



ADOPTED MAY 7, 2007

CITY OF PRIOR LAKE

2030

VISION AND STRATEGIC PLAN

Developed by our community....for our community.

About This Publication:

This is the most important document you will receive from the City of Prior Lake.

Why? Because the 2030 Vision and Strategic Plan defines what our community will become by 2030 and the incremental steps your City Council, City staff and community at large must take to get there.

As a Prior Lake citizen, you play a critical role in the plan's implementation. Since the plan is based upon partnerships, your familiarity with it will assure productive input and therefore better implementation.

You see, each of us play a role in the plan's implementation. Thank you in advance for embracing yours. As your City Council and City staff, rest assured we will vigorously pursue ours.

Watch for progress updates in future editions of the city's newsletter, Wavelength, PLTV-15 and on our website at www.cityofpriorlake.com.

Sincerely,

Your Prior Lake City Council and City Staff



MISSION STATEMENT:

JOB ONE

The mission of the City of Prior Lake is to enhance the quality of life for current and future citizens by providing quality services which result in a safe, secure community; recreation and leisure opportunities; preservation and effective use of lakes, parks and other natural resources; economic vitality; and the promotion of partnerships, volunteerism and civic pride for the community's diverse population.

HOW WE GOT HERE: THE STRATEGIC PLANNING PROCESS

In 2002, the Prior Lake City Council adopted a set of City goals, among which was the need to update the City's Strategic Plan in order to guide the City's growth and development into the year 2020.

Consultant Carl Neu was hired to lead a committee of over 60 community volunteers, representing a broad range of interests, through the long-range planning process. The committee included representation from many areas of the community: residents, businesses, developers, education, senior citizens, youth, arts, athletics, faith-based organizations, civic organizations, adjoining townships, County officials, SMSC representatives, police, fire and other City staff.

The committee met four times, investing over 1000 collective hours, and identified the critical issues facing the City. The issues identified included:

- Growth and Land Use Management, including growth/land use annexation, and relationship between Downtown and the lake.
- Economic Vitality, including commercial development, financial resources, economic base and Downtown redevelopment.
- City/Community Quality and Amenities, including youth and senior citizen activities, trails, general amenities, housing stock and City aesthetics.
- City Services and Assets, including infrastructure and public safety.
- Preservation of Natural Resources, including environment and water quality.
- Intergovernmental Cooperation and Partnering
- Community Leadership and Involvement

On June 12, 2002 the committee crafted the initial version of this Strategic Planning document to help guide the City into 2020. The purpose of the plan is two-fold. First, the plan creates a Vision that will lead the community over the next 20 years. Second, the plan is intended to initiate lasting partnerships. At the same time, the process created community advocates to help the governing body and staff make this Vision into a reality. The plan was adopted officially by the City Council in August 2002.

On Oct. 8, 2003 a group of nearly 70 community representatives met to review, discuss and update the document focusing on the Mission Statement, Vision, and Vision Elements. The City staff then met to refine the Tactical Action Plans for 2004-2008 and incorporated the modifications into this document.

On April 12 and May 24, 2005 over 110 stakeholders again met to review and update the plan with the assistance of Consultant Neu. The Strategic Plan has been extended through the year 2030 to coincide with the planning horizon established by the Metropolitan Council for Prior Lake's Updated Comprehensive Plan. Vision elements were added and consolidated to better focus upon community priorities as identified in the 2005 residential survey. Five year Tactical Action Plans were renamed, "2005-2006 Performance Objectives" to provide better benchmarks of progress toward plan implementation.

The result of this ongoing process is a plan that not only identifies strategic direction for our community, but one that encourages excitement and motivation for everyone to participate in the implementation of this Vision for Prior Lake.

On Feb. 13, 2007 more than 120 stakeholders met to examine and amend the plan with the help of Consultant Neu. The Mission, Vision and Tactical elements were reviewed and discussed. Every Vision element was updated to include new five-year goals and two-year objectives. Some Vision elements, like finance, were substantially modified. The most noteworthy revision was the addition of a tenth Vision element, "Safe and Healthy Community," acknowledging the fact that a safe community is everyone's responsibility.





VISION STATEMENT:

By Our Community, For Our Community.

Prior Lake is a City which emphasizes its historical roots as a rural, recreation oriented community with strong neighborhoods, a thriving Downtown and the feel of a small town located within the heart of a vibrant suburban setting. The Senior/Community Center, City Hall and Police Station provide the gateway to Downtown and Lakefront Park amenities. The Downtown area draws its strength from its uniqueness, size and accessibility to the lake and parks. In addition to meeting the service needs of the community, Downtown Prior Lake offers something for everyone and is a destination place to spend the day socializing, shopping and dining.

