

**City of Ramsey**  
**Agenda**  
**Special Planning Commission**  
**Thursday, January 5, 2017**  
**5:30 pm**  
**Lake Itasca Room, 7550 Sunwood Drive NW**

1. **Call to Order**
2. **Approve Agenda**
3. **Public Hearing/Commission Business**
  1. Prepare Policy Document for January 24 Joint Work Session
4. **Commission/Staff Input**
5. **Adjournment**

**Special Planning Commission**

**3. 1.**

**Meeting Date:** 01/05/2017

**By:** Tim Gladhill, Community Development

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**Information**

**Title:**

Prepare Policy Document for January 24 Joint Work Session

**Purpose/Background:**

The purpose of this case is to prepare a policy document containing questions to be answered at a future date as requested at the January Planning Commission Meeting. It is suggested that the agenda for this topic consist of the following:

1. Overview of Concerns with Current Plan and Standards (5 Minutes: Commissioner VanScoy)
2. Overview of Integration with Economic Development and Real Estate Goals (5 Minutes: Economic Development Manager Patrick Brama)
3. Draft New Vision Statement for The COR (30 Minutes: Commissioner Brauer)
4. Prepare Policy Question Document Draft (30 Minutes: Community Development Director Gladhill)
  1. This may include preliminary answers from the perspective of the Planning Commission for Questions 1-10 of the attached draft document.

**Notification:**

**Observations/Alternatives:**

This will be the first step of answering several policy questions following the completion of the Market Panel in October, 2016. The Commission should focus on broader policy at this point in order to walk through this process in logical steps. It is not likely that the Commission will be able to answer all policy questions in this first session. Staff will schedule follow up discussions with the Commission through first quarter 2017 in order to complete this task. This will be a living policy document, and will be update throughout the process as more detailed policy and studies are completed.

The intent of this document is to better frame future discussions with City Council and other advisory boards. The Joint Work Session with City Council will focus on the format of the document that becomes the work plan to complete the vision evaluation for The COR. Discussion will likely focus on Questions 1-10 as well, with future discussions focusing on more detailed/micro-scale policy questions.

**Funding Source:**

**Recommendation:**

**Action:**

Consensus on a policy document to present to City Council on January 24.

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**Attachments**

Policy Document

Future Step: Record of Policy Recommendations

Project Schedule

DRAFT Market Panel Minutes

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## Form Review

**Inbox**

Tim Gladhill (Originator)  
Form Started By: Tim Gladhill  
Final Approval Date: 12/30/2016

**Reviewed By**

Tim Gladhill

**Date**

12/30/2016 07:17 AM  
Started On: 12/30/2016 07:06 AM

**THE COR DEVELOPMENT PLAN  
VISION AND LAND USE PLAN (MASTER PLAN)  
2017**

DRAFT

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# THE COR DEVELOPMENT PLAN VISION AND LAND USE PLAN UPDATE (2017)

List of Policy Questions by Topic

## Section #1: Vision and Land Use Plan

### Policy Question Series #1: The Vision – Vision Statement

#### Key Policy Topics

- Parking Districts and Parking Ramps
- Retail Vision
- Open Space Requirements
- Stormwater Design

#### Mixed Use.

The definition of mixed use should require:

1. A mix of uses within the development and within walking distance of each other.
2. Vertically mixed use buildings/ground level retail.

#### Retail/Commercial Vision

3. There is too much/not enough/just the right amount of large-format retail guided for future development for the market to bear.
4. There is too much/not enough/just the right amount of small and medium format retail guided for future development for the market to bear.

#### Residential Vision

5. There is too much/not enough/just the right amount of single family residential guided for future development.
6. There is too much/not enough/just the right amount of medium density residential guided for future development.
7. There is too much/not enough/just the right amount of high density residential guided for future development.

#### Employment Vision

8. There is too much/not enough office development guided for future development.
9. The City should/should not allow warehouse and manufacturing in the Office District.

## Parks and Open Space Vision

10. The City should/should not raise the bar on parks and recreation planning and plan to invest in quality and connected spaces that will result in a higher cost for developers and the community, but will be seen as an investment into the community.

## **Policy Questions Series #2: General Development Design Standards**

11. The City should/should not require a minimum open, plaza, or gathering space within each individual development.
12. The City should/should not have a maximum depth/slope for stormwater ponds due to the high density and lot coverage vision.
13. The City should/should not require an elevated design for streetscape (see Sunwood Drive for example).

## **Parks, Recreation, and Open Space Plan**

14. The City should/should not plan for a swimming pond in Lake Ramsey Commons.
15. The City should/should not plan for a splash pad in Lake Ramsey Commons.
16. The City should/should not plan for a hardscaped plaza in Municipal Plaza.
17. The City should/should not plan for a playground in The Draw

## **Policy Questions Series #3: District Standards**

### **Downtown District**

18. The City should/should not require shared parking in the Downtown District.
19. The City should/should not require vertically mixed use buildings in the Downtown District

### **Table Topic Exercise**

With the questions answered above, Staff would recommend that an open process for sketching/laying out a new Master Plan with alternative land use scenarios be considered.

## **Section #2: System Plans**

1. Roads
2. Utilities
3. Stormwater
4. Parks and Public Spaces

## **Section #3: Implementation**

Add text here.

## WORK PLAN AND FUTURE STEPS

1. The Vision and Land Use Plan (this step) – First Quarter 2017
2. System Plans (next step) – Quarters 2-4 2017
3. Project Pro-Forma – Fourth Quarter 2017
4. Adopt Final Vision and Land Use Plan – First Quarter 2018



## ROLES AND RESPONSIBILITIES FOR CITY BOARDS, COMMISSIONS, AND COMMITTEES

1. Planning Commission = Vision and Land Use Plan
2. Economic Development Authority = Primary Developer and Economic Development Vision
3. Parks and Recreation Commission = Parks and Public Spaces Plan
4. Environmental Policy Board = Natural Resources Plan
5. Public Works Committee = System Plans
6. City Council = Final Decision Authority; Reconcile recommendations of groups above

# Clarifying Boards, Commissions, and Committee Responsibilities

Planning Commission	Park and Recreation Commission	Environmental Policy Board	Economic Development Authority	Charter Commission	Public Works Committee (Committee of the Council)
<b>City Code References</b>	<b>City Code References</b>	<b>City Code References</b>	<b>City Code References</b>	<b>City Charter References</b>	<b>Organizational Resolution:</b>
Statutory Powers of 462.351 to 462.364	Comprehensive Plan for recreation and natural resources.	Promote environmental awareness.	Statutory Powers of 469.091		The below is not actually from the resolution, but putting thoughts down on paper.
Serve at the official Planning Agency for the City.	Park System development and programming.	Policy development regarding natural resources.	Administration of economic development and redevelopment plans.		
Prepare the Comprehensive Land Use Plan.	Coordination of interchangeable use of school facilities.	Review of new development proposals related to natural resources.	Develop a plan for financing of economic development and redevelopment projects.		Develop comprehensive plans for public systems (roads, utilities, etc.).
Develop the Zoning Code.	Coordination with athletic and youth groups regarding recreation and natural resources	Promote education.	Ensure that development and redevelopment plans are consistent with the Comprehensive Plan.		Review of public improvement projects.
Develop the Subdivision Code.		Development a Comprehensive Plan for Natural Resource Management.			Recommend strategies for the maintenance of publicly owned facilities.
Review applications for compliance with the Comprehensive Plan, Subdivision Code, and Zoning Code.					
<b>Additional Responsibilities:</b>	<b>Additional Responsibilities:</b>	<b>Additional Responsibilities:</b>	<b>Additional Responsibilities:</b>		
Housing Plan			Real Estate Management for The COR and other City owned property.		
Housing Assistance Policy					

As individual groups prepare detailed system plans, they must check in with the Planning Commission periodically to ensure compliance with the Comprehensive Plan and The COR Vision and Land Use Plan.

