



**Wayzata City Council Workshop Meeting Agenda
Wayzata City Hall Community Room, 600 Rice Street
TUESDAY, JULY 16, 2019**

WORKSHOP TOPICS FOR DISCUSSION:

- Review Draft 2019-2022 Strategic Plan (6:00 p.m.)



City Council Workshop City Council Agenda Report

MEETING DATE: July 16, 2019	WORKSHOP AGENDA ITEM: 1.
TITLE: Review Draft 2019-2022 Strategic Plan (6:00 p.m.)	
PREPARED BY: Jeff Dahl, City Manager	
REVIEWED BY: N/A	

DISCUSSION OBJECTIVE:

To review and provide feedback on the draft 2019-2022 Strategic Plan.

BACKGROUND:

Since April, City Staff and Council have been working on creating a new Strategic Plan for the organization. The last one was drafted in 2017 and has been updated quarterly. Earlier in the Spring, the City hired Strategic Planning Consultant Craig Rapp to facilitate the process.

The attached document articulates not only the draft Plan, but also the collaborative process that led to its creation.

Once the draft Plan is reviewed by the Council, the next steps will be to make any needed tweaks and then formally approve it at an up and coming Council Meeting.

Also attached for your review is the most recent updated summary of the 2017-2020 Strategic Plan.

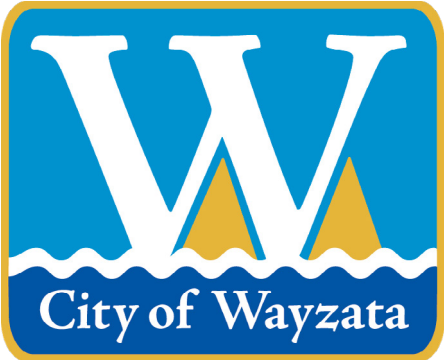
ATTACHMENTS:

1. Wayzata_StrategicReport_2019-2022_wAppendix
2. Strategic Plan 2017-2020 v March 2019



FY 2019 – 2022
**STRATEGIC
PLAN**

June 2019





RAPP CONSULTING GROUP

June 18, 2019

RE: FY 2019-2022 Strategic Plan- City of Wayzata

Dear Mayor Willcox,

I am pleased to present this FY 2019-2022 Strategic Plan and Summary Report to the City of Wayzata. The plan reflects the organization's commitment to strategic thinking, measurable results and the delivery of quality services.

Thank you for the opportunity to assist the City with this project. The City Council, staff and partners are to be commended for your interest, dedication and collective effort.

I particularly wish to thank City Manager Jeff Dahl and his staff for their help and support during the process.

Yours truly,

Craig R. Rapp
President

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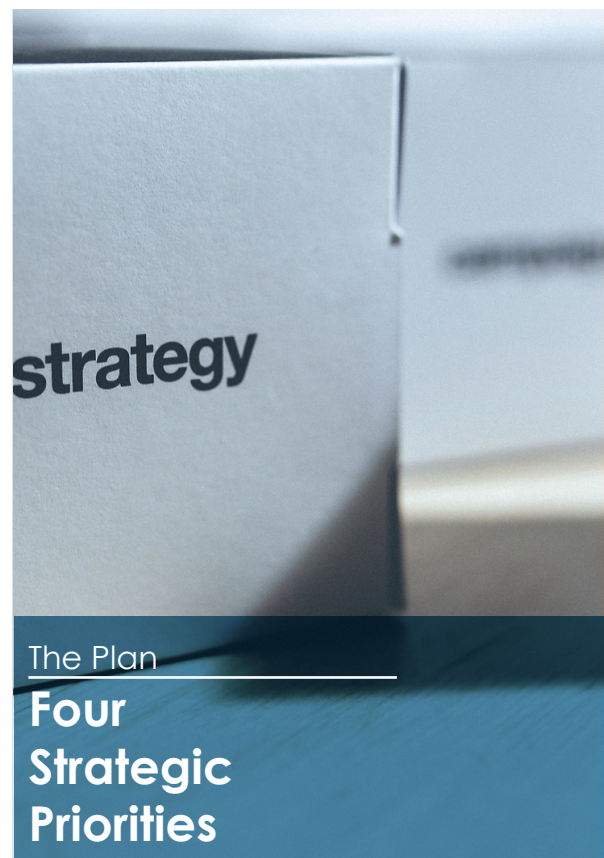
EXECUTIVE SUMMARY

From March through June 2019, the Wayzata City Council and senior leadership team engaged in a strategic planning process. The process resulted in a strategic plan covering FY 2019-2022. Which follows the previous strategic plan for 2017-2020, in which a number of strategic initiatives were met, including: infrastructure improvements such as the Mill Street Parking Ramp and the Wayzata Boulevard/Superior Boulevard intersection; completion of community planning and engagement processes; planning, funding, and design of the Lake Effect; relocation of the monopole; and organizational enhancements.

The plan consists of **four strategic priorities** — the issues of greatest importance to the City over the next three years. Associated with each priority is a set of **desired outcomes, key outcome indicators, and performance targets**, describing expected results and how the results will be measured. The plan also includes **strategic initiatives** that will be undertaken to achieve the targeted outcomes.

The planning effort began with an examination of the operating environment via a SWOT analysis and a staff review of current conditions. On May 3, 2019, the City Council and senior leadership team held a strategic planning retreat. They developed a set of priorities, key outcomes and performance targets, and refined the organization's vision and mission.

Based upon those priorities, the City's senior staff met May 28, 2019 to identify a set of strategic initiatives and begin the process of developing detailed action steps. The strategic priorities, key outcome indicators, and strategic initiatives are summarized below and on the following page.



