

CHAPTER XIII – IMPLEMENTATION & METRICS

This 2040 Plan can only be successfully implemented through effective, on-going collaboration and coordination with Scott County’s local, regional, state, and federal partners. Intergovernmental cooperation has been at the heart of the County’s 2040 planning process, which has included numerous intergovernmental meetings to coordinate recommendations and resolve potential conflicts before plans have been finalized.

Very few recommendations in this 2040 Plan will automatically become implemented. Specific follow-up actions will be required for this Plan to become reality and to begin achieving the 2040 Vision. How will the community know if this Plan is achieving its stated outcomes? This chapter includes a list of key metrics by which County decision-makers can track the progress toward achieving the 2040 vision and key outcomes. Finally, this chapter provides goals, policies, and strategies for continued intergovernmental collaboration and a roadmap for plan implementation.

IMPLEMENTATION GOALS AND POLICIES

Goal #XIII-1 Establish mutually beneficial intergovernmental relations with other governmental jurisdictions, both within and outside the county.

- a. Work with townships and cities, the Shakopee Mdewakanton Sioux Community, Metropolitan Council, state and federal agencies, watershed districts, school districts, businesses, churches and non-profits on land use and community development issues of mutual concern. Utilize SCALE as an organizational forum for communication, leadership development, and joint planning.
- b. Engage in and support processes to resolve conflicts between the plans of governments with overlapping jurisdictions.
- c. Continue to provide townships with a regular, predictable, meaningful role in County land use decision making.



Scott County partnered with the University of Minnesota’s Resilient Communities Project (RCP) in 2018/2019 and 2019/2020 to advance and implement key recommendations coming out of this 2040 Plan.

The County and University students and faculty collaborated on more than a dozen multidisciplinary projects that advance community resilience in the county. Projects included investigating self-serve libraries, planting edible landscapes, diversifying agricultural production, managing hazardous waste, improving early childhood education, fostering employer-assisted housing, increasing participation in rental-assistance programs, planning for autonomous vehicles, promoting active living, and investigating the cost of services in rural areas.

Now in its sixth year, RCP matches University students and faculty with selected Minnesota cities or counties for an entire academic year to pursue course-based projects that students complete for academic credit.

- d. Encourage cities and townships to enter into joint planning initiatives, including orderly annexation agreements and service agreements.
- e. Enter into and promote shared public service agreements where such agreements will provide improved services at a lower cost.
- f. Involve the Metropolitan Council and surrounding jurisdictions at an early stage when considering developments that may have a regional impact.

Reason: The advantages of improved intergovernmental relations include better understood and smoother land use decision making, better coordinated growth management and preservation efforts, more efficient delivery of services, and taking advantage of economies of scale.

Goal #XIII-2 Ensure all development/redevelopment within the unincorporated areas occurs in accordance with this Comprehensive Plan.

- a. This Comprehensive Plan shall be reviewed and updated every 10 years to ensure that it is current and reflects the County's interests and changing needs. Change in circumstances may necessitate amending this Plan more frequently than every ten years.
- b. The County's official controls will be updated to reflect the policies and strategies in this Comprehensive Plan. These ordinances shall be reviewed on a periodic basis to ensure the most advanced standards and that full compliance with legislative requirements is maintained.
- c. Annually monitor land use and development patterns to determine if new growth is fulfilling the County's benchmark objectives pertaining to tax base composition, local tax rates, development quality, and growth management.

Reason: Comprehensive plans provide the legal foundation and basis for county official controls including zoning and subdivision regulations.

Goal#XIII-3 Operate the County within a fiscally sound philosophy.

- a. Monitor federal, state, and regional programs that can assist the County with implementing this Comprehensive Plan.
- b. Support city comprehensive plans to ensure availability of needed commercial and industrial areas to diversify the County's tax base and well-planned residential and institutional uses.
- c. Prepare annual capital improvement programs for the management, programming, and budgeting of capital needs. Continue to review the cities' annual capital improvement programs.
- d. Annually review the County's financial position and debt service to ensure proper fiscal programming and management.
- e. Continue a development review processing procedure that assigns the cost of any and all related project costs to the applicant in a cost-effective and timely manner.

Reason: Operating County government in a fiscally responsible manner is an important element of the 2040 Vision.

Goal#XIII-4 Allocate administrative and improvement costs to those generating the demand or utilizing the service.

- a. Maintain a system in which the County assigns costs for development proposal review and necessary public infrastructure to the benefiting property owner or their agent, rather than the County as a whole bearing the burden through the general fund.
- b. Require land use dedications, easements, and other such requirements at time of subdivision and/or development to insure the physical capability for necessary public/semi-public utilities and improvements.
- c. Require that all analysis and basis for decision-making on development proposals be thoroughly substantiated and documented.

Reason: Development should pay its fair share for required initial and incremental improvements.

Goal#XIII-5 Maintain a strong level of confidence in the County's Advisory Commissions and Committees through member selection, continuing education, and open lines of communication with the County Board.

- a. Provide continuing education opportunities for advisory commission and committee members through seminars and presentations.
- b. Maintain strong lines of communication between the County Board and its advisory commissions and committees and township boards.

Goal#XIII-6 Maintain high standards for proactive communication with residents and businesses on County issues and services.

- a. Address planning issues, code enforcement, and nuisance complaints raised by the citizens and local businesses in a proactive, efficient manner and using emerging technologies.
- b. Maintain high quality communication with County residents and businesses through direct contact, open meetings, websites, newsletters, outreach programs, and news releases.
- c. Periodically conduct public participation activities to obtain citizen feedback on development and other local issues affecting the County's quality of life.

Reason: Input from many perspectives usually leads to higher quality decisions.

COLLABORATION

Issues related to growth and development cross jurisdictional boundaries. Statutorily, there are no requirements for comprehensive plans to address intergovernmental collaboration. However, a major purpose of the 2040 Plan is to guide and manage growth and development within the township areas and coordinate with each city's plan to provide for efficient, orderly and logical growth of the cities.

A. Local and Regional Collaboration

Preparing comprehensive plans in a coordinated manner with local jurisdictions can limit conflicting land use patterns from occurring and ensure the proper connection and alignment of transportation, trail and natural resource links. This section summarizes collaborative relationships the County will draw upon to effectively implement each other's mutually beneficial long-range plans.