## RECOMMENDED POLICIES BY GROUP/VISION LOG

Each policy question will also log the various feedback received from multiple groups. For example:

### Mixed Use.

The definition of mixed use should require:

1. A mix of uses within the development and within walking distance of each other.
2. Vertically mixed use buildings/ground level retail.

### Market Panel Feedback

- The market is not strong for mixed use buildings in Ramsey.
- Financing for projects create complications in implementation and finance partners will often not finance these types of projects in Ramsey.

### Planning Commission Feedback

- The City needs to clarify the definition of Mixed Use.
  - Is it vertical mixed use or horizontal mixed use?

- Do there need to be multiple uses on each block, or is the plan for multiple uses within the development adequate to achieve our goal.

Economic Development Authority Feedback

- XXXXX
- XXXX

Parks and Recreation Commission Feedback

- XXXX
- XXXX

Environmental Policy Board Feedback

- XXXX
- XXXX

Public Works Committee Feedback

- XXXX
- XXXX

Comprehensive Plan Steering Committee Feedback

- XXXX
- XXXX

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## Major Planning COR Planning Efforts

### EFFORT #1

## *COR Re-Visioning*

### PURPOSE

Update/ amend the vision for The COR.

1. Update COR Master Plan (map that shows vision, how the COR will look, how buildings will be oriented, where infrastructure should be located, etc.)
2. Update zoning district map (underlying land use regulations that will ensure the master plan will be implemented at the time individual projects come forward for review by the City)
  - Is vertically mixed use development a requirement?
  - appropriate size and location of retail uses?
  - Is there flexibility in location of zoning district borders?
  - Define basic vision and policy for community center.
  - Define basic vision and policy for parking ramps.
3. Direction on outstanding major policy items:

### RESPONSIBLE BOARD

Planning Commission will draft a recommendation for Council consideration.

### TIMING

Anticipated to have draft completed by April 2017. Once a draft is completed, it should be checked against COR System Plans and COR Pro-Forma. May need to be adjusted.

### EFFORT #2

## *COR System Plans*

### PURPOSE

The City purchased The COR with two goals in mind (a) recover previous public investments, and (b) ensure the vision of The COR is implemented.

As a result, the City of Ramsey has taken the role of master developer for The COR. With the role, various assumed responsibilities are assigned to the City. Developers, businesses, and residents expect the city to have concept plans/ policies in place for the following items:

1. Storm water plan (regional)
2. Road plan (public roads)
3. Sign plan (development signs, way finding signs, etc.)
4. Park & Trails plans
5. Community Center plan/ policy
6. Parking Ramp(s) plan/ policy
7. Cut/fill basic plan

There are many benefits to having this preliminary information ready—please see system plan dashboard for details. These plans are intended to be preliminary/ concept level only—for the sake of planning and budgeting.

### RESPONSIBLE BOARD

Likely, all boards will be involved with this process. However, for the sake of efficiencies, the EDA will lead this effort. Findings will be presented to the Planning Commission and City Council.

### TIMING

Upon completion of 1<sup>st</sup> draft of COR re-vision, staff would like to order this work for completion (i.e. begin May 2017). This work will take 6-9 months. Once draft is completed, it should be checked against COR Master Plan and COR Pro-Forma. May need to be adjusted.

### EFFORT #3

## *COR Pro-Forma*

### PURPOSE

1. Update COR pro-forma based on updated vision and system plans. COR pro-forma will display the city's financial performance forecast/ project cash-flow over time (expenditures/ obligations versus revenues/ available funding).
2. Update COR TIF plan/ TIF analysis previously completed by Ehlers. This plan plays a major role in the "funding" side of the COR pro-forma. Because actual TIF revenues are based on actual completed projects, it would be helpful to update periodically. NOTE: TIF can only be used for projects completed before 2021.
3. Update COR land proceeds policy. Staff would like to (a) clearly identify what previous expenditures the City wishes to repay itself, (b) consider using land proceeds only for non TIF eligible costs, and (c) update the City's land sale proceeds forecasts.

### RESPONSIBLE BOARD

EDA will draft a recommendation for Council consideration.

### TIMING

Upon completion of COR re-vision and COR system plans, staff will complete this work (i.e. begin late 2017). This work will take 1-2 months. Once draft is completed, it should be checked against COR Master Plan and COR system plans. May need to be adjusted

# The COR – Planning Dashboard

## Outstanding Items



Roads	Signs	Storm Water	Parks/ Trails	Parking Ramps	Comm. Center	Cut & Fill
<ul style="list-style-type: none"> <li>•What public roads need to be constructed?</li> <li>•Cost?</li> <li>•When/ what will trigger construction?</li> <li>•Who will pay for what?</li> <li>•How will City obligations be funded?</li> <li>•How does public infrastructure effect The COR pro-forma?</li> </ul>	<ul style="list-style-type: none"> <li>•What is the sign plan for this development?</li> <li>•Cost?</li> <li>•When/ what will trigger construction?</li> <li>•Who will pay for what?</li> <li>•How will City obligations be funded?</li> <li>•How does The COR sign plan effect The COR pro-forma?</li> </ul>	<ul style="list-style-type: none"> <li>•What is the regional storm water plan?</li> <li>•Cost?</li> <li>•When/ what will trigger construction?</li> <li>•Who will pay for what?</li> <li>•How will City obligations be funded?</li> <li>•How does the regional storm water plan effect The COR pro-forma?</li> </ul>	<ul style="list-style-type: none"> <li>•What is the park/ trail plan?</li> <li>•Cost?</li> <li>•When/ what will trigger construction?</li> <li>•Who will pay for what?</li> <li>•How will City obligations be funded?</li> <li>•How does the park/ trail plan effect The COR pro-forma?</li> </ul>	<ul style="list-style-type: none"> <li>•What is the parking ramps plan?</li> <li>•Cost?</li> <li>•When/ what will trigger construction?</li> <li>•Who will pay for what?</li> <li>•How will City obligations be funded?</li> <li>•How does the parking ramp plan effect The COR pro-forma?</li> </ul>	<ul style="list-style-type: none"> <li>•What is the community center/ programing plan?</li> <li>•Cost?</li> <li>•When/ what will trigger construction?</li> <li>•Who will pay for what?</li> <li>•How will City obligations be funded?</li> <li>•How does the community center plan effect The COR pro-forma?</li> </ul>	<ul style="list-style-type: none"> <li>•What preliminary/ general amount of cut/ fill is needed on City owned land?</li> <li>•Cost?</li> <li>•How does this effect land prices?</li> <li>•How does cut/fill effect The COR pro-forma?</li> </ul>