Recognized as a leader with its three-fold recreation system, Prior Lake attracts visitors from across the upper Midwest. The first focus consists of the City's lakes and numerous natural areas dedicated to public use and preservation. The second focus includes the many Community parks, play fields, neighborhood parks, and trails programmed for citizens of all ages and interests. Through the City's integrated trail system, residents and visitors can access every City park, residential neighborhood, school and many business districts. Third, Prior Lake is recognized for the leisure opportunities showcased by many recreational venues. Public and privately-owned golf clubs are prevalent throughout the area along with the County regional park system.

Prior Lake is proud to be the home of the Shakopee Mdewakanton Sioux Community. The City has a reputation for its positive working partnerships with the SMSC, school districts, other cities, townships, County, business community and numerous community organizations – seeking out cooperative ventures to benefit all concerned.

Prior Lake is a people place for a lifetime. Reflecting the region's diverse population, residential neighborhoods are designed to offer a variety of homes, meeting housing needs for all ages and lifestyles. Developments preserve the environment, provide for open spaces and offer ready access to the transit and transportation systems that keep residents within easy reach of the cultural and entertainment opportunities located throughout the Twin Cities area.

Known for high-quality educational programs and intergenerational learning opportunities, and guided by their own Strategic Plans, the school districts serving Prior Lake prepare our community learners to meet the challenges of the present and the future. Our school systems provide opportunities that constantly challenge learners of all ages to discover and enhance their individual skills and talents.

Prior Lake enjoys a balanced and well-planned mix of retail, entertainment, social, office, light industrial, high-tech, light manufacturing, and service business opportunities. Prior Lake enhances the quality of life for its residents by providing diverse employment opportunities close to home.

2030 VISION ELEMENTS:

AREAS OF STRATEGIC EMPHASIS FOR THE FUTURE

The following 10 Vision Elements represent the areas of strategic importance identified by the Long-Range Planning Committee which must be addressed in order to make Prior Lake's 2030 Vision and Strategic Plan become a reality. The order of the vision elements does not imply priority; all are of equal importance.

Within each Vision Element, the primary achievements that must be reached are stated in terms of an introductory statement	Quality Community Growth	Page 4
	Housing Quality and Diversity	Page 4
	Community Capital Assets	Page 5
	Economic Development	Page 6
	Downtown Redevelopment	Page 6
	Strong Financial Management	Page 7
	Natural Resources	Page 8
	Safe and Healthy Community	Page 9
	Transportation	Page 10
	Communication	Page 11

defining the Vision Element followed by long-range (five-year) goals to be pursued relative to the Vision Element. The goal statements reflect the community's leadership priorities and direction providing the basis for the City and other entities to define specific performance objectives (results) they must achieve toward implementing the vision and goals. The City's approved two-year objectives put the plan into action through clearly defined budgets, Capital Improvement Programs, and other policy priorities. The goals and two-year objective statements are reviewed and updated at least biannually to assure they are current and reflect the community's desired future for Prior Lake.

Prior Lake government maintains a strong financial position providing quality services to its residents while maximizing the value of the tax dollar. Ethical government is emphasized and citizen input is encouraged through interactive communications on all levels to identify problems and develop mutually acceptable solutions. Program effectiveness and services are monitored to assure cost-effectiveness with the customer in mind. Priority is placed on aesthetics and the maintenance and replacement of infrastructure.

Prior Lake maintains its unique community identity through the recognition and celebration of our small town values of family, education, courage, pride, honesty and human worth. Volunteerism, civic duty and community pride continue to enrich the City and its residents.

**Prior Lake is a...
Wonderful Place To Call Home!**



QUALITY COMMUNITY GROWTH

Quality Community Growth is of paramount importance to Prior Lakes' citizens as our population grows from 22,000 to more than 40,000 between 2007 and 2030. This growth will continue to present both challenges and opportunities. The challenges associated with community growth and urban expansion include planning for the increased demand on municipal services, infrastructure, public facilities and amenities while maintaining economic vitality and the preservation of Prior Lake's unique historical roots and cherished small-town feel and values. The opportunity is for Prior Lake in 2030 to be characterized by the things our citizens cherish most: open and natural settings, small town feel, attractiveness of its lakes and recreational opportunities.

FIVE-YEAR GOAL: Implement and periodically update the 2030 Comprehensive Plan to guide growth of the City.

TWO-YEAR OBJECTIVES:

- Incorporate changes in the document necessitated by development, annexation, metropolitan or state mandates to assure continuing accuracy of the document.

- Implement and periodically update zoning and comprehensive plan guidelines to preserve the small town feel.

FIVE-YEAR GOAL: Assure that urban expansion occurs in a well-planned and orderly manner and that annexed property is developed in accordance with the City's planning and zoning requirements.

TWO-YEAR OBJECTIVES:

- Identify and preserve through comprehensive planning and zoning, acreage for future needs, e.g. commercial, school, park, open space and residential uses.

- Plan infrastructure improvements and identify available revenue sources in the Capital Improvement Program in accordance with the annexation schedule in the orderly annexation agreement.

