

**City of Ramsey**  
**Agenda**  
**Economic Development Authority (EDA)**  
**Thursday, October 10, 2019**  
**7:30 am**  
**Council Chambers, 7550 Sunwood Drive NW**

- 1. Call to Order**
- 2. Approve Agenda**
- 3. Approve Minutes**
  1. Approve Meeting Minutes for September 12, 2019
- 4. EDA Business**
  1. Consider Site Selection Option for New Salon Concept
  2. Recommend 2020 EDA Work Plan
- 5. Member/Staff Input**
- 6. Adjournment**

**Economic Development Authority (EDA)**

**3. 1.**

**Meeting Date:** 10/10/2019

**By:** Wendy Schlueter, Community  
Development

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**Title:**

Approve Meeting Minutes for September 12, 2019

**Purpose/Background:**

Purpose: The purpose is to approve the meeting minutes for the EDA meeting held the prior months. Background: The meeting minutes are attached for review and approval.

**Notification:**

**Observations/Alternatives:**

**Funding Source:**

**Recommendation:**

Approval of September 12, 2019 meeting minutes

**Action:**

Motion to approve September 12, 2019 EDA meeting minutes

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**Attachments**

September 12 Meeting Minutes

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**Form Review**

| <b>Inbox</b>                     | <b>Reviewed By</b> | <b>Date</b>                     |
|----------------------------------|--------------------|---------------------------------|
| Sean Sullivan                    | Sean Sullivan      | 09/18/2019 10:25 AM             |
| Tim Gladhill                     | Tim Gladhill       | 10/02/2019 02:50 PM             |
| Form Started By: Wendy Schlueter |                    | Started On: 09/13/2019 10:31 AM |
| Final Approval Date: 10/02/2019  |                    |                                 |

**ECONOMIC DEVELOPMENT AUTHORITY  
CITY OF RAMSEY  
ANOKA COUNTY  
STATE OF MINNESOTA**

The City of Ramsey Economic Development Authority (EDA) conducted a regular meeting on Thursday, September 12, 2019, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present:     Chairperson Jim Steffen  
                          Member Brian Burandt  
                          Member Scott Cords  
                          Member Glen Hardin  
                          Member Mark Kuzma  
                          Member Chris Riley

Members Absent:     Member Shang Berg

Also Present:         Sean Sullivan, Economic Development Manager  
                          Tim Gladhill, Community Development Director  
                          Kurt Ulrich, City Administrator

**1.     CALL TO ORDER**

Chairperson Steffen called the Economic Development Authority meeting to order at 7:30 a.m.

**2.     APPROVE AGENDA**

Motion by Member Hardin, seconded by Member Riley, to approve the agenda.

Motion carried. Voting Yes: Chairperson Steffen, Members Hardin, Riley, Burandt, Cords, and Kuzma. Voting No: None. Absent: Member Berg.

**3.     APPROVE MINUTES**

**3.01:   Approve Meeting Minutes Dated August 8, 2019**

Motion by Member Hardin, seconded by Member Kuzma, to approve the August 8, 2019, minutes as presented.

Motion carried. Voting Yes: Chairperson Steffen, Members Hardin, Kuzma, Burandt, and Riley. Voting No: None. Absent: Member Berg. Abstained: Member Cords.

#### **4. EDA BUSINESS**

##### **4.01: Consider Revised Recommendation for Draft 2020 Preliminary EDA Budget and Levy**

Community Development Director Gladhill presented the staff report and recommendation that the EDA adopt the 2020 Preliminary EDA Budget and Levy with a reduction in budgeted professional services of \$10,000.

Motion by Member Hardin, seconded by Member Burandt, to recommend to City Council to adopt the 2020 Preliminary EDA Budget and Levy with a reduction in budgeted professional services of \$10,000.

Motion carried. Voting Yes: Chairperson Steffen, Members Hardin, Burandt, Cords, Kuzma, and Riley. Voting No: None. Absent: Member Berg.

##### **4.02: Respond to Property Owner Request to Consider Purchase of 8100 146<sup>th</sup> Avenue NW (Portions of meeting may be closed to the public under Minnesota Statutes Section 13.D.05 Subdivision 3(c)(3) to consider purchase of real property)**

Economic Development Manager Sullivan recommended that the EDA enter closed session to discuss whether the EDA would like to consider entering into negotiations for the purchase of 8100 146<sup>th</sup> Avenue NW.

Motion by Councilmember Riley, seconded by Councilmember Kuzma, to recess the meeting to Closed Session at 7:35 a.m.

Motion carried. Voting Yes: Chairperson Steffen, Members Riley, Kuzma, Burandt, Cords, and Hardin. Voting No: None. Absent: Member Berg.

The meeting reconvened to Open Session at 7:47 a.m.

##### **4.02: Respond to Property Owner Request to Consider Purchase of 8100 146<sup>th</sup> Avenue NW – Continued (Portions of meeting may be closed to the public under Minnesota Statutes Section 13.D.05 Subdivision 3(c)(3) to consider purchase of real property)**

Economic Development Manager Sullivan reported that during closed session the EDA discussed the potential purchase of 8100 146<sup>th</sup> Avenue NW and the consensus of the EDA was not to pursue purchase of the property.

