

POWERUP2018

Rosemount Participation Plan



This project was supported by the Resilient Communities Project (RCP), a program at the University of Minnesota that convenes the wide-ranging expertise of U of M faculty and students to address strategic local projects that advance community resilience and sustainability. RCP is a program of the Center for Urban and Regional Affairs (CURA) and the Institute on the Environment.



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DEAR ROSEMOUNT:

Kim Lindquist

Community Development Director
 City of Rosemount
 2875 145th Street West
 Rosemount, Minnesota 55068

November 25, 2014

Dear Ms. Lindquist,

For the past three months, CPJ Consultants has enjoyed the opportunity to prepare a participation process proposal for the City of Rosemount's upcoming Comprehensive Plan update, slated for 2018.

The enclosed document, **PowerUp 2018**, presents a framework for engaging all Rosemount residents in meaningful, productive, and effective participation processes that will serve to foster communication and collaboration between the City and residents as preparations are made for updating the City's Comprehensive Plan.

The participation process plan aims to encourage proactive and continuous engagement from residents in an attempt to make the City of Rosemount as responsive to and representative of its residents' needs and desires. The plan's title **PowerUp 2018**, reflects this idea: Rosemount will continue to thrive and improve as it empowers all residents to engage in interactive planning processes in order to better their community.

We greatly appreciate your consideration of our services and look forward to working with the City of Rosemount.

Sincerely,
CPJ Consultants



Alyssa Chiumento



Atticus Jaramillo



Mariana Poskus

OVERVIEW

INTRODUCTION

This proposal focuses on creating holistic strategies for engagement which foster proactive civic engagement, and actively involve all segments of the population. The overarching message that we put forth is:

The City can increase levels of civic engagement by embracing the changing nature of Rosemount, and entering into a collaborative relationship with the community.

Underlying this message is our assertion that civic engagement should not simply be seen as a requisite of democracy. Rather, civic engagement ought to be seen as a process that allows residents to develop relationships, guide the growth of the built environment, and build community. Because Rosemount is a quickly changing city, in terms of demographic makeup and sheer population, these issues are critically important. Through increased civic participation residents will be able to collaborate with City staff on key issues facing their community, and thus, collectively improve the place they all have come to call home.

City Background

The City of Rosemount, with an estimated population of 21,749 is as a third-tier suburb situated 15 miles south of the Twin Cities metropolitan area in Dakota County¹. The City was originally settled as a farming community and has a long tradition of Irish heritage marked by its annual celebration “Leprechaun Days.” In recent decades, however, Rosemount has become an increasingly diverse suburb attracting

young families, immigrants, and everyone in between. Some of the hallmarks that draw families to Rosemount are the numerous parks, great schools, quiet streets, and comparatively affordable housing. While Rosemount is primarily residential, it is also the home of Dakota Community Technical College (DCTC), the University of Minnesota’s UMore Park, Winds Park, and the Rosemount Community Center.

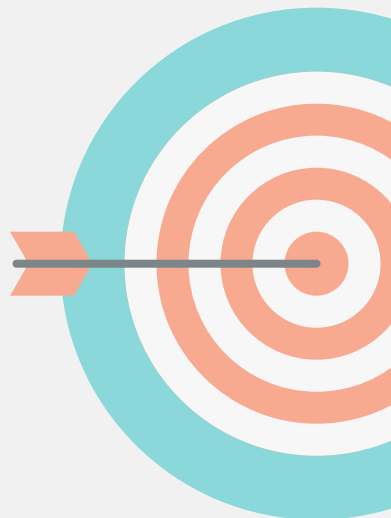
(1) U.S. Census Bureau, 2008-2012 American Community Survey

OUR GOAL

The current participation processes plan encourages Rosemount residents to adopt a proactive approach to participation in City planning activities, to foster continued, meaningful participation as projects progress, and to recognize the critical importance their participation plays in helping the City of Rosemount thrive.

Of course, resident participation, in and of itself, is beneficial, as it allows for City staff and residents to educate each other and solicit feedback. It is especially important, however, when cities are experiencing significant change – change for instance, in infrastructure, programming, or demographics, as Rosemount has undergone in its recent past.

Now, resident participation can be even more beneficial – and more critically important – as it can help foster a sense of community, build trust in the government, change the way residents interact with the government (and the government with residents), and solicit important information from Rosemount residents as the City’s context changes. For this participation to be as meaningful and productive as possible however, it must be truly representative of all Rosemount residents. While participation from “the usual suspects” is necessary, it must be supplemented with participation from other communities, like renters, immigrant residents, and youth, as well, in order to fill gaps in information.



Branding

The idea behind PowerUp 2018 was to increase levels of participation by leveraging pre existing community organizations, events, and engagement strategies. It is a brand that focuses on energizing civic participation by popularizing the notion that resident’s input is critically important and valuable. Likewise, the provisions provided by Powerup 2018 empower residents through innovative engagement strategies that accommodate their busy schedules, and are accessible to all segments of the population. We believe that PowerUp 2018 will increase participation because it focuses on invigorating civic engagement in a community that already has many of the necessary variables.

KEY ISSUES &

We approached improving civic engagement in Rosemount in a two-pronged fashion: on one hand we wanted to build on effective engagement strategies already in place, while on the other hand, we sought to rethink processes that have proven unsuccessful. With this in mind, we considered the context of civic engagement in Rosemount and identified key issues in tandem with City staff.

