

# CITY OF TAYLORSVILLE TEN YEAR STRATEGIC PLAN



# Ten Year Strategic Plan

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# CITY OF TAYLORSVILLE STRATEGIC PLAN



At the beginning of this year, our City began the process of developing a new ten year strategic planning process that includes a critical assessment of the current state of the City, the spectrum and level of services, and future service and infrastructure needs in harmony with our citizens' priorities.

This process began with an open meeting where citizens, volunteer committee members, elected officials and staff met to discuss the vision for the City, the strengths, the weaknesses and the opportunities facing our City. This first phase of the strategic planning process revealed the many complex challenges we face given changing demographics, increasing service demands, limited financial means, and potential threats to establish revenue sources. Still, I am excited to participate in a strategic planning process that I envision to be more than a goals and objective passive plan.

The City of Taylorsville is committed under my administration to integrate this advanced strategic plan into the City's daily operations. We have structured the plan to include continuous assessment of the implementation, routine reporting and accountability of our Department Chiefs, and an annual report of our progress and achievements to the citizens and City Council each year in a dedicated public meeting.

In order to stay on track and accomplish the vision of our City as detailed in the final strategic planning product, it will require all of the stake holders within the City, the citizens, the City Council and the Administration, to work together as a one team, drawing on the skills and new ideas within our municipality. I am confident that we can make life better through our collective efforts.

I invite you to share your thoughts and visions for our City by sending me an e-mail at [strategicplan@taylorsvilleut.gov](mailto:strategicplan@taylorsvilleut.gov).

Sincerely,

Russ Wall, Mayor

# City of Taylorsville Strategic Plan

## POLICY OBJECTIVES

### Vision Statement

We envision the City of Taylorsville to be a dynamic and prosperous community that provides a desirable quality of life for all residents and a strong, stable setting for local business while honoring our history.

### Value Statement

As Public Servants and volunteers of the City of Taylorsville, we are committed to:

- Integrity and honesty in everything we do
- Respect for human dignity
- Quality service and cooperation

### Mission Statement

It is the mission of the City of Taylorsville, its elected officials, employees and volunteers to provide efficient and cost effective services that enhance the quality of life and community identity by being accessible, proactive, innovative, accountable and responsive to the needs of the community.

### Citizen Focus Areas

- Promote an environment that attracts and sustains commercial and business development.
- Develop and maintain a safe, healthy, and “quality of life” community.
- Cultivate an environment where learning, the arts, culture, and recreation thrive.
- Provide effective public safety services that enhance the livability of Taylorsville.

## City of Taylorsville Operations & Financial Planning Process

Departments are now required to develop their budget/investment requests congruent with the four points of accountability contained in the strategic plan. Before a budget request is developed, each department director will evaluate the various activities within his/her department for alignment with the strategic plan. Under the direction of the Mayor and City Administrator, activities that do not align with the plan must be eliminated and resources redirected to those goals, objectives and activities that are congruent with the Strategic Plan. Only after all existing resources are shown to be in alignment, will the Department Director be allowed to make an "Add Package" request for new funding for specific activities with detailed objectives and outcomes consistent with the Strategic Plan.

## Administration's Implementation Framework

The primary responsibility of the City's Administration in implementing the strategic plan is three fold:

- Provide accurate information on the services and service levels currently provided by the City's Departments;
- Assess each service to assure that work efforts line up with the consensus Strategic Plan's goals and objectives and to discover new capacities that may allow for the attainment of currently unfunded priorities; and
- Create new service delivery initiatives that are aligned with the Strategic Plan.
- Identify levels of service that the City can fiscally sustain.

Departments within the City are required to conduct an internal analysis of existing service offerings and service levels to optimize use of resources for existing and new strategies:

- Using Citizen, Elected Officials and staff input into the Strategic Planning Process establish service priorities.
- With the City Administration determine revenues sources and potential cost recovery schemes for certain services.
- Critically review processes to identify internal efficiencies that allow resource redirection.
  - Departments will utilize performance data whenever possible to compare our productivity and desired outcomes to service delivery standards among surrounding agencies.
  - Anecdotal analysis will be limited and used only to facilitate the interpretation on data.
  - Research "Best Practices" to identify alternative service delivery opportunities.
- Reprioritize all services offered by the Departments and the City.
- Determine the highest priority services with the Mayor and City Administrator.
- Document service priorities in the 2010-11 budget request Add Packages.
- Develop and implement staffing and work plans aligned with priorities.
- Craft service priorities into individual performance measures.
- Establish accountability measures.
- Report on performance as indicated above.
- Employees whose work or employment is affected by decisions arising from this process will be treated in a fair, equitable, and respectful manner in accordance with City policy and process.