##### **4.03: Discuss Potential Tungsten District Redevelopment Study located in the South East Quadrant of Sunfish Lake Boulevard and Highway 10/169 Related to the Ramsey Gateway Study**

Economic Development Manager Sullivan presented the staff report and the recommendation that the City proceed with Interim Phase 2 to work with owners/businesses as opportunities for

redevelopment and acquisition present themselves including conducting and documenting internal building inspections when possible, which all lead to the potential for the establishment of a future TIF District.

Member Riley asked whether the \$31,000 would be the total cost and not the annual cost.

Economic Development Manager Sullivan confirmed that the total amount would be approximately \$31,000. He explained that the goal would be to have the different elements completed in conjunction with the Highway 10 project moving forward, which would still be several years out.

Member Hardin asked for the definition of substandard.

Economic Development Manager Sullivan stated that he did not have a clear definition of substandard noting that there are many factors that need to be considered. A professional like LHB would need to be contracted to make that determination so that it could be used in TIF analysis.

Chairperson Steffen asked for input on the frontage road option.

Community Development Director Gladhill explained that this quadrant of the project is the most challenging and therefore a specific plan has not been developed. He reviewed the current plan concepts, noting that the frontage road option along Highway 10 is not popular with some businesses in that area. He provided details on additional frontage road options.

Chairperson Steffen asked if the parcel would be redeveloped as a road or whether this is a master plan.

Economic Development Manager Sullivan stated that currently there is not a plan for this area. He explained that this would be a tool that could assist in redevelopment in the future.

Community Development Director Gladhill explained that the entire swath will not be needed for right-of-way and therefore land will remain for redevelopment. He stated that there are property owners in the area that are interested in purchasing additional property for development. He stated that this would be in anticipation of the Highway 10 project and would provide another tool. He stated that this would not establish a TIF district today but would put the City in the position to act quickly when the time comes.

Economic Development Manager Sullivan confirmed that he is not suggesting that the City begin to purchase the properties, but simply put itself in a better position for opportunities in the future. He noted that the City may be asked to acquire or help acquire in the future for right-of-way and it would be helpful to know which parcels are substandard.

Member Cords stated that the option for the frontage road is preliminary and asked if Anoka would be interested in connecting from the backside.

Economic Development Manager Sullivan stated that “Anoka Solution” does not show a frontage road connection to that parcel.

Community Development Director Gladhill stated that there is not enough physical room to get from Thurston Avenue to the parcel in Anoka because of the river oxbow and sloping bluff line.

Chairperson Steffen asked if the funds would be spread out over several years.

Economic Development Manager Sullivan stated that he would not anticipate the entire amount being spent in one year and would instead anticipate those funds being spent over five to seven years.

Member Riley stated that this is a preliminary step towards something that might be done in the future and therefore this makes sense.

Motion by Member Riley, seconded by Member Burandt, to direct staff to proceed with the next Interim Phase 2 of the Tungsten District Redevelopment Study.

Further discussion: Member Cord asked if staff can make the decision to inspect a building at any time or whether the EDA would need to be consulted prior to each building. Economic Development Manager Sullivan indicated that Staff would not need to come back to the EDA prior to entering each building.

Motion carried. Voting Yes: Chairperson Steffen, Members Riley, Burandt, Cords, Hardin, and Kuzma. Voting No: None. Absent: Member Berg.

#### **4.04: Consider Site Selection Options for New Hotel Concept**

Economic Development Manager Sullivan presented the staff report. Staff believes this is a worthy project for this parcel and is generally comfortable with either alternative site selection. Staff is seeking feedback from the EDA in relation to site layout preference and use for this parcel. If the EDA is in support, staff will chart out the necessary process moving forward.

Chairperson Steffen asked if information is available on the hotel brand.

Economic Development Manager Sullivan stated that the interested party would like to remain confidential at this time. He noted that the concept would include a restaurant and pool.

Chairperson Steffen commented that the concept could work on both sites of the lot but perhaps four stories would make more sense as an end cap.

Member Riley commented that the concept would work on either site and he would welcome a hotel.

Economic Development Manager Sullivan stated that the City has been approached by a business to potentially construct a retail project and that user would prefer the endcap site. He stated that staff would prefer to have flexibility in trying to develop a plan to maximize the site.

Member Kuzma stated that he would prefer concept one but would also support concept two.

Chairperson Steffen asked if the developer has a preference.

Economic Development Manager Sullivan identified the site the developer had originally submitted was on the east half of the lot, noting that he requested to see the concept for the other site. He confirmed that the developer prefers this site over other sites in the COR because it is visible from Highway 10.

Member Burandt echoed the comments of the other Members and noted that he would prefer the eastern side, leaving the western site for additional retail development.

#### **4.05: Approve Program Outline, Speakers and Emcee for 2019 EDA Business Networking Event**

Economic Development Manager Sullivan presented the staff report and the recommendation to approve of the draft format for the event. He confirmed that the date for the event would depend upon the availability of the speaker.

Chairperson Steffen asked the mission of Greater MSP.

Economic Development Manager Sullivan stated that Greater MSP is a newer organization that markets the region and assists with economic development.

Member Cords asked if there would be a more northwest regional focus.

Economic Development Manager Sullivan stated that any speaker could tailor their presentation to the area.

Chairperson Steffen asked if staff would provide the Highway 10 update.

Community Development Director Gladhill stated that City staff and the consultant could provide the update on Highway 10.

