



Envision 2020

Resource Campaign

2008 Progress Report

Community Development

Purpose

With the Envision 2020 implementation plan established, it's important that community efforts are coordinated, roles and responsibilities are identified and progress is tracked. Greater Mankato Growth, Inc. serves as the community's home for the facilitation and communication of Envision 2020 work.

Dollars Allocated Annually

\$35,000

Deliverables

2008

- ¹ Design strategies to communicate Envision 2020 progress quarterly to those involved and the community at large.
- ² Deliver an Envision 2020 Annual Report to the community.
- ³ Establish baseline community engagement data.
- ⁴ Recruit new members and re-engage former members to carry out implementation work on Sub-committees and task forces.
- ⁵ Make significant progress toward completion of 3 or more important initiatives.

2009

- Report the progress of Envision 2020 quarterly.
- Deliver an Envision 2020 Annual Report to the community.
- ³ Increase the number of volunteers and partners engaged in Envision 2020 work by 35%.
- Increase the number of organizations that have embedded Envision 2020 targets in their strategic plans.
- Raise the community's awareness of Envision 2020 by 35%.
- ⁵ Make significant progress toward completion of 7(3 from 2008 + 4 in 2009) important initiatives.

2010

- Report the progress of Envision 2020 quarterly.
- Deliver an Envision 2020 Annual Report to the community.
- Increase the number of volunteers and partners engaged in Envision 2020 work by 35%.
- Increase the number of organizations that have embedded Envision 2020 targets in their strategic plans.
- Raise the community's awareness of Envision 2020 by 35%.
- ⁵ Make significant progress toward completion of 12 (7 from 2009 + 5 in 2010) important initiatives.

¹ Progress Reports of Key Performance Areas (KPA's) are published on a rotating basis in the monthly MN Valley Business magazine (previously in Greater Mankato Today).

The Envision 2020 "Growth of the Vision Tree" was designed to illustrate area of focus and progress.

Website enhancements and updates have occurred.

² The E2020 Annual Meeting was held on May 12, 2008 with 100+ attendees. An Annual Report was distributed at the meeting and put on the E2020 web site. Presentations have also been made in 2008 to civic groups such as: Rotary, Downtown Kiwanis, Diversity Kiwanis, Sertoma, and Exchange Club.

³ Data was gathered from the E2020 Annual Meeting survey and GMG Communications Survey.

In 2007 there were approximately 15 volunteers serving on the Implementation Team and an additional 20-30 individuals who worked actively on 3 taskforces (the GM Education Council, the Community Facilities Taskforce and the Smoke Free Coalition). In 2008 14 new taskforces (11 additional) were formed, with approximately 245 volunteers actively engaged in the implementation work of the plan (a 500% increase in engaged volunteers).

4 Quarterly meetings of the Implementation Team were established to review and support progress.

KPA Chairs were supported in convening and supporting 17 taskforces including (bolded ones are new in 2008):

- **the City Center Business Association (CCBA) and it's 4 sub-committees**
- **the Green Infrastructure taskforce (Million Tree Project)**
- Community Facilities
- **Affordable Housing**
- **Community Information**
- Global Awareness/Diversity
- GM Education Council
- **Talent Development Council**
- Business Accelerator Council
- **Energy Steering Committee**
- **Energy Conservation Committee**
- **Community Trails**
- **Health Improvement Partnership**

