

## APPENDIX D: OTHER ITEMS

The following items provide supplementary information for Comprehensive Plan comment period, Resolution for submission and expanded implementation section.

- **D.1: Staff Report and Minutes for approval of Comprehensive Plan and Met Council submission**
- **D.2: Resolution authorizing Comprehensive Plan Submission to Met Council**
- **D.3: Adjacent jurisdiction recieved comments**
- **D.4: Expanded implementation discussion**



**Shakopee City Council**  
**April 9, 2019**

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**FROM:** Michael Kerski, Planning & Development Director/Joe Widing, Senior Planner

**TO:** Mayor and Council Members

**Subject:**

Approval of submission of the draft 2040 Comprehensive Plan to the Met Council for review and approval

**Policy/Action Requested:**

Approve Resolution No R2019-046 authorizing the submission of the 2040 Comprehensive Plan to the Met Council for review and approval

**Recommendation:**

Approve Resolution No. R2019-046

**Discussion:**

In the spring of 2017, the city began the process of updating its 2030 comprehensive plan as required by the Metropolitan Land Planning Act. The planning process focused on the engagement of the community from the very beginning, engaging stakeholders in crafting a shared vision for the future of the community. More than 3,000 people were engaged using a variety of tools including online, surveys, neighborhood meetings and larger public meetings. The input of the community served as the foundation of the plan, establishing the community priorities and big ideas that function as the backbone of the plan.

In late June 2018, staff and the project consultants released the draft plan at a public open house. Since the release, the city has sought additional input from the community, hearing from an additional 325 people. Thus far, the plan has been received with overwhelming public support.

State statute requires cities to submit plan updates to the Met Council by December 31, 2018, however, Shakopee received a 6-month extension. This extension allows Shakopee to submit Envision Shakopee by May 1st of this year. The City Council authorized staff to distribute the plan to adjacent jurisdictions for the 6-month review period. That review period ended on March 22.

Staff notified 23 jurisdictions ranging from townships to state agencies and received written response from nine of those agencies and communities. Generally, all respondents reacted positively to Envision Shakopee and of those nine, five responded with no comment. The four with written comments generally made comments on typos, omissions or small errors in the text or graphics, which staff has corrected with this draft.

Additionally, staff submitted the public review draft to the Met Council for preliminary review. They returned 13 pages of written comments back to staff. Their comments were mainly on items of the plan that the Council required for final approval and Shakopee would need to correct or add in order for the comp plan to receive final Met Council approval. Staff believes it has made those necessary changes in order to received Met Council approval, but many times this process can be an iterative one, meaning more changes could be required by the Met Council after submission of the document at the end of April.

Finally, staff received two additional written comments from non-governmental entities during the six-month review period. All comments received are attached for review.

During this period, staff has also had opportunities to meet and discuss sections of the plan. Since the previous draft, the Sanitary Sewer Master Plan and Surface Water Management Master Plan have both been completed and so changes have been made to the infrastructure section of the comp plan to better align with the more detailed master plans. In addition, changes have been made to sections of the transportation and natural resources sections of the comp plan following further discussions with the engineering department.

Major changes to the plan have not taken place. The vision and philosophy outlined through the extensive planning process have remained, but more technical details have been revised and updated following Met Council requirements, adjacent jurisdiction comments and there has been extensive review by city staff. Attached is a brief outline highlighting the edits made from the previous draft.

Again, this is an iterative process between the city of Shakopee and the Metropolitan Council, and it is likely the document being reviewed will not be the final document for adoption later this year. Staff will keep Council informed of any revisions that the Met Council may require through their formal review process. The Comprehensive Plan will be an evolving document until the time that it is officially approved by the Metropolitan Council and adopted by the City Council.

Envision Shakopee has been a long and thorough process and this item represents one more step to the plan becoming reality.

Attached will be all comments received by staff from adjacent jurisdictions, a memo outlining all major revisions made during the 6-month review period and a compressed version of the revised Envision Shakopee document. A full uncompressed version can be found at the following link.

<https://tinyurl.com/yxvcdna> - this link will take you to the direct file, if you do not have a dropbox account, click "no thanks" on the prompt, which will allow viewing, download or printing of the full file.

**Budget Impact:**

**ATTACHMENTS:**

- ▢ Resolution
- ▢ Comments Received
- ▢ Edit Notes
- ▢ Low Resolution 2040 Comp Plan



## Shakopee Planning Commission

### Meeting

### Minutes

April 4, 2019

7:00 PM

City Hall 485 Gorman St.

#### 1. Roll Call

Chair Robbins called the meeting to order.

Commissioners present: Josh Forsythe, Lori Hogen, Daniel Mock, Daniel Olson, Noreen Reding, Kent Robbins, Ashlee Sepulvado

City staff present: Director of Planning & Development Michael Kerski, Long Range Planner Joe Widing, Planner Liz Bushaw

#### 2. Approval of Agenda

Commissioner Lori Hogen made a motion to approve the Agenda, seconded by Commissioner Noreen Reding and the motion passed.

7 - 0

#### 3. Call for Notarized Affidavits, Proof of Neighborhood Meeting and Sign in Sheet for appropriate Public Hearing

Not needed.

#### 4. Recognition by Planning Commission of Interested Citizens

No one responded.

#### 5. Consent Business - (All items listed in this section are anticipated to be routine. After a discussion by the Chair there will be an opportunity for members of the Commission to remove any items from the consent agenda for individual discussion. Those items removed will be considered following the Public hearing portion of the agenda. Items remaining on the Consent Agenda will not be discussed and will be approved in one motion.)

##### A. Approved Minutes of March 7, 2019 Planning Commission



Commissioner Ashlee Sepulvado made a motion to approve the Consent Business, seconded by Commissioner Josh Forsythe and the motion passed.  
7 - 0

## 6. General Business

### A. PUBLIC HEARING: Approval of 2040 Comprehensive Plan (Envision Shakopee) for submission to the Metropolitan Council

Commissioner Noreen Reding made a motion to open the Public Hearing, seconded by Commissioner Daniel Mock and the motion passed.  
7 - 0

Long Range Planner Joe Widing presented the 2040 Comp Plan, Envision Shakopee.

Mr. Robbins asked for clarification about any changes being made after their approval this evening and Mr. Widing clarified this for him. Mr. Robbins asked if this would come before the Planning Commission again before final approval and Mr. Widing answered that they were following statute requirements by the Met Council, but that they certainly would be able to present it again to the Planning Commission before final approval.

Mr. Kerski clarified the approval process for the Planning Commission. Mr. Robbins stated that he preferred that the Planning Commission see it again before final approval, unless it was exactly the same as this evening and Mr. Widing agreed.

Mr. Forsythe commented that he was happy that the city staff submitted this early draft to the Met Council and Mr. Widing agreed. Mr. Kerski explained in detail what changes the Planning Commission could expect in the future.

Mr. Forsythe asked for clarification on the manufactured housing mentioned in the Plan and Mr. Widing explained the city's rationale on this.

Mr. Robbins commented on how the Comp Plan is a useful tool and Mr. Kerski agreed and expanded on his comments about the benefits of having a Comp Plan.

Ms. Hogen thanked city staff for all of their hard work on the plan and that they should be very proud of it.

Ms. Sepulvado asked Mr. Widing where they should send notes on typos, etc., noticed in the Plan and Mr. Widing stated that they could be sent to him.

Mr. Robbins congratulated Mr. Widing on a job well done. He asked about the Met Council affordable housing comment and if this needed to be addressed. Mr. Kerski clarified this for the Commission. Mr. Widing also commented on this piece as well. Mr. Robbins asked about the manufactured housing and how the Comp Plan was worded and Mr. Widing clarified this for him. Mr. Robbins asked about the Louisville Township annexation and Mr. Widing explained the process for the orderly annexation agreement with Jackson Township. He also clarified that the city did not have an annexation agreement currently with Louisville Township. Mr. Kerski added that the City Council is working on starting discussions with Louisville Township about an orderly annexation agreement and this is also on the City Council's 2019 work plan.

Commissioner Lori Hogen made a motion to close the Public Hearing, seconded by Commissioner Daniel Mock and the motion passed.  
7 - 0

Commissioner Lori Hogen made a motion to forward a recommendation to the City Council for action to submit Envision Shakopee to the Metropolitan Council, seconded by Commissioner Ashlee Sepulvado and the motion passed.  
7 - 0

7. Other Business

None.

8. Adjourn to Thursday, May 9, 2019 at 7:00 p.m.

Commissioner Josh Forsythe made a motion to adjourn the meeting at 8:50 pm, seconded by Commissioner Noreen Reding and the motion passed.

7 - 0



## Shakopee City Council Minutes

April 9, 2019

7:00 PM

City Hall 485 Gorman St.

Mayor Bill Mars presiding

1. Roll Call

Present: Mayor Bill Mars, Councilmembers Jody Brennan, Matt Lehman, Jay Whiting, Angelica Contreras

Staff Present: City Administrator Bill Reynolds, Assistant City Administrator Nate Burkett, City Engineer/Public Works Director Steve Lillehaug, Planning/Development Director Michael Kerski, Senior Planner Joe Widing

2. Pledge of Allegiance

3. Approval of Agenda

Councilmember Jay Whiting made a motion to approve agenda, seconded by Councilmember Angelica Contreras and the motion passed.

5 - 0

4. RECOGNITION OF INVOLVED CITIZENS BY CITY COUNCIL - Provides an opportunity for the public to address the Council on items which are not on the agenda. Comments should not be more than five minutes in length. The Mayor may adjust that time limit based upon the number of persons seeking to comment. This comment period may not be used to make personal attacks, to air personality grievances, to make political endorsements or for political campaign purposes. Council Members will not enter into a dialogue with citizens, and questions from Council will be for clarification only. This period will not be used to problem solve issues or to react to the comments made, but rather for informational purposes only.

5. Workshop on 2040 Comp Plan

- 5.A. Resolution Authorizing Submission of 2040 Comp Plan to Met Council for Review

Councilmember Jay Whiting made a motion to approve Resolution No R2019-046 authorizing the submission of the 2040 Comprehensive Plan to the Met Council for review and approval, seconded by Councilmember Angelica Contreras and the motion passed.

4 - 1

Nays: Lehman

6. Other Business

7. Adjournment to Tuesday, April 16, 2019 at 7 p.m.

Councilmember Jody Brennan made a motion to adjourn to April 16, 2019 at 7:00 p.m., seconded by Councilmember Angelica Contreras and the motion passed.

5 - 0

## Item D.2 Resolution authorizing Comprehensive Plan Submission to Met Council

### **RESOLUTION R2019-046 A RESOLUTION OF THE CITY OF SHAKOPEE, MINNESOTA, CONSIDERING THE 2040 COMPREHENSIVE PLAN UPDATE AND AUTHORIZING SUBMISSION TO THE METROPOLITAN COUNCIL.**

**WHEREAS,** Minnesota Statutes section 473.864 requires each local governmental unit to review and, if necessary, amend its entire comprehensive plan and its fiscal devices and official controls at least once every ten years to ensure its comprehensive plan conforms to metropolitan system plans and ensure its fiscal devices and official controls do not conflict with the comprehensive plan or permit activities that conflict with metropolitan system plans; and

**WHEREAS,** Minnesota Statutes sections 473.858 and 473.864 require local governmental units to complete their “decennial” reviews by December 31, 2018; and

**WHEREAS,** The Metropolitan Council and the City of Shakopee agreed to delay the submission deadline of their decennial review to May 1, 2019; and

**WHEREAS,** the City Council, Planning Commission, and City Staff have prepared a proposed Comprehensive Plan intended to meet the requirements of the Metropolitan Land Planning Act and Metropolitan Council guidelines and procedures; and

**WHEREAS,** pursuant to Minnesota Statutes section 473.858, the proposed Comprehensive Plan was submitted to adjacent governmental units and affected special districts and school districts for review and comment on September 18, 2018, and the statutory six-month review and comment period has elapsed; and

**WHEREAS,** the Planning Commission of the City of Shakopee did review the proposed Comprehensive Plan update and has considered all public comments; and

**WHEREAS,** the City conducted a public hearing on April 4, 2019 relative to the approval of the proposed Comprehensive Plan; and

**WHEREAS,** the City Council has reviewed the proposed Comprehensive Plan update and those recommendations, public comments, and comments from adjacent jurisdictions and affected districts; and

**WHEREAS,** Minnesota Statutes section 473.858 requires a local governmental unit to submit its proposed comprehensive plan to the Metropolitan Council following recommendation

by the planning commission and after consideration but before final approval by the governing body of the local governmental unit.


**WHEREAS**, based on its review of the proposed Comprehensive Plan and Planning Commission and staff recommendations, the City Council is ready to submit its proposed plan to the Metropolitan Council for review pursuant to Minnesota Statutes section 473.864; and

**WHEREAS**, the City Council of the City of Shakopee did review the Comprehensive Plan Update on April 9, 2019 and adopted the following findings:

**NOW THERE, BE IT RESOLVED BY THE CITY COUNCIL OF SHAKOPEE, MINNESOTA, AS FOLLOWS:**

1. The City Administrator is directed to distribute said Comprehensive Plan to the Metropolitan Council by May 1, 2019 pursuant to Minnesota Statutes section 473.864.

Adopted in special session of the City Council of the City of Shakopee, Minnesota, held on the 9 day of April, 2019.



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Mayor of the City of Shakopee

ATTEST:

  
\_\_\_\_\_  
Lori Hensen, City Clerk

**PREPARED BY:**  
City of Shakopee  
485 Gorman Street  
Shakopee, MN 55379



October 15, 2018

Eric Weiss  
Senior Planner – Long Range  
Planning Division  
City of Shakopee  
485 Gorman Street  
Shakopee, MN 55379

SUBJECT: City of Shakopee 2040 Comprehensive Plan  
**MnDOT Review # CPA18-085**  
Shakopee, Scott County

Dear Mr. Weiss:

Thank you for the opportunity to review the City of Shakopee 2040 Comprehensive Plan. MnDOT's staff has reviewed the document and has the following comments:

***Transportation Chapter Comments:***

- Page 214, Access Management: "The Transportation section of the City of Shakopee 2030 Comprehensive Plan provides guidelines for access spacing..." Please consider including an access spacing table for city streets in the plan update. Otherwise, the reader will need to make reference to an older document.
- Pages 244 and 251: to be more accurate, the new interchange at TH 41/CH 78/US 169 is a "diverging diamond interchange"
- Page 271: Clarify that any ped/bike crossing of US 169 would be a grade separated improvement – the preceding paragraphs discuss at-grade improvement options.

Please contact Matt Engstrom ([Matthew.Engstrom@state.mn.us](mailto:Matthew.Engstrom@state.mn.us) or 651-234-7724) if you have any questions about these comments.

***Review Submittal Options:***

MnDOT's goal is to complete the review of plans within 30 days. Submittals sent in electronically can usually be turned around faster. There are four submittal options. Please submit either:

1. An electronic .pdf version of the plans. MnDOT can accept the plans via e-mail at [metrodevreviews.dot@state.mn.us](mailto:metrodevreviews.dot@state.mn.us) provided that each separate e-mail is less than 20 megabytes.
2. A compact disc with the plans in .pdf format. The disc can be sent to:

MnDOT – Metro District Planning Section  
Development Reviews Coordinator

An equal opportunity employer

1500 West County Road B-2  
Roseville, MN 55113

3. A .pdf version of the plans sent to MnDOT's external shared workspace site located at:  
<https://mft.dot.state.mn.us> Please contact MnDOT development review staff gain access to the shared workspace site. Also, please send a note to metrodevreviews.dot@state.mn.us indicating the file name and stating that the plans have been submitted on the shared workspace site.
4. If you are unable to send the plans electronically, please submit a set of full size plans to the above address.

If you have any questions concerning this review, please contact me at (651) 234-7797.

Sincerely,



Cameron Muhic  
Senior Planner

**Copy sent via E-Mail:**

Jeff Rones, Design  
Hailu Shekur, Water Resources  
Almin Ramic, Traffic  
Ben Klismith, Right-of-Way  
Buck Craig, Permits

Russell Owen, Metropolitan Council  
Matt Engstrom, Area Engineer  
Cameron Muhic, Bike-Ped  
Diane Langenbach, Area Engineer

To: Joe Widling, Planner  
City of Shakopee  
485 Gorman Street  
Shakopee, MN 55379

Re: Agency Response to Proposed Shakopee Comprehensive Plan Update

Applicant: City of Shakopee

Please be advised that **Prior Lake** has received notice from the

City of Shakopee of the proposed 2040 Comprehensive Plan update.

Please check the applicable box below:

- ☒ The update is not anticipated to impact this jurisdiction/agency. No comments will be forthcoming.
- ☐ This agency will submit written comments on the application.
- ☐ Other: (attach separate sheets if necessary)

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Casey McCabe 10-23-18  
Name Date

Community Development Director  
Title

**From:** [Diane Lynch](#)  
**To:** [Joseph Widing](#)  
**Cc:** [calmer@eoring.com](mailto:calmer@eoring.com); [Kirby Tempelin](#)  
**Subject:** Shakopee's Draft 2040 Comprehensive Plan  
**Date:** Friday, October 26, 2018 4:17:34 PM  
**Importance:** High

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Good afternoon, Mr. Widing—

We reviewed your draft plan. On page 291, it states that the City “updated its Local Surface Water Management Plan in 2018.” Isn’t it still under development? We haven’t reviewed it yet. Also, on page 292, it states “Joint Powers Agreement for Prior Lake Outlet Channel” and then states it again, a little differently, in the third bullet. The Memorandum of Agreement is between the SMSC, Shakopee, Prior Lake and the PLSLWD for the Use, Operation and Maintenance of the Prior Lake Outlet Channel and Outlet Structure.

Please let me know if you have any questions.

Thank you!

Diane

Diane Lynch  
District Administrator  
Prior Lake-Spring Lake Watershed District  
4646 Dakota Street SE  
Prior Lake, MN 55372  
952-440-0067



# All Parks Alliance for Change ■ APAC

*An Organization of Manufactured Home Park Residents*

November 2, 2018

Mr. Eric Weiss  
Senior Planner – Long Range  
Shakopee City Hall  
485 Gorman St.  
Shakopee, Minnesota 55379

Dear Mr. Weiss:

We are writing to follow up on our first letter, dated March 1, 2017, which discussed manufactured housing and Shakopee's Comprehensive Plan 2018 update.

## Manufactured Housing Language in Shakopee's 2040 Comprehensive Plan Draft

To help you complete your draft, we created the following schema for evaluating Comprehensive Plan language as it relates to manufactured housing.

**Negative** – Mention of manufactured housing in the Comprehensive Plan draft is negative, whether furthering stigma, calling for closure, or describing plans for redevelopment, zoning, or land use changes that reduce protection of manufactured housing parks.

**No obvious examples in draft.**

**Invisible** – Little or no mention of manufactured housing or relevant data exists in the Comprehensive Plan draft, or clear opportunities to provide meaningful data on manufactured housing are present but not acted upon. Similar to the category, "Purely Descriptive," described below, the category, "Invisible" applies to Comprehensive Plans that fail to substantially engage with strategies that support a city's manufactured housing. Engaging with and supporting all residents ensures that the entire community is strengthened in the long-run.

**Manufactured housing is mentioned in draft.**

**Purely Descriptive** – Mention of manufactured housing is limited to statistics related to how much manufactured housing exists in the city, or other basic facts without discussion of improvement. The Comprehensive Plan draft provides an important opportunity for describing methods of supporting manufactured housing in the City as an unsubsidized and primarily owner-occupied affordable housing resource, and an important source of affordable housing in Shakopee. The City can go further in describing tangible support strategies for these communities.

**Examples of Purely Descriptive Language from Shakopee's 2040 Comprehensive Plan Draft:**

See Existing Land Use Table on Page 118.

**Identifies manufactured housing as affordable housing** – Comprehensive Plan language clearly states that manufactured housing provides affordable housing in the City.





# All Parks Alliance for Change ■ APAC

*An Organization of Manufactured Home Park Residents*

## **Example of language identifying manufactured housing as affordable from Shakopee's 2040 Comprehensive Plan Draft:**

"Located northwest of the 69/169 interchange, Bonnevista Terrace Mobile Home Park includes more than 200 hundred home sites and is the area's largest mobile home park ... Recommendations: Discourage redevelopment of Bonnevista Terrace Mobile Home Park as it provides Shakopee with housing options" (200). This language could be more specific to say that the park provides affordable housing options. Additional details about how to preserve the park could be added, such as establishing protective zoning/land use designations.

**Identifies clear strategies to support manufactured housing** – Comprehensive Plan language describes tangible methods to improve manufactured housing.

## **Example of a clear strategy to support manufactured housing from Shakopee's 2040 Comprehensive Plan Draft:**

None

**Identifies funding sources to support manufactured housing** – Comprehensive Plan language describes funding sources that can be used to improve manufactured housing.

## **Examples of funding sources to support manufactured housing from Shakopee's 2040 Comprehensive Plan Draft:**

None

**Connects improvement strategies to funding** – Comprehensive Plan language describes both clear strategies to improve manufactured housing and identifies funding sources that can be applied towards them.

## **Examples connecting strategies to funding from Shakopee's 2040 Comprehensive Plan Draft:**

None

Shakopee's 2040 Comprehensive Plan draft could more clearly **identify manufactured housing as affordable housing, identify clear strategies to support manufactured housing, identify funding sources to support manufactured housing, and connect improvement strategies to funding**. Shakopee can improve its language towards manufactured housing across all of the categories described above, so that the draft's treatment of manufactured housing is not invisible, or purely descriptive.

If your City has additional ways that it supports manufactured housing that are not clearly mentioned, we encourage you to address them explicitly in your updated Comprehensive Plan draft.

Based on our analysis, we would like to make the following specific recommendations:

- Create, describe, and maintain a policy of at least a one to one ratio replacement of affordable housing units if any are removed from the City's housing stock.
- Fill vacancies in parks.

2380 Wycliff Street, Suite 200 ■ St. Paul, MN 55114

Phone: (651) 644-5525 ■ Fax: (651) 523-0173 ■ Toll Free: (855) 361-2722

info@allparksallianceforchange.org ■ [www.allparksallianceforchange.org](http://www.allparksallianceforchange.org)





# All Parks Alliance for Change ■ APAC

*An Organization of Manufactured Home Park Residents*

- Create protective land use and zoning designations for Bonnevista Mobile Home Park.
- Incentivize the current owners of manufactured housing parks to sell to residents by creating incentives to do so, which could include forgiving back-taxes, utilities, or providing tax breaks if it is sold to a non-profit with the intention of creating a resident-owned community. Creation of a resident ownership-structure can help reduce tensions between residents and management, provide incentives for residents to get even more involved in supporting the well-being of their community, and ensure that manufactured housing parks remain a valuable affordable housing resource.

In general, it would help to reflect on the following key points regarding the value of manufactured housing and to address them in your updated comprehensive plan language:

- Manufactured housing is unsubsidized affordable housing.
- Manufactured housing provides more affordable housing in Minnesota than any other form of affordable housing.
- Manufactured housing is valuable to local businesses because it provides workforce housing.
- Manufactured housing provides owner-occupied housing.
- Manufactured housing provides housing to seniors, youth, and low-income individuals, enabling them to stay in a neighborhood and community they value.
- Modern construction of manufactured housing is more cost-effective, generates less waste, is more energy efficient, and more timely than site-built housing.
- Manufactured housing communities are more stable than terms like “mobile homes” or “trailers” suggest, and homes often stay in place and are used like any other type of residence for many years.
- Many issues can be resolved through the creation of a resident-owned community, which incentivizes residents to invest in their park.

We encourage you use the 2018 update process as an opportunity to incorporate positive language towards manufactured housing into your City’s 2040 Comprehensive Plan. Doing so does not need to be overly complicated. Start by identifying manufactured housing as an affordable housing resource, describe tangible ways that it can be improved, and identify funding opportunities that support these methods.

We encourage you to contact us when you are working on issues related to manufactured housing. We can help you engage with residents and resolve problems with satisfactory outcomes for all parties. Thank you.