Member Riley commented that although Highway 10 is a continued discussion, there is more information available at this time and the presentation should be more than a five-minute discussion.

Member Kuzma commented that Anoka has a lot going on with Highway 10 as well that could be featured and perhaps, they should be invited to have a representative, or MnDOT.

Member Cords asked if it would make sense to invite members of the legislature that could potentially assist with funding.

Community Development Director Gladhill confirmed that they would be invited. He stated that the City is currently working on a bill to introduce at the next session.

Chairperson Steffen stated that he would hope that attendance could remain around 125, similar to the previous year.

Member Burandt stated that Greater MSP and DEED would have less of a draw for businesses and the bigger draw for attendance may be Highway 10.

Economic Development Manager Sullivan confirmed that a Hwy 10 focus could be done through marketing the event.

Member Riley stated that in addition to Highway 10 there could be discussion on what the Anoka County is doing to alleviate traffic due to upcoming Highway 10 construction. He stated that the focus of the event could be transportation.

Economic Development Manager Sullivan stated that in the event that one of the top speakers is not available to secure, perhaps a robust Highway 10 update be done as the focus of the event.

Member Burandt commented that he would be comfortable with that.

Chairperson Steffen asked if Greater MSP and DEED could speak to transportation or whether that would not be ideal.

Economic Development Manager Sullivan stated that economic development speakers would touch on the importance of transportation. He noted that it would be up to the group whether they would like a speaker.

Member Burandt stated that if the focus is going to be transportation, he would like to see someone from Anoka County or MnDOT to provide additional input on the region.

Member Kuzma commented that the consultant from WSB could also provide input.

Member Riley noted that at the last City Council meeting there was an update from WSB, Anoka County and MnDOT. He stated that if you add in City staff, that would be a robust presentation that could focus on the Anoka and Ramsey Highway 10 projects, as well as discussion on 47.

Chairperson Steffen confirmed the consensus of the EDA to forgo the traditional speaker format and instead focus on transportation.

Motion by Chairperson Steffen, seconded by Member Hardin, to approve the preliminary event schedule as outlined in the case.

Motion carried. Voting Yes: Chairperson Steffen, Members Hardin, Burandt, Cords, Kuzma, and Riley. Voting No: None. Absent: Member Berg.

#### **4.06: Consider State of Minnesota Economic Development Marketing Opportunity**

Economic Development Manager Sullivan presented the staff report. He stated that staff believes this marketing opportunity is worth considering. It provides a unique “bang for the buck” when considering how much the State of Minnesota pushes this publication, and when considering how staff can reuse the Thriving in the North ad for other purposes. Based on feedback from neighboring cities, they are happy with how this publication plays into their overall comprehensive marketing strategies. Both Coon Rapids and Elk River recommended that Ramsey get involved; however, both indicated it’s unlikely this one specific ad will generate an influx of calls from prospects. But to that point, if it generates one call that leads to a future project, it more than pays for itself.

Chairperson Steffen asked who designed the previous ad and who would design this ad.

Economic Development Manager Sullivan stated that the previous ad was developed internally and then tweaked by the publication. He stated that a similar format could be followed for this ad if desired.

Chairperson Steffen stated that he would perhaps want to see additional thought put into the ad.

Community Development Director Gladhill commented that the marketing funds could be used to develop a more thoughtful ad.

Member Hardin agreed. He asked if the EDA could review a draft before submission.

Economic Development Manager Sullivan stated that there is a quick timeline but noted that he could submit the draft to the EDA via email.

Member Kuzma stated that he is not thrilled about the ad as he believes the funds could be better spent. He noted that CBRE is already advertising the City land. He was unsure that this would be the best resource, as the EDA has limited marketing dollars.

Member Riley stated that this group is the EDA and the job is to push business development in general in the City, which is different than selling just City land. He stated that this would promote the City in general and would attempt to bring in business in general.

Member Cords asked if there are metrics that show the reach the magazine would provide beyond the current business the City already has. He stated that he likes the idea of the proposal, as it shows access and availability.

Economic Development Manager Sullivan replied that the City would be getting 7,500 issues of this magazine mailed directly to site selectors/decision makers. He stated that the magazine is also distributed at national and regional tradeshows championed by the State of Minnesota. He

noted that neighboring communities have made the investment and are in the magazine. He stated that the City did not participate the previous year and perhaps this is something the City does every other year. He noted that if there is success, the City could participate each year. He explained that one project would be more than worth the funds. He highlighted some of the online marketing tools the City utilizes.

Member Burandt stated that given the value of getting this information in the hands of decision makers, he would support the funding the ad.

Motion by Member Burandt, seconded by Member Hardin, to recommend to authorize staff to utilize up to \$6,270 of the EDA Marketing Budget to publish an ad in the 2019-2020 MN DEED Thriving in the North annual publication.

Further discussion: Member Kuzma stated that while he understands the input from the other Members, he does not believe that this would add value as the information is only sent to 7,500 people.

Motion carried. Voting Yes: Chairperson Steffen, Members Burandt, Hardin, Cords, and Riley. Voting No: Member Kuzma. Absent: Member Berg.

#### **4.07: Review Draft COR Area Real Estate Marketing Map**

Economic Development Manager Sullivan presented the staff report and recommendation to approve of the map for print and electronic production and distribution.

