

I love
Wayzata because ...

#WAYZATA2040

CITY OF WAYZATA

STAKEHOLDER ENGAGEMENT REPORT

Wayzata, Minnesota, USA
February 2018



Great Place To
Raise A Family.
And Jeff
works here.

#TOUGH
#STRONG
#BRAVE
LIKE A GIRL

CITY OF WAYZATA

WAYZATA 2040, SAILING AHEAD STAKEHOLDER ENGAGEMENT REPORT

Wayzata, Minnesota, USA

February 2018

This report outlines the stakeholder engagement findings that were conducted as part of the Wayzata 2040, Sailing Ahead Visioning Project. This report provides a compilation of findings, analyses, and conclusions that have been used to support the development of the Vision for the future of the City of Wayzata.

REPORT PREPARED BY:

future→iQ

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'Wayzata 2040: Sailing Ahead' has brought City of Wayzata residents and stakeholders together within a large-scale community visioning process ensuring that the 2040 Comprehensive Plan reflects the collective community's aspirations.

1.0 INTRODUCTION

In 2017, the City of Wayzata embarked on a comprehensive Visioning Project which would assist in the development of the City's 2040 Comprehensive Plan. The visioning project was named Wayzata 2040, Sailing Ahead. This project would become the first half of the City's Comprehensive Plan update process and would be strictly dedicated to community engagement.

The main goal of Wayzata 2040, Sailing Ahead was to engage with City residents and stakeholders in order to explore the City's assets and determine where they would like to see Wayzata in 10, 20 and 30 years' time. This process enables the Wayzata community to take control and input into the process to shape their own future.

The stakeholder engagement process will be built into the City's Vision, which will in turn be used to create a cohesive and strong Comprehensive Plan. Wayzata 2040, Sailing Ahead will create shared goals, which will ensure that every decision made in Wayzata's Comprehensive Plan will bring the City closer to the vision that it has for the entire community. This long-range visioning process was designed to ensure that residents, business owners, local institutions and all community stakeholders within Wayzata had a voice, and that their input would provide the City with the insight needed to set intelligent, coordinated, and creative future priorities. There are five definitive phases of Wayzata 2040, Sailing Ahead process:

- Issue Exploration
- Examination of Implications
- Development of the Wayzata 2040 Vision document
- Scenario Development
- Alignment of Wayzata's Vision

Future iQ explored the issues shaping the future of Wayzata through background research and staff interviews, the Community Profile and Benchmark Analysis Report, and the extensive Community Survey. The development of the scenarios for the future of Wayzata was conducted in the Think Tank Workshop. Preferred and expected futures were explored through 19 Visioning Workshop Sessions across Wayzata. The Alignment of the Vision was conducted through the identification of the areas of shared vision for Wayzata in the Reconvening of the Think Tank Workshop. The aforementioned four steps guided and informed the development of the Wayzata 2040 Vision document.

This report outlines the project's stakeholder engagement process and provides a compilation of findings, analyses, and conclusions that may be used to support the development of a comprehensive community vision of Wayzata. Of particular interest is the alignment of the input from residents, and other key stakeholders. This alignment provides a clear direction and a vision that is supported by all, which leads to broad stakeholder buy-in and momentum.



2.0 ENGAGEMENT APPROACH AND TIMELINE

The overall Wayzata Vision development process during 2017 included several major principles:

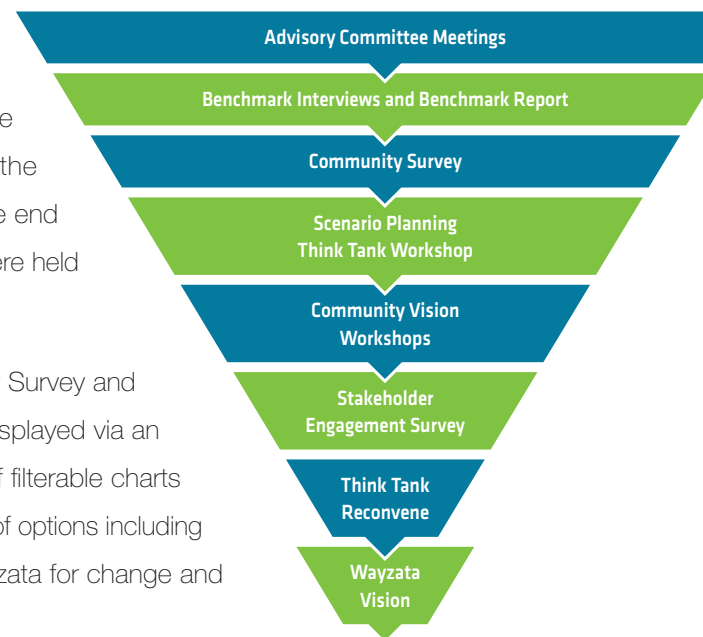
- **Future Oriented.** The objective was to ‘peer’ into the future and design a process that drew together strategic foresight and identification of preferred future outcomes in Wayzata.
- **People Focused.** The process aimed to offer maximum opportunity for local stakeholders and community members to engage in meaningful and thoughtful discussion about the future. A series of workshops and surveys were conducted to provide structured input.
- **Data Driven.** The planning work was underpinned by extensive analysis of community dynamics and surveying of stakeholders and community members.

2.1 ENGAGEMENT APPROACH

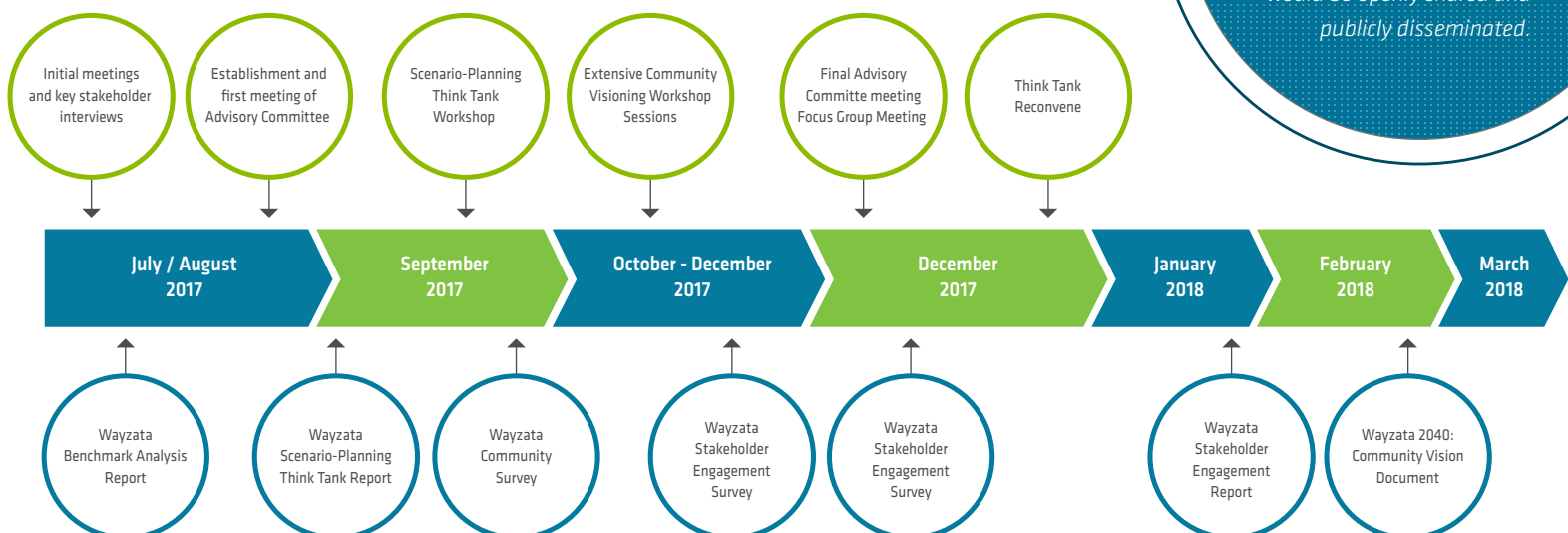
A range of complementary engagement methodologies were used. A highlight of each engagement methodology is below:

- **Scoping interviews and benchmark analysis:** Scoping interviews were held in June and July 2017 and were used in order to explore the issues that were seen to be shaping the future of Wayzata. In September 2017, the Wayzata Community Profile and Benchmark Analysis was produced. This report consisted of a description of Wayzata and included current population make up, select characteristics of households, labor force, income and employment characteristics. Most importantly, the benchmark analysis identified – via a multi-dimensional analysis - seventeen communities similar to Wayzata, where best practices could be sourced and implemented at the vision stage.
- **Community Survey:** The issues generated through the scoping interviews were explored further and community input was acquired by means of an extensive Community Survey which ran from August to November.
- **Think Tank Scenario Planning Workshop:** Scenario Planning was conducted within a two evening Think Tank workshop in late September in order to generate plausible futures for Wayzata and to ascertain the preferred and expected futures.

- **Vision Workshops:** The scenarios developed at the Think Tank were taken out to the wider Wayzata community within nineteen engagement sessions to test the plausibility of the scenarios. An engagement survey was used to gauge the reactions and perspectives of each of the attendees at the end of each engagement session. The engagement sessions were held from October to December.
- **Data Visualization Portal:** The results from the Community Survey and Engagement Sessions were subsequently compiled and displayed via an online data visualization platform. This platform consisted of filterable charts which enabled stakeholders to view the results from a range of options including age, location, importance of factors, preparedness of Wayzata for change and other variants.
- **Reconvening Think Tank:** The original Think Tank was reconvened in mid-December and the results from the community surveys and engagement sessions were shown to participants. This workshop was also used to clarify the areas of shared vision for the future of Wayzata.



2.2 ENGAGEMENT TIMELINE



The 'Wayzata 2040, Sailing Ahead' process was designed to offer the broad Wayzata community a platform for meaningful engagement where ideas and concerns would be openly shared and publicly disseminated.



3.0 ENGAGEMENT METHODOLOGIES AND RESULTS

Future iQ uses a people-focused community engagement approach that emphasizes broad and deep participatory engagement methods to create collaborative environments that produce aligned visions for the future.

For the purposes of this project, various engagement methods were used including meetings and interviews, several visioning workshops, a Think Tank and a subsequent reconvene of the Think Tank group, an online community survey, and a stakeholder engagement survey. In addition, Future iQ hosted an interactive Lab Portal for the project (<http://lab.future-iq.com/wayzata-2040-sailing-ahead/>)

This project began in June 2017 with meetings between Future iQ and the City of Wayzata staff. Wayzata City Council appointed an Advisory Committee, and the first meeting of this Committee was held on August 1, 2017. At that meeting, new committee members were appointed and committee member roles and responsibilities were established. The Advisory Committee played a crucial role in the engagement process not only by outreach to community members, but also by championing many of the visioning workshop sessions and ensuring a broad spectrum of residents and stakeholders attended the sessions. A list of the Advisory Committee Members is below:

Information about the project was disseminated through a designated website (www.wayzata.org/Wayzata2040). Surveys, workshop information, and all relevant project information was posted on this website.

- Dan Koch (City Council)
- Steven Tyacke (City Council)
- Graciela Gonzalez (Planning)
- Jeff Buchanan (Planning)
- Chris Plantan (Planning)
- Dan Baasen (Parks)
- Jim McWethy (Parks)
- Kim Anderson (Heritage)
- Elissa Madson (Heritage)
- Tom Shaver (HRA)
- Bob Ambrose (HRA)
- Becky Pierson (Chamber)
- Kimberly Tutt Moore (Folkestone)
- Patricia Ecklund (Wayzata Resident and Folkestone Staff)
- Jeff Dahl (Staff)
- Jeff Thomson (Staff)
- Mike Kelly (Staff)

3.1 COMMUNITY SURVEY

The main objective of the Community Survey was to understand the perspectives of the community and the perceptions around key factors shaping the future of Wayzata. The Community Survey was live from August to November, and community members explored:

- The importance of a range of issues facing Wayzata and when they would impact the City
- Positivity or negativity related to the range of issues and overall impact
- Preparedness of Wayzata to adapt to projected changes
- Opportunities for the future of Wayzata in the next 5 to 20 years
- Threats to the future of Wayzata in the next 5 to 20 years

Several factors, which were determined based on Future IQ's research and refined through interviews and signed off by the Advisory committee, were:

- Aging population of Wayzata
- Vibrancy of the community in the winter
- Job market / availability of employment in the City
- Workforce and skills shortage in the City
- Housing affordability
- Housing options / types of housing available
- Tear-down and rebuild of traditional neighborhoods
- Historical preservation
- Preservation of historical buildings
- History / Archaeology
- Pre-European history of the area
- Traffic congestion association with high season
- Traffic issues associated with daily commute patterns to and from Wayzata
- Public transit access and availability
- Family friendly amenities
- Intergenerational amenities
- Reputation as premier suburb of the Twin Cities
- Loss of younger adult generations from Wayzata
- Health and Wellness
- Availability of post-secondary or technical education
- Entertainment options
- Diversified and expanded recreation offerings
- City-wide walkability and Bike-ability
- Neighborhood / Businesses / Parks / Trails / Lakefront Connectivity
- Vibrant City Parks
- Distinctive Retail Experience
- Trend of less brick and mortar retail and more online shopping
- Top regional destination
- Changing long-term weather conditions and patterns
- Quality of lakeshore life
- Protection of ecosystem and enhanced environmental sustainability
- Increased racial and ethnic diversity
- Economic diversity
- Diversity of representation
- Urban resiliency / adaptability to change

The Community Survey endeavored to understand the perspectives of the community about key trends shaping the future of Wayzata.

Community members were also asked profiling questions which investigated:

- Whether the participant was interested in Community/ Social issues, Environmental issues or Economic/ Industry issues
- How long the participant had lived in Wayzata
- Whether the participant was a full-time resident, part-time resident, commuter, or seasonal resident of Wayzata
- The area of Wayzata in which the participant lives
- Age
- Gender

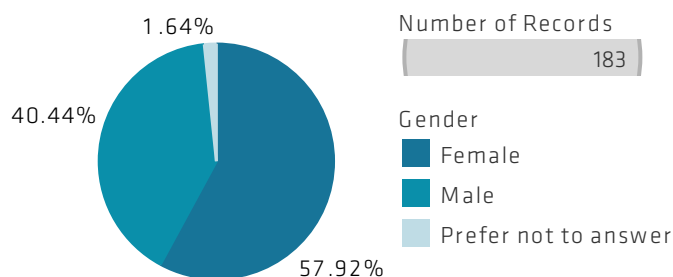
3.1.1 STRUCTURE OF COMMUNITY SURVEY

The Community survey consisted of 21 questions and asked a series of multi-dimensional, in-depth questions and was available online and in hard copy. A total of 189 stakeholders took the survey, an appropriate sample of Wayzata residents and stakeholders. The survey counted with open ended questions as well as matrix and ranking questions. The open ended provided great insight into individual's perceptions and wishes as it relates to Wayzata's future. The matrix and ranking questions laid the foundation for a powerful data visualization platform, which allows for great exploration of each question.

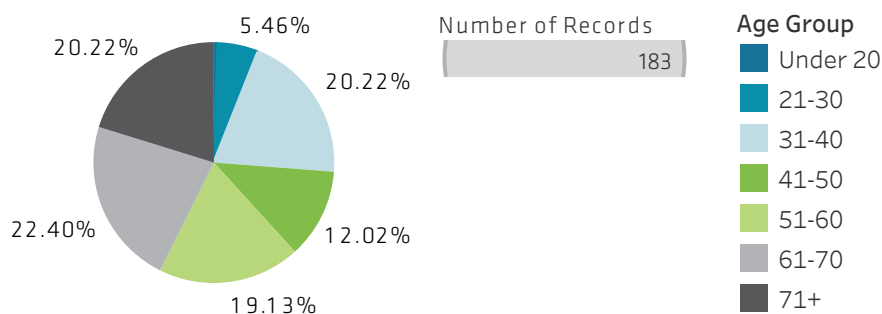
In total, 189 stakeholders took the Community Survey.

3.1.2 SURVEY RESPONDENT PROFILE

57.91% of respondents were male and 40.44% of respondents were female.



