

CHAPTER IX - SAFE, HEALTHY & LIVABLE COMMUNITIES

This chapter's focus is on safe, healthy and livable communities—public safety, public services, community facilities, housing, libraries, and education—throughout Scott County. It is necessary to periodically take stock of these assets in order to assure that the needs of the community will be met as population and demographics change over time. This chapter builds from the community background data presented in Chapter III. This is the first time that an entire chapter has been devoted to this broad topic in a Scott County comprehensive plan.

HOUSING PLAN

The 2030 Vision states the desire for a variety of housing choices that accommodate both urban and rural lifestyles. In Scott County, the cities provide a range of housing types, from single-family large lot homes to mixed-use residential units in the heart of historic downtown areas. The townships offer rural living, incorporating cluster developments and agricultural backdrops with spacious natural resource areas and opportunities to own livestock. The future urban growth areas around cities offer opportunities for clustered rural housing on shared or publicly managed septic systems in neighborhoods designed for eventual conversion to city infrastructure (e.g., sewers, water lines, streets, sidewalks, etc.). The range of housing types within Scott County also creates a large spectrum of affordability for its residents.



This section offers a glimpse at Scott County's housing stock and provides goals and policies to help satisfy housing needs as addressed in the 2030 Vision. Chapter III provides more detailed statistics and analysis regarding Scott County's housing characteristics.

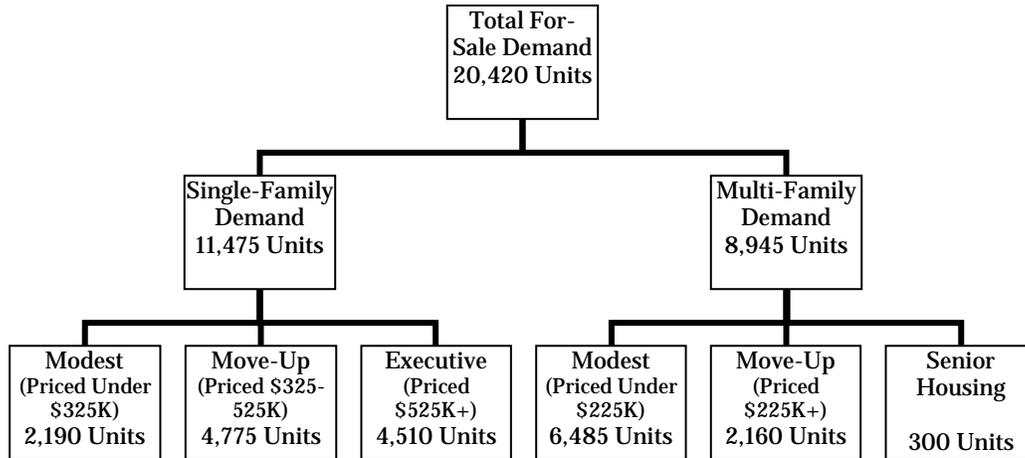
A. Housing Units Supply and Demand

There are an estimated 43,963 households in Scott County in 2007, with 7,614 in the unincorporated area. By 2030, Met Council forecasts a need for an additional 43,027 households, bringing the total to 86,990 households to accommodate the county's share of regional growth. Most of this growth will occur in the cities of Shakopee, Savage, and Prior Lake, which combined will account for 62 percent of the county's households by 2030. All of the cities are projected to at least double their household stock by 2030. Credit River, Spring Lake, and New Market townships will each edge toward 2,000 households by this time frame.

A study prepared for the Scott County Community Development Agency (CDA) titled the *2006 Comprehensive Housing Needs Assessment for Scott County* identified housing unit needs by 2015 to meet forecasted growth. Approximately 23,000 new housing units are needed by 2015 to meet the current demand. Of this total, 87 percent is projected for owner-occupied housing

and the remaining 13 percent for rental housing. Figure IX-1 lists the number of owner-occupied units and Figure IX-2 lists the number of rental units needed by 2015 to meet current demands. Nearly 8,700 modestly-priced units (single-family detached and multi-family totals combined) will be needed.

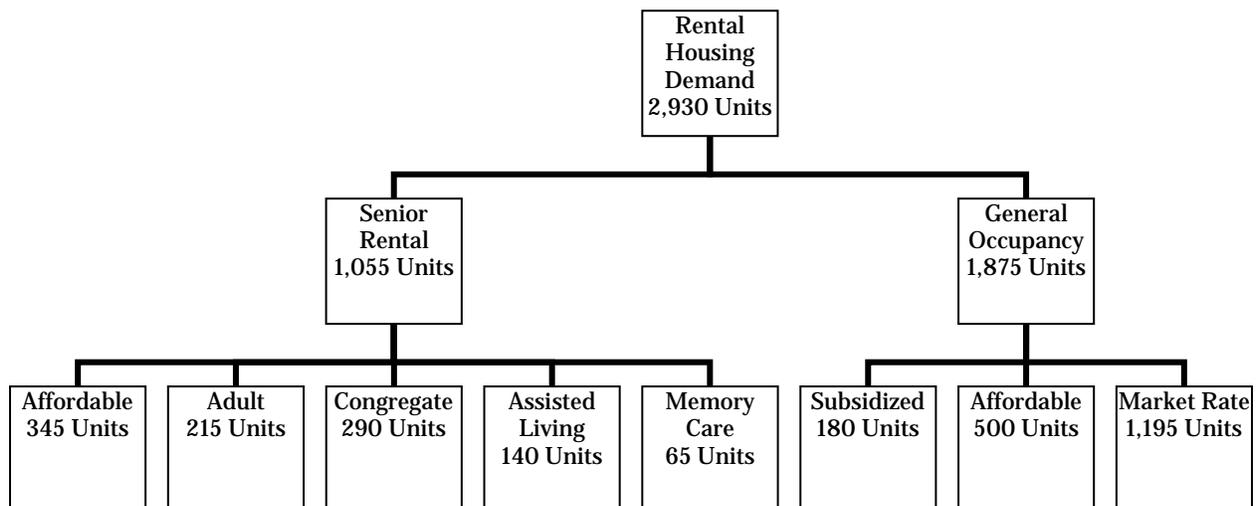
**Figure IX-1
Owner-Occupied Housing Demand, 2005 to 2015**



Source: 2006 Comprehensive Housing Needs Assessment for Scott County, Minnesota, Claritas Inc., Maxfield Research Inc.

The demand for rental housing units anticipates the need for 2,930 additional units by 2015. Housing choices for seniors should be expanded, as 1,055 rental units for seniors are needed to meet the 2015 demand. The demand for senior housing is expected to increase through 2030 as the baby boomer population continues to age. This will require construction of more senior housing projects offering a variety of housing styles, such as town homes, condominiums, assisted living units, and luxury rental properties geared toward the senior lifestyle.

**Figure IX-2
Rental Housing Demand, 2005 to 2015**



Source: 2006 Comprehensive Housing Needs Assessment for Scott County, Minnesota, Claritas Inc., Maxfield Research Inc.

As a result of the proportional increase in seniors over the general population, there will be a shift in the demand and supply of housing units. The American Association of Retired Persons estimates 86 percent of Minnesota’s older population lives in owner-occupied single-family homes. When this population begins to “downsize” into new units geared towards the senior lifestyle, it is predicted there will be an increase in the number of units available on the market. The anticipated supply of homes will likely outweigh the demand from younger individuals and families. Consequently, this change in the market could assist in providing affordable housing for the expected younger families, as one of the best ways to produce affordable housing is through maintaining the existing housing stock.

B. Lifecycle Housing and Affordability

A major component of a healthy housing market is the availability of lifecycle and affordable housing. Lifecycle housing provides an array of housing choices for a community’s residents. Not only are single-family homes in all price ranges available, but townhomes, apartment buildings, and senior living complexes are all located within the same community. This provides residents the opportunity to remain a part of the community while moving throughout different stages of life. It also offers housing options for young adults and seniors that want to remain close to their families. Affordable housing is a vital part of lifecycle housing as it allows for these family members to afford living in different housing choices that the community offers.

The Metropolitan Council established a regional benchmark for affordable housing of 15 percent above the national average. In 2004, the percentage of affordable units in the Twin Cities metropolitan area was 71 percent, compared to 55 percent nationally. This was a 6 percent decrease from 2000, when 77 percent of housing was considered affordable in the region. Housing affordability has continued to decrease steadily over the past few years, which impacts the availability of housing for low- and moderate-income families and young adults. Scott County has supported the construction of affordable housing within its cities, where land costs and higher densities make affordable housing more viable.

