

2016 Economic Development Workplan (DRAFT)

Purpose

Provide a functional plan that prioritizes the work of the City's economic development department and Economic Development Authority (EDA). This plan highlights both day-to-day and long term economic development priorities and goals for the City of Ramsey. The City Council's 3-year strategic action plan includes economic development initiatives; which have been reflected in this plan.

Objectives

1. Encourage, and plan for, growth of industrial, commercial, retail and housing activities
2. Foster the retention and expansion of existing Ramsey businesses
3. Support and maintain a positive local businesses environment
4. Leverage use of outside economic resources, partnerships and funding for economic development initiatives

Outcomes

1. Growth of the City's tax base
2. Growth in the City's quantity of jobs
3. Improved quality of life

Priorities

Priority #1:

Primary expectation of City staff. Highest priority economic development functions and initiatives for the EDA.

Priority #2.

Secondary expectations. When workloads permit, staff will bring forward secondary priorities for discussion and direction.

First Priority

Tactics	Timeline	Additional Resources & Tools Required	Key Outcomes/Metrics
<p><u>Quality Customer Service</u> Respond to existing and prospect Ramsey businesses' inquires and requests in a timely and professional manner.</p> <p><i>Common topics include relocation and expansion inquiries, questions regarding government services or infrastructure, questions and issues regarding proposed, following up on existing and former contracts/ agreements with the City, RALF property management inquiries/ issues, business welcoming blasts, and managing communications to businesses for major construction projects.</i></p>	<p>Ongoing: This is a primary function and expectation of the City's economic development staff.</p>	<p>Customer requests and inquiries are typically received in waves. Current Staffing levels are sufficient to respond to peaks in customer service demands. However, a peak in customer service requests consumes a large majority of staff time; which results in little or no time to complete other important economic development initiatives.</p> <p>Commonly, Staff utilizes third party resources to aid completion of this work (ACG, Briggs, Ehlers, CBRE, Premier, WSB, other city staff). If the trend of inquiries and development within Ramsey continues to grow, the need for additional permanent resources will need to be discussed.</p>	<p>Meet expectations of quality and responsive local government customer service.</p> <p><i>This tactic fits within EDA objectives 1, 2, and 3.</i></p>
<p><u>Business Retention & Expansion</u> The large majority local economic growth comes from existing Ramsey businesses. The purpose of this goal is to develop and maintain positive relationships with existing Ramsey businesses (establish trust). This goal is implemented through quality customer service, businesses visits, and facilitating business events.</p>	<p>Ongoing: This is a primary function and expectation of the City's economic development staff.</p>	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p> <p>In 2015, staff did not have enough time available to complete the EDA's goal of 24 visits. This was due large volume of deals completed in 2015 (tactic #1, quality customer service). If this trend continues in 2016, Staff will provide the EDA with alternatives to address this item.</p>	<p>Complete 24 business visits annually.</p> <p>Execute EDA biz expo, biz appreciation golf tournament, and fall networking event. Participate in Anoka County Broker Event and MN Marketing Partnership.</p> <p><i>This tactic fits within EDA objectives 2 and 3.</i></p>
<p><u>Future Business Park</u> Continue to move along the City's future business park initiative. Below are major work items to be addressed:</p> <ol style="list-style-type: none"> 1. Finalize Economic Development Analysis 2. Develop and solidify the City's position/ involvement/ policy. 3. Attain shovel ready status. 	<ol style="list-style-type: none"> 1. Winter 2016 2. Spring 2016 3. Summer 2016 	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed. This work item does require use of third-party professional services.</p>	<p>"Ready-to-go" business park and clear position of City involvement.</p> <p><i>This tactic fits within EDA objectives 2 and 3 and the City's strategic plan.</i></p>

<p><u>Old Municipal Center Redevelopment</u> Facilitate redevelopment of old municipal center site. Below are major work items to be completed:</p> <ol style="list-style-type: none"> 1. Remove Fire Station #2 and clean site 2. Close on sale of property, phase #2 	<ol style="list-style-type: none"> 1. Spring 2016 2. Spring 2016 	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p>	<p>Old municipal center site sold (closed) to private sector for redevelopment by summer 2016.</p> <p><i>This tactic fits within EDA objectives 1 and the Council's strategic plan.</i></p>
<p><u>Recruit new industry and major retail businesses to Ramsey</u></p>	<p>Fall 2017</p>	<p>Currently Sufficient: this tactic requires assistance from the City's real estate broker CBRE; and demand from the development market.</p>	<p>Secure two new 30,000 square foot retail, and two new 30,000 square foot industrial facilities.</p> <p><i>This tactic fits within EDA objective 1. This tactic fits within the City's strategic plan and Council policy discussions.</i></p>
<p><u>Sell Surplus City Owned Land</u> The City owns a large inventory of surplus land available for development. Below are major work items:</p> <ol style="list-style-type: none"> 1. Attain shovel ready status for all listed City owned property (including cut/fill estimations and identifying major costs for development) 	<p>Summer 2016</p>	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p>	<p>Land sales are closed. Staff shall provide an annual overview.</p> <p><i>This tactic fits within EDA objective 1. This tactic fits within the City's strategic plan and Council policy discussions.</i></p>
<p><u>Consider Discontinuing Ramsey EDA Spring Business Expo</u></p>	<p>January 2016</p>	<p>NA</p>	<p>Decision to eliminate or continue annual Ramsey EDA Business Expo.</p> <p><i>This tactic fits within the City's strategic plan.</i></p>

Second Priority

Tactics	Timeline	Additional Resources & Tools Required	Key Outcomes/Metrics
<p><u>RALF</u> The Metropolitan Council reinstated the RALF (revolving acquisition loan fund) program in 2015 with eligibility modifications which significantly affect the City of Ramsey's ability to use this program. Staff would like the EDA/ City Council to consider pursuing amendments/ exceptions to the RALF program criteria. Staff is receiving requests/ inquiries from Highway 10 property owners RE this subject; which are intensifying with time. Staff would also like to put together an informational document (FAQ) for Ramsey businesses affected by proposed improvements to U.S. Highway 10.</p>			
<p><u>Business Incubator</u> Consider utilizing the vacant space on the second floor of the Ramsey Municipal Center for a business incubator program—or a cowork space, COCO).</p>			
<p><u>COR Story</u> Consider creating a professional and comprehensive document outlining the history, current conditions, and outlook of The COR. The purpose of this document would be to highlight the success of The COR to taxpayers and outsiders. Staff commonly receives inquiries from various parties related to the history and outlook of The COR. This is an opportunity for the City to control our message and story.</p>			
<p><u>ZIP Code</u> In 2015, the City of Ramsey did open its doors to the first ever Ramsey substation USPS Post Office. Although this is a positive step for Ramsey, the need for an independent zip code still exists. The purpose of this tactic is to consider pursuing an independent zip code for our community.</p>			