- 1 MAINTAIN AND ENHANCE COMMUNITY AMENITIES
- 2 MAINTAIN AND ENHANCE INFRASTRUCTURE
- 3 INCREASE OPERATIONAL EFFECTIVENESS
- 4 MANAGE THOUGHTFUL DEVELOPMENT

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 lakefront	Lake Effect plan milestones	- 100% funded & pledged Lake Effect fund by 12/2022 - Boardwalk completed by 12/2022	a) Adopt and implement Parks and Trails Master Plan b) Collaborate with LEC on Lake Effect funding
	Expanded, connected, safe parks and trail system	- Parks and Trails Master Plan implementation milestones - Gaps / Park	- 3 gaps closed by 12/2022 - P&T Master plan approved by 12/2019 - Funding & construction of Initial Projects by 12/2020	c) Lakefront construction mgmt. & coordination d) Expand Parks CIP
	Increased utilization of parks	- Park usage statistics	- Utilization increased by 25% by 12/2022	e) Develop Parks programming
Maintain and Enhance Infrastructure	Reliable infrastructure systems	_#_ breaks/outages	- Systems reliability targets met $\geq$ ___%	a) Implement Energy & Environment project
	Sustainable infrastructure systems	_____ on schedule _____ on budget	- Energy consumption reduced by 10% - City Hall remodel completed by 12/2020	b) Conduct a Wayzata Blvd. corridor study c) Establish maintenance standards for parks & amenities
	Increased maintenance and sustainability of parks, trails and streetscapes	# _____ # _____ distributed # Recreational participants	- Maintenance standards met $\geq$ 95% - Staffing ratio met 95% by 12/2022	d) Conduct maintenance staffing analysis
Increase Operational Effectiveness	Stable, consistent and well-trained workforce	- Turnover rate - Training targets (licenses, certs, and perf. eval.)	- Succession plans in place by 12/2020 - 90% staff meet training requirements by 12/2022 - 25% reduction in turnover rate (non-retirement) 2019-22	a) Develop succession plans c) Centralize City-wide training coordination d) Conduct Fire Dept. analysis
	Support systems meet operating needs	- Support system response metrics	- $\geq$ 95% services report support systems meet needs	e) Conduct technology assessment f) Prepare staffing & support analysis
	Effective and efficient operations	- \$ cost savings - process improvements	- Improve 2 departments by ___\$ via process evaluation & improvement	g) Process improvement evaluation & implementation
Manage Thoughtful Development	Redevelopment consistent with character and scale	- City guidelines for character and scale	- 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 time lines - Development applications for projects on Wayzata Blvd.	- 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	c) Conduct downtown parking study d) Explore City role in economic development and redevelopment
	Healthy commercial/retail sector	- Vacancy rates	- 70% occupancy rate - Commercial – Residential ratio increased from 19% to 20% by 12/2022	

OUR VISION

Wayzata is a charming, socially connected, and walkable lakeside community. A multi-generational community at the forefront of sustainability, with a healthy environment, vibrant parks and enticing public spaces. It is a proud steward of its premier natural asset; Lake Minnetonka.

OUR MISSION

To preserve and enhance the quality of life of the community, in order to be the idyllic city on Lake Minnetonka to live, work, shop and play.



OUR VALUES

RESPECT

PRIDE

SAFETY

EXCELLENCE

RESPONSIVENESS

FISCAL RESPONSIBILITY

INTEGRITY

STRATEGIC PLANNING PROCESS

Strategic planning is a process that helps leaders examine the current state of the organization, determine a desired future state, establish priorities, and define a set of actions to achieve specific outcomes. The process followed by the City Council was designed to answer four key questions: (1) Where are we now? (2) Where are we going? (3) How will we get there? (4) What will we do? The process is divided into a development phase and an implementation phase. The full process is depicted below.

- 1 Where are we now?
- 2 Where are we going?
- 3 How will we get there?
- 4 What will we do?

DEVELOPMENT

IMPLEMENTATION

Where we are

Where we're going

How we'll get there

What we'll do

- Scan the environment
 - Conduct internal and external analysis (SWOT)
 - Develop Strategic Profile
 - Identify Strategic Challenges

- Define our Mission
 - Articulate Core Values
 - Set a Vision
 - Establish Goals
 - Identify Key Intended Outcomes

- Develop Initiatives
 - Define Performance Measures
 - Set Targets and Thresholds
 - Cascade throughout organization

- Create Detailed Action Plans
 - Establish Accountability: Who, What, When
 - Identify Success Indicators
 - Provide Resources

Initiating the Process – Setting Expectations, Reviewing Current Situation

The strategic planning process began with a meeting of the consultant and senior staff on April 8, 2019. The meeting included a review of the strategic planning process, the past strategic plan and accomplishments, a discussion of organizational value proposition, and a preliminary review of the guiding objectives, vision and mission statements.

The session concluded with understanding that the current guiding statements were generally acceptable but should be reviewed at the strategic planning retreat. A project timeline, and a process for administering the SWOT, organizational culture and value proposition questionnaires were set.

Setting Direction: Mission, Vision, Value Proposition and Organizational Culture

On May 3, 2019, the City Council and senior staff, held a retreat to develop a strategic plan. As they addressed the question of “Where are we now?” the group was challenged to define the current organizational culture and its value proposition—understanding that an organization’s culture, and the value proposition it puts forth provide the foundation for the way in which services are delivered and strategic direction is set.

The three value propositions and core cultures are summarized as follows.

