



CITY OF NORTH SALT LAKE

CITY COUNCIL MEETING
NOTICE & AGENDA
AUGUST 5, 2025
6:00 P.M.

Notice is given that the City Council of the City of North Salt Lake will hold a meeting on August 5, 2025 at 6:00 p.m. at Eaglewood Golf Course Event Center, 1110 East Eaglewood Drive, North Salt Lake, Utah.

Meetings of the City Council may be conducted via electronic means pursuant to Utah Code Ann. §52-4-207 as amended. In such circumstances, contact will be established and maintained via electronic means and the meetings will be conducted in accordance with the City's Electronic Meetings Policy.

The following items of business will be discussed; the order of business may be changed as time permits:

AGENDA ITEMS

1. Welcome
2. Approval of City Council Minutes of July 15, 2025
3. City Council Discussion of Strategic Planning Goals, Tasks and Projects
4. Adjourn

CLOSED SESSION

1. Possible closed session for the purpose of discussing the character professional competence, or physical or mental health of an individual; to discuss pending or reasonably imminent litigation; to discuss the purchase, exchange, sale, or lease of real property; or to discuss the deployment of security personnel, devices, or systems. *Utah Code 52-4-205*

City Council meetings are open to the public. If you need special accommodation to participate in the meeting, please call (801) 335-8709 with at least 24 hours' notice.

Notice of Posting:

I, the duly appointed City Recorder for the City of North Salt Lake, certify that copies of the agenda for the City Council meeting to be held **August 5, 2025** were posted on the Utah Public Notice Website: <https://www.utah.gov/pmn/>, City's Website: <https://www.nslcity.org>, and at City Hall: 10 E. Center St. North Salt Lake.

Date Posted: July 31, 2025


Wendy Page, City Recorder



1 CITY OF NORTH SALT LAKE
2 CITY COUNCIL MEETING-WORK SESSION
3 CITY HALL-10 EAST CENTER STREET, NORTH SALT LAKE
4 JULY 15, 2025

5
6 **DRAFT**
7

8 Mayor Horrocks welcomed those present at 6:03 p.m.
9

10 PRESENT: Mayor Brian Horrocks
11 Councilmember Lisa Watts Baskin
12 Councilmember Tammy Clayton
13 Councilmember Suzette Jackson
14 Councilmember Alisa Van Langeveld
15

16 EXCUSED: Councilmember Ted Knowlton
17

18 STAFF PRESENT: Ken Leetham, City Manager; David Frandsen, Assistant City Manager; Heidi
19 Voordeckers, Finance Director; Jon Rueckert, Public Works Director; Sherrie Pace, Community
20 Development Director; Craig Black, Police Chief; Karyn Baxter, City Engineer; Todd Godfrey,
21 City Attorney; Wendy Page, City Recorder.
22

23 OTHERS PRESENT: Conrad Jacobson, Mason Bennett, Dee Lalliss, Ryan Holbrook, Eric
24 Brown, Kelli Spackman, residents; John Blocker, Shawn Poor, Brighton Homes.
25

26 1. DISCUSSION WITH BRIGHTON REGARDING CLIFTON PLACE COMMERCIAL
27 USE PROPOSAL
28

29 Sherrie Pace provided a brief overview of the Clifton Place development which was a Planned
30 (P) District located on 1100 North and Redwood Road. She noted that there were two parcels,
31 north and south, per the General Development Plan. She clarified that there were currently two
32 separate owners of the properties with an extended purchase agreement. She said the only part of
33 the Development Agreement currently in effect was for the north parcel with an expected
34 amendment to the agreement in the future to include the south parcel once it was purchased. Ms.
35 Pace shared the General Development Plan with commercial on the north side and commercial
36 and residential on the south side.
37

38 Sherrie Pace continued that the developer was pursuing the use of a private pickleball club on the
39 site. She said the Development Review Committee (DRC) had determined the proposed building
40 did not fit on the site and proposed a location on the south parcel. She explained that the proposal

41 included the pickleball club, and the remaining commercial, on the south parcel and townhomes
42 in place of the commercial on the north parcel. She acknowledged the concerns of the DRC
43 including compatibility (commercial and residential) and parking.

44
45 Councilmember Van Langeveld said the original development plan had been amended and the
46 south parcel would need to create a new development plan. Sherrie Pace replied that this was
47 correct and clarified what had been approved in the General Development Plan. She said the
48 south parcel was not yet part of the agreement and that a General Development Plan amendment
49 would include placing all of the commercial on the south parcel and replacing the commercial on
50 the north parcel with townhomes.

51
52 Councilmember Van Langeveld questioned if there would be a net loss of commercial with the
53 proposed change and if the parking lot would abut Redwood Road with the proposed plan.
54 Sherrie Pace responded affirmatively on the location of the parking lot and said that there would
55 be a net loss in acreage for commercial.

56
57 Councilmember Jackson asked about the net loss of commercial with the proposed plan. Sherrie
58 Pace commented that the loss of commercial would be approximately half of an acre.

59
60 Councilmember Jackson questioned the net parking with the original number of parking stalls
61 and the proposed amount. Sherrie Pace said they were proposing 151 parking spaces for the 16
62 pickleball courts but said it was not an equal comparison overall. She noted that these parking
63 spaces were intended for commercial parking and resident overflow parking in the evenings. She
64 noted that the DRC had parking concerns related to peak times since both the pickleball use and
65 residential use would need the parking most on weekends and evenings.

66
67 Councilmember Jackson asked about obtaining peak usage from comparable facilities. Sherrie
68 Pace replied that if the City Council wanted to proceed with this proposal, then staff would
69 pursue further research. She spoke on the challenge of finding similar adjacent uses (pickleball
70 near residential) and requiring the developer complete a professional parking analysis.

71
72 Councilmember Jackson questioned if there had been a discussion on certain types of
73 commercial uses for this location. Sherrie Pace shared the list of desired uses included: carwash,
74 daycare, entertainment/recreation, financial services, gas station, general office, retail, hardware
75 store, medical office, neighborhood retail, personal/professional services, and restaurants.

76
77 John Blocker, Brighton Homes, spoke on Clifton Place and several residential sales. He said they
78 have marketed the commercial and had difficulty obtaining developers. He noted that the intent
79 was a use that worked well with the residential such as neighborhood retail, fast food, or a

80 medical office. He shared that the pickleball franchise had an existing facility in Idaho which had
81 been a draw for that area and noted the concerns from the DRC. He mentioned other concerns
82 with the north parcel including the depth of the property, area population, and lack of
83 commercial activity in the area. Mr. Blocker added that Utah Department of Transportation
84 (UDOT) also requested that the commercial access be further from the acceleration lane on 1100
85 North.

86

87 John Blocker then mentioned that the 151 parking stalls should be adequate with 9.4 stalls per
88 court based on the operator's ratio. He noted that the use was spread out through the day with
89 seniors generally playing at 10 a.m. on weekdays. He continued that they were prepared to
90 perform a parking study and felt this would be a good use for the area.

91

92 Councilmember Jackson mentioned mixed use for this location with eating establishments and
93 another external commercial use. She suggested amenities for public use. John Blocker said the
94 need for 16 courts was financially required by the franchise. He was unsure if the facility would
95 be available for public use. He spoke on the pickleball facility attracting other businesses to the
96 area such as national fast food chains.

97

98 Councilmember Van Langeveld asked several questions about the pickleball facility including
99 cost, patronage. She expressed her opinion that this was not the right location for the pickleball
100 facility and suggested other locations in the City. John Blocker responded that there would be a
101 monthly membership price.

102

103 Mayor Horrocks commented that this pickleball facility would be a joint venture with Brighton
104 Homes. He asked about the difficulty for a future repurposing of the building if the pickleball
105 venture did not last. John Blocker said they would partner with the corporate entity to help them
106 purchase the property and build the facility. He spoke on repurposing the building including
107 division of the building into smaller retail units.

108

109 Mayor Horrocks also expressed concern with the membership cost since there were free facilities
110 at local churches and parks. John Blocker replied that these concerns had been discussions with
111 the corporate franchisee and this facility would cater to those with a different level of experience
112 and provide year round availability.

113

114 Councilmember Clayton questioned if there were similar facilities in residential areas. She
115 questioned if residents of Clifton Place would assume this was an amenity. John Blocker
116 commented that he hoped the Clifton Place would patronize this use or any other retail uses
117 there. He said the facility would appear as standalone commercial once complete.

118

119 Councilmember Van Langeveld was unsure why there had been difficulties with this property
120 and felt it was a peak time market for brand new townhomes. She was unwilling to vote for a
121 change to the agreement without evidence to back up this claim. She shared that the commercial
122 spaces in the area including Lees and across the street from this location were filled or soon to be
123 filled. She felt that the proposals from Brighton that included mixed use with commercial always
124 changed and did not meet the intent of neighborhood retail.

125
126 Councilmember Van Langeveld also noted that \$130 for a private club in this area felt out of
127 touch. She said residents may feel that the City replaced retail space which could have been
128 utilized by the community with a use for wealthier people outside of the community. She did not
129 feel this use met the local demographic in the area. John Blocker said the commercial broker
130 representing Lee's Marketplace was also representing Brighton with this property. He spoke on
131 the issues of traffic counts, growth, and developing this parcel in a timely manner. He did not
132 feel this was a peak market for real estate and said they would take the commercial as a loss with
133 the cost absorbed into the residential.

134
135 Councilmember Jackson asked staff how often they heard feedback related to the difficulties
136 with leasing commercial space. Sherrie Pace mentioned the vacant site at 2600 South and that
137 there were several interested parties for that area. She said staff received calls related to sites for
138 different uses such as a hotel or a standalone emergency center.

139
140 Shawn Poor, Brighton Homes, asked for feedback on moving the commercial to the south parcel
141 which would consolidate the area and make the depth and size more palatable to a retail user.

142
143 Councilmember Van Langeveld questioned if the goal was to bring in fewer retailers in a larger
144 space. Shawn Poor said the goal was for more depth and size to the parcels as the current
145 location was constrained with the adjacent townhomes. He noted the commercial broker felt the
146 south parcel was the better location for retail.

147
148 Councilmember Jackson felt that consolidation may help to attract retail. Shawn Poor replied that
149 they would like to move the commercial to the south parcel regardless of any consensus on the
150 pickleball facility.

151
152 Ken Leetham commented that before the General Development Plan was amended to allow
153 continued townhome development that the Council obtain a tighter guarantee of the use for the
154 commercial property. He said Brighton Homes may need to be a more patient landowner and the
155 potential mistake to approve the wrong land use in the middle of a townhome development. He
156 was in favor of the pickleball development somewhere in the City but saw an incompatibility
157 with townhomes and a pickleball facility. He felt that consolidating commercial to the south

158 should include an agreement to ensure the City received what they wanted in that area which
159 may take patience on the part of the landowner.

160
161 Councilmember Jackson asked for clarification on the contract and decision by the Council. Ken
162 Leetham replied that Brighton Homes should make their proposal but his recommendation for
163 the City Council before any adjustments were approved it would be best to obtain needed
164 assurances or specificity on the use ensuring a better outcome for the City. He also noted that
165 Brighton has been a great partner with North Salt Lake and the City would have the same
166 concerns with any developer in the same situation.

167
168 Mayor Horrocks commented that all the developers tended to change their original proposals. He
169 spoke on concerns with an empty building if the proposal did not work out.

170
171 Councilmember Van Langeveld noted that she did not have a concern with consolidating the
172 commercial but a focus to obtain small neighborhood retail in the area.

173
174 John Blocker commented that they would move forward in good faith and make efforts to work
175 with the City while trying to find solutions to the problems they were experiencing.

176
177 2. ANNUAL REPORT OF THE HEALTH AND WELLNESS COMMITTEE BY MASON
178 BENNETT, CHAIR

179
180 Mason Bennett shared that the current members on the Health and Wellness Committee were
181 himself, Jeff Scroger, Sam Ball, Christine Seamons, Nicole Whetstone, and Councilmember Van
182 Langeveld along with Ken Leetham and Chief Black. He shared that the City Council established
183 the Committee via Resolution and explained the established duties including:

- 184
185
- 186 • Review of research and programs
 - 187 • Creation of strategy recommendations to address barriers
 - 188 • Prepare and present a formal annual report
 - 189 • Carry out City approved programs and initiatives

190 Mr. Bennett then reviewed the Committee's 2024 accomplishments:

- 191
- 192 • Continued partnership with Communities that Care (CTC) & Davis Behavioral Health
193 (Circle of Security parenting class, Every Day Strong)
 - 194 • Conducted the second City Wellness Survey
195 (439 viable survey responses, next survey in 2026)

- 196 • Presence at Night Out Against Crime event
- 197 • Hosted three community trail events with Trails Committee
- 198 • Assisted with Unity in the Community events
- 199 • Participation in South Davis Emergency Preparedness Fair
- 200 • Presentation of Wellness Survey results to City Council
- 201 • Food drive for Ladies of Charity/Center of Hope Food Pantry
- 202 • Participation in One Kind Act a Day initiative, including visits to local elementary
- 203 schools
- 204 • Social media posts
- 205

206 Mason Bennett reported on the established duties of the Health and Wellness Committee along
207 with the coinciding goals for 2025:

- 208
- 209 1) Physical and Mental Health
- 210 2) Personal Wellness
- 211 3) Food and Housing Access
- 212 4) Addiction
- 213 5) Social media/Newsletter (category added by Committee)
- 214

215 Physical and Mental Health:

- 216 • Promote and host at least two CTC classes per year
- 217 • Prepare outreach to residents (newsletter and direct mailing)
- 218 • Work with Trails Committee to have three to four trails events per year
- 219 • Collaborate with Davis Health Department for use of City facilities for department
- 220 programs
- 221 • Goal related to educating the public on air quality (posts, newsletter article on education
- 222 related to air quality issues)
- 223

224 Personal Wellness:

- 225 • Survey
 - 226 ○ Use the data from the Wellness Survey to inform focus
 - 227 ○ Promote the Wellness Survey in 2026
- 228 • Explore “Health in All” policies in City ordinances, plans, policies
- 229

230 Food and Housing Access:

- 231 • Work with other City boards for the creation of events such as food drives and support for
- 232 existing food pantries

- 233 • Explore resources and plans to address homelessness and housing stability (programs,
234 landlord mediation, etc.) and make these resources available

235

236 Addiction:

- 237 • Use City website to refer residents to Davis County services related to addiction (will
238 require links for residents to use to find assistance)

239

240 Social media/Newsletter:

- 241 • Public outreach for CERT training, emergency preparedness, air quality, and other topics
242 • Have a newsletter spotlight on an outdoor amenity combined with an activity or event
243 (three times per year)

244

245 Mason Bennett expressed gratitude for the opportunity to serve the community through the
246 Health and Wellness Committee.

247

248 Councilmember Van Langeveld thanked Mason for his energy and focus on turning goals into
249 actionable tasks.

250

251 3. ADJOURN

252

253 Mayor Horrocks adjourned the meeting at 7:02 p.m. to begin the regular session.

254 CITY OF NORTH SALT LAKE
255 CITY COUNCIL MEETING-REGULAR SESSION
256 CITY HALL-10 EAST CENTER STREET, NORTH SALT LAKE
257 JULY 15, 2025

258
259 **DRAFT**

260
261 Mayor Horrocks welcomed those present at 7:14 p.m. Tammy Clayton offered a thought and led
262 those present in the Pledge of Allegiance.

263
264 PRESENT: Mayor Brian Horrocks
265 Councilmember Lisa Watts Baskin
266 Councilmember Tammy Clayton
267 Councilmember Suzette Jackson
268 Councilmember Alisa Van Langeveld

269
270 EXCUSED: Councilmember Ted Knowlton

271
272 STAFF PRESENT: Ken Leetham, City Manager; David Frandsen, Assistant City Manager; Heidi
273 Voordeckers, Finance Director; Jon Rueckert, Public Works Director; Sherrie Pace, Community
274 Development Director; Craig Black, Police Chief; Karyn Baxter, City Engineer; Todd Godfrey,
275 City Attorney; Wendy Page, City Recorder.

276
277 OTHERS PRESENT: Conrad Jacobson, Dee Lalliss, Ryan Holbrook, Eric Brown, Kelli
278 Spackman, Enos Beebe, Audrey Beebe, Aurora Beebe, Madeline Clark, M. Abor, Krish Thota,
279 Amber Thota, Kamal Thota, Asher Little, Dennis Allen, Heidi Smoot, Camille Thorpe, Dennis
280 Allen, residents; Davis Harris, Terracon.

281
282 1. CITIZEN COMMENT

283
284 Conrad Jacobson, resident, thanked the Council for the support of the Senior Lunch Bunch. He
285 noted that 66 individuals attended the most recent lunch. He spoke on the social aspect for the
286 seniors in the community. He also expressed pride in the Youth City Council and the benefits this
287 opportunity provided to them.

288
289 Eric Brown, resident, spoke on the danger of wildfires and potential evacuations. He mentioned
290 the restricted firework zone east of Orchard Drive and residents in that area who violated this
291 restriction. He shared an incident with law enforcement and residents using fireworks in the
292 restricted area and suggested several actions: require training on firework ordinance for all police

293 officers, direct police department to proactively patrol restricted neighborhoods on every high
294 risk night, launch campaign to raise awareness of this law (mailers, signage, etc.).

295

296 2. PRESENTATION OF YOUTH CITY COUNCIL SCHOLARSHIP AWARDS TO KRISH
297 THOTA, MAYOR; AURORA BEEBE, CITY MANAGER; AINSLEY REESE, CITY
298 RECORDER; ALLISON ABEL, ACTIVITIES COMMITTEE CHAIR; MARIN OTIS,
299 SERVICE COMMITTEE CHAIR; AND RACHEL ALLEN, LEADERSHIP
300 COMMITTEE CHAIR

301

302 Enos Beebe mentioned that he was pleased to hear a community member praise the Youth City
303 Council. He said the Youth Council was run by an executive youth committee and provided
304 leadership opportunities with a mayor, city manager, recorder, and four committee chair
305 members. He noted that the youth executive committee set the qualifying parameters for the
306 scholarships.

307

308 Audrey Beebe shared that Ainsley Reese, who was unable to attend, had served as the YCC
309 Recorder and would be the next YCC Mayor. She noted that Ainsley would be awarded a \$200
310 scholarship.

311

312 Enos Beebe introduced Allison Abel as the YCC Activities Committee Chair. He said Allison
313 was dependable and meticulous in planning activities and helping the youth to form bonds. He
314 noted that she would receive a \$200 scholarship.

315

316 Audrey Beebe reported that Rachel Allen served as the Leadership Committee Chair who
317 spearheaded many guest speakers and field trip opportunities. She said Rachel would receive a
318 \$200 scholarship.

319

320 Enos Beebe acknowledge Marin Otis, who was also unable to attend, as the Service Committee
321 Chair and noted that she led the YCC in several service projects including a clothing drive,
322 hygiene kits, and fleece blankets for Primary Children's Hospital. He noted that Marin would
323 receive a \$200 scholarship.

324

325 Audrey Beebe continued that Aurora Beebe served as the YCC City Manager and showed
326 adaptability and strong leadership skills. She shared that Aurora would be awarded a scholarship
327 of \$400.

328

329 Enos Beebe concluded that Krish Thota has served as YCC Mayor and commended his skills as a
330 natural leader. He said Krish would receive an \$800 scholarship.

331

332 3. CONSIDERATION OF COUNCILMEMBER CLAYTON’S APPOINTMENT TO THE
333 CIVIC EVENTS COMMITTEE

334
335 Councilmember Clayton shared her nomination of Sarah Jensen to the Civic Events Committee.
336 She mentioned that Sarah had a long history of involvement in the community.

337
338 **Councilmember Clayton moved that the City Council approve the appointment of Sarah**
339 **Jensen to the Civic Events Committee with a term ending on January 1, 2029.**
340 **Councilmember Jackson seconded the motion. The motion was approved by**
341 **Councilmembers Baskin, Clayton, Jackson, and Van Langeveld.** Councilmember Knowlton
342 was excused.

343
344 4. REQUEST BY DENNIS ALLEN, RESIDENT, TO DISCUSS TREES, TREE
345 PRESERVATION, AND CARBON CREDITS FOR TREES FELLED IN THE HATCH
346 PARK PROJECT

347
348 Dennis Allen shared several stories related to trees and nature and actionable items related to
349 trees. He spoke on considerations at Hatch Park related to trees including removal, plantings,
350 benefits, and heritage of mature trees. He suggested a City tree policy which could include
351 preservation, investments in trees, and wise urban forestry practices. He expanded on the benefits
352 of trees such as shade, erosion control, waterwise landscaping, microbes, soil enrichment, and
353 mitigation of temperature. Mr. Allen said it would be a travesty not to reconsider the removal of
354 the trees in Hatch Park and asked the Council to reconsider. He reviewed opportunities for
355 funding through the Utah Division of Forestry, Tree Utah, USDA, Utah Waterwise Landscaping
356 Incentive Program, donations and community partnerships, State and nonprofit grants, Amplify,
357 and carbon credits.

358
359 Dennis Allen spoke on his love for trees and desire to try and preserve the mature trees at Hatch
360 Park.

361
362 Councilmember Baskin thanked Dennis for sharing and questioned how carbon credits worked.
363 Dennis Allen replied that carbon credits would help to offset the negative impact of a business.
364 He gave the example of a mature tree owned by a City and a carbon credit for that tree that could
365 be sold.

366
367 5. CONSIDERATION OF EAGLERIDGE DRIVE LANDSCAPING AND ENTRY
368 FEATURE

369

370 David Frandsen reported that the Center Street project to add trees, irrigation, and street lights
371 was currently being designed. He then reviewed the Eagleridge Drive beautification project.

372
373 Davis Harris, Terracon, presented a Tuscan inspired theme with a tower, monument walls, and
374 columnar trees. He mentioned benefits for this design included screening with the columnar trees
375 to block views of the hill and hydroseeding the slope to avoid erosion. He reviewed Phase 1 with
376 the monument walls, signage, columnar trees, retaining walls, irrigation, and street lighting at an
377 estimated cost of \$353,861. He shared Phase 2 with a tower element with additional landscaping
378 which could be added at a future date for \$538,035. Mr. Harris continued with Phase 3 that
379 included the addition of trees on the south side at the cost of \$76,491.

380
381 Davis Harris mentioned another option for landscape planting only with hydroseed of the
382 hillside, tree planting, irrigation, and lighting at the cost of \$190,000.

383
384 Councilmember Jackson confirmed this design would cover the hillside and should not require
385 very much maintenance. Davis Harris replied that this was the intent as the steep slopes would be
386 difficult to maintain. He spoke on screening the hillside with native plantings (grass and
387 wildflowers) and a tree buffer.

388
389 Mayor Horrocks spoke on the difficulties in keeping trees alive along Center Street and
390 Eagleridge Drive. He asked if the irrigation would be to establish the trees or for ongoing
391 watering. Davis Harris replied that the soil conditions were tough on the hillside and
392 recommended over excavating and installing a bubbler system for the trees.

393
394 Councilmembers Van Langeveld and Jackson questioned the inclusion of street lights and
395 irrigation in the proposed cost. Davis Harris replied that the cost of the irrigation and street lights
396 were included in the estimates and included City standard lights.

397
398 Councilmembers Jackson and Van Langeveld shared that their preferred preference was the
399 screening trees on both sides of Eagleridge Drive. Councilmember Baskin was in favor of Phase
400 3 with trees on both sides and the horizontal architectural wall.

401
402 Councilmember Jackson questioned if there was a warranty for the trees. Davis Harris responded
403 that a warranty would be part of the contract with the landscape contractor.

404
405 Mayor Horrocks spoke on funding these improvements including the redevelopment fund or
406 other source of revenue for similar projects.

407

408 Councilmember Jackson mentioned the funding options described by Dennis Allen and seeking
409 potential donors. She reiterated that her preference was the retaining wall structure and trees on
410 both sides of the road.

411
412 Councilmember Clayton shared that her preference was for trees on both sides and the horizontal
413 wall structure.

414
415 The Council discussed having entrance signage that was cohesive along every major corridor in
416 the City.

417
418 Ken Leetham noted that this was an opportunity to meet the Council's objective for new entry
419 signage. He said staff would work on funding options for this project and asked for feedback
420 from the Council.

421
422 Councilmember Van Langeveld asked to pinpoint the entrances to the City that would eventually
423 receive updated signage. Mayor Horrocks noted the north and south of Highway 89 and
424 Redwood Road and potentially the I-15 off-ramp.

425
426 Mayor Horrocks questioned how much funding may be available. Heidi Voordeckers replied that
427 last year the Highway 89 RDA funded \$110,000 in signage. She said fund balance available to
428 use this year was \$340,000. She explained that as this area was outside the project area there
429 would be additional work needed to determine eligibility.

430
431 Councilmember Jackson questioned the Chevron tree contribution. Heidi Voordeckers responded
432 that Chevron donated \$7,000 per year towards trees.

433
434 Ken Leetham said one option could be to use fund balance from the General Fund or Capital
435 Projects Fund and then gradually reimburse the fund from the RDA.

436
437 Councilmember Van Langeveld questioned if the wall had other benefits beyond signage. Davis
438 Harris replied that the wall in the foreground provided some retaining and the additional walls
439 were for an ongoing cohesive design.

440
441 David Frandsen spoke on maintenance and said the walls helped with erosion, water control, and
442 resulted in easier overall maintenance.

443
444 Councilmember Van Langeveld questioned if the other councilmembers were considering
445 additional signage at other entrances to the City. Councilmember Baskin was in favor of
446 consistent signage in the City.

447 Councilmember Baskin questioned the amount available in the Highway 89 RDA fund. Heidi
448 Voordeckers clarified that there was currently \$110,000 and a total of \$340,000 at the close of
449 fiscal year 2026.

450
451 Councilmember Van Langeveld was in favor of completing Phase 1 with the intention for future
452 signage around the City. Councilmember Jackson was in favor of including trees on the opposite
453 side of the street.

454
455 **Councilmember Baskin moved that the City Council approve Phase 1 with the horizontal**
456 **wall at the price of \$353,861 and the addition of Phase 3 with trees on the south side added**
457 **onto the berm at \$76,491. Councilmember Jackson seconded the motion. The motion was**
458 **approved by Councilmembers Baskin, Clayton, Jackson, and Van Langeveld.**

459 Councilmember Knowlton was excused.

460
461 Ken Leetham noted that this would allow staff to move forward and prepare funding strategies
462 and potentially a budget amendment.

463
464 Councilmember Van Langeveld spoke on the drawbacks of approaching ideas without budget
465 parameters and suggested that moving forward the Council should provide staff with a ballpark
466 range for project cost.

467
468 6. CONSIDERATION OF RESOLUTION 2025-28R: A RESOLUTION APPROVING A
469 3RD QUARTER TRANSPORTATION FUNDING INTERLOCAL AGREEMENT WITH
470 DAVIS COUNTY FOR THE ORCHARD DRIVE BUFFERED BIKE LANE PROJECT
471 AND AUTHORIZING MATCHING FUNDS

472
473 Sherrie Pace reported that the City applied for the Davis County 3rd Quarter Transportation Grant
474 for a buffered bike lane on Orchard Drive. She said this grant was awarded in February 2025
475 which required entering into a contract with Davis County. She continued that the project
476 estimate was \$245,000 with the grant award of \$196,000 and a City match of \$49,000. She noted
477 that the project would extend into fiscal year 2027.

478
479 **Councilmember Jackson moved that the City Council approve Resolution 2025-28R**
480 **approving a 3rd Quarter Transportation Funding Interlocal Agreement with Davis County**
481 **for the Orchard Drive Buffered Bike Lane project and authorizing matching funds.**

482 **Councilmember Clayton seconded the motion. The motion was approved by**
483 **Councilmembers Baskin, Clayton, Jackson, and Van Langeveld.** Councilmember Knowlton
484 was excused.

485

486 7. CONSIDERATION OF RESOLUTION 2025-29R: A RESOLUTION APPROVING A
487 3RD QUARTER TRANSPORTATION FUNDING INTERLOCAL AGREEMENT WITH
488 DAVIS COUNTY FOR THE MAIN STREET SAFETY IMPROVEMENTS PROJECT
489 AND AUTHORIZING MATCHING FUNDS

490

491 Sherrie Pace reported that this item was already included in this year's budget. She spoke on
492 receiving funding for the Main Street project in the amount of \$4 million in grants with a \$2
493 million match. She explained that the City was awarded the Davis County 3rd Quarter
494 Transportation Fund grant of \$570,000 with a match of \$570,000. She noted that the overall
495 project cost was approximately \$7 million.

496

497 **Councilmember Van Langeveld moved that the City Council approve Resolution 2025-29R**
498 **approving a 3rd Quarter Transportation Funding Interlocal Agreement with Davis County**
499 **for the Main Street Safety Improvements project and authorizing matching funds.**

500 **Councilmember Jackson seconded the motion. The motion was approved by**
501 **Councilmembers Baskin, Clayton, Jackson, and Van Langeveld.** Councilmember Knowlton
502 was excused.

503

504 8. CONSIDERATION OF RESOLUTION 2025-30R: A RESOLUTION APPROVING A
505 TRANSPORTATION AND LAND USE CONNECTION GRANT AGREEMENT WITH
506 WASATCH FRONT REGIONAL COUNCIL (WFRC) FOR THE SOUTH DAVIS
507 GREENWAY FEASIBILITY STUDY AND AUTHORIZING MATCHING FUNDS

508

509 Sherrie Pace reported that this trail project would extend to Farmington Station and potentially
510 become part of the Utah Trail Network. She noted that this would be a joint venture with the
511 City, Bountiful, Centerville, and Farmington. In March 2025 the cities were awarded the TLC
512 grant through Wasatch Front Regional Council (WFRC) in the amount of \$115,000 with a local
513 match of \$7,500 from each city for a total project cost of \$145,000. She shared this would be part
514 of the budget amendment hearing during this meeting.

