



**City of Lakeville
Administration**

Memorandum

To: Mayor and City Council
From: Justin Miller, City Administrator
Allyn G. Kuennen, Assistant City Administrator
Date: October 22, 2018
Subject: Envision Lakeville Five Year Update Draft Report

Earlier this year, the City Council retained Craig Rapp, LLC to facilitate a five-year update to the 2013 Envision Lakeville Report. The City Council also reassembled the Envision Lakeville Taskforce to assist in updating the report. The taskforce was responsible for reviewing the data collected from the 2018 Community Survey and for reviewing the current Envision Lakeville report to insure the vision statement, the list of community values and strategic priorities reflect the current and future needs and goals of the community. The taskforce worked through the data with the help of Mr. Rapp and developed the attached updated draft of the Envision Lakeville Report.

Mr. Rapp, representatives from the taskforce and staff will be available at the October 22nd work session to present and discuss the updated draft of the Envision Lakeville Report. If you have any questions before the work session, please contact us.



RAPP CONSULTING GROUP

October 16, 2018

Mayor Douglas Anderson
City of Lakeville
20195 Holyoke Avenue
Lakeville, MN 55044

RE: Update - Envision Lakeville Vision Plan

Dear Mayor Anderson,

On behalf of the Envision Lakeville Taskforce, I am pleased to present for your consideration the Taskforce's review of the Envision Lakeville Community Vision planning effort at the five-year anniversary of its adoption.

Over the course of three meetings beginning in June 2018, the Envision Lakeville Taskforce worked diligently, analyzing implementation progress, assessing community feedback, and brainstorming new issues for consideration.

The report describes details of the Taskforce effort, reflects the thoughtful contributions of many citizens and community leaders, and provides a series of recommendations to the City Council for updating the plan.

Thank you for this opportunity to assist the City of Lakeville.

Craig R. Rapp
President



**ENVISION
LAKEVILLE**



Community Vision Plan 2018 Update

EXECUTIVE SUMMARY

In early 2018, the City of Lakeville decided to update Envision Lakeville, its community vision plan. The plan, adopted in 2013, was due for a five-year review, and that expectation was built into the plan's development. To conduct the review, the City reconvened the original Envision Lakeville Taskforce (along with some new members), and the original consultant to prepare the update.

In addition, the City commissioned a community survey to measure community feedback on a range of issues, and surveyed City Board and Commission members--to gauge the need to change fundamentals of the plan.

The Taskforce met three times between June and September 2018 to review progress, examine community feedback and consider changes to the plan. On one of those meetings—August 2, the Taskforce met jointly with members of the City Council and Boards and Commissions to discuss the plan and their opinions about future direction and implementation.

On September 6, the Taskforce held their final meeting. At the final meeting, the Taskforce considered community feedback, Board and Commission input and accomplishments to date. They brainstormed new ideas for inclusion in the plan and discussed accountability and ways to strengthen implementation. Based upon that discussion, they developed a set of recommendations:

Primary Recommendations:

1. No change to the Vision Statement, Community Values or Strategic Priorities
2. Update the plan to include revised initiatives based upon accomplishments
3. Include additional initiatives and ideas from the Taskforce and community feedback
4. Identify an owner for each Strategic Priority and Subject Matter Experts (SME's) for support
5. Create an accountability system to monitor implementation and promote visibility

Envision Taskforce members:

Laura Beem
Jeanne Hutter
Brian Knapp
Sam Lopez
Jason Mahlman
Patti McDonald
Lynette Mulvihill
Tim Peterson
Steven Porter
Nikki Ahlgren
Howard Schneider
Dean Swenson



Vision Statement

“We envision a thriving, multi-generational community where families, friends and neighbors connect, live, learn, work and play. Great schools; a diverse local economy; exceptional parks, trails, and recreational opportunities; vibrant social and cultural institutions; safe neighborhoods and responsive and cost-effective public services— together create a place we are proud to call home.”

Community Values

Diversified Economic Development

We value the stability and independence provided by a strong, diversified local economy.

Good Value for Public Services

We value high quality public services delivered cost- effectively.

Safety Throughout the Community

We value living in a community where people feel safe everywhere they go.

Design That Connects the Community

We value a well-designed community and we place a priority on development that enhances connectivity and accommodates our changing needs.

High Quality Education

We value and are committed to high quality education that sets us apart.

A Home for All Ages and Stages of Life

We value living options for people of all ages and stages of life.

A Sense of Community and Belonging

We value the sense of belonging that comes from our traditions and institutions, and we strive to support and preserve them.

Access to a Multitude of Natural Amenities and Recreational Opportunities

We value widespread access to nature, the outdoors, and recreational opportunities of all kinds.

Strategic Priorities

Increase Economic Sustainability

Support High Quality Education

Develop a Community of Choice

Cultivate a Sense of Community

Provide Services That Add Value

Project Purpose and Approach

The Envision Lakeville Community Vision Plan was adopted five years ago, in 2013. The plan was designed so that major reviews would be conducted at five-year intervals. Early in 2018, the City of Lakeville initiated an update process. They invited the original Taskforce and consultant to conduct a review, to include progress on initiatives and changes in the community that might impact the plan's vision, values, and priorities.

The Task Force was given a focused charge for this effort:

“Review implementation progress on the Envision Lakeville plan, changes in the community, stakeholder feedback, and recommend modifications to the plan, as appropriate”

A review process consisting of three meetings was established—two working sessions and a community leader's workshop. The two working sessions focused on examining implementation progress, changes in the community and community preferences. The community leader's workshop focused on whether to change the priorities and how to improve implementation—based upon the opinions of the Taskforce, City Council, and Boards and Commission members.

The Taskforce review process included the following activities:

- Examination of implementation progress 2013-2018
- Compare community survey results 2013 and 2018
- Survey and consult with Boards and Commission membership regarding the plan
- Determine the need to modify the vision, values and/or priorities
- Review plan implementation and recommend new issues and processes as appropriate

Setting the Groundwork—Progress report, Meeting #1

The first meeting of the Taskforce was held on June 28, 2018. The meeting included a review of the original plan elements, implementation progress, and community input received in the 2018 citizen survey.

The vision consultant reviewed the 2013 process and described the vision plan as a framework which guides the community's efforts to achieve its aspirations. Those aspirations are set forth in the vision statement, the community values, strategic priorities, and supporting initiatives.