Cities, Tribe, and Townships

City, tribal, and township officials, as well as staff and residents were involved in the formulation of this 2040 Plan throughout the process. Here are some notable examples:

- The 2040 planning process began with a series of kick-off meetings with township officials and staff to identify local and countywide planning issues.
- County and townships held quarterly meetings in 2017 and 2018 to discuss land use, transportation, parks and trail, and water resource planning issues and preview draft chapters on these topics.
- City, township, and county leaders and residents provided input in the 2040 Visioning process through a survey and workshop.
- County planning staff participated and tracked each city 2040 planning process by attending meetings, open houses, and presentations.
- City, township, county and tribal staff collaborated with a single consultant on 2040 traffic modeling.
- Cities and the County shared draft 2040 plans for both informal staff comment and more formal comment during the statutory review period.

Scott County will continue to keep the cities, townships, tribal government, and residents involved in the implementation of the 2040 Plan and future planning processes through meetings, mailing notices, publications such as the SCENE, surveys and focus groups, and updates on the County's website.

SCALE

Formed in the spring of 2003, the Scott County Association for Leadership and Efficiency (SCALE) has been cited as a model of intergovernmental cooperation in a best practices review authored by the state auditor's office. The organization, which meets monthly, originally consisted of the mayors and administrators from cities within Scott County, as well as the county administrator and county board chair. It includes representatives of the Shakopee Mdewakanton Sioux Community, watershed districts, Three Rivers Park District, local school districts, and townships. Its goal is simply to explore new and innovative ways in which local government can collaborate and make the most of limited resources in programs such as law enforcement and public safety, parks and recreation, transportation, community development, and general government.

Each year, SCALE identifies legislative priorities to effectively collaborate in lobbying for common interests that will benefit the residents of Scott County. SCALE will continue to update the legislative priorities annually and explore other collaborative efforts and partnerships—including cooperation with surrounding counties and regional partnerships—that will provide for the most efficient and logical use of local government resources.

Metropolitan Council

This 2040 Plan has been developed in coordination with the Metropolitan Council’s THRIVE MSP 2040 plan and the comprehensive plans and zoning regulations of the surrounding counties. This 2040 Plan is shaped by historic partnerships between Scott County and the Met Council in the area of long-range sewer service planning. Scott County partnered with the Met Council for the *Southeast Scott County Comprehensive Plan Update* in 2004 that supported the consolidation of the cities of Elko and New Market and the siting of the Empire Interceptor. As part of the *Scott County 2030 Comprehensive Plan Update*, the County and Met Council partnered for the post-2030 wastewater treatment plant site and service area project that integrated land use planning with future wastewater services. In 2008, Scott and Carver Counties along with the cities of Carver and Chaska adopted a joint powers agreement with the Met Council for the acquisition of a segment of the Union Pacific Rail line for future trail use and potential outlet for the future treatment plant.

Scott County will continue to monitor and review regional land use, transportation, natural resource, and parks and trails planning resources to ensure the County’s plans and regulations are consistent. The County will also become actively involved in the creation of these regional planning resources to ensure Scott County receives its fair share of regional investments. The County will consider partnerships on regional projects that may benefit both county and regional residents, even if it involves a project outside of the county (i.e., road improvements on a major roadway highly utilized by Scott County residents).

B. Types of Collaborative Ventures

Intergovernmental collaboration could be considered any arrangement by which two or more governmental entities work together to address an issue of mutual interest to serve the needs of their citizens. If pursued, intergovernmental collaboration could provide specific benefits to the County. Examples of collaborative ventures (among others) could include:

- Sharing information, staff, resources, etc;
- Consolidating and/or trading services;
- Area wide planning;
- Special purpose districts serving multiple jurisdictions;
- Joint ventures;
- Revenue sharing;
- Growth management/boundary agreements or orderly annexation agreements;
- Area wide service agreement;
- Joint use of a facility; and
- Cooperative purchasing.

A number of services provided by Scott County already utilize shared resources with the cities and surrounding counties of Carver, Dakota, and Hennepin, such as workforce boards, regional parks, transit, software administration, and snowplowing joint powers agreements. Scott County will continue to explore ways to share resources and services with the townships and cities.

