eight lots. If someone is interested, it may be six lots instead.

Commissioner Tossey asked what that builder was willing to pay per lot.

Mr. Lazan stated about \$15,000 a lot, however, he thought we could push \$20,000 of that's low but not too low (triangle). He added he would rather take \$15,000 and have them put \$5,000 back into the product.

Commissioner Tossey cautioned to not sell ourselves short.

Commissioner McGlone stated that people in Ramsey drive pick-up trucks and expeditions, etc., so we need to make sure the driveways are long enough and the garages are back far enough.

Commissioner Backous stated there are a lot of empty lots. He liked the idea of going a little lower and putting more into the product.

Mr. Lazan stated that's the north residential area. Are we willing to sell lots in a configuration like this and willing to give the process to the park. Are we on track?

Chairperson Jeffrey stated he likes it, but because we are changing zoning, does this have to go to a public hearing and planning?

Deputy City Administrator Nelson replied yes. She added that with regard to the park issue, we have talked about taking this to the park board. We need to work through that.

to submit this plan to the City Council for approval and development plan and all the other stuff will flow from that.

Commissioner Tossey asked if we aren't really making more housing units.

Mr. Lazan responded that we are actually down to half.

Commissioner Wise stated that in talking about selling property to get money for the park, what amount will it take for the park or can we use some of that money for infrastructure.

Mr. Lazan stated that the rule of thumb is 1/3 land, 1/3 transaction costs, and 1/3 profit for the developer. If you take 2/3 and sell it all, there's a different number. This land you did not anticipate selling so you have 2/3 available to send downstream for the park.

Commissioner Ramsey stated we still need a dog park.

Commissioner McGlone stated that these residents are all worked up for a park that was never really dedicated as a park. Take a lesson from that and be very careful what we draw on maps.

Mr. Lazan stated that the remainder stays mostly the same. Looking at the A, B, C, and D parking districts, D will most likely be private.

Mr. Lazan continued that we are asking for the HRA's approval to submit the application to the City Council for approval/adoption of the new development plan.

Discussion ensued relating to the public process. Commissioner Elvig suggested hosting an open house.

Motion by Commissioner Elvig and seconded by Commissioner Ramsey to approve the draft plans submitted by staff and that the HRA asks Council to support them.

Motion carried. All voted in favor.

2) Consider Proposal to Complete COR Marketing Package and 2011 ICSC Conference Attendance

Deputy City Administrator Nelson stated that as part of the preparations for the ICSC Conference in 2010, marketing materials were prepared to represent The COR. The Development Management Team has continued to work on the marketing materials within the budget that was provided for in 2010. We are proposing to take the next step in completing the marketing package. She noted that a proposal from Sharp Creative was attached to this case for discussion and consideration. She reported that a large amount of time has been spent on the marketing. She stated that the piece that's not addressed in the case is the production side. She asked the HRA to consider what they might like, paper or electronic or both. The other piece

egas Conference 2011. She turned the discussion over to

Mr. Lazan stated that he wanted to talk about a collateral marketing system ó it's made up of a professional high grade printing product. You can print on demand ó it's a custom product ó an evolving marketing system. He presented an example. We put together a rough book and went out for cost and it came back pretty expensive. He felt there is a need for some printed precut and showed a rough draft and a price they came back with. He stated this is probably a \$30,000 product and he is asking for money tonight so the graphic artist can put this together ó a proposal for the marketing side. The whole project is at \$12,000. \$3,000 was previously approved for the website and it will take about \$9,000 to finish the website and finish this book.

Commissioner Backous stated he cannot go back to his company and ask for more marketing money ó that is his cost. He thought the marketing part was what Mr. Lazan was doing and he couldn't understand why this was the City's expense.

Mr. Lazan explained that we can have this discussion. We sliced it a certain way ó his (Lazan) time is included in this but the product cost is the City's. The marketing firm and the attorney are paid for by the HRA ó these pieces all stay with the City. That's the way we structured the contract ó all things stay with the project.

Commissioner Elvig stated he appreciates the comprehensiveness of this and added that this is a big expensive book. People who are really interested are going to check everything out. He thought there should be a CD, photos, videos, etc.

Commissioner McGlone stated he would question the value of a CD; this thing is alive and moveable.

Commissioner Elvig commented that he thought the video side of it could be more generic.

Mr. Lazan stated that he feels the venue is the website.

Commissioner Ramsey stated that people were impressed by the DVD's; however, we could do a flash drive.

Motion by Commissioner Elvig and seconded by Commissioner Ramsey to approve the \$12,000 for graphics ó the \$3,000 that's already spent and the \$9,000 left and to go with Sharp Creative.