Sincerely,

  
Owen Hawkins

Program Associate

  
Dave Anderson

Executive Director

2380 Wycliff Street, Suite 200 ■ St. Paul, MN 55114  
Phone: (651) 644-5525 ■ Fax: (651) 523-0173 ■ Toll Free: (855) 361-2722  
info@allparksallianceforchange.org ■ www.allparksallianceforchange.org

January 2, 2019

Michael Kerski, Community Development Director  
City of Shakopee  
485 Gorman Street  
Shakopee, MN

**RE: Preliminary Review of the City of Shakopee 2040 Comprehensive Plan**  
Metropolitan Council District 4  
Metropolitan Council Review File No. 22004-0

Dear Mr. Kerski:

Metropolitan Council staff have reviewed the preliminary draft of the City of Shakopee's 2040 Comprehensive Plan (Plan), received on July 6, 2018, and resubmitted on August 31, 2018. In the preliminary review, staff focused on whether the draft Plan appeared to be complete and contained any major system issues or policy conflicts. Time did not permit as thorough of a review as will occur when the Plan is officially submitted for Council review. A more detailed review may reveal other important matters that were not identified during this preliminary review.

When addressing the matters in this letter, City staff are advised to refer to the City's Checklist of Minimum Requirements in the Community pages of the online Local Planning Handbook and the City's System Statement:

City of Shakopee's Checklist of Minimum Requirements:  
[https://metro council.org/Handbook/Files/Checklist/02395854\\_Shakopee\\_Checklist.aspx](https://metro council.org/Handbook/Files/Checklist/02395854_Shakopee_Checklist.aspx)

City of Shakopee's Community Page:  
<https://phone line.metc.state.mn.us/CommPage?ctu=2395854&applicant=Shakopee>

City of Shakopee's System Statement:  
[https://metro council.org/Communities/Planning/Local-Planning-Assistance/System-Statements/System-Statements/02395854\\_Shakopee\\_2015SS.aspx](https://metro council.org/Communities/Planning/Local-Planning-Assistance/System-Statements/System-Statements/02395854_Shakopee_2015SS.aspx)

The preliminary review process found the following sections **complete for review** and did not identify any major system issues or policy conflicts: Water Supply and Solar. Advisory comments are included below.

**Water Supply (Lanya Ross, 651-602-1803)**

The Plan is complete for Water Supply. Council staff offer the following advisory comments for your consideration.

If changes are made to the local water supply plan resulting from the DNR's review of that local water supply plan or from changes as the full comprehensive plan is finalized – such as changes to forecasts – the City will need to provide the Council with the updated information.

The following sections of the draft Plan are considered **incomplete**. Changes in the draft Plan are needed before the Plan is submitted to the Council for formal review.

### **Transportation** (*Russ Owen, 651-602-1724*)

The Plan is **incomplete** for Transportation. To be complete for review, the Plan needs to address the following issues.

#### Roadways

- Identify future rights-of way that need to be preserved.

#### *Advisory Comments*

- The Plan nicely describes Roadway Classes for Principal, Minor, Collectors, and Local Roads. This area could be strengthened by also describing A-minors and Other Arterials which are also labeled on the Existing Functional Classification map.
- The neighborhood network map incorrectly labels several minor arterials as collectors. We recommend using naming consistently in this section.

#### Transit

- The Plan needs to identify existing and planned transit advantages within the City, as well as existing transit support facilities.
- The Plan notes on page 229 that the City is in Market Area III and IV. However, Shakopee also has an Emerging Market Area II (located in the historical downtown area). The Plan should note this additional market area.
  - Staff recommends that the discussion of Market Areas be shifted to the 'Existing Transit Conditions' section on page 224.
  - This additional Emerging Market Area II may also provide an opportunity for the City to consider as part of the Issues and Opportunities section of the Plan starting on page 238.

#### *Advisory Comment*

- A minor edit is needed on the map showing existing transit routes (page 227). In the legend under 'Type of Service' the solid line should indicate 'Local Bus Service' rather than "Existing Bus Service."

#### Bicycling and Walking

- The Plan needs to map and describe the RBTN within the City including:
  - All Tier 1 and Tier 2 RBTN corridors and alignments within the City.
  - Showing the relationship of the RBTN to the local bicycle network of off-road trails and on-street bikeways including all existing and planned connections.
  - For Tier 1 and/or Tier 2 corridors on the RBTN, describe and map the existing or planned bicycle facility alignments within established corridors that are proposed to fulfill the intent of the RBTN.

#### Aviation

- The Plan needs to identify policies and ordinances that protect the regional airspace from obstructions, include how your community will notify the FAA of proposed structures.
- The Plan needs to map the Flying Cloud Airport location, including existing and future airport boundaries, land access locations, and runways.
- The Plan needs to describe the existing and future functional and operational characteristics for any airport Flying Cloud Airport.
- The Plan needs to assess existing and future noise impacts of airport operations.
- The Plan also needs to evaluate, address, and establish policies related to land compatibility issues.

### Freight

- Map the road network showing volumes of multi-axle trucks, also known as "heavy commercial average annual daily traffic," for Principal and A-minor arterial roadways. There is a map on page 227, but it does not include volumes.
- The Plan needs to identify any local roadway issues or problem areas for goods movement, such as weight-restricted roads or bridges, bridges with insufficient height or width clearances, locations with unprotected road crossings of active rail lines, or intersections with inadequate turning radii.

### *General Advisory Comments*

- The text should elaborate on the language in Scenario 3 (page 232) that states "currently planned expansion does not necessary line up with where overcapacity is anticipated."
- Council staff encourage the City to consider including the RBTN on the Issues & Opportunities map on page 299.

### **Wastewater** (Roger Janzig, 651-602-1119)

The Plan is **incomplete** for Wastewater. To be complete for review, the Plan needs to address the following issues.

- Include a table that details adopted community sewer forecasts in 10-year increments out to 2040 for Households and Employment. This should be broken down by areas served by the Metropolitan Disposal System Interceptor, and the 714 Subsurface sewage treatment systems referred to in the Plan.
- Provide an electronic map or maps (GIS shape files or equivalent) showing existing sanitary sewer system and the following information:
  - Lift stations.
  - Existing connections points to the metropolitan disposal system.
  - Future connection points for new growth if needed.
  - Local sewer service districts by connection point.
  - Intercommunity connections.
  - Proposed changes in government boundaries based on orderly annexation agreements.
  - Location of all private and public wastewater treatment plants in your community.
- Provide a copy of intercommunity service agreements entered into with an adjoining community after December 31, 2008, including a map of areas covered by the agreement.
- Include a table or tables that provide the following local-system information:
  - Capacity and design flows for existing trunk sewers and lift stations.
  - Assignment of 2040 growth forecasts by Metropolitan interceptor facility.
- Define your community's goals, policies, and strategies for preventing and reducing excessive inflow and infiltration (I/I) in the local municipal (city) and private (private property) sanitary sewer systems.
  - Include a summary of activities or programs intended to mitigate I/I from both public and private property sources.
- Describe the requirements and standards in your community for minimizing inflow and infiltration.
  - Include a copy of the local ordinance or resolution that prohibits discharge from sump pumps, foundation drains, and/or rain leaders to the sanitary sewer system.
  - Include a copy of the local ordinance or resolution requiring the disconnection of existing foundation drains, sump pumps, and roof leaders from the sanitary sewer system.



- Describe the sources, extent, and significance of existing inflow and infiltration (I/I) in both the municipal and private sewer systems.
  - Include a description of the existing sources of I/I in the municipal and private sewer infrastructure.
  - Include a summary of the extent of the systems that contributes to I/I such as locations, quantities of piping or manholes, quantity of service laterals, or other measures. If an analysis has not been completed, include a schedule and scope of future system analysis.
  - Include a breakdown of residential housing stock age within the community into pre- and post- 1970 era, and what percentage of pre-1970 era private services have been evaluated for I/I susceptibility and repair.
  - Include the measured or estimated amount of clearwater flow generated from the public municipal and private sewer systems.
  - Include a cost summary for remediating the I/I sources identified in the community. If previous I/I mitigation work has occurred in the community, include a summary of flow reductions and investments completed. If costs for mitigating I/I have not been analyzed, include the anticipated wastewater service rates or other costs attributed to inflow and infiltration.
- Describe the implementation plan for preventing and eliminating excessive inflow and infiltration from entering both the municipal and private sewer systems.
  - Include the strategy for implementing projects, activities, or programs planned to mitigate excessive I/I from entering the municipal and private sewer systems.
  - Include a list of priorities for I/I mitigation projects based on flow reduction, budget, schedule, or other criteria.
  - Include a schedule and the related financial mechanisms planned or needed to implement the I/I mitigation strategy.
- For new trunk sewer systems that require connection to the Metropolitan Disposal System:
  - A table that details the proposed time schedule for the construction of the new trunk sewer system.
  - Type and capacity of the treatment facilities, whether municipally or privately owned.
  - Copies of the associated National Pollutant Discharge Elimination System (NPDES) or State Disposal System (SDS) permits.
- Describe your management program for sub-surface sewage treatment systems (SSTS) to comply with MPCA 7080 regulations.
- Map or maps (GIS shape files or equivalent) showing the following information:
  - Location of sub-surface sewage treatment systems.
  - Location of nonconforming systems or systems with problems.

#### **Regional Parks and Trails** (*Angela R. Torres, 651-602-1566*)

The Plan is **incomplete** for regional parks and trails. To be complete for review, the Plan needs to address the following issues.

- Describe, map, and label the Regional Parks and Trails System facilities that are located in the City. In both text and on maps the City must identify the following facilities as *components of the regional parks and trails system*, not just destinations or as part of a local system. The correct names of the regional facility must be referenced throughout the Plan.
  - Special Recreation Feature:
    - The Landing
  - Regional Trails and Trail Search Corridors:

- Scott County Regional Trail
- Minnesota River Extension Regional Trail Search Corridor
- Louisville Regional Trail Search Corridor
- Prior Lake Outlet Regional Trail Search Corridor
- Descriptions of these facilities that would meet this requirement are provided in the City's 2015 System Statement as linked on the first page of this letter.
- Describe, map, and label the federal and state recreational lands located in the City. Mapping should identify these facilities differently than the local or regional system facilities. These facilities include:
  - Raguet Wildlife Management Area
  - Minnesota Valley State Recreation Area
  - Minnesota Valley National Wildlife Refuge
- The Minnesota Valley National Wildlife Refuge is identified, although not labeled, in the Natural Environment section maps as "Department of Natural Resource Owned Land." The Refuge is federal land owned by the U.S. Fish and Wildlife Service. This labeling should be corrected throughout the Plan.
- Include a capital improvement program for parks and open space facilities as part of your implementation program.

#### *Advisory Comments*

- For clarity on the Shakopee Trails System map, Council staff advises differentiating between the state/federal, regional, and city trails as identifying them all as a single color makes the alignment of specific trails difficult to follow.
- The Plan identifies a City-wide master planning effort for the City's park system, anticipated to be completed in mid-2019. If this planning effort concludes after the adoption of the 2040 Plan, the City should consider if the parks planning efforts change or impact the City's 2040 Plan and with the assistance of your Sector Representative, determine if an amendment to the 2040 Plan is needed.

#### **Forecasts** (*Todd Graham, 651-602-1322*)

The Plan is **incomplete** for transportation analysis zone (TAZ) forecasts. To be complete for review, the Plan needs to address the following issues.

- The Plan needs to include 2020, 2030, and 2040 forecasts assigned to transportation analysis zones (TAZs). The Transportation Plan includes City total population forecasts (page 230) that do not match the forecasts found in earlier chapters. The Plan mentions but does not include the City's TAZ allocations. The Plan includes maps of the Council's preliminary TAZ allocation. Council staff advise that the Council's allocation is preliminary and will be replaced by TAZ allocations received from the City.
- The Metropolitan Urban Service Area (MUSA) section of the 2040 Plan (page 300) does not include sewer-served households, population, and employment forecasts. The Council expected that 500 to 700 households are unserved (using private septic systems) throughout the forecast period. The City does not confirm this, nor provide an alternative table. The Plan needs to clarify the sewer-served forecast section.

#### *Advisory Comments*

- City staff can contact Council staff to discuss a reasonable forecast of sewer-served population and households, such as the one recommended below. The Council can adjust the forecast, if requested, to reflect expected numbers of unserved households.



	Census	Recommended Council Forecasts		
		2010	2020	2030
<b>Population</b>		<b>36,946</b>	<b>47,800</b>	<b>55,900</b>
Metro Sewered		34,646	45,800	54,200
Unsewered		2,300	2,000	1,700
<b>Households</b>		<b>12,722</b>	<b>16,300</b>	<b>19,400</b>
Metro Sewered		11,942	15,600	18,800
Unsewered		780	700	600
<b>Employment</b>		<b>18,831</b>	<b>25,700</b>	<b>29,100</b>
Metro Sewered		18,831	25,700	29,100
Unsewered		0	0	0

- The City requests a revision to the Metropolitan Council's forecast for Shakopee. The revised forecast appears on page 47 of the preliminary 2040 Plan as below:

**Metropolitan Council Forecast: Shakopee**

	2010	2020	2030	2040
<b>Population</b>	36,946	47,800	55,900	62,600
<b>Households</b>	12,722	16,300	19,400	22,100
<b>Employment</b>	18,831	25,700	29,100	32,800

Council staff consider the revised forecast to be reasonable - accommodating recent and upcoming projects, known land use changes, and new areas to be annexed from townships west of Shakopee. The Council can approve this forecast revision, concurrent with authorizing the 2040 Plan.

- With the above forecast revision, the 2021-2030 Affordable Housing Need for Shakopee is increased. The new 2021-2030 Affordable Housing Need numbers are: 548 units at <=30% AMI, 145 units at 31-50% AMI; 282 units at 51-80% AMI; 975 units total.

**Land Use (Angela R. Torres, 651-602-1566)**

The Plan is **incomplete** for land use. To be complete for review, the Plan needs to address the following issues.

- The Existing Land Use Map and related Table need to be consistent with one another. Railroad uses are included in the Table but are not identified on the Map. The Existing Land Use Map is confusing with the addition of tree cover to open space areas, which is different than the Table. Tree cover should be included on a separate land cover map if the City is interested in including that information.
- Show existing regional parks, park reserves, and special recreation features with a land use of "Park" on the Existing Land Use Map. There is not a Park Land use category on the Existing Land Use Map or Table to represent these features. These features are described in the City's System Statement.
- The section on Understanding the Distinction between Land Use and Zoning Code needs to be clear that the Comprehensive Plan is a legal document, as defined in the Metropolitan Land Planning Act, and to which ordinances and fiscal devices must conform. A comprehensive plan provides both guiding and serves as a regulatory document because of

the connection between land use and the provision of regional services. The zoning ordinances of the local jurisdiction must be consistent with the adopted land use plan. This section could be misinterpreted and should be clarified to ensure consistency with state statute. This is outlined in Minn. Stat. Chapter 473, and more specifically in Minn. Stat. § 473.864, subd. 2 (<https://www.revisor.mn.gov/statutes/cite/473.864#stat.473.864.2>). Communities have 9 months following the final adoption of the 2040 plan to update all relevant official controls for consistency with the 2040 plan, which includes the zoning ordinance.

- The Planned Land Use Table includes areas in Jackson Township and Louisville Township. Council staff are not aware of an orderly annexation agreement with Louisville Township. Although the table's footnote mentions that the table "does not represent ongoing annexation," the table must distinguish between land area outside the city's jurisdictional authority or included in an executed orderly annexation agreement (OAA) and that which is not yet covered in an OAA.
- The Plan must provide a table that calculates total acres and percent of total acres for each land use category by each 10-year planning period (2020, 2030, 2040). The Development Phasing Table provides some of this information for residential developments, but excludes all other uses and focuses on development areas instead of land uses. This table could easily be used to inform the completion of the required table.
- The Development Phasing Table usefully identifies the redevelopment, infill, and greenfield developments through 2040. This table does not include the following land use categories that permit residential land uses: Downtown Business District, Downtown Transition, Suburban Edge Residential, Rural Transition, or Entertainment District - Valleyfair. Based on recent development proposals and conversations with City staff, it seems feasible that infill or redevelopment may happen in the Downtown Districts, consistent with the Plan's goal for those districts. The Plan should clarify whether development is expected to occur in these other districts, and if so, should include associated acreages and timing as part of the Development Phasing Table. The new table discussed above should include the required information for all land use categories.
- The Suburban Residential Category in the Development Phasing Table identifies a density of 2 units per acre, but the minimum density in that land use category is 3 units per acre. This should be corrected.
- The Rural Transition District should clarify whether utilities will be provided and indicate whether the density is the maximum density expectation. Based on the narrative and maps, it does not appear that the intent is to provide water and sewer to this district, but if it is, then the district description needs to also include a minimum allowable density.
- The total planning area in acres in the Planned Land Use Table is close to the total in the Existing Land Use Table, which implies that the Existing Land Use Table also includes areas in Jackson and Louisville Township, which must be corrected to include only areas within existing City boundaries or within an executed orderly annexation agreement where the City has land use jurisdictional authority.
- Zero (0) is not an acceptable minimum value for minimum density ranges for land use categories. Calculations for land use analysis cannot use these values. The City can start with smaller increments, for example 0.1 dwelling units per acre. This would apply to the Suburban Edge Residential land use category if this area is intended to be provided with sewer services. Like the Rural Transition District note above, the narrative here should also clarify whether the provision of water and sewer is planned for this district.
- To confirm land use planning authority for land areas currently outside the City's boundaries but shown in the Planned Land Use information, please include copies of the most recent

orderly annexation agreements with Jackson Township and Louisville Township. This can be included in the Appendix.

- Land use categories must be used consistently throughout your Plan. The Planned Land Use Map should reference the same category names as used in the various tables and category descriptions.
- The Planned Metropolitan Urban Service Area (MUSA) map on page 301 needs to identify the anticipated urban development for the 2040 planning period in addition to the information already present. If desired, the City can identify post-2040, but the reference to post-2030 is insufficient. Council staff also suggest that a better connection between the MUSA discussion and the planned land use discussion could better integrate land use and urban services.

#### *Advisory Comments*

- Readability of maps throughout the Plan would benefit from better resolution for clarity, and clear labeling of transportation features or landmarks. It is not possible to view the City's land use maps at the parcel level, which would be necessary for any future review of potential land use amendments.
- The Development Phasing table includes an expected share of residential uses in mixed use and other residential land use categories. Council staff will use the low end of the range provided for each land use in this table to complete land use analysis. The City is not required to provide this information for non-mixed use districts, but it is informative.
- The City could consider adding a discussion to the Understanding the Distinction between Land Use and Zoning Code section that outlines when amending the Comprehensive Plan might be considered appropriate if the City wants to communicate the ability to respond to potential market changes. This might help identify when future changing circumstances may trigger review of current land use policy.
- Although very similar, there are differences between the city-wide Planned Land Use map and the subarea maps (i.e., Downtown on page 153, Suburban on page 167, East End on page 181, etc.). Some noticeable differences include the lack of representation of Institutional land and the additional detail of Open Space in the subarea maps, different delineated extents, categorization. The City should clarify which representation is the desired planned land use guidance.
- The City includes discussion about the Shakopee Mdewakanton Sioux Community (SMSC) lands on page 127 and represents the land in the subarea map on, page 189 but does not represent the land on the City-wide Planned Land Use map (page 135) or the Downtown subarea map (page 154).

#### **Surface Water Management** (*Jim Larsen, 651-602-1159*)

The Plan is **incomplete** for surface water management. Shakopee lies within the oversight boundaries of the Lower Minnesota and Prior Lake Spring Lake Watershed Districts and the Scott (County) Watershed Management Organization. The Plan indicates on page 273 that the City updated its Local Water Management Plan (LWMP) in 2018, but the most recent Plan that has been reviewed by Council Water Resources staff is dated 2011.

For the Plan to be complete for review, the updated LWMP will need to be submitted concurrently to the two Watershed Districts, Scott Watershed Management Organization, and Metropolitan Council (Council) Water Resources staff for formal review and comment. Upon receipt of the draft LWMP from the City, Council staff (consistent with Minnesota Board of Soil and Water Resources and Minnesota Rule Chapter 8410 guidance) has 45 days to review the



Plan and provide comments and recommendations to the City and the three watersheds for consideration of incorporation into the final LWMP.

We suggest that the Executive Summary or similar text be incorporated as the Surface Water Management Chapter in the formal Plan. The complete LWMP needs to be incorporated as an Appendix. When they are available, we also request that the City provide to the Council the dates the three watersheds approve the final LWMP, and the date the City adopts the final LWMP.

### **Community Wastewater Treatment and Subsurface Sewage Treatment Systems (SSTS)** (*Jim Larsen, 651-602-1159*)

The Plan is **incomplete** for SSTS. To be complete, the Plan needs to address the following issues.

- The Plan indicates that there are 714 SSTS in operation in the City. The City needs to confirm (either in their response to our preliminary Plan review or in their formal Plan submission) that there are no public or privately-owned Community Wastewater Treatment Systems (other than the identified 714 individual SSTS and all Shakopee Mdwakanton Sioux Community facilities) in operation in the City or incorporate a short discussion of any existing operating facilities and include their location on the figure on page 272.
- The Plan needs to include a figure depicting the location of all SSTS in operation in the City, including highlighting any areas known to have nonconforming systems or systems with known problems. If the City or its planning consultant needs any assistance in the preparation of this map for their formal Plan submission, please contact Steve Hack, MCES GIS System Administrator at 651-602-1469 or [Steven.Hack@metc.state.mn.us](mailto:Steven.Hack@metc.state.mn.us).
- The Plan also needs to incorporate language confirming Scott County still has delegated responsibility for installation, operation, and maintenance management of all SSTS in the City or provide a short discussion of the City's program if it has assumed oversight.

### **Aggregate Resources**

The Plan is **incomplete** for aggregate resources. While the Plan acknowledges the presence of aggregate resource deposits within the City and identifies the location of several active mine sites on the figure on page 341, it also needs to address the following issues:

- The Plan needs to incorporate a map depicting the aggregate resources geologically present within the City and its orderly annexation agreement areas, consistent with the Council's aggregate resources inventory information contained in *Minnesota Geological Survey Information Circular 46*. The information should be overlain onto a Future Land Use Map, as indicated in the Special Resource Protection section of the Council's *Local Planning Handbook* guidance. A map depicting the Council's 1997 Aggregate Resources GIS dataset (available to the City for use in fulfilling this requirement) is attached.
- The City also needs to address and minimize the potential land use conflicts between aggregate extraction and urbanization by identifying the planning and regulatory measures it has in place to ensure that available aggregate resources on non-environmentally protected lands are extracted prior to urbanization of aggregate-rich sites.

### **Housing** (*Hilary Lovelace, 651-602-1555*)

The Plan is **incomplete** for housing. Inconsistent items and advisory comments are also described below. To be complete for review, the Plan needs to address the following issues.

- Existing Housing Needs
  - The table on page 84 does not adequately show the number of existing households that are experiencing housing cost burden. Specifically, the table or the discussion that follows it, needs to show the renter-occupied households experiencing housing cost burden. It is not necessary to separate housing cost burden out by ownership and rental, but it is necessary to show cost burden by AMI band. These figures can be found in the Local Planning Handbook. ([https://metro council.org/Handbook/Files/Existing-Housing-Assessment/02395854\\_Shakopee\\_ExistingHsq.aspx](https://metro council.org/Handbook/Files/Existing-Housing-Assessment/02395854_Shakopee_ExistingHsq.aspx)) Please either correct the data or clarify the source of data for the table on page 84 in the Plan. These numbers are different than what the Council has on record.
- Projected Housing Need
  - The Plan currently acknowledges Shakopee's allocation of the region's 2021-2030 need for affordable housing at the three affordability levels, which were based on the City's previous forecasts. The City is proposing increased forecasts of population, households, and employment, which impacts the 2021-2030 Affordable Housing Need numbers. The revised 2021-2030 Affordable Housing Need numbers are:
    - 548 units at <=30% AMI
    - 145 units at 31-50% AMI
    - 282 units at 51-80% AMI
    - 975 units total.
    - These changes will be reflected on the City's Community Page in the Local Planning Handbook following action by the Metropolitan Council on the City's Plan.
  - Land guided to address the City's allocation of affordable housing need for 2021-2030 is not sufficiently described for review. The Development Phasing table on page 132 shows units per decade, but will need to also include acres expected to develop per decade to be considered complete.
- Implementation Plan
  - The following tools are mentioned, but will need to be connected to stated housing needs:
    - TIF (mentioned on pages 71, 187)
    - Tax abatement (page 71)
  - The need for workforce housing and preserving naturally occurring affordable housing (NOAH) are both mentioned, but no specific tools (with possibly the exception of zoning flexibility for higher density residential) are explored to address those needs.

