

# Strategic Plan Update

2019 Update

## ABOUT RAMSEY

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

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

Only a few of the first houses and structures built in Ramsey remain today. The most notable structure of historic significance is on the National Register of Historic Places, the Old Ramsey Town Hall, located west of Highway 47 just north of County Road 116. This structure dates to the late 19th century and was originally used as a schoolhouse. The building is a community landmark and the city has preserved and maintained the structure, which currently sits vacant waiting for a user.

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

Many people have chosen to live in Ramsey because of its rural character, wetlands, wildlife and the housing choices. Our city is a mixture of farms, single-family homes on large parcels of land and single-family homes on urban sized lots ranging from starter homes to executive style homes. New to our city is senior housing apartments and single-level town homes. Our city's development slowed from 1997 to 2000 but, since the year 2001 the city has experienced growth in both townhouse, single-family and multi-family housing development within the urban services area. Our city boasts a growing business district. Within the city are 4 business parks: Energy Park, Business Park 1995, Gateway Park, and the Bunker Lake Industrial Park. Since 1995, we have added several thousand new jobs. We are proud of our commitment to attract economically and environmentally sound commercial development.

The City staff and City Council seek to manage future growth to provide a high quality of life, enhanced employment opportunities, and a stable tax base. We are proud to have Connexus Energy, and a variety of manufacturing businesses as our lead employers. Looking ahead, our city is working toward retail and commercial growth that includes restaurants, shopping, entertainment and additional employment opportunities.

## 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

## OUR VISION FOR THE FUTURE

Ramsey will evolve through citizen-driven, collaborative processes that respect the balance and connectivity between its unique urban, rural, and natural environment for current and future generations.

## OUR MISSION

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

## OBJECTIVES

*These objectives represent the key priorities that all strategies attempt to achieve. Policy development should focus on advancing achievement of these objectives.*

### 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 Balance of Rural Character and Urban Growth

Ensure that a portion of the City's future growth continues to maintain Ramsey's historic rural character while attracting the services desired by our community.\*

*\*Adapted from the Comprehensive Plan.*

### A Connected Community

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

### An Active Community

Ensure that the City has access to a variety of recreational opportunities. \*

*\*Adapted from the Comprehensive Plan.*

### 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 cleaner environment.

## An Effective Organization

Maintain highly functional Staff, Citizen Volunteers, and Elected Officials and governance structure that meets the increasingly ever-changing needs of the organization.

*Please note: this document is a work in progress. Staff is still working on final formatting. Please focus on content over formatting at this stage.*

## STRATEGIES

Strategies are actions we take in order to accomplish our four key objectives.

### Objective: Financial Stability

*Strategies designed to advance Financial Stability.*

- Improve budget preparation to identify operational efficiencies and cost savings.
- Increase economic growth and development.
- Leverage additional funding sources.

### Objective: A Balance of Rural Character and Urban Growth

- Create a strong positive image for residential neighborhoods, business districts, and key corridors.
- Enhance Community Engagement.

**Commented [TG1]:** Relocated from Smart, Citizen-Focused Government to blend new objectives from Comprehensive Plan.

### Objective: A Connected Community

*Strategies designed to advance A Connected Community.*

- Improve the safety and mobility of major transportation corridors.
- Staff Recommendations
  - Improve the safety and mobility of Highway 10.

**Commented [TG2]:** 2018 Comment: Reflect multiple modes of transportation.

**Commented [TG3]:** 2018 Comment: Increase priority for Highway 10.

### Objective: An Active Community

- Create a diverse and robust offering of recreational opportunities.

**Commented [TG4]:** Relocated from A Connected Community to blend new objectives from Comprehensive Plan.

2018 Suggested Language Change: Build community and connect people through recreational opportunities.

### Objective: Smart, Citizen-Focused Government

*Strategies designed to advance Smart, Citizen-Focused Government.*

- Improve and maintain the safety of the community.
- Enhance the level of customer service.
- Define and promote Ramsey Brand.
- Ensure long-term sustainability of Public Water System.

**Commented [TG5]:** 2018 Comment: Focus on Ramsey, not sub-districts for branding.

**Commented [TG6]:** 2018 Suggested Language Change: Plan for public facilities to meet City's growth and service needs.

### Objective An Effective Organization

*Strategies designed to advance An Effective Organization.*

- Improve City communications with the community.
- Improve and sustain high employee morale.
- Ensure that the organization reflects the changing demographics of the community and addresses diversity and inclusion.

**Commented [TG7]:** 2018 Comment: This is a high priority.

**Commented [TG8]:** This is 2018 suggested added language.

## ACTION PLAN

The Action plan outlines the specific actions we take to achieve our strategies, to meet our objectives, and to fulfill the mission and vision of the organization. This will be completed as a future stage of the Strategic Plan once the City Council approves Objectives and Strategies. This section is included to demonstrate approach and formatting.

