

Strategic Plan Update

2020 Update

ABOUT RAMSEY

Ramsey is a suburban city located in the northwestern part of Anoka County, with a population of approximately ~~26,500~~27,051. Two rivers dominate its borders, the Rum River and the Mississippi River.

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

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

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

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

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

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.

VALUES

Ethics and Integrity

Fiscal Responsibility

Cooperation and Teamwork

Open and Honest Communications

Excellence and Quality in the Delivery of Service

Treating People with Respect and Fairness

Adaptability and Continuous Learning

VISION

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

MISSION

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

OBJECTIVES

Financial Stability

A Balance of Rural Character and Urban Growth

An Active and Connected Community

Smart, Citizen-Focused Government

An Effective Organization

STRATEGIES

Identify and implement operational efficiencies, cost savings and additional funding sources.

Promote economic growth and development.

Create a positive image for residential neighborhoods, business districts and key corridors.

Enhance Community Engagement in policy decision-making processes.

Improve the safety and mobility of transportation corridors.

Connect the community both physically and socially to destinations, services and activities.

Enhance customer service through process improvements.

Enhance sustainability and efficiency through public facilities and infrastructure investments.

Strengthen and enhance our identity and brand.

Improve City's communication.

Improve and sustain high organizational morale.

Strive to reflect the demographics of the community.

ACTION PLAN

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Strategy: Identify and implement operational efficiencies, cost savings and additional funding sources.				
1. Implement a Road Maintenance Pavement Management Funding Program.	2020	Budget Impact = Medium High	Retain existing program or choose a new program. <u>Include regular pavement maintenance in discussion.</u>	Diana Lund
2. <u>Identify and improve one organizational workflow process: Fire Department Duty Crew Analysis.</u>	2020 2020	<u>Budget Impact = Low</u>	<u>Experienced cost savings as a result of improved workflow.</u> <u>Improved service.</u>	<u>Matt Kohner</u>
Strategy: Promote economic growth and development.				
<u>2-3.</u> Continue Business Retention and Expansion efforts for retail and industrial.	Ongoing	Existing Staff: Budget Impact = Low	Stable base of local employers, representing the largest opportunity for future growth of jobs and tax base. Increase the number of business visits. Improve the quality and attendance at EDA events. 5,000 square feet of new retail space per year on average. 50,000 square feet of new industrial per year on average.	Sean Sullivan
Strategy: Create a positive image for residential neighborhoods, business districts and key corridors.				
<u>3-4.</u> Complete Streetscape Plan for Key Corridors.	Q4 2019 2020	Existing Staff: Budget Impact = Low	Reduced blight and public nuisance. Improved responsiveness of neighborhood concerns. Improved empathy to private property rights and complex regulations. Improved aesthetics and reduced blight along Highway 10 and Highway 47. <u>Consider Historic Town Hall as a Welcome to Ramsey Gateway Monument.</u>	Chloe McGuire Brigl
<u>4-5.</u> Update Downtown Master Plan and Multifamily Housing Policies.	2020	Budget Impact = Low RCP Report	Ensure high-quality housing opportunities. Ensure Balance of Retail and Housing Growth.	Tim Gladhill

