

## MEMORANDUM

TO: Summit County Council  
FROM: Janna Young, Interim County Manager  
SUBJECT: 2023 Council Retreat Planning

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A new County Council will be impaneled on January 4, 2023. We are planning a retreat with the new members to review and discuss the Council's current mission, vision, and values statements, as well as establish new strategic priorities to give County staff direction on a 2023 work plan. This memorandum represents a planning document to guide discussion among the Council about expectations and the agenda for the 2023 retreat.

### **Retreat Details**

- Friday, January 20, 2023
- 8am-5pm (9 hours)
  - 1 hour get to know the new Council and staff
  - 1 hour combined in breaks throughout the day
  - 1 hour lunch
  - 6 hours for discussion on mission, vision, values, strategic priorities, and work projects/initiatives
- Who to invite to participate in the retreat in addition to Council and staff?

### **Approach/Format**

- Hold a work session with Council on January 4, 2023, to decide topics for retreat since time at the retreat is limited
  - Include a review of and feedback on Council's mission, vision, and values statements to see if changes are needed
- Start the retreat with a "get to know the Council and staff" activity
- Review changes to Council's mission, vision, and values
- Review the 2022 work plan, what was accomplished and what we did not get to; based on the level of completion decide if we keep working on the item or move on (receive recommendations from staff on how to complete the initiative)
- Discuss large policy topics on which Council agreed during the Jan 4 work session (keeping to no more than 4 or 5)
  - Staff should be prepared to present data and other information to help facilitate the discussion on each topic
- Prioritize initiatives with some vote method from the Council so direction is clear to staff and the public
- With leftover time, discuss specific project areas the County should commit staff time and budget that do not fall under a specific strategic priority

## **Guidelines for Discussion at Retreat**

- 1) Look at strategic priorities in 1-2 year increments (to align with budget and Council terms) and what can realistically be accomplished in that period of time
- 2) Have the Council define what success/achievement looks like with tangibles; receive staff feedback (to address the sometimes disconnect between Council's expectations and staff capacity)
- 3) Get clear agreement (with some type of vote) from the full Council on the strategic priorities so direction to staff is clear

## **Potential Large Policy Topics to Discuss at Retreat:**

- 1) Workforce Housing
  - a. Working with Park City, resorts and big employers, Mountainlands Housing Trust, and others to develop and own workforce housing for our workers
  - b. Includes appropriately dealing with nightly rentals and related issues
  - c. Updates to Moderate Income Housing Plan based on feedback from the state
- 2) Regional Planning
  - a. Working beyond jurisdictional boundaries and more closely with municipalities, bordering counties, employers, COG, MIDA and others for better coordination/collaboration on land use issues, such as:
    - i. Open space and trails
      1. Coordination with Basin Rec and North Summit Rec
      2. Judiciously and for excellent value, expend the GO Bond Funds
    - ii. Watersheds and sensitive lands
    - iii. Wildfire mitigation and WUI enforcement
    - iv. Rail Trail
    - v. Development – seek to find wise and foresighted solutions to large development projects coming at the County
      1. Coordination with cities on where we want density
      2. With the assistance of good lobbying and governmental affairs help, craft a reset of the County's relationship with the Legislature and Governor
    - vi. Transit and transportation corridor planning, including remote capture of visitors, park and rides, enhanced transit, and acceleration of UDOT controlled transportation improvements (think Kimball Jct)
- 3) Building complete community from birth to grave
  - a. Childcare

- b. Seniors – housing, continuum of care facility, thriving community
  - c. Snyderville Basin Cemetery District
- 4) Specific projects that might not fall under a strategic priority but need attention from staff
- a. EMS – review and implement recommendations from assessment
  - b. HTRZ
  - c. Gillmor master plan (Recycle Utah and transfer station; senior housing)
  - d. Health code and wastewater systems
  - e. Community Development work plan
  - f. Community visioning initiative



## **2022 VISION, MISSION AND VALUES**

### **VISION**

Summit County is a vital community that is renowned for its natural beauty, quality of life, and economic diversity, that supports a healthy, prosperous, and culturally-diverse citizenry.

### **MISSION**

We provide excellent and inclusive services that support the health, safety, and welfare of the community, making Summit County the best place to live for present and future generations.

### **VALUES**

**Regional Collaboration:** Work with our federal, state, municipal, and community partners.

**Responsiveness:** Take action in a timely manner, meeting the needs our citizens.

**Preservation:** Preserve our land, water, air, and culture.

**Leadership:** Motivate others to collaboratively achieve mutual goals.

## **Strategic Objectives and Definitions**

### **Transportation and Congestion**

The County will work closely with federal, state, and local governments, as well as regional transportation service providers, to plan for and make improvements to our transportation system to reduce traffic congestion and promote active transportation.

### **Local Housing Choice**

The County will work with state, private development interests, and regional government partners to understand what is needed in the workforce and other types of targeted need housing. The County will set policies and codes that work for the unincorporated portions of the County contributing to defined housing choices in our community; all done with a strict eye toward the way Summit County wants to grow.

