



ENVISION LAKEVILLE

Taskforce Meeting One – Tuesday May 30, 2023

Water Treatment Facility Conference Room

18400 Ipava Avenue

6:30PM

AGENDA

- I. Welcome
- II. Introductions
- III. The charge of the taskforce
- IV. History of Envision Lakeville
 - a. Why Envision Lakeville
 - i. Lakeville then/now video
 - b. Developing the 2013 Envision Lakeville report
 - i. Community values taskforce video
 - c. 2018 update
 - d. 2018-2023 progress report
 - i. Envision Lakeville “Cultivating a Sense of Community” Taskforce
 - ii. Envision Lakeville dashboard
- V. City of Lakeville – current snapshot and a look forward
- VI. 2023 Envision Lakeville update process
 - a. Taskforce
 - b. Surveys, outreach
 - c. Interviews, group meetings
 - d. City Council/Commissions joint workshop
- VII. Tonight’s work
 - a. Set meeting dates
 - b. Discuss taskforce agendas, reactions
 - i. Where we’ve been, your impressions, what we’ll do
 - c. Taskforce homework: June - August
 - i. Resource review; Community discussions; CC/Commissions workshop
- VIII. Adjourn

2023 Envision Lakeville Staff Contact List

Name	Phone	Email
Justin Miller, City Administrator	952-985-4401	jmiller@lakevillemn.gov
Allyn Kuennen, Assistant City Administrator	952-985-4402	akuennen@lakevillemn.gov
Courtney Miller, Assistant to the City Administrator	952-985-4403	cmiller@lakevillemn.gov
Craig Rapp, President Rapp Consulting Group	202-340-4114	craig@craigrapp.com

2023 Envision Lakeville Taskforce Members

Name	Representing
Abdi Abdulle	<ul style="list-style-type: none"> ○ SciTech Academy
Aly Bunting	<ul style="list-style-type: none"> ○ Long-time resident ○ Mental health professional ○ Family of ISD194 teachers ○ Friends of the Heritage Library board member
Erin Duckworth	<ul style="list-style-type: none"> ○ Business ○ Realty
Eric Gieseke	<ul style="list-style-type: none"> ○ Retired police chief ○ Long-time resident. The family chose to stay in Lakeville "for the long haul" ○ Youth athletics
Jared Herndon	<ul style="list-style-type: none"> ○ LGBT ○ Union ○ New resident
Kelsey Holberg	<ul style="list-style-type: none"> ○ Lakeville resident ○ State of Minnesota employee
Hassan Jama	<ul style="list-style-type: none"> ○ New resident (~2 yrs) ○ Muslim faith leader ○ Muslim community leader
Krista Jech	<ul style="list-style-type: none"> ○ Lakeville Chamber of Commerce
Tony Joseph	<ul style="list-style-type: none"> ○ Lakeville resident ○ Self-employed high-performance coach ○ HR Director at Medtronic ○ Former production manager
Kristina Kwan	<ul style="list-style-type: none"> ○ POCI (People of Color and Indigenous) ○ Business ○ New resident
Sarah Smith Larkin	<ul style="list-style-type: none"> ○ Business
Iftinta Mohamed	<ul style="list-style-type: none"> ○ Lakeville Youth Commission
Ava Nielson	<ul style="list-style-type: none"> ○ Lakeville Youth Commission

Roz Peterson	<ul style="list-style-type: none"> ○ Commercial real estate ○ Former legislator ○ Former school board member
Rick Ringeisen	<ul style="list-style-type: none"> ○ Education ○ Sports
Lisa Schneegans	<ul style="list-style-type: none"> ○ Business/marketing
Vicki Schwartz	<ul style="list-style-type: none"> ○ New resident ○ Retired supply chain professional ○ Parks, Recreation and Natural Resources Committee candidate ○ Senior
Molly Staack	<ul style="list-style-type: none"> ○ Business
John Swaney	<ul style="list-style-type: none"> ○ Business ○ Veteran ○ Long-time resident ○ Member of the Cultivate a Sense of Community Taskforce
Aida Tezera	<ul style="list-style-type: none"> ○ Entrepreneur ○ Lead realtor at Gojjo Realty ○ Translator and advocate for immigrant families in local school districts ○ Her and her husband also work in deploying software solutions for small business and investing in real estate to support underserved communities ○ Has kids in ISD 196
Christine "Tine" Thompson	<ul style="list-style-type: none"> ○ Civic involvement ○ New resident (<4 yrs) ○ Rural homeowner ○ Young family ○ Working mother ○ Youth athletics
Kellie Wallia	<ul style="list-style-type: none"> ○ Hosanna pastor (strong connection to community care needs) ○ Longtime resident



**ENVISION
LAKEVILLE**



Community Vision Plan

Community Vision Plan

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Mayor and City Council

On behalf of the entire Envision Lakeville Task Force, we are pleased to present this Community Vision Plan report to you.

The plan sets forth a vision for the future of Lakeville; it articulates a set of community values; it establishes strategic priorities; and it provides a list of key initiatives to make the vision a reality.

This document represents the culmination of an effort by the City Council, Task Force and staff that began in November 2012. Over the succeeding months, more than 800 citizens from across the community generously gave their time to answer survey questions, participate in groups, offer ideas, and debate issues—all in the spirit of helping the City Council chart a future course for the City of Lakeville.

For the past six months, over eight meetings, the Envision Lakeville Task Force worked to develop the plan. We reviewed data and listened to experts; we debated the impact of demographic and social trends; we interpreted community input; and we wrestled with alternative concepts of livability. Ultimately, these efforts enabled us to recommend a set of strategic priorities and long term actions that we believe will help create a better Lakeville.

Thank you for the opportunity to serve, and for the chance to work side by side with a great group of neighbors and now new friends on a project of such great importance to our community.

