Mission: To ensure the sustained economic vitality of all Scott County residents

SCALE
Scott County Association for Leadership & Efficiency

December 13, 2019

"A government is not going to create an economy, but we should be able to create an atmosphere that is conducive to creating opportunities."

- Greg Fischer, Mayor of Louisville

- 2009 Unified Economic Development, Land Use, and Transportation Plan

Goal: Have 50% of our resident labor force work in Scott County by 2030

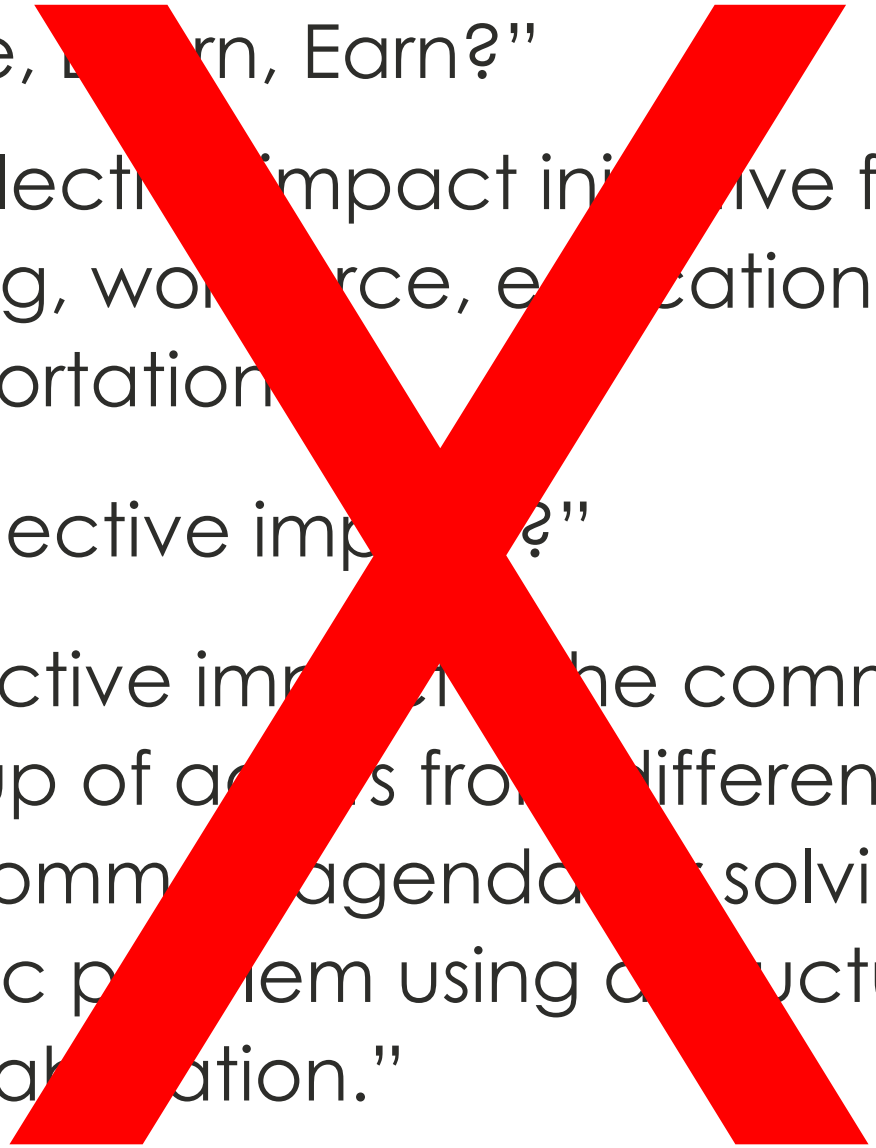
- 2011: Economic Development Strategy Group
- 2012: Creation of First Stop Shop
- 2015: Planning begins for what would become LLE

"What is Live, Learn, Earn?"

> "A collective impact initiative focused on housing, workforce, education, and transportation."

"What is collective impact?"

> "Collective impact is the commitment of a group of actors from different sectors to a common agenda for solving a specific problem using a structured form of collaboration."



