

CITY OF NORTH SALT LAKE
CITY COUNCIL MEETING-STRATEGIC PLANNING
1110 EAST EAGLEWOOD DRIVE, NORTH SALT LAKE
AUGUST 5, 2025

FINAL

Mayor Horrocks welcomed those present at 6:10 p.m.

PRESENT: Mayor Brian Horrocks
Councilmember Lisa Watts Baskin
Councilmember Tammy Clayton
Councilmember Suzette Jackson
Councilmember Alisa Van Langeveld
Councilmember Ted Knowlton

STAFF PRESENT: Ken Leetham, City Manager; David Frandsen, Assistant City Manager; Heidi Voordeckers, Finance Director; Wendy Page, City Recorder.

OTHERS PRESENT: Dee Lalliss, Conrad Jacobson, Marty Peterson, Ryan Holbrook, residents.

1. CITIZEN COMMENT

Dee Lalliss, resident, commended the police department and the Health and Wellness Committee for the Night Out Against Crime and Health Wellness Fair event. He suggested advanced notifications and additional emails/advertising for future events. He also encouraged the police officers to increase interactions with residents, particularly the youth, at these events. He recommended inviting the public to the golf course to showcase the event center and other amenities there.

2. APPROVAL OF CITY COUNCIL MINUTES

The City Council minutes of July 15, 2025 were reviewed and approved.

Councilmember Jackson moved the City Council approve the meeting minutes of July 15, 2025. Councilmember Clayton seconded the motion. The motion was approved by Councilmembers Baskin, Clayton, Jackson, Knowlton, and Van Langeveld.

3. CITY COUNCIL DISCUSSION OF STRATEGIC PLANNING GOALS, TASKS, AND PROJECTS

Mayor Horrocks commented on the event center at the golf course and better utilizing this venue. He spoke on the purpose of this meeting and the intent to strategically plan the next two to five years in addition to the General Plan which reflected the City's long range vision. He mentioned prioritizing and strategically planning in individual departments to ensure that resources were not allocated haphazardly and a focus on achieving community wide objectives. He expressed the need for having structure and direction so residents and staff would know the Council's unified approach.

Mayor Horrocks shared several ideas including:

- Creation of a mission statement (address current and future plans)
- Strategic priorities with concise goals and objectives for top priorities (examples include economy, neighborhood, livability, health and safety, transportation, culture and entertainment, and efficient government)
- A City model or other identifier
- Vision and values (guiding principles)

Mayor Horrocks posed questions related to the strategic plan and if it should be linked with the budget or capital improvement plan, potential funding, level of public input, adopting a formal plan, when to update the plan, progress reporting from staff, and any financial/volunteer involvement from residents. He also mentioned City committees and how to measure success, better utilize, and the potential expiration of these committees.

Ken Leetham commented that staff would assist the City Council in strategic planning including providing tools but concluded that these priorities would be those of the Councilmembers. He spoke on having great ideas but missing opportunities without solid planning or structured follow-through. He suggested that the Council adopt a written plan that would lay out goals and objectives for staff and the Council to accomplish together. He said staff had compiled a list of priorities and notes from prior City Council meetings, strategic plans from other cities for review, a summary sheet of action items with deadlines, and other data. Mr. Leetham said this information, along with future meeting discussions, would enable the Council to create a strategic plan that was achievable and feasible.

David Frandsen stated he had presented at the Utah City Managers Association (UCMA) and International City Managers Association (ICMA) conferences and reported more about how metrics had improved the culture and performance within the City's public works department. He

provided the Council with the Public Works Department 2024 annual report which included statistical data. He spoke on the benefits of this annual reporting and the statistical data including: employees enjoyed it, use for annual reviews, creating accountability, raising the bar/competition, validating hard work, revealing any issues, and providing facts. He shared a presentation on the Art of Collaboration and civic metrics that were tracked including data related to street sweeping, construction by City crews, valve/hydrant actuating, and snow plowing.

Mr. Frandsen started a discussion about different types of music and each Councilmember and staff member present shared their favorite and least favorite type of music/performer and a brief explanation for their choices. He likened these musical preferences to strategic planning and goals for the City and how these were based in part on different perspectives. He then led the elected officials in a painting exercise applying the Art of Collaboration principles to create a six section canvas painting showcasing the Veteran's Amphitheater at City Hall.