### *Inconsistent Items*

- Implementation Plan
  - To be consistent, all housing tools described will be linked clearly and consistently to stated housing needs. Strategies in the Implementation section on page 406 are not clearly connected to existing housing needs mentioned in the Housing section.
    - The easiest way to satisfy the items in the checklist relating tools to needs is to include a matrix in the housing section of the Plan. An example is detailed in this housing fact sheet: <https://metro council.org/Handbook/Files/Resources/Fact-Sheet/HOUSING/Linking-Tools-to-Needs.aspx>
  - Housing needs are not linked to affordability levels in the Plan. Future needs are identified within the three levels of affordability, and tools should therefore be addressed

within the levels of affordability as well. For example, if the City is willing to consider TIF to support affordable housing, would there be more support within a particular level of affordability (i.e. less than 30% AMI) given projected needs?

- o Some widely used tools to address housing needs are not included. To be consistent, tools must be acknowledged, and the Plan should state if, and if so when and why, it would consider using them to address housing needs. Missing tools are listed below, and facts sheets on many of these tools can be found on the Local Planning Handbook.
  - Explore and advocate for a local Community Land Trust to investigate the potential for affordable homeownership options – Scott County CDA is currently exploring this and local engagement would be useful.
  - Support for or direct application to specific resources within the Consolidated RFP put out by Minnesota Housing.
  - Site assembly, which is described but not connected to specific needs or priorities, including partnering with the Land Bank Twin Cities.
  - Application of (if a subrecipient) federal HOME funds.
  - Tax Abatement (mentioned in the Economic Environment Implementation table, but not directly tied to housing.
  - Housing Bond Issuance.
  - The use of Scott County CDA to levy funding and other support for affordable housing projects.
  - A Fair Housing policy (Required to draw LCA funds, more information in Advisory Comments section)
  - Rental license and inspection program.
  - Please describe in more detail the types of housing projects for which the City would consider using TIF.
  - Preservation resources, including 4d tax incentives and financial resources available through Minnesota Housing and Greater Minnesota Housing Fund's NOAH Impact fund.
  - Policies that protect and support the City's manufactured home community, specifically outlining preservation guidelines. Rehabilitation resources, sewer connections (if not already provided), conversion to a co-operative (if not one already), and local notice-of-sale or first-look provisions could be considered.

#### *Advisory Comments*

- Existing Housing Needs
  - o The narrative analysis of existing housing needs in the Current Housing Needs section on pages 85 and 86 describes the extent of housing cost burden in the City. We recommend that it also mention other housing needs discussed elsewhere in the housing section including maintenance of existing neighborhoods and age-appropriate housing for the aging population and young professionals noted in the overview. Further housing needs can be determined by reviewing the data included in the housing assessment.
- Tools to meet housing need
  - o With respect to a Fair Housing Policy: Local Fair Housing policies do not mean that cities should or can manage or administer Fair Housing complaints. A local fair housing policy rather ensures the City is aware of fair housing requirements with regard to housing decisions and provides sufficient resources to educate and refer residents who feel their fair housing rights have been violated (this can be as simple as having links to resources on the City's website). The Metropolitan Council will require a local Fair Housing policy as a requirement to draw upon Livable Communities Act (LCA) awards beginning in 2019. To learn more, please review the following resources:



- Creating a Local Fair Housing Policy webinar:  
<https://www.youtube.com/watch?v=38JY4pNGnZ8&feature=youtu.be>
- Best Practices: <https://metro council.org/Handbook/PlanIt/Files/Webinar-Fair-Housing-Handout2.aspx>
- Policy Template: <https://metro council.org/Handbook/Training/Webinars.aspx> - click on Handout 1 under the Implementing A Local Fair Housing Policy at the bottom of the screen.
- Staff suggests that any inclusionary zoning policy offer incentives (financial or regulatory) that trigger affordable housing requirements. Encouraging inclusionary housing has typically not resulted in the creation of actual affordable units. Cities that have recently adopted inclusionary housing policies include Brooklyn Park, Golden Valley, St. Louis Park, and Edina.
- On page 372, it is unclear if residences are included in the consideration of strategy 2A because other housing strategies are listed in the economic environment section. If the City is considering redevelopment of residential areas, tools that can be used to address the disruption to communities could also be discussed.
- A need for workforce housing is identified, but there is also language that considers the relocation of manufactured housing on page 159. Manufactured housing is an important source of housing for low-wage workers, and preservation (or strong resident supports detailed in a relocation plan) is encouraged to be explored in more detail.
- The Plan states that the City "should consider" writing a Housing Plan. The Plan would be stronger if it described what issues would be covered in a Housing Plan that are not already covered in the comprehensive plan, and in what situation the City would or would not write a Housing Plan (availability of funds, rise in code violations, etc.).
- Consider if the number of publicly subsidized units by type on page 84 should be in a table of their own. It is unclear how these four rows under "Other types" relate to one another, assuming there may be some overlap in units in different categories.

### **Implementation** (*Angela R. Torres, 651-602-1566*)

The Plan is **incomplete** for implementation. To be complete for review, the Plan needs to address the following issues.

- Describe all public programs, fiscal devices, and other actions that the City will use to implement the Plan. Define a timeline as to when actions will be taken to implement each required element of the Plan.
- Include a Capital Improvement Program (CIP) for transportation, sewers, parks, water supply, and open space facilities. Specify the timing and sequence of major local public investments. The CIP must align with development staging identified in other parts of the Plan and include budgets and expenditure schedules.
- The Plan identifies several ordinances related to water resources (the City's sewer system, stormwater, wetland management, etc.), but does not specifically identify if water supply or private sewer systems are included in those City Code chapters. A description of official controls for water supply and private sewer systems are required.
- The Plan discusses a possible comprehensive update to the City's Zoning Ordinance as well as subdivision and water resources codes as needed, but does not identify what changes are needed to ensure zoning is not in conflict with the new land use plan and is consistent with regional system plans and policies.
- Include a schedule for the preparation, adoption, and administration of needed changes to official controls.

*Advisory Comments*

- Update of official controls must be done within 9 months of adopting your Plan to ensure that official controls are not in conflict with the Plan. Copies of all revised official controls must be provided to the Council for information purposes only.

In summary, the submitted draft Plan is missing a number of items and may require revision. If you have any questions or need further information regarding the comments in this letter, please contact Angela R. Torres, Principal Reviewer at 651-602-1566.

Sincerely



Lisa Beth Barajas, Director  
Community Development

CC: Deb Barber, Metropolitan Council District 4  
Angela R. Torres, Sector Representative/Principal Reviewer  
Raya Esmaili, Reviews Coordinator

## Joseph Widing

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**From:** Julie Klima <jklima@edenprairie.org>  
**Sent:** Tuesday, January 22, 2019 4:02 PM  
**To:** Joseph Widing  
**Subject:** RE: Shakopee 2040 Comprehensive Plan Update Adjacent Agency Review

Hi Joe,

Thank you for the opportunity to review and comment on Shakopee's 2040 Comprehensive Plan. The City of Eden Prairie does not have any additional comments to provide on Envision Shakopee.

Please let me know if you have any questions.

Julie  
Julie Klima, AICP  
City Planner  
City of Eden Prairie  
8080 Mitchell Road | Eden Prairie, MN 55344-4485  
952.949.8489 | ✉ jklima@edenprairie.org | 📞 edenprairie.org



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**From:** Joseph Widing <jwiding@shakopeemn.gov>  
**Sent:** Thursday, September 20, 2018 2:15 PM

**To:** planning@bloomingtonMN.gov; kaanenson@ci.chanhassen.mn.us; Julie Klima <jklima@edenprairie.org>; Tom.weckman@yahoo.com; mrmenke1@comcast.net; John.weckman@comcast.net; cmccabe@cityofpriorlake.com; csandey@mfcproperties.com; btucker@ci.savage.mn.us; gkelley@mchsi.com; pmoline@co.carver.mn.us; Katie.walker@hennepin.us; bdavis@co.scott.mn.us; info@isd191.org; dorlowsky@shakopee.k12.mn.us; naiadconsulting@gmail.com; dlynch@plslwd.org; pnelson@co.scott.mn.us; pfreeman@co.scott.mn.us; Mrosenbloom-jones@mvta.com; Martha.vickery@state.mn.us; karen.s.voz@state.mn.us; Bridget.rief@mspmac.org; jadams@shakopeeutilities.com; Bill.rudnicki@shakopeedakota.org; Metrodevreviews.dot@state.mn.us  
**Subject:** Shakopee 2040 Comprehensive Plan Update Adjacent Agency Review

Good afternoon,

Per Minnesota Statute 473.858 Subd. 2 and the Metropolitan Council, we are distributing the proposed Shakopee 2040 Comprehensive Plan Update, known as Envision Shakopee, for your review and comment. The 2040 Comprehensive Plan Update can be found at [https://issuu.com/mkskstudios/docs/shakopee\\_comp\\_plan\\_-\\_prd-08302018\\_-\\_An\\_Executive\\_Summary](https://issuu.com/mkskstudios/docs/shakopee_comp_plan_-_prd-08302018_-_An_Executive_Summary) and other information is available at <https://envisionshakopee.com/review-the-draft-plan-2/>.

Envision Shakopee represents a complete overhaul of the city's current comprehensive plan focused on community engagement. The City Council authorized its release for adjacent and affected jurisdiction review on September 18, 2019.

It is respectfully requested that you review the proposed 2040 Comprehensive Plan Update. If you would like additional information or if you have questions regarding the update, please contact Joe Widing at 952-233-9325 or [jwiding@shakopeemn.gov](mailto:jwiding@shakopeemn.gov). Please return any written comments by March 19, 2019, which represents the end of the six-

month review period. On behalf of the City of Shakopee, we would like to thank you in advance for your assistance and prompt response.

Sincerely,



Joe Widing  
Planner, Planning and Development  
485 Gorman St., Shakopee MN 55379  
952-233-9325 | [www.ShakopeeMN.gov](http://www.ShakopeeMN.gov)

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## Joseph Widing

**From:** Farnham, Julie <jfarnham@BloomingtonMN.gov>  
**Sent:** Monday, March 11, 2019 1:49 PM  
**To:** Joseph Widing  
**Subject:** FW: Shakopee 2040 Comprehensive Plan Comment Period Reminder

Hi Joe,

Thanks for the opportunity to review Shakopee's draft 2040 Comprehensive Plan. The City of Bloomington does not have any comments or concerns.  
Nice looking plan and well organized!

Thanks  
Julie

### Julie Farnham | Senior Planner

City of Bloomington  
Community Development Department  
1800 W. Old Shakopee Road  
Bloomington, MN 55431  
952.563.4739  
[jfarnham@bloomingtonmn.gov](mailto:jfarnham@bloomingtonmn.gov)

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**From:** O'Day, Elizabeth  
**Sent:** Tuesday, February 26, 2019 8:52 AM  
**To:** Farnham, Julie <jfarnham@BloomingtonMN.gov>  
**Subject:** FW: Shakopee 2040 Comprehensive Plan Comment Period Reminder

FYI

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**From:** Joseph Widing [<mailto:jwiding@shakopeemn.gov>]  
**Sent:** Tuesday, February 26, 2019 8:49 AM  
**To:** Planning <[planning@BloomingtonMN.gov](mailto:planning@BloomingtonMN.gov)>; [kaanenson@ci.chanhassen.mn.us](mailto:kaanenson@ci.chanhassen.mn.us); [mrmenke1@comcast.net](mailto:mrmenke1@comcast.net); [John.weckman@comcast.net](mailto:John.weckman@comcast.net); [csandey@mfcproperties.com](mailto:csandey@mfcproperties.com); [btucker@ci.savage.mn.us](mailto:btucker@ci.savage.mn.us); [pmoline@co.carver.mn.us](mailto:pmoline@co.carver.mn.us); [catherine.walker@hennepin.us](mailto:catherine.walker@hennepin.us); Davis, Brad <[BDavis@co.scott.mn.us](mailto:BDavis@co.scott.mn.us)>; [info@isd191.org](mailto:info@isd191.org); [pfreeman@co.scott.mn.us](mailto:pfreeman@co.scott.mn.us); [Mrosenbloom-jones@mvta.com](mailto:Mrosenbloom-jones@mvta.com); [jadams@shakopeeutilities.com](mailto:jadams@shakopeeutilities.com); [Bill.rudnicki@shakopeedakota.org](mailto:Bill.rudnicki@shakopeedakota.org)  
**Subject:** Shakopee 2040 Comprehensive Plan Comment Period Reminder

Good morning,

I am reaching out to send a reminder to those who have not had a chance to comment on Shakopee's draft 2040 Comprehensive Plan, Envision Shakopee. The comment period for this plan will end on Friday March 22<sup>nd</sup>, roughly 3 weeks from today. The entire draft document can be found at the Envision Shakopee Website by going to either following links, first link is a flippable version and the second link is to a PDF of the document which may be downloaded or viewed online. If anyone has any issues accessing the document, please let me know and I can get you the document another way, thank you for your time.

[https://issuu.com/mkskstudios/docs/shakopee\\_comp\\_plan\\_-\\_prd-08302018](https://issuu.com/mkskstudios/docs/shakopee_comp_plan_-_prd-08302018) -  
<https://envisionshakopee.com/wp-content/uploads/2018/08/Shakopee-Comp-Plan-PRD-08302018-LR-1.pdf>

Regards,



Joe Widing  
Senior Planner, Planning and Development  
485 Gorman St., Shakopee MN 55379  
952-233-9325 | [www.ShakopeeMN.gov](http://www.ShakopeeMN.gov)

**From:** [Bryan Tucker](#)  
**To:** [Joseph Widing](#)  
**Subject:** RE: Shakopee 2040 Comprehensive Plan Update Adjacent Agency Review  
**Date:** Wednesday, March 20, 2019 9:54:49 AM  
**Attachments:** [image003.png](#)

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Joseph,

Looks like I'm a couple of days late on this. Sorry about that.  
We've reviewed the proposed plan for Shakopee and appreciate the overall planning approach that is being pursued.  
We don't have any specific comments or concerns.



**Bryan Tucker**  
Planning Manager  
6000 McColl Drive, Savage, MN 55378  
**Direct: 952-882-2692 | Cell: 612-490-0982 | [cityofsavage.com](http://cityofsavage.com)**

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**From:** Joseph Widing [mailto:[jwiding@shakopeemn.gov](mailto:jwiding@shakopeemn.gov)]  
**Sent:** Thursday, September 20, 2018 2:15 PM  
**To:** [planning@bloomingtonMN.gov](mailto:planning@bloomingtonMN.gov); [kaanenson@ci.chanhassen.mn.us](mailto:kaanenson@ci.chanhassen.mn.us); [jklima@edenprairie.org](mailto:jklima@edenprairie.org); [tom.weckman@yahoo.com](mailto:tom.weckman@yahoo.com); [mrmcken1@comcast.net](mailto:mrmcken1@comcast.net); [John.weckman@comcast.net](mailto:John.weckman@comcast.net); [cmccabe@cityofpriorlake.com](mailto:cmccabe@cityofpriorlake.com); [csandey@mfcproperties.com](mailto:csandey@mfcproperties.com); Bryan Tucker; [gkelley@mchsi.com](mailto:gkelley@mchsi.com); [pmoline@co.carver.mn.us](mailto:pmoline@co.carver.mn.us); [Katie.walker@hennepin.us](mailto:Katie.walker@hennepin.us); [bdavis@co.scott.mn.us](mailto:bdavis@co.scott.mn.us); [info@isd191.org](mailto:info@isd191.org); [dorlowsky@shakopee.k12.mn.us](mailto:dorlowsky@shakopee.k12.mn.us); [naiadconsulting@gmail.com](mailto:naiadconsulting@gmail.com); [dlynch@pls1wd.org](mailto:dlynch@pls1wd.org); [pnelson@co.scott.mn.us](mailto:pnelson@co.scott.mn.us); [pfreeman@co.scott.mn.us](mailto:pfreeman@co.scott.mn.us); [Mrosenbloom-jones@mvta.com](mailto:Mrosenbloom-jones@mvta.com); [Martha.vickery@state.mn.us](mailto:Martha.vickery@state.mn.us); [karen.s.voz@state.mn.us](mailto:karen.s.voz@state.mn.us); [Bridget.rief@mspmac.org](mailto:Bridget.rief@mspmac.org); [jadams@shakopeeutilities.com](mailto:jadams@shakopeeutilities.com); [Bill.rudnicki@shakopeedakota.org](mailto:Bill.rudnicki@shakopeedakota.org); [Metrodevreviews.dot@state.mn.us](mailto:Metrodevreviews.dot@state.mn.us)  
**Subject:** Shakopee 2040 Comprehensive Plan Update Adjacent Agency Review

Good afternoon,

Per Minnesota Statute 473.858 Subd. 2 and the Metropolitan Council, we are distributing the proposed Shakopee 2040 Comprehensive Plan Update, known as Envision Shakopee, for your review and comment. The 2040 Comprehensive Plan Update can be found at [https://issuu.com/mkskstudios/docs/shakopee\\_comp\\_plan\\_-\\_prd-08302018\\_-](https://issuu.com/mkskstudios/docs/shakopee_comp_plan_-_prd-08302018_-). An Executive Summary and other information is available at <https://envisionshakopee.com/review-the-draft-plan-2/>.

Envision Shakopee represents a complete overhaul of the city's current comprehensive plan focused on community engagement. The City Council authorized its release for adjacent and affected jurisdiction review on September 18, 2019.

It is respectfully requested that you review the proposed 2040 Comprehensive Plan Update. If you



would like additional information or if you have questions regarding the update, please contact Joe Widing at 952-233-9325 or [jwiding@shakopeemn.gov](mailto:jwiding@shakopeemn.gov). Please return any written comments by March 19, 2019, which represents the end of the six-month review period. On behalf of the City of Shakopee, we would like to thank you in advance for your assistance and prompt response.

Sincerely,

Joe Widing  
Planner, Planning and Development  
485 Gorman St., Shakopee MN 55379  
952-233-9325 | [www.ShakopeeMN.gov](http://www.ShakopeeMN.gov)



## SCOTT COUNTY PLANNING & RESOURCE MANAGEMENT Planning Department

GOVERNMENT CENTER 114 · 200 FOURTH AVENUE WEST · SHAKOPEE, MN 55379-1220  
(952) 496-8475 · Fax (952) 496-8496 · Web [www.co.scott.mn.us](http://www.co.scott.mn.us)

March 19, 2019

Joe Widing  
Senior Planner  
City of Shakopee  
Shakopee, MN 55379

RE: Envision Shakopee 2040 Comprehensive Plan

Dear Mr. Widing,

Thank you for the opportunity to review and comment on the *Envision Shakopee 2040 Comprehensive Plan*. Staff from Scott County's planning, zoning, highway, transit, and parks departments have completed a review of the city's draft plan and provide the following comments based on approved 2040 Scott County plans and policies. The County's land use philosophy promotes the majority of new growth in the County's seven cities and preserves urban expansion areas around the cities where municipal services are expected or planned. Our comments are provided below.

### **LAND USE, DEVELOPMENT & COMMUNITY DESIGN**

- Redevelopment/Infill Potential: County staff supports the City's objective to include redevelopment and infill strategies as a component to city's growth plans as indicated on pages 124, 125, and 131.
- Rural Transition Planning District: County staff supports the City's goals of protecting environmentally sensitive areas, preserving right-of-way for future thoroughfares, and preserving rural character and open space in this district. Most of the properties shown on the "Rural Transitions" map on page 191 is guided in the County's 2040 planned land use map as "urban expansion," which calls for the continuation of agricultural uses and low density (1 home per 40 acres) residential uses until urban services are available. Preserving land in the unincorporated area for future development on municipal sewer and water is a key component of the County's growth management philosophy.
- Rural Living: County staff supports the City's goals of preserving the rural character of Marystown in Louisville Township. For the first time, the County's 2040 planned land use map included a new land use category called "Hamlet Mixed Use" and designated Marystown in this category. The purpose of this new land use category is to provide residential and small-scale commercial uses in these hamlets while maintaining their rural character and history. The County will be drafting a new Hamlet Mixed Use overlay zoning district in 2019 to guide development in these hamlets.
- Greater West End Planning District: The County supports orderly, predictable urban growth and development and is open to working with the City and its neighboring townships to update existing or draft new Orderly Annexation Agreements.





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- Quarry Swath: It is the County's stated policy in its 2040 Comprehensive Plan to encourage aggregate resources be mined and extracted prior to end land use development. The County share's the City's goal of promoting long-term redevelopment after quarry operations end. The County set a new policy in its 2040 Plan that requires at least 25% of the net developable acreage of the property under new mining permit be left in a condition that allows for future extension of roads and/or utilities to develop the site for end land uses.

### TRANSPORTATION/TRANSIT

- Once all city comp plans are approved in 2019, Scott County plans to update the County Traffic Model and provide the updated model to the cities.
- Suggest adding information on the Land to Air service at the Marschall Road Transit Center.
- On Page 214: Marschall Road is County Highway (CSAH) 17 not County Highway 83.
- Roadway Jurisdiction Map Corrections on page 217:
  - The former County Highway 15 north of US 169 is no longer under the County's jurisdiction.
  - Please include the extension of CSAH 16 (17th Avenue) west toward CH 69.
  - Ramps at the CH 42 and 17 interchange - the color should reflect County jurisdiction.
- County transit staff is pleased to see that *Envision Shakopee 2040* supports TH 169 Bus Rapid Transit and encourages fixed route solutions from Marshal Road Transit Station (MRTS), but wonders what the city's vision is for MRTS if it moves away from a park and ride facility? County staff thinks a mobility hub design at MRTS is a better vision for the future; where the hub could offer bikes, scooters, hourCar, and autonomous vehicles and provide the first/last mile solution for commuters and also for those coming into the area for jobs and entertainment. This would also be a way that visitors could connect to the entertainment destinations of Mystic Lake Casino, Canterbury Park and ValleyFair. The bike path network definitely needs to be improved to make this a viable solution for employees and recreational uses throughout the city. Mobility Hubs are being designed and implemented in the more urban areas; but Shakopee, because of its unique business and entertainment uses, could benefit from this concept as AV's and other societal changes of owning a vehicle become less likely in the future. This change would impact the current parking lots and what those will look like when nearby car dealerships are in the fleet business of sending someone a car instead, malls are a thing of the past, and owning a car is for the more rural parts of the County.

### PARKS, TRAILS & OPEN SPACE

- County parks and trails staff thought this was a very thoughtful plan and incorporated many goals that the County supports including strategies that Three Rivers Park District and Statewide Health Improvement Program (SHIP) are interested in furthering. SHIP is pleased to see the plan's emphasis on food systems and active living and SHIP staff is willing to partner on projects that would support shared strategies.





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- The County is pleased to work with the City to improve wayfinding for the regional trail and, in particular, how it may aide in assisting people in making connections to the riverfront from downtown. County staff will continue working with the City to bring people closer to the Minnesota River. Additionally, staff is pleased to see that improvements to the on-road segments of the regional trail are a priority in the city plan.
- County staff concurs with the Three Rivers Park District comments on pages 274 and 230 regarding future partnerships with the city on trails, park development, and other partnership opportunities where they align with our organizations goals and vision.
- On page 43, neither The Landing nor the Scott West Regional Trail are represented on the map. They may be worth adding as regional assets.
- On pages 224 and 315, it states that the Scott West Regional Trail will connect to the Minnesota River Bluffs LRT Regional Trail. While it will come close, an on-road segment of non-regional trail still exists in Carver County.
- On the maps on pages 101, 225, 249, 317, and 319, it shows a segment of the Scott West Regional Trail that does not yet exist. The extant portion ends at CSAH 42. As this segment will not be constructed for some time (currently programmed for 2026), staff would like to see it shown as either planned or only shown as a complete trail where it is already constructed.
- On page 231, 251, and 274, the references to the Scot West Trail should be changed to the Scott West Regional Trail.
- On the map on page 249, there is a depiction of regional trail search corridors. The search corridor along CR 14 coincides with a search corridor recognized by the County, as is the connection to Prior Lake paralleling CSAH 21. The other two, east/west along CR 78 and east/west between Canterbury Road and Independence Dr. are not search corridors per the Met Council's designation. Staff would recommend these be changed to Bike/Ped Facility Opportunities.
- The Scott West Regional Trail includes 13.25 miles of built trail. 4.8 miles have yet to be constructed. On page 314 it references 8 miles open and 8.4 to be built.
- On page 320, it references the Three Rivers District. Please revise to: Three Rivers Park District.