Typically, the vision and values statements are viewed as static and unchanging—providing both a clear view of the future and solid foundation for the strategies and plan implementation. The strategic priorities and supporting initiatives are less permanent, owing in part to the changes and unforeseen circumstances that need to be addressed. Initiatives are broadly defined efforts necessary to be successful. They were placed in the specific timeframes—to reflect the long-term nature of the plan and the breadth of some of the activities: 1-5 years; 6-15 years; 16-25 years.

Accomplishments

During the first five years of implementation, City of Lakeville staff have presented regular updates on the progress made on Vision Plan initiatives. A summary of those accomplishments is provided in **Appendix I**. In general, each priority area saw significant accomplishments, particularly as a result of

the growth of the community. *Economic Sustainability* was enhanced by significant commercial development, the *Community of Choice* and *Sense of Community* priorities were bolstered by the addition of a broad range of residential development and the success of many community activities. *Providing Services that Add Value* was supported by the addition of new employees in key areas of service delivery to meet expanding service demand. Many collaborative efforts were described related to the *Support High Quality Education* priority—while acknowledging that this is an area needing continued attention.

Community Survey

In addition to implementation progress, the City also understood the importance of checking-in with citizens regarding their opinions of the community and their expectations, therefore a community survey was conducted by the National Research Center—following the same format as the survey in 2013. A summary of the survey entitled “Trends over Time” is included in **Appendix II**. The survey concluded that the community overall is very satisfied, and in most cases the ratings were similar or higher than 2013, as described in an excerpt from the report:

Overall, ratings in Lakeville for 2018 generally remained stable. Of the 90 items for which comparisons were available, 67 items were rated similarly in 2013 and 2018, 10 items showed a decrease in ratings and 13 showed an increase in ratings. Notable trends over time included the following:

- *Across pillars of community livability, six increases in 2018 were concentrated in the areas of Economy and Mobility: employment opportunities, economic development, traffic flow, ease of travel by car and street repair, as well as the proportion of residents who believed the economy would have a positive impact on their income, were higher than in 2013. No Economy or Mobility measures were rated lower since the last survey iteration.*
- *Changes for Built Environment included one increase and two decreases in positive assessments between the two survey administrations. Fewer Lakeville participants reported they were under less housing cost stress in 2018, but residents were also less likely to positively rate the availability of affordable quality housing. Ratings for cable television were also less positive in 2018 than in 2013.*
- *Overall, rates of Participation were similar over time. However, there were a few notable differences regarding resident engagement within the community; Lakeville respondents indicated they were participating in religious or spiritual activities, attending or watching local public meetings, volunteering and participating in clubs at lower levels than in 2013.*

The Taskforce spent time at the meeting asking questions, reviewing documents and educating themselves on the changes in the community over the past five years.

Community Leaders Worksession—Meeting #2

On August 2, the City Council, along with members of Lakeville’s Boards and Commissions and the Envision Lakeville Taskforce met to discuss the status of the Envision Lakeville Vision Plan. The consultant and city staff made presentations to the group, explaining the original plan development process and the progress that had been made over the past five years. This was followed by a facilitated discussion centered on how to maintain and improve implementation going forward.

Prior to the meeting, the group participated in a brief survey regarding the Vision Plan conducted by POLCO, a community engagement firm. Forty of seventy (40/70) members responded. At the meeting they reviewed the results—shown below:

Question 1. Are the priorities in the Envision Plan still the highest priorities? **90% said Yes.** (36/40)

Question 2. If not, which should be changed? **Community of Choice** and **Services that Add Value** were identified--but only four votes in total were cast.

Question 3. Please identify new priorities, if any. Most frequently mentioned: **diversity** and **workforce housing**.

Question 4. How should the City move forward with implementation? The most frequently mentioned was: **There should be owners** for each priority; the **City should coordinate** and designate groups; and the **City should empower Boards and Commissions** to oversee relevant priorities.

Following the survey discussion, the group considered whether the Vision Statement, Values, or Priorities should be changed. After a brief discussion, the group consensus was that the current statements and priorities (as reflected in the survey) should remain the same. In addition, they stated strong support for assigning owners to each priority and providing subject matter expertise and City staff support. They also felt that Boards and Commissions had an important role to play.

The balance of the meeting centered on discussing issues on the horizon related implementation of the Vision Plan.

Horizon issues identified at the meeting:

- Understanding the makeup of the community--and how to plan for this. It was noted that the schools reflect the coming change. The community is becoming more diverse.
- Addressing the senior lifestyle. What is it, is it just one thing, and is the community prepared?
- Workforce housing--a needed component to support the City's economic development goals
- Related to workforce housing, what about apartments?
- There are three school districts. Need to be mindful of this and the orientation of people and families to their schools.
- Teachers and employees from schools as well as students can play a role going forward that will be helpful
- To improve implementation, the City should consider using Boards and Commissions supplemented with subject matter experts and City departments to guide implementation
- The highest priorities are: Safety and Parks. Keep this in mind
- Find ways of making the vision engaging and compelling to the community--bring document to National Night Out, schools, etc.

Putting it All Together—Meeting #3

The third meeting of the Taskforce was held on September 6, 2018. The meeting focused on preparing recommendations for the next phase of implementation. This consisted of two primary tasks:

1. Identifying potential owners for each priority, and subject matter experts to assist them
2. Reviewing Initiatives listed in the report in order to suggest refinements (including new issues) for the City and priority owners to consider.

Unlike the 2013 process, the Taskforce did not do a detailed development of initiatives.

At the meeting, the Task Force worked in small groups to brainstorm owners and subject matter experts for each area. They also developed lists of ideas and refinements to the key initiatives. The facilitator provided support and assistance during the process. Each small group then presented their recommendations to the entire group. The Taskforce discussed the suggestions, concluding with a set of recommendations to be forwarded to the City Council. The recommendations are listed in the next section.

Accountability

The final issue considered by the Taskforce was on-going monitoring and accountability for results. As noted previously, the Taskforce and community leaders all believed that assigning ownership of priorities and subject matter experts would help the implementation process. However, making results more accessible to the public, and regularly publishing them were seen as essential to maintaining momentum, and recruiting new members to assist in the effort.