## Strategic Plan Implementation: Operations & Financial Planning

The purpose of the City of Taylorsville's Strategic Plan is to align our limited resources with our most pressing priorities. This Strategic Plan provides specific and measurable goals, objectives and implementation activities that support the future vision of our community over the next ten years.

The Strategic Plan is a dynamic document that, once created with implementation standards and achievement accountability, will be updated each year to provide both citizens and City leaders with a time specific road map that best serves the interests of City residents and businesses in Taylorsville. Research has shown that there are often logistical challenges to implementing a comprehensive Strategic Plan as part of an organization's daily operations. To ensure the desired outcomes the Mayor's Office has identified four points of accountability:

1. All City Departments and current operations will be evaluated for effectiveness and alignment with the goals detailed in the 2011-2021 Strategic Plan.
2. The 2011-12 Budget Proposals (and all subsequent budget proposals) will detail measurable organizational alignment with the priorities of the Strategic Plan in the City Administrator's Budget Narrative
3. Department Directors will report each quarter throughout the budget year to the Mayor and the City Administrator on budget and goal achievement. Subsequently the Mayor and City Administrator will report to the public and City Council semi-annually.
4. Employees will receive recognition and may be rewarded for individual goal achievement consistent with the Strategic Plan.

Our commitment to implement the adopted Strategic Plan should not be taken lightly by the stake holders. Infusing a comprehensive plan such as this into the daily operations will require impacting changes that may seriously challenge some of the stakeholders. While some operations will not significantly change, the realignment of goals will also cause people and money to be channeled in new directions in order to accomplish the consensus vision for our City.

When job changes are deemed to be necessary, the City must be committed to provide dedicated employees with the resources needed to accomplish the tasks. All employees, whether continuing in their current respective jobs, those who may be required to assume new job tasks or who may have their employment redirected to other employment opportunities, will be treated with respect and in congruence with existing City policy.

The process used in the development of the Strategic Plan is listed below:

- **Create** the vision of what Taylorsville will be with the concerted effort of Citizens, Elected Officials and staff.
- **Refine** the vision to a strategy with goals, objectives timelines, needed resources and accountability measures to achieve the consensus vision.
- **Integrate** the strategic plan into the operations of the City beginning with an evaluation of current activities within each department to assure alignment with the new plan; and incorporate the plan with budget allocations to assure adequate resources are in place to accomplish priority goals.
- **Evaluate** every element of the plan to make sure that the operational plan, funding and resource requirements still meet the vision, goals and objectives of the stakeholders.

## Strategic Planning Annual Process Timeline

Date	Step	Comment
November/December	Preparation for upcoming year	Staff prepares information and recommendations for upcoming strategic planning process.
Early January	Citizens Committee Meeting	Meeting with elected officials, appointed officials, citizens committees, citizens at-large, and staff to discuss upcoming years strategic planning process goals and objectives.
January	Draft plan is created	Staff develops draft plan amendment based on input from Citizen Committee Meeting.
Late January/ Early February	Draft plan submitted to the City Council	Mayor presents proposed annual plan with summary of proposed priority project to the City Council during the annual <i>State of the City</i> address.
February City Council Workshop Meeting	Review draft plan with City Council	Discussion between Administration and City Council regarding proposed plan updates and current year priority projects.
February	Plan Implementation	Plan implementation begins for items not tied to budget.
March	Department budget requests submitted to Administration	Department heads present budget proposals consistent with the strategic plan.
April –June	Budget Process	
June	Budget Adopted	City Council adopts fiscal year budget.
July 1	Plan Implementation	Begin plan implementation of items tied to budget.
January	Reports to Administration	Department Heads report progress and accomplishments of previous planning year to Administration.
January	Report to City Council	Administration/Department Heads report progress and accomplishments of previous planning year to City Council.
January	Citizens Committee Meeting	Report to citizens committee progress and accomplishments of the previous planning year; receive input for next years strategic planning process.

# CITY OF TAYLORSVILLE TEN YEAR STRATEGIC PLAN



## SUMMARY OF 2011 PRIORITY PROJECTS



## Initiative 1: Customer Service

Project	Budget Information
Upgrade content and graphic quality of the Taylorsville Website.	\$55,000 initial investment with an estimated \$10,000/year annual budget beyond 2011.
Develop an in-house good landlord training program.	Program to be funded by registration fees.
Conduct a survey of Taylorsville residents and businesses to assess what kinds of services are needed, desirable or supportable in the community.	City Administration will request \$15,000 annually beginning with the 2011-2012 budget cycle to fund this effort.
Publicize actions to residents through channel 17, social networking, etc.	City Administration will request \$10,000 annually beginning with the 2011-2012 budget cycle to fund this effort.