515

516 **Councilmember Baskin moved that the City Council approve Resolution 2025-30R**
517 **approving a Transportation and Land Use Connection Grant Agreement with Wasatch**
518 **Front Regional Council for the South Davis Greenway Feasibility Study and authorizing**
519 **matching funds. Councilmember Van Langeveld seconded the motion. The motion was**
520 **approved by Councilmembers Baskin, Clayton, Jackson, and Van Langeveld.**

521 Councilmember Knowlton was excused.

522

523

524 9. CONSIDERATION OF RESOLUTION 2025-31R: A RESOLUTION APPROVING A
525 TRANSPORTATION AND LAND USE CONNECTION GRANT AGREEMENT WITH
526 WASATCH FRONT REGIONAL COUNCIL (WFRC) FOR TOWN CENTER URBAN
527 DESIGN STANDARDS AND AUTHORIZING MATCHING FUNDS

528

529 Sherrie Pace reported that the City was awarded funds from WFRC's Transportation and Land
530 Use Connection (TLC) grant to create Town Center Urban Design standards in the amount of
531 \$75,000 with a match of \$25,000 for a total project cost of \$100,000. She added that as the
532 contract period ended in July 2026 staff had already put out a request for bids and received
533 several proposals.

534

535 **Councilmember Baskin moved that the City Council approve Resolution 2025-31R**
536 **approving a Transportation and Land Use Connection Grant Agreement with Wasatch**
537 **Front Regional Council for Town Center Urban Design Standards and authorizing**
538 **matching funds. Councilmember Clayton seconded the motion. The motion was approved**
539 **by Councilmembers Baskin, Clayton, Jackson, and Van Langeveld. Councilmember**
540 **Knowlton was excused.**

541

542 10. CONSIDERATION OF RESOLUTION 2025-32R: A RESOLUTION APPROVING A
543 TECHNICAL PLANNING ASSISTANCE PROGRAM FUNDS COOPERATIVE
544 AGREEMENT WITH UTAH DEPARTMENT OF TRANSPORTATION (UDOT) FOR A
545 SAFE ROUTES TO SCHOOLS PLAN AND AUTHORIZING MATCHING FUNDS

546

547 Sherrie Pace reported that staff applied for funding through UDOT Technical Planning
548 Assistance (TPA) to create a City Safe Routes to School Plan. She said the City was awarded
549 \$40,000 with a match of \$10,000 for a project total of \$50,000. She continued that the next step
550 would be to hire a consultant to create a comprehensive citywide plan for safe walking and
551 biking to schools from all neighborhoods in the City.

552

553 **Councilmember Van Langeveld moved that the City Council approve Resolution 2025-32R**
554 **approving a Technical Planning Assistance Program Funds Cooperative Agreement with**
555 **Utah Department of Transportation (UDOT) for a Safe Routes to Schools Plan and**
556 **authorizing matching funds. Councilmember Jackson seconded the motion. The motion**
557 **was approved by Councilmembers Baskin, Clayton, Jackson, and Van Langeveld.**
558 **Councilmember Knowlton was excused.**

559

560

561 11. PUBLIC HEARING AND CONSIDERATION OF RESOLUTION 2025-33R: A
562 RESOLUTION ADOPTING AMENDMENTS TO THE 2025-2026 FISCAL YEAR
563 BUDGETS

564

565 Heidi Voordeckers reported on impacts to the General Fund budget including:

566

- 567 • Town Center Urban Design Standard
 - 568 ○ Grant Revenue (WFRC) -\$75,000
 - 569 ○ Project Total: \$100,000
 - 570 ○ Net cost to City: \$25,000

571

- 572 • South Davis Greenway Feasibility Study
 - 573 ○ Project Total \$7,500 (City portion)

574

- 575 • Safe Schools Technical Assistance Grant
 - 576 ○ Grant Revenue (UDOT) \$40,000
 - 577 ○ Project Total \$50,000

578

- 579 • Firewall Upgrade (FW01, FW02, FW03)
 - 580 ○ Equipment and software licensing (3 years) \$18,572.20
 - 581 ○ Labor/configuration \$3,750

582

583 Ms. Voordeckers noted the total amendments represented a net use of General Fund balance of
584 \$64,825.20.

585

586 **At 8:44 p.m. Mayor Horrocks opened the public hearing.**

587

588 There were no comments.

589

590 **Mayor Horrocks closed the public hearing at 8:45 p.m.**

591

592 **Councilmember Van Langeveld moved the City Council approve Resolution 2025-33R: a**
593 **resolution approving and adopting amendments to the fiscal year 2025~2026 General Fund**
594 **Budget by \$64,825.20. Councilmember Jackson seconded the motion. The motion was**
595 **approved by Councilmembers Baskin, Clayton, Jackson, and Van Langeveld.**

596 Councilmember Knowlton was excused.

597

598 12. CONSIDERATION OF ORDINANCE 2025-14: AN ORDINANCE AMENDING CITY
599 CODE TITLE 4 CHAPTER 3 AND TITLE 8 CHAPTER 1 ADOPTING A HARDSHIP
600 ASSISTANCE PROGRAM RELATED TO UTILITIES
601

602 Heidi Voordeckers reported that per the City Council’s request staff and the Audit Committee
603 discussed and prepared ordinance amendments related to hardship assistance for City utility
604 customers. She noted that the changes included program eligibility criteria, program funding, and
605 implementation procedures. She shared a summary of the policy:
606

- 607 1) Applicants must meet certain eligibility criteria, including:
608 a. Applicant must be a named residential utility account holder with an account in good
609 standing; and
610 b. Demonstrate financial hardship for at least one of the following reasons:
611 • Job loss or reduced work hours
612 • Medical expenses exceeding 10% of household income
613 • Declared natural disaster
614 • Temporary or permanent disability
615 • Death, divorce, or separation from an immediate household member resulting
616 in significant reduction in household income (note: this is intended to allow
617 for various domestic living situations); and
618 c. Household income must be shown to be at or below 150% of the Federal Poverty
619 level.
620 2) Eligible applicants shall receive a 50% billing reduction for an initial three month period
621 with an option to extend for an additional three month period with demonstration of
622 continued need.
623 3) Eligible applicants may receive assistance for no more than six months within a 36 month
624 period.
625 4) Denied applications are eligible for appeal by the process set forth in the ordinance,
626 including a hearing in front of the City’s designated Administrative Law Judge.
627

628 Additionally, the proposed language clarifies garbage collection charges during periods of
629 extended vacancy to coincide with the City’s Comprehensive Fee Schedule, as approved on June
630 17, 2025 (Resolution No. 2025-27R).
631

632 Heidi Voordeckers explained that other municipalities generally did not administer hardship
633 programs in house. She suggested that staff could launch the program and then find a community
634 partner to administer the program moving forward.
635

636 Councilmember Van Langeveld questioned if information related to this program could be found
637 on all utility bills. Heidi Voordeckers replied that information about the program could be printed
638 on the back of the utility bill.

639
640 Mayor Horrocks asked if there was a program for active military. Heidi Voordeckers responded
641 that the active military discount was already in place and lasted through an entire deployment.

642
643 **Councilmember Van Langeveld moved that the City Council approve Ordinance 2025-14,**
644 **an ordinance amending Title 4, Chapter 3, Section 6 and enacting Title 8, Chapter 1,**
645 **Section 3 to the City Code, thereby establishing a Utility Hardship Assistance Program.**
646 **Councilmember Clayton seconded the motion. The motion was approved by**
647 **Councilmembers Baskin, Clayton, Jackson, and Van Langeveld.** Councilmember Knowlton
648 was excused.

649
650 13. CONSIDERATION OF ORDINANCE 2025-13: AN ORDINANCE AMENDING CITY
651 CODE TITLE 7, CHAPTER 7, PERTAINING TO UNSANCTIONED CAMPING ON
652 PUBLIC GROUNDS

653
654 Sherrie Pace reported that the City Council adopted Ordinance 2025-12 related to unsanctioned
655 camping on June 17, 2025 but due to confusion related to the motion and modification to the
656 wording it was recommended to repeal Ordinance 2025-12 with the proposed amendment to be
657 considered under Ordinance 2025-13. She reviewed the amendments:

- 658
- 659 • Section A clarifying that any exception to the prohibition of unsanctioned camping must
660 be approved in writing by an authorized City official. This exception would not need to
661 be in writing in cases of emergency for the staging of emergency response teams or
662 evacuations.
 - 663
 - 664 • Section B defined the term “camping” and subsection 3 clarified that the use of camp fire,
665 propane stoves, or other heat producing portable cooking equipment outside of
666 designated areas is considered “camping”. (The use of cooking equipment in designated
667 areas like park pavilions or at approved special events would not be considered
668 “camping” and are approved in those instances.)
 - 669

670 Councilmember Baskin said while State Code required municipalities to enforce an ordinance
671 which prohibited unsanctioned camping on public property that the City may be exempt. She
672 commented this was a policy decision to prohibit unsanctioned camping and would assist with
673 issues related to homelessness.

674

675 **Councilmember Baskin moved that the City Council approve Ordinance 2025-13, an**
676 **ordinance repealing Ordinance 2025-12 and amending Title 7, Chapter 7 related to**
677 **unsanctioned camping with the following findings:**

- 678
- 679 **1) The amendment is in the public interest to address issues that may arise from**
680 **unsanctioned camping; and**
 - 681 **2) Changed or changing conditions make the proposed amendments reasonably**
682 **necessary.**
- 683

684 **Councilmember Jackson seconded the motion. The motion was approved by**
685 **Councilmembers Baskin, Clayton, Jackson, and Van Langeveld. Councilmember Knowlton**
686 **was excused.**

687

688 **14. CONSIDERATION OF GOLF EQUIPMENT PURCHASES IN THE AMOUNT OF**
689 **\$92,824.32**

690

691 Ken Leetham reported on the request for:

- 692
- 693 • Two (2) GreensPro 1260 Roller units at the cost of \$38,004.36 to replace two
694 Greensmaster 3100 units.
 - 695 • One (1) Reelmaster 3100-D unit at the cost of \$54,819.96 to replace an existing 2015
696 unit.
- 697

698 **Councilmember Jackson moved that the City Council approve the purchase of two**
699 **GreensPro 1260 Rollers and one Reelmaster 3100-D from Turf Equipment & Irrigation in**
700 **the amount of \$92,824.32. Councilmember Baskin seconded the motion. The motion was**
701 **approved by Councilmembers Baskin, Clayton, Jackson, and Van Langeveld.**
702 **Councilmember Knowlton was excused.**

703

704 **15. CONSIDERATION OF RESOLUTION 2025-34R: A RESOLUTION DECLARING**
705 **SURPLUS PROPERTY**

706

707 Ken Leetham reported that the following pieces of equipment have exceeded their useful life and
708 should be declared as surplus:

- 709 Two (2) Toro MDX utility vehicles - 2008 and 2010
710 Three (3) Yamaha beverage carts - 2012 which were purchased used
711 One (1) Toro MDX spray rig unit - 2005
712 Two (2) Toro Greensmaster 3100 - 2007
713 One (1) Toro Reelmaster 3100D – 2015

714 Ken Leetham noted that several of these items would be or had already been replaced and that
715 surplus items had value. He said equipment was well maintained by staff mechanics which
716 contributed to the length of use and significant cost savings.

717

718 **Councilmember Van Langeveld moved that the City Council approve Resolution No. 2025-**
719 **34R: a resolution declaring surplus property and authorizing its disposal. Councilmember**
720 **Clayton seconded the motion. The motion was approved by Councilmembers Baskin,**
721 **Clayton, Jackson, and Van Langeveld. Councilmember Knowlton was excused.**

722

723 16. CONSIDERATION OF A REQUEST BY THE UTAH DEPARTMENT OF
724 TRANSPORTATION FOR FEEDBACK ON FUTURE I-15 LANDSCAPING
725 IMPROVEMENTS

726

727 Ken Leetham reported that staff had been working with the Utah Department of Transportation
728 (UDOT) on the expansion of the I-15 freeway through the City. He said that UDOT requested all
729 cities determine their preferred level of landscaping at the interchange locations including 2600
730 South and US-89. He shared that UDOT would provide \$100,000 per interchange towards
731 landscaping treatments. He pointed out that UDOT would not maintain these areas which
732 required local communities to maintain these UDOT owned parcels.

733

734 Mr. Leetham commented that he met with adjacent cities in South Davis related to the
735 appearance of the interstate. He noted that other states had beautiful interstates and mentioned
736 the upcoming Olympics in Utah. He then reviewed the following options and presented layouts
737 and images:

738

739 Option 1: Included placing topsoil on landscaped areas, sprinkler systems and selected plantings
740 with decorative boulders. This option has formal plantings and the City would need to maintain
741 all of the improvements.

742

743 Option 2: This option did not include any irrigation, but would have a native seed mix placed on
744 the soil portion of the area. This option also included a decorative rock and boulder component
745 directly adjacent to the interchange. This was the lowest cost option and the least amount of
746 maintenance burden on the City.

747

748 Option 3: This option was very similar to Option 1 except that the planted areas were bigger and
749 contained more formal planting beds with bark mulch. Irrigation and plantings would be more
750 extensive and maintenance would be more than in Option 1. Initial cost was also higher than
751 Option 1 and the City's cost participation would be higher in this scenario.

752

753 Option 4: This was the most formal and expensive option which included a more formal and
754 contemporary landscaping scheme, bark mulch in planted areas and decorative rock throughout
755 the area (no soil as a ground cover). This option would be the highest cost option and have the
756 most maintenance responsibility.

757

758 Ken Leetham said that UDOT policy no longer allowed municipality names, logos, or other
759 lettering on bridge structures. He continued that some design could be incorporated into the
760 sidewalls. He shared that previous contributions to the 2600 South interchange may be credited
761 towards the City's betterment. He spoke on the schedule including final design decision
762 submitted in August with an RFP process in November.

763

764 Mr. Leetham noted he met with the other impacted cities in the South Davis area and discussed
765 what those communities had determined. He said the cities did not want the responsibility of
766 maintaining irrigation systems and landscaping. He explained the consensus by the city
767 managers included cities working together. He shared that every city had a different commitment
768 level on appearance and what they would be willing to pay.

769

770 The Council discussed their preferences and what would be easier for staff to maintain.

771

772 Jon Rueckert commented on maintenance difficulties in this area including spraying herbicide or
773 preemergent for weeds or plantings. He said this included setting up traffic control and difficulty
774 accessing the areas.

775

776 Councilmember Jackson said the appearance of the interchange could appear as an extension to
777 the entrance of a city. She was in favor of rock at the interchange and then beautification at the
778 entrance to the City including drip irrigation, roses, and trees.

779

780 Councilmember Van Langeveld was in agreement that it would feel like an entrance to the City
781 and the value in making the area attractive. She questioned if there were designs that could be
782 added to the concrete walls. Ken Leetham replied affirmatively and showed examples of the
783 interchange near Draper with artwork.

784

785 17. APPROVAL OF CITY COUNCIL MINUTES

786

787 The City Council minutes of June 17, 2025 were reviewed and approved.

788

789 **Councilmember Clayton moved the City Council approve the meeting minutes of June 17,**
790 **2025. Councilmember Jackson seconded the motion. The motion was approved by**

791 **Councilmembers Baskin, Clayton, Jackson, and Van Langeveld.** Councilmember Knowlton
792 was excused.

793

794 18. DISCUSSION OF ACTION ITEMS

795

796 The action items list was reviewed. Completed items were removed from the list.

797

798 19. CITY ATTORNEY'S REPORT

799

800 Todd Godfrey had nothing to report.

801

802 20. COUNCIL REPORTS

803

804 Councilmember Jackson reported on the Arts Committee meeting. She spoke on the City mural
805 program and utilizing the art of a local artist. She shared that the Arts Committee would
806 participate in the Unity in the Community Back to School event. She noted the plan to use
807 several of the trees from Hatch Park as art.

808

809 Councilmember Baskin reported on the Golf Committee meeting and how well the course was
810 doing. She said the Committee voted not to accommodate a resident request at the golf course.

811

812 Councilmember Van Langeveld thanked staff for all their efforts related to the July 3rd event. She
813 said the Health and Wellness Committee met and discussed creating a policy when the City
814 received a request for donations to certain organizations.

815

816 Councilmember Clayton also mentioned Liberty Fest and thanked staff. She spoke on the
817 America 250 event next year. She reminded the City Council about participation in the Bountiful
818 parade on July 26th.

819

820 21. MAYOR'S REPORT

821

822 Mayor Horrocks reported that a former resident requested consideration of allowing horses on
823 City trails. He mentioned attending the Weber Basin Water Tour and said system reservoirs had a
824 two year water supply. He said the majority of the reservoirs were at 100%. He noted that
825 converting agriculture to multifamily did not have that much of an impact on water.

826

827 Mayor Horrocks spoke on other water issues including water rights (particularly Provo's access
828 to Weber Basin) as well as \$8.3 billion worth of water infrastructure needs. He then mentioned
829 SB295 related to the deadline for truth in taxation hearings. He continued with a report on West

830 Nile Virus. He said that Salt Lake approved an annexation and the potential for a homeless
831 shelter in an area adjacent to the City west of the Jordan River south of Center Street.

832

833 22. CITY MANAGER'S REPORT

834

835 Ken Leetham reported that Curtis Koch, Davis County Controller, had taken a new job and
836 would be leaving his position with the County. He said the delegates would be selecting the next
837 controller to serve until the next election.

838

839 David Frandsen provided an update on the Flash Cairo Dog Park with the following to be
840 completed soon: fencing, final flatwork, logo, signage, weed/sticker cleanup, stripe parking lot,
841 and cleaning. He shared images of the progress and commended staff for their efforts.

842

843 Mr. Frandsen then reviewed the Foxboro Wetlands Park project and said the boardwalk was
844 almost complete minus handrail/bolts. He presented images of the boardwalk and said
845 landscaping would be completed next week with an estimated park completion date of August
846 1st. He shared that the City received an award for physical well-being from PEHP.

847

848 23. ADJOURN INTO CLOSED SESSION

849

850 **At 10:14 p.m. Councilmember Baskin moved to go into closed session to discuss the**
851 **purchase, exchange, sale, or lease of real property. Councilmember Van Langeveld**
852 **seconded the motion. The motion was approved by Councilmembers Baskin, Clayton,**
853 **Jackson, and Van Langeveld.** Councilmember Knowlton was excused.

854

855 24. ADJOURN

856

857 The meetings were adjourned during the closed session at 11:07 p.m.

858

859 *The foregoing was approved by the City Council of the City of North Salt Lake on Tuesday*
860 *August 5, 2025 by unanimous vote of all members present.*

861

862

863

864 _____
Brian J. Horrocks, Mayor

_____ *Wendy Page, City Recorder*



CITY OF NORTH SALT LAKE

10 East Center Street
North Salt Lake, Utah 84054
(801) 335-8700
(801) 335-8719 Fax

Brian J. Horrocks
Mayor

Ken Leetham
City Manager

MEMORANDUM

TO: Honorable Mayor and City Council

FROM: Ken Leetham, City Manager

DATE: July 17, 2025

SUBJECT: Preparation for the City Council Strategic Planning Retreat

Introduction and Background

For several months and many council meetings, City Council members have expressed a desire to have time set aside for a strategic planning retreat. I am excited about the possibilities of supporting the Council in this important activity, but also want my role to be the appropriate one. Not having ever done this in North Salt Lake, I have decided that a good role for me would be to offer ways in which you can prepare for the retreat and share with you some examples of retreat outcomes that I have recently learned about. Advance preparation has been the key to successful planning events I have experienced.

I held two management retreats (2023 & 2024) with the executive staff of the City and had great results. Those meetings are different than what your event will be; however, there are some things we learned in our retreats that may be helpful to you.

First, in 2023, we had assignments prior to the retreat events that helped us prepare. In the first retreat, I asked all participants to put together a presentation not longer than 15 minutes in order to identify each of their observations and priorities related to their specific areas and the City overall. Also, they were asked to include some personal information about themselves. We began that two-day retreat by randomly selecting the order of the presentations and everyone shared their observations. It was a fantastic way to begin the retreat and to understand and share with each other our highest priorities.

Second, in 2024 we sent out a comprehensive employee survey a couple of months before the retreat. We assembled the responses, analyzed the data and prepared a presentation to the entire group showing what we learned from the surveys. This was an important piece of the retreat since I wanted to spend a significant amount of time at the retreat discussing our work culture, management techniques and processes, weaknesses and strengths in our organization as they related to employees, and what employees perceive about working in the City. From this exercise

we were able to identify areas of concern the employees had and begin to make some changes in the organization that would hopefully improve our culture, help managers at all levels to focus on improved ways to interact with employees, identify future training needs, and improve employee performance overall.

Finally, as you know, we worked on a team building project (the painting). We also shared an evening meal together in both retreats and improved our relationships with one another. As you heard from David Frandsen in a presentation after the retreat, the painting activity was an opportunity to discuss concepts, learn about collaboration, understand differences between individuals and be exposed to how others think and approach problems. It was a very useful activity for our group in that setting.

City Council Strategic Planning Retreat

The effectiveness of the City Council Strategic Planning Retreat depends upon several factors mostly revolving around a central idea: What expectations do you have for the Strategic Planning Retreat?

This section of the memo will offer you some questions that I believe will be helpful to your preparation and to the effectiveness of the actual meeting(s) when we're together. Here is a list of questions you may find helpful:

General priorities and policy-related questions

- 1) What are the most important City priorities to you?
- 2) Do you think the City is moving in the right direction? Think about strengths, weaknesses, issues and concerns. What specifically would you change if you could?
- 3) Is there a subject matter issue that you believe the City should address through formal policy creation and adoption?
- 4) Is there an existing policy or City objective that should have more clarity through either an adjustment or the creation of an improved policy statement?
- 5) Are there optional levels of service that you believe should be eliminated, altered or greatly improved? Examples might include recreation services, economic development, communications, etc.
- 6) Are there policy priorities that are not currently being addressed that should be or that may be missing completely, but that may be important to you?

Task and process-related questions

- 1) What areas of strength in processes or tasks do you notice within the City?

- 2) What areas of weakness in processes or tasks do you notice within the City that need corrective action and improvement? Do you have ideas about how to improve in these areas?
- 3) What tasks or processes do you think are missing or that the City does not perform and you think should perform?
- 4) What tasks or processes do you think the City is performing well and should continue to perform?

Self-Evaluation Questions

- 1) Do you have evaluation or observations related to our organization that you wish to present and discuss as a Council?
- 2) Are there issues with how our team functions, either the elected officials only, elected officials and staff members, elected officials and general city employees, the City and the public or other subsets of our organization that you want to discuss?
- 3) What improvements would you make in how the City performs in its relationships of all kinds?
- 4) Is the City moving in an effective and correct direction when it comes to our internal processes, how we interact with the public, or our relationships with other governments or regional agencies?

Questions about implementation post-retreat

I have included as attachments to this memorandum examples of strategic plans from two very different communities: City of Kodiak, Alaska and South Ogden, Utah. These two examples show a simple plan with three goals and strategy statements (Kodiak) and a more comprehensive document which contains more goals with tasks, staff assigned and due dates (South Ogden). The purpose of this section of the memo is to help you to consider what would be an effective way to document the Retreat while at the same time making certain that the work performed through the Retreat is effectively implemented.

- 1) Do you expect that the Retreat will produce some sort of formal vision/mission statement and/or core values that could be used to create a way to organize, prioritize and measure progress?
- 2) Do you expect that the Retreat will be mostly identification of issues (short and long-term) with an emphasis on trying to identify the City Council's highest priorities?
- 3) Should the Retreat produce a means to measure progress such as identifying key staff members and stakeholders, describing specific and measurable tasks and delivery dates?

- 4) When you think about the outcome of the Retreat, even if it takes more than one meeting, what would you define as a successful work product outcome? A detailed action item list? A formal strategic plan document? Some form of written and adopted strategy document that clearly establishes a future plan or “road map” that can be used often by the City Council in formulating its policies, tasks, initiatives and other work?

- 5) Do you have other ideas for measuring progress after the Retreat?

Structure and Content of the Retreat

The retreat has been planned for the two Council meeting nights on August 5 and August 19. We are scheduled to begin those meetings at the Eaglewood Reception Center. We can have dinner provided by The Grill (Eaglewood’s restaurant) or select our own dinner from outside catering.

We do not have any formal agenda at the time of this writing. I reviewed some notes, emails and action items and recognized that there are some items that we said we would discuss during the Council retreat. However, since this is the Council’s activity, I have not put a formal agenda together or presupposed that you want to do a certain set of activities like a team building exercise (like painting or games). Here are some things that I believe you could do in the retreat and that I could support you with organizing and maybe facilitating:

- 1) Time for each councilmember to articulate clearly what issues, concerns or priorities they have. There are some structured activities we could do that help to document this.

- 2) Time for the City Council as a group to discuss all participants’ concerns and work towards prioritizing what is most important to least important. Again, there are some structures that could be used to clarify priorities.

- 3) Time to discuss what the City Council is expecting to produce as a result of the retreat (see question #4 above under post-retreat implementation). If the Council wants measurable goals and objectives, there are ways to achieve it.

- 4) Time to discuss specific issues that have come up in the previous 6-month period. This would require staff preparation, but we could have in depth discussions on topics such as: revenue enhancement and tax policy, annexation of County territory, equity in service delivery and fees, economic development of Hatch Park Phase 2, or other significant issues the Council feels might be worth retreat time.

Here is my suggested outline of what could be done in the retreat on August 5:

- 1) Dinner together: 15-20 minutes
- 2) Time for each Council member to articulate their priorities, issues, concerns and expectations for the Retreat. This activity could include city staff documenting those priorities on large sheets so that all 6 elected officials will have their priorities documented. This activity is not a discussion, but a time for elected

officials to present and describe what they wish to say. Time: 15-20 minutes each (2 hours)

- 3) Break in preparation for a painting exercise: 10 minutes
- 4) Painting exercise, if you wish to have an activity like this: 45 minutes
- 5) Discussion of documentation of retreat. What does the Council expect to create out of this strategic planning retreat? Overview of strategic planning documents: 1 hour
- 6) Assignments or wrap-up discussion in preparation for the August 19 retreat: 30-45 minutes

Thanks for this chance to spend time together as a group. My hope is that it will be a productive event for you and for our organization.

