



AGENDA CITY COUNCIL WORK SESSION

November 27, 2023 - 6:30 PM
Lakeville Water Treatment Facility

Members of the public can participate in person at the Lakeville Water Treatment Facility, 18400 Ipava Avenue. Members of the public may join the meeting via [Teams Meeting](#), **Meeting ID: 236 854 408 111** or by calling **Toll Number 1-323-433-2142**; **Conference ID: 809 682 696#**. The mayor will allow for public comments and questions at the appropriate time.

The City Council is provided background information for agenda items in advance by staff and appointed commissions, committees, and boards. Decisions are based on this information, as well as City policy, practices, input from constituents, and a council member's personal judgment.

1. Call to order, moment of silence and flag pledge

2. Citizen Comments

3. Discussion Items

6:35 p.m. a. 2023 Envision Lakeville Update Draft Report

Allyn Kuennen,
Courtney Miller

7:20 p.m. b. 2023 Year-End Preview & Final 2024 Budget/Tax Levy
Discussion

Julie Stahl

7:50 p.m. c. Downtown Parking Needs Assessment

Tina Goodroad

8:20 p.m. d. National Business Survey Results

Tina Goodroad

4. Items for Future Discussion

5. Committee/ City Administrator Updates

6. Adjourn



Date: 11/27/2023

2023 Envision Lakeville Update Draft Report

Proposed Action

Staff recommends adoption of the following motion: No formal action, for Council discussion only.

Overview

In 2013, the City of Lakeville adopted the initial Envision Lakeville report. The purpose of the report is to help community leaders, residents, and business owners establish an informed, reasoned, and cohesive picture of how the community wants to grow in to the future. The plan sets forth a 25-year vision for the future of Lakeville by outlining a set of community values and strategic priorities, while providing a list of key initiatives and an action plan to make the vision a reality. The plan is reviewed every five years to ensure the vision is still relevant as the city grows and develops. The last update was completed in 2018.

Earlier this year, the City retained Craig Rapp, LLC to facilitate an update to the plan. The City Council appointed a taskforce to conduct the review and make recommendations for changes to the plan. Community and stakeholder feedback was gathered to inform the process. The City commissioned a community survey to measure opinions on a range of issues, taskforce members conducted interviews throughout the community, a joint meeting of the City Council and its Boards and Commissions was convened to elicit input. Each of these efforts was undertaken to inform the taskforce's efforts to assess the need for plan modification.

The taskforce met four times to conduct the review. The taskforce examined a wide variety of reports and background data, reviewed community feedback and considered changes to the plan.

At the final meeting, the taskforce discussed changes to the community plan since 2013, debated the need for alterations, and developed a set of recommendations to the City Council for plan modifications. In addition, the taskforce brainstormed ideas for new initiatives in each priority area to address challenges identified in the stakeholder feedback.

Supporting Information

1. Envision Lakeville Update 2023 Draft Report

Financial Impact: \$ Budgeted: No Source: Envision Lakeville Community Values: A Sense of Community and Belonging Report Completed by: Courtney Miller, Assistant to the City Administrator



ENVISION LAKEVILLE

UPDATE 2023





RAPP CONSULTING GROUP

November 6, 2023

RE: Envision Lakeville Update 2023

Dear Mayor Hellier,

I am pleased to present the Envision Lakeville Update 2023 Summary Report to the City of Lakeville. The update reflects the City's and community's deep commitment to Lakeville future as a desirable place to live, raise a family, recreate, and do business.

I appreciate the City's continuing confidence in me to support this important effort. The 2023 taskforce was a pleasure to work with—they displayed strategic thinking, dedication, and focused effort. The community at large and all the participants engaged with the taskforce provided invaluable input.

I particularly wish to thank City staff for their invaluable help and support –specifically City Administrator Justin Miller, Assistant City Administrator Allyn Kuennen and Assistant to the City Administrator Courtney Miller.

Yours truly,

Craig R. Rapp
President

TABLE OF CONTENTS

Transmittal Letter	
Executive Summary	01
Vision, Values, Priorities	02
Envision Lakeville Ten-Year History	04
Envision Lakeville Update 2023	06
Community and Stakeholder Feedback	07
Taskforce Deliberations	13
Recommendations	17
Envision Lakeville Taskforce	22
Appendix - Reference Documents	

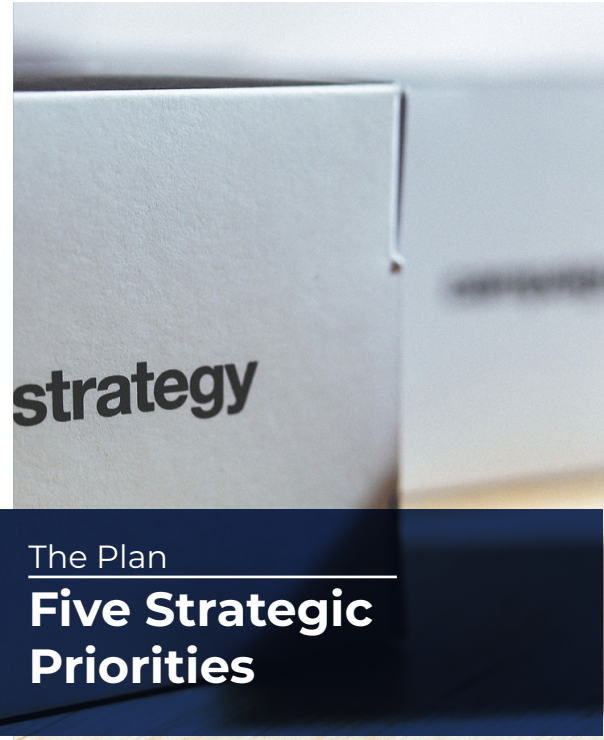
EXECUTIVE SUMMARY

In early 2023, on the tenth anniversary of Envision Lakeville, the City's community vision plan, the Lakeville City Council authorized a review and update of the plan. The Council appointed a taskforce to conduct the review and make recommendations for changes to the plan.

Community and stakeholder feedback was gathered to inform the process. The City commissioned a community survey to measure opinions on a range of issues, taskforce members conducted interviews throughout the community, a joint meeting of the City Council and its Boards and Commissions was convened to elicit input. Each of these efforts was undertaken to inform the taskforce's efforts to assess the need for plan modification.

The taskforce met four times between May and October 2023 to conduct their review. They examined a wide variety of reports and background data, reviewed community feedback and considered changes to the plan.

At the taskforce's final meeting on October 9, 2023, the group discussed changes in the community since 2013; debated the need for alterations to the Vision, Priorities and Values; and developed a set of recommendations to the City Council for plan modifications. In addition, the taskforce brainstormed ideas for new initiatives in each priority area to address challenges identified in the stakeholder feedback.



strategy

The Plan

Five Strategic Priorities

- 1 INCREASE ECONOMIC SUSTAINABILITY
- 2 SUPPORT HIGH QUALITY EDUCATION
- 3 DEVELOP A COMMUNITY OF CHOICE
- 4 CULTIVATE A WELCOMING, INCLUSIVE COMMUNITY
- 5 PROVIDE SERVICES THAT ADD VALUE

The Taskforce made the following recommendations:

1. Change the Vision Statement, simplify it.
2. Restructure the plan to reflect Priorities as primary focus of Vision implementation. Link the Values to Priorities.
3. Reword the 'Cultivate a Sense of Community' priority to include concepts of welcoming and inclusion. (see p. 2)
4. Modify the description associated with the Value 'A Sense of Community and Belonging' to reflect welcoming and inclusion. (see p. 3)
5. Update the Envision Lakeville plan to include taskforce suggested initiatives



OUR VISION

We envision a welcoming, connected community with exceptional schools; a thriving local economy; outstanding natural and recreational opportunities; vibrant cultural institutions; safe neighborhoods; and responsive, cost-effective public services—a place we are proud to call home.



OUR PRIORITIES

Increase Economic Sustainability

Lakeville exists within a growing interconnected region, but a successful future depends upon Lakeville becoming a more self-sufficient community, working diligently to secure economic development and redevelopment of all types to ensure success.

Support High Quality Education

Lakeville has long distinguished itself as a community that values, and delivers, high quality education. Lakeville will continue to support world-class educational opportunities for E-12 students and the lifelong learner.

Develop a Community of Choice

Lakeville will accommodate individuals and families at all ages and stages of life, and provide a safe, secure environment. Lakeville will strive to meet the needs of all demographic groups within the City such as: housing, transportation, education, shopping, and access to health care.

Cultivate a Welcoming, Inclusive Community

A welcoming, inclusive community arises from connections across social and physical systems. Lakeville will support its social institutions and improve its physical design to ensure that families, friends, and newcomers can easily connect and cultivate 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 high quality services, and delivering good value for its public expenditures. Lakeville will continue to uphold these values.



COMMUNITY VALUES

The foundation of the Envision Lakeville plan rests upon its values. The following community values support the priorities and will be used to guide current and future City Councils as they work to make the vision a reality.

Diversified Economic Development

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

Linked Priorities: *Increase Economic Sustainability, Support High Quality Education*

High Quality Education

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

Linked Priorities: *Support High Quality Education, Increase Economic Sustainability*

Safety throughout the Community

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

Linked Priorities: *Increase Economic Sustainability, Develop a Community of Choice, Cultivate a Welcoming, Inclusive Community, Provide Services that Add Value*

A Home for All Ages and Stages of Life

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

Linked Priorities: *Develop a Community of Choice, Cultivate a Welcoming, Inclusive Community*

A Sense of Community and Belonging

We value the sense of belonging that comes from openness to others, and we honor the traditions and institutions that have made us the community we are today.

Linked Priorities: *Cultivate a Welcoming, Inclusive Community, Support High Quality Education, Develop a Community of Choice*

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.

Linked Priorities: *Cultivating a Welcoming, Inclusive Community*

Access to a Multitude of Natural Amenities and Recreational Opportunities

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

Linked Priorities: *Develop a Community of Choice, Provide Services That Add Value*

Good Value for Public Services

We value high quality public services delivered cost-effectively.

Linked Priorities: *Provide Services That Add Value, Increase Economic Sustainability, Support High Quality Education*

Envision Lakeville – Ten Year History

Creating a Community Vision - 2013

In 2013 the Lakeville City Council initiated a citywide visioning process called [Envision Lakeville](#). The purpose of the visioning process was to bring people together to share opinions and ideas about what they “envision” for the future of Lakeville. The process included input from all segments of the community as well as governmental and non-governmental organizations. A taskforce of community members appointed by the City Council worked for nine months reviewing input, evaluating current conditions, and developing recommendations for a 25-year time horizon. In addition to the Envision Lakeville report, the City produced two videos describing the history of the community, the Envision process, and the key elements of the plan.

[2013 Envision Lakeville promotion \(video\)](#)

[2013 Envision Lakeville report development \(video\)](#)

2018 Envision Lakeville Update

In 2018 the City Council initiated a five-year update to the original Envision Lakeville plan. The process included a community survey, community leaders’ workshop and re-engagement of the original Envision Lakeville Task Force. The taskforce was responsible for reviewing survey data, progress on Envision initiatives, and taking a fresh look at the 2013 Envision Lakeville plan to ensure the vision statement, community values and strategic priorities reflect the current and future needs and goals of the community.

[2018 Envision Lakeville update \(PDF\)](#)



2020-2021 Envision Lakeville Conversations on Race Workgroup

During the summer of 2020, the Lakeville City Council formed a workgroup to advise the City on conducting a series of community conversations on race. The workgroup was made up of a broad cross-section of Lakeville residents who expressed interest in serving the community.

[2020 Conversations on Race Workgroup Minutes](#)

2020-2021 Envision Lakeville “Cultivate a Sense of Community” Taskforce

The Envision Lakeville ‘Cultivate a Sense of Community’ Taskforce was created to support and further enhance the City of Lakeville’s community vision, and 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.

The taskforce was established by the City Council on June 21, 2021, and presented a final report on June 27, 2022.

[2022 “Cultivate a Sense of Community” Task Force information](#)



Summaries of all Envision Lakeville documents including the vision plan and updates, progress reports, minutes from meetings and City Council resolutions are linked in the **Appendix**, and at the Envision Lakeville page of the City of Lakeville website

Envision Lakeville Update 2023

Project Initiation, Task Force Charge

Early in 2023, the Lakeville City Council directed that a review and update of Envision Lakeville be conducted. For this effort, the Council appointed a new taskforce of individuals from across the community. The Council also authorized a new community survey, and directed a review of changes in the community that might impact the plan's vision, values, and priorities.

The City Council requested the following of the taskforce:

“To assist the City of Lakeville with the evaluation and future planning of Envision Lakeville. Using your unique community perspectives, examine the Vision Statement, Community Values and Priorities for on-going relevance; provide advice on desirable changes; and offer recommendations for future initiatives.”

The City Council engaged the original consultant for the Envision Lakeville to guide the project and facilitate the taskforce's deliberations. A review process was developed consisting of the following:

- **Taskforce review of background documents and progress reports.**

This included staff presentations, housing studies, development trends, strategic plans, and progress reports.

- **Community and Stakeholder Engagement.** This included:

- A community survey conducted by the National Research Center
- Taskforce interviews of people across the community
- City Council, staff leadership and employee discussions
- City Council-Advisory Boards & Commissions workshop.

- **Taskforce meetings.** A four meeting schedule was adopted—aligned with process elements:

- Background document reviews, staff presentations
- Community engagement review and discussion
- Plan modification discussions
- Final decisions, City Council recommendations

The Envision Lakeville Update 2023 process commenced in May 2023.



Community & Stakeholder Feedback

Community Survey

The City of Lakeville conducts a community survey every five years—the National Community Survey (NCS), administered by the National Research Center at Polco. The NCS questions capture opinions on ten (10) central facets of a community (see image below). These questions are standard across the country, enabling Lakeville to be compared to similar cities. And because the survey is conducted every five years, trends can be developed to see change over time. Additionally, the NCS allows inclusion of custom questions for issues of unique importance to the City.

KEY FINDINGS IN THE NCS:

Lakeville residents continue to enjoy a high quality of life in the city.

- Nine in 10 residents gave excellent or good ratings to Lakeville as a place to live.

Safety remains strong in Lakeville and is a continued priority for residents.

- Nine in 10 residents responded that the overall feeling of safety was essential or very important.
- Lakeville residents were pleased with the city's crime prevention (86% excellent or good), higher than the national average.

Many aspects of Lakeville's economy are on the rise, though residents show some concern for general affordability.

- 88% of residents deem the economy an essential or very important focus area for the city.

The natural environment and recreation are a bright spot for Lakeville.

- Higher than average ratings were given to Lakeville's water resources, availability of paths and walking trails, cleanliness, and recycling services.



Notable changes in the NCS from 2018 to 2023

Largest increases of positive ratings

- Opportunities to volunteer (11%)
- Employment opportunities (12%)
- Lakeville as a place to visit (12%)
- Lakeville as a place to work (15%)
- Overall quality of business and service establishments (15%)
- Vibrancy of downtown / commercial area (19%)

Largest decreases of positive ratings

- Cost of living (-11%)
- Traffic flow on major streets (-11%)
- Overall quality of new development (-11%)
- Quality of code enforcement services (-13%)
- Availability of affordable quality housing (-14%)
- Important for Lakeville to focus on residents' connection and engagement with their community (-16%)
- Quality of bus or transit services (-22%)

The full Lakeville NCS report is linked in the **Appendix**.

Taskforce Stakeholder Interviews

From early June through the end of July 2023, taskforce members conducted one-on-one interviews throughout the community. The interviews varied from specific interest groups to neighbors, business owners and other community stakeholders. A total of 62 interviews were conducted.

The primary focus of the interviews was to learn what respondents liked, what could be improved, and what should be added to Lakeville.

Four questions were asked. The questions and most frequent answers follow:

1. WHAT DO YOU LIKE BEST ABOUT LAKEVILLE?

- Small town feel with amenities.
- Community & family-oriented
- Schools & education
- Natural features & recreation
- Convenience & location
- Positive community engagement

2. WHAT THINGS ABOUT LAKEVILLE CAN BE IMPROVED?

- Urban growth & development
- Schools & education
- Traffic & transportation
- Community amenities & infrastructure
- Diversity & inclusivity
- Restaurants & Retail

3. THE CITY WILL GROW BY 10,000 PEOPLE IN THE NEXT TEN YEARS – WHAT ADVICE DO YOU HAVE?

- Focus on managing urban growth & development.
- Support schools & education
- Foster business & economic development-promote a business-friendly city.
- Community engagement & inclusivity-including in community decision-making
- Infrastructure & amenities-particularly to match growth.
- Retail & services-more and varied options

4. WHAT'S THE MOST IMPORTANT ISSUE TO THE FUTURE OF LAKEVILLE?

- Preserving small town feel
- Managing growth & taxes
- Schools & education
- Public safety
- Community engagement & inclusivity
- Business growth & economic diversification



The complete results of the taskforce interviews are linked in the **Appendix**.

City Council-Advisory Boards and Commissions Workshop

On Monday, July 31, 2023 a joint meeting was held between the Lakeville City Council and its Advisory Boards and Commissions to discuss Envision Lakeville and the future of the community. The City Administrator opened the meeting and provided an overview and how the plan is incorporated into the day-to-day work of the City.

The consultant made a presentation, describing the original plan development, progress reviews and notable trends over the past ten years. This was followed by a facilitated discussion centered on Lakeville's advantages, limitations, opportunities, and challenges.

The following is a summary of group responses to a series of questions:

WHAT ARE LAKEVILLE'S BEST QUALITIES?

- Small town feel
- Safe and stable community
- Clean, pleasant environment
- People like living here.
- Quality schools
- Location
- Community Spirit, Sense of Community

WHAT ARE LAKEVILLE'S STRENGTHS AND ADVANTAGES?

- Safe and secure
- Parks, natural resources, lakes
- Schools
- Land availability
- Identity and reputation
- Strong core neighborhoods –been here for a long time, well maintained.
- Airlake and I-35
- Actual downtown
- Wide variety and popularity of events
- Strong business community
- Diverse balance of commercial- industrial and residential properties
- Cleanliness of city

WHAT ARE LAKEVILLE'S GREATEST CHALLENGES IN THE NEXT TEN YEARS?

- Shifting from growth to maintaining (infrastructure/services)
- Retail options, restaurants, more services of large city
- Embracing increasing diversity of the community—making visible in representation
- Walkability—community design-- connections
- School siting/redistricting/growth—stay ahead of this, be mindful of challenges.
- Affordable housing
- Maintaining the balance and variety we have in the community.
- Keeping the growth commitment while attempting to keep small town feel



WHAT ARE LAKEVILLE'S OPPORTUNITIES?

- Accommodate aging population.
- Now is the time/we have time for long term financial planning?
- Invest in city staff.
- Ensure current quality of public safety.
- Stay on top of remote work and related shifts in economy.
- Denser downtown – live, work, play
- Build out of trails and parks.
- Broaden the people at the table.
- Maintain civic generosity (financial and time)

WHAT ARE LAKEVILLE'S LIMITATIONS?

- Location – considered outer suburb.
- Traffic
- Mandates – other governments
- Density – good and bad
- Money
- Water treatment facility
- Increasing impacts of climate change
- No hospital

ARE THE ENVISION LAKEVILLE PRIORITIES AND VALUES STILL RELEVANT?

- A resounding **YES**

A set of meeting minutes is linked in the **Appendix**.



City of Lakeville Input

The City Council and Senior Management Team of the City of Lakeville provided input on historical trends, current circumstances, future opportunities, and challenges confronting the City from both operations and community-wide perspectives.

Following is a summary of their responses:

City Council Interviews

WHAT ARE THE CURRENT ISSUES YOU'RE DEALING WITH?

- **Events & Connections:** Maintaining events, connections, and social engagement.
- **Partnerships & Collaboration:** Emphasis on forming partnerships for the future.
- **Financial Stability & Growth:** Need to balance growth with financial stability.
- **Challenges & Potential Extremes:** Concerns about groups trying to alter the City's direction.
- **City Planning & Strategy**

WHAT ARE THE MAJOR CHALLENGES FACING LAKEVILLE?

- Economic Situation
- Workforce Housing Affordability
- Infrastructure & Land Use
- Education & Schools
- Diversity & Community
- Future Planning & Sustainability
- Pedestrian Safety & Access
- Cultural Diversity Considerations
- Community Engagement

THEMES FOR THE NEXT TEN YEARS?

- Housing & Development
- Economic Considerations
- Residential & Commercial Balance
- Wages & Cost of Living
- Supportive Services
- Downtown Development



Senior Management Team Session

COMMUNITY THEMES FROM THE PAST 10 YEARS

- HUGE support for Police & Public Safety
- More transition to an urban city
- Older/original folks are not necessarily happy with greater change/density.
- Social media posts about “Why are the farm fields gone?”
- Interest for amenities – voted for the referendum
- Housing growth- more complaints for code & zoning
- Expand housing variety – apartments.
- Quality expectation has increased – we need to keep up
- Increase in demand: don't like congestion/like convenience and choice.
- Cadillac service
- Strong economic development growth: Airlake
- Lakeville South – big decision
- S – N Divide

ORGANIZATIONAL-SERVICE DELIVERY THEMES – PAST 10 YEARS

- Online payments - communication
- Social media: response time & reactions
- Timely service - demands
- Staffing up
- Collaboration
- Recognition that we are large & need a different model
- Been good on debt

COMMUNITY CHALLENGE – NEXT 10 YEARS

- Funding & maintenance infrastructure
- Being prepared to address redevelopment (including housing) – plus funding it.
- Responding to aging population: different cohorts/who wants to stay
- Keeping up with changing demographics: how CC + staff respond will be the case
- 20% POC today and growing.
- We have natural barriers & destinations: reinforces separation
- Can we address place-making?
- AI + Metaverse + Online shopping: Skate to where the puck will be & being ready and able to pivot

WHAT ARE THE CHANCES LAKEVILLE WILL LIVE UP TO ITS DESIRES?

- 80% chance
- It will be infrastructure dependent: cost prohibitive + gaining infrastructure.
- Were there metrics associated with desirable future state?
- Governing structure – does it matter?
- We are supported to be the best



Taskforce Deliberations

Taskforce Meeting #1 – May 30, 2023

This was the first meeting of the Envision Lakeville Taskforce and its purpose was mainly organizational—to explain the group’s charge, set the review process and schedule, and present background information. Presentations included a review of the original 2013 plan, the 2018 plan update, implementation progress over the past ten years, input received in the 2018 community survey and the 2023 survey process.

The 2013 (original) Envision Lakeville vision plan was presented as the framework which guides the community’s efforts to achieve its aspirations. Those aspirations are set forth in the vision statement, strategic priorities, community values, and supporting initiatives. The plan elements each have specific characteristics:

- ✓ 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 **priorities** are somewhat less permanent, owing in part to the changes and unforeseen circumstances that need to be addressed.
- ✓ **Initiatives** are changeable, broadly defined efforts necessary to be successful. They were placed in the specific time frames—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.

During the past ten years of implementation, City of Lakeville staff regularly presented updates on the progress made on plan initiatives. In general, each priority area saw significant accomplishments, particularly as a result of the growth of the community.



A summary of Envision Lakeville accomplishments along with other information presented at the meeting is provided in the **Appendix**.

Taskforce Meeting #2 – August 14, 2023

The meeting focused exclusively on presentations and discussion of community and stakeholder feedback. The group received presentations and reviewed the following information:

- 2023 National Community Survey (NCS) results
- Comprehensive Housing Study
- Lakeville Economic Development Commission Strategic Plan
- Envision Lakeville Task Force Interview results.
- City Council—Advisory Boards & Commission workshop summary
- City Council Interview summary
- City of Lakeville senior management team workshop summary

The taskforce was instructed to carefully review the information over the subsequent month. Questions to be answered over the next two meetings were:

- ✓ Are the Vision, Values and Priorities of Envision Lakeville still relevant?
- ✓ Are changes needed?
- ✓ What initiatives should be pursued over the next ten years to achieve Lakeville's vision?

Due to the variety of voices and segments of the community represented in the data, the taskforce was encouraged to carefully review to interpret the information, paying specific attention to what were listed as Lakeville's biggest challenges and best qualities.

Agendas for the final two meetings were also finalized:

Taskforce Meeting #3 - Wednesday, September 13

- Lakeville Economic Interpretation of data
- Preliminary decisions – Priorities (continuity, change)

Taskforce Meeting #4 – Monday, October 9

- Affirm/Amend – Priorities
- General direction - Initiatives, Actions



Taskforce Meeting #3 – September 13, 2023

The purpose of the meeting was:

- Discuss and make decisions regarding modification of the Envision Lakeville format to emphasize the Priorities and link the Community Values to them.
- Confirm or amend the Vision, Priorities, and Values of Envision Lakeville—based upon stakeholder feedback and Task Force perspectives

A restructuring of the Envision Lakeville plan to emphasize the Priorities as the focus of plan implementation and linking the Values as support to the Priorities was presented.

- ✓ The taskforce discussed the proposal, agreed with repositioning the Priorities, and made a number of linkage adjustments. The changes are reflected on pages 4-5 of this document.
- ✓ The taskforce then reviewed the vision statement. They debated its on-going relevance, the option of a much shorter “motto”, and its basic structure. The consensus opinion was that the vision statement was too long, but it included important elements that should be preserved. The consultant was tasked with presenting options for consideration at the October meeting.
- ✓ The group discussed the Priorities and Values. All of the Priorities and Values were found to be worthy of continuation, with the exception of the ‘Cultivate a Sense of Community’ Priority and the ‘Sense of Community and Belonging’ Value, which were identified for further discussion based upon their titles, not underlying purpose. The specific concern was the issue of Lakeville as a welcoming community and the related meaning of the word belonging compared to the word inclusion or the concept of inclusion.

The group agreed that this subject required a longer discussion and to the extent possible, full taskforce involvement. The staff and consultant were directed to place this on the October agenda and encourage attendance by all members.



Taskforce Meeting #4 – October 9, 2023

The purpose of the meeting was:

- Confirm or amend the current Priorities and Values.
- Confirm or amend the Values and Priorities alignment proposed in September.
- Confirm or amend the Vision Statement based upon options presented.
- Brainstorm new initiatives for each priority

The taskforce confirmed continuation of all Priorities and Values with the exception of “Cultivate a Sense of Community” Priority and “Sense of Community and Belonging” Value.

- ✓ The group engaged in an extensive discussion to determine rewording of the ‘Cultivate a Sense of Community’ Priority. The discussion centered on the community’s recent experience with the Conversations on Race Workgroup and the Sense of Community taskforce and the desire among some members to directly address the issue of inclusion. Many options were considered with the group settling with a change to: ‘Cultivate a Welcoming, Inclusive Community’.
- ✓ Following that discussion, the group addressed the ‘Sense of Community and Belonging’ Value by confirming that it didn’t need modification, however, they directed modification of the description to include reference to welcoming and inclusion. That change, along with the change to the Priority are reflected on pages 4-5 of this document.
- ✓ The group was then presented with four options to the existing Vision Statement, a “lightly edited” version and a “heavily edited” version prepared by the consultant, and two single sentence versions prepared by taskforce member Christine Johnson. After a brief discussion the taskforce recommended the “lightly edited” version. This version is reflected on page 2 of this document.
- ✓ The taskforce then assembled in small groups to brainstorm ideas for new initiatives in each Priority area. They developed lists of ideas and referred to current initiatives provided by the staff. 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.

