

# 2021-2022 Strategic Plan Update

## 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 suburban, 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 SubuUrban 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.

~~Increase while maintaining and increasing~~ transparency and accountability by modernizing and streamlining City regulations.

Promote economic growth and development.

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

Improve the safety and mobility of transportation corridors.

Connect the community through Parks and Trails Capital Improvements along with Recreational Programming.

Spotlight sustainability and efficiency through public facilities and infrastructure investments.

Strengthen and enhance our identity, brand and image.

Improve City's communication.

~~Improve and sustain~~ Strive for -high organizational morale and employee retention.

# ACTION PLAN

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<b>Strategy: Identify and implement operational efficiencies, cost savings and additional funding sources while maintaining and increasing transparency and accountability.</b>				
<u>1.</u> <u>Establish a committee for web site design update</u>	Q2	<u>Budget Impact - Low</u>	<u>Improve web site to allow City to identify and answer the most common questions in order to improve customer service and staff efficiency.</u>	Jason Fredrickson
<u>1-2.</u> Review and analyze development review process	Q3	Budget Impact - Low	<ul style="list-style-type: none"> <li>Identify issues at the start of the development process (i.e., no last-minute surprises)</li> <li>eliminate mistakes in the preparation of development agreement</li> </ul>	Brian Hagen
<u>3.</u> Review and analyze turf maintenance of City properties	Q2	Budget Impact - Medium	Significantly reduced time and expense of maintaining City turf.	Mark Riverblood
<u>2-4.</u> Seek ways to optimize cost savings from new Public Works Facility and communicate savings to Community	Q4	Budget Impact - Low	Additional <u>documented</u> cost savings from new Public Works Facility	Grant Reimer
<u>3-5.</u> Solicit support from Anoka County License Center to help with staffing front desk services	Q2	Budget Impact = Low	Reduce City resources to staff front desk.	Colleen Lasher

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<b>Strategy: Promote economic growth and development.</b>				
<b>4.6.</b> Continue Business Retention and Expansion efforts for retail and industrial.	Ongoing	Budget Impact – Low (use existing staff)	<p>Stable base of local employers, representing the largest opportunity for future growth of jobs and tax base.</p> <ul style="list-style-type: none"> <li>• Increase the number of business visits from the 41 business visits conducted in 2021, and the 19 done in 2020</li> <li>• Improve the quality and attendance at EDA events such as the Business Network, Business Appreciation Day, and the Business Expo</li> <li>• 5,000 square feet of new retail space per year on average.</li> <li>• 50,000 square feet of new industrial per year on average.</li> </ul>	Sean Sullivan/EDA
<b>5.7.</b> Consider strategic infrastructure investments to prepare more shovel ready parcels.	Q4	Budget Impact - Medium	<p>Primary Effort = West Armstrong Retail/West Armstrong Industrial Redevelopment Area.</p> <ul style="list-style-type: none"> <li>• Construct improvements in area West of Armstrong West of Ferret St Ideal location for additional industrial</li> <li>• Construct Riverdale Drive and related improvements.</li> <li>• Import and place fill on City-owned property in the COR.</li> </ul>	Sean Sullivan/EDA

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<p><u>6.8.</u> Complete a Comprehensive City Code Audit and Update</p>	<p>Q3</p>	<p>Budget Impact - Medium</p>	<p>Reduce redundant regulations and regulations that conflict with City's vision or otherwise detract from City's economic development goals.</p> <p>Continue to address code sections. In 2021-Q1 22 <u>the following code sections have been reviewed</u> and adopted:</p> <ul style="list-style-type: none"> <li>• Update of Home Occupation Ordinance</li> <li>• Code amendment allowing restaurants in E3 Employment District</li> <li>• Amended City Code Section 117-56 Regarding Easement Vacations</li> <li>• Ordinance #22-08 Amending City Code Section 117-51 Regarding Conditional Use Permits</li> <li>• Ordinance #22-11 to Allow Taprooms, Breweries, Microbreweries, and Brewpubs</li> <li>• Ordinance #22-03 Amending Chapter 10 of City Code: Animals</li> <li>• Ordinance #22-05 Amending Sections 117-111, 117-349, and 117-355 of City Code Creating Additional Requirements for Driveways/Parking Pads</li> <li>• Ordinance #22-04 Amending Section 117-349 of City Code to Allow Accessory Dwelling Units (ADU's)</li> </ul>	<p>Brian Hagen/Planning Manager and Planning Commission</p>
<p><u>7.9.</u> Solicit input from the public and City staff for guidance on the modernization and streamlining of City Codes, and provide updates to all impacted parties.</p>	<p>Q2</p>	<p>Budget Impact - Low (use newsletter and social media)</p>	<ul style="list-style-type: none"> <li>• Develop list of outdated or inefficient ordinances that can be improved.</li> <li>• Implementation of new ordinances.</li> </ul>	<p>Brian Hagen</p>