In order to provide assistance for the creation of lifecycle and affordable housing, the Metropolitan Council administers the Livable Communities Act. This program offers potential funding opportunities for participating communities to develop affordable and diverse housing choices that expand the availability of housing for more individuals in the community. All cities in Scott County, with the exception of New Prague, participate in the Livable Communities Act. Scott County continues to support the use of this program, when available, and encourages communities to find new ways to offer lifecycle and affordable housing for its residents.

Scott County could take a more active role in promoting lifecycle housing in the rural areas by implementing the public value incentive program (see Chapter V) in return for additional housing types in new subdivisions. Due to current zoning standards, the creation of new housing is currently limited to detached single-family homes in the townships. An incentive program could allow a developer to produce a percentage of attached or detached townhome units (or other housing styles) in return for additional density. This could benefit seniors or young families that would like to live in a rural community, but prefer to live in a smaller home.

C. Scott County Community Development Agency (CDA)

The Scott County Community Development Agency (CDA)—formerly known as the Housing and Redevelopment Authority (HRA)—offers a number of services to assist in the creation and preservation of affordable housing. The Scott County CDA partners with local communities to

develop and manage housing choices for seniors, low- and moderate-income families, and minorities. Single-family homes, townhomes, senior facilities, and rental units have all been established throughout the seven cities by the CDA. Additional programs, such as Section 8 Housing Vouchers, are also utilized to maintain affordability in the existing housing stock. Scott County encourages CDA projects and partnerships with local communities to provide lifecycle and affordable housing in its communities.

D. Housing Goals and Policies

The following are goals and policies to guide housing planning in Scott County over the next 25 years.

Goal #IX-1 Maintain a choice of and encourage development of quality residential environments.

- a. Plan for a sufficient supply of developable land for a range of different housing types and densities consistent with service requirements.
Reason: This will allow all types of housing to be produced, providing life-cycle housing for residents in the urban areas. Varying rural lot sizes allows for a mixture of agricultural and residential uses in the townships.
- b. Implement flexible zoning rules to entice developers into a collaborative development track that could include density bonuses in exchange for public values that promote varied housing options in the rural areas.
Reason: Development incentives allow for more creative neighborhood designs that could benefit the public by providing lifecycle housing choices within a community.
- c. Provide opportunities for the development of executive homes in rural areas.
Reason: There is a continuing demand for executive homes in Scott County, particularly where many large-lot neighborhoods already exist. Executive homes also attract business owners and managers, which may encourage business locations/expansions in Scott County.
- d. Encourage multi-family residential development within areas planned for urban services to help meet life-cycle and affordable housing needs.
Reason: High density housing is most economical in cities where public utilities exist. Residents also benefit by locating housing near major employment centers and transportation systems.
- e. Support the development of senior housing in appropriate areas to accommodate the projected increase in the elderly population.
Reason: Locating senior housing near amenities and services (parks, libraries, transit stations, shopping, etc.) reduces automobile dependency for seniors.

Goal #IX-2 Encourage maintenance and improvements of existing housing stock.

- a. Support the provision of housing maintenance and building codes that promote the safety and sanitary condition of the current housing stock, including owner occupied and rental housing.

Reason: Maintaining the existing housing stock is the best way to provide an affordable housing supply. Existing housing also helps in providing life-cycle housing. As the baby boomers retire and move into senior units, young families will be able to move-up into the older, larger homes.

- b. Research the feasibility of creating a countywide rental housing inspection program in cooperation with cities and townships to ensure a safe supply of affordable rental housing.

Goal #IX-3 Encourage all municipalities to implement housing goals and policies that sustain livable community design, encourage affordable housing, and promote accessibility to multi-modal transportation systems.

- a. Encourage the expansion of the supply of affordable rental housing. Support federal, state, and local programs that provide financing for the development of new affordable housing.
- b. Support the Scott County CDA in its efforts to develop affordable rental and owner-occupied housing for families and seniors.
- c. Support housing that addresses the special needs of persons with physical or developmental disabilities, or mental illness.
- d. Encourage cities to integrate livable community design and transit opportunities in new developments. Support communities that apply for Livable Communities grants and other programs that promote new urbanism, active lifestyles, and transit oriented developments.

E. Key Housing Recommendations

The following are excerpts of key housing recommendations from the *2006 Comprehensive Housing Needs Assessment for Scott County* report, as prepared for the Scott County CDA. The complete report is available on-line at the County website or at the CDA office in Shakopee.

- Demand for ownership housing in Scott County over the next ten years is projected to remain robust, as the fringe of the Twin Cities Metro Area continues to expand outward into the county. Most of the land closer to the core of the Twin Cities is fully developed, with little land available to accommodate new housing, particularly single-family homes. Thus, Scott County will account for an increasingly greater share of the Twin Cities overall single-family housing development. For instance, Scott County accounted for 9 percent of the seven-county Twin Cities Metro Area's new single-family homes during the 1990s. That percentage increased to 15 percent between 2000 and 2004, and is projected to be even higher over the next 10 years.
- Nearly all of the new single-family homes built in Scott County between 2005 and 2015 are projected to be move-up (\$325,000 to \$525,000) or executive homes (\$525,000+). Several factors have led to the increased prices for new single-family homes. First, baby boomers have reached their peak earning years and created strong demand for move-up and executive homes. Secondly, increased costs for land, building materials, and labor have made housing construction more expensive.

- Most of the demand for modestly priced single-family homes will be accommodated in Jordan, Belle Plaine, and New Prague. These communities are a greater distance from the core of the Twin Cities and generally have lower home prices than closer-in suburbs. They will attract younger buyers willing to accept longer commutes for the ability to purchase a new single-family home.
- Overall, the rental market has been somewhat soft in Scott County over the past couple of years (as has the entire Metro Area) with vacancies above the stabilized rate of 5 percent. Vacancies are decreasing, however, and with strong job growth, we find that new units will need to be added in the short-term to satisfy potential households growth. While most of the smaller communities can support some rental units, the majority of demand will be in Shakopee, Savage, and Prior Lake, or where the majority of jobs, as well as shopping and services, are located.
- Existing senior projects built within the past couple of years in Scott County are performing well and additional senior developments will be needed to meet the demand from the growing senior population. This includes both independent rental projects by the Scott County CDA as well as market rate service-intensive projects (i.e., congregate, assisted living, and memory care). Two proposed senior housing with services projects planned in Scott County are Shepherd's Path in Prior Lake and Lutheran Home in Belle Plaine. While other projects could be supported as well, these two projects will satisfy most of the demand for market rate senior housing with services in the short-term.
- The High-Growth Townships (Cedar Lake, Credit River, New Market, and Spring Lake) are projected to add about 900 households between 2005 and 2015, growing to over 16,000 people and about 5,800 households by 2015. Because the land is not serviced by municipal water and sewer and is also zoned for lower density housing, all of the new housing units will be single-family homes. Based on recent trends, all of the new single-family homes are likely to be executive homes marketed to higher income households. To meet the projected single-family home demand, the High-Growth Townships will need to maintain a supply of about 270 lots to allow adequate consumer choice. Currently, the supply is about 215 lots, meaning that new lots will need to be added in the short-term.
- The Low-Growth Townships (Blakeley, Belle Plaine, Helena, Jackson, Louisville, Sand Creek, and St. Lawrence) are projected to add about 350 households between 2005 and 2015, growing to over 8,600 people and 3,000 households by 2015. Because the land is not serviced by municipal water and sewer and is also zoned for lower density housing, all of the new housing units will be single-family homes. Existing residents of the Low-Growth Townships seeking senior or rental housing will move to adjacent communities where multi-family housing can be supported. Based on recent trends, we project that all of the new single-family homes are likely to be mover-up or executive homes. To meet the projected single-family home demand, the Low-Growth Townships will need to maintain a supply of about 100 lots to allow adequate consumer choice. Currently, the supply is about 45 lots, meaning that at least another 55 lots will need to be created in the short-term.

PEOPLE & PUBLIC SAFETY PLAN

This portion of the chapter focuses on people and public safety issues as it pertains to county planning, particularly County buildings, township facilities and services, public protection services, hospitals, schools, and libraries. Inventories for city-maintained and owned facilities and services can be found in each city comprehensive plan.



Scott County recognizes the benefits of having diverse services within the County for the benefit of local and regional residents. This chapter acknowledges the need for careful consideration of the location and operation of community facilities to ensure that transportation, storm water drainage, and land use compatibility issues are properly addressed.