### **RESILIENCE**

- County staff applauds the City's decision to dedicate an entire chapter on Resilience. The County has partnered with the University of Minnesota's Resilient Communities Program in 2018/19 to advance some of city's goals on this topic, including identifying suitable public lands for edible landscapes or food forests, and evaluating how current policies and practices support or hinder active living. If certain research projects can help advance the



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city's plan's goals and objectives on resiliency, county staff will reach out to city staff for potential collaboration and information-sharing.

We recognize the importance of planning for growth in Scott County. We also believe that the City and County share many of the same growth and development pressures. As Scott County works to implement its 2040 Comprehensive Plan, we look forward to working collaboratively with you to address these issues and work together toward our mutual visions and guiding principles.

If you have any questions about the County's review, please contact me at 952-496-8654 or [bdavis@co.scott.mn.us](mailto:bdavis@co.scott.mn.us).

Sincerely,

Brad Davis, AICP  
Planning Manager





# SHAKOPEE MDEWAKANTON SIOUX COMMUNITY

2330 Sioux Trail NW • Prior Lake, Minnesota 55372  
Tribal Office: 952.445.8900 • Fax: 952.233.4256

CHARLES R. VIG  
Chairman

KEITH B. ANDERSON  
Vice-Chairman

REBECCA CROOKS-STRATTON  
Secretary/Treasurer

March 20, 2019

Michael Kerski, Planning Director  
City of Shakopee, MN  
485 Gorman St  
Shakopee, MN 55379

RE: Review Comments on Draft City of Shakopee 2040 Comprehensive Plan

Dear Mr. Kerski;

The Shakopee Mdewakanton Sioux Community (SMSC) appreciates the opportunity to review Shakopee's draft comprehensive plan. Further, the SMSC applauds the extensive public engagement work that the city has done in preparation for this long-term vision for the City of Shakopee.

The SMSC also appreciates that the plan at pages 37 and 127 makes some mention of the Dakota history and the SMSC. However, in light of the goals of the draft plan on relating the city's history, "connecting people to nature," and "environmental stewardship," it is the SMSC's belief that the plan could and should further describe both the role that the Dakota people played, and continue to play, in the history and development of the city, as well as the opportunities to collaborate with the SMSC as it relates to the following;

## **Executive Summary at page 14, "Item 2, Rediscover the River;"**

At page 37 of the Executive Summary the mention of the Dakota people is cursory and could create the impression that their history in the area of the city only goes back to the 1700s. Indeed the history of the history of the Dakota people and their ancestors goes back hundreds of years further than that. That history has significant ties to the Minnesota River, and played a significant role in the later establishment of the city of Shakopee as a significant settlement and trade center. This history of the Dakota people in the region and the role it played in the establishment of Shakopee should be an integral part of the relating the history of the city of Shakopee.

## **Executive Summary at page 17, "Item 7, Connect People to Nature/page 400 regarding "environmental stewardship;"**

The SMSC agrees with the City of Shakopee that it is important to connect people to nature. Indeed, the connection to nature is central to the history of the Dakota people in this region, and well as an important present cultural value of the SMSC. The SMSC commitment to this value is in evidence in the lands which have been acquired and whose natural character has been restored. Examples include the SMSC properties on the north and south side of CH 101 that were the site of Chief Sakpe's

village as well as the settlement of the Samuel Pond, the restoration to oak savannah of a site on the north side of CH 16.

The SMSC is already partnering with the City of Shakopee on a riverfront study that will presumably address connecting people to nature and environmental stewardship. The SMSC also cooperates with the city by maintaining McKenna Road, which is a city street. The SMSC looks forward to further collaboration toward these ends even related to properties that are not currently, or anticipated to be in SMSC control in the future.

**Page 127 Requiring the SMSC and Future Collaboration;**

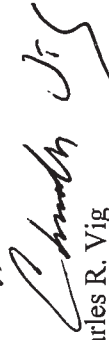
The description of the current SMSC in the plan is cursory, and we would suggest that additional description would be appropriate. The SMSC suggests language such as the following as it sets the stage for understanding current collaborations as well as future opportunities for “continued collaboration;

*The Shakopee Mdewakanton Sioux Community (SMSC) is a federally recognized sovereign tribal nation. The SMSC is governed by the General Council (consisting of all adult members of the SMSC) and the Business Council, which is responsible for enacting the vision, values, goals, and direction of its people.*

*The SMSC has a longstanding nation-to-nation relationship with the United States government enacted through treaties of 1851 and 1853. With more than 4,000 employees, the SMSC is the largest employer in Scott County. The tribe has contributed more than \$86 million to local governments, since 1992 in taxes on lands held in fee, and by agreement(s) in support of law enforcement, infrastructure, and other essential services.*

Please contact Raymond Leak at [Raymond.Leek@ShakopeeDakota.org](mailto:Raymond.Leek@ShakopeeDakota.org) or 952-496-6153 if you have any questions regarding the comments above.

Sincerely,



Charles R. Vig  
Chairman



Three Rivers  
Park District  
Board of  
Commissioners

March 7, 2019

Joe Widing, Planner  
[jwiding@shakopeemn.gov](mailto:jwiding@shakopeemn.gov)  
485 Gorman Street  
Shakopee, MN 55379

Penny Steele  
District 1

**RE: City of Shakopee, 2040 Comprehensive Plan Update**

Dear Joe:

Jennifer DeJournett  
District 2

Three Rivers Park District (Park District) submits the following comments regarding your 2040 Comprehensive Plan. If you have further questions or comments, please contact Ann Rexine, Principal Planner at [ann.rexine@threeriversparks.org](mailto:ann.rexine@threeriversparks.org) or by phone at 763-694-1103.

Daniel Freeman  
Vice Chair  
District 3

John Gunyou  
Chair  
District 4

John Gibbs  
District 5

Steven Antolek  
Appointed  
At Large

Gene Kay  
Appointed  
At Large

Boe Carlson  
Superintendent

<b>Text modification requested.</b> "The proposed Scott West Trail alignment would run through Downtown Shakopee on 10 <sup>th</sup> Avenue and Holmes Street. These segments of the trail are currently identified as bicycle boulevards, which are typically facilities shared by bicyclists and drivers. This investment by the <b>Scott County in partnership with</b> Three Rivers Park District provides an excellent opportunity for Shakopee to implement a high-quality, signature on-street bicycle facility."	<b>Page</b> 274
<b>Text modification requested.</b> "Opportunities to open up views, vistas and physical access to the river, both in Downtown and beyond should be explored. Over time, as properties located within the floodplain become available, the city should strategically acquire or work with other partners such as MnDNR, the <b>Scott County/Three Rivers Park District partnership</b> and the SMSC to preserve riverfront lands and integrate into the larger river greenway system."	<b>Page</b> 320

CC: File  
Metropolitan Council  
Nathan Moe, Scott County Parks Planner  
Danny McCullough, Park District Regional Trails System Manager

# Technical Memorandum

**To:** Linda Loomis, Administrator

**From:** Della Schall Young, CPESC, PMP

**Date:** April 11, 2019

**Re:** City of Shakopee Local Surface Water Management Plan Review

The City of Shakopee (City) Local Surface Water Management Plan (SWMP) was reviewed on behalf of the Lower Minnesota River Watershed District (District) for consistency with the District's approved watershed management plan (Plan). The review also identified opportunities for the District and the City to work together to protect, preserve, and manage water and natural resources within the District.

As they relate to protecting water and natural resources, the District's standards presented in Appendix K of the Plan must be followed, or equivalent or more strict standards must be implemented. Current regulations and policies that govern surface water management within the City include its Design Criteria and various ordinances.

We recommend approval of the SWMP, contingent on satisfactory responses to the Metropolitan Council's comments attached and the following District comments:

Comment No.	SWMP Page Number	SWMP Text	Comment
1	SECTION III Page 5	Memorandum of Understanding (MOU) between Lower Minnesota River Watershed District and the City of Shakopee to enforce the District policies through permitting.	The MOU between City and the District was not included in Appendix B. Nevertheless, an updated agreement between the District and the City is required before May 1, 2020.

Comment No.	SWMP Page Number	SWMP Text	Comment
2	SECTION IV Page 2	<p><b>Issue 4.1.7:</b> Dean Lake Wetland has poor overall water quality based on recent monitoring information.</p> <p><b>Corrective Action:</b> Dean Lake Wetland was recently reclassified from a lake to a wetland. The City will work with the District on studies related to the water quality and overall health of Dean Lake Wetland. It is anticipated that the District will be the lead, but the City should assist and provide support to the District.</p>	This presents a coordination opportunity for the District and the City.
3	SECTION IV Page 2	<p><b>Issue 4.1.8:</b> The possibility of contamination exists when there are connections between groundwater and surface water. <b>Corrective Action:</b> The Shakopee Public Utilities Commission has developed a Wellhead Protection Plan (WHP) which identifies Drinking Water Supply Management Areas (DWSMAs) and their vulnerability. The City will continue to follow the requirements of the Wellhead Protection Plan to protect groundwater. Guidance from the Minnesota Pollution Control Agency and Minnesota Department of Health will be followed to determine the applicability of infiltration in the DWSMAs.</p>	How does following the requirements of the WHP and the DWSMAs help protect and preserve groundwater-dependent resources like trout streams?
4	SECTION IV Page 7	<p><b>Issue 4.3.2:</b> A concern has been noted regarding the protection of groundwater levels within the Eagle Creek Watershed in order to protect the Boiling Springs and Fen areas. Eagle Creek is a high value resource identified by the District. Eagle Creek is primarily located in the City of Savage; however, part of the creek and watershed is in Shakopee. <b>Corrective Action:</b> The City will work with the District and City of Savage regarding groundwater studies contributing to the Eagle Creek Boiling Springs and Fen areas.</p>	<p>This presents a coordination opportunity for the District, City, and City of Savage. The District has identified the Schroeder's Acres Park/Savage Fen Stormwater Management Project in its capital improvement program. The incorporation of the project into the SWMP should be considered</p>



Comment No.	SWMP Page Number	SWMP Text	Comment
5	SECTION IV Page 10	<p><b>Issue 4.10.4:</b> Elevated levels of chloride concentrations have been found in stormwater ponds, surface water bodies, and groundwater throughout the Twin Cities Metropolitan Area. At levels exceeding the water quality standards, chloride can be toxic to aquatic life and can make drinking water sources not economically.</p> <p><b>Corrective Action:</b> One significant contributor to elevated chloride concentrations in surface water and groundwater is road salt application during the winter. The City will continue to implement chloride best management practices such as reducing salt use on roadways and implement prewetting and anti-icing strategies. The City will also continue to educate private business owners and residents about correct salt application, and improve policies designating salt usage.</p>	The City is encouraged to coordinate salt applicators' training programs with the District. The District and several other public entities have received grant funds from Scott County as a part of the watershed-based fund, and they are working on a comprehensive chloride management plan that can be shared with the City once complete.
6	SECTION IV Page 11	<p><b>Issue 4.11.3:</b> There are several governing agencies that overlay the City of Shakopee that influence how water resources are managed in the City. These agencies include three watershed districts, the county, the state, and soil and conservation district. Input is often needed from the City at Technical Advisory Meetings that concern water resources.</p> <p><b>Corrective Action:</b> City Staff will attend Technical Advisory Meetings when attendance of the City of Shakopee is appropriate.</p>	Participation of City staff in the District's technical advisory meetings is an important coordination component. It allows for a combination of technical and financial resources to address water and natural challenges.
7	SECTION V Page 1	Stormwater infrastructure shall be designed using Atlas 14 rainfall data, or most current and best available information.	Commendable
8	SECTION V Page 3	<p><b>Water Body:</b> Dean Wetland. <b>Water Quality Classification:</b> Level III.</p> <p><b>Desired Water Quality Parameters:</b> TP: 45-75 ug/L. Chl a: 20-40 ug/L. Secchi: 0.6-1.0 meters. <b>Goals:</b> Preserve existing human use of the water body such as fishing</p>	Dean Lake is a classified wetland. As a wetland, are these desired water quality parameters reasonable?

Comment No.	SWMP Page Number	SWMP Text	Comment
9	SECTION V Page 4	The City will investigate opportunities to retrofit the downtown area to provide additional water quality treatment in this fully developed area.	The District is a partner on this project, as well as the state through the watershed-based funding grant, and they should be noted in the SWMP.
10	SECTION V Page 5	Increased public involvement through volunteering with groups such as CAMP (Citizen Assisted Monitoring Program) and CSMP (Citizen Stream Monitoring Program).	How is this information used to inform public works activities or projects?
11	SECTION V Page 6	Erosion and sedimentation control plans and SWPPP's for projects that disturb one acre or more of land shall be reviewed and enforced by the City for all new developments. These plans shall conform to the requirements of the Scott WMO, PLSLWD or LMRWD (depending on location) and the NPDES Construction Stormwater Permit	Noted. The City's official controls must be updated to conform to the District's requirements on or before May 2020.
12	SECTION V Page 6	The City will prohibit work in areas having steep slopes (>12%) and high erosion potential where the impacts of significant erosion cannot be protected against or mitigated in accordance with the City's ordinances.	Commendable. This City's ordinance is more protective of steep slopes than the District's Steep Slopes Standard.
13	SECTION V Page 6	<b>5.7. Groundwater</b>	The inclusion of a policy should be considered that would involve working with the District to promote the protection of groundwater resources, which in turn would protect trout waters and fen resources.
14	SECTION V Page 6	With other agencies, the continuation of existing groundwater monitoring, inventorying, or permitting programs.	Information about District led activities in this area should be incorporated. Additionally, how does this tangibly translate to actionable activities?
15	SECTION V Page 7	Efforts to gather further information on the hydrogeology of the region. When such information becomes available, including on the location of groundwater recharge areas and surface water and groundwater interactions, the City will take into consideration these areas for the purpose of maintaining their recharge capabilities in protecting groundwater quality.	Again, given the District's focus on preserving groundwater resources for the protection, preservation, and restoration of trout waters and fens, we are very interested in how the City plans to translate this into actionable activities—funding, technical resources, etc.?

Comment No.	SWMP Page Number	SWMP Text	Comment
16	SECTION V Page 7	5.8. Wetlands	The City's wetland ordinance was passed in 2008 and appears to have last been updated in 2013. Was the information in Appendix E reviewed and updated to conform to current requirements, or is this a planned activity? If it is planned, when will it be performed?
17	Section VI Table 6.1	Possible Funding Sources	Do any of the projects listed fit the goals, policies, and strategies of the District? If so, it would be helpful to see the items specifically associated with the District.
18	Section VI Table 6.1	Ordinance updates - The City will continually evaluate their adopted ordinances related to floodplain regulation, illicit discharge, surface water management, wetland management, and erosion control. Any necessary revisions will be made as regulations change.	This appears to focus on minor tweaks to ordinances. Is there a planned update before the District May 2020 deadline, when the City's official controls must be updated?

March 14, 2019

Linda Loomis, Administrator  
Lower Minnesota River Watershed District  
112 East 5<sup>th</sup> Street, #102  
Chaska, Minnesota 55318

RE: Shakopee Local Surface Water Management Plan  
Reviews File No. 22203-1

Dear Ms. Loomis:

The Metropolitan Council (Council) has completed its review of the city of Shakopee's Local Surface Water Management Plan (plan). The plan provides a good framework for managing the City's water resources and is consistent with Council policies and the Council's *Water Resources Policy Plan*.

We have one minor comment on the plan: in the water resource water quality classifications table (on page 3 of Section 5), O'Dowd Lake is designated as level 3; supporting fishing, aesthetic viewing activities and observing wildlife. According to Section 2.4.2, (Public Area for Water Based Recreation and Access), O'Dowd Lake is also used for swimming. So, it seems the lake should be designated as Level 1 in the Table.

Thank you for the opportunity to comment on the above plan. If you have any questions regarding these comments, please contact Joe Mulcahy 651-602-1104.

Sincerely,



Sam Paske  
Assistant General Manager, MCES, Environmental Quality Assurance Department

cc: Kirby Templin, City of Shakopee  
Stephanie Hatten, WSB  
Deb Barber, Metropolitan Council District 4  
Angela Torres, Metropolitan Council Sector Representative  
Peter Grafstrom, Metropolitan Council Community Relations Specialist  
Raya Esmaili, Metropolitan Council Referrals Coordinator  
Joe Mulcahy, Water Resources Assessment Section

# PRIOR LAKE - SPRING LAKE WATERSHED DISTRICT

DATE: MARCH 29, 2019

TO: STEPHANIE HATTEN, WSB

FROM: DIANE LYNCH, PLSLWD

RE: SHAKOPEE SURFACE WATER MANAGEMENT PLAN (SWMP) AGENCY COMMENTS

The PLSLWD appreciates the opportunity to comment on Shakopee's Draft Surface Water Management Plan. The comments are organized by Plan section.

## Overall

1. Throughout: "Prior Lake-Spring Lake Watershed District" is listed in multiple locations without the "-".
2. Throughout – the Plan is sometimes referred to as the LSWMP, whereas it is the SWMP in the glossary.

## Executive Summary

1. Section 1.1 – This section should also mention that the SWMP will be amended, as necessary, in response to WD or WMO Rule Revisions.

## Land and Water Resource Inventory

1. Sections 2.2 and 2.3.5 / Figures 3 and 9-B – There are apparent differences in the subwatersheds depicted for the Blue Lake (PLOC) Watershed as compared to the subwatershed boundaries previously provided to the District for update of the Prior Lake Outlet Channel MOA. Generally, these differences are minor except for areas along the southwest portion of the watershed. Please provide updated shapefiles and hydrologic/hydraulic modeling for this watershed.
2. Section 2.3.3 – The District applauds the City for adoption of a Stormwater Asset Management Plan (SWAMP) which uses information such as as-builts, drainage areas, field inspections, and storm sewer maps to rank BMPs based on cost/benefit pollutant removal efficiency. This section notes that the SWAMP will be executed in coordination with watershed agencies. Please provide a copy of the SWAMP to the District and note that the District has a Public Infrastructure Partnership Program available for enhancement of stormwater management BMPs beyond MS4 maintenance requirements.



3. Section 2.3.5 – This section mentions the Dean Wetland Bypass Channel. It is recommended that the SWMP include a brief discussion regarding the intended operation plan, refer to an approved operation plan, or specify that an operation plan will be developed for this bypass.
4. Section 2.3.5 – This section notes a peak discharge limit of 0.33-cfs/acre for the Blue Lake (PLOC) watershed from Dean Wetland to the MN River. Per Table 2 of the PLOC MOA, the agreed upon peak discharge limit is 0.25-cfs/acre. This section needs to be revised per the PLOC MOA. This section also notes all areas in the city were hydraulically modeled in 2018. Please provide an electronic copy of this model for those areas that are tributary to the PLOC.
5. Section 2.3.6, Page 10 1<sup>st</sup> Paragraph – Please clarify the following statement, “The designation indicates that the aquifer is covered by at least 50 feet of clay material.”
6. Section 2.4.3 – Are figure Figures 9-A through 9-F the intended reference? These figures do not contain wetlands.

### **Agency Cooperation**

1. Section 3.1 Table 3.1 – delete “is the LGU” from the Stormwater Management Responsibility.
2. Section 3.2 PLSLWD – This section notes the District has its own permitting program. The District has entered into MOU’s with Scott County and its other member communities for Local Water Planning and Regulation and would welcome a similar agreement with the City of Shakopee if the City desires to assume District permitting responsibility.
3. Section 3.3 – This section needs to be updated per the NPDES Construction Stormwater Permit reissued in 2018.

### **Assessment of Issues**

Twelve of the site-specific issue identified are within the political boundary of the District or within the Blue Lake (PLOC) watershed including: water quality (issues 4.1.1 and 4.1.7), flooding (issues 4.2.1, 4.2.10, 4.2.11, 4.2.15, 4.2.18, 4.2.19, 4.2.25, 4.2.27 and 4.2.28) and rate control (issue 4.3.1).

1. Issue 4.2.1 – The corrective action for this issue should reference the implementation plan activities identified in the Prior Lake Outlet Channel Master Plan, EOR 2018 and include this report as an appendix.
2. Issue 4.2.15 – When does the City anticipate conducting a study to evaluate the need for an outlet for Quarry Lake? This activity is not apparent in the Implementation Plan Table 6.1.

3. Is there a need to identify an additional issue – the lack of positive drainage to the PLOC from the large wetland complex north of Spring Lake Drive and east of Foothill Trail?

### **Implementation Plan**

1. There is not a clear connection between the issue identification section and the Capital Improvement Projects proposed in Table 6.1. Of specific interest to the District are Implementation Items 5, 6, 9 and 10 which do not appear to be mentioned in previous sections of the SWMP. Further explanation and details are warranted.
2. It may be appropriate to separate the administration expenses listed Implementation Item 26 or roll all expenses related to PLOC to Implementation Item 25.
3. The SWMP must identify potential capital projects for which District cost-share will be sought, and projects the City may petition the District to complete (if any). Is Item 10 the only project the City contemplates seeking cost-share?

### **Appendices**

1. Appendix C – Water Resource Related Agreements: the PLOC JPA 2005 should be replaced by the PLOC MOA, 2006.
2. Appendix G – The City’s Street Sweeping Policy Section III.2 mentions prioritization of “water quality sensitive areas”. Have these areas been identified, and if not, the District recommends that the City defines these areas.



## *Scott Watershed Management Organization*

200 Fourth Avenue West

Shakopee, MN 55379-1220

952-496-8054 Fax 952-496-8496

[www.scottcountymn.gov/twmo](http://www.scottcountymn.gov/twmo)

**Scott**

March 6, 2019

Kirby Templin  
City of Shakopee  
485 Gorman Street  
Shakopee, MN 55379

Dear Mr. Templin:

This letter presents the findings of the review of the draft City of Shakopee's Local Surface Water Management Plan, dated February 2019. The documents were reviewed for equivalency with the Scott Watershed Management Organization Comprehensive Water Resources Management Plan and in accordance with State Statute 103B and Minnesota Rules 8410. According to Minnesota Statute 103B.235, Subd. 3, the Scott Watershed Management Organization (SWMO) is required to consider comments submitted by the Metropolitan Council.

Overall, we commend the City for writing a thorough and well thought out Plan placing a high priority on working collaboratively with the three watershed organizations and for a commitment to improving water quality.

Although staff feels the Plan is close to an approval, we have some comments and follow-up questions we would like a response to before we are ready to recommend its approval. Below please find our comments and questions for your consideration and response. The Scott WMO is supposed to consider comments from Met Council, it has been brought to our attention they are still working on their comments, but we wanted to get our comments to the city as soon as possible.