## Action Steps



<ul style="list-style-type: none"> <li>•Complete a concept plan and feasibility report for all outstanding public infrastructure. This includes water, sewer, sidewalks, landscaping, street lights, etc.. This does not cover private or internal roads and utilities.</li> <li>•City Council policy discussion RE position on various items (who pays for what, what triggers construction, how will City fund, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>•Update and revise COR Sign Plan that was started by Landform.</li> <li>•City Council policy discussion RE position on various items (who pays for what, what triggers construction, how will City fund, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>•Revise COR storm water plan started by Landform. Many new regulations are now in place that make previous plan obsolete. New location for infiltration required.</li> <li>•City Council policy discussion RE position on various items (who pays for what, what triggers construction, how will City fund, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>•Complete schematic design/ feasibility report for all outstanding parks and trails. This work has been done for municipal plaza and the skyway. This work has not been done for Lake Ramsey.</li> <li>•City Council policy discussion RE position on various items (who pays for what, what triggers construction, how will City fund, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>•Complete concept plan and feasibility report for all outstanding parking ramps in The COR. This work has been partially completed.</li> <li>•City Council policy discussion RE position on various items (who pays for what, what triggers construction, how will City fund, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>•Have a detailed policy discussion with City Council. Do we need a community center? If yes, what kind (stand alone or partnership)? What general set of services do we want to offer. What is our general appetite from a budgeting perspective? When should a community center be constructed?</li> </ul>	<ul style="list-style-type: none"> <li>•Complete a concept plan and feasibility report for all outstanding cut/ fill on City owned properties. This work has been partially completed.</li> <li>•City Council policy discussion about how this may effect pricing strategy for City owned land, and how this information may effect forecasted land proceeds.</li> </ul>
<ul style="list-style-type: none"> <li>•6-9 months</li> <li>•\$30,000-\$70,000</li> </ul>	<ul style="list-style-type: none"> <li>•4-6 months</li> <li>•\$5,000-\$20,000</li> </ul>	<ul style="list-style-type: none"> <li>•4-8 months</li> <li>•\$10,000-\$20,000</li> </ul>	<ul style="list-style-type: none"> <li>•4-8 months</li> <li>•\$25,000-\$40,000</li> </ul>	<ul style="list-style-type: none"> <li>•4-6 months</li> <li>•\$5,000-\$15,000</li> </ul>	<ul style="list-style-type: none"> <li>•4-8 months</li> <li>•\$5,000-\$15,000</li> </ul>	<ul style="list-style-type: none"> <li>•4-6 months</li> <li>•\$5,000-\$15,000</li> </ul>

## Outcome

- Concept plans** for outstanding master developer items (what are we doing/ scope of work, and about how much will it cost)
- Policy positions** for outstanding master developer items (who is paying for what, when will improvements be made, how will the City fund our obligations)
- Pro-forma** for development can be completed (what is the forecasted financial performance of The COR, how do these plans effect expenditures/ cash flow)

## Why is staff recommending this work be completed?

- a. The City of Ramsey is the master developer of The COR. With that role, various assumed responsibilities are assigned to the City. Prospects and developers expect the City to have the proper plans and policies in place to respond effectively and efficiently to proposals. Additionally, residents of Ramsey, and particularly residents/ property owners in The COR, obtain their expectations for this development based on our plans. If we are planning for something that isn't realistic, that can be problematic down the road (especially for parks, trails, and other amenities).

Examples: storm water plan, road plan, sign plan, park/trail plan, parking ramps, community center, cut/fill, etc.

NOTE: staff is recommending concept/ schematic plans and feasibility reports be completed at this time. Staff is not asking for preliminary plans, final plans, or bid documents. In many cases, those items will be paid for (or shared) by a developer. Or, in many cases, it makes sense to wait until a project comes forward, as variables involved with the project may change/ be adjusted with time— which will alter the plan.

- b. To help staff respond to direct questions from prospects and developers. To put the City in a more competitive, and ready-to-go, development position. At this point, staff is answering questions based on assumptions, staff forecasts, past-practice, and a case-by-case approach. This current method increases the risk of inconsistencies, miscommunication, and inequities.

Examples: Who is paying for that road, when will it be constructed, what is the scope? What is the plan for storm water, how much will it cost me? Are parking ramps required, how much will they cost, what is the scope? This site looks really low, do you have an idea how much fill is required? Where will monument/ development signs be located, what will they look like, who will they serve, who is paying for them?

- c. To help staff provide better guidance to the City Council and they make policy decisions.

Examples: Are land prices set correctly? Are development fees set correctly? Is our plan for amenities (i.e. ramps, parks, trails, signs) financially feasible? When should we construct various improvements? What is the cost share policy? What is the pro-forma for The COR?

This document is included for references purposes only. This illustrates a potential approach to logging feedback from the current step of developing and answering key policy questions currently being developed.

## The COR: Re-visioning Log

The intent of this document is to create record of policy recommendations related to The COR vision process. Action items have been identified by staff, as a result of feedback received from various parties (Council, commissions, public, businesses, staff, and The COR market panel discussion).

This document identifies and defines action items. Additionally, this document logs feedback received from various parties. Upon completion, this document will be utilized by the City to make recommendations and decisions.

This document is focused on The COR Development Plan, COR Zoning District, and policy on land use strategies. This document is not focused on the details of individual system plans (parking ramp plan, road plans, storm water plan, COR sign plan, etc.). Naturally, the outcome of The COR vision process (i.e. COR Development Plan) will have a direct effect on the multiple COR system plans (as it provides the high-level vision and direction). Likely, these discussions will bleed together, will overlap, and will be an iterative process.

# COR Policy Recommendations

## ACTION ITEMS

1. Structured Parking
2. Retail & Restaurants
3. Vertically Mixed Use
4. Community Center
5. Zoning District Flexibility

FUTURE STEP: FOR ILLUSTRATIVE PURPOSES ONLY

# 1. Structured Parking

## DESCRIPTION

- Construction of parking ramps is a strategy for implementing density goals within The COR-1 zoning district. Density within The COR-1 zoning district is one of the basic foundation pieces behind the original vision of The COR—and has been used as rationalization for funding various infrastructure projects within The COR (i.e. Ramsey station, various road improvements, The Draw, etc.). Density of development also helps push other desired uses within The COR (such as traffic for restaurants/ retail).
- The current COR development plan shows the construction of four parking ramps within the COR-1 zoning district (one already completed). Many people involved with the original visioning process of The COR expect the construction of additional parking ramps to occur.
- It is important to note, The COR-1 zoning district minimum FAR (floor area ratio) was updated in 2015 to .65. This new FAR does not force users to construct parking ramps (higher FARs do). This is unlike the previous minimum FAR within the COR-1 zoning district (.75 and 1.0).
- The City has received strong and consistent feedback from developers, real estate professionals, and businesses that parking ramps are very expensive and the Ramsey market cannot justify this additional development expense. Generally, developers are opposed to constructing parking ramps.
- There are certain monetary and non-monetary benefits to the parking district approach. The City should define what an appropriate return on investment to this strategy should be.