### Objective: Financial Stability

Action	Timeframe	Resources	Key Outcomes	Responsible Party
<b>Strategy: Improve budget preparation to identify operational efficiencies and cost savings.</b>				
1. Utilize the Strategic Plan to prioritize budget requests.	March 2018 to December 2018			Diana Lund
2. Increase opportunities for the public to engage in the budget preparation process.			Increased citizen involvement and communication of budget process.	Diana Lund
3. Leverage additional funding sources.				Kurt Ulrich
<b>Strategy: Increase economic growth and development</b>				
4. Recruit new industrial users.	Ongoing			Sean Sullivan
5. Recruit new retail businesses.	Ongoing			Sean Sullivan
6. Recruit new residential neighborhoods.	Ongoing			Tim Gladhill
7. Analyze impacts of development fees.		Financial Advisor (Ehlers or Springsted)	Updated Rates and Charges that balance our long-range vision with market realities.	Tim Gladhill
<b>Strategy: Leverage additional funding sources</b>				
8. Seek grants to do high priority projects				Kurt Ulrich

9. Seek public/private partnerships				Kurt Ulrich
<b>Strategy: Provide a stable funding program for public infrastructure **new as recommended by Staff**</b>				
10. Secure County, State and Federal funding for Highway Improvements				Bruce Westby
11. Analyze funding options for Long-term road maintenance program				Bruce Westby

Objective: A Balance of Rural Character and Urban Growth

Action	Timeframe	Resources	Key Outcomes	Responsible Party
<b>Strategy: Create a strong positive image for residential neighborhoods, business districts, and key corridors</b>				
12. Identify and establish goal to clean-up highest priority problem properties				Tim Gladhill
13. Establish Highway 10 steering committee and develop and prioritize plan for Highway 10 image				Tim Gladhill Bruce Westby
14. Create and install city entryway signs and bulletin boards				Chloe McGuire Brigl
15. Develop a boulevard tree planting program and a streetscape plan for major corridors				Chris Anderson Chloe McGuire Brigl Mark Riverblood
16. Complete small area plans from comprehensive plan				Tim Gladhill
17. Review and prioritize resilient communities projects				Tim Gladhill
<b>Strategy: Enhance Community Engagement</b>				
18. Research and implement new citizen engagement tactics				Kurt Ulrich Tim Gladhill
19. Expand use of public engagement for policy decisions				Kurt Ulrich



Objective: A Connected Community

Action	Timeframe	Resources	Key Outcomes/Indicators	Responsible Party
<b>Strategy: Improve the safety and mobility of key corridors.</b>				
20. Lobby State and Federal sources for funds to complete Highway 10 corridor priorities			Demonstrate active participation and leadership as part of the Highway 10 coalition	Kurt Ulrich
21. Complete County Road 5 Corridor study that includes focus on school crossings		School District County		Bruce Westby
22. Complete State Highway 47 study to improve traffic safety and mobility		MNDOT County City of Anoka		Bruce Westby Chloe McGuire Brigl
<b>Strategy: Improve the safety and mobility of Highway 10.</b>				
23. Complete the Ramsey Gateway Project				Tim Gladhill Bruce Westby Kurt Ulrich

## Objective: An Active Community

Action	Timeframe	Resource	Key Outcomes	Responsible Party
<b>Strategy: Create a diverse and robust offering of recreational opportunities.</b>				
24. Develop a comprehensive recreation plan that inventories existing recreation programs and infrastructure at federal, state, regional and local level.				Mark Riverblood
25. Develop plan for future parks, trails, and open space				Mark Riverblood
26. Leverage grant dollars to complete priority park and trail projects				Mark Riverblood
27. Create Ramsey's first nature-based play area				Mark Riverblood
28. Improve revenue from recreational programing, include local business connections and sponsorships				Mark Riverblood

Objective: Smart, Citizen-Focused Government

Action	Timeframe	Resource	Key Outcomes	Responsible Party
<b>Strategy: Improve and maintain the safety of the community.</b>				
29. Provide adequate public safety staffing based upon growth factors (i.e., calls for service, time of day case load, land use and population)				Matt Kohner Jeff Katers
30. Continue to address illegal drug activity in the community				Jeff Katers
31. Expand and improve upon the rental licensing program	This has been implemented. Can we remove or change to monitor?			Tim Gladhill
<b>Strategy: Enhance the level of customer service</b>				
32. Provide adequate staffing to meet citizen expectations				Colleen Lasher
<b>Strategy: Define and promote Ramsey brand</b>				
33. Acquire a unique Ramsey Zip code				Kurt Ulrich
34. Define and "brand" areas or corridors with streetscape and signage				Tim Gladhill
<b>Strategy: Plan for public facilities to meet City's growth and service needs</b>				
35. Work with neighboring communities and				Bruce Westby

regional agencies to identify a long-term water supply				
36. Work with community to develop and promote a long-term water resources strategy				Bruce Westby

## Objective: An Effective Organization

Action	Timeframe	Resources	Key Outcomes	Responsible Party
<b>Strategy: Improve City communications with the community.</b>				
37. Develop new and more effective ways to reach residents				Megan Thorstad
38. Provide more information to residents topics of interest				Megan Thorstad
<b>Strategy: Improve and sustain high employee morale</b>				
39. Continue staff recognition program such as 'Blue Ribbon' employee program				Colleen Lasher
40. Conduct employee survey and develop recommendations for improvement				Colleen Lasher
41. Increase awareness and use of the Employee Assistance Program				Colleen Lasher
42. Increase informal staff training opportunities such as webinars and 'lunch-and-learn' sessions				Colleen Lasher
43. Develop and implement career development plans				Colleen Lasher
<b>Strategy: Ensure that the organization reflects the changing demographics of the community and addresses diversity and inclusion</b>				

44. Monitor City's demographics				Tim Gladhill
<b>Strategy: Plan for public facilities to meet City demands</b>				
45. Plan for implementation of adequate public works facilities to meet long-term needs				Grant Riemer