The meeting concluded with the consultant tasked with summarizing the taskforce’s work, to be presented to the City Council on November 27, 2023.

Taskforce Recommendations

The Envision Lakeville Taskforce recommends to the City Council

1. Change the Vision Statement. Simplify it to increase understanding.

Current 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.”

Proposed Vision Statement*:

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

**proposed vision statement reflected on page 2 of this document*



2. Restructure the plan to reflect Priorities as the focus of Vision implementation and link the Values to Priorities. Proposed changes reflected on pages 2-3 of this document.
3. Reword the 'Cultivate a Sense of Community' priority to include concepts of welcoming and inclusion. Recommend: 'Cultivate a Welcoming, Inclusive Community.' Change reflected on pages 2-3 of this document.

4. Modify the description associated with the Value 'A Sense of Community and Belonging' to reflect welcoming and inclusion, as follows:

Current Value Wording:

'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.

Proposed Value Wording*:

'A Sense of Community and Belonging'

We value the sense of belonging that comes from openness to others, and we honor the traditions and institutions that have made us the community we are today.

**proposed vision statement reflected on page 2 of this document*

5. Update the Envision Lakeville plan to include taskforce suggested initiatives. Confirm all owners, subject matter experts, and city liaisons, with one modification: change owner of 'Support Quality Education' Priority to include all three school districts.



The **Envision Lakeville Taskforce** recommends the following Priority owners, subject matter experts, city liaison, and supporting initiatives.

STRATEGIC PRIORITY

Increase Economic Sustainability

Suggested Owner:

Lakeville Economic Development Commission

Subject Matter Expert Support:

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

City Liaison:

Community Development Director

Suggested Initiatives/Issues:

- Retain and develop affordable and workforce housing
- Expand industrial park and airport to attract business
- Recruit businesses that match the city cost of living
- Plan for infrastructure maintenance and replacement



STRATEGIC PRIORITY

Support Quality Education

Suggested Owner:

Lakeville District 194, Farmington District 192,
Apple Valley District 196

Subject Matter Expert Support:

Lakeville District 194, Farmington District 192,
Apple Valley District 196

City Liaison:

Parks and Recreation Director

Suggested Initiatives/Issues:

- Manage growth, work with the City to plan
- Encourage State, County, School Districts and City to get together
- Improve District-City partnerships and stakeholder connections
- Address life-long learning
- Improve and leverage asset sharing
- Expand post-secondary institutions
- Expand pre and after-school programs



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 Development Director, Parks & Recreation Director

Suggested Initiatives/Issues:

- Provide incentives for development of an array of affordable and workforce housing
- Improve and develop the downtown without losing its character—housing, commercial, retail
- Build upon and promote Lakeville's strengths: parks, safety, downtown, schools



STRATEGIC PRIORITY

Cultivate a Welcoming, Inclusive Community

Suggested Owner:

Communications (city) – may be shifted or require resources

Subject Matter Expert Support:

Pan-O-Prog, schools, places of worship, neighborhood associations, DLBA, Sports, Park & Recreation (events), health clubs, Arts Center, service clubs, festivals/celebrations e.g.-Lakeville Citywide Garage Sale

City Liaison:

Communications Manager

Suggested Initiatives/Issues:

- Develop and expand focal points in the city: community center, community pool, civic center
- More multicultural events
- Multicultural task force
- Implement recommendations of the 'Sense of Community' task force



STRATEGIC PRIORITY

Provide Services that Add Value

Suggested Owner:

City Administration, City Administrator

Subject Matter Expert Support:

Environment, energy, conservation, transportation, Technology workgroup, Friends of the Arts, Public Safety Foundation, Chamber of Commerce

City Liaison:

Assistant City Administrator

Suggested Initiatives/Issues:

- Establish performance measures
- Leverage partnerships with schools and County
- Robust transportation system to support future capabilities and technology
- Internal training for police and fire
- Full time Fire and EMS



ENVISION LAKEVILLE TASKFORCE

The Envision Lakeville Update 2023 was developed with the hard work and dedication of many individuals. The taskforce led the way, taking time out of their schedules to conduct interviews, review copious reports and analyses, and engage in long-term thinking. They respectfully debated issues and defended their ideas on proposed changes.

The City's senior staff supported the taskforce and offered an operations perspective as well as critical background on community issues.

Envision Lakeville Taskforce

Abdi Abdulle	Iftinta Mohamed
Aly Bunting	Ava Nielson
Erin Duckworth	Roz Peterson
Eric Gieseke	Rick Ringeisen
Jaren Herndon	Lisa Schneegans
Kelsey Holberg	Vicki Schwartz
Hassan Jama	Molly Stack
Krista Jech	John Swaney
Tony Joseph	Aida Tezera
Kristina Kwan	Christine "Tine" Johnson
Sarah Smith Larkin	Kellie Walia

City of Lakeville Staff

Justin Miller, *City Administrator*
Allyn Kuennen, *Assistant City Administrator*
Courtney Miller, *Assistant to the City Administrator*

Consultants

Rapp Consulting Group
Craig Rapp, *President*

APPENDIX

REFERENCE DOCUMENTS

The Envision Lakeville 2023 Update taskforce drew upon a wide variety of resources to fulfill its charge and gain an understanding of the city's past, it's current situation, and it's plans for the future. Those resources are listed below.

The City of Lakeville has provided direct access to the resources in a section on the Envision Lakeville web page linked below:

<https://www.lakevillemn.gov/1196/Envision-Lakeville-Taskforce-Reference-M>

1. [2013 \(Original\) Report - Envision Lakeville \(PDF\)](#).
2. [2013 Envision Lakeville promotion \(video\)](#).
3. [2013 Envision Lakeville report development \(video\)](#).
4. [2018 Envision Lakeville update \(PDF\)](#).
5. [2018 NCS Community Survey](#).
6. [2022 Envision Lakeville – Cultivating a Sense of Community Task Force Report](#)
7. [2023 NCS Community Survey \(full data set and report\)](#).
8. [2023 Task Force Community Interviews \(data\)](#).
9. [2023 Task Force Community Interviews \(summary\)](#).
10. [2023 City Council-Advisory Boards & Commissions meeting minutes](#)
11. [2023 City Council Interview Summary](#)
12. [2023 Senior Management Team workshop Summary](#)
13. [2020 Conversations on Race Workgroup Minutes](#)
14. [2022 “Cultivating a Sense of Community” Task Force information](#)
15. [2020-2023 Economic Development Strategic Plan](#)
16. [Comprehensive Housing Study](#)



Date: 11/27/2023

2023 Year-End Preview & Final 2024 Budget/Tax Levy Discussion

Proposed Action Staff is seeking direction regarding the final 2024 property tax levy and budgets to prepare the resolutions for the December 4, 2023 council meeting.

Overview

The purpose of this report is to provide the City Council with information regarding financial projections for 2023, the 2024 proposed General Fund budget, the proposed property tax levy to support general services, and long-term financial plan updates.

The proposed changes achieve the following goals:

- ✓ Reduce the property tax increase from 10.84% to 9.62%
- ✓ Utilizes General Fund reserves to fund:
 - One-time General Fund operating costs
 - Capital expenditures in General and Technology Funds
 - On-going General Fund operating costs to moderate tax increases

Challenges to keep in mind for 2025:

- Personnel
 - New positions needed due to community growth as well as phased-in costs associated with mid-year 2024 hires
- Equipment Fund
 - Plan includes issuing debt (approximately \$1 million) for equipment replacement in 2026
 - Significant tax levy increase needed in 2025 to achieve pay-as-you-go strategy by 2027
- Technology Fund
 - Established in 2019 with initial transfer of General Fund reserve funds
 - Reserve funds being used to fund 2022, 2023 and 2024
 - Will be funded by property taxes beginning in 2025
- Pavement Management Fund
 - Significant increase in levy needed to fund pavement maintenance
- Trail Improvement Fund
 - Significant increase in levy needed to fund trail repairs
- Building Fund
 - Increase in levy needed to fund building improvements/maintenance
- Debt Service Funds
 - Significant increase in levy needed for repayment of debt for improvement

- projects and improvements related to the Park Bond Referendum
- Estimated tax levy increase in 2025 is about 19%. This increase does reflect an estimate for additional positions due to community growth.

GENERAL FUND

2023 Year-End Estimates

Staff has prepared year end revenue and expenditure estimates for the General Fund. The following chart summarizes the impact of those estimates:

	2023 Adopted Budget	2023 Year End Estimate
Net Change in Fund Balance - (use of reserves)	(\$2,719,794)	\$(338,081)
Ratio: Fund Balance to Next Year (2024) Expenditures	49.3%	52.3%

The 2023 year-end estimate includes assumptions that Staff believe are reasonable. Staff recognizes that actual activity will differ from the assumptions by varying degrees. A few areas that may have greater risk or opportunity from the assumptions are shown below:

	Assumption	Risk	Opportunity
Building Permit Revenue	300 SF Units	Currently at 279 SF (11/14/23)	Greater than 300 SF Units
Building Permit Revenue	2 Apartment Permits	Currently at 9 (11/14/23)	Greater than 9
Investment Income (Net of Fair Value Adjustment)	\$307,700	Rates Increase; Negative Fair Value Adj Increases	Rates Decrease; Negative Fair Value Adj Decreases
Snowplowing	Normal Levels for Nov & Dec	Increased number of snow events	Less than normal levels for Nov & Dec

The City is required to report the value of its investment portfolio at the market value. Unlike 2022, the City anticipates that interest and dividend earnings will absorb the market value changes of the portfolio. The General Fund earnings have been included in the 2023 estimates. It is important to note that we typically hold the investments until maturity and therefore, don't realize any loss. The adjustment is recognized on the income statement and does impact the fund balance.

The 2023 year-end estimate reflects a decrease in reserves of \$338K which is about \$2.4 million less than was anticipated in the 2023 adopted budget. The largest component of this change is

the \$1.85 million in Public Safety Aid the city will be receiving before December 26, 2023.

	2023 Adopted Budget	2023 YE Estimates	Variance Pos/(Neg)
Revenues	\$ 35,371,123	\$ 38,066,266	\$ 2,695,143
Expenditures	(36,908,136)	(37,493,089)	(584,953)
Transfers In	1,171,099	1,442,622	271,523
Transfers Out	(2,353,880)	(2,353,880)	-
NET	\$ (2,719,794)	\$ (338,081)	\$ 2,381,713

Other increases in revenues from budgeted include license and permits (\$726K) and fire/police state aid (\$118K). Budget amendments for 2023 variances will be presented in December for council approval.

After 2023 budget amendments are made, expenditures are expected to be within budget and the \$585K variance above will be reduced to the amount of fund balance reserves used. The departments appearing to be over budget for Projected 2023 either have budget amendments to occur or are slated to use fund balance reserves. Although some departments will recognize savings in their 2023 budgets, there were staff retirements in several departments which offset that savings and cost approximately \$350K. Workers' compensation premiums account for \$300K of the negative variance. Also, within this variance is the increase to the Fire Relief Association for their share of the Fire Relief State Aid (\$54,000 higher than estimated).

2024 Revenue Changes in the General Fund

The following changes have been incorporated into the current budget presented to you today:

Revenues		Totals
Preliminary (includes Transfers In) – 09/05/2023		39,530,347
Property Taxes		(260,900)
License and Permits		153,461
Intergovernmental:		220,090
Police State Aid	62,476	
Fire Relief State Aid	54,179	
Forestry Grants	103,435	
Donations - Police		4,000
Transfers In		5,158
Total		\$ 39,652,156

2024 Expenditure Changes in the General Fund

The following changes have been incorporated into the current budget presented to you today:

Expenditures	Totals
Preliminary (Includes Transfers Out) – 09/05/2023	\$41,519,751
Transfer Out to Equipment Fund	(300,000)
Employee transitions	35,393
Remove new Facility Lead position	(64,570)
Police – delay all 4 new positions to 11/1/2024 start date	(121,384)
Fire – State aid (Fire Relief)	54,179
Health/Dental insurance changes	61,237
Other (EAB/traffic counts/Elections/PD donate spends)	(5,036)
Total	\$41,179,570

Fund Balance

The Fund Balance Policy states that the City will endeavor to maintain an unrestricted fund balance in the General Fund of an amount not less than 40% and not greater than 50% of the next year's budgeted expenditures of the General Fund.

The proposed 2024 budget includes the use of reserves for one-time or long-term purchases and/or expenditures related to revenues received in the prior year:

2024 Use of Fund Balance Reserves	
Technology Fund	215,000
Finance/Human Resources – ERP Implementation	310,000
Human Resources – Market Study	20,000
Elections (split 1/2 to keep years even)	98,000
Community Dev - ERP Implementation	110,000
Net (Revenues)/ Expenses	795,000
Total	\$ 1,548,000

The following table shows the estimated impact on the General Fund reserve balance at year ending 12/31/2024:

Change (\$)	FB/CY Exp	FB/Est 2025 Exp*
(\$1,968,414)	48.5%	47.1%

**2025 expenses include 3% growth & \$698k for employee transition costs*

PROPERTY TAX LEVY

Impact of Growth, Inflation and Other Factors

The following chart provides a guide for establishing the 2024 tax levy based on factors that impact the Lakeville community:

Growth (New Construction)	3.5%
CPI-U (MSP) *	2.53%
Debt Service	2.43%
Debt Service – Park Ref	2.56%
Total	11.02%

** 2022 Annual to July 2023*

Proposed Property Tax Levy

The proposed 2024 property tax levy is comprised of the following components:

The preliminary property tax levy was adopted in September at \$44,082,700 which was an increase of \$4,311,700 or 10.84% from the 2023 tax levy. The proposed tax levy is \$485,900 less than the preliminary tax levy and results in a 9.62% increase from 2023 to 2024.

The proposed property tax levy reflects a \$2.7 million increase for the General Fund to provide public services as the City's population continues to grow. The proposed property tax levy also reflects a decrease of \$500K tax levy for the Equipment Fund and an increase of \$100K for the Trail Improvement Fund. The proposed levy also includes a \$1.5 million increase in the debt levy which includes the impact of the recently approved Park Referendum. The Park Referendum added \$840K to the 2024 tax levy.

The City tax capacity rate is estimated to increase from 29.676% (2023) to 30.187% (2024).

Market Valuation

Preliminary taxable market values have increased \$983 million or 8.5% from 2023 to 2024, of which approximately \$394 million or 3.5% is from new construction. Based on the 2023 tax rate, new construction will generate about \$1,170,300 in property taxes.

Impact on Median Valued Home and Commercial Property

The proposed 2024 City tax levy will result in an estimated \$82 increase on the median value

home (\$446,500) due to both a levy increase, as well as a market value increase as determined by the Dakota County Assessor.

Existing commercial properties in Lakeville, in the aggregate, increased in market value by 11%. The proposed 2024 City tax levy will result in an estimated \$762 increase on a commercial property valued at \$1 million with a 11% increase in value. Individual circumstances will determine the tax burden for each commercial property.

Summary of Changes

	Preliminary 9/5/2023	Proposed 11/27/2023
Total Levy	\$44,082,700	\$43,596,800
Increase in Levy (from 2023): \$	\$4,311,700	\$3,825,800
Increase in Levy (from 2023): %	10.84%	9.62%
Estimated Tax Rate	30.548%	30.182%
Increase in City portion of property taxes:		
Median Valued Home	\$98.63/yr \$8.22/mo	\$82.29/yr \$6.86/mo
Commercial Property (\$1 million value)	\$840/yr	\$762/yr

FINANCIAL SUSTAINABILITY AND RESILIENCY

In January 2020, the City Council approved the Financial Sustainability and Resiliency Policy. The key principles of the Policy included:

- Proactively plan for the service needs of the community, the maintenance of existing assets, the protection of natural resources and environment, etc.;
- Implement funding at a level which includes the full cost of providing services to the community and maintenance, replacement and upgrade of existing assets (Pay-As-You-Go Strategy);
- Establish financial resiliency by establishing sufficient reserve and funding levels.

Staff requests that the City Council consider the principles of this Policy when they finalize the 2024 budget and tax levy.

General Fund Reserve Balance

The current projected fund balance for 2023 yearend is within the policy range of 40-50% and is projected to stay within the range for 2024 yearend. There are multiple reasons for avoiding too much drawdown of reserve balances in future years:

- Economic uncertainties could result in higher property tax delinquencies. One percent of the General Fund property tax revenue is \$298K.
- The 2024-2028 CIP reflects significant property tax increases needed in 2025 to maintain our existing infrastructure and replace vehicles and equipment. General Fund reserves could be used to mitigate some of the pressure on the following property tax increases needed:
 - Building fund - \$150,000 (needed in addition to the \$800K GF Transfer In)
 - Equipment fund - \$500,000
 - Trail Improvement Fund - \$575,000
 - Park Improvement - \$425,000
 - Technology Fund - \$200,000
- With the significant growth the community is and has been experiencing, resources are needed to maintain the current level of services.
- Maintain the City's Aaa bond rating.

Having a higher fund balance provides some flexibility in achieving the target taxation levels and the resilience to respond to economic uncertainties.

Long-Term Financial Projections

Attached to this memo is a table which shows the projected property tax levy, tax capacity and tax rate based on the 2024 proposed budgets and the adopted 2024-2028 Capital Improvement Plan (CIP). It reflects debt levies associated with existing debt as well debt that we anticipate issuing for projects in the CIP.

The purpose for providing this table is to show the council what the impact is estimated to be for property taxation based on planned projects and community growth, achieving a pay-as-you-go strategy for equipment replacement, etc. and complying with city-approved financial metrics/fund balance policy.

Revenue assumptions include conservative adjustments (1%-2%) in various categories and increases in property tax to maintain minimum fund balance levels.

Expenditure assumptions include inflationary adjustments for personnel, commodities and other charges and services. They also include the addition of staffing and corresponding operating costs due to the continued growth of the community.

Tax base growth assumptions include 300 single family (SF) residential units in 2023 and 2024

and 300 SF units in future years; apartment housing constructed in 2024; and continued commercial and industrial square footage added each year.

There is significant pressure on the property tax in 2024-2026. In addition to funding for the General Fund, significant increases are needed for debt service payments and capital project funds (i.e. Equipment replacement, pavement management, trail improvement, etc.)

The tax capacity rate is projected to stay low (.30 to .36) with the increases in property tax levies and continued growth in the tax base.

BUDGET SCHEDULE

Nov 27	Workshop – Final Budget Review
Dec 4	Meeting – Public Budget Meeting (Truth in Taxation) / Adopt 2024 Budget and 2024 Tax Levy; Adopt 2024 Fee Schedule; Authorize Purchase and Disposal of Vehicles and Equipment;

Supporting Information

1. Resolution Downtown Special Service District - Adopting service charge - Pay 2024
2. General Fund Budget Summary
3. Equipment Plan – Dated 2023.11.27
4. Facilities Plan – Dated 2023.11.27
5. Technology Plan – Dated 2023.11.27
6. Long-Term Financial Plan Summary

Financial Impact: \$1.5M Budgeted: Yes Source: General Fund Reserves Envision Lakeville Community Values: Good Value for Public Service Report Completed by: Julie Stahl, Finance Director
--

CITY OF LAKEVILLE, MINNESOTA
General Fund
Schedule of Revenues, Expenditures and Changes in Fund Balances
For the Year Ending December 31, 2024

	2022 Actual	2023 Adopted Budget	2023 Estimate	2024 Proposed Budget	Percent of Total	Change from 2023 Adopted Budget		Change from 2023 Estimate	
						(Amount)	(Percent)	(Amount)	(Percent)
Revenues									
General property taxes	\$ 25,488,775	\$ 26,954,875	\$ 26,954,875	\$ 29,821,150	77.7%	\$ 2,866,275	10.6%	\$ 2,866,275	10.6%
Licenses and permits	3,843,154	2,943,346	3,669,384	3,262,810	8.5%	319,464	10.9%	(406,574)	-11.1%
Intergovernmental	6,460,210	1,512,699	3,466,211	1,596,841	4.2%	84,142	5.6%	(1,869,370)	-53.9%
Charges for services	3,810,863	3,392,946	3,355,988	3,095,470	8.1%	(297,476)	-8.8%	(260,518)	-7.8%
Court fines	224,461	240,000	244,108	240,000	0.6%	-	0.0%	(4,108)	-1.7%
Investment income	(1,435,940)	281,000	307,700	311,190	0.8%	30,190	10.7%	3,490	1.1%
Miscellaneous	143,214	46,257	68,000	48,124	0.1%	1,867	4.0%	(19,876)	-29.2%
Total revenues	38,534,737	35,371,123	38,066,266	38,375,585	100.0%	3,004,462	8.5%	309,319	0.8%
Expenditures									
General government									
Mayor and council	132,286	138,902	137,768	138,400	0.3%	(502)	-0.4%	632	0.5%
Committees and commissions	118,253	127,877	139,777	135,989	0.3%	8,112	6.3%	(3,788)	-2.7%
City administration	539,464	629,559	651,400	647,060	1.6%	17,501	2.8%	(4,340)	-0.7%
City clerk/Elections	325,516	183,931	184,123	359,100	0.9%	175,169	95.2%	174,977	95.0%
Legal counsel	79,524	97,350	85,000	87,000	0.2%	(10,350)	-10.6%	2,000	2.4%
Planning	626,408	662,843	594,542	685,528	1.7%	22,685	3.4%	90,986	15.3%
Community and econ. development	601,588	519,673	523,038	519,620	1.3%	(53)	0.0%	(3,418)	-0.7%
Inspections	1,830,542	1,936,637	1,974,658	2,013,354	4.9%	76,717	4.0%	38,696	2.0%
General government facilities	641,142	684,889	696,605	731,407	1.8%	46,518	6.8%	34,802	5.0%
Finance	1,070,919	1,134,847	1,294,185	1,375,778	3.4%	240,931	21.2%	81,593	6.3%
Information technology	976,473	1,072,580	971,522	1,063,469	2.6%	(9,111)	-0.8%	91,947	9.5%
Human resources	662,995	896,065	875,169	944,856	2.3%	48,791	5.4%	69,687	8.0%
Insurance	300,000	250,000	250,000	250,000	0.6%	-	0.0%	-	0.0%
Public safety									
Police	13,391,159	14,311,128	14,349,929	15,580,253	38.0%	1,269,125	8.9%	1,230,324	8.6%
Fire	2,444,452	2,666,423	2,839,706	3,519,424	8.6%	853,001	32.0%	679,718	23.9%
Public works									
Engineering	918,298	1,120,397	1,064,123	1,206,320	2.9%	85,923	7.7%	142,197	13.4%
Forestry	-	566,047	562,084	597,159		31,112	5.5%	35,075	6.2%
Construction services	448,529	621,899	617,637	622,584	1.5%	685	0.1%	4,947	0.8%
Streets	3,792,928	4,064,622	4,299,448	4,461,925	10.9%	397,303	9.8%	162,477	3.8%
Parks and recreation									
Parks	3,046,231	3,470,194	3,518,564	3,734,783	9.1%	264,589	7.6%	216,219	6.1%
Recreation	890,999	847,937	862,395	904,463	2.2%	56,526	6.7%	42,068	4.9%
Heritage center	123,445	140,673	139,712	152,336	0.4%	11,663	8.3%	12,624	9.0%
Arts center	802,848	763,663	861,704	984,762	2.4%	221,099	29.0%	123,058	14.3%
Other (Personnel/Compensated Leaves)	-	-	-	250,000	0.6%	250,000	0%	250,000	0%
Total expenditures	33,763,999	36,908,136	37,493,089	40,965,570	100.0%	4,057,434	11.0%	3,472,481	9.3%
Excess (deficiency) of revenues over expenditures	4,770,738	(1,537,013)	573,177	(2,589,985)		(1,052,972)	68.5%	(3,163,162)	-551.9%
Other financing sources (uses)									
Transfer from other funds	898,765	1,171,099	1,442,622	1,276,571		105,472	9.0%	(166,051)	-11.5%
Transfer to other funds	(7,602,811)	(2,353,880)	(2,353,880)	(215,000)		2,138,880	-90.9%	2,138,880	-90.9%
Total other financing sources (uses)	(6,704,046)	(1,182,781)	(911,258)	1,061,571		2,244,352	-189.8%	1,972,829	-216.5%
Net change in fund balance	(1,933,308)	(2,719,794)	(338,081)	(1,528,414)		1,191,380	-43.8%	(1,190,333)	352.1%
Fund balance, January 1	23,985,822	21,881,813	22,007,407	21,669,326		(212,487)	-1.0%	(338,081)	-1.5%
Inventory Adjustment	(45,107)	-	-	-		-	0%	-	0%
Committed Use of Fund Balance (HR/Fin/CD)	-	-	-	(20,000)		(20,000)	0%	20,000	-100.0%
Fund balance, December 31	\$ 22,007,407	\$ 19,162,019	\$ 21,669,326	\$ 20,120,912		\$ 958,893	5.0%	\$ (1,548,414)	-7.1%
Unrestricted Fund Balance, Dec 31	\$ 21,753,227	\$ 18,490,568	\$ 21,415,146	\$ 19,866,732					
Ratio: Fund balance to CY expenditures	64.4%	50.1%	57.1%	48.5%					
Ratio: Fund balance to NY expenditures	58.9%	49.3%	52.3%	47.1%					

	2022 Actual	2023 Adopted Budget	2023 Estimate	2024 Proposed Budget	Percent of Total	Change from 2023 Adopted Budget		Change from 2023 Estimate	
						(Amount)	(Percent)	(Amount)	(Percent)
Function									
General government	7,905,110	8,335,153	8,377,787	8,951,561		616,408	7.4%	573,774	6.8%
Public safety	15,835,611	16,977,551	17,189,635	19,099,677		2,122,126	12.5%	1,910,042	11.1%
Public works	5,159,755	6,372,965	6,543,292	6,887,988		515,023	8.1%	344,696	5.3%
Parks and recreation	4,863,523	5,222,467	5,382,375	5,776,344		553,877	10.6%	393,969	7.3%
Contingency (Personnel Services)	-	-	-	250,000		250,000	0%	250,000	0%
	33,763,999	36,908,136	37,493,089	40,965,570		4,057,434	11.0%	3,472,481	9.3%
Classification									
Personnel services	24,855,444	27,622,402	27,708,381	30,700,340		3,077,938	11.1%	2,991,959	10.8%
Commodities	1,859,287	2,211,459	2,355,520	2,371,189		159,730	7.2%	15,669	0.7%
Other charges and services	6,413,438	6,976,275	6,933,336	7,822,296		846,021	12.1%	888,960	12.8%
Capital outlay	122,154	98,000	495,852	71,745		(26,255)	-26.8%	(424,107)	-85.5%
	33,250,323	36,908,136	37,493,089	40,965,570		4,057,434	11.0%	3,472,481	9.3%