## FEEDBACK

### **Market Panel/ Developer/ Real Estate Professionals**

- If the City expects additional structured parking within The COR, it is highly unlikely the private market will bring this to Ramsey alone. The only markets that see this type of development naturally, within the Twin Cities, is Minneapolis, St. Paul, and St. Louis Park. These markets have higher yield rates, which can justify the investment.
- If structured parking is a priority for Ramsey, the City should pro-actively prepare a plan to fund parking ramps. The City should generally be prepared to participate costs above and beyond standard surface parking.
- Density within The COR-1 zoning district does benefit, and help push, the City's desire for restaurants and retail within The COR.

**City Staff**

- The city should consider completing a feasibility analysis for parking ramps within The COR. The city should get their arms around how much this vision might cost, and how

it will affect The COR pro-forma. Staff is currently completing a tool-box for pricing out parking ramps.○ At this point, three outstanding parking ramps are still shown within The COR master plan. Staff believes completing a policy guide/ policy position for parking ramps within The COR would be helpful (for all parties involved, and considering The COR). If Ramsey does not take a pro-active stance on parking ramps, staff believes this strategy will be challenging to implement.

- For example, the city still owns one large parcel of land located northwest of city hall. Perhaps, the city requires a parking ramp be constructed on this site. Because we have site control, and time on our side, that process is much easier to predict/ control. Additionally, there are many mixed uses anticipated within this area that may benefit from a shared parking ramp (i.e. Happy Days Park, Lake Ramsey, community center, restaurant row, private sector users, apartments, etc.). We could add the anticipated parking ramp expense to The COR pro-forma.
- Regarding the other two proposed parking ramp sites (PSD owned), perhaps the city requires PSD locates/ constructs surface parking lots in strategic locations that could be converted into parking ramps (i.e. add a level or two) if sufficient market demand is available in the future, and the city can come up with the funding gap.

**Planning Commission**

- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX

**EDA**

- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX

**Environmental Policy Board**

- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX

FUTURE STEP: FOR ILLUSTRATIVE PURPOSES ONLY

**City Council**

- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX

FUTURE STEP: FOR ILLUSTRATIVE PURPOSES ONLY

## 2. Retail & Restaurants

### DESCRIPTION

- Restaurants and shopping opportunities are a major component of the vision for The COR (often times referred to as retail). A strong expectation exists within the community for restaurants and retail to be delivered. At this point, many parties have grown concerned with the lack of progress.
- The COR Master Plan currently calls for about 40-50 acres of traditional suburban retail development (west end, near Armstrong Boulevard). Traditional suburban retail development is 1-story, box-like configuration, with surface parking.
  - Located adjacent to The COR are two areas also generally guided for traditional suburban retail development: (1) about 40-50 acres just west of Armstrong Boulevard, on the north side of U.S. Highway 10, and (2) about 40-50 acres located just south of The COR, across U.S. Highway 10.
- Concerns have risen that amount of land guided for traditional suburban retail development within The COR is more than the market can sustain, now or into the future. It has been suggested, the west end of The COR proper should be reconsidered (for less traditional, destination suburban retail zoning). It has been suggested the City place more of an emphasis on smaller scale retail and restaurants within The COR proper, and allow for the areas adjacent to The COR to satisfy the demand for traditional suburban retail.
- In order to attract retail development, staff has received two consistent suggestions:
  - (1) additional residential development is critical—including density of residential development
  - (2) obtain traffic generating users/ destination users is important—examples include big box retail projects, a community center, hotels, recreation opportunities (Lake Ramsey), office complexes, etc.

### FEEDBACK

#### **Market Panel/ Developer/ Real Estate Professionals**

- Generally, traditional retail development is very challenging to attract in today's economy (due to the major influence of the internet, push for smaller store footprints, etc.). Very little new, green-field, traditional suburban retail development has occurred since the Great Recession. This is not unique to Ramsey.
- Ramsey's geographic location is a major disadvantage for traditional retail development (Ramsey is located between two major retail nodes, and two major rivers).

- The city should also recognize, more rooftops are needed to attract retail and restaurants, especially in close proximity to The COR. Typically, communities (or demographic areas) need to achieve a population of about 60,000 before they will start attracting traditional retail interest—Ramsey has a population of 25,000, and is expected to reach 40,000, at the high-end, in the long-run.
- The City should consider rethinking their retail strategy (how much land is available for retail, how much is needed/ can the market absorb, etc.).

**City Staff**

- Staff generally agrees with feedback provided by market panel discussion (need for rooftops, destination users, etc.).
- Staff would support an exercise to map out how much retail development Ramsey can absorb versus how much retail land is currently zoned for traditional suburban retail development. Staff is concerned the City may have more land zoned for retail than the market can sustain.

**Planning Commission**

- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX

**EDA**

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- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX

**Environmental Policy Board**

- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX

**City Council**

- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX

FUTURE STEP: FOR ILLUSTRATIVE PURPOSES ONLY

### 3. Mixed Use

#### DESCRIPTION

- The original vision for The COR was a mixed-use development. The City’s definition of mixed use has evolved from vertically mixed-use to horizontally mixed-use (mix of uses within a certain geographic area). Below are general approaches:
  - (A) Vertical Mixed-use is focused on The COR-1 Zoning District. This zoning district has a vision and goal a mix of uses within each individual development project (for example, commercial/ office below and apartments above within the same building), but stops short of making this a hard requirement. Some desire the city take a strong stance on vertical mixed-used policy for The COR (make it required with The COR-1 Zoning District).
  - (C) Horizontal Mixed Use. The COR, as a whole, should have a mix of uses located within close proximity to each other (i.e. we have a district for apartments, retail, business park, etc.). This could be within a block or within the development as a whole. The COR-1 Zoning District should be flexible, and allow for various uses (as the market demands).

#### FEEDBACK

##### **Market Panel/ Developer/ Real Estate Professionals**

- Generally, new vertically mixed-use development is very challenging to attract in today’s economy, specifically in suburban areas. This is due to:
  - Developers’ lack of knowledge/ comfort/ specialization in vertical mixed use projects. Outside of major cities/ downtown areas, vertical mixed use is very uncommon.
  - Financial institutions unwillingness to fund projects. Many developers have told the City—even if we wanted to complete a vertically mixed use project, we couldn’t—our bank won’t fund it. We would need to cover that portion of our project with equity.

- History un-successful vertically mixed-use projects. In fact, many areas that do have vertically mixed-use projects are struggling to fill their ground level store fronts today, and many of those projects are located in the highest demand markets within the Twin Cities (i.e. uptown, St. Louis Park, etc.).
- If the City expects vertical mixed-use projects within The COR-1 Zoning District, it is highly unlikely the private market will bring this to Ramsey alone--the City should pro-actively prepare a plan to subsidize/ encourage this activity. The City should generally be prepared to financially participate.

