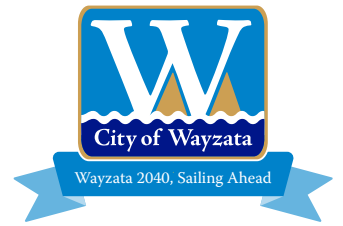


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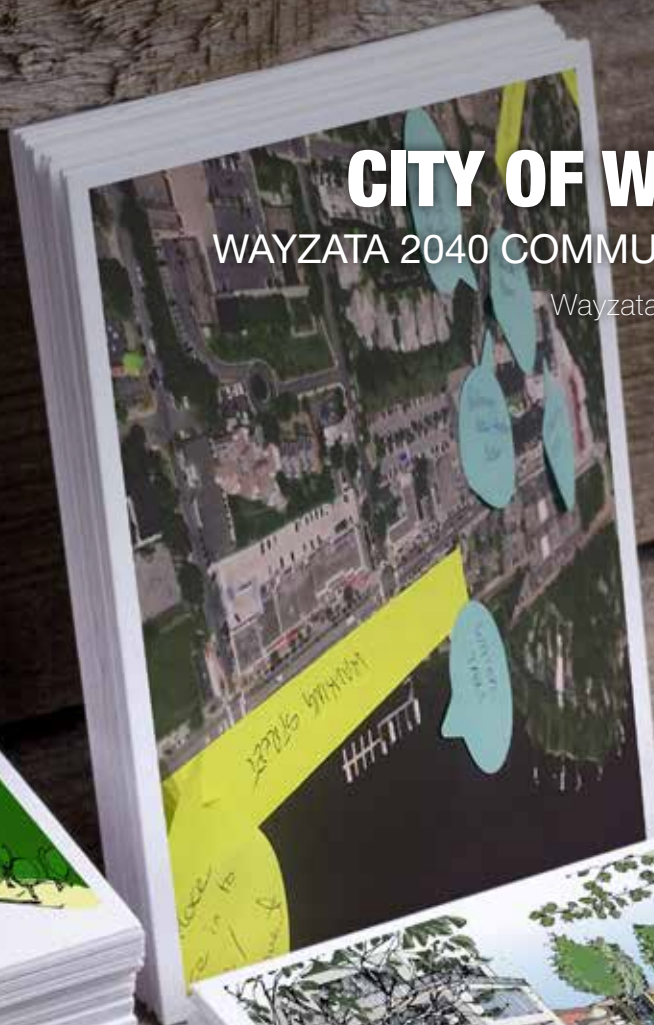


CITY OF WAYZATA

WAYZATA 2040 COMMUNITY VISION

Wayzata, Minnesota, USA

March 6, 2018



CITY OF WAYZATA

WAYZATA 2040 COMMUNITY VISION

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The Wayzata 2040 Community Vision Report is the reflective and final document of the visioning process for the City of Wayzata. It encapsulates the outcomes of a broad stakeholder engagement process and interviews with key stakeholders. The report also draws together analysis of the prevailing community issues and emergent trends.

This report provides a robust data analysis of the key themes that emerged throughout the six-month visioning process. Future iQ facilitated a data driven process that was built ground up with important input from the community.

All previous reports and the data visualization platform can be accessed via the project's lab portal page: www.lab.future-iq.com/wayzata-2040-sailing-ahead/

REPORT PREPARED BY:



TABLE OF CONTENTS

1.0	Open Letter From the Advisory Committee	5
2.0	Introduction	6
3.0	Vision Development	7
3.1	Vision Development Timeline	7
3.2	Building Consensus-Based Vision.....	8
4.0	Preferred Future and Key Themes	9
4.1	Preferred Future Selection	9
4.2	Preferred Future Scenario Validation Matrix	10
4.3	Preferred Future: FTSC – Forward Thinking, Socially Connected	11
4.4	Key Themes from Stakeholder Engagement Process.....	12
5.0	Wayzata 2040 Vision - Guiding Principles and Implementation Framework.....	13
6.0	Vision in Action Strategic Framework.....	14
6.1	Dynamic Systems-Thinking	15
6.2	Implementing Guiding Principles: Dynamic Systems-Thinking and Vision in Action Items	15
7.0	Guiding Principles	16
7.1	Guiding Principle 1: Charming	16
7.1.1	Importance of Charm	16
7.1.2	Vision in Action - Charming.....	17
7.2	Guiding Principle 2: Walkable and Pedestrian Friendly	18
7.2.1	Importance of walkability and being pedestrian friendly	18
7.2.2	Vision in Action – Walkable and Pedestrian Friendly.....	19
7.3	Guiding Principle 3: Healthy, Engaged and Active	20
7.3.1	Importance of a Healthy, Engaged and Active Community	20
7.3.2	Vision in Action - Healthy, Engaged and Active	21
7.4	Guiding Principle 4: Vibrant Parks and City Spaces	22
7.4.1	Importance of Vibrant Parks and City Spaces	22
7.4.2	Vision in Action - Vibrant Parks and City Spaces.....	23
7.5	Guiding Principle 5: Environmental Sustainability	24
7.5.1	Importance of Environmental Sustainability.....	24
7.5.2	Vision in Action - Environmental Sustainability	25

7.6	Guiding Principle 6: Multi-Generational	26
7.6.1	Importance of a Multi-generational Community	26
7.6.2	Vision in Action – Multi-Generational	27
7.7	Guiding Principle 7: Connected	28
7.7.1	Importance of Being Connected	28
7.7.2	Vision in Action - Connected	29
7.8	Guiding Principle 8: City Nodes with Greater Housing Diversity	30
7.8.1	Importance of City Nodes with Greater Housing Diversity	30
7.8.2	Vision in Action – Nodes	31
8.0	How Wayzata Vision 2040 Connects to the Comprehensive Plan	32
9.0	How Wayzata Vision 2040 Connects to the Lake Effect Park Project.....	33
10.0	Opportunity and Risk Analysis	34
11.0	Looking Ahead: Important Topics for the Future	35
12.0	Endnotes.....	36
13.0	Acknowledgements	37
14.0	About Future iQ	38
15.0	For More Information	39

1.0 OPEN LETTER FROM THE ADVISORY COMMITTEE



Dear Wayzata Community Members:

In the Summer of 2017 our Advisory Committee was tasked by the Wayzata City Council with overseeing the development of Wayzata's Vision looking out to 2040. This work provides a precursor to the implementation phases which will be developed as part of the City's Comprehensive Plan update during the remainder of 2018. This responsibility was not taken lightly. Six months and dozens of community meetings later we are happy to present the Wayzata 2040 Community Vision.

Wayzata 2040 Community Vision Report is a bold, empowering, and action-filled document. The aspirations of this document make us proud to be part of the Wayzata community, and we look forward to working towards their implementation.

The Preferred Future of 'FTSC – Forward Thinking Socially Connected' is one shared by the vast majority of Wayzata Residents and Stakeholders. While there are outliers, we feel confident that the Vision that emerged from this preferred future is broadly representative of the Wayzata Community.

As we move from vision to action in the form of the Comprehensive Plan Update, we would like to keep the lines of communication open among the City residents and stakeholders and the Advisory Committee. The email address city@wayzata.org is an avenue you may use to communicate with the Committee. Please add "Advisory Committee" to the subject line.

We hope you enjoy reading the Wayzata 2040 Community Vision.

Sincerely,

City of Wayzata Advisory Committee

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 Moorse (Folkestone)
Patricia Ecklund (Wayzata Resident and Folkestone Staff)
Jill Johnson (Wayzata Public Schools)
Jeff Dahl (Staff)
Jeff Thomson (Staff)
Mike Kelly (Staff)



The Wayzata 2040 Community Vision provides an exciting dynamic opportunity for Wayzata. Wayzata's leadership, its residents and stakeholders are able to think clearly and creatively about the entire community's direction as it goes through its once-a-decade Comprehensive Plan Update process.

2.0 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 provided the first half of the City's Comprehensive Plan update process and was dedicated to ensuring strong community engagement. The main goal of Wayzata 2040, Sailing Ahead was to engage with City residents and stakeholders in order to determine where they would like to see Wayzata in 10, 20 and 30 years' time. This process enabled the Wayzata community to take control and provide input into a process that allowed them to shape their own future.

- **Background Research and Staff Interviews:** Through background research and staff interviews, Future iQ explored the issues shaping the future of Wayzata. This resulted in the publication of the Community Profile and Benchmark Analysis Report
- **Community Survey:** An extensive Community Survey was live from August to November and explored key issues surrounding the Wayzata community.
- **Scenarios of the Future:** During the Think Tank Workshop Wayzata residents and stakeholder developed plausible scenarios of the future of Wayzata.
- **Visioning Workshops:** Preferred and expected futures were explored through nineteen Visioning Workshop Sessions across Wayzata.
- **Vision Survey** – Six key issues were explored via a Vision Survey.
- **Alignment of the Vision:** The Vision alignment was conducted through the identification of the areas of shared vision for Wayzata in the Reconvening of the Think Tank Workshop.

The vision development process built on the highly successful Lake Effect Project. All steps outlined above guided and informed the development of this document, the Wayzata 2040 Community Vision.