LOW LEVELS OF CIVIC ENGAGEMENT

As in other communities, especially those with large family populations, Rosemount struggles to attract residents to participatory events. Perhaps this is explained by the simple reality that busy residents may not have the time to attend a public meeting. Or perhaps residents do not participate because they cannot find information regarding engagement events. Either way, substantial participation is the most obvious, basic necessity of productive civic engagement, and as such, we saw increasing levels of participation as a priority.

REACTIVE ATTITUDES

Another issue communicated by City staff is that when residents do participate, it is usually in a negative, reactive manner, which has dual consequences. Not only are reactive attitudes commonly counter-productive, they also negatively frame participatory processes, and discourage continued civic engagement. We saw this issue as one of the greatest deterrents to substantive civic participation, and tried to be mindful of this issue throughout our analysis and development of suggestions.

THE 'USUAL SUSPECTS'

Seeing as Rosemount is an increasingly diverse community, the fact that only the "usual suspects" seem to be showing up to meetings is particularly concerning. Good civic engagement embodies the diversity of views present in a given community, and uses this diversity to mold plans for the community. Moreover, since Rosemount will most likely continue to grow and become more diverse, creating participatory process that engage all segments of the population is a good investment for the future.

OUR PROPOSAL

IN A NUTSHELL

In response to the request for proposals, we set out with a single question in mind: **how can Rosemount improve civic engagement efforts to encourage positive participation amongst an increasingly diverse populous?** Given the City's interest in not only engaging the diversity of views residents hold, but also in retaining these residents, we approached civic engagement in Rosemount with the spirit of government **"by the people, for the people."** It is our assertion that increasing positive civic engagement helps residents develop deep, personal connections with their community and encourages them to become long-time residents. With this in mind, we put forth numerous suggestions that value and facilitate sustained collaboration between residents and local government. Generally speaking, we strived to develop suggestions that were proactive, non-exclusionary, embraced change, and kept the community up to date on the progress of any planning process.

DELIVERABLES

- Specific strategy and brand for Rosemount's new take on civic engagement
- A 2-year timeline that could be used for participatory process
- Micro timeline guidelines for the different components of the process.
- Specific strategies for increasing awareness of engagement events
- Stakeholder and Demographic matrix's that identify key populations in the community
- Information provisions

PARTICIPATION PLAN

OBJECTIVES

1 USE CIVIC ENGAGEMENT TO BUILD COMMUNITY

Good civic engagement builds community by fostering positive relationships among residents, and by helping them take an active role in shaping their community. On one hand, civic engagement brings residents into contact with one another around a common cause. Through dialogue, residents develop relationships with their neighbors, establishing the community rapport necessary for civic engagement. On the other hand, civic engagement allows residents to create a community reflective of their values and interests, and thus fosters community pride. In crafting our proposal, we strove to incorporate steps that uphold these principles, and create a framework for sustained civic participation.

3 CRAFT SUGGESTIONS MINDFUL OF THE NATURE OF OUR COMMUNITY

As noted before, Rosemount's diverse, multi-generational, and multi-ethnic population is likely to continue, with a growing number of residents that actively embrace their diversity. Rosemount, and engage with our diverse population. Some of our suggestions were integrating diverse populations into participation processes, likewise, creating programs that address the changing needs of the community.

2 CREATE SUGGESTIONS THAT ENGAGE ALL COMMUNITY MEMBERS

Pursuant of the demands for the request for proposals, we considered how to best engage Rosemount's increasingly diverse residents. Specifically, we considered the different needs of residents, and the potential barriers to participation that various demographics face including: language, residential status (renters vs. owners), age, and technological competency. In the spirit of building community, we placed critical importance on encouraging participation that reflected and embraced Rosemount's racial, ethnic, and economic diversity.

SUGGESTIONS OF THE CHANGING OF ROSEMOUNT

Rosemount is changing and continues to experience growth. Seeing as this is a challenge, we strove to create provisions that addressed the changing nature of the city and engaged all segments of the community. Key concerns in this regard include the diverse and marginalized populations, participation processes, and the need for processes sensitive to the needs of the community.

5 CHANGE PARADIGM OF ENGAGEMENT

The most ambitious of our goals was to change the paradigm of engagement all together. Typically municipal level civic engagement consists of a single meeting for which residents travel to City Hall and respond to proposals put forth by local government staff. Not only does this format fail to create a sustained, collaborative relationship with residents, it also kindles reactive rather than proactive attitudes. Rather than perpetuating this already broken system, we suggest that City staff go out into the community to engage with residents throughout the entirety of the planning process.

4 INCREASE AWARENESS OF PARTICIPATION PROCESSES

While embracing the changing nature of Rosemount and building community is certainly important, a critical logistical component of participatory processes is simply "getting the word out." Subsequently, we considered how the City can improve current efforts to publicize information regarding civic engagement events. Many of our suggestions combine both traditional and non-traditional, technology based media platforms to increase awareness of these events among all segments of society.

