

City of Rosemount Strategic Plan 2015–2020

Prepared by

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On behalf of

The City of Rosemount

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The Resilient Communities Project

Resilient Communities Project

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APPENDIX A – RESOURCES/ASSETS

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CHAPTER 1 – INTRODUCTION

In 2014, the City of Rosemount, MN engaged the University of Minnesota in a project called the Resilient Communities Program (RCP). This one-year partnership between Rosemount and the University was designed to facilitate “faculty-supervised course-based projects that meet city-identified sustainability needs. RCP provides the community with access to hundreds of students and faculty across a range of academic disciplines, from design, planning, and engineering to business, environmental sciences, and the humanities. In addition, the program offers students real-world opportunities to apply their knowledge and training, as well as to engage with students in other programs and fields of study.” (<http://www.cura.umn.edu/RCP>)

As part of the RCP, the Regional Economic and Workforce Development Course through the Humphrey School of Public Affairs taught by Dr. Brent Hales engaged in three of the projects outlined by the City. These three projects were intended to be built into the Asset-Based Strategic Plan. The plan presented hereafter is the product of the partnership between the City and the students in the course.

BACKGROUND

Historical Overview:

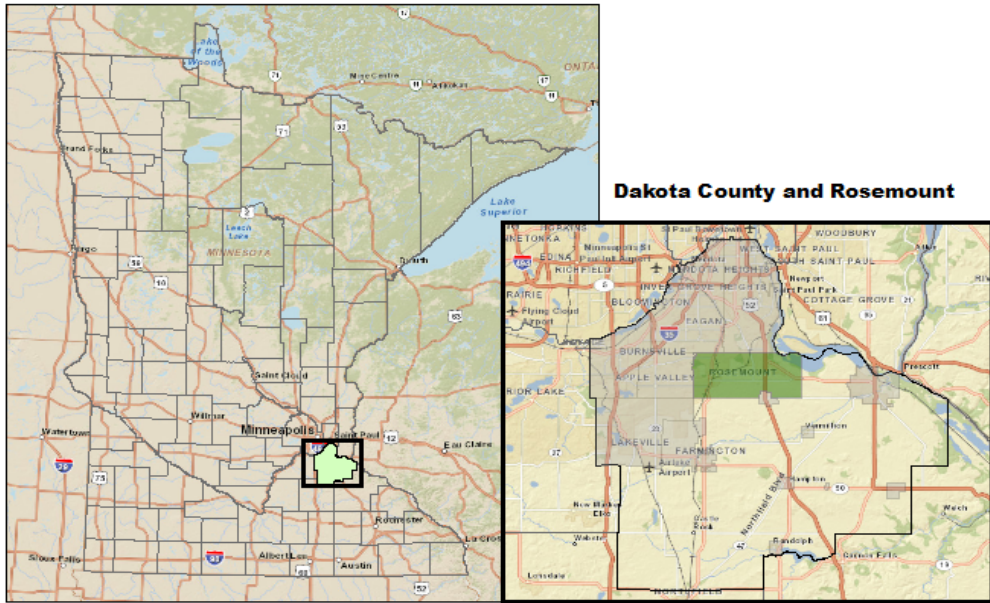
Rosemount coincidentally hosted their inaugural township meeting on the same day Minnesota became a state—May 11, 1858. Many Irish Catholic families followed the first European settlers in the five years preceding that meeting, and so the town was named Rosemount to honor their heritage. Prior to settlement, the land was inhabited by the Lower Band of Mdewakanton of the Santee Sioux tribe until a treaty signing in 1851 turned the land over to the federal government.

Before 1900, grain and lumber mills formed and began the local economy, which spurred the development of a few churches and schools. In 1942, a large gunpowder plant opened for WWII and displaced more than 90 farms. It closed just 3 years later, and was sold to the University of Minnesota to be used for agricultural study. In 1954, the Great Northern Oil refinery was built, and would later become Flint Hills that we know today. In the 60s, both a glass recycling plant and Navy satellite dish facility operated in Rosemount, but both closed before 2000.

Community Profile:

Rosemount is a community of committed residents proud of their history and excited for their future. Located in the south section of the Minneapolis-St. Paul metropolitan area in Dakota County, a 30 minute drive or 23 miles south of downtown Minneapolis, Rosemount benefits

from proximity to executive employment centers and boasts a strong school district. Culturally, Rosemount prides itself on a small town atmosphere, a yearly “Leprechaun Festival”, and quaint downtown which distinguish it from the busier surrounding towns of Eden Prairie and Apple Valley. A large recreation and community building hosts many sporting, art, and civic events year-round. Rosemount’s eastern side is less developed residentially, and hosts one of the regions’ largest refineries, Flint Hills, while the northeastern-most boundary includes a park on the bank of the Mississippi River. Most of the residential and commercial development is centered around the western part of town at the intersection of 145th Street and Highway 3. Transportation access is largely provided by state highways, most notably in the east by Highway 55 and further east by Highway 3.



CHAPTER 2 – ECONOMIC BASE ANALYSIS:

PURPOSE

This Economic Base Analysis serves to provide a broad understanding of Rosemount’s demographics, labor force, existing business stock, and educational assets. Use of this document is helpful for grant applications, proving Rosemount’s strengths to interested business, and building community understanding of existing assets.

DEMOGRAPHICS

In 2010, the population of Rosemount was 21,874. This reflects a dramatic increase of about 49.6 percent between 2000 and 2010, which far surpasses the population growth rate of Minnesota (7.8%) and the United States (9.7%) in the same period. The 2013 population estimate for Rosemount indicates that the city is continuing to grow at a faster pace than the state of Minnesota and the United States.

Table 1 - Comparison of Population Change

	2000 Census	2010 Census	2013 Estimate	% Change (2000-10)	% Change (2010-13)
Rosemount	14,619	21,874	22,666	49.6	3.6
Minnesota	4,919,479	5,303,925	5,422,060	7.8	2.2
United States	281,421,906	308,747,716	316,128,839	9.7	2.4

Source: U.S. Census Bureau

The population breakdown with respect to gender is similar to that of Minnesota and the nation but indicates a slightly higher proportion of women in Rosemount compared with the region. In 2013, 48.9 percent of Rosemount were male and 51.1 percent were female. In comparison, Minnesota was 49.7 percent male and 50.3 percent female and the United States was 49.2 percent male and 50.8 percent female.

The median age in Rosemount in 2013 (36.1) was slightly lower than the median age in Minnesota (37.6) and the nation overall (37.3). Table 2 reflects that a relatively large number of Rosemount residents were 19 and under (32.8% compared with 26.8% statewide). A more detailed breakdown of age groups indicates that the 10-14 year-old age range (9.1%) makes up the largest five-year segment of the population overall. These demographics suggest that Rosemount is home to a relatively large number of families with young children. It is also worth noting that Rosemount was home to relatively fewer individuals in the 20-24 year old age range

(4.5% compared with 6.7% statewide and 7.1% nationally) and the 65 and older age range (8.8% compared with 13.3% statewide and 13.4% nationally).

Table 2 - Comparison of Age Distributions, 2013 American Community Survey Estimate¹

Age Group	Rosemount	Minnesota	United States
19 and under	32.8%	26.8%	26.6%
20-24	4.5%	6.7%	7.1%
25-44	28.0%	26.2%	26.5%
45-64	25.9%	27.1%	26.4%
65 and older	8.8%	13.3%	13.4%

Source: U.S. Census Bureau

Despite the relatively low percentage of residents 65 and over in 2013, the number of individuals in this age range increased 15.6% between 2010 and 2013.

Table 3 - Population Age Distribution Change

Age Segment	2010 Census	Percent of Total	2013 ACS 5-year Estimate	Percent of Total	% Change (2010-13)
19 and under	7,206	32.9%	7,256	32.8%	0.7%
20-24	975	4.5%	993	4.5%	1.2%
25-44	6,492	29.7%	6,190	28.0%	-4.7%
45-64	5,514	25.2%	5,742	25.9%	4.1%
65 and older	1,687	7.7%	1,950	8.8%	15.6%

Source: U.S. Census Bureau

The ethnic demographics of Rosemount largely mirror those of the state. It continues to be predominantly white, with smaller populations of minority groups. The proportional representation of those groups in Rosemount continues to be below the national average.

¹ While the 5-year American Community Survey (ACS) estimate is more accurate, data on race and ethnicity at the national level is only available as a 1-year estimate. Therefore, in this table, Rosemount and Minnesota data are presented using 5-year estimate data and are compared against the 1-year national estimate.

Table 4 - Comparison of Ethnicity Distributions, 2013 American Community Survey estimate

Ethnicity	Rosemount	Minnesota	United States
White	84.8%	85.6%	73.7%
Asian	5.1%	4.2%	5.1%
Black/African American	5.7%	5.2%	12.6%
American Indian	0.1%	1.1%	0.8%
Two or more races	1.8%	2.5%	2.8%
Other	2.5%	1.4%	5.3%
Hispanic, any race	5.3%	4.8%	16.6%

Source: U.S. Census Bureau

The dynamics of recent population change trend towards an increasingly diverse community. While there were slight decreases in the White and Asian population, there has been significant growth among African American and the Latino populations.

Table 5 - Ethnicity Distribution Change

Ethnicity	2010 Census	Percent Total	2013 ACS 5-year Estimate	Percent Total	% Change (2010-13)
White	19,106	87.3%	18,777	84.8%	-1.7%
Asian	1,218	5.6%	1,129	5.1%	-7.3%
Black/African American	667	3.0%	1,251	5.7%	87.56%
American Indian	83	0.4%	21	0.1%	-74.7%
Two or more races	560	2.6%	409	1.8%	-27.0%
Other	234	1.1%	544	2.5%	132.47%
Hispanic, any race	687	3.1%	1,163	5.8%	69.29%

LABOR FORCE

All labor force and employment information provided by the U.S. Census Bureau regarding Rosemount City CDP was last updated in the year 2013. The working age population (over age 16) of Rosemount City CDP in 2013 was 16,145. According to the U.S. Census Bureau, the labor force of the Rosemount City CDP in 2013 was 12,335. The participation rate of the labor force is defined as the labor force (12,335) divided by the total working age population (16,145). The participation rate shows that 76.4% percent of the working age population was part of the labor force. In comparison in the year 2013, the participation rate for the state of Minnesota was 70.3% and the United States was 64%.

Table 6 - Rosemount City CDP Labor Force and Unemployment

	2013 5-year Averages
Civilian Labor force	12,330
Unemployed	619
Unemployment Rate (%)	5.3
Employed	11,711
Nonagricultural	11,145
Other	542
Agricultural Workers	24

Source: U.S. Census Bureau, American Community Survey 2013 5 year estimates

All county-level labor force and unemployment data in Table 7 is also provided by the U.S. Census Bureau's American Community Survey estimates; the unemployment data displayed in Table 6 and Chart 2 are from the Minnesota Department of Employment and Economic Development's Local Area Unemployment Statistics database. In 2013, the population of Dakota County was 310,533; the civilian labor force of the County, however, is 231,878 (approximately 75% of the population). This is a sensible figure, comparable to Rosemount's participation rate, as the civilian labor force includes residents that are over the age of sixteen.

Table 7 - Dakota County Labor Force and Unemployment

	2013 5-year Averages
Civilian Labor force	231,878
Unemployed	15,555
Unemployment Rate (%)	6.7%
Employed	112,125
Nonagricultural	220,327
Other	10,213
Agricultural Workers	1,338

Source: U.S. Census Bureau

Dakota County had an unemployment rate of 6.7% in 2013, leaving it in the bottom half of Minnesota counties (59th/87). This rate is comparable to the Minnesota average of 7.1%, and is significantly lower than the United States' rate of 9.8%. The table below shows the unemployment trends in Dakota County, in Minnesota, and in the United States from 2006 through 2014. The unemployment rates in Dakota County in every year are lower than those of the State of Minnesota and significantly lower than those of the United States.

