



Plan Charter

A PROCESS PLAN FOR THE 2040 COMPREHENSIVE PLAN

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I. INTRODUCTION

A. Project Background

The comprehensive plan is the city's vision and blueprint for the future. It reflects the city's shared concerns and aspirations, anticipates future growth and redevelopment needs, guides decision making and addresses our responsibility to future generations. The plan is a legally defensible land use policy document adopted by the City Council. The plan guides the city's decision making, serving as the foundation for annual work plans, budgeting, policies, programs, projects, incentives, operations, organizational development and engagement activities.

The city's existing plan, the 2030 Comprehensive Plan, was written nearly a decade ago in 2008. Given the changes to the way we live, the economy, technology, communication, and people's attitudes, beliefs and expectations, it's important that the city has a plan reflective of today's realities. The most successful and strategic communities update and adapt their plans to meet existing and future needs on a regular basis.

Due to its location within the seven-county metropolitan area, according to state statute, Shakopee must update its comprehensive plan in accordance with the Metropolitan Council and the regional plan, Thrive MSP 2040, by the end of 2018. Given the opportunity to update its plan and the general opinion of the existing plan, the city is planning for an extensive overhaul of the plan and plan process. The 2040 plan, Envision Shakopee, will be different in process, substance, tone, role and form. Envision Shakopee will be a community-oriented, consensus-focused comprehensive planning process designed to inspire all who live, work, play and learn in the city of Shakopee to take part in defining a clear vision for the future of our city.

B. Charter Purpose

In comparison to the existing 2030 plan, Envision Shakopee will represent a significant shift in plan process, role, tone, form and organization. The city intends for the 2040 plan to be an inclusive, customer-oriented plan organized around a community-driven set of values and outcomes. This charter exists to facilitate this shift and will help guide the project team, elected and appointed officials and the public through the process.

The charter aims to:

1. Provide the community with an understanding of the planning process and logic behind the project team's thinking
2. Provide improved transparency and accountability of the planning process
3. Build shared agreement, consensus and support for the planning process.
4. Provides a written record of the "plan to plan," which will be a useful tool in preparations for the 2050 comprehensive plan process

C. Charter Outline

This document contains:

1. Purpose of the comprehensive plan and plan charter
2. Pertinent project requirements and background information
3. Role of consultants, city staff, and city stakeholders
4. Organizational structure
5. Description of the planning process and schedule
6. Community outreach and engagement strategy
7. Branding and communications guide
8. Preliminary list of the prominent issues the plan should address

D. Key Plan Objectives

The comprehensive plan serves a variety of physical, social and environmental objectives for the community, including but not limited to:

- Through public dialogue, stakeholders express a collective vision for the future. The planning process provides citizens an opportunity to brainstorm, debate and discuss the future of their community. A plan developed through a robust public input process enjoys strong community support. Subsequent decisions that are consistent with the plan's policies are less likely to become embroiled in public controversy.
- It provides justification for decisions. Plans provide a factual and objective basis to support decisions, such as policies, programs and projects, in a planned and strategic manner. If challenged in court, the plan can be used by the city to defend its decisions.
- It builds collaboration. It can be easy for city departments to fall into the trap of becoming "siloed" in which work is not shared and communication diminishes. The comp plan can be a tool to identify opportunities to share work across departments and work areas and to tackle issues in a comprehensive manner.
- It presents an opportunity to be proactive. The planning process presents a unique opportunity in which city leaders and stakeholders have the time to analyze, process and identify issues, policies and tactics in a proactive, rather than reactive manner.
- The plan provides continuity. The plan provides continuity across time, and gives successive city staff and governing bodies a common framework for addressing community issues.
- It is how the community can balance competing private interests. Planning seeks to strike a balance among the many competing demands on land and city services by creating development patterns that are orderly and rational, provide the greatest benefits for individuals and the community, and avoid nuisance conflicts between land uses.

- It is how the community can protect public investments. Through strategic and rational long-range planning, the city serves its role as stewards of the public's dollar, ensuring expenditures are limited or reduced, resources used efficiently and the general operations of city government meet or exceed expectations. Protection of public investments includes all city assets, including its staff and the institutional knowledge they hold. The plan can serve to protect public assets by addressing good governance and organizational development issues.
- It allows the community to plan development in a way that protects valued resources. Planning can identify environmental features like wetlands, agricultural lands, woods and steep slopes and suggest strategies for preserving those resources from destruction or degradation by inappropriate development.
- It provides guidance for shaping the visual appearance of the community. A plan can set forth policies that foster a distinctive sense of place and aesthetic.
- It promotes economic development. The plan contains valuable information that drives the location decisions of prospective businesses, and highlights decision points by which public financial support should be considered.
- It promotes a sense of pride and ownership in the community and its future. Through an extensive community engagement process in which the community's shared vision is uncovered and made the focus of the plan, the city can build the sense of a collective aspirational future in which residents, businesses, community organizations and other stakeholders participate and champion.
- The plan can improve accountability and transparency. With a strategic long-range plan in place, regular communication and engagement with community members, continuity of planning efforts, and a clear vision from which to guide decisions, the transparency and accountability of the city's actions are improved. Regular measurements of progress towards goals helps to ensure the community's priorities are addressed.

II. PROJECT REQUIREMENTS

A. Metropolitan Land Planning Act and the Metropolitan Council



Under state statute, the Metropolitan Council, the regional planning body of the Twin Cities metro area, is responsible for developing the regional comprehensive plan. The regional plan is updated at least once a decade following the Decennial Census. The current regional plan, *Thrive MSP 2040*, serves as the foundation used to plan and implement infrastructure and initiatives that are more effectively and efficiently planned at a regional scale. To maintain a healthy and vibrant metropolitan area, these regional systems – transportation and transit, planning and land use, housing, parks and water resources - must be addressed in a manner that crosses jurisdictional borders. To help ensure efficient and cost-effective regional infrastructure, *Thrive* serves as an umbrella plan, setting the general direction for comprehensive planning at the local level.

The Met Council reviews local comprehensive plans based on the requirements of the Metropolitan Land Planning Act, state and federal guidelines referenced in *Thrive MSP 2040* and other related systems plans (housing, water, land use and transportation). The Met Council considers each local comprehensive plan's compatibility with the plans of neighboring municipalities, consistency with adopted Met Council policies, and conformance with metropolitan system plans. If the Met Council finds that a community's local comprehensive plan is more likely than not to have a substantial impact on or contain a substantial departure from metropolitan system plans, the Council can require the community to modify its local plan to assure conformance with the metropolitan system plans (Minn. Stat. 473.175).

This is the regional context in which Envision Shakopee is being created and the requirements, guidance and limitations we must follow. However, the statutory requirements of the state set the "floor" of basic requirements and community input, not the "ceiling." A great plan goes above and beyond the basic requirements. Envision Shakopee will be a great plan.

B. Affected Jurisdictions

In honoring the principles of good governance and collaboration, there may be instances in which the project team will need to coordinate planning efforts with adjacent or other impacted bodies of government. When such instances arise, the project team will coordinate with the impacted jurisdiction.

Additionally, the city is required to share its proposed plan with affected jurisdiction at least six months before submittal to the Met Council. The city will track and respond to comments received and will consider amendments on a case-by-case basis. Any comments received will be included as an addendum to the plan. The list of affected jurisdictions includes:



- City of Bloomington
- City of Chanhassen
- City of Eden Prairie
- City of Prior Lake
- City of Savage
- Jackson Township
- Louisville Township
- Sand Creek Township
- Spring Lake Township
- Carver County
- Hennepin County
- Scott County
- School District 191; Burnsville-Eagan-Savage
- School District 720; Shakopee
- Lower Minnesota River Watershed District
- Prior Lake-Spring Lake Watershed District
- Minnesota Valley Transit Authority
- MnDOT
- MnDNR
- Metropolitan Airport Commission
- Shakopee Mdewakanton Sioux Community

III. PLANNING APPROACH

A. Project Team

In the winter of 2017, the city initiated the process to update and overhaul its comprehensive plan. Following an open Request for Proposal and interview process, MKSK, a planning consultant firm based out of Columbus, Ohio, was hired in May of 2017 to facilitate the process, provide technical analysis and complete the plan.