City Council Priorities Expressed on February 20, 2024

Baskin

- 1) Ongoing funding of tree planting throughout the City
- 2) Prefers new City entry signage – Doesn't like concrete – implement branding designs citywide
- 3) 4/10 work study – does it continue to work for the citizens? Should there be an unbiased 3rd party to work on this?
- 4) Not in favor of 1100 North bridge – too much \$\$
- 5) Look for ways to cut budgets
- 6) Snow sledding facility at the golf course

Clayton

- 1) Supports a cemetery in NSL
- 2) Winterfest – support a larger, more marketable event
- 3) Transit is missing on the west side of NSL

Horrocks

- 1) Would favor a 5 year planning horizon
- 2) Hatch Park and Foxboro Wetlands Park this year!!
- 3) Accent lighting in the golf course clubhouse against the walls, corners, etc. – Have lighted fountain on or lights on the deck during winter weddings and any time it's dark.
- 4) I-15 beautification
- 5) Roundabout signs may be getting to end of life – should we upgrade to new tech
- 6) Tunnel Springs Park expansion should be done
 - a. Cemetery may not be feasible
- 7) Pickleball courts on the top of the landslide
- 8) Hardship policy for utility system – (mandatory recycling)
- 9) Utah is not overdeveloped, it's underdemolished

Jackson

- 1) Beautification and functionality of US89
 - a. Identification of looking like the City Center (\$\$)
- 2) Attract retail/commercial in the town center
 - a. Grocery stores
 - b. Restaurants
 - c. Willing to make concessions to achieve

Knowlton

- 1) US89 Planning and Beautification
 - a. Utah Trail network
 - b. Transit Planning
 - c. UDOT on ROW section and access agreement

- d. How do we want US89 to look and feel
- e. Funding improvements on US89
- 2) Tree Planting Program for private landowners
- 3) Exploring public parking lot/structure in town center – aid in walkability
- 4) General Plan – Put \$ up for General Plan goals and policies
- 5) Implementing/creating a phase to implement new street configurations to implement new street design

VanLangeveld

- 1) Health and wellness policies in the new General Plan
- 2) Homeless resource plan in the City
- 3) Supports other CC members' ideas including: treatment on US89 and Redwood Road, Tree Planting, New Signs
- 4) Public Art, including new signage and potentially murals – find funding
- 5) Amend budget to be more precise about budgeting city events
- 6) Processes for all city committees to prepare budgets and use city funds
- 7) Increase code amendments that support tax base, beautification and quality development
- 8) A trail around every park – circuit park in every park in city

Action Items & Deadlines in 7/15/25 Council Packet

Action Item	Staff Assigned	Deadline for Council Report
#2 – Explore expanding PW - locations, needs, and potential cost estimates and funding sources.	Ken/David	October 21, 2025
#3 – Provide comprehensive report on dog park in the central part of City.	Sherrie	October 7, 2025
#4 – Telecommunication limitations to regulate aesthetics.	Ken/Todd	September 16, 2025
#5 – obtain funding for semiquincentennial events.	Sherrie	ASAP after July 15, 2025
#8 – evaluate readdressing County to City addresses.	Sherrie	Estimated April 1, 2026
#12 Part 1 – develop a mobile train crossing warning system	Jon/Sherrie	March 1, 2026
#12 Part 2 – City app	Jon/Sherrie	November 4, 2025
#14 – center street park strip improvements	Jon/Karyn	November 1, 2025 for cost estimate then construction in early 2026.
#15 – community funding projects report to identify City qualifying projects – Congresswoman Maloy	Ken	Report by January 20, 2026
#16 – policy related to City Hall rental/use	Ken	September 16, 2025
#17 – Chevron annexation	Ken	Strategic Planning discussion in August 2025
#19 Part 1 – create policy for when trees damage public sidewalks	Ken/David	October 21, 2025
#19 Part 2 – address policy decision on repair/replace sidewalks city wide	Ken/David	January 20, 2026
#20 – HWY 89 Corridor Agreement with UDOT	Sherrie/Karyn	ASAP after July 15, 2025
#21 Part 1 – discuss status of City ordinances related to park strip improvement requirements that apply to all properties in the City	Sherrie/Jon	September 16, 2025 Work Session
#21 Part 3 – articulate the City’s specific action plan to increase tree planting on City property	Sherrie/Jon	November 11, 2025

Action Items for September 2, 2025

Item	Staff	Description	Staff Responses
1	Ken/David	(5-20-25 CM Knowlton) Explore options to property purchase for expanding the Public Works facilities.	<p>7-15-25 Response: <u>This item should return to the City Council for follow up with some initial conceptual information including: 1) potential locations; 2) overview of needs for a new facility; 3) cost estimates and an overview of potential funding sources for the eventual project.</u></p> <p><u>Deadline to have a Council work meeting to review conceptual information: October 21, 2025</u></p>
2	Sherrie	(5-20-25 CM Baskin) Research potential for creating a dog park at Springhill Park.	<p>(6/11/25) <u>Ali is researching the restrictions on the property that was acquired from the FEMA grant, there is possibility for the lots that are on 350 East that are not part of the grant that could be utilized as a dog park.</u></p> <p><u>7-15-25 Response: We (staff) believe the spirit of the deed restrictions on the property is that the City NOT use the property for any purpose. Further, we can allow dogs in the area as a policy if we wish to do that. There has been no outreach to the City from the public on this idea.</u></p> <p><u>City staff believes that there are City-owned properties adjacent to the Springhill landside location that do not have any restrictions. These are located downhill from the FEMA-restricted properties and have frontage on 350 East Street.</u></p> <p><u>The proper way to evaluate this item is to undertake a small study of potential locations for a dog park in the central part of the City; that is, should the dog park be located further west so that higher density neighborhoods are closer to such a facility? Does the City wish to provide multiple dog parks in various locations? Deadline to present a more comprehensive report on this matter: October 7, 2025.</u></p>

3) /Todd	(5-6-25 CM Van Langeveld) Telecommunication. – research on City’s ability to limit improvements to streets and parkstrips and to regulate aesthetics of certain equipment.	<u>(5/15/25) City legal counsel is reviewing the City’s ability to complete, with this assignment.</u> <u>7-15-25 Response: The City has not yet determined its legal authority to require all pedestals to be located underground; however, Fugal, which has been doing work in the Foxboro neighborhoods, has agreed that in all future phases, they will bury pedestals that are located in front yards.</u> <u>If the City can enact such a restriction, it will take a legislative change to all license agreements and will have to return to the City Council for action.</u> <u>Deadline for a report back: September 16, 2025.</u>
4	Sherrie	(5-6-25 Mayor Horrocks) Look into obtaining State funding for semiquincentennial events in 2026.	<u>(6/11/25) Ali has reached out to the grant administrator and will work with the event committee and coordinate the necessary declarations that the CC needs to make to qualify for the grants.</u> <u>7-15-25 Response: The City has learned that there are \$1,500 stipends for us to use for an America250 Utah event. This will require us to become a registered Utah250 Community which requires creation of a Committee (CC may act as the Committee), passage of a resolution and submittal of an event/celebration idea. The City will then receive a branded logo for use in 2026 related to our events and a stipend up to \$1,500.</u>
5	Sherrie	(2-18-25 CC) Project to evaluate readdressing all County addresses to City addresses.	<u>(6/11/25) Staff has met to discuss the framework for the committee, the goals or recommendations to be considered, potential committee members, timeline and review 345 properties affected. Staff will draft assigned addresses for affected properties and provide timeline for Council.</u> <u>7-15-25 Response: City staff is working to assemble a data base of all addresses in the City that require adjustment. That will be completed by the end of 2025. After that time, City staff will propose to the Council a working group of members of the public, staff and Council representative to review the entire scope of the project. City costs and overall impacts of the project. Estimated completion, which is City Council taking action on a plan to move forward is April 1, 2026.</u>

6	David	(6-18-24 CC) Eagleridge beautification project - staff to continue working on the beautification project including branding, less expensive plans, cohesive signage (all City).	(1/2/25) Working to bring back alternatives to the City Council in early 2025. (3/4/25) Discuss what can be done with budgeted funds this year including alternatives, cost breakdowns, public/private partnerships, and phasing. (3/27/24) Staff is working on cost estimates for two options: informal "forested" plantings and formal tree-lined street option. (highlighted section could be removed or all moved to completed if desired) 7-15-25 Response: Staff has received a detailed phasing and cost estimate for the project and will make a presentation to the City Council on July 15, 2025. This project may stay on the Action Item list, but the Council could take action on this item in the July 15 th meeting.
7	Ken	(5-21-24 CM Knowlton) Prepare talking points for the 2600 South / 1100 North bridge challenges.	(1/2/25) Ken is preparing talking points and will then update City website for public awareness. 7-15-25 Response: The City has not moved forward on this project and the main reason is that the bridge cannot be built unless it is approximately 2,200 feet long. That length would be a significant disruption to several properties, require the re-routing and/or disconnection of Main Street, does not have the support of Woods Cross (adjacent to the project) and cost approximately \$50-60 million.
8	Jon/Sherrie	(5-7-24 CM Jackson) Possibility for an app that would provide the status of possible rail blockages. (8-6-24 CM Jackson) signage notifications for rail blockages. (3-4-25 CM Van Langeveld) Interested in a City app and to know costs. This app would help residents to stay informed, report issues, and access city services – similar to SLC, Syracuse or Sandy.	(8/15/24) Staff is looking at several app possibilities. We will also be reaching out to UDOT to include permission to install electronic messaging technologies on US89 and other areas to alert for train delays. (8/26/24) Contacted DSR a software development company. This company has created a train detection algorithm that can run on existing CCTV hardware. Currently there isn't camera hardware installed at any of the major crossings (Center, Main St, 1100 N) DSR doesn't provide any hardware but can develop their algorithms to use/present the data such as alerts of blockages at crossings and estimated times till clear. This information can be used for internal use only or can be relayed to roadside VMS signs or other signals. This information can also be pushed to mobile apps that can provide optimal routes during blockages. Development of this product for use specific to NSL crossings may be \$100,000 - \$150,000 and include nominal annual maintenance fees in perpetuity of software use. Estimates for camera hardware installation at these crossings would be around \$50,000. Can this highlighted section be removing leaving only responses from Ken 7/15/25?

			<p><u>7-15-25 Response: This action item is two items: 1) a request to develop a mobile train crossing warning system; and, 2) investigate having a City app that would contain lots of useful information for the public about city events and services.</u></p> <p><u>Train crossing warning system: Staff is working to prepare a presentation on alternatives for a mobile train access warning system. We are looking at a system in the Midwest and a system operated by Salt Lake City where there are multiple at-grade crossings subject to delay. This part of the project will require a few more months of work and a deadline of March 1, 2026 has been established.</u></p> <p><u>City app: City staff is reviewing several apps and some vendors who could provide this service to the City. A deadline to make a presentation to the City Council on this part of the action item is November 4, 2025.</u></p>
9	Jon / Karyn	(2-6-24 CM Jackson) Staff to further investigate and reach out to Big West Oil related to soil conditions of park strip on the south side of Center Street adjacent to BWO property.	<p><u>(5/1/25) Soil sample results indicate soils are clean of any harmful chemicals; however, the parkstrip has been compacted such that material will have to be removed and replaced. Staff is working on a cost estimate to prepare the parkstrip for planting, establishment of water service and tree planting.</u></p> <p><u>7-15-25 Response: Based upon the findings that the soils are not contaminated, staff has initiated a cost estimate for the design and construction drawings for the treatment of this park strip area. Staff received a cost estimate of \$12,950 which includes the costs of preparing designs, construction plans, bidding assistance and construction administration. Staff's intention is to proceed with that portion of the project and then seek further Council direction for construction. Deadline for this portion of the project is November 1, 2025 with a bid process occurring during the winter for construction in early 2026.</u></p>
10	Ken	(3-7-23) Staff to identify any items that would qualify for the Community Funding Projects that Congresswoman Maloy recommends.	<p><u>(5/16/24) Program details were not made available in advance and so we will be looking at projects for 2025. Possible projects include message and reader boards related to train crossing delays or other traffic safety improvements.</u></p> <p><u>7-15-25 Response: City staff is working to identify qualifying water projects for 2026. Federal projects are very complex and usually cost almost twice as</u></p>

			<u>much as using other local funding sources. Staff will report back on this project by January 20, 2026.</u>
11	Ken	(3-7-23) Staff to prepare a policy related to City Hall rental/use.	(3/16/23) Staff is reviewing city hall use policies and will propose a written policy statement in a future Council meeting. 7-15-25 Response: <u>City staff is working to complete a draft of a policy statement on this issue for review by the City Council. Deadline for this item is September 16, 2025.</u>
<u>Future Agenda Item Discussion Requests</u>			
12	Sherrie/Ken	(11-19-24 Mayor Horrocks) Future discussion related to expanding Tunnel Springs Park or the Springhill Landslide area for parks request per residents on Independence Way.	(11/26/24) <u>The General Plan will have a park and open space element and an analysis of park distribution and walkability should be included.</u>
13	Ken / David	(4-2-24 CC) Staff will make future proposal on trees/sidewalk damage policies.	(5/16/24) <u>Funds have been proposed in the FY25 budget of \$100k for the purpose of sidewalk repair. An ordinance relating to trees and public rights-of-way needs to be put forward.</u> 7-15-25 Response: <u>This item is part of a larger issue of sidewalk condition and repair Citywide. Two parts of the project are: 1) creating a policy for when trees on private property damage public sidewalks (should they be removed, sidewalk relocated, etc.). This first part also includes a policy related to the obligations of the adjacent property owners to participate in the costs of repair and replacement of sidewalk or removal of trees. 2) The City must address a citywide infrastructure need to repair and replace sidewalks throughout the City. This is a policy decision by the City Council.</u> <u>Deadline for Part 1: October 21, 2025</u> <u>Deadline for Part 2: January 20, 2026</u>

14	errie/Karyn	<p>(5-21-2024 CM Knowlton) Completion of the Hwy 89 corridor agreement with UDOT with a goal to complete the agreement by September 1, 2024. (8-6-24 CM Knowlton) Provide update at next meeting and draft agreement soon. (9/17/24 CM Knowlton) Discussion desired related to status update. (1/21/25 CM Knowlton) Requested update soon.</p>	<p>(7/1/2025) Meeting with UDOT scheduled on July 10th at Region 1 offices</p> <p>(3/27/25) Draft agreement was submitted to UDOT Region 1 Director and staff on February 27, 2025.</p> <p>7-15-25 Response: <u>This project should be completed soon in a way that allows the City to adopt a formal agreement with UDOT that will govern access management, future right-of-way configurations, locations of semaphores (intersection lights), and many other issues on US89. The deadline for this item is immediate and staff will bring the proposed agreement to the Council asap after the July 15, 2025 meeting.</u></p>
15	Sherrie/Jon	<p>Combined Action Items: (1-2-24) Work session on Code amendments related to park strip landscaping and street trees. Evaluate City owned park strips and properties for recommendation on conversion to water wise landscape & review compliance notifications and processes. (3-21-23) Look into increasing tree plantings on City owned land.</p>	<p>7-15-25 Response: <u>As noted in the revised description, this project is really three major pieces related to landscaping, water conservation methods and tree planting on City-owned property. Project 1: the Council expressed a desire to discuss the status of the City's ordinances related to park strip improvement requirements that apply to all properties throughout the City. This item will be scheduled for the work session on September 16, 2025.</u></p> <p><u>Project 2: This project requires City staff to provide an inventory and analysis of City-owned park strips and properties which might be good candidates for conversion from turf to water wise landscaping treatments. A second minor piece of this project is to evaluate our compliance notifications and processes related to conversion of areas to low water use treatments. (Sherrie did a memo 7/15/25 can this portion come off?)</u></p> <p><u>Project 3: This item is a policy question for the City Council related to what level of investment should the City be making each year for tree planting. The current General Plan and City budgets identify tree planting as a priority in the City and this project should articulate the City's specific action plan to increase tree plantings on City property. Deadline for this project is November 11, 2025.</u></p>
16	Sherrie	<p>(10/3/23) Future work session item to discuss parking (restrictions, shared parking, time of day, on street, etc.)</p>	<p>7-15-25 Response: <u>This project is from October of 2023. We have had some discussions about parking since that time, but the Council should clarify for the staff what is needed or wanted with this assignment.</u></p>
17	Ken	<p>(6-20-23) Potential City Council discussion on cyber security.</p>	<p>7-15-25 Response: <u>This project is now 2 years old, but the City could still have a work session on this item at any time. ETS, the City's IT group, has implemented several strategies to protect the City, our data and our</u></p>

			<u>electronic systems from harm. No deadline, but could be scheduled at any time.</u>
Completed			
18	Wendy/Ken	(6-3-25 CM Van Langeveld) Request for staff to include an item on the next Health & Wellness Committee meeting to discuss the National Fitness Campaign and Partnership Programs Available.	6/10/25) This item was added to the next Health & Wellness meeting agenda for discussion on July 14 th . 7-15-25 Response: <u>This item should be removed from the Action Item list since it will be completed by July 14. If the H&W Committee wished to consider this item further, they will bring it to the City Council for further consideration.</u>
19	Sherrie/Craig	(4-1-25 CM Van Langeveld) Free Speech Zone (social media & enforcement) and political signs allowed in public spaces.	(6/11/25) <u>Map has been created in conformance to the free speech zone for the Legacy Vendor Fair/Unity in Community Events per the ordinance.</u> 7-15-25 Response: <u>The City created a map and information related to free speech zones at Legacy Park. This action only provides a location from which persons may exercise free speech using a tent or canopy, a table, a podium and sound system or other types of free speech. In addition, our ordinance restricts the use of parks and adjacent park strips for the display of flags except for the free speech zone. It should be noted that persons who wish to walk and talk to the public during events and distribute information or have discussions outside of the free speech zones are able to do so without restriction. The City does not have the authority to restrict speech just from individuals attending the event and having normal discourse with other people.</u> <u>This item can be removed from the Action Items.</u>
20	Sherrie	(4-1-25 CM Van Langeveld) Airbnb more research on commercial areas and possible code amendment.	(6/11/25) <u>Short term rental ordinance was updated, future development agreements will address not allowing short term rentals in space for commercial uses.</u> 7-15-25 Response: <u>This assignment has been completed.</u>
21	Ken/David	(1-7-25 CM Baskin) Strategic Planning Meeting for City Council (March or separate date from budget retreat).	(6/11/25) <u>This activity has been scheduled for the two City Council meetings in August.</u> 7-15-25 Response: <u>This item can be removed from the Action Item list.</u>

22	Heidi/Ken	(3-6-24 Mayor Horrocks) Potential hardship policy for mandatory recycling. Review costs for waste & recycling services.	<p>(5/28/25) The Audit Committee reviewed a draft policy document on 3/18/25 and provided additional parameters for consideration. The Committee will review and updated draft of the policy at the June 17, 2025 Audit Committee meeting.</p> <p>7-15-25 Response: <u>The City Council will review a proposed hardship policy at their regular meeting on July 15, 2025. After that time, this item can be removed from the action items.</u></p>
23	Ken	(7-16-24 CM Knowlton) Discuss annexation of Chevron with Davis County. (4-1-25) City Council requested this be a discussion at upcoming strategic planning meeting with review of tax analysis data provided by Finance Director.	<p>(10/30/24) Ken and Mayor discussed this with County Commissioner and will continue discussions with Davis County. (2/26/25) Heidi completed a tax analysis of this proposal and submitted it to the City Council.</p> <p>7-15-25 Response: <u>There will be time set aside during the Strategic Planning Retreat to discuss this item. It is unlikely that Chevron would ever be supportive of an annexation into the City since it is estimated to result in a 31% property tax increase to Chevron.</u></p>

Strategic Plans from Other Communities

Kodiak, Alaska

South Ogden City, Utah

Stockton, California

Fort Collins, Colorado



CITY OF KODIAK STRATEGIC PLAN

FY 2025 – FY 2028

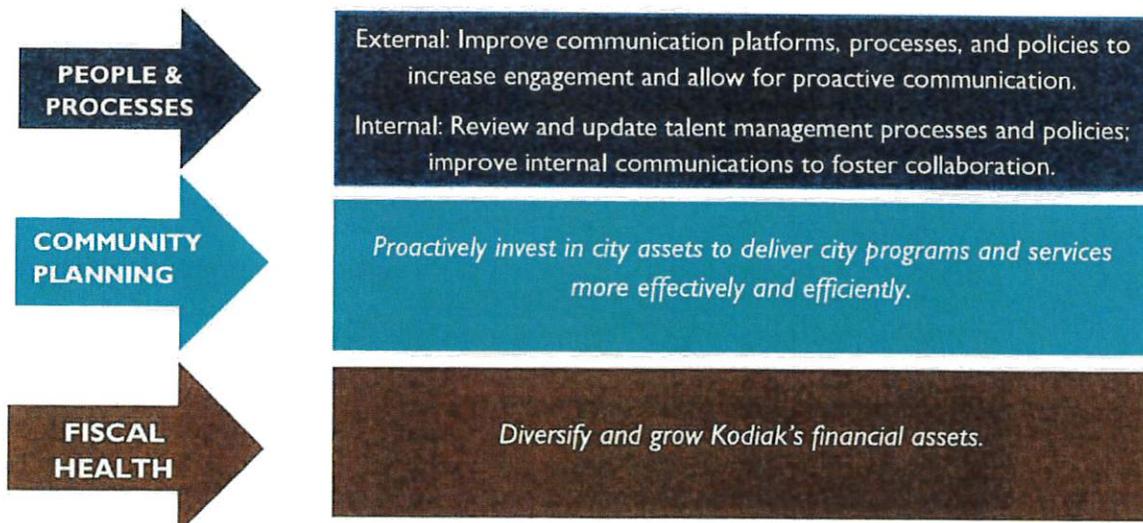
CORE FUNCTIONS

Public Safety	Public Works	Port & Harbors	Quality of Life	Fiscal Sustainability	Land Management, Planning
---------------	--------------	----------------	-----------------	-----------------------	---------------------------

MISSION, VISION, & VALUES

Mission Statement	Vision	Values
<i>What is the City of Kodiak's purpose and who do we serve?</i>	<i>What is the City of Kodiak's view of the future?</i>	<i>What beliefs and principles guide City of Kodiak leadership and staff?</i>
To provide quality services that enrich the lives of current and future Kodiak residents and visitors.	Kodiak is a prosperous, resilient, socially vibrant, inclusive island community.	<ul style="list-style-type: none"> Leadership Stewardship Integrity Collaboration Innovation Inclusivity

PRIORITY GOALS



PRIORITY GOALS AND STRATEGIES

GOAL A – PEOPLE & PROCESSES

- *External: Improve communication platforms, processes, and policies to increase engagement and allow for proactive communication.*
- *Internal: Review and update talent management processes and policies; improve internal communications to foster collaboration.*

FOCUS AREA	STRATEGIES
Succession & Transition Planning	<ol style="list-style-type: none"> 1. Develop succession plans for key staff and leadership positions. 2. Develop robust training and cross-training opportunities. 3. Formalize and standardize onboarding process. 4. Develop incentives for retaining staff.
Talent Management	<ol style="list-style-type: none"> 5. Prioritize current staffing shortages in city departments, integrate into budgeting process. (Examples may include: Workforce housing, Employee daycare, Welfare and recreation incentives) 6. Evaluate human resources policies and procedures across recruiting, hiring, and retaining talent against best practices to improve competitiveness for talent attraction. <ol style="list-style-type: none"> a. Develop career development pathways and incentives to retain employees. 7. Update the Personnel Rules and Regulations (PRR) policy to enable more timely hiring decisions, consider adding an administrative policy handbook to complement the PRR.
Communications	<ol style="list-style-type: none"> 8. Develop a communications plan, inclusive of internal and external communications strategies; connect to technology needs assessment and budgeting process. <ol style="list-style-type: none"> a. Release RFP and secure contractor.
Engagement	<ol style="list-style-type: none"> 9. Collaborate with community partners to develop programs for youth engagement and civic education. 10. Develop internship and apprenticeship programs within city offices and departments to encourage workforce development and address short-term (i.e., seasonal) capacity challenges. 11. Incentivize participation in advisory boards, council, and other volunteer roles and adopt strategies to ensure generational diversity. 12. Further discussions on 2022 City of Kodiak Annexation Study.

PRIORITY GOALS AND STRATEGIES

GOAL B – COMMUNITY PLANNING

Proactively invest in city assets to deliver city programs and services more effectively and efficiently.

FOCUS AREA	STRATEGIES
Infrastructure	<ol style="list-style-type: none"> 1. Update the city’s Capital Improvement Plan (CIP) from 2019 (connect to Investment Strategy #4; see Appendix). <ol style="list-style-type: none"> a. Develop and implement a comprehensive operations and maintenance plan for city-owned facilities (includes all structures and water/sewer, roads, sidewalks, and trails systems). b. Revisit and refresh the repair and replacement schedule in the CIP to align with Strategic Plan, fill gaps, and link directly to budget process.
Technology & Equipment	<ol style="list-style-type: none"> 2. Develop technology plan. 3. Conduct a short-term needs assessment for highest priority/urgent technology needs, integrate with budget planning process with committee. <ol style="list-style-type: none"> a. Institute Information Governance Programs including modernization of records management processes to include going “green” as necessary. b. Develop or identify intranet solutions to modernize communications and further enable collaboration. c. Improve cybersecurity policies, protocols, and training. 4. See Strategy #1 above for longer-term needs.
Planning & Policies	<ol style="list-style-type: none"> 5. Develop Land Use Plan for city-owned parcels, especially on Near Island, and integrate with budget planning process. 6. Conduct city code review and revision process to modernize and streamline to better meet community vision and goals. 7. Support Downtown revitalization – implement priority infrastructure projects as well as improve parking, pedestrian pathways, and beautification. (Connect to Infrastructure #1 and CIP process.) 8. Develop and foster partnerships with housing organizations and nonprofits to support investment in attainable, affordable, and quality housing. <ol style="list-style-type: none"> a. Advocate for transitional housing for incoming City of Kodiak staff.

PRIORITY GOALS AND STRATEGIES

GOAL C – FISCAL HEALTH	
<i>Diversify and grow Kodiak's financial assets.</i>	
FOCUS AREA	STRATEGIES
Finance	<ol style="list-style-type: none"> 1. Develop a fiscal plan. Explore a Biennial budget for FY26-28. <ol style="list-style-type: none"> a. Update the city's Capital Improvement Plan (CIP) from 2019. b. Expand investment review process to include quarterly economic trends analysis that informs budgeting process. c. Evaluate financial performance of revenue-generating assets and identify opportunities to improve efficiency. d. Explore establishing a permanent fund. e. Re-evaluate enterprise funds. 2. Set data-informed revenue targets for next five years. 3. Review and update sales tax exemptions. 4. Identify, evaluate, and appraise land and building assets for potential sale and/or lease. 5. Identify, evaluate, and pursue strategic land acquisitions for recreational and multi-use purposes.
Economic Development	<ol style="list-style-type: none"> 6. Advocate for and support a healthy business environment and other economic development activity and resources. 7. Establish and leverage partnerships and resources with private sector partners to accomplish mutually beneficial projects. 8. See Planning and Policies #7 above.
Government-to-Government Partnerships	<ol style="list-style-type: none"> 9. Expand partnership with the borough to optimize fundraising strategies and collaborate to clarify services provided for Kodiak residents. 10. Maintain communication/relationship with military partners (e.g., Coast Guard), to anticipate and collaborate on shared resource development. 11. Maintain and strengthen federal and state leadership and agency relationships, especially through leadership transitions. 12. Identify opportunities to collaborate with Tribal organizations on mutually beneficial economic opportunities (e.g., shared infrastructure investments, mariculture industry development).

**CITY OF KODIAK
RESOLUTION NUMBER 2024-32**

**A RESOLUTION OF THE COUNCIL OF THE CITY OF KODIAK APPROVING
THE CITY COUNCIL'S STRATEGIC PLAN FOR FY25-FY28**

WHEREAS, strategic priorities help ensure that the City's priorities, goals, and budget is prepared in a manner consistent with City Council desires; and

WHEREAS, the City Council discussed and worked on their strategic priorities at their February 2, 2024, and March 27, 2024, planning work sessions; and

WHEREAS, the City Council identified their vision, mission, goals and strategic priorities with the input of Department Directors in 2024; and

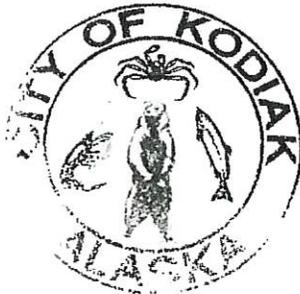
WHEREAS, management will use the listed strategic priorities as a framework when developing the FY2025-FY2028 budget; and

WHEREAS, it is important to identify that the strategic plan is an evolving document that will be used as a guide to further define areas of responsibility and measure desired outcomes; and

WHEREAS, the strategic priorities are a way for the City Council to communicate and implement their priorities with their City Manager and City Clerk for their daily management guidance; and

WHEREAS, Council and staff will review ways to gain efficiencies in the General Fund, while balancing revenues to help offset increases in operating expenses, meet infrastructure needs, and increase the fund balance.

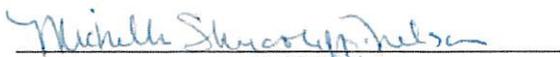
NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Kodiak, Alaska, that the following strategic plan will be used in the development of the City of Kodiak's FY2025-FY2028 budget:



CITY OF KODIAK


DEPUTY MAYOR

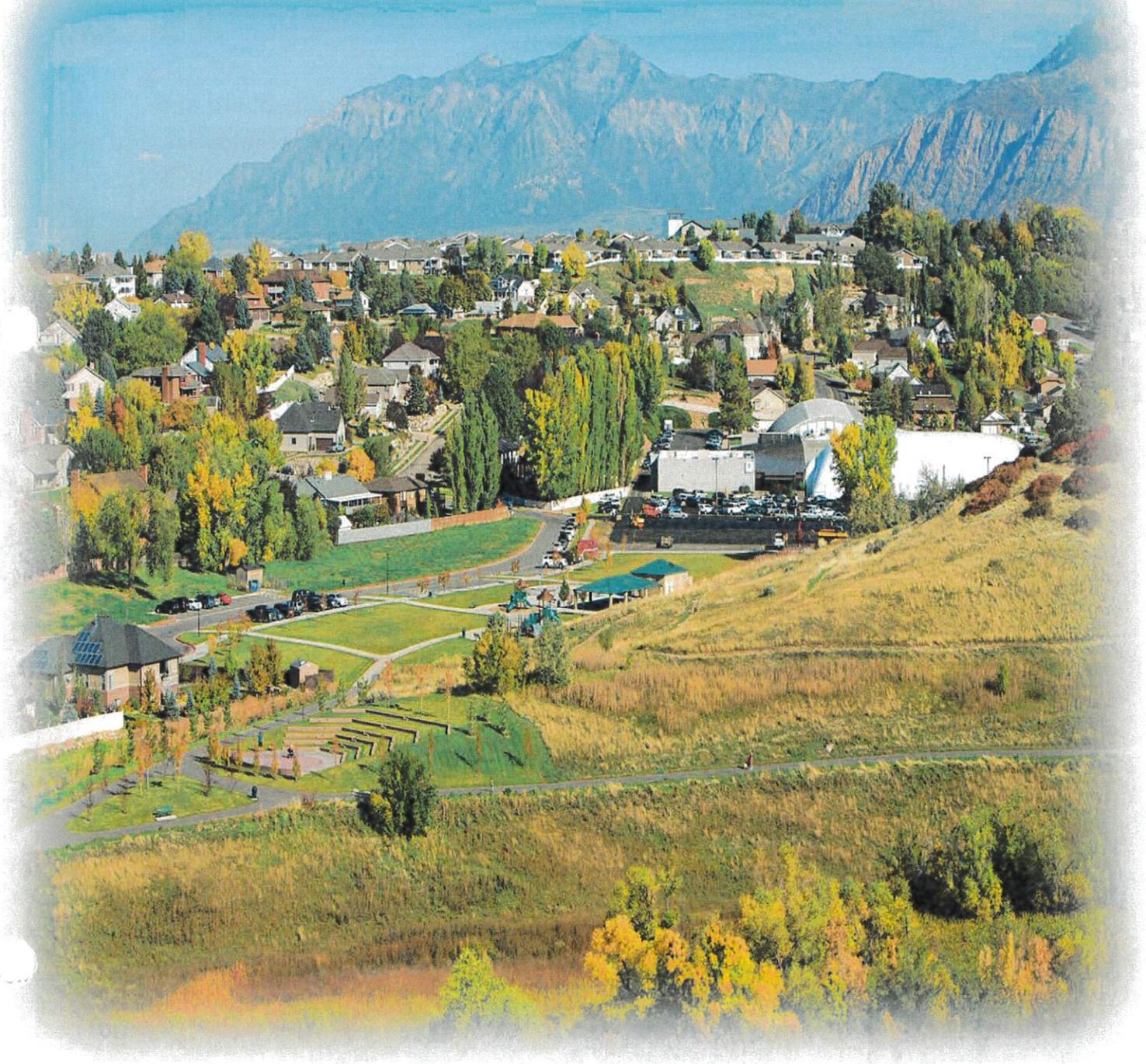
ATTEST:


CLERK

Adopted: October 24, 2024

STRATEGIC PLAN

This document is the result of the city council's annual Strategic Planning Retreat held Feb. 25-26, 2019. The directives and goals within this plan will be used by city officials to help prioritize community needs and to help drive policy decisions over the next 12-36 months to meet those needs.



STAKEHOLDER NEEDS, MISSION, VISION, VALUES

> Stakeholder Needs

▼ Mission

South Ogden City is dedicated to preserving and enhancing quality of life and professionally meeting the expectations of residents, businesses, employees and visitors.

[Edit](#)

▼ Vision

South Ogden City will stand out as a friendly, safe, and inviting place to live, work, and visit; where residents feel at home and enjoy a high quality of life in a vibrant community.