A. County Buildings

Scott County currently occupies 525,852 square feet of owned and leased gross facilities space. Although a number of buildings are dispersed geographically, most services are headquartered in three locations: 1) Government Center in downtown Shakopee; 2) Public Works Central Shop in Spring Lake Township and Prior Lake Orderly Annexation Agreement Area; and 3) Conservation and Extension Center located in the County fairgrounds near Jordan in St Lawrence Township.

The number and use of today's buildings have expanded the County's presence considerably since the first Courthouse was constructed in the late 1850s. Since then, the original Courthouse has been removed and replaced with the Government Center complex in downtown Shakopee comprising of an Administration Center (constructed in 1976), Justice Center (constructed in 1998), and Law Enforcement Center (constructed in 2005). In addition, other County services are located throughout the county, such as the Workforce Center (constructed in 1999) in the Shakopee Industrial Park and the Public Works Central Shop (constructed in 1986).

The Conservation and Extension Center provides facilities for the University of Minnesota/Scott County Extension Service, the Scott Soil and Water Conservation District, the Natural Resources Conservation Services Office, Farm Services Agency, Scott County Agricultural Society (Fair Board), and Minnesota Department of Natural Resources Division of Wildlife Management. A new joint public safety training facility occupies the former jail annex in Sand Creek Township near Jordan. Figure IX-3 lists a complete inventory of County maintained buildings.

While some buildings meet current service and employee needs, a number of departments have or will soon grow beyond their existing office spaces. As the County continues to hire additional employees to keep up with the pace of the growing population, additional space will be required. Scott County plans and prepares for the major cost of new buildings and office space in the five-year Capital Improvement Plan (reviewed annually) and the 15-year Facilities Plan. These plans address future growth needs by assessing options to accommodate growth and preparing an orderly, fiscally responsible timeline for new growth to occur.

**Figure IX-3
Inventory of County Buildings**

Name	Location	Comments
Conservation & Extension Center	7151 190 th Street W Jordan	Constructed in 2000
Joint Public Safety Training Facility	17681 Valley View Jordan	Former jail annex
Government Center	200 4 th Ave West Shakopee	Houses County Administration and most Service Departments
Highway Department Garage	Belle Plaine	New salt storage building in 2007
Household Hazardous Waste Facility	600 Country Trail Jordan	Constructed in 2001
Justice Center	200 4 th Ave West Shakopee	Court Administration and Services
Juvenile Facility	17681 Valley View Jordan	Constructed in 1998, updated in 2003
Law Enforcement Center	301 Fuller Street Shakopee	Constructed in 2005
Public Works Central Shop	600 Country Trail Jordan	Highway Department, located in Urban Expansion & orderly annexation areas
County Library Administrative Offices - Savage (leased)	13090 Alabama Ave Savage	Library Administration office leased from city of Savage
Warehouse & Transit (leased)	828 1 st Ave Shakopee	Leased through 2008 with 5-year option
Work Force Development Center	752 Canterbury Rd Shakopee	Constructed in 1999

Source: Scott County 2006-2021 15-year Facilities Plan

Currently, a “one-stop” centralized location for most citizen services is located at the Government Center Campus in downtown Shakopee. However, the County has considered locating service centers closer to the public by duplicating service destinations in other areas to improve accessibility as the population doubles in size. This would require additional buildings, but would provide a more convenient customer service experience for residents. Any changes to the service strategy of the County will be addressed in future Capital Improvement Plans and Facilities Plans.

The County has also begun efforts to make services and information more readily available for residents through the internet. Providing web-related service will be an important aspect for future County facilities, as it may impact the amount of space needed and the use and location of these facilities. In 2004 the County adopted a Strategic Information Technology Plan and set forth goals and strategies to guide ongoing development and coordination of information resources and processing. The two primary goals of this plan are to develop an e-services system (commonly referred to as “e-GOV”) and to balance the people, processes and technologies within the Information Technology environment to provide the most effective and efficient services possible. The plan envisions a seamless countywide infrastructure for information technology—including a 90-mile loop fiber optic system that connecting all seven city halls, libraries, and school districts together and providing enormous capacity for digital communication—that, when fully developed, will enable citizens to obtain County services and staff to provide these services without regard to bureaucratic or organizational boundaries.

B. County Public Works

The County Highway Department is responsible for planning, designing, constructing, and maintaining all County State Aid Highways (CSAH) and County Roads. The Department also handles road repairs and snow removal along these roadways, monitors the noxious weed inspection program, provides interim maintenance for County-owned parkland, plans and maintains Scott County Transit and park-and-ride facilities, and is home to the Surveying department. Funding and timelines for construction improvements of the County roadway system can be found in the County's Capital Improvement Plan and the 2006-2012 Transportation Improvement Program. More information can also be found in the 2030 Transportation Plan (Chapter VI of this document).

C. Public Safety

In cooperation with County, municipal, and private organizations, a number of police, fire, and ambulance departments service Scott County. These services do not necessarily follow city and township boundaries; many serve multiple cities or townships. Figure IX-5 identifies the locations of public safety buildings operated by local police departments and the County Sheriff's Office. The Sheriff's Office handles all 911 calls from within the county and then dispatches to the appropriate organization. Figure IX-4 lists the number of serious crimes reported in Scott County in 2004. With the major population growth expected, the number of cases will undoubtedly increase. This will cause a strain on existing public safety organizations if they are not adequately expanded to provide safety and response for the anticipated population.

Type	Total Number Reported in Scott County (Countywide)	Total Number Reported in the Unincorporated Areas (Township)
Murders	1	0
Forcible Rapes	28	4
Robberies	13	0
Aggravated Assaults	92	8
Burglaries	420	38
Larceny/Theft	2,051	105
Motor Vehicle Theft	156	21
Arson	25	1
Total	2,786	177

Source: Minnesota Department of Public Safety, Minnesota Crime Information 2004, 2005

Sheriff's Office

The Scott County Sheriff, an elected position with a four-year term, is responsible for the operation of the Sheriff's Office. The Sheriff's Office is comprised of four separate divisions: Communications, Operations, Jail Services, and Administration/Support. The Sheriff's Office is responsible for managing the 911 Emergency Telephone System and the Emergency Radio Communications System for all of Scott County (including each city). The Sheriff's Office hosts and maintains a countywide records management system that serves the Sheriff's Office, all of the city police departments, and the 911 Center. This system is used to maintain criminal and jail records. Information is forwarded to the BCA and FBI criminal history files. The Sheriff's

Office also maintains the County's Emergency Management Division, which carries out all weather related warnings and is responsible for the mitigation, planning, response, and recovery for large-scale emergencies and catastrophes that may occur in Scott County. By statute, the Sheriff is responsible for requesting emergency assistance from the State.

The Sheriff has the authority to appoint Deputies and establish 24-hour patrol. Deputies respond to accidents, answer calls, provide preventative patrol in the unincorporated areas, and assist municipalities upon request. Another branch of the Sheriff's Office is the Investigative and Crime Scene Unit which conducts investigations in the township areas and assists the city police departments, when requested, on cases such as burglary, assault, sexual assault, robbery, theft, forgery, and homicide. The Operations Division also contains the Civil Process Unit which is responsible for service of civil papers, both from the court and from attorneys, and for the service of restraining orders for all of Scott County. The Warrant and Transport Unit is responsible for the execution of warrants, location of fugitives and the transportation of inmates back to Scott County that were arrested outside the County or State. The Court Department assigns officers to the court system to maintain order and provide bailiff services. The Sheriff's Office maintains a countywide Water Patrol and Recreation Safety Unit as it has the statutory responsibility to patrol the waters and investigate accidents on water and ice.

In addition, the Sheriff's Department operates and monitors County jail services, which are located in the Law Enforcement Center. The Law Enforcement Center provides adult detention facilities for 264 prisoners, but can be expanded to hold up to 440 prisoners. The Juvenile Facility (which is operated by the Community Corrections Division) accommodates up to 16 offenders in a "group home" environment. The Sheriff's Department maintains custody of all prisoners that are held for pending court appearances or have been sentenced to the jail and provides service for all legal processes received by the court and private attorneys. With the recent completion of the Law Enforcement Center, the Sheriff's Department has the ability to accommodate near- and long-term staffing and prisoner growth needs. The Former Jail Annex is under construction for use as a SCALE Regional Public Safety Training Facility. This would provide an opportunity to enhance and expand the training capacity for deputies and city police departments from Scott County and other units throughout the state.

