

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING -  
FEBRUARY 1 & 2, 2013**

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THE WEST VALLEY CITY COUNCIL MET IN A STRATEGIC PLANNING SESSION ON FRIDAY, FEBRUARY 1, 2013, FROM 8:15 A.M. TO 5:45 P.M. AND ON SATURDAY, FEBRUARY 2, 2013, FROM 8:35 A.M. TO 11:30 A.M., AT THE EMBASSY SUITES HOTEL, 3524 SOUTH MARKET STREET, WEST VALLEY CITY, UTAH. THE MEETING WAS CALLED TO ORDER AND CONDUCTED BY MAYOR WINDER.

THE FOLLOWING MEMBERS WERE PRESENT:

Mike Winder  
Steve Buhler  
Don Christensen  
Tom Huynh  
Karen Lang  
Corey Rushton  
Steve Vincent

Wayne Pyle, City Manager  
Paul Isaac, Assistant City Manager/Acting City Recorder

STAFF PRESENT:

Jim Welch, Finance Director

1. **BREAKFAST AND CONVENE**

The City Council gathered and ate breakfast prior to convening the annual Strategic Planning Session. City Manager, Wayne Pyle, explained the meeting would be open for discussion by members of the City Council and City staff would be available to answer questions.

2. **BUDGET UPDATE AND REPORTS FROM CITY MANAGER**

Upon direction, the Finance Director, Jim Welch, reviewed the City's budget and explained the fiscal 2014 budget would also be part of the discussion. He advised the trend for sales tax was slightly under budget at the present time; however, sales tax for 2014 was projected to be slightly higher than last year. He answered questions regarding the lag time between when sales tax was generated and when it was actually collected. The Finance Director also discussed property tax revenues from all sources including the property tax rate.

City Council members discussed the personal property component of property taxes.

Mr. Welch further discussed utility taxes and informed those were projected to increase by approximately \$700,000, but January's cold weather had not been included in the budgeted numbers. He also explained the City did not collect tax on cell phone usage

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and revenues for landline phones continued to decline. The Finance Director stated expenses were projected to exceed the budget by \$1.2 million.

The City Council discussed the projected revenues versus expenditures, after which the Finance Director presented information regarding fund balance projections. Also discussed were employee compensation and benefits, fleet and type of vehicles to be purchased.

City Manager, Wayne Pyle, recommended the goal of achieving 18% in the fund balance instead of 12%. Interest rates were discussed which were projected to rise but it was pointed out there were no clear projections regarding the economy.

The City Council inquired regarding funds related to storm water and utility billing and if those funds could be used for unrelated purposes. The requirements of the "Truth in Taxation" law were also briefly discussed and the Council reviewed the total debt outstanding including yearly debt service payments.

After further discussion, the Council indicated an executive session regarding land acquisition should be convened after the break. Councilmember Vincent moved to recess the Strategic Planning Meeting and reconvene in an Executive Session for discussion of property acquisition. Councilmember Rushton seconded the motion.

A roll call vote was taken:

Mr. Vincent	Yes
Ms. Lang	Yes
Mr. Buhler	Yes
Mr. Huynh	Yes
Mr. Rushton	Yes
Mr. Christensen	Yes
Mayor Winder	Yes

Unanimous.

Mayor Winder recessed the Strategic Planning Meeting at 9:55 A.M. and reconvened at 11:00 A.M.

Upon direction of the City Council, the City Manager, Wayne Pyle, provided an update regarding UTOPIA and discussed options for sharing operating expenses among the UTOPIA member cities.

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3. **DISCUSSION AND IDENTIFICATION OF FIVE MAJOR GOALS**

Mayor Winder discussed the objective of identifying five major goals for fiscal year 2013-2014 to be implemented by the City Manager. He emphasized the importance of specificity and clarity, in particular, regarding expectations, including being measurable. He indicated it was very important the goals be attainable meaning they were neither out of reach nor below a standard level of performance and relevancy, and aligned with other City goals. He also stated goals should specify completion dates.

The City Council engaged in a "brainstorming" discussion regarding defining some of the biggest issues facing the City. Topics of that discussion included interests served by the City, housing development, municipal pride, residential neighborhood enhancements, long term planning of main corridors, transit oriented issues, having an involved and informed citizenry, long term planning for stability of the City's major facilities, crime statistics and perception of crime. Other topics of the discussion included fiscal and residential "health" regarding taxes, a possible tax cut, citizen involvement, home values on major corridors, digital improvements, TOD (transit oriented development) areas, special campus: UCCC, Jordan River Market Place and Jordan River, the City's "brand" and image, and a telephone survey regarding the City's image. Additional questions and discussion included communication with residents, youth council, annual day of service, citizen's academy, utility billing for communication items, and WVCTV broadcasting only to Comcast customers. Discussion continued regarding the need to assemble a small group of approximately 132 devoted citizens to facilitate the "co-creator" concept.