- Execute agreements with surrounding cities, townships and the County to extend City zoning and subdivision ordinance provisions to future annexation areas.

- Encourage the connectivity of neighborhoods to maintain and improve the values that are important to Prior Lake.

- Explore orderly annexation agreements and cooperative agreements with surrounding communities/townships.

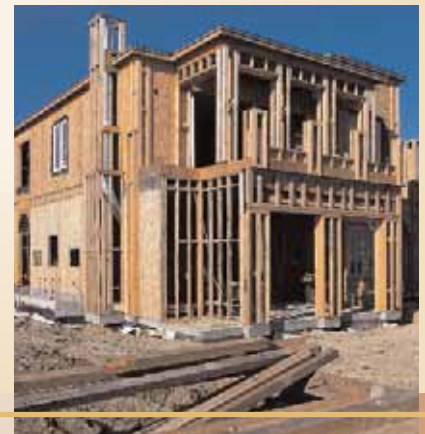
FIVE-YEAR GOAL: Proactively engage our citizens in the planning process, and communicate changes to the City Comprehensive Plan, ordinances, Capital Improvement Plan and other plans as they occur.

FIVE-YEAR GOAL: Maximize the attractiveness of residential and commercial properties through proactive code enforcement.

TWO-YEAR OBJECTIVES:

- Eliminate the outdoor storage of inoperable or unlicensed vehicles.

- Clean up areas which may pose a risk to the City's wellhead protection area or cause pollution to area surface water ponds, wetlands and lakes.



HOUSING QUALITY AND DIVERSITY

The City of Prior Lake requires a wide variety of housing options to meet the needs of its residents.

FIVE-YEAR GOAL: Develop and implement a housing plan that provides opportunities for lifecycle housing.

TWO-YEAR OBJECTIVE:

- Implement joint effort with adjacent communities to facilitate meeting this objective.

FIVE-YEAR GOAL: Work with the County Housing and Redevelopment Authority, other agencies, foundations and non-profit agencies to assist in meeting housing needs.

FIVE-YEAR GOAL: Identify and implement innovative strategies for meeting the needs of entry-level and median-income house buyers.

TWO-YEAR OBJECTIVES:

- Work with Builders Association of Twin Cities / Minnesota and other appropriate partners to identify the most effective way to integrate such housing into Prior Lake subdivisions.

- Evaluate PUD (Planned Unit Development) and other zoning strategies to provide incentives for starter housing.

FIVE-YEAR GOAL: Encourage mixed-use developments especially in the Downtown area and Planned Unit Developments throughout the community.

TWO-YEAR OBJECTIVES:

- Achieve diverse housing.

- Assure that the small town feel is retained in these developments.

FIVE-YEAR GOAL: Encourage the development of walkable neighborhoods where services needed by residents are immediately available to pedestrians.

TWO-YEAR OBJECTIVES:

- Modify zoning standards to encourage the walkable neighborhood concept in future subdivisions.

- Interconnect neighborhoods through the use of trail/sidewalk systems.



COMMUNITY CAPITAL ASSETS

Quality infrastructure (municipal utilities, parks, buildings, roadways, etc.) is the essential capital cornerstone of a great and vibrant community. Such infrastructure must be completed in a timely manner using specifications which emphasize longevity and cost effectiveness. Once installed, the City must maintain these assets to maximize productive life.

FIVE-YEAR GOAL: Construct infrastructure essential to the delivery of quality services to our growing community.

TWO-YEAR OBJECTIVES:

- Construct or facilitate construction of additional parking facilities in Downtown.
- Complete Fire Station No. 2.
- Construct wells and water storage facilities in accordance with the City's Water Supply Plan.
- Complete Water Treatment Plant.
- Construct county highways and streets contemplated by the CIP.
- Participate in the County-wide 800 MHz and fiber optics systems.
- Implement an effective rolling stock replacement program using best practice measures.

FIVE-YEAR GOAL: Acquire property for new community capital assets through subdivision process.

TWO-YEAR OBJECTIVES:

- Acquire land for Fire Station No. 3 in the annexation area.
- Assist school district in acquisition of land for elementary schools.
- Acquire land for water treatment, production, distribution and storage facilities.

- Acquire land for future parks in accordance with the Comprehensive Parks Plan.

- Acquire or preserve rights-of-way to meet future transportation needs.

FIVE-YEAR GOAL: Continue City commitment to annual street reconstruction and utilities replacement projects.

TWO-YEAR OBJECTIVE:

- Complete annual update of the pavement management system.

FIVE-YEAR GOAL: Plan for and fund ongoing infrastructure maintenance and replacement needs.

TWO-YEAR OBJECTIVES:

- Complete lift station reconstruction program and SCADA upgrade.
- Project and explore long-term funding needs beyond the five-year Capital Improvement Plan.
- Evaluate the useful life of the infrastructure we have and the funding needed to replace what we do have.
- Complete Park Infrastructure Equipment Replacement.

FIVE-YEAR GOAL: Maximize the use of City facilities.

TWO-YEAR OBJECTIVE:

- Encourage the use of City's meeting room facilities by groups and organizations.

FIVE-YEAR GOAL: Develop a plan for senior/community center facilities.

TWO-YEAR OBJECTIVES:

- Accommodate short-term senior/community activities at existing Downtown City facilities.
- Acquire land for senior/community center in the Downtown area.
- Determine needs for the facility, most likely funding source and support for the project.

FIVE-YEAR GOAL: Provide community leadership in energy conservation.

TWO-YEAR OBJECTIVES:

- Develop a plan for implementation of energy conservation in City fleet and facilities.
- Recommend improvements to City building energy efficiency including audits for each building.
- Evaluate and implement environmentally-sound and cost-effective means to power City rolling stock.
- Implement a public awareness program regarding energy conservation.



ECONOMIC DEVELOPMENT

A strong, diversified tax base is essential to ensuring the community's long-term economic vitality.

FIVE-YEAR GOAL: Develop and implement a strategy to expand and diversify the City's business base through current business retention and new business developments.

TWO-YEAR OBJECTIVES:

- Schedule periodic meetings with existing Prior Lake businesses in partnership with Chambers of Commerce, Economic Development Authority Advisory Committee and SCALE to facilitate retention and expansion.

- Assist entrepreneurs with business start-up and expansion.

- Attract businesses from outside of the community.

FIVE-YEAR GOAL: Ensure that land is available and designated in the Comprehensive Plan and Zoning Ordinance for current and future business development within the City and the orderly annexation area.

TWO-YEAR OBJECTIVES:

- Regularly update the Comprehensive Plan and the McComb Study to assure adequate land inventory is retained for business and economic development.

- Maintain a buildable lot inventory for commercial, industrial, residential and public purposes equal to at least two years' development volume.

FIVE-YEAR GOAL: Develop and identify potential partners for "south of the river" economic development coalition.

TWO-YEAR OBJECTIVE:

- With the Scott County Association for Leadership and Efficiency (SCALE) and other local economic development and business entities, establish the Scott County Economic Development Coalition or similar County-based economic development organization.

FIVE-YEAR GOAL: Adopt streamlined zoning approval and building permit processes and regulations without sacrificing the quality and effectiveness of City standards.

TWO-YEAR OBJECTIVES:

- Make improvements to the zoning approval process/regulations.

- Make improvements to the building approval process.

FIVE-YEAR GOAL: Support transportation corridors that enhance economic development.

TWO-YEAR OBJECTIVE:

- Identify areas for future business development and plan and coordinate future roadway improvements in and around those areas.

FIVE-YEAR GOAL: Develop and implement financing tools, resources and partnerships for economic and business development.

TWO-YEAR OBJECTIVES:

- Annually review and monitor the City's tax increment finance policy and business subsidy policy to evaluate the prudence and effectiveness of each.

- Explore joint ventures, investments, partnerships and funding with other agencies, entities, businesses, school districts and government.

- Consider an Economic Development Authority levy to assist with economic development and redevelopment funding.

FIVE-YEAR GOAL: Identify and evaluate older commercial, industrial and residential properties for business development/redevelopment potential.

TWO-YEAR OBJECTIVES:

- Annex property as it becomes available and rezone as appropriate.

- Evaluate how to most cost effectively redevelop the property.

- Facilitate redevelopment in accordance with the objective to provide diversified employment close to employee's houses.

The Downtown and adjacent Lakefront Park are unique community focal points and destination attractions that contribute to the City's identity and offer opportunities for recreation, employment, housing, shopping and dining.

DOWNTOWN REDEVELOPMENT

FIVE-YEAR GOAL: Encourage redevelopment and construction of multi-use buildings (e.g. residential, retail, family dining, office).

TWO-YEAR OBJECTIVES:

- Promote construction of a multi-use building on property located at Duluth Avenue and West Avenue.

- Promote private redevelopment of City-owned property by incorporating City-owned property in Block 2 and 4 Redevelopment Request For Proposals.

- Complete illustrated Downtown design guidelines and amend the Design Standards section of the C-3 (Downtown) zoning code to reflect the new guidelines.

- Develop and implement plans for pedestrian-friendly streetscape enhancements throughout the Downtown.

FIVE-YEAR GOAL: Update 2003 parking study to incorporate new development and construction of private and public buildings in the Downtown area.

TWO-YEAR OBJECTIVES:

- Evaluate potential sites for parking structures and surface parking lots.

- Identify financing options for parking facilities.

- Construct new parking facilities as part of Downtown redevelopment projects.

FIVE-YEAR GOAL: Continue the thematic integration of Downtown, the lake and Lakefront Park.

