



# Economic Development and Redevelopment

## Introduction

Economic development and redevelopment are not required contents for the Comprehensive Plan. These aspects of community development are, however, critically important for the future of Roseville. Through this Comprehensive Plan, the City continues to place strong emphasis on the enhanced quality of life for its residents and businesses by promoting the creation of living-wage jobs, expansion of the property-tax base, prevention of blight, and enhancement of community image.

The Economic Development and Redevelopment chapter of the Comprehensive Plan contains the following components:

- ◆ Goals and Policies
- ◆ Implementation Strategies
  - Opportunity Areas
  - Facilitating Redevelopment
  - Tools for Public Actions
  - Keys to Implementation

The Economic Development and Redevelopment chapter works in conjunction with other chapters of the Comprehensive Plan:

- ◆ Land Use seeks to establish and maintain areas that enable Roseville to attract and retain high-quality businesses.
- ◆ Transportation creates and maintains a street system that makes Roseville a viable business environment. The transportation system provides the connections between businesses, employees, customers and the market.
- ◆ Utilities provide the wastewater treatment and water-supply systems required to operate a wide range of businesses.
- ◆ Housing and Neighborhoods help to ensure that Roseville has a suitable supply of housing to attract people that become the customers and employees of local businesses.

In a perfect world, the Comprehensive Plan would not include a separate economic development and redevelopment chapter, as the development needs of the

community would be met through the combination of market forces, land-use planning, and other City land-use controls. However, in reality, this approach may leave certain development needs and community objectives unmet. The purpose of the Economic Development and Redevelopment Chapter of the Comprehensive Plan is to identify gaps and reinforce policies in the other chapters of the Comprehensive Plan and provide a foundation for local decision making to guide economic development and redevelopment efforts in Roseville.

## Goals and Policies

The following goals and policies guide City actions related to economic development and redevelopment.

**Goal 1: Foster economic development and redevelopment in order to achieve Roseville’s vision, create sustainable development, and anticipate long-term economic and social changes.**

Policy 1.1: Use planning studies to evaluate options and to establish plans for reinvestment, revitalization, and redevelopment of key areas and corridors.

Policy 1.2: Ensure that local controls allow for contemporary retail, office, and industrial uses that are part of the community vision.

Policy 1.3: Encourage an open dialogue between project proposers, the surrounding neighborhood, and the broader community through individual and neighborhood meetings and use of technology.

Policy 1.4: Enhance communication of the community’s objectives for promoting business development to enhance the quality of life in Roseville.

Policy 1.5: Where appropriate, use public-private partnerships to achieve the community’s economic development and redevelopment goals.

**Goal 2: Enhance opportunities for business expansion and development that maintains a diverse revenue base in Roseville.**

Policy 2.1: Foster strong relationships with existing and prospective businesses to understand their needs and to maximize opportunities for business retention, growth, and development.

Policy 2.2: Support existing businesses and welcome new businesses to serve Roseville’s diverse population and/or provide attractive employment options that encourage people to live within the community.

Policy 2.3: Improve the awareness of community assets and opportunities that Roseville offers prospective businesses through ongoing participation in regional economic development organizations and coordination with county and regional agencies.

Policy 2.4: Encourage locally owned and/or small businesses to locate or expand in Roseville.

**Goal 3: Establish an infrastructure system to meet the needs of current businesses and facilitate future growth.**

Policy 3.1: Work with local businesses and the Metropolitan Council to improve transit service to, from, and within Roseville.

Policy 3.2: Work with Ramsey County, MnDOT, and the Metropolitan Council to promote, coordinate, and facilitate regional improvements to the roadway system, as well as to communicate planned roadway

improvements to the general public in advance of construction.

Policy 3.3: Ensure that adequate public utilities (e.g., sewer and water) will be available to serve future commercial and industrial development.

Policy 3.4 Encourage and promote the development of advanced, state-of-the-art telecommunication and information technology infrastructure to and within Roseville.

Policy 3.5: Work with service providers to ensure adequate supplies and reliable distribution systems for electricity and natural gas.

**Goal 4: Encourage reinvestment, revitalization, and redevelopment of retail, office, and industrial properties to maintain a stable tax base, provide new living-wage job opportunities, and increase the aesthetic appeal of the city.**

Policy 4.1: Encourage and facilitate infill commercial, industrial, and office development on vacant commercial parcels to ensure maximum efficiency of land use.

Policy 4.2: Encourage and facilitate redevelopment of or distressed commercial, industrial, and retail properties into viable developments by working with property owners and interested developers.

Policy 4.3: Foster environmental remediation of polluted property through partnerships with property owners and funding agencies.

Policy 4.4: Use inspections and code enforcement to promote the maintenance of property, identify ongoing issues, and prevent the spread of potential blighting factors.

Policy 4.5: Continue to give attention to creating and maintaining aesthetic quality in all neighborhoods and business districts.

**Goal 5: Make effective use of available financial resources to facilitate community economic development and redevelopment objectives.**

Policy 5.1: Establish a strong working knowledge of the type and purpose of available municipal, regional, state, and federal development incentive programs.

