

# STRATEGIC PLAN 2019-2023

## PROGRESS REPORT #4

November 1, 2022



# 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 g) Conduct community survey
	Increased awareness and satisfaction of park experience	- Improved satisfaction	- Positive satisfaction of park experience at 90% in 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
	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"> <li><span style="color: green;">●</span> \$8.3 Mil, or 52% of Panoway is funded and pledged</li> <li><span style="color: green;">●</span> Boardwalk construction planned for 2023</li> </ul>
	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 1 by 12/2020	<ul style="list-style-type: none"> <li><span style="color: green;">●</span> 2 gaps closed. 1 more planned to be closed in 2023</li> <li><span style="color: green;">✓</span></li> <li><span style="color: orange;">●</span> 9% of Phase 1 constructed</li> </ul>
	Increased awareness and satisfaction of park experience	- Improved satisfaction	- Positive satisfaction of park experience at 90% in 2022	<ul style="list-style-type: none"> <li><span style="color: green;">✓</span> 97% rate park and recreation amenities and facilities positively in the 2022 Community Survey</li> </ul>

## Executive Summary

- **Clean, connected, welcoming, and safe lakefront:** The City completed the design development phase for Phase 2A (Boardwalk and Docks) and Phase 2B (Section Foreman House) in August of 2022 and construction documents are expected to be completed in December 2022. Based on current estimates, approximately \$8.3 million, or 52% of Panoway (includes all future phases along with operations and maintenance costs) is 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 \$250,000 in private funding from the Conservancy. The bidding process for Phase 2A is expected to commence in January 2023 for construction beginning in the spring. The Conservancy continues to raise private funds and is responsible for all design, construction, and 10 years of operations and maintenance costs related to the Section Foreman’s House restoration project. Bidding and construction of the Section Foreman’s House is planned for 2023 if all funding is secured. Phase 3 (Eco Park and Depot Park) is planned for future years based on funding availability.
- **Expanded, connected, safe parks and trail system:** Two gaps in sidewalks were closed in 2021 (Hollybrook and Circle A) with the third gap to be closed in 2023 (Ferndale). Phase 1 of the Parks and Trails Master Plan included several projects that have been reprioritized to align better with funding availability, workloads, and Council and Board priorities. Of all the projects in the Master Plan, the City has completed approximately 9% of them. If projects are completed as planned in the updated CIP, 19% of the Master Plan will be implemented by the end of 2023.
- **Increased awareness and satisfaction of park experience:** Park and recreation programming was again provided by Wayzata Community Ed. Total classes offered increased by 13 (24% increase) and registrations increased by 26 (5% increase) from 2021. The 2022 Community Survey found that 97% of people were satisfied with parks amenities and 73% thought the City had the right amount of parks and open spaces. The Parks and Trails Board also developed a park and trail brochure to further promote the City’s existing amenities.

## Strategic Priority #1: Maintain and Enhance Community Amenities Initiatives

Initiative	Status	What We've Done	Next Steps
Adopt Parks Master Plan	✓	- Master plan approved in 2019	N/A
Collaborate on Panoway Funding	●	<ul style="list-style-type: none"> <li>- Secured \$4 million in State bonds for Phase 2 (boardwalk and docks)</li> <li>- Received special approval from Legislature to use TIF 6 for boardwalk and docks</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 and submit applications for other public grant funds</li> <li>- Conservancy to continue private fundraising</li> </ul>
Panoway Construction Management & Coordination	●	<ul style="list-style-type: none"> <li>- Phase 1 complete</li> <li>- Completed final design of Phase 2A &amp; 2B</li> </ul>	<ul style="list-style-type: none"> <li>- Construction documents for Phase 2A &amp; 2B to be completed in December 2022</li> <li>- Continue developing funding plan for future phases</li> <li>- Hire a Construction Manager for the Boardwalk to complete an updated cost estimate in 2022 and to lead the bidding and construction process in 2023</li> <li>- Complete railroad crossing improvements in 2023</li> </ul>
Expand Parks CIP	✓	- Projects identified in Parks Master Plan incorporated into Parks CIP	- Review project priorities and update annually as a part of the CIP and budget process
Develop Parks Programming	●	<ul style="list-style-type: none"> <li>- Summer 2021 and 2022 recreation program completed by Wayzata Community Ed</li> <li>- Review rec programming and participant survey in Fall 2021</li> </ul>	- Recreation programming review with Wayzata Community Ed will happen annually
Implementation of Wayfinding Signage Program	✗	- Wayfinding signage study for planned and budgeted for 2023 in CIP	- Staff will solidify scope, select a consultant to lead the project and establish a task force in 2023.
Conduct Community Survey	✓	- Community Survey conducted in March 2022	- Future Community Surveys are budgeted every 4 years