Table 8 - Comparison of Annual Unemployment for 2006-2014²

	2006	2007	2008	2009	2010	2011	2012	2013	2014
Dakota County	3.5	4.1	4.9	7.2	7.0	6.1	5.2	4.5	3.7
Minnesota	4.0	4.6	5.4	7.8	7.4	6.5	5.6	5.0	4.1
United	4.6	4.6	5.8	9.3	9.6	8.9	8.1	7.4	6.2

² It is important to note the differences in data provided by the two databases used in this section of the report: the U.S. Census Bureau's American Community Survey 5-year estimates from 2013 and the Minnesota Department of Employment and Economic Development's Local Area Unemployment Statistics. There are some discrepancies between the figures provided from each database: for example, in Table 7, Dakota County unemployment in 2013 is reported as 6.7%; in Table 8, it is 4.5%. This is due largely to the manner in which this data is collected and compiled. ACS data are estimated averages that span over a certain period. In this case, the average is calculated for the time period between 2009 - the height of the Great Recession - and 2013. The numbers provided by the Local Area Unemployment Statistics database are annual averages based on monthly estimations. This difference in the scale of calculation can produce the difference in unemployment numbers as seen in Tables 7 and 8.

States

Source: Minnesota Department of Employment and Economic Development

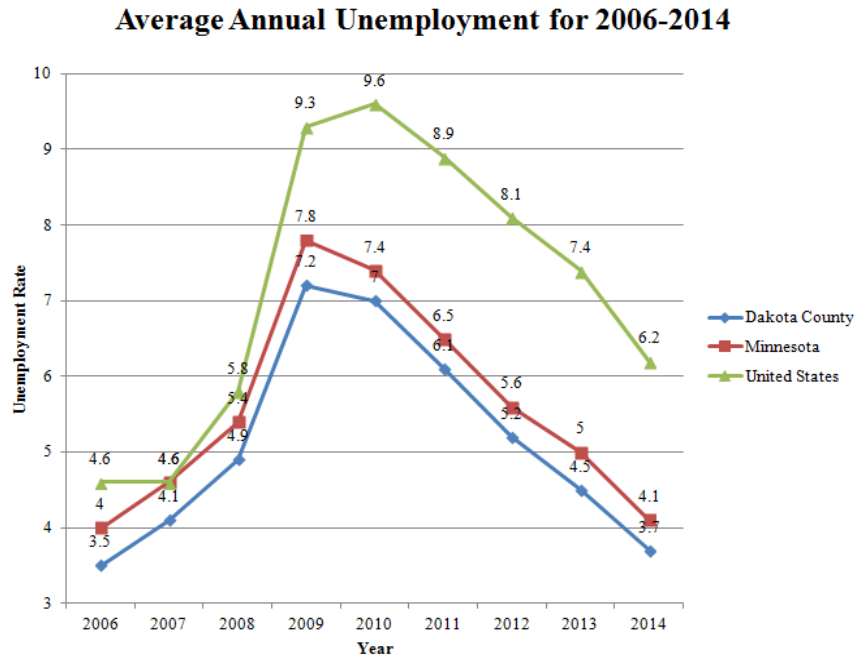


Chart 1 (above) was created from the data in the Table 8.

EMPLOYMENT

Table 9 - Dakota County Average Quarterly Employment, 2012-2014

	Average Quarterly Employment	Average Quarterly Nonmanufacturing	Average Quarterly Manufacturing	Percent of Manufacturing to Total Employment
2012	173,203	154,458	18,745	10.82%
2013	177,936	158,402	19,534	10.98%
2014*	179,086	159,700	19,386	10.82%

Source: MN DEED, 2014. *Data only available for first three quarters of 2014.

The table above shows the increase in average quarterly employment between the years 2012 and 2014 for Dakota County. During this period, manufacturing as a percentage of total employment remained stable, at just under 11% of the workforce.

Table 10 - Minnesota Average Employment, 2012-2014

	Average Monthly Employment	Average Monthly Nonmanufacturing	Average Monthly Manufacturing	Percent of Manufacturing to Total Employment
2012	2,789,861	2,424,375	305,875	10.96%
2013	2,819,864	2,469,083	307,500	10.90%
2014	2,852,476	2,503,608	312,192	10.94%

Source: MN DEED, 2014.

The table above shows the relatively flat monthly average employment figures for the state of Minnesota between the years 2012 and 2014. Also noteworthy is the similarity in the percentage of manufacturing to total employment between Dakota County and the state, both just under 11%.

The chart below was created from data in the above tables.

Chart 2: Minnesota Manufacturing Employment and Total Employment, 2012-2014

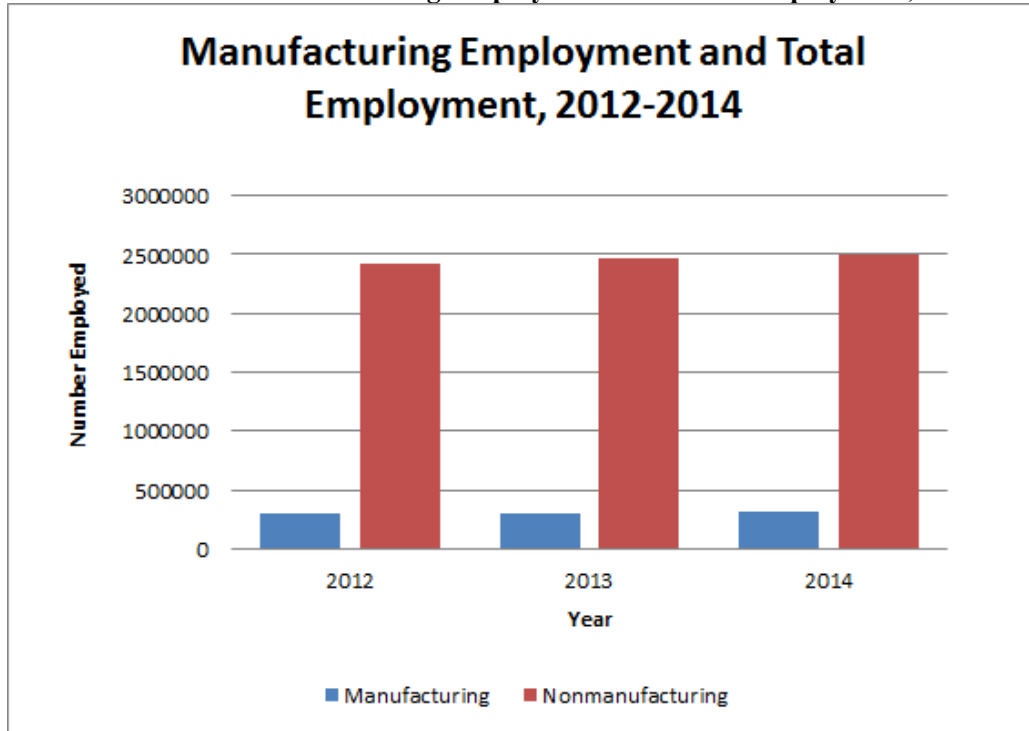
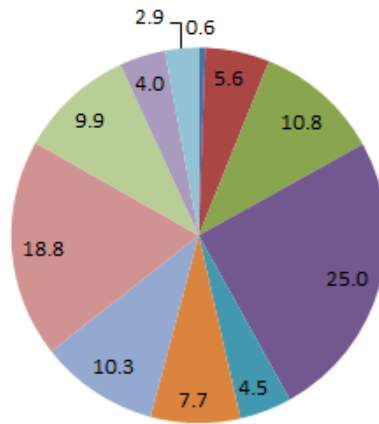


Chart 3: Dakota County Average Employment by Industry, 2014
Dakota County Employment by Industry, 2014

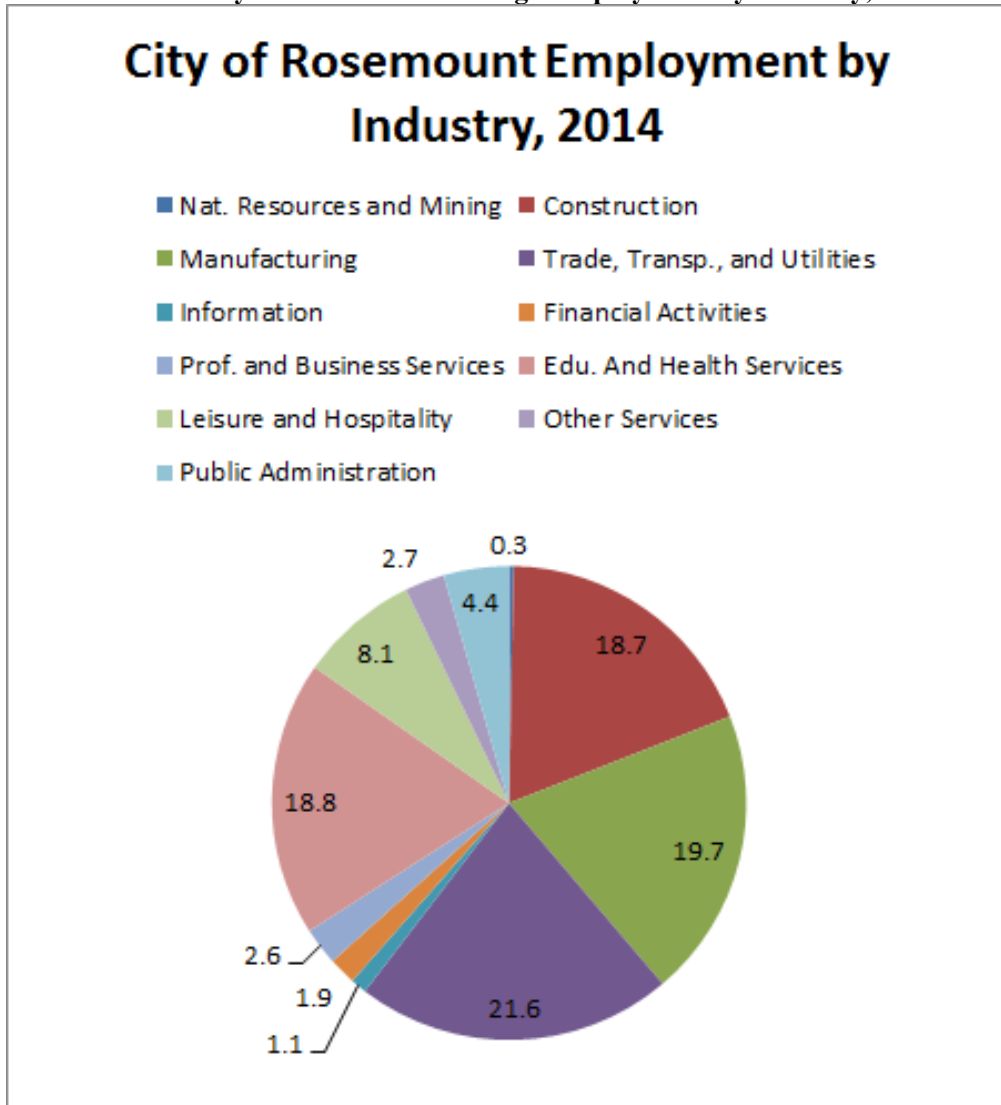
- Nat. Resources and Mining
- Manufacturing
- Information
- Prof. and Business Services
- Leisure and Hospitality
- Public Administration
- Construction
- Trade, Transp., and Utilities
- Financial Activities
- Edu. And Health Services
- Other Services



Source: MN DEED, 2014.

