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 **ROSEMOUNT**
SPIRIT OF PRIDE AND PROGRESS

ROSEMOUNT

LEARN, PARTICIPATE, LEAD!

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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December 2nd, 2014

Kim Lindquist
Community Development Department
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Phone: 651-322-2051

Dear Ms. Lindquist,

25**FIFTY** Consulting is committed to providing our clients with exceptional service by developing cutting edge planning and participation processes with the reassurance of demonstrated success in other municipalities. Because each city is unique, 25**FIFTY** proposals are designed with individual attention to reflect the community. Our project team consists of four consultants with years of experience developing planning and participation programs for many municipalities. We are confident in our ability to help the City of Rosemount connect with their community in meaningful and productive ways.

25**FIFTY** Consulting is excited about the potential opportunity to enhance community involvement and long-term participation in Rosemount, a City that has much to offer its residents. Building off of the planning and participation processes already established by various departments in the City, we present this plan to unify, grow and enhance the overall program. Through the ***Learn, Participate, Lead! (LPL!)*** framework, we have developed programs which will expand the City's capacity to meet the needs of the evolving community.

Enclosed you will find an outline for the general ***LPL!*** approach. The programs under this framework are comprehensive, covering the engagement of a diverse range of residents, education of residents on the structures, functions, and processes of the City government, connection and cultivation of citizen leadership, and ways of understanding community issues and visions for the future.

Sincerely,

David Kratz
Leslie McInenly
Matthew Unzeitig
Michael Varien

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Community Synthesis

The City of Rosemount is a small community on the fringe of the Twin Cities metropolitan area. Although the City is dominated by industry and has grown substantially since the 1970's, it is still, in large part, agricultural and undeveloped. Major land uses are residential, agricultural, and heavy industrial. The City's community engagement program is not very well developed. City staff has requested development of an engagement initiative in anticipation of further growth in their community.

History

Rosemount was designated as a township in 1858 and acquired additional land in 1871. In 1942, the federal government began to build a munitions plant in support of World War II, first acquiring over 100 farms in the town of Rosemount. Gopher Ordnance Works' (GOW) 11,500 acres encompassed nearly half of the land area in Rosemount. It had a significant effect on the town, causing many of the existing residents to leave and leading to thousands of new residents coming to work at GOW. Displaced farmers were forced to sell their land and evacuate in a matter of weeks; some were happy to sell, but many faced great hardship. Local business owners, realtors, builders, and anybody that still owned property in Rosemount and the surrounding area, on the other hand, benefited from a wartime boom economy. New housing, expanded businesses, recreational opportunities, utility construction, etc., came at a rapid pace. After multiple starts and stops during construction, the ordnance plant finally opened in early 1945, but only ran until October 1945. The property was then transferred to the University of Minnesota, named UMore Park, and is currently used for educational and research purposes. Much of the property is slated to be developed as a sustainable community. Rosemount was incorporated in 1972 and has been on a steady trajectory of population growth since that time. Even with the growth, there is still a substantial amount of agriculture within City limits.

Community Description

According to the American Community Survey of the Census Bureau¹, the Rosemount population, now nearly 23,000, has increased by about 50% since 2000. Over the same period, the population of its surrounding county, Dakota County, has increased only 12%. The median age of the community is lower than Dakota County or the Minneapolis-Saint Paul metropolitan area, but is increasing at a more rapid rate. The community is fairly homogenous by race (87.3% white) based on the 2010 U.S. Census; however, the growing community is experiencing and anticipating greater diversity among residents. According to the 2008-2012 American Community Survey, over 2000 Rosemount residents are foreign

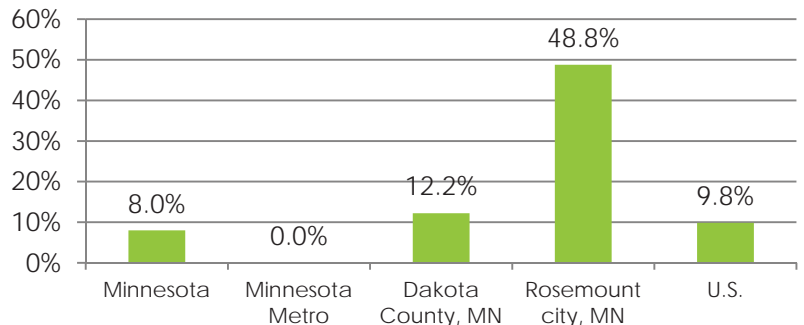
¹ U.S. Department of Commerce. 2013. Census Bureau, American Community Survey Office, Washington, DC.

born; over 10% speak a language other than English (primarily Spanish). Relative to the metropolitan area, residents in Rosemount are less mobile; residents show lower same-county, same-state, and international migration rates. In a recent community survey² of 400 people, respondents were 88% white and 16% have lived in Rosemount for less than three years.

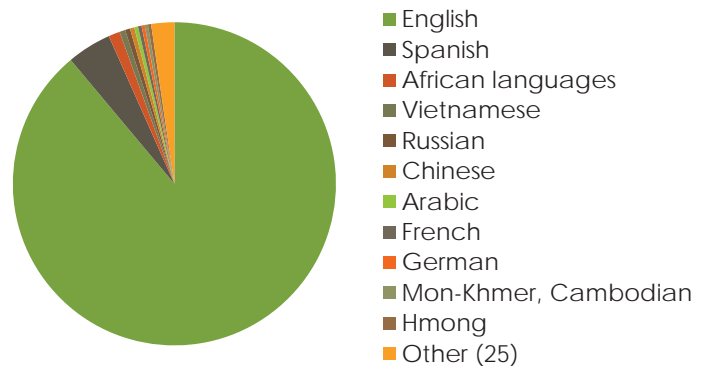
While energy and agricultural industry dominates much of the landscape and economy, the majority of employed residents' occupations are managerial, professional, or sales-related; fewer than 20% of residents are employed in resource-based, production, or construction occupations³. The unemployment rate among Rosemount residents is slightly higher than that of the Twin Cities metro area. Roughly half of the community works outside of the county and a high percentage of workers commute by car.

Education, primarily the quality of public and private schools, is a source of pride and a recognized asset of the community. Rosemount is part of independent school district 196, which is known as one of the higher quality school districts in the metro region. Rosemount has four elementary schools, a middle school, and high

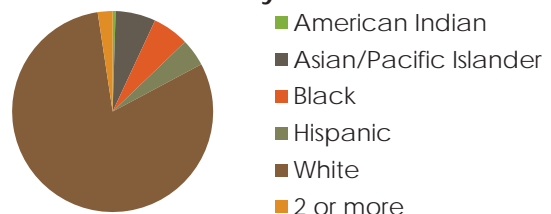
Percent Change in Population, 2000-2012*



Languages Spoken in Dakota County, MN (ACS 2006 - 2010)



Rosemount K-12 Students by Ethnic/Racial Identity



² Rosemount Community Survey – <http://www.ci.rosemount.mn.us/index?nid=591> (accessed 14 October 2014).

³ U.S. Department of Commerce. 2013. Census Bureau, American Community Survey Office, Washington, DC.

school. In addition, Dakota County Technical College resides in the City. City government has a strong connection to the school district and recognizes it as an important partner and resource for developing their community engagement efforts.

