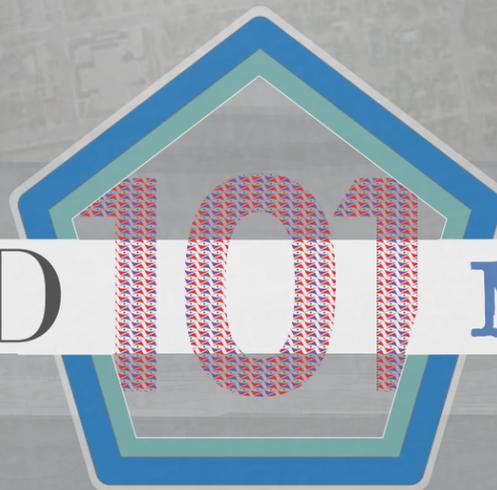


COUNTY ROAD



MARKETING PLAN

SHAKOPEE

MARCH 4, 2014 - DRAFT REPORT



Hoisington Koegler Group, Inc.



Bolton & Menk, inc.

W-ZHA, LLC

Acknowledgements

City Council / Economic Development Authority (EDA)

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* Patrick Heitzman

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Special Thanks to:

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Chamber of Commerce

Economic Development Advisory Commission (EDAC)

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BACKGROUND

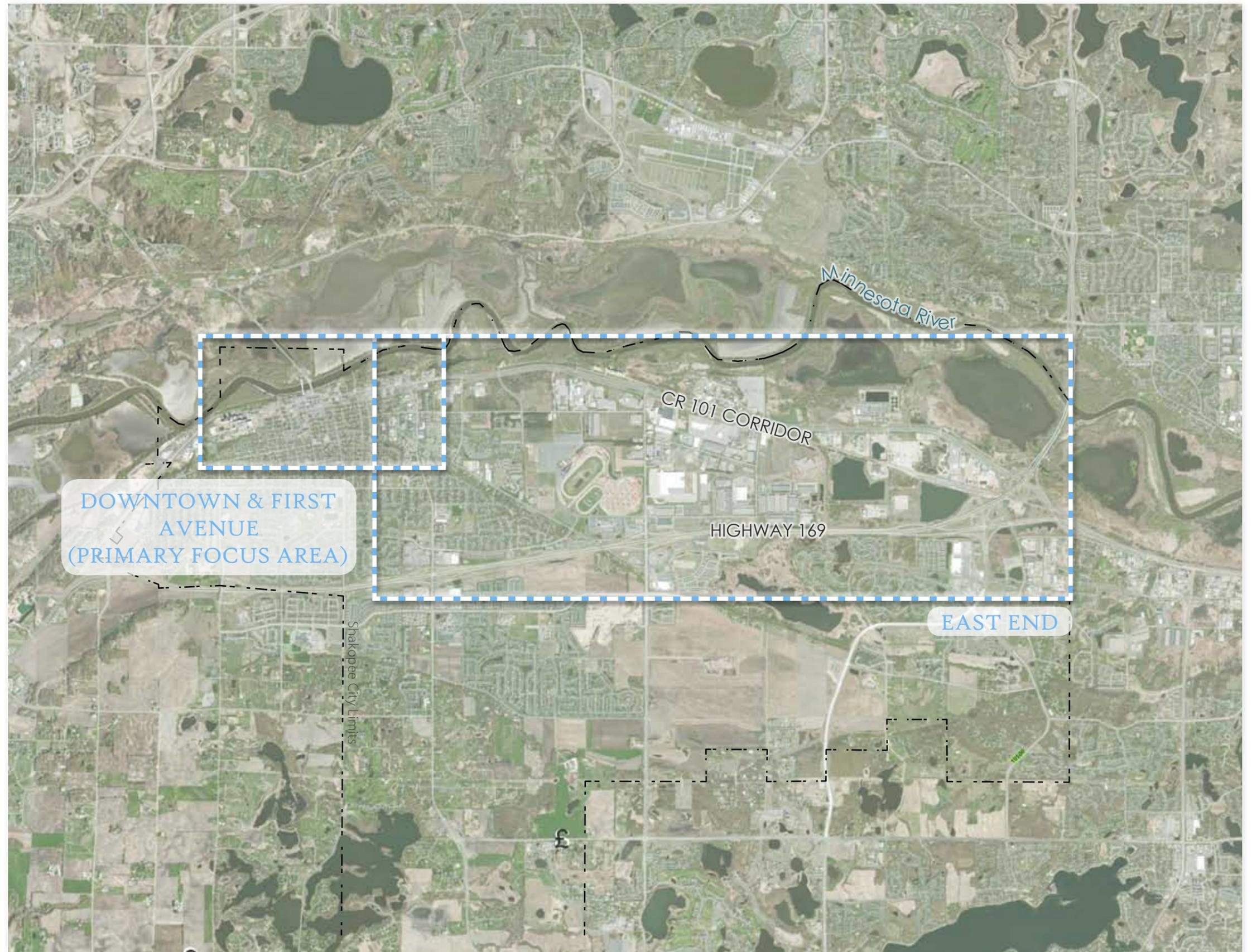
In 2010, the Metropolitan Council adopted the 2030 Transportation Policy Plan, placing greater emphasis on local responsibility for the planning and management of transportation corridors. In response to this, and with a desire to influence the Metropolitan Council's 2040 Comprehensive Plan, the Scott County Association of Leadership and Efficiency (SCALE) created the Unified Economic Development, Land Use, and Transportation Plan.

Recent updates to the Unified Plan reference the 2012 report 'Commercial/Industrial Market Analysis for Scott County.' This outlines the anticipated impacts of a new Highway 101 bridge in Shakopee scheduled for opening in 2015. The market analysis emphasizes growth and increased marketability of property in Scott County, including over 21,000 daily vehicle crossings expected on the new bridge, and projections showing Shakopee having the greatest demand for Commercial/Industrial Land in Scott County. Additionally, the City of Shakopee also has plans to expand sanitary sewer service to the east end of the 101 Corridor. With these planned transportation and infrastructure improvements and anticipated market demand, the 101 Corridor in Shakopee is poised for strong economic development, and positioning the area today for future success is paramount.

STUDY AREA

Based on the existing character of development and anticipated future land uses, the corridor is separated into two distinct focus areas for this study (see figure 1.1);

- **Downtown and First Avenue** - On the west end of the corridor, the Downtown and First Avenue area is poised to grow as a destination retail and entertainment district. This area was identified as the primary focus for the 101 Corridor Marketing Plan.
- **The East End** - Currently characterized by commercial and industrial uses, the East End will likely continue to develop and evolve with Industrial / Business Park uses.





Lewis Street in historic Downtown Shakopee



River City Centre - Downtown Shakopee

THE PLANNING PROCESS

Project Purpose

Shakopee’s Economic Development Authority (EDA) and City Council authorized this study to better understand the anticipated effects of increased traffic volumes on Downtown Shakopee and the First Avenue area to the east and how these transportation improvements will impact development in the corridor. The purpose of the CR 101 Corridor Marketing Plan is to provide impressions of the current market conditions, recommendations for future targeted businesses for the CR 101 Corridor, identify development opportunities within the corridor, and establish a unified action plan to promote and foster transformation into the future. Key aspects of the planning effort focus on:

- Actively engaging key stakeholders, City of Shakopee staff, and community leaders throughout the process to gain support and gather critical information about the future goals and intentions of property owners and the City.
- Evaluating and recommending the best solutions for land use designations and transportation improvements for the corridor, in the context of the broader transportation network, planned and anticipated development of land, and the existing landscape characteristics.
- Developing an end product that builds a strategic plan or “road map” for the future of the corridor by identifying potential catalytic projects or actions in the near-term and establishing a unified vision for the future of the corridor over the long-term.
- Producing a highly graphic marketing package and action plan for the corridor that is rooted in a logical path to transformation and reflects anticipated roadway changes, planned capital improvements, and key stakeholder desires.

Project Approach

The approach to the planning effort involved engaging key stakeholders, City staff, and community leaders for critical input and feedback. The consulting team, led by Hoisington Kogler Group Inc., conducted an analysis of existing and planned land uses and the general character of development within the corridor. Bolton and Menk, Inc. provided an analysis of the planned

transportation improvements (including the new 101 bridge and the Highway 169/CR 69 interchange project) and infrastructure projects outlined in the City’s Capital Improvement Plan (CIP). This was done to gain an understanding of timing and level of investment. A final component of the study included a summary of the market impressions from W-ZHA, a market research firm, to gain a better understanding of the targeted business types to market the unique areas of the corridor to.

Key stages of the planning process included an open house meeting where local Downtown and First Avenue business owners and residents were encouraged to share their thoughts on the future of Downtown Shakopee (see page 11). A Staff Workshop and Developer Roundtable were also held to better understand staff and private sector impressions of opportunities in the 101 Corridor. Finally, the consulting team conducted a joint work session with the City Council, Planning Commission, and EDAC to review preliminary analysis findings and discuss future possibilities and priorities for the corridor. One of the key directives from this meeting was the need to focus on Downtown and the First Avenue Corridor, and the second was to develop an “Action Plan” for key steps or initiatives the City should undertake of the next 15 years. The CR 101 Marketing Plan reflects this with the development of action items rooted in the values common to key stakeholders (see Chapter 4 - Marketing Plan Actions and Chapter 5 - Implementation).

CHAPTER 2: EXISTING CONDITIONS

LAND USE - DOWNTOWN / FIRST AVENUE CORRIDOR

The following represents a summary of the background analysis conducted for the County Road 101 Marketing Plan.

EXISTING LAND USE

The downtown blocks of Shakopee, centered around 1st Avenue and Lewis Street, are a mix of retail storefronts, office, civic, and some upper-level residential land uses. The Scott County Government Center anchors the southwest of the historic downtown core. To the west of downtown, Rahr Malting occupies significant space along Highway 69, with lower-intensity residential and commercial lots across the highway to the north. Along County Road 101 extending east from downtown, the corridor has a number of commercial and service uses, including multiple car sales lots, gas stations, auto service and auto oriented restaurants with some intermixed residential ranging from single family to larger multi-family housing. The area south of the rail line corridor is primarily residential. Huber Park and unprogrammed natural areas are adjacent to the Minnesota River.

PLANNED LAND USE

The planned land use for the Downtown / First Avenue Corridor area of Shakopee envisions continued industry at the west end, commercial uses focused at the Marschall Road intersection to the east, and in the downtown core. The eastern portion of the corridor between downtown and Marschall Road is envisioned as mixed use, as well as the area north of Highway 69 on the west side of downtown. The existing civic and single family residential uses remain to the south.

ZONING

Zoning shows a central business area at the downtown, with B-1 zoning along most of the corridor. The area currently occupied by Rahr is zoned industrial. Zoning is predominantly single family residential to the south.



Figure 2.2 - Planned Land Use - Downtown / First Avenue

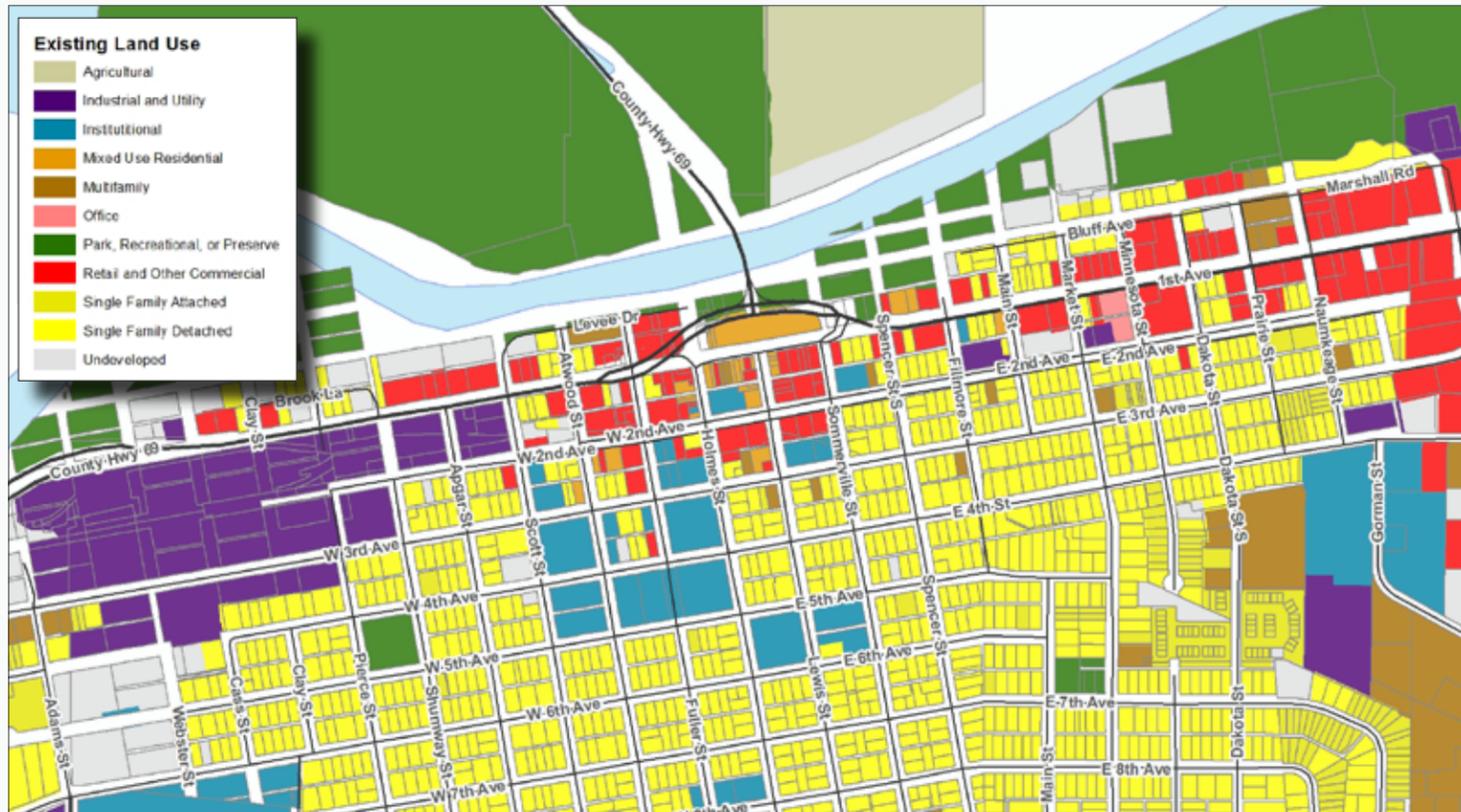


Figure 2.1 - Existing Land Use - Downtown / First Avenue

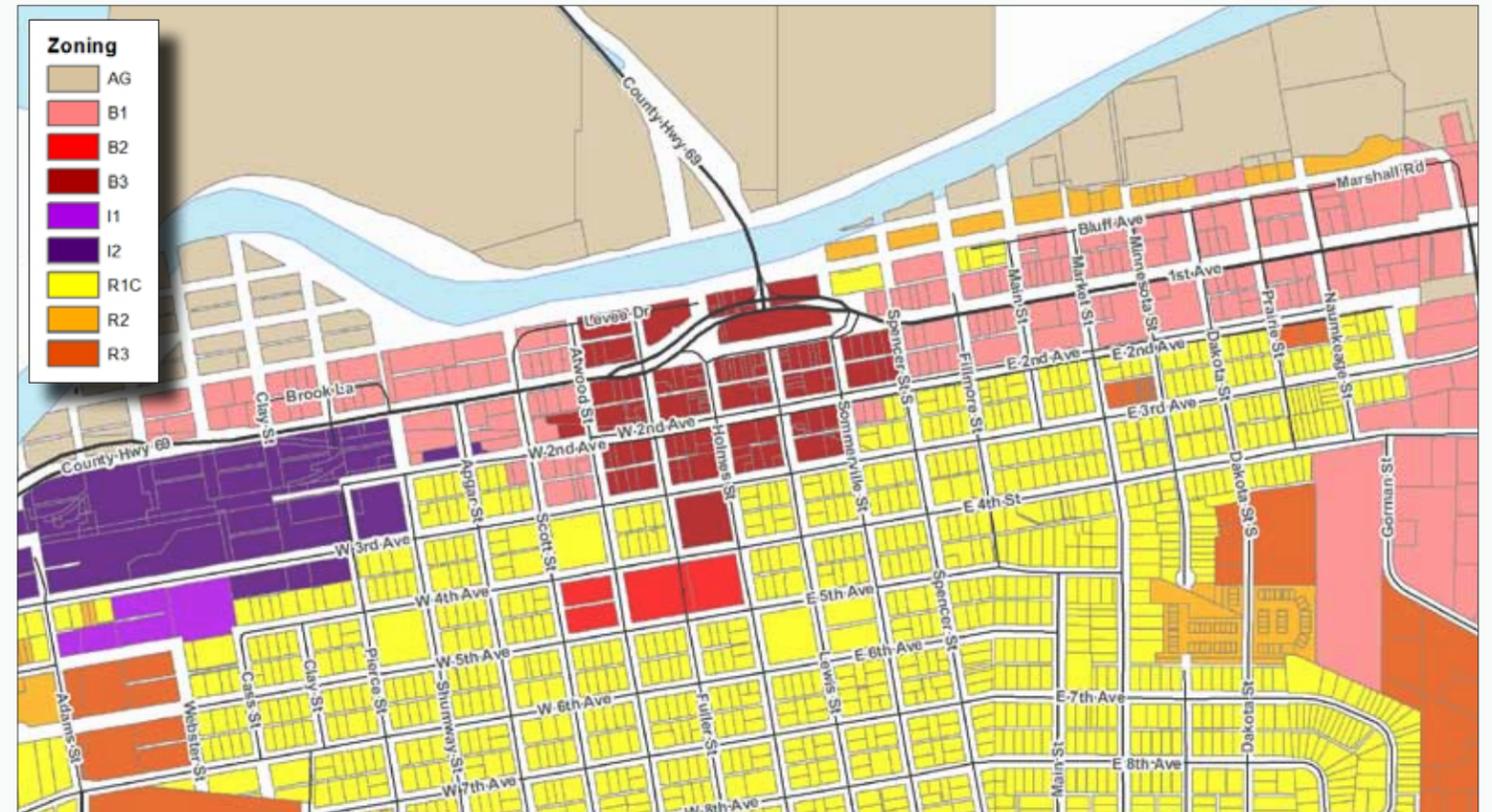


Figure 2.3 - Existing Zoning - Downtown / First Avenue



Figure 2.4 - Age of Structure - Downtown / First Avenue

AGE OF STRUCTURE

Many of the downtown buildings are pre-WWII, and a fair number of them are over 100 years old. The map shows the historical growth pattern of Shakopee as it expanded out from the downtown area. It also helps show where rehabilitation efforts may be the most strategic.

RATIO OF BUILDING VALUE TO LAND VALUE

The east and west sections of the Highway 69 Corridor have a number of locations where the land value outweighs the building value. This means the cost of the buildings are less likely to be prohibitive for redevelopment.

