

**City of Ramsey**  
**Agenda**  
**Strategic Planning Work Session**  
**Tuesday, February 21, 2017**  
**5:30 pm**  
**Lake Itasca Room, 7550 Sunwood Drive NW**

- 1. Call to Order**
- 2. Topics for Discussion**
  1. Strategic Planning
- 3. Adjournment**

Meeting Date: 02/21/2017

---

### Information

**Title:**

Strategic Planning

**Purpose/Background:**

The City Council and management team staff annually review the City's *Strategic Plan* and make adjustments for the coming year. The specific agenda for this year's session is below and a number of relevant resource documents are attached for your review.

**Timeframe:**

**Time Item**

5:30 PM Welcome/Call to Order/Dinner Served

5:35 – 5:45 Review Agenda and Meeting Objectives

5:45 – 5:55 Lightning Round Table: Greatest Accomplishments in 30 Seconds (what do you think was our greatest accomplishment(s) in 2016 in 30 seconds or less)

5:55 – 6:15 Traffic Light Report 2016: Status of Action Items/Celebrate Success

6:15 – 7:15 Small Group (4) Exercise:  
Strengths, Weaknesses, Opportunities, Threats (SWOT) Re Mission and Goals-Report and Discuss

7:15 – 7:30 Break

7:30 – 8:00 Review and Prioritize Existing and Proposed Action Items for 2017

8:00 – 8:40 Discuss and Identify Resources Needed to Accomplish Strategic Action Items

8:40 – 9:00 Discuss Next Steps/Closing Comments

9:00 p.m. Adjourn

Resource Documents Attached:

Mission, Goals and values Statement  
Strategic Action Plan Traffic Light Review  
Balanced Scorecard  
State Performance Measures  
2016 Citizen Survey  
2017 Work Plans for Commissions

**Funding Source:**

**Responsible Party(ies):**

**Outcome:**

Create an updated *Strategic Plan* for 2017-2018.

---

### Attachments

Mission and goals

Traffic light status report

balanced scorecard

State metrics

Commission work plans

The NCS Community Livability Report-Ramsey FINAL 2016

---

### Form Review

**Inbox**

Kurt Ulrich

Form Started By: Kathy Schmitz

Final Approval Date: 02/16/2017

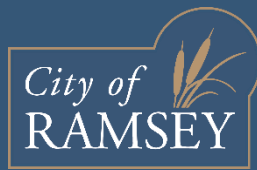
**Reviewed By**

Kurt Ulrich

**Date**

02/16/2017 05:03 PM

Started On: 02/16/2017 03:58 PM



# Strategic Action Plan 2015 - 2018

## Mission Statement

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

## Goals and Imperatives

### **Financial Stability**

Ensure strategic economic development that complements the City's desired quality of life and builds a stable tax base, all while maintaining a low tax levy.

### **A Connected Community**

Ensure that the city is a connected city that is part of a comprehensive regional transportation system that enables all to easily navigate the community and attracts business development.

### **Smart, Citizen-Focused Government**

Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

### **An Effective Organization**

Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meets the increasingly ever-changing needs of the organization.

## Measures for Success

The City will look at a "Balanced Scorecard" of financial, internal, external and stakeholder metrics in order to measure success.

The City will regularly measure and assess stakeholder satisfaction

The City leadership and staff will hold themselves accountable for results.

## Core Values

Ethics and Integrity

Fiscal Responsibility

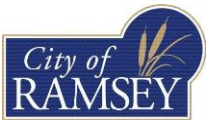
Cooperation and Teamwork

Open and Honest Communications

Excellence and Quality in the Delivery of Service

Treating People with Respect and Fairness

Adaptability and Continuous Learning







# Strategic Action Plan February 2017 Update

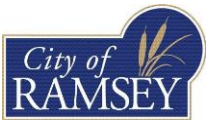
## MISSION

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

### Strategic Imperative I: Financial Stability

Ensure strategic economic development that complements the city's desired quality of life and builds a stable tax base, all while maintaining a low tax levy.

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
			<b>Key</b>  Red: On hold/stopped   Yellow: Needs Discussion   Green: on track   Completed			Uses adopted 2017 Budget as benchmark. Assumed to hold constant for 2018 to determine additional resources needed to accomplish initiative.
<b>Improve budget preparation to identify operational efficiencies and cost-savings</b>	1) Develop an all-inclusive integrated budget document that will incorporate Strategic Planning items, adopted budgets, CIP, metrics, and trend information.	June 2015	December 2018	<ul style="list-style-type: none"> <li>Integrated budget completed for 2016 - complete</li> <li>Distinguished Budget Award received in 2018</li> </ul>	Lund	<ul style="list-style-type: none"> <li>Need direction on alternative budget document format.</li> </ul>
<b>Increase economic growth and development</b>	2) Sale of City-Owned Parcels that are listed for sale for economic development.	Summer 2015	Summer 2018	<ul style="list-style-type: none"> <li>City owned land will be positioned: "as-competitive-as-possible" in today's real estate market.</li> <li>Removed development "unknowns" for prospects and significantly improved project timelines.</li> <li>100 % properties shovel-ready certified.</li> <li>Land sale closings above previous three year term.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>Several land sales</li> <li>Shovel-ready analysis being completed</li> <li>Broker relationship &amp; service options under review</li> </ul>



# Strategic Action Plan February 2017 Update

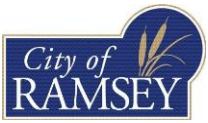
## MISSION

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

### Strategic Imperative I: Financial Stability

Ensure strategic economic development that complements the city's desired quality of life and builds a stable tax base, all while maintaining a low tax levy.

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Increase economic growth and development (cont.)</b>	3) Recruit new industry and market-ready major retail businesses to Ramsey	Ongoing	Fall 2017	<ul style="list-style-type: none"> <li>Secured two (2) new 30,000+ square foot retail facilities.</li> <li>Secured two (2) new 30,000+ square foot industrial facilities.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>No additional resources requested</li> <li>Metric based on market factors outside of City control</li> </ul>
	4) Establish new Business Park, west of Armstrong Boulevard	Spring 2016	Summer 2016	<ul style="list-style-type: none"> <li>Business Park will be positioned: "as-competitive-as-possible" in today's real estate market.</li> <li>Removed development "unknowns" for prospects and significantly improved project timelines.</li> <li>Attain State of Minnesota <i>Shovel-Ready</i> Status for Business Park land parcels.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>Business park under development working with private land owners</li> </ul>
	5) Develop and plan for key infrastructure improvements (AUAR improvements, extensions of municipal utilities, and major transportation corridors.	April 2015	December 2017	<ul style="list-style-type: none"> <li>Meet the COR AUAR milestones</li> <li>Scheduled prioritized projects in CIP</li> <li>Revised JPA construction schedule - Meet the scheduled milestones.</li> <li>Reviewed possible extension of sewer and water to 167<sup>th</sup> and Hwy 47 area</li> <li>Mobility improvements made to major highway corridors (i.e. US Hwy 10, Hwy 47 and CR 5)</li> </ul>	Westby	<ul style="list-style-type: none"> <li>Comprehensive planning in process</li> </ul>
<b>Leverage outside funding sources</b>	6) Optimize use of non-city funding through joint projects, grants and partnerships	2015	2018	<ul style="list-style-type: none"> <li>Increased grant awards</li> <li>Reduced reliance on the general fund.</li> <li>Effective grant administration</li> <li>Increased public and private partnerships</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Grants applied for with active support of private business interests</li> </ul>



# Strategic Action Plan February 2017 Update

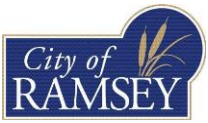
## MISSION

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

### Strategic Imperative II: A Connected Community

Ensure that the city is a connected city that is part of a comprehensive regional transportation system that enables all citizens to easily navigate the community and attracts business development.

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Improve the safety and mobility of major road corridors</b>	7) Actively lobby State Legislature and Federal Congressional Delegation for \$170M to construct the identified Highway 10 corridor priorities	March 2015	December 2018	<ul style="list-style-type: none"> <li>State and federal funding secured for high priority TH Highway 10 projects.</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Work in process</li> </ul>
	8) Introduce legislation requesting state funding for highway-rail separation at Ramsey and Sunfish Lake Blvd. rail intersections.	March 2015	May 2018	<ul style="list-style-type: none"> <li>Allocation of up to \$10 M in state bonding for projects.</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Work in process</li> </ul>
	9) Initiate a regional effort to complete Preliminary Engineering and Environmental Review for all projects of the Highway 10 Study	March 2015	December 2018	<ul style="list-style-type: none"> <li>Preliminary Design and Engineering in regard to MNDOT TH10 Access Planning Study projects are commenced.</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Work in process</li> </ul>
	10) Develop a communications strategy in regard to Highway 10 improvements	Summer 2015	Summer 2016	<ul style="list-style-type: none"> <li>1-2 page flyer (marketing material) summary of Highway 10</li> <li>Created project webpage on City website.</li> <li>“Support network” of businesses and land owners willing to assist in lobbying established.</li> <li>“Lobbying List” outlining an inventory of people the City should be communicating with (lobbying) established.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>No additional resources requested.</li> <li>Outline/framework complete.</li> <li>To be completed in 2017</li> </ul>



# Strategic Action Plan February 2017 Update

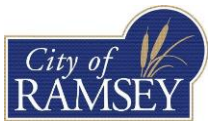
## MISSION

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

### Strategic Imperative II: A Connected Community

Ensure that the city is a connected city that is part of a comprehensive regional transportation system that enables all citizens to easily navigate the community and attracts business development.

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Improve the safety and mobility of major road corridors</b> (continued)	11) Conduct CASH 5 Corridor Study (land use and traffic integrate in cooperation with the County)	April 2015	October 2018	<ul style="list-style-type: none"> <li>Corridor study completion in 2017</li> <li>At least one high priority improvement project commenced by 2018</li> </ul>	Westby	<ul style="list-style-type: none"> <li>\$50,000 in professional services</li> </ul>
	12) Conduct MN State Hwy 47 Study in cooperation with MNDOT and City of Anoka	April 2015	October 2018	<ul style="list-style-type: none"> <li>Corridor study completion in 2017</li> <li>At least one high priority improvement project commenced by 2018</li> </ul>	Westby	<ul style="list-style-type: none"> <li>\$50,000 in professional services</li> </ul>
	13) Conduct Armstrong Blvd traffic study in cooperation with the County	July 2015	October 2018	<ul style="list-style-type: none"> <li>Corridor study completion in 2017</li> <li>At least one high priority improvement project commenced by 2018</li> </ul>	Westby	<ul style="list-style-type: none"> <li>\$50,000 in professional services</li> </ul>
<b>Create a diverse and robust offering of recreational opportunities</b>	14) Develop a comprehensive recreation plan that inventories existing recreation programs, services, and infrastructure at the local, regional, and national level	5/2015	10/2017	<ul style="list-style-type: none"> <li>Present findings and recommendations in 2017 as part of budget development for 2018 implementation</li> </ul>	Riemer/Riverblood	<ul style="list-style-type: none"> <li>Comprehensive planning in process</li> </ul>
	15) Develop Plan for future parks, trails, and open space capital improvements	2015	2017	<ul style="list-style-type: none"> <li>Completed Master Park and Trail Plan Update</li> <li>CIP Aligned with Parks Plan</li> </ul>	Gladhill/Riverblood	<ul style="list-style-type: none"> <li>Comprehensive planning in process</li> </ul>