Chairperson Steffen asked how this map would be used aside from the wall map.

Economic Development Manager Sullivan reviewed other ways in which the map could be used. He stated that he has not officially requested the toggling interactive feature but could pursue that option noting that there may be additional cost.

Member Hardin stated that it would be interesting to find out that information. He asked where the information would be available.

Economic Development Manager Sullivan commented that this has not been finalized yet. He confirmed that once complete it would be inserted into the interactive development document and it would be available on the City website.

Member Cords asked if the logos would be scaled down on the wall map version.

Economic Development Manager Sullivan confirmed that he would verify that information with WSB prior to printing.

Chairperson Steffen asked the criteria to be included on the map.

Economic Development Manager Sullivan commented that he attempted to pull out the larger employers and key national names. He recognized that not all businesses were included. He confirmed the consensus of the EDA to pursue the option to toggle the businesses, noting that there could be an additional cost.

Motion by Member Kuzma, seconded by Member Hardin, to authorize staff to finalize map and to print and utilize for marketing activities as needed and pursue the additional interactive elements with a cost not to exceed \$1,000.

Motion carried. Voting Yes: Chairperson Steffen, Members Kuzma, Hardin, Burandt, Cords, and Riley. Voting No: None. Absent: Member Berg.

## **5. MEMBER / STAFF UPDATE**

Economic Development Manager Sullivan commented on the success of the recent EDA golf event. He stated that he received a letter of resignation the previous night from Member Berg, noting that staff will follow the normal process to fill that vacancy.

## **6. ADJOURNMENT**

The regular meeting of the Economic Development Authority adjourned at 8:55 a.m.

Respectfully submitted,

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Sean Sullivan  
Economic Development Manager

ATTEST:

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Wendy Schlueter  
Economic Development Administrative Assistant

Draft by Amanda Staple  
*TimeSaver Off Site Secretarial, Inc.*

**Economic Development Authority (EDA)**

**4. 1.**

**Meeting Date:** 10/10/2019

**By:** Sean Sullivan, Community  
Development

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**Title:**

Consider Site Selection Option for New Salon Concept

**Purpose/Background:**

The purpose of this case is to review a conceptual site plan for a potential development in The COR on land owned by the City.

The City has been approached by a developer interested in a project in Ramsey. The Developer is requesting some high level site selection and site layout feedback. This step is an optional step in the process as a precursor to the City's Purchase Agreement process. This phase is intended to ensure alignment between the Planning Commission, Economic Development Authority (EDA), and City Council in an attempt to avoid project coordination issues with future steps.

Note that this proposal is the same site as a potential hotel discussed at the last meeting. Both prospects only need half of this site, making for a great opportunity to approve two projects simultaneously.

On October 1, 2019 Staff received a PA from the potential buyer. Staff is reviewing the offer and working on the details and will be bringing a PA back to the EDA in November for consideration.

**Notification:**

Notification is not required.

**Observations/Alternatives:**

The project is being proposed as a stand-alone Salon/Spa. The Developer is considering a portion of the parcel located on the south side of Sunwood Drive between Stonebrook Academy and Northstar Marketplace (Coborns-Anchored Retail Center). The site is currently guided for retail in The COR Zoning District. The Developer would like to develop the western half of the site

The project only needs about half of the parcel. Staff has been having internal discussions about preferred sites, and is generally comfortable with either. If the project develops of the western side of the lot, staff is recommending the an access off of Zeolite line up with Coborn's entrance and the the access off of Veterans Drive be as far east as possible. Preliminary concepts seem to show a lot of parking but that item would be addressed within the site plan / PA process.

**Eastern Half of Parcel**

- The site is generally flat and square
- The site contains a public well, which would allow parking, but not building within a 50 foot radius
- There are minimal encumbrances to the parcel
- There are previous environmental findings (soil) that have been mitigated, but continue to show up in environmental reports

**Western Half of Parcel**

- The site is generally flat but not square
- The site contains a public well, which would allow parking, but not building within a 50 foot radius
- There are minimal encumbrances to the parcel

- There are previous environmental findings (soil) that have been mitigated, but continue to show up in environmental reports

**Funding Source:**

This case is being handled as part of normal Staff duties.

**Recommendation:**

Staff believes this is a worthy project for this parcel, and is generally comfortable with either alternative site selection. The intent for this discussion is high level; does the EDA desire this project to get to the finish line? If so, Staff will chart out the necessary approval process moving forward. This is not intended to be an exhaustive site plan review.

**Action:**

No action requested. Staff is seeking direction if the EDA has a preference for site location or would like to recommend eliminating either site from consideration.

