

## **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**

1. Priority #1:  
Primary expectation of City staff. Highest priority economic development functions and initiatives for the EDA.
2. 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>Deliver Quality Customer Service:</u> Respond to existing and prospect Ramsey businesses' inquiries and requests in a timely and professional manner.</p> <p>Common topics include relocation and expansion inquiries, questions regarding government services or infrastructure, questions and issues regarding proposed, existing and former contracts/agreements with the City, and property management inquiries and issues.</p>	<p>Ongoing: This is a primary function and expectation of the City's economic development staff.</p> <p>Spring/Summer 2015, bring this item back for updates and discussion.</p>	<p>Situational: 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, Loucks, other city staff). If the trend of inquiries and development within Ramsey continues to grow, the need for additional permanent resources may need to be discussed.</p>	<p>Meet customer expectations of quality and responsive local government customer service.</p> <p>This tactic fits within objectives 1, 2, and 3.</p>
<p><u>Business Retention &amp; Expansion:</u> The 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: Staff has the resources required to sufficiently complete this tactic.</p>	<p>Complete 24 business visits annually.</p> <p>Execute EDA business expo, business appreciation golf tournament, and fall networking event.</p> <p>This tactic fits within objectives 2 and 3.</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"> <li>1. Rezone property</li> <li>2. Complete RFQ for arterial infrastructure</li> <li>3. Consider implication of nearby train tracks; including the cost/benefit of said work.</li> <li>4. Develop profile of "target" customer.</li> <li>5. Attain shovel ready status.</li> <li>6. Develop and solidify the City's position/ involvement/ policy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Winter 2014 (done)</li> <li>2. Spring 2015</li> <li>3. Spring 2015</li> <li>4. Summer 2015</li> <li>5. Summer 2015</li> <li>6. Fall 2015</li> </ol>	<p>Currently Sufficient: Assuming normal customer service demand levels, sufficient resources exist to complete this tactic as outlined in the proposed timeline.</p>	<p>"Ready-to-go" business park and clear position of City involvement.</p> <p>This tactic fits within objectives 2 and 3 and the City's strategic plan.</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"> <li>1. Rezone property</li> <li>2. Execute purchase agreement</li> <li>3. Remove Fire Station #2 and clean site</li> <li>4. Close on sale of property</li> </ol>	<ol style="list-style-type: none"> <li>1. Spring 2015</li> <li>2. Spring 2015</li> <li>3. Spring 2016</li> <li>4. Spring 2016</li> </ol>	<p>Currently Sufficient: Assuming normal customer service demand levels, sufficient resources exist to complete this tactic as outlined in the proposed timeline.</p>	<p>Old municipal center site sold (closed) to private sector for redevelopment by spring 2016.</p> <p>NOTE: may be completed in phases. Phase one targeted for completion by spring of 2015.</p> <p>This tactic fits within objectives 1 and the Council's strategic plan.</p>
<p><u>167 Ave/Highway 47 Redevelopment:</u> Utilize the City's adopted "statement of goals" to guide participation. Below are major work items:</p> <ol style="list-style-type: none"> <li>1. Respond to Rum River Hills 2<sup>nd</sup> request</li> <li>2. Implement availability of EDA RLF</li> </ol>	<ol style="list-style-type: none"> <li>1. Spring 2015</li> <li>2. Summer 2015</li> </ol>	<p>Currently Sufficient: Assuming normal customer service demand levels, sufficient resources exist to complete this tactic as outlined in the proposed timeline.</p>	<p>Implement City's adopted Statement of Goals.</p> <p>This tactic fits within all ED objectives and the Council's strategic plan.</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"> <li>1. Establish inventory of surplus land</li> <li>2. Market inventory of surplus land</li> <li>3. Sell surplus city owned land</li> <li>4. Establish new land sale policy</li> <li>5. Consider shovel ready status for all listed City owned property</li> </ol>	<ol style="list-style-type: none"> <li>1. 2012 (completed)</li> <li>2. 2014 completed and ongoing.</li> <li>3. Ongoing</li> <li>4. Spring 2015</li> <li>5. Summer 2015</li> </ol>	<p>Currently Sufficient: A Assuming normal customer service demand levels, sufficient resources exist to complete this tactic as outlined in the proposed timeline.</p>	<p>Land sales are closed. Staff shall provide an annual overview to the EDA and City Council.</p> <p>This tactic fits within objective 1. This tactic fits within the City's strategic plan and Council policy discussions.</p>
<p><u>Performance Measurements:</u></p> <ol style="list-style-type: none"> <li>1. Define Council strategic plan balanced scorecard matrixes</li> <li>2. Establish other performance measurements</li> </ol>	<ol style="list-style-type: none"> <li>1. Summer/Fall 2015</li> <li>2. Summer/Fall 2015</li> </ol>	<p>Currently Sufficient: Assuming normal customer service demand levels, sufficient resources exist to complete this tactic as outlined in the proposed timeline.</p>	<p>EDA and Council attain data to help evaluate economic development performance.</p> <p>This tactic fits within the City's strategic plan.</p>

## Second Priority

Tactics	Timeline	Additional Resources & Tools Required	Key Outcomes/Metrics
<u>Workforce Issues:</u> Manufacturing businesses located in the City of Ramsey have expressed a strong and common concern related to a lack of available workforce. The City should consider a role in assisting Ramsey businesses address this issue.	TBD	TBD	TBD
<u>Perception of Ramsey:</u> The perception of the City of Ramsey has been identified as a concern by residents, businesses and the City Council alike. The City should consider an initiative to address this concern.	TBD	TBD	TBD
<u>Transportation Improvements:</u> Poor traffic flow along U.S. Highway is a barrier for existing and prospect Ramsey businesses. The EDA should consider what options are available to the City Council address this concern.	TBD	TBD	TBD
<u>Marketing Materials &amp; Community Profile:</u> The City should consider updated marketing materials and/or developing a community profile. Marketing materials may include updated brochures for The COR and the future business park, new ED and housing marketing boards, an updated COR map, a community profile, etc.	TBD	TBD	TBD
<u>Updated COR Sign Plan &amp; Policy:</u> A need exists for the City to create/ update/ enforce a plan/ strategy/ policy for monument and way findings located within The COR. Additionally, a funding source should be secured.	TBD	TBD	TBD