To address this, the concept of an online public dashboard from a company called Envisio© was presented to the City by the consultant. Modeled after business analytics dashboards and used widely for monitoring strategic planning progress, an Envision Lakeville mock-up and links to dashboard information was presented and included in **Appendix III**.

If implemented, a public dashboard would be accessible on a variety of devices and would be part of the Envision Lakeville website and be part of the City's communications efforts to inform the community and recruit volunteers.

The meeting concluded with the Taskforce summarizing their work over the three meetings. Their recommendations to the City Council are listed on the following pages.

TASKFORCE RECOMMENDATIONS

The Envision Lakeville Taskforce recommends to the City Council:

1. No change to the Vision Statement, Community Values or Strategic Priorities.
- the Taskforce and community leaders agree that Vision, Values and Priorities should remain unchanged
2. Update the Envision Lakeville plan to include revised initiatives based upon accomplishments
- the City should refresh the initiatives based upon first five years' accomplishments
3. Identify an owner for each Strategic Priority and Subject Matter Experts (SME's) to support
- the Taskforce suggests an owner and SME for each Priority to ensure follow-through
4. Include additional initiatives and ideas from the Taskforce—described below
- the Taskforce offers initiatives and ideas for consideration but recommends additional work by owners and SME's to
5. Create an accountability system to monitor implementation and promote visibility
-consider development of a public dashboard or similar option to provide transparency and accountability to the public

The Envision Lakeville Taskforce's recommendations regarding priority owners, subject matter experts, city liaison, and updated initiatives:

Strategic Priority: Increase Economic Security

Suggested Owner:

Lakeville Economic Development Commission

Subject Matter Expert Support:

Dakota County Community Development Agency, Chamber of Commerce, Convention & Visitors Bureau

City Liaison:

Community and Economic Development Director

Suggested Initiatives/Issues:

- Need for a trained workforce, including schools and technical training
- Need for workforce housing
- Need for transportation, particularly for workers

Strategic Priority: Support Quality Education

Suggested Owner:

Lakeville District 194

Subject Matter Expert Support:

Farmington District 192, Rosemount-Apple Valley District 196

City Liaison:

Parks and Recreation Director

Suggested Initiatives/Issues:

- Pursue other learning platforms and educational institutions
- Explore intersection of career and economic development goals

Strategic Priority: Develop a Community of Choice

Suggested Owner:

Planning Commission

Subject Matter Expert Support:

Chamber of Commerce, Builders and Realtors, Dakota County-Community for a lifetime initiative

City Liaison:

Community and Economic Development Director, Park and Recreation Director

Suggested Initiatives/Issues:

- 55+ attractive housing
- Lifelong recreation opportunities (kids sports, adult, senior)
- Walkability to destinations (shopping, restaurants, services)
- Addressing diversity (diversity exists in schools, but deal with issue of being an inclusive/welcoming community)
- How does Lakeville stand out as a living community that people choose? (over other communities)

Strategic Priority: Cultivate a Sense of Community

Suggested Owner:

Communications (City) – may be shifted or require resources

Subject Matter Expert Support:

Pan-O-Prog, Schools, Places of Worship, Neighborhood Associations, DLOA, Sports, Park & Recreation (events), Health clubs, Arts Center, Service clubs, Festivals/Celebrations e.g.-Lakeville Garage Sale

City Liaison:

Communications Director

Suggested Initiatives/Issues:

- Social media
- Branding
- Generational segmentation
- Focal points (Community Center, Community pool, Civic Center)

Strategic Priority: Provide Services that Add Value

Suggested Owner:

City Administration, City Administrator

Subject Matter Expert Support:

Environment, Energy, Conservation, Transportation, Tech Task Force, Friends of the Arts, Public Safety Foundation, Chamber of Commerce

City Liaison:

Assistant City Administrator

Suggested Initiatives/Issues:

- Maintain what we have
- Sustainability
- Smart Cities
- Transportation
- Walkability

APPENDIX I

Key Accomplishments by Priority 2013-2018

Increase Economic Sustainability:

Emphasize the attraction of businesses that can provide higher skill, higher wage, head of household jobs.

Retain existing businesses and facilitate growth and expansion.

Provide a broad range of financial incentives to attract businesses that employ higher skilled, high-wage jobs.

Support the aggressive transportation program that is in place to enhance economic development opportunities.

- Mendell Machine TIF - company investment of over \$2 million - retention of 94 jobs - creation of 12-25 new jobs
- Post Consumer Brands headquarters Tax Abatement - retention of 250 jobs w/additional future job growth.
- Menasha Packaging TIF – company investment of over \$8 million - retention of 220 jobs - creation of 15 new jobs.
- BTM Manufacturing TIF – company investment of over \$12.6 million - retention of 215 jobs - creation of 100 new jobs.
- Construction of the CR 50/60 roundabout.
- CSAH 50 Economic Development Study.
- CSAH 50 (Kenwood Trail) Reconstruction, 185th St. to Dodd Blvd.
- CSAH 9 (Dodd Blvd.) & CSAH 31 (Pilot Knob Rd.) Intersection Improvements.
- CSAH 9 (Dodd Blvd.) corridor reconstruction.
- 172nd St. realignment at CSAH 5.
- Assisted in the development of First Park Lakeville (120 acres) and Interstate South Logistics Park (176 acres).
- Developed the 2017 – 2019 Strategic Plan for Economic Development.

Support Quality Education:

Collaborate on conversations related to developing and sustaining an educational system that sets Lakeville area apart.

Develop collaborative marketing – city schools, business, development.

Work with schools to leverage common constituencies—business mentorships, seniors, and volunteers.

Increase access to quality early childhood education.

Promote workforce development from E-12 (early-grade 12) through post-secondary.

Develop an awareness, understanding and collaboration around barriers to educational success—poverty, chemical dependency, mental health, domestic violence, bullying, etc.

Broaden awareness that success does not always mean obtaining a four-year degree.

- Staff serve on several school district committees including the ISD 194 Long Term Facilities Committee and the Lakeville area, Proactive Approach to Health (PATH).
- Staff continues to work with the school districts to implement the recommendations of the School Road Safety Task Force Report.
- Joint City/ISD 194/Chamber application for Frontier Communications “America’s Best Communities” grant.
- Joint ISD 194/City Council work session to discuss mental health issues and initiatives.
- LPD provided district-wide training as well as school specific training to ISD 194 where the LPD’s active shooter team went to each school separately and conducted table top

exercises with small groups of school staff. With that, lock-down drills were revised within the schools to reflect a more realistic situation.