STAKEHOLDER IDENTIFICATION

Demographic Considerations for Engagement

	Key Demographics	2009	2012	Relevance to Engagement
Age	Total Population	20,710	21,749	The large concentrations of young, and middle aged adults suggest that any engagement efforts will have to be multifaceted, and appeal to these primary age groups through different media platforms.
	19& Under	33.5%	33.9%	
	25 to 44 years	31.3%	28.5%	
	45-64 years	23.7%	25.3%	
Total HH	Total Households	7,300	7,448	Participatory processes will need to be sensitive to the interests of family households, a large proportion of total households. Youth engagement, childcare, and family oriented events may be necessary to garner widespread participation.
	Owner Occupied	88.7%	88.1%	
	Renter Occupied	11.3%	11.9%	
	Family Households	77.4%	78.7%	
	Average Household Size	2.84	3	
Predominant Race/Ethnicity	Total Population	20,710	21,749	The different needs, interests, and barriers to participation of racial and ethnic groups should be addressed to successfully engage all segments of Rosemount's population.
	White Alone	87.4	85%	
	Black or African American	4.7%	5.1%	
	Asian	4.9%	4.8%	
	Hispanic or Latino Origin	2.2%	5.4%	
Foreign Born	Total Population	20,710	2x1,749	Engaging the foreign born population in Rosemount may require specific social, cultural, and language provisions.
	Native Born	91.90%	90.4%	
	Foreign Born	8.10%	9.6%	
Language Spoken At Home	Population 5 years and over	18,821	20,062	To connect with residents that speak English "less than very well", language stipulations will need to be outlined in the final process design including translating pertinent documents and disseminating information effectively.
	Speak English "less than very well"	3.30%	3.3%	
	Spanish	1.50%	3.9%	
	Asian and Pacific Islander	3.40%	2.9%	
	Other Languages	1.70%	2.8%	

Data Source: 2005-2009 & 2008-2012 American Community Survey, US Census Bureau

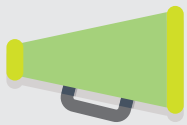
An essential component of our participation plan was identifying those residents who are stakeholders in Rosemount’s future, and as such, in those planning processes that will help determine what lies ahead for the City. Guided by the participation plan’s 5 objectives, we identified the following potential key partners and demographic considerations for engagement.

Key Partners Identification

	Partner and Mission (where applicable)	Key Audience It May Help Reach
Social Services Organizations	Homeowner Associations	Homeowners, families
	360 Communities “To provide hope and support to people by engaging communities to prevent violence, ensure school success and promote long-term self-sufficiency.”	Low-income residents, immigrant groups, mostly Latino families
	One Rosemount “The purpose is to be more intentional and proactive in making a positive difference in the lives of children and teens in the community... together”	Youth, parents, families
	Reaching Up Ministries “To demonstrate God’s love to youth and empower them to change the world around them.”	Youth, parents, families
	Rosemount AAA “Rosemount Area Athletic Association (RAAA) is a volunteer organization that serves the children of our community through athletic programs designed to develop both social and athletic skills.”	Youth, parents, families
Schools	Public School Districts	Youth, parents, families
	Dakota County Technical College	Young adults
	Inver Grove Heights Community College	Young adults
	UMore Park	Future residents, University and business communities

PARTICIPATION TECHNIQUES

Legend



GET THE WORD OUT

Informational and promotional tools to communicate and disseminate information within the community.



SET THE MOOD

Events & tools that foster exchange of ideas and bring the community closer together.



GENERATE CONTENT

Specific tools & data collection actions that address the future needs and goals of the City.

COMMUNITY-WIDE EVENTS

Traditional Rosemount festivities and events, like Leprechaun Week, Fall Cleanup Day and Christmas Tree Festival, already have a substantial rate of attendance. Continuity of these events is key to foster close relationships between all residents.

LOCAL PARTNERSHIPS

Collaboration on smaller events, like AAA games and practices, can provide venues for reaching out to the “less-usual suspects”, such as young families, who generally have a harder time to become involved in traditional planning meetings.

THE PLANNING TRUCK

A customized, highly attractive truck that can be placed in different events, to provide information about the City’s current and future engagement efforts and general resident feedback, through interactive visuals and games for adults and children.

NEIGHBORHOOD PARTIES

Small-scale local block parties with food, music and local artists to foster neighborhood relationships between old and new residents, both homeowners and renters.

Like a three-legged stool, participation techniques are grouped in three major types. Each type has an essential role in the process: for example, it would be difficult to gather input from the community (Generate data) if there had not been promotional methods (Get the word out) or if the opportunities for building close relationships with the rest of the community had not been provided (Set the mood).

PLACEMAKING IN THE PARK

Permanent or temporary “tactical urbanism” installations, designed to inform and gather spontaneous feedback from park users. These can include mobile furniture and games, “I wish this was...”-type art installations, semi-permanent outdoor proposal exhibitions, comedy theater and music events (e.g. T2P2).

WALK-TO-SCHOOL DAYS

monthly events inviting parents and students to walk and bike to their schools instead of driving. These events include organized group walks by area, temporary biking and pedestrian marking in designated routes, wayfinding and complementary in-site and online campaigns through social media and schools.

ONLINE CONTESTS

Visual or text-based small-scale competitions, using Twitter, Facebook and Instagram, to gather input related to ongoing planning efforts and increase online/media coverage

FIELD TRIPS

Group walks and information sessions in-situ at UMore Parks with local planning staff and UMN representatives

GO ROSEMOUNT!

Series of coordinated events for students to reflect and think creatively about the type of city they have and want. The type and content of events will be targeted to various age groups, including student fairs, competitions and in-class exercises.

INFORMAL BREAKFASTS

Collaboration on smaller events, like AAA games and practices, can provide venues for reaching out to the “less-usual suspects”, such as young families, who generally have a harder time to become involved in traditional planning meetings.

FAMILY-ORIENTED WORKSHOP SERIES

Series of coordinated events for students to reflect and think creatively about the type of city they have and want. The type and content of events will be targeted to various age groups, including student fairs, competitions and in-class exercises.

NEIGHBORHOOD PARTIES

Regular biking tours to promote bike culture and gather input on preferred trails and routes.

