

City of Wayzata
600 Rice Street
Wayzata, MN 55391-1734

Mayor:
Ken Willcox
City Council:
Bridget Anderson
Johanna McCarthy
Andrew Mullin
Steven Tyacke
City Manager:
Heidi Nelson

MEMORANDUM

TO: Mayor Willcox and Councilmembers
FROM: Heidi Nelson, City Manager and Bryan Gadow, Director of Planning and Building
DATE: January 15, 2015
RE: Lake Effect Process Action Steps

On December 2, 2014, the City Council adopted a set of next step recommendations and an Implementation Strategy for the Lake Effect project through the assistance of Ms. Mary deLaittre of Groundworks LLC consulting.

Staff is looking for guidance from the City Council on how they wish staff to proceed in implementing the recommendations included in Ms. deLaittre's report. In particular, staff is requesting Council guidance on whether staff should continue to work with Ms. deLaittre in a consulting role or if other consulting options should be explored for project implementation.

A copy of the next step recommendations from Ms. deLaittre's report is attached as reference.

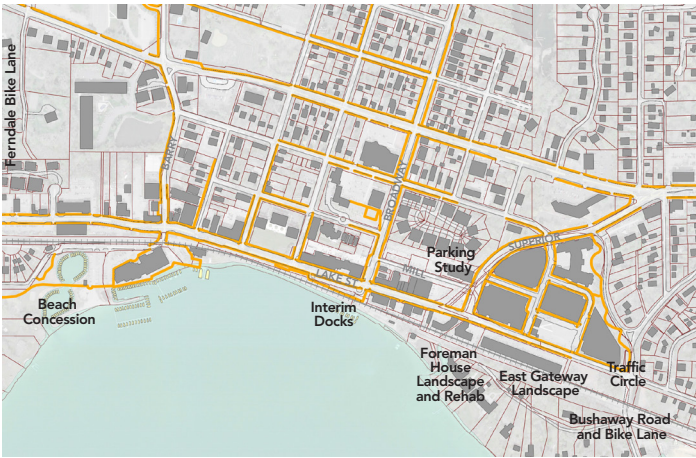
Introduction

The City of Wayzata contracted with Mary deLaittre, Founder and Principal, Groundwork: The Foundation for City Building, from September – November 2014 to develop an implementation strategy for the City sponsored Lake Effect Framework (see Appendix 1 for link to document). The Lake Effect Framework, created by the St. Paul Riverfront Corporation, encompasses both a comprehensive community engagement process and a menu of possible projects that could function as a catalyst for downtown Wayzata/ lakefront revitalization. The process, culminating with the delivery of the Framework document, is considered Phase I of a multi-phase Lakefront revitalization process. The Implementation Strategy kicks off Phase II.

deLaittre worked closely with the Mayor, Council Members and staff, both in meetings and three workshops, to develop a series of strategic approaches and action steps that build on the Framework with the goal to create a signature lake front destination for the city and region.

Strategy Approach

After evaluating the approximately 41 proposed Lake Effect projects, deLaittre developed a two-pronged approach to project implementation. The first approach was to identify 10 priority projects based on funding, partnerships and timelines.



Priority projects

The second approach to projects came out of an analysis of the lakefront. The Wayzata lakefront is a convergence of existing assets, challenges and opportunities. This convergence, combined with the proposed Lake Effect projects, provides an opportunity to create one umbrella project, with a comprehensive, integrated design approach, to create a well-connected, year-round civic destination.



Project area, assets and systems

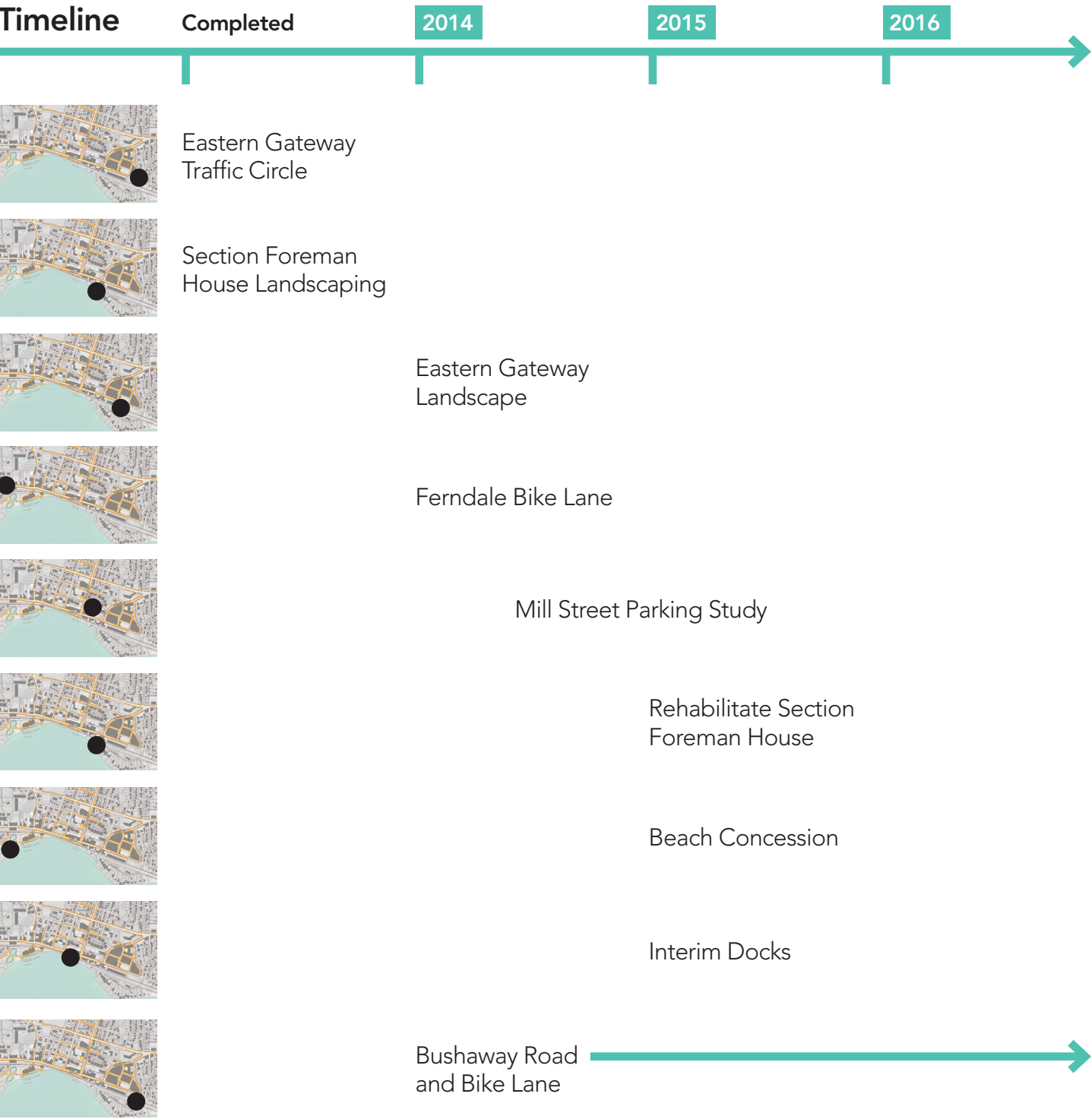
A critical component to project success is creating an independent organization focused on project implementation. The structure of an organization of this sort is dependent on the project type, scope and cost as well as Wayzata’s capacity. The proposed approach to creating an organization is incremental, beginning with interim steps to fulfill immediate needs that also lay the groundwork for the formal organization.

Action Steps

The report culminates with strategic action steps and a timeline that tie together the various components outlined in the strategy approaches. If adopted, this step-by-step approach gives decision makers the tools necessary to initiate the lakefront revitalization over the next 15 months.

