

2020 ANNUAL REPORT & **STRATEGIC PLAN** **2022-2026**



City of North Mankato





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EXECUTIVE SUMMARY



Background

From March 2020 to March 2021, the North Mankato City Council and senior leadership team engaged in strategic planning process. The proposed strategic plan outlines goals and objectives for 2022-2026. This follows two previous strategic plans adopted in 2015 and 2017 which included successful completion of many initiatives for the City. Some of the successes from previous plans include the following:

- Restore prairie at Benson and Bluff Park
- Complete Parks master plan
- Reconstruct Spring Lake Park Swim Facility
- Implement Pavement Management Plan
- Complete plan for the future of Webster Avenue and Highway 169
- Complete improvements to Lookout Drive
- Complete Well #9 installation
- Replace ladder truck for fire department
- Implement new records management system in police department
- Implement online building permit system
- Implement new financial management software system
- Adopt formal debt policy
- Re-establish trail from Lake Street to Mary Lane
- Complete Improvements to outdoor hockey rinks
- Pursue indoor recreational facility at Caswell Park
- Implement Ash Bore prevention plan
- Improve Carol Court and Marvin BLVD lift stations
- Implement radio read meter program
- Expand use of public art and beautification efforts
- Complete an organization communication/marketing plan



The previous plans and goals are attached to this document and provide continued guidance to the staff and City Council on prior strategic goals that are ongoing. Goals from previous plans establishing new services or goals that are still being completed will continue to inform actions of the City staff and City Council during the new strategic planning phase from 2022-2026 and continue to be funded as part of the regular budgeting process.



EXECUTIVE SUMMARY (cont.)

Previous Plans

Prior strategic plans established foundational elements for the organization related to vision, strategic program areas, and values. The first two plans established North Mankato's strategic program areas:

1. Safe Community
2. Outstanding Recreational Assets
3. Well Maintained Infrastructure
4. Vibrant Business Districts and Neighborhoods
5. Excellent Quality of Life

The five strategic programs are the lens through which both the staff and the governing body act. Each strategic program area includes several goals and the department(s) responsible for their implementation. Please note some of these goals are in addition to the regular services necessary for administration of the government.

September 2020 Strategic Planning session

In September of 2020 the City Council and Executive Staff met to discuss the prior strategic plans and develop any edits or additions to the future plan. The notes from this session are included as an attachment to the plan. In addition to the discussion, each executive team member provided an overview of their operations from a strategic viewpoint based on the organizational development book studied by the department heads entitled Good to Great by Jim Collins. The department level feedback is also attached to this document.

The discussion in September included suggested changes to the vision statement as well as discussion about adding a mission statement. A few key edits were suggested to the definition of the value section of the plan. The Council also discussed emphasizing quality of life, economic vitality, sustainability, and fiscal resource management in the new plan. Finally, the Council and executive team performed an environmental scan of several areas affecting the community and additional priorities to be added to the new plan.

EXECUTIVE SUMMARY (cont.)



Vision, Mission, and Values update

Edits and additions to the vision statement, mission statement, and value definitions are underlined below:

Vision

North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life that cultivates economic development and diversity.

Mission

Deliver citizens a clean and safe community through responsive, financially sound municipal services that balance resources and responsibilities to maintain public infrastructure, pursue economic development, communicate with the public, manage future growth, and fulfill public trust.

Values

Adaptability: The ability to innovate and adjust means and methods to resolve changing situations.

Excellence: Going above and beyond expectations.

Responsibility: Taking initiative, ownership and being accountable for performance.

Integrity: Being honest, impartial and aligning actions with principles.

Leadership: Achieving a common goal through empathy and by motivating others





VISION – *North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life that cultivates economic development and diversity.*

MISSION – *Deliver citizens a clean and safe community through responsive, financially sound municipal services that balance resources and responsibilities to maintain public infrastructure, pursue economic development, communicate with the public, manage future growth, and fulfill public trust.*

Values

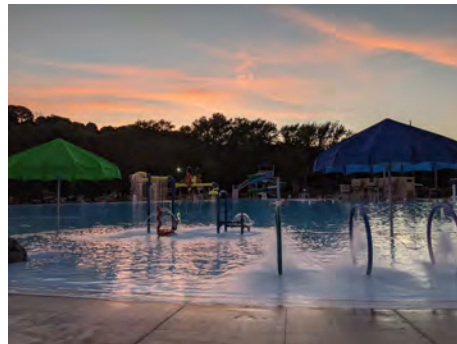
ADAPTABILITY: The ability to innovate and adjust means and methods to resolve changing situations.

RESPONSIBILITY: Taking initiative, ownership and being accountable for performance.

LEADERSHIP: Achieving a common goal through empathy and by motivating others.

INTEGRITY: Being honest, impartial and aligning actions with principles.

EXCELLENCE: Going above and beyond expectations.



VISION - *North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life that cultivates economic development and diversity.*

MISSION - *Deliver citizens a clean and safe community through responsive, financially sound municipal services that balance resources and responsibilities to maintain public infrastructure, pursue economic development, communicate with the public, manage future growth, and fulfill public trust.*

Goals

**Outstanding
Recreational
Assets**

**Well Planned &
Maintained
Infrastructure**

Safe Community

**Growing & Vibrant
Business, Industrial
& Residential
Districts**

**Excellent
Quality of Life**

Strategic Program Areas

**Library, Parks &
Trails**

**Public Works &
Infrastructure**

Public Safety

**Community &
Economic
Development**

**Legislation,
Administration &
Public Engagement**

Program Action Areas

- Taylor Library
- Caswell Sports
- Parks Department
- Spring Lake Park Swim Facility
- Culture & Recreation Events

- Street Department
- Maintenance & Equipment
- Water
- Wastewater
- Solid Waste & Recycling
- Storm Water
- Capital Improvement

- Police Department
- Fire Department
- Emergency Management
- Flood Control

- Community Development & Planning
- Planning Commission
- Port Authority

- City Council
- City Clerk
- Public Information Office
- Finance & Utility Billing





Strategic Program Areas

Outstanding Recreational Assets

Well Planned & Maintained Infrastructure

Safe Community

Growing & Vibrant Business, Industrial & Residential Districts

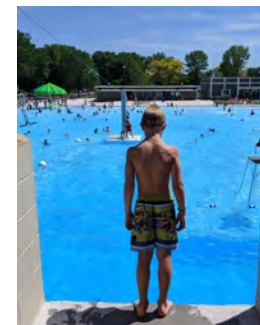
Excellent Quality of Life

Strategic Goals

- Provide a comprehensive and balanced system of parks, green ways, and trails that meet the high standards set by the City of North Mankato and government to enhance resident and visitor quality of life.
- The North Mankato Taylor Library will continue to be the library of choice for citizens and regional patrons.
- Continue role as leader of programming and events in the region.
- Caswell Park will be the premier softball complex in Minnesota and the Midwest United States for adult and girls fast pitch softball tournaments.
- Caswell Park will be the Mankato/North Mankato MSA's premier site for adult softball.
- Caswell will serve as a regional and state tourism destination for the state of Minnesota.
- Caswell will provide the highest level of turf facility maintenance for all softball facilities in Minnesota and the Upper Midwest United States.
- Establish a Culture, Recreation and Quality of Life Department.

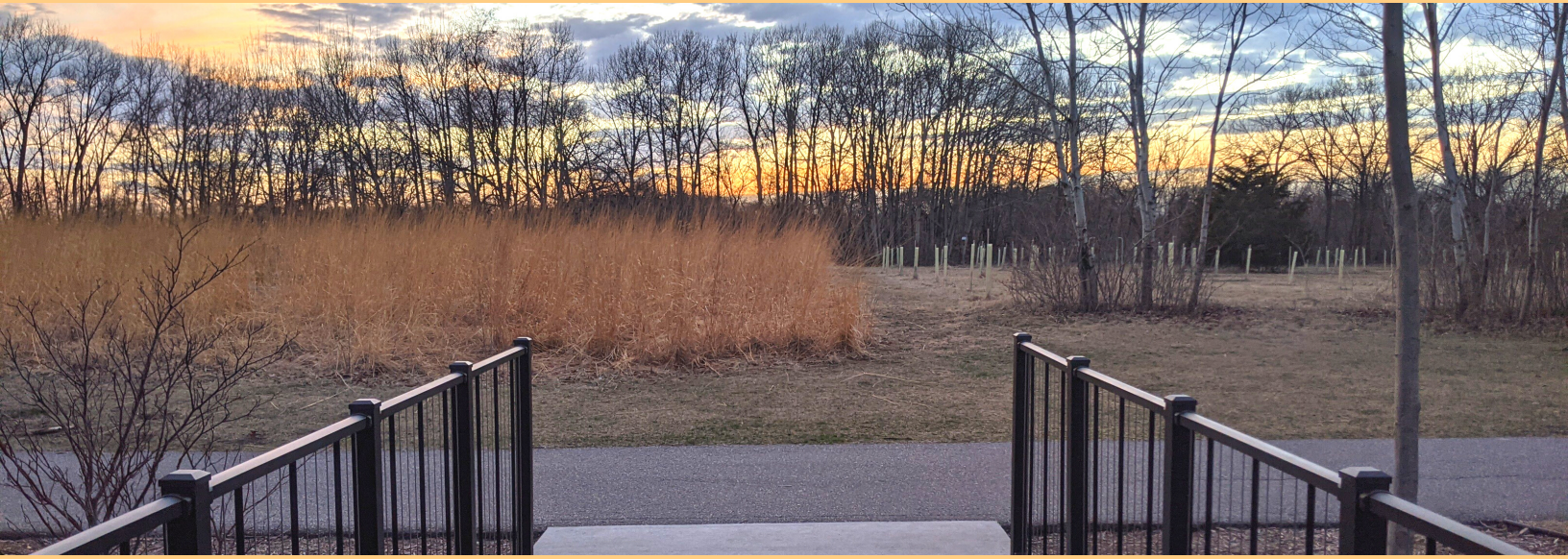
- Provide safe and clean streets with good driving surfaces for North Mankato residents.
- Identify replacement plan for public works facility by end of 2022.
- Implement energy conservation measures across all public works department.
- Purchase and maintain a fleet of vehicles to meet the city's infrastructure and recreational demands.
- Install and maintain appropriate infrastructure to collect and convey waste to the Mankato Wastewater and Water Recovery Treatment Center.
- Provide clean drinking water to homes and businesses in North Mankato.
- Provide for the weekly collection of solid waste from residences in North Mankato.
- Provide for the bi-weekly collection of recycling from residences in North Mankato.
- Provide for the protection of life and property through oversight of North Mankato's storm water utility and flood control system.

- Protect & preserve the life of safety of property and residents.
- Continue public outreach, community policing approach, and coordination with outside agencies.
- Advance emergency preparedness.
- Continue staff development, wellness, and training efforts.



- Ensure North Mankato continues to be a place of growth and choice for residential, commercial, and industrial uses.
- Provide a supportive community for business recruitment, retention, and expansion for business growth and health in North Mankato.
- Provide secure, accurate, and well managed elections.
- Utilize new technology for better access and storage of records, service to customers, and human resource functions.
- Inform and educate the public and organizational partners of activities and services of North Mankato.
- Deploy best practice and meet Council expectations for financial targets and management of the City's finances.
- Coordinate the activities of several departments into one division related to Culture, Recreation and Quality of Life initiatives and promote events for the enjoyment of residents and visitors.
- Provide an exceptional user experience and offer a place of belonging for residents and visitors.
- Invest in local partnerships with sponsors to enhance the quality of life amenities for residents and visitors.
- Develop partnerships, programming and planning, and obtain funding for the Caswell Indoor Recreation Facility

STRATEGIC PLAN OVERVIEW



Outstanding Recreational Assets

North Mankato has long been known for its recreational assets and a healthy appetite for fun! This includes a large offering of parks and natural areas focusing on active and passive recreational pursuits in areas like Benson, Bluff, Spring Lake, and Wheeler parks. It also includes institutional investments in tourism and economic development assets like Spring Lake Park Swim Facility, Caswell Softball Park, Caswell North Soccer Complex, Taylor Library, Fallenstein Playground, and the planned indoor fieldhouse expansion. Adding value to each of the natural and institutional investments is the wide array of leagues, tournaments, recreational programming, celebrations, and music focused events held at these venues. The 2022-26 plan calls for commitment to recreation as a bedrock focus area of the city and additional offerings to be added to the existing and well respected repertoire already present in the community.

Well Planned & Maintained Infrastructure

Clean drinking water, wastewater collection, safe streets, emergency response, ravine maintenance, trash and recycling collection, and infrastructure updates are the critical backbone of North Mankato's future. Because infrastructure consumes the majority of the city's operating and capital budgets, their activities ensure neighborhoods and business districts remain vibrant. The 2022-26 strategic plan calls for continued maintenance practices, investments in aging infrastructure, and road expansions to be a top priority of North Mankato. These priorities include commitments to sustainable practices and water quality initiatives. Included in the 2022-26 plan is a goal of reviewing opportunities to update the existing public works yard within the Capital Improvement Budget.

Safe Community

Long recognized as one of the safest communities in Minnesota, the 2022-26 strategic plan calls for continued excellence in preserving the life and safety of property and residents by the North Mankato Police and Fire Department. Utilizing our widely respected community policing approach to law enforcement, the 2022-26 plan calls for continued public outreach, coordination with outside agencies, updates to communities emergency operations plan, and maintaining staff development and trainings. Investment in the volunteer fire department and active efforts to ensure strong recruiting classes, training opportunities, and equipment used to prevent risk to property and life in the City are all identified as priorities in the updated plan.

STRATEGIC PLAN OVERVIEW



Growing & Vibrant Business Industrial & Residential Districts

Through the efforts of the Community Development Team and the North Mankato Port Authority, the 2022-26 strategic plan identifies growth in both business and neighborhoods as a top priority for the City. This includes a commitment to making North Mankato a city of choice to reside and conduct business in as well as providing a supportive environment for resident, business, and industrial recruitment and expansion. Continued investment and growth in the North Port Industrial Park and additional investments in neighborhoods providing housing of all types to families, workers, and individual is highlighted in the plan including key targets for population and new development growth.



Excellent Quality of Life

North Mankato has long prided itself on the amenities provided to residents which offer a distinct advantage for enjoying life. Partnering with the State of Minnesota, the opportunity to construct an indoor recreational fieldhouse furthers the City's mission in providing active recreation options for youth and adults. Alongside local residents, sporting groups, and institutions in the area, North Mankato seeks in the 2022-26 strategic plan to create destination spaces for the enjoyment of families and individuals. In addition, building on the prior success of the newly created public information office, North Mankato seeks to continue a robust public information campaign through traditional offerings, new electronic offerings, partnering with the newly created North Mankato Magazine, and local businesses and institutions to effectively and continually communicate with residents and visitors about the quality of life offered in North Mankato.





Finance, City Clerk & Public Information 2022 - 2026 Strategic Planning Goals



Goal 1: Provide secure, accurate, and well managed elections.

- *1.1 Objective: Conduct and administer election process.*
 - Tactic 1.1.1: Promote public awareness of elections to enhance voter confidence and participation.
 - Tactic 1.1.2: Provide adequate, resources, facilities, and staff at all polling locations.

Goal 2: Utilize new technology for better access and storage of records, service to customers, and human resource functions.

- *2.1 Objective: Continue to deploy new technology for improved service.*
 - Tactic 2.1.1: Review Tyler software human resource functionality and consider deploying appropriate functions.
 - Tactic 2.1.2: Update personnel handbook.
 - Tactic 2.1.3: Formalize an employee recognition program.
 - Tactic 2.1.4: Establish a computer, server, and technology replacement plan and increase use of mobile applications for field use by employees.
 - Tactic 2.1.5: Begin digitizing all document and records of the City.

