



# **City of Wayzata Strategic Plan 2019-2022**

## **Progress Report #2**

February 16, 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.








A summary of the Strategic Plan and a progress report update on each Strategic Priority is provided below.

# STRATEGIC PLAN SUMMARY 2019-2022






## 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	- 100% funded & pledged Panoway fund by 12/2022 - Funding & construction of Phase I by 12/2020 - Boardwalk completed by 12/2022	a) Adopt Parks Master Plan b) Collaborate on Panoway funding c) Panoway construction management & coordination d) Expand Parks CIP e) Develop Parks programming f) Implementation of wayfinding signage program
	Expanded, connected, safe parks and trail system	- Parks and Trails Master Plan implementation milestones - Gaps in trails	- 3 gaps closed by 2022 - Master plan approved by 12/2019 - Funding & construction of Phase I by 12/2020	
	Increased awareness and satisfaction of park experience	- Satisfaction results	- Positive satisfaction of park experience at 90% by 2022	
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 c) Establish maintenance standards for parks and amenities d) Conduct maintenance staffing analysis
	Sustainable infrastructure systems	-% reduction in energy consumption -City Hall remodel milestones	- Energy consumption reduced by 10% by 2022 - City Hall remodel completed by 12/2020	
	Improve maintenance and sustainability of parks, trails and streetscapes	-Maintenance standards -Staffing ratio	- 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 - Turnover rate - Training targets (licenses, certs, and perf. eval.)	-Succession plans in place by 12/2020 -100% staff meet City-wide training requirements by 12/2021 -25% reduction in turnover rate (nonretirement) 2019-22	a) Develop succession plans b) Centralize City-wide training coordination c) Conduct Fire Dept. analysis d) Conduct technology assessment e) Prepare staffing and support analysis f) Process improvement evaluation & implementation
	Support systems meet operating needs	- Support system response metrics	- => 95% services report support systems meet needs by 12/2022	
	Effective and efficient operations	- \$ cost savings - process improvements	- Net decrease of 2 departments' budget by 5% via process evaluation & improvement by 12/2022	
Manage Thoughtful Development	Redevelopment consistent with character and scale	- City guidelines for character and scale	- All developments consistent with city-defined character and scale with no variances	a) Update zoning code b) Evaluate Wayzata Blvd redevelopment project c) Conduct downtown parking study d) Explore City role in economic development and redevelopment
	Managed redevelopment of Wayzata Blvd.	- Project plan time lines - Development applications and milestones - # of moderately priced housing units	- One mixed use development east of Central by 12/2022 - Conversion of Park & Ride to mixed use-underway by 12/2022 - 20 additional units of moderate priced housing by 12/2022	
	Healthy commercial/retail sector	- Vacancy rates	- 85% occupancy rate - Commercial – Residential ratio increased from 19% to 20% by 12/2022	

# 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	- 100% funded & pledged Panoway fund by 12/2022 - Funding & construction of Phase I by 12/2020 - Boardwalk completed by 12/2022	  
	Expanded, connected, safe parks and trail system	- Parks and Trails Master Plan implementation milestones - Gaps in trails	- 3 gaps closed by 2022 - Master plan approved by 12/2019 - Funding & construction of Phase I by 12/2020	  
	Increased awareness and satisfaction of park experience	- Satisfaction results	- Positive satisfaction of park experience at 90% by 2022	

