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Kaysville City

STRATEGIC

PLAN

Preliminary Report

January 2020

*Great Neighborhoods.
Active People.
Abundant Opportunities.*

D reface

The objective of the Kaysville City Strategic Plan initiative has been to identify the City's purpose, aspirations and guiding principles. This plan will provide a framework and direction for decision-making in today's changing world and environment.

Understanding how people and neighborhoods intersect to create places to live, work, visit, and recreate was imperative in creating this plan.

The approach started with people and placed them at the center of each phase and task of the process. Significant emphasis and resources were placed on individual involvement and community building throughout this process. This approach was necessary to ensure that perceptions, concerns, values, problems, opportunities, needs and solutions were understood. The process allowed for the development of a unique

Community Mission Statement, Community Vision Statement, and Guiding Principles that were developed for the people of Kaysville, by the people of Kaysville.

The Community Mission summarizes the purpose and associated responsibilities of Kaysville City: a simple, concise and direct statement about what it does and why.

The Community Vision is a statement identifying the ideal future of the community that is aspirational and expresses the internal values, beliefs or philosophy that directs how the City carries out its mission.

Guiding Principles are the values, culture, ideals and ideas that are found to be most important to residents of the City.

Timeline

2019

March 28

Kickoff Meeting

April 12

Key Outreach and Stakeholder Development Meeting

April - May

Interview Question Set developed

First interviews conducted

May - June

Interviews conducted

Input analyzed and summarized

July - August

Broader public engagement at 4th of July activities, Kaysville Stroll, Housing Open House and at City Hall