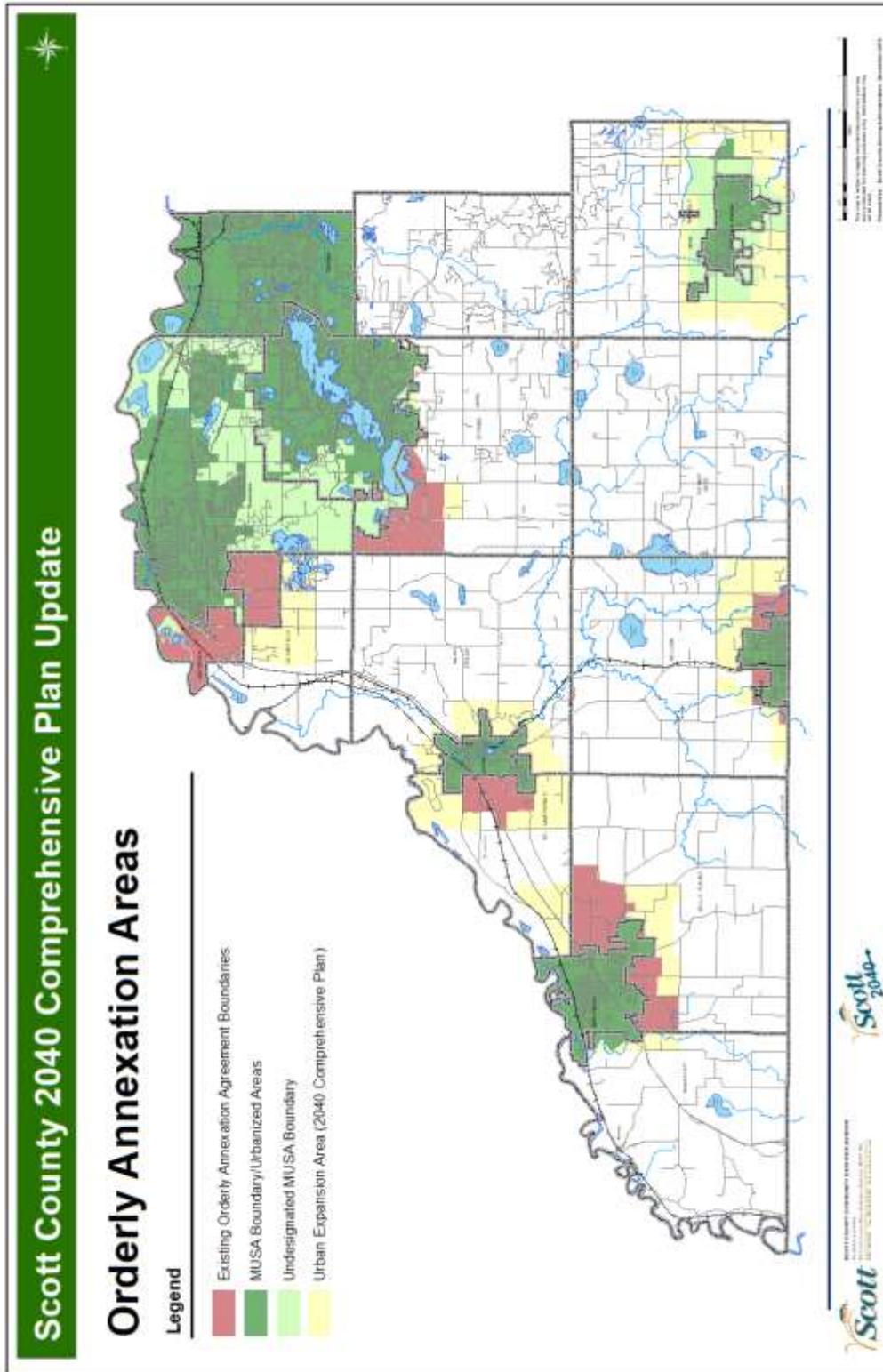
Orderly Annexation Agreements

Orderly annexation agreements (OAA) typically outline taxation reimbursement, physical boundaries and conditions for orderly annexation, development and roads within the designated area, deferred assessments, existing rural uses, and administration of the agreement. As of 2018, there are six orderly annexation agreements in Scott County (see Map XIII-1):

- City of Belle Plaine and Belle Plaine Township; City of Belle Plaine and Blakeley Townships. The City has an OAA with each neighboring Township that covers portions of the mapped urban expansion area. Scott County retains planning and zoning authority for land in these OAAs until the land is annexed into the City. However, orderly annexation boards have been established to review zoning, platting and comprehensive plan amendment requests. The boards consist of two members appointed by the City Council, two members appointed by the respective Town Board, and one member appointed by the County Board.
- City of Shakopee and Jackson Township. This 2002 agreement – updated in 2017 - includes the entire Jackson Township. The updated 2017 OAA now has a staging map. Properties in Areas A, B, C, and D on the staging map are eligible for annexation starting in 2018; Areas E and F are eligible starting in 2050. The City’s reimbursement to the Township for lost taxable market value of annexed properties is extended from 2 years to 7 years. There is a new provision for 20 existing platted subdivisions in the township, allowing property owners in these rural subdivisions to not hook up to city sewer upon annexation if the septic system complies with county septic codes. As soon as the septic system fails, or if the property is sold, the home needs to hook up to city sewer and pay all costs. There is no longer a Joint Annexation Board under the 2017 OAA. Instead there is an agreement to hold a joint meeting twice a year. Prior to annexation, the land use and planning authority remains with Scott County. However, the County requests comments from the City for zoning applications within the annexation area.
- City of Prior Lake and Spring Lake Township. The OAA is based on a staging plan of over 3,000 acres by the year 2024. Land within the OAA includes portions of the City’s future urban service area. An orderly annexation board, which reviews zoning, platting and comprehensive plan amendment requests, consists of one City Council member, one Town Board member, and one County Board member.
- City of Jordan and St Lawrence Township. This OAA was adopted in 2017 and covers portions of the mapped urban expansion area. Scott County retains planning and zoning authority for land in this OAA until the land is annexed into the City. There is no orderly annexation board established to review zoning, platting or comprehensive plan amendment requests under the OAA agreement.
- City of New Prague and Helena Township. This OAA covers portions of the mapped urban expansion area. Scott County retains planning and zoning authority for land in this OAA until the land is annexed into the City. An orderly annexation board is established to review zoning, platting and comprehensive plan amendment requests. The boards consist of one City Council member, one Town Board member, and one Scott member appointed by the County Board.

Scott County actively encourages the creation of orderly annexation agreements for all cities that anticipate boundary expansions to accommodate future growth demands.

**Map XIII-1
Orderly Annexation Areas**



Implementation Strategies

This section identifies County tools, processes and strategies to implement the 2040 Plan.

A. Plan Amendments

Comprehensive plans should be durable and not change or be amended too frequently. However, amendments to this 2040 Plan can be initiated by the County or by an individual from time to time. Common reasons for initiating a plan amendment include: changes resulting from neighborhood or small area planning activities; land use changes to allow a proposed development; proposed forecast changes; text changes to revise a policy or land use category; or routine updates to incorporate new information or update a public facilities element. The process to amend this 2040 Plan should follow the procedures set by the Metropolitan Council, including:

- A recommendation from the affected Township and from the Planning Commission
- Adjacent governmental units, special districts, and school districts review
- County Board authorization to submit Plan Amendment to Metropolitan Council.

The Metropolitan Council will review all amendments to this 2040 Plan within 60 days (with a possible extension to 120 days). Certain plan amendments can be reviewed by the Council administratively within 15 days if the amendment meets the following requirements:

- Be within five percent of the Council's forecasts.
- Conform to the regional systems plans and Thrive MSP 2040.
- Be consistent with the Council's housing policies.
- Be compatible with the plans of adjacent jurisdictions.
- If an adjacent jurisdiction is potentially impacted by the amendment, the Council has received documentation that the adjacent jurisdiction has been notified.
- Propose a land use change of less than 80 acres, unless the land use change is for Agricultural Preserves enrollment.
- Propose a land use change that will result in less than 100 housing units.
- Propose a land use change to guide land at no more than one unit per 40 acres to meet the requirements of the Agricultural Preserves Program (Minn. Stat. Ch. 473H)
- Does not have the potential for a cumulative impact.