**Key**

-  Complete
-  On Track
-  Pending
-  Off Track
-  Not Started











## Executive Summary

- Clean, connected, welcoming, and safe lakefront:** Funding and construction of Panoway Phase 1 was completed in 2020. Continued progress on connecting the community with the lakefront will occur as the City moves forward in a phased approach with Panoway. Over the next year the City will pursue design of the boardwalk and shoreline restoration and will seek additional funding through public and private sources in 2021. Construction is tentatively planned for 2022 with additional phases of Panoway occurring after that.
- Expanded, connected, safe parks and trail system:** The Parks and Trails Master Plan was adopted in 2019 and incorporated into the Parks CIP in 2020. Many components identified for Phase 1 were signage related and have been delayed until 2024 when a wayfinding and signage study is planned to be completed. Replacement of the Klapprich Park playground equipment and tennis courts were delayed from 2020 to 2021. Two gaps in sidewalks are proposed to be completed in 2021 including the Hollybrook Trail addition and the Circle A sidewalk improvements. Upcoming Park capital fund shortages starting in 2024 may delay continued progress on this outcome. A review of sidewalk and trail safety around Panoway will be completed in 2021.
- Increased awareness and satisfaction of park experience:** The City had planned to make progress on this outcome through a 2020 partnership with Wayzata Community Ed for recreation services. Unfortunately, due to COVID-19 restrictions, that program had to be canceled. The City is planning a half scale version of what was originally planned for 2021. A survey of recreation services will be completed in the fall and an upcoming Community Survey planned for 2021 will provide 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"> <li>- Master plan approved Nov. 6, 2019 City Council Meeting</li> </ul>	N/A
Collaborate on Panoway Funding	●	<ul style="list-style-type: none"> <li>- Successfully secured \$4 million in state bond funding for Phase 2</li> <li>- Conservancy fundraising ongoing</li> </ul>	<ul style="list-style-type: none"> <li>- Continue lobbying efforts for future phases</li> <li>- Work with Lobbyist to explore other state funding sources</li> <li>- Review other public grant funds and begin applications in 2021</li> <li>- Conservancy to continue private fundraising</li> </ul>
Panoway Construction Management & Coordination	●	<ul style="list-style-type: none"> <li>- Phase 1 construction complete</li> <li>- Implemented business mitigation tactics including Navigate Wayzata campaign and fee waivers</li> <li>- Obtained updated cost estimates for Phase II</li> </ul>	<ul style="list-style-type: none"> <li>- Pursue design of Phase II</li> <li>- Continue developing funding plan for future phases</li> </ul>
Expand Parks CIP	✓	<ul style="list-style-type: none"> <li>- Projects identified in Parks Master Plan incorporated into Parks CIP</li> </ul>	<ul style="list-style-type: none"> <li>- Review project priorities and update annually as a part of the CIP and budget process</li> </ul>
Develop Parks Programming	●	<ul style="list-style-type: none"> <li>- 2020 program was canceled due to COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>- Scaled back version of recreation programming planned for summer 2021 due to COVID-19 restrictions</li> <li>- Review of 2021 recreation programming with Wayzata Community Ed to happen in Fall of 2021</li> </ul>
Implementation of Wayfinding Signage Program	✗	<ul style="list-style-type: none"> <li>- Parks and Trails Board has discussed park signage but overall wayfinding signage program goals and timeline has not occurred</li> </ul>	<ul style="list-style-type: none"> <li>- Wayfinding Signage and Study was delayed in CIP until 2024</li> <li>- Staff will further discuss the project scope and goals, determine available resources, and put together an updated timeline for the study later in 2021</li> <li>- Staff will explore potential need for task force</li> </ul>

# Strategic Priority #2: Maintain and Enhance Infrastructure Progress Report

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Status	Key
Maintain and Enhance Infrastructure	Reliable infrastructure systems	# of breaks/outages	- Systems reliability targets met => 80%		 Complete
	Sustainable infrastructure systems	-% reduction in energy consumption -City Hall remodel milestones	- Energy consumption reduced by 10% by 2022 - City Hall remodel completed by 12/2020	 	 On Track  Pending
	Improve maintenance and sustainability of parks, trails and streetscapes	-Maintenance standards -Staffing ratio	- Maintenance standards met => 95% by 2022 - Staffing ratio met 95% by 12/2022	 	 Off Track  Not Started