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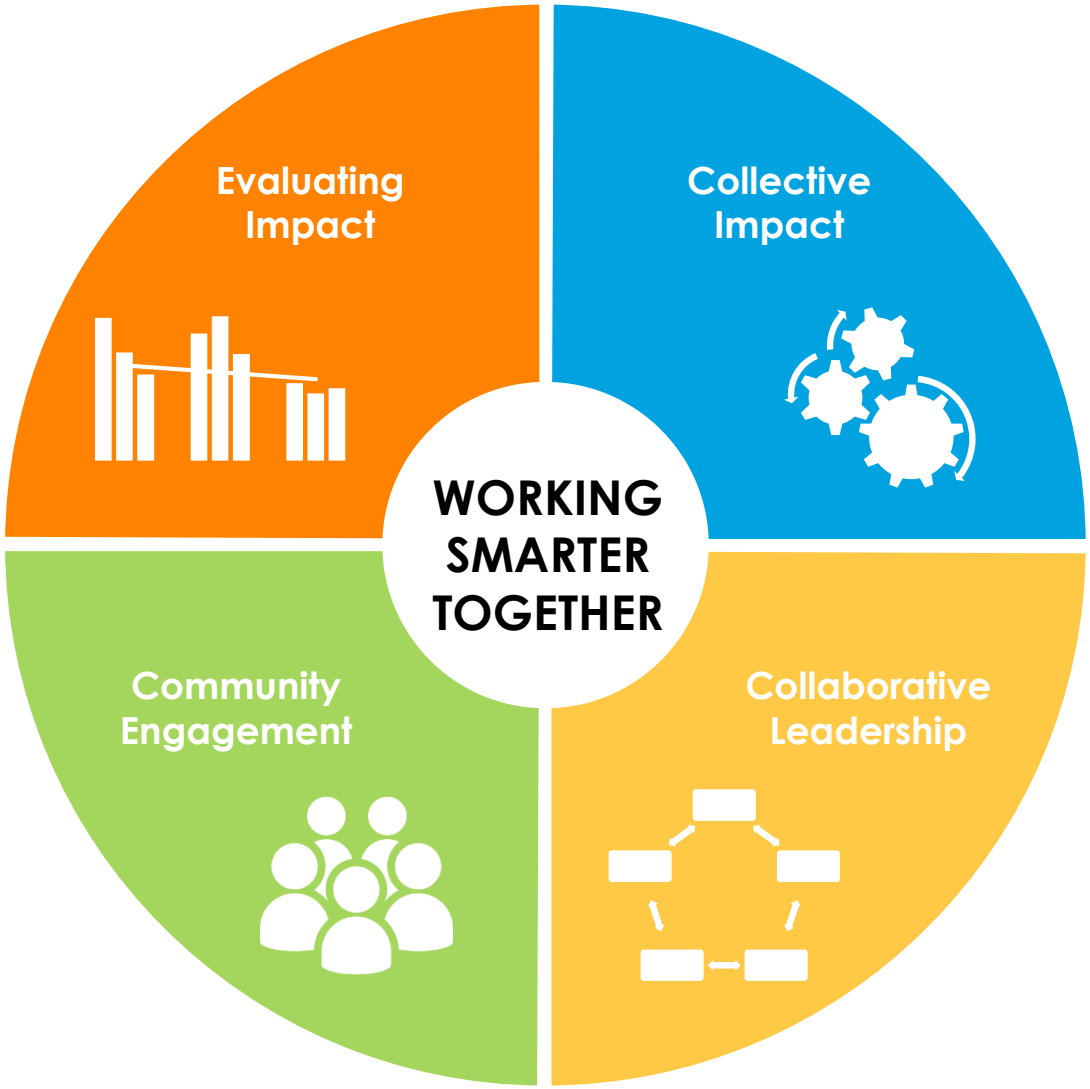
Live Learn Earn



Collective Impact
We collaborate across systems and sectors to do our work.

Collaborative Leadership
We bring the right people together in constructive ways.

Community Engagement
We engage the community to inform and advance our work.

Evaluating Impact
We identify and amplify what works.