FOUR CORE CULTURES

Control Culture

(example: command and control)

Strengths: Systematic, clear

Weaknesses: Inflexible, compliance over innovation

Competence Culture

(example: best and brightest)

Strengths: Results oriented, efficient

Weaknesses: Values, human element can be ignored

Collaboration Culture

(example: teams)

Strengths: Manages diversity well, versatile

Weaknesses: Group think, short-term oriented

Cultivation Culture

(example: mission/values)

Strengths: Socially responsible, consensus oriented

Weaknesses: Lacks focus, judgmental

THREE VALUE PROPOSITIONS

Operational Excellence

- They adjust to us (command and control)

Product/Service Leadership

- They ‘ooh and ‘ah’ over our products/services (competence)

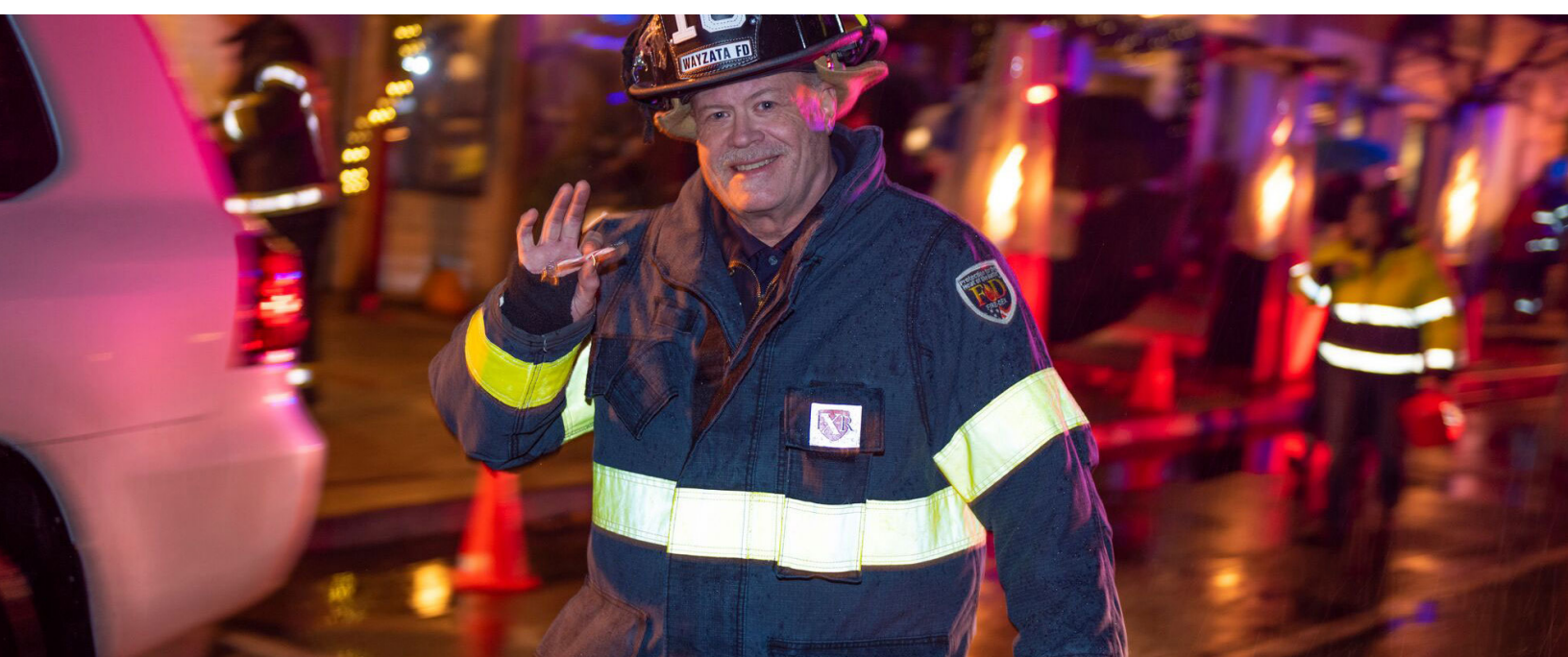
Customer Intimacy

- We get to know them and solve their problems/satisfy their needs (collaborative)



The group engaged in an extended discussion regarding the value proposition and its relationship to the culture. While there was general agreement between Council and staff, there were a variety of different perceptions regarding the value proposition.

It was generally believed that customer intimacy reflects much of the current approach, and operational excellence has been important and will continue to be important for operational stability, therefore, **customer intimacy** should be the primary value proposition, with **operational excellence** as a secondary focus.



STRATEGIC PLANNING PROCESS

ASSESS CURRENT ENVIRONMENT

- Senior Mgmt. Review-April 8
- Culture, Value Proposition
- Review progress
- SWOT Analysis
- Vision, Mission, Values

SET PRIORITIES, TARGETS

- Strategy retreat- May 3
- Operating Environment - Internal SWOT
- Challenges, Priorities
- Outcomes, Targets

IMPLEMENT THE PLAN

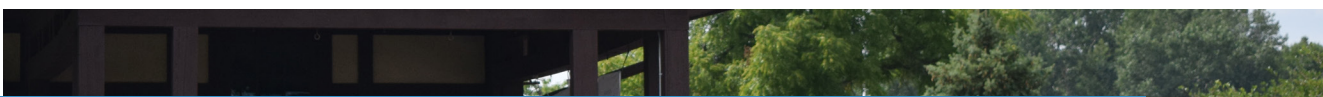
- Mgmt. Review-May 28
- Initiatives Development
- Action Plans
- Outcomes, Targets Refined

The group then directed their attention to their mission, vision and values statements. They agreed that the mission statement was fine in its current form, and that the vision statement, while accurate, contained some redundancies and should be refined only for clarity. Over the succeeding weeks, the consultant revised the vision statement to reflect the direction of the group. With respect to values, the group examined the City's Guiding Objectives to determine whether they represented organizational values. It was agreed that the Objectives were a good representation of the City's beliefs about how business was conducted, however, they wished to more specifically articulate organizational values. A facilitated process ensued, and the group identified a set of values. The City's mission, vision and guiding objectives are listed below.

A photograph of the upper portion of a building with a dark, gabled roof and white siding. The word "WAYZATA" is mounted on the facade in dark, block letters. A blue banner is overlaid on the image.

MISSION STATEMENT

To preserve and enhance the quality of life of the community, in order to be the idyllic city on Lake Minnetonka to live, work, shop and play.

A photograph of the entrance to a building with a dark, gabled roof and white siding. The word "WAYZATA" is mounted on the facade in dark, block letters. A blue banner is overlaid on the image.