The vision, as described by City Council goals, is to **Grow, Live and Manage**⁴ the City of Rosemount. Rosemount is a growing, business- and development-friendly community with an eye on ecological and social sustainability that results in a high quality of life for residents.

Government

Rosemount City Council consists of the mayor and four council members. Current terms for the mayor and two council members expire December 31, 2014. Rosemount City governance is organized into eight departments: Administration, Community Development, Finance, Fire, Parks and Recreation, Police, Public Works and Engineering. All departments have some level of public engagement or education responsibility ranging from overseeing multi-departmental activities, to community planning, to addressing public health and safety.

Five City boards and commissions serve to advise the City Council and can provide City staff with more outside connections to the community. These commissions are the Parks and Recreation Commission, the Planning Commission, the Port Authority, which is responsible for economic development projects to “create new job opportunities and increase the tax base,” and the Utility Commission. The Youth Commission is comprised of youth, aged 14 to 18, who are selected to represent youth interests in City operations. It is notable that the Port Authority and Youth Commission have articulated specific goals and strategies to implement Council goals. Dakota County also has several initiatives that overlap with key issues important to the City, including the Communities for a Lifetime and Healthy Dakota initiatives.

⁴ City Council Goals – <http://www.ci.rosemount.mn.us/index.aspx?nid=376> (accessed 14 October 2014)

Community Engagement Initiative

The City of Rosemount requires development of a high-profile, proactive community engagement initiative designed to foster participation by diverse residents⁵. The initiative must engage members of an increasingly diverse community, educate residents on City processes and functions, and foster long-term relationships between residents, community leaders and City staff. Ultimately, this participation initiative will position the community to collectively update Rosemount's Comprehensive Plan in 2018. The City of Rosemount seeks innovative engagement tools, methods, and strategies to reach target audiences; mainly minorities, low income, and youths. The City wishes to reach these audiences in a more proactive and consistent manner, as departments currently act on their own with limited informal communication and coordination.

In response to the RFP issued by the City of Rosemount, we have developed a comprehensive strategy to address Rosemount's needs and accomplish stated goals. The planning and participation process envisioned in this proposal includes development of standards and methods to create and market ***Learn, Participate, Lead!***, an initiative designed for Rosemount.

The initiative includes curriculum for internal staff and citizen education, tools for effective and mutually beneficial community engagement, reference to useful information generated through the Resilient Communities Project (RCP), and tools to connect with and cultivate community leaders. The process provides a flexible plan that can be tailored to address diverse audiences and evolving issues. Our goal is to help Rosemount connect with their residents and empower the community to help create a thriving and sustainable city through engagement in the upcoming comprehensive plan review. Key to this effort will be a focus on engaging traditionally underrepresented communities through a series of educational activities.

Goals⁶

1. Engage a diverse range of residents over an extended period of time through a series of activities.
2. Inform residents about the structures, functions and processes of the local government to enable more effective participation.
3. Build skills, capacity, and leadership experience of participants for ongoing engagement.
4. Explore and reveal key community issues to begin setting a vision for the community.

⁵ City of Rosemount, Minnesota. 2014. Community Engagement Initiative – MOCK Request for Proposals.

⁶ City of Rosemount, Minnesota. 2014. Community Engagement Initiative – MOCK Request for Proposals.

Key Issues

The City of Rosemount has established methods of planning and decision-making which have historically experienced little or no public involvement. This has not required significant attention as residents of Rosemount seem generally satisfied. As a result, Rosemount has not experienced great need to commit resources to develop programs that effectively engage the public. No overarching public engagement initiatives or coordination exists between City departments at this time. However, the City of Rosemount is currently experiencing a cultural diversification of its population and City staff members recognize the need to engage these new populations. Future engagement methods will need to include new and culturally specific approaches.

In the absence of an engaged public, the City is missing out on opportunities to collectively enhance Rosemount and create a vision, by the people, for the future. Additionally, by lacking a clear forum for community participation, residents are missing an opportunity to provide feedback to city staff and leaders. In such cases, issues of concern to the public may go undetected and unacknowledged by staff and, ultimately, may only be recognized once an issue has been elevated to a problem or crisis status.

There is a lack of awareness among residents about the role the City plays in planning processes. Residents don't know the roles that private business, consultants, City departments, and other government entities play in the development, maintenance, and visioning of their city. Civic skills and capacity of Rosemount's residents will be particularly important as the City faces development pressures and opportunities in the coming decades.

Planning and Participation Issues

- Need overarching, proactive engagement initiative
- Evolving community
- Opportunity to enhance staff understanding community needs
- Opportunity to enhance resident civic skills and capacity
- Upcoming comprehensive planning update in 2018

Local Issues

- Community gathering spaces
- Urban agriculture
- Energy
- Public art
- Infrastructure

A Framework for Community Participation: *Learn, Participate, Lead!*

The overarching framework for this proposed planning and participation process is encapsulated in the *Learn, Participate, Lead! (LPL!)* brand.

- *Learn Rosemount!* involves educating the public to garner interest in the planning process and to cultivate more meaningful interaction by developing knowledgeable citizens. Education for residents on City structure, processes and planning issues is a key component of *Learn Rosemount!*, as is education of City staff on issues related to increasing diversity, and encouraging public participation in an evolving community.
- *Participate Rosemount!* consists of initiatives designed to reach out and encourage participation from those in the community who are unaware of the planning and participation process, individuals and groups who have been traditionally underrepresented and underserved, as well as more involved residents and community leaders.
- *Lead Rosemount!* programs are designed to strengthen relationships with existing community leaders and to stimulate the creation of and empower more comprehensive community leadership. Identification, organization, cultivation and empowerment of citizen leaders is important for *Lead Rosemount!*

These three unified initiatives have extensive overlap and the key concepts of all three have a place in every aspect of the *LPL!* Framework. The approach has been designed to create familiarity with all City programs through a recognizable and understandable brand. The three *LPL!* elements will quickly and effectively inform the community of the major theme of a particular program.

LPL! Objectives

- (1) Establish *LPL!* as widely recognized terminology among City residents.
- (2) Establish a knowledgeable, compassionate, and culturally aware attitude among staff.
- (3) Establish a working toolbox of effective methods to communicate with residents and target audiences.
- (4) Enable provision of relevant and useful information to the community.
- (5) Maintain non-hierarchical relationships with communities based on mutual respect.

(6) Establish an educated public with an enhanced ability to contribute to decision making.

LPL! Approach

Building blocks for the **LPL!** initiative include development of an interdepartmental public engagement team of City staff and a community advisory team to develop, coordinate, and implement the City's public engagement activities; a broad marketing and communication campaign; and a series of participatory events. The communication campaign will jumpstart the initiative with a multi-format strategy to advertise a series of events and foster interest in community discussions. **LPL!** has been designed with a goal to position the community to develop the next comprehensive plan as a plan for the people, by the people.

The **Learn, Participate, Lead!** initiative is about educating the community about City functions, processes and planning structures; providing a diverse range of participation opportunities; and empowering community members to take the lead in planning activities, plan development, and plan implementation. Main components of the **Learn** portion will highlight a Community Speaker Series and a Community Planning Curriculum tailored to the City of Rosemount. **Participation** will take on a wide range of activities including traditional public input methods; meetings in a box; discussion dinners; pop ups, significant places mapping; surveys; and staff availability at local and organizational events. Results from public input and participation will inform the upcoming comprehensive plan update through the **LEAD! into 2018** transition. **LPL!** will position community members to begin a visioning process for the 2018 planning effort. Strategic and neighborhood plans focused on local issues (e.g., public art and community spaces) will be discussed and developed in preparation for comprehensive planning.