CITY OF LAKEVILLE
2024 - 2033 EQUIPMENT PLAN

Council Work session
11/27/23

			2023	2022 CF +											2024 - 2033
Funding			ADOPTED	2023 Est'd	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Totals
Use of Funds:	Facilities	GEN FUND	-	-	30,900	-	38,150	-	-	-	-	-	-	-	69,050
	Arts Center	GEN FUND	36,000	17,837	36,000	-	-	-	-	-	-	-	-	-	36,000
	City Clerk	GEN FUND	-	-	20,003	-	-	-	-	-	24,204	-	-	-	44,207
	Planning	GEN FUND	-	-	30,900	-	-	-	-	-	-	-	-	-	30,900
	Inspections	GEN FUND	62,000	62,482	34,245	-	-	-	38,235	-	40,230	-	76,446	39,126	228,283
	Police	EQ FUND	699,534	749,171	946,035	656,636	790,631	891,862	534,337	1,402,153	1,177,649	634,976	483,935	638,954	8,157,168
	Fire	EQ FUND	47,550	60,535	775,563	2,232,350	60,455	35,840	162,682	178,639	7,260	381,254	561,340	174,850	4,570,234
	Engineering	GEN FUND	-	-	-	-	-	-	-	35,400	36,300	-	-	-	71,700
	Construction Services	GEN FUND	-	50,000	-	53,000	54,500	56,000	-	33,013	60,500	-	-	-	257,013
	Streets	EQ FUND	1,272,521	1,550,913	1,137,139	1,008,107	1,539,049	1,517,202	1,317,085	652,199	1,648,053	1,170,448	1,546,229	603,030	12,138,541
	Forestry	EQ FUND	-	-	-	44,896	46,167	-	-	-	-	-	34,458	-	125,521
	Parks	EQ FUND	324,347	317,796	420,240	520,828	542,258	697,340	594,751	318,592	426,485	374,257	216,345	825,322	4,936,416
	Env. Resources	ENV RES	31,898	31,898	-	-	-	-	-	-	-	-	-	-	37,461
	Communications	COMM	31,500	52,919	41,500	30,000	85,000	35,000	40,000	43,500	66,300	45,000	55,000	40,000	481,300
	Utilities	UTILITY	-	-	120,433	234,207	377,123	76,761	131,936	399,839	340,991	685,332	417,491	1,430	2,785,544
	Liquor	LIQUOR	-	-	-	-	-	-	-	-	-	-	30,063	26,359	56,422
	Total Use of Funds			2,505,350	2,893,551	3,592,958	4,780,024	3,533,332	3,310,006	2,819,026	3,063,335	3,827,972	3,291,268	3,421,306	2,386,532
Source of Funds:	Interest Earnings (2%)		18,331	18,331	103,172	77,593	47,878	26,800	4,229	7,947	12,884	3,279	8,099	7,389	299,270
	Annual Levy		500,000	500,000	-	500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	16,000,000
	General Fund Contribution		1,028,880	1,028,880	-	-	-	300,000	-	-	-	-	-	-	300,000
	Liquor Fund Contribution		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	5,000,000
	Pavement Mgmt Fund Contribution		-	-	-	-	-	-	-	-	-	-	-	-	-
	Environmental Res Fund Contribution		40,500	40,500	40,500	40,500	40,500	40,500	40,500	40,500	40,500	48,700	48,700	48,700	429,600
	Utility Fund Contribution		-	-	-	-	-	-	-	-	-	-	-	-	-
	Funding outside Equipment Fund ¹		-	-	-	-	-	-	-	-	-	-	-	-	-
	General Fund		98,000	130,319	152,048	53,000	92,650	56,000	38,235	68,413	137,030	-	76,446	39,126	712,949
	Communications Fund		31,500	52,919	41,500	30,000	85,000	35,000	40,000	43,500	66,300	45,000	55,000	40,000	481,300
	Environmental Res Fund		31,898	31,898	-	-	-	-	-	-	-	-	-	-	37,461
	Water & Sewer Funds		-	-	120,433	234,207	377,123	76,761	131,936	399,839	340,991	685,332	417,491	1,430	2,785,544
	Liquor Fund (Tif 10)		-	1,136,700	-	-	-	-	-	-	-	-	30,063	26,359	56,422
	Lakeville Arenas		-	-	-	-	-	-	-	-	-	-	-	-	-
	Intergovernmental Grants	Pblc Safety	-	1,306,564	-	-	-	-	-	-	-	-	-	-	-
	Auction/Sale Proceeds		295,000	363,986	448,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,698,000
	Donations		23,038	54,936	-	-	-	-	-	-	-	-	-	-	-
Bond Proceeds		-	-	-	-	1,000,000	-	-	-	-	-	-	-	1,000,000	
Fire Trucks/PD Squads - payment delay		-	-	908,338	1,608,962	(1,413,675)	(1,103,625)	-	-	-	-	-	-	-	
Total Source of Funds			2,567,147	5,165,033	2,313,991	3,294,262	2,479,476	2,181,436	3,004,900	3,310,199	3,347,705	3,532,311	3,385,800	2,950,465	\$ 29,800,545
Change in Fund Balance			61,797	2,271,482	(1,278,967)	(1,485,762)	(1,053,856)	(1,128,569)	185,874	246,864	(480,266)	241,043	(35,506)	563,932	\$ (4,225,214)
Beginning Fund Balance ²			2,211,413	2,887,126	5,158,608	3,879,641	2,393,879	1,340,023	211,454	397,328	644,192	163,925	404,969	369,462	
Ending Fund Balance ²			\$2,273,210	\$5,158,608	\$3,879,641	\$2,393,879	\$1,340,023	\$211,454	\$397,328	\$644,192	\$163,925	\$404,969	\$369,462	\$933,394	

0

1. "Funding outside the Equipment Fund" Individual fund's sources/uses NET to zero.

2. The fund balance shown is for the Equipment Fund (Which does not include any funding from the other funds listed under "Funding outside Equipment Fund")

3. Fire engines are estimated to be 24 months out from delivery; estimating 1/2 cost in 12 months from date of order and balance at the end of 24 months; ladder truck is estimated to be 27 months (i.e. order in 2024, 1/2 payment in 2025 remainder)

2023-2032 CIP Adopted	2,283,228	4,170,967	2,373,121	4,666,386	2,530,818	3,072,292	3,441,983	3,212,951	3,063,590	4,265,972	-	-	-	-	33,081,308
Variance	610,323	(578,009)	2,406,903	(1,133,054)	779,188	(253,266)	(378,648)	615,021	227,678	(844,666)	2,386,532	944,451	-	-	-



CITY OF LAKEVILLE
2024 - 2033 FACILITY PLAN

Council Work Session
11/27/2023

	2023 Adopted	2022 CF + 2023 Est'd	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2024 - 2033 Totals
Use of Funds:													
Art Center- Performing Arts	\$ 68,000	\$ 70,457	\$ 14,500	\$ 210,000	\$ 90,000	\$ 25,000	\$ -	\$ 2,368	\$ 125,000	\$ 250,000	\$ -	\$ -	\$ 716,868
Art Center- Fine Arts (ALC building)	-	1,225,030	40,000	-	-	-	-	-	-	-	-	-	40,000
Heritage Center	23,000	26,507	29,000	-	-	375,000	108,000	16,160	40,000	75,000	40,000	-	683,160
Central Maintenance Facility	418,000	805,720	473,850	252,000	106,000	11,560,000	300,000	797,704	-	40,000	21,000	-	13,550,554
City Hall	725,000	319,307	539,110	-	135,000	-	45,000	17,051	70,000	30,000	125,000	-	961,161
Fire Station #1	25,000	10,000	20,000	261,000	-	60,000	102,800	285,140	22,000	-	156,000	-	906,940
Fire Station #2	-	-	32,000	125,900	7,500	7,800	-	-	7,000	-	120,000	-	300,200
Fire Station #3	-	-	28,000	69,000	-	-	-	122,800	7,000	12,000	120,000	-	358,800
Fire Station #4	-	-	20,000	45,000	7,000	30,000	-	124,700	-	-	120,000	-	346,700
Police Station	173,215	192,183	80,000	80,000	275,000	-	-	133,875	25,000	600,000	165,000	-	1,358,875
Ice Arena	-	-	-	-	-	-	-	-	-	-	-	-	-
Heritage Liquor Store	-	-	108,300	-	-	-	65,000	-	8,000	25,000	65,000	-	271,300
Galaxie Liquor Store	-	-	93,500	65,000	-	-	-	-	331,570	65,000	50,000	-	605,070
Kenrick Liquor Store	-	-	47,000	-	-	-	-	-	31,629	-	120,000	26,000	224,629
Keokuk Liquor Store	-	-	31,000	40,000	-	-	-	-	-	10,000	45,000	65,000	191,000
Public Safety Training Facility	-	-	14,000,000	-	-	-	-	-	-	-	-	-	14,000,000
Radio Communications Building	32,500	32,500	-	-	-	-	-	-	-	-	-	-	-
Water Treatment Facility	-	-	452,500	2,300,000	863,000	21,000,000	140,000	179,960	65,000	115,000	15,000	-	25,130,460
Total Use of Funds	\$ 1,464,715	\$ 2,681,704	\$ 16,008,760	\$ 3,447,900	\$ 1,483,500	\$ 33,057,800	\$ 760,800	\$ 1,679,758	\$ 732,199	\$ 1,222,000	\$ 1,162,000	\$ 91,000	\$ 59,645,717
Source of Funds:													
Interest Earnings (2%)	\$ 17,683	\$ 17,683	\$ 19,960	\$ 9,277	\$ 17,247	\$ 18,127	\$ 21,791	\$ 24,735	\$ 10,161	\$ 19,751	\$ 14,579	\$ 11,955	\$ 167,583
Annual Levy (Building Fund)	-	-	-	150,000	150,000	150,000	150,000	175,000	175,000	175,000	175,000	175,000	1,475,000
General Fund Contribution	400,000	400,000	-	800,000	-	-	-	-	-	-	-	-	800,000
Antenna Rental	433,496	433,496	502,341	482,113	497,247	512,873	531,236	571,356	590,347	553,632	546,219	483,038	5,270,402
Liquor Fund ¹	-	1,218,246	229,800	105,000	-	-	65,000	-	371,199	100,000	280,000	91,000	1,241,999
Water & Sewer Operating Funds	-	-	452,500	575,000	363,000	9,600,000	140,000	179,960	65,000	115,000	15,000	-	11,505,460
Other transfers	-	325,199	-	-	-	-	-	-	-	-	-	-	-
Environmental Resources Transfer	-	-	220,000	-	-	-	-	-	-	-	-	-	220,000
Water & Sewer Trunk Funds / Bonds ¹	-	-	-	1,725,000	500,000	11,400,000	-	-	-	-	-	-	13,625,000
Donations/Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy Rebates	-	152	-	-	-	-	-	-	-	-	-	-	-
Other/Partnership	-	-	14,050,000	-	-	-	-	-	-	-	-	-	14,050,000
Bond Proceeds - Ice Arena ¹	-	-	-	-	-	-	-	-	-	-	-	-	-
Bond Proceeds - CMF	-	-	-	-	-	11,560,000	-	-	-	-	-	-	11,560,000
Other Ice Arena	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Source of Funds	\$ 851,179	\$ 2,394,776	\$ 15,474,601	\$ 3,846,390	\$ 1,527,494	\$ 33,241,000	\$ 908,027	\$ 951,051	\$ 1,211,707	\$ 963,383	\$ 1,030,798	\$ 760,993	\$ 59,915,444
Change in Fund Balance	\$ (613,536)	\$ (286,928)	\$ (534,159)	\$ 398,490	\$ 43,994	\$ 183,200	\$ 147,227	\$ (728,707)	\$ 479,508	\$ (258,617)	\$ (131,202)	\$ 669,993	\$ 269,727
Beginning Fund Balance ²	\$ 807,125	\$ 1,284,929	\$ 998,001	\$ 463,842	\$ 862,332	\$ 906,326	\$ 1,089,526	\$ 1,236,753	\$ 508,046	\$ 987,554	\$ 728,937	\$ 597,735	
Ending Fund Balance ²	\$ 193,589	\$ 998,001	\$ 463,842	\$ 862,332	\$ 906,326	\$ 1,089,526	\$ 1,236,753	\$ 508,046	\$ 987,554	\$ 728,937	\$ 597,735	\$ 1,267,728	

335,150

1. The Liquor Fund, Water/Sewer Funds and the Ice Arena sources/uses NET to zero.

2. The fund balance shown is for the Building Fund (Which does not include Liquor, Water/Sewer and Ice Arena)

2023-2032 CIP Adopted	2,103,940	2,103,940	11,062,750	759,400	1,152,500	24,178,800	190,800	2,032,215	408,000	1,404,000	938,000	-	44,230,405
Variance	(639,225)	577,764	4,946,010	2,688,500	331,000	8,879,000	570,000	(352,457)	324,199	(182,000)	224,000	91,000	15,415,312



CITY OF LAKEVILLE
2024 - 2033 TECHNOLOGY PLAN

Council Work session
11/27/2023

Use of Funds:	2023	2021/22 CF +												2024 - 2033
	ADOPTED	2023 Est'd	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Totals	
Administration	\$ -	\$ -	\$ -	\$ 4,000	\$ 3,486	\$ 7,172	\$ -	\$ -	\$ 4,637	\$ 4,041	\$ 8,314	\$ -	\$ 31,649	
Arts Center	2,925	2,925	-	1,188	1,366	-	5,622	-	1,377	1,583	-	6,518	17,656	
Building Inspection	1,638	1,959	-	5,464	4,262	17,246	7,320	-	6,334	4,940	19,993	2,137	67,695	
Comm/Econ Development	-	-	-	3,374	-	-	-	-	3,911	-	-	-	7,285	
Engineering	22,351	18,363	7,300	4,787	8,560	2,978	8,254	9,925	5,549	9,924	3,452	9,569	70,298	
Facilities Maintenance	-	-	2,153	-	1,519	-	-	3,093	-	1,761	-	-	8,525	
Finance	9,363	2,891	-	9,697	4,841	3,154	5,954	-	17,390	5,612	3,656	6,902	57,206	
Fire	2,060	2,060	8,786	20,605	10,357	7,463	25,771	4,502	12,434	4,902	35,048	5,886	135,754	
Forestry	-	-	2,152	1,273	3,038	563	-	2,016	1,476	3,522	652	-	14,691	
Heritage Center	2,925	2,925	-	2,514	3,814	-	5,975	-	2,915	4,421	-	6,927	26,565	
Human Resources	-	-	-	9,400	-	1,264	-	5,970	10,897	-	1,465	-	28,996	
Information Technology	-	-	-	2,875	1,960	11,846	-	-	3,333	2,273	13,733	-	36,020	
Construction Services	-	-	9,659	3,374	1,519	-	-	7,432	3,911	1,761	-	-	27,655	
Park & Rec Administration	1,638	-	-	1,326	-	6,758	2,319	5,970	1,537	-	7,834	2,688	28,432	
Parks Maintenance	7,560	27,129	515	1,061	4,251	2,052	7,424	597	1,230	4,928	2,379	8,606	33,042	
Police	142,125	153,890	236,885	118,013	20,041	131,790	61,774	286,046	3,493	148,701	23,549	65,593	1,095,885	
Planning	-	-	-	5,060	1,519	1,489	-	-	5,867	1,761	1,726	-	17,422	
Streets Maintenance	1,154	1,154	7,869	6,450	2,448	4,467	1,298	9,123	7,478	2,838	5,179	1,505	48,654	
Arenas	2,575	-	-	1,687	1,224	4,543	2,898	-	1,956	1,419	5,266	3,360	22,352	
Communications	-	-	-	3,374	2,448	4,259	-	-	3,911	2,838	4,937	-	21,766	
Liquor	-	5,662	-	41,216	4,109	61,763	-	-	47,781	4,763	71,601	-	231,232	
Environmental Resources	1,638	-	1,448	1,793	546	4,342	-	-	2,078	633	5,034	-	15,875	
Utilities	5,665	54,063	3,183	2,854	3,682	9,673	10,791	3,690	3,308	4,269	3,183	12,509	57,141	
ERP**	-	275,000	275,000	-	-	-	-	-	-	-	-	-	275,000	
Network Infrastructure	550,635	336,627	150,849	117,955	75,133	264,655	490,524	50,000	180,432	99,136	298,844	560,688	2,288,215	
Miscellaneous	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Use of Funds	\$ 754,252	\$ 884,648	\$ 705,798	\$ 369,338	\$ 160,121	\$ 547,476	\$ 635,924	\$ 388,363	\$ 333,234	\$ 316,024	\$ 515,843	\$ 692,888	\$ 4,665,010	
Source of Funds:														
Interest Earnings (2%)	\$ 15,978	\$ 7,952	\$ 10,058	\$ 3,630	\$ 2,346	\$ 5,711	\$ 6,962	\$ 6,437	\$ 6,294	\$ 7,291	\$ 9,140	\$ 7,108	\$ 64,977	
Annual Levy	-	-	-	200,000	225,000	250,000	250,000	275,000	275,000	300,000	300,000	325,000	2,400,000	
Dakota County Broadband		59,184	-	-	-	-	-	-	-	-	-	-	-	
Contributions:														
General Fund	450,000	450,000	215,000	-	-	250,000	250,000	-	-	-	-	-	715,000	
Communications Fund	6,400	6,400	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	73,000	
Liquor Fund	44,900	44,900	59,500	59,500	59,500	59,500	59,500	59,500	59,500	59,500	59,500	59,500	595,000	
Environmental Resources	6,800	6,800	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	46,000	
Utility Billing (share of ERP)		45,228	59,537	-	-	-	-	-	-	-	-	-	59,537	
Utility (Water/Sewer) Fund	20,200	20,200	28,400	28,400	28,400	28,400	28,400	28,400	28,400	28,400	28,400	28,400	284,000	
Direct Costs:														
Lakeville Arenas	2,575	-	-	1,687	1,224	4,543	2,898	-	1,956	1,419	5,266	3,360	22,352	
	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Source of Funds	\$ 546,853	\$ 640,664	\$ 384,395	\$ 305,117	\$ 328,370	\$ 610,054	\$ 609,660	\$ 381,237	\$ 383,050	\$ 408,510	\$ 414,206	\$ 435,268	\$ 4,259,866	
Change in Fund Balance	\$ (207,399)	\$ (243,984)	\$ (321,403)	\$ (64,221)	\$ 168,249	\$ 62,577	\$ (26,264)	\$ (7,126)	\$ 49,816	\$ 92,485	\$ (101,637)	\$ (257,620)	\$ (405,145)	
Beginning Fund Balance	\$ 798,900	\$ 746,889	\$ 502,905	\$ 181,502	\$ 117,280	\$ 285,529	\$ 348,107	\$ 321,843	\$ 314,717	\$ 364,533	\$ 457,018	\$ 355,381		
Ending Fund Balance	\$ 591,501	\$ 502,905	\$ 181,502	\$ 117,280	\$ 285,529	\$ 348,107	\$ 321,843	\$ 314,717	\$ 364,533	\$ 457,018	\$ 355,381	\$ 97,760		

2023-2032 CIP	754,250	159,686	133,053	108,497	516,456	582,237	326,051	285,574	241,896	497,712	n/a	3,605,412
Change	130,398	546,112	236,285	51,624	31,020	53,687	62,312	47,660	74,128	18,131	692,888	1,059,598

City of Lakeville

PROPERTY TAX LEVY, TAX CAPACITY, AND TAX RATE

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
TAX LEVY											
General Fund	25,268,000	26,804,100	29,509,650	33,721,940	34,748,667	35,140,694	36,842,741	37,746,472	39,621,845	41,149,106	42,330,048
Debt Service Funds	7,807,000	10,016,900	11,537,150	13,692,352	13,099,212	14,258,264	15,437,463	14,492,728	14,154,356	12,548,505	11,091,660
Building Fund	-	-	-	150,000	150,000	150,000	150,000	175,000	175,000	175,000	175,000
Equipment Fund	450,000	500,000	-	500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Communications Fund	-	-	-	50,000	100,000	125,000	125,000	150,000	175,000	200,000	250,000
Trail Improvement Fund	115,000	300,000	400,000	575,000	575,000	2,400,000	625,000	650,000	650,000	675,000	725,000
Park Improvement Fund	350,000	350,000	350,000	425,000	425,000	500,000	550,000	550,000	550,000	500,000	450,000
Technology Fund	-	-	-	200,000	225,000	250,000	250,000	275,000	275,000	300,000	300,000
Pavement Management Fund	1,600,000	1,800,000	1,800,000	1,900,000	2,150,000	2,250,000	2,350,000	2,450,000	2,550,000	2,650,000	2,500,000
Improvement Construction Fund	-	-	-	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000
TAX LEVY	35,590,000	39,771,000	43,596,800	51,369,292	53,127,879	57,228,958	58,485,204	58,644,200	60,306,201	60,352,611	59,976,708
<i>Annual % Change</i>		11.75%	9.62%	17.83%	3.42%	7.72%	2.20%	0.27%	2.83%	0.08%	-0.62%
Fiscal Disparities Distribution	3,528,073	3,694,005	3,521,814	3,592,250	3,664,095	3,737,377	3,812,125	3,888,367	3,966,135	4,045,457	4,126,366
Net Spread Levy	32,061,927	36,076,995	40,074,986	47,777,042	49,463,783	53,491,581	54,673,079	54,755,833	56,340,066	56,307,154	55,850,341
<i>Annual % Change</i>	-5.5%	12.5%	11.1%	19.2%	3.5%	8.1%	2.2%	0.2%	2.9%	-0.1%	-0.8%
TAX CAPACITY											
Tax Capacity before New Construction	103,174,919	125,286,170	137,866,842	145,334,029	150,188,020	155,264,421	160,473,188	165,453,371	170,568,859	175,822,356	181,221,978
Tax Capacity from New Construction	3,168,281	4,791,641	4,617,500	1,909,128	2,032,000	2,062,234	1,736,000	1,771,000	1,806,000	1,846,250	1,888,750
Total Tax Capacity	106,343,200	130,077,811	142,484,342	147,243,157	152,220,020	157,326,655	162,209,188	167,224,371	172,374,859	177,668,606	183,110,728
County adjustments (not applicable for Lakeville)											
Less Fiscal Disparities TC Contribution	7,645,702	7,858,132	8,872,467	9,049,916	9,230,915	9,415,533	9,603,844	9,795,920	9,991,839	10,191,676	10,395,509
Less TIF Captured Tax Capacity	1,084,201	647,312	855,390	544,904	555,802	566,918	296,808	172,483	44,785	45,681	46,594
NET TAX CAPACITY	97,613,297	121,572,367	132,756,485	137,648,337	142,433,304	147,344,204	152,308,536	157,255,968	162,338,235	167,431,250	172,668,625
<i>Annual % Change</i>		24.54%	9.20%	3.68%	3.48%	3.45%	3.37%	3.25%	3.23%	3.14%	3.13%
TAX CAPACITY TAX RATE											
TAX CAPACITY TAX RATE	0.32846	0.29675	0.30187	0.34709	0.34728	0.36304	0.35896	0.34820	0.34705	0.33630	0.32345
<i>Annual % Change</i>	-4.4%	-9.7%	1.7%	15.0%	0.1%	4.5%	-1.1%	-3.0%	-0.3%	-3.1%	-3.8%



Date: 11/27/2023

Downtown Parking Needs Assessment

Proposed Action

Staff recommends adoption of the following motion: Provide input and discussion on the Downtown Parking Needs Assessment

Overview

During the summer staff has been working with consultants HKGi on the Downtown Parking Needs Assessment. This effort included three meetings with downtown business owners to hear their input regarding parking use, shared parking and improvements to increase parking capacity in downtown. The project is completed, and the study addresses current and future parking demands in downtown Lakeville. The final report includes strategies to meet the needs of a variety of parking users and our downtown businesses. A major outcome of the study is a concept plan for improving the accessibility and aesthetics of the “west” city-owned parking lot at the southwest corner of 209th Street and Howland Avenue. The proposed plan includes a new trailhead, improved sidewalks, crosswalks and pedestrian-scaled landscaping and lighting - all aimed at making the west lot feel like it’s part of downtown. A new wayfinding plan was also prepared to help improve signage to more effectively direct visitors to the available downtown public parking lots.

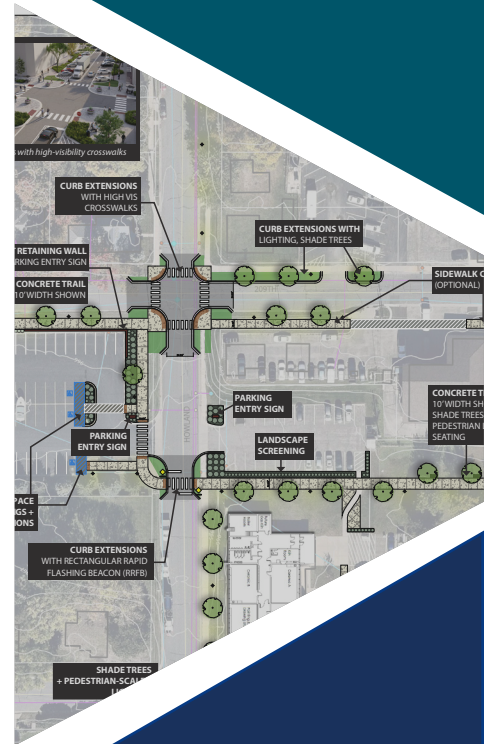
Preliminary cost estimates have been prepared for the improvements to the west lot and regional trailhead. Staff is already in conversations with Dakota County regarding funding for the trailhead portion.

Supporting Information

1. Lakeville Downtown Parking Study

Financial Impact: \$0 Budgeted: No Source: Envision Lakeville Community Values: Diversified Economic Development Report Completed by: Tina Goodroad, Community Development Director

DOWNTOWN LAKEVILLE PARKING NEEDS ASSESSMENT



Introduction

The Downtown Lakeville Parking Needs Assessment addresses current and future parking demand, while recommending parking strategies that minimize major capital expenditures. The study focuses on opportunities for parking efficiencies, especially at times when parking demand is at its peak. This includes strategies that balance the parking needs of a variety of users (e.g., employees and patrons). The study limits focused on the central business district (see Figure 1). The study occurred over a seven-month period (April 2023 – October 2023) and was guided by City staff and the Downtown business community. The primary objectives for this study include:

- Document existing conditions.
- Collect and assess a sample of utilization counts to better understand existing parking demand, needs, and issues.
- Establish strategies and recommendations to better manage today’s existing parking supply.
- Engage the business community throughout the planning process.
- Develop a parking tool to asses redevelopment assumptions and their impacts to the study area’s off-street and on-street parking supply.