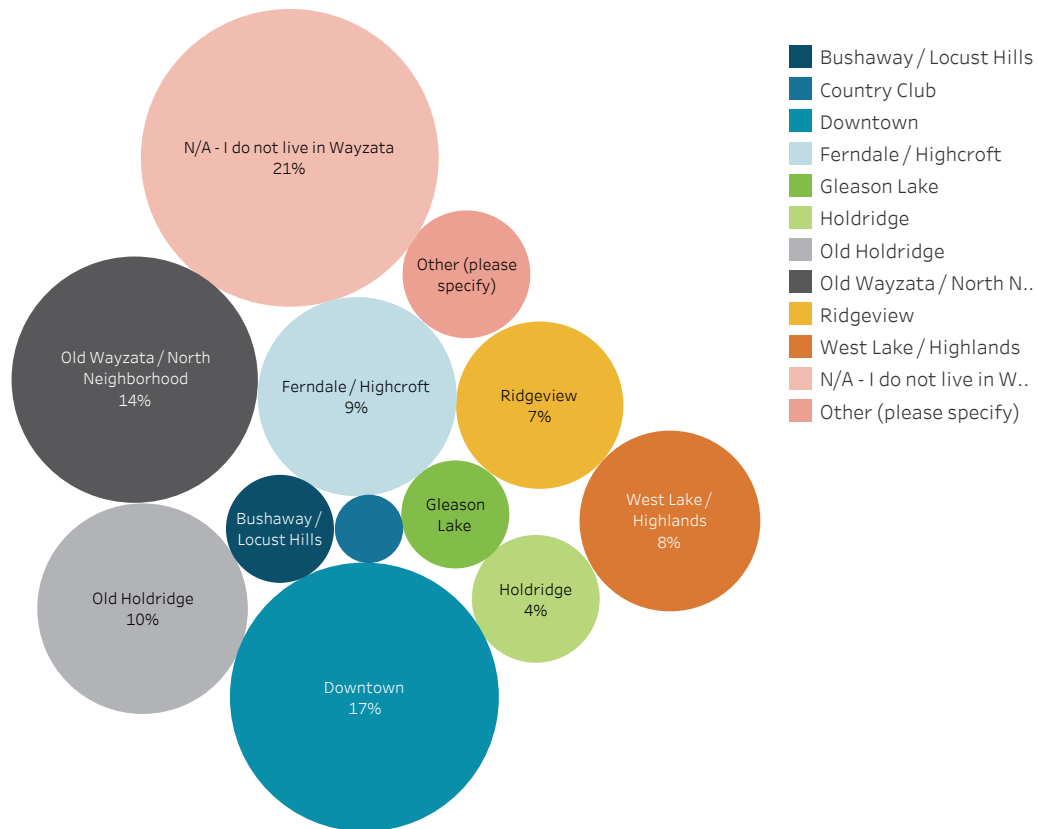
The majority of respondents were over 50 years of age. With the largest age cohorts being 61-70 years and over 70 years.



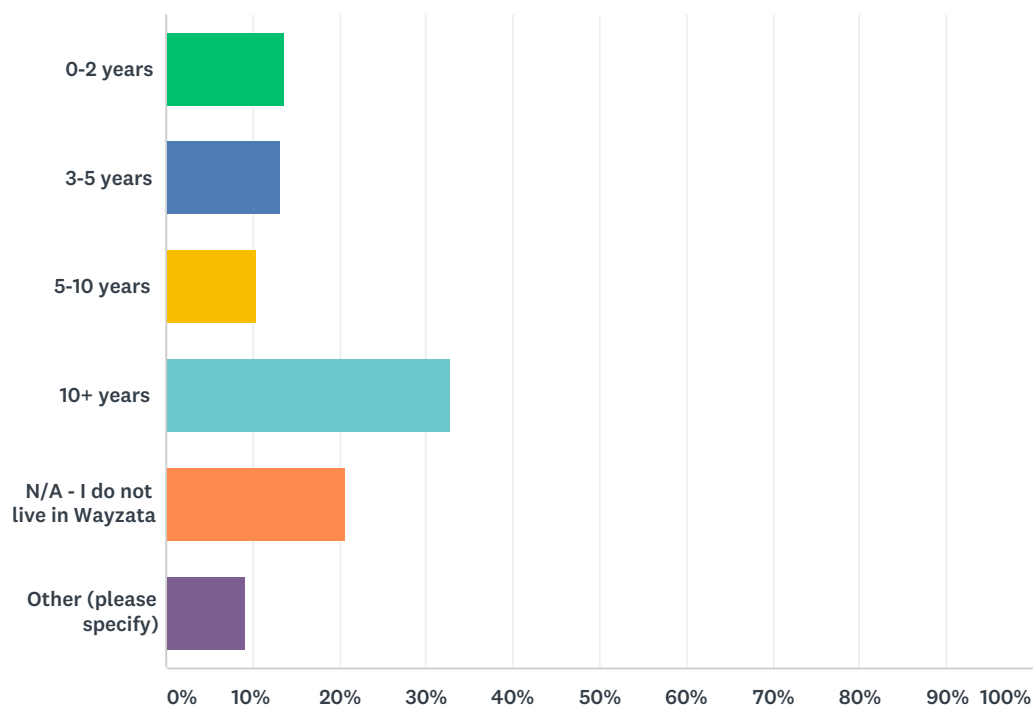
The correlation between gender and age range showed that the strongest cohort of respondents were females between 51-60 and males between 61-70 and over 71. Of note, there was strong participation by males between 31-40.

Gender	Age Group							% of Total Number of Respondents
	Under 20	21-30	31-40	41-50	51-60	61-70	71+	
Female	0.94%	6.60%	16.98%	7.55%	27.36%	21.70%	18.87%	0.94%
Male		2.70%	24.32%	18.92%	8.11%	22.97%	22.97%	33.33%
Prefer not to answer		33.33%	33.33%			33.33%		

Most of the respondents lived outside of Wayzata (21%). Of Wayzata residents, the most represented neighborhood was Downtown (17%) followed by Old Wayzata / North Neighborhood (14%).



Of the survey respondents, 32% have lived in Wayzata for over 10 years. Of note is that close to 26% of respondents have moved to Wayzata in the past 5 years.



3.1.3 COMMUNITY SURVEY RESULTS

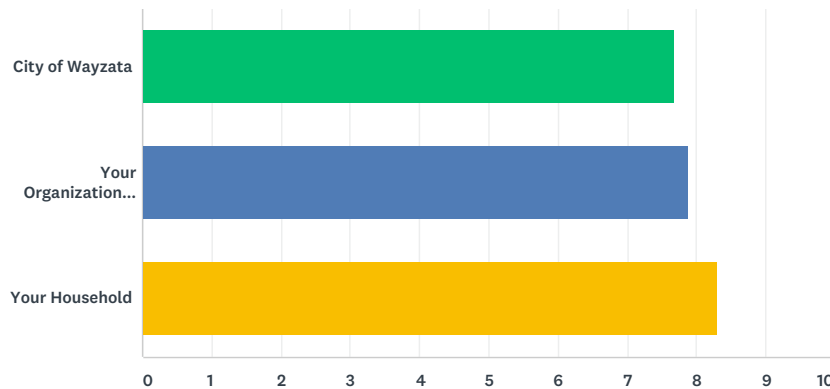
This section explores the key results from the community survey and highlights the items of note. The full survey can be viewed online at www.wayzata.org/wayzata2040. A legend containing the colors of each factor listed within the survey is below.

Factors

■ Aging population of Wayzata	■ Loss of younger adult generations from Wayzata
■ Availability of post-secondary or technical education	■ Neighborhood / Businesses / Parks / Trails / Lakefront Connectability
■ Changing long-term weather conditions and patterns	■ Pre-European history of the area
■ City-wide walkability and Bike-ability	■ Preservation of historical buildings
■ Distinctive Retail Experience	■ Protection of ecosystem and enhanced environmental sustainability
■ Diversified and expanded recreation offerings	■ Public transit access and availability
■ Diversity of representation	■ Quality of lakeshore life
■ Economic diversity	■ Reputation as premier suburb of the Twin Cities
■ Entertainment options	■ Tear-down and rebuild of traditional neighborhoods
■ Family friendly amenities	■ Top regional destination
■ Health and Wellness	■ Traffic congestion association with high season
■ Historical preservation	■ Traffic issues associated with daily commute patterns to and from Wayzata
■ History / Archaeology	■ Trend of less brick and mortar retail and more online shopping
■ Housing affordability	■ Urbanresiliency /adaptability to change
■ Housing options / types of housing available	■ Vibrancy of the community in the winter
■ Increased racial and ethnic diversity	■ Vibrant City Parks
■ Intergenerational amenities	■ Workforce and skills shortage in the City
■ Job market / availability of employment in the City	

3.1.3.1 Future Prospects

Respondents were asked how they would rate the future prospects for the City of Wayzata, the respondents' organization / industry and the respondents' households over the next 5 years.



Respondents are optimistic about the future prospects for the City of Wayzata, their organization / industry, and their households.

3.1.3.2 Importance of Key Factors

The respondents were asked about the importance of a list of factors affecting the future of Wayzata. The top 15 most important factors, according to survey respondents were:

- City-wide walkability and Bike-ability
- Neighborhood / Businesses / Parks / Trails / Lakefront Connectability
- Protection of ecosystem and enhanced environmental sustainability
- Quality of lakeshore life
- Vibrant City Parks
- Traffic congestion associated with high season
- Family friendly amenities
- Traffic issues associated with daily commute patterns to and from Wayzata
- Health and Wellness
- Distinctive Retail Experience
- Preservation of historical buildings
- Reputation as premier suburb of the Twin Cities
- Historical preservation
- Urban resiliency / adaptability to change
- Loss of younger adult generations from Wayzata

Respondents are optimistic about the future prospects for the City of Wayzata, their organization / industry, and their households.

3.1.3.3 Nature of Impact of Key Factors

Respondents were also asked about the nature of the impact of each factor (whether it would have a positive or negative impact on the future of Wayzata), and how prepared the City is to deal with each factor.

The top 10 factors that would, according to respondents, most positively affect Wayzata were:

- Vibrant City Parks
- Neighborhood / Businesses / Parks / Trails / Lakefront Connectability
- City-wide walkability and Bike-ability
- Reputation as premier suburb of the Twin Cities
- Diversified and expanded recreation offerings
- Top regional destination
- Family friendly amenities
- Entertainment options
- Protection of ecosystem and enhanced environmental sustainability
- Health and Wellness

Vibrant City Parks is the top factor respondents believe would most positively affect the Future of Wayzata.

The top 10 factors that would, according to respondents, most negatively affect Wayzata were:

- Traffic congestion associated with high season
- Traffic issues associated with daily commute patterns to and from Wayzata
- Loss of younger adult generations from Wayzata
- Trend of less brick and mortar retail and more online shopping
- Housing affordability
- Housing options / types of housing available
- Aging population of Wayzata
- Tear-down and rebuild of traditional neighborhoods
- Changing long-term weather conditions and patterns
- Workforce and skills shortage in the City

Traffic congestion associated with high season and traffic issues associated with daily commute patterns to and from Wayzata are the top two factors respondents believe would most negatively affect the future of Wayzata.

3.1.3.4 City Preparedness of Key factors

The respondents were asked how prepared they perceive Wayzata to be in dealing with each factor.

The top 10 factors that respondents perceive the City to be most prepared for were:

- Reputation as premier suburb of the Twin Cities
- Top regional destination
- Family friendly amenities
- Health and Wellness
- Vibrant City Parks
- Quality of lakeshore life
- Neighborhood / Businesses / Parks / Trails / Lakefront Connectivity
- Diversified and expanded recreation offerings
- History / Archaeology
- City-wide walkability and Bike-ability

The top 10 factors that respondents perceive the City to be least prepared for were:

- Housing affordability
- Housing options / types of housing available
- Traffic congestion associated with high season
- Traffic issues associated with daily commute patterns to and from Wayzata
- Workforce and skills shortage in the City
- Diversity of representation
- Trend of less brick and mortar retail and more online shopping
- Economic diversity
- Loss of younger adult generations from Wayzata
- Increased racial and ethnic diversity

The City is perceived to be most prepared in its Reputation as premier suburb of the Twin Cities. The City is perceived to be least prepared for Housing affordability and Housing options / types of housing available.



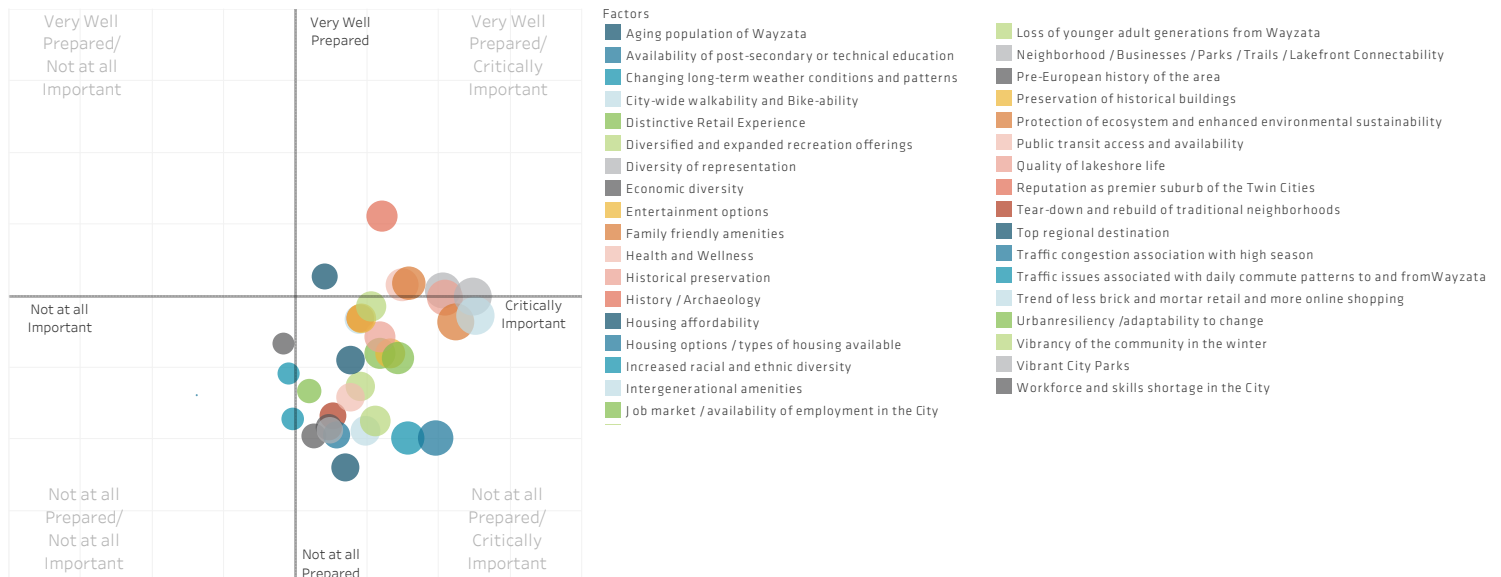
3.1.3.5 Key Factors - Importance x Preparedness

Importance and Preparedness Chart

This chart explores how important a range of topics are to the future of Wayzata and how prepared the City is to adapt to these changes. The chart combines responses to two questions that create an interactive scatter plot. The chart is structured as follows:

- X-Axis is the response to the question “Please indicate how important you think the following topics are to the future of Wayzata” The scale is 1-Not Important; 5 -Critically Important.
- Y-Axis is the response to the question “How well prepared is Wayzata to adapt to these changes?” The scale is 1-Not at all prepared; 5 -Very well prepared.

This chart presents the average results based on all respondents. The most critical factors are located in the bottom right side of the quadrant, which represent the issues that respondents consider to be critically important and perceive Wayzata to be unprepared for.