TWO-YEAR OBJECTIVES:

- Extend pedestrian elements such as planters, bike racks, benches and lighting along County Rd. 21 in the Downtown area.

- Construct off-street parking for anglers at Eau Claire and County Rd. 21.

FIVE-YEAR GOAL: Provide needed facilities to help connect Downtown to the lake and Lakefront Park.

FIVE-YEAR GOAL: Encourage and facilitate relocation of businesses which are inconsistent with projected plans for the Downtown area redevelopment.



STRONG FINANCIAL MANAGEMENT

The people of Prior Lake have a powerful vision and great hopes for the community's future. For the 2030 Vision to become a reality, the City must ensure the financial resources are available, in the amount and within appropriate time frames, to fund the operating and capital costs associated with implementing the Strategic Plan. Financial strength includes always assuring that financial resources are used to achieve maximum value for the lowest reasonable expenditure needed to achieve the 2030 Vision.



FIVE-YEAR GOAL: Diversify and maximize the City property tax base.

TWO-YEAR OBJECTIVES:

- Ensure the completion of Deerfield Industrial Park with high valued structures.
- Encourage commercial/industrial development to create an inventory of immediately developable land in accordance with the City's Comprehensive Plan.
- Promote residential subdivisions which add high quality, high value housing at all price points.

FIVE-YEAR GOAL: Identify and develop non-tax revenue sources.

TWO-YEAR OBJECTIVES:

- Develop and grow non-tax revenue sources to minimize property tax impact.
- Annually Review and update general City license fees.

FIVE-YEAR GOAL: Minimize capital and operating costs through collaborative efforts with other public and private entities.

TWO-YEAR OBJECTIVES:

- Complete construction of the joint public safety training facility.
- Pursue SCALE initiatives providing additional cost-saving opportunities (e.g. joint powers agreements, equipment sharing, mutual aid, service swapping).

FIVE-YEAR GOAL: Support locally controlled and dependable revenue sources.

TWO-YEAR OBJECTIVES:

- Support legislation to eliminate market value credit.
- Support legislation to eliminate levy limits permanently.
- Support legislation to reinstate sales tax exemption to local units of government to eliminate double taxation.

FIVE-YEAR GOAL: Encourage additional community funding initiatives.

TWO-YEAR OBJECTIVES:

- Structure funding referenda to support needed capital facilities which cannot be otherwise financed (i.e. park and recreation facilities).
- Leverage privately funded trust (i.e. Minnesota Land Trust and Jeffers Foundation) to support community-wide projects (e.g. land acquisition at Pike Lake, interpretive center at Jeffers Pond).

FIVE-YEAR GOAL: Implement efficient expenditure reduction measures.

TWO-YEAR OBJECTIVES:

- Prepare annual budgets which reflect the most cost-effective means of acquiring goods and delivering services.
- Evaluate City services in the context of quality of life and cost benefit to the taxpayer.
- Facilitate cost effective purchases by developing a vendors list and qualified engineers pool.
- Pursue multi-jurisdictional cooperative efforts to facilitate cost-effective purchasing.

FIVE-YEAR GOAL: Establish "Financial Performance Gold Standards" to ensure the financial health of the City. Such criteria support several purposes: (a) to serve as best practice measures to strengthen the City's financial position and maximize the return of the taxpayer dollar; (b) to communicate the fiscal performance and condition of the City to residents in a consistent manner; (c) to facilitate the setting of policy and financial direction by the Council with resident input.

TWO-YEAR OBJECTIVES:

- Achieve an Aa2 Bond Rating – strong credit rating by Moody's Inc. provides low cost financing for the City's general obligation bonds.
- Maintain a 45% General Fund Reserve balance – OSA (Office of State Auditor) and City Auditor recommended reserve to provide adequate cash flow, offset revenue shortfalls and insurance for unforeseen catastrophic events.
- Achieve the lowest city property tax rank in Scott County – favorable tax rate provides stimulus for growth of residential and commercial property tax base.
- Maintain 100% funded Fire Relief Association Pension – reduces reliance upon future property rate increases.
- Limit expenditure level to a 98% general fund budget outcome – ensures fiscal accountability at the highest level.
- Manage a 95% investment position of all City funds – active investment realizes best possible return and fund stewardship.
- Target a 60/40 property tax ratio – a proper balance between property tax and non-property tax revenues provides relief to the citizen in the form of lower property taxes.
- Use the "Financial Performance Gold Standards" as the foundation for a fiscal accountability scorecard, to be published and communicated to all residents.



NATURAL RESOURCES

The City's lakes and numerous natural areas enrich the lives of its residents and attract visitors from around the area. These valued and unique natural amenities are key to preserving the quality of life in Prior Lake.

FIVE-YEAR GOAL: Implement plans to monitor and improve surface water quality (i.e. lakes, ponds, wetlands, streams, storm water runoff and non-point runoff) in accordance with the Local Surface Water Management Plan.

