

CITY OF SOUTH JORDAN
CITY COUNCIL STRATEGIC PLANNING MEETING #2
COUNCIL WORK ROOM

December 14, 2022

Present: Mayor Dawn Ramsey, Council Member Jason McGuire, Council Member Don Shelton, Council Member Brad Marlor, Council Member Tamara Zander, Council Member Patrick Harris, City Manager Gary Whatcott, Deputy City Manager Dustin Lewis, City Attorney Ryan Loose, Director of Budget and Strategic Services Director Don Tingey, Director of Planning Steven Schaefermeyer, IT Director Jon Day, Director of Public Works Jason Rasmussen, City Engineer Brad Klavano, Deputy Fire Chief Ryan Lessner, CFO Sunil Naidu, Police Chief Jeff Carr, Director of City Commerce Brian Preece, City Recorder Anna Crookston, Meeting Transcriptionist Diana Baun, Director of Recreation Janell Payne, Director of Administrative Services Melinda Seager, Executive Assistant Stefani Walker, Executive Assistant to the City Manager Katie Olson, Strategy and Budget Analyst Abigail Patonai, HR Director Teresa Cook

Others: Sam Bishop

4:14 P.M.

A. Welcome, Roll Call, and Introduction – *By Mayor Dawn R. Ramsey*

B. Invocation – *By Director of City Commerce Brian Preece*

C. Discussion - Continuation of Strategic Priorities for Fiscal Year 2023-24.

Deputy City Manager Dustin Lewis continued reviewing from the previous meeting and referred back to Attachment A, beginning with the city's compensation policy. The council agreed that they were on board with Manager Lewis' suggested approach from the presentation. He then continued on with discussing service levels from Attachment A.

Council Member Patrick Harris mentioned he rides his bike on South Jordan Parkway, near I-15, and as the entryway to our city he would like to see that area maintained a bit more frequently.

Director Rasmussen asked if that was right off I-15, as he agrees they could do better there.

Council Member Harris said it's coming down off the hill around 1000 West, including down to the trail.

Manager Lewis noted they will check that out.

Mayor Ramsey mentioned the signage when you enter the city, which is mostly the small signs; she has noticed that a few of them are so faded you can barely read them. Riverton and West Jordan have done a very deliberate project to put in the big markers that say you've entered their

city. She knows that would cost a great deal of money, but she'd like to look at that as some sort of project.

Manager Whatcott asked if the mayor wanted them on every subdivision street.

Mayor Ramsey said no, but the small metal ones that are major collector street entry points need to be improved.

Council Member McGuire mentioned the signs on Redwood Road that are also faded and mangled.

Council Member Zander asked to discuss the Annex building, and why that wasn't absorbed into the new buildings; why are we still paying rent on that building space.

Manager Lewis explained that the city is under a 10 year lease for that building that they can't get out of, with about three years left. As soon as they can get out of that contract, those employees will move into another building.

Manager Whatcott explained further that a previous council wanted to buy that building, so when they offered a 10 year lease it was no big deal since the plan was to purchase it. The city changed directions and then things became problematic when they tried to work with the building owners, even offering to pay their way out of the lease, and the owners would not let that happen.

Council Member Marlor asked about the snow removal budget for this year.

Director Rasmussen said the types of storms we've been getting aren't efficient, as they linger and leave just enough to get the roads slick, causing the main roads to be continuously driven. The budget is okay right now, and they will see what the rest of this month and the next bring. There is a contingency plan in place for the budget if they go over.

Manager Lewis is more worried about the general fleet budget for fuel, versus snow removal.

Council Member McGuire said they need an additional code compliance officer.

Manager Lewis said they have been discussing that, all building inspectors also double as code compliance officers. They are seeing less building permits, which may mean some of the building inspectors may have a little bit more time to help with some code compliance. He moved on to discuss cyber security and let everyone know that for most operations there is a master plan or strategic plan; they have not had a good strategic IT master plan as of yet. An IT Strategic Plan is being put together now to help give everyone some guidance and direction. He wants everyone to know that is happening, and to understand what some of those budget increases will be.

Director Tingey said that so much work is already being done. In 2012 they did the Barry Dunn IT plan that caused the implementation of Munis and a few other programs. This year they have decided to take things internally and do focus groups with all the departments and users. They are in the process of putting the strategic plan in order, with 8 main focus areas and 24 action items; those items are listed in Attachment A.

Manager Lewis added like the CIP for roads and other infrastructure improvements, this new IT plan will give us the ability to predict some of those costs for budgeting in the future.

Manager Lewis moved on in Attachment A to discuss Summerfest.

Council Member Harris knows the city makes some money from the event, but asked for the net cost to the city.

Director of Recreation Janell Payne responded that it's around \$100,000 in hard costs.

Manager Lewis said the soft costs are probably another \$100,000, as the event requires a lot of staff. He discussed the number of employees involved in the event starting with the planning, then including Parks and Public Works staff. He will bring back those soft costs later for the council to review.

Council Member Harris said it seemed the attendance was better this last year.

Director Payne said she did a check-in after the September dated event, due to Covid, and the numbers were down that year. This year we doubled attendance from that year, which was still an increase over the regular numbers by about 25%.

Council Member Harris wanted to make sure there are enough people attending to make that money spent worthwhile, and it sounds like there are.

Manager Lewis noted that one thing contributing to those numbers is the fact that the event has been at the same time for a few years in a row, allowing residents to plan around it.