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Live Learn Earn

Partners Engaged in Live, Learn, Earn

City of Elko New Market

City of Jordan

City of Prior Lake

City of Savage

City of Shakopee

Scott County

New Prague Public Schools

Prior Lake-Savage Areas Schools

Shakopee Public Schools

SouthWest Metro Intermediate District

Shakopee Mdewakanton Sioux Community

Scott County CDA/First Stop Shop

Community Action Partnership (CAP) Agency

Families and Individuals Sharing Hope (FISH)

Metropolitan Council

The Office of U.S. Representative Angie Craig

Allina/St. Francis

River Valley YMCA

Dakota County Technical College/Inver Hills Community College

Minnesota State University – Mankato

Normandale Community College

Minnesota Department of Employment and Economic Development (DEED)

Minnesota Department of Health (MDH)

Dakota-Scott Workforce Development Board

Nick Slavik Painting & Restoration Co.

Enterprise Knowledge Partners, LLC

Old National Bank

Canterbury

Ron Clark

New Horizon Academy

Beacon Interfaith Housing Collaborative

ThinkSmall

Reach Out and Read

Metropolitan Consortium of Community Developers

Scott County residents

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Live Learn Earn

Housing: Create housing options that give people in all stages of life and of all economic means viable choices for safe, stable, and affordable homes.

Workforce Readiness: Elevate each person's contribution to the community through a rich variety of local employment opportunities and career pathways.

Educational Preparedness: Ensure children are developmentally on track and prepared for educational success.

Transportation: Ensure access to safe, reliable, and affordable transportation options that connect people to jobs, goods, and services.

Housing: Big Questions

- How do we develop a shared understanding of housing terms and definitions, such as "affordable," "workforce housing," "executive," "senior," "subsidized," "market rate," and "homelessness"?
- What can we do to ensure that all households have the opportunity to spend less than 30% of household income on safe and stable housing?
- How do we better integrate housing and employment concentrations?
- How can we provide a wide range of housing options for a resident's entire life in the county?

Housing: Actions

- Educate city councils on the labor force and housing needs within their community
- Provide letters of support for new affordable housing developments
- Engage the public in conversations about life-cycle housing and create advocates among general public
- Engage partners (cities, developers, etc.) in conversations about life-cycle housing to identify and advance life-cycle housing projects.

Housing: Progress

- Since 2016, received approval for 431 new shallow subsidy units, nearly matching our existing housing stock for this price range (had 513)
  - Pike Lake Marsh – Prior Lake (68 units), opened August 2018
  - Louisiana Lofts – Savage (54 units), opened March 2019
  - Sarazin Flats I – Shakopee (57 units), opened Sept. 2019
  - Sarazin Flats II – Shakopee (48 units), anticipated opening Feb. 2020
  - The Willows – Shakopee (60 units), soon to be under construction
  - Pinewood Townhomes – Jordan (28 units), including 6 @ 50% AMI or below
  - Belle Court Apartments – Belle Plaine (72 units), including 15 at 50% AMI or below, has been approved by the city
  - Core Crossings – Shakopee (59 units) just approved tax credit funding
  - Spring Lake Lofts – Prior Lake (64 units) just approved tax credit funding

Workforce Readiness: Big Questions

- What are local employer needs/gaps/concerns for their workforce?
- Are there alternatives and creative workforce solutions to help local employers AND job seekers based on best practices and industry trends?
- What are the gaps between post-secondary opportunities in the community and workforce skills training needs?

Workforce Readiness: Actions

- Focus group 18-24 y/o who are not working
- Educate parents/students on full range of career pathways
- Support connections between businesses and school districts (internships, mentoring, MNCAPS)
- Establish a post-secondary presence in Scott County
- Develop and launch a centralized hub to promote local job opportunities in Scott County, along with information on housing, transportation, education, and community events.

Workforce Readiness: Progress

- Business survey completed
- 18-24 year old survey completed
- Seeking public and private sector partners for funding the jobs/community website
- Feasibility Study underway for innovation center/post-secondary presence in Scott County
  - Scheduled completion March 2020
  - City of Shakopee leading

Educational Preparedness: Big Questions

- Is preparing children for a successful life a community issue? – Who is responsible?
- What are the primary barriers to educational success?
- What kinds of supports do families of young children need?
- What programs or experiences are currently working well for young children (birth-age 8) and families in our communities?
- What challenges do we face in meeting the needs of young children (birth-age 8)?