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<b>Strategy: Create a positive image for residential neighborhoods, business districts and key corridors.</b>				
<u>8-10.</u> Consider a Proactive Multifamily Property Management Program	Q3	Budget Impact - Medium (RCP Report, use existing staff)	<p>Ensure that multifamily properties maintain high quality and free of nuisance.</p> <p>Consider a coalition of multifamily property managers to ensure property managers hold each other accountable and provide adequate long-term maintenance.</p>	Brian Hagen
<u>9-11.</u> Create a Crime Free Multifamily Housing Program	Q3	Budget Impact - Medium	<p>Ensure that multifamily properties maintain high quality and free of nuisance.</p> <p>Consider a Crime Prevention Multifamily Program.</p> <p>Note: The <a href="#">Crime Free Multi-Housing Program</a> is approved by the MN Crime Prevention Association. Nearby cities with CFMH programs: <a href="https://www.coonrapidsmn.gov/262/Crime-Free-Multi-Housing">https://www.coonrapidsmn.gov/262/Crime-Free-Multi-Housing</a> <a href="https://www.anokaminnesota.com/278/Crime-Free-Multi-Housing-Program">https://www.anokaminnesota.com/278/Crime-Free-Multi-Housing-Program</a></p>	Jeff Katers
<u>10-12.</u> Support and recognize community volunteers	Q2	Budget Impact - Medium	<p>Better community ownership of community events and community cleanup efforts.</p> <ul style="list-style-type: none"> <li>Create "Volunteer of the Month Award" to be presented at City Council meeting.</li> <li>Invite outside groups to lead Pledge at Council meetings</li> <li>Spotlight existing community cleanup efforts on social media.</li> </ul>	City Administrator

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<b>Strategy: Improve the safety and mobility of transportation corridors.</b>				
<u>11-13.</u> Complete County Road 5 Corridor Study.	Q4	Budget Impact = Medium <b>(Budget impact to City is low due to Anoka County involvement)</b>	Unified long-term vision for Nowthen Boulevard (CR5) Improved safety and reduced congestion. Ensure adequate capacity for planned development. <b>In process and will be completed by June 2022</b>	Bruce Westby/Public Works Committee
<u>12-14.</u> Advance the Ramsey Gateway Plan.	Ongoing	Existing Staff/Resources Budget Impact = High RCP Report	Unified vision for Highway 10. Improved safety and reduced congestion.  Secured final funding for the Highway 10/169 Plan (currently at \$92M of \$138M) <b>Project construction to commence in 2023.</b>	Bruce Westby/Public Works Committee
<u>13-15.</u> Update Priority Street Light Program and Pedestrian Safety Plan.	Q1	Existing Staff/Resources Budget Impact = Medium	Improved pedestrian and vehicle safety at critical intersections.  <b>This project has now been initiated.</b>	Bruce Westby/Public Works Committee
<b>Strategy: Connect the community through Parks and Trails Capital Improvements along with Recreational Programming.</b>				
<u>14-16.</u> Establish a Funding Plan to Complete Parks Capital Replacement Improvements.	Q2	Existing Staff/Resources Budget Impact = Medium RCP Report	Adequate parks, trails and public spaces, both future and existing. Unique recreation destinations.  <b>Complete and implement the local park improvement plan.</b>	Mark Riverblood/Park and Recreation Commission
<u>15-17.</u> Implement and Spotlight the Recreation Programming Plan	Ongoing	Existing Staff/Resources Budget Impact = Low	Increased awareness of recreational opportunities.  <b>Will restart effort following staffing vacancy and transition to 30Hrs per week in June 2022.</b>	Mark Riverblood/Park and Recreation Commission

