



COUNCIL WORK SESSION

Tuesday, March 10, 2015

6:30 p.m.

Coon Rapids City Center

Conference Room 1

Call to Order

Pursuant to Minnesota Statute 13D.04, subd. 2, the City Council will meet in work session to discuss the following:

1. Economic Development Discussion
2. Discuss City Snow Plowing Policy

Other Business

Adjourn



City Council Work Session

1.

Meeting Date: 03/10/2015

Subject: Economic Development Discussion

From: Matt Brown, Community Development Specialist

INTRODUCTION

Staff requests feedback from the Council on its economic development priorities.

DISCUSSION

In recent months, there have been a number of comments about the City's efforts to promote economic development. Among the topics mentioned are that the City should be doing more or pursuing a different strategy. These types of comments are not unusual, especially in fully-developed communities.

In order to ensure that staff is addressing the Council's priorities, staff thought it would be helpful to review the City's efforts to date and discuss potential opportunities and tools. At Tuesday's work session, City staff and representatives from Ehlers, the City's financial advisor, will provide the Council with an overview of various economic development tools and how they have been used in Coon Rapids in the past. These include HRA and EDA levies, financial tools, redevelopment incentives, technical assistance programs, business outreach, and marketing. The intent of the presentation is to inform the Council of past and current activities, outline the need for economic development, and discuss challenges to development. Staff would like to gain understanding of the Council's economic development priorities so that policies can be established to achieve those goals. Attached is the City's *Economic Development Strategy*, which was adopted in 2010 and provides a framework for many of the City's economic development efforts.

RECOMMENDATION

Staff requests feedback from the Council on its economic development priorities. Based on the discussion, staff intends to develop an economic development work plan in the coming months. It would be our intention to come back with that plan for Council review this spring.

Attachments

Economic Development Strategy



Economic Development Strategy

City of Coon Rapids, June 2010





This Economic Development Strategy is intended to assess the City's current employment situation, set goals for economic development, and establish policies and actions to stimulate business retention and attraction. While achieving goals of job growth and wealth creation largely occurs outside of the influence of government, the City can play a role by creating a climate conducive to achieving these goals. This Strategy includes the following sections:

- I. Existing Conditions
- II. Vision and Goals
- III. Economic Development Policies
- IV. Implementation

I. Existing Conditions

I. EXISTING CONDITIONS

This section reviews Coon Rapids' employment characteristics and compares them with those of peer cities within the metro area.

Business Distribution. Coon Rapids has 1,214 private employers. The City's Health Care and Retail Trade sectors represent the largest proportions of establishments. Its Manufacturing and Finance and Insurance sectors have the highest weekly wages.

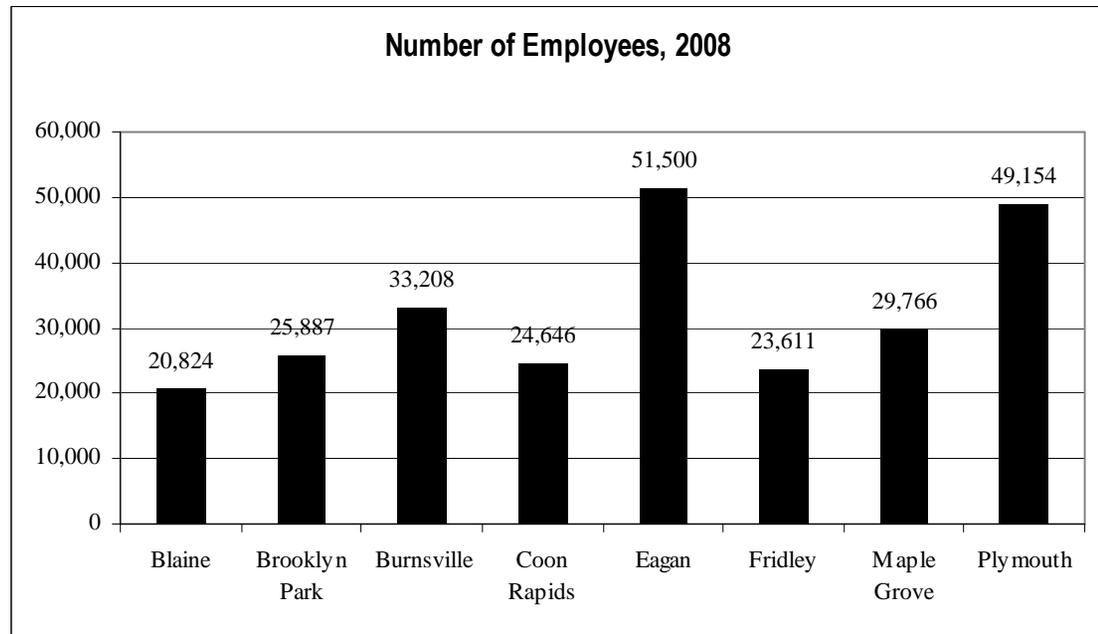
Employment. Coon Rapids has 24,646 employees, which translates into 0.39 employees per resident. Among comparable cities in the metro area, only Blaine and Brooklyn Park have fewer employees per capita. Burnsville, Eagan, Fridley, Maple Grove, and Plymouth have higher proportions. Coon Rapids has a much higher percentage of its employees working in the health care industry and a lower percentage working in the manufacturing industry than its peer cities.

Wages. The average weekly wage for private sector employees in Coon Rapids,

Employment by Industry, Coon Rapids, 2008

| | # Establishments | # Employees | Avg. Weekly Wage |
|--------------------------------------|------------------|-------------|------------------|
| Manufacturing | 62 | 2,980 | \$1,256 |
| Retail Trade | 193 | 4,644 | \$436 |
| Finance and Insurance | 100 | 485 | \$1,095 |
| Real Estate and Rental and Leasing | 69 | 201 | \$520 |
| Administrative and Waste Services | 68 | 1,562 | \$412 |
| Educational Services | 34 | 2,643 | \$760 |
| Health Care and Social Assistance | 131 | 5,294 | \$1,038 |
| Arts, Entertainment, and Recreation | 18 | 315 | \$333 |
| Accommodation and Food Services | 114 | 2,851 | \$250 |
| Other Services, Except Public Admin. | 99 | 933 | \$420 |
| Public Administration | 1 | 359 | \$1,032 |