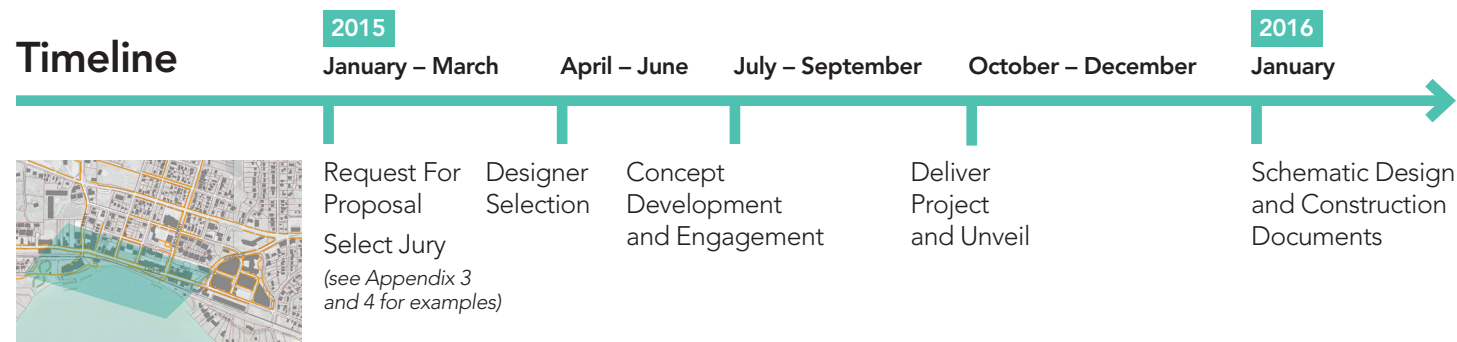
1 Identify Priority Projects

The Lake Effect Framework listed a menu of project options. The first step in creating a Lake Effect Implementation Strategy was to evaluate all of the projects and identify those that were priorities. Evaluation criteria included but were not limited to partnerships, funding and timelines in place (see Appendix 2 matrices for greater detail). Those priority projects completed, planned or in process are illustrated below.



2 Create a Comprehensive Signature Project

One of the goals of the Implementation Strategy is to create a signature destination for the City and region that builds on and enhances the existing amenities and connections along the lakefront as well as into the City and beyond. In order to create this destination, and avoid a piecemeal approach to revitalization, a single project with a comprehensive, integrated design approach is recommended. This approach brings the myriad of proposed projects together into one project and is a much more efficient, affordable and successful approach to place making. The modest process outlined below ensures a successfully designed project and provides for opportunities to engage the public early and often as well as sets the stage for future fundraising.



Process Components

Project Deliverables

- Design Concept
- Cost Estimate
- Phasing
- Funding Sources

Project Consultants

- Project Manager and Transition Advisor
- Communications Specialist

Jury Composition

- To be discussed with City Council but should include representation from the following groups:
- Funding Partners
 - City, County and State Representatives
 - Design Community
 - Civic leaders

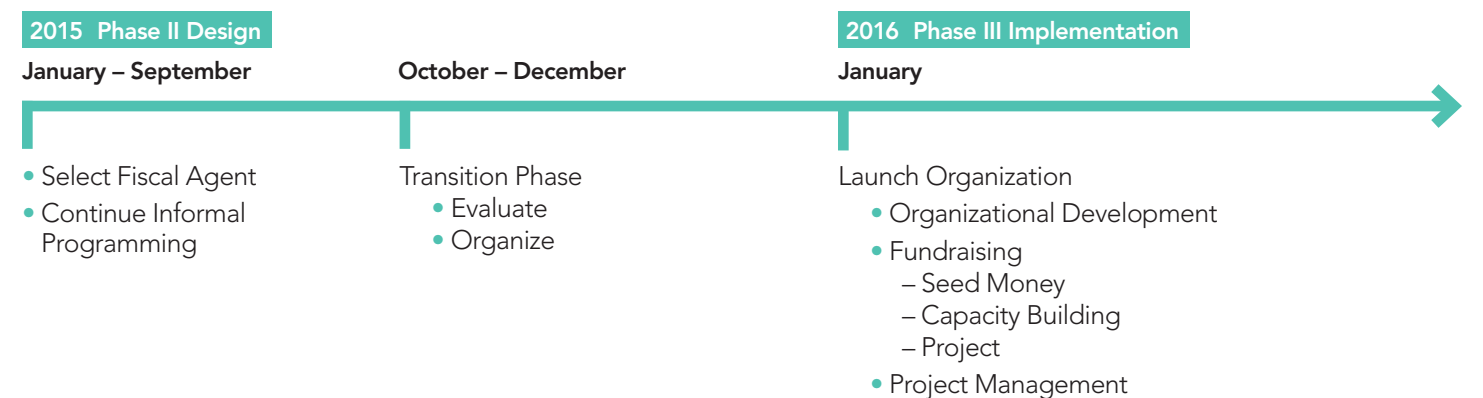
Budget Estimate

- Phase II Concept Development: – \$300k
- Phase II Project and Transition Management: – \$100k
- Phase III Schematic Design – Construction Documents: 10% Project Cost

3 Develop A Supporting Organization

To ensure successful project delivery it is imperative to create an organization that oversees project implementation with roles that could include project management, fund raising, programming and long-term maintenance and operations. This organization would ensure continuity of decision making over the years and would be structured to reflect the type, scope, timeline and budget of the signature project as well as the capacity and comfort of City of Wayzata. The hope is to keep not only the organization itself, but also the process of creating the organization, small and incremental, beginning with an interim fiscal agent that will be selected to accept donations and continuing with informal programming for projects in process. To maintain continuity, the designer selection jury will transform into an Initiative Team who will be involved in the design process and charged with organizing the new implementation organization; the Team will then transition into a start-up organizational Board. A small staff or team of consultants will manage the day-to-day organizational responsibilities.

Timeline



Select Jury

- 9 – 11 individuals with following representation/expertise:
- City Council, County Commissioner, State Representative
 - Funding Partners
 - Designers
 - Civic Leaders

Select Initiative Team

- 5 – 7 individuals with following representation/expertise:
- City Council
 - Corporate and Civic Leaders
 - Non-profit, Legal, Design, Fund-raise experience

Select Board

- 11 – 13 individuals:
- Build on Initiative Team

Process Components

Organizational Development Criteria

- Project Type, cost, phasing
- Organizational goal, role and responsibility, timeframe

Staffing/Consultants

- Executive Director/Initiative Coordinator
- Fundraiser
- Communications Specialist

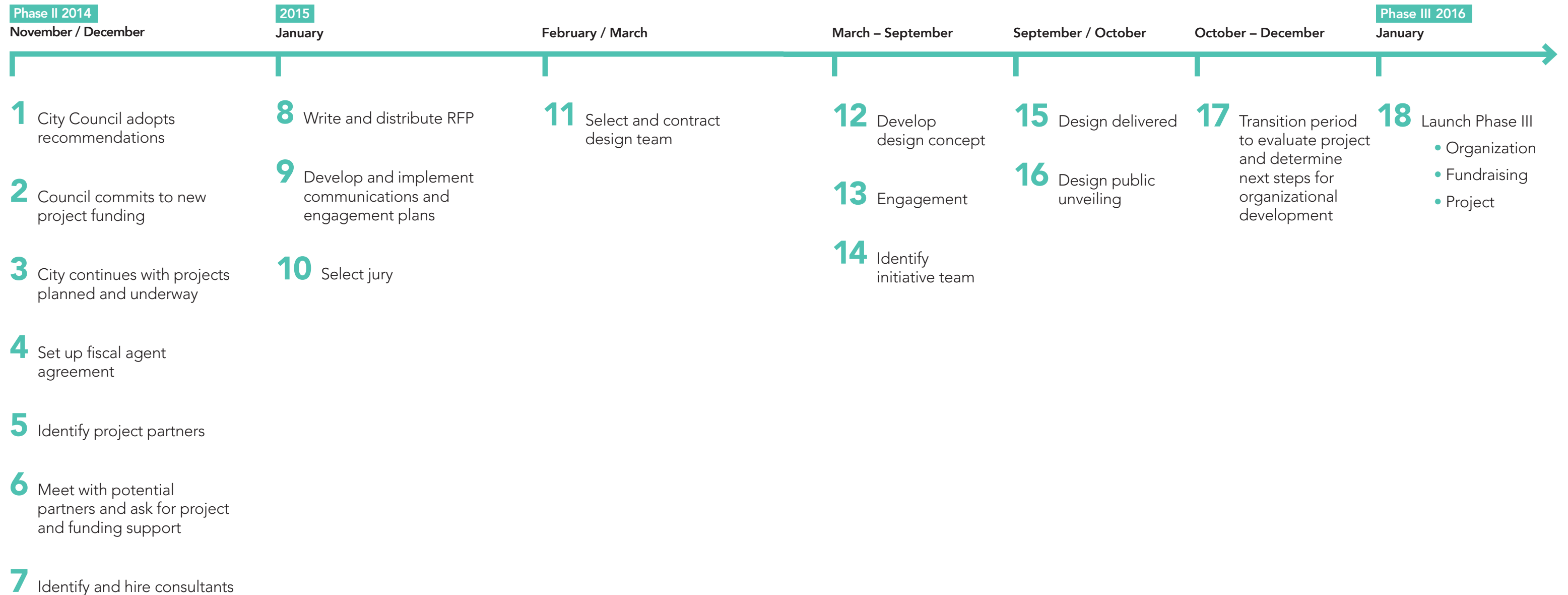
Budget Estimate

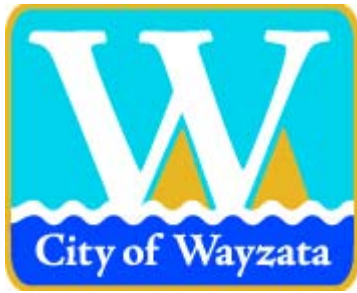
- \$300k/year 1 start-up

1+2+3 Strategy Action Steps: *Tying It All Together*

The strategy action steps are a consolidation of the approaches previously outlined and broken down into manageable pieces over a 15-month timeframe. The steps and timeframe are not fixed and absolute as ultimately they must suit the needs and timing of the City of Wayzata and often the steps may take more time to realize.

