



PROVO MUNICIPAL COUNCIL

Council Retreat Agenda

2:00 PM, Tuesday, January 16, 2018

Room 310, City Conference Room

351 West Center Street, Provo, UT 84601

Roll Call (0:00:00)

The following elected officials were present:

- Council Chair Gary Winterton, conducting
- Council Vice-Chair David Harding
- Council member David Knecht
- Council member George Handley
- Council member Kay Van Buren
- Council member George Stewart
- Council member David Sewell, arrived 2:04 PM
- Mayor Michelle Kaufusi, arrived 2:04 PM, excused at 5:20 PM

Prayer

The prayer was given by Gary McGinn, Community Development Director.

Business

1. A review and discussion of Vision 2030. (0:01:37)

Cliff Strachan, Council Executive Director, introduced the discussion and outlined the main sections of Vision 2030. These sections were identified in 2010 and the City has been working towards many of these goals. Mr. Strachan described the process for moving from a vision to establishing priorities.

2. A discussion on outcomes for Provo City. (0:12:09)

Please note that the YouTube broadcast of this meeting was interrupted while playing external video clips. Links to the external videos have been included below. An uninterrupted audio recording of the meeting is available on the [Utah Public Meeting Notice website](#).

Wayne Parker, CAO, introduced a discussion on outcomes and big ideas, sharing an idea from writer Jim Collins of “a big hair audacious goal”—or identifying something that galvanizes the organization and is focused on an important goal. Mr. Parker introduced a TED talk by Mayor G.T. Bynum of Tulsa, Oklahoma, outlining the project that Tulsa worked towards and their method:

https://www.ted.com/talks/g_t_bynum_a_republican_mayor_s_plan_to_replace_partisanship_with_policy

- Identify the goal
- Identify a measurement to track progress
- Identify a way to track that measurement cheaply and quickly
- Find ways to test these measurements/strategies
- Reduce funding to strategies that do not work
- Increase funding to strategies that do

Mr. Parker highlighted the success of Tulsa, OK in identifying a unifying goal or theme—this objective could be visualized, measured, and tracked, and was visible to city residents.

Mr. Strachan shared another video: Haven for Hope Homeless Facility in San Antonio and identified similar ideas as applied in the San Antonio area: https://www.youtube.com/watch?v=pUIJkO6v_z0

Council members shared and discussed suggestions and ideas for Provo's big idea:

- Provo River
 - This is an idea that would capture the public's attention.
 - Provo River Trail in Provo Canyon and Utah Lake are community assets, but other sections of the river are an afterthought in need of restoration and cleanup. The river is a community gathering place for families and offers solace and recreation opportunities.
 - There is a history and legacy of the river which is innately tied to the Native American population prior to the arrival of Mormon settlers, as well as to the foundation of the City and its agricultural history and community.
 - This issue is not naturally divisive and could keep the community unified on a common goal.
- Convention Center
 - Turn relationship with the County around
 - Solve current and future parking problems
 - Address downtown parking issues
 - Redevelop part or all of city center (may require relocation)
 - Solve police, fire, and other city facility needs
- Homelessness
 - This is a great opportunity in a very service-oriented community to focus their vision.
- Parking
- "Buy local" and retail
 - Educating the community on the benefits of shopping local and what it means for the City.
- Emergency Preparedness
 - Having weathered significant challenges of recent years (the recession, getting back on track with infrastructure planning and improvements), Provo has an opportunity to look out even further to prepare for future needs such as another recession or a natural disaster.
- Sewer Treatment Plant
 - The future of the sewer system has caused delays for developers
 - There are significant costs for the City to plan for and budget for.
 - This has implications for Utah Lake and algae bloom, as the EPA has put pressure on the city and area to address related environmental issues.
 - Making a campaign around the protection of Provo's water resources—water is life and water is one of the greatest resources the City has.

Mr. Strachan clarified that the 'big idea' does not diminish additional priorities of the Council, but presents an opportunity for a goal to reach beyond the City officials to capture the vision and support of residents and other organizations in Provo.