Council Member Harris noted that if they changed and did something in place of Summerfest, they would be starting from scratch and having to rebuild those attendance levels. He likes Summerfest, and feels that it's headed in the right direction.

Council Member McGuire likes it overall, it is a great opportunity to bring the community together. Many residents shared that they liked the addition of the market, more so than just having vendors; he would like to see that grow more, and see more than just insurance agencies. He noted that Magna has a very well attended breakfast hosted by the Rotary Club, and he wondered if our city could possibly do something like that. He understands that high school graduations and that timing makes it hard to get some of the bands and other participants, but he believes many like the fact that the event kicks off summer.

Director Payne noted they could look into that and try to find a partner for a similar breakfast.

Council Member Shelton asked staff if they had any ideas for something special they could add to or change with the event.

Manager Lewis said they have looked at some things, and staff has come up with some different ideas.

Director Payne has heard different things through feedback from the community, and she thinks a lot could be included regarding the history of the city. One idea was related to the original name of the city, "Gale," which was due to the wind. They discussed a possible kite festival being used to tie that in and share the city's history. Last year they implemented a homerun

derby, and there is a display at the Gale Center with the Red Gales' baseball shirts; she would love to recreate those and have those be a prize. She also discussed a movie at Aunt Mame's with Coke bottles and popcorn, another way to tie things in the city's history to the event that many are unaware of.

Council Member Shelton asked if the community would be invited to bring kites to a kite festival.

Director Payne said the larger ones would be professionals bringing them in, then that could be tied into the Gale Center craft kits with a kite cutout to let people make their own. They could also have a station there where people could make their own, learn about and fly them.

Council Member Marlbor wondered if there might be a good response to a cow pie throwing contest. Something that looks like a cow pie, to throw like Frisbees.

Manager Lewis suggested having the council distribute the "cow pies" at the parade for the community to bring back to the competition. He did note that they do not want to throw Frisbees from the moving vehicles, as it was done in the past and was a safety hazard.

Council Member Zander loved the idea of the kite festival, tied into the "Gale" name. She mentioned having it on the Salt Lake County Fairgrounds one year, then bringing it back to the City Park area. She asked if it was wise to keep everything in the same location, or if they could have the kites out at Highland Park on the west side of the city while there are other things on the east side.

Director Payne said that if they were to spread it out more, it would have to be a week of Summerfest with certain portions at those other locations, keeping the carnival in the same spot.

Manager Lewis said they do have the football fields that aren't currently used, and those might be an option for a kite festival or other events.

Mayor Ramsey said her only concern with doing things on those north fields is the view.

Manager Lewis said that in the coming years, that will all be coming down as the property changes owners.

Council Member Zander loved the throwback ideas, but wanted to discuss the parade. It feels to her that as Summerfest grows, the parade still has low attendance. She feels the best attended year since she has been a council member was the year they were able to get the bands, because all the parents were there to see their kids march in the parade. She knows the mayor worked really hard to get those bands there, but she feels that participation is key to the success of the parade. She is okay with the date, but it is tricky to get the high school kids to participate. She stayed after the parade last year and walked while talking to people, and she realized that a ton of the people watching the parade were there to see their kids in the bands. It's not just energy with the bands there, it's getting the families to come and watch.

Mayor Ramsey said that parade turnout, for her, is the number one thing she would like to work on improving. She loves what is happening at Summerfest, the turnout was huge last year, but people aren't really in parade mode yet. The fact that Daybreak always has community events

like the vendor and summer markets the same morning as the parade is also an issue, and she would like to see what the city can do to work with the team at Daybreak to create a new partnership, going forward in all things, to ensure the HOA at Daybreak is providing a benefit to their residents by informing them about the community events sponsored by South Jordan City. Half the city doesn't really come out and participate, and they aren't very aware of the city events because there is so much going on closer to home. She really thinks that would help get the turnout, and improving those numbers for the parade is a huge priority for her. Other communities have parades with no open space, people are putting their stuff out days early, but ours is at such a unique time that people are not in that mode. It will always be hard to get the bands there, even Jenny Taylor told her it was hard to come the first week of June and they were glad they were able to work it out. She appreciates that people are making the effort and coming, and she thinks so much is offered that she wants to make more people aware of what's going on.

Council Member Shelton suggested possibly incorporating some of our Chinese Immersion Programs.

Manager Lewis said they reached out to the city, and they thought they would be in the parade, but then it was his understanding that the school didn't allow them to participate in the end. He said Herriman High School was the one making that decision, and they will be attending the city council meeting on January 17; that may be a good opportunity for the mayor to invite them to be in the parade and plant that seed.

Council Member McGuire noted that there are two high schools involved in the Chinese Immersion Program in the city, as Bingham has the program as well.

Mayor Ramsey said it is an uphill battle to even get the faculty to agree to it because they just ended school the day before. The quality of our parade can't be beat, it is fantastic, as are our offerings for Summerfest. That being said, two weeks after our event Herriman has theirs and its standing room only. She has really thought through this and she thinks it's the date, which may never be changed, and that's fine, but we need to be aware that will keep many people from the parade. Also, the Daybreak issue and the fact that half the city is more engaged in what's happening with their HOA and less aware of what's happening in the city. That's not necessarily their fault, but there are some things that could be helped by bridging the communication map that has been a barrier up to this point.

Manager Lewis said he is hearing from everyone they need to put more emphasis into the parade aspect, and try to drive more attendance to the parade.