INTENSITY OF BUILDING SQ. FT. TO LAND SQ. FT.

Also known as a Floor to Area Ratio (FAR), this measure shows the floor area of buildings compared to the overall area of the parcel. Downtown shows up clearly with multiple story buildings and zero setbacks. This is also more possible with the on-street parking that is provided.

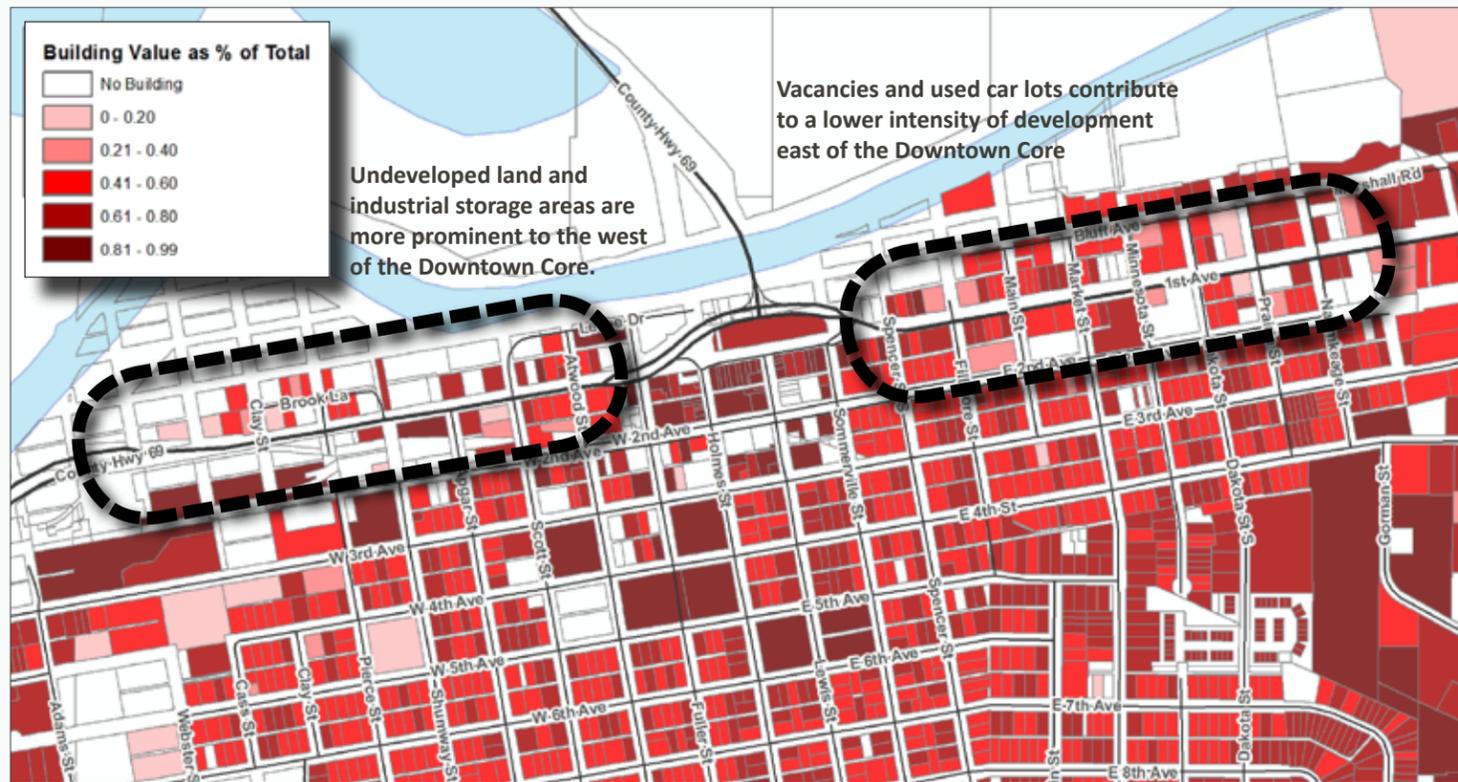


Figure 2.5 - Ratio of Building Value to Land Value - Downtown / First Avenue

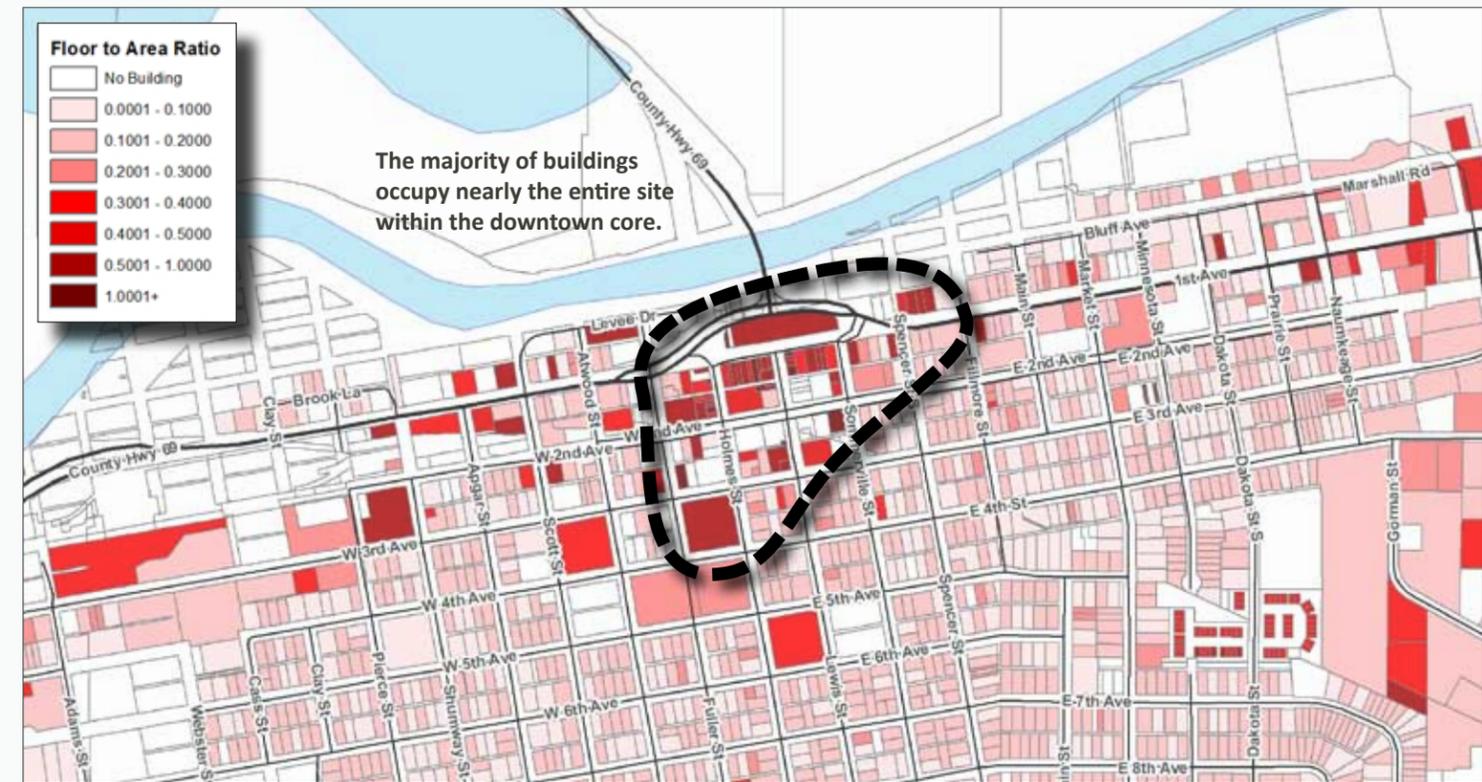


Figure 2.6 - Intensity of Building Sq. Ft. to Land Sq. Ft. - Downtown / First Avenue

EXISTING LAND USE

The majority of currently developed industrial area is south of Highway 101 between County Road 83 and Valley Park Drive. Additional industrial properties sit north of Highway 169 and east of Valley Park Drive as well as west of County Road 83 along Highway 101. The commercial area is Canterbury Park. A number of undeveloped parcels also exist and will provide growth areas in the city.

PLANNED LAND USE

Shakopee's planned land use map shows a full build out of the industry and the business park, in a suitable area that is adjacent to other industry or Canterbury Park, and with easy access to rail, Highway 101, and Highway 169.

ZONING

The industrial areas are zoned mainly east of County Road 83 and south of Highway 101. Valleyfair and Canterbury Park are both zoned Major Recreation. Sections of Light Industry help create a transition from the Heavy Industry further east to the residential neighborhoods to the west.

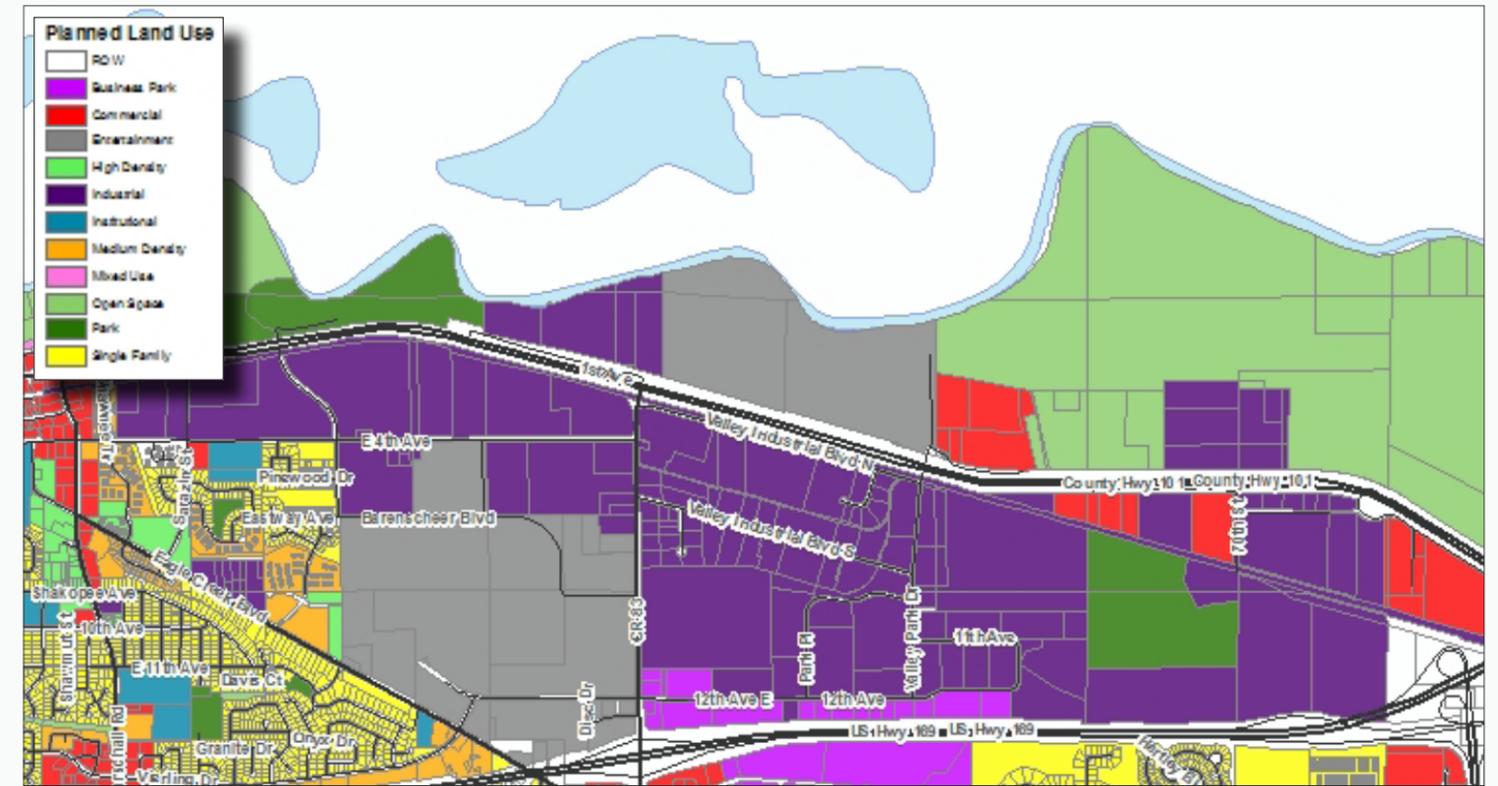


Figure 2.8 - Planned Land Use - East End

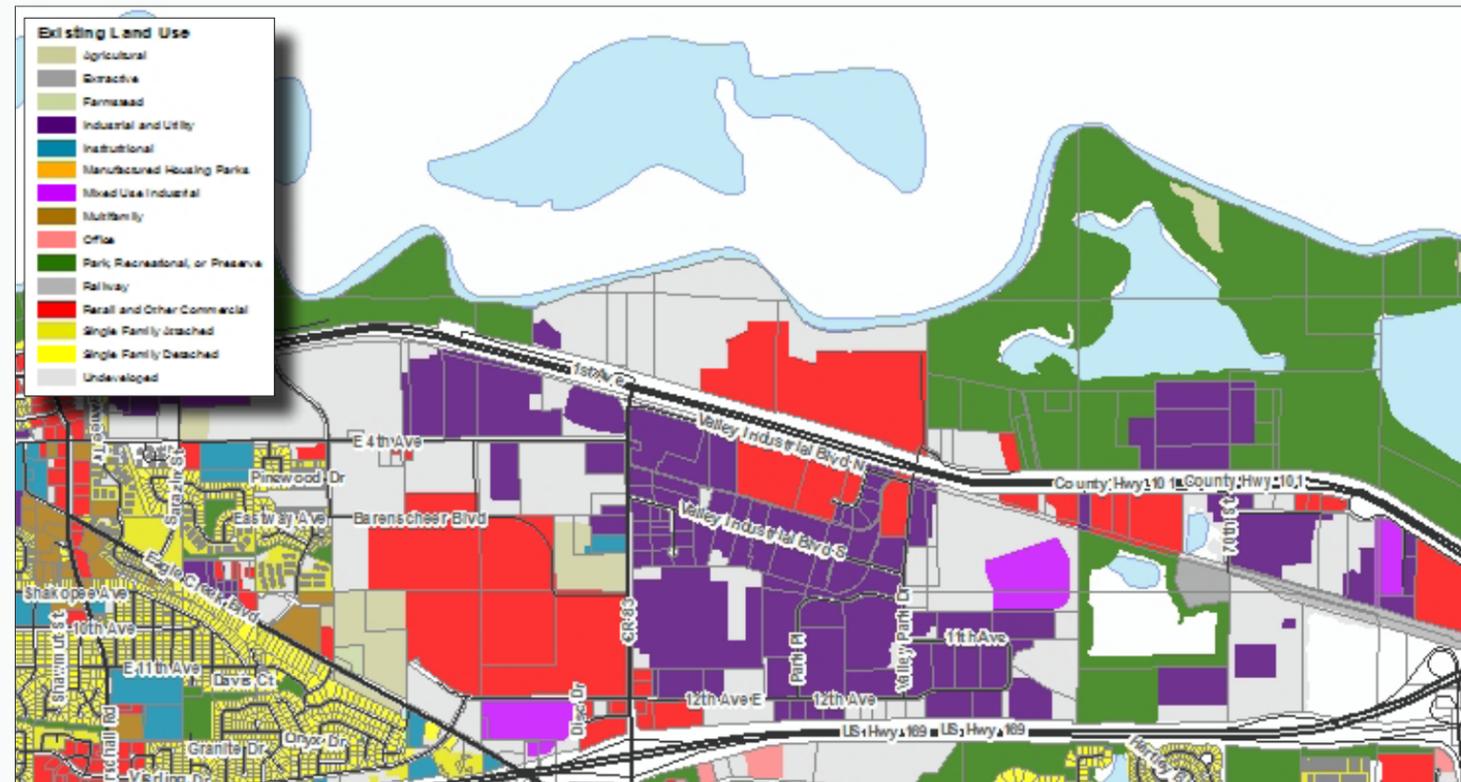


Figure 2.7 - Existing Land Use - East End

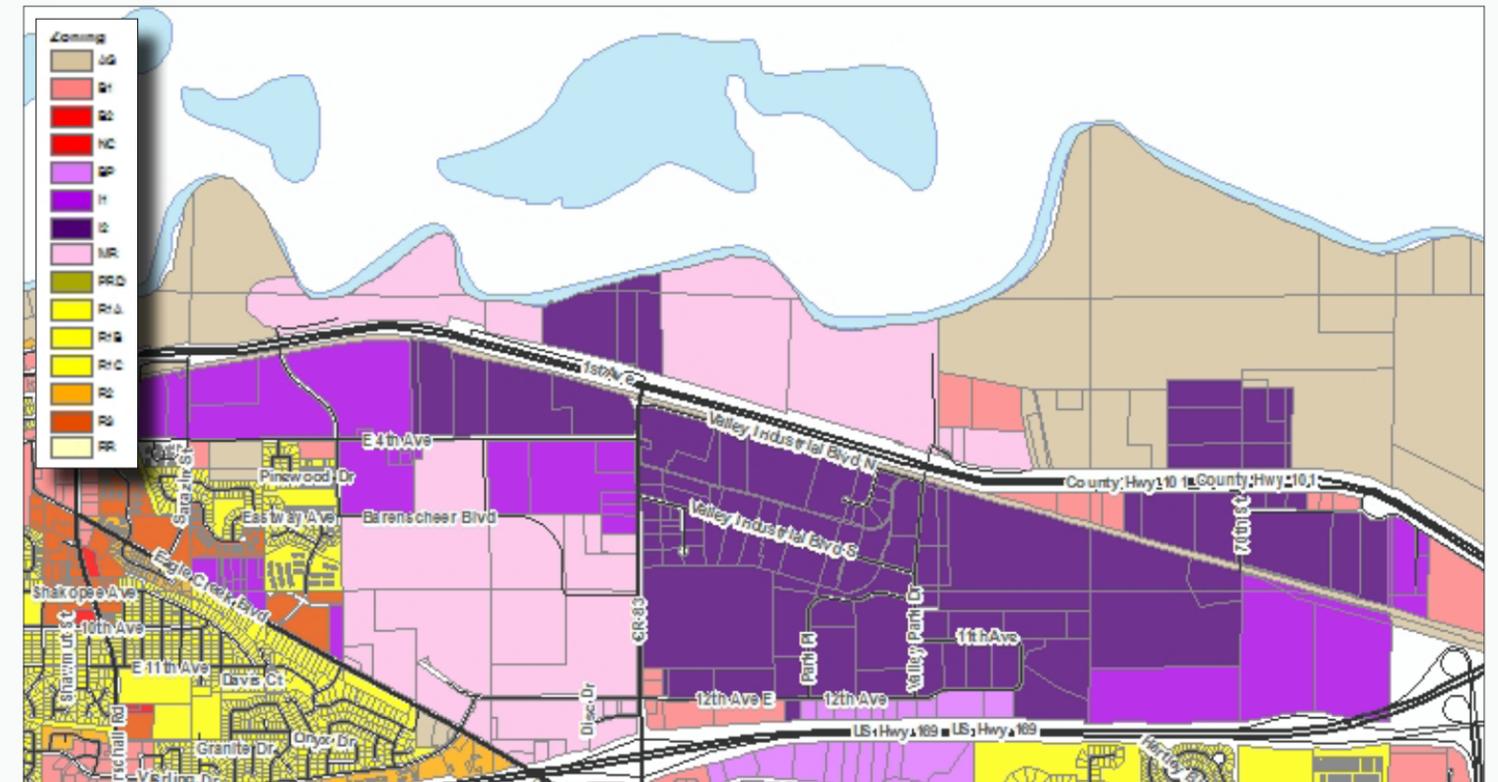


Figure 2.9 - Zoning - East End

AGE OF STRUCTURE

The buildings in the east side industrial area started being constructed after WWII and located along Highway 101 and County Road 83. Newer development during the 1980s-2000s occurred mainly along Highway 169, and away from the rail access that follows Highway 101.

