

**50 by 30 Project Retreat
February 28, 2017
Discussion Notes**

What Does the Data Say to You? What Surprised You? What Don't We Know?

Housing Work Group

Table 1

- 30% of income on housing as a benchmark? Based on family of four.
- Occupations and their wages – difficult to afford housing
- Construction costs going up - - catch 22
- Wages going more slowly
- Naturally according affordable housing is not occurring - - order families not leaving
- Reasonable _____ to workforce housing?
- Yet growth of relatively low-wage jobs...
- No incentive to go for higher wage jobs, if increased wages dramatically increase housing costs?
- Housing Choice Program - - defer to Mike Waldo
- Single women with kids

Table 2

What does the data say to you?

- There's a need for housing for residents 65+ --this is probably due to people living longer/baby boomers.
- Demand affects market price
- With more diversity moving into Scott County, there might be more multigenerational housing in the future
- Median home sale costs vary across the county

What surprised you about the data?

- Housing needs are not keeping up with demand
- The push for single family housing, but not as much multifamily housing or townhomes built
- Cost of housing/ % of income spent on housing
- Low vacancy rates
- Lots of people commuting in/out of Scott County of working age

What don't we know?

- Percentages were given in presentation, but what are the actual numbers? (sometimes the numbers themselves are fairly low, but percentages don't reflect that...i.e. 1 out of 10 is 10%, but still only 1)
- Why is there pent up demand when market should be saying "build"? Are farmers holding out? Are we still seeing effects of the housing crash? Is there a lack of sewer line from Met Council? Etc.
- How do we transport people? Buses? Cars?
- Where should we build high density housing so people can easily get to work?

Table 3

- Data provided by MN Housing, Met Council, Habitat- they gave various perspectives/information about costs developers have.

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- Surprised by the sheer # that is needed. Much of land in Shakopee is developed, where will the land come from?
- Met Council- Housing planning policy. Recession slowed housing growth. The economy is the BIG UNKNOWN. 169 transit.
- Sand Company is building a 314 unit development in Shakopee. Fees are a large deterrent for development. Has there been a city by city fee study? Small cities typically have lower fees. Eg. Plymouth's fees are much higher.
- Surprised by literally zero vacancies.
- Missing information on the table on page 6- # of people per
- Important to note, in the Maxfield Study, the total vacancy rate was 0.9%
- Why aren't people rushing to develop units in Scott County (the rents are high, the vacancy rates are low)?
 - Not enough funding for workforce housing
 - Rental rates are finally getting high enough to cover costs of development in suburbs
 - Rental units being built will be higher for units at the top of rent rates
 - Select group does affordable housing/tax credit buildings because it's complicated
 - Market in the middle doesn't get served (tax credit for low rent, and the margins are good for high rent, but there is no incentive to build at the mid-level)
 - Increasing job growth is very attractive for housing development
- Starting price for starter home = \$250K VS townhome = \$150K

Table 4

- Believes the data, from experience
- Why don't employers do more? (Valleyfair vs. Mystic)
- Is there workforce housing available?
- Disconnect between business' needs vs. housing
- Missing out on people who contribute to a community
- Scott County is more spread out/life experience vs. Minneapolis
- Land use policies - - why 1.2%? Why isn't that attracting apartment builders?
- Did people who sold stay in Scott County?
- Who left?

Table 5

What does the data say to you?

- We are half way to providing what we need to meet the future need.
- There is a housing shortage for all kinds of housing.
- Multiple challenges exist to providing housing: regulations, fees, land prices.
- Need more housing units in Shakopee, Prior Lake, Savage.
- There is a shortage in market value apartments.

What surprised you about the data?

- 45% of income is spent on rent.
- Low vacancy rates for rentals. Is there not enough land zoned for multifamily?

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- Group discussed the need for housing for young families (starter homes) and senior housing.

What don't we know?

- How is the Metropolitan Council's allocation of affordable housing numbers assigned or developed?
- Why are more developers not building in Scott County when there is a shortage of housing? Is it because of profitability? Land values?