Source: Minnesota Department of Employment and Economic Development



I. Existing Conditions

Employment, 2008

| | Blaine | Brooklyn Park | Burnsville | Coon Rapids | Eagan | Fridley | Maple Grove | Plymouth |
|---|--------|---------------|------------|---------------|--------|---------|-------------|----------|
| Total Number of Employees | 20,824 | 25,887 | 33,208 | 24,646 | 51,500 | 23,611 | 29,766 | 49,154 |
| Population Estimate, 2007 | 56,757 | 72,724 | 61,393 | 63,082 | 67,106 | 26,459 | 59,458 | 71,147 |
| Employees Per Capita | 0.37 | 0.36 | 0.54 | 0.39 | 0.77 | 0.89 | 0.50 | 0.69 |
| Land Area, Square Miles | 34 | 27 | 27 | 23 | 33 | 11 | 35 | 35 |
| Employees per Square Mile | 616 | 976 | 1,231 | 1,052 | 1,538 | 2,167 | 849 | 1,393 |
| Percent of Employees by Business Type: | | | | | | | | |
| Manufacturing | 17% | 21% | 11% | 12% | 11% | 37% | 19% | 22% |
| Wholesale Trade | 5% | 6% | 8% | NA | 7% | 9% | 8% | 11% |
| Retail Trade | 21% | 15% | 20% | 19% | 6% | 10% | 16% | 8% |
| Information | NA | 0% | NA | 1% | 14% | 0% | 2% | 3% |
| Finance and Insurance | NA | 1% | 3% | 2% | 11% | 1% | 4% | 7% |
| Real Estate and Rental and Leasing | NA | 1% | 1% | 1% | 2% | 1% | 1% | 1% |
| Professional and Technical Services | NA | 9% | 5% | 3% | 8% | 2% | 4% | 11% |
| Management of Companies and Enterprises | NA | 1% | NA | 1% | 2% | 0% | 1% | 4% |
| Administrative and Waste Services | 4% | 8% | NA | 6% | 2% | 6% | 4% | 7% |
| Educational Services | 5% | 9% | NA | 11% | 4% | 3% | 6% | 5% |
| Health Care and Social Assistance | 8% | 7% | 14% | 21% | 5% | 13% | 9% | 6% |
| Arts, Entertainment, and Recreation | 1% | 2% | 2% | 1% | 1% | 1% | 1% | 1% |
| Accommodation and Food Services | 11% | 7% | 8% | 12% | 7% | 3% | 10% | 5% |
| Other Services, Ex. Public Admin | 5% | 3% | 3% | 4% | 3% | 2% | 3% | 2% |

Source: Minnesota Department of Employment and Economic Development; Metropolitan Council

Per Capita Tax Capacity, 2008

| | Blaine | Brooklyn Park | Burnsville | Coon Rapids | Eagan | Fridley | Maple Grove | Plymouth |
|---------------------------|--------------|---------------|--------------|---------------------|--------------|--------------|--------------|---------------|
| Total Tax Capacity, 2008 | \$67,843,929 | \$79,075,807 | \$79,736,357 | \$64,469,777 | \$96,675,119 | \$35,556,469 | \$98,260,891 | \$122,238,410 |
| Population Estimate, 2007 | 56,757 | 72,724 | 61,393 | 63,081 | 67,106 | 26,459 | 59,458 | 71,147 |
| Per Capita Tax Capacity | \$1,195 | \$1,087 | \$1,299 | \$1,022 | \$1,441 | \$1,344 | \$1,653 | \$1,718 |

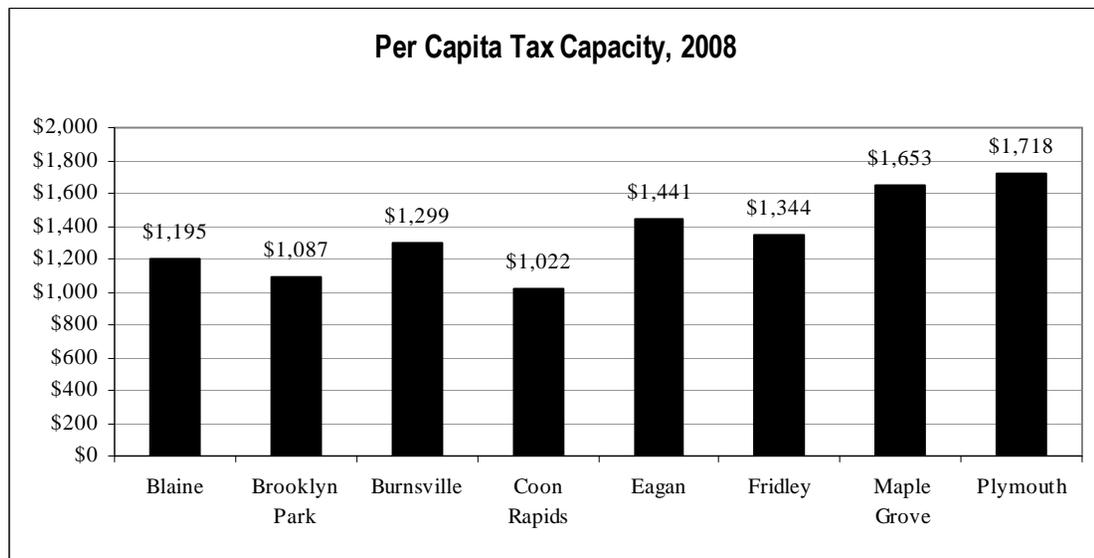
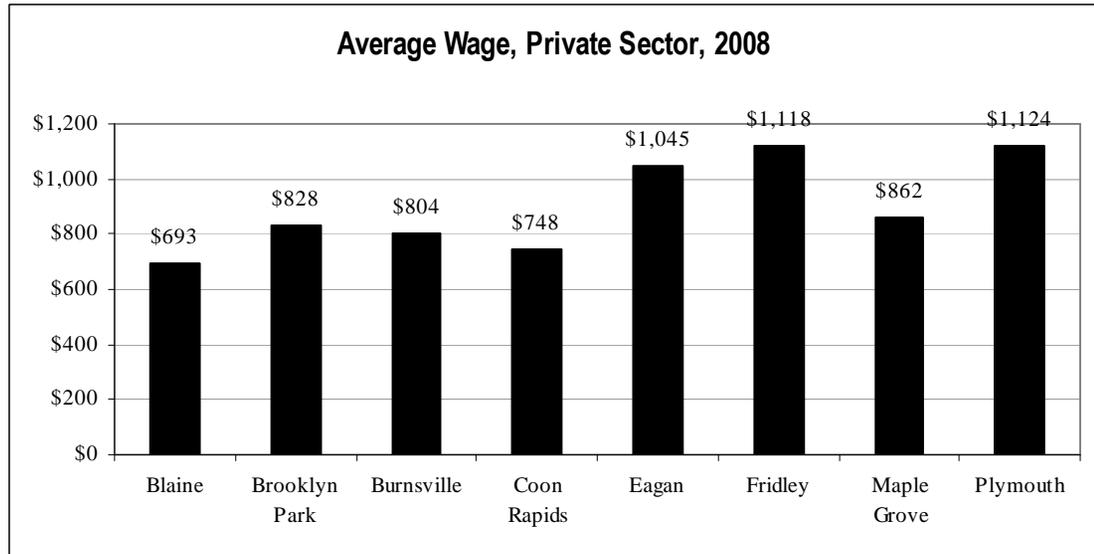
Source: League of Minnesota Cities

I. Existing Conditions

\$748, is generally lower than that of its peer cities and the metro area as a whole. Blaine has a lower average wage, while Fridley and Plymouth have much higher wages. The metro area average, \$1,008, is nearly 25% higher than that of Coon Rapids.

Tax Capacity. Coon Rapids has an aggregate tax base of \$64,469,777. When compared with its peer cities, Coon Rapids has the lowest per capita tax capacity. The per capita tax capacities of Plymouth and Maple Grove are over 150% of Coon Rapids' figure.

Conclusion. This analysis suggests that Coon Rapids currently has fewer jobs, generally lower wages, and less tax capacity per capita than its peers. An economic development strategy should therefore focus on increasing the City's employment base and further enhancing wealth, making the City more competitive with its peers. While it may take many years to achieve this goal, it should be a component of the overall strategy.



Competitive Advantages and Disadvantages

An economic development strategy must consider the City's competitive advantages and disadvantages of its location within the region.