DataInsight

Key Things to Note

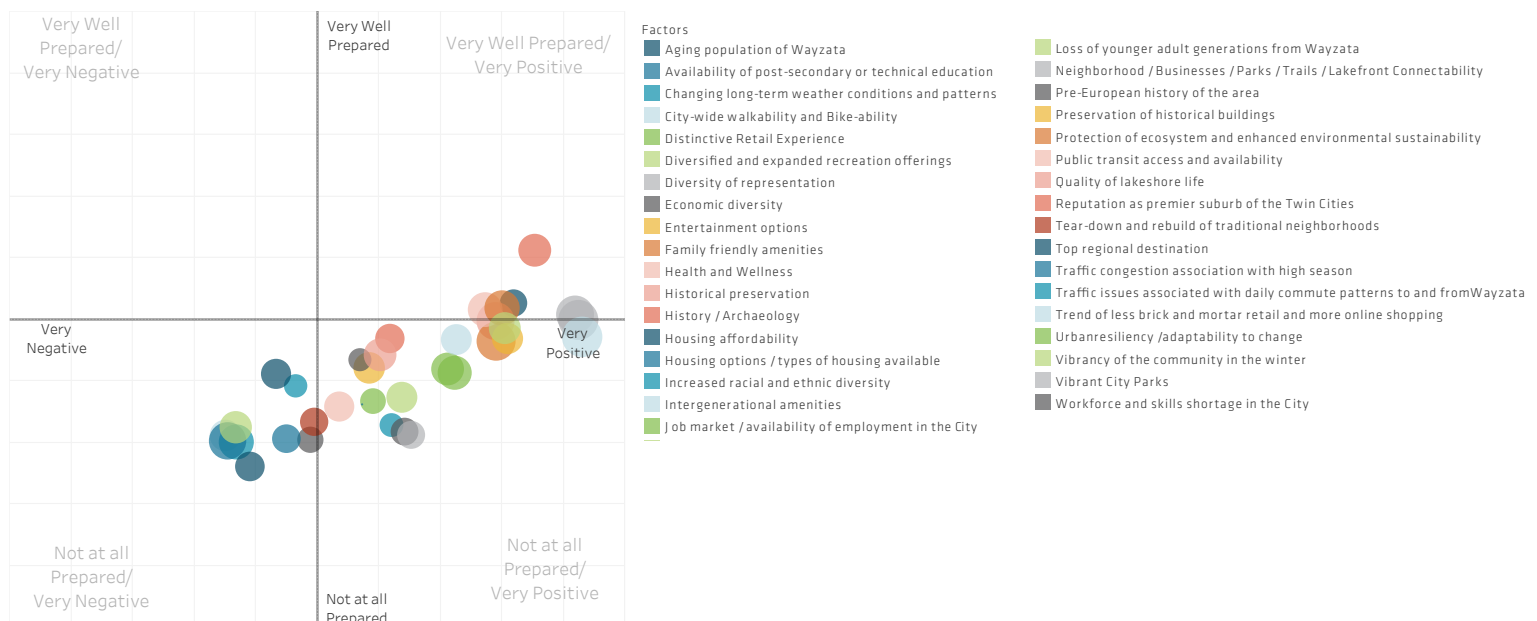
- Housing Affordability was seen to be the factor which the City is least prepared to adapt and with a reasonably high degree of importance.
- Traffic issues associated with daily commute patterns to and from Wayzata and Traffic congestion associated with high season were the two factors considered most critically important for Wayzata and the City is perceived to be unprepared looking out to the future.
- Reputation as a premier suburb of the Twin Cities was seen as the factor that the City is most prepared for and with a relative high degree of importance to the future of Wayzata.

3.1.3.6 Key Factors – Nature of Impact x Preparedness x Importance

This chart explores the impact of a range of topics for the future of Wayzata, the nature of impact of each factor and how prepared the City is to adapt to these changes. This chart combines responses to three questions to create an interactive scatter plot. The chart is structured as follows:

- X-Axis is the response to the question “Considering your answers to the above questions, how positive or negative do you think the changes will be within each topic area?” The scale is -5 Very negative; +5 Very Positive.
- Y-Axis is the response to the question “How well prepared is Wayzata to adapt to these changes?” The scale is 1-Not at all prepared; 5 –Very well prepared.
- Size of the dot is the response to the question “Please indicate how important you think the following topics are to the future of Wayzata” The scale is 1-Not Important; 5 -Critically Important.

This chart presents the average results based on all respondents. The most critical factors are located in the bottom left side of the quadrant, which represent the issues that respondents believe will have a negative impact on the City and perceive Wayzata to be unprepared for.



DataInsight

Key Things to Note

- The loss of younger adult generations from Wayzata, traffic issues associated with daily commute patterns to and from Wayzata, traffic congestion associated with high season and housing affordability were the issues that would have the most negative impact and which the City is least prepared for looking out to the future.
- The reputation as a premier suburb of the Twin Cities was seen as the factor that the City is most prepared for and has a positive impact to the future of Wayzata.
- City-wide walkability and Bike-ability, Neighborhood / Businesses / Parks / Trails / Lakefront Connectivity, and Vibrant City Parks were key factors that were seen as providing the most positive impact for the City and with a neutral degree of preparedness.

3.1.3.7 Traffic Issues

Traffic issues associated with daily commute patterns to and from Wayzata and traffic congestion associated with high season were two key factors that ranked high in importance, low in City preparedness and with potential to negatively impact Wayzata. In this enhanced chart, the spread of responses shows great concentration surrounding the average points, which indicates a high level of agreement surrounding these two factors.



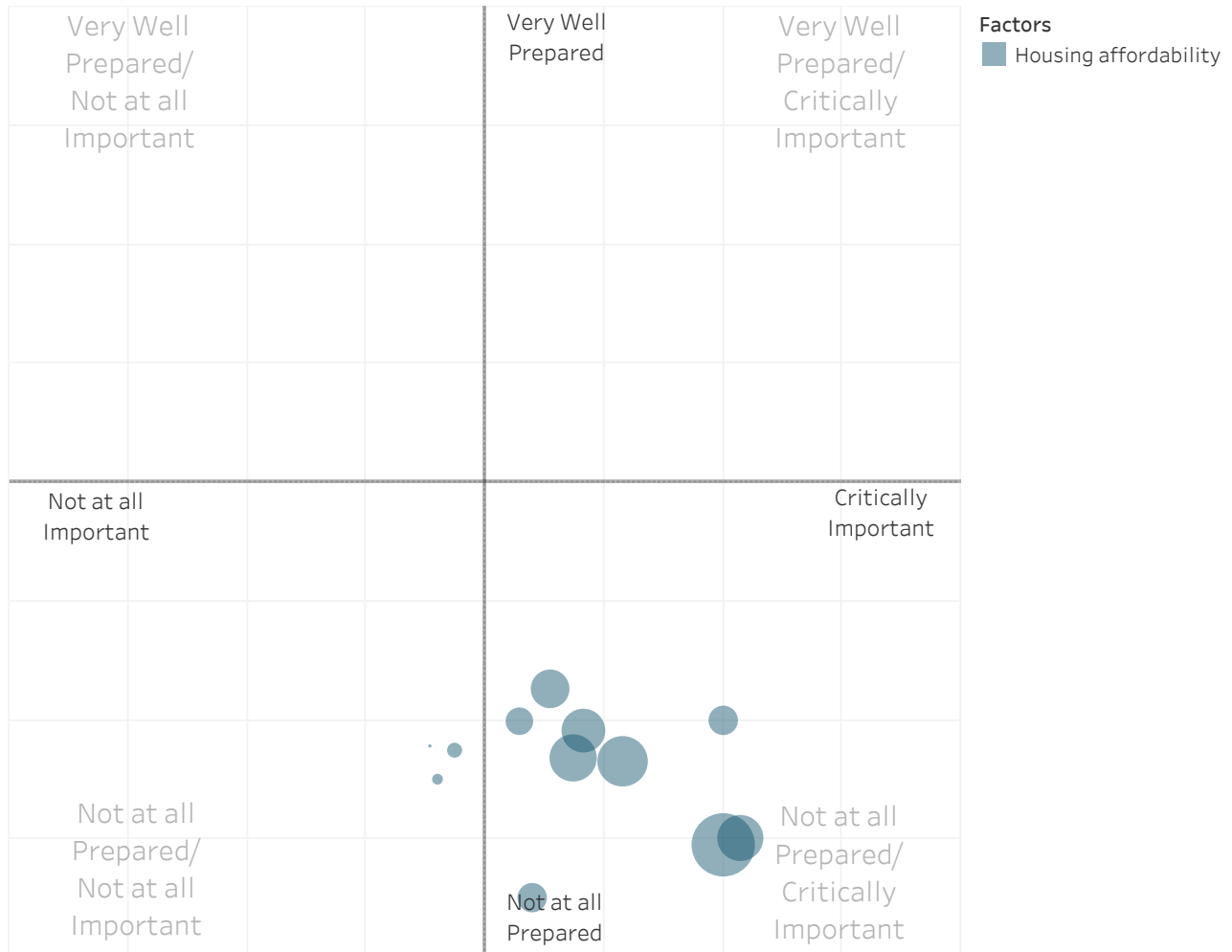
Key Things to Note

- The two factors that relate to traffic and traffic congestion were of great importance to the participants who completed the Community Survey, and when filtered on age, location, or years living in the City, there was minimal change in distribution of responses in the chart, pointing to high levels of agreement across all cohorts.

DataInsight

3.1.3.8 Housing Affordability

In this chart, housing affordability was perceived to be the factor which the City is least prepared for and with a high degree of importance to the future of Wayzata. Housing affordability was one of the factors that was perceived to have the most negative impact and which the City is least prepared for looking out to the future. In the chart below which shows the responses categorized by age and gender cohorts, the spread of responses show great concentration surrounding the average points. This indicates a high level of agreement surrounding the housing affordability factor.



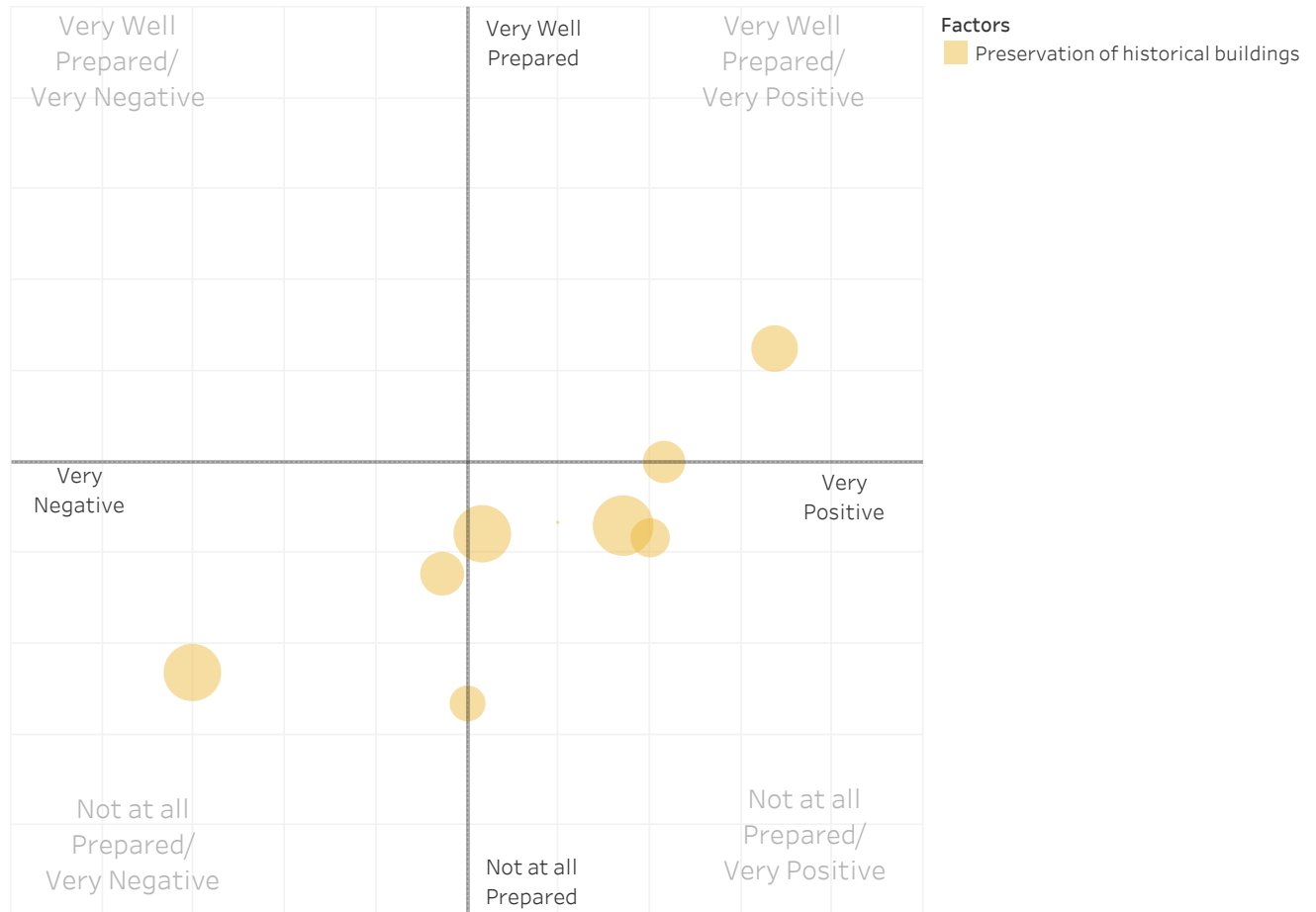
DataInsight

Key Things to Note

- The factor of Housing Affordability was of great importance to the participants who completed the Community Survey. When filtered on age or location, there was minimal change in the distribution of responses in the chart showing a high level of agreement among cohorts.

3.1.3.9 Preservation of Historical Buildings

When exploring the issues with the least amount of agreement within the survey, it is key to highlight the preservation of historical buildings. The chart below shows a spread of responses with a good spread of responses varying from the ends of “very positive impact” to “very negative impact.”



DataInsight

Key Things to Note

- The findings from the Community Survey demonstrate that there are varying degrees of agreement around the key factors which had been highlighted as of concern to the future of Wayzata through the original background research and scoping interviews.
- The emerging findings from the Community Survey would inform the next stages of the process which further explored historical preservation feelings within the community

3.2 CITY OF WAYZATA THINK TANK WORKSHOP

The City of Wayzata Think Tank Workshop was held on September 25 and 26, 2017, and was a key in-person participatory engagement event for this project. The Think-Tank is a unique opportunity where community members and stakeholders come together to build an aligned vision for the future. The workshop was intended to assist in the understanding of future drivers that will affect Wayzata and to build cohesion around a unified vision for the community. Approximately 60 individuals – Wayzata stakeholders, community members, City Council members, and City staff – took a deep dive into Wayzata's future during the two evenings.



In this report, the Think Tank workshop will be addressed from a high-level perspective as part of the overall visioning project engagement. The City of Wayzata Scenarios of the Future Think Tank Report provides a comprehensive review of the methodological process and outcomes from the workshop. This report can be accessed online on the Wayzata 2040 Portal.

3.2.1 OUTLINE OF THE CITY OF WAYZATA THINK TANK WORKSHOP

The Think Tank started with an in-depth presentation on future trends and global conditions and analyzed how these key macro trends impact Wayzata. The group then performed a collective analysis of Wayzata's key community attributes. The emerging results from the Community Survey were presented to the participants and the key issues from these results were discussed. Participants developed a list of 20 key drivers shaping the future of Wayzata.

During the second evening, participants developed detailed narratives and descriptions of potential future scenarios for Wayzata. The Scenario Planning process provided a methodology from which to explore plausible futures and to consider the implications of various future scenarios.

The scenarios developed during the Scenario Planning process were important in order to provide a framework to discuss future possible outcomes and implications. Workshop deliberations assisted in identifying key actions for Wayzata and how various groups might effectively contribute to future developments. The process involved an exploration and discussion of global, regional, and local trends and forces of change; development of a scenario matrix defining four plausible scenarios spaces for the future; and, the development of descriptive narratives of each scenario.

An in-depth discussion of the scenarios concluded the two-evening workshop, and participants selected their individual expected and preferred scenarios.

The City of Wayzata Think Tank Workshop enabled participants to create and describe four plausible scenarios for Wayzata in 2040.