Table 6

What does this data say to you?

- We are a rapidly growing county which is affecting housing prices. It would be nice to see how Scott County housing costs compare to surrounding counties that are growing.
- Many of the new jobs pay under \$20 per hour. There is a disconnect between wages paid and housing costs.

What surprised you?

- That it is more expensive to own/rent in Scott County.
- The growth rate of the senior population

What don't we know?

- How many future seniors may want to live independently versus a multi-family structure?
- How can we help entertain the idea of seniors renting a room/area to college students to help both off-set housing costs?
- Is the standard of "30% of income" as an "affordable housing cost" still realistic or should that be adjusted? Our group thought that standard may have been developed by HUD 50 years ago, and may need to be re-evaluated.
- Is there a map of all rental properties in the county?
- Of the employees making under \$20 per hour, how many are single-income versus two-income households? (This affects how much the household has for housing costs).

Table 7

- Lack of housing across the board
- Senior demand is huge/supply is low
- What are other counties doing?
- Geographic analysis – align jobs, etc.
- Wrap-around services for senior housing
- Are schools ready for surge of housing?
- Do we really mean we want housing for ALL? Limited pot of money
- If cities want to grow/want housing...how do cities help that to happen?
- Mismatch between supply and demand
- City fear-factor of growth/costs of growth
- Transportation/schools need to be supported AND catch up with housing

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Table 8

- We have major needs, Undeveloped land- costs rising, added mandates, demand growing all driving up prices. Concentration of housing needs- affordable housing an issue. Over 65 population growing but if demand grows then price rises and they have to move out because they can't afford it. Lower cost housing needed. Life cycle housing needed and cities need to understand and plan for.
- Rental vacancy rate 1.2%. Senior living in place- how do we keep up to the demand that is coming.
- Ag land price also rising, how does this impact what is available. What are incentives for multiple unit housing for rentals since we are so short on those- landowners, neighbors, citizen buy-in. How do we build awareness about low rental rate availability?

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What Does the Data Say to You? What Surprised You? What Don't We Know?

Workforce Development Work Group

Table 1

What does the data say to you?

- Diversity among companies
- Careers vs. education
- What does it mean, have was as parents caused it

What surprised you?

- Unemployment for 24 and under

What don't we know?

- Cross training of skills
- Education not technology based
- Caps vs academy?

Table 2

What does the data say to you?

- Does our lack of post-secondary educational opportunities affect our unemployment rates?
- Scott County needs a trade or technical college
- Skills gap—many jobs in the county don't require higher levels of education/bachelor's degree, etc.
- There are a lot of misconceptions about manufacturing jobs (i.e. No career pathway, dirty work, etc.). Many of the manufacturing jobs today provide excellent opportunity for advancement, clean, etc.
- Transportation and housing are closely linked together.

What surprised you about the data?

- The high unemployment rate among 16-24 year olds

What don't we know?

- There are jobs in Scott County, but they are going unfilled. Why is that? Especially with the high unemployment rates of 16-24 year olds?
- Are there zoning restrictions that are not friendly? I.e. Hard to rent a room or a house? Prevents businesses from building apartment buildings for their employees close to the warehouse so people could walk to work?
- Are the manufacturing job numbers due to one large employer or several smaller employers?
- Aside from printing/manufacturing jobs, what other jobs are available in Scott County? The chart presented did not list them all
- What is the "true unemployment rate"? I.e. People under employed, seasonal workers, etc.?
- What comes first? Housing or transportation?