TWO-YEAR OBJECTIVES:

- Amend the Local Surface Water Management Plan as appropriate.
- Complete construction of additional water quality facilities (rain gardens, infiltration ponds, etc.).
- Develop regional ponds as appropriate.
- Sustain water quality monitoring programs.



- Assure that subdivision storm water plans conform to approved rules and the local Surface Water Management Plan.
- Work cooperatively with partners to implement shoreland restoration projects.
- Enforce erosion control/street cleaning in new development, redevelopment and existing streets.

FIVE-YEAR GOAL: Implement comprehensive lake management and sustainable water quality plans cooperatively with the watershed district.

TWO-YEAR OBJECTIVES:

- Assist in the completion of the Prior Lake Channel Improvement Project.

- Assist in the completion of the Prior Lake outlet improvements.

FIVE-YEAR GOAL: Adopt and implement the Wellhead Protection Plan and Water Supply Plan emphasizing production, conservation, education, communication and landscape maintenance, and continue to partner with neighboring communities to protect regional groundwater resources.

TWO-YEAR OBJECTIVES:

- Interconnect the water system with Shakopee as we have with Savage and SMSC.
- Jointly plan and implement water conservation techniques and educational efforts with neighboring communities.

- Expand conservation and communication efforts emphasizing efficient use of water to meet the goals of the Water Supply Plan and promote best management practices; including

providing account consumption information to customers using the Internet.

- Reduce the number of private wells and septic systems within the wellhead protection area by extending municipal sewer and water.

FIVE-YEAR GOAL: Protect unique natural areas in the City and annexation areas by promoting environmentally sensitive development.

TWO-YEAR OBJECTIVES:

- Develop a lake park on Campbell Lake as part of subdivision.
- Develop walking path and trails to Deerfield Island Park.

- Continue to implement reforestation management program at Lakefront Park.

- Identify and protect prime natural areas for preservation (e.g. unique water, forest or topography such as Pike Lake area, Creekside area property).

- Encourage green belts between developments and major roadways to preserve the natural look of Prior Lake.

- Propose "green" standards for residential and commercial building design and construction including a financial incentive to encourage this type of development.

FIVE-YEAR GOAL: Assure that the City's park and recreation facilities meet both the passive and active needs of our growing community.

TWO-YEAR OBJECTIVES:

- Develop Master Park Plan (MPP) to incorporate Park, Athletic and Recreation Task Force recommendations.

- Work with community groups and organizations to support an effort to finance the construction of such facilities.

- Oversee ongoing construction of such facilities.

- Pursue community park near Pike Lake.

- Work with partners to develop Jeffers interpretative center.

FIVE-YEAR GOAL: Develop and maintain City property, parks, playfields and natural areas in an environmentally responsible and aesthetically pleasing manner.

TWO-YEAR OBJECTIVES:

- Utilize only environmentally-friendly herbicides and fertilizers.

- Conserve landscape water usage while maximizing field usability during heavy use seasons and drought cycles.

SAFE AND HEALTHY COMMUNITY

Each member of the Prior Lake community must engage in, support and participate in formal and informal efforts to facilitate a safe, livable and healthy community for all persons.

FIVE-YEAR GOAL: Assure that resources are invested so that the police, fire, emergency services and ambulance can accomplish their mission in a pro-active fashion considering our changing community.

TWO-YEAR OBJECTIVES:

- Evaluate, implement and continue appropriate community-based policing programs like DARE, Safety Camp and Citizen’s Academy.
- Encourage and participate in multi-jurisdictional efforts to better serve the public safety needs of our community (e.g. 800 MHz and fiber optics).
- Work with adjacent communities, SMSC, County, State and Federal government to be prepared for natural and man-made disasters (i.e. Avian Flu pandemic).
- Address traffic safety issues in the community through all appropriate means.
- Educate City employees regarding the challenges of an ethnically and socio-economically diverse community; and the challenges created by changes in the family structure.

FIVE-YEAR GOAL: Encourage citizen participation in crime and violence prevention and treatment efforts.

TWO-YEAR OBJECTIVES:

- Support the efforts of Safe Haven for Youth, Southern Valley Alliance for Battered Women, and similar organizations that provide housing, protection and counseling services for victims of crime.
- Partner with Community Education and others to support programs intended to educate the public regarding care giving, parenting, drug and alcohol impacts, financial matters, ethics, citizen responsibility, the legal system, English as a Second Language, boat and snowmobile safety, fire prevention, CPR, Defensive Driving, gun safety and the like.
- Support National Night Out.

- Continue to offer safety and educational opportunities throughout the community (e.g. Neighborhood Watch, Operation I.D., vacation checks, car seat inspection).

- Achieve resident participation, use and understanding of the Traffic Safety Committee.