August

Strategic Plan overview and update sent in City newsletter

August - September

Key themes and insights developed

September 5

Workshop with City Council, Planning Commission, and Advisory Committee

October

Update sent in City Newsletter

October - November

Community survey

November

Draft Mission, Vision and Guiding Principles developed and prototyped

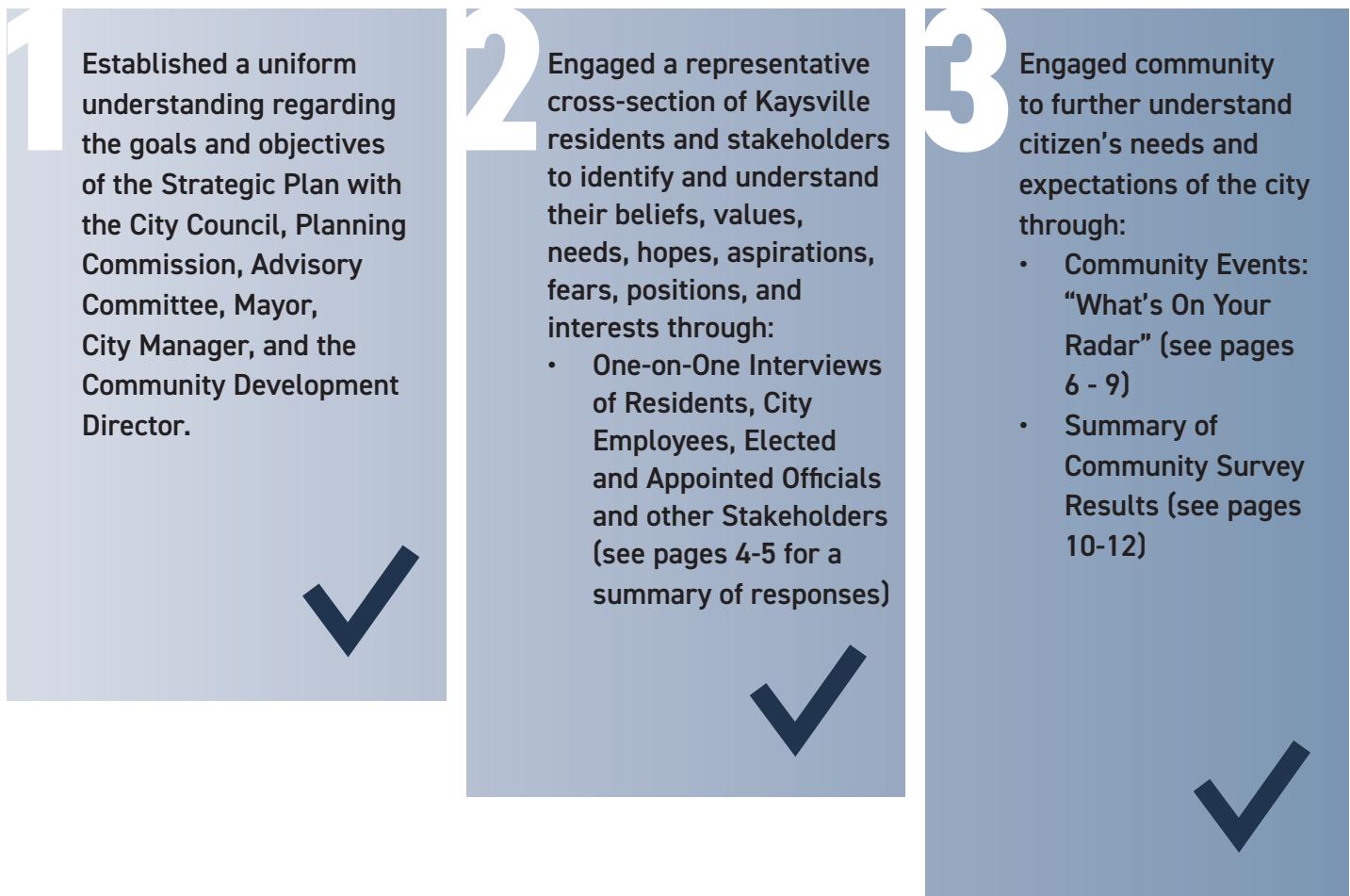
November 21

Advisory Committee Workshop

December

Draft Strategic Plan developed

Process



The City's approach was to have each step inform the next and build upon the previous.

- The **One-on-One Interviews** informed the **Broader Public Outreach** at community events.
- The **One-on-One Interviews** AND the **Broader Public Outreach** at community events informed the **Community Survey**.
- All of these inputs were broken down into and informed the elements of the **Mission, Vision and Guiding Principles**.

Dialogue Heard

One-on-One Interviews

Kaysville is:

A quiet bedroom community with minimal traffic and good schools.

Growing, but still feels like a small town.

Is a safe place with people who love living here.

The City should:

Provide services such as police and fire.

Build and maintain necessary infrastructure.

Continue to maintain public parks and preserve more open space.

I wish:

There were more events and opportunities to be involved.

There were more diverse housing options throughout the community.

Kaysville had a better sense of place.

What is important to you about Kaysville now and as it plans for the future?

- » Roads, Traffic & Infrastructure
- » Parks, Trails & Recreation
- » Business & Retail Attractions
- » Fiscal Responsibility
- » Safety

- » Inclusive & Connected Community
- » Tradition & History
- » Affordable Living
- » Education
- » Family Friendly

What should be the key focus areas for the community's future?

Sense of Place & Identity

History and Tradition
Preserve and Improve
Downtown and Main Street
Neighborhood Beautification



Community Events & Programming

Civic Engagement Opportunities
City-sponsored Events
Education and Technology



Economic Opportunities & Supporting Infrastructure

Business-Friendly Culture
Fiscal Responsibility
Growth/Redevelopment Planning



Housing & Livability

Provide Mixed-Use Options
Provide Multiple Housing Types & Options
Access to Amenities & Services



Recreation & Environment

Preserve/ Develop Parks & Trails
Facilities for Arts, Activities & Athletics
Recreation Activities & Programs



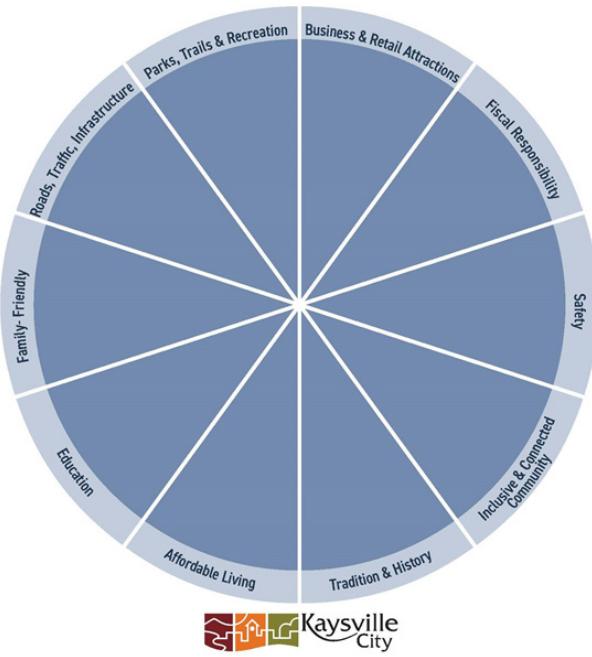
Health & Safety

Police, Fire, Emergency Response Services
Reliable Infrastructure
Protection of Natural Resources & Environment