# Strategic Action Plan February 2017 Update

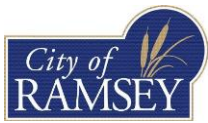
## MISSION

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

### Strategic Imperative III: Smart, Citizen-Focused Government

Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Improve and maintain the safety of the community</b>	16) Reduce illegal drug activity in the community	June 2015	January 2017	<ul style="list-style-type: none"> <li>Increased number of arrests for drug crimes</li> <li>Maximized collaboration of Anoka Hennepin Drug Task Force by allocating staff to task force</li> <li>Increased intelligence on drug activity</li> <li>Reduced criminal activity in community related to drug use</li> <li>Increased community awareness of illegal drug activity</li> </ul>	Katers	<ul style="list-style-type: none"> <li>Drug Task Force Officer assigned, programs and educational components to be developed</li> </ul>
	17) Provide adequate public safety staffing based on City's growth factors	June 2015	September 2016	<ul style="list-style-type: none"> <li>Metrics developed to support 2016 and future public safety staffing requests</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Staffing levels support current activity, coverage levels, and population.</li> </ul>
	18) Consider security cameras to enhance safety and security	June 2015	June 2016	<ul style="list-style-type: none"> <li>Visible deterrent to criminal activity</li> <li>Reduction of Vandalism to city owned property by 10 %</li> <li>Assisted in identification of criminal suspects</li> <li>Provided increased sense of security in public spaces.</li> </ul>	Katers	<ul style="list-style-type: none"> <li>\$20,000 in equipment and software</li> </ul>
	19) Expand and improve residential rental licensing program	April 2015	Dec. 2016	<ul style="list-style-type: none"> <li>Cost Benefit analysis completed</li> <li>Improved property maintenance</li> <li>Improved landlord/tenant relationships</li> <li>Improved public safety response</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>Rental license ordinance amended to expand program</li> </ul>
<b>Create a strong positive image for residential neighborhoods and business districts</b>	20) Meet or exceed community expectations in regard to response times for code complaints	2016	2017	<ul style="list-style-type: none"> <li>Centralized enforcement program with consistent metrics</li> <li>Improved communication of notices of violation</li> <li>Response times of 14-30 days</li> <li>Enhanced focus on key corridors (Highway 10 and Highway 47)</li> <li>Eliminate duplication in data</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>0.5 FTE</li> </ul>
<b>Enhance Community Engagement</b>	21) Create a program for citizen recognition.	June 2015	December 2016	<ul style="list-style-type: none"> <li>Implemented citizen recognition program</li> <li>Incorporate recognition contests into recreation programming (e.g., best butterfly garden, best holiday lights)</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Council meetings and social media used for recognition.</li> <li>Current rec intern, future 0.5 FTE</li> </ul>



# Strategic Action Plan February 2017 Update

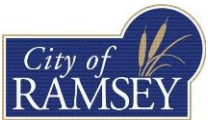
## MISSION

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

### Strategic Imperative III: Smart, Citizen-Focused Government

Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Enhance Community Engagement (cont.)</b>	22) Identify opportunities for community volunteer work	June 2015	December 2016	<ul style="list-style-type: none"> <li>Increased citizen volunteer hours</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Current rec intern, future 0.5 FTE for volunteer coordination and recognition</li> </ul>
	23) Increase engagement opportunities in future land use decisions	2015	2018	<ul style="list-style-type: none"> <li>Adopt a citizen engagement framework for 2040 Comprehensive Plan update</li> <li>Determine appropriate scale of update to the City's Comprehensive Plan</li> <li>Complete required 2040 Comprehensive Plan update</li> <li>Clarified vision for the COR</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>Comprehensive planning in process</li> </ul>
<b>Enhance the level of customer service</b>	24) Evaluate staffing deployment and process effectiveness	2015	2017	<ul style="list-style-type: none"> <li>10 Business Day Building Permit Plan Review</li> <li>48 Hour Inspection Window</li> <li>Centralized Permits and Licenses Division</li> <li>Improved management and ensured equity of enforcement of City-Owned properties</li> <li>Improved support to Environmental Policy Board (EPB)</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>Enhance technology and staffing has been implemented</li> </ul>
<b>Define and promote Ramsey Brand</b>	25) Develop strategy with Ramsey Brand as umbrella while still promoting sub-areas of the community (The COR, 167 <sup>th</sup> Avenue, Future Business Park, etc.)	Spring 2015	Summer 2016  Final completion tied to tactic below.	<ul style="list-style-type: none"> <li>Unified marketing/ communications with consistent use of Ramsey Brand (refreshed materials and policy).</li> <li>Implementation of Ramsey logo in future COR materials and signage (same for other sub-districts)</li> </ul>	Brama	<ul style="list-style-type: none"> <li>Timeline adjusted to 2017 completion for The COR Development Plan Update/Vision</li> </ul>
	26) Acquire a ZIP Code for Ramsey	Spring 2015	December 2017	<ul style="list-style-type: none"> <li>New and unique ZIP Code assigned to Ramsey</li> </ul>	Brama	<ul style="list-style-type: none"> <li>No additional resources.</li> <li>Metric dependent upon USPS.</li> </ul>



# Strategic Action Plan February 2017 Update

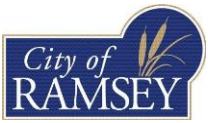
## MISSION

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

### Strategic Imperative III: Smart, Citizen-Focused Government

Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Define and promote Ramsey Brand (cont.)</b>	27) Create a community sign plan that focuses on community gateways and focal points.	2015	2016	<ul style="list-style-type: none"> <li>Revised zoning code</li> <li>Monument signage plan for the City completed</li> <li>Tenant panel distribution policy completed</li> <li>Funding and Priority Plan</li> </ul>	Brama	<ul style="list-style-type: none"> <li>Timeline adjusted for The COR Development Plan Update/Vision = 2017</li> </ul>
<b>Improve the image of key corridors (Highway 10, CR5, and Highway 47)</b>	28) Use property-owner/ citizen engagement strategies	2016	2016	<ul style="list-style-type: none"> <li>Adopted Statement of Goals</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>2017 Budget now has appropriate resources for this step.</li> </ul>
	29) Proactively Implement Corridor Improvements through public investment and code compliance initiatives	2016	2018	<ul style="list-style-type: none"> <li>30% of targeted property clean-up per year of plan</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>Current program is complaint-based</li> <li>Proactive compliance on main corridors add 0.5 FTE</li> </ul>
<b>Ensure long-term sustainability of Public Water System</b>	30) Work with neighboring cities and regulating agencies to identify regional solution(s) for sustainable water supply/water treatment facility	2015	2018	<ul style="list-style-type: none"> <li>Commitment to regional solution for long-term water supply</li> <li>Active participation of neighboring cities/regulating agencies</li> </ul>	Westby	<ul style="list-style-type: none"> <li>Comprehensive planning in process</li> </ul>



# Strategic Action Plan February 2017 Update

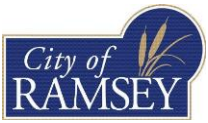
**MISSION**

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

**Strategic Imperative III: Smart, Citizen-Focused Government**

Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Ensure long-term sustainability of Public Water System (cont.)</b>	31) Develop a Comprehensive Plan for City long-term water supply	2015	2016	<ul style="list-style-type: none"> <li>Updated Comprehensive Water Supply Study</li> </ul>	Westby	<ul style="list-style-type: none"> <li>Comprehensive planning in process</li> </ul>



# Strategic Action Plan February 2017 Update

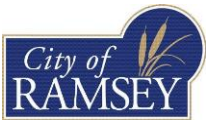
## MISSION

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

### Strategic Imperative IV: An Effective Organization

Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the increasingly ever-changing needs of the organization

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Improve City communications with the community</b>	32) Adopt a Formalized Communications Plan	Winter 2015	Early 2016	<ul style="list-style-type: none"> <li>Council adopted communications plan.</li> <li>The adopted plan outlines specific outcome for each specific tactic.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>Reviewed by CC on 2/14</li> </ul>
<b>Improve and sustain high employee morale</b>	33) Develop a Staff recognition program	April 22, 2015 Kick-off	Ongoing	<ul style="list-style-type: none"> <li>Formal Staff Recognition Program Developed and Implemented</li> <li>Staff feeling recognized and valued by peers</li> <li>Staff promoting positive accountability to our core values by peers</li> <li>Promoted teamwork and brand</li> <li>Sustained or improved morale</li> </ul>	Lasher	<ul style="list-style-type: none"> <li>Labor Management Committee has worked on communication efforts</li> </ul>
	34) Initiate a strategy to highlight City Employees and job duties (put a face to a name and highlight their contribution to the community)	July/Aug. 2015	Ongoing (monthly)  RR Publications as scheduled	<ul style="list-style-type: none"> <li>Increased awareness of Dept. Functions. / increased staff recognition</li> <li>Increased awareness of specific roles and specific current events / increased staff recognition.</li> <li>Promoted Ramsey Brand / increased staff recognition.</li> </ul>	Lasher	<ul style="list-style-type: none"> <li>Labor Management Committee has worked on communication efforts</li> <li>Safety Committee now in place</li> </ul>
<b>Continue to implement process improvement initiatives</b>	35) Review existing events and consider the value to the City	June 2015	September 2018	<ul style="list-style-type: none"> <li>Status of each City event (i.e., include or not) in 2016 budget determined</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Programs reviewed with annual budget</li> </ul>



# Strategic Action Plan February 2017 Update

**MISSION**

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

**Strategic Imperative IV: An Effective Organization**

Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the increasingly ever-changing needs of the organization

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b><i>Plan for public facilities to meet City's growth</i></b>	36) Identify capital cost of PW facility based upon space needs study. Create funding and implementation plan for a new public works campus	2015	2016	<ul style="list-style-type: none"> <li>Decision by Council on timing and amount of debt for the new Public Works facility</li> <li>Completed design [new]</li> </ul>	Lund	<ul style="list-style-type: none"> <li>Need direction on design process.</li> </ul>

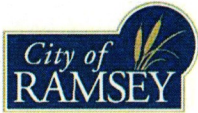
## City of Ramsey 2015-2018 Balanced Scorecard

Fiduciary Perspective	Customer/Stakeholder Perspective
<ul style="list-style-type: none"> <li>• ○ <i>Maintain the City's AA+ rating</i></li> <li>• ○ <i>Maintain a stable tax levy rate 2015-17: 42.26%, 43.41%, 42.406%</i></li> <li>• ○ <i>Economic Development Director to initiate economic development (new business park, business expansions and outreach)</i></li> </ul>	<ul style="list-style-type: none"> <li>• ○ <i>Achieve and maintain a 70 percent or higher customer satisfaction rating from residents for overall public services and safety in the community(2016 Survey: Police 90%, Fire 93%, overall 81%)</i></li> <li>• ○ <i>Achieve and maintain an 8 minutes, 36 seconds or better for average police response time (2016 response times were 7:30 non-priority, 3:23 for priority calls)</i></li> <li>• ○ <i>Achieve and maintain an 8 minutes, 39 seconds or better for average fire response time (2016 response times were 8:23)</i></li> <li>• ○ <i>Achieve and maintain an ISO rating of 5 or better in serviced areas (looking at options to upgrade to an ISO 4)</i></li> <li>• ○ <i>Achieve and maintain city's ratings of 6.5 average of road conditions (current rating 7.439)</i></li> <li>• ○ <i>Achieve and maintain a 70 percent or higher rating for business customer satisfaction with economic development and Police business Services (Last survey was 2013)</i></li> <li>• ○ <i>Achieve and maintain a maximum 10 business day plan review and 48 hour inspection window for building permits (staffing adjusted and technology added to maintain this level)</i></li> </ul>
Internal Perspective	Learning and Growth Perspective
<ul style="list-style-type: none"> <li>• ○ <i>Achieve and maintain a 70 percent or higher satisfaction rating of policy makers by providing timely, pertinent, comprehensive information with options and recommendations to policy-makers and staff (100% Favorable Zone in Ratings)</i></li> <li>• ○ <i>Monitor development review timeline (all development reviews periods within statutory guideline)</i></li> </ul>	<ul style="list-style-type: none"> <li>• ○ <i>Achieve and maintain 100 percent of updated job descriptions, employee development plans, and develop a performance rating strategy for employees. (development plans to be developed)</i></li> <li>• ○ <i>Achieve and maintain a 70 percent or higher employee satisfaction rating of Leadership Team (work environment 79.71%^, good place to work 93.85%^, recommend 93.85%^, clear communications 69.3%^)</i></li> </ul>