[Edit](#)

▼ Values

Sustainability & Innovation

- Creativity

Optimism & Friendliness

- Kindness
- Respect
- Positivity

Public Service & Engagement

- Communication
- Constructive Conflict

Responsibility & Accountability

- Dedication
- Productivity
- Punctuality

Integrity & Ethics

- Trust
- Honesty

Diversity & Inclusion

- Unity

Excellence in Everything

- Competence
- Quality

Edit

GOALS & ACTION PLANS

Overall Progress:  24%

1. FISCAL SUSTAINABILITY: ENSURE THE ABILITY OF THE CITY TO PROVIDE QUALITY PUBLIC SERVICES THROUGH CAREFUL LONG-RANGE PLANNING AND EVALUATION OF CURRENT DECISIONS IN THE CONTEXT OF FUTURE FISCAL IMPACTS.

GOALS/ACTION PLANS/TASKS	OWNER	RESOURCES	DUE DATE	UPDATES	PROGRESS
1.1 Demonstrate our continued commitment to Sustainability.	Council / Manager	Steve, Matt	06/30/2020	<input type="button" value="Update"/>	0%
1.2 Find quantifiable efficiencies across the organization.	Council / Manager	Department Directors	06/30/2020	<input type="button" value="Update"/>	0%
1.3 Complete the Fire Consolidation Study	Cameron West	Matt, Leaders from WT, Riverdale	05/31/2019	<input type="button" value="Update"/>	87%

2. EMPLOYEES: RECRUIT, DEVELOP AND RETAIN QUALITY EMPLOYEES BY MAINTAINING MARKET COMPETITIVE PAY RATES AND DEMONSTRATING A COMMITMENT TO THE GROWTH AND DEVELOPMENT OF OUR STAFF.

GOALS/ACTION PLANS/TASKS	OWNER	RESOURCES	DUE DATE	UPDATES	PROGRESS
2.1 Complete a city-wide Class/Comp and Benefits Study	Doug Gailey	Consultant, Department Heads, Employees	12/31/2018 Past Due	<input type="button" value="Update"/> 12/12/2018	63%
2.2 Update the city's Salary Administrative Guidelines Policy	Doug Gailey	Matt	08/31/2019	<input type="button" value="Update"/>	0%
2.3 Hold two employee EAP/Mental Health awareness seminars.	Doug Gailey	Department Directors,	06/30/2020	<input type="button" value="Update"/>	0%

2.4 Implement an Employee Development/Leadership Academy.

Council / Manager

Department Directors

06/30/2020

Update

0%

3. INFRASTRUCTURE: INVEST IN THE UPKEEP AND MAINTENANCE OF EXISTING CITY INFRASTRUCTURE (I.E. UTILITIES, PARKS, ROADS, ETC.) AND PLAN FOR NEW INFRASTRUCTURE DEVELOPMENT NEEDS AND OPPORTUNITIES TO SUPPORT THE GROWTH OF OUR COMMUNITY.

GOALS/ACTION PLANS/TASKS

OWNER

RESOURCES

DUE DATE

UPDATES

PROGRESS

3.1 Complete a minimum of \$1,300,000.00 in road maintenance and improvement projects identified for 2018 in the Sustainability Plan

Jon Andersen

Brad Jensen

11/30/2018

Past Due

Update

17%

3.2 Complete Burch Creek Park

Jon Andersen

Mark Vlastic, Brad Jensen, City Council, Financial Resources in FY19

08/31/2019

Update

15%

3.3 Complete Master Plan for Club Heights Park

Jon Andersen

Mark Vlastic, City Council

06/30/2019

Update

63%

3.4 Update Capital Facilities Master Plans

Jon Andersen

Brad Jensen

12/31/2018

Past Due

Update

25%

3.5 Complete a plan for the Public Works relocation/remodel project.

Jon Andersen

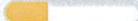
Matt, Steve

01/31/2020

Update

0%

4. ECONOMIC DEVELOPMENT: FOSTER QUALITY ECONOMIC DEVELOPMENT IN OUR COMMUNITY BY FOCUSING ON NEW DEVELOPMENT OPPORTUNITIES, ZONING OPTIONS, INCREASED LEVERAGE OF DEVELOPMENT RESOURCES AND EFFECTIVE BRANDING IMPLEMENTATION.

GOALS/ACTION PLANS/TASKS	OWNER	RESOURCES	DUE DATE	UPDATES	PROGRESS
4.1 Break ground on a significant Economic Development/Redevelopment Project(s)	Council / Manager	ED Committee, CBC, edcUtah, Dee Hansen	08/31/2019	<input type="button" value="Update"/>	73% 
4.2 Evaluate the city's zoning regulations in relation to current market demands.	Council / Manager	Planning Commission, Leesa, Mark Vlastic	06/30/2020	<input type="button" value="Update"/>	0% 
4.3 Complete an Economic Development Strategy for South Ogden City	Council / Manager	Adam Hensley, Brent Strate, Industry Experts, Mayor Porter	04/30/2018 Past Due	<input type="button" value="Update"/> 11/17/2017 EdcUtah has committed to completing an ED Strategy for S. Ogden by Dec. 31, 2017.	33% 
4.4 Strengthen the city's relationship with our business community	Ember Herrick	City Council, Matt, Doug	06/30/2020	<input type="button" value="Update"/>	0% 
4.5 Get the city's best available re/development sites added	Council /	EdcUtah	12/31/2018	<input type="button" value="Update"/>	0% 

database

Past Due

5. COMMUNITY ENGAGEMENT: CREATE OPPORTUNITIES FOR RESIDENTS AND BUSINESSES THROUGHOUT THE COMMUNITY TO WORK AND SERVE TOGETHER WHILE FEELING CONNECTED TO AND VALUED BY THE CITY.

GOALS/ACTION PLANS/TASKS	OWNER	RESOURCES	DUE DATE	UPDATES	PROGRESS
5.1 Broadcast regular council meetings via Facebook Live for 6 months.	Doug Gailey	Brian, City Council	12/31/2019	<input type="button" value="Update"/>	0%
5.2 Complete one major neighborhood cleanup project.	Jon Andersen	City Council	06/30/2020	<input type="button" value="Update"/>	0%
5.3 Complete and broadcast videos highlighting two businesses, employees and residents/families.	Council / Manager	Ember, Mayor	Select Date	<input type="button" value="Update"/>	0%
5.4 Establish a Community Committee (members, size, focus, city-wide vs neighborhood)	Council / Manager	Mayor, City Council	06/30/2020	<input type="button" value="Update"/>	0%



One Page Strategic Plan® (OGSP®) FY 2024-25 Version 5.0

Vision: Stockton will become the best city in America to live, raise a family, and grow a business.

<p>FY 2024-25 OBJECTIVE:</p> <p>'What' is Winning ...</p> <p>Provide an exceptional level of customer service to the Stockton community through accountable, innovative, efficient, and effective management of City resources to achieve our vision for Stockton.</p>	<p>STRATEGIES: (Captain)</p> <p>'How' we will Win...</p> <p>1. Safer Streets (Chief Stanley McFadden/Chief Richard Edwards)</p> <ul style="list-style-type: none"> a) Reimagine Stockton Police Department (SPD) b) Increase community partnerships, engagement, and recruitment c) Continue data driven strategies and tactics d) Reduce violent crime e) Further address quality of life issues by restoring previously shuttered fire companies 	<p>FY 2024-25 PLANS:</p> <ul style="list-style-type: none"> • Build upon Ceasefire Strategy to reduce shootings and homicides and the city's crime prevention strategies and tactics through partnership between SPD and OVP • Emphasize use of SPD's ICAP and OVP's case management systems • Continue case management and wrap around support for high-risk population • Expand Fire investigation program and partnerships to reduce the incidence of arson fires • Increase community partnerships with a special needs' registry focused on youth and elderly • Utilize Community and Youth Advisory Boards to empower the community • Evolve the City Manager's Review Board initiative and calibrate the CareLink program • Reopening of Truck 7 	<p>FY 2024-25 METRICS:</p> <ul style="list-style-type: none"> 1a) Reduce nonfatal injury shootings and identify impact of Ceasefire strategy by 5% 1b) Increase the number of overall engagements and interventions (Y/N) 1c) Establish a baseline number of calls for service diverted to CMC through mobile crisis intervention program (CareLink) or increase the number of calls for service diverted to CMC by 5% 1d) Increase overall number of applicants to SPD by 5% 1e) Increase the successful completion of OVP wraparound services by 5% 1f) Increase average PCI of city roads by 5%
<p>COUNCIL PRIORITY GOALS:</p> <ul style="list-style-type: none"> • Work with partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming • Focus on crime reduction in focus areas • Develop solutions to address homelessness, including increasing the affordable housing supply • Leverage city and partner resources in impacting overall public health, community wellbeing, and community resiliency • Prioritize inclusive economic development to grow the local economy and create employment opportunities for residents 	<p>2. Growing Economy (Stephanie Ocasio/Carrie Wright)</p> <ul style="list-style-type: none"> a) Grow jobs b) Continue to implement the Economic Development Strategic Plan c) Continue to transform the overall development process d) Increase small business development with an equity lens e) Foster and support inclusive entrepreneurship 	<ul style="list-style-type: none"> • Implement the Economic Development Strategic Plan including but not limited to invigorating entrepreneur ecosystem, expanding business facade improvements, and continuing the Stockton re branding initiative • Implement workforce development programming including youth employment and development through strengthening partnerships with local education institutions • Increase space activation through closing the fiber ring, enhanced small business support, and availability of customer self service solutions 	<ul style="list-style-type: none"> 2a) Increase social media engagement and followers across channels by 5% 2b) Increase city website traffic and engagement by 5% 2c) Increase the percentage of building permit projects that receive reviews completed within the published timeframe by 75% 2d) Expand meaningful linkages and partnerships with various small business partners (Y/N) 2e) Increase the total number of visitors to City venues by 5%.
	<p>3. Housing Opportunities for All (Stephanie Ocasio/Carrie Wright)</p> <ul style="list-style-type: none"> a) Continue to transform the overall development process b) Optimize partnerships and linkages c) Increase investment in high impact affordable and market rate housing strategies with a focused provision for the workforce accommodation d) Optimize performance-based, equity-informed distribution of available city funds, e.g.grants 	<ul style="list-style-type: none"> • Complete Development Code (Stockton Municipal Code Title 16) overhaul to streamline and clarify the development process • Continue to shorten transaction/cycle process times in permit application processing • Provide ongoing support and commitment to adopted homelessness plans • Increase overall program impact and effectiveness emphasizing data informed decisions • Complete Housing Action Plan to facilitate and incentivize increased production of market rate and below market rate housing • Complete the current pipeline of inflight homeless housing projects 	<ul style="list-style-type: none"> 3a) Increase the percentage of housing permit projects that receive reviews completed within the published timeframe by 75% 3b) Increase overall grant acquisition rate by 5% 3c) Increase Shelter Bed Capacity by 15% 3d) Maintain the implementation of the existing equity-informed model for allocating City funds (Y/N)
	<p>4. Thriving and Healthy Neighborhoods (Kris Farro)</p> <ul style="list-style-type: none"> a) Establish a City integrated team approach, e.g. cross-departmental team to optimize clean, sustainable, and safe neighborhoods b) Increase placemaking, space activation, and community engagement c) Optimize alignment of youth programs by prioritizing community interests and needs d) Optimize overall community well-being with an equity lens e) Continue to evolve the City's diversity, equity, and inclusion (DEI) efforts f) Expand sustainability and environmental strategies 	<ul style="list-style-type: none"> • Launch an outdoor mural program through Stockton Arts Commission • Produce an annual Citywide community cohesion project • Expand access to resources for youth to enable career development • Increase multilingual materials • Expand sustainability/environmental portfolio to include TCC Round 4 implementation, Climate Action Plan update, and equity informed sustainable transportation pilot program • Enhance efforts to support community-based organizations capacity building • Expand Clean City initiative and access to related data • Launch Citywide illegal dumping prevention and mitigation efforts • Launch a mobile recreation and library program • Improve parks and related infrastructure 	<ul style="list-style-type: none"> 4a) Improve Stockton's livability indicators, i.e. vacant properties, abandoned cars, graffiti, weed abatement, per capita code enforcement, trash and illegal dumping (Y/N) 4b) Enhance community cohesion through increased participation in City produced and sponsored events (Y/N) 4c) Increase community center, library, and community-based organization utilization (Y/N) 4d) Emphasize education, awareness, and investment to positively impact community wellbeing (Y/N) 4e) Increase multilingual programming and services (Y/N) 4f) Expand the City's environmental and sustainability portfolio that includes the improvement in the city's tree canopy (Y/N)
	<p>5. Fiscal Sustainability (Jay Kapoor)</p> <ul style="list-style-type: none"> a) Continue learning from the past b) Mitigate risk c) Optimize resources through innovative business practices d) Optimize city workforce, recruitment, retention, training, and development e) Continue to evolve the City's diversity, equity, and inclusion (DEI) efforts 	<ul style="list-style-type: none"> • Upgrade bond rating and enhance financial reporting • Maximize City revenue sources • Begin ERP system Phase 4 (Utility Billing) planning and preparation • Enhance use of Long-Range Financial Plan in decision making • Continue to operationalize centralized grants administration and coordination • Expand recruitment efforts, retention plan, and workforce planning and development • Optimize organizational Cyber Security maturity for continued protection of digital assets 	<ul style="list-style-type: none"> 5a) Refresh long range financial plan and increase fiscal transparency (Y/N) 5b) Clean/unmodified audit opinions (Y/N) 5c) Increase Center for Internet Security (CIS) Controls Self Assessment Tool (CSAT) overall cyber security maturity score by 10% 5d) GFOA Certificate of Achievement for Excellence in Financial Reporting for FY23-24 ACFR and Distinguished Budget Presentation Award (Y/N) 5e) Increase workforce retention and recruitment (Y/N) 5f) Develop diversity, equity, inclusion human capital management roadmap (Y/N)

Updated: 5/31/2024

One Page Solutions LLC
© Copyright 2003-24, Forman City



CITY OF STOCKTON

OUR VISION

“Stockton will become the best city in America to live, raise a family, and grow a business.”

WHAT WE ACCOMPLISHED IN 2023...

Provided Community Assistance

- \$2.8M** Youth Program Grants
- \$2.84M** Water/Sewer Bill Assistance
- 17,846 meals** for Seniors (9,861 grocery bags)
- 73,000 pounds** Produce provided to families
- 591 Pets** Vaccinated & Microchipped

Supported Local Economy

- \$1.7M** 284 Summer Youth Jobs
- 556,000** Attended Downtown Special Events
- \$508,000** Funding for Entrepreneurs
- 3,574** New Business Licenses
- 37** Capacity Building for Nonprofit Organizations
- OPEN NOW**

Improved Safety

- 963** Firearms Seized
- 2,005** Vehicles Towed Abated
- 261** Neighborhood, Community & Business Meetings
- 40%** Office of Violence Prevention Client Education & Employment Achievement
- 10,000** Fire Inspections
- Care Link Mobile Crisis Response Team Expanded

Helped Address Housing & Homelessness

- \$10M** City/County Funding to Maintain Stockton Shelter
- \$3.6M** Shelter Beds St. Mary's Pathways
- \$1.8M** 37 Units Sonora Square
- Homekey Projects** 3 Projects / 108 Units Under Construction
- \$8.7M** Fees waived for new single-family residential homes

Made Community Improvements

- 1,050** Trees Planted
- 86,026** Curb miles Street Sweeping
- 7.56M pounds** (3,780 tons) of Trash Removed (2,905 Legally Dumped, 1,232 Illegally Dumped)
- 62,000 pounds** E-WASTE Recycled
- 9.8B Gallons** Drinking Water Produced



2024 STRATEGIC PLAN



High Performing
Government



Culture
& Recreation



Economic
Health



Environmental
Health



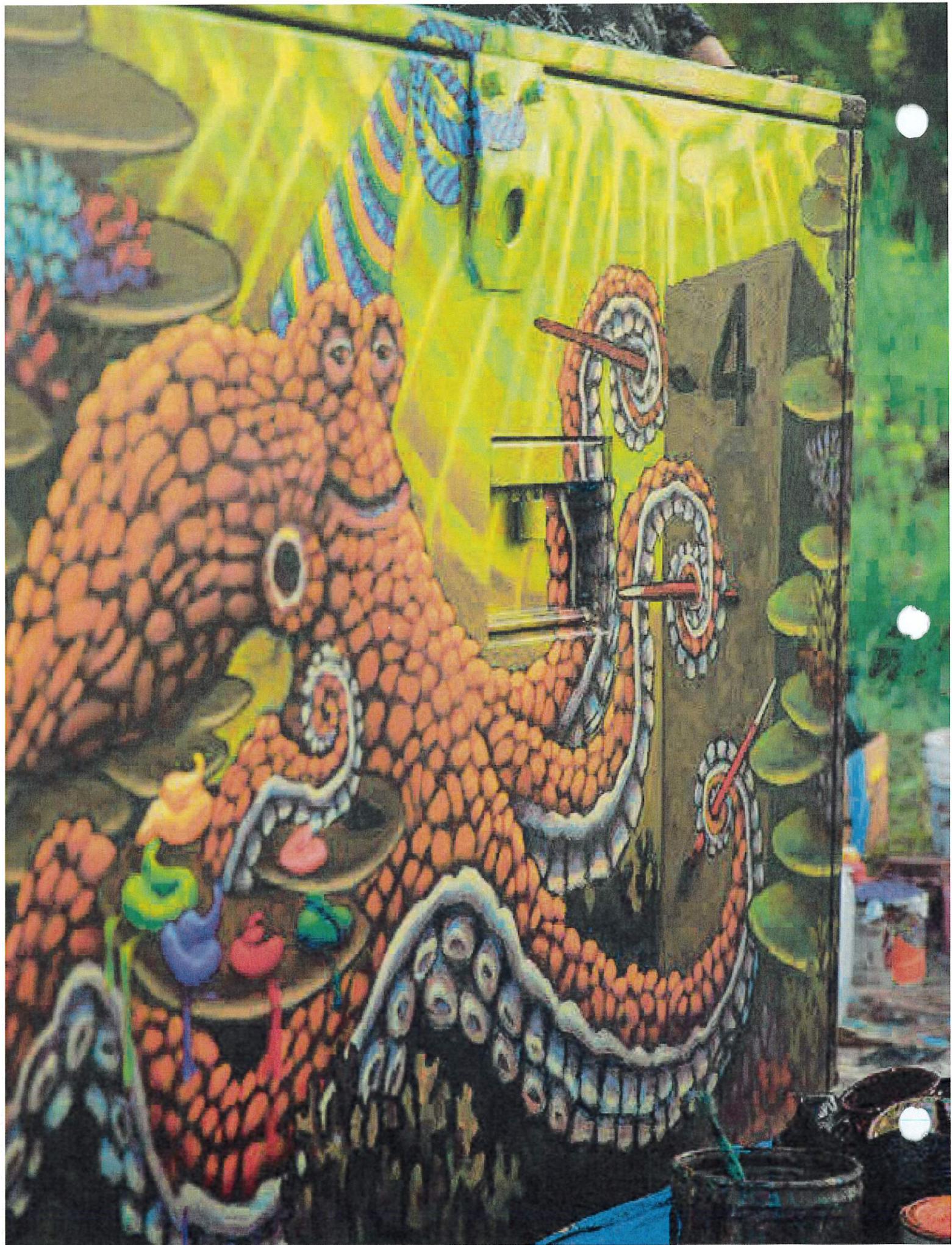
Neighborhood &
Community Vitality



Safe
Community



Transportation
& Mobility



Contents

I. Introduction	6
II. Summary of Strategic Objectives	8
1.  Strategic Outcome – High Performing Government	12
2.  Strategic Outcome – Culture & Recreation	14
3.  Strategic Outcome – Economic Health	16
4.  Strategic Outcome – Environmental Health	18
5.  Strategic Outcome – Neighborhood & Community Vitality	20
6.  Strategic Outcome – Safe Community	24
7.  Strategic Outcome – Transportation & Mobility	26

Appendix

A. Performance Measures - Community Dashboard	30
B. Long-Term Financial Plan	34
C. Glossary of Terms	38

Acknowledgements

Fort Collins City Council & Leadership



Jeni Arndt
Mayor



Emily Francis
(Mayor Pro Tem)
Councilmember, District 6



Susan Gutowsky
Councilmember, District 1



Julie Pignataro
Councilmember, District 2



Tricia Canonico
Councilmember, District 3



Melanie Potyondy
Councilmember, District 4



Kelly Ohlson
Councilmember, District 5



Kelly DiMartino
City Manager



Carrie Daggett
City Attorney



Jill Hueser
Chief Judge

Strategic Plan Core Team

Tyler Marr, Deputy City Manager, Core Team Chair
Denzel Maxwell, Assistant City Manager
Travis Storin, Chief Financial Officer
Claudia Menendez, Equity & Inclusion Officer
Lawrence Pollack, Budget Director
Terri Runyan, Performance Excellence Program Manager
Lockie Woods, Graduate Management Assistant

Community Engagement & Document Production

Tina Chandler, Graphic Designer
William Bevil, Communications & Engagement Manager
Amy Resseguie, Lead Communications Specialist

I am pleased to present the City of Fort Collins 2024 Strategic Plan, a guiding document that directs how the City plans, resources and delivers on our mission to provide exceptional service to an exceptional community.

The plan reflects the diverse perspectives and contributions of community members, businesses, Councilmembers and City staff, and informs the City's budget and workplans for the next several years. It is a tool that clearly articulates our near- and medium-term community priorities and will set the direction for the 2025-2026 City budget.

Fort Collins is a vibrant, desirable community with many successes and points of pride that the City plans to continue and build upon. At the same time, there are several challenges for us to navigate in the coming years. Housing affordability and availability continues to be a top priority for the community, and we are seeing correlating demographic shifts as many people look toward other communities in Northern Colorado for attainable housing. The City has also set ambitious climate action goals that require thoughtful planning to achieve amidst a changing environmental landscape.

This plan also reflects the importance of community partnerships and regional collaboration to address collective needs in areas such as transportation, infrastructure and climate action to support a Northern Colorado that continues to grow and evolve.

Finally, through City Council's leadership, this year's plan has been simplified and streamlined, focusing on the strategic outcomes that we are working to achieve in the community, while leaving flexibility for specific operational decisions to adapt as needed through the next few years.

I'm confident this plan, along with City Council's adopted priorities and the City's budgeting process, will be a foundation for the City to make measurable progress in areas that matter deeply to our community.

Sincerely,



Kelly DiMartino,
City Manager



Introduction

The City of Fort Collins is a full-service municipal organization dedicated to providing exceptional service for an exceptional community of 175,000 residents, 8,000 businesses, and numerous institutional partners.

Incorporated in 1873 and located in Northern Colorado, Fort Collins is home to Colorado State University (CSU), outstanding public school and healthcare systems, several large high-tech employers and leading businesses in the craft brewing industry. Fort Collins offers exciting recreational opportunities, unique cultural offerings and amenities, and is a regional center for employment and commerce. Both the City organization and community at large are frequently recognized for our quality of services and amenities, sustainable management practices, and a forward-thinking, innovative culture.

The City is committed to thoughtful planning and to public participation in government; community input is a vital component that helps shape the City's Strategic Plan, comprehensive plan (City Plan), biennial budget, and many individual plans, projects and initiatives. It is important that the work we do as a representative local government reflects the values of the community.

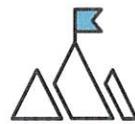
While City Plan articulates a long-term community vision and growth framework, the Strategic Plan outlines short- and mid-term objectives, influences the City's budgeting process, and guides the implementation of the City's full range of services, including public safety, neighborhood quality, economic vitality, environmental services, parks and open spaces, utility services, transit and transportation infrastructure, engineering and building services, and much more.





The 2024 Strategic Plan outlines key objectives and strategies that link the City Plan vision with the City’s organizational and operational priorities.

- The strategic objectives are not listed in priority order, and it should not be interpreted that a strategic objective early in the list is of a greater priority than one later in the list.
- Each strategic objective includes supplemental bullets that help to define and provide context for the objective; they are intended to be representational but not all-encompassing.
- At the end of most outcome areas, you will find “Connections to related objectives.” These are meant to highlight the linkages between different objectives.



Mission

Exceptional Service for an Exceptional Community



Vision

We foster a thriving and engaged community through our operational excellence and culture of innovation.



Values



PARTNERSHIP



SUSTAINABILITY



SERVICE



INTEGRITY



SAFETY & WELLBEING



BELONGING

Summary of Strategic Objectives



HIGH PERFORMING GOVERNMENT (HPG)

- HPG 1** Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies.
- HPG 2** Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information.
- HPG 3** Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization.
- HPG 4** Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility.



CULTURE & RECREATION (C&R)

- C&R 1** Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community.
- C&R 2** Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned buildout of the parks and trails system continues.



ECONOMIC HEALTH (ECON)

- ECON 1** Foster diverse and attractive employment opportunities, remove barriers to local businesses and bolster economic mobility by facilitating workforce development that aligns businesses drivers with worker capability.
- ECON 2** Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible.



ENVIRONMENTAL HEALTH (ENV)

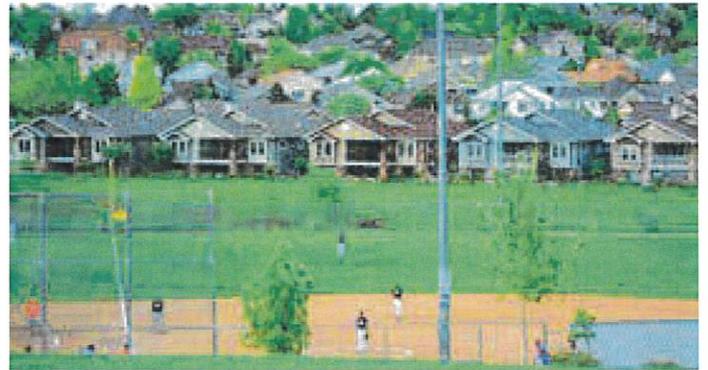
- ENV 1** Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience.
- ENV 2** Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents.
- ENV 3** Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature.



NEIGHBORHOOD & COMMUNITY VITALITY (NCV)

- NCV 1** Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford.
- NCV 2** Support community partner efforts to address priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
- NCV 3** Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes.

- NCV 4** Remove obstacles to build interconnected Neighborhood Centers to accelerate progress toward our goal for everyone to have the daily goods and services they need and want available within a 15-minute walk or bike ride from their home.



SAFE COMMUNITY (SAFE)

- SAFE 1** Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models.

- SAFE 2** Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats.



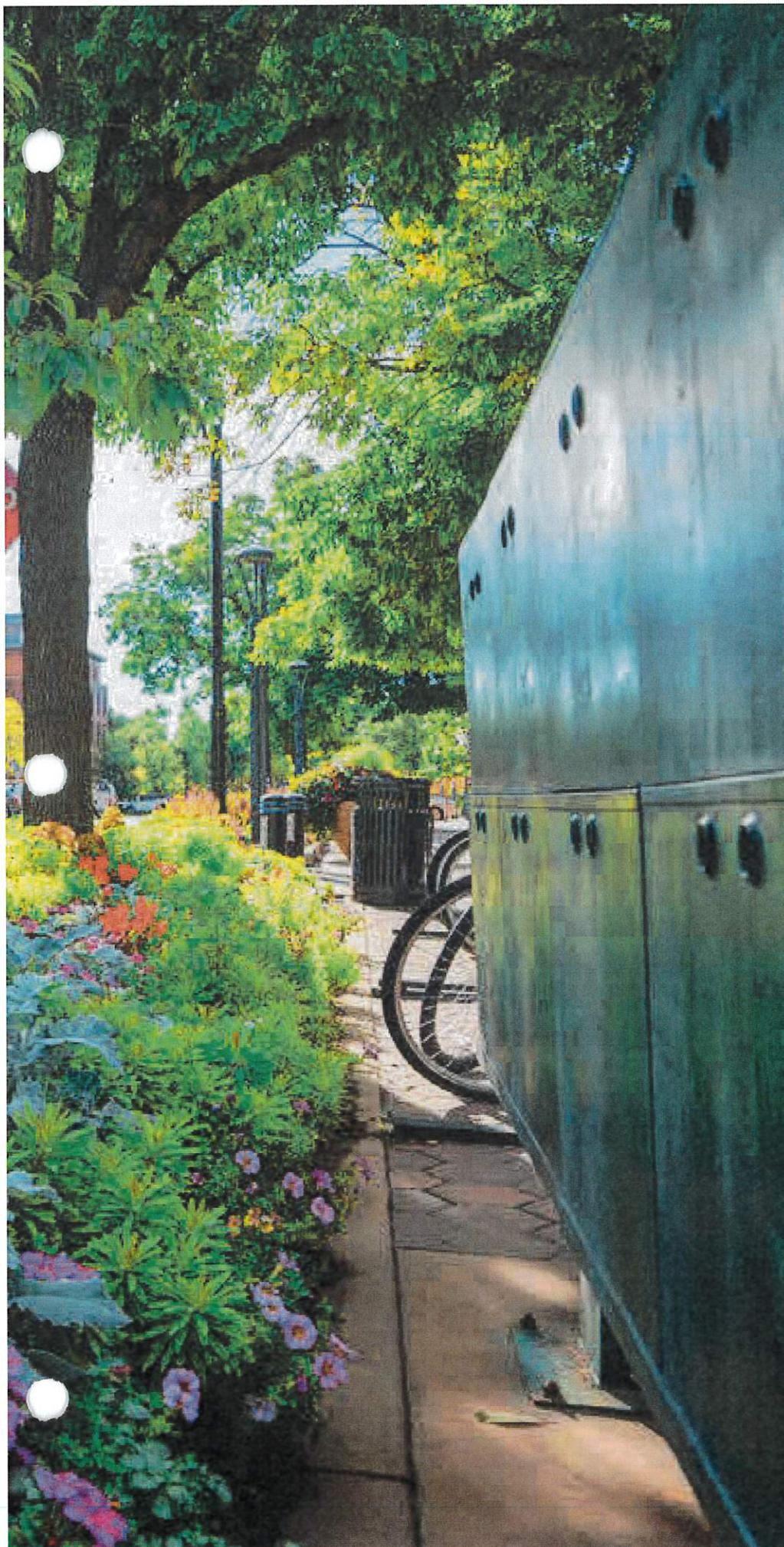
TRANSPORTATION & MOBILITY (T&M)

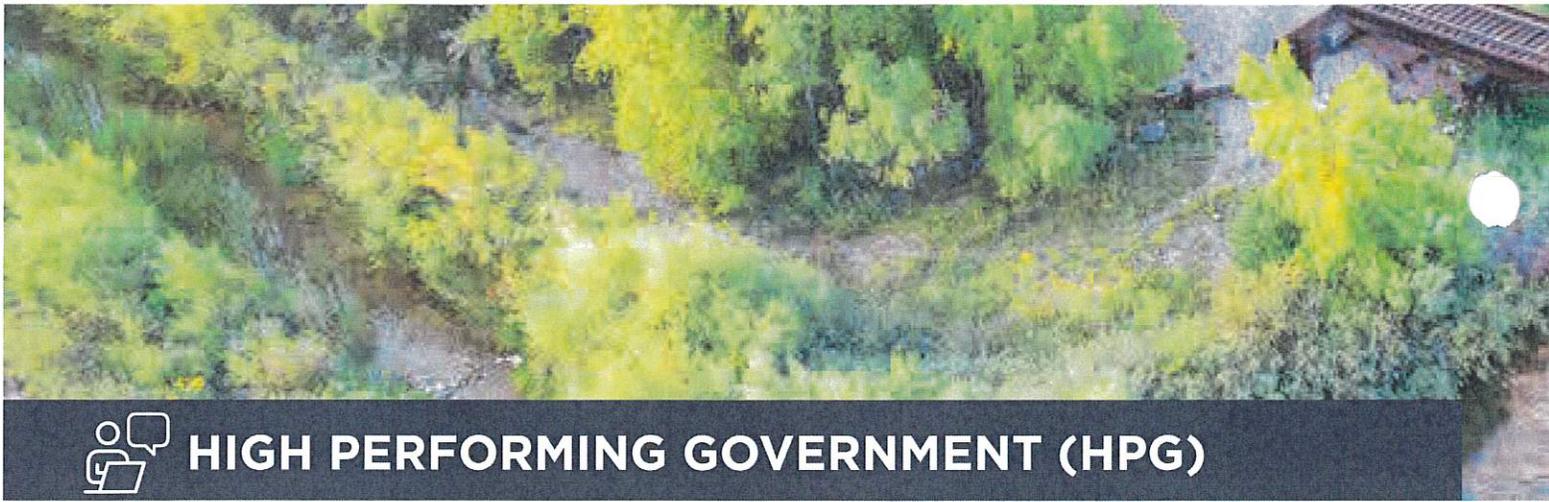
- T&M 1** Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins.
- T&M 2** Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving.