RATIO OF BLDG. VALUE TO LAND VALUE (MAP)

Many of the newer buildings are larger compared to their lots. With a higher FAR and newer age, these buildings represent a higher building to land value.

INTENSITY OF BLDG. SQ. FT. TO LAND SQ. FT. (MAP)

The areas along 12th Avenue, 11th Avenue, and Park Place have the densest building development.

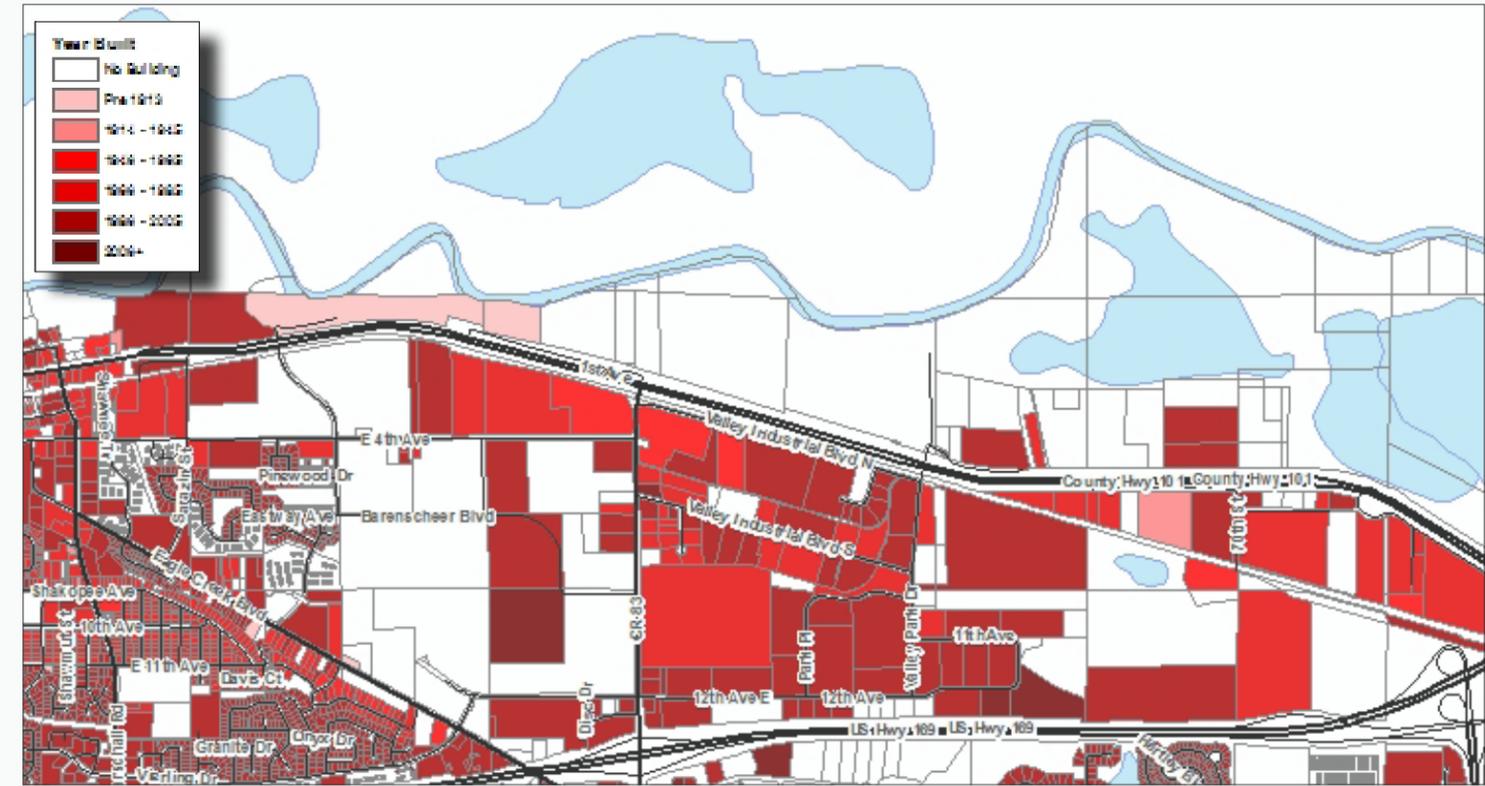


Figure 2.10 - Age of Structure - East End

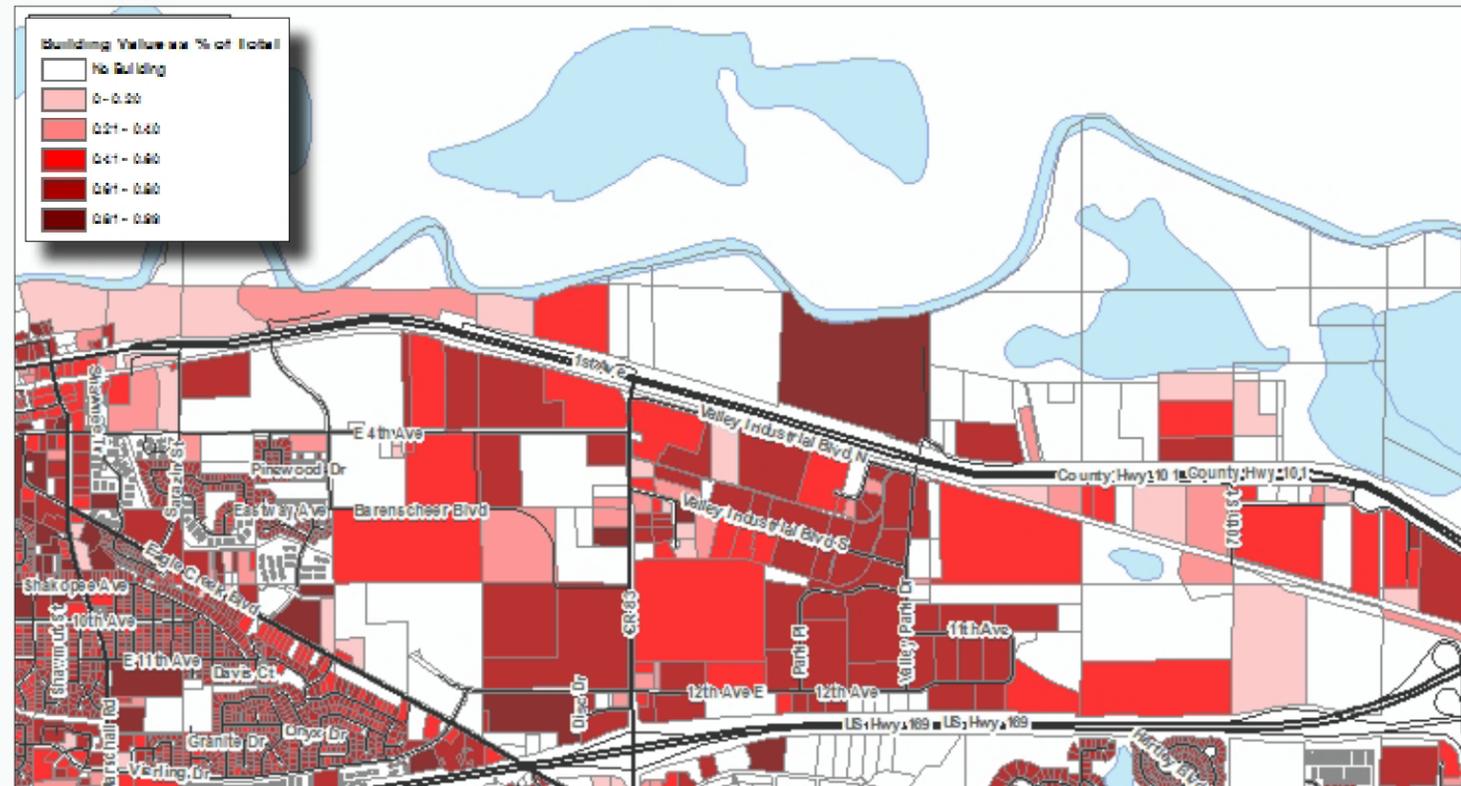


Figure 2.11 - Ratio of Building Value to Land Value - East End

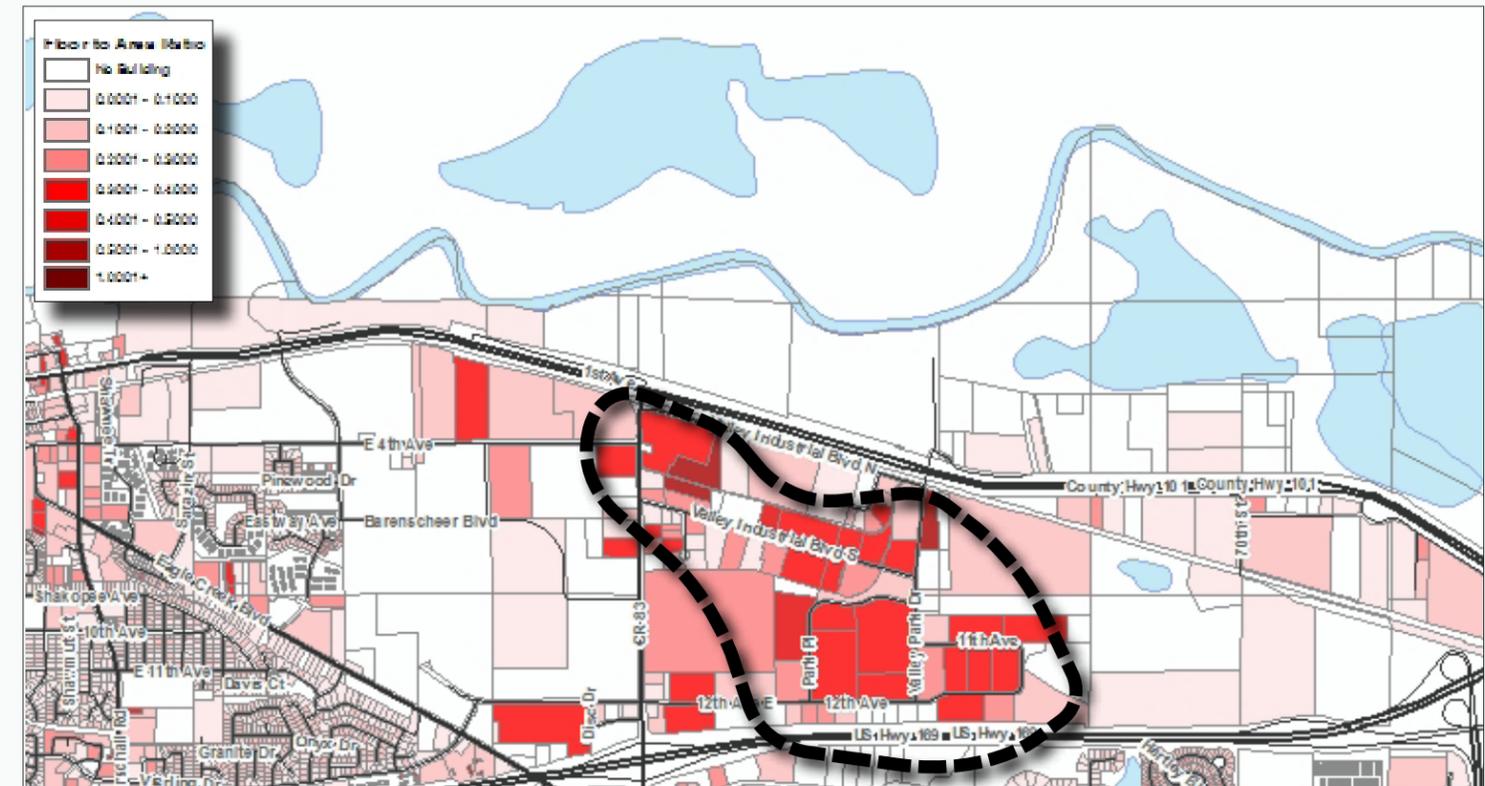


Figure 2.12 - Intensity of Building Sq. Ft. to Land Sq. Ft. - East End

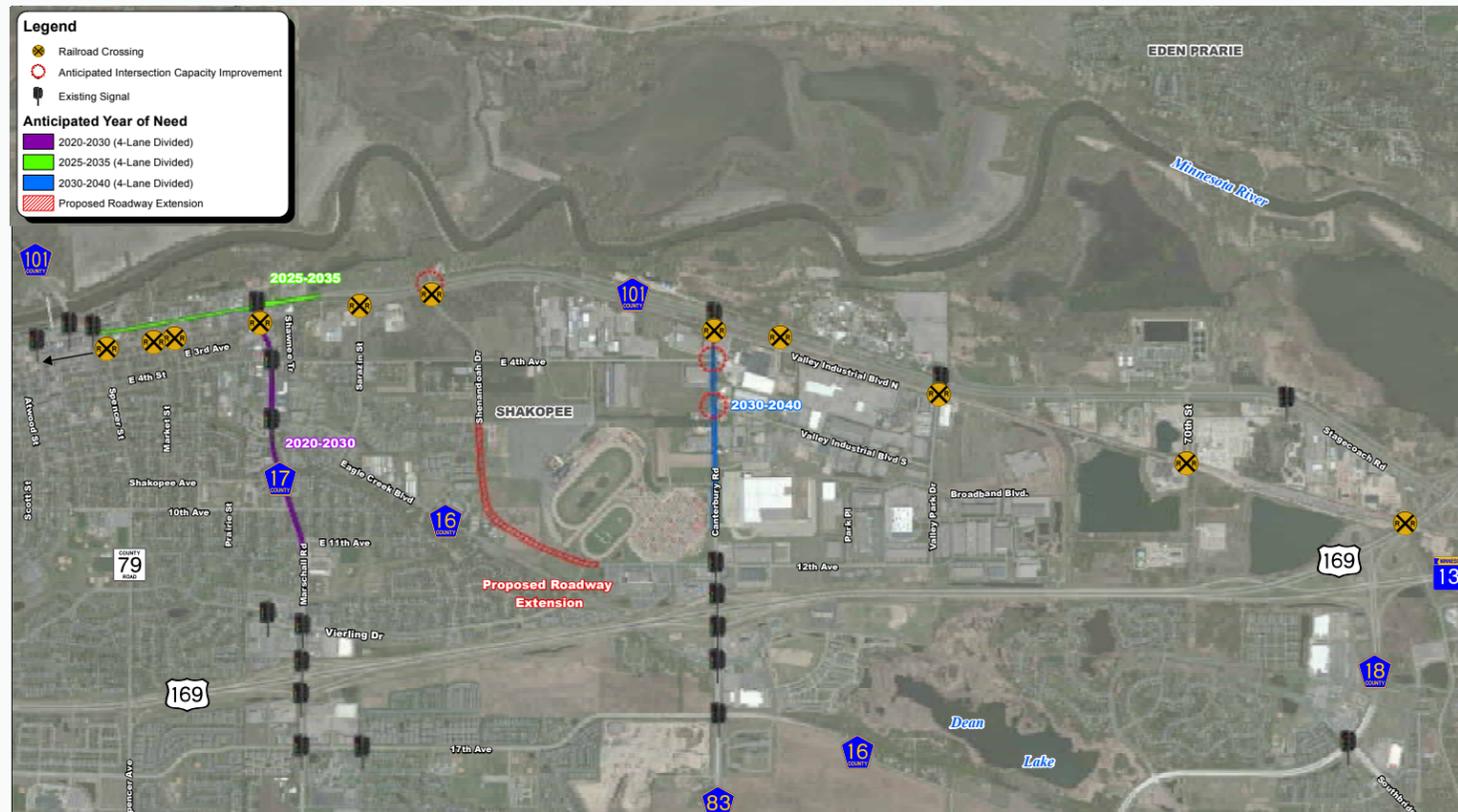


Figure 2.15 - Transportation System Map



The bridge east of Marshall Road provides the transition from the 4-lane highway character to the First Avenue Corridor



CR 69 west of Downtown showing the improved street, sidewalk and lighting.



The intersection of Marchall Road and CR 101 on First Avenue.

extension of Shenandoah Drive to 12th Avenue just west of CR 83 / Canterbury Road. This proposed roadway extension improves the access to the CR 101 corridor by providing an additional link to CR 101 from the south and a more direct link between Shenandoah Drive and CR 83 at Hwy 169.

CR 101, CR 69, CR 17, and CR 83 are all functionally classified as minor arterial highways. According to Scott County Access Spacing guidelines, the minimum access spacing along the highways is ½ to 1 mile for full access minor arterial intersections and ¼ mile for full access local and collector streets. Along CR 101, signalized intersection spacing is 1 mile on the rural end of the corridor and spacing on the urban end of the corridor is evaluated on a case-by-case basis using justification based on traffic volumes and safety. The most limiting part to access CR 101 is the railroad, which affects the number of roads that would be expected to have traffic volume high enough to justify signalization.

While CR 101 east of the bridge is currently operating under capacity, it is anticipated that traffic on the bridge will increase over time. Based on the CR 101 bridge study, it is anticipated that the bridge will carry 39,800 vehicles per day by 2034 and 48,000 vehicles per day by 2045 based on current forecasts and historic traffic growth. Based on the projections, it is anticipated that CR 101 east of the bridge will need to carry 35,000 to 45,000 vehicles per day, resulting in a need for expansion to a four-lane divided facility.

Based on regional and local growth in the area, it is anticipated that the following capacity improvements will be needed in the area. The range in anticipated year is based on the projected growth in the immediate area depending on development schedule.