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<b>Strategy: Spotlight sustainability and efficiency through public facilities and infrastructure investments.</b>				
<b>16-18.</b> Develop Implementation Plan for Water Supply Treatment.	Q4	Budget Impact = High	Reduce levels of iron and manganese in municipal water supply.  <b>Initiated design, bidding in mid-summer, construction to commence Fall 2022 with completion expected in October 2023</b>	Bruce Westby/Public Works Committee
<b>17-19.</b> Consider Local Open Space Preservation Funding, if initiated by Ballot Referendum.	Q2	Budget Impact = High	Preservation of many Exceptional Quality Ecological Areas (as defined by Natural Resources Inventory).  <b>To be considered prior to 2022 General Election.</b>	Chris Anderson/EPB
<b>Strategy: Strengthen and enhance our identity, brand and image.</b>				
<b>18-20.</b> Provide quarterly updates to USPS to secure new Ramsey ZIP Code.	Ongoing	Existing Staff Budget Impact = Low RCP Report (community identity)	ZIP Code will identify itself as Ramsey.  Provide regular updates.  Detailed Update in 2026.  <b>Note: Annual development update sent to USPS Jan. 2022</b>	City Administrator
<b>19-21.</b> Consider Creating and Promoting a Holiday Light Challenge	Q4 2022	Existing Staff Budget Impact = Low	Create additional awareness of community and create additional social connections.  <b>The City hosted the first annual event in 2021 with improvements to be made in 2022 based on experience and staffing capacity that has been added.</b>	Megan Thorstad/Recreation Specialist

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<b>Strategy: Improve City's communication.</b>				
<u>20-22.</u> Improve proactive and time-relevant communication.	Ongoing	Existing Staff Budget Impact = Low RCP Report	Explore new avenues to tell the story of Ramsey and market the community to prospective residents and businesses.  Stay relevant by harnessing new technologies and social media platforms to evolve with the ever-changing media landscape.  <b>Regular communications report added to council work sessions.</b>	Megan Thorstad
<u>21-23.</u> Quantify cost savings for new Public Works Facility and communicate savings to Community.	Q4	<b>Budget Impact = Low</b>	<b>Newsletter article and social media posts regarding savings achieved with new public works building.</b>	<b>Grant Reimer</b>
<b>Improve and sustain high organizational morale.</b>				
<u>22-24.</u> Update Telecommuting Policy	Q2	Existing Staff Budget Impact = Low	Recruitment and retention tool for existing and future employees.  <b>Pending City Council WS discussion / add clarity around PT employee participation.</b>	Colleen Lasher
<u>23-25.</u> Consider additional Employee Events to strengthen relationships.	Q3	Existing Staff Budget Impact = Low	Improved organizational morale.  <ul style="list-style-type: none"> <li>• <b>Revised Annual Employee Recognition event with separate event for staff and community volunteers.</b></li> <li>• <b>Added ice cream social with the City Administrator</b></li> <li>• <b>To consider wellness related programs – staff resources permitting</b></li> <li>• <b>To consider bringing back the Ramsey Communicator (monthly vs. weekly)/with an opt out option by the Police Department only.</b></li> <li>• <b>To consider a monthly birthday event (E.g., every 2<sup>nd</sup> Wednesday have a birthday treat in the Lake Itasca Room)</b></li> </ul>	Colleen Lasher
<u>24-26.</u> Complete an Employee Survey	Q2	Existing Staff Budget Impact = Low	Establish baseline metric of existing organizational morale.	Colleen Lasher

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](http://rcp.umn.edu/ramsey-projects).

## PARKING LOT LIST/FUTURE PROJECTS

Action	Strategy
Improve background data provided in conjunction with establishing Rates and Charges, especially for Development Impact Fees. .	Identify and implement operational efficiencies, cost savings and additional funding sources.
Complete Organization Staffing Plan.	Improve and sustain high organizational morale.
Complete Streetscape Plan for Key Corridors.	Create a positive image for residential neighborhoods, business districts and key corridors.
Complete a Highway 47 Plan ( <i>after current Bunker/47 intersection improvements</i> )	Improve the safety and mobility of transportation corridors.

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 and volunteer recognition programs.
- Increase awareness of various employee resources.
- Enhance community engagement in policy decision-making processes.
- Enhance customer service through process improvement.
- Strive to reflect the demographics of the community.