- T&M 3** Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across the city.

OUTCOMES AND STRATEGIC OBJECTIVES







HIGH PERFORMING GOVERNMENT (HPG)

For the City of Fort Collins, being a high-performing government means delivering exceptional services to our community. The City accomplishes this through sound financial management, public outreach and collaboration, creative and resourceful problem-solving, efficient project management, and by attracting, retaining and developing remarkable talent. The foundations of all these efforts are the City’s mission, vision and values, which guide staff every day in how to do their work.

High performance begins with excellent customer service. Streamlining processes and implementing new technologies will help ensure that customers can receive the service they need quicker and easier than before. The City also places significant emphasis on transparency and public engagement. The community should be well-informed about the City’s activities and have meaningful opportunities to provide input that improves outcomes for all.

Of course, none of this is possible without the talented City staff who perform the work. A high-performing government requires that its staff are safe, feel a strong sense of belonging and are empowered to do meaningful work. The City must also take care of the tools, facilities and other assets that are essential to providing exceptional service today, tomorrow and fifty years from now. Strategies for replacing or renewing aging City assets are critical to maintaining high performance.

The City strives for high performance in everything that it does. These HPG objectives address overarching issues that impact the entire organization and serve as a foundation for meeting the City’s remaining strategic objectives.

HPG 1 Provide an exceptional customer experience to the community and increase the City’s effectiveness by simplifying processes and delivering modern technologies.

- **Council Priority:** Make Government More Accessible, Approachable and Fun
- **Council Priority:** Modernize and Update the City Charter
- Inconsistent and overly complicated City processes negatively impact the customer experience.
- Updates to the City’s website and other digital platforms provide an opportunity to ensure that they are accessible to the entire community.
- As our flexible work practices continue to adapt and evolve, the City is committed to providing exceptional and reliable customer service.

HPG 2 Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information.

- **Council Priority:** Develop a Hughes Site Master Plan
- The voices and perspectives of marginalized community members have been historically underrepresented in the City’s public engagement efforts.
- The evolving media and communications landscape requires pursuing innovative avenues of engaging with and informing our community.



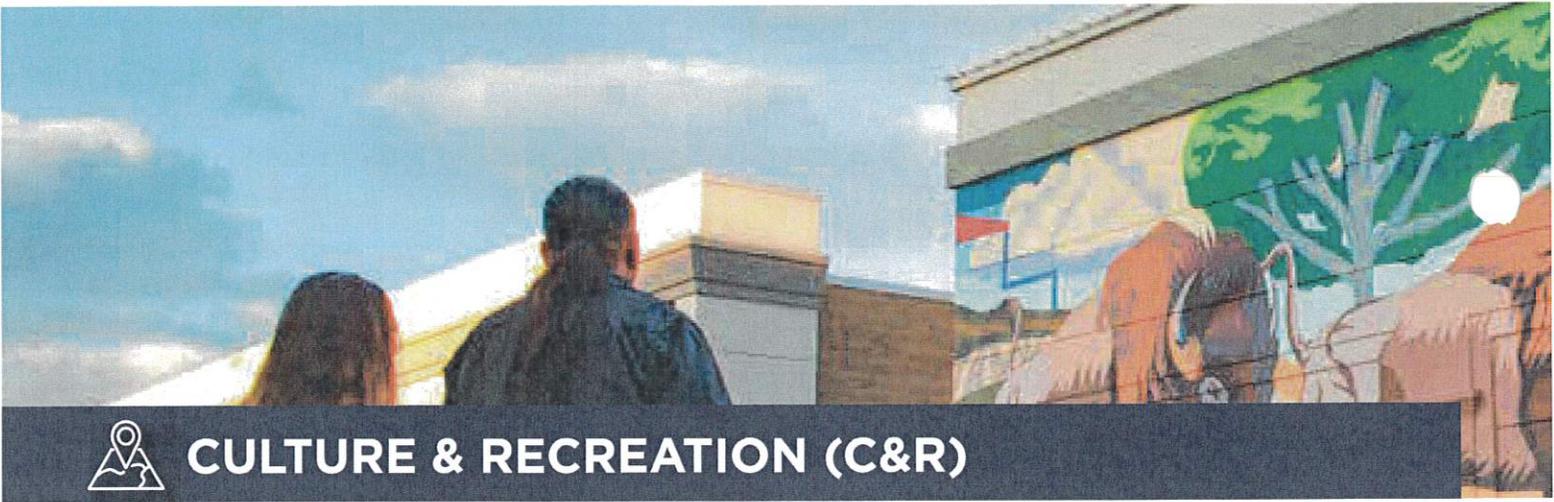
- Effective and meaningful public engagement includes listening and responding to input and depends on establishing mutual understanding with those who choose to participate.
- Increasing voter turnout provides insight into the opinions of residents through the democratic process.

HPG 3 Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization.

- The City continues to face challenges with attracting and retaining talent in certain sectors.
- The region's high cost of living increases pressure on competitive pay.
- Developing a diverse talent pool and increasing representation in both the broader workforce and at the management level remains a major focus.
- The City's efforts to simplify processes and deliver modern technologies will have beneficial impacts on the employee experience.

HPG 4 Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility.

- As the City's assets age, renewal and replacement are critical to maintaining and elevating service standards.
- Developing and implementing an asset management strategy is fundamental to the long-term sustainability of City services.
- Successful and efficient asset management requires improved coordination among City departments on capital projects.
- New funding provides an opportunity to perform necessary maintenance and replace deteriorating assets.
- Renewing the ¼-cent street maintenance tax will help maintain the high quality of the City's transportation network.
- Asset management includes preserving and maintaining a safe, healthy and resilient urban canopy.



CULTURE & RECREATION (C&R)

Cultural and recreational opportunities are elemental to Fort Collins' community identity and help create a desirable community where people can live and play. Residents consistently place a high value on these programs and services, believing the City should continue its strong investment in these amenities. The City's park and trail systems are highly valued and heavily used. The planned buildout of the trail system is a high priority for residents and will create further connectivity across Fort Collins and throughout Northern Colorado. Additionally, the City believes that connecting residents to nature is fundamental to a high quality of life.

Cultural and recreational facilities and programming provide residents opportunities to lead enriched and healthy lives and support overall community wellness. Arts and culture are enjoyed by residents and visitors alike. Similarly, parks, trails and natural areas provide beautiful public spaces that foster physical activity and create opportunities for creativity, reflection and leisure. The quality of parks, trails and natural areas, as well as arts, culture and recreation programs and opportunities create a sense of pride among residents, while also drawing visitors and revenue into Fort Collins. Open space and access to nature are defining characteristics of Fort Collins, supporting physical and mental health while strengthening the long-term resilience of the region and its population.

C&R 1 Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community.

- In the 2023 Community Survey, 63% of respondents reported the quality of arts and cultural opportunities as good or very good, which is a recent increase, but below historical averages.
- Programming can be within City facilities, as well as throughout the community.
- Artistic and cultural opportunities are essential to a vibrant and creative community; engaged and equitable participation and inclusion in those opportunities are core community values.
- Effective communication strategies are necessary to help residents understand how to learn about and access currently available programming.
- Emerging trends and opportunities for all ages and abilities need to be considered as the community evolves.
- Consultation and collaboration with local and regional community organizations are a key success factor to identifying gaps and opportunities.
- The City maintains a strong commitment to enhancing access to nature.





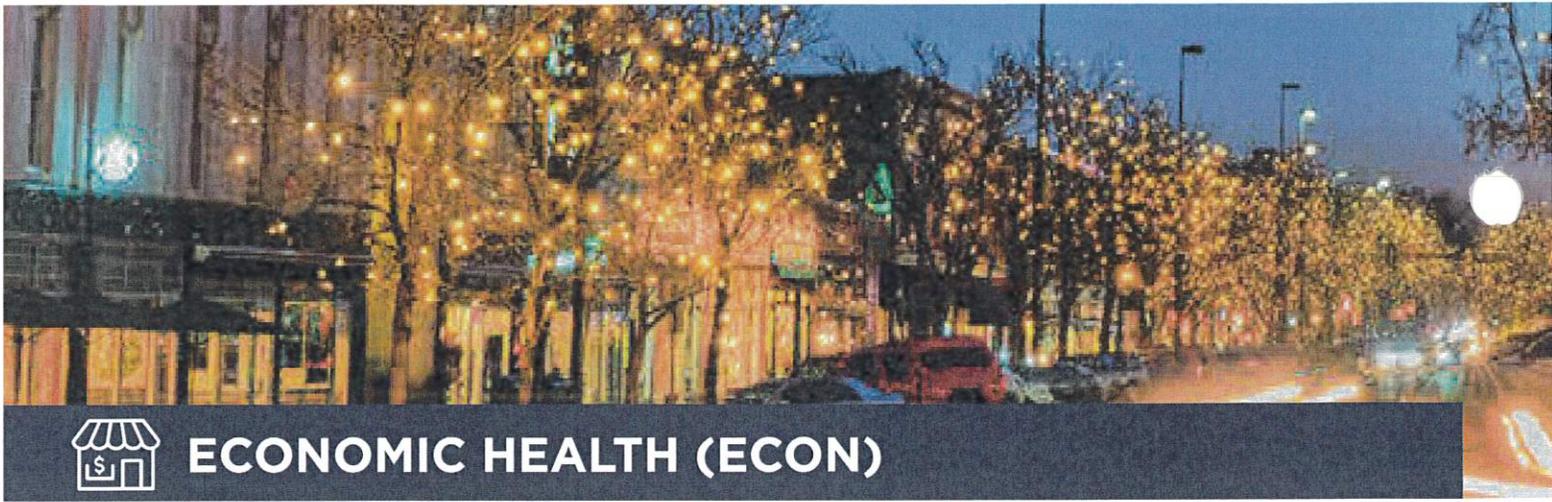
C&R 2 Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned buildout of the parks and trails system continues.

- Parks, trails, and cultural and recreation opportunities are highly valued and used by residents.
- Utilize new dedicated funding to make necessary improvements and updates to meet design standards and maintain these as highly valued neighborhood amenities.
- Aging parks should periodically undergo a redesign or comprehensive upgrade to respond to new park standards and changing community expectations.
- Equipment replacement and overall asset management should include understanding modern service expectations as the community evolves.

Connections with related objectives

NCV 3 Equitable access can be improved across cultural and recreational facilities and programs, including natural areas.

SAFE 2 Safety concerns have been rising across City facilities, parks, natural areas and the paved trail system, as reflected in the 2023 Community Survey.



ECONOMIC HEALTH (ECON)

Fort Collins benefits from a resilient local economy with strong existing businesses and industries combined with diverse and evolving job opportunities and business formation. We strive to create programs and resources that enable the local economy to withstand and lessen outside pressures, bounce back from downturns quickly, and potentially avoid the impact of regional, national and global economic forces. We take pride in our thriving local businesses, entrepreneurs and innovators who create wealth and opportunity retained in our community.

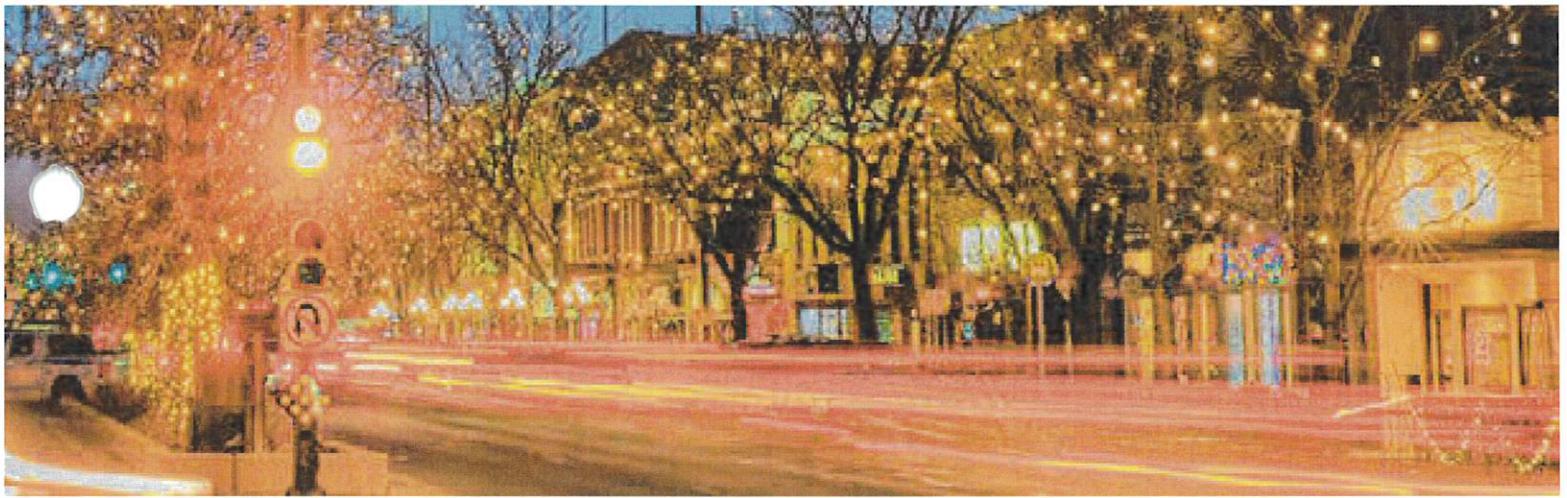
The economic health of a community impacts income, education, employment, community safety, quality of life and social support. A strong, healthy economy means community members have better access, choices and opportunities. Those are essential to our community's social, environmental and economic wellbeing. The ability for businesses and industries to start, sustain and renew within Fort Collins creates long-term resiliency.

In late 2023, City Council approved the 2023 Economic Health Strategic Plan. This ambitious plan aims to redesign economic health on a triple-bottom-line basis, develop a "both/and" approach to Main Street businesses and Primary employers, support underserved/underrepresented business owners, redefine the City's role in supporting workforce development, apply the City's commitment to equity and inclusion to economic resilience, and champion the global and local impact of innovation in industries like life sciences and climate technology.

The City works collaboratively with local and regional partners to create an environment that supports necessary conditions for economic vitality. Delivering efficient and transparent City services coupled with strategic infrastructure investment supports economic resilience. The City remains committed to continuously improving processes that impact our local businesses, including the development review and permitting process and City utility services, including Connexion broadband service.

ECON 1 Foster diverse and attractive employment opportunities, remove barriers to local businesses and bolster economic mobility by facilitating workforce development that aligns businesses drivers with worker capability.

- **Council Priority:** Pursue an Integrated, Intentional Approach to Economic Health
- To support a better customer experience during business creation and mitigate the rising regulatory cost of doing business in Fort Collins, the City can evaluate removing barriers for business by streamlining processes and becoming less siloed in its communication.
- Life sciences, clean energy, biotech and other industries in close alignment with City values and goals can be important drivers of innovation and contributors to the local economy.
- Collaboration with educational and institutional partners is needed to create and execute a unified regional workforce and economic mobility opportunities.



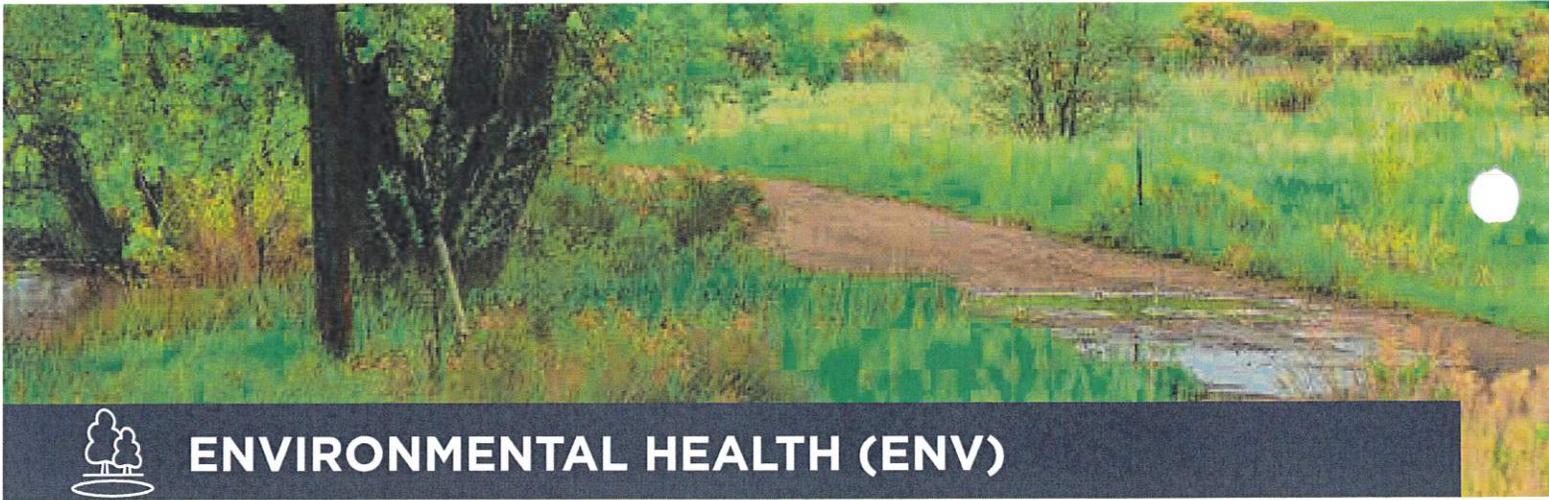
- The Economic Health Strategic Plan establishes goals to increase business owner demographic representation, increase five-year business survivability, add 1,800 jobs in targeted sectors and increase representation within those sectors.
- Continuing to expand the City's Connexion services while finding innovative ways to leverage the network across Fort Collins and in the region can be a business attraction tool.

ECON 2 Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels, and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible.

- Maintaining reliability is critical as PRPA implements its Integrated Resource Plan and distributed energy resources are integrated into the electric grid.
- Water storage capacity is needed to ensure water rights can be fully utilized to meet future demand and drought resiliency needs.
- The benefits of reliable infrastructure such as water distribution, wastewater collection/treatment, and flood protection extend well beyond economic impact and have ties to community safety and environmental health.

Connections with related objectives

- HPG 1** Connexion's customer experience is a critical success factor for customer acquisition and retention and can both learn from other departments and contribute to their learnings.
- NCV 1** The cost of housing, including utility services, is becoming a workforce issue with many industries not able to keep pace with their compensation levels.



ENVIRONMENTAL HEALTH (ENV)

Fort Collins prioritizes a healthy and sustainable environment. The City takes the lead in innovative environmental programs, including watershed stewardship, water efficiency, urban development with minimal impact, stormwater management, tree preservation and energy policies. Other initiatives involve natural areas, river restoration, waste reduction, air quality, climate action, sustainable purchasing, dark sky preservation, distributed energy resources and high-performance buildings.

The City has set ambitious climate goals: an 80% reduction in carbon emissions by 2030 and carbon neutrality by 2050. The Our Climate Future (OCF) Plan guides us toward a carbon-neutral, zero-waste and 100% renewable electricity future while enhancing equity and resilience. We're intensifying efforts to achieve these goals, including an 80% reduction in 2030 greenhouse gas emissions, providing 100% renewable electricity by 2030, and reaching zero waste by 2030.

Given our semi-arid climate and the increasing impact of climate change on our watersheds, we recognize the importance of resilience and adaptation. Fort Collins Utilities and other utility districts are dedicated to protecting local watersheds and adhering to regulatory standards. The City's Natural Areas Program continues to conserve natural areas and open lands. It prioritizes stewardship, including habitat restoration and visitor experience. The focus is on local, foothills, community separator and regional areas.

ENV 1 **Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience.**

- **Council Priority:** Accelerate Zero Waste Infrastructure and Policies
- **Council Priority:** Reduce Climate Pollution and Air Pollution Through Best Practices, Emphasizing Electrification
- Actively working together and building on existing partnerships with local, regional, state and national affiliates is necessary to achieve desired Our Climate Future goals and outcomes such as: decrease greenhouse gas emissions by 80% below 2005 baseline levels by 2030; ensure 100% renewable electricity provision by 2030, utilizing both grid and local sources; and attain zero waste, or achieve 100% landfill diversion, by 2030.
- Engaging all parts of the community in solutions to increase accessibility and community consciousness of recycling, xeriscaping and other environmental programs can raise participation.
- Implementing mode shifts advances the City's climate and Vision Zero goals by reducing the number of vehicle miles traveled.
- Accelerating building electrification aligns with the City's pursuit of clean energy sources and lowering building energy consumption, which is responsible for more than two-thirds of the community's emissions.



ENV 2 Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically responsible and high-quality water supply for all Fort Collins residents.

- **Council Priority:** Protect Community Water Systems in an Integrated Way to Ensure Resilient Water Resources and Healthy Watersheds
 - Collaborating with partners and attaining regional commitments to assess and support river and watershed health is crucial for success.
 - Proactively managing the high costs of acquiring water rights and storing raw water ensures the provision of an adequate and affordable water supply for everyone.
 - The Water Efficiency Plan and Water Shortage Action Plan guide strategies for water demand management and water conservation.
 - The health of the river requires collecting wastewater and ensuring it is treated safely.
- The City is challenged to maintain investments in restoration and built infrastructure to fulfill stewardship responsibilities for the existing land portfolio amidst budget constraints and changing environmental conditions.
 - Programs like Nature in the City can continue efforts to protect and expand naturalized landscapes on City-owned properties and throughout the community.

ENV 3 Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature.

- Amidst escalating costs, the City must actively seek partnerships with local, regional and national organizations to bolster land conservation and restoration efforts.

Connections with related objectives

NCV 3 Expanding equitable access to nature requires removing systemic barriers to enable individuals of all identities to enjoy access to natural amenities.

ECON 1 Business partnerships and collaboration with educational and other institutional partners are needed to advance the City's ambitious climate objectives.

ECON 2 Reliable infrastructure for electricity, water, wastewater and flood protection is critical to ensure community resiliency amidst a changing climate.

T&M 1 Mode shifts and achieving many of the City goals outlined in the Our Climate Future Plan will require increasing transit ridership.



NEIGHBORHOOD & COMMUNITY VITALITY (NCV)

In Fort Collins, neighborhood and community vitality means building strong communities that foster a sense of belonging, connectedness and provide a supportive environment where diversity is celebrated and everyone can thrive. Vibrant neighborhoods offer opportunities for social interaction, collaboration, collective problem-solving, empowerment and ownership among residents. Vibrant neighborhood centers attract investment and resources, leading to improved infrastructure, amenities and economic opportunities for residents.

Housing affordability has been a priority in Fort Collins for decades and, as highlighted in City Plan, is a key element of community vitality. As Fort Collins continues to grow, many are struggling to afford stable, healthy housing within the city. Implementing the strategies of the Housing Strategic Plan, adopted in 2021, will address high priority outcomes such as increasing the overall housing supply, mix of housing type, preserving the affordable housing we have, increasing housing stability and advancing toward equitable outcomes, especially for historically excluded community members.

The concept of 15-minute cities emphasizes the importance of proximity and accessibility in everyday living and urban design. In a 15-minute city, essential human services, amenities and recreational opportunities are all within a short walking, cycling or riding distance from one's home, promoting sustainability, community engagement and quality of life. Moreover, the 15-minute city model promotes economic resilience by supporting local businesses and entrepreneurs, as well as improving accessibility to job opportunities for residents of all socioeconomic backgrounds.

NCV 1 Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford.

- **Council Priority:** Operationalize City Resources to Build and Preserve Affordable Housing
- Fort Collins' population is expected to grow to 250,000 by 2040, which will drive significant need for housing units throughout the community. The Housing Strategic Plan provides guidance on next steps.
- Fort Collins is focused on enhancing the quality of life and sense of belonging in all neighborhoods by connecting neighbors to each other and to City services, building social equity, inclusion, and fostering harmonious relationships.
- The challenge of keeping up with affordable housing options necessitates that the City support efforts to preserve and enhance mobile home parks as a source of affordable housing and to create a safe and equitable environment for residents.
- The City continues to address the need for regulations and procedures to be clear and predictable to ensure new development efficiently advances adopted City plans and policies.
- The City will need to advance development efforts in the Growth Management Area in order to see a measurable increase in housing supply and type, and to meet the goal of building 282 units per year to have 10% of all housing inventory as restricted affordable housing by 2040.



NCV 2 Support community partner efforts to address priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.

- **Council Priority:** Improve Human and Social Health for Vulnerable Populations
- The social issues that partner agencies address are wide-ranging, complex and systemic. A strategic, collaborative approach will ensure programmatic effectiveness and efficiencies, add agency capacity, eliminate redundancy, and identify and better serve disadvantaged areas and groups.
- The City's core role has been and continues to be strengthening partnerships, funding programs and developing policy in coordination with community agencies that provide a wide range of human services and homelessness services.

- According to the Homeless Management Information System (HMIS) that is administered by the Continuum of Care, as of January 2024, approximately 530 community members are experiencing chronic homelessness in Fort Collins. This indicates that chronic homelessness declined about 16% in 2023. Despite this progress, efforts need to be coordinated to address the myriad challenges that lead to homelessness.
- Continued innovative, collective efforts across agencies are needed to reduce incidents of, and impacts from, disruptive and unwanted behaviors, working closely with the community's partner agencies to offer creative approaches that balance compassion and consequences.

Connections with related objectives

HPG 2 Identifying and removing systemic barriers will require targeted engagement with historically marginalized community members.

T&M 1 & T&M 2

Ensuring community members have the amenities they need and want within a 15-minute walk, bike or transit ride requires creating safe road conditions for all users and a robust public transit system.



NCV 3 Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes.

- **Council Priority:** Improve Human and Social Health for Vulnerable Populations
- Identifying and actively working to remove systemic barriers will help address the historical root causes that have created generational inequities for vulnerable and disadvantaged groups.
- As the cost of living in Fort Collins increases, low- and moderate-income households are struggling to afford necessities and participate in City programs and services.
- Related to the high cost of living, increased and targeted outreach efforts and supportive customer experiences are needed to assist community members in participating in income-qualified services, improving accessibility to City and community programs for low- and moderate-income households.
- There is an increase in requests from community members eager to build a sense of belonging for the City to commit resources to creating experiences that promote inclusion and celebrate cultural diversity in the community.
- As there are sections of the community that do not have access to digital equity services, the City is developing methods to prioritize connectivity services to under-resourced neighborhoods.
- To advance equity for all and apply a data-informed approach to making policy, program and service updates, City teams are growing their practice to systematically gather, analyze and interpret qualitative and quantitative data, disaggregated by racial and social identities and additional equity indicators, to identify barriers, decrease inequities and increase access for all.

NCV 4 Remove obstacles to build interconnected Neighborhood Centers to accelerate progress toward our goal for everyone to have daily goods and services available within a 15-minute walk or bike ride from their home.

