



ENVISION LAKEVILLE
Task Force Meeting
Water Treatment Facility Conference Room
18400 Ipava Avenue

October 9, 2023

6:30PM

AGENDA

- I. Tonight's Agenda– Craig Rapp
- II. Brief Recap 6:30 – 6:45
 - a. Community Engagement
 - b. Task Force meetings
- III. Priorities, Values, Vision- Confirm/Update 6:45 – 7:15
 - a. Priorities
 - i. Confirm/Amend
 - b. Values
 - i. Priority-Value Alignment -Confirm
 - c. Vision
 - i. Current
 - ii. Proposals
 - iii. Discussion/decision
- IV. Initiatives- Actions 7:15 – 8:15
 - a. Previous Initiatives/Actions
 - b. Brainstorm ideas/suggestions
 - c. Leads, SMEs, Collaborators.
- V. Summing Up 8:15 – 8:30
 - a. Reflections
- VI. Adjourn



RAPP CONSULTING GROUP

TO: Envision Lakeville Task Force
FROM: Craig Rapp, Rapp Consulting Group
RE: Envision Lakeville Task Force Meeting – October 9, 2023
DATE: October 4, 2023

On Monday, October 9th, the Envision Lakeville Task Force will hold its fourth and final meeting. The Task Force will address four things, as reflected in the agenda:

1. A decision to modify or sustain the current **Priorities and Values** of [Envision Lakeville](#), as described in the following sections.
2. Confirm or amend the alignment of **Values** and **Priorities** proposed at the September meeting, depicted on the following page.
3. Confirm or amend the **Vision Statement**. Options to the current Vision Statement are attached for consideration—two from the consultant, and two from Task Force member Tine Thompson.
4. Brainstorm initiatives and actions for each priority. Examples from 2013 and 2018 are provided.

Confirm or Amend Priorities

At the September meeting, the Task Force discussed the on-going relevance of the Strategic Priorities of Envision Lakeville. It was determined that all current priorities should continue. However, it was proposed that the concept of welcoming or belonging—an important community issue that has arisen in the last five years be incorporated into the both the Priorities and Values.

For the “Cultivate a Sense of Community” it was proposed that the words “and Belonging” be added to the priority. When applied to the Values, the group said that the description should be updated to include similar wording and modify how the concept of traditions be portrayed—maintaining the concept and aligning with the welcoming principle. Task Force member Christine (Tine) Thompson addresses this in her thoughtful memo (attached). A proposed rewording is included on the next page. Be prepared to discuss and vote on these issues.

Confirm Priorities-Values Alignment

At the September meeting, the Task Force held an extensive discussion regarding the alignment of Values with Priorities. The Values, Priorities and Vision work together to communicate the narrative of Envision Lakeville. Going forward, the City’s implementation of Envision Lakeville will display the Priorities prominently as the “action” portion of Envision Lakeville, and the Community Values as the “foundation”. To enable this, a linkage of Priorities and Values will be used. The Task Force’s recommended alignment is presented on the following page.

Please be prepared to discuss and vote on the alignment proposed at the September meeting.

Priorities

Increase Economic Sustainability

Values: Diversified Economic Development; Good Value for Public Services; High Quality Education; Safety Throughout the Community

Support High Quality Education

Values: High Quality Education; Good Value for Public Services; A Sense of Community and Belonging; Diversified Economic Development

Develop a Community of Choice

Values: A Home for All Ages and Stages of Life; High Quality Education; A Sense of Community and Belonging; Safety Throughout the Community; Access to a Multitude of Natural Amenities and Recreational Opportunities

Cultivate a Sense of Community and Belonging* (proposed)

Values: A Sense of Community and Belonging; Design That Connects the Community; A Home for All Ages and Stages of Life; Safety Throughout the Community

Provide Services That Add Value

Values: Good Value for Public Services; Safety Throughout the Community; Access to a Multitude of Natural Amenities and Recreational Opportunities

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.(current)

We welcome and value all people and perspectives, and we honor the traditions and institutions that have made the community what it is today. (proposed)

Access to a Multitude of Natural Amenities and Recreational Opportunities

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

Vision Statement – Keep/Amend

At the September meeting the Task Force reviewed and discussed Envision Lakeville’s Vision Statement. There were a variety of opinions about the vision statement, centering on the two things: (1) the length of the statement (too long) and (2) no reference to the concepts of welcoming and belonging. The group agreed to consider amending the vision, but not to do extensive wordsmithing at the meeting. It was agreed that the October meeting would be used to discuss an amended version(s) put forth by the consultant, and any members who wished to submit ideas. Below are options for consideration.

VISION STATEMENT (current)

“We envision a thriving, multi-generational community where families, friends, and neighbors connect, live, learn, work and play. Exceptional schools; a diverse local economy; great 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.”

