

# COMMUNITY VISION & STRATEGIC PLANNING

February 15, 2022





**Vision Statement: A family-driven community of neighbors with heritage, safety, and charm in its heart.**

**Mission Directive: South Weber's mission is to facilitate neighborhood connection, honor our heritage, ensure a safe haven for families, provide sustainable municipal services, and develop a community with heart.**

**RECAP LAST TIME**

### Strengths

- Heritage
- People
- Staff
- Fiscally OK
- Crooked Trees
- Maintain View/Proximity
- Proximity to Shopping
- HAFB
- Community
- Burly

### Challenges

- Enterprise Rates
- Involved Public
- Gravel Pits
- Communication
- Tax Base
- Secondary Water
- Affordability
- Diversity of Thought on Vision
- Contracted 5-0
- Confined Location
- Accessibility
- Staffing

### Opportunities

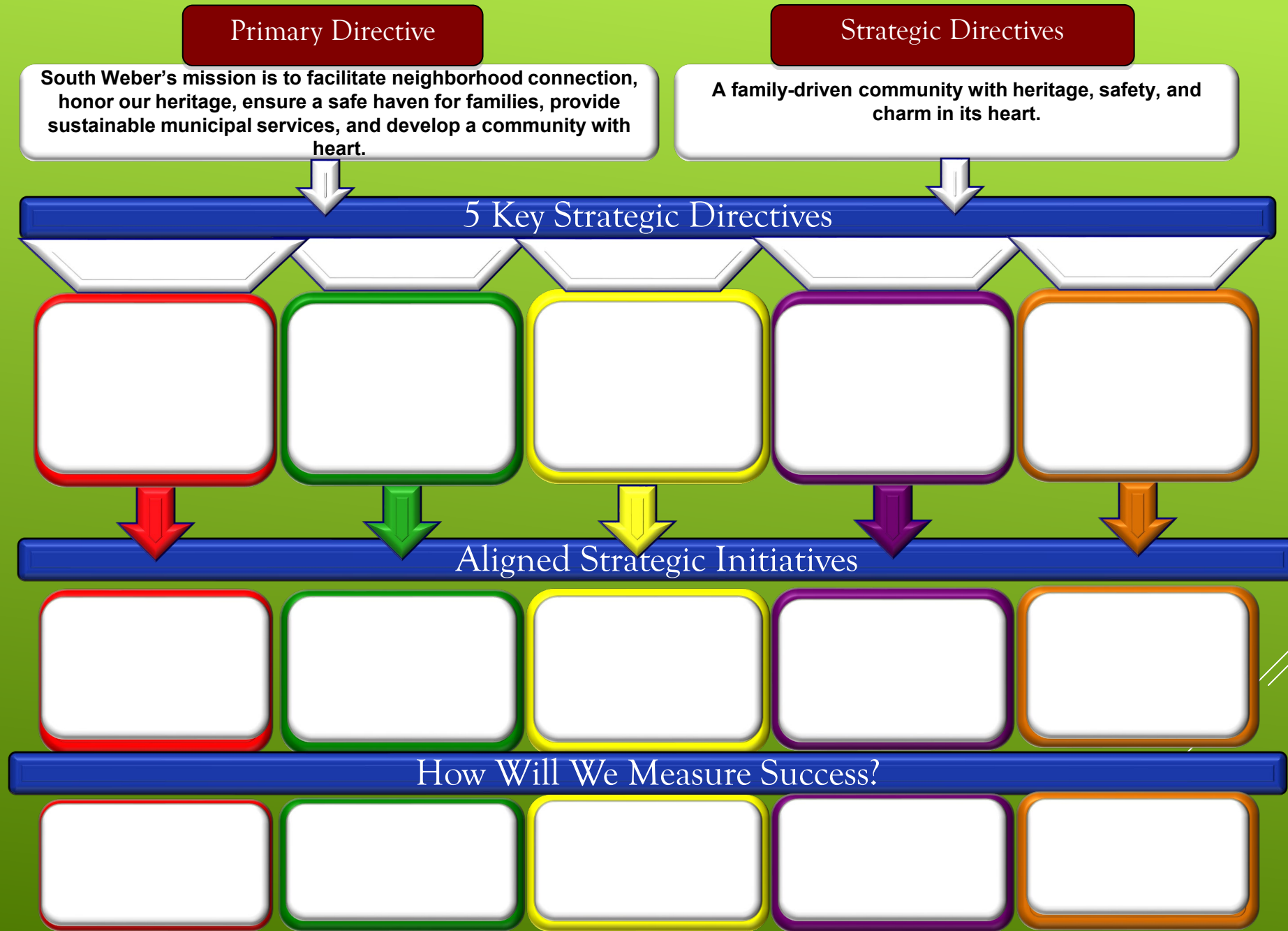
- Parks
- Close Knit Council & Staff
- Wildland Deployment
- HAFB
- City Center
- Commercial Areas
- Code Updates
- Facilities
- Public Outreach
- Events
- Outdoor Recreation

