



**City of Inver Grove Heights
City Council Chambers**

**City Council Work Session
Monday, March 3, 2020 at 6:00 p.m.**

A G E N D A

A. Call to Order - Mayor Tourville

1. Communications Plan
2. Parks Master Plan
3. South Valley Park Plan
4. Strategic Plan
5. Noise Wall Discussion - no handout

B. Adjourn

Inver Grove Heights Communications Plan 2020 DRAFT

FEBRUARY 27

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COMMUNICATIONS PLAN 2020

Vision Statements

The City's Vision

A welcoming community on the river, with varied landscapes, that provides a safe environment, quality-built and sustainable infrastructure, supports local businesses, a variety of housing and promotes culture and recreation.

Communications will support and enhance the City's vision through:

- 1. Moving the city forward by consistently positioning IGH as a place you want to be—to live, spend, work and play.**
- 2. Defining, clearly communicating and living a City brand that builds pride, confidence and unity within IGH, and attracts others to our community.**
- 3. Creating revenue opportunities for IGH through a greater tax base, more investment opportunities and greater participation in recreational activities.**

Plan Objectives

- Audit current communications resources and channels, and define how they are utilized
- Describe standard operating procedures, systems and guidelines for communications
- Define communications strategies and key messages
- Explore future communications needs
- Simplicity, standardization and transparency

Current Department Overview

The Inver Grove Heights
Communications Department
currently includes:

Communications Manager - FTE
Communications Specialist - FTE



Primary Purposes of Communications Department

Communications Leadership

1. Provide accurate, timely, factual information to residents and media, including correction of inaccuracies on City social media pages and in the press.
2. Primary point of contact for media, for issues not related to public safety, including inquiries, pitching stories, press releases, and the creation and management of a media list.
3. Serve as a resource for City departments in times of crisis and emergency.
4. Create and manage relevant content for all internal and external City communications channels. The Police Department's internal newsletter will remain independently managed by the Police Department.
5. Develop, with Department Heads, and help to communicate key messages each department can use in communications, which are aligned with departmental goals and the City's vision.
6. Develop and maintain a tone and identity that is consistent across City social media channels.
7. Serve as a resource to Mayor, Council and Department Heads on media interaction, public speaking, talking points, FAQs, crisis communications and community outreach.
8. Develop, with Department Heads, stories and images about the City, its departments and staff for use across channels.

Design and Technology Management

9. Proactive management of City website, including e-mail and SMS notifications.
10. Proactive and coordinated management of City social media platforms.
11. Administration of social media and design technologies (Hootsuite, Canva).
12. Take, store and catalogue photos and video of City staff, dignitaries, visitors and events.

Marketing Functions

13. Purchase and help create City advertising.
14. Create, maintain, and enforce consistent use of City logo, fonts, brand and design templates, for use on all printed marketing materials.
15. Coordinate with Department Heads to support design and implementation of printed and online marketing materials.
16. Management of print and design vendor relationships.
17. Create marketing for and promote revenue-generating Parks and Recreation programs and City events.

Community Engagement

18. Management of inter-agency communications relationships (Examples: county, state, League of Minnesota Cities, other area cities, East Metro Communicators group, PR firms.)
19. Develop and maintain citywide meeting, event and social media editorial calendar.
20. Make recommendations about all public-facing customer service messages (CityView outbound messages, emails, permits, forms, digital screens, recorded greetings) to ensure that they reflect City brand and are customer-oriented.
21. Highlight economic and housing development across channels.
22. Inform residents of City projects (e.g. road construction, public works) across channels.
23. Develop and administer annual Inver Grove Heights City Survey, which is separate from the Police Department's annual survey.

Role of Communications for Internal Clients

Communications supports the communications efforts of City departments and serves as a resource to Department Heads, staff, and Council Members in disseminating information, preserving the City brand, communicating effectively with media, and creating and sharing messages to residents. Communications partners with and supports internal clients (City Council and departments) in the following ways:

- Makes recommendations on communicating for public presentations.
- Makes recommendations for public-facing messages to promote City departments and their missions, via *Insights*, internal staff newsletter, website, email, social media and special events.
- Makes recommendations on "customer-friendly" and effective communications.
- Makes recommendations on tactics; how to reach our audience.
- Makes recommendations regarding managing communications risks.
- Makes recommendations about community outreach, advertising and marketing.

Communications Channels

A List of Available City Communications Channels

Public Information

The Communications department will position the City of IGH as the authoritative source for accurate information about City news and functions. We will strive to be open and transparent in all public communications. Significant City projects affecting residents, businesses and community organizations will be handled by the appropriate department, with support and assistance from Communications. We will use personnel, print media, the City website and social media channels to communicate about projects in the following steps:

- Notification
- Periodic Updates
- Invitation for feedback from the public when project is complete

Individual departments are responsible for their area(s) of expertise in answering questions about projects, which may be submitted by the public through the City website (Request Tracker), or via social media direct message. This will be coordinated by Communications, and all parties will maintain a high level of customer service when interacting with the public.

When necessary, Communications will provide requested public information to members of the public or the media in a timely fashion. However, large public information or data requests that require considerable staff resources, and which do not pertain to law enforcement or other public safety inquiries, must be coordinated through the City Clerk's office (Minnesota Data Practices Act).

List of Publications

1. *Insights Newsletter*: Every IGH household (quantity of approximately 15,500), receives this newsletter quarterly (Jan., Apr, Jul., Oct.). It contains required project messages from Public Works and required clean water and recycling messaging, along with public safety news, city departmental news, community development news and timely seasonal information from all departments. Issues are available in print and are posted online at www.invergroveheights.org. Communications oversees the content, layout and printing of *Insights*, working with design and printing vendors. In addition, individual City Departments are responsible for providing content and photos for *Insights* in time for deadlines set by Communications. The Communications Department makes recommendations on the content and space allotments for and works with Department Heads to finalize copy in each issue of *Insights*.

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2. *Scoop*: News for seniors in IGH. Highlights programs available at Veteran Memorial Community Center (VMCC) for seniors. Please note that this publication's content will be combined with and included in a section of the Parks and Recreation brochure. Communications oversees the collection of content, with input required from Parks and Recreation senior/active aging coordinator.
 3. *Parks and Recreation Brochure*: Mailed three times per year (Winter/Spring, Summer, Fall) to every IGH household. Promotes classes, programs, swimming, skating, events at VMCC, along with sports and leagues available through Parks and Recreation, and space rental information. The brochure contains detailed schedules, class descriptions, and registration information. The brochure is available in print and is posted online at www.invergroveheights.org. Communications oversees the layout and printing of the Brochure, coordinating closely with design and printing vendors. Communications will make recommendations as to layout and verbiage. However, Parks and Recreation staff make the final determination as to what information is included in each Brochure and are wholly responsible for the content.
 4. *Annual Community Development Report*: Distributed to City Council and community annually.

List of Electronic Communications

1. Communications manages a general email inbox: Communications@invergroveheights.org.
The primary purposes of this inbox are the following:
 - a. Can display this address publicly when use of an employee's individual e-mail address is undesirable.
 - b. Submission of website updates, social media content requests and other communications needs by City departments.
 - c. Submission of design requests by other City departments for creation of flyers, posters, social media posts and other marketing requirements.

List of Internal Messages

1. Friday E-News: Sent from City Administrator to Mayor, Council, Department Heads and Administrative Department staff. A collection of news from each department, this is currently collated by the City Administrator. This responsibility will be migrating to Communications. Communications will be responsible for collecting information from Department Heads each week for inclusion in E-News. Communications will eventually place the content into a predesigned e-mail template that reflects the City brand. The City Administrator will then approve content before distribution. The Friday E-News e-mail will then be sent from the Communications general email box.

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2. City Internal Newsletter (email): Employee news, collated by Communications and a committee of staff members, sent on a regular basis to all employees. Communications will oversee the collection of content for the employee newsletter, place into a template and e-mail the newsletter to all City staff via the general Communications email box.

List of Printed Marketing Materials

1. Flyers promoting public events, displayed at City Hall and other department front desks.
2. Flyers promoting internal events, displayed on employee message boards.
3. Annual reports (City, Police, Fire, Public Works, Inver Wood Golf Course).
4. Flyers, posters and postcards hung and distributed at VMCC, and informational flyers in local elementary school folders (three times per year: February/March, May, November). These pieces promote fitness classes, programs, swimming, skating and events at VMCC, along with sports and leagues available through Parks and Recreation.
5. *The City does not create but provides content for the following: Tri-District Catalog, Tri-District Community Education Newsletter (Quarterly), River Heights Chamber of Commerce - South Metro Living Guide, Dakota County Resident Guide and Map, ECCE/IGH Early Learning Catalog.

List of Web and Social Media Channels

Communications is responsible for and oversees the creation of images and content for our City website and City social media accounts. The Communications general e-mail box (Communications@invergroveheights.org) is used for submission of website and social media content requests by other City departments. The Communications department, or other authorized administrators designated by Communications, are the only staff who make changes to the City website.

A list of website and social media channels is as follows:

1. **City website:** www.invergroveheights.org
 - Newsflash, for important updates on homepage
 - Notify Me email alerts, which residents opt in for based on topic
 - Request Tracker, through which residents submit questions and concerns to each department
2. **Facebook pages**
 - City
 - Fire
 - Police
 - Parks and Recreation
 - Inver Wood Golf Course

3. **Twitter pages**

- City
- Police
- Parks and Recreation

4. **Instagram pages**

- City
- Parks and Recreation

5. **Nextdoor social network**

- City

6. **YouTube channel**

- City

Software Apps

1. Group EX Pro: An app that communicates messages and schedules to all Grove members if they download the app, available through Apple and Google app stores.

Advertising

1. River Heights Chamber listings - South Metro Living Guide
2. Facebook Boosts
3. Other publications as chosen by Parks and Recreation (Example: Microtel guide)

Customer-facing messages

1. Everything from front desk staff
2. CityView outbound messages
3. Permit templates
4. Recorded phone greetings - these should be standardized if line is a main number for City, VMCC, Police, Fire, etc. We may want to collaborate on a standard for these messages and have them professionally recorded.

Signage

1. Max Galaxy screens - inside VMCC and the Grove
2. VMCC Sign - outside VMCC, with digital display
3. Hwy 52 billboard
4. Monitors in City Hall lobby

Press and Media

1. Event press releases

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2. City news press releases
 3. Notifications in Pioneer Press
 4. Reporter – Pioneer Press, Dakota County beat
 5. Reporter – Star Tribune
 6. Editor, Pioneer Press, local news
 7. Media List – Communications will need to create a media list and grow relationships with reporters, via press release, phone calls and by following reporters on Twitter
 8. Town Square TV – PSAs, news and meeting coverage, Community Parks Connection

Events and Community Outreach

1. Food Trucks – throughout summer
2. Night to Unite – August
3. Annual Clean Up – September
4. Fire Station Open House – October
5. Holidays in the Heights – December
6. VMCC Open House – December
7. Gramercy Community Outreach
8. Music in the Park
9. IGH Annual Garage Sale (not City-sponsored)
10. Inver Grove Heights Day (not City-sponsored)
11. May Day 5K (not City-sponsored)
12. National Police Week – second week of May
13. State Veterans Day celebration

Goal 1 - Develop Standard Procedures for Communications

Strategy 1.1 Marketing Requests

Because of the volume of graphic design, printing and social media requests made of Communications, the Communications Manager quickly identified a need to streamline, organize and manage a system whereby City departments can initiate marketing requests. Communications worked with departments to develop a system by which requests for marketing materials can be submitted to Communications. Communications then builds flyers, posters, signage and social media posts based on these requests. We plan to introduce a process for requesting marketing materials citywide, with small changes to forms and file storage to make the process relevant to each department. Eventually, this process will be adopted electronically through a helpdesk-like software system to manage marketing requests, such as Spiceworks, with the goal of creating and tracking a deadline-driven queue of requests for hardcopy and web-based marketing.

The turnaround time for marketing requests will vary, depending upon the complexity of the project. Here are some guidelines for what to expect given current staff levels:

- Three business days for website content updates; building a new page will take longer.
- Five to ten business days for design of a flyer, poster, sign or social media post.
- Plan to meet with Communications staff at least a month in advance for more complex campaigns requiring varied channels and outreach strategies, such as a campaign for recruitment of volunteers via website, *Insights*, social media, flyers and signage.

Implementation: Marketing Request Process

The current process for marketing materials/social media post creation is outlined as follows:

A. Complete a Marketing Request Form (see Appendix A for examples of this fillable PDF)

1. **Parks & Rec:** S:\Rec Front Desk\marketing\Request Form and References

Other departments: Y:\Communications_Marketing request form

2. Open the master document and SAVE AS immediately on your own desktop

B. Submit the Request

1. Create an email to Communications@invergroveheights.org with "Marketing Request" and the name of the event or program in the subject line.

2. Include the completed Marketing Request Form as an attachment, which should clearly state a deadline as to when a completed piece is needed.

3. Include any applicable supplemental materials, such as photos, as an attachment. If difficulties arise in sending large attachments via email, contact Communications.

C. Communications provides the following once a Marketing Request Form is received:

1. Receipt of request
2. Communications creates the piece(s) requested and coordinates the proofing process with the initiator of the request until we have an approved document. The goal is to keep the number of proofs and changes to a minimum, with a maximum of three proofs.
3. Final files (PDF and JPEG/PNG) are sent via email to whoever made the marketing requesting to use at their discretion. They are also archived in S:\Rec Front Desk\marketing\ (or the applicable department file folder).

Strategy 1.2 Website Requests

The Communications Department will be a centralized point for requesting and coordinating changes to the City's website if a department designee does not have website editing permissions.

Implementation: Website Request Process

Email Communications@invergroveheights.org with "Web request" in the subject line.

1. Include text, any attachments, posting dates (beginning and end dates), the **link** to where you would like the info posted or if it is a Newsflash posting (the newsfeed on the homepage), and a brief description. Please note whether we are updating an existing page or creating something new.
2. Communications will review and offer suggestions as needed to copy, graphics, photos, etc.
3. Communications will coordinate with staff member or department who made the initial request if any significant changes need to be made.
4. Please allow for a three-day window for posting to website, and expect a three-day turnaround time for content creation, unless the post is an emergency message (snow, weather, community alert). Allow for more time and coordination if we are creating a new web page, versus just making an update to an existing page.
5. Communications will confirm that your submission has been posted.
6. Note: posting to website in Newsflash automatically triggers a "Notify Me" email from the City to any residents who have opted into City email alerts.

Strategy 1.3 Email Requests

The Communications Department will review and coordinate requests for content to be emailed to all City employees, via the general "Communications" email inbox, such as:

- Personnel announcements
- Employee events and activities
- Fundraising initiatives

Example: You want to send an announcement to all City employees about a fundraiser. Communications can coordinate that for you if you send us information.