B. Regulatory Controls

State Statute requires that all of a community's official controls be updated within nine months of adoption of a Comprehensive Plan. As a result, Scott County will be required to update official controls such as zoning and subdivision ordinances, among others. These regulations will be reviewed for consistency with the 2040 Vision, all elements of this Plan, Metropolitan Council's THRIVE MSP 2040, and other metropolitan system plans.

Subdivision

The Subdivision Ordinance will also need to be reviewed for consistency with this 2040 Plan. Scott County's amended Subdivision Ordinance will reflect the land use goals and policies identified in this Plan and any changes made in the Zoning Ordinance.

Building Code

The Scott County Building Inspections Department helps ensure building safety and protects community character for the eleven townships by enforcing zoning and building code

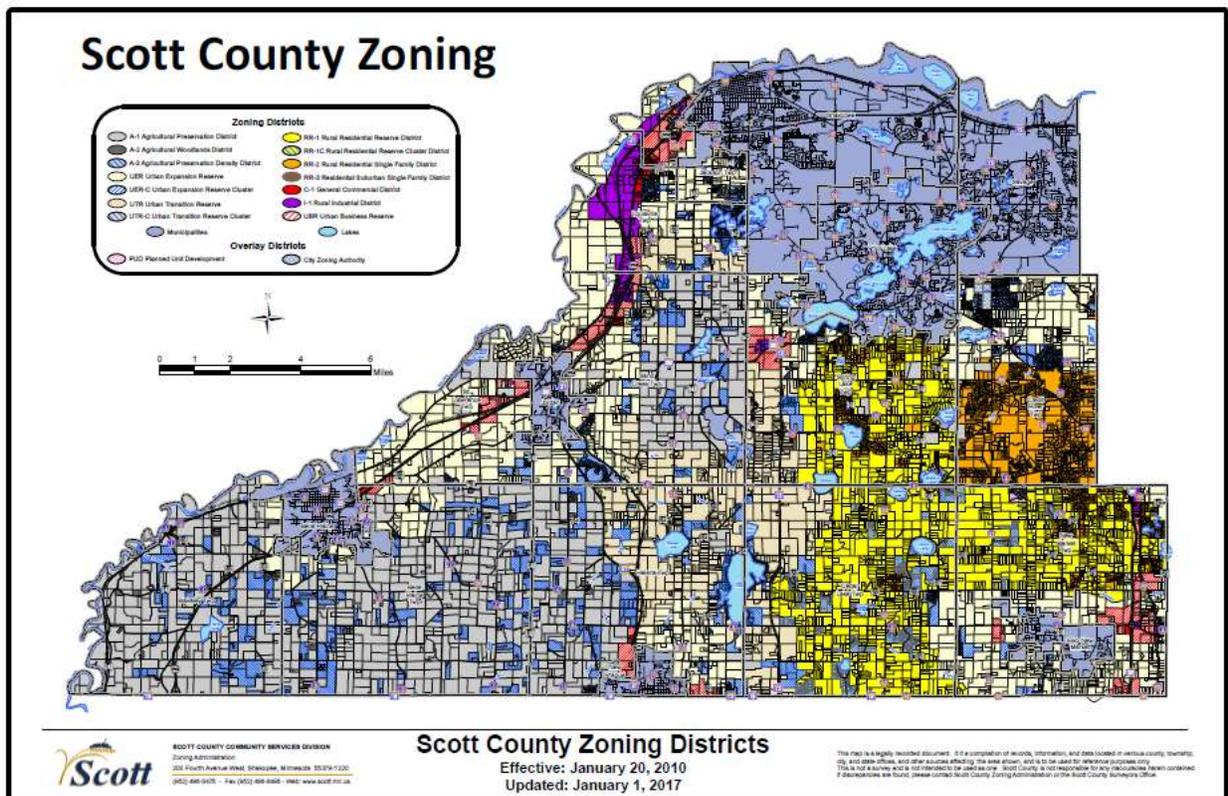
regulations in a professional and efficient manner. Building permits are needed to ensure that minimum construction standards (established by the Minnesota State Building Code) are met. These minimum standards provide safeguards for life, limb, health, property, and welfare by regulating design, construction, materials, use, and the type of occupancy of all buildings. A building permit must be obtained any time a building or structure is built, enlarged, altered, repaired, moved, converted, or demolished. Permits ensure that construction in the Scott County townships meet local and state codes.

Zoning

Scott County’s amended Zoning Ordinance will reflect the land use goals and policies identified in this 2040 Plan, as well as the recommended uses and densities of the 2040 Planned Land Use map as illustrated in Chapter V. Figures XIII-2 and XIII-3 identify the Zoning Map and corresponding Zoning Districts as adopted following the 2030 Comprehensive Plan Update.

(Please note, the zoning map and districts may be modified as part of the implementation of the 2040 Comprehensive Plan Update. Please refer to the Scott County Zoning Ordinance for the most up-to-date zoning information.)