Sincerely,

Envision Lakeville Task Force:

Laura Beem
Jeanne Hutter
Grant Jacobson
Cody Jones
Brian Knapp
Jason Mahlman
Patti McDonald
Ron Mullenbach
Lynette Mulvihill
Steven Porter
Howard Schneider
Tom Rice
Dean Swenson

Consultant:

Craig Rapp LLC
Craig Rapp, President
Marc Hugunin

Staff:

Steve Mielke, City Administrator
Allyn Kuennen, Administrative Services Manager

Envision Lakeville 2040 – Community Vision

A vision offers a clear image of a possible and desirable future state. Visions come from the heart and reflect our highest aspirations. The Lakeville Community Vision Plan puts forth a Vision Statement that broadly describes Lakeville in the year 2040. The Vision Statement reflects community input, embodies community values, connects with a core purpose, and describes how the community will distinguish itself. It is a reflection of what Lakeville is, and what it can become.

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.

Executive Summary

The Community Vision Plan presents a vision of Lakeville’s future, a set of community values, and a list of strategic priorities for guiding implementation. Each of the plan’s key elements below was developed based upon community input, supplemented by research and expert testimony.

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.

“Our region has a rich history of strong civic engagement. But our rapidly changing cultural, business and demographic landscape brings new challenges. How well we meet the demands of these evolving challenges will determine how successful our communities will be in the next century.”

– Minnesota Compass.org



Envision Lakeville 2040 – Community Values

The foundation for Lakeville’s Community Vision Plan rests upon its values. Values are defined as our most important and closely held beliefs, ideas, and concepts. They are used to filter critical decisions. Sometimes referred to as core beliefs or principles, they are the basis for vision plans and ways of operating for individuals, organizations, and communities. They are ideals shared by members of a community about what is good or bad and desirable or undesirable. Values have a major influence on behavior and attitude and serve as broad guidelines. The following are the community values for the City of Lakeville, which will be used to guide current and future City Councils as they work to make this vision a reality.

The values were developed by the Envision Lakeville Task Force, with the insights and assistance of the City Council. They reflect community input—gathered and interpreted from the community survey, four citizen forums, eight focus groups, and a community leaders survey. Task Force members, representing a broad cross section of citizens and groups, also relied upon their own perspectives to forge a consensus on the final set of values.

Community Values

Diversified Economic Development

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

In 25 years, Lakeville will have a diversified economy that provides residents with expanded opportunities to work within the City and to meet their shopping, health care, and other daily needs. A mix of industrial, office, and retail development will help to provide the tax base needed to support high quality public services.

Good Value for Public Services

We value high-quality public services delivered cost effectively.

The City of Lakeville has established an enviable track record of fiscal responsibility, excellent quality of services, and good value for its public expenditures. Lakeville will continue to uphold these values over the next 25 years.

Safety Throughout the Community

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

Lakeville residents feel safe throughout the City — in parks and on trails, in commercial areas, in neighborhoods, and in their homes. Over the next 25 years, Lakeville residents will go about their daily lives confident of their safety and security.

Design That Connects the Community

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

Great communities don't just happen. They're the result of thoughtful design and careful execution. Lakeville will plan an appropriate mix of housing types, a quality transportation system, and other elements that support a well-connected City with a strong sense of community.

High Quality Education

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

Lakeville residents came here for high quality schools more than any other reason. Lakeville will continue to attract those seeking the highest quality E-12 (early-grade 12) education, and will also offer continuing education opportunities for the lifelong learner.

A Home for All Ages and Stages of Life

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

Lakeville will be a community where residents can live and age in place. We will accommodate individuals and families at all stages of life. We will strive to meet the housing, transportation, education, shopping, access to health care, and other needs of all demographic groups within the City.

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.

Lakeville residents draw a sense of community and belonging from a range of institutions and activities that exist within the City. We highly value these institutions and activities including neighborhoods, schools, places of worship, recreation, athletics, and community celebrations.

Access to a Multitude of Natural Amenities and Recreational Opportunities

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

Lakeville is blessed with a multitude of natural amenities that enhance the quality of life. We will continue to provide exceptional parks, trails, recreation, cultural opportunities, youth sports, and protect the natural beauty that makes Lakeville desirable, with a strong sense of community.

“The City’s strengths are its schools, parks and trails, balanced/mixed land uses including commercial and industrial.”

— *Envision Lakeville Community Focus Group*

Envision Lakeville 2040 – Strategic Priorities

To ensure that Lakeville’s vision of a desirable future has the greatest chance of succeeding, the Envision Lakeville Task Force developed a set of Strategic Priorities to focus City Council actions. Using input gathered from community outreach efforts, the Task Force conducted a SWOT (strengths, weaknesses, opportunities, threats) analysis to understand the current environment, and to gain insight into the desires and preferences of a broad range of community stakeholders. Supplemented by research on future trends, the Task Force initially identified a set of “strategic themes,” or critical issues facing the City. Using the themes and community values as a framework, the Task Force established a set of five strategic priorities. The priorities represent the most important areas of focus for the subsequent implementation plans.

Strategic Priorities

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 nearly 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.



“We should accommodate diverse, multi-generational housing needs, from starter homes to senior housing, so that our kids and parents can stay in Lakeville.”

– Lakeville Business Owner

Envision Lakeville 2040 – Key Initiatives

A community vision plan is not an operational plan, or even a strategic plan; it is a framework for long-term success. Achieving the promise of the vision requires focus and follow-through. The Lakeville Community Vision Plan articulates a vision, sets forth community values that will be used to filter decisions, and defines the five most important priorities for community success.

To provide a focus for follow-up action, the Envision Lakeville Task Force developed a list of key initiatives that should be undertaken—correlated to each strategic priority. Because the vision covers a 25-year time horizon, the initiatives have been categorized by time periods: 1-5 years, 6-15 years and 16-25 years.

The initiatives are not detailed plans; rather they are broadly defined efforts that should be pursued. They provide guidance to the City Council for the development of implementation plans.

Key Initiatives

Increase Economic Sustainability

1-5 years

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.