# Ramsey: Standard Measures 2015

Category	Measure	2012	2013	2014	2015
<b>General</b>	<b>1</b> Rating of the overall quality of services provided by your city	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>
	<b>2</b> Percent change in the taxable property market value	-7.82%	-0.74%	12.76%	4.50%
	<b>3</b> Citizens' rating of the overall appearance of the city	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>
	<b>4</b> Nuisance code enforcement cases per 1,000 population	6.31	9.72	14.40	15.48
	<b>5</b> Number of library visits per 1,000 population	NA	NA	NA	NA
	<b>6</b> Bond rating	AA+	AA+	AA+	AA+
	<b>7</b> Citizens' rating of city recreational programs and facilities	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>
	<b>8</b> Accuracy of post election audit (% of ballots counted accurately)	100.00%	100.00%	100.00%	100.00%
<b>Police</b>	<b>9</b> P I and II Crime Rates (per 1000)	22.20/26.30	17.3/25.43	15.01/27.16	1 year lag
	<b>10</b> Part I and II Crime Clearance Rates (per 1000)	41.00%	51.00%	46.00%	1 year lag
	<b>11</b> Citizens' rating of safety in their community (survey)	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>
	<b>12</b> Average police response time (emergency calls)	8:36	No Data	No Data	4:33
<b>Fire &amp; EMS</b>	<b>13</b> Insurance industry rating of fire services	ISO 4/7	ISO 4/7	ISO 5/7	ISO 5/7
	<b>14</b> Citizens' rating of the quality of fire protection services	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>
	<b>15</b> Average fire response time	8:05	8:24	8:12	8:27
	<b>16</b> Fire calls per 1,000 population	13.20	10.98	16.50	12.46
	<b>17</b> Number of fires with loss resulting in investigation	29.00	34.00	27.00	16.00
	<b>18</b> EMS calls per 1,000	2.50	4.56	4.70	5.55
	<b>19</b> Emergency Medical Services average response time	0:34	0:26	6:85	6:51
<b>Streets</b>	<b>20</b> Average city street pavement condition rating Paser Scale (1-10)	7.50	7.25	7.40	7.50
	<b>21</b> Citizens' rating of the road conditions in their City	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>
	<b>22</b> Expenditures for road rehabilitation per paved lane mile rehab. Does not include minor upkeed (pot holes, patching, etc.)	\$1,941.00	\$1,350.00	\$10,628.00	\$41,700.00
	<b>23</b> Percentage of all jurisdiction lane miles rehabilitated in the yr	12.00%	8.00%	12.00%	9.00%
	<b>24</b> Average hours to complete road system during snow event	8.00	8.90	7.61	8.20
	<b>25</b> Citizens' rating of the quality of snowplowing on city streets	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>
<b>Water</b>	<b>26</b> Citizens' rating of water dependability and quality (survey)	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>
	<b>27</b> Operating cost per 1,000,000 gallons of water pumped/produced	\$895.00	\$1,080.48	\$1,010.91	\$992.00
<b>Sanitary</b>	<b>28</b> Citizens' rating of the dependability and quality of city sanitary sewer service	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>	<i>Citizen Survey</i>
<b>Sewer</b>	<b>29</b> Number of sewer blockages on city system per 100 connections	0	0	0	0



**Planning Commission Work Plan 2016 – 2018**  
**THIS IS A WORKING DOCUMENT. ITEMS WILL BE COMPLETED AS**  
**RESOURCES PERMIT**

**MISSION**

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

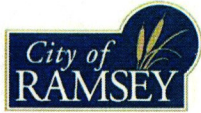
**Strategic Imperative I: Financial Stability**

Ensure strategic economic development that complements the city’s desired quality of life and builds a stable tax base, all while maintaining a low tax levy.

On Target	Behind Schedule	Significantly Behind Schedule
-----------	-----------------	-------------------------------

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Improve budget preparation to identify operational efficiencies and cost-savings</i>	Community Development/ Engineering	PC1.1 - Analyze development fees to ensure proper nexus to development impacts	2018	2018	None	None	Multiple	<ul style="list-style-type: none"> <li>Completion of System Plan Studies.</li> <li>Amended rates and charges as recommended.</li> </ul>
	Community Development/ Economic Development	PC1.2 - Create a policy to foster a business incubator facility	2016	2017	TBD	TBD	TBD	<ul style="list-style-type: none"> <li>Proper land use controls in place.</li> <li>Completed an analysis of appropriate sites.</li> <li>Completed an analysis of City’s role.</li> </ul>

DRAFT



## Planning Commission Work Plan 2016 – 2018

### MISSION

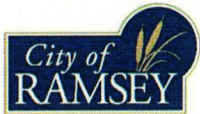
*To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient government services*

### Strategic Imperative II: A Connected Community

Ensure that the city is a connected city that is part of a comprehensive regional transportation system that enables all citizens to easily navigate the community and attracts business development.

On Target	Behind Schedule	Significantly Behind Schedule
-----------	-----------------	-------------------------------

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<b>Improve the safety and mobility of major road corridors</b>	Engineering	PC2.1 - Conduct CSAH 5 Corridor Study (land use and traffic integrated) in cooperation with the County <span style="background-color: #4CAF50; color: white; padding: 2px;">Strategic Plan</span>	2016	2017	Professional services - \$50,000 (PIR) Anoka County Coordination Construction funds	None	B. Westby	<ul style="list-style-type: none"> <li>Corridor study completion in 2017</li> <li>At least one high priority improvement project commenced by 2018</li> </ul>
	Engineering	PC2.2 - Conduct MN State Hwy 47 Study in cooperation with MNDOT and City of Anoka <span style="background-color: #4CAF50; color: white; padding: 2px;">Strategic Plan</span>	2016	2017	Anoka County & MNDOT coordination Construction Funds	None	B. Westby	<ul style="list-style-type: none"> <li>Corridor study completion in 2017</li> <li>At least one high priority improvement project commenced by 2018</li> </ul>
	Community Development	PC2.3 - Ensure correct address and street name standards	2016	2016	None	None	TBD	<ul style="list-style-type: none"> <li>Corrected Street Name and Address Database</li> </ul>
<b>Create a diverse and robust offering of recreational opportunities</b>	Community Development	PC2.4 - Develop Plan for future parks, trails, and open space capital improvements <span style="background-color: #4CAF50; color: white; padding: 2px;">Strategic Plan</span> <span style="background-color: #FFEB3B; padding: 2px;">Comprehensive Plan</span>	2016	2017 <span style="font-size: small; color: #212121;">[Minimum requirements for Comprehensive Plan Amendment – broader plan in future years]</span>	None	None	T. Gladhill	<ul style="list-style-type: none"> <li>Completed Master Park and Trail Plan Update</li> <li>CIP Aligned with Parks Plan</li> </ul>



## Planning Commission Work Plan 2016 – 2018

### MISSION

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

### Strategic Imperative III: Smart, Citizen-Focused Government

Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

On Target	Behind Schedule	Significantly Behind Schedule
-----------	-----------------	-------------------------------

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<b>Improve and maintain safety of the community</b>	Community Development/Fire Department	PC2.5 - Expand and improve residential rental licensing program <b>Strategic Plan</b>	2017	2017 <u>Program approved by City Council. Implementation in Q2 2017.</u>	None	None	T. Gladhill	<ul style="list-style-type: none"> <li>Cost Benefit analysis completed</li> <li>Improved property maintenance</li> <li>Improved landlord/tenant relationships</li> <li>Improved public safety response</li> </ul>
		PC 2.6 – Ensure adequate telecommunications coverage	2018	2018	None	None	TBD	<ul style="list-style-type: none"> <li>Revised telecommunications tower ordinance</li> </ul>
<b>Enhance Community Engagement</b>	Community Development	PC2.7 - Increase engagement opportunities in future land use decisions <b>Strategic Plan</b>	2015	2018	Professional service dollars for technical support and analysis (forecasts, etc.)  <u>\$32,000 Planning Grant awarded by Metropolitan Council.</u>	TBD	T. Gladhill	<ul style="list-style-type: none"> <li>Adopt a citizen engagement framework for 2040 Comprehensive Plan update</li> <li>Determine appropriate scale of update to the City's Comprehensive Plan</li> <li>Complete required 2040 Comprehensive Plan update</li> <li>Clarified vision for the COR</li> <li>Tax Directed Planning Policy</li> <li>Comprehensive Transportation Plan</li> </ul>



## Planning Commission Work Plan 2016 – 2018

### MISSION

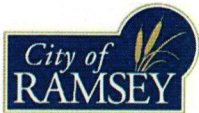
*To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient government services*

### Strategic Imperative III: Smart, Citizen-Focused Government

Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

On Target	Behind Schedule	Significantly Behind Schedule
-----------	-----------------	-------------------------------

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<b>Enhance Community Engagement</b>	Community Development	PC3.1 - Create a walkable community in The COR that balances market realities	2015	2016 <u>New work plan approved for Q1 2017 Completion.</u>	None	None	T. Gladhill	<ul style="list-style-type: none"> <li>Completed Boards and Commissions Survey</li> <li>Completed Citizen Survey/Workshop</li> <li>Updated Development Plan</li> </ul>
	Community Development	PC3.2 - Prevent erosion from damaging shoreline properties and reducing water quality along the Mississippi River.	2015	2016 <u>Complete!</u>	\$5,000 in professional services	None	C. Anderson	<ul style="list-style-type: none"> <li>Completed shoreline inventory through Anoka Conservation District.</li> </ul>
	Community Development	PC3.3 - Create a community sign plan that focuses on community gateways and focal points.  <span style="background-color: #4CAF50; color: white; padding: 2px;">Strategic Plan</span>	<u>2017</u>  <u>Now part of COR System Plan Effort</u>	<u>2017</u>	None	None	<u>P. Brama</u>	<ul style="list-style-type: none"> <li>Revised zoning code</li> <li>Monument signage plan for the City completed</li> <li>Tenant panel distribution policy completed</li> <li>Funding and Priority Plan</li> </ul>
	Community Development	PC3.4 - Enhance protection of wetlands during and after construction activities and ensuring adequately sized lots.	January, 2016	April, 2016 <u>Complete!</u>	None	None	L. Linton	<ul style="list-style-type: none"> <li>Amend City Code per LRRWMO requirements for wetland setbacks.</li> </ul>



# Planning Commission Work Plan 2016 – 2018

## MISSION

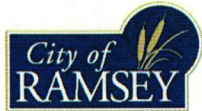
To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient government services

### Strategic Imperative III: Smart, Citizen-Focused Government

Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

On Target	Behind Schedule	Significantly Behind Schedule
-----------	-----------------	-------------------------------

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
	Community Development	PC3.5 - Create areas to support existing residential neighborhoods	2017	2017	None	None	T. Gladhill	<ul style="list-style-type: none"> <li>Create Neighborhood Office District</li> </ul>
	Community Development	PC3.6 - Ensure timely completion of projects that do not disrupt the tranquility of residential neighborhoods	2018	2018	None	None	T. Gladhill	<ul style="list-style-type: none"> <li>Establish policy for extensions of Building Permits.</li> </ul>
	Community Development	PC3.7 - Create lifecycle housing that allows our aging population find housing without leaving our community.	2016	2017 [2 projects in review process]	TBD	TBD	TBD	<ul style="list-style-type: none"> <li>Facilitate the private development of a one-level housing product with common area maintenance.</li> </ul>
<b>Ensure long-term sustainability of Public Water System</b>	Engineering	PC3.8 - Develop a Comprehensive Plan for City long-term water supply [Strategic Plan]  [Comprehensive Plan]	2015	2016 [Draft complete. To be reviewed Q1 2017].	None	TBD	B. Westby	<ul style="list-style-type: none"> <li>Updated Comprehensive Water Supply Study</li> </ul>



## Planning Commission Work Plan 2016 – 2018

### MISSION

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

### Strategic Imperative IV: An Effective Organization

Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the increasingly ever-changing needs of the organization.