**City Staff**

- Staff generally agrees with feedback provided by market panel discussion (vertical mixed use likely not to occur without city taking a pro-active and financial role).
- If the City would like to further consider requiring vertically mixed use buildings, Staff would then support an exercise to map out a policy, and the potential implications of that policy.
  - For example, the City will require a minimum 3,000 sf or 15% of the ground level of any project within The COR-1 Zoning district to be a different use than the remainder of the building (classic example is retail on bottom, and the remainder residential—much like the Residence at The COR).
  - After a policy is determined, staff would then work with developers to identify how to actually get a project to go—and is the policy realistic. In other words, what incentive/ subsidy would be required, if any?

**Planning Commission**

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**Environmental Policy Board**

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FUTURE STEP: FOR ILLUSTRATIVE PURPOSES ONLY

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**City Council**

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FUTURE STEP: FOR ILLUSTRATIVE PURPOSES ONLY

## 4. Community Center

### DESCRIPTION

- The original vision for The COR calls for a community center. The scope of what a community center shall include has been loosely discussed over the past decade. No consensus vision exists today.
- The City has identified a \$4,000,000 contribution to a community center with their 10-year Capital Improvement Plan (CIP). That plan contemplates a partnership style community center.
  - Some people refer to the Champlin Lifetime Fitness as a potential model to consider (for a partnership). Champlin provided a \$1.00 annual ground lease, and a parking ramp to Lifetime Fitness—in return for a nice facility, and discounted rates for residents, specifically for seniors. Another example is the YMCA in Andover.
- If the city were to construct a community center alone, many speculate a minimum upfront capital investment of \$20,000,000 roughly, and significant annual operating expenses.

### FEEDBACK

#### **Market Panel/ Developer/ Real Estate Professionals**

- The City needs to define their plan for a community center. The market panel strongly cautions the City against planning for a full-fledged community center. The capital costs are very high, and even higher are operation costs.
- The City should consider different options for amenities (i.e. parks, Lake Ramsey, splash pads, limited facilities, etc.), or a partnership situation (i.e. with a Lifetime Fitness) rather than a community center.

#### **City Staff**

- This item is not a major issue today. However, staff and market experts are encouraging the City to provide some high-level direction on a community center—as it will drastically effect other planning documents (CIP, 5-year budget, COR pro-forma, etc.), and staff's response to individual prospects.
  - More specifically, is the city interested in a 100% city-owned and operated community center, or would the city rather focus on a partnership project (like Champlin or Andover)?
  - Note, this will also help staff set general community expectations correctly—as a community center is a very common request/ question.
- Staff would be happy to complete a very brief study of “what other cities have done” to prepare for this discussion. Staff could show capital costs, operation costs, and scope of services for the community.

**Planning Commission**

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FUTURE STEP: FOR ILLUSTRATIVE PURPOSES ONLY

## 5. Zoning District Flexibility

### DESCRIPTION

- The COR development has five general zoning districts that establish the underlying legal land use regulations that help guide development. The implementation of zoning districts within The COR is one method to help achieve the City's vision (dense urban core, business park in east, retail in the west, residential in the north).
- Naturally, in order to have a zoning district, borders of said zoning district need to be geographically defined. As a result, district boundaries have been drawn across The COR, where one district begins, and another ends. Unfortunately, these zoning districts don't necessarily follow clean parcel lines, and often times don't perfectly align with market demand (i.e. proposal from developers).
- The following scenarios play out in the development review process:
  - (A) Receiving requests from developers and businesses that want to adjust the district boundaries. In other words, the project would require a zoning amendment. In this situation, the city is must weigh the balance between vision/zoning district and market-ready project, while remaining flexible to market demand.
  - (B) Implementing the vision of The COR by enforcing existing zoning standards (districts) without adjustment. This alternative can result in losing potential projects that don't match the current vision.

### FEEDBACK

#### **Market Panel/ Developer/ Real Estate Professionals**

- The market panel was generally impressed and supportive of what Ramsey has accomplished, and generally encouraged Ramsey to maintain a strong vision, and not to waiver from their vision/ design standards.
- The market panel encouraged the planning commission and city council to make sure their visions are aligned—as not doing so could be obstructive to the success of the development. The city needs to act as a team.

#### **City Staff**

- Staff has received the following specific inquiries RE this subject:
  - A. COR-3, Office Park Area, Flexibility
    - Ramsey has received informal feedback from various retailers that are loosely interested in the Ramsey Boulevard area of The COR (i.e. the medical/ office park area)—especially adjacent to Ramsey Boulevard and Sunwood Drive.

- Staff would like to confirm the City’s vision to either maintain the medical/ office park; or would the Council be interested in rezoning--to now allow for retail zoning (or flexible zoning that allows for both), or portions thereof.
- This area is more attractive for retail today, as traffic counts are currently higher than Armstrong Boulevard.

B. COR-2, Retail Area, Flexibility

- Staff has received periodic requests from multi-unit housing developers (apartments) to be located closer to the Coborn’s retail area (i.e. recall the Dominion project). In other words, we’ve received requests from multi-unit housing developers to be located in the COR-2 (retail) zoning districts.
- Staff would like to confirm the City’s vision to either strictly maintain the retail zoning district; or would the Council be interested in rezoning--to now allow for residential (or flexible zoning that allows for both).

C. General flexibility of moving district lines a short distance

- Staff has received periodic requests from developers about pushing the boarder of a zoning district a short distance. For example, allow the COR-1 Zoning District, to spill into the COR-2 zoning district say 200’.

This would still require proper land use amendment, but would allow Staff to more clearly articulate the availability of flexibility.

- Staff would like to receive general direction on the following items:

- (1) Should staff take the general position with developers, that the city generally will be enforcing our zoning districts as proposed? Or, should staff let developers know we are generally flexible with our zoning district locations—and willing to amend as needed (i.e. let the market have a strong role)?

NOTE: regardless of the alternative selected, staff would still intend to bring all major projects forward for review by our policy boards. However, this high-level policy direction will help staff provide preliminary feedback to prospects, and develop recommendations when cases are brought forward. At this point, staff isn’t clear on this item.

- (2) Is the City generally okay with considering minor adjustments (<200’) to the location of zoning district borders,? More specifically, only for situations in which zoning districts aren’t clearly divided by a road or park.

NOTE: staff believes this is a reasonable policy to adopt. Realistically, in practice, this will only effect The COR-1 zoning district. This policy would allow that district to flex 200’ one way or the other (on its

border with The COR-2 Zoning District). This would still require the official process, but having some general policy statements on the front end would help with initial prospect discussions.