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**Attachments**

Site Location Map

Enlarged Plan

Site Plan

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**Form Review**

**Inbox**

Tim Gladhill  
Sean Sullivan (Originator)  
Tim Gladhill  
Form Started By: Sean Sullivan  
Final Approval Date: 10/02/2019

**Reviewed By**

Sean Sullivan  
Sean Sullivan  
Tim Gladhill

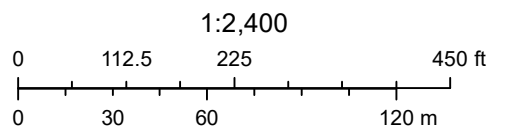
**Date**

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Started On: 09/27/2019 09:28 AM

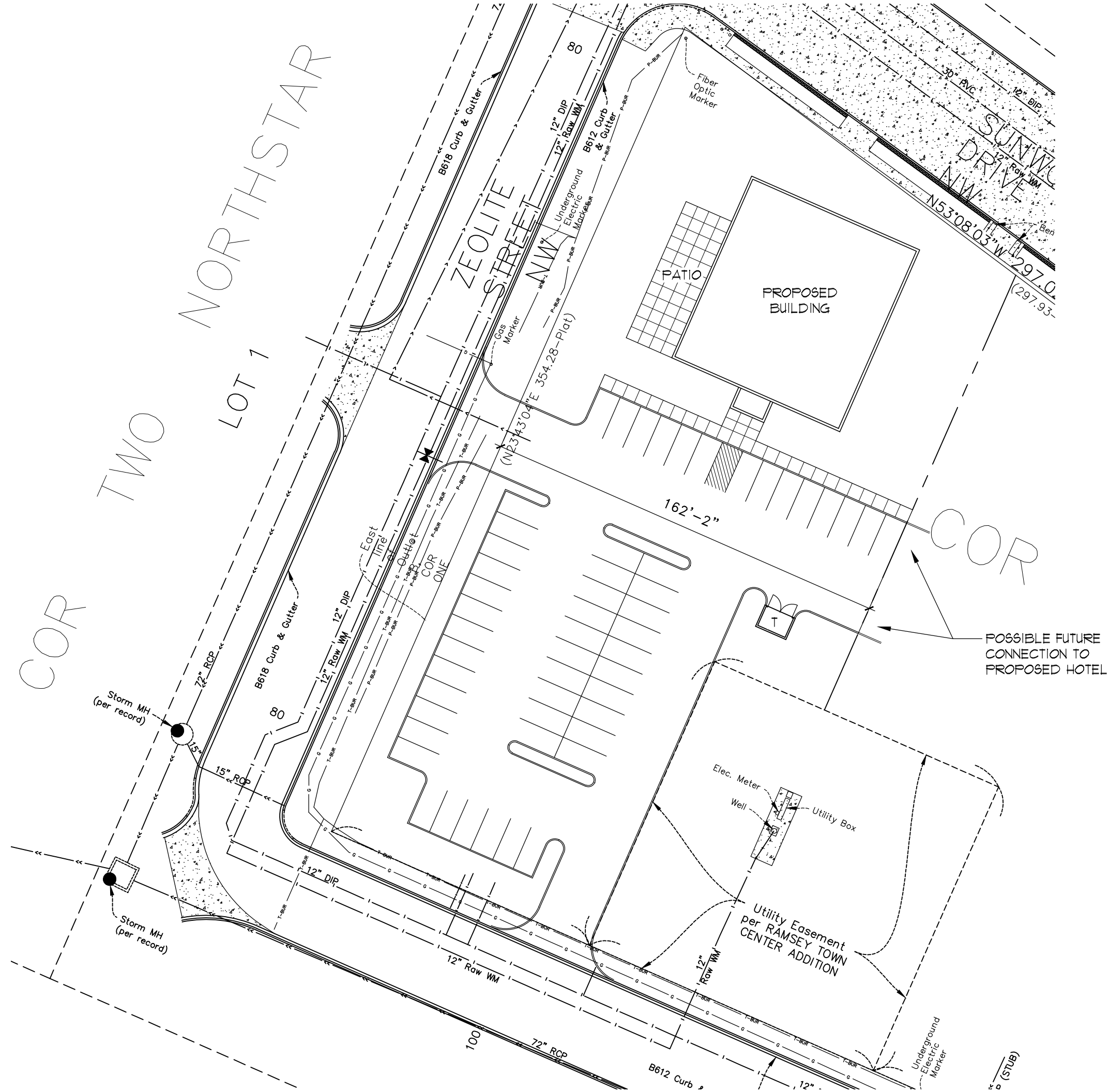
# Site Location Map - Salon Concept



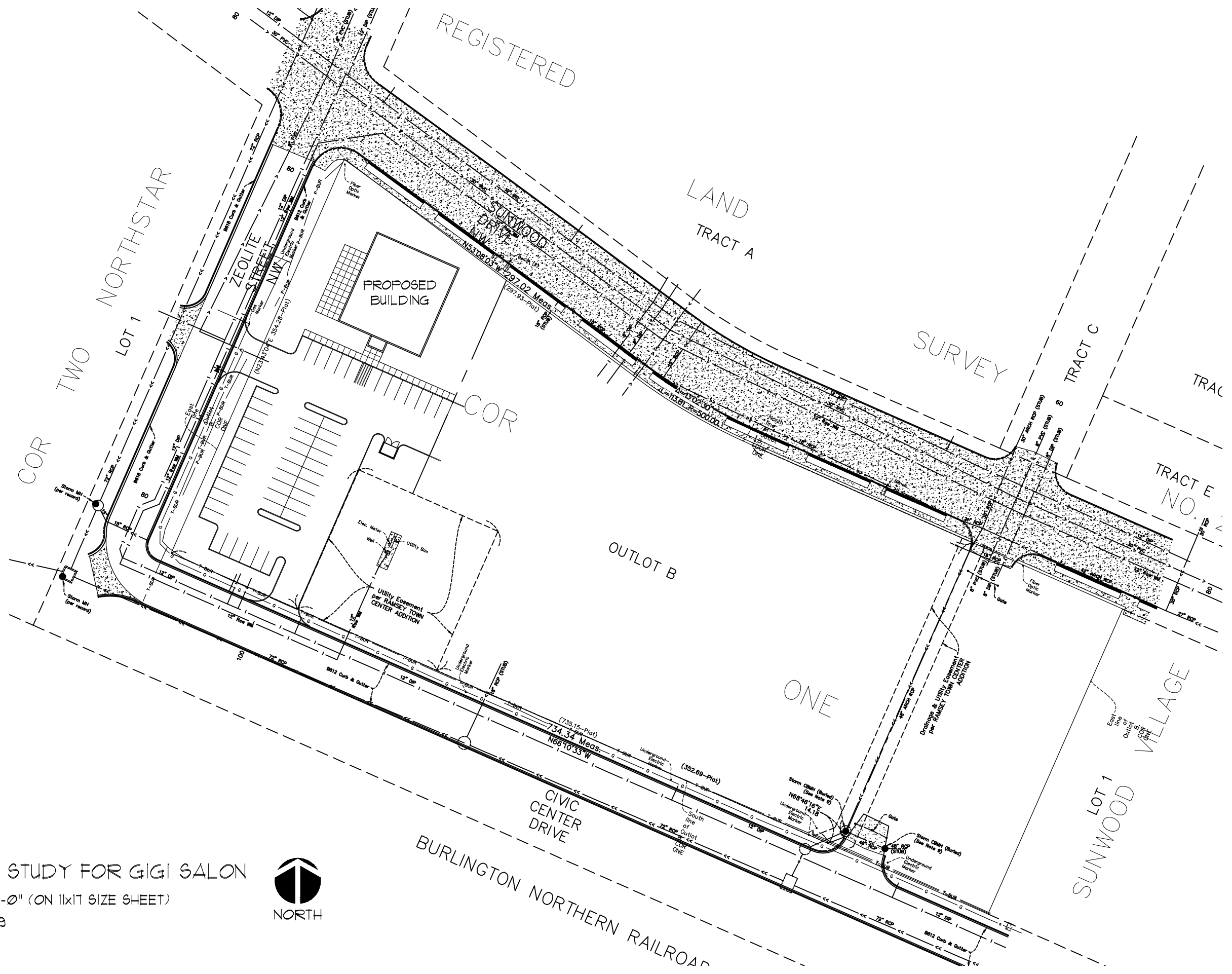
September 27, 2019



ENLARGED SITE PLAN  
 STUDY FOR GIGI SALON  
 SCALE: 1" = 40'-0" (ON 11x17 SIZE SHEET)  
 SITE AREA = 48,319 SF. = 1.1 ACRES  
 PROPOSED PARKING = 53 STALLS  
 DATE: 9-21-2019



ROSA ARCHITECTURAL GROUP  
 CLASSIC CONSTRUCTION



SITE PLAN STUDY FOR GIGI SALON  
 SCALE: 1" = 80'-0" (ON 11x17 SIZE SHEET)  
 DATE: 9-27-2019



**Economic Development Authority (EDA)**

4. 2.

**Meeting Date:** 10/10/2019

**By:** Sean Sullivan, Community  
Development

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**Title:**

Recommend 2020 EDA Work Plan

**Purpose/Background:**

**PURPOSE**

Review and amend the 2019-2020 City of Ramsey Economic Development Work Plan (attached to case). It should be noted that a 2019 EDA Work Plan was not developed or adopted due to the timing of the transition to the new Economic Development Manager. The City Council adopted its revised Strategic Plan on 2019 and items relating to the EDA have been included in the proposed 2019-2020 Work Plan.