### Threats

- Road to Layton
- Dust
- High Density Housing
- State Legislature
- UDOT
- Hazards
- I-84
- Wind
- HAFB
- Economic Collapse
- Growth

RECAP LAST TIME

# SOUTH WEBER CITY - ONE PAGE STRATEGIC PLAN SUMMARY



# STRATEGIC DIRECTIVES

- What do we have to get right in order to move the organization towards our vision?
- What are the broad, high-level (BIG BUCKET) areas we need to focus on?

## South Ogden

- Fiscal Sustainability
- Employees
- Infrastructure
- Economic Development
- Community Engagement

## Baytown, TX

- Community Reputation & Image
- Infrastructure & Mobility
- Community Amenities
- Neighborhood Quality
- Operational Excellence

## Ogden City

- Economic Development
- Community Safety
- Recreation
- City Image & Reputation

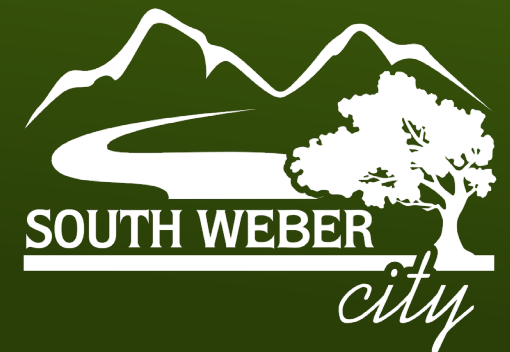
- 1 **FISCAL SUSTAINABILITY: ENSURE THE ABILITY OF THE CITY TO PROVIDE QUALITY PUBLIC SERVICES THROUGH CAREFUL LONG-RANGE PLANNING AND EVALUATION OF CURRENT DECISIONS IN THE CONTEXT OF FUTURE FISCAL IMPACTS.**
- 2 **EMPLOYEES: RECRUIT, DEVELOP AND RETAIN QUALITY EMPLOYEES BY MAINTAINING MARKET COMPETITIVE PAY RATES AND DEMONSTRATING A COMMITMENT TO THE GROWTH AND DEVELOPMENT OF OUR STAFF.**
- 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.**
- 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.**
- 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.**

# Strategic Directive 1

## Economic Development



*"I want to live in a community where there are well-paying employment opportunities that allow me to provide for my family."*

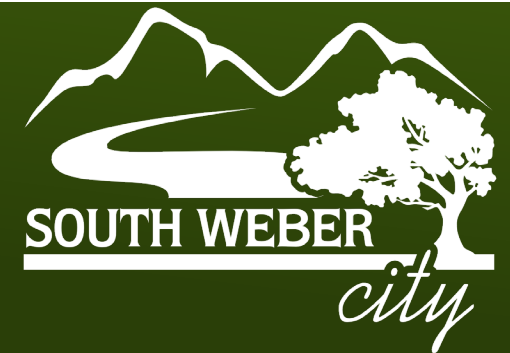


# Strategic Directive 2

## Community Safety



*“I want to live in a community where I can safely travel across town, where I feel comfortable to be outside regardless of the hour.”*



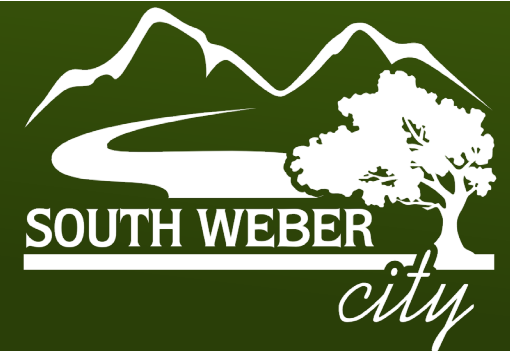


# Strategic Directive 3

## Recreation



*“I want to live in a city where my family can enjoy outdoor recreation, and where my kids have options of fun things to do.”*

