

CHAPTER 6: ECONOMIC COMPETITIVENESS

ECONOMIC DEVELOPMENT ELEMENT

ROSEMOUNT EMPLOYMENT BASE AND RESIDENT EMPLOYMENT

Rosemount is uniquely situated in the southeast Twin Cities metro area with prime access to highways, ports and the regional airport. Highway 52, a four-lane, north to south running highway, connects Rosemount with to Rochester and the Mayo Clinic and downtown St. Paul; the four-lane, east to west running, County Road 42 connects Rosemount to Hastings and Burnsville and to major routes leading into downtown Minneapolis; and the Mississippi River is on Rosemount's northeast boundary, including three barge terminals. The location of Rosemount's economic base is also uniquely situated compared to its population base. The majority of Rosemount's households are located in the western third of the City, while Rosemount businesses, industry, and institutions are spread throughout the community. Taking advantage of these economic development opportunities during the next 20 years will be the purpose of the Economic Competitiveness Section of the Comprehensive Plan.

Table 6-1 shows the ten businesses and institutions that employ the most workers within Rosemount. Two of the top three employers are educational institutions: Rosemount – Apple Valley – Eagan – Independent School District #196 and Dakota County Technical College. It will be important for Rosemount to maintain cooperative relationships with these institutions, not only because of their importance as employers within the City, but also to ensure that their education programs prepare trained workers for current and future Rosemount businesses. Table 6-1 also shows that seven of the remaining eight large employers are manufacturing or industrial in nature. This illustrates the importance of industrial business for employment within the community, and also points to opportunities for additional tax base expansion into other business sectors such as retail, services, or financial.



Table 6-1: Rosemount Top Ten Employers in 2018

	Product or Service	Employees
Flint Hills Resources	Oil Refining	863
Rosemount Apple Valley Eagan School District #196	Education	767
Dakota County Technical College	Education	373
Proto Labs	Prototyping and Production	300
Wayne Transports	Trucking	300
Spectro Alloys	Aluminum Smelting	179
Endres Processing	Recycled Food Products	90
City of Rosemount	Municipal Government	80
Eldorado Packaging	Multiwall Bags	75
Minnesota Energy Resources	Natural Gas	55

Source: City of Rosemount

Table 6-2 shows that 12,243 Rosemount residents were employed in 2015, while there were only 7,822 jobs offered by businesses within Rosemount, which results in over 4,400 people required to leave Rosemount to find employment. When looking at the various industries in which residents are employed, the disparity between where residents work and what employment opportunities are available in Rosemount is most marked in four industries: Retail Trade; Finance, Insurance, and Real Estate (FIRE); Professional, Scientific Management and Administrative; and Educational, Health and Social Services.

Of the four industries listed above, all but Retail Trade offer average wages that match Rosemount’s level of household income. For example, in the professional, scientific, management and administration (professional) industry, there are 1,329 Rosemount residents employed within this field while there are only 223 jobs available in the City, creating an employment pool of 1,106 workers. Table 6-3 shows the average yearly wage for jobs within Rosemount for a worker in a professional field is \$51,447, while the metro area average yearly wage is \$68,744. Professional businesses would typically be located within the commercial, corporate campus or business park land use designations of the Comprehensive Plan.



Commuting habits of Rosemount residents reaffirm that much of the employment for Rosemount residents is located outside of the City borders. Approximately 43% of residents commute to a place of employment located outside of Dakota County. Additionally, 40% of all residents have commute times longer than 30 minutes.

Providing places of employment within the community for Rosemount workers will reduce the overall cost of commuting and strengthen the local economy. Reduced commuting costs can have a positive impact on the local economy by freeing up income that would normally be spent getting to and from work for more discretionary spending.

The City should recruit businesses in the financial, insurance, and real estate (FIRE) and other professional industries to locate within Rosemount. There is a significant amount of Rosemount residents who are employed in these fields from which the new businesses could draw their employees. It is anticipated that there will be a continued labor shortage over the next decade as the population ages and the birth rate declines. The commute information, coupled with the education attainment of Rosemount residents, serves as a proxy for an available workforce in the City. In the future, with additional residential growth, promoting the availability of a community workforce will be one of the City's business attraction strategies.