3.2.2 CREATING FOUR PLAUSIBLE FUTURES

Drawing from the first evening's participant list of drivers shaping the future of Wayzata, the scenario framework was established. Two primary clusters of drivers would form the horizontal and vertical axis. These clusters were:

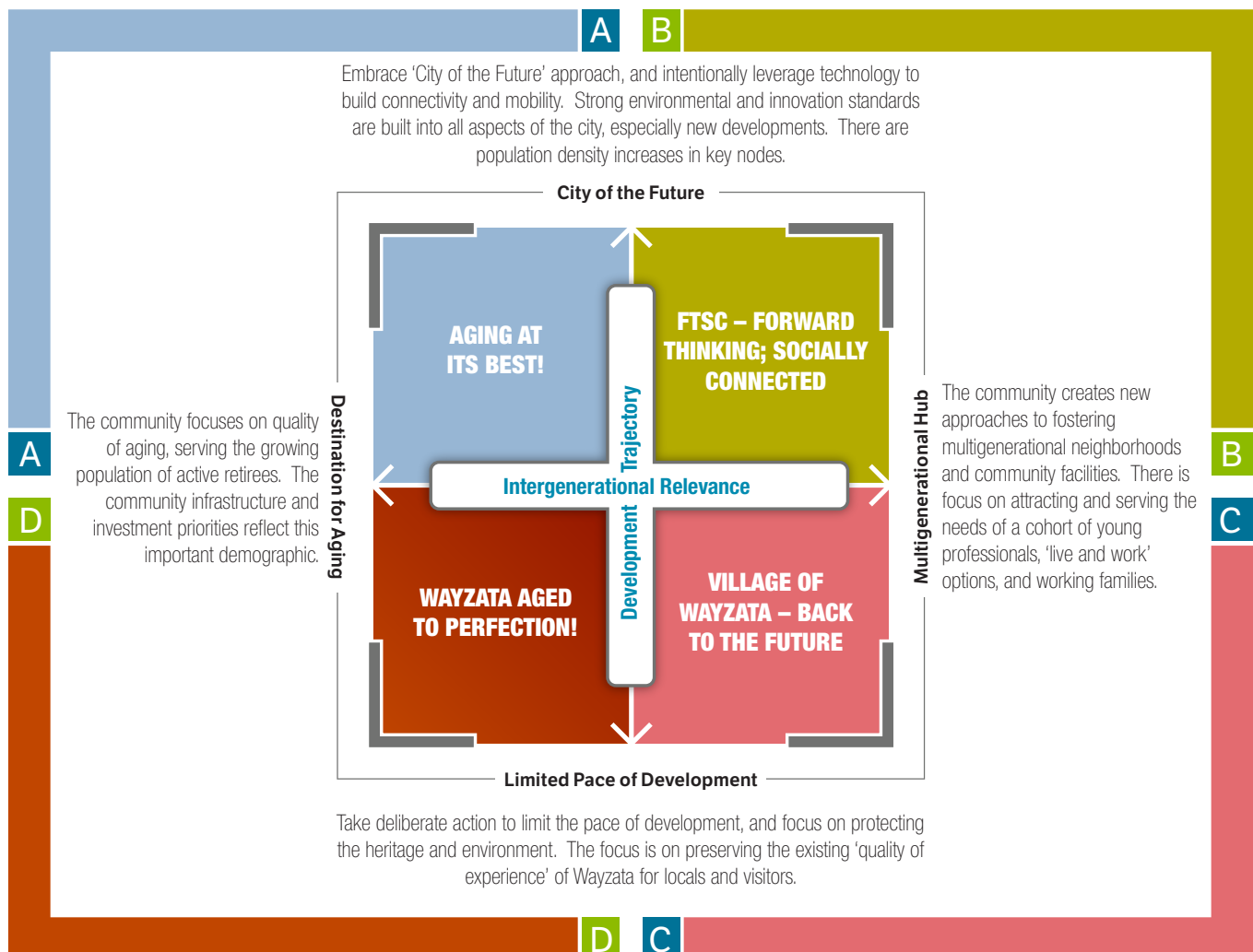
Intergenerational Relevance

- Affordable housing as attraction to young professionals and workforce
- Lake effect – recreational activities
- Increasing quantity of the aging population
- Loss of younger population / generation
- Infrastructure for aging demographic

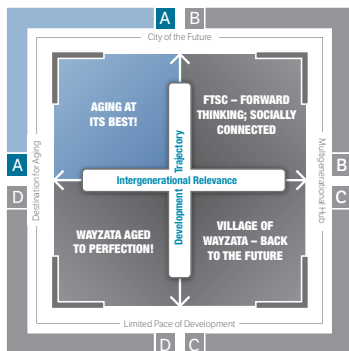
Development Trajectory

- Tension between preservation and development
- Willingness to expand population size/density
- Implications of being a destination
- High cost of land

The following Scenarios were developed by the Think Tank participants.

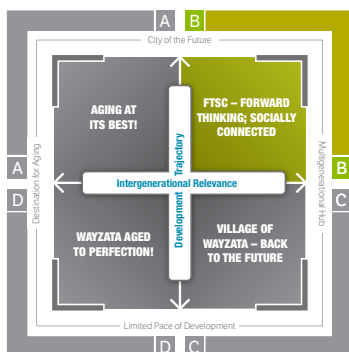


3.2.3 SCENARIO DESCRIPTIONS



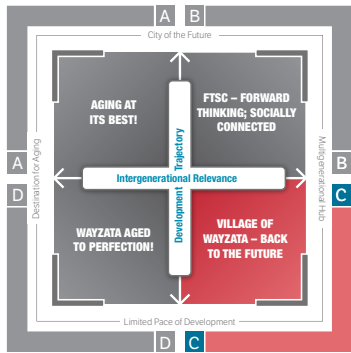
Aging at its Best represents a future where Wayzata has become a prime destination for aging with a very affluent resident base. The resident profile is homogeneous ranging from early 60s through to end of life. The main focus of this community is on an active lake living retiree life and the development in the community is centered around this demographic. Aging at Its Best counts with Senior Think Tanks – a concept where seniors come together to learn and share knowledge flourishes. Community gardens are a very important piece of this community’s fabric. These meticulously kept and high tech gardens provide food to the City’s population and give seniors plenty of activity. There is a stronger focus on art

and senior entertainment. In the community, a highly specialized and highly monitored age in place framework emerges and prospers. Most of the workforce is made up of health workers with a technology emphasis. Smaller mixed use units have developed to support the workforce and the older demographic. The City discontinues the use of street lights, becomes very walkable with autonomous electric cars boosting senior mobility. Moving sidewalks are also a hit among seniors, who can get up and down Wayzata’s hills much more efficiently. There is a strong focus on ecological sustainability. The Lake Minnetonka is the cleanest it has been in decades, carbon emissions are at the lowest end, and the community is proud of the increased green space areas. Wayzata becomes a place where “snowbirds nest” and stay year-round.



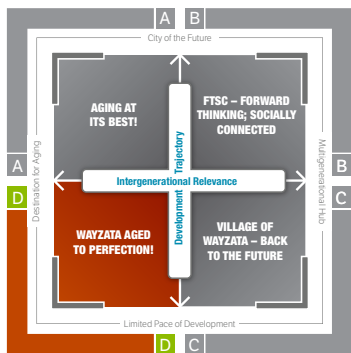
Forward Thinking; Socially Connected - Wayzata has become a ‘poster City’ in terms of engaging multiple generations and embracing progress. It has a median age of 40, with a wide ethnic and generational mix. Young families, seasoned professionals, and retirees share a vibrant City that has newly developed apartments, modern and traditional single family homes, and subsidized housing. Wayzata is a trailblazing City that is proud to have achieved energy neutrality. Its downtown counts with a pedestrian-only Lake street, a beautifully finished Lake Effect Park and a state of the art transportation system. Lake street has evolved to being a multigenerational hub, where people of all ages come together to

live, work, and play. The shops are small, local, and relevant and lots of markets happen throughout the City. The City counts with a cutting-edge storm treatment center, and it focuses strongly on environmental sustainability. Wayzata’s larger population means a larger police force that is able to effectively maintain Wayzata’s reputation for being a safe and inclusive City. The City now has state of the art medical facilities and places a strong emphasis on options for exercise. The City launches programs such as “Elders taking care of babies” where the City’s retiree population comes together to support young working families.



Village of Wayzata – Back to the Future - While the City tries to establish itself as a place for young families and mid-career professionals, the development restrictions and focus on remaining an exclusive City prove to be very challenging. The City has very limited housing for its growing workforce, transportation – especially public transportation - is an issue as hundreds of workers attempt to come to Wayzata each day. Wayzata continues to be an even more exclusive and traditional City, and the lake living is still a strong part of the community's character. Development looks like building maintenance and repurposing. “Progress” looks like painted bike lanes and home adjacent dwellings – such as now

obsolete garages - being transformed into parent's apartments. Homes that are functionally obsolete today are even more functionally obsolete in this future. There is a constrained tax base. While still a destination City, this status and vibrancy is strongly seasonal.



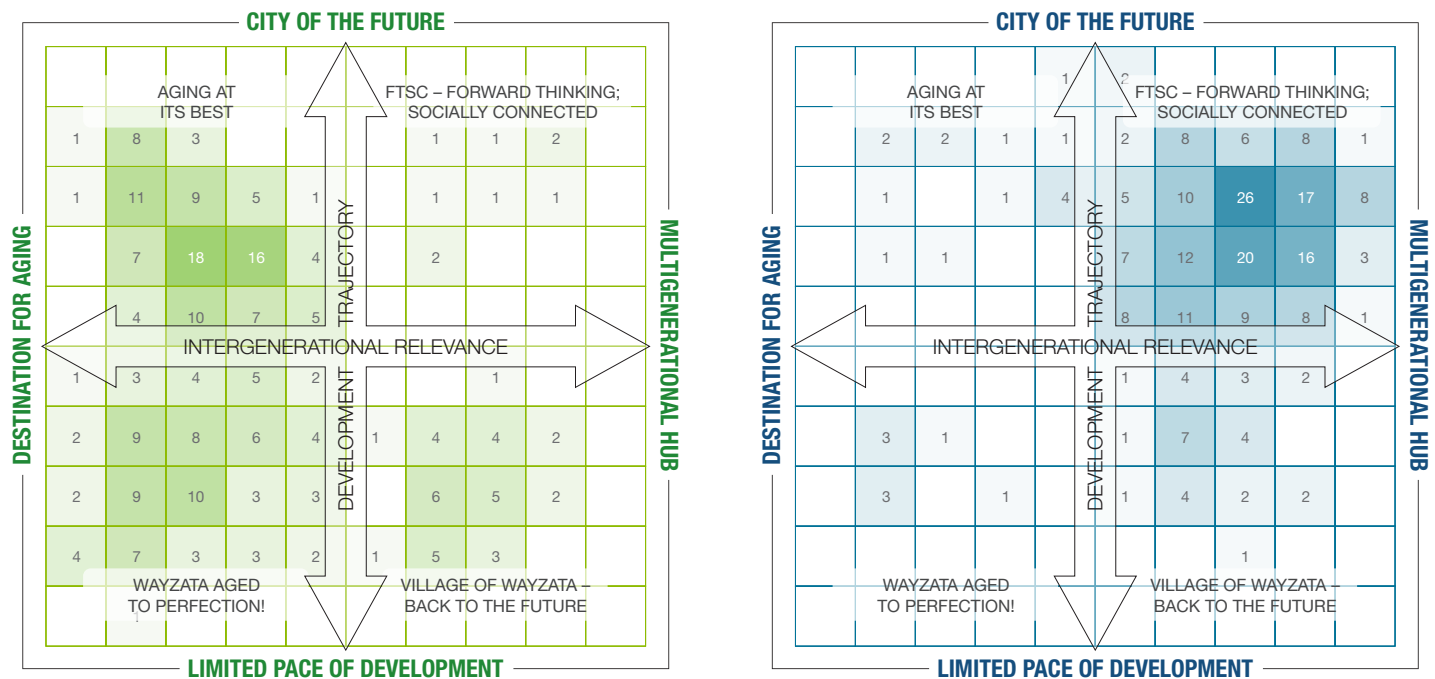
Wayzata Aged to Perfection! Wayzata has become a community of active retirees with a greater diversity mix in the population. The motto of this future is “70 is the new 50.” The community has a strong focus on wellness, being outdoors, walking, and the parks. It is a relaxed City with a great number of seasonal residents. Development is limited and centred around repurposing existing buildings for new use. There are more people in smaller spaces living in Wayzata – more density, less volume. The local businesses are mostly focused on the service industry to provide to this aging demographic. Flexible workspaces are the norm, with smaller communal spaces with flexible working opportunities replacing the traditional office. To meet the needs of children and grandchildren visiting the grandparents, there are more hotels and extended stay facilities located in the City. Trolley and golf carts are the main mode of transportation.



3.2.4 IDENTIFYING PREFERRED AND EXPECTED FUTURES

The Think Tank Participants were asked to select two scenario spaces – one that they deemed most likely to occur if there is ‘no change in what we are currently doing,’ and one they deemed their ‘preferred’ scenario for Wayzata.

The Think Tank participants ‘expected’ and ‘preferred’ futures are outlined below:



There was strong agreement that the expected future would be somewhere in between Scenario A (Aging at its Best) and Scenario D (Wayzata Aged to Perfection) would be the expected future - one that they deemed most likely to occur if there is ‘no change in what we are currently doing.’ This scenario represented a future which would focus on attracting an aging population.

There was strong agreement that Scenario B – FTSC – Forward Thinking, Socially Connected was the preferred future. This progressive scenario represented a future which would focus its development trajectory on being a City of the “future type City” and would put significant efforts into ensuring Wayzata is a multigenerational hub. This preferred future would be represented by an inclusive and multi-dimensional community.

“We need to have people aging, young families raising lads, a variety of price points in both housing and restaurants.”
Wayzata Resident.

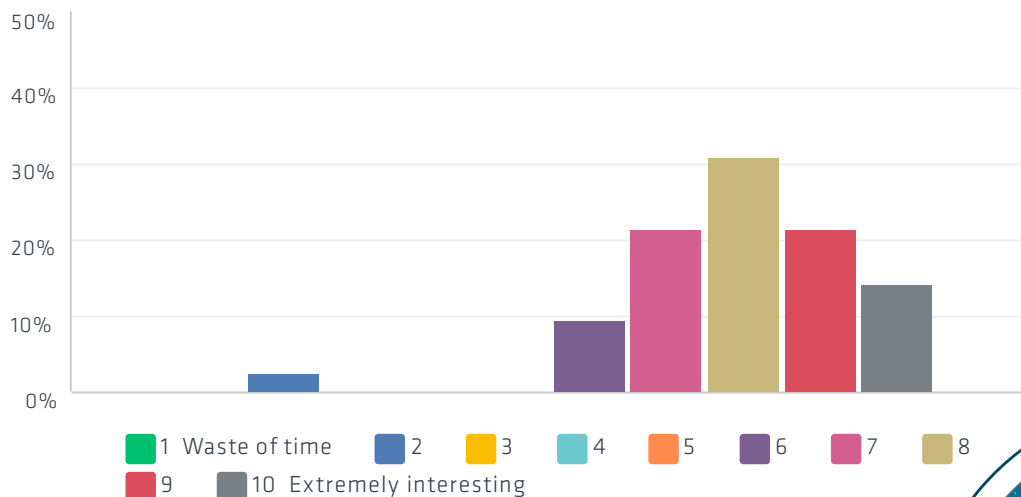
3.2.5 STAKEHOLDER ASSESSMENT OF THE THINK TANK

The participants from the Think Tank were asked to fill out a short survey at the end of the workshop, to give their views on the effectiveness of the Think Tank and of the process to date.

How interesting and valuable did you find this future scenario planning process for the future of Wayzata?

The scale used was: 1 = Waste of time; 10 = Extremely Interesting and valuable

Participants view of the Think Tank workshop



What are your top three takeaways from the Think-Tank?

The participants responses included:

- There is a need and desire for change, but a perception of resistance to change
- Wayzata needs to be more planful
- Change and planning are not easy but are essential
- There is a need to anticipate impact of inaction
- Being engaged if one wants to influence change is paramount
- Importance of getting opinions / feedback from a cross section of stakeholders, particularly younger residents '
- How much people really care and are invested in Wayzata
- The sentiment that Wayzata is willing to push past current status to create a different future
- Planning is a great start but focus and follow up will be critical to achieving a changed community
- The Think tank created a bigger sense of commitment going forward

The Think Tank was successful in terms of beginning the community discussion about future scenarios for Wayzata. 83% of participants viewed the Think Tank as successful to extremely successful.