Roadway Capacity Improvements:

- CR 101 to 4-Lane Divided from the Bridge to east of CR17/Marschall Road (2025 to 2035)
- CR 17 to 4-Lane Divided from CR 101 to north of Vierling Drive (2020 to 2030)
- CR 83/Canterbury Road to 4-Lane Divided from CR 101 to north of 12th Ave E (2030 to 2040)
- Shenandoah Extension (depends on adjacent development)

Intersection Capacity Improvements:

- CR 101 at Shenandoah Drive (depends on adjacent development and Shenandoah Extension)
- CR 83/Canterbury Road at E 4th St (2030 to 2040)
- CR 83/Canterbury Road at Valley Industrial Boulevard South (2030 to 2040)
- CR 83 / Canterbury Road at Valley Industrial Boulevard North to Right-in/Right-out (2030 to 2040)

The intersection changes along CR 83 are largely dependent on the local development along the highway. Currently Valley Industrial Boulevard North accesses CR 83 just south of the railroad. As traffic increases over time, the access may cause traffic backups onto the railroad and CR 101, causing safety concerns. Developing Valley Park Drive as the main access to the area from the north would alleviate many of the safety concerns.

MARKET IMPRESSIONS

Strongest Asset: Community Growth

The City's ongoing business and demographic growth constitutes its strongest asset in regard to future development. Projected growth in the County exceeds that of most other Counties in the metropolitan area; among Scott County communities, Shakopee currently contains the largest population base and expects to continue growing.

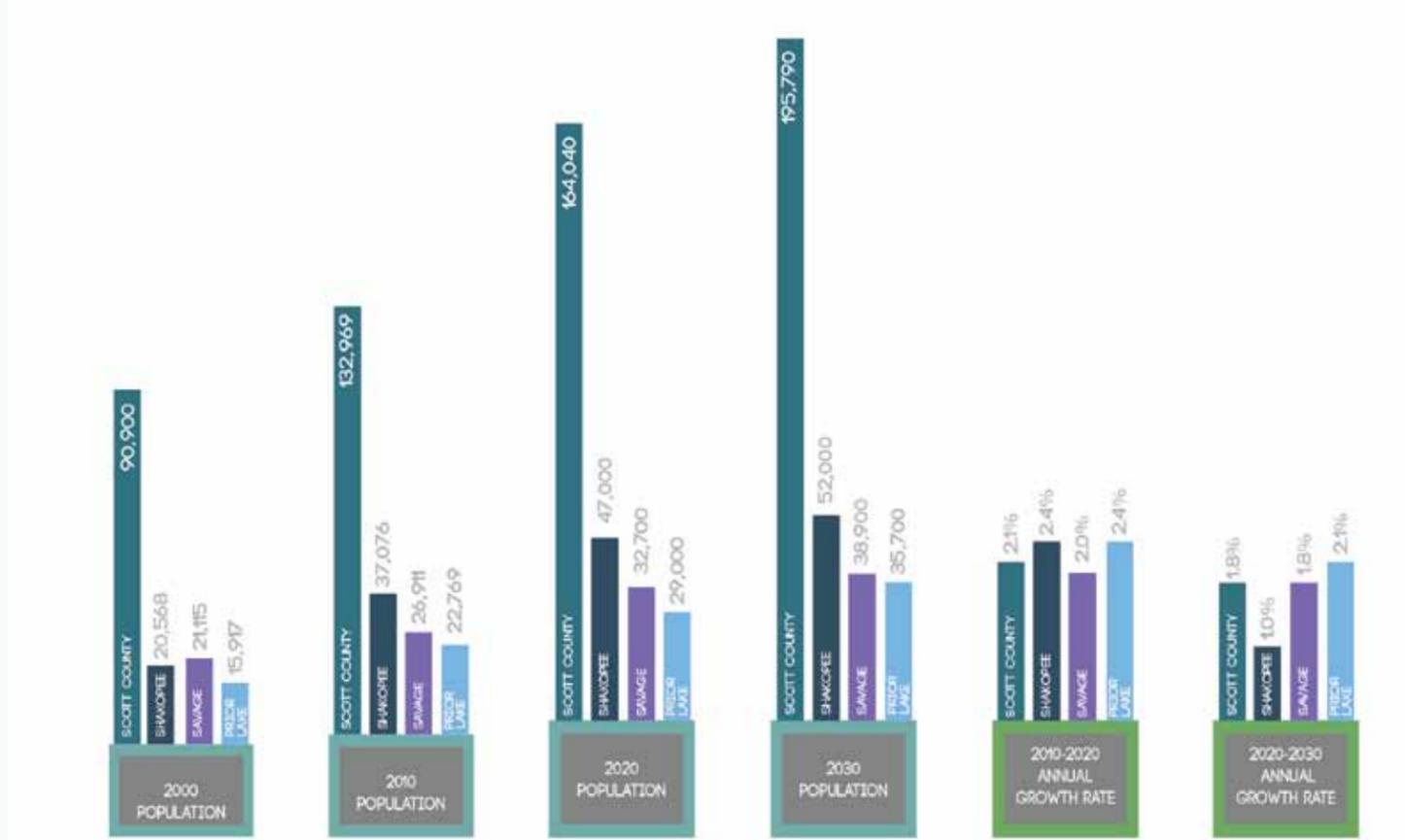
In addition to growth projections, Shakopee compares favorably to other comparable communities in the 5 year growth rate and median household income

DOWNTOWN OPPORTUNITY

Given the community-wide growth, Downtown Shakopee presents an unique asset as well as an opportunity for substantial enhancement to the City's business vitality. This impression rests upon the following:

- Downtown Shakopee's "anchoring" uses – post office, County administration buildings, eating and drinking establishments -- give it an opportunity to retain a "destination" status among local residents.
- Shakopee's core downtown district is unique in the area. As such, it can serve as a commercial destination not only for its own residents but for a trade area encompassing other growing parts of Scott County.
- Visitation at Shakopee's entertainment-oriented destinations further augment potential opportunities for downtown Shakopee.
- Given its small scale, even incremental increases in business activity – can make a visible and perceived difference.
- The existing selection of businesses leave retail niches relatively underserved.

Overall, given its established core, its unique situation in the County, and the growth in various sources of potential market support, Downtown Shakopee offers a prime opportunity for growth in the Highway 101 Corridor.



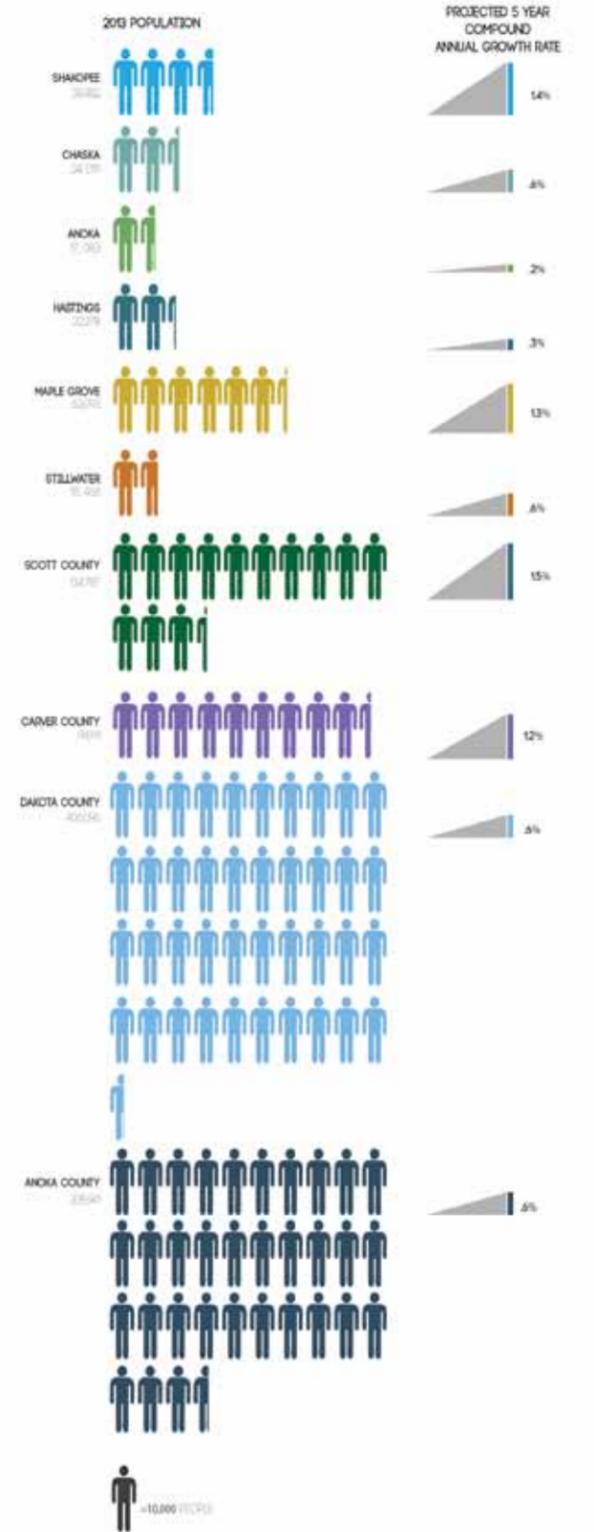
Population Projections, Selected Communities. Source: Maxfield Associates, 2012 Commercial/Industrial Analysis for Scott County. Note: Preliminary Met Council figures released on 2.19.2014 indicate a population of 57,400 for Shakopee.



Downtown Shakopee's entertainment-oriented uses and the unique historic character of the district provide opportunity for growth for both existing residents of Shakopee and the larger trade area in other growing parts of Scott County.



Downtown Shakopee's "anchors" also include public uses such as the post office, library, City Hall and the Scott County Government Center.



Comparative Demographic Indicators: Selected Communities Source: Esri, stdb, Inc.

Business Type	Examples	Short-Term Potential	Issues / Concerns	Potential / Desirable Locations
Coffee		X		Downtown
Other quick-serve restaurants	Sandwich/lunch including chains	X		Either / both
Specialty eating/drinking	Ice cream, bakery niches (cupcakes, donuts), ethnic	X		Downtown
Full-serve restaurants	Mom'n'pop - some regional chains	X		Either / both
Specialty food/grocery	Small niches - bakery, ethnic, candy, fish, meat, etc.		Full-sized grocery unlikely - specialty niches possible, but 169 will take best prospects	Either / both - ideally within walking distance of downtown
Brew pub/distillery	Ideally would serve as a catalyst for downtown	X	Potential catalyst	Either / both - ideally within walking distance of downtown
Entertainment/Theater	169 would get major player; possibly for minor niche		Long-shot - need suitable building & lot	Either / both - ideally within walking distance of downtown
Hardware/home improvement	Garden, greenhouse, outdoor equipment	X	Could compliment other male-oriented stores (liquor / sporting goods) downtown	1st Ave Corridor
Crafts/gifts	Unique crafts, souvenirs. New businesses / entrepreneurs		Female-oriented niches. Not likely in the short-term	Downtown - suitable for pedestrian-oriented areas
Book/hobby/toy	Very small niches (e.g. minerals/gems, kid's books) small businesses	X		Downtown
Arts	Galleries, crafts produced in-studio		Not reliable - depends on artist/artisan presence	Downtown
Recreation	Need land area - bowling, tennis, golf / indoor batting cages	X	Larger site requirements	1st Ave Corridor
Pharmacy		X	Would need highest visibility site	Either / both
Fitness Center		X		Either / both
Professional Service/Office	Tax prep, financial, legal, insurance, household servicing	X	Business growth to follow residential growth	Either / both
Personal Service	Hair, nails, chiropractic, eye care, spa	X	Female-oriented niches. Not likely in the short-term	Either / both
Other Service	Photography, florist, rental	X		Either / both

Table 2.1 - Potential business types for the Downtown / First Avenue Corridor. Important to note - parking, visibility and suitable site/building availability will present issues for any type of business in this portion of the 101 Corridor.

OTHER COMMERCIAL PROSPECTS

For more conventional forms of commercial retail or office development, Shakopee's strongest locations are situated along Highway 169. While the downtown core area offers the potential for a concentration of commercial businesses in an alternative niche setting, most retailers seek ample parking, high visibility, standard lot sizes and configurations. Such businesses will target locations along Highway 169 rather than Highway 101.

In addition, regional office market dynamics present substantial challenges for even Highway 169 locations in attracting large-scale (100,000 square feet and more) high-end office developments.

COMPETITIVE LAND AVAILABILITY

While the supply of available (and relatively affordable) land has constituted a primary driver of recent development in Shakopee, this ample supply limits prospects for the Highway 101 Corridor. Notwithstanding the high levels of recent and ongoing development activity, the inventory of developable land for future developments remains high in locations along Highway 169, in the existing Valley Green Industrial Park, and other areas to the south of Highway 101.

PROSPECTS OUTSIDE OF DOWNTOWN SHAKOPEE

Outside the core downtown grid, key issue areas for development in the Highway 101 corridor include the following:

- **INDUSTRIAL** - The Highway 101 Corridor can offer a suitable industrial location. While its supply of large-scale sites may be limited, from a market perspective Highway 101 can provide locations for such development.
- **COMMERCIAL** - while substantial high-end Class-A development is not likely, as the City and County continue their growth, locations in or close to downtown may be able to support a number of office buildings containing roughly 40,000-80,000 square feet. Likely tenants would include banks, small (primarily household-serving, rather than corporate-serving) professional service providers, non-profits, branch offices, and personal care providers.

- **EASTERN PORTION OF DOWNTOWN** - The blocks between Spencer and Marschall Streets may contain an ample supply of redevelopment parcels. A business district situated around Marschall and Highway 101, in particular, contains a commercial node that has emerged as a secondary downtown. This segment of Highway 101 carries average daily trips (ADT) volumes of 10,000 to 17,000. In comparison, no street within the core downtown grid carries an ADT higher than 5,300. In general, this commercial node is more attractive to convenience-oriented businesses seeking easy access. This district will not likely be perceived as unified with downtown Shakopee in the near future.

SUMMARY OF OPEN HOUSE COMMENTS

October 10 2013 , Turtles 1890 Social Centre

The following represents the summary of written responses from three targeted questions and general comments from Downtown and First Avenue business owners and residents who attended the Open House.

STRATEGIES FOR IMPROVED BUSINESS CLIMATE ALONG THE CORRIDOR

- ★ Upgrade housing surrounding the Downtown
- ★ Create a blend of unique business types that are lacking in Downtown:
 - Grocery store (mentioned x4) a la Whole Foods/Trader Joe's
 - Drug store/pharmacy
 - More restaurants/deli
 - Fun/"kitschy" businesses - wine bar, art gallery, small theatre, gift and antique shops, small book store, co-op, small restaurants
 - "Young", energetic, mid-high end, unique retail experience
 - Retail geared toward women
 - Coffee Shop / Cafe / Brewery
- ★ Draw young families to the area
- ★ Build on entertainment - draw in the Renaissance Festival, Valleyfair, Canterbury Park crowd into Downtown
- ★ Improved signage
 - Multi-business signage on the outskirts to direct traffic Downtown
 - Let visitors know they have "arrived" in Downtown
 - Enhance local business signage in Downtown
- ★ Promote unique, "fun" events with music, craft beer, arts & crafts
- ★ Combine with seasonal events: Holiday light show, Octoberfest, classic cars, blues music festivals at the pavilion
- ★ Better connect parking to Downtown storefronts
- ★ Leverage the Riverfront
 - Create a "Riverwalk" community - restaurants overlooking the river, arts & entertainment, recreation amenities (camping / trails)
 - Open access to the river
 - Better connect the Downtown to Huber Park/Riverfront
- ★ Better connect the "high-rise" residential to downtown businesses and services (medical care & supplies, post office, restaurants)
- ★ No more pockets of retail areas -get people out of their cars walking from business to business
- ★ Dream BIG
- ★ Create a strategic vision of what the corridor should look like

STRENGTHS OF THE CORRIDOR

- ★ Historic Downtown Core
 - Old Buildings & Appearance
 - Native American and Bootlegging History
- ★ Riverfront & Huber Park
- ★ Walking / Bike Trails
- ★ Mobility / Transportation
 - 1st Avenue Upgrade
 - Future 4-lane 101 Bridge
 - Maintaining 30mph (visibility)

ISSUES FOR ECONOMIC DEVELOPMENT

- ★ Vacant Downtown storefronts /buildings
- ★ The train horn!
- ★ Roads and Traffic - Access
 - Spencer & 101 - getting in and out of the Holiday
- ★ Old, tired housing surrounding the Downtown
- ★ Lack of continuity; some buildings ok, others in disrepair
- ★ Lack of destination businesses
- ★ Lack of Parking
 - Public Ramp?
- ★ Eastern 1st Avenue is becoming a parking lot, too many car dealerships
- ★ Western 1st Avenue is forgotten, no plan for growth / implementation
- ★ People just drive through the corridor and don't stop at businesses enough
- ★ Poor customer service downtown
- ★ Lack of a vision for the corridor

ISSUES/OPPORTUNITIES DIAGRAM



OVERVIEW

OVERVIEW

At its core, the 101 Corridor Marketing Plan is a dynamic action plan for the future and provides a framework to help guide future decisions. The plan takes into consideration both “public” and “private” initiatives that will impact the corridor over time. The plan communicates the desired future for the corridor by supporting and shaping approaches to regulations; it accommodates dreams and aspirations, yet recognizes reality; it prioritizes projects, initiatives and big ideas; and lastly it holds the community accountable.

The community’s vision for Downtown and First Avenue area is articulated in aspects of the Vision and some of the more specific goals identified within the City’s current Comprehensive Plan and reinforced through the City Council’s Mission Statement. This document infuses the comments received during the public open house, and work sessions with the City Council, EDAC and Planning Commission in order to help refine, organize and ultimately focus the vision into strategic areas at the core of improving the Downtown / First Avenue areas. For reference purposes, the following represents a summary of existing goals and aspirations surrounding the 101 Corridor Marketing Plan.

CURRENT CITY COUNCIL MISSION STATEMENT

The Mission of the City of Shakopee is to provide the opportunity to live, work and play in a community with a proud past, promising future, and small-town atmosphere within a metropolitan setting.

LONG-TERM GOALS (UPDATED APRIL 2010)

- Keep Shakopee a safe and healthy community, where residents can pursue active and quality lifestyles.
- Positively manage the challenges and opportunities presented by growth, development and change.
- Maintain the City’s financial health.
- Maintain, improve, and create strong partnerships with other public and private sector entities.
- Deliver effective and efficient public services by staff of well trained, caring, and professional employees.

COMPREHENSIVE PLAN VISION

From the City’s Comprehensive Plan, adopted in 2009, a section of the overall vision statement focuses on the downtown:

“Twenty years from now Shakopee will be known and valued as a unique city...

...Where a vital and historic downtown anchors an active riverfront district; and where the Minnesota River serves as a beacon for residents and tourists”

ECONOMIC DEVELOPMENT GOALS

As outlined in the City’s Comprehensive Plan, within the Economic Development sections, a key economic development goal is to:

Goal 3: Maintaining and enhancing a vital downtown.

Maintain downtown Shakopee’s function as the social and psychological center of the City.

The City has already outlined a strategy and specific steps to achieve this goal. One of which is to initiate, participate in and/or encourage projects that bolster community interest in the Downtown and riverfront corridor. Key tactics (as described by the City’s Comprehensive Plan) focus on the riverfront and Huber Park as strong assets to leverage for Downtown:

- The City, will work to improve the use of Huber Park for activities that would attract Metro Area residents and visitors to the other local entertainment facilities.
- The City HPAC will continue to develop and promote the historic walking tour.
- The Minnesota River waterfront will be opened up to more closely tie to the Downtown retail core and attract customer traffic to the Downtown.