Table 3

- People are staying on the workforce longer
- Missing information on the graph on top of page 10

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- Unemployment range by age?
- Any of these unusual?
- As compared to the state?
- Standard?
- Surrounding Counties?
- More years available?
- Why is the 20-24 year old unemployment rate so high?
- Data for 2016?
- Self-employment- how are those people included in the data?
- Steering toward trade schools and other means to get employees into the workforce more quickly VS a 4-year degree. Less debt
- Businesses partner with Shakopee Schools to have programs allowing students to intern and be trained. Make parents aware of the opportunities available.
- Skills given during high school to join workforce
- Basic skills for adaptation- training in many things throughout career. Flexibility for changing market. Staff don't stay at jobs- employer/employee loyalty
- Typically parents are pushing their children to pursue a 4-year degree vs pushing against OR pushing to 2-year or certification
- More information: What is the churn rate?
 - By industry?
 - By age?
 - Young?
 - Generational?
 - Retail?
 - What does churn do to housing?

Table 4

- Amazon/employers will probably be looking outside the County
- What are the wages in Scott County - - Broken down, what % is >200,000 (example)
- Be welcome, walkable, compared to cities
- What's the age of people buying in Scott county
- Average income by age group
- Land use is not there because cities don't want it.
- People are living longer

Table 5

What does the data say to you?

- There is a younger population overall in Scott County in the 0 – 14 age, families.
- Large number of accommodation jobs and high unemployment rate of 16 – 24 year olds. Is it because of low work ethic or other reason?

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What surprised you about the data?

- Post-secondary education opportunities are missing and not available in Scott County.
- The slowdown in the labor force annual growth to 1% from 6% and 3%.

What don't we know?

- Workforce Development connection to education preparedness.
- Need to continue to have employers locate here. Cross-pillar question: Is housing available for workers?
- Amount of jobs in Scott County requiring higher education versus non-degree jobs.
- What are average paying jobs in Scott County? What are wages?
- Employment trends for 2030 and 2040? Type of jobs?

Table 6

What does this data say to you?

- Residents with higher incomes/higher paying jobs are going elsewhere to work, but living here for the amenities.
- We have a high percent of seniors still participating in the labor force.
- It is difficult to recruit employees, if the wages paid are under \$20 per hour.

What surprised you?

- The percent of people commuting out of the county to work.
- The unemployment rate of young adults "looking for work".
- Mystic Lake believes more of their employees, paid under \$20 per hour, are now living in Scott County, than in the past. (Noted: tips are not included in "wages" but can be significant).

What don't we know?

- How do we connect the unemployed with openings?
- What is the current ratio of jobs to labor force or where are we at now for accomplishing the 50 by 30 goal? How does that compare to previous years?
- How do we develop young people to be ready for jobs (and have the work ethic to want to work)?
- What are the wages being offered for the available jobs in Scott County?
- How do we develop jobs here that match the skill sets of those leaving the county to go to work?

Table 7

- High number of people leaving the county
- Unemployment rate for younger years
- Why is 75+ age group looking for work?
- What are the pipelines to
- Jobs with college degree are less
- Don't push kids into a path (i.e. college)
- Education – done same thing
 - Shakopee schools – created career academies - - designed curriculum with businesses, mentor/counselors
 - Teach kids what they don't like career-wise
- How to engage certain populations

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Table 8

- The 16-19 group are they more demanding? What are some barriers to getting jobs- education? 20-24 group do they have the skills to meet the task or do they need the education to prepsre for work? This information validates the employment program enrollment at the County is very low.
- High unemployment for 20-24. Scott County did a great job of growing employment and maintaining the growth. Scott County is similar to inflow and outflow of other suburban Counties.
- What segment of total workforce is shift work? What are barriers for the 16-24 group? How do you determine actively seeking? What kinds of jobs have been created? Do we have the kinds of jobs to attain 50/30? How do we attract the kinds of jobs for 50/30? Do other Counties have similar comparisons to our current 50/30, what are other counties have to percent of people employed in their own County? What vacancies in jobs are available? What are the barriers to these jobs? Is shift work part of the barrier?

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What Does the Data Say to You? What Surprised You? What Don't We Know?