COMMUNICATION STRATEGY

Guidelines

There are **three key guidelines** that will define the communications strategy for participation processes. First, **information will be delivered to the public and to relevant agencies early and often**. Early in the process, as soon as events have been scheduled, City staff should publicize events, explain why they are being held, and invite the public to participate. It is important that these events are advertised well in advance, so that residents who would like to attend can adjust their schedules accordingly without last minute interruptions. The message must be delivered early and it must be repeated. With busy schedules and even just everyday life, it is easy to forget planned events – even when we have the best intentions of attending.

As such, it is vitally important that events are advertised both well in advance and repeatedly in the weeks leading up to them.

In addition to being repeated, the publicized **messages must be consistent**. Most people have to hear or read the same message multiple times before they actually comprehend its content. This is an especially important consideration when informing the public of events that warrant their participation. Information must be succinct and direct: this is the project, this is why it is happening, and this is how, where, when, and why you could be involved in impacting its outcome. The message should be consistent across outlets throughout the campaign.

The third prong of the communications strategy is to **present the public with a general timeline** of a project. People often do not have realistic expectations of a project's length. However, if expectations are not met, regardless of whether they are realistic, people decidedly lose interest, thinking perhaps that their contributions to the process have not produced change, been incorporated, or even taken seriously. Thus, it is extremely important to provide participants with a general, but realistic timeline of events. For example, on the bottom of every City message about a process to the public, there can be a basic timeline showing major events that have occurred in the past three months and that are slated to occur in the next three. This can serve two purposes: to demonstrate the process's progress and to alert residents of upcoming events. An added message, along the lines of "If you can't make this featured event, don't worry – here are some more chances to participate!" can further remind residents that their participation is valuable.



Event timeline/phases

The communications strategy will have **three key phases: one before, one during, and one after an event**. Though each phase will have common approaches, there are some important distinctions between them. In the weeks preceding, the City should publicize the event by posting information to its Facebook page, but by also purchasing Facebook and newspaper advertisements. Though the City's page may have a number of followers, it isn't likely that the vast majority of Rosemount residents follow the City's page. However, it is highly likely that the vast majority of Rosemount residents are Facebook users, and as such, would see advertisements on the social media site. It is also important to retain traditional media outlets, like newspaper advertisements, in order to reach those groups who may not use social media. In-store advertisements could be a useful way to reach both social media users and non-users. Paper ads could be displayed in storefront windows, in check out aisles, and in restrooms of participating stores, businesses, and restaurants.

Though it might seem excessive, **publicizing events immediately before and during the events themselves is extremely important to garnering participation**. Twitter would be the most appropriate use of social media in this instance: it could provide followers with current and updated, news-like coverage of an event. Television coverage, even if only a short blurb on the news, could spark the interest of residents or remind them of the event that they had wanted to attend. These methods are a great way to inform residents initially, but they also serve as a great reinforcement of previous messages that residents received via Facebook, read in the

newspaper, or saw standing in a checkout line.

The "after" phase is perhaps the most critical phase in the communications strategy, because it affords the City a few key opportunities. The term "after" can be misleading, as it implies that the participation process, or a segment of it, is over. A participation process that favors proactive engagement, however, must have a communications strategy that encourages residents to ask questions, solicit information, and provide feedback continually - and especially, after an official event has finished. In the days immediately following an event, staff should publicize an announcement via Facebook, the newspaper, and the radio, thanking the public for their participation, letting them know that it is crucial to the success of the plan, and alerting them to the fact that staff will be working on incorporating their input. Specific mention, however, should be made to the fact that the planning process is often a long one: announcements should provide an approximate timeline ("Check out the full results from our meeting on the City's website in x weeks!"), so that participants have a realistic expectation of when results will be produced and don't get discouraged by perceived delays.

Posting photos of the event to the Facebook page or in the newspaper in this after phase can serve to show participants that the event has been documented. Likewise it can serve as additional advertising for future events, perhaps by exposing potential attendees to what happened at the event and by sparking their interest in participating.



DOCUMENTATION

Data Gathering

Accurate documentation of event proceedings, including information disseminated to the public, and information received from them, is critical for an effective, productive, and meaningful engagement process. The more care that is taken in asking for and recording information, the more the public may realize that their participation is valued and essential. At least two staff members will be present at events to take detailed notes, administer surveys and assist respondents in completing them, take photographs, and document the events in other relevant ways.

Of course, the manner of data gathering will depend on the type of plan addressed and information desired. Some events may be conducive to having participants scan QR codes with their smartphones to complete a survey; at other times, paper or iPad surveys may be more appropriate. Feedback can also be written down or audially recorded as well. After events, summaries of this information will be posted to the City's Facebook page and printed in the newspaper. Complete, detailed reports of this information, once compiled, will be posted to the City's website and included in the appendices of official planning documents, hard copies of which will be available at City Hall.

Delivery of information

As illustrated above in the Communications Strategy guidelines and phases, information delivery will occur in two main ways: through technical and non-technical mediums. The City could use technical mediums, like its website, Facebook page, and Twitter account, to make announcements, invite residents to participate, provide updates, and solicit feedback. Non-technical resources will also be critical. Newspaper columns and advertisements, in-store advertisements, "stall stories," and announcements at other events, like Leprechaun Days and AAA sports tournaments, are critical to delivering information, as they can reach audiences that technical resources may fail to do.

MONITORING



Rosemount City staff will be in charge of monitoring and evaluating the participation processes outlined previously. Staff will monitor the processes as plans progress and will evaluate the processes once they have been completed in order to ensure accountability, transparency, incorporation of the public's input, and timely response to inquiries. These crucial steps in the process will include:

- Identifying potential problems, proposing solutions, and adapting plans accordingly.
- Soliciting feedback regarding the public's perceptions of both the participation process's and the plan's progress, via surveys after each.
- Examining the accessibility of the participation processes to all Rosemount residents, by analyzing who was present at events and who was not.
- Efficiently recording feedback and recommendations and incorporating them in future participation processes.

