



SCALE

Scott County Association For Leadership And Efficiency

UNIFIED ECONOMIC DEVELOPMENT, LAND USE, AND TRANSPORTATION PLAN WORK PLAN

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The **SCALE Unified Economic Development, Land Use and Transportation Charter** identifies the need for a work plan to implement the goals of this effort. It states, *“the work plan utilizes an approach that analyzes the communities’, townships’ and Scott County’s current land use, transportation and market analysis information to determine the extent to which they are supportive of SCALE’s goals. Current land use/transportation forecasting models will be assessed, and appropriate models used to determine a) the gap between current land use and transportation plans and future needs, and b) strategies and/or approaches that may help to close the gap and create infrastructure capable of supporting SCALE’s economic development goals over the next 20 years.”*

The Work Group is charged with developing the specific work plan. The overall work plan is divided into three general phases. It is important to note the findings and conclusions from the previous phase will dictate the specific tasks in the next phase.

- I. **PHASE I** is the data gathering phase. In this phase, local staff will compile data to answer the basic question of whether sufficient land is planned and zoned for commercial and industrial uses to generate jobs equal to at least 50% of the Scott County labor force in 2030. Data on the economic development tools used by each community, and the community’s staff assessment of those tools, will be gathered at this phase. A methodology for obtaining local business input will be drafted to assess business challenges and opportunities. The tasks in this phase will be done from January to August, 2010 and can be completed by local staff.
- II. **PHASE II** “truth tests” the results of Phase I against the “real world”, i.e., the marketplace as represented by real estate and other professionals in business and industry development and location. This process allows local staff to refine the assumptions based on the following questions:
 - Does the right mix of economic development land use exist and is this guided land in the right place to accomplish SCALE’s job creation goal?
 - Is the current zoning/land use appropriate given local roadway designations?

“Truth testing” includes meeting with representatives of the real estate and development community to get the benefit of their perspective. It also means doing a competitive analysis to see how Scott County’s economic development assets and opportunities stack up against neighboring communities in the Twin Cities region and working with Dakota Scott Workforce Center to prepare an industry “Cluster Analysis”. Emphasis will also be placed on assessing those economic development tools and/or systems in place today that can be leveraged to enhance development opportunities. An analysis of will also be undertaken to determine the functionality of these tools/systems given the current economic and political climate. Our review process will also attempt to quantify those risk/reward factors which may positively or negatively affect the ability to achieve our ultimate job creation goal. This phase will begin in August, 2010 and be completed in July, 2011. Some of the tasks under Phase II may require outside consultant services.

III. In **PHASE III** we will develop strategies to correct inconsistencies and deficiencies, create plans, marketing strategies and other steps necessary to meet our goals. The development of an “interim” marketing strategy will also be analyzed for implementation to ensure that Scott County is viewed as being business friendly. This work will begin in 2011, and will be an ongoing task. It is too early to determine what outside consultant services will be needed to complete this Phase.

As noted above, the findings and conclusions of the previous phase will impact the following phases. As the work in each phase progresses, the Work Group will be developing specific tasks for the following phase.

Once a phase is completed, the Work Group will bring the findings and conclusion to SCALE, along with recommendations for the next phase. SCALE will be asked to adopt the work plan for the next phase at that time.

WORK PLAN

I. PHASE I – DATA GATHERING

A. Published Data

Task: Compile published data from local, regional and state resources to set the foundation for Phase 1 assessment, including:

- Population, household and employment estimates and 2030 forecasts
- Commuter trends and forecasts
- Labor force demographics

Action Item: The work group will use comprehensive plans and Metropolitan Council data to compile all existing estimates and forecasts.

Timing: January, 2010

Status: Complete

Task: Identify targeted number of jobs in 2030 equal to 50% of the County’s projected 2030 labor force based on current data and forecasts.

Action Item: The work group will assume the goal is that the number of jobs available will be equivalent to 50% of the workforce population by 2030

Timing: January, 2010

Status: Complete

B. Land Data

Task: Map gross acreages of existing and planned commercial and industrial land in Scott County based on local comprehensive plans.

Timing: January, 2010

Status: Complete

Task: Overlay map with existing development-related infrastructure, such as sewer and water, transportation, and fiber.

Timing: January, 2010

Status: Complete

Task: Define common set of staging criteria for C/I land development for consistent determination of development readiness and assign staging based on the definitions and criteria

Action Item: The work group will establish staging criteria

Timing: January, 2010

Status: Complete

Task: Create common classification of commercial and industrial uses for consistent determination

Action Item: The work group will review Metro Council classifications

Timing: February, 2010

Status: Complete

Task: Identify composition of C/I acres and assign staging categories in each community

Action Item: Work group will coordinate this task with each community and invite local planning, engineering, public works and other relevant staff to help determine staged areas and what tools each community may have for marketing land.