Educational Preparedness: Actions

- Early learning outreach vehicle
- Develop partnerships to encourage earlier pre-school screening
- Launch an early literacy campaign
- Engage school districts to align pre-school screening efforts
- Build early childhood network to increase awareness of early learning issues
- Develop and launch an early childhood website to align network resources and efforts

Educational Preparedness: Progress

- Summer 2019
  - 8 regularly scheduled sites
  - 5 Scott County cities
  - Partnerships
    - Statewide Health Improvement Partnership (SHIP)
    - Allina Health
    - Prior Lake Optimists
    - Sider's Foundation
    - 4-H (U of MN Extension)
    - MATTER
    - Esperanza is Hope

Numbers	
1,748	Readmobile visitors
962	Items checked out
56,431	Pages read by youth ages 2-13 (self-reported)
372	For-keep books awarded
327	Healthy snacks eaten
7	Average visitor age

Transportation: Big Questions

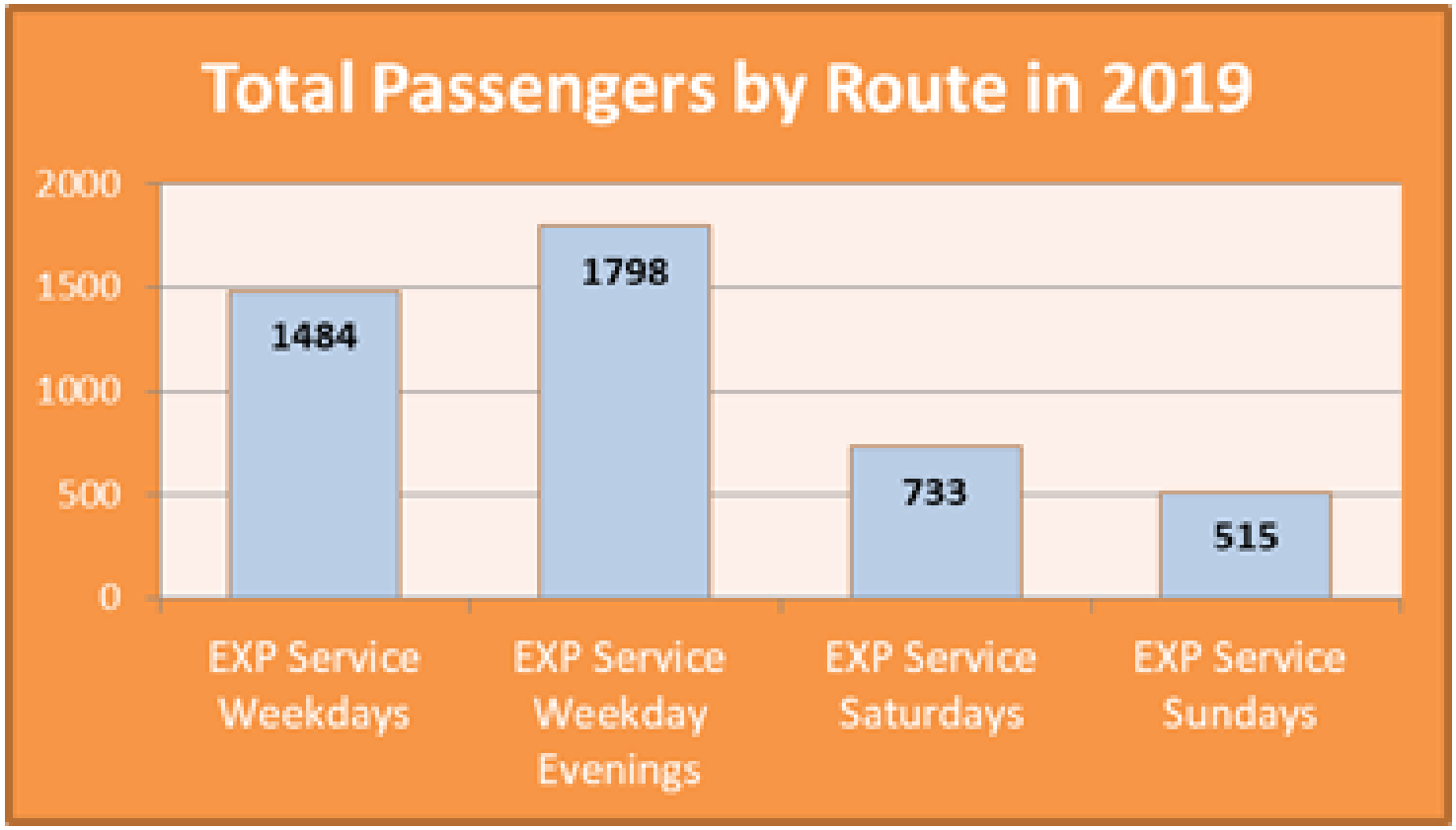
- Do all residents have mobility options?
- Can all residents travel safely?
- Can businesses move employees and freight efficiently and safely?