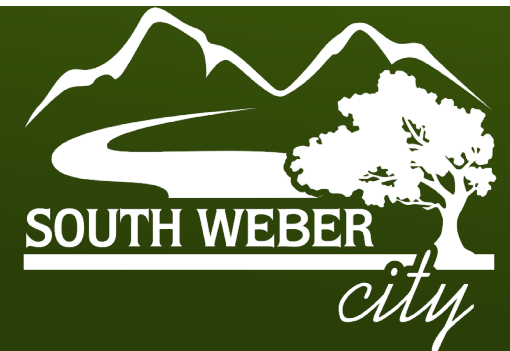


# Strategic Directive 4

## City Image & Appearance



*“I want to live and work in a place that is clean and well-kept, a place where I am proud to say ‘Yes! I’m from Ogden!’”*



# Strategic Directive 1

## Community Reputation & Image



*“I want to be a part of a community where I’m proud to tell people where I’m from.”*



# Strategic Directive 2

## Infrastructure & Mobility



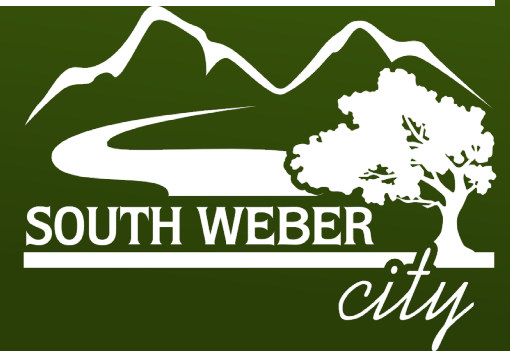
*“I want to live in a community where I can get where I need to go by car or on foot in a safe, efficient manner.”*

# Strategic Directive 3

## Community Amenities



*“I want to live in a place where I can live, work, and play without the need to leave the city limits.”*

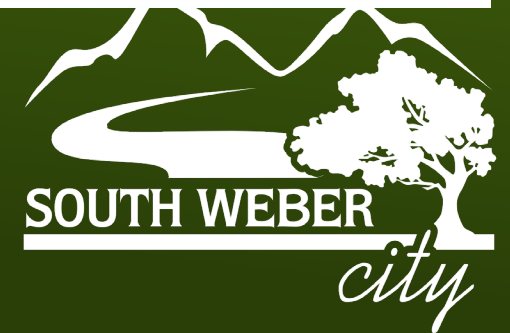


# Strategic Directive 4

## Neighborhood Quality



*“I want to live in a neighborhood that looks and feels like home.”*



# Strategic Directive 5

## Operational Excellence



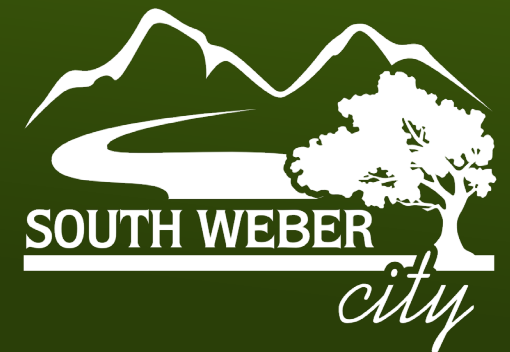
*“I want to have confidence that city staff and elected officials are good stewards of the resources entrusted to them and that everyone at the City takes pride in the excellent service they provide to the community.”*



# DEFINING SUCCESS

Considering the Strategic Directives we are focusing on...

- How will we know when we are succeeding?
- How will we evaluate success?