Implementation: Email Requests

All staff should email Communications@invergroveheights.org with these requests. The Communications Manager may review and edit content and images sent to all employees.

Strategy 1.4 Printing Requests - External

In order to ensure accurate and appropriate use of the City brand and logo, as well as a review to see that we are not using images in our designs that we as a City do not have the right to reproduce (e.g. images off the internet), anything sent out for professional printing (printed "externally") requires review by the Communications Department before it can be printed or distributed to the public digitally or physically. This includes but is not limited to forms, invitations, programs, letters, passes, signs, apparel, banners, flyers and posters. If Communications developed the item being printed, the approval for printing is complete. Once the approval process is complete, Communications should be notified if our assistance is required for professional "external" printing needs. Otherwise, we assume the applicable department will be responsible for printing on its own. If Communications is asked to coordinate professional printing (i.e., postcards, invitations), we will work with the applicable department and printing vendor on procuring quotes, in accordance with policy, and coding and payment of the printing invoice.

Implementation: Printing Requests - External

If Communications is not a part of the design process for printed material, please email your design to Communications@invergroveheights.org with the subject line: For Print Approval, so that we can check logo usage and style. Also email Communications@invergroveheights.org if you need us to coordinate a print job that is being sent out to a vendor.

Strategy 1.5 Printing Requests - Internal

This applies to high-volume, or large-format color print jobs sent to the IT department for print. Assumption by IT is that print jobs sent to IT staff will have already been reviewed by Communications. *See note above about review of printed materials.*

Implementation: Printing Requests - Internal

The current process for printing internally (through IT Department) is outlined as follows:

- A. Place the file in a folder called "_TO PRINT," which lives in Y:\Communications
- B. Once file is moved to "_TO PRINT" folder, staff will email IT staff with the following details:
Name of the PDF; quantity of copies needed; size of copies needed; deadline
- C. IT will print the file and then move the file to a folder called "_PRINTED" in the same location
- D. IT will send an email to the person who made the printing request, coordinating pick-up
- E. Staff will remove file from "_PRINTED" to signal the process is complete

Goal 2 – Further Develop Social Media Standards and Best Practices

Strategy 2.1 Standardization of Best Practices for Social Media

Currently, the City has an Adopted Social Media Policy, which is presented to individuals by HR upon hire date. Because social media is always evolving, Communications has identified that there is a need for a more robust approach. Below are some social media best practices, similar to those adopted by ISD 199, which the City should adopt.

Implementation: Social Media Best Practices While Acting on Behalf of City

When creating content for the City on social media, consider the following:

- Choose a theme or focus. Think about what group (segment) you want to reach and keep your focus relevant to that group. The more directly relevant a post is, the more likely someone is to like or share a post or follow a page. If planning a live interaction on social media (e.g. Facebook Live or an “Ask Me Anything”- like approach, limit to one topic and be specific to keep interactions guided and on track.
- Include links. Don’t state it all in the post. Link to more information. This is especially useful on Twitter, when characters are at a premium.
- Tell stories. Find a great story from our community and tell it through a residents’ eyes. City staff can be involved, but we aren’t the stars, we are the supporting characters.
- Include visuals, photos, infographics, or videos. A note about pictures of people: Do not accompany a picture of a minor with their full name without the permission of a parent or guardian. If you do not have permission, use a first name only. You may include names with a group photo only if the average reader cannot reasonably match names to faces.
- Consider the use of hashtags. It’s important that we do not tacitly endorse private entities through hashtags. Use the City’s hashtag: #myigh
- Don’t post something that could have a lasting negative effect. When responding to a negative comment, remember that you create searchable content that will always be linked to the City. Sometimes it is best to use strategic silence, especially if third parties provide accurate info in the City’s defense. However, some comments, such as strong complaints, or those suggesting discrimination, demand a response. When responding, be polite and personal. Use words like “we, you, I, please, thank you.” Provide information or a link to information on our website to address a complaint if you feel it will help resolve it. When in doubt about how to respond because the complaint poses a significant reputational risk to the City, or involves an ongoing investigation, lawsuit, personnel issue, or similar high-risk subject, consult the City Administrator or the City Attorney before responding.

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- Should a third party post a negative comment to one of our Facebook pages that is complicated, or that might need to be looked into or escalated to a Department Head before a response, it can be beneficial to acknowledge it publicly in Facebook comments, and then try to politely obtain contact info so that the issue can be resolved offline. See Appendix B1.
 - Facebook followers who contact any of our pages through Facebook Messenger currently receive automated responses. Departments should coordinate to standardize automated responses across pages. See Appendix B2 for the City's automated response.
 - Facebook page administrators should attempt to answer questions sent by followers via Facebook Messenger and address followers' needs and concerns, with a goal of responding personally within 72 hours. For an example of a response to a question received via Messenger, see Appendix B3.

Strategy 2.2 Standardization of Facebook Page Usage Policies

Using the Inver Grove Heights Police Department Facebook page policy as a template, the following standards are adopted and applied across all City social media channels. These will be implemented in addition to the City's Adopted Social Media Policy.

Implementation: Standardization of Policies for Acceptable Use and Moderation of Third-Party Content on City Facebook pages

The following will be posted on each City Facebook page:

ACCEPTABLE USE

This is the official page/account of the Inver Grove Heights (Name of Department). This page exists to provide access to information about the Department, its programs and activities and provide a platform for interaction with the Department according to the guidelines outlined herewith. Posting on this page constitutes acceptance of these terms:

- In case of emergency, please call 911.
- Do not use this page to report a crime. To report a crime, please call 911.
- "Friending" or "following" or "liking" of an individual citizen or of content posted by a citizen by a Department officer or staff member does not indicate an endorsement of that citizen's actions or comments.
- Comments posted by others on this page are not to be considered the opinion of the City of Inver Grove or a City Department; nor does the City or Department endorse any third-party commenters on this page.
- The City and Department reserve the right to remove and/or block anyone who posts inappropriate material as determined by the Chief of Police (Fire) or Administrator of the site.*

**Seeking legal clarification*

MODERATION OF THIRD-PARTY CONTENT:

This Department social media site serves as a limited public forum and all content published is subject to monitoring. User-generated posts will be rejected or removed when the content:

- is off-subject or out of context*
- contains obscenity or material that appeals to the prurient interest
- contains personal identifying information or sensitive personal information
- contains offensive terms that target protected classes
- is threatening, harassing or discriminatory
- incites or promotes violence or illegal activities
- contains information that reasonably could compromise individual or public safety
- advertises or promotes a commercial product or service, or any entity or individual
- promotes or endorses political campaigns or candidate
- An addition to this list from League of Minnesota Cities: Hyperlinks to material that falls into at least one of the foregoing categories

Implementation: Standardization of Policy for Creation and Deletion of Content on City Facebook Pages

In addition to the standards outlined above, the following policies will apply across all City social media accounts:

CREATION OR DELETION OF ACCOUNTS OR PAGES

No social media account representing or associated with the City is to be **deleted** without approval from the Communications Manager, and no new social media account representing or associated with the City is to be **created** without approval from the Communications Manager.

DELETION OF CONTENT POSTED BY STAFF TO CITY SOCIAL MEDIA PAGES

A post to a City social media page should be deleted by an administrator or Department Head if it:

- Portrays the City or one of its departments or staff members in a negative light
- Discloses personal or private information about a staff member or citizen
- Comments on an ongoing investigation by Fire, Police or any City Department
- Falls outside of the usage policies that we apply to third parties. (Example: contains profanity)
- Has a tone that is deemed inappropriate by the City Administrator or a Department Head. (Tone is further discussed in Strategy 2.3 found on page 20.)

**Seeking legal clarification*

DELETION OF COMMENTS POSTED BY THIRD PARTIES

The default position across all social media channels is to never delete anything posted by a citizen to City social media pages if it does not fall into a category listed in the moderation of third-party content guidelines outlined above. This protects the city from potential claims by citizens of infringing upon First Amendment rights to free speech by individuals within a potential limited public forum. If a posted comment is to be removed, it should be deleted, versus hidden, from the page.

Examples of comments that should be deleted:

"What do you expect from a (insert racial slur)?!?"

"Just call him at home: (posts phone number)"

"Vote (insert candidate)!"

Examples of comments that should **not** be deleted:

"Your city is racist"

"Your city is the worst"

"Lies are typical of this city's leadership"

We put the City at risk of legal action by individuals whose comments we delete, if (a) the comments are later deemed to be legally within the parameters of acceptable use or (b) deleting a comment is deemed to infringe upon an individual's right to free speech within a limited public forum. Essentially, if someone is legally allowed to say something at a City Council meeting, they can say the same thing without recourse on our social media pages. If we must remove a comment, only the following individuals may delete comments:

- City Administrator
- Department Heads
- Communications Manager

STEPS TO FOLLOW & ISSUES TO CONSIDER WHEN DELETING CONTENT POSTED BY THIRD PARTIES, BASED UPON LEGAL REVIEW & OPINION

1. Ensure that a comment falls outside of our third-party moderation policy. If this is in question, consult with the City Attorney or Communications Manager before deleting. Consider carefully whether it is best to just ignore the comment, rather than delete it and pose potential risk to the City by deleting it. Please note that content-based speech restrictions, such as something being off-topic---not those containing blatant violations like profanity--are the most suspect and riskiest to remove legally.

2. Respond directly under the comment before deleting. Here is an example response:
"This comment is being removed because it violates the third-party moderation policy governing this site, specifically the use of profanity (or insert another specific reason, such as discriminatory language)."
3. Take a screen shot of the comment(s) you are about to delete.
4. Delete the comment.
5. Save the screen shot of the comment to the H drive of your City-issued laptop or PC in a folder labelled "Social Media" or email the deleted comment to the Communications Manager.

THE BLOCKING OF FOLLOWERS & COMMENTORS ON OUR SOCIAL MEDIA PAGES

It is recommended by our legal counsel that we do not block anyone from our social media sites.

LIMITING THE SCOPE OF OUR LIABILITY ON SOCIAL MEDIA

It is recommended that we add the following language to all of our social media pages, in order to spell out which pages are under the City's purview and fall under our policy guide lines:

This policy applies to any existing or proposed social media websites sponsored, established, registered, or authorized by the City of _____. The City's social media accounts are exclusively the following:

1. City of _____ Facebook account at [link].
2. City of _____ Twitter account at [link].
- [3. Others]

The City does not create, collect, disseminate, or regulate use of any other social media accounts, including the personal accounts of its elected officials and staff. Questions regarding the scope of this policy should be directed to (insert page administrator contact information).

Implementation: Standardization of Policy for Endorsements

ENDORSEMENTS OF THIRD PARTIES ON CITY SOCIAL MEDIA PAGES

No social media account representing or associated with the City will advertise or promote a commercial product or service, or any entity or individual. Given that, there are exceptions to this when a company or organization has a partnership with the City or is participating in a City-affiliated fundraiser or event. Examples of this include but are not limited to:

- Nonprofits, such as Neighbors. Inc, or the Red Cross, which we may partner with for food and blood drives and similar events promoted on our website and social media pages.
- Food Truck vendors, which we may mention on our website and social media pages in the context of promoting a City-sponsored Food Truck event
- Highlights of new businesses opening in our community on social media or in the *Insights* newsletter. These mentions cannot include direct calls to action.
- The promotion of events that our nonprofit or municipal partners are sponsoring. Examples: Dakota County events, River Heights Chamber events or events in neighboring municipalities.

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- Local companies that create a product in honor of the City or one of its departments. Example: Beers created by a local brewery in honor of our Fire Department. In this case, it is OK to thank and acknowledge a company that does this, if we do not post a direct call to action to patronize their business.

Strategy 2.3 Recommendations for Social Media Communications; Tone, How We Post and What We Post to City Social Media Pages

tone

It is beneficial to the City's image to consider the tone in which something is communicated via social media or other means. Often in communications, *how* something is said is more important than *what* is being said. Another adage is to pay attention to what is *not* being said explicitly but is still being communicated through images and tone. In communications, tone can be defined as the attitude an author has toward the subject they are writing about.

Here is an example of the use of tone in communicating essentially the same information:

1. The Girl Scout Troop was honored at the awards banquet last night. Troop leaders and parents were present.
2. We honored the girls in local Girl Scout Troop ABC, who consistently demonstrate selflessness and service, last night at the awards banquet, while their proud parents looked on. Special thanks to Troop leaders, too, who devote their time and energy to leading. You go girls!

Regarding tone, when posting to social media, or writing anything public facing on behalf of the City, writers should ask themselves not only what they are trying to communicate, but also:

- Does the content and tone of my post reinforce a positive image of my department and of the City?
- Does the content and tone of my post convey that I have a positive attitude toward my department, toward the City I work for and toward the residents I serve?
- Does my message reinforce the values associated with my department: reliability, empathy, service, integrity, mutual respect, friendliness, effectiveness, community, safety, fun?
- When you capture and post event photos, think about how you will use an image and accompanying message to reinforce your department's priorities. *Example: Instead of just capturing a photo at a Parks and Recreation event, try to capture a photo of staff opening the door to the event for VMCC members, leading them in an exercise, or helping a kid put their skates on, and post that instead. Always think about showing connections between City staff and the community we serve.*

PARAMETERS AROUND HOW WE, AS STAFF MEMBERS REPRESENTING THE CITY, POST TO CITY SOCIAL MEDIA PAGES

Our goal will be to schedule ahead of time the majority of our social media posts, instead of posting in real time. The benefits of this approach are:

- Improved accuracy - fewer typos and bad links
- Improved tagging - (Example: @riverheightschamber. These tags can be found on our partners' home pages. We should tag other sites whenever possible to increase engagement.)
- Allows for another set of eyes to review a post before it's live
- Allows for coordinated, consistent messaging across channels
- Optimization - planning a time when posts will get the most views

Exceptions to scheduling are:

- Public safety or community alerts
- Lost kids who need to be located (Amber Alerts)
- Weather or natural disaster emergencies
- Live events that someone is posting from in real time (plan engaging photo ideas in advance)
- Re-posts and shares of public safety messages

Please note: It might be important to reschedule a post if tragedy or other unforeseen circumstances strike and renders a post inappropriate. We appear out of touch if we post as planned. Scheduled posts must be monitored for these rare but significant potential risks.