- Fire Department worked with LNHS marketing class on how firefighter recruitment marketing can be improved.
- Planning and Community Development worked with ISD #194 for the implementation of the MNCAPs program at the Minnesota School of Business.
- Staff continues to work and coordinate with the school districts regarding various topics as needed.

Develop a Community of Choice:

Identify partnerships, incentives, and flexibilities to increase housing choices (55+, workforce).

Assess existing commercial/retail areas and revise commercial/retail node design and access from/to residential.

Identify missing and/or deficient pedestrian/street connections with emphasis on serving existing neighborhoods.

Analyze park design & facilities for emerging uses & trends/demographics to assure they serve all users.

Review financial options for “legacy” park acquisitions to provide uniquely “Lakeville” places.

Support transit expansion extending to CR-70 from I-35 and Cedar Avenue to support industrial parks.

Analyze the feasibility of acquiring parks in developing areas of the city.

Study feasibility of sanitary sewer extensions to serve Farmington Outlet area.

Support transportation improvements including lane additions on I-35 to CR-70

- The City has added 373 townhomes, 377 apartment units and 2,118 single family lots platted (including 1,815 single family homes built)
- Completed neighborhood park tours, identify potential amenities, tailor individual parks to meet the needs of the surrounding neighborhoods.
- Ritter Farm Dog Park, Dodd Park pickle ball court, playground replacement in Oak Shores and Quail Meadows (joint effort with ISD 192)
- Land of Amazement 2.0, Summerlyn neighborhood park
- Master plan for Antlers Park, master plan for 66-acre park in Avonlea development
- Completion of the Parks, Trails and Open Space plan and review of park facility Capital Improvement Plan
- Cedar Avenue Red Line, Interstate 35 Orange Line
- Senior transportation options
- Legislative priority for lane additions to Interstate 35
- Holyoke Avenue streetscape improvements in the Downtown
- Dodd Boulevard/CR-50 expansion
- Annual street reconstruction project

Cultivate a Sense of Community:

Review potential for downtown preservation/improvement strategies.

Consider special zoning/development standards for downtown.

Improve City/Downtown Lakeville Business Association (DLBA)/Chamber collaboration to increase awareness of activities in downtown Lakeville.

Create a plan to expand community events.

- Night to Unite organized over 94 neighborhood parties.
- Annual Watershed Clean-up Day and Earth Day Celebration - over 1,200 people attended the event.
- Partner with the Downtown Lakeville Business Association (DLBA) to secure funding to complete public parking improvements in Downtown Lakeville.
- Staff worked with the Downtown Lakeville Business Association (DLBA) to replace sidewalks and streetscape along Holyoke Ave. as part of the Holyoke Ave. Improvement Project completed in 2017.
- Staff has worked with business and property owners to develop new food and entertainment uses in Downtown including two new micro-breweries.
- The Liquor Department is partnering with the Lakeville Lions to bring the Brew Battle, a craft beer tasting event, back to Pan-O-Prog. Proceeds from this event will go towards the Land of Amazement

Provide Services that Add Value:

Review operations compared to best practices/benchmarks.

Establish performance measures.

Assess service delivery alternatives—partnerships and privatization—implement selected alternatives.

Gather and evaluate input on service quality and level of service.

Modify service levels and expectations as identified and prioritized.

Evaluate and implement select cost containment strategies.

Implement professional development programming.

Develop key staff succession plan.

- Transition to City employees vs. consultants for field inspections on our annual street reconstruction projects, resulting in improved customer service and resident communications during the project, and a reduction in consultant costs
- Hired a full-time zoning enforcement officer.
- Lighting retrofit of City facilities recognize a payback in 1-2 years with long-term energy savings.
- Installation of real-time data equipment on snowplows to monitor operations improving efficiencies during snow/ice events.
- Municipal Liquor Operations is consistently ranked highest in gross sales, net income, as well as net transfers with the lowest operating expenses over all other municipal liquor operations statewide.
- Fire Department added a duty crew program in 2015 to provide response coverage Monday thru Friday, 9 a.m. to 5pm.
- Lakeville Police Department recommended a change in the alcohol “Best Practices” that recognized the training provided by businesses that surpassed the City’s requirements, and in turn LPD’s service levels were modified to reflect the change.
- Police Department formed a Traffic Safety Committee. The purpose of the committee is to work with other City departments to address traffic concerns and changes due to road construction projects.

APPENDIX II

Community Survey Results

The logo for THE NCS™ The National Citizen Survey™ is displayed in white text on a purple rectangular background. The word 'THE' is in a smaller, all-caps font with horizontal lines above and below it. 'NCS' is in a large, bold, all-caps font with a trademark symbol. Below this, 'The National Citizen Survey™' is written in a smaller, all-caps font.

THE NCS™
The National Citizen Survey™

Lakeville, MN

Trends over

Time 2018



NRC

National Research Center Inc.

2955 Valmont Road Suite 300
Boulder, Colorado 80301
n-r-c.com • 303-444-7863

ICMA

Leaders at the Core of Better Communities

777 North Capitol Street NE Suite 500
Washington, DC 20002
icma.org • 800-745-8780

Summary

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey and its administration are standardized to assure high quality research methods and directly comparable results across The NCS communities. The NCS captures residents' opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement). This report discusses trends over time, comparing the 2018 ratings for the City of Lakeville to its previous survey results in 2013. Additional reports and technical appendices are available separately.

Trend data for Lakeville represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially, represent opportunities for understanding how local policies, programs or public information may have affected residents' opinions.

Meaningful differences between survey years have been noted within the following tables as being "higher" or "lower" if the differences are greater than seven percentage points between the 2013 and 2018 surveys, otherwise the comparisons between 2013 and 2018 are noted as being "similar." Additionally, benchmark comparisons for all survey years are presented for reference. Changes in the benchmark comparison over time can be impacted by various trends, including varying survey cycles for the individual communities that comprise the benchmarks, regional and national economic or other events, as well as emerging survey methodologies.