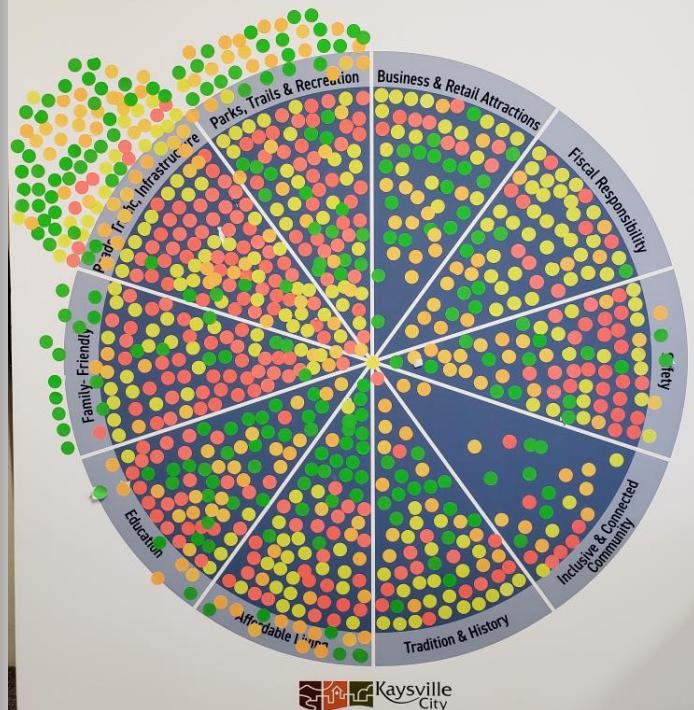


Dialogue Heard Broader Public Engagement

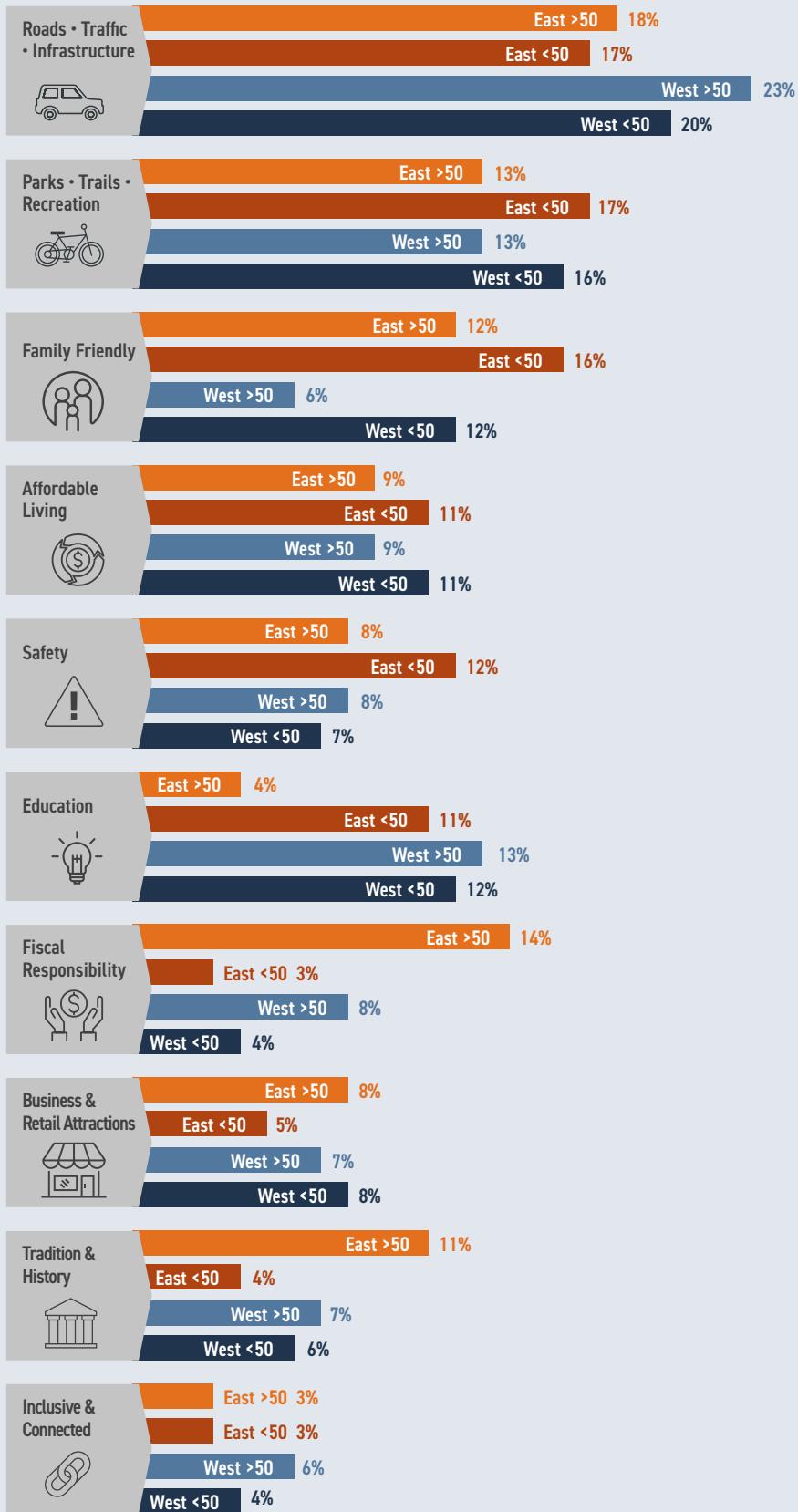
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