PARAMETERS AROUND WHAT WE, AS STAFF MEMBERS REPRESENTING THE CITY, CHOOSE TO POST ON CITY SOCIAL MEDIA PAGES

The Communications Department, along with Department Heads and those designated as administrators by Department Heads or approved by Communications, may post to City-affiliated social media sites. Apart from the City's official social media channels, which are the responsibility of the Communications Manager, the Communications Manager may offer recommendations about the content posted to Fire Department, Police Department and Parks and Recreation social media sites. However, the content posted to the Fire Department and Police Department pages will ultimately be the responsibility of the Fire Chief and Police Chief, respectively, or a department staff member acting directly on their behalf. Any content posted to a City social media site must be reviewed by either the Communications Department, a Department Head as listed above or a police sergeant or a fire officer before it is posted. The goal of posting anything on our City social media pages, whether City, Police, Fire, or Parks and Recreation is to:

- Increase engagement with the community by sharing relevant, informative content that reinforces our City's mission, vision and core values
- Define, communicate and reinforce the vision, mission and image of a department

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- Generate revenue for the City or a department, such as by promoting Parks and Recreation membership drives
 - Define our leadership, Council and Department Heads, and portray them in a positive light
 - Celebrate our residents and successes within our City

Before posting anything to a City social media site, consider the following questions:

- How could this be misinterpreted?
- How will this resonate with community, staff, Council, commissioners, other stakeholders?
- Could there be unintended consequences?

Before posting anything to a City social media site, be cognizant of whether the post provides any of the following benefits to our constituents. Does it:

- Protect
- Delight
- Inform
- Serve
- Lead
- Inspire
- Honor
- Thank
- Acknowledge
- Celebrate

Be a servant leader to our community! Servant leadership is a philosophy in which the main goal of leaders is to serve. When we are speaking on behalf of the City, whether in person, online or in print, please consider this tenet. Are you demonstrating service and leadership in your message?

Strategy 2.4 Using Social Media Engagement Best Practices

SOCIAL MEDIA ENGAGEMENT STRATEGIES

Facebook is currently our most-followed social media channel, and it provides us with the best opportunity for conversational, direct, immediate engagement with our community.

Our Facebook engagement goals are to:

- Increase our number of likes, shares, and followers
- Increase positive online sentiment
- Increase accuracy and relevance of content
- Improve timing and frequency of posts
- Clearly communicate and reinforce that important messages are getting out

Implementation: Social Media Engagement Best Practices

The first set of tactics (in 2020) that Facebook page administrators will employ consistently, across pages, to work toward our Facebook engagement goals are:

- Respond in a timely manner (within 72 hours) to questions sent to via Facebook Messenger
- Build a social media calendar and work toward daily posts
- When asked a question in comments, respond directly with accurate and timely information
- Respond proactively to negative reviews on our Facebook pages
- Invite “likes” of our pages when we get likes of our posts on Facebook. (Do this by viewing all “Likes” for a post and manually clicking the “Invite” to like your page. Do this for every post. If multiple page administrators do this, it increases the number of followers who will accept.) For instructions, see Appendix C.

Goal 3 – Begin to Grow the IGH City Brand

Strategy 3.1 Establishing the Importance of an IGH City Brand

If we do not clearly communicate and reinforce our identity, it will be defined for us.

Need

There is an inconsistent use of logos, and a jumble of branding that makes the City's departments and services appear disconnected and inconsistent. In particular:

- Disparate versions of the City logo being used throughout City departments
- Inconsistent design elements on flyers, posters, brochures and social media posts throughout City departments
- The use of department and venue logos (Fire, Police, Grove, VMCC, Inver Wood Golf Course) without the City logo included
- Inconsistent letterhead and business cards across departments

Opportunity

Refresh and re-define our brand so that it is aligned with and reflects our City's mission and values, in short: quality, responsibility and excellence.

The Importance of Branding to IGH

Building connections: Brands stand for something. Our City brand represents who we are. Brands create relationship, and we want our residents and businesses to have a positive relationship with our City, and to have positive associations with what our City stands for.

Consistency and reliability: A cohesive brand makes each interaction with the City more consistent. It reinforces the idea that our City is reliable and unified in purpose. We are working *together* to enhance the quality of life for our residents.

Pride of place: All of our departments are part of the City. Having disparate brands and logos communicates disassociation with the City we serve. One brand, or the use of co-branding, communicates that we are proud of the City we serve, and this in turn influences how residents feel about IGH. We as staff serve as role models and need to demonstrate the pride we feel about working here. Pride of place also attracts new residents, businesses and revenue.

Value of services: Being “on the same page” through a cohesive brand reinforces the value of City services in the community through conveying competence; this builds trust in our services. We want our customers to recognize and be aware of our brand each time they are interacting with us.

Professionalism: One and only one polished brand communicates professionalism. We are paying attention to the details and we care. We want to build trust and communicate that IGH is a great place to live, work and open a business.

Identity: We want IGH to be recognizable within the community and throughout the state, as we grow, develop, plan, and attract new businesses and residents. Our logo should include our City’s name, as well as reflecting some defining features of the area.

Job Seekers: We want potential employees to know that the City of IGH is all one employer with many opportunities for growth. A consistent brand helps recruit the best talent for all departments.

Benefits to IGH from Improved Branding Initiatives

- Reinforce the value of City staff and services to the community
 - Create goodwill, satisfaction and trust within the community
 - Attract and increase engagement with City communications channels and services
 - Win new businesses and residents as we build a better image
 - Increase memberships and program participation (City departments, VMCC, Inver Wood Golf Course)
 - Project a positive, forward-thinking, capable, business-friendly image for the City
-

Strategy 3.2 Logo Refresh and Brand Style Guide

LOGO REFRESH

Logos convey much more than just a shape or name. The elements that make up a logo, along with how they are used, convey more subliminal yet powerful messages. If you consider one of the most successful brands in the world (Apple, for example), its logo stands for more than what is immediately apparent (innovation, curiosity, simplicity, attractiveness, decency). With a shared commitment to what a logo signifies, it is possible to “live a brand,” and be guided by a set of values and priorities represented by a logo. The IGH logo should serve as a reminder of what we stand for and what makes our City unique. With this in mind, we will address the following:

- Update our City logo colors to convey modernity and optimism. The colors will not be a huge departure from our current colors.

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- Standardize a wave (water) element in our logo to match the wave element in VMCC signage and convey our proximity to the Mississippi, as we develop opportunities to leverage this.
 - Implement the use of a type treatment of the City name in our logo with a modern, uncomplicated sans serif (straight) font. The use of the full City name, instead of the “IGH,” abbreviation that appears in the logo currently, ensures that “Inver Grove Heights” is more recognizable in statewide and regional promotion of our City. “IGH” is recognizable only within our immediate area. We need a logo that can grow with us and attract new interest to our area.
 - Standardize the use of sans serif (straight, not loopy) fonts on our printed materials, logo and signage. Sans serif fonts tend to look sleeker, simpler and more modern, and match the modern architectural style of our City Hall and the letters on the building itself. This approach has already been applied to our new VMCC sign. Sans serif fonts also communicate clarity, trust, transparency, straightforwardness and are compliant with ADA standards.
 - Create letterhead and business card templates that are cobranded, so that each City department’s stationary looks consistent and like it is part of the same “family.”

BRAND STYLE GUIDE

The City will invest in a professional brand style guide and adhere to its recommendations around usage and implementation of standardized logos, fonts, colors and templates. This includes new applications of the brand, such as a redesign of our *Insights* newsletter, new email templates, a press release with a City boiler plate, new PowerPoint templates, consistent standards for branding in email signatures, consistency in letterhead and business cards, consistency in social media profile pages, and consistency of branding on vehicles, forms and applications.

Years of inconsistency in the use of our logo has led to dilution of our brand. There are many logo versions and color versions currently in use. This problem goes deeper than just what is printed. It subliminally communicates that our City and its departments are not “on the same page,” are not coordinated and do not pay attention to detail, which detracts from communicating our commitment to excellence (a core value of our mission) and the good work we do.

Our goal is to eventually achieve standardization in our branding, so that all uses of our logo are consistent, clear and accurate. The City will not incur significant additional costs associated with refreshed branding. Instead, we will “draw a line in the sand” and adopt the new standards as things are reprinted, recreated and replaced. For example, whenever new letterhead needs to be ordered, we will order it with a new masthead and phase out the old. When items that represent a larger capital outlay, such as vehicles and water towers, need to be replaced or repainted, we will implement the new branding at that time.

See Appendix D, E and F for a look at the City’s refreshed logo concepts, font and color recommendations.

Strategy 3.3 Use of Consistent Design Elements

STANDARDIZATION OF TEMPLATES FOR USE BY ALL DEPARTMENTS

To work toward standardization of our City brand, Communications will begin the following processes:

- Creation of new templates and consistent design elements for marketing materials—printed and digital—on which our logo appears.
- Creation of new letterhead, business card and stationery templates.
- The use of one point of contact on City staff--and one print vendor--for ordering and sourcing all letterhead, business cards and stationery for all City departments.

Communications will collaborate with Department Heads to develop business card and stationery templates for use by City staff. Once these designs are agreed upon, they will be added to Appendix G and H of this document for reference. Once we have an agreed-upon, refreshed logo and approved direction, templates and/or brand standards and guidelines will eventually be developed and housed in Shared Drives, so that all employees have access to them and can adhere to them for everyday use. For a list of elements to be standardized, see Appendix I.

Strategy 3.4 Create and Reinforce Design Standards

CREATE DESIGN STANDARDS

Communications will create design standards for all flyers, posters and brochures created for and issued by the City. (Example: a wave band across the top of the flyer with the name of the department sponsoring the event, and a band at the bottom which contains the City logo.) Design standards will include the following:

- Incorporate use of City logo into all marketing materials, with a type treatment or co-branding with City department, so that it's clear that all services and programming are associated with and provided by the City.
- Use minimal text, whitespace, bright color and an image on all marketing materials, so that passersby notice posters and flyers and engage with them. (Example: flyers displayed in the VMCC.)
- Make designs age- and audience-appropriate, i.e. attractive to teenagers or seniors, respectively, depending on programming.
- Incorporate the wave element that is on the physical signage in VMCC into all Parks and Recreation and VMCC marketing materials to reinforce and remind that all programs happen under the same roof and are all part of VMCC/Grove.
- Standardize the sizes of vertical flyers at 8.5" x 11", and posters at 24" x 36" or 18" x 24".
- Improve the online versions of brochures by incorporating live links to registration pages.

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- Make registration processes and survey participation as clear as possible, on brochures, flyers and in newsletters. Incorporate QR codes that take users directly to registration pages via their phones. Drive to the City website whenever possible.
 - Adhere to Associated Press (AP) style for grammar and usage (this applies to all departments).
 - Create a checklist of essential elements that should be included in all marketing and promotional materials for events and programs. (See Appendix J for an example checklist.)

USE OF GRAPHICS STAFF AND CONTRACTORS

When possible, we will shift away from staff-designed marketing materials to marketing materials that are requested of and designed by graphics staff, under Communications. This includes:

- Engaging a graphic designer to address layout of the Parks and Recreation brochure to make it more concise, accessible and user-friendly. (See Appendix K for new brochure cover looks.)
- Engaging a designer for *Insights* newsletter redesign, focusing on our City brand, highlighting new businesses, services and staff, and including a City calendar. (See Appendix L)
- Marketing package design – This will release non-Communications staff from designing their own marketing campaigns by creating marketing packages for events and programs. The goal is to free-up staff time for word-of-mouth, community outreach and engagement, event attendance, member services and other direct marketing efforts within their areas of expertise.
- Creation of a City marketing portfolio – photography, video and story creation to market IGH to potential developers, investors, tourists and those relocating to the Twin Cities.
- Flyers created by Communications for every department when requested.

Implementation: Create and Reinforce Design Standards for Staff

All City graphic designs will be created and housed in one enterprise-wide design platform. Licenses for this shared software will be purchased for and used by each department for all design needs. Training will be provided by Communications staff. Benefits of using a single design platform include:

- **Cost savings**
- **Ease of use**
- **Templates:** We will house templates that each department may use to design their own flyers and social media posts. Flyers and posts can be downloaded and stored for future use. (For examples of flyer templates and designs see Appendix M, N and O).
- **Consistent design elements across departments.** We recognize that, due to resource constraints, it might not always be possible for Communications to complete all requests for marketing materials. When departments create their own flyers, consistent design standards and elements will be used and adhered to by using templates, design elements and materials saved to a shared platform. An example of a brand kit, which provides basic guidelines about colors, photos, logos and fonts for anyone designing flyers, can be found in Appendix H.

Goal 4 – Clear, Cohesive, Proactive Messages

An overarching goal is to shift from piecemeal, dissimilar, reactive communications into a mindset of proactive, planned, considered, cohesive, and coordinated messages from the City. Because this hasn't been the approach in the past, it is understood by Communications that shifting to this mindset will take considerable time and a shared commitment by each department to collaborating, coordinated and sharing information with the common goals of:

- Reinforcing the value of the services we provide in the minds of our residents
- Improving the quality and relevance of information we provide to residents
- Attracting developers, residents, businesses, investment and revenue sources to our City
- Projecting a unified image

Strategy 4.1 City Website Overhaul

In mid-2020, the City will redesign the City's website. IT and Communications will collaborate to run this project. Objectives include:

- Clarity and ease of navigation
- Update photos and bios for leadership and Council Members; update the Mayor's greeting
- Focus on relevance: provide timely info that cuts down on phone calls to the City
- "Digital by default:" start embracing a strategy whereby we consider all communications from a digital (versus print) perspective *first*. This includes improving the online version of our newsletter, brochure and all public information, with the eventual goal of phasing out paper-based communications for cost savings, environmental sustainability, and to reach people by the means they prefer. (Example: according to the Pew Research Institute, 92% of all U.S. adults go online daily; 67% of seniors use the internet; 34% of seniors use social media. These statistics indicate that we as a City can reach the majority of our residents digitally.)
- Use drone footage to highlight City sights
- Provide more data for residents via GIS/maps
- Use video to educate the public on City issues. (Example: biweekly video from City)
- Streamline City staff directory and list contact info in one place
- Create department homepage template
- Prioritize top ten things for homepage
- Optimize use of CityView Online Portal
- Identify a representative from each department, who is trained to make simple updates to the website, until we have a dedicated website administrator
- Improve navigation, search functionality and clickable links.
- Change our domain name, which affects our URL and email addresses (ighmn.gov). "Gov" is a suffix specific to government agencies.

Strategy 4.2 Social Media Management

A social media management tool has already been purchased and is being rolled out for use by City, Parks and Recreation, Fire, Police, and Community Development staff. Goals of using the tool include:

- Planning and scheduling social media posts in advance, so that we are considering tone, content and intention of the post before it is live.
- Designing and making our social media posts more polished, using quality images, thereby increasing likes, shares and engagement.
- Coordinating and standardizing certain posts between departments for messages including but not limited to holiday greetings, memorials or memorial dates, office closures, employee recognitions, co-sponsored events and initiatives, official City statements and announcements, and community alerts, so that we appear to residents as “on the same page” across departments.
- Providing an opportunity for another set of eyes (Department Heads, Chiefs, Commanders, designated administrators) to see social media posts before they are live, thus preventing the number of posts that might need to be amended or deleted after the fact, a communications risk we should actively try to avoid.
- Increase page security by providing an easy way to monitor posts and comments.
- Monitoring mentions of the City across all social media channels and measuring and monitoring positive and negative online sentiment.
- Post consistently to all channels at the same time (Facebook, Twitter, and Instagram), so that we reach a broader demographic.
- Establish baseline metrics and then measure the effectiveness of and engagement with our posts as we grow our social media engagement strategy, defining what content our audience values the most.