A second important strategy calls for the City to work with the private sector to enhance Downtown Shakopee and the County Road 101 corridor so that they complement one another. Key tactics outlined for this strategy include:

- Additional housing will be encouraged in the Downtown and adjacent areas. New housing should be compatible with the core commercial area and use similar setbacks and design.

- The City (in cooperation with SPUC) will participate financially in the evolution of Downtown Shakopee by providing and maintaining public facilities such as parking, streets, utilities, street lighting, landscaping.
- A downtown parking study will be developed that assesses the parking needs of the area. The study should include an assessment of the supply and demand, location, time limits and the need/feasibility of a ramp facility.

SUMMARY OF RIVERFRONT/FIRST AVENUE DISTRICT RECOMMENDATIONS

- Concentrate commercial land uses within the Riverfront/ First Avenue Planning District.
- Examine opportunities for the relocation and redevelopment of the manufactured housing park located north of First Avenue and west of Dangerfield’s Restaurant.
- Investigate redevelopment potential of the automobile dealerships south of First Avenue and east of Marschall Road. If these become available through dealership relocation, land uses that are complementary to the current restaurant and hospitality theme should be encouraged. Other potential uses that may be appropriate for the area would be offices which could benefit from their proximity to Shakopee’s industrial park.
- Examine commercial performance standards that encourage redevelopment to have building forward site design that utilizes the building architecture as an accent for the overall First Avenue streetscape.
- Control access points from First Avenue into commercial sites. Locate parking between buildings and use accent walls or landscape screening to minimize their visual impact on First Avenue. Promote shared parking arrangements to minimize the overall parking demand within the commercial areas.
- Establish uniform streetscape through sidewalks, landscaping, and street lighting that provides a uniform appearance along First Avenue. Streetscape treatments should continue through the commercial areas and into the proposed residential areas.

VISION FOR THE 101 CORRIDOR

Combining the existing goals for Downtown as described in the City's Comprehensive Plan with comments received during the 101 Corridor Action Plan process, a more refined or targeted vision for the future emerges for Downtown and the First Avenue area.

The Action Plan states, targets and embraces five main values, or guiding principle categories to assist in the ongoing transformation of the Downtown / First Avenue areas along County Road 101. These shared values seek to enhance the business climate and commerce in and around Downtown, develop attractive housing options in and around the Downtown, improve connections to the Downtown, create vibrant gathering places and foster long-term economic sustainability for the area. These values are the backbone of the 101 Corridor Marketing Plan and are supported at various degrees by a series of key actions or initiatives. Each of the actions or initiatives (outlined in detail in Chapter 4 - Marketing Plan Actions) fall under one of these organizing values for Downtown. Many of these actions or initiatives are interrelated and build upon, or compliment one another. For example, encouraging additional downtown housing is not only a housing strategy, but also serves to increase the market for downtown businesses helping to enhance the business climate and commerce Downtown.

These primary values help to establish a path or direction that results in a plan that "fits" Downtown Shakopee. Ultimately these values help to:

- Orient the community to the future, even to a future that is twenty years distant.
- Look to current conditions and community traditions for clues to the appropriate future.
- Create a basis for a shared understanding of what the community desires for the corridor.
- Function as tools for evaluation of proposals, projects, ideas and future directions.
- Become an anchor during conflict, a way of finding common ground and shared values.
- Formulate a basis for coordination and cooperation.

- Develop and sustain a source of energy and enthusiasm for maintaining a commitment to the future of Downtown Shakopee.

The 101 Corridor Action Plan highlights the critical actions that will help revitalize and sustain the transformation of Downtown and the First Avenue Corridor through Shakopee. The actions described in Chapter 4 are then summarized and prioritized in Chapter 5 through the use of an "Implementation Action Matrix." This matrix outlines the responsible parties, approximate range of cost (low/medium/high), anticipated timing, and potential funding options for each specific action. The matrix also illustrates the inter-connectedness between each action and the five primary values identified as part of the Downtown and First Avenue vision.

Solidify downtown Shakopee as the premier historic downtown for the south metro

by creating...



ENHANCED COMMERCE,



ATTRACTIVE HOUSING OPTIONS,



IMPROVED CONNECTIONS, and



VIBRANT GATHERING PLACES that...



FOSTER ECONOMIC SUSTAINABILITY

A COLLECTION OF DISTRICTS

A COLLECTION OF DISTRICTS

The 101 Corridor Marketing Plan focuses the planning effort in and around the Downtown Core and along the First Avenue Corridor. The Marketing Plan organizes similar land uses, site characteristics, and urban design relationships by district. The intent of depicting a series of districts that make up the downtown is multi-layered. Downtown Shakopee has naturally occurring clusters of uses, each with a unique character, set of uses, opportunities, and challenges. Being able to articulate these clusters, or districts by name will be helpful to market downtown Shakopee to targeted businesses and development sectors.

Listed below, these districts all have distinct characteristics, but also have strong relationships to adjacent districts. Many of the proposed initiatives and development projects are of similar use, size, scale, and overall aesthetics. The following is a summary of the unique characteristics of each district:

DOWNTOWN COMMERCIAL DISTRICT

- The historic downtown core with continuous retail frontage with housing or office uses above

GOVERNMENT SERVICES DISTRICT

- A civic anchor to downtown Shakopee housing the Scott County Government Center.

WEST END INDUSTRIAL DISTRICT

- Anchored by Rahr Malting, a heavy industrial area dependant upon the rail line and highway access for trucking.

NEIGHBORHOOD INDUSTRIAL DISTRICT

- A new neighborhood district located between Rahr Malting and the downtown core, with an intended mix of entrepreneurial businesses and residential developed in a live/work style.

WEST END RIVERFRONT EMPLOYMENT DISTRICT

- A combined office / industrial area responding to the adjacencies of the heavy industry and the Minnesota River
- Higher quality architecture for industrial / employment buildings.

WEST & EAST END RIVERFRONT HOUSING DISTRICT

- Opportunity areas to strengthen housing density in the downtown, focused on major amenities of Huber Park and the Minnesota River Valley
- Work with fabric of historic properties.

FIRST AVENUE COMMERCIAL /SERVICE DISTRICT

- An intended blend of smaller scale commercial and professional office / service uses focus
- Opportunities for vertically mixed use development with housing above retail / office / service uses.
- Both large and small redevelopment potential
- Work with fabric of historic properties

FIRST AVENUE / MARSCHALL ROAD COMMERCIAL NODE

- Auto-oriented commercial / retail uses at a transitional commercial node into the downtown core

DOWNTOWN RESIDENTIAL DISTRICT

- Envisioned as an emerging and vibrant downtown neighborhood with new in-fill and rehabilitated housing that will attract a significant share of new housing starts with increased amenities for residents.



Photos of the existing character along the CR 101 and CR 69 Corridor through downtown.

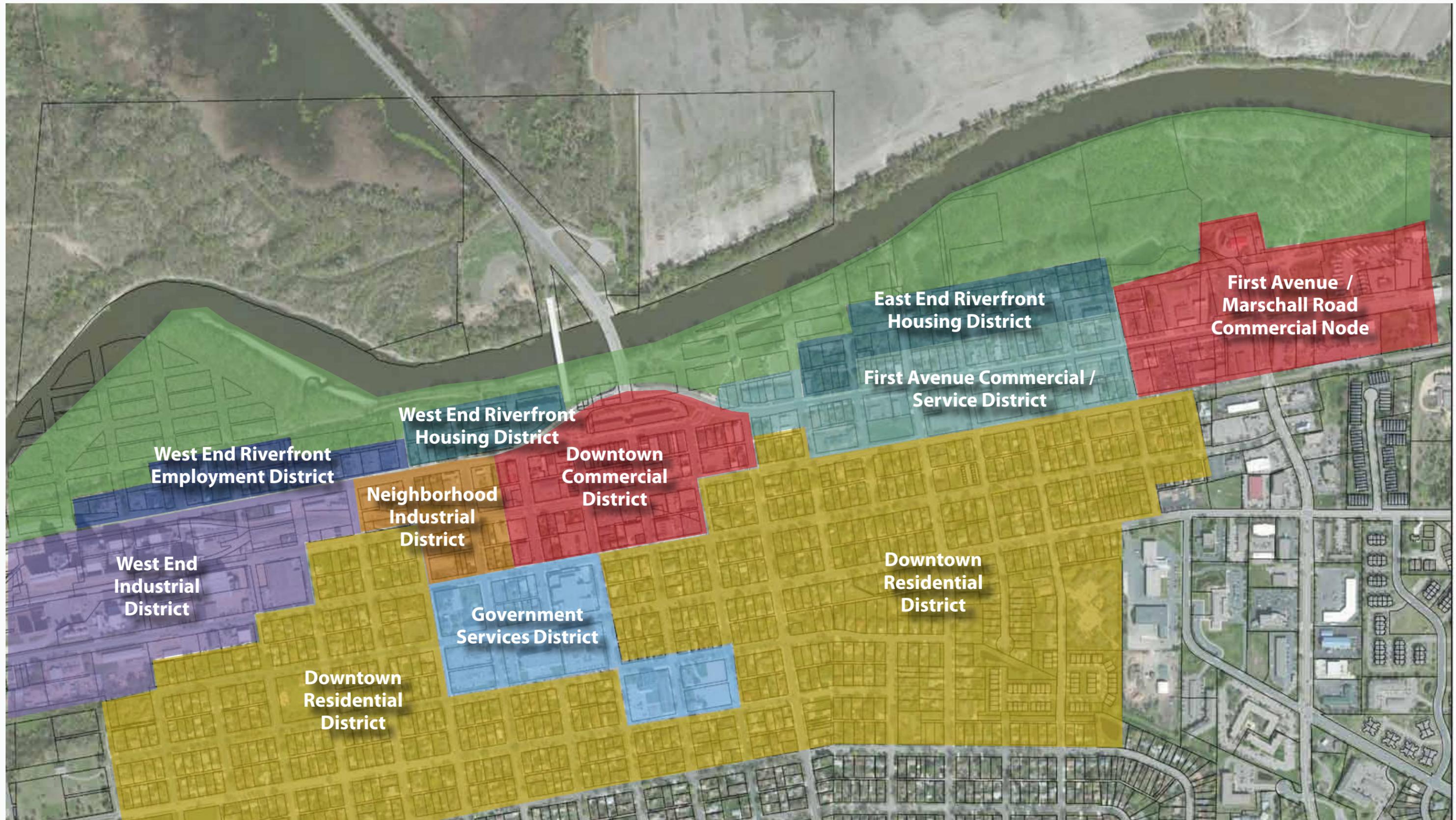


Figure 3.1 - Downtown / First Avenue District Diagram

A FUTURE VISION

REDEVELOPMENT CONCEPT PLANS

The following concepts represent hypothetical redevelopment concepts for the 101 Corridor through downtown Shakopee. These two concepts (one for the 101 Corridor east of downtown and the second for the corridor west of the downtown core) showcase potential redevelopment after a 20 to 30 year time frame. These concepts are rooted in the core actions identified in chapter 4 of this document and focus on Enhanced Business Climate, Improved Housing, Stronger Connections, Vibrant Gathering Places and long-term Economic Sustainability. As downtown Shakopee transforms over the next few decades decisions made by key stakeholders and community leaders will determine the ultimate redevelopment pattern.

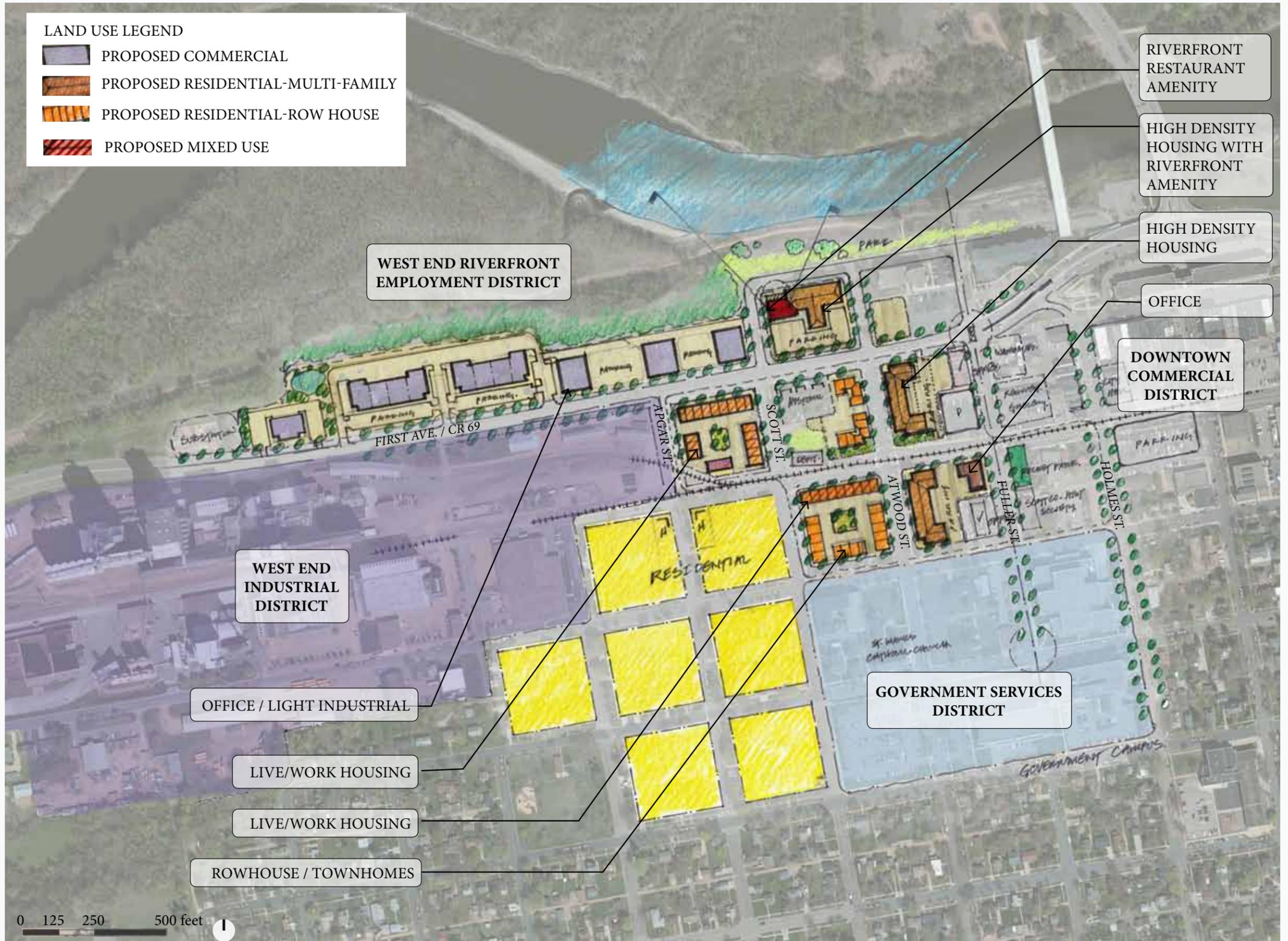


Figure 3.2 - West Downtown Concept

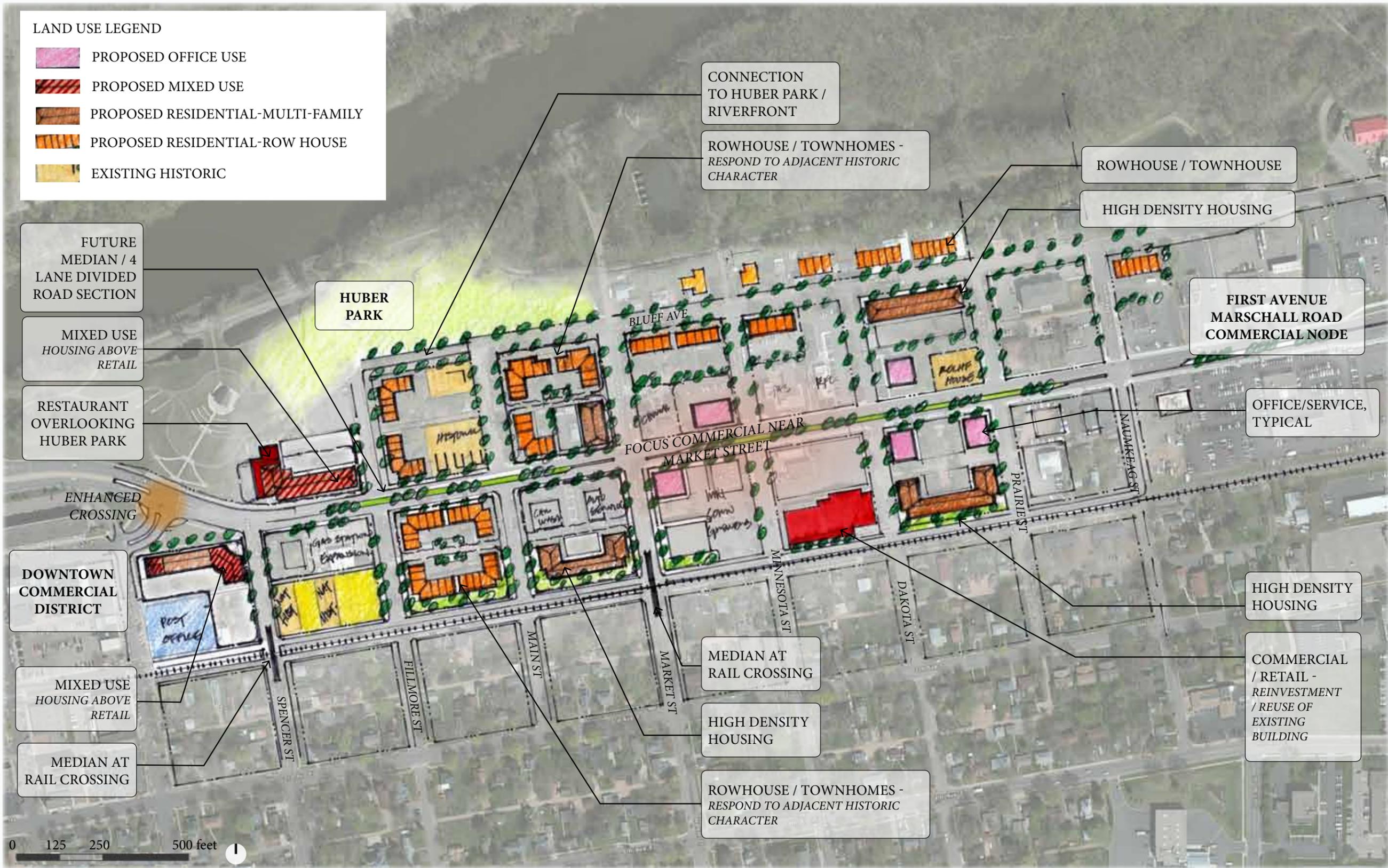


Figure 3.1 - East Downtown Concept



1 FOCUS ON THE DOWNTOWN CORE AND CREATE AN EXPERIENCE:



Farmers Markets can create a draw for downtown



The business mix and public realm are keys to success.

