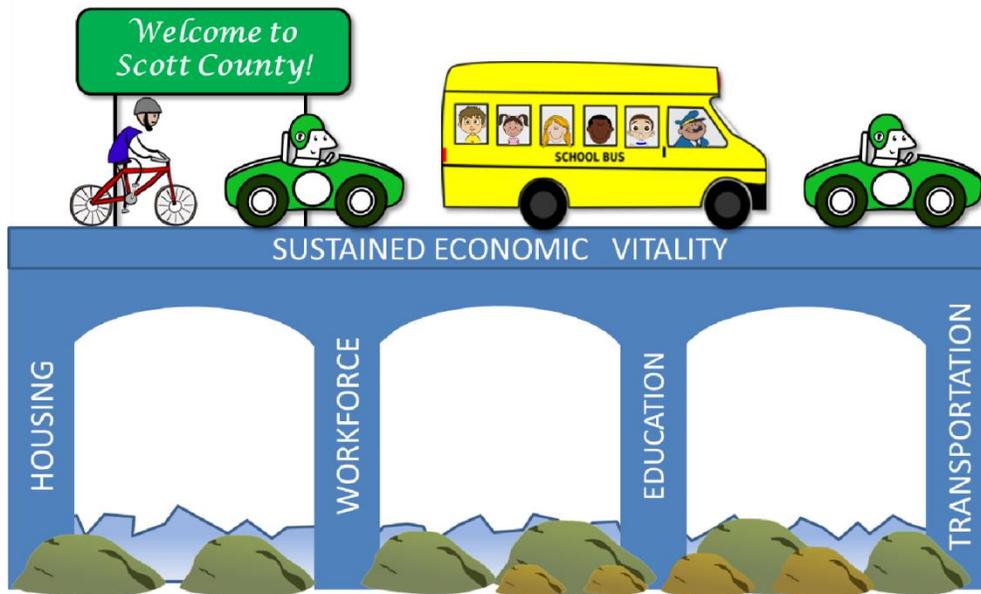


**“50 BY 30: LIVE LEARN EARN”
HOUSING, WORKFORCE, EDUCATION & TRANSPORTATION
IN THE 21st CENTURY
COLLECTIVE IMPACT PROJECT CHARTER**



50 by 30: LIVE ~ LEARN ~ EARN

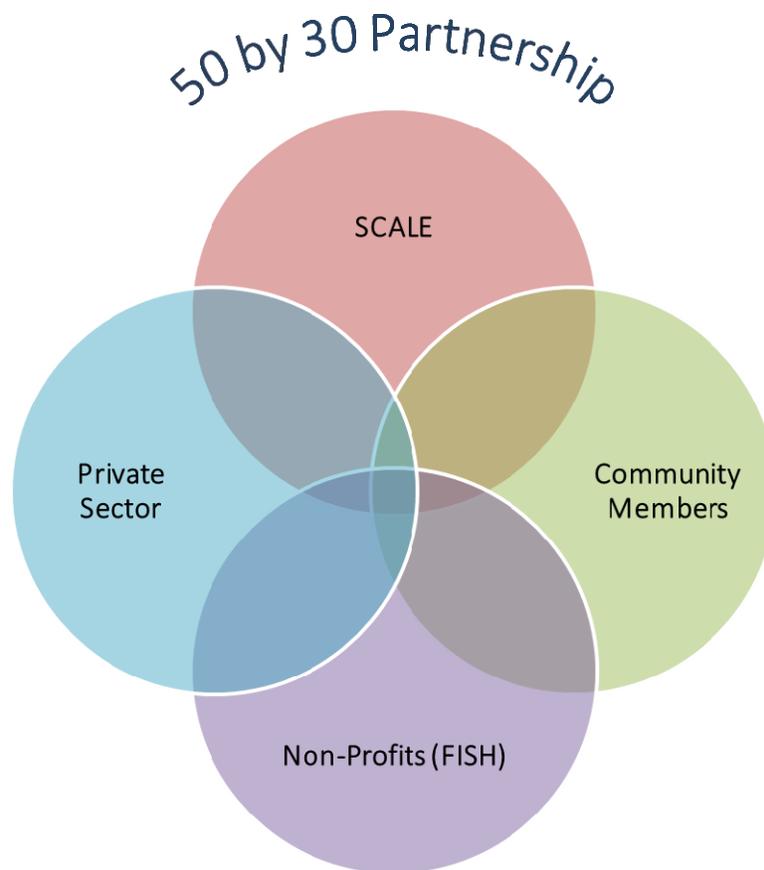
Backbone Sponsor: SCALE Executive Committee Members
FINAL Project Charter Date: January, 2017