## Executive Summary

- Reliable infrastructure systems:** The City only experienced 2 minor water leaks in 2020 (a decrease from 7 breaks in 2019). Additionally, the extensive utility replacements on Lake Street as part of Panoway replaced a lot of old and unreliable infrastructure and lined over 10,500 feet of sanitary sewer pipe. Larger sewer lining projects are planned for 2022/2023.
- Sustainable infrastructure systems:** In 2020 the City participated in Xcel Energy's Partners in Energy program which resulted in the creation of an Energy Action Plan that staff are working on implementing to track current energy use and adopt strategies that will reduce energy consumption. The City Hall remodel was completed in 2020 and incorporated best practices such as updated HVAC, bottle refilling station, and lighting sensors. The Wayzata Blvd. Corridor Study planned for 2021 will analyze our options for eventual street reconstruction including upgrades to utilities and sidewalks.
- Improve maintenance and sustainability of parks, trails and streetscapes:** An additional Parks employee is currently being recruited for to ensure we have adequate maintenance staffing. A park maintenance checklist will be completed in 2021 and those duties will be compared against the workload of park maintenance staff to determine if the staffing level is appropriate. The Community Survey that is planned for 2021 will provide insight on park maintenance standards data.

## 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"> <li>- Energy and Environment Committee established October 2019, and implemented their 2020 Work Plan</li> <li>- Adopted Energy Action Plan</li> <li>- Approved 2021 Work Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Implement 2021 Work Plan</li> <li>- Implement Energy Action Plan</li> </ul>
Conduct a Wayzata Blvd. Corridor Study	—	<ul style="list-style-type: none"> <li>- Determined goals, scope, and tentative schedule</li> <li>- Budgeted \$103,000 in the CIP for a study in the 2021</li> </ul>	<ul style="list-style-type: none"> <li>- On hold awaiting availability of County grant funding (up to \$50,000) which is anticipated to open in the spring/summer of 2021</li> </ul>
Establish Maintenance Standards for Parks and Amenities	✗	<ul style="list-style-type: none"> <li>- N/A</li> </ul>	<ul style="list-style-type: none"> <li>- Checklist of maintenance standards to be created by end of 2021</li> </ul>
Conduct Maintenance Staffing Analysis	✗	<ul style="list-style-type: none"> <li>- Additional Parks employee being recruited for now</li> </ul>	<ul style="list-style-type: none"> <li>Hiring new parks person this year will monitor workload and compare maintenance checklist at year end</li> </ul>

# Strategic Priority #3: Increase Operational Effectiveness Progress Report







Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Status	Key
Increase Operational Effectiveness	Stable, consistent and well-trained workforce	- Succession plan milestones - Turnover rate - Training targets (licenses, certs, and perf. eval.)	-Succession plans in place by 12/2020 -100% staff meet City-wide training requirements by 12/2021 -25% reduction in turnover rate (nonretirement) 2019-22	  	 Complete  On Track  Pending  Off Track  Not Started
	Support systems meet operating needs	- Support system response metrics	- => 95% services report support systems meet needs by 12/2022		
	Effective and efficient operations	- \$ cost savings - process improvements	- Net decrease of 2 departments' budget by 5% via process evaluation & improvement by 12/2022		