Table 6-2: Comparison of Employees to Employers within Rosemount in 2015

	Rosemount Residents Employed by each Industry	Number of Employees in Rosemount Businesses by Industry	Deficiency of Jobs within Rosemount to match Resident's Place of Employment
Agriculture	33	0	-33
Arts, Entertainment, Recreation and Food Service	950	42	-908
Construction	358	1,214	856
Educational, Health and Social Services	2,742	1561	-1,181
Finance and Insurance, and Real Estate	1,300	120	-1,180
Information	350	16	334
Manufacturing	1,296	1,962	666
Other Services (Except Public Administration)	575	154	-421
Professional, Scientific, Management and Administrative	1,329	223	-1,106
Public Administration	540	318	222
Retail Trade	1,391	224	-1167
Transportation, Warehousing and Utilities	909	1,133	224
Wholesale Trade	470	86	-384
Total	12,243	7,822	-4421

Source: Minnesota Department of Economic Development and US Census Bureau

Table 6-3: Rosemount Industries in 2012

	Establishments	Employees	Total Wages	Average Weekly Wage	Average Yearly Wage
Accommodation and Food Services	29	466	\$5,105,000	\$210	\$10,954
Administrative Support and Waste Management & Remediation Services	23	207	\$8,089,000	\$751	\$39,077
Agriculture, Forestry, Fishing, Hunting and Mining	4	32	\$1,846,751	\$1,127	\$57,711
Arts, Entertainment, and Recreation	12	87	\$866,000	\$191	\$9,954
Construction	59	811	\$46,605,926	\$1,105	\$57,467
Health Care and Social Assistance	36	393	\$7,502,000	\$367	\$19,089
Manufacturing	19	1440	\$138,167,000	\$1,845	\$95,949
Other Services (Except Public Administration)	27	221	\$6,999,000	\$609	\$31,669
Professional, Scientific, and Technical Services	55	94	\$4,836,000	\$989	\$51,447
Public Administration	3	43	\$2,279,736	\$1,020	\$53,017
Real Estate, Rental and Leasing	9	14	\$386,000	\$530	\$27,571
Retail Trade	34	347	\$8,250,000	\$457	\$23,775
Transportation, Warehousing and Utilities	20	706	\$44,792,000	\$1,220	\$63,445

Source: Minnesota Department of Employment and Economic Development

ROSEMOUNT PORT AUTHORITY

In 1979, the City of Rosemount established the Rosemount Housing and Redevelopment Authority (HRA), which implemented a number of projects, most notably the Rosemount Plaza block located southeast of the intersection of 145th Street West and South Robert Trail. In 1991, the City converted the HRA into the Rosemount Port Authority for the purpose of undertaking housing, economic development, and redevelopment activities within the City. The Port Authority has seven members consisting of the up to five Councilmembers including the Mayor, and at least two appointed residents.

The Port Authority sets the economic development policy for the City, acquires and demolishes buildings on blighted and underutilized land for redevelopment, and recruit's new businesses to locate within Rosemount, among other responsibilities. Many of the programs described within the Economic Competitiveness Element, such as Downtown Redevelopment and the establishment of the Rosemount Business Park, have been or are being accomplished through the work of the Port Authority. The Port Authority is responsible for implementing the Goals and Objectives of the Economic Competitiveness Section, as well as continuing to monitor the economic health of the City while recruiting new business and encouraging the growth of existing businesses. Since the last Comprehensive Plan the Port Authority has taken a more active role in highlighting local businesses through the City's website, business appreciation events, and has introduced a Home and Business Expo.

DOWNTOWN REDEVELOPMENT

The City of Rosemount originally adopted a redevelopment plan for Downtown Rosemount in 2004 entitled the *Development Framework for Downtown Rosemount*. That plan was updated and approved in 2018 to reflect changes that have taken place in Downtown since the plan's original adoption. The *Framework* covers the properties in the historic Downtown, roughly described as the blocks on both sides of South Robert Trail from 143rd Street West on the north to approximately 148th Street on the south. The *Framework* addresses seven focus areas within Downtown: Crossroads North; Crossroads South; Core Block West; Core Block East; Legion Block; Genz-Ryan; and Fluegel's. The Framework Update considers expansion of Downtown to increase the ability for redevelopment on those blocks unaffected by previous public and private reinvestment. The Update also acknowledges those blocks that have been redeveloped and the private investment that has occurred on many of the Downtown parcels.