Educational Preparedness Work Group

Table 1

- Percentage of income going to childcare is very high
 - May result in parents staying home
 - Limits job prospects and flexibility
- Is home schooling growing? What data is available? What data is available?
 - Other funding coming in for support in many cases
 - Grandparents for instance – question of incoming cultures
- Is the flexibility of work changing? Different for various industries
- Are we becoming a community of “haves” and “have nots?”
- s__ f____ is becoming more and more

Table 2

What does the data say to you?

- Kids need help as early as possible for success
- Early literacy is important as 3rd grade predicts later success
- Fixing early literacy problems doesn't have to require additional funding/money

What surprised you about the data?

- The high day care costs

What don't we know?

- Are root causes connected to statistics?

Table 3

- What makes cost of childcare so high in MN?
 - Wages for workers are low
 - It's very difficult to find space available for child
- Childcare available for people with non-traditional working hours, what is the capacity for those families?
 - One known childcare open late hours
 - Crisis Nursery- a lot of clients get jobs on 2nd and 3rd shift but need child care
- How does MN compare to other states- cost to run child care?
- How does Scott County compare to other counties- cost to run child care?
- State Task Force to identify why so many childcare providers are tuning in their licenses

Table 4

- Equity issues – why?
- Can daycare providers do more?
- Why not forget K-pre _____

Table 5

What does the data say to you?

- Scott County is over the state average for childcare costs.

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What surprised you about the data?

- Burnsville School District's 3rd grade reading level is very low and residents open enroll to Scott County school districts.
- Surprised that Shakopee and Prior Lake-Savage districts are about equal in their 3rd grade reading level and that Jordan District is the highest.
- The amount/percentage of income a single parent puts toward childcare and how it might influence the child's environment.

What don't we know?

- What are the risk factors to look at and correlation to a stable environment?
- What is the 3rd grade proficiency goal or what is it in other counties?
- Explore how many of population under 5 are in daycare.

Table 6

What does this data say to you?

- The importance of addressing needs the first 5 years.

What surprised you?

- The cost of daycare and that Scott County's daycare costs are higher than the area.
- That Lakeville schools serve part of the Scott Co. population.

What don't we know?

- How does this connect to the 50 by 30 goal?
- Are children who attend daycare more kindergarten ready?
- How do we transport children to Pre-school that do not qualify for public transportation (i.e. Special ed. bussing).

Table 7

- Biggest gap – free & reduced lunch
- Transportation problem – poverty
- ...a fleet of teachers
- Licensed for daycare, then meet _____?
- Testing during daycare?
- What is literacy proficiency of parents?

Table 8

- Child care data set troubling on the cost
- % of income going to daycare is staggering
- What is the ratio of kids in licensed daycares, licensed home daycares, home daycares and no daycare? Are their penalties for school districts to not achieve a certain % of 3rd grade reading level? What is the goal for 3rd grade reading level %? Is the demographics that if parents can afford it they will send child to licensed daycare centers so is there a financial burden to daycare?

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Transportation Work Group

Table 1

- No density at transit point
- Lack of good pedestrian or bike access to transit
- Transit no decent access to businesses

Table 2

What does the data say to you?

- Not a lot of public transportation options are available. Public transportation is very different in Minneapolis vs Scott County (i.e. not as many taxi's, lack of bike pathways, etc.)
- Different cities in the county have different build out rates/densities which affects bus routes and public transportation options
- Cambria struggles to recruit employees, especially entry level positions due to unreliable transportation. This is probably true for other large employers as well.
- With a growing senior population, we will need to be mindful of transportation planning

What surprised you about the data?

- Smartlink has surprising numbers for service, safety, etc.
- Smartlink's denial number is fairly high

What don't we know?

- If bus routes require a certain density to operate, will we ever be dense enough? Do we want to ever be dense enough or do we like sprawling green areas/larger single family home lots?
- How are other communities hitting density numbers for ridership? How have other communities dealt with gaps in development?
- Money is obviously a factor in providing fixed route public transportation lines—could we consider having more fixed route service, but having longer walks off of the routes?
- We need an inventory of different ridership cards available.
- Smartlinks denial numbers might be high, but is that typical compared to other communities?
- Is Scott County serviced more by Uber/Lyft than taxis?
- The presentation focused heavily on the Shakopee area—what is available for the rest of Scott County? Any bus service? Other options?