- **Council Priority:** Advancing a 15-Minute City by Igniting our Neighborhood Centers
- Innovative neighborhood outreach and engagement efforts that help gather data from a diverse range of communities on needs, interests and expectations will be necessary for teams to develop strategies and actions for implementing adopted plans.
- Preparing to build 15-minute neighborhood centers, City teams will need to analyze neighborhood-level geographic data to assess hyper-local needs. It is important to understand population density and demographics; locations of essential amenities; public spaces; and the quality, safety and accessibility of walking, biking and public transit networks.
- In developing 15-minute neighborhood centers, City planning initiatives will have the opportunity to assess environmental health impacts such as how to increase walking and biking mobility options, lower emissions and increase healthy opportunities for residents through reduced air pollutants.
- Building physical neighborhood connectivity will require the City to consider complex infill and redevelopment projects that offer significant opportunity to contribute to vibrant walkable and bikeable neighborhoods and centers.
- According to the National League of Cities, “the goal of the 15-minute city is to provide convenient and equitable access to necessities like healthcare, schools, grocery stores, jobs, and greenspace.”



SAFE COMMUNITY (SAFE)

Fort Collins takes pride in its commitment to cultivating a secure and thriving community, a place where individuals can seamlessly live, work and enjoy life. We are dedicated to creating a community that prioritizes safety, resilience and inclusivity with a forward-thinking approach that aligns with the aspirations of our community members.

The integration of cutting-edge technology is a cornerstone in the City's strategy, aimed at elevating preventative measures, investigative techniques and communication channels. The emphasis on cybersecurity underscores the City's dedication to safeguarding the digital infrastructure and data of its residents.

The City places a premium on the immediate actions taken by entities such as Police Services and Poudre Fire Authority, recognizing their substantial contribution to residents' perception of safety and overall community wellbeing. A well-functioning Municipal Court and judicial system are recognized as integral components in maintaining the high standards of safety expected in our community.

Furthermore, the City prioritizes the development and maintenance of reliable infrastructure, encompassing flood protection systems and water storage, treatment and distribution facilities. Emergency preparedness is approached with a strategic lens, incorporating best management practices and long-term planning to ensure the resilience of critical infrastructure.

Community education plays a vital role, covering diverse aspects such as community policing, emergency prevention and preparedness, fire prevention and awareness, and regulatory frameworks alongside strategic infrastructure investments. Collaboration with regional, state and federal partners is a key component, fostering a comprehensive emergency management system aimed at minimizing and effectively responding to emergency situations.



SAFE 1 Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models.

- Ongoing partnerships support key enforcement and education programs, such as mental health, substance abuse prevention, detoxification, victim assistance, youth programs, bike safety, county jail management, efforts to reduce repeat crimes, fire safety and animal control.
- A diverse community requires new communication strategies and non-traditional partnerships to build trust and help residents understand available resources for safety.
- Utilizing local, regional and federal resources is crucial to comprehensively address safety issues.
- As Fort Collins continues to grow, the City will need to innovate and adapt to meet evolving community expectations for public safety services, including law enforcement, fire and rescue, and comprehensive emergency communication and preparedness.
- Innovative service delivery means coming up with new and clever ways to provide services. Fresh ideas, smart strategies and new technology can help improve services and customer satisfaction.

SAFE 2 Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats.

- The physical safety of residents in public spaces and on private property is paramount.
- The City's reliance on evolving technology for core operations and service delivery underscores the need for robust cybersecurity measures to safeguard City assets, information and customer privacy. Cybersecurity involves cyber audits, awareness training and digital access control.
- The Community Survey indicates that fewer residents feel safe at parks and recreation facilities than before the pandemic. The City is committed to enhancing the community's safety across public amenities to help ensure a secure and enjoyable environment for residents.
- Providing and maintaining reliable utility services and infrastructure directly preserves and improves public health and community safety.

Connections with related objectives

- T&M 1** Advancing the City's Vision Zero goal will significantly enhance overall community safety.
- NCV 2** Addressing human service needs across the city will improve the community's overall sense of safety.



The transportation system is a key component of nearly all aspects of the City of Fort Collins. The system provides the connecting fabric among residences, employment, schools and shopping. It is critical for economic success and commerce, interconnected with land use, and impacts the City's Our Climate Future and healthy living goals. It is also a key aspect of advancing City priorities around access and equity. The success of a high-quality and well-functioning multi-modal system is a community differentiator and reflected in quality-of-life performance measures.

The Transportation Master Plan, approved by City Council in 2019, describes six core components of a sustainable transportation network, all of which are intended to guide Fort Collins toward realizing the overall transportation vision over 20 years. These components provide a comprehensive framework for assessing current network conditions and inform where Fort Collins can enhance its mobility programs and investments to achieve broader-reaching outcomes. These components were closely evaluated and used to inform these strategic objectives, focusing on near-term actions.

The six core components are:

- 1. Transportation Infrastructure**
Planning a physical transportation network that supports multimodal travel.
- 2. Mobility & Travel Choices**
Considering the role each transportation mode plays in shaping the Fort Collins mobility network.
- 3. Health & Equity**
Ensuring the transportation network plays a key role in advancing social outcomes.
- 4. Innovation**
Understanding emerging technologies and how new trends are influencing the movement of goods and people.
- 5. Safety**
Eliminating serious injuries and fatalities on Fort Collins' roadways.
- 6. Sustainability & Resiliency**
Shifting transportation away from creating harmful environmental impacts toward being a resource for improving environmental outcomes.



T&M 1 Make significant progress toward the City’s Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins.

- **Council Priority:** Advance a 15-Minute City by Accelerating Our Shift to Active Modes
- The City adopted a goal in 2016 to have no fatal or serious injury crashes within the transportation network. This requires appropriate programs, policies, educational resources and infrastructure improvements that work to reduce the overall number and severity of crashes.
- In 2023, City Council adopted the Active Modes Plans, which lays out the needed investments to ensure that alternatives to driving—which include biking, walking and rolling—are safe and accessible to all residents.
- In 2023, City Council also approved 10-year transportation capital project priorities that identify the key corridor, intersection and crossing improvements, and other projects that will directly work to increase the safety, efficiency and equitable operation of the transportation network for all modes of travel.
- Quality infrastructure that is in a good state of repair is necessary for the safe operation of the transportation network. The City has relied on dedicated funding from the street maintenance tax, due to expire in 2025, as a primary way to ensure a consistent street quality standard.
- Working closely with local schools is necessary to implement strategies that will ensure safe routes to school and protect our student population.
- Ensuring our transportation network is safe for everyone requires enforcing traffic and other laws with targeted and innovative strategies in priority areas.

Connections with related objectives

HPG 4 Asset Management is critical to the City providing a safe and reliable transportation system for all modes of travel.

SAFE 2 Safety concerns about using Transfort have been rising, as reflected in the 2023 Community Survey.

T&M 2 Increase Transfort access and ridership by ensuring the City’s transit services provide safe, reliable and convenient alternatives to driving.

- The Transit Master Plan was updated in 2019, but the realities of operating a transit agency have changed substantially since the COVID-19 pandemic; ridership still has not returned to pre-pandemic numbers. The plan should be optimized to reflect post-pandemic realities, including new strategies to achieve the transit vision while still considering frequency and prioritizing key routes.
- Fort Collins voters approved a new sales tax to support transit initiatives through 2050. These resources will provide significant funding support toward some of the capital projects needed to increase transit frequency and stabilize operations.
- The Community Survey indicates that fewer residents always or usually feel safe on Transfort than did before the pandemic. Increasing ridership will require ensuring that transit is a safe transportation alternative.
- Colorado State University students account for a critical portion of Transfort’s ridership. Continued partnership with the university and students will be critical to achieving increases in ridership.
- Achieving many of the City goals outlined in City Plan, Our Climate Future and the Housing Strategic Plan will require increasing transit ridership.

T&M 3 Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across the city.

- A strategic approach to the City’s parking system and requirements can help achieve many other goals related to housing, climate and transportation. Incentivizing behaviors to make progress in these spaces requires a context-specific approach based on a number of factors including density, economic activity and availability of structured parking.
- In Downtown specifically, the existing parking model incentivizes additional vehicle trips as the spaces that are ideal for longer-term parking (garages) cost more than the spaces better suited for short stays (on-street). This results in a revenue model that is not sustainable for the long-term maintenance of the parking structures or the Parking Services team and increases congestion Downtown.
- Successfully implementing transportation demand and targeted land use strategies can reduce automotive congestion and the increasing need for associated parking across the community.
- In 2023, City Council supported advancing a workstream to look at new models for pricing Downtown parking.

Connections with related objectives

HPG 4 Asset Management is critical to the City providing a safe and reliable transportation system for all modes of travel.

SAFE 2 Safety concerns about using Transfort have been rising, as reflected in the 2023 Community Survey.

City of FORT COLLINS

Michelle Walsh

Take the time of the bus stop to observe. Find all of the artwork and share the most that the photoshops of Fort Collins and study together what and how it could be.

www.fortcollins.gov/transport





APPENDIX A PERFORMANCE MEASURES

The City of Fort Collins is committed to being a data-informed organization.

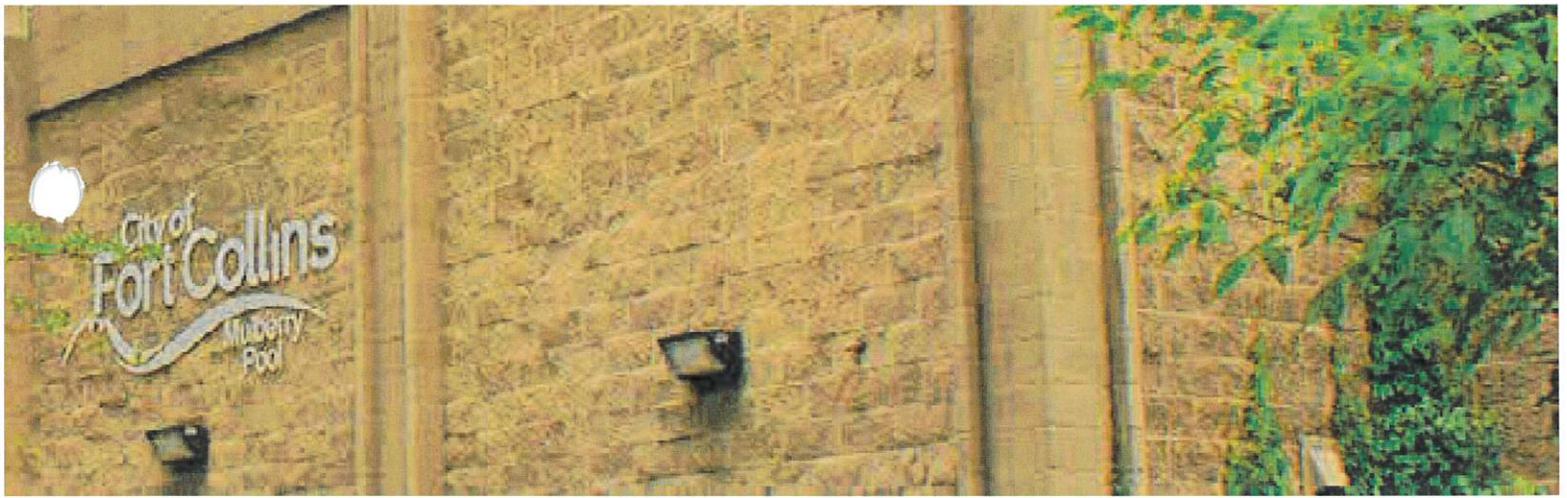
Using quantifiable data and analysis, the City tracks and measures success in achieving the Key Outcomes and Strategic Objectives defined in this plan. This includes establishing appropriate targets for each metric, tracking the actual performance of each one over time, and regularly reviewing and discussing the performance.

Community Dashboard

The City's focus on tying metrics to specific outcomes began in 2013. Staff, working with City Council, developed the Community Dashboard where each of the seven outcome areas has four to seven performance metrics that track, at a high level, the City's progress in achieving the desired outcome. Every measure on the dashboard is measured against a target. The Community Dashboard is updated quarterly and can be found online at fcgov.com/dashboard. The measures listed below within each outcome are current as of publication of this document. Definitions of each measure can be found on the dashboard.

View Current
Performance Metrics





High Performing Government Measures

[Accuracy of Cumulative Budgeted Expenses \(\\$ millions\)](#)

[Actual Cumulative Revenue Compared to Budget \(\\$ millions\)](#)

[Average Response Time of Cases Submitted to Access Fort Collins](#)

[City Employee Cumulative Turnover Rate](#)

[City Employee Safety – Days Away Restricted or Transferred \(DART\) Rate YTD](#)

[City Employee Safety – Total Recordable Injury Rate \(TRIR\) TYD](#)

Culture & Recreation Measures

[Gardens on Spring Creek – Total Cumulative Participation](#)

[Golf Courses – Total Cumulative Participation](#)

[Lincoln Center – Total Cumulative Participation](#)

[Museum of Discovery – Total Cumulative Participation](#)

[Natural Areas Programs – Cumulative Participation per Capita](#)

[Paved Trails - Cumulative Number of Visits](#)

[Recreation Programs – Total Cumulative Participation](#)

Economic Health Measures

[Commercial Vacancy Rates](#)

[Electric System Average Interruption Duration Index \(SAIDI\) in Minutes](#)

[Local Unemployment Rate](#)

[# Business Establishments per Capita \(Larimer County\)](#)

Environmental Health Measures

[Community Electricity Use per Capita \(kWh/quarter\)](#)

[Community Water Use per Capita](#)

[Outdoor Air Quality Index \(AQI\)](#)

[Wastewater Treatment Effectiveness Rate \(%\)](#)

Neighborhood & Community Vitality Measures

[Affordable Housing Inventory](#)

[Homelessness Data, Chronic Homelessness and # Chronic Homeless Housed](#)

[Fort Collins' Housing Opportunity Index \(HOI\) Compared to Western States Region HOI](#)

[Response Time to Graffiti Removal](#)

[Voluntary Code Compliance](#)

[Voluntary Speed Compliance](#)

Safe Community Measures

[Average Response Time to Police Priority I Calls](#)

[Drinking Water Compliance Rate \(% Days\)](#)

[Number of Injury/Fatal Crashes](#)

[Part 1 Crimes in Fort Collins \(per 1,000 population\)](#)

[Percent of Time Fire PFA Intercedes Before Flashover \(contained to room of origin\)](#)

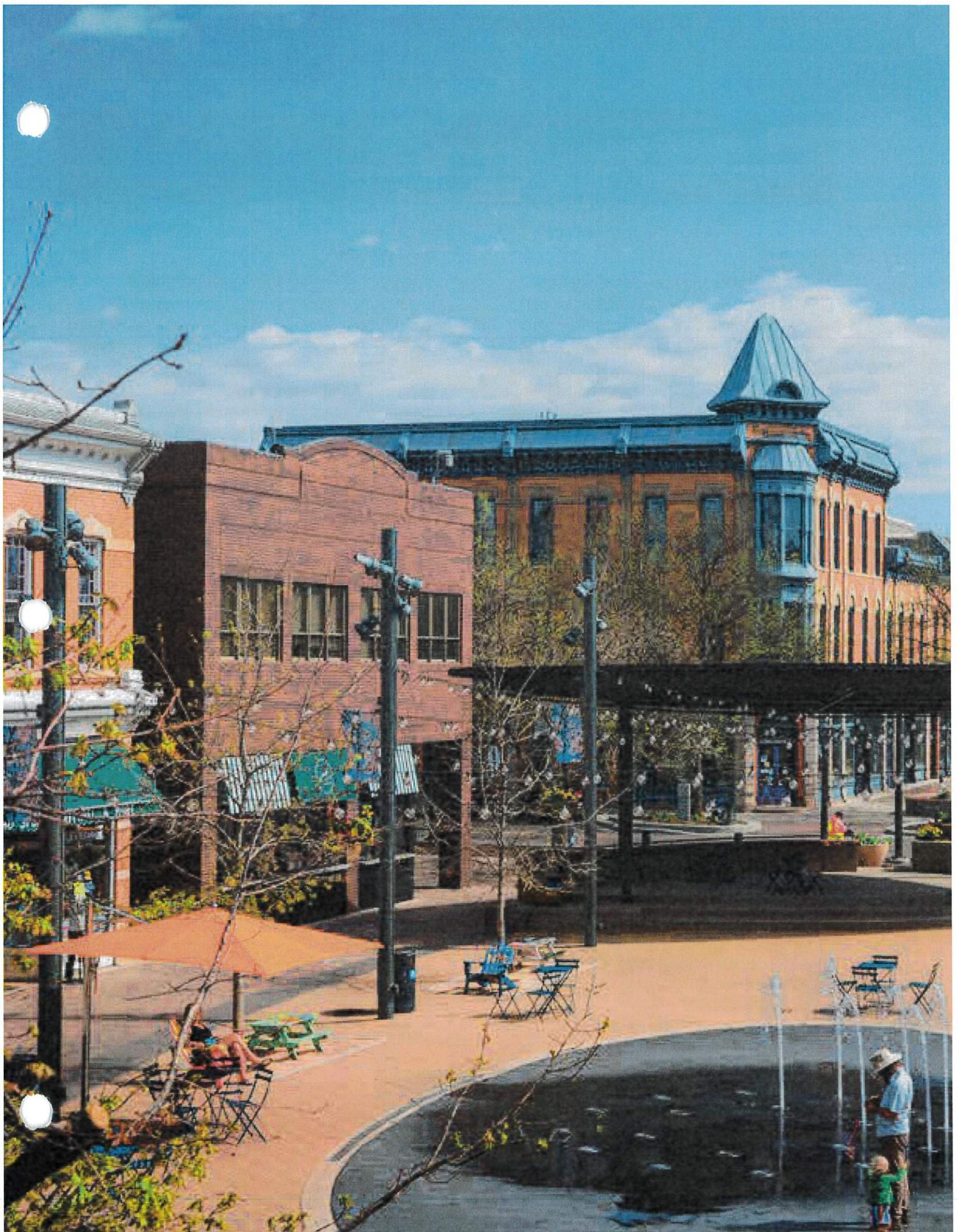
[Percent of Time PFA Fire Personnel are On-Scene Within 7 Minutes 20 Seconds in the Urban Area](#)

Transportation & Mobility Measures

[Average Travel Speeds/Times on Arterial Streets](#)

[Cumulative Lane Miles of Roadway Pavement Improved](#)

[Transfort Ridership \(in thousands\) and Passengers per Hour](#)



APPENDIX B

LONG-TERM FINANCIAL PLAN

Overview

The City updates the Long-Term Financial Plan (LTFP) outlook every two years as part of the Strategic Planning Process. The scope of this biennial update is limited to the City's governmental services, which excludes utilities enterprise funds. The utilities enterprise funds update their long-term plans in a separate but concurrent exercise. The objective of the LTFP update is to highlight potential challenges facing the City and aid in decision-making on strategies that span the longer term (5-10+ years). These planning and scenario exercises then inform the biennial Budgeting for Outcomes (BFO) process through which specific services, programs and projects are funded.

Over the past two years, the City continued recovery from the economic challenges associated with the COVID-19 pandemic that began in 2020. The negative revenue impacts that were experienced in 2020 and 2021 continued to improve in 2022 and 2023, as the overall economy benefitted from the large federal stimulus aid packages. These favorable revenue outcomes were balanced out on the expense side, as many sectors of our local economy experienced inflationary pressures, leading to higher labor, supply and capital costs. Additionally, supply chain disruptions and persistent labor shortages also contributed to higher costs and schedule adjustments. Overall, the City's finances remain in excellent condition. Moody's once again re-affirmed the City's Aaa credit rating in the fall of 2023 (ranking in the top 5% nationally).

Background

The 2024 LTFP Baseline Scenario assumes most likely outcomes under current operating conditions and service delivery levels. Unidentified productivity increases, process improvements and technology savings are not included in the baseline scenario. Additionally, no outlier impacts (e.g., natural disasters, unanticipated severe recession, war, civil breakdown) are forecast to happen. The impacts of the higher costs and higher revenues experienced over the past few years during the pandemic recovery are factored into the 2024 LTFP update. The underlying analysis utilizes historic data from the past 20 years, macroeconomic outlooks, correlation analysis and unique drivers at departmental and functional levels to provide a view of what leadership needs to plan around for long-term growth.

Outlook

Although the City has stabilized the organization's near-term financial position, it still faces continued pressure to balance the longer-term needs with the limited sources of funding options. During the previous LTFP update, the City had identified significant challenges associated with future funding for park life-cycle and maintenance costs, transit/transportation infrastructure, affordable housing options, ambitious climate and energy goals, and other Council priorities. The City has continued to add personnel capacity to keep up with the demand for services from our community of residents, businesses and visitors. The adopted two-year budget for 2023 and 2024 included approximately 42 additional full-time equivalent (FTE) employees to help serve these ever-increasing community needs.

Similar to the 2022 LTFP update, the 2024 LTFP contemplates the impacts of taking on these additional expenditures and explores options to fund these programs and services. The 2024 LTFP analysis continues to provide a Baseline Scenario and also builds up a Gap Closure Scenario that factors in four additional sets of assumptions:

1. Adjustments for historic budget underspend
2. Addition of new expenditures for currently underfunded programs and services
3. Longer-term growth-related programs and services
4. Addition of identified and potential revenue sources to close the funding gap

Baseline Scenario

The Baseline Scenario forecast includes the following primary revenue and expenditure assumptions:

Primary Revenue Assumptions

- **Sales Tax**
Growth of 2.5% based on taxable sales historical average, increased taxable sales base and reduced near-term inflationary impacts
- **Use Tax**
Growth of 3.6%, similar to prior forecasts
- **Property Tax**
Incorporates steep valuation increases from 2020 to 2024 that have significantly increased the base; growth of 2.0% moderates with Consumer Price Index (CPI)
- **Capital Grants**
2.0% increase, very project specific; tied to long-term CPI growth
- **Shared Revenues**
County and State distributions, 1.3% growth, similar to historical rate for past 15 years
- **Cultural, Park, Recreation and Natural Areas Fees**
In line with average historical rate of 3.4%

Primary Expenditure Assumptions

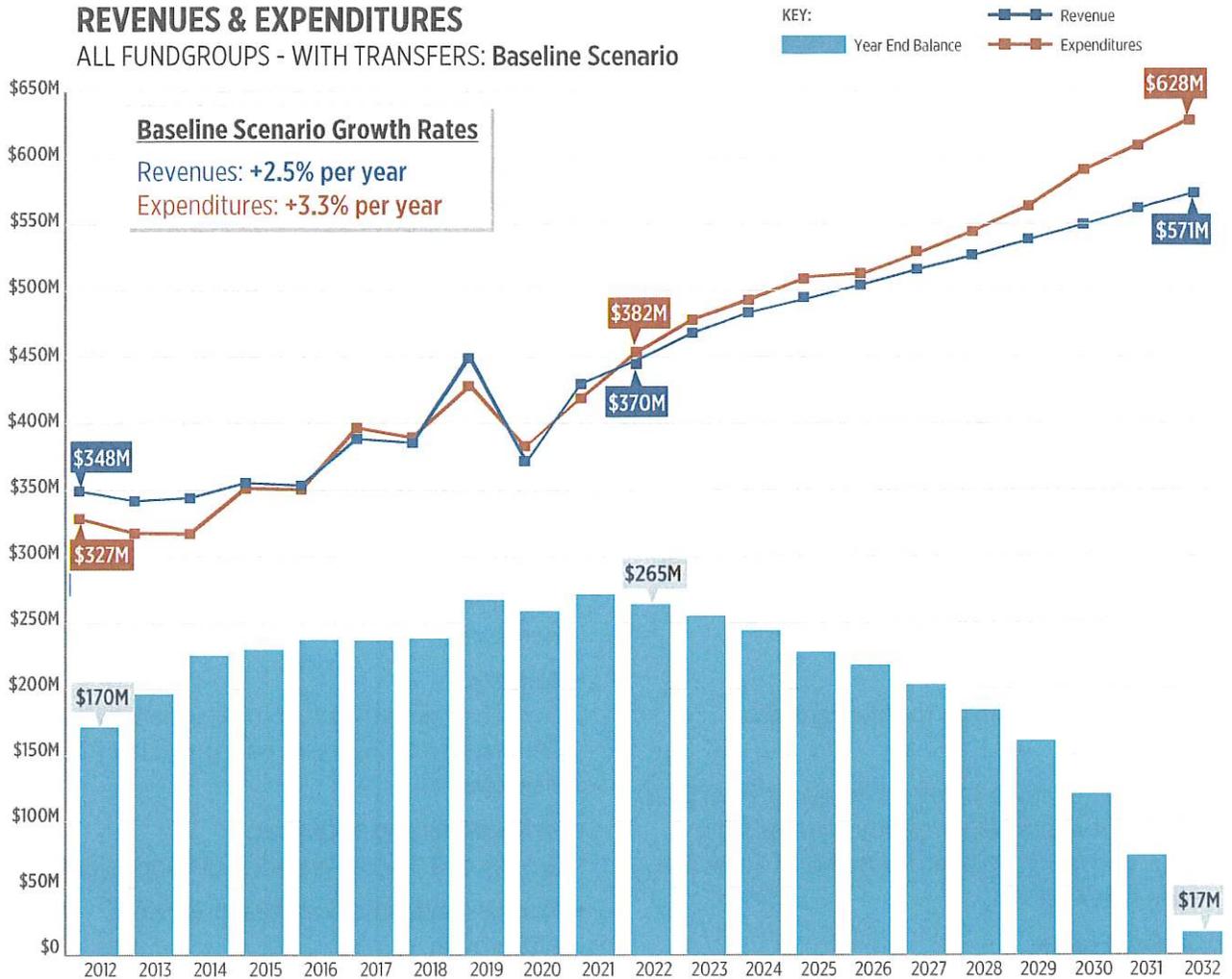
- **Salaries and Wages**
Combined growth rate of 3.7%; includes CPI-driven wage increases plus projected FTE increases
- **Benefits**
Combined growth rate of 4.7%; includes 1% over CPI-driven rate increases plus projected FTE increases
- **Professional and Technical**
Growth of 3.3%, correlated to CPI and sales tax
- **Supplies and Other Purchased Services**
2.1% growth
- **Infrastructure**
5.5% growth rate, correlated to sales and use tax

The 2024 LTFP Baseline Scenario (see Exhibit 1) shows our projected revenues, expenditures and future estimated year-end fund balances. Overall, long-term revenues are expected to increase at an approximately 2.5% compound annual growth rate (CAGR). Expenditures are expected to grow by 3.3% CAGR over this same period. The projected gap between revenues and expenditures could exceed \$40 to 50 million per year by 2032, with the cumulative effect of this deficit spending eroding fund balances to less than \$20 million.

Exhibit 1

REVENUES & EXPENDITURES

ALL FUNDGROUPS - WITH TRANSFERS: Baseline Scenario



Closing the Gap

The City is required to balance the budget during the biennial BFO process and cannot deficit spend beyond the utilization of anticipated revenues and existing available fund balances. Historically, there is an approximately 5% average underspend in actual expenditures compared to budgeted expenditures each year. Given the requirements of the City's budgeting process, this result is expected and provides a requisite cushion level against potential revenue shortfalls in the short-term. As in the prior LTFP update, this 5% amount was removed from the Gap Closure Scenario forecast, providing a more normalized view of expected expenditure levels for existing services and programs.

During 2022 and 2023, City staff and the Council worked to refine the longer-term ongoing needs of the City as well as reflect updated Council priorities. The Gap Closure Scenario adds projected costs to account for identified needs for parks and recreation,

transit additions, affordable housing programs and climate initiatives. The annual requirement for these items has been estimated at more than \$40 million per year, with cumulative expenses totaling over \$350 million by the year 2032.

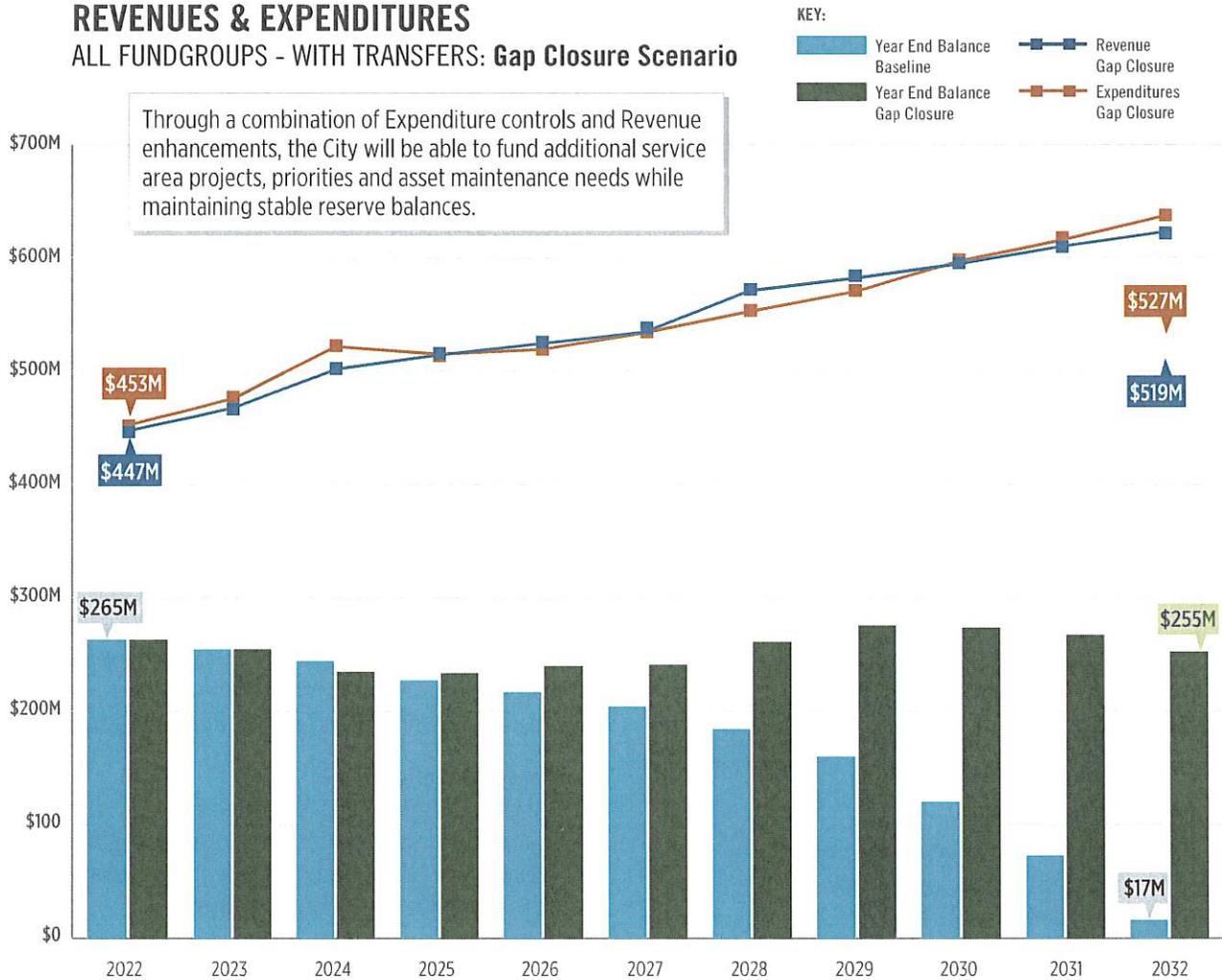
The staff and Council update included a rigorous analysis of potential funding alternatives and trade-offs. The culmination of these efforts was placing two funding options on the November 2023 ballot:

1. A 0.50% sales tax increase to fund parks and recreation programs, climate initiatives and transit projects
2. A property tax increase to fund affordable housing needs

The sales tax initiative was approved by the voters with an effective date of January 1, 2024. While not projected to cover all the estimated needs of the covered programs, these funds are the basis for

Exhibit 2

REVENUES & EXPENDITURES
ALL FUNDGROUPS - WITH TRANSFERS: Gap Closure Scenario



specific project planning and funding consideration for the BFO process later this year. The property tax initiative was not approved by the voters and the affordable housing shortfalls currently remain unfunded. This new sales tax revenue stream is included in the Gap Closure Scenario.