Overall, ratings in Lakeville for 2018 generally remained stable. Of the 90 items for which comparisons were available, **67 items were rated similarly in 2013 and 2018, 10 items showed a decrease in ratings and 13 showed an increase in ratings.** Notable trends over time included the following:

- Across pillars of community livability, six increases in 2018 were concentrated in the areas of Economy and Mobility: employment opportunities, economic development, traffic flow, ease of travel by car and street repair, as well as the proportion of residents who believed the economy would have a positive impact on their income, were higher than in 2013. No Economy or Mobility measures were rated lower since the last survey iteration.
- Changes for Built Environment included one increase and two decreases in positive assessments between the two survey administrations. Fewer Lakeville participants reported they were under less housing cost stress in 2018, but residents were also less likely to positively rate the availability of affordable quality housing. Ratings for cable television were also less positive in 2018 than in 2013.
- Overall, rates of Participation were similar over time. However, there were a few notable differences regarding resident engagement within the community; Lakeville respondents indicated they were participating in religious or spiritual activities, attending or watching local public meetings, volunteering and participating in clubs at lower levels than in 2013.

The National Citizen

Table 1: Community Characteristics General

| | Percent rating positively (e.g., excellent/good) | | 2018 rating compared to 2013 | Comparison to benchmark | |
|-------------------------|--|------|------------------------------|-------------------------|---------|
| | 2013 | 2018 | | 2013 | 2018 |
| Overall quality of life | 92% | 94% | Similar | Much higher | Higher |
| Overall image | 85% | 88% | Similar | Much higher | Higher |
| Place to live | 96% | 96% | Similar | Much higher | Similar |
| Neighborhood | 88% | 91% | Similar | Much higher | Similar |
| Place to raise children | 92% | 97% | Similar | Much higher | Higher |
| Place to retire | 57% | 65% | Higher | Lower | Similar |
| Overall appearance | 86% | 90% | Similar | Much higher | Higher |

The National Citizen

Table 2: Community Characteristics by Facet

| | | Percent rating positively (e.g., excellent/good, very/somewhat safe) | | 2018 rating compared to 2013 | Comparison to benchmark | |
|--------------------------|---|--|------|------------------------------|-------------------------|---------|
| | | 2013 | 2018 | | 2013 | 2018 |
| Safety | Overall feeling of safety | NA | 96% | NA | NA | Higher |
| | Safe in neighborhood | 98% | 97% | Similar | Much higher | Similar |
| | Safe downtown/commercial area | 98% | 98% | Similar | Much higher | Similar |
| Mobility | Overall ease of travel | NA | 85% | NA | NA | Similar |
| | Paths and walking trails | 77% | 81% | Similar | Much higher | Higher |
| | Ease of walking | 74% | 75% | Similar | Much higher | Similar |
| | Travel by bicycle | 67% | 70% | Similar | Much higher | Higher |
| | Travel by car | 80% | 87% | Higher | Much higher | Higher |
| | Public parking | NA | 82% | NA | NA | Higher |
| | Traffic flow | 64% | 80% | Higher | Much higher | Higher |
| Natural Environment | Overall natural environment | 81% | 91% | Higher | Higher | Similar |
| | Cleanliness | 91% | 90% | Similar | Much higher | Higher |
| Built Environment | Overall built environment | NA | 75% | NA | NA | Similar |
| | New development in Lakeville | 78% | 73% | Similar | Much higher | Higher |
| | Affordable quality housing | 62% | 52% | Lower | Much higher | Similar |
| | Housing options | 71% | 70% | Similar | Much higher | Higher |
| | Public places | NA | 75% | NA | NA | Similar |
| Economy | Overall economic health | NA | 88% | NA | NA | Higher |
| | Vibrant downtown/commercial area | NA | 43% | NA | NA | Similar |
| | Business and services | 63% | 65% | Similar | Similar | Similar |
| | Cost of living | NA | 50% | NA | NA | Similar |
| | Shopping opportunities | 42% | 43% | Similar | Much lower | Similar |
| | Employment opportunities | 32% | 49% | Higher | Similar | Similar |
| | Place to visit | NA | 57% | NA | NA | Similar |
| | Place to work | 59% | 64% | Similar | Similar | Similar |
| Recreation and Wellness | Health and wellness | NA | 81% | NA | NA | Similar |
| | Mental health care | NA | 52% | NA | NA | Similar |
| | Preventive health services | 71% | 75% | Similar | Much higher | Similar |
| | Health care | 66% | 72% | Similar | Much higher | Similar |
| | Recreational opportunities | 72% | 78% | Similar | Higher | Similar |
| | Fitness opportunities | NA | 78% | NA | NA | Similar |
| Education and Enrichment | Education and enrichment opportunities | NA | 86% | NA | NA | Higher |
| | Religious or spiritual events and activities | 83% | 89% | Similar | Higher | Similar |
| | Cultural/arts/music activities | 50% | 71% | Higher | Lower | Similar |
| | Adult education | NA | 73% | NA | NA | Similar |
| | K-12 education | 83% | 90% | Similar | Much higher | Higher |
| | Child care/preschool | 57% | 65% | Higher | Much higher | Similar |
| Community Engagement | Social events and activities | 65% | 66% | Similar | Similar | Similar |
| | Neighborhoodness | NA | 69% | NA | NA | Similar |
| | Openness and acceptance | 61% | 63% | Similar | Similar | Similar |
| | Opportunities to participate in community matters | 66% | 63% | Similar | Similar | Similar |
| | Opportunities to volunteer | 73% | 68% | Similar | Similar | Similar |

The National Citizen

Table 3: Governance General

| | Percent rating positively (e.g., excellent/good) | | 2018 rating compared to 2013 | Comparison to benchmark | |
|---|--|------|------------------------------|-------------------------|---------|
| | 2013 | 2018 | | 2013 | 2018 |
| Services provided by Lakeville | 84% | 88% | Similar | Higher | Similar |
| Customer service | 90% | 87% | Similar | Much higher | Similar |
| Value of services for taxes paid | 65% | 64% | Similar | Much higher | Similar |
| Overall direction | 69% | 71% | Similar | Much higher | Similar |
| Welcoming citizen involvement | 57% | 60% | Similar | Higher | Similar |
| Confidence in City government | NA | 71% | NA | NA | Similar |
| Acting in the best interest of Lakeville | NA | 76% | NA | NA | Similar |
| Being honest | NA | 76% | NA | NA | Higher |
| Treating all residents fairly | NA | 75% | NA | NA | Higher |
| Services provided by the Federal Government | 44% | 51% | Higher | Similar | Similar |