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EXECUTIVE SUMMARY

50 by 30: Live Learn Earn sees a vision for Scott County: a place where residents are **Stable, Connected, Educated** and **Contributing**. Four work groups will be developing strategies and action plans in the areas of housing, workforce readiness, educational preparedness and transportation. A cross-sector Steering Committee will be established to facilitate the connections across the teams and ensure accountability for progress.

Why a Charter?

A charter provides a statement of purpose, scope and principles for a project. In the context of *50 by 30: Live Learn Earn*, this overarching document has been developed to memorialize the areas where the private sector, community members, non-profits, and local communities agree to collaborate on in this joint effort. The Charter is intended to provide focus, direction and policy guidance as the SCALE backbone organization and the 50 by 30 Steering Committee move forward into a more formal effort.

What is a Collective Impact Project?

Collective Impact is the commitment of a group of important actors from different sectors to better *align existing assets (programs and resources) to achieve shared outcomes for people*.

Collective Impact is a methodical, disciplined approach of specific stages and steps to:

- **Take Shape:** Get organized, identify current community work and partners
- **Take Aim:** Gain a clear understanding of priority issues
- **Take Stock:** Community-specific diagnosis of the issues
- **Target Action:** Achieve consensus for needed change, move to implementation
- **Track Progress:** Share outcome measurement and evaluation

Why is SCALE promoting a Collective Impact Project?

The mission of SCALE is to forge new and innovative ways in which government entities can collaborate to provide superior services while making the most of limited resources.

SCALE's organizing principle is that 50% of our employed labor force lives and works in Scott County by 2030 (coined "50 by 30"). SCALE has collectively been working towards this goal over the past decade, focused primarily on SYSTEMS.

- First, the focus was on strategic transportation investments needed to support economic development with input and advocacy.
- Second, SCALE expanded its focus to land use and transportation through education modules, data collection, and work group support (technical staff team, ordinance and statute team)
- Third, SCALE focused on economic development to get more jobs in the county through an inventory of pad-ready development sites, Commercial/Industrial land absorption rates, and the creation of the First Stop Shop

Now, due to the success of these previous efforts and seeing an influx of major job growth in our communities, the natural next step in this arc of work advancing SCALE's "50 by 30" goal is to focus on PEOPLE, in the areas of housing, workforce readiness, educational preparedness and transportation accessibility. These four topics (or four "pillars" to the bridge) focus on how people interact with our built systems and environment to pursue a better quality of life. According to a May 2016 University of Minnesota study, the mismatch between unemployed workers and job vacancies is a serious problem in the Twin Cities region and it appears to have worsened since the turn of the millennium. The biggest

concentrations of unemployed workers lack fast or frequent transit service to some of the richest concentrations of job vacancies, particularly vacancies in the south and southwest metro. *“Transit plays a crucial role in connecting the unemployed with job opportunities, but it could be even more effective if efforts to get the unemployed to those job vacancies were better coordinated with efforts to give them the skills they need for those job vacancies,”* noted the principal University researcher. *“Our research lays out an approach to reconcile those mismatches by coordinating transit planning, job training and job placement services.”* (The full title of the research paper is *Spatial and Skills Mismatch of Unemployment and Job Vacancies: Opportunities for Integrated Transit Planning and Workforce Development. Authors Yingling Fan, Andrew Guthrie and Kirti Vardhan Das*)

50 by 30: Live, Learn Earn advances this approach even further by looking at the range of housing needed for county residents at all stages of their life, from singles employed at an entertainment venue while training for higher career skills, to families employed in the service or manufacturing sectors looking for affordable housing in a quality school district, to someone looking for executive housing near amenities and their place of business. Finally, this effort is forward looking and considers the preparation today’s children need to thrive in the County twenty years from now, when the systems providing mobility, lifecycle housing, and job training have fully matured and Scott County becomes a place with fewer bedroom communities and more full-service, active, and livable communities.