This document will regularly refer to the 'project team.' This team includes the following:

1. City staff, including the Technical Advisory Committee, led by Long-Range Senior Planner Eric Weiss
2. MKSK, led by Associate Planner Justin Goodwin
3. Subcontractors of MKSK, this includes:
 - a. HR&A Advisors, economic development
 - b. Toole Design Group, local transportation
4. Scott County and their subcontractor, SRF, county-wide roadway planning and Transportation Analysis Zone (TAZ) planning

B. Planning Principles

The vision for the 2040 plan is one that incorporates the following principles:



Community-oriented: a plan centered on the people that live, work, play, and learn in Shakopee, organized around a clear vision and the need to plan a Shakopee that is healthy, safe, livable, prosperous and sustainable for all



Consensus-focused: organized around an agreed upon vision and driven by a set of community values/guiding principles



Inclusive: reflective of the engagement process, the plan should incorporate disparate viewpoints, specific needs, and opinions of segments of the population with the intent of hearing and acknowledging all voices, especially those that typically may be underrepresented in the planning process



Accessible: plan should be consistent in tone, easy-to-read, easy-to-use, customer service-oriented, one that avoids technical terms when possible, and a strong emphasis on visual interest and the use of photographs, charts, tables, and infographs



Action-oriented: focused on measurable outcomes, a proactive visionary plan



Strategic: related to action-oriented, the plan should be thoughtful and pragmatic and yet challenge conventional wisdom when needed to achieve an outcome



Systems-based: the plan shall acknowledge and address the interconnectedness of the various planning elements, the complexities of modern society and the need to address the root causes of social, economic, and environmental issues



Data-driven: the plan should be an evidence-based strategic framework by which to systematically achieve long-range planning goals and to do so efficiently and effectively



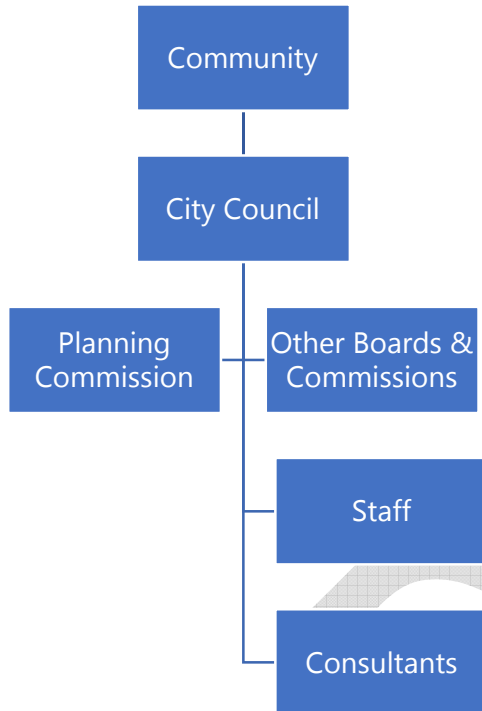
Transparent: the planning process and its related impacts should be made clear to stakeholders



Accountable: the plan should be viewed as an agreement between the city and stakeholders in which the city will do its best to achieve the vision laid out in the plan, additionally, a process will be created to update the community on progress made following plan adoption

C. Organization and Structure

A primary component for successfully developing a new comprehensive plan is determining and clarifying roles and responsibilities of key stakeholders: City Council, Planning Commission, city staff, consultants, Met Council and the Shakopee community at-large. The community will be the primary leader and driving-force behind the plan, facilitated by city staff and consultants, with ultimate decision-making the responsibility of the Planning Commission and City Council, and review and approval by the Met Council.



In comparison to the 2030 planning process, staff recommends, and the Council tacitly endorsed, an alternative planning process which includes an extensive community engagement process.

The project team recommends an organizational structure which includes formation of a group of Plan Champions, consisting of a wide range of community stakeholders representing a broad range of residents, community groups and interests to work collaboratively with the project team to develop the plan, plan policies and technical products. This multi-faceted, multi-disciplinary Plan Champions Group will act as a mechanism by which the balance of public and private interests, the protection of valuable resources and the collective vision of the community is achieved. The Plan Champions Group will play a role similar to a Steering Committee, however, its structure will be more informal and its power shared with the public at-large.

Although the Department of Planning and Development will play a key role facilitating the new comprehensive plan effort, all city departments will need to be active participants and contributors. Critical to the success of the planning process and eventual implementation of the plan is an “all hands-on deck” approach in which all departments are utilizing Envision Shakopee to inform and guide their work. A staff Technical Advisory Committee (TAC) consisting of key city staff will be formed to provide technical guidance on various topical issues. This collaborative organizational structure will forward the plan and its components to the Planning Commission for its recommendation and to the City Council for adoption.

D. Roles and Responsibilities

Stakeholder	Roles/Responsibilities
City Council	1. Establish project scope, process, and approve the funding and allocation of resources 2. Provide overall guidance and direction throughout the process 3. Support the Plan Champions 4. Review and evaluate the project team's recommended plan 5. Conduct the required approval and adoption process 6. Upon adoption, provide staff guidance and prioritization of implementation efforts
Planning Commission	1. Follow the established scope and process 2. Provide overall guidance and direction throughout the process 3. Support the Plan Champions 4. Review and evaluate the project team's recommended plan 5. Conduct the required approval and adoption process 6. Upon adoption, provide staff guidance and prioritization of implementation efforts
Other Boards and Commissions	1. Provide overall guidance and direction throughout the process 2. Support the Plan Champions 3. Review and evaluate the project team's recommended plan 4. Upon adoption, provide staff guidance and prioritization of implementation efforts
Planning and Development Staff	1. Develop draft recommendations on the scope, process and recommended allocation of resources 2. Manage the administration and logistics of the planning process, including overseeing consultants 3. Lead the public outreach effort 4. Facilitate the staff Technical Advisory Committee 5. Work with consultants to develop a draft comprehensive plan 6. Provide plan recommendations to the Planning Commission and City Council 7. Facilitate and manage the Planning Commission and City Council approval and adoption process 8. Facilitate and manage the Met Council review and approval process 9. Facilitate and guide implementation efforts 10. Lead the on-going evaluation and progress monitoring of comprehensive plan goals 11. Manage on-going plan updates

Staff Technical Advisory Committee	1. Represents key city department and agencies in the planning process 2. Serve as department liaison, offering insights, feedback and advice as well sharing data and information as needed 3. Coordinate staff work and resources from the various departments and agencies 4. Serves as a resource for the City Council and Planning Commission for technical and professional information, guidance and recommendations 5. Assist with Plan Champions Group and other community engagement efforts as needed 6. Support implementation efforts 7. Support on-going evaluation and progress monitoring of comprehensive plan goals
Plan Champions Group	1. Represents key stakeholders 2. Serves as an advisory group to assist in the plan's development. 3. Assist with plan promotion. 4. Assist with community engagement efforts. 5. Support the planning process and the plan's adoption and implementation.
The Public	1. Provide feedback throughout the process to assist with the plan's development.
Consultants	1. Facilitate the planning process as outlined in Section E 2. Provide technical analysis 3. Complete Envision Shakopee Comprehensive Plan

1. Staff Technical Advisory Committee (TAC)

City staff holds a wide-range of technical and historical context that will help craft the 2040 plan. The sharing of this context with MKSK is critical to the success of the planning process and will ensure a stronger document is produced. To share knowledge and resources, staff with subject matter expertise will be organized into a staff Technical Advisory Committee (TAC). The TAC will act as the consultants' closest advisors throughout the project and will provide the first level of review of all products. They will assist in assembling existing city data, directing the consultant team to appropriate sources of information and providing logistical support for community engagement events and other meetings. TAC meetings will be conducted in-person at key points in the project when the MKSK team travels to Shakopee, with regular meetings occurring via web/teleconference.

The TAC will be organized into two sub-teams. Core Team participants are those expected to have significant input into policies, processes, procedures or directives considered for the plan. The Core Team consists of those more directly involved in development of land, community

engagement, communications and city administration. The Full Team, which consists of the Core Team plus participants with a more limited role in the planning process, will meet less often and as relevant topics arise. The Core Team can generally be considered a working group whereas the Full Team is more advisory in nature. Roles have been assigned using the MOCHA model.