5 Significant progress was made on 8 main E2020 goals:

- GMG established the City Center Business Association by forming a collaborative partnership with the City of Mankato and the City of North Mankato, selecting a governing council, committing staff resources and establishing four working committees. Adopted a consistent City Center Brand. Developed a City Center website (launched November, 2008) citycentermankato.com. CCBA Membership drive and awareness campaign kicked off with a direct mail piece in November 2008, with follow up calls scheduled for January 2009, followed by a CCBA Membership Social January 20, 2009. Held first City Center Shopping event "Holi 2Day" December 5 & 6, 2008.
- GMG developed and implemented talent development and retention strategies (Young Professionals, Collegiate Leadership Academy, College Welcome Fair, alumni outreach etc.)
- GMG improved Community Information by designing an online Greater Mankato Events Calendar (greatermankatoevents.com) and enhancing our community portal at greatermankato.com
- The Green Infrastructure Taskforce organized the Million Tree Project and planted two pilot sites with over 10,000 saplings in April.
- The Health Improvement Partnership began an "Exercise is Medicine" campaign to promote physical activity as a wellness and health prevention remedy.
- The Wellspring Investor Alliance was formed to assist start-up companies in obtaining equity capital.
- The Affordable Housing Taskforce gathered significant data on the housing situation and future trends in the region.
- The Community Facilities Taskforce inventoried future capital projects from area non-profit organizations and government agencies to communicate needs, plans, and ideas for collaboration. Planning and advocacy occurred toward a Performing Arts Center and a Women's Hockey Exposition Center.

Marketplace Positioning

Purpose

Greater Mankato, Inc. has made marketing and promoting Greater Mankato through a consistent brand image a top priority. Now we must build on the strengths of the region. By evaluating market trends, we will continue to innovatively position Greater Mankato as a thriving regional marketplace.

Dollars Allocated Annually

\$25,000

Deliverables

2008

- ⁶ Launch a web-based community portal to serve individuals and businesses.
- ⁷ Develop new promotional materials (including multimedia) for individual and business attraction and retention.
- ⁸ Establish baseline brand placement data (venue, business and organization use of the brand).
- ⁹ Revitalize the Visitor's Center at the River Hills Mall and develop a plan to operate as a physical community portal.

2009

- Increase web-based community portal utilization by 35%.
- Assess and refresh promotional materials (including multimedia) for individual and business attraction and retention.
- Increase brand placement in key locations by 50%.
- Increase business and community organization use of brand by 50%.
- Expand the Visitors Center at the River Hills Mall as a physical community portal.

2010

- Increase web-based community portal utilization by 35%.
- Assess and refresh promotional materials (including multimedia) for individual and business attraction and retention.
- Increase brand placement in key locations by 50%.
- Increase business and community organization use of brand by 50%.
- Sustain the Visitors Center at the River Hills Mall as a physical community portal.

⁶ greatermankato.com was retooled and organized to better serve all customers and launched in October, 2008.

The creation of the community-wide events calendar greatermankatoevents.com was the result of the collaborative efforts and combined resources of six area organizations: Twin Rivers Center for the Arts, VoyageurWeb, Greater Mankato Growth, Greater Mankato Convention & Visitors Bureau and The Free Press. These organizations worked on the development of the new site throughout 2008 and began beta testing in December, 2008, with a public launch in January, 2009.

⁷ Business Attraction collateral materials were created in 2008, along with a campaign to encourage local business leaders to use them to market the area's assets to contacts, supply chain partners, area alumni and friends.

The new greatermankato.com website in October, 2008 provided a more user-friendly experience and also allowed GMG members to promote their business through an online directory, which they can update online automatically, as well as add hot deals and Google maps.

"Family of Maps" – A series of grid maps for the CCBA have been created and will be applied to the

- ⁸ In 2008 a survey of GMG members was conducted to create baseline information on the use of the regional Greater Mankato brand. The Greater Mankato brand continues to be used consistently to market the region, while the new Greater Mankato Growth brand and program logos have been refreshed and edited to show a consistent tie to the community and organization.
- ⁹ A new agreement will be crafted with River Hills Mall, to address location and signage of booth at the Mall as well as realign staffing to a GMG responsibility. The newly enhanced booth will take on a new Visitor & Community Information Center feel and will be coordinated with an additional site in the City Center in 2009.

Business Development

Purpose

Envision 2020 calls for specific endeavors designed to stimulate business growth and development across a diverse mix of sectors including: goods producing, retail and service. Greater Mankato Growth, Inc. is able to serve as a catalyst for those key initiatives designed to grow our existing businesses, while encouraging the creation of new enterprises.

Dollars Allocated Annually

\$25,000

Deliverables

2008

- ¹⁰ Complete an applied research park feasibility study and, if feasible, establish an implementation team.
- ¹¹ Form and coordinate initial activity of a City Center Business Association.
- ¹² Increase Business Corridor advertising placements to 1x/month.
- ¹³ Form an Angel Equity Network to provide funds for entrepreneurial efforts.