Council Member Zander said we use Summerfest as the launch to summer, and the key to everything is marketing. If this is marketed more efficiently and directly, there will be better results. However, people in her neighborhood, almost without exception have no idea there was a parade when she comes home afterwards. In conjunction with Director Payne's idea of satellite programs, they could possibly have an activity every Thursday or Friday at Highland Park leading up to Summerfest. With all the west side residents attending, they will know there is a parade the following day. She also suggested possibly doing something on the west side that LIVE Daybreak combines with the city to host, as they are great at marketing and get their people out. She also noted the farmer's market in Daybreak that is well attended, and suggested

working with them early on, asking them to move the market to the City Hall location one Saturday before the event.

Council Member Marlor is very much in favor of keeping Summerfest on the schedule and staying on target, as we benefit from that with people planning for it. He agrees with Council Member Zander regarding the marketing. It might be fun for the Arts Council to put up a number of large posters, designed by them, to help with the marketing. The parade is about the kids, and if kids are seeing the posters, they will share that information with their parents.

Manager Lewis noted that if they know it will always be that first weekend in June, they can do one of the posters as a box wrap out in Daybreak that says "First weekend of every June," and leave it.

Mayor Ramsey agrees they are marketing to the kids, that's why they want the bands and clubs, but she also wonders about an art contest for Summerfest marketing materials. They could have all the entries on display for families to come and look at and bring them in. They discussed ways they could distribute information on a contest to the schools, as well as marketing materials for Summerfest.

Council Member Harris asked about having the parade in Daybreak, as it would attract attention and those people would come to the other events. LIVE Daybreak does such a good job with advertising, and Daybreak is where a lot of our residents live. He doesn't think they should move everything, the carnival could stay where it's at, but once you run a parade through Daybreak all those residents are going to know that Summerfest is going on.

Everyone discussed options for streets in Daybreak.

Manager Lewis explained that for a good parade route, you need to have both a staging and de-staging area that are easily accessible. They also want to avoid crossing state roads where possible, and make sure there is plenty of parking to avoid overloading neighborhood streets.

Director Payne noted last year there was a pretty extensive review of the parade route, looking at everything they could in the city and taking into consideration the criteria related to the staging and de-staging, state roads, parking, etc. She added that there is also value in having it near the other activities because people will go over to the activities after the parade.

Manager Lewis likes the idea of drawing attention to Summerfest, and he suggested possibly a mini parade with the city's float or a children's parade that went through some neighborhoods in Daybreak to draw attention to the fact that there is something else happening in the city.

Council Member Harris thinks something like what's being discussed would be a great way to reach out to the Daybreak Community, and the numbers would be significantly increased for Summerfest because of it.

Council Member McGuire asked to play Devil's Advocate for a moment, asking if the rest of the residents in the city are willing to make the journey across Bangerter Highway and come out to Daybreak.

Manager Lewis said they do have Highland Park with space to do activities, and the idea of satellite activities wouldn't move the entire event.

Director Tingey noted they also would have the middle and high school parking lots there for staging.

Manager Lewis mentioned that they could also think about doing the 5K up in that area, incorporating Bingham Creek Regional Park. They can definitely look into things and see how they could create those satellite events to drive awareness and bring in more people.

Council Member Zander noted that Kestrel Rise is a major artery, going from the bottom south of the community all the way to the top north end. It is an absolutely straight street, one of the few in Daybreak, and is a major north/south artery. It does have a hill so they would probably want to go north to south to avoid going uphill. Council Member Harris had a good point, they as a city have never brought their things out to Daybreak, they always ask Daybreak to come to the rest of the city, and there hasn't been a stellar cooperative relationship with them. That relationship is being worked on, and there have been improvements on both sides. Council Member Harris lives in the furthest east part of the city, and if he thinks this is a good idea, she is thrilled because the east side shouldn't be adverse to the west side, and the other way around. There needs to be one city, and we've been expecting those on the west side to come to the east side for years; Bangerter is not a divider, it's an artery. She also pointed out that they have the SoJo Race Series, which is so successful because they move it all over the city. The parade is different for valid reasons, but they move the races to all parts of our city which attracts different people, along with the same people. She also discussed the lake course that is being built out there. She took a tour of it about a month ago, the developer and designer for the lake course are expecting to have water and be ready to function this summer; there are a few things out there to help draw more people to the area. She thinks this is something worth looking at, and the best thing they can do as a council is get the east and west to be one city. If they move things around like there is no aversion to it, they are setting that example of being one big city.

Council Member Shelton wouldn't be opposed to having the entire parade in Daybreak.

Council Member Marlbor would love to see a pre-parade there and some marketing. He noted that this discussion might be making Director Payne uncomfortable and asked her to comment on what's being discussed. From a logistic standpoint with parking and everything else, he's not sure how they'd put the whole parade on anywhere else other than the city park.

Director Payne agreed and said that with the logistics required for the parade, along with the staffing and all the moving pieces, she worries about having that somewhere else Saturday morning and then trying to get back to City Park with all the preparation required. She does like the idea of a parade preview. In 2020 they did a "Floats and Floats," and maybe they could adjust that to happen at Highland Park a weeknight leading up to the parade.

Manager Lewis added that for an activity like that, they wouldn't have to worry about parking as the community would come through, get their root beer float while previewing the floats that are available.

Mayor Ramsey believes that using Highland Park is key, and she couldn't agree more with all that's being said. They need to use Highland Park, as it is the City's.

Manager Lewis suggested using mugs for "Floats and Floats" that they could then bring back to the root beer garden at Summerfest for refills.