“It is a mistake to think that moving fast is the same as actually going somewhere”

– Steve Goodier



3.0 VISION DEVELOPMENT

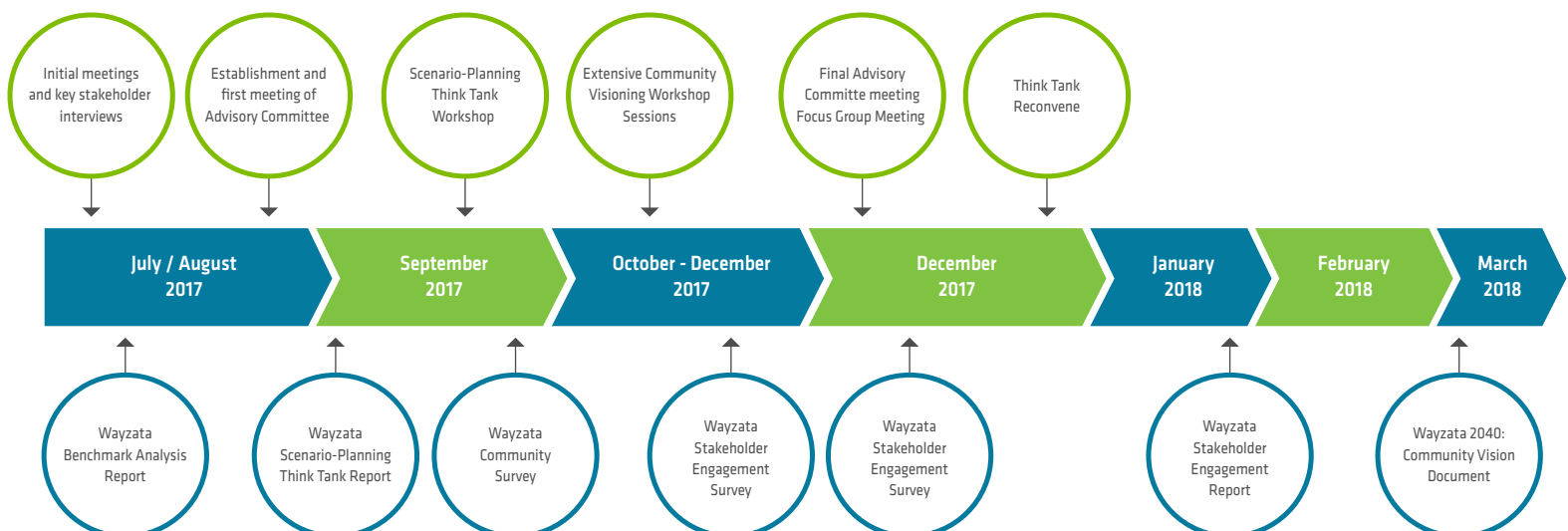
The overall Wayzata Vision development process which was carried out during 2017 included several major principles. These reflect the well-established methodology that was used by Future iQ in this visioning process:

- **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.

The Wayzata 2040, Sailing Ahead process allowed hundreds of Wayzata residents and stakeholders to systematically examine the forces impacting Wayzata and offered essential opportunities for discussion about how Wayzata wants to shape its future.

3.1 VISION DEVELOPMENT TIMELINE

Wayzata 2040, Sailing Ahead community visioning took place over the course of six months, from July 2017 to December 2017.



The following reports have been prepared up to this point as part of the Wayzata 2040, Sailing Ahead project:

- *City of Wayzata Community Profile and Benchmark Analysis, September 2017*
- *City of Wayzata Scenarios of the Future Report, September 2017*
- *City of Wayzata Stakeholder Engagement Report, February 2018*

3.2 BUILDING CONSENSUS-BASED VISION

Wayzata's data driven, consensus-based future vision was carefully and methodically developed through crucial meetings, detailed surveys, and meaningful community dialogue.

Advisory Committee Meetings

Benchmark Interviews and Benchmark Report

Community Survey

Scenario Planning
Think Tank Workshop

Community Vision
Workshops

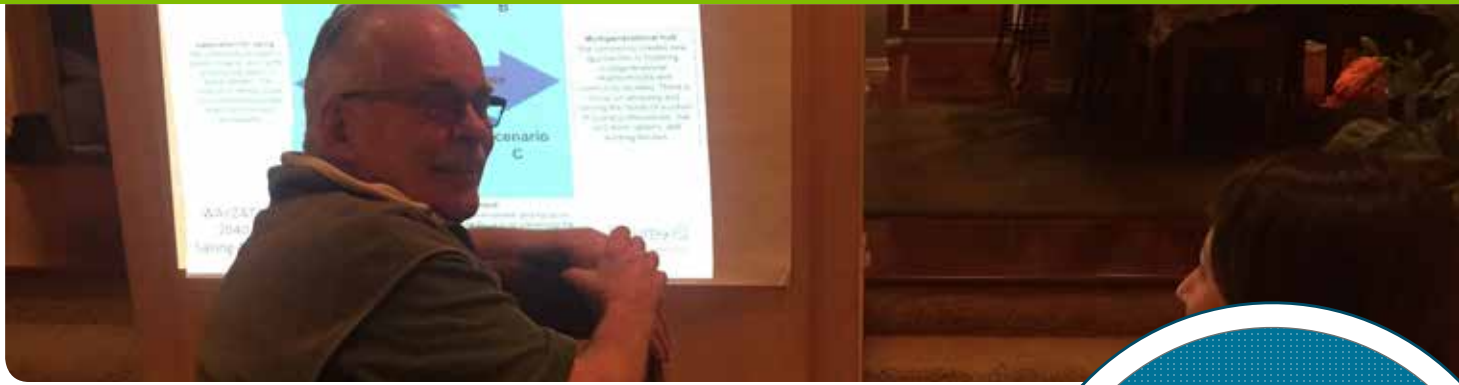
Stakeholder
Engagement Survey

Think Tank
Reconvene

Data Driven
Consensus-Based Vision

The vision development process aimed at creating a consensus-based vision. This data driven process was made up of key themes that evolved throughout the project, leading Wayzata resident and stakeholders to a 'point-of-consensus' that represents the shared vision of the future.





4.0 PREFERRED FUTURE AND KEY THEMES

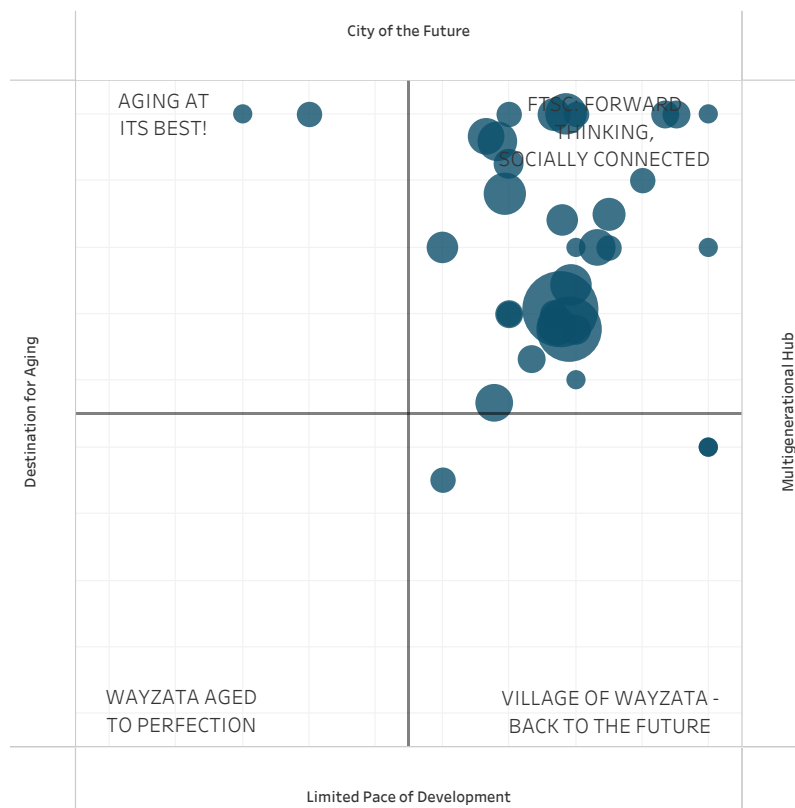
A comprehensive stakeholder engagement process established Wayzata's Preferred Future. The process was made up of interviews, a Community Survey, a Think Tank Workshop, nineteen visioning workshops, a Vision Survey, and a reconvening of the Think Tank.

The Stakeholder Engagement Report (<http://lab.future-iq.com/wayzata-2040-sailing-ahead/>) outlines the process of the creation of scenario spaces and the means by which Wayzata's preferred future was ascertained.

4.1 PREFERRED FUTURE SELECTION

Detailed work was carried out to understand where the point of consensus was in terms of Wayzata's preferred future. The key survey that explored this point of consensus was the Vision Survey. In the Vision Survey, respondents were asked – based on scenario descriptions that were outlined during the visioning workshop – which would be their preferred future.

