

STRATEGIC PLAN 2019-2023

PROGRESS REPORT #3

December 7, 2021



Purpose of Strategic Planning

The Strategic Plan is a tool that outlines the City Council's priorities for the Wayzata community. The Strategic Plan provides a clear statement of where the City is going and how it intends to get there. It includes a vision, a description of the mission of the organization, a set of guiding principles (values) that guide actions, a set of multi-year priorities that guide decisions, and a plan for implementation and accountability.

The Strategic Plan is used to evaluate projects to determine if they are a priority and if they warrant the commitment of staff time and financial resources. Therefore, this plan is integral to the development of the annual budget, the Capital Improvement Plan, and determining the appropriate allocation of staff resources.

2019-2022 Strategic Plan

The City of Wayzata approved the 2019-2022 Strategic plan in August of 2019. Through this process the City Council was able to articulate the City's mission, vision, and values which provide the foundation for the plan's four Strategic Priorities: Maintain and Enhance Community Amenities, Maintain and Enhance Infrastructure, Increase Operational Effectiveness, and Manage Thoughtful Development.

In August of 2021 the City Council and Leadership Team held a strategic planning session to review the SWOT analysis and discuss changes or updates needed to the plan. Given the impact of the pandemic and new Council priorities, the Strategic Plan was extended through 2023 and some new initiatives have been added.

A summary of the revised 2019-2023 Strategic Plan and a progress report update on each Strategic Priority is provided below. Targets and Strategic Initiatives are rated according to the following key:

Key	
	Complete
	On Track
	Pending
	Off Track
	Not Started

STRATEGIC PLAN SUMMARY 2019-2023 UPDATE

City of Wayzata

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Maintain and Enhance Community Amenities	Clean, connected, welcoming and safe lakefront	- Panoway plan milestones achieved	- 100% funded & pledged Panoway fund by 12/2022 - Boardwalk construction started by 12/2023	a) Adopt Parks Master Plan b) Collaborate on Panoway funding c) Panoway construction management & coordination
	Expanded, connected safe parks and trail system	- Parks and Trails Master Plan milestones achieved - Gaps in trails	- 3 gaps closed by 2022 - Master plan approved by 12/2019 - Funding & construction of Phase I by 12/2020	d) Expand Parks CIP e) Develop Parks programming f) Implementation of wayfinding signage program
	Increased awareness and satisfaction of park experience	- Improved satisfaction	- Positive satisfaction of park experience at 90% in 2022	g) Conduct community survey
Maintain and Enhance Infrastructure	Reliable infrastructure systems	- # of breaks/outages	- Systems reliability targets met => 80%	a) Implement Energy & Environment Commission b) Conduct a Wayzata Blvd. corridor study
	Sustainable infrastructure systems	- % reduction in energy consumption - City Hall remodel milestones met	- Energy consumption reduced by 10% by 12/2022 - City Hall remodel complete by 12/2020	c) Establish seasonal maintenance calendar for parks & amenities d) Conduct maintenance staffing analysis
	Improve maintenance & sustainability of parks, trails & streetscapes	- % maintenance standards met - Staffing ratio targets met	- Maintenance standards met => 95% by 2022 - Staffing ratio met 95% by 12/2022	
Increase Operational Effectiveness	Stable, consistent and well-trained workforce	- Succession plan milestones achieved - Turnover rate - Training targets (licenses, certs, and perf. Eval.) met	- Succession plans in place by 12/2022 - 100% staff meet City-wide training requirements by 12/2021 - 25% reduction in turnover (nonretirement) 2019-2022	a) Develop succession plans b) Centralize City-wide training coordination c) Conduct Fire Dept. analysis d) Conduct technology assessment
	Support systems meet operating needs	- Employee engagement improvement	- => 95% of employees report they have the tools and technology to meet their needs by 12/2022	e) Prepare staffing and support analysis f) Process improvement evaluation & implementation g) Conduct Employee Engagement Survey
	Effective and efficient operations	- \$ cost savings - Processes improved - New revenue sources developed	- Net decrease of 2 departments' budget by 5% via process evaluation & improvement by 12/2022 - Review of alternative revenue sources completed by 12/2022	h) Research opportunities to diversify revenue sources including sales tax and franchise fees i) Conduct review of enterprise operations
Manage Thoughtful Development	Redevelopment consistent with character and scale	- Character and scale consistency	- All developments consistent with city-defined character and scale	a) Update zoning code b) Evaluate Wayzata Blvd redevelopment project
	Managed redevelopment of Wayzata Blvd.	- Project plan timelines met - Development applications - Milestones met - # of moderately priced housing units developed	- One mixed use development east of Central by 12/2023 - Conversion of Park & Ride to mixed use-underway by 12/2023 - 20 additional units of moderate priced housing by 12/2023	c) Conduct downtown parking study d) Explore City role in economic development and redevelopment e) Adopt affordable housing action plan
	Healthy commercial/retail sector	- Vacancy rates	- 85% occupancy rate in the Promenade by 12/2023 - Market Value for Commercial-Residential ratio increased from 19% to 25% by 12/2023	