Timeline





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MEMORANDUM

TO: Mayor Willcox and Councilmembers
FROM: Heidi Nelson, City Manager
DATE: January 15, 2015
RE: Consider 2015 Strategic Planning Process

The City Council last met to update the Strategic Plan in October of 2013. The report from the October 2013 strategic planning session, the adopted Strategic Plan, and the last progress update (9/2/14) is attached for Council reference. Staff is recommending that a date be set in March for the Council to meet to review and update the Strategic Plan. Staff is seeking input from the Council regarding the process for Strategic Planning for 2015 with regard to the following:

- **Process/format:** Staff would like feedback from the Council regarding the past sessions and suggestions for the 2015 session.
- **Facilitator:** The City has used Richard Fursman (2012) and Craig Rapp (2013) in recent years.
- **Location:** Staff and Council has met off site at a local venue for the Strategic Planning Session, including St. Bart's (2012) and The Retreat (2013).
- **Date/time:** Staff is suggesting selecting a date(s) in mid/late March or early April, depending on availability of Council and facilitator. Staff would like feedback regarding the date(s) and whether Council would prefer a one-day or two half-day sessions.

Strategic Priority	Key Outcome Indicator (KOI)	Measure	Target	Strategic Initiatives	Status
Financial Strength FINANCE	Capital maint. Fund	Long Term costs	Funding for highest priority needs	a) 10 yr. maint plan b) Capital Mntc. Funding Strategy	a) Review of CIP for identification of maintenance obligations to be complete by 2 nd QTR 2015 for 2016 budget process b) Funding strategy identified as part of 2016 budget process
	Audit	Mgmt. comments	0	c) Evaluate contracting and documentation processes	Processes documented, policy research and recommendations by end of 2 nd QTR 2015
	Fiscal strength	Bond rating	AAA	d) Organizational Analysis e) Update Muni Business Plan	d) Analysis complete and in implementation phase (complete by Dec 14) e) Muni Business Plan Update to be complete by new Administrative Services Director by 2 nd QTR 2015
Focused Community Engagement CUSTOMER	Citizen Academy	Attendance	By 12/31/15, 20 participants	a) Create a citizen's academy program	Exploration of concept/review of model programs being conducted
	Boards & Commissions	Qualified applicants	2 per opening	b) Develop outreach/recruiting program for Boards and Commissions	New recruitment program/materials being developed for Fall 2014 recruitment process
	Web site	Visits	25% increase	c) Re-vise and upgrade city website d) Incorporate paperless technology into website	New website under development, e-agenda is a component of the new website. Go-live of new site anticipated in December 2014.
Operational Effectiveness OPERATIONS	Business and permits	Online forms availability	80% by 12/31/14	a) Online business evaluation b) Program funding and implementation	Online forms, permits and e-commerce to be incorporated with new website development – new website rollout anticipated by Dec 2014
	Staff time	Utility bill processing	20% reduction 1/1/14 – 12/31/14	c) Document current staffing metrics d) Establish improvement program	In progress, new website tools are being explored to provide e-commerce, to be implemented by 2 nd QTR 2015
Organizational Sustainability WORKFORCE	Institutional Knowledge	Documentation/ SOP's	All depts by 7/1/15	a) Documentation project- all depts. b) Succession plan- all depts	Review of policies and SOP's underway. To be completed by 2 nd QTR 2015
	Organizational structure	Industry-stan span of control	By 7/1/14	c) Org analysis d) Implement org structure chngs	Analysis complete and in implementation phase (complete by Dec 14)
	Shared services	Executed agreement	Long Lake PW 12/1/14	e) Develop options for shared services d) Implement LL initiative	Monitoring opportunity for continued partnership with Long Lake
Proactive Development and Redevelopment GROWTH	Bay Center	Retail leases	75% of available By 12/31/15	a) Collaborate with Pres homes sales/mkt strategy	Joint meeting with Chamber held, Whyzata piece developed. Communication with developer and broker for opportunities to assist continues
	Parking downtown	Parking spaces	20% increase in spaces by 12/31/17	b) Carisch ramp consideration c) Analysis- Mill St. ramp	b) Ongoing meetings with Carisch Family to determine future plans/opportunities c) Draft RFP for process for site and design of ramp considered in 09/14
	Meyers Dairy bldg.			d) Meyers bldg. strategy	Developer's Roundtable complete, redevelopment feasibility complete, ongoing connection with property owner
	Multi-housing reinvestment	Condition	Three complexes improved by	e) mktg campaign multi-fam inv. Prog f) improve rental insp coordination with reinvestment g) increase/implement rental housing inspection standards h) promote development of diversity of housing stock	Research of other comparable communities' rehabilitation/reinvestment programs in progress
Maintain and Enhance Community Amenities MAINTENANCE	Projects	Lake Effect prioritized list	80% implemented on schedule	a) Lake Effect framework adoption b) Lake Effect funding strategy c) Adoption of PTB list d) PTB projects funding strategy e) scenic byway	a) Framework adopted March 2014 b) Stewardship, funding and project priorities to be established by 12/14 c) PTB capital improvement items included in CIP d) Parks CIP funding reviewed, augmented at end of 2013 e) Scenic Byway community meetings held, concept shifted to joint marketing/communications effort
	Park usage	Visitors/users	20% increase in website hits on parks page btwn 1/14 -12/16	f) Park user information g) Park use strategy	f) park and trail map/brochure complete and will be incorporated in new website g) parks and trails page in new website and new signage for parks to be implemented in 2015



Strategic Planning Retreat Summary Report

November 2013

CRAIGRAPP, LLC
IMPROVING ORGANIZATIONS & THE PEOPLE WHO LEAD THEM

CHICAGO: 40 East Chicago Avenue #340, Chicago, IL 60611 • MINNEAPOLIS: 3208 West Lake Street #142, Minneapolis, MN 55416
TOLL FREE: 800-550-0692 • craig@craigrapp.com

Date: November 13, 2013
To: Heidi Nelson, City Manager
From: Craig Rapp
Subject: Strategic Planning Summary

The following is a summary of the strategic planning session held at The Retreat on October 7, 2013 with the City Council, City Manager and senior staff. During the daylong session, the group established priorities, measurements and strategic initiatives for the next two years. In addition, they discussed issues related to organizational culture and value proposition, and examined their current operating environment.

The group began the process with a discussion of value proposition, and how the organizational culture either supports, or hinders its 'value promise'. A summary of the discussion, along with background on culture and value proposition follows:

I. Organizational Culture and Value Proposition

An organization's culture, and the value proposition it puts forth provide the foundation for how services are delivered and strategic direction is set. Studies across thirty-six industries has determined that there are four core cultures and three value propositions common to all organizations.

Culture is described as how an organization operates, or "how thing get done". It's the pattern of dynamic relationships, the system of rewards, and consciously or unconsciously- the organization's reality.

Value proposition is how an organization presents itself to its citizens, customers and stakeholders- and specifically how it portrays the benefits of the services it delivers. Value proposition distinguishes the organization from others similarly situated. The consumer determines the value of a service; therefore an organization focuses on fulfilling its "value promise".

While organizations may have different value propositions within their operations, the highest performing, and most successful, define a primary value proposition and work diligently to align their culture with that value system. Focusing on more than one, or trying to be all things to all people creates excess managerial complexity, making it difficult to make decisions, resolve conflicts and set clear priorities.