			Behind Schedule	Significantly Behind Schedule						
On Target										
Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Required	Tools	Responsible Party	Key Indicators/Metrics	Outcome
<b>Continue to implement process improvement initiatives</b>	Community Development	PC4.1 - Improve submittal process for the Lower Rum River Watershed Management Organization	2017 or as time permits in 2016	2017	None	None		T. Gladhill	• Revised Application Packet	
	Community Development	PC4.2 - Ensure safety and welfare of the community without creating burdensome and duplicative requirements.	2017 Note – business licensing policy may be undertaken by the City Clerk in 2016	2018 <u>Complete!</u>	None	None		TBD	• Revised Variance Policy (2017) • Revised CUP Policy (2017) • Revised Business License Policy (2017)	
	Community Development	PC4.3 - Clarify development standards for the Flintwood Hills Neighborhood	2018	2018	None	None		C. Anderson	• Bulk Standard Matrix	

## 2017 Economic Development Workplan (DRAFT)

### Purpose

Provide a functional plan that prioritizes the work of the City's economic development department and Economic Development Authority (EDA). This plan highlights both day-to-day and long term economic development priorities and goals for the City of Ramsey. The City Council's 3-year strategic action plan includes economic development initiatives; which have been reflected in this plan.

### Objectives

1. Encourage, and plan for, growth of industrial, commercial, retail and housing activities
2. Foster the retention and expansion of existing Ramsey businesses
3. Support and maintain a positive local businesses environment
4. Leverage use of outside economic resources, partnerships and funding for economic development initiatives

### Outcomes

1. Growth of the City's tax base
2. Growth in the City's quantity of jobs
3. Improved quality of life

### Priorities

Priority #1:

Primary expectation of City staff. Highest priority economic development functions and initiatives for the EDA.

Priority #2:

Secondary expectations. When workloads permit, staff will bring forward secondary priorities for discussion and direction.

## First Priority

Tactics	Timeline	Additional Resources & Tools Required	Key Outcomes/Metrics
<p><u>(1) Business Retention &amp; Expansion</u>            The large majority local economic growth comes from existing Ramsey businesses. The purpose of this goal is to develop and maintain positive relationships with existing Ramsey businesses (establish trust). This goal is implemented through quality customer service, businesses visits, and facilitating business events.</p> <p>In 2017, staff would like to review the option of utilizing the University of Minnesota's BRE program (<a href="#">link</a>). If the EDA was interested in the program, Connexus Energy has indicated a willingness to sponsor the program (2018).</p>	<p>Ongoing</p>	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p>	<p>Complete 24 business visits annually.</p> <p>Execute EDA business expo, business appreciation golf tournament, and fall networking event. Participate in Anoka County Broker Event and MN Marketing Partnership.</p> <p><i>This tactic fits within EDA objectives 2 and 3.</i></p>
<p><u>(2) Future Business Park</u>            Continue to move along the City's future business park initiative. Below are major work items to be addressed:</p> <ol style="list-style-type: none"> <li>1. Finalize Economic Development Analysis</li> <li>2. Develop and solidify the City's position/ involvement/ policy.</li> <li>3. Attain shovel ready status.</li> </ol>	<ol style="list-style-type: none"> <li>1. Winter 2016</li> <li>2. Winter 2016</li> <li>3. Fall 2016</li> </ol>	<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, Economic Development Analysis, and subsequent due-diligence). TIF #1 and the EDA Fund have been identified as funding sources for this work in the past by the EDA and City Council.</p>	<p>"Ready-to-go" business park and clear position of City involvement.</p> <p><i>This tactic fits within EDA objectives 2 and 3 and the City's strategic plan.</i></p>
<p><u>(3) Old Municipal Center Redevelopment</u>            Facilitate redevelopment of old municipal center site. Below are major work items to be completed:</p> <ol style="list-style-type: none"> <li>1. Remove former Fire Station #2 and clean site</li> <li>2. Close on sale of property, phase #2</li> <li>3. Close out land-swap agreement with Meadow Creek Builders</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2016</li> <li>2. Winter 2016</li> <li>3. Fall 2016</li> </ol>	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p> <p>The Anoka County HRA account has been identified as a funding source for the demolition and site clean-up work in the past.</p>	<p>Old municipal center site cleaned and ready for sale by Winter 2016.</p> <p><i>This tactic fits within EDA objectives 1 and the Council's strategic plan.</i></p>

<b>Tactics</b>	<b>Timeline</b>	<b>Additional Resources &amp; Tools Required</b>	<b>Key Outcomes/Metrics</b>
<p><u>(4) Recruit new industry and major retail businesses to Ramsey</u></p>	<p>Fall 2017</p>	<p>Currently Sufficient: this tactic requires assistance from the City's real estate broker CBRE; and demand from the development market.</p> <p>In order to provide latitude on which method is selected to tackle this goal (several exist), staff is requesting an increase of the EDA marketing budget line item from \$3,000 to \$30,000 in 2017.</p>	<p>Secure two new 30,000 square foot retail, and two new 30,000 square foot industrial facilities.</p> <p><i>This tactic fits within EDA objective 1. This tactic fits within the City's strategic plan and Council policy discussions.</i></p>
<p><u>(5) Sell Surplus City Owned Land</u> The City owns a large inventory of surplus land available for development.</p> <p>Attain shovel ready status for all listed City owned property (including cut/fill estimations and identifying major costs for development—such as required extension of public infrastructure).</p>	<p>Fall 2016 for shovel ready certifications</p>	<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>Land sales are closed. Staff shall provide an annual overview.</p> <p><i>This tactic fits within EDA objective 1. This tactic fits within the City's strategic plan and Council policy discussions.</i></p>
<p><u>(7) COR Development Pro-Forma and Policy</u> The City of Ramsey has taken the role of master developer for The COR. From a development perspective, the list of City obligations (expenditures) for The COR is relatively long, and at this point not well-defined. Additionally, the list of revenue streams from The COR is relatively straight forward, but have been committed informally in several instances. Staff would like to develop a pro-forma for The COR outlining all anticipated expenses and all anticipated revenues for the project. NOTE: this work has been partially completed in the past in many different forms (i.e. Landform, Ehlers, City C.I.P., etc.).</p> <p>This discussion also warrants the City to take policy positions on various items (i.e. expenses) and how they will be paid for (all city, all developer, split, etc.), and roughly when various improvements will be made.</p> <p>Completion of this pro-forma will put the City in a much better position to effectively analyze development proposals, strategize marketing efforts (i.e. pricing of land), budget discussions, and various policy items.</p>	<p>Summer 2017</p>	<p>This work will require assistance from third party professionals:</p> <ul style="list-style-type: none"> <li>(A) infrastructure analysis for The COR--\$20,000-\$30,000.</li> <li>(B) regional stormwater plan for The COR--\$15,000-\$30,000.</li> <li>(C) updated sign plan and cost estimates for The COR--\$5,000-\$15,000.</li> </ul> <p>At this point, the numbers outlined above a very preliminary. Staff would like to get quotes for EDA review. Staff anticipates various funding sources will be utilized to implement this work.</p>	<p>Completed development pro-forma.</p>

## Second Priority

Tactics	Timeline	Additional Resources Required	Key Outcomes/Metrics
<p><u>(8) RALF</u> The Metropolitan Council reinstated the RALF (revolving acquisition loan fund) program in 2015 with eligibility modifications which significantly affect cities' ability to use this program. In fact, since the 2015 rule change, no RALF awards have been made by the Metropolitan Council, to any city</p> <p>Staff would like the EDA/ City Council to consider pursuing amendments/ exceptions to the RALF program criteria. Staff is receiving requests/ inquiries from Highway 10 property owners RE this subject; which are intensifying with time.</p> <p>Staff would like to submit a RALF application to the Metropolitan Council to test/ challenge their new policies and positions. Additionally, said application will serve as a base point for future policy discussions for the City of Ramsey.</p>	<p>Fall 2016</p>	<p>No additional resources requested. Normal staff duties.</p>	<p>A RALF program that can actually be utilized by the City of Ramsey.</p>
<p><u>(9) Business Incubator</u> Consider utilizing vacant space on the second floor of the Ramsey Municipal Center for a business incubator program—(or a cowork space, COCO).</p> <p>Staff would like to kick the process with a scoping meeting (i.e. how should we approach this task).</p>	<p>Spring 2017, scoping meeting with EDA.</p>	<p>At this point, no additional resources are being requested. Based on the scope of this project, additional resources will be needed.</p>	<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>(10) ZIP Code</u> In 2015, the City of Ramsey did open its doors to the first ever Ramsey substation USPS Post Office. Although this is a positive step for Ramsey, the need for an independent zip code still exists. The purpose of this tactic is to pursue an independent zip code for our community.</p> <p>Process:</p> <ol style="list-style-type: none"> <li>1. Meet USPS minimum standards for obtaining a new zipcode (delivery points, deliver routes, scheme items, sectors). The City needs to submit a request for an audit.</li> <li>2. USPS audit made—Ramsey either meets minimum thresholds or not. If they do, move on to step 3.</li> <li>3. USPS conducts a survey of community to gather feedback/ support for a new zip code.</li> <li>4. USPS grants Ramsey a new zip code.</li> </ol>	<ol style="list-style-type: none"> <li>1. Completed in July of 2016</li> <li>2. In process, expected to be completed by fall of 2016</li> <li>3. Expected for completion in 2017.</li> <li>4. Expected for completion in 2017/208.</li> </ol>	<p>No additional resources requested. Normal staff duties.</p>	<p>Approval or denial of a new Ramsey zip code.</p>

1. Introduction  
2. Objectives  
3. Methodology  
4. Results  
5. Discussion  
6. Conclusion

7. Appendix A  
8. Appendix B  
9. Appendix C

10. Appendix D  
11. Appendix E  
12. Appendix F

13. Appendix G  
14. Appendix H  
15. Appendix I

16. Appendix J  
17. Appendix K  
18. Appendix L

19. Appendix M  
20. Appendix N

# APPENDICES

DRAFT

# APPENDIX A

## Ramsey Economic Development 2015 ACTIVITY REPORT

### ECONOMIC DEVELOPMENT EVENTS

1. EDA Spring Business Expo
2. Ramsey Happy Days Festival, Business Expo
3. EDA Fall Networking Event
4. MN Marketing Partnership Familiarization Tour
5. EDA Business Appreciation Golf Tournament
6. Anoka Area Chamber Golf Tournament
7. Anoka County Developer/ Broker Event
8. Multiple Highway 10 Lobbying Tours
9. Armstrong Interchange Ground Breaking (December)

### BUSINESS VISITS

Formal (3): Riverside Manufacturing, Waltek, Zero Zone

Informal (10): Life Fitness, Dedicated Networks, Molin Concrete, RJM, JBT, All Seasons Garage, Sil-Pro, Country Side Services, Sil-Pro, In'Tech, PSD LLC, M&G Trailer.