3.3 VISIONING WORKSHOPS

3.3.1 STRUCTURE OF VISIONING WORKSHOPS

For the overall Wayzata 2040, Sailing Ahead visioning process to be successful, it was essential that there would be broad engagement across the City. Stakeholders from across Wayzata were invited to attend and participate in one of 19 in person visioning workshop sessions from October to December, 2017. A list of visioning workshop sessions is outlined below:

- 16 October – Wayzata City Hall
- 9 November – McCormick's Irish Pub and Restaurant
- 9 November – Wayzata Historical Society and Heritage Preservation Board Members
- 10 November – Folkestone Residents and Quayside Residents
- 12 November – St. Bartholomew Catholic Church (2 sessions)
- 13 November – Wayzata Businesses, Wayzata Commuters & Greater Wayzata Area Chamber of Commerce
- 15 November – City Marina Slip Holders
- 16 November – Resident Hosted – Ridgeview
- 16 November – Resident Hosted – Locust Hills
- 17 November – Wayzata Community Church
- 20 November – Meridian Manor Residents
- 21 November – Wayzata High School (4 sessions)
- 4 December – 6Smith Restaurant
- 5 December – Coldwell Banker Burnet Realtors
- 12 December – City Hall

To reach a larger section of the Wayzata community, an online visioning workshop was accessible from the Wayzata 2040 lab page. The online visioning workshop outlined the phases of the visioning process, described the development of the scenarios and enabled people to participate in the engagement survey.

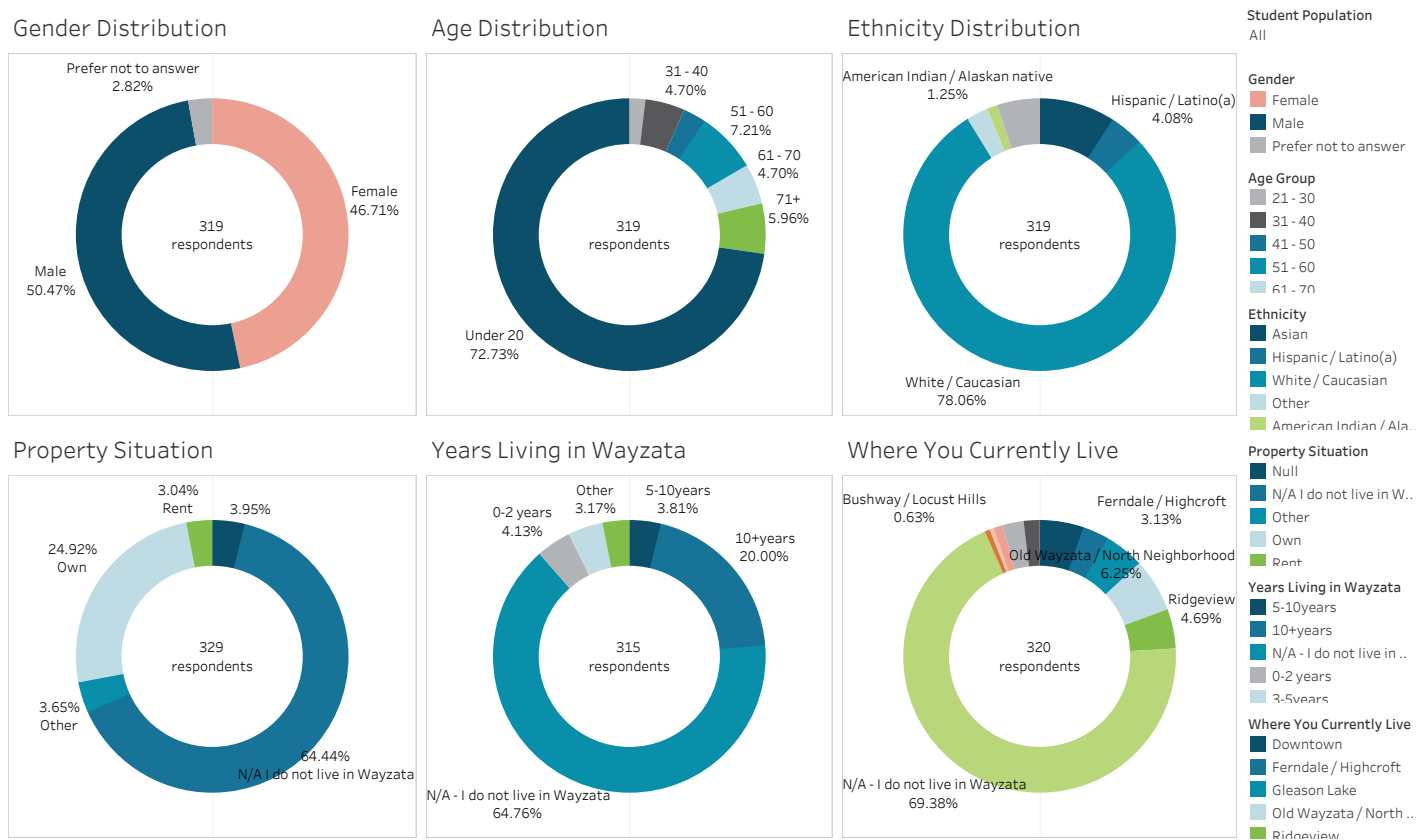


Within the visioning workshops, residents and stakeholders were able to review the process and provide input. At the end of each of the engagement sessions, participants were asked to complete a survey which explored their views about what reflects the best future balance and priorities for Wayzata.

3.3.2 VISIONING SURVEY RESULTS

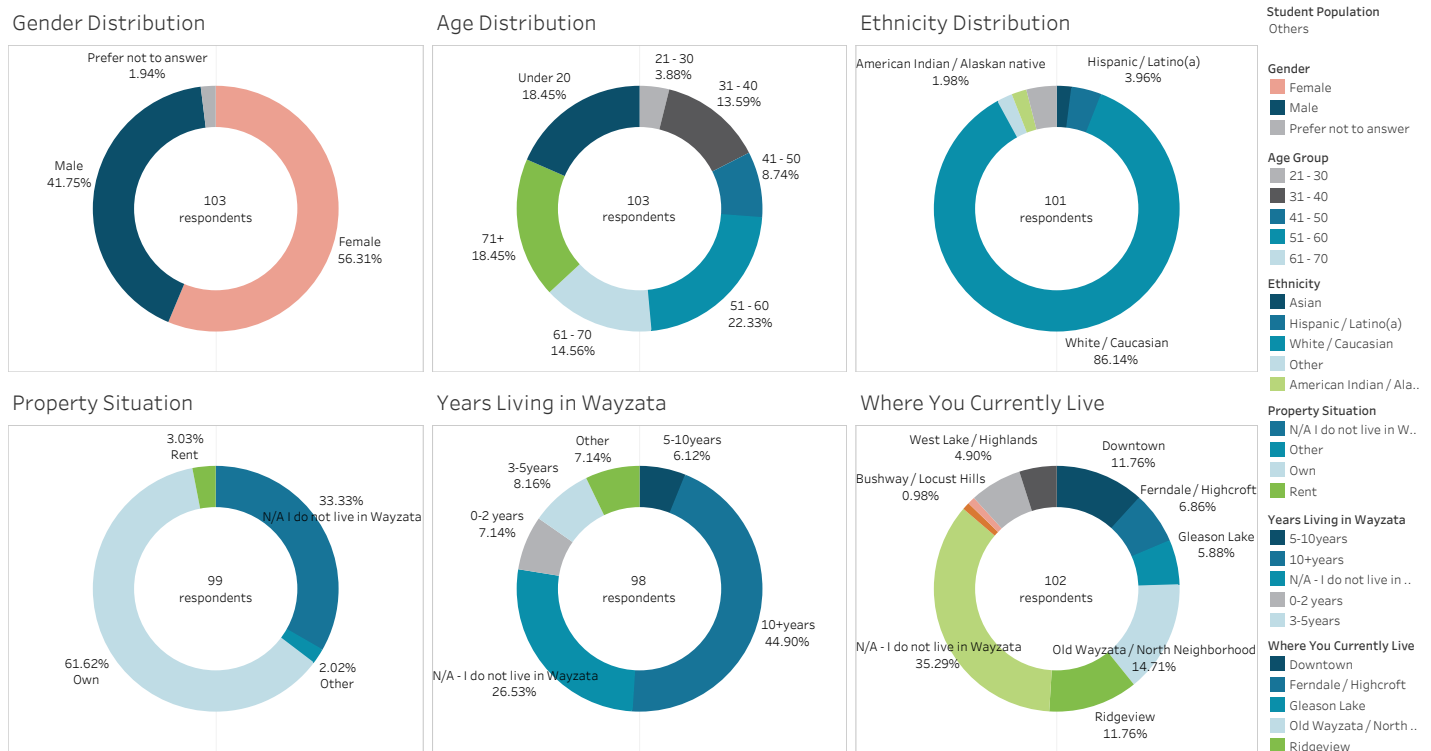
There were approximately 400 people who attended the workshops – 218 of which were Wayzata High School Students. There were 319 completions of the associated Engagement Survey. It is essential to explore the results of this survey in full as the participants were asked to give their individual perspective on both the process but also of the issues raised since the inception of the visioning process. The engagement phase of the project was an opportunity to include as many voices from across Wayzata on the range of topics, which have already been outlined within this report.

3.3.2.1 Community engagement participant profile



The majority of participants were in the under 20 range and a large portion do not live in Wayzata. This may have been due to the four workshops that were carried out that the Wayzata High School.

When Wayzata High School students are removed from the calculation, the following charts emerge.



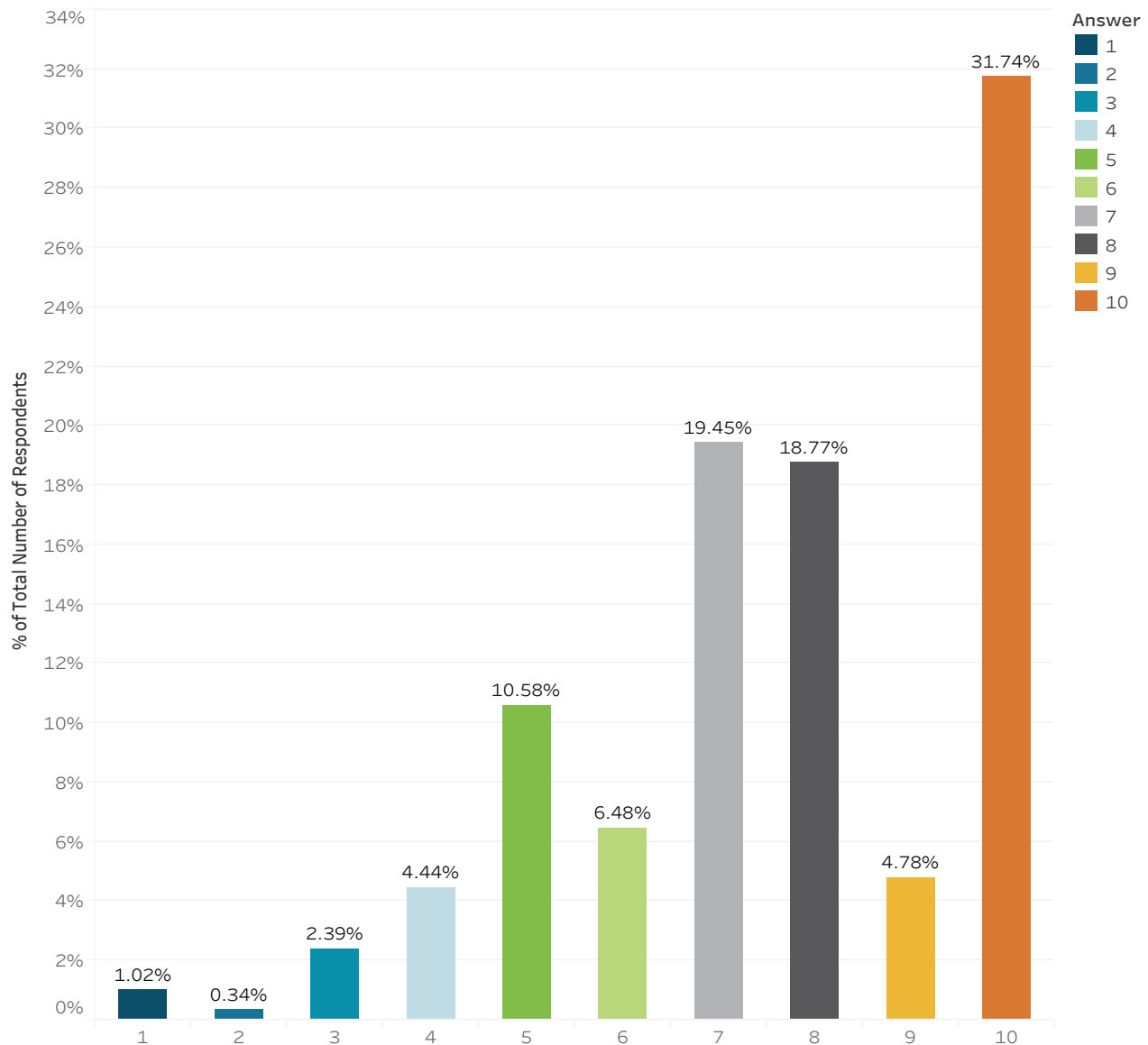
While it was important to capture the Wayzata High School students' perspective – and their ideas and suggestions did help inform the process – we did not capture in depth open ended responses from the students, in order to keep the detailed narrative in the hands of City of Wayzata residents and stakeholders. The open ended text analysis throughout this report was guided by participants of workshops other than the Wayzata High School. Additionally, in the data visualization platform within the Wayzata 2040 Portal, there is the ability to filter out the student population from results.

When analyzing the profiling information of respondents outside of the student population, the age cohorts with higher level of participation are 51-60, 61-70 and 70+. However, there was a general spread between the younger age range cohorts. The majority of the participants did not live in Wayzata (35.29%), and within Wayzata the larger representation of this survey is from Old Wayzata / North Neighborhood, Ridgeview, and Downtown. There was a geographic spread of participants from across Wayzata.

3.3.2.2 Responses about Population Mix

POPULATION MIX - In terms of future population mix and demographics, how would you like Wayzata to be in 2040? Please select your preference on the following continuum; from '1= An active-aging and healthy retirement community', to a '10= A diverse, mixed-age community attractive to families and younger professionals'.

Population Mix



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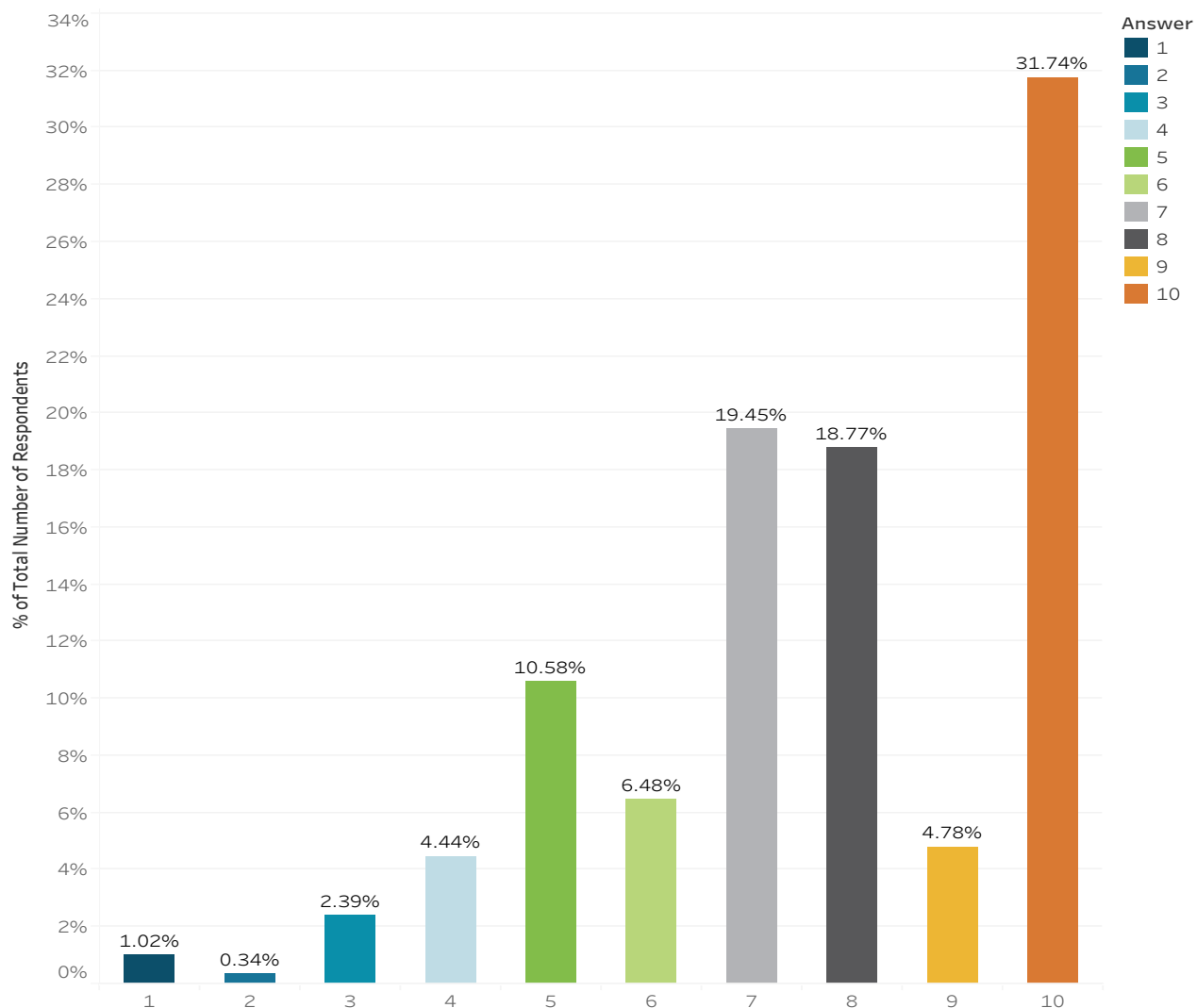
Key Things to Note

- Over 80% of respondents believe that population mix should be geared towards a diverse, mixed-age community attractive to families and younger professionals. 20% of respondents believe the Wayzata population mix focus should be an active-aging and healthy retirement community
- From the written responses to this question, the highest levels of interest were on housing compatible with diverse ages and friendly activities

3.3.2.3 Responses about Economic Focus

ECONOMIC FOCUS - The economy of Wayzata is driven by being a destination City, retail, retirement and associated industries. This is strongly driven by Wayzata's position and reputation as a regional destination and a great place to retire. In terms of economic focus, how would you like Wayzata to be in 2040? Please select your preference on the following continuum; from '1= Maintain existing focus on being a destination, on its visitors, and on retirees' to '10= Diversify the economy to help attract young professionals and 'start up' companies'.