To help spur Downtown redevelopment, in 2004 the City established the Downtown-Brockway Redevelopment Tax Increment Financing (TIF) district. The TIF district uses increased tax income (also known as tax increment) from the former Brockway Glass factory redevelopment into the Harmony residential neighborhood to pay for land acquisition, land clearing, and infrastructure costs associated with Downtown redevelopment. TIF funds were used for infrastructure and parking space construction instrumental in the redevelopment of Core Block East, land acquisition at the former Genz-Ryan site, and land acquisition of the Downtown park and ride transit station. The funds also assisted in demolition of the Brockway Glass factory, which permitted construction of a mixed residential neighborhood, Harmony.



Since 2008, the City has received almost \$1.4 million from the Metropolitan Council's Livable Community Demonstration Account (LCDA) grant for land acquisition costs and infrastructure improvements for redevelopment projects such as The Rosemount Senior Living and Cambrian Commons senior apartments. The goal of public inputs into Downtown redevelopment is to spur private sector investment in other Downtown properties. The Downtown has seen major renovations

of both the First State Bank of Rosemount and Fluegel's Farm, Garden & Pet, along with reinvestment in several of the structures within the Downtown area over the past ten years.

The City has been active in the redevelopment of other blocks with particular attention on the old St Joe’s church block. Acquisition was prompted by the need to dedicate land for a County library. The remainder of the site was parceled off for private development of The Rosemount Senior Living center along with the Steeple Center, a community space dedicated to seniors and the arts, and also used by a variety of community groups. The City also facilitated installation of the Downtown park and ride by providing a low-cost lease to MVTA and partnering to obtain federal funding for the facility. Many of the Downtown projects have been a collaborative effort both through financing and design with other public and private partners.

Finally, the City has established the Downtown Code Improvement Program that provides grant funding for improvements to bring the existing Downtown buildings into compliance with the building code. Program eligibility is for any business or property owner whose building is listed within the *Framework* and who is making exterior and façade improvements to the building in accordance with the *Downtown Rosemount Design Guidelines*. To encourage the reinvestment in façade improvements, business and property owners who pay with their own funds for façade improvements can request public funds to pay for code improvements to their building.

BUSINESS RECRUITMENT, ASSISTANCE, AND RETENTION

To support small businesses and promote entrepreneurship in Rosemount, Open to Business is available to provide one-on-one business counseling to current and prospective business owners at no cost. Consultants provide assistance with business plan development and marketing strategies, among other things. Additionally, business owners can learn about other resources such as training programs, governmental services, and networking opportunities. This program is a collaborative effort between the Dakota County Community Development Agency and the City. The City also partners with the Dakota County Regional Chamber of Commerce to connect with businesses and understand the needs and concerns of business leaders in the community. The City’s website provides online resources for new business owners and entrepreneurs. A “virtual incubator” directs business owners to other agencies that can assist with business financing, networking and other business advice.



The City works closely with the Minnesota Department of Employment and Economic Development and Greater MSP to respond to requests for information by businesses that are looking to relocate, particularly those businesses that are looking for greenfield sites on which to construct new facilities. The City shares data regarding municipal services, site details, transportation, as well as any other specific information requested. For example, there is a Shovel Ready site within the Rosemount Business Park that is enrolled in the DEED Shovel Ready

Program. The City has also participated in Xcel Energy’s site certification program. Similar to the State’s shovel ready program, the certification provides desired background information for companies looking to locate in Rosemount. There are currently three sites within the community highlighted in the Xcel program.