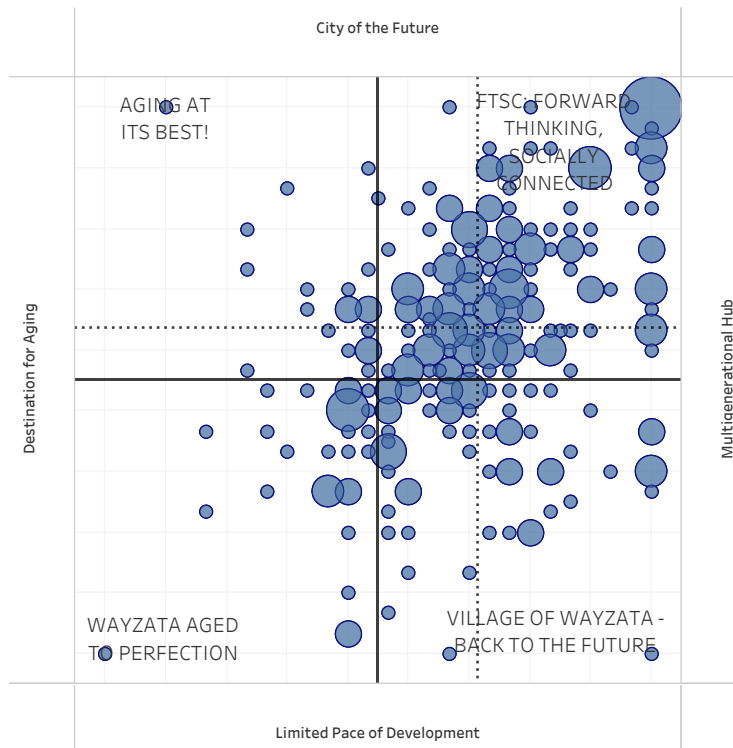
Heat Map - Preferred Future



4.2 PREFERRED FUTURE SCENARIO VALIDATION MATRIX

Vision Survey respondents were also asked questions surrounding six key issues. These six issues represent sub-sets of each of the scenario matrix axis (Development Trajectory and Intergenerational Relevance). In each of the six questions, issues were asked on a scale mirroring the continuum of the axes. The responses to each of the questions were recombined to create an X and Y value, which was plotted on the scenario matrix below. This process serves as a key validation point, which gives insight into respondents' behavior on an issue by issue basis. Additionally, it shows whether their responses are in line with the 'Preferred Future.' In the scatter plot below we are able to visually see a concentration of consensus around the Future Scenario of 'FTSC- Future Thinking, Socially Connected.'

Scenario Validation with Question Selection



In both instances – when asked which scenario would be preferred, and through an issue by issue analysis of subsets that make up each scenario – Vision Survey respondents believe 'FTSC – Forward Thinking, Socially Connected' is the preferred future for the City of Wayzata.

While recognizing there are outliers in the community, Wayzata can very confidently pursue a vision that is representative of the community's wishes and aspirations.



4.3 PREFERRED FUTURE: FTSC – FORWARD THINKING, SOCIALLY CONNECTED

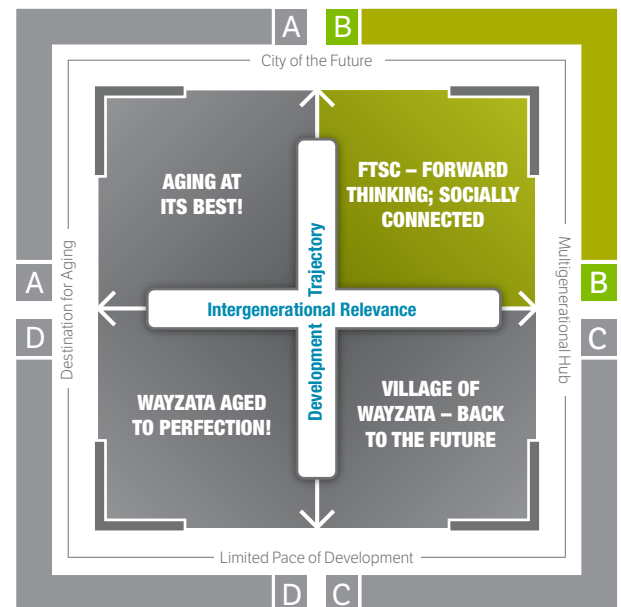
The Preferred Future of Wayzata, ascertained from the community's preferred future selection and reaction to sub-issues, was centered on 'Scenario B – FTSC – Forward Thinking, Socially Connected' space. In this preferred future, Wayzata was described by Think Tank Participants as:

Wayzata has become a 'poster city' in terms of engaging multiple generations and embracing progress. It has reduced its median age, 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 affordable housing.

Wayzata is a trailblazing City that is proud to have achieved energy neutrality. Its downtown hosts a pedestrian-only Lake street, a beautifully finished Lake Effect Park and a state of the art transportation system. Lake Street has evolved into a multi-generational hub, where people of all ages come together to live, work, and play. The shops are small, local, and relevant and numerous markets exist throughout the City. The City boasts 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 in being a safe and inclusive City. The City now has state of the art medical facilities and places a strong emphasis on options for healthy living and 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.

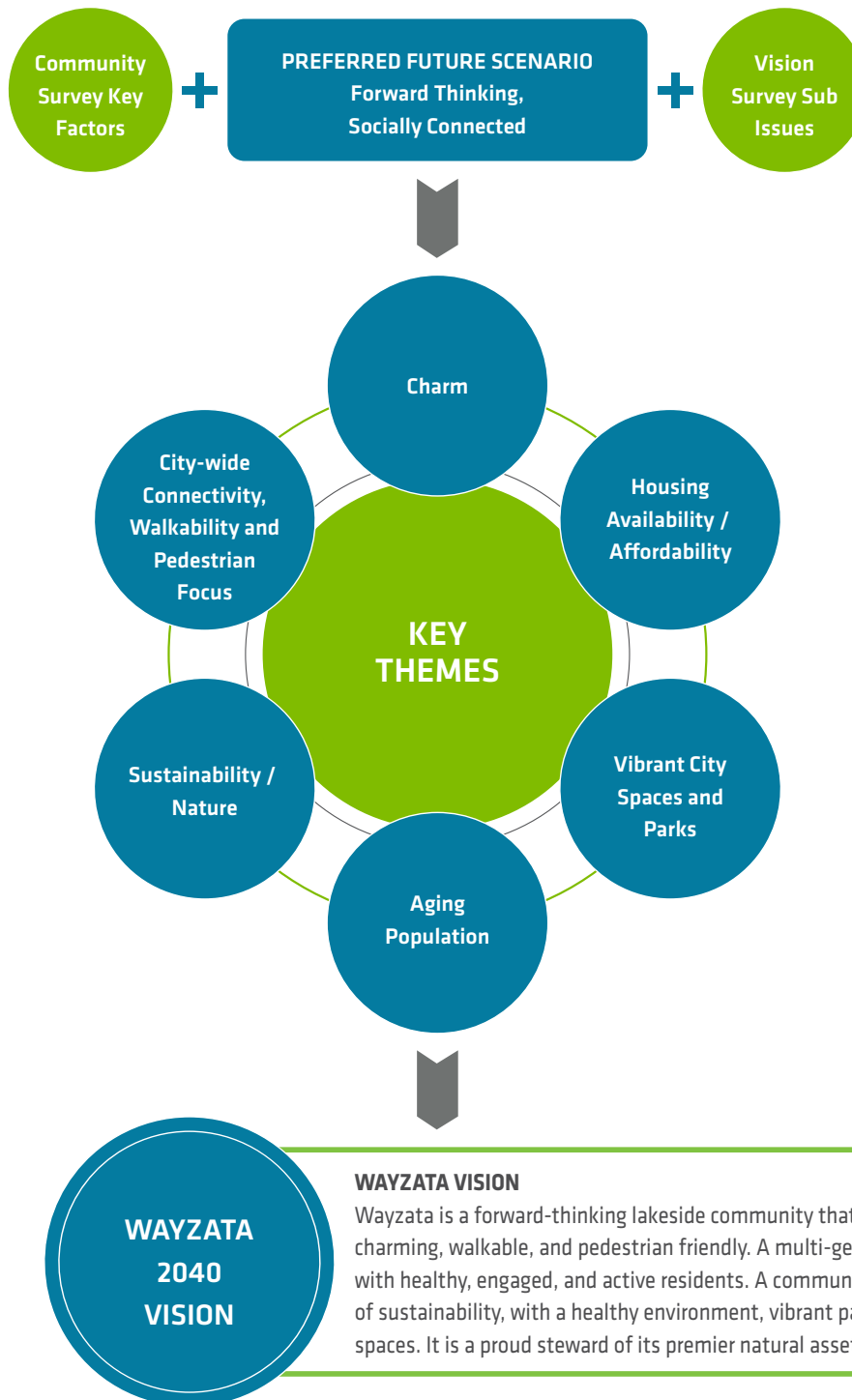
"Wayzata, the best place to find the home of your choice"
– 2040 Economic Headline
News Developed by Think
Tank Participants.



4.4 KEY THEMES FROM STAKEHOLDER ENGAGEMENT PROCESS

The data analysis of the community engagement process allowed for the identification of six key themes that were most relevant to the future of Wayzata. These key themes are elements that were repeated through the interviews, the community survey, the Think Tank, the stakeholder engagement workshops, the Vision Survey, and the Think Tank reconvene.

Wayzata's Vision emerges from a number of key themes that were present throughout the stakeholder engagement process.





5.0 WAYZATA 2040 VISION - GUIDING PRINCIPLES AND IMPLEMENTATION FRAMEWORK

The Wayzata 2040 Vision Guiding Principles were developed from the key themes that emerged during the stakeholder engagement process, analysis of the community survey and vision survey responses, visioning workshops, the Think Tank, and the Think Tank reconvene. These guiding principles underpin the implementation of Wayzata's Vision.

Guiding Principles that support the Implementation of the Wayzata 2040 Vision

As the visioning process progressed, the main themes surrounding Wayzata's vision became more focused, leading to eight core Wayzata 2040 Vision Guiding Principles.

WAYZATA 2040 VISION

WAYZATA VISION

Wayzata is a forward-thinking lakeside community that is socially connected, charming, walkable, and pedestrian friendly. A multi-generational community with healthy, engaged, and active residents. A community that is in the forefront of sustainability, with a healthy environment, vibrant parks and enticing City spaces. It is a proud steward of its premier natural asset; Lake Minnetonka.