The National Citizen

Table 4: Governance by Facet

| | | Percent rating positively (e.g., excellent/good) | | 2018 rating compared to 2013 | Comparison to benchmark | |
|--------------------------|-------------------------------|--|------|------------------------------|-------------------------|---------|
| | | 2013 | 2018 | | 2013 | 2018 |
| Safety | Police | 92% | 94% | Similar | Much higher | Higher |
| | Fire | 97% | 97% | Similar | Much higher | Similar |
| | Ambulance/EMS | 95% | 94% | Similar | Much higher | Similar |
| | Crime prevention | 87% | 89% | Similar | Much higher | Higher |
| | Fire prevention | 90% | 91% | Similar | Much higher | Similar |
| | Animal control | 76% | 80% | Similar | Much higher | Higher |
| | Emergency preparedness | 74% | 74% | Similar | Much higher | Similar |
| | Traffic enforcement | 79% | 80% | Similar | Much higher | Higher |
| Mobility | Street repair | 45% | 52% | Higher | Similar | Similar |
| | Street cleaning | 70% | 68% | Similar | Higher | Similar |
| | Street lighting | 71% | 75% | Similar | Much higher | Higher |
| | Snow removal | 74% | 69% | Similar | Much higher | Similar |
| | Sidewalk maintenance | 70% | 70% | Similar | Much higher | Higher |
| | Traffic signal timing | 69% | 73% | Similar | Much higher | Higher |
| | Bus or transit services | 56% | 61% | Similar | Similar | Similar |
| | Garbage collection | 89% | 84% | Similar | Similar | Similar |
| Natural Environment | Recycling | 90% | 81% | Lower | Much higher | Similar |
| | Yard waste pick-up | 82% | 73% | Lower | Higher | Similar |
| | Drinking water | 80% | 83% | Similar | Much higher | Similar |
| | Natural areas preservation | 70% | 63% | Similar | Higher | Similar |
| | Open space | NA | 69% | NA | NA | Similar |
| | Storm drainage | 81% | 80% | Similar | Much higher | Higher |
| Built Environment | Sewer services | 87% | 92% | Similar | Much higher | Higher |
| | Power utility | 89% | 89% | Similar | Much higher | Similar |
| | Utility billing | NA | 85% | NA | NA | Similar |
| | Land use, planning and zoning | 58% | 59% | Similar | Much higher | Similar |
| | Code enforcement | 63% | 69% | Similar | Much higher | Higher |
| | Cable television | 50% | 40% | Lower | Lower | Similar |
| | Economic development | 57% | 66% | Higher | Much higher | Similar |
| Economy | City parks | 94% | 91% | Similar | Much higher | Similar |
| | Recreation programs | 86% | 80% | Similar | Much higher | Similar |
| | Recreation centers | 80% | 73% | Lower | Higher | Similar |
| | Health services | 73% | 83% | Higher | Higher | Similar |
| Recreation and Wellness | Special events | NA | 80% | NA | NA | Similar |
| | Public libraries | 91% | 90% | Similar | Higher | Similar |
| Education and Enrichment | Public information | 79% | 80% | Similar | Much higher | Similar |
| Community Engagement | | | | | | |

| | Percent rating positively (e.g., always/sometimes, more than once a month, yes) | | 2018 rating compared to 2013 | Comparison to benchmark | |
|-------------------------------|---|------|------------------------------|-------------------------|---------|
| | 2013 | 2018 | | 2013 | 2018 |
| Sense of community | 73% | 67% | Similar | Higher | Similar |
| Recommend Lakeville | 94% | 96% | Similar | Much higher | Higher |
| Remain in Lakeville | 91% | 94% | Similar | Much higher | Higher |
| Contacted Lakeville employees | 42% | 40% | Similar | Much lower | Similar |

Table 6: Participation by Facet

| | | Percent rating positively (e.g., always/sometimes, more than once a month, yes) | | 2018 rating compared to 2013 | Comparison to benchmark | |
|--------------------------|--|---|------|------------------------------|-------------------------|-------------|
| | | 2013 | 2018 | | 2013 | 2018 |
| Safety | Stocked supplies for an emergency | NA | 20% | NA | NA | Lower |
| | Did NOT report a crime | NA | 85% | NA | NA | Similar |
| | Was NOT the victim of a crime | 94% | 92% | Similar | Much higher | Similar |
| Mobility | Used public transportation instead of driving | NA | 12% | NA | NA | Lower |
| | Carpooled instead of driving alone | NA | 44% | NA | NA | Similar |
| | Walked or biked instead of driving | NA | 54% | NA | NA | Similar |
| Natural Environment | Conserved water | NA | 81% | NA | NA | Similar |
| | Made home more energy efficient | NA | 81% | NA | NA | Similar |
| | Recycled at home | 97% | 96% | Similar | Much higher | Higher |
| Built Environment | Did NOT observe a code violation | NA | 75% | NA | NA | Much higher |
| | NOT under housing cost stress | 76% | 84% | Higher | Much higher | Higher |
| Economy | Purchased goods or services in Lakeville | NA | 93% | NA | NA | Similar |
| | Economy will have positive impact on income | 20% | 45% | Higher | Similar | Higher |
| | Work in Lakeville | NA | 24% | NA | NA | Lower |
| Recreation and Wellness | Used Lakeville recreation centers | 50% | 57% | Similar | Much lower | Similar |
| | Visited a City park | 89% | 90% | Similar | Higher | Similar |
| | Ate 5 portions of fruits and vegetables | NA | 86% | NA | NA | Similar |
| | Participated in moderate or vigorous physical activity | NA | 88% | NA | NA | Similar |
| | In very good to excellent health | NA | 76% | NA | NA | Similar |
| Education and Enrichment | Used Lakeville public libraries | 71% | 66% | Similar | Similar | Similar |
| | Participated in religious or spiritual activities | 59% | 50% | Lower | Much higher | Similar |
| | Attended a City-sponsored event | NA | 51% | NA | NA | Similar |
| Community Engagement | Campaigned for an issue, cause or candidate | NA | 13% | NA | NA | Lower |
| | Contacted Lakeville elected officials | NA | 12% | NA | NA | Similar |
| | Volunteered | 42% | 29% | Lower | Similar | Lower |
| | Participated in a club | 31% | 22% | Lower | Similar | Similar |
| | Talked to or visited with neighbors | NA | 95% | NA | NA | Similar |
| | Done a favor for a neighbor | NA | 90% | NA | NA | Similar |
| | Attended a local public meeting | 22% | 10% | Lower | Lower | Lower |
| | Watched a local public meeting | 38% | 16% | Lower | Similar | Similar |
| | Read or watched local news | NA | 87% | NA | NA | Similar |
| | Voted in local elections | 92% | 87% | Similar | Much higher | Similar |