The Administration shared their three suggestions for a big idea as well as context for these goals:

- Resolution of water treatment plant and water reclamation system
- Retail: data-driven goals, a benchmark for increasing sales tax revenue to improve quality of life
- Available housing stock in Provo to meet all economic needs and housing needs

Larry Walters, Budget Committee member and citizen, shared thoughts on how to combine several of these goals or ideas at a higher level. For example, a goal for Provo to be a major outdoor recreation

destination combines addressing the river, water quality and systems, and economic development potential. Issues surrounding homelessness, opioid addiction, crime, and safety all factor into what it means to have a healthy environment. By setting a goal or objective at a higher level, it is possible to incorporate more of the specific goals into the process.

Council members discussed the list of ideas and shared their insights on the suggestions.

- Water treatment plant is an urgent need, if not a high priority.
- Retail and housing stock are ideas which are easier to rally the community around.
- Many of these ideas relate to two main areas: community (homeless, housing stock, neighborhoods, proximity of retail) and environment (water issues, recreational qualities).
- For any priority or idea, the Council needs department director and staff involvement to identify specific problems and metrics.
- Articulating and defining Provo's identity is essential in the conversation with the community.
- Ideally, these priorities and ideas will align with the core of Vision 2030/2050.
- Many other issues are solved by having a vibrant economy in Provo. By expanding the economic opportunities in Provo, other benefits include salary increases, better housing, improved retail climate. Increased economic potential in Provo is essential for other goals which will have costs.

Mr. Strachan reiterated that the intent of this discussion was to identify an outcome, that is measurable, that would have a significant outcome that could move the needle on budgeting for outcomes. Isaac Paxman, Deputy Mayor, urged the group to stay focused on the out-of-the-box idea process. He felt that the Provo River, sales tax revenue increase, and increasing Provo's status as an outdoor recreation destination felt like ideas born of a retreat, rather than ideas born out of the course of daily business.

Following a short break, the retreat continued on to a discussion on priorities.

3. A discussion on 2018 priorities for Administration and Council. ([1:34:39](#))

Mr. Strachan reviewed the priorities adopted by the Council in 2016 and provided an update on progress in the related areas. Several Council members expressed that some priorities were still important to see through to fruition, but perhaps since these were being addressed on a committee level, they could be removed from the 2018 priorities. Several Council members expressed that the number of priorities should be more focused, and should factor the bandwidth of Council members and their committee work.

Council members discussed suggestions for 2018 priorities and the direction moving forward:

- A priority could be taken to a broader level with other areas fitting into it. For example, housing could include parking, zoning compliance, homelessness, and a variety of housing options.
- Water issues: water treatment plant, infrastructure
- Budgeting for priorities
 - This relates in so many ways to infrastructure planning.
- Perhaps a priority list and a separate to-do list could support the Council's wish to focus more intensely on 3-5 priorities, while addressing short-term projects or issues that are still important.
 - A to-do list format would be especially helpful in providing direction to committees.
 - Structured policy could be handled by Leadership or a committee. While this is an important priority, it may not necessitate having the status as a 2018 priority.
 - Many existing Council committees align with current or proposed priorities.
 - Differentiate between active and inactive to-do list items.
 - All policy priorities will have items on the master to-do list.
- Retail and economic development
- Emergency preparation

- Infrastructure
- Sustainability
 - Mayor’s Sustainability and Natural Resources Advisory Committee
 - Questions about long-term impacts on golf course regarding water, etc.
 - Does the City’s approach to development address larger questions of sustainability, energy efficiency, etc.?
 - Many City departments focus on these questions and the Council relies on their professional expertise. Other aspects are mandated by the international building codes.
- Vision 2050
- Zoning compliance
- Work with UTA and local businesses to make BRT successful.
 - Wayne Parker, CAO, suggested having UTA present to the Council on BRT implementation and their plans to promote ridership.
- One suggestion was to identify specific impediments to the Council’s values and to identify actions which could move the City forward with regards to these impediments or challenges. Starting from what you want to accomplish and identify what is keeping you from that.
- Mr. Parker suggested that the Council focus on things of a legislative nature, where the Council’s proactivity would make a conscious difference. Some things, such as a decision on the sewer treatment plant, will happen as a matter of course and the Council will react to these realities.
- Mr. Strachan reiterated that statement—the Administration already handles the City operations. The Council’s biggest value along with decision-making is to help set a vision for the City. Quality of life is one of the largest factors that engages citizens in their city.
- Mr. Sewell clarified that many of these items are policy priorities, rather than budget priorities, though there may be budgeting implications for moving forward these policy priorities.