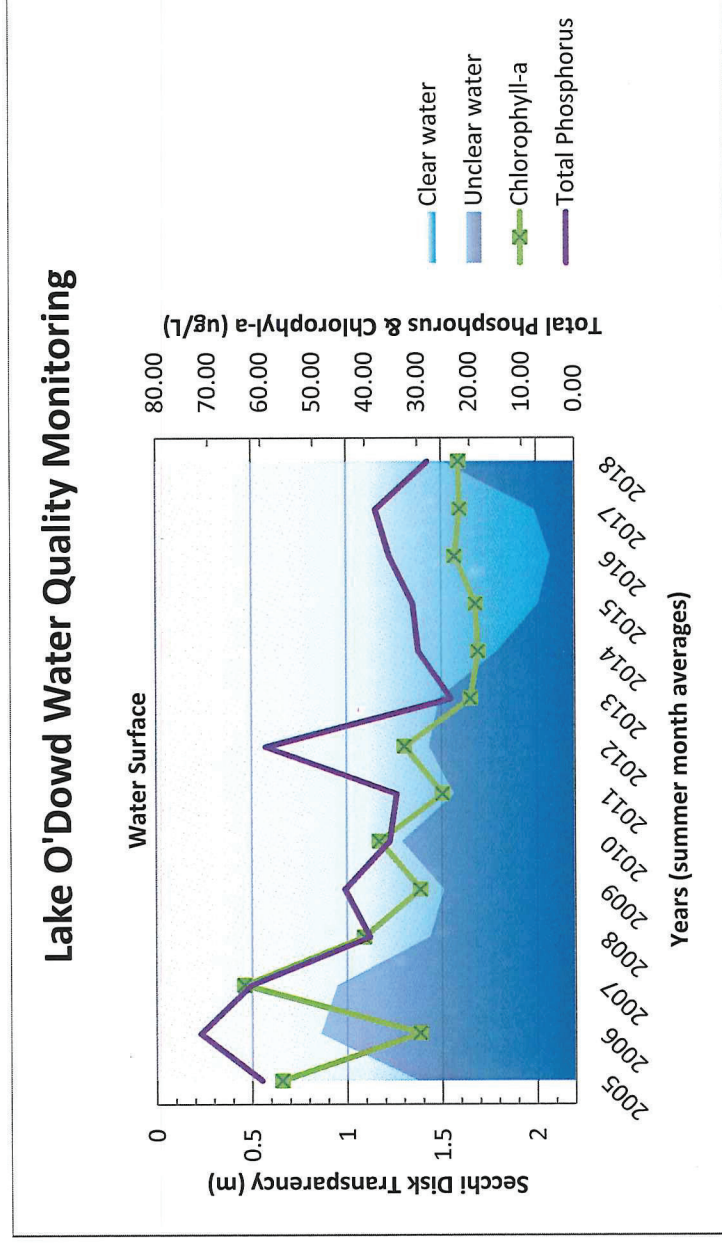
### **Comments/Suggested Changes**

1. Section 2, page 5, Figure 7; the water quality data mean values shown in Figure 7 for O'Dowd Lake do not match the water quality growing season averages the SWMO has from the Citizen-Assisted Monitoring Program data from Met Council. What year is this data representing in Figure 7 and what program was this data collected under?
2. Section 5, Page 3, 5.3 Water Quality Policies 2 & 3. Same comment as #2, Our current Plan and WMO Standards reference the MPCA NPDES Construction Stormwater requirements for post-construction stormwater treatment systems. The city should be referring to the post-construction MPCA NPDES permit requirements instead of NURP treatment.
3. Section 5, Page 3, #8 Resource classification table, "Desired Water Quality Parameters"; the desired water quality parameters listed in this table our higher than what O'Dowd Lake is currently experiencing for total phosphorus and secchi transparency. In 2016, the MPCA removed O'Dowd Lake for the federal impaired waters list because it meets water quality



standards for the ecoregion it is in. The lake is experiencing an improving trend in water quality and since 2008, the average total phosphorus concentration in O'Dowd has been less than 40 ug/L (with the exception of 2012 which it was still under the above standard). Transparency and chlorophyll-a have been on an improving trend since 2008 as well.

State Standards for Shallow Lakes in the North Central Hardwood Forest Ecoregion	
Parameter	Standard (units)
Total Phosphorus	60 µg/L
Chlorophyll-a	20 µg/L
Secchi Disk Transparency	Greater than 1m



- Staff recommends removing the “desired water quality parameters” column or numbers and rather state that the goal is to not degrade from current conditions, rather than enter a range of quantities higher than the current standard and condition of the lake. In addition, the city may want to consider that the numbers entered for the desired water quality parameters for the Minnesota River in your table, are far below the State standard for Class 2 b waters. The total phosphorus standard for the river is less than or equal to 150 ug/L. Considering the size of the Minnesota River watershed and the multitude of inputs from other regions, it seems unlikely that the city will even get close to the 30-75 ug/L for phosphorus in the Minnesota River. The SWMO’s target goal for total phosphorus parameter to the Minnesota River is less than or equal to 150 ug/L (SWMO Water Resources Plan, page 3-11).
4. Section 5, Page 3, #8 Resource classification table, “Desired Water Quality Parameters”; the desired water quality parameters listed in this table for Dean Wetland for the

- classification of this waterbody, and considering its historical hydrologic alterations and sediment inputs starting in the 1980s. A few years ago the Lower Minnesota River Watershed District with concurrence of Scott County, the Prior Lake Spring Lake Watershed District and the City of Shakopee, submitted evidence to the Minnesota Pollution Control Agency that Dean Lake did not meet criteria for being considered a lake, rather it was a wetland, and requested a change in classification. This change was granted. Thus, we suggest the city consider non-degradation from the current condition as the goal for Dean Wetland rather than a range or standard established for lakes. This would be consistent with what was articulated by residents around the “lake” when they were consulted about the re-classification (i.e. they were fine with considering it a wetland provided steps were taken to keep it from getting worse). A definition and goals for maintaining the existing quality could be articulated in terms of the existing phosphorus concentrations and/or maintaining or improving the diversity of aquatic plants (habitat quality).
5. Section 7, Page 7, Groundwater 7; The Scott County Comprehensive Groundwater Plan is expired. You can delete this bullet point. We did not update it; instead we incorporated a groundwater Strategy into the Scott WMO Water Resources Management Plan.
  6. Section 7, Page 1, 5.1 Summary; Our current Plan and WMO Standards reference the MPCA NPDES Construction Stormwater requirements for post-construction stormwater treatment systems. NURP standards are different than what is in the NPDES permit. The city should be referring to the post-construction MPCA NPDES permit requirements instead of NURP treatment.

#### **Edits**

1. Section 2, Page 9, second paragraph, “County” is not included in the Scott Watershed Management Organization name.
2. Section 2, Page 9, 2.3.6 Groundwater, 2. “The Scott ~~County~~ Watershed Management Organization Comprehensive Water Resources Management Plan....” “County” is not included in the name of the Scott WMO. The link you have for this Plan should be changed to:  
<https://www.scottcountymn.gov/DocumentCenter/View/11775/WMO-Water-Resources-Plan-FINAL>
3. Section 4, Page 7, 4.4; Issue 4.4.1 Corrective Action; “The city will work with the watershed ~~distriet~~ management organization or Scott WMO, regarding water quality issues and participate...” O’Dowd Lake is within the jurisdiction of the Scott WMO, not the watershed districts.
4. Section 4, Page 11, Issue 4.11.3 Corrective Action; These agencies include ~~three~~ watershed districts and one watershed management organization, the county .....



Thank you for the opportunity to review your Local Surface Water Management Plan. If you have any questions regarding our comments, feel free to give me a call at 952-496-8887 or email [mbokman@co.scott.mn.us](mailto:mbokman@co.scott.mn.us).

Sincerely,

A handwritten signature in blue ink that reads "Melissa Bokman". The signature is written in a cursive, flowing style.

Melissa Bokman Ermer  
Sr. Water Resources Planner

Cc: Paul Nelson, Environmental Services Program Manager, Scott WMO Administrator  
Joe Mulcahy, Environmental Analyst, Metropolitan Council

**ITEM D.4 EXPANDED IMPLEMENTATION**

# INTRODUCTION

## IMPLEMENTATION

Envision Shakopee provides a long-range vision for the community, while also serving as a guide for how the community can turn that vision into reality over time. The plan establishes high-level community priorities, a broad set of recommended goals, strategies and tactics to address those priorities, and some big ideas to inspire the community to action. Some recommendations in the plan may be relatively easy to accomplish in a short period of time, but implementing the plan and its many recommendations will not happen all at once, and most objectives will likely be reached incrementally. Indeed, many recommendations and envisioned opportunities are highly aspirational, and will require the community to prioritize what it wants to achieve, how quickly it wants to do so, and how it wants to allocate resources toward the goal.

Implementation of priority initiatives will require concentrated efforts among a variety of interested parties, from city government and elected officials, to private entities, community organizations, and other government agencies over the course of many years. This plan is a starting point for those activities, which might include additional studies and more focused planning initiatives, the creation of new task forces or implementation partnerships, fund raising and capital programming, and many other targeted efforts.

Shakopee has experienced a great deal of change over the past few decades, which has brought with it challenges related to growth and understandable concerns about the community’s identity and what the future holds. This plan is designed to guide Shakopee toward harnessing change and guiding it to maximize opportunities for all of our citizens. With strategic investments and partnerships, thoughtful policy development, on-going community engagement and deliberate decision-making, Shakopee can position itself as a community of choice in the years to come.

Envision Shakopee provides tools to help our community realize our goals and our vision. This section provides a detailed outline on how to implement the strategies covered in the plan.

**HOW TO USE THE IMPLEMENTATION MATRIX**

The following matrix includes a row for every action step in the plan, organized by its associated goal and strategy, as found in the Goals & Strategies pages of each plan chapter. The matrix columns identify potential resources to aid in accomplishing the action steps, actors (such as public or private agencies) that may be involved, the city department who may initiate or oversee the effort, and the priority level (short, medium, or long) as identified by the community and stakeholders in the final step of Envision Shakopee community engagement. A **continuous designation marks strategies which are currently already implimented in Shakopee.**

## THE ECONOMIC ENVIRONMENT

STRATEGY		ACTION STEPS
1	Retain and Expand Shakopee's Industrial Base	
1A	Recruit front-of-house operations of existing back-of-house industries	Develop a recruiting strategy targeted to large, individual employers
		Create a front-of-house marketing strategy
		Explore the potential front-of-house employment requirements in industrial expansion
1B	Diversify the city's housing supply	See Goals & Strategies Housing
1C	Improve coordination between business and civic leadership	Identify and recruit key partners in the city's business community
		Establish direct lines of communication between specified employees of the Chamber of Commerce, Visitors Bureau, First Stop Shop, Scott County Association for Leadership & Efficiency, and other existing industry and business groups
		Expand the Executive and Business Owners Roundtable into an empowered group with direct channels to policy makers
		Develop relationships with innovative, creative and community-centric real estate developers to foster a culture of high-quality development
1D	Embrace future market changes	Designate, market and develop an Advanced Economy Corridor.
		Target industrial recruitment and training in advanced manufacturing
		As the economy and retail market continue to adjust due to increased automation, internet sales and autonomous vehicles, remain flexible to changing market needs and expectations
		Regularly adjust the zoning code and zoning districts to permit new industries or uses as market realities dictate, but do so within reason and in a manner which reduces and mitigates negative impacts to the community
		Embrace new, expanded and/or evolved businesses which provide interest, entertainment, or unique experiences, such as breweries, local food, rooftop or outdoor dining, independent shops and restaurants
1E	Establish an industrial extension or advanced manufacturing center	Survey businesses to understand the in-demand services for which the extension or center should offer
		Coordinate and recruit educational institutions to deliver services

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Minnesota DEED, Greater MSP, Scott County First Stop Shop	City Staff, Shakopee EDA, Chamber of Commerce	Planning and Development	Medium Term (2-5 years)
Minnesota DEED, Greater MSP, Scott County First Stop Shop	City Staff, Shakopee EDA, Chamber of Commerce	Planning and Development	Medium Term (2-5 years)
Minnesota DEED, Greater MSP, Scott County First Stop Shop	City Staff, Shakopee EDA, Chamber of Commerce	Planning and Development	Long Term (5-10 years)
See Housing Implementation Section			
City business leadership council, Shakopee Rotary Club	City Staff, City Council, Chamber of Commerce	Planning and Development	Medium Term (2-5 years)
Various organizations outlined in Action Steps	City Staff, previously mentioned organizations	Planning and Development	Medium Term (2-5 years)
Executive/Business Owner Roundtable	City Staff, Chamber of Commerce, Executive/Business Roundtable	Planning and Development	Medium Term (2-5 years)
Inovative RFPs for city-owned parcels	City Staff, Economic Development Authority, development community	Planning and Development	Medium Term (2-5 years)
Greater MSP, Minnesota DEED, area higher education institutions	City Staff, Chamber of Commerce, statewide institutions	Planning and Development	Medium Term (2-5 years)
Greater MSP, Minnesota DEED, investment funds, area higher education institutions			
Greater MSP, Minnesota DEED	City Staff	Planning and Development	Continuous
	City Staff, City Council	Planning and Development	Continuous
Minnesota DEED, Greater MSP, Scott County First Stop Shop	City Staff, City Council	Planning and Development	Continuous
Business Survey	City Staff, Chamber of Commerce	Planning and Development	Medium Term (2-5 years)
Area higher education institutions	City Staff	Planning and Development	Short Term (0-2 years)



## THE ECONOMIC ENVIRONMENT

STRATEGY		ACTION STEPS
2	Attract New Industrial Users	
2A	Support reuse of existing spaces and encourage redevelopment of underutilized, blighted and brownfield sites	Study sites for reuse and redevelopment prioritization
		Identify sources of low-cost capital available for upfit and redevelopment
		Coordinate with landowners to support upfit or redevelopment. Support clearance of land, outdated buildings, and equipment and the remediation of polluted soils and sources of water to spur redevelopment and grow the tax base
		Consider the use of public financial resources such as tax increment financing (TIF), tax abatement and/or low interest loans when projects meet community goals and when development is unlikely to occur without public support
		Develop a Brownfield Redevelopment Program to identify, monitor, plan and promote the redevelopment of brownfield sites
2B	Prepare a clear plan for industrial growth on new, greenfield sites and land annexation	Establish a working group to develop an industrial growth plan
		Study market demand to identify regional trends and priorities in new industrial development
		Develop a strategic plan that prioritizes goals and policies for new industrial greenfield development
3	Support the Diversity of Shakopee's Business Mix	
3A	Develop an advanced economy corridor	Leverage assets to attract innovative, advanced manufacturing
		Plan and market the area
		Benchmark success
3B	Encourage co-working or shared working spaces	Study local market demand for co-working spaces from local entrepreneurs
		Identify potential regional development partners
		If a market exists, identify potential sites for this type of development

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Shakopee EDA, Scott County First Stop Shop	City Staff	Planning and Development	Short Term (0-2 years)
Minnesota DEED, Greater MSP, Open to Business	City Staff, City Council, Chamber of Commerce	Planning and Development	Medium Term (2-5 years)
Land owners, development community, MN DEED	City Staff, Chamber of Commerce, City Council	Planning and Development	Medium Term (2-5 years)
TIF, tax abatement, City bonding authority	City Staff, Economic Development Agency, City Council	Planning and Development	Continuous
MN DEED, Greater MSP	City Staff	Planning and Development	Medium/Long (2-10 years)
SCALE Tech Team, MN DEED, Greater MSP, First Stop Shop	City Staff, County Staff	Planning and Development	Medium Term (2-5 years)
SCALE Tech Team, MN DEED, Greater MSP, First Stop Shop	City Staff	Planning and Development	Continuous
SCALE Tech Team, MN DEED, Greater MSP, First Stop Shop	City Staff	Planning and Development	Medium Term (2-5 years)
RFP for maketing planning advanced economy corridor	City Staff, County Staff, Consultant	Planning and Development	Medium Term (2-5 years)
RFP for maketing planning advanced economy corridor	City Staff, County Staff, Consultant	Planning and Development	Medium Term (2-5 years)
RFP for maketing planning advanced economy corridor	City Staff, County Staff, Consultant	Planning and Development	Medium Term (2-5 years)
Innovation Center RFP, development community	City Staff, Consultant	Planning and Development	Short Term (0-2 years)
Development community	City Staff	Planning and Development	Short Term (0-2 years)
City owned property	City Staff	Planning and Development	Short Term (0-2 years)

## THE ECONOMIC ENVIRONMENT

STRATEGY		ACTION STEPS
3	Support the Diversity of Shakopee's Business Mix	
3C	Incentivize office development	Assess zoning for necessary changes
		Study financial feasibility and funding mechanisms required and available for mixed use development
		Take inventory of city-owned property for disposition prioritization and strategy
4	Leverage Downtown for Economic Development	
4A	Leverage downtown character, walkability and amenities	Develop and promote a recognizable downtown brand
		Coordinate business improvement efforts downtown with the Downtown Shakopee organization
		Promote high-quality development downtown that aligns with downtown's character and improves its amenity mix
4B	Increase downtown programming	Determine new events that could bring new audiences and activity
		Partner with entertainment businesses for new programming
4C	Increase Downtown's attractiveness as a regional destination	Support Downtown Shakopee organization to grow and market downtown and its leaseable vacant spaces and/or land
4D	Invest in facades and streetscapes	As capital dollars are available, continue to invest in and maintain public spaces in downtown as a tool for economic development
4E	Strategically connect the improved success of Downtown to other areas of Shakopee	Downtown efforts should be expanded to include 1st Avenue corridor, Marschall Road and transition neighborhoods around downtown core
		Use of consistent branding, streetscapes and design throughout community to identify Shakopee's unique brand
		Support opportunities for businesses outside of downtown to share in the programs, events, revitalization efforts and success of downtown

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
Development community, MN DEED, Greater MSP, TIF, Tax abatement	City Staff, Developers	Planning and Development	Short Term (0-2 years)
	City Staff	Planning and Development	Short Term (0-2 years)
Downtown Shakopee Main Street	City Staff, Chamber of Commerce	Communications, Planning and Development	Short Term (0-2 years)
	City Staff, Downtown Shakopee Main Street	Communications, Planning Department	Short Term (0-2 years)
Downtown Shakopee Main Street, Community developers	City Staff, Chamber of Commerce, Developers	Planning and Development	Short Term (0-2 years)
Downtown Shakopee Main Street	City Staff	Communications, Parks and Recreation, Planning and Development	Short Term (0-2 years)
ValleyFair, Canterbury, Shakopee Mdewanketon Sioux Community	City Staff, area entertainment attractions	Planning and Development	Short Term (0-2 years)
Downtown Shakopee Main Street	City Staff, Downtown Shakopee, Chamber of Commerce	Communications, Planning and Development	Short Term (0-2 years)
Capital Improvement Program, Shakopee Facade Program	City Staff, Shakopee EDA	Planning and Development, Public Works	Continuous
Downtown Shakopee Main Street	City Staff, Chamber of Commerce	Planning and Development	Continuous
Downtown Shakopee Main Street	City Staff, Chamber of Commerce	Planning and Development, Communications	Continuous
Downtown Shakopee Main Street	City Staff, Chamber of Commerce	Planning and Development	Continuous

## THE ECONOMIC ENVIRONMENT

STRATEGY		ACTION STEPS
5	Improve Shakopee's Brand in the Region as a Fun, Livable an Business-Friendly Community	
5A	Support community branding and marketing efforts	Undergo a rebranding effort that builds off of the community's assets and promising future
		Review and refine practices for marketing the community, its assets, activities and destinations to that efforts are consistently building the community's brand identity throughou the region and improving the economic environment
		Build off established RiverSouth brand and marketing efforts
6	Remove Barriers to Economic Development	
6A	Leverage downtown character, walkability and amenities	Develop and promote a recognizable downtown brand
		Coordinate business improvement efforts downtown with the Downtown Shakopee organization
		Promote high-quality development downtown that aligns with downtown's character and improves its amenity mix
6B	Increase downtown programming	Determine new events that could bring new audiences and activity
		Partner with entertainment businesses for new programming
		Conduct business retention and expansion efforts
		Improve housing, transportation and quality of life issues to meet modern market expectations
6C	Increase Downtown's attractiveness as a regional destination	Support Downtown Shakopee organization to grow and market downtown and its leaseable vacant spaces and/or land
		As capital dollars are available, continue to invest in and maintain public spaces in downtown as a tool for economic development



POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Downtown Shakopee Main Street	City Staff, City Council, Chamber of Commerce	Planning and Development, Communications, Parks and Recreation	Continuous
Downtown Shakopee Main Street	City Staff, City Council, Chamber of Commerce	Planning and Development, Communications, Parks and Recreation	Continuous
Downtown Shakopee Main Street, Marketing Consultant	City Staff, City Council, Chamber of Commerce	Planning and Development, Communications, Parks and Recreation	Continuous
Downtown Shakopee Main Street	City Staff, City Council, Chamber of Commerce	Planning and Development, Communications	Short Term (0-2 years)
Downtown Shakopee Main Street	City Staff, City Council, Chamber of Commerce	Planning and Development, Communications	Short Term (0-2 years)
Downtown Shakopee Main Street	City Staff, City Council, Chamber of Commerce, Scott County	Planning and Development, Communications	Short Term (0-2 years)
Downtown Shakopee Main Street, Civic Organizations	City Staff, City Council, Chamber of Commerce	Planning and Development, Parks and Recreation	Short Term (0-2 years)
Downtown Shakopee Main Street, Civic Organizations	City Staff, City Council, Chamber of Commerce	Planning and Development, Parks and Recreation	Short Term (0-2 years)
Minnesota DEED, Greater MSP, Scott County First Stop Shop	City Staff, City Council, Chamber of Commerce	Planning and Development	Medium Term (2-5 years)
	City Staff, City Council, Chamber of Commerce	Planning and Development	Continuous
Downtown Shakopee Main Street	City Staff, City Council, Chamber of Commerce	Planning and Development	Continuous
Downtown Shakopee Main Street, Minnesota DEED, Greater MSP	City Staff, City Council, Chamber of Commerce	Planning and Development, Public Works	Continuous

## THE COMMUNITY ENVIRONMENT – HOUSING

STRATEGY		ACTION STEPS
1	Expand and Diversify Housing Types	
1A	Promote Multifamily Housing	Simplify and expedite approvals for multifamily units
		Evaluate regulatory barriers that may unintentionally or unnecessarily increase the cost of housing development, such as zoning requirements or regulatory fees
		Adjust zoning and other regulations to allow for multifamily projects by-right in appropriate areas, meaning certain multifamily development proposals would not require Council action
1B	Encourage developments that match housing prices with wages of those who work in Shakopee	Leverage the sale and use of city-owned land to attract new affordable housing. Set quality and design standards for developments which utilize city-owned land
		Participate in Met Council's Livable Communities Act (LCA), meeting all requirements of participation including the adoption of a Fair Housing Policy
		Distribute the development of low and moderate income housing throughout the city
		Utilize financing tools like Tax Abatement or Tax Increment Financing (TIF) to incentivize private construction of affordable housing
		Through the city's land use map and zoning code, guide a sufficient supply of land for medium and high density residential development that allows the opportunity for affordable housing goals set by the city and Met Council.
1C	Target increased density in areas that are connected to Downtown, amenities, and transit	Identify and designate areas for increased density, align zoning to allow for more quality dense development, where appropriate, and permit middle density housing in additional districts
		Encouraging appropriate transitions between land uses, recognizing that current markets demand walkability, community connections, a unique sense of place, and connections to nearby activity centers
2	Preserve and Utilize Existing Assets for Housing	
2A	Promote Infill development	Identify vacant sites with high infill potential
		Explore options and viability for the City to purchase land for residential redevelopment. Specifically, the City should consider assembling tax forfeiture and other properties to attract development to sites that may not garner immediate interest from the private market
		Allow accessory dwelling units, co-housing or tiny homes in Single Family Residential districts

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
Existing city-owned real estate, development community	City Staff, City Council, Economic Development Agency	Planning and Development	Medium Term (2-5 years)
Metropolitan Council LCA	City Staff, Metropolitan Council	Planning and Development	Short Term (0-2 years)
Scott County CDA, Met Council LCA, Federal & State Low Income Tax Credits	City Staff, County Staff, Met Council	Planning and Development	Continuous
Tax Abatement, TIF	City Staff, City Council	Planning and Development, Finance	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff	Planning and Development	Short Term (0-2 years)
Tax forfeited properties	City Staff, City Council	Planning and Development, Finance	Medium Term (2-5 years)
	City Staff, City Council	Planning and Development	Medium Term (2-5 years)

## THE COMMUNITY ENVIRONMENT – HOUSING, QUALITY OF LIFE

STRATEGY		ACTION STEPS
2	Preserve and Utilize Existing Assets for Housing (continued)	
2B	Preserve Existing Housing Stock	Coordinate and promote financial resources of partner organizations and programs that providing funding for home-improvements
		Generate new funding opportunities for repair, maintenance, and remodeling of housing stock to assist those living in older housing stock to update, modernize, or expand their homes to current market and environmental standards
		Explore the adoption of a First-Time Homebuyers program to assist people in moving to or becoming homeowners in Shakopee
		Support the repair and replacement of pre-1976 homes with energy efficient systems through rehabilitation and weatherization programs, matched savings programs and energy subsidy programs
		Coordinate with community education institutions to promote home maintenance classes
		Prepare a Truth-in-Housing ordinance to maintain housing stock
		Partner with state organizations like the Greater MN Housing Fund to tap into funding to preserve NOAH housing
		Preserve existing manufactured housing in number if not in place
2C	Support redevelopment and property conversions to housing	Identify sites and owners with high redevelopment or conversion potential
		Explore viable options for the City to purchase land for residential redevelopment
3	Utilize Greenfield Sites for Strategic Growth	
3A	Develop a Strategic Plan for greenfields that:	Prioritizes multifamily housing
		Expedites approvals and/or provide density bonuses for projects with voluntarily-restricted affordable housing components (e.g. a market-rate multifamily development that contains some dedicated-affordable units)
1	Adopt Land Use Policies and Practices that Improve Quality of Life	
1A	Renovate and replace city buildings and facilities as needed to foster high-quality spaces connected to natural or landscaped areas	Follow best practices for site design, location and construction