Mayor Ramsey reminded everyone that one or two nights before is graduation.

Director Payne said earlier in the week would be better, as there are already activities going on Thursday and Friday.

Manager Lewis said they will run with these ideas and see what they can come back with. If they can't incorporate everything this year, at least they know what to budget for as they prepare for next year.

Director Tingey said a partnership with LiveDaybreak would take some time to build.

Mayor Ramsey discussed the possibility of having the art contest for the picture behind the Summerfest logo, and noted that the only costs would really be a gift card for the winner, along with some staff time to display everything.

Manager Lewis said that it sounds like they are going to keep Summerfest the same weekend, adding some things and working to continue to elevate the event. The council agreed. He moved on to discussing the process implemented a year ago regarding bringing people forward to appoint to boards, committees and commissions. He asked if the council wants to continue things the way they have been done, or if they want changes to be made to that process.

Council Member McGuire noted that it can be a little awkward at times, as the council doesn't always have a lot of questions for the applicants, but he does think it is important to be able to have the discussion on the appointment right after meeting them.

The council and staff discussed times in the past where they have either decided not to appoint someone, or done the work to vet them before bringing them to a meeting to make sure they are qualified to be a possible candidate.

Council Member Zander referred back to Summerfest and the comments that it is a big burden on staff. She suggested a Summerfest Council, asking for volunteers to help with that and she thinks there would be people willing to participate and offset some of the workload with Summerfest.

Manager Lewis said it could help save time in some areas, but it would create additional labors in other areas; there would be tradeoffs.

Council Member Zander had a resident approach her a while ago, mentioning he was on a Parks and Recreation or Activities committee in another city, and he asked where he would get information on that committee for our city.

Manager Lewis said that some cities have a committee like that, and things are handed off to an outside group to plan their events. That is one approach to this, but you do lose some of your control when you give it up to an outside group to plan and run the event. They can certainly use

volunteers throughout Summerfest, and the community can reach out to staff to be a part of that. They use volunteers to do the parade staging, stuff along the parade route, and they incorporate a lot of volunteers. If there are more out there, they would love to have them because they would love the help.

Council Member Harris noted that there are people who want to help, being told what is needed so they can do it; then there are others who want to be able to lead something and make things happen, and those are two different sets of people. He thinks they could have both.

Mayor Ramsey said she has had two residents just in the last week ask if there are opportunities for them to come serve, they just want something to do and would love to contribute to the city.

Council Member Harris said there are a lot of brilliant people in our city, many who were leaders in their organizations when they were working, who have those leadership skills and could handle this. He's not suggesting passing things off to them completely, but allowing them to work in conjunction with the city and probably take care of a lot of things. It would build over time, and it would be beneficial to look at something like that.

Manager Lewis brought up the planning commission's request to have some combined meetings with the council, as they have some questions they would like to discuss, and asked for the council's input.

Mayor Ramsey would like to have that as part of a work session.

Director Schaefermeyer asked how they would set the agenda, and the council members brought up the same concern.

Attorney Loose said that would be a good time to do a training, since both groups would need that done.

Director Schaefermeyer said this came up last night, but it has come up several times in the last few months. One of the commissioner's request a few months ago was to question why the council makes the decisions they do, especially if they are different from what the commission decided. He suggested the commissioners have that discussion directly with their council members. Staff usually responds to those questions, but there are other questions like the one that came up last night regarding the city's parking standards and whether they should be reviewing those. Another one that came up last night was that the commission wanted to be involved in more aspects of the city, and they were wondering if it was worth appointing a Planning Commission member to our CDBG Committee. They also decided last night that they were going to have a rotating schedule where one commissioner would start coming to each City Council meeting, just so they feel more connected to the issues at large happening in the city. Some of the issues can be explained by staff, but there are others that staff is unsure of the priority level for the council.

Mayor Ramsey asked if the request is because the commissioners are unhappy with the council, if they have things they want to complain about or are frustrated with, or is this more to collaborate.

Director Schaefermeyer believes it is more to collaborate and be involved in the city. He thinks there have been some projects in the past where the commissioners felt things should have gone a different way with the council, but they don't want to get crosswise with the council.

Council Member Marlor added that one of the things the council is supposed to do is appoint people who have brains, and want to do things appropriately. He thinks what they are hearing from the commission is that they want to understand why maybe the commission voted no, but the council voted yes. Some of those commissioners may be future council members or active in other parts of the city, and he would applaud the opportunity to sit down with them. He has served on a planning commission, and it led him to be interested in other service and there were a lot of changes made because of that collaboration.

Mayor Ramsey agrees that the collaboration is important.

Director Schaefermeyer noted he does think they have a good group and he would echo what Council Member Marlor just said; this is a sign of them wanting to be engaged and he has had no concerns with the current Planning Commission. They understand that it's a possibility the council will not agree with their decisions, but they don't always understand the reasons why.

Council Member Harris loves getting together with the planning commission and he thinks that should happen. He likes that they are two distinct groups, and he thinks there are some checks and balances afforded by the two groups not trying to have common thoughts on everything. He also thinks that when the planning commission makes a recommendation, there are often times when a good developer is listening to the concerns of the planning commission and they go back and make adjustments to the projects, so that when it comes before the council it is more palatable. There will be times when they have opposite viewpoints, but the council members are the elected officials and they are the ones accountable to their constituents. They will never be 100% on the same page, but the commission does provide a vital role in what they do, including helping to improve the projects before they get to the council.

