

City of Shakopee Strategic Plan Summary 2020-2024

STRATEGIC PRIORITY	DESIRED OUTCOME	KEY OUTCOME INDICATOR	TARGET	STRATEGIC INITIATIVES
Financial Stability	Stable tax rate	-Tax rate	-Rate change equal to/lower than implicit price deflator	a) Develop a long-term financial plan
	Diverse revenue sources	-Non-property tax revenue	- __% increase in non-property tax revenue yearly -Reduce financial burden of entertainment destinations by __ \$ by __	b) Develop a grant decision-making process c) Improve 5-yr. CIP prioritization process d) Explore methodologies for capturing tourism revenue e.g. ticket surcharge
	Adequate funding of - CIP	-Long-term plan budgets	- __% of high-priority CIP projects funded by _(date)_	
Enhancing Community Strengths	Make big ideas a reality	-Funded and executed projects	-Cultural trail completed by __ -Innovation center completed by 2022 - Rive utilization Phase I by 2024 -Gateways/west end start by _2021__	a) Develop and execute long-term plans b) Evaluate econ dev policies re: higher wage jobs c) Refine business promotion & attraction process
	Enhance quality of employment/jobs	-Average wage -Median income	-Avg. median income increased by 10% by __ -Avg. hourly wage \$26/hr. by __	d) Improve culture & tourism marketing e) Explore collaborative partnerships for tourism and events
	Successfully maximize entertainment options for tourism & visitors	--Increased holding power	-Increase # of overnight stays + ADR from __ to __ _Increase events by __ from _to_ by __ _Increase participation in pubic events from __to__ by __	
Effective Public Services	Stable workforce	-Turnover rate -Internal hiring rate	-Yearly turnover rate __% or lower - __% of internal candidates selected for supervisory openings (5 yr. avg.)	a) Develop 15 yr. CIP b) Conduct staffing study c) Develop service level standards d) Develop impact review process
	Effective infrastructure planning	Plans in place	Prioritized infrastructure plan and funding philosophy adopted by __	e) Create comprehensive performance management program
	Adequate service the demands of growth	-Studies -Staffing ratios	By __, determine level of staffing needed in 3 depts _Determine the service delivery standards in 3 depts by __	
Communication	More voices engaged in decision-making process	- # of participants -Diversity of participants	__ increase in segments of the community participating in decisions by __	a) Develop & implement strategic communications plan b) Develop strategies to reach underserved populations
	Increase community trust of the City	-Survey results-trust	__% increase in community trust from 20 __-20 __	c) Pursue branding and image efforts consistent w/ vision
	A positive image of the city/community	-Survey results - image	__% increase in opinion re: image from 20 __-20 __	