Police Departments

Each of the seven cities maintains its own police department. These departments are responsible for providing police services within the city under the direction of a police chief. The police departments take on the additional roles, such as providing school resource officers and DARE/drug education for local schools within their service areas. All of the cities' police departments and the Sheriff's Office assist in responding to medical emergencies. Most squad cars are supplied with oxygen and defibrillation units. The cities and County have mutual aid agreements for police services and assist each other at no charge.

Fire Departments

Scott County is served by eight fire departments. Each of the seven cities has a volunteer fire department. The city of Savage has a full-time fire chief and the city of Shakopee has a full-time fire chief and full-time fire inspector. The Shakopee Mdewakanton Sioux Community has a fire department that is a mixture of full-time and part-time staff serving the Dakota Tribal Community. The townships contract with these fire departments for fire protection and response. Four fire departments contract with townships outside of Scott County. All fire departments are part of mutual aid agreements to provide assistance to each other at no cost during emergencies. Figure IX-6 provides a map locating fire stations within Scott County.

Emergency Medical Response

Scott County is served by five emergency medical and transport/ambulance responders, as shown in Figure IX-7. Their primary service areas (PSAs) are controlled by a state regulatory board. The northern third of Scott County is assigned to Allina Transportation who responds with at least one paramedic (Advance Life Support/ALS) and an emergency medical technician (EMT). The Dakota Tribal Community Fire Department provides ALS for the tribal lands and a portion of Prior Lake. The southern portion of Scott County is covered by ALS through on-going collaboration with EMS providers. The cities of Belle Plaine and New Prague maintain volunteer ambulance services that are staffed by EMTs and intermediate EMT responders. Southeastern Scott County is covered by ALS units from Northfield Hospital and with service managed by Allina. Out-of-County medical helicopters are used for transportation on a regular basis for trauma cases. There are two helicopter pads (Lakeville and Flying Cloud Airport in Eden Prairie) that serve Scott County. All EMS agencies participate in mutual aid agreements.

800 MHz Radio System

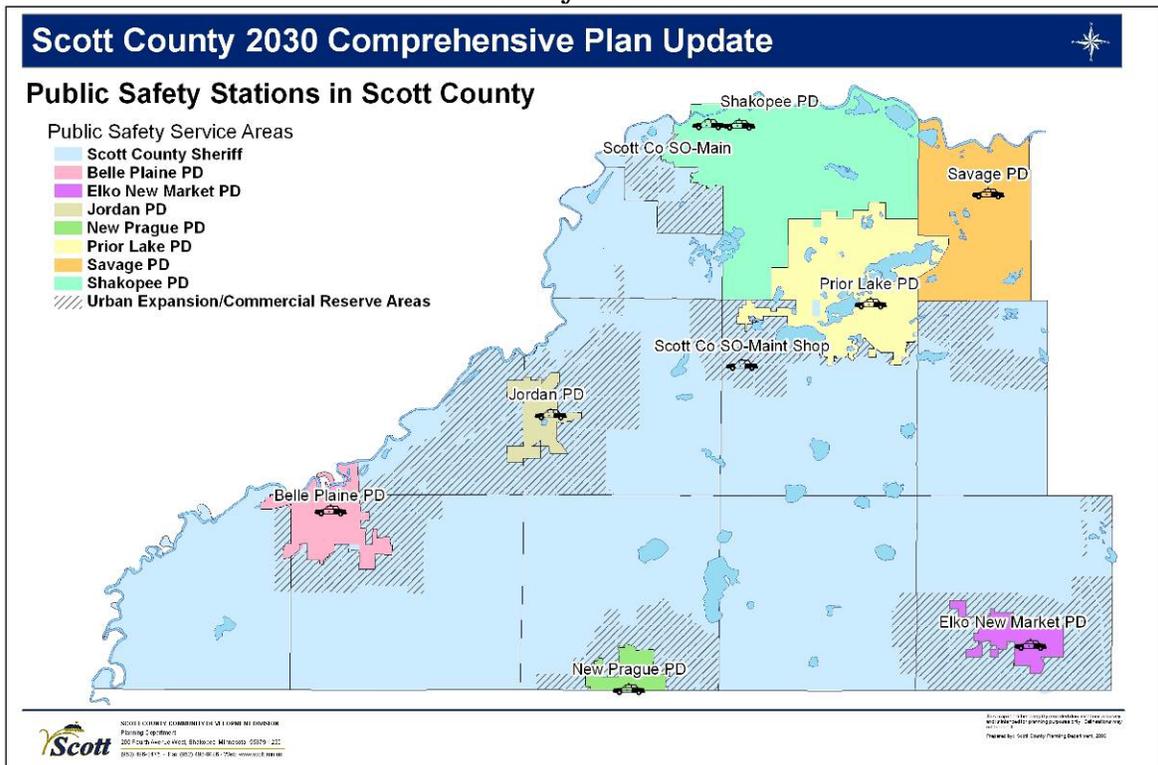
Historically, public safety two-way radio systems have been built and maintained by Scott County, creating a law enforcement repeated radio system and a fire and emergency medical service non-repeated radio system. Both systems have limited ranges, with radio channels and frequencies increasingly becoming congested due to the size and capacity (which has not been expanded in 25 years). These frequencies also suffer from radio interference. Scott County public safety agencies have relied on limited “statewide” frequencies for inter-agency communication during incidents involving departments not on Scott County radio systems.

In 2002, a metro-wide radio system was established connecting all public safety, public works, and transit departments to allow “interoperability” as well as meet new federal requirements. The “800 MHz Radio System” is named after the frequency range on which it operates. The Minnesota Department of Public Safety (DPS) and Department of Transportation (MnDot) initiated the system build-out and installed two radio sites on existing towers in Scott County. Metro-wide, cities and counties have been moving onto the 800 MHz system based on communication needs and their ability to fund necessary improvements.

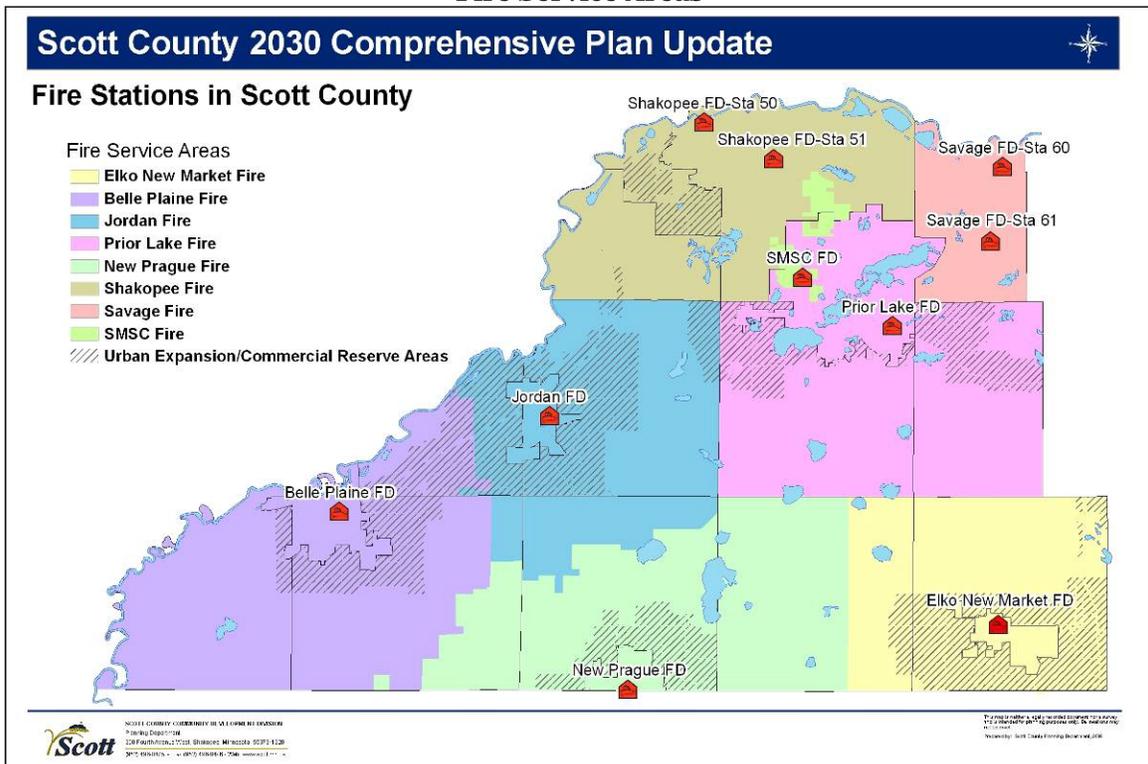
Scott County plans to install additional radio sites to increase the local system’s capacity and assure adequate coverage. The Scott County 911 dispatch center, located in the new Law Enforcement Center, was designed to utilize the 800 MHz system. The county-wide 800 MHz radio system is anticipated to be operational in 2008.