# 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%	<span style="color: green;">●</span> 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	<span style="color: orange;">●</span> 6.4% average increase in energy usage in City Facilities from 2021 to 2022. <span style="color: blue;">✓</span> 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	<span style="color: orange;">●</span> Maintenance calendar still in development <span style="color: red;">✗</span>

## Executive Summary

**Reliable infrastructure systems:** The City only experienced 2 minor water leaks in 2020 and 2021 (a decrease from 7 breaks in 2019) and one watermain break in 2022. In 2022, the City lined 2.5 miles of sanitary sewer and 125 feet of deep storm sewer under Wayzata Boulevard to preserve the pipe without excavation and road closures. Additionally, the City televised another 2.75 miles of sanitary sewer in 2022 to plan for future projects.

- Sustainable infrastructure systems:** In 2022 the City continued to focus on implementing the initiatives in the Energy Action Plan. Steps taken this year include setting up benchmarking databases to track energy use in City facilities, switching to mostly LED lights at Public Works (the full LED transition for Public Works and City Hall is planned for 2023), exploring municipal rooftop solar (installation planned for spring of 2023) and conducting an electric vehicle fleet study (report expected in late 2022/early 2023).

Additionally, staff and the E&E committee have focused on outreach to the community regarding home energy squad visits, distributed about 100 LED bulb kits to multi-family building tenants, and hosted a renewable energy educational event.

- Improve maintenance and sustainability of parks, trails and streetscapes:** A park maintenance checklist is in process with enhancement of this maintenance list planned to be completed in 2023. Once finalized, this operations and maintenance list will be compared against the workload of park maintenance staff to determine if the staffing level is appropriate or if additional staff are needed. From a community perspective, the 2022 Community Survey revealed that 100% of residents rate park maintenance positively.

## 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 in 2019.</li> <li>- Adopted Energy Action Plan</li> <li>- Approved 2021 and 2022 Work Plan</li> <li>- Implemented first year of Energy Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Create and implement 2022 Work Plan</li> <li>- Complete Energy Action Plan</li> <li>- Discussion of Commission status planned after EAP implemented</li> </ul>
Conduct a Wayzata Blvd. Corridor Study	●	<ul style="list-style-type: none"> <li>- Conducted a competitive process in 2022 to select SRF Consulting and Van Meter Williams Pollack to conduct the study</li> </ul>	<ul style="list-style-type: none"> <li>- Complete the study in summer 2023</li> </ul>
Establish Seasonal Maintenance Calendar for Parks and Amenities	●	<ul style="list-style-type: none"> <li>- Parks Department started developing the maintenance calendar.</li> </ul>	<ul style="list-style-type: none"> <li>- Work with ETM Associates to enhance the complete operations and maintenance standards in late 2022 and begin implementation as soon as its finalized.</li> </ul>
Conduct Maintenance Staffing Analysis	✗		<ul style="list-style-type: none"> <li>- Staff will evaluate compliance with maintenance standards once complete. Ability to meet standards will inform staffing needs.</li> </ul>