VISION STATEMENT

Wayzata is a charming, socially connected, and walkable lakeside community. A multi-generational community at the forefront of sustainability, with a healthy environment, vibrant parks and enticing public spaces. It is a proud steward of its premier natural asset; Lake Minnetonka.

A photograph of a park scene with a stone wall in the foreground, a grassy area with small trees and shrubs, and a building in the background. A blue banner is overlaid on the image.



VALUES

RESPECT

EXCELLENCE

FISCAL RESPONSIBILITY

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Reviewing the Environment, Setting Strategic Priorities

Following the culture, value and mission discussion, the leadership team continued the process of assessing the operating environment. This was done via a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis: a process that examines the organization's internal strengths and weaknesses, as well as the opportunities and threats in the external environment. To facilitate this, a SWOT questionnaire was distributed to the City Council and senior staff in advance of the planning session. The SWOT process revealed the most frequently mentioned characteristics in each area.

STRENGTHS

- Financial position
- Location and amenities
- Sense of community
- Staff-thoughtful, committed, engaged
- Council-professional, dedicated, supportive

WEAKNESSES

- Small staff, heavy workload
- Dated IT with staff limitations
- Losing staff experience
- Facilities (maintenance and capacity)
- Status of City Code
- Lack of forward vision and community engagement

SWOT Analysis

- Lake Effect
- Development
- Shared services
- Parks, trails
- Environmental sustainability

OPPORTUNITIES

- Changing economics
- Changing demographics
- Political pressure
- Development/infrastructure
- Staff retention

THREATS



A healthy environment, vibrant parks and enticing public spaces

The group compared **strengths** with **opportunities** and **weaknesses** with **threats**, to determine which opportunities would maximize strengths, and which weaknesses would be exacerbated by the threats. Below are the results of this analysis.

STRENGTHS LEVERAGING OPPORTUNITIES

(Make good things happen)

- Lake/Lake Effect
- Development (Property & Economic)
- Operational Efficiencies (shared services/muni)
- Parks & trails/walkability
- Sustainability/environmental

WEAKNESSES EXACERBATED BY THREATS

(Keep bad things from happening)

- Staff – experience and retention
- Code vs. development
- IT – staff, demographics
- Facilities and infrastructure

Following this exercise, the group examined the results, and then engaged in additional brainstorming to identify a broad set of issues and challenges facing the community.



STRATEGIC ISSUES/CHALLENGES

- Development
- Infrastructure
- Staffing
- Technology-capacity
- Walkability – connectivity
- Park usage
- Lake Effect
- Affordable housing
- Operational effectiveness
- Community amenities

Based upon the challenges and issues identified, a facilitated group discussion resulted in the identification of critical issues and priorities. The following priorities emerged as the most important for the next three years.

STRATEGIC PRIORITIES

**MAINTAIN AND ENHANCE
COMMUNITY AMENITIES**

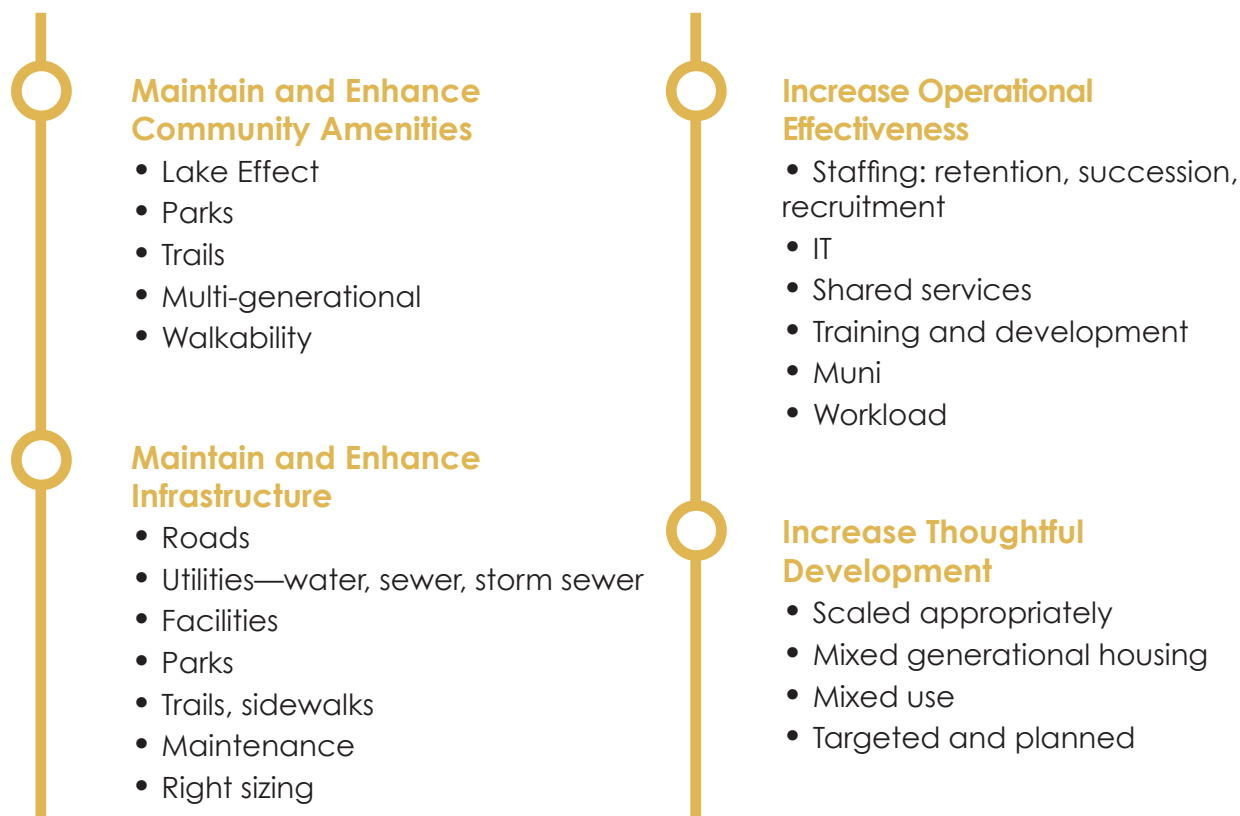
**MAINTAIN AND ENHANCE
INFRASTRUCTURE**

**INCREASE OPERATIONAL
EFFECTIVENESS**

**MANAGE THOUGHTFUL
DEVELOPMENT**

Defining the Priorities

To clarify the meaning of each priority, the group identified key concepts which were used to create guidance, and ultimately, definitions.