FIVE-YEAR GOAL: Assist homeowners and neighborhood associations to become a vital element in community safety.

TWO-YEAR OBJECTIVES:

- Support and encourage the formation of new neighborhood associations that promote a sense of community.
- Advise homeowner associations that police officers are available to attend their annual meeting to discuss safety topics, concerns and programs.
- Distribute written, video and other information through homeowners associations identifying the role that residents can play in community safety.
- Encourage homeowners to report crime.
- Encourage actions to assist the emergency response system, e.g. address numerals for all houses, CO alarms, fire alarm checks, first aid basics.
- Establish a volunteerism office at City Hall to provide assistance in a wide range of venues.

FIVE-YEAR GOAL: Promote ethical behavior in all aspects of government to preserve the public trust.

TWO-YEAR OBJECTIVES:

- Review City Code, Bylaws and policies with the assistance of employees and make modifications as necessary.
- Conduct orientation sessions for new employees and periodic training sessions for existing employees to promote ethics in individual action and government processes and practices.

FIVE-YEAR GOAL: Publicize community safety efforts.

TWO-YEAR OBJECTIVES:

- Include a semi-annual Police Chief column in local newspapers, Wavelength, and report to the City Council.
- Highlight police and neighborhood efforts on PLTV-15.
- Highlight neighborhoods that participate in crime prevention efforts at City Council meetings.
- Share the good news about community safety, volunteerism and available services through numerous media.
- Write periodic “Did You Know That” columns regarding state or local legal requirements.
- Annually participate in community celebrations and police, fire and ambulance open houses.



TRANSPORTATION

The development and maintenance of an integrated and efficient local transit and transportation system is necessary to connect Prior Lake residents to the cultural, entertainment, and employment opportunities located throughout the Twin Cities area.

FIVE-YEAR GOAL: Complete construction of all street and highway improvements as identified in the adopted capital improvement program.

TWO-YEAR OBJECTIVES:

- Complete reconstruction of County Rd. 82 from County Rd. 21 to County Rd. 17 in cooperation with Scott County.

- Complete reconstruction of County Rd. 12 from Hwy. 13 to County Rd. 17 in cooperation with Scott County. First phase to be Hwy. 13 to Pheasant Meadow Lane.

- Complete construction of County Rd. 21 from County Rd. 42 to County Rd. 16 in cooperation with Scott County.

FIVE-YEAR GOAL: Identify opportunities for park-and-ride facilities and transit service in anticipation of new development in cooperation with other agencies.

TWO-YEAR OBJECTIVES:

- Work with Scott County and the Metropolitan Council to provide appropriate park-and-ride lots and other transit enhancements.

- Aggressively promote Laker Lines transit services in conjunction with BlueXpress.

- Monitor ridership to assure routes are meeting community needs.

FIVE-YEAR GOAL: Implement vehicle and pedestrian safety improvements to major arterials connecting schools, neighborhoods, downtown, parks and trails.

TWO-YEAR OBJECTIVE:

- Utilize Traffic Safety Committee to consider and recommend safety improvements on roadways within the City.

FIVE-YEAR GOAL: Partner with MnDOT and Scott County to develop a plan for County Rd. 21 that includes identifying and developing alternative traffic corridors to mitigate traffic congestion, and preserve a pedestrian-friendly and accessible downtown Prior Lake.

TWO-YEAR OBJECTIVES:

- Work with Scott County to update the transportation portion of its comprehensive plan.

- Work with MnDOT and Scott County to study County Rd. 17 and County Rd. 8 as possible major arterials connecting Interstate 35 to Hwy. 169.

- Study alternatives for improving pedestrian access between “north” and “south” Main Avenue at County Rd. 21.

FIVE-YEAR GOAL: Work with MNDOT to study, fund and allocate resources to upgrade Hwy. 13.

TWO-YEAR OBJECTIVES:

- Actively reclassify Hwy. 13 so MnDOT criteria will support funding of improvements.

- Retain an advocate to secure state funding to complete Hwy. 13 corridor improvements.

FIVE-YEAR GOAL: Work with MnDOT and Scott County to construct roadways that will meet future needs.

TWO-YEAR OBJECTIVES:

- Purchase right-of-way for future needs at the time of initial construction.

- Construct roadways to be wide enough to meet 20-year traffic volumes.





COMMUNICATION

Prior Lake will achieve its 2030 Vision and Strategic Plan through people who are aware of and actively involved in their community's plans and partnerships. Energized and engaged citizens who provide positive direction for the City and who are our advocates are the key to advancing our Vision. Integral to this effort is a systematic means of objectively assessing progress being made toward achievement of the 2030 Vision and addressing issues identified by our residents.

FIVE-YEAR GOAL: Expand community understanding of the 2030 Vision and Strategic Plan.