The City’s relationships with the educational institutions within Rosemount, such as Rosemount-Apple Valley-Eagan School District #196 and Dakota County Technical College, and the greater region, such as Inver Hills Community College and the University of Minnesota, are important for business recruitment and the health of the local economy. Another good resource for information and employee training is the Dakota-Scott Workforce Investment Board. Businesses that are looking to locate within Rosemount have concerns about whether there is an existing base of well-educated employees to recruit from. Businesses also seek local educational institutions that have training programs to create new workers and provide continuing training and education for existing employees. It is important for Rosemount to work with local educational institutions to ensure that their training programs will support the needs of existing businesses within Rosemount and provided a well-educated employee pool for future businesses to draw from.

ROSEMOUNT BUSINESS PARK

The City established the Rosemount Business Park, which contains about 280 acres of contiguous land, roughly bounded by County Road 42 to the north, a line one-quarter of a mile north of County Road 46 to the south, Biscayne Avenue to the east, and the Union Pacific rail line and South Robert Trail to the west. The Rosemount Business Park was initiated when the City purchased 80 acres of land and established a TIF district to provide initial infrastructure to the park. The original 80 acres have since been developed with seven buildings currently housing businesses such as Proto Labs, Sweet Harvest, and Geometrix. Approximately 35 acres located south of Boulder Trail has been designated as Shovel Ready by the Minnesota Department of Employment and Economic Development. Sites that are certified as Shovel Ready have already undergone the most time-consuming legal, technical, and regulatory aspects of the development process. The Shovel Ready site within the Business Park has received preliminary plat approval for future subdivision as well as a Phase I environmental review.

There are two main landowners within the larger Business Park area: The Pahl Family and JJT Financial. The City keeps in regular contact with both landowners and works with their representatives in business attraction and marketing of sites. The City has worked with the Minnesota Department of Transportation to define the road alignment in the area, identifying the location of the next intersection along Hwy 3. The plan is to have Business Parkway extend to the south and intersect with Hwy 3, across from Canada Circle, providing necessary access for businesses in the Park from either Hwy 3 or County Road 42.



RETAIL COMMERCIAL

The City currently has about 130 acres of land developed with retail commercial uses. The retail businesses are predominately located either in Downtown Rosemount or in a district west of South Robert Trail and south of County Road 42. The businesses are predominately small service retail businesses, several restaurants, and two grocery stores. Vacant retail commercial space occurs through normal turnover in existing retail strip malls, although vacancies for the last several years have hovered around 5%. This is in part due to the size of the retail sector and the effect of one larger retail vacancy skewing the overall rate. Often many of the retail centers do not have a vacancy when reviewed, which occurs generally on a quarterly basis. The City has made a commitment to attract additional retail and services to the community for the growing residential base. This has led to contracting with retail attraction companies to aid in drawing new businesses to the City. The City has also looked to bring a hotel to town and facilitated discussions with several companies, developers, and landowners to bring the needed service to Rosemount. Twice the City has financed a hotel market study to draw interest.

Commercial land available for new development is located east of Hwy 3, at the intersection of County Road 42, and also at the 42/Akron Avenue intersection. These are projected for development in the next decade as the community continues to grow. Anticipated residential development within the University of Minnesota's UMore property will also provide a catalyst for additional retail and service demand. It is anticipated that some of the 3,000 acres designated for development will include retail and business opportunities. The City sees the Akron Avenue commercial area as a key attraction for new residential growth both to the north and south, and also to serve the established Dakota County Technical College. Additional lands have been designated for commercial at the Hwy 52/County Road 42 and Hwy 55/County Road 42 intersections. These areas are projected to develop in the later years of the Comprehensive Plan time horizon. Care must be taken to maintain these parcels for future commercial uses. Commercial development often follows residential, so there is a lag in its development. The City should be patient with these outlying sites to ensure there are valuable opportunities in the future. Current inquiries for these sites are often commercial entities with little retail or service value for community residents and often involve significant amounts of outside storage. These uses should be discouraged on the high visibility, high traffic sites in favor of more traditional retail and service functions.