**Map XIII-2
Zoning Map (2010, Amended 2017)**



Source: Scott County Zoning Administration, 2018

Figure XIII-3 Zoning Districts (2018)				
Zoning District	Corresponding 2020 Land Use Category	Typical Uses	Density	Minimum Lot Size
A-1, Agricultural Preservation	Agricultural	Agriculture, single-family housing	1 unit per 40 acres	40 acres
A-2, Agricultural Woodlands	Agricultural	Agriculture, single-family housing	1 unit per 10 acres	10 acres
A-3, Agricultural Preservation Density	Agricultural	Agriculture, single-family housing	1 unit per 40 acres	Ability to locate two septic site and meet all setbacks
UER, Urban Expansion Reserve	Urban Expansion	Agriculture, single-family housing	1 unit per 40 acres	40 acres
UER-C, Urban Expansion Reserve Cluster	Urban Expansion	Agriculture, single-family housing	1 unit per 10 acres	1 acre non-hydric soil
UBR, Urban Business Reserve	Commercial Reserve	Agriculture, single-family housing	1 unit per 40 acres	40 acres
C-1, General Commercial	Commercial/ Industrial	Commercial	N/A	5 acres
I-1, Rural Industrial	Commercial/ Industrial	Heavy/ light industrial	N/A	2.5 acres
RR-1, Rural Residential Reserve	Rural Residential	Agriculture, single-family housing	1 unit per 10 acres non- wetland	10 acres
RR-1C, Rural Residential Reserve Cluster	Rural Residential	Agriculture, single-family housing	1 unit per 8 acres	2.5 acres
RR-2, Rural Residential Single Family	Rural Residential Growth	Agriculture, single-family housing	1 unit per 2.5 acres non-hydric	2.5 acres
RR-3, Residential Suburban Single Family	Rural Residential	Single-family housing	N/A	20,000 square feet

Note: Shoreland and floodplain overlay districts also apply in certain areas.

Source: Scott County Zoning Ordinance No. 3, Adopted January 20, 2010, Last Updated January 1, 2017

Private Septic System Regulations

The Individual/Community Sewage Treatment System Ordinance No. 4 was updated and adopted in 2001. It regulates all private sewage systems in the unincorporated areas and all seven cities. With individual sewage treatment systems (ISTS), maintenance and management is the responsibility of individual property owners. Community sewage treatment systems (CSTS) are managed by the township through a Subordinate Service District. The Individual/Community Sewage Treatment System Ordinance will be reviewed for consistency with the 2040 Plan and continue to be updated, as needed.

Stormwater Management, Erosion Control and Wetlands

Scott County will review and update – as necessary - Chapter 6 of the Scott County Zoning Ordinance, No. 3, to implement the goals and policies related to storm water management, erosion control and wetlands as identified in Chapter VIII. The County will also review other

planning documents related to water and natural resources for consistency with this Plan and continue to update these plans as needed, including the 2018 *Scott County Water Resources Plan* and the *Scott Watershed Management Organization Comprehensive Water Resource Plan 2019 - 2029*. The County will implement the Natural Area Corridor program throughout the development process to ensure valuable natural resources can be protected and landowners have the best available information when considering development of their property.

Comprehensive Code Enforcement Strategy

Scott County and the eleven townships began a new program for code enforcement in 2007 that allows the townships to be the “first response” to nuisance violations. Through this program, township officials are given the opportunity to address and respond to nuisance complaints with their residents. Township officials make initial contact with the violator and provide options to remedy the situation. If the problem persists, the township may forward the issue to County staff for assistance and possible legal action. This new strategy will be reviewed periodically to ensure the program works effectively.

C. Fiscal Analysis

Residential and commercial development has a significant impact on a community’s finances, public investments, and property tax rates. Over the past decade, there have been two notable studies on the fiscal impacts of growth that included Scott County and its fastest-growing city (Shakopee) as case studies. Below is a summary of key findings from these two studies.

In October 2001, the Metropolitan Council published a study titled *The Fiscal Impacts of Growth on Cities*. The study examined the costs of serving new development or redevelopment and the revenues they generate to calculate a net fiscal benefit. These net fiscal benefits were compared under two scenarios. One assumed growth would occur in a spread-out pattern (reflecting current trends). The other projected a more compact pattern that reflected a higher density, more intensive development pattern. The study took a case-study approach, looking at eight communities around the Twin Cities metropolitan area at different stages of development: two outlying suburbs with a considerable amount of vacant land (Shakopee and Cottage Grove); two maturing suburbs (Coon Rapids and Apple Valley); two fully-developed, first-ring suburbs (Roseville and Richfield); and the regions two central cities (Minneapolis and St. Paul). Although each community is unique, many common themes emerged from the study, including:

- **Residential Densities**: Compact housing development produces more net revenue per acre than spread-out housing development. Compact development is less costly to provide with municipal infrastructure such as streets, sewer and water lines. Infrastructure costs ranged from \$10,000 to \$12,000 per unit for residential development with 2.5 acre lots (i.e., estate lots) to \$4,000 to \$5,000 for residential development with eight to nine units per acre (i.e., townhome lots).
- **Retail Development**: Retail activity does not generally provide strong fiscal benefits, but it is nonetheless important for a balanced community. Because of its higher valuation, retail space produces proportionately more property-tax revenue than other types of land uses, but there are also higher costs associated with retail. More customer traffic generally requires more public safety services and transportation investments.
- **Industrial and Office Development**: Property evaluations and service costs for industrial and office space vary significantly, but generally the fiscal impacts are positive to neutral. In some cases, the net revenue produced by these land uses (per 1,000 square feet of space) is comparable to that produced by some types of residential units.

In September 1999, the Minnesota Department of Agriculture published a report titled *Cost of Public Service Study*. The study examined the fiscal impact of new residential development on a selected group of rural Minnesota counties—including Scott County. The key finding from this report found that new residential development tends to be more fiscally advantageous to local governments when it occurs within or adjacent to established urbanized areas than when it occurs in outlying undeveloped rural areas. Here is a list of other key findings:

- **Agricultural Land Use:** Agriculture is an important factor in the fiscal health of most rural counties, townships, and school districts, because it contributes more in taxes than it requires in services. New residential development can have a negative fiscal impact on townships that lose a major part of their agricultural tax base and must also provide higher levels of service.
- **Road Maintenance:** When townships reach a certain population level, per capita road costs increase. In 1995, road costs for all townships in the five subject counties averaged \$47 per capita. But in townships with more than 3,500 residents, road costs averaged \$70 per capita.

The County's 2040 Vision includes a desired future statement: *"We have taken steps to manage growth in a positive way, to act fiscally responsible and with deliberation when making decisions that affect our high quality of life and that of our children's children."* The 2040 Vision also defines a strategic challenge: *"Securing financial resources to carry out the Vision."* With these general themes and findings in mind, this 2040 Plan recommends a Cost of Services Study for the County's three broad land use categories guided in the 2040 Comprehensive Plan: *Agricultural Preservation* (1/40 density), *Rural Residential* (1/2.5 density), and *Rural Commercial/Industrial* (see Chapter V for more details).