Director Schaefermeyer said staff is willing to workshop things with the planning commission, but sometimes they just don't know if that's what they should be spending their time on. This could be a good opportunity for the council to set those priorities for how the planning commission is spending their time beyond just responding to specific applications.

Attorney Loose said the planning commission has been given a required mandatory training over the past few years, and they have a bunch of things on them as a body that they are looking at. All of the administrative items have been pushed to the commission and the council doesn't see a lot of that, and with the legislative items the commission has to give recommendations. Since they work in that administrative isolated bubble, regular meetings with the council would help them stay united.

Manager Lewis asked if the council would like the commission scheduled for one work session, a fifth Tuesday, etc.

The council agreed that they would prefer to meet during a work session, and to plan for possibly two meetings throughout the year.

Manager Lewis suggested one in March and one in September/October, and asked if the council felt that would meet their needs, as well as the planning commission's needs.

Director Schaefermeyer suggested deciding how they will put that agenda together, and who will approve it before the meeting. He doesn't want to have a meeting without a set agenda, as he doesn't believe that will be effective.

Council Member McGuire suggested that if a commissioner has a specific issue they are struggling with, they should call the council member that appointed them and have a discussion about it.

Mayor Ramsey suggested that for the meetings, if the commissioners have something they want on the agenda they should communicate that to staff, who can then discuss that with the council.

Council Members agreed that the commissioners should be reaching out to their appointing council members with specific issues to discuss, and that they are happy to engage in those conversations.

Attorney Loose knows the council and mayor are limited on time, but suggested that rather than using staff as a pass-through, they have a specific person who could consolidate and reach out to a chosen council member or the mayor. Staff should be involved, but the commissioners want to talk to the elected officials as well, and the council members are the ones who appointed them.

Mayor Ramsey is concerned that it sounds like the commissioners are having issues with the council, and she is just trying to understand what's going on.

Attorney Loose reassured her that he hasn't heard of any issues, and he has sat in on their meetings when the Assistant City Attorney isn't available; the commission just wants to be connected and on the same page.

Mayor Ramsey noted that none of the council members have ever not had time to speak with their appointed commissioner, so if they are feeling like that none of the council members are aware of it.

Attorney Loose noted it has been a while since there was a joint meeting, at least a year or two.

Mayor Ramsey said it sounds like everyone is in favor of having that joint meeting, and she has never heard anything other than that. She doesn't want the planning commission to feel like the council doesn't want to meet with them or be on the same page. This is the first time she has heard a formal request asking to schedule this and get it on the calendar, and the council would love to do that.

Council Member Marlor said they have had meetings with the planning commission in the past, and he thinks they should plan on one at least once or twice a year. When he was just starting as a council member, he was the liaison from the council to the planning commission and maybe that's what Attorney Loose is describing. He also used to attend all the planning commission meetings, but he wouldn't recommend that and doesn't think it's a good idea. He would however be fine with a designated person the commissioners could come to.

Manager Lewis discussed the calendaring of the next budget meetings to discuss what staff comes up with. The mid-year budget amendment will be brought to the January 17 meeting, and after that he is proposing putting three budget sessions on the calendar; they may not need all three sessions, but he wants to have them scheduled just in case. Staff and the council discussed those options and everyone's schedules, finally deciding on January 31 at 4:30 p.m. with the intention of having just one long meeting and going through everything that night, with February 22 scheduled as a back-up date just in case they are unable to get through everything in that first meeting. They would then plan to bring the tentative budget for adoption on Tuesday, March 21 with the final budget adoption on May 2.

Mayor Ramsey noted the first meeting in January will include a very long work session, and she will need to join remotely as she has been unable to find a way to be home in time for that.

Council Member McGuire motioned to adjourn the City Council Strategic Planning Meeting. Council Member Harris seconded the motion; vote was unanimous in favor.

ADJOURNMENT

The City Council Strategic Planning Meeting #2 ended at 5:51 P.M.

This is a true and correct copy of the December 14, 2022 City Council Strategic Planning Meeting Minutes, which were approved on January 3, 2023.

Anna Crookston

South Jordan City Recorder



Creating a
Safe
Community



Delivering
Reliable
Public
Infrastructure



Representing
Responsible
Governance



Engaging
the
Community



STRATEGIC PLAN



Balancing the
Regulatory
Environment



Ensuring
Sustainable
Growth



Fostering
Economic
Development



Providing
Desirable
Amenities
and Open
Space

SOUTH JORDAN CITY Strategic Plan

01

Vision | Mission | Values



02

**Strategic Priorities,
Outcome Areas, Strategies,
Plans & Measures**



03

Strategic Action Items



04

Notes



South Jordan

Vision | Mission | Values



Vision Statement

We are a famil-oriented community, founded upon principles of accountability, integrity, industry, and innovation with an unwillingness to compromise in securing a sustainable environment for future generations.

VS



Mission Statement

South Jordan City provides service-oriented, responsible government, consistent with the community's values, priorities and expectations for a high quality of life, enhancing the City's fiscal health, providing professional and innovative services, and managing the City's resources, while planning for the future.