Competitive Advantages

Location and Transportation Facilities. Coon Rapids has relatively good regional freeway access, with Highways 10 and 610 serving the community and Interstates 35W and 694 nearby. Metro Transit bus service and Northstar Commuter Rail provide residents with access to other parts of the metro area, including both Minneapolis and St. Paul.

Variety of Businesses. Coon Rapids has two major industrial areas that have been developed since the 1970s. Both include a variety of manufacturing and warehousing businesses and are generally attractive in appearance.

Labor Pool. Coon Rapids has a large number of employees, a majority of whom presently work outside of the City.

Housing Supply. The City offers a variety of housing types and a relatively affordable housing stock.

Property Tax Rate. Coon Rapids currently has a lower property tax rate than most comparable cities.

Other Amenities. Coon Rapids offers a variety of shopping and dining opportunities and attracts a significant amount of retail spending from surrounding communities.

II. Vision and Goals

Coon Rapids' Economic Development Vision

In light of its competitive advantages and disadvantages, the City of Coon Rapids will incite employment opportunities for City residents, enhance prosperity, and improve the community's overall quality of life. City government must play a role in encouraging economic development, redevelopment, and ongoing business activity by stimulating private investment, ensuring an adequate housing supply for employees, and investing in infrastructure. The City will capitalize on its strengths by targeting life sciences, health care, and advanced manufacturing businesses.

Competitive Disadvantages

Land Supply. Because it is almost fully developed, Coon Rapids has a minimal supply of vacant office and industrial land. Other cities have large supplies of vacant, developable land.

Land Costs. Most economic development opportunities in the City involve redeveloping existing commercial and industrial properties, which increases development costs. Some neighboring communities offer land at below-market prices in publicly developed industrial parks.

Traffic Congestion. Traffic bottlenecks on Highway 10 both within Coon Rapids and farther west hinder accessibility.

Geographic Constraints. The Mississippi River acts as a barrier, making it difficult to attract employees from across the river.

Housing Options. While the City has a variety of housing styles and an affordable housing supply, relatively few high-end housing options exist. This makes it difficult to attract certain types of employers and negatively affects the City's tax base.

II. VISION AND GOALS

This Strategy establishes the following vision for economic development:

In light of its competitive advantages and disadvantages, the City of Coon Rapids will incite employment opportunities for City residents, enhance prosperity, and improve the community's overall quality of life. City government must play a role in encouraging economic development, redevelopment, and ongoing business activity

II. Vision and Goals

by stimulating private investment, ensuring an adequate housing supply for employees, and investing in infrastructure. The City will capitalize on its strengths by targeting life sciences, health care, and advanced manufacturing businesses.

The following goals are set to achieve the economic development vision:

- Incite a wide range of employment opportunities for residents within the City's targeted industries.
- Foster a high-quality, diverse business climate that is sustainable and resilient to short-term economic trends.
- Promote the retention and expansion of existing businesses and the attraction of new businesses within the targeted industry categories.
- Ensure that average wages increase to a level at or above the metro area average.
- Promote efficient land use and increase the City's tax base with a maximum of 12% of the tax base in tax-increment financing districts.
- Ensure availability of commercial and industrial land that meets the City's projected demands, with employment centers concentrated at Port Wellness, Port Evergreen, Evergreen Industrial Park, Coon Rapids Industrial Park, and the Northstar Business Park.
- Encourage high-intensity use of remaining industrial land to promote efficient land use and increase the City's tax base. Discourage new industries with nuisance characteristics, low employment density, and low taxable values or cause deterioration of infrastructure.

II. Vision and Goals

- Eliminate blighting characteristics in the City's business districts by means of various financial incentives and land assembly in appropriate instances.
- Maintain strong relationships with local and regional economic development agencies, educational institutions, and the business community to share resources and achieve common goals.
- Ensure that Coon Rapids' jobs/housing balance, tax capacity, wage levels, and employment levels remain comparable to those of its peer cities.
- Ensure that the City's regulations, tax levels, and incentives are competitive with those of peer cities.
- Maintain a streamlined and effective development review process.
- Advocate for regional multi-modal transportation investments that encourage business development and allow for easy access to employment centers. Maintain adequate infrastructure to support business growth.
- Ensure that the City's housing stock supports the needs of local employees and targeted businesses. Ensure adequate marketing of the City's housing amenities.
- Attract large corporate users to develop a campus.
- Continue to attract retail spending and support business districts with a variety of retail options.
- Ensure adequate dispersal of retail districts throughout the City.

III. Economic Development Policies

III. ECONOMIC DEVELOPMENT POLICIES

A balanced economic development strategy addresses both retention of existing businesses and attraction of new businesses. Providing high-quality basic services and appropriate regulations are the most important roles of local government in encouraging economic development. Additional actions, such as those discussed in this section, may be considered in appropriate instances. This section addresses policies for encouraging business retention and attraction.

Annual Indicators

City Staff has begun tracking data on the number and types of businesses in the City, number of employees, wages, taxable value of commercial property, commercial construction, and retail sales data. This data should be updated annually to identify trends. The overall economic development strategy may be adjusted to account for changes in the City's key indicators.

Business Outreach

Because the City's existing businesses are an important source of growth, they should also be a priority for economic development service efforts. If local firms are satisfied, they are more likely to expand within the community and spur additional economic development. City Staff began visiting industrial businesses in 2007 to understand the nature of their operations and build relationships with the business community. Staff should continue to conduct business retention visits every two or three years to identify concerns and adjust policies accordingly. These visits also help to communicate City initiatives to the business community. The City should also consider organizing business retention meetings.

Coon Rapids' Economic Development Policies

- *Track Annual Economic Indicators*
- *Engage in Business Outreach*
- *Encourage Establishment of Business Organizations*
- *Define Business Targets*
- *Provide Financial Resources for Existing and New Businesses*
- *Encourage Workforce Development*
- *Market to Prospective Businesses and Commercial Real Estate Community*
- *Provide an Adequate Land Supply*
- *Establish Business Subsidy Policies*
- *Garner Legislative Support*

III. Economic Development Policies

Business Organizations

Because infrastructure and public improvements are critical to economic growth, the City may encourage formation of business associations to advocate for and create mechanisms for maintaining improvements. Particularly along Coon Rapids Boulevard, a well-organized business community could be instrumental in encouraging improvements.

Business Targets

City resources should be directed toward industries that have the greatest potential for creating wealth, based on the existing business base. This involves capitalizing on its existing business clusters, yet maintaining a diverse business base to ensure resilience to short-term economic trends. While the City should provide a positive business climate for a wide array of businesses, priority should be given to industries that have high potential for unsubsidized spin-off businesses. While support businesses, such as warehousing, wholesaling, and transportation, are an important part of the local economy, these types of businesses should not be priorities for financial assistance.

Primary Targets. A majority of the City's economic development resources should be directed toward the Primary Targets. These industries have relatively high wages, high employment density, potential for spin-off businesses, and potential for growth in the metropolitan area. The City's tax increment/tax abatement policies should target these types of businesses, in addition to other City financial resources. These industries include:

- Medical equipment and supplies manufacturing

III. Economic Development Policies

- Pharmaceutical and medicine manufacturing
- Scientific research and development services
- Computer and electronic product manufacturing, including communications equipment, measuring instruments, and electronic components.

Secondary Targets. While City resources should be largely directed toward the Primary Targets, some resources should be made available to the following business types. Although these industries generally have lower starting wages than the Primary Targets, they create basic employment and have potential for spin-off businesses. While tax-increment financing and tax abatement should generally not be directed toward Secondary Targets, other resources, such as revolving loans and industrial revenue bonds, are appropriate.