2009

- Move applied research park toward reality (if found to be feasible in 2008 study).
- Encourage promotion of "City Center Vitality" by the City Center Business Association.
- Increase business/consumer spending at a rate higher than the Consumer Price Index (resulting in increased sales tax revenues).
- Form and coordinate initial activity of an Uptown Business Association.
- Engage Commerce on Commerce in a community-wide Business Corridor attraction.
- Increase Business Corridor advertising placements to 2x/month.
- Review at least 2 deals/month and leverage \$1M+ in equity capital by the Angel Equity Network.

2010

- Increase business/consumer spending at a rate higher than the Consumer Price Index (resulting in increased sales tax revenues).
- Sustain Business Corridor advertising placements at 2x-3x/month.
- Review at least 3 deals/month and leverage \$2M+ in equity capital by the Angel Equity Network.

¹⁰ A report on the feasibility of an Innovation Park (research park) was delivered in December, 2008. Central in the findings are that the region has a tremendous amount of intellectual and physical resources devoted to renewable energy and agriculture utilization diversification. Through at minimum a "virtual park", the area can enhance its new business creation potential around these resources by facilitating access to these and other resources. The full report details tactics for connecting commercialization to our intellectual capacity, and for developing working interactions between and access to institutions (i.e., MSUM, AURI, SROC).

¹¹ The first City Center Business Association Council was appointed in May, 2008 and has since established an operating structure and guidelines; and in August, 2008 four committees (Marketing/Promotions, Aesthetics/Livability, Business Development/Retention, Events/Festivals) were established. A total of 64 actively engaged volunteers are serving on the council and committees.

The first shopping event conducted by the CCBA, "Holi 2Day" was held December 5-6, 2008.

Brand development has been completed, with the first banners appearing in November, 2008

We advocated to Legislature and Governor for Civic Center and Performing Arts Hall expansion, passage of North Mankato local option sales tax, and extension of Mankato local option sales tax.

- ¹² Corridor advertising began for the City Center with the launch of the new City Center brand on street banners, billboards, event advertisements (shopping event), and the launch of the website citycentermankato.com. greatermankatoevents.com has been developed as a means to showcase Greater Mankato and the City Center as an area resident stay-cation or visitor destination
- ¹³ The Wellspring Investor Alliance was launched July 31, 2008. Current membership includes six new angel investors, along with all 16 members of Two Rivers Angel Investment Network (TRAIN). At present the Alliance has seen 6 deals.

Talent Development, Attraction & Retention

Purpose

With 75 million people projected to retire in the next decade and only 45 million people available to replace them, maintaining and growing Greater Mankato's talent base will be critical to our continued success. Envision 2020 has called for specific strategies to retain collegiate talent in the community as well as re-attract community alumni and our out-bound commuting workforce.

Dollars Allocated Annually

\$40,000

Deliverables

2008

- ¹⁴ Organize a Talent Development Council to set priorities.
- ¹⁵ Establish an emerging professionals group of at least 25.
- ¹⁶ Increase enrollment of the Stage 1 Collegiate Leadership Academy to 60.
- ¹⁷ Design the Stage 2 Collegiate Leadership Academy in collaboration with our five area higher education institutions and pilot with an enrollment of 15.
- ¹⁸ Design strategies to communicate with area alumni.
- ¹⁹ Establish baseline collegiate student retention data.
- ²⁰ Engage in outreach to students attending any of our five higher education institutions.
- ²¹ Expand the Career Expo to encompass college students and aging adult talent in the community.
- ²² Align college graduates by areas of study (majors and certifications) with regional workforce requirements to identify any surplus or shortage of talent in our region.
- ²³ Conduct a student recreation and interest survey and share results with community members who can take action.
- ²⁴ Co-sponsor workforce summits with area partners to gather first-hand information on workforce concerns and businesses priorities.
- ²⁵ Develop a plan to assist higher education institutions to match employer needs with student interns/coops.