Key Outcomes, Indicators, and Targets by Priority

With definitions in place, the group determined the most important outcomes to be achieved for each priority, defined Key Outcome Indicators (KOI's), and developed Performance Targets. KOI's define progress toward desired outcomes. Performance Targets define successful outcomes, expressed in measureable terms.

The alignment created between priorities, outcomes and targets is important, not only for clarity, but also for maintaining a disciplined focus on the desired results.

Maintain and Enhance Community Amenities

- a. **Outcome:** Clean, connected, welcoming lakefront
KOI: Lake effect plan milestones
Target: 100% funded & pledged Lake Effect fund by 12/2022; -Boardwalk completed by 12/2022
- b. **Outcome:** Expanded, connected, safe parks and trail system
KOI: Parks and trails master plan implementation milestones; Gaps / Park
Target: 3 gaps closed by 2022; Master plan approved by 12/2019; Funding & construction of Phase I by 12/2020
- c. **Outcome:** Increased utilization of parks
KOI: Usage statistics
Target: Utilization increased from _#_ to _#_ by 2022



Maintain and Enhance Infrastructure

- a. **Outcome:** Reliable infrastructure systems
KOI: _#_ breaks/outages
Target: Systems reliability targets met $\geq$ ___%
- b. **Outcome:** Sustainable infrastructure systems
KOI: ___ on schedule; ___ on budget
Target: City Hall remodel completed by 6/2020
- c. **Outcome:** Increased maintenance and sustainability of parks, trails and streetscapes
KOI: #_____distributed; # Recreational participants
Target: Maintenance standards met $\geq$ 95%; Staffing ratio met ___% by 12/2022

Increase Operational Effectiveness

- a. **Outcome:** Stable, consistent and well-trained workforce
KOI: Turnover rate; Training targets (licenses, certs, and perf. eval.)
Target: Succession plans in place by __; 90% staff meet training requirements by 12/2022; 25% reduction in turnover rate (non-retirement) 2019-22
- b. **Outcome:** Support systems meet operating needs
KOI: Support system response metrics
Target: =/> __% services report support systems meet needs
- c. **Outcome:** Effective and efficient operations
KOI: \$ cost savings; process improvements
Target: Improve 2 departments' budget by 5% via process evaluation & improvement

Manage Thoughtful Development

- a. **Outcome:** Redevelopment consistent with character and scale
KOI: City guidelines for character and scale
Target: All developments consistent with city-defined character and scale
- b. **Outcome:** Managed redevelopment of Wayzata Blvd
KOI: Project plan time lines; Development applications
Target: One mixed use development east of Central by 12/2022; Conversion of Park & Ride to mixed use-underway by 12/2022; 20 units of moderate priced housing by 12/2022
- c. **Outcome:** Healthy commercial/retail sector
KOI: Vacancy rates
Target: 75% occupancy rate; Commercial – Residential ratio increased from 19% to 20% by 12/2022

STRATEGIC PLANNING PROCESS

ASSESS CURRENT ENVIRONMENT

- Senior Mgmt. Review-April 8
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SET PRIORITIES, TARGETS

- Strategy retreat- May 3
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- Outcomes, Targets

IMPLEMENT THE PLAN

- Mgmt. Review-May 28
- Initiatives Development
- Action Plans
- Outcomes, Targets Refined

Implementing the Vision – Developing Strategic Initiatives and Action Plans

To successfully address the strategic priorities and achieve the intended outcomes expressed in the performance targets, it is necessary to have a focused set of actions, including detailed implementation steps to guide organizational effort.

The City of Wayzata will accomplish this through a set of strategic initiatives. Strategic initiatives are broadly described, but narrowly focused activities aligned with the priorities, and targeted to the achievement of outcomes expressed in the Targets. On May 28, senior staff met to identify strategic initiatives. Following this session, staff teams worked to develop detailed action plans for each initiative.

Maintain and Enhance Community Amenities

- Adopt a Parks Master Plan
- Collaborate on Lake Effect funding
- Lakefront construction mgmt. & coordination
- Expand Parks CIP
- Develop Parks programming
- Implementation of Wayfinding signage program