The above chart shows that a plurality of Dakota County employment in 2014 was in Trade, Transportation, and Utilities, with Education and Health Services providing the second-most jobs. The next three sectors, in order, are Manufacturing, Professional and Business Services, and Leisure and Hospitality. Natural Resources and Mining and Public Administration account for the smallest shares of the county-wide workforce.

Chart 4: City of Rosemount Average Employment by Industry, 2014



Source: MN DEED, 2014

The above chart shows that a plurality of employment in Rosemount is in the Trade, Transportation, and Utilities sector. Manufacturing, Construction, and Education and Health Services also account for a substantial portion of the workforce. The data reveals much larger Manufacturing and Construction sectors than the rest of Dakota County, while the other sectors remain more or less proportional to the surrounding area.

Table 11: Largest Manufacturers in Dakota County

Company	Employees	Type of Business
Smead Manufacturing Co.	1014	Document Management Solutions
Thomson Reuters Core Publishing Solutions	550	Books and Publishing Support
Uponor	500	Plumbing, Heating, Cooling, and Sprinkler Systems
FORCE America Inc.	300	Motion and Control Systems
J&E Manufacturing Co.	150	Sheet Metal, Stamping, Machined Parts

Source: Made in Minnesota Director, MN DEED, March 2015.

EMPLOYMENT

Table 12: Dakota County Income for Selected Sectors

The only industry to see decline in wages during the time frame selected were professional services, perhaps because of one large closure or due to competition from the anchor cities.

Compensation of Employees (thousands of dollars)	2008	2013	Percent Change
Compensation of employees	10,195,693	11,265,020	9%
Farm compensation	19,758	25,006	21%
Nonfarm compensation	10,175,935	11,240,014	9%
Forestry, fishing, and related activities	3,401	5,101	33%
Mining	11,890	19,123	38%
Utilities	52,319	61,471	15%

Construction	696,581	714,827	3%
Manufacturing	1,386,522	1,507,520	8%
Wholesale trade	864,592	907,612	5%
Retail trade	698,826	749,452	7%
Transportation and warehousing	601,626	670,395	10%
Information	731,800	800,321	9%
Finance and insurance	793,035	1,099,708	28%
Real estate and rental and leasing	122,563	138,647	12%
Professional, scientific, and technical services	855,976	748,131	-14%
Management of companies and enterprises	205,599	249,760	18%
Administrative and waste management services	310,487	362,929	14%
Educational services	115,476	145,546	21%
Health care and social assistance	717,670	881,907	19%
Arts, entertainment, and recreation	52,554	59,107	11%
Accommodation and food services	256,910	275,480	7%
Other services, except public administration	357,060	414,230	14%
Government and government enterprises	1,341,048	1,428,747	6%

Source: U.S. Bureau of Economic Analysis

Table 13: Dakota County Inflation-Adjusted Income in the Past 12 months

Subject	Households	Families	Married-Couple Families	Nonfamily Households
Total	154,275	107,517	85,088	46,758
Less than \$10,000	3.5%	2.0%	0.6%	7.4%
\$10,000 to \$14,999	2.9%	1.4%	0.8%	6.6%
\$15,000 to \$24,999	6.7%	4.1%	1.9%	14.0%
\$25,000 to \$34,999	7.3%	5.1%	3.2%	13.1%
\$35,000 to \$49,999	11.5%	9.5%	7.3%	17.0%
\$50,000 to \$74,999	19.0%	18.1%	16.8%	20.9%
\$75,000 to \$99,999	15.7%	17.2%	18.5%	11.0%
\$100,000 to \$149,999	19.2%	23.7%	27.8%	7.5%
\$150,000 to \$199,999	8.0%	10.5%	12.7%	1.7%
\$200,000 or more	6.2%	8.4%	10.4%	0.8%
Median income (dollars)	73,732	88,889	101,380	42,877
Mean income (dollars)	90,140	105,003	117,910	51,911

Source: U.S. Census Bureau, American Community Survey 2013 5 year estimates³

Table 14: Dakota County Inflation-Adjusted Income in the Past 12 months – Comparison with State Levels [Households]

Subject	Dakota County	Minnesota	Difference	% Difference
Median income (dollars)	73,732	59,836	13,896	23% above state level
Mean income (dollars)	90,140	77,204	12,936	16% above state level

Source: U.S. Census Bureau, American Community Survey 2013 5 year estimates

EDUCATION

The school district in Rosemount is Independent School District (IDS) 196, more commonly referred to as the Rosemount-Apple Valley-Eagan District. Though this district covers most of Rosemount, small portions of the city are in IDS 199 and IDS 200, which primarily serve the Inver Grove Heights and Hastings communities. The K-12 school system in Rosemount is one of its greatest assets, as the Rosemount-Apple Valley-Eagan District is regularly counted among the best districts in the state of Minnesota. Schools in this district are characterized by high graduation and college placement rates, qualified teachers, and above-average proficiency in math, reading, and science.

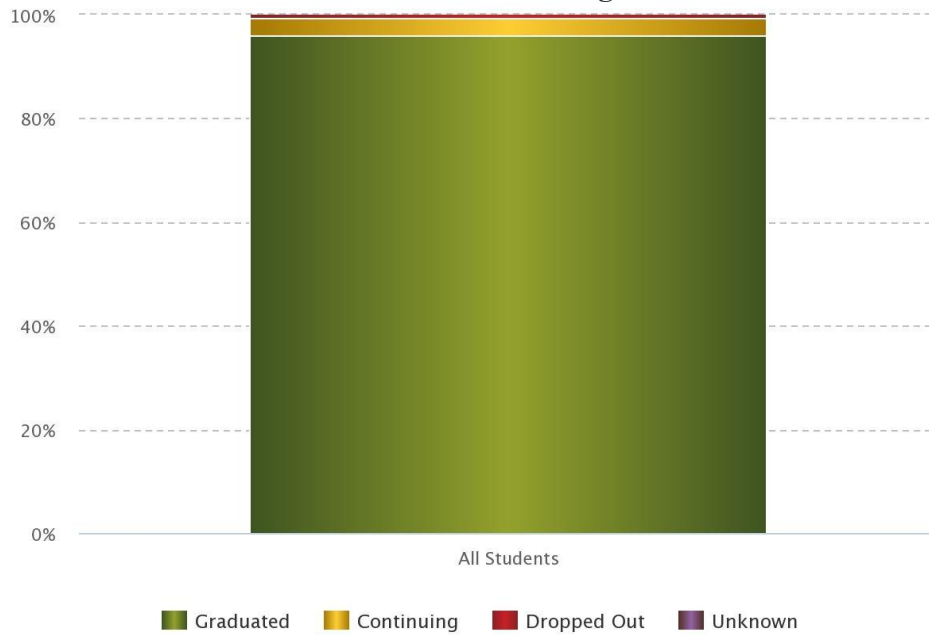
Student and Teacher Statistics

2014 Graduation Rates

The Rosemount-Apple Valley-Eagan District had a 91.9 percent graduation rate in 2014, with another 6.4 percent of students in that cohort continuing another year to pursue their high school diploma. Only 1.4 percent of Class of 2014 students dropped out last year. Graduation rates at Rosemount Senior High School were even higher, with a 96.1 percent graduation rate and less than a 1 percent dropout rate. These scores were significantly stronger than the statewide totals, in which only 81.2 percent of students graduated on-time in 2014 and at least 5 percent dropped out.

³ For estimates' margin of error, please visit American Fact Finder (ACS 2013 5-year estimates) at http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_13_5YR_S1901&prodType=table

Chart 5 - 2014 Rosemount Senior High Graduation Rate

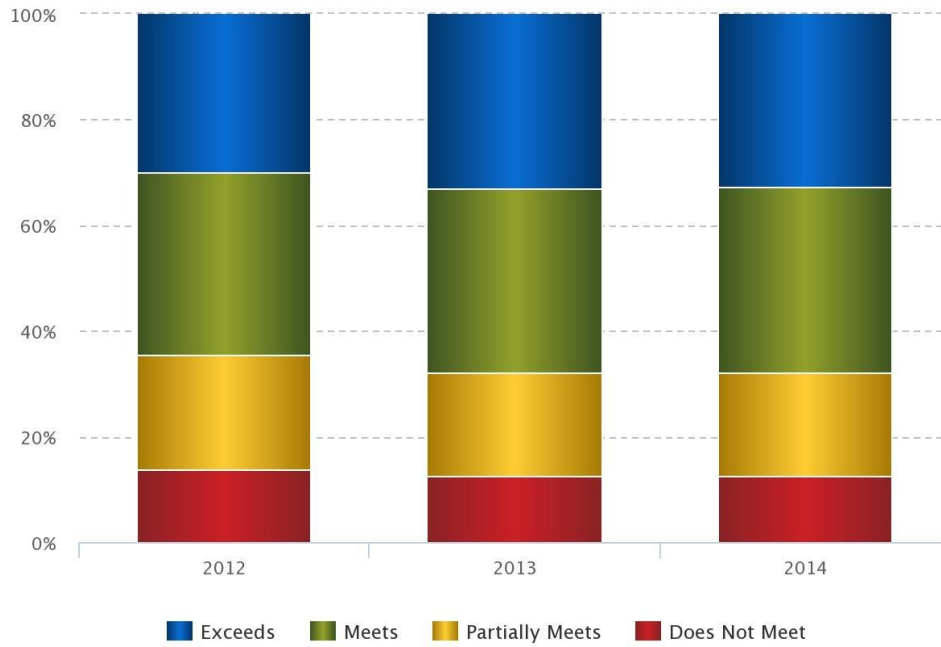


Source: Minnesota Report Card

2014 Student Achievement Level

Approximately two-thirds of students in the Rosemount-Apple Valley-Eagan District met or exceeded achievement standards in math, science, and reading in 2014. Less than one-fifth of students failed to meet standards in any of the three categories. As the charts below show, student proficiency in math, reading, and science exceeded statewide scores in all three subjects.