### **Environmental Stewardship**

The County will demonstrate leadership in implementing plans and policies to secure, preserve and protect our water, land, and air quality for the present and future, as well as implement an internal organizational culture that supports environmental stewardship. This public health issue is led through our Health Department and Community Development Department but requires a collaborative, all-of-government effort to achieve the ideal.

### **Land Use or Regional Planning**

The County will review and refine the General Plans and Development Codes that reflect a desired growth pattern that is developed in conjunction with other local governments in Summit County and our region, focusing on improving and connecting the region's physical, natural, and economic environments and communities.



## **Summit County's Fiscal Year 2022 Work Plan Project List (Organized by Strategic Priorities)**

**Adopted February 2, 2022**

### **Strategic Priority: Transportation and Traffic Congestion**

#### **2022 Work Plan Elements (Prioritized by Department):**

##### **Public Works and Engineering Department:**

1. Bitner to Silver Creek Connection: Finish right-of-way (ROW) acquisition and delay build/construction of the road to 2023
2. Old Ranch Road: Complete ROW acquisition and delay build/construction of the road segment
3. SR-32 between Marion and Kamas: Acquire grants and start building paved trail
4. Hoytsville Road: Complete next planned extension improvements

##### **County Transportation Planning:**

1. Kimball Junction/I-80 Interchange Improvements: Continue to work with UDOT and the State Legislature to make progress on this project
2. Support High Valley Transit District with the following initiatives:
  - Environmental clearance of SR-224 Bus Rapid Transit (BRT)
  - Wasatch County and High Valley Transit District (HVTDD) planning for regional transit
3. Work with Park City Municipal Corporation on SR-248 and Quinns Junction with a focus on parking options for traffic headed into Park City

### Community Development Department:

- Hire and onboard a new Transportation Planner

### Capital Facilities

- Advance sales tax bond facilities projects (i.e., Justice Center remodel, new County facility, HVTD operations facility, Mountain Regional Water Special Service District headquarters) on the Gillmor parcel along the US-40 corridor with a concentration on constructing the HVTD operations facility

### **Strategic Priority: Local Housing Choice**

#### **2022 Work Plan Elements (Prioritized by Department):**

#### Administration, Community Development, Economic Development, Sustainability:

- Better understand what local housing choice looks like in our community with an emphasis on social equity by convening a committee comprised of community stakeholders and County staff to study it, gather public input, help the Council develop goals and objectives, and evaluate tools we have to achieve those goals and objectives

### **Strategic Priority: Environmental Stewardship**

#### **2022 Work Plan Elements (Prioritized by Department):**

#### Health Department:

- Continue to advance 100% net renewable energy goal for County government operations
- Continue to advance 100% net renewable energy goal for community countywide

#### Public Works

- Procure and implement next solid waste collections contract

#### County Administration

- Establish and continue to creatively capitalize the Weber River Watershed Resilience Fund, working with state and federal partners and lobbyists
  - As part of the Resilience Fund work item, procure vendor through the United States Forest Service's *Bioeconomy Development Opportunity Zone Initiative* to conduct an analysis of biomass viability of the Weber River Watershed and assign an investment rating to help the County pull in investment to process biomass extracted from the forest from fuel reduction treatments (include cost for the

analysis in Watershed Restoration Initiative grant application)

**Strategic Priority: Land Use and Regional Planning**

**2022 Work Plan Elements (Prioritized by Department):**

**County Administration and Community Development Department:**

1. Initiate an extensive community engagement/visioning and data collection process to inform County general plans and development codes that utilizes a survey instrument or focus group approach that is valid, unbiased, and complete
2. As part of the community visioning process, conduct a regional coordination effort to align County, Park City, and east Summit County municipalities' goals around development, density, and open space. Consider an Interlocal Agreement or rural planning organization structure to cover land use so there is coordination among entities on zoning and development decisions, particularly in declared annexation areas
3. Adopt Critical Lands/Riparian code amendments for both planning districts
4. Adopt Landscaping Ordinance, including water use conservation methods, in both planning districts
5. Follow up with State Parks about exploring taking ownership over the Rail Trail (on segments outside of Park City limits)

**Administration, Community Development, Finance, Public Lands**

1. Complete finance process to issue general obligation bonds for open space approved by voters in 2021 in order to have bond revenues in 2022
2. Establish conservation and open space priorities with screening criteria to assist the Council and non-profit land conservancies in evaluating properties and expending general obligation bond proceeds

**Other Priorities that Do Not Fall Under One of the Four Strategic Priorities**

**2022 Work Plan Elements:**

- Assist County Clerk in general election process
- Consider Truth in Taxation process for County budget
- Complete study/master planning process for future EMS provision in Summit County and present recommendations to EMS Board and the County Council



- Make progress on joint North Summit Special Recreation District–County Fairgrounds sports complex project funded by RAP Tax bond and Restaurant Tax monies
- Dakota Pacific Real Estate (DPRE) development agreement decision (cross-cutting impacts with housing and transportation, etc.)
- Complete senior citizen program strategic planning process with Park City Municipal Corporation, nonprofits, seniors, and other partners
- Ongoing COVID-19 and vaccination response