**BACKGROUND**

The purpose of an EDA Work Plan is:

*"To provide a functional plan that prioritizes the work of the City's economic development department and Economic Development Authority (EDA)."*

**ATTACHED**

- 2020 EDA Work Plan (proposed)
- 2018 EDA Work Plan

**Notification:**

Notification not required.

**Observations/Alternatives:**

Based on discussion.

**Funding Source:**

Included in Staff duties and EDA budget.

**Recommendation:**

Based on discussion

The City Council will review the EDA recommended plan and consider for formal adoption at a later date.

**Action:**

Motion to recommend approval of the 2020 EDA Work Plan.

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**Attachments**

DRAFT 2019 - 2020 EDA Work Plan

2018 Work Plan

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**Form Review**

**Inbox**

Sean Sullivan (Originator)  
Tim Gladhill  
Sean Sullivan (Originator)  
Tim Gladhill  
Sean Sullivan (Originator)  
Tim Gladhill  
Form Started By: Sean Sullivan  
Final Approval Date: 10/02/2019

**Reviewed By**

Sean Sullivan  
Sean Sullivan  
Sean Sullivan  
Tim Gladhill  
Sean Sullivan  
Tim Gladhill

**Date**

09/04/2019 08:22 AM  
09/04/2019 10:06 AM  
09/04/2019 10:06 AM  
10/02/2019 08:52 AM  
10/02/2019 09:38 AM  
10/02/2019 02:51 PM  
Started On: 08/26/2019 02:38 PM

# Economic Development Authority Work Plan

2019 Update – October 1 Version

## ABOUT RAMSEY

Ramsey is a suburban city located in the northwestern part of Anoka County, with a population of approximately 26,500. Two rivers dominate its borders, the Rum River and the Mississippi River.