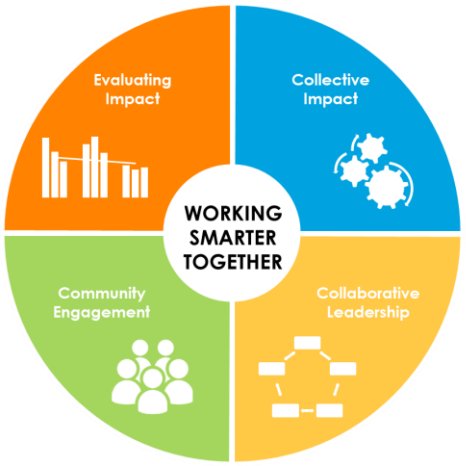
Transportation: Actions

- Expanded Dial-a-Ride service until 9:00pm weekdays, and from 7:30am to 4:30pm on weekends
- Reverse commute routes to bring workers into county
- Recruiting more volunteer drivers for Dial-a-Ride
- Policy encouraging internal pedestrian networks on new commercial developments
- Expand the car repair program via FISH, a non-profit organization/network created to help Scott County residents in need.
- Unified Transit Management Plan

Transportation: Progress

- Smart Link – Expanded Dial-a-Ride Service
  - Total Passengers by Route 2019 – through October





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IF

Strategic learning: uncover insights key to future progress

Systems change: change what holds complex problems in place

Community outcomes: make things better for individuals, families, and communities

THEN

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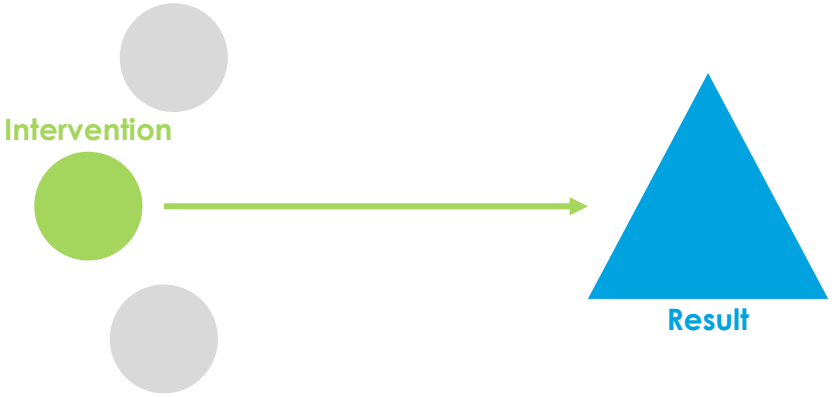
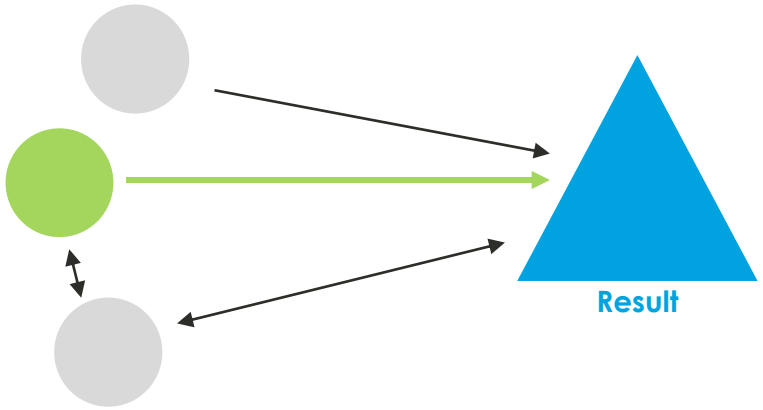
Attribution