Existing Conditions

People are attracted to Downtown Lakeville for its events, shopping, restaurants, and services. People are also attracted to Downtown Lakeville for its unique charm and urban design. These are some of the reasons that make Downtown Lakeville vibrant and successful. The availability of convenient, affordable parking may be a factor in part of this success, but not the driving factor. Too much emphasis on parking can negatively impact the unique qualities (e.g., walkability and charm) a downtown has to offer,

resulting in a less desirable place to visit. Past plans (e.g., Downtown Development Guide and 2040 Comprehensive Plan) have emphasized the importance of maintaining Downtown Lakeville as a desirable place to visit and work through urban design principles. Balancing the parking needs for a vibrant downtown also requires a district-wide parking approach. A district-wide parking approach uses a combination of strategies to maximize the existing parking supply, while reducing the demand to build additional spaces. This approach is commonly applied in downtown settings to encourage walkability, foster economic growth, and strengthen the urban form. Downtown Lakeville provides a total of 750 parking spaces (see Table 1) that is owned/operated by the City and businesses/property owners.

Parking Utilization

Parking utilization counts were collected to help better understand today’s current parking demand. Utilization counts serve as a quantitative measure in documenting existing parking conditions (e.g., parking demand), while verifying issues and concerns. The study focused on three time periods (9:00 a.m., 12:00 p.m., and 5:00 p.m.), which mirror industry standards in capturing peak parking demand. The days chosen to capture the utilization counts occurred during a typical summer day (Thursday, Friday and Saturday) with small events occurring (e.g., Farmers Market) and activities at the Arts and Learning Center. The standards used to determine if a parking location is at capacity is defined below:

- No Capacity Issues (0% - 74% Occupied)
- Monitor Capacity (75% - 84% Occupied)
- At or Approaching Capacity (85% - 92% Occupied)
- At Capacity (93%+ Occupied)

Table 1: Existing Parking Supply and Ownership

Parking Type	Number of Spaces	% of Supply
On-Street Parking (Public)	133	17%
Off-Street Parking (Public) - Map ID (Lots A - F)	299	38%
Off-Street Parking (Semi-Public/Private)	365	45%
Total	797 *	100%

* Excludes parking lots associated with apartments/residential homes, post office truck parking, Lakeville Tire and Auto, and small lots associated with office buildings.

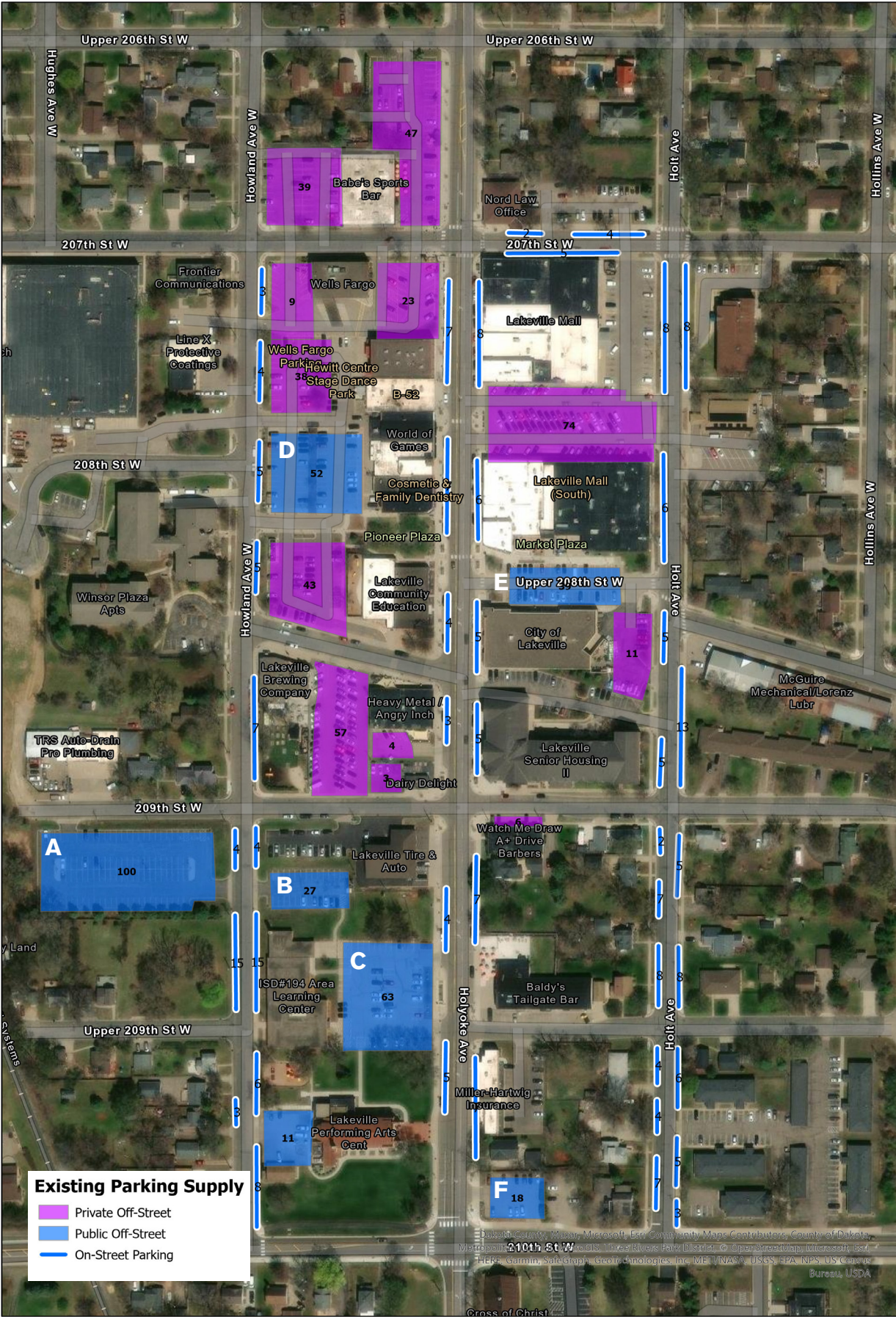


Figure 1: Study Area

Tables 2 - 4 represent the highest (MAX) parking utilization count collected, regardless of the day, to demonstrate a “worst case” scenario. The utilization counts represent the percentage of vehicles occupying a parking lot or on-street parking space to determine if a location is at capacity. Findings are also depicted in Figures 2 – 4.

Table 2: Morning (9 a.m.) MAX Utilization County Collected

Parking Type	Number of Spaces	Utilization	Available (Vacant) Spaces
On-Street Parking (Public)	133	68%	42
Off-Street Parking (Public)	299	35%	194
Off-Street Parking (Semi-Public/Private)	365	54%	167
Total	797	49%	403

Table 3: Morning (12 p.m.) MAX Utilization County Collected

Parking Type	Number of Spaces	Utilization	Available (Vacant) Spaces
On-Street Parking (Public)	133	77%	31
Off-Street Parking (Public)	299	39%	183
Off-Street Parking (Semi-Public/Private)	365	74%	96
Total	797	61%	310

Table 4: Evening (6 p.m.) MAX Utilization County Collected

Parking Type	Number of Spaces	Utilization	Available (Vacant) Spaces
On-Street Parking (Public)	133	76%	32
Off-Street Parking (Public)	299	56%	132
Off-Street Parking (Semi-Public/Private)	365	84%	60
Total	797	72%	224

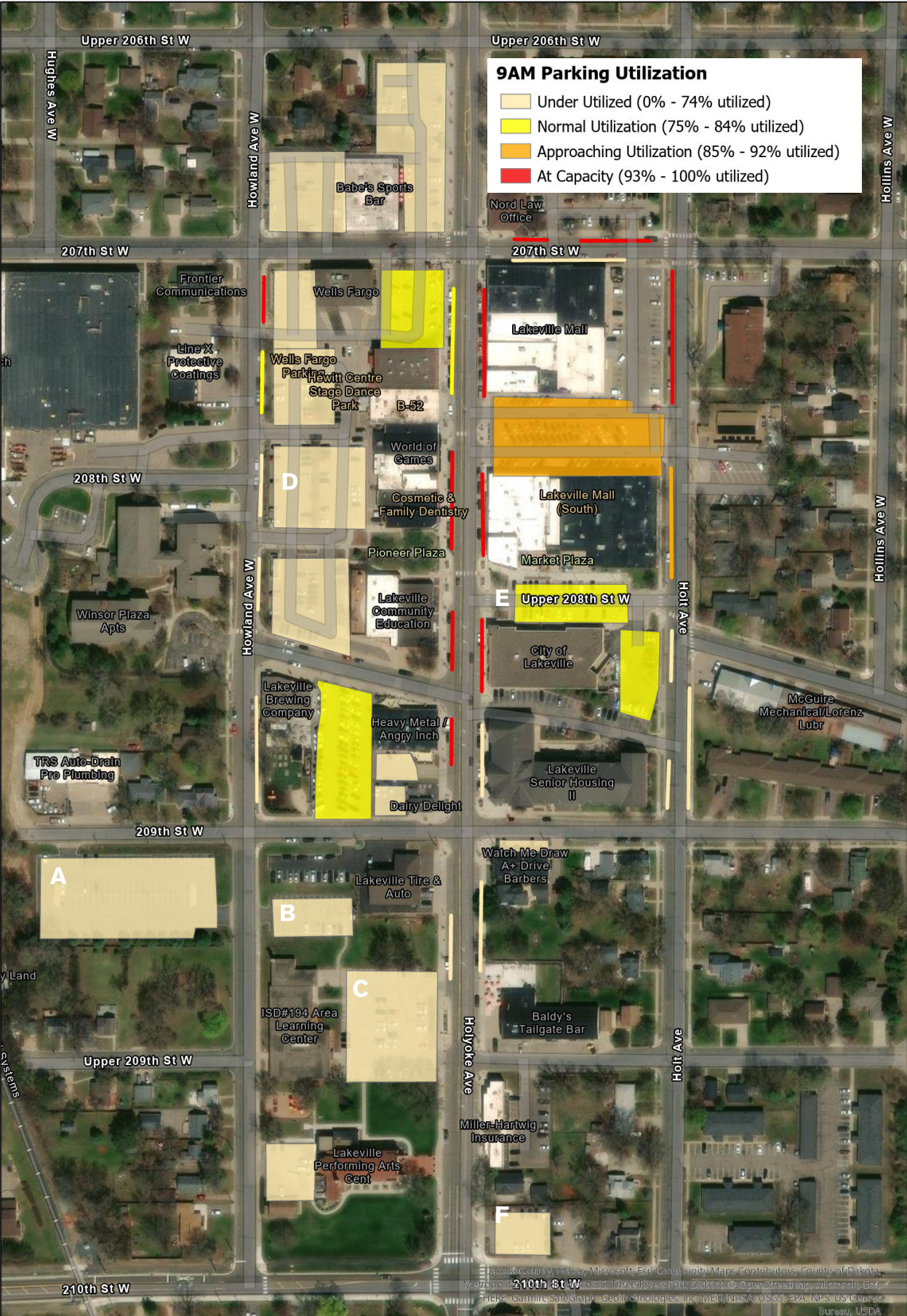


Figure 2: Morning Parking Utilization

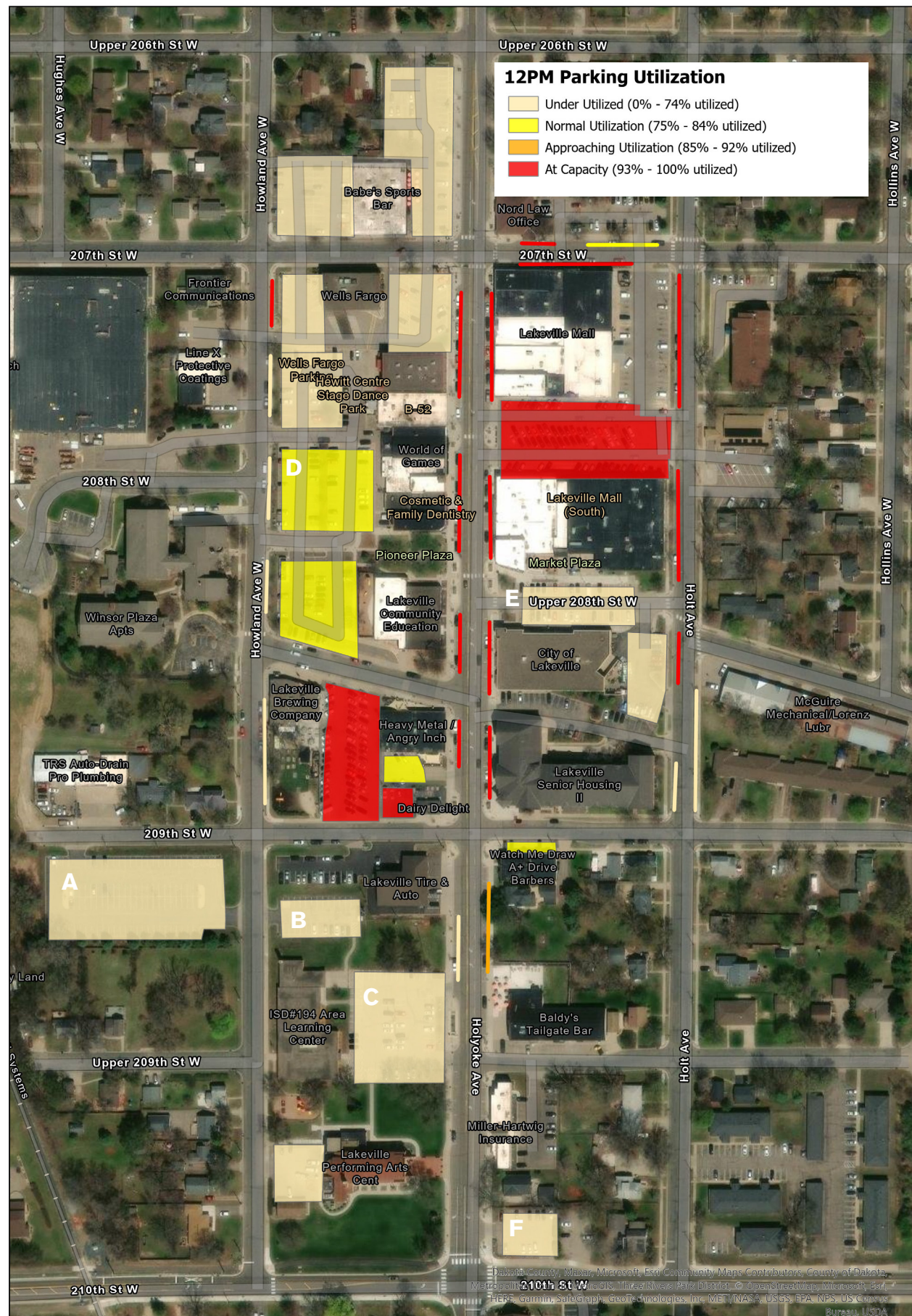


Figure 3: Afternoon Parking Utilization

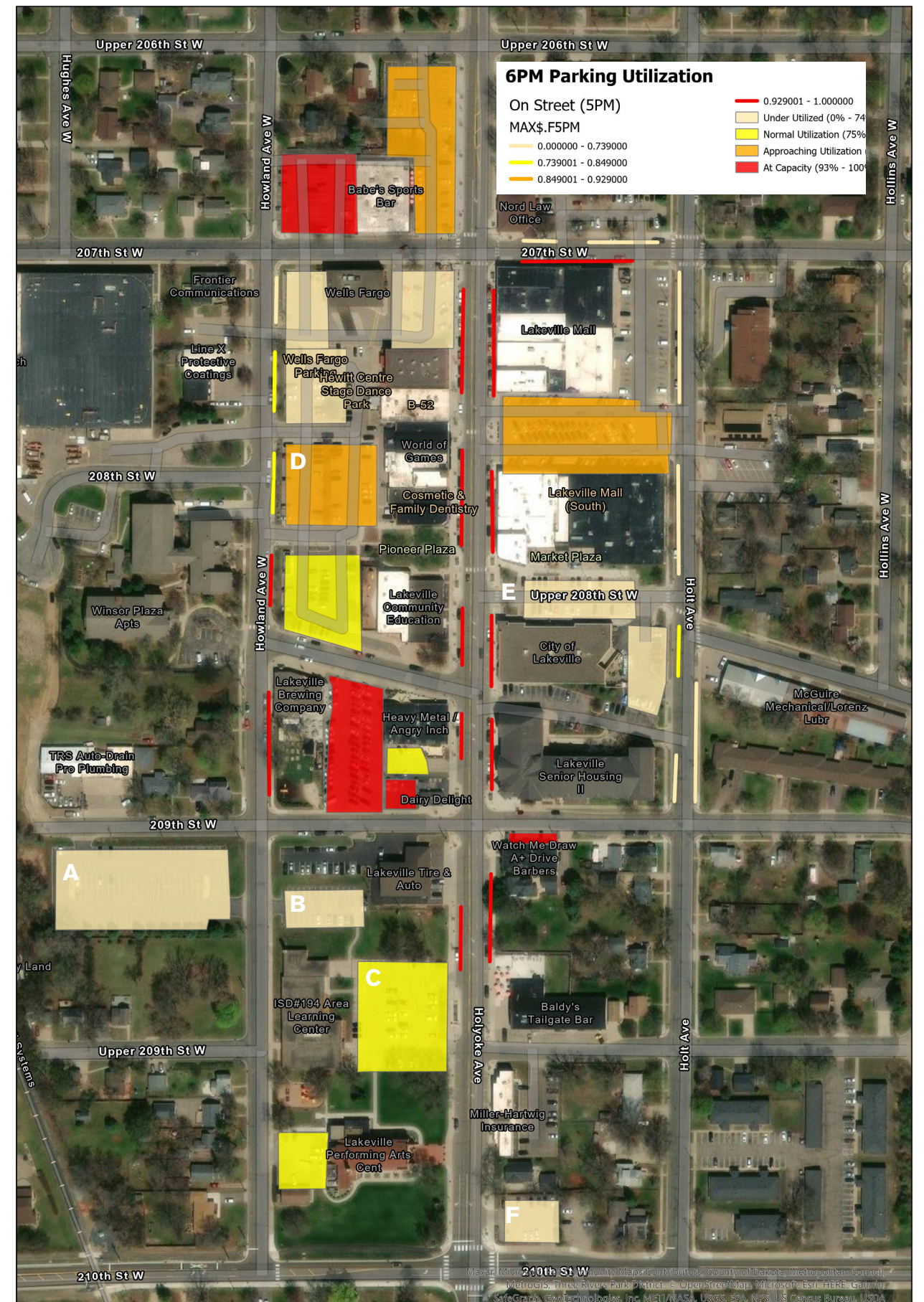


Figure 4: Evening Parking Utilization

Utilization Count Findings

The utilization counts found that a majority of the parking demand occurs during the afternoon and evening hours, which is driven by the downtown’s entertainment uses, events, and activities (e.g., Lakeville Area Arts Center, breweries and restaurants). Parking lots located in the core near restaurants are experiencing heavy utilization (85% - 100% occupied). This also includes on-street parking along Holyoke Ave. A summary of the findings is listed below:

- Based on the utilization counts, there is a surplus of parking within the downtown from a district-wide perspective.
- On-street parking is at a premium for its convenience (front-door parking) and zero-time restrictions.
- There are very few areas experiencing capacity issues during the morning hours.
- On-street parking along Holyoke Ave. is experiencing heavy utilization during the morning, afternoon, and evening hours.
- On-street parking along Howland Ave. is underutilized.
- City lots are underutilized during various times of the week (see Table 5 – 6).
- Parking associated with Wells Fargo bank is underutilized in the afternoon/evening hours.
- There are approximately 70 to 90 available spaces in City Lot A throughout the day.
- Findings suggest the Downtown Lakeville has an ample supply of parking (on- and off-street), but should be managed differently to alleviate parking demand pressures in the core.

Shifting Demand

It is assumed when a downtown’s parking supply is at 93% utilization it is at full capacity. The remaining 7% capacity helps maintain a healthy supply of parking to manage traffic circulation and parking turnover. Based on these industry standards, the parking lots located in the core are typically at capacity and above the 93% utilization threshold during the afternoon and evening hours.

Off-street and on-street parking in the core is typically chosen first based on their visibility, zero-time restric-

tions, and ease of access from Holyoke Ave. As a result, traffic becomes an issue as people circle the block or wait for an available space to free up. Alleviating these parking stresses in the core will help improve the perception of Downtown Lakeville not having enough parking. Shifting parking demand to underutilized lots will require a combination of strategies that are discussed later in this study.

Findings from the utilization counts have demonstrated there is approximately 130 to 190 underutilized public off-street parking spaces (see Table 5 – 6). Most of this excess supply is associated with City Lot A. This excess supply should be viewed as an opportunity to shift parking demand from the core. Shifting 15 vehicles from the core (on-street or off-street) will help reduce parking demand and stabilize utilization rates below 93%. Many of the parking strategies and recommendations discussed throughout this study are designed to help facilitate this shift.

Future Needs and Available Supply

Excess parking supply should be viewed as an opportunity to accommodate new developments or uses. Reducing the amount of parking required by a developer may provide them more flexibility to build at a higher density or provide other amenities on-site (e.g., open space or public gathering places). Minimizing the consumption of land for parking also provides a developer financial incentive for more productive development.

As part of this study, a parking tool was created to assess parking impacts associated with a development project or new use/building tenant. The model’s assumptions are based on utilization counts and industry standards. This tool will help the City achieve the following objectives:

- Maximize the downtown’s existing parking supply before building more parking.
- Quickly determine a new use or development’s parking requirements.
- Test development scenarios in the downtown and their potential impact on the existing parking supply.
- Explore shared parking opportunities between potential developers and private property owners.
- Track and monitor utilization rates over time.

Table 5: Public Off-Street Parking Utilization Rates

City Lot	Number of Spaces	Morning Utilization	Afternoon Utilization	Evening Utilization
A	100	6%	8%	27%
B	27	22%	26%	30%
C	63	38%	37%	78%
D	39	82%	72%	62%
E	52	60%	77%	88%
F	18	33%	56%	72%
Total	299	35%	39%	56%

Table 6: Public Off-Street Parking Available Spaces

City Lot	Number of Spaces	Morning Utilization	Afternoon Utilization	Evening Utilization
A	100	94	92	73
B	27	21	20	19
C	63	39	40	14
D	39	7	11	15
E	52	21	12	6
F	18	12	8	5
Total	299	194	183	132

Development Scenario

The parking tool was used to test a development scenario and its potential impact to 70 available off-street spaces. The available spaces are associated with City Lot A (see Figure 1) and based on utilization count findings (see Table 6). The development scenario chosen for this exercise was also based on the City’s Parking Requirements for the Central Business District (Zoning Ordinance - Chapter 19, Section 11-19-13: Number of Spaces Required). Based on these assumptions, the parking tool helped determine how much development the downtown could absorb if there are 70 available parking stalls to meet their needs. The tool determined the downtown’s excess parking supply could accommodate the following development scenarios:

- 1.5 spaces per 1 multifamily unit or townhouse
46 units = 70 parking spaces (the code requires 46 of these spaces to be enclosed)
- 5 spaces per 1,000 sq.ft. of floor area for a restaurant
14,000 sq.ft. of floor area = 70 parking spaces
- 3 spaces per 1,000 sq.ft. of floor area for commercial/office
23,300+ sq.ft. = 70 parking spaces

District-Wide Parking Models

Finding the appropriate parking management solutions for Downtown Lakeville requires a district-wide parking approach. A district-wide parking approach uses a combination of strategies to maximize the existing parking supply, while reducing the demand to build additional spaces. This approach is commonly applied in downtown settings to encourage walkability, foster economic growth, and strengthen the urban form. The various district-wide models that have been used across the nation are summarized below.

Downtown Development Authority (DDA)

A typical downtown development authority oversees infrastructure projects, including parking facilities, roadway projects and physical buildings. Their overall purpose is to also increase the quality of life for residents and businesses through economic and physical revitalization of the downtown.

Enterprise Funds

An Enterprise Fund is primarily a self-supporting program that requires developers to pay a fee in lieu to fulfill their parking requirements. Collected funds go back into maintaining and operating the City’s parking supply and other infrastructure projects.

Parking Benefit Districts

Typically, revenue generated from parking meters automatically reverts back to a municipality’s general fund and the place where the meter revenue is collected sees no direct benefit. A parking benefits district is a designated area in which the parking revenues raised are then reinvested back into the district for a wide range of improvements. The funds may be used to purchase smart parking meters, walking and biking infrastructure, or to pay for improvements to the public realm, such as street trees, benches, and lighting. Typically, meter revenue is reinvested in the district, while revenue generated from parking violations is used to fund further enforcement.

Parking benefit districts not only create a new stream of funding for district improvements, but they also can help better manage parking supply and demand. Parking benefits districts support economic development and neighborhood revitalization efforts. This

tool is attractive because, instead of using local tax revenue or assessments for improvements, parking benefits districts capture money from visitors. Business owners are more likely to report parking violations within parking benefits districts because violations result in lost revenue for the district.

Special Service Districts

Special service districts or improvement districts are often responsible for maintaining parking operations and services in designated districts. These districts are often partnerships between municipal departments, local organizations, private developers, and private businesses. Improvement districts are financed through parking revenue, property taxes paid by property owners, or member fees. Improvement districts that manage parking communicate parking locations, rates, and typically provide flexible monthly parking options and reduced parking with merchant ticket validation.

Public-Private Partnerships

The configuration and management of public-private parking partnerships varies by the specific parking needs and demands within the district, along with the adjacent land uses. These partnerships are created to maximize the sharing of parking spaces by various users. Financing for public-private partnerships is provided through developer payments, user fees, common area maintenance charges, and the payment of a fee in lieu of providing parking spaces required by a zoning ordinance.

District-Wide Parking Strategies

Each district-wide parking model is designed to achieve similar goals by reducing parking demand and maximizing its resources. At this time, the City of Lakeville and businesses do not need to pick a preferred approach. Instead, the City of Lakeville should consider the various strategies used in each model to help better manage parking. Each strategy serves as a mechanism to help better manage the downtown’s parking supply and demand before investing in large capital improvements (building parking lots or structures). It is important to recognize this study does not recommend more parking.

There are many players that can help advance the recommended parking strategies through direct or indirect efforts. Many of these efforts are linked to partnerships between the City of Lakeville, property owners, and businesses. Both groups should have a vested interest in implementing the study’s recommendations. The roles and responsibilities for carrying out a particular strategy are identified in Table 7. Table 7 also provides a timeline for when a particular strategy should be implemented. In some cases, a strategy should be implemented today; whereas others may require more collaboration or when Downtown Lakeville’s overall utilization rate reaches a threshold that would require immediate action.

Strategy #1 – Monitor Utilization

The City of Lakeville should continue to monitor parking utilization in all areas of Downtown. This will provide a better baseline of data for determining when a particular parking strategy should be explored or implemented. The City should establish a set schedule for when utilization counts are collected to ensure consistent reporting on an annual basis. The recommended times include 9 a.m., 12 p.m., and 5 p.m. Counts should occur year-round during typical days that experience the heaviest demand. Utilization counts can be tracked and monitored within the study’s parking tool.

Strategy #2 – Create Shared Parking Agreements

Supporting shared parking opportunities is a critical step in helping manage parking in key areas of Downtown Lakeville. Shared parking is a simple concept of utilizing parking facilities jointly among different businesses or uses in an area that takes advantage of different peak parking characteristics. For example, restaurants typically see a high parking demand during the evening hours versus office space during the day. This scenario would be an opportunity to share office space parking during the evening hours with downtown patrons and employees.