Goal 3: Inform and educate the public and organizational partners of activities and services of North Mankato.

- *3.1 Objective: Continue public information and outreach efforts.*
 - Tactic 3.1.1: Continue to promote public engagement with City social media accounts.
 - Tactic 3.1.2: Expand video segments with Council Members and City staff.
 - Tactic 3.1.3: Increase utilization of Nixle system.
 - Tactic 3.1.4: Explore new communication mediums for maximum message reach.
 - Tactic 3.1.5: Partner with departments and city groups to proactively market North Mankato to enhance local participation in events, leagues, programs, and to promote the visitor economy.



Finance, City Clerk & Public Information 2022 - 2026 Strategic Planning Goals (continued)

Goal 4: Deploy best practice and meet Council expectations for financial targets and management of the City's finances.

- *4.1 Objective: Continue to provide excellent management of financial resources of the city.*
 - Tactic 4.1.1: Present annual budget, audit, and capital improvement plan for council consideration.
 - Tactic 4.1.3: Monitor Utility revenue to ensure rates are adequate to maintain service.
 - Tactic 4.1.3: Ensure cash reserves are invested according to state statutes and produce a return for taxpayers.
 - Tactic 4.1.4: Monitor debt and cash levels of the city to ensure compliance with debt and fund balance policies.
 - Tactic 4.1.5: Administer payroll, benefits utility collection, accounts payable/receivable in accordance with state statute and city council approved policies.
 - Tactic 4.1.6: Monitor revenue collections to ensure budget targets are met, make recommendations for adjustments as necessary.
 - Tactic 4.1.7: Produce monthly department report, and monthly budget update for City Administrator and City Council review.

Goal 5: Coordinate the activities of several departments into one division related to Culture, Recreation, and Quality of Life Initiatives and promote events for the enjoyment of residents and visitors.

- *5.1 Objective: Create a new city division for Culture, Recreation, & Quality of life initiatives and support critical relationships with business and institutions in the North Mankato / Mankato MSA.*
 - Tactic 5.1.1: Finalize community marketing strategy.
 - Tactic 5.1.2: Continue to implement passive and active recreational programs for youth and adults.
 - Tactic 5.1.3: Continue to implement, create, and promote events drawing economic development and visitor tourism.
 - Tactic 5.1.4: Work with local businesses, business associations, and institutions to promote North Mankato.
 - Tactic 5.1.5: Involve staff in the activities of local nonprofits and initiatives and leadership trainings.





Finance Department 2020 Annual Report

Finance Department Summary						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
Cash and Investments	\$ 9,000,000	\$ 12,855,191	\$ 8,964,972	\$ 11,219,076	\$ 9,249,125	103%
Existing Loans (dollar amount)	\$ 1,000,000	\$ 795,573	\$ 1,015,195	\$ 940,692	\$ 972,865	97%
Hotel/Motel Tax	\$ 18,000	\$ 1,165	\$ 1,358	\$ -	\$ 13,346	74%
Food & Beverage Tax	\$ 46,217	\$ 4,188	\$ 4,879	\$ -	\$ 25,633	55%
Local Option Sales Tax	\$ 600,000	\$ 59,841	\$ 60,846	\$ 136,368	\$ 624,239	104%
Employment Information/ Payroll						
Health Benefit Enrollment	48	48	50	47	50.58333333	105%
Total Number of Pay Periods	27	5	3	2	30	111%
Timecards Processed	2450	244	175	142	2571	105%
Accounts Payable & Receivable						
Accounts Payable (# Invoices)	10000	838	720	925	9736	97%
Accounts Receivable (# Invoices)	450	33	38	33	452	100%
Cash Receipts Processed	51,000	4,996	4,187	4,870	50,956	100%
Utility Billing & Meters						
# Utility Bills Sent Out	65,000	5,454	5,453	5,347	65,165	100%
Auto Pay Enrollment	115	14	22	13	156	136%
Water Meters Issued (New)	75	4	2	9	90	120%
Water Meters Replaced	200	19	8	9	98	49%
Waiting List for Meters	0	6	21	11	6	N/A
Meters Yet to Be Replaced	0	6899	6918	0	6899	N/A
Mail Items Processed	14,890	975	1,209	1,053	14,106	95%
Rate Class Water Revenue	\$ 1,850,000	\$ 145,685	\$ 154,204	\$ 143,579	\$ 1,936,820	105%
Rate Class Sewer Revenue	\$ 2,495,000	\$ 214,509	\$ 217,045	\$ 203,615	\$ 2,599,670	104%
Rate Class Recycling Revenue	\$ 387,000	\$ 32,915	\$ 32,978	\$ 32,520	\$ 393,785	102%
Rate Class Storm Revenue	\$ 400,000	\$ 33,531	\$ 33,522	\$ 33,326	\$ 401,044	100%
Rate Class Solid Waste Revenue	\$ 747,000	\$ 63,672	\$ 63,769	\$ 62,727	\$ 760,439	102%
Garbage						
Garbage Carts (Swapped & New)	150	15	15	13	180	120%
Billed By City - Garbage 35G	10944	907	912	na	10,911	100%
Billed By City - Garbage 65G	38724	3,232	3,223	na	38,667	100%
Billed By City - Garbage 95G	7080	616	615	na	7,178	101%
Billed By City - Valet Service	48	4	4	na	51	106%
Billed By West Central - Garbage 35G	11052	916	922	na	11,041	100%
Billed By West Central - Garbage 65G	38064	3,180	3,177	na	38,114	100%
Billed By West Central - Garbage 95G	7476	646	641	na	7,544	101%
Billed By West Central - Valet Service	60	4	4	na	54	90%
Bag Tags Issued	350	35	38	6	335	96%
Bag Tags Billed By West Central	156	35	38	na	372	238%



Finance Department 2020 Annual Report (continued)

Finance Department Summary						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
Recycling						
Billed By City - Recycle	54792	4,596	4,590	na	54,987	100%
Billed By City - Valet Service	48	4	4	na	51	106%
Billed By West Central - Recycle 35G	6948	579	582	na	6,962	100%
Billed By West Central - Recycle 65G	14424	1,219	1,216	na	14,499	101%
Billed By West Central - Recycle 95G	34980	2,923	2,922	na	35,008	100%
Billed By West Central - Valet Service	60	4	4	na	54	90%
Licenses, Permits & Rentals						
Dog Licenses (# Issued)	200	156	23	5	237	119%
Audio Permits (# Issued)	60	-	7	1	46	77%
Community Room Rentals	75	-	1	12	25	33%
Park Reservations	90	1	1	4	79	88%
Transportation						
Fixed Route	18000	1,071	1,119	na	12,009	67%
Mobility	2000	108	127	na	1,279	64%
Ruby Rides	6,000	262	153	na	1,679	28%
Times Electric Charger Used	365	-	8	na	47	13%
Revenue from Charger	\$ 3,650.00	\$ -	\$ 131.40	na	\$ 427.05	12%





City Clerk 2020 Annual Report

PERMITS AND LICENSES SUMMARY						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
Permits and Licenses						
Burn Permits	5	0	0	0	0	0%
Band Shell Rentals	20	0	0	1	17	85%
Peddler Permits	12	0	2	1	7	58%
Parade Permit	20	0	0	3	10	50%
Audio Permit	35	0	7	4	52	149%
Block Party Permits	5	0	0	0	9	180%
Temporary Intoxicating On-Sale Liquor	4	0	0	0	0	0%
Temporary 3.2 Liquor	2	0	0	0	0	0%
Seasonal Extension of Permitted Non Enclosed Area	4	0	0	0	0	0%
Assessment Searches	300	47	34	28	534	178%
On-Sale Intoxicating Liquor	8	0	0	7	7	88%
Sunday On-Sale Intoxicating Liquor	9	0	0	8	7	78%
Club On-Sale	1	0	0	1	1	100%
Wine License	1	0	0	0	0	0%
On-Sale 3.2 Liquor	1	0	0	0	0	0%
Off-Sale 3.2 Liquor	2	0	0	2	2	100%
Brewer Off-Sale Growler/Sunday	1	0	0	1	1	100%
Tap Room On-Sale	1	0	0	1	1	100%
Consumption and Display	1	0	0	0	1	100%
Tobacco License	8	0	0	8	8	100%
Cabaret License	6	0	0	7	5	83%
Soft Drink License	25	0	0	25	26	104%
Off-Sale Intoxicating	5	0	0	4	5	100%

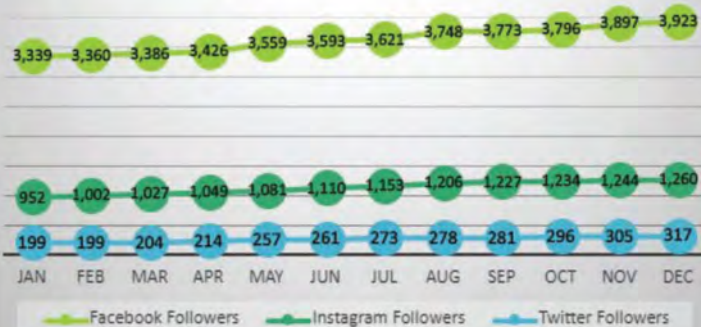




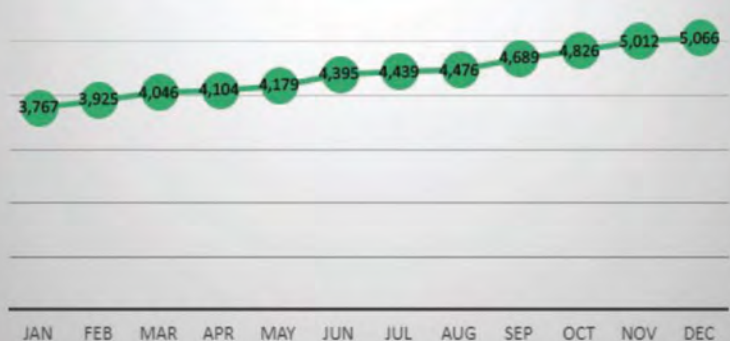
Public Information 2020 Annual Report

PUBLIC INFORMATION						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
SOCIAL MEDIA						
Facebook Posts	500	35	32	na	518	104%
Facebook Likes	4,000	3,713	3,689	na	3,713	93%
Facebook Followers	4,000	3,923	3,897	na	3,923	98%
Facebook Impressions/Reach	500,000	28,482	27,574	na	573,001	115%
Instagram Posts	500	29	28	na	449	90%
Instagram Followers	1,500	1,260	1,244	na	1,260	84%
Instagram Impressions/Reach	96,000	9,986	8,742	na	100,034	104%
Twitter Posts	500	33	28	na	476	95%
Twitter Followers	350	317	305	na	317	91%
Twitter Impressions/Reach	108,000	7,288	7,837	na	112,267	104%
City E-Newsletters Sent	52	5	4	na	52	100%
City E-Newsletters Subscribers	1,500	1,235	1,230	na	1,235	82%
Videos	30	6	4	na	40	133%
Events Attended	60	4	2	na	50	83%
PSA/News Releases	100	5	11	na	86	86%
CITY NOTIFICATIONS						
Nixle Messages - Library	12	1	1	na	9	75%
Nixle Messages - Pool	12	0	0	na	1	8%
Nixle Messages - Caswell	12	0	0	na	7	58%
Nixle Messages - Street	12	3	0	na	5	42%
Nixle Messages - Community Events	12	0	2	na	10	83%
Nixle Messages - Emergency Alerts	12	0	0	na	5	42%
New Nixle Sign Ups	1,000	54	186	na	1,404	140%
Total Nixle Users	5,000	5,066	5,012	na	5,066	101%

Social Media Followers



Total Nixle Users





Taylor Library 2022 - 2026 Strategic Planning Goals

Goal 1: The North Mankato Taylor Library will continue to be the library of choice for citizens and regional patrons.

- *Objective 1: Maintain an excellent collection and remain a site where the collection can be enjoyed.*
 - Tactic 1.1.1: Maintain an annual circulation of 150,000.
 - Tactic 1.1.2: Attract at least 85,000 visitors to the library annually.
 - Tactic 1.1.3: Continue an up to date and fresh collection by replacing material not checked out every 18 and 36 months.
 - Tactic 1.1.4: Continue to provide a collection of movies, music, audio books, e-books, comics, and TV shows through online services to support and increase circulation.
 - Tactic 1.1.5: Continue to promote use of collection through You've Been Booked Program, Stem Kits and new collections.
- *Objective 2: Continue to provide excellent programming for residents and visitors.*
 - Tactic 1.2.1: Offer a broad array of programming for children, young adults, and adults by providing approximately 800 programs annually with a goal of 16,000 attendees.
 - Tactic 1.2.2: Continue Bookmobile service to the community with 900 stops and 10,000 interactions per year.
 - Tactic 1.2.3: Complete a strategic plan for the library by 2022.
 - Tactic 1.2.4: Secure additional space for programming and community use.
 - Tactic 1.2.4: Provide internet access for community with public computer space, laptop checkout, and Wi-Fi Hot Spots for enjoyment and workforce development.

Goal 2: Continue role as leader of programming and events in the community.

- *Objective 1: Promote and host community, recreational, and cultural events.*
 - Tactic 2.1.1: Continue to host annual events like ArtSplash, Party on the Prairie, the Pumpkin Walk, Bookin' on Belgrade, and Music in the Park. Refresh, discontinue, or change events as needed.
 - Tactic 2.1.2: Continue to host community read with a goal of 500 participants.
 - Tactic 2.1.3: Continue to host a summer reading program with 2,000 participants.
 - Tactic 2.1.4: Host authors and other events 50 times per month.
 - Tactic 2.1.5: Continue to evolve service to meet the changing expectations and needs of the community through public relationships, events, and maintaining an updated collection of materials digitally and in the library.



"The Taylor Library is always searching for new ways to help us better serve our patrons. We plan to continue to provide new programs and activities to both kids and adults alike, improve our technology resources, and gather more reading and learning materials for our collection. We recognize that the Taylor Library acts as a place for learning, gathering, and fun for many in our community.