## Strategic Directive 4 Neighborhood Quality



*“I want to live in a neighborhood that looks and feels like home.”*

### What Does Success Look Like?

- Increases in residential property values throughout the city
- Clean, well-kept residential neighborhoods
- Aesthetically appealing new residential development
- Increasing levels of compliance with city codes
- Lower crime rates
- Reduced rates of homelessness



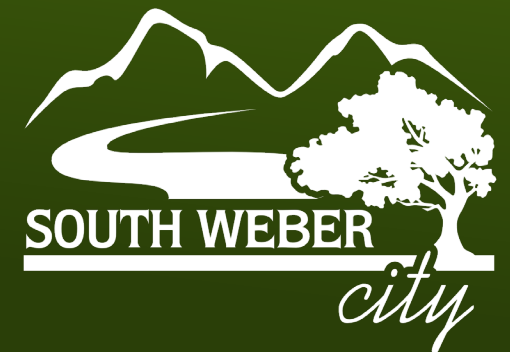
## Strategic Directive 1 Economic Development



*"I want to live in a community where there are well-paying employment opportunities that allow me to provide for my family."*

### What Does Success Look Like?

- Increased square footage of commercial property
- Growth in median wage rates
- Decrease in the number of vacant buildings in downtown area
- Job growth
- Increased GDP
- Increased tax base and revenue growth through higher economic activity



# DEFINING SUCCESS

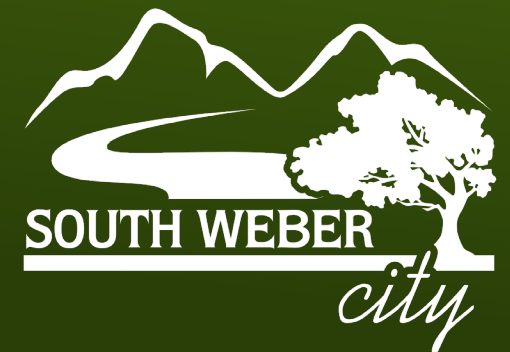
Considering the Strategic Directives we are focusing on...

- How will we know when we are succeeding?
- How will we evaluate success?



# STRATEGIC INITIATIVES

- Well defined, actionable items
- Start with a verb (i.e. Reduce...Improve...Increase...etc.)
- It's about consistent improvement. ("improve winning percentage not "win the Super Bowl")
- Measureable – if too hard to measure, does not make a good Initiative



# Strategic Directive 1

## Economic Development



*"I want to live in a community where there are well-paying employment opportunities that allow me to provide for my family."*

### What Does Success Look Like?

- Increased square footage of commercial property
- Growth in median wage rates
- Decrease in the number of vacant buildings in downtown area
- Job growth
- Increased GDP
- Increased tax base and revenue growth through higher economic activity

### Key Initiatives:

- Implement economic development plan for retention and growth of existing businesses, and new businesses recruitment (both large and small)
- Partnership with new Weber-Davis economic development entity
- Expand Quality Neighborhood Program with emphasis on quality housing for all income levels
- Continue to partner with UTA to improve availability of public transportation
- Focus on sector-specific recruitment (as outlined by Ogden City Business Development)
- Continue to improve customer service and education regarding the issuance of residential building permits
- Revitalize West Ogden and focus on key development along the 12<sup>th</sup> Street corridor
- Capitalize on UDOT plans for interchange renovations



# Strategic Directive 4

## Neighborhood Quality



*“I want to live in a neighborhood that looks and feels like home.”*

### What Does Success Look Like?

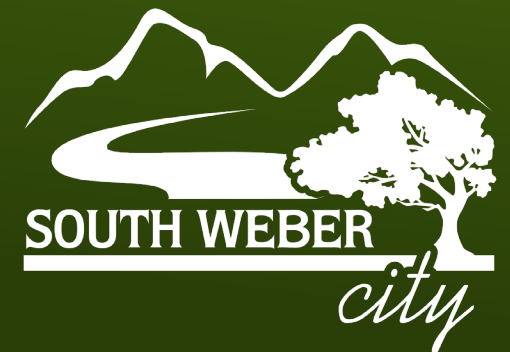
- Increases in residential property values throughout the city
- Clean, well-kept residential neighborhoods
- Aesthetically appealing new residential development
- Increasing levels of compliance with city codes
- Lower crime rates
- Reduced rates of homelessness

### Key Initiatives:

- Review planning, zoning and construction standards to ensure adequate street widths, setbacks, and other aesthetic elements that impact the overall look and feel of our neighborhoods.
- Where practical to do so, develop sidewalks in residential neighborhoods where they are currently incomplete or absent.
- Focus on neighborhood beautification through strict code enforcement in residential areas
- Prioritize revitalization of older residential areas by leveraging neighborhood associations and other community groups
- Positive police presence in “hot spot” crime areas
- Build partnerships with the County, the United Way and other community groups to address homelessness and mental illness

