

City of Ramsey
Agenda
Economic Development Authority (EDA)
Thursday August 8, 2013
7:30 am
Lake Itasca Room, 7550 Sunwood Drive NW

- 1. Call to Order**
- 2. Approve Agenda**
- 3. Approve Minutes**
 1. Approve EDA Meeting Minutes dated July 18, 2013
- 4. EDA Business**
 1. Strategic Planning Presentation: A New Day, A New Beginning
 2. 2014 Proposed EDA Budget and Levy
 3. Discuss Potential Future Industrial Park Land
 4. Business Appreciation Golf Tournament Update
 5. EDA Updates
- 5. Member/Staff Input**
- 6. Adjournment**

Economic Development Authority (EDA)

3. 1.

Meeting Date: 08/08/2013

Submitted For: Patrick Brama

By: Kathy Schmitz, Administrative Services

Title:

Approve EDA Meeting Minutes dated July 18, 2013

Background:

Attached are the meeting minutes from the special EDA meeting of July 18, 2013.

Observations:

Funding Source:

Staff Recommendation:

Action:

Approve EDA Meeting Minutes dated July 18, 2013.

Attachments

071813 Spec Mtg Mts

Form Review

Form Started By: Kathy Schmitz

Started On: 08/02/2013

Final Approval Date: 07/17/2013

**ECONOMIC DEVELOPMENT AUTHORITY
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA**

The City of Ramsey Economic Development Authority (EDA) conducted a special meeting on Thursday, July 18, 2013, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Chairperson Jim Steffen
 Member Phillip Brunt
 Member John LeTourneau
 Member Chris Riley
 Member Wayne Skaff
 Member Kristine Williams

Members Absent: Member Glen Hardin

Also Present: Patrick Brama, Assistant to the City Administrator
 Kurt Ulrich, City Administrator

1. CALL TO ORDER

Chairperson Steffen called the Economic Development Authority meeting to order at 7:05 a.m.

2. APPROVE AGENDA

Motion by Member Skaff, seconded by Member LeTourneau, to approve the agenda.

Motion carried. Voting Yes: Chairperson Steffen, Members Skaff, LeTourneau, Brunt, Riley, and Williams. Voting No: None. Absent: Member Hardin.

3. APPROVE MINUTES

3.01: Approve EDA Meeting Minutes Dated July 11, 2013

Motion by Member LeTourneau, seconded by Member Brunt, to approve the minutes dated July 11, 2013.

Motion carried. Voting Yes: Chairperson Steffen, Members LeTourneau, Brunt, Riley, Skaff, and Williams. Voting No: None. Absent: Member Hardin.

4. EDA BUSINESS

4.01: Statement of Goals: 167th Avenue and Highway 47 Node

Assistant to the City Administrator Brama presented a draft Statement of Goals for the 167/47 node and stated the purpose of the Statement of Goals is intended to guide City participation in the redevelopment of the 167/47 node and identify a common goal, common vision, and working parameters. He pointed out that all final decisions related to this node are subject to City Council approval. He stated the Goal is to improve and/or remove blighted properties and encourage sustainable market-driven redevelopment of the 167/47 node that will benefit the entire City. He presented a map of the 167/47 node delineating the primary and secondary areas of concern and requested input regarding the wording of the Goal, explaining that if the goal of City involvement is to remove blighted properties, the Goal specifically states that these blighted properties need to be addressed with the redevelopment of this node. He recited the Vision statement in the draft Statement of Goals and noted the document references market driven development with a mixture of residential and retail uses. He advised the Parameters state the City does not support purchasing property to redevelop the 167/47 node and the City supports facilitating an ownership group meeting to achieve a consistent, collaborative approach with a single voice among all property owners. He stated the EDA previously expressed an interest in the idea of sponsoring a professional marketing package with the idea that the EDA will manage and facilitate any marketing efforts at a high level. He advised that professional marketing material could be developed in partnership with the City and marketed by a third party broker or, alternatively, professional marketing material could be developed and marketed internally by the City. He stated the Parameters also state that the City would support a Comprehensive Plan and Zoning Amendment to allow retail or residential land uses and the City does not support a Comprehensive Plan and Zoning Amendment to allow warehouse or light manufacturing land uses. He stated the Parameters include a list of financial tools available and requested input regarding the statement that the EDA will not consider City financial assistance for proposals that do not address the existing blighted properties in this node. He advised that the Parameters also state the City would be willing to consider utilizing Sewer Fund dollars to construct a trunk sewer line to serve this node, adding that without the trunk sewer line it would be challenging to get interest from developers to invest in this area.

Member Skaff questioned whether a church might be an appropriate use for this property.

Member LeTourneau stated the City might not want to actively pursue a church in this particular area if the goal is to improve the City's tax base.

City Administrator Ulrich stated the goals do not specifically address the City's tax base and the City will have to decide whether the main discussion is about building the tax base or cleaning up this node as well as whether to allow any tax exempt use in this area, e.g., a church or school.

Mr. Brama pointed out that a lot of the economic development tools available ask specific questions about tax base and jobs creation so it would be challenging to use those economic development tools if the property was tax exempt.

Member LeTourneau felt it would be a good idea to expand the Goal to include language about the City's tax base noting that it is inferred in the word "improve." He agreed that a manufacturing use should not be allowed in this node and felt it may be possible to achieve the goal for this area even with a church on the site. He requested that the EDA further discuss the public input process and the timing of that public input, i.e., whether to have a policy statement in place before seeking public input or to ask for public input on the policy statement, and stated he felt it was important to create an opportunity for public input early on in the process.

Member Riley preferred asking for public input sooner rather than later adding the City has not made any hard and fast decisions related to this node and is trying to clean up the area and is open to suggestions for redeveloping the site.

Member Williams noted that the City does not own this property and the three property owners have to buy into the City's goals for the site and be open to listening to any public input.

City Administrator Ulrich suggested engaging residents through the newsletter or website and providing information that indicates the City is planning this area for a mix of residential and retail uses and the City wants to hear what residents are interested in for this node.

Member Brunt supported the use of an online survey and newsletter for public comment and stated any development proposal that comes forward will have to be at a public hearing.

Chairperson Steffen indicated the Statement of Goals could be referenced on the City's website directing residents to contact the City with any questions.

Member Riley supported having the Statement of Goals on the website and in the newsletter. He also suggested placement of a sign on the property naming the site as a redevelopment area.

Assistant to the City Administrator Brama advised that a specialty of the Planning Commission is the public input process with respect to land uses and felt they could provide valuable suggestions on how to conduct the public input process. He added the Planning Commission will be involved in the future land use of the site and felt it would be appropriate for the Planning Commission to make a recommendation to the EDA regarding the public input process.

City Administrator Ulrich stated any Comprehensive Plan and Zoning Amendment will require a public hearing and he felt the Statement of Goals could stand alone without public input.

Chairperson Steffen supported having an article in the *Ramsey Resident* and a survey that references the existence of the Statement of Goals on the EDA website.

Member Skaff requested an update regarding the Rum River Hills proposal.

Assistant to the City Administrator Brama stated that staff has advised Rum River Hills of the Statement of Goals as well as the special EDA meeting being held today. He stated that Rum River Hills could move forward with a proposal but will need to address the blighted properties on the north end of the site if they want assistance from the City.

Chairperson Steffen indicated it would make sense for the City Council to reach consensus on whether to utilize Sewer Fund dollars to construct the sewer line to serve this node.

Assistant to the City Administrator Brama requested input on the highlighted areas of the Statement of Goals.

GOAL

Member LeTourneau suggested that the Goal statement eliminate the words “blighted properties” and questioned whether the bank property is blighted.

It was the consensus of the EDA to replace the words “blighted properties” with “primary and secondary areas of concern” as delineated on Appendix A.

VISION

Member LeTourneau suggested including a reference to public space. He stated the COR provides a specific value to the City and he felt the 167/47 node is another asset of the City that should have the same feel as the COR in terms of its value.

Chairperson Steffen questioned the need for the Vision phrase that states “whereas, the existing stock of retail is appropriate for a regional commercial node.”

Assistant to the City Administrator Brama agreed this phrase was not necessary and should be deleted.

Chairperson Steffen suggested the first sentence state a “mixture of residential and/or retail uses,” adding he would be okay with all residential uses as long as it covers the north side.

Member LeTourneau stated this falls under market driven and felt the community was going to want retail in this node.

After further discussion it was the consensus of the EDA to make no changes to the first sentence of the Vision statement.

PARAMETERS (Item C. III.)

Member LeTourneau suggested the first sentence of paragraph C regarding Marketing be revised to replace the word “sponsoring” with “facilitating.”

Assistant to the city Administrator Brama advised that he and Chair Steffen met with Mr. Marty Fisher of Premier Commercial Realty to discuss marketing the site with a third party broker and Mr. Fisher believes the use of a third party broker would be effective given the size of this node. He suggested the EDA consider sending an RFQ to third party brokers for presentation to the ownership group to see if they are interested in pursuing a third party broker. He added that another option would be to develop the marketing package internally and advertise the site through normal channels available to the City.

Chairperson Steffen stated it would be ideal to have the site marketed by a single broker instead of three separate brokers. He asked if the City has done RFQs to hire a broker in the past and questioned whether the City should prepare an RFQ on land not owned by the City.

Member Riley stated the three property owners have to make the decision and the City would only be the facilitator and suggested that staff meet with the property owners to tell them the City would like to help them work together to market the property. He stated the City should then step back and not engage in an RFQ process.

Member Williams asked if this issue been brought up with the property owners in the past.

Assistant to the City Administrator Brama replied the idea of a unified marketing plan was brought up at a previous meeting and there was conceptual buy-in from the property owners.

Member Williams stated it was likely there would be issues, particularly with the bank, in having an exclusive listing agreement with one broker.

Chairperson Steffen requested that staff inform the ownership group about what the City would like to pursue for marketing the property and to let them know Mr. Fisher was consulted about the best ways to market the site.

Member LeTourneau asked if Mr. Fisher talked about ways to make the property more attractive for purchase, e.g., demolishing the buildings, and suggested that this idea be introduced to the property owners.

Mr. Brama confirmed that staff will not conduct an RFQ and will meet with the ownership group to talk about selecting a lead broker and to discuss issues that may arise from exclusive listing agreements. He stated staff would also ask the ownership group if they are interested in pursuing demolition of the buildings before listing the property for sale.

City Financial Tools

Chairperson Steffen expressed support for the statement that the EDA will not consider City financial assistance for proposals that do not directly address existing blighted properties.

Member LeTourneau stated that County HRA dollars might be a resource available for removal of blighted properties.

It was consensus of the EDA to add paragraph (v) under City Financial Tools stating “County HRA dollars.”

Mr. Brama stated the State Redevelopment Grant and Loan Program refers to two separate programs and explained that if the City used the loan program the City has to be the property owner; as a result, this loan program should be stricken from the list of financial tools available. He stated the State Redevelopment Grant program is available and the City can apply for this grant on behalf of a property owner. He added that funds under this grant program are only available to projects that are ready to begin construction within the next twelve months.

The EDA discussed the use of the Sewer Fund to construct a trunk sewer line to serve this node.

Member Riley stated the current statement in the draft indicates the City pays for the extension of the sewer line. He requested further information about what other alternatives exist, what has been done on other projects, and the number of prospective hookups, as well as anticipated fees to be recovered and how those fees are recovered.

Chairperson Steffen requested further information regarding the \$3.4 million Sewer Fund balance.

City Administrator Ulrich agreed to provide information from the CIP about how this project fits in with other projects, including the industrial park, as well as costs and revenue from the Sewer Fund.

Assistant to the City Administrator Brama suggested that the draft Statement of Goals include a brief statement about public input.

It was the consensus of the EDA to include a brief statement about public input in the Statement of Goals. It was also the consensus of the EDA to forward this item to the Planning Commission for input regarding the public input process.

5. MEMBER/STAFF INPUT

Assistant to the City Administrator reported that the closing on the Diamond Graphics sale took place yesterday. He stated the property was purchased with an old TIF district and the \$410,000 sale price has to go to that TIF district, however, because it was an old TIF district, the monies can be spent in the City's development district for various public improvements.

City Administrator Ulrich commended Mr. Brama for his work on the Diamond Graphics sale.

Member Riley suggested that the sale of this property and expansion of the Diamond Graphics business be highlighted on the website and newsletter.

Chairperson Steffen suggested including Diamond Graphics in a business spotlight article.

6. ADJOURNMENT

The regular meeting of the Economic Development Authority adjourned at 8:32 a.m.

Respectfully submitted,

Kurtis G. Ulrich, City Administrator

ATTEST:

Patrick Brama, Assistant to the City Administrator

Draft by Barbara Hughes
(*TimeSaver Off Site Secretarial, Inc.*)

Economic Development Authority (EDA)

4. 1.

Meeting Date: 08/08/2013

Submitted For: Patrick Brama

By: Patrick Brama, Administrative Services

Title:

Strategic Planning Presentation: A New Day, A New Beginning

Background:

Mayor Sarah Strommen and Finance Director Diana Lund will be presenting the recently adopted City of Ramsey Strategic Plan; known as A New Day, A New Beginning.