- Other types of “clean” manufacturing not listed as Primary Targets.
- Businesses creating skilled jobs at wage levels in excess of the metro area median.

Financial Resources

The City should market available resources to both existing and new businesses.

Resources for Existing Businesses. The City should market available resources to businesses, including Small Business Administration Loans and revolving loans. The City may consider establishing a loan fund for smaller scale exterior improvements to older commercial properties, such as landscaping, signs, awnings, and façade improvements in the City’s older commercial districts, such as the Coon Rapids Boulevard corridor and Foley-Northdale area. This fund could be leveraged with private sector resources.

III. Economic Development Policies

Revolving Loan Fund. Through its Economic Development Authority, the City should consider offering loans to industrial businesses at below market rates for construction, real estate, and equipment purchases creating a substantial number of jobs. The EDA should adopt guidelines to ensure that projects receiving City financing provide maximum benefit to the community. Loans should be directed toward businesses in the primary target areas, as well as redevelopment projects in older commercial districts.

Industrial Revenue Bonds. The City has traditionally offered conduit financing through revenue bonds for industrial construction projects. The City should maintain and market this resource.

Tax Increment Financing/Tax Abatement. In the past, the City has used TIF for redevelopment projects that meet state requirements and economic development projects that meet state job creation requirements. The City should continue to offer these resources, but also adopt specific policies for their use. For instance, subsidies for new development projects should be directed toward targeted business types and those with the highest potential for high-paying jobs and “spin-off” jobs.

State Resources. The City should utilize and market relevant programs offered by the state’s Department of Employment and Economic Development (DEED). These programs, such as grants offered through the Minnesota Investment Fund, may be appropriate for some local projects. The City should also monitor the development of DEED’s “shovel-ready” site registry and either participate or create its own registry.

Workforce Development

Access to workforce education and training programs is important to encouraging economic development. Anoka-Ramsey Community College partners with several local businesses to provide customized training for employees. It has successfully received Job Skills Partnership grants from the State of Minnesota to assist with the cost of providing training. The City should maintain connections with Anoka-Ramsey and other education resources and market available resources to local businesses. The City should also advocate for additional community resources.

Marketing

A community's ability to attract business is largely founded in its quality of life amenities, reasonable taxes, educational opportunities, transportation, and access to markets. However, the City can play an important role in encouraging business growth through specific actions. Because a large number of economic development organizations compete for a comparatively small number of business relocations, Coon Rapids must be strategic in targeting its economic development resources. This means directing incentives toward types of businesses most likely to create jobs that enhance the community's wealth.

While the City's economic development strategy should not rely on mass marketing, some targeted marketing is appropriate. The City should market office and industrial properties differently and to targeted audiences. Recommended marketing strategies include:

- Maintaining relationships with real estate brokers throughout the metro area and maintaining regular contact with key brokers. Consider arranging periodic meet-

III. Economic Development Policies

ings among brokers.

- Continuing involvement with the Minnesota Commercial Association of Realtors to increase awareness of Coon Rapids' amenities and available properties.
- Continuing awareness of available commercial and industrial properties and relaying that information to interested parties.
- Advertising key sites on the City's web site and marketing "shovel-ready" sites either through the State of Minnesota program or a City program.
- Using the MetroMSP regional economic development web site as an information resource and promoting its use.
- Maintain contact with local and regional chambers of commerce, economic development organizations, convention and visitors bureaus, and educational institutions. Ensure that the City's economic development message is consistent with those of other organizations.
- Maintain ties with local residential real estate agents to ensure adequate marketing of higher-end homes to attract executives.

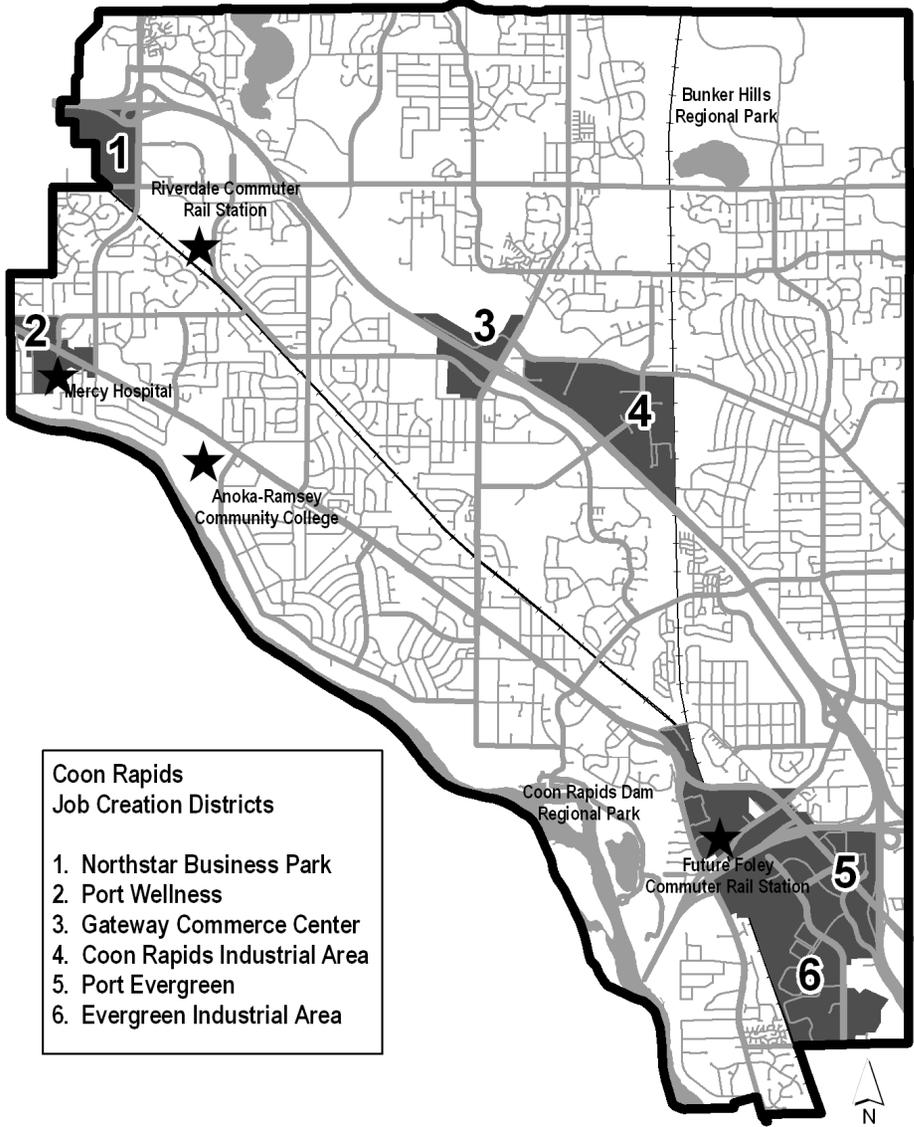
Land Supply

Because Coon Rapids is a developed community, very little vacant land exists for new commercial and industrial development. Most new development in the City will involve redeveloping underutilized land and encouraging development of vacant infill parcels. The City should periodically assess its supply of available land and facilitate land assembly in appropriate instances. Adopting small-area plans for

III. Economic Development Policies

these districts into the City’s Comprehensive Plan may help to ensure efficient land use. The City should also ensure top-quality appearance of these areas by periodically reviewing and updating its zoning regulations. This section discusses the locations within Coon Rapids where job growth will be concentrated.