The 800 MHz communication system is based on a network of radio towers, but will also have a 90-mile loop fiber optic backbone for increased reliability during power outages and major catastrophes. The fiber optic system will connect all seven city halls, libraries, and school districts together, providing an enormous capacity for communication, a highly reliable internet connection, and an opportunity to reduce or share communication costs for all public services. This system will improve and increase communication capabilities between public safety departments, greatly enhancing the quality of public safety for residents.

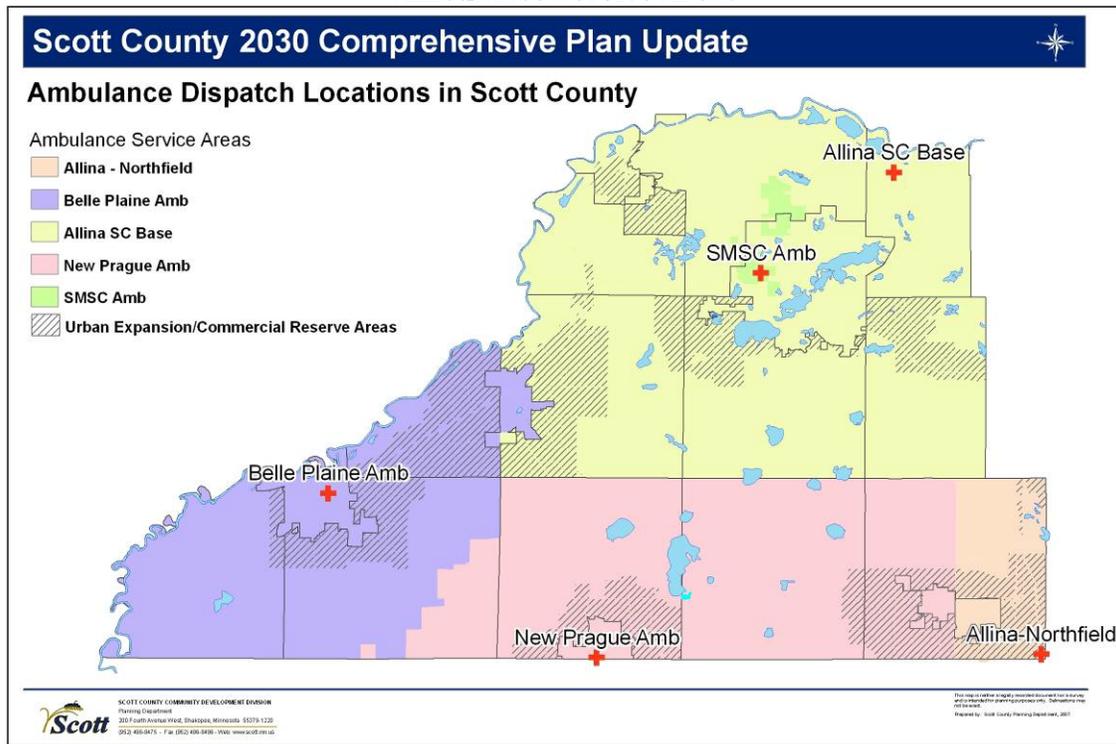
**Figure IX-5
Public Safety Service Areas**



**Figure IX-6
Fire Service Areas**



**Figure IX-7
Ambulance Service Areas**



D. Health and Human Services

Scott County’s Health and Human Services Department is responsible for community initiatives that will improve outcomes for consumers by bringing County services, school district, private sector providers, and juvenile corrections into an integrated support network for families. Social services include Child Protection, Adult and Children’s Mental Health, Minor Parent, Foster Care, Adoption, Child Care Licensing, Long Term Care, Chemical Dependency and Developmental Disabilities. Scott County also has its own Mental Health Center and Day Training and Habilitation program, New Options, for adults with developmental disabilities.

Economic assistance is provided for citizens who are elderly and disabled as well as those who have a work requirement. The Workforce Center provides services through both the County and State to help people obtain skills to find and keep jobs, along with providing assistance until citizens become self-sufficient. Child support services, including locating non-custodial parents, establishing parentage, establishing and enforcing child support orders and collecting current and past-due support are also available. Public Health staff identifies health needs and resources within the community to protect and promote the health of all residents in Scott County. Main programs include Disease Prevention and Control, Family Health, and Health Promotion.

CAP Agency

The CAP Agency is a private non-profit organization providing services to residents of Scott, Carver and Dakota Counties. The CAP Agency serves approximately 25,000 children, families and senior citizens each year in its tri-county service area and has a \$12 million operating budget. The agency is part of a national community action association focused on reducing poverty through an integrated service approach that addresses strengths and barriers and creates a plan for increased self-reliance.

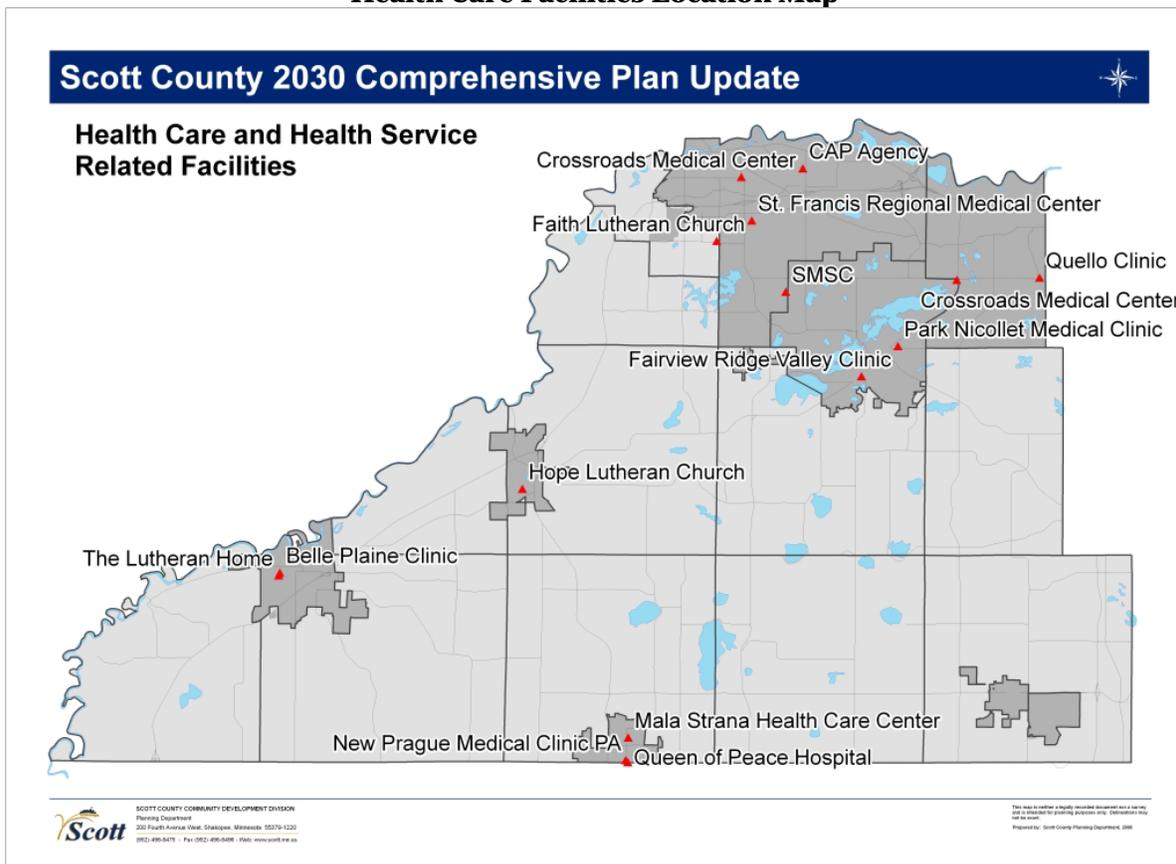
Hospitals

Scott County is home to two major hospitals. St. Francis Regional Medical Center in Shakopee and Queen of Peace Hospital in New Prague provide healthcare and emergency services for county residents and the surrounding region. Figure IX-8 shows a number of clinics and health service locations that also serve residents.