Further discussion: Chairperson Jeffrey stated he is a little concerned that the HRA is approving \$10,000 and now in a little while, we will be talking about more money. Ms. Nelson stated this is the HRA budget. In 2011, we budgeted \$50,000 for marketing and \$20,000 for travel. This has been budgeted but we wanted to bring it forward to review with you this proposal. We need to make a determination about how much to print. This does not include the printing work ó we can work on that. Mr. Lazan stated we can run the budget on printing 500 books - \$7,000 to \$10,000. The question is for \$7,000 to \$10,000, how much interactive stuff could we do and maybe just do a minimum printed product. Chairperson Jeffrey stated he likes the system

ating this and \$10,000 to print ó we better make sure we
er. Mr. Lazan talked about how this could be done from
his office and that he would propose giving Ramsey three shelves; spend \$30,000 of our \$50,000
on this material.

Motion carried. All voted in favor.

With regard to the 2011 ICSC Vegas conference, Ms. Nelson stated that in 2009, the City sent a group to the ICSC conference and in 2010, we had our soft brand rollout at the conference. We had a nice presence in 2010 and she said she would like to step that up this year. She suggested three members of the development team and three members of the HRA to go. There is money budgeted for travel, lodging, etc. It would cost about \$20,000 to do all that. Mr. Lazan stated he drafted a budget for two Development Team members and three HRA members plus Cronk and Greeby will be out there. We are not paying their registration or anything. He did include a hosted dinner in the proposed budget. He noted he upped the price for the booth but using the same furnishings and he budgeted \$1,000 for food in the booth. He added for an upgrade to graphics and shipping to and from Vegas. \$500 was allocated to laser printing for the books for out there. That equals about \$19,000 and last year is was about \$29,000. He stated he would like feedback on the number of attendees and the idea of stepping up the booth.

Commissioner Wise asked if the \$2,800 more is just for pretty walls on the booth.

Mr. Lazan replied that it's bigger too and a nicer ó better location.

Commissioner Ramsey stated you get lost real quick if you have a plain Jane booth.

Commissioner Backous stated he did not have a problem spending heavily on the booth, etc., but wondered if we really need that many people out there.

Commissioner Elvig stated he would double the amount, to which Commissioner McGlone added that was a real workout with the amount of people that went last year.

Commissioner Tossey inquired if anything tangible came out of this conference yet.

Mr. Lazan gave some examples of what has come out of this. He stated do you go there and leave with a pocketful of contractors ó not these days ó but attendance definitely has value.

Commissioner Ramsey stated that last year he was concerned about four people going but it was very busy.

Commissioner Backous asked the group who went to describe a typical day. Mr. Lazan did so.

Commissioner Backous inquired how many contacts came out of this to which Ms. Nelson replied 170 or so.

building a momentum and unless we continue that, we

Mr. Lazan stated this is a deal making show. He stated that the two Development Management folks would be Ms. Nelson and himself and then he asked which three Commissioners would want to go.

Commissioner Wise stated he would be interested in going but maybe send someone that's been there before so they are experienced.

Commissioner Tossey suggested maybe sending someone like Councilmember Backous in case Councilmember Wise decides not to run in the next election.

Commissioner Backous stated he is more worried about getting it done right.

Discussion ensued about having Mr. Ulrich attend as well and the consensus was that he should attend the ICSC as part of the Development Management Team.

Commissioners Backous and McGlone stated they would be willing to attend the ICSC Conference, which is scheduled for May 22 ó 25, 2011.

Motion by Commissioner Ramsey and seconded by Commissioner McGlone to direct staff to proceed with the proposed budget for the ICSC Conference.

Further discussion: Commissioner Tossey stated that he would vote to support this because there has been tangible movements from this type of spending/investment and he wants to make it known that this is something that's beneficial.

Motion carried. All voted in favor.

3) Review 2011 Strategic Planning Items related to the Development Management Team and The COR

Deputy City Administrator Nelson stated that on January 24 and 25, 2011, the City Council and staff met in Strategic Planning Session to determine 2011 goals and action plans. A number of items identified by the Council pertain directly to the work of the HRA. She listed the bulleted items in the case:

- HRA and DM Team Communications
- Review the Development Management Contract and HRA Expenditures
- Build on outdoors/sportsmen's theme for retailers, consider stocking pond/lake
- Review COR marketing vs. city-wide marketing efforts
- Consider relocation of Old Town Hall to the COR
- Pursue Community Center/Indoor Sports Complex



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was listed as an issue. The Council wanted to have a meeting to put together some other items for the HRA to do its own planning.

Chairperson Jeffrey stated that in looking at the bulleted items, he did not know if the new Councilmembers have ever seen Mr. Lazan's contract. He asked staff to get that out to the new members so they can read it ahead and will be ready to discuss it.

Commissioner Elvig stated he is anxious to make sure we have a conversation about performance and get the structure laid out long before we look at the contract.

Commissioner Tossey stated he was in a committee meeting and he heard a City staff member refer to The COR as Darren's COR. He stated he wanted to think of it as our COR and that kind of talk is destructive. He wished some of these items could be addressed. He stated that he was at a meeting and we were trying to convince a pizza business to come and he saw Cronk and Greeby reel that guy back in. He said what they did was pretty fantastic.