Strategic Priority #1: Maintain and Enhance Community Amenities Progress Report

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Status
Maintain and Enhance Community Amenities	Clean, connected, welcoming and safe lakefront	- Panoway plan milestones achieved	- 100% funded & pledged Panoway fund by 12/2022 - Boardwalk construction started by 12/2023	<ul style="list-style-type: none"> ● \$8.5 Mil, or 57% of Panoway is funded and pledged ● Boardwalk construction planned for 2023
	Expanded, connected safe parks and trail system	- Parks and Trails Master Plan milestones achieved - Gaps in trails	- 3 gaps closed by 2022 - Master plan approved by 12/2019 - Funding & construction of Phase I by 12/2020	<ul style="list-style-type: none"> ● 2 gaps closed. 1 more planned to be closed in 2022 ✓ ● 6% of Phase 1 constructed
	Increased awareness and satisfaction of park experience	- Improved satisfaction	- Positive satisfaction of park experience at 90% in 2022	<ul style="list-style-type: none"> ■ Community Survey planned for Winter 2021/2022






Executive Summary

- **Clean, connected, welcoming, and safe lakefront:** In 2021 the City began design for future phases of Panoway. The City has approximately \$8.5 million, or 57% of Panoway (includes all future phases along with operations and maintenance costs) funded and pledged. \$4 million is from the State Bonding for the boardwalk, \$4 million in TIF (per special approval from the State for use on the boardwalk and docks), and \$500,000 in private funding from the Conservancy. The Conservancy continues to raise private funds and is responsible for all design and construction costs related to the Section Foreman’s House restoration project. Construction of the Section Foreman’s House is planned for 2022 with additional phases of Panoway planned for 2023.
- **Expanded, connected, safe parks and trail system:** Two gaps in sidewalks were closed in 2021 (Hollybrook and Circle A) with the third gap planned to be closed in 2022 (Ferndale). Phase 1 of the Parks and Trails Master Plan included several projects that have been reprioritized to align better with funding availability and Parks and Trails Board priorities. Of all the projects identified in the master plan (not just Phase 1) the City has completed approximately 13% of them. Some of those completed projects include replacement of the Beach Playground and maintenance at the Post Office Park. If projects are completed as planned in 2022, 35% of the Master Plan will be implemented. Upcoming Park capital fund shortages starting in 2024 may delay continued progress.
- **Increased awareness and satisfaction of park experience:** Park recreation programming was provided by Wayzata Community Ed this year and results from a participant survey was presented to the Parks and Trails Board this fall. The survey and review of classes revealed higher than anticipated attendance with 480 enrolled and positive feedback on locations and instructors. An upcoming Community Survey planned for this winter will provide additional insight into our progress on increasing park satisfaction.