WORK PROGRAM TIMELINE

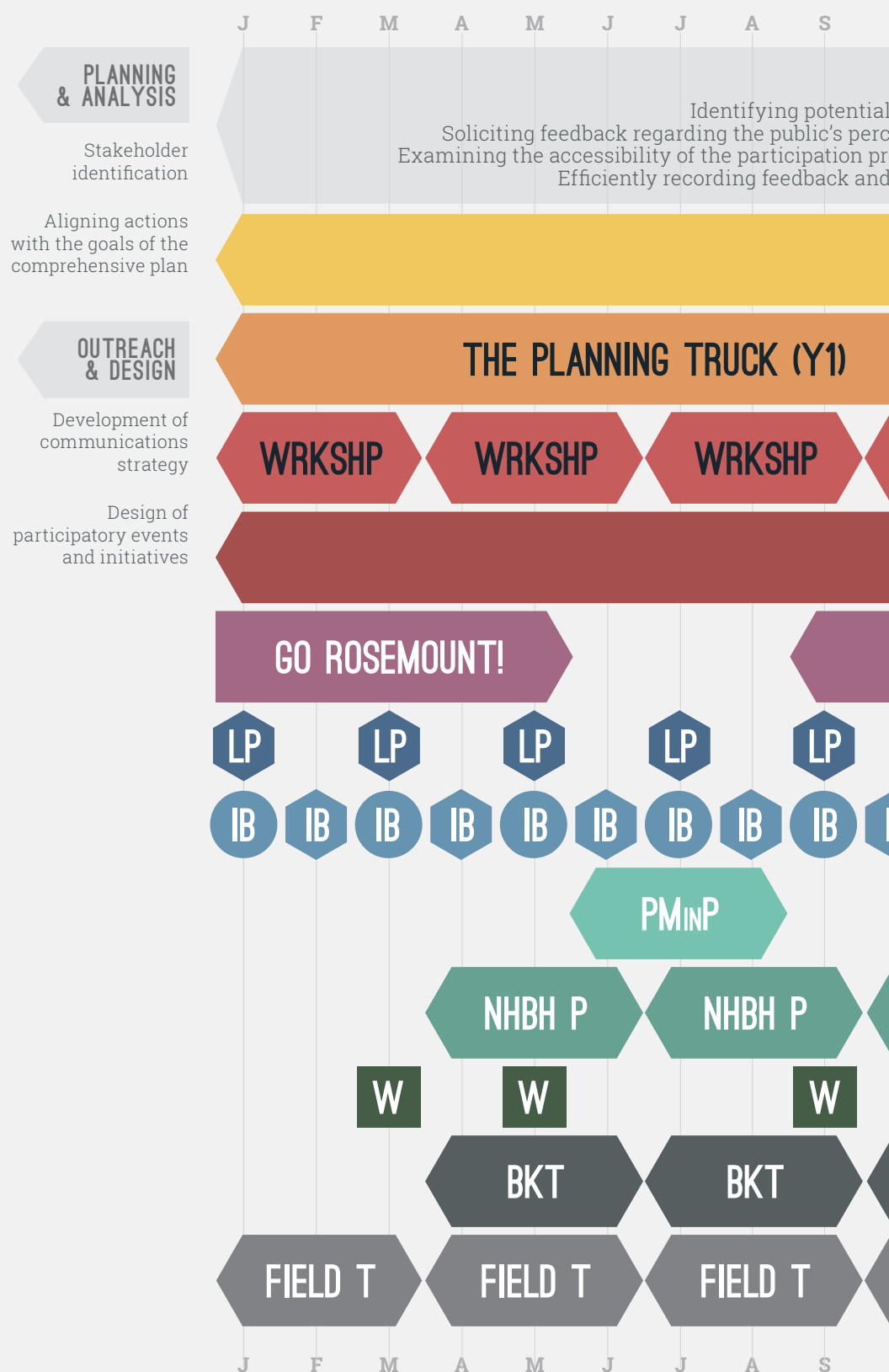
The following outlined planning processes are divided into two separate timelines by year. The first timeline of events, which is scheduled for 2015, focuses largely on getting the word out and building community. The engagement initiatives scheduled in this year serve as a precursor to the events slated for the following year, 2016 - of which the majority will serve to gather information to be used in the Comprehensive Plan update. This two-pronged approach will allow residents to become familiar with and learn about the planning initiatives and then see the City's dedication to engaging residents and soliciting meaningful input from them.

legend

- Community-wide Events ●
- The Planning Truck ●
- Family Workshop Sessions ●
- Go Rosemount! ●
- Local Partnerships ●
- Informal breakfasts ●
- Placemaking in the Park ●
- Neighborhood Parties ●
- Walk to School Days ●
- Bike Tours ●
- Field Trips ●

PRESENT
.....

2015



2016

FOLLOW-UP

O N D J F M A M J J A S O N D

MONITORING & EVALUATION

problems, proposing solutions, and adapting plans accordingly.
 eptions of both the participation process's and the plan's progress, via surveys after each.
 ocesses to all Rosemount residents, by analyzing who was present at events and who was not.
 e recommendations and incorporating them in future participation processes.

DATA ANALYSIS

COMMUNITY-WIDE EVENTS

Analysis of data collected during the processes

THE PLANNING TRUCK (Y2)

Incorporation of such analysis when writing the Comprehensive Plan update in 2017.

WRKSH P WRKSH P WRKSH P WRKSH P WRKSH P

ONLINE CONTESTS

GO ROSEMOUNT! GO ROSEMOUNT!

