Rosemount Strategic Plan 2015-2020
Resilient Communities Program

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PURPOSE

To create a strategic plan for Rosemount. This was conducted by doing the following:

– Conducted a workforce analysis;
– Conducted an economic base analysis;
– Conducted an assessment of existing assets;
– Proposed opportunities for development and potential funding alternatives;
PURPOSE

- Create a strategic plan for the City of Rosemount. This was conducted by doing the following:
  - Conducted a focus group meeting with the express purpose of gaining insight and feedback on the potential development initiatives;
  - Conducted key informant and online surveys;
  - Developed a strategy for, and carried out an assessment of existing employment;
  - Developed a holistic, asset-based strategic plan for aligning existing resources and community-supported development initiatives; and,
  - Developed a timeline for each community to indicate target dates for their development initiatives.
ACTIONS

- 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;
ACTIONS

- The following items were be undertaken by the class.
  - 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.
ACTIONS

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
ACTIONS

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
ACTIONS

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
ACTIONS

May 2015

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

- Meant to be PRAISEworthy
  - Proactive
  - Representative
  - Asset-based
  - Inclusive
  - Sustainable
  - Equitable
PROJECT DESIGN

- Focused on the “5 TIONS” of Sustainable Development:
  - Promotion
  - Implementation
  - Documentation
  - Evaluation
  - Celebration
PROJECT DESIGN

- Tried to answer the questions:
  - What is the project?
  - Where will it take place?
  - When is it to be accomplished?
    - Benchmarks?
  - Who will be take the lead/be involved?
  - How will the project(s) come together?
  - Why this strategy and not another?
PROJECT DESIGN

- Four strategic initiatives as identified by residents and community leaders make up the plan
- Identification of steps to achieve the goals
- Utilization of existing assets
ECONOMIC BASE ANALYSIS

- 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 2000, the population of Rosemount was 14,619, and in 2010 the population was 21,874. In other words, the population grew by 50% between 2000 and 2010.

- 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.
# DEMOGRAPHICS – AGE

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Rosemount</th>
<th>Minnesota</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 and under</td>
<td>32.8%</td>
<td>26.8%</td>
<td>26.6%</td>
</tr>
<tr>
<td>20-24</td>
<td>4.5%</td>
<td>6.7%</td>
<td>7.1%</td>
</tr>
<tr>
<td>25-44</td>
<td>28.0%</td>
<td>26.2%</td>
<td>26.5%</td>
</tr>
<tr>
<td>45-64</td>
<td>25.9%</td>
<td>27.1%</td>
<td>26.4%</td>
</tr>
<tr>
<td>65 and older</td>
<td>8.8%</td>
<td>13.3%</td>
<td>13.4%</td>
</tr>
</tbody>
</table>
## DEMOGRAPHICS – ETHNICITY

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Rosemount</th>
<th>Minnesota</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>84.8%</td>
<td>85.6%</td>
<td>73.7%</td>
</tr>
<tr>
<td>Asian</td>
<td>5.1%</td>
<td>4.2%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>5.7%</td>
<td>5.2%</td>
<td>12.6%</td>
</tr>
<tr>
<td>American Indian</td>
<td>0.1%</td>
<td>1.1%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>1.8%</td>
<td>2.5%</td>
<td>2.8%</td>
</tr>
<tr>
<td>Other</td>
<td>2.5%</td>
<td>1.4%</td>
<td>5.3%</td>
</tr>
<tr>
<td>Hispanic, any race</td>
<td>5.3%</td>
<td>4.8%</td>
<td>16.6%</td>
</tr>
</tbody>
</table>
# LABOR FORCE

<table>
<thead>
<tr>
<th>Category</th>
<th>2013 5-year Averages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civilian Labor force</td>
<td>12,330</td>
</tr>
<tr>
<td>Unemployed</td>
<td>619</td>
</tr>
<tr>
<td>Unemployment Rate (%)</td>
<td>5.3</td>
</tr>
<tr>
<td>Employed</td>
<td>11,711</td>
</tr>
<tr>
<td>Nonagricultural</td>
<td>11,145</td>
</tr>
<tr>
<td>Other</td>
<td>542</td>
</tr>
<tr>
<td>Agricultural Workers</td>
<td>24</td>
</tr>
</tbody>
</table>
AVERAGE MONTHLY EMPLOYMENT

<table>
<thead>
<tr>
<th></th>
<th>Average Monthly Employment</th>
<th>Average Monthly Nonmanufacturing</th>
<th>Average Monthly Manufacturing</th>
<th>Percent of Manufacturing to Total Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2,789,861</td>
<td>2,424,375</td>
<td>305,875</td>
<td>10.96%</td>
</tr>
<tr>
<td>2013</td>
<td>2,819,864</td>
<td>2,469,083</td>
<td>307,500</td>
<td>10.90%</td>
</tr>
<tr>
<td>2014</td>
<td>2,852,476</td>
<td>2,503,608</td>
<td>312,192</td>
<td>10.94%</td>
</tr>
</tbody>
</table>
MANUFACTURING VS. NON-MANUFACTURING
EMPLOYMENT BY INDUSTRY