Members of the Council continued with discussions regarding concerns of crime and particularly how that affected the turnover in neighborhoods with the possibility of a task force of retirees to help in that regard. The Council discussed perception of high crime, including media coverage focused on "exciting" crime action and not crime solutions. The Council discussed changing stereotyping and focusing on making the City a more interesting place and it was pointed out the City had existing goals addressing many of these issues.

Mayor Winder recessed the meeting for lunch at 11:55 A.M. The City Council and Staff walked to the Valley Fair Mall and had lunch at the Red Robin restaurant. The Council returned to the Embassy Suites Hotel and Mayor Winder reconvened the meeting at 1:45 P.M.

4. **CONTINUED DISCUSSION AND IDENTIFICATION OF FIVE MAJOR GOALS**

The City Council continued discussion and identification of five major goals.

Mayor Winder requested information and statistics be provided regarding the City's Facebook page comparing "likes" to population and ratio of the following Utah cities:

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Salt Lake City, Provo, West Jordan, Orem, Sandy, Ogden, St. George, Layton and Taylorsville.

Councilmember Vincent discussed code enforcement and the importance of education of citizens in creating a positive image in the City. He gave examples of rental properties with absent landlords and properties owned by families of military personnel. Councilmember Lang also discussed code enforcement including enforcement priorities. Councilmember Christensen cited examples of unpaid liens and foreclosures and expressed the need to implement enforcement and compliance in a positive manner. Councilmember Huynh suggested homeowners give the City notification of periods of time away from their homes. West Valley City's relationship with Salt Lake County was discussed. The Council discussed high school graduation rates, including college attendance, and Councilmember Buhler pondered if those graduated students were coming back to live in the City. Also discussed was the possibility of making Granger High School a "prep" school for the University of Utah, and the STEM school (new elementary school in Highbury). Councilmember Rushton pointed out advantages of having college extension programs located in the City.

Further discussion included spending money wisely in particular regarding parks, vehicles, and recycle bins in public areas, which would all create a more positive image.

**5. DISCUSSION OF TACTICS TO SUPPORT THE FIVE MAJOR GOALS**

Upon conclusion of the discussion regarding identifying major goals, the Council specified six major areas of focus for the fiscal year 2013-2014, including action items, summarized as follows and not in priority order:

**A. Public Safety (Crime)**

**Objectives Identified:**

Combat crime and perception of crime.

**Action Item: Develop more visible police presence - neighborhood streets and public spaces.**

Other items considered:

Increase CSOs (Community Service Officers) by 50%;

Implement and staff a reserve force/retiree force to assist;

Involve other departments in contributing to presence in neighborhoods (i.e., open garages, running cars, suspicious activity, etc.);

Reduce number of auto fatalities by x%;

Special team of retirees to help solve crimes;

Increase Intel based patrol and enforcement;

Continue trend on annual basis to reduce overall crime rates in violent crime;

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Increase neighborhood-policing focusing on property crime;  
Enhance or strengthen transparency and communication with citizens when possible;  
Increase public safety visibility and tactics to reduce and respond to crime.

**B. Citizen Involvement**

**Objectives Identified:**

More involved and informed citizens;  
Improve communications with residents;  
Address citizen concerns over unsolved crimes, focus-Asian community;  
How to measure objectives?

**Action Item: Have 132 residents involved in City employment, boards, and neighborhood associations.**

Other items considered:

Identify 132 (1/10 of 1% of the City's current population) "co-creators" in the neighborhoods, committees and staff;  
In 2013, double number of residents serving on community and City boards, and neighborhood associations;  
Define and identify citizens who lead City progress;  
Increase volunteerism;  
Contact religious leaders for involvement in City;  
Increase use and appreciation of City facilities through use of coupons and/or invitations;  
Prepare mail insert to residents with coupons, information and other items to encourage residents' participation within the City;  
Organize an event such as "South Jordan university" to help educate citizens and have City-wide volunteer days.

**C. Education**

**Objectives Identified:**

Identify key residents and how to retain them;  
Promote education – STEM (focusing on science, technology, engineering and math) schools and extension facilities.

**Action Item: Cultivate higher educational partnerships and programs regarding employment, housing and educating residents to increase number of college graduates in West Valley City.**

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Other items considered:

Continue to pursue higher education institutions to build extension program in City;

Pursue businesses requiring higher educational degrees for employment to locate in City;

Develop program to encourage college graduates to purchase homes and live in City.

**D. Place Making**

**Objectives Identified:**

Long-term plan for main corridors;

Major corridor focus and improvement;

Digital improvements to enhance image;

TOD (transit oriented development) focus;

Special campus at Utah Cultural Celebration Center (UCCC), Jordan River, Fairbourne Station;

Develop ways to make City more unique and interesting;

Implement placement of recycle bins at public facilities.