Attached to this case is:

- (A) introduction letter from Mayor Strommen
- (B) presentation (which will be reviewed in the meeting)
- (C) full copy of the adopted strategic plan

Observations:

NA

Funding Source:

NA

Staff Recommendation:

NA

Action:

NA

Attachments

Intro Letter (Mayor Strommen)

Presentation

Strategic Plan

Form Review

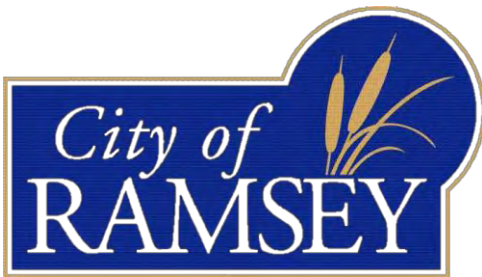
Inbox
Kurt Ulrich

Reviewed By
Kurt Ulrich

Date
08/03/2013 12:08 PM
Started On: 08/01/2013 11:37 AM

Form Started By: Patrick Brama

Final Approval Date: 08/03/2013



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July 3, 2013

It is a great new day for the City of Ramsey!

On May 28, 2013 the Ramsey City Council adopted a new strategic action plan, known as *A New Day, A New Beginning*. This action plan will guide and focus the City's work for the next three to five years and will provide an organizational foundation for years to come.

The purpose of the new strategic plan is to create an open and transparent working environment as well as shared expectations among elected officials and city staff. Through this effort, we hope to enhance faith and confidence in the City of Ramsey. Outcomes of the planning process include a set of guiding principles, a three to five year strategic action plan, and a balanced scorecard that helps us measure progress along the way.

The strategic action plan includes its own mission and vision. The mission is: "To work together to responsibly grow our community and to provide quality, cost-effective, and efficient government services." It is the vision to: "Achieve economic vitality with strategic infrastructure investments through market-driven growth." We will achieve the mission and vision through individual goals and actions for each City department.

Ramsey's 2013 strategic planning process was a four-month collaborative effort that built upon the community planning work previously completed by the citizen-driven *Ramsey3* group in 2006. Primary participants of the 2013 effort included members of the City Council and staff Management Team. Input also was provided by members of the Economic Development Authority, Planning Commission, Park and Recreation Commission, Environmental Policy Board, Charter Commission and all City employees.

Moving forward, the City's budgeting process will play a defining role in the implementation of Ramsey's strategic plan by aligning resources and goals.

To view a copy of the Ramsey's new strategic action plan, *A New Day, A New Beginning*, please visit our website: www.cityoframsey.com/strategicplan.

On behalf of the Ramsey City Council, we look forward to leading and serving our great community with a consistent vision, an open and honest working environment, and a commitment to measurable results.

Mayor Sarah Strommen

City of Ramsey

City of Ramsey Three-Year Strategic Action Plan Report

August 8, 2013

Economic Development Authority Presentation By:

Mayor Sarah Strommen

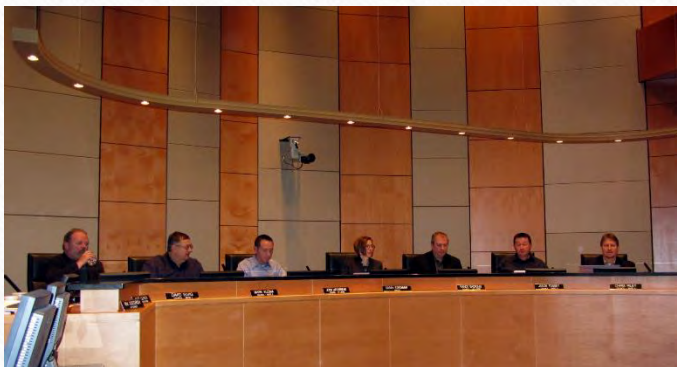
Finance Director Diana Lund

Agenda

- Purpose & Planning Process
- Accomplishments/Outcomes
- Three-Year Strategic Action Plan
 - Visionary Structure
 - Building Blocks
 - Budget, Measurement, and Reporting
- Success Factors



Purpose and Planning Process



- Build an organizational plan based upon the community's vision and mission established by the Comprehensive Plan, Ramsey3 process
- Underlying Goal
 - To create an open, transparent working environment among the elected officials and staff
- Established Strategic Planning Committee
- Requested input from: City Council, Leadership Team, staff and appointed commission members (one-on-one interviews and surveys)

Accomplishments/Outcomes

- City Council/Leadership Team SWOT Analysis
- Guiding Principles
- City's Organizational Values
- Strategic Action Plan
- Energizing the Leadership Team and enhancing teamwork
- “How to Conduct Effective Meetings” document
- Updated Job Descriptions for supervisors



Strategic Action Plan: Visionary Structure



- Three-Year Working Mission Statement:
 - To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient governmental services.
- Three-Year Working Vision Statement:
 - Achieve economic vitality with strategic infrastructure investments through market-driven growth.

Strategic Action Plan: Building Blocks

- Mission-Driven Building Blocks
 - Financial Stability
 - A Connected Community
 - Smart, Citizen-Focused Government
- Capacity-Driven Building Block
 - An Effective Organization



Strategic Imperatives

- I: Financial Stability- Ensure strategic economic development that complements the city's desired quality of life and builds a stable tax base, all while maintaining a low tax levy.
- II: A Connected Community- Ensure that the city is a connected city that is part of a comprehensive regional transportation system that enables all citizens to easily navigate the community and attracts business development.
- III: Smart, Citizen-Focused Government- Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.
- IV: An Effective Organization- Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the ever-changing, increasing needs of the organization.

Action Plan

(example)

Strategic Imperative I: Financial Stability

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
Ensuring financial stability	Finance	Determine adequate balances Develop policy that outlines fund balance minimums per fund Examine sufficient balance of overall rainy day funds to avoid the need to borrow	7/2013	Ongoing	None	None	Diana Lund	<ul style="list-style-type: none"> Retained bond rating of AA+
	Finance	Calculate square footage cost basis for The COR	6/2013	7/2013	None	None	Diana Lund	<ul style="list-style-type: none"> Recouped at least 100 percent of City's net costs
	City Administration/ Department Heads	Evaluate other revenue generating sources: franchise fees, increased permit fees, etc.	2013	2014	None	None	Leadership Team	<ul style="list-style-type: none"> Implemented new revenue sources
	City Administrator/Finance	Evaluate selling city-owned properties	2013	2014	None	None	Kurt Ulrich/Diana	<ul style="list-style-type: none"> Source of one-time monies
Optimizing TIF to support infrastructure improvements	Finance/ED	Conduct a comprehensive study to determine correct size of TIF 14	6/2013	8/2013	\$8,000 TIF 14		Diana Lund/ED	<ul style="list-style-type: none"> Return 10 percent of TIF 14 taxable value to general tax base
	Engineering/ED	Identify needed infrastructure improvements in TIF districts Prioritize needs and establish timeline for completion of improvements	2013	2018	None	None	Bruce Westby/ED	<ul style="list-style-type: none"> Completed infrastructure improvements in TIF districts

Roles and Responsibilities

• City Council	• Boards & Commissions:	• Mayor	• City Administrator	• Department Heads	• Staff and All Policy Makers
<ul style="list-style-type: none"> • Provide leadership, direction, and long-range planning for the City • Determine policy for the City • Hire and evaluate the performance of the City Administrator • Act upon personnel recommendations of the City Administrator • Adopt an annual budget for the City • Represent, partner and work with the citizens of the City for the best interests of the City • Inform residents of major issues facing the City • Make appointments to advisory committees 	<ul style="list-style-type: none"> • Provide leadership, direction, and long-range planning for the City • Recommend policy for the City • Represent, partner and work with the citizens of the City for the best interests of the City • Inform residents of major issues facing the City • Be prepared for, and participate in, meetings 	<ul style="list-style-type: none"> • Conduct orderly and effective City Council meetings • Represent the City at public functions • Provide Council leadership • Facilitate discussions on agenda items and help resolve conflict among Councilmembers • Sign the City's legal documents • Also function as a Councilmember 	<ul style="list-style-type: none"> • Prepare and provide information for the Council, to make policy recommendations based on the information, and implement adopted policies • Provide timely and accurate information • Recognize City needs and make recommendations to the Council for action • Be a liaison between the Council and staff • Provide leadership and foster a positive work environment for the City's employees • Develop and administer the City's annual budget • Develop and evaluate City employees • Recommend the appointment of new City employees and discipline (when necessary) 	<ul style="list-style-type: none"> • Provide leadership and goals for their departments • Manage the day-to-day operations of their departments • Recognize City needs and make recommendations to the City Administrator and Council for action • Provide timely and accurate information • Prepare the department's annual budget • Communicate and cooperate with other entities in the City • Keep the city Administrator, Council, public and staff informed • Foster a positive work environment for department employees • Provide training and development opportunities for department employees • Evaluate employee performances • Recommend "new hires" to the City Administrator and City Council 	<ul style="list-style-type: none"> • Have a positive attitude towards their job and when dealing with the public • Be team players • Be fiscally responsible • Be positive representatives and ambassadors of the City • Have integrity and a strong work ethic • Be adaptable • Be receptive to, and participate in, training and development opportunities • Be honest about workload limitations

Boards and Commissions

- Roles and Responsibilities
 - Provide leadership, direction, and long-range planning for the City
 - Recommend policy for the City
 - Represent, partner and work with the citizens of the City for the best interests of the City
 - Inform residents of major issues facing the City
 - Be prepared for, and participate in, meetings

Strategic Action Plan: Budget, Measurement and Reporting



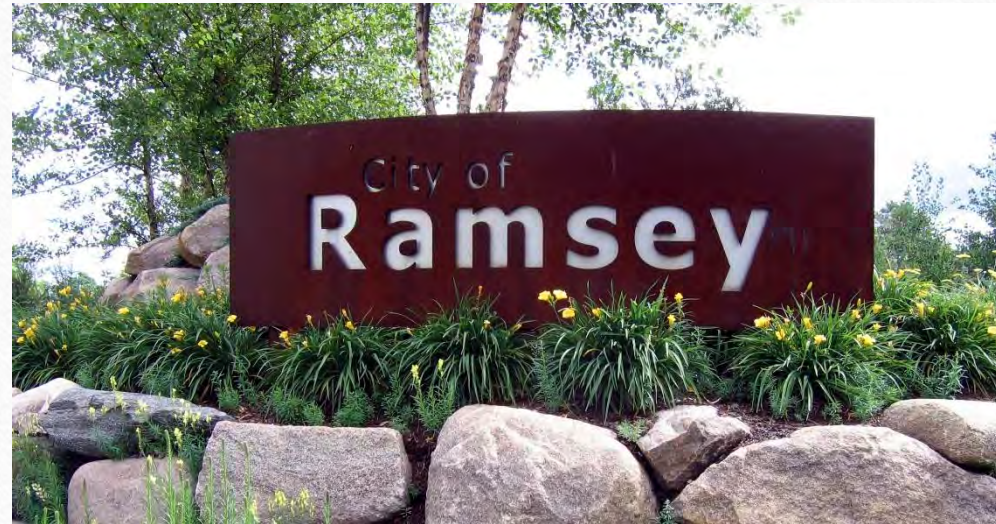
- Identify and secure other funding mechanism/sources to help fund the implementation of the Three to Five Year Strategic Action Plan
- Develop, implement and manage a 2013-2015 Balanced Scorecard:
 - Fiduciary
 - Customer/Stakeholder
 - Internal
 - Learning and growth
- Establish a reporting process

2013-2015 Balanced Scorecard

Fiduciary Perspective <i>“If we succeed, how will we look to our property owners?”</i>	Customer/Stakeholder Perspective <i>“To achieve our vision, how must we look to our customers?”</i>
<ul style="list-style-type: none"> • Maintain the City’s AA+ rating (ongoing) • Maintain a stable tax levy rate • Economic Development Director to initiate economic development efforts in 2013 (ongoing) 	<ul style="list-style-type: none"> • Achieve a 70 percent or higher rating amongst residents’ customer satisfaction for overall public services and safety in the community (ongoing) • Achieve 8 minutes, 36 seconds or better for average police response time (ongoing) • Achieve the ISO rating of 5 in serviced areas (ongoing) • Achieve 8 minutes, 39 seconds or better for average fire response time (ongoing) • Achieve city’s ratings of 6.5 average of road conditions (ongoing) • Achieve a 70 percent or higher rating for business customer satisfaction with Economic Development and Police Business Services (ongoing)
Internal Perspective <i>“To satisfy our customers, property owners, and mission, what business processes must we excel at?”</i>	Learning and Growth Perspective <i>“To achieve our vision, how must our people learn, communicate, and work together?”</i>
<ul style="list-style-type: none"> • Achieve 70 percent or higher satisfaction rating of policy makers by providing timely, pertinent, comprehensive information with options and recommendations to policy-makers and staff by 2013 (ongoing) • Monitor Development Review timeline (ongoing) 	<ul style="list-style-type: none"> • Achieve 100 percent of revised job descriptions, development plans, and develop a performance rating strategy for employees by December 2013 • Achieve a 70 percent or higher rating among employees’ satisfaction with Leadership Team (ongoing)

Success Factors

- Strategic fit between the organizational vision and resource allocation
- Consensus between policy makers and staff on strategic direction
- Renewed focus on trust
- Timely, concise and 'on message' communications
- Well-designed processes, policies and procedures
- Smart budgeting
- Proactive engagement and full participation
- Strategies to address any external factors



Thank You!