D. Capital Improvement Planning

Scott County Board of Commissioners annually reviews and updates a 15-year Capital Improvement Plan. This provides for the financing of capital projects, planning and design, development of new facilities, rehabilitation or restoration of existing facilities, acquisition of land, and the replacement of motor vehicles and major equipment. Major components of the plan include planning and funding methods for capital expenditures, transportation improvements, park and trail acquisition and development, and long range facilities planning of County owned and maintained facilities. The Capital Improvement Plan will be reviewed annually for consistency with the 2040 Plan. To view the County's CIP document, go to: <https://www.scottcountymn.gov/875/Delivering-What-Matters>

E. Ongoing Public Participation Programs

Completion of this 2040 Plan does not mean the end of public participation on important strategies and recommendations advanced in the preceding chapters. This Plan recommends a model for accomplishing on-going public input on strategic challenges facing Scott County. There are a number of examples in which Scott County currently, and will continue to, include the public in the decision-making process. Three examples of public participation that could advance 2040 Plan recommendations are described in further detail in the following subsections. Other examples of public participation efforts include:

- Focus groups
- Citizen advisory commissions and committees
- Vision Advisory Committee
- Open houses and workshops

Authentic Community Engagement

More and more communities, non-profits and institutions are practicing a new form of community engagement that is an intentional process of empowering participants – often those

who do not typically participate in community planning - to *authentically* engage in and contribute to the planning and implementation of solutions within their own communities. “Authentic” is the key word. Engaging communities means more than informing the public; it requires having ongoing, two-way dialogue. Community engagement requires a level of uncertainty, risk, and an openness to divergent ideas that can make many nervous. SCALE’s Live, Learn, Earn collective impact effort introduced authentic community engagement in the winter of 2018. This approach is focused on food, and bringing diverse participants together around dinner to build social equity. This approach could become a model for additional engagement around topics advanced in this 2040 Plan, particularly in the areas of active living, housing, transportation, workforce development, and educational preparedness.

Citizen Surveys

The County contracts with the National Research Center (NRC) to conduct a survey of randomly selected residents. This survey asks a variety of the same questions every two to three years that gauge resident attitudes on quality of life issues, critical problems facing the county, and evaluation of county government services and fiscal management. These survey results are the best method to track some of the key metric’s established in this 2040 Plan. Citizen surveys will continue to be an important public participation tool to ensure goals, policies and recommendations advanced in this plan match resident desires.

Design Charrettes

A charrette is an intensive planning session where citizens, designers and others collaborate on a vision for development. It provides a forum for ideas and offers the unique advantage of giving immediate feedback to the designers. More importantly, it allows everyone who participates to be a mutual author of the plan. The charrette is typically located near the project site. Through brainstorming and design activity, many goals are accomplished. First, everyone who has a stake in the project develops a vested interest in the ultimate vision. Second, the design team works together to produce a set of finished documents that address all aspects of design. Third, since the input is gathered at one event, it is possible to avoid the prolonged discussions that typically delay conventional planning projects. This 2040 Plan recommends this approach to delve deeper into site specific code requirements to the Hamlets as described in Chapter V.

IMPLEMENTATION TIMETABLE

Figure XIII-4 provides a summarized list of the key actions or recommendations that the County should undertake to implement this 2040 Plan. Often, such actions will require substantial cooperation with others, including local governments and property owners. Other local and county government priorities may affect the completion of these key actions in the time frames presented.

The list of key recommendations is divided into eight categories—loosely based on the different components of the 2040 Plan. Recommendations that cross category lines are only listed once. Each category includes three different columns of information, as follows:

- *Key Recommendation:* The first column lists the actual steps, strategies, and actions recommended to implement key aspects of this Plan. The recommendations mainly suggest County actions, recognizing that many of these actions may not occur without subsequent decisions by the County Board, public input, and/or intergovernmental cooperation.
- *Implementation Time Frame:* The second column provides a suggested time frame for the completion of each key recommendation. The suggested time frame reflects the priority

attached to the recommendation, budgetary constraints, and workload issues. The County may in the future adjust these time frames.

- *Responsible Parties:* The third column suggests the position, department, committee or unit of government(s) that will likely assume primary responsibility for completion of the related recommendation.

Figure XIII-4 2040 Comprehensive Plan Implementation Recommendations		
Key Recommendation	Implementation Time Frame	Responsible Parties
Vision/Strategic Challenges/Growth Management		
Work with townships of Jackson, Spring Lake, St. Lawrence, Sand Creek, Helena, Blakeley and Belle Plaine and cities of Shakopee, Prior Lake, Jordan, New Prague, and Belle Plaine to monitor and update orderly annexation agreements (OAAs) that effectively stage future urban growth and development	Ongoing	County and City Planning Departments; Townships
Review the boundaries for the mapped Urban Expansion and Transition Areas and adjust if new conditions warrant modification	2026 -2028	Planning Department; Planning Commission; Townships
Evaluate land supply in the mapped Rural Growth Area to assess the overall staging of rural development	2026 -2028	Planning Department; Planning Commission
Update this plan for consistency with the Metropolitan Council's system statements and conformity to the regional growth framework	2026 -2028	Planning Department; Planning Commission; Townships
Update capital improvement programs consistent with the County's mission, vision, values, and system plans	Annually	Scott County Divisions and Business Units
Undertake a Cost of Services Study to evaluate the fiscal impact of three broad rural land use categories in the 2040 planned land use map: agricultural preservation, rural residential, and rural commercial/industrial	2019 - 2021	Scott County Planning Department
Reconvene the 2030 and 2040 Vision Advisory Committee to assess, evaluate and update the County's 2050 Vision and Strategic Challenges	2026 -2028	Planning Department; Vision Advisory Committee
Land Use/Zoning		
Adopt new Heavy Industrial, Hamlet Mixed Use, Rural Business Reserve, and Closed Landfill zoning districts and incorporate into the County Zoning Ordinance	2019 - 2020	Planning Department; Planning Commission