TWO-YEAR OBJECTIVES:

- Publish a newsletter that summarizes the plan and explains each vision element.
- Provide updates in every Wavelength about one of the vision elements at least once per year.
- Promote the 2030 Vision and Strategic Plan on the Website and cable channel that includes details and explanation of all aspects of the plan.
- Continue updating and refreshing feature stories in all media that demonstrate 2030 Vision accomplishments.

FIVE-YEAR GOAL: Develop, approve and implement a City-wide communications plan.

TWO-YEAR OBJECTIVES:

- Expand usefulness of the Prior Lake American including:
 - Two City columns per month.
 - Press releases about City programs and services, events, etc.
 - Newsletter as PLA insert.
 - Expanded coverage of the City.
- Expand outreach to community members through various work and neighborhood groups.
 - Explore a neighborhood outreach program.

- Expand production of small publications ("quick-hitters") and distribute in brochure holders around the City.
 - Expand "State of the City" tour.
 - Provide earlier and more complete notification to residents of improvement projects in the CIP which will affect them.
 - Conduct neighborhood town hall meetings at different locations within the City.
- Expand direct e-mail, website and telecast interactions between citizens and the City Council, City Manager and City employees.
 - Provide sign-up on website for e-mail distribution lists.
 - Broadcast meetings of the PAC and LAC.
 - Broadcast "Prior Lake Partners" - a new program on PLTV-15.
 - Survey Web users.
 - Offer interactive forms.
 - Gather 1,000 e-mail addresses for e-news publications.

- Expand cable television coverage of public meetings to include:
 - City Council
 - Planning Commission
 - Lake Advisory Committee
 - Parks Advisory Committee
 - Webcast public meetings to tap new markets.

- Keep newsletter fresh.
 - Publish monthly.
 - Emphasize features and less news.
 - 2030 Vision and Strategic Plan updates each month.
 - Features that reinforce small-town values.
 - Articles about new development.
- Complete an annual communications report for Council approval.

FIVE-YEAR GOAL: Assess residential and business perspectives regarding issues facing the City.

TWO-YEAR OBJECTIVES:

- Conduct residential and business/commercial owners survey in the first quarter of 2008.
- Integrate survey results into the next update of 2030 Vision and Strategic Plan.



Partnerships: An Umbrella Issue

Umbrella issues are those of such importance they cross boundaries and are integral pieces of more than one Vision Element. Throughout the long-range planning process, one issue, unanimously identified by each of the stakeholder groups was PARTNERSHIPS.

It is no mistake that the committee identified the need to build and maintain productive partnerships with residents, businesses, the county, other area governmental bodies, the school districts, and other civic organizations as a key element in making our 2030 Vision a reality. The committee recognized that the people of Prior Lake, and their commitment and energy, are what make great things happen. That's why partnerships are so important.

Prior Lake is a great place – an exciting place. Through our partnerships, and our people, we can make it even better.



CITY OF PRIOR LAKE 2030 VISION AND STRATEGIC PLAN



STRATEGIC LEADERSHIP PLANNING: WHAT IS IT? AND WHY DO IT?

Communities are future seeking. But first, they must be able to imagine and decide what they want the future to be. Secondly, they must decide how they are going to make this desired future become a reality. Strategic leadership is a process that brings people together to think about the future, create a vision, and invent ways to make this future happen through determination, community teamwork, and disciplined actions. It is the primary function of leadership - to make things happen that would not happen otherwise and prevent things from happening that might occur ordinarily. It is getting people to work together to achieve common goals and aspirations; to transform visions into reality.

A strategic plan is a document recording what people think - a broad blueprint for positive change that defines a vision and key outcomes that must occur to attain this vision. Other implementation efforts and plans such as the comprehensive land use plan, financial plans, and development and redevelopment plans are policy and decision making tools that assist the community, council, and administration in achieving the vision.

A strategic leadership perspective and plan will challenge and stretch the community's imagination in defining what is possible and test its will to commit to a great and exciting, rather than "good enough" future. The strategic plan will forge and sustain the critical partnerships and relationships that will translate the strategic plan into reality.

This Strategic Plan is a compass – a dynamic and continuous process about how a community sees, thinks about, and creates, through decisive leadership and management commitment and actions, the future it desires. It defines the long-term "big picture" framework within which all policy, fiscal, administrative, and tactical decisions need to occur. **It focuses the governing body on defining Ends and Results to be achieved and the management team on the Means necessary to achieve those Ends and Results.**

THE TEAM:

WE CAN'T DO IT WITHOUT YOU!

This strategic plan is about teamwork. Even though the initial planning process is complete, our job – the real work – is a continuous journey of achieving our vision of Prior Lake's future. A strategic plan cannot become a reality without the participation and commitment of each member of the team:

- Residents
- Businesses
- Civic Organizations
- School Districts
- Other Governments
- SMSC
- City Council
- City Staff

Tell your friends and co-workers and neighbors, about the 2030 Vision that we defined together. Only then can our vision become a reality.



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