CORE TEAM			FULL TEAM		
Name	Department	Role	Name	Department	Role
Eric Weiss	Planning	Owner	Ryan Bormann	Public Works	Helper
Michael Kerski	Planning	Manager	Jennifer Gabbard	Human Resources	Consultant
Mark Noble	Planning	Helper	Andy Hutson	IT	Consultant
Kyle Sobota	Planning	Helper	Darin Nelson	Finance	Consultant
Jamie Polley	Parks & Rec	Helper	Angela Trutnau	Police	Consultant
Ryan Halverson	Public Works	Helper	Rick Coleman	Fire	Consultant
Steve Lillehaug	Public Works	Helper	Joy Sutton	Administration	Consultant
Kristin Doran	Communications	Helper	Bill Reynolds	Administration	Approver
Nate Burkett	Administration	Consultant			

MOCHA Model

- **Manager:** assigns responsibility and holds owner accountable
- **Owner:** has overall responsibility for the success or failure of the project; ensures that all the work gets done and that others are involved appropriately
- **Consultant:** should be asked for input and/or needs to be kept in the loop; may be asked to help from time-to-time
- **Helper:** available to help do part of the work
- **Approver:** signs off on decisions before they're final

2. Plan Champions Group

Different than a traditional steering committee in which a set group of stakeholders meet regularly to discuss various planning elements, the city's process for the 2040 plan diffuses and shares decision making amongst all stakeholders. While it can be very helpful to have a small, dedicated group of individuals serve on a steering committee, there is also a risk the committee will be too exclusive and representative of special interests. Many communities establish steering committees with community members who are already active in community activities, however, this leaves out the voices of those who may be interested in exploring an opportunity to become involved. Others may want to be involved, but have limited free time, few resources or low interest in a long-term commitment. For these and other reasons, we've established the Plan Champions Group.

At its core, by serving as a Plan Champion one is committing to be a cheerleader of a comprehensive and inclusive process to establish a shared community vision and to help set the priorities, policies and tactics necessary to achieve that vision. It is our hope that Plan Champions will continue to serve through the adoption phase, however, serving as a champion into the implementation phase is ideal.

Plan Champions should possess the following characteristics and qualifications:

- Strong interest in and/or understanding of public involvement processes
- Strong interest in the successful future of Shakopee
- Ability to work collaboratively with people of wide-ranging perspectives and experiences
- Willingness to contribute to successful group work
- Ability to commit to attend a handful of meetings, workshops and feedback sessions
- Ability to support the work of consensus building to find common ground
- Bring action-oriented and pragmatic ideas to the table
- If necessary, ability to volunteer at public events and to host a "Do It Yourself" planning meeting
- Live and/or work or own or operate a business in the city

The city will recruit Plan Champions from groups such as:

- Community and civic organizations
- Nonprofits
- Businesses
- Faith organizations
- Neighborhood groups or homeowners' associations
- Youth and senior groups
- Other government agencies

E. Process, Phasing and Timeline

The following scope of services outlines the process and preliminary timeline for creating Envision Shakopee. The process is designed to address the fundamental building blocks of a vibrant, healthy and diverse community and involve local stakeholders to play a role in visioning, prioritization and implementation of the resulting strategic plan of action.

The project team has outlined a process organized into five phases of work set to occur over the course of approximately 18 months.

The process is based upon the project understanding as of June of 2017. The project team recognizes that project variables may require alterations and adjustments to the proposed process. Any project revisions will be agreed upon by city staff and MKSK with any contractual revisions made as necessary.

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PHASE	1. Community Understanding	2. Community Visioning & Strategic Framework	3. Focus Area & Implementation	4. Plan Documentation	5. Adoption
TASKS	1.1 Project Launch & Work Program 1.2 Community Tour & Audit 1.3 Process Branding & Communications Plan 1.4 Web Presence Launch 1.5 Community-wide & Targeted Outreach 1.6 Stakeholder Interviews/Focus Group Sessions 1.7 Existing Conditions Analysis a. Land Use & Development Character Assessment b. Transportation System Assessment c. Market Assessment 1.8 Emerging Themes & Guiding Principles	2.1 Community Visioning Workshops 2.2 Community Goals 2.3 Strategic Planning Framework a. Land Use-Transportation Strategies b. Economic & Housing Strategies 2.4 Best Practices & Project Benchmarking 2.5 On-going Community Engagement	3.1 Focus Area Identification 3.2 Catalytic Projects & Big Ideas 3.3 Implementation Program 3.4 Community Open House 3.5 On-going Community Engagement	4.1 Draft Comprehensive Plan 4.2 Draft Plan Review 4.3 Plan Refinement 4.4 Public Presentation Event	5.1 Six-Month Review Period 5.2 Public Comment Documentation 5.3 Plan Revisions 5.4 Formal Adoption Hearings 5.5 Final Revisions and Plan Production
MEETINGS	Technical Advisory Committee Kick-off Trip Web conference meetings (as needed) Stakeholder Interviews Focus Groups/Community-sponsored Meetings	Technical Advisory Committee Web conference meetings (as needed) In-person meetings Community Visioning Workshop	Technical Advisory Committee Web conference meetings (as needed) Community Open House	Technical Advisory Committee Web conference meetings (as needed) Public Presentation Event	Technical Advisory Committee Web conference meetings (as needed) Planning Commission City Council
DELIVERABLES	Project Work Plan & Schedule Public Engagement & Communications Plan Base Mapping & Existing Conditions Summaries Stakeholder/Focus Group Session Summaries Project Website & Public Engagement Materials	Community Meeting, Website & Targeted Outreach Presentation & Materials Strategic Framework Concepts & Supporting Materials Best Practices & Benchmarking Documentation	Community Meeting, Website & Targeted Outreach Presentations & Materials Catalytic Project/Big Idea Summaries & Graphic Renderings Implementation Matrix & Supporting Information	Draft Comprehensive Plan Executive Summary Presentation	Final Presentations Final Comprehensive Plan
TIMELINE	May-July 2017	August-October 2017	November 2017-January 2018	February-March 2018	April-November 2018

1. Phase 1: Community Understanding

The comprehensive planning process will begin with a thorough assessment of Shakopee's existing physical, demographic and economic conditions and the community's relative position as a municipality within the Twin Cities region. The core of this effort will revolve around education and dialogue, first amongst the planning consultant team as MKSK builds its knowledge base about Shakopee, and then share what it learns back with the community. The community will begin the planning effort armed with a shared understanding of where it stands today, how it is changing, and how local, regional and national trends will affect the city moving forward.

1.1 Project Launch & Work Program. The MKSK team will hold a kick-off meeting with the Technical Advisory Committee to finalize a detailed project schedule and process, discuss project goals and objectives, and establish information sharing protocols. During this meeting, MKSK requests that staff and the Technical Advisory Committee provide an executive summary of active planning efforts, development projects, capital improvements, etc. The goal of this task is to quickly get the MKSK project team up-to-date on all of the planning and community efforts that are underway in the city. The Technical Advisory Committee will be asked to review the existing 2030 Comprehensive Plan and to provide an assessment of the plan's effectiveness, which aspects of it should be retained and what is no longer necessary.

1.2 Community Tour/Audit. City staff will accompany the MKSK team on a community tour to familiarize the team with Shakopee and highlight issues and opportunity areas that should be addressed in the plan. The team will photo document and qualitatively assess the condition of Shakopee's neighborhoods, business districts, commercial corridors and public facilities. This is the beginning of the team's assessment of existing conditions.

1.3 Process Branding & Communications Plan. MKSK will work with city staff to develop a distinct project brand including logo, color palette and key messages. MKSK will also develop a comprehensive public outreach and communications plan identifying specific outreach methods, milestone and responsible parties.

1.4 Web Presence Launch. The MKSK team will work with the Technical Advisory Committee to create and launch a project website. This site will serve as an important public engagement tool, and will also allow the project team to share relevant information throughout the planning process. The website will be launched early in the planning process to generate interest, share information, establish project brand recognition and gather foundational public opinion.

At this stage of engagement, the public will be asked to answer brief survey questions aimed at identifying community principles and values that will serve to guide the overall development of Envision Shakopee. For example, community members will be asked to share what it is they love about Shakopee and what they would change if they could. Simple, straightforward questions such as these allow for the broadest possible engagement across all segments of the population, and quickly cut to the core values and concerns of residents and other community stakeholders.

1.5 Community-wide & Targeted Outreach. As described in the Community Engagement Plan, the MKSK team will work with city staff to develop a toolkit of customized public engagement activities to be undertaken by staff beginning in Phase 1.

1.6 Stakeholder Interview Sessions. The MKSK team will meet with and interview community stakeholders in multiple stakeholder group sessions. The stakeholders will be identified by the Technical Advisory Committee and interview times established by the city (in consultation with the MKSK team). These sessions are designed to engage community leaders, representatives of important community groups and organizations, public agency representatives, key businesses and property owners and others whose knowledge, experience and interests in Shakopee will add to our team's understanding of issues, constraints and opportunities to be addressed in the plan.