Target Audiences

Key audiences for the **LPL!** initiative typically have low levels of civic engagement. These audiences include youths, seniors, racial or ethnic minorities, and renters. These groups must all be engaged to satisfy the foundational objective of educating the community on the structure, function and processes of the City. Doing so enables more effective participation, which can create a better vision for the City in its comprehensive plan update. Outreach to all residents is necessary for this objective, but specific outreach strategies will be needed to reach each target audience. To engage a diverse range of residents in Rosemount, City staff will need to expand and rely upon working relationships with community members.

With the significant growth experienced in Rosemount, accurate demographic data are limited. An initial stakeholder analysis has been conducted based upon communication with City staff, a review of American Community Survey data, and recent school enrollment in Rosemount. To broaden this analysis, we recommend engaging existing community contacts (e.g., from organizations that serve underrepresented groups) to refine the stakeholder analysis. Focus groups with community leaders and members of underrepresented communities are recommended to refine the proposed *LPL!* initiative based on community-identified issues, partners, meeting spaces and communication or engagement preferences. It is important the City understand barriers, concerns, and needs of residents in order to develop and implement a mutually beneficial participation process will be key to *LPL!* success.

Question examples

“How can the City help improve communication and participation?”

“Who is missing?”

“What issues should the City be addressing with residents?”

“How do you want to be engaged?”

“How do you want to receive follow up to public participation?”

This is a very basic yet fundamental stage in the *LPL!* initiative. Identifying, partnering, and speaking through community leaders has proven to be an effective strategy many times over. Once the City has established communication it can then begin to educate, inform, and include the people in the process.

New residents are still integrating themselves within the City, and thus may not have the level of connection or familiarity with the City that established residents enjoy. From the 2000 U.S. Census to the 2011-2013 American Community Survey (ACS), Rosemount citizens who identify as Black or African American have increased by 150%, Asian by about 200%, and Hispanic or Latino by about 200%. People who identify as racial and ethnic minorities are moving into Rosemount at a rate much higher than that of the State. Members of different races/ethnicities are distributed fairly evenly throughout Rosemount, with a slight increase in minority populations in the northwestern side of the City, north of 150th St. W., particularly among people who identify as Asian. To reach this audience, additional participatory activities in northwestern Rosemount should be considered. Participatory tools for communities that are more challenging to reach are described in the “Participate” section below.

Strategies to reach senior citizens and youths are unsurprisingly quite different. Seniors can become less engaged with their local government due to the digital divide, where an increasing amount of information is disseminated. It would be worthwhile to visit the Rosemount VFW or local churches to engage with seniors. An ample amount of young people, conversely, could be reached through the

internet on the City's Facebook page. These are broadly applicable strategies, so we suggest connecting with the respective organizations of each group, such as DARTS for seniors and the Rosemount Youth Commission, to learn of other locations where these groups congregate.

Renters are the second and only other group that can be identified geographically. This audience can be an outreach challenge due to factors such as having lived in the City for a shorter period of time than homeowners or because a number of renters do not have utility bills in their name. Renters are concentrated downtown and in the neighborhood that lies in the triangle between Dodd Blvd., Shannon Pkwy., and 145th St. W. New resident-specific materials, such as the Rosemount Resident Guide, could be inserted with *LPL!* initiative mailings to these racial/ethnic and renter-dense neighborhoods. Community organizations will also be instrumental in reaching out to these populations.

A community-led *LPL!* advisory committee should be established with people representative of the community, with particular emphasis on including individuals or organizations who reflect target and underrepresented groups. Resilient Communities Projects (described in the "Learn" section below) could be used to inform potential committee members and garner interest in *LPL!* and this committee. Use of the advisory committee will increase the likelihood that Rosemount's public engagement remains relevant to the community. The *LPL!* advisory committee should be composed of well-respected community residents, who will receive attention from their respective community and also serve as a well-connected point of contact to their community. The attributes of these committee members will help implement the *LPL!* initiative by reaching a broader spectrum of the community and lending legitimacy for the initiative through their own promotion of the engagement.

Audiences

- Community as a Whole
- New Residents
- Legacy Residents
- Youth (Elementary Students, Secondary Students)
- Young Adults (Post-Secondary Students, Young Professionals)
- Elders
- Families
- Households (diverse cultures, immigrant communities, multi-generational)
- Racial and Ethnic Minorities
- Socioeconomic Classes
- Renters/Homeowners
- Parks Users
- Arts Community
- Agricultural Community
- Business Community

Partners

- 360 Communities
- Community Action Partnerships (CAP) Agency
- DARTS
- Dakota County
- Dakota County Technical College
- Farmers Market
- ISD-196
- One Rosemount
- Police Department
- Rosemount Area Arts Council (RAAC)
- Rosemount Recreational Center
- University of Minnesota (Humphrey School of Public Affairs; Resilient Communities Project)

Brand Marketing and Promotion



The *Learn, Participate, Lead!* brand has been designed to communicate and reinforce the three intersecting elements of public participation. It has also been designed to be an enduring brand that can be used to promote community engagement in Rosemount through the 2018 comprehensive plan update and beyond.

Initial rollout of the *LPL!* brand is planned to coincide with a celebration of the Resilient Communities Project, and associated speaker series, in May 2015. Introduction of the *LPL!* initiative is a proactive next step following completion of the RCP that will 1) build upon and use findings of the year-long research investment, 2) answer the important question of “What Next?”, and 3) garner additional attention through a clear connection to the RCP.

The City should develop a strong marketing plan for *LPL!* and the upcoming comprehensive plan to garner interest in participation, share participation opportunities and highlight fun events, successes, and benchmarks. Rosemount could develop a partnership with the Civic Engagement Committee at Dakota County Technical College (DCTC) and the graphic design and multimedia department to extend the marketing campaign and promotional material for the *LPL!* initiative. Over the next two years, the

City should be regularly promoting **LPL!** at events and public spaces throughout the City. The City has a well-developed online and email presence, newspaper and print outlets, and local television options that should be used to promote and advertise the **LPL!** initiative. Word of mouth will play a big part in promoting the **LPL!** initiative and related activities through the partnerships and relationships the City builds in early engagement steps. Marketing activities will be an ongoing process. At each event or activity, promotion of the next and upcoming events should be made. In the weeks and days before an event additional promotional efforts should be made to capture last minute decision-makers. The City should inform participants of the timeline for respective plans and projects and when they can expect to see the results of their input, as well as how to receive the results.

Multimodal Communication

The **LPL!** initiative relies on multi-modal, one-way and two-way communication to foster community relationships. Information will be posted before and after participation activities online, in the newspaper, via email update, and by presentations and brochures for larger participation activities. Some groups may want a simple memo update and others may want to meet in person. Updates and recaps should also be done at each participation meeting and events.

City staff should inform target audiences based on their preferences. It is important to provide timely feedback after events. A good way to show the public their input is being heard is to implement small projects and activities that the public has expressed an interest in as soon as possible. People like to see that work is being done, even if incremental. Always provide a means for participants to respond and provide feedback such as written comments, online and email, and in person. Information can be delivered via email, mail, public postings, online, newspaper, radio and television.