During the study, the City of Lakeville reached an agreement with Wells Fargo to utilize their parking during the afternoon/evening hours. This will free up 25 underutilized off-street parking stalls and help alleviate the parking pressures occurring in the core. There are no other shared parking opportunities at this time.

Strategy #3 – Manage On-Street Parking for Short-Term Users and Patrons

Findings from the utilization counts have demonstrated heavy on-street parking utilization. This is a result of no time restrictions or parking enforcement. As a result, people will choose the closest parking space (front-door parking) or circle the block until a space becomes available. On-street parking should be viewed as a resource and amenity to the downtown. It should be managed for short-term users (e.g., patrons visiting downtown for 1 to 2 hours). Users (e.g., employers) spending longer periods of time in the downtown (2+ hours) should be expected to park further away or in surface lots. Table 8 helps demonstrate general characteristic of users in a downtown setting.

Some businesses have expressed concerns that downtown employees are utilizing on-street parking, resulting in negative impacts to on-street parking turnover. Managing on-street parking for short-term users (see Table 7) requires time restrictions (1-to-2-hour limits). This will help shift long-term users to off-street parking lots; however, this strategy requires some level of parking enforcement. At this time, the city does not have plans to start a parking enforcement program. Signing on-street parking for 1 to 2 hours without parking enforcement has some short-term benefits in helping shift long-term on-street parking users to off-street parking lots. However, the benefits decrease over time as people learn that there is no enforcement or ramifications for parking beyond the posted time restriction.

Strategy #4 - Revive Existing Public Lots

The study has recommended a shift in parking demand from the core to underutilized public parking lots, in particular City Lot A located at 209th St. and Holyoke Ave. This shift should focus on a number of strategies that direct people to the lot and physical

improvements to make it more attractive to use and feel like it’s part of downtown. A number of these improvements are depicted in Figure 5 and discussed throughout this section.

A planning level-cost estimate (see Table 8) was prepared for the proposed improvements depicted in Figure 5. The concept and cost estimates will need to be refined through surveys and a more detailed design/engineering process. In the meantime, the concept and cost estimates provide a solid foundation for moving forward in programming future improvements. As the concept is refined over time, it is important to continue discussions with adjacent property owners and businesses to ensure their concerns and needs are being considered.

Wayfinding

Wayfinding systems serve a key role well beyond responding to the need for basic navigation, identification, and information. Wayfinding elements, such as monuments, directional systems, directories, interpretive, and even regulatory signs can enrich and

enhance the users experience in Downtown Lakeville and help with traffic congestion. More importantly, signage can help direct people to underutilized or unknown areas available for public parking.

signage is not prominent enough for vehicles to see. A wayfinding plan has been established to provide the City guidance on where wayfinding signage should be located (see Figure 6).

Parking wayfinding signs are located at major intersections of Holyoke Ave. The signs today point vehicles in multiple directions, which may cause some confusion on where city lots are located. There are also some inconsistencies in how municipal lots are signed or

An effective wayfinding plan should also include clearly marked and labeled city lots. This provides visitors visual cues on where to park. It is also an opportunity to re-brand the lots by assigning them names or colors (e.g., Lot A or Red Lot). The City will need to

Table 7: Generalized Description of Parking Users & Needs

Parking User	Examples of Users	Parking Demand	Parking Type
Limited Users	- Parcel delivery - Pickup/Drop-off (Uber, Lyft, Childcare) - Dry Cleaner - Convenience Store - Take-Away Food/Coffee - Business Delivery	0 to 30 minutes	On-Street Parking
Short Term User	- Fast/Casual Food (eat in) - Grocery Store - Sit down restaurant/bar/brewery	1 to 2 hours	On-Street Parking
Long Term User	- Sit down restaurant /bar/brewery - Multi-Stop/Window shoppers - Tourists - Park users - Residential Guest	2 to 4 hours	Off-Street Parking
Daily User	- Employees - Residents - Hotel Guests - Events	4 to 8+ hours	Off-Street Parking

Table 8: Preliminary Cost Estimates for Figure 5

ng - Concept Cost Estimate														
DESCRIPTION	Base - West Parking + Connectivity				Regional Trail				209th Street Sidewalk Extension					
	UNIT	EST QTY	UNIT COST	SUBTOTAL	UNIT	EST QTY	UNIT COST	SUBTOTAL	UNIT	EST QTY	UNIT COST	SUBTOTAL		
SITE PREPARATION	LS	1	\$5,000	\$5,000	LS	1	\$5,000	\$5,000	LS	1	\$500	\$500		
REMOVALS / DEMO	LF	470	\$5	\$2,350	LF	56	\$5	\$280	LF		\$5	\$0		
Curb Removal	SY	500	\$5	\$2,500	SY	130	\$5	\$650	SY		\$5	\$0		
Concrete Removal														
EXCAVATION / EARTHWORKS	LS	1	\$3,000	\$3,000	LS	1	\$2,000	\$2,000	LS	1	\$500	\$500		
STORMWATER	EA		\$5,000	\$0	EA	2	\$5,000	\$10,000	EA		\$5,000	\$0		
Catch Basins to be moved														
SITE ELECTRICAL	EA	6	\$6,000	\$36,000	EA	11	\$6,000	\$66,000	EA	3	\$6,000	\$18,000		
Pedestrian-scale lighting	EA		\$5,000	\$0	EA	2	\$5,000	\$10,000	EA		\$5,000	\$0		
Receptacles	LS	1	\$5,000	\$5,000	LS	1	\$5,000	\$5,000	LS		\$5,000	\$0		
Connection	EA	2	\$15,000	\$30,000										
EV charging station														
PAVING	SF		\$15	\$0	SF	6820	\$15	\$102,300	SF		\$15	\$0		
3" Bituminous Trail	SF	1000	\$12	\$12,000	SF	6580	\$12	\$78,960	SF	1750	\$12	\$21,000		
4" Concrete walk	SF		\$25	\$0	SF	500	\$25	\$12,500	SF		\$25	\$0		
4" Concrete walk - special finish	LF	864	\$35	\$30,240	LF	125	\$35	\$4,375	LF		\$35	\$0		
Concrete curb and gutter	EA	6	\$5,000	\$30,000	EA	7	\$5,000	\$35,000	EA		\$5,000	\$0		
Pedestrian ramps														
SITE FURNISHINGS	EA		\$800	\$0	EA	3	\$800	\$2,400	EA		\$800	\$0		
Benches	EA		\$1,000	\$0	EA	5	\$1,000	\$5,000	EA		\$1,000	\$0		
Trail Wayfinding	EA	3	\$5,000	\$15,000	EA		\$5,000	\$0	EA		\$5,000	\$0		
Parking Entry Sign	EA		\$1,500	\$0	EA	2	\$1,500	\$3,000	EA		\$1,500	\$0		
Trash Receptacles	EA		\$2,000	\$0	EA	1	\$2,000	\$2,000	EA		\$2,000	\$0		
Kiosk	EA		\$800	\$0	EA	3	\$800	\$2,400	EA		\$800	\$0		
Bike Racks														
STRIPING + CONTROLS	LF	144	\$40	\$5,760	LF	132	\$40	\$5,280	LF		\$40	\$0		
24" high vis crosswalk	LF	2650	\$8	\$21,200	LF		\$8	\$0	LF		\$8	\$0		
4" Striping stalls	EA	1	\$20,000	\$20,000	EA		\$20,000	\$0	EA		\$20,000	\$0		
RRFB														
LANDSCAPE	SF	1381	\$12	\$16,572	SF	1340	\$12	\$16,080	SF		\$10	\$0		
Planting beds	SF	1514	\$50	\$75,700	SF			\$0	SF		\$10	\$0		
Rain garden	EA	9	\$500	\$4,500	EA	11	\$500	\$5,500	EA	2	\$500	\$1,000		
Shade Trees	AC	0.25	\$3,000	\$750	AC	0.25	\$3,000	\$750	AC	0.15	\$3,000	\$450		
Turf areas	AC	0.25	\$3,000	\$750	AC	0.25	\$3,000	\$750	AC	0.15	\$3,000	\$450		
Site Restoration														
RETAINING WALL	LF	116	\$200	\$23,200	LF		\$200	\$0	LF		\$200	\$0		
CIP														
Sub Total				\$339,522	Sub Total				\$375,225	Sub Total				\$41,900
SOFT COSTS	10%	0.1	\$339,522	\$33,952	10%	0.1	\$375,225	\$37,523	10%	0.1	\$41,900	\$4,190		
Mobilization	15%	0.15	\$339,522	\$50,928	15%	0.15	\$375,225	\$56,284	15%	0.15	\$41,900	\$6,285		
Design/Engineering	LS	1	\$3,000	\$3,000	LS	1	\$2,000	\$2,000	LS	1	\$500	\$500		
Inspections/Fees/Permits	15%	0.15	\$339,522	\$50,928	15%	0.15	\$375,225	\$56,284	15%	0.15	\$41,900	\$6,285		
Contingency														
Total				\$478,331	Total				\$527,315	Total				\$59,160
Total (All)												\$1,064,806		





Figure 5: Concept Plan for City Lot A Improvements & Connections to Downtown

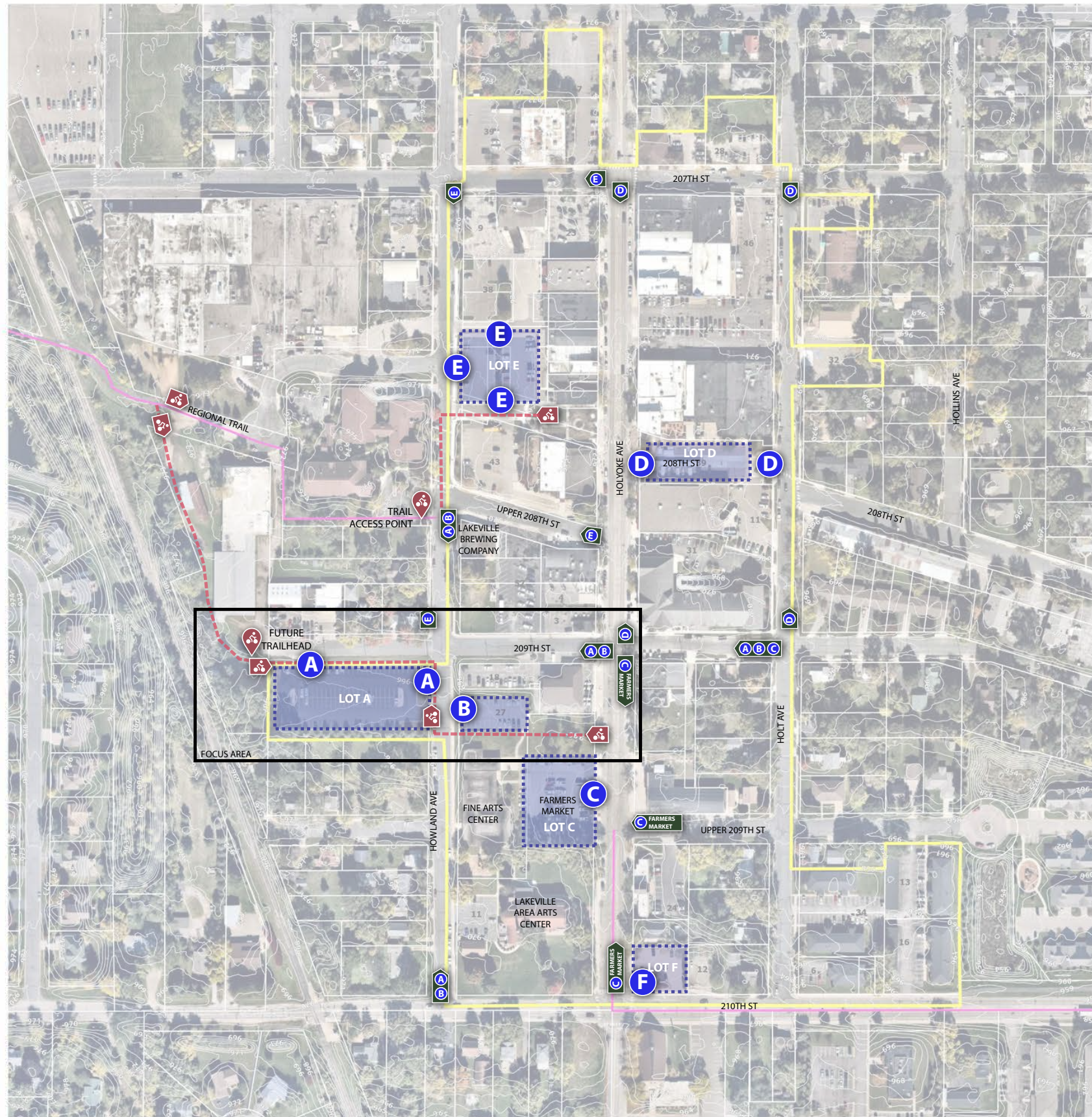


Figure 6: Wayfinding Plan



Municipal Parking Lot Destinations

- Unique name/identity for each municipal lot (Lot A, B, etc.)
- Consider map kiosk of downtown destinations at each lot



Public Parking Lot Entry Sign

- Entry sign to be clearly visible to drivers from the nearest intersection
- Labeled with unique name/identity for each municipal lot (Lot A, B, etc.)
- Entry sign to be clearly visible to drivers from the nearest intersection



Public Parking Directional Sign

- Labeled with unique name/identity for each municipal lot (Lot A, B, etc.)
- Consider additional labels for Farmers Market, Fine Arts Center, etc.
- Approximate walk/bike time to destination ("2 minute walk")
- Consider other languages?

WAYFINDING FRAMEWORK FOR TRAIL ACCESS



Trail Access Point

- Trailhead and trail access amenities such as seating, map kiosk, fix-it station, trash/recycling receptacles



Trail Access Directional Sign

- Visible at pedestrian level to direct pedestrians and bicyclists to trailhead and trail access point



Enhanced Trail Connection

- Extension of regional trail to connect to businesses / downtown destinations



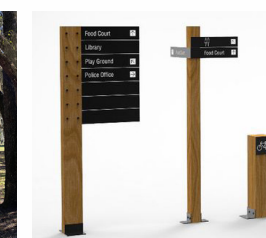
Parking lot entry sign examples



Public parking directional sign examples



Trail access directional sign examples



determine a preferred approach for naming the lots. Regardless of the name or color assigned to a lot, a cohesive naming plan will help bolster marketing and communication strategies. For example, lot names provide businesses an easier way to describe to people where to park when visiting downtown (e.g., we are located behind Lot A or parking is available in Lot A).

Overall, wayfinding signs are a simple high-benefit solution that will help direct vehicles to underutilized city parking lots. Wayfinding signs for parking should also work together with other wayfinding needs that move people and not just cars. The wayfinding plan has also included locations for trail signage that directs pedestrians/bicyclists between key destinations and a proposed trailhead at the city lot (209th/Holyoke Ave.).

Pedestrian/Bicycle Connections

City Lot A offers a wide range of opportunities for better utilization and to serve as a trailhead for the Lake Marion Regional Trail. Figure 5 includes recommended improvements that will help formalize this location as a trailhead, while improving pedestrian and bicycle connections to the downtown.

Improved Parking Lot Aesthetics and Lighting

Parking should be viewed as a customer service. A visitor’s first experience starts from the moment they park their car and walk to their destination. Offering a positive experience from a parking perspective involves a combination of strategies, such as a wayfinding signs, maintained facilities, and availability. More importantly, a visitor should feel safe the moment they park their car. Design can play an important role in creating safe environments. This can be achieved through Crime Prevention Through Environmental Design (CPTED) strategies. CPTED is defined as a multi-disciplinary approach for reducing crime through urban and environmental design and the management and use of built environments. Examples of CPTED strategies include clear sight lines, adequate lighting, minimizing concealed and isolated routes, active pathways and street edges, and signage. CPTED strategies were considered as part of the design plan to improve safe connections between City Lot A and downtown. Figure 5 has identified loca-

tions for lighting and other amenities to enhance the pedestrian’s comfort level when parking in City Lot A and additional lighting between the parking lot and downtown.

Strategy #5 – Consider Revising the City’s Parking Requirements

The City of Lakeville has established parking requirements for new uses within the Downtown (Zoning Ordinance - Chapter 19, Section 11-19-13: Number of Spaces Required). Proposed developments are reviewed on a case-by-case basis through the development review process. This process provides staff the flexibility to explore shared parking agreement, while finding innovative solutions to reduce parking in the area.

The City may want to consider other parking requirements for new developments to ensure parking needs are being met, without negatively impacting the downtown’s urban form and character. These tools are listed below and help support a district-wide parking approach.

Maximum Parking Requirement

Maximum parking requirements limit the number of parking spaces, which varies between the type of land use or development. This approach helps ensure parking is not being overbuilt, while promoting compact development and higher-end uses.

Parking Overlay District

Maximum parking requirements can be established through an overlay district. An overlay district can also set standards for how parking is designed and built through design guidelines.

Travel Demand Management Plans (TDMP)

A TDMP outline measures to mitigate parking demand as part of the development permit process, which can result in innovative solutions that are tailored to the specific needs of an area (e.g., Downtown or Canal Park). A TDMP would be required of the developer or property owner.

Strategy #6 – Create Dedicated Employee Parking

Lots: The number of employees in Downtown Lakeville contribute to the parking demand. As noted, there is some concerns employees are utilizing on-street

parking near businesses (see Strategy 3). Designating areas for employee parking will help maintain a healthy supply of parking for customers within the core. Managing on-street parking for customers will require a stronger commitment by businesses to ensure their employers are not utilizing those spaces. Employees need to be encouraged to park outside of the core in underutilized city lots – City Lot A or the Wells Fargo parking lot. Implementing this strategy will require a business to educate their staff on the appropriate areas to park during their orientation or regular reminders.

Strategy #7 – Rekindle the Special Service District:

The Downtown Lakeville Business Association special service district is a nonprofit organization that began in 1995. It is supported by a special service district tax, with the goal of preserving and redeveloping historic Downtown Lakeville. In essence, a small portion of the property taxes collected in the downtown are redirected back to the Downtown Lakeville Business Association’s initiatives.

Special service districts are common funding mechanism cities use to fund a variety of capital improvements and operations/maintenance needs. Downtown Lakeville businesses should consider rekindling the special services district to fund down impromptus and its financial benefits from an economic development perspective. Funds from the special service district could help fund the proposed improvements identified in Figure X.

Strategy #8 – Adhere to Snow Removal Policies:

Snow and ice control is key to providing Downtown Lakeville as a year-round destination. Removing snow and ice after a weather event can be a challenging task. It requires partnerships between different agencies and the help of property owners to clear roads, sidewalks and parking lots. There are also a number of variables to consider when orchestrating the removal of snow and ice. The time of day, day of the week, future forecasts, and the amount of snow and ice accumulation can influence priorities and sched-

ules. Based on these variables, the city needs some fluidity in prioritizing snow and ice removal during and after weather events. This fluidity helps the city align resources (e.g., staff and equipment) with the appropriate weather event.

Business and property owners can also play an active role in removing snow and ice after a weather event. Almost half of the downtown’s parking supply is owned/operated by private businesses or property owners. In that respect, everyone (public and private sector) has a role and responsibility in removing snow and ice to ensure parking is available and sidewalks are safe to use.

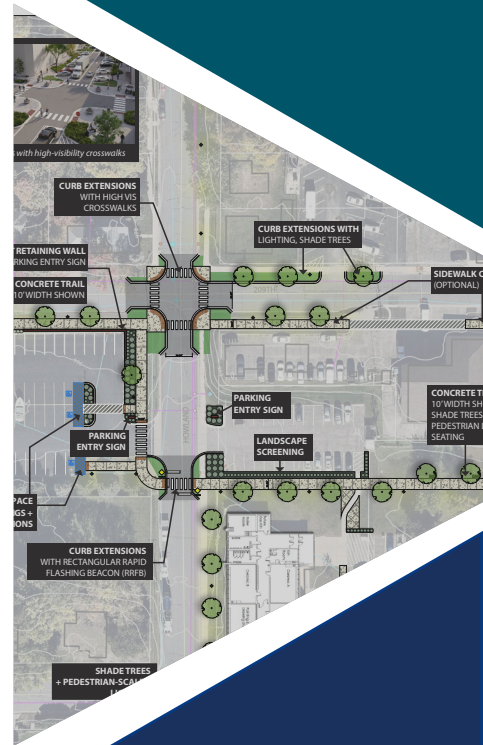
Next Steps

The parking strategies discussed throughout this study were generally supported by the Downtown Businesses and recognized as viable options by City Council. Some strategies are more viable options today, while others may require further consideration. Overall, the study concluded there is enough parking to meet today’s needs from a district-wide parking perspective. The recommended strategies will help better manage parking efficiencies. It is also important to recognize the bulk of the downtown’s parking demand is generated during the afternoon and evening hours. However, there is ample space available in the western city lot (City Lot A) and shared afternoon/evening spaces in Wells Fargo Bank lot. These underutilized parking lots should be better utilized to alleviate parking pressures in the core. It is also an opportunity to work towards public improvements that helps integrate the western city lot with downtown.

Moving forward, the City of Lakeville and downtown businesses/property owners should actively work together on the various parking strategies (see Table 9) and to formalize a district-wide parking approach. This will require on-going dialogue and annual meetings to discuss the progress being made towards a specific strategy. It is also an opportunity to reassess parking behaviors, which can change dramatically over time with a new use or redevelopment project.

STRATEGY	RECOMMENDATION	ROLE	LEVEL OF EFFORT	TIME LINE
A. Monitor Utilization	Implement a program to continue parking counts at specific times and during different seasons. Review findings with the downtown business community.	City	Low	On-Going
B. Create Shared Parking Agreements	Identify and formalize shared-parking agreements that open private parking lots for public use during the afternoon/evening hours.	City/Businesses	Medium	On-Going
C. Manage On-Street Parking for Short-Term Users and Patrons	Explore on-street parking restrictions and a parking enforcement program when the downtown's overall parking utilization rates average 90% over a 6-month period.	City	High	Long-Term
D. Consider Revising the City's Parking Requirements	Review and update the Central Business District's parking requirements to ensure future development provides ample parking to serve their needs.	City	Low	Mid-Term
E. Create Dedicated Employee Parking Lots	Strongly encourage downtown employees to park in City Lot A.	Businesses	Low	On-Going
F. Install Wayfinding Signs	Install wayfinding signage at key locations to direct people to City lots (see concept.	City	Low	On-Going
G. Formalize City Lot A as a Trailhead	Formalize City Lot A as a trailhead by implement the recommendations depicted in the concept.	City	Medium	Mid-Term
H. Implement Pedestrian Improvements to City Lot A	Implement the recommended ped/bike, lighting, and landscaping improvements depicted in the concept.	City	High	Short-Term
I. Rekindle the Special Service District	Explore the financial benefits to reinstitute the special service district to fund downtown improvements.	City/Businesses	High	Long-Term
J. Adhere to Snow Removal Policies	Prioritize snow and ice removal during weather events to ensure Downtown Lakeville parking is available and sidewalks are cleared as soon as possible.	City/Businesses	Medium	On-Going

Table 9: Implementation Matrix





Date: 11/27/2023

National Business Survey Results

Proposed Action

Staff recommends adoption of the following motion: Provide input and discussion on the results of the National Business Survey

Overview

The National Business Survey, conducted by POLCO, is complete and final results have been prepared. All private sector businesses were eligible to participate. The survey was open seven weeks after a few extensions to encourage more participants. We ultimately received 207 responses, resulting in a 13% response rate. Staff will have a presentation that provides a summary of each survey question.

Supporting Information

1. National Business Survey Report 2023

Financial Impact: \$0 Budgeted: No Source: Envision Lakeville Community Values: Diversified Economic Development Report Completed by: Tina Goodroad, Community Development Director

Lakeville, MN

The National Business Survey

Report of Results
2023

Report by:



Visit us online!
www.polco.us



National Research Center at Polco is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

About The NBS™

The National Business Survey™ (The NBS) gives local businesses the opportunity to provide feedback about the community characteristics and local government services that help support the local economy. It was developed by the survey experts from National Research Center (NRC) at Polco.

Great communities are partnerships of the government, businesses in the private sector, community-based organizations, and residents, all geographically connected. With this report, the City of Lakeville gains an important perspective from its businesses across six core indicators of the business environment in the community:

- Community amenities
- Business climate
- Employment opportunities and workforce support
- Workforce readiness
- Business growth
- Governance

This report provides the opinions of 209 business owners and managers of the City of Lakeville. Because the survey was intended to be taken by all businesses in the community, no traditional margin of error was calculated. However, because not all businesses responded, NRC recommends using plus or minus ten percentage points as the “range of uncertainty” around any given percent reported for the City as a whole. The full description of methods used to gather these opinions can be found in the “Methods” tab. No statistical weighting was performed.



How the results are reported

For the most part, the percentages presented in the following tabs represent the “percent positive.” Most commonly, the percent positive is the combination of the top two most positive response options (i.e., excellent/good and very safe/somewhat safe, etc.). On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in the tab “Complete data.” However, these responses have been removed from the analyses presented in most of the tabs. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

Comparisons to benchmarks

NRC’s database of comparative business opinion is comprised of business perspectives gathered in surveys from communities whose business owners and/or managers evaluated the same kinds of topics on The National Business Survey. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant. Comparisons are made to the entire database. Ratings are compared when there are at least five communities in which a similar question was asked. In each tab, Lakeville’s results are noted as being “higher” than the benchmark, “lower” than the benchmark, or “similar” to the benchmark, meaning that the average rating given by Lakeville business owners and managers is statistically similar to or different (greater or lesser) than the benchmark. Being rated as “higher” or “lower” than the benchmark means that Lakeville’s average rating for a particular item was more than five points different than the benchmark.

The survey was administered after the COVID-19 pandemic, a time of challenge for many local governments. While we provide comparisons to national benchmarks, it is important to note that much of the benchmark data was collected prior to or during the pandemic. This may impact how your City’s 2023 ratings compare to other communities’ ratings from the past five years.

Methods

The National Business Survey was developed to provide communities an accurate, affordable and easy way to assess and local business owners' and managers' perspectives about the economic environment of a community or district. Standardization of common questions and survey methods provide the rigor to assure valid results.

Selecting survey recipients

All private sector businesses within the City of Lakeville were eligible to participate in the survey. A list of all businesses within the zip codes serving Lakeville was purchased from InfoUSA and combined with the most up-to-date list of businesses provided by the City. Each location was mapped and compared to the most current boundary file for the jurisdiction and business addresses located outside of Lakeville were removed from consideration.

Conducting the survey

The 2,116 selected businesses received mailings beginning on July 19th, 2023 and the survey remained open for seven weeks. The first mailing was a postcard inviting the business owner or manager to participate in the survey, followed by a reminder postcard. All mailings included a web link for respondents to complete the survey online.

About 19% of the 2,116 mailed invitations were returned because the business address was vacant or the postal service was unable to deliver the survey as addressed. Of the remaining 1,698 businesses that received the invitations to participate, 207 completed the survey, providing an overall response rate of 13%. The response rate was calculated using AAPOR's response rate #2* for mailed surveys of unnamed persons.