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ACKNOWLEDGEMENT

Strategic Planning Committee

Sarah Strommen, Mayor
Randy Backous, Councilmember at Large
David Elvig, Councilmember Ward 1
Mark Kuzma, Councilmember Ward 2
John LeTourneau, Councilmember at Large
Chris Riley, Councilmember Ward 4
Jason Tossey, Councilmember Ward 3
Kurt Ulrich, City Administrator
Diana Lund, Finance Director
Dean Kapler, Fire Chief
Jim Way, Police Chief
Colleen Lasher, Human Resources Manager
Tim Gladhill, Development Services Manager
Grant Riemer, Public Works Superintendent
Len Linton, Civil Engineer II
Jo Thieling, City Clerk

Graphic Design

Patrick Brama, Assistant to the City Administrator

Production and Editing Services

Kathy Schmitz, Pam Miller and Jo Thieling

Consulting Services

Anita S. Duckor, President

Duckor & Associates



EXECUTIVE SUMMARY

BACKGROUND

Our complex and dynamic world creates new challenges for all types of organizations. The City of Ramsey is no exception. 2012 was a tumultuous year for the city – significant staff transitions and turnover, a highly contested city election, and a major development (The COR at Ramsey) that continues to be a drain on the city’s resources.

The City Council in January 2013 acknowledged that the city could benefit by developing a strategic direction that guides its decision-making in the coming years. The decision was motivated by the lack of trust between the elected officials and staff, the financial challenges, and the need for the city to become a proactive organization rather than a reactive one.

The City of Ramsey could not afford to continue governing and operating as it has – and it was imperative that the elected officials and staff develop an effective working relationship. The City of Ramsey, its community members, elected officials and staff, deserve “A New Beginning...A New Day.”

Tumultuous times create the opportunity to think conventionally or unconventionally. The planning partners (City of Ramsey elected officials and city departments, and the consulting firm) did both. Challenging times gave us the gift of opportunity to assess the City of Ramsey - candidly and thoroughly.

The City Council hired Duckor & Associates to help develop this Three - Year Strategic Action Plan. The key benefits of the comprehensive planning process were:

- Achieving a shared strategic framework
- Achieving a shared understanding of clear roles, responsibilities and deliverables for elected officials and staff
- Building trust among the elected officials and staff
- Achieving goal consensus that directs the City of Ramsey’s work efforts
- Articulating doable objectives
- Maximizing effective use of resources
- Energizing the team leadership and enhancing teamwork.



PURPOSE

The underlying goal of Ramsey's strategic planning effort was to create an open, transparent working environment among the elected officials and staff in order to restore the faith and confidence in the City of Ramsey, build an effective elected governing body, and help build staff morale.

The specific goals were to:

- Develop a shared working mission and vision;
- Develop a Three - Year Strategic Action Plan including measurements;
- Develop measurable goals and a tracking system that is monitored monthly;
- Develop clear roles, responsibilities and deliverables for elected officials, appointed commission members, and staff;
- Design a transparent governance structure for both elected officials and staff that includes: guiding and operating principles, code of conduct, conflict of interest policies, etc.;
- Determine current staff structure's capacity to deliver high-quality services, and
- Develop a common understanding of what a vibrant, healthy community looks like.

The following plan establishes a solid foundation and framework to truly have "A New Day...A New Beginning" for the City of Ramsey.

There is a high degree of confidence that the plan will be successfully implemented because the planning process was highly interactive with the mayor, city council, and leadership team, including input from appointed commission members and staff. Candid and open discussions occurred in the workshops and staff meetings, which strategically helped shape the plan. Everyone had a voice in the planning process, which helps achieve buy-in of the plan.

IMPLEMENTATION CHALLENGE

The Three - Year Strategic Action Plan is dependent on the level of funding that is approved by the City Council for 2014 and subsequent years. It is also dependent on the 'political will' of identifying and implementing new funding sources. The 2013 budget is not sustainable long-term – the current staffing level is stretched to the maximum, and no long-term financial solution is in place for meeting the road maintenance and reconstruction requirements.



PLANNING PROCESS & METHODOLOGY

Undertakings of the Consultant:

Internal Input and Reporting

- City Administrator identified the internal participants to be interviewed.
- Developed two interview instruments (elected officials and leadership team), which was approved by City Administrator.
- Sixteen interviews were conducted in person, each lasting approximately 60 minutes.
- Developed and submitted the Hopes and Dreams and SWOT Analysis – Interview Summary Reports (elected officials and leadership team.)

Staff and Commission Members Input

- Developed two online surveys that were approved by City Administrator and Human Resources Manager.
- All staff members were invited to complete an online survey; 100 percent completed the surveys.
- All commission members were invited to complete an online survey; 74 percent commission members completed the surveys.
- Developed and distributed the Staff's Survey Summary Report at the all-staff meeting on April 24, 2013.
- Distributed the Commissions' Member Survey Summary Report.

Pre Planning Effort

- Met with City Administrator and other appropriate staff members to review planning materials; met with the City Administrator throughout the planning process.

Planning Workshops

- Conducted five strategic planning workshops with the Strategic Planning Committee members from January through April.
- For each workshop, consultant prepared agendas, included pre-meeting assignments, and identified meeting outcomes. The consultant, who facilitated whole group discussions and smaller group discussions with team electing a spokesperson to report on group's work, conducted workshops.

The consultant worked with the City Administrator's staff at staff meetings and one-on-one meetings throughout the planning timeframe.



It was critical to establish trust and determine how the Strategic Planning Committee could most effectively work together. The group built a solid foundation by establishing principles of engagement, identifying the 'Lessons Learned' from the past, and reviewing and discussing handouts provided by the consultant about the subject of trust, a glossary of planning terms and a city's success profile.

The workshop members developed and agreed-to the following principles of engagement:

We commit to...

1. Coming prepared for each meeting
2. Actively participating in the discussion
3. Staying on topic – using the Parking Lot as a place holder for ideas that are not on topic
4. Staying focused – avoiding the use of cell phones and computers
5. Proactively listening to one another – no cross talking, no side bars
6. Speaking with the "I" voice
7. Honoring the full spectrum of perspectives
8. Asking clarifying questions when we don't understand
9. Ensuring all voices are heard
10. Being part of the solution

To move forward with our planning, we began by examining the past. The Strategic Planning Committee identified the following "Lessons Learned" of the past:

Purpose

- None of us is bigger than the organization; we are here for the residents – they are at the top of the organization chart.
- If it doesn't contribute to the vision, don't do it.

Financial Impacts

- The city's negative image is far-reaching, hard to reverse, and has financial implications.
- Lack of trust has a cost.
- Lack of preparation has a cost.
- Don't throw good money after bad money.



Decision-Making

- Work toward consensus but understand that it isn't critical that you all agree.
- Don't question the motivations behind the decisions because it undermines the trust and respect of one another.

Personal Accountability

- Hold people accountable.
- All voices must be heard.
- Bring issues to meetings.
- Don't take it personally.
- Verify before crucify.
- Don't get too comfortable because things will change.

Communications

- Good communications both internally and externally that are timely and well-distributed will help minimize misunderstandings and mistrust.
- One-to-one communication is best.

At the end of the Three - Year Strategic Action planning effort, the Strategic Planning Committee hoped to accomplish the following:

Tangible Outcomes

- A uniform and agreed-to direction
- Well-defined goals that are obtainable, measurable, and within budget
- Clear expectations between staff and the City Council
- Clearly defined plan; what are we going to do, how are we going to do it, and for whom
- Provide a level of service that is acceptable to the customer
- A process for maintaining the Three - Year Strategic Action plan
- Take care of staff (internal customers) in order to take care of external customers



Policy-making Implications

- Recognize the city's resource limitations (financial and staffing capacity)

Communications

- Create and implement clear and timely messages for residents

The Strategic Planning Committee vetted the Hopes and Dreams for the city and the SWOT Analysis (strengths, weaknesses, opportunities and threats) report that the consultant developed based on the one-on-one interviews. SWOT Analysis is a tool for discovering and learning that lays the foundation of a strategic plan. Please see Appendix A for the vetted City Council SWOT Analysis.

To ensure that the planning process would be driven by customer needs, committee members presented a list of their internal and external customers to the Strategic Planning Committee; the consultant developed a Constituencies/Customer list, please see Appendix B.



VISIONARY STRUCTURE

In 2006, the City of Ramsey launched Ramsey3, an innovative grassroots initiative dedicated to imagining the future of Ramsey. This collaborative process provided the visionary framework for the city. The Strategic Planning Committee determined that it would be helpful to supplement the City's visions with a visionary structure that was focused on a three to five year period to address the pressing issues facing the city.

To address the lack of trust and ensure that the city operates in a transparent and open environment, the following documents were also developed: guiding principles, city's organization values, code of conduct, and roles and responsibilities for elected officials, appointed commission members, staff, and consultants.

Three-Year Working Mission Statement

To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient government services.

Three-Year Working Vision Statement

Achieve economic vitality with strategic infrastructure investments through market-driven growth.



OUR GUIDING PRINCIPLES

The elected officials, appointed commission members and staff will:

1. Ensure responsiveness to the public (residents, business owners, taxpayers) that fosters an atmosphere of communication within and outside the organization.
2. Ensure alignment of goals and resources.
3. Take personal ownership for the success of the City of Ramsey.
4. Operate with clear roles, responsibilities, authority, and accountability.
5. Operate in a transparent environment.
6. Strive for “win-win” strategic thinking and planning under which interests and objectives of the city, commissions, and departments are considered; avoid personal agendas and department and commission turf protection.
7. Take action based upon objective analysis of the facts.



OUR CITY'S ORGANIZATIONAL VALUES

We commit to:

ETHICS AND INTEGRITY

We believe that ethics and integrity are the foundation blocks of public trust and confidence and that all meaningful relationships are built on these values.

FISCAL RESPONSIBILITY

We believe that fiscal responsibility and the prudent stewardship of public funds are essential for citizen confidence in government.

COOPERATION AND TEAMWORK

We believe that the public is best served when elected officials, departments, commission members, and employees work cooperatively as a team in a trusting environment.

OPEN AND HONEST COMMUNICATIONS

We believe that open and honest communication is essential for an informed and involved citizenry, to build trust, and to foster a positive working environment for employees.

EXCELLENCE AND QUALITY IN THE DELIVERY OF SERVICES

We believe that service to the public is our reason for being and strive to deliver quality services in a highly professional and cost-effective manner.

TREATING PEOPLE WITH RESPECT AND FAIRNESS

We believe that all people are to be treated with courtesy and respect and deserve the best service we can provide. Decisions are to be fair and based upon the interest of the whole community.

ADAPTABILITY AND CONTINUOUS LEARNING

We believe that individuals need to be adaptable to changing environments and circumstances. Continuous learning, education and training of our elected and appointed officials and employees enables us to better recognize current opportunities, anticipate change, and prepare for the future.

The organization's Code of Conduct in Appendix C outlines the behavior we desire. Appendix D articulates the roles and responsibilities of the organization.



MOVING FORWARD: A NEW DAY...A NEW BEGINNING

MISSION-DRIVEN BUILDING BLOCKS

Mission-driven building blocks are what an organization needs to fulfill its vision. Mission-driven strategic imperatives are major areas of focus of an organization that move the organization toward its vision. The mission-driven strategic imperatives for the city are: financial stability, a connected community and a smart, citizen-focused government.

CAPACITY-DRIVEN BUILDING BLOCK

Capacity-driven building blocks are what an organization needs to fulfill its mission. Capacity-driven strategic imperatives are major areas of focus of the organization that ensure the organization has the capacity to deliver its mission. The capacity-driven strategic imperative for the city is: an effective organization.

The following page describes the strategic imperatives and strategic initiatives for each type of building block.

Please see Appendix E for the detailed Three - Year Strategic Action Plan that includes the following by each strategic imperative: strategic initiative, department, tactics, initiation date, completion date, additional resources that are required but are not included in the 2013 budget, additional tools, responsible party and key outcome indicators/metrics.

To ensure that the Three - Year Strategic Action Plan was supported by the staff, department plans were developed or updated that include department's mission, responsible party, service offering description, primary external and internal customers and strategic partnerships with respective requirements, goals, measurements, and resources required. The following departments have updated plans: Administration, Community Development, Economic Development, Engineering, Finance, Fire, Human Resources, Police, and Public Works.