On April 14, 2016, over 80 community members came together as members of the 50 by 30 steering committee and the four work groups to kick off this effort with SCALE staff and consultants from The Forum for Youth Investment. The purpose of this kick-off event was to learn about the collective impact approach, begin identifying shared outcomes for people, agree on a process and principles for working together, and clarify next steps. A key exercise at this day-long event was taking stock on some core principles around community change. Participants were given a core principle and asked to evaluate how important that principle is to communities in Scott County (on a scale from 1 to 5, with 5 being most important), and how often that principle is being practiced in our communities (on a scale from 1 to 5, with 5 being “always” practiced).

<u>Core Principle</u>	<u>How Important</u>	<u>How Often Practiced</u>
<i>Target Populations:</i>		
Invest Early & Sustain Over Time	4	4
Support the Whole Person	5	3
Focus on Those with Greatest Needs	5	3
Build on Community Strengths	4	2
<i>Community Context:</i>		
People Live in Communities, Not Programs	4	3
Address Personal and Environment Factors	4.5	2
Community Ecology Matters	5	4
Quality of Support Matters As Much as Reach	5	3
<i>Leadership:</i>		
Youth & Family are Change Agents; Not Clients	4.5	3
Engage All Sectors & Stakeholders	5	3.5
Coordinate Efforts and Align Resources	5	3.5
Inspire and Inform the Public	4.75	2.75

The results of this exercise reflect a community that feels it is doing “pretty well” addressing core principles around community planning and engagement, but still found a few areas for growth.

What are some initial gains we expect from this effort?

- Focused dialogue, engagement and input from people who work and from those who receive services in the local housing, workforce readiness, educational preparedness and transportation arenas (the four pillars).
- A comprehensive understanding of existing programs, services, initiatives and investments happening in Scott County that provide services in the four pillars and determine if the results of these existing assets are meeting desired outcomes for people and businesses.
- Ongoing educational efforts with the elected and appointed officials to develop a better understanding of the relationship between the four pillars, and the importance of long term planning for these systems to create sustainable communities where people want to live.
- Quantify, categorize, and inventory the types of housing we have today and forecast market demand for housing by type in the future
- Identify future marketing and workforce readiness strategies (including training and higher education) for moving Scott County forward to meet the goal of having 50 percent of county residents working within Scott County by the year 2030
- A vision for regional transportation investments on U.S. 169 and I-35 and their supporting road networks to provide mobility and accessibility that is realistic and coordinated with community land use and transportation plan elements.
- Potentially reduce costs of city and county 2040 comprehensive plan preparation by jointly collaborating data gathering, needs assessments, local diagnostics, and implementation tools related to the four pillars.

Why now?

- Every workday, nearly 69% of local residents commute outside of Scott County for employment; higher than neighboring Carver County (59%), and Dakota County (53%).
- Nearly all communities will benefit from the collective data gathering, needs assessments, local diagnostics and implementation tools related to housing, workforce readiness and transportation as it informs their 2040 local comprehensive plans due by December 2018.
- Projected labor shortages require us to find innovate ways to attract and retain the local labor force.
- The Scott County CDA will embark in 2016 on a 5-year update on the county’s housing needs assessment. This Collective Impact Project will inform the scope and extent of this important update that is used by housing developers, brokers, and individual communities.
- The 2015 MCA-III reading results for third graders attending public elementary schools in Scott County: 33.64% do not meet the standard. So, almost exactly 1/3 of third-graders in Scott Co are not reading at grade level.
- The job concentration for the region is very strong along and adjacent to the TH 169 Corridor and thus previous studies have indicated strong ridership potential for all day station to station transitway service on U.S. 169 as well as express bus service and MnPASS potential. It is necessary to establish a vision for the TH 169 corridor to have the transitway and MnPASS lane incorporated into the regional Transportation Policy Plan and better position itself towards implementation.

What will it cost?

This effort could replace some of the investments SCALE backbone organization has made to the start-up First Stop Shop, which will transition fully under the Scott County CDA budget in 2016. It will require a commitment of time on our decision makers meeting agendas, a commitment of local staff time to focus elements of the work plan including research, organization, presenting recommendations, educational efforts and a commitment of consulting resources for specific work elements.