1

Charming

2

Walkable and Pedestrian Friendly

3

Healthy, Engaged and Active

4

Vibrant Parks and City Spaces

5

Environmental Sustainability

6

Multi-Generational

7

Connected

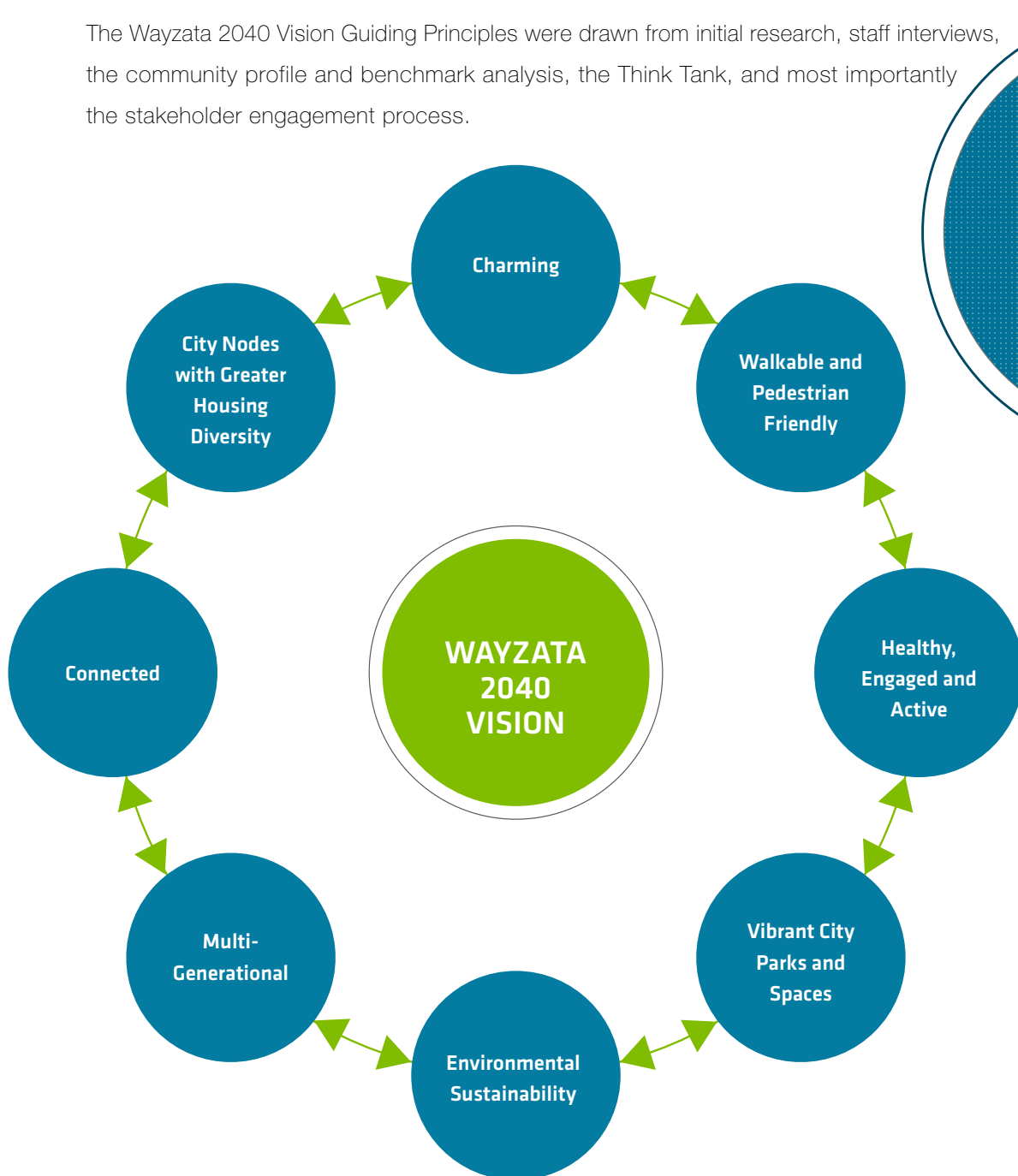
8

City Nodes with Greater Housing Diversity



6.0 VISION IN ACTION STRATEGIC FRAMEWORK

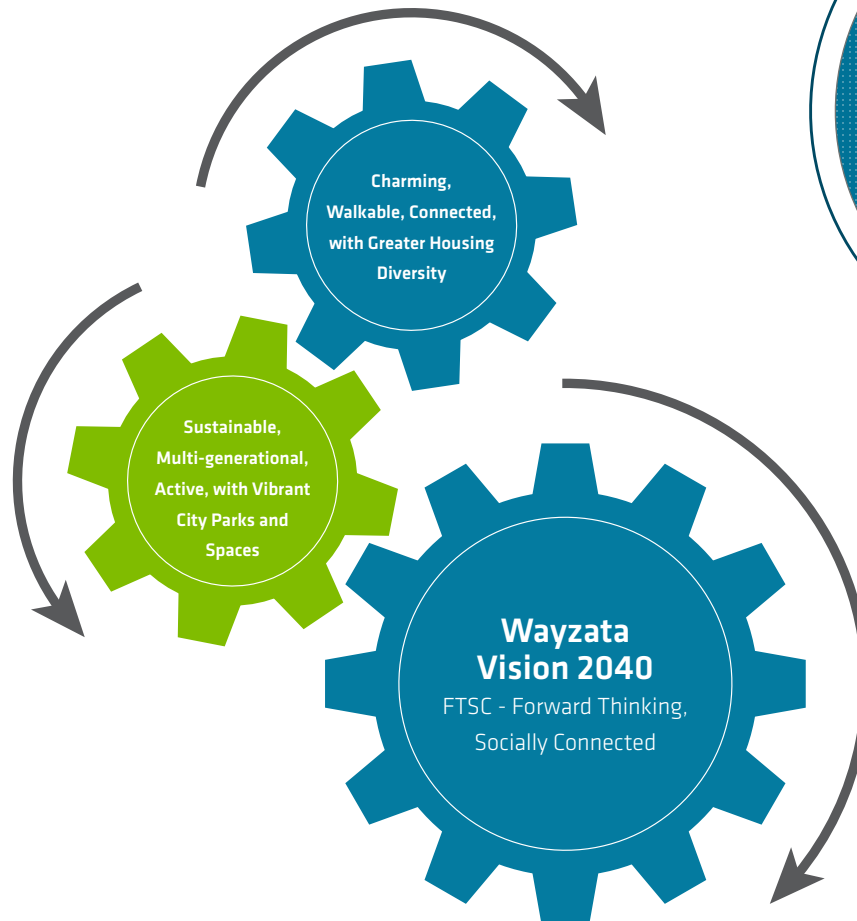
The Wayzata 2040 Vision Guiding Principles were drawn from initial research, staff interviews, the community profile and benchmark analysis, the Think Tank, and most importantly the stakeholder engagement process.



These dynamic and interrelated principles serve as a framework by which Wayzata can achieve the preferred future scenario 'FTSC - Forward Thinking, Socially Connected.'

6.1 DYNAMIC SYSTEMS-THINKING

The Wayzata 2040 Vision Guiding Principles were built on a systems-thinking approach. Each principle needs to enable and empower the other principles. For example, making Wayzata a more multi-generational City will empower and be empowered by a healthy, engaged and active community. Within each guiding principle, the City of Wayzata needs to look for opportunities and take actions that will sustain and empower the other key principles.



A systems-thinking approach ensures the entire vision is seen as a unit. Decisions made within each interconnected principle ensures the entire system functions optimally.

6.2 IMPLEMENTING GUIDING PRINCIPLES: DYNAMIC SYSTEMS-THINKING AND VISION IN ACTION ITEMS

The sections that follow explore in detail each of the guiding principles. The ideas that are presented are drawn from the community engagement process and best practices analysis. Quotes that are included were drawn from the visioning workshops, the Community Survey, and the Vision Survey.

The Vision in Action sections detail how guiding principles translate into concrete actions. The Vision in Action items – as with the Guiding Principles - operate on a dynamic systems-thinking. One Vision in Action item is not independent from another. Each Vision in Action is placed under a guiding principle because it largely speaks to that specific area, but all principles are deeply interrelated and will simultaneously address multiple guiding principles.



Wayzata residents have a deep regard for the notion of charm. Preserving and developing charm as Wayzata looks into the future is an exciting challenge.

7.0 GUIDING PRINCIPLES

7.1 GUIDING PRINCIPLE 1: CHARMING

7.1.1 IMPORTANCE OF CHARM

Fostering charm in a community requires intentionality and purpose. A stronger focus on design – sending developers back to the proverbial drawing table to bring a more tasteful proposal – is a check that would go a long way. City residents want to connect to the City's shared spaces. City spaces can be plain or they can be charming – it is just a question of thoughtfulness. Visitors and residents will connect to places that evoke a sense of belonging, and a sense of nostalgia. Wayzata – by nature, as it is located on the shore of Lake Minnetonka – evokes these feelings. The challenge for the City is to make charm an utmost priority not only in new developments but in every aspect of the City's lifecycle. Placing emphasis on the arts, for example, is something that allows passers-by and visitors to slow down and enjoy the City. Development should be small and intimate, creating room for “randomness.”

A definite arrival gate would be another step that would enhance Wayzata's charm. A gateway enhances the feeling that you have arrived somewhere special, and if the City pairs the gateway with small touches of charm throughout the City – like planters, art pieces, and sidewalk cafes - the overall charm of Wayzata will be greatly enhanced.