LP LP LP LP LP LP LP LP
 IB IB IB IB IB IB IB IB IB IB IB IB IB IB IB

PMINP

NHBH P NHBH P NHBH P NHBH P

W W W W W W

BKT BKT BKT BKT

FIELD T FIELD T FIELD T FIELD T

O N D J F M A M J J A S O N D



TASKS LIST

Community-wide Events

WHO All Rosemount residents.

WHEN During specific community events, like Leprechaun Days.

WHERE At event sites.

WHY These already established events are well attended by community residents and provide the City with the rare opportunity of reaching hundreds of residents at a time with its message.

TOPICS Community gathering spaces, Urban agriculture, Energy, Public Art.

HOW?       

Local Partnerships

WHO Youth, parents, families.

WHEN Every other month.

WHERE At parks and recreation centers where the league plays, like Bunker Hill Park, Rosemount Middle School Athletic Fields, and Meadows Park, for instance.

WHY Collaborative meetings at smaller events, like AAA games and practices, can provide venues for reaching out to the “less-than-usual suspects,” like young families, who generally have a harder time becoming involved in traditional planning meetings.

TOPICS Infrastructure

HOW?    

Informal breakfasts

WHO All Rosemount residents.

WHEN Once a month.

WHERE Local coffee shops and diners.

WHY In order to foster a two-way communication with public officers, such as the Rosemount Police and Fire Departments and local representatives, through informal breakfast sessions. These meetings could serve to build trust and community, and provide residents a venue in which they could voice their concerns.

TOPICS Community gathering spaces, Urban agriculture, Energy, Public Art, Infrastructure

HOW?   

The Planning Truck

WHO All Rosemount residents.

WHEN During major community events, like Leprechaun Days, the Haunted Trail, and the Christmas Festival.

WHERE At event sites.

WHY A customized, highly attractive truck that can be placed at different events, that provides information about the City’s current and future engagement efforts and solicits resident feedback, through interactive visuals and games for adults and children. In the first year of the participation process, the Planning Truck would be used for, primarily, building community and getting the word out; in the second year, it would be used for soliciting feedback and gathering data from community residents.

TOPICS Community gathering spaces, Urban agriculture, Energy, Public Art, Infrastructure

HOW?        

Communication Methods *legend*



Feedback on-the-spot

Mobile application for residents that allow them to upload pictures and comments and receive alert notices on different issues, like OpenPlans.org, MindMixer, Poll Everywhere (e.g. transit, pedestrian and biking infrastructure, urban design and furniture).



DemocracyOS

Mobile application for residents to get up-to-date information on current topics, planning efforts and discussions being held in their area. The app lets users vote and comment.



Stall and sink stories

Targeted advertising on bathroom users regarding different engagement events.



School folders

Weekly communication from schools to parents on upcoming events, special school sessions, and classes.



“I’m your neighbor” featurettes

Video and text featurettes highlighting local residents, their stories and their contributions to the City’s ongoing participation efforts, economic growth, local investment and cultural support.



Multi-language support

Communication materials will be provided in other languages to reach out to non-English speaking communities. In-person translators and facilitators will be provided in key planning events.



Social media

Communication platforms (Facebook, Twitter, Rosemount’s website) will be reformulated to provide useful information for residents and visitors (website), news and alerts (Twitter) and promotion and visual documentation (Facebook). Emphasis will be made on interoperability, to ensure information is available for multiple platforms, especially mobile devices.



Traditional media

Television news station coverage, newspaper advertisements and letters to the editor, radio advertisements



TASKS LIST CONTINUED

Neighborhood Parties

WHO All Rosemount residents.

WHEN 3 times a year; once in the Spring, the Summer, and the Fall.

WHERE In different neighborhoods throughout Rosemount.

WHY Small, neighborhood street or block parties with food, music, and local artists to foster neighborhood relationships among both old and new residents and among homeowners and renters alike.

TOPICS Community gathering spaces, Urban agriculture, Energy, Public Art, Infrastructure

HOW?   

Placemaking in the Park

WHO All Rosemount residents.

WHEN Events once a month during June, July, and August; semi-permanent installations lasting for approximately one month.

WHERE Different sites throughout Rosemount, including parks, recreation centers, housing development community rooms, etc.

WHY Permanent or temporary “tactical urbanism” installations designed to inform and gather spontaneous feedback from park users. These can include mobile furniture and games, “I wish this was...”-type art installations, semi-permanent outdoor proposal exhibitions, comedy theater and music events (e.g. T2P2). Programming will need to be coordinated by and with local artists and planners.

TOPICS Community gathering spaces, Urban agriculture, Energy, Public Art, Infrastructure

HOW?        

Walk to School Days

WHO Youth, parents, families.

WHEN Four times during the school year, seasonal weather permitting: March, May, September, and November.

WHERE In relative proximity (within 1 mile) to Shannon Elementary, Rosemount Elementary, Rosemount Middle School, and Rosemount High School.

WHY Monthly events inviting parents and students to walk and bike to their schools instead of driving. These events include organized group walks by area, temporary biking and pedestrian markings in designated routes, wayfinding and complementary in-site and online campaigns through social media and schools.

TOPICS Infrastructure

HOW?    

Bike Tours

WHO Young adults, families, those who use biking trails in particular.

WHEN 3 times a year; once in the Spring, the Summer, and the Fall.

WHERE Parks, biking trails throughout Rosemount.

WHY These regular biking tours promote bike culture, encourage alternative transportation modes, and gather

input on preferred trails and routes.