At present, there are no general merchandise, home improvement, or other types of big box stores in Rosemount. For this reason, most Rosemount residents leave the City to fulfill their daily or weekly shopping needs, typically to the communities to the west and north, such as Eagan, Apple Valley, Burnsville, and Lakeville. Recent efforts to solicit big box businesses to Rosemount have been unsuccessful for a number of reasons, but businesses most commonly cited the lack of direct controlled access to major roads and the lack of residential density. Over 6,400 additional households are expected to be constructed by 2040, which is an increase of 76% over the 8,400 households within Rosemount today. The City continues to build relationships with local and regional commercial brokers to highlight growth and development within the community. One of the ways to encourage good quality commercial development is to make sure there is enough land for commercial/service development with zoning ordinances that are clear about development expectations. Existing zoning ordinances should be reviewed to address emerging commercial uses. A recent trend is private recreational and medical uses moving to traditional strip mall locations. Ordinances should be written to provide the greatest flexibility to development owners so that they can maintain reasonable occupancy without negatively affecting surrounding land uses.

OFFICE COMMERCIAL

Rosemount has minimal office space, with the current office supply normally occupied with either professional offices, such as dentists or insurance agents, or associated with existing manufacturing or industrial businesses.

As shown in Table 2, there are over 1,300 Rosemount residents who are working in the finance, insurance, and real estate (FIRE) field, while Rosemount FIRE businesses employ only 120 people. This deficiency of about 1,200 residents who need to leave Rosemount to work in the FIRE field would indicate that there is a need for additional office space within Rosemount. Table 2 also shows a deficiency of over 1,100 residents who leave Rosemount to work in the professional, scientific, management, and administrative field. Lastly, over 1,100 residents leave the community to work in educational, health, and social services.

The Comprehensive Plan should designate commercial and corporate campus land to support independent standalone office buildings, and to ensure as well the ability to provide office space needed in conjunction with manufacturing and industrial businesses. Zoning ordinances should be reviewed to make sure they allow services within commercial office areas to increase economic viability of developments.

INDUSTRIAL

Rosemount has a long history of industrial development, from manufacturing facilities near Downtown, such as Greif Paper and the former Brockway Glass factory, to heavier industrial on the east near US Hwy 52, such as Flint Hills Refinery, Spectro Alloys, Endres Processing, and CF Industries. More recently, industrial development has occurred in the form of office/warehouse and manufacturing industrial within the Rosemount Business Park and trucking terminals near the interchange with US Hwy 52 and County Road 42.

While Rosemount is discouraging new heavy industrial or other industrial businesses that require significant amounts of outdoor storage, Rosemount does encourage new manufacturing, warehousing, and trade industrial businesses to locate within Rosemount. Consistent with that policy, the Comprehensive Plan indicates that no additional Heavy Industrial land should be zoned given the current amount of land dedicated to these uses. These businesses bring jobs that can support an entire family while providing a significant industrial property tax base. Table 2 shows that nearly 400 Rosemount residents in the wholesale trade field need to leave Rosemount to work every day. Continuing to provide sufficient business park and industrial/mixed use land within the Comprehensive Plan would allow these businesses to locate within Rosemount. The City is partnering with individual property owners, DEED and Xcel Energy to highlight available vacant industrial land. Both the University of Minnesota and The Pahl Family Farm have industrial acreage being marketed through various channels. These sites are also featured as Shovel Ready sites in the DEED and Xcel programs.

UMORE PARK

The University of Minnesota owns about 5,000 contiguous acres of land, 3,000 acres of which is located in southern Rosemount and 2,000 acres of which are located in northern Empire Township. The University has used the land as a research farm named the University of Minnesota Outreach, Research and Education (UMore) Park. The 2040 Plan will be the first time land uses have been assigned to property within the UMore area. The designations are in anticipation of mixed development occurring, generally along the County Road 42 corridor. There is industrial land designated east of Dakota County Technical College. These lands have been marketed in response to several RFP's for large vacant tracts of land. The AUAR indicated that this area could be a mix of industrial and commercial uses, which would also be acceptable. Presently the City is designating the property industrial, given the level of interest for this use. When additional development occurs on the UMore site, some of the land use boundaries will become more defined.