Coon Rapids and Evergreen Industrial Parks. Coon Rapids Industrial Park (generally along Xeon Street between Highway 10 and Northdale Boulevard) and Evergreen Industrial Park (generally along Evergreen Boulevard south of Highway 610) provide important employment opportunities for City and regional residents. Both areas contain a variety of manufacturing, warehousing, office, and research businesses and are almost completely developed. In the long term, some of the existing low-yield industrial uses may become obsolete and their redevelopment will become necessary. As redevelopment occurs, new businesses in the industrial parks should provide quality jobs and fall within the following sectors: light manufacturing with minimal outdoor storage, medical and pharmaceutical industries, information technology (computer and telecommunica-



III. Economic Development Policies

tion), environmental technology, and office/research and development. The City may consider financial incentives to encourage these types of businesses.

Port Evergreen. The area along Coon Rapids Boulevard between Highways 610 and 47 includes the City's largest concentration of office development, with nearly 300,000 square feet of office space. While some commercial and residential development is planned, the City's Comprehensive Plan envisions that office will continue to be the predominant land use as redevelopment occurs. While substantial City involvement in land assembly is not anticipated in Port Evergreen, the City should monitor the condition of properties and consider strategic acquisitions. The City may consider financial incentives to stimulate redevelopment.

Port Wellness. The area along Coon Rapids Boulevard between Round Lake Boulevard and the west City limits includes Mercy Hospital and about 175,000 square feet of primarily medical office space. The Comprehensive Plan calls for primarily office and institutional uses on both sides of Coon Rapids Boulevard to accommodate future expansions of the hospital and additional medical office development. While City involvement in land assembly is not anticipated, financial incentives to encourage redevelopment may be considered.

Gateway Commerce Center. Currently undeveloped, an approved development plan for the northwest corner of Highway 10 and Hanson Boulevard proposes at least 86,000 square feet of office space and an additional 240,000 square feet of retail, hotel, restaurant, and service uses. Because specific tenants have not been determined, the plan may be modified in the future. This area represents one of the largest undeveloped parcels in the City and therefore one of the greatest opportunities for job growth.

Foley Transit Station Area. While not currently programmed, eventual construction of a commuter rail station is anticipated at Foley Boulevard at the BNSF rail-

III. Economic Development Policies

road tracks. A small-area plan the City has completed for the station area envisions increasing employment density near the station, including redevelopment with office, limited commercial, and some light industrial development. Tax-increment financing and tax abatement should be considered to assist with site preparation and infrastructure associated with redevelopment of certain sites within the station area. The City should also consider additional tools, such as transit improvement areas and grant dollars, as the state makes them available. Establishing a Business Improvement District would also generate additional funds for public improvements.

Northstar Business Park. While it is unlikely that Federal Cartridge will vacate its site at Highway 10 and Round Lake Boulevard in the near future, the City should plan for its redevelopment if a portion of the site becomes available. The City recently rezoned the property to encourage attractive office park development if the site is redeveloped.

Business Subsidy Policies

Tax increment financing (TIF) and tax abatement are important resources for encouraging private development projects that may not otherwise occur. The City should promote use of these subsidies to facilitate development of sites that are difficult to develop due to soil conditions or land assembly requirements. If these resources are used for job creation projects, they should be directed toward business types identified as “Primary Targets.” Projects receiving these subsidies are subject to Minnesota State Statute 116J.993 (Minnesota Business Subsidy Law) and the City’s Business Subsidy Policy. The City maintains guidelines for the use of TIF and tax abatement and should update these policies as necessary.

IV. Implementation

Legislative Support

City Staff should stay informed of state legislation affecting economic development and seek legislative support. This may include advocating for:

- Changes to tax abatement and tax increment financing laws to benefit the City.
- Changes to laws affecting use of eminent domain for redevelopment.
- Funding for Transit Improvement Areas and other tools to encourage transit-oriented development
- Establishing Business Improvement Districts to help fund public improvements.
- Special legislation to enable certain economic development projects.

IV. IMPLEMENTATION

This section summarizes the Economic Development Strategy's recommendations. The policies and actions listed address both business attraction and retention. Recommendations are categorized as short-term (within 1-3 years), medium-term (3-5 years), long-term (more than 5 years), or ongoing policies.

IV. Implementation

| Implementation Item | Attraction | Retention | Short | Medium | Long | Ongoing |
|---|------------|-----------|-------|--------|------|---------|
| 1. Annual Indicators. Produce annual report on number/types of businesses, employees, wages, tax capacity, construction, retail sales, and other indicators of economic activity. Modify economic development policies to address the City’s shortcomings. | ● | ● | | | | ● |
| 2. Business Outreach. Visit existing industrial businesses to identify concerns and communicate City initiatives to the business community. Consider other outreach activities, such as periodic meetings, to maintain ties between the City and business community. | | ● | | | | ● |
| 3. Business Organizations. Facilitate creation of business organizations to advocate for improvements, particularly along Coon Rapids Boulevard. | | ● | | ● | | |
| 4. Business Targets. Target resources toward businesses with the greatest potential for creating wealth. Direct the majority of City resources toward the “Primary Targets.” Document targeted industries in business subsidy policies. | ● | | | | | ● |
| 5. Financial Resources. Market available financial resources, such as SBA loans, revolving loan funds, industrial revenue bonds, tax abatement/tax increment financing, and state resources, to existing and new businesses. Consider business incubator project. | ● | ● | | | | ● |
| 6. Fix-Up Fund. Explore creating a loan fund for exterior improvements to existing businesses, such as landscaping, signs, awnings, and facades in the City’s older commercial districts. | | ● | ● | | | |
| 7. Revolving Loan Fund. Establish a revolving loan fund for business capital costs using payments from past economic development loans. Loans should be directed toward businesses in the primary target areas and redevelopment projects in older commercial districts. | ● | ● | ● | | | ● |
| 8. Workforce Development. Stay informed of workforce education and training programs and make connections between Anoka-Ramsey Community College and local businesses. | ● | ● | | | | ● |

IV. Implementation

| Implementation Item | Attraction | Retention | Short | Medium | Long | Ongoing |
|---|------------|-----------|-------|--------|------|---------|
| <p>9. Land Supply. Assess the City’s land supply for job growth and facilitate land assembly in appropriate instances. Adopt small-area plans for redevelopment areas to ensure efficient land use and employment density. Periodically review zoning regulations to reflect changing business needs and ensure compatibility with surrounding properties.</p> | ● | | | ● | ● | ● |
| <p>10. Tax-Increment Financing/Tax Abatement. Promote use of tax-increment financing and tax abatement to assist with development and redevelopment of sites that are otherwise difficult to develop. Maintain business subsidy policies to guide use of TIF and tax abatement.</p> | ● | ● | | | | ● |
| <p>11. Real Estate/Economic Development Connections. Maintain relationships with key real estate brokers and regional business and economic development organizations.</p> | ● | | | | | ● |
| <p>12. MNCAR. Maintain membership in the Minnesota Commercial Association of Realtors.</p> | ● | | | | | ● |
| <p>13. Marketing. Advertise available commercial and industrial land and business resources on the City’s web site. Promote “shovel-ready” sites through either the State of Minnesota program or a City program.</p> | ● | | | | | ● |
| <p>14. MetroMSP. Use the MetroMSP web site as an information resource and promote its use as a site selection tool.</p> | ● | | | | | ● |
| <p>15. Legislative Support. Seek support for legislation that would positively influence economic development in the City.</p> | ● | ● | | | | ● |



City Council Work Session

2.