To move forward, the City will invest and build the following blocks, focusing on the four strategic imperatives and initiatives:

Mission-Driven Building Blocks	Strategic Imperative	Strategic Imperative Definition	Strategic Initiatives
	I. Financial Stability	Ensure strategic economic development that complements the City's desired quality of life and builds a stable tax base, all while maintaining a low tax levy.	<ul style="list-style-type: none"> • Ensure financial stability • Optimize TIF to support infrastructure improvements • Increase economic growth • Maximize land use • Enhance infrastructure development to meet city's growth
	II. A Connected Community	Ensure that the city is a connected city that is part of a comprehensive regional transportation system that enables all to easily navigate the community and attracts business development.	<ul style="list-style-type: none"> • Enhance the state, county and city's transportation system • Enhance trail way system
	III. Smart, Citizen-Focused Government	Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.	<ul style="list-style-type: none"> • Ensure quality services based on customer requirements • Ensure a safe city • Expand shared services • Improve safety and quality of housing stock • Enhance recreational and cultural opportunities • Build and expand community connections • Enhance the election experience
Capacity-Driven Building Block	IV. An Effective Organization	Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the ever-changing, increasing needs of the organization.	<ul style="list-style-type: none"> • Enhance governance structure • Enhance organizational structure • Create a high-performance work environment and workforce • Maximize consultants' accountability • Streamline internal processes • Enhance internal/external communications



BUDGET

The investment to implement the Three - Year Strategic Action Plan was estimated based on the following assumptions:

- The budget uses the 2013 General Fund Budget of \$10,293,837 as its baseline for moving forward.
- The current baseline for staff level is \$5,806,331 of personnel costs, including salaries benefits and health insurance.
- Additional staff recommended in the Plan includes 7.5 FTEs (5 in 2014, 2.5 in 2015 – two Police Officers, one Building Official to replace contracted services, one Office Assistant, one Engineering Technician III, half-time IT Technician, and two Public Works positions (one funded from the General Fund and one from Enterprise Funds.)
- Budget does not include adjustment for inflation or cost-of-living adjustments.
- Implementation of the 40-Year Road Construction Plan would cost approximately \$3 million a year.
- The budget suggests an increase of \$579,749 for staffing and \$1,916,500 for the first year of implementation of transportation improvements and escalates accordingly -- \$393,720 for staffing in 2014 and \$572,440 in 2015.

Identifying and securing other funding mechanisms/sources will help fund the Three-Year Strategic Action Plan. The timeframe for implementation will be determined by the City Council's approved budget for the following years: 2014, 2015, 2016.

Other potential funding mechanisms/sources include: selling city-owned properties, implementing a franchise fee or a dedicated transportation fee, or increasing property taxes.

It is critical that the city does NOT rely on one-time sources of money to fund on-going operations of the city.



PERFORMANCE MEASUREMENT

In order to achieve the goals of the Three - Year Strategic Action Plan, it's critical to focus on results. The City of Ramsey will implement a Balanced Scorecard performance measurement tool that will help the mayor, City Council, and staff be focused on the critical areas of work that must be accomplished each year. The following Balanced Scorecard reflects full funding of the action plan. In addition, the newly designed Department Plans will include appropriate measurements for their respective departments. If the action plan is not fully funded, the goals and metrics will need to reviewed and changed.

Three-Year Working Mission Statement

To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient government services

2013-2015 Balanced Scorecard

Fiduciary Perspective <i>"If we succeed, how will we look to our property owners?"</i>	Customer/Stakeholder Perspective <i>"To achieve our vision, how must we look to our customers?"</i>
<ul style="list-style-type: none"> • Maintain the City's AA+ rating (ongoing) • Maintain a stable tax levy rate • Economic Development Director to initiate economic development efforts in 2013 (ongoing) 	<ul style="list-style-type: none"> • Achieve a 70 percent or higher rating amongst residents' customer satisfaction for overall public services and safety in the community (ongoing) • Achieve 8 minutes, 36 seconds or better for average police response time (ongoing) • Achieve the ISO rating of 5 in serviced areas (ongoing) • Achieve 8 minutes, 39 seconds or better for average fire response time (ongoing) • Achieve city's ratings of 6.5 average of road conditions (ongoing) • Achieve a 70 percent or higher rating for business customer satisfaction with Economic Development and Police Business Services (ongoing)
Internal Perspective <i>"To satisfy our customers, property owners, and mission, what business processes must we excel at?"</i>	Learning and Growth Perspective <i>"To achieve our vision, how must our people learn, communicate, and work together?"</i>
<ul style="list-style-type: none"> • Achieve 70 percent or higher satisfaction rating of policy makers by providing timely, pertinent, comprehensive information with options and recommendations to policy-makers and staff by 2013 (ongoing) • Monitor Development Review timeline (ongoing) 	<ul style="list-style-type: none"> • Achieve 100 percent of revised job descriptions, development plans, and develop a performance rating strategy for employees by December 2013 • Achieve a 70 percent or higher rating among employees' satisfaction with Leadership Team (ongoing)

Definition: "A Balanced Scorecard is a management system that can channel the energies, abilities, and specific knowledge held by people throughout the organization toward achieving long-term strategic goals (strategic initiatives.) It is also a measurement system. The Balanced Scorecard uses measures in four categories – financial performance, customer knowledge, internal business (organization) process and learning and growth – to align individual, organizational, and cross-departmental initiatives and to identify entirely new processes for meeting customer and shareholder (community) objectives." (Designed by Kaplan and Norton)



REPORTING PROCESS

The City Administrator will report on the progress of the plan using the Balanced Scorecard at a City Council meeting every month. The progress report will also be shared with the staff. The City Administrator is the gatekeeper of the performance measurement of the Three - Year Strategic Action Plan. The Balanced Scorecard update should be on the last City Council meeting of each month.

If there are internal or external challenges in achieving the plan outcomes, the City Administrator will submit a course of action to address the problem or opportunity for the City Council to review and approve.

The City Administrator will hold each department head accountable for his/her contribution to the implementation of the plan. The Leadership Team will review progress toward goals and adjust course of action, if required, monthly.

ACCOUNTABILITY

The agreed-to Balanced Scorecard goals and metrics will be part of the City Administrator and Leadership Team's performance evaluation each year.



SUCCESS FACTORS

In order to successfully implement the Three - Year Strategic Action Plan, the following key success factors should be an on-going focus and should be monitored at all times:

- Presence of a strategic fit – with the three-year working mission and vision statements, and strategic imperatives;
- Consensus between policy makers and staff on strategic direction;
- Renewed focus on trust by adhering to the Code of Conduct, Guiding Principles and Organizational Values;
- Timely, concise and ‘on message’ communications, internally and externally;
- Well-designed key processes, well-developed policies and documented procedures;
- Smart budgeting for an era of limits; solid budgeting to sustain mission-driven growth, including shifting of resources to meet the Three-Year Working Vision;
- Proactive engagement and full participation at meetings so that all staff members are part of the solution;
- Well-thought-out strategies to address any external factors that impact the success of the organization: economic conditions, political and legal forces, technological trends, social and cultural forces, and regulatory actions.



Economic Development Authority (EDA)

4. 2.

Meeting Date: 08/08/2013

Submitted For: Diana Lund

By: Diana Lund, Finance

Title:

2014 Proposed EDA Budget and Levy

Background:

Annually, the EDA makes a recommendation to the City Council for the coming year's EDA budget. The EDA levy is included within the City's general levy and thus is calculated into the mandatory levy limits of 2014.

Under 2014 levy limits, the city is allowed to levy an additional \$129,223 for both the General Fund levy and the EDA levy over 2013 levels. For 2013 the city levied a total of \$7,353,295 (\$7,248,829-General, \$104,466-EDA). For 2014, the city is proposing to use the maximum levy limit and levy \$7,482,518 (\$7,345,779-General levy, \$136,739-EDA levy).

The City Council will be adopting a proposed preliminary levy at its regular meeting of September 10, 2013. City Council has met in worksession in regard to the 2014 budget process and have received the respective proposed budgets of General Fund, EDA Fund and HRA Fund.

As noted, these are all preliminary budgets and will not become finalized until December 2013.

The purpose of this case is to develop a recommendation from the EDA board to the City Council for the 2014 EDA levy.

Observations:

The primary source of revenue for the EDA budget is the EDA levy. Included in this case is a copy of the 2014 proposed EDA budget. Overall, the EDA budget is proposed to increase from 2013 to 2014 (\$106,466 to \$136,739 for a net increase of \$30,273). The increase is attributed to the Economic Development Manager Position being funded via the EDA at 34% of salary costs versus 20% in 2013. (ED Manager funding: EDA: 34%, HRA-46% and TIF 20%). All other line items within the EDA budget are held fairly constant.

The levy is based on the City's total taxable market value of the preceding year. For payable 2014, the City would be allowed a maximum levy of \$327,574, but as stated earlier, this calculates into the 2014 mandatory levy limits. A significant portion of the levy can be used for personnel services and other operational costs, housing and /or redevelopment costs. The EDA levy can be used to buy property, professional services, marketing activities, and the like.

The EDA is being requested to authorize a levy of \$136,739. This represents a \$32,273 or a 30.89% increase over the 2013 adopted EDA levy of \$104,466. The increase in levy is attributed to the increase in personnel costs as noted above.

The proposed levy of \$136,739 would place a \$15.14 tax on a residential home valued at \$200,000.

Funding Source:

EDA levy supports the EDA operating budget.

Staff Recommendation:

Develop a recommendation from the EDA board to the City Council for the 2014 proposed EDA budget and levy.

Action:

Develop a recommendation from the EDA board to the City Council for the 2014 proposed EDA budget and levy.

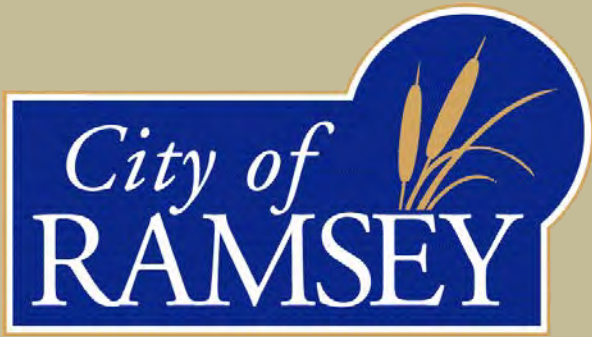
Attachments

2014 Proposed EDA Budget

Form Review

Inbox	Reviewed By	Date
Patrick Brama	Patrick Brama	08/01/2013 11:36 AM
Kurt Ulrich	Kurt Ulrich	08/03/2013 12:08 PM
Form Started By: Diana Lund		Started On: 08/01/2013 09:36 AM

Final Approval Date: 08/03/2013



CITY OF RAMSEY
ECONOMIC DEVELOPMENT AUTHORITY
REQUESTED BUDGET
For Fiscal Year 2014



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City of Ramsey
2014 Requested Economic Development Authority Fund Budget

ECONOMIC DEVELOPMENT AUTHORITY FUND 230 - SUMMARY

REVENUES

	-Actual 2010-	-Actual 2011-	-Actual 2012-	-Adopted 2013-	-Requested 2014-
TAXES	\$ 273,506	\$ 273,440	\$ 170,917	\$ 104,466	\$ 136,739
INVESTMENT EARNINGS	42,637	30,038	15,293	2,000	3,000
OTHER FINANCING SOURCES	1,136	-	-	-	-
TOTAL REVENUES	\$ 317,279	\$ 303,478	\$ 186,210	\$ 106,466	\$ 139,739

EXPENDITURES

	-Actual 2010-	-Actual 2011-	-Actual 2012-	-Adopted 2013-	-Requested 2014-
PERSONAL SERVICES	\$ 48,229	\$ 87,798	\$ 53,872	\$ 35,086	\$ 64,759
SUPPLIES	10,325	10,604	8,608	11,000	10,600
OTHER SERVICES & CHARGES	186,772	169,745	59,559	60,380	61,380
CAPITAL OUTLAY	-	-	-	-	-
TRANSFERS OUT	-	19,733	-	-	-
TOTAL EXPENDITURES	\$ 245,326	\$ 287,880	\$ 122,039	\$ 106,466	\$ 136,739

FUND BALANCE

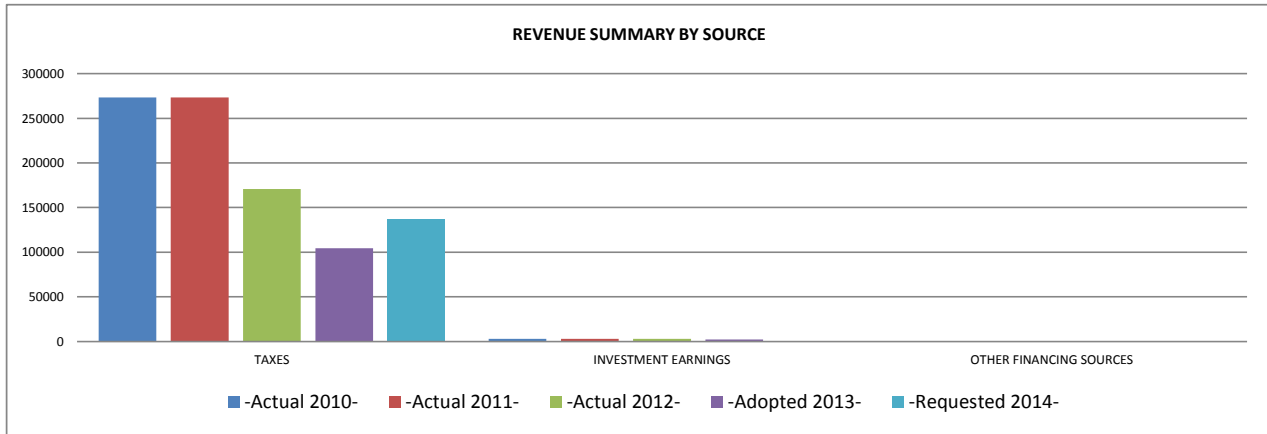
	-Actual 2010-	-Actual 2011-	-Actual 2012-	-Adopted 2013-	-Requested 2014-
FUND BALANCE, Beginning on Yr	\$ 1,207,092	\$ 1,279,045	\$ 1,294,643	\$ 737,664	\$ 737,664
Revenues & Other Sources	317,279	303,478	186,210	106,466	139,739
Expenditures & Other Uses	(245,326)	(287,880)	(122,039)	(106,466)	(136,739)
<i>Less Land Held for Resale</i>	-	-	(621,150)	-	-
FUND BALANCE, End of Yr	\$ 1,279,045	\$ 1,294,643	\$ 737,664	\$ 737,664	\$ 740,664