Strategic Priority #1: Maintain and Enhance Community Amenities Initiatives

Initiative	Status	What We've Done	Next Steps
Adopt Parks Master Plan	✓	<ul style="list-style-type: none"> - Master plan approved Nov. 6, 2019 City Council Meeting 	N/A
Collaborate on Panoway Funding	●	<ul style="list-style-type: none"> - Secured \$4 million in State bonds for Phase 2 (boardwalk and docks) - Received special approval from Legislature to use TIF 6 for boardwalk and docks 	<ul style="list-style-type: none"> - Continue lobbying efforts for future phases - Work with Lobbyist to explore other state funding sources - Review and submit applications for other public grant funds - Conservancy to continue private fundraising
Panoway Construction Management & Coordination	●	<ul style="list-style-type: none"> - Phase 1 complete - Obtained updated cost estimates for Phase II construction and maintenance - Started design of Phase II 	<ul style="list-style-type: none"> - Continue developing funding plan for future phases
Expand Parks CIP	✓	<ul style="list-style-type: none"> - Projects identified in Parks Master Plan incorporated into Parks CIP 	<ul style="list-style-type: none"> - Review project priorities and update annually as a part of the CIP and budget process
Develop Parks Programming	●	<ul style="list-style-type: none"> - Summer 2021 recreation program completed by Wayzata Community Ed - Review rec programming and participant survey in Fall 2021 	<ul style="list-style-type: none"> - Recreation programming review with Wayzata Community Ed will happen annually
Implementation of Wayfinding Signage Program	✗	<ul style="list-style-type: none"> - Wayfinding signage study for planned and budgeted for 2023 in CIP 	<ul style="list-style-type: none"> - Staff will solidify scope, select a consultant to lead the project and establish a task force in 2022.
Conduct Community Survey	●	<ul style="list-style-type: none"> - Contract for surveying services approved September 2021 - Draft survey question list in development now 	<ul style="list-style-type: none"> - Council approval of survey questions - Survey residents early 2022

Strategic Priority #2: Maintain and Enhance Infrastructure Progress Report

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Status
Maintain and Enhance Infrastructure	Reliable infrastructure systems	- # of breaks/outages	- Systems reliability targets met =/> 80%	 99% system reliability
	Sustainable infrastructure systems	- % reduction in energy consumption - City Hall remodel milestones met	- Energy consumption reduced by 10% by 12/2022 - City Hall remodel complete by 12/2020	 1% reduction in Public Works and Fire Station from 2019 to 2020. Baseline data collection ongoing.  Remodel completed in 2020
	Improve maintenance & sustainability of parks, trails & streetscapes	- % maintenance standards met - Staffing ratio targets met	- Maintenance standards met =/> 95% by 2022 - Staffing ratio met 95% by 12/2022	 Maintenance calendar still in development 

Executive Summary

Reliable infrastructure systems: The City only experienced 2 minor water leaks in 2020 and 2021 (a decrease from 7 breaks in 2019). Another large sewer lining project is planned for 2022.

- Sustainable infrastructure systems:** In 2021 the City focused on implementing the initiatives in the Energy Action Plan. Steps taken to date include setting up benchmarking databases to track energy use, completing energy audits for City Hall and Public Works, researching renewable energy options, and participating in Xcel's electric vehicle fleet study. Baseline data collection on City facilities energy use is still ongoing. Implementation of recommendations from energy audits of City buildings will likely yield energy consumption savings in future years.

Additionally, outreach and education to businesses, multifamily property owners, and single-family residential properties has been prioritized to connect people to energy saving programs. Methods the City has utilized include The Portal, social media, direct emails/calls, Mayor Minutes podcast, and hosting an electric vehicle event which drew over 80 attendees.