Because the survey was intended to be taken by all businesses in the community, no traditional margin of error was calculated. However, because not all businesses responded, NRC recommends using plus or minus ten percentage points as the "range of uncertainty" around any given percent reported for the city as a whole.

Analyzing the survey

Responses from the surveys completed on Polco were downloaded. Range checks as well as others forms of quality control were also performed. No statistical weighting was performed and no adjustments were made for design effects.

The survey datasets were analyzed using all or some of a combination of the Statistical Package for the Social Sciences (SPSS), R, Python and Tableau. For the most part, the percentages presented in the reports represent the "percent positive." The percent positive is the combination of the top two most positive response options (i.e., excellent/good, very safe/somewhat safe, and essential/very important, etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating "yes" or participating in an activity at least once a month.

On many of the questions in the survey respondents may answer "don't know." The proportion of respondents giving this reply is shown in the full set of responses included in the tab "Complete data". However, these responses have been removed from the analyses presented in the reports. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

Contact

The City of Lakeville funded this research. Please contact Tina Goodroad of the City of Lakeville at tgoodroad@lakevillemn.gov if you have any questions about the survey.

Study Limitations

All survey research is subject to unmeasured error. While the methodologies employed for this survey were designed to minimize this error as much as possible, these other sources of potential error should be acknowledged, and can include non-response error, coverage error, recall bias and social desirability bias. Non-response error arises when those who were selected to participate in the survey did not do so, and may have different opinions or experiences than survey responders. Coverage error refers to the fact that the source used to select survey recipients may not include every business in a community; this is quite common with lists of businesses. In addition, the survey invitation may be correctly sent to a business, but it may not be directed to a person who has the knowledge and authority to respond to the survey. Respondents may not fully know the history or experiences of the company (e.g., how much of a problem certain issues were across the entire company, or how long the company has been in operation), and for some survey items they may answer in ways they think cast their responses in a more favorable light (recall bias and social desirability bias).

Survey Validity

See the Polco Knowledge Base article on survey validity at <https://info.polco.us/knowledge/statistical-validity>

* See AAPOR's Standard Definitions for more information at <https://www.aapor.org/Publications-Media/AAPOR-Journals/Standard-Definitions.aspx>

Highlights

Lakeville businesses are pleased with local government performance and City services.

When asked to evaluate various aspects of the City's governance, about three-quarters applauded the overall direction that Lakeville is taking. A similar proportion gave positive marks to the overall confidence they have in Lakeville government, the government acting in the best interest of the community, and the government being honest with residents. Each of these ratings scored higher than national benchmark comparisons. The job Lakeville government does at supporting or creating new jobs, retaining existing businesses, and informing businesses of community issues and values also scored higher than comparison communities, with around 7 in 10 business leaders provided excellent or good marks. At least two-thirds of respondents also positively evaluated Lakeville's efforts to attract new businesses, welcome business involvement, and communicate with the public during City construction (streets, utilities, etc.).

In addition to the overall positive feedback related to government performance, participants also indicated strong appreciation for City services. A majority of these ratings scored higher than national comparisons, including many directly related to business operations, such as land use, planning, and zoning (70% excellent or good); code enforcement (71%); amount of public parking in commercial areas (74%); building permits and inspections (77%); and economic development (80%).

The city's business climate is appreciated, but community amenities may present an opportunity for growth.

Many ratings pertaining to the business climate in Lakeville scored higher than the national benchmarks, including Lakeville as a place to do business (90% excellent or good). Over 9 in 10 respondents indicated that they would recommend both working and operating a business in Lakeville to someone who asks. The overall opportunity for business growth/expansion (87%) and the overall quality of commercial development in Lakeville (77%) also exceeded national comparisons. Additionally, 94% of businesses stated that they planned to keep their business in Lakeville for the next five years, and a small proportion (22%) were considering expanding their businesses in Lakeville within the next year.

Although the business climate received strong results, certain community amenities in Lakeville scored lower, suggesting a potential area of growth for the City. Less than half of respondents gave excellent or good reviews of the opportunities for tourism, the quality of shopping opportunities, and the variety of shopping opportunities, each rating below national benchmark comparisons. Evaluations for the variety of service establishments (e.g., salons, dry cleaners, etc.), the quality and variety of restaurants and places to eat, and the hotel and lodging options in Lakeville also came in lower than comparison communities. Despite these relatively lower ratings, only 18% of respondents considered the lack of community amenities to be a major or moderate challenge for finding good employees, a lower percentage than the national average.

Businesses applaud the workforce readiness of the Lakeville community.

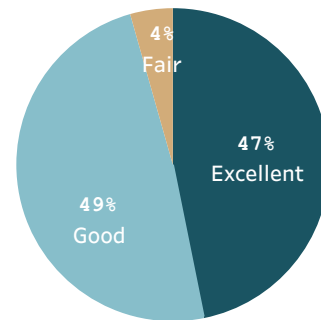
When asked to consider the backgrounds of their current employees, around three-quarters of businesses reported that their employees possess both the skills and educational qualifications needed to successfully complete their work. This correlates with respondents' high ratings for the quality of the local public school system in producing graduates that are college-ready (85% excellent or good) and career-ready (77%). Additionally, the City received many above-average reviews for supporting general workforce needs with roughly 8 in 10 survey participants offered excellent or good ratings for the quality of childcare in the city and the ease of parking at workplaces.

Many common challenges to finding good employees were deemed significantly less prevalent in Lakeville than in comparison communities. The lack of quality public schools, higher education opportunities, childcare opportunities, affordable and reliable public transportation, and affordable, quality housing were all reported to be lesser problems in Lakeville compared to other communities around the nation. In a question unique to Lakeville, the City asked a series of questions to gauge whether the affordability of housing has impacted local businesses and/or their employees. Only about 1 in 4 reported that the affordability of housing had a negative impact on their business operations, commute times, employee recruitment, employee retention, and employee compensation, while one-third reported a negative impact on the ability of the workforce to live where they work.

Quality of life

A community with an excellent quality of life for those who live and work there will be appealing to those wanting to start a new business and is important in attracting and retaining good employees. A highly livable community is attractive, accessible, and welcoming to all.

The overall quality of life in Lakeville



Please rate each of the following aspects of quality of life in Lakeville.
(% excellent or good)

		vs. benchmark*
The overall quality of life in Lakeville	95%	Higher
Lakeville as a place for children and families	94%	Similar
Lakeville as a place for older adults	85%	Similar
Lakeville as a place for young adults	72%	Similar

Please indicate how likely or unlikely you are to do each of the following.
(% very or somewhat likely)

Recommend living in Lakeville to someone who asks	95%	Higher
---	-----	--------

* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Facets of livability

Characteristics such as natural amenities, safety, and design ensure a community is attractive to businesses, their employees, and the residents they serve. Communities that invest in their natural, social, and built environment foster strong economies where people want to live, visit, and spend time.



Please rate each of the following characteristics as they relate to Lakeville as a whole.
(% excellent or good)

		vs. benchmark*
Overall economic health of Lakeville	95%	Higher
Overall feeling of safety in Lakeville	94%	Higher
Overall quality of parks and recreation opportunities	94%	Higher
Overall quality of natural environment in Lakeville	93%	Similar
Overall health and wellness opportunities in Lakeville	91%	Similar
Overall quality of the utility infrastructure in Lakeville (water, sewer, storm water, electric/gas, broadband)	84%	Similar
Overall opportunities for education, culture, and the arts	80%	Similar
Residents' connection and engagement with their community	80%	Higher
Overall design or layout of Lakeville's residential and commercial areas (e.g., homes, buildings, streets, parks, etc.)	74%	Similar
Overall quality of the transportation system (auto, bicycle, foot, bus) in Lakeville	69%	Similar

Please rate how safe or unsafe you feel:
(% very or somewhat safe)

In Lakeville's commercial areas during the day	98%	Higher
In Lakeville's commercial areas after dark	89%	Higher

* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Community amenities

When businesses choose where to locate and think about the potential for growth, they are highly influenced by community infrastructure, local markets, and the quality of amenities that may help attract and retain employees.

Please rate each of the following aspects of quality of life in Lakeville.
(% excellent or good)

		vs. benchmark*
Overall image or reputation of Lakeville	93%	Higher
Lakeville as a place to visit	84%	Similar

Please rate each of the following in the Lakeville community.
(% excellent or good)

Cleanliness of Lakeville	95%	Higher
Overall appearance of Lakeville	93%	Higher
Historical preservation in Lakeville	74%	Similar
Public places where people want to spend time	71%	Similar
Opportunities to attend cultural/arts/music activities	66%	Similar
Coverage of internet connection	64%	Similar
Hotel and lodging options	62%	Lower
Quality of internet connection	62%	Similar

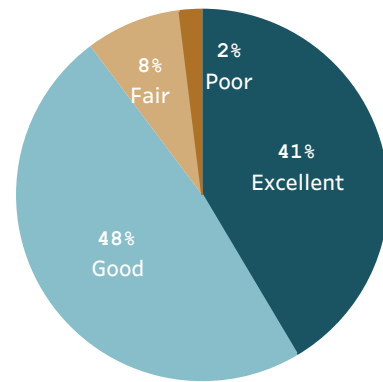
Please rate each of the following in the Lakeville community.
(% excellent or good)

Overall opportunity for business growth and expansion	87%	Higher
Vibrancy of downtown/commercial areas	81%	Higher
Quality of service establishments (e.g., salons, dry cleaners, etc.)	80%	Similar
Overall quality of commercial development in Lakeville	77%	Higher
Variety of service establishments (e.g., salons, dry cleaners, etc.)	70%	Lower

Quality of restaurants and places to eat	69%	Lower
Variety of restaurants and places to eat	59%	Lower
Opportunities for tourism	49%	Lower
Quality of shopping opportunities	43%	Lower
Variety of shopping opportunities	35%	Lower

* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Lakeville as a place to do business



Business climate

A strong business climate can be described as one in which it is easy for businesses to start and thrive. Such climates can improve the local economy, increase employment and wages, and provide additional tax revenues to support community livability.

Please rate each of the following aspects of quality of life in Lakeville.
(% excellent or good)

		vs. benchmark*
Lakeville as a place to do business	90%	Higher

Please indicate how likely or unlikely you are to do each of the following.
(% very or somewhat likely)

Recommend working in Lakeville to someone who asks	97%	Higher
Keep your business in Lakeville for the next five years	94%	Similar
Recommend operating a business in Lakeville to someone who asks	94%	Higher

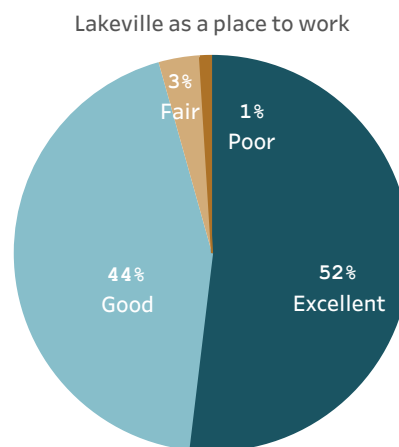
Please rate the job the Lakeville government does:
(% excellent or good)

Informing businesses of community issues and values	72%	Higher
Retaining existing businesses	72%	Higher
Supporting or creating new jobs	70%	Higher
Attracting new businesses	69%	Higher
Welcoming business involvement	68%	Higher
Communicating during City construction (e.g., streets, utilities, etc.)	66%	Higher

* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Workforce support

Offering quality employment opportunities and the support needed for residents to successfully access that work are critical for a healthy and resilient local economy.



Please rate each of the following aspects of quality of life in Lakeville.
(% excellent or good)

		vs. benchmark*
Lakeville as a place to work	97%	Higher

Please rate each of the following in the Lakeville community.
(% excellent or good)

Quality of employment opportunities	80%	Higher
Variety of employment opportunities	74%	Higher
Availability of jobs that pay a livable wage	71%	Higher

Thinking about Lakeville's workforce, please rate each of the following characteristics as they relate to Lakeville.
(% excellent or good)

Quality of childcare	80%	Higher
Ease of parking at workplaces	77%	Higher
Variety of housing options for people who work in Lakeville	70%	Higher
Cost of living in Lakeville	46%	Higher
Affordability of housing for people who work in Lakeville	43%	Higher
Variety of transportation options for people who work in Lakeville	38%	Similar
Affordability of childcare	34%	Similar

Please rate each of the following characteristics as they relate to Lakeville as a place to develop job and workforce skills.
(% excellent or good)

The quality of the public school system at producing graduates who are college-ready	85%	Higher
The quality of the public school system at producing graduates who are career-ready	77%	Similar

Overall quality of education/training opportunities in your community	69%	Similar
Access to institutions of higher education (colleges, universities)	67%	Lower
Access to trade schools	64%	Similar
Affordability of education/training opportunities to build work skills	62%	Similar
Variety of education/training opportunities to build work skills	60%	Similar

* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Workforce readiness

Workforce readiness is the measure of how well a community's employees' education and skill levels align with current and future labor market needs. Growing the economy, jobs, and wages often requires an investment in training programs as well as community partnerships to help support residents as they seek to find new employment opportunities.

Thinking about your current employees and current employment options at your business, please rate to what extent they possess the following.
(% fully or mostly)

		vs. benchmark*
The skills needed	78%	Similar
The educational qualifications	73%	Similar

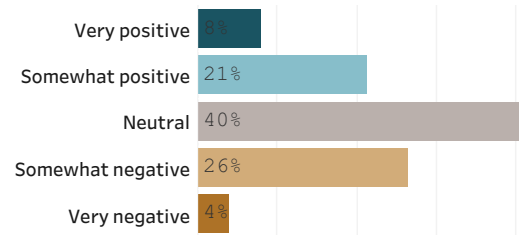
How much of a challenge, if at all, are the following to finding good employees in your community today?
(% major or moderate challenge)

Too many workers without a high school degree or equivalent	7%	Lesser
Failed drug tests	9%	Lesser
Lack of quality public schools	12%	Lesser
Too many overqualified employees/applicants	13%	Lesser
Lack of higher education opportunities (e.g., universities, colleges)	13%	Lesser
Too few applicants/employees who do not speak a language other than English (e.g., cannot speak Spanish)	14%	Lesser
Too few applicants/employees who speak a language other than English (e.g., cannot speak English)	15%	Lesser
Lack of childcare opportunities	17%	Lesser
Lack of community amenities to attract employees seeking higher paying/higher skill level jobs	18%	Lesser
Lack of affordable, reliable public transportation	22%	Lesser
Lack of trade schools and other adult training programs	31%	Lesser
Lack of affordable, quality housing	34%	Lesser
Cost of living	50%	Lesser
Too many under-qualified employees/applicants	61%	Similar

Business Growth

Growth is a key indicator of both company- and community-level economic health.

What impact, if any, do you think the economy will have on your business revenues in the next 6 months?



Please rate the amount of growth in your company:
(% large or small increase)

		vs. benchmark*
Expected in the NEXT five years	84%	Higher
Over the PAST five years	78%	Higher

What impact, if any, do you think the economy will have on your business revenues in the next 6 months? Do you think the impact will be:
(% very or somewhat positive)

What impact, if any, do you think the economy will have on your business revenues in the next 6 months? Do you think the impact will be:	30%	Higher
--	-----	--------

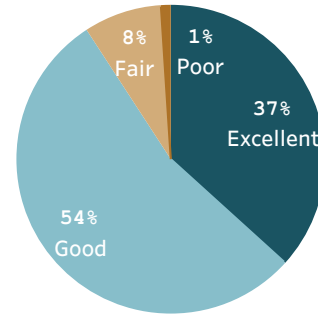
Is your business planning to hire in the next 6 to 12 months?
(% yes or not sure)

Is your business planning to hire in the next 6 to 12 months?	52%	Similar
---	-----	---------

Overall quality of services provided by The City of Lakeville

Governance

The overall quality of the services provided by the local government, as well as the manner in which these services are delivered, form the backbone for the community in which economies prosper.



Please rate the quality of each of the following services in Lakeville.
(% excellent or good)

		vs. benchmark*
Fire services	96%	Similar
Police services	94%	Higher
Ease of travel by car in Lakeville	93%	Higher
Traffic enforcement	92%	Higher
Power (electric and/or gas) utility	92%	Higher
Overall customer service by Lakeville employees (police, receptionists, planners, etc.)	92%	Higher
Storm drainage	91%	Higher
Crime prevention	90%	Higher
Garbage collection	89%	Similar
Recycling	87%	Similar
Ease of walking in Lakeville (path/sidewalk connectivity, etc.)	86%	Higher
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	86%	Higher
Street lighting	86%	Higher
Utility billing	83%	Higher
City-sponsored special events	83%	Higher
Street cleaning	82%	Higher
Ease of travel by bicycle in Lakeville	80%	Higher
Economic development	80%	Higher
Sidewalk maintenance	79%	Higher
Public information services	79%	Similar

Snow removal	78%	Similar
Building permits and inspections	77%	Higher
Amount of public parking in commercial areas	74%	Higher
Traffic flow on major streets	72%	Higher
Code enforcement (weeds, signs, etc.)	71%	Higher
Street repair	71%	Higher
Land use, planning, and zoning	70%	Higher
Traffic management during construction	61%	Similar
Bus or transit services	46%	Similar

Overall, how would you rate the quality of the services provided by each of the following?
(% excellent or good)

The City of Lakeville	91%	Higher
The Federal Government	36%	Lower

Please rate the following categories of Lakeville government performance.
(% excellent or good)

Being honest	78%	Higher
Generally acting in the best interest of the community	77%	Higher
The overall direction that Lakeville is taking	75%	Higher
Overall confidence in Lakeville government	75%	Higher
The value of services for the taxes paid to Lakeville	61%	Similar

* The percentage of positive responses is shown. Positive responses may differ by question (e.g. excellent/good, or very likely/somewhat likely).

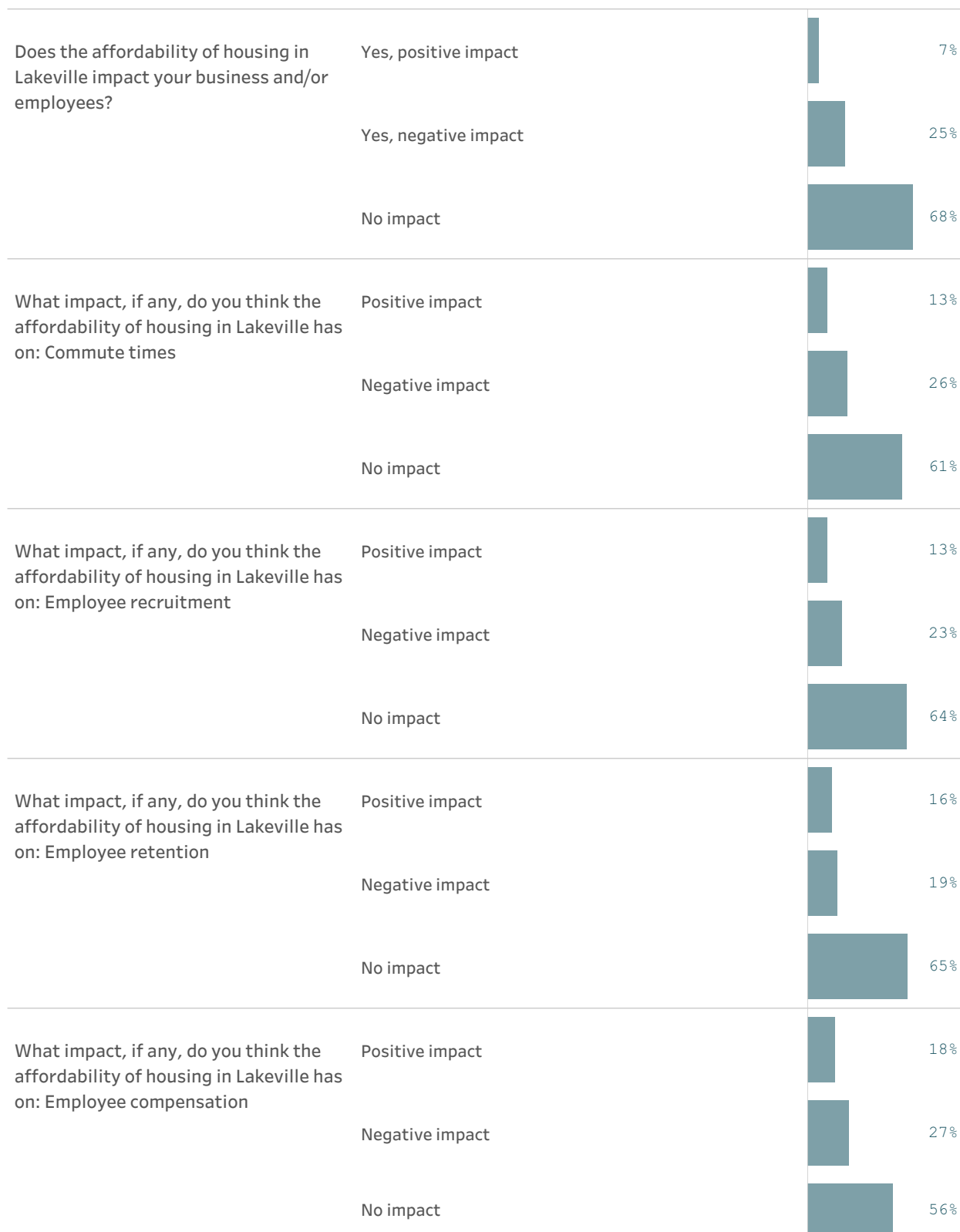
** Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

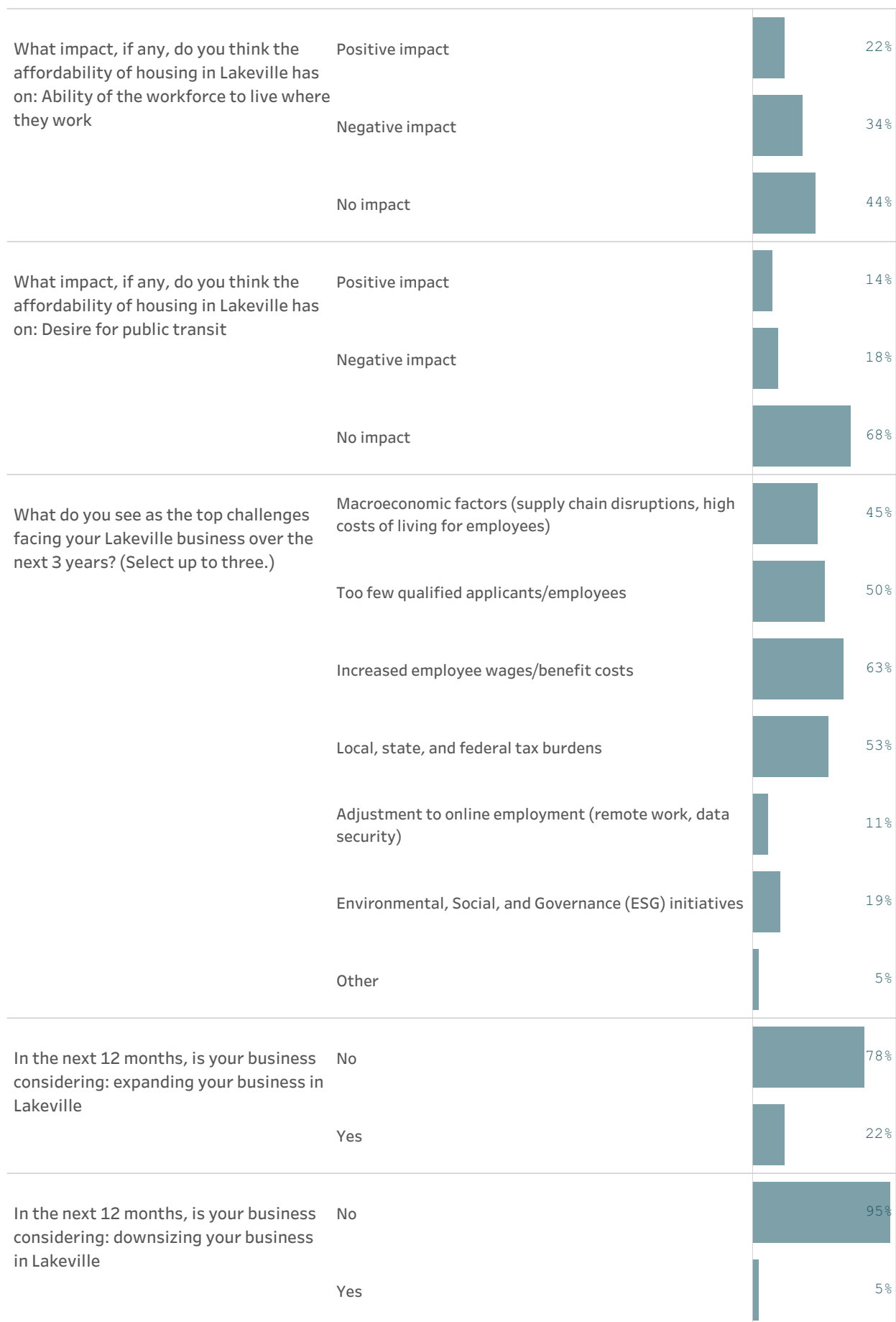
Custom questions

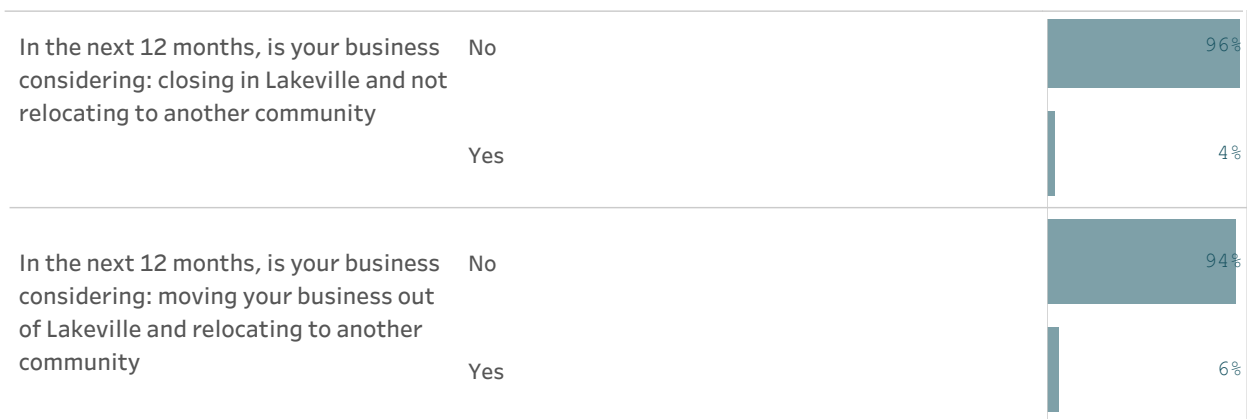
Below are the complete set of responses to each custom question on the survey. By default, "don't know" responses are excluded, but may be added to the table using the response filter below.