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City of Ramsey
2014 Requested Economic Development Authority Fund Budget

ECONOMIC DEVELOPMENT AUTHORITY FUND 230 - REVENUE DETAIL

	2010 Actual	2011 Actual	2012 Actual	2013 Adopted	2014 Requested
EDA FUND 230 - REVENUE SUMMARY	-Actual 2010-	-Actual 2011-	-Actual 2012-	-Adopted 2013-	-Requested 2014-
TAXES	\$ 273,506	\$ 273,440	\$ 170,917	\$ 104,466	\$ 136,739
INVESTMENT EARNINGS	42,637	30,038	15,293	2,000	3,000
OTHER FINANCING SOURCES	1,136	-	-	-	-
TOTAL REVENUES	\$ 317,279	\$ 303,478	\$ 186,210	\$ 106,466	\$ 139,739



EDA FUND 230 - REVENUE BY SOURCE		-Actual 2010-	-Actual 2011-	-Actual 2012-	-Adopted 2013-	-Requested 2014-
TAXES						
4011	CURRENT-AD VALOREM TAXES	\$ 227,839	\$ 220,610	\$ 115,278	\$ 104,466	\$ 136,739
4012	DELINQUENT-AD VALOREM TAXES	4,899	4,198	4,129	-	-
4014	FISCAL DISPARITIES	40,768	48,632	51,510	-	-
- Total		\$ 273,506	\$ 273,440	\$ 170,917	\$ 104,466	\$ 136,739
INVESTMENT EARNINGS						
4701	INTEREST ON INVESTMENTS	\$ 42,637	\$ 30,038	\$ 15,293	\$ 2,000	\$ 3,000
4901	OTHER FINANCING SOURCES	1,136	-	-	-	-
INVESTMENT EARNINGS Total		\$ 43,773	\$ 30,038	\$ 15,293	\$ 2,000	\$ 3,000
TOTAL REVENUE		\$ 317,279	\$ 303,478	\$ 186,210	\$ 106,466	\$ 139,739

ECONOMIC DEVELOPMENT AUTHORITY FUND 230 - REVENUE DETAIL

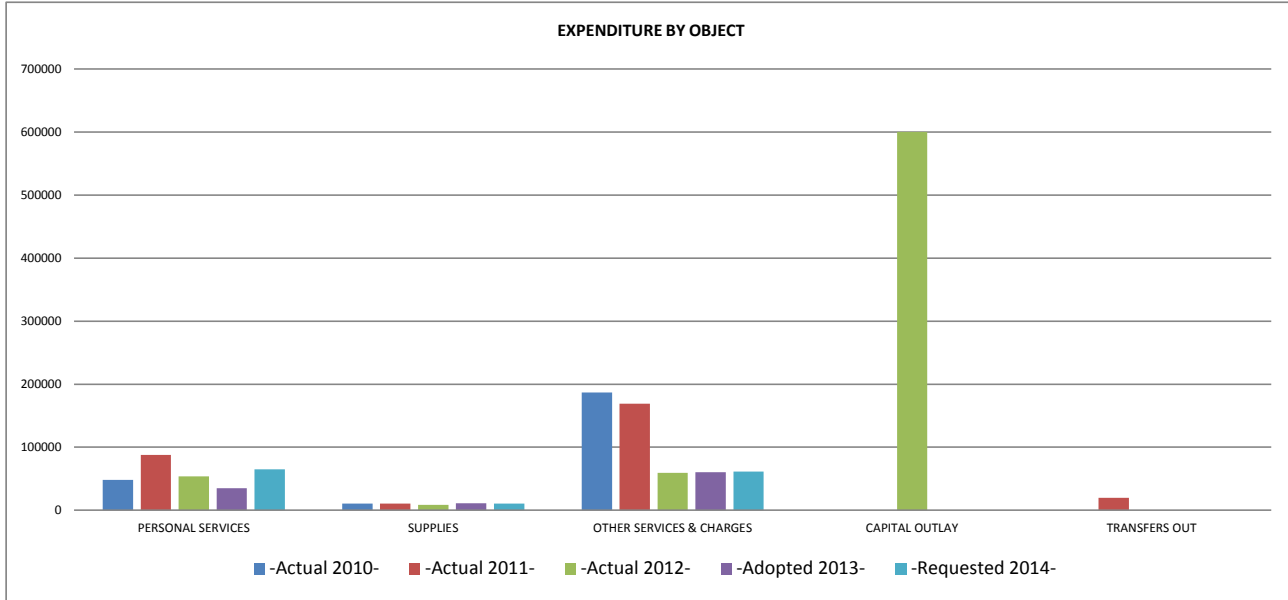
	2009 Actual	2010 Actual	2011 Actual	2012 Adopted	2013 Requested
Personnel Complement					
Economic Development Commission Members	7	7	7	7	7
	7	7	7	7	7
4011-4263 Taxes	\$ 273,506	\$ 273,440	\$ 170,917	\$ 104,466	\$ 136,739
4701 Interest Earnings	\$ 42,637	\$ 30,038	\$ 15,293	\$ 2,000	\$ 3,000

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City of Ramsey
2014 Requested Economic Development Authority Fund Budget

ECONOMIC DEVELOPMENT AUTHORITY FUND 230 - EXPENDITURE DETAIL

	2010 Actual	2011 Actual	2012 Actual	2013 Adopted	2014 Requested
EXPENDITURE BY OBJECT SUMMARY	-Actual 2010-	-Actual 2011-	-Actual 2012-	-Adopted 2013-	-Requested 2014-
PERSONAL SERVICES	\$ 48,229	\$ 87,798	\$ 53,872	\$ 35,086	\$ 64,759
SUPPLIES	10,325	10,604	8,608	11,000	10,600
OTHER SERVICES & CHARGES	186,772	169,745	59,559	60,380	61,380
CAPITAL OUTLAY	-	-	-	-	-
TRANSFERS OUT	-	19,733	-	-	-
TOTAL EXPENDITURE BY OBJECT	\$ 245,326	\$ 287,880	\$ 122,039	\$ 106,466	\$ 136,739



EXPENDITURE BY OBJECT RECAP		-Actual 2010-	-Actual 2011-	-Actual 2012-	-Adopted 2013-	-Requested 2014-
PERSONAL SERVICES						
WAGES AND SALARIES						
6102	F.T. REGULAR-WAGES & SALARIES	\$ 39,920	\$ 67,261	\$ 44,248	\$ 30,325	\$ 49,183
6105	TEMPORARY-WAGES & SALARIES	-	1,230	1,360	-	-
WAGES AND SALARIES TOTAL		\$ 39,920	\$ 68,491	\$ 45,608	\$ 30,325	\$ 49,183
EMPLOYER CONTRIBUTIONS						
6121	PERA CONTRIBUTIONS	\$ 2,794	\$ 4,876	\$ 3,208	\$ 2,199	\$ 3,370
6122	FICA/MEDICARE CONTRIBUTIONS	2,999	5,422	3,489	2,320	3,832
6131	GROUP INSURANCE	2,060	8,625	1,274	-	8,002
6133	WORKERS COMP INSURANCE PREMIUM	456	384	293	242	372
EMPLOYER CONTRIBUTIONS TOTAL		\$ 8,309	\$ 19,307	\$ 8,264	\$ 4,761	\$ 15,576
PERSONAL SERVICES TOTAL		\$ 48,229	\$ 87,798	\$ 53,872	\$ 35,086	\$ 64,759

SUPPLIES		-Actual 2010-	-Actual 2011-	-Actual 2012-	-Adopted 2013-	-Requested 2014-
6249	MISCELLANEOUS OPERATING SUPPLY	\$ 10,325	\$ 10,604	\$ 8,608	\$ 11,000	\$ 10,600
SUPPLIES TOTAL		\$ 10,325	\$ 10,604	\$ 8,608	\$ 11,000	\$ 10,600

City of Ramsey
2014 Requested Economic Development Authority Fund Budget

ECONOMIC DEVELOPMENT AUTHORITY FUND 230 - EXPENDITURE DETAIL

	2010 Actual	2011 Actual	2012 Actual	2013 Adopted	2014 Requested
OTHER SERVICES & CHARGES					
PROFESSIONAL SERVICES					
6304 LEGAL FEES	\$ -	\$ 110	\$ -	\$ 1,500	\$ 1,500
6315 MISCELLANEOUS PROFESSIONAL SER	100,161	162,651	51,581	45,000	45,000
PROFESSIONAL SERVICES TOTAL	100,161	162,761	51,581	46,500	46,500
COMMUNICATION					
6322 POSTAGE	240	252	46	250	250
6323 CELLULAR PHONES	308	793	269	700	700
COMMUNICATION TOTAL	548	1,045	315	950	950
EMPLOYEE REIMBURSEMENTS					
6331 TRAVEL & LODGING	4,563	1,002	110	1,000	1,000
6335 TRAINING	3,364	1,659	290	2,000	2,000
EMPLOYEE REIMBURSEMENTS TOTAL	7,927	2,661	400	3,000	3,000
INSURANCE					
6361 GENERAL LIABILITY/PROPERTY INS	1,707	1,869	5,970	2,000	3,000
UTILITIES					
6371 ELECTRIC UTILITIES	1,063	1,073	1,130	1,250	1,250
DUES, SUBSCRIPTIONS, AND REGISTRATION FEES					
6451 MEMBERSHIP DUES	370	336	163	500	500
6452 SUBSCRIPTIONS	-	-	-	300	300
6453 REGISTRATION FEES	40	-	-	-	-
DUES, SUBSCRIPTIONS, AND REGISTRATION FEES	410	336	163	800	800
MISCELLANEOUS					
6439 OTHER MISCELLANEOUS	74,956	-	-	5,880	5,880
OTHER SERVICES & CHARGES TOTAL	\$ 186,772	\$ 169,745	\$ 59,559	\$ 60,380	\$ 61,380
TRANSFERS OUT					
6820 OPERATING TRANSFERS TO OTHER F	-	19,733	-	-	-
TRANSFERS OUT TOTAL	\$ -	\$ 19,733	\$ -	\$ -	\$ -
TOTAL EXPENDITURES & OTHER FINANCING	\$ 245,326	\$ 287,880	\$ 122,039	\$ 106,466	\$ 136,739

City of Ramsey
2014 Requested Economic Development Authority Fund Budget

ECONOMIC DEVELOPMENT AUTHORITY FUND 230 - EXPENDITURE DETAIL

	2010 Actual	2011 Actual	2012 Actual	2013 Adopted	2014 Requested
6102-6133 Wages & Salaries					
Personnel	\$ 48,229	\$ 87,798	\$ 53,872	\$ 35,086	\$ 64,759
ED Manager: 34% EDA, 46% HRA, 20% TIF; Develop. Serv. Mgr: 15%; City Admin 5%					
6249 Miscellaneous Operating Supplies					
Golf Tournament	\$ 8,345	\$ 3,789	\$ 3,500	\$ 4,000	\$ 4,000
Business Expo	556	1,011	3,500	4,000	4,000
Business Network Meeting	1,083	1,180	1,500	2,000	2,000
Miscellaneous	341	4,624	108	1,000	600
	\$ 10,325	\$ 10,604	\$ 8,608	\$ 11,000	\$ 10,600
6304 Legal Fees					
Legal Fees	\$ -	\$ 110	\$ -	\$ 1,500	\$ 1,500
6315 Miscellaneous Professional Services					
Misc Consulting Services	\$ 100,161	\$ 67,819	\$ 51,581	\$ 45,000	\$ 45,000
Fire Suppression @ 6701 Hwy 10	-	94,832	-	-	-
Buxton Study	-	-	-	-	-
	\$ 100,161	\$ 162,651	\$ 51,581	\$ 45,000	\$ 45,000
6322 Postage					
Postage for agendas, general information and various flyers.	\$ 240	\$ 252	\$ 46	\$ 250	\$ 250
6323 Cellular Phones					
Cell Phone Usage by Economic Development Director	\$ 308	\$ 793	\$ 269	\$ 700	\$ 700
6331 Travel/Meals/Lodging					
	\$ 4,563	\$ 1,002	\$ 110	\$ 1,000	\$ 1,000
6335 Training					
ICSC	\$ 825	\$ -	\$ -	\$ -	\$ -
NDC Training	2,220	-	-	-	-
EDAM Conference-Summer/Winter	319	1,659	290	2,000	2,000
	\$ 3,364	\$ 1,659	\$ 290	\$ 2,000	\$ 2,000
6361 General Liability/Property/Auto Insurance					
Share of applicable insurance coverage.	\$ 1,707	\$ 1,869	\$ 5,970	\$ 2,000	\$ 3,000
6371 Electric Utilities					
Electric service-EDA St Lights, Old Town Hall	\$ 1,063	\$ 1,073	\$ 1,130	\$ 1,250	\$ 1,250
6439 Other Miscellaneous					
Sophia-Ramsey Trunk payments	\$ 74,956	\$ -	\$ -	\$ 5,880	\$ 5,880
6451 Dues					
Membership Dues	\$ 370	\$ 336	\$ 500	\$ 500	\$ 500
6452 Subscriptions					
MN Real Estage Journal & Business Journal	\$ -	\$ -	\$ -	\$ 300	\$ 300
6820 Transfers to Other Funds					
TIF expenditures in non-used Districts (TIF 11-TIF13)	\$ -	\$ 19,733	\$ -	\$ -	\$ -

Economic Development Authority (EDA)

4.3.