City of Rosemount Employment by Industry, 2014

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

- 2.7%
- 8.1%
- 18.8%
- 2.6%
- 18.7%
- 19.7%
- 1.9%
- 0.3%
- 1.1%
- 21.6%
# Largest Manufacturers

<table>
<thead>
<tr>
<th>Company</th>
<th>Employees</th>
<th>Type of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smead Manufacturing Co.</td>
<td>1014</td>
<td>Document Management Solutions</td>
</tr>
<tr>
<td>Thomson Reuters Core Publishing Solutions</td>
<td>550</td>
<td>Books and Publishing Support</td>
</tr>
<tr>
<td>Uponor</td>
<td>500</td>
<td>Plumbing, Heating, Cooling, and Sprinkler Systems</td>
</tr>
<tr>
<td>FORCE America Inc.</td>
<td>300</td>
<td>Motion and Control Systems</td>
</tr>
<tr>
<td>J&amp;E Manufacturing Co.</td>
<td>150</td>
<td>Sheet Metal, Stamping, Machined Parts</td>
</tr>
</tbody>
</table>
## DAKOTA COUNTY INCOME

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

  - A 91.9% graduation rate
  - 6.4% 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.
PROJECTS

- Retail Development –
  - Targeted implementation – 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
PROJECTS

▪ Retail Development –
  – Targeted implementation – 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
PROJECTS

- Retail Development –
  - Targeted implementation –
    - February 28, 2016 – Present recommendations to the City Council and Port Authority
    - April 30, 2016 – Develop a marketing plan to promote retail development
PROJECTS

- Retail Development –
  - Targeted implementation – 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
PROJECTS

- Retail Development –
  - Targeted implementation – 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
    - Connect new business owners to locale
    - Evaluate the effectiveness of the efforts
PROJECTS

- Retail Development –
  - Targeted implementation – 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
PROJECTS

- Retail Development –
  - Targeted implementation – April 30, 2019 –
    - Continuation of retail development
    - Hotel properties
    - Urgent care facility
    - Additional retail providers
    - Evaluate the effectiveness of the efforts
PROJECTS

- Retail Development –
  - Targeted implementation – 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
PROJECTS

- Cluster Analysis
  - Targeted Implementation – 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.
PROJECTS

- Cluster Analysis
  - Targeted Implementation –
  - 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
PROJECTS

- Cluster Analysis
  - Targeted Implementation
  - 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
PROJECTS

- Cluster Analysis
  - Targeted Implementation
  - 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
PROJECSTS

▪ Eco-Green Business Park
   ▪ Targeted Implementation – 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
PROJECTS

- Eco-Green Business Park
  - Targeted Implementation – 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
PROJECTS

- Eco-Green Business Park
  - Targeted Implementation – 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
PROJECTS

- **Eco-Green Business Park**
  - 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) alternatives
      - [http://www.uscis.gov/eb-5](http://www.uscis.gov/eb-5)
PROJECTS

- Eco-Green Business Park
  - Targeted Implementation –
  - 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
PROJECTS

- Eco-Green Business Park
  - Targeted Implementation –
  - 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
PROJECTS

- Infrastructure Development
  - Targeted Implementation –
  - 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
PROJECTS

- Infrastructure Development
  - Targeted Implementation –
  - 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
PROJECTS

- Infrastructure Development
  - Targeted Implementation –
  - 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
PROJECTS

- Infrastructure Development
  - Targeted Implementation –
  - 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
PROJECTS

- Infrastructure Development
  - Targeted Implementation –
  - April 30, 2019 –
    - Completion of Highway 52/42 bridge upgrade
  - April 30, 2020 –
    - Zip Rail development
    - UMore development
FUNDING OPTIONS

- Community Development Block Grant Program
- Tax Increment Financing
- The New Markets Tax Credit
FUNDING OPTIONS

- Grant Programs for Business Customers –
  - Development Infrastructure Program (DIP)
  - Economic Development Highway Program (EDH)
  - Industrial Access Road Program
  - Freight Rail Service Grant Program (RAIL)
  - Job Protection Grant Program
  - Small Municipal and Limited Population Grant
  - Rural Impact Fund Grant
RECOMMENDATIONS AND CONCLUSIONS

- Uses of Available Resources
- Potential Partnerships
  - The section on social capital specifically focused on the potential partnerships that could be used for the region’s development.
  - It’s recommended that these be used and regularly updated in the development process.
  - Annual assessments of existing resources at some level.
RECOMMENDATIONS AND CONCLUSIONS

- Evaluation
  - Identification of external evaluator
  - Provide regular feedback
  - Reassess needs/goals/plan as needed

- Conclusions
  - Take advantage of existing resources
  - Create opportunity
  - Leverage successes to create new opportunities
QUESTIONS?