TOPICS Infrastructure

HOW?       

Go Rosemount!

WHO Youth.

WHEN Annual event during the academic year; schedule subject to coordination with school faculty.

WHERE At Rosemount public schools; middle school and high school levels.

WHY Series of coordinated events for students to reflect and think creatively about the type of city they have and want. The type and content of events will be targeted to various age groups, and will include student fairs, competitions, and in-class exercises.

TOPICS Community gathering spaces, Urban agriculture, Energy, Public Art, Infrastructure

HOW?   

Online Contests

WHO All Rosemount residents.

WHEN Ongoing during the planning process; to coincide with other community and local partnerships events.

WHERE n/a.

WHY Visual or text-based small-scale competitions, using Twitter, Facebook and Instagram, to gather input related to ongoing planning efforts and increase online/media coverage.

TOPICS Community gathering spaces, Urban agriculture, Energy,

Public Art, Infrastructure

HOW?     

Family-oriented workshop series

WHO All Rosemount residents, youth, parents, families.

WHEN A weekend every season.

WHERE At City Hall or community centers.

WHY Similar to "traditional" planning meetings, but upgraded. These weekend family-oriented events for specific engagement processes (e.g. Parks and Recreation Plan), would include activities for kids and young adults, speaker sessions and charrettes. Food (food trucks, outdoor barbecues) and childcare would be provided also.

TOPICS Community gathering spaces, Urban agriculture, Energy, Public Art, Infrastructure

HOW?        

Field trips

WHO Adults.

WHEN Once a season.

WHERE UMore Park Site.

WHY Group walks and information sessions at UMore Park regarding potential developments for the area with local planning staff and UMN representatives.

TOPICS Community gathering spaces, Urban agriculture, Energy, Public Art, Infrastructure

HOW?   



INFORMATION PROVISIONS

Overview

Information released by the City should be accessible to anyone living in Rosemount irrespective of the language they speak or their ability to use technology. In this regard, Rosemount is particularly unique because the population varies in terms of age and ability to speak English. While there are large concentrations of young adults and teens, who are more likely to be tech-savvy, there are also large concentrations of older adults, who may rely on traditional media for information. Likewise, although the predominant language in Rosemount continues to be English, there is a growing population of immigrants in need of interpreted information. With these realities in mind, and in response to the City's request to increase awareness of participatory events, we created suggestions that attempt to transcend barriers to participation that Rosemount residents face based on their age, ability to speak English, and technological competency. Our suggestions outline how different media platforms or community events can be used to disseminate information.

Information Deliverables

In contrast to the communications strategies section, this section outlines the rationale behind using different media platforms to distribute information. It connects how various platforms engage different segments of the community based on their age, culture, technology abilities, language competencies, and family situation. Likewise, this section provides an analysis of logistical provisions such as using consistent messages, diversifying information distribution, and using positive, encouraging language to solicit greater participation.

- Web based repository for information on engagement events
- Social media sites to connect with younger generations
- How to use community events to disseminate pertinent information
- Strategic use of traditional media outlets including print mediums and local news
- Partnerships with faith based organizations, community organizations, and local businesses which tap into social networks
- Translation of basic documents and information on central repository website



A Balanced Approach

Given the diverse population of Rosemount, we suggest that the best way to overcome language and technological competency differences is by disseminating a common message through a mixture of traditional and nontraditional, technology based media platforms. Put simply, by diversifying how information is released to the general public, City staff will be able to reach a broader audience, and actively work towards more inclusive engagement processes. That being noted, it is equally important for City staff to craft a common message that will be distributed in multiple languages and through various mediums to ensure consistency of information. If the City is able to distribute information in a multifaceted manner, they will take an important first step towards increased civic engagement.

Traditional Media

In most cities, middle-aged adults and seniors are some of the most civically active residents and account for a large portion of the population: Rosemount is no exception with approximately 33% of the population over the age of 45². Seeing as many of these individuals, specifically the elderly, may not know how to use technology based information outlets, traditional media platforms still serve as an important means of disseminating information. However, in line with our engagement strategy of bringing participation to the community, we suggest not only disseminating information through traditional outlets, but also that City staff go out into the community to disseminate information.

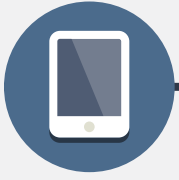
Going out to the community

Given the overall popularity of events such as Leprechaun Days, community wide events are an excellent opportunity to provide the general public with information on upcoming engagement events. Whereas in the past City officials have tried to leverage existing community events for civic participation purposes, our approach suggests these events are better suited for simply disseminating information. The best way to leverage these events for greater civic participation is to simply "get the word out" through casual conversation, flyers, and brochures. The main benefit of this approach is that being on the ground allows City staff to meet the residents of their community, which can build personal relationships and foster trust in City government.

Local Media

While local media outlets are increasingly web-based, many people still rely on local newspapers and the evening news for information about their communities. In general, we do not suggest any revolutionary way to use local media: posting notifications about upcoming events is the most effective way to utilize these platforms. That being noted, the City should pursue two strategies when using local media platforms. First, information regarding upcoming planning events should

(2) 2008-2012 American Community Survey, US Census Bureau



INFORMATION PROVISIONS CONT.

mirror information disseminated elsewhere to provide a unitary narrative. Second, City staff should use language that encourages participation, rather than language that simply notifies the public of the event. In sum, local media is still an important means of providing local information to the general public, but needs to be used strategically.