### BUSINESS WELCOME BLASTS

9: Stoney River, The Lunch Box, USPS Mail Substation, Molin Concrete, All Seasons Garage Door, China Dragon, GNC, Country Side Services, Quality Forklift.

### CITY OWNED LAND TRANSACTIONS

- PSD LLC---\$1.89M (13.97 acres)
- Common Bond---\$435K (1.85 acres)
- Casey's---\$596K (1.36 acres)
- GS Land---\$616K (14.86 acres)
- Meadow Creek---\$0 (land swap)
- TOTAL--\$3.58M GROSS (32.04 acres)

### PROJECTS WITH CITY/ STATE INCENTIVES

- PSD LLC---\$500K FV TIF
- Life Fitness---\$350K FV TIF
- Life Fitness---\$441K FV DEED
- Dedicated Networks---\$130K FV DEED
- Dynamic Group---\$250K FV DEED
- TOTAL--\$1.672M FV, PAYGO

### NEW CONSTRUCTION VALUES, MAJOR PROJECTS

- Dedicated Networks---20K SF (\$915K)
- PSD LLC---121 Units (\$13.9M)
- Common Bond---47 Units (\$7M)
- Casey's General Store---5K SF (\$2.3M)
- Life Fitness---48K SF (\$3.2M)
- NTI---2K SF (\$150K)
- Coborn's---Remodel (\$492K)
- TOTAL--\$28M New Const. Val. (Major Projects Only)

### MISCELLANEOUS

1. Creation of business advocacy Group for improvements to U.S. Highway 10.
2. Future Business Park: completed infrastructure study and economic development study (December/ January). Next step, policy discussion/ direction.
3. Old Municipal Center: phase one sold, and currently under development. Phase two requires demolition and site cleanup—expected to be ready by summer 2016. Demolition will likely be funded by the Anoka County HRA.
4. Replaced COR real estate signs.
5. 167 Avenue/ Highway 47 *EDA Workplan item* dropped (consider grant program).
6. Spring Business Expo *EDA Workplan item* discussion initiated. Was requested to be brought back for further discussion.
7. EDA began sponsoring the Anoka Area Chamber of Commerce, Manufacturers Coalition.
8. New TIF district created—TIF District 15, for demolition of the former Health Quest building.

## APPENDIX B

### Ramsey Economic Development Dashboard of Funds

<b>FUNDS &amp; ACCOUNTS</b>		
<b>EDA Fund (end of 2015)</b>		\$ 795,000
	<i>Utilized for project costs associated with EDA initiatives. Examples include property acquisition, site preparation, demolition, professional services, other.</i>	
<b>Revolving Loan</b>		\$ 301,000
	<i>Fill financing gap between project costs and private debt financing. Typically, low or even zero interest rate; entices recruitment and expansion in Ramsey.</i>	
<b>Anoka Country HRA (end of 2015)</b>		\$ 994,034
	<i>All purpose redevelopment and economic development dollars. OMC redevelopment targeted (\$200-\$500K), Future Biz Park?</i>	
	<b>Sub Total</b>	<b>\$ 2,090,034</b>
<b>ASSETS (future land proceeds)</b>		
<b>Nordvick Property #45, 1.43 Acres (147th/Armstrong)</b>		\$ 436,036
	<i>Purchased for by City for \$800,000, \$600,000 from EDA fund. Listed for \$10 psf (\$622,908). Building demolition and site clean up, EDA Fund (23,550).</i>	
<b>Industrial Park Property #28, .95 Acres (Basalt/Bunker)</b>		\$ 61,950
	<i>Purchased for by City for \$211,200 in 2006, 11% of proceeds must payback CDBG County. Currently listed by CBRE for \$105,000.</i>	
<b>Industrial Park Property #37, 4.14 Acres (Ramsey/Jasper)</b>		\$ 315,000
	<i>Purchased for by City for \$XXXXX in XXXX. Proceeds will go back to TIF Account #1. Currently listed by CBRE for \$450,000.</i>	
<b>Former Bookstore Property #40, 1.23 Acres, Dolomite/Hwy 10</b>		\$ 150,500
	<i>Purchased for by City for \$XXXXX in XXXX. Proceeds are open to EDA use (w/Council approval). Currently listed by CBRE for \$215,000.</i>	
<b>Former Amoco Station Property #08, 1.01 Acres, Hwy 47/142nd</b>		\$ 123,200
	<i>Purchased for by City for \$XXXXX in XXXX. Proceeds will go back to XXXXXX. Currently listed by CBRE for \$176,000.</i>	
	<b>Sub Total</b>	<b>\$ 1,086,686</b>
<b>ANNUAL EDA BUDGET</b>		
<b>Miscellaneous Operating Supply (2017 projected)</b>		\$ 18,000
	<i>Primary Fund for EDA events and miscellaneous costs. Examples include expo, golf tournament, networking event, business of the years costs.</i>	
<b>Miscellaneous Professional Services (2017 projected)</b>		\$ 50,000
	<i>Primary fund to supplement EDA initiatives with professional services. Examples: site investigation, ED consulting, Financial consulting, site concepts.</i>	
<b>Marketing (2017 projected)</b>		\$ 30,000
	<b>Sub Total</b>	<b>\$ 98,000</b>

## **Environmental Policy Board 2014-2015 Work Plan**

As outlined in City Code, the primary objective of the Environmental Policy Board is to review, consider, initiate and recommend to the City Council such policies, plans or projects which will enhance and preserve the natural environment of the City. The Board's scope shall include, but not necessarily be limited to, matters of the preservation of the community forest, water quality, wetland preservation, ground water protection, control of soil erosion and air, noise and light pollution.

The Environmental Policy Board will focus its efforts on the following tasks for the 2014-2015 Work Plan:

- Community Awareness
  - Encourage citizen awareness and education on environmental stewardship through an Environmental Expo & Tree Sale.
  - Continue public outreach through various mediums including the newsletter, website and QCTV.
- Environmental Standards/Programs
  - Enhancing recycling within the community
  - Enhancing water conservation
- Facilitate joint, collaborative meeting with City Council to identify relevant topics for review.

**THE NCS**<sup>TM</sup>  
The National Citizen Survey<sup>TM</sup>

**Ramsey, MN**  
Community Livability Report

FINAL  
2016



**NRC**  
National Research Center Inc

2955 Valmont Road Suite 300  
Boulder, Colorado 80301  
n-r-c.com • 303-444-7863



*Leaders at the Core of Better Communities*

777 North Capitol Street NE Suite 500  
Washington, DC 20002  
icma.org • 800-745-8780

# Contents

About..... 1

Quality of Life in Ramsey..... 2

Community Characteristics ..... 3

Governance ..... 5

Participation ..... 7

Special Topics..... 9

Conclusions ..... 13

The National Citizen Survey™  
© 2001-2016 National Research Center, Inc.

The NCS™ is presented by NRC in collaboration with ICMA.

NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

# About

The National Citizen Survey™ (The NCS) report is about the “livability” of Ramsey. The phrase “livable community” is used here to evoke a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live.

Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement).

The Community Livability Report provides the opinions of a representative sample of 462 residents of the City of Ramsey. The margin of error around any reported percentage is 5% for the entire sample. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.

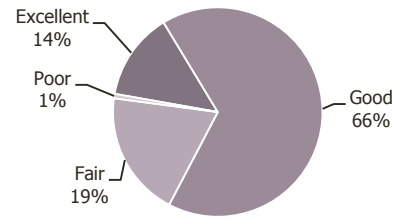


# Quality of Life in Ramsey

Most residents rated the quality of life in Ramsey as excellent or good. These ratings were similar to the national benchmark (see Appendix B of the *Technical Appendices* provided under separate cover).

Shown below are the eight facets of community. The color of each community facet summarizes how residents rated it across the three sections of the survey that represent the pillars of a community – Community Characteristics, Governance and Participation. When most ratings across the three pillars were higher than the benchmark, the color for that facet is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.

**Overall Quality of Life**



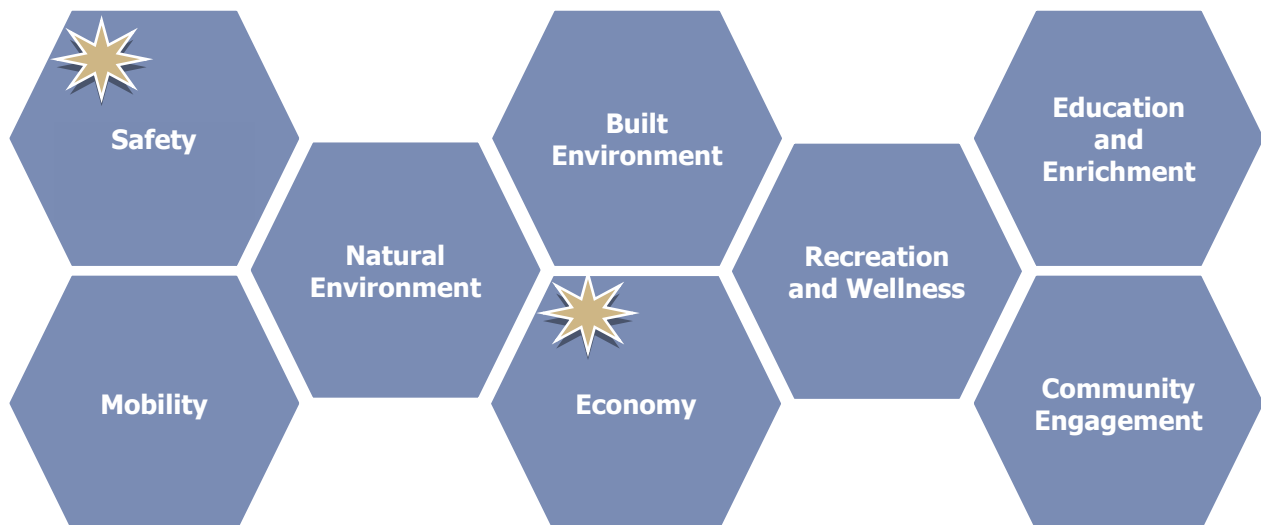
In addition to a summary of ratings, the image below includes one or more stars to indicate which community facets were the most important focus areas for the community. Residents identified Safety and Economy as priorities for the Ramsey community in the coming two years. Ramsey residents gave favorable ratings to both of these facets of community. Ratings for Mobility, Natural Environment, Built Environment, Recreation and Wellness, Education and Enrichment and Community Engagement were positive and similar to other communities. This overview of the key aspects of community quality provides a quick summary of where residents see exceptionally strong performance and where performance offers the greatest opportunity for improvement. Linking quality to importance offers community members and leaders a view into the characteristics of the community that matter most and that seem to be working best.

Details that support these findings are contained in the remainder of this Livability Report, starting with the ratings for Community Characteristics, Governance and Participation and ending with results for Ramsey’s unique questions.