Implementation: Social Media Management

IT and Communications will initiate a social media management training for City social media users, who will have different levels of responsibility. Because of the way our social media pages are managed and structured, leadership from each department will be responsible for posting to, managing and monitoring their social media pages.

Strategy 4.3 City Calendar

Communications has initiated the collation and creation of a citywide shared calendar of events, meetings and announcements, contributed to by all departments, which will be shared/housed:

- On the City website (www.invergroveheights.org), for residents and staff to see
- In *Insights* newsletter, on a quarterly basis, for residents and staff to see

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- As part of an internal newsletter to employees, which will also include internal news from each department (births, promotions, events, etc.)
 - In Hootsuite, as part of a social media editorial calendar

Strategy 4.4 Editorial Calendar

The distinction between the editorial calendar and the City calendar is that the City calendar is public facing, whereas the editorial calendar is not. The editorial calendar will include public events and initiatives, but also City priorities, messages and communications strategies before they are shared publicly or included in Council agendas.

Communications will begin compiling an editorial calendar, which will shape our social media and community engagement strategy with the goal of scheduling posts to be shared daily. There will be exceptions to scheduling (community alerts, snow events, etc.), but the editorial calendar will allow us to plan and coordinate appropriate posts at optimal times. This calendar will be planned in advance quarterly, to coincide with the City Calendar published quarterly in *Insights* and will evolve as needs arise. All departments should contribute to and view the editorial calendar in Hootsuite, so that each department can see what is planned for social posts each day. This avoids conflicts, redundancies and inconsistent messages. It also allows for cross-promotion both on social media, and in our newsletters. We should proactively look for opportunities to collaborate in our communications, and the role of the Communications Department will be to find opportunities and make recommendations about how to capitalize on them. Making these connections and communicating jointly accomplishes three things:

- Improves our image as a City with a shared commitment to our residents, across departments.
- Highlights the intersections and engagement between our staff and community.
- Provides content to residents that is engaging, valuable, timely and sharable.

Strategy 4.5 Identify Key Audiences and Messages

Building proactive communications will require a fundamental shift in thinking about what we want to say about our City and how we say it. We should work to define and segment our audience and align our messages with the City's Vision Statement.

Identifying our target audience:

Primary

Community: the residents and business community of IGH

Secondary

Neighbors: the residents and business community in and around IGH, visitors and future residents.

Tertiary

Partners: municipalities, organizations, commissioners, and businesses statewide and regionally

Internal

Family: IGH employees, City Council

Aligning communications with City vision, mission and values:

City Vision Statement:

A welcoming community on the river, with varied landscapes, that provides a safe environment, quality-built and sustainable infrastructure, supports local businesses, a variety of housing and promotes culture and recreation.

Mission Statement:

The mission of the City of Inver Grove Heights is to provide services and facilities that enhance the quality of life in our vibrant community.

Values:

Ethical – doing the right thing

Engaged – delivering collaborative results

Excellence – setting high standards and exceeding expectations

Identifying and Communicating Key Messages Stemming from our Values

KEY MESSAGES BASED ON OUR CORE VALUES

Excellence -- ***IGH is a place you want to be** (because we set high standards and exceed expectations)*

Engagement -- ***We are all in this together** (so we work with residents to deliver collaborative results)*

Ethics -- ***We want the best for our community** (so we make decisions based on doing the right thing)*

When we tell stories about our City on social media, when we lead events, or when we are quoted in the press or in newsletter stories, we should consider how we can reinforce these messages. As we develop an editorial calendar, the content we create should reflect these messages. These themes can be extended to key messages for each department. (Please note that messages and tactics outlined in the following pages are just ideas to begin a conversation; we can develop the ones that interest us.)

Ideas for Values-Based Key Messages and Tactics to Use in Communications, Broken Down by Department:

Administration and Finance

Key Messages

- *Your priorities are our priorities*
- *Contact us for straightforward answers*
- *Award-winning fiscal management benefits our residents*
- *Well-run cities thrive*
- *We help to educate you, and we want you to get involved. It's your government!*

Tactics to Deliver Key Messages

- Biweekly or monthly video "fireside chat" with City Administrator
- Council and Department Head Town Halls
- Letter from City Administrator in *Insights* newsletter
- Monthly press releases on positive City news
- Create "City Ambassadors" focus group of engaged residents, nominated by peers, that meets in an advisory capacity
- Advertise the use of local vendors by the City at all opportunities
- Revamp our community survey to include questions about residents' priorities
- Campaign to get more residents to sign up for email/text updates from the City
- How to get something on the Council agenda – instructions for residents
- Avoid acronyms and jargon

Public Works

Key Messages

- *IGH is a safe place to drive, walk and bike (Pedestrian safety campaign)*
- *We are responsible, responsive and concerned about quality (Pavement Management)*
- *We are the source to keep you informed (Construction and Engineering projects)*
- *We are innovative and forward-thinking (Stormwater Management)*
- *Quality infrastructure = brighter future and enriched lives*
- *We pave the way for the future*
- *We manage effectively*

Tactics to Deliver Key Messages

- Pedestrian Safety Campaign (coordinate with Safe Routes to School), partnership with Police
- Biking Safety Campaign
- Co-sponsored event with Bike King (part of Bicycle Safety Campaign), partnership with Police
- Construction and roads updates via website

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- Messages to residents about success over the last 5 years with low-impact development and Stormwater Management
 - Messages to residents around proposed projects
 - Messages to residents around Pavement Management progress
 - Improve Pavement Management messaging on website
 - Riverfront updates via newsletter and website (2021) as they develop
 - Avoid acronyms and jargon

Parks and Recreation

Key Messages

- *Our programs offer great value for money*
- *Our programs, classes, activities, trails and parks enrich your life*
- *We are family, not a franchise*
- *We're your local source for affordable fitness*
- *We care about and invest in the health of our community*
- *Come in and learn something new!*
- *Healthy communities thrive*
- *Sports build self-esteem and support mental health for kids and adults*
- *We are a great source of information and resources for living a healthy lifestyle*

Tactics to Deliver Key Messages

- Video contest open to residents – favorite parks and activities
- Photo contest for residents – favorite parks and activities
- Messaging around Heritage Park, South Valley Park, and Parks Plan – We want your input!
- Marketing birthday parties and rentals to residents and neighbors
- Marketing of programs with a focus on data: P&L, intersection of member interests
- Marketing mailing to Mendota Heights and WSP YMCA visitors
- Host a Build-a-Bike event
- Marketing around childcare resources
- Marketing around the cost differences between VMCC membership and gym membership

Community Development

Key Messages

- *We lead smart growth*
- *We are friendly to business*
- *We educate on issues relevant to the IGH community*
- *We plan responsibly*
- *We welcome and foster diversity*
- *Diverse communities thrive (diverse in business, housing, economics and demographics)*

- *We are committed to workforce housing*
- *Every proposal is considered*
- *We encourage and embrace sustainable development and environmentally responsible living*

Tactics to Deliver Key Messages

- Facebook/*Insights* spotlight on nicely updated/improved homes in older neighborhoods
- Community Development scholarship for a Simley senior upon graduation
- Advertise the use of local vendors at all events
- *Minnesota Monthly*, MPR and regional trade publication placements
- Community Development Activity Report
- Video contest open to residents - marketing, highlighting, featuring IGH
- Census Complete Count Committee outreach
- Host a Small Business Resource Workshop with area Chamber
- Messaging around affordable housing opportunities when they arise
- Build Facebook presence for Community Development Department: Messaging around entrepreneurship, innovation, development and where we are headed as a City
- Letters from the Community Development Director in *Insights*
- Inver Grove Green Steps campaign
- Launch annual Inver Grove Innovators/Incubators event (2022-23)
- Creation and use of City Marketing Package (2022-2023)
- Branding of Arbor Pointe, Argenta Trail and other shopping districts (2023)

Police

Key Messages

- *We are your partners, and we care about the people we serve*
- *We trust you; you trust us*
- *We are your best source for safety information*
- *We are people, too, and we care about the health of our officers*
- *Let's build a safer community together by looking out for each other*
- *Get to know us!*
- *We will keep the city safe as it grows*
- *Safe communities thrive*
- *We want every IGH kid to have every opportunity to succeed*
- *IGH is a safe place to drive, walk and bike (Pedestrian safety campaign), partner with Public Works*

Tactics to Deliver Key Messages

- Monthly Facebook live Q&A with an officer; a new topic each month
- Workshops on how to protect oneself from fraud, identity theft and predatory marketing
- Messaging around community policing/looking out for each other - Facebook and *Insights*
- Messaging around empathy for mental health issues and where to get help

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- Messaging around domestic abuse awareness and where to get help (360 Communities)
 - Workshops and/or messaging on managing stress (a shared risk for police and civilians)
 - Letters from the Chief of Police in *Insights* newsletter
 - “Ask Kato” feature in *Insights* newsletter

Fire

Key Messages

- *We do high-risk work*
- *We are your best source for fire safety information*
- *We value and protect our employees and our paid-on-call firefighters*
- *Investment in public safety and training has long-term benefits for our community*
- *Fire safety lowers insurance rates and costs*
- *Safe communities thrive*

Tactics to Deliver Messages

- Facebook video series – what do to when _____ happens. (Emergency response tactics)
- Highlight community involvement on Facebook
- Community Education – What are the risks to firefighters?
- Community Education – Health and your Heart clinic
- Community Education – Develop Fire Department workout, co-sponsored with VMCC
- First-time mom safety class at VMCC
- Babysitting safety clinic at VMCC

See Appendix Q for key words to use City in messaging

Goal 5 – Plan for Communications Challenges

Strategy 5.1 Identifying Communications Challenges

This plan focusses on developing stronger relationships with local media around positive news from IGH, and proactively highlighting the “wins” for our City in all communications channels. There will also be communications challenges to be addressed in 2020 and the coming years. Communications looks for input from Department Heads on potential communications challenges for the City:

- Future transportation needs, including transit and others
- Housing diversity
- Diversification of our population
- Communications and notifications to property owners around land use
- Communications and notification to residents around policy changes
- Communications around licenses and land use permit availability

Strategy 5.2 Planning for How We Communicate During Reputational Crises

In 2020, Communications will collaborate with the City Administrator and Department Heads to establish a shared set of parameters and an approach to how we will respond to the public and media during crises. Please note that this will differ from the approach taken during a catastrophic event or natural disaster. Instead, this will apply to less extreme crises, such as reputational crises, allegations made toward the City or a City staff member by residents or the media, high-profile crimes, mistakes made by staff that affect residents, accidents and issues of public safety. This set of parameters will align with the League of Minnesota Cities (LMC) recommendations on Crisis Communications. A framework to work from is below (from LMC). We should develop and agree upon the following:

- Write a holding statement that can be modified slightly in different crisis scenarios
- Identify who will write and distribute press releases
- Who will be the media contact for which scenarios
- Protocol for holding a news conference
- Identify which individuals should be kept informed of crises and by whom
- Identify protocol around developing and sharing key messages about a crisis

Implementation: Tools that the City should Create and Leverage

- Holding statement: Acknowledge that you are aware that something of concern has happened; express empathy for anyone negatively affected; indicate that you are working on resolving or addressing the situation; identify when the next update will be made.
- Press statement: Paragraphs stating basic facts, who to contact or where to locate answers.
- Press/news release: Unlike a press statement, a press release serves a narrative function, telling a more complete story and including a formal quote. Like a statement, in addition to distribution to media contacts, news releases can also be posted on the City's website and shared via social media platforms or during a press conference.
- Press/news conference: A press conference can be an effective tool if the City has inquiries from several media outlets, and when information about a crisis is being updated frequently. The press conference spokesperson should be prepared to acknowledge what information is or is not or not yet known, without speculating, and convey key messages.
- Media interviews: Prepare for media calls and identify a spokesperson.
- Website homepage: Posting official statements and important information on our website homepage can help people find the answers they are looking for.
- Website dedicated page: We can outline this ahead of time and call upon it if needed.
- Phone calls to stakeholders in event of emergency: Who will make them and to whom?
- Text alert systems: Should we have one for urgent issues, such as closures and internet outages, which are not public safety-related?

Communications: Looking Forward

Budgetary considerations:

In order to execute this plan, increase the effectiveness of City communications and achieve results, the City will need to choose to further fund the capacity of the Communications Department.

How we will measure success in Communications:

- Increased likes, shares, and follows on social media (increased engagement with our content)
- Positive online sentiment and comments on social media
- Increased visits to our website, particularly our home page, CityView Online Portal, Parks and Recreation registration page, Police and Fire pages, election pages and video content views
- Increased attendance and constructive, respectful discussion at Council meetings
- Higher number of survey responses
- Increased satisfaction on City survey. If we are effectively communicating the value of our staff and services to our community, residents should feel higher satisfaction levels.
- Increased revenue and increased number of participants for Parks and Recreation programs and events
- Increased number of new businesses and developments in IGH, as we effectively market IGH
- Increased attendance at City events
- Higher number of volunteers
- Higher number of permit applications, as we continue to position IGH as friendly to developers, businesses and entrepreneurs
- Positive word-of-mouth from residents
- Proactive coverage in the press

APPENDICES

APPENDIX A, 1 of 2 MARKETING REQUEST FORM - PARKS AND RECREATION

Parks & Recreation - Marketing Request Form

The purpose of this form is to gather accurate information to update current collateral or create new materials, to define marketing needs, as well as track and complete production requests within a specified timeframe. Submit this form and supplemental materials to Communications@invergroveheights.org.

Date Request submitted: Deadline:

Name of Program/Event: Date of Program:

Staff Contact:

What are the Day of Program/Event Signage needs:

Other programs to include:

Additional Notes:

Check which marketing tools you'd like to use for your program. Attach copy of current brochure with program details or previous flyer with updated information provided on it.