The four core cultures and three value propositions (including strengths and weaknesses) as presented to the leadership team, are summarized below:

Four Core Cultures

Control Culture (Military - command and control)

Strengths: Systematic, clear, conservative

Weaknesses: Inflexible, compliance more important than innovation

Competence Culture (Research Lab – best and brightest)

Strengths: Results oriented, efficient, systematic

Weaknesses: Values can be ignored, human element missing, over planning

Collaboration Culture (Family-teams)

Strengths: Manages diversity well, versatile, talented

Weaknesses: Decisions take longer, group think, short-term oriented

Cultivation Culture (Non-profit/religious group-mission/values)

Strengths: Creative, socially responsible, consensus oriented

Weaknesses: Lacks focus, judgmental, lack of control

Three Value Propositions

Operational Excellence (Walmart, Southwest Airlines)

- ☐ They adjust to us (command and control)

Product/Service Leadership (Apple, Google)

- ☐ They 'ooh and 'ah' over our products/services (competence)

Customer Intimacy (Nordstrom, Ritz-Carlton)

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

During the retreat, each member of the group completed a brief questionnaire on both culture and value proposition to provide a starting point for a facilitated discussion of the current and desired states. Summarized below are the responses, sorted by Council and staff:

Core Organizational Culture

City Council

- ☐ Control 12
- ☐ Collaboration 11
- ☐ Competence **16**
- ☐ Cultivation 11

Staff

- ☐ Control 5
- ☐ Collaboration 19
- ☐ Competence 14
- ☐ Cultivation **21**

Value Proposition

<u>City Council</u>	<u>Current state</u>	<u>Desired state</u>
Operational Excellence	8	8
Product/Service Leadership	2	5
Customer Intimacy	11	19
No Priority-all things	7	13

<u>Staff</u>	<u>Current state</u>	<u>Desired state</u>
Operational Excellence	24	7
Product/Service Leadership	7	16
Customer Intimacy	17	14
No Priority-all things	12	22

The group discussed their differing perspective on organizational culture- the City Council indicating that a competence culture best described the organization, with the staff holding a more evenly divided opinion- but Cultivation Culture receiving the most votes. Based upon group review, it was speculated that the staff's opinion resulted from the fact that there were many long-term department heads that were extremely dedicated to the city, and the Council's opinion was a result of the high regard they hold for staff's professionalism. Jointly, they determined that moving toward a collaboration culture would be fit the needs and desired value proposition.

The group engaged in a lively discussion regarding the organization's value proposition. While voting reflected another split opinion, the group agreed that the community's expectation is "high touch/high quality" service delivery, which is a Customer Intimate value proposition. After probing that response, the group agreed that the primary value proposition should be Customer Intimacy- with the Council expressing a slightly stronger preference than staff, who believed that the service/product leadership, and innovation was also reflected in their current approach.

The group agreed to continue this discussion-in conjunction with work refining the strategic plan and implementing and adhering to community values.

II. Strategic Planning

The balance of the retreat focused on establishing strategic direction and focused outcomes. A facilitated process was used that produced a set of strategic priorities, key outcome indicators and strategic initiatives.

Prior to the meeting, each participant was asked to complete a questionnaire –providing opinions on the strengths, weaknesses, opportunities and threats (S.W.O.T.) facing the community and organization. In addition, they were also asked to identify the highest priority issues confronting the city.

The group process included three rounds of review and discussion: In the first round, the group identified the most frequently mentioned attributes in each category. In the second round, the groups compared strengths with opportunities and weaknesses with threats- to determine which opportunities would maximize strengths, and which weaknesses would be exacerbated by the threats. From this round, each group identified strategic priorities for further consideration.

The full group then engaged in a discussion centered on determining which priorities were most important- based upon both the SWOT analysis and their own sense of community needs. What emerged is a set of six strategic priorities. The priorities are:

Strategic Priorities

- 1. Financial Strength**
- 2. Proactive Development and Redevelopment**
- 3. Focused Community Engagement**
- 4. Organizational Sustainability**
- 5. Maintain and Enhance Community Amenities**
- 6. Operational Effectiveness**

The next step in the process was the development of Key Outcome Indicators (KOI's) for each strategic priority. Key Outcome Indicators are indicators of performance connected to a desired outcome. They are defined for each priority and include specific measures and targets related to a desired end state. The preliminary KOI's developed at the meeting are listed below, along with suggested final KOI's:

Key Outcome Indicators

- 1. Financial Strength**
 - a) A fund balance in the capital maintenance fund sufficient to address the highest priority capital needs of the community
 - b) No management comments in the FY 2015 Audit
 - c) AAA Bond Rating by 12/31/2015
- 2. Proactive Development and Redevelopment**
 - a) 75% of available retail in Bay Center leased by December 2014
 - b) Net increase of 20% parking spaces in downtown by 12/31/2017

- c) A redevelopment agreement in place for the Meyers Dairy building by 7/1/2015
- d) Two targeted multi-family complexes improved between 1/1/2014-12/31/2015

3. Focused Community Engagement

- a) Citizens Academy has twenty participants by 12/31/2015
- b) Two qualified applicants for all Boards and Commission openings by 12/31/2015
- c) A 25% increase in website visits between 1/1/2014-12/31/2015

4. Organizational Sustainability

- a) Institutional knowledge documentation/SOP's for all departments in place by 7/1/2015
- b) By 7/1/2014, have a new organizational structure in place that is in line with industry standards (address finance before PW)
- c) By 2/1/2014, finalize an agreement with Long Lake for additional shared services

5. Maintain and Enhance Community Amenities

- a) 80% of the Lake Effect prioritized project list implemented on schedule each year
- b) A 20% increase in website visits related to Parks and trails between 1/1/2014-12/31/2015

6. Operational Effectiveness

- a) 80% of current business license and permit forms available online by 12/31/2014
- b) Staff time processing utility bills reduced by 20% between 1/1/2014-12/31/2014

Following the development of KOI's, the group developed a preliminary set of strategic initiatives. Strategic initiatives are focused activities that ensure that priorities are addressed and that outcomes specified in the KOI's are achieved.

Strategic Initiatives

1. Financial Strength

- a) Create a 10 year maintenance plan of capital projects
- b) Establish a capital maintenance funding strategy
- c) Evaluate contracting and documentation processes
- d) Conduct organizational analysis-Finance department

2. Proactive Development and Redevelopment

- a) Work with Presbyterian Homes on sales/marketing strategy
- b) Carisch Ramp consideration
- c) Analysis-Mill Street ramp
- d) Develop a strategy for the Meyers Dairy building

3. Focused Community Engagement

- a) Create a Citizens Academy
- b) Develop an outreach and recruitment program for Boards and Commissions
- c) Revise and upgrade the City website

4. Organizational Sustainability

- a) Document institutional knowledge by SOP's and/or succession planning –by 7/1/2015
- b) Implement new org structure- consistent with industry standards- by 6/2014
- c) Draft agreement for additional shared services
 - i. Implement Long Lake opportunity (shared services study group)

5. Maintain and Enhance Community Amenities

- a) Council adoption of priority PTB list
- b) Creation of specific funding for PTB list
- c) Council adoption/community buy-in of LF framework
 - i. ID and creation of specific funding sources
 - ii. Implement next phase of LF (design)
- d) Identify and gather baseline data on Parks and Trails
- e) Develop a Parks and Trails user strategy
 - i. Enhance website park/amenities content

6. Operational Effectiveness

- a) Conduct online business evaluation
- b) Develop funding and implementation plan for online business
- c) Document and evaluate utility bill payment processing
 - i. Staffing and processing metrics
 - ii. Create improvement program

III. Next Steps

Based upon an agreed upon meaning for each Strategic Priority, a brief definition should be developed to provide clarity and alignment with outcomes. The staff will propose definitions for the City Council to consider at an upcoming worksession.

To successfully address the strategic priorities and reach the intended outcomes, a focused work plan will need to be developed. Once the plan is adopted and the strategic initiatives are approved, detailed action plans will be developed for each-specifying steps, timing and accountabilities.

The strategic framework established at the worksession will set the City's direction for the next two years. While adjustments will certainly be made to accommodate changing conditions, it provides a strong foundation and focus for success.

Appendices

SWOT Analysis Data

In order to clarify the strategic challenges confronting the community, the City Council, City Manager and senior staff conducted a review of the current operating environment using a SWOT analysis methodology.

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. The internal strengths and weaknesses and the external opportunities and threats were assessed. This was done in two parts: (1) in advance of the retreat, all participants completed a SWOT questionnaire; and (2) the group participated in a facilitated process that used the questionnaire results as the basis for analysis and decision-making.

The following Appendices contain both questionnaire responses (Appendices I-V), and the strategic challenges and opportunities that emerged as a result of the process (Appendix VI).