St. Francis Regional Medical Center has continued to expand since the doors were opened in its current location (1455 St. Francis Ave, Shakopee) in 1996. With over 400 physicians and 70 private hospital rooms, the hospital served over 69,000 outpatients in 2003. An ongoing \$40 million hospital expansion will result in the campus doubling in size by the end of construction in 2010 and reach 200 private hospital rooms by 2025. Currently, St. Francis Regional Medical Center specializes in the following services: Birth Center (Family Birth Place); Breast Center; Cancer Center; Diagnostic Service; Emergency Department; Health Services – Chaska; Hospice and Palliative Care; Diabetes and Nutrition Counseling; Pediatric Care; Social Services; Adult & Pediatric Rehab; Sports Medicine; Urgent Care; and Sleep Diagnostics.

Queen of Peace Hospital (301 Second Street NE, New Prague) is a 25-bed facility offering a strong family practice physician network and a comprehensive array of specialty services for residents of southern Scott County. First opened in 1952 as Community Memorial Hospital, Queen of Peace Hospital has maintained the caring values of a small-town hospital. They also provide a clinic in Belle Plaine. Queen of Peace Hospital is currently considering sites for a new building to better serve the New Prague area.

**Figure IX-8
Health Care Facilities Location Map**



E. Township Facilities and Services

The eleven township governments in Scott County provide and maintain their own facilities, utilities and development-related services. All townships (except Louisville and Sand Creek) own town hall buildings—ranging from an old school house in Blakeley to newly constructed buildings in New Market and Spring Lake—where town clerks, consultants, and elected boards conduct official business. In Scott County, the eleven townships serve as the local planning and maintenance authority for roads and storm water management systems. All eleven townships (except Sand Creek) administer wetland conservation rules. A few townships own and operate local parks (Spring Lake, Credit River, and Jackson). Some of the townships have created Subordinate Service Districts to operate community sewage treatment systems (CSTS) as part of larger open space cluster developments (Helena, Cedar Lake, and Credit River). The following lists township responsibilities as related to facilities, utilities and development-related services:

- Create standards/plan for local roads;
- Approve road designs in subdivisions;
- Maintain roads and manage access;
- Own, manage, and maintain drainage and utility easements;
- Review wetland delineation reports;
- Approve wetland exemptions/replacement plans;
- Prepare and adopt local park plans;
- Collect local park dedication fees; and
- Acquire and manage parks and open space.

F. Public/Private School Facilities

Nine public school districts retain jurisdiction over portions of Scott County. As discussed in Chapter III, the majority of these districts have experienced considerable growth over the past ten years, contrary to trends in out-state Minnesota. According to the U.S. Census, between 2000 and 2004, K-12 enrollment fell in 71 of 87 counties and in 285 of 422 school districts for a variety of reasons (such as birth trends, dropout rates and school choice). But the greatest gains were all in school districts at the edge of the Twin Cities metropolitan area, including Prior Lake-Savage, Lakeville, Shakopee, and Chaska. As a result, the districts serving Scott County continue to construct and remodel their schools and related facilities. New high schools have recently been constructed in Jordan, Shakopee, Savage, and New Prague, and a number of new elementary schools throughout the districts have also been constructed to serve the growing youth population. Figure IX-9 lists the inventory of public school facilities serving Scott County. Other schools not included in the inventory include the Carver-Scott Education Cooperative in Lydia and the Minnesota Valley Education Cooperative in Jordan.

Home-schooling is also an option that some families choose. According to the Minnesota Department of Education, there were ten home-schooled children within Scott County public school districts during the 2006-2007 school year.

Figure IX-10 provides a map showing jurisdictional boundaries for each district. Although the Bloomington, Lakeville, and Le Sueur-Henderson districts serve portions of the county, they do not operate any schools within Scott County.

In addition to public schools, a number of private schools are offered for residents. Figure IX-11 lists private schools located within Scott County and the grade levels served.

Figure IX-9 Public Schools Districts			
Independent School District, Number	Enrollment		Number of Existing/ Proposed Schools
	2005-2006	2006-2007	
Belle Plaine, 716	1,473	1,510	1 - High School 1 - Junior High 1 - Elementary
Burnsville, 191	10,689	10,399	1 - High School 3 - Junior High (1 in Savage) 10 - Elementary (3 in Savage)
Jordan, 717	1,534	1,546	1 - High School 1 - Middle School 1 - Elementary
Lakeville, 194	11,034	11,036	2 - High School 3 - Middle Schools 9 - Elementary 1 - Area Learning Center (None in Scott County)
New Prague, 721	3,206	3,401	1 - High School 1 - Middle School 1 - Intermediate 3 - Elementary
Prior Lake-Savage, 719	6,241	6,507	1 - High School 2 - Middle School 6 - Elementary
Shakopee, 720	5,539	5,824	1 - High School 1 - Junior High 4 - Elementary
Le Sueur-Henderson, 2397	1,278	1,216	(None in Scott County)
Bloomington, 271	10,669	10,346	(None in Scott County)

Source: Minnesota Department of Education, 2006-2007

**Figure IX-10
Public Independent School District (ISD) Map**

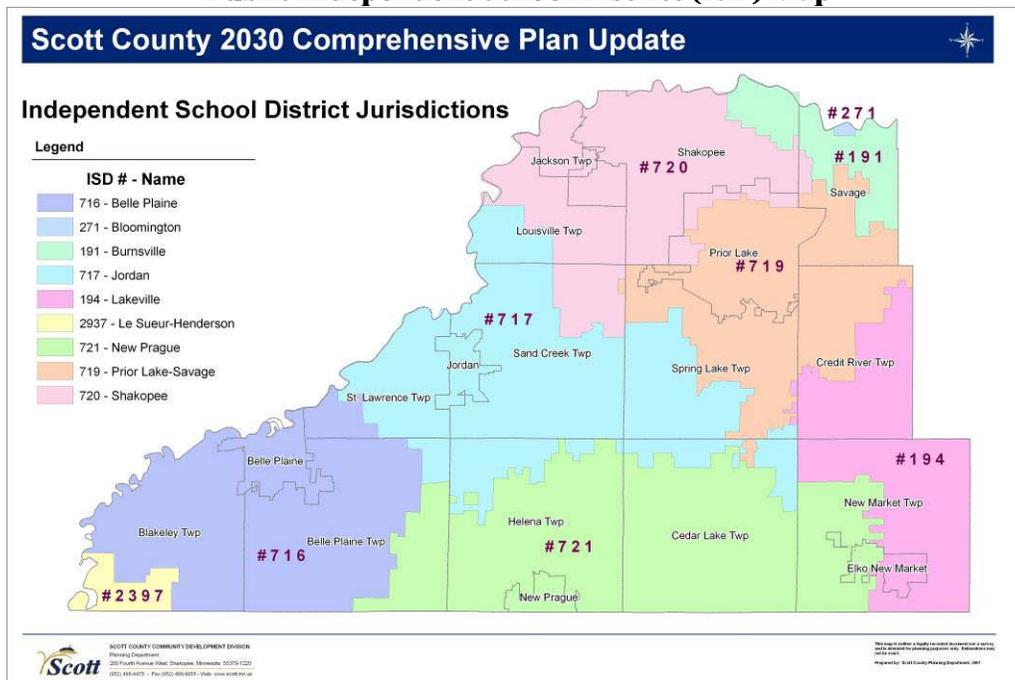


Figure IX-11 Private Schools		
Location/School	Enrollment 2006-2007	Grade
Belle Plaine		
Holy Family Academy	35	K-12
Our Lady of the Prairie	50	K-6
Trinity Lutheran	54	Pre-8
Jordan		
St. John the Baptist	129	Pre-6
Elko New Market		
Lonsdale/New Market/ Veseli (LNMV) Area Catholic	152	Pre-8
New Prague		
St. Wenceslaus	348	K-8
Prior Lake		
Holy Cross Lutheran Preschool	N/A	Preschool
Prior Lake Christian	88	K-12
St. Michael	508	K-8
St. Paul's Lutheran	52	K-6
Savage		
St. John the Baptist	625	Pre-8
Shakopee		
Living Hope Lutheran School	105	K-4
Shakopee Area Catholic	752	Pre-8

Source: Minnesota Department of Education, 2007

G. Public Library Facilities

Scott County oversees seven full-service libraries and one specialized branch (Law Library located in the Scott County Justice Center). A unique relationship has been established as part of the library system where each city provides and maintains buildings for the libraries. In return, the County finances and administers equipment, circulation materials, and staff services. The townships have no building or operation financing responsibilities.