~ Options for consideration ~

Lightly edited –maintaining original concepts

*“We envision a welcoming, connected community with exceptional schools; a thriving local economy; accessible nature and recreation; vibrant cultural institutions; safe neighborhoods; and responsive, cost -effective public services—
A place we are proud to call home.”*

Shorter Version

*“We envision a safe, welcoming, community with a diverse local economy, high-quality amenities, cultural institutions, and public services—
A place we are proud to call home.”*

Tine Thompson Proposals – one sentence vision

"Lakeville is a safe and connected community, welcoming to all and positioned to thrive."

"Lakeville is a safe and welcoming community, offering a home for all ages and stages of life."

Brainstorming Initiatives and Actions

To ensure that a Community Vision Plan successfully moves the community forward, it needs action. In 2013, the original Task Force provided extensive guidance to the City and its partners—identifying “strategic initiatives” in each priority area across the entire 25 year timeframe. In 2018, the Task Force also provided ideas, although more limited.

The City of Lakeville, as sponsors of Envision Lakeville, uses the initiatives as guidance and a framework for on-going strategy and planning work. Each priority will have multiple objectives, with many city departments and collaborative partners working on detailed implementation plans over the subsequent years.

The Task Force’s focus at the October meeting will be to brainstorm ideas in each priority area as a “starting point” for the City Council as they move forward with detailed implementation. To help you think about this, examples from 2013 and 2018 are included for your review.

Come prepared with ideas!

ENVISION LAKEVILLE TASK FORCE
Ideas from Christine Thompson

Hi Craig,

Thanks for all of your work on Envision Lakeville, and for this opportunity to provide you with some additional feedback and specific ideas. I've really enjoyed my time on the Taskforce thus far.

As you and I discussed following last week's meeting, I agree with what you and the group have said -- that changes shouldn't be recommended or made simply for the sake of making changes. I do, however, feel that the survey results/responses and stakeholder sessions/interviews indicate that our community is in a very different place than we were a decade ago, and that there is a clear need and desire for the City to act related to some key areas -- particularly when it comes to managing growth and ensuring that Lakeville is a connected community where **everyone** feels safe, that they belong, and are valued members of our community.

Below are some of my ideas for consideration.

Vision Statement

Suggested consideration: To shorten the Vision Statement to one sentence.

Rationale / Why: So that Lakeville has a clear, concise, future-focused "True North" statement that is representative of our values. Its brevity would not only make it easy for people to remember, it would facilitate its application in multiple settings (marketing, promotions, communication channels, City speeches/meetings, etc.). And while a Taskforce member had referenced a 12-page Vision Plan from a neighboring community, I would still assert that the most used/useful Vision Statements are the ones that are only one sentence.

A couple ideas (based on Lakeville's Values):

- *"Lakeville is a safe and connected community, welcoming to all and positioned to thrive."*
- *"Lakeville is a safe and welcoming community, offering a home for all ages and stages of life."*

Additional thoughts: It was referenced at the beginning of our last meeting that the Vision Statement is / was Council-led and that there could be challenges if we tried to modify it. My understanding is that there is no sitting Councilmember, nor current Taskforce member, who was involved in its inception -- and that there are also a decent number of new City staff / leaders hired over the past 10 years. My hope is that the current Taskforce can serve as voices of the future of Lakeville, and that we are able to recommend a Vision Statement that is easy to leverage in multiple applications.

Values

Suggested consideration: To modify the value definition that supports the "A Sense of Community and Belonging" value so that is inclusive and welcoming to all.

Rationale / Why: The notion and language around "preserving traditions and institutions" does not foster a sense of inclusion, nor does it honor the nature of an evolving community with increasingly diverse residents and needs.

Idea:

- *"We honor the many traditions and customs that contribute to the unique fabric of our community, and we welcome and value all [people and] perspectives."*

Strategic Priorities

Suggested consideration: To add "**and Belonging**" to the "Cultivate a Sense of Community" Strategic Priority

Rationale / Why: We were charged as a Taskforce to bring forward anything that was missing based on the data/information we were provided to review, as well as the community interviews we conducted. To the best of my understanding, Strategic Priorities are designed to guide policy and action. There is an opportunity for the Strategic Priorities to be rounded out to foster action and accountability around a common theme from the survey results and stakeholder sessions that isn't already specifically addressed in the current Priorities: *the desire and need for everyone to feel as though they belong (are seen/heard/valued/appreciated)*. This "missing piece" was brought up separately by many on the Taskforce and was discussed as a group with consensus to address. By adding the words, "and Belonging", this will add attention and accountability to one of our Values. Alternatively, it was suggested by Krista J. that it could read, "**Cultivate a Community of Belonging**". Rick R. suggested considering adding the word "Inclusion" or making reference to diversity and inclusion. Another idea could be, "**Cultivate an Inclusive Community**".

Additional thoughts: City staff could likely attest, but it appears that the City's Strategic Priorities may be the most widely used component of Envision Lakeville. If this is true, and if the intent is for the Priorities to continue to be a primary focus, then adding "and Belonging" helps to ensure that this element is brought to the forefront and not missed.