## Initiative 2: Economic Development

Project	Budget Information
Economic Development Focus: Bangertter and 5400 South <ul style="list-style-type: none"> <li>• Business Attraction</li> <li>• Infrastructure Improvements</li> </ul>	Initial infrastructure improvements and investments are estimated at \$2,500,000. Funds will be expended as timing dictates.
Economic Development Focus: Taylorsville Family Center <ul style="list-style-type: none"> <li>• Business Attraction</li> <li>• Infrastructure Improvements</li> </ul>	Initial infrastructure improvements and investments are estimated at \$5,000,000. Funds will be expended as timing dictates.
Economic Development Focus: City Center <ul style="list-style-type: none"> <li>• Business Attraction</li> <li>• Infrastructure Improvements</li> </ul>	Initial infrastructure improvements and investments are estimated at \$800,000. Funds will be expended as timing dictates.
Economic Development Focus: 4100 South Redwood Road <ul style="list-style-type: none"> <li>• Business Attraction</li> <li>• Conduct Blight Survey</li> <li>• Infrastructure Improvements</li> </ul>	Initial infrastructure improvements and investments are estimated at \$1,500,000. Funds will be expended as timing dictates.
Update Economic Development Plan, including but not limited to: <ul style="list-style-type: none"> <li>• Conducting a comprehensive market analysis of the city and vicinity</li> <li>• Identifying issues that lead to high vacancy rates</li> <li>• Developing land conversion strategies</li> <li>• Identifying target marketing lists</li> <li>• Developing a marketing program to compete with neighboring cities</li> <li>• Identifying strategies to attract high-tech/medical businesses/employers</li> </ul>	City Administration will request \$75,000 in the 2011-2012 budget cycle to fund this project. City staff will also contribute to this project with an estimated value of the contribution at \$100,000.
Enhance partnerships with Salt Lake Community College (SLCC) to further cultivate the college and campus as integral components of the City.	No funds will be requested during the 2011-2012 budget cycle for this project.
Coordinate with Salt Lake Community College to investigate the ability to create job opportunities through joint ventures with local businesses and/or "spin off" operations from campus programs.	No funds will be requested during the 2011-2012 budget cycle for this project.
Continue and expand existing Business Expansion and Retention (BEAR) Programs.	No funds will be requested during the 2011-2012 budget cycle for this project.

<b>Initiative 3: Transportation</b>	
<b>Project</b>	<b>Budget Information</b>
Partner with UTA, WFRC, UDOT, Murray City and Salt Lake County for the Environmental Assessment Analysis for the proposed 4700 South Transit Project.	City Administration will request \$20,000 in additional funds in the 2011-2012 budget cycle.
Establish and adopt a comprehensive traffic calming policy that will improve safety and help minimize speeding and other vehicle impacts in residential areas.	Study to be conducted in-house and have negligible budget implications.
In conjunction with UDOT, develop and adopt an access management policy for all major roads and streets.	Study to be conducted in-house and have negligible budget implications.

<b>Initiative 4: Quality of the Built Environment</b>	
<b>Project</b>	<b>Budget Information</b>
Create a 4800 South Historic District (note: will be completed as part of the Land Development Code Re-write).	Project to be conducted in-house and have negligible budget implications.
Increase weed abatement, maintenance, and snow removal on Taylorsville Rights-of-Way.	City Administration will seek \$75,000 annually to fund this project.
Streetscape projects: <ul style="list-style-type: none"> <li>• Redwood Road Phase II</li> <li>• 5400 South: Millrace Park to 1300 West</li> <li>• 5400 South: Redwood Road to 1950 West</li> </ul>	Estimated Costs: \$4,000,000 \$625,000 \$1,200,000
Beautification Walls: <ul style="list-style-type: none"> <li>• 4700 South: 2700 West to Bangerter Highway</li> <li>• 2700 West: 5400 South to 6200 South</li> </ul>	Estimated Costs: \$450,000 \$775,000