6-15 years

Plan and coordinate the proper continued convergence of attraction and financial incentives for office, industrial, residential, and retail development.

Conduct a review of development standards in light of changing demographics to accommodate all stages of life.

Incorporate re-purposing for commercial/industrial facilities in long-term planning.

16-25 years

Plan and program infrastructure upgrades to meet expanded economic development needs.

Create a comprehensive program to assist in the redevelopment of commercial and industrial properties.

Support Quality Education

1-5 years

Collaborate on conversations related to developing and sustaining an educational system that sets the 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.

6-15 years

Explore partnerships—shared services, purchasing, human resources.

Develop community cultural competency. Understand how we welcome and interact with newcomers. We must be diligent and deliberate about including the entire community/all segments.

Establish a continuum of educational opportunities for the entire community to accommodate all stages of life.

Bring more post-secondary institutions to the community.

16-25 years

Integrate (new) schools into City planning (buildings, staffing, programming).

Plan for demographic/population shifts (how to re-purpose old facilities).

Develop a Community of Choice

1-5 years

Identify partnerships, incentives, 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 an emphasis on serving existing neighborhoods.

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

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

Support transit expansion extending down to County Road 70 from I-35 and Cedar Avenue to support Airlake Industrial Park (also in years 6-15 and 16-25).

Analyze the feasibility of acquiring community parks in developing areas of the City.

Study park acquisition needs with emphasis on serving different users through varied facilities for all stages of life.

Study feasibility of sanitary sewer extension to serve Farmington outlet area (with development results in years 16-25 time frame).

Support transportation including:
Lane additions to I-35 to County 70 (1-5 years) and Elko New Market (6-15 years)–Transit on Cedar Avenue and I-35 to County 70 (1-25 years).

6-15 years

Adopt 2018 Comprehensive Plan Amendment consistent with efforts to become a community of choice.

Consider ordinance amendments for expanding housing choices and modifying commercial node design.

Fund street/trail “missing links” (also years 16-25).

Acquire community parks in developing areas of City with focus on partner opportunities consistent with previous study recommendations (also years 16-25).

Address development review process to improve creative collaboration between the city and developers (also years 16-25).

Implement park acquisitions consistent with earlier studies (also continuing in years 16-25).

16-25 years

Develop Cedar Avenue Bus Rapid Transit corridor as opportunity for new urban forms of development.

Develop Holyoke/Highview as an important pedestrian/traffic connection through the heart of the community as a signature feature (connect downtown to north Lakeville).

Fund street/trail “missing links.”

Develop connections to “hidden gems” like Ritter Farm Park.

Cultivate a Sense of Community

1-5 years

Review potential for downtown preservation/improvement strategies.

Consider special zoning/development standards for downtown.

Improve City/downtown business association/chamber collaboration to increase awareness of and activity in downtown Lakeville.

Create a plan to expand community events.

6-15 years

Revisit downtown development plan to meet changing community needs.

Evaluate benefits of bringing all youth sports groups together under one umbrella.

Create a master plan to develop and utilize multi-purpose facilities.

Collaborate with local athletic organizations to review and make recommendations on funding recreational projects (also years 16-25).

Research economic viability when adding, upgrading and removing recreational facilities and related amenities.

Define the ways in which we are already bringing the community together. Identify ways to expand and support these already established groups and activities.

Identify new ways in which we can bring together segments of the community.

16-25 years

Review potential for downtown preservation/improvement strategies.

Collaborate with local athletic organizations to review and make recommendations on funding recreational projects.

Provide Services that Add Value

1-5 years

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 levels 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 planning.

6-15 years

Evaluate physical components of the City (buildings, roads, infrastructure, technology) relative to other components of long term plan—identify alternatives and implement projects identified.

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

Modify service levels and expectations as identified and prioritized.

Determine short-term and long-term communication and engagement vehicles.

Evaluate and implement select cost containment strategies.

Explore entrepreneurial ways to raise revenue.

Develop long-term strategy for financial viability/credit worthiness.

16-25 years

Evaluate current staffing and core competencies relevant to long term needs.

Implement professional development programming.

Develop key staff succession planning.



As demographic patterns make workers increasingly scarce, the ability to retain and attract young, highly educated residents is key to growth.

– Minnesota Compass.org

Envision Lakeville 2040 – Creating the Plan

In 2012, the Lakeville City Council decided it was important to articulate a long-term vision for the community. As a prosperous, growing city with a good reputation as a place to live and raise a family, the Council wanted to ensure they maintained that reputation, and more importantly, positioned themselves to thrive.

The City undertook Envision Lakeville—to articulate a vision of the community for the next 25 years. The Envision Lakeville process was conceived, led and managed by the Mayor, City Council and City staff. From the beginning, the effort was to create a community-wide vision—one that expresses the hopes and dreams of Lakeville residents and stakeholders from all walks of life, and which directs decision-making not only by the City itself but by other stakeholders throughout the community.

Toward this end, the City hired Craig Rapp, LLC to develop and facilitate a visioning process and appointed a 14 member Task Force representing various sectors and interests from throughout the community. The Envision Lakeville Task Force met eight times over a six-month period, reviewed a wide range of information, deliberated, and created the Vision that is described in this report.

The Visioning Process

“The purpose of the visioning process is to bring people together to share opinions and ideas about what they want for the future of Lakeville” — Lakeville City Council

To effectively gather the opinions and ideas of the broadest possible range of stakeholders, a multi-faceted outreach program was undertaken. The program included five elements:

1. A community survey of 1,200 randomly selected citizens, conducted by the National Research Center.
2. Four community forums offering information and facilitated discussion using “audience participation technology.”
3. Eight focus groups made up of key community constituencies.
4. A community leaders survey administered to Advisory Boards and Commission members and City management staff.
5. On-going communication through the City’s website and social media channels.