## Executive Summary







- Stable, consistent and well-trained workforce:** Succession plans for Police are currently in place and being utilized. Public Works and Fire Department succession plans are proposed to be completed in 2021. Training requirements and performance reviews continue to be met. Overall staff turnover has decreased 9% from 2019, but decreased by about 33% in the two departments with the highest turnover rates.
- Support systems meet operating needs:** Information gathered from the SWOT analysis in the Strategic Plan along with the 2017 Organizational Study highlight the continued issues of having a small staff and high workload. In order to address this problem, a 5-year staffing plan was included in the Long-Term Financial Plan that was presented to the Council on November 10, 2020. Additional metrics on support system needs will be collected via the Employee Engagement Survey this February.
- Effective and efficient operations:** In the last year the City undertook several process improvements including electronic payroll, electronic planning applications, and launching a body camera program. Several more process improvements related to a new accounting system and permit/plan review system are planned for 2021. While the process improvements are important to delivering the efficient and effective services, they have not yet led to a decrease in department budgets. Many of the process improvements are technology related and as such require 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"> <li>- Police Department surge hiring plan approved in 2021 budget process to allow for transition plan for anticipated retirements</li> <li>- Recruitment plans for police succession plan in place for 2021</li> </ul>	<ul style="list-style-type: none"> <li>- Additional Police Officer position identified in long term financial plan for 2022</li> <li>- Public Works and Fire Department succession planning to begin later in 2021</li> <li>- HR to research annual leadership trainings to offer to employees at all levels of the organization to expand skills and readiness</li> </ul>
Centralize City-Wide Training Coordination		<ul style="list-style-type: none"> <li>- Coordinated city-wide implicit bias training</li> <li>- Coordinated leadership training for 6 employees</li> </ul>	<ul style="list-style-type: none"> <li>- Consider centralizing training records</li> <li>- Continue to offer city-wide training annually</li> <li>- Police Department exploring learning management plans/systems</li> </ul>
Conduct Fire Department Analysis		<ul style="list-style-type: none"> <li>- Draft of policies to be reviewed by Fire Department in February</li> <li>- \$25,800 budgeted in CIP for 2021 for Process &amp; Organizational Improvement Studies</li> </ul>	<ul style="list-style-type: none"> <li>- Policies anticipated to be adopted in first quarter 2021.</li> <li>- Succession plan and department analysis study to occur in 2021</li> </ul>
Conduct Technology Assessment		<ul style="list-style-type: none"> <li>- Police Department implemented body camera program and squad camera replacements</li> <li>- IT Security Assessment delayed from 2020 to 2021 in CIP</li> </ul>	<ul style="list-style-type: none"> <li>- IT Security Assessment budgeted and planned for 2021 in CIP</li> <li>- Police Department to implement sever separation project in 2021</li> </ul>
Prepare Staffing and Support Analysis		<ul style="list-style-type: none"> <li>- Included 5-year staffing needs in Long Term Financial Plan</li> <li>- Employee Engagement Survey to be completed in February</li> </ul>	<ul style="list-style-type: none"> <li>- Review feedback from Employee Survey and determine next steps</li> <li>- Select metrics and conduct survey of other cities for comparative analysis</li> <li>- Update 5-year staffing needs as part of 2022 annual budget process</li> </ul>
Process Improvement Evaluation & Implementation		<ul style="list-style-type: none"> <li>- Implemented new camera systems in PD</li> <li>- Implemented electronic payroll</li> <li>- Budgeted \$260,000 in CIP for accounting software replacement in 2021</li> <li>- Budgeted \$100,000 in CIP for electronic building permit/plan review software for 2021</li> <li>- Managed all planning applications completely electronically with no cost to transition</li> <li>- Updated Annual Reports</li> </ul>	<ul style="list-style-type: none"> <li>- Electronic water meter replacement program planned and budgeted for 2022</li> <li>- Research electronic building permit/plan review software and create implementation plan</li> <li>- Research accounting software and create implementation plan</li> <li>- Review records management project plan and include in 2022 budget process.</li> <li>- Process Improvement Studies budgeted for 2021, 2022, and 2023</li> </ul>

# 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	- City guidelines for character and scale	- All developments consistent with city-defined character and scale with no variances	
	Managed redevelopment of Wayzata Blvd.	- Project plan time lines - Development applications and milestones - # of moderately priced housing units	- One mixed use development east of Central by 12/2022 - Conversion of Park & Ride to mixed use-underway by 12/2022 - 20 additional units of moderate priced housing by 12/2022	  
	Healthy commercial/retail sector	- Vacancy rates	- 85% occupancy rate - Commercial – Residential ratio increased from 19% to 20% by 12/2022	 