Chart 6 - 2012-2014 Student Achievement Standards



Source: Minnesota Report Card

Chart 7 - 2010-2014 Math Proficiency

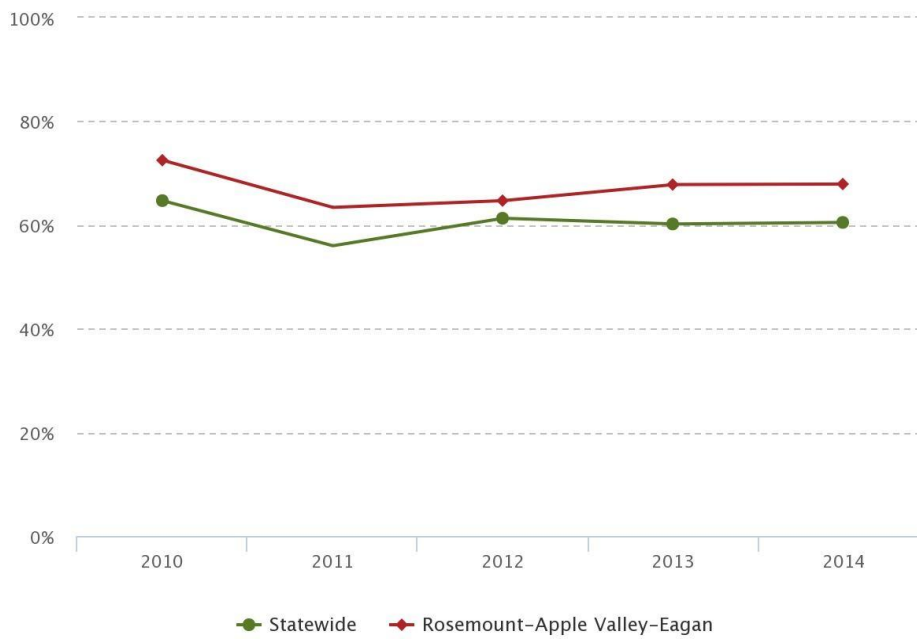
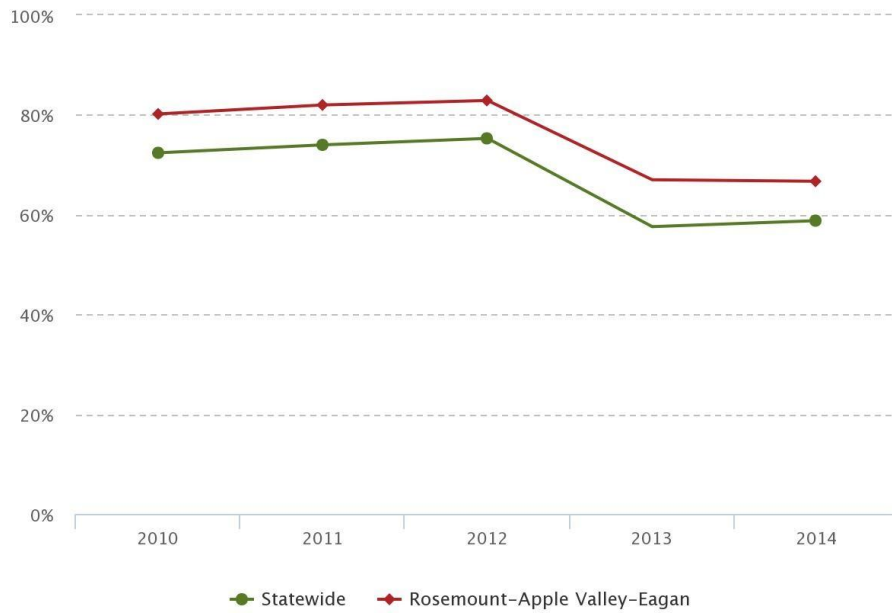


Chart 8 - 2010-2014 Reading Proficiency



Source: Minnesota Report Card

Chart 9 - 2010-2014 Science Proficiency



Source: Minnesota Report Card

Teacher Qualifications and Performance

In addition to high student performance scores, Rosemount has a strong teaching workforce. As of 2014, over 99 percent of teachers at Rosemount Senior High School were meeting federal requirements for highly qualified teachers. This is shown further by the fact that over 75 percent of Rosemount Senior High teachers have a master's degree, with 21 percent having earned a bachelor's degree and the remaining one percent having their doctorate.

Chart 10 - 2014 Federal Highly Qualified Requirements

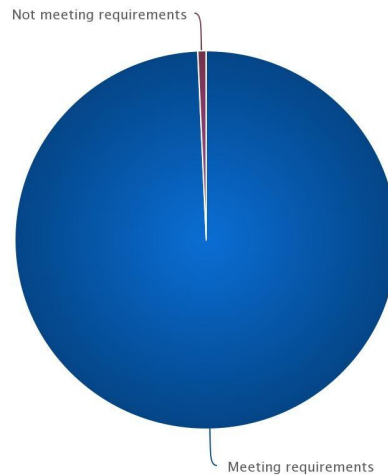
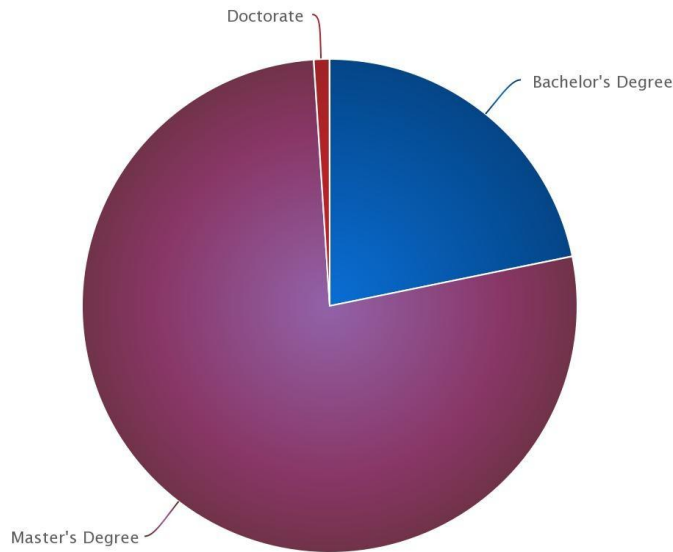


Chart 11 - Rosemount Teacher Degree Preparation



Source: Minnesota Report Card

Rosemount School Choices and Descriptions:

Rosemount has a variety of schooling options within the city boundaries. Below is a table listing each school in Rosemount with supporting statistics for each one. It should be noted that Dakota County Technical College is a particularly strong asset to the Rosemount community, providing education and training to over 3,600 students who can select from 52 Associate’s Degree programs and 78 certificate and diploma program.⁴ This provides employers with close access to a trained workforce and higher education institution.

Table 14 - School Information in Rosemount

Schools in Rosemount	Total Enrollment	Student to Teacher Ratio
Paces	20	-
Dakota County Technical College	3,673	14.29
First Baptist	203	12.0
Parkview Elementary	785	17.37
Rosemount Elementary	631	15.84
Rosemount Middle	1,189	20.76
Rosemount Senior High*	2,112	20.05
Shannon Park Elementary	842	18.25
St. Joseph's Catholic	207	14.0

*Rosemount Senior High School has an approximate graduation rate of 96.1% (Minnesota Report Card).

⁴ Dakota County Technical College. “Quick Facts.” <http://www.dctc.edu/about-us/quick-facts/> (accessed March 27, 2015)

Table 15 - Rosemount High School Awards

Awards For Rosemount High School	In Recognition of...
Red Quill Legacy Award	The school's long term commitment leading to increased student achievement and systemic improvements through diligent analysis of data and a willingness to develop curriculum around evidence based needs.
America's Best High School ranking by Newsweek magazine.	Based on graduation rates, college acceptance rate, AP/IB/AICE tests taken per student, average SAT/ACT scores, average AP/IB/AICE scores and percent of students enrolled in at least one AP/IB/AICE course.
Blue Ribbon School of Excellence Award granted by the U.S. Department of Education.	
Top ranked school designation by the Minnesota Department of Education	Part of No Child Left Behind Act, schools are ranked according to performance, growth, achievement gap reduction and, for high schools only, graduation rate.
Star of Innovation Award - Gold Star Winner.	Based on RHS's winning program, "Leading and Developing Readiness/Concurrent College Enrollment for the Academic Middle".
Minnesota Alliance of Arts in Education School of Excellence Award.	
Minnesota State High School League Spotlight on Scholarship Award.	
Collected from http://www.district196.org/rhs/awards/index.cfm	

CHAPTER 3 – GOALS AND OBJECTIVES – DEFINING REGIONAL EXPECTATIONS

Overview of Analyses:

The purpose of this overview is to outline a scope of work conducted by Dr. Brent Hales and his students (hereafter referred to as the class) during the spring of 2015. Specifically, the class conducted an assessment of the community to determine current assets and opportunities for development.

Scope of Work:

The following items were be undertaken by the class.

- Conduct a workforce analysis of the community;
 - Current sources of employment
 - Analysis of the education, skills, and availability of workforce
 - Create a mechanism for assessing workforce training needs in the communities
 - Work with Rosemount and local community/technical colleges to identify mechanisms for addressing workforce training needs
- Conduct an economic base analysis of the community;
- Conduct focus groups in the community with the express purpose of gaining insight and feedback on the potential development initiatives;
- Conduct key informant surveys;
- Conduct an assessment of existing assets;
- Develop a strategy for, and carry out an assessment of existing employment;
- Develop a holistic, asset based strategic plan for aligning existing resources, community-supported development initiatives, and community-supported initiatives; and,
- Develop a timeline for the community to indicate target dates for their development initiatives.

The following items were undertaken by the class.

February 2015 –

- Met with community leaders and partners to determine desired goals for the project.
- Developed questionnaires specifically designed to meet those needs
- Developed a list of names for focus group discussions
- Conducted secondary data analysis on the region as defined by project goals. This included analyses of the community:
 - Existing resources including
 - Current employers
 - Assessment of available workforce by community
 - Assessment of aggregate vital statistics
 - Comparison of per capita income
 - Business list development
 - Potential funding opportunities using

- CDBG
- Tax-increment financing
- New Market Tax Credits
- Other grants and sources of funding

March 2015 –

- Conducted focus groups in the communities with representatives from the business community, civic organizations, and key government personnel to assess:
 - Issues and opportunities facing the community
 - Infrastructure needs and opportunities
 - Policy recommendations
 - Determine what actions Rosemount and its partners may take to improve the business environment by community
- Developed individual questionnaires for follow up key informant surveys based on the results of the focus group discussion.
 - Put the questionnaire online using Qualtrics and used the online tool to gather data from Rosemount residents.
- Conducted data analyses on focus groups

April 2015 –

- Generated preliminary reports of focus group discussion and individual key informant survey results
- Work with residents, community and organizational leaders, and partnering organizations to identify key steps with benchmarks for implementing recommendations
- Complete plans of work for the community
 - Based on a nested model where each project will promote the development of the next model

May 2015 –

- Presented plans of work to the Rosemount leadership, community organizations, and partners.

CHAPTER 4 – STRATEGIC PROJECTS, PROGRAMS, AND ACTIVITIES

The City of Rosemount has numerous opportunities that can be developed in the next 5 years. The following represent ten potential projects for Rosemount to undertake based on feedback received from community members and agency heads. It is expected that many of these projects can be undertaken and driven by utilizing existing resources. Additionally, these projects appear to have significant potential for return on investment and represent a balanced scorecard approach to this development. In essence, these projects not only focus on the potential financial return on investment that they may provide, they also will provide sustainable and equitable change for the City's residents.

The results of these projects are intended to be PRAISEworthy wherein they are:

- Proactive –
 - Focuses on addressing emerging and future needs as much as current needs and concerns.
 - Focuses on planning for rather than reacting to events that occur in a community region.
 - Establishes a forward thinking model.
 - Builds a local economy on the basis of local needs.
 - Helps communities adopt a long-range view of development.
- Representative –
 - Encourages collaboration with community/regional entities
 - Government
 - Business
 - Civic organizations
 - Community and non-Community entities and opportunities
 - Utilizes diverse approaches
- Asset-Based –
 - Focuses on asset versus deficit model of development
 - Focuses on promoting development using existing assets as the base for development efforts (Crowe, 2006)
 - Treats external assets as ancillary assets that assist in the development process rather than drive it
 - Works to build the collective and individual assets in a community
 - Based on the notion of nested development where each development effort builds on the efforts and outcomes of the past.
 - Assessment based on a nested logic model
 - Immediate outputs – numbers that can be quantified
 - Intermediate outcomes – medium-range goals
 - End outcomes – long-term desired outcomes
 - Uses a variety of forms of resources
 - Financial resources

- Social resources
 - Cultural resources
 - Human resources
 - Environmental/built resources
- Inclusive –
 - Industry
 - Retail
 - Entrepreneurs
 - All sectors of the community
 - Diverse voices - Age, sex, income, education, religion, etc.
- Sustainable –
 - Is based on the notion that, development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
 - Focuses on development that emerges from or with the community rather than to or for the community.
- Equitable –
 - Equitable development engages efforts to address social justice
 - Works to insure that the costs and benefits of development efforts are spread across the community/region

All efforts will also focus on the “5 TIONS” of sustainable development.