Table 3

- Surprise: 1 in 6 households has no vehicle, 1 in 7 only have one vehicle. Very difficult in a county that doesn't have great transportation options.
- Surprising/interesting: slide on bottom of page 21
- Connection to Housing: If you can only afford to rent a unit in Belle Plaine (for example), but your job is in Shakopee, you have to have a car. You may be able to get rent assistance but if the affordable units are in Belle Plaine and you don't have transportation, you may not be able to increase your income.
- Dial-a-ride denials

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- Subsidized by government
- Transportation sales tax- using \$ to supplement hours when dial-a-ride is not available
- Volunteer ride program- having trouble increasing driver pool. There are still too many denials/the demand is too high
- What is the minimum age to ride dial-a-ride along? Can children use the dial-a-ride service? Connection to child development- getting kids to Head Start so their parents can work?
- Dial-a-Ride
 - M-F 6am-7pm
 - Services needs beyond service hours?
 - How do we capture the need? Denials only include denials during service hours
- Spike in 2014?
 - Went from in-house to contract drivers
 - ADA services
 - Dial-a-ride serves both carver & scott
- Business community
 - Different hours needed?
 - All want more transit
 - Mystic = 25(?) different start times
 - Amazon = Flexible start times/flexible hours
 - All of this makes providing a fixed route very difficult
 - Riders can get to Marshall Rd on off hours but they can't get to their jobs
 - Mystic uses bus to get employees to work from MRT
 - Trolley moving to a flex service
 - Ongoing discussions with businesses to build partnerships
- Development density- competition for resources
- Subsidies are too high when development densities are low
- Express bus to downtown. Reverse commute route
- 495 route- Scott County residents go to the mall to shop, work, get on the light rail

Table 4

- Transportation helps fuel deserts
- ½ can be provided to transit
- Relationship to SmartLink when one the most denials

Table 5

What does the data say to you?

- There is a lack of pedestrian infrastructure.
- Developments are hard to access and need to be closer to the street.
- Scott County is doing good on roads.

What surprised you about the data?

- The number of SmartLink denials is increasing.

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- 1 in 7 renters do not own a vehicle.
- People need a reliable way to get to work and this is hard via transit.

What don't we know?

- Data on pedestrian and bike commuting.
- Data on smaller communities (transit).

Table 6

What does this data say to you?

- Costs are going up and ridership is going down (per Mystic)
- Transit is not a break-even or profitable endeavor.
- Higher density is needed to support transit.

What surprised you?

- One in seven renter-households do not have a vehicle
- How long it takes to get a transit route established.
- There is public transportation (SmartLink) available to the outer ring cities in Scott Co. (not advertised)

What don't we know?

- Is there data to support weekend and evening transit?
- Are there options to coordinate with Uber?
- What are the real transit needs? What do communities want?

Table 7

- Smart Link denials high
- # of 1-car families
- Takes a long time to get to transit stops
- Working with employers to go "last mile"
- Need to get people to appointments too
- Volunteer riders (maybe they met drivers?)
- Uber drivers for pick-ups – school/work?
- FISH – volunteer drivers
- Creative ways to get another river crossing

Table 8

- Denials continue to increase despite efficiencies. Surprised at what resources are available. Safety is very good for Scott County. Any information on bike commuter safety?
- # of people who do not have a car. Denials still trending up despite excellent efficient service.
- Is transit a barrier for age and language? What is price tag to bring denials down? How do we tap into citizens who do not use the services that are out there? Can we get purpose data? Age demographics of users? Are trips/service being lost to UBER/LYFT? Workforce-housing-transit-can incentives be related?