Throughout the planning process much of the focus has been directed to the downtown core, and rightly so. Downtown is the historic, commercial and service hub for the community and broader Scott County. Today, a more male-oriented business climate exists with men's clothing, bait and tackle, and a handful of bars and restaurants. In order to strengthen downtown's role in today's commercial climate the business mix should become more diversified to attract a broader audience who will want to come to downtown, stay longer, frequent more than one business per visit, and ultimately spend more money. This will benefit all businesses downtown with increased activity and energy. Everything from the right mix of businesses, to the amenities, and even the look and feel of downtown streets and public spaces, or the public realm, must resonate with a broader demographic. Some of the potential tactics to transform the downtown experience could include:

- » Work diligently to attract and retain a diverse mix of downtown businesses to attract a broader clientele.
- » Continue to improve on the public realm and historic character of downtown.
- » Promote unique events in addition to Derby Days with music, craft beer, arts & crafts to draw people downtown.
- » Combine with seasonal events: holiday light show, Oktoberfest, classic cars, blues music festivals at the Huber Park band shell.
- » Create a distinctive brand for the downtown businesses collective. Attractive signage, landscaping, art/monuments, and historic interpretation are all opportunities to further highlight downtown's assets.

2 CREATE A BLEND OF UNIQUE BUSINESSES THAT ARE LACKING DOWNTOWN:



Create a mix of businesses that will attract a more diverse clientele.

As the City continues to take advantage of the Hwy. 169 interchange locations to promote additional commercial growth, the role of the historic downtown commercial district will continue to change in character. The commercial role of downtown will likely move from a primary retailing land use to a collection of more of a service, office, entertainment, and specialty retailing. Some of the targeted businesses for the Downtown Commercial District are identified in table 2.1 on page 10 in Chapter 2. The following are a list of business types identified by key stakeholders in and around downtown to help springboard the transformation:

- » Grocery store a la Whole Foods / Trader Joe's / Co-op (numerous responses)
- » Drug store / pharmacy
- » More restaurants / deli
- » Fun / "kitschy" businesses - wine bar, art gallery, gift and antique shops, small book store,
- » "Young", energetic, mid-high end, unique retail experience
- » Retail geared toward women
- » Coffee Shop / Cafe / Brewery
- » The kinds of shops that will draw young families to the area
- » Small theater

3 LEVERAGE THE RIVERFRONT:



Cater to outdoor recreation enthusiasts.



Leverage the Minnesota Valley State Trail (Lanesboro, MN above)

Riverfront revitalization is a growing national trend. The popularity and success of riverfront developments like San Antonio's River Walk, Nashville's Riverfront Park, and New York's Brooklyn Bridge Park have inspired the public to value and desire a connection to rivers. People are drawn to rivers and want learn about their cultural and natural histories, observe riverine wildlife, and engage in outdoor recreation within the green space of river corridors. Developing a vibrant riverfront can help rejuvenate city centers and bring visitors to the area. The following are actions to help leverage the Minnesota Riverfront to enhance business and commerce in Shakopee;

- » Create a "Riverwalk" loop connection between the natural resources and the downtown businesses
- » Encourage the development of shops, restaurants, and cafes that cater to the outdoor recreation crowd.
- » Create a better connection from Downtown to Huber Park, the riverfront, the Minnesota Valley State Trail, the boat ramp, and the pedestrian bridge over the river.
- » Leverage the Minnesota Valley State Trail- Entice trail users (hikers, bikers, snowmobilers) into downtown Shakopee by providing services and facilities for them.
- » Provide recreation amenities for cyclists, boaters, canoers, and kayakers.
- » Incentivize river recreation-based businesses such as outfitters and equipment rental shops.

4 CONSOLIDATE COMMERCIAL & RETAIL AREAS INTO KEY NODES:



As the City's 2009 Comprehensive Plan suggests, focusing retail locations to specific nodes based on development character and function will help strengthen the overall commercial aspect of the corridor. Stretching out commercial uses along the entire corridor can weaken businesses in the Downtown Commercial District. Also, the scattered, inter-mixed residential and commercial uses can create land use conflicts and potentially reduce redevelopment opportunities because of the unknowns of what could be built immediately next door. Establishing a more designated area in the corridor to focus or cluster commercial uses (particularly the blocks immediately surrounding Market Street - both because of existing, stable uses and future transportation improvements) will benefit the key nodes along the First Avenue corridor east of downtown. In general the city should work to:

- » Continue to promote pedestrian oriented retail in the Historic Downtown Commercial District.
- » Enhance and accommodate auto-oriented retail at the First Avenue / Marchall Road Commercial Node.
- » Cluster commercial and office/service uses near Market Street within the First Avenue Commercial Service District.
- » Allow for a mix of more compatible office/service uses and residential uses between the commercial nodes along the corridor.



5 WORK TO ESTABLISH NEW DESTINATIONS IN THE DOWNTOWN:



The Command Center building was talked about as a potential tap room.



Craft Beer / Cocktails could become a new destination downtown.

One of the more talked about ideas or initiatives during the stakeholder engagement process was to develop another destination restaurant in the downtown. At the forefront of the discussion was the idea to develop a new brew pub or distillery and combined restaurant facility. With Shakopee's prohibition history and current malting anchor west of downtown in Rahr, a unique opportunity exists to tie a recent trend in the craft beer / cocktail market and the story of downtown Shakopee. At the time of this planning project, the Command Center Building on First Avenue and Spencer Street was being looked at as a possible brew pub / tap room that would involve reinvestment to the existing building. One of the hang-ups was the lack of immediate parking surrounding the building. The city should continue to work on identifying potential locations for new destinations based on building / site availability, convenient access to parking, strong visibility from Highway 101. This plan suggests locations overlooking the river in the West End Riverfront Housing District and in the First Avenue Commercial Service District overlooking Huber Park.

6 CONTINUE TO PROMOTE ENTERTAINMENT USES:



Valleyfair Amusement Park



Minnesota Renaissance Festival

One of the goals of the City's Comprehensive Plan is to emphasize and promote the major entertainment businesses within Shakopee. The big three, as they are known, Canterbury Park, Valleyfair and the Minnesota Renaissance Festival draw thousands to Shakopee each year. The city should try to build off these major entertainment venues and promote the Downtown Commercial District in a historic shopping/dining/entertainment destination. Downtown should be promoted as a collection of unique shops and destinations within a historic downtown setting. Restaurants, shops, entertainment, arts and history / interpretation can all be packaged together as another "main event" to draw in out-of-town visitors to the downtown. The city should look for potential cross-promotional opportunities with these businesses wherever possible.

7 CELEBRATE LOCAL HERITAGE:



First Avenue in downtown Shakopee
(Scott County Historical Society)



First Avenue in downtown Shakopee today

Speakeasies, burial mounds, and breweries; Shakopee has a history and heritage all its own. From the towns beginnings as a prehistoric settlement and American Indian village, to its history of breweries and its Prohibition-era 'Little Chicago' days, Shakopee has a rich story and cultural heritage that is one of a kind and should be widely shared. Stories such as these help define the community, giving it an identity and attracting visitors. Shakopee should focus on and market the following historical and cultural assets;

- » *Past and present American Indian culture, including the prehistoric burial mounds at The Landing, and the annual Shakopee Mdewakanton Sioux Community Wacipi (Pow Wow)*
- » *The Shakopee Historic District, on the National Register of Historic Places as a Registered Historic District that includes Murphy's Landing, an un-restored gristmill, the Murphy's Inn Ruins, and prehistoric burial mounds affiliated with the Santee Dakota, or Woodland Sioux.*
- » *The 'Little Chicago' / 'Local Las Vegas' era: The histories of the Mill Pond Restaurant (casino and speakeasy at site of Dangerfield's) and Rock Spring Cafe (casino and speakeasy at present day Turtle's Bar and Grill).*
- » *Brewing and distilling tradition-Strunk, Heller's Union Brewery, Shakopee Brewery (Hubert Nyssen), Rahr Malting, etc.*

8 CONTINUE TO PROMOTE INDUSTRIAL / BUSINESS PARK USES ON THE EAST END:



New businesses on the East End of Shakopee.



Industrial, manufacturing and employment growth will continue on the East End of the 101 Corridor.

Historically, Shakopee has been an industrial town with a great setting on the Minnesota River. The East End of the 101 Corridor reflects this industrial / business park character with the Valley Green Industrial Park and numerous other large scale industrial, manufacturing and distribution businesses. Through discussions early on in the planning process, it was clear to see from the analysis of land use and infrastructure and the thoughts of stakeholders and community leaders that this area should continue to develop as jobs-based, industrial area over time. This could occur as either infill of existing vacant lots (such as the construction currently underway along Shenandoah Drive) or the redevelopment or re-purposing of existing industrial uses, such as the planned renovation of the K-Mart distribution center east of County Road 83 near Canterbury Park. The East End will continue to see demand for industrial / business park uses overtime. The planned sewer and water project in 2014 will expand capacity and allow additional growth to areas on the far east edge of town.



1 IMPROVE HOUSING IN THE NEIGHBORHOODS SURROUNDING DOWNTOWN



Existing historic housing surrounding downtown



An example of renovated housing in a downtown setting.

A true bellwether of Downtown Shakopee’s success will be the number of additional housing units and the variety of the units that are developed in the future. The success of downtown businesses relies on vibrant, more heavily populated downtown core. Today, an older housing stock surrounds downtown. These homes are smaller in size, scale and square footage than others in the community and some have seen deferred maintenance over time. Targeting young families with a desire for a more traditional, small town environment should be focus for residential transformation of this area. It is imperative that the City work to ensure the reinvestment of these areas. First step activities could include:

- » *Establish an aggressive housing restoration / rehabilitation program to encourage / conduct reinvestment.*
- » *Conduct on-going conversations with the rail road authority to reduce the impacts of train noise and develop stronger connections across the barrier of the rail line.*
- » *Explore residential design guidelines for the Downtown Residential District to encourage reinvestments according to traditional residential character.*
- » *Determine performance benchmarks and report annually on residential improvements.*



Senior care



Rowhouse / Townhomes



Accessory units

2 ADD NEW HOUSING OPTIONS THROUGHOUT THE DOWNTOWN / FIRST AVENUE AREA



Higher density housing - apartments / condominiums



Senior Housing

Shakopee should develop a wide range of housing types throughout the downtown districts that are in demand in the marketplace. Increased housing will support the existing downtown businesses and help to grow the labor pool for the community. The impressions from market research consultant, W-ZHA indicate there are opportunities in the downtown for small, incremental developments, however, the rail line and train horn will continue to be a issue for downtown housing. Today, housing is not very strong along the 101 Corridor, but is seen as an opportunity. Increased housing in the corridor will help to balance underutilized commercial properties and focus commercial activities to specific nodes, rather than stretching under-performing commercial uses along the entire corridor. Senior housing niches should offer the most substantial opportunities in these areas, particularly with the long views of the Minnesota River valley for higher density housing options. Increased housing options in the downtown should center around:

- » *Upper story lofts, condos, apartments in the Downtown Commercial District;*
- » *Senior-oriented upper-story lofts, condos, and apartments in the Downtown Commercial District and adjacent to/overlooking the Minnesota River;*
- » *Single-family, carriage-house units, row houses, urban townhomes and small scale condominiums in the neighborhoods surrounding the downtown, and;*
- » *Live-Work units / artist studios immediately west and south of the Downtown Commercial District.*

To realize the goal of strengthening the downtown housing options, new housing products must align with current market demands. Whether condos overlooking the Minnesota River, or single-level townhomes targeting active seniors, or single-family homes with carriage house units targeting growing families with aging parents, market alignment is critical. Conducting periodic residential market studies to better gauge residential market demands over time is recommended. This type of study should become a routine activity (either City or developer initiated) to understand how the market is evolving.

3 ESTABLISH LONG-TERM HOUSING IMPROVEMENT & REDEVELOPMENT DISTRICTS



Establishing specific focus areas for housing reinvestment and housing redevelopment will help property owners and developers to best understand where transformation and redevelopment is targeted in the future. Fundamental approaches for establishing long-term housing and redevelopment districts should adhere to the following goals:

- » Surround the Downtown Commercial District with quality housing.
- » Establish focus areas for housing redevelopment in the West and East End Riverfront Housing Districts, the Neighborhood Industrial District and the First Avenue Commercial / Service District.
- » Focus housing areas adjacent to amenities such as the riverfront and Huber Park.
- » Leverage underutilized sites along the corridor a potential infill housing opportunities.

Case Study: Live / Work Housing

The community of Boulder, Colorado was faced with the issue of what to do with underutilized industrial land in transitional neighborhoods. In response they created a land use category for "neighborhood industrial." This category allowed for mixing of light industrial and residential.

Many of the neighborhood industrial buildings are attached, townhome style with a workshop on the ground floor, usually owned by the resident above. Because of the residential mix, businesses with hazardous materials or exhaust are prohibited.

The aerial photo of the development to the right shows 17 units, most of which are tied to ground floor work space areas. Residents have started and operated a number of businesses out of their units, including a light fixture designer, adventure sports tours headquarters, a yoga studio, an electrician, a graphic designer and an energy bar maker, among others.



4 ENHANCE THE RESIDENTIAL AMENITY PACKAGE FOR DOWNTOWN NEIGHBORHOODS



Internal courtyard spaces for higher density housing can create an attractive amenity for residents.



Smaller pocket parks and garden areas can benefit downtown.

Strengthening the amenity package (parks, trails, sidewalks, gardens, streetscapes, etc.) to entice people to move downtown is a critical step. While Huber Park is certainly an asset to downtown it's difficult for residents south of 101 to access, and because of its isolation and marquee events it feels more like a community park rather than a neighborhood park. Creating great residential streets and smaller scale pocket park amenities, both public and private will be an important step to attract more people to live downtown. Key steps include:

- » Develop stronger connections to the Minnesota River and trail network.
- » Create attractive streetscapes for residential neighborhoods for walking/ biking.
- » Add park elements that will benefit the downtown residents such as small pocket parks and linear greenways.
- » Create better pedestrian links to key destinations and or commercial/retail nodes.
- » Develop a multi-year capital investment plan for downtown amenities.



1 INCREASE WALKABILITY THROUGHOUT DOWNTOWN / FIRST AVENUE



A strong pedestrian realm and enhanced crossings of barriers such as Highway 101 and the rail line will key to downtown's success.

Creating a safe, convenient, and comfortable pedestrian realm is paramount for any successful downtown business district. It's more about the scale and comfort of the pedestrian. If they don't feel like it's an inviting space, there is no desire for them to stay, and frequent additional business. Drawing the surrounding residents to these businesses also means creating an environment that promotes walking. Safe crossings of the rail road, clean and safe streets, boulevard trees for shade can provide relief from the elements. Benches and site furnishings add to the welcoming environment. Key aspects include:

- » *Strengthen sidewalk connections.*
- » *Create a great walking environment and public realm.*
- » *Investigate complete street policies to include the appropriate level of infrastructure for pedestrians, bicyclists, and automobiles.*
- » *Improve the crossings of barriers such as the rail line and CR 101 with pedestrian refuge islands within medians, broad landing areas for people to wait to cross further away from traffic.*

2 IMPROVE ACCESS BETWEEN DOWNTOWN AND THE RIVER / HUBER PARK

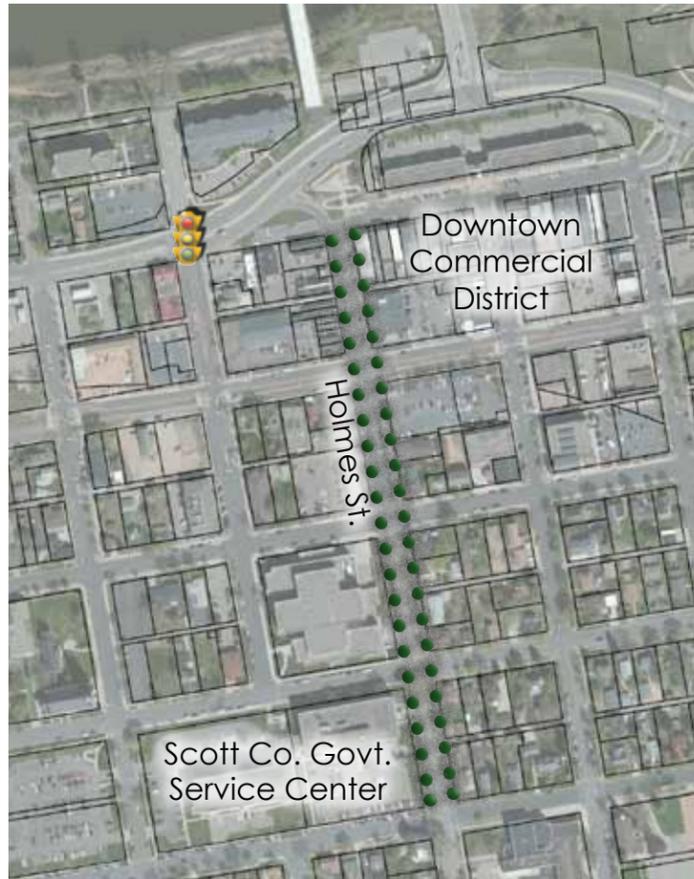


The existing intersection at Highway 101 and the east entrance to historic downtown Shakopee is uninviting to pedestrians.

A key pedestrian connection the City must improve over the long-term, and potentially with the new 101 bridge improvements is the intersection of Highway 101 and First Avenue into downtown (near Huber Park on the east). The connection between Huber Park and the events such as Derby Days and the downtown core is significant. The combination of the open space amenity and the businesses provides the opportunity to sell the downtown as a collection of things to do. Broader landing areas for pedestrians to gather, enhanced pedestrian crossings (pavement markings, flashing signals), and vertical design elements can all be signals to both drivers and pedestrians that this is the safe and intended location to cross the highway.

Currently the west side of downtown has the tunnel under Highway 69. A stronger connection from Huber park under the 101 bridge to the tunnel under Highway 69 should further refined and promoted as another means to access the river and Huber Park. A more attractive public gathering area near the west side tunnel are could help this, perhaps integrating a story on the underground, bootlegging history of Shakopee.

3 CONNECT THE SURROUND NEIGHBORHOODS / JOBS TO DOWNTOWN DISTRICTS



Enhance the pedestrian connections along Holmes Street to entice Scott County Govt. Service Center Employees to frequent downtown businesses.

Holmes Street provides an opportunity to develop a stronger pedestrian connection from the largest concentration of employment immediately surrounding downtown to the businesses and restaurants in the Downtown Commercial Core. The morning coffee crowd and the lunchtime cafe business that are desired, must take advantage of this large employment base. Potential bike lanes on Holmes Street can provide another direct mode of transportation to downtown business.



The Scott County Government Center is the primary employment base for downtown.



4 PROMOTE ACTIVE LIVING (WALKING/CYCLING)



Connections to multi-use trails along the river are important for active living.