- Improve maintenance and sustainability of parks, trails and streetscapes:** A park maintenance checklist is planned to be completed in early 2022 and those duties will be compared against the workload of park maintenance staff to determine if the staffing level is appropriate. Staff recently installed QR codes in City parks to encourage residents and visitors to provide real-time feedback on our parks. The Community Survey that is planned for this winter will provide data on citizen satisfaction with park maintenance.

Strategic Priority #2: Maintain and Enhance Infrastructure Initiatives

Initiative	Status	What We've Done	Next Steps
Implement Energy and Environment Commission	✓	<ul style="list-style-type: none"> - Energy and Environment Committee established October 2019. - Adopted Energy Action Plan - Approved 2021 Work Plan - Implemented first year of Energy Action Plan 	<ul style="list-style-type: none"> - Implement 2022 Work Plan - Implement remaining year(s) of the Energy Action Plan - Discussion of Commission status planned after EAP implemented
Conduct a Wayzata Blvd. Corridor Study	●	<ul style="list-style-type: none"> - Applied for but was not awarded a grant from Hennepin County. - Budgeted increased to \$128,800 in the CIP for a study in the 2022 	<ul style="list-style-type: none"> - Issue RFP in early 2022 - Consultant to start work in early 2022 and complete study (expected to take about 6 months)
Establish Seasonal Maintenance Calendar for Parks and Amenities	●	<ul style="list-style-type: none"> - Parks Department started developing the maintenance calendar. 	<ul style="list-style-type: none"> - Parks Department to complete maintenance standards and begin implementation.
Conduct Maintenance Staffing Analysis	✗		Staff will evaluate compliance with maintenance standards once complete. Ability to meet standards will inform staffing needs.







Strategic Priority #3: Increase Operational Effectiveness Progress Report

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Status
Increase Operational Effectiveness	Stable, consistent and well-trained workforce	- Succession plan milestones achieved - Turnover rate - Training targets (licenses, certs, and perf. Eval.) met	- Succession plans in place by 12/2022 - 100% staff meet City-wide training requirements by 12/2021 - 25% reduction in turnover (nonretirement) 2019-2022	<ul style="list-style-type: none"> ● Plans still needed in Public Works, Fire Department. ● 100% of employees met training requirements to maintain licenses and certifications. ● 9% overall reduction in employee turnover
	Support systems meet operating needs	- Employee engagement improvement	- => 95% of employees report they have the tools and technology to meet their needs by 12/2022	<ul style="list-style-type: none"> ● 73% of employees reported they had the tools and technology they needed in 2021 survey (baseline).
	Effective and efficient operations	- \$ cost savings - Processes improved - New revenue sources developed	- Net decrease of 2 departments' budget by 5% via process evaluation & improvement by 12/2022 - Review of alternative revenue sources completed by 12/2022	<ul style="list-style-type: none"> ● Process improvements have not yet led to a decrease in department budgets. ● Sales tax research study in progress.

Executive Summary

- **Stable, consistent and well-trained workforce:** Succession plans for Police are currently in place and being utilized and will be updated in 2022. Public Works and Fire Department succession plans have been delayed and will be completed in 2022. Performance review milestones continue to be met. Additional training requirements for the Fire Department will be implemented over the next two years along with additional city-wide training opportunities particularly on leadership. Overall staff turnover has decreased 9% from 2019. In 2021 there were modest increases in turnover in the Police Department, Fire Department, and Bar and Grill which aligns with national employment trends.
- **Support systems meet operating needs:** Additional staffing needs to address high workloads will continue to be addressed as the City implements its Long-Term Staffing Plan. An Employee Engagement Survey completed in February revealed that additional investment in training and technology are needed to improve support systems and meet employee needs.
- **Effective and efficient operations:** The City has implemented several process improvements including electronic payroll and benefits enrollment, electronic planning applications, and permitting integrations with Laserfiche. Several more process improvements related to a new accounting system and permit/plan review system are planned to be implemented in 2022. While the process improvements are important to delivering the efficient and effective services, they have not yet led to a decrease in department budgets as many of these improvements are technology related and have required capital and staffing investments to deploy.