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Common Themes

Table 1

- Scott County is changing - - how? - - diversity
- Transportation is a common thread
 - The interaction of transportation, housing, childcare, education, and employment
- Complex issues!
 - Not everyone has the same opportunities
 - Family structure (income, children) - - stress - - stability in the home
 - Costs are dramatically changing - - rents, student loans
- Properties of Shakopee, Prior Lake, Savage, etc.
 - I.e. housing costs, household incomes
 - What are the amenities or each community?
- Shakopee
 - Strengths - - jobs and industry
 - Weaknesses - - housing
 - Employers need to educate ____ on the trends and realities of the area - - need a deeper understanding of areas within Scott County with dramatic change
- Identify areas for transportation and hubs before/along with development
 - With comprehensive plans/property setting up zoning

Table 2

- Housing and Early Learning/Day Care both have a high cost % of income for families
- 30% of income towards housing is considered the recommended amount, but it is hard to stay within 30% for Scott County residents, especially for low income households. The more spent on housing also affects a family's ability to afford childcare and other expenses.
- Scott County has changing demographics—age groups, ethnic groups, etc.
- In light of changing demographics, should the 50 by 30 effort consider choosing an age group or other demographic to focus on and work towards how the four pillars affect that particular age group/other demographic?
- Housing, workforce and transportation are closely linked together
- All four pillars are closely tied together/intertwined
- Solutions might not be obvious. This is a great opportunity for groups to work together and think outside the box
- Community effort—parents, businesses, nonprofits, local government, etc.

Table 3

- Dependence/interdependence between areas- need transportation to get to work, need housing to be able to work, need childcare while you're working, need housing for healthy kids, need to work to pay for housing, need to work to pay for transportation, need to be prepared to work.
- Ed preparedness= future workforce. If kids can't read at level, will they be able to work?

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- How do we increase kids ability to XYZ?
- School system not equipped to deal with kids with different learning styles. This can cost families a lot of money for kids with learning disabilities.
- Compounding problems
- If you can eliminate one car from your budget, you can increase available income for housing, child care, etc.
- Can start at any one pillar, but you'll hit ever one.
- What difference would it make if we were able to screen 100% of kids? Would it make a difference? Why are 20% not screened?
 - If there is a need (identified during screening), child can qualify for services
 - BUT are services available for all kids?
 - Are resources available?
 - Will parents agree to services (stigma of "special needs" child). Eg In the Burnsville/Savage school district, many parents do not want their child screened because they do not want their child to have a "negative" label
 - Does mobility impact ability to screen?
- Is one school district better than others at identifying what resources a student needs?
- Challenges for parents?

Final thought: SO/TOO COMPLICATED!

Table 4

- Money, everything costs
- Needs - alignment of resources
- Equal access to services. Barriers to transportation. Housing (financial) (hours of operation)
- Land use policy - - comprehensive planning
- Building a sense of community – livable, healthy, safe houses, and jobs

Table 5

- Scott County is an expensive place to live. Can people afford to live here?
- Focus on daycare expenses, livable wage, and housing cost.
- Short on housing.
- Limited in transportation options (transit).
- Discussed that infrastructure/education/housing systems are in place but need to be enhanced. The systems aren't being built from new.
- Discussed the "culture" or philosophy of "Scott County" or residents in the county as a barrier: people want small town, suburban feel, and school amenities, people want low-density zoning.

Table 6

- All groups will need to refine data.
- Each of the areas affects the others; i.e. we need affordable housing for those working here.