**Figure XIII-4
2040 Comprehensive Plan
Implementation Recommendations**

Key Recommendation	Implementation Time Frame	Responsible Parties
Update and incorporate new Public Value Incentives (turn- and by-pass lanes) into the County Zoning Ordinance	2019 - 2020	Planning Department; Planning Commission
Undertake a comprehensive study to review, assess and recommend updates to amount, level and structure of existing development fees	2019 - 2021	Planning Department; Planning Commission
Periodically review and update, as necessary, the <i>Rural Residential Service Area Detailed Area Plan (DAP)</i>	2019 - 2028	Community Development; Spring Lake, Cedar Lake and New Market Townships
Transfer planning and zoning authority, historic files and permit records to Credit River Township	2019 - 2021	Planning Department; Credit River Township
Prepare a study or design charrette in rural hamlets to identify any redevelopment or expansion opportunities for existing hamlets	2019 - 2021	Planning Department; Townships
Work with cities and townships to prepare master plans or detailed studies for portions of mapped Urban Expansion Areas	Ongoing	Planning Department; Cities; Townships
Encourage townships guided for long-term agricultural use to adopt Right-to-Farm ordinances based on state regulations.	Ongoing	Planning Department
Transportation		
Work with city and township staff and officials to implement the Scott County Minimum Access Spacing Guidelines	Ongoing	Highway Department; Cities, Townships
Continue to attend local development review meeting to ensure safe access to and efficient mobility along County Roadways	Ongoing	Highway Department, Cities, Townships
Support the funding of regional projects that benefit traffic flow for County residents, even when the project is located outside of Scott County	Ongoing	Highway Department; SCALE
Update Transportation Improvement Program (TIP) consistent with plan recommendations	Annually	Highway Department

**Figure XIII-4
2040 Comprehensive Plan
Implementation Recommendations**

Key Recommendation	Implementation Time Frame	Responsible Parties
Complete future roadway study needs as identified in the Transportation Plan	Ongoing	Highway Department
Parks & Trails		
Build awareness of the County’s regional park and trail system by: implementing a kiosk and wayfinding signage along the Scott West Regional Trail; enhancing the use of social media and newly emerging communication methods and technology; and improving the use of traditional communications and media.	Ongoing	Parks and Trails Department
Increase use of the County’s regional park and trail system by groups currently under-represented. Develop relationships with groups and leaders representative of these groups, engage in outreach in new ways and with different audiences, adapt efforts based on what is learned from these efforts , and track demographics.	Ongoing	Parks and Trails Department
Support improvement of trail connectivity and opportunities for Active Living by completing regional trail master plans and proposing a new regional trail search corridor connecting New Prague to Cedar Lake Farm.	Ongoing	Parks and Trails Department
Develop lakefront area of Spring Lake Regional Park	2019-2023	Parks and Trails Department
Introduce public use at Doyle-Kennefick Regional Park including hiking trails and support infrastructure and accessible trail option, with scope to be evaluated closer to project timing.	2025-2028	Parks and Trails Department
Natural, Water & Agricultural Resources		
Implement the <i>Scott Watershed Management Organization Comprehensive Water Resources Plan</i>	2019 - 2026	Natural Resources Department
Continue educational programs provided through Scott SWCD, NRCS, UM Extension, and other agencies that publicize and promote land stewardship	Ongoing	Natural Resources Department
Evaluate possible tools and tactics to implement the Natural Area Corridors goals and policies	2018- 2023	Natural Resources and Planning Departments

**Figure XIII-4
2040 Comprehensive Plan
Implementation Recommendations**

Key Recommendation	Implementation Time Frame	Responsible Parties
Continue to evaluate the effectiveness of farmland preservation tools and tactics	Ongoing	Planning Department
Utilities & Local Government Facilities		
Explore new options in permitting, managing and operating CSTS systems in light of evolving MPCA rules and new technology	2019 - 2028	Environmental Health Department
Work with the Met Council to maintain a viable site for future (post 2040) regional wastewater treatment plant	Ongoing	Planning Department
Construct a new County building on the Shakopee campus to consolidate county services and employees	2019 - 2021	County Facilities Department
Research and evaluate the trends in household hazardous waste collection and identify future demands and needs for the County's HHW facility and service	2019 - 2021	Environmental Health Department
Work with cities and townships to develop standards for interim development uses to allow future conversion to sewer development when urban services become available	Ongoing	Planning and Environmental Health Departments; Townships; Cities
Incorporate sustainable principles and energy conservation practices in the operation of Scott County facilities and services	Ongoing	Administration; Facilities
Housing		
Partner with the Scott County Community Development Agency (CDA) and SCALE members to complete long-range housing needs assessments and studies	Every 5 years	Planning Department; Scott CDA
Evaluate and modify, if necessary, county zoning regulations that limit options for single level, low-maintenance townhomes, rental housing, and caretaker units in the rural areas	2019-2020	Planning Department

**Figure XIII-4
2040 Comprehensive Plan
Implementation Recommendations**

Key Recommendation	Implementation Time Frame	Responsible Parties
Research housing issues such as identifying barriers to affordable and emergency housing; creating a community land trust, and evaluating landlord assistance programs	2019 - 2023	SCALE, Scott CDA
Improve the customer service experience and workflow of the County building permitting process serving the townships	2019 - 2023	Building Department
Safe, Healthy and Livable Communities		
Increase the capacity of the County to respond to public health nuisances	Ongoing	Public Health
Research the feasibility of creating a food forest or edible landscape in Scott County	2019 - 2023	Public Health, SHIP
Increase the capacity of residents to assist in a public health emergency response through the use of trained Medical Reserve Corp unit	Ongoing	Public Health; Sheriff's Department
Research technical and operational requirements to operating a "24/7" open library facility	2019 - 2023	Library Administration
Research data gaps and methodologies to track progress in early child learning in Scott County schools	2019 - 2023	SCALE, Library Administration
Economic Competitiveness		
Partner with the Scott County Community Development Agency (CDA), and SCALE members to complete long-range commercial and industrial supply and absorption analyses and studies	Every 5 years	Planning Department; Scott CDA
Create a new Heavy Industrial, Hamlet Mixed Use, and Rural Business Reserve zoning districts that are intended to accommodate commercial and industrial development in the rural areas	2019 - 2021	Planning Department; Townships
Partner with local chamber of commerce and area tourism organizations to market and promote economic development in Scott County	Ongoing	Community Development Division; Cities; SCALE