2009

- ¹⁵ Increase the membership of the emerging professionals group to 50.
- Increase enrollment of the Stage 1 Collegiate Leadership Academy to 120.
- Review and refine curriculum for the Stage 2 Collegiate Leadership Academy and increase enrollment to 30-40.
- Design the Stage 3 Collegiate Leadership Academy and pilot with an enrollment of 30.
- Increase community alumni outreach efforts to 2x/year.
- ¹⁸ Provide outreach to 150 community alumni.
- Increase collegiate student retention by 10%.
- Engage in outreach to students attending any of our five higher education institutions.
- Launch a Greater Mankato Jobs website/portal with appropriate private and public partners.

2010

- ¹⁵ Increase enrollment of emerging professionals group to 75.
- Increase enrollment of the Stage 1 Collegiate Leadership Academy to 200.
- Maintain enrollment of the Stage 2 Collegiate Leadership Academy at 30-40.
- Review and refine the curriculum of the Stage 3 Collegiate Leadership Academy and maintain enrollment of 30.
- Sustain community alumni outreach efforts at 2x/year.
- ¹⁸ Provide outreach to 300 community alumni.
- Increase collegiate student retention by an additional 10%.
- Engage in outreach to students attending any of our five higher education institutions.
- Increase utilization of Greater Mankato Jobs website/portal by 50%.

- ¹⁴ The talent development council was organized and met in early 2008. Future meeting in planning stages.
- ¹⁵ Greater Mankato Young Professionals www.greatermankato.com/yp kicked off July 2008. It has a 5- member Leadership Council and at year-end had 104 members.
- For the first time at the GMG Business Awards event, Young Professionals of the Year Jennifer Faust and Kate Login were recognized for their contributions.
- ¹⁶ The Collegiate Leadership Academy launched in October 2008 with pilot group of 23 from the 5 area colleges & university.
- A Collegiate-GMG membership will be launched in 2009, which should result in enrollment of more than 60 college students in GMG sponsored programs.
- ¹⁷ Stage 2 of Collegiate Leadership Academy is under development, with initial enrollment to begin in 2009.
- ¹⁸ We have received permission to include communication to area college & university alumni via their publications.
- ¹⁹ Baseline retention data has been established via information from the 5 area colleges & university. We discovered the quantity of skilled graduates (sorted by career field or major) that are potential employees for the region. A comprehensive crosswalk with workforce openings will be established in partnership with DEED in 2009.
- ²⁰ We attended new student orientation sessions at SCC (2), Rasmussen (5), and MSU, Mankato (1).
- The first ever College Welcome Fair was held at the Alltel Civic Center on August 21, 2008 with 90 businesses participating and more than 650 students attending. GMG President & CEO addressed MSU, Mankato students prior to the event at their new student convocation in Bresnan Arena.
- The community-wide events calendar greatermankatoevents.com, which was created in 2008 and officially launched in February 2009, will encourage students to get involved and engaged in Greater Mankato.
- 13 businesses were connected to MSU for family weekend specials.
- ²¹ The Career Fair was expanded in 2008 with 51 college and community attendees. In the future we'll be looking at alternatives for college students.
- ²² Areas of shortages/surpluses were identified, with information provided by area's colleges and university in a baseline data study.
- ²³ A student reaction study was completed in April 2008 in partnership with MSU, Mankato. Data has been shared with area taskforces/councils where appropriate.
- ²⁴ Workforce summits were organized and held in partnership with South Central College in the areas of Healthcare and Manufacturing. Trends, partnerships, and strategies were discussed to address workforce needs.
- ²⁵ The 5 area higher education institutions and GMG hosted an internship workshop on December 11, 2008 to help connect interested employers to education partners.

K-12 Technical Education

Purpose

A future workforce is critical to our business and community vitality. Part of this vital pipeline is represented by the youth in our community today. Greater Mankato Growth, Inc. will sustain successful strategies and develop new strategies to retain youth in our community. This will include a partnership with Mankato Area Public Schools to support strategies designed to create business/education partnerships in order to match and develop the interests and talents of youth with current and future career opportunities in our regional marketplace.