- Promotion
 - Creates community buzz
 - Creates community buy-in
- Implementation
 - The best laid plans are worth nothing if they are not implemented
 - Focuses on starting with a bang and capturing low-hanging, easily implementable early projects
 - Encourages following through on later projects
 - Enables communities to change on the fly or adapt to changing circumstances by identifying key steps to get it done. It asks the tough questions
 - What is the project?
 - Where will it take place?
 - When will it take place?
 - Who will be in charge?
 - How will these projects affect the community?
 - Why this approach and not another approach?
- Documentation
 - Provides detailed descriptions of what was done and how
 - Enables and encourages knowledge capture and transfer to future leaders
 - Makes sure that plans are carried out as scheduled/recommended

- Evaluation
 - Provides communities with the ability to see what worked and what didn't work
 - Enables for future planning
- Celebration
 - Increases community collaboration and buy-in/ownership for current and future projects.

4.1 – SUGGESTED PROJECTS

The projects proposed below are taken chronologically and have a multitude of steps. Some of the projects are specific to one community while others are more applicable to all communities. The projects will delineate whether they are targeted for one or more of the communities and the specific communities recommended.

1. Retail Development – Targeted Completion – July 2020

A number of Rosemount residents identified the need for retail establishments to serve the community members and surrounding non-community residents. The residents determined that it was feasible to complete an assessment of viability of a retail establishment by economic development by the middle of 2021. Specifically noted was the desire to have retail establishments that met the retail needs of the community. Recommendations for these developments were taken from the focus group interviews, online interviews, and community meeting.

Project 1 Plan of Action –

When asked who would be responsible for conducting the proposed assessment, the economic development and planning staff (Kim Lindquist), Port Authority, real estate brokers, land owners, City government staff, State of Minnesota (including the Department of Employment and Economic Development), and the business council were identified. These entities and individuals, coupled with community members determined that the following actions should be taken. The following is a proposed timeline for completion of the cluster analysis and implementation of it in a development strategy:

- August 31, 2015 –
 - Conduct an assessment of the viability of potential property sites
 - Recruit brokers
 - Identify demographics that are needed
 - Identify businesses to fill retail gaps and niches
 - Build relationships with landowners
- November 30, 2015 –
 - Work with economic development to explore those options and contact potential retailers including costs of the sites and funding options

- Identify potential funders (create an investment pool)
 - Meet with existing businesses to build partnerships and to conduct business retention efforts
- February 28, 2016 – Present recommendations to the City Council and Port Authority
- April 30, 2016 – Develop a marketing plan to promote retail development
- November 30, 2016 – Develop and carry out an entrepreneurship/small business development/franchise fair
 - Identify individuals interested in starting business(es)
 - Work with the investment pool (developed by November 30, 2015) to identify potential funding streams
 - Identify potential sites for new businesses
 - Identify locale for the fair
 - Develop publicity
 - Evaluate the effectiveness of the efforts
- April 30, 2017 – Develop a small business incubator
 - Identify potential sites – DCTC
 - Identify potential sources of income/support
 - Identify sources of incubation
 - Marketing
 - Management
 - Legal
 - Taxation
 - Accounting
 - Etc.
 - Connect new business owners to locale
 - Evaluate the effectiveness of the efforts
- April 30, 2018 – Continuation of retail development
 - Conduct business retention and expansion efforts for retail businesses
 - Identify potential big-box retail establishments to locate in Rosemount
 - Evaluate the effectiveness of the efforts
- April 30, 2019 – Continuation of retail development
 - Hotel properties
 - Urgent care facility
 - Additional retail providers
 - Evaluate the effectiveness of the efforts
- April 30, 2020 – Continuation of retail development
 - Conduct an assessment of the viability of potential property sites
 - Work with economic development to explore those options and contact potential retailers including costs of the sites and funding options
 - Meet with existing businesses to build partnerships and to conduct business retention efforts
 - Evaluate the effectiveness of the efforts

Project 1 Performance Measures

How will this be promoted, implemented, documented evaluated, and celebrated?

- Promoted – through the economic development and planning staff (Kim Lindquist), Port Authority, real estate brokers, land owners, City government staff, and the business council.
- Implemented – economic development and planning staff to take the lead with the assistance of City government representatives and Port Authority. Residents will be recruited to assist.
- Documented – notes will be taken and provided to the City government, Port Authority, and business council representative.
- Evaluated – the development of the recommendations will be assessed on the basis of their regularly scheduled meetings. Reports will be issued by the group within 30 days indicating the current recommendations to go to the City government staff and Port Authority.
- Celebrated – press releases will be issued noting the recommendations of the committee and seek participation from vested parties to assist in the implementation of the recommendations.

Potential resources identified that may assist in the development of this initiative include.

- Economic Development
- Planning Department
- Port Authority
- Chamber of Commerce
- Dakota County
- State legislators

- Built Environment
 - DCTC
 - Rosemount High School
 - Open spaces – room to grow
 - Infrastructure
 - Flint Hills
 - Natural amenities that attract people (parks)
 - Gigabit fiber/cable
 - Existing retail/commercial areas
 - Waterford Commons
 - Industrial Park
 - Solar Garden
 - Downtown redevelopment
 - Commerce center

- Cultural Resources
 - Arts Council
 - DCTC
 - Events (ex. Leprechaun Days)
 - Existing restaurants
 - New connections with minority communities
 - “6th best community to live in Minnesota”
 - Irish heritage
 - Farmers’ market
 - Public Art
 - Local newspapers

- Financial Assets
 - Flint Hills
 - Commercial/retail properties
 - Stakeholders (taxpayers)
 - Bonding authority
 - Banks
 - Arts Board Legacy Fund
 - Grants (Met Council, League of Cities)
 - Civil society groups
 - Open to Business
 - TIF Districts
 - National retail anchors
 - DCTC
 - ‘Old money’ legacy families
 - River ports
 - Builders/Developers
 - Pipelines/propane co.

- Human Assets
 - RAAC (arts)-Classes, Music, Arts
 - City Staff
 - Site Councils
 - Refinery Community Council
 - Dakota Regional Chamber
 - Business council
 - Business Leaders- Financial/Retail
 - One Rosemount
 - City of Rosemount
 - Taxpayers
 - Employee base – within education, manufacturing, retail

- Political Assets
 - Rosemount area Seniors
 - Established businesses/leaders
 - Business Council
 - Political parties (precincts)
 - Chamber of Commerce
 - Business Leaders/Owners
 - Well informed/engaged populace
 - Anna Wills
 - Greg Clausen
 - Flint Hills (K)
 - City Council/Mayer
 - Commissions-planning/utility/park-rec
 - Met Council
 - State Reps
 - County Commissioners

- Social Assets
 - Businesses
 - Rotary
 - Arts Council
 - Community meetings (RCP)
 - Evermore Magazine
 - Community Educational programs
 - One Rosemount Leadership Group
 - Community education

2. Cluster Analysis – Targeted Completion – May 2018 (with the ability to repeat)

The purpose of this initiative is to determine what clusters are most pertinent to the community given other industries and the assets and amenities of the community. The analysis will also determine whether business clustering can be leveraged to bring new, desired businesses to the community, particularly in the Business Park properties. Much of the data required to assess these opportunities is provided in the economic base analysis. However, the interpretation, implementation, and evaluation of the necessary utilization efforts will require broader community participation.

Project 2 Plan of Action –

When asked who would be responsible for conducting the proposed assessment, the economic development and planning staff (Kim Lindquist), Port Authority, City government staff, the State of Minnesota (including the Department of Employment and Economic Development), and the

business council were identified. These entities and individuals, coupled with community members determined that the following actions should be taken. The following is a proposed timeline for completion of the cluster analysis and implementation of it in a development strategy:

- August 31, 2015 – Baseline workforce analysis
 - Gather existing data – primarily this will come from the economic development and planning staff
 - Assess business leakage
 - Work with businesses to assess needs
 - Identify demographics that are needed
 - Determine the types of training available through DCTC and other training entities.
- November 30, 2015 –
 - Work with Buxton and Maxfield Research to determine the best use of the data.
 - Meet with existing businesses to determine their workforce needs
- February 28, 2016 –
 - Travel to Las Vegas to meet with Buxton
 - Present recommendations to the City Council and Port Authority
- April 30, 2016 –
 - Develop a training with DCTC to meet business needs
 - Meet with business candidates to take advantage of existing workforce
- November 30, 2016 –
 - Review proposals from business candidates
 - Institute training for businesses at DCTC
- April 30, 2017 –
 - Assess the impacts of training
 - Refine training efforts
 - Reassess business needs
 - Evaluate the effectiveness of the efforts
- April 30, 2018 –
 - Market the success of previous years and repeat

Project 2 Performance Measures

How will this be promoted, implemented, documented evaluated, and celebrated?

- Promoted – through the economic development and planning staff (Kim Lindquist), Port Authority, City government staff, and the business council.
- Implemented – economic development and planning staff to take the lead with the assistance of City government representatives and Port Authority. Buxton, Maxfield, DCTC and business leaders will provide assessments of training needs, development opportunities, and feedback to the process.

- Documented – notes will be taken and provided to the City government, Port Authority, and business council representatives.
- Evaluated – the development of the recommendations will be assessed on the basis of their regularly scheduled meetings. Reports will be issued by the group within 30 days indicating the current recommendations to go to the City government staff and Port Authority.
- Celebrated – press releases will be issued noting the recommendations of the committee and seek participation from vested parties to assist in the implementation of the recommendations.

Potential resources identified that may assist in the development of this initiative include.

- Economic Development
- Planning Department
- Port Authority
- Harvard Business School’s US Cluster Mapping Initiative, which features an online analysis tool, case studies, and academic literature
- Minnesota Department of Employment and Economic Development
- Mark Lofthus, Economic Development Director of Dakota Electric Association
- Vicki Stute, President of Dakota County Regional Chamber of Commerce
- Rosemount Chamber of Commerce

Data from the Bureau of Labor Statistics, the Census, and the American Community Survey may be helpful as well.

3. Eco-Green Business Park – Targeted Implementation – July 2020

The concept of a sustainable development and particularly an eco-green business park on the property of UMore was explored. Early discussions with the University of Minnesota yielded positive and supportive potential for this initiative. However, since the inception of this project, the University has made the decision to allow market forces to dictate the future of the property, thereby decreasing the likelihood that such an investment by the University will be fully explored.

Two other classes from the University of Minnesota have also examined the viability of such a development. The first examined existing similar parks to determine what information could be gleaned from published information about these parks. The second proposed contacting these parks to gather primary data on their history, development, and current development strategies. Resorting to their findings to further inform the leadership of Rosemount on the feasibility and/or appropriateness of the project to the city is included in the plan of action as a recommended step.

The purpose of this plan is not to propose the creation of the eco-green business park on a specific site, rather to assess the strategies that the leaders and residents indicated that they were willing to undertake to make such an effort reality in or around Rosemount.

Project 3 Plan of Action –

When asked who would be responsible for conducting the proposed project, the economic development and planning staff, Port Authority, the State of Minnesota (including the Department of Employment and Economic Development), and the University of Minnesota were identified. These entities and individuals, coupled with community members determined that the following actions should be taken. The following is a proposed timeline for completion of the Eco-Green Business Park and implementation of it in a development strategy:

- August 31, 2015 –
 - Create a task force for assessing the viability of the initiative
 - Task force members
 - Economic development
 - Planning department
 - Port Authority
 - State of Minnesota
 - University of Minnesota
 - Interested businesses
 - Residents
- November 30, 2015 –
 - Work with task force to explore those options and the viability of the effort
 - Conduct an assessment of the types of businesses found in these types of parks
 - Use research from the other two student groups to assess development opportunities and challenges from existing models
- February 28, 2016 –
 - Continue exploring the viability of the effort
 - Evaluate the property needs and existing/available land
 - Identify challenges to such an effort
 - Identify certifications and requirements necessary for such a development
 - Determine potential costs
- April 30, 2016 – Present recommendations to the City Council and Port Authority
- November 30, 2016 –
 - Seek funding for project(s)
 - State of Minnesota
 - United States Economic Development Authority
 - Private investment
 - TIF District creation
 - Bonds

- Explore EB-5 (immigrant investor visa) alternatives⁵
- April 30, 2017 –
 - Begin securing requisite land for development
 - Develop a comprehensive marketing plan to promote the development
- November 30, 2017 –
 - Issue Requests for Proposals/Bids
- April 30, 2018 –
 - Begin site preparation – infrastructure development
- April 30, 2019 –
 - Initiate construction of first site
 - Continue assessing future growth and funding strategies
- April 30, 2020 – Continuation of development
 - Conduct an assessment of the viability of project and progress to date

Project 3 Performance Measures

How will this be promoted, implemented, documented evaluated, and celebrated?