~ Taylor Library Director Katie Heintz



Taylor Library 2020 Annual Report

TAYLOR LIBRARY SUMMARY						
	YEARLY GOAL	2018	2019	2020	2020 +/- Goal	% YEARLY GOAL
Visitors	88,000	87,882	88,385	38,309	-49,691	44%
Interlibrary Loans	1,504	1,986	1,730	600	-904	40%
Interlibrary loan requests outside North Mankato	729	1,212	1,184	438	-291	60%
Interlibrary loan requests from BEC	452	718	544	162	-290	36%
Bookmobile Stops	900	828	847	277	-623	31%
Bookmobile Attendance	10,500	0	0	3,245	-7,255	31%
Circulation						
Library	153,065	140,663	132,315	81,247	-71,818	53%
Overdrive eBook	14,006	12,389	14,658	18,083	4,077	129%
Bookmobile	18,238	18,238	18,217	5,638	-12,600	31%
Hoopla	9,540	5,421	6,583	8,578	-962	90%
Audio Books	2,308	2,235	3,350	4,236	1,928	184%
Movies	805	577	604	680	-125	84%
TV Shows	422	250	377	419	-3	99%
Music	571	571	527	425	-146	74%
eBooks	870	870	1,491	2,374	1,504	273%
Comics	175	83	234	444	269	254%
Total Circulation	200,000	176,711	171,773	113,546	-86,454	57%
Collections						
Library	5,743	5,743	5,607	3,988	-1,755	69%
Overdrive eBook	681	510	748	916	235	135%
Bookmobile	856	853	738	689	-167	81%
Discarded	-1,000	-943	-1,635	-4,868	-3,868	487%
Total Collection Development	6,279	6,163	5,458	725	-5,554	12%
Programs						
Children's Programs	250	246	228	111	-139	44%
Young Adult Programs	95	53	78	27	-68	28%
Adult Programs	200	150	176	93	-107	47%
Family Programs	20	0	0	9	-11	45%
Storytime (Bookmobile)	265	264	249	78	-187	29%
Total Programs	830	713	731	318	-512	38%
Program Attendance						
Children's Program Attendance	5,000	5,932	6,637	9,934	4,934	199%
Young Adult Program Attendance	1,000	1,333	856	700	-300	70%
Adult Program Attendance	2,000	1,621	2,996	6,255	4,255	313%
Family Program Attendance	5,000	0	0	6,279	1,279	126%
Storytime Attendance	3,200	3,197	3,666	1,156	-2,044	36%
Total Program Attendance	16,200	12,083	14,155	24,324	8,124	150%



Taylor Library 2020 Annual Report

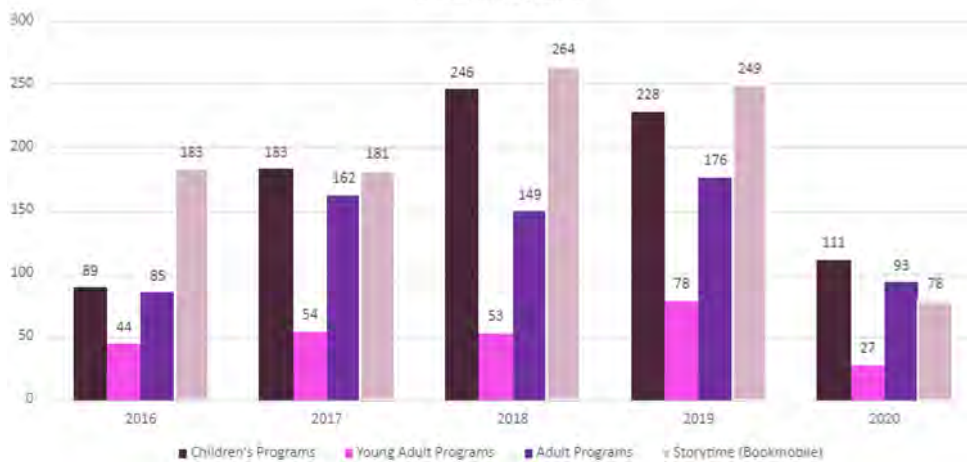
2020 Highlights

- 100 January Spelling Bee attendees at the Mankato Brewery
- 112 Blood Drive participants throughout the year
- 23 Edible Book Festival entries & 150 attendees
- 386 Books by Mail packages
- 72 Bookin' on Belgrade runners
- 245 Virtual Bingo players
- 30 attendees at Dogs' Night Out
- 10 Music in the Park events
- Over 1,085 Kids' Take-Home Crafts given out
- 575 movie-goers at 2 Drive-In Movie nights
- 135 attendees at the Ice Cream Social
- 2,800 people went through the Jack-O-Lantern Walk
- 1,300 trick-or-treaters at Trunk or Treat
- 4 Stories with Santa videos
- 3 hours of Santa touring North Mankato Neighborhoods
- 300 Holiday Sharing Tree cards given out
- 46 homes lit up for Hometown Holiday Lights
- 750 Hometown Holiday Lights maps given out
- 23 Nights of Hometown Holiday Lights

Visitors vs Total Circulation



Library Programs





Community Development 2022 - 2026 Strategic Planning Goals

Goal 1: Ensure North Mankato continues to be a place of growth and choice for residential, commercial, and industrial uses.

- *Objective 1: Issue permits and licenses according to the State of Minnesota Building Code and North Mankato City Ordinances in a timely manner and perform necessary building inspections.*
 - Tactic 1.1.1: Issue between 1,250 and 1,750 building permits per year.
 - Tactic 1.1.2: Complete approximately 2,500 building and safety inspections each year.
 - Tactic 1.1.3: Renew 626 rental licenses per year and conduct 100 number of rental unit safety inspections per year.
 - Tactic 1.1.4: Complete between 200 and 300 plan reviews per year.
 - Tactic 1.1.5: Ensure the permitting process is accessible to residents for online applications and provide excellent customer service to inquiries related to development and permit requests.
- *Objective 2: Implement and develop land use plans and transportation plans for North Mankato.*
 - Tactic 1.2.1: Implement the goals and objectives of the North Mankato Comprehensive plan and other land use plans adopted by the Planning Commission and North Mankato City Council. Recommend amendments or updates as needed. Provide annual updates to the Planning Commission and North Mankato City Council on the progress of implementation.
 - Tactic 1.2.2: Complete one land use plan, transportation, or other applicable study each year.
 - Tactic 1.2.3: Receive, review and submit annexation, zoning, conditional use, planned unit development application requests by the public to the Planning Commission and City Council in accordance with Minnesota Statutes, City of North Mankato Code of Ordinances, Comprehensive Land Use Plan, and adopted land use map.
 - Tactic 1.2.4: Recommend updates and revisions to the existing city code or provide recommendations on additional sections or chapters when appropriate.
- *Objective 3: Respond to nuisance complaints and city code violations.*
 - Tactic 1.3.1: Resolve the approximately 25 nuisance complaints and city code violations a year if present in the community.
 - Tactic 1.3.2: Consider creation of a Board of appeals for code and zoning violations.
- *Objective 4: Promote economic growth of the community through residential, commercial, and industrial development.*
 - Tactic 1.4.1: Work to secure \$45,00,000 in annual value of all permits issued.
 - Tactic 1.4.2: Diversify housing stock by adding 35 single family homes and 50 units of multi-family development to the housing stock per year.
 - Tactic 1.4.3: Secure \$10-15 million dollars of commercial building permit value and industrial permit value per year.
 - Tactic 1.4.4: Continue to work with North Mankato Port Authority, Mankato/North Mankato Metropolitan planning organization, local businesses, Greater Mankato Growth, and the Minnesota Department of Employment and Economic Development to recruit and locate businesses to the community.





Community Development 2020 Annual Report

• Issued Building Permits

○ Number of Permits:

- Single Family - 18
- Duplex - 0
- Twin Homes - 0
- Townhome Condos - 2
- Additional TH Permits - 17
- Apartment/Assisted Living - 4
- Garages - 0
- Industry Commercial - 76
- Mobile Homes - 13
- Other - 14
- Residential Remodel - 1,326
- **Total: 1,470**

○ Number of Units:

- Single Family - 18
- Duplex - 0
- Twin Homes - 0
- Townhome Condos - 19
- Additional TH Permits - 0
- Apartment/Assisted Living - 16
- Garages - 0
- Industry Commercial - 0
- Mobile Homes - 13
- Other - 0
- Residential Remodel - 0
- **Total: 66**

○ Dollar Value:

- Single Family - \$6,199,210
- Duplex - \$0
- Twin Homes - \$0
- Townhome Condos - \$3,414,490
- Additional TH Permits - \$0
- Apartment/Assisted Living - \$1,672,000
- Garages - 0
- Industry Commercial - \$8,473,790
- Mobile Homes - \$248,719
- Other - \$28,010
- Residential Remodel - \$11,405,046
- **Total: \$31,441,265**

○ Revenue:

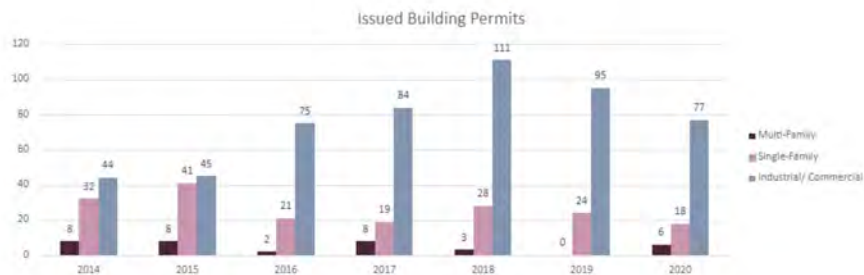
- Single Family - \$52,557
- Duplex - \$0
- Twin Homes - \$0
- Townhome Condos - \$39,358
- Additional TH Permits - \$0
- Apartment/Assisted Living - \$16,189
- Garages - \$0
- Industry Commercial - \$84,849
- Mobile Homes - \$4,564
- Other - \$570
- Residential Remodel - \$203,358
- **Total: \$401,445**





Community Development 2020 Annual Report

COMMUNITY DEVELOPMENT SUMMARY						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
Issued Building Permits						
Multi-Family	5	0	0	0	6	120%
Duplex	0	0	0	0	0	0%
Town Homes	4	0	0	0	2	0%
Twin Homes	0	0	0	0	0	0%
Apt/ Assisted Living	1	0	0	0	4	0%
Single-Family	25	0	0	1	18	72%
Mobile Homes	0	0	0	48	13	200%
Residential (Garages, Roofing, Siding, Remodel, etc.)	1,080	107	59	1	1,333	123%
Other (Signs, Demolition, etc.)	30	0	1	1	14	47%
Industrial/ Commercial	106	2	2	2	77	73%
Number of Permits	1,246	109	62	52	1,471	118%
Number of Units	91	0	0	1	64	70%
Dollar Value	\$ 36,500,000	\$ 1,061,221	\$ 257,729	\$ 757,200	\$ 31,439,564	86%
Revenue	\$ 400,000	\$ 21,284	\$ 6,542	\$ 8,269	\$ 386,407	97%
Rental Licenses Issued	20	1	0	3	13	65%
Rental Inspections - Fire Dept.	100	0	0	0	0	0%
Rental Inspections - Staff	100	3	6	8	72	72%
Inspections Conducted	2,500	75	73	163	2,481	99%
Inflow and Infiltration Inspections	75	12	12	3	207	276%
Plan Reviews Completed	200	9	3	1	252	126%
Code Letters Sent	25	3	4	0	87	348%
Code Cases Closed	20	9	5	1	79	395%
Planning Studies Underway	5	4	6	1	7	140%
Zoning Clanges	3	0	0	1	1	33%
Annexation Requests	3	1	0	0	6	200%
CUP Requests	0	0	0	0	0	0%
PUD Requests	0	0	0	0	0	0%





Culture & Recreation 2022 - 2026 Strategic Planning Goals

Goal 1: Provide an exceptional user experience and offer a place of belonging for residents and visitors.

- *Objective 1: Produce an array of recreational programs for all ages.*
 - Tactic 1.1.1: Host 220 programs annually
 - Tactic 1.1.2: Programs overall will attract a goal of 36,375 participants annually
 - Tactic 1.1.3: Generate \$625,500 annually
 - Tactic 1.1.4: Establish a Department for Culture & Recreation and Quality of Life
- *Objective 2: Maintain excellent facilities.*
 - Tactic 1.2.1: Implement routine improvements to keep existing facilities up to date.
- *Objective 3: Lead the region by creating innovative programming.*
 - Tactic 1.3.1: Offer a Sports Sampler program for youth athletes that will allow them to experience a variety of sports at various North Mankato facilities.
 - Tactic 1.3.2: Expand existing programming to include more age groups and abilities.



Goal 2: Invest in local partnerships with sponsors to enhance the quality of life amenities for residents and visitors.

- *Objective 1: Establish a unified sponsorship system and agreements across all programs and facilities.*
 - Tactic 1.1.1: Create an inventory of existing sponsorships and agreements.
 - Tactic 1.1.2: Set annual sponsorship revenue goals for each program and facility.
- *Objective 2: Generate a market assessment on area partnerships and opportunities.*
 - Tactic 2.1.1: Produce market analysis.
 - Tactic 2.1.2: Define capacity of each program and facility.
- *Objective 3: Connect with existing sponsors and build on current agreements.*
- *Objective 4: Reach out to area organizations and businesses to establish relationships.*



Goal 3: Develop partnerships, programming and planning, and obtain funding for the Caswell Indoor Recreation Facility.

- *Objective 1: Obtain bonding dollars from the MN State Legislature to fund the construction of the building.*
- *Objective 2: Build a foundation of programming that will be located in the facility and support the facility's growth.*
- *Objective 3: Foster relationships with sponsors that will invest in the facility.*
- *Objective 4: Establish relationships with outside recreational programs that will utilize the facility.*
- *Objective 5: Hire employees to staff the facility and run programming.*





Fire Department 2022 - 2026 Strategic Planning Goals

Goal 1: Protect & preserve the life and safety of property and residents

- *Objective 1.1. Provide response to fire and alarm calls through volunteer service.*
 - Tactic 1.1.1: Recruit, train, and equip necessary cadre of volunteers to respond to calls for service.
 - Tactic 1.1.2: Maintain experienced officer leadership to continue excellent service.
 - Tactic 1.1.3: Conduct monthly training, department meetings, and officer meetings.
 - Tactic 1.1.4: Perform public outreach and fire prevention training.
 - Tactic 1.1.5: Acquire & maintain fleet of response equipment and vehicles necessary to perform protect and preserve the life and safety of property and residents



Port Authority 2022 - 2026 Strategic Planning Goals



Goal 1: Provide a supportive community for business recruitment, retention, and expansion for business growth and health in North Mankato

- *Objective 1.1. Perform the economic development and redevelopment functions of the City*
 - Tactic 1.1.1: Recruit businesses to North Port Industrial Park
 - Tactic 1.1.2: Receive and review applications for business incentives and loans
 - Tactic 1.1.3: Consider methods of increasing development activity for residential, commercial, and industrial activity
 - Tactic 1.1.4: Offer assistance to qualifying businesses for private activity revenue bonds (conduit debt)
 - Tactic 1.1.5: Promote beautification of the community through grants and loans targeted to business corridors for qualifying businesses.



Police Department 2022 - 2026 Strategic Planning Goals

Goal 1: North Mankato will remain one of the safest cities in Minnesota

- *Objective 1.1: Improve vehicle and pedestrian safety in the city by target crosswalk violations, speeding violations, distracted/aggressive driving, and actively patrol school zones/routes to schools.*
 - Tactic 1.1.1: The department will continue to respond approximately 1,750 times for traffic stops, accidents, motorist assists, traffic complaints, extra patrols, and neighborhood issues
 - Tactic 1.2.1: Continue participation in toward zero death campaign enforcement.
 - Tactic 1.3.1: Utilize automatic speed device measures in neighborhoods.
 - Tactic 1.4.1: Utilize social media to inform public of traffic safety messages.
- *Objective 1.2: Preserve and maintain neighborhoods as quiet, safe, and peaceful areas to live.*
 - Tactic 1.2.1: Maintain an average response time of between 3 and 5 minutes to calls.
 - Tactic 1.2.2: Report code enforcement violations to the building inspection department and assist with resolution when requested. Continue to use rental strike ordinance to maintain the quality of life for tenants and for the removal of blight, noise complaints, and narcotics.
 - Tactic 1.2.3: Continue to be a member of Minnesota River Valley Drug Taskforce.
 - Tactic 1.2.4: Continue to maintain an annual clearance rate consistent with similar sized communities. Continue to maintain the community's crime rate at less than 3%.

Goal 2: Continue public outreach, community policing approach, and coordination with outside agencies.

- *Objective 2.1: Maintain commitment to community policing by building relationships through proactive one-on-one interactions between residents and officers during patrol.*
 - Tactic 2.1.1: Host 20 public education events per year.
 - Tactic 2.1.2: Continue regular walk through of Hoover Elementary, Monroe Elementary, Futures, Bridges, Dakota Meadows Middle School, and private institutions to promote quality relationships with students.
 - Tactic 2.1.3: Promote sign up for the NIXLE emergency communication system with 1,000 new users per year.
 - Tactic 2.1.4: Continue building relationships with minority communities through outreach with MN Council of Churches, Mankato Islamic Center, and HyLife Foods.