For Parks & Rec	For Communications Use ONLY
☐ Flyer: ☐ One-sided ☐ Two-sided ☐ Vertical (8.5x11) ☐ Horizontal (11x8.5)	☐ Flyer ☐ Poster
☐ Poster Size:	☐ Postcard
☐ Postcard Size:	☐ Mailing and ☐ Printing
☐ Mailing?	☐ Spent:
☐ E-mail message graphic for Max	☐ E-mail message graphic for Max
☐ Website mention on Parks & Rec page	Link to Shared Drive:
☐ Website News Flash Feature (sends an email)	☐ Website mention on Parks & Rec page
☐ Social media post	☐ Link:
☐ Facebook Event Page	☐ Website News Flash Feature
☐ Facebook boost (dollars added to post)	☐ Link:
☐ VMCC Member newsletter mention monthly	☐ Social media post
☐ City INSIGHTS Resident newsletter mention (quarterly)	☐ Facebook Event Page
☐ Calendar mention	☐ Link:
☐ Community Parks Connection feature (Town Square TV – Cable Network) (quarterly)	☐ Facebook boost
☐ Elementary School Flyer (three/year)	☐ Spent:
☐ Message on VMCC Sign	☐ VMCC Member newsletter mention
☐ Press Release	☐ Edition:
☐ Grammercy outreach	☐ City INSIGHTS Resident newsletter mention
☐ Billboard on Hwy 52	☐ Edition:
☐ Additional external paid advertising – discuss with Communications	☐ Calendar mention
☐ Need additional marketing for your program? Contact Communications Team	☐ Community Parks Connection feature
	☐ Edition:
	☐ Elementary School Flyer
	☐ Edition:
	☐ Message on VMCC Sign
	☐ Run Dates:
	☐ Press Release
	☐ Sent:
	☐ Grammercy outreach
	☐ Where:
	☐ Billboard on Hwy 52
	☐ Run Dates:
	☐ Additional marketing efforts:
	☐ What:
	☐ When:
	☐ Spent:

APPENDIX A, 2 of 2

MARKETING REQUEST FORM - GENERAL

Marketing Request Form

The purpose of this form is to gather accurate information to update current collateral or create new materials, to define marketing needs, as well as track and complete production requests within a specified timeframe. Submit this form and supplemental materials to Communications@invergroveheights.org.

Date Request submitted: Deadline:

Name of Program/Event: Date of Program:

Staff Contact:

Any Signage needs:

Additional Notes:

Check which marketing tools you'd like to use. Attach any documents, information and photos you would like included.

Request	For Communications Use ONLY
☐ Flyer: ☐ One-sided ☐ Two-sided	☐ Flyer ☐ Poster
☐ Vertical (8.5x11) ☐ Horizontal (11x8.5)	☐ Postcard
☐ Poster Size:	☐ Mailing and ☐ Printing
☐ Postcard Size:	☐ Spent:
☐ Mailing?	☐ E-mail message graphic for Max
☐ E-mail message graphic for Max	Link to Shared Drive:
☐ Website mention on this page	☐ Website mention on Parks & Rec page
☐ Website News Flash Feature (sends an email)	☐ Link:
☐ Social media post	☐ Website News Flash Feature
☐ Facebook Event Page	☐ Link:
☐ Facebook boost (dollars added to post)	☐ Social media post
☐ City INSIGHTS Resident newsletter mention (quarterly)	☐ Facebook Event Page
☐ City Calendar mention	☐ Link:
☐ Community Parks Connection feature (Town Square TV – Cable Network) (quarterly)	☐ Facebook boost
☐ Message on VMCC Sign (144 px x 72 px)	☐ Spent:
☐ Press Release	☐ City INSIGHTS Resident newsletter mention
☐ Grammercy outreach	☐ Edition:
☐ Billboard on Hwy 52	☐ Calendar mention
☐ Additional external paid advertising – discuss with Communications	☐ Community Parks Connection feature
☐ Need additional marketing for your program? Contact Communications Team	☐ Edition:
	☐ Elementary School Flyer
	☐ Edition:
	☐ Message on VMCC Sign
	☐ Run Dates:
	☐ Press Release
	☐ Sent:
	☐ Grammercy outreach
	☐ Where:
	☐ Billboard on Hwy 52
	☐ Run Dates:
	☐ Additional marketing efforts:
	☐ What:
	☐ When:
	☐ Spent:

APPENDIX B

1. Example response to public complaint on Facebook page



2. City's Facebook auto-response

Thanks for your message. Please note we don't monitor this page 24/7.

If this is an emergency, call 9-1-1.

If you are wondering the status of a City-sponsored event, program or activity, call our Weather Line at 651-450-2595 for the most up-to-date status.

You may call the City during business hours between 8 a.m.-4:30 p.m., Mon.-Fri. at 651-450-2500.

3. Example Facebook Messenger response

I'm curious what is going on in Dehrer Park? Recently all of the trees were cut down and now there are a bunch of stakes in the ground. Being a neighbor to the park in very curious what the activity is, but cannot seem to find anything noted on the city's website. Are you able to share our point me to something on the city's website? Thanks!

Thanks for your message. Please note we don't monitor this page 24/7.

If this is an emergency, call 9-1-1.

If you are wondering the status of a city-led event, program or activity, call our Weather Line at 651-450-2595 for the most up-to-date status.

You may call the City during business hours between 8 a.m.-4:30 p.m., Mon.-Fri. at 651-450-2500.

OCT 9, 2019, 9:45 AM

Hi Andrew. Thank you for reaching out! I'm looking into this for you.



OCT 9, 2019, 11:54 AM

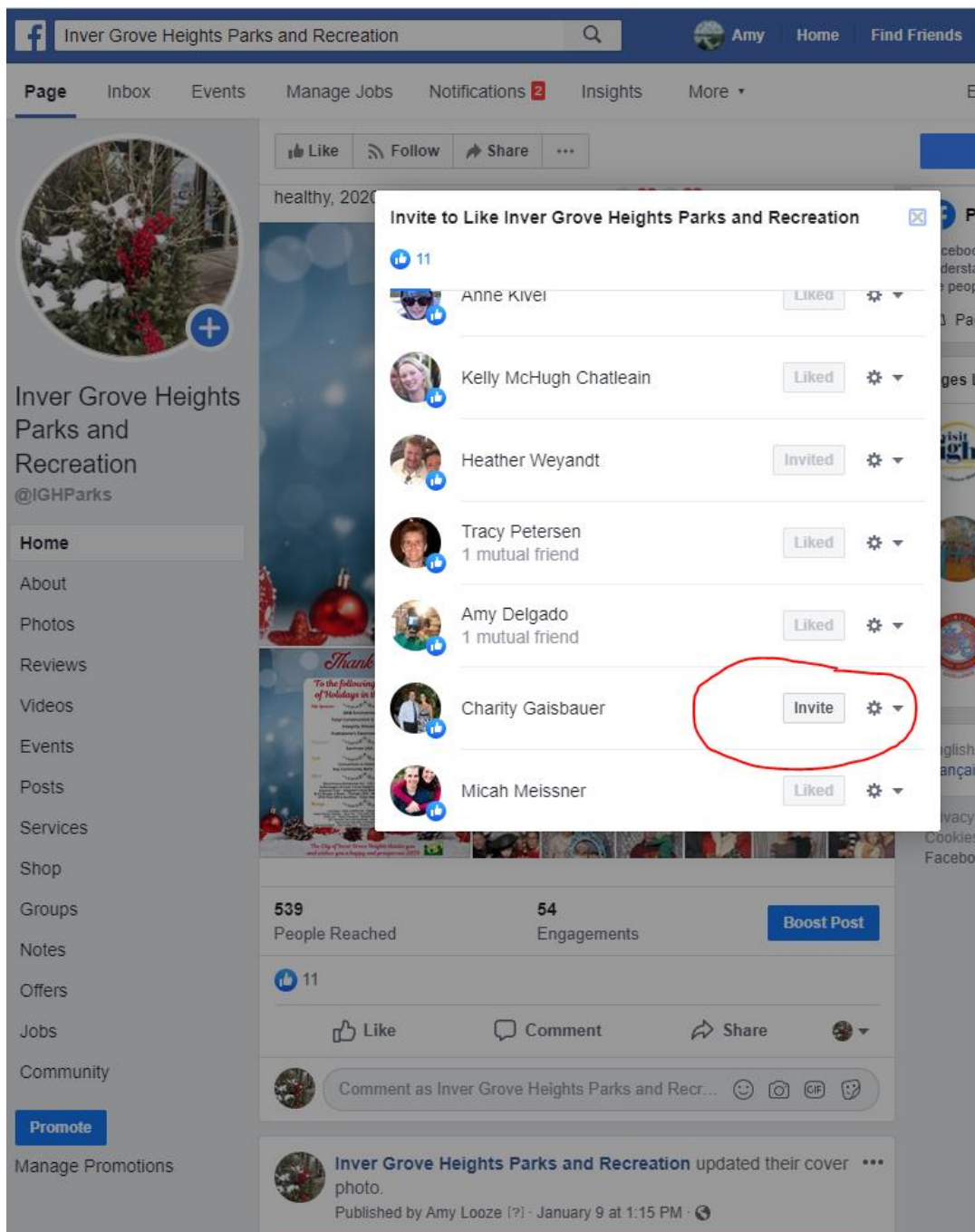
Hi Andrew. We have removed a few ash trees from Dehrer Park consistent with our Emerald Ash Borer Management Plan. The orange stakes represent locations in which we will be planting new trees. 🌳

Thanks again for your question and have a great day!

APPENDIX C

How to Invite to “Like” a page on Facebook:

Click on “Invite” within the list of individual “Likes” for a post:



APPENDIX D

Refreshed IGH Logo Looks; four-color



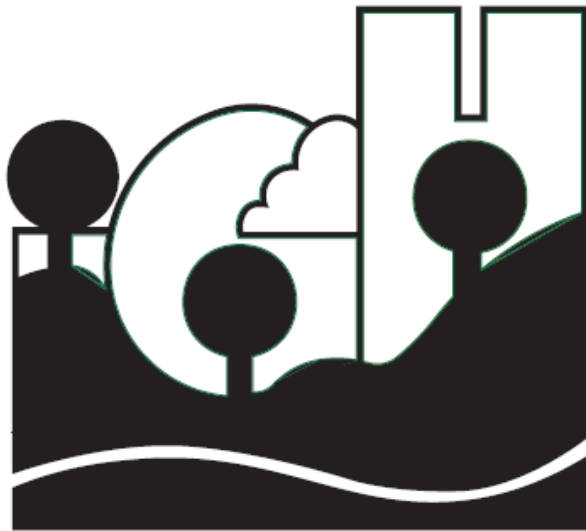
CITY OF
INVER GROVE
HEIGHTS



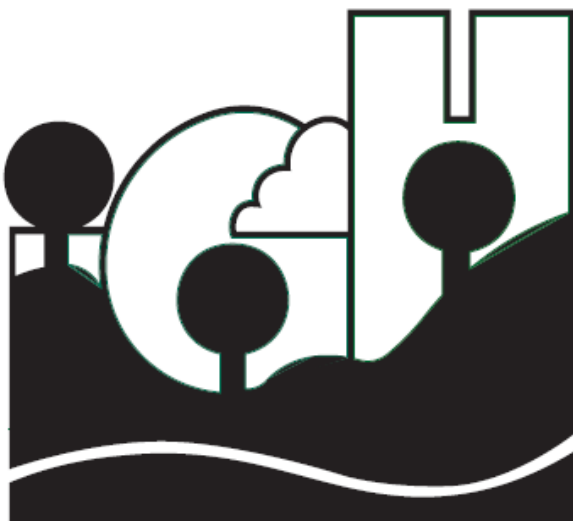
CITY OF
INVER GROVE
HEIGHTS

APPENDIX D (continued)

Refreshed IGH Logo Looks; black and white



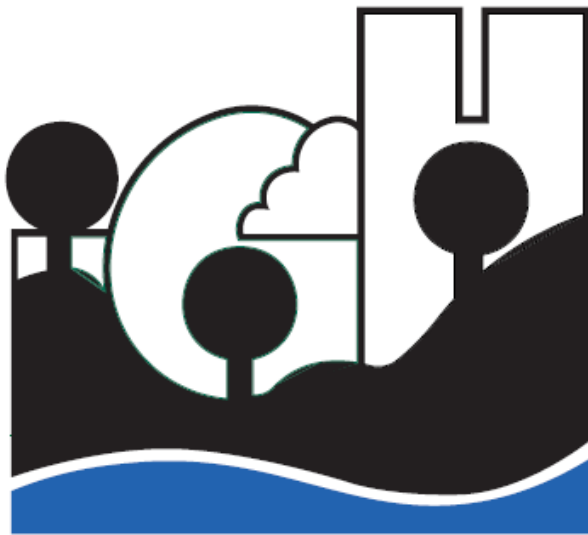
CITY OF
INVER GROVE
HEIGHTS



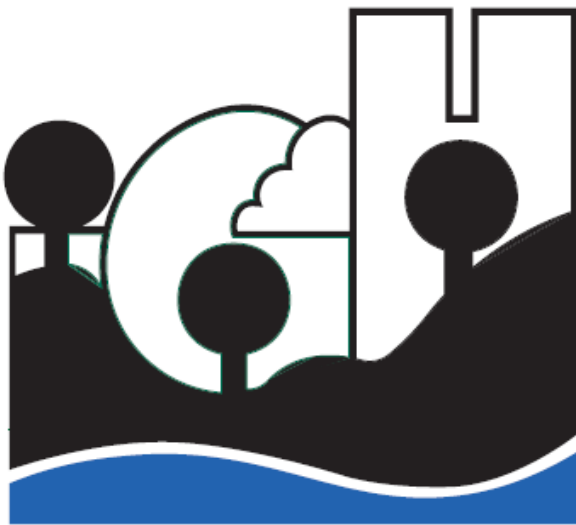
CITY OF
INVER GROVE
HEIGHTS

APPENDIX D (continued)

Refreshed IGH Logo; black, white + one color



CITY OF
INVER GROVE
HEIGHTS



CITY OF
INVER GROVE
HEIGHTS

APPENDIX E

Standardized Sans Serif Font Recommendations

AVENIR BOOK FONT (Body Copy)

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

AVENIR ROMAN FONT (Body Copy if point size is less than 10pt)

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

AVENIR MEDIUM FONT

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

AVENIR MEDIUM with BOLD applied

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

APPENDIX E (continued)

Standardized Sans Serif Font Recommendations

AVENIR BOOK FONT

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

NUNITO REGULAR FONT (GOOGLE FONT)

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

CALIBRI REGULAR FONT

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

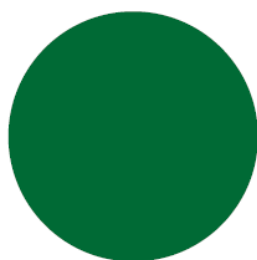
ARIAL REGULAR FONT

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

APPENDIX F

Standardized Color Palette for City Logo and Printed Materials, such as Insights Newsletter

PRIMARY COLOR PALETTE



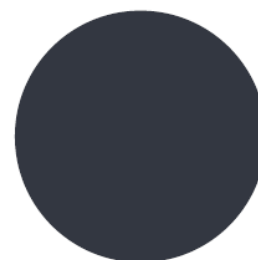
PMS 349



PMS 458



PMS 7684



PMS Cool Gray 11

DRY

APPENDIX G

Proposed Letterhead Templates

PENDING

DRAFT

APPENDIX G (continued)
Proposed Letterhead Templates

PENDING

DRAFT

APPENDIX G (continued)

Proposed Letterhead Templates

PENDING

APPENDIX G (continued)

Proposed Letterhead Templates

PENDING

APPENDIX G (continued)