In addition to the current maintenance and program expenditure shortfalls, Fort Collins' continued growth will bring on additional needs for funding. Specifically, identified areas of potential need are the Civic Center Master Plan, developing future community and neighborhood parks, and potential annexation costs related to the East Mulberry area. These expenditures may approach \$15 to 20 million per year by 2032.

The City organization will continue to look for ongoing cost containment strategies to combat the growth and inflationary impacts. However, staff will need to continue looking for other funding sources

- some potential combination of taxes, fees and/or grant revenues. For illustrative purposes in the Gap Closure Scenario, a combination of unidentified new sources was estimated at \$25 million per year beginning in 2028.

The Gap Closure Scenario is highlighted in Exhibit 2, which provides greater stabilization of fund balances over the longer-term time horizon.

Summary

The City made significant strides during 2023 and 2024 in addressing some of the funding gaps identified in prior Strategic Plan and LTFP updates, but many challenges remain. Prioritizing programs and services will be key to delivering the highest value-added services to the community. Active cost containment will remain a vital component of maintaining our ability to deliver desired levels of service.

APPENDIX C

GLOSSARY OF TERMS

Budgeting for Outcomes (BFO)

A system driven by goals and performance to relate budgeting to planning and outputs/results. Its purpose is to better align the services delivered by the City with the things that are most important to the community.

City Plan

A comprehensive plan that guides how the community will grow and travel in the next 10-20 years. City Plan describes our community's vision and core values and provides policy guidance and implementation actions to achieve both. City Plan includes guidance on future land use and transportation and was coordinated and developed alongside an update to Fort Collins' Transit Master Plan.

Community Dashboard

A quarterly snapshot of the community's progress in attaining key outcomes. The Dashboard reinforces the City's steadfast commitment to accountability and continuous improvement.

Low to Moderate Income

Households whose incomes are below 95% of the area median income (AMI), as determined by the U.S. Department of Housing and Urban Development (HUD), with adjustments for smaller or larger families.

Manufactured Housing

A preconstructed dwelling unit meeting the construction standards of the U.S. Department of Housing and Urban Development, which also includes mobile homes.

Master Plans

Long-term vision documents in each service area.

Our Climate Future (OCF)

A community guide to creating the carbon-neutral, zero-waste and 100% renewable electricity future we desire while increasing equity and resilience in our community.

Outcome

A result; the effect that residents want from government programs and activities (e.g., safety is the result or outcome that residents want from police and fire programs or activities). Seven key outcomes make up the City's strategic planning and budgeting processes.

Strategic Objective

Statements providing direction for accomplishing the outcome. They contain meaningful planning challenges and result from organizational input analysis.

Transportation Master Plan

Long-term vision document that defines the long-term multimodal system that Fort Collins desires in the future and serves as a comprehensive reference guide regarding transportation issues.





Vision, Mission and Values

VISION

our shared idea of the future

Colorado Springs will be a safe, economically prosperous, culturally rich, welcoming, and vibrant world-class American City on a hill that shines brightly.

Safe

Create an environment where all residents and visitors feel safe, and secure and are protected from various threats, including crime, natural disasters, and other safety concerns.

Economically Prosperous

Enhance quality of life for residents and future generations through adequate infrastructure, enterprise and innovation, employment opportunities, and a flexible and adaptable workforce.

Culturally Rich

Celebrate the city's cultural identity and diversity of its residents and foster an environment where various cultural heritages can flourish.

Welcoming

Create a sense of belonging where all individuals feel welcome, valued, and empowered to participate in the community, and ensure that no one feels marginalized or excluded due to their identity or circumstances.

MISSION

the City's purpose for being

To provide exceptional service, respond to evolving needs, and plan for the future to promote a flourishing community.

ORGANIZATIONAL VALUES

expectations for decision making and City service delivery

Transparent

Build trust with residents. Foster Accountability, promote open and good governance. Take responsibility for actions, discourage conflicts of interest, and empower residents to participate actively in democratic processes.

Proactive

Act with a forward-thinking mindset and engage in strategic doing to address challenges, opportunities, and needs before they become urgent or critical. Adapt, embrace, innovate, and collaborate with various stakeholders to improve services, governance, and overall well-being of our residents now and in the future.

Approachable

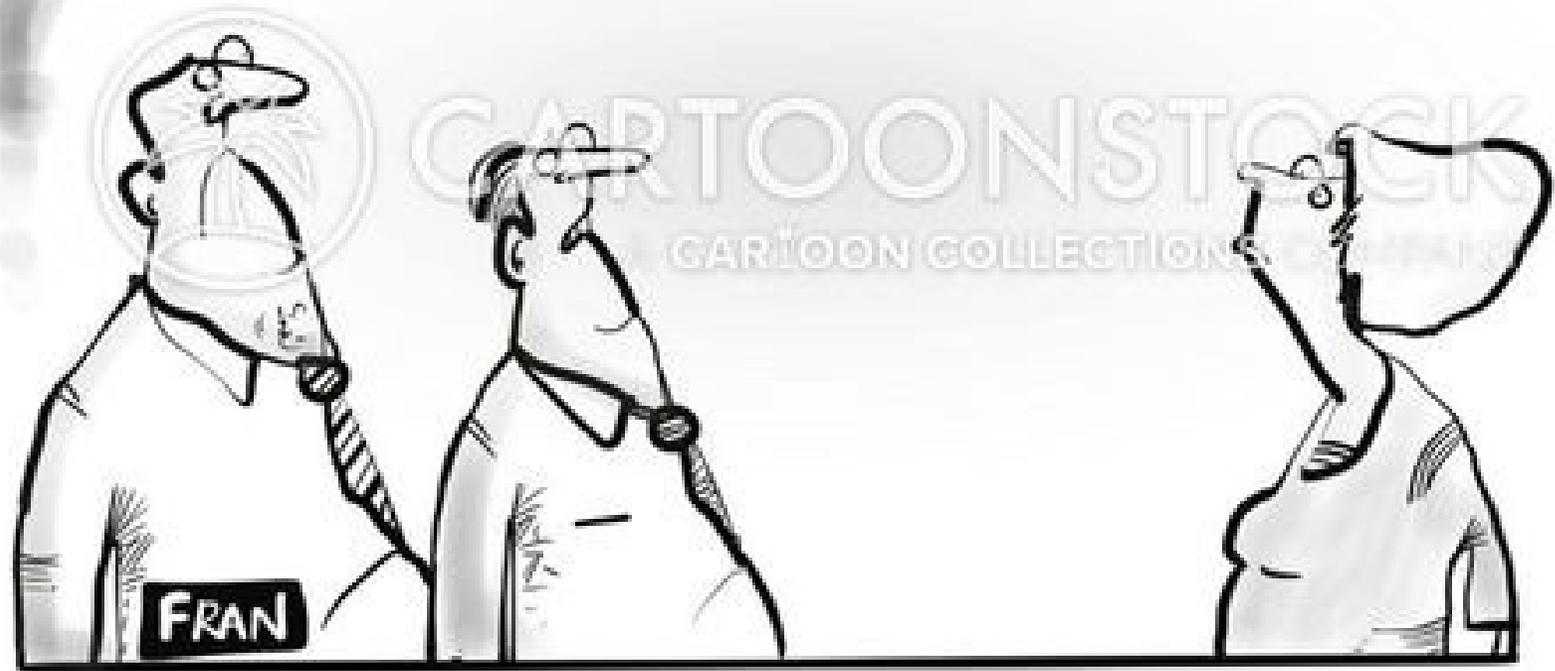
Be accessible, open, and welcoming to all, regardless of education level, status, or background, ensuring information is easily accessible to all residents. Foster an environment where residents feel empowered to engage with their government officials, participate in decision-making processes, and contribute to shaping policies that affect their lives.

City Council Strategic Planning Retreat 2025

August 5, 2025



**THINK OF SOME GOOD
STUFF... GET IT DONE**

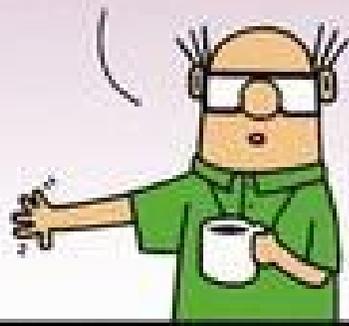


Not the most impressive strategic plan I've ever seen.

I'M THINKING OF
GETTING INTO THE
STRATEGIC PLANNING
GAME.



IF I UNDERSTAND THE
JOB DESCRIPTION, YOU
BASICALLY HALLUCINATE
ABOUT THE FUTURE AND
THEN SOMETHING
DIFFERENT HAPPENS.



YOU ALSO
HAVE TO
PRETEND
IT'S USEFUL.

REALLY?
THAT
SOUNDS
HARD.



Dilbert.com DilbertCartoonist@gmail.com

12-17-14 © 2014 Scott Adams, Inc. / Dist. by Universal Uclick

What are we doing in this first meeting?

- Overview of issues previously raised – 10 minutes
- Group exercise (painting) – 1.5 hours
- Presentation by City Council members of issues and priorities – 1.5 hours
- Discussion of how to organize our content – 10 minutes
- Brief discussion of what to do next and future meeting – 10 minutes

Overview of issues raised for the retreat

- Annexation of Chevron
- Use of Housing Funds (policy direction moving forward)
- Discussion of RDA project areas and use of funds
- Fund reserve strategies – when to trigger a tax increase
- Golf course repayment strategy
- Future of City-owned properties: Tunnel Springs, City hall triangle, HP Phase 2
- Upcoming facility needs: PW building, Community Center, Police expansion
- Water fees, tiered rates, tax and fee policies

What would a successful outcome look like to you?

A strategic plan document, maybe multi-year, adjusted annually, containing:

- A strategic purpose or mission statement
- A series of measurable objectives (the what)
- Description of how – strategies and methods
- A description of who – specific focus on departments or individuals



THE PUBLIC WORKS ICEBERG

Hummock

Bummock

-
- Public Outreach
 - Crack Sealing
 - Concrete Repair
 - Waterline Repair
 - Road Reconstruction
 - Daily Water Pump Reads
 - Sidewalk Repair
 - Fluoride Dosage/Maintenance
 - City Event Planning
 - Continuing Education Training
 - Water Quality Reports
 - City Event Planning
 - Leadership Development
 - Consumer Confidence Report
 - Street Light Checks
 - City Event Set Up & Staffing
 - Trail Maintenance
 - Vehicle Clean Up
 - Park Checks
 - Street Sign Repairs
 - Street Light Repairs
 - Irrigation Sytem Repair
 - Project Bidding
 - Citizen Committee Support
 - Procurement Management
 - Parks/Pavilion Reservations
 - Budget Preparation
 - Time Clock
 - Spoil Hauling to Landfill
 - SWPPP Inspections
 - Storm Drain Cleaning
 - Phragmite Control
 - Pavilion Cleaning
 - Construction Inspection
 - Spill Response
 - Concrete Inspections
 - GIS Mapping
 - Parks Trash Pick Up
 - Sidewalk Grinding
 - Basin Cleaning
 - City Clean Up Events
 - Golf Cart Repair/Maintenance
 - Pet Waste Stations
 - Golf Course Reel Grinding
 - Clean Wash Pad
 - Water Shut Offs
 - Water Meter Repair
 - Valve Repair
 - Waterline Construction
 - Road Preservation Program
 - Uniform Purchases
 - Life Focus
 - Employee Enrichment
 - Pothole Repair
 - Snow Removal
 - Clean Parks
 - Quality Water
 - Street Sweeping
 - TV Stormwater Lines
 - Clean Stormwater Lines
 - O & M Plans
 - Playground Inspections
 - Pump Maintenance
 - Hydrant Repair
 - Water Sampling
 - Backflow Program
 - Meter Reads
 - Meter Repair
 - Emergency Operation Planning
 - Water Operator Certification
 - Customer Requests
 - Storm Water Inspections
 - Meter Replacement
 - Vandalism Clean Up
 - Tree Fertilization
 - Hydrant Flushing
 - Lawn Fertilization
 - Stormwater System Pipe Repairs
 - Blue Stake Marking
 - Tree Pruning
 - Snow Plow Training
 - Water System Mapping
 - Building Repairs
 - SCADA Monitoring
 - Safety & Emissions Testing
 - Small Engine Repairs
 - Safety Training
 - Hydrant Actuating
 - Building Garbage Cans
 - Asphalt Repairs/Patching
 - Flagger Certification
 - Shop Clean Up
 - Cut Permits
 - PRV Maintenance
 - Traffic Control
 - Hydrant Meters
 - Splash Pad Testing
 - Pumphouse Building Repairs
 - Garbage Can Repair/Deliveries
 - Vehicle Repairs
 - Valve Actuating
 - Maintain Safety Equipment
 - Project Design
 - Water Rights
 - Vehicle Services
 - Site Plan Reviews
 - Red Curb Striping

THE PUBLIC WORKS ICEBERG

Hummock

Bummock

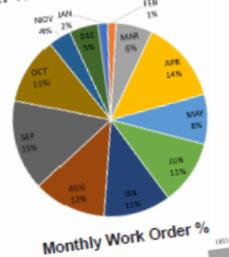
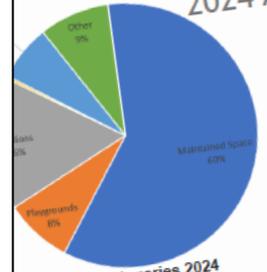
-
- Public Outreach
 - Crack Sealing
 - Concrete Repair
 - Waterline Repair
 - Road Reconstruction
 - Daily Water Pump Reads
 - Sidewalk Repair
 - Fluoride Dosage/Maintenance
 - City Event Planning
 - Continuing Education Training
 - Water Quality Reports
 - City Event Planning
 - Leadership Development
 - Consumer Confidence Report
 - Street Light Checks
 - City Event Set Up & Staffing
 - Trail Maintenance
 - Vehicle Clean Up
 - Park Checks
 - Street Sign Repairs
 - Street Light Repairs
 - Irrigation System Repair
 - Project Bidding
 - Citizen Committee Support
 - Procurement Management
 - Parks/Pavilion Reservations
 - Budget Preparation
 - Time Clock
 - Spoil Hauling to Landfill
 - SWPPP Inspections
 - Storm Drain Cleaning
 - Phragmite Control
 - Pavilion Cleaning
 - Construction Inspection
 - Spill Response
 - Concrete Inspections
 - GIS Mapping
 - Parks Trash Pick Up
 - Sidewalk Grinding
 - Basin Cleaning
 - City Clean Up Events
 - Golf Cart Repair/Maintenance
 - Pet Waste Stations
 - Golf Course Reel Grinding
 - Clean Wash Pad
 - Water Shut Offs
 - Water Meter Repair
 - Valve Repair
 - Waterline Construction
 - Road Preservation Program
 - Uniform Purchases
 - Life Focus
 - Employee Enrichment
 - Pothole Repair
 - Snow Removal
 - Clean Parks
 - Quality Water
 - Street Sweeping
 - TV Stormwater Lines
 - Clean Stormwater Lines
 - O & M Plans
 - Playground Inspections
 - Pump Maintenance
 - Hydrant Repair
 - Water Sampling
 - Backflow Program
 - Meter Reads
 - Meter Repair
 - Emergency Operation Planning
 - Water Operator Certification
 - Customer Requests
 - Storm Water Inspections
 - Meter Replacement
 - Vandalism Clean Up
 - Tree Fertilization
 - Hydrant Flushing
 - Lawn Fertilization
 - Stormwater System Pipe Repairs
 - Blue Stake Marking
 - Tree Pruning
 - Snow Plow Training
 - Water System Mapping
 - Building Repairs
 - SCADA Monitoring
 - Safety & Emissions Testing
 - Small Engine Repairs
 - Safety Training
 - Hydrant Actuating
 - Building Garbage Cans
 - Asphalt Repairs/Patching
 - Flagger Certification
 - Shop Clean Up
 - Cut Permits
 - PRV Maintenance
 - Traffic Control
 - Hydrant Meters
 - Splash Pad Testing
 - Pumphouse Building Repairs
 - Garbage Can Repair/Deliveries
 - Vehicle Repairs
 - Valve Actuating
 - Maintain Safety Equipment
 - Project Design
 - Water Rights
 - Vehicle Services
 - Site Plan Reviews
 - Red Curb Striping

ANNUAL REPORT 2024

THE CITY OF NORTH SALT LAKE



NORTH SALT LAKE 2024 ANNUAL REPORT

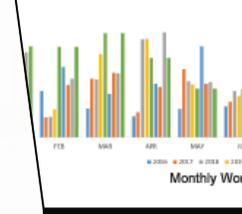
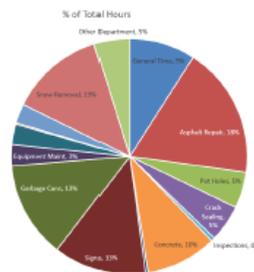
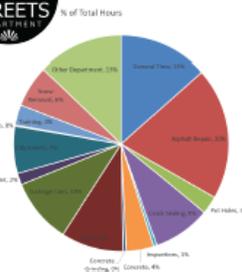


Employee	#	%
John Young	6	19.4%
Cody Sellberg	5	16.1%
Wyatt Hess	4	12.9%
Andrew Leedom	4	12.9%
TJ Riley	4	12.9%
Isaac Caloca	1	3.2%
Chase Simmons	1	3.2%
Charlie Coon	1	3.2%

Employee	#	%
Wyatt Hess	4	80%
Andrew Leedom	3	60%
Sam Hudson	1	20%
John Young	1	20%



STREETS DEPARTMENT



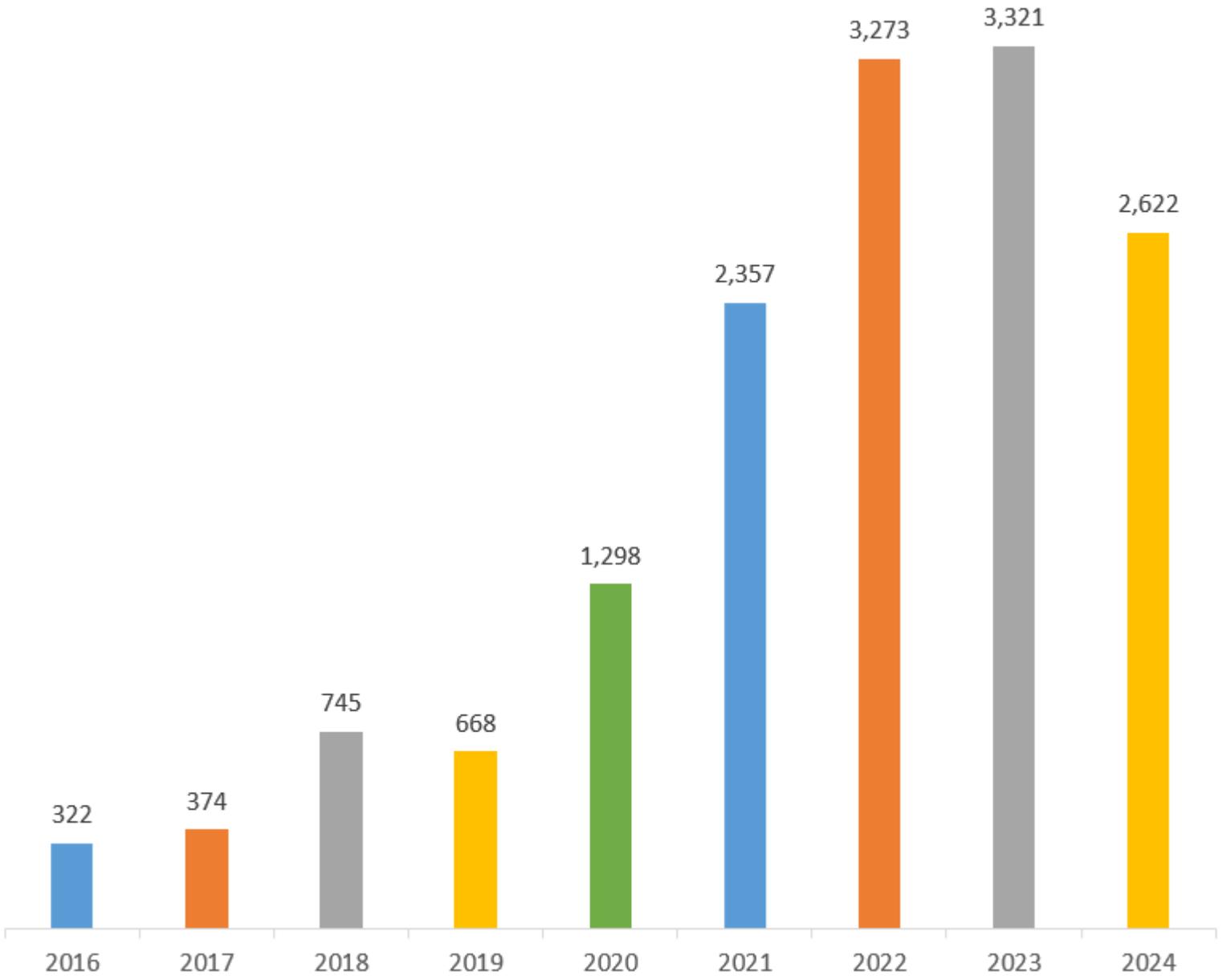
Please do not share information

Statistical Data

- Employees like it
- Useful in Annual Reviews
- Creates accountability
- Raises the bar/Competition
- Validates hard work
- Reveals issues
- Neuroscience Facts
- Tells the story









INTENSITY					
CONSISTENCY					
	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5

- I use my time well (860 Hours-2023)
- I am consistent
- I prepare the sweeper the day before
- I take pride in how much “stuff” I take off the road and keep out of our storm drains (700 tons of debris)