Community Partnerships

To tap into the social networks of Rosemount residents, partnering with social service organizations, faith based organizations, and local businesses is a useful way of disseminating information. Not only are community organizations critical nodes within social networks, they are also highly trusted by residents. Thus, City staff should consider using these places, informally, to connect with local residents and make them aware of upcoming events. Perhaps setting up an information kiosk at local dinner or faith based organization is all it takes to encourage greater participation.

Non-Traditional media platforms

Social Media

Although social media was initially created for personal networking purposes, it is increasingly used by businesses, community organizations, and cities to disseminate pertinent information. For many people, especially younger generations, social media is not only a means of developing and maintaining personal relationships, but also a virtual space they can use connect with others around a common interest; for example, an engagement event in their local community³. Thus, we encourage the City to create a Twitter or Facebook page for the purposes of providing information to residents and getting input on local issues. For this to be successful, however, the City needs to develop strategies for managing not only the content that they put up on these sites, but also for dealing with the content which they receive in return. Once again, though, they should see social media as an extension of overall engagement strategies and strive to disseminate a common message.

Online Repository for Civic engagement

An online repository for civic engagement information is, perhaps, the most important information provision we suggest. Since information dissemination is otherwise fragmented, an online repository will effectively aggregate this information and serve as an obvious place to get information regarding any engagement event. Often people hear murmurs about these events and are interested in participating, but do not know where to find information. A central repository would solve this problem. However, this does not necessarily mean the City needs to create an entirely new site. Rather it might be as easy as creating a page titled "civic engagement" on their website as they have done with "parks and recreation," for example. The City should strive to make this repository

(3) "Percent of Internet Users in Each Age Group Who use Social Networking Sites", Pew Research Center (May, 2013).



accessible, and frame it as the ultimate source of information regarding engagement strategies.

Information for Immigrants/Non-English Speakers

Although Rosemount has a growing concentration of non-English speakers, it does not have the numbers that would require substantial engagement provisions for these populations. That being noted, Rosemount, as well as suburbs throughout America in general, are increasingly attractive destinations for immigrant populations. Subsequently, creating information provisions that engage these populations is more than just a nice gesture, it is an integral component for future community engagement and city vitality. The strategies that we have developed to engage foreign born populations are collaborating with affiliated community organizations, and translating basic documents, publicized through traditional and nontraditional mediums, that provide overviews of upcoming events.

For foreign-born populations, social service, community, and faith-based organizations are some of the few places where they come into contact with the broader community. Unlike native born populations, immigrants largely develop community and friendships through ethnic social networks and live in residential niches, isolating them from the rest of society⁴. In turn, there is little incentive for them to participate in community wide engagement events. Similarly, many immigrants come from countries with turbulent social and political histories, and may have a distrust for government in general.

Given these circumstances, cities must take non-traditional approaches to engaging immigrants. We suggest that Rosemount attempt to engage immigrant populations through affiliated social service, faith based, and community organizations. Not only do these organization provide a simple way of connecting with immigrants, they also capitalize on pre-existing trust between immigrants and the organization. Additionally, we suggest that Rosemount provide translations of basic documents that give an overview of upcoming participatory processes. In addition to providing these documents on the online repository, City Staff can also distribute physical versions through affiliated community organizations. While the City can certainly do more to increase immigrant participation, we believe these are important first steps to beginning the overall process of immigrant integration.

(4) Per-Anders Edin, Peter Fredriksson, Olof Aslund, "Ethnic Enclaves and the Economic Success of Immigrants: Evidence from a Natural Experiment," *The Quarterly Journal of Economics* Vol. 118, No. 1, (Feb., 2003): 329.



FOLLOWING UP

Engagement After Plan Implementation

Following an engagement event, City staff should use both traditional and nontraditional media platforms to provide residents with information regarding the ongoing project. Specifically, we suggest providing regular updates about a given project on the online repository; this provision was largely used to mirror the past success of “friday folders”. Additionally, the City should consider providing surveys and feedback loops to residents, perhaps via social media, so they can get ongoing input on various planning projects. Rather than simply providing updates on the process, engagement should be focused on garnering the continued input of the community.

Moreover, engagement after a participatory process should continue the conversations that residents had on critical issues related to the given project. That is, information notifications and surveys should engage residents around issues that they saw as important. Not only will this approach be of greater interest to residents, but it will also allow them to play a sustained role in the planning process. In general, engagement after a particular planning process is important because it keeps the community informed, and highlights the City’s dedication to civic engagement, which will encourage participation in future events. In many ways than, engagement after the fact is an excellent way to foster and sustain a culture of civic engagement in Rosemount.

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CONCLUSION

The provisions outlined in **PowerUp 2018** strive to empower Rosemount residents through civic engagement. To successfully solicit widespread, proactive Civic engagement, however, the City should tailor civic engagement efforts to the diversity of community needs and interests. While obvious logistical provisions are certainly important, we also encourage the City to foster a culture of civic engagement in the community by branding **PowerUp 2018**, and using key messages. To distribute this information, however, communication strategies should be designed to engage all segments of the population through traditional and nontraditional media platforms. Similarly, the City should foster personal relationships with residents, which encourage civic participation, by going to community events and providing information on civic engagement opportunities.

In general, however, we developed this RFP response with the belief that Rosemount is on the brink of an exciting new era as it continues to transform from a rural farming community into an increasingly diverse suburb. From this perspective, civic engagement should allow residents to play a greater role in shaping the future of their changing community. Thus, we prioritized strategies that valued inclusivity, collaboration, the construction of personal relationships, and proactive attitudes. As Rosemount continues to transform, civic engagement should be seen as a way to build community because it not only helps residents develop personal relationships with one another, but also with the City itself. Put simply, Rosemount is a great place to live, and modifying civic engagement strategies can help keep it that way.