The city will be responsible for inviting and retaining the stakeholders as well as providing and reserving the meeting location(s). These sessions (up to 1.5 hours in length) will provide an opportunity for the MKSK team to gain invaluable insight into the community. This effort is anticipated to include approximately eight focus group sessions scheduled across two days and coordinated with the project kick-off trip.

1.7 Existing Conditions Analysis. The MKSK team will review relevant studies, plans, data and information to identify the current conditions within the city and surrounding region as a means of establishing a baseline for recommendations and other components outlined in the scope of work. This includes review of any available local documents as recommended by the Technical Advisory Committee. It also includes a review of demographic and market data as it relates to the city and region, using information sources such as the U.S. Census, Scott County, the Metropolitan Council, the City of Shakopee and proprietary data aggregation services (e.g. ESRI Business Analyst). We will use a combination of qualitative observation, quantitative technical analysis and GIS-based spatial analysis to assemble a thorough picture of Shakopee as it stands today, and an assessment of what the future may hold for the community based on current trends.

This existing condition analysis will be presented in the form of base mapping, diagrams, infographics and summary tables which will be attractively designed and formatted for use at future meetings. Key components of the Existing Conditions Analysis will include an assessment of Shakopee's existing land use patterns, supporting transportation system, economic health and growth patterns. A key product of the existing conditions assessment will be the identification of baseline metrics and indicators that will help the community to understand how it compares to other similar communities in the region, where it stands relative to past conditions in the city, to see where it may be falling short or is excelling, and to have a reference point by which to measure future progress toward identified goals. This analysis will ensure that challenging decisions that must be made as part of the planning process are based on objective data; however, it is important that community visioning and decision-making not be limited to a mathematical exercise — it must also consider community values and intangible needs.

Our approach to existing conditions also includes a more in-depth focus on the critical elements of community form (land use and development), transportation/mobility and market economics that together drive much of how places grow and evolve. To meet the city's stated deadline for a land use plan in July 2017, our analysis will be targeted to give us the information and understanding we need to make thoughtful land use recommendations early in the process. Early areas of emphasis for analysis will include:

- a. Land Use & Development Character Assessment. The MKSK team will conduct a thorough inventory of existing land uses and development typologies throughout the city, by amount (acreage or square footage, dwelling units, etc.) and by an assessment of physical form, scale, condition and aesthetic/community character. It will also identify significant development corridors, which relate both to land use and to transportation function, as described below. The land use assessment will also consider the distribution and connectivity of Shakopee's parks, open space and greenway system, within the context of the natural environment and opportunities for land preservation. This park and open space assessment will identify the existing range of Shakopee's park and open space typologies in terms of size, purpose/function, and location along with a qualitative assessment of how well the overall system serves the city and its districts/neighborhoods, and where there may be gaps in the parks system in terms of location, type and connections. This will include an emphasis on identifying opportunities for enhanced open space and pedestrian/bicycle connectivity to the Shakopee riverfront. As part of this assessment, MKSK will work with city staff to produce an interim land use plan by July, 2017 for use in the Scott County Transportation Plan. This interim land use plan will reflect known and anticipated future conditions as understood in this initial phase of the project. It is assumed that further adjustments to the land use plan will be considered as the project advances.
- b. Transportation System Assessment. The team will review existing information related to Shakopee's transportation network, including roadway functional classifications, available traffic counts and forecasts, lane and right-of-way information, transit routes and non-motorized systems and plans. Recent plans and any list of programmed capacity or non-motorized improvements will also be reviewed. This will be used to create an existing transportation system map that identifies areas, corridors or roadway segments of concern relative to vehicular, pedestrian/bicycle, and transit mobility, access/connectivity, safety and efficiency. This will include an assessment of existing and planned greenway and open space system connectivity as part of a comprehensive approach to transportation planning.
- c. Market Assessment. The MKSK team will assess Shakopee's housing, economic development and land use needs and challenges. The team will collect, review and analyze housing, economic and demographic data and provide a written summary of the existing socioeconomic conditions in the city and region. This information will be used to identify preliminary concepts for potential development and land use projections based on anticipated and potential growth and relevant development trends.

1.8 Emerging Themes & Guiding Principles. Using the findings from the existing conditions analysis and feedback obtained from the focus group sessions, initial online engagement and targeted outreach, MKSK will work with the Technical Advisory Committee to distill the findings of these efforts into a series of emerging themes and preliminary guiding principles. The themes and principles will set the stage for how the plan will unfold in terms of priority areas of focus, ongoing community engagement efforts and the development of specific goals and objectives in the next phase of the process.

Phase 1 Meetings:

- Technical Advisory Committee (one in-person kick-off trip; web conference meetings as needed)
- Stakeholder Interviews/Focus Groups (approximately eight focus groups, across two days, coordinated with project kick-off trip)

Phase 1 Deliverables:

- Project Work Plan & Schedule
- Public Outreach & Communications Plan
- Base mapping, and existing conditions analysis summaries
- Stakeholder/Focus Group meeting summaries
- Project Website & Public Engagement Materials

Phase 1 Timeframe: Two-three months

2. Phase 2: Community Visioning and Strategic Framework

With the baseline analysis of Shakopee's conditions complete and the foundation of Technical Advisory Committee, stakeholder and initial community engagement conducted in Phase 1, the planning effort will proceed with a robust visioning effort. This will include public conversation events, guided toward the creation of an aspirational, but also realistic, consensus-based plan. The process will address both policy direction and physical planning concepts for key areas of the city and its potential growth areas. This visioning effort will include discussion of initial placemaking, land use, development and transportation concepts, among other topics. Conversations on planning focus areas (Neighborhoods, Districts and Corridors) will also occur. The critical focus of the visioning effort will be on specific, strategic goals, objectives and actions that will improve the quality of life and opportunity for Shakopee's citizens, businesses and visitors, both existing and future.

2.1 Community Visioning Workshop. Phase 2 will begin with a dynamic public workshop that builds on the community understanding developed in Phase 1 to engage community members in establishing a vision for the future of Shakopee. The MKSK team will conduct an overview presentation of the information developed during Phase 1 to help educate the community and to frame emerging issues and opportunities, confirm guiding principles, and to set the stage for a collaborative effort to develop goals, objectives and priorities for action. The workshop will include a variety of interactive stations, mapping exercises, visual preference surveys and discussion tables. The feedback generated at the workshop will be summarized to create a preliminary report of community priorities, preferences and concerns that will guide the development of Envision Shakopee.

2.2 Community Goals. As an outgrowth of the community discussion at the Vision Workshop, as well as through other coordinated public outreach efforts (e.g. website, storefront space, mobile displays, etc.), MKSK will work with the Technical Advisory Committee to identify a series of critical community goal statements. These will be both aspirational and achievable, and will set the stage establishing a consensus-based vision of what the community wants Shakopee to be as it looks forward over the next decade and beyond. The intent of these goals is to provide a yard stick by which more specific strategies and actions will be measured to ensure that the plan's ideas and recommendations are advancing the city toward its common and consensus-based community vision. The Community Goals will be vetted through online and targeted outreach efforts to confirm broad support and guide refinements that will inform the next tasks of the planning process.

2.3 Strategic Planning Framework. Based upon the feedback from the community, the project team will focus on developing a Strategic Framework of preliminary planning concepts and strategies that will become the foundational elements of the Plan. Concepts and strategies will likely be grouped into the following general categories:

- Land Use, Urban Design & Physical Character
- Multi-modal Transportation, Community Mobility & Complete Streets
- Community Heritage, Identity, Arts & Culture
- Parks, Trails, Open Spaces & the Public Realm
- Natural Resources, Environmental Systems & Resilience Considerations
- Near & Long-Term Housing Needs
- Economic Development, Business Location and Competitive Differentiation Considerations
- Community Facilities, Public Services, & Utilities Infrastructure
- Human Capital, Community Engagement & Governance
- District and Neighborhood Identity and Preservation, including the Downtown Commercial District
- Focus Areas and Priority Corridor Concepts
- City Edge, Growth/Annexation and Jurisdictional Partnership Strategies

MKSK will coordinate with the Technical Advisory Committee to update relevant background information, objectives, strategies and actions related to each of these elements as addressed in the current Shakopee 2030 Comprehensive Plan and in consultation with the Metropolitan Council's Local Planning Handbook. In areas of city expertise and in-depth knowledge, such as city infrastructure, services, facilities and budget, the MKSK team will rely on the direction and expertise from the city or other relevant government agencies on identified areas of need and recommendations for improvement.