MS



Service Values

Integrity, Service, Professionalism,
Communication, & Excellence

SV



Tag Line

Pending... (see Strategic Action Item #1)

TL

Creating a Safe Community

1

**CREATING A SAFE
SENSE OF COMMUNITY**

2

**ENSURING AN
APPROPRIATE
RESPONSE**

3

**ENSURING
COMMUNITY
READINESS**

**SOUTH JORDAN CITY
PROMOTES A STRONG
SAFETY CULTURE FOR
THE ENTIRE COMMUNITY
AND ITS WORKFORCE
BY:**

STRATEGIES

PLANS

MEASURES

- Emergency Operations plan
- Natural Hazard Mitigation Plan
- Police Strategic Plan
- Wild Fire Com. Preparedness Plan
- Public Safety IFFP and IFA

CREATING A SAFE COMMUNITY

Guiding Principles



SC-1. **PROTECTS** the public while fostering personal safety and security while providing education throughout the community

SC-2. **RESPONDS** to emergencies and calls for service and listens to concerns

SC-3. **ENFORCES** the law respectfully and without prejudice

SC-4. **DELIVERS** a safe and reliable public and private infrastructure system

SC-5. **ENGAGES** the entire community to share in the responsibility for its safety, health and well-being

NOTES:

Delivering Reliable Public Infrastructure

1

**TRANSPORTATION
NETWORKS**

2

**PUBLIC UTILITY
SYSTEMS**

3

**PUBLIC
FACILITIES**

**SOUTH JORDAN CITY
DELIVERS RELIABLE
PUBLIC INFRASTRUCTURE
BY EFFECTIVELY
PLANNING,
CONSTRUCTING AND
MAINTAINING:**

STRATEGIES

PLANS

MEASURES

- 5-Year CIP Plan
- Transportation Master Plan
- Water Master Plan
- Storm Drain Master Plan
- Alt. Mode Transportation Plan
- Wasatch Choice 2040 (2050)

DELIVERING RELIABLE PUBLIC INFRASTRUCTURE

Guiding Principles



RPI-1. PLANS & COORDINATES with other stakeholders for quality public infrastructure (e.g. streets, culinary and secondary water, storm water, parks, trails, open space and public facilities)

RPI-2. DEVELOPS quality public infrastructure.

RPI-3. MAINTAINS & OPERATES quality public infrastructure.

RPI-4. ENSURES funding from multiple stakeholders to effectively plan, develop, staff and operate quality public infrastructure

NOTES:

Balancing the Regulatory Environment

1

IMPLEMENTING & ENFORCING REGULATIONS

2

EXECUTING THE GENERAL PLAN

3

APPROPRIATELY ENGAGING THE COMMUNITY

SOUTH JORDAN CITY ESTABLISHES AND IMPLEMENTS CLEAR, EFFECTIVE, AND NECESSARY REGULATIONS TO PROTECT THE HEALTH, SAFETY AND WELFARE OF THE COMMUNITY BY:

STRATEGIES

PARKING POLICY

PLANS

- City Code
- General Plan
 - Sub Area Plan(s)
- Moderate Income Housing
- Annexation Plan(s)

MEASURES

BALANCING THE REGULATORY ENVIRONMENT

Guiding Principles



BRE-1. **DEVELOPS** effective, well-balanced and consistently applied ordinances and policies

BRE-2. **IMPLEMENTS** ordinances and policies that encourage quality community growth and development

BRE-3. **EDUCATES & ENGAGES** the members of the community developing a sense of shared responsibility and community pride

BRE-4. **ENFORCES** ordinances and policies with adequate staffing to maintain a clean, orderly and sustainable community

NOTES:

Providing Desirable Amenities & Open Space

1

PARKS, TRAILS & OPEN SPACE

2

RECREATION PROGRAM & EVENTS

3

ARTS & CULTURE

SOUTH JORDAN CITY PROMOTES A STRONG SENSE OF PLACE BY PROVIDING OPPORTUNITIES FOR:

STRATEGIES

SUMMER FEST

PLANS

- Parks & Recreation Master Plan
 - SLCo Parks Master Plan
- Parks IFFA & IFP
- Trails Master Plan
 - SLCo Trails Master Plan
- Arts Master Plan *

MEASURES

PROVIDING DESIRABLE AMENITIES & OPEN SPACE

Guiding Principles



DAOS-1. **DEVELOPS** a quality parks, trails and recreation facilities system

DAOS-2. **MAINTAINS** and operates a quality parks, trails and recreation system

DAOS-3. **PRESERVES** the community's heritage and culture for today's and future generations

DAOS-4. **OFFERS** a variety of park amenities, recreation and art programs and community events for all ages and abilities

DAOS-5. **PARTNERS** with community stakeholders to maintain and expand park, art and recreational opportunities

NOTES:

Fostering Economic Development

SOUTH JORDAN CITY PROMOTES ECONOMIC DEVELOPMENT BY FACILITATING EFFORTS WITH STAKEHOLDERS FOR A SUSTAINABLE FUTURE BY:

1

ENHANCING A DIVERSE & DYNAMIC TAX BASE

2

ENSURING SUSTAINABILITY

3

ENGAGING STAKEHOLDERS

STRATEGIES

PLANS

MEASURES

- Strategic Plan
- General Plan
- RDA Annual Report
- SW Urban Center & MVC Area Plans & Participation Agreement(s) *

FOSTERING ECONOMIC DEVELOPMENT

Guiding Principles



ED-1. **EXPANDS, ATTRACTS & RETAINS**

a diverse mix of high quality employers to contribute to the community's economic sustainability and offer opportunities for employment

ED-2. **PROMOTES** the community as a safe, attractive and quality place to live, work and play

ED-3. **ENHANCES** a dynamic, sustainable and diversified tax base, balancing taxes, fees and charges

ED-4. **ESTABLISHES** a predictable and efficient development process that fosters a high degree of collaboration and coordination within the community and with diverse stakeholders