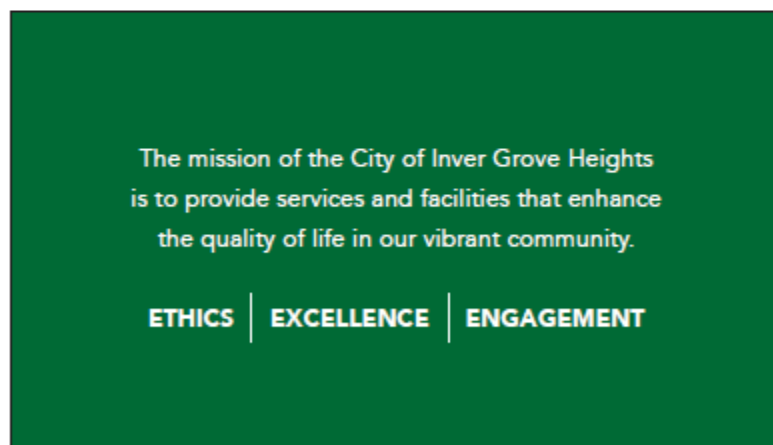
Proposed Envelope Templates

PENDING

DRAFT

APPENDIX H

Proposed Business Card Template for City Departments



APPENDIX H (continued)

Proposed Business Card Template for Police and Fire Departments

PENDING

APPENDIX I

OVERVIEW OF TEMPLATES & STANDARDIZATION

Logos to be refreshed or created:

City
Community Development (new)
Green Steps
Public Works (new)
City Council (new)

Cobranding:

Fire
Police
VMCC/The Grove
Inverwood Golf Course

Standard Fonts:

Avenir
Arial
Calibri

Standard City Logo Colors:

PMS 349
PMS 458
PMS 11

Standard Templates:

Press releases for City, Fire, Police, Public works, Parks and Recreation

Facebook posts

Twitter posts

Instagram

Flyers

Posters

Election and other pamphlets

Postcards

APPENDIX I (continued)

OVERVIEW OF TEMPLATES & STANDARDIZATION

Email Messages (Internal and External)

- Construction project updates
- Parks and Recreation/VMCC/The Grove member news
- Senior Center Club emails
- Max Galaxy - Parks & Rec messages
- Programs
- Leagues

PowerPoints for City and Police Department

Business Cards

Envelopes

Stationery

Invitations for City Events

Water Quality Report

Annual Report

Permits

Forms and applications

Parks and Recreation membership newsletter

Usage and style guide will also apply to:

City vehicles (Streets and Public Works), apparel, water towers, city facilities, golf carts, park buildings and shelters, signs throughout the City, flags, placards, garbage bins.

City press release templates will be developed for use when release does not pertain to public safety or law enforcement issues.

APPENDIX J

Proofing Checklist for Marketing Materials

Parks and Recreation



Brochure & Marketing Content Proofing Checklist

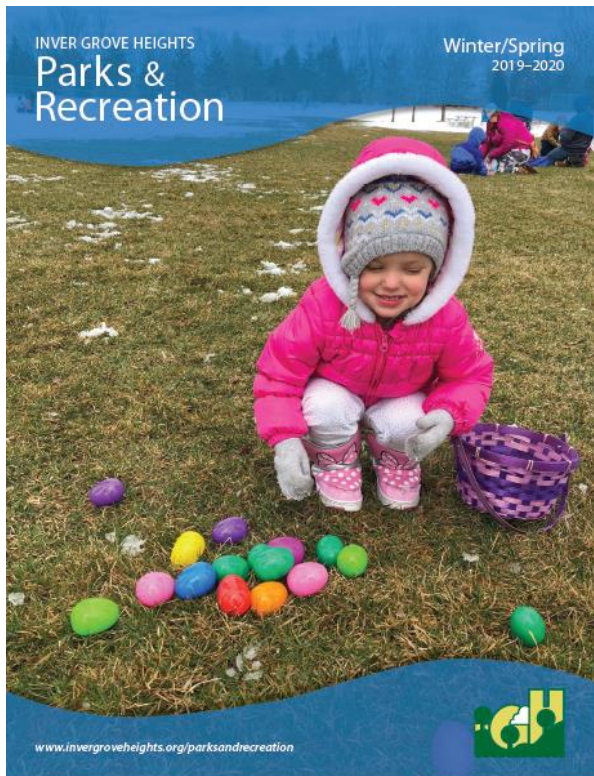
This list will help you double-check that you have all necessary details included in your marketing materials. The goal is to reduce errors, omissions, number of proofs, and phone calls from the public requesting more info.

When reviewing content in marketing materials, or when updating brochure content, *please* make sure that your program, class or event content includes the following items:

- **Title of program/event**
- **Brief description of program/activity**
- **Month**
- **Day(s)**
- **Date(s)**
- **Ages/Grades**
- **Time** (start and end times, if applicable)
- **Fee** (member and non-member, if applicable)
- **How to register** (*phone, in-person, online; code available?*)
- **Register by date**
- **Location** (include room, if known, and address, if outside of VMCC)
- **Phone Number** (if applicable)
- **Link to website** (if applicable)
- **Call-out for Volunteer Coaches** (if applicable)
- **Photo** (*the photo should be hi-res and acceptable for professional printing*)



APPENDIX K - Redesigned Parks and Rec Brochure



Winter/Spring

December 1, 2019-April 30, 2020

Veterans Memorial Community Center	
Admission Rates and Open Hours	 4
Building and Holiday Hours	 3
Childcare Center	 5
Community Center Facility Rentals	 38
Holiday Break Calendar	 back cover
Membership	 5

Aquatics	
Indoor Pools Information	1
Lifeguard Training	1
Pools Specials & Classes	1
Swimming Lessons	13-1

Fitness	
Drop-In Fitness Classes	8
Fitness Center, Programs and Events	6-7
Personal Training	10
Specialty Fitness Classes	9

Ice Skating	
Learn to Skate Program.....	26-27
Outdoor Ice Rinks and Sledding Hill.....	3

Adult and Active Adults 55+	
Active Adults 55+ Day Trips	1
Active Adults 55+ Programs	20-2
Adult Sports	1

Family/Youth Activities and Events	
Egg Hunts.....	2
Holidays in the Heights.....	2
New Year's Eve and Pool Birthday Parties.....	2
Programs.....	2

Preschool	Preschool Sports and Programs	28-29
-----------	-------------------------------	-------

Youth	
Gymnastics — See Elite Academy	3
Kids R.O.C.K.	2
Youth Leagues	32-3

Youth Sports	30-3
Parks, Facilities and City Golf Course	
Inver Wood Golf Course	3
Parks and Facilities Guide	3
Park Shelter Reservations	3
Special Events	3

REQUEST AN ACCOMMODATION
The City of Inver Grove Heights is willing to provide reasonable accommodations to allow effective communication and participation in programs and activities. If you would like to request an accommodation for a program, please contact the Parks & Recreation Office at 651-450-2585.



Dear Valued Participants,

Welcome to a new season in Inver Grove Heights Parks & Recreation. We are excited to show you our newest brochure, filled with fun activities, fitness classes, and so many opportunities to learn something new. Veterans Memorial Community Center is your place to participate, celebrate, and stay up-to-date on all that Parks & Recreation has to offer you—our community. Please check us out on-line or connect with us on Facebook, Twitter, and Instagram.

Here's to a happy, healthy 2020!

Eric Carlson, Parks and Recreation Director

PARKS & RECREATION OFFICE HOURS* (located in the VMCC - Door E)

Monday-Thursday 9 a.m.-5:30 p.m.	PARKS & RECREATION HOLIDAY HOURS* Christmas Eve - Tuesday, December 24 - 9 a.m.-12 p.m. Christmas Day - Wednesday, December 25 - Closed New Year's Day - Wednesday, January 1 - Closed Martin Luther King Day - Monday, January 20 - Closed Presidents Day - Monday, February 17 - Closed
Fridays 9 a.m.-5 p.m.	Good Friday - Friday, April 11 - 9 a.m.-1 p.m.

*Please note these hours differ from the VMCC building hours. See page 3 for VMCC hours.

www.invergroveheights.org/parksandrecreation

Community Special Events — See back inside cover for details.

DIRECTORY

Advertising/Marketing	651-450-2508
Birthday Parties	651-554-2423
Class Registrations	651-450-2585
Fitness Center	651-554-3420
Guest Services	651-450-2480
Ice/Turf Rental	651-450-2458
Parks & Recreation Office	651-450-2585
VMCC Facility Rentals	651-450-2458
Summer Kids R.O.C.K.	651-450-2585
*Weather Line	651-450-2595

REGISTER FOR PROGRAMS AND EVENTS
Just scan the QR Code



Like Us on Facebook!

Get updates on upcoming programs, events, local happenings and more on Facebook! Search for Inver Grove Heights Parks and Recreation.

Holidays in the Heights
Celebrate the holidays with us!

EVENTS INCLUDE:
Outdoor TREE LIGHTING,
Breakfast with SANTA,
SKATE with Santa,
Holiday VINO,
Holiday Lights Contest,
Holiday COOKIES & CANVAS class,
CANDY CANE Hunt and more!

For details, see page 22 and follow us on social media

Learn more about our local sponsors who make Holidays in the Heights happen at:
www.invergroveheights.org/holidaysintheheights/sponsors

Get ready for the VMCC Open House!
MONDAY, DECEMBER 30 | 5 A.M.-10 P.M.

Join and pay only \$19 enrollment fee!

Experience all that the Community Center has to offer FOR FREE!

FITNESS CENTER • OPEN 430-6 P.M. • WATER PARK • LAP POOL • DIVE WELL • OPEN 6 P.M.



Follow us on Social Media



City of Inver Grove Heights

Mayor: George Tournville

City Council Members:

Tom Bartholomew

Brenda Dietrich

Kara Perry

Rosemary Plakand-Kirsch

This brochure is available in an alternate format upon 3-day business request. Examples of alternate formats may include large print, Braille, audio cassette.

NEW DECADE, NEW BROCHURE The Inver Grove Heights Parks & Recreation brochure has made it one step closer towards its new look—but we're not finished yet! It will provide all the same excellent content about all things happening in YOUR Parks & Recreation Department—and watch for even more great changes coming this summer!

HOLIDAY BREAK FUN AT THE VMCC! MAKE IT A BREAK TO REMEMBER!

Saturday Dec. 21 *Morning Open Swim Water Park 9-11 a.m. Open Swim Water Park, Lap & Dive Pool 12-3:30 p.m. Open Gym 4:30-6 p.m. Open Skate 11 a.m.-1 p.m. Open Hockey Ages 6-12 10:30-12 p.m. Open Gym 5-7 p.m.	Sunday Dec. 22 *Morning Open Swim Water Park, Lap & Dive Pool 12-3:30 p.m. Open Gym 4:30-6 p.m. *OPEN HOUSE! Monday Dec. 30* Open Skate 11 a.m.-1 p.m. Open Swim Water Park 12-3:30 p.m. Lap & Dive Pool 12-3:30 p.m. Open Hockey Ages 13-17 3-5:10 p.m. Open Gym 5-7 p.m.	Monday Dec. 23 Open Swim Water Park, Lap & Dive Pool 12-3:30 p.m. Open Skate 11 a.m.-1 p.m. Open Hockey Ages 6-12 10:30-12 p.m. Open Gym 5-7 p.m.	Tuesday Dec. 24 Open Skate 11 a.m.-1 p.m. *Wednesday Dec. 25 VMCC CLOSED Enjoy the holiday! *Tuesday Dec. 31* Open Skate 11 a.m.-2:50 p.m. FAMILY NEW YEAR'S PARTY! 12-3:30 p.m. Open Hockey Ages 6-12 2:50-4:20 p.m.	Thursday Dec. 26 *Morning Open Swim Water Park 9-11 a.m. Open Skate 11 a.m.-1 p.m. Open Swim Water Park 12-3:30 p.m. Lap & Dive Pool 12-3:30 p.m. Open Hockey Ages 13-17 2:50-4:10 p.m. Open Gym 5-7 p.m.	Friday Dec. 27 Open Swim Water Park 12-3:30 p.m. Lap & Dive Pool 12-3:30 p.m. Open Skate 11 a.m.-1 p.m. Open Hockey Ages 6-12 3:30-4:50 p.m. Open Gym 5-7 p.m.	Saturday Dec. 28 *Morning Open Swim Water Park 9-11 a.m. Open Swim Water Park, Lap & Dive Pool 12-3:30 p.m. Open Skate 6:30-8 p.m. *Wednesday Jan. 1 Happy New Year! Open Skate 11 a.m.-1 p.m. Open Swim Water Park, Lap & Dive Pool 12-4 p.m.
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BLACK LIGHT DODGEBALL NIGHT
• FRIDAY, JANUARY 31 • 6:30-9 P.M. • \$10/person •
• VMCC Gym • 18+ Youth • Register by Friday, Jan. 25 •
Ages 12 & up • Two sessions: teen & adult • 6-10 players/team

Join us for a great night of black light-fueled fun! Teams will be organized the night of the event. Wear white or neon to glow! Snacks will be served. We hope to see you there!

HEALTHY LIVING FAIR
Wednesday, April 22 | 9 a.m.-12 p.m.
VETERANS MEMORIAL COMMUNITY CENTER

Vendor booths with information on adult health, wellness, housing transitions, financial planning and more!

Interested in SPONSORING an IGH Parks & Rec event?

Sponsoring an event or program hosted by Inver Grove Heights Parks & Recreation allows your business to connect with the City's residents in a unique and beneficial way.

We would love to partner with you. Please contact Julia Dorzhak at jldorzhak@invergroveheights.org or 651-450-2588 to discuss how we can build a stronger community—together!



APPENDIX L

Redesigned Insights Newsletter Masthead



Insights

WINTER 2020



Community Welcomes New Fire Station #2

Just before Thanksgiving, the community got their first look at their new Inver Grove Heights Fire Station #2! Identified as a public safety need in the City over 25 years ago and in the planning and construction stages since 2010, about 300 people attended this "soft opening" on November 17, exactly 13 months after first breaking ground. Although some of the construction outside and small details inside were not yet completed, the Fire Department wanted to give the public

a chance to get a closer look at the station before the weather got too bad. Built to serve the citizens for the next 50+ years, this station will house the Fire Administration offices, 24/7 Duty Crew, workout facility, training areas, and also has the most current firefighter cancer-prevention design and equipment included. For much less money than building an entirely separate training facility, various designs were incorporated throughout the building to allow our firefighters to

practice their skills locally instead of having to travel outside of the city. That allows more firefighters to stay in the city for better response to emergency calls.