Each of these components will be summarized with representative imagery, maps, diagrams and supporting narrative text as appropriate to the topic. We anticipate that some of these items will be addressed at a general policy level of detail, with more targeted focus on key elements that will serve as priorities for affecting change and achieving the community's goals and priorities over the next five to ten years. As described in the Existing Conditions Analysis of Phase 1, we will include a special emphasis on the critical elements of community form (land use and development), transportation and mobility, and market economics as part of the strategic framework, among other items of emphasis to be determined through consultation with the city.

- a. Land Use and Transportation System Strategies. A key component of our planning approach is understanding and building upon the linkages between land use and transportation, which is often either overlooked or underemphasized in comprehensive planning efforts. The MKSK team will build on a thorough analysis of the existing transportation system conducted in Phase 1 to develop a "Corridor Character" classification system. This approach will combine the more traditional traffic function (volume and access) with non-motorized

transportation characteristics (including open space and greenway connectivity) and adjacent land use/development form considerations. This effort will also inform the designation of priority corridors that may become a target for more in-depth planning and design focus in the next phase of the process. This approach will be coupled with the creation of a preliminary community-wide land use plan that will go beyond the typical color-coded land use map, providing a graphic understanding of intended community character and needs, desired development typologies and urban design objectives, park and open space typologies and environmental systems - both for the existing city jurisdiction, as well as for potential growth and annexation areas.

- b. Economic Development and Housing Strategies. The MKSK team, working closely with the city, will draft a strategic framework aimed to strengthen the local economy and address the community's housing needs in a sustainable manner. The economic framework will include strategies related to place-based attraction and retention, leveraging planned public and private investment to maximize potential impact, innovation and entrepreneurship, the sharing/equitable/maker economy, tourism support and expansion, human capital and workforce development. The housing framework will include strategies related to location, affordability, market-based development, character, scale/density and incentives. These strategies will build on and incorporate relevant aspects of the 2016 Scott County Residential and Commercial/Industrial Demand Analyses (by others).
- c. Best Practices & Project Benchmarking. The MKSK team will collect best practice examples related to items of focus in the Strategic Planning Framework to demonstrate what other, similar communities have done well and successfully in similar circumstances that is transferable and could be applied to the city of Shakopee. The MKSK team will use best practices and benchmarking efforts to illustrate important points, facts and designs in other locales that have been effective and are similar to those being discussed for the city in this planning effort.

2.4 Ongoing Community Outreach. At strategic points during this Phase, the MKSK team will provide updated materials for the website, and other coordinated community-wide and targeted outreach efforts, including materials from the Community Review Workshop, to continually reach the broader community and generate additional public input.

Phase 2 Meetings:

- Technical Advisory Committee (web conference meetings as needed, in-person meetings coordinated with public engagement meetings)
- Community Visioning Workshop (one meeting)

Phase 2 Deliverables:

- Community Meeting, Website & Targeted Outreach Presentations & Materials
- Draft Technical Updates (Existing Plans & Exhibits)
- Strategic Framework Concepts (Analysis of Issues & Impacts)
- Draft Land Use Plan

- Draft Transportation Plan
- Best Practices & Benchmarking Documentation

Phase 2 Timeframe: Two-three months

3. Phase 3: Focus Areas & Implementation

This phase of the process will build on the feedback and community direction obtained in Phase 2 to refine and solidify the Strategic Planning Framework and to enrich the plan with more in-depth recommendations for specific areas of policy or geographic interest that have been identified as high priorities of focus by the community. Too often, comprehensive plans are treated as technical policy documents that generate little community interest and lead to underwhelming implementation efforts. Our approach embraces the potential of the planning process to “think big,” to tackle thorny issues and provide a bold vision that will excite the community to action. With that objective in mind, the purpose of this phase is to move beyond the general framework of planning strategies developed in Phase 2 and to establish a more specific vision for key aspects of the plan that the community will ultimately focus on as priorities for action.

3.1 Focus Area Identification. At this point in the project, the MKSK team will work with the Technical Advisory Committee to identify critical aspects of the Strategic Planning Framework that warrant more detailed analysis and recommendations. These areas of focus will be an outgrowth of community direction provided thus far. This will include both specific policy strategies or initiatives and targeted geographic focus areas of the community. The team will establish planning objectives for each to be pursued in the next task. We anticipate areas of emphasis to include Downtown Shakopee and the city’s key business clusters and growth areas. The plan is expected to emphasize potential expansion and annexation into Jackson Township, specifically within the Highway 69 and 169 corridors. This will build on the 2016 West End Land Use Master Planning Study, understanding that this will require planning considerations for land currently located outside of Shakopee’s corporate boundaries. Planning for these areas will include an analysis of alternative scenarios for land use, economic development, transportation, utilities, parks and housing options.

3.2 Catalytic Projects and Big Ideas. With focus areas and objectives established for each, the MKSK team will develop a series of specific policy initiatives and physical catalytic project concepts (i.e. development concepts, transportation improvements, parks and trail connections (especially to the riverfront), etc.). A critical part of this task is developing a compelling vision and support materials that help to explain the intent of the ideas, and vetting the concepts and strategies with experts and reality. MKSK will provide stimulating graphic renderings to convey a vision for catalytic physical planning projects in priority focus areas and corridors to communicate with the community, the city leadership, and potential implementation partners (up to six color-rendered perspective images are anticipated).

3.3 Implementation Program. The MKSK team, in conjunction with the Technical Advisory Committee, will establish a detailed set of strategies that will include priority listing and sequencing of recommendation initiatives and lead actors (public, private and institutional), to ensure efficiency of

efforts and resources for immediate initiatives and for “five-year,” “ten-year” and “beyond” development horizons. This will include specific coordination with the city’s Planning and Development staff to determine the most appropriate guidance and regulatory tools, such as neighborhood design guidelines, zoning updates, overlay district(s) and/or form-based codes. This will also include an updated Capital Improvements Plan outlining priority transportation projects, strategic parks and open space system improvements, other public realm enhancements or infrastructure investments and potential funding strategies and partnerships. The implementation plan will be formatted into a concise matrix format for ease of use, and will cover all aspects of the Strategic Planning Framework developed in Phase 2 and the Focus Areas, Catalytic Projects and Big Ideas developed in Phase 3.

3.4 Community Open House. Based upon the feedback received from the Technical Advisory Committee, the MKSK team will make refinements to the focus area concepts before presenting the material at an interactive public meeting. The intent of this meeting is to generate excitement and buy-in for the recommended concepts and initiatives, while also critically vetting the ideas with community members to ensure the final plan is truly a consensus-based guide for implementation.

3.5 Ongoing Community Outreach. At strategic points during this phase, the MKSK team will provide updated materials for the website, and other coordinated community-wide and targeted outreach efforts, including materials from the Community Open House, to continually reach the broader community and generate additional public input.

Phase 3 Meetings:

- Technical Advisory Committee (web conference meetings as needed, in-person meetings coordinated with public engagement meeting)
- Community Open House (one meeting)

Phase 3 Deliverables:

- Community Meeting, Website & Targeted Outreach Presentations & Materials
- Catalytic Project/Big Idea Summaries & Graphic Renderings
- Implementation Matrix & Supporting Information
- Draft Capital Improvements Plan

Phase 3 Timeframe: Two-three months

4. Phase 4: Plan Documentation

Building on the community review and direction of Phase 3, the planning process will culminate with the synthesis of the visioning, strategies and plan concepts into a complete draft document. Envision Shakopee will be a graphic-rich, user-friendly guidebook that documents activities and

results of the entire planning process, paints a compelling picture of how the community desires to move forward and a plan of action to achieve the vision.

4.1 Draft Comprehensive Plan. The MKSK team will produce a draft of Envision Shakopee. All information collected and analyzed to date will form the foundation of this effort. Graphics, maps, plans and illustrations will be finalized. In general terms, the draft comprehensive plan will evaluate and guide:

- Community-wide Vision & Goals
- Future Land Use Development & Zoning Policy
- Thoroughfare Improvements & Mobility Needs
- Recommended Streetscape & Public Realm Improvements
- Future Park System and Open Space Improvements
- Public Services, Facility Needs & Utilities Improvements
- Urban Design & Physical Planning-Related Decisions
- Environmental Systems, Resilience & Preservation
- Economic Development & Competitiveness Strategies
- Housing Needs & Policies
- Policies to Improve Community Engagement & Governance
- Strategies to Build on Shakopee's History, Identity & Culture
- Provide a Vision and Policy for Growth, Annexation and Inter-Jurisdictional Cooperation
- Provide Physical Catalytic Project Concepts and Illustrative Focus Area Recommendations
- Consolidate Recommended Public Investments into an Updated Capital Improvements Plan
- Provide Actionable Implementation Steps

Envision Shakopee will identify those things that will position the city to advance as a community of choice, identifying areas to focus efforts upon over the coming decades, and build upon initiatives already occurring within the city. The plan will provide an overview and understanding of selected planning elements in compliance with the requirements of the Metropolitan Council as outlined in the Council's Local Planning Handbook and requirements of the Metropolitan Land Planning Act and other elements of importance to the city. MKSK will coordinate with the Technical Advisory Committee to update relevant background information, objectives, strategies and actions related to each of these elements as addressed in the current 2030 Shakopee Comprehensive Plan where applicable. In areas of city expertise and in-depth knowledge, such as city infrastructure, services, facilities, and budget, the MKSK team will rely on the direction and expertise from the city on identified areas of need and recommendations for improvement and related budgetary impacts. We anticipate that some of these items will be addressed at a general policy

level of detail, with more targeted focus on the key elements that will serve as priorities for affecting change and achieving community priorities over the next five to ten years.