***Planning Commission***

FUTURE STEP: FOR ILLUSTRATIVE PURPOSES ONLY

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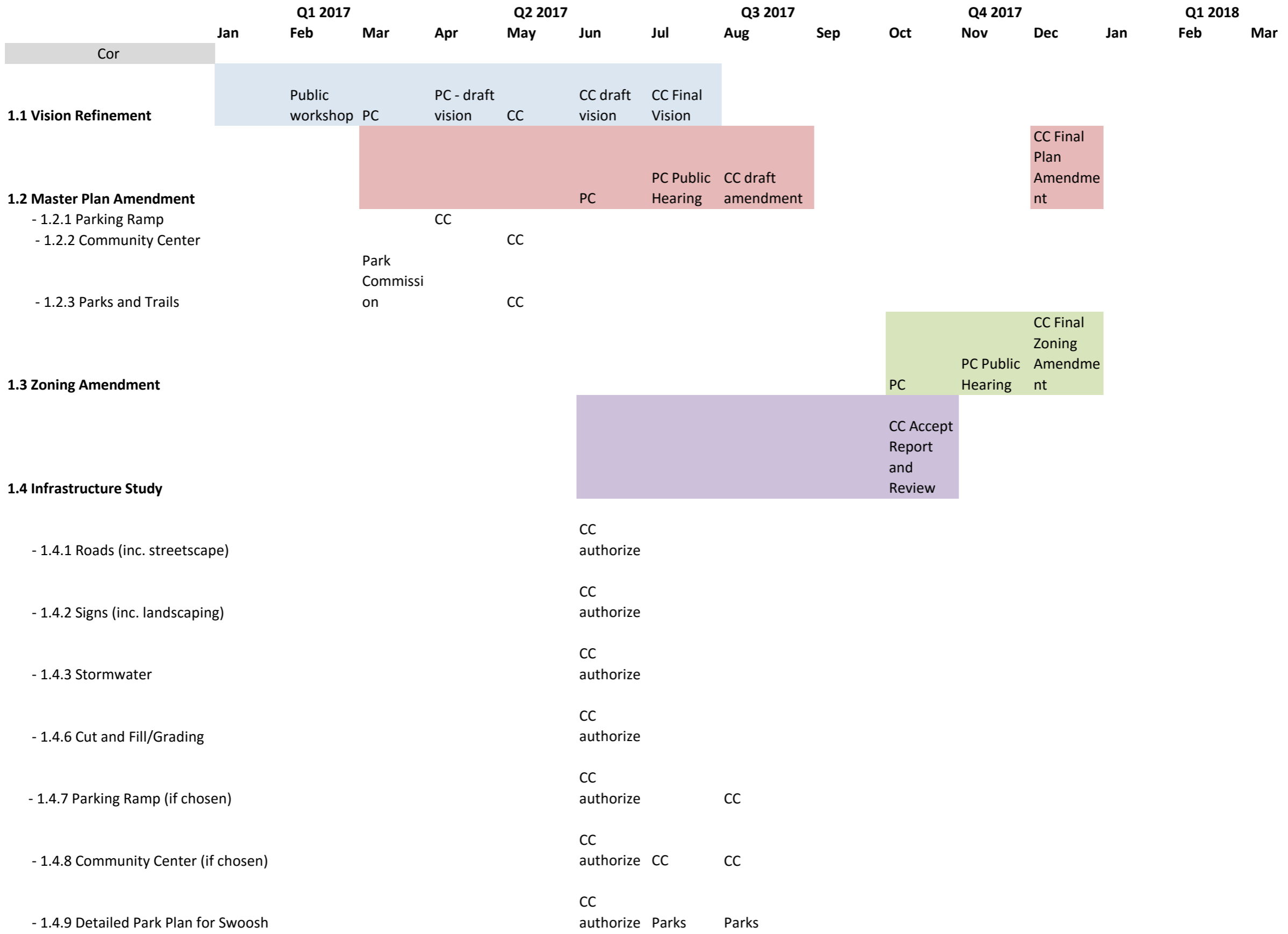
**Environmental Policy Board**

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FUTURE STEP: FOR ILLUSTRATIVE PURPOSES ONLY



**THE COR MARKET PANEL  
CITY OF RAMSEY  
ANOKA COUNTY  
STATE OF MINNESOTA**

The COR Market Panel, a Moderated Session, was conducted on Thursday, October 27, 2016, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Mayor Pro Tem John LeTourneau  
Councilmember Jill Johns  
Councilmember Mark Kuzma  
Councilmember Chris Riley  
Councilmember Melody Shryock  
Councilmember Kristine Williams

Member Absent: Mayor Sarah Strommen

Staff Present: City Administrator Kurtis Ulrich  
Community Development Director Timothy Gladhill  
Parks and Assistant Public Works Superintendent Mark Riverblood

Consultants Present: James McComb, McComb Group  
Brian Pankratz, Vice President of Land Services with CBRE  
Craig Waldron, Hamline University, former Oakdale City Administrator  
Stacie Kvilvang, Ehlers & Associates  
Jim Lasher, LSA Design/SRF Consulting  
Lance Bernard, LSA Design/SRF Consulting

## **1. WELCOME**

Mayor Pro Tem LeTourneau welcomed the audience, stating he hoped tonight's moderated session will help show perspectives from many areas and engage community members to participate. He said the City's mission is to grow a responsible community while providing cost effective services, stating The COR Plan is a strategic planning document and this process will help provide feedback and revisit some interests in place. Mayor Pro Tem LeTourneau said they hope the panelists will help the City think critically and not just validate the Plan. He said they will use this time to review The COR and get multiple perspectives which will serve as an important foundation on how we move forward with high level policy, adding there will be other opportunities for more focused groups in the future as well.

Community Development Director Gladhill said the City hopes to have a library of information moving forward based on input already provided by all boards and commissions in addition to the invited stakeholders, developers, and real estate agents which will help us learn and create a specific vision. He said Parks and Assistant Public Works Superintendent Riverblood will be a key component as the City's historian as we move forward into Phase III of The COR.

## 2. INTRODUCTION

Parks and Assistant Public Works Superintendent Riverblood provided a brief history of the Ramsey Town Center and The COR planning process. He said the community was committed to craft and confirm The COR Plan, which emerged as part of the 1998 Comprehensive Plan process. He stated a downtown area was embraced by a cross section of the community and commented how the first planning meeting was huge. Parks and Assistant Public Works Superintendent Riverblood said the City sought input from the community by conducting planning charrettes, stating while staff observed residents fit items on a land map and created eight possible town squares plans. He said all proposals contained strong retail with a downtown element and a connected system of parks, trails and roads. Parks and Assistant Public Works Superintendent Riverblood said the process led to a ballot question in 2001 to see if the voters wanted a town center in Ramsey and the 5,000 voters said keep working on a plan. He stated the citizen-led process was refined and a master plan was adopted by the City after which developers platted sites and a groundbreaking was held. He said the master plan served well for the past 10 years with revisions including a greenway in the center and is a symbol of prudent planning and citizen-involvement. He stated today The COR is half built out according to plan and that the City is seeking input on next steps.

## 3. PANEL DISCUSSION

Community Development Director Gladhill introduced the panel and provided their background:

James McComb, McComb Group  
Brian Pankratz, CBRE  
Stacie Kvilvang, Ehlers & Associates  
Jim Lasher, LSA Design/SRF Consulting  
Lance Bernard, LSA Design/SRF Consulting  
Craig Waldron, Hamline University, former Oakdale City Administrator

### 3.01: Overall Vision – is the current vision a market reality?

Community Development Director Gladhill asked the first questions of panelist James McComb of the McComb Group: *What stood out to you in your station area market study? What do you feel is the most promising component? What do you feel will be the most challenging component?*

James McComb, McComb Group, shared his background which involved retail shopping centers for close to 45 years, adding he has ridden 15 of the light rail systems in the country and has worked on station area development, planning and design in both the metro area and in the nation. He outlined estimated retail demand created by the Northstar corridor, explaining customers are present during two periods each day for up to three hours while the 200-300 riders get on and off the train. Mr. McComb said the study estimated a Northstar business would receive only 1% of its sales from ridership and serve only as a bonus to what they generate from the trade area. He said he did not see designs that made sense from a retail point of view where a

store would want to be in the station area and that the City should rethink what how retail locations will play out in future.