ED-5. **ENSURES** a quality public infrastructure network that meets the needs of future economic growth objectives

NOTES:

1. **EXPANDS, ATTRACTS & RETAINS**

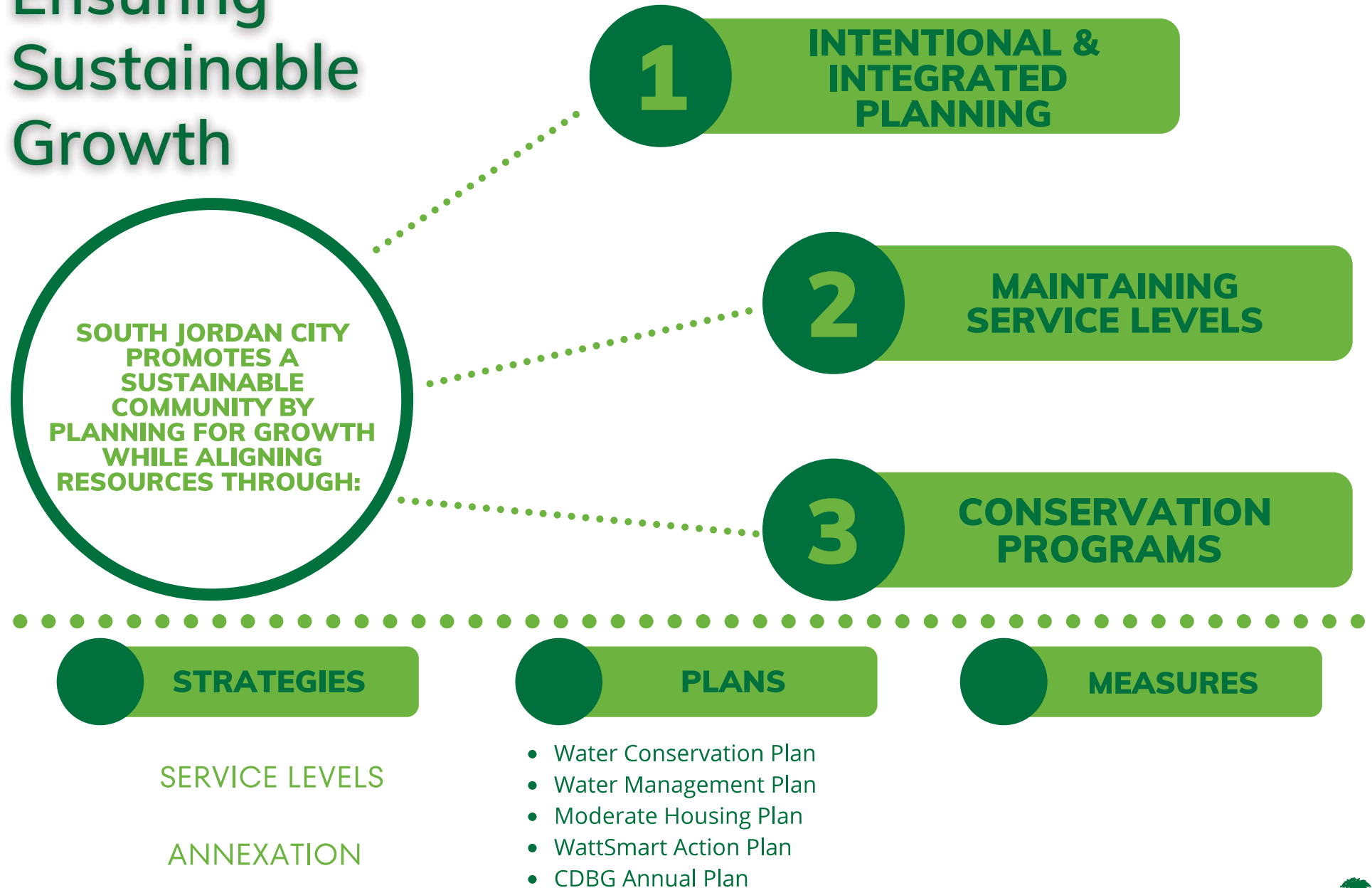
2. **PROMOTES**

3. **ENHANCES**

4. **ESTABLISHES**

5. **ENSURES**

Ensuring Sustainable Growth



ENSURING SUSTAINABLE GROWTH

Guiding Principles



SG-1. **IMPLEMENTS** effective policies and programs to ensure the accomplishment of the General Plan and its related goals and objectives while using a variety of financial tools (e.g. RDA housing funds) to ensure diverse and affordable housing types

SG-2. **CREATES & SUPPORTS** environmentally sustainable programs including water conservation, recycling, energy conservation, and air quality improvement to ensure the financial well-being and long-term sustainability of the community

SG-3. **DEVELOPS** future water resources through a variety of innovative methods

SG-4. **ENHANCES** and maintains public transportation networks (e.g. TRAX, Frontrunner, I-15, MVC, Bangerter, U-111) ensuring long-term needs are incorporated into growth plans

NOTES:

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Engaging the Community

1

LISTENING & LEARNING

2

INFORMING & EDUCATING

3

FOSTERING SHARED RESPONSIBILITY

SOUTH JORDAN CITY
PROMOTES AN ENGAGED
AND INFORMED
COMMUNITY THROUGH A
VARIETY OF EFFECTIVE
METHODS TO INFORM,
EDUCATE, AND CONNECT
WITH ITS RESIDENTS BY:

STRATEGIES

CITY TAG LINE

PLANS

- Communications Strategic Plan

MEASURES

ENGAGING THE COMMUNITY

Guiding Principles



EC-1. **RESPONDS** to the needs and concerns of the community in a prompt, transparent, professional, respectful and ethical manner

EC-2. **ENSURES** open, two-way communication, by listening to and soliciting feedback from community members

EC-3. **PROVIDES** opportunities to engage and serve, informing and involving the community through a variety of methods

EC-4. **FOSTERS** a feeling of community pride, acceptance of others, and a sense of shared responsibility.