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Carver, Dakota and Scott County Weatherization Assistance Program, Minnesota Housing Finance Agency Fix-Up Program	City Staff, Carver, Dakota and Scott County, MN Finance Agency	Planning and Development	Medium Term (2-5 years)
New financing or revenue mechanisms for existing housing	City Staff, City Council	Planning and Development, Finance	Long Term (5-10 years)
Minnesota Housing Finance Agency	City Staff	Planning and Development	Medium Term (2-5 years)
Carver, Dakota and Scott County Weatherization Assistance Program	City Staff	Planning and Development	Long Term (5-10 years)
Shakopee Public Schools, Community Center	City Staff, Shakopee Public Schools	Planning and Development, Parks and Recreation	Medium Term (2-5 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
Greater MN Housing Fund NOAH Impact Fund	City Staff, Greater MN Housing Fund	Planning and Development	Medium Term (2-5 years)
Municipal utility services	City Staff, City Council	Planning and Development, Public Works	Long Term (5-10 years)
Local real estate professionals, Development community	City Staff	Planning and Development	Medium Term (2-5 years)
	City Staff, City Council	Planning and Development, Finance	Long Term (5-10 years)
	City Staff, City Council	Planning and Development	Continuous
	City Staff	Planning and Development	Short Term (0-2 years)
	City Staff	Planning and Development, Public Works	Short Term (0-2 years)



## THE COMMUNITY ENVIRONMENT – QUALITY OF LIFE, NEIGHBORHOODS & SENSE OF PLACE

STRATEGY		ACTION STEPS
1	Adopt Land Use Policies and Practices that Improve Quality of Life (continued)	
1B	Provide recreation and educational opportunities for all residents regardless of age, culture, mobility level and income throughout the city	Support and build on strategies set forth in the Parks, Trails and Open Space chapter of the Natural Environment section
1C	Identify and remove barriers to local food systems in zoning code and land use policy	Support and build on strategies set forth in the Resilience chapter of the Natural Environment section
2	Prioritize Public Health and Safety (continued)	
2A	Partner with other city departments, government agencies and community groups to proactively address crime through innovative measures	Discuss public safety and crime prevention in meetings and collaborate across city departments and with the community
		Explore best practices for Community Crime Prevention such as those described by the National Institution of Justice on CrimeSolutions.gov
2B	Promote public health in public and community spaces	Adopt smoke-free policies for city buildings and parks
		Support goals and strategies set forth in the Parks, Trails and Open Space and Transportation sections
2C	Maintain a high quality of life through regular, fair and consistent code enforcement	Allocate the resources necessary to maintain code enforcement and compliance
		Address issues proactively by regularly educating the community of code enforcement issues
		Proactively check for property maintenance issues and concerns
2D	Improve public safety	Regularly review and address right-sizing of Public and Fire departments to address and accommodate population and job growth
		Work to address the gap between the perception and reality of crime
		Neighborhood groups are provided improved training, networking and organizational opportunities
		Continued participation in events to build relationships between public safety and the community, especially youth, people of color, and low-income

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Parks and Trails Master Plan	City Staff, City Council	Planning and Development, Parks and Recreation, Public Works	Short Term (0-2 years)
	City Staff, City Council	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	All Departments	Short Term (0-2 years)
National Institution of Justice	City Staff	Planning and Development, Police	Continuous
	City Staff	All Departments	Short Term (0-2 years)
	City Staff, City Council	Planning and Development, Public Works, Parks and Recreation	Short Term (0-2 years)
Increased revenue from code enforcement activities	City Staff	Police	Short Term (0-2 years)
	City Staff	Police, Planning and Development	Continuous
	City Staff	Police, Planning and Development	Continuous
	City Staff, City Council	Police, Fire, Administration, Finance	Continuous
	City Staff	Police, Planning and Development	Short Term (0-2 years)
	City Staff	Police, Planning and Development	Medium Term (2-5 years)
	City Staff	All Departments	Continuous

## THE COMMUNITY ENVIRONMENT – QUALITY OF LIFE, NEIGHBORHOODS & SENSE OF PLACE

STRATEGY		ACTION STEPS
2D	Improve public safety (continued)	Use Crime Prevention Through Environmental Design (CPTED) strategies to improve public safety and security
		Address safety concerns in Downtown and along the river
1	Celebrate Shakopee's history, culture and community identity	
1A	Adopt historic preservation policies to encourage adaptive reuse of the community's historic resources	Establish city-wide guidelines and regulations for adaptive reuse of historic properties
		Identify districts with distinct character and develop district guidelines to support these places
		Identify types of properties that may be eligible for the National Register of Historic Places and provide eligible information on city website
1B	Partner with Shakopee Heritage Society and Scott County Historical Society to preserve and leverage the community's unique history	Share stories of Shakopee's history in public communications
		Incorporate historical markers and stories of exceptional sites in city signage
		Pursue programs and technology that make communications widely accessible and which educates, showcases and celebrates Shakopee's diverse history
1C	Continue to support and coordinate with the Main Street Program to further revitalization of the historic Downtown and Highway 101 Business District	Use pop-ups, demonstration projects and placemaking to leverage the community's unique assets, provide much-desired community events and support the local economy
		Collaborate on events and public spaces that celebrate the Mdewakanton Sioux culture and educate the surrounding community of their history

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
International CPTED Association	City Staff, City Council	Planning and Development, Public Works	Medium Term (2-5 years)
Downtown Business Owners, Scott County Public Health, Minnesota DNR	City Staff, Scott County Staff, MN DNR Staff	Police, Planning and Development, Public Works,	Medium Term (2-5 years)
Minnesota State Historic Preservation Office,	City Staff, City Council, Community Leaders	Planning and Development	Medium Term (2-5 years)
MN State Historic Preservation Office, Scott County Historical Society	City Staff, City Council	Planning and Development	Medium Term (2-5 years)
MN State Historic Preservation Office, National Register of Historic Places, Scott County Historical Society	City Staff	Planning and Development	Medium Term (2-5 years)
Shakopee Valley News, City Newsletter, Shakopee and Scott County Historical Societies	City Staff	Communications, Planning and Development	Continuous
Shakopee and Scott County Historical Societies	City Staff	Communications, Planning and Development, Parks and Recreation	Continuous
	City Staff	Communications, IT	Medium Term (2-5 years)
	City Staff, Community Leaders and Organizations	Planning and Development, Parks and Recreation, Communications	Medium Term (2-5 years)
Shakopee Mdewakanton Sioux Community, Shakopee Historical Society	City Staff, SMSC Staff and Leaders	Planning and Development, Parks and Recreation, Communications	Medium Term (2-5 years)

## THE COMMUNITY ENVIRONMENT – NEIGHBORHOODS & SENSE OF PLACE

STRATEGY		ACTION STEPS
2	Build on Shakopee's unique assets	
2A	Utilize Shakopee's greatest asset - its people	Provide volunteer and civic opportunities to allow people to serve their community
		Include community engagement as a component of major planning and development projects
		Encourage residents to meet their neighbors, participate in solving problems, improving their neighborhood and holding celebrations and events
2B	Build Shakopee's brand	Utilize the assets Shakopee is known for—such as parks, trails and the city's entertainment attractions—to tell the story of Shakopee and why it is a great place to live, work, learn and play
		Leverage brand development marketing assets for economic development
3	Foster a sense of neighborliness	
3A	Support efforts to identify and organize community groups and/or neighborhood associations	Explore an effort to identify and name Shakopee's neighborhoods
		Research best practices and consider implementation of efforts to build a sense community and neighborliness
3B	Organize and coordinate efforts to foster a welcoming environment to new residents and businesses	Create an online welcome packet
		Encourage residents, businesses and neighborhood groups to welcome newcomers
		Research best practices for welcoming people from all cultures, including overcoming communications and cultural barriers



POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Community Organizations	City Staff	Planning and Development, Parks and Recreation	Continuous
	City Staff, Development Community	Planning and Development, Public Works	Continuous
Community Leaders and Organizations, Home Owners Associations	City Staff, Community Members	Planning and Development, Police	Continuous
Canterbury, ValleyFair, Mystic Lake Casino, Renaissance Festival, Three Rivers Park District, Scott County Parks Department	City Staff, Entertainment Organizations	Planning and Development, Communications, Parks and Recreation	Long Term (5-10 years)
RiverSouth	City Staff, Chamber of Commerce	Planning and Development, Communications	Long Term (5-10 years)
	City Staff, Community Members	Planning and Development	Medium Term (2-5 years)
	City Staff	Planning and Development	Medium Term (2-5 years)
	City Staff	All Departments	Medium Term (2-5 years)
Neighborhood Organizations, Home Owners Association, Business Groups	City Staff, Community Members	All Departments	Continuous
Government Alliance on Race and Equity, Community Leaders	City Staff, Community Members	All Departments	Continuous

## THE COMMUNITY ENVIRONMENT – NEIGHBORHOODS & SENSE OF PLACE

STRATEGY		ACTION STEPS
4	Ensure neighborhoods are safe, healthy, welcoming and supportive places to live, work, learn and play	
4A	Bring people together	Identify opportunities to bring people together across ages, races, family makeup, incomes, neighborhoods and length of residency
4B	Preserve and enhance the unique identity and character of individual neighborhoods	Align land use guidance, zoning and other planning efforts to support neighborhoods
		Prohibit, limit or strategically guide new uses that may be incompatible with the existing character of the community

## THE BUILT ENVIRONMENT – LAND USE

1	Align land use and development mechanisms with Envision Shakopee goals	
1A	Update zoning code for alignment with the goals of Envision Shakopee	Create a zoning code that is user friendly and easy to use through the use of graphics, tables, illustrations and plain language
		Study and consider adoption of new zoning tools with an emphasis on community outcomes and priorities. Tools to consider include form based codes, overlays, area-specific design guidelines, incentive-based density or housing standards, etc.
1B	Adopt zoning language that follows green/living streets and walkable street guidelines	Coordinate zoning and subdivision requirements for street connectivity and design
		Develop complete streets standards and design guidelines for new development
		Adopt design standards that require safe and convenient pedestrian access to the front door of retail and food locations to provide access for those without cars, seniors, youth and families

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Shakopee School District	City Staff, School District Staff	Planning and Development, Parks and Recreation, Communications	Continuous
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)

	City Staff	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development, Public Works	Short Term (0-2 years)
	City Staff, City Council	Planning and Development, Public Works	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)

## THE BUILT ENVIRONMENT – LAND USE

STRATEGY		ACTION STEPS
1C	Consider best practice adjustments to parking requirements	Reduce or eliminate parking minimum requirements and/or add parking maximums for certain types of uses or developments, especially mixed use developments
		Monitor the impacts of ride-hailing, autonomous vehicles and transit service improvements on parking needs
		Require property owners to plant trees, incorporate surface water management best practices and use other design tools to improve health, safety and design of parking lots
1D	Modify the planned unit development (PUD) ordinance to achieve desired development outcomes	Emphasize mixed use, walkable development
		Limit residential PUDs to areas adjacent to commercial development and transit service
1E	Institute annual review of the zoning ordinance and related sections of the city code	Review code annually and update as needed to reflect new or revised planning studies, new or revised state or federal laws, experience in the field, experiences working with planning applications, technological and/or cultural advances, new use categories and/or updates for areas that have become obsolete
1F	Simplify development review process to be customer-oriented, to reduce unnecessary regulatory barriers and with a streamlined process	
1G	Implement site plan review process for projects which because of their nature, operation and/or location require a more thorough review to ensure community standards are met	
1F	Establish targets for minimum number of employees per acre in commercial and industrial districts to maintain and grow a healthy jobs-focused economy and efficient use of land	

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff	Planning and Development	Continuous
	City Staff, City Council	Planning and Development, Public Works	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff	Planning and Development	Continuous
	City Staff, City Council	Planning and Development	Continuous
	City Staff	Planning and Development	Short Term (0-2 years)
	City Staff, Planning Commission, City Council	Planning and Development, Public Works	Short Term (0-2 years)
	City Staff, Economic Development Authority	Planning and Development	Medium Term (2-5 years)



## THE BUILT ENVIRONMENT – LAND USE

STRATEGY		ACTION STEPS
2	Emphasize community character in design	
2A	Consider more compact development standards as a means to protect fiscal, natural and social resources	
2B	Adopt revised development and design standards and programs that require high-quality and unique architectural and site design, encourage efficient use of land and infrastructure and facilitate infill, redevelopment and adaptable buildings	Through research and engagement of the community, promote a Shakopee-specific brand of building and design that builds off the areas unique history and culture
		Encourage privately-sponsored placemaking opportunities
		Encourage buildings to use Universal Design so that sites and buildings are accessible by all users and ages
		Encourage streets and buildings be oriented to maximize opportunities to capture solar access and heat gain/loss
		Consider performance standard bonuses (bulk, height, streamlined permitting process, density) for green LEED-certified sites or buildings when financially prudent
3	Grow Strategically	
3A	Reduce financial, both capital and ongoing maintenance and operation, burden on the community by requiring new growth areas to strategically and efficiently use land through compact site design	
3B	Adopt financial support policies for developments, such as a scorecard for approval process, tax productivity thresholds, housing affordability or jobs per acre	

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff, City Council	Planning and Development, Public Works	Short Term (0-2 years)
Community Members, Shakopee Historical Society, Local Development Community	City Staff, Community Members	Planning and Development	Medium Term (2-5 years)
	City Staff, Community Leaders	Planning and Development, Parks and Recreation	Medium Term (2-5 years)
	City Staff, City Council	Planning and Development, Public Works	Short Term (0-2 years)
	City Staff	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development, Public Works	Short Term (0-2 years)
	City Staff	Planning and Development	Long Term (5-10 years)

## THE BUILT ENVIRONMENT – LAND USE

STRATEGY	ACTION STEPS
4	<b>Prioritize redevelopment opportunities</b>
4A	Identify, map and assess brownfield sites. Work with property owners to prepare plans for clean up and redevelopment
4B	Plan for the future reuse and redevelopment of large format retail sites by requiring a redevelopment or reuse plan
4C	Plan to retrofit existing town centers and shopping centers to create vibrant, walkable environments
5	<b>Target increased density in areas that are connected to amenities and transit</b>
5A	Identify and designate areas for increased density
5B	Align zoning to allow for greater density where appropriate
5C	Revise zoning code to permit middle density housing in additional districts
5D	Meet changing market demands by encouraging appropriate transitions between land uses, recognizing current markets demand walkability, community connections, a unique sense of place and connections to nearby activities centers

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Minnesota Pollution Control Agency, DEED Brownfield Grant Program	City Staff, Development Community, Local Property Owners	Planning and Development	Long Term (5-10 years)
	City Staff	Planning and Development	Long Term (5-10 years)
	City Staff, Development Community	Planning and Development, Public Works	Long Term (5-10 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff	Planning and Development	Continuous

## THE BUILT ENVIRONMENT – LAND USE, TRANSPORTATION

STRATEGY		ACTION STEPS
6	Promote infill development	
6A	Identify vacant sites with high infill potential	
6B	Explore options and viability for city to purchase land for residential development	
6C	City should consider the purchase of tax forfeiture and other properties to attract development sites that may not garner immediate interest from the private market	
6D	Allow accessory dwelling units, co-housing or tiny homes in single family residential districts	
1	Balance the needs of all transportation users	
1A	Develop Complete Streets processes and policies	Adopt a Complete Streets policy that addresses the interplay with health, safety, community design and natural resources, while balancing the needs of traffic movement through the city
		Align roadway development process with Envision Shakopee goals
		Consider opportunities to advance surface water, recreation, aesthetic, economic development and transportation goals through “green” or “living” streets
		Where appropriate, align the transition to Complete Streets with planned construction or rehabilitation projects to preserve resources and reduce construction time



POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development, Finance	Long Term (5-10 years)
	City Staff, City Council	Planning and Development	Long Term (5-10 years)
	City Staff, City Council	Planning and Development	Medium Term (2-5 years)
	City Staff, City Council	Planning and Development, Public Works	Short Term (0-2 years)
	City Staff	Public Works	Short Term (0-2 years)
	City Staff	Public Works	Long Term (5-10 years)
	City Staff	Public Works	Medium Term (2-5 years)

## THE BUILT ENVIRONMENT – TRANSPORTATION

STRATEGY		ACTION STEPS
1B	Adopt multimodal design strategies into roadway projects	In high volume areas, consider separating walkways from bikeways
		Implement context-sensitive traffic calming measures, in strategic locations, including road diets, roundabouts, shared space, removing excess pavement and adding landscaping
		Begin to consider the impacts of autonomous vehicles by staying abreast of advancements in technology, AV fleet roll-out and state or federal legislation
		Develop and implement updated street type design guidelines
		Develop a streetscape design guide to match street types instead of functional class, and develop them in conjunction with Planning and Public Works
		Emphasize community character in design
2	Elevate transportation partnerships	
2A	Increase public transportation service	Partner with MVTA to educate residents, employers and employees of transit opportunities
		Rezone areas adjacent to existing park-and-ride facilities and potential bus rapid transit (BRT) stations to mixed use
		Work with MVTA to designate bus stops for fixed-route local bus service
		Pursue integration with regional transit network beyond commuter service
		Support the implementation of BRT transit on Hwy 169

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Scott County	City Staff, Scott County Staff	Planning and Development, Public Works	Long Term (5-10 years)
	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development	Continuous
	City Staff, City Council	Planning and Development, Public Works	Short Term (0-2 years)
	City Staff, City Council	Planning and Development, Public Works	Short Term (0-2 years)
	City Staff	Planning and Development, Public Works	Continuous
MVTA, Metro Transit	City Staff, MVTA Staff	Planning and Development	Long Term (5-10 years)
	City Staff, City Council	Planning and Development	Medium Term (2-5 years)
MVTA	City Staff, MVTA	Planning and Development, Public Works	Medium Term (2-5 years)
MVTA, Metro Transit	City Staff, MVTA, Metro Transit	Planning and Development	Long Term (5-10 years)
MVTA, Metro Transit, MnDOT	City Staff, MVTA, Metro Transit	Planning and Development	Long Term (5-10 years)

## THE BUILT ENVIRONMENT – TRANSPORTATION

STRATEGY		ACTION STEPS
2A	Increase public transportation service (continued)	Support the upgrading of transit service to a dedicated bus lane with upgraded stations. Per the 2014 Highway Transit way Corridor Study, this can allow nearly four times the ridership forecast if bus services remained the same and would provide Scott County residents with more reliable transit connections to Hennepin County, no longer subject to freeway congestion.
2B	Develop partnerships and implement a transportation demand management plan	Utilize transportation demand management (TDM) strategies to encourage land use and behavioral changes that result in fewer vehicle trips during peak hours. Focus on reducing work-commute related demand to reduce congestion during demand peak hours without the need to construct additional capacity.
		Establish partnerships with local and regional agencies and employment centers around telecommuting and flexible workdays
		Support implementation of MnPASS on Highway 169. A 2010 MnPASS system study found high potential benefit from MnPASS lanes on Highway 169 from Highway 101 to Interstate 494. Shakopee's public support of this strategy may help push state and regional agencies to continue to pursue its feasibility.
		Consider the following transportation demand management (TDM) strategies: Encourage businesses to subsidize transit costs for commuters Provide bicycle support facilities such as bike parking and changing rooms Have alternative route recommendations available Value the benefits of flexible work schedules
2C	Actively participate in freight and airport planning and operations	Continue participation in the Joint Zoning Board for Flying Cloud Airport
		Participate in freight planning at the state and regional level including evaluate priority freight routes

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
MVTA	City Staff, MVTA, Scott County	Planning and Development	Long Term (5-10 years)
	City Staff, Local Employers	Planning and Development, Public Works	Long Term (5-10 years)
	City Staff, Local Employers	Planning and Development	Long Term (5-10 years)
MnDOT	City Staff, MnDOT	Planning and Development	Long Term (5-10 years)
	City Staff, Local Employers	Planning and Development	Long Term (5-10 years)
	City Staff	Planning and Development	Continuous
	City Staff, Met Council, Scott County	Planning and Development	Continuous



## THE BUILT ENVIRONMENT – TRANSPORTATION

STRATEGY		ACTION STEPS
3	Develop city and neighborhood mobility plans	
3A	Develop bicycle and pedestrian master plans	Consider pedestrian demand and/or pedestrian overlay districts
		Prioritize transportation needs of underserved populations such as seniors, children, persons with disabilities and low-income residents
		Identify and remedy sidewalk and trail gaps between city streets, parks, schools, off-road trails/bike trails and other points of interest to better facilitate people walking and biking
		Produce and distribute walking and biking route maps and online resources
		Improve natural navigation through a better wayfinding signage system
		Be recognized as a Walk Friendly and/or Bicycle Friendly Community
		Require active transportation connections to grocery and convenience stores with new development
		Support the comfort and safety of walking and biking year-round, including adoption and enforcement of a revised snow maintenance policy
		Evaluate the need for adjustments to the city's a sidewalk maintenance policy
		Focus on improving connections between destinations within Shakopee

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff, City Council	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Continuous
Parks and Trails Master Plan	City Staff	Planning and Development, Public Works	Short Term (0-2 years)
	City Staff	Planning and Development, Public Works, Communications	Short Term (0-2 years)
Scott County, MnDNR, Shakopee Historical Society	City Staff, Scott County	Planning and Development, Public Works, Parks and Recreation	Medium Term (2-5 years)
	City Staff	Planning and Development	Long Term (5-10 years)
	City Staff	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
Scott County	City Staff, Scott County	Planning and Development, Public Works	Medium Term (2-5 years)

## THE BUILT ENVIRONMENT – TRANSPORTATION

STRATEGY		ACTION STEPS
3B	Fill in trail gaps	Stagecoach Rd is the sole walking and biking connection across Highway 169 on the eastern end of Shakopee. It provides a crucial non-motorized link between Savage and the trail crossing of the Minnesota River near Highway 169; yet it is one of only a handful of major streets in Shakopee without a parallel trail within its right-of-way
		A combination of trail segments through neighborhoods provides an east/west route between Marystown Road and Eagle Creek Boulevard. The intersection at Hauer Trail/Eagle Creek Boulevard does not provide a comfortable crossing to the trail along Eagle Creek Boulevard.
		Within Shakopee's historic core, where trail design and construction is made more complicated by frequent intersections and driveway crossings, on-street facilities such as bike lanes or bicycle boulevards could provide an option for people bicycling, with sidewalks accommodating pedestrians.
3C	Prioritize access to parks, schools and other short trips	Improve the connection to the river. Huber Park is currently the best access point, but the current crossing at CSAH 101 is uncomfortable. Memorial Park had historically provided access to the Minnesota Valley State Trail, but with the loss of the bridge over a small river branch near the park this connection is now missing.
		Prioritize bridges and underpasses for crossing wide roads.
3D	Prioritize underpasses and bridges for specified roadway types	Establish a roadway width distance or number of lanes that should receive pedestrian friendly infrastructure to enable safe crossing across wide streets
3E	Integrate multimodal transportation into Downtown planning efforts	Capitalize on the fact that downtowns thrive on short trips
		Improve the 'last mile' by focusing on the conditions of sidewalks and trails that connect destinations like schools, employers, government buildings, service centers, parks, shopping and entertainment venues.
		For new construction, require private sidewalk connections to the public network.
		As Downtown Shakopee is revitalized, parking should be incorporated into the plans, without dominating them.