Meeting Date: 08/08/2013

Submitted For: Patrick Brama

By: Patrick Brama, Administrative Services

Title:

Discuss Potential Future Industrial Park Land

Background:

Periodically, the City develops an inventory of surplus City owned land.

The objective of developing an inventory of surplus City owned land is to identify properties that are underutilized; and unneeded for current or future City functions. Staff conducts this procedure as outlined in the attached policy for disposition of City owned land.

The City conducted a land inventory in 2011-2012. In April, the EDA reviewed the 2011-2012 City Owned Land Inventory; at which time, Staff was directed to begin looking for sites that were available for a future industrial park.

Purpose of Case

The purpose of this case is to *continue* the May discussion of a future industrial park in the City of Ramsey.

NOTE: review of this case was delayed in July due to an extended discussion of the 167/47 Node.

Observations:

At the May EDA meeting, all potential industrial park sites in Ramsey were reviewed. Staff was directed by the EDA to further investigate all potential sites; with an emphasis on the following three sites:

- (1) Pearson Properties Site (north of U.S. Highway 10, generally west of Armstrong Boulevard)
- (2) Hageman Holdings Property (generally north of U.S. Highway 10, generally west of Armstrong Boulevard)
- (3) Minnesota Pollution Control Agency (MPCA) Closed Landfill Property (north of Sunwood Drive between Sunfish Lake Boulevard and Bunker Lake Boulevard)

Attached is a reference map and alternatives comparison chart for EDA review.

Funding Source:

Preparation of this case is being handled as part of regular Staff duties.

Staff Recommendation:

Generally, direct Staff to:

(1) Pursue the Pearson Properties Site (north) as the primary industrial park for Ramsey

--Engage surrounding property owners regarding a potential zoning change (open house/public input); before submitting an application for a Comprehensive Plan and Zoning Amendment.

--Develop feasibility study, utilizing the City's Engineering Department, for full build out of an industrial park (projected revenues and expenditures)

Upon completion & EDA confirmation (later date)

--Direct staff to pursue shovel ready certification

--Direct staff to develop a memorandum of understanding with AL Pearson regarding the development of his property into an industrial park

(2) Continue to discuss the Hageman Holdings property

--Further understand implications of the required completion of Bunker Lake Boulevard.

- Further understand implications of previous assessments
- Attain asking price
- Further understand which type of users would be allowed

(3) Continue to discuss acceptable land uses with the MPCA on the Closed Landfill property

--The likely scenario would include a public use (i.e. public works campus); which would free up tax exempt land in the existing industrial park. This discussion will likely take several months to unfold.

(4-6) Continue to monitor these potential future industrial park sites; however, do not actively pursue additional information.

Action:

Generally, direct Staff to:

(1) Pursue the Pearson Properties Site (north) as the primary industrial park for Ramsey

- Engage surrounding property owners regarding a potential zoning change (open house/public input); before submitting an application for a Comprehensive Plan and Zoning Amendment.
- Develop feasibility study, utilizing the City's Engineering Department, for full build out of an industrial park (projected revenues and expenditures)
Upon completion & EDA confirmation (later date)
- Direct staff to pursue shovel ready certification
- Direct staff to develop a memorandum of understanding with AL Pearson regarding the development of his property into an industrial park

(2) Continue to discuss the Hageman Holdings property

- Further understand implications of the required completion of Bunker Lake Boulevard.
- Further understand implications of previous assessments
- Attain asking price
- Further understand which type of users would be allowed

(3) Continue to discuss acceptable land uses with the MPCA on the Closed Landfill property

--The likely scenario would include a public use (i.e. public works campus); which would free up tax exempt land in the existing industrial park. This discussion will likely take several months to unfold.

(4-6) Continue to monitor these potential future industrial park sites; however, do not actively pursue additional information.

Attachments

- MAP
- Comparison Chart
- Pearson Farm for Sale
- Hageman Holdings ref map
- MPCA Land ref map

Form Review

Inbox
Kurt Ulrich

Reviewed By
Kurt Ulrich

Date
08/05/2013 11:16 PM
Started On: 08/02/2013

Form Started By: Patrick Brama

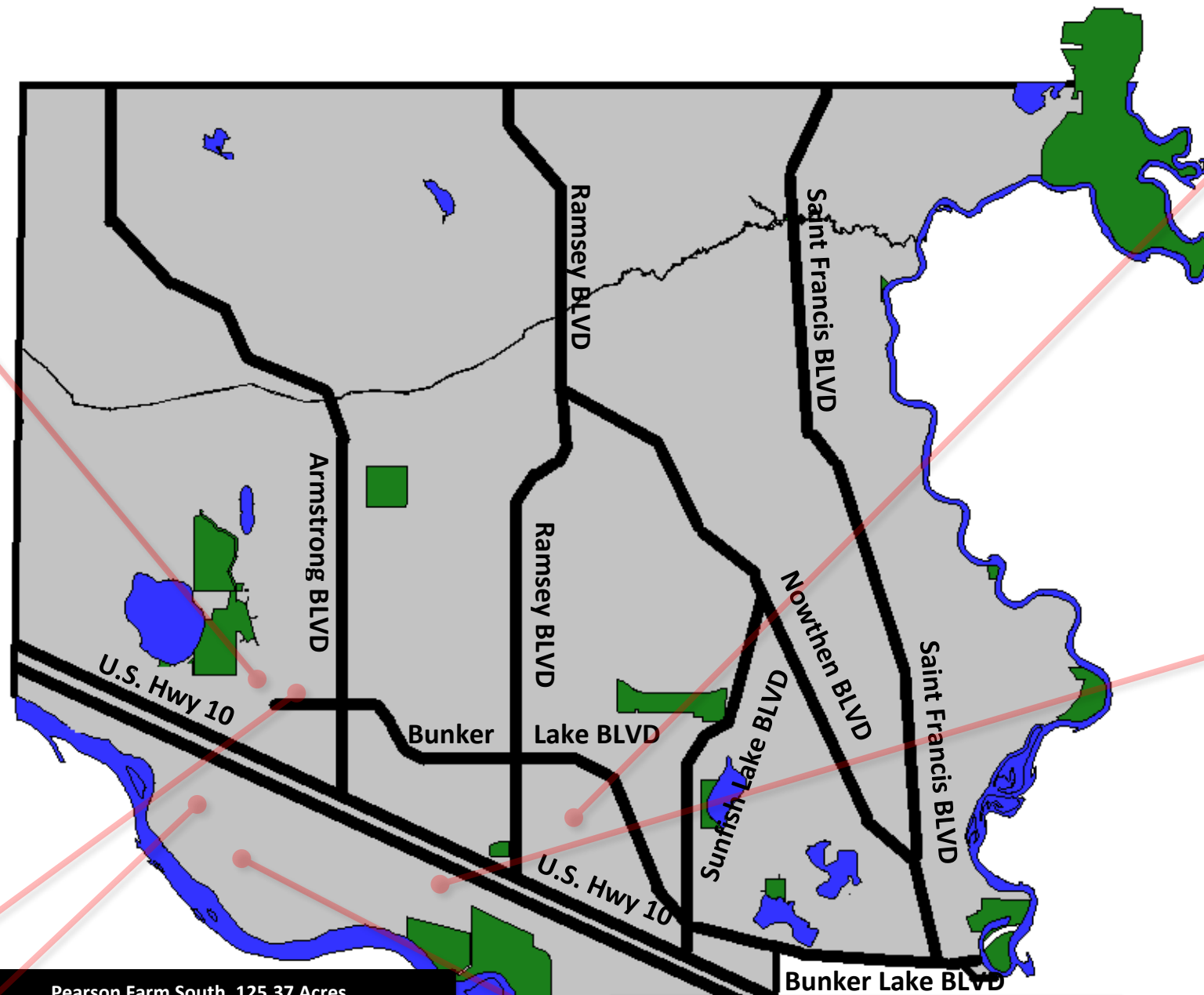
Final Approval Date: 08/05/2013

Pearson Family Farm North, 87.77 Acres

Willing to change
1,000 feet away
1,000 feet away

1
Z
\$
R
U

Zoning: Residential/Retail. Willing Seller. Utilities nearby and streets nearby



Minnesota Department of Health (Landfill), 70.01 Acres

Unwilling

3
Z
\$
R
U

Zoning: Residential/Retail. Not a willing seller. Utilities nearby and streets nearby. May be a silver lining (PW).

Jim Deal (Tooth Acres), 44.97 Acres

Uncertainty

6
Z
\$
R
U

Zoning: Retail. Willing Seller. Utilities nearby and streets nearby. Uncertainty about owner's ultimate goal (zoning).

Hageman Holdings LLC, 45.1 Acres

Willing to change

2
Z
\$
R
U

Zoning: Public, Residential & Retail. Selective seller. Utilities and streets nearby

Pearson Farm South, 125.37 Acres

Willing to change
>4,000 feet away
>4,000 feet away

4
Z
\$
R
U

Zoning: Public, Residential. Willing Seller.. Utilities and streets NOT nearby.

Nathe Trustee Joseph, 159.08 Acres

3,000 feet away
3,000 feet away

5
Z
\$
R
U

Zoning: Public, Residential. Willing Seller unknown. Utilities and streets NOT nearby.

Z Zoning: Proper Zoning in place today

\$ Seller: Property owner interested in selling

R Road/Access: Proper road access in place

U Utilities: Proper sewer/water available

Property Owner	Location	Willing Seller	Zoning	Size/Land Price	Distance from Utilities/Road	Benefits	Drawbacks/Potential Issues
<p>1. Al Pearson North</p>	<p>This property is a greenfield site located on the north side of U.S. Highway 10 at the intersection of Bunker Lake Boulevard and Puma Street; between the Links at Northfork golf course and the Legacy Christian Academy.</p>	<p>Yes. Mr. Pearson is a willing seller that is interested in a partnership with the City. Mr. Pearson is willing to hold the land while the City markets and works with prospects.</p>	<p>Mix of residential and retail. Mr. Pearson has indicated he would be willing to rezone his property to allow for an Industrial Park.</p>	<p>90 acres of land. \$65,000 per acre or \$1.49 per square foot.</p>	<p>Bunker Lake Boulevard is located to the edge of this site. Puma (a temporary street) is located adjacent to this site. Utilities are located 1,000 feet from this site. It is estimated, the cost to pull utilities would range between \$500,000-\$800,000. The assignment of that cost would be a negotiation process; along with the initial funding.</p>	<ul style="list-style-type: none"> • Willing seller • Willing partner • Willing to change zoning • Utilities close by • Road close by • Large piece of land • Location <ul style="list-style-type: none"> ○ Access ○ Close to Hwy 10 ○ Far enough from Hwy 10 	<ul style="list-style-type: none"> • Uncertainty of Hageman Holdings (Bunker, Users) • Green Acres designation • Zoning change required. Potential concerns from the Links and the neighborhood to the NE.
<p>2. Hageman Holdings</p> <p><u>Background</u> Hageman Holdings owns 171.65 acres of land west of Armstrong Boulevard. The City did approve a Plat and site plan for a new campus for Legacy Christian Academy.</p> <p>Hageman Holdings has informed the City that it is no longer actively pursuing a campus for Legacy Christian Academy at this time, but still desires to develop a similar concept with a different user.</p> <p>Hageman Holdings is not willing to sell any of their property located on the north side of Bunker Lake Boulevard now, or in the near future (i.e. 2-4 years); as they still would like to see their site developed into a school campus.</p>	<p>The proposed Industrial Park portion (45 acres) of the larger Hageman Holdings property (171 acres) is located on the north side of Highway 10 west of Armstrong Boulevard; south of Bunker Lake Boulevard only.</p> <p>This site is located just south of the proposed Legacy Christian Academy.</p>	<p>Yes. Hageman Holdings has indicated <i>preliminary</i> interest in utilizing this land for an industrial park. However, no specifics or formal discussions have occurred. More information needed.</p>	<p>Retail. Hageman Holdings has preliminarily indicated they would be willing to rezone his property to allow for an Industrial Park. Follow up discussion needed.</p>	<p>45.1 acres of land. Price TBD. Estimation \$87,000-\$108,900 or \$2.00-2.50 per square foot</p>	<p>Utilities and roadway located adjacent to sight. However, per the development agreement for the Legacy Christian Academy project, any improvements to any site will trigger an mandatory expansion of Bunker Lake Boulevard the west of Armstrong Boulevard to Puma Street. This item needs to be discussed further. This would be a substantial cost (multi-million).</p>	<ul style="list-style-type: none"> • Willing seller (selective) • Willing partner (potentially) • Willing to change zoning • Utilities adjacent and nearly ready to go • Road adjacent • Location <ul style="list-style-type: none"> ○ Access ○ Close to Hwy 10 	<ul style="list-style-type: none"> • Selective seller • Development agreement/ requirements for Bunker Laker Boulevard--high cost. • For some businesses, too close to Hwy 10 • Relatively high cost per square foot • Zoning change required. Potential concerns from surrounding property owners. • Not a large piece of land (fair)
<p>3. MPCA Landfill</p> <p><u>Background</u> The MPCA controls about 270 acres of State owned land which encompasses a closed landfill in Ramsey. The MPCA regulates the closed landfill in Ramsey through Closed Landfill Program (CLP); which was granted authority from the 1994 Minnesota Landfill Clean-up Act (LCA).</p> <p>About sixty (60) acres of MPCA owned land is currently located in the E-1 Employment District on the north side of Sunwood Drive just east of Bunker Lake Boulevard.</p>	<p>The proposed industrial park portion (60 acres) of the larger MPCA owned land (270 acres) is located on the north side of Sunwood Drive just east of Bunker Lake Boulevard; on the south side of large closed landfill mound.</p>	<p>No. The MPCA showed strong initial opposition to allowing their land to be developed by the private sector (i.e. and industrial park) due to needs for managing risks associated with a closed landfill and for potential, future soil remediation. In addition, a major factor in the limited use of this site is the State bonding dollars that were used to acquire the site for the Closed Landfill Program. These acquisition dollars restrict the use to public use. Furthermore, the MPCA has stated that public use shall be also limited in scope due to the sensitive nature of the Closed Landfill. However, the MPCA did show an appetite to allow for a City owned public works campus. Staff is working with the MPCA now to provide a written response to confirm these assumption. In any scenario, it is likely this process will take several months to unfold.</p>	<p>Industrial. However, the MPCA wants the City to change the zoning designation to "closed landfill" and not allow private development.</p>	<p>Unknown</p>	<p>Adjacent to both road, sewer and water. Close to ready.</p>	<ul style="list-style-type: none"> • Utilities adjacent to site • Road adjacent to site • Proper zoning in place 	<ul style="list-style-type: none"> • Not a willing seller: <ul style="list-style-type: none"> ○ Owner wants to rezone to not allow for private development ○ Owner has various environmental restrictions on this parcel; including need for soil remediation. • Silver lining: may be an opportunity to use this site for the future public works campus; which would open up the 20 acre Bury & Carlson site for redevelopment; and put it back on the tax roles.