The information gathered in the outreach process provided the foundation upon which the Envision Lakeville Task Force developed the Community Vision Plan. Using this input, the Task Force examined:

- The community’s strengths, weaknesses, opportunities, threats and challenges
- The character, image and assets of the community
- Guiding principles and core values

From this effort, the Task Force developed a plan that contains four key elements:

1. A Vision Statement. This is a clear statement of what the community aspires to be in the future.
2. Community Values. These are the core beliefs and operating principles of Lakeville.
3. Strategic Priorities. These are the five most important issues that will determine long-term success.
4. Key Initiatives. These are the actions within each priority that should be the focus of community activity.



Envision Lakeville 2040 – Outreach and Data

The Envision Lakeville Task Force consulted a wide range of background information, and secondary as well as primary research in its efforts to develop the City's 25-year Vision.

The City of Lakeville created a video highlighting the City's 150-year history. Particular attention was given to the dramatic changes that have occurred over the past 25 years. This suggests that changes to the City of Lakeville over the next 25 years may be equally dramatic. The video and additional information about Envision Lakeville may be viewed at the City of Lakeville website at www.lakevillemn.gov.

Primary research was conducted in the form of a broad-based community outreach process which included: a citywide mail survey, four community forums, eight focus group discussions, and a survey of City staff and advisory board members.

Federal 2010 Census data compiled and provided by the Metropolitan Council was reviewed, along with the Metropolitan Council's projections of Lakeville through the year 2030 on population, households, and employment.

Hazel H. Reinhart, former Minnesota State Demographer, and Chris Galler, Executive Director, Minnesota Association of Realtors, presented information concerning changes in U.S., Minnesota and Lakeville demographics and household composition.

Additional demographic information was provided by Dakota County. Highlights from each of these sources follow.

Community Survey

The National Research Center via U.S. mail administered a survey of Lakeville residents using the National Citizen Survey model. A total of 1,200 surveys were mailed to a random sample of Lakeville residents. Four hundred and thirty-four surveys were completed, returned, and tabulated for a response rate of 36 percent. The responses were weighted such that the final sample of respondents is representative of Lakeville’s overall population based on age, race and ethnicity, and housing type.

In their report the National Research Center wrote: “Most residents experienced a good quality of life in the City of Lakeville and believed the City was a good place to live. The overall quality of life in the City of Lakeville was rated as “excellent” or “good” by 92 percent of respondents. Almost all reported they plan on staying in the City of Lakeville for the next five years.”

“A variety of characteristics of the community were evaluated by those participating in the study. The three characteristics receiving the most favorable ratings were the cleanliness of Lakeville, overall appearance of Lakeville, and the overall image or reputation of Lakeville. The three characteristics receiving the least positive ratings were employment opportunities, shopping opportunities, and ease of bus travel in Lakeville.”

Respondents were asked to rate the importance of a variety of community characteristics for the future success of the community. The characteristics were ranked as follows:

Importance of characteristics for the City’s future success

1. Quality schools
2. Safe city
3. Aesthetically pleasing
4. Environment
5. Recreation
6. Low taxes
7. Jobs
8. Open space
9. Residents can age in place
10. Shopping
11. Transportation
12. Transit
13. Welcoming of diversity

Citizen Forums

A series of four Community Forums were held on four different evenings in March and April 2013, with more than 100 Lakeville residents participating. The participants were asked a series of questions, and recorded their responses digitally. The results were displayed on screen and the participants were invited to discuss the results.

The participants echoed the survey in expressing high levels of satisfaction with the quality of life in Lakeville. They then created their own custom lists of characteristics of the City, and ranked the importance of those factors. The results mirrored the survey in many respects, but provided a counterpoint in others.

Opportunities that Lakeville should pursue over the next 25 years

1. Quality economic development
2. Technology-based business
3. Transportation
4. Manage development/preserve green space
5. Education
6. Health and wellness
7. Expand tourism
8. Manage/preserve natural resources



Focus Groups

Eight focus group discussions were held with constituencies for selected issues, while individual interviews also were held with a ninth constituent group. Each of the discussions focused on one of the following areas:

- Business owners
- Development community
- High school students
- Industrial park (Individual interviews)
- E-12 education
- Parks and trails
- Senior citizens
- Social services including the faith community
- Youth sports

Seven themes emerged from these discussions.

1. Support our schools. As one high school student stated, “You can’t be a great place to raise a family if you keep cutting the schools.”
2. Senior, starter and workforce housing. As one business owner noted a lack of senior housing and starter homes and said, “We want our kids and our parents to be able to stay in Lakeville.” Other business owners noted that their employees do not live in Lakeville due to a lack of workforce housing.
3. Lakeville is disjointed. Lakeville is divided among three ZIP codes, three school districts and various “pods” of development. As a result, residents’ loyalties are divided and there is a lack of community spirit.
4. Small-town feel. Lakeville has a “small-town feel” that is highly valued. A historic downtown, green spaces between developed areas and “nice, friendly people” contribute to this small-town feel.
5. Economic development. Expectations were expressed for further economic development in the City, specifically contributing jobs, shopping opportunities and increased tax base.
6. Lack of diversity. Lakeville lacks diversity, and this was described as a “lack,” something missing in the life experience of the community.

The Seventh Theme

A seventh theme (limited government and low taxes) was derived from the survey and Community Forums. In the survey, 31 percent of respondents said that Lakeville is headed in the wrong direction.

In the Forums, 23 percent said that Lakeville is headed in the wrong direction.

In the case of the Forums, additional data describing these 23 percent of respondents is available. They voted similarly to other respondents on most questions but 53 percent of these participants said that local property taxes are too high, versus just 16 percent of the other respondents. Ninety-two percent of those who said that Lakeville is headed in the wrong direction reported household incomes in excess of \$100,000.

In the survey, 81 percent agreed that low taxes are important to the community’s success.

