



# ENVISION LAKEVILLE

UPDATE 2023





City of Lakeville  
*Positioned to Thrive*

December 18, 2023

Dear Lakeville Community:

On behalf of the City Council, the Envision Lakeville Taskforce, and City staff, I am pleased to present the 2023 update to the Envision Lakeville Report, the City's community vision plan.

Early in 2023, the City Council directed that a review and update of the Envision Lakeville report be conducted. For this effort, the Council appointed a new taskforce of 22 individuals from across the community. The Council also authorized a new community survey as part of the update process. The taskforce convened several times over the course of the year and examined a wide variety of reports, community feedback and background data, including the results of the community survey.

This document represents a culmination of effort and contributions by the Envision Lakeville Taskforce, City Council Boards and Commissions, and other stakeholders to provide the City Council with a guide to help navigate decisions over the next five years as the community continues to grow and mature.

I sincerely wish to thank the Envision Lakeville Taskforce and Craig Rapp, of the Rapp Consulting Group for their time, thoughtfulness, and contributions to this report that aim to make Lakeville an even better place to live, work, and play.

Sincerely,

Luke M. Hellier, Mayor



# 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	

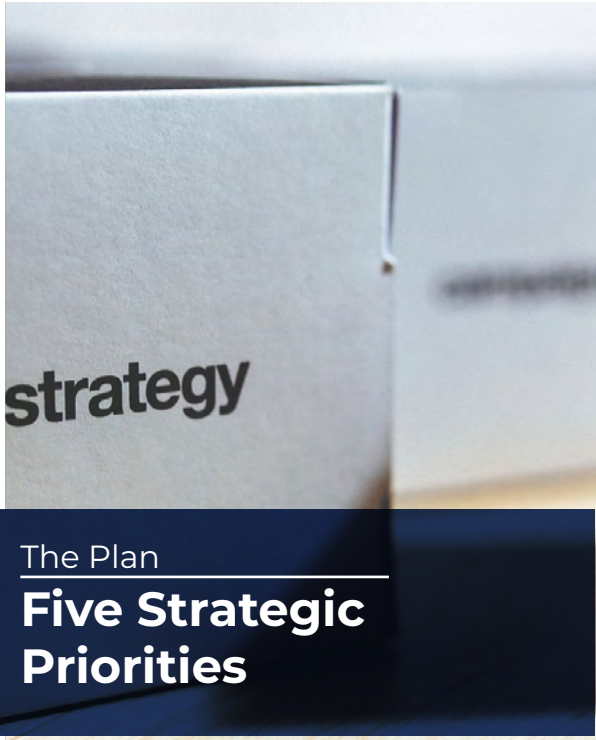
# EXECUTIVE SUMMARY

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

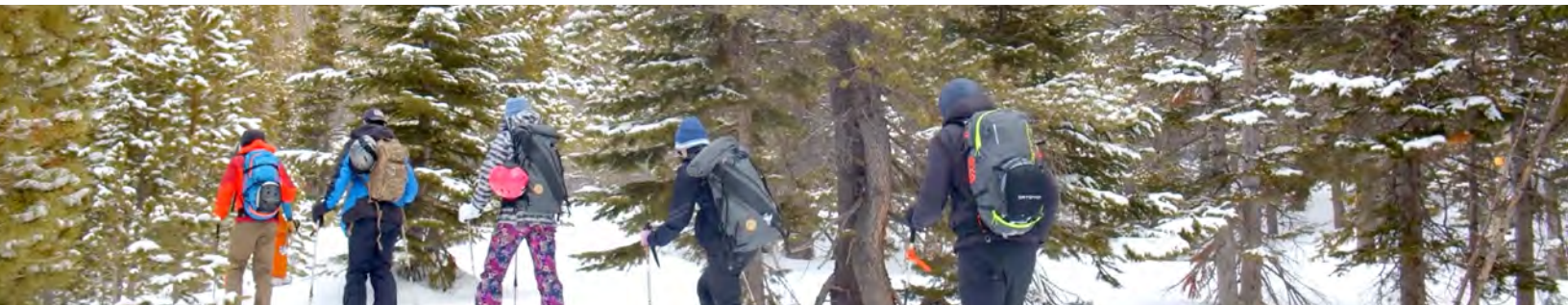
The purpose of the meeting was:

- 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 education community

**Subject Matter Expert Support:**

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

**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            |
| Jared Herndon      | Lisa Schneegans           |
| Kelsey Holberg     | Vicki Schwartz            |
| Hassan Jama        | Molly Stack               |
| Krista Jech        | John Swaney               |
| Tony Joseph        | Aida Tezera               |
| Kristina Kwan      | Christine “Tine” Thompson |
| 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>

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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](#)