# 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"> <li><span style="color: orange;">●</span> Plans still needed in Public Works and Fire Department.</li> <li><span style="color: green;">●</span> 100% of employees met training requirements to maintain licenses and certifications.</li> <li><span style="color: green;">●</span> 10% overall reduction in employee turnover (1% increase from year end 2021).</li> </ul>
	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"> <li><span style="color: orange;">●</span> In 2022 survey, 76% of employees reported they had the tools and technology they needed (3% increase from 2021).</li> </ul>
	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"> <li><span style="color: orange;">●</span> Process improvements have not yet led to a decrease in department budgets.</li> <li><span style="color: green;">●</span> Sales tax research study completed. Municipal Liquor analysis completed.</li> </ul>

## 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 have been delayed and will be completed in 2022. Overall staff turnover has decreased 10% from 2019. In 2022 so far, there were modest increases in turnover in the Public Works Department. The Bar and Grill and Wine and Spirits continue to have the highest turnover which aligns with national employment trends, but both have seen decreases in their rates since 2019.
- **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 with each year. An Employee Engagement Survey completed in February revealed that continued investment in training and technology are needed to improve support systems and meet employee needs.
- **Effective and efficient operations:** The City has implemented several more process improvements in 2022 including enhanced accounting system, online permitting, and electronic plan review. Future process improvements include online rental license renewals. 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"> <li>- PD surge hiring plan in place for 2021.</li> <li>- Additional Police Officer hired in 2021.</li> <li>- Additional Police Officers and FT- Fire Chief planned for 2023 in Long-Term Staffing Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Public Works and Fire Department succession planning to begin early 2023</li> <li>- 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, and leadership training for 6 employees</li> </ul>	<ul style="list-style-type: none"> <li>- Centralize training records and determine electronic tracking/storage options</li> <li>- Respectful workplace training planned for 2022</li> <li>- One City-wide training included in preliminary 2023 budget</li> </ul>
Conduct Fire Department Analysis		<ul style="list-style-type: none"> <li>- Fire Department bylaws replaced with Personnel Policies in March 2021</li> <li>- Department analysis study presented at Council Workshop in November 2021</li> </ul>	<ul style="list-style-type: none"> <li>- Implement recommendations from Fire Department Study in 2022 and 2023</li> </ul>
Conduct Technology Assessment		<ul style="list-style-type: none"> <li>- PD server separation project in process.</li> <li>- IT Security Assessment completed in July 2022.</li> </ul>	<ul style="list-style-type: none"> <li>- Implement recommendations from Security Assessment in 2022 and into 2023</li> <li>- Complete server separation project for PD</li> </ul>
Prepare Staffing and Support Analysis		<ul style="list-style-type: none"> <li>- 5-year staffing needs in Long Term Financial Plan for 2022 budget process</li> <li>- Completed second Employee Engagement Survey in February</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct Employee Engagement Survey in February 2023</li> </ul>
Process Improvement Evaluation & Implementation		<ul style="list-style-type: none"> <li>- In 2021: new camera systems in PD, electronic payroll and benefit enrollment software, and managing planning applications electronically</li> <li>- In 2022: new training tracking software (PD), new accounting software, online building permits, electronic plan review</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation of online rental license renewals for 2023</li> <li>- Electronic water meter replacement program planned and budgeted for 2023</li> <li>- Records management project budgeted for 2023</li> <li>- Additional Process Improvement Studies budgeted for 2022 and 2023</li> </ul>

## Strategic Priority #3: Increase Operational Effectiveness Initiatives

Initiative	Status	What We've Done	Next Steps
Conduct Employee Engagement Survey	✓	- Completed second Employee Engagement Survey in February 2022	- Conduct 3 <sup>rd</sup> Employee Engagement Survey in February 2023 and compare against 2022, and 2021
Research Opportunities to Diversify Revenue Sources Including Sales Tax and Franchise Fees	●	- Sales Tax research report by U of M Extension completed in December 2021	- Include Sales Tax as a 2023 legislative priority and begin lobbying for approval - Franchise Fee research will begin 1Q 2023
Conduct Review of Enterprise Operations	●	- Review of Wine and Spirits and Bar and Grill 7-year profitability and alternatives review completed in March 2022 - Wine and Spirits completed marketing assessment in October 2022	- Implement recommendations from Wine and Spirits Study - Bar and Grill to solicit proposals for marketing study to be completed in 2023