Maintain and Enhance Infrastructure

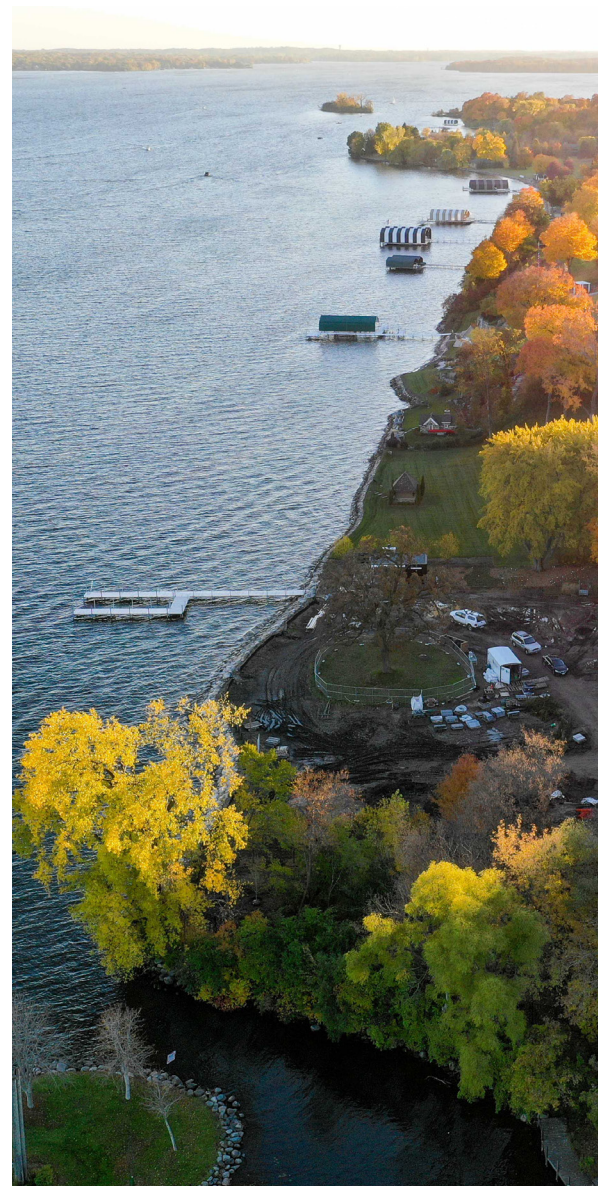
- Implement Energy & Environment commission
- Conduct a Wayzata Blvd. corridor study
- Establish mtce. Standards for parks & amenities
- Conduct maintenance staffing analysis

Increase Operational Effectiveness

- Develop succession plans
- Centralize City-wide training coordination
- Conduct Fire Dept. analysis
- Conduct technology assessment
- Prepare staffing & support analysis
- Process improvement evaluation & implementation

Manage Thoughtful Development

- Update zoning code
- Evaluate Wayzata Blvd redevelopment project
- Conduct downtown parking study
- Explore City role in economic development



Strategic Planning Participants

The strategic plan was developed with the hard work and dedication of many individuals. The City Council led the way, taking time out their schedules to commit to long-term thinking. They defined a direction and a set of outcomes that are important to the citizens, businesses and stakeholders with whom they partner and serve.

The City's senior staff supported the City Council and offered challenges to conventional thinking.

City Council

Ken Willcox, *Mayor*

Alex Plechash, *Councilmember*

Dan Koch, *Councilmember*

Johanna McCarthy, *Councilmember*

Jeffrey Buchanan, *Councilmember*

Senior Staff

Jeff Dahl, *City Manager*

Kathy Leervig, *City Clerk*

Mike Risvold, *Chief of Police*

Kevin Klapprich, *Fire Chief*

Mike Kelly, *Public Works Director/City Engineer*

Kathy Ovshak, *Senior Accountant*

Steve McDonald, *Consultant Finance Director*

David Schelzel, *City Attorney*

APPENDIX I

SWOT Analysis

Strengths

- Mayor and councilmembers are dedicated to the city
- Financially strong organization
- Knowledge of long-term employees
- Financial capabilities
- Strong smart and consistent Council leadership
- Experienced staff that are nimble and able to wear many hats
- Good camaraderie
- good mix of tenured staff and newbies
- respected tradition (FD PW)
- Proactive and forward-thinking staff
- Financial discipline
- Strong financial standing
- Council members respect each other's opinions even when they disagree
- committed engaged caring staff with effective leadership
- good elected leadership that cares deeply about the city
- works well together
- respects differing viewpoints
- seeks consensus
- strong financial position
- engaged community
- natural amenities like the lake
- rich history
- vibrant downtown
- charming neighborhoods and lakefront
- Location on the lake its downtown
- Dedicated experienced staff
- Engaged citizenry
- Leadership (Both Manager and Council)
- Professional city council
- Support among elected officials
- Proud staff
- Staff cares about city
- Strong community engagement
- Contracted services for other communities
- Tax base strong
- Experienced and knowledgeable staff

- Strong city manager with good relationship with employees
- Sound financial condition
- Positive attitude among employees
- Positive morale
- Relatively low turnover
- Clear culture and buy in
- Council works well together
- Profitable enterprise funds
- Profitable muni
- Staff works well with Chamber and organizations like Rotary
- Good facilities, though space constrained
- Financial/Balance sheet
- stable government
- Competent, thoughtful and committed staff
- Desirable location
- experienced, dedicated staff
- good chemistry among elected council members
- strong financials
- efficient operations

Weaknesses

- Small city but work translates to a much larger city
- Employees maintaining positive attitude in busy work environment
- Lack of a dedicated employee to address every changing technology
- Outgrowing city hall space
- small staff
- too busy to innovate and improve processes
- not strategic enough
- not progressive enough
- archaic codes and policies
- ability to attract and retain top talent
- lack of diversity
- unclear organization structure
- no mission vision values
- Small staff has to balance a big work load
- Good employees move on to bigger job opportunities
- Future turnover/retirements
- Technology is a bit behind
- capacity of staff relative to demands placed on it is limited
- some codes need to be updated
- Having to catch up on building maintenance throughout all City facilities
- Workload on small staff
- Lack of Finance Director
- Lack of internal IT support
- Employee turnover based on size of city/pay scale
- Work space/size of city hall
- Small staff, heavy workload
- Small staff, hard to segregate cash
- City manager has too many direct reports
- Retirements increasing
- Fire Department needs sustainable manning levels
- Communications effort needs refreshing
- some departments unavoidably understaffed
- fire department decades-old renovated facility in a perpetual state of incompleteness
- likely at-risk cyber security posture of the city and its businesses