The County's library system has experienced major circulation growth with the increased population. New buildings were recently constructed in Savage, Prior Lake, and Shakopee. In addition, the library's total volume of books and media has continued to expand. The American Library Association recommends counties provide 0.6 square feet per resident of public library space. The County currently exceeds that standard; however the library facilities located in Jordan and Elko New Market will need to be expanded or relocated to keep up with the growing populations in each area. The County's individual library branches are listed in Figure IX-12.

Any expansions or new library facilities would be planned for by the cities and identified in their capital improvement plans. Currently, Elko New Market's five-year capital improvement plan includes library expansion for a new meeting room. No other library projects are currently identified in capital improvement plans, although a new library is being discussed for the city of Jordan. The *Downtown Master Plan* for Elko New Market (2005) recommends a new library site in the downtown area, which is consistent with the Southeast Scott County Comprehensive Plan Update's recommendation for this part of the county expecting high growth over the planning period.

In the future, technology may play a larger role in libraries than the expansive book collection utilized today. Library collections may become available via the internet, allowing residents to access County library resources without having to leave their home. The use of computers within libraries may likely also increase, providing access to a number of multimedia resources. As technology continues to change the way people collect information, the County library system will need to adapt its facilities and resources to continue to provide the best service available.

**Figure IX-12
Scott County Library System**

Library	Address	Building Square Footage
Belle Plaine	125 W Main St.	5,280 ft ²
Jordan	230 S Broadway St.	2,582 ft ²
Elko New Market	50 Church St.	1,325 ft ²
New Prague	400 E Main St.	8,000 ft ²
Prior Lake	16210 Eagle Creek Ave. SE	14,000 ft ²
Savage*	13090 Alabama Ave. S	17,750 ft ²
Shakopee	235 S Lewis St.	26,000 ft ²
Law Library	Scott County Justice Center (200 4 th Ave W, Shakopee)	1,550 ft ²

*Savage Library is also home to the Scott County Library Administrative Offices

H. Current and Future Service & Facility Needs

Results from recent surveys show that, for the most part, today’s residents in Scott County rank their local public services and facilities favorably. To maintain this favorable ranking in the future, public service providers will need to ensure that projected population growth will not put a negative strain on their services and facilities. In some cases, residents moving into the county from other communities will arrive with higher expectations for service delivery, to match the level of service they enjoyed at their previous location.

This section reports current and future needs of a select sampling of public services and facilities in Scott County based on commonly applied planning standards. This section also summarizes how certain public services are currently funded. The intent of this section is not to cover all public service needs and all funding formulas. Rather, this section is meant to illustrate the important nexus between community growth and the overall costs of growth and to lay the foundation for more detailed fiscal analysis when new areas are guided for additional development in the county over the next two decades.

In this type of needs analysis, certain resources can be objective indicators of the level of service provided to satisfy Scott County’s population needs. For example, the number of physicians, mental health personnel and hospital beds are indicators of the level of health care service. The number of paid or volunteer firefighters is an indicator of the level of fire protection service. Figure IX-13 shows current and future needs of a select sampling of public facilities and services in Scott County. Facilities and services include libraries, public safety services (police, fire, EMS), health services, and educational facilities. Figure IX-13 shows that, across the board, projected future population growth results in an increased demand on the level of services currently provided. This increased demand on public facilities and services will have major implications on how Scott County’s jurisdictions and agencies provide those services.

For example, Figure IX-13 shows a need to double the amount of public library space by 2030. As mentioned earlier in this chapter, each city provides and maintains buildings for the libraries while the County finances and administers equipment, circulation materials, and staff services. To meet the library needs of the 2030 population, the County and cities will need to decide if additional library space is achieved through small expansions at each of the existing facilities, or by building a new library facility to serve a part of the county that is currently underserved.

Figure IX-13 Current and Future General Service Needs				
Service	Planning Standard	Current Service Level	Current Service Need¹	2030 Service Need²
Library				
Library Facilities	0.6 sq. ft. of public library space / resident	76,487 sq. ft. of public library space	71,895 sq. ft. of public library space	133,002 sq. ft. of public library space
Book Collection	220,000 books + 0.4 books / resident	242,278 books	267,930 books	308,668 books
Personnel – Staff Full-time equivalent (FTE)	60 FTE + 0.25 FTE / resident	30.6 FTE staff	89.9 FTE staff	115.4 FTE staff
Law Enforcement				
Personnel – City Police & County Sheriff	1.6 persons / 1,000 pop.	160 sworn officers	191 sworn officers	354 sworn officers
Fire Protection				
Personnel – Volunteer and Paid Fire Fighters	1.65 persons/ 1,000 pop.	280 fire fighters	197 fire fighters	365 fire fighters
Emergency Medical				
Personnel – Volunteer and Paid EMS Staff	4.1 persons / 30,000 pop.	9 EMS staff	16 EMS staff	30 EMS staff
School Facilities				
Elementary	1 school/700 elem. students	18 schools	14 schools ³	20 schools ⁴
Junior High	1 school/1,100 jr. high students	8 schools	9 schools ³	13 schools ⁴
High School	1 school/2,000 high school students	5 schools	4 schools ³	6 schools ⁴
Service	Current Level of Service	Service/Capita (2005) ¹		2030 Service Need²
Health Services				
Physicians	420	1 physician /285 residents		775 physicians
Hospital Beds	95	1 bed/1,260 residents		175 beds
Clinics	8	1 clinic/14,978 residents		15 clinics

1 Based on Met Council's 2005 estimated population of 119,825 residents

2 Based on Met Council's 2030 projected population of 221,670 residents (2006 forecasts)

3 Based on Minnesota Planning Agency's projected school-age cohort for 2005 (26,060) by age group (5-9, 10-14, 15-19)

4 Based on Minnesota Planning Agency's projected school-age cohort for 2030 (39,400) by age group (5-9, 10-14, 15-19)

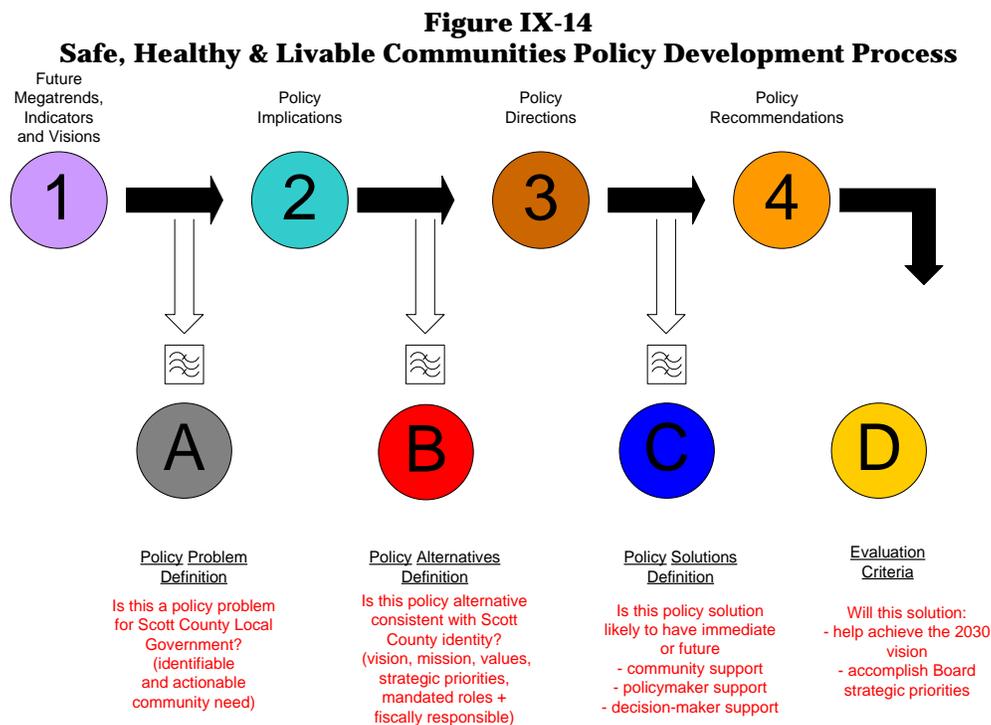
For another example, Figure IX-13 shows a need to increase the number of firefighters in the county to serve the 2030 population. This means fire districts will need more money from the cities and townships served by the district to add staff and equipment. Currently, the means in which fire districts in Scott County contract services and obtain funds from cities and townships differs greatly. Some fire districts charge townships a fee for each fire call, some do not. Some fire districts base funding formulas on total tax capacity, some base it on land values, while others on a per capita basis. There is not currently one consistent method local fire districts use to obtain funds from the communities it serves.