Goal 3: Advance emergency preparedness

- *Objective 3.1: Ensure the community is prepared to respond to emergencies & disasters.*
 - Tactic: 3.1.1: Complete update of Emergency Operations plan by December of 2021.
 - Tactic: 3.1.2: Conduct emergency operations trainings with appropriate stakeholders.
 - Tactic: 3.1.3: Coordinate with Public Works Department and Nicollet County Call center to ensure emergency siren system is active and functioning by conducting 12 tests per year.
 - Tactic: 3.1.4: Monitor Minnesota River Level for flooding.

Goal 4: Continue staff development, wellness, and training efforts

- *Objective 4.1: Ensure staff is well prepared, equipped, and trained to provide public safety services to residents.*
 - Tactic 4.1.1: Provide NMPD personnel with training opportunities to support licensing requirements and career development plans.
 - Tactic 4.1.2: Increase awareness of warning signs of physical and mental health concerns for employees and provide resources through the EAP program when needed.
 - Tactic 4.1.3: Continue to provide improved equipment and technology for use by the department.



Police Department 2020 Highlights

- Department Training
 - 466 hours of in person training
 - 316 hours of online training
 - 199 hours of crisis intervention and mental illness; conflict management and mediation; and recognizing and valuing community diversity training
- Calls for Service: 8,377
- Citations: 205
- Part 1 & Part 2 Crimes: 599
- Investigations: 191
- Administrative Support
 - Records Request: 843
 - The Police Chief is an active member of the community and serves on many boards including but not limited to:
 - Committee Against Domestic Abuse (CADA) – Board of Directors
 - North Mankato Traffic and Safety Committee – Member
 - TAPESTRY Refuge Program Planning Team - Member
 - Regional Emergency Management Team – Member
 - Regional Drug Task Force – Board member
 - Tactical Response Team – Board Member
 - Nicollet County Adolescent Chemical Wellness - Advocate
- Police Reserves
 - 17 officers
 - 10 trainings
 - 1,067 hours of activities
- Community Outreach
 - Public Education Events: 8
 - School Patrols: 147
 - Community Events: 32

For expanded information, please see the 2020 Police Department Annual Report on our website at northmankato.com/police





Public Works Department 2022 - 2026 Strategic Planning Goals

STREETS

Goal 1: Provide safe and clean streets with good driving surfaces for North Mankato residents

- *Objective 1.1 : Implement standard street maintenance & reconstruction plan each year.*
 - Tactic 1.1.1: Remove approximately 550 tons of debris by sweeping streets each year.
 - Tactic 1.1.2: Apply approximately 15,000 lbs. of crack seal to city streets each year.
 - Tactic 1.1.3: Seal coat 15 miles of city streets each year.
 - Tactic 1.1.4: Overlay 8 miles of city streets each year.
 - Tactic 1.1.5: 500 Hours' worth of Painting of all crosswalks and no parking areas.
 - Tactic 1.1.6: Straighten, paint, replace, or repair 250 street signs per year.
 - Tactic 1.1.7: Apply 500 Tons of asphalt patching to streets each year.
 - Tactic 1.1.8: Conduct snow/ice removal program for each event that safely opens roads for motorists in a timely manner.
 - Tactic 1.1.10: Repair 750 linear feet of concrete each year.
 - Tactic 1.1.11: Implement recommendations of Pavement Management Plan, update plan by 2024, request increase budget of \$60,000 for street sealing program.
 - Tactic 1.1.12: Annually recommend projects for street reconstruction totaling \$1.5-\$3.0 million dollars in accordance with Capital Improvement Budget.
 - Tactic 1.1.13: Remove rain/wind storm damage from roads within 48 hours of event, oversee brush dump & organic recycling program.
 - Tactic 1.1.14: Conduct annual spring and fall junk pickup/drop-off events.

Goal 2: Identify replacement plan for public works facility by end of 2021.

- *Objective 2.1: The public works facility on Webster Avenue must be updated*
 - Tactic 2.1.1: Complete landfill delineation reporting requirements for MPCA
 - Tactic 2.1.2: Develop construction and funding phase plan.
 - Tactic 2.1.3: Research grants available for replacement of Public Works Facility by end of 2021.



Public Works Department 2022 - 2026 Strategic Planning Goals

STREETS (cont.)

Goal 3: Implement energy conservation measures across all public works departments.

- *Objective 3.1: Reduce energy consumption.*
 - Tactic 3.1.1: Cover all City of North Mankato owned streetlights to LED by 2025.
 - Tactic 3.1.2: Install VFD at all pump stations by 2025.
 - Tactic 3.1.3: Purchase electric vehicles for public works and other departments as appropriate by 2025.
 - Tactic 3.1.4: Convert 75% of trimming equipment to electric motors by 2025.

Goal 4: Purchase and Maintain a fleet of vehicles to meet the city's infrastructure demands.

- *Objective 4.1: Deploy best practices in the maintenance and replacement of the city's fleet of vehicles and equipment.*
 - Tactic 4.1.1: Implement fleet evaluation for all fleet vehicles and equipment worth more than \$5,000.
 - Tactic 4.1.2: Develop 5 year replacement schedule based upon equipment evaluation.
 - Tactic 4.1.3: Sell assets within the fleet that are no longer being used.

WASTEWATER

Goal 1: Install and maintain appropriate infrastructure to collect and convey waste to the Mankato Wastewater and Water Recovery Treatment plant (approximately 525 million gallons per year).

- *Objective 1.1: Deploy best practices in the installation and maintenance of the North Mankato wastewater collection system.*
 - Tactic 1.1.1: Ensure lift stations are function properly and respond to notifications of malfunction
 - Tactic 1.1.2: Perform 50,000 linear feet of jetting each year for the sewer system
 - Tactic 1.1.3: Perform inspection of 500 wastewater manholes each year.
 - Tactic 1.1.4: Respond to 8 main breaks per year and resolve.
 - Tactic 1.1.5: Televises all city sewer lines and have uploaded to GIS by 2022.





Public Works Department 2022 - 2026 Strategic Planning Goals (continued)

WATER

Goal 1: Provide clean drinking water to homes and businesses in North Mankato

- *Objective 1: Deploy best practices to produce and distribute water to meet the demand of residents and businesses in the community.*
 - Tactic 1.1.1: Maintain city wells to produce demand to meet the needs of North Mankato residents and businesses (approximately 450-490 million gallons per year)
 - Tactic 1.1.2: Treat, distribute, and sample drinking water per state of Minnesota guidelines in the most efficient manner possible (approximately 450-475 million gallons per year)
 - Tactic 1.1.2: Minimize water loss through leak detection program and other means to below 10% per year
 - Tactic 1.1.4: Perform daily rounds to ensure equipment is functioning properly and conduct locates for water lines in response to utility locate requests. Resolve and upgrade equipment as necessary and respond to emergencies in the water system (approximately 3,000 hours per year, 1,450 hydrants, 2,500 locates per year, 170 valves per year).
 - Tactic 1.1.5: Flush all hydrants once per year and conduct regular valve exercises for emergency response. (approximately 600 hours per year).
 - Tactic 1.1.6: Perform utility shutoffs upon request from the finance department. (115-300 hours per year or 270 shutoffs)
 - Tactic 1.1.7: Convert 50% of water meters in the city to auto water meters by 2025.
 - Tactic 1.1.8: Complete filter rehab project on filter #1 and #2 at plant 2 by end of 2023. Complete generator transfer switch to water plant 1 by 2023.
 - Tactic 1.1.9: Complete risk and resilience plan and emergency response plan by end of 2021.
 - Tactic 1.1.10: Develop lead service line inventory by end of 2024.



Public Works Department 2022 - 2026

Strategic Planning Goals (continued)

PARKS

Goal 1: Provide a comprehensive and balanced system of parks, greenways, and trails that meet the high standards set by the City of North Mankato residents and government to enhance resident and visitor quality of life.

- *Objective: Conduct a comprehensive maintenance plan for playground, turf, tree, and weed management.*
 - Tactic 1.1.1: Mow, trim, and treat approximately 230 acres of parks and greenways in the city. (Approximately 6,000 hours per year.)
 - Tactic 1.1.2: Plant, remove, and inspect trees throughout the city. (Approximately 150 tree inspections, 750 trees trimmed, and 120 trees removed annually. Complete tree inventory of city.)
 - Tactic 1.1.3: Implement Emerald Ash Boer mitigation plan.
 - Tactic 1.1.4: Conduct annual inspections of all play structures in the city (28).
 - Tactic 1.1.5: Conduct daily rounds of parks for routine maintenance, debris removal, and cleaning. (Approximately 1,200 hours per year.)
 - Tactic 1.1.6: Perform installation and maintenance of city skating and hockey rinks each year. (Approximately 500 hours per year.)
 - Tactic 1.1.7: Conduct annual maintenance and tending of prairies and greenways in the park system in accordance with the Greenway management policy.
 - Tactic 1.1.8: Upgrade one park a year with new play equipment. Implement the recommendations of the parks master plan and maintain existing park structures. (Approximately 1,500 hours per year.)
 - Tactic 1.1.9: Plant and maintain flowers throughout the city annually. (Approximately 600 hours per year.)
 - Tactic 1.1.10: Winterize park system, conduct snow removal on trails and walkways, install Christmas lights (Approximately 400 hours per year.)
 - Tactic 1.1.11: Perform necessary maintenance and upkeep of Spring Lake Park Swim facility including treatment of water for aquatic guests.
- *Objective 2: Complete necessary capital upgrades to park system.*
 - Tactic 1.2.1: Renovate Band shelter at Wheeler park by 2022.
 - Tactic 1.2.2: Complete babbling brook project and pond connections at Benson Park by 2023.
 - Tactic 1.2.3: Complete linear lake bridge project at Benson Park by 2023.
 - Tactic 1.2.4: Install Pleasant View Park shelter by 2024.
 - Tactic 1.2.5: Complete sign replacement at all parks by 2025.
 - Tactic 1.2.6: Seal all park trails by 2023.
 - Tactic 1.2.7: Replace mobile band shelter by 2024.
 - Tactic 1.2.8: Update Parks Master Plan in 2024.





Public Works Department 2022 - 2026

Strategic Planning Goals (continued)

SOLID WASTE

Goal 1: Provide for the weekly collection of solid waste from residences in North Mankato.

- *Objective 1.1: Collect waste from residences and dispose of it in accordance with the Nicollet County Solid Waste Plan and applicable Minnesota Statutes.*
 - Tactic 1.1.1: Provide trash collection carts to residents and replace as necessary.
 - Tactic 1.1.2: Collection approximately 3,600 pounds of solid waste each year.
 - Tactic 1.1.3: Maintain contract with solid waste provider to collect waste each week.

RECYCLING

Goal 1: Provide for the bi-weekly collection of recycling from residences in North Mankato.

- *Objective 1.1: Collect recycling from residences and dispose of it in accordance with the Nicollet County Solid Waste Plan and applicable Minnesota Statutes.*
 - Tactic 1.1.1: Continue operation of the Riverbend recycling center including organic waste option.
 - Tactic 1.1.2: Continue operation of the North Mankato brush dump.
 - Tactic 1.1.3: Provide recycling collection carts to residents and replace as necessary.
 - Tactic 1.1.4: Maintain contract with recycling waste provider to collect recycling bi-weekly and disposal.

STORM WATER / FLOOD CONTROL

Goal 1: Provide for the protection of life and property through oversight of North Mankato's storm water utility and flood control system.

- *Objective 1: Maintain the system of storm water mains, ravines, holding ponds, manholes, and pumping stations necessary protect life and property.*
 - Tactic 1.1.1: Conduct regular maintenance of catch basins, inlets, and ponds.
 - Tactic 1.1.2: Ensure compliance with new MS4 permit by end of 2022.
 - Tactic 1.1.3: Ensure storm water stations #1 and #2 are functioning properly. Remove debris from wet wells twice a year.
 - Tactic 1.1.4: Monitor Minnesota River Level daily and implement levy patrols when necessary.
 - Tactic 1.1.5: Maintain levy system in accordance with Army Corp of Engineers.
 - Tactic 1.1.6: In accordance with the Ravine maintenance plan conduct 25 inspections per year and recommend ravine improvement projects in response to erosion as necessary.





Public Works Department 2020 Annual Report - Street Department

STREET DEPARTMENT SUMMARY

	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
Units						
Rain/Wind Storm Cleanup (Events)	12	0	0	0	4	33%
Storm Sewer Main Breaks/ Repairs (Events)	10	0	0	0	5	50%
Sanitary Sewer Main Breaks/Repairs (Events)	10	0	0	0	0	0%
Water Main Breaks/ Repairs (Events)	5	1	0	0	5	100%
Sewer Jetting (Linear Feet)	25,000	11,130	1,250	1,200	52,826	211%
Sewer Televising (Linear Feet)	50,000	3,900	500	650	100,079	200%
Structure Inspections (EA)	500	0	0	82	246	49%
Concrete curb repair (Linear Feet)	750	0	0	0	285	38%
Snow Removal (Events)	16	8	2	5	22	138%
Sanding and Pre-Treatment (Events)	24	0	1	4	14	58%
Crack Sealing (lbs)	10,000	0	0	0	14,875	149%
Seal Coating and Fog Sealing (Lane Miles)	12	0	0	0	11	92%
Patching/ Asphalt (Tons)	750	10	0	0	756	101%
Mill and Overlay (Lane Miles)	12	0	0	0	0	0%
Street Sweepings Hauled (Tons)	450	29	56	0	535	119%
Grass/Leaves/Brush Hauled (Tons)	4,000	0	0	0	0	0%
Recycling (Tons)	1,750	119	91	0	1,679	96%
Organics Recycling (Tons)	40	8	8	0	96	240%
Solid Waste (Tons)	3,400	305	281	0	3,381	99%
Spring Clean Up and Fall Drop Off (Tons)	350	0	0	0	569	163%
Street Signs Fixed (Straightened, Painted, Replaced)	500	0	12	6	251	50%



STREET DEPARTMENT SUMMARY

	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
Units						
Rain/Wind Storm Clean Up	200	0	0	0	225	113%
Levee Certification	1	0	0	0	0	0%
MS 4 & Ravine Maintenance	1000	448	12	84	588	59%
Storm Sewer Maintenance (Catch Basins, Inlets, Etc.)	450	8	4	0	242	54%
Sanitary Sewer Breaks/Repairs	450	0	8	0	10	2%
Sewer Jetting and Televising	450	129	38	24	1,334	296%
Storm Sewer Main Breaks/ Repairs	450	0	0	0	24	5%
Water Main Breaks/Repairs	600	56	0	8	139	23%
Crack Sealing	280	0	0	0	486	174%
Seal Coating	650	0	0	0	569	88%
Mill & Overlay Support (Underdrain, Elevation Adj., Etc)	400	0	0	0	1,267	317%
Patching/ Asphalt	5000	1	0	0	3,535	71%
Street Sweeping	960	91	101	0	884	92%
Concrete curb repair	500	0	0	0	418	84%
Snow Removal	3500	101	88	248	2,048	59%
Sanding & Pre-Treatment of Roads	350	0	5	28	105	30%
Manhole/Structure Inspections (Sanitary and Storm Sewer)	150	0	0	67	90	60%
Manhole/Structure Maintenance (Sanitary and Storm Sewer)	200	6	0	6	102	51%
Sign Repair & Installation	500	8	9	88	451	90%
Crosswalks/ Curbs Painted	500	0	0	0	473	95%
Flags & Banners	250	0	9	8	162	65%
Festivals (Fun Days, Blues, Bier, Bells, Misc.)	500	0	0	43	7	1%
Christmas Decoration	250	1	146	2	245	98%
Employee Trainings	400	0	56	16	99	25%
Clean and Maintain City Buildings	500	24	26	72	289	58%
Shop (Street Crew Helping in Equipment Shop)	1000	171	119	262	1,293	129%
Help Other Departments	400	24	30	60	942	236%
Special Projects	500	32	40	14	253	51%
Resident Call Outs	150	0	0	0	3	2%
Leaf Collection	640	8	277	8	669	105%
Grass/Brush Hauled	40	0	16	0	48	120%
Spring Clean Up and Fall Drop Off	960	0	0	0	336	35%