Appendix I

SWOT Results - Strengths

Most frequently mentioned:

- Engaged citizenry and volunteers
- Prime geographic location in the metro and a lake with high economic potential
- Financial strength and stability (solid financials)
- Talented, experienced staff
- Sound infrastructure and housing stock with pride of ownership in community

Aggregate responses

- Talented staff, longevity, skill, experience
- Financial stability, management
- Engaged volunteers
- Financial stability
- Sound infrastructure
- Promising new leadership
- Small staff and very nimble
- Greatest Strength/Asset - The community it serves – residents, property owners, small business owners
- History – The key to our future lies in our past.
- LOCATION! LOCATION! LOCATION!
- Solid Financials
- Strong Staff (City Manager; Public Works Director; City Planner; City Engineer; Police Chief and Fire Chief)
- Solid City Council
- Position on the lake, its downtown
- Demographics to support business, tax base
- Variety of housing
- Redevelopment opportunities
- Opportunities to improve lakefront experience
- Dedicated staff
- Engaged citizenry

- Dedicated Department Heads
- Very professional staff with expertise and experience in their fields
- Civically minded citizenry willing to actively participate and volunteer
- Pride of ownership in the community extends from residents to elected officials and staff.
- Dedicated staff and concerned citizens
- Hard working staff with a great deal of experience and expertise

Appendix II

SWOT Results - Weaknesses

Most frequently mentioned:

- Staff size and depth: organization, training, additional staff-Finance
- Succession planning: develop talent, training, redundancy, shared services
- Communications: external (with community)

Aggregate responses

- Succession planning and developing talent at the staff and board level leading to staff management positions and council
- No depth at any staff level but others do cover
- Doesn't recognize its greatest asset (see above)
- Too incestuous
- Judging & labeling
- Controlling
- Poor attitude towards serving community
- Not transparent – poor communication
- DO NOT LISTEN to those outside the “circle of trust”
- Lack of flexibility and adaptability
- Operates as silos vs. collaborative
- Change from a short-term gain mentality to a long-term prosperity philosophy
- Lack of talented individuals to serve on various boards and commissions.
- Lack of Economic Development opportunities.
- The need for a Finance Director.
- Backup staffing plans in view of retirements on the horizon
- Competition from neighboring liquor businesses and limits on managing aggressively
- Balancing the community's many priorities
- Continuing to improve communication within the community
- Succession planning for city staffing
- Shortage of support staff
- Small size. Lack of redundancy of staff

- Environmental issues of the lake – AIS, etc.
- Downtown parking
- Hanging on to/improving beautification of parks/streetscape
- Current organization structure
- Retirements of senior management, leadership for liquor and finance
- Constant interruptions resulting in work being taken in other locations. Difficult to get daily work done
- Limited training opportunities. Software training would be beneficial for staff and the organization
- We have limited support staff/services in our small organization

Appendix III

SWOT Results – Opportunities

Most frequently mentioned:

- Lakefront
- Leadership development/succession planning
- Shared service model
- Economic development: lakefront, downtown parking, promotion/marketing, geographic/demographic

Aggregate responses

- City is in a redevelopment mode, we can rewrite history
- Understanding and tapping into the elements of its community (internal & external) that will keep the city going for another 150 years – young families that spend money, environmental priorities, historical elements with a modern twist
- Become a model of a 21st century “small town”, modern amenities w/ main street character, great quality of life while embracing programs that meet the needs of a diverse multi-generational populous – a contemporary, historical hamlet that saves its trees for shade and lake preservation while being cutting-edge enough to incorporate bio swale floating islands to filter the lake water that allow for boat activity to dock for local businesses.
- Becoming a service oriented organization to its residents/community with energies directed at problem solving, serving and helping vs. creating barriers, hostility, defensive posturing and barriers are established deeper.
- Lake Effect Development Project
- Bushaway Road Redevelopment
- Development and re-development of the West End of Lake Street
- Taking advantage of recent planning efforts (Lake Effect) and putting them into action
- Economic development
- Selling services to neighboring communities
- The Lakefront planning initiative
- The Wayzata Bay Center redevelopment project and the revitalization it brings to the city
- Lakefront improvements to serve residents and business community
- Redevelopment on west end of lake street
- Growth of liquor operations with leadership defined

- Shared services with surrounding communities (long lake)
- Build strong leadership team and staff working more as a team
- Merging services with other cities
- Strengthening the community's vitality with place making opportunities such as public art and recreational amenities.
- Opportunities for shared service collaborations with other communities.
- Potential to create a unique and vibrant lakefront with amenities for residents and visitors
- Providing government services to other local governments
- By sharing financial services to another local government, can justify the hiring of a finance director

Appendix IV

SWOT Results- Threats

Most frequently mentioned:

- Lack of succession planning
- Financial health/sustainability
- Community Culture/perception/conflict-Education, knowledge & transparency
- Maintaining service demands/amenities
- Business and living costs vs. attracting new residents & businesses

Aggregate responses

- Cost controls
- Funding
- Replacing retiring staff
- Temptation to slip back into funding services/staff through unstable fee revenues
- Embarking on capital projects with insufficient attention to their long maintenance tails
- Replacement of “key” Staff members soon to retire
- Maintaining a strong financial picture
- Maintaining “key” services to the community (snow plowing; parks and trails maintenance)
- Its arrogance
- Its conservatism
- Its reactive nature vs. proactive action
- Its controlling philosophy
- We are losing so much of our past .
- Taxes are high
- Economy
- Regulations
- Adapting to changing demographics and related service demands
- Providing opportunities for younger families to locate within the community.
- Maintaining a strong retail presence in the community given challenging rent structures

- Loss of key personnel
- Impacts to community of redevelopment/construction
- Divisive politics re change
- Holding on to silos or the past and not planning for the future
- Senior staff retiring without adequate time to train in replacement(s)

Appendix V

Highest Priorities – from Questionnaire Responses

- Succession Planning/ Leadership Development
- Completing Lake Effect
- Economic development to influence #2
- Preserve our Neighborhoods
- Strengthen our Commercial Properties
- Enhance our waterfront experience for all
- Open up to the next generation that needs to empower, encourage and function in a collaborative leadership style to lead the city into the 21st century and beyond WITHOUT losing its sense of self
- Embracing, whole-heartedly, what has made Wayzata great, special and unique AND THEN developing an identity that will define itself through policy, programs and place. Enforcement of those elements will be key.
- Developing, re-establishing, nurturing relationships with surrounding cities, stakeholders and the community to shed negative perception and reputation of Wayzata.
- Actively identifying and pursuing business, events, programs, institutions that will benefit Wayzata's prosperity, residents, economic development, vitality LONG-TERM
- Develop a **financially self-sustaining** model of government, assets, city programs, etc.
- Maintain a strong financial policy
- Replacement of "key" Staff that will retire
- Looking at Shared Services with Long Lake
- Successful completion of the many projects underway
- Lake Effect- decide on costs/priorities and take the first steps
- Optimize city staffing with emphasis on Muni
- Succession planning
- Filling gaps in departments that should have additional support staff
- Pay adjustments
- Finalize and begin implementation for the lakefront plan
- Formalize the City's economic development prioritizes

- Create a succession plan for city staffing
- Succession planning
- Developing the waterfront
- Merge services with Long Lake
- Complete and launch lake front plan
- Oversee and help launch the Pres homes project
- Manage construction impacts (Bushaway, lake st, Pres homes)
- Get the right team in place for the long run
- Execute on shared service arrangements
- Succession planning
- Additional parking for the downtown area
- Enhance Wayzata's appeal-Park improvements- many are in need of maintenance and improvement

Appendix VI

Strategic Challenges and Opportunities

The group assessed how organizational strengths could leverage opportunities and how weaknesses could be exacerbated by threats. This provided a context for the leadership team to establish the six Strategic Priorities

Strategic Challenges and Opportunities facing Wayzata:

- Organizational structure/staffing
- External communication and marketing
- Lakefront/community character
- Downtown parking
- State/external pressure to do mergers
- Housing turnover
- Rental housing quality
- Economic development and redevelopment

Strategic Planning Overview

The Strategic Planning Session took place in Wayzata on October 7, 2013. Participants included: Mayor Ken Willcox, Council Members Jack Amdal, Bridget Anderson, Andrew Mullin and Tom Tanner with City Manager Heidi Nelson. Staff included Becky Malone, Deputy City Clerk; Don Johansen, Building Official; Mike Kelly, City Engineer; Kathy Ovshak, Finance Manager; Samantha Grosz, Communications Specialist; Bryan Gadow, City Planner; Dave Dudinsky, Public Services Director; Mike Risvold, Police Chief; and Kevin Klapprich, Fire Chief.

During the daylong session, the group established the priorities, measurements and strategic initiatives outlined on the previous pages.

In order to clarify the strategic challenges confronting the community, the City Council, City Manager and senior staff conducted a review of the current operating environment using a SWOT analysis methodology. SWOT stands for strengths, weaknesses, opportunities and threats. The internal strengths and weaknesses and the external opportunities and threats were assessed.