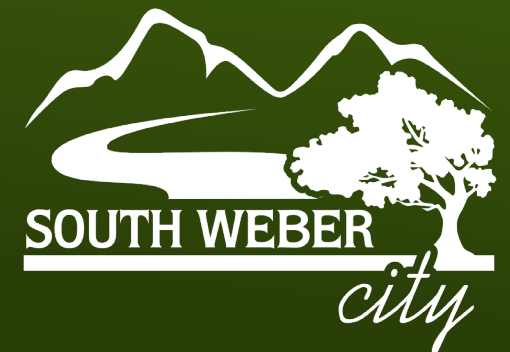
# STRATEGIC INITIATIVES

- Well defined, actionable items (12-24 months)
- Start with a verb (i.e. Reduce...Improve...Increase...etc.)
- It's about consistent improvement. ("improve winning percentage not "win the Super Bowl")
- Measureable – if too hard to measure, does not make a good Initiative



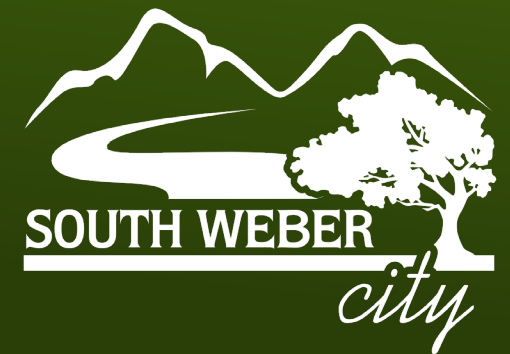
# PRIORITIZING INITIATIVES

- What are your top 3 initiatives that you believe requires immediate attention?
- Look globally across the City and write them down?



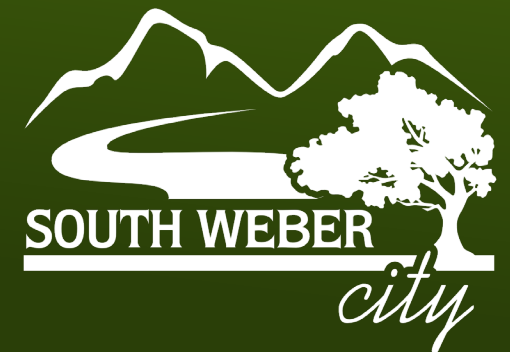


# COUNCIL PRIORITIZATION



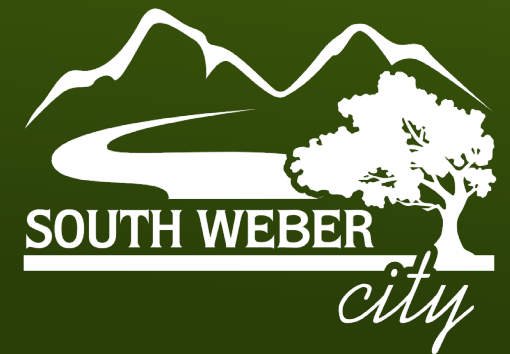
# REPORTING/REVIEW SCHEDULE

- What is the desired progress reporting process/schedule?
- What is the desired frequency of reporting?
- Who will be responsible for reporting?

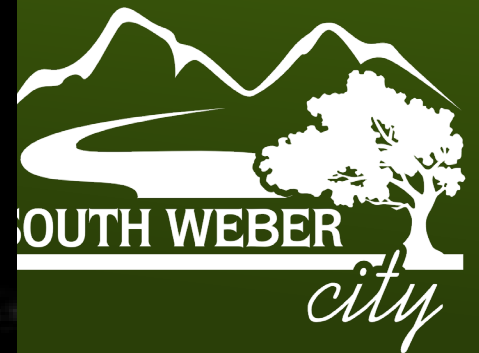


# NEXT STEPS

- Draft the Plan
- Bring back to Council for review and approval
- Staff build out Action Plans/Tactics for each initiative
- Pull into the budget process



# CONCLUSION



# CONCLUSION

- Direction for my job
- Trust/Team
- Goals to help the council
- Be better organized as a city
- Cooperation & Understanding
- United Vision & Understanding
- Top 3 priorities
- Purpose & Direction as a Team
- Clearer idea of Objectives
- Understanding Priorities
- Plan to serve Community