# 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	 11 variances approved in 2022 so far 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 met with Park and Ride owners. Additional outreach will occur after corridor study completed  0 units currently proposed. 10 units of affordable housing were preserved.
	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	 59% occupancy (up 2% from 2021)  16% Commercial – 84% Residential in 2022

## Executive Summary

- Redevelopment consistent with character and scale:** The City continues make progress on the Zoning Study with the involvement of the Zoning Study Task Force. Topics addressed so far include design standards, residential and commercial zoning districts, and tree preservation. Ordinance updates for solar panels, planned unit developments, signs, fences, and parking are expected to be completed in 2023. Some development applications 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 the Wayzata Boulevard Corridor Study which commenced in 2022 and will be completed in 2023. In the meantime, staff and the Zoning Study Task Force developed some updates to the zoning code. Staff continue to research sites and potential partners for redevelopment projects on Wayzata Blvd that accomplish housing goals in the 2040 Comprehensive Plan, with the Park and Ride site at 322 Wayzata Blvd showing the most notable opportunity for redevelopment. A mixed-use redevelopment project at the Wells Fargo campus at 900 Wayzata Blvd received approval in summer 2022 and construction is expected to begin in 2023.
- Healthy commercial/retail sector:** While the market values for commercial and residential have increased in dollars over the last three years, residential growth continues to outpace commercial.

## 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>- Zoning Study Task Force launched in 2020 and continues to meet bi-monthly</li> <li>- Design Standards adopted and contract for on-call support for design standards maintained</li> </ul>	<ul style="list-style-type: none"> <li>- Zoning study public hearings are ongoing</li> <li>- Anticipated Zoning Study completion date of December 2023</li> <li>- Topics for 2023 include: solar panels, PUDs, signs, fences, parking, THC product sales, and additional code clean-up.</li> </ul>
Evaluate Wayzata Blvd Redevelopment Project		<ul style="list-style-type: none"> <li>- After 2 years of refinements and conversations with staff, a mixed-use redevelopment project at the Wells Fargo campus at 900 Wayzata Blvd received land use entitlements in summer 2022</li> </ul>	<ul style="list-style-type: none"> <li>- Construction of Wells Fargo mixed use redevelopment expected in 2023</li> </ul>
Conduct Downtown Parking Study		<ul style="list-style-type: none"> <li>- Completed Phase 1 Utilization Survey in 2019</li> <li>- Completed Phase 2 Utilization Survey in 2021</li> <li>- Constructed a 153-space Public Parking Facility at Lake and Barry Ave</li> </ul>	<ul style="list-style-type: none"> <li>- Complete Phase 3 – Research and Planning based on Results of Utilization Surveys in 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>- Expanded acceptable uses in the Promenade and Neighborhood Notification and Meeting Policy</li> <li>- City expanded role in event planning and business assistance during COVID-19 with Light up the Lake initiative 2020/2021</li> <li>- Continued participating in Open to Business program with Hennepin County and MCCD</li> </ul>	<ul style="list-style-type: none"> <li>- Engagement from Wayzata Blvd corridor study will provide clarity on problems and potential needs from the City</li> <li>- Staff meeting to explore City role in community event planning and business assistance</li> </ul>
Adopt affordable housing action plan		<ul style="list-style-type: none"> <li>- Conducted joint workshop with HRA and City Council on affordable housing policy options</li> <li>- Business Subsidy and Public Financing Policy was updated to include affordable housing as an eligible project</li> </ul>	<ul style="list-style-type: none"> <li>- Staff is exploring affordable housing policy options for further discussion with the HRA and City Council</li> </ul>