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Table 7

- Geographic analysis – jobs, housing, transportation
- Entry level – lower wage jobs
- Aging out of homes – more entry level
- Connect pockets of children with services (hubs)
- Fifth leg - - political will (education needed)
 - We are not accepting ALL
 - Deeply understanding the community (who we are)
- Indicator factor – extent of poverty (PL vs BV)

Table 8

- How does 3rd grade reading relate to other areas? Can it predict things, can it impact success, and how do you measure successes?
- Is there an opportunity to discover gaps from housing, jobs that relate to now achieving 3rd grade reading?
- % of income needed for housing, daycare, education, transportation, exceeds many of the current jobs available in Scott County.
- Who are the kids not being screened- what outreach is needed? How to engage those not being screened, Can we identify where to target resources
- Can we treat like a medical research project- positive deviancy- clinical science
- What kinds of impacts can this group create? For instance how can we double the rate of building when that is a market driven reality. Can it be sustainable.
- SCALE- What factors can help that group? Use for comp planning, policy, root and cause effect, make decisions to effect problems over time.
- Input from experts in their fields and their interaction with others can help problem solve and decide where targeted dollars can make the greatest impact.

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Opportunities for Action

Table 2

- Reorient the groups by demographic vs. topic/issue. Have a strategy for a targeted focus
- Scott County has a lot of big employers/big name employers—they are possible resources to reach out to/tap into.
- FISH (Faith community, nonprofit, local government, businesses, etc.) could be utilized to help
- Ensure data supports action plans
- Connect with other pillars of the 50 by 30 project to work together on solutions/action plans/touchpoints.

Table 4

- Life cycle housing, include four pillars in Comprehensive Plan
- Comprehensive Plan alignment with housing needs - - tailored to each city
- Targeted economic development
- Better communication about jobs/opportunities
- Better promote employers with daycare

Table 5

- Action requires capital: real estate is geared for upscale housing and profitability.
- Opportunity for higher education: satellite campus, transportation to existing campuses, or online education.
 - Discussed many options and maybe a focus group as part of this effort to look into this issue.
- Comprehensive Plan timeline: opportunities to review and comment and look at land use planning.
- Access to transportation: look at providing better system for biking and walking.

Table 6

- Our group felt the 50 by 30 goal needs to be re-stated/defined as individuals are describing the goal differently (i.e. jobs for 50% of the labor force by 2030 vs. having 50% of our labor force working in Scott Co. vs commuting elsewhere). A summary of where we were, where we are now and the goal for 2030 was suggested.
- Each group will need to identify goals that help accomplish the 50 by 30 goal and begin to see action/accomplishments (low hanging fruit and overall goal).
- Once specific goals are identified, it may be easier to attract experts to assist with various work groups if they know what they are working toward accomplishing.

Table 7

- Alignment of community leaders and ask for their level of support for “X”
- Mix/match goals from every community - - existing ones (1-2 years)
- Cross of resources – support to successes

Missing Data

Table 5 (Jennifer Schultz, Angie Stenson, Troy Pint, Marie Johnson, Brenda Lieske, Dave Brown, Deb Barber, Beth Matthews)

- Wages of jobs available in Scott County

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Table Members

Table 1

Jean Sinell, Dave Beer, Linda Anderson, Tim O'Neill, Mike Waldo, Kathi Mocol

Table 2

Brad Davis, Sarah Geffre, Jon Ulrich, Todd Otis, Kathryn Reeder, Madelyn Hertaus, Bob Coughlen, Judy Mack

Table 3

Lisa Freese, Mike Beard, Kathy Busch, Mark Jacobs, Eric Gentry, Melissa Jensen, Jamie Thelen

Table 4

Barb Dahl, Brad Larson, Lisa Brodsky, Lee Foley, Patti Sotis, Ted Kowalski, Luther Wynder

Table 5

Jennifer Schultz, Angie Stenson, Troy Pint, Marie Johnson, Brenda Lieske, Dave Brown, Deb Barber, Beth Matthews

Table 6

Danielle Fox, Jo Foust, Barb Weckman Brekke, Kami Thompson, Troy Beam, Mary Miller, Josh Johnson

Table 7

Stacy Crakes, Dan Rogness, Suzanne Arntson, Joy Bodin, Patricia Timmons, Jane Victorey, Rod Thompson

Table 8

Julie Siegert, Alan Herrmann, Kari Ouimette, Michelle Choudek, Laura Helmer, Bob Crawford, Kirt Briggs