The scope of effort will ultimately determine the cost. Currently each community commits \$.50 per capita to support the efforts of the SCALE. This level of commitment is expected to continue on an annual basis to fund analysis, strategy development and other anticipated technical work.

1. THE BIG QUESTIONS

The SCALE backbone organization comes into this endeavor with some big questions to unpack and explore. These questions will help drive some of the initial research and data collection coming out of the four work groups and steering committee. Undoubtedly, the learning that will take place from uncovering these initial big questions will lead to even more areas for research and data mining.

Housing

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

Workforce Readiness

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

Educational Preparedness

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

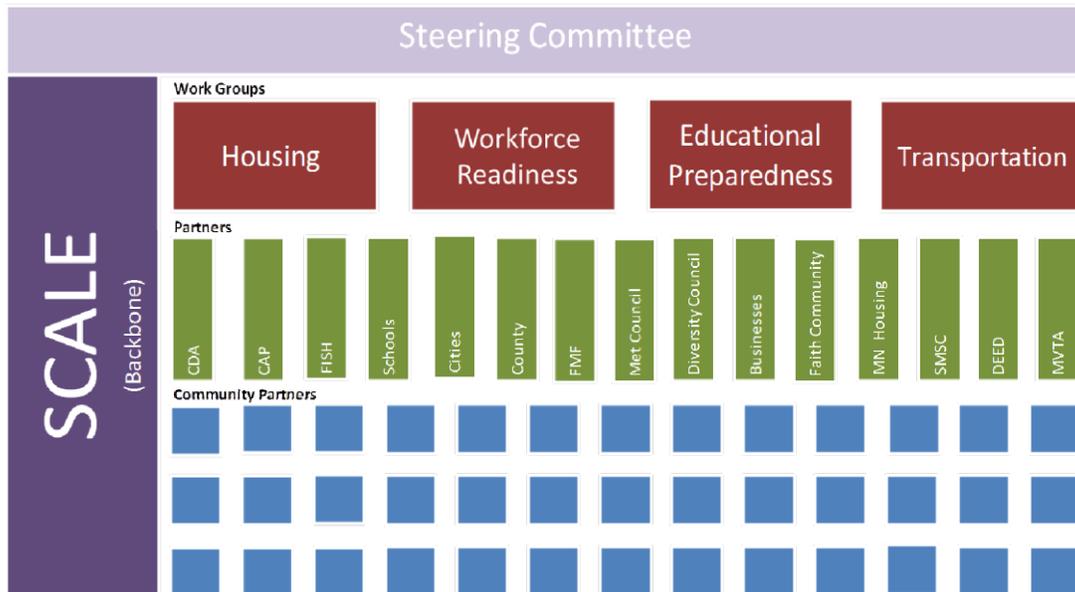
Transportation and Accessibility

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

2. ROLES AND RESPONSIBILITIES: The BACKBONE AND STEERING COMMITTEE

SCALE is the one and only entity in Scott County that can effectively serve as the Backbone role for this effort. SCALE’s own mission is to forge new and innovative ways in which government entities can collaborate to provide superior services while making the most of limited resources. SCALE has created and fostered an arena for trust and collaboration that is something a collective impact project of this magnitude will need over time to carry out the goals of the project.

Following is a conceptual organizational chart showing how SCALE serves as the backbone of this Collective Impact Project



The role of the Backbone in a collective impact project is to:

- Provide the Vision
- Ensure Assessment and Evaluation of Progress Toward Outcomes
- Build Public Will
- Advance Policy
- Mobilize Funding