Ms. Nelson stated that this is our charge and our structure. The goal of the HRA was to create a separate development arm of the City and to create some autonomy so we could work as a separate piece. She knew there would be some issues with that. The structure we set up has some conflicts with that. We are looking for the HRA to say yes we should continue to work on this private side and we will, or redirect us to structure it differently.

Mr. Lazan stated that he feels a genuine appreciation that we are set up like this. We mean business so he feels this structure is fundamental to that success. This is your project so my name is on your card so we have created this entity. This is a team. If we want to lay too much bureaucracy, we will undermine what we have done.

Commissioner Backous asked what type of efforts did we take with staff to make sure they were not blind-sided.

Ms. Nelson stated we have had a lot of discussions on what we are doing. We are bringing them along so they are not completely in the dark. She felt we have made a real effort to communicate.

City Administrator Ulrich stated we are making it up as we go along too because this is all new to us as well. If we have communication issues, we try to address them. Too much communication so not enough communication so this project should have a big advantage because it is a City project. We are working as we go along and he felt it's been a gradual acceptance.

Commissioner Backous asked about a major push back and morale so and he asked what Mr. Ulrich's sense of morale is.

Mr. Ulrich replied that this was never a City project to begin with. This is a high profile project to be involved with; it's probably a little bit of wanting to be more involved and they cannot be

ink the message is getting to them ó they need to do their

Commissioner Ramsey stated that originally this was set up where there was a wall. Staff thought it was important to be peeking over the fence. Do not worry about other staff. Heidi Nelson and Darren Lazan would bring it to staff when they were ready.

Commissioner Backous stated that looking at productivity ó keep people happy. People like to feel like their opinions are being valued ó there is more to that than just money. You have to be working together to be happy ó we need to figure out how to make it work. The boss I used to work for who came on after I had been there for 17 years ó she would ask for my input and then would say ó no we won't do that. My opinion was not being valued ó you need to look at the morale thing.

Commissioner Elvig stated that everyone is spot on. This has to be run like a business. People on the outside do not like working with cities. If we are going to be effective and I agree with Kurt ó this is unprecedented. We have to take our Councilmembers hats off when we are sitting in this room as the HRA. We can describe what we are doing but it's too hard to live it still. We have to find a way to make this more comfortable ó maybe some tools to help come up with something. Maybe have the HRA, City Council and staff all sit down and discuss this.

Commissioner Backous stated he would agree with that. He just feels communication is not there.

Commissioner Wise asked are we talking communication or are we talking egos. Staff has to be buying in the same way City Council had to buy in.

Mr. Ulrich stated we need to push egos out ó coordination in ó show team support.

Commissioner Ramsey stated we go to these meetings and hear comments and we sit down and champion the project ó any time I am in a meeting and someone brings up a deal point what can we do. That's up to the dealmakers ó City staff. We may know the name and face but we are not getting a lot of information. I am not getting any information ó I hear stuff as I am walking around City Hall.

Commissioner Backous reported he has a flexible schedule and he would like to be in some of these meetings if he knows about them.

Chair Jeffrey stated that if a calendar is available for some of these meetings, it would be of good value to him. If you do not know what's going on you cannot get in on what's going on.

Commissioner McGlone stated that he is here to do a job. He added, "people who elected me sent me to do that job. I have more time. I have the authority to do that." Everything we are doing is unprecedented. We are writing the book on it as we go. This is working ó these people answer to the HRA ó referring to Lazan and Nelson.

re out how to keep communicating with the team.

Commissioner Elvig stated that our staff is busy and he feels bad when he has to stop in and take up their time. There needs to be a better way to communicate. He liked Chair Jeffrey's idea of a calendar.

Commissioner Ramsey noted that Darren Lazan is at City Hall every Tuesday and that he (Ramsey) comes in to listen to what's going on.

Mr. Lazan stated that he involves these people on an ambassador role. He really does not want people to see it on a calendar and just pop in. He would like to be able to strategically pull people in ó not just have them drop in. He feels a disconnect between himself and some staff right now. He wants to have that staff connection. We can spend some time on this connection. There is a lot of ownership here and he added, "this is not my project".

Commissioner Backous stated that meeting would be great ó an airing. You cannot just stiff arm people ó we need to value them.

Commissioner Elvig stated he would hate to have anyone lose ownership.

EXECUTIVE DIRECTOR'S REPORT

None

COMMISSIONER INPUT

None

ADJOURNMENT

Motion by Commissioner Elvig, seconded by Commissioner Tossey, to close the special meeting of the Housing and Redevelopment Authority.

Motion carried.

The regular meeting of the Housing and Redevelopment Authority adjourned at 10:19 p.m.

Respectfully submitted,

Heidi Nelson
HRA Executive Director



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Jo Ann M. Thieling
City Clerk

Drafted by Jo Thieling, City Clerk