4.2 Draft Plan Review. MKSK will deliver a draft plan document (in digital format) to the city for review by the Technical Advisory Committee. We anticipate providing at least 30 days for thorough review and comment by all members. Staff will coordinate all comments into a single redline markup for review with the planning team. It will be important to resolve any potentially conflicting or unclear comments into specific direction for incorporation into the refined draft document.

4.3 Plan Refinement. At this point, the MKSK team will incorporate recommended revisions that have been compiled, approved and provided by the city. Following incorporation of the revisions, a Proposed Draft Plan will be issued to the city and posted to the project website.

4.4 Public Presentation Event. Once the Proposed Draft Plan is approved for public review, MKSK will work with city staff to conduct a public presentation. This presentation will serve as an executive summary overview of the planning process, structure and components of the plan, and provide an emphasis on the key catalytic projects, big ideas and next steps necessary to turn the plan's recommendations into reality. This public event may take the form of an organized community forum presentation, or could be a presentation to the Planning Commission, City Council or joint meeting of the two.

Phase 4 Meetings:

- Technical Advisory Committee (web conferences as needed)
- Public Presentation Event (one meeting)

Phase 4 Deliverables:

- Draft Comprehensive Plan (one digital PDF)
- Executive Summary Presentation

Phase 4 Timeframe: Two months

5. Phase 5: Adoption and Final Plan

Following the mandated six-month public review period, MKSK will present to the Planning Commission and City Council. It is anticipated that minor revisions will be requested through this adoption process and MKSK will make these as authorized by the Technical Advisory Committee. Documentation of public comments provided via the project website will be provided for consideration by the commission and council. Upon adoption, MKSK will prepare and deliver final digital and printed versions of the plan document.

Adoption Meetings:

- Technical Advisory Committee (web conferences as requested)
- Planning Commission (one meeting anticipated)
- City Council (one meeting anticipated)

Adoption Deliverables:

- Final Presentations
- Final Comprehensive Plan (one digital PDF and 30 bound hard copies)

Adoption Timeframe: Eight months (including required six-month review period)

F. Community Outreach and Engagement

Successful comprehensive plans are built on a foundation of authentic community engagement and consensus-building. To achieve successful outcomes, the project team will conduct open, inclusive and accessible planning activities throughout the city to provide ample opportunity for public participation. The approach will be a collaborative one in which the city, consultant and public work together to craft the community's vision and strategy for the future.

The selected approach is a balanced Community Outreach and Engagement Strategy which will include sets of large, community-wide meetings balanced with small, targeted conversations and workshops and passive interactions. These activities will take place at various stages of the project and at strategic locations in the city based on established planning priorities and issues. Additionally, the engagement strategy will include a range of on-demand and remote outlets for electronic participation via web-based techniques (e.g. web surveys, online visual preference surveys, or webpage comment boards).

To be an inclusive process and plan, engagement activities will need to be tailored and adjusted based on the specific needs, history, culture and language of the community or population being engaged. An engagement process designed to meet the needs of those most likely not to engage – high priority populations - is likely to result in a process in which more people of all backgrounds are engaged.

For purposes of the 2040 Plan, the city's high priority populations include:

- The approximately 80 percent of people who do not regularly engage
- Low-income
- Youth
- People of color
- Immigrants
- Small business owners
- Jackson and Louisville township residents

1. Stakeholder Interviews

The MKSK team will conduct a series of small group interviews (up to eight) with key community stakeholders. These groups will likely include representatives from city neighborhoods, organizations, institutions, businesses, property owners, major employers and city and county departments and others with a critical interest in and knowledge of Shakopee. The purpose of these interviews is to help the MKSK team understand the specific details, concerns and opportunities facing the city. The MKSK team will rely on the Technical Advisory Committee to identify the individuals/groups that should be interviewed and to facilitate the location and scheduling of these meetings. If deemed appropriate by the city, MKSK can also conduct direct one-on-one discussions with key individuals, coordinated with the overall engagement itinerary and other scheduled trips to Shakopee. In general, it is expected that city staff will conduct one-on-one discussions as the need may arise at other points throughout the process, and to relay those conversations to MKSK.

The city will continually engage these stakeholders and encourages them to act as Plan Champions, who will stay informed of the planning process and help to spread the word about the plan and encourage additional engagement through their own networks. If desired, the MKSK team will also conduct check-in meetings with this group of champions during scheduled visits to Shakopee, allowing this group to act as a sounding board and to provide feedback prior to public meeting presentations. MKSK would conduct these check-in presentations as single, consolidated meetings of the Plan Champion group (one meeting per trip following the initial series of stakeholder sessions conducted at the beginning of the planning process).

2. Community-wide & Targeted Outreach / Focus Groups

The MKSK team will work with city staff to develop a toolkit of customized public engagement activities to be undertaken by staff on a regular basis. These may include brief informational presentations or information cards to be shared at community events and meetings, and interactive hands-on display boards designed to elicit community input with minimal staffing needs. Ideally, the city will secure a dedicated display space in one or more prominent locations that will allow the public to engage with the process as part of their daily routine. This could take the form of a dedicated project storefront that is advertised as a destination space for the plan, and/or as multiple pop-up displays that can be stationed

throughout the community in public facilities, coffee shops, business lobbies, institutions, apartment complexes, etc. This will allow for public engagement with members of the community who don't typically attend public meetings, or who may not be inclined to engage using a website or social media. Where appropriate, materials will be customized to best communicate with specific high priority populations who do not regularly engage in the city's planning efforts, such as youth, low-income residents, immigrant populations, etc.

3. Public Workshops / Open House Events

The MKSK team will conduct three public meeting events at key points in the planning process to share the work progress to-date, provide educational information, have discussions and gather community feedback. The typical format will consist of a formal presentation followed by topic stations where the public will be asked to provide direct feedback and have one-on-one conversations with the MKSK team and city staff. A critical aspect of each public meeting is education. Each meeting will begin by framing key issues and providing information about trends, opportunities and alternatives so that the public is armed with the information they need to have productive and thoughtful conversations about Shakopee's future. Each event will be structured with activities designed to elicit authentic conversation and interaction, and to do so in a way that generates interest and excitement among participants. The public meeting toolkit includes interactive mapping exercises, collaborative brainstorming, real-time polling, visual preference surveys and a variety of customized activities. The date, time, staffing, etc. of these events will be determined in conjunction with the city. The city will be responsible for securing the venue and any required public notice. MKSK anticipates extensive involvement by city staff in coordinating logistics, staffing and facilitating activities at the meetings in partnership with the consultant team.

4. Project Website

An interactive online presence is a critical part of a modern comprehensive planning effort, as it is not always possible for residents to attend public meetings, and some populations, particularly younger demographics, prefer to consume information and engage in a digital environment. The MKSK team will construct an attractive, user-friendly and functional project website coordinated with and linked to the city's website, to provide a central repository of all information related to the comprehensive plan process and to provide a web engagement platform as an alternative method of public interaction. MKSK will utilize a variety of online engagement tools within the project website to elicit continued communication and interaction, including custom web-based surveys and polls, interactive crowdsourcing mapping platforms, and public comment forms that allow individuals to provide immediate, open-ended feedback directly to the project team. The website will also accommodate web videos if desired by the city; however, the expectation is that the city will take the lead in coordinating and producing videos. The website will be designed to allow for collaborative content management between MKSK and city staff, with the expectation that the website will remain active following completion of this contract, at which time the city will take complete ownership of the site.