### **3.02: Retail – why aren't we getting more shops and restaurants?**

Community Development Director Gladhill transitioned into market demand created by transit and other retail planning and inquired about market outlook for traditional retail, short and near term and goals what the market will bear. He asked the next question of Brian Pankratz, CBRE: *One of the primary questions our policy makers receive is 'where are all the shops we were promised?'*

Brian Pankratz, CBRE, stated most retail development that has occurred in the metro area over the past 5-6 years includes corner gas stations and small restaurants such as Chipotles or Subways and that a new retail center has not been built except for expansions or Hy-Vees so Ramsey is in good position going forward. He said there are two local epicenters, Coon Rapids and Elk River, and within The COR Coborns exists but otherwise most are going into second and third generation space or OEA where certain uses are restricted. Mr. Pankratz said while the Armstrong interchange is nice and the Ramsey Boulevard interchange will help traffic visibility from Highway 10 is huge and a good signage plan needs to be ready along with flexible zoning in order to attract more shops and restaurants.

Mr. McComb agreed, stating while the interchange is nice driving to it offers no visibility from the highway into The COR and retailers need their signs and locations seen.

Community Development Director Gladhill shared some specific data such as number of households and vehicle trips that drive retail markets.

Mr. Pankratz said traffic counts from Highway 10 meet or exceed what is needed for retailers but the question remains if the area can be seen as direct access. He said from an economic standpoint the median income is good at \$85,000 within a five-mile radius which exceeds what retailers need but from a growth perspective the density within a one to five-mile radius is less as the north is built out and south has the river. He said an Eagan or Roseville has the density for mall areas but not Ramsey.

Community Development Director Gladhill asked: *What the density of households and trade area numbers are needed?*

Mr. McComb said the market area is where customers would like to be and the primary and secondary trade area is east of the Rum River, which is small with three river crossings as a constraint. He said another factor is Ramsey's average household income of \$94,500 and the trade area of the mid-\$80,000s; he said retailers look at the trade area and the area east of the Rum River is more like Ramsey in terms of income so there is a disparate income with the primary trade area being convenience, grocery-anchored trades. Mr. McComb said unless you create a sense of destination the area will likely populate as a convenience/shopping area.

Craig Waldron, Hamline University and former Oakdale City Administrator, said he was impressed with what the City did with the early project and effort to control the destiny and

vision. He said while working in both Oakdale and Roseville he learned to have a clear vision of what you want and the necessity to have agreement with the Planning Commissions and Councils as well as patience to get the development you want. He said they were aggressive in design standards so developers knew what the vision was and shared the importance of being ready with zoning etc. because to developer's time is money. Mr. Waldron stated the Hy-Vee sites we went farther with having preliminary materials ready such as market studies, soil studies, etc. to help facilitate development and that they relied on past relationships with developers and the real estate community. He also encouraged a single point of contact to facilitate information better and added their Mayor worked directly with developers too which was an asset. He suggested being aggressive and moving quickly while being on same page as important aspects going forward.

Stacie Kvilvang, Ehlers & Associates, said the existing retail needs visibility and with the loss of visibility may need help to entice them to stay and thrive. She said while fees are needed and necessary high intense users such as restaurants may need help too and suggested establishing loan programs for items such as WAC/SAC credits.

Community Development Director Gladhill offered the audience the opportunity to ask questions via the comment cards or the online poll which will be answered during the last half hour of the session or during the one-on-one portion at the end.

### **3.03: Residential – why all the apartments?**

Community Development Director Gladhill said The COR was planned as a transit-oriented development, which traditionally needs high density residential. He said as this vision for housing continues to receive much attention the question is: *Are we saturated for multi-family?*

Ms. Kvilvang said while it is still a few years out we may have reach a bubble for apartments in downtown Minneapolis but not first and second ring suburbs anytime soon. She said there has not been a lot of new apartments constructed in 25 years and Ramsey being 'next door' and offering more of a visionary product resulted in seeing more high end market rate apartments with amenities such as theaters, pools, and outdoor areas. She suggested the City may wish to pause and look at how many more units would make sense and how they will succeed with retail, adding you do not want one concentrated type of housing but a variety.

Mr. McComb said he was impressed with the amount of housing already developed in The COR and filling up the center will help. He said the global trends of millennials show they will not be as affluent as generations of the past and have more a "gig" economy which results in inconsistent flow of income because of the recession. He said this trend results in increasing demand for affordable housing and homebuilders cannot build affordable single family homes at \$250,000-\$260,000 so rental will be important, which will be positive for The COR as people will take advantage of the pricing in Ramsey. He shared about a trend where Hy-Vee is building in half-trade areas such as Farmington and Lakeville which offers residential plus farming as another alternative.

Mr. Pankratz said the affordable housing conception needs to be defined and that there are many projects for median income at \$50,000-\$60,000 which is good as you cannot just do Class A apartments like in downtown Minneapolis. He said millennials are taking longer to get married but are now starting to have children and will no longer want to be downtown and will start to move.

Community Development Director Gladhill shared affordability housing data, stating apartments do not mean low income and asked: *What strategy Oakdale used to create affordable prices?*

Mr. Waldron said it was not easy and stressed the importance of a unified City Council as well as timing and public education. He said business community support is needed and said they pushed developers to hold work sessions in the community to start talking the projects up to get buy-in and show data on how property taxes will not drop because of apartment projects.

Community Development Director Gladhill asked: *If Ramsey's requirements are too restrictive for the market to bear and how we can get high quality architecture?*

Ms. Kvilvang said she believes Ramsey is not being overly onerous to require brick, glass and metal but said the projects would not have happened but/for having assistance so providing incentives is important to get what you want.

### **3.04: Parking Districts – what value can shared parking districts add to a development?**

Community Development Director Gladhill stated the next question relates to: *Structured parking ramps as the next important talking point and possible financial assistance?*

James Lasher, LSA Design/SRF Consulting, shared how parking ramps are typically empty in the evening because most chose to park on grade because it is quicker and easier. He said ramps have a purpose and shared rising costs from \$11,000/stall in 2004 to \$16,000-\$24,000/now. Mr. Lasher said while ramps are eight times more expensive it would take six acres of asphalt to replace a typical parking ramp and ramps achieve a higher level of tax and structure while preserving land for more buildings. He said parking districts are now being created to share parking and be able to use a stall longer than eight hours per day, such as through partnerships with a movie theater. He said parking structures are very expensive and have an ongoing cost but add value because they build more density and tax base.

Ms. Kvilvang said The COR parking would have been better underground and would have used land more effectivity but with the high-water table in Ramsey the parking structure made sense.