Content

Current and future issues facing Rosemount, along with the need to advertise public services and events, will determine the majority of the **LPL!** communication content. First and foremost, people need to know where to find information and who to ask if they have questions. The answers to common inquiries should be used as a resource for repeat questions, and could be disseminated to the larger population.

Distribution of, and discussion about, RCP outcomes is an essential communication priority; will provide a wealth of content for **LPL!**; and will serve as a basis of information for the upcoming

comprehensive plan. Content will also contribute to education of interested citizens through a City of Rosemount *LPL!* Community Academy to promote further leadership development.

Finally, the City needs to advertise the various events and services. This is important for successful turnout of events and for reaching those in need of services. The City should also advertise their presence at local and organizational events to show mutual support for resident interests.

Communities of Interest and Communities of Place

Communication of content in a manner that is relevant and meaningful to general and targeted audiences is crucial. For example, public participation may be more successful if content and participatory opportunities are framed within a local scale (e.g., neighborhood issues) and small area plans because they are often more readily tangible. Residents are better able to provide input because they have a higher level of “local knowledge” and understanding of their neighborhoods. It can be more difficult to grasp comprehensive planning’s scope and scale than, for example, a park plan.

Communication Methods

Communication for public engagement requires a diversity of techniques and comprehensive strategies. Every communication technique has tradeoffs; *LPL!* will utilize a series of integrated and diverse techniques to communicate effectively to a diverse audience. Communication plans are iterative and are more successful if the audience is included in the design and refinement of the public engagement process. The community advisory committee could be utilized to confirm and evaluate communication strategies (e.g. through user surveys).

Rosemount distributes information to its residents through an extensive email list; a monthly column in the Rosemount Town Pages newspaper; new resident and parks brochures, a well-maintained website; and a tri-annual newsletter, which is Rosemount resident’s largest source of information. These traditional techniques, which have an existing audience from years of exposure, are effective and are focused on providing information but may not be reaching new, diverse audiences. These techniques are excellent avenues for marketing the *LPL!* initiative and providing regular updates to planning activities, engagement opportunities and the upcoming comprehensive plan.

The City needs to increase and enhance its presence on social media, such as Facebook, as a sizable portion (37%) of the community uses the site. The page can function both as an information portal and as a forum for public comments, questions, and idea generation. As an alternative, a portion of the

Rosemount website could be developed as an online *LPL!* portal. Two-way communication will increase the spectrum of engagement from informing to consulting (e.g., through posting question-of-the-week requests). It provides a communication line to individuals with online access that may not respond to traditional methods. The City should consider partnering with the Dakota County Technical College multimedia and graphic design department to help develop the City's online presence.

The most important aspect of a communication plan is in-person communication and relationship-building. It is crucial that the City meets with target groups through coffee klatches, participation in events hosted by community organizations, and reaching target audiences by visiting their events and locations for socialization. Opportunities to utilize partner communication strategies and networks, such as advertising through organizational email lists or newsletters should also be considered. The City needs to talk to known organizations, e.g., 360 Communities, Darts, and RAAC to strengthen communication lines, get help identifying and contacting target groups, and learn preferred methods for reaching target groups..

Once a relationship has been established, techniques like Meetings-In-A-Box and the *LPL!* speaker series can be implemented more effectively. Personal relationships are key to sustaining long term engagement. Without these relationships, the City may have a difficult time reaching underrepresented groups and sustaining long-term engagement. Strong relationships are the most important piece for capacity building.

Information Delivery

LPL! will make a point of asking participants how they want to receive communication regarding upcoming projects, events, and planning activities; how they want to participate; how they prefer to provide comments and feedback; and how they expect to receive information about projects in which they have participated. Some will want simple email updates or online updates, others may want brochures, and some may want presentations updating them on how their participation and input was used. It is important to follow up with participants in a timely manner and in the fashion they prefer. The key is to identify and follow through with the communication preferences of participants.

Learn

LPL! is designed with components to educate both staff and residents. First, City staff will benefit from RCP findings and learn more about residents and resident needs, how to engage diverse members of

the community, and resources to enhance participation through a brown-bag lunch series. Second, the public will about civic participation in a manner that is interesting, useful, and fun through the RCP speaker series and information and curriculum designed to reach various audiences through different levels of engagement.

Resilient Communities Project (RCP) Speaker Series

The Resilient Communities Project (RCP), an initiative of the Sustainability Faculty Network at the University of Minnesota, provides sustainability expertise to one community each year through collaboration between students, faculty, and the partner community. The City of Rosemount was selected as the RCP community for 2014-2015 and is currently benefiting from work on nearly 40 community-based projects touching on topics related to housing; communications and public engagement; parks, open space and recreation; energy and green technology; water management; transportation and land use; and economic development⁷. These projects are anticipated to provide a wealth of information on Rosemount that will be valuable to City staff as well as the community and can serve as a foundation for discussions to inform the 2018 Comprehensive Plan update. *LPL!* will rely on this in-depth exploration into community issues by incorporating findings into staff and community training as well as to kick off the community engagement initiative through a widely advertised speaker and dinner series to begin community discussions.

Staff Training

LPL! asks City staff and leaders to enhance their own engagement skills through understanding current trends and issues identified by RCP, dedicating resources for public participation, and forming an internal staff team with the responsibility of coordinating public participation and engagement efforts. Team formation should involve training for staff at the outset to learn how to establish regular communication channels between departments and with the general public as well, and also how to engage minority and underrepresented groups throughout the community. Dedication of resources, including funding, time, and staff, to public engagement is a critical City need. Internal education will come from many different sources such as: RCP proposals; development of *LPL!* training sessions, projects, and event materials; individual research; and lastly from additional consultation and trainings.

⁷ Resilient Communities Project website: <http://rcp.umn.edu/home/communities/2014-2015-projects/> (accessed 1 December 2014)

***LPL!* Academy**

A significant *LPL!* education component will be a form of Citizen Academy in which a series of courses and trainings will be created to teach civic engagement and community planning as it relates to the City of Rosemount. The City should work with the Humphrey School of Public Affairs, Dakota County Technical College, government agencies and local partners to develop a location-specific community and regional planning curriculum for its residents. The curriculum should include topics identified by resident's interests. Potential topics could include public planning processes, public participation, land use planning, neighborhood planning, urban design, economic development, land use law, environmental planning, transportation planning, and natural resource planning in addition to topics of particular local interest (e.g., public art or community spaces). Curriculum should be adapted to the history and patterns of development that lead to the current City of Rosemount and surrounding areas. Consider having instructors from respective organizations and agencies teach their expertise of topics. The key here is to create a curriculum that is appropriate for residents to learn through a series of courses and trainings that build upon topics and current planning activities, such as neighborhood plans and local issues.

To implement this, a series of community education core courses could be created and continued from year to year. A simple residents' guide to planning process could be used to initiate the course curriculum development and provide a useful resource to handout at events and send to new residents.

Course material should include a digital version that could be printed as needed and should be adapted for non-English speaking (or English-as-a-second-language) residents. Courses can also be digitally recorded and offered online and on public television. One option would be to create a massive online open course available to residents. Lectures can then be watched at users convenience and short quizzes used to gauge understanding and record participation. Residents could be awarded points for completing courses. Points could be awarded individually or as neighborhoods to create a competitive challenge to become citizen planners. Awards, such as gift certificates to local restaurants, could be given for achieving certain point benchmarks, such as completing a number of courses.