Strengths Analysis

- Engaged citizenry and volunteers.
- Prime geographic location in the metro and a lake with high economic potential.
- Financial strength and stability (solid financials).
- Talented, experienced staff.
- Sound infrastructure and housing stock with pride of ownership in community.

Opportunities

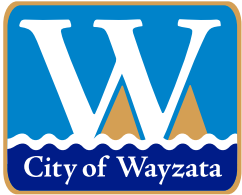
- Lakefront.
- Leadership development/succession planning.
- Shared service model.
- Economic development: lakefront, downtown parking, promotion/marketing, geographic/demographic.

Weaknesses Analysis

- Staff size and depth: organization, training.
- Succession planning: develop talent, training, redundancy, shared services.
- Communications: external (with community).

Threats and Challenges

- Lack of succession planning.
- Financial health/sustainability.
- Community cultures, conflicts and perceptions.
- Maintaining service demands and amenities.
- Business and living costs versus attracting new residents and businesses.



A BLUEPRINT FOR THE FUTURE

Wayzata is a well maintained and safe community.	Wayzata is an active community with a “Home Town” feel.	Wayzata provides a world-class guest experience.
Wayzata celebrates its proud history on the lake.	Wayzata offers an exceptional lakefront destination.	Wayzata has a strong, stable financial foundation.



STRATEGIC DIRECTION: Ensuring Financial Stability

Strategic Priority	Key Outcome Indicator	Measure	Target	Strategic Initiatives
Financial Strength FINANCE	Capital maintenance demand	Long-term costs	Funding for highest priority needs	a) 10-year maintenance plan b) Capital maintenance funding strategy
	Audit	Management comments	0	c) Evaluate contracting and documentation processes
	Fiscal strength	Bond rating	AAA	d) Organizational analysis - finance dept. e) Update Muni business plan
Proactive Development and Redevelopment GROWTH	Bay Center	Retail leases	75% leased by 12/31/2015	a) Presbyterian Homes sales/marketing strategy
	Parking downtown	Parking spaces	20% increase by 12/31/2017	b) Carisch ramp consideration c) Analysis of ramp options
	Meyers Dairy building	Site redevelopment	Redevelopment agreement - 7/1/2015	d) Meyers building redevelopment strategy
	Targeted multi-family complexes	Reinvestment	2 complexes improved between 1/1/2014 - 12/31/2015	e) Marketing campaign - multi-family investment program f) Improve rental inspection coordination with reinvestment g) Increase and implement rental housing inspection standards h) Promote development of diversity of housing stock.
	Signage	Increased wayfinding into and within city	Roll out second phase wayfinding by 6/1/2015 New directional signage by 9/30/2014	i) Improve directional signage on freeway j) Monument signage of Muni
	Marketing	Marketing plan in place	Establish marketing/branding campaign by 12/31/2014	k) Develop marketing/branding campaign for city



STRATEGIC DIRECTION: Sustaining Our Community

Strategic Priority	Key Outcome Indicator	Measure	Target	Strategic Initiatives
Organizational Sustainability WORKFORCE	Institutional Knowledge	Documentation/SOPs	All depts. by 7/1/2015	a) Documentation project - all depts. b) Succession plan - all depts.
	Organizational Structure	Industry span of control	In place by 7/1/2014	c) Organizational analysis d) Implement organizational structure changes
	Shared services	Executed agreement	Long Lake PW by 12/31/2014	e) Develop options for shared service f) Implement Long Lake opportunity
Focused Community Engagement CUSTOMER	Citizens' Academy	Participation	20 participants by 12/31/2015	a) Create a Citizens' Academy
	Boards and Commissions	Qualified applicants	2 applicants for each opening	b) Develop an outreach and recruiting program for Boards and Commissions
	Website	Visits	25% increase 1/1/2014-12/31/2015	c) Revise and upgrade city website d) Incorporate paperless technology into website



STRATEGIC DIRECTION: Enhancing City Assets

Strategic Priority	Key Outcome Indicator	Measure	Target	Strategic Initiatives
Operational Effectiveness OPERATIONS	Business and permits	Online forms availability	80% by 12/31/2014	a) Online business evaluation b) Program funding and implementation
	Staff time	Utility bill processing	20% reduction 1/1/2014 - 12/31/2014	c) Document current staffing metrics d) Establish improvement program
Maintain and Enhance Community Amenities MAINTENANCE	Projects	Lake Effect prioritized list	80% implemented on schedule	a) Lake Effect framework adoption b) Lake Effect funding strategy c) Adoption of PTB list d) PTB projects funding strategy e) Scenic byway
	Park usage	Users	20% increase website hits between 1/14/2014-12/31/2015	f) Parks information/documentation project g) Park and trail user strategy



City of Wayzata
600 Rice Street
Wayzata, MN 55391-1734

Mayor:

Ken Willcox

City Council:

Bridget Anderson

Johanna McCarthy

Andrew Mullin

Steven Tyacke

City Manager:

Heidi Nelson

TO: Mayor Willcox and Councilmembers

FROM: Kristin Classey, Communications Specialist

DATE: January 14, 2015

RE: New Website Layout Design Reveal

Background

City Council authorized a request for proposals (RFP) for city website re-design January 21, 2014 and 24 vendor proposals were received. Staff, in coordination with the Communications Board, narrowed the field and conducted interviews with four vendors to present their website proposal. After the presentations, staff further conducted testing in a “sandbox” provided by each of the four vendors in their proposed Content Management Software (CMS).

CivicPlus was selected as the front-runner from the presentations and CMS testing. In July 1, 2014, the new vendor recommendation of CivicPlus was brought to City Council and was approved.

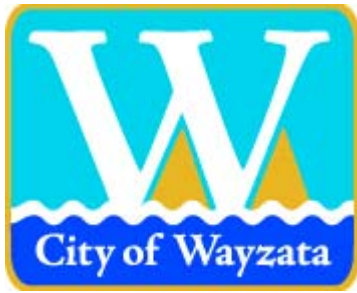
Design Process

Since August 2014, staff and the Communications Board have met with CivicPlus to discuss the potential design, structure and functionality of the new website. Various websites were reviewed and preferences were identified for design and navigation. Input was also solicited from the city's Boards and Commissions regarding information to be shared on the new website. CivicPlus then proceeded with the layout design for the new website. The Communications Board met on several occasions to review the design and provide feedback to staff and the vendor. On Thursday, January 8th, CivicPlus presented the new website design to the Communications Board and staff. Feedback was provided regarding the design, which is reflected in the design reveal provided to the city council during the January 20th workshop. Councilmembers are welcome to provide feedback to staff during the workshop.

Following the workshop, staff will continue to update the CivicPlus CMS website with current content and continually update the site after we go live. On February 9, CivicPlus will connect with staff regarding the transition of our website readiness to switch from our current hosting site to our new hosting site with CivicPlus.

New Website Launch

The new website is tentatively scheduled to go live on or around February 12th. The contract with our current website vendor, GovOffice, is scheduled to end as of February 28, 2015.



City of Wayzata
600 Rice Street
Wayzata, MN 55391-1734

Mayor:
Ken Willcox
City Council:
Bridget Anderson
Johanna McCarthy
Andrew Mullin
Steven Tyacke
City Manager:
Heidi Nelson

MEMORANDUM

TO: Mayor Willcox and Councilmembers

FROM: Heidi Nelson, City Manager and Bryan Gadow, Director of Planning and Building

DATE: January 15, 2015

RE: Workshop - Update on the East Block component of the Wayzata Bay Center Project

At a workshop on January 20th, the developer team for the East Block of the Bay Center project, lead by Steve Bohl of BohLand Development, will be before the Council to provide an update on the plans for the East Block. This includes an introduction to the hospitality management company that will be involved in the hotel component of the building. Mr. Bohl will provide an update on the project planning and discuss next steps in the development review for the final stage of the Bay Center project. Attached is a copy of a presentation with background on the proposed building.

the
LANDING
hotel and residences



The Landing – Wayzata

BohLand Development

As a key component of the Promenade Redevelopment in downtown Wayzata, we are introducing the last remaining parcel, The 'Landing' on the East Block.

This final phase of the Promenade project will include a mixed use of Hotel Restaurant & Spa, Luxury 'For Sale' Condominiums, as well as Retail space. The building will consist of approximately 29 individually owned condominiums, having replaced the previously proposed office spaces on levels 2, 3 and 4. It will also consist of an 80-90 room luxury boutique hotel with its main entrance and lobbies at grade level with rooms located on levels 2-4 overlooking the "Great Lawn." There is an additional approximately 14,000 square feet of commercial retail spaces on the grade level. Although the condominium replaces the office space as previously shown on the concept plan, the condominium use offers many benefits over the original concept. The previous concept plan had already considered additional residential development as an approved use for this block.