- Promoted – through the economic development and planning staff, Port Authority, the State of Minnesota, and the University of Minnesota.
- Implemented – economic development and planning staff to take the lead with the assistance of City government representatives, Port Authority, State of Minnesota, and the University of Minnesota. Residents will be recruited to assist.
- Documented – notes will be taken and provided to the City government, Port Authority, and other partners.
- Evaluated – the development of the recommendations will be assessed on the basis of their regularly scheduled meetings. Reports will be issued by the group within 30 days indicating the current recommendations to go to the City government staff and Port Authority.
- Celebrated – press releases will be issued noting the recommendations of the committee and seek participation from vested parties to assist in the implementation of the recommendations.

Potential resources identified that may assist in the development of this initiative include.

- Economic Development
- Planning Department
- Port Authority
- Built Environment
 - Open spaces-room to grow
 - Brand new pipeline to wastewater & treatment plant
 - UMORE
 - Parks-Central Park/roadways/county, regional/trails-Mississippi river

⁵ <http://www.uscis.gov/eb-5>

- Gigabit-fiber-cable
- Railroad
- Industrial park
- Business park
- Hwy 46/Hwy 3
- County 38
- Solar garden – LD forth coming
- Cultural
 - High School – Ars/Band/local garden
 - 6th Best community to live in Minnesota
 - Farmers Market
 - Hmong Farms & UMORE
- Financial
 - Sources of public revenue
 - Commercial/retail properties
 - Stakeholders (taxpayers)
 - Bonding authority
 - Grants (Met Council, League of Cities)
 - Pull tabs
 - Dakota County
 - TIF Districts
 - Private lending and fundraising
 - First State Bank
 - Merchant Bank
 - Vermillion Bank
 - ‘old money’ legacy families
 - Business Attraction, Association and Promotion Entities
 - Port authority
 - Chamber of Commerce
 - Rotary
 - Lions
 - Development and construction sector
 - Developers – Johnson
 - Builders
 - U of M
- Human
 - DCTC
 - Lions
 - Knights of Columbus
 - City Staff
 - Refinery Community Council
 - Dakota Regional Chamber

- Business council
- Business Leaders- Financial/Retail
- Rotary (leaders)
- Employee base – within education, manufacturing, retail
- Political
 - Established businesses/leaders
 - Political parties (precincts)
 - City Council/Mayor
 - Business Council
 - Chamber of Commerce
 - Well informed/engaged populace
 - Steelworkers Union
 - Flint Hills
 - SKB Environmental
 - Xcel & MM Energy Res
 - Progressive Rail – BNSF/Canadian Pacific
 - Army Corps of Engineers
 - Commissions-planning/utility/park-rec
 - Met Council
 - State Representatives
 - Joint Powers
 - U of M & UMORE
 - DCTC + (Board of Regents)
 - Rail Authority
 - Dakota County Commissioners

4. Infrastructure Development – Targeted Completion – July 2020

During the community meeting, a number of residents expressed a desire to examine the viability of infrastructure development. The proposed developments are a combination of public and private efforts. The realization of these efforts will be a result of government (federal, state, and local), business (domestic and international), and community-based efforts coming together. Some of these efforts may happen regardless of the efforts of Rosemount residents to become engaged in the projects.

Unlike many of the above noted recommendations, the proposed infrastructure developments do not utilize a nested development strategy. They do not necessarily build off one another.

Project 1 Plan of Action –

When asked who would be responsible for conducting the proposed assessment, the economic development and planning staff (Kim Lindquist), Port Authority, Gigabit MN, City government

staff, Dakota County, the State of Minnesota (including the Minnesota Department of Transportation and the Department of Employment and Economic Development), private developers, and the federal government were named. These entities and individuals, coupled with community members determined that the following actions should be taken. The following is a proposed timeline for completion of the cluster analysis and implementation of it in a development strategy:

- August 31, 2015 –
 - Installation of a fiber ring – Gigabit, MN in partnership with the City of Rosemount is installing a fiber ring in the Prestwick Development
 - Rosemount City and Dakota County working on the development –
- November 30, 2015 –
 - Assessment of project development and installation
 - Provide recommendations for the partnership
- February 28, 2016 –
 - Present evaluation recommendations to the City Council, Port Authority, and Dakota County
- April 30, 2016 –
 - Installation of Dakota County fiber ring (public/private partnership)
 - City and County officials to provide oversight
 - Potential economic development opportunities assessed and built into City economic development plan
- November 30, 2016 –
 - Senior housing
 - Examination of existing pool of housing
 - Determination of need and sources of development
 - Continued development county fiber ring
 - Evaluate the effectiveness of the efforts
 - Report findings to the City Council, Port Authority, and Dakota County
- April 30, 2018 –
 - Highway 52/42 bridge upgrade
 - Dakota County, MDOT, Rosemount, and federal government sources of funding needed.
 - Expected development in early 2018 with completion in late 2018 or early 2019.
 - Evaluate the effectiveness of the efforts
- April 30, 2019 –
 - Completion of Highway 52/42 bridge upgrade
- April 30, 2020 –
 - Zip Rail development
 - UMore development

Project 4 Performance Measures

How will this be promoted, implemented, documented evaluated, and celebrated?

- Promoted – through the economic development and planning staff (Kim Lindquist), Port Authority, Gigabit MN, City government staff, Dakota County, the State of Minnesota (including the Minnesota Department of Transportation and the Department of Employment and Economic Development), private developers, and the federal government.
- Implemented – economic development and planning staff to take the lead with the assistance of Rosemount City, Dakota County, state, and federal government representatives and Port Authority. Residents will be recruited to assist.
- Documented – notes will be taken and provided to the public and private parties engaged in the development efforts.
- Evaluated – the development of the recommendations will be assessed on the basis of their regularly scheduled meetings. Reports will be issued by the group within 30 days indicating the current recommendations to go to the City government staff and Port Authority.
- Celebrated – press releases will be issued noting the recommendations of the committee and seek participation from vested parties to assist in the implementation of the recommendations.

Potential resources identified that may assist in the development of this initiative include.

- Economic Development
- Planning Department
- Port Authority
- Additional private retail and commercial developers
- Dakota County Community Development Agency
- Dakota County Housing Assistance
- University of Minnesota's Center for Transportation Studies
- Rochester's Destination Medical Center Corporation
- David Asp, network engineer and I-net project leader for Dakota County
- Jim Hickle, President of Velocity Telephone, Inc. and Gigabit, Minnesota
- State legislators
- Metropolitan Council

CHAPTER 5 – POTENTIAL FUNDING OPPORTUNITIES

Rosemount and the surrounding region have multiple opportunities to garner funding for infrastructure, transportation, economic, and community development. A list of potential funding sources is provided.

Community Development Block Grant Program

The State Community Development Block Grant (CDBG) Program was established to aid in the development of viable communities, which provide a suitable living environment, decent housing, and economic opportunities for their residents. The CDBG Program makes grants available to incorporated municipalities and county governments that show a genuine need for specific projects and can meet the program's state and federal eligibility requirements. However, given the limited funding provided by Dakota County to Rosemount, these funds may be largely used for planning purposes.

Tax Increment Financing

In Minnesota, the governing body of any municipality or county may adopt tax increment financing (TIF) as a means to pay for a portion of the development costs of private development of residential and commercial uses that are in the public interest. Municipalities may issue tax increment bonds to finance all or a portion of the cost of redevelopment project.

The New Markets Tax Credit

The New Markets Tax Credit (NMTC) Program permits taxpayers to receive a credit against Federal income taxes for making qualified equity investments in designated Community Development Entities (CDEs). Substantially all of the qualified equity investment must in turn be used by the CDE to provide investments in low-income communities.

Grant Programs for Business Customers –

- [Development Infrastructure Program \(DIP\)](#): designed for making grants or loans to counties or municipalities (Local Sponsors) to finance small infrastructure projects to promote economic growth.
- [Economic Development Highway Program \(EDH\)](#) : The purpose of this program is to promote industrial and other significant development through the construction and/or improvement of highways in areas, which demonstrate actual and immediate potential for the creation, or expansion of major industries or other significant development.
- [Industrial Access Road Program](#): the program is designed to encourage and promote industrial growth by providing access roads to industrial developments.
- [Freight Rail Service Grant Program \(RAIL\)](#): the purpose of making grants to counties and municipalities so that the governing authorities of such may utilize these grants to assist counties in defraying expenses relating to the upgrading of railroad services to promote industrial development and public safety.

- [Job Protection Grant Program](#): the purpose of providing grants to ‘at risk’ industries that have been operating in the state for at least 3 years that have lost jobs or is at risk to lose jobs because such jobs have been outsourced.
- [Small Municipal and Limited Population Grant](#) is designed for making grants to small municipalities and limited population counties or natural gas districts to finance projects to promote economic growth.
- Rural Impact Fund Grant: is designed to assist and promote businesses and economic development in rural areas by providing grants to rural communities (Local Entities).

Recommendations

The authors recommend that the provision of external funds be used to augment initiatives and funds generated at the local level. Such a strategy will increase sustainability of local projects and funds and create ownership of projects at the local level.

CHAPTER 6 – RECOMMENDATIONS AND CONCLUSION

Recommendations:

Uses of Available Resources

A considerable amount of time and effort was used to create a list of resources available in the region. To this end, it is expected and encouraged that these resources be used to conduct development efforts. In all projects, it is recommended that these resources be carefully reviewed to determine how they can and should be used as appropriate. The full list of resources is found in Appendix A.

Potential Partnerships

In addition to physical resources listed in the resource directory, the section on social capital specifically focused on the potential partnerships that could be used for the region's development. It is recommended that these be used and regularly updated in the development process. As such, it may be necessary to conduct annual assessments of existing resources at some level. This will insure that all of the potential resources available to the board and to the communities are effectively leveraged.

Evaluation

In any development process, it is requisite that those involved in the process routinely reevaluate their development plans and strategies. It is also necessary to document the successes, pitfalls, and resources available to the board so as to promote positive change. Evaluation of current practices, utilization of funds, and the value of the return on the investment will prove beneficial to this process. It is recommended that an external reviewer or evaluator be identified to conduct annual evaluations of the project, to generate reports to be provided to the Rosemount City Council and Port Authority and to the community regarding the efforts of the projects, and to provide meaningful feedback to board members and to the communities as to future directions for development. This evaluator should be identified in the near future so as to have an idea of the process that the organization has undergone in this effort.

Conclusion:

Rosemount and the projects that it has put forth have the potential for sparking change in the region. This can and will happen if all parties maintain an involved and interested presence in this process. All parties, communities, and organizations represented at the meetings and those not represented at the meetings have vested interests in making such happen. No community in the 21st century can stand alone in an era of globalizing economies and reductions in governmental spending at the state and federal levels. Successful ventures of this nature are not unique to community, the State of Minnesota, or the United States. In sum, Rosemount has the potential to enact real change in the region. However, its success will rely on the residents, business owners, and regional partners taking ownership of the efforts and getting behind its efforts. Rosemount must work collaboratively with the government, civic organizations, and business community and provide itself as a mechanism for change in the region.