A key aspect of Wayzata's charm that cannot be understated is the role of history. Wayzata is a City fortunate to have both an active Historical Society, and an active Heritage Preservation Board. These groups work tirelessly to document and protect Wayzata's history. History should be considered and highlighted throughout Wayzata's development plans, and re-purposing and revival of key buildings should be of utmost priority. Properties like Section Foreman's house should aid Wayzata in highlighting its history while providing a functional space in a revitalized lake front, as proposed by the Lake Effect Park project.



DATA INSIGHT

Charm was at the center of all discussions regarding the future of Wayzata. Respondents of the Community Survey and the Vision Survey flooded the open ended questions with enhancing Wayzata's charm as an opportunity, and the loss of Wayzata's charm as a threat.

7.1.2 VISION IN ACTION - CHARMING

VISION IN ACTION

- Revitalizing Lake Street to de-emphasize cars, creating a pedestrian-centric atmosphere. Sidewalk cafes, wide sidewalks and bike / cross country ski parking.
- Create a Main Gateway-like Wayzata entrance on Wayzata Boulevard. Enhance that main artery with landscaping.
- Incorporate an amphitheater in a prominent location by Lake Minnetonka - preferably by the proposed City Plaza (see Vibrant Parks and City Spaces section).
- Create an internal structure within the Planning Commission and City Council to ensure all new developments not only meet current City standards, but are built in line with the City's charm priority.
- Bring a Christmas Tree vendor to downtown Wayzata during the Holiday season.
- Artwork in public spaces.
- Ensure Section Foreman's House is revitalized in a way that highlights Wayzata's History.
- Look for Historical Designation opportunities of key Wayzata buildings, particularly City owned spaces.
- Small and intimate development creating room for "randomness."

BOLD IDEAS

- Establish a Planning Commission Subcommittee tasked with modernizing the City of Wayzata Design Standards and aligning it to the City's vision ensuring charm and a focus on design is at the forefront of each new development.
- Encourage the development of a Performance Arts Center and Movie Theatre on City land. Create green spaces within it, so it's a community gathering location that adds to charm and builds a greater sense of community.

LOW HANGING FRUIT

- Enforce requirements surrounding flower baskets, pots, plants.
- Significantly increase the amount of City-displayed plants.
- Host small events in conjunction with the Farmers Market - small live bands, "bring your pet" day, etc.
- Add Adirondack Chairs at the Beach.
- Establish a monthly food truck / small vendor Saturday lunch.
- Fire pit around the downtown area for the community to gather around and roast marshmallows.

"Charm is a product of the unexpected."

— Jose Marti



7.2 GUIDING PRINCIPLE 2: WALKABLE AND PEDESTRIAN FRIENDLY

7.2.1 IMPORTANCE OF WALKABILITY AND BEING PEDESTRIAN FRIENDLY

A walkable and pedestrian friendly environment leads to a greater vibrancy in the community, reduces social isolation, and leads to healthier and happier communities. Wayzata is primed for increasing its walkability: it is compact, has great connectivity potential, and counts with a demographic that is highly interested in walkable spaces. The argument for a more pedestrian oriented community goes beyond the social and health benefits it provides - walkable communities also lead to increased economic activity.

In order to foster a more walkable community, it is key to create safe and physically enticing spaces, convenient locations to go to and from, and routes that are welcoming to pedestrians.

City ordinances and design standards relating to sidewalk widths would have to be revisited, commercial space design would have to be evaluated through a pedestrian centric lens as human scale spaces need to be at the forefront of any new development.

For Wayzata to be walkable, development needs to occur on a smaller human scale – smaller parks near neighborhoods, small node development for small economic activity in otherwise traditionally residential neighborhoods, and housing within traditionally commercial spaces.

Millennials and baby boomers alike are seeking communities with high walkability potential, so transforming Wayzata's streets would also enable Wayzata's multi-generational vision.

Example of creating a walkable city: Wayzata Boulevard / Central Avenue North intersection.

Current status

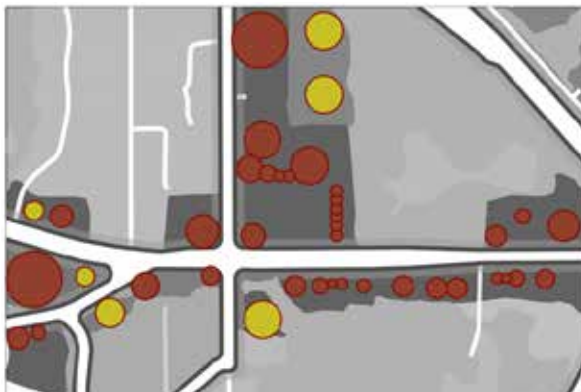


Image 1: Separation between commercial areas and residential areas

● Commercial Buildings ● Multi-Family Residential

Future option



Image 2: More desirable arrangement with higher density residences interwoven within commercial spaces, leading to greater walkability, mobility, and higher tax base for Wayzata.



DATA INSIGHT

Throughout the visioning process residents and stakeholders highlighted the importance of Wayzata being a more walkable community. Many residents moved to Wayzata for its walkability potential, but find themselves walking on tight sidewalks and driving half of a mile to get to the grocery store.

7.2.2 VISION IN ACTION – WALKABLE AND PEDESTRIAN FRIENDLY

VISION IN ACTION

- Change Wayzata's Design Standard Districts, allowing for more pedestrian friendly node development on the Bluff and Wayzata Boulevard Districts.
- Eliminate street parking on Lake Street and convert it into pedestrian friendly spaces - wider sidewalks, green spaces, and bike paths.
- Create a master pedestrian plan.¹
- Create a Wayfinding City System that directs pedestrians to "pedestrian loops." Measure distances in minutes rather than miles.
- Revamp Wayzata Boulevard and Superior Boulevard to transform them into poster streets for walkability.
- Adopt a "Complete Streets" Policy ensuring all streets are "designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities."²

BOLD IDEAS

- Transform the core downtown section of Lake Street into car-free zone, initially in the summer.

LOW HANGING FRUIT

- Evaluate Wayzata's pedestrian connections and fill gaps with sidewalks and trails to ensure maximum walkability potential.
- Close Lake Street to car-traffic every Saturday or Sunday in the summer to allow for greater pedestrian and bicycle enjoyment.
- Pursue a Walkable Community Workshop through the Minnesota Department of Health's SHIP program (Statewide Health Improvement Partnership).
- Conduct a thorough Walkability Analysis of Wayzata, and take concrete action on findings.

"I need to drive to and from work, but when I'm home I would like to be able to walk to theaters, grocery stores, salons."

– Wayzata Resident



7.3 GUIDING PRINCIPLE 3: HEALTHY, ENGAGED AND ACTIVE

7.3.1 IMPORTANCE OF A HEALTHY, ENGAGED AND ACTIVE COMMUNITY

The built environment has a direct impact on the community's health, engagement, and activity level. Thoughtful and intentional city planning can foster greater levels of activity, engagement and positively impact human health. Healthy communities are communities where residents have easy access to good nutrition, access to transportation, and plenty of physical activity opportunity.

Wayzata is not immune to accessibility to healthy living considerations because of its wealthier demographic base. Being home to an aging demographic and intentionally seeking out younger families highlights the need for Wayzata to have residents' health as a top priority. Access to good nutrition for Wayzata's seniors may look like better transportation options that give seniors greater mobility and flexibility.

Easily accessible physical activity is another area of opportunity in Wayzata. Enhanced parks and greater access to trails is essential. Recreation and enrichment opportunities could be greatly enhanced, making physical activity and the outdoors part of the Wayzata community's daily life.

In order to be prepared for dealing with health and wellness, Wayzata needs to recognize the importance of being a healthy community.

"Health happens in neighborhoods."

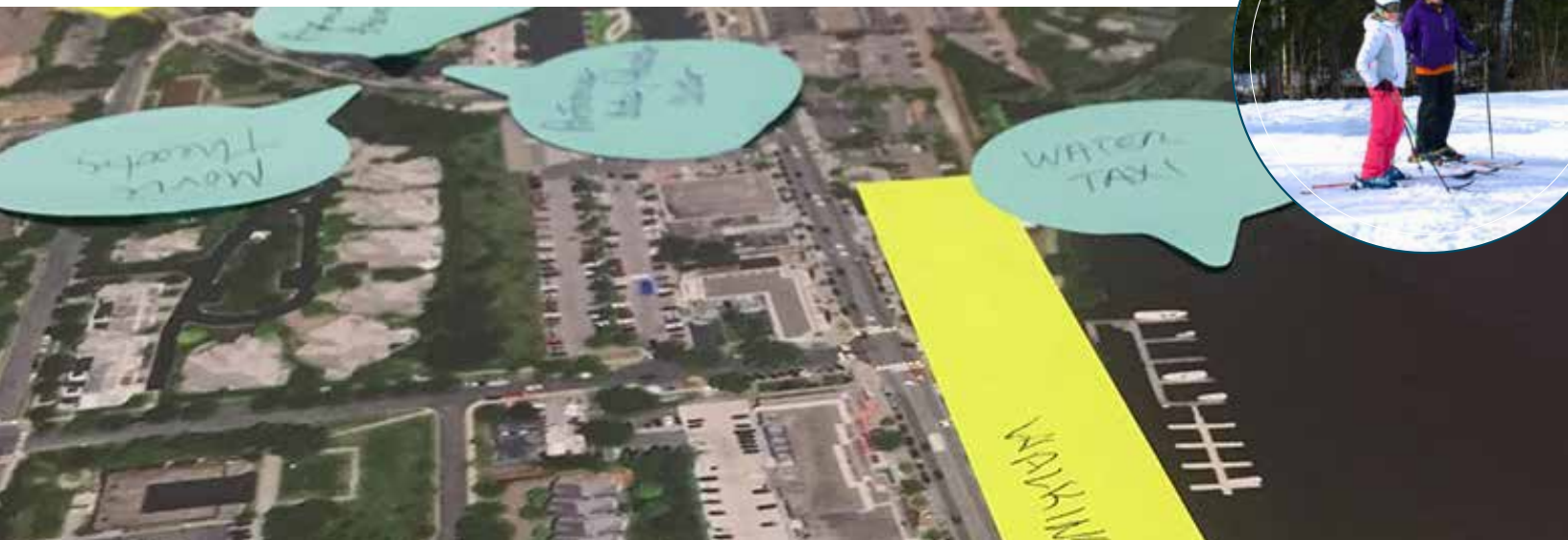
– Dr. David Erickson



DATA INSIGHT

In the community survey, respondents stated that health and wellness is a factor with a great level of importance for the City of Wayzata, but one they perceive the city to be unprepared for.