Dollars Allocated Annually

\$35,000

Deliverables

2008

- ²⁶ Develop a baseline of data showing student graduation rates, higher education plans and enrollments, and employment retention of high school graduates.
- ²⁷ Create plans for the first 3 career pathways and corresponding programs of study.
- ²⁸ Develop a plan of implementation for 16 programs of study with secondary guidance using the career pathways model.
- ²⁹ Educate students about and promote pathways to high skill, high wage or high in demand careers with all 9th and 10th graders.
- ³⁰ Continue the Career Expo to expose regional high school students to Greater Mankato careers.
- ³¹ Develop a matrix of career development services and programs that serve local secondary students (identify gaps, duplication and agencies involved).
- ³² Upgrade web pages that allow high school students to access college, financial aid, career pathways, special career exploration events, career shadowing and registration information.
- ³³ Explore how the U.S. work readiness curriculum and credentialing could work with special populations.
- ³⁴ Advise educators in the development of secondary technology standards and curriculum about the needs of business and industry.

2009

- Create and implement plans for 3 additional (6 total) career pathways and corresponding programs of study. Pilot a career pathways process that incorporates individual career counseling, course registration and parent education for approximately 600 students.
- Continue the Career Expo to expose regional high school students to Greater Mankato careers.
- Increase the number of students taking high school courses where they also earn college credit or industry certification by 10%.
- Maintain web pages that allow high school students to access college, financial aid, career pathways, special career exploration events, career shadowing and registration information.
- Serve as a resource and liaison for education and business leaders as they strive to develop graduates who have 21st century skills.
- Collect and analyze data to inform decisions for program and curriculum improvement.
- Collaborate with the high school business education curriculum department to review curriculum and implement one new course in the fall of 2010.

2010

- Create and implement plans for 8-10 additional (14 total) career pathways and corresponding programs of study.
- Review and revise the pilot career pathways process to meet the needs of students and expand the number of students served from approximately 600 to 1200.
- Increase the number of students taking high school courses where they also earn college credit or industry certificate by 10%.
- Collect and analyze data to inform decisions for programs and curriculum improvement.
- Support the business education curriculum department as they implement one new course.

- ²⁶ We are currently working with secondary staff to find a survey tool that will help locate graduates, gather information, and compile data. A tool will be selected by March 2009 and use with students in May 2009.
- ²⁷ Programs of Study have been developed in 6 career areas at both high schools: Business Financial Management and Accounting, Early Childhood Development and Services, Engineering and Technology, Restaurants and Food and Beverage Services, Therapeutic Services, and Web and Digital Communications.
- We have printed and will distribute to all students in grades 8 – 11 the Minnesota Career Fields, Clusters, and Pathways Map (developed by the Minnesota Department of Education and MnSCU). It will be distributed in February, 2009 as they register for classes.
- ²⁸ Following the implementation plan, guidance counselors will use the 6 Programs of Study with students during class registration for next year in February. 6 more Programs of Study will be written in June, 2009.
- ²⁹ Career guidance curriculum will be revised during the 2009-10 school year. The newly revised curriculum will address the need to educate students about and promote pathways to high skill, high wage or high in demand careers with all students.
- ³⁰ The Career Expo was held April 2, 2008 with an estimated 1,147 students participating from the following schools: Lake Crystal Welcome Memorial, Mankato West High School, RiverBend Academy, St. Peter Project C-3, St. Peter Public Schools, Maranatha, Immanuel Lutheran School, Central Freedom School, Nicollet High School, Cleveland Public Schools, Loyola High School, St Clair High School, Waterville Elysian Morristown, United South Central, Mankato East High School, and Madelia.
- ³¹ Development of matrix of career development services and programs will take place during the career guidance curriculum work in 2009 – 2010.
- ³² Upgrading of web pages will take place after the career guidance curriculum work in 2009 – 2010.
- ³³ 3 students are currently working on the U.S. work readiness curriculum and credentialing. Throughout the school year, 10 more are projected to do that work.
- ³⁴ Secondary technology standards and curriculum will not be revised until the 2010 – 2011.