There are many who deserve a huge thank you for making this station a reality, but special emphasis goes to Inver Grove Heights citizens and City Council for their support of this building; the Architect, Five Bugles Design; General Contractor, Jorgenson

— Continued on page 2

In This Issue

Fire Department
News

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Community
News

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Community
Development
News

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Wellness,
Sustainability &
Stewardship

6

Police Department
News

7

Upcoming Election
Information

7

APPENDIX M Design Template Examples

Flyers



Let us know your thoughts
on future park improvements



Two meetings - one night
Both meetings will be held at City Hall in the Council Chambers
8150 Barbara Avenue

Salem Hills Neighborhood Meeting -
Tennis and Basketball Courts Proposal
5:30 p.m.

Heritage Village Park Public Meeting -
Historic Contribution Input
7 p.m.

Can't make a meeting?
Send your comments to: ecarlson@invergroveheights.org
www.invergroveheights.org/parksandrecreation



APPENDIX N Design Template Examples

INVER GROVE HEIGHTS
PARKS & RECREATION

MITE CO-ED BASKETBALL LEAGUE

GRADES 1-2

**BASICS OF BASKETBALL
IN TEAM ENVIRONMENT**

**JAN. 13-MAR. 16
MONDAYS AND SOME
WEDNESDAYS
FEE \$52
CODE: YL-W100**

**PRACTICES LEADING UP TO SCRIMMAGES
REGISTER BY DEC. 20**

LOCATION: ELEMENTARY SCHOOL GYMS, TBD

REGISTER BY PHONE: 651-450-2585 OR
ONLINE: INVERGROVEHEIGHTS.ORG/REGISTER



INVER GROVE HEIGHTS
PARKS AND RECREATION

VMCC OPEN HOUSE!

**MONDAY, DECEMBER 30
ALL DAY**

Check out all the VMCC has to offer

FOR FREE

If you want to enroll for a membership
on this day its only \$19!

Amenities include: a fitness center, ice arenas, lap
pool/dive well, water park and gymnasium

Veterans Memorial Community Center

VMCC
VETERANS MEMORIAL COMMUNITY CENTER

651-450-2480
invergroveheights.org/communitycenter



INVER GROVE HEIGHTS
PARKS & RECREATION

KIDS ROCK

RECREATIONAL OPPORTUNITIES CATERED TO KIDS
MAKE IT A MEMORABLE SUMMER!

**2020
SUMMER CAMP
FOR KIDS
JUNE 8-AUG 28**

**AGES
5-12**

PAY BY THE WEEK OR FOR THE ENTIRE SUMMER!
*LIMITED AVAILABILITY FOR THE FINAL WEEK AUG. 24-28



VETERANS MEMORIAL COMMUNITY CENTER
GET ALL THE DETAILS:
INVERGROVEHEIGHTS.ORG/KIDSROCK



LIGHT UP THE HEIGHTS

CONTEST FOR THE BEST RESIDENT LIGHT DISPLAY IN
THE CITY! SHOW OFF YOUR HOLIDAYS LIGHTS AND
SPREAD THE HOLIDAY CHEER!

1ST PRIZE: \$150
2ND PRIZE: \$100
3RD PRIZE: \$50



Register your home by December 5

Everyone can (and should) register to be on the 2019 map.
Previous 1st Place winners not eligible for prize

A map to tour all entries will be available Dec. 12

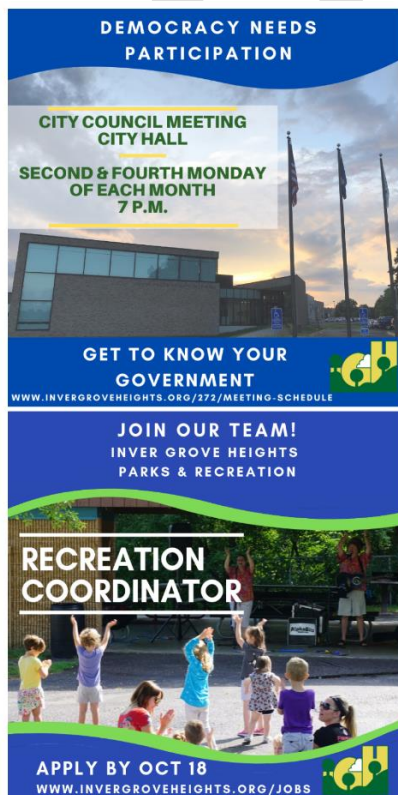
Prizes provided by
Inver Grove Heights Convention and Visitor's Bureau.

 Questions? Call 651-450-2580.
www.invergroveheights.org/register



APPENDIX O Design Template Examples

Banners



Social Media and Web



APPENDIX P

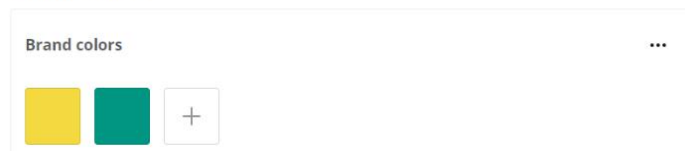
Brand Kit Example for Flyer Design

Brand Kit

Brand logos



Brand colors



Brand fonts

Headings, Open Sans Extra Bold, 31.5

Subheadings, Open Sans, 18

Body, Open Sans Light, 12

APPENDIX Q

Key On-Message Phrases for Communications

Public-facing messages from the City, and any interaction with our residents, should include at least one of these on-message, on-brand words and phrases:

collaborative, commitment, conduct, consistent, creating opportunity,
dignity, diversity, dynamic, education, effective, empathy, enriching,
enhance, engaging, ethical, experience,
fair, fitness, friendly, grace, growing, growth, healthy, honesty,
innovation, integrity, moving forward, proactive, quality, planning,
professional,
reliable, responsible, respect, responsive, safe, safety, service, smart,
support, sustainable, transparency, unique, variety, value,
values, welcoming.

CITY OF INVER GROVE HEIGHTS

REQUEST FOR COUNCIL ACTION

Parks Master Plan

Meeting Date: March 2, 2020
 Item Type: Work Study Session
 Contact: Eric Carlson – 651.450.2587
 Prepared by: Eric Carlson
 Reviewed by:

☐	Fiscal/FTE Impact:
☐	None
☐	Amount included in current budget
☐	Budget amendment requested
☐	FTE included in current complement
☐	New FTE requested – N/A
☒	Other

PURPOSE/ACTION REQUESTED

Provide the City Council with an update/information on the Comprehensive Park Plan Process.

SUMMARY

The current Comprehensive Park Plan and Development Guide was adopted in 2009 making it 10-years old. We are planning to update the plan in 2020/21 and want to share our planning efforts with the Council prior to engaging the public.

We want to engage residents, businesses, park, recreation, and facility users to determine what they need and want our parks, trails, programs and facilities to be in the future. Throughout 2020, we will be working to gather feedback via on-line surveys, focus group meetings, a social pinpoint interactive website, meetings related to programs and activities at the VMCC/Grove and Inver Wood Golf Course and meetings held in every park in our system.

The City of Inver Grove Heights has 27 City parks and over 26 miles of off-road trails, a 144,000 square foot community center, and a 27-hole municipal golf course. The Park System contains 15 playgrounds, 6 park buildings, 7 picnic shelters and a variety of athletic fields, courts, and facilities. The park system also supports a comprehensive offering of recreation, leisure and cultural programs to a diverse population with a wide range of recreational needs.

The park system has many valuable benefits which include:

- Quality parks and recreation amenities attract private investment in our community helping to increase our tax base and lower property taxes
- Investments in parks and recreation helps to protect property values
- Parks and recreation attract investment in our neighborhoods, so they remain well-kept, clean, and safe
- Parks and recreation provide opportunities for residents of all ages to stay active, physically fit, and healthy

The purpose of the Comprehensive Park, Recreation, Trail, and Facilities Plan is to develop a clear 10-15-year vision for the city related to parks, trails, recreation programs, and facilities. Major areas of focus in the process include:

- Extensive community and stakeholder engagement
- Identification of best practices to ensure the park system is managed and maintained in a sustainable and equitable manner
- Identify and prioritize park system needs, desires, and interests in the community for the next 10-15 years based on anticipated demographic, economic and social changes
- Evaluations of existing park system features, amenities and services related to peer communities and accepted standards to identify where changes are warranted

The process schedule involves:

Organize the effort

Staff has been working to collect information, plan meetings, etc. related to the process of updating the plan. We intend to have sections that address parks, recreation programs, trails, the VMCC/Grove, and Inver Wood Golf Course.

Needs/Resource Assessment

We will be gathering data, peer community comparisons, engaging the public through social media, meetings in our parks and at our facilities, focus groups with user groups, public on-line surveys, and a social pinpoint site to gather information about what residents like, don't like, and dream to have as a part of our park system.

Vision for Parks and Recreation

We will review the feedback submitted by the public and review data and trends in parks and recreation to begin to shape our update plan and create the future vision we want for our overall system.

Park and Recreation System Plan

We will develop the updated plan that will layout our future park system which will include the development of action steps to accomplish the concepts found in the plan and ultimately seek approval by the Council to adopt the plan.

Public Engagement

A significant portion of the overall effort will be public engagement which we plan to accomplish by:

- Hosting public meetings at the VMCC/Grove and Inver Wood to get user input on these facilities and programs
- Host public meeting in each of our 27 parks encouraging residents to provide feedback close to where they live and likely in the park they consider "theirs"
- Send out a series of on-line surveys to gather public feedback/opinion
- Host a social pinpoint site to encourage public feedback
- Meetings with user groups

The Park and Recreation Commission will be involved in the overall process and we will provide updates to the Council at appropriate points along the process. There will be information about the process in the upcoming InSights and Park and Recreation Brochure that will be arriving in homes in the very near future. We will also be getting the word out via our web and social media sites and email addresses we have in our data base(s).

Most of this effort will be accomplished internally using city staff. We do expect to engage a consultant to help with some of the data gathering/analysis etc.



Comprehensive Park, Recreation, Trail, and Facilities Plan

The process to update the City's Comprehensive Park, Recreation, Trail, and Facilities Plan is underway. We want to engage residents, businesses, park, recreation, and facility users to determine what you need and want your parks, trails, programs and facilities to be in the future. Throughout 2020, we will be working to gather your feedback via on-line surveys, focus group meetings, a social pinpoint interactive website, meetings related to programs and activities at the VMCC/Grove and Inver Wood Golf Course and meetings held in every park in our system.

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- Identification of best practices to ensure the Park System is managed and maintained in a sustainable and equitable manner
- Identify and prioritize Park System needs, desires, and interests in the community for the next 10-15 years based on anticipated demographic, economic and social changes
- Evaluations of existing Park System features, amenities and services related to peer communities and accepted standards to identify where changes are warranted

Public Meetings

City staff will be available for residents and users of the Veterans Memorial Community Center, Inver Wood Golf Course, and our parks, trails, and recreation programs to come and share your thoughts, ideas, concerns, and dreams for the park and recreation system in an open house style. Meetings opportunities are as follows:

Meeting regarding winter skating sites

Meeting Regarding Winter Skating Sites					
Day	Month	Date	Time	Facility	Meeting Location
Tuesday	April	14	6:00 - 7:30pm	Veterans Memorial Community Center	VMCC Community Room 2

General Open House

Open House					
Day	Month	Date	Time	Park and Recreation System	Meeting Location
Wednesday	April	15	6:00 - 7:30pm	Open House	City Council Chambers
Thursday	April	16	6:00 - 7:30pm	Open House	City Council Chambers

Meetings regarding the Veterans Memorial Community Center

Day	Month	Date	Time	Facility	Meeting Location
Monday	April	20	10:00am - 11:30am	Veterans Memorial Community Center	VMCC Community Room 1
Monday	April	20	6:00pm - 7:30pm	Veterans Memorial Community Center	National Guard Room C
Wednesday	April	22	10:00am - 11:30am	Veterans Memorial Community Center	VMCC Community Room 1
Wednesday	April	22	6:00pm - 7:30pm	Veterans Memorial Community Center	VMCC Community Room 1

Meetings regarding Inver Wood Golf Course

Day	Month	Date	Time	Facility	Meeting Location
Thursday	April	23	11:00am - 12:00pm	Inver Wood Golf Course	Inver Wood Clubhouse
Thursday	April	23	6:00pm - 7:00pm	Inver Wood Golf Course	Inver Wood Clubhouse

Meetings regarding the Park and Trail System

Park & Trail System Meetings					
Day	Month	Date	Time	Park	Meeting Location
Tuesday	April	28	6:00 - 7:00pm	Rich Valley	Playground
Tuesday	April	28	7:15 - 8:15pm	Veterans Memorial	Playground
Wednesday	April	29	6:00 - 7:00pm	Heritage Village	Parking lot along Doffing Ave
Wednesday	April	29	7:15 - 8:15pm	Swing Bridge	Picnic Shelter
Wednesday	April	29	8:30 - 9:00pm	Old Town Hall	Next to the Building
Thursday	April	30	6:00 - 7:00pm	Woodland Preserve	Azure trail entrance
Thursday	April	30	7:15 - 8:15pm	Marcott Woods	Along 96th St E
Tuesday	May	5	6:00 - 7:00pm	Groveland	Playground
Tuesday	May	5	7:15 - 8:15pm	Seidls Lake	Playground
Wednesday	May	6	6:00 - 7:00pm	McGroaty	Park Sign
Wednesday	May	6	7:15 - 8:15pm	Lions	Playground
Thursday	May	7	6:00 - 7:00pm	Salem Hills	Playground
Thursday	May	7	7:15 - 8:15pm	Harmon	63rd St Cul-de-sac
Tuesday	May	12	6:00 - 7:00pm	North Valley	Pickleball Courts
Tuesday	May	12	7:15 - 8:15pm	South Valley	Playground
Thursday	May	14	6:00 - 7:00pm	Ernster	Playground
Thursday	May	14	7:15 - 8:15pm	River Front	Park Sign
Monday	May	18	6:00 - 7:00pm	Skyview	Playground
Monday	May	18	7:15 - 8:15pm	Oakwood	Park Building
Wednesday	May	20	6:00 - 7:00pm	Sleepy Hollow	Playground
Wednesday	May	20	7:15 - 8:15pm	Arbor Pointe	Playground
Thursday	May	21	6:00 - 7:00pm	Simley Island	Picnic Shelter
Thursday	May	21	7:15 - 8:15pm	Dehrer	Corner of Derher and Dawn
Wednesday	May	27	6:00 - 7:00pm	Broadmoor	Playground
Wednesday	May	27	7:15 - 8:15pm	Southern Lakes	Playground
Thursday	May	28	6:00 - 7:00pm	Marianna Ranch	Corner of Alvarez and Altman Ct
Thursday	May	28	7:15 - 8:15pm	River Heights	Park Sign

In case of inclement weather call (651) 450-2587 after 5:00pm, the message will be updated by 5:00pm with information on where the meeting will be held indoors. You are welcome to come to any of the meetings listed and can come to as many of them as you would like.

Social Pinpoint

If you can't make one of our public meetings or have another comment or idea, jump on to our live, interactive social pinpoint site and leave your thoughts and comments. You will be able to make comments about the Veterans Memorial Community Center, Inver Wood Golf Course, and any of our parks or trails all from the comfort of your own home or office.