DataInsight



7.3.2 VISION IN ACTION - HEALTHY, ENGAGED AND ACTIVE

VISION IN ACTION

- Encourage walking and biking within the community.
- Enhance Wayzata's walkability (see Walkable Vision in Action Section).
- Enhance recreational opportunities that allow residents and visitors to engage with nature and exercise.
- Create a City of Wayzata Healthy Living series where experts give monthly lectures to residents in the community room.

BOLD IDEAS

- Create a Healthy, Engaged, and Active Coalition tasked with taking a holistic approach toward Wayzata's Community Health.
- Launch a Plan4Health Initiative.³

LOW HANGING FRUIT

- Specifically address public health in the Comprehensive Plan Update by following the Comprehensive Planning for a Healthy Community Checklist.⁴
- Offer discounts at the Muni for those who walk or bike to the restaurant.
- Encourage Wayzata businesses to become "Bicycle Friendly Businesses."
- Set up a "Walk with the Mayor" monthly series where the Mayor takes questions from residents over a brisk and refreshing walk.
- Pursue "Nice and Ride" Bike Rentals.

"The greatest wealth is health."

— Virgil



7.4 GUIDING PRINCIPLE 4: VIBRANT PARKS AND CITY SPACES

7.4.1 IMPORTANCE OF VIBRANT PARKS AND CITY SPACES

Vibrant city parks and city spaces are essential to Wayzata's future. Parks provide mental health benefits to residents, opportunities for physical activity, and bring the important nature connection to daily routines. City spaces allow residents and visitors to come together, create a sense of belonging, and encourage walkability.

Wayzata, through the upcoming robust Parks and Trails System Master Plan, can revive its park spaces and transform them into inter-generational centers with opportunities and spaces from young families to older generations. Connecting the parks and city spaces are also crucial for Wayzata's vitality. While Wayzata has plenty of park land, some spaces feel forgotten. The Nature Center is the key example of a place that could be reinvented to further connect residents and visitors with nature, and provide opportunities for physical activity.

The revitalization of Lake Street has a huge opportunity to transform the parking lot overlooking the lake into a lively City Plaza where all ages can coexist. Having a central location where residents and visitors experience a sense of belonging is a key development area for several guiding principles within Wayzata's vision. The Lake Effect Eco Park and several other aspects of the Lake Effect project greatly address this need – a section of this vision addresses the Lake Effect specifically and how several aspects of the future of Wayzata are closely tied to its successful implementation.

Recreation opportunities can be further enhanced by a staffed Wayzata Parks and Recreation Department. The work currently being carried out through partnerships fostered by Lake Effect Conservancy (with the YMCA, Wayzata Sailing School, Wayzata School District, Interfaith Outreach, and Science Museum of Minnesota) is a fantastic step in that direction, so the focus should be on enhancing those partnerships and centralizing them at the City level so as to enhance access and grow the number of programs offered.

The synergy of Wayzata's Parks and Trails System Master Plan and the Lake Effect Project has the unique and exciting potential to create a lively, intergenerational, and healthy Wayzata.

“Love the parks and trails! We need to continue to focus on lake/ecosystem preservation, as well as greater opportunities to capitalize on winter park activities--paddle ball, broomball, bonfire pit, snowshoe trails.”

– Wayzata Resident and Vision Survey Respondent



DATA INSIGHT:

Throughout the engagement process, Wayzata residents and stakeholders stated that Wayzata is missing places where people feel they can connect and belong.

DataInsight

7.4.2 VISION IN ACTION - VIBRANT PARKS AND CITY SPACES



VISION IN ACTION

- Establish a staffed Wayzata Parks and Recreation Department to centralize and enhance recreational and educational opportunities.
- Transform the parking lot along Lake Street into a Vibrant and Pedestrian Focused City Plaza.
- Support the development of the Parks and Trails System Master Plan, encouraging the plan to consider all aspects of Wayzata's 2040 Community Vision.
- Support the materialization of the Lake Effect Parks.
- Establish a "Safe Routes to Parks"⁵ program.
- Set up Wayzata's own recreational programs for multiple generations (sports leagues, classes in parks).

BOLD IDEAS

- Establish equipment rentals in City parks. Ice skates, snow shoes, bikes, fat tire bikes, bocce ball, kayak, paddle boards, etc.

LOW HANGING FRUIT

- Set up Community Gardens throughout the City.
- Enhance recreational opportunities and activities - offer year round recreation programming.
- Grow and encourage the partnerships currently fostered by the Lake Effect Conservancy.

"Are sidewalk cafes to stare at parked cars worth it?"

– Wayzata Resident and Vision Survey Respondent



7.5 GUIDING PRINCIPLE 5: ENVIRONMENTAL SUSTAINABILITY

7.5.1 IMPORTANCE OF ENVIRONMENTAL SUSTAINABILITY

As a prosperous and renowned destination suburb, Wayzata has an opportunity to take the lead on sustainability goals and objectives. In the Vision Survey, 68% of respondents believe that Wayzata should 'Aggressively pursue new sustainability actions and focus.'

The health of Lake Minnetonka's ecosystem, a city free of visual and noise pollution, and a city that cares about fostering a healthy, vibrant, and sustainable environment should be Wayzata's priorities.

A process to streamline the permitting application of green energy sources such as residential solar systems and the encouragement of the use of green sources of energy in large developments was highlighted by stakeholders as a key step in achieving a more sustainable Wayzata. Wayzata could also reduce the number of city landscapes that have high consumption of water and instead opt for more sustainable options.

The establishment of a City of Wayzata Sustainability Commission which would allow Wayzata to determine its sustainability goals and take bold steps to achieve them was mentioned during the engagement process. Stakeholders agreed on a balanced but progressive agenda in Wayzata's sustainability efforts.

Wayzata sustainability efforts start with Lake Minnetonka's ecosystem and permeate all aspects of the City.

"Sustainability is no longer about doing less harm. It is about doing more good."

– Jochen Zeitz



DATA INSIGHT:

There was clear appetite for Wayzata to embrace sustainability concepts, and become a poster City in terms of energy neutrality, reduction of water use, and increase of green spaces.

DataInsight



7.5.2 VISION IN ACTION - ENVIRONMENTAL SUSTAINABILITY

VISION IN ACTION

- Establish a Wayzata Sustainability Commission, whose initial step could be to undertake an audit and benchmarking of Wayzata against best practice principles for sustainability.
- Rewrite city codes to ensure they are in line with City's sustainability objectives.
- Reduce the number of City landscapes that have high levels of water consumption.
- Improve solar and other green energy residential Permitting process.
- Update City Building codes that promote energy efficiency.
- Increase tree cover by significantly increasing the number of trees in Wayzata.
- Favor developments that commit to building LEED certified buildings (Leadership in Energy and Environmental Design).
- Ensure that run off issues do not contribute to nutrient load or pollution in the lake, or in local wetlands.

BOLD IDEAS

- Explore City energy neutrality.
- Encourage new buildings to at the forefront of sustainability principles, including being LEED Certified.

LOW HANGING FRUIT

- Favor developments that rely on green sources of energy.
- Host an annual Earth Day event in partnership with the Chamber.



“Wayzata should pursue a policy of solar and alternative sources that are enabling to residents, not disabling”

– Wayzata resident



7.6 GUIDING PRINCIPLE 6: MULTI-GENERATIONAL

7.6.1 IMPORTANCE OF A MULTI-GENERATIONAL COMMUNITY

One of the strongest qualities of the “FTSC- Forward Thinking, Socially Connected” preferred future is a multi-generational Wayzata. Being a multi-generational community is of extreme importance to Wayzata’s residents and stakeholders. When asked what Wayzata’s population mix should look like in 2040, over 80% of Vision Survey respondents believe that it should be geared towards a diverse, mixed- age community attractive to families and younger professionals.

This guiding principle strongly overlaps with many other principles developed as part of Wayzata’s Vision because a multi-generational community necessarily implies diverse housing, transportation availability, and safe walkable and bikeable environments.

Young families are not able to move to Wayzata due to the high property costs – housing diversity such as nodes with townhome developments would enable this important demographic to move to the City. Senior housing has flourished in Wayzata, and many newly built condos have attracted older generations wanting to retire in the City. Multi-generational programs to engage and keep this demographic active can ensure Wayzata’s livelihood.

When asked what the allocation of resources should look like in Wayzata, 79% of vision survey respondents believe that Wayzata should allocate its resources to infrastructure that helps foster its appeal as an intergenerational community.