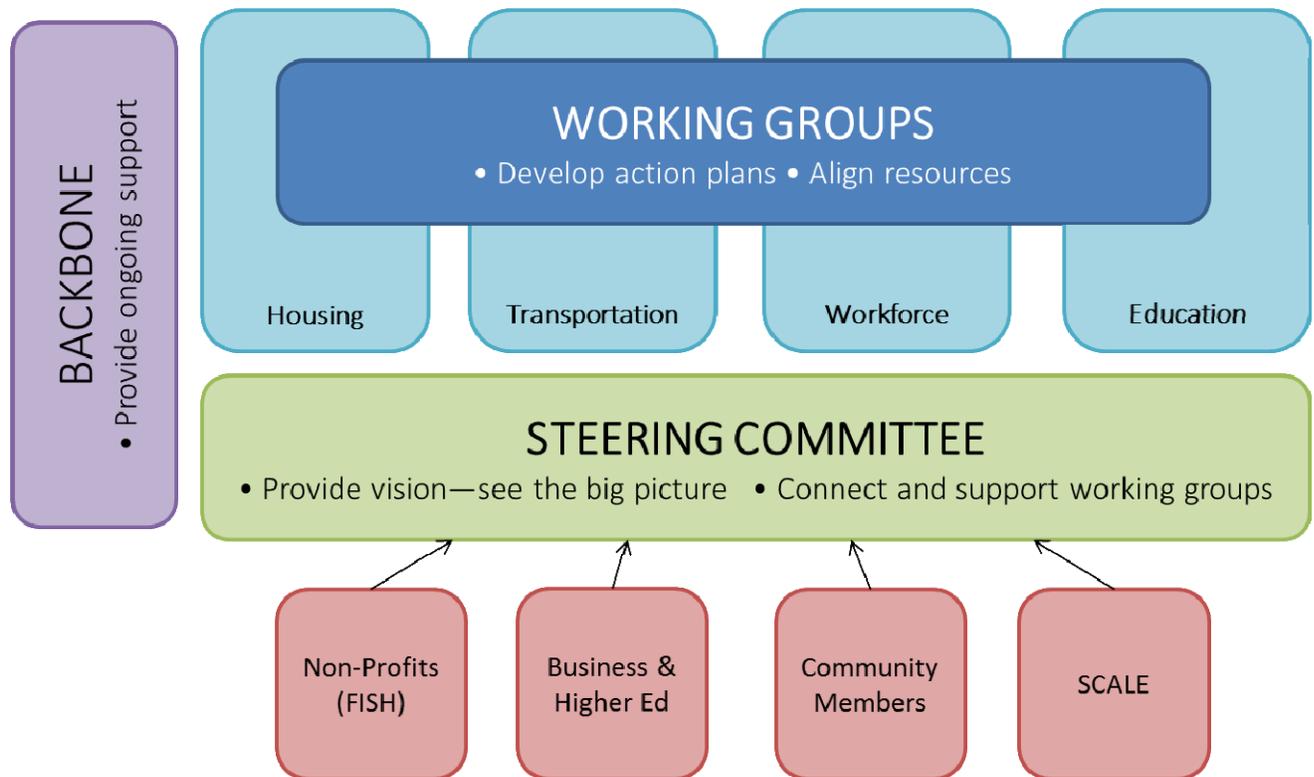
SCALE will provide leadership (communication, meetings, resources) for **moving the effort forward**.

SCALE will **establish a steering committee** of housing, workforce readiness, education and transportation players in the County from a funding, building, and lived experience standpoint.

SCALE **will fund this initiative** by utilizing previous transportation and economic development dedicated funds.

SCALE will support this effort through **continued discussion and education** at SCALE meetings, as well as the City Council and County Board meetings.

The role of the 50 by 30 Steering Committee, and its relationship to the Backbone and four working groups - is conceptualized in the graphic below. The core responsibilities of the Steering Committee is to provide and champion the big picture vision, and connect and support the work groups.



3. GENERAL WORK PLAN APPROACH

Goals to Achieve in the first 12 Months

- Build community will to address issue
- Draft common agenda and discuss which data matters
- Formalize network that will adopt and implement the plan
- Agree on governance model (backbone) that will bring plan to life
- Agree on a community engagement plan to solicit input from people with live experiences
- Seek funding to implement strategies

How to Achieve the Goals

- Engage small teams of people who will provide diverse viewpoints
- Ask, "What outcome do we hope to achieve?"
- Map the system you want to engage
- Invite system leaders to join; develop engagement strategy
- Inform—consult—involve
- Learn everything you can from everyone you can about the issue
- Understand relevant and obscure data—discuss frequently
- Keep track of everyone and communicate regularly
- When people are inspired to act, encourage and help them—share successes
- Use momentum of the group to consider next step, then take it together