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff, City Council	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
Scott County	City Staff, Scott County	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff, Scott County	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff, Scott County	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development	Continuous
Parks and Trails Master Plan	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Continuous
	City Staff	Planning and Development	Medium Term (2-5 years)

## THE BUILT ENVIRONMENT – TRANSPORTATION

STRATEGY		ACTION STEPS
3F	Develop Safe Routes to School plans	Coordinate Safe Routes to School planning efforts in partnership with Shakopee School District and Scott County
		<p>Safe Routes to School (SRTS) is a national movement that works to create school communities where walking and bicycling to school is safe and comfortable. Where conditions are appropriate, SRTS encourages students to walk and bicycle. Where it is not, SRTS works to make it safe, especially through safety education and building infrastructure such as sidewalks and multi-use trails, and improving crossings. There is an opportunity for Shakopee to develop SRTS plans that will help the community:</p> <ol style="list-style-type: none"> <li>1. Understand where students live in relation to the school and assess current walking and bicycling conditions, and</li> <li>2. Develop preferred walking and bicycling routes based on student home address densities, to               <ol style="list-style-type: none"> <li>a. Balance the most direct route with the fewest roadway crossings</li> <li>b. Identify barriers to direct routes, such as highways, creeks and streams, challenging topography, etc.</li> <li>c. Discover opportunities for off-road connections that place children away from high volume and higher speed roads; and</li> <li>d. Assess school zones to ensure they are properly marked and speed limits support safety for pedestrians and bicyclists.</li> </ol> </li> </ol>
3G	Improve transportation options by neighborhood type	Downtown improvements
		Residential street improvements
		Grid and Curvilinear Streets improvements
		High Density Curvilinear Streets with Cul-de-Sacs improvements
		Low Density Curvilinear Streets with Cul-de-Sacs improvements
		Rural Road Grid improvements



POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Shakopee School District, Scott County	City Staff, School District, Scott County	Planning and Development, Public Works	Medium Term (2-5 years)
Shakopee School District, Scott County	City Staff, City Council, School District, Scott County	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)

## THE BUILT ENVIRONMENT – TRANSPORTATION

STRATEGY		ACTION STEPS
4	Develop a safety plan	
4A	Incorporate vision zero principles	Shift away from traditional traffic safety approaches and reframe serious and fatal traffic injuries as being completely an inevitable part of the transportation system. Reduce the impact of collisions
		Adopt a safe system approach: - speed - separation
		Use data-driven decision-making
		Acknowledge road safety as a public health issue
4B	Consider a range of multimodal strategies	Identify high-injury network
		Explore opportunities for road diets
		Seek out opportunities to convert excess pavement into storm water management/green street retrofits
		Develop roadway crossing priority areas
4C	Develop traffic calming priority network	

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Vision Zero Network	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
Vision Zero Network	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
Increased data collection	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
Vision Zero Network	City Staff, City Council	Planning and Development, Public Works	Medium Term (2-5 years)
MnDOT MN Crash Mapping Analysis Tool	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
Scott County	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
Scott County	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
Scott County	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)

## THE BUILT ENVIRONMENT – INFRASTRUCTURE

STRATEGY		ACTION STEPS
1	Provide a high quality public water supply in a cost-effective, efficient and effective manner	
1A	Protect the quality and quantity of groundwater	Continue to implement programs and policies to encourage or compel the reduction of excess water consumption
		Restore wetlands to promote groundwater recharge
		Continue to work with Shakopee Public Utilities Commission in ensuring the highest quality and most cost effective water supply for Shakopee today and tomorrow
2	Dependably and affordably convey sanitary sewage into the regional treatment system	
2A	Maintain and effective and efficient sanitary sewer collection system.	Continue the phased sewer infrastructure replacement, rehabilitation and maintenance program
		Continue proactive efforts to reduce and eliminate inflow and infiltration.
		Continue to proactively plan and coordinate the extension of the trunk and lateral sewer systems to accommodate future development
2B	Work with the Metropolitan Council Environmental Services (MCES) to ensure coordinated local and regional sanitary sewage conveyance and treatment.	Periodically review and evaluate sewer collection network capacity and treatment capacity in conjunction with MCES to ensure long-term viability of the system.
		Encourage proactive regional planning and assess of the long-term treatment facility needs.
		Continue to work with the Metropolitan Council on the coordination of regional interceptor sewer lines.
3	Ensure the surface and ground water management system protects city and natural resources cost effectively	

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Shakopee Public Utilities Commission	City Staff, City Residents and Businesses, SPUC	Public Works	Continuous
	City Staff, Scott County, MnDNR	Public Works	Short Term (0-2 years)
Shakopee Public Utilities Commission	City Staff, SPUC	Public Works	Continuous
	City Staff	Public Works	Continuous
	City Staff	Public Works	Continuous
	City Staff	Public Works	Continuous
Metropolitan Council Environmental Services	City Staff, Met Council	Public Works	Continuous
Metropolitan Council Environmental Services	City Staff, Met Council	Public Works	Continuous
Metropolitan Council Environmental Services	City Staff, Met Council	Public Works	Continuous

## THE BUILT ENVIRONMENT – INFRASTRUCTURE

STRATEGY		ACTION STEPS
3A	Continue to protect and improve the quality of the surface water system within and downstream of Shakopee	Maintain or improve the quality of water in lakes, streams and rivers within or immediately downstream of Shakopee with proactive stormwater and runoff policies
		Protect and enhance recreational facilities and fished wildlife habitat throughout Shakopee
		Protect wetlands in conformance with all state and federal requirements
		Address flooding and large rainwater events proactively
3B	Continue to protect and improve the quality of the City's drinking water	Educate and inform the public on pertinent water resource management issues and increase public participation in water management activities
		Continue to protect the quality and supply of groundwater resources through conservation programs and limiting I/I as possible
3C	Continue to protect and improve water resources in a cost effective and efficient manner	Limit public expenditures that are necessary to control volumes and rates of runoff
		Continue to implement an annual inspection and maintenance program as required by the City's NPDES permit
		Use available funding mechanisms to construct and maintain a sustainable stormwater management system



POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff, City Council	Public Works	Short Term (0-2 years)
MnDNR, US Fish and Wildlife, Scott County	City Staff, MnDNR, US Fish and Wildlife, Scott County	Planning and Development, Parks and Recreation, Public Works	Medium Term (2-5 years)
	City Staff	Public Works	Continuous
	City Staff	Public Works	Short Term (0-2 years)
	City Staff	Public Works, Communications	Medium Term (2-5 years)
	City Staff	Public Works	Continuous
	City Staff	Public Works, Finance	Continuous
	City Staff	Public Works	Continuous
Stormwater management fund	City Staff, Development Community	Public Works	Continuous

## THE BUILT ENVIRONMENT – INFRASTRUCTURE

STRATEGY		ACTION STEPS
4	Ensure utilities are meeting the needs of the city while minimizing adverse impacts	
4A	Work with private utilities and Shakopee Public Utilities in addressing future needs and mitigating negative impacts	Require new or expanded utility service structures to be substantially screened or landscaped
		Minimize the impact of private infrastructure on development and redevelopment by working with landowners and private utility providers to relocate and expand services where appropriate
		Encourage opportunities to improve the aesthetics of existing and new utility service structures
		Limit public expenditures that are necessary to control excessive volumes and rates of runoff from private development

## THE NATURAL ENVIRONMENT – PARKS, TRAILS & OPEN SPACE

1	Plan high-quality Parks & Facilities	
1A	Conduct a Parks and Recreation Master Plan process to provide a detailed parks and recreation strategy and recommendations for the parks system in accordance with Comprehensive Plan recommendations	Define a shared vision for parks, trails and recreation that is shaped by the community and that contains an action strategy for capital improvements, rooted in best practices, informed by national trends and maximizes the community benefit of public investments in parks and trails

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Shakopee Public Utilities, private utilities	City Staff	Planning and Development	Short Term (0-2 years)
Development community	City Staff	Public Works	Continuous
Shakopee Public Utilities, private utilities	City Staff	Planning and Development	Long Term (5-10 years)
	City Staff	Public Works	Continuous

Parks and Trails Master Plan	City Staff, City Council	Planning and Development, Parks and Recreation	Short Term (0-2 years)

## THE NATURAL ENVIRONMENT – PARKS, TRAILS & OPEN SPACE

STRATEGY		ACTION STEPS
1B	Coordinate transportation planning, zoning and subdivision regulations to optimize access to and from all parks	Review appropriate plans, regulations and ordinances, following the adoption of the Comprehensive Plan, to ensure it aligns with the newly adopted plan and points to implementation
		Include new and existing documents such as the zoning code, subdivision regulations, thoroughfare plan, design guidelines, etc. in this review process
1C	Plan a park system that is accessible to all	Ensure park and facility designs are accessible to the broadest range of individuals regardless of difference in age, ethnicity, mobility level, income, etc.
		Considerations may include type and design of facilities, access to parks via transit, discounted or sliding scale programming fees, signage in multiple languages, etc.
1D	Provide park spaces within walkable distance of all Shakopee residents	Ensure residents have access to one or more parks, trails or greenways within one-half of a mile, or approximately a 10-minute walk of their home
		Safe and convenient connections and crossings are critical to ensuring residents can access nearby parks and trails
1E	Maintain an above average ratio of park space acres per 1,000 residents	Shakopee currently provides 20 acres per 1,000 residents. The city should strive to maintain a higher-than-average ratio even in times of population growth. Standard recommendations are at least 6 acres per 1,000 residents
		Levels of service vary for park types and should be addressed in a detailed Parks Master Plan
1F	Establish unifying design elements across all parks	Unifying elements of design should characterize all parks as part of a single, connected system, while still allowing each park its own scale and character
		Develop design guidelines to unify elements such as signage and wayfinding
		Additional universal recommendations may address safety, access, lighting, tree planting, benches, furnishings, trail connections and/or pedestrian connectivity to adjacent neighborhoods

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff	All Departments	Short Term (0-2 years)
	City Staff	Planning and Development, Public Works	Short Term (0-2 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Continuous
	City Staff	Planning and Development, Parks and Recreation, Public Works	Continuous
Parks and Trails Master Plan	City Staff	Planning and Development, Parks and Recreation	Medium Term (2-5 years)
Parks and Trails Master Plan, Scott County	City Staff, Scott County	Planning and Development, Parks and Recreation, Public Works	Medium Term (2-5 years)
Parks and Trails Master Plan	City Staff, City Council	Planning and Development, Parks and Recreation, Public Works	Continuous
Parks and Trails Master Plan	City Staff	Planning and Development	Short Term (0-2 years)
Parks and Trails Master Plan	City Staff	Planning and Development, Parks and Recreation	Short Term (0-2 years)
Parks and Trails Master Plan	City Staff	Planning and Development, Parks and Recreation, Communications	Medium Term (2-5 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Medium Term (2-5 years)

## THE NATURAL ENVIRONMENT – PARKS, TRAILS & OPEN SPACE

STRATEGY		ACTION STEPS
1G	Identify target areas for new parks	These areas may include, but are not limited to, parks and open space within any new West End development such as the bluff area, new riverfront park opportunities, areas containing significant natural features, areas that would fill critical gaps in the trail system and opportunities for contiguous open greenway connections
1H	Increase diversity of play experiences	Update or add playgrounds to increase the types and amounts of activities children of all ages and abilities can partake in
		Improvements may include nature play areas, play structures design for accessibility, digital interactive elements, continuous play design and/or immersive educational play
2	Provide passive parks and open space	
2A	Approach passive space and open space planning as a system connected to active park uses, natural resources, regional and county parks	Construct a linear and loop park and trail system to create a continuous park setting throughout the city
2B	Identify and maintain target levels of service for passive and active parks	Adopt a ratio of passive space to active space to ensure a balance of experiences for park users, conservation of environmentally sensitive areas, mediation of environmental impact and clustering of active uses when appropriate in park spaces to promote accessibility
		Appropriate metrics should be identified through a detailed parks master plan process
2C	Improve the natural setting of all park spaces	Target the most beautiful, unique, historically significant and/or environmentally sensitive areas for growth when purchasing/allocating land for parks
		Encourage native, drought resistant, edible and pollinator friendly landscapes on park properties
		Enhance landscaping, trees and natural settings in existing active parks to provide shade, interest and ecological benefits



POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Parks and Trails Master Plan	City Staff	Planning and Development, Parks and Recreation	Long Term (5-10 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Long Term (5-10 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Long Term (5-10 years)
	City Staff, City Council	Planning and Development, Parks and Recreation, Public Works	Long Term (5-10 years)
Parks and Trail Master Plan	City Staff	Planning and Development, Parks and Recreation	Short Term (0-2 years)
Parks and Trails Master Plan	City Staff	Planning and Development, Parks and Trail Master Plan	Short Term (0-2 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Long Term (5-10 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Long Term (5-10 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Long Term (5-10 years)

## THE NATURAL ENVIRONMENT – PARKS, TRAILS & OPEN SPACE

STRATEGY		ACTION STEPS
2D	Require dedicated open space in residential development	Update design guidelines, subdivision requirements and zoning code to ensure the amount and quality of public open space on development parcels
		Open space types should be calibrated to different zones and encourage preservation of high-quality, usable, contiguous, publicly accessible green spaces in residential subdivision development plans
3	Support and Strengthen Trail Systems	
3A	Promote trail use, connectivity and construction, including local and regional trail systems	Consider trail proximity and potential for connection in all site planning and road improvement project planning
		Participate as a leader or stakeholder in regional and state trail systems planning efforts
		Promote trails in city communications
		Rebrand trails, as necessary, to boost their value, usage and regional draw. Start by renaming and rebranding of the amenity currently referred to as the Drainage Trail.
3B	Collaborate with public and private groups to ensure consistent, high-quality trail maintenance	Apply for and secure funding to build and maintain trails
		Promote, initiate and/or support volunteer groups to aid in regular trail maintenance such as trash pick up, debris removal and safety monitoring
		Promote and/or initiate formal commitments from organizations and groups to aid in trail maintenance. This could function as an Adopt-A-Trail programs that becomes an extension of the city's existing Adopt-A-Park program.

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff, City Council	Planning and Development, Parks and Recreation, Public Works	Short Term (0-2 years)
	City Staff, City Council	Planning and Development, Parks and Recreation, Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Continuous
Metropolitan Council, MnDNR	City Staff, Met Council, MnDNR	Planning and Development	Continuous
	City Staff	All Departments	Continuous
	City Staff	Parks and Recreation	Short Term (0-2 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Continuous
Community Members	City Staff, Community Members	Parks and Recreation	Short Term (0-2 years)
Local Community Organizations	City Staff, Local Community Orgs	Parks and Recreation, Public Works	Short Term (0-2 years)

## THE NATURAL ENVIRONMENT – PARKS, TRAILS & OPEN SPACE

STRATEGY		ACTION STEPS
3C	Align parks planning with transportation planning	Ensure the implementation of pedestrian and bicycle friendly street design on roadways, especially those connecting neighborhoods to parks and trails
		Identify gaps/barriers in safe access to parks via pedestrian and bicycle networks and prioritize improvements in these areas
3D	Require connections to adjacent local and regional trail system for approval of development proposals when applicable	When housing developments, commercial sites or corporate campuses build new paved areas or significantly improve existing paved areas, they should be required to connect to adjacent sidewalks and trails
		Distance criteria should be considered to incentivize connections to nearby, but non-adjacent trails
3E	Continue to improve and install educational and directional trail system signage	
3F	Collaborate across city departments to ensure broad success of parks and trail systems	Support and promote the plan's recommendations for natural resources, land use and transportation
		Meet quarterly with leaders of these efforts to celebrate successes, discuss upcoming challenges, coordinate capital improvements and set shared goals
3G	Promote unpaved trails in natural areas	Unpaved trails for hiking or trail running should be added to natural areas such as in riverfront park development, Dean Lakes, wooded area and the bluff recommended for public open space in the West End
		Possible mountain bike/hiking trails in open spaces areas

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
		Planning and Development, Public Works	Continuous
Parks and Trails Master Plan	City Staff	Planning and Development	Short Term (0-2 years)
	City Staff, Development Community	Planning and Development	Continuous
	City Staff	Planning and Development	Short Term (0-2 years)
Shakopee Historical Society, Scott County, SMSC	City Staff	Parks and Recreation	Continuous
	City Staff	Planning and Development, Parks and Recreation, Public Works	Continuous
	City Staff	Planning and Development, Parks and Recreation, Public Works	Short Term (0-2 years)
MnDNR, U.S. Fish and Wildlife	City Staff, MnDNR, U.S. Fish and Wildlife	Planning and Development, Parks and Recreation, Public Works	Long Term (5-10 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Medium Term (2-5 years)

## THE NATURAL ENVIRONMENT – PARKS, TRAILS & OPEN SPACE

STRATEGY		ACTION STEPS
3H	Promote paved shared-use trails in all large-scale residential developments	Shared-use trails for walking, running and bicycling should follow national best practices and city design guidelines
		Trails should form usable loops within developments and connect to city and regional trails as often as possible
3I	Promote on-road improvements to connect trail systems where applicable	Sharrows, bike lanes, etc.
4	Embrace the Riverfront	
4A	Increase access to the Riverfront	Increase access points to the river in number and quality
		Ensure multi-modal accessibility including wheelchair access
		Explore options for water trails such as canoe and kayak launch sites and signage
		Integrate directional and informational signage with Downtown revitalization efforts
		Coordinate with MnDNR and surrounding communities to provide contiguous access to public spaces along the river

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
MnDOT Design Guidelines, NACTO Design Guidelines	City Staff	Planning and Development, Parks and Recreation, Public Works	Short Term (0-2 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Medium Term (2-5 years)
Scott County, Metropolitan Council	City Staff, Met Council, Scott County	Planning and Development, Public Works	Medium Term (2-5 years)
Scott County	City Staff, Scott County	Planning and Development, Parks and Recreation, Public Works	Medium Term (2-5 years)
	City Staff	Parks and Recreation, Public Works	Medium Term (2-5 years)
MnDNR	City Staff, MnDNR	Planning and Development, Parks and Recreation, Public Works	Long Term (5-10 years)
	City Staff	Planning and Development, Public Works	Short Term (0-2 years)
MnDNR, Scott County	City Staff, MnDNR, Scott County	Planning and Development, Parks and Recreation, Public Works	Medium Term (2-5 years)



## THE NATURAL ENVIRONMENT – PARKS, TRAILS & OPEN SPACE

STRATEGY		ACTION STEPS
5	Enrich programming	
5A	Incorporate programming into the Parks Master Plan process	Conduct programming assessment as part of any parks planning process to ensure collaboration across departments
		Collaborate on programming decision-making and recommendations that reflect national trends and community desires
		Ensure facilities planning is aligned with programming needs
5B	Increase and enrich programming in all applicable venues throughout the Shakopee parks system	Offer programs of differing depth, length and variety that showcase a diversity of arts, history and culture
		Programs may include events, festivals, seminars and active recreation group activities
6	Manage and govern as a community effort	
6A	Embed collaboration into internal organizational structure	Engage leaders across departments to meet regularly to celebrate successes, discuss upcoming challenges and share goals
		At the meetings, select delegate(s) to assemble and refine information for sharing back to departmental teams
		Organize public information into concise talking points for all staff, especially those who are public facing and answer questions from citizens or the media
		Clarify non-public information and share with all who need to know in order to perform at their best in their role

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Parks and Trail Master Plan	City Staff	Planning and Development, Parks and Recreation	Long Term (5-10 years)
	City Staff	Parks and Recreation	Long Term (5-10 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Long Term (5-10 years)
Shakopee Historical Society, SMSC	City Staff	Parks and Recreation	Long Term (5-10 years)
Shakopee Historical Society, SMSC, Local Community Organizations	City Staff	Parks and Recreation	Long Term (5-10 years)
	City Staff	All Departments	Continuous
	City Staff	All Departments	Continuous
	City Staff	Communications	Continuous
	City Staff	All Departments	Continuous

## THE NATURAL ENVIRONMENT – PARKS, TRAILS & OPEN SPACE

STRATEGY		ACTION STEPS
6B	Encourage wide participation in parks and recreation planning through diligence in communication	Conduct multimedia - online, email, radio, television, print - outreach campaigns to invite broad audiences to public participation events
		Send out monthly or quarterly newsletters to inform the community of upcoming events, volunteer opportunities and organizational updates
		Conduct outreach sessions and educational programming at local schools and community organization meetings to broaden the audience
		Collect demographic and contact information from attendees
6C	Promote coordination, collaboration and partnerships among local and regional public agencies	Potential partners may be local school districts, parks or trail advocacy groups, community groups, adjacent park districts or the Shakopee Mdewakanton Sioux Community
		Efforts may include strategies for park planning and development, strategies for aligned programming, opportunities for shared services, plans for trail connection and other aligned implementation efforts
6D	Promote coordination, collaboration and partnerships with private industry stakeholders who are pursuing initiatives aligned with the mission of Shakopee parks	May include corporate health initiatives, leadership or team development efforts, community outreach campaigns, organized charity initiatives and other aligned initiatives
6E	Emphasize use of data and metrics to plan and coordinate parks and recreation	Measure and track data such as program participation, demographic data of participants, all associated costs of fees, budget and spending, allied organizations and contact information, descriptive statistics of all parks, facilities, amenities, maintenance and improvements
		Conduct regular city-wide surveys to measure participation and satisfaction
		Collection program evaluations and comment cards in park facilities
		Measure data against national trends and local benchmarks

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Social Media, Local Media	City Staff	Parks and Recreation, Communications	Short Term (0-2 years)
	City Staff	Parks and Recreation, Communications	Continuous
Shakopee School District, Community Organizations	City Staff	Parks and Recreation	Long Term (5-10 years)
	City Staff	Parks and Recreation	Continuous
MnDNR, Shakopee School District, SMSC, Three Rivers Park District	City Staff	Planning and Development, Parks and Recreation	Continuous
MnDNR, Shakopee School District, SMSC, Three Rivers Park District	City Staff	Planning and Development, Parks and Recreation	Continuous
St. Francis Medical Center, Local Businesses	City Staff	Parks and Recreation	Continuous
Parks and Trails Master Plan	City Staff	Planning and Development, Parks and Recreation, Public Works	Short Term (0-2 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Medium Term (2-5 years)
	City Staff	Parks and Recreation	Medium Term (2-5 years)
Parks and Trails Master Plan	City Staff	Planning and Development, Parks and Recreation, Public Works	Short Term (0-2 years)

## THE NATURAL ENVIRONMENT – PARKS, TRAILS & OPEN SPACE, NATURAL RESOURCES

STRATEGY		ACTION STEPS
6F	Evaluate maintenance and budget needs	
1	Protect, preserve and enhance Shakopee's water resources	
1A	Identify and follow best practices for surface water preservation and remediation	Preserve and restore rivers, streams and wetlands to provide floodwater retention, groundwater recharge, nutrient assimilation, wildlife habitat, shoreline protection and safe drinking water
		Improve existing drainage infrastructure and promote use of alternative stormwater design solutions such as rain gardens, pervious hardscaping and on-site stormwater treatment
1B	Identify and follow best practices for groundwater use and protection	Assess the vulnerability of groundwater resources, estimate dates of resource exhaustion and plan for mitigation
		Partner with Shakopee Public Utilities to identify and protect groundwater recharge areas and vulnerable aquifers
		Create a watering ordinance, water-wise landscaping ordinance and guidance, and WaterSense purchasing program
1C	Identify and conform to water resource-related plans and partnerships	Continue to implement existing plans and strategies, including Shakopee Comprehensive Water Resources Management Plan and enforce the Shoreland and Floodplain Ordinances and Wetland Conservation Act
		Consider adopting and use Minnesota's Minimal Impact Design Standards (MIDS) to address site stormwater runoff and pollution
		Coordinate water resource planning and protection efforts with adjacent jurisdictions

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff	Planning and Development, Parks and Recreation, Public Works	Continuous
	City Staff	Public Works	Continuous
	City Staff	Planning and Development, Public Works	Short Term (0-2 years)
Shakopee Public Utilities	City Staff, SPUC	Public Works	Medium Term (2-5 years)
Shakopee Public Utilities	City Staff, SPUC	Public Works	Medium Term (2-5 years)
	City Staff, City Council	Public Works	Long Term (5-10 years)
	City Staff	Planning and Development, Public Works	Continuous
	City Staff	Public Works	Long Term (5-10 years)
Watershed Districts, MnDNR	City Staff, Watershed Districts	Planning and Development, Public Works	Medium Term (2-5 years)