Bike racks, and designated bike infrastructure such as on-street bike lanes should be improved.

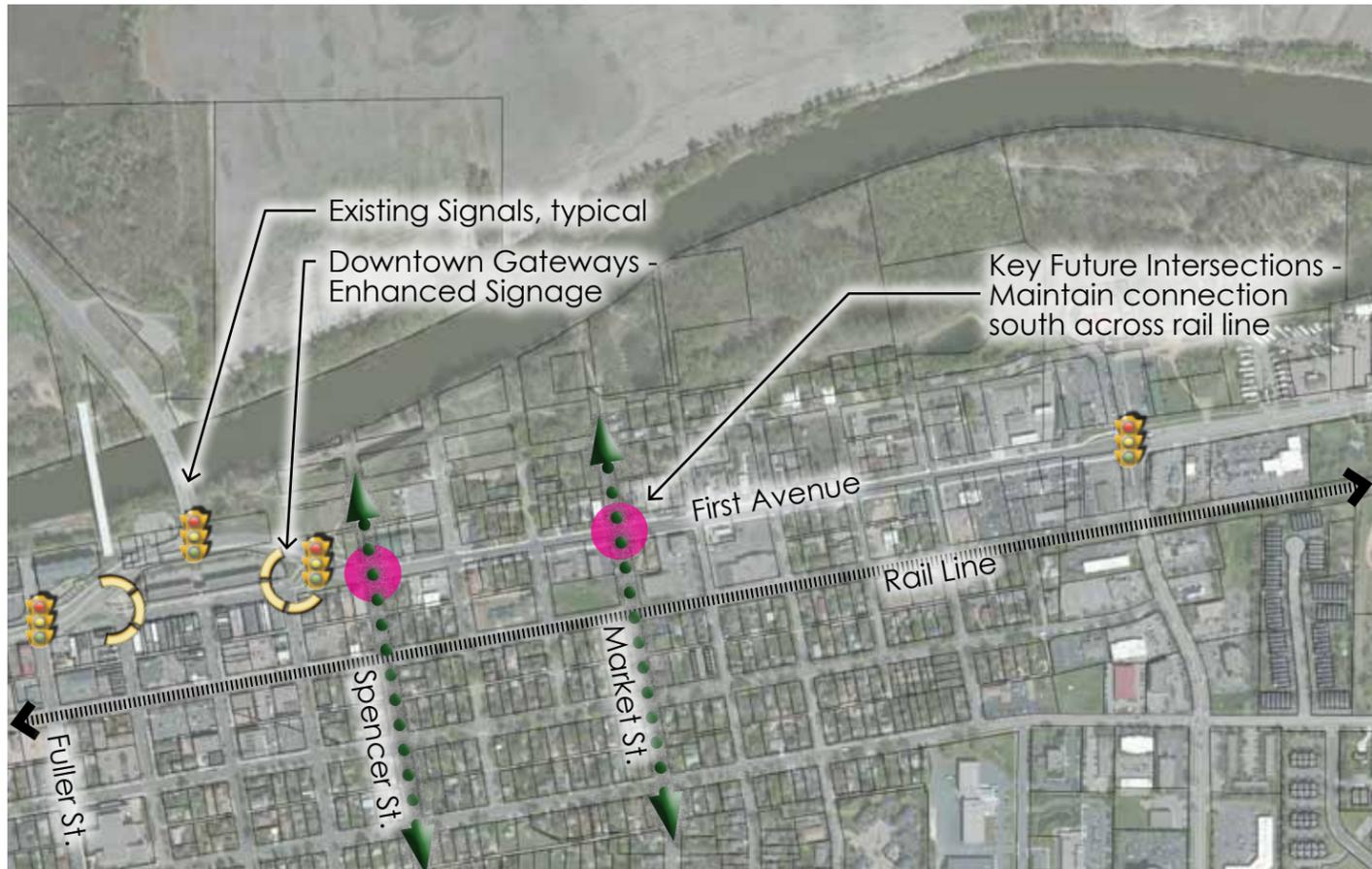


A healthy lifestyle includes routine physical activity, and the design of our environment can make the healthy choice the easy choice. Communities can support active living making walking and biking options accessible, comfortable, and enjoyable. The following actions promote active lifestyles:

- » *Dedicate on-street bike lanes*
- » *Improve pedestrian crossing signals*
- » *Clearly identified bike-friendly routes*
- » *Integrate multi-use trails throughout the community*
- » *Add bike racks downtown and at other community destinations*



5 IMPROVE DOWNTOWN TRAFFIC CIRCULATION / BUSINESS VISIBILITY:



It was noted during the joint work session and observed with traffic counts that the primary flow of traffic through the corridor moves from the north, across the 101 bridge and then east along First Avenue, by-passing the historic Downtown Core. As traffic levels continue to grow over the next ten to twenty years and the corridor transitions to a likely four lane divided roadway section, maintaining adequate access and circulation throughout the district will be critical. Particularly along the First Avenue segment where only one city block exists between the rail line and the heavily traveled corridor. When pairing discussions of potential rail crossings with long-term transportation improvements additional consideration should be given to focusing intersections and potential additional signals along First Avenue with key streets extending south from the district, such as Spencer and Market Streets. Maintaining a balance between business accessibility and regional transportation goals will be critical.

Additionally, combining enhanced signage at key intersections, such as First Avenue / Huber Park, and First Avenue / Fuller Street, will provide an indication for those traveling along the CR 101 or 69 corridors that these intersections are the locations to enter the historic downtown commercial district for Shakopee.

6 IMPROVE PARKING IN DOWNTOWN:



Auto-oriented directional signage to downtown parking areas.



Historic character and downtown branding for parking signage.

The availability of convenient parking is essential to the success of any downtown. Many comments at the public open house and discussions with community leaders highlighted an inadequate parking supply downtown, some of this may be attributed to the fact that all the parking for downtown isn't at the front door of every business.

Providing accessible, safe, and adequate parking is critical to a successful downtown district – especially when commercial and residential uses become more intermixed. On-street parking is the backbone of a downtown parking strategy and the angled parking currently located on First Avenue and the side streets provide excellent options for Downtown businesses. However, it will be important for Shakopee to better advertise and map public, off-street parking facilities and strategically place any new parking, potentially structured, so it meets the demands of future development. It will also be important for Shakopee to establish policies to utilize existing parking in the most efficient way possible, yet still accessible. Shakopee should enhance the advertisement and wayfinding to downtown parking locations.

As redevelopment occurs in the Downtown area and new businesses are introduced, parking will become an issue that will require further attention. Future redevelopment projects will need to expand parking in the Downtown Commercial District. The following strategies are reinforced in the City's current Comprehensive Plan:

- » *Redevelopment sites must be large enough to address the parking needs of new businesses.*
- » *Where 100 percent shared parking is provided, a reduction in the amount of required parking should be considered for redevelopment projects that lack area to accommodate its total required parking.*
- » *Where required parking cannot be provided in compliance with the City Code, the City may allow a reduction in the amount of parking provided a cash contribution to a Downtown parking fund is made. The parking fund would be used to help finance the development of public on-street or off-street parking stalls.*

7 ENHANCE DOWNTOWN BUSINESS SIGNAGE:



River City Centre creates a visual barrier to the historic Downtown Commercial District.



The current entry sign stands along as the only feature to draw business patrons off of CR 101 to the Downtown Core.

A common message heard from downtown business owners was the lack of visibility to the historic downtown district from the 101 Corridor. While the River City Centre provides a strong mixed use project for the downtown, it creates a physical barrier and limits visibility into the district.

The following initiatives represent thoughts and ideas shared from the business community. These ideas should be further explored to enhance business signage in the Downtown:

- » Create a distinct brand for directional, wayfinding, and business signage for the historic downtown and the First Avenue segment of the 101 Corridor.
- » Combine signage, landscaping, artistic entry markers or monuments, and historic interpretation to reinforce the brand and signify the arrival to a unique destination at the primary gateways to the historic downtown.
- » Integrate downtown signage with the planned improvements to the CR 101 Corridor roadway and bridge improvements immediately north of Downtown, potentially integrating signage with the barrier wall along the south side of the roadway and enhanced streetscape.
- » Provide signage for historic Downtown near the Highway 169 interchanges. Explore the possibility of creating multi-business signage for Downtown businesses on outskirts of the community, particularly near the major interchanges along Highway 169 to direct traffic Downtown.
- » Enhance local business signage on buildings throughout the Downtown, reflective of the historic character and the overall Downtown Commercial District brand.



Auto oriented directional signage with specific design or brand can direct visitors to key destinations and Downtown districts.



Gateway features such as fountains, arbors, landscaping, and especially decorative lighting can signal the arrival to a unique district.



Informational kiosks with Downtown destinations and a business directory can be a valuable tool for raising awareness of the range / types of businesses.



Wayfinding and directional signage along the riverfront and Huber Park should strengthen connections back to the Downtown.



Tall, vertical monuments at key intersections can also signify to passing motorists the entry to the Downtown Core.



1 ENHANCE THE PUBLIC REALM WITH HIGH AMENITY STREETS



Mix of street lights, median plantings, banner poles & bollards.



Pedestrian amenities

The importance of high quality, pedestrian friendly streets in establishing a community’s character cannot be overstated. Whether driving through the corridor in an automobile, riding a bicycle or walking on foot, enhanced features such as street lighting, furnishings, boulevard trees and landscaping go a long way to make streets a memorable environment, and one to attract return visits. It is the area behind the curb and within the public right-of-way that is the most significant opportunity area to develop that lasting impression.

In this regard, the recent streetscape improvements along the First Avenue, both east and west of Downtown and the quaint, historic streets within the Downtown Commercial District are viewed as a step toward implementing a positive community image. While the recent improvements to the First Avenue represent a significant upgrade to the infrastructure (utilities and roadway pavement) the sidewalk areas still lack the additional features to provide pedestrian comfort. In anticipation of long-term transportation changes to the 101 corridor in the future, i.e., conversion from the current five-lane configuration to a four-lane with center median, the City should begin planning now for how this corridor will once again transform. This reduction in lane width would allow for additional green space for median plantings and /or boulevard trees and landscaping.

Within the Downtown Commercial District, streets should balance on-street parking, business signage, and pedestrian amenities such as lighting, furnishings, awnings, planters and other elements that create safe, comfortable and appealing character. Two important streets help to link the Downtown Commercial District with the Scott County Government Center are Fuller Street and Holmes Street. As identified in the City’s Comprehensive Plan, the Fuller Street/First Avenue is a key gateway intersection. As the first signalized intersection west of the 101 bridge, it provides access north of First Avenue to housing and the park and provides a focal point to the view up the hill to the south to the Courthouse. Enhanced sidewalks that encourage pedestrian travel between the Government Services District and the Downtown Commercial Core should be promoted. Bicycle lanes should also be encouraged on Holmes street to create a strong connection to the downtown businesses and the riverfront.



Quality streetscapes help create a lasting memory of positive community image.



Main Street character

2 CREATE AN OUTDOOR PLAZA SPACE AS FOCUS FOR DOWNTOWN EVENTS



Investigate the location for a small scale performance space on the south side of CR 101.



Interactive fountains within small plaza spaces can become an impromptu gathering area for families and another reason to come and stay in the downtown.

Not every event that is tied to the downtown must be tied to Huber Park. Huber Park functions as more of a community park and is designed to hold the larger community scaled events. During the stakeholder Open House some questioned if a small public gathering space on the south side of CR 101 should be developed. One that was more directly connected to downtown, avoiding having to cross CR 101. Examples of this space could be a small plaza space for multifunctional events, perhaps reinventing the pavement area on the south side of River City Centre at the terminus of Lewis Street. Other communities, such as Elk River utilize this area for posting news about downtown events, a small interactive fountain for children provides a casual space for families to gather and mingle. A variety of different techniques and installations for smaller scale public gathering areas could be explored, including:

- » *Re-imagine the River City Centre Plaza space.*
- » *Utilize the old bridge for events such as an arts festival, particularly with the high visibility from CR 101.*
- » *Explore enhancing areas behind businesses on First Avenue.*
- » *Carve out areas for outdoor sidewalk cafes on downtown streets.*

3 CREATE LOCATIONS FOR OUTDOOR DINING



Corner lots, remnant lots, enhanced back alley courtyards and sidewalk bump-out spaces could all contribute to increasing life on the street and overall activity in the downtown.

Another opportunity to create quality gathering areas downtown could come with the creation of more outdoor dining locations. Whether establishing small, outdoor seating along sidewalks, or allowing the creation of outdoor dining areas within alcoves of buildings, or the back alley areas of First Avenue restaurants, additional opportunities for outdoor dining should be explored. Providing outdoor dining heightens the activity on the street and creates a welcoming atmosphere, enticing people to stay longer, and ultimately frequent more shops and businesses.

Developing a restaurant with outdoor dining overlooking the Minnesota River could be another possibility and perhaps integrated with residential development in the East or West Riverfront housing District. Based on the comments from the public open house, outdoor dining in the downtown and along the waterfront recreation and Huber Park area had tremendous support.



1 HOLD FIRM TO THE VISION



The city must hold firm to the vision to transform downtown Skakopee into one of the great, vibrant historic downtowns in the metro area (downtown Stillwater pictured)

In order for the downtown to transform into a vibrant mixed use district, the collective community (stakeholders and community leaders) must hold firm to the vision. This is easier said than done, as over the life of the redevelopment process there will be differing points of view on what is the best way to help the downtown achieve its goal. It also means leaders can't simply say yes to any users who want to occupy space or create a new project for the downtown. It's about finding the right mix of uses and users for the greater benefit of the downtown as a whole. Economic Development staff will lead the effort in directing interested parties to the proper locations in the community based on the types of business and requirements of each end user. Community leaders will play a key role in promoting the downtown and prioritizing initiatives focused on the downtown.

2 DEVELOP STRATEGIES TO HELP IMPROVE THE DOWNTOWN BUSINESS CLIMATE



Tie events at Huber Park to Downtown Business promotions.



Integrate farmers markets, art and crafts exhibits / fairs with the historic downtown retailing environment.

Conditions for downtown retailing are challenging, especially compared to the ease and convenience of shopping in the larger retail centers just off of Highway 169. Not enough specialty shops for women, coffee shops and bakeries along with a lack of parking at the front door of businesses have all been identified as hurdles to success downtown. Changing the mind-set of shoppers about the downtown experience and offering a distinctive reason to shop there is critical. Enticing shoppers with multiple options, a quaint historic environment and a unique and memorable experience should be at the forefront of all downtown retailers, and the arts and fine crafts concept could help pioneer this movement. Potential steps to promote downtown business and retailers should work to:

- » *Provide better coordination with business owners. Downtown business hours vary a great deal, and holding similar hours of operation on at multiple times of the week should be a top priority;*
- » *Promote a rewards card or frequent user card solely for downtown businesses and restaurants;*
- » *Promote sales around key events occurring in the downtown;*
- » *Integrate art performances / exhibitions to drive traffic and promote other downtown businesses, and;*
- » *Promote a downtown retail or business crawl.*

3 CONSIDER MEMBERSHIP IN THE MINNESOTA MAIN STREET PROGRAM

Shakopee should work to form a new Downtown Business Association as the primary champion for downtown. Previously, a “Downtown Partnership” was established from 2007-2011, but has since disbanded. Shakopee has several agencies such as the EDAC and Scott County CDA, plus organizations like the Chamber of Commerce and active groups including the heritage preservation advocates with varied interest in downtown. A strong Downtown Business Association with agency, business, resident and special interest representation can oversee implementation of downtown initiatives and serve as the “keeper of the vision” established by 101 Corridor Marketing Plan.

The Downtown Business Association should further investigate inclusion into the National / Minnesota Main Street Program. This program administered through the Preservation Alliance of Minnesota provides comprehensive guidance to communities with historic downtowns in need of revitalization. Inclusion into the Minnesota Main Street Program could provide additional recognition and stabilization to the downtown as a whole, and perhaps inject a new generation of business owners and volunteers into the downtown fold.

The recognition of the Main Street Program may also allow for broader capture and acceptance of much needed funding elements. From the expansion of membership dues, to additional local government support, grants, private donations, and earned income related to promotional events the Downtown Business Association has the opportunity to generate additional operating income. Many Minnesota Main Street Program communities have also established district-wide special assessments supporting the activities of downtown revitalization, known as Special Service Districts.

First-step activities could include:

- » *Organize a Downtown Business Association with an executive board and committee;*
- » *Establish comprehensive and sustainable funding strategy;*
- » *Explore the creation of a special service district;*
- » *Prepare yearly update reports on the action plan status;*
- » *Hire an experienced, visionary and engaging executive director (potentially a part-time position);*
- » *Provide an organizational approach to tourism services;*
- » *Establish a business recruitment/retention program focused solely on downtown, and;*
- » *Create web-based downtown property search engine.*



THE NATIONAL MAIN STREET PROGRAM

The Main Street Four-Point Approach is a community-driven, comprehensive methodology used to revitalize older, traditional business districts throughout the United States. It is a common-sense way to address the variety of issues and problems that face traditional business districts. The underlying premise of the Main Street approach is to encourage economic development within the context of historic preservation in ways appropriate to today’s marketplace. The Main Street Approach advocates a return to community self-reliance, local empowerment, and the rebuilding of traditional commercial districts based on their unique assets: distinctive architecture, a pedestrian-friendly environment, personal service, local ownership, and a sense of community.

The Main Street Four-Point Approach is a comprehensive strategy that is tailored to meet local needs and opportunities. It encompasses work in four distinct areas — Design, Economic Restructuring, Promotion, and Organization — that are combined to address all of the commercial district’s needs.

DESIGN:

Enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging compatible infill, and developing sensitive design management systems. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer.

ORGANIZATION:

Building consensus and cooperation among the many groups and individuals who have a role in the revitalization process.

PROMOTION:

Marketing the traditional commercial district’s assets to customers, potential investors, new businesses, local citizens, and visitors. Promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district.

ECONOMIC RESTRUCTURING:

Strengthening the district’s existing economic base while finding ways to expand it to meet new opportunities. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today’s consumers’ needs.



4 CONSIDER A RANGE OF CITY PARTICIPATION WITH REDEVELOPMENT



Existing vacant land along Second Avenue along the rail line.

Acquisition and land assembly may be important in bringing new development interests to the area or accommodating the in-place expansion of existing business. Historically, the City has been reluctant to acquire homes for redevelopment; however, as the community continues to mature, redevelopment will not likely occur without some public participation. Currently, the Scott County HRA has a program entitled “land banking” in which the HRA, in cooperation with the City, will acquire substandard or non-conforming homes that may be earmarked for redevelopment. Through this program, the homes are purchased as they come up for sale by willing sellers. This avoids the politically sensitive issue of eminent domain and costly relocation expenses. The EDA should also consider a willing seller, willing buyer approach for key parcels in attractive redevelopment locations in the downtown.

5 USE REDEVELOPMENT AND REHABILITATION FINANCE TOOLS



Vacant property along First Avenue.

