

2018 Economic Development Workplan

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

<i>Tactics</i>	<i>Timeline</i>	<i>Additional Resources & Tools Required</i>	<i>Key Outcomes/Metrics</i>
<p><u>(1) 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>	Ongoing	Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.	<p>Complete 24 business visits annually.</p> <p>Execute EDA business expo, business appreciation golf tournament, and fall networking event. Participate in Anoka County Broker Event and MN Marketing Partnership.</p>
<p><u>(2) Recruit Restaurants & Retail Users</u> The desire for the City of Ramsey to establish new restaurant and retail users continuous to be a high priority for Ramsey residents and elected officials alike. Feedback from the development market is Ramsey needs more rooftops and higher traffic counts to achieve this goal. Although Ramsey continues to make good progress on rooftops and traffic counts, there is a desire to be more pro-active. The purpose of this tactic is:</p> <ul style="list-style-type: none"> (A) Consider establishing a policy(ies) to provide financial incentives for said users. (B) Consider establishing a targeted professional information/ marketing package for said users. (C) Consider deploying staff to establish/ grow relationships with developers that work directly with said target market (rather than waiting). 	2018	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p> <p>This tactic may result in the need to create/ dedicate financial resources for incentives in the future.</p> <p>If dollars are needed for the developer information package, the EDA Budget (Marketing line item) can be utilized.</p>	<p>New policy in place.</p> <p>New information packet/ marketing packet.</p> <p>New relationships created.</p>

Tactics	Timeline	Additional Resources & Tools Required	Key Outcomes/Metrics
<p>(3) COR Development Feasibility, Pro-Forma, and Policy The City of Ramsey has taken on the role of master developer for The COR. Currently, the City manages The COR, and our various COR development related discussions on a “case-by-case-basis” and with policy based on “past practice.” Staff would like to develop more clarity/ intentional policy/ structure on how the City is manages this project.</p> <p>(A) Pro-Forma: from a development perspective, the list of City obligations (expenditures) for The COR is relatively long, and at this point not well-defined. Additionally, the list of revenue streams from The COR is relatively straight forward, but have been committed informally in several instances. Staff would like to develop a formal pro-forma that outlines all anticipated expenses and all anticipated revenues for the project.</p> <p>(B) Policy Positions: this discussion also warrants the City to take policy positions on various outstanding development items (i.e. expenses) and how they will be paid for (all city, all developer, split, etc.), and roughly when various improvements will be made (now, in the future, in phases, etc.).</p> <p>(C) Feasibility Analysis: this discussion will require the City to complete a feasibility analysis for all outstanding development items to provide a clear scope of future development costs (i.e. cut/ fill, roads, storm water, etc.).</p> <p>Completion of this tactic will put the City in a stronger position to analyze/ respond to development proposals, strategize marketing efforts, and carry out budget/ policy discussions.</p>	<p>2018</p>	<p>This work will require assistance from third party professionals:</p> <p>(A) infrastructure analysis--\$25,000-\$75,000 (B) regional stormwaterplan --\$15,000-\$35,000 (C) cut & fill analysis -- \$5,000-\$25,000 (D) sign plan and cost estimates--\$5,000-\$30,000 (E) parking ramp feasibility -- \$5,000-\$15,000 (F) community center analysis and plan -- \$10,000-\$25,000. (G) parks/ trails feasibility--\$15,000-\$40,000</p> <p>(G) pro-forma assistance/ review from Ehlers-- \$5,000-\$20,000.</p> <p>At this point, the numbers outlined above a very preliminary. Staff would like to get quotes for EDA review. Staff anticipates various funding sources will be utilized to implement this work. Staff would target TIF 14 (The COR TIF District) as the funding source for this work.</p>	<p>Completed feasibility analysis on various outstanding pre-development items.</p> <p>Policy positions on various development items.</p> <p>Completed development pro-forma.</p>

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<p><u>(4) RALF</u> Utilize the Metropolitan Council administered, MNDOT funded, RALF (right of way acquisition loan fund) for purchasing properties needed for U.S. Highway 10 improvements in Ramsey.</p>	Ongoing	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p> <p>In some cases, this work does require use of third party professionals (due diligence process). In the past, the City has used the City's internal RALF account for funding.</p>	At least one purchase per year.
<p><u>(5) Sell Surplus City Owned Land</u> The City owns a large inventory of surplus land available for development. In 2017, the City completed a process to obtain shovel ready information for most city-owned property. Through that process staff has identified the following outstanding items:</p> <ul style="list-style-type: none"> (A) Properties #37, #45, and #8 all have various potential environmental findings to further discuss and address. (B) North side of the new business park (i.e. former Legacy site) to become shovel ready. This would be a new shovel ready application. 	2018	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p> <p>This work item does require use of third-party professional services (Shovel Ready Certifications and subsequent due-diligence). TIF #1 has been identified as a funding source for this work.</p>	Land sales are closed.

Second Priority

Tactics	Timeline	Additional Resources Required	Key Outcomes/Metrics
<p><u>(8) Business Incubator</u> Consider utilizing vacant space on the second floor of the Ramsey Municipal Center for a business incubator program—(or a cowork space, COCO).</p> <p>Staff would like to kick the process with a scoping meeting (i.e. how should we approach this task).</p>	2018	At this point, no additional resources are being requested. Based on the scope of this project, additional resources will be needed.	<p>Decide if the City has a genuine interest in starting a business incubator.</p> <p>Have a general scope for what a business incubator means in Ramsey.</p>
<p><u>(9) 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 pursue an independent zip code for our community.</p> <p>Process:</p> <ol style="list-style-type: none"> 1. Meet USPS minimum standards for obtaining a new zipcode (delivery points, deliver routes, scheme items, sectors). The City needs to submit a request for an audit. 2. USPS audit made—Ramsey either meets minimum thresholds or not. If they do, move on to step 3. 3. USPS conducts a survey of community to gather feedback/ support for a new zip code. 4. USPS grants Ramsey a new zip code. 	Ongoing	No additional resources requested. Normal staff duties.	Approval or denial of a new Ramsey zip code.
<p><u>(10) Old Municipal Center Redevelopment</u> Facilitate redevelopment of old municipal center site. Site investigation completed. Demolition and site cleanup completed. Phase 1 PA with GS Land closed. Land swap agreement with Meadow Creek closed. Construction of Fire Station #2 completed. Phase 2 PA with GS Land outstanding. Policy discussion on use of city owned land outstanding (access/ park/ open space/ sell).</p>	2018	Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.	Phase 2 GS Land PA closed. Decision on use of remnant city owned land made.