5. Social Media

Social media is a critical tool in reaching the public and advertising events and engagement opportunities as part of the planning process. The project approach will be to utilize social media platforms, such as Facebook and Twitter to disseminate information, advertise upcoming public meetings, and drive people to the project website. MKSK will prepare digital graphics and messaging and work with city staff to establish a regular schedule for social media posts and e-blasts. It is anticipated that city staff will be responsible for direct posting of information to official City of Shakopee social media accounts and other standard methods of public communication used by the city.

6. Community Engagement Summary and Assumptions

Community Engagement Method	Lead	Support	Assumptions
1. Community education series	MKSK	City	Integrated into public meetings (refer to work plan)
2. Stakeholder meetings	MKSK	City	City to coordinate logistics, invitations, meeting space, etc.
3. Community-sponsored events and focus groups	City	MKSK	MKSK to provide materials for city use, city/partner organizations to provide summaries of activities and resulting public/focus group input
4. Website	MKSK	City	Designed using wordpress.com, linked to city website, co-managed with city staff
5. Social media	City	MKSK	MKSK to provide materials/messaging for city use
6. One-on-one discussions	MKSK	City	Coordinate with focus group meetings where possible
7. Workshops and Visual Preference Survey	MKSK	City	City to provide staff support at all workshops
8. Public comment tracking tool	MKSK		Integrated into project website
9. Web videos	City	MKSK	MKSK to provide materials, city to coordinate video production
10. City-sponsored events and meetings	City	MKSK	MKSK to provide materials, city to coordinate logistics

G. Plan Branding and Communications

Unified messaging will ensure the broadest understanding of the planning process for everyone involved and provide consistent language to describe and define Envision Shakopee. The following describes the initial communication language for Envision Shakopee. All messaging and dates outlined in this Charter are subject to change.

1. Key Messages

Project

- Envision Shakopee is a community-oriented, consensus-focused comprehensive planning process designed to inspire all who live, work, play and learn in the city of Shakopee to take part in defining a clear vision for the future of our city.
- The success of Envision Shakopee will hinge on the participation of residents, businesses, visitors and other stakeholders. Success also hinges on the city doing a great job of listening! To hear from people, the city is creating more opportunities for involvement. This will include focus groups, workshops, presentations, city presence at community events and festivals, public meetings and online platforms.
- The Envision Shakopee 2040 Comprehensive Plan will be a guidebook for the city's vision and a blueprint for the next 20 years. It will reflect our shared concerns and aspirations, anticipate future growth and redevelopment needs, guide decision making and address our responsibility to future generations.

Name

- As often as possible, and where it makes sense for clarity of the message to the audience or reader, the Envision Shakopee planning process and the Envision Shakopee 2040 Comprehensive Plan may collectively be referred to by either term: Envision Shakopee or Envision Shakopee 2040.

Process

- Envision Shakopee is being led in partnership by the City of Shakopee and a team of planning consultants. The consultant team is led by MKSK, a planning, urban design, and landscape architecture firm based in Columbus, Ohio and supported by locally-based Toole Design Group and economic development specialists HR&A Advisors, Inc.
- Envision Shakopee will take place over an 18-month period, beginning in June 2017, and is divided into five phases: 1) Community Understanding, 2) Community Visioning & Strategic Framework, 3) Focus Areas & Implementation, 4) Plan Documentation, and 5) Plan Adoption.

Frequently Asked Questions

What is a Comprehensive Plan?

- Simply put, a comprehensive plan addresses and plans for a city's future. It covers a wide variety of topics, such as land use, economic development, transportation, infrastructure, housing, parks, natural resources and more. It recommends policies to address future growth and change, and is typically designed as a technical document to be used only by government officials when making decisions about zoning or capital improvements. You're probably somewhat familiar with this structure. It's the structure used for the city's existing plan, the 2030 Comprehensive Plan.

A great comprehensive plan paints a compelling picture of what the community wants to be in the future – how it would like to grow and change, what it would like to improve, and what it would like to preserve and strengthen for future generations. The most effective plans are those with a strong and aspirational vision for the future. They are based on robust community engagement to identify the needs, values and ambitions of the people who live and conduct business in the city. Great plans provide policies, strategies and priorities for the community to make thoughtful decisions that will advance the city toward its common goal. Most importantly, great plans do not sit on a shelf collecting dust. They are used daily to inform and guide city decision making, budgets, projects, policies and programs.

Our new comprehensive plan is going to be a great plan.

What are the technical components of the Envision Shakopee 2040 comprehensive plan?

- The consultant team expects Envision Shakopee 2040 will be comprised of the following elements, to be refined upon further analysis:
 - Community-wide Vision & Goals
 - Future Land Use Development & Zoning Policy
 - Thoroughfare Improvements & Mobility Needs
 - Streetscape & Public Realm Improvements
 - Future Park System and Open Space Improvements
 - Public Services, Facility Needs & Utilities Improvements
 - Urban Design & Physical Planning-Related Decisions
 - Environmental Systems, Resilience & Preservation
 - Economic Development & Competitiveness Strategies
 - Housing Needs & Policies
 - Policies to Improve Community Engagement & Governance
 - Strategies to Build on Shakopee's History, Identity & Culture

- The Plan will also:
 - Provide a vision and policy for growth, annexation and inter-jurisdictional cooperation
 - Provide physical catalytic project concepts and illustrative focus area recommendations
 - Consolidate recommended public investments into an updated Capital Improvements Plan
 - Provide actionable implementation steps
 - Offer guidance for future decision making, including guidance for flexibility
 - Establish outcomes with measurable goals, which will be used to track progress

How can I get involved?

- Everyone is invited to get involved! As someone who lives, works, plays, or learns in Shakopee, sharing your ideas and experience is essential to understanding the needs of our community and shaping a community-driven vision for our future. Here are several ways to get involved:
 - Visit the project website at www.envisionshakopee.com, sign up for project updates, and check out the “Participate” section for interactive online activities.
 - Join us at the three Envision Shakopee Community Workshops that will take place during the process. The workshops will be informative, family-friendly and have interesting activities designed especially for you to help shape the future of Shakopee. Workshops are tentatively set for October 2017, January 2018 and April 2018.
 - Visit the city’s booth at community events to follow the plan’s progress and contribute to activities and conversations there.
 - Invite city staff to present to your group or at your community event.
 - Host a discussion. Are you a member of a community organization, advocacy group, community leader or someone who is interested in planning for the future of Shakopee and would like to host your own facilitated discussion? We have Envision Shakopee packets that are fully equipped with materials, graphics and instructions designed especially for your group to host an engaging, productive discussion and report the results back to the consultant team. If you are interested in this option, please contact Eric Weiss, Senior Planner at eweiss@ShakopeeMN.gov

How will Envision Shakopee 2040 be different from the 2030 Comprehensive Plan?

- While many of the key components of the final 2040 plan will be similar to the 2030 plan, Envision Shakopee will be different in process, substance, tone, role and form. Envision Shakopee will be an inclusive, people-focused plan organized around a community-driven set of values and outcomes.

Why is a new Comprehensive Plan needed?

- The city's existing plan was written nearly a decade ago in 2008. Given the changes to the way we live, the economy, technology, communication, and people's attitudes, beliefs and expectations, it's important that the city has a plan reflective of today's realities. The most successful and strategic communities update and adapt their plans to meet existing and future needs on a regular basis.
- Per state statute, due to its location within the seven-county metropolitan area, Shakopee must update its comprehensive plan, in accordance with the Metropolitan Council and the regional plan, Thrive MSP 2040, by the end of 2018. Given the opportunity to update its plan and the general opinion of the existing plan, the city is planning for an extensive overhaul of the plan and plan process.
- Factors within Shakopee make the plan update critical to our continued success. The population in Shakopee has nearly doubled since the year 2000. What's more, population projections estimate Shakopee continue to grow with an expected population over 62,000 by 2040. With growth comes pressures on our infrastructure, need for new community facilities, plans for housing, amenities, employment and more. These topics are analyzed and planned for in a comprehensive plan. In addition to overall growth, specific populations are growing faster than others, including seniors, youth and communities of color. We must understand the needs of our diverse, growing community to plan for our shared success. Envision Shakopee will be a visionary, community-driven effort to create a comprehensive plan for the benefit of all who live, work, play and learn in Shakopee.

How will the Envision Shakopee Comprehensive Plan be used?

- The Envision Shakopee 2040 Comprehensive Plan will be a guidebook for the city's vision and a blueprint for the next 20 years. It will reflect our shared concerns and aspirations, anticipate future growth and redevelopment needs, guide decision making, and address our responsibility to future generations. The final plan will be consulted by the City Council, the Planning Commission, city staff and other government entities as they assess the character, location, and extent of public investments and private development proposals. Envision Shakopee will ensure that decisions are being made to guide growth and development in Shakopee that adhere to a shared vision authentic to our community.