Economic Focus



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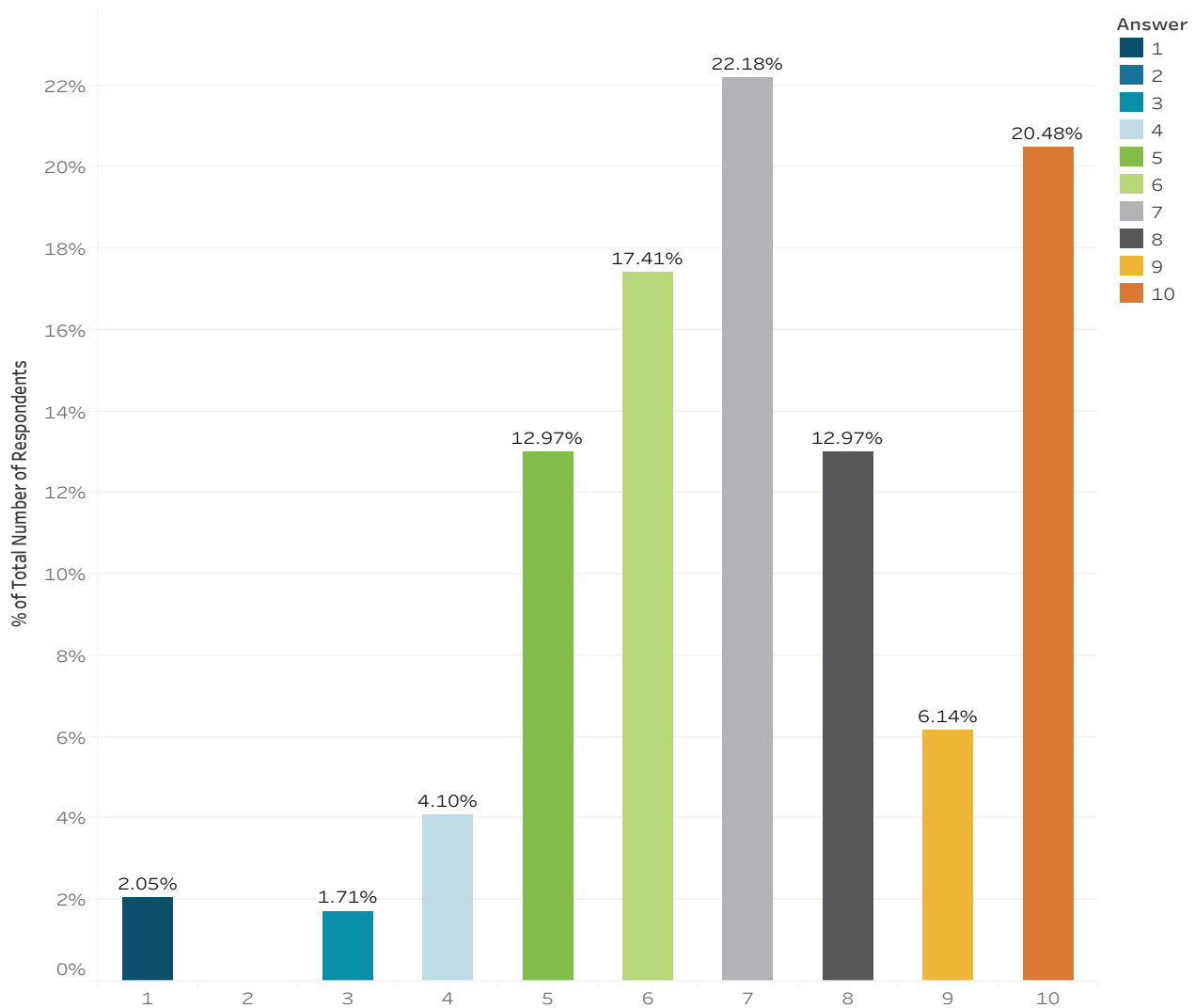
Key Things to Note

- 67% of respondents believe that Wayzata should diversify the economy to help attract young professionals and 'start up' companies. 33% of respondents believe that Wayzata should maintain an existing focus on being a destination, for its visitors, and for retirees.
- An overall majority of respondents were in the middle of the continuum indicating that a balanced approach with a slightly higher focus on economic diversification and young professionals / startup companies would work best for Wayzata.
- From the written responses to this question, the highest levels of interest was on attracting young professionals and new companies to Wayzata

3.3.2.4 Responses about Allocation of Resources

ALLOCATION OF RESOURCES - Over the coming decade, there is likely to be substantial investment in a range of community assets. Please select your preference on the following continuum; from '1= Allocation of resources to active retirees and visitor experience' to '10= Infrastructure that helps foster its appeal as an intergenerational community'

Allocation of Resources



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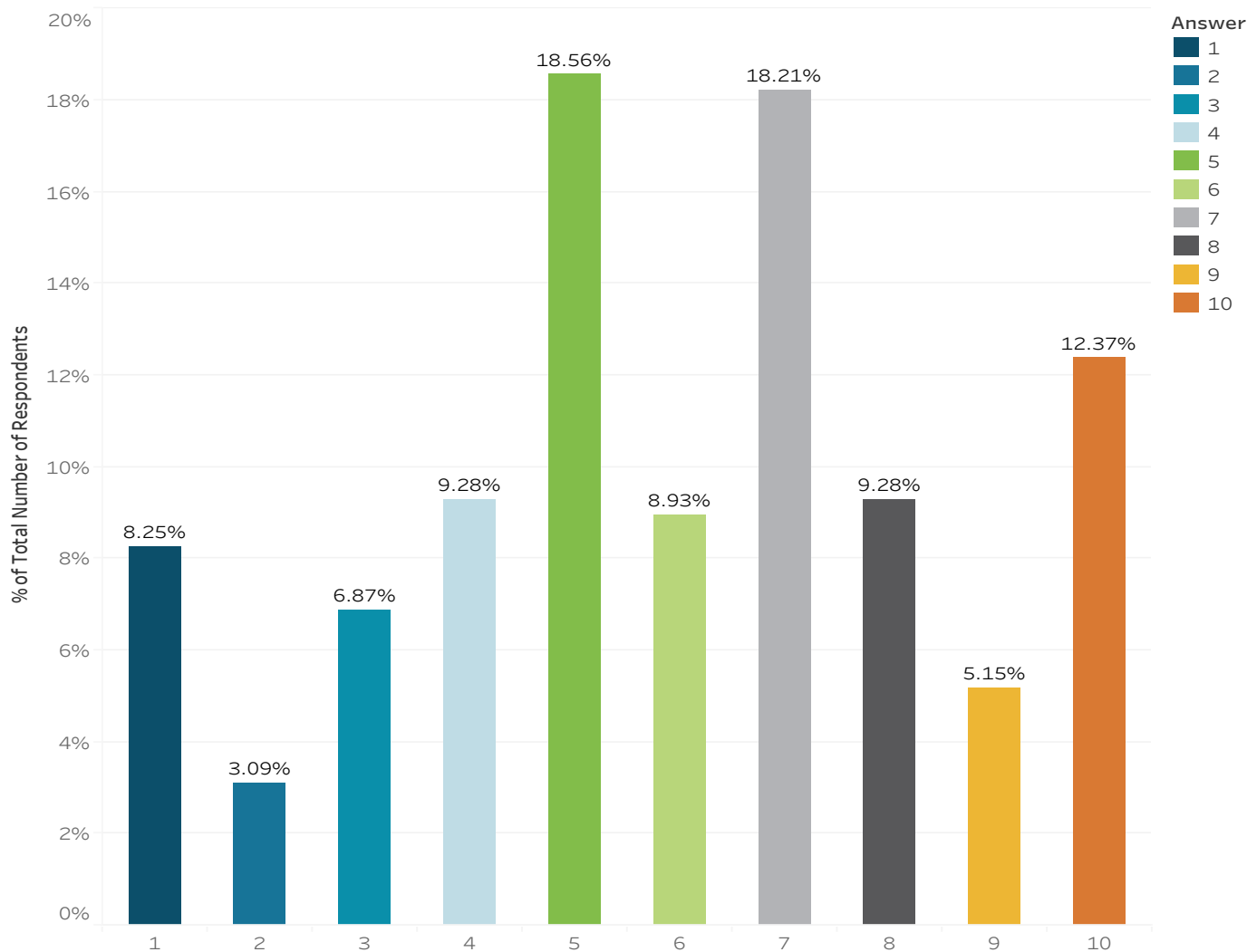
Key Things to Note

- 79% of respondents believe that Wayzata should allocate its resources to infrastructure that helps foster its appeal as an intergenerational community. 21% believe Wayzata should focus on the allocation of resources to active retirees and to enhance the visitor experience

3.3.2.5 Responses about Transportation Infrastructure

TRANSPORTATION INFRASTRUCTURE - Wayzata has long invested in good infrastructure. However, population and visitor numbers are placing pressure on the City's roads. In terms of ease of access, and local transportation issues, how would you like Wayzata to be in 2040? Please select your preference on the following continuum; from '1= Maintaining a reliance on good quality roads and vehicle systems', to a '2= Innovative and multi-dimensional forms of fostering greater community connectivity and mobility'

Transportation Infrastructure



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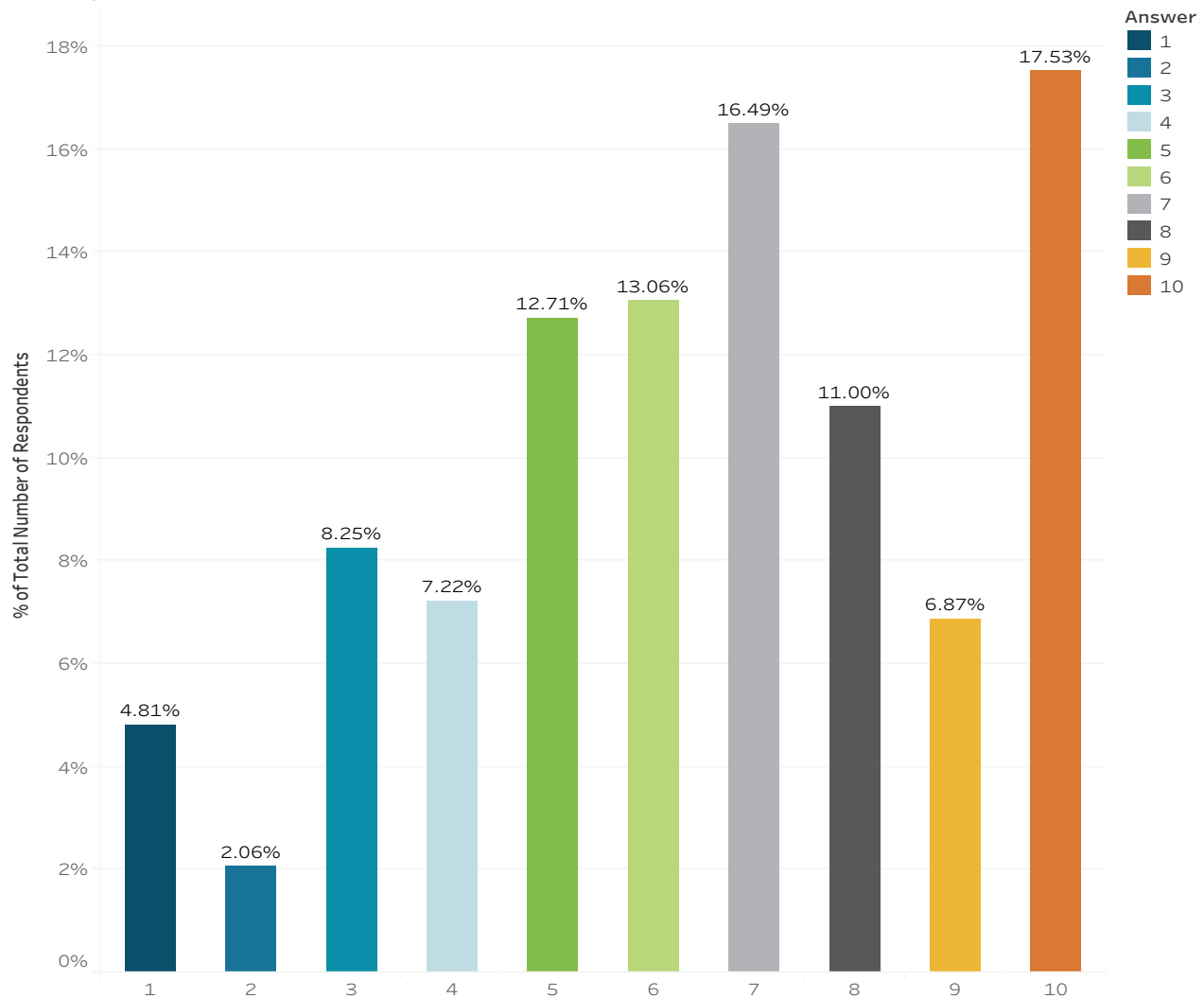
Key Things to Note

- 54% of respondents believe that Wayzata's transportation infrastructure should be innovative and multi-dimensional forms would foster greater community connectivity and mobility. 46% of respondents believe Wayzata should maintain a reliance on good quality roads and vehicle systems.
- An overall majority of respondents were in the middle of the continuum indicating that a balanced approach with a slightly higher focus on multi-dimensional forms of transportation would foster community connectivity which would work best for Wayzata.
- From the written responses to this question, the highest levels of interest were on local transportation including trolleys, on bike trails particularly along Lake Street, and focus on pedestrians.

3.3.2.6 Responses about Design Focus

DESIGN FOCUS - Wayzata has been through some significant development in the last few years, and is embarking on a lakeshore revival. Future redevelopment City areas is a possibility. There is appetite for upgrading areas to be more modern with more cutting-edge standards of design and construction. Please select your preference on the following continuum; from a '1= Limiting the rate of development and expansion, maintaining existing charm' to '2= Embrace an innovative design approach applying leading edge standards of construction'.