APPENDIX A – RESOURCES/ASSETS

The following represent the assets identified during a focus group session with community members and leaders.

Financial Assets

Flint Hills	Community Events-Leprechaun Days
SKB	Fairview Hospital/Clinic/therapy
Commercial/retail properties	River ports
Stakeholders (taxpayers)	CDA
Bonding authority	Builders
First State Bank	Developers – Johnson
Merchant Bank	CFT
Vermillion Bank	U of M
MROC	HECU
Arts Board Legacy Fund	Mineral extraction
Grants (Met Council, League of Cities)	Current & future revenue
Charitable 501c 3's	Pipelines/propane co
Pull tabs	Port authority
Harvest Foods	CAP agency/360
Chamber of Commerce	Churches (RUMC, St. Joseph's)
Rotary	Arts Council
Lions	School District
Knights of Columbus	Lighthouse
Dakota County	Community of Hope
TIF districts	City itself
Open to business	National Guard
Dome/Indoor facilities	Dakota Rev
Community Center	Fiber (Public/private)
RAAA – RMHA	MVTA
Light Rail	
National retailers: (Cub, Walgreens, Starbucks, Caribou, Applebee's, & Aldi's)	
Residents	
High school students	
Teams and clubs fundraisers	
One Rosemount	
High school to California	
Gas stations	
'Old money' legacy families	
DCTC	

Human Assets

Dakota County Tech College
MRCI – Mankato Rehab Center In.
RAAC (arts) – Classes, Music, Arts
Public Library
RAHA (Hockey)
RAAA (athletic)
Dakota Rev.
Leprechaun Days
Halloween Haunted Trail
Lions
Knights of Columbus
Police/Fire
City Staff
Community Education
360-Family Res. Ctr, Food shelf
Babysitting co-op
Private Child Care providers
Neighborhood Assoc. (Evermore)
PTA
Site Councils
Dakota County – DARTS
Refinery Community Council
Business support – Cub Food donations
Youth community
Yellow Ribbon Group
Dakota Regional Chamber
Business council

Prvt. Schools – St. Joes & Rosemount Baptist
Business Leaders- Financial/Retail
Girl/Boy Scouts (x 2 each)
Churches – (Light House, St. Joseph’s, etc.)
School District-summer youth program
ECFE Committee
BEP
Community Education
Admin, Staff, Teachers, PTA
196 – 917
Rotary (leaders)
One Rosemount
4-H
CAP Agency
VFW
American Legion
John Locke/Hist. Soc.
YMCA (Eagan)
National Guard
City of Rosemount
Taxpayers
Senior Center
Employee base – (educ., manufacturing, retail)
High School – (Honor Society, DECA, Band)

Social Assets

Schools (PTA)
YMCA
Businesses
Churches – (St. Joseph, RUMC)
Rotary
Arts Council
Leprechaun Days
Lion's Club
Service Clubs (Amer. Legion; VFW, Elks)
Rudy's Red Eye Grill
Fireside
Las Tortillas
Library
Friends of the Library
DC Historical Society
Rosemount Historical Society
Girl/Boy Scouts
RAS Center
General Residences
Neighborhood Block Parties
Yellow Ribbon
Community Yard Sale
Coffee Shops
Car washes (youth/community)
Celts
Carbone's
Morning Glory's
Sidewalks
Rosemount Community Band
Movie Theater
Velvet Tones
Bandshell
Puppets in the park
City-wide cleanup
Yearly church meeting
Sports leagues/tournaments
Youth Commission
Cross Croft Association Events
Community meetings (RCP)
Evermore Magazine
Neighborhoods Facebook/webpages
Community Educational programs
One Rosemount Leadership Group
360 Communities
Dog Parks
Schaar's Bluff
Running/Bike groups
Haunted Trail
Park's and splash pad
Community gardens
Amphitheater
High School Extracurricular activities
Park programming
Rosemount Area Hockey
Rosemount AAA
Community education
Neighborhood, Inc.
National Night Out
Fitness Centers
Yearly Arts Sale
Cemeteries
(New) Rosemount Art Center
Flint Hills trail
War Memorial
Flower group
Vet Memorial Bench
Babysitting co-op
MOPS
Moms on the run
Book Clubs (2!) – ld history
Hair/nail salons
Block parties
Chamber of Commerce

Cultural Assets

UMore	6 th Best community to live in Minnesota
Connections w/minority communities	Irish Heritage
Steeple Center	Historical Society
Library	Community Center
Star Wars Literacy Program	Community Gardens
Arts council	Movie Theater (Marcus)
Movie nights	Front Porch Players
Mystery Dinner	Farmers Market
Theater	Hmong Farms
Churches (Methodist, St. Joesph's, Hope, etc.)	Indian Community Association
High School – Ars/Band/local garden	High School Exchange programs/trips
Technical College	Youth Commission
Parks – Central (amphitheater)	Animals – dog parks, chickens
Leprechaun Days	Rosemount City Council – open mic
Blue Grass Festival w/art blast	Private School
Sports Tournaments-softball, tennis	Public Art
Haunted Trail	War Memorial
Meet the Author	Newspapers – (SUN, Town Pages, etc.)
Dance Studios	Senior Citizen dominos
Martial Arts Studios	Mexican Restaurant
Community Ed – ESL	Sri Lanka Restaurant
Books	McDonald's
Little Libraries	Burger King
Pet Food	Applebee's
Food, drink, music – (Rudy's, Celts, Glusph's,)	
Multicultural food – (House of Curry, Tops Greek)	

Political Assets

Rosemount area Seniors
Established businesses/leaders
Business Council
Neighborhood/Homeowner Assoc.
Political parties (precincts)
Parks & Rec
National Guard
Chamber of Commerce
Business Leaders/Owners
Bituminous Roadways
Well informed/engaged populace
Anna Wills
Greg Clausen
CAP
Fire Department
Police Dept. (unionized)
Teachers Union
Steelworkers Union
VFW/Am Legion
Flint Hills
SKB Environmental
Xcel & MN Energy Res.
Progressive Rail – BNSF/Canadian Pacific

SPACES
Senior Center
Churches
Coffee shops
McDonald's
Dairy Queen

Rosemount Marching band
H.S. Leaders
City Council/Mayer
Army Corps of Engineers
Commissions-planning/utility/park-rec
Ad hoc
Leprechaun Days
Met Council
Youth Commission
State Reps
Joint Powers
DCCC
MVTA
Metro Transit
U of M & UMORE
DCTC & (Board of Regents)
Rail Authority
School District 917/196
County Commissioners
Library
CD2
Private Schools (Baptist/St. Joseph's)

Morning Glory
Caribou
Starbucks
Community Center

Environmental/Built Assets

Hospital	UMORE
Community bldgs.-senior building/	Parks-Central Park/roadways/county,
Activity center	regional/trails-Mississippi river
St. Joseph's church/school	band shell
Little free library	Gigabit-fiber-cable
Schools	Steeple center
CDTC	Local programming
Dome	Schaar's bluff
RHS	Frisbee golf course-eastside
Open spaces-room to grow	Retail/commercial
Indoor rec	Railroad
Ice arena	Bus park & ride
Outdoor ice arena	Horse farms
Amphitheater	Guinness @ Celts
Soccer fields	'only 3 liquor stores'
Tennis courts (city + unlit)	Suzie's breakfast
Baseball diamonds	Industrial park
40 plots community gardens	Business park
Dog park	Library – library for kids
Movie theater	Rosemount Senior Center
Leather seating + serve liquor	Morning Glory's
Golf course	Starbuck's
The pond	Churches – 8
Shelters	Bus shelter
Flint Hills	Whitetail park
"My House"	Empire
Carol's woods	Spring hills - 48
Well water/water tower	Skateboard park
New pipeline to wastewater & treatment plant	Schwartz pond park
LD w/room to grow	Hwy 46/Hwy 3
Sculpture	County 38
Local Neighborhood parks	Bike paths/walk paths
Solar garden – LD forth coming	UMORE sand fracking gravel mining
Veterans memorial-LD in Central park	Downtown – Fleugel's
Cemeteries LD – St. Joseph's	Commerce center
Rosemount middle school	Waterford commons – 2010
Rosemount elementary school	Regional bike trail
Shannon park	
Red Pine (overflow)	

The Infrastructure issues include: lack of community facilities (sport complexes, recreational and community centers), transportation (Highway 3 congestion, lack of mass transit and safety issues), lack of affordable housing and visual appeal in downtown areas, and a perception of too many townhouses in Rosemount.

The Business and Job growth issues include: lack of local business (retails, restaurants, unique shops), low business attraction/development, and low job growth.

Governance issues include: lack of competent staffs and state governance, lack of firefighters and police officers, sense of entitlement

2. **What are the solutions for these issues?**



The City Responsibility includes: City needs to take larger role in maintaining its facilities. Planning should start now. Several people called for a new vision, direction to develop Rosemount, staying away from industrial development.

Partnership with stakeholders include: DCTC, State of Minnesota, private business, local communities, residents, and YMCA.

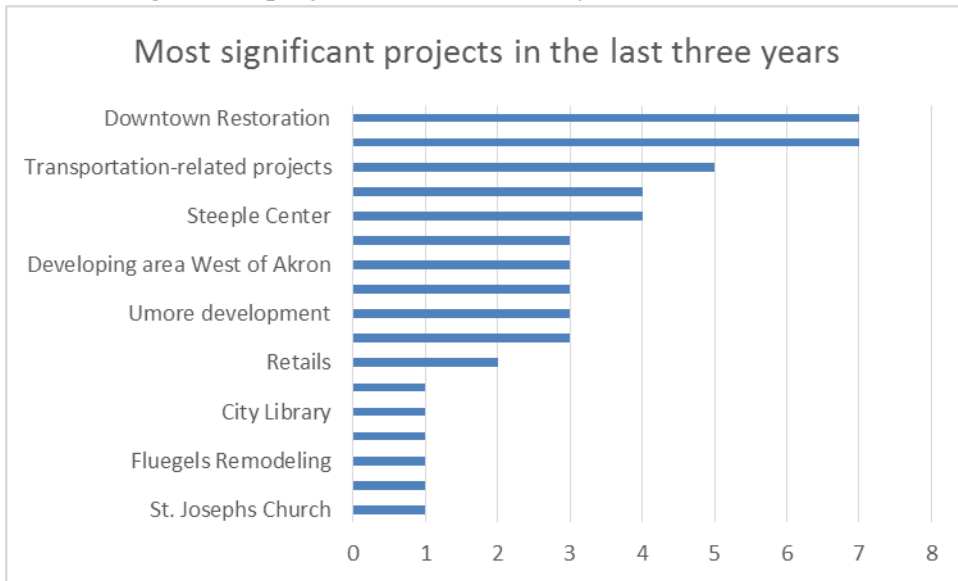
Urban planning solutions include: build community and sport centers (around Dakota County Technical College campus); stop rezoning land use; area development (between Abbeyfield Ave and Akron Ave); redirect traffic; integrate business, housing and green public places; redevelop downtown and create more affordable land; vacant green space developed by city, then lease out or sell; add large retailers

Tax-related solutions includes: provide tax incentives to promote businesses, capital improvement plan, change cost for road policy.

Business related solutions focused on growing tech business, bringing more retails, promoting eco-friendly measures.