Include "don't know"

No







National benchmark tables

This table contains the comparisons of Lakeville's results to those from other communities. The first column shows the comparison of Lakeville's rating to the benchmark. Lakeville's results are noted as being "higher", "lower" or "similar" to the benchmark, meaning that the average rating given by Lakeville residents is statistically similar to or different than the benchmark. The second column is Lakeville's "percent positive." Most commonly, the percent positive is the combination of the top two most positive response options (i.e., excellent/good). The third column is the rank assigned to Lakeville's rating among communities where a similar question was asked. The fourth column shows the percentile for Lakeville's result -- that is what percent of surveyed communities had a lower rating than Lakeville.

			% positive	Rank	Percentile
Please rate each of the following aspects of quality of life in Lakeville.	Lakeville as a place to work	Higher	97%	5	80
	Lakeville as a place to visit	Similar	84%	8	50
	Lakeville as a place to do business	Higher	90%	6	76
	The overall quality of life in Lakeville	Higher	95%	6	76
	Lakeville as a place for children and families	Similar	94%	6	58
	Lakeville as a place for older adults	Similar	85%	5	77
	Lakeville as a place for young adults	Similar	72%	6	58
	Overall image or reputation of Lakeville	Higher	93%	4	84
Please rate each of the following characteristics as they relate to Lakeville as a whole.	Overall economic health of Lakeville	Higher	95%	2	95
	Overall quality of the transportation system (auto, bicycle, foot, bus) in Lakeville	Similar	69%	4	78
	Overall design or layout of Lakeville's residential and commercial areas (e.g., homes, buildings, streets, parks, etc.)	Similar	74%	6	64
	Overall quality of the utility infrastructure in Lakeville (water, sewer, storm water, electric/gas, broadband)	Similar	84%	6	58
	Overall feeling of safety in Lakeville	Higher	94%	1	100
	Overall quality of natural environment in Lakeville	Similar	93%	6	68
	Overall quality of parks and recreation opportunities	Higher	94%	4	75
	Overall health and wellness opportunities in Lakeville	Similar	91%	6	64
	Overall opportunities for education, culture, and the arts	Similar	80%	6	68
	Residents' connection and engagement with their community	Higher	80%	3	85
Please indicate how likely or unlikely you are to do each of the following.	Recommend living in Lakeville to someone who asks	Higher	95%	4	75
	Recommend working in Lakeville to someone who asks	Higher	97%	3	83

Please indicate how likely or unlikely you are to do each of the following.	Recommend operating a business in Lakeville to someone who asks	Higher	94%	2	94
	Keep your business in Lakeville for the next five years	Similar	94%	6	75
Please rate how safe or unsafe you feel:	In Lakeville's commercial areas during the day	Higher	98%	1	100
	In Lakeville's commercial areas after dark	Higher	89%	2	94
Please rate each of the following in the Lakeville community.	Cleanliness of Lakeville	Higher	95%	4	84
	Overall appearance of Lakeville	Higher	93%	5	80
	Vibrancy of downtown/commercial areas	Higher	81%	6	64
	Overall quality of commercial development in Lakeville	Higher	77%	7	70
	Overall opportunity for business growth and expansion	Higher	87%	2	91
	Opportunities for tourism	Lower	49%	10	25
	Public places where people want to spend time	Similar	71%	8	50
	Historical preservation in Lakeville	Similar	74%	6	58
	Hotel and lodging options	Lower	62%	9	33
	Opportunities to attend cultural/arts/music activities	Similar	66%	3	83
	Quality of internet connection	Similar	62%	9	33
	Coverage of internet connection	Similar	64%	9	33
	Quality of shopping opportunities	Lower	43%	18	10
	Variety of shopping opportunities	Lower	35%	11	16
	Quality of restaurants and places to eat	Lower	69%	11	16
	Variety of restaurants and places to eat	Lower	59%	11	16
	Quality of service establishments (e.g., salons, dry cleaners, etc.)	Similar	80%	9	33
	Variety of service establishments (e.g., salons, dry cleaners, etc.)	Lower	70%	10	25
	Quality of employment opportunities	Higher	80%	5	78
	Variety of employment opportunities	Higher	74%	5	66
	Availability of jobs that pay a livable wage	Higher	71%	2	91
Thinking about Lakeville's workforce, please rate each of the following characteristics as they relate to Lakeville.	Variety of housing options for people who work in Lakeville	Higher	70%	7	68
	Affordability of housing for people who work in Lakeville	Higher	43%	5	66
	Cost of living in Lakeville	Higher	46%	6	58
	Quality of childcare	Higher	80%	1	100

Thinking about Lakeville's workforce, please rate each of the following characteristics as they relate to Lakeville.	Affordability of childcare	Similar	34%	5	66
	Variety of transportation options for people who work in Lakeville	Similar	38%	9	33
	Ease of parking at workplaces	Higher	77%	3	83
Please rate each of the following characteristics as they relate to Lakeville as a place to develop job and workforce skills.	The quality of the public school system at producing graduates who are career-ready	Similar	77%	5	66
	The quality of the public school system at producing graduates who are college-ready	Higher	85%	4	75
	Access to institutions of higher education (colleges, universities)	Lower	67%	11	16
	Access to trade schools	Similar	64%	6	58
	Variety of education/training opportunities to build work skills	Similar	60%	9	50
	Affordability of education/training opportunities to build work skills	Similar	62%	6	58
	Overall quality of education/training opportunities in your community	Similar	69%	6	58
Please rate the quality of each of the following services in Lakeville.	Police services	Higher	94%	2	94
	Fire services	Similar	96%	3	90
	Crime prevention	Higher	90%	1	100
	Traffic enforcement	Higher	92%	1	100
	Street repair	Higher	71%	4	84
	Street cleaning	Higher	82%	4	84
	Street lighting	Higher	86%	2	94
	Snow removal	Similar	78%	11	44
	Sidewalk maintenance	Higher	79%	4	83
	Bus or transit services	Similar	46%	11	33
	Traffic flow on major streets	Higher	72%	4	84
	Amount of public parking in commercial areas	Higher	74%	3	89
	Ease of travel by car in Lakeville	Higher	93%	2	95
	Ease of travel by bicycle in Lakeville	Higher	80%	3	89
	Ease of walking in Lakeville (path/sidewalk connectivity, etc.)	Higher	86%	3	90
	Traffic management during construction	Similar	61%	5	66
	Garbage collection	Similar	89%	9	50
	Recycling	Similar	87%	5	76
	Storm drainage	Higher	91%	3	88

Please rate the quality of each of the following services in Lakeville.	Power (electric and/or gas) utility	Higher	92%	3	85
	Utility billing	Higher	83%	5	75
	Land use, planning, and zoning	Higher	70%	5	78
	Building permits and inspections	Higher	77%	4	85
	Code enforcement (weeds, signs, etc.)	Higher	71%	4	85
	Economic development	Higher	80%	6	73
	Public information services	Similar	79%	7	66
	Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Higher	86%	3	86
	City-sponsored special events	Higher	83%	1	100
	Overall customer service by Lakeville employees (police, receptionists, planners, etc.)	Higher	92%	4	85
Overall, how would you rate the quality of the services provided by each ..	The City of Lakeville	Higher	91%	4	85
	The Federal Government	Lower	36%	14	18
Please rate the following categories of Lakeville government performance.	The value of services for the taxes paid to Lakeville	Similar	61%	8	61
	The overall direction that Lakeville is taking	Higher	75%	5	80
	Overall confidence in Lakeville government	Higher	75%	2	92
	Generally acting in the best interest of the community	Higher	77%	2	93
	Being honest	Higher	78%	2	92
Please rate the job the Lakeville government does:	Informing businesses of community issues and values	Higher	72%	6	72
	Communicating during City construction (e.g., streets, utilities, etc.)	Higher	66%	3	83
	Welcoming business involvement	Higher	68%	4	83
	Retaining existing businesses	Higher	72%	2	92
	Attracting new businesses	Higher	69%	4	81
	Supporting or creating new jobs	Higher	70%	2	93
Please rate the amount of growth in your company:	Over the PAST five years	Higher	78%	1	100
	Expected in the NEXT five years	Higher	84%	2	91
	What impact, if any, do you think the economy will have on your business revenues in the next 6 months? Do you think the impact will b..	Higher	30%	7	60
	Is your business planning to hire in the next 6 to 12 months?	Similar	52%	11	37
If you said "yes" or "not sure" to question 15 above, what types of jobs might you be adding?	"Unskilled jobs" (these jobs do not require workers to have special training or skills - e.g., cashiers, farm laborers, grocery clerks, hotel w..	Similar	45%	7	40
	"Semi-skilled jobs" (these jobs require some skill but do not require highly specialized skills - e.g., truck drivers, typists)	Higher	60%	2	90

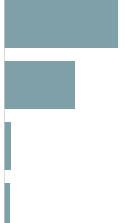
If you said "yes" or "not sure" to question 15 above, what types of jobs might you be adding?	"Skilled jobs" (these jobs require a comprehensive knowledge of the trade, craft or industry - e.g., electricians, plumbers, law enforcement ..	Higher	64%	3	80
	"Highly skilled jobs" (these jobs require an advanced education or training - e.g., doctors, lawyers, architects, financial consultants)	Similar	40%	3	80
Thinking about your current employees and current employment optio..	The educational qualifications	Similar	73%	6	58
	The skills needed	Similar	78%	8	41
How much of a challenge, if at all, are the following to finding good employees in your community today?	Too many under-qualified employees/applicants	Similar	61%	5	66
	Too many overqualified employees/applicants	Lesser	13%	12	8
	Lack of higher education opportunities (e.g., universities, colleges)	Lesser	13%	9	33
	Lack of trade schools and other adult training programs	Lesser	31%	9	33
	Lack of quality public schools	Lesser	12%	10	25
	Too many workers without a high school degree or equivalent	Lesser	7%	11	16
	Too few applicants/employees who do not speak a language other than English (e.g., cannot speak Spanish)	Lesser	14%	8	41
	Too few applicants/employees who speak a language other than English (e.g., cannot speak English)	Lesser	15%	8	41
	Lack of childcare opportunities	Lesser	17%	10	25
	Lack of affordable, reliable public transportation	Lesser	22%	9	33
	Lack of affordable, quality housing	Lesser	34%	11	16
	Cost of living	Lesser	50%	9	33
	Lack of community amenities to attract employees seeking higher paying/higher skill level jobs	Lesser	18%	11	16
	Failed drug tests	Lesser	9%	10	25

Complete set of frequencies

This dashboard contains a complete set of responses to each question on the survey. By default, "Don't know" responses are excluded, but may be added to the table using the response filter to the right. In some tables, the percentages may not sum to 100%; this is either because the question permitted the respondent to "choose all that apply", or for a question that asked the respondent to select one answer, it is due to the customary practice of rounding values to the nearest whole number.

Please rate each of the following aspects of quality of life in Lakeville.	Lakeville as a place to work	Excellent		52% N=108
		Good		44% N=91
		Fair		3% N=7
		Poor		1% N=2
	Lakeville as a place to visit	Excellent		30% N=62
		Good		54% N=112
		Fair		14% N=29
		Poor		2% N=4
	Lakeville as a place to do business	Excellent		41% N=85
		Good		48% N=99
		Fair		8% N=17
		Poor		2% N=4
	The overall quality of life in Lakeville	Excellent		47% N=96
		Good		49% N=100
		Fair		4% N=9
	Lakeville as a place for children and families	Excellent		52% N=103
		Good		43% N=86
		Fair		5% N=10
		Poor		1% N=1
	Lakeville as a place for older adults	Excellent		35% N=62
		Good		51% N=89
		Fair		13% N=22
		Poor		2% N=3
	Lakeville as a place for young adults	Excellent		24% N=45
		Good		49% N=93
		Fair		25% N=48
		Poor		2% N=4

Please rate each of the following aspects of quality of life in Lakeville.	Overall image or reputation of Lakeville	Excellent		47% N=98
		Good		46% N=95
		Fair		6% N=12
		Poor		1% N=2
Please rate each of the following characteristics as they relate to Lakeville as a whole.	Overall economic health of Lakeville	Excellent		36% N=72
		Good		59% N=117
		Fair		6% N=11
	Overall quality of the transportation system (auto, bicycle, foot, bus) in Lakeville	Excellent		19% N=38
		Good		50% N=103
		Fair		25% N=52
		Poor		5% N=11
	Overall design or layout of Lakeville's residential and commercial areas (e.g., homes, buildings, streets, parks, etc.)	Excellent		23% N=48
		Good		50% N=104
		Fair		18% N=38
		Poor		8% N=16
	Overall quality of the utility infrastructure in Lakeville (water, sewer, storm water, electric/gas, broadband)	Excellent		28% N=58
		Good		56% N=114
		Fair		15% N=30
		Poor		1% N=3
	Overall feeling of safety in Lakeville	Excellent		48% N=98
		Good		47% N=96
		Fair		6% N=12
	Overall quality of natural environment in Lakeville	Excellent		40% N=82
		Good		52% N=107
		Fair		7% N=14
		Poor		1% N=2
	Overall quality of parks and recreation opportunities	Excellent		53% N=106
		Good		41% N=83
		Fair		5% N=11
		Poor		0% N=1
	Overall health and wellness opportunities in Lakeville	Excellent		35% N=69

Please rate each of the following characteristics as they relate to Lakeville as a whole.	Overall health and wellness opportunities in Lakeville	Good		56% N=111
		Fair		8% N=15
		Poor		2% N=3
	Overall opportunities for education, culture, and the arts	Excellent		31% N=63
		Good		49% N=98
		Fair		19% N=39
		Poor		0% N=1
	Residents' connection and engagement with their community	Excellent		27% N=54
		Good		52% N=102
		Fair		19% N=37
		Poor		2% N=4
Please indicate how likely or unlikely you are to do each of the following.	Recommend living in Lakeville to someone who asks	Very likely		64% N=127
		Somewhat likely		31% N=61
		Somewhat unlikely		3% N=6
		Very unlikely		2% N=4
	Recommend working in Lakeville to someone who asks	Very likely		66% N=133
		Somewhat likely		31% N=62
		Somewhat unlikely		2% N=4
		Very unlikely		1% N=2
	Recommend operating a business in Lakeville to someone who asks	Very likely		58% N=116
		Somewhat likely		36% N=72
		Somewhat unlikely		3% N=7
		Very unlikely		3% N=6
	Keep your business in Lakeville for the next five years	Very likely		76% N=154
		Somewhat likely		18% N=37
		Somewhat unlikely		2% N=5
		Very unlikely		3% N=6
Please rate how safe or unsafe you feel:	In Lakeville's commercial areas during the day	Very safe		87% N=177
		Somewhat safe		11% N=22
		Neither safe nor unsafe		1% N=3
		Somewhat unsafe		0% N=1

Please rate how safe or unsafe you feel:	In Lakeville's commercial areas after dark	Very safe		50% N=92
		Somewhat safe		38% N=69
		Neither safe nor unsafe		7% N=12
		Somewhat unsafe		5% N=9
		Very unsafe		1% N=2
Please rate each of the following in the Lakeville community.	Cleanliness of Lakeville	Excellent		51% N=107
		Good		44% N=91
		Fair		4% N=9
		Poor		0% N=1
	Overall appearance of Lakeville	Excellent		48% N=99
		Good		45% N=94
		Fair		7% N=14
	Vibrancy of downtown/commercial areas	Excellent		27% N=56
		Good		53% N=109
		Fair		15% N=31
		Poor		4% N=8
	Overall quality of commercial development in Lakeville	Excellent		30% N=62
		Good		46% N=94
		Fair		16% N=33
		Poor		7% N=15
	Overall opportunity for business growth and expansion	Excellent		34% N=69
		Good		53% N=106
		Fair		8% N=17
		Poor		4% N=9
	Opportunities for tourism	Excellent		11% N=22
		Good		37% N=72
		Fair		38% N=73
		Poor		13% N=26
	Public places where people want to spend time	Excellent		26% N=51
		Good		46% N=91
		Fair		25% N=50

Please rate each of the following in the Lakeville community.

Public places where people want to spend time	Poor		4% N=8
Historical preservation in Lakeville	Excellent		21% N=38
	Good		53% N=94
	Fair		20% N=36
	Poor		6% N=10
Hotel and lodging options	Excellent		16% N=31
	Good		47% N=93
	Fair		31% N=62
	Poor		6% N=11
Opportunities to attend cultural/arts/music activities	Excellent		24% N=46
	Good		42% N=81
	Fair		29% N=56
	Poor		5% N=10
Quality of internet connection	Excellent		18% N=38
	Good		44% N=90
	Fair		27% N=55
	Poor		11% N=23
Coverage of internet connection	Excellent		19% N=37
	Good		45% N=89
	Fair		27% N=53
	Poor		10% N=20
Quality of shopping opportunities	Excellent		8% N=16
	Good		35% N=71
	Fair		40% N=81
	Poor		17% N=34
Variety of shopping opportunities	Excellent		6% N=13
	Good		30% N=61
	Fair		43% N=87
	Poor		21% N=43
Quality of restaurants and places to eat	Excellent		20% N=42
	Good		48% N=98

Please rate each of the following in the Lakeville community.	Quality of restaurants and places to eat	Fair		25% N=52
		Poor		7% N=14
	Variety of restaurants and places to eat	Excellent		14% N=28
		Good		45% N=91
		Fair		24% N=49
		Poor		18% N=36
	Quality of service establishments (e.g., salons, dry cleaners, etc.)	Excellent		21% N=42
		Good		59% N=116
		Fair		17% N=34
		Poor		3% N=5
	Variety of service establishments (e.g., salons, dry cleaners, etc.)	Excellent		15% N=30
		Good		55% N=110
		Fair		25% N=49
		Poor		6% N=11
	Quality of employment opportunities	Excellent		25% N=47
		Good		56% N=106
		Fair		18% N=34
		Poor		2% N=3
	Variety of employment opportunities	Excellent		24% N=46
		Good		50% N=96
		Fair		21% N=41
		Poor		4% N=8
	Availability of jobs that pay a livable wage	Excellent		20% N=36
		Good		51% N=91
		Fair		22% N=40
		Poor		6% N=11
	How much of a problem, if at all, are disruptive, nuisance, or illegal behaviors (e.g., loitering, vulgar language, panhandling, etc.) for your business?	Major problem		2% N=4
		Moderate problem		10% N=21
		Minor problem		36% N=75
		Not at all a problem		52% N=107
Thinking about Lakeville's workforce, please rate each of the following characteristics as they relate to Lakeville.	Variety of housing options for people who work in Lakeville	Excellent		22% N=43

Thinking about Lakeville's workforce, please rate each of the following characteristics as they relate to Lakeville.	Variety of housing options for people who work in Lakeville	Good		48% N=94
		Fair		20% N=39
		Poor		11% N=21
	Affordability of housing for people who work in Lakeville	Excellent		8% N=15
		Good		35% N=66
		Fair		38% N=73
		Poor		19% N=37
	Cost of living in Lakeville	Excellent		8% N=17
		Good		37% N=75
		Fair		43% N=87
		Poor		12% N=25
	Quality of childcare	Excellent		30% N=35
		Good		50% N=58
		Fair		18% N=21
		Poor		2% N=2
	Affordability of childcare	Excellent		6% N=7
		Good		29% N=32
		Fair		47% N=52
		Poor		18% N=20
	Variety of transportation options for people who work in Lakeville	Excellent		7% N=11
		Good		31% N=52
		Fair		37% N=61
		Poor		25% N=42
	Ease of parking at workplaces	Excellent		38% N=72
		Good		40% N=76
		Fair		17% N=32
		Poor		6% N=12
Please rate each of the following characteristics as they relate to Lakeville as a place to develop job and workforce skills.	The quality of the public school system at producing graduates who are career-ready	Excellent		25% N=43
		Good		52% N=90
		Fair		17% N=30
		Poor		6% N=10

Please rate each of the following characteristics as they relate to Lakeville as a place to develop job and workforce skills.	The quality of the public school system at producing graduates who are college-ready	Excellent		34% N=59
		Good		49% N=85
		Fair		15% N=25
		Poor		2% N=3
	Access to institutions of higher education (colleges, universities)	Excellent		23% N=39
		Good		44% N=75
		Fair		24% N=41
		Poor		8% N=14
	Access to trade schools	Excellent		22% N=36
		Good		42% N=68
		Fair		29% N=46
		Poor		7% N=11
	Variety of education/training opportunities to build work skills	Excellent		17% N=27
		Good		43% N=68
		Fair		34% N=54
		Poor		6% N=10
	Affordability of education/training opportunities to build work skills	Excellent		15% N=22
		Good		47% N=71
		Fair		29% N=44
		Poor		9% N=13
	Overall quality of education/training opportunities in your community	Excellent		20% N=33
		Good		49% N=81
		Fair		26% N=44
		Poor		5% N=9
Please rate the quality of each of the following services in Lakeville.	Police services	Excellent		62% N=126
		Good		32% N=65
		Fair		4% N=9
		Poor		1% N=3
	Fire services	Excellent		67% N=131
		Good		29% N=57
		Fair		3% N=6

Please rate the quality of each of the following services in Lakeville.

Fire services	Poor		1% N=1
Crime prevention	Excellent		48% N=93
	Good		43% N=83
	Fair		6% N=12
	Poor		3% N=6
Traffic enforcement	Excellent		47% N=93
	Good		44% N=88
	Fair		6% N=11
	Poor		3% N=6
Street repair	Excellent		19% N=39
	Good		52% N=108
	Fair		25% N=51
	Poor		4% N=8
Street cleaning	Excellent		29% N=60
	Good		52% N=107
	Fair		14% N=29
	Poor		4% N=8
Street lighting	Excellent		32% N=65
	Good		53% N=108
	Fair		14% N=29
	Poor		0% N=1
Snow removal	Excellent		34% N=69
	Good		44% N=90
	Fair		15% N=31
	Poor		7% N=15
Sidewalk maintenance	Excellent		26% N=50
	Good		53% N=104
	Fair		15% N=30
	Poor		6% N=11
Bus or transit services	Excellent		16% N=21
	Good		30% N=39

Please rate the quality of each of the following services in Lakeville.

Bus or transit services	Fair		27% N=35
	Poor		26% N=34
Traffic flow on major streets	Excellent		15% N=30
	Good		57% N=116
	Fair		21% N=43
	Poor		6% N=13
Amount of public parking in commercial areas	Excellent		29% N=57
	Good		46% N=91
	Fair		20% N=40
	Poor		6% N=11
Ease of travel by car in Lakeville	Excellent		41% N=85
	Good		51% N=105
	Fair		5% N=11
	Poor		2% N=4
Ease of travel by bicycle in Lakeville	Excellent		30% N=47
	Good		49% N=76
	Fair		19% N=29
	Poor		2% N=3
Ease of walking in Lakeville (path/sidewalk connectivity, etc.)	Excellent		33% N=61
	Good		53% N=98
	Fair		10% N=19
	Poor		4% N=7
Traffic management during construction	Excellent		11% N=21
	Good		51% N=101
	Fair		30% N=60
	Poor		9% N=18
Garbage collection	Excellent		26% N=49
	Good		63% N=116
	Fair		10% N=18
	Poor		1% N=2
Recycling	Excellent		25% N=47

Please rate the quality of each of the following services in Lakeville.