A curriculum should also be made for school-aged kids as well to foster participation and interest in *LPL!* at an early age. Partnership between the school district a City would have multiple benefits by informing and engaging students while meeting education requirements through an applied project.

Participate

LPL! participatory events have been designed to develop a foundation of public engagement in advance of the 2018 comprehensive planning process. Traditional public participation events often rely on the public coming to the planners and events and expecting the public to be engaged, show up and participate. The assumption was made that Planning is inherently interesting and civic engagement is a not only a right but an activity in which people would want to participate and that planners should accommodate. Our approach suggests designing participation efforts that can be integrated with community activities and events, such as the farmers' market, 360 Communities, RAAC, and annual events. *LPL!* asks the planners to go to where the people are, instead of expecting people to come to the planners. The City needs to show an interest in its citizens and establish solid relationships, only then will citizens be receptive to further proactive public participation and planning activities.

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The *LPL!* participation process asks the City to actively attend local events, meetings, and activities that residents and local organizations are hosting. Attending these events, talking with and listening to the people, is crucial to building strong relationships with residents. Build in downtime for people to reflect on planning activities and for staff to synthesize and integrate public input. Re-establish public interest by presenting the results of the last engagement activity and introducing the next step. A mixture of social and planning events will help ensure long-term participation and interest.

Example Gathering Spaces

- Central Park and other City parks
- Community Events
- Community Gardens
- Farmers' Market
- Neighborhoods
- Public Schools
- Robert Trail Library
- Rosemount Family Resource Center
- Rosemount Community Center
- Steeple Center
- UMore Park

Citywide neighborhood mapping and significant places project

Another approach to garnering interests in planning and *LPL!* is to conduct a citywide neighborhood mapping and significant places project. Consider asking residents to outline the boundaries of what they consider to be their neighborhoods. Ask residents to identify significant features and locations on a map and ask about aspects they like and do not like. This information can be compiled to help identify distinct neighborhoods and begin the process of creating neighborhood plans. Let neighborhoods create visions, goals, and name their neighborhoods to instill ownership and commitment to the planning initiative. These plans can then be used throughout planning courses and trainings. Mapping activities can be done at workshops, in courses, at events and through

neighborhood-led meetings (e.g., Meetings-in-a-Box). Mapping can be done on paper or an online mapping survey could be created through ArcGIS Online, Google Earth, or Wiki-map. This mapping activity could be used for identifying priority public spaces, locations for public art, identifying infrastructure needs, connectivity surveys, locating community gardens, pedestrian and bike feasibility studies and way finding projects. Early mapping activities can be used to initiate neighborhood plans and connect with neighborhood leaders for ongoing engagement. Neighborhood-scale mapping and plan development is an excellent way to get proactive interest and participation while completing planning activities.

***LPL!* in Your Neighborhood**

The City needs to be present at community events, not just Leprechaun Days but also at school events, park events, farmers market, recreation center events and activities, 360 communities events, RAAC events and any location that target audiences are attending. The City can bring trainings, information, mock planning, strategic plans, and mapping activities to community events, local organization events and meetings to reach a broader audience and bring the planning to the people. It is important the City maintain active presence at non-city lead events to promote *LPL!* and provided opportunities for engagement. More importantly the City needs to show it is participating in the activities of the people.

LPL! in Your Neighborhood should be designed to build off of community discussions generated during the RCP Speaker Series and previously identified local issues. For example, in our work plan we have suggested a “Developing a Community Vision” event that uses a partnership between RAAC artists and community members to develop artwork for City Hall that reflects the vision different community members have for the future or Rosemount as well as a photo contest for the community to identify important spaces.

When possible, the City should provide entertainment and fun activities, such as games, food, and music, in addition to a planning agenda at public engagement events. This can also be accomplished through partnering with events such as the Bluegrass Festival. Opportunities for residents and City staff to socialize without a strong planning agenda are also important.

Meetings in a Box

To engage hard to reach or underrepresented groups, meetings-in-a-box should be created to parallel *LPL!* other participatory activities. Contacts established in initial engagement activities should be encouraged to host meetings-in-a-box gatherings to further include target groups. Opportunities

include the creation of academy courses for small group settings, mapping activities, or structured topical discussions to be led by residents. Meetings-in-a-box can also be used to conduct surveys or questionnaires as well as to inform the public about planning activities. Meetings in a box are an excellent way to reach minority groups and build stronger relationships with hard to reach groups.

Lead! Into 2018

LPL! has been designed to increase community planning capacity, engage new and diverse residents, and develop long-term relationships with an eye to the future. Rosemount is changing. Through *LPL!*, our aim is to build off of learning opportunities, community participation and leadership development in preparation for the 2018 Comprehensive Plan Update. Participatory events will be designed to solicit discussion and input on the key issues of community gathering spaces, urban agriculture, energy, and public art. This information can be organized as informal, topical strategic plans or compiled into more local neighborhood plans. As mentioned, these plans would provide excellent opportunities to teach planning throughout *LPL!* courses and trainings, create opportunities for participation and engagement, create opportunities for comment, feedback, and input about planning projects, and help the City develop community-based information that can feed into the comprehensive planning process. The possibility to build community capacity while completing meaningful planning activities is invaluable.

Work Plan

Four key components serve as the foundation for the *LPL!* initiative. While a suite of tools in support of each component has been identified, the proposal has been designed to allow flexibility in prioritization and implementation of *LPL!*

Two components, enhanced staff capacity and community partnerships, will set the stage for community ownership of a broad, well-communicated public engagement initiative. These components will build off of the RCP outcomes and current community assets.

Key Tasks

Component 1: Staff Capacity

Training focused on enhancing staff capacities related to community diversity and resident engagement will leverage understanding from RCP study, expand proposed stakeholder list through community expert analysis, and refine the participation proposal with input from key community leaders.

Component 2: Community Partnerships

Community partnerships for public engagement will be strengthened through component 1 and, specifically, focus groups or panel discussions designed to enhance staff understanding of community participatory needs and preferences. Establishment of an LPL! Advisory Committee is recommended to engage and leverage expertise of current community leaders and to shift the LPL! initiative from a proposal to a community-designed effort. An *LPL!* 8-to-80 program is suggested to benefit from Rosemount's strong youth and elder communities.

Component 3: LPL! Communications Strategy

A multi-modal communications strategy is recommended to inform and initiate dialogue with Rosemount residents. The strategy includes development of a community *LPL!* curriculum and academy, marketing the *LPL!* initiative, and creating tools to recruit and retain participants. An example summary communications strategy is provided in the Appendix.