2015 - 2016 Timeline

	Oct	Nov	Dec	Jan 2016	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
TAKE SHAPE - Structural Alignment																
Socialize Charter (Backbone/Governance Included)																
Presentations to Councils and Boards																
Presentations to SCALE																
Establish Steering Committee & Workgroups																
Kick-Off Event w/The Forum for Youth Investment																
TAKE AIM - Goal Alignment																
Decide Who's Missing (Big Tent Stakeholders)																
Determine rules of engagement																
Prepare 2015 work plans																
Quarterly cross-team meeting																
TAKE STOCK - Shared Diagnosis																
Review existing data and studies																
Identify data collection needs																

The aforementioned activities should be continually tested against ongoing support for SCALE’s Mission and Strategic Initiatives.

4. ENTITIES:

The following stakeholders are expected to be involved in the 50 by 30 partnership:

- a. Cities
 - i. Belle Plaine
 - ii. Elko New Market
 - iii. Jordan
 - iv. Prior Lake
 - v. New Prague
 - vi. Savage
 - vii. Shakopee
- b. County
- c. Townships
- d. SMSC
- e. School Districts
- f. Business representatives
- g. Development Community (private developers)
- h. Economic Development Authorities
- i. Scott County Community Development Agency
- j. Dakota-Scott Workforce Investment Board
- k. Metropolitan Council
- l. Minnesota Valley Transit Authority
- m. MNScu
- n. MnDOT
- o. Minnesota Housing Finance Agency
- p. I35 Solutions Alliance
- q. US 169 Corridor Coalition

5. SUCCESS CRITERIA/CRITICAL SUCCESS FACTORS

- a. End result must support SCALE's Vision.
- b. Requires SCALE leadership support at all levels
 - i. Education
 - 1. Of the big picture – why are we doing this?
 - 2. Of the Collective Impact objectives
 - 3. Of the Collective Impact process
 - 4. Of the Collective Impact resource needs
- c. Openness of stakeholders to collaborate on and contribute to the Collective Impact project. Ability to reach agreement with each Agency regarding expectations of the Project and its implementation.