After the painting exercise (approximately 1.25 hours), Ken Leetham opened the next part of the meeting where each City Councilmember shared their priorities, projects, or concerns.

Councilmember Van Langeveld asked if there should be a prior discussion about what the end product may look like to help determine the priorities. Councilmember Baskin anticipated that all of the pieces would create the whole.

Ken Leetham said the content of the Council's goals and priorities would allow the Council to determine priorities versus projects and help determine the overall vision and even structure of the Plan.

Mayor Horrocks noted the following items of importance:

- Ribbon cutting for Foxboro Wetlands Park (August)
- Attend the National League of Cities conference (November)
- Just Serve City (designation)
- A 250 year celebration (events, Federal funding)
- Ribbon cutting for Hatch Park
- 2026 civic events (how to determine and Council representation at City events)
- Golf course reception facility (improve aesthetics, cleanliness, increase events)
- The bridge at Center Street (dividing road to cross tracks)

The Council discussed attending the National League of Cities conference and including the new City Council members, issues with the golf course reception center and golf carts, and consulting with Horrocks Engineering on a potential plan for the bridge at Center Street.

Councilmember Knowlton shared his priorities:

- Efforts to beautify the City (including signage/roundabouts)
- Improvements to the Town Center (use Hatch Park as leverage, General Plan)
- Quality of US-89 (UDOT plan, South Davis Greenway Plan, neighboring cities agreement)
- Ways to achieve City wants/needs with the I-15 EIS project
- Trails Plan is a priority
- Housing Plan needs a solid policy statement
- Chevron
- Sustainability (future discussion)
- Create a City identity (survey related to name change, ballot proposition)
- Potential to combine services with neighboring cities (interlocal agreements)

The Council briefly discussed committing to updated signage including the roundabouts, improving the Town Center in conjunction with the Hatch Park remodel, potential General Plan updates related to the Town Center and Trails Plan, issues with the current City name, and surveying residents to determine interest in whether the name of the City should be changed through a special local ballot proposition or other method.

Councilmember Jackson presented her priorities:

- Beautifying Eagleridge Drive (prioritizing, clear budgets)
- City sponsored events (feedback from Council, rotate types of events that serve smaller segments of the population in order to provide equal opportunity)
- Fire preparedness and strategy (testing, water pressure, storage)
- RDA funds (parameters, past and future utilization, programs for homeownership)
- Incentivizing businesses (market study, pursue/incentives)

She shared goals for Eagleridge Drive including:

- prioritizing at least one beautification accomplishment at a City entrance or major corridor per year
- Requiring Council understanding of how much money could be allocated each year

- Council annually determines which area would be improved during the first two months of each year
- Council requires clear budget parameters before City staff starts bidding process (this would require the Council to potentially approve the bid at presentation so that work could begin in the same season)

Councilmember Jackson reviewed City sponsored events:

- Using tax dollars from all citizens to sponsor events
- Require all Councilmembers to share opinion of City approved events on the record including political/religious/controversial events
- Rotate events related to small subsets in the community
- Prudent to choose events that allow all citizens to feel included
- Any City event should consider impact on all subsets (events which create division in the community should be avoided)

She shared information on a fire in Summerwood and questioned the following:

- Potential to stress test the system related to pressure change and sudden change in load demand
- Water pressure for area above 400 East
- Water storage for area above 400 East
- Communicating with residents to reassure them the system is capable of handling fires

Councilmember Jackson spoke on RDA Funds and City Improvement:

- Parameters of these funds
- Approved uses and past use of these funds
- Use for long term home ownership
- Develop and implement a rate buy down program for homeowners
- Homeowner incentive program
- Combine with Utah Housing Program
- Partner with Salt Lake Realtors (grants)
- Implement Senior Standards Improvement program (home repairs)

She concluded with ideas related to business development:

- Perform a market analysis study of the City
- Determine incentives to bring specific businesses to the City
- Intentionally pursue these businesses
- City Councilmember assistance

The Council discussed community events including a yearly rotation, fire preparedness and water (and providing this info to residents), pursuing or attracting businesses into the City including municipal ethics, competition, lack of amenities, incentives that other cities had offered to businesses (sales tax, gifting land, anchor tenants), creating an economic development game plan (Hatch Park, new interchange, Town Center, Redwood Road), and leveraging the new interchange.

Ken Leetham commented that staff would provide a follow up report on fire preparedness, water reserves, storage, and pressure.