Meeting Date: 03/10/2015

Subject: Discuss City Snow Plowing Policy

From: Tim Himmer, Public Works Director

INTRODUCTION

City staff would like to provide information to the City Council on the current policy for snow plow maintenance.

DISCUSSION

The following is general information that references the extent and type of activities included in the City's winter maintenance obligations:

Snowplowing Routes

- Municipal State Aid Streets - 41 miles
- Residential Streets - 179 miles
- Sidewalks - 101 miles
- Trails - 16 miles
- Parking Lots - 22
- Cul-de-sacs - 437
 - Dead Ends - 13
 - Eyebrows - 15
 - Knuckles - 34
 - Hammerhead - 1

Snowplowing Equipment

- Dump trucks w/ plow, wing, & underbody plow - 11
- Small trucks w/ plows for cul-de-sac routes - 8
- Front end loaders w/ front plow & side wing plow for cul-de-sacs - 3
- Sidewalk tractors w/ blowers and plows for sidewalks - 4
- Pickups w/ plows for trail clearing - 2

A snow and ice control policy was developed by staff and approved by the City Council in January of 2006 (see attached). In general terms, the plowing procedure is as follows:

- For snowfalls of 3" or more, a full plow event is initiated and all snow maintenance crews are notified. Depending on timing of the snow event (daytime vs. evening), Public Works decides how best to approach the scenario. It is generally our plan to be out clearing the roads when the least amount of traffic is on them. For daytime snow events we plow from late morning into the afternoon in an effort to clear the major arterial roadways prior to the evening rush hour, and tend to get off the streets during this time. For evening snow events we typically initiate the plowing to start in the early morning hours (2 - 3 am) so we can have all the major arterial roads cleared, and a good portion of the residential streets, prior to the morning rush hour. During the morning commute most the attention then moves to the residential streets, cul-de-sacs, sidewalks, parking lots, and trails; picking up again in afternoon to clean up any drifting onto the major arterials prior to the evening commute. For safety purposes, we do not allow drivers to spend more than 12 hours in one shift

for this activity; any locations not completed would be started again in the early morning hours on the following day, starting again with the major arterial roadways. For these full plow events every road, cul-de-sac, and sidewalk within the school walking areas are completed as quickly as possible.

- For snowfalls under 3", the same procedure as described above is enacted but it does not occur on an overtime basis. Again, depending on the timing of the event, Public Works uses their discretion to make sure the major arterial roadways are clear for the morning and evening commutes. All roads are eventually plowed, but it does take longer for everything to be completed.

The plowing of cul-de-sacs is completed by first ringing them (moving around the outside perimeter adjacent to the curbline), and then removing the area inside the bubble at a later time with a separate piece of equipment. Being it is a multi-step process it does take longer to address cul-de-sacs, which frequently leads to most of the snow plowing complaints received.

When a major event is forecast, and temperatures are favorable, Streets crews will pretreat the major arterial roadway intersections, bridge decks, and significant parking lot areas. Doing so assists in clearing the snow by not allowing it to bond with the pavement surface.

Most arterial street plowing is completed with plowing in tandem; two or three trucks plowing together in a coordinated effort to clean the street full width as efficiently as possible. This extra attention does take those same plows off the residential streets during this time, therefore resulting in delays on the local roads.

Sometimes damage occurs along the edges of sidewalks and trails (sod and/or fence damage), or along roadways (sod and/or mailbox damage). The policy includes provisions for how those items are handled.

RECOMMENDATION

This item is strictly for informational purposes and discussion.

Attachments

Snow & Ice Control Policy

Snow Plow Route Map

**CITY OF COON RAPIDS
PUBLIC WORKS DEPARTMENT
SNOW AND ICE CONTROL POLICY**

I. INTRODUCTION

The City of Coon Rapids believes that it is in the best interests of the residents to assume basic responsibility for control of snow and ice on City streets, sidewalks, and pathways. Reasonable ice and snow control is necessary for routine travel and emergency services. The City will provide such control in a safe and cost effective manner, keeping in mind safety, budget, personnel, and environmental concerns. The City will use City employees, equipment, and/or private contractors to provide this service.

II. COMMENCEMENT OF SNOW OR ICE CONTROL OPERATIONS

The Public Works Superintendent will decide when to begin snow and ice control operations. The basic criteria for that decision are:

- A. Snow removal operations will begin when three (3) inches or more accumulate, or when the Public Works Superintendent, or the Streets Supervisor determines plowing is necessary. Night time plowing will usually begin at approximately 3:00 a.m. However, starting times may vary according to weather conditions.
- B. Drifting of snow that causes problems for travel.
- C. Icy conditions which seriously affect travel; and
- D. Time of snowfall in relationship to heavy use of streets

Snow and ice control operations are expensive and involve the use of limited personnel and equipment. Consequently, snowplowing operations will not generally be conducted for snowfall of less than three (3) inches.

III. HOW SNOW WILL BE PLOWED

Snow will be plowed in a manner so as to minimize traffic obstructions. The center of the roadway will be plowed first. Snow will then be pushed from left to right and finally moved to the boulevard. When a plow goes over a bridge, the driver shall slow down so that the snow does not go over the bridge if possible. In times of extreme snowfall, streets will not always immediately be able to be completely cleared of snow.

Snow will be removed from major arterial streets first. Plow drivers from various routes will work together in the cleaning of these streets (i.e. tandem plowing). These streets will be maintained even in a blizzard event. These major arterial streets are identified on the plowing route maps. Any additional plowing during a blizzard or heavy snow, six (6) inches or above will be determined by emergency needs only. The Public Works Department will coordinate with Police and Fire operations to accommodate emergencies.

IV. SNOW REMOVAL

The Streets Supervisor will determine when snow will be removed from an area. Such snow removal will occur in areas where there is no room on the boulevard for snow storage and in areas where accumulated piles of snow create hazardous conditions.

Snow removal operations will not commence until other snow plowing operations have been completed. Snow removal operations may also be delayed depending on weather conditions, personnel, and equipment available. The snow will be removed and hauled to a snow storage area. The snow storage area will be located so as to minimize environmental problems.

V. STREET PLOWING PRIORITIES AND SCHEDULING

The City has classified City streets based on the street function, traffic volume, and importance to the welfare of the community. Those streets classified as “Snow Plow Routes” will be plowed first. These are high volume roads which connect major sections of the City and provide access for emergency fire, police, and medical services.

Second priority streets are those streets providing access to schools and businesses. The third priority streets are low volume residential streets. The fourth priority areas are City parking lots and City park facilities.

All low volume residential streets will be plowed with a different starting point for each snow event where possible. This will ensure the same plowing sequence is not always followed.

VI. SIDEWALK AND PATHWAY SNOW REMOVAL

The City will maintain most sidewalks in the City. Sidewalk plowing will begin as soon as possible after a significant snowfall. As there are a limited number of personnel available, the City will only maintain sidewalks and pathways by moving snow with a snow blower or plow. When practical, the City will maintain pathways only after sidewalks are plowed. Not all pathways will be plowed and pathways will be plowed according to a prioritization system (see pathway map). Parks with pathways that are connected to the City regional trail system will be plowed. Sidewalks and pathways will be cleared of accumulated snow, but will **not** be maintained to a “clean pavement” condition (i.e. one to two inches of snow may remain on sidewalks after removal operations). Handwork will not be performed and surface irregularities and slippery conditions may result. No sanding or ice control (sanding or salting) will be performed.