Policy 5.2: Review new and innovative economic development incentives for application in Roseville.

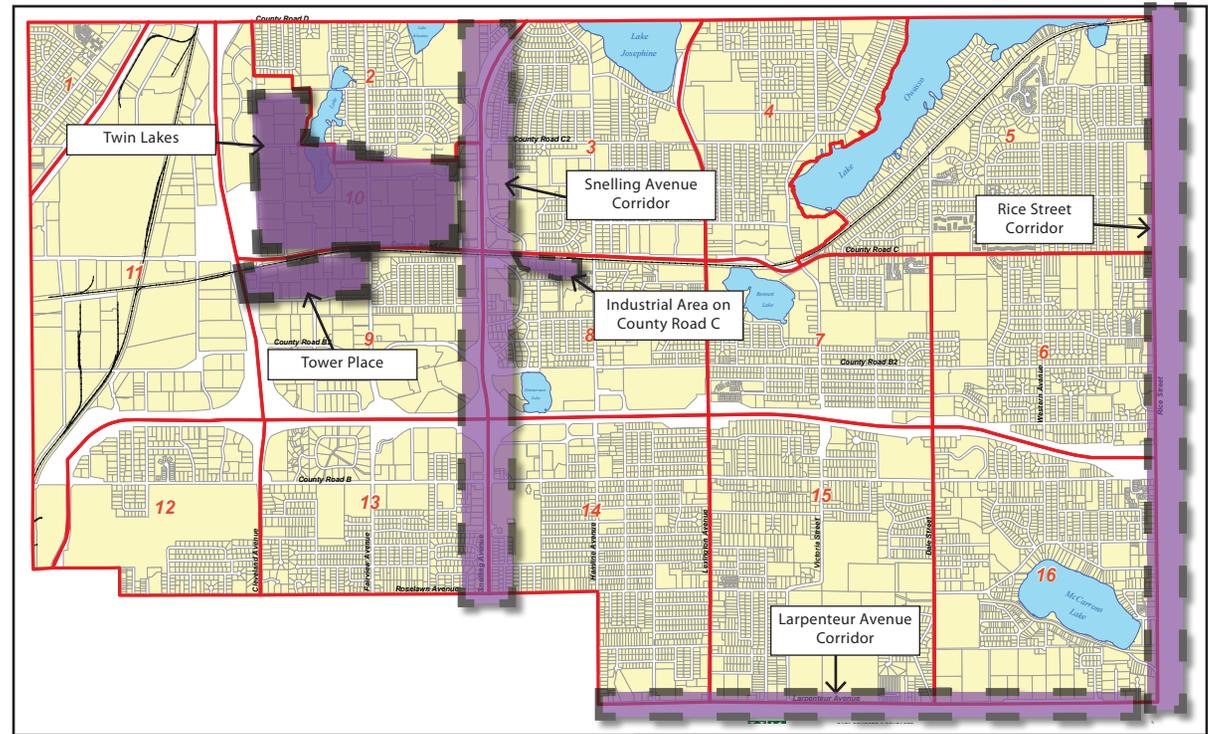
Policy 5.3: Establish guidelines for the use of financial incentives to promote the most effective use of limited resources, including tax revenues.

**Goal 6: Integrate environmental stewardship practices into commercial development.**

Policy 6.1: Foster transit-supportive development along existing and planned transit corridors.

Policy 6.2: Support official controls and programs that incorporate state-of-the-art technology for new construction or rehabilitation of existing commercial buildings that promotes innovative and sustainable building methods.

Policy 6.3: Encourage the use of high-quality, durable, and energy-efficient building materials and construction products in renovations of existing buildings and construction of new buildings to promote decreased energy and land consumption, resource efficiency, indoor environmental quality, and water conservation, and to lessen site and community impacts.



**Opportunity Areas**

**Figure 7.1**

Policy 6.4: Encourage third-party certification (e.g., LEED) of “green” building practices for new and renovated commercial structures.

Policy 6.5: Create ongoing resources to educate the development community about “green” renovation and “healthy building” construction techniques.

Policy 6.6: Encourage the use of low-impact and low-maintenance landscaping within commercial development to decrease natural resources consumed by landscape maintenance.

Policy 6.7: Encourage the reduction of impervious surfaces, including consideration of decreasing parking requirements in return for additional landscaping and pervious surfaces.

## Implementation Strategies

The Economic Development and Redevelopment Chapter of the Comprehensive Plan creates a framework for public action. Many of the detailed plans and programs used to address economic development and redevelopment needs lie outside the Comprehensive Plan. This approach allows more flexibility in responding to changing market forces and development needs and opportunities.

### Opportunity Areas

The Land Use chapter identifies a series of areas with particular opportunity for future redevelopment. A key to implementing the Comprehensive Plan will be understanding the development opportunities in these areas in order to create a plan for desired public improvements and to encourage the desired private investment. The map in Figure 7.1 highlights the location of these areas. The remainder of this section briefly describes the nature of the redevelopment opportunity in each area.