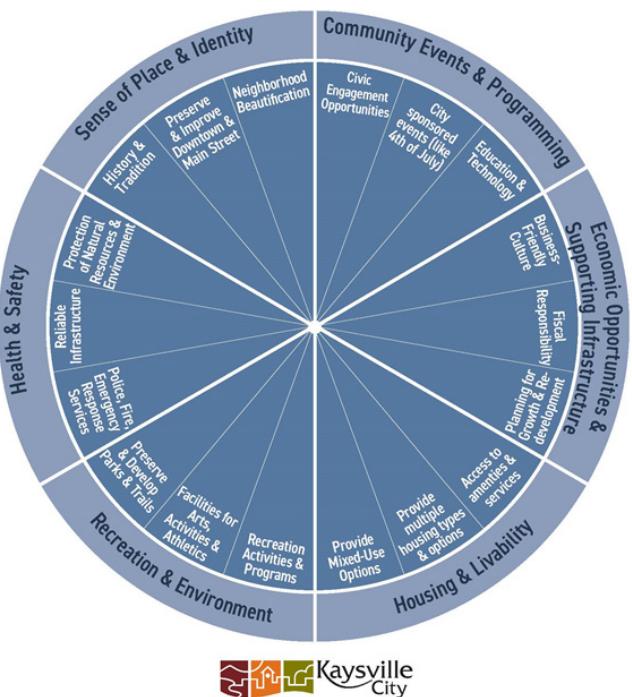


Responses



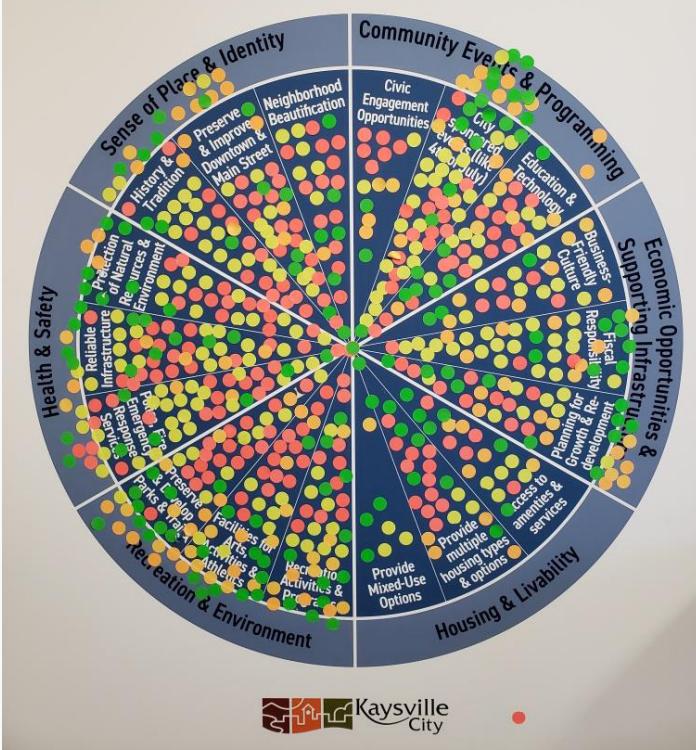
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KEY FOCUS AREAS for the community's future?

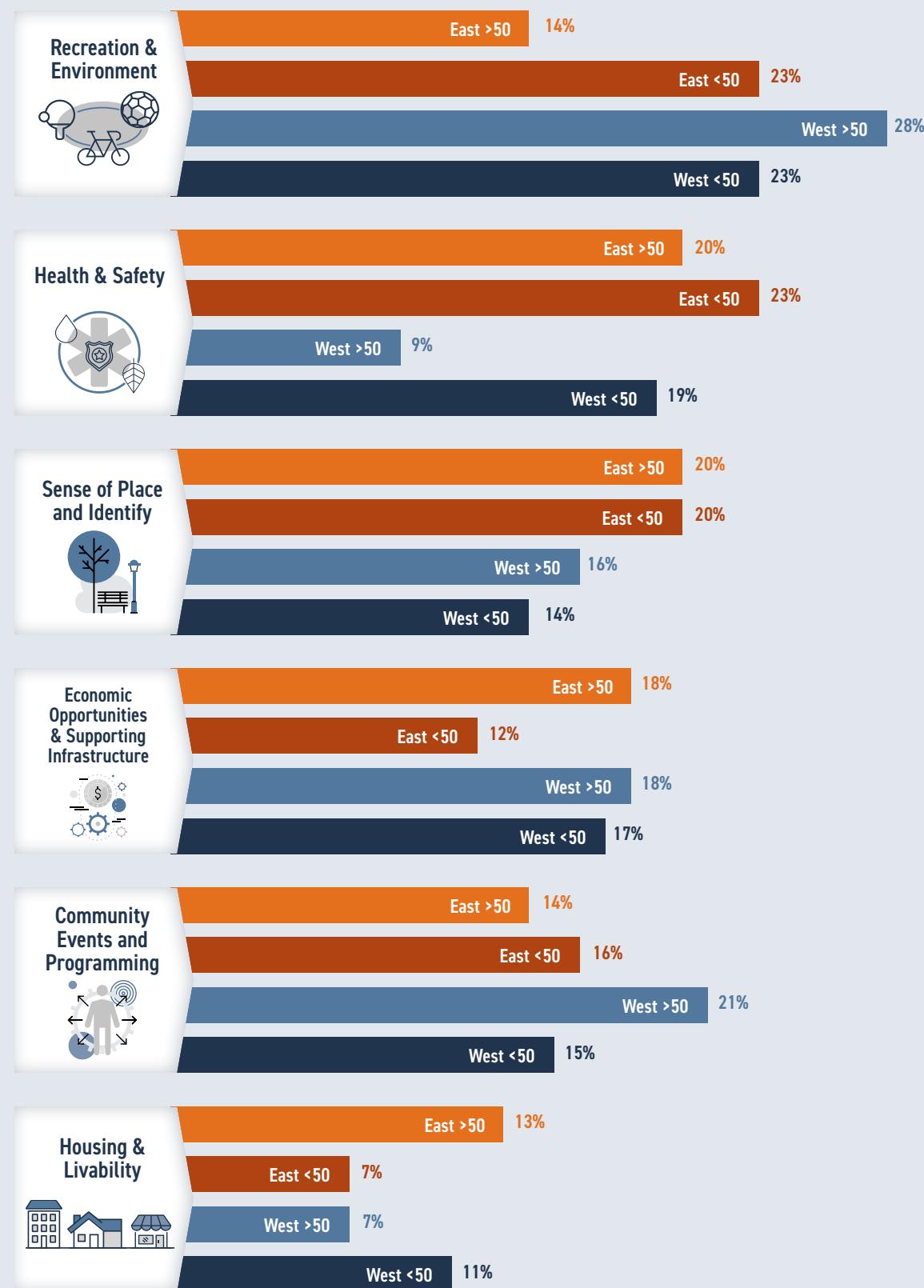


What should be the

KEY FOCUS AREAS for the community's future?



Responses



Community Survey Statistical Analysis

Questions were developed using input from the Advisory Committee, Planning Commission, and City Council and the information from public outreach at community events throughout the summer.

Sample Size Calculation

Target Sample Size: 380

Sample Size was calculated using a 95% confidence level with a margin of error of 5%. Confidence level is the probability that the sample's results can be inferred on the survey's population. Survey industry standard is 95%. Margin of error is the plus/minus range that can be placed on the samples results to indicate where the population's results would fall. Survey industry standard is 5%.

$$\frac{0.5 \times (1 - 0.5)}{0.05 \div 1.96^2} = 384.16$$

$$\frac{384.16 \times 32,000}{384.16 + 32,000 - 1} = 379.6$$

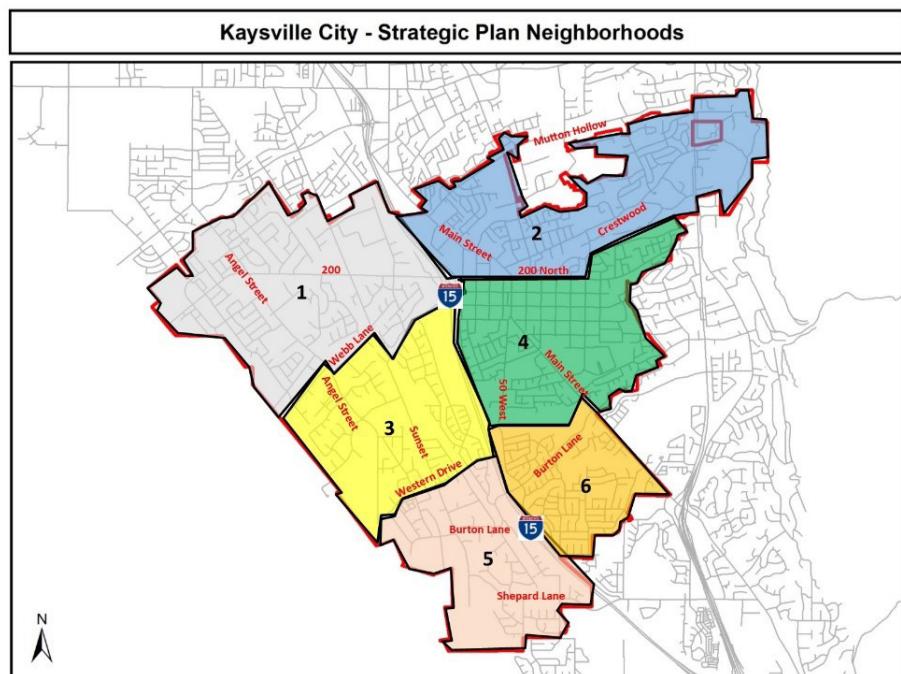
Achieved Sample Size: 705

The team also wanted to ensure that neighborhoods were geographically represented:

Regions in the survey and percent of total with number of respondents from each:

ANSWER CHOICES	RESPONSES
1. NW	24% 169

4. E Central	17% 118
3. W Central	15% 107
2. NE	14% 101
5. SW	13% 91
6. SE	12% 86
Outside City Limits	4% 29



Dialogue Heard

Community Survey

Elements of a Community Mission

Community Survey Responses

a Distinctive Competence <i>(What makes Kaysville different; What we want emphasized; What we want others to think of Kaysville)</i>	Safe and quiet Family friendly communities and neighborhoods Active people Where people want to live Quality schools and strong educational opportunities Rural feel ideally located with access to transit, amenities, larger cities
b What <i>(Citizen needs are attempting to fill - not what products and services are offered)</i>	Health and safety Ability to get around Access to fill needs Educational opportunities Ability to recreate Opportunities Environment to live the best life – high quality life Clean, safe, well-maintained parks and facilities A place where their kids can raise their families Fiscal responsibility Strong leadership that serves others
c Who <i>(Primary user)</i>	Current residents (with consideration to future generations and businesses)
d Why <i>(Reasons or motivations)</i>	Ability to live the best life – high quality life Active, opportunistic community for better planning and decision-making. Meet basic needs of citizens Family friendly communities
e How <i>(Tasks, technology, methods)</i>	Balance fiscal responsibility and growth through informed leadership. Foster strategic partnerships and relationships for better decision making. Invest in infrastructure: <ul style="list-style-type: none"> » Adequate and clean water supply » Quality public schools » Reduced traffic congestion and improved roads

<p>e How <i>(Tasks, technology, methods)</i></p>	Develop Parks, Recreational facilities, programs, and opportunities: <ul style="list-style-type: none"> » Neighborhood parks » Playgrounds » Outdoor swimming pool/water park » Indoor swimming pool » Trails: walking/running/biking trails
	Leadership and staff that understand its residents and are sensitive to their needs
	Strong police, fire, emergency response services
	Healthy infrastructure: repair, restore, strengthen, build
	Protect natural resources/environment
	Emphasize transportation system: roads, traffic, and connectivity

Elements of a Community Vision Public Survey Responses

<p>a What the City Does; the Outputs</p>	Provides a safe environment
	Meets residents needs
	Fosters family friendly centered communities and neighborhoods
	Family centered community
<p>b Unique Twists the City Brings to the Outputs <i>(This is why we're successful when others might fail)</i></p>	Supports quality schools and educational opportunities
	Emphasis on strong and reliable police, fire, emergency response services
	Government officials and employees are altruistic and serve the best interests of the community
	Embrace fiscal responsibility and growth through informed leadership.
	Foster strategic partnerships and relationships for better decision making.
	Emphasis on infrastructure for: <ul style="list-style-type: none"> » Adequate and clean water supply » Quality public schools » Reduced traffic congestion and improved roads
<p>C High-level Quantification (Scope)</p>	Parks and recreation a priority.
	Develops parks, recreational facilities, programs, and opportunities
	Current residents (with consideration to future generations and businesses)
<p>d Relatable, human, 'real world' aspects. <i>(These things should provide a solid mental image to associate with the vision statement)</i></p>	Rural feel with excellent access to (more stuff)
	Recreational facilities, programs, amenities, and opportunities
	Where people want to live
	Can live a high-quality life
	A place where our kids can raise their families
	Ability to live the best life – high quality life
	Clean, safe, well-maintained parks and facilities
	Connectivity to places, people and past progress
	Respects history while embracing progress and opportunity

Prototype Mission Statements

“ Kaysville is a quiet, safe residential community with great people who love the good schools, available parks and recreation programs, and the convenience of getting around due to good infrastructure. ”

“ Kaysville City strives to create a welcoming, safe and affordable environment for current and future citizens by embracing economic growth, preserving the historic, small-town charm and connecting community members for a high quality of life. ”

Prototype Vision Statements

“ Kaysville is a thriving community with a superb sense of place where housing, parks and recreation are a priority and available to all; where infrastructure is robust; and safety, support, and opportunities to live and play are abundant. ”

“ Kaysville is a family friendly, recreationally active, and economically balanced community that embraces fiscal responsibility and growth through informed leadership, collaboration, and partnerships that preserve the best of small town life while providing strong and robust infrastructure, safe environments, vibrant parks, recreational opportunities, and the ability to live the best life. ”

“ Kaysville is a family-friendly community that respects the past and embraces the future through collaborative, transparent local government, fostering education, healthy infrastructure, and economic opportunities while preserving a small-town quality of life. ”

Prototype Guiding Principles

To support the Mission, Vision and steer community efforts in the right direction, these Guiding Principles provide guidance, inspiration, and focus during our collective efforts.

- Build and maintain quality long-lasting infrastructure and connectivity
- Decision-making based on information, facts and analysis; not ego, tradition, or individual political agendas
 - » Transparency of elected officials
- Respect the past, embrace the future
 - » Increase pride in Kaysville through actions and decision-making
- Create and maximize economic and relational opportunities
 - » Strive for sustainable growth with an emphasis on financial health, integrity, and building public trust
 - » Foster strategic partnerships and relationships for better outcomes
 - » Favor collaboration over competition by supporting community partners and educational institutions
- Welcome thoughtful opinions and experiences to build collective intelligence
 - » Diverse input from various locations and across multiple sections is valued over believing in the lone genius
 - » Check assumptions and turn obstacles into opportunities