Figure IX-13 highlights the importance of collaboration and coordination among the multiple agencies and governments providing services to Scott County’s growing population. The “old way” of doing business providing these services to Scott County residents may no longer be the most efficient, effective model in 2030. Chapter XII in this Plan discusses the need for intergovernmental cooperation and coordination more thoroughly, and presents some recommendations that build on the County’s approach to resource sharing and communication enhancements embodied in SCALE (Scott County Association for Leadership and Efficiency).

I. Futures Forum

The County’s 2030 planning process included an innovative and ground-breaking process to gain visionary input from community leaders to better anticipate how key human and social service needs of Scott County residents might evolve in the next 25 years. This process culminated in a half-day conference held in April 2007, in which 38 community leaders and expert professionals discussed the future of human service needs in Scott County. The findings of this conference were used to shape policy recommendations for this chapter to meet “the human and social service needs of our most important resource...our citizens and neighbors,” as stated in the 2030 Vision. Several questions were considered (see Figure IX-14) when evaluating and filtering the findings from this planning conference. Those questions included:

- 1) What potential future developments are possible, essential, and appropriate for Scott County and /or its partners to address?
- 2) Out of the array of future changes that are likely to require a response, which are consistent with Scott County’s mission, vision, values, strategic priorities, and mandated roles?
- 3) What policies and programs have or would have broad support from the public, policy makers, and decision makers? Which are fiscally responsible?



J. People & Public Safety Goals and Policies

Goal #IX-4 Create safe, healthy, and livable communities in Scott County.

- a. Understand and target the diverse information needs of the growing population.
- b. Design and implement an effective and comprehensive continuum of health, social service, public safety, courts, and correctional services.
- c. Promote the growth of non-profit and for-profit health, human services, and correctional service sectors within Scott County, and increase providers who serve a full continuum of community needs.
- d. Assist multicultural inclusion, acceptance, and adaptation of new residents to Scott County and reduce disparities in access, service, and outcomes for racial and ethnic minorities.
- e. Maintain and improve Systems of Care for people who cannot provide or care for themselves.
- f. Follow the goals and policies for land use, growth management, parks and trails, natural and water resources, and transportation as advanced in this 2030 Comprehensive Plan Update.
- g. Promote connected public open spaces and walkable/rollable communities to provide opportunities for people to maintain active lifestyles near their homes.
- h. Utilize available grants and external funding opportunities to help provide assistance in the promotion of active lifestyles.

Reason: A comprehensive and effective continuum of services is responsive to the needs (and risks) of the population in general and people in particular. It is based on the body of research of what works to achieve the best outcomes and is provided by all service sectors within a coordinated and integrated service delivery system. It ensures equal access, due process and equitable outcomes, and delivers the right service at the right time to the right people. The continuum of service within Scott County meets current mandates and provides the most essential services but needs to mature and develop along these lines.

Goal #IX-5 Develop strong public partnerships and an active and informed population.

- a. Design and implement an ongoing Community Governance model based on the 2030 planning process so that all the communities of Scott County can direct their needs and priorities as it relates to creating safe, healthy, and livable communities.
- b. Facilitate collaboration and networked governance of all people-serving sectors (public, for-profit, non-profit, faith, and community/volunteer) across all boundaries to meet 2030 Plan Update recommendations.

- c. Charter a relationship with the State based on partnership models and shared governance of local services for mutual development of policies that meet the needs of communities.
- d. Build the capacity for comprehensive All-Hazard preparedness planning, readiness, and response.
- e. Advance prevention and early intervention strategies that promote wellness, personal responsibility, self-care, self-empowerment, and healthy life choices.
- f. Pursue creative staffing and technology solutions in support of consistent levels of outstanding customer service to all the residents of Scott County.
- g. Maintain strong relationships with city governments to provide library service appropriate for their populations.

Reason: Scott County needs an active and engaged citizenry, a vital partnership with all people-serving agencies, and an equal partnership with the State in order to meet its vision. In addition, local government has to develop competencies and capacities to act in a coordinated and comprehensive manner with all of its partners to address community needs which require the concerted efforts of everyone (e.g., emergency response, health promotion, community asset development, community education, volunteerism and charity).

Goal #IX-6 Provide a supportive organizational culture which enhances the County mission.

- a. Continue to foster the commitment for outstanding customer service to both internal and external customers.
- b. Conduct formal and informal surveys to understand what makes County services relevant for Scott County residents, and to determine the service needs and expectations of a growing and increasingly diverse population.
- c. Actively promote staff development: developing professionals and leaders in all aspects of County government.

Reason: Scott County strives to be the best local government in the business. It is important to understand the needs of the customers in order to provide the best service possible. It is also important to hire experienced professionals and provide on-going training to maintain a knowledgeable and courteous staff.

Goal #IX-7 Manage the challenges and opportunities derived from growth and development.

- a. Plan and provide essential resources for education, health, human services, public safety, and justice to meet mandates and prioritize community needs.
- b. Anticipate and expedite the development of infrastructure for basic human needs such as public transit, affordable housing, legal assistance, accessible and affordable health care, meals, child care, and senior care.

- c. Master the competency of local government to research, analyze, and plan beyond short-term horizons, and employ a system of performance accountability.
- d. Continue to update capital facility plans and capital improvement programs consistent with the County’s mission, vision, values, and comprehensive plans.
- e. Promote the use of technology to make the most efficient use of scarce resources.

Reason: Local government often plays a facilitative role to help the community help itself, and a leadership role to assess community needs and plan to effectively address these needs and priorities. Local government also acts as a direct service provider or indirectly ensures services through other agencies. In any case, local government requires the necessary infrastructure such as staff, facilities, equipment, technology, tools, organizational structures, and administrative support to serve these roles.

Goal #IX-8 Sustain the County’s excellent financial health and economic profile.

- a. By sharing the exercise of powers and resources across jurisdictional lines, employ the most efficient and effective model of service.
- b. Create and implement innovative health, human service, public safety, justice, and correctional service delivery systems that fully integrate new technologies, e-government solutions, and coordinated, community-based service models.
- c. Engage the business community in promoting the common interest of economic and workforce development.
- d. Develop higher education learning and life-long learning opportunities.
- e. Dedicate resources in a proven, fiscally-responsible manner to meet the overarching goal of “Safe, Healthy and Livable” Communities.
- f. Encourage public and private community service providers to share or re-use facilities, where appropriate, to reduce costs, conserve land, and provide convenience and amenity for the public.

Reason: Local government services, depending on the particularities of the service and the service population, may best be provided over the internet, in person, at a government center, at a community site, or in the home of the persons who are served. Sometimes the best provider is the State, a regional entity, the County, a community agency, or a contracted provider. Some programs and services are clearly more cost efficient and effective than others. All of these questions of what service to provide, who provides it, how it is provided, and where it is provided impact upon the fiscal health of the County and its communities. In addition, there are issues in the larger society which impact upon the need for government services and therefore require a participative or leadership role by the County such as education, population-based health, and the regional and local economy.

Goal #IX-9 Incorporate sustainable principles in the operation of Scott County facilities and services.

- a. Provide education on sustainable practices for Scott County residents to promote sustainable community action and foster a sense of environmental responsibility.
- b. Lead by example through the use of sustainable practices (green buildings, energy efficiency, etc.). Incorporate sustainable principles into County plans and programs, and use the principles to review local plans and other appropriate environmental documents.
- c. Utilize the Minnesota Sustainable Building Guidelines when constructing and renovating County facilities and consider establishing the County's own sustainable design and construction standards.
- d. Work with the cities and townships to remove barriers and incorporate sustainable principles into local plans and facilities.

Reason: Sustainable design is a means to reduce energy expenditures, enhance the health, well-being and productivity of the building occupants, and improve the quality of the natural environment. All of these can contribute to high-performance County buildings with lower life-cycle costs. Scott County recognizes the need to work together with the community to meet the needs of a rapidly growing population in a sustainable way. The County will take the lead in working to evaluate and redesign its current processes and actions to meet today's needs, while wisely preserving materials for future generations.

Goal #IX-10 Achieve optimal, efficient energy use and make the transition to renewable, sustainable energy sources in County facilities and operations.

- a. Use and incorporate energy conservation practices and renewable energy sources into County operations.
- b. Support renewable energy sources for new County buildings and retrofits during major remodeling projects, including on-site energy generation when compatible with and having minimal impact on surrounding land uses.

Reason: Energy conservation practices and renewable energy sources will provide a more sustainable future for County facilities and help ensure a healthier environment.