**Figure XIII-4
2040 Comprehensive Plan
Implementation Recommendations**

Key Recommendation	Implementation Time Frame	Responsible Parties
Research and study methods and best practices to expand a business incubator program in the county	2019 - 2021	Scott CDA
Explore opportunities to offer post-secondary educational opportunities within Scott County	Ongoing	SCALE
Identify reasons residents are commuting to jobs outside of the county, through BRE surveys, resident surveys and employer surveys	2019 - 2023	SCALE; Scott CDA

KEY METRICS

Throughout this 2040 Plan document, certain metrics or key performance indicators (KPIs) have been inserted to communicate how residents can track the overall progress being made toward achieving the 2040 vision and key outcomes. This chapter concludes by grouping and listing these key metrics with a note on how they relate to the 2040 Plan:

- **Resident’s rating on the overall quality of life in Scott County** (*Chapter II: Community Engagement*). This is a critical benchmark question that the County resident survey has asked since 2001; essentially asking: do you like living here? Over the past 15 years, the respondent’s average rating (0 = poor; 100 = excellent) has hovered in a bandwidth between the mid-60s to mid-70s. Residents are asked to respond to this question thinking about the county as a whole; and not city- or township-specific. If this 2040 Plan can achieve its desired outcomes around housing, transportation, jobs, public safety, natural resource protection, land use, education and recreation, it is anticipated that this average rating will hold steady or slightly increase in this same bandwidth over the next 20 years.

- **Proportion of households paying 30% or more of income on housing** (*Chapter IX: Housing*): Scott County is an expensive place to live relative to other parts of the Twin Cities region. This is a key metric to track this Plan’s progress on promoting housing that is affordable to all residents, in all communities, and in attracting and retaining sustainable, livable-wage jobs for our residents. If this 2040 Plan can achieve its desired outcomes around housing, transportation, jobs, workforce development, land use, and education, it is anticipated that the proportion of households paying 30% of more of their income on housing will drop steadily over the next 20 years.

- **Percent of local labor force who live and work in Scott County** (*Chapter X: Economic Competitiveness*). This is a core metric that tracks Scott County’s transformation from a once predominately farm- and small manufacturing-based

county on the far fringe of the Twin Cities region in the 20th century; to a “suburban bedroom” county in the path of regional exurban expansion during the boom years of the 1990s and 2000s; to the desired “full-service” county fully interwoven into the urban region of the future. If this 2040 Plan can achieve its desired outcomes around housing, transportation, jobs, workforce development, land use, and education, it is anticipated that the percent of local labor force who live and work in the geographic boundaries of the county will increase from 40% to above 50% by the year 2040.

- **New housing starts and lots in rural growth, urban expansion and agricultural townships** (*Chapter V: Land Use and Growth Management*). These two data sets are the most important metrics to track this Plan’s progress on its overarching growth management philosophy: limit development in the farming areas and places where cities will grow and guide most new rural development to the 73-square mile “rural residential growth” area in the southeast part of the County.
- **Number of crashes on the highway system per million vehicle miles travelled** (*Chapter VI: Transportation*). Safety is the most important outcome in transportation planning and this key metric tracks the County’s progress on planning and investing in a countywide system in a way that maximizes safety.
- **Number of Scott County transit riders** (*Chapter VI: Transportation*). This is a key data point tracking the County’s progress on expanding transit services countywide. Expanded transit ridership reduces single-occupancy vehicles on congested corridors, helps connect the labor force to county employers, and assists transit dependent citizens with access to jobs, shopping, education and services.
- **Number of farms, land in farms and average farm size in Scott County** (*Chapter VIII: Water, Natural and Agricultural Resources*). These three data points are the most important metrics in tracking this Plan’s progress on preserving farms, farmland, and the County’s unique agricultural heritage over the next 20 years. If this 2040 Plan can achieve its desired outcomes around farmland preservation, land use, and economic competitiveness, it is anticipated that the number of farms and land in farms in the county will remain steady by the year 2040.
- **Average annual unemployment rate in Scott County** (*Chapter X: Economic Competitiveness*). This is a well-understood and widely reported indicator of the County’s economic health and is used to track this Plan’s progress on promoting and retaining economic development.
- **Number of reported Part 1 crimes in Scott County’s unincorporated area** (*Chapter XII: Safe, Healthy and Livable Communities*). This is a core metric used to track overall crime safety in Scott County – specifically for the rural population. It is also an indicator of livability in the rural areas.
- **Percent of Scott County 3rd graders reading at grade level** (*Chapter XII: Safe, Healthy and Livable Communities*). Today’s 3rd graders will be in their late 20s and starting careers, business, families and livelihood by 2040. How well these students do today in reading proficiency is a strong indicator on future success. This is a core metric used to track this Plan’s progress on promoting new collaborations and approaches to improving early childhood learning across the county.

- **Demographics of Scott County regional parks and trails visitors** (Chapter VII: Parks and Trails). The Parks and Trails program hopes to better serve and attract all residents of Scott County to the Regional Parks and Trails. Previous research indicates the demographics of park users are not representative of Scott County demographics. By increasing awareness and being welcoming of people of all ages, abilities, incomes, and backgrounds we hope to address this. The County resident survey and the Three Rivers Park District visitor and resident surveys measure the demographics of users including ethnicity and where they live to help us understand our reach within the community.

- **Water resource management measures.** Scott County’s Watershed Management Organization tracks progress on several water resource goals, including runoff yields for Sand Creek and Credit River, water clarity standards for Cedar, O’Dowd, McMahan and Thole Lakes, and other treatment, maintenance and monitoring efforts. To view these measures, view the 2019 – 2026 Scott WMO Comprehensive Water Resources Management Plan (<https://www.scottcountymn.gov/1488/Comprehensive-Water-Resource-Plan>). Under Section 5, page 5-20 is a discussion on Evaluating Our Progress including Table 5.5 Program Measures.