

May 11, 2017
Eric Weiss, Senior Planner
City of Shakopee
129 Holmes Street South
Shakopee, MN 55379

Re: Shakopee 2040 Comprehensive Plan Update

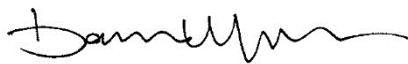
Dear Eric,

Thank you again for selecting MKSK to partner with the City of Shakopee to create the City's 2040 Comprehensive Plan. Based on our recent conversation with you we have prepared the following scope of services contract for your review. You will find this scope substantially reflects the scope of services included in our original proposal as provided in response to the RFP along with revisions and clarifications we have discussed with you.

We appreciate the commitment the City has demonstrated to undertake a planning process that truly engages the community as a whole and that will go beyond the technical requirements of a typical Comprehensive Plan to give Shakopee an inspirational and action-oriented plan for its future. In particular, we were excited to learn that the City has secured additional grant funding through the Blue Cross Blue Shield Active Places program for targeted community engagement efforts – this is a clear signal that we have a strong partner in this endeavor. While we understand this grant funding will be managed separately from our contract with the City, we see this as fitting perfectly with the collaborative approach we have outlined for the planning process as described in our scope of services.

We look forward to working with you to create a transformative and implementable comprehensive plan for the City of Shakopee.

Sincerely,

A handwritten signature in black ink, appearing to read "Darren Meyer", with a stylized, flowing script.

Darren Meyer, Principal

MKSK

CONTRACT AUTHORIZATION

I hereby authorize MKSK to provide the services outlined in this proposal according to the provisions stated herein and as attached.

TOTAL NOT TO EXCEED (inclusive of project expenses) \$205,000

APPROVED AND ACCEPTED:

Client Signature

Date

Client Print Name and Title

MKSK Principal Signature

Date

Encl.: Preliminary Project Work Plan & Schedule

MKSK Terms and Conditions (2016)

City of Shakopee Request for Proposals

Scope of Services for the City of Shakopee 2040 Comprehensive Plan Update

The following scope of services outlines the process and preliminary timeline for creating the City of Shakopee 2040 Comprehensive Plan. Our 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.

We have outlined a process organized into four primary phases of work to occur over the course of approximately 18 months:

Phase 1: Community Understanding

Phase 2: Community Visioning & Strategic Framework

Phase 3: Focus Areas & Implementation

Phase 4: Plan Documentation

Phase 5: Plan Adoption

This proposal is based upon our current understanding of the project through discussion with the City of Shakopee. Our General Assumptions, Scope of Services, Schedule, and Project Budget are outlined below:

General Assumptions:

1. The Client will be the City of Shakopee, Minnesota, with Eric Weiss, Senior Planner serving as the primary Client contact. The Consultant is to be MKSK with Darren Meyer, Principal-in-Charge; Justin Goodwin, Project Manager/Planner; and Andrew Overbeck, Lead Project Planner. MKSK will be assisted by Subconsultants HR&A Advisors, Inc., Bob Geolas, Partner to provide economic analysis and strategy, and Toole Design Group, Ciara Schlichting, Regional Office Director to provide transportation and mobility recommendations. MKSK will serve as the Lead Consultant and primary point of contact with the Client, and will directly manage the Subconsultant activities and deliverables.
2. MKSK will work with base information (digital) that is provided by the Client and whatever is publicly available from the City, County, Metropolitan Council and other sources.
3. Additional meetings beyond those listed below will be performed on an hourly basis per the Terms & Conditions as authorized by the Client or by separate agreement.
4. The following Scope of Services is based upon the current understanding of work to be completed. Any additional services or sub-consultants that may be required can be identified and additional compensation can be authorized accordingly.

Project Collaboration and Community Engagement

Our approach is a collaborative one - we consider ourselves as serving not just the role of consultant and advisor, but also as a partner with the City. We will be in regular contact with staff throughout the process, and will also rely on staff's expertise and direction to ensure we have the information we need and that the process moves efficiently and effectively. We understand that certain elements of the plan, as originally outlined in the RFP (attached), will require minimal analysis and will be primarily the responsibility of the City to provide direction for technical updates and policy language, while other elements will require more in-depth analysis and strategic thought by the consultant team. For those items we will rely on the City to provide available data and background information so that we can focus on the work of analysis and recommendations. The end result will be a seamless product that integrates

the technical elements typical of most comprehensive plans with a transformative vision and strategic plan for implementing big ideas.

Successful comprehensive plans are built on a foundation of authentic community engagement and consensus-building. The MKSK team will have regular dialogue with key city staff (Technical Advisory Committee) and will work with the City to develop a detailed schedule, protocol and work plan to coordinate a wide variety of community engagement methods throughout the process. The Community Engagement Plan will also specify lead responsibilities amongst the MKSK team and City staff. Below are our current assumptions regarding the structure of community engagement efforts we will undertake throughout the process. We will work with the City to refine this plan as an early project task to best meet the community's needs.