Public Works Department 2020 Annual Report - Parks Department

PARKS DEPARTMENT SUMMARY						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
Units						
Greenway Inspections (EA)	75	0	0	0	37	49%
Greenway Sprayed (EA)	25	0	0	0	24	96%
Greenway Mowing and Trimming (EA)	25	0	0	0	15	60%
Weed Inspections - Parks (EA)	63	0	0	0	21	33%
Weed Spraying Parks - EA (21 parks, 1 Application each Fall Season)	42	0	0	0	21	50%
Mowing - Acres (230 Acres mowed 1 Time per Week for 20 Weeks)	4,600	0	0	0	3,955	86%
Trimming - Acres (230 Acres trimmed every other week for 20 week	2,300	0	0	0	1,100	48%
Tree Inspections (EA)	150	4	8	11	151	101%
Resident Call Outs (EA)	150	0	6	13	39	26%
Playground Inspections	40	0	0	0	19	48%
Playground Upgrades Completed	10	0	0	0	5	50%
Park Building and Structure Repairs/Painting	7	1	0	0	4	57%
Blvd and Park Trees Planted (By Contractor or staff)	30	0	0	0	2	7%
Trees Trimmed	750	50	25	6	745	99%
Trees Removed (All Trees Excluding Ash)	200	36	0	6	115	58%
Ash Trees Removed	35	0	0	5	45	129%

PARKS DEPARTMENT SUMMARY						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
Hours of Regular Service and Maintenance						
Playground Inspections & Repairs (20 playgrounds, 2 hours per inspe	40	0	3	0	18	45%
Playground Upgrades Completed	100	0	0	0	289	289%
Park Building and Structure Repairs/Painting	400	8	0	0	204	51%
Park Rounds (Opening Bathrooms, Garbage, Cleaning)	1,248	68	78	35	949	76%
Court Maintenance (Volleyball, Tennis, Basketball, Pickleball, Baseba	500	46	57	0	223	45%
Flowers & Planters (May to Oct)	500	2	0	0	512	102%
Tree Inventory	240	3	0	0	52	22%
Tree Removal (All Excluding Ash Trees)	500	90	0	26	433	87%
Ash Tree Removal	175	0	0	25	157	90%
Tree Trimming	480	65	10	30	470	98%
Tree Inspections	250	4	4	11	130	52%
Buckthorn Management	640	0	0	0	14	2%
Rink Cleanup and Flooding	720	150	0	204	445	62%
Rinks Zamboni	60	6	0	8	48	80%
Snow Removal (trails, sidewalks, alleys, parking lots, etc.)	700	68	35	137	469	67%
Winterize and Spring Start-Up (Bathrooms, Irrigation, Drinking Foun	400	2	29	0	163	41%
Christmas Decorations	160	6	50	1	104	65%
Festivals (Fun Days, Blues, Bier, Misc.)	600	0	0	11	154	26%
Caswell Sporting Events	2,500	28	0	0	28	1%
Helping Other Departments	150	3	0	20	278	185%
Resident Call Outs	150	0	1	13	65	43%
Training	700	2	25	55	195	28%
Special Projects (Bluff Park Drain Tile, Pavers, Fountains, Pond Treat	400	24	116	34	1,375	344%
Hours of Greenway Management						
Greenway Inspections (Ponds and Outlots)	32	0	0	0	26	81%
Greenway Sprayed (Ponds and Outlots)	80	0	0	0	20	25%
Greenway Mowing and Trimming (Ponds and Outlots)	80	0	0	0	13	16%
Hours of Parks Management (May to October)						
Weed Inspections (Parks, Boulevards, Roundabouts, Trails)	50	0	0	0	21	42%
Weed Spraying (Parks, Boulevards, Roundabouts, Trails)	120	0	0	0	103	85%
Mowing (Parks, Boulevards, Roundabouts, Trails)	3,000	0	0	0	1,366	46%
Trimming (Parks, Boulevards, Roundabouts, Trails)	1,000	0	0	0	385	38%
Prairie Management and Maintenance (Burning, Spraying, Mowing,	80	0	0	0	151	189%





Public Works Department 2020 Annual Report - Water & Sewer Department

WATER DEPARTMENT SUMMARY 2020						
	2020 YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	2020 YEARLY TOTAL	% YEARLY TOTAL of YEARLY GOAL
Mankato Meter Total Flow (MGD)						
Minimum		0.929	1.008	1.191	0.929	
Maximum		1.351	1.478	1.647	4.479	
Average		1.140	1.204	1.439	1.435	
Total		35.355	36.105	44.613	525.603	
River Levels						
High River Level		3.770	4.310	na	9.963	
Low River Level		2.810	3.430	na	5.071	
Hours						
Rounds	1,836	70.00	66.75	na	949.75	52%
Locates and Locate Meets	234	15.00	34.50	na	679.00	290%
Training	60	12.50	28.50	na	80.00	133%
Equipment Maintenance	612	27.50	39.00	na	400.50	65%
Building Maintenance	0	15.50	8.00	na	125.00	0%
Equipment Repairs	0	0.00	0.00	na	0.50	0%
Cleaning and Maintaining Wet Wells and Lift Stations	402	42.50	56.50	na	387.50	96%
Flushing	0	0.00	0.00	na	319.00	0%
Shut-offs	324	0.00	15.50	na	114.00	35%
Administrative	732	16.00	8.00	na	224.50	31%
Helping Other Departments	24	11.00	16.00	na	215.00	896%
Festivals	0	0.00	0.00	na	0.00	0%
Call-outs	282	23.50	14.00	na	248.00	88%
Stormwater Corp Station	684	31.50	6.00	na	135.50	20%
Backwash	204	10.00	7.00	na	116.00	57%
Fire Hydrant Repairs	258	23.50	3.75	na	169.50	66%
Christmas Lights	0	0.50	16.00	na	16.50	0%
Tree Trimming	0	0.00	0.00	na	0.00	0%
Snow Removal	726	5.50	2.50	na	70.50	10%
Mainbreak, Valve Repairs, Curb Box Repairs	138	49.00	8.00	na	301.00	218%
Sampling	252	3.50	2.50	na	76.00	30%
Chemical Treatments	78	3.00	2.00	na	61.50	79%
Inventory Supplies	144	0.00	0.00	na	12.00	8%
Water Tower Maintenance	0	0.00	0.00	na	4.50	0%
Mowing and Trimming	0	0.00	0.00	na	229.00	0%
Winterize	0	0.00	0.00	na	32.00	0%
Miscellaneous Projects	0	16.00	9.50	na	168.50	0%
Total	6,990	376	344	0	5,135	73%
Units						
Locates (EA)	500	67	90	50	2,250	450%
Water Mains Flushed (Lineal Feet)	285,000	0	0	0	0	0%
Hydrants Flushed (EA)	1,500	0	0	0	1,434	96%
Valves Exercised (EA)	250	0	0	0	126	50%
Corp Station Gate Open/Close (EA)	24	0	0	na	14	58%
Main Breaks Repaired (EA)	12	1	0	2	6	50%
Curb Boxes Located (Shut off)	375	0	28	0	267	71%

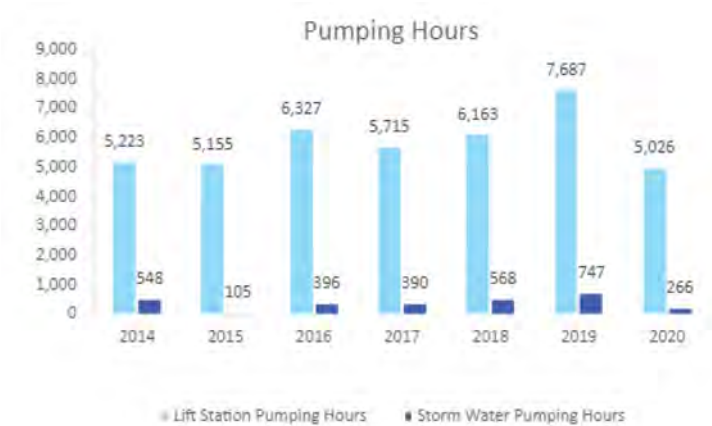
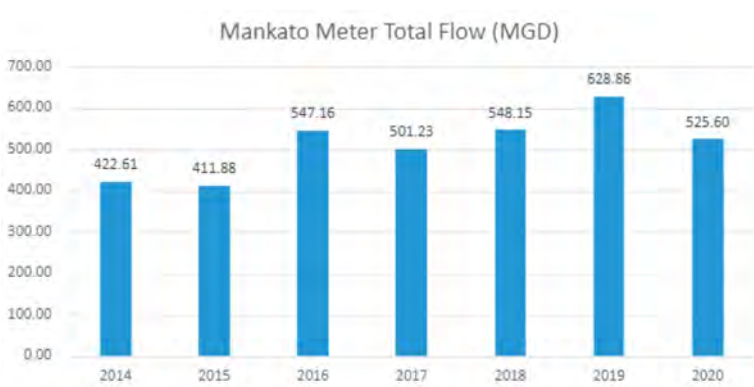
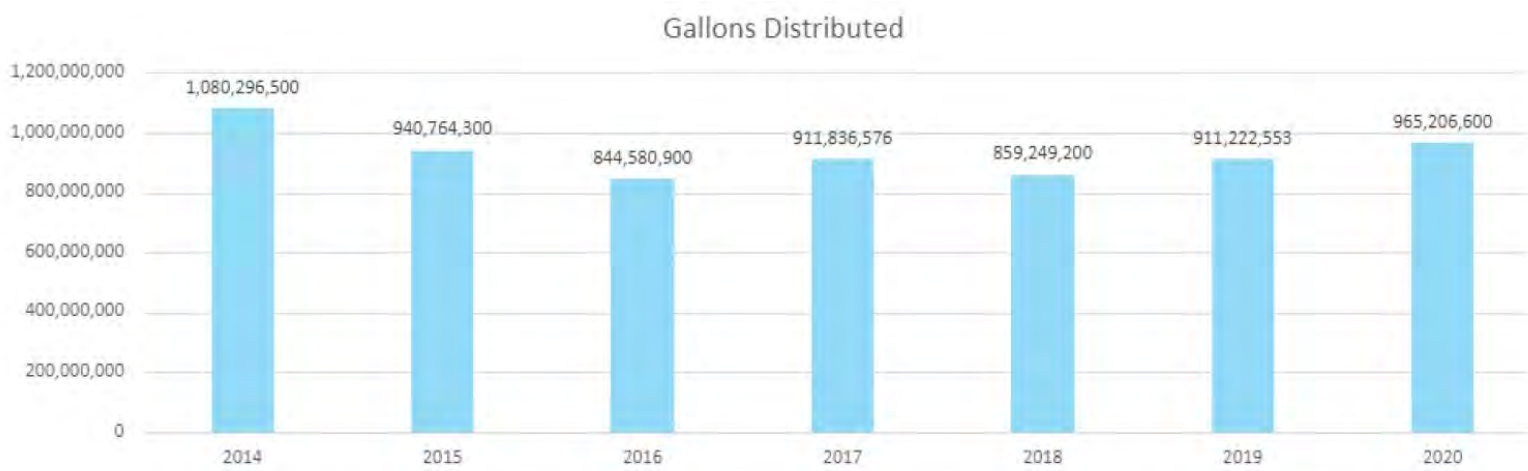


Public Works Department 2020 Annual Report - Water & Sewer Department Continued

WATER DEPARTMENT SUMMARY 2020						
	2020 YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	2020 YEARLY TOTAL	% YEARLY TOTAL of YEARLY GOAL
Water Units (Gallons)						
Gallons Pumped from Well #5	750,000	0	0	0	334,600	45%
Gallons Pumped from Well #6	125,000,000	9,337,000	9,543,000	10,948,000	129,046,000	103%
Gallons Pumped from Well #7	170,000,000	8,861,000	10,219,000	11,171,000	147,953,000	87%
Gallons Pumped from Well #8	65,000,000	5,752,000	10,365,000	10,498,000	100,653,000	155%
Gallons Pumped from Well #9	65,000,000	9,502,000	3,350,000	1,686,000	113,464,000	175%
Total	425,750,000	33,452,000	33,477,000	34,303,000	491,450,600	115%
Gallons Distributed from Plant #1	130,000,000	8,853,000	9,086,000	9,581,000	122,904,000	95%
Gallons Distributed from Plant #2	320,000,000	24,041,000	22,713,000	21,900,000	350,852,000	110%
Total	450,000,000	32,894,000	31,799,000	31,481,000	473,756,000	105%
Water Usage Tracking						
Residential (5/8"-11/4")	220,656,696	17,934,064	18,435,345	na	220,202,702.0	100%
Residential & Commercial 11/2"-3"	39,294,960	4,058,930	3,440,640	na	40,079,310.0	102%
Commercial 5/8"-11/4"	19,907,400	1,698,020	2,003,470	na	19,946,470.0	100%
Commercial 4"-6"	7,087,233	203,860	185,420	na	6,700,490.0	95%
Residential and Commercial Outside Meters	54,597,418	402,660	3,479,310	na	50,450,293.0	92%
Rural Water (5/8"-11/4")	963,960	54,470	111,020	na	938,100.0	97%
Rural 1 1/2"-3"	92,945	2,500	4,900	na	87,700.0	94%
Multiple Dwelling Unit Rate per Unit	33,568,429	2,863,490	3,056,500	na	33,634,550.0	100%
Total Gallons Billed	376,169,041	27,217,994	30,716,605	na	372,039,515	99%
City Used Water - Non-Billable	34,556,148	1,567,374	1,464,118	na	35,504,714.0	103%
Unaccountable Water	9,246,000	770,500	970,500	na	9,446,000.0	102%
Non-Revenue Percentage of Water	9%	6.99%	7.27%	na	9.07%	101%
Lift Station Pumping Hours						
Lift Station #1 - Oak Terrace	165	11.9	12.6	15.3	178.6	108%
Lift Station #2 - Marvin Boulevard	450	41.3	40.5	40.0	609.5	135%
Lift Station #3 - Carol Court	520	34.1	41.7	46.4	597.3	115%
Lift Station #4 - Marie Lane	1,200	97.2	102.6	102.7	1,342.6	112%
Lift Station #5 - NorthRidge Drive	800	65.3	66.5	67.6	846.9	106%
Lift Station #6 - Aspen Lane	375	30.5	30.2	30.8	402.4	107%
Lift Station #7 - Howard Drive	700	47.4	49.2	64.0	655.4	94%
Lift Station #8 - Parks Edge	175	15.5	14.6	14.9	171.8	98%
Lift Station #9 - Reserve	100	8.2	8.2	8.2	113.9	114%
Lift Station #10 - Golf Course	50	1.5	2.7	4.0	107.3	215%
Total	4,535	353	369	394	5,016	111%
Lift Station Flow (Gallons)						
Main Lift #1	200,000,000	14,000	22,000	12,717,000	400,720,000	200%
Main Lift #2	325,000,000	35,287,000	35,937,000	31,776,000	124,458,000	38%
	525,000,000	35,301,000	35,959,000	44,493,000	525,178,000	100%
Storm Water Pumping Hours						
Storm Water Station #001 - Sherman Corp Station	600	0.00	0.00	20.60	220.20	37%
Storm Water Station #002 - Wheeler Corp Station	150	0.00	0.00	5.90	45.80	31%
Total	750	0	0	27	266	35%

Public Works Department 2020 Annual Report - Water & Sewer Department

Continued





Caswell Sports 2022 - 2026 Strategic Planning Goals

Goal 1: Caswell Park exists to be the premier softball complex in Minnesota and the Midwest United States for adult and girls fast pitch softball tournaments.

