

City of Wayzata

Strategic Plan

2024 – 2026

Overview

A Strategic Plan is a tool that outlines the City Council's priorities for the organization and community and provides a clear direction of where the City is going and how it intends to get there. It includes a vision, mission, and values that guide actions, along with a set of multi-year priorities that guide decisions, and a plan for implementation and accountability.

From August 14 to 16, the City Council, members of the City's senior leadership team, and a facilitator met for three strategic planning sessions. The facilitator, Sara Peterson, provided a narrative summary of that retreat below. At these sessions, the group reviewed the progress on the City's current strategic plan and discussed what current challenges and opportunities the community was facing that should be considered when determining updated priorities and initiatives for the next several years.

Based on that discussion, three new strategic priorities were identified:

1. Diversify Revenue
2. Achieve and Sustain Operational Excellence
3. Sustain Community Character and Safety

Staff identified specific initiatives and timelines to create an implementation plan for the next three years. The 2024-2026 Strategic Plan is included below. It includes updates to the City's mission, vision, and values along with a summary table of the strategic priorities, desired outcomes and targets, and a list of specific initiatives.

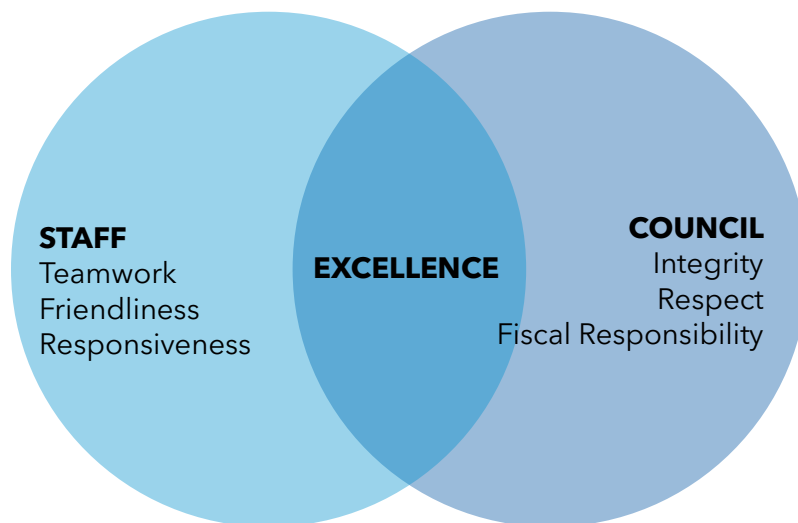
Mission

To enhance Wayzata's quality of life while preserving its character as the thriving lakeside village in which we live, work, shop, and play.

Vision

Wayzata is a vibrant lakeside community with enticing parks and welcoming public spaces. It is charming yet contemporary, safe, and walkable. We take pride in our history, strong neighborhoods and businesses, and our responsibility to Lake Minnetonka as a treasured natural asset.

Values



Overall Focus for 2024-2026

Rebalance efforts to ensure resident-centered operational excellence and fiscal strength.