<b>Initiative 5: Neighborhoods and Code Enforcement</b>	
<b>Project</b>	<b>Budget Information</b>
Develop a neighborhood and housing plan that will identify programs to reduce conditions that destabilize neighborhoods, such as: <ul style="list-style-type: none"> <li>• Increased levels of pro-active neighborhood policing (i.e. gangs, drugs, general public safety)</li> <li>• Increased levels of pro-active code enforcement for property maintenance, nuisances, and building violations</li> <li>• Identification through trend analysis of code enforcement and police activities of "at risk" neighborhoods. Focus additional attention, policies and programs to improve the quality of neighborhoods identified by study</li> <li>• Financial participation with citizens for property enhancements, including sidewalk repairs, tree planting, and trash removal</li> <li>• Programmed future annual City-wide "clean-up, fix-up" campaigns</li> </ul>	Study to be conducted in-house and have minimal budget implications (estimate \$5,000). Future costs could include up to \$50,000 for an additional code enforcement employee; \$100,000 in infrastructure and other property enhancements; \$250,000 for future <i>clean up-fix up</i> campaigns; and other unforeseen costs.
Conduct 2011-2012 "clean-up, fix-up" project.	Administration will request \$100,000 in the 2011-2012 budget cycle to fund this project.

## Initiative 6: Parks and Recreation

Project	Budget Information
Continue development of comprehensive security camera system. Complete Redwood Road Business District in 2011-2012.	Administration will request \$200,000 in the 2011-2012 budget cycle to fund this project.
City center irrigation, sod, and landscape.	The City's estimated cost for this project is \$500,000.
Increase maintenance of City Parks.	Administration will request \$150,000 in the 2011-2012 budget cycle to fund this project.

## Initiative 7: Public Safety/Law Enforcement

Project	Budget Information
Purchase Emergency response and preparedness equipment.	Administration will request \$75,000 in the 2011-2012 budget cycle to fund this project.
Add two police officers (with corresponding equipment) per year until the police department has a staffing ratio of two officers per thousand population.	Costs per officer for salary, benefits, and equipment are estimated at \$120,000 for the first year and \$90,000 per year after the first.

## Initiative 8: Volunteers, Staff, and Resources

Project	Budget Information
Offer opportunities for all citizens to be involved in their City such as participating in tree planting events, clean-up days, and citizen committees.	Administration will request \$15,000 in the 2011-2012 budget cycle to fund volunteer projects.
Conduct an equipment (computers, vehicles, etc.) audit and depreciation and replacement plan.	Study to be conducted in-house and have negligible budget implications.
Commit to/increase employee training.	Although training and continuing education is a vital component in retaining a skilled work force, the City incurs costs beyond the actual costs of travel and training—such as lost staff time, etc. Estimated overall costs to the City is \$50,000.

## Initiative 9: Environmental

Project	Budget Information
Work with the Green Committee to establish environmental and conservation goals within the City.	No funds will be requested during the 2010-2011 budget cycle for this project.

## Initiative 10: Arts, Culture, and Entertainment

Project	Budget Information
Begin construction of improvements for Veterans Memorial.	No additional funds will be requested during the 2010-2011 budget cycle for this project.

# CITY OF TAYLORSVILLE TEN YEAR STRATEGIC PLAN



## TEN YEAR STRATEGIC PLAN SUMMARY



# Ten Year Strategic Plan

## Year One Priority Projects

Project:		Year Initiated	Year Completed
<b>Initiative #1: Customer Service</b>			
1.1	Upgrade content and graphic quality of Taylorsville Website.	2011	2011
1.2	Develop in-house good landlord training program	2011	2011
1.3	Survey residents and businesses to assess what kinds of services are needed, desirable or supportable in the community	2011	Ongoing
1.4	Publicize actions to residents through channel 17, social networking, etc.	2011	Ongoing
<b>Initiative #2: Economic Development</b>			
2.1	Economic Development Focus: City Center Infrastructure Improvements	2011	Ongoing as necessary
2.2	Economic Development Focus: Taylorsville Family Center Infrastructure Improvements	2011	Ongoing as necessary
2.3	Economic Development Focus: 4100 South Redwood Road Conduct blight survey Infrastructure improvements	2011	Ongoing as necessary
2.4	Economic Development Focus: Bangerter and 5400 South (West Point) Infrastructure Improvements	2011	Ongoing as necessary
2.5	Update Economic Development Plan, including but not limited to: <ul style="list-style-type: none"> <li>■ Conducting a comprehensive market analysis of the city and vicinity</li> <li>■ Identifying issues that lead to high vacancy rates</li> <li>■ Developing land conversion strategies</li> <li>■ Identifying target marketing lists</li> <li>■ Developing a marketing program to compete with neighboring cities</li> <li>■ Identifying strategies to attract high-tech/medical businesses/employers</li> </ul>	2011	2012
2.6	Enhance partnerships with Salt Lake Community College (SLCC) to further cultivate the college and campus as integral components of the City.	2011	Ongoing as necessary
2.7	Coordinate with Salt Lake Community College to investigate the ability to create job opportunities through joint ventures with local businesses and/or "spin off" operations from campus programs.	2011	2013
2.8	Conduct Business Expansion and Retention (BEAR) Programs	2011	Ongoing
<b>Initiative #3: Transportation/Infrastructure</b>			
3.1	4700 South Transit Study	2011	2012
3.2	Establish and adopt a comprehensive traffic calming policy that will improve safety and help minimize speeding and other vehicle impacts in residential areas.	2011	2011