Many different tools should be at the disposal of the City to assist with the transformation of the Downtown / First Avenue Corridor. Not every project is the same. The size and scope may vary, some may be redevelopment driven, some may be property reinvestment, and others may be simply beautification projects. The city should work to establish clear thresholds for anticipated level of assistance from potential joint partnerships, to providing financial assistance or simply assisting with or facilitating deals between land owners and developers as a third party. An number of different tools could include:

- » *Tax increment financing (TIF)*
- » *Tax abatement*
- » *Historic tax credits for building improvements*
- » *Facade improvement program for downtown buildings*
- » *Low interest loans for property improvement and beautification*
- » *Grant opportunities*
- » *Private donations*

6 INVESTIGATE MODIFICATIONS TO THE CURRENT ZONING CONTROLS



Yarusso's Hardware Store (and former Red Owl grocery store) has sat vacant at a prime location on First Avenue for some time.

The city should examine all zoning, land use and development controls that impact the Downtown and First Avenue Corridor for consistency with this document and the City's Comprehensive Plan, to insure the same goals and values are being echoed. In particular, some have questioned if the city's current “Mixed Use” land use designation is appropriate for the First Avenue Corridor. While mixed use does provide flexibility for a range of property types, it can also create confusion or an unwillingness for developers to proceed with projects because virtually anything can be built next to their project. Providing more refinement to this section of the corridor (i.e. focusing commercial to key nodes) and aligning land use and zoning controls with figure 3.1, the District Diagram, more definitive long-term concept plans could ultimately be developed.

Additionally, some uses (such as used car lots) could be zoned out of the the corridor to promote a more intensive development pattern and use. Historic structures should be respected and redevelopment should respond to the characteristics of the buildings, reflecting historic architecture. The primary objective is to align planning documents and the city's vision with the appropriate zoning controls to promote redevelopment and transformation of the places within the corridor where it is needed.

7 REDUCE THE NEGATIVE IMPACTS OF THE RAIL LINE



Eliminating the train horn could be a significant improvement for downtown.

Many commented on the rail road (Union Pacific) and the noise from the train horn as one of the most significant, negative impacts on the downtown. The city has had discussions with the rail road in the past about introducing a quiet zone, or whistle free zone through the downtown. However, the rail road would require upgraded crossings with lights and crossing arms which are a significant expense. Additionally, the rail road would look to have more intersection crossings closed and fencing installed along the corridor.

Currently, there are roughly six trains per day, but speculation that the sand/fracing industry may grow demand. Since the rail road sees this as a major route to key areas along the Minnesota and Mississippi River valleys train traffic may increase. Ultimately, the city will need to weigh the appropriate balance of reduced train noise, crossing upgrades and perhaps increased train speeds. To monitor the rail road and the relationship between these significant transportation changes and redevelopment planing, the City should reinstitute an on-going rail road committee comprised of community leaders and key staff (public works and planning) to continue the conversations with the rail road about the long-term desires of the community and those of the rail line.

8 ESTABLISH PERFORMANCE TARGETS



Vacant gas station on First Avenue west of downtown.

Shakopee should work to establish a range of performance measurements and create an auditing tool to regularly measure the downtown's performance. There are few measurements and no auditing tool in place to help answer the question if downtown is succeeding or not. Collecting data and regularly measuring key economic and sustainability indicators is a critical strategic tool in evaluating where downtown is thriving and where work is needed. In addition to understanding success, a performance audit will also assist in communicating downtown needs, competing for grants and combating misinformation. Performance targets could be established for the short through long-term time frames. The effort will require collecting, interpreting and presenting key economic and sustainability indicators in new ways that tell the story of downtown Shakopee's progress. Measurement targets could include:

- » *Ratio of new households and commercial square footage created in the downtown districts compared with the full community.*

Changes in:

- | | |
|--|---|
| <ul style="list-style-type: none"> » <i>Number of households / businesses</i> » <i>Attendance at key venues</i> » <i>Employment</i> | <ul style="list-style-type: none"> » <i>Retail trade</i> » <i>Rents</i> » <i>Property values</i> » <i>Visitorship</i> » <i>Vacancies</i> |
|--|---|

9 CELEBRATE SUCCESS



Derby Days in Huber Park.

Finding ways to celebrate the successes of downtown's transformation, from large to small, will be important to initially build and then continuing to perpetuate the positive momentum of change. Many have said that a lot of things have happened, just not fast enough for some people. Being able to demonstrate these improvements and utilizing key metrics to tell a facts-based story will help to document the positive evolution about downtown, and quell any misinformation. It's important to highlight key projects and initiatives and tell the story of how they came to be. Downtown "celebration boards" can post new projects and information on businesses and a specialized downtown Shakopee web-site can highlight new projects and aid in promoting downtown businesses. Sustaining positive momentum is key.

OVERVIEW - USING THE ACTION PLAN, A TOOL KIT

The 101 Corridor Marketing Plan, combined with the City of Shakopee’s Comprehensive Plan are intended to guide the big picture decision making by City officials, staff, key stakeholders and the public. How will staff, City officials, and stakeholders take the actions outlined in the Marketing Plan, which are more general in scope and translate it into rational and defensible choices about making changes with the City? It is intended to act as a guide to evaluating new projects, actions and initiatives and to help with decision making city-wide and within downtown. The implementation section helps to:

- Organize the actions, and demonstrate the interconnected benefits of each project, action or initiative.
- Create a set of principles on which to evaluate projects / initiatives.
- Provide a prioritization of key projects at the forefront of the Downtown.
- Provide a master “matrix” of the actions outlined in the report.

THE DECISION PRINCIPLES CHECKLIST

The Decisions Principles Checklist is a set of critical questions based on the core values of the Action Plan. When faced with a new initiative or project all the questions should be asked. Not every action will receive a “check” for every question, but each question should be asked during the evaluation process. Simply because a certain contemplated action meets many or few principles it should not be the sole grounds for acceptance or rejection, but it should be a significant factor in the decision process. If an action does not receive a “check,” critical questions need to be asked about how the project can be adapted to meet a decision principle; and, if it cannot be adapted, whether the action meets enough other decision principles to justify moving forward. The Decision Principles tool can be particularly effective when comparing several competing actions.



- Will the action enhance business and development opportunities?
- Will the action increase the tax base in the downtown?
- Does the action fill a vacancies in retail street frontage?
- Does the action create a vertical mix of uses (i.e., housing above retail)?
- Will the action increase the number of visits downtown?
- Does this action redevelop underutilized land in the downtown area?
- Does this action provide more retail and/or entertainment options?
- Does this action increase the number of housing options downtown?
- Does this action diversify the mix of living units downtown?
- Does the action provide better connection to the Minnesota River?
- Will the action promote walking & biking in downtown?
- Does the action create a multi-modal network of transportation?
- Will the action help visitors navigate downtown and cross physical barriers?
- Does the action create a venue for public gathering?
- Does this action offer more opportunities for people of all ages to gather downtown?
- Does the action reinforce the historic downtown character?
- Will the action diversify the reasons to visit or live downtown?
- Are life cycle and operational costs sustainable?
- Does the action hold true to the downtown’s vision?
- Will the action leverage other investments?
- Does the action improve downtown’s organizational structure?

PRIORITY ACTIONS (THOSE WITH AN IMMEDIATE TIMEFRAME)

TIMING	ACTION	RESPONSIBILITY	COST	FUNDING OPTIONS	VISION PRINCIPLES
I-L	FOCUS ON THE DOWNTOWN CORE...CREATE AN EXPERIENCE	M&CC, EDAC, PC, CC	\$\$\$	PF, PV	● ● ●
I-L	CREATE A BLEND OF UNIQUE BUSINESSES THAT ARE LACKING IN DOWNTOWN TODAY	M&CC, EDAC, PC, CC, CD/P	\$\$\$	PF, DEED, FR, CF, PV	● ● ●
I-L	CONTINUE TO PROMOTE ENTERTAINMENT USES	M&CC, EDAC, PC, CC, CD/P	\$	FR, PV	● ● ●
I-L	CONTINUE TO PROMOTE INDUSTRIAL / BUSINESS PARK USES ON THE EAST END	M&CC, EDAC, CD/P	\$	PF, PV	● ● ●
I-S	IMPROVE THE HOUSING IN THE NEIGHBORHOODS SURROUNDING DOWNTOWN	M&CC, EDAC, SCCDA, PC, CD/P	\$\$	PF, CF, PV	● ● ● ● ●
I-L	ENHANCE THE RESIDENTIAL AMENITY PACKAGE FOR DOWNTOWN NEIGHBORHOODS	M&CC, SCCDA, PC, CD/P, P&R	\$	PF, FR, CF, PV	● ● ● ● ●
I-L	INCREASE WALKABILITY THROUGHOUT THE DOWNTOWN / FIRST AVENUE	M&CC, EDAC, PC, CD/P	\$\$	FR, PV	● ● ● ● ●
I	IMPROVE ACCESS BETWEEN DOWNTOWN AND THE RIVER / HUBER PARK	PW/D, CD/P	\$\$\$	PF, CF	● ● ● ● ●
I-M	ENHANCE DOWNTOWN BUSINESS SIGNAGE	PC, CD/P	\$\$	CF, FR, PV	● ● ● ● ●
I-L	ENHANCE THE PUBLIC REALM WITH HIGH AMENITY STREETS	M&CC, PC, CD/P, PW/E	\$\$\$	PF, CF	● ● ● ● ●
I-L	HOLD FIRM TO THE VISION	M&CC, EDAC, CC	\$	FR, PV	● ● ● ● ●
I	CONSIDER MEMBERSHIP IN THE MINNESOTA MAIN STREET PROGRAM	M&CC, EDAC, CC	\$	CR, FR, PV	● ● ● ● ●
I-L	CONSIDER A RANGE IN CITY PARTICIPATION TO ASSIST IN REDEVELOPMENT	M&CC, EDAC, SCCDA, PC	\$\$\$	PF, CF, FR, PV	● ● ● ● ●
I-L	REDUCE THE NEGATIVE IMPACTS OF THE RAILROAD LINE	M&CC, EDAC, PC, CC, CD/P, PW/E	\$\$\$	PF, CF	● ● ● ● ●
I-S	ESTABLISH PERFORMANCE TARGETS	M&CC, PC, CD/P	\$	CF	● ● ● ● ●
I-L	CELEBRATE SUCCESS	M&CC, EDAC, CC	\$\$	CF, FR, PV	● ● ● ● ●

RESPONSIBILITY	COST	TIMING	FUNDING OPTIONS	VISION PRINCIPLES
M&CC - MAYOR AND CITY COUNCIL PC - PLANNING COMMISSION EDAC - ECONOMIC DEVELOPMENT ADVISORY COMMITTEE SPUC - SHAKOPEE PUBLIC UTILITIES COMMISSION CC - CHAMBER OF COMMERCE P&R - CITY PARKS AND RECREATION STAFF CD/P - CITY COMMUNITY DEVELOPMENT / PLANNING STAFF PW/E - CITY PUBLIC WORKS / ENGINEERING STAFF SCCDA - SCOTT COUNTY CDA	\$ - LOW \$\$ - MID \$\$\$ - HIGH	I - IMMEDIATE (1-2 YEARS) S - SHORT TERM (3-7 YEARS) M - MID TERM (8-15 YEARS) L - LONG TERM (15+ YEARS)	PF - PUBLIC FINANCE CF - CITY FUNDS DEED - DEED GRANTS LEG - LEGACY GRANTS FR - FUND RAISING PV - PRIVATE	● BUSINESS & COMMERCE ● HOUSING ● CONNECTIONS ● GATHERING PLACES ● ECONOMIC SUSTAINABILITY

IMPLEMENTATION ACTIONS MATRIX SUMMARY

ACTION	RESPONSIBILITY	COST	TIMING	FUNDING OPTIONS	VISION PRINCIPLES
ENHANCE BUSINESS CLIMATE AND COMMERCE					
FOCUS ON THE DOWNTOWN CORE...CREATE AN EXPERIENCE	M&CC, EDAC, CC	\$\$\$	I - L	PF, PV	● ● ●
CREATE A BLEND OF UNIQUE BUSINESSES THAT ARE LACKING IN DOWNTOWN TODAY	M&CC, EDAC, PC, CD/P	\$\$\$	I - L	PF, DEED. FR, CF, PV	● ● ●
LEVERAGE THE RIVERFRONT	M&CC, EDAC, PC, CC, CD/P	\$\$	S - L	PV	● ● ● ● ●
CONSOLIDATE COMMERCIAL / RETAIL AREAS INTO KEY NODES	M&CC, EDAC, CC, CD/P	\$\$\$	M - L	PF, PV	● ● ● ● ●
WORK TO ESTABLISH NEW DESTINATIONS IN DOWNTOWN	M&CC, EDAC, CC	\$\$	S - L	PF, FR, PV	● ● ● ●
CONTINUE TO PROMOTE ENTERTAINMENT USES	M&CC, EDAC, PC, CD/P	\$\$\$	I - L	PF, FR, PV	● ● ● ●
CELEBRATE LOCAL HERITAGE	PC, CC, CD/P	\$\$	S - L	LEG, PV	● ● ● ●
CONTINUE TO PROMOTE INDUSTRIAL / BUSINESS PARK USES ON THE EAST END	M&CC, EDAC, CC	\$	I - L	PF, PV	● ● ● ●
DEVELOP ATTRACTIVE HOUSING OPTIONS					
IMPROVE HOUSING IN THE NEIGHBORHOODS SURROUNDING DOWNTOWN	M&CC, SCCDA, PC, CD/P	\$	I-S	FR, PV	● ● ● ● ●
ADD NEW HOUSING OPTIONS IN THE DOWNTOWN	M&CC, SCCDA, PC, CD/P	\$	S-L	PF, FR, CF, PV	● ● ● ● ●
ESTABLISH LONG-TERM HOUSING IMPROVEMENT AND REDEVELOPMENT DISTRICTS	M&CC, SCCDA, PC, CD/P	\$\$\$	S-L	FR, CR, PV	● ● ● ● ●
ENHANCE THE RESIDENTIAL AMENITY PACKAGE FOR DOWNTOWN NEIGHBORHOODS	M&CC, SCCDA, PC, CD/P, P&R	\$	I-L	PF, FR, CF, PV	● ● ● ● ●
IMPROVE CONNECTIONS					
INCREASE WALKABILITY THROUGHOUT THE DOWNTOWN / FIRST AVENUE	M&CC, CC, EDAC, CD/P, P&R	\$\$	I-L	FR, PV	● ● ● ● ●
IMPROVE ACCESS BETWEEN DOWNTOWN AND THE RIVER / HUBER PARK	PW/E, CD/P	\$\$\$	I	CF, FR, PV	● ● ● ● ●
CONNECT THE SURROUNDING NEIGHBORHOOD / JOBS TO DOWNTOWN	CD/P	\$\$	S	PF, CF	● ● ● ● ●
PROMOTE ACTIVE LIVING (WALKING / BIKING)	CD/P, P&R	\$	S-L	CF, LEG	● ● ● ● ●
IMPROVE TRAFFIC CIRCULATION	PW/E, CD/P	\$\$\$	M	CF	● ● ● ● ●
IMPROVE PARKING DOWNTOWN	PW/E, CD/P	\$\$\$	S-L	CF	● ● ● ● ●
ENHANCE DOWNTOWN BUSINESS SIGNAGE	PC, CD/P	\$\$	I-M	CF, FR, PV	● ● ● ● ●

IMPLEMENTATION ACTIONS MATRIX SUMMARY, CONTINUED

ACTION	RESPONSIBILITY	COST	TIMING	FUNDING OPTIONS	VISION PRINCIPLES
CREATE VIBRANT GATHERING PLACES					
ENHANCE THE PUBLIC REALM WITH HIGH AMENITY STREETS	M&CC, EDAC, PC, PW/E, CC/P	\$\$\$	I - L	PF, PV	● ● ● ● ●
CREATE OUTDOOR PLAZA / GATHERING SPACES DOWNTOWN	M&CC, CC, P&R	\$\$	S - L	PV	● ● ● ●
CREATE LOCATIONS FOR OUTDOOR DINING	M&CC, EDAC, CC, CD/P	\$\$\$	M - L	PF, PV	● ● ● ●
FOSTER ECONOMIC SUSTAINABILITY					
HOLD FIRM TO THE VISION	M&CC, PC, EDAC	\$	I-L	FR, PV	● ● ● ● ●
DEVELOP STRATEGIES TO HELP IMPROVE THE DOWNTOWN BUSINESS CLIMATE	M&CC, EDAC, CD/P	\$	S-L	PF, FR, CF, PV	● ● ● ● ●
CONSIDER MEMBERSHIP IN THE MINNESOTA MAIN STREET PROGRAM	M&CC, EDAC, CC	\$\$\$	I	FR, CR, PV	● ● ● ● ●
CONSIDER A RANGE OF CITY PARTICIPATION TO ASSIST IN REDEVELOPMENT	M&CC, SCCDA, EDAC, PC	\$	I-L	PF, FR, CF, PV	● ● ● ● ●
USE REDEVELOPMENT AND REHABILITATION FINANCE TOOLS	M&CC, EDAC, CD/P	\$\$\$	S-L	PC, CF, DEED, LEG	● ● ● ● ●
INVESTIGATE MODIFICATIONS TO THE CURRENT ZONING CONTROLS	M&CC, PC, CD/P	\$	S-L	CF	● ● ● ● ●
REDUCE THE NEGATIVE IMPACTS OF THE RAIL LINE THROUGH DOWNTOWN	M&CC, EDAC, PC, CD/P, PW/E	\$\$\$	I-L	PF, CF, PV	● ● ● ● ●
ESTABLISH PERFORMANCE TARGETS	M&CC, PC, CD/P	\$	I-S	CF	● ● ● ● ●
CELEBRATE SUCCESS	M&CC, EDAC, CC	\$\$	I-L	CF, FR, PV	● ● ● ● ●

RESPONSIBILITY	COST	TIMING	FUNDING OPTIONS	● ● ● ● ●
M&CC - MAYOR AND CITY COUNCIL PC - PLANNING COMMISSION EDAC - ECONOMIC DEVELOPMENT ADVISORY COMMITTEE SPUC - SHAKOPEE PUBLIC UTILITIES COMMISSION CC - CHAMBER OF COMMERCE P&R - CITY PARKS AND RECREATION STAFF CD/P - CITY COMMUNITY DEVELOPMENT / PLANNING STAFF PW/E - CITY PUBLIC WORKS / ENGINEERING STAFF SCCDA - SCOTT COUNTY CDA	\$ - LOW \$\$ - MID \$\$\$ - HIGH	I - IMMEDIATE (1-2 YEARS) S - SHORT TERM (3-7 YEARS) M - MID TERM (8-15 YEARS) L - LONG TERM (15+ YEARS)	PF - PUBLIC FINANCE CF - CITY FUNDS DEED - DEED GRANTS LEG - LEGACY GRANTS FR - FUND RAISING PV - PRIVATE	BUSINESS & COMMERCE HOUSING CONNECTIONS GATHERING PLACES ECONOMIC SUSTAINABILITY