APPENDIX III

Community Leaders Survey

Overview

The City of Lakeville's five-year community vision plan guides a City-led effort to realize its vision over a twenty-five-year horizon. We asked your input regarding priorities and implementation.

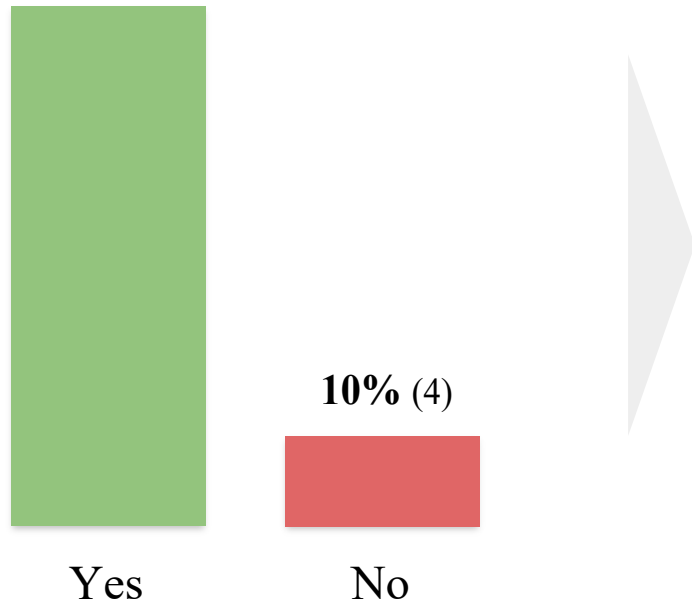
Current Priorities:

1. Increase Economic Sustainability
2. Support High Quality Education
3. Develop a Community of Choice
4. Cultivate a Sense of Community
5. Provide Services that Add Value



40 of 70 leaders
responded (60%)

Q1: Are the priorities listed in the Envision Lakeville Plan still the highest priorities for achieving the vision?

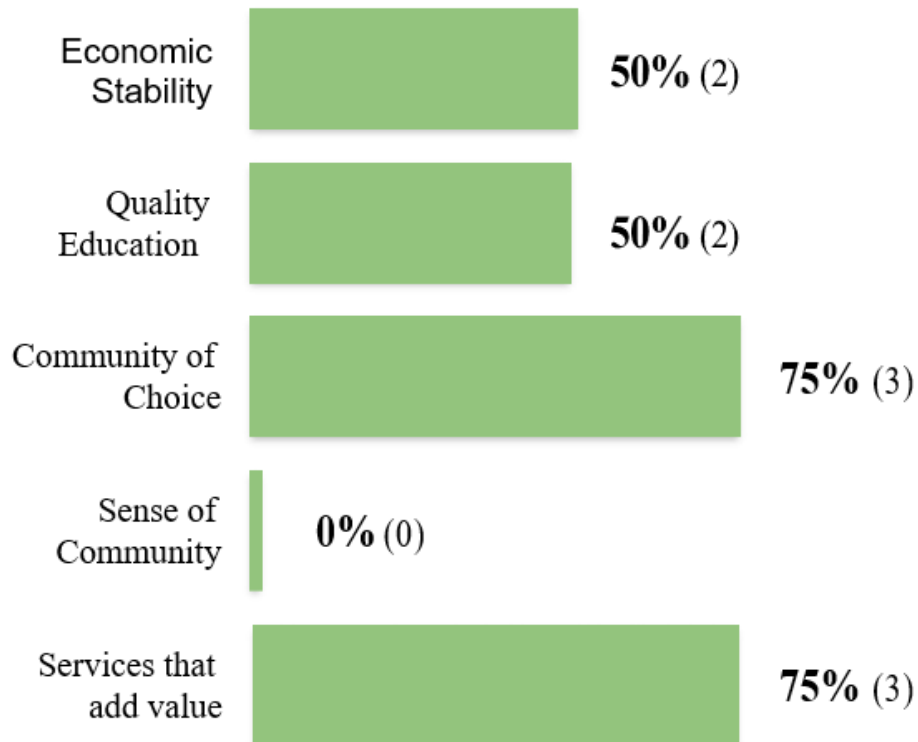


Overwhelmingly, responses indicated a general agreement with the current priorities

Priorities

1. Increase Economic Sustainability
2. Support High Quality Education
3. Develop a Community of Choice
4. Cultivate a Sense of Community
5. Provide Services that Add Value

(choose up to 4)



Among those who thought priorities should be changed or removed, **Community of Choice** and **Services that add Value** were the most frequently selected. **Economic Stability** and **Quality Education** were chosen by 2 out of the 4 respondents, and no one selected **Sense of Community**.

Please identify new priorities, if any.



Across a dozen responses, there was a variety of ideas and suggestions (specific responses are on the next slide). However, several themes emerged. This word map shows the most common words or phrases suggested for new priorities.

Please identify new priorities, if any.

Whether under Develop a Community of Choice or Cultivate a Sense of Community tactics need to be developed to educate/understand, *promote the cultural diversity* that is happening and will continue to happen and expand for Lakeville to be successful over the next 5-30 years

Continue to develop "*Workforce Housing*" in conjunction with County.

Perhaps this falls under "Cultivate a Sense of Community" but *how do we cultivate and promote "micro-efforts" and innovation?*

Managing and *protecting our natural resources.*

Prepare the community for an *increasingly diverse (economic, cultural, racial, etc.) population.*

Increase *social consciousness*

Attract businesses that *provide retail, upscale restaurants*, and other needs now met outside Lakeville. *Diversity and affordable housing*
More aggressive recruitment of *new major employers.*

As we reflect on the priorities I feel it's important we *consider the diversity of ages* in our current and future (10years) residents.