- *Objective 1.1: Complete needed enhancements to the park and obtain maximum capacity for tournaments at the park.*
 - Tactic 1.1.1: Complete \$2.5 million in upgrades and deferred maintenance to the facility in 2021.
 - Tactic 1.1.2: Caswell Park typically operates 25 weekends per year. Each year the park will host at least 24 tournaments on the weekend between April and September.
 - Tactic 1.1.3: Tournaments held at Caswell will draw 300 out of town teams to the area each year.
 - Tactic 1.1.4: Caswell will continue to host the Minnesota Girl's State High School League Championship Softball Tournament.

Goal 2: Caswell Park will be the Mankato/North Mankato MSA's premier site for adult softball.

- *Objective 2.1: Caswell Park will operate an active and thriving adult softball league.*
 - Tactic 2.1.1: Caswell Park will continue to operation the Mankato Area Softball Association's summer and fall leagues with a goal of 120 combined teams for the year.
 - Tactic 2.1.2: Caswell Park will be used Monday through Thursday evenings during the season to host summer and fall softball leagues.
 - Tactic 2.1.3: Caswell Park will seek to add users (local groups) for rentals of softball fields.

Goal 3: Caswell Park will serve as a regional and state tourism destination for the state of Minnesota.

- *Objective: 3.1: Direct economic impact will be derived from Caswell Park to the local economy.*
 - Tactic 3.1.1: Caswell Park will annually generate between 4-8 million dollars in economic benefit to the Mankato and North Mankato MSA (see economic impact report).
 - Tactic 3.1.2: Caswell Park will generate \$130,00 in annual gross concession sales.
 - Tactic 3.1.3: Caswell Park will generate \$15,000 in annual alcohol sales.
 - Tactic 3.1.4: Caswell Park will generate \$45,000 in banner sales from sponsorships.
 - Tactic 3.1.5: Caswell Park will annually attract 35,000 - 55,000 visitors to the region.
 - Tactic 3.1.6: Caswell park will secure a 7 day tournament or international event/exhibition each year.
 - Tactic 3.1.7: Caswell park will utilize social media to promote programs and events and increase followers in social media by 5% annually.

Goal 4: Caswell Park will provide the highest level of turf facility maintenance for all softball facilities in Minnesota and the Upper Midwestern United States.

- *Objective 4.1: Produce a top quality playing surface.*
 - Tactic 4.1.1: Caswell Park will expand its turf management program on tournament facilities.
 - Tactic 4.1.2: Caswell Park will increase the topdressing program to apply half an inch of sand to all six fields at the facility.
 - Tactic 4.1.3: Caswell Park will increase aeration hours by 15% and increase core aeration to twice a year with monthly deep tine aeration.





Caswell Sports 2020 Annual Report

CASWELL SPORTS 2020 ANNUAL REPORT

	YEARLY GOAL	2018	2019	2020	2020 +/- GOAL	% YEARLY GOAL
Tournaments						
Quantity of Tournaments Played	22	29	24	17	-5	77%
In State Teams	300	406	509	514	214	171%
Out of State Teams	300	105	155	73	-227	24%
Total Teams	600	511	664	587	-13	98%
Local Visitors	18000	14234	19336	15446	-2554	86%
Out of Town Visitors	11000	32566	21121	6462	-4538	59%
Total Visitors	19000	46800	40457	21908	2908	115%
Concession Items Sold	55000	40449	55285	20658	-34342	38%
Alcohol Sales	\$ 8,000	\$ 7,454	\$ 27,198	\$ 10,517	\$ 2,517	131%
Sponsorship Revenue	\$ 31,200	\$ 4,600	\$ 26,450	\$ 30,899	\$ (301)	99%
Estimated Number of Hotel Rooms	4000	4748	7460	5994	1994	150%
Economic Impact	\$ 7,000,000	\$ 4,986,203	\$ 5,139,499	\$ 4,508,682	\$ (2,491,318)	64%
Teams/Programs						
Summer Softball Teams	108	-	-	83	(25)	77%
Fall Softball Teams	25	-	-	32	7	128%
Volleyball Teams	92	-	-	64	(28)	70%
Tennis Programs	50	-	-	24	(26)	48%
Tennis Flex League	25	-	-	23	(2)	92%
Website Management						
Website Hits	27,000	24,713	27,990	32,681	5,681	121%
Page Views	75,000	-	-	126,314	51,314	168%
Other						
Banners Purchased	6	0	29	8	2	133%
Number of Caswell Advisory Meetings	2	1	1	0	-2	0%
Total Revenue	\$ 375,195	\$ 743,165	\$ 411,401	\$ 289,916	\$ (85,279)	77%
Total Expenditures	\$ 488,319	\$ 883,390	\$ 528,740	\$ 285,040	\$ (203,279)	58%

To view the Caswell Sports 2020 Economic Impact Report visit
www.northmankato.com/file/caswell-economic-impact-report-2020pdf



ATTACHMENT A: 2015 STRATEGIC PLAN



VISION – *North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life.*

ADAPTABILITY: The ability to adjust means and methods to resolve changing situations.

EXCELLENCE: Going above and beyond expectations.

RESPONSIBILITY: Taking ownership and being accountable for performance.

INTEGRITY: Being honest, impartial and aligning actions with principles.

LEADERSHIP: Achieving a common goal by motivating others.

Values



VISION – *North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life.*

Goals

Outstanding Recreational Assets

Well Planned & Maintained Infrastructure

Safe Community

Growing & Vibrant Business, Industrial & Residential Districts

Excellent Quality of Life

Strategic Program Areas

Library, Parks & Trails

Public Works & Infrastructure

Public Safety

Community & Economic Development

Legislation, Administration & Public Engagement

Action Steps

- 11th Annual Art Splash
- Conduct Community Read
- Host author presentations
- Almost 5K Fun Run
- Implementation Benson Park Prairie Restoration
- Finish Parks Master Plan
- Analyze library expansion
- Expand Imagination Station services
- Conduct one fundraising event for the library
- Determine future needs for Spring Lake Swim Facility
- Develop plan to maximize Caswell North Soccer Fields
- Determine funding options for Parks Master Plan
- Replace two bridges in Spring Lake Park
- Seal walking trails

- Implement Pavement Management System
- Analyze future traffic plan for Webster Avenue & 169 intersection
- Determine funding options for deferred street maintenance
- Complete Main Lift Station upgrade
- Complete improvements to Lookout Drive interchange
- Conduct regular street maintenance sealing
- Complete Well #9
- Begin Wellhead Protection Plan

- Continue to maintain crime prevention programs
- Begin searching for options to replace ladder truck
- Implement new records management system in police department
- Increase community police involvement in schools
- Continue improvement in fire safety public education to further decrease calls
- Utilize training to address changing emergency needs of our community

- Purchase building permit software
- Act on portions of Comprehensive Plan
- Orderly Annexation Agreement
- Sell five acres in North Port in 2015
- Determine long term parking strategy for downtown
- Propose policy for commercial grant & loan program
- Propose planned unit development language to zoning code
- Participate in Safe Routes to School initiative
- Participate in Envision 2020 Process

- Financial Management system upgrade
- Develop long term strategy for information technology
- Create Revenue Guide
- Implement credit card and online payment system
- Continue weekly E-newsletter
- Update Personnel Handbook
- Review Storm Water Utility Fee
- Review Debt Policy
- Update Special Assessment Policy
- Employee Recognition Program



Strategic Program Areas

Library, Parks & Trails

Public Works & Infrastructure

Public Safety

Community & Economic Development

Legislation, Administration & Public Engagement

Existing Services

- Operate Caswell Park
- Maintain Spring Lake Swim Facility
- Operate Caswell North Soccer Complex
- Maintain Benson Park
- Maintain neighborhood parks (19)
- Maintain greenways and trails
- Schedule & host softball tournaments
- Act as liaison between recreation groups and city
- Drag, paint, and maintain ball fields
- Maintain volleyball, tennis, football, & soccer fields/courts
- Maintain & plow trails, city boulevard sidewalks
- Weed abatement
- Mow parks
- Tree management (trimming/planting/watering)
- Turf management
- Install park equipment and features
- Plant and maintain flowers
- Act as representative on Regional Sports Commission
- Host High School Girls Softball Tournament
- Winter ice rinks and warming house maintenance
- Snow removal for alleyways
- Maintain storm water detention and retention ponds
- Operate Bookmobile
- Interlibrary loan
- Adult programming
- Children programming
- Teen programming
- Provide & maintain an up-to date collection of materials
- Assist patrons in finding information and materials
- Provide community meeting space
- Seek additional funding from other sources
- Partner with outside organizations to provide new services

- Sweep streets
- Patch streets
- Seal streets
- Conduct structural maintenance
- Hang flags & banners
- Jet & televiser sewers
- Manage brush pile
- Haul grass clippings
- Haul sweepings
- Repair concrete curbs
- Conduct manhole inspections
- Repair manholes
- Paint crosswalks
- Repair sewer main breaks
- Clean vehicles, buildings, & catch basins
- Repair & install signs
- Maintain ravines
- Weather event cleanups
- Pump water
- Produce water
- Distribute water
- Flush fire hydrants
- Inspect & repair fire hydrants
- Exercise valves
- Repair water main breaks
- Conduct water samples
- Maintain lift stations
- Conduct wastewater samples
- Locates
- Clear snow from hydrants
- Big item pickup
- Maintain storm water pumping stations
- Meter replacements
- Plow snow
- Preventative maintenance on water system
- Maintain backflow prevention (RPZ)
- Flood control

- Maintain 24/7 patrol
- Pd & fd response to calls for service
- Conduct & clear investigations
- Provide security for special events
- Recruitment & retention of volunteers
- Traffic control for special events
- Coordinate training for emergency management (natural disasters, missing persons, river rescue, terroristic, hazardous material)
- Training
- Public education (elementary schools, day cares, businesses, annual fire prevention open house, safety camp)
- Maintain civil defense system
- Regional emergency management team
- Regional tactical response team
- Regional drug taskforce

- Issue building permits
- Conduct building inspections
- Manage rental licensing
- Manage CGDB funding
- Economic development
- Planning & zoning
- Plan reviews
- Construction inspection
- Code enforcement
- Transportation planning
- Record and prepare planning commission minutes, packets, and agendas
- Participate in Regional Economic Development Alliance
- Participate in City Center Partnership
- Implement city art sculpture walk
- Coordinate with DEED & Region Nine on local programs
- Administer wetland conservation act
- Staff traffic & safety committee
- Participate in Envision 2020 subcommittees

- Produce annual audit
- Produce annual budget
- Produce annual capital improvement plan
- Provide customer service to citizens
- Utility billing & collection
- Risk management
- Administer health benefits
- Administer payroll
- Administer accounts payable
- Administer accounts receivable / cashing
- Licensing (liquor, dog)
- Elections
- Record and prepare council minutes, packets, and agendas
- Record and prepare port authority minutes, packets, and agendas
- Records management
- Human resources
- Assessment searches
- Public information officer
- Public service announcements
- Website & newsletter
- Record minutes for hra
- Mail processing
- Community room & park rental
- Issue water meters



ATTACHMENT B: 2017 STRATEGIC PLAN



VISION – *North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life.*

ADAPTABILITY: The ability to adjust means and methods to resolve changing situations.

EXCELLENCE: Going above and beyond expectations.

RESPONSIBILITY: Taking ownership and being accountable for performance.

INTEGRITY: Being honest, impartial and aligning actions with principles.

LEADERSHIP: Achieving a common goal by motivating others.



VISION – *North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life.*

Goals

Outstanding Recreational Assets

Well Planned & Maintained Infrastructure

Safe Community

Growing & Vibrant Business, Industrial & Residential Districts

Excellent Quality of Life

Strategic Program Areas

Library, Parks & Trails

Public Works & Infrastructure

Public Safety

Community & Economic Development

Legislation, Administration & Public Engagement

Action Steps

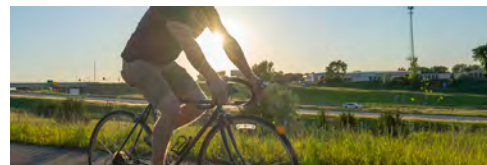
- ☐ Continue implementing Benson Park Master Plan & Improvements
- ☐ Complete Bluff Park Master Plan including environmental classroom & overlook
- ☐ Re-establish Trail from Lake Street to Mary Lane
- ☐ Complete Warming House / Community Space at Spring Lake Park
- ☐ Complete improvements to outdoor hockey rinks at Spring Lake Park
- ☐ Complete upgrades to Spring Lake Park Swim Facility
- ☐ Pursue hosting Hockey Day Minnesota at Spring Lake Park
- ☐ Complete Master Plan for Wheeler Park incorporating upgrades to bandshell and a historical marker
- ☐ Pursue indoor recreational facility at Caswell Park
- ☐ Expand trail network for interconnectivity and add signage to the trail system
- ☐ Complete strategic plan for Taylor Library
- ☐ Implement Ash Bore Prevention plan
- ☐ Complete Master Plan for Walter S. Farm Park
- ☐ Continue Implementing Parks Master Plan
- ☐ Continue programming and events for residents at Taylor Library

- ☐ Implement Well Head Master Plan
- ☐ Review benefits of sewer lining program
- ☐ Consider upgrades to Carol Court / Marvin Blvd Lift Stations
- ☐ Continue implementing the Pavement Management Plan
- ☐ Complete Facility Assessment for Public Works Facility
- ☐ Transition street lighting to LED
- ☐ Review funding for storm water utility
- ☐ Assess what actions can be taken to promote water quality
- ☐ Explore renewable energy and energy conservation options
- ☐ Implement sidewalk Master Plan
- ☐ Consider Radio Read Meters

- ☐ Train residents and first responders in active violence and active shooter response
- ☐ Continue participation in Tapestry Program
- ☐ Conduct an in-house safety audit of public facilities and make upgrades as necessary
- ☐ Continue nuisance abatement enforcement program
- ☐ Continue rental inspection program
- ☐ Consider the benefits of shared School Resource Officer with Mankato Area Schools
- ☐ Continue the culture of community policing
- ☐ Public education in schools, businesses, and neighborhoods

- ☐ Continue implementing technology upgrades for ease of access to permits and licenses
- ☐ Implement goals and policies of the Comprehensive Land Use Plan
- ☐ Continue development of North Port Industrial Park
- ☐ Implement Northside revivals housing rehabilitation program
- ☐ Implement Belgrade Avenue Master Plan
- ☐ Pursue and Increase property available for single family residential development
- ☐ Complete Commerce Drive Redevelopment and Beautification Plan
- ☐ Review pedestrian connectivity options north and south of Highway 14
- ☐ Partner with Mankato Area Schools for expansion of facilities
- ☐ Complete inventory of historically relevant properties
- ☐ Recruit complementary businesses to service industrial and residential growth
- ☐ Partner with South Central College to maintain North Mankato's attractiveness to the workforce
- ☐ Pursue orderly annexation agreement with Belgrade Township

- ☐ Expand the use of Public Art and beautification efforts
- ☐ Formalize a wellness program for city employees
- ☐ Complete an organization communication/marketing plan
- ☐ Consider airspace policies for drones
- ☐ Update Christmas Lights
- ☐ Review existing transit service
- ☐ Encourage opportunities for neighborhood networking
- ☐ Consider becoming a Blue Zone community
- ☐ Continue implementing Greenway maintenance policy
- ☐ Continue to use community engagement and participatory leadership strategies
- ☐ Affirm support for community events and groups that produce a sense of place and destination through tourism (i.e. BoB, Fun Days, Caswell, etc)
- ☐ Continue boulevard tree program