City Leadership Survey

Twenty-one City employees and 34 members of City advisory boards responded to the survey. The results echoed those of the citywide resident survey. For example, the most important characteristics toward the overall success of the city are quality schools, a safe City and connected neighborhoods. The top priorities for the future of the City were identified as:

1. Maintaining existing parks
2. Providing diverse housing
3. Providing market rate single-family housing
4. Incentives for desirable development
5. Improve the quality of the streets



Census and Demographic Data

Lakeville is today (in 2013) a city of about 57,000 residents on 37.5 square miles of land, located in Dakota County, Minnesota, about 23 miles south of downtown Minneapolis. The City is described as being 60 percent developed at the present time.

A quarter century ago, Lakeville's population was 17,000. A quarter century hence it is expected to have a population of approximately 85,000 as the City reaches full development. During the period from 2000 to 2040, Lakeville will grow from Dakota County's fourth largest to its largest city.

According to U.S. Federal Census data:

- In 2010, Lakeville is Dakota County's second fastest-growing city with 30 percent growth since 2000.
- Lakeville is the county's ninth most (third least) diverse among the 12 largest cities with 10.7 percent being people of color.
- Lakeville schools are the ninth most (second least) diverse among ten districts with 12.5 percent of students being of color.
- In 2000 Lakeville had the ninth most (third fewest) seniors with about 1,200. By 2020 Lakeville's will have the county's fourth most seniors with almost 10,000. Households with seniors increased from 7 percent in 2000 to 11 percent in 2007-2009.
- Households with children had already declined from 58 percent to 51 percent in 2007-2009.
- Lakeville is Dakota County's wealthiest city with an annual household income of \$90,000. Yet, the average Lakeville household lost \$700 in purchasing power from 2000 to 2007-2009.
- Lakeville has the county's lowest poverty rating with 2.9 percent of households below the poverty line.
- Lakeville is tied for second among Dakota County cities with more than 44 percent of residents having a B.A. degree.
- Lakeville's median home market value was the county's highest both in 2009 (\$253,000) and 2010 (\$234,000), and the City's home ownership rates lead the county at 92 (2000) or 93 percent (2007-2009).
- Housing starts in Lakeville plummeted from 1,000 in 2004 alone to about 500 (total) in the three years from 2007-2009.

However, both figures are more than double those of any other Dakota County city.

- But Lakeville also had the county's third highest foreclosure rate at about 1.5 percent in 2008, 2009, and 2010.

This demographic data was supplemented by presentations by former Minnesota state demographer Hazel H. Reinhart and Chris Galler, Executive Director, Minnesota Association of Realtors.

Reinhart's presentation, titled "Not the World We Remember: A Changing U.S.," highlights four major trends in U.S. population:

1. Aging of the population
2. More ethnic/racial diversity
3. Income/education gap increasing
4. Changing geographic distribution

Her presentation focused primarily on U.S., "macro" data but "Lakeville will not escape the major drivers of population change in the U.S.," she said.

- The U.S. median age will increase from 30 years in 1950 to 39 years in 2030, while the percentage of Americans age 65+ will increase from eight percent to 21 percent.
- The percentage of households with children has already declined from 47 percent to just 29 percent in 2010.
- Key implications of aging include "a shrinking ratio of workers to pensioners, and people spending a larger portion of their lives in retirement," and "An increase in disability caused by increases in age-related chronic diseases."
- America is also becoming increasingly racially and ethnically diverse. In 1950, 88 percent of Americans were white non-Hispanic. Today 64 percent are white non-Hispanic.
- The percentage of Americans who are foreign born has increased from five percent in 1970 to 12.5 percent in 2010.
- Galler reported that 59 percent of Minnesota home buyers are age 25 to 44. Sixty-seven percent of first-time home buyers are age 25 to 34, and only 41 percent of these are a married couple.
- In the U.S., 79 percent of homes are of the detached single-family type. In Minnesota, 73 percent of homes are detached single-family homes.

References

All final report references can be found at: [www.lakevillemn.gov/Envision Lakeville](http://www.lakevillemn.gov/EnvisionLakeville).

1. National Research Center—National Citizen’s Survey of Lakeville, Minnesota.
2. Envision Lakeville—Community Forum Summary.
3. Envision Lakeville—Community Focus Group Summary.
4. Envision Lakeville—Community Leaders Survey Summary.
5. Dakota County Demographic and Socio-economic Indicators. Presentation to Dakota County Mayors/Managers, March 18, 2011.
6. Metropolitan Council—Lakeville Community Profile.
7. City of Lakeville—Envision Lakeville video.
8. Future Real Estate Issues, presented by Chris Galler, CEO, Minnesota Association of Realtors, March 21, 2013.
9. Not the World We Remember: A Changing U.S., presented by Hazel Reinhardt, Minnesota State Demographer (retired), March 21, 2013.





**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.
- BTD 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 NCSTM
The National Citizen SurveyTM

Lakeville, MN

Trends over

Time 2018



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



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
Recreation and Wellness	Place to work	59%	64%	Similar	Similar	Similar
	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
Education and Enrichment	Fitness opportunities	NA	78%	NA	NA	Similar
	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
Community Engagement	Child care/preschool	57%	65%	Higher	Much higher	Similar
	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
Mobility	Traffic enforcement	79%	80%	Similar	Much higher	Higher
	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
Natural Environment	Garbage collection	89%	84%	Similar	Similar	Similar
	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
Built Environment	Storm drainage	81%	80%	Similar	Much higher	Higher
	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
Economy	Economic development	57%	66%	Higher	Much higher	Similar
Recreation and Wellness	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
Education and Enrichment	Special events	NA	80%	NA	NA	Similar
	Public libraries	91%	90%	Similar	Higher	Similar
Community Engagement	Public information	79%	80%	Similar	Much higher	Similar

	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.