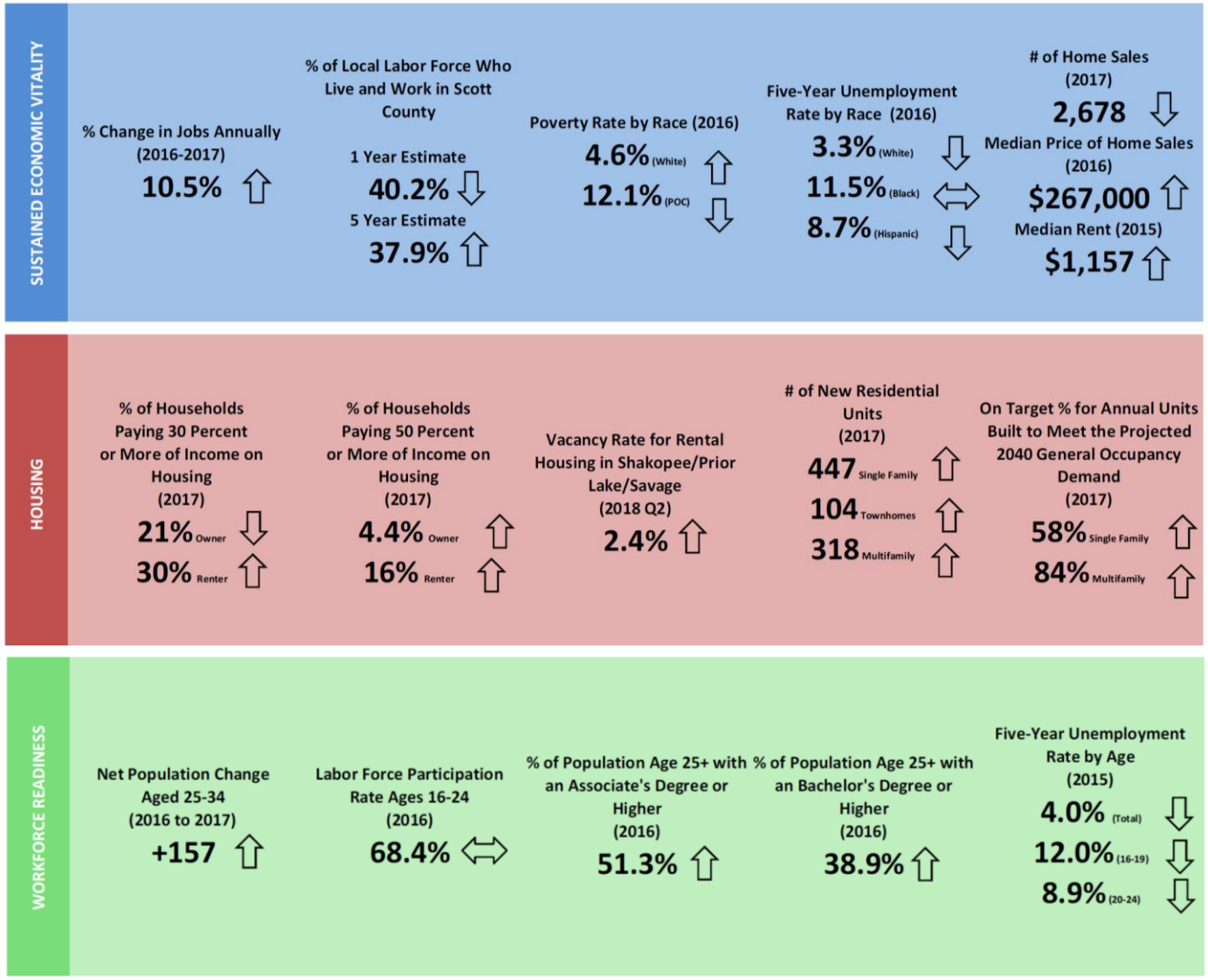


Contribution



"Success doesn't necessarily equate to trust, agreement, or even liking each other. Success in collaboration means being able to take the next step together."