**Legend**

- Higher than national benchmark
- Similar to national benchmark
- Lower than national benchmark

★ Most important



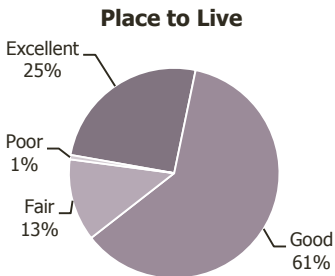
# Community Characteristics

*What makes a community livable, attractive and a place where people want to be?*

Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. How residents rate their overall quality of life is an indicator of the overall health of a community. In the case of Ramsey, 87% of residents rated the City as an excellent or good place to live. Respondents' ratings of Ramsey as a place to live were similar to ratings in other communities across the nation.

In addition to rating the City as a place to live, respondents rated several aspects of community quality including Ramsey as a place to raise children and to retire, their neighborhood as a place to live, the overall image or reputation of Ramsey and its overall appearance. Roughly 8 in 10 residents gave excellent or good ratings to their neighborhoods and Ramsey as a place to raise children which were similar to the national benchmark. Around three-quarters of residents gave favorable ratings to Ramsey's overall appearance which also was similar to the national benchmark, while about half or less of residents positively rated Ramsey as a place to retire and the overall image which was lower than what was seen in comparison communities.

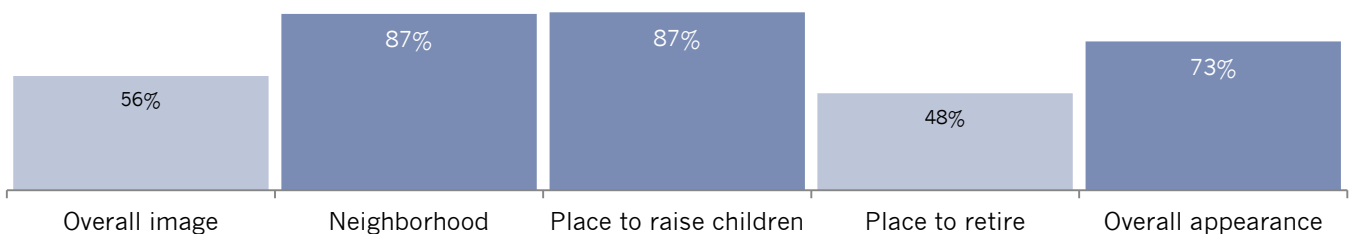
Delving deeper into Community Characteristics, survey respondents rated over 30 features of the community within the eight facets of Community Livability. Overall, results were similar to other communities and most aspects had positive ratings from a majority of respondents. Around 9 in 10 residents reported feeling safe in their neighborhoods and in the downtown/commercial areas of Ramsey, ratings that were similar to the benchmark. Between half and two-thirds of residents positively rated aspects of Mobility and all of these ratings were similar to jurisdictions across the nation. Within Natural Environment, around 8 in 10 residents rated the overall natural environment and cleanliness of the City positively, which was similar to comparison communities. Within the facet of Built Environment around two-thirds of residents positively rated the availability of affordable quality housing and this rating was higher than the national benchmark. Aspects of Economy, such as the overall economic health, Ramsey as a place to work and the cost of living received positive ratings from about half of residents. However, Ramsey's vibrant downtown/commercial area, businesses and services, shopping opportunities and Ramsey as a place to visit received less favorable ratings that fell below the benchmark. Of the remaining facets, all aspects received positive ratings that were similar to communities elsewhere with the exception of opportunities to attend cultural, arts and musical activities and to volunteer, which were rated positively by around 4 in 10 residents and were lower than ratings seen in national comparisons.



Percent rating positively (e.g., excellent/good)

Comparison to national benchmark

■ Higher ■ Similar ■ Lower



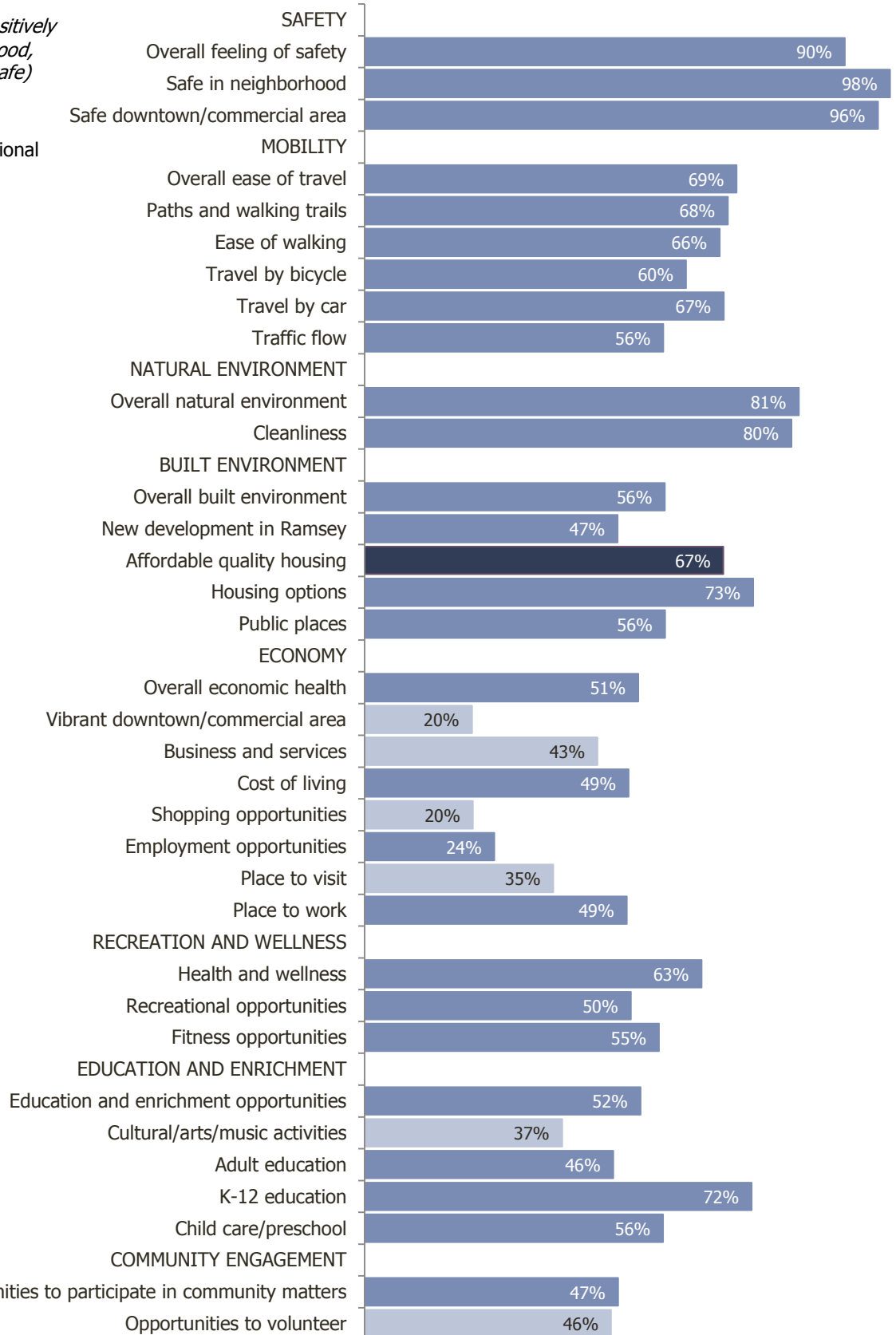
# The National Citizen Survey™

Figure 1: Aspects of Community Characteristics

*Percent rating positively  
(e.g., excellent/good,  
very/somewhat safe)*

Comparison to national  
benchmark

- Higher
- Similar
- Lower



# Governance

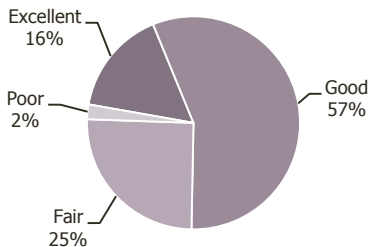
## *How well does the government of Ramsey meet the needs and expectations of its residents?*

The overall quality of the services provided by Ramsey as well as the manner in which these services are provided are a key component of how residents rate their quality of life. The overall quality of services provided by the City of Ramsey received excellent or good ratings by about three-quarters of residents, while the Federal Government received positive ratings by about one-third of respondents. Both of these ratings were similar to the national benchmark.

Survey respondents also rated various aspects of Ramsey’s leadership and governance. Around 8 in 10 residents gave favorable ratings to the overall customer service provided by Ramsey employees. About half of residents favorably rated the remaining aspects of government performance including: the value of services for taxes paid, the overall direction of the City, welcoming citizen involvement, confidence in City government, acting in the best interest of Ramsey, being honest, and treating all residents fairly. These ratings were all on par with other communities across the nation.

Respondents evaluated over 20 individual services and amenities available in Ramsey. Among the highest rated services were police and fire with about 9 in 10 residents giving high marks to each of these aspects. Around 8 in 10 residents gave a positive rating to crime prevention, fire prevention, sewer services and City parks. All of the aforementioned services were similar to the national benchmark. The remaining services also received ratings similar to the national benchmark, with the exception of recreation centers which were rated positively by about half of residents and lower than in comparison communities.

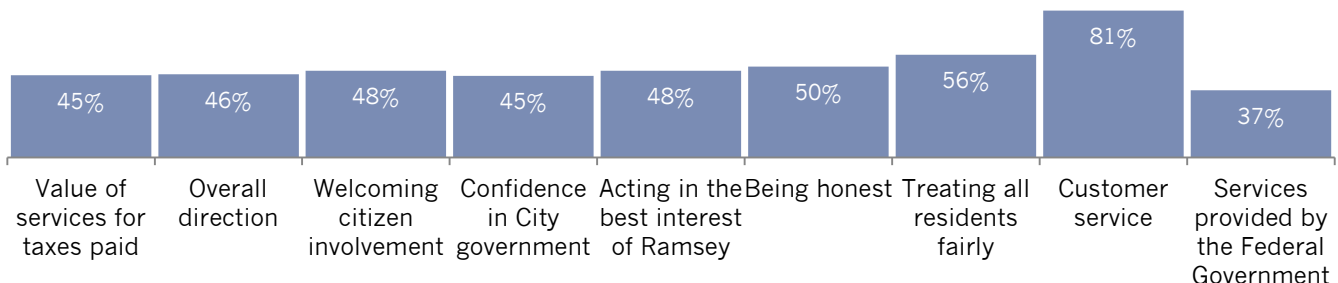
### Overall Quality of City Services



Percent rating positively (e.g., excellent/good)

