

# 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

<b>Tactics</b>	<b>Timeline</b>	<b>Additional Resources &amp; Tools Required</b>	<b>Key Outcomes/Metrics</b>
<p><u>(1) Business Retention &amp; 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) Restaurant Subsidy Policy</u>            Consider resurrecting, and potentially modifying, the City's former business full service restaurant policy. The purpose of said policy would be to develop tools/ resources to help encourage the construction of new full-service restaurants in Ramsey. Other options below:</p> <ul style="list-style-type: none"> <li>• Restaurant start up package contest</li> <li>• Restaurant incubator</li> </ul>	2018	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p> <p>This policy may result in the need to create/ dedicate financial resources for incentives.</p>	New policy in place.
<p><u>(3) COR Development Pro-Forma and Policy</u>            The City of Ramsey has taken the role of master developer for The COR. 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 pro-forma for The COR outlining all anticipated expenses and all anticipated revenues for the project.</p> <p>This discussion also warrants the City to take policy positions on various 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.</p> <p>Completion of this pro-forma will put the City in a much better position to effectively analyze development proposals, strategize marketing efforts (i.e. pricing of land), budget discussions, and various policy items.</p>	2018	<p>This work will require assistance from third party professionals:</p> <ul style="list-style-type: none"> <li>(A) infrastructure analysis-\$30,000-\$70,000</li> <li>(B) regional stormwaterplan --\$15,000-\$30,000</li> <li>(C) sign plan and cost estimates--\$5,000-\$25,000</li> <li>(D) cut &amp; fill analysis -- \$5,000-\$20,000</li> <li>(E) parking ramp feasibility -- \$5,000-\$15,000</li> <li>(F) community center analysis and plan -- \$10,000-\$20,000.</li> </ul> <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.</p>	Completed development pro-forma.

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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	No additional resources requested. Normal staff duties.	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> <ol style="list-style-type: none"> <li>1. Properties #37, #45, and #8 all have various potential environmental findings to further discuss and address.</li> <li>2. The City should get the north side of the new business park (i.e. former Legacy site) shovel ready.</li> </ol>	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.
<p><u>(6) Recruit new industry and major retail businesses to Ramsey</u> This item includes developing and selecting a strategy for marketing/ selling city-owned land.</p>	Ongoing	Currently Sufficient: this tactic requires assistance from the City's real estate broker CBRE; and demand from the development market.	<p>Secure two new 30,000 square foot retail, and two new 30,000 square foot industrial facilities.</p> <p>Select a strategy for marketing/ selling city—owned land.</p>

## 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"> <li>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.</li> <li>2. USPS audit made—Ramsey either meets minimum thresholds or not. If they do, move on to step 3.</li> <li>3. USPS conducts a survey of community to gather feedback/ support for a new zip code.</li> <li>4. USPS grants Ramsey a new zip code.</li> </ol>	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.