Aside from the charming and historic past of the old landmark Lake Minnetonka hotels, The 'Landing' will be seen as a welcomed use and opportunity by the community and the City of Wayzata. The history of a Lake Minnetonka hotel can only be surpassed by providing a viable well managed hotel for the future. The Landing will become a part of this community for many years but will reflect the past in its design. The advantage of approximately 600 new residents within the Promenade, the many corporate headquarters surrounding this community, the ever growing desire to visit Wayzata 'staycation', coupled with the shortage of an executive stay hotel offerings, the hotel will be an immensely desired amenity and business opportunity.

There is no argument that the market demand for condominium ownership has proven very strong in Wayzata. Replacing office space with condominiums offers a better alternative to the oversupply of office space currently in Wayzata. In addition, our plan requires less parking and allows for an overall more passive use and cohesive impact to the site. Originally, there were a few more units available at Regatta, but many buyers wanted to combine units to larger sizes leaving us with 59 units. The 29 units in the Landing will only add 25 more units over what was originally planned in the Promenade and will be unrestricted full market – for sale condominiums. As of June 2014 Regatta sold out in a little over one year with an average sale price just under \$1,000,000. Completion and Resident move-in for the Regatta will occur between February and July 2015.

With the experience and success in developing the Regatta Condominiums at Promenade, BohLand Development will be the lead developer for the East Block; Hotel Restaurant & Spa, Condominiums and retail opportunities. BohLand Hotel Group will own the hotel and has aligned with Hay Creek Hotels to manage the hotel operation. The retail portion of the building will be sold back to ownership of Wayzata Bay Redevelopment when the building is complete. Many of the same Regatta team members will continue on with this project ensuring a well-coordinated completion and long term success of this project.

Our plan is to submit an application to the City of Wayzata for review and receive approvals to start construction on the building beginning Summer of 2015. This schedule will allow for the completion of the Promenade development as a whole by the end of 2016, which will not only be advantageous to the hotel, but to the development and the community. We believe that we can meet this schedule with the inclusion of the City of Wayzata approvals, design and plan completion, Hotel Restaurant & Spa, and retail/commercial construction, and condominium buildout.

The Landing Hotel

The Landing Hotel is the most significant part of the East Block and is envisioned as a luxury boutique hotel catering to the visitors of the Wayzata and surrounding lakefront communities. Ideal for business guests of the many corporate businesses in the western metro of the Twin Cities, supporting the need for temporary guest rooms to other Promenade residents, a place for friends and relatives for the many wedding venues around the lake, and the visitors of Wayzata enjoying the new energy and destination lifestyle it has to offer. The hotel will offer a mid to upper scale platform with standard rooms and executive suites with amenities for community meetings, spa, intimate dining establishment and private dining venues, and a small banquet area.

The restaurant will be a full service breakfast - lunch- dinner venue and provide food and beverage service to the hotel and catering services for community events. The Hotel and Restaurant will have two unique "brands" and separate entrances, but will have a common area once you get inside. The restaurant will be two stories with a limited second floor outdoor deck seating overlooking the "Great Lawn" near the hotel. The theme will be "intimate, comfortable and conversational". The Spa will be semi-public and offer services to the hotel guests, condominium owners, and through token memberships for general guests. WTS International has been hired by BohLand as a consultant for the Spa. They are the most experienced spa consulting firm and will guide the space planning, financial modeling, and set up for the long-term operation of the Spa under the hotel management.



Hay Creek Hotel is a hotel management company that specializes exclusively in Luxury Boutique Hotels. Based in the New England area, they manage hotels that align with the personality and character of the communities they serve. They understand community, flexibility, and most importantly - service. Many of their hotels are in quaint small town lakefront communities like; Kennebunkport, Maine, Exeter & Wolfsboro New Hampshire, and other unique places. Hay Creek Hotels experience comes from executives from some of the largest luxury hotel operations in the world, and formed to manage and service boutique luxury hotels. This group is a perfect match for what Wayzata deserves and the long term success of the hotel.

The Landing Luxury Condominiums

This portion of the building will be developed and marketed by BohLand Development and will offer many of the benefits of condominium ownership similar to Regatta. The separation of hotel and condominiums guests and residents will be achieved thru private secured access to the floors and secured access to parking. With current and thorough market experience and knowledge, we will create a "sweet spot" of floor plans and spaces that buyers desired in Regatta along with the amenity of having concierge services and other Hotel Restaurant & Spa services available in the same building.

Retail/Commercial

The retail will have storefront on both the south and west sides of the building and two separate muse access for pedestrian traffic and parking.

Building Design and Integration

Our goal is to stay within the framework of the previous concept plan approval with some upgraded modifications to the exterior design. We understand the importance and opportunity of the design and its place of prominence as the most southeastern entrance to the downtown commercial area of Wayzata. In addition, it is important to carefully integrate this portion the Promenade development and its sensitivity to the neighbors to the east, as well as the benefits of the future pedestrian connections along Eastman Lane and Bushaway Road. We respect the site lines for the height for the neighbors to the east, and have designed the building that reflects those views previously approved.

The architecture will fit into the existing Promenade but will bend toward a more intimate entrance into the two separate entrances for the Hotel Restaurant & Spa, and separate condominium entrance. The intent is to draw a similarity to the Lake Street character at the Hotel and Restaurant entrances at the southwest pedestrian street level of the Landing building. The east elevation will be softened and provide light protection for the neighbors to the east.

Owners

The owners of the Landing Hotel Restaurant & Spa are the same individuals that are responsible for the development and success of the Regatta Condominiums. This group has decades of real estate experience. BohLand Development will build and sell the condominiums. BohLand Hotel Group will be the ownership entity of the Hotel Restaurant & Spa. Wayzata Bay Redevelopment will own the retail use.

The Promenade has become one of the premier developments in the mid-west and the developers of The Landing will ensure that it will be finished well.

The community deserves something this special - The Landing Hotel and Residences.





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For over 20 years, BohLand Development has been planning, designing, developing, managing and marketing exceptional new home communities. Today we have become recognized as a leader in the development of premier neighborhoods in the western suburbs of the Twin Cities.

Through the years, we have maintained a philosophy of respect for the natural environment that our new home neighborhoods become a part of. Our goal continues to be one of preserving and enhancing the natural beauty of the land, while creating inviting neighborhoods that today's families are longing for. With ideal locations, exceptional amenities and trusted home builders, you will discover that BohLand Development's neighborhoods are perfect places to live, work and play.

Cunningham Group Architecture has burgeoned since we opened in downtown Minneapolis in 1968. Boasting 256 employees in nine offices, including in Beijing and Seoul, we are committed to creative architectural design solutions in a number of market sectors.

We embody John Cunningham's ideal, "architects operate in service to society" by organizing monthly forums on urban issues, an annual art benefit for local nonprofits, and organizing far-reaching sustainability events. To recognize the firm's design excellence and civic leadership, AIA Minnesota named Cunningham Group the 2013 Firm of the Year.

Hay Creek Hotels is a hotel management company that specializes exclusively in upscale independent full service hotels. Based in the New England area, they manage hotels that align with the personality and character of the communities they serve. They understand community, flexibility, and most importantly - service. Many of their hotels are in quaint small town waterfront communities.

Hay Creek Hotels experience comes from executives from some of the largest luxury hotel operations in the world, and formed to manage and service boutique luxury hotels. This group is a perfect match for what Wayzata deserves and the long-term success of the hotel.

The principals of Hay Creek are industry leaders with a breadth of domestic and international experience. Each a veteran of more than 30-years in the industry, all feature backgrounds with operating roles as General Managers of hotels and resorts, food & beverage management, hotel development and opening team leadership; in addition to extensive senior management responsibility for major hotel companies, renovation projects both large & small, hospitality real estate investment advisory, marketing and branding, finance and asset management and the operation of destination spas and sports facilities.

Team



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General Contractor
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Project Executive
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Weis Builders, established in 1939, has maintained a reputation for building solid relationships. As a third-generation, family-owned general contractor, we continue to exceed client's expectations with our versatility, responsiveness, talented associates, and progressive attitude.

Weis Builders is ranked among the top U.S. construction companies by Engineering News Record. We complete projects throughout the country from four office locations: Minneapolis and Rochester, MN; Chicago, IL; and Dallas, TX.

Weis Builders excels in various markets, including multi-unit residential, senior living, hospitality, retail, commercial and healthcare. We support the development needs of our clients by providing delivery methods such as design/build, general contracting and construction management. In the end, it all comes down to successful relationships with our clients.