Opportunities

- Lake Minnetonka
- Place of Destination
- Balancing the affordability to attract younger families to live in the city
- Lake Effect
- financial wherewithal
- Lake Minnetonka and the Lake Effect
- walkable
- cool
- development opportunities
- Shared services
- Opportunity to shape the long-term future of the City
- Collaboration with property owners/developers & residents
- Large regional significance of a small town
- Lake Effect Project's positive impact on the future
- to protect and enhance the natural amenities such as the Lake front
- to protect and enhance what is already good diverse residential
- to revitalize commercial and retail
- to redevelop Wayzata Blvd commercial / mixed use
- Implementation of the Lake Effect project
- Continued building of strong leadership team and staff working more as a team
- Implementation of Parks and Trails Master Plan projects
- Strong market for redevelopment
- Provide additional contracted services
- Additional shared services
- Efficiencies through IT
- Complete lake front plans
- Fill empty retail space in Promenade
- Revitalize Muni, more competitive, creative profile
- Market Muni to local large businesses (Cargill)
- Optimize boat access to Wayzata regardless of Lake Effect
- Successful completion of Lake Effect fund raising
- Development along Wayzata Blvd east of Central
- Sustainability
- Vibrantly diverse city (generational, commercial, retail, natural) which is poised to serve as a statewide/national model for designing a well-balanced quality of life
- Lakefront development (see above)
- Rational incorporation of environmental sustainability concepts

Threats

- Keeping downtown vibrant
- Homes are not affordable for younger families
- Snowbird residents –
- quality residents needed for board and commissions
- Political pressure to not think outside the box
- innovate
- fail
- diversify revenue
- Political pressure to resist guiding principles
- Affordable housing
- Elitist attitude
- Lack of available land means anything new replaces something old
- Resistance to change
- False communication/rumors
- Logistical challenges/business interruptions from infrastructure improvements
- losing quality staff to other cities
- losing momentum on projects already in motion like Wayzata Lake Effect and West End District
- Community redevelopment
- Road construction
- Economic downturn
- Lack of affordable housing
- Aging population
- Economy tanks
- Retail space remains empty
- Restaurants close
- Some commercial developments don't succeed (condos)
- Citizens object to changes on Lake Street
- Citizens object to proposals for parks
- Muni loses profitability as it competes with Total Wine, etc.
- Water conservation drives up water charges
- New cell technology impact?
- Fire Department can't maintain enough members
- Residents leave state to avoid taxes and houses are hard to sell
- Aging population
- how to attract younger facing high prices
- Size and scale

- Citizens resistant to change
- rapidly escalating price of real estate, particularly at the lower end
- vocal or political advocacy groups who are at odds with reasonable progress

What are the three greatest challenges over the next three years?

- Retaining employees with attractive salary/benefits
- Maintaining strong financial background
- Maintaining strong mayor and council
- Keep thriving restaurants in the downtown area
- Keeping Wayzata as a destination place
- Affordable housing
- Boatworks redevelopment
- getting through construction projects
- Lake Effect
- succession planning and innovation in the public safety departments
- keeping up with the workload
- Successful execution of the Lake Effect Project
- Balancing small town charm with new developments on the west end of Lake Street, maintaining strong financial stewardship while making necessary changes/improvements
- realizing the full potential of Lake Effect; retaining and enhancing quality staff
- retaining vibrant commercial and retail
- protecting and enhancing affordable residential neighborhoods
- Staff turnover due to retirements
- Continued maintenance of infrastructure
- Implementation of Parks and Trails Master Plan projects
- Keeping up with technology w/o internal IT support
- Attracting young families (affordable housing)
- Retention of quality employees
- Maintain healthy commercial core
- Complete Lake Effect
- Maintain effective staff - fire dept, finance, muni, public works
- Balancing development with the needs/desires of the citizens
- Affordable housing
- economic realities of development needs faced by marquis property owners
- infrastructure upgrades needed
- providing a solution for low wage job fulfillment



Strategic Plan 2017-2020

In April 2017, the City Council and staff held a two-day retreat to discuss organizational accomplishments, updates to the City's Mission, Vision, and Values, and to establish consensus on priorities over the next four years. Subsequently, staff drafted these objectives, goals, and initiatives in a Strategic Plan Document and the City Council adopted its Strategic Plan 2017-2020 on July 5th, 2017.

With an overall general mission to preserve and enhance the quality of life of the community in order to be the idyllic city on Lake Minnetonka to live, work, shop, and play, City Council and Staff will focus its energy on five Strategic Objectives: a strong financial foundation, efficient and effective operations, thoughtful growth, an active and healthy community, and an engaged community.

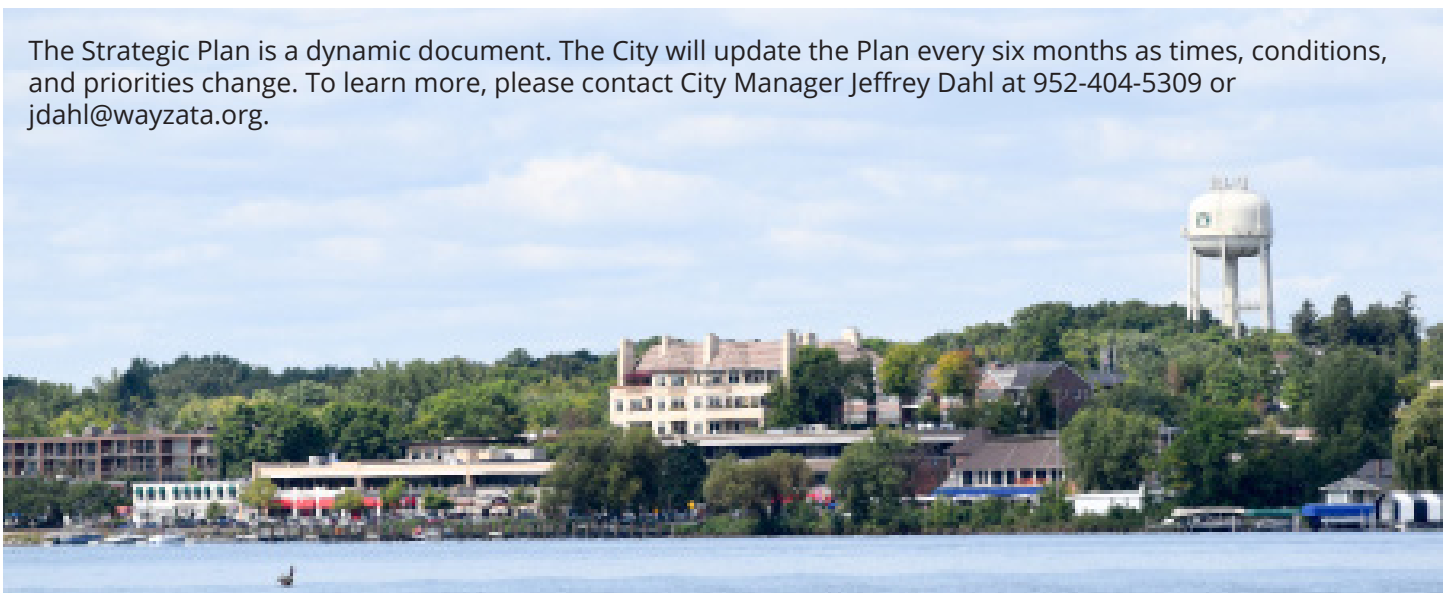
The following information provides a more thorough description of each of the five Strategic Objectives by breaking down each into several tangible goals and initiatives with projected completion dates.