<i>Property Owner</i>	<i>Location</i>	<i>Willing Seller</i>	<i>Zoning</i>	<i>Size/Land Price</i>	<i>Distance from Utilities/Road</i>	<i>Benefits</i>	<i>Drawbacks/Potential Issues</i>
4. Al Pearson South	South side of U.S. Highway 10, west of the Armstrong Boulevard	Yes. However, it is likely the Al Pearson owned land on the north side of Highway 10 is much more cost effective.	Mixed.	125.37 acres. \$65,000 per acre.	Well over 4,000 feet from the site.	<ul style="list-style-type: none"> • Willing seller • Willing partner • Willing to change zoning • Large piece of land • Location 	<ul style="list-style-type: none"> • Significant cost to get utilities to the site. • Significant cost to get road access to the site. • Zoning change required. Potential concerns from surrounding property owners.
5. Joseph Nathe	South side of U.S. Highway 10, west of the Armstrong Boulevard; just southwest of Shorewood RV extending to the Mississippi River.	Unknown.	Mixed.	159.08 acres. Price unknown.	About 3,000 feet from the site.	<ul style="list-style-type: none"> • Large piece of land • Location (on the north side) 	<ul style="list-style-type: none"> • Significant cost to get utilities to the site. • Significant cost to get road access to the site. • Much of this site is ideal for residential development; due to its proximity to the Mississippi River (south side). • Zoning change required. Potential concerns from surrounding property owners.
6. Jim Deal	South side of U.S. Highway 10, east of Armstrong Boulevard; along the new extension of Riverdale Drive.	Yes. However, the owner's long term vision for the parcels (i.e. desired zoning) is not definitive.	B2 Highway Business District (retail). PSD has expressed interest in also marketing this site as an industrial park.	44.97 acres.	Adjacent to both road, sewer and water. Close to ready.	<ul style="list-style-type: none"> • Willing seller, Professional Developer • Location • Utilities adjacent to site • Road adjacent to site • This site is the closest to being "shovel ready" of all sites considered. 	<ul style="list-style-type: none"> • Zoning change required. Potential concerns from surrounding property owners. • Low amount of space; in comparison to other alternatives • Property owner is unsure which type of user they would like to see on these parcels (retail/ industrial); and has already changed the zoning recently. Until there is a clear vision from the property owner, Staff recommends putting this option on the back burner.



CLP Methane Area of Concern: ANOKA MUNICIPAL REGIONAL LANDFILL



Minnesota Pollution Control Agency

Site Contacts

Land Manager: Jean Hanson

Engineer: Peter Tiffany

Hydrogeologist: Ingrid Verhagen

Site Features



Gas Probe



Waste Footprint



Land Management Area
Designates the property that is under the responsibility and control of the MPCA.



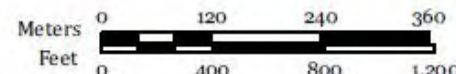
Methane Area of Concern
Area surrounding the landfill that may be impacted by subsurface migration of methane gas.

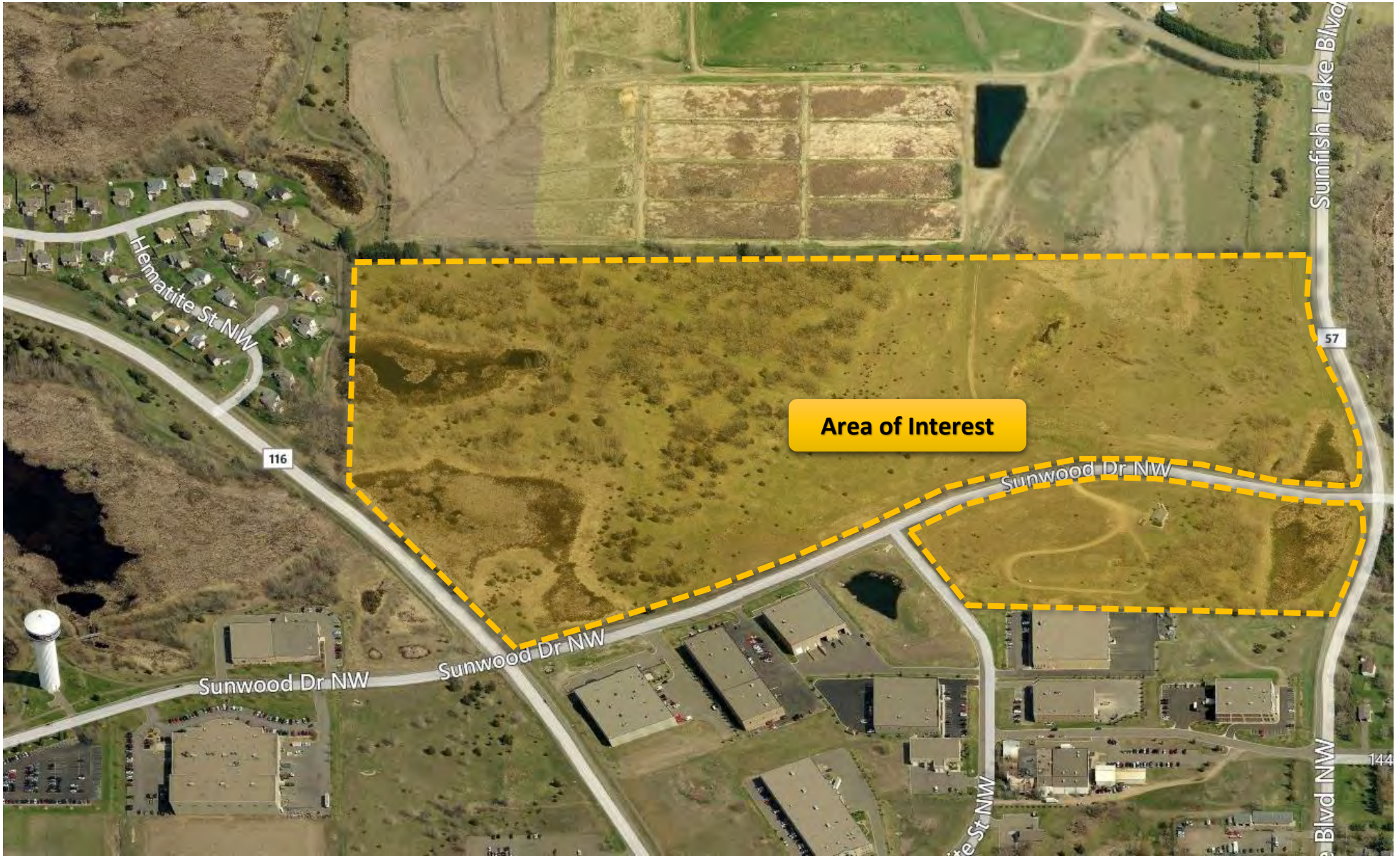


Created Feb 14, 2011 by CLP Engineer Peter Tiffany

DISCLAIMER: The State of Minnesota makes no representations or warranties to the user as to the accuracy, currency, suitability or reliability of this data for any purpose.

1:8,604





Area of Interest

Hematite St NW

116

Sunwood Dr NW

Sunwood Dr NW

Sunwood Dr NW

Sunfish Lake Blvd

57

St NW

Blvd NW

144

Economic Development Authority (EDA)

4. 4.

Meeting Date: 08/08/2013

Submitted For: Patrick Brama

By: Patrick Brama, Administrative Services

Title:

Business Appreciation Golf Tournament Update

Background:

Staff would like to provide an update on the 2013 Business Appreciation Golf Tournament Update.

Observations:

Overall, planning/coordination of the 2012 EDA Business Appreciation Golf Tournament is moving forward.

Below is an update of specific golf tournament tasks:

- **Food Services:** Booked through Wells Catering. Same menu will be provided as in 2012.
- **Golf Services:** Booked through The Links at Northfork. Same golf services and amenities will be provided as in 2012. Tee-off at 12:00, dinner at 5:30.
- **Give Aways:** See attached. Blue aluminum water bottle with carrying pouch and red mobile device speaker. Both items will include the City of Ramsey logo.
- **Registration:** 80 of 150 registrations. Two email invites have been sent to Ramsey businesses. Follow up phone calls will begin on August 09.
- **Anoka Area Chamber of Commerce:** Staff has submitted an article highlighting the Ramsey EDA golf tournament for the upcoming Anoka Area Chamber of Commerce newsletter.
- **Photography Services:** Parkplace Studio will be providing on site photography services (including prints) again in 2013.
- **Update of Sponsorship Signs:** staff will be updating the hole sponsorship signs in by 8/14.
- **Budget:** see attached. The project budget for 2013 is 'break-even' (utilizing the \$3,500 EDA event allocation, this event will net \$30.50).
- **Emcee:** an emcee for the award dinner is needed.
- **Staffing/Participation:** staff would request EDA members indicate whether or not they are interested in golfing, dinner and/or staffing the City sponsored hole or the registration table.

Funding Source:

EDA Business Unit, Account: 9230.6249

Staff Recommendation:

General comments, select City give-away item (see attached).

Action:

General comments, select City give-away item (see attached).

Attachments

Cover Letter

Reg Form

Budget

Give Away Items

Form Review

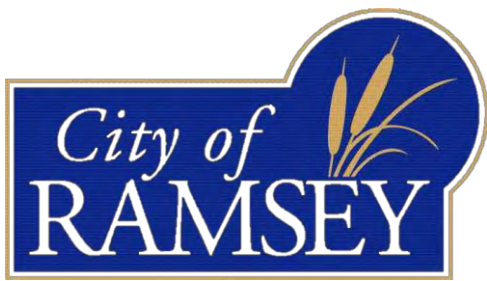
Inbox
Kurt Ulrich

Reviewed By
Kurt Ulrich

Date
08/03/2013 12:09 PM
Started On: 08/01/2013

Form Started By: Patrick Brama

Final Approval Date: 08/03/2013



7550 Sunwood Drive NW • Ramsey, MN 55303
City Hall: 763-427-1410 • Fax: 763-427-5543
www.cityoframsey.com

June 21, 2013

Ramsey Business:

The City of Ramsey would like to extend an invite to your business to participate in the 2013 Ramsey EDA Business Appreciation Golf Tournament, taking place on Tuesday, August 20.

The annual EDA Business Appreciation Golf Tournament is an opportunity for the local businesses to spend an afternoon together playing golf at *The Links at Northfork*, enjoy a few laughs with friends and share a hearty meal from Wells Catering.

The 2013 Business Appreciation Golf Tournament will include:

*Door Prizes
Prime Rib Dinner*

*Raffle Prizes (more in 2013!)
Hole Sponsor Giveaways*

*Golf Contests (Yellow Ball, etc.)
2013 Business of the Year Award*

Enclosed with this mailing is more information on the 2013 Business Appreciation Golf Tournament, including a registration form. Please note, registration is first-come-first-serve.

If your business is interested, opportunities exist for sponsorship of a hole(s), independent contests and/or donation of raffle prizes.