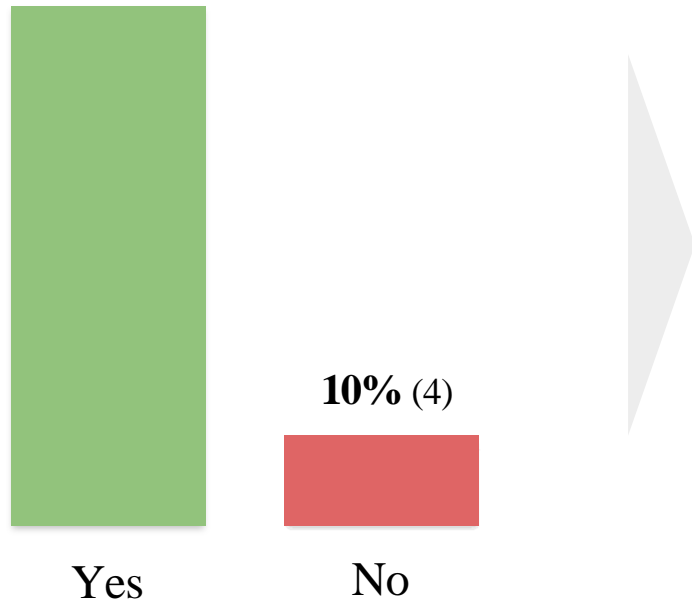
Current Priorities:

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?

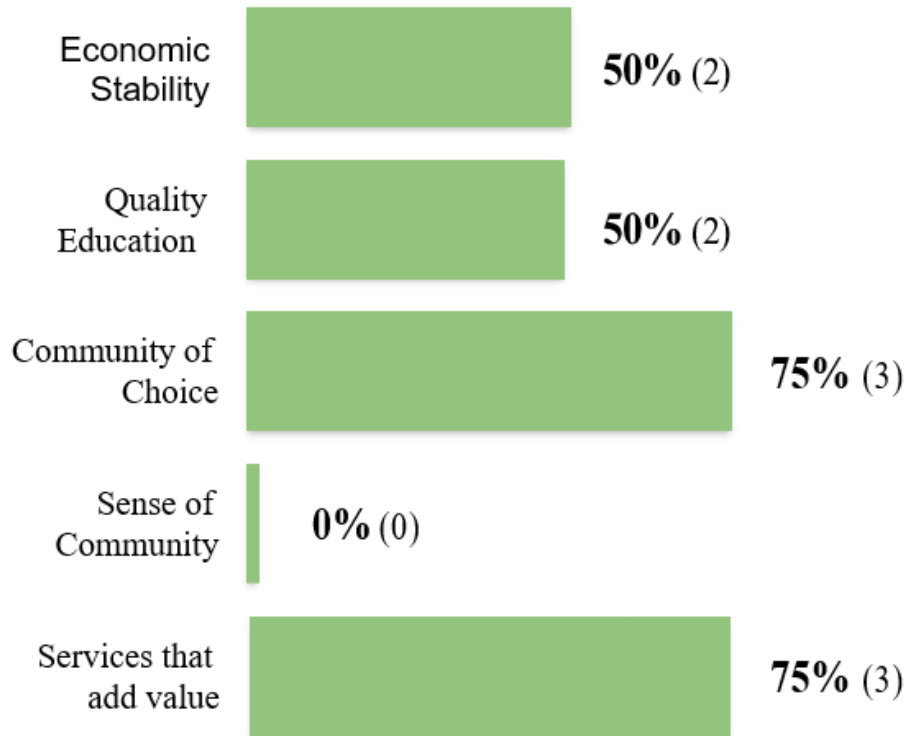


Overwhelmingly, responses indicated a general agreement with the current priorities

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.

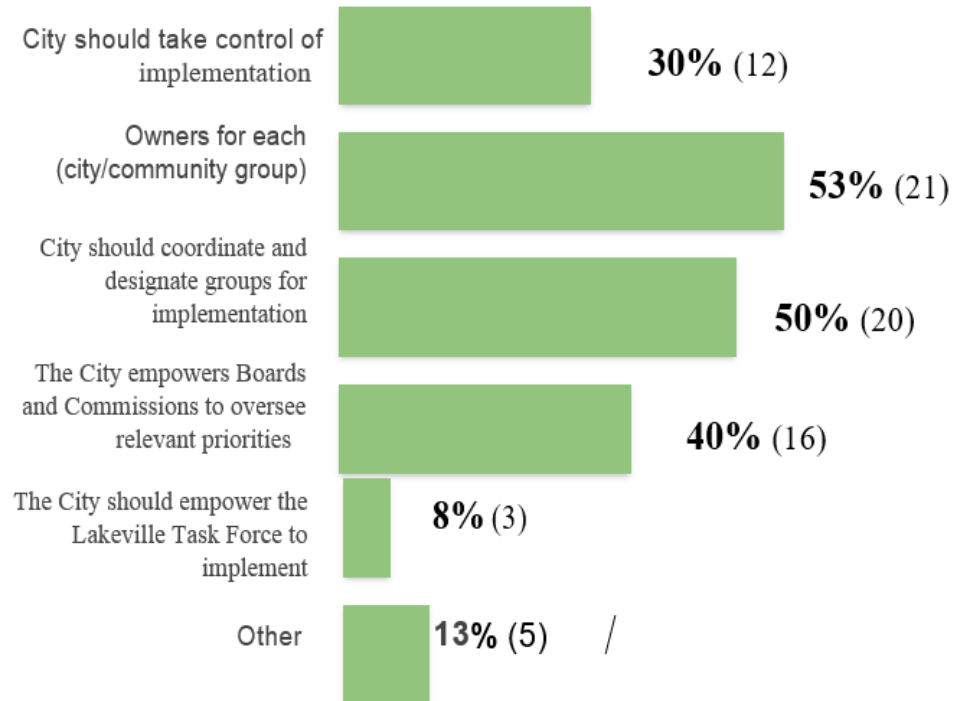
Diversity of housing options needs to be a priority

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>



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 'envision' future. Please look it over, and visit often to see how we're doing or to volunteer!



Lakeville exists within a growing metropolitan area, but a successful future depends upon Lakeville being a thriving

self-sufficient community. This will largely depend upon the City being able to attract a broad mix of economic development to support the local needs desired by the community. Working diligently to secure economic development and employment of all types will ensure success.