* denotes in progress items ✓ denotes completed items ⬢ Not Started

1.0 A Strong Financial Foundation			Status
1.1 Explore Financial Sustainability of Core Services & Enterprise Operations			
1.1.1	Study and Amendments of Current Fire Department Model/Bylaws	Dec. 2019	*
1.1.2	Update of Study of Municipal Liquor Operations	Dec. 2020	⬢
1.2 Diversify Revenue to Reduce Levy			
1.2.1	Study grant writing options & opportunities	Dec. 2019	⬢
1.2.2	Implement Special Services District	Dec. 2018	*
1.2.3	Study Implementation of Gas Franchise Fee	N/A	✓
1.3 Relocate Telecom Site			
1.3.1	Continue Negotiations on Lease	N/A	✓
2.0 Efficient & Effective Operations			Status
2.1 Expand Technology for Efficiency and Convenience			
2.1.1	Implement Paperless Council Packets	Apr. 2019	*
2.1.2	Streamline and Digitize Permitting and Licensing Process	Dec. 2019	*
2.1.3	Explore Electronic Bill Pay, Timesheets, and Utility Billing	Jun. 2020	*
2.2 Optimize City Management Organization for Efficiency			
2.2.1	Study of mgmt. org. Structure, HR Practices, Processes, Staff Transition	N/A	✓
2.2.2	Implementation of New Org. Structure and HR Practices	Dec 2020	*
2.3 Optimize Energy Conservation Opportunities for City Facilities and Equipment			
2.3.1	Complete energy audit for facilities	Dec. 2019	⬢
2.3.2	Complete energy audit for city vehicles & equipment	Dec. 2019	⬢
2.4 Continue Development of Ordinances			
2.4.1	Explore Alternative Energies Ordinance	Dec. 2020	⬢
2.5 Explore Expansion of Shared Services			
2.5.1	Police	N/A	✓
2.5.2	Fire	N/A	✓
2.5.3	Public Works	N/A	✓
2.5.4	Building Inspections	N/A	✓
3.0 Thoughtful Growth			Status
3.1 Develop Lake Street Vision			
3.1.1	Develop public/private development plan for Lake Street west of Barry	N/A	*
3.1.2	Update Downtown Parking Study	Dec. 2019	⬢

3.2 Develop Master Wayfinding/Signage Plan			
3.2.1	Develop Master Wayfinding/Signage Plan for all roads/trails/gateways	Dec. 2019	●
3.3 Develop Branding and Marketing Campaign			
3.3.1	Develop Campaign for Organization and Broader Community	N/A	✓
3.4 Complete City Wide Traffic Study			
3.4.1	Complete Analysis of Superior/Wayzata option	N/A	✓
3.4.2	Construction of Superior/Wayzata Option	Sept. 2019	●
3.4.3	Other traffic issues considered in Comprehensive Plan	Dec. 2018	✓
3.4.4	Incorporate Wayzata Blvd. Corridor Study/Small Area Plan	Jun. 2020	●
4.0 An Active and Healthy Community			Status
4.1 Develop a Parks Master Plan			
4.1.1	Develop a Comprehensive Park Plan for the Community	May 2019	*
4.2 Continue Lake Effect Projects			
4.2.1	Complete EAW	N/A	✓
4.2.2	Assist Lake Effect Conservancy in Fundraising Efforts	Jun. 2020	*
4.2.3	Design Lake Street/Pop Up Park Plans	N/A	✓
4.2.4	Build Lake Street/Pop Up Park	Jun. 2020	●
4.2.5	Design Boardwalk/Eco Park Plans	Jul. 2019	*
4.2.6	Build Boardwalk/Eco Park Plans	May 2022	●
5.0 An Engaged Community			Status
5.1 Complete 2040 Comprehensive Plan			
5.1.1	Incorporate Separate Public Engagement Process	N/A	✓
5.1.2	Update Traffic and Utility Information	N/A	✓
5.1.3	Incorporate sustainability/Met Council Approval	Jun. 2019	*
5.1.4	Develop Development Handbook that addresses noise, trees, etc.	N/A	✓
5.2 Promote Volunteering/Activism at City Level			
5.2.1	Create promotion program for Boards and Commissions	N/A	✓
5.2.2	Create promotion program for various activities	N/A	✓
5.2.3	Create promotion program for Fire Fighters	N/A	✓

The Strategic Plan is a dynamic document. The City will update the Plan every six months as times, conditions, and priorities change. To learn more, please contact City Manager Jeffrey Dahl at 952-404-5309 or jdahl@wayzata.org.



* denotes in progress items ✓ denotes completed items ● Not Started

v 3/21/2019