Strategic Program Areas

Library, Parks & Trails

- Operate Caswell Park
- Maintain Spring Lake Swim Facility
- Operate Caswell North Soccer Complex
- Maintain Benson Park
- Maintain neighborhood parks (19)
- Maintain greenways and trails
- Schedule & host softball tournaments
- Act as liaison between recreation groups and city
- Drag, paint, and maintain ball fields
- Maintain volleyball, tennis, football, & soccer fields/courts
- Maintain & plow trails, city boulevard sidewalks
- Weed abatement
- Mow parks
- Tree management (trimming/planting/watering)
- Turf management
- Install park equipment and features
- Plant and maintain flowers
- Act as representative on Regional Sports Commission
- Host High School Girls Softball Tournament
- Winter ice rinks and warming house maintenance
- Snow removal for alleyways
- Maintain storm water detention and retention ponds
- Operate Bookmobile
- Interlibrary loan
- Adult programming
- Children programming
- Teen programming
- Provide & maintain an up-to-date collection of materials
- Assist patrons in finding information and materials
- Provide community meeting space
- Seek additional funding from other sources
- Partner with outside organizations to provide new services

Public Works & Infrastructure

- Sweep streets
- Patch streets
- Seal streets
- Conduct structural maintenance
- Hang flags & banners
- Jet & televiser sewers
- Manage brush pile
- Haul grass clippings
- Haul sweepings
- Repair concrete curbs
- Conduct manhole inspections
- Repair manholes
- Paint crosswalks
- Repair sewer main breaks
- Clean vehicles, buildings, & catch basins
- Repair & install signs
- Maintain ravines
- Weather event cleanups
- Pump water
- Produce water
- Distribute water
- Flush fire hydrants
- Inspect & repair fire hydrants
- Exercise valves
- Repair water main breaks
- Conduct water samples
- Maintain lift stations
- Conduct wastewater samples
- Locates
- Clear snow from hydrants
- Big item pickup
- Maintain storm water pumping stations
- Meter replacements
- Plow snow
- Preventative maintenance on water system
- Maintain backflow prevention (RPZ)
- Flood control

Public Safety

- Maintain 24/7 patrol
- Pd & fd response to calls for service
- Conduct & clear investigations
- Provide security for special events
- Recruitment & retention of volunteers
- Traffic control for special events
- Coordinate training for emergency management (natural disasters, missing persons, river rescue, terroristic, hazardous material)
- Training
- Public education (elementary schools, day cares, businesses, annual fire prevention open house, safety camp)
- Maintain civil defense system
- Regional emergency management team
- Regional tactical response team
- Regional drug taskforce

Community & Economic Development

- Issue building permits
- Conduct building inspections
- Manage rental licensing
- Manage CGDB funding
- Economic development
- Planning & zoning
- Plan reviews
- Construction inspection
- Code enforcement
- Transportation planning
- Record and prepare planning commission minutes, packets, and agendas
- Participate in Regional Economic Development Alliance
- Participate in City Center Partnership
- Implement city art sculpture walk
- Coordinate with DEED & Region Nine on local programs
- Administer wetland conservation act
- Staff traffic & safety committee
- Participate in Envision 2020 subcommittees

Legislation, Administration & Public Engagement

- Produce annual audit
- Produce annual budget
- Produce annual capital improvement plan
- Provide customer service to citizens
- Utility billing & collection
- Risk management
- Administer health benefits
- Administer payroll
- Administer accounts payable
- Administer accounts receivable / cashing
- Licensing (liquor, dog)
- Elections
- Record and prepare council minutes, packets, and agendas
- Record and prepare port authority minutes, packets, and agendas
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- Assessment searches
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- Public service announcements
- Website & newsletter
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- Community room & park rental
- Issue water meters

Existing Services



**ATTACHMENT C:
STRATEGIC PLANNING
SESSION NOTES
SEPTEMBER 15, 2020**





City of North Mankato Strategic Planning Session

September 15, 2020

Meeting Purpose

Revise strategic plan in dialogue with both City Council and senior staff leadership.

Participants

City Council	City Staff	Guests
Mark Dehen, Mayor Diane Norland Sandra Oachs Billy Steiner Jim Whitlock	John Harrenstein Administrator Anna Grown, Public Information Michael Fischer, Community Development Nate Host, Public Works Katie Heintz, Taylor Library & Spring Lake Park Swim Facility Kevin McCann, Finance Phil Tostenson, Caswell Park April Van Genderan Clerk Not Present <i>Ross Gullickson, Police; Dan Giefer, Fire</i>	Sara A. Peterson – Facilitator

Agenda

times are approximate

12:00	Introductions & Overview	
12:30	Where We Are	<ul style="list-style-type: none">Accomplishments & SWOT from Departments (12:30 – 1:10)Council Response & Priorities (1:10 – 1:50)
1:50	Break	
2:00	(re)Grounding	<ul style="list-style-type: none">Mission, Vision, Goals & Pillars of North Mankato
2:45	Looking Ahead	<ul style="list-style-type: none">Identifying Priorities within Goals & Pillars (2:45 – 3:30)Break (3:30)Critical Issues & Objectives: Top 3 in Next 3 (3:45 – 4:45)
4:45	Next Steps & Wrap Up	
5:00	Adjourn	



Discussion Summary

Where We Are

Following detailed reports from each of the department leaders (attached), Council and staff discussed the opportunities and issues or concerns before North Mankato at this point in time, including:

Opportunities	Issues
The North Mankato community <ul style="list-style-type: none"> Changing community demographics are opportunities to grow. 	<ul style="list-style-type: none"> Increased diversity and social change also bring growing pains.
North Mankato engagement in/with the community <ul style="list-style-type: none"> Changes in communications staffing and approach represent a “rising star” for the city, though opportunities to continue message and image clarification remain. Collection of operations data expands the city’s ability to target outreach. 	<ul style="list-style-type: none"> The way the community consumes communication, the types it consumes, and the expectations it has of government can be difficult to keep up with. The city has a specific need to deepen its messaging re culture, recreation, and business strategies.
City of North Mankato operations <ul style="list-style-type: none"> The city’s team environment is an ongoing benefit. New systems and technology (online, automatization) enhance customer service as well as staff capacity in the field. The COVID-19 crisis may allow the city to rethink its space. 	<ul style="list-style-type: none"> The city clearly needs a new public works facility. The city will need to shift its balance between capital expansion and capital maintenance. The future of customer service is unclear
City of North Mankato advantages <ul style="list-style-type: none"> The city has made transportation investments. The city has shovel-ready property for development. The city is ready to engage the changing role of libraries. The city has built amenities as a destination (e.g., trails, parks, swim, Caswell, sports, events, indoor recreation) and has the relationships and revenue to support them. 	<ul style="list-style-type: none"> The city still needs transportation services. There is limited space for commercial development The city needs to budget for improvement and maintenance costs at the amenities.
Other shifts <ul style="list-style-type: none"> The city has can its park system apart with the right inputs. The city has opportunities to expand housing choice, green space, and revenues (sponsorships) 	<ul style="list-style-type: none"> Housing is an ongoing concern. The city needs to address its ravines and bluffs. Uncertainty may affect revenue streams.

Across departments, these reports revealed the following as common goals and points of pride.

Common Goals	Points of Pride
<ul style="list-style-type: none"> Pursue safety, quality, and productivity Create/operate the city as a destination Sustain our competitive advantage, its gems, and its quality of life Grow the city and its tax base (industrial, commercial, residential) Use a proactive approach (analysis, preparation, planning, upkeep) Provide accessible, online, accurate information Maintain strong business relationships 	<ul style="list-style-type: none"> North Mankato Touch – Welcome <ul style="list-style-type: none"> Our pride of place, quality of life, Our relationships as a good/easy partner Customer service (internal and external) The citizen interaction / experience provided Our regional perspective, goals, and draw

The Council’s response to these reports emphasized their individual and collective:

- Support for the city’s proactive operation, fiscal management, and efforts to cut red tape
- Pride in the city’s enviable team and assets.
- Recognition that the city has resource needs in HR, facilities, and technology.

It became clear in the course of discussion that the North Mankato Touch and all that it embodies should become either a value, goal/priority, or perhaps a portion of mission.

(re)Grounding the Current Plan

Before shifting its focus to the future, the group noted North Mankato's current vision and values.

North Mankato's stated vision is:

North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life.

As the city moves forward, it might consider breaking apart mission (why we exist) from vision (where we want to be). Taking into account the meeting as a whole, one Council member suggested the following as a starting point for such a conversation.

Mission	Vision
Deliver citizens a clean and safe community through responsive, financially sound municipal services that balance resources and responsibilities to maintain public infrastructure, enable economic development, encourage community involvement, manage future growth, and fulfil public trust.	North Mankato is a destination city with outstanding recreational assets, vibrant business districts and neighborhoods that provides an exceptional quality of life to residents and cultivates economic development and diversity

Likewise, its values are as follows. (*Highlighted text are suggestions for consideration.*)

- **Adaptability:** The ability to *innovate* adjust means and methods to resolve changing situations
- **Excellence:** Going above and beyond expectations
- **Responsibility:** Taking *initiative*, ownership and being accountable for performance
- **Integrity:** Being honest, impartial and aligning actions with principles
- **Leadership:** Achieving a common goal *through empathy and* by motivating others

Current goals and strategic program areas are as follows:

Goals				
Outstanding Recreational Assets	Well Planned & Maintained Infrastructure	Safe Community	Growing & Vibrant Business, Industrial & Residential Districts	Excellent Quality of Life
Strategic Program Areas				
Library, Parks & Trails	Public Works & Infrastructure	Public Safety	Community & Economic Development	Legislation, Administration & Public Engagement

In addition, staff highlight the following as North Mankato's "gems."

Quality Neighborhoods	Outstanding Recreational Assets	Industrial Recruitment
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When asked, Council members listed the following as potential priorities going forward:

- Find the good to come out of the pandemic – creative and useful responses that uplift and move forward.
- Become more environmentally friendly, pursuing improved water quality and related goals.
- Ensure the health and safety of the community.
- Focus on these four strategic areas:

Quality of Life	Economic Vitality
Safety, Health & Wellness, Recreational Assets	Growing Business, Industrial & Residential Districts
Sustainability	Fiscal & Resource Management
Well Planned & Maintained Infrastructure, Environmental	Workforce Care, Improving Services, Financial Responsibility, Technology, Maintaining Transparency

Having discussed North Mankato's current position and reflected on the structure of its 2017 plan, Council and staff shifted focus to the future.

Looking Ahead

We cannot effectively envision the future without first considering the long-term impacts of the COVID-19 crisis. Council and staff believe that will include at least the following:

Work Life	Both	Home Life
<ul style="list-style-type: none"> Continued work from home Location matters less Less office space needed <ul style="list-style-type: none"> Changed cube/office balance Fewer in offices Business leaving larger cities Reduced business travel 	<ul style="list-style-type: none"> Less face to face interaction Less distance travel Expanded internet infrastructure Expanded broadband access More hygiene awareness Unclear what comfort with crowds or indoor/outdoor might be 	<ul style="list-style-type: none"> More family time More cord cutting More day trips and car travel More outdoor recreation (e.g., camping, parks, cycling)
Government & Education	Business Sectors	Health & Health Care
<ul style="list-style-type: none"> Changed but how is not yet clear <ul style="list-style-type: none"> Transportation and roads Housing need, use pattern, market Increased mixed use development Sports tourism will continue More remote education, hybrid 	<ul style="list-style-type: none"> Changed but unclear how: retail, movies, restaurants, higher education Entertainment: more live outside Alternative material development (e.g., 3D printing) 	<ul style="list-style-type: none"> More telemedicine Long-term health impact Ongoing mental health impacts of distance and the disease

The reality of the COVID-19 crisis is such that the city (any city) may not be able to move at the same pace as during pre-covid conditions. However, while some projects or change efforts may necessarily slow, others may be able to accelerate.

Given the above, Council and staff envisioned North Mankato both as an organization and a community in 2025. Their focus for a future built on successful work between now and then included the following:

As an Organization	Government/Community Interface	As a Community
<ul style="list-style-type: none"> City works as team and team within teams in flexible family-friendly work environment Content team in place Council steady, effective, high trust Work sessions have deepened 	<ul style="list-style-type: none"> Family focused Citizen and business engagement <ul style="list-style-type: none"> Deepened (age, demographic) Represent range of views Leadership directly engaged in community and each other Structured for on demand world 	<ul style="list-style-type: none"> Population 20,000 Far more diverse community Active community/citizenry Jobs and housing growth Rebounded economy Safe neighborhoods
Government	Completed Recreation Projects	Business
<ul style="list-style-type: none"> Smart funding Food and beverage tax passed Public works facility complete New school(s) Improved environmental controls <ul style="list-style-type: none"> Reduced erosion Improved water quality Direction shift overall 	<ul style="list-style-type: none"> Library expansion Splash pad Trail to Nicollet Pedestrian overpass More accessible (physically) parks Indoor recreation facility Expanded Caswell 	<ul style="list-style-type: none"> New hotel Business park development Grocery store on top of hill and more healthy options (e.g., restaurants) in general

This view, while consistent with North Mankato's current vision and values, also lend support for a plan built on the four strategic areas suggested earlier.

Quality of Life	Economic Vitality
Safety, Health & Wellness, Recreational Assets	Growing Business, Industrial & Residential Districts
Sustainability	Fiscal & Resource Management
Well Planned & Maintained Infrastructure, Environmental	Workforce Care, Improving Services, Financial Responsibility, Technology, Maintaining Transparency

Priorities & Goals

The Council use the structure of the last plan (below) as its framework for discussing coming priorities and goals.

Goals				
Outstanding Recreational Assets	Well Planned & Maintained Infrastructure	Safe Community	Growing & Vibrant Business, Industrial & Residential Districts	Excellent Quality of Life
Strategic Program Areas				
Library, Parks & Trails	Public Works & Infrastructure	Public Safety	Community & Economic Development	Legislation, Administration & Public Engagement

Within that structure, the Council prioritized the following:

Library, Parks & Trails	Public Works & Infrastructure	Public Safety
<ul style="list-style-type: none"> Reorganize operational structure – build single department as comprehensive strategy * Complete capital projects (see <i>Public Works priorities and CIP</i>) 	<p>In priority order</p> <ol style="list-style-type: none"> Indoor recreational facility Library facility planning Public works facility Smaller parks improvements Environmental improvements – ravines, bluffs, water, remediation, streets, LED, other 	<p>Not in priority order</p> <ul style="list-style-type: none"> Support the fire department's recruiting efforts Continue the police department's proactive, community policing approach and training Continue to develop emergency readiness (event preparedness)
Community & Economic Development	Legislation & Administration	Public Engagement
<p>Not in priority order</p> <ul style="list-style-type: none"> Continue commercial retail development efforts <ul style="list-style-type: none"> Webster Ave. / I69 study – MNDot Lookout Dr. study Opportunity zones Commerce and Belgrade plans Connect with colleges Prepare NW area for future growth and low-income housing development 	<p>Not in priority order</p> <ul style="list-style-type: none"> Explore creative ways to support staff with additional help Continue to cultivate Internal pipeline for staff Enhance Cyber security plans Enhance emergency and continuity of operations plans 	<p>Not in priority order</p> <ul style="list-style-type: none"> Continue to develop/evolve public engagement across communications channels Cultivate volunteerism in the community

The reality of the COVID-19 crisis is such that the city (any city) may not be able to move at the same pace as during pre-covid conditions. However, while some projects or change efforts may necessarily slow, others may be able to accelerate.

* John Harrington, Katie Heintz, Phil Tostenson, and Sara Peterson met on September 16 to begin this process.