Design Focus



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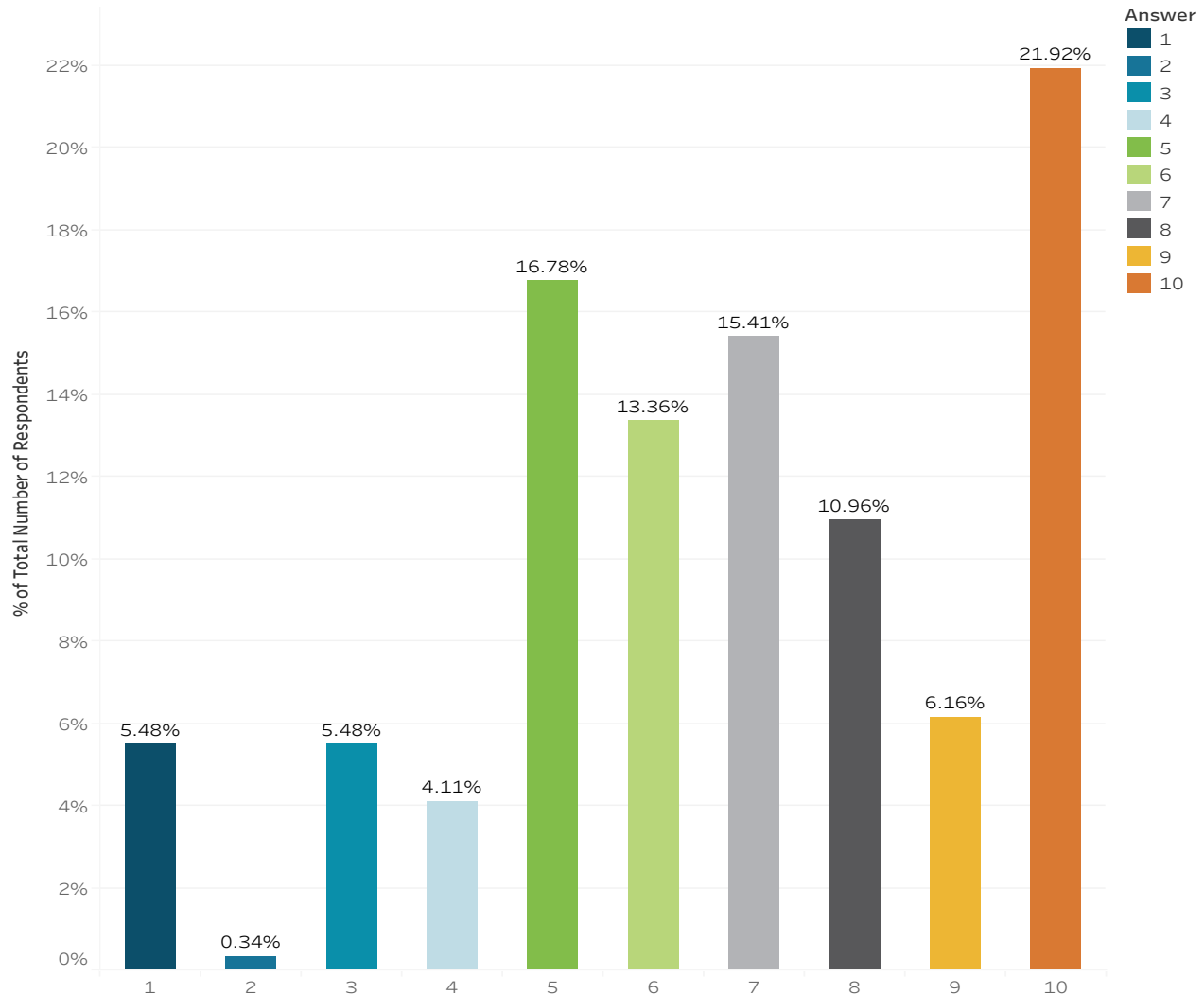
Key Things to Note

- 65% of respondents believe the City of Wayzata should embrace an innovative design approach applying leading edge standards of construction. 35% of respondents believe that Wayzata should limit the rate of development and expansion and maintaining existing charm.
- From the written responses to this question, the highest level of interest was on being innovative to maintain Wayzata's charm.

3.3.2.7 Responses about Environmental Practices

ENVIRONMENTAL PRACTICES - In terms of environmental focus, how would you like Wayzata to be in 2040? Please select your preference on the following continuum; from '1= Maintain existing environmental focus and practices', to '2= Aggressively pursue new sustainability actions and focus'.

Environmental Practices



DataInsight

Key Things to Note

- 68% of respondents believe that Wayzata should 'Aggressively pursue new sustainability actions and focus'. 32% of respondents believe 'Wayzata should maintain existing environmental focus and practices'.
- From the written responses to this question, the highest levels of interest was on preserving Wayzata's natural surroundings, particularly allowing for a more integration of the City with its nature and parks.

3.3.2.8 Scenario Matrix Validation Chart

The 'Scenario Matrix Validation Chart' is created by building a preferred future from the answers to the 'Critical Issues' questions (Population Mix , Economic Focus, Allocation of Resources, Transportation Infrastructure, Design Focus and Environmental Practices).

The 'Critical Issues' questions are subsets of the scenario axes, and by recombining each person's answers the X and Y averages are produced. This approach generates a notional Preferred Future, but one based on likely responses to issues and expected behaviour. This provides a validation of the Preferred Future response based on the heat map diagram.

When plotted on the graph, averaging the respondent's selections of questions 9, 10, and 11 (Population Mix , Economic Focus, Allocation of Resources) as the X axis and questions 12, 13, and 14 (Transportation Infrastructure, Design Focus and Environmental Practices) as the Y axis the following visualization emerges:



This key validation point provides a clear picture on respondent's views as it relates to the key 6 sub issues within the scenario matrix presented above. It is important to note that respondents were not reacting, in these specific questions, to the scenario locations within the scenario matrix. Respondents were reacting to individual sub issues as they relate to the scenario matrix and the result further supports the preferred future of FTSC: Forward Thinking, Socially Connected.

3.4 RECONVENING OF THINK TANK WORKSHOP

The Think Tank Reconvene took place on December 13, 2017. The overall community engagement process was reviewed and the results from the community surveys and engagement sessions were shown to the participants and discussed. The think tank reconvene was an opportunity for stakeholders to validate the preferred vision, considering results from the community engagement sessions and also a place where stakeholders could engage in a meaningful discussion about the potential roadmap to achieve the emerging vision / preferred future.

The Wayzata Think Tank was reconvened as an opportunity for stakeholders to validate the preferred vision and clarify the areas of shared vision for the future of Wayzata.



3.4.1 THINK TANK RECONVENE – BRAINSTORMING ACTION

The workshop was given the task of identifying actions that would help move the community towards the preferred future. Participants self-selected into key topic areas and gave the following responses with regard to four key questions.

3.4.1.1 Connectivity and Mobility

How do we foster greater connectivity and mobility in Wayzata?

MOBILITY

- Intracommunity transportation
- Preserving walkability
- Expanded bus service
- Lake street pedestrian

CONNECTIVITY

- Current / future technology
- Way finding – Designated pedestrian loops and better signage
- Scenic byway
- Water connectivity

Intracommunity transportation was brought up by various stakeholders throughout the stakeholder engagement process. A predictable, reliable and efficient means of transportation would increase connectivity and de-emphasize vehicles.

3.4.1.2 Charm

What is the identifiable charm of Wayzata? How do we nurture Wayzata's charm?*

*Due to the importance of the issue, several workshop participants wanted to be part of the "Charm" discussion. Two groups were formed to discuss this topic.

Group 1

- Hospitality – feeling good after a visit to a restaurant or event
- Events similar to the tree lighting
- Charming Buildings:
 - Travel beyond
 - Ben and Jerry's – children
 - The library – attracts hundreds of all ages of residents
 - Sun + ski
 - McCormicks
 - Bellecour
 - Outdoor seating on restaurants in the summer
- Beach with Adirondack Chairs at the beach
- Music in the park + The Trolley
- The Muni as a gathering place
- Anything bringing the community together
- Possibility for winter gatherings beyond Chili Open
 - Have the YMCA sell Christmas trees
 - Fire pit to roast marshmallows
 - Winter Farmers Market selling Christmas decor. Have Nature's Harvest or Pundees participate
- Olli Osher Lifelong Learning Institute or Folkstone be advertised to the Wayzata population via the paper (local)
- Offer Tai Chi + gentle yoga for all ages
- Yoga at the beach for kids
- Keeping older houses' shells intact + renewed houses fitting for the neighborhood

Group 2

Architecture:

- Building articulation (ex.: old 5 Swams / Bend Building)
- Use interesting and varying materials – mixed materials
- Randomness
- Variety
- Small + intimate
- Make building design standards more flexible (materials, colors)
- Whimsical

Sociability:

- Coffee shops

Size:

- Buildings need to be designed with vertical setback + articulation
- 3 stories – greening + 3 stories means 3 stories (normal stories period)

Embellishments:

- Margins flower baskets, pots, plants
- Buildings of different colors and designs

Enforcements:

- Enforce the commercial design standards (i.e. Wayzata Boulevard + Lake Street, etc)

Neighborhoods differentiation:

- Neighborhood identities (ex.: entry points)

Scale

- Smaller and intimate

The identifiable charm of Wayzata is something participants were keen on participating in. Two groups were formed to explore and describe what this important concept means for Wayzata residents.

3.4.1.3 Younger Generations

How do we attract younger families and younger professionals to Wayzata?

- Maintain charm
- Active life style
- Colored parks system (active and passive)
- Walkability
- Housing affordability (\$400,000 - \$800,000)
- Increased technology - Gigabyte / WIFI
- Great school system
- Diversity (people)
- Zoning for Gig economy

Attracting younger generations is tightly connected to other key issues shaping the future of Wayzata, such as housing affordability, connectivity and charm.

3.4.1.4 Sustainability

How does Wayzata best move to pursue new sustainability actions and focus?

- Cradle to cradle
- Zero waste
- Energy independence
- Pursue balanced but progressive policy (e.g. plastic bags that are recyclable / none)
- Park cars on perimeter and we will move you around
- Policy of solar and alternative sources that are enabling vs. disabling
- City landscapes that do not require/ consume water
- Water policy requirement / allowing re-treatment / recycling of water

The need to foster a sustainable community was a predominant issue throughout the stakeholder engagement process. There is significant appetite for Wayzata to lead the way in terms of community led sustainability goals.

3.4.2 THINK TANK RECONVENE – DESCRIPTION OF PREFERRED FUTURE

The Think Tank reconvene participants were asked to work at table groups, and add some detail to the description of the 'preferred future'. The summaries of the group discussion is outlined below:

Group 1

- More affordable houses
- Multigenerational (mother-in-law quarters)
- Flexibility
- Funding to stay at home (maintenance)
- Underwrite / public
- Private support
- Full spectrum amenities – year round vibrancy
- Parks
- Pedestrian focus
- Bikes
- Shuttle bus / internal transportation (connectivity)
- Mix of rental, ownership, single family
- Protect single family home neighborhoods – be selective
- Responsible density
- Mix of retail / entertainment
- Accommodate new technology – experiment with new innovation
- Diversity – incomes, ages, ethnicity
- Affordable for families
- Regional connectivity
- Year round vibrancy
- Increased social connectivity (stuff to do)
- Develop cultural hotspots (special events)
- Community center! (classes, performance space, playground)
- Increased housing density along Wayzata Blvd. (rather than on Lake St.)

Group 2

- More housing in the \$200,000 - \$500,000 range (to accommodate the local workforce and for young families)
- Intergenerational engagement / activities (parks, bocce ball, lake effect)
 - performing arts – entertainment center
 - community center
- timeless architecture
 - looking for charm
- Variation across housing stock to allow for low to high cost housing
- Expand 'downtown' to spread activities and density (3 + blocks)
- Consider the possibility of non-car Lake street
- Promote walkability
- Governance that supports the required pace of change
- Maintain quaint and charming (articulation) – no tunnel effect

3.4.3 THINK TANK RECONVENE – CITY OF WAYZATA MAP – IDEA GENERATION ACTIVITY

Think Tank reconvene participants were invited to use self-adhesive notes and add ideas in line with Wayzata's preferred future to a 12-foot map.

Participants added ideas, questions, and aspirations to this Wayzata canvas before them. Ideas ranged from connecting currently disconnected portions of the City, to questioning the future need of car dealerships. For further details refer to the Wayzata portal where the idea map is shown on a slide show on the Think Tank page.





As the engagement process advanced themes became more refined and succinct, and a shorter list of key themes emerged.

4.0 ANALYSIS OF MAJOR THEMES

As described earlier in this report, the following key issues relating to the Future of Wayzata arose from the original research and interviews:

- Aging population of Wayzata
- Vibrancy of the community in the winter
- Job market / availability of employment in the City
- Workforce and skills shortage in the City
- Housing affordability
- Housing options / types of housing available
- Tear-down and rebuild of traditional neighborhoods
- Historical preservation
- Preservation of historical buildings
- History / Archaeology
- Pre-European history of the area
- Traffic congestion associated with high season
- Traffic issues associated with daily commute patterns to and from Wayzata
- Public transit access and availability
- Family friendly amenities
- Intergenerational amenities
- Reputation as premier suburb of the Twin Cities
- Loss of younger adult generations from Wayzata
- Health and Wellness
- Availability of post-secondary or technical education
- Entertainment options
- Diversified and expanded recreation offerings
- City-wide walkability and Bike-ability
- Neighborhood / Businesses / Parks / Trails / Lakefront Connectivity
- Vibrant City Parks
- Distinctive Retail Experience
- Trend of less brick and mortar retail and more online shopping
- Top regional destination
- Changing long-term weather conditions and patterns
- Quality of lakeshore life
- Protection of ecosystem and enhanced environmental sustainability
- Increased racial and ethnic diversity
- Economic diversity
- Diversity of representation
- Urban resiliency / adaptability to change

As the visioning process advanced, the themes became more refined and succinct, and a shorter list of key themes emerged.

The following represent the key themes from the Wayzata stakeholder engagement process.

- City-wide Connectivity, Walkability and Pedestrian Focus
- Charm
- Housing Availability / Affordability
- Sustainability / Nature
- Vibrant City Spaces and Parks
- Aging Population

4.1 CITY-WIDE CONNECTIVITY, WALKABILITY AND PEDESTRIAN FOCUS

Wayzata prides itself on being a small town with many options for its residents and visitors. Throughout the engagement process, the need for connecting neighborhoods with the downtown area and the shopping areas around Wayzata Boulevard came up repeatedly. Newer residents, in particular, stated that they moved to Wayzata for the walkability potential, but end up driving due to the lack of connectivity. The issue of connectivity is inherently linked to the issue of Vibrant City Spaces / Parks outlined further in this document –issues residents and stakeholders see as critical to the future of Wayzata.

“The perfect Wayzata is well connected, innovative, intelligently built for the future”

– Wayzata Community Survey Respondent



“How can Wayzata enhance connectivity, walkability, and provide pedestrians a better overall Wayzata experience?”