2. Brand Standards

Envision Shakopee will be a highly branded, graphically rich process and document. By branding the plan, it will help to increase and improve awareness amongst stakeholders, create an identity for the plan and create visual interest. It also helps to relay the sense of a well-planned, orchestrated and high-quality process. The Envision Shakopee brand will also provide a sense of separation and newness in comparison to the 2030 plan. Consistent and regular use of the brand is necessary to accomplish these goals. Envision Shakopee's brand is as follows:

Logo with Tagline



Logo Without Tagline



Primary Color Palette

Primary			Secondary		
CMYK	RGB	HEX	CMYK	RGB	HEX
C 60	R 110	#6EBF5C	C 89	R 39	#274056
M 0	G 191		M 70	G 64	
Y 86	B 92		Y 44	B 86	
K 0			K 34		

Tertiary			Accent 3		
CMYK	RGB	HEX	CMYK	RGB	HEX
C 78	R 0	#0099CC	C 0	R 251	#FBB040
M 24	G 153		M 35	G 176	
Y 6	B 204		Y 85	B 64	
K 0			K 0		

Supporting Color Palette

CMYK	RGB	HEX	CMYK	RGB	HEX
C 7	R 226	#E24B42	C 1	R 254	#FEE188
M 86	G 75		M 10	G 225	
Y 79	B 66		Y 56	B 136	
K 0			K 0		

CMYK	RGB	HEX	CMYK	RGB	HEX
C 73	R 101	#65469C	C 60	R 80	#509245
M 86	G 70		M 0	G 146	
Y 0	B 156		Y 86	B 69	
K 0			K 29		

IV. PLAN OUTLINE AND ADDITIONAL INFORMATION

A. Plan Chapters

Chapter	Extent of Update	Author
Executive Summary	New chapter: Highlights of the plan, short summary of principles/values and goals	Primary: Consultant, Department of Planning & Development
Introduction: Overview, background, process, outcomes and principles/values	Significant: - Overview - Why we plan, how the plan is used - Engagement process - Outcomes - Principles/values - Over-arching issues - Data	Primary: Consultant, Department of Planning & Development
Land Use & Design	Significant: Updated analysis, strategic plan and maps	Primary: Consultant, Department of Planning & Development

	• Directional and tonal shift • Inclusion of plan for Jackson Township, strategic thinking for Louisville Township • Addition of urban design • General land use plan required by July, 2017	
Transportation: county and state roads	Minimal: • Updated transportation analysis zones and traffic forecasts • Identification of deficient transportation corridors and future roadway improvements	Primary: Scott County, SRF
Transportation: bike, pedestrian, local streets, freight, train and air	Significant: • Updated analysis, strategic plan, and maps • Multimodal plan is essentially non-existent in 2030 plan • Inclusion of plan for Jackson Township, strategic thinking for Louisville Township • Need to address self-driving cars • Coordination with and integration of Scott County prepared traffic study	Primary: Consultant, Department of Planning & Development Secondary: Public Works and Parks and Recreation departments
Water & Utilities	Water: Minimal • No analysis needed. • Goals and strategies if necessary • Coordination with and integration of SPU study	Primary: Shakopee Public Utilities
	Sanitary sewer: Minimal • Updated analysis, strategic plan, and maps • Coordination with and integration of recent Jackson Twp. study	Primary: Consultant, Public Works Department
	Storm/surface water: Minimal • Updated analysis, strategic plan, and maps • Coordination with and integration of recent Jackson Twp. study	Primary: Consultant, Public Works Department
	Electric: Minimal	Primary: Shakopee Public Utilities

	- no analysis needed, goals and strategies if necessary - Coordination with and integration of SPU study	
	Gas (private): Minimal no analysis needed, goals and strategies if necessary	Primary: Consultant, Public Works Department
	Phone/cable/internet (private): Minimal no analysis needed, goals and strategies if necessary	Primary: Consultant, Public Works Department
	Waste (private): Minimal no analysis needed, goals and strategies if necessary	Primary: Consultant, Public Works Department
Parks, Trails, Open Space	Significant: - Trail connections - Park development and maintenance strategy, including evaluation of existing parks and demand for future parks and park type - Directional and tonal shift	Primary: Consultant, Parks and Recreation Department Secondary: Planning and Development and Public Works departments
Environmental Systems & Resilience	Minimal: - Updated analysis, strategic plan, and maps - Multiple chapters from 2030 plan will need to be combined - Directional and tonal shift - Need to address resilience, climate mitigation, climate adaptation	Primary: Consultant, Department of Planning & Development Secondary: Parks and Recreation and Public Works departments
Housing	Minimal: - Updated analysis, strategic plan, and maps - Directional and tonal shift - Need to address multi-family and affordable housing - Integration of market research information (Maxfield)	Primary: Consultant, Department of Planning & Development

Economic Development & Competitiveness	Significant: - Updated analysis, strategic plan (short- and long-term), and maps - Addition of economic competitiveness - Need to address living wage jobs - Need to address robotics and automation - Integration of market research information (Maxfield)	Primary: Consultant, Department of Planning & Development
Heritage, Arts and Culture	New chapter: Includes historic preservation, diversity and inclusion, social and cultural assets	Primary: Consultant, Department of Planning & Development
Human Capital, Engagement and Governance	New chapter: Includes communications, civil rights, social services, customer service, education, technology and innovation	Primary: Consultant Secondary: all city departments
Public Services and Facilities	New chapter: Includes publicly-owned buildings, future facility needs, public safety, inspections and licensing	Primary: Consultant Secondary: all city departments
Implementation Program	Significant: - Updated Capital Improvement Plan - Implementation plan	Primary: Consultant Secondary: all city departments

B. Key Issues

In addition to the chapters listed, the city has identified other major topics that must be addressed by the plan. Based on initial analysis of the 2030 Comprehensive Plan and existing conditions, staff recommends addressing the following major topics:

1. Redevelopment and revitalization
2. Annexation of Jackson Township and future growth, specifically along the Highway 169 and County Road 69 corridors; potential annexation of portions of Louisville Township
3. Placemaking
4. Downtown and neighborhoods
5. Connections to the Minnesota River

6. Inclusive public engagement, equity, and changing demographics
7. Impacts of technological advancements on jobs, transportation, land use, and social connections
8. Long-term infrastructure maintenance
9. Building community pride

C. Outside Agency Coordination

The participation of other governmental or quasi-governmental organizations, such as state agencies, transit agencies, public and private schools, watershed districts, utility providers, the Chamber of Commerce, Shakopee Mdewakanton Sioux Community and others will be needed to ensure realistic and feasible policy guidance is developed within the planning documents. In some cases, multiple representatives and subject matter experts may be required to assist with sound planning policy develop that meets the needs of the entire community. The city will work to engage and update these outside organizations on a regular basis.

D. Relationship to Other City Planning Documents

The city's comprehensive plan consists of several related documents, including specific area plans, systems plans, strategic plans and the capital improvement plan.

Envision Shakopee replaces the city's 2030 Comprehensive Plan as the "umbrella" document for the city's strategic planning efforts. The revision process will reinforce and refine city-wide goals and policies not only for the comprehensive plan, but also for subsequent plans. These other plans should be considered supplemental to the comprehensive plan and will be considered in the drafting of the document. Where opportunities exist to incorporate existing studies, plans and reports the planning team will do so as not to recreate the wheel and to preserve limited resources for other areas of need.

Studies, plans and reports of significance to Envision Shakopee include:

1. Shakopee 2030 Comprehensive Plan
2. Shakopee Capital Improvement Program 2017-2021
3. Scott County 2030 Comprehensive Plan
4. Scott County CDA Commercial and Industrial Demand Analysis regarding Shakopee, Maxfield Research Inc.
5. Scott County CDA Residential Demand Analysis regarding Shakopee, Maxfield Research Inc.
6. Jackson Township Sanitary Sewer Study
7. Community Livability Report (2016)
8. West End Land Use Master Planning Study (2016)

E. Budget

SOURCES		USES	
City's General Fund	\$60,000	MKSK Contract	\$205,000
Met Council Grant	\$32,000	Scott County/SRF Contract	\$12,000
Scott County Grant	\$125,000	Community Organization Contracts	\$6,000
Blue Cross Sponsorship	\$12,500	Community Engagement Strategies	\$6,000
TOTAL	\$229,500	TOTAL	\$229,500