The first settlement in Ramsey began because of trading along the banks of the Mississippi. Many settlers came here on a steamboat called *The Governor Ramsey* named after our first territorial governor, from which the City reportedly acquired the name.

Only a few of the first houses and structures built in Ramsey remain today. The most notable structure of historic significance is on the National Register of Historic Places, the Old Ramsey Town Hall, located west of Highway 47 (Saint Francis Boulevard) just north of County Road 116 (Bunker Lake Boulevard). This 19th century structure was originally used as a schoolhouse. The building is a community landmark and the City is working on a long term plan for the structure.

Two school districts now serve Ramsey - Elk River #728, and Anoka-Hennepin #11. Students from both districts regularly exceed the state average on the Minnesota Basic Standards in math, reading, and writing, and score well above the national average on college entrance exams.

Many people have chosen to live in Ramsey because of its rural character, wetlands, wildlife, parks, recreation and the housing choices. Ramsey is a mixture of farms, large-lot single family, urban single-family, and multi-family with a range of prices that appeals to a wide variety of families and individuals. The City is expected to grow by approximately 10,000 people over the next 20 years. Economic Development continues to be a priority for our City. With nearly 7,000 employees working in Ramsey everyday, new industrial and retail growth may add an additional 5,000 employees over the next 20 years. We are proud of our commitment to attract economically and environmentally sound commercial development.

Ramsey is committed to manage future growth to provide a high quality of life, enhanced employment opportunities and a stable tax base. Looking ahead, our city is working toward retail and commercial growth that includes restaurants, shopping, entertainment and additional employment opportunities.

## CITY COUNCIL STRATEGIC PLAN

The EDA Work Plan is an important component of achieving the City Council Strategic Plan. The initial sections of this Work Plan are an incorporation of the City Council's Strategic Plan.

## ECONOMIC DEVELOPMENT AUTHORITY

The primary purpose of the EDA is to coordinate and administer economic development and redevelopment plans and programs of the city. The EDA is vital to the orderly development and financing of the city and in the best interests of the health, safety, prosperity and general welfare of the citizens of the city.

## VALUES

Ethics and Integrity

Fiscal Responsibility

Cooperation and Teamwork

Open and Honest Communications

Excellence and Quality in the Delivery of Service

Treating People with Respect and Fairness

Adaptability and Continuous Learning

## VISION

Ramsey will be a secure, citizen-driven, collaborative community that respects the balance and connectivity between its unique urban, rural and natural environments.

## MISSION

To work together to responsibly grow our community and to provide quality, cost-effective and efficient government services.

## OBJECTIVES

Financial Stability

A Balance of Rural Character and Urban Growth

An Active and Connected Community

Smart, Citizen-Focused Government

An Effective Organization

# ACTION PLAN

| Action  | Timeframe | Resources   | Key Outcomes and Indicators  | Responsible Party |
|---|-----------|---|--|-------------------|
| <b>Strategy: Promote economic growth and development.</b>                                 |           |   |  |                   |
| 1. Expand Business Retention and Expansion efforts.                                       | 2020      | Existing Staff:<br>Budget Impact = Low  | Stable base of local employers, representing the largest opportunity for future growth of jobs and tax base.<br><br>Increase the number of business visits (32).<br><br>Maintain the quality and attendance at EDA events.<br><br>Participate in third party real estate events. | Sean Sullivan     |
| 2. Expand recruitment process to secure new commercial (retail) users.                    | 2020      | Existing Staff:<br>Real estate brokers<br>Anoka County Regional Economic Development Partnership (ACRED)<br>Budget Impact = Low<br>RCP Report | Continued growth of jobs, tax base, and services.<br><br>5,000 square feet of new retail space.<br><br>Updated marketing, financial assistance and real estate policies.   | Sean Sullivan     |
| 3. Expand recruitment process to secure new industrial users.                             | 2020      | Existing Staff<br>Budget Impact = low   | Continued growth of jobs, tax base, and services.<br><br>50,000 square feet of new industrial space.   | Sean Sullivan     |
| 4. Complete Infrastructure Funding Study for The COR Area                                 | 2020      | Budget Impact = Medium  | Planning Level Pro-Forma including Expenses and Funding Sources available to complete buildout of The COR.   | Sean Sullivan     |
| 5. Sell remaining developable land owned by City  | Ongoing   | Budget Impact = Medium  | Update listing strategy<br><br>Return developable parcel to tax base.  | Sean Sullivan     |
| <b>Strategy: Strengthen and enhance our identity and brand.</b>                           |           |   |  |                   |
| 6. Complete a feasibility study for a future Postal Facility to obtain a Ramsey ZIP Code. | 2020      | Existing Staff<br>Budget Impact = Medium<br>RCP Report (community identity)   | ZIP Code will identify itself as Ramsey.<br><br>Take a step forward in achieving a Ramsey ZIP Code.<br><br>Seek third-party funding to assist.   | Kurt Ulrich       |
| <b>Strategy: Improve the safety and mobility of transportation corridors.</b>             |           |   |  |                   |
| 7. Establish a Highway 10 ROW Acquisition Plan  | 2020      | Existing Staff<br>Consultant<br>Budget Impact = Medium  | ROW Acquisition Plan<br><br>Potential for Redevelopment Plan of remnant parcels  | Tim Gladhill      |