VII. USE OF SALT/SAND

The City will use salt, sand, and other chemicals when there are hazardous icy or slippery conditions, on steep grades, and on high volume intersections and curves. The Streets Supervisor, or snowplow operators may vary sand/salt/chemical mix to address varying conditions of wind, temperature, etc. to produce, in his/her judgment, the most effective results. Application will be limited on low volume streets and cul-de-sacs. The City is concerned about the effect of such chemicals on the environment and will limit its use for that reason.

VIII. WEATHER CONDITIONS

Snow and ice control operations will be conducted only when weather conditions do not endanger the safety of City employees and equipment. Factors that may delay snow and ice control operations include: severe cold, significant winds, and limited visibility.

IX. SUSPENSION OF OPERATIONS

Generally, operations will continue until all roads are passable. Any decision to suspend operations will be made by the Streets Supervisor or his/her designated representative and shall be based on the conditions of the storm.

Safety of the plow operators and the public is paramount. Therefore, snow clearing or removal operations may be suspended after twelve (12) hours to allow personnel adequate time for rest. There may be instances when suspension of operations is not possible thereby instituting staggered shifts after four (4) hours of rest. In these cases, the Streets Supervisor will decide if and what portion of the plowing crew will stand down. Operations may also be suspended during periods of limited visibility. The Public Works Department will do its best to provide access for emergency fire, police and medical services during a storm event. In case of personnel or equipment shortages, contractors may be called in to supplement City forces.

X. PROPERTY DAMAGE

Snow plowing and ice control, by its nature, can cause harm to areas adjacent to the street even under the best of circumstances. The City's plow operators make every effort to avoid damage to areas adjoining the street; however, such damage does occur from time to time. The majority of damage occurs to improvements in the City right-of-way which extends approximately 10 feet to 15 feet beyond the streets curbs, in the boulevard.

City policies for repair of damaged property are noted as follows:

- Mailboxes - Individual residential mailboxes damaged during snow removal will not be authorized for repair unless there is physical evidence that the snow removal vehicle actually hit the mailbox. If due to snow build-up on the boulevards, mailboxes are tipped or knocked over from the weight of the snow, it shall be the

responsibility of the property owner to repair or replace the mailbox. If the City is responsible, the City will reimburse the owner up to \$50.00 for materials purchased for repairs (materials only–no labor), upon proof of purchase. *This maximum reimbursement amount will be adjusted annually using the City’s Construction Cost Index. If the City makes payment for replacement, the mailbox must be constructed and located in accordance with U.S. Postal Service requirements.*

- Sod - Sod damaged during snow removal will be repaired the following spring. The Street Maintenance Division or contractor will repair the damage using black dirt and grass seed.
- Boulevard Intrusions - City Code prohibits intrusions in boulevards on street public right-of-way (R.O.W.) without City approval. This includes structures and items such as landscape boulders, posts and fences, improperly positioned mailboxes, masonry structures, timbers, stakes, lawn sprinkler systems and other objects within the street R.O.W. These intrusions can damage snowplow equipment or become damaged by the weight of snow or equipment contact. Intruding items in the boulevard (R.O.W.) are not replaced or repaired by the City if damaged.
- Garbage/Recycling Container - Efficient snow plowing requires that garbage and recycling containers be accessible for pick-up and placed off street to allow snow removal. The container(s) may have to be placed in the driveway to meet both of these requirements. It is the responsibility of the resident to see that the containers are located so as not to interfere with snow removal. These containers will not be repaired or replaced if damaged during City snow removal.

XI. DRIVEWAYS

One of the most frequent and most difficult problems in removal of snow from public streets is the snow deposited in driveways during plowing operations. City personnel do not provide driveway cleaning.

XII. MAIL DELIVERY

The snowplow operators make every effort to remove snow as close to the curb line as practical and to provide access to mailboxes for the postal service. However, it is not possible to provide perfect conditions and minimize damage to mailboxes with the size and type of equipment the City operates. Therefore, the final cleaning adjacent to mailboxes is the responsibility of each resident.

XIII. SNOW ON ROADWAYS

According to the laws of the State of Minnesota, depositing snow in any fashion onto a public street/right-of-way of highway is illegal and punishable as a misdemeanor. Minnesota Statute 160.27 and 169.42, and City of Coon Rapids Ordinances/Policies prohibit plowing, shoveling, blowing or placing snow onto public roadways. The act of

placing snow onto a public roadway may subject a person to a civil liability if a road hazard such as a slippery area, frozen rut or bump occurs and causes a traffic accident. This civil liability may extend to both the property owner and the person who actually placed the snow on the roadway/right-of-way. The City of Coon Rapids asks all citizens to comply with these rules which are designed to keep the street, right-of-ways, and highways safe during the winter months.

XIV. WINTER PARKING REGULATIONS

The City of Coon Rapids winter parking restrictions are listed as follows:

- A. Snowbirds - (1) No person, firm, or corporation shall, at any time, park or permit to be parked any vehicle within any block or any public street when within the preceding 24 hours, falling or blowing snow or a combination of falling and blowing snow has accumulated to a depth of three (3) inches or more at street level anywhere within that block. Provided, however, that parking shall be permitted within any block of any public street where not otherwise prohibited whenever the entire length of roadway of such block has been cleared of snow from curb to curb, or in the case of streets without curbs, between the outer edges of the shoulders of such streets. Any vehicle parked in violation of this Section may be removed as provided by City Code Section 9-116.
- (2) No person, firm, or corporation shall at any other time park or permit to be parked any vehicle upon a public street when such parking interferes with the snow removal operations of the City and any vehicle so parked may be removed by the City at the owner's expense in accordance with the provisions of City Code Section 9-116, provided that the owner of said vehicle is notified of the City's intention to remove snow by the placement of a warning tag on such vehicle at least 24 hours prior to removal.
- (3) Any person, firm, or corporation violating the provisions of this Section shall be guilty of a misdemeanor and upon conviction thereof shall be subject to a fine not exceeding \$25.
- B. Winter Parking Ban - No person shall park or permit to be parked any vehicle on a public street in the City of Coon Rapids between the hours of 2:00 a.m. and 6:00 a.m. between the first (1st) day of November and the first (1st) day of April next following, both dates inclusive. Any vehicle parked in violation of this Section may be removed as provided by Revised City Code–1982, Section 9-116.
- C. Parking Restrictions–Snow Removal -
- (1) The Director of Public Works is hereby authorized to erect official signs within or abutting commercial and industrial areas of the City prohibiting parking on the odd numbered side of a street on odd numbered days and on the even numbered side of a street on even numbered days. Such restriction shall be imposed for snow removal purposes only and shall only be in effect between the first day of November and the first day of April next following, both dates inclusive.