Councilmember Clayton then addressed her priorities:

- Code enforcement clean up in certain areas and the compounding effects on the community as a whole (example of efforts on Orchard Drive)
- Emphasize event participation for all neighborhoods (rotate City Council members' participation)
- Cost and attendance data for events (prioritize events)
- City motto: A city where all feel welcome, valued and belong. Other idea: Enhancing quality of life and meeting the expectations of our North Salt Lake residents, businesses, employees and visitors
- Appreciation for City staff responsiveness
- Fire Safety Plan
- Fireworks (refund)
- Public swimming pool
- Amberly Place development (new homes)
- Business highlights (City communications)

The Council discussed beautification in other areas, event metrics (tracking cost, attendance), refund for fireworks for next year or applying a credit towards Hatch Park fireworks, family amenities (bowling alley, pool, fun center, skating rink), and social media posts to highlight local businesses.

Councilmember Van Langeveld shared a comment about the strategic planning process. She pointed out that the City uses community outreach and engagement during the General Plan process and other plans and does not feel we need to have community outreach for the strategic plan. She supports the strategic plan being the work of the Council only. She also recommend a smaller plan revisited annually which also includes staff input.

Councilmember Van Langeveld shared her priorities:

1. Review and prioritize results of the city's Wellness survey to guide City decisions because the survey represents the priorities of our residents. Key findings for us to consider include:
 - Lack of cultural opportunities
 - Concerns with environmental/air quality
 - Connection with NSL, and the related impact on personal well-being.
2. Marketing plan for the City (advertising campaign) that provides more opportunity for the City to tell their own story build our own identity. This can build a sense of identity for residents, as well as attract new residents and businesses. City is clustered into 3 communities: East, Midtown and West. We should have a marketing strategy for each area that builds City and neighborhood identity.
3. Event Purpose Discussion - reviewing our purpose for events and what is considered a "success"
4. City app
5. Trail around every park and a circuit trail around the city.
6. Public Safety Annual report
7. Health and Wellness policies included in the General Plan
8. Homeless Resources document. Consider using RDA funds.
9. Continue to invest in Public Art
10. Focus on code adjustments that can encourage more commercial development. Review land use and zoning between industrial/commercial and residential.

Councilmember Baskin commended the Council on their ideas and having the best interest of the City in mind. She recognized the collaboration of the Council and what the strategic plan could do to help improve resident's lives. She then provided an overview of her priorities:

- Addressing in newly annexed area
- Citywide name change
- Concern over 4 day/10 hour work schedule (City Hall open on Fridays)
- Involvement with Utah League of Cities and Towns
- Legislative Policy Committee (active representation and involvement)
- Reorder agenda for Council, Mayor, and City Manager reports at the beginning of the meeting
- Future closed session (as part of strategic plan)

Ken Leetham noted that staff would begin to prepare a report of the significant overlapping objectives. He asked the City Council to think of which five top objectives to adopt as part of the

first strategic plan prior to the next strategic planning meeting that would be held on August 19th. He noted the objectives of the plan would not replace action items or other projects. He suggested that the City Council collaborate without sacrificing their individual goals. He also requested input on how the document would look and whether it would include goals, measurable metrics, assigned tasks for staff, etc.

The Council had a discussion about publicly sharing their own priorities and then having collective objectives detailed in the strategic plan. They spoke on picking three to five objectives with actionable metrics to try and complete annually. They mentioned conflicts with determining which objectives to pursue while maintaining their individual priorities.

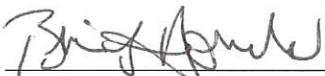
Councilmember Baskin suggested that the councilmembers join or volunteer for State or other appointed boards as a representative of the City. She said each councilmember had so much potential and could be leaders in the State. She also recommended including metrics and other employee highlights in the City newsletter.

Mayor Horrocks also suggested that the City Council brainstorm a mission statement and values prior to the next meeting.

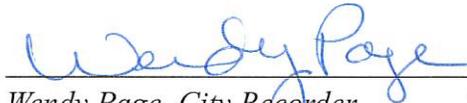
4. ADJOURN

Mayor Horrocks adjourned the meeting at 10:00 p.m.

The foregoing was approved by the City Council of the City of North Salt Lake on Tuesday, August 19, 2025 by unanimous vote of all members present.



Brian J. Horrocks, Mayor



Wendy Page, City Recorder