Comparison to national benchmark

■ Higher ■ Similar ■ Lower



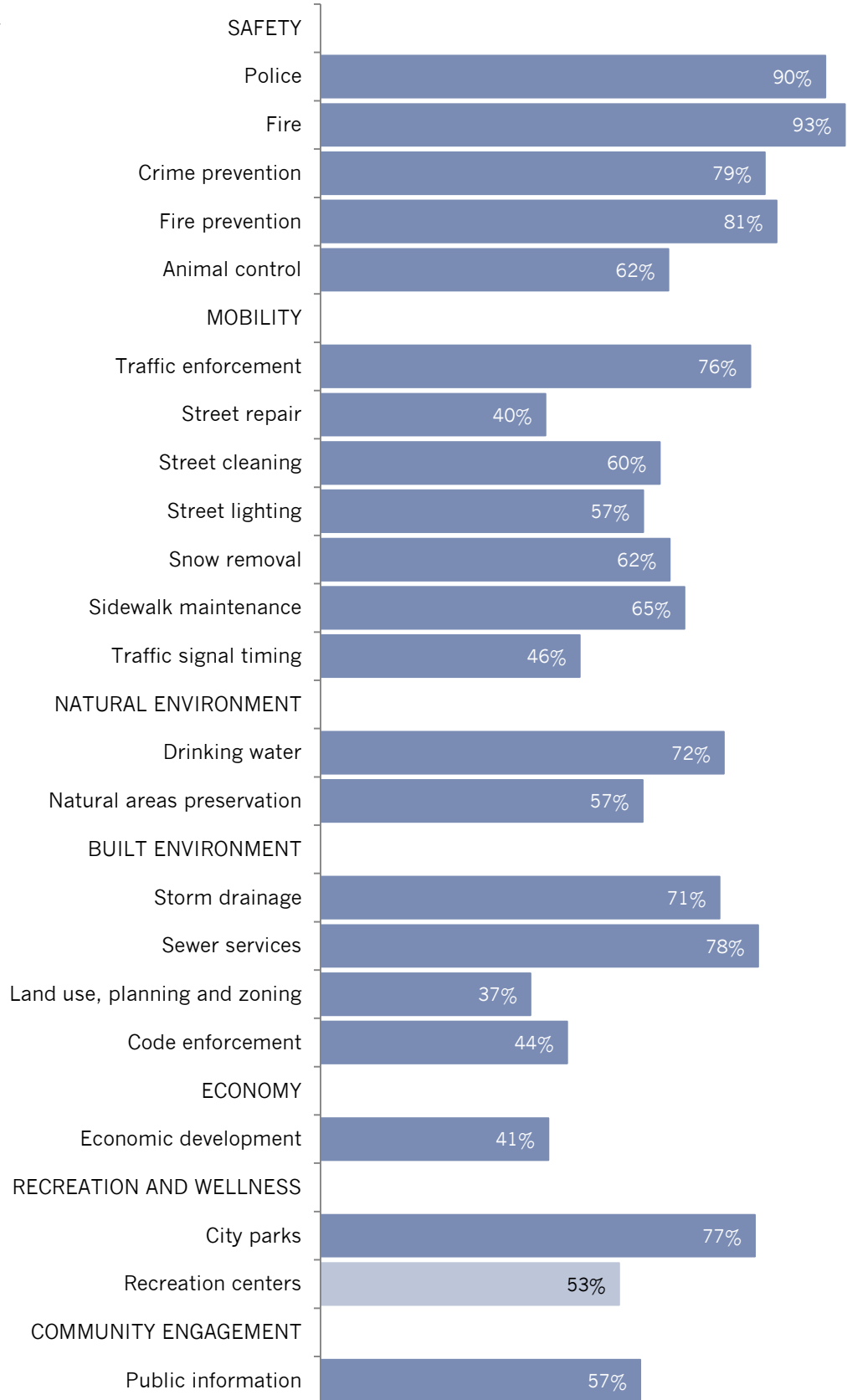
# The National Citizen Survey™

Figure 2: Aspects of Governance

Percent rating positively  
(e.g., excellent/good)

Comparison to national  
benchmark

- Higher
- Similar
- Lower



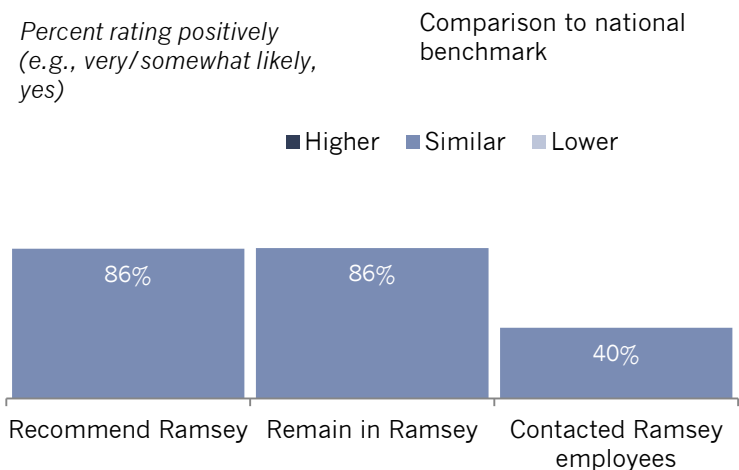
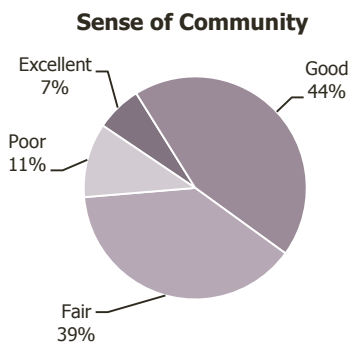
# Participation

## *Are the residents of Ramsey connected to the community and each other?*

An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses and other organizations help to create a sense of community; a shared sense of membership, belonging and history. Around half of residents gave a positive rating to the overall sense of community in Ramsey and this level was similar to what was seen in benchmark communities.

More than four in five residents reported that they would recommend Ramsey to others and that they would remain in Ramsey for the next five years. About 4 in 10 residents reported that they had contacted a City employee in the last 12 months. All of these ratings were similar to the national benchmark.

The survey included over 15 activities and behaviors for which respondents indicated how often they participated in or performed each, if at all. Levels of Participation tended to be mixed across the different facets, but overall reported levels were similar to those in benchmark communities. Within the facet of Safety more than 8 in 10 residents reported that they had not been the victim of crime or reported a crime in the 12 months prior to the survey. Most residents reported that they recycled at home and indicated that they were not under housing cost stress, both of which were higher than levels reported in comparison communities. Meanwhile, around 2 in 10 respondents indicated that they worked in Ramsey, a rate of participation lower than those observed elsewhere. Within the facet of Recreation and Wellness, about three-quarters or more reported that they had visited a City park or stated that they were in excellent or good health. Around 4 in 10 residents stated they had attended a City-sponsored event, a lower rate of participation than those in benchmark communities. Within the facet of Community Engagement, residents reported that they had contacted Ramsey elected officials, watched a local public meeting and voted in local elections at levels that were similar to the national benchmark. However, fewer respondents indicated that they had campaigned for an issue, cause or candidate, volunteered or attended a local public meeting than residents in comparison communities.



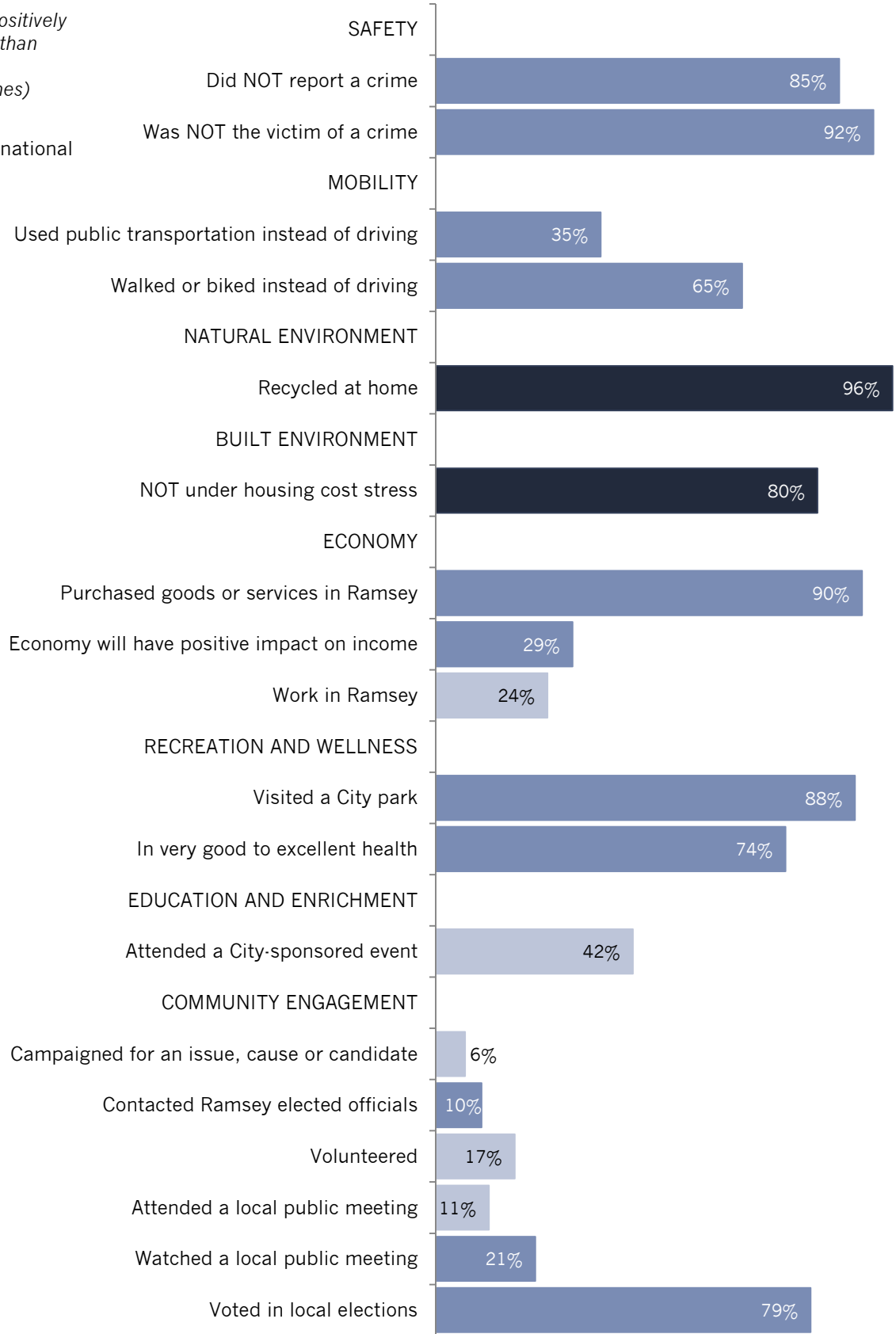
# The National Citizen Survey™

Figure 3: Aspects of Participation

Percent rating positively  
(e.g., yes, more than  
once a month,  
always/sometimes)

Comparison to national  
benchmark

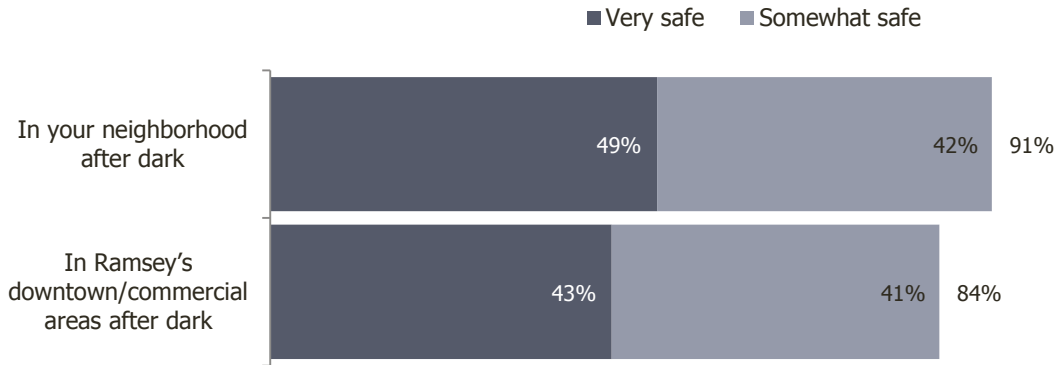
- Higher
- Similar
- Lower



# Special Topics

The City of Ramsey included eight questions of special interest on The NCS. The first question asked residents for their opinions about their feelings of safety at night. Most residents (84%) reported that they felt somewhat or very safe at night in Ramsey’s downtown/commercial areas and in their neighborhoods. Around 9 in 10 residents reported that they felt somewhat or very safe in their neighborhoods after dark.