Timing: March – May, 2010

Status: Complete

Task: Compile Countywide C/I Staging Map

Action Item: The work group will prepare County-wide staging map for C/I property based on input from local staff.

Timing: June, 2010

Status:

C. Employment Data

Task: Compile data necessary to determine the total number of jobs that will be generated from current and planned C/I acreage.

- Number of jobs today
- Number of jobs expected to be generated by each land use category

Action Item: Work group will meet with Metropolitan Council demographers to learn methodology for employment calculations

Action Item: Work group will meet with DEED to discuss labor force information

Action Item: The work group will determine methodology for calculating jobs based on acreages and make calculations

Timing: May – June, 2010

Status:

D. Economic Development Data

Task: Inventory economic development tools currently available in County and local communities and assess functionality.

Action Item: The work group will contact each jurisdiction in Scott County and assemble list of economic tools currently in existence, and request the staff's assessment of the effectiveness and functionality of the tools in place.

Timing: March - May, 2010

Status:

Task: The work group will analyze options for obtaining input from businesses within Scott County for the purpose of identifying challenges and opportunities.

Action Item: Develop a universal business retention and expansion survey to be used by each community to gather required information.

Timing: January - July, 2010

Status: Complete

Task: Review local and regional Economic Development websites

Action Item: Scott County will establish membership with Metro MSP for web presence.

Timing: June, 2010

Status: Complete

Task: Update webpage content

Action Item: Individual communities will review Metro MSP site and keep information updated as necessary.

Timing: July, 2010

Task: Review Effectiveness of Metro MSP link

Action Item: Individual communities will continue to review information and effectiveness of Metro MSP site.

Timing: August - December, 2010

Status:

Task: Review Impact of Metro MSP Site

Action Item: Review impact of site on economic development efforts and begin long-term discussion on enhanced web pages

Timing: January, 2011

Status:

E. Presentation of Data

Task: Discuss preliminary findings with local planning/development staff and make appropriate adjustments

Action Item: The work group will convene a meeting with various local staff to discuss findings

Timing: June, 2010

Status:

Task: Develop detailed work plan for Phase II based on findings from Phase I

Action Item: Work group will develop Phase II work plan

Timing: July - August, 2010

Status:

Task: Create a report summarizing Phase I and work plan for Phase II for acceptance by SCALE Members and authorization to present report to SCALE communities

Action Item: The work group will complete the summary report. TED will review data, assumptions and findings and make a recommendation to SCALE for adoption of Phase II work plan

Timing: July - August, 2010

Status:

Task: Present data, assumptions and findings for review by SCALE Communities (Road Show)

Action Item: Work group members will bring findings to SCALE communities as part of educational module

Timing: August - December, 2010

Status:

II. PHASE II: TRUTH TEST/ANALYSIS

This phase will allow us to test our findings in Phase I against the “real world.” Phase II will most likely include the following tasks:

A. Test Data: Discuss our numbers with marketing and C/I development professionals to answer various questions, including:

- Do we have enough acreage?
- Is the acreage in the right place?
- Do we have the right mix?
- What do we need to attract the kind of development we are looking for?

During this phase, the effectiveness and functionality of economic development tools in place will be evaluated an effort made to identify whether there are other tools available that should be considered for implementation.

B. Analysis: Critically assess if the planned location for future commercial, industrial, and employment land uses will work given existing and planned transportation system plans (i.e., meet logical access spacing guidelines, compliment existing or planned interchanges, or facilitate construction of frontage/backage roads, etc.) For planned areas where the land use appears to impose a burden on the existing or planned transportation system evaluate whether other community infrastructure (i.e., sewers, water towers, local facilities) was the deciding factor in determining the planned location. Assess the risk/reward factors which add or detract from our ability to achieve our job creation goal.

This Phase will also include a competitive analysis of how the economic development assets and opportunities in Scott County compare to other cities and counties in the Twin Cities metropolitan region including an industry cluster analysis. This Phase may also include an analysis of future trends as businesses in the first and second ring (Edina, Bloomington) outgrow their current locations.

As part of the analysis, the work group will work with the TED to identify existing assets in the County to be built upon.

C. Presentation of Findings

Report the results of this assessment for all to review.

The anticipated timing for this stage will be from August, 2010 to August, 2011.

III. PHASE III: STRATEGIES

This phase is intended for the development of strategies to meet our goals, and to begin implementation of those strategies. A specific task will be to identify those factors that attract media attention and conflict with our desire to support a business friendly

culture. A strategy will then be developed in the form of a marketing plan for the purpose of consistently communicating the positive and cooperative business development philosophy supported by SCALE and its members. Other specific tasks will be determined at a later date.