



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.

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 throughout 2010 and can be completed by local staff.

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. 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 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 occur primarily in 2011. Some of the tasks under Phase II may require outside consultant services.

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 mid-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 (2010)

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.

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

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: Complete

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: Complete

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: Complete

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 GreaterMSP

Timing: June, 2010

Status: Complete

Task: Review Impact of GreaterMSP Site

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

Timing: January - December, 2011

Status: Complete

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: Complete

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: Complete

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: Complete

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: January – July , 2011

Status: Complete

II. PHASE II: TRUTH TEST/ANALYSIS (2011)

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

This work task will evaluate and critique the major economic development corridors in the county, by community, and make findings in report format aimed at fulfilling SCALE's economic development objectives.

Action Item: County staff will prepare and City staff will review and approve an aerial photograph map for each of the County's top 10 major transportation corridors showing Class I-III properties, existing and planned street network, utilities, development constraints (wetlands, steep slopes) and optimum location for direct access given adopted access spacing requirements.

Timing: December – January 2011

Status: Complete

Action Item: A technical review team (planners, engineers, transportation planners, city administrators, developers) will be assembled to critically evaluate corridors.

Timing: December – January 2011

Status: Complete

Action Item: A packet of base mapping and development checklist (mirroring DEED's Shovel Ready checklist) will be prepared for each corridor, along with a SWOT Worksheet to aid in assessing the corridors.

Timing: December – January 2011

Status: Complete

Action Item: The review team will conduct four, ½-day bus tours to complete an evaluation of the top 10 corridors. Session #1 will include Shakopee and Prior Lake. Session #2 covers Elko New Market and Belle Plaine. Session #3 covers Savage, CR 21 corridor, and TH 13/17 and 282 intersection. Session #4 covers Jordan and New Prague. Members will tour the corridors or interchange areas in these communities for field observations. The review team will work directly with local planners and engineers to identify the existing or planned infrastructure.

Timing: April - October 2011

Status: Complete

Action Item: Review scope to update Maxfield's 2006 *C/I Land Supply Analysis* report to include a comparative analysis on how the economic development assets and opportunities in Scott County compare to other cities and counties in the Twin Cities metropolitan region.

Timing: June - July 2011

Status: Complete

Action Item: Results from the corridor review will be shared with local planners for dissemination to community leaders, and ultimately to all SCALE members.

Timing: November - December 2011

Status: Complete

Action Item: A work team of community development and economic development specialists, planners, and finance directors to evaluate the effectiveness and functionality of economic development tools in place to identify whether there are other tools available that should be considered for implementation.

Timing: June – December 2011

Status: In Progress

PHASE III: STRATEGIES (2011-2012)

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 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.

Action Item: Assemble a business-oriented Economic Development Strategy Group and hire a facilitator for the group to identify county strengths and weaknesses in economic development and come up with a list of recommendations.

Timing: February – July 2011

Status: Complete

Action Item: Gather background information on County's broadband infrastructure and submit application for Intelligent Community (Smart 21 Community) Designation.

Timing: February – September 2011

Status: Complete

Action Item: Review economic development content on SCALE, GreaterMSP, County and City websites for consistency, connections, and business-friendliness and prepare options for interim economic development marketing.

Timing: September 2011 – July 2012

Status: In progress

Action Item: Review findings and recommendations from Maxfield's updated *Commercial/Industrial Market Study* report.

Timing: February - March 2012

Status: Complete

Action Item: Review results from each community's Scott County CDA Technical Assistance grant program.

Timing: February 2012 – May 2012

Status: Complete

Action Item: Conduct Legos “401” session with SCALE members with focus on economic development strategies from business group, findings from corridor assessments, and creating a better customer service and business friendly culture.

Timing: April 2012 – July 2012

Status: Complete

Action Item: Invite Progressive Rail to conduct a workshop on short line rail service as an economic development tool to local planners and economic development specialists.

Timing: July 2012 – Sept 2012

Status:

Action Item: Study feasibility of developing a rural industrial park site with allowable outdoor storage to direct re-located uses in city downtown’s and prime urban corridors.

Timing: July 2012 – December 2012

Status:

Action Item: Tour metro corridors with brokers, local planners and economic development specialists that are directly competing with Scott County corridors.

Timing: July 2012 – December 2012

Status

Action Item: Assist cities interested in formally designating Class 1 (pad-ready) commercial and industrial sites in DEED’s Shovel Ready Program.

Timing: July 2012 – December 2012

Status:

Action Item: Explore steps, methods and alternative structures to evolve Scott County CDA/HRA into a full-fledged CDA/EDA as a “First Stop Shop” with expanded economic development authorities. Develop business plan for EDA and job description for new countywide economic development focal point.

Timing: August 2011 – July 2012

Status: In Progress

Action Item: Identify opportunities (or barriers) for comprehensive, regional storm water management for top tier C/I corridors. Review topography and soils for specific sites and options/concepts for regional ponding opportunities. Discuss standards in place today for each corridor depending on watershed management rules.

Timing: July 2012 – December 2012

Status:

Action Item: Begin identifying opportunities (i.e, traffic modeling), processes, and efficiencies to develop a unified 2040 Transportation, Land Use and Economic Development plan for SCALE members in coordination with Met Council's 2040 Regional Development Framework and System Statement planning cycle.

Timing: January 2012 – July 2012

Status: In progress

Action Item: Inventory all city and County industrial zoning districts (light, heavy, business, etc) and determine if the range of uses and outdoor storage allowed in these districts match the types of industries commonly seeking sites in metro counties (TED recommended action item).

Timing: July 2012 – December 2012

Status: