Kaysville City
STRATEGIC PLAN
Preliminary Report
January 2020

Great Neighborhoods.
Active People.
Abundant Opportunities.
Preface

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

1. Established a uniform understanding regarding the goals and objectives of the Strategic Plan with the City Council, Planning Commission, Advisory Committee, Mayor, City Manager, and the Community Development Director.

2. Engaged a representative cross-section of Kaysville residents and stakeholders to identify and understand their beliefs, values, needs, hopes, aspirations, fears, positions, and interests through:
   - One-on-One Interviews of Residents, City Employees, Elected and Appointed Officials and other Stakeholders (see pages 4-5 for a summary of responses)

3. Engaged community to further understand citizen's needs and expectations of the city through:
   - Community Events: “What’s On Your Radar” (see pages 6-9)
   - Summary of Community Survey Results (see pages 10-12)

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

What is IMPORTANT to you about KAYSVILLE NOW and as it PLANS for the FUTURE?

[Diagram showing various categories like Economy, Growth, Public Safety, etc., with data points indicating public opinion.]
What should be the **KEY FOCUS AREAS** for the community’s future?

- Community Events & Programming
- Economic Opportunities & Supporting Infrastructure
- Health & Safety
- Housing & Livability
- Recreation & Environment
- Access to Information & Services
- Preventative Health & Safety
- Police & Fire Services
- Public & Accessible Transportation
- Safe & Comfortable Public Spaces
- Cultural Preservation
- Local Government Efficiency
- Access to Education & Training
- Access to Health & Social Services
- Preventing Crime & Reducing Harm
- Providing Affordable Housing Options
- Accessibility & Mobility
- Economic Development
- Community Engagement Opportunities
- Civic Engagement Activities
- Public Space Design & Use
- Access to Technology & Data
- Conservation & Sustainability
- Strategic Marketing & Promotion
- Community Development
- Economic Opportunities
- Technology & Innovation
- Inclusive Development
- Cultural Resources
- Public Health & Safety
- Access to Healthcare
- Environment & Sustainability
- Affordable Housing & Homeownership
- Education & Training Opportunities
- Health & Wellness
- Transportation & Mobility
- Public Services & Infrastructure
- Economic Support & Growth
- Public Safety
- Community Well-being
- Environmental Sustainability
Responses

Recreation & Environment
- East >50: 14%
- East <50: 23%
- West >50: 28%
- West <50: 23%

Health & Safety
- East >50: 20%
- East <50: 23%
- West >50: 9%
- West <50: 19%

Sense of Place and Identify
- East >50: 20%
- East <50: 20%
- West >50: 16%
- West <50: 14%

Economic Opportunities & Supporting Infrastructure
- East >50: 18%
- East <50: 12%
- West >50: 18%
- West <50: 17%

Community Events and Programming
- East >50: 14%
- East <50: 16%
- West >50: 21%
- West <50: 15%

Housing & Livability
- East >50: 13%
- East <50: 7%
- West >50: 7%
- West <50: 11%
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%.

**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:

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. NW</td>
<td>24%</td>
</tr>
<tr>
<td></td>
<td>169</td>
</tr>
<tr>
<td>2. NE</td>
<td>14%</td>
</tr>
<tr>
<td></td>
<td>101</td>
</tr>
<tr>
<td>3. W Central</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td>107</td>
</tr>
<tr>
<td>4. E Central</td>
<td>17%</td>
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<tr>
<td></td>
<td>118</td>
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<tr>
<td>5. SW</td>
<td>13%</td>
</tr>
<tr>
<td></td>
<td>91</td>
</tr>
<tr>
<td>6. SE</td>
<td>12%</td>
</tr>
<tr>
<td></td>
<td>86</td>
</tr>
<tr>
<td>Outside City Limits</td>
<td>4%</td>
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<td></td>
<td>29</td>
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</tbody>
</table>
## Dialogue Heard
### Community Survey

### Elements of a Community **Mission**

#### Community Survey Responses

| a Distinctive Competence | Safe and quiet  
What makes Kaysville different;  
What we want emphasized;  
What we want others to think of Kaysville | 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 | 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 | Current residents (with consideration to future generations and businesses) |
| d Why | 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 | Balance fiscal responsibility and growth through informed leadership.  
Foster strategic partnerships and relationships for better decision making.  
Invest in infrastructure:  
» Adequate and clean water supply  
» Quality public schools  
» Reduced traffic congestion and improved roads |
## Elements of a Community Vision

### Public Survey Responses

<table>
<thead>
<tr>
<th>a What the City Does; the Outputs</th>
<th>Provides a safe environment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Meets residents' needs</td>
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<tr>
<td></td>
<td>Fosters family-friendly centered communities and neighborhoods</td>
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<tr>
<td></td>
<td>Family centered community</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>b Unique Twists the City Brings to the Outputs</th>
<th>Supports quality schools and educational opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Emphasis on strong and reliable police, fire, emergency response services</td>
</tr>
<tr>
<td></td>
<td>Government officials and employees are altruistic and serve the best interests of the community</td>
</tr>
<tr>
<td></td>
<td>Embrace fiscal responsibility and growth through informed leadership</td>
</tr>
<tr>
<td></td>
<td>Foster strategic partnerships and relationships for better decision making</td>
</tr>
<tr>
<td></td>
<td>Emphasis on infrastructure for:</td>
</tr>
<tr>
<td></td>
<td>» Adequate and clean water supply</td>
</tr>
<tr>
<td></td>
<td>» Quality public schools</td>
</tr>
<tr>
<td></td>
<td>» Reduced traffic congestion and improved roads</td>
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</tbody>
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<table>
<thead>
<tr>
<th>c High-level Quantification (Scope)</th>
<th>Develops parks, recreational facilities, programs, and opportunities</th>
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<tbody>
<tr>
<td></td>
<td>Current residents (with consideration to future generations and businesses)</td>
</tr>
<tr>
<td></td>
<td>Rural feel with excellent access to (more stuff)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>d Relatable, human, 'real world' aspects. (These things should provide a solid mental image to associate with the vision statement)</th>
<th>Recreational facilities, programs, amenities, and opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Where people want to live</td>
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<tr>
<td></td>
<td>Can live a high-quality life</td>
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<tr>
<td></td>
<td>A place where our kids can raise their families</td>
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<tr>
<td></td>
<td>Ability to live the best life – high quality life</td>
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<tr>
<td></td>
<td>Clean, safe, well-maintained parks and facilities</td>
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<tr>
<td></td>
<td>Connectivity to places, people and past progress</td>
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<td></td>
<td>Respects history while embracing progress and opportunity</td>
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### How

**Tasks, technology, methods**

- Develop Parks, Recreational facilities, programs, and opportunities:
  - 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
- Opportunities for government and the public to collaborate and have meaningful dialogue
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