Team

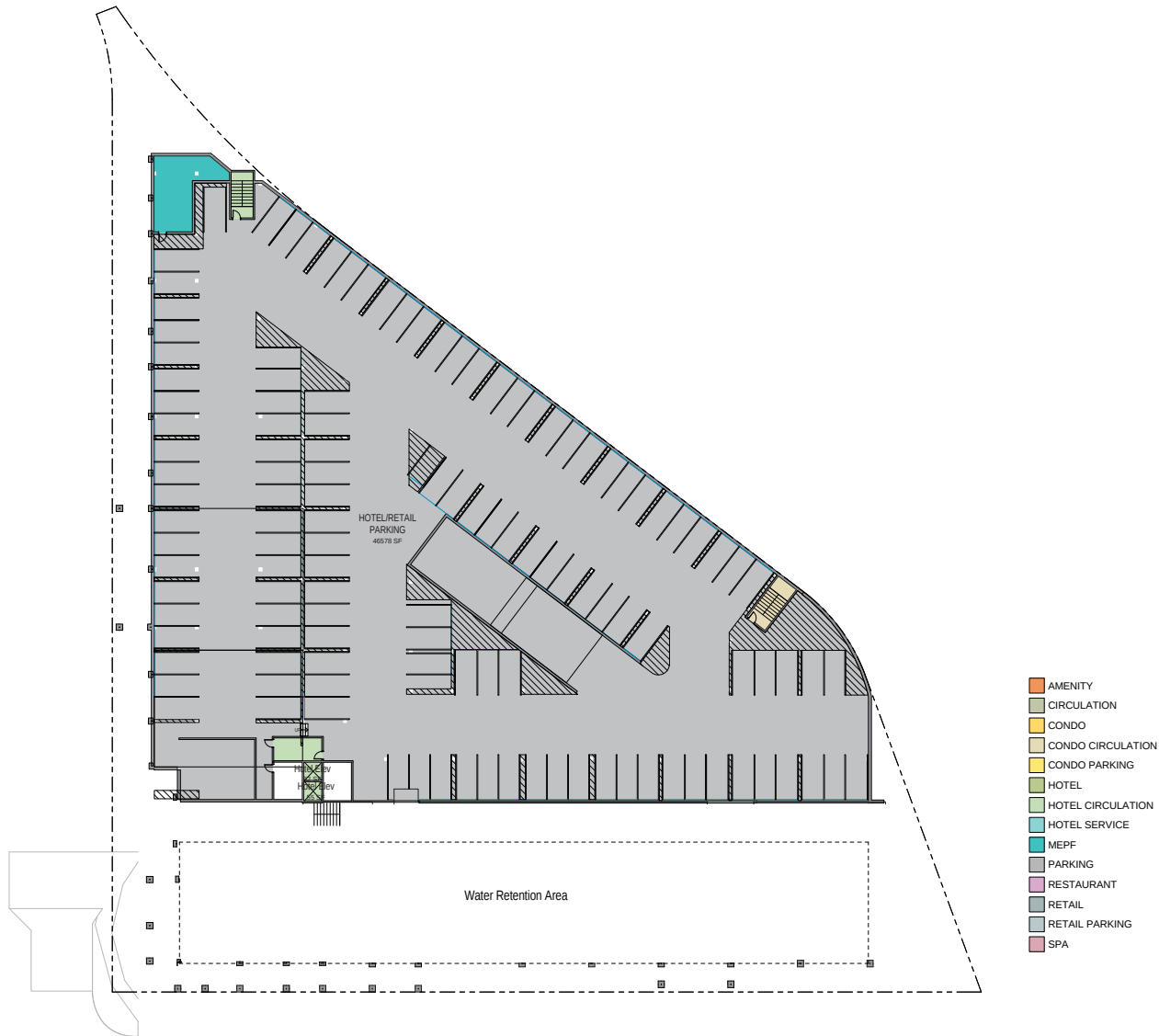


Site & Architecture

- Hotels offer a community benefit to local commerce for year round shopping and encouraging visitors to Wayzata.
- Parking will be managed internally within The Landing parking space.
- Architecture that will compliment and enhance the most eastern entrance to Wayzata's retail commercial district.
- Pedestrian friendly design draws activity toward the Promenade development and future recreational trails towards Bushaway.
- Hotels have been a much desired and historically significant addition to Lake Minnetonka.
- The Landing proposed use and design offer less impact than the previously proposed uses, as well as less visual impact to the neighborhood located to the east.
- The architecture is distinctive, yet blends within the structure of the existing Promenade building.
- Based upon the current schedule the whole Promenade development will be completed by the end of 2016.
- 'The Lake Effect' and The Landing Hotel share a community goal to bring in guests and visitors to the Wayzata community.
- The hotel component is a sought after and openly desired need for treasured local corporations, as well as a strong compliment to the many local wedding venues for out-town attendees.

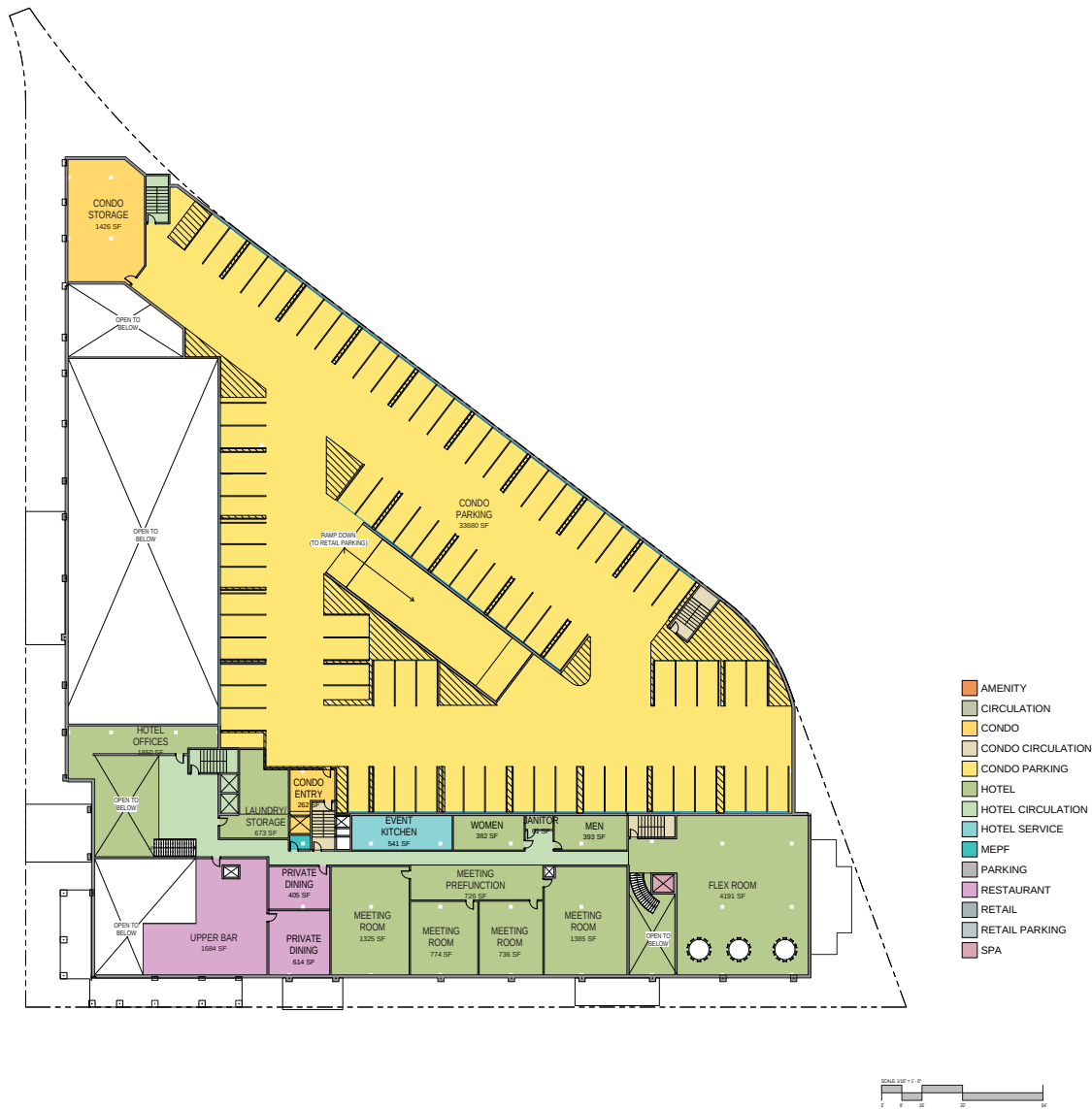


Feature Characteristics





Level 1 | Parking





Level 2



Level 4





Exhibit | Previously Approved