Figure 4: Safety after Dark  
Please rate how safe or unsafe you feel:



Residents rated the quality of the overall condition of City maintained streets and the quality of trail maintenance. A majority of residents gave favorable ratings to the overall condition of streets and nearly three-quarters rated the quality of trail maintenance as excellent or good.

Figure 5: Overall Condition of Streets  
Please rate each of the following characteristics as they relate to Ramsey as a whole: Overall condition of City maintained streets

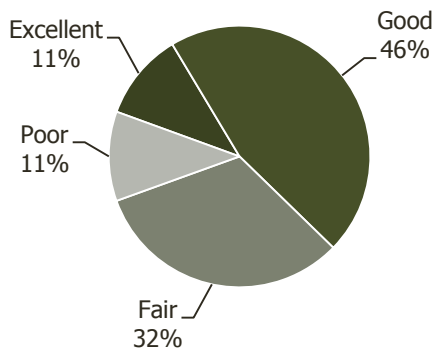
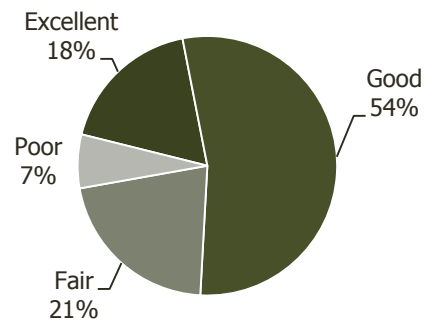


Figure 5: Trail Maintenance  
Please rate the quality of each of the following services in Ramsey: Trail maintenance

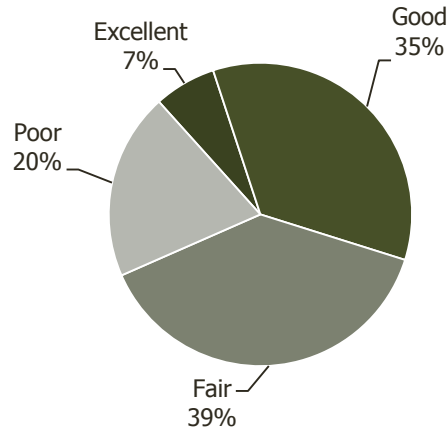


## The National Citizen Survey™

The next special interest question asked residents to rate the development and success of a strategic action plan in Ramsey. Less than half of residents rated the City’s strategic planning as excellent or good and more than one-third rated it as fair.

Figure 7: Strategic Plan Development

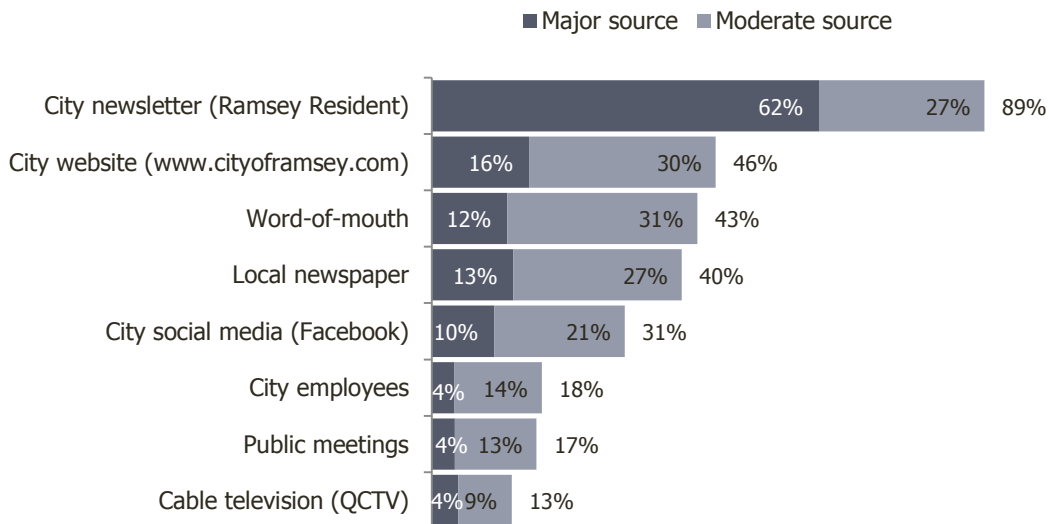
*Please rate the following categories of Ramsey government performance: Development and success of a strategic action plan*



Residents reported using a variety of sources for information about the City. A vast majority (89%) said that they had used the City newsletter (Ramsey Resident) as a major or moderate source of information. Almost half used the City website and around 4 in 10 relied on word-of-mouth or the local newspaper. The least cited sources of information included cable television, public meetings and information received from City employees.

Figure 8: Source of Information about the City

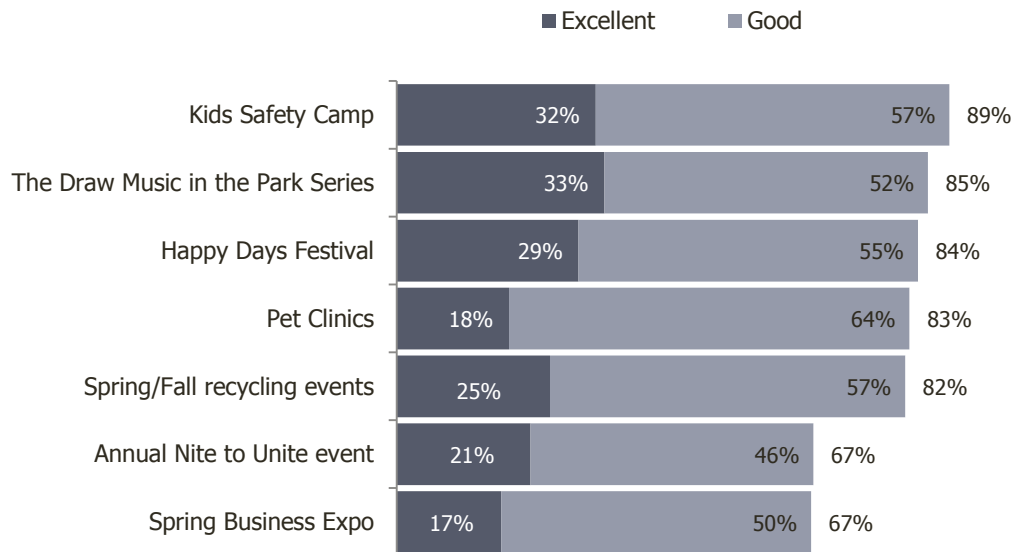
*To what extent are each of the following a source of information for you about Ramsey city government and its activities?*



## The National Citizen Survey™

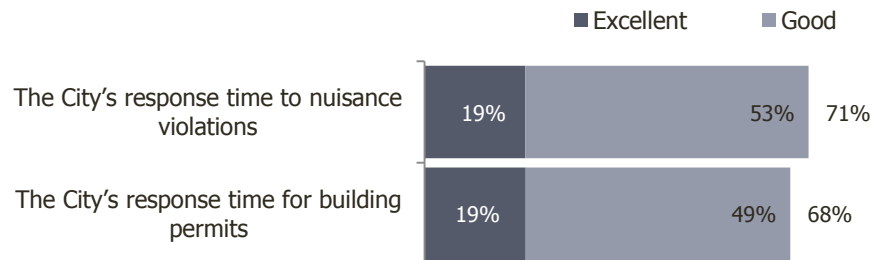
The next special interest question asked residents about the quality of various community events. A majority of residents rated each of the listed community events favorably. The most positively rated events were the Kids Safety Camp (89% excellent or good) and at least 8 in 10 residents rated The Draw Music in the Park Series, Happy Days Festival, Pet Clinics and Spring/Fall recycling events as excellent or good.

Figure 9: Community Events  
Please rate the quality of each event listed below:



The following special interest question asked respondents to indicate the quality of the City's response time for various services. Around 7 in 10 residents rated the response time for both building permits and to nuisance violations as excellent or good.

Figure 10: City's Response Time  
Please rate the quality of the following:

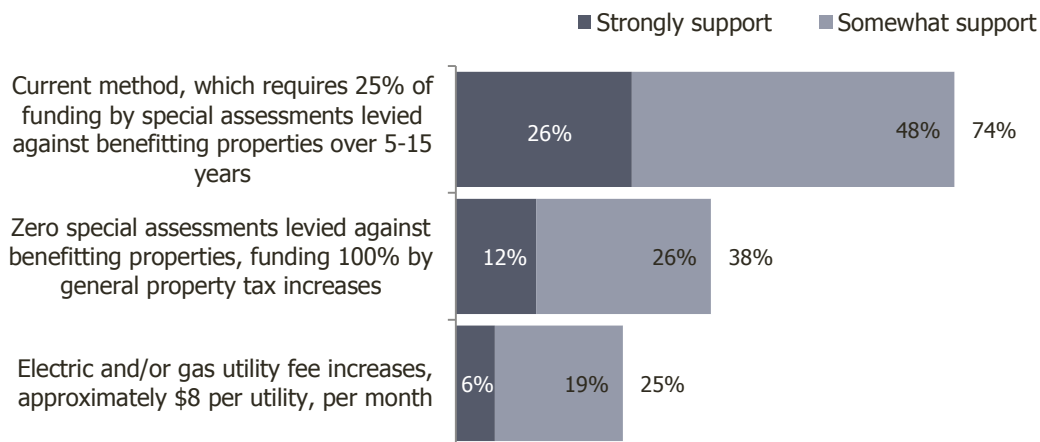


## The National Citizen Survey™

The final special interest question asked survey participants to indicate their level of support for various funding sources to maintain City streets in Ramsey. The current method received the most support from residents, with approximately three-quarters of residents saying they at least somewhat supported the measure. The least supported funding source by about a quarter of residents was the electric and/or gas utility fee increase.

Figure 11: Street Reconstruction

*The City employs a long-term maintenance program to cost-effectively maintain all 175-plus miles of City streets. Currently, street reconstruction projects are funded 25% by special assessments levied against benefitting properties, and 75% by street reconstruction bonds, which are paid back using general property taxes. The City periodically evaluates funding sources for this on-going program. Please indicate the extent to which you would support or oppose the following funding sources:*



# Conclusions

## **Ramsey residents continue to enjoy a high quality of life.**

Most of residents gave positive ratings for the overall quality of life and Ramsey as a place to live. About 8 in 10 respondents positively rated their neighborhoods and Ramsey as a place to raise children. Additionally, most residents reported that they plan on remaining in the City for the next five years and said they would recommend Ramsey to someone who asks. These ratings are similar to or higher than ratings from the City's 2014 iteration of the survey, which suggests that residents continue enjoy living in Ramsey.

## **Economy is important to residents and may be an area for improvement.**

Residents indicated that Economy is an important facet for Ramsey to focus on in the coming years. The ratings for overall economic health were similar to the national comparison with about half of residents giving it a positive rating. However, ratings for a vibrant downtown/commercial area, business and services, shopping opportunities, Ramsey as a place to visit and residents reporting that they worked in Ramsey were lower than other communities in the nation. Compared to 2014, nearly all Economy ratings remained stable; however, the ratings for Ramsey as a place to work increased from 2014 to 2016.

## **Safety is valued by residents and is a positive feature of the community.**

Survey respondents indicated that Safety is an important facet and a priority for the City. At least 9 in 10 residents reported having an overall high sense of safety, feeling safe in their neighborhoods as well as in the downtown/commercial areas of Ramsey. Residents positively rated safety services, particularly police and fire services, and a vast majority felt that crime and fire prevention services were excellent or good. About 8 in 10 residents or more were NOT the victim of a crime or did NOT report a crime.