A mix of residential development, with some ancillary services, is anticipated west of Dakota County Technical College. Currently the University Board of Regents has approved a purchase agreement with a master developer; the sale has not as yet occurred. Development within the UMore area will change the character of the community and care must be taken to ensure that its development complements existing Rosemount neighborhoods. Although part of the University landholdings, the site is within Rosemount and should be planned to be harmonious with the community and not a separate neighborhood unto itself. UMore's development will also assist in drawing additional retail/service uses as population and household densities continue to increase. Certainly adding additional households will bring available workers to future businesses within Rosemount.

FISCAL DISPARITY

In the seven county Twin Cities metropolitan (metro) area, the tax base gained from new commercial or industrial growth is shared by the entire metro area, not solely by the community in which the economic development occurs. This commercial and industrial (C/I) tax base sharing program is called fiscal disparity. Since 1971, forty percent (40%) of the tax base of any new C/I development is taken from the local community and given to a common metro area pool. This common pool is then redistributed to all the communities based on their total tax base (commercial, industrial, residential, and agricultural). Essentially, fiscal disparity takes tax base from communities that have seen significant economic development since 1971 and gives it to communities where post-1971 commercial/industrial development is a small percentage of their total tax base. Various justifications are given for this program, most notably to discourage individual communities from competing for the same new businesses.

Fiscal disparity has historically taken C/I tax base from the first and second ring suburbs along the I-494 and I-694 strip that have seen significant growth since 1971 (Bloomington, Minnetonka, Eagan) and given it to the inner cities who had significant C/I tax base prior to 1971 (Minneapolis and Saint Paul) or to suburban communities that have lower levels of C/I tax base compared to their total tax base (Cottage Grove, Apple Valley, Prior Lake). Minneapolis has seen significant growth in C/I tax base leading to reversal of that trend. Table 6-4, attached to this executive summary, shows that in 2016 Minneapolis lost \$3.3 million while Saint Paul gained \$29 million in tax base due to fiscal disparity. Table 4 also shows that Minnetonka lost \$9.7 million in tax base while Cottage Grove gained \$2.9 million in tax base. Rosemount is affected fairly neutrally by fiscal disparity, receiving only about \$37,000 in tax base in 2016.

Table 6-4: Fiscal Disparity of Select Cities Payable in 2016

	Pre-1971 C/I Tax Base	Post-1971 C/I Tax Base	Total 2016 Tax Base	2014 Population	Fiscal Disparity Tax Base Adjustment	Post-1971 C/I Tax Base as a percentage of Total 2016 Tax Base
Prior Lake	\$278,935	\$2,924,181	\$30,471,969	24,911	\$1,253,009	10%
Cottage Grove	\$537,275	\$5,845,969	\$30,784,863	35,250	\$2,852,812	19%
Lakeville	\$1,215,214	\$14,086,875	\$65,746,835	59,361	\$1,220,959	21%
Apple Valley	\$1,113,396	\$10,882,278	\$50,625,395	50,330	\$1,994,871	21%
Rosemount	\$702,215	\$6,634,755	\$26,239,489	22,490	\$36,956	25%
Saint Paul	\$25,299,251	\$79,262,261	\$239,695,221	299,641	\$29,541,974	33%
Minneapolis	\$56,441,944	\$181,464,021	\$499,641,258	411,273	-\$3,310,064	36%
Minnetonka	\$3,361,788	\$38,370,443	\$10,4503,721	51,144	-\$9,744,736	37%
Eagan	\$2,654,377	\$34,786,939	\$91,004,063	66,810	-\$5,810,075	38%

Source: Metropolitan Council

ECONOMIC DEVELOPMENT ELEMENT GOALS AND POLICIES

1. Provide local shopping opportunities for residents to purchase their daily and weekly needs within Rosemount.

- a. Work with the Dakota County Regional Chamber of Commerce to recruit more retail commercial businesses to locate within Rosemount.
- b. Provide retail commercial land adjacent to planned controlled accesses onto major roads.
- c. Provide retail commercial land near existing and planned households.
- d. Continue to use the Downtown Code Improvement Plan, Twin Cities Community Capital Fund, and similar programs to assist businesses to improve existing retail commercial buildings.
- e. Continue to actively market Rosemount to commercial brokers and retail businesses through the Rosemount marketing strategy to expand the retail opportunities within the City.