Metro Transit representative Lucy Galbraith said Metro Transit has begun an effort with real estate assets and policy makers on this topic and agreed it may be a logical next step for review. Ms. Galbraith said their website has a video about this exercise which she encouraged people to view.

Community Development Director Gladhill shared a question from the audience about the impact the district has on future development.

Ms. Kvilvang said walkability is important and ramps will work for malls or a fitness center but not for a grocery area.

Community Development Director Gladhill inquired about average contributions, incentives, and financial exposure to the City.

Ms. Kvilvang said if the City wants to be in the parking business then yes and then it should be tied to transit development but said that will lead to increased density. She said the private market will not build parking ramps and the City may have to charge the district to help support a ramp.

Mr. Lasher said the City may need to work on mass transit as part of a parking district to move them that last mile and then capitalize the project because rents will not be able to afford a ramp so he suggested loans to capitalize the project but offload what is being absorbed by the City and place maintenance on the developer.

Community Development Director Gladhill inquired about 2am-6am parking restrictions and overnight street parking and if the City should allow more.

Mr. Lasher said on street parking is for impulse use for adjacent retail operations and a two to three-hour limit is needed to business but said he would be reluctant to have adjacent on street parking.

Mr. Pankratz noted the importance of parking during a snowstorm and how quickly snow is removed.

Mr. Lasher said the component of enforcement is something the City may not want to do and ramps have a big problem with overnight parking for access to the airport and the City may wish to stay away from all-night on street parking.

### **3.05: Parks, Recreation, and Open Space – what value can gathering spaces add to a development?**

Community Development Director Gladhill said a component that has remained steady throughout changes to the plan is the future plans for parks, recreation, and open spaces. He said some of the framework for these spaces is already laid out but now we are reaching a critical threshold of capital improvements. He asked: *What about land use and parks planning integrated with The Draw, amphitheater, and Parkview East and the importance for developers that the City create recreational space in attracting residential?*

Ms. Kvilvang said open space is key as trends show people like to be more active on connected trails for walking and biking. She said parks are value-added in single family but even more important in multi-family because people do not want to be in their units all the time and need easy access to parks and trails.

Mr. Pankratz said a retail setting is helpful as people are looking for an active lifestyle and a park in the middle of a retail center may work, adding the definition of parks is changing.

Mr. McComb said it depends because a tot lot could keep people there longer as it offers a mix and plays well with the public. He said the City needs to think about integrating uses with parks and make them more 12-hour per day activities.

Community Development Director Gladhill referred to Oakdale Nature Center and the combination of open space as an example.

Mr. Waldron said it goes back to quality of life and positive amenities that draws in the creative class which is the type of businesses employee's want to have as it helps economic development. He said parks can have tremendous economic development enhancements through activities.

Community Development Director Gladhill asked: *What about a community center and what value and barriers it could bring?*

Mr. Waldron said community centers add to cities but said to be careful about making sure you have the population to support it so it does not continue to draw public money. He said smaller targets such as a nature center, ice arena, or partnership with a pool could be an option instead of mega facility.

Mr. Pankratz agreed, stating a city may just need more meeting rooms or a water slide instead of a large facility because as a population ages a community center may not work anymore. He said a current ice arena can add rooms, etc. to meet a need and that a city should review its needs versus wants.

Mr. McComb shared how Dickinson North Dakota made their community center work because it focused on a destination for trade area and brought people in for a weekend.

### **3.06: Closing Question**

Community Development Director Gladhill asked: *What piece of advice would the panel leave our policy makers with this evening? What component is the most promising? What component will be the most challenging?*

Mr. Waldron said he was impressed with the City's vision and aggressiveness to control its destiny and said to stay the course as this is not a sprint and to enjoy the significant success.

Mr. Lasher said the City should not build a ramp for a single use but bring in multiple uses so any ramp is smaller but more effective.

Ms. Kvilvang said the City has done a lot already with the civic component of City Hall, transit, The Draw, and a grocer but said the plan is over 10 years old and needs to be reviewed as it may not work today.

Mr. Pankratz said the feedback has been positive on the City's timely response to questions and it is meeting and exceeding peer cities on providing developers what they need. He stressed the importance of zoning and creating flexibility.

Mr. McComb said mixed uses with retail/office above are difficult to pull off because the primary use is the most important and that the City should think through the concept first. He said the demographic change is that millennials are increasing their presence and boomers are diminishing and it will be important for Ramsey to think about appealing to this segment to have them want to live here.

#### **4. QUESTION & ANSWER**

Community Development Director Gladhill offered the floor for questions from the audience.

Bill Kingston, audience member, said he was confused about retail and Highway 10 visibility and how the overpass is a bad thing but was needed to attract retail.

Mr. McComb said the interchange was needed for access but visibility is important because 45% of interchanges do not allow visibility of pylon signs or stores in time for travelers to exit a freeway or highway ramp.

Mr. Pankratz asked about US Bank and other sign variances.

Community Development Director Gladhill said the overlay district had a signage base height of 25 feet but is now 75 feet.

Mr. Pankratz complimented the City on having a plan ready but cautioned against not having 40-50 signs but instead having an anchor tenant with combined pylon signs.

Ms. Kvilvang said there are unintended consequences as the ramp was absolutely necessary for traffic flow but is a little too tall and suggested retail signage earlier on Highway 10 west retail signage.

Councilmember Riley asked about mixed use over retail use.

Ms. Kvilvang said vertical mixed use does not work because retail and ceiling heights change and create obsolete markets. She said if it was so great it would be everywhere but it is not. She suggested activity on first floor space like a gym or community rooms instead could work.

Community Development Director Gladhill referred future challenges of mixed use now to residential use and converted to ground floor retail.

Mr. Pankratz said financing is a challenge as well as parking issues at either street, below or at grade. He said the City reaches out to big box retailers on a quarterly basis and while you do not want to cannibalize stores Ramsey is on the radar with several retailers so they know you are here.

Mr. McComb said Target and Wal-Mart are not opening stores like they used to as retail has changed and instead stores are being constructed closer together for more convenience which has helped maintain market share.

Mr. Waldron said Oakdale was not afraid to prime the pump as long as agreement was a priority.

Planning Commissioner Gary Van Skoy commented that fiber optic attracts new businesses and this feature should be marketed more as a good resource.

Vicky Adams, audience member, asked if we really want a big box store in Ramsey.

Mr. McComb said this use would work on the west side but the challenge is finding a store that would benefit from the trade area by matching who you are with their retail needs.

## **5. CASUAL TOPIC BASED DISCUSSION**

Mayor Pro Tem LeTourneau and Community Development Director Gladhill thanked everyone for their participation in this meeting and invited audience members to stay and ask questions of the panelists if they wished.

## **6. ADJOURNMENT**

Mayor Pro Tem LeTourneau declared The COR Market Panel session adjourned at 7:45 p.m.

Respectfully submitted,

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Kurtis G. Ulrich  
City Administrator

ATTEST:

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Jo Ann M. Thieling  
City Clerk

Drafted by Cathy Sorensen  
*TimeSaver Off Site Secretarial, Inc.*