- Tom Klaus, collaboration consultant



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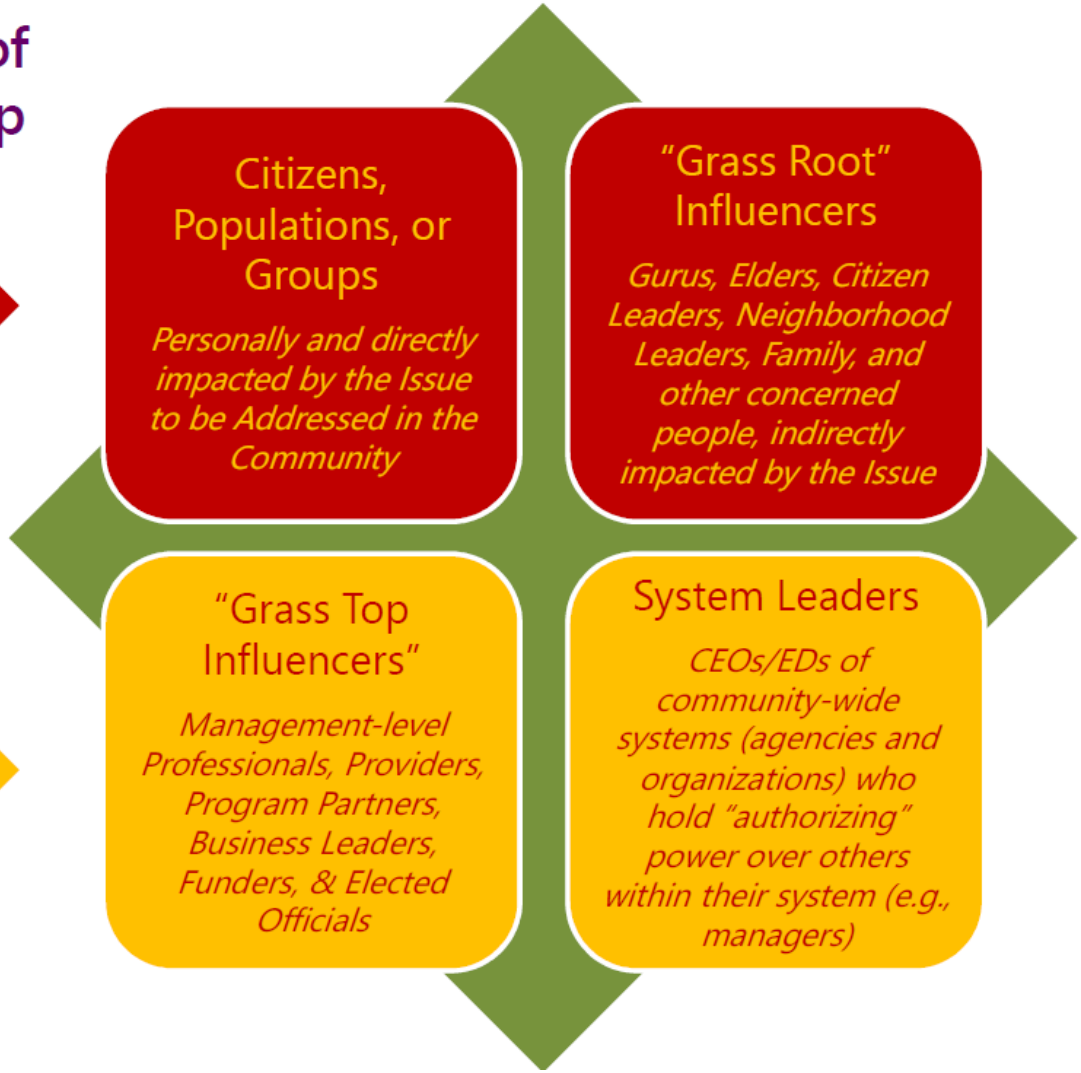
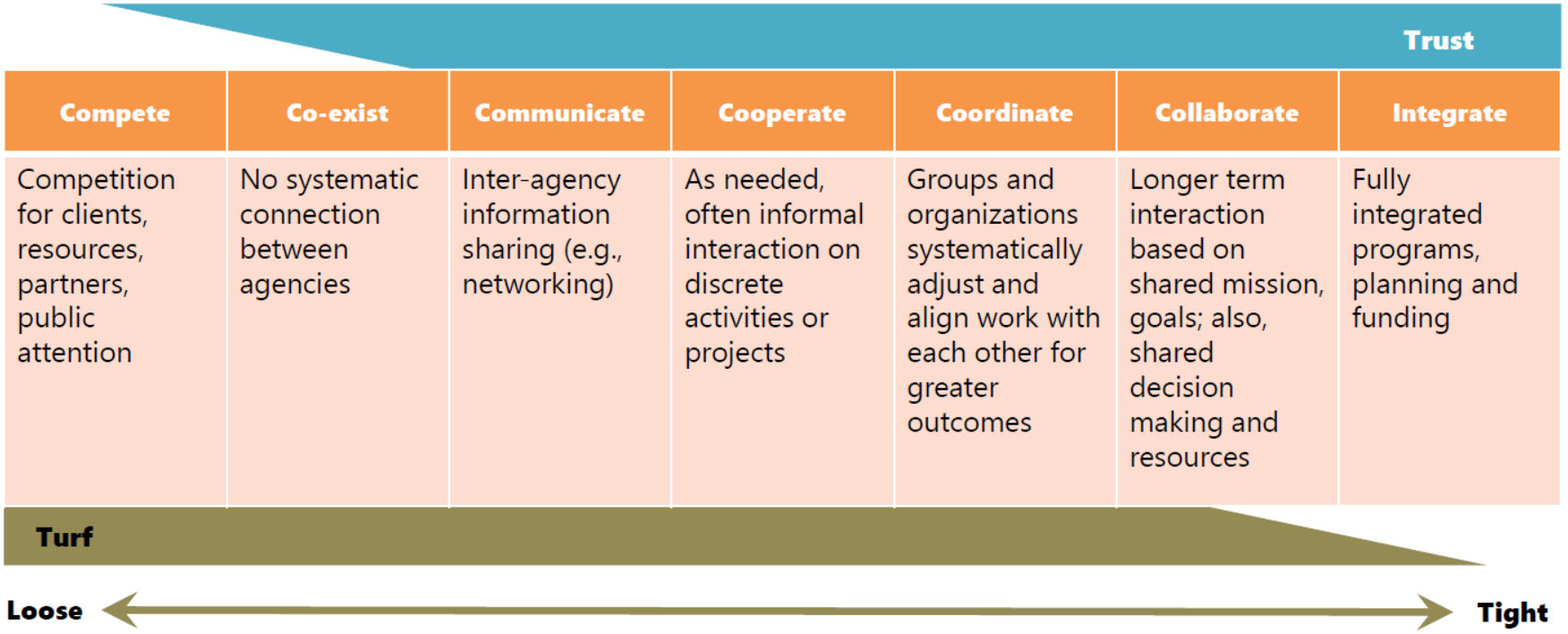
Cooperation	Coordination	Collaboration
Lower Intensity →		*Higher Intensity*
Communicating between Silos	Working across Silos	Connecting Silos
Occasional short-term, informal activities together	Longer-term effort around a project or task	More durable and pervasive relationships
Shared information	Some planning and division of roles	New structure with commitment to common goals
Goals, resources, and structures remain separate	Some shared resources, rewards, and risks	All partners contribute resources and share rewards and leadership

Sectors & Perspectives of Collaborative Leadership

Context Experts
(Know about)

Content Experts
(Know how)




Trust
Compete
Co-exist
Communicate
Cooperate
Coordinate
Collaborate
Integrate
Competition for clients, resources, partners, public attention
No systematic connection between agencies
Inter-agency information sharing (e.g., networking)
As needed, often informal interaction on discrete activities or projects
Groups and organizations systematically adjust and align work with each other for greater outcomes
Longer term interaction based on shared mission, goals; also, shared decision making and resources
Fully integrated programs, planning and funding
Turf
Loose
Tight