Lakeville long has distinguished itself as a community that values and delivers a high quality education for its

youth. In the future, educational activities will hold 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 K-12 students and also for the lifelong learners.



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 residents can age in place. We will strive to provide the housing, transportation, education, shopping, access to health care, and other needs of all demographic groups within the City.



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 events - in which families, friends and neighbors connect with one another and create a sense of community and belonging.



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



Date: 9/7/2021

Appointments to the Envision Lakeville Cultivate a Sense of Community Taskforce

Proposed Action

Staff recommends adoption of the following motion: Move to approve a resolution appointing members to the Envision Lakeville Cultivate a Sense of Community Taskforce.

Overview

Earlier this year, as a result of the Community Conversation on Race series, the City Council created the Envision Lakeville Cultivate a Sense of Community Taskforce. Applications were solicited and 32 people indicated interest in serving on the taskforce. Over the past month, candidates were interviewed and the council reviewed the entire list of candidates at a work session on August 30th.

The following applicants have been selected to serve on the taskforce:

- Cynthia Cajune
- Dan Feldkamp
- Naomi Garcia
- Mike Howells
- MattNorman
- Ajay Raikar
- John Swaney
- Daniel Wolter
- Christine Yohnke

Upon official action with this item, the taskforce will begin meeting. Per the documents establishing the taskforce, their work is to be completed by July 1, 2022.

Supporting Information

- *N/A*

Financial Impact: \$0.00 **Budgeted:** **Source:**

Envision Lakeville Community Values: A Sense of Community and Belonging

Report Completed by: Justin Miller, City Administrator

CITY OF LAKEVILLE

RESOLUTION NO.

Appointments to the Envision Lakeville Cultivate a Sense of Community Taskforce

WHEREAS, on June 21, 2021 the City Council established the Envision Lakeville Cultivate a Sense of Community Taskforce, and

WHEREAS, the City solicited applications for the taskforce and the City Council conducted interviews of those who expressed interest in serving.

NOW, THEREFORE, BE IT RESOLVED that the following people be named to the Envision Lakeville Cultivate a Sense of Community Taskforce:

Cynthia Cajune
Dan Feldkamp
Naomi Garcia
Mike Howells
Matt Norman
Ajay Raikar
John Swaney
Daniel Walter
Christine Yohnke

ADOPTED by the Lakeville City Council this 7th day of September 2021

CITY OF LAKEVILLE

Douglas P. Anderson, Mayor

ATTEST:

Charlene Friedges, City Clerk

Envision Lakeville: 'Cultivate a Sense of Community' Taskforce

PURPOSE/HISTORICAL PERSPECTIVE

The Envision Lakeville: 'Cultivate a Sense of Community' Taskforce (Taskforce) exists to support and further enhance the City of Lakeville's community vision. Initiated in 2013 and updated in 2018, Envision Lakeville provides strategic direction for the City's future. The Vision, Community Values and Strategic Priorities serve as an important framework for the evolving needs of our diverse community and must continue to be updated. Emphasis for the Taskforce will be to address and enhance the short-term and long-term strategies that foster opportunities for all to feel a sense of belonging within the City of Lakeville through the '*Cultivate a Sense of Community*' strategic priority.

In late 2012, a Taskforce charged with developing the initial Envision Lakeville plan outlined that, "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." Initiatives for this area were then categorized by time periods: 1-5 years, 6-15 years and 16-25 years. Some of the initiatives have not yet been addressed. A non-exhaustive list includes:

- 1-5 years: Create a plan to expand community events
- 6-15 years: Create a master plan to develop and utilize multi-purpose facilities
- 6-15 years: Identify ways to expand and support already established groups and activities
- 6-15 years: Identify new ways in which we can bring together segments of the community

The Taskforce's initiatives were in response to two themes that arose from focus group discussion and survey data stating that Lakeville is "disjointed," "lacks diversity," and has "something missing in the life experience of the community."

In early 2018, the Taskforce was brought back together and charged to "Review implementation progress on the Envision Lakeville plan, changes in the community, stakeholder feedback, and recommend modifications to the plan, as appropriate." The Taskforce identified several accomplishments which were noted and summarized, yet, fell short of other strategic priorities. The Taskforce also identified negative trends and suggested initiatives. Examples include:

- A comparison of the 2013 and 2018 community surveys indicated a notable decrease in resident engagement within the community.
- A community leader work session noted "diversity" and "workforce housing" as the most frequently mentioned priorities the City should consider moving forward.
- A community leader work session identified one of the top *Horizon Issues* as understanding the makeup of the community and how to plan for the changing demographics.

- The Taskforce suggested initiatives related to lifelong recreation opportunities, walkability to destinations, addressing diversity (dealing with issue of being an inclusive/welcoming community) and identifying ways Lakeville stands out as a community people choose.

In August of 2020, the City agreed to hold a series of “Community Conversations on Race” in light of rising inclusion concerns. A working group was formed and the group organized three events that provided opportunities for individuals to share their stories as BIPOC members of the Lakeville community. The events facilitated relationship building and challenging dialogue but also highlighted the gaps members of the Lakeville community experience in the City’s effort to *Cultivate a Sense of Community*.

As Lakeville’s population continues to grow, so too will its richness of diversity. As the presence of different cultures, ages, abilities, and customs in Lakeville increases, it is imperative for us as a community to understand who we are today and to anticipate who we will become as Lakeville grows. This proposal supports this effort through building community engagement and connection.