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<u>6.</u> Consider a Crime Free Multifamily Housing Program	<u>2020</u>	Existing Staff Budget Impact = Low RCP Report	Ensure that multifamily properties maintain high quality.	Jeff Katers
Enhance Community Engagement in policy decision-making processes.				
<i>This remains a high priority for the community and is addressed in multiple actions above.</i>				
Strategy: Improve the safety and mobility of transportation corridors.				
<u>5-7.</u> Complete County Road 5 Corridor Study.	2020	Budget Impact = Medium	Unified vision for Nowthen Boulevard, <u>including Turnback Plan and connection to Highway 10.</u> Improved safety and reduced congestion. Development pressures <u>Ensure adequate capacity for planned development.</u>	Bruce Westby
<u>6-8.</u> Advance the Ramsey Gateway Plan.	2020	Existing Staff/Resources Budget Impact = High RCP Report	Unified vision for Highway 10. Improved safety and reduced congestion. Secured \$47M for the Highway 10/169 Plan	Tim Gladhill
Strategy: Connect the community both physically and socially to destinations, services, and activities.				
<u>7-9.</u> Complete the Master Parks and Trail Plan/Capital Improvement Program <u>Update Park System Plan.</u>	<u>2019-2020</u>	Existing Staff/Resources Budget Impact = Medium RCP Report	Adequate parks, trails and public spaces, both future and existing. Unique recreation destinations. <u>Official policy statement on potential Community Center as a lower priority compared to Public Works Campus and Water Treatment Plant.</u>	Mark Riverblood
Enhance customer service through process improvement.				
<i>This remains a high priority for the community and is addressed in multiple actions above.</i>				
Strategy: Enhance sustainability and efficiency through public facilities and infrastructure investments.				
<u>8-10.</u> Implement Develop <u>Implementation Plan for</u> Water Supply Treatment Options.	2020	Budget Impact = High	Reduce levels of iron and manganese in municipal water supply.	Bruce Westby
<u>9-11.</u> Construct Future Public Works Campus.	2020	Budget Impact = High	Adequate space to effectively maintain public infrastructure. Savings of time and money in operational efficiencies.	Grant Riemer

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Strategy: Strengthen and enhance our identity and brand.				
10-12. Provide quarterly updates to USPS to secure new Ramsey ZIP Code.	Ongoing	Existing Staff Budget Impact = Medium <u>Low</u> RCP Report (community identity)	ZIP Code will identify itself as Ramsey. Provide regular updates. Detailed Update in 2020 <u>2026</u> .	Kurt Ulrich
Strategy: Improve City's communication.				
11-13. Improve Positive Messaging <u>proactive and time-relevant communication.</u>	2020	Existing Staff Budget Impact = Low RCP Report	Improved external communication. Provide more information of interest to residents in multiple formats. New and more effective ways to reach the community, including but not limited to social media. Talking Points for Key Projects. Policy, process, and timing for communicating key topics. Improved administration of Ramsey Resident Newsletter. <u>Explore new avenues to tell the story of Ramsey and market the community to prospective residents and businesses.</u> <u>Stay relevant by harnessing new technologies and social media platforms to evolve with the ever-changing media landscape.</u>	Megan Thorstad
Improve and sustain high organizational morale.				
<i>This remains a high priority for the community and is addressed in multiple actions above.</i>				
Strive to reflect the demographics of the community.				
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Budget Impact Key; Low = Existing Staff/thousands of dollars; Medium = Additional Staff/Consultants/tens of thousands of dollars; High = capital improvement/hundreds of thousands of dollars.

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

PARKING LOT LIST

Action	Strategy
Complete a Development Fee Impact Study.	Identify and implement operational efficiencies, cost savings and additional funding sources.
Complete Comprehensive Streetscape and Greenway Manual -[Moved to Action Item]	Create a positive image for residential neighborhoods, business districts and key corridors.
Complete Neighborhood Plans for Pearson Properties and Makowsky Farms. [Formal Development Proposals Submitted]	Create a positive image for residential neighborhoods, business districts and key corridors.
Remodel 2 nd Floor of City Hall for additional collaboration and meeting space.	Enhance Community Engagement in policy decision-making processes.
Complete a Fire Department Duty Crew Analysis. [Moved to Action Item]	Enhance customer service through process improvements.
Complete Organization Staffing Plan.	Improve and sustain high organizational morale.

~~The above are important topics, but are not the highest priority of the Council and will only be worked on if not interfering with approved Action Items and as time/resources allow.~~

CULTURE

- Utilize Strategic Plan to prioritize budget requests.
- Leverage additional funding sources.
- Seek grants to do high priority projects.
- Seek public and private partnerships.
- Improve Park and Recreation revenue through user fees and sponsorships.
- Provide adequate public safety staffing based upon common metrics (i.e., calls for service, time of day caseload, land use and population, citizen expectations).
- Continue Staff Recognition Programs.
- Increase awareness of various employee resources.