Culture & Recreation Department
<ul style="list-style-type: none"> Purpose: 1) Health, Engaged Community; 2) High Quality of Life & Fun for Families, 3) Economic Development as Destination Key Functions <ul style="list-style-type: none"> Culture: Public Art, Library Programs & Services, Community Events, Space/Event Management Recreation: Community Programs, Leagues, Sports Tourism, Space/Event Management (in parks, fields, shelters) Parks/facility management becomes a function of Public Works Coordinated activities: <ul style="list-style-type: none"> Planning, technology, scheduling, rules/standards Business relationships (provide volunteers and sponsorships to the above functions, support positive collaborations) Fundraising and marketing Led by Katie Heintz 2021 Priorities: 1) Scheduling & Communications Plan, 2) Publication of Comprehensive Schedule, 3) Gradual Development of new programs and services

Attached Materials

Where We Are

Key Concepts – John Harrenstein

- Confront the Brutal Facts
- Hedgehog Concept
- Technology Accelerators
- Next Turn of the Fly Wheel
- What does breakthrough look like?

Cross Cutting Area Updates – John Harrenstein

- Culture & Recreation
- Business Outreach & Development

Department Updates

- Finance/Utility Billing – Kevin McCann
- Public Works & Parks – Nate Host
- Caswell Park – Phil Tostenson
- Spring Lake Park Swim Facility & Taylor Library – Katie Heintz
- Community Development – Mike Fischer
- Public Information – Anna Brown
- City Clerk – April VanGenderan
- Police Department – Ross Gullickson

Facts	Confront the Brutal Facts: Determination you can and will prevail in the end regardless of your difficulties and at the same time confront the brutal facts of your reality, whatever they might be.
Concept	Hedgehog Concept: Prioritize what you can be best at instead of focusing on goals that may be unattainable by answering:
<i>Passion(s)</i>	<ul style="list-style-type: none">• What are you <u>passionate</u> about?
<i>Best at</i>	<ul style="list-style-type: none">• What can you be the <u>best in the world</u> at?
<i>Driver(s)</i>	<ul style="list-style-type: none">• What drives your <u>economic engine</u>?
<i>Concept</i>	
Accelerators	Technology Accelerators: How are we using technology to accelerate momentum of achieving our Hedgehog concepts?
Flywheel	Next Turn of the Fly Wheel: Great companies aren't created in one fell swoop or single action. Rather the process of becoming great resembles pushing a giant flywheel in one direction, with several turns that build momentum until the point of breakthrough
Breakthrough	What does breakthrough look like? What, in your estimation will be the result of disciplined action around what you are passionate about?

Can't Run Without

	FINANCE/UTILITY BILLING	PUBLIC INFORMATION	CITY CLERK
Facts	<ul style="list-style-type: none"> Long-term capital, infrastructure, and operational needs, costs, funding Tax policy limits levy growth to new development + increases need for continued community growth Budgets (Caswell, Swim, & rec programs) rely on special revenues, fees and sponsorships which need more adaptability to adjust course Lack dedicated funds for ravine maintenance/bluff improvements – compete for dollars State funding or contributions needed to complete upgrades to Sporting Complex. 	<ul style="list-style-type: none"> City services are numerous and impactful, but will be unnoticed by the public if they are not promoted Need dedicated time/relationship-building with employees, public, press Citizens expect high qual. communication If you don't share your story, someone else will tell it differently Numerous stories to tell: Council, Capital Projects, Caswell, Swim, Library.. 	<ul style="list-style-type: none"> Ensuring elections are administered according to state regulation and promoting voter participation Misleading office title: handles risk management, technology services, HR, freedom of information officer, and custodial services Statutory duties: record keeping, minutes, open meeting/records law Workforce health initiatives
Concept	<ul style="list-style-type: none"> Excellent customer service: resident, dept, Council 	<ul style="list-style-type: none"> Communicating! 	<ul style="list-style-type: none"> Great service and assistance to residents, employees, and Council
<i>Passion(s)</i>			
<i>Best at</i>	<ul style="list-style-type: none"> Taking everyone's ideas + putting together a plan 	<ul style="list-style-type: none"> Public/press communication, social media, quality informational videos 	<ul style="list-style-type: none"> (same as passion)
<i>Driver(s)</i>	<ul style="list-style-type: none"> Property tax base growth, state aid, utilities 	Property tax base growth, utility rates, sponsorships	
<i>Concept</i>	<ul style="list-style-type: none"> We answer the phones for residents 		
Accelerators	<ul style="list-style-type: none"> Tyler financial system implementation Pool software management system 	<ul style="list-style-type: none"> Camera/video camera equipment, drone, up-to-date creative software 	<ul style="list-style-type: none"> Online permitting applications Updated and current website Accessible online meeting info. Tyler Tech. payroll/timecard system
Flywheel	<ul style="list-style-type: none"> Improve budget document for reader ease & communication Renovate front office 1) customer service center, 2) improve security Prioritize strategic directives adopted by the City Council 	<ul style="list-style-type: none"> Expand video segments with Council members and City staff, explore new platforms such as podcasts or new social media applications, and improve use of the Nixel system 	<ul style="list-style-type: none"> Great resident interactions, Accessible website with searchable meetings and interactive agendas Paperless records management Updated Personnel Handbook, applicant tracking/onboarding software integrates Payroll Software and improved review process. Using technology for enterprise performance evaluation system
Breakthrough	<ul style="list-style-type: none"> Balanced budget considering state funding Repetition of capital improvement spending Support great customer service at front desk Secure special activities revenue (Swim, Caswell) Continue maintaining bond rating 	<ul style="list-style-type: none"> An accurately represented City image and well-connected, informed residents 	<ul style="list-style-type: none"> Improved accessibility for residents, Council and staff Improved onboarding for employees Updated management of employee records and retention of talent

Traditional Core

	COMMUNITY DEVELOPMENT	PUBLIC WORKS	PUBLIC SFETY
Facts	<ul style="list-style-type: none"> Need tax base growth through industrial, commercial, and residential development for long-term success Planning needs new, updated planning docs which requires time, precision, & community engagement Need top notch customer service (plan reviews, inspections, permits), agreement to build community Areas are aging, need more code enforcement Additional regional collaborations require leadership from City (MAPO, REDA, etc.) 	<ul style="list-style-type: none"> Need new public works facility Replacement cost and continued investment in aging equipment, facilities, and infrastructure 	<ul style="list-style-type: none"> Eroding public trust and respect for law enforcement considering events across the state and nation (North Kato City residents maintain high degree of trust and respect) Officer retention and recruitment Mental health response issues Confusion as to society expectations Highly charged political climate Available funding
Concept <i>Passion(s)</i>	<ul style="list-style-type: none"> Best and easiest place to do business for contractors, developers, and homeowners Cutting through red tape and provide top notch customer service 	<ul style="list-style-type: none"> Staff safety, well-maintained infrastructure The North Mankato Touch: face to face, going above ... 	<ul style="list-style-type: none"> Values based behavior, professionalism, change, updating resources and practices, visibility, professionalism, preventing crime, and service
<i>Best at</i>	<ul style="list-style-type: none"> Issuing plan reviews, permits, and inspections 	<ul style="list-style-type: none"> Teamwork, efficiency, response, customer service 	<ul style="list-style-type: none"> Providing law enforcement services with fairness, voice, transparency and impartiality (a.k.a. procedural justice)
<i>Driver(s)</i>	<ul style="list-style-type: none"> Property tax base growth 	<ul style="list-style-type: none"> Property tax base, utility rates, state aid, state grants/loans 	<ul style="list-style-type: none"> Low crime rates, clearance rates Citizen perceptions of safety as a whole Property tax base growth
<i>Concept</i>		<ul style="list-style-type: none"> Plan your work, work your plan. 	
Accelerators			<ul style="list-style-type: none"> Revamped property room management and oversight (e- and physical tracking) Improved record management processes Web-based employee scheduling Updated car mobile and office computers Smartphones for car with emergency apps Email server (BCA security compliant)
Flywheel		<ul style="list-style-type: none"> Planning and execution of department services Continued implementation of Capital Improvement Program "North Mankato touch" 	<ul style="list-style-type: none"> Reiterate the importance of <u>proactively and continually building relationships and trust with community members</u>. Build on technology and replace aging equipment (car fleet and emergency)
Breakthrough		<ul style="list-style-type: none"> Getting ahead of fleet maintenance and replacement New Public Works Facility 	<ul style="list-style-type: none"> Restored (and increased) public trust and confidence in law enforcement Surrounding agencies note "better way" we conduct ourselves and provide service

Amenities

PARKS		CASWELL PARK
Facts	<ul style="list-style-type: none"> Balance 1) maintaining of existing with 2) expansion of park system and 3) replacement of aging equipment Need user input for future enhancements Increased need to service sport groups on fields requires additional maintenance 	<ul style="list-style-type: none"> Competition for maintaining Caswell's status as the best softball complex in Minnesota Competition to maintain status as major tourism destination for softball tournaments Required capital replacement and enhancements at softball and soccer complex Changing nature of sports and sport associations and increased user expectations Require hands on relationship management to maintain status as service leader Sponsorship revenue increasingly important to cover operating costs Special revenue (lodging/food & beverage tax) required to support ongoing operations Service pivot: "mow & maintain" to "create & operate" sports leagues, clinics, tournament State funding or major donor contributions required for indoor expansion The Park and operating system is in expansion mode
Concept <i>Passion(s)</i>	<ul style="list-style-type: none"> Creating the best parks and greenspaces for the enjoyment of the public in Southern Minnesota 	<ul style="list-style-type: none"> 1) attracting teams from around the region and world to play, 2) producing the best tournaments in the country, 3) building relationships with local sporting associations and groups, 4) hosting events and tournaments for the enjoyment of the public and to benefit the local economy, 5) building relationships with sponsors, 6) operating the best sporting leagues and clinics in the region
<i>Best at</i>	<ul style="list-style-type: none"> Neighborhood, community, and regional park development 	<ul style="list-style-type: none"> We are the best softball facility in the state to host a tournament
<i>Driver(s)</i>	<ul style="list-style-type: none"> Property tax base growth 	<ul style="list-style-type: none"> Tournament Fees & Sales, Sponsorships, Youth and Adult League fees/rentals, Lodging Tax, Food/Beverage Tax, Property Tax Base, attracting teams from outside the region to benefit local economy
<i>Concept</i>		
Accelerators		<ul style="list-style-type: none"> Sports Engine website, Square concessions system
Flywheel	<ul style="list-style-type: none"> Continued parks management plan implementation Continued Tree Trimming program Continued prairie restoration and noxious weed abatement Continued beautification efforts by staff 	<ul style="list-style-type: none"> Back to Back summer weekend tournaments in 2021 2nd year operating Adult Softball and Volleyball Leagues Continue to partner with youth sports associations Host Aussie Peppers in 2021 Plan facility improvements depending on state funding Continue to add operating revenues to cover expenditures
Breakthrough	<ul style="list-style-type: none"> Completion of Benson and Bluff Parks plan Continued enjoyment and pleasure for residents and visitors to the park system Continued enhancement of recreation, nature, and trail features for a connected system 	<ul style="list-style-type: none"> Back to Back summer weekend tournaments in 2021 2nd year operating Adult Softball and Volleyball Leagues Continue to partner with youth sports associations Host Aussie Peppers in 2021 Plan facility improvements depending on state funding Continue to add operating revenues to cover expenditures

SPRING LAKE PARK SWIM FACILITY		TAYLOR PUBLIC LIBRARY
Facts	<ul style="list-style-type: none"> • Maintaining and growing community use and excitement for facility • Sale of memberships and passes critical to operating revenues • Continue developing creative events for community • Increase sponsorship revenue for 2021 to meet budget targets • Maintain and recruit high quality guarding and attendant staff 	<ul style="list-style-type: none"> • The public's needs and use of libraries has changed from simply checking out books to dual focus on programming and collections • The Library is emerging as a leader in the organization for hosting and developing culture and recreation events for the community • Existing space cannot accommodate increased types and attendance for programming
Concept Passion(s)	<ul style="list-style-type: none"> • Being the regional destination for recreational aquatics in Southern Minnesota. Partnering with the community for creative use of the facility. Providing safety programs like swim lessons, CPR trainings, and lifeguard certifications. Maintaining a high-quality staff 	<ul style="list-style-type: none"> • Being the best library in southern Minnesota by offering an unmatched collection and series of programs and e
<i>Best at</i>	<ul style="list-style-type: none"> • Aquatic experience and swim lessons 	<ul style="list-style-type: none"> • Programming
<i>Driver(s)</i>	<ul style="list-style-type: none"> • Swim membership sales, daily pass sales, concessions, program revenue, sponsorships 	<ul style="list-style-type: none"> • Property tax base growth
<i>Concept</i>		
Accelerators		
Flywheel	<ul style="list-style-type: none"> • 2020 Season Repeat • Additional Sponsorships, expanded programming 	<ul style="list-style-type: none"> • Continued programming for 2021 • Planning space for co-location at indoor recreation facility if space and money allow • Provide executive leadership for Spring Lake Park Swim Facility • Continue role as leader of liaison for City to outside groups
Breakthrough	<ul style="list-style-type: none"> • A lot like 2020 without COVID-19 impact • Splash Pad 	<ul style="list-style-type: none"> • New programming space • Establish North Mankato event series • Continue to expand programming

Big Ideas

CULTURE & RECREATION		BUSINESS DEVELOPMENT & OUTREACH
Facts	<ul style="list-style-type: none"> North Mankato has increased the number of events, programs, and amenities for residents We are partnering with numerous outside groups, organizations, nonprofits, business groups, and individuals to host activities This increased activity has required additional coordination because it relies on staff time Improving the coordination and messaging around these activities will contribute to the livability of North Mankato and our regional branding efforts. 	<ul style="list-style-type: none"> North Mankato works with several different business organizations and units Business on Belgrade, Connecting Commerce, Greater Mankato Growth, Regional Economic Development Alliance, City Center Partnership, Visit Mankato, North Mankato Port Authority, Civic & Commerce Association COVID-19 provided an opportunity to host regular Monday morning business meetings where all these groups can participate and receive updates from the City and each other These Monday Meetings can serve as a catalyst to coordinate future activity, connect our Culture and Rec Division with Businesses, and protect the “Brand Management” or community aspect of events that have been created.
Concept	<ul style="list-style-type: none"> Quality of life and relationships 	<ul style="list-style-type: none"> Retaining and Growing Business. Creating community for business owners. Supporting community involvement from local businesses
<i>Passion(s)</i>		
<i>Best at</i>	<ul style="list-style-type: none"> Coordination with outside groups. “North Kato is easy to work with” 	<ul style="list-style-type: none"> <i>Genuine one on one interaction</i>
<i>Driver(s)</i>	<ul style="list-style-type: none"> volunteers, partnerships, sponsorships, tax base 	<ul style="list-style-type: none"> Membership fees, sponsorships, support from City Council and Port Authority
<i>Concept</i>		
Accelerators		<ul style="list-style-type: none"> Zoom, etc.
Flywheel	<ul style="list-style-type: none"> Six divisions – Taylor Library, Swim Facility, Caswell, Recreation Programs, Event Management (Bob, Music in the Park, Fun Days, etc.), Business Relationship Development Creation of a “North Mankato presents” series to be developed and promoted in January for the following year Formal relationships with sport associations through Caswell Sports Monday meetings with businesses for coordination of Events Continue to promote through Public Information and other sources 	<ul style="list-style-type: none"> Continue Monday Morning meetings Emphasize collaboration (shop small, etc.) Organize quarterly social gatherings Garner support for the “North Mankato Hosts” series Continue business support by visiting local businesses, hosting the annual business luncheon, and maintaining our membership in each of the business organizations
Breakthrough	<ul style="list-style-type: none"> Coordinated and unified support for series of events and programs under the Culture and Recreation Banner. 	<ul style="list-style-type: none"> Growing and thriving businesses that are supported by the City and partner together to create one of a kind culture and rec experiences. Improvement in the quality of live of the community to create a place that retains talent for employees. Continued tax base and population growth.

ATTACHMENT D: CITY OF NORTH MANKATO DATA



**Attachment D can be found online at
www.northmankato.com/strategic-plan**