[Link to the social pinpoint site](#)

On-Line Survey

Please feel free to click on the link below and take a quick survey. Questions related to parks, trails, recreation programs, Inver Wood Golf Course, and the Veterans Memorial Community Center can be found in the survey.

[Link to a survey regarding our park and trail system](#)

[Link to a survey regarding our recreation programs](#)

[Link to a survey regarding the Veterans Memorial Community Center](#)

[Link to a survey regarding Inver Wood Golf Course](#)

If you have questions please feel free to contact the Park and Recreation Director, Eric Carlson, at (651) 450-2587 or via email at ecarlson@invergroveheights.org

CITY OF INVER GROVE HEIGHTS

REQUEST FOR COUNCIL ACTION

South Valley Park Master Plan

Meeting Date: March 2, 2020
 Item Type: Work Study Session
 Contact: Eric Carlson – 651.450.2587
 Prepared by: Eric Carlson
 Reviewed by: Eric Carlson – Parks & Recreation

Fiscal/FTE Impact:

☐	None
☐	Amount included in current budget
☐	Budget amendment requested
☐	FTE included in current complement
☐	New FTE requested – N/A
☒	Other

PURPOSE/ACTION REQUESTED

Provide the City Council with an update on the South Valley Park Master Plan.

SUMMARY

The City updated and adopted the Master Plan for North/South Valley Parks in 2018. In 2019 we completed a first phase of the master plan by constructing pickleball courts in North Valley Park.

In June of 2019 the City hired HKGI to help us create a schematic design for South Valley Park. A subcommittee of the Park Commission consisting of Commissioners Eiden, Freer, Sethre, and Stone were involved in the development of the plan and a public meeting was held in January 2020 to gather public feedback.

Generally, the plan outlines improvements to the following:

- Picnic shelter/restrooms/utilities
- Playground
- Parking lot resurfacing/add parking stalls
- Park furnishings/amenities/signage
- Natural trail loops/boardwalk
- Relocating disc golf holes
- Archery Range
- Pedestrian park access
- Community Garden
- Connecting trails
- Performance area
- Lookout tower

Improvements would need to be accomplished in a phased approach and the Commission is recommending the following:

Phase 1: Activity Area (2021/2022)

- Playground
- Shelter
- Performance Area
- Parking Lot extension
- All associated trail connections and amenities associated with the new Activity Area

Phase 2: Archery and Trail Loop (TBD)

- Natural surface trail loop
- Boardwalk connections
- Retaining wall
- Interpretive signage
- Archery range

Phase 3: Western Bluff Area (TBD)

- Community Garden
- Lookout Tower
- Trail Link

To accomplish the first phase staff is working with HKGI to submit a request for the 2020 MN DNR Outdoor Recreation Grant in the amount of \$250,000. The grant application is due by March 27th and recipients will be notified in the fall of 2020. If we are successful, a grant agreement would be executed, and we would have 2-years to complete any projects funded by the grant (fall of 2022). The grant requires a 1:1 non-state match and the City's match would come from the Park Capital Replacement Fund (Fund 444).

If the Council is comfortable with the proposed schematic design, the Council will be asked to formally adopt the plan at your March 23rd City Council meeting. The Council will also be asked to approve a resolution supporting the submittal of the 2020 MN DNR Outdoor Recreation Grant.

SOUTH VALLEY MASTER PLAN

CONCEPT SITE PLAN



CONCEPT SITE PLAN: ACTIVITY AREA



PARKING LOT
EXTENSION +
RESTRIPE
ADDITION OF 28 STALLS FOR
TOTAL OF 68 STALLS

CONCRETE PERIMETER
WALK
SEATING, LIGHTING, CANOPY TREES
THROUGHOUT

NATURE-THEMED
PLAYGROUND
ENGINEERED WOOD FIBER SURFACE
NATURE-THEMED EQUIPMENT

PICNIC SHELTER
75-100 PERSON CAPACITY
2,500 SF
(2) UNIVERSAL RESTROOMS
MECHANICAL ROOM
KITCHEN
MECHANICAL BIFOLD DOORS:
OPTION FOR OPEN OR
ENCLOSED SHELTER

PATIO
MOVABLE FURNITURE
PICNIC TABLES
GRILL
FIREPIT

**PERFORMANCE/
OUTDOOR
CLASSROOM**
MULTI-PURPOSE
PERMEABLE PAVEMENT SURFACE
WITH STONE SEAT WALL
APPROX. 2,700 SF

CONCEPT IMAGES



VIEW FROM PARKING LOT LOOKING SOUTH



VIEW OF STAIRWAY FROM PARKING LOT



INFO KIOSK W/ PLAYGROUND, PERFORMANCE SPACE BEYOND



VIEW OF PERFORMANCE SPACE, LOOKING SOUTH



VIEW OF SHELTER WITH PATIO / FIREPIT AREA



VIEW OF SHELTER FROM NORTH SIDE



PLAYGROUND, LOOKING NORTH



VIEW FROM EXISTING TRAIL, LOOKING NORTH

SHELTER CONCEPT



SHELTER, VIEW FROM SOUTHWEST



SHELTER, VIEW FROM NORTHEAST



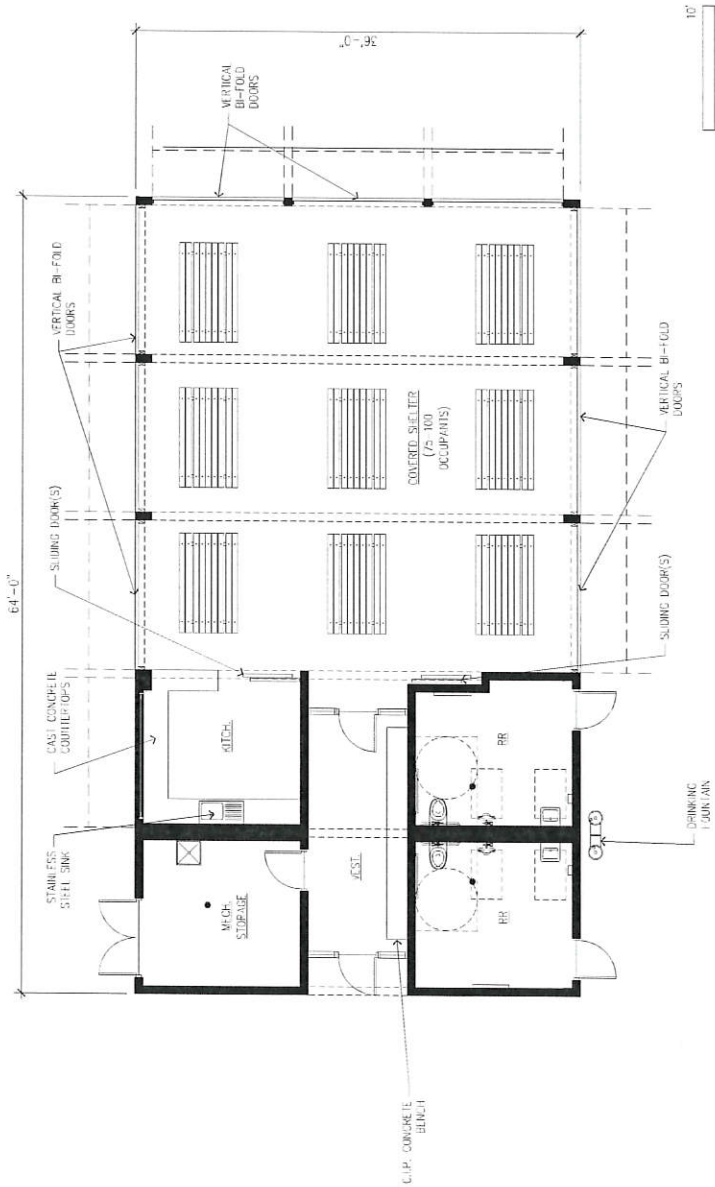
COVERED AREA WITH FOLDING DOORS OPEN



VIEW FROM INSIDE SHELTER TOWARDS RESTROOMS



KITCHEN AREA



CONCEPT E PLAYGROUND EQUIPMENT

5-12 PLAY AREA



PLAYBOOSTER STRUCTURE



DISCOVERY TREE CLIMB



ADVENTURE SCAPE



TREE STUMP TRANSFER



GEOPLEX TOWER



WOOD PLANK WIGGLE LADDER



CORKSCREW CLIMBER



SLIDE WINDER

FREE-STANDING PLAY



LOG BALANCE



OMNISPINNER



MUSHROOM JUMPER



LOG CRAWL TUNNEL

SWINGS



3-BAY SWING SET



ARCH TIRE SWING



BUCKET SEAT FOR 2-5 AND 5-12 Y.O.

2-5 PLAY AREA



PLAYSHAPER STRUCTURE



LOG STEPPER



THUNDERHEAD CLIMBER



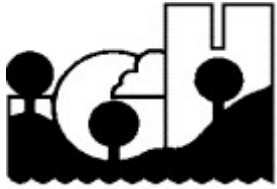
LOG STACK



BONGO PANEL



RAIN SOUND WHEEL



City of Inver Grove Heights 2020 – 2024 Strategic Plan

Mayor and City Council

Mayor George Tourville

Councilmember Kara Perry

Councilmember Brenda Dietrich

Councilmember Tom Bartholomew

Councilmember Rosemary Piekarski-Krech

City Staff Leadership

Joe Lynch – City Administrator

Judy Thill – Fire Chief

Shannon Battles – Interim Finance Director

Amy Hove – finance Director

Scott Thureen – Public Works Director

Heather Rand – Community Development Director

Melissa Chiodo – Police Chief

Eric Carlson – Parks & Recreation Director

Vision Statement

A welcoming community on the river, with varied landscapes, that provides a safe environment, quality built and sustainable infrastructure, supports local businesses, a variety of housing and promotes culture and recreation.

Mission Statement

The mission of the City of Inver Grove Heights is to provide services and facilities that enhance the quality of life in our vibrant community.

Values

Ethical – doing the right thing

Engaged – delivering collaborative results

Excellence – setting high standards and exceeding expectations

Framing Decisions

Ability to remain fiscally stable
Improve operational efficiencies
Always cognizant of customer service
Staying attentive to our regulatory environment
Ability to adjust to growth and change

Our Purpose

Continue to build a better Inver Grove Heights for the next generations.

Guiding Principles & Goals

- ✓ Culture and Recreation
- ✓ Vibrant Commercial & Residential Opportunities
- ✓ Quality, Sustainable Infrastructure
- ✓ Safe Environment
- ✓ Fiscal Responsibility
- ✓ Embrace and Revitalize the River Front

Objectives & Strategies

- Focus on importance and connection to the Riverfront
- ✓ Sustainable physically, environmentally and financially
- Promote existing and future businesses and commercial growth
- Provide housing choices and opportunities
- Promote our heritage through our parks, programs, natural areas and history
- Quality built & sustainable infrastructure
- Safe environment through quality education, community partnerships, emergency response and preparedness.

Action Plans

- Culture and Recreation
 - ✓ Promote our heritage through our parks, programs, natural areas and history
 - ❖ Explore the creation of a City of Inver Grove Heights Arts and Heritage Preservation Commission that would work to facilitate public art and public art events including the advocacy of heritage preservation initiatives that strengthen community identity.
 - ❖ Update the Comprehensive Park Plan and Development Guide
 - ❖ Implement the South Valley Park Master Plan
- Vibrant Commercial & Residential Opportunities
 - ✓ Promote existing and future businesses and commercial growth
 - ❖ Hold annual small business resource fair to educate and enable them to learn about opportunities and resources within the city
 - ❖ Work with Commercial/Industrial zoned property owners to secure site selector certification for “shovel ready” status on at least 3 developments on or near major transportation corridors
 - ❖ Establish ongoing patterns of communication with local businesses which may include electronic newsletters, business visits and the potential licensure of the business to gain critical contact information.
 - ❖ Evaluate city properties and plan end uses for each
 - ✓ Provide housing choices and opportunities
 - ❖ Identify unmet housing needs, trends and demographics to directly recruit specialized housing developers to meet those needs
 - ❖ Support preservation of existing housing stock and create supported affordable/low-income housing loan program and augment existing agencies funding in the city
 - ❖ Proactively ensure existing housing stock is being properly maintained and meets life and safety codes with mandatory inspection of units as condition of sale or rental
- Quality & Sustainable infrastructure
 - ✓ Sustainable physically, environmentally and financially

- ❖ Advance the project to remodel and expand the Public Works Maintenance Facilities on the schedule proposed in the 2020-2024 CIP
 - ❖ Implement equipment changes for improved fuel efficiency and life-cycle cost as appropriate
 - ❖ Increase number of Pavement Management Projects each year as allowed by funding
 - ❖ Ensure ongoing maintenance and repair is included in rates for all users
 - ❖ Continue diverse revenue sources for construction projects
 - ❖ Use Best Management Practices and products to ensure low cost to operate, preserve longevity of assets and be eco-friendly whenever possible
 - ❖ Development of and follow a comprehensive facilities and maintenance plan
 - ❖ Review our investments in utilizing solar energy as an alternative fuel source
 - ❖ Follow succession plans for training and staffing additions as infrastructure system continues to increase in size
- Safe Environment
- ✓ Safe environment through quality education, community partnerships, emergency response and preparedness.
 - ❖ Work toward lowest crime rate in Dakota County
 - ❖ Work toward 90% satisfaction rate of feeling of safety
 - ❖ Increase prevention outreach and education programs to focus on reducing the number of Fires and Injuries
 - ❖ Communicate regularly with community partners to create and foster relationships, ensuring prevention and response needs are continually met
 - ❖ Annually analyze staffing levels and equipment, based on changing needs of the community, and adjust as needed to sustain and/or improve effective and efficient service levels for response and preparedness
- Fiscal Responsibility
- ✓ Sustainable physically, environmentally and financially
 - ❖ Maintain AA+ Bond Rating
 - ❖ Work toward AAA Bond Rating
 - ❖ Work toward GFOA Budget Award
 - ❖ Be in the lowest half of tax rates for cities in Dakota County
 - ❖ Always take the view from total cost of ownership and payback perspective

- ❖ Create Five Year financial management plan and use as planning tool
- Embrace and Revitalize the River Front
 - ✓ Focus on importance and connection to the Riverfront
 - ❖ Continue to work on potential relocation of current services and redevelopment of existing property for housing, commercial and retail purposes in the Concord Area Neighborhood Plan
 - ❖ Create Workforce Housing project along Concord Boulevard as a part of the redevelopment efforts in conjunction and cooperation with Dakota CDA
 - ❖ Complete construction of Heritage Village Park Plan
 - ❖ Development of partnerships enabling public access to the river
 - ❖ Develop public/private partnerships to create access and guidelines to ensure the best public safety response on the riverfront.