We appreciate your consideration and look forward to hearing from you soon! Please contact Patrick Brama with questions: 763-433-9903 or pbrama@ci.ramsey.mn.us

Best Regards,

Jim Steffen
EDA Chair



Business Appreciation Golf Tournament



Schedule of Events

Tuesday, August 20, 2013

10:30--11:45 a.m.
Golf Registration

10:45 a.m.
Driving Range Opens

12:00--5:00 p.m.
Tournament

5:00--5:30 p.m.
Social Reception

5:30--6:30 p.m.
Dinner, Awards, Prizes

Event Details

18 Hole Best Ball Scramble Golf Tournament & Business Appreciation Event

18 Holes of Golf	Raffle Prizes (more in 2013)
2 Carts per Foursome	Golf Contests (Yellow Ball, etc.)
Prime Rib Dinner	Business of the Year Award
Door Prizes	Sponsor Giveaways

Cost: \$97/ person or (\$388 per foursome)

Games & Prizes:

The 2013 Business Appreciation Day Golf Event will include a wide variety of games and prizes at the holes & following the event.

Business of the Year Award:

One Ramsey business will be presented with the Business of the Year Award after dinner.

Registration:

Entry into the golf event will be limited to the **first 144 people** that send their registration in along with the applicable fees. Singles, twosomes, and foursomes are all encouraged.



2012 Business of the Year

Hole Sponsorship

Cost: \$125.00 per hole

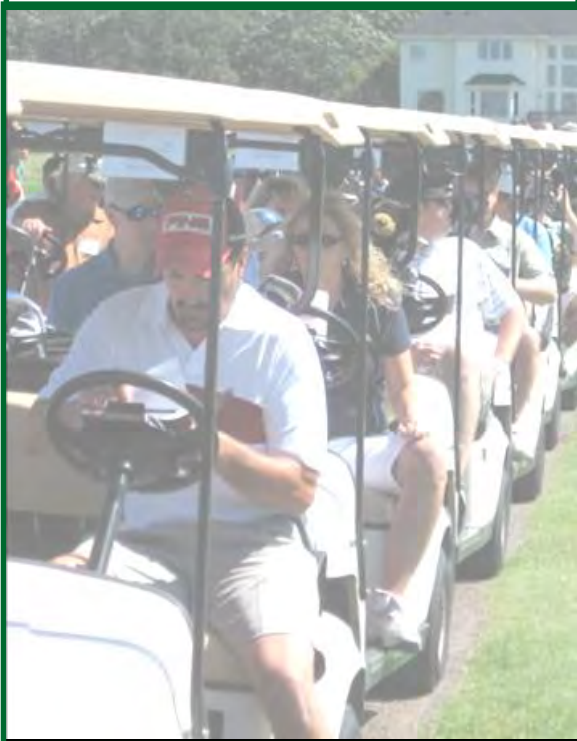
City provides:

- Professional sign with business name at the hole.
- Distribution of promotional literature to golfers.

Business provides:

- Tent, chairs, and tables
- Game or informational table at the assigned hole (optional).
- Promotional literature
- Staffing for the sponsored hole.

Hole sponsorship reservations are on a first come, first serve basis.



Registration

First-come-first-serve

Business Name: _____

Contact Person: _____

Contact Email: _____

Contact Address: _____

Contact Phone: _____

Participants (four per team, 2 per cart)

1. _____

2. _____

3. _____

4. _____

Full Day Participation: \$97.00 x _____ = _____
(Golf, Dinner, Games, Prizes)

Dinner Only: \$35.00 x _____ = _____

Hole Sponsor: \$125.00 x _____ = _____

Total Amount Enclosed: \$ _____

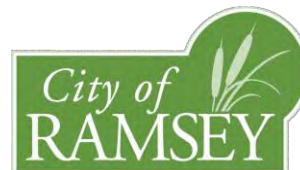
Checks payable to: City of Ramsey
7550 Sunwood Drive NW, Ramsey, MN 55303

Questions/Assistance: Patrick Brama 763-433-9903
pbrama@ci.ramsey.mn.us

BUSINESS APPRECIATION DAY 2013

The Links at Northfork

9333 Alpine Drive
Ramsey, MN 55303



2013 Projected Budget

REVENUES	Cost	#	Total
Hole Sponsors	\$ 125.00	14 \$	1,750.00
Golf/Dinner Fees	\$ 97.00	140 \$	13,580.00
Dinner Only Fees	\$ 34.00	6 \$	204.00
EDA Budget Allocation	\$ 3,500.00	1 \$	3,500.00
Yellow Ball	\$ 180.00	1 \$	180.00
Total Revenues		\$	19,034.00

EXPENSES			
Golf Registrations	\$ 54.00	144 \$	7,776.00
Dinner (Golf)	\$ 36.87	160 \$	5,899.50
Promo Item (TBD)	\$ 16.00	155 \$	2,480.00
Biz of Year Plaque	\$ 70.00	1 \$	70.00
Biz of Year Banner	\$ 225.00	1 \$	225.00
Photography	\$ 5.00	144 \$	720.00
Signs	\$ 35.00	5 \$	175.00
Door Prizes, etc.	\$ 850.00	1 \$	850.00
Tourney Winner Prize	\$ 200.00	1 \$	200.00
Tourney Winner Plaques	\$ 12.00	4 \$	48.00
4 Golf Contest Winners	\$ 50.00	4 \$	200.00
Yellow Balls Purchase	\$ 60.00	1 \$	60.00
Misc. Expenses	\$ 300.00	1 \$	300.00
Total Expenses		\$	(19,003.50)

Business Appreciation Event Net Balance \$ **30.50**

NOTES:

3,500 Budgeted for EDA in 2013

SOLD OUT



D665BL/GN/OR/RD/SV

The Spout - Aluminum Water Bottle - 26oz

- Aluminum water bottle with hinged cap
- Comes with Black pouch

IMPRINT AREA: (either side) 2 1/2" x 2 1/2"
(wrap) 6 1/2" x 2 1/2"
(case - 1 side / 1 color only) 2" x 2"

PRODUCT SIZE: 7" x 9 1/2"
SET-UP Charges: \$50(C)

IMPRINT CHARGES: Price includes 1 location/color imprint. Additional color/location \$50(C) set-up and \$0.50(C) running charge each per location.

LASER ENGRAVING AREA: 1 3/16" x 1 3/4"
LASER ENGRAVING CHARGES: Laser engraving \$50(C) set-up and \$1.00(C) running charge each per location.

WT/PC: 17 lbs./25 units (master carton)
Packaging: Individually boxed

WAS	Min 150 \$0	6.99
NOW	Min 150 \$0	2.99

0717RD

The Sound - MP3 Audio Case

- Share your music wherever you go
- Padded zip-case with built in speaker
- Compatible with most MP3 via a standard headphone jack
- Powered by 3 AAA batteries included

IMPRINT AREA: (on oval plate - one color only) 1" x 3/8"

PRODUCT SIZE: 4 1/4" x 5 1/2"

SET-UP Charges: \$50(c)

IMPRINT CHARGES: Price includes 1 location/color imprint. Additional color/location \$50(c) set-up and \$0.50(c) running charge each per location.

WT/PC: 13 lbs./20 units (master carton)

Packaging: Individually boxed

MOON

~~MIN 35~~

Min 35

16.99

9.99



Economic Development Authority (EDA)

4. 5.

Meeting Date: 08/08/2013

Submitted For: Patrick Brama

By: Patrick Brama, Administrative Services

Title:

EDA Updates

Background:

Attached to this case are a number of updates regarding various EDA projects. If time permits, Staff will review in the meeting.

Observations:

NA

Funding Source:

NA

Staff Recommendation:

NA

Action:

NA

Attachments

EDA Updates

Form Review

Inbox
Kurt Ulrich

Reviewed By
Kurt Ulrich

Date
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EDA Updates 08082013

(1) Old Municipal Center Site Development

Background

The City's Economic Development Authority (EDA) and Council are in the process considering the future development of the "Old Municipal Center Site." The City is considering two general development scenarios for the 20.5 acre site: (A) data center development and (B) residential development.

Today, the *Old Municipal Center Site* is zoned Public/Quasi Public. On Tuesday, June 12, 2013 the Council considered submitting an application to the Planning Commission to amend the City's Comprehensive Plan to allow for either a data center or residential user. The Council decided to re-engage surrounding property owners regarding a data center development before submitting a Comprehensive Plan Amendment application to the Planning Commission; for either type of use.

Update

On July 9, 2013 the City Council directed Staff to formulate a study group consisting of various stakeholders; including: surrounding property owners, at large Ramsey residents, one Planning Commission member, one Economic Development Authority member and one City Council member.

The purpose of the Study Group is to better understand under what circumstances would a data center development be an acceptable use for the Subject Property. The key outcome of this process is a proposal for Council consideration; which will include (1) further documentation/information addressing specific concerns (2) mitigation proposals addressing specific concerns (3) updated site concept maps.

Currently, the City is soliciting interest from stakeholders to participate in the proposed study group. It is estimated, a study group will need to meet 4-6 times. The deadline for residents to indicate interest in joining the committee is September 20. It is estimated the study group will begin in November/December.

NOTE: The purpose of a study group is IDENTIFY and CONSIDER compromises/ solutions; it is possible the focus group may conclude certain concerns cannot be mitigated.

TBRA Grant

The City was awarded a \$14,800 grant from the MetCouncil on June 26, 2013; which will be used to pay for previous and future site investigation costs (environmental assessments, pre demolition survey, asbestos remediation plan, etc.).

(2) Prospect Updates

Diamond Graphics

The City has been working with Diamond Graphics over the past six months to negotiate the sale of City owned property located at 14280 Azurite Street NW. The Subject Property is 4.8 acres in size and is zoned Employment 1 (E1). The subject property was sold for \$410,000 on July 17. Diamond Graphics would like to complete a 30,000 square foot expansion to their existing building by winter 2013. Diamond Graphics has gone through the site plan review process and has recently submitted an application for a building permit.

Prospect Echo

A quickly growing, successful, Ramsey manufacturer has expressed interest in relocating their operations to a new facility. Said manufacturer has posted a 20% increase in sales each year for the past five years, employs 196 people in Ramsey, employs 52 people in a different metro city occupies about 110,000 square feet in Ramsey and about 100,000 square feet in a different metro city.

The prospect is proposing a new 220,000 square foot facility; which would consolidate their two facilities and provide room for expansion. With that, the prospect would relocate 52 employees to Ramsey and create an estimated 75-80 jobs within two years; over 300 jobs total (retained, relocated and created).

Staff is working with prospect Echo now; and has made development proposal.

(3) Business Retention & Expansion Program

Due to workload levels, Staff has not conducted proactive business retention and expansion visits since January. Staff anticipates time to be available to conduct business visits either when an Economic Development Manager is hired or following the EDA golf tournament and Happy Days. Events, admin tasks, responding to prospects, 167/47 and the old municipal center and the industrial park projects are taking priority.

NOTE: staff has conducted 4-6 'reactive' business visits since January.

(4) Economic Development Manager Position

The City held interviews for the new Economic Development Manager position on June 24. Three candidates were selected for interviews. One candidate ended up withdrawing; therefore, two candidates were interviewed.

At the conclusion of interviews, the review board unanimously agreed candidates did not fit the Economic Development Manager position. The City Council directed Staff to utilize a 'head-hunter' service to recruit this position on July 9. The City is in the process of finalizing a contract with Springsted Executive Search. It is estimated the new position will begin on November 1.

(5) 8020 147th Ave NW, Nordvick Property

The City of Ramsey is in the process of improving the existing Highway 10/Armstrong Boulevard intersection to a highway overpass/interchange. Part of this process required the City to purchase privately owned land to dedicate for future right of way (ROW).

The EDA became involved in this process when they assisted the purchase of a property located at 8020 147th Ave NW ("Subject Property"). A small portion of the Subject Property will be dedicated for future ROW. The larger remaining portion was intended to be used for economic development purposes.

The property located at 8020 147th Ave NW contained two commercial buildings; along with various other site improvements. In order to prepare the site for future development, the EDA contracted with Sauter & Son's for the demolition of buildings and site cleanup of the Subject Property.

Final payment was made to the contractor on August 1, 2013. This project is closed.

(6) 167/47 Commercial Node

Background

The retail node located at 167th Avenue and Trunk Highway 47 has been a topic of discussion with City Councils and EDA boards for several years (“167/47 Node”). The 167/47 Node has struggled to become economically viable for some time, is experiencing high vacancy rates, an increase of blighted building conditions and escalating crime.

The City has received significant number of inquiries from property and business owners located in the 167/47 Node from 2012 to 2013 requesting assistance to help correct a market failure.

Additionally, the City of Ramsey owns an inventory of real property located adjacent to the 167/47 Node totaling 16.52 acres. Said property was identified as surplus City owned land in 2012 and is available for sale.

Both the EDA, Planning Commission, and City Council have expressed interest in addressing the 167/47 Node.

Statement of Goals

To guide City participation in the redevelopment of the 167/47 Node; and, specifically identify a common goal, vision, working parameters and a process to garner public input.

The desired outcome of this document is to develop a clear, consistent, transparent and fair process the City, prospective developers, property owners and Staff can rely on as proposals are received. The Ramsey Economic Development Authority (EDA) shall represent the City of Ramsey in relation to the 167/47 Node by utilizing this document.

Update

The EDA reviewed the above statement of goals on 07/18; at which time, it was recommended the document be forwarded to the Planning Commission for input on a public input process. The planning Commission plans on hosting a public input session in September and reviewing public input and adopting/amending the “statement of goals” document in October. At which time, the document will be forwarded to the City Council for review and adoption.

Staff plans on setting up a meeting with the property owners group to discuss a marketing strategy after the “statement of goals” document adopted--November/December.