#### ***Rice Street Corridor***

The Rice Street Corridor forms the eastern boundary of Roseville. The corridor is a complex setting with a wide range of land uses located in Roseville, Little Canada and Maplewood. It creates both the opportunity and the need for planned and coordinated redevelopment. The level of study conducted with the 2008 update did not allow for the planning needed to explore future land-use options in conjunction with the adjacent cities. The Rice Street Corridor is part of Planning Districts 5, 6 and 16 in the Land Use chapter.

#### ***Snelling Avenue Corridor***

The Snelling Avenue Corridor is important to both transportation and development in Roseville. Snelling Avenue is the primary north/south corridor through Roseville. Only Interstate 35 and Highway 36 carry more traffic than Snelling Avenue. This corridor is a critical connection between Roseville and the region. The character of the roadway and the volume of traffic also physically divide the community. In the Land Use chapter, Snelling Avenue forms an edge for seven Planning Districts (2, 3, 8, 9, 10, 13 and 14). It is important to examine this corridor, including adjacent parcels, as a cohesive area and plan for future redevelopment possibilities, transit improvements, pedestrian connections, and landscaping improvements along this major entrance into Roseville.

#### ***Larpenteur Avenue Corridor***

Another important corridor is Larpenteur Avenue from Hamline Avenue to Rice Street. The area west of Lexington Avenue has benefited from both public (streetscape) improvements and new private investment. The Comprehensive Plan seeks to extend these redevelopment initiatives along the corridor to the east. Additional planning will be needed to design and facilitate these changes.

#### ***Twin Lakes***

The Twin Lakes area (see Planning District 10) has been a redevelopment focus of Roseville for many years. It is an excellent illustration of the long-term nature of redevelopment. Twin Lakes continues to be a redevelopment priority for Roseville. The Comprehensive Plan seeks to build on the foundation that has been laid by prior planning and environmental studies.

#### ***Tower Place***

The Tower Place area lies in the northwest part of Planning District 9. The area continues to evolve as an employment center with office/warehouse and office developments. New opportunities may exist in the future if transit services are provided on the adjacent railroad corridor.

#### ***Isolated Industrial Area on County Road C***

The Land Use chapter encourages the redevelopment of the existing industrial area south of County Road C and east of Snelling Avenue. The industrial uses exist on smaller parcels with constrained access in an area that is predominantly residential. Public involvement will be needed to facilitate this redevelopment and to provide needed access improvements.

### Facilitating Redevelopment

The Comprehensive Plan seeks to create a place where land-use plans, policies, and controls work together with private investment to properly maintain all properties in Roseville. It is recognized that this approach may not succeed in all locations, as despite the best plans and intentions, properties may become physically deteriorated and/or economically unviable. In such places, the City may need to facilitate redevelopment and prevent the spread of blight and disinvestment. City involvement may include:

- ◆ Acquisition of land
- ◆ Preparation of sites for development
- ◆ Remediation of polluted land
- ◆ Construction or reconstruction of public improvements
- ◆ Provision of adequate parking

- ◆ Removal of other physical and economic barriers to achieve community objectives

These actions may require the use of a variety of financial tools available to the City.

### **Tools for Public Actions**

In order to facilitate redevelopment, the State has provided cities with several tools to assist in financing improvements. These include:

- ◆ Tax Increment Financing
- ◆ Special Service District
- ◆ Tax Abatement
- ◆ Special Assessments
- ◆ Housing Improvement Area
- ◆ General Property Taxes
- ◆ Commercial Rehabilitation Loans and Grants

### **Keys to Implementation**

The experience of Roseville shows that several factors are important to achieving goals and policies for economic development and redevelopment.

Patience: Many development goals cannot be met overnight. The time frame for implementation reflects its evolutionary nature; it looks forward over a period of years. The desired change often requires the patience to wait for the right things to happen, rather than making changes simply to be seen as doing something.

Commitment: Commitment to the Comprehensive Plan and patience go hand-in-hand. This Plan does not simply seek to attract development to Roseville; it also seeks to move Roseville toward a vision for

the future. There is a difference. Commitment to the Comprehensive Plan means the willingness to actively promote public and private investments that achieve its goals, and to deter developments that do not fit. Not all of these decisions will be easy.

Public-Private Partnerships: These goals and policies require a continuation and strengthening of the public-private partnerships found in Roseville for many years. City government, neighborhoods, and businesses must actively collaborate to achieve the vision for the community.

Financial Reality: Achieving these goals and policies requires the careful investment of public funds, but the private side of the financial equation must not be overlooked. The Comprehensive Plan seeks to balance the investment in public initiatives with the creation of a financial environment that sustains businesses, provides employment, enhances the tax base, and results in sustainable development benefiting the community.

Strategic Investments: If financial support for the Comprehensive Plan was unlimited, the need for strategic decisions would be less important. With limited funds, though, every expenditure is crucial. Every investment must be evaluated for its impact on achieving the vision for the future of Roseville.

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