City Staff/Technical Advisory Committee

As outlined in the RFP, our project team will regularly meet with Shakopee's long range senior planner and a Technical Advisory Committee. We assume the Advisory Committee will consist of key City personnel representing a broad spectrum of municipal departments. It may also be appropriate to include representatives of other government agencies, such as Scott County, and potentially non-government stakeholders as may be identified by the City. We will work with staff to confirm a preferred composition and structure for the Technical Advisory Committee, and establish a regular meeting schedule. Senior planning staff will serve as the direct day-to-day contact point for the MKSK team. Staff and the Technical Advisory Committee 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 and directing the MKSK team to appropriate sources of other information, as well as providing logistical support for community engagement and other meetings. Meetings will be conducted in-person at key points in the project when our team travels to Shakopee, with regular meetings occurring via web/teleconference.

Stakeholder Interviews

The MKSK team will conduct a series of small group interviews (up to 8) 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 of Shakopee. 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, we 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, we expect City staff to conduct one-on-one discussions as the need may arise at other points throughout the process, and to relay those conversations to our team.

We also propose that the City continually engages 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 plan champions during our scheduled visits to Shakopee, allowing this group to act as a sounding board and to provide feedback prior to public meeting presentations. We would conduct these check-in presentations as single, consolidated meetings of the plan champion group (1 meeting per trip following the initial series of stakeholder sessions conducted at the beginning of the planning process).

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 would 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 can also 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. For example, these outreach efforts will be coordinated with the activities to be conducted as part of the City's Active Places grant award (specific activities to be conducted by others).

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. Our approach is to integrate a community education series of topics as described in the RFP, as a component of these public meetings. We will begin each meeting 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. Our 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.

Project Website

An interactive online presence is a critical part of a modern Comprehensive Planning effort, as it is not always possible for citizens 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. We utilize a variety of online engagement tools within our project websites to elicit continued communication and interaction, including custom web-based surveys and polls, interactive crowdsource mapping platforms, and public comment forms that allow individuals to provide immediate, open-ended feedback directly to the planning team. The website will also accommodate web videos if desired by the City; our 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.

Social Media

Social media is a critical tool in reaching the public and advertising events and engagement opportunities as part of the planning process. Our approach is generally 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 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.

Community Engagement Summary and Assumptions

The following table provides a summary of planned community engagement activities and assumptions regarding responsibilities amongst the consultant and client team.

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 & 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 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 & Visual Preference Survey	MKSK	City	City to provide staff support at all workshops
8. Public comment tracking tool	MKSK		Integrated with project website
9. Web videos	City	MKSK	MKSK to provide materials, City to coordinate video production
10. City-sponsored events & meetings	City/MKSK		MKSK to provide materials, City to coordinate logistics

The approach to project collaboration and community engagement as outlined above establishes a framework that will guide all tasks to be undertaken throughout each phase of the planning process. A detailed description of each phase and primary tasks is provided below.

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 Greater Minneapolis region. The core of this effort will revolve around education and dialogue, first amongst the planning team as we build our knowledge base about Shakopee, and then

share what we learn 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, we request 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 graphic logo, official plan process name, color palette and key messages. We 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 sentiment.

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 the Comprehensive Plan. 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 8 (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 conditions 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 and mobility, and market economics that together drive much of how places grow and evolve. In order 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 as a whole 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 Study. This interim 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 conduct an assessment of 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, we 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 (1 in-person kick-off trip; web conference meetings as needed)

Stakeholder Interviews/Focus Groups (Approximately 8, 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: 2-3 months

PHASE 2: COMMUNITY VISIONING & 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. This 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 the Comprehensive Plan.

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 Technical Advisory Committee, the MKSK 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.

- 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.
- 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 (1 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: 2-3 months

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. In particular, 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 6 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 (1 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: 2-3 months

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. The Shakopee 2040 Comprehensive Plan 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 the City of Shakopee 2040 Comprehensive Plan. 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

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

The Comprehensive Plan will identify those things that will position the City of Shakopee 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 of Shakopee as agreed upon with 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 (1 meeting)

Phase 4 Deliverables:

Draft Comprehensive Plan (1 digital PDF)

Executive Summary Presentation

Phase 4 Timeframe: 2 months

PHASE 5: ADOPTION AND FINAL PLAN

Following the mandated six-month public review period, MKSK will present to the Planning Commission and to 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 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 (1 meeting anticipated)
City Council (1 meeting anticipated)

Adoption Deliverables:

Final Presentations

Final Comprehensive Plan (1 digital PDF and 30 bound hard copies)

Adoption Timeframe: 8 months (including required 6-month review period)

SCHEDULE

The MKSK Team estimates that the **City of Shakopee 2040 Comprehensive Plan Update** can be completed within approximately eighteen (18) months, assuming an approximately 10-month planning process and including the required 6-month Metropolitan Council review period. This also assumes approximately 2 months allotted for Planning Commission and City Council review and final plan revisions and document delivery. Schedule is contingent on the time to obtain necessary data and information and the needed time for Client and committee meetings and review. Refer to the Attached Preliminary Work Plan and Schedule. A detailed project schedule will be developed through discussion with the City upon execution of this contract.

BUDGET

The MKSK Team can complete the **City of Shakopee 2040 Comprehensive Plan Update** for a fee of **\$205,000**, including expenses incurred by the Consultant Team and per the Attached Terms & Conditions.