2024-2026 Strategic Plan

Strategic Priority	Desired Outcomes and Targets	Strategic Initiatives
Diversify Revenue	<p>New/Expanded Revenue Sources Meet Growing Needs While Minimizing Impact on Residents</p> <ul style="list-style-type: none"> • 3% decrease in ratio of General Fund revenue from property taxes • 20% Increase in budgeted Liquor Enterprise transfers to General Fund by 2026 • Increase cost recapture in fine/fee structures • Maximizing enterprise operations (TBD in plans) 	<ol style="list-style-type: none"> 1. Finish/implement plans to maximize liquor enterprise operations 2. Increase Franchise fees 3. Assess fine/fee (e.g., patio, event) structures 4. Explore utility billing "round up" 5. Evaluate City property leases 6. Pursue a food & beverage sales tax 7. Pursue State bonding 8. Implement paid docking system
Achieve and Sustain Operational Excellence	<p>High-Quality Customer Service</p> <ul style="list-style-type: none"> • Maintain or increase 4.6 star DMV rating • >=95% residents report city staff performance positively 	<ol style="list-style-type: none"> 9. Develop department, board and commission work plans
	<p>21st Century Technology Right Sized to Needs</p> <ul style="list-style-type: none"> • >=80% of employees reporting having adequate tools/tech to succeed (69% in 2023) 	<ol style="list-style-type: none"> 10. Implement NeoGov (HR) 11. Phone system replacement 12. Digital conversion of HR and Planning records
	<p>Operational Risks Proactively Managed</p> <ul style="list-style-type: none"> • Rightsized departments with succession plans in place by 2026 • Employer of Choice, retain and attract high-quality employees. <ul style="list-style-type: none"> o 5% reduction in turnover (non-retirement, non-seasonal) o 5% reduction in employees responding they would leave the city due to poor work/life balance or heavy workload 	<ol style="list-style-type: none"> 13. Implement cyber-security study recommendations 14. Complete succession plans 15. Start Stay Interview program 16. Implement 360 review process for Directors 17. Explore shared services for IT, Fire, and Inspections 18. Complete policy manual for financial management
	<p>Engaged Government & Communication</p> <ul style="list-style-type: none"> • >=95% of residents regularly read the Portal • >=95% of residents rate the city website positively 	<ol style="list-style-type: none"> 19. Expand Portal to 100% of residents 20. Improve website accessibility compliance & transparency
	<p>Well-Maintained City with Seamlessly Implemented Services</p> <ul style="list-style-type: none"> • Deferred maintenance projects are completed at City Hall by 2026 • =/ 95% of the time park & right of way maintenance standards met 	<ol style="list-style-type: none"> 21. Develop a facilities plan 22. Complete study and implement seasonal maintenance calendar
Sustain Community Character and Safety	<p>Community Character and Resident Pride of Place</p> <ul style="list-style-type: none"> • Intentional mix of growth, small town & destination <ul style="list-style-type: none"> o Public Art Committee established by 9/1/2024 o First public art installation by 9/1/2025 • Walkable, welcoming, safe infrastructure <ul style="list-style-type: none"> o >=95% of residents report positive quality of life • Visible events and activities scaled to neighborhoods <ul style="list-style-type: none"> o One Walk-Zata event by 12/31/2024 • Aesthetically pleasing, safe and transformed Wayzata Blvd <ul style="list-style-type: none"> o Superior and Broadway intersections - improvements completed by 12/31/2025 o Wayzata Blvd. reconstruction conversations started with Hennepin County by 12/31/2024 o Zoning recommendations from Corridor Study codified by 12/31/2026 	<ol style="list-style-type: none"> 23. Complete Panoway Phase 2 & prepare for Phase 3 24. Complete Klapprich Park improvements 25. Implement Wayzata Blvd. Roadway Improvements 26. Zoning Updates recommended in Wayzata Blvd Corridor Study 27. Adopt Vacation Rental Ordinance 28. Adopt Special Event Ordinance 29. Establish Public Art Committee
	<p>Community Well-Being and Safety</p> <ul style="list-style-type: none"> • >=95% of residents report feeling safe • >=80% of residents report City has the right amount of traffic enforcement • Cannabis licensing and sales are effectively controlled to protect public health and safety 	<p><i>See Operational Excellence items</i></p> <ol style="list-style-type: none"> 30. Complete speed limit study 31. Explore option of single licensee municipal operations (Cannabis)
	<p>A Thriving Commercial Core</p> <ul style="list-style-type: none"> • Monitor occupancy rate in the Promenade • Increase commercial net tax capacity ratio to 25% 	<p><i>See Community Character and Operational Excellence items</i></p>
	<p>Full Range of Housing Options</p> <ul style="list-style-type: none"> • One naturally occurring affordable multi-family rental property preserved by 12/31/2025 • Affordability goals for Park and Ride Site established by 12/31/2024 • Park and Ride vision, due diligence, feasibility, funding and project partners established by 12/31/2026 	<ol style="list-style-type: none"> 32. Adopt Affordable Housing Policies & Action Plan 33. Park and Ride Site Redevelopment