See Attached Envision Lakeville Summary

RESPONSIBILITIES

1. The Taskforce is an advisory body of the City Council with responsibility to provide information and assistance in enhancing the strength and accountability of Envision Lakeville’s values and strategic priorities. As its primary duties, the Taskforce shall:
 - a. Develop a proposal to initiate a community survey to identify the strengths, weaknesses, opportunities and threats to the City's efforts to *Cultivate a Sense of Community*. This survey will help measure progress of the Envision Lakeville strategic plan and will be similar to surveys conducted in 2013 and 2018. Additional questions may be fashioned to collect data specific to the needs of the taskforce.
 - b. Alongside the survey work above, develop and initiate community focus groups to identify the strengths, weaknesses, opportunities and threats to the City's efforts to *Cultivate a Sense of Community*.
 - c. Utilize collected community input to propose action steps and strategies to enhance the City’s efforts to *Cultivate a Sense of Community*.
 - d. Provide recommendations to create better awareness of current census data about who we are today.
 - e. Provide recommendations to City Council for community events with the purpose of celebrating who we are and developing deeper connections among community members.
 - f. Provide recommendations to City Council, as appropriate, and present a final report to the City Council by July 1, 2022.

TITLE

The official title of this group shall be the “Envision Lakeville: ‘Cultivate a Sense of Community’ Taskforce.”

MEMBERSHIP

1. The Taskforce shall consist of nine (9) persons appointed by the City Council.
2. The nine-member committee shall serve without compensation. However, the Taskforce may, with the consent of the City Council, incur expense that is deemed necessary as supported by the approved City Budget.
3. The qualifications of the members of the Taskforce shall be those who, in judgement of the Council, are representative of the communities' diversity.
4. The Taskforce shall elect a Chairperson and Secretary from amongst its appointed members

STAFF LIAISON

The staff liaison to the Taskforce shall be the City Administrator (or designee).

PROCEDURE

1. Regular meeting dates of the Taskforce shall be determined by the appointed members.
2. The Agenda shall be prepared, published and sent to committee members five (5) days before the next regular meeting.
3. A committee quorum shall consist of a minimum of five (5) members.
4. The committee shall hold at least one regular meeting each quarter.
5. The Taskforce will complete their work and provide a final report to the City Council by July 1, 2022

Envision Lakeville

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

Strategic Priority: Cultivate a Sense of Community

This document outlines the City Council's charge to the Cultivate a Sense of Community Taskforce, their findings and recommended implementation strategies for each finding. Implementation strategies have been designated to be completed by specific departments with an approximate start date. All initiatives will be reviewed and aligned with any updates as a result of the Envision Lakeville 2023 Update.

I. City Council Charge: Develop a proposal to initiate a community survey to identify the strengths, weaknesses, opportunities and threats to the City's efforts to *Cultivate a Sense of Community*.

A. Taskforce Finding: Complete a full update of Envision Lakeville in 2023 utilizing the community's cumulative feedback to guide development of questions.

1. Implementation Strategy:

a) *Conduct a community survey with specific questions addressing the major themes identified by the task force: sense of belonging, schools, building connections, community events and communication. (Spring 2023) [City Council & Staff]*

b) *Ensure that the community survey reaches underrepresented communities by desiring participant sample to match Lakeville's demographic profile reported in the 2020 Census. (Spring 2023) [City Council & Staff]*

c) *Enhance participation in the Envision Lakeville update task force from underrepresented communities by attempting to match Lakeville's demographic profile reported in the 2020 Census. (Summer 2023) [City Council & Staff]*

II. City Council Charge: Utilize collected community input to propose action steps and strategies to enhance the City's efforts to *Cultivate a Sense of Community*.

A. Taskforce Finding: Increase efforts to communicate and work collaboratively with schools boards, staff and other interested parties.

1. Implementation Strategy:

a) *Implement the Youth Advisory Commission striving to include underrepresented communities (Fall 2022) [Administration]*

b) *Explore approaches to enhancing our partnership with school districts ISD192/ISD194/ISD196/ISD917/Private Schools in an effort to open communication (Winter 2022/2023) [City Council]*

B. Taskforce Finding: Continue community conversations both informally and facilitated.

1. Implementation Strategy:

a) *Explore options for training for City Council, Staff and community members as we look to update Envision Lakeville in 2023. (Winter 2022/2023) [City Council]*

- C. **Taskforce Finding:** Refine existing and develop new methods to communicate with residents and businesses.
1. **Implementation Strategy:**
 - a) *Inventory current outreach efforts and work with the Lakeville Chamber to expand communication in new ways including with new residents (Begin Fall 2022) [Communication Staff & Lakeville Chamber of Commerce]*
- D. **Taskforce Finding:** Increase engagement and outreach activities throughout the year.
1. **Implementation Strategy:**
 - a) *Take action to enhance diversity represented at annual Lakeville Arts Fair (Begin Fall 2022) [LAAC Staff]*
 - b) *Take action to enhance diversity within activities offered by Parks and Recreation (Begin Fall 2022) [Parks & Rec Staff]*
 - c) *Restart and scale Citizens Academy (Begin Spring 2023) [Police Department]*

III. City Council Charge: Provide recommendations to create better awareness of current census data about who we are today.

- A. **Taskforce Finding:** Take steps to have the next survey better reflect the community to utilize in decision-making processes and address the needs of a fast-growing city.
1. **Implementation Strategy:**
 - a) *Workshop the implications of the community survey results as a full council and city staff director group within the context of the Envision Lakeville update in 2023. (Summer 2023) [City Council & City Staff-Directors]*
- B. **Taskforce Finding:** Address the fact that many in the community do not realize the true composition of Lakeville's demographics.
1. **Implementation Strategy:**
 - a) *Develop a communication campaign of who we are by sharing monthly facts/profiles that illustrate Lakeville's census information through Social Media, the City webpage and in the local paper. (Begin Fall 2022) [Communications Staff]*

IV. City Council Charge: Provide recommendations to City Council for community events with the purpose of celebrating who we are and developing deeper connections among community members.

A. Taskforce Finding: Create a new community event centering around music, dance and food with a focus on increased ethnic diversity and multi-cultural exposure.

1. Implementation Strategy:

a) Partner with LAAC to encourage and highlight the diversity of our community in our Outdoor Summer Concert Series. (Summer 2023) [LAAC & Communications Staff]