Component 4: Rosemount Learn, Participate, Lead! Events

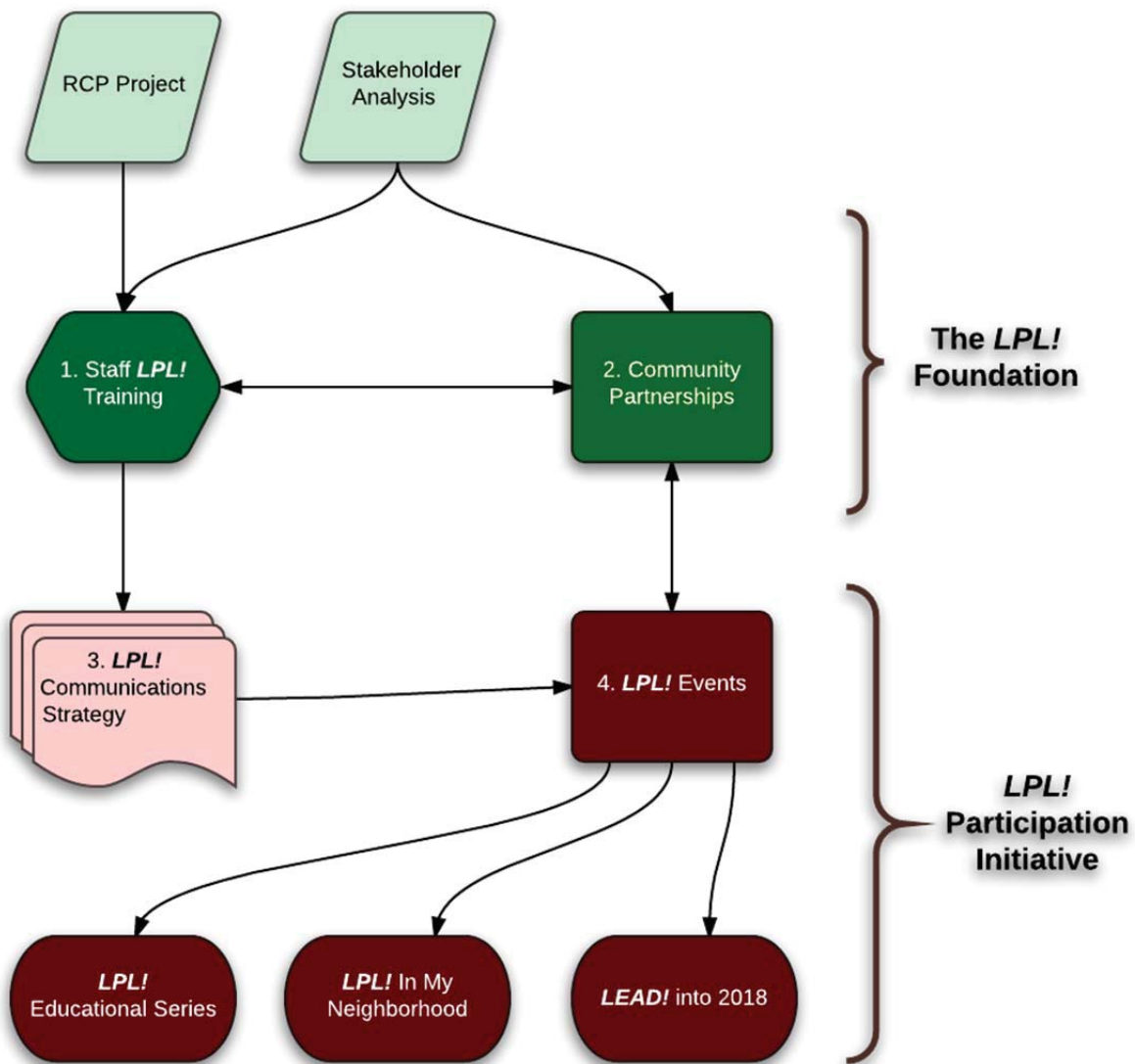
A number of events have been designed to build community planning and participation capacity in advance of the 2018 Comprehensive Planning Process. Goal-oriented *LPL!* events and activities will include an RCP celebration and speaker series; development of a residents' academy; neighborhood events; and *LEAD! into 2018*, a transition into the City's comprehensive planning process.

Timeline

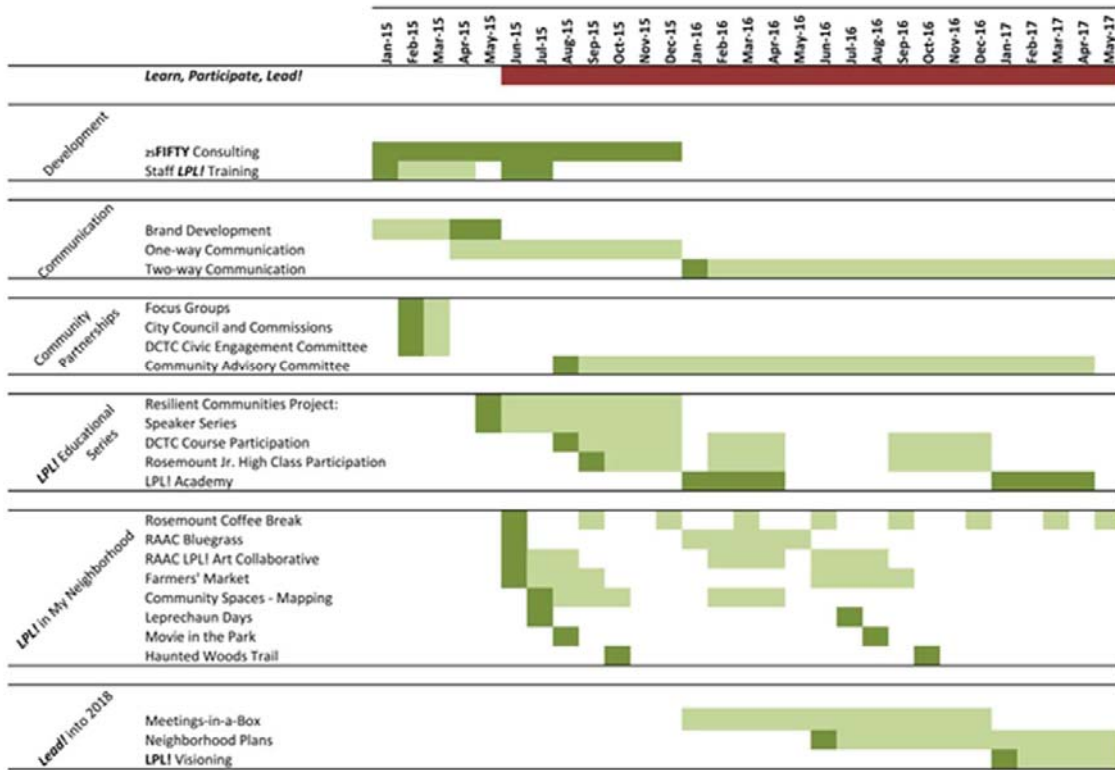
25FIFTY wants to ground the *LPL!* initiative by conducting a City staff meeting after this document has been reviewed internally. Staff should have the opportunity to thoroughly review this proposal and associated RCP documents. A follow-up meeting will provide time to ask questions or provide suggested improvements for this proposal. Staff training on outreach methods will ensue as early as February, and should have taken place by May. The work of branding the engagement process will begin in February and be completed by May, ready to be used in the summer public outreach series. In

spring, focus groups and City leadership (Council/boards/commissions) will be consulted to identify member for the Community Advisory Committee, which will be essential to guiding City outreach efforts. In May and June, the City will heavily promote the upcoming series of engagement events, which is followed by the two-way, interactive, activities from June through September.

Flow Chart of the LPL! Framework



Rosemount Community Participation - Proposed Timeline



Key Meetings

Key meetings will reflect the 4 key components of the **LPL!** initiative and include a staff kickoff event and brown-bag engagement series, a community leaders Participation Focus Group, the RCP Speaker Series, the LPL! Academy, LPL! in Your Neighborhood, and a visioning kick-off to **LEAD! into 2018** comprehensive planning.