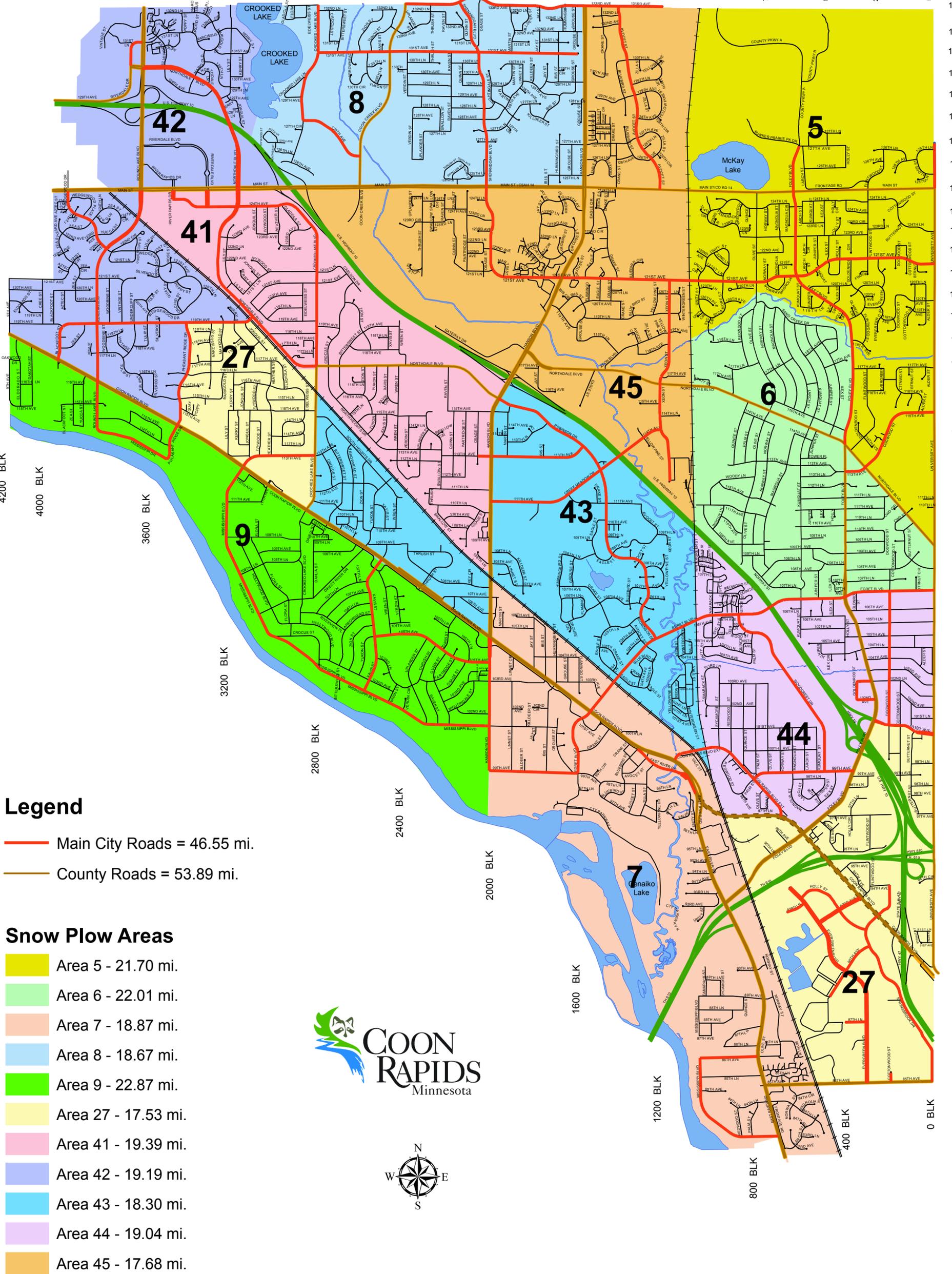
(2) When official signs restricting parking are erected as authorized herein, no person shall park a vehicle upon any such street in violation of any such sign.[Revised 1/26/93, Emergency Ordinance 1435]

XV. DISCLAIMER

To the extent that any previous rule, regulation, policy or past practice, written or unwritten, is in conflict with the provisions of this policy, such is hereby withdrawn, voided and all personnel should conduct themselves in conformity with the policy. This policy is not intended to create any duty to any individual member of the public or to protect any particular or circumscribed class of persons. All parts of this policy may be affected by at least one or more of the following which will delay all or some of the services provided:

- equipment breakdowns
- vehicles disabled in deep snow;
- weather so severe as to cause crews to be called in front from the streets, i.e. whiteout conditions;
- equipment rendered inadequate by the depths of the snow or drifts;
- crew breaks, and breaks required for refueling, refilling of material spreaders and installing chains or new blades; and
- unforeseen emergencies.

4150 9TH AVE
 4150 ELDORADO ST
 4000 DAKOTA ST
 4000 CREE ST
 4000 BLACKFOOT ST
 4000 AZTEC ST
 4000 ZEA ST
 4000 YUCCA ST
 3750 XENIA ST
 3750 WOODBINE ST
 3600 VINTAGE ST
 3600 UNDERCLIFF ST
 3600 TULIP ST
 3600 SILVEROD ST
 3600 ROSE ST
 3600 QUAY ST
 3600 POPPY ST
 3250 ORCHID ST
 3250 NARCISSUS ST
 3250 MARGOLD ST
 3000 LILY ST
 3000 KERRY ST
 3000 JONQUIL ST
 3000 IVYWOOD ST
 3000 HEATHER ST
 3000 GLADIOLA ST
 3000 FLORA ST
 3000 EIDELWEISS ST
 2750 DAHLIA ST
 2750 CROCUS ST
 2750 BITTERSWEET ST
 2750 ARROWHEAD ST
 2750 ZION ST
 2500 YUKON ST
 2500 XAVIS ST
 2500 WREN ST
 2500 VERDIN ST
 2500 UPLANDER ST
 2500 THRUSSH ST
 2250 SWALLOW ST
 2250 RAVEN ST
 2250 QUINN ST
 2250 PARTIDGE ST
 2000 OSAGE ST
 2000 NIGHTINGALE ST
 1750 MARTIN ST
 1750 LINNET ST
 1750 KILLDEER ST
 1750 JAY ST
 1750 IBIS ST
 1750 HUMMINGBIRD ST
 1750 GROUSE ST
 1750 FLAMINGO ST
 1500 EAGLE ST
 1500 DRAKE ST
 1500 CRANE ST
 1500 BLUEBIRD ST
 1500 AVOCET ST
 1500 ZILLA ST
 1250 YELLOW PINE ST
 1250 XEON ST
 1250 WINTERGREEN ST
 1250 VALE ST
 1000 UNITY ST
 1000 TAMARACK ST
 1000 SYCAMORE ST
 1000 REDWOOD ST
 1000 QUINCE ST
 1000 PALM ST
 1000 OLIVE ST
 750 NORWAY ST
 750 MAGNOLIA ST
 750 LARCH ST
 750 KUMQUAT ST
 750 JUNIPER ST
 500 ILEX ST
 500 HOLLY ST
 250 GOLDENROD ST
 250 FLINTWOOD ST
 250 EVERGREEN ST
 250 DOGWOOD ST
 250 COTTONWOOD ST
 250 BUTTERNUT ST
 50 ALDER ST
 UNIVERSITY AVE



Legend

- Main City Roads = 46.55 mi.
- County Roads = 53.89 mi.

Snow Plow Areas

- Area 5 - 21.70 mi.
- Area 6 - 22.01 mi.
- Area 7 - 18.87 mi.
- Area 8 - 18.67 mi.
- Area 9 - 22.87 mi.
- Area 27 - 17.53 mi.
- Area 41 - 19.39 mi.
- Area 42 - 19.19 mi.
- Area 43 - 18.30 mi.
- Area 44 - 19.04 mi.
- Area 45 - 17.68 mi.