**Action Item: Have each City department find ways and resources to make West Valley City unique, meaningful and interesting.**

Other items considered:

Develop and ensure the Utah Cultural Celebration Center (UCCC) as a venue and "special place" of destination;

Enhance parks and trails;

Dedicate annual funding from each department to build art, statuary, etc.;

Develop a master plan for the 4100 South corridor;

Develop long-range plan for main corridors to include TOD (transit oriented development) both planned and current;

Maintain existing facilities (i.e., basketball courts, tennis courts) before more purchases;

Foster creation of three special and unique places within West Valley City (i.e., Fairbourne Station, Entertainment District and Utah Cultural Celebration Center (UCCC) at the riverfront;

Plan for special, creative and wonderful development on the land south of the UCCC (Utah Cultural Celebration Center);

Develop plan to take the Promenade out of hands of the City, allowing a private business alliance to schedule and plan events at the Plaza;

Make the City accessible to everyone.

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Mayor Winder recessed the meeting at 5:45 P.M. and advised the Strategic Planning Meeting would reconvene the following morning at 8:30 A.M.

Mayor Winder reconvened the Strategic Planning Meeting on Saturday, February 2, 2013, at 8:35 A.M. and noted all members of the City Council were present.

**CONTINUED - DISCUSSION OF TACTICS TO SUPPORT THE FIVE MAJOR GOALS**

**E. Fiscal Responsibility**

**Objectives Identified:**

Long-term plan for facilities;  
Fiscal health versus residential health (tax reduction);  
Develop relationship with Salt Lake County regarding Utah Cultural Celebration Center (UCCC) management;  
Spending money wisely for results that are more efficient.

**Action Item: Provide both efficient and effective services and develop a sustainable facilities plan that accommodates future needs.**

Other items considered:

Strive to increase fund balance to the 18% maximum while increasing capital improvement budget in order to maintain existing facilities and plan for new facilities;  
Develop partnership with Salt Lake County that could be mutually beneficial regarding management of facilities and/or programs;  
Balancing priorities as directed by policy makers; provide efficient and effective services on annual basis with recognition of future and unfulfilled needs;  
Develop long-term fiscal plan enabling City to maintain, improve and/or replace facilities;  
All departments evaluate and implement a plan and report on sustainability and future improvements;  
Develop a five year plan of facility needs and determine construction and other needs to facilitate prioritizing spending;  
Balance responsibility of City needs without undue burdens on taxpayers;  
Provide efficient and effective services and develop sustainable facilities plan accommodating future needs.

Upon further discussion, the Mayor discussed tax rates and indicated a small tax reduction could send a powerful message to residents and businesses. He also discussed the importance of developing good relationships with lawmakers who could assist in maintaining and improving City facilities. Councilmember Buhler

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stated costs continued to rise and a fiscal policy placing a "ceiling on the budget" should be developed.

City Manager, Wayne Pyle, advised the City's budget was continually being "tightened" and projects being curtailed and/or cut. He also reported two tax increases had been implemented in the last 15 years and by law, the City always lived within its budget.

General discussion ensued regarding tax cut versus reduction in budget with a consensus being expressed to have additional discussion in the future.

**F. Neighborhood Enhancements**

**Objectives Identified:**

Residential neighborhood enhancements;

Code enforcement to be more focused on priorities

**Action Item: Enhance residential neighborhoods and plan for emerging residential changes and lifestyles by maintaining existing programs, strengthening the co-creator concept and creating new neighborhood associations.**

Other items considered:

Beautify neighborhoods by self-assistance;

Code officers serve notices on homeowners versus renters;

Incentivize home remodel and revitalization;

Develop plan for 4100 South corridor to better transition residential to commercial and/or other appropriate uses;

Enhance neighborhood, implement the 132 co-creator concept in every neighborhood to strengthen neighborhood associations and assist one another;

Maintain existing facilities and continue implementation of residential rehab program;

Revitalize and/or create 12 new neighborhood associations.

The City Council discussed the importance of bicycling as an alternate form of transportation, trails and amenities, and creation of a web link for providing general information to the citizenry. Also discussed was creating partnerships with realtors, changing the name of "neighborhood watch" to "neighborhood associations," advantages of the City's central location, placing an ad or announcement on web page, a 30 second spot for movie theaters and on the City's website to promote West Valley City, and placing flyers in utility bills.

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Councilmember Lang expressed desire to study the remaining undeveloped land and include statistics regarding rental homes.

There being no further discussion, Mayor Winder adjourned the Strategic Planning Meeting at 11:30 A.M.

THERE BEING NO FURTHER BUSINESS OF THE WEST VALLEY COUNCIL THE STRATEGIC PLANNING MEETING HELD FRIDAY, FEBRUARY 1, 2013, AND SATURDAY, FEBRUARY 2, 2013, WAS ADJOURNED AT 11:30 A.M. BY MAYOR WINDER.

I hereby certify the foregoing to be a true, accurate and complete record of the proceedings of the Strategic Planning Meeting of the West Valley City Council held Friday, February 1, 2013, and Saturday, February 2, 2013.

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Paul D. Isaac  
Acting City Recorder