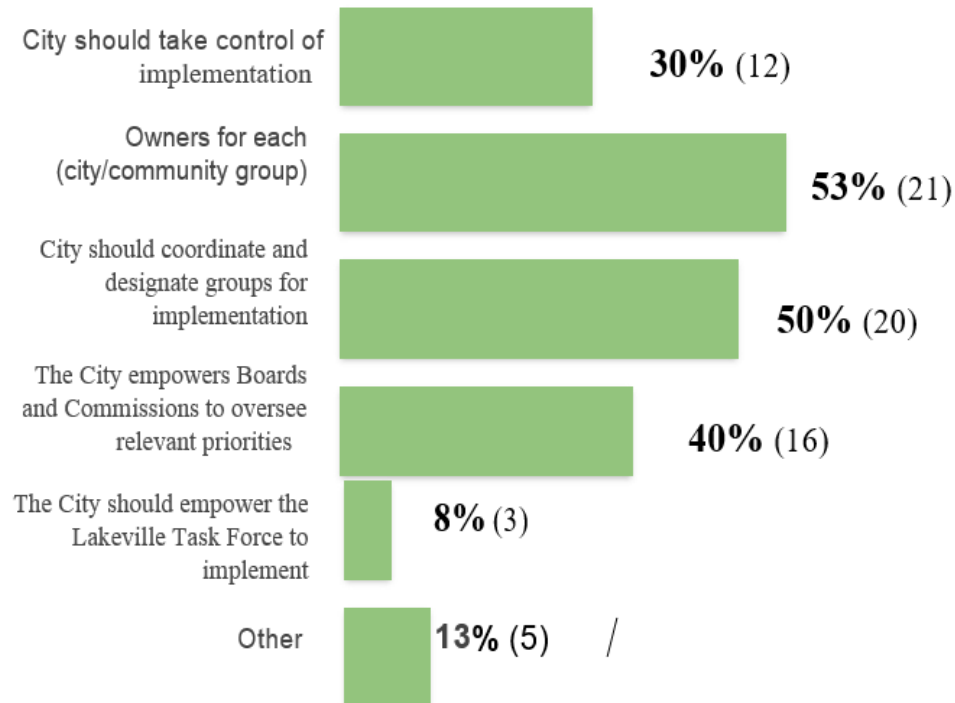
Diversity of housing options needs to be a priority

Develop a plan to deal with *changes in the ethnic and racial composition* of Minnesota residents and increased social individualism.

Analyze resident *needs / priorities - as to services desired and required.* Constantly changing - things like park amenities, etc. require regular surveys of resident priorities.

Develop a plan for encouraging *new construction to be more green.*
Develop a plan to encourage residents to reduce, reuse and recycle more. Encourage alternative fuel use. Encourage the inclusion of charging stations for electric cars at businesses and gas stations.

(choose up to 4)?



Over half of responses indicated a preference for having a dedicated owner for each priority, whether it be the city or a community group, while a third thought the city should control implementation. Over half of respondents also indicated that the city should coordinate across priorities and 40% thought the City should empower Boards and Commissioners.

Q4: If “other” please explain.

Working together to make a difference in our community will have the greatest value and success.

The city should seek a cross section of qualified, citizens with a passion for participation in relevant subject matters.

Purposeful collaboration with the School District, Chamber, community groups, etc. is key as the City can't do it all alone.

In our current board/commission structure we have the ability to have residents and the business community as part of the relative commissions and boards. I feel the Task Force should identify and meet with those charges with implementation to help identify specific initiatives.

The city should promote innovation and entrepreneurship

Prepare the community for an increasingly diverse (economic, cultural, racial, etc.) population.

Ownership of initiatives is key there MUST be a clear owner for each of the specific areas.

City Council should interact more with Appointed citizen Advisory Committees, and thoroughly research basis for their recommendations. Stick with Policy decisions, avoid politics swaying outcomes.



APPENDIX III

Public Dashboard – Envisio©

A public dashboard offers concise, easy to understand information about progress on vision implementation

Envisio provides software to local governments who manage and report on performance

The links below provide information on public dashboards and a mock-up of an Envision Lakeville board

<https://www.envisio.com/envisio-public-dashboard>

Envision Lakeville example (mock-up):

<http://performance.envisio.com/preview/50e7f7f6f75a04f2827f527fd0dbc70a>



ENVISION LAKEVILLE

PAST • PRESENT • FUTURE

Community Vision Plan

Envision Lakeville is the City of Lakeville's vision and plan for the future of Lakeville. It contains community values, strategic priorities, and broad-based initiatives that guide our efforts and enable us to achieve our vision. This site provides information on progress toward our "envisioned" future. Please look it over, and visit often to see how we're doing--or to volunteer!



Increase Economic Sustainability

Lakeville exists within a growing interconnected region, but a successful future depends upon Lakeville being a more self-sufficient community. This will largely depend upon the City being able to attract a broad mix of economic development to support the services and daily needs desired by the community. Working diligently to secure economic development and redevelopment of all types will ensure success.



Support High Quality Education

Lakeville long has distinguished itself as a community that values—and delivers—a high quality education for its youth. In the future, educational achievement will be of even greater importance to the success of our families, our children and our community. Lakeville will continue to support world-class educational opportunities for our E-12 students and also for the lifelong learner.



Develop a Community of Choice

Lakeville has grown to a population of over 60,000, primarily by providing housing and amenities to families whose households are in their prime earning years. In the future, Lakeville will accommodate individuals and families at all stages of life. Lakeville will be a place where our residents can age in place. We will strive to meet the housing, transportation, education, shopping, access to health care, and other needs of all demographic groups within the City.



Cultivate a Sense of Community

A sense of community arises from social as well as physical infrastructure and connections. Lakeville will continue to strongly support the social institutions—such as neighborhoods, schools, places of worship, recreation and athletics, community celebrations and more—in which families, friends and neighbors connect with one another and create a sense of community and belonging.



Provide Services that Add Value

The City of Lakeville has established an enviable track record of fiscal responsibility, of providing excellent quality of services, and of delivering good value for its public expenditures. Lakeville will continue to uphold these values in the future.