NOTES:

Representing Responsible Governance



1

FISCAL RESPONSIBILITY

2

TECHNOLOGY & TRANSPARENCY

3

OPERATIONAL EXCELLENCE

4

STRATEGIC ALIGNMENT

STRATEGIES

TAX POLICY
COMPENSATION POLICY
IT STRATEGIC PLAN

PLANS

- Annual Budget
- Annual ACFR
- IT Strategic Plan
- Workforce staffing plan
- Strategic Plan

MEASURES

REPRESENTING RESPONSIBLE GOVERNANCE

Guiding Principles



FRG-1. Workforce: ATTRACTS, motivates, develops and retains a high-quality, engaged and productive workforce

FRG-2. Transparency: FOSTERS fiscal responsibility, operational excellence, trust and transparency by ensuring accountability, efficiency and innovation in all operations

FRG-3. Resource Alignment: PROTECTS, manages, optimizes and invests in its human, financial, physical and technological resources to ensures alignment with planning and budget

FRG-4. Regulatory Compliance: ASSURES regulatory and policy compliance to minimize and mitigate risk

FRG-5. Communication: PROVIDES responsive and accessible leadership, facilitates timely and effective two-way communication and utilizes input from all stakeholders

FRG-6. Vision & Planning: SUPPORTS decision-making with timely and accurate short-term and long-range analysis that enhances vision and planning.

NOTES:

STRATEGIC ITEMS FOR CONSIDERATION

Creating a Safe Community

- Police statistics
- UHP Bangerter & MVC

Delivering Reliable Public Infrastructure

Transportation Items

- 9800 S & Bangerter Interchange
- East-West Traffic
 - 11400 S Pass through traffic
- U-111 realignment
- TRAX Line
- Parking Structures
- Public Facilities
 - Parks
 - Public Works Yard
 - Fire Station 65
- Parking Issues

Balancing the Regulatory Environment

- Short term rentals
- HB 462 Station Area Plans

Providing Desirable Amenities and Open Space

- Summer Fest Future
- Senior Center & Arts Facility feasibility
- Park Strips

Fostering Economic Development

- SW Urban Plan

Ensuring Sustainable Growth

- Annexation - Rio Tinto
- Service Levels

Engaging the Community

- City tag line

Representing Responsible Governance

- Tax Policy
- Compensation Policy
- IT Strategic Plan
- Risk Management Program
- Commerce Park CDA Funds
- Justice Court

STRATEGIC ACTION ITEMS

CITY TAG LINE

1

Summary: It's been recommended that the City discuss creating a "City Tag Line" for branding and communicating purposes.

**Engaging the
Community**
Fostering Shared
Responsibility

TAX POLICY

2

Summary: As we completed this fiscal year's budgeting process which included an increase in to the Certified Tax Rate, requiring a "truth and taxation" hearing, it was recommended that we review and clarify during strategic planning the City's ongoing tax policy related to property tax rates and the net effect of the Certified Tax Rate.

**Representing
Responsible
Governance**
Fiscal Responsibility

COMPENSATION POLICY

3

Summary: During this fiscal year's budgeting process there was much discussion about the fiscal sustainability of the City's compensation policy. An effective compensation policy is essential for the short- and long-term ability to effectively recruit and retain a stable, motivated and productive workforce.

**Representing
Responsible
Governance**
Fiscal Responsibility

SERVICE LEVELS

4

Summary: As South Jordan continues to grow and recruiting and retaining employees becomes increasingly challenging, maintaining appropriate service levels at affordable costs is essential to effectively provide municipal services.

**Ensuring
Sustainable
Growth**
Maintaining Service
Levels



STRATEGIC ACTION ITEMS

IT STRATEGIC PLAN

5

Summary: Technology is more integrated in the day-to-day operations of the City. The South Jordan leadership team is in the process of updating and creating a comprehensive and integrated IT Strategic Plan. This discussion will be a high level overview of key strategies and action items expected to be included in the plan.

**Representing
Responsible
Governance**
Technology &
Transparency

ANNEXATION

6

Summary: On June 3, 2022, Rio Tinto provided a letter to the City reaffirming and expressing their intent to annex certain parcels that are adjacent to South Jordan City's current boundaries. In addition, they expressed that an annexation would be accompanied by a Master Development Agreement (MDA).

**Ensuring
Sustainable
Growth**
Intentional &
Integrated Planning

PARKING POLICY

7

Summary: As the City continues to grow and traffic increases parking issues also continue to rise in more/different locations. It's recommended that the City consider a more comprehensive parking policy to address these issues.

**Balanced Regulatory
Environment**
Implementing &
Enforcing Regulations

SUMMER FEST

8

Summary: The City's annual town days celebration, currently known as Summer Fest, has changed in various forms, activities and dates over the years. It's been recommended that this annual community event be re-evaluated. This discussion is necessary for guidance, clarification and direction.

**Providing Desirable
Amenities & Open
Space**
Recreation Programs &
Events