A multi-generational Wayzata, however, should not be reduced to a place where persons of different generations live – it must be a place where all generations belong, thrive, and are valued as integral part of the Wayzata community.

A mix of retirees, young professionals, seasoned professionals, and young families would bring vitality to Wayzata, and ensure it can thrive for generations to come.



“A community cannot fully thrive in the absence of any generational cohort, since we all support one another.”

– Jeff Speck



DATA INSIGHT:

67% of Vision Survey respondents believe that Wayzata should diversify the economy to help attract young professionals and ‘start up’ companies.

DataInsight

7.6.2 VISION IN ACTION – MULTI-GENERATIONAL

VISION IN ACTION

- Foster Intergenerational programs throughout the community: Senior tutors at Wayzata Library, community garden classes.
- Encourage establishment of start up companies in Wayzata.
- Support developments that create multi-generational friendly housing.
- Increase walkability and bikeability in an effort to attract Millennials and Baby Boomers.
- Establish park activities that cater to different generational cohorts.
- Invest in state of the art playgrounds and activities that specifically cater to young families.

BOLD IDEAS

- Establish a Wayzata Youth Civic Engagement Initiative aimed at information and perspective exchange with the City's teenagers.
- Build a "Multi-Generational" Community Center - offering programming for all ages.

LOW HANGING FRUIT

- Engage youth in City operations. Create a joint program with Wayzata schools, encouraging students to be involved in the City.
- Memory care cafe at Wayzata Library.¹

"I would love to see a thriving community that is safe, easy to travel on foot or by bike, multi-generational, able to support day-to-day life with its shops and restaurants, economically and racially diverse."

– Wayzata resident



7.7 GUIDING PRINCIPLE 7: CONNECTED

7.7.1 IMPORTANCE OF BEING CONNECTED

City-wide Connectivity is a topic that came up repeatedly throughout the visioning process. Wayzata residents and stakeholders want to interact with the City in ways they haven't interacted before.

To achieve a fully connected and vibrant city, Wayzata must approach connectivity from a multi-dimensional standpoint. Parks, trails, and city spaces systems must be linked to each other. Pedestrian focus should be the priority which will in turn develop a tighter community that makes way for higher density development. Finally, a transportation system that addresses both intracommunity and intercommunity transportation will have to emerge.

Throughout the engagement process, the idea of an intracommunity transportation system surfaced. Repeatedly, the desire of residents to have a reliable, year-round, and pleasant mode of transportation across Wayzata would arise. At the Think Tank reconvene, this idea became more refined and a community where cars were de-emphasized was highlighted. Wayzata residents and visitors would have the ability to park their cars – or boat, or bike – anywhere within the City, and be able to rely on an intracommunity transportation system that would bring them from place to place. The Trolley is a picturesque summer activity that inspired this intracommunity vehicle, but the vision is something more accessible for all generations, that is quiet and has a small carbon footprint and cost for the City.

Additionally, connectivity could be greatly enhanced if green networks were created throughout the City. The wetlands on the Nature Center could serve as a main green artery connecting Wayzata Boulevard to the downtown area. The corner of Superior Boulevard and Wayzata Boulevard could house a secondary City Plaza, which would enhance mobility and connectivity between the two main commercial nodes of the City. The more visibility there is between City nodes, the more natural mobility between them will occur.

A year-round, predictable intracommunity vehicle would allow for greater freedom within the community, enhancing mobility, increasing the number of pedestrians strolling through shops and restaurants, and greatly add to Wayzata's charm.

“Deep walkability describes a city that is built in such a way that you can move from one area to another on foot, on bicycle, on transit and have an experience that remains a pleasant one, that you feel you are welcome not just in the neighborhood but moving between neighborhoods.”

– Alex Steffen



DATA INSIGHT:

Wayzata is compact and primed for connectivity, but it has a notable gap in this area. Lack of connectivity, which is inherently linked with poor walkability, is the signature of suburbs developed with the car as a central mode of transportation.

DataInsight

7.7.2 VISION IN ACTION - CONNECTED

VISION IN ACTION

- Significantly enhance the City's pedestrian and bike trails via the Parks and Trails System Master Plan.
- Develop pedestrian loops as part of a master pedestrian plan .
- Enhance Walkability in Wayzata through widened sidewalks, Wayfinding and placing less emphasis on vehicles.
- Develop a higher density node of development, attracting walkability-seeking generational cohorts.

BOLD IDEAS

- Create an intracommunity transportation system that allows residents and visitors to access the entire City without the need for a car.
- Revitalize the Nature Center creating a connection point between Wayzata Boulevard and Lake Street.
- Create a secondary City Plaza by Superior Boulevard and Wayzata Boulevard to enhance connectivity between the two main Wayzata nodes.

LOW HANGING FRUIT

- Work with trolley providers to significantly enhance the Trolley offering during the summer.
- Mark pedestrian and bike lanes with paint on streets where sidewalks and bike trails are not available.

The Biggest Opportunity for Wayzata over the next 10-20 years is “Becoming a leader in technology and true connectivity of its citizens with the tightness of geography and services.”

– Wayzata resident and Community Survey Respondent



7.8 GUIDING PRINCIPLE 8: CITY NODES WITH GREATER HOUSING DIVERSITY

7.8.1 IMPORTANCE OF CITY NODES WITH GREATER HOUSING DIVERSITY

Housing availability and affordability were key themes throughout the engagement process. The current Wayzata reality is that single family homes are expensive, pricing young families out of Wayzata. Additionally, most higher density development has been in the form of condos by the lake with price tags sometimes much higher than the City's single family residences, which attract an older and more financially stable demographic.

Higher density, for Wayzata, would mean City pockets with townhome developments, and housing developments in traditionally commercial areas. This higher density, combined with pointed efforts to make Wayzata walkable, multi-generational, and connected would bring liveliness to nodes within the City.

During the Think Tank reconvene, the corner of Wayzata Boulevard and Central Avenue was explored as a key node primed for higher density development. Wayzata Boulevard and Barry Avenue Park and Ride location is another location within Wayzata with potential for a small commercial/residential node development.

In order to be the multigenerational hub City envisioned by residents and stakeholders, Wayzata will have to make some difficult decisions surrounding housing and welcome nodes of development with higher housing density.

“My biggest sadness as a Wayzata resident is knowing my kids will probably not be able to afford to live in Wayzata.”

– Wayzata resident



DATA INSIGHT:

Throughout the engagement process, the discussions around housing revolved around bringing young families to Wayzata and how the City could make this a reality.

DataInsight



7.8.2 VISION IN ACTION – NODES

VISION IN ACTION

- Encourage mixed developments throughout Wayzata Boulevard.
- Revitalize the streets around Wayzata Boulevard in order to accommodate a more walkability-seeking resident cohort.
- Encourage the development of more affordable town-homes as a means of attracting younger families to Wayzata.
- Update Wayzata's affordable housing plan.
- Attract start up companies to Wayzata.

BOLD IDEAS

- Develop a thorough and ambitious small area plan for Wayzata Boulevard.

LOW HANGING FRUIT

- Encourage the development of low scale town-homes within single family neighborhoods.
- Reduce the number of required parking spaces in new residential development.



“The perfect Wayzata in 2040 is an equal mix of young and old, moderate incomes and high incomes; a very healthy Lake Minnetonka; safe walkability and biking; interesting and unique retail; and arts and entertainment center.”





The largest changes in Wayzata's Comprehensive Plan will be zoning and ordinance changes that enhance walkability and allow for node development in traditionally commercial only spaces such as Wayzata Boulevard.

8.0 HOW WAYZATA VISION 2040 CONNECTS TO THE COMPREHENSIVE PLAN

Wayzata Vision was developed to inform the City's 2018 Comprehensive Plan Update. The Advisory Committee that guided the vision project has been tasked with assisting City staff in transforming this robust vision into concrete technical aspects of the Comprehensive Plan Update.

Many changes won't be in the form of technical aspects, but in the form of Wayzata's general favorability towards developments that help Wayzata achieve its 'FTSC- Forward Thinking, Socially Connected' Future. Charm is one of the guiding principles that would require the City to take several non-ordinance and non-zoning steps. However, walkability is one issue that would require several changes to the City's ordinances in the form of sidewalk sizes and bolder actions like adopting a Complete Streets policy.

In order to foster a holistic approach towards health in Wayzata's Comprehensive Plan, Wayzata should make use of available resources such as Comprehensive Planning for a Healthy Community⁶ and Plan4Health⁷. Several "Vision in Action" Steps are in line or drawn from the resources mentioned.



¹ https://www.hennepin.us/-/media/hennepinus/your-government/projects-initiatives/active-living/FINAL_CHECKLIST_ComprehensivePlanningForAHealthyCommunity_May24-2017.pdf?la=en

² <http://plan4health.us/>



9.0 HOW WAYZATA VISION 2040 CONNECTS TO THE LAKE EFFECT PARK PROJECT

The Lake Effect Park Project is a key aspect of Wayzata's future. While concentrated on the downtown area, the proposed project has proven to be the very essence of Wayzata's preferred future of 'FTSC-Forward Thinking, Socially Connected.'

While the Wayzata 2040 Visioning Process was broader in scope – looking at the entire City of Wayzata versus the lake portion – it largely reinforced the need for all aspects of the Lake Effect Park Project to move forward and to be implemented. This implementation and revitalization of the lakefront should be carried out in conjunction with the Vision in Action themes outlined in this document for Wayzata as a whole can be successful.

While the Lake Effect is largely a privately funded effort, this vision highlights the need for the City of Wayzata to continue supporting this project.