Others: hire more police officers, increase pay for firefighters; community education

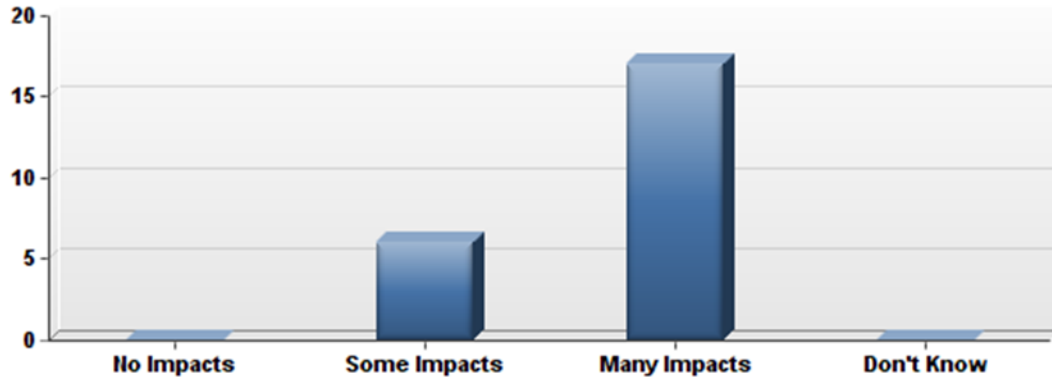
3. The most significant projects in the last three years.



The people most instrumental to move the project forward are: Developer, Mayor, City Council and other committees, Dakota County, Engineering Department, and UMN.

- Most of projects are perceived as positive.
- Several comments expressed negativity on UMore and downtown development (too focused on walkable suburbs).

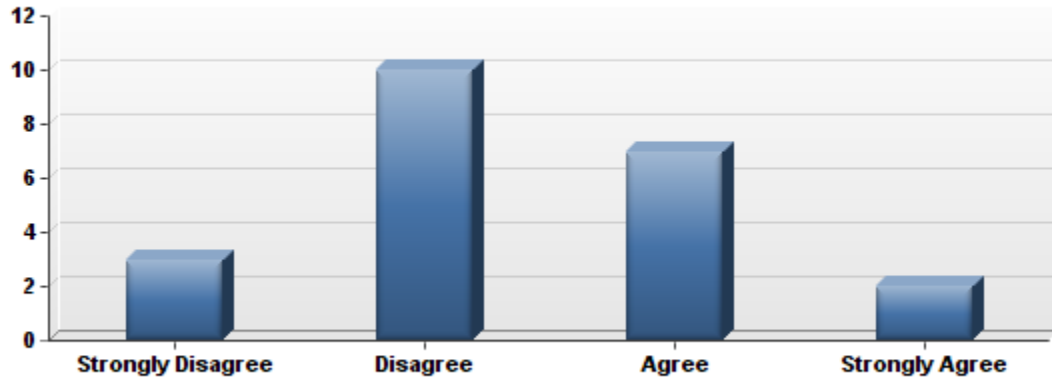
4. How would you rate the impacts of these projects?



5. How could Rosemount have improved the number and/or quality of the projects undertaken?

Suggestions	# responses
Ask residents and more communication	4
A comprehensive economic development plan	3
Don't know	2
Free market decide	1
Increase role in developing MN Park	1
Look beyond industrial development	1
Keep development projects under control	1
Mixed use development	1
Improve tax structure	1
Continue downtown development	1

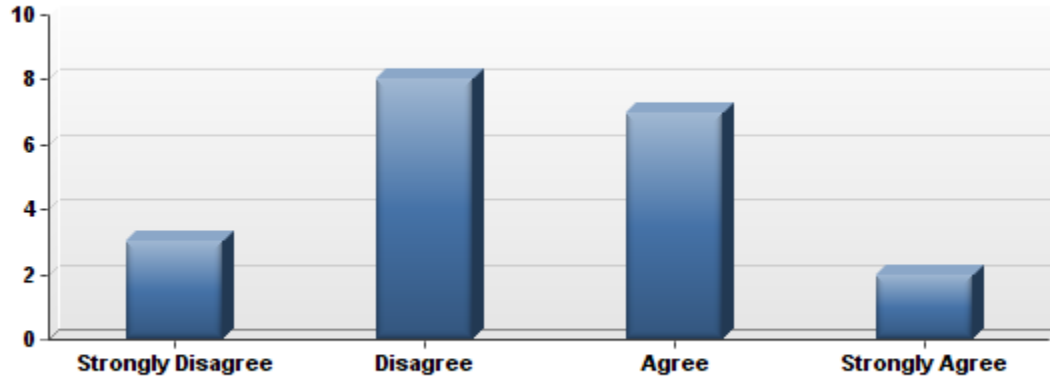
6. Is there adequate communication between Rosemount’s businesses or residents and leaders?



7. What could be done to improve the communications?

Suggestions	# Responses
Social media	5
Community-wide effort to drive development plan	3
More far reaching media (emails updates, quarterly newsletter)	3
More news on Rosemount in the new Sun newspapers	2
Improve city website	2
More business owners’ participation in task forces	1

8. To what extent do you feel are leaders value the residents' input?

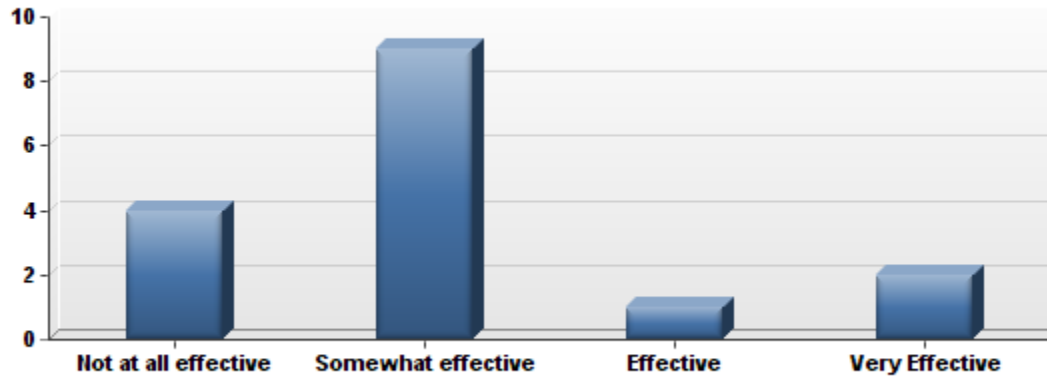


Suggestions for improvement communication between leaders and residents: Polling residents, Listening residents, more visibility and Responding to their letters and suggestions.

9. Leadership development programs or initiatives underway in Rosemount or region.

7 out of 10 responses said that they are not aware of any program or initiative. Three others mentioned: several initiatives on website, through a number of business and government groups' meetings and Youth Commission Opportunities.

10. How effective is Rosemount in developing new leaders?



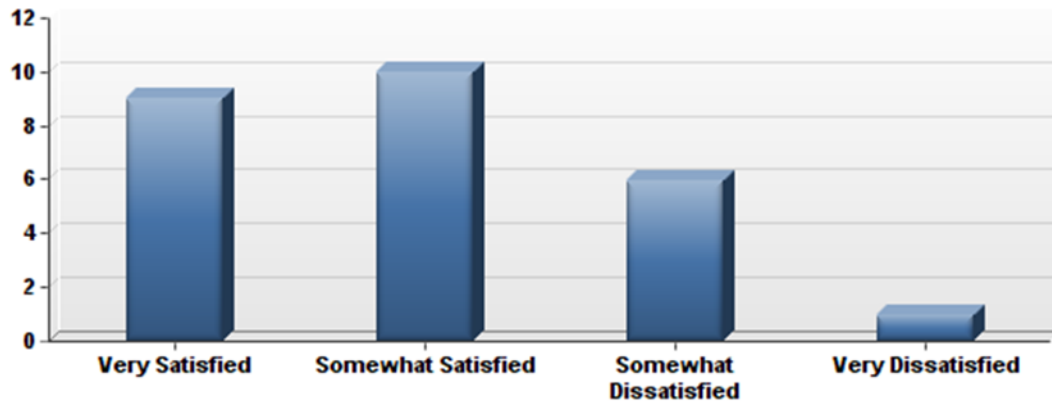
11. How could leadership program be improved?

There were only 5 responses. Two out of 5 feel not qualified to answer the question. One suggested Further Business Development and a more comprehensive Economic Development Plan. The others mentioned education.

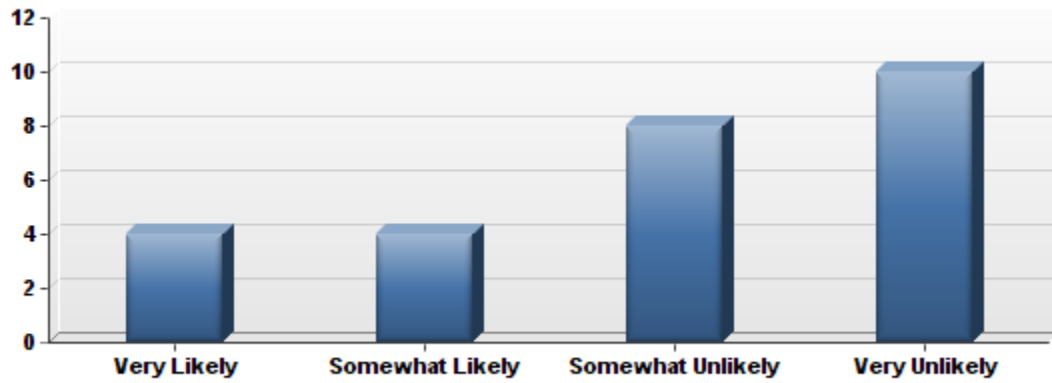
12. Resources

Financial Resources <i>(number of responses if higher than 1)</i>	Social networks or organizations to Rosemount	Cultural Resources	Environment or Built Resources	Human Resources	Political Resources
Area businesses/revenue generators (3)	Churches (2)	RAAC (4)	UMore Park (2)	DCTC (3)	City Hall
Taxes (3)	Rosemount Athletic Association (2)	Library (4)	SKB Environmental (2)	District 196	City Council
SKB (2)	Parks and Recreational Activities (2)	Local Schools (3)	Flint Hills (2)	Workforce Centers	National Guard
Investors (3)	Rosemount High School	Steeple Center (2)	Water System	CAP Agency	State Representatives
Koch Refinery	CAP Agency	Leprechan Days committee (2)	Dakota County Parks System	Chamber of Commerce	School Board
Rapp Chiro	Lions Club	City Parks (2)	City Parks		
Residents	196 Community ED	Churches			
Developers	Chamber of Commerce	Community Center			
UMore Park	RABS	Rosemount Police Department.			
Cub	YMCA				
Churches	Family Connections				
Any group that helps support youth activities	Leprechaun Days Committee				
Chambers					

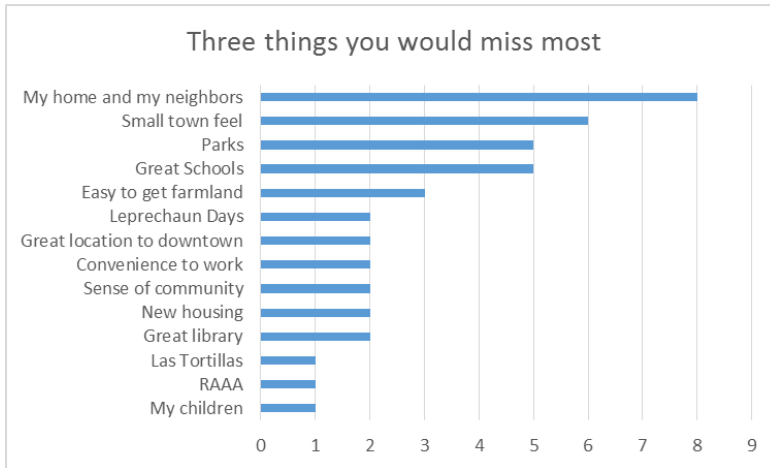
13. How satisfied are you with Rosemount?



14. How likely are you to relocate in 5 years?



15. If you were to relocate, what three things would you miss most about Rosemount?



16. Top five things mostly associated with Rosemount