DATA INSIGHT:

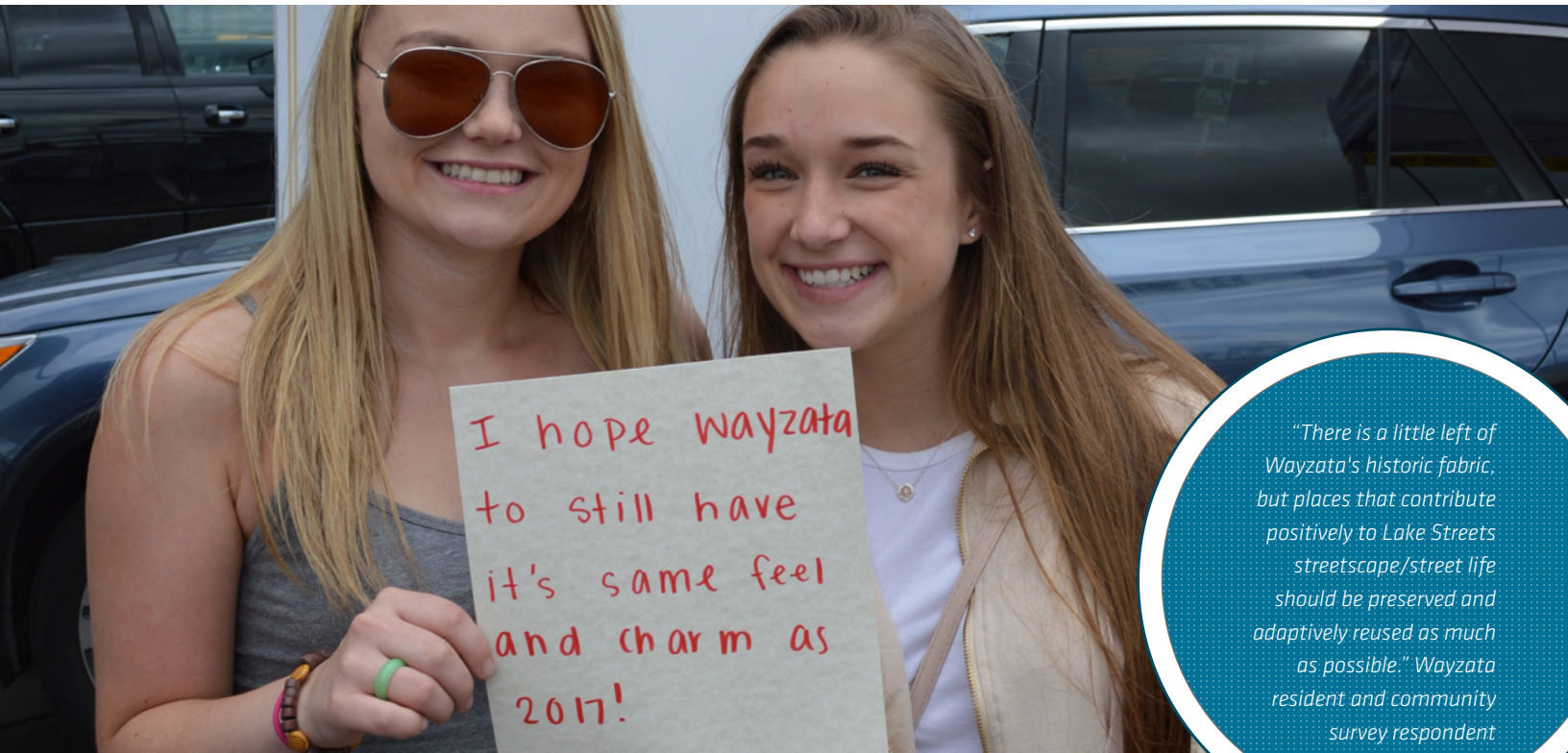
- While there are connection points between key nodes in Wayzata – namely Wayzata Boulevard shopping areas and Downtown – the City is very car-centric and even in the summer months visitors and residents are inclined to drive from one place to another.
- There are many opportunities for enhanced walkability within Wayzata. Wayzata Boulevard, in particular, is often overlooked but could serve as a main node for pedestrian traffic.



DataInsight

4.2 CHARM

The single most used word throughout the visioning workshops, interviews, and conversations with City residents and stakeholders was charm. Wayzata's charm is not one thing in particular, but a combination of different factors. Some examples are the unique experience to visitors as they stroll around downtown Wayzata after a pleasant dinner, events such as the tree lighting ceremony and James J. Hill Days festival that brings the community together, and the small town feel that the farmers market provides. Charm is something residents want to ensure it is preserved and something they feel can get easily lost if it is not an utmost priority.



"There is a little left of Wayzata's historic fabric, but places that contribute positively to Lake Streets streetscape/street life should be preserved and adaptively reused as much as possible." Wayzata resident and community survey respondent



DataInsight

DATA INSIGHT:

- Hotel Landing is an example of a new development that residents point to as a source of pride and charm for Wayzata.
- Many town's biggest source of charm is a central gathering place such as a town square. The revitalization of Lake Street in current planning form, which includes a central gathering space by the lake, is in line with the residents and stakeholders observed need for a charming central location.
- Historical aspects of Wayzata – such as the Depot – serve and can be further explored as a connection point between present enjoyment and the City's history.

4.3 HOUSING AVAILABILITY / AFFORDABILITY

The issue of housing was a key issue during the visioning process specifically in terms of the community's residential fabric. Additionally, in the community survey, housing affordability was seen as one of issues that Wayzata is least prepared for and one that is perceived to have the most negative impact to the City.

There was consensus during the visioning process that there was a severe lack of less expensive housing options available in Wayzata. This directly affected the possibility of young families and young professionals moving to Wayzata. It also contributed to the daily commute of workers, especially from the service sector, that cannot afford to live in Wayzata. It was widely viewed as a necessity to create more diverse residential options for those who want to live in Wayzata – with a limited strategically located, thoughtful, and coordinated departure from expensive single family homes and expensive condos.

The lack of available less expensive housing in Wayzata directly impacts the ability of young families and young professionals to move to the City.

“We need intergenerational community. Which .. affordable housing for young families and great schools.”

– Wayzata resident and stakeholder engagement survey respondent

“I wish there was more land or housing for younger families and ability for young people to move back”

– Wayzata resident and stakeholder engagement survey respondent

“Diverse housing to bring workers in. Lower rents so retail can thrive. Entertainment venues.”

– Wayzata resident and stakeholder engagement survey respondent



DataInsight

DATA INSIGHT:

- Wayzata is an exclusive and prestigious residential community with a significant number of high priced single family homes and condominiums.
- Looking forward to 2040, participants were divided regarding maintaining the status quo of expensive houses and a limited number of expensive condos or promoting higher density in key nodes of the City.
- There was agreement fostering a sense of inclusivity in the community, but not a clear path on how to make Wayzata accessible and affordable.

4.4 SUSTAINABILITY / NATURE

Lake Minnetonka is a central part of Wayzata's character and fabric. Efforts to support the lake and its conservation are viewed positively across all residents and stakeholders. There is, however, significant appetite for Wayzata to go even further than Lake preservation and take bold steps on sustainability. The establishment of a City of Wayzata Sustainability Commission was mentioned by one of the workshop participants and the idea was very well received by residents and stakeholders.

There was a general optimism around Wayzata becoming a poster City in terms of energy neutrality, reduction of water use, and increase of green spaces. Participants believe Wayzata should make sustainability a key City value enabling and encouraging residents and developers to choose more sustainable options such as solar energy and green spaces in new and existing developments.

There was strong agreement that a sustainable environment is built regionally and globally, and that Wayzata should push sustainability efforts not only in the local level, but at regional and state levels.

Wayzata should push sustainability efforts not only in the local level, but at regional and state levels.

“We have the ideal location for clean energy opportunities and we need to look closely at keeping our most valuable asset healthy - Lake Minnetonka”

– Wayzata resident and stakeholder engagement survey respondent

“Microgrids, utilizing solar/wind power and community renewable energy grids. Encourage geothermal with tax incentives. Maintain green space”

– Wayzata resident and stakeholder engagement survey respondent



DataInsight

DATA INSIGHT:

- There was strong agreement that Wayzata leading the way in sustainability efforts were a given. That if any City in Minnesota were to lead these efforts, Wayzata would benefit from being that City – both from a sustainability point of view and a positive PR point of view.
- Policies and codes surrounding more sustainable sources of energy such as solar were viewed as cumbersome and disabling. There was a lot of optimism surrounding the establishment of a Sustainability Commission to address all aspects of sustainability within Wayzata.

4.5 VIBRANT CITY SPACES, PARKS AND TRAILS

There was resonance throughout the visioning process regarding the need for more investment into attractions that appeal to both younger families and older residents. The City Parks were seen as the main conduit for this, as it fosters intergenerational vibrancy and community connectivity. When asked about vibrancy and the outdoors, participants pointed to the need for more trails throughout the City and the need of a park system that meets young families and older residents needs.

There was perception that City spaces like the beach need to be replicated in other parts of the shore, and that playgrounds need to be renovated to continue to attract families. Connectivity between parks and City spaces is also seen as critical, and is closely linked to the issue of connectivity discussed previously on this document. The Lake Effect was seen as a key development in achieving this vibrancy and vitality within the community and strong support of this project was evident throughout the visioning workshops.

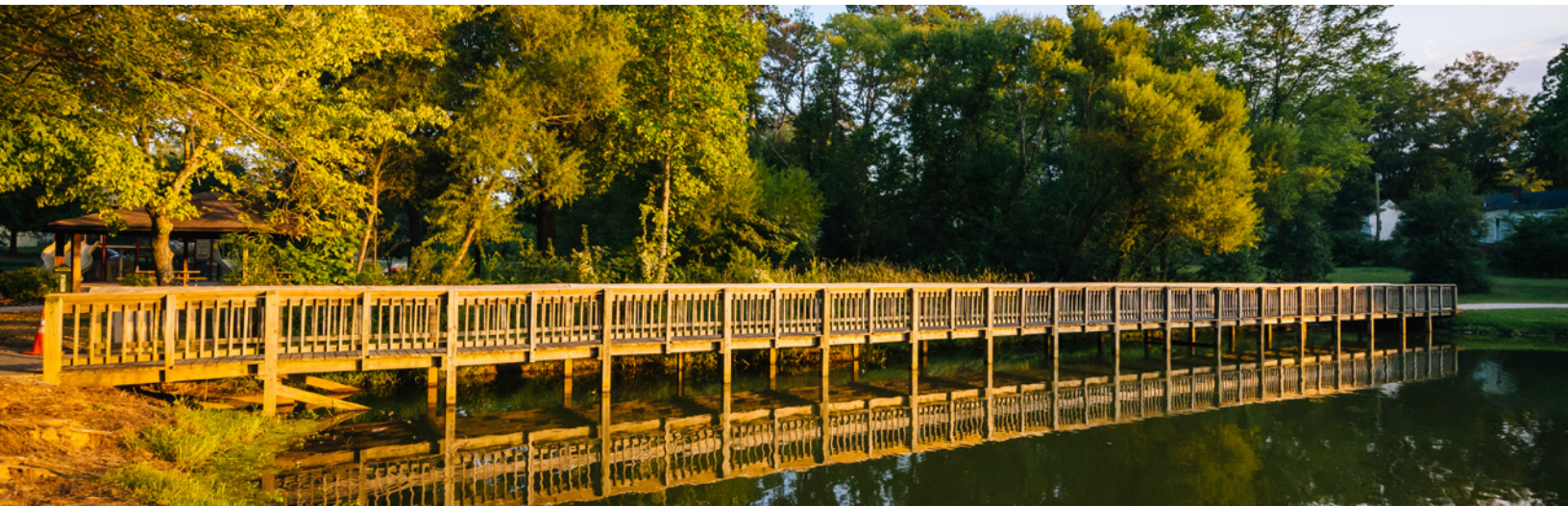
Lively City parks and spaces foster intergenerational vibrancy and community connectivity, key objectives of Wayzata residents and stakeholders. Wayzata is uniquely positioned to tackle this important issue via the Master Parks Plan in development.

“Multi generational alternatives: from sports facilities to areas of reflection and tranquility.”

– Wayzata resident and stakeholder engagement survey respondent

“I'd love Wayzata to focus 1st on its' residents' desires - to create inter generational opportunities of activity + entertainment. Then focus on visitors. The visitors already come!”

– Wayzata resident and stakeholder engagement survey respondent



DataInsight

DATA INSIGHT:

- Young families who participated in the visioning workshops highlighted the need for updated play areas and engaging places for young children to explore.
- A great number of participants did not realize that most of the Lake Effect project will be funded privately and is still in its fundraising stage. There is a strong level of agreement that the vitality of downtown Wayzata depends on the Lake Effect project moving forward successfully.

4.6 AGING POPULATION

Wayzata consists largely of an aging population with a median age of 53.1 years, in comparison to the wider Minnesota median age of 37.9 years. The majority of respondents to the community survey were over 50 years of age. Once high school students are excluded from the survey sample, this was replicated in the stakeholder engagement survey, whereupon 55% of respondents were 51+ years.

Wayzata's population has been aging, but this trend has become more prominent with the arrival of the Presbyterian Homes, where 400+ senior residents live. There was agreement that there was a need to encourage a diverse and mixed age population to Wayzata, such as young professionals and families. Participants during the process noted that the future and vibrancy of Wayzata was dependent on younger professionals and young families, but there is a real concern with younger people being able to afford to live in Wayzata. This is intrinsically connected to the housing issues described earlier. If the property prices are high and there is a lack of affordable housing, it will be difficult for the young professional or family to enter the Wayzata property market. This will be a challenging balance to achieve, but one that has strong commitment from the wider Wayzata community.

Participants noted that the future and vibrancy of Wayzata was dependent on younger professionals and young families, but there is a real concern with younger people being able to afford to live in Wayzata.

"I would love to see a more mixed age/diverse community that can afford to live here."

– Wayzata resident and stakeholder engagement survey respondent

"A safe and charming City where young families can comfortably live and meet diverse people."

– Wayzata resident and stakeholder engagement survey respondent



DATA INSIGHT:

- Wayzata has a median age of 53.1 years, in comparison to the wider Minnesota median age of 37.9 years
- The majority of participants in the visioning process were over 50 years old.

DataInsight



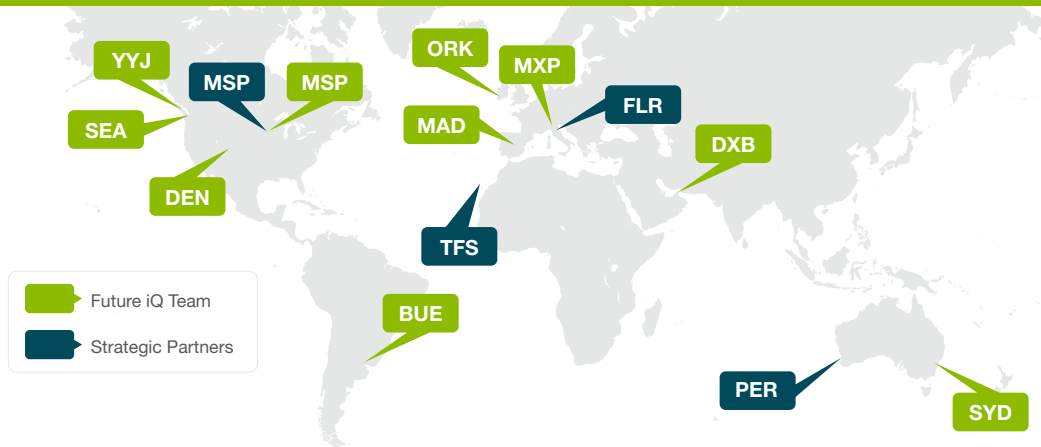
5.0 CONCLUSION

The Wayzata 2040 stakeholder engagement process' main objective was to gather maximum input from the residents and stakeholders of Wayzata. This input will be transformed into a vision document which will inform the City's comprehensive plan update process.

The preferred future for Wayzata was generated within the Think Tank in September and validated through visioning workshops, the vision survey, and the Think Tank reconvene. The preferred future in 2040 was of a Wayzata which will guide its development trajectory from a 'City of the future' approach with a multigenerational focus.

The themes of City-wide connectivity, walkability and pedestrian focus, charm, housing availability / affordability, sustainability / nature, vibrant City spaces and parks, and the aging population are the key areas that Wayzata needs to face in order to move towards the preferred future and will be explored in depth within the Wayzata 2040 Vision Document.





6.0 ABOUT FUTURE IQ

Future iQ is a market leader in the development and application of scenario planning; network analysis, industry and regional analysis, and community engagement and capacity building. Future iQ specializes in applying innovative tools and approaches to assist organizations, regions and industries shape their economic and community futures. With over a decade of business experience, the company has grown to have a global clientele spanning three continents. To learn more about Future iQ, and our recent projects visit www.future-iq.com or by email at info@future-iq.com

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As CEO of Future iQ, David specializes in creating future planning approaches for the use in regional, community and organizational settings. David has worked in the field of organizational and regional economic and community planning for over 20 years. His work in community and economic development has earned his work international, national and state awards.



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7.0 ACKNOWLEDGEMENTS

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8.0 FOR MORE INFORMATION

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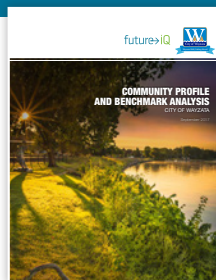
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Wayzata2040

FOR MORE DETAILS, AND TO ACCESS COPIES OF ADDITIONAL REPORTS, PLEASE VISIT:

www.future-iq.com or <http://lab.future-iq.com/wayzata-2040-sailing-ahead/>



Community Profile and
Benchmark Analysis
September 2017



City of Wayzata Scenarios
of the Future Report
September 2017