DATA INSIGHT:

When asked what the biggest opportunities for Wayzata would be in the next five years, community survey respondents overwhelmingly stated that the lakeshore and the Lake Effect were the biggest opportunities for the City.



10.0 OPPORTUNITY AND RISK ANALYSIS

Wayzata is a community that is committed to implementing its Vision. The Comprehensive Plan Update and its alignment to the Vision is the first large step in moving Wayzata towards the preferred future of 'FTSC-Forward Thinking, Socially Connected.' Over the next several years, actions have the power to pull Wayzata towards or away from the preferred future. The key to the implementation Wayzata's Vision will be avoiding the pitfalls of steps that will take Wayzata off the path to its preferred future. Combining input from the various engagement activities, the following diagram shows some markers that may be used as Wayzata pursues its Vision.

What will drive us TOWARDS the preferred future?	What will drive us AWAY from the preferred future?
Momentum and Community buy-in	Inaction and a lack of engagement from leadership and Community Members
City Staff, Elected Officials and Community Members commitment to implementation of vision	Poor communication by Leadership to Community Members
Robust Comprehensive Plan Update addressing vision items	Actions taken without the community vision in mind
Education and communication about the shared vision for Wayzata	Lack of funding support for the vision plan initiatives including lack of private funding for the Lake Effect Park Project
Pursuit of core Vision in Action items, and willingness to pursue bold Vision in Action Items	Skepticism on the part of Leadership and Community Members
Accountability and measurable outcomes throughout the implementation of the vision	Community and/or Leadership not thinking about the greater good but seeking self-interested objectives
Collaborative strength through effective leadership	Pre-conceived ideas surrounding vision in action items

Key to the success for Wayzata's Vision will be the consistent engagement and goal setting by the leadership around the action steps. Consistent and effective communication, transparency and collaboration will encourage participation and a sense of ownership for all stakeholders.

"Innovation distinguishes between a leader and a follower."

– Steve Jobs



11.0 LOOKING AHEAD: IMPORTANT TOPICS FOR THE FUTURE

CONSULTANT'S PERSPECTIVE

The topics and discussion presented in this section are the consultants perspective and reflections on five key issues. These are deep underlying issues, that potentially will have a significant impact on the future of Wayzata. They are topics which we believe to be worthy of ongoing consideration.

Pedestrian-only Lake Street

A pedestrian-only section of Lake Street came up repeatedly during the visioning process but the topic doesn't yet seem primed for Wayzata's full buy-in. As autonomous cars start replacing traditional vehicles, and Wayzata further enhances its connectivity and mobility, we believe this is an important subject that Wayzata should revisit in the not too distant future.

Energy neutrality

The appetite for energy neutrality was emphatically discussed in some settings throughout the engagement process. When tested at the Think Tank workshop, there seemed to be strong agreement that Wayzata should pursue bold standards such as energy neutrality. Wayzata, through the establishment of a Sustainability Commission, should further explore and evaluate the community's appetite for a bold goal of becoming an energy neutral City.

Surrounding Community Collaboration

There is potential in solving some community challenges by creating strong partnerships with surrounding communities. Long Lake, for example, while it doesn't officially border Wayzata, is a close neighbor that presents a lot of collaboration potential beyond Police protection services. We strongly believe the Wayzata can look for synergies with surrounding communities and could greatly enhance collaboration.

Businesses / Developers vs. Residents Perspectives

Throughout the visioning process stakeholders would refer to perceived contradictory perspectives between businesses, developers, and residents, when it comes to the future of Wayzata. Residents perceive businesses and developers to want Wayzata with high-rises and commercial areas. Business owners perceive residents to be against any proposed development they bring to the table. We strongly believe there is much more common ground between these two seemingly separate groups of stakeholders than each one recognizes. The City can use its influence to bring businesses and developers interests closer to resident interests. As it was highlighted in Wayzata's vision, for example, residents wouldn't be opposed to new developments if they met their charm and walkability goals.

Connectivity with the Greater Minneapolis-St. Paul Metro Area

There is significant appetite on the part of some resident and stakeholder cohorts for Wayzata to become more connected with the greater Minneapolis-St. Paul metro area and the MSP Airport. This sentiment is more pronounced among Wayzata commuters and Millennials. However, some resident cohorts are still weary of the possible increased non-resident traffic this would mean for Wayzata. We believe Wayzata's long term vitality and relevance in this growing metropolitan area is highly dependent on being more connected with its downtown areas and main airport hub. As Wayzata implements its vision, it will increasingly target younger generations and attract walkability-seeking residents. This resident profile will also pursue communities with high levels of connectivity beyond City limits.



12.0 ENDNOTES

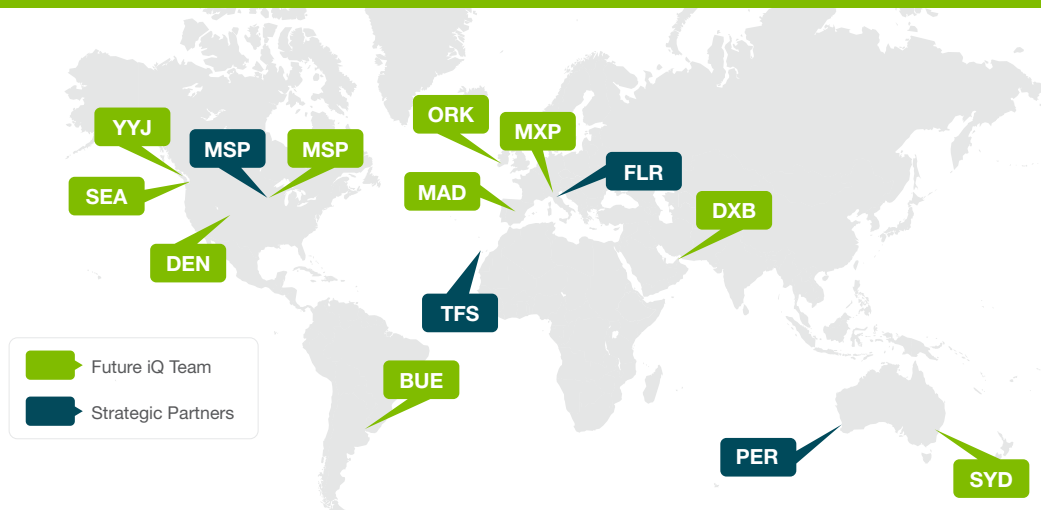
- ¹ <http://www.dot.state.mn.us/peds/plan/>
- ² <https://smartgrowthamerica.org/program/national-complete-streets-coalition/what-are-complete-streets/>
- ³ <http://plan4health.us/>
- ⁴ https://www.hennepin.us/-/media/hennepinus/your-government/projects-initiatives/active-living/FINAL_CHECKLIST_ComprehensivePlanningForAHealthyCommunity_May24-2017.pdf?la=en
- ⁵ <http://www.nrpa.org/Safe-Routes-To-Parks/>
- ⁶ https://www.hennepin.us/-/media/hennepinus/your-government/projects-initiatives/active-living/FINAL_CHECKLIST_ComprehensivePlanningForAHealthyCommunity_May24-2017.pdf?la=en
- ⁷ <http://plan4health.us/>

13.0 ACKNOWLEDGEMENTS

Many groups have had a significant role in developing this Vision. At the heart of the process was the active and thoughtful participation from many community residents and stakeholders. The following people and groups deserve special mention:

- Mayor Ken Willcox and City Council Members have provided invaluable guidance to the Advisory Committee and Future iQ.
- City Council member Steven Tyacke dedicated countless hours to visioning workshops, broadening residents understanding of the interrelated of issues impacting Wayzata.
- Advisory Committee Members who guided Future iQ and provided invaluable expertise throughout the process.
- City Staff, particularly Jeff Dahl, Jeff Thomson, Kristin Classey, and Mike Kelly who provided invaluable expertise and insight to make this project a success.
- Owners and employees of McCormick's and 6Smith, restaurants that generously opened their doors and helped residents and stakeholders come together to better prepare Wayzata for the future.





14.0 ABOUT FUTURE IQ

Future iQ specializes in the development and application of scenario planning, network analysis, industry and regional analysis, and stakeholder engagement. The company specializes in applying innovative tools and approaches to assist organizations, regions and industries plan for the future.

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 him international, national and state awards.



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Heather has an academic background in Political Science, International Relations and Education and is committed to helping people understand global interconnectedness and collaboration. She is past President and current Advisory Council member of the United Nations Association of Minnesota and has worked for over 20 years in the fields of international education and development.

15.0 FOR MORE INFORMATION

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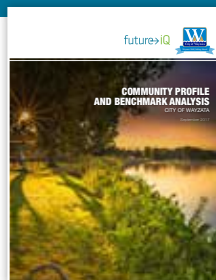
Email: jdahl@wayzata.org

[www.wayzata.org/](http://www.wayzata.org/Wayzata2040)

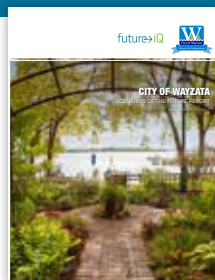
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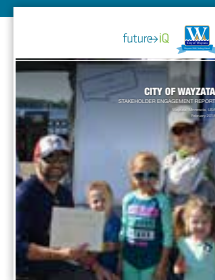
www.wayzata.org/Wayzata2040



Community Profile and
Benchmark Analysis
September 2017



City of Wayzata Scenarios
of the Future Report
September 2017



City of Wayzata Stakeholder
Engagement Report
February 2018



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