2. Expand Rosemount’s employment base to provide jobs that can support an entire household.



- a. Provide office commercial land to support businesses in the financial and professional fields.
- b. Provide additional light industrial land to support wholesale trade, warehousing, and utility businesses.
- c. Work cooperatively with Dakota County Technical College, Rosemount School District #196 and other educational institutions within Dakota County to train workers with the skills needed for existing and future Rosemount businesses.
- d. Pursue outside funding sources to develop or redevelop land for commercial and industrial uses, such as Metropolitan Council Livable Communities Demonstration Account and Tax Base Revitalization Account, Dakota County Community Development Agency, Minnesota Department of Employment and Economic Development, and other applicable grants.
- e. Continue to actively market Rosemount to commercial brokers and appropriate businesses through the Rosemount marketing strategy to recruit businesses that provide wages to support an entire household.



3. **Expand Rosemount’s employment base to provide employment opportunities for all residents.**
 - a. Provide land that would support a variety of commercial and industrial businesses to ensure a sufficient mix of employment opportunities for all skilled Rosemount residents.
 - b. Work cooperatively with the Dakota County Technical College, Rosemount School District #196 and other educational institutions within Dakota County to train workers with the skills needed for existing and future Rosemount businesses.
 - c. Pursue outside funding sources to develop or redevelop land for commercial and industrial uses, such as Metropolitan Council Livable Communities Demonstration Account and Tax Base Revitalization Account, Dakota County Community Development Agency, Minnesota Department of Employment and Economic Development, and other applicable grants.
 - d. Continue to actively market Rosemount to commercial brokers and appropriate businesses through the Rosemount marketing strategy to recruit additional businesses.
4. **Balance economic growth within the overall tax base of Rosemount.** 
 - a. Provide land available for a balance of commercial and industrial businesses, including expanding the retail and office commercial sectors while continuing to support industrial businesses.
 - b. Work cooperatively with the Dakota County Technical College, Independent School District #196 and other educational institutions within Dakota County to train workers with the skills needed for existing and future Rosemount businesses.
 - c. Continue to provide for additional residential growth to serve as an expanding employee pool for Rosemount business, a growing market to attract additional retail establishments, and balanced tax base when considering the regional Fiscal Disparity program.
5. **Provide for economic development opportunities that create a vibrant Downtown that maintains a hometown feel.**
 - a. Continue Port Authority involvement in redevelopment projects that implements the *Development Framework for Downtown Rosemount*.
 - b. Pursue outside funding sources to redevelop Downtown properties, such as Metropolitan Council Livable Communities Demonstration Account and Tax Base Revitalization Account, Dakota County Community Development Agency, Minnesota Department of Employment and Economic Development, and other applicable grants.
 - c. Continue to use the Downtown Code Improvement Plan, Twin Cities Community Capital Fund, and similar programs to assist businesses to improve existing retail commercial buildings and implement the *Development Framework for Downtown Rosemount and Downtown Design Guidelines*.

IMPLEMENTATION

1. Zoning and Subdivision Ordinances

Allocating sufficient land for commercial, light industrial, and business park uses will capitalize on the large amount of quality available undeveloped land. A zoning ordinance that allows for flexibility while also setting high standards for quality development will encourage the creation of desirable jobs and commercial services.

2. Education and workforce development

Cooperation with Dakota County Technical College and local school districts to develop curriculum and workforce development programming will support existing and future Rosemount businesses by providing employees to meet the needs of existing and future businesses.

3. Outside Funding Sources

The City is willing to support applications for funding sources such as the Livable Community Demonstration Account and Tax Base Revitalization Account to support projects that help achieve the City's economic development goals.

4. Tax Increment Financing (TIF) and Tax Abatement

Tax increment financing and tax abatement may be appropriate for developments that help achieve City goals with regard to tax base enhancement, job creation, head of household job creation or affordable housing. Site assembly and preparation are two examples of ways these funds can be used.

5. Collaboration with Economic Development Partners

The City will continue to work with commercial brokers, government agencies such as the Minnesota Department of Employment and Economic Development, and Greater MSP, to actively market developable land and respond to requests for information.