Staff Capacity

Learn, Participate, Lead! staff kickoff and brown-bag series on community engagement:

An investment in staff capacity in community diversity and engagement will benefit from RCP projects that can inform staff about community trends, resident desires, and engagement needs. The **LPL!** staff component will utilize a brown bag series to highlight RCP information particularly valuable for City staff and other leaders. An interdepartmental public engagement committee will be established to share engagement expertise and to develop, coordinate, and implement the City's public engagement activities.

Who – All City Staff. Required for heads of each Department and all City Planning staff

Where – City offices

When – Weekly: January 2015-July 2015

Kickoff: January 2015

- Serving a Changing Community: Rosemount Demographics and Future Projections
- Stakeholder Analysis – Review of 25**FIFTY** analysis; identification of additional key community leaders to contact – invite for focus groups in May

LPL! Academy and Education Materials: February - May 2015

- City staff reviews new resident guide for application to LPL! Citizen's Academy and other community planning outreach materials (e.g. LPL! in the Classroom).

Brown-bag Series: June - July 2015

June

- Cultural Integration: New Immigrant Groups in Rosemount – Gaps in Services and Programs (Maurer)
- Communication Methods for Underserved and Hard-to-reach Populations
- Connecting Volunteers and Organizations (Cox and Foster)
- Supporting Neighborhood Cohesion (Cox)

July

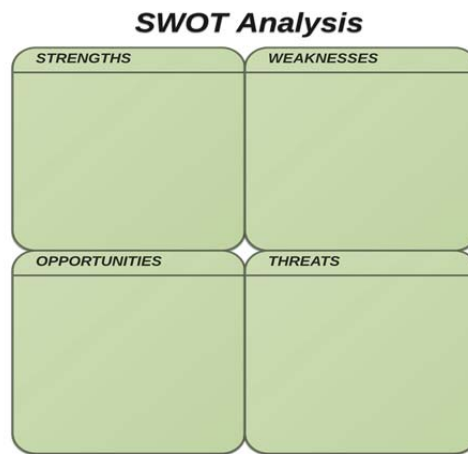
- Homeowner Associations: Collaboration and Partnership for Public Benefits (Watson)
- Opportunities to Enhance Leprechaun Days (Schuster)
- Strategies to Publicize Community Amenities and Engage Residents in Future Capital Planning (Schuster)

Community Partnerships

Learn, Participate, Lead! community outreach and engagement

Community Partnerships: February - March 2015

Focus groups with community leaders to identify community participation needs, refine stakeholder list, and explore community strengths, weaknesses, opportunities and threats. The SWOT analysis will begin with a review of previous engagement efforts and community partnerships.



Community Advisory Committee:
May 2015

Establish Community Advisory Committee based on initial focus group participants and additional community leaders. This group should meet bi-monthly to support LPL! implementation and

refinement. Key outcomes from the initial meeting will include commitments from youth commission, RAAC, DCTC and ISD-196 on proposed LPL Educational Series and Neighborhood Events.

Who - City Council, City Commissions, Civic Organizations, Chamber of Commerce, DCTC Civic Engagement Committee

Where - City Hall and meeting locations of respective partners.

Rosemount LPL! Events

LPL! Educational Series

RCP Speaker Series (Sponsored by LPL! Initiative)

Kickoff Celebration: May 2015

Outcomes of the Resilient Communities Project will provide a wealth of information for the community to use as a foundation of the comprehensive planning process. A kickoff to celebrate the 2014-2015 RCP will include an overview of the project, a community

introduction to the **Learn, Participate, Lead!** initiative (announce academy and partnerships), an invited speaker (History of Rosemount?), and a poster session to advertise projects and upcoming speaker series.

Dinner Discussions: June 2015 - December 2015

RCP dinner discussions will be organized around five themes identified by the City of Rosemount: Creating Public Spaces, Urban Agriculture, Public Art, Energy, and Infrastructure. To the extent possible, they should be placed based in community spaces throughout Rosemount (e.g., Central Park, Community Center, Community Gardens) and presented concurrent to LPL! in My Neighborhood events. Dinner discussions will be facilitated and recorded to identify community priorities, additional topics for consideration and potential questions for online and physical meetings-in-a-box. Citizen interest will be gauged from the presentation of RCP materials to tailor further outreach and engagement efforts based on initial attendance.

Series 1: Creating Public Spaces

Community Gathering Spaces
Recreational Programming (Kids in Nature)
Recreation Needs and Opportunities (Underserved Populations)

LPL! in the Classroom*DCTC Civic Engagement: Fall 2015 - Fall 2016*

Partnership with the Dakota County Technical College will support goals of the DCTC Civic Engagement Committee and connect student work with applied community needs. The Design and Technology Department at Dakota County Technical College presents a significant opportunity to use students within the

Oak Savannah and riverfront restoration
Public multi-jurisdictional athletic fields

Series 2: Urban Agriculture

Urban Agriculture
Community Gardens

Series 3: Public Art

Public Art in the Downtown District

Series 4: Energy and Green Technology

Alternative Sources of Energy
Greenhouse Gas Emissions
Efficient Lighting, Climate Adaptation
Water (Storm Water Management, Water Reuse and Conservation)
Green Energy Impacts on Urban Development

Series 5: Infrastructure

Housing: Barriers and Opportunities for multigenerational Housing, Single-family housing, student housing
Transportation (Non-motorized, travel-shed analysis)
Benefits and Impacts of Constructing Alleys
Economic Development (Business Clusters, Eco-Green Business Park, Website)

community to develop communication curriculum materials based on the materials from the RCP. The LPL! initiative will work to coordinate development of an online community engagement portal during the fall of 2015, recording of the first LPL! Citizen's Academy courses during the spring of 2016,

involvement of DCTC students in the 2016 LPL! photo competition, and development of an online Citizen's Academy during the fall of 2016.

Rosemount Middle School: *Fall 2015 - Fall 2016*

Partnership with Rosemount Middle School will include presentation of LPL! Academy topics to students, introduce students to Rosemount Youth Commission opportunities and events, and conclude with a group projects in support

of one of the five City of Rosemount planning themes: Creating Public Spaces, Urban Agriculture, Public Art, Energy, and Infrastructure. Participation in the LPL! community spaces photo competition will also be promoted.

LPL! Community Academy

The **LPL!** Citizens Academy will be designed to introduce residents the planning process as well as City governance and assets. This program will give residents the knowledge, tools and resources to be active, educated and highly effective participants in the community planning process. Opportunities to connect participants with City Commissions will be identified. To incentivize participation, the City could create a local accreditation or award for residents to become *citizen planners*. Residents completing the **LPL!** Citizen's Academy will be recognized by the City Council; one community leader will be recognized annually with a leadership award.

LPL! In Your Neighborhood

Engaging citizens face-to-face is the best way to create dialogue between citizens and Rosemount staff. Consistent dialogue opens easy, comfortable lines of communication between staff and citizen, allowing the City to better address resident's needs, and allows the two parties to handle conflict better if it does arise.

Rosemount will create a series of education and engagement events for the public around the topics of 1) Community Gathering Spaces, 2) Urban Agriculture, 3) Energy, 4) Public Art and 5) Infrastructure. These meetings will take place with varied structures (e.g., charrette), audiences, dates, times and locations in order to capture the most attendance. Residents will ideally learn general information of each topic, and then each topic will be presented on how it specifically relates to Rosemount. Next, residents will give their perspective on how they believe Rosemount relates to the topic. A

basic SWOT (strengths, weaknesses, opportunities, and threats) analysis is a useful tool to start a comprehensive conversation in all these topics.