Less flooding in rain events

Less plugged inlet grates

Street easier/faster to clean

Less pollutants in waterbodies



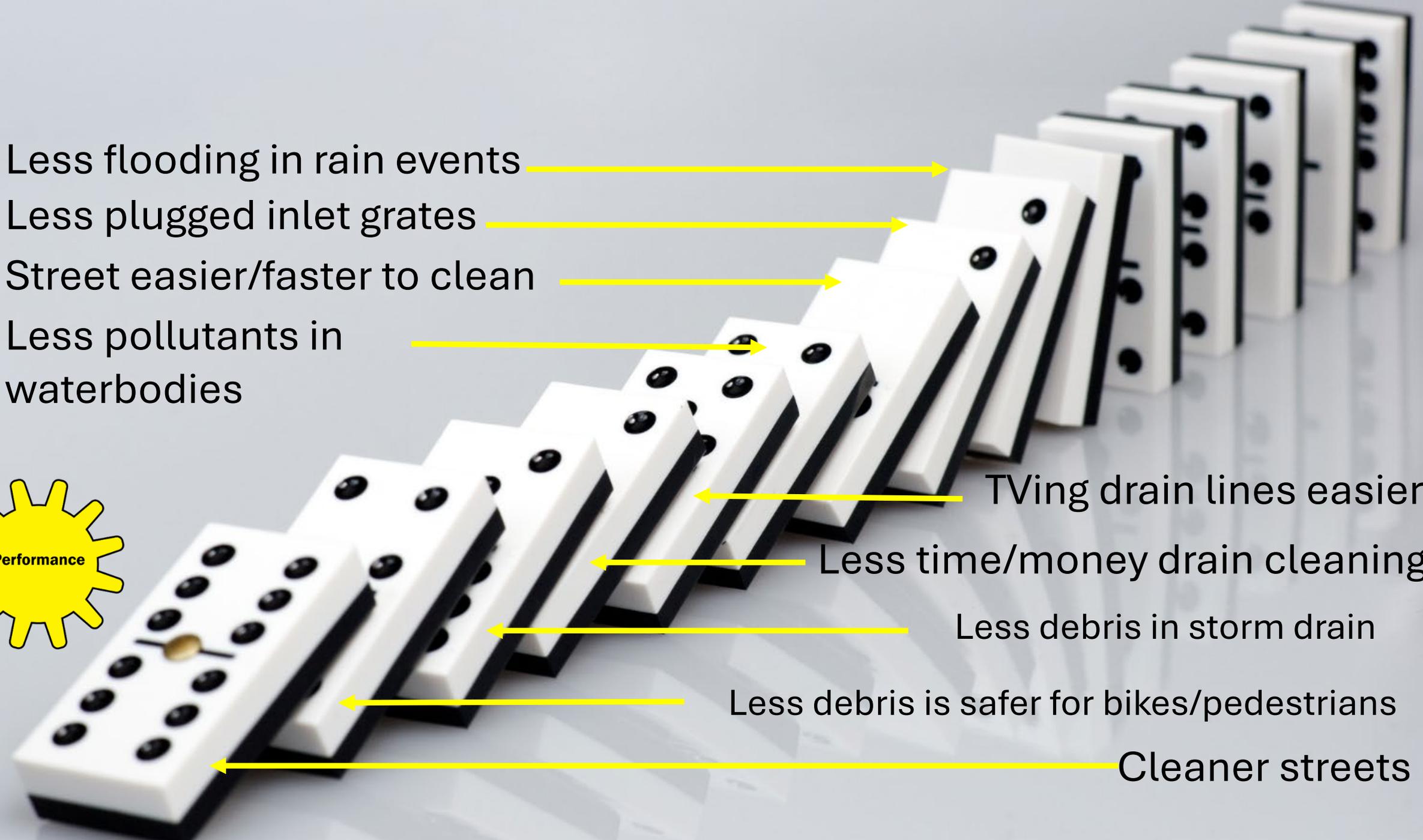
TVing drain lines easier

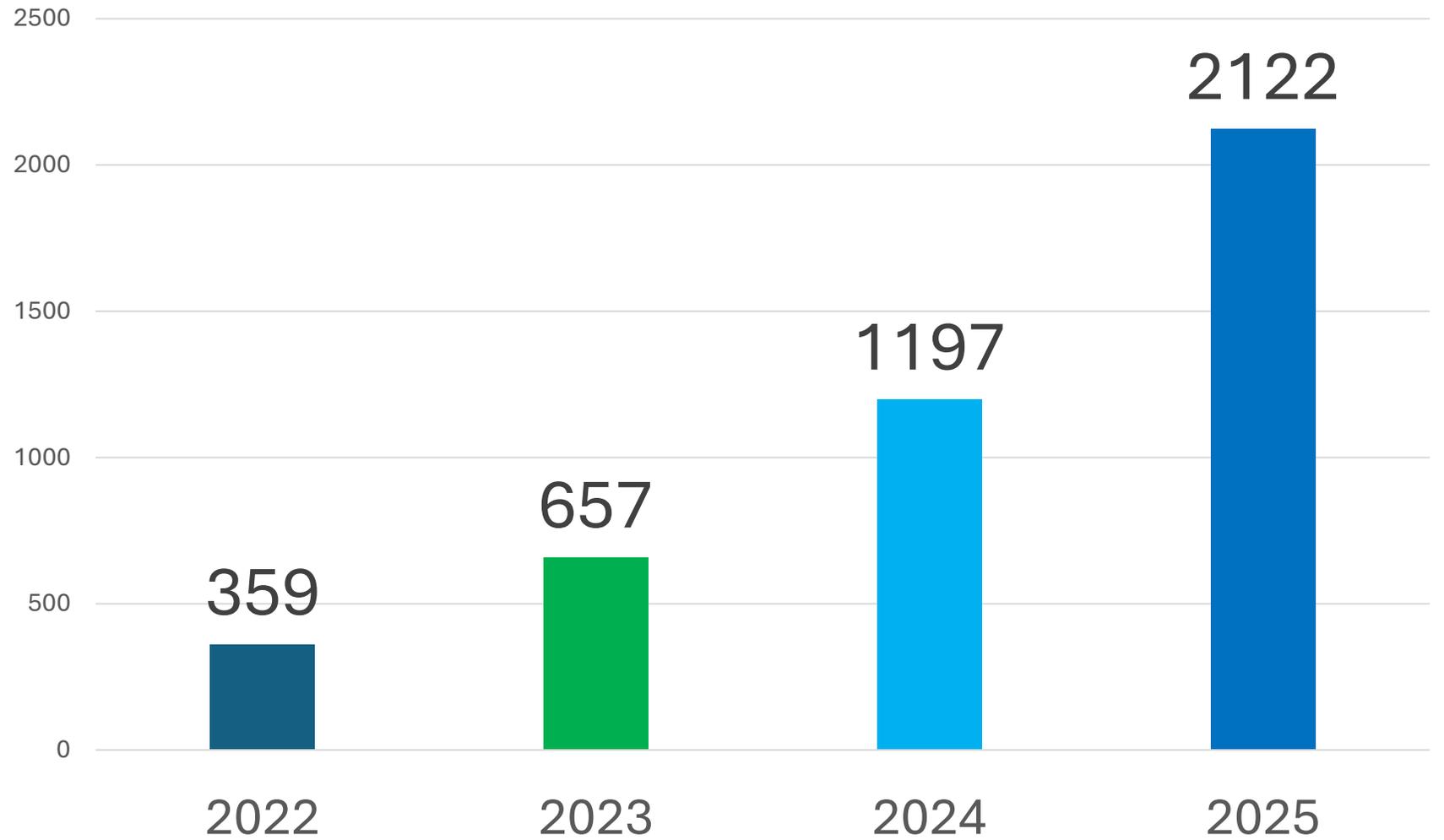
Less time/money drain cleaning

Less debris in storm drain

Less debris is safer for bikes/pedestrians

Cleaner streets



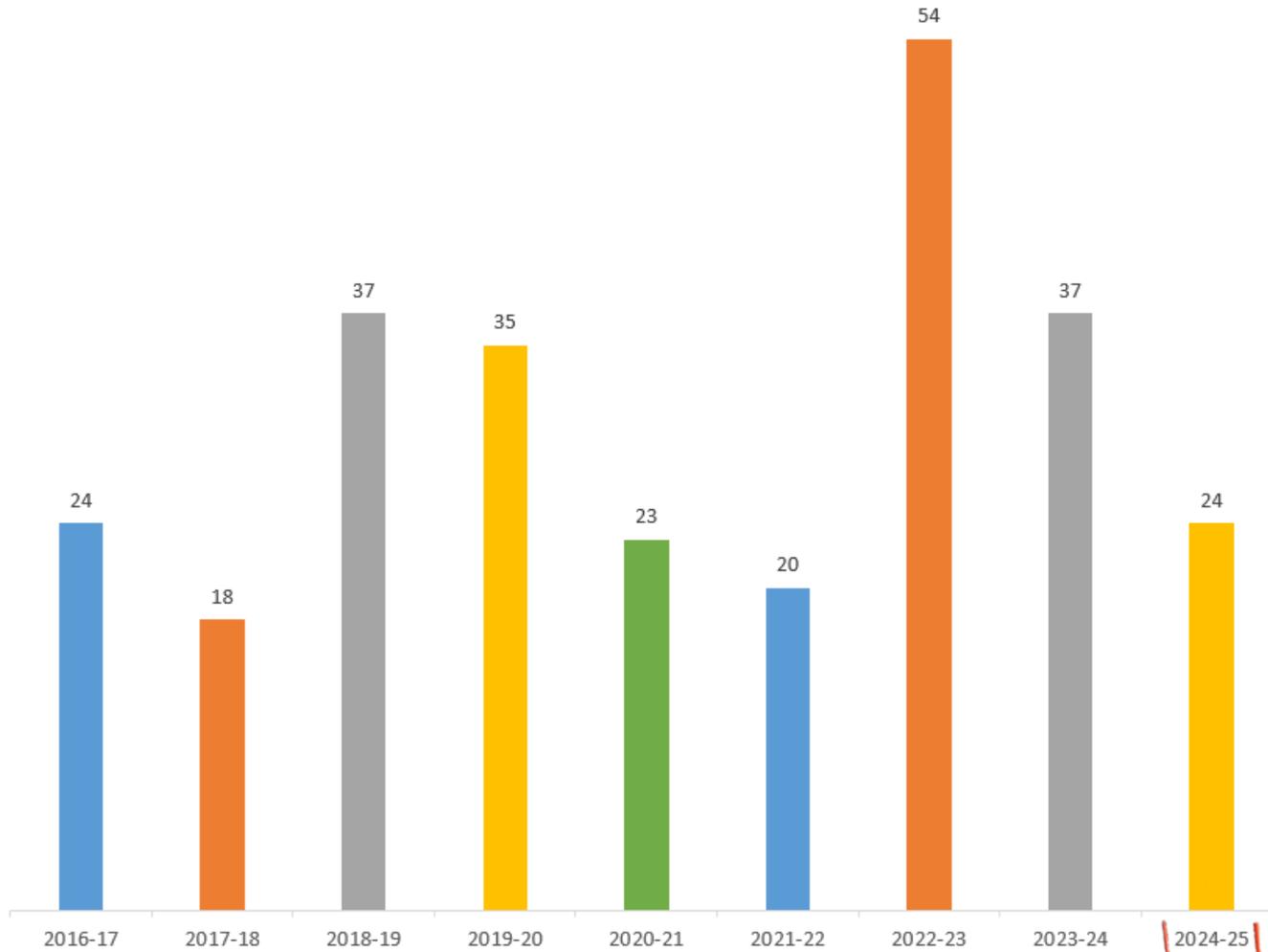


Valve/Hydrant Actuating



Keep Raising the Bar

- Outcomes
- What we track
- Make better informed decisions
- Time and project management



#	Date	Cost
1	Tuesday, November 12, 2024	\$594
2	Tuesday, November 19, 2024	\$192
3	Sunday, November 24, 2024	\$1,424
4	Tuesday, November 26, 2024	\$2,732
5	Wednesday, November 27, 2024	\$192
6	Friday, December 13, 2024	\$3,423
7	Wednesday, December 25, 2024	\$491
8	Thursday, December 26, 2024	\$3,406
9	Saturday, January 4, 2025	\$6,954
10	Saturday, January 11, 2025	\$1,376
11	Saturday, January 11, 2025	\$449
12	Sunday, January 12, 2025	\$3,674
13	Saturday, January 18, 2025	\$8,893
14	Saturday, February 8, 2025	\$624
15	Tuesday, February 11, 2025	\$927
16	Thursday, February 13, 2025	\$1,548
17	Friday, February 14, 2025	\$96
18	Saturday, February 15, 2025	\$3,947
19	Sunday, February 16, 2025	\$322
20	Thursday, February 20, 2025	\$10,273
21	Thursday, March 6, 2025	\$7,072
22	Friday, March 14, 2025	\$5,120
23	Tuesday, March 18, 2025	\$10,044
24	Tuesday, April 1, 2025	\$3,431

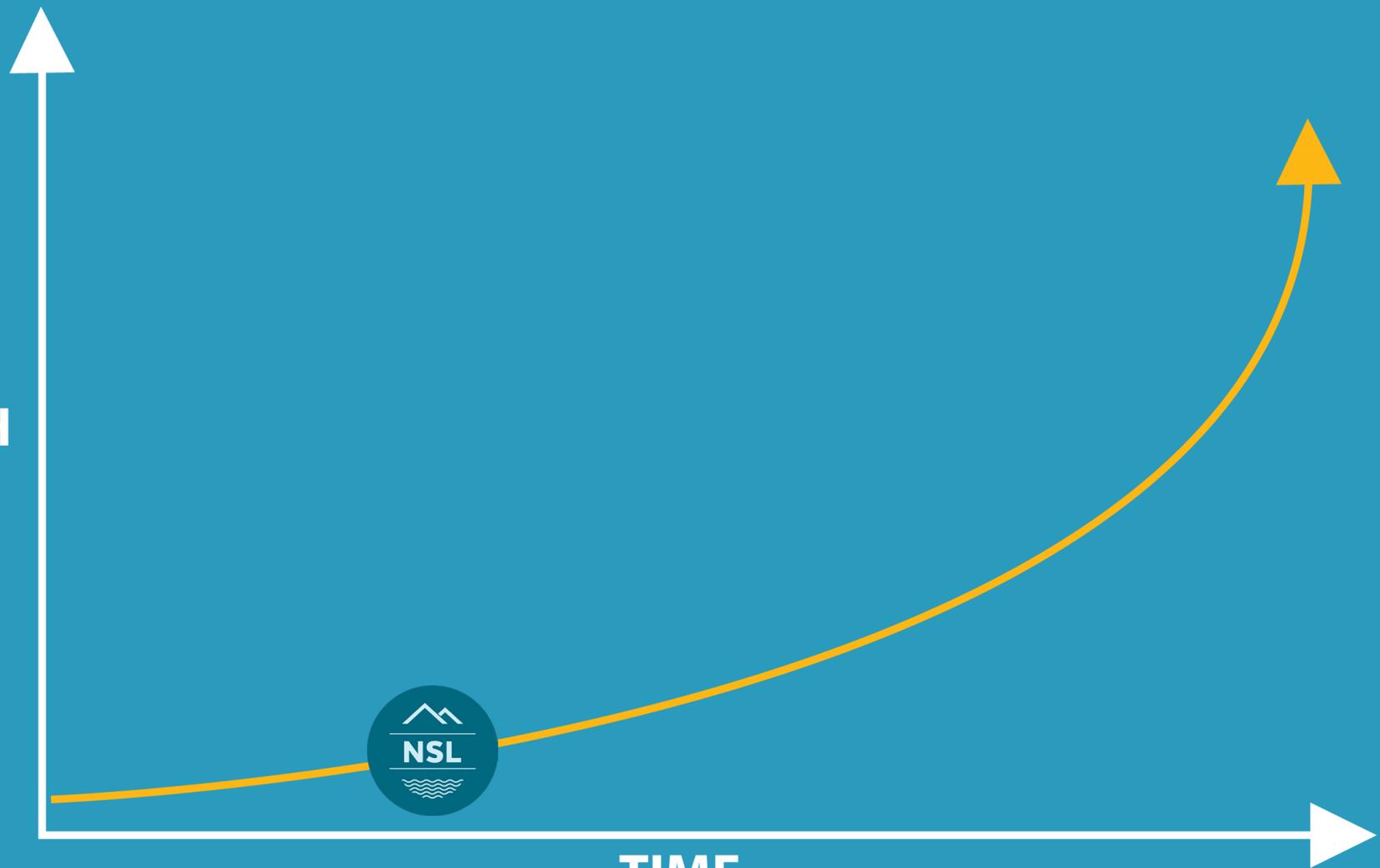
Historical Yearly Averages	
Average Plowing Hours	907
Average Miles Plowed	10,770
Average Tons of Salt	2,920
Average Mobilizations	32.25

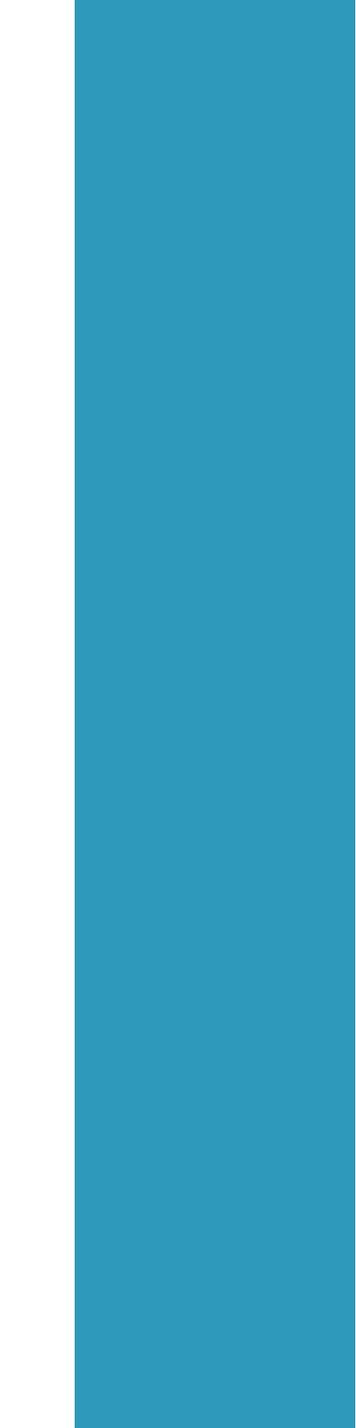
Storm Costs	
2024-25 Total Cost	\$77,151.44
2024-25 Average Storm	\$3,214



GROWTH

TIME





ICMA

**INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION**

ICMA Performance Committee



THE
Art

Collaboration





**What is your favorite type of music/band?
Least favorite? Provide reasons.**

VIVALDI



PANTERA



ALICE IN CHAINS



HATE







- We all like different things
- We all hate different things
- We all have a different versions and reasons for what is “best”

STRATEGIC PLAN

This document is the result of the city council's annual Strategic Planning Retreat held Feb. 25-26, 2019. The directives and goals within this plan will be used by city officials to help prioritize community needs and to help drive policy decisions over the next 12-36 months to meet those needs.



CITY OF KODIAK STRATEGIC PLAN FY 2025 – FY 2028

CORE FUNCTIONS

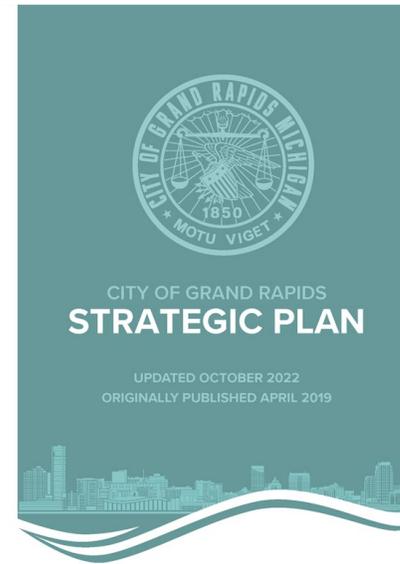
Public Safety	Public Works	Port & Harbors	Quality of Life	Fiscal Sustainability	Land Management, Planning
---------------	--------------	----------------	-----------------	-----------------------	---------------------------

MISSION, VISION, & VALUES

Mission Statement	Vision	Values
What is the City of Kodiak's purpose and who do we serve?	What is the City of Kodiak's view of the future?	What beliefs and principles guide City of Kodiak leadership and staff?
To provide quality services that match the lives of current and future Kodiak residents and visitors.	Kodiak is a prosperous, resilient, socially vibrant, inclusive island community.	Leadership Stewardship Integrity Collaboration Innovation Inclusivity

PRIORITY GOALS

PEOPLE & PROCESSES	External: Improve communication platforms, processes, and policies to increase engagement and allow for proactive communication. Internal: Review and update talent management processes and policies; improve internal communications to foster collaboration.
COMMUNITY PLANNING	Proactively invest in city assets to deliver city programs and services more effectively and efficiently.
FISCAL HEALTH	Diversify and grow Kodiak's financial assets.







The State of Utah is requiring this painting be:

- It be of the City Hall amphitheater
- It be made with acrylic paint
- It must be “Impressionism Style”
- It is due by 7:30
- **You have fun doing it!**



Photo by Ken Leetham



Impressionism



If you can get all the people in an organization rowing in the same direction, you can dominate anything



Achieve SWING!

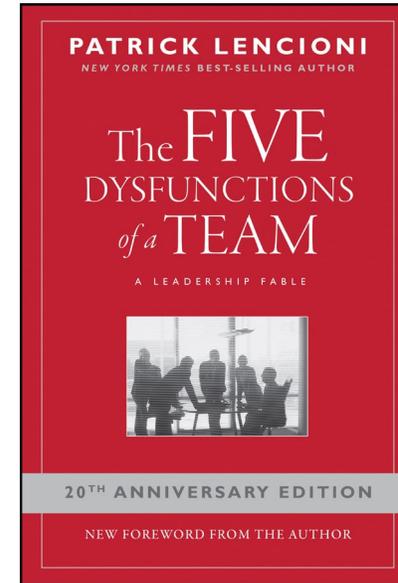
What you should do to succeed

- Figure out strengths
- Assign roles/Divide and conquer
 - Be clear on what you're working on
- Agree on common color palette
- Communicate constantly
 - Reevaluate every 15 minutes or so
- Use me as a reference



Why Teams Fail?

- Lack of trust (The foundation of teamwork)
- Honesty. Ability to admit their mistakes, weaknesses, concerns
- Fear of constructive conflict=artificial harmony
- Priorities, if everything is important then nothing is important
- Backstabbers (Art form)
- Intolerant of other opinions
- Clarity



5 Dysfunctions of a Team

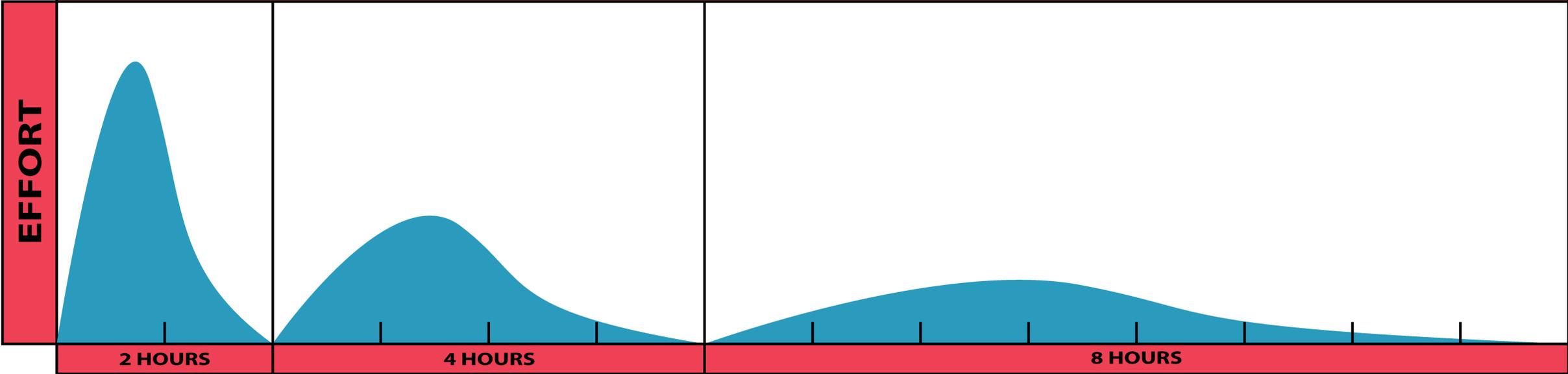




- Work from the back to the front
- Start with the block in. Sky and grass teams?
- Paint what you see...not what you know!
- Embrace the grey (White and Black)
- Details come last (Tree leaves)

Work expands to fill the time allotted for its completion

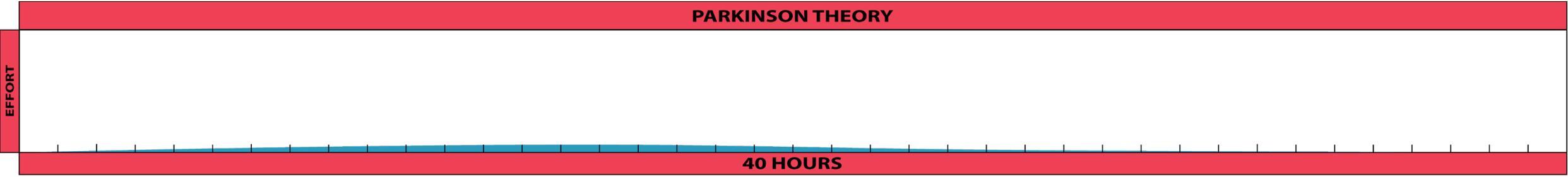
PARKINSON THEORY

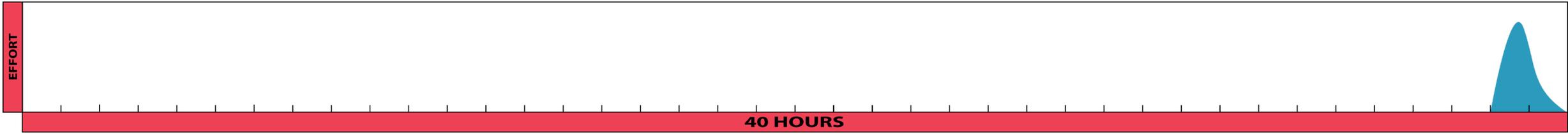


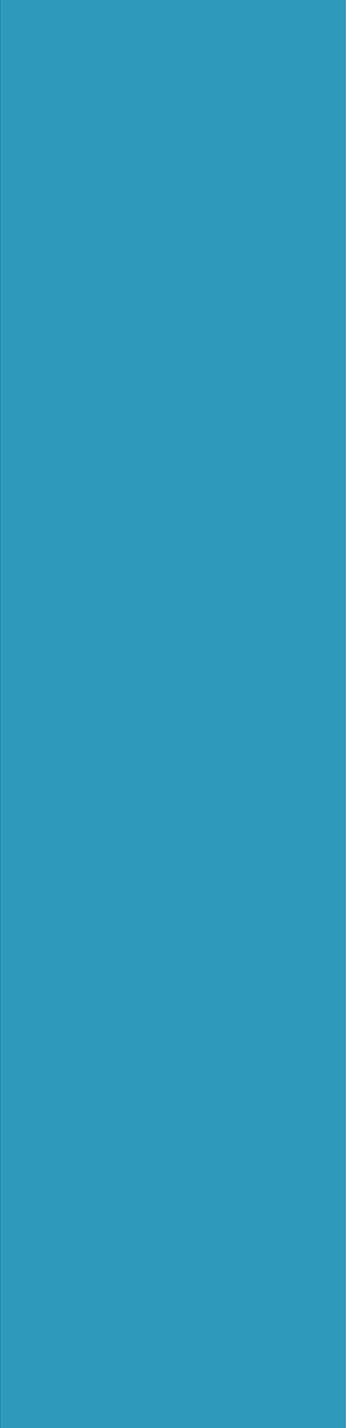
PARKINSON THEORY

40 HOURS

EFFORT







JUST
HAVE
FUN





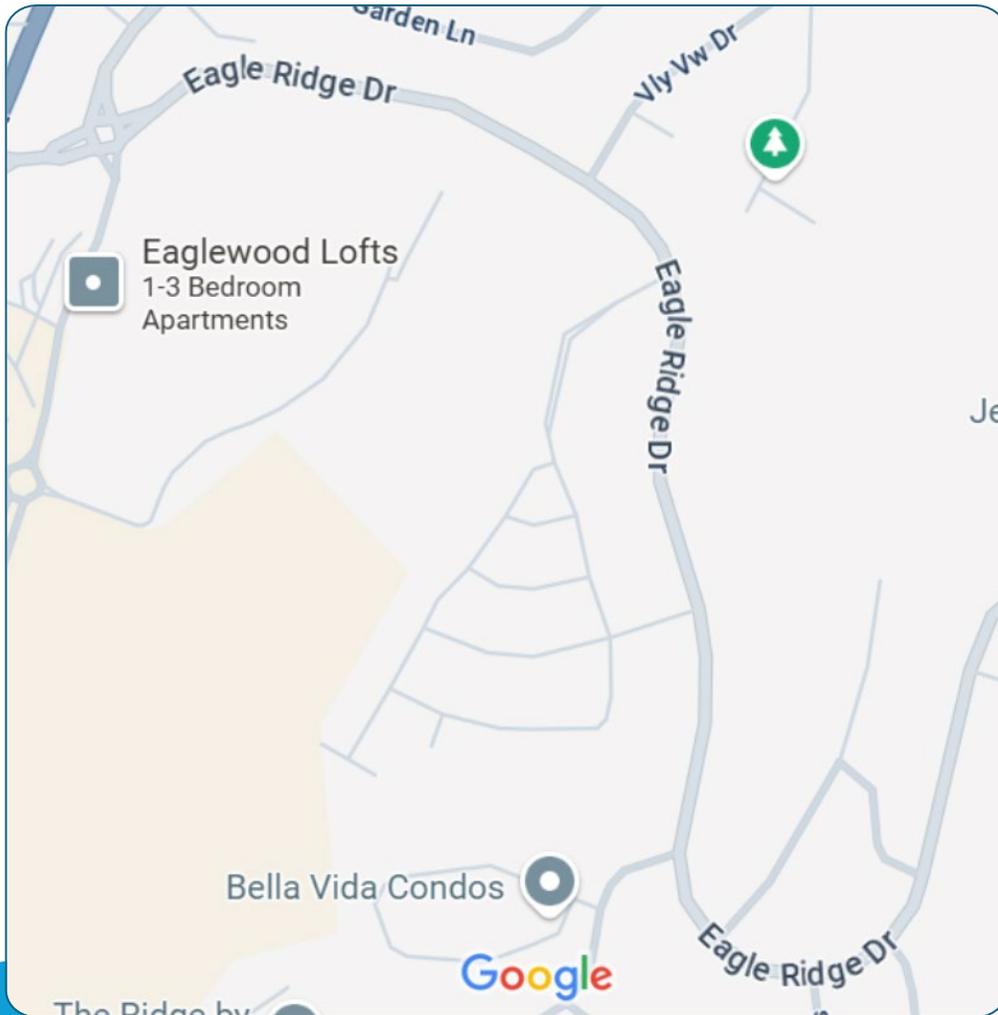
Suzette Jackson

North Salt Lake City Council



Issues, Priorities and Strategy

- **Beautifying Eagleridge Drive**
- **City Sponsored Events**
- **Fire preparedness and Strategy**
- **RDA Funds and the City**
- **Incentivizing business to call NSL home.**



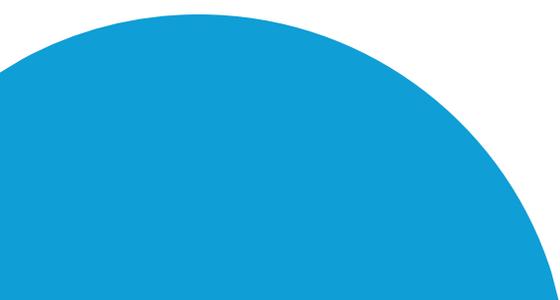
Eagleridge Drive

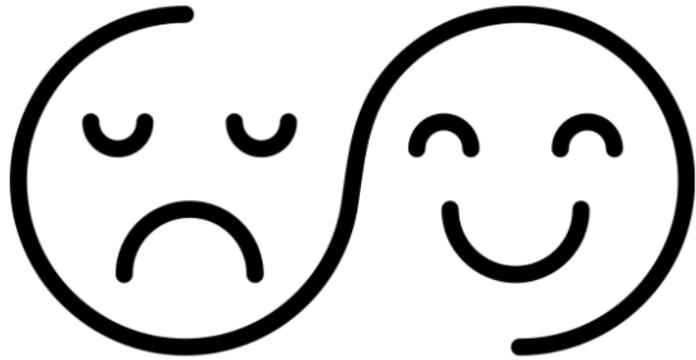
- **Prioritize at least one beautification accomplishment at a city entrance or major corridor per year.**
- **Requires council understanding of how much money can be allocated to this each year.**
- **Council must decide ahead of time which area of the city will be improved during the first two months of each year.**
- **Council requires clear budget parameters before city staff starts bidding process.**
- **This requires council being ready to approve a bid at presentation so that work can begin in during the same season.**



It is not even theoretically possible to “help” a certain racial group (subsets) without causing harm to members of other racial groups (subsets).

Justice Clarence Thomas

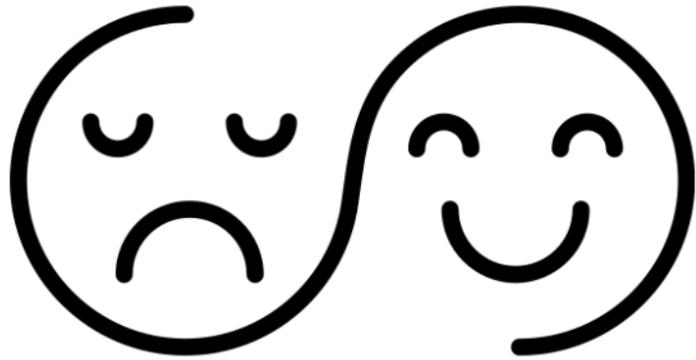




**Does “Inclusive”
include everyone?**

City Sponsored Events

- **As a city, we are using tax dollars from all citizens to sponsor these events.**
- **ALL council members should be REQUIRED to give their thoughts and opinions of city approved events on the record. This includes political/religious and potentially controversial events like the “Unity in the Community” events.**
- **Highlighting small subsets of the city's populations should fall under a rotation in order to provide an equal opportunity for these subsets to feel included regardless of the political affiliation.**



**Does “Inclusive”
include everyone?**

City Sponsored Events

- It would be most prudent to choose city events that allow ALL NSL citizens to feel comfortable and included.
- Any city approved event should always take under consideration the impact on all subsets of the community. If there is an opportunity for division, they should be avoided in order to save the tax payers from participating in funding such events.



Something to think about!



Fire Preparedness

- **Is there a way to stress test the system with both the pressure change and sudden change in load demand? How often do we test?**
- **Do we have the water pressure to put out a fire for the citizens who live above 400 East?**
- **Do we have enough water stored to put out a fire related event above 400 East?**
- **As a city, how can we communicate with the citizens to reassure them our water system is capable of handling a house fire and that it won't fail under stress?**



RDA Funds and City Improvement

- **I would like to understand more about the parameters of these funds.**
- **How are they supposed to be used and what have they been used for in the past?**
- **If the intent of these tax collected funds is to improve the city of NSL, I can't think of many things that improve a city more than long term home ownership.**
- **I'd love the city of NSL to develop and implement a rate buy down program to aid homeowners for the next 30 years.**



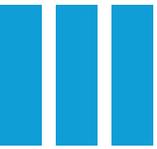
RDA Funds and City Improvement

- **Both Murray and Ogden have homeowner incentive programs that we could look at like “Own in Ogden.”**
- **Utah Housing has programs that perhaps we could look at combining with to compound the aid.**
- **Salt Lake Realtors give away grants every quarter. Maybe NSL could partner with them?**
- **We could look at implementing a Senior Standards Improvement program to help Seniors on fixed incomes repair structural issues such as failing roofs. Tree and root removal or yard improvements would not only aid this population but improve NSL overall and raise the comp values of all the surrounding homes.**



Business Development in NSL!

- I would like to do a market analysis study of NSL.
- What incentives do we have at our disposal to bring the specific businesses we'd like to see in NSL?
- How can we intentionally pursue these businesses?
- How can City Council members help in this process?



Thank You!