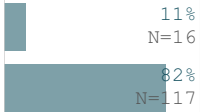
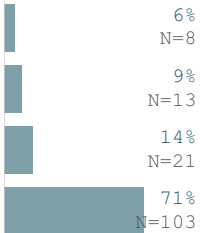
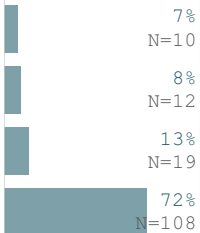
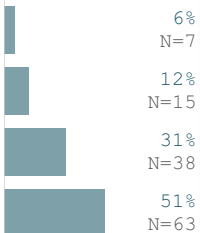
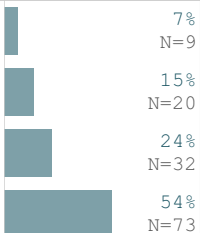
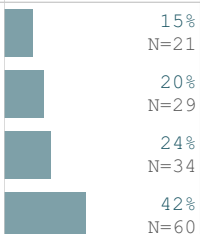
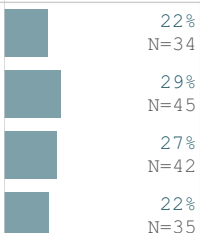
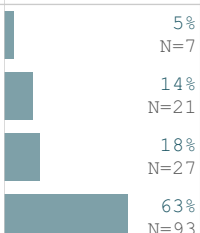
Recycling	Good		62% N=116
	Fair		12% N=23
	Poor		1% N=1
Storm drainage	Excellent		29% N=54
	Good		62% N=115
	Fair		9% N=16
Power (electric and/or gas) utility	Excellent		36% N=71
	Good		56% N=112
	Fair		8% N=15
	Poor		1% N=1
Utility billing	Excellent		25% N=48
	Good		58% N=114
	Fair		14% N=28
	Poor		3% N=5
Land use, planning, and zoning	Excellent		20% N=35
	Good		50% N=88
	Fair		18% N=32
	Poor		12% N=21
Building permits and inspections	Excellent		25% N=39
	Good		52% N=79
	Fair		16% N=25
	Poor		7% N=10
Code enforcement (weeds, signs, etc.)	Excellent		20% N=33
	Good		51% N=84
	Fair		18% N=30
	Poor		10% N=17
Economic development	Excellent		24% N=44
	Good		55% N=102
	Fair		17% N=31
	Poor		4% N=7
Public information services	Excellent		21% N=38

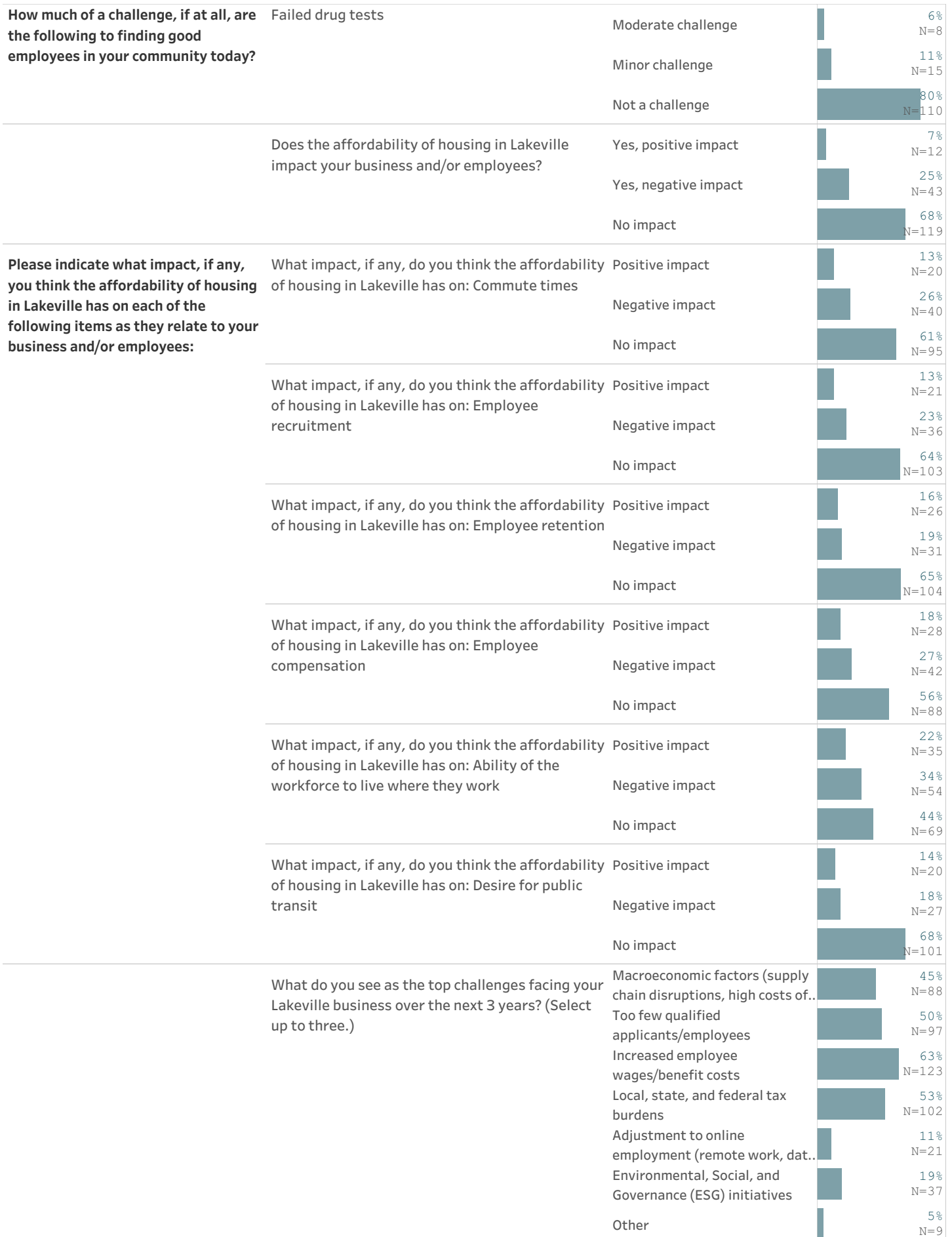
Please rate the quality of each of the following services in Lakeville.	Public information services	Good		57% N=101
		Fair		18% N=32
		Poor		3% N=6
	Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Excellent		23% N=35
		Good		62% N=96
		Fair		13% N=20
		Poor		2% N=3
	City-sponsored special events	Excellent		32% N=59
		Good		51% N=95
		Fair		14% N=26
		Poor		3% N=6
	Overall customer service by Lakeville employees (police, receptionists, planners, etc.)	Excellent		38% N=74
		Good		54% N=104
		Fair		7% N=13
		Poor		2% N=3
Overall, how would you rate the quality of the services provided by each of the following?	The City of Lakeville	Excellent		37% N=72
		Good		54% N=106
		Fair		8% N=16
		Poor		1% N=2
	The Federal Government	Excellent		5% N=9
		Good		31% N=58
		Fair		33% N=62
		Poor		31% N=58
Please rate the following categories of Lakeville government performance.	The value of services for the taxes paid to Lakeville	Excellent		10% N=18
		Good		52% N=97
		Fair		31% N=58
		Poor		8% N=15
	The overall direction that Lakeville is taking	Excellent		19% N=36
		Good		57% N=108
		Fair		20% N=39
		Poor		4% N=8

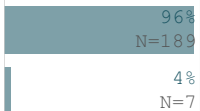
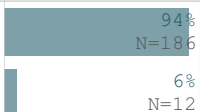
Please rate the following categories of Lakeville government performance.	Overall confidence in Lakeville government	Excellent		21% N=40
		Good		54% N=105
		Fair		20% N=38
		Poor		6% N=11
	Generally acting in the best interest of the community	Excellent		24% N=47
		Good		53% N=102
		Fair		19% N=37
		Poor		4% N=8
	Being honest	Excellent		25% N=45
		Good		54% N=98
		Fair		17% N=31
		Poor		5% N=9
Please rate the job the Lakeville government does:	Informing businesses of community issues and values	Excellent		18% N=34
		Good		53% N=99
		Fair		22% N=41
		Poor		6% N=12
	Communicating during City construction (e.g., streets, utilities, etc.)	Excellent		18% N=35
		Good		48% N=91
		Fair		27% N=51
		Poor		7% N=13
	Welcoming business involvement	Excellent		26% N=47
		Good		42% N=76
		Fair		23% N=42
		Poor		9% N=16
	Retaining existing businesses	Excellent		20% N=36
		Good		52% N=92
		Fair		22% N=39
		Poor		6% N=11
	Attracting new businesses	Excellent		20% N=36
		Good		49% N=87
		Fair		23% N=41

Please rate the job the Lakeville government does:	Attracting new businesses	Poor		8% N=14
	Supporting or creating new jobs	Excellent		16% N=26
		Good		54% N=88
		Fair		26% N=42
		Poor		4% N=7
Please rate the amount of growth in your company:	Over the PAST five years	Large increase		25% N=48
		Small increase		52% N=98
		No change		19% N=36
		Small decrease		3% N=5
		Large decrease		1% N=2
	Expected in the NEXT five years	Large increase		22% N=41
		Small increase		61% N=112
		No change		16% N=29
		Large decrease		1% N=1
	What impact, if any, do you think the economy will have on your business revenues in the next 6 months? Do you think the impact will be:	Very positive		8% N=16
		Somewhat positive		21% N=43
		Neutral		40% N=81
		Somewhat negative		26% N=53
		Very negative		4% N=8
	Is your business planning to hire in the next 6 to 12 months?	No		28% N=56
		Yes		51% N=102
		Not sure		21% N=42
If you said "yes" or "not sure" to question 15 above, what types of jobs might you be adding? (Please check "yes" for all that apply.)	"Unskilled jobs" (these jobs do not require workers to have special training or skills - e.g., cashiers, farm laborers, grocery clerks, hotel wor..	Yes		45% N=42
		No		55% N=51
	"Semi-skilled jobs" (these jobs require some skill but do not require highly specialized skills - e.g., truck drivers, typists)	Yes		60% N=57
		No		40% N=38
	"Skilled jobs" (these jobs require a comprehensive knowledge of the trade, craft or industry - e.g., electricians, plumbers, law enforc..	Yes		64% N=63
		No		36% N=35
	"Highly skilled jobs" (these jobs require an advanced education or training - e.g., doctors, lawyers, architects, financial consultants)	Yes		40% N=38
		No		60% N=58
Thinking about your current employees and current employment options at your business, please rate to what extent they possess the following.	The educational qualifications	Fully		36% N=64

Thinking about your current employees and current employment options at your business, please rate to what extent they possess the following.	The educational qualifications	Mostly		38% N=68
		Somewhat		18% N=33
		Slightly		7% N=12
		Not at all		2% N=3
	The skills needed	Fully		34% N=64
		Mostly		44% N=84
		Somewhat		17% N=33
		Slightly		3% N=5
		Not at all		2% N=4
How much of a challenge, if at all, are the following to finding good employees in your community today?	Too many under-qualified employees/applicants	Major challenge		23% N=37
		Moderate challenge		38% N=62
		Minor challenge		19% N=30
		Not a challenge		20% N=33
	Too many overqualified employees/applicants	Major challenge		2% N=3
		Moderate challenge		10% N=16
		Minor challenge		21% N=32
		Not a challenge		67% N=102
	Lack of higher education opportunities (e.g., universities, colleges)	Major challenge		1% N=1
		Moderate challenge		12% N=17
		Minor challenge		23% N=33
		Not a challenge		64% N=92
	Lack of trade schools and other adult training programs	Major challenge		12% N=19
		Moderate challenge		18% N=28
		Minor challenge		19% N=30
		Not a challenge		50% N=77
	Lack of quality public schools	Major challenge		6% N=9
		Moderate challenge		7% N=11
		Minor challenge		11% N=18
		Not a challenge		76% N=120
	Too many workers without a high school degree or equivalent	Major challenge		1% N=2
		Moderate challenge		6% N=8

How much of a challenge, if at all, are the following to finding good employees in your community today?	Too many workers without a high school degree or equivalent	Minor challenge		11% N=16
		Not a challenge		82% N=117
	Too few applicants/employees who do not speak a language other than English (e.g., cannot speak Spanish)	Major challenge		6% N=8
		Moderate challenge		9% N=13
		Minor challenge		14% N=21
		Not a challenge		71% N=103
	Too few applicants/employees who speak a language other than English (e.g., cannot speak English)	Major challenge		7% N=10
		Moderate challenge		8% N=12
		Minor challenge		13% N=19
		Not a challenge		72% N=108
	Lack of childcare opportunities	Major challenge		6% N=7
		Moderate challenge		12% N=15
		Minor challenge		31% N=38
		Not a challenge		51% N=63
	Lack of affordable, reliable public transportation	Major challenge		7% N=9
		Moderate challenge		15% N=20
		Minor challenge		24% N=32
		Not a challenge		54% N=73
	Lack of affordable, quality housing	Major challenge		15% N=21
		Moderate challenge		20% N=29
		Minor challenge		24% N=34
		Not a challenge		42% N=60
	Cost of living	Major challenge		22% N=34
		Moderate challenge		29% N=45
		Minor challenge		27% N=42
		Not a challenge		22% N=35
	Lack of community amenities to attract employees seeking higher paying/higher skill level jobs	Major challenge		5% N=7
		Moderate challenge		14% N=21
		Minor challenge		18% N=27
		Not a challenge		63% N=93
	Failed drug tests	Major challenge		3% N=4



In the next 12 months, is your business considering:	In the next 12 months, is your business considering: expanding your business in Lakeville	No		78% N=153
		Yes		22% N=44
	In the next 12 months, is your business considering: downsizing your business in Lakeville	No		95% N=189
		Yes		5% N=9
	In the next 12 months, is your business considering: closing in Lakeville and not relocating to another community	No		96% N=189
		Yes		4% N=7
	In the next 12 months, is your business considering: moving your business out of Lakeville and relocating to another community	No		94% N=186
		Yes		6% N=12
Which one of the following industries best describes the nature of your business? (Please check the one that comes closest.)	Agriculture or farming			1% N=2
	Arts, audio, video technology, and communications			2% N=4
	Banking / financial services / credit unions			7% N=13
	Business, industry, and trade associations			3% N=5
	Construction			10% N=19
	Education and training			5% N=10
	Financial activities			2% N=4
	Health care and health services			11% N=22
	Legal			3% N=5
	Leisure and hospitality (travel, lodging, restaurants, bars, ent..)			7% N=14
	Manufacturing			5% N=10
	Marketing, sales and services			5% N=9
	Non-profit charitable organization			2% N=4
	Other services (cleaning, dog walking, beauty, etc.)			3% N=6
	Professional and business services/consulting			6% N=12
	Public service and government			1% N=2
	Shopping and retail			8% N=15
	Technology and computers			3% N=5
	Transportation and automotive services			8% N=16
	Wholesale trade/sales			2% N=4
	Other			8% N=15
What is your position in this organization?	Owner			61% N=121
	Administrative Assistant			4% N=8

	What is your position in this organization?	Manager or Administrator		32% N=63
		Other		3% N=6
	How many years has your business been located in Lakeville?	Less than 1 year		1% N=1
		1-5 years		16% N=32
		6-10 years		16% N=32
		More than 10 years		67% N=133
	What was the approximate annual gross revenue (for the most recent accounting year) generated by all of your Lakeville sites?	Pre-revenue		2% N=3
		Less than \$100,000		10% N=19
		\$100,000 to \$499,999		21% N=39
		\$500,000 to \$999,999		22% N=40
		\$1,000,000 to \$4,999,999		27% N=51
		\$5,000,000 or more		18% N=34
Which, if any, of the following most closely reflect your business? Select "Yes" or "No" for each item.	Home-based	Yes		17% N=33
		No		83% N=157
	A small business (1-49 employees)	Yes		87% N=171
		No		13% N=25
	Mid-sized business (50-499+ employees)	Yes		11% N=19
		No		89% N=154
	Large business (500+ employees)	Yes		6% N=10
		No		94% N=160
	Minority-owned business enterprise (MBE, 51% owned, operated, and controlled by a US citizen(s) who is a racial or ethnic minority)	Yes		6% N=11
		No		94% N=172
	Woman-owned business enterprise (WBE)	Yes		34% N=63
		No		66% N=122
	Approximately what percent of your workforce at this location do you think lives in Lakeville?	Less than 10%		32% N=61
		10-24%		13% N=24
		25-49%		24% N=46
		50-74%		12% N=23
		75% or more		20% N=38

The City of Lakeville 2023 Business Survey

Please complete this questionnaire if you are the person most knowledgeable about this business, typically the owner or manager. Your responses are confidential and no identifying information will be shared.

1. Please rate each of the following aspects of quality of life in Lakeville.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Lakeville as a place to work.....	1	2	3	4	5
Lakeville as a place to visit.....	1	2	3	4	5
Lakeville as a place to do business.....	1	2	3	4	5
The overall quality of life in Lakeville.....	1	2	3	4	5
Lakeville as a place for children and families.....	1	2	3	4	5
Lakeville as a place for older adults.....	1	2	3	4	5
Lakeville as a place for young adults.....	1	2	3	4	5
Overall image or reputation of Lakeville.....	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to Lakeville as a whole.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Overall economic health of Lakeville.....	1	2	3	4	5
Overall quality of the transportation system (auto, bicycle, foot, bus) in Lakeville.....	1	2	3	4	5
Overall design or layout of Lakeville's residential and commercial areas (e.g., homes, buildings, streets, parks, etc.).....	1	2	3	4	5
Overall quality of the utility infrastructure in Lakeville (water, sewer, storm water, electric/gas, broadband).....	1	2	3	4	5
Overall feeling of safety in Lakeville.....	1	2	3	4	5
Overall quality of natural environment in Lakeville.....	1	2	3	4	5
Overall quality of parks and recreation opportunities.....	1	2	3	4	5
Overall health and wellness opportunities in Lakeville.....	1	2	3	4	5
Overall opportunities for education, culture, and the arts.....	1	2	3	4	5
Residents' connection and engagement with their community.....	1	2	3	4	5

3. Please indicate how likely or unlikely you are to do each of the following.

	<u>Very likely</u>	<u>Somewhat likely</u>	<u>Somewhat unlikely</u>	<u>Very unlikely</u>	<u>Don't know</u>
Recommend living in Lakeville to someone who asks.....	1	2	3	4	5
Recommend working in Lakeville to someone who asks.....	1	2	3	4	5
Recommend operating a business in Lakeville to someone.....	1	2	3	4	5
Keep your business in Lakeville for the next five years.....	1	2	3	4	5

4. Please rate how safe or unsafe you feel:

	<u>Very safe</u>	<u>Somewhat safe</u>	<u>Neither safe nor unsafe</u>	<u>Somewhat unsafe</u>	<u>Very unsafe</u>	<u>Don't know</u>
In Lakeville's commercial areas during the day.....	1	2	3	4	5	6
In Lakeville's commercial areas after dark.....	1	2	3	4	5	6

5. Please rate each of the following in the Lakeville community.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Cleanliness of Lakeville.....	1	2	3	4	5
Overall appearance of Lakeville.....	1	2	3	4	5
Vibrancy of downtown/commercial area.....	1	2	3	4	5
Overall quality of commercial development in Lakeville.....	1	2	3	4	5
Overall opportunity for business growth and expansion.....	1	2	3	4	5
Opportunities for tourism.....	1	2	3	4	5
Public places where people want to spend time.....	1	2	3	4	5
Historical preservation in Lakeville.....	1	2	3	4	5
Hotel and lodging options.....	1	2	3	4	5
Opportunities to attend cultural/arts/music activities.....	1	2	3	4	5
Quality of internet connection.....	1	2	3	4	5
Coverage of internet connection.....	1	2	3	4	5
Quality of shopping opportunities.....	1	2	3	4	5
Variety of shopping opportunities.....	1	2	3	4	5
Quality of restaurants and places to eat.....	1	2	3	4	5
Variety of restaurants and places to eat.....	1	2	3	4	5

5. (continued) Please rate each of the following in the Lakeville community.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Quality of service establishments (e.g., salons, dry cleaners, etc.)	1	2	3	4	5
Variety of service establishments (e.g., salons, dry cleaners, etc.)	1	2	3	4	5
Quality of employment opportunities.....	1	2	3	4	5
Variety of employment opportunities.....	1	2	3	4	5
Availability of jobs that pay a livable wage.....	1	2	3	4	5

6. How much of a problem, if at all, are disruptive, nuisance, or illegal behaviors (e.g., loitering, vulgar language, panhandling, etc.) for your business?

☐ Major problem ☐ Moderate problem ☐ Minor problem ☐ Not at all a problem

7. Thinking about Lakeville's workforce, please rate each of the following characteristics as they relate to Lakeville.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Variety of housing options for people who work in Lakeville.....	1	2	3	4	5
Affordability of housing for people who work in Lakeville	1	2	3	4	5
Cost of living in Lakeville.....	1	2	3	4	5
Quality of childcare	1	2	3	4	5
Affordability of childcare.....	1	2	3	4	5
Variety of transportation options for people who work in Lakeville.....	1	2	3	4	5
Ease of parking at workplaces.....	1	2	3	4	5

8. Please rate each of the following characteristics as they relate to Lakeville as a place to develop job and workforce skills.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
The quality of the public school system at producing graduates who are career-ready.....	1	2	3	4	5
The quality of the public school system at producing graduates who are college-ready	1	2	3	4	5
Access to institutions of higher education (colleges, universities)	1	2	3	4	5
Access to trade schools.....	1	2	3	4	5
Variety of education/training opportunities to build work skills	1	2	3	4	5
Affordability of education/training opportunities to build work skills.....	1	2	3	4	5
Overall quality of education/training opportunities in your community	1	2	3	4	5

9. Please rate the quality of each of the following services in Lakeville.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Police services	1	2	3	4	5
Fire services.....	1	2	3	4	5
Crime prevention	1	2	3	4	5
Traffic enforcement	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning.....	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Snow removal.....	1	2	3	4	5
Sidewalk maintenance.....	1	2	3	4	5
Bus or transit services	1	2	3	4	5
Traffic flow on major streets.....	1	2	3	4	5
Amount of public parking in commercial areas.....	1	2	3	4	5
Ease of travel by car in Lakeville.....	1	2	3	4	5
Ease of travel by bicycle in Lakeville.....	1	2	3	4	5
Ease of walking in Lakeville (path/sidewalk connectivity, etc.)	1	2	3	4	5
Traffic management during construction	1	2	3	4	5
Garbage collection	1	2	3	4	5
Recycling.....	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Power (electric and/or gas) utility.....	1	2	3	4	5
Utility billing	1	2	3	4	5

The City of Lakeville 2023 Business Survey

9. (continued) Please rate the quality of each of the following services in Lakeville.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Land use, planning, and zoning.....	1	2	3	4	5
Building permits and inspections.....	1	2	3	4	5
Code enforcement (weeds, signs, etc.).....	1	2	3	4	5
Economic development.....	1	2	3	4	5
Public information services.....	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations).....	1	2	3	4	5
City-sponsored special events.....	1	2	3	4	5
Overall customer service by Lakeville employees (police, receptionists, planners, etc.).....	1	2	3	4	5

10. Overall, how would you rate the quality of the services provided by each of the following?

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
The City of Lakeville.....	1	2	3	4	5
The Federal Government.....	1	2	3	4	5

11. Please rate the following categories of Lakeville government performance.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
The value of services for the taxes paid to Lakeville.....	1	2	3	4	5
The overall direction that Lakeville is taking.....	1	2	3	4	5
Overall confidence in Lakeville government.....	1	2	3	4	5
Generally acting in the best interest of the community.....	1	2	3	4	5
Being honest.....	1	2	3	4	5

12. Please rate the job the Lakeville government does:

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Informing businesses of community issues and values.....	1	2	3	4	5
Communicating during City construction (e.g., streets, utilities, etc.).....	1	2	3	4	5
Welcoming business involvement.....	1	2	3	4	5
Retaining existing businesses.....	1	2	3	4	5
Attracting new businesses.....	1	2	3	4	5
Supporting or creating new jobs.....	1	2	3	4	5

13. Please rate the amount of growth in your company:

	<u>Large increase</u>	<u>Small increase</u>	<u>No change</u>	<u>Small decrease</u>	<u>Large decrease</u>	<u>Don't know</u>
Over the PAST five years.....	1	2	3	4	5	6
Expected in the NEXT five years.....	1	2	3	4	5	6

14. What impact, if any, do you think the economy will have on your business revenues in the next 6 months?

Do you think the impact will be:

☐ Very positive ☐ Somewhat positive ☐ Neutral ☐ Somewhat negative ☐ Very negative

15. Is your business planning to hire in the next 6 to 12 months?

☐ No [skip to question 17] ☐ Yes ☐ Not sure

16. If you said "yes" or "not sure" to question 15 above, what types of jobs might you be adding? (Please check 'yes' for all that apply.)

	<u>Yes</u>	<u>No</u>
<u>Unskilled jobs:</u> these jobs do not require workers to have special training or skills (e.g., cashiers, farm laborers, grocery clerks, hotel workers).....	1	2
<u>Semi-skilled jobs:</u> these jobs require some skill but do not require highly specialized skills (e.g., truck, drivers, typists).....	1	2
<u>Skilled jobs:</u> these jobs require a comprehensive knowledge of the trade, craft, or industry (e.g., electricians, plumbers, law enforcement officers, administrative assistants).....	1	2
<u>Highly skilled jobs:</u> these jobs require an advanced education or training (e.g., doctors, lawyers architects, financial consultants).....	1	2

17. Thinking about your current employees and current employment options at your business, please rate to what extent they possess the following.

	<u>Fully</u>	<u>Mostly</u>	<u>Somewhat</u>	<u>Slightly</u>	<u>Not at all</u>	<u>Don't know</u>
The educational qualifications.....	1	2	3	4	5	6
The skills needed.....	1	2	3	4	5	6

18. How much of a challenge, if at all, are the following to finding good employees in your community today?

	<u>Major challenge</u>	<u>Moderate challenge</u>	<u>Minor challenge</u>	<u>Not a challenge</u>	<u>Don't know</u>
Too many under-qualified employees/applicants.....	1	2	3	4	5
Too many overqualified employees/applicants.....	1	2	3	4	5
Lack of higher education opportunities (e.g., universities, colleges).....	1	2	3	4	5
Lack of trade schools and other adult training programs.....	1	2	3	4	5
Lack of quality public schools.....	1	2	3	4	5
Too many workers without a high school degree or equivalent.....	1	2	3	4	5
Too few applicants/employees who do not speak a language other than English (e.g., cannot speak Spanish)	1	2	3	4	5
Too few applicants/employees who speak a language other than English (e.g., cannot speak English)	1	2	3	4	5
Lack of childcare opportunities	1	2	3	4	5
Lack of affordable, reliable public transportation.....	1	2	3	4	5
Lack of affordable, quality housing.....	1	2	3	4	5
Cost of living.....	1	2	3	4	5
Lack of community amenities to attract employees seeking higher paying/higher skill level jobs	1	2	3	4	5
Failed drug tests.....	1	2	3	4	5

19. Does the affordability of housing in Lakeville impact your business and/or employees?

☐ Yes, positive impact ☐ Yes, negative impact ☐ No impact ☐ Don't know

20. Please indicate what impact, if any, you think the affordability of housing in Lakeville has on each of the following items as they relate to your business and/or employees:

	<u>Positive impact</u>	<u>No impact</u>	<u>Negative impact</u>	<u>Don't know</u>
Commute times.....	1	2	3	4
Employee recruitment.....	1	2	3	4
Employee retention	1	2	3	4
Employee compensation.....	1	2	3	4
Ability of the workforce to live where they work.....	1	2	3	4
Desire for public transit	1	2	3	4

21. What do you see as the top challenges facing your Lakeville business over the next 3 years (Select up to three.)?

- ☐ Macroeconomic factors (supply chain disruptions, high costs of living for employees)
- ☐ Too few qualified applicants/employees
- ☐ Increased employee wages/benefit costs
- ☐ Local, state, and federal tax burdens
- ☐ Adjustment to online employment (remote work, data security)
- ☐ Environmental, Social, and Governance (ESG) initiatives
- ☐ Other: _____

22. In the next 12 months, is your business considering:

	<u>No</u>	<u>Yes</u>
Expanding your business in Lakeville.....	1	2
Downsizing your business in Lakeville	1	2
Closing in Lakeville and not relocating to another community	1	2
Moving your business out of Lakeville and relocating to another community	1	2

23. If you are considering moving, closing, or downsizing your business space in Lakeville, please explain why:

The City of Lakeville 2023 Business Survey

Our last questions are about you and your business.

Again, all of your responses to this survey are confidential and no identifying information will be shared.

D1. Which one of the following industries best describes the nature of your business? (Please check the one that comes closest.)

- | | |
|---|--|
| ☐ Agriculture or farming | ☐ Manufacturing |
| ☐ Arts, audio, video technology, and communications | ☐ Marketing, sales, and services |
| ☐ Banking/financial services/credit unions | ☐ Non-profit charitable organization |
| ☐ Business, industry, and trade associations | ☐ Other services (cleaning, dog walking, beauty, etc.) |
| ☐ Construction | ☐ Professional and business services/consulting |
| ☐ Education and training | ☐ Public service and government |
| ☐ Financial activities | ☐ Shopping and retail |
| ☐ Health care and health services | ☐ Technology and computers |
| ☐ Information/media | ☐ Transportation and automotive services |
| ☐ Legal | ☐ Utilities (gas, electric, water, internet, cable) |
| ☐ Leisure and hospitality (travel, lodging, restaurants, bars, entertainment) | ☐ Wholesale trade/sales |
| | ☐ Other _____ |

D2. What is your position in this organization?

- ☐ Owner ☐ Administrative Assistant ☐ Manager or Administrator ☐ Other

D3. How many years has your business been located in Lakeville?

- ☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ More than 10 years

D4. What was the approximate annual gross revenue (for the most recent accounting year) generated by all of your Lakeville sites?

- | | | |
|---|--|--|
| ☐ Pre-revenue | ☐ \$100,000 to \$499,999 | ☐ \$1,000,000 to \$4,999,999 |
| ☐ Less than \$100,000 | ☐ \$500,000 to \$999,999 | ☐ \$5,000,000 or more |

D5. Which, if any, of the following most closely reflect your business? Select "Yes" or "No" for each item.

	Yes	No
Home-based.....	1	2
A small business (1-49 employees)	1	2
Mid-sized business (50-499 employees).....	1	2
Large business (500+ employees)	1	2
Minority-owned business enterprise (MBE, 51% owned, operated, and controlled by a US citizen(s) who is a racial or ethnic minority)	1	2
Woman-owned business enterprise (WBE)	1	2

D6. Approximately what percent of your workforce at this location do you think lives in Lakeville?

- ☐ Less than 10% ☐ 10 – 24% ☐ 25 – 49% ☐ 50 – 74% ☐ 75% or more ☐ Don't know