Who - Community members, targeted audience by topic

Where - Leprechaun Days, County Fair, School Events, Park Events, Rec Center, 360 Community Events, RAAC events - Bluegrass Festival; Art Collaborative and Photo Contest, Neighborhood Block Parties, Rosemount Coffee Break, Farmers' Market, Movie in the Park, Haunted Woods Trail, Police Night to Unite, Community Gardens, Community Center

Community Perspectives – Developing a Community Vision

Art installation through RAAC artist partnership with community/underrepresented groups to make artwork for City Hall. A LPL! Significant Spaces photo contest will be used to engage and reflect the interests of various residents. Additional opportunities to invite the public to suggest ways to redesign City hall meeting spaces to be more friendly to the public could also be considered.

Significant places mapping: valued spaces and assets (Community Gathering Spaces)

Mapping project to identify important locations, spaces, features of the community combine with a photo contest.

Out-of-the-box Planning

Mock planning workshops for creative planning scenarios (e.g., such as building our City, zombie planning for Halloween, envisioning a no-car city, or “what if nobody in Rosemount had to work and the City was all about having fun?”

Online Surveys and Dialogue

Questions based around Urban Agriculture, Creating Public Spaces, Energy, Public Art, Infrastructure

Public Art

The Rosemount Area Arts Council (RAAC) would be a great host for public art issues. The RAAC is a volunteer-run, financially independent organization founded in 2007 to “spearhead action and programming”⁸ in Rosemount. As of August 2013, the RAAC has put on 33 events, 30 of which were free, and spent \$18,500 in Rosemount. The RAAC provides classes, grants, and community events. The Council has a relatively low amount of programming scheduled, thus it could benefit the Council by giving it a large platform to have itself heard, and the community could benefit by becoming involved with the RAAC and partnering with an established local arts organization.

⁸ <http://www.rosemountaac.org/about-us.html> (accessed 1 December 2014)

Urban Agriculture

Partnering with the University of Minnesota's Rosemount Research and Outreach Center at UMore Park is an obvious choice. UMore Park has collaborated to create the Discovery Gardens, a "regional destination where visitors are engaged in horticulture education that fosters a 'Come - Discover - Adopt,'⁹ an approach coincidentally similar to *LPL!*. Discovery Gardens will open in summer of 2015, providing an exciting and beautiful field trip for participants. A wrap-up meeting could later be held to document any inspiration the trip inspires. Meeting(s) could also be segmented or separated to focus on urban agriculture and rural agriculture

Energy

Energy, in many forms, is of high importance to Rosemount. Alternative and renewable energy research and installation, such as wind and solar power, and LED lighting, is encouraged by the City¹⁰. Energy efficiency and water conservation are important as well. The local issues of Energy, Infrastructure and Urban Agriculture are all interrelated; these events should be held in close succession to each other to while new information is fresh in the mind of residents and staff.

9

http://rroc.cfans.umn.edu/prod/groups/cfans/@pub/@cfans/@rroc/documents/asset/cfans_asset_478842.pdf (accessed 1 December 2014)

10

<http://ci.rosemount.mn.us/DocumentCenter/View/597> (accessed 1 December 2014)

Infrastructure

Infrastructure may be the largest local issue. In a residential questionnaire conducted in April 2014, 24% of Rosemount residents stated "too much growth" is the second highest "serious issue facing Rosemount today," barely behind "nothing," at 25%. Residents are clearly apprehensive about the current pace of development in the City. The rate of growth and its effects needs to be the central topic of conversation in events concerning infrastructure. Infrastructure is what physically shapes cities; a conversation on how residents want their city to grow could not be more pertinent to Rosemount's upcoming Comprehensive Plan update.

Visioning kick-off to LEAD! into 2018 comprehensive planning

This campaign will begin with a series of visioning events to make the next comprehensive plan a plan for the people, by the people. Specific details for the visioning sessions will be fleshed out as the *LPL!* initiative progresses. Visioning sessions can feed into more in-depth discussions via meetings-in-a-box to begin to inform strategic and neighborhood plans.

Information Provision

To organize the myriad of proposed meetings, the City needs to create an online *LPL!* presence in the form of a Facebook page and a website or portal that will serve as an information source to residents and the City. Residents can use the site to discover and attend meetings, and review and comment on event or meeting products. The City can gather information by making a highly visible survey on whichever topics it desires, such as the Local Issues on page 10 of this document. This website/portal can serve as an essential tool to maintain participation once the initial waves of marketing have dissipated and events have begun generating products. Displaying the products of meetings, i.e. surveys, goals, and designs through not only the website, but existing traditional sources (i.e. T.V., newspaper, newsletter) as well, is important because it will show that resident's input is being processed and broadcasted.

Conclusion

The *LPL!* framework, and associated programming, that we propose encompasses a comprehensive, inclusive, forward thinking structure which will serve the City of Rosemount and its residents well. Through branding, the people of Rosemount will be able to recognize and understand that they can be involved in City processes. As residents become aware of the roles of the City, they will have opportunities to learn about and interact with its structures. This heightened level of awareness and involvement by residents will set the stage for a comprehensive planning process with high levels of community participation and leadership. Many other municipalities have shown direct correlation between levels of involvement and successful outcomes in the city planning process. Through *LPL!* the City of Rosemount will have developed the communication channels with residents to a level that will not only benefit the 2018 Rosemount Comprehensive Plan update but will also carry the community into the future with the capacity and relationships to address future issues and planning needs. Let's help Rosemount build its future, together.

Appendix: Example Summary **LPL!** Communications Strategy

Activity	Responsible Party	Frequency	Audience	Communication	Spectrum of Participation
Learn, Participate, Lead! Initiative	City, partners	Ongoing	All	Mailings, Television, Online, Brochures, Word of Mouth, News paper, Community Education Catalogue, email	inform, consult, involve, collaborate, empower
Resilient Communities Projects	City, Partners	Early to rally interest	Community as a Whole	Flyers, Online, Newspaper, email	inform, consult, involve, collaborate
Audience Identification	City	Immediately, update as needed	Target audience	Word of mouth, email, phone calls	inform, consult
LPL! Academy	City, partners	Ongoing	All	Mailings, Online, Brochures, Word of Mouth, News paper, Community Education Catalogue, Flyers, email	inform, consult, involve, collaborate, empower
Strategic Planning	City	Ongoing	Target audience	Word of mouth, mailings, flyers, online, email	inform, consult, involve, collaborate, empower
Meeting-in-a-Box	City, Community Leaders	As needed	Target audience	Word of mouth, brochure, email	inform, consult, involve, empower
Significant Places Mapping	City	As needed	All	Mailings, Online, Flyers	inform, consult, involve
LPL! In My Neighborhood	City	Summer and early fall, 2 minimum mtgs/issue	All	Televisions, Online, Newspaper, Flyers, Word of mouth, email	inform, consult, involve
Social Events	City, Partners	2-4 times a year or as needed	All	Televisions, Online, Newspaper, Flyers, Word of mouth, email	inform
Surveys and Questionnaires	City	As needed	All	Mailings, Emails, Online, Flyers, Phone,	inform, consult