**Key**

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-  Not Started

## Executive Summary

- Redevelopment consistent with character and scale:** In 2020 the City adopted the 2040 Comprehensive Plan, started a two-year Zoning Study, and established the Zoning Study Task Force to involve residents in the process. The City launched a survey in January about design standards to gain further insight to incorporate into future Zoning Code updates. 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.
- Managed redevelopment of Wayzata Blvd:** Redevelopment of Wayzata Boulevard is planned to be evaluated as part of an upcoming Wayzata Boulevard Corridor Study planned for spring/summer 2021. In the meantime, staff and the Zoning Study Task force continue to develop potential updates to the zoning code. Staff are also exploring the use of architectural consultants to help with review design standards. Staff is researching sites and potential partners for redevelopment projects on Wayzata Blvd that accomplish housing goals in the 2040 Comprehensive Plan.
- Healthy commercial/retail sector:** In 2020 the City approved an expanded list of acceptable uses for the Promenade development to expand opportunities for retail spaces to decrease vacancy rates. Additionally, the City's involvement in COVID-19 business assistance through promoting grant opportunities and new Light up the Lake programming strived to maintain a healthy commercial/retail sector city-wide but especially downtown. Staff do not currently have access to data identified in the targets and would require market studies to acquire.

## Strategic Priority #4: Manage Thoughtful Development Initiatives

Initiative	Status	What We've Done	Next Steps
Update Zoning Code	●	<ul style="list-style-type: none"> <li>- Adopted 2040 Comprehensive Plan</li> <li>- Launched Zoning Study and established the Zoning Study Task Force</li> <li>- Launched a survey about design standards</li> </ul>	<ul style="list-style-type: none"> <li>- Exploring joint workshops with Planning Commission and City Council to review and discuss the Comprehensive Plan and Zoning code</li> <li>- Zoning study public hearings will be ongoing with the first round to occur in Q2 of 2021</li> <li>- Anticipated Zoning Study completion date of December 2022</li> </ul>
Evaluate Wayzata Blvd Redevelopment Project	—	<ul style="list-style-type: none"> <li>- Included in drafted scope for Wayzata Blvd corridor study</li> <li>- Zoning Study updates underway</li> </ul>	<ul style="list-style-type: none"> <li>- Staff exploring future use of an architectural consultant to review design standards in development projects to ensure the staff are well trained in design review.</li> <li>- Staff researching sites and potential partners for redevelopment projects on Wayzata Blvd</li> </ul>
Conduct Downtown Parking Study	●	<ul style="list-style-type: none"> <li>- Completed Phase 1 – Utilization Survey completed in 2019</li> </ul>	<ul style="list-style-type: none"> <li>- Complete Phase 2 - Utilization Survey in Summer 2021</li> <li>- Designing 153-space Public Parking Facility at Lake and Barry Ave</li> <li>- Complete Phase 3 – Research and Planning based on Results of Utilization Surveys in 2021-2022</li> <li>- Complete Phase 4 – Implementation in 2022-2023</li> </ul>
Explore City Role in Economic Development and Redevelopment	●	<ul style="list-style-type: none"> <li>- Included in drafted scope for Wayzata Blvd corridor study</li> <li>- Updated the acceptable uses for the Promenade development to expand opportunities for retail spaces</li> <li>- City expanded role in event planning and business assistance during COVID-19 with new Light up the Lake initiative</li> <li>- Continued participating in Open to Business program with Hennepin County and Metropolitan Consortium of Community Developers</li> </ul>	<ul style="list-style-type: none"> <li>- Presentation of updates to the neighborhood notification process planned for Council workshop in Q1 of 2021</li> <li>- Adopt Housing Action Plan by July 2021 (required by Met Council)</li> <li>- Staff exploring need for future study on housing conditions</li> </ul>