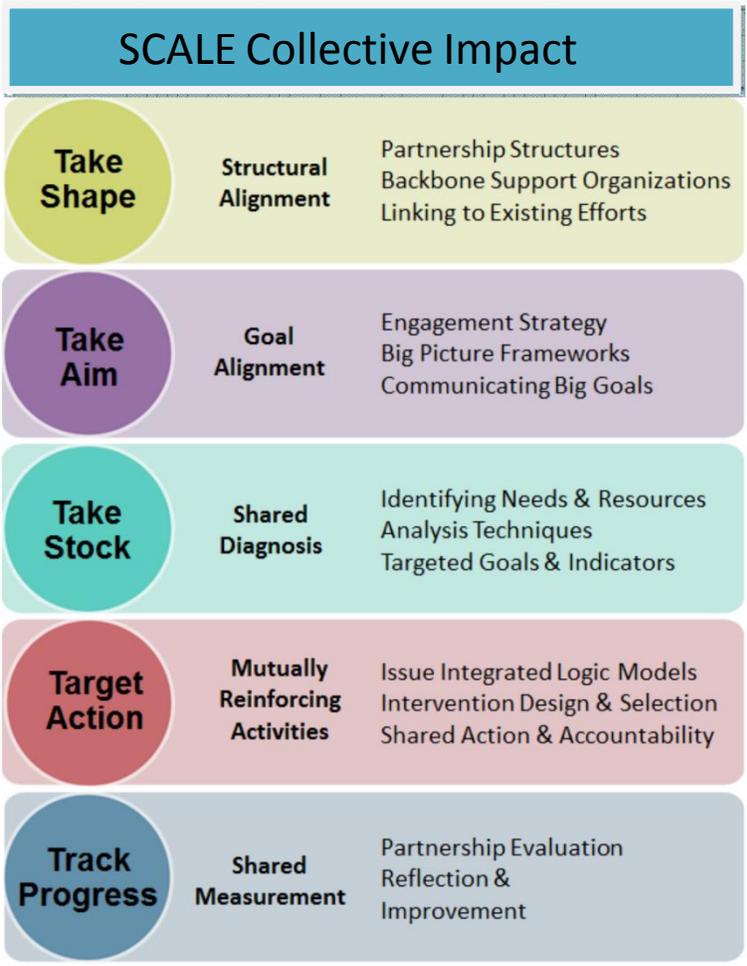
6. ASSUMPTIONS

- a. We will learn from history but will not repeat what did not work nor will we let history become a constraint in either thought or action.
- b. We are looking at the “what’s and why’s and when’s” and not the “how’s” (solutions) at this point of the Collective Impact Process. Solutions will be developed collaboratively and at the appropriate time after we commit to the Project
- c. The right resources will be assigned/procured and available for this project. Each community is expected to contribute financial and staff resources to support the various aspects of this Charter effort.
- d. The existing local planning structures will be supported during this project.
- e. This project will support the Regional Policy Plans and could also drive future regional planning efforts, by producing changes or revisions to the Regional process.
- f. The project will not impede or preclude Communities from seeking changes in their local comprehensive plans during the analysis.

7. RISKS

- a. If resources and Collective Impact support are not regularly communicated from the highest levels of the participating communities regularly, then resources and support for the effort will likely diminish.
- b. Proven, reproducible processes will not be utilized in this effort.
- c. Efforts and lessons learned from this project will be used once and shelved.
- d. The right resources will not be assigned/procured and available for this project – people (internal and external), process, technology and funds including back staffing where necessary.
- e. Scope is too large – efforts may tend to be too broad and miss opportunities or too narrow and bog down the process; scope may drift.
- f. History may impede the efforts to succeed.
- g. Focusing on nuances instead of substance
- h. Communication will not be broad enough – e.g. a strong coalition will not be created or sustained thereby jeopardizing the support for the project.
- i. Time and patience to move this effort forward will falter.
- j. Failure to engage the private business community representation/input.
- k. Private market may not support to implement this project

8. PROJECT MAJOR MILESTONES



Fall 2015 –
Winter 2016

Spring 2016 -
Fall 2016

Fall 2016 –
Spring 2017

Spring 2017 –
Fall 2017

Fall 2017 –
Ongoing

9. GLOSSARY OF TERMS

2040 Comprehensive Plan – Long-range 2040 Comprehensive Plans will be drafted in the cities and County over the next two years and completed by December 2018 . Each plan will set goals, policies and recommendations for land use, transportation, utilities, recreation, natural resources, economic development, housing, and livable communities for the next two decades. Each 2040 Plan will conform to regional plans and coordinate with other local and adjacent long-range plans.

Collective Impact – A methodical, disciplined approach with the commitment of a group of important actors from different sectors better align existing assets (programs, services and resources) to achieve shared outcomes

Families and Individuals Sharing Hope (FISH) - FISH is a network of people-serving organizations working together to meet the needs of those in our communities of Scott County, Minnesota. Our mission is to partner together to meet human needs so individuals will be able to live healthy, transformed lives.

First Stop Shop (FSS) – The First Stop Shop is an economic development resource housed within the Scott County Community Development Agency (CDA) and created by SCALE to assist the cities and townships of Scott County. Creation of the FSS is aimed at improving the ability of our communities to quickly respond to business requests and puts a new spin on how economic development has historically been handled within the county.

Forum for Youth Investment – The Forum was consulted to assist in the early formation of this 50 by 30 collective impact effort. The Forum works with state and local leaders and leadership groups to fundamentally change the way they do business for young people.

MnPASS – MnPASS Express Lanes are designed for solo drivers to use by paying an electronic fee. Small, two-axle trucks weighing less than 26,000 pounds can also open an account and use the express lanes. Transit buses, carpools with two or more people and motorcycles can use the express lanes for free.

SCALE – Scott County Association of Leadership and Efficiency

Scott County Community Development Agency (CDA) – The mission of the Scott County CDA is to strengthen the communities of Scott County by providing affordable housing opportunities to low and moderate income families, promoting economic development, and fostering coordination of public and private resources

Transportation Policy Plan (TPP) - The Metropolitan Council adopted the 2040 Transportation Policy Plan on January 14, 2015. The plan sets policies for the regional transportation system based on the goals and objectives in Thrive MSP 2040, the region’s development guide. The TPP is one of three major system plans that result from Thrive MSP 2040. It also responds to federal planning guidance provided in the Moving Ahead for Progress in the 21st Century Act, known as MAP-21.