Strategic Priority #3: Increase Operational Effectiveness Initiatives

Initiative	Status	What We've Done	Next Steps
Develop Succession Plans		<ul style="list-style-type: none"> - PD surge hiring plan in place for 2021. - Additional Police Officer hired in 2021. Additional Police Officer planned for 2023 in Long-Term Staffing Plan 	<ul style="list-style-type: none"> - Public Works and Fire Department succession planning to begin early 2022 - Research annual leadership trainings to offer to employees at all levels of the organization to expand skills and readiness
Centralize City-Wide Training Coordination		<ul style="list-style-type: none"> - Coordinated city-wide implicit bias training, and leadership training for 6 employees 	<ul style="list-style-type: none"> - Centralize training records and implement electronic storage in Paylocity - Identify training topics and speakers for 2022 and 2023
Conduct Fire Department Analysis		<ul style="list-style-type: none"> - Fire Department bylaws replaced with Personnel Policies in March 2021 - Department analysis study presented at Council Workshop in November 2021 	<ul style="list-style-type: none"> - Implement recommendations from Fire Department Study in 2022 and 2023
Conduct Technology Assessment		<ul style="list-style-type: none"> - PD server separation project in process. - IT Security Assessment proposals received and ready for approval at upcoming meeting. 	<ul style="list-style-type: none"> - Implement recommendations from Security Assessment when completed likely in early 2022
Prepare Staffing and Support Analysis		<ul style="list-style-type: none"> - 5-year staffing needs in Long Term Financial Plan for 2022 budget process - Completed first Employee Engagement Survey in February 	<ul style="list-style-type: none"> - Conduct Employee Engagement Survey in February 2022
Process Improvement Evaluation & Implementation		<ul style="list-style-type: none"> - PD implemented new camera systems - Implemented electronic payroll and open enrollment - Selected accounting software vendor for implementation in 2022 - Managed all planning applications electronically with no cost to transition 	<ul style="list-style-type: none"> - Electronic water meter replacement program planned and budgeted for 2022 - Electronic building permit/plan review software planned and budgeted for 2022. Research and vendor selection will begin in 2022. - Records management project budgeted in 2022 CIP - Additional Process Improvement Studies budgeted for 2022 and 2023

Initiative	Status	What We've Done	Next Steps
Conduct Employee Engagement Survey	●	<ul style="list-style-type: none"> - Completed first Employee Engagement Survey in February 	<ul style="list-style-type: none"> - Conduct 2nd Employee Engagement Survey in February 2022 and compare against 2021
Research Opportunities to Diversify Revenue Sources Including Sales Tax and Franchise Fees	●	<ul style="list-style-type: none"> - Approves services with U of M Extension to research impact of local option sales tax in October 2021 	<ul style="list-style-type: none"> - Staff and Council to review results of study when completed and determine next steps - Franchise Fee research will begin 1Q 2022
Conduct Review of Enterprise Operations	—	<ul style="list-style-type: none"> - General Managers at Bar and Grill and Wine and Spirits have begun seeking proposals that may include a SWOT analysis, marketing assessment, and other recommendations. 	<ul style="list-style-type: none"> - Proposals planned for approval in 1Q 2022. - Implement recommendations when study is complete.






Strategic Priority #4: Manage Thoughtful Development Progress Report

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Status
Manage Thoughtful Development	Redevelopment consistent with character and scale	- Character and scale consistency	- All developments consistent with city-defined character and scale	● 5 variances approved in 2021 and were consistent with city character and scale
	Managed redevelopment of Wayzata Blvd.	- Project plan timelines met - Development applications - Milestones met - # of moderately priced housing units developed	- One mixed use development east of Central by 12/2023 - Conversion of Park & Ride to mixed use-underway by 12/2023 - 20 additional units of moderate priced housing by 12/2023	✗ No mixed use developments proposed yet ✗ Staff have not heard from Park and Ride owners but will outreach more heavily after corridor study completed ● 0 units. In preapplication process for one development which could result in 16 units of moderate housing
	Healthy commercial/retail sector	- Vacancy rates	- 85% occupancy rate in the Promenade by 12/2023 - Market Value for Commercial-Residential ratio increased from 19% to 25% by 12/2023	● 57% occupancy ● 17% Commercial – 83% Residential in 2021