*Budget Impact Key; Low = Existing Staff/thousands of dollars; Medium = Additional Staff/Consultants/tens of thousands of dollars; High = capital improvement/hundreds of thousands of dollars.*

*RCP Report = Partnership with the University of Minnesota completed in 2018. This partnership created a library of resources and policy alternatives. A full list of completed reports can be found online at [rcp.umn.edu/ramsey-projects](http://rcp.umn.edu/ramsey-projects).*

## 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).

### **Objectives**

1. Encourage, and plan for, growth of industrial, commercial, retail and housing opportunities
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 job base
3. Improved quality of life

| <b>Tactics/ Description</b>  | <b>Timeline</b> | <b>Additional Resources &amp; Tools Required</b>   | <b>Key Outcomes/Metrics</b>  |
|--|-----------------|--|--|
| <p><u>(1) Business Retention &amp; Expansion</u><br/> The large majority of 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>Host EDA business expo, business appreciation golf tournament, and fall networking event. Participate in Anoka County Broker Event, Anoka Ramsey Job Fair, and MN Marketing Partnership.</p> |
| <p><u>(2) Recruit Restaurants &amp; Retail Users</u><br/> 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"> <li>(A) Consider establishing a policy(ies) to provide financial incentives for said users. For example, the City had a full service restaurant subsidy program/ policy several years back.</li> <li>(B) Consider establishing a targeted professional information/ marketing package for said users.</li> <li>(C) Consider deploying staff (and CBRE) to establish/ grow relationships with developers that work directly with said target market.</li> <li>(D) Reconsider broker selection—is there a better broker for retail?</li> <li>(E) Try to define what success looks like, or what progress targets Ramsey can make?</li> <li>(F) Obtain annual traffic counts for The COR</li> </ul> | 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. Also, The COR TIF District (#14) is available to support this tactic.</p> | <p>(A) New financial incentive policy in place.</p> <p>(B) New information packet/ marketing packet.</p> <p>(C) New relationships created.</p>   |

| Tactics/ Description   | Timeline    | Additional Resources & Tools Required   | Key Outcomes/Metrics  |
|--|-------------|---|---|
| <p><b>(3) COR Development Feasibility, Pro-Forma, and Policy</b><br/> 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 manages this project.</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>(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) 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, community center, signs, etc.).</p> <p>(C) 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>2018</p> | <p>This work will require assistance from third party professionals.</p> <p><u>Feasibility Reports/ Concept Studies:</u></p> <ul style="list-style-type: none"> <li>• infrastructure--\$25,000-\$75,000</li> <li>• regional storm water --\$15,000-\$35,000</li> <li>• cut &amp; fill analysis -- \$5,000-\$25,000</li> <li>• sign plan--\$5,000-\$30,000</li> <li>• parking ramp(s) -- \$5,000-\$15,000</li> <li>• community center-- \$10,000-\$25,000.</li> <li>• parks/ trails--\$15,000-\$40,000</li> <li>• pro-forma assistance/ review from Ehlers--\$5,000-\$20,000.</li> </ul> <p>The numbers outlined above are very preliminary. Staff would like to get quotes for EDA review and/or review by other boards. Staff anticipates various funding sources to be utilized. Potentially, the University of Minnesota Resilient Communities Program may play a role in completing, or speeding up, some of 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> |

| <b>Tactics/ Description</b>  | <b>Timeline</b> | <b>Additional Resources &amp; Tools Required</b>   | <b>Key Outcomes/Metrics</b>  |
|--|-----------------|--|--|
| <p><u>(4) RALF</u><br/>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> <p>Update: staff received word from MnDOT/ MetCouncil in August 2017 that they will no longer accept applications for RALF from the City of Ramsey. The City must first complete their updated plan for improvements to US Highway 10 and must update their Official Map.</p>   | Ongoing         | Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed. In some cases, this work does require use of third party professionals   | <p>Economic Development staff will continue to work with the Metropolitan Council to purchase at least property per year.</p> <p>Economic Development staff will continue to work with Engineer and Planning staff to complete an updated Official Map and Highway 10 plan for Ramsey.</p> |
| <p><u>(5) Sell Surplus City Owned Land</u><br/>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> <p>(A) Properties #37 and #45 have various potential environmental findings to further discuss and address.</p> <p>(B) North side of the new business park (i.e. former Legacy site) should become shovel ready. This would be a new shovel ready application.</p> | 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> <p>NOTE: the large majority of shovel-ready work was completed in 2017. This goal is nearly completed. The State of Minnesota is currently officially reviewing the City's applications for shovel ready sites. The purpose of this tactic is to keep the EDA updated on some remaining items staff is closing out.</p> | Land sales.  |

| Tactics/ Description   | Timeline | Additional Resources Required  | Key Outcomes/Metrics  |
|--|----------|--|---|
| <p><u>(6) Business Incubator</u><br/> Consider utilizing the roughly 3,500 square foot vacant space on the second floor of the Ramsey Municipal Center for a business incubator program.</p> <p>Staff would like to kick off 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. The City's Public Utilities Fund may be available for this project. | <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>(7) ZIP Code</u><br/> 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.  | <p>Apply again.</p> <p>Approval or denial of a new Ramsey zip code.</p>   |