## THE NATURAL ENVIRONMENT – NATURAL RESOURCES

STRATEGY		ACTION STEPS
2	Protect and preserve Shakopee's open space and other natural resources	
2A	Identify and follow best practices for open space management	Protect existing woodlands, bluffs and steep slopes
		Coordinate open space plans with adjacent jurisdictions
		Apply local, state and federal standards and regulations for open space protection, preservation and restoration
2B	Identify and follow best practices for wildlife and vegetation management	Develop a plan to minimize invasive and exotic plants and animals
		Update plan to preserve wildlife habitat and travel corridors
		Work with partners to develop a conservation easement program for preserving wildlife habitats
		Develop policies to prevent habitat fragmentation and altering of high-quality natural areas
		Conduct a Natural Resource Inventory and Assessment
2C	Maintain a healthy urban tree canopy	Improve the community's overall tree canopy to improve health, safety and wellbeing
		Encourage and promote tree planting on private property by supporting tree sales
		Maintain recognition as Tree City USA
		Create a plan to expand the urban tree canopy through street and park projects
		As tree canopies improve, consider staffing needs to properly and responsibly care for the asset



POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff, Development Community	Planning and Development	Continuous
	City Staff	Planning and Development	Long Term (5-10 years)
	City Staff	Planning and Development	Medium Term (2-5 years)City Staff
	City Staff	Public Works	Long Term (5-10 years)
	City Staff	Public Works	Medium Term (2-5 years)
Conservation Organizations	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Public Works	Long Term (5-10 years)
	City Staff	Public Works	Long Term (5-10 years)
	City Staff, Community Members	Public Works	Medium to Long Term (2-10 years)
	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
Arbor Day Foundation	City Staff	Planning and Development	Continuous
	City Staff, City Council	Planning and Development, Parks and Recreation, Public Works	Medium Term (2-5 years)
Natural Resources Specialist or Arborist	City Staff, City Council	Public Works	Medium Term (2-5 years)

## THE NATURAL ENVIRONMENT – NATURAL RESOURCES

STRATEGY		ACTION STEPS
3	Encourage and require high-quality, environmentally-sensitive land development	
3A	Incorporate environmentally-responsible practices into land subdivision and development regulations	Consider impacts to native threatened or special-concern species when reviewing land use development
		Encourage roadway design to follow existing contours of landscape
3A	Incorporate environmentally-responsible practices into land subdivision and development regulations (continued)	Curtail development that disturbs identified natural corridors or environmentally-sensitive areas
		Adopt or amend city codes and ordinances to support environmentally protective land use development
		Incorporate protection of priority natural resource systems through the subdivision and development process
		Adopt a conservation design policy and use a conservation design tool in negotiating development agreements
		Incorporate woodland best management practices addressing protection of wooded areas into zoning or development review
3B	Incorporate environmentally-responsible site design practices into plan approval and review processes	Require low-impact development requirements, such as on-site stormwater management techniques and tree replacement for new development
		Adopt a revised and updated landscaping ordinance
		Require use of native vegetation in areas disturbed by new development
		Consider site density, placement and buffer requirements to minimize land disturbance and reduce on-site erosion

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
National best practices	City Staff	Planning and Development, Public Works	Long Term (5-10 years)
	City Staff	Planning and Development, Public Works	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Medium Term (2-5 years)
	City Staff, City Council	Planning and Development	Medium Term (2-5 years)
	City Staff, City Council	Planning and Development	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Long Term (5-10 years)
	City Staff	Planning and Development, Public Works	Long Term (5-10 years)
	City Staff	Planning and Development, Public Works	Continuous
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development, Public Works	Short Term (0-2 years)

## THE NATURAL ENVIRONMENT – NATURAL RESOURCES

STRATEGY		ACTION STEPS
4	Strengthen beneficial connections between the natural world and built environment	
4A	Adopt and implement plans and policies to protect parks and transitional natural areas	Refine the urban forestry plan for street tree planting and management
		Preserve natural resources in areas in or adjacent to parkland
4A	Adopt and implement plans and policies to protect parks and transitional natural areas (continued)	Strategically acquire natural space and corridors for future parkland
		Develop a city-wide natural resources corridor system
4B	Cultivate opportunities for engagement with the natural world	Develop passive parks and recreation facilities to draw the community into nature
		Develop low-impact trail systems that balance community connections with wildlife corridor protection
5	Cultivate a culture of environmental awareness, stewardship and respect	
5A	Encourage and conduct environmental education and outreach initiatives	Educate the public on environmentally-responsible alternatives to traditional landscape practices (ex. herbicide and pesticide use as well as sustainable, native alternatives to traditional lawns and landscape vegetation)
		Support or develop outreach tools and activities to promote water quality initiatives, residential stormwater management, recycling and composting, etc.

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff, City Council	Public Works	Medium Term (2-5 years)
	City Staff	Planning and Development, Public Works	Continuous
Park Reserve Fund, State and Federal Grants	City Staff, City Council	Planning and Development, Finance	Continuous
	City Staff, City Council	Planning and Development, Public Works	Long Term (5-10 years)
	City Staff, City Council	Planning and Development, Parks and Recreation, Public Works	Long Term (5-10 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works	Long Term (5-10 years)
	City Staff	Planning and Development, Parks and Recreation, Public Works, Communications	Medium Term (2-5 years)
	City Staff	Public Works, Communications	Medium Term (2-5 years)

## THE NATURAL ENVIRONMENT – NATURAL RESOURCES, RESILIENCE

STRATEGY		ACTION STEPS
5B	Support community efforts to promote environmentally-responsible practices	Support or establish demonstration projects for environmental remediation and enhancement
		Support or create programming and events for active transportation as trail and pathway systems are developed
5C	Educate the public about the threat of invasive species to the natural world	Provide materials for identifying invasive animal and plant species with instructions on what to do if spotted
		Support or host events to promote awareness of invasive species and best practices for preventing their expansion
1	<b>Develop and encourage public and private Renewable energy production systems</b>	
1A	Reserve and preserve appropriate public space for renewable energy production.	Preserve the ability of south-facing rooftops, walls and lots to serve as solar energy generation areas
		Ensure landscaping in public spaces and surrounding public buildings will not prevent adequate solar collection should solar energy systems be installed
		Utilize best practices to reserve appropriate land for future wind production facilities

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff, City Council	Public Works, Parks and Recreation	Long Term (5-10 years)
	City Staff	Parks and Recreation, Communications	Medium Term (2-5 years)
	City Staff	Public Works, Communications	Medium Term (2-5 years)
	City Staff	Public Works, Communications	Medium Term (2-5 years)
	City Staff, Community Members	Planning and Development	Long Term (5-10 years)
	City Staff	Public Works	Long Term (5-10 years)
	City Staff	Planning and Development	Long Term (5-10 years)



## THE NATURAL ENVIRONMENT – RESILIENCE

STRATEGY		ACTION STEPS
1B	Integrate renewable energy systems into city projects.	Introduce solar energy systems into existing city facilities and infrastructure
		Design new public facilities and infrastructure to ensure they can serve as solar energy production sites
		Consider small-scale wind energy production facilities in public facilities
		Explore biomass as a potential fuel for city facilities
		Encourage investment in electric grid infrastructure to ensure reliability and resiliency to weather-related disruptions
1C	Develop regulations to allow the utilization of renewable energy production systems in privately-owned properties	Ensure current ordinances reflect best practices in the use and placement of solar energy systems on private property
		Require solar-supportive practices for new development
		Consider small-scale wind energy generation systems for farm, office, commercial, and residential properties
1D	Conduct education and outreach efforts to promote the use of renewable energy production systems	Host or promote events to educate the public on the benefits of private solar and wind energy
		Educate property owners and tenants on best practices for landscaping that will allow for future solar and wind energy development
2	Promote and integrate resource-efficient systems into public and private facilities	
2A	Encourage the use of commercial and residential waste reduction practices	Promote on-site composting facilities in business and residential settings
		Explore community-wide organics recycling, composting, and other waste reduction opportunities

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff	Public Works	Long Term (5-10 years)
	City Staff	Planning and Development, Public Works	Long Term (5-10 years)
	City Staff	Public Works	Long Term (5-10 years)
	City Staff	Public Works	Long Term (5-10 years)
Xcel Energy, Shakopee Public Utilities	City Staff	Planning and Development	Medium Term (2-5 years)
	City Staff	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Medium Term (2-5 years)
	City Staff, City Council	Planning and Development	Long Term (5-10 years)
Xcel Energy, Shakopee Public Utilities	City Staff	Public Works, Communications	Long Term (5-10 years)
	City Staff	Planning and Development, Public Works, Communications	Long Term (5-10 years)
	City Staff	Public Works	Long Term (5-10 years)
	City Staff	Public Works	Long Term (5-10 years)

## THE NATURAL ENVIRONMENT – RESILIENCE

STRATEGY		ACTION STEPS
2B	Integrate energy-efficient technologies into public facilities	Incorporate water-reduction technologies in city-owned buildings and facilities
		Establish a policy for fuel efficiency standards for city fleet vehicles
		Conduct an energy audit of city-owned buildings in order to improve their environmental sustainability
2C	Encourage energy-efficient practices in private facilities	Allow for and encourage green roofs on residential and commercial buildings
		Allow for and encourage electronic vehicle charging stations
		Encourage adaptive reuse of existing/historic buildings
3	Integrate sustainable design and management practices into public spaces	
3A	Develop the city's streets into a safe, connected, environmentally- and financially-sustainable transportation network	Integrate active transportation facilities into new roadway projects to improve walkability and provide multimodal options
		Design roads to improve the safety of all users, including motorists, cyclists, pedestrians and transit users
		Where possible, integrate stormwater mitigation materials and facilities, such as pervious pavement and bioswales
		Install energy efficient street lamps and traffic signals
		Design arterial roads to be compatible with future transit-oriented development projects
		Base material choices on overall life cycle costs rather than initial costs

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff	Public Works	Long Term (5-10 years)
	City Staff	All Departments	Long Term (5-10 years)
	City Staff	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff, City Council	Planning and Development	Medium Term (2-5 years)
	City Staff, Development Community	Planning and Development	Long Term (5-10 years)
	City Staff, City Council	Planning and Development	Long Term (5-10 years)
Scott County, MnDOT	City Staff, Scott County	Planning and Development, Public Works	Continuous
Scott County	City Staff, Scott County	Public Works	Continuous
Scott County	City Staff, Scott County	Public Works	Medium Term (2-5 years)
Scott County	City Staff, Scott County	Public Works	Medium Term (2-5 years)
Scott County, MnDOT	City Staff, Scott County	Public Works	Long Term (5-10 years)
	City Staff	Public Works	Medium Term (2-5 years)

## THE NATURAL ENVIRONMENT – RESILIENCE

STRATEGY		ACTION STEPS
3B	Utilize environmentally-friendly landscaping practices in roadway projects	Establish an urban forest policy and program to improve air quality and mitigate the urban heat island effect
		Ensure vegetation is selected for its natural resilience and ability to provide additional benefits, such as to pollinators
3C	Utilize environmentally-sensitive design and maintenance practices for city parks and public spaces	Where appropriate, select native vegetation for turf grass, flowers, shrubs and trees
		Mitigate stormwater using on-site techniques such as bioswales, rain gardens and pervious pavers
4	Develop community systems and policies for hazard prevention and mitigation	
4A	Explore a comprehensive strategy for climate change mitigation	Develop a citywide climate action plan to establish clear, realistic greenhouse reduction goals and strategies
		Develop water management policies to ensure an adequate water supply during periods of severe drought
		Develop a flood preparedness strategy to address more frequent and severe flooding

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff, City Council	Planning and Development, Public Works	Medium Term (2-5 years)
	City Staff	Public Works	Medium Term (2-5 years)
	City Staff	Public Works, Parks and Recreation	Medium Term (2-5 years)
	City Staff	Public Works	Medium Term (2-5 years)
	City Staff, City Council	Planning and Development	Medium Term (2-5 years)
Shakopee Public Utilities	City Staff, SPUC	Public Works	Short Term (0-2 years)
FEMA	City Staff	Public Works	Medium Term (2-5 years)

## THE NATURAL ENVIRONMENT – RESILIENCE

STRATEGY		ACTION STEPS
4B	Develop strategies and policies to ensure an organized approach to disaster recovery	Facilitate regular training for first responders to severe weather events
		Develop a municipal disaster response plan
		Facilitate public education to promote general awareness of city's disaster response plan
		Develop municipal response plan to address extreme heat and localized flooding events.
		Incorporate strategies to stop the spread of possible infectious diseases
4C	Ensure site development standards and policies are updated to reflect best practices for sustainable development	Consider requiring stormwater infrastructure that can handle more severe weather events
		Encourage siting of buildings to enable passive heating and cooling
		Explore Livable Communities Act funding for brownfield remediation
5	Encourage and support the development of a strong local food system	



POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
St. Francis Medical Center	City Staff	Police, Fire, Public Works	Short Term (0-2 years)
	City Staff, City Council	All Departments	Short Term (0-2 years)
	City Staff	Communications	Medium Term (2-5 years)
	City Staff	All Departments	Medium Term (2-5 years)
St. Francis Medical Center, Scott County Environmental Services	City Staff, Medical Staff, Scott County	All Departments	Medium Term (2-5 years)
	City Staff	Public Works	Short Term (0-2 years)
	City Staff	Planning and Development	Short Term (2-5 years)
Met Council LCA	City Staff, Met Council	Planning and Development	Medium Term (2-5 years)

## GOVERNANCE – CITY ADMINISTRATION

STRATEGY		ACTION STEPS
5A	Encourage residential and community food production	Facilitate the development of new community gardens
		Consider designation of public lands for community gardening
		Permit the raising of chickens, goats and bees in specified residential neighborhoods
		Encourage residential and commercial composting of food waste for use in small-scale agriculture
5B	Promote community access to healthy foods	Encourage the sale of healthy and/or local produce at retail and grocery stores
		Encourage coordination between schools and growers to provide fresh foods to schoolchildren
		Encourage partnerships between local restaurants and growers
		Promote local farmers markets, including mobile markets
1	Align city organization and management to advance the goals of Envision Shakopee	
1A	Evolve the city's internal organizational structure to better meet needs and expectations	Engage leaders across departments to meet quarterly to celebrate successes, discuss upcoming challenges and share goals
		At the meetings, select delegate(s) to assemble and refine information for sharing back to department teams
		Organize public information into concise talking points for all staff, especially those who are public-facing and answer questions from citizens or the media
		Clarify non-public information and share with all who need to know in order to perform at their best in their role
		Periodically evaluate organizational structure and make improvements as necessary
		Focus organizational structure around operations and outcomes
		Emphasize to all city staff their role as communicators and representatives of the organization

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
Community leaders and members	City Staff	Parks and Recreation, Public Works	Short Term (0-2 years)
	City Staff	Planning and Development Parks and Recreation	Medium Term (2-5 years)
	City Staff, City Council	Planning and Development	Long Term (5-10 years)
	City Staff	Planning and Development, Public Works	Long Term (5-10 years)
Area grocers and business owners	City Staff	Planning and Development	Long Term (5-10 years)
Shakopee Public Foods, local farmers	City Staff	Planning and Development	Long Term (5-10 years)
	City Staff	Planning and Development	Long Term (5-10 years)
	City Staff	Planning and Development	Continuous
	City Staff	All Departments	Continuous
	City Staff	All Departments	Continuous
	City Staff	All Departments	Continuous
	City Staff	All Departments	Continuous
	City Staff	All Departments	Continuous
	City Staff	All Departments	Continuous
	City Staff	All Departments	Continuous

## GOVERNANCE – COMMUNICATION & ENGAGEMENT

STRATEGY		ACTION STEPS
1B	Provide high level of service to residents and business	Regularly review and evaluate city operations for opportunities to improve effectiveness and efficiency and reduce expenses
		Commit to electronic government services to provide flexibility and ease of access to residents and businesses
1C	Consider Envision Shakopee a living document	Update and revise the document as necessary to incorporate new data, priorities, projects and programs
		Consider a mid-point update to the plan sometime in 2023-2024
		Create an annual report to monitor and celebrate progress made
		Consider development-driven comprehensive plan amendments by balancing flexibility and community priorities
2	Create a supportive workplace culture	
2A	Support a workplace culture of health	Continue to support the Wellness Committee and explore opportunities to expand its body of work
		Explore other opportunities to control health care costs through preventative measures
2B	Support ongoing investments in staff and professional development	Provide regular opportunities for inhouse trainings to improve safety, workplace culture, use of technology and process improvement
		Support staff in their efforts to receive or maintain work-related certificates, licenses and/or degrees
		Explore opportunities to provide equity, diversity and inclusion trainings
3	Improve Human Resource processes	
3A	Improve employee management systems	Implement a performance management process
		Explore opportunities to consider diversity and equity in the workplace
		Regularly update Human Resource processes and procedures

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff		
	City Staff	All Departments	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Short Term (0-2 years)
	City Staff, City Council	Planning and Development	Medium Term (2-5 years)
	City Staff	Communications	Short Term (0-2 years)
Metropolitan Council	City Staff, City Council, Met Council	Planning and Development	Short to Long Term (0-10 years)
	City Staff	Administration, Human Resources	Short Term (0-2 years)
	City Staff	Human Resources	Medium Term (2-5 years)
	City Staff	Human Resources, IT	Continuous
	City Staff	All Departments	Continuous
	City Staff	Human Resources	Short Term (0-2 years)
	City Staff	Human Resources	Medium Term (2-5 years)
	City Staff	Human Resources	Short Term (0-2 years)
	City Staff	Human Resources	Short Term (0-2 years)

## GOVERNANCE – COMMUNICATION & ENGAGEMENT

STRATEGY		ACTION STEPS
3B	Improve employee recruitment	Explore efforts to recruit a more diverse workforce
		Consider partnerships with other organizations, such as Scott County, to share job information
		Regularly review job descriptions and pay structure to match market expectations
3C	Improve employee retention	Regularly survey employees to gauge workplace culture, issues and performance
		Explore opportunities to modernize the workplace, staying abreast of changing workplace expectations including, but not limited to, use of technology, salary and benefit packages and work flexibility
		Create a consistent onboarding process for new staff
4	Support elected and appointed officials	
4A	Provide tools and opportunities that enable individual and organizational success	Administer onboarding to elected and appointed officials
		Provide ongoing training to elected and appointed officials
		Provide information including role descriptions, expectations and other resources to prospective elected and appointed officials
		Increase opportunities and reduce barriers for prospective board and commission volunteers
		Explore opportunities to increase the diversity of board and commission members to reflect the population of Shakopee
1	Provide efficient and effective internal communications as a government organization	
1A	Create an internal communications protocol to improve efficiency and effectiveness of staff communications at all levels	
1B	Conduct an organizational audit to determine opportunities to streamline communications and flow of information	
1C	Expand use of the city's intranet platform and newsletter to communicate more information about city policy, departmental initiatives, public projects and development activity	
2	Provide consistent and responsive external communications to the public	

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff	Human Resources	Short Term (0-2 years)
	City Staff	Human Resources	Medium Term (2-5 years)
	City Staff	Human Resources	Continuous
	City Staff	Human Resources	Continuous
	City Staff	Human Resources	Medium Term (2-5 years)
	City Staff	Human Resources	Short Term (0-2 years)
	City Staff	All Departments	Short Term (0-2 years)
	City Staff	All Departments	Short Term (0-2 years)
	City Staff	Administration	Short Term (0-2 years)
	City Staff	Administration	Short Term (0-2 years)
	City Staff	Administration	Short Term (0-2 years)
	City Staff	Communications	Short Term (0-2 years)
	City Staff	Communications	Short Term (0-2 years)
	City Staff	Communications	Short Term (0-2 years)

## GOVERNANCE – COMMUNICATION & ENGAGEMENT, FINANCE

STRATEGY		ACTION STEPS
2A	Regularly review and update the city's website to ensure accurate and up-to-date information is available to the public	
2B	Conduct a city brand audit	
2C	Provide proactive communications about capital improvement project, public policy deliberations and private development proposals	
2D	Adopt an authentic and approachable communications style that emphasizes the community's priorities and responds to their concerns	Research and develop ways to open communications to broader audiences, accessible to a full range of users. For example, people and business owners from diverse cultural backgrounds, of varying abilities, lifestyles, etc.
<b>3</b>	<b>Provide authentic opportunities for community engagement</b>	
3A	Adopt a community engagement policy to guide public engagement efforts across all city initiatives	
3B	Use a variety of community engagement strategies that are convenient and accessible to different segments of the population to increase participation and public feedback on large community projects	
3C	Build authentic partnerships with other government agencies and community groups as a means to reach additional and hard-to-reach populations	
3D	Create community engagement reports for all large projects to incorporate and report on community feedback for project outcomes	
3E	Integrate accessible and interactive online community feedback opportunities as part of the city's website and on dedicate project web pages or web platforms	
3F	Use mobile/smart phone communications technology to provide convenient, real-time community engagement options	
<b>1</b>	<b>Provide quality stewardship of the city's financial resources</b>	
1A	Leverage outside resources by seeking grant, philanthropic and other funding opportunities to reduce the financial burden on taxpayers while enabling innovative and necessary projects and programs to continue.	
1B	Maintain financial policies that reflect the current environment and ensure strong internal controls.	
1C	Maintain stable tax and utility rates to avoid large swings in the tax levy or utility charges.	



POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff	All Departments	Continuous
	City Staff	Communications	Short Term (0-2 years)
	City Staff	Planning and Development, Public Works, Communications	
	City Staff	Communications	Medium Term (2-5 years)
	City Staff	All Departments	Short Term (0-2 years)
Community Chuches, Shakopee Public Schools, SMSC, Scott County	City Staff	All Departments	Continuous
	City Staff	Planning and Development, Public Works, Parks and Recreation	Medium Term (2-5 years)
	City Staff	Communications, Other Departments	Short Term (0-2 years)
	City Staff	All Departments	Medium Term (2-5 years)
Met Council, State Agencies, Federal Government Agencies, Philanthropic Organizations	City Staff, City Council	All Departments	Continuous
	City Staff	Finance	Continuous
Shakopee Public Utilities, Private Utilities	City Staff, SPUC	Finance	Continuous

## GOVERNANCE – FINANCE

STRATEGY		ACTION STEPS
2D	Continue receiving the Government Finance Officer Association's Certificate of Achievement for Excellence in Financial Reporting	
<b>3</b>	<b>Ensure long-term sustainability</b>	
3A	Continue planning for future infrastructure needs by preparing the 5-year Capital Improvement Plan (CIP). The CIP aids in balancing needs against limited financial resources.	
3B	Beyond the CIP, long-range forecasting will continue to be needed to ensure sustainability. These long-range forecasts need to be prepared for the General Fund, Internal Service Funds, and Enterprise Funds. Long-range forecasts aid in maintaining a stable tax rate as future spikes in needs can more easily be anticipated and planned for.	
3C	Maintain a strong bond rating to minimize the impact of borrowing	
3D	Consider both short-term capital investment cost and long-term maintenance, operations and replacement costs when making financial and project decisions	
<b>4</b>	<b>Establish Systems for Ongoing Effectiveness &amp; Efficiency in Facilities &amp; Operations</b>	
4A	Implement cost savings measures	Research and implement methods to reduce energy use and/or increase use of renewable energy
		When economically feasible, consider options to establish environmentally-sensitive purchasing policies
		Consider opportunities to reduce printing and mailing as a cost savings and environmental benefit
		Explore opportunities to reduce miles traveled by staff through use of technology or carpooling
4B	Maintain and improve facilities as needed	

POTENTIAL RESOURCE	ACTORS	DEPARTMENT RESPONSIBLE	PRIORITY LEVEL
	City Staff	Finance	Continuous
	City Staff	Public Works	Continuous
	City Staff	Finance, Public Works	Short Term (0-2 years)
	City Staff, City Council	Finance	Continuous
	City Staff	All Departments	Continuous
	City Staff	Planning and Development, Public Works	Short Term (0-2 years)
	City Staff	All Departments	Medium Term (2-5 years)
	City Staff	All Departments	Short Term (0-2 years)
	City Staff	Human Resources	Medium Term (2-5 years)
	City Staff, City Council	All Departments	Continuous