Motion: George Stewart moved to adopt as policy priorities: zoning compliance, economic development, Vision 2050, housing, and budgeting for outcomes.

Amended motion: Mr. Stewart amended the motion to adopt these stated priorities as tentative policy priorities. Seconded by David Sewell.

The intent was to identify a tentative set of priorities or starting point which Council members could continue to think about over the intervening weeks before the next retreat.

Roll call vote: Approved 7:0.

The Council scheduled a follow-up retreat on January 30, 2018, from 4-6 PM.

4. A discussion on the Budget Process. ([2:37:19](#))

John Borget, Administrative Services Director, and Dustin Grabau, Budget Officer, presented an update on the budget process, including a general timeline:

- February: Operations and maintenance (O&M) figures would be delivered
- March: Capital Improvement Projects plan would be delivered to Council
- April: recommendations for O&M, identify key issues, revenue projections, prepare documents for delivery to the Council
- May: presentation of proposed budget
- June: tentative budget adoption
- If Truth in Taxation hearings are needed, this will introduce other items to the timeline.

Regarding the water treatment plant, Dave Decker, Public Works Director, indicated that the consultant would need a decision by May 2018. He indicated that before the budget presentations by Public Works in March, the Council would need to have a good sense of where they are at with a decision.

Mr. Strachan said that the State was considering legislation which would authorize cities to make an inflation adjustment for property tax without the requirement of holding truth in taxation hearings. This may have bearing on the direction the Council wishes to take in addressing property tax changes in the upcoming budget cycle. Several Council members expressed a desire to begin the conversation about a possible inflation increase early on, so as to educate the public on the measures and to factor this into the budget discussions early on. Mr. Strachan indicated that in March, following the conclusion of the legislative session, Leadership could revisit this subject. Several Council members stated that they were supportive of an inflation-only adjustment, but not just any property tax increase.

Mr. Borget and Mr. Strachan explained the intentions for the upcoming budget. Last year, the Administration provided a great level of detail in the budget. Departments will present to the Council during upcoming Work Meetings, allowing them to begin the conversation with the Council early on about their department's needs. Wayne Parker, CAO, expressed the Administration's desire to be more general in the early on discussions; Mr. Parker wanted to protect the Mayor's statutory responsibility and balance of powers by allowing the Mayor maximum flexibility and discretion in forming the budget recommendation.

Council member David Harding advocated for a two-year budget cycle—this would allow the Mayor flexibility but give the Council more time to review. Council members also gave feedback on the format of the CIP report. Mr. Grabau explained the formatting and some of the factors which play a role, but the Administration expressed their willingness to accommodate some of the Council's related requests. The Administration commented on several budget areas such as a sustainability coordinator (which would be treated like a supplemental request) and the Police Department budget (which would include metric-based data to aid in a decision on allocating increased funding). Many cities budget against the future, hoping for growth that can fund their roads, whereas Provo has implemented strategies to help the City grow sustainably, including utility increases and the utility transfer.

Mr. Borget and Mr. Grabau outlined the Government Finance Officers Association's review of Provo's budget, including suggestions on performance metrics reporting for Provo. This format would state the Council's priority or high-level focus, department-level goals, and department measurements. Mr. Borget and Mr. Grabau hoped that this structure would align with GFOA standards, as well as the Council's goals regarding budgeting to priorities. Many departments already measure relevant data, but previously it has not been combined with the high level focus and concise reporting to generate a meaningful discussion on whether budget dollars are supporting the priorities. Mr. Grabau reiterated that this was an important communication tool when discussing the budget, rather than a means for making significant budget changes. Mr. Borget stressed the importance of building trust and for the Council and the Administration to work together toward making good decisions. Larry Walters, citizen and Council Budget Committee member, echoed the positive feedback of the Council. Mr. Borget stated that several departments are already collecting data and they hope to implement this format for future presentations to the Council.

Adjournment

Adjourned by unanimous consent.