It was also asked that the Taskforce bring forward any initiatives that the Council / City should consider over the next ten years to achieve Lakeville's vision. My thoughts and ideas tend to focus more on opportunities involving support systems. My apologies if any of these are already established/part of a plan. I will bring these thoughts and ideas forward in our group, but I did want to document them for consideration as well:

- **Feedback** -- To make continual community feedback part of Lakeville's long-term action plan. This benefits the City in terms of hearing from residents and also building community engagement.
 - Leverage all feedback channels:
 - Community Conversations
 - Community Surveys (deployed more regularly than the current NCS cadence) that include a focus on asking open-ended questions
 - Assemble a Community Engagement Action Team that includes staff as well as residents as members
- **Accountability**
 - Define action plans and target dates; assign responsible parties.
 - *Who is in charge of implementing action plans that are tied to the City's strategic plan / Envision Lakeville? And when? There is a need to define the support systems and resources needed, the timing, and the stakeholders/people involved in the work.*
- **Resourcing**
 - Resource appropriately with City FTE(s) to support Envision Lakeville Strategic Priorities and increase community engagement efforts.
 - Many/an increasing number of communities are hiring (or have hired) community engagement teams. I believe Lakeville may already have some dedicated resources for this within Public Safety (?), and if so, this could be leveraged and brought under one team focused on broader community engagement. These FTE(s) could help bring neighborhoods together.
- **Qualitative data**
 - Dig into qualitative feedback gleaned from the NCS survey and any future surveys -- counting both the mailed and the open survey results with equal merit.
 - The open-ended comments represent a treasure trove of information, and clear trends are evident. Smaller action teams could be assigned to research and address each trend and create action steps.

Thanks again for taking the time to read all of this, and for considering these thoughts and ideas. I also look forward to our next meeting and discussion.

Best,
Tine Thompson

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.

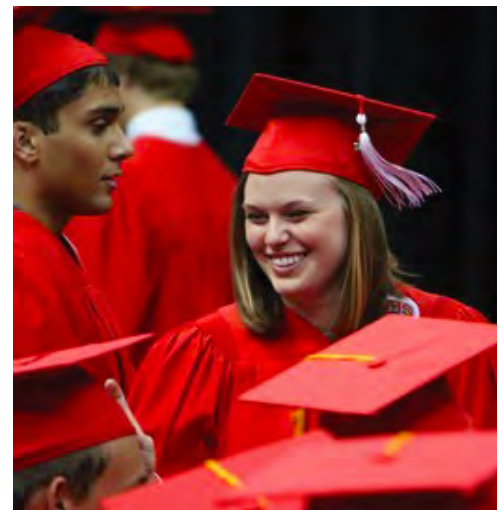
Develop long-term strategy for financial viability/credit worthiness.

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

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

CITY OF LAKEVILLE
ENVISION LAKEVILLE TASKFORCE MINUTES
September 13, 2023
6:30 p.m.

I. Welcome

II. Tonight's Agenda – Craig Rapp

Craig Rapp provided an overview of the agenda.

III. Architecture of Envision Lakeville – Craig Rapp

Mr. Rapp provided background on how the 2018 report was structured. He discussed the values, vision, and priorities.

IV. Review & Discuss Envision Lakeville – Priorities-Values linkage

Mr. Rapp asked the taskforce to review the current priorities and determine if they are still accurate. He asked the taskforce to provide feedback on linking each priority with a value. **Below is a tentative list that the taskforce came up with.** The taskforce also discussed changing the wording of, or further explaining, “Cultivate a Sense of Community,” to include more updated and relevant language.

Increase Economic Sustainability

Values: *Diversified Economic Development*
Good Value for Public Services
High Quality Education
Safety Throughout the Community

Support High Quality Education

Values: *High Quality Education*
Good Value for Public Services
A Sense of Community and Belonging
Diversified Economic Development

Develop a Community of Choice

Values: *A Home for All Ages and Stages of Life*
High Quality Education
A Sense of Community and Belonging
Access to a Multitude of Natural Amenities and Recreational Opportunities
Safety Throughout the Community

Cultivate a Sense of Community

Values: *A Sense of Community and Belonging*
Design That Connects the Community
A Home for All Ages and Stages of Life
Safety Throughout the Community

Provide Services That Add Value

Values: *Good Value for Public Services*
Safety Throughout the Community
Access to a Multitude of Natural Amenities and Recreational Opportunities

V. What We Learned from the Stakeholder Feedback Process

Mr. Rapp and the taskforce discussed the common themes in the stakeholder feedback and how that corresponds to the priorities and values.

VI. Discussion – Envision Lakeville Plan – Priorities

Mr. Rapp and the taskforce discussed areas where changes or updates could be made so that the report remains relevant.

VII. Next Meeting – Agenda/Assignment

The next, and final, meeting is on October 9. Mr. Rapp stated that the taskforce will decide what recommendations it will give to the City Council at that meeting.

VIII. Adjourn

The meeting adjourned at 8:00 p.m.