Executive Summary

- Redevelopment consistent with character and scale:** The City continues make progress on the Zoning Study and involve the Zoning Study Task Force to engage residents in the process and discussion of potential changes to the Zoning Code. Topics addressed so far include design standards, residential and commercial zoning districts, tree preservation, and chickens. Development applications continue to be reviewed by the Planning Commission and City Council. Some have not received approval due to concerns with character and scale. Staff continue to work with developers on front end to persuade them to change plans to conform to existing standards and avoid the need for variances requests.
- Managed redevelopment of Wayzata Blvd:** Redevelopment of Wayzata Boulevard is planned to be evaluated as part of an upcoming Wayzata Boulevard Corridor Study. The study was originally planned for 2021 but was delayed when the City was not awarded a grant. The study is planned for 2022. In the meantime, staff and the Zoning Study Task Force continue to develop potential updates to the zoning code. Staff have also secured architectural consultants to help review development applications to ensure they meet the new design standards. Staff continue to research sites and potential partners for redevelopment projects on Wayzata Blvd that accomplish housing goals in the 2040 Comprehensive Plan.
- Healthy commercial/retail sector:** While the market values for commercial and residential have increased in dollars over the last two years, residential growth continues to outpace commercial. After some significant developments come onto the property tax rolls in the next few years commercial values will likely see a percentage increase.

Strategic Priority #4: Manage Thoughtful Development Initiatives

Initiative	Status	What We've Done	Next Steps
Update Zoning Code		<ul style="list-style-type: none"> - Adopted 2040 Comprehensive Plan - Launched Zoning Study and established the Zoning Study Task Force - Updated Design Standards adopted June 15, 2021 - Contract for on-call support for design standards review approved June 15, 2021 	<ul style="list-style-type: none"> - Zoning study public hearings will be ongoing - Anticipated Zoning Study completion date of December 2023 - Next steps for 2022 are residential and commercial zoning districts, renewable energy, tree preservation, PUD, and subdivisions.
Evaluate Wayzata Blvd Redevelopment Project		<ul style="list-style-type: none"> - Included in drafted scope for Wayzata Blvd corridor study planned for 2022 - Zoning Study updates underway 	<ul style="list-style-type: none"> - Staff working with potential developments and implementing design standards on Wayzata Blvd
Conduct Downtown Parking Study		<ul style="list-style-type: none"> - Completed Phase 1 - Utilization Survey in 2019 - Completed Phase 2 - Utilization Survey in Summer 2021 - Constructed a 153-space Public Parking Facility at Lake and Barry Ave 	<ul style="list-style-type: none"> - Complete Phase 3 - Research and Planning based on Results of Utilization Surveys in 2021-2022 - Complete Phase 4 - Implementation in 2022-2023
Explore City Role in Economic Development and Redevelopment		<ul style="list-style-type: none"> - Expanded acceptable uses in the Promenade - City expanded role in event planning and business assistance during COVID-19 with Light up the Lake initiative 2020/2021 - Continued participating in Open to Business program with Hennepin County and MCCD - Expanded Neighborhood Notification and Meeting Policy adopted July 20, 2021 	<ul style="list-style-type: none"> - Staff exploring need for future study on housing conditions and inventory - Engagement from Wayzata Blvd corridor study will provide clarity on problems and potential needs from the City
Adopt affordable housing action plan			<ul style="list-style-type: none"> - November 29 HRA meeting will discuss interest in use of TIF for affordable housing and update the business subsidy criteria and public financing policy.