# Year One Priority Projects Continued

## Initiative #4: Quality of the Built Environment

Project:		Year Initiated	Year Completed
4.1	Create 4800 South Historic District	2011	2011
4.2	Weed abatement and right-of-way maintenance	2011	Ongoing

## Initiative #5: Neighborhoods and Code Enforcement

5.1	<p>Develop a neighborhood and housing plan that will identify implementable programs to reduce conditions that destabilize neighborhoods, such as:</p> <ul style="list-style-type: none"> <li>■ Increased levels of pro-active neighborhood policing (i.e. gangs, drugs, general public safety)</li> <li>■ Increased levels of pro-active code enforcement for property maintenance, nuisances, and building violations</li> <li>■ Identification through trend analysis of code enforcement activities “at risk” neighborhoods. Focus additional attention, policies and programs to improve the quality of neighborhoods identified by study.</li> <li>■ Financial participation with citizens for property enhancements, including sidewalk repairs, tree planting, and trash removal.</li> <li>■ Programmed annual City-wide “clean-up, fix-up” campaigns.</li> </ul>	2011	Ongoing
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## Initiative #6: Parks and Recreation

6.1	Continue development of comprehensive security camera system (skate park, Bridgeside Park, Redwood Road Business District, other)	2011	2013
6.2	City center irrigation, sod, and landscape	2011	2011

## Initiative #7: Public Safety/Law Enforcement

7.1	Purchase Emergency response and preparedness equipment	2011	
7.2	Increase staffing (and equip) in police department to two officers per thousand population.	2011	Ongoing

## Initiative #8: Volunteers, Staff, and Resources

8.1	Offer opportunities for all citizens to be involved in their City such as participating in tree planting events, clean-up days, and citizen committees	2011	Ongoing
8.2	Seek opportunities for diversity on appointments to the Planning Commission, Board of Adjustment, and all other committees of the City.	2011	Ongoing
8.3	Establish a closer working relationship between the Historic Preservation Committee, LARP, and Green Committee and the Planning Commission and Community Development staff.	2011	Ongoing
8.4	Conduct an equipment (computers, vehicles, etc.) audit and depreciation and replacement plan	2011	Ongoing
8.5	Commit to/increase employee training	2011	Ongoing

## Initiative #9: Environmental

9.7	Partner and coordinate with other agencies to promote energy efficiency	2011	Ongoing
9.2	Establish environmental and conservation goals within the City.	2011	2011

## Initiative #10: Arts, Culture, and Entertainment

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## Priority Projects – (Initiate in years 1-3)

Project:		Year Initiated	Year Completed
<b>Initiative #1: Customer Service</b>			
	Purchase software for electronic plan submittal and review		
	Update Community Development Department Information Forms		
<b>Initiative #2: Economic Development</b>			
<b>Initiative #3: Transportation/Infrastructure</b>			
	In conjunction with UDOT, develop and adopt an access management policy for all major roads and streets.		
<b>Initiative #4: Quality of the Built Environment</b>			
	Update Taylorsville General Plan		
	Set the standard for property maintenance and pride of ownership by maintaining all City-owned properties and facilities in an attractive and well-maintained condition. Update/upgrade landscaping on the Taylorsville City Hall grounds		
<b>Initiative #5: Neighborhoods and Code Enforcement</b>			
<b>Initiative #6: Parks and Recreation</b>			
	Become member of Tree City USA		
	Create a new Trails Master Plan that will be adopted as an addendum to the Taylorsville General Plan		
<b>Initiative #7: Public Safety/Law Enforcement</b>			
<b>Initiative #8: Volunteers, Staff, and Resources</b>			
	Establish consolidated or fully integrated IT systems allowing central reporting of activities within the City between departments.		
<b>Initiative #9: Environmental</b>			
	Develop recycling programs and site(s)		
	Provide tree care materials and information to the general public.		
<b>Initiative #10: Arts, Culture, and Entertainment</b>			
	Attract/Create Destination Events Such as Farmers Markets, Arts Festivals, Marathons, etc.		
	Veterans memorial		

## Priority Projects – (Initiate in years 4-6)

Project:	Year Initiated	Year Completed
<b>Initiative #1: Customer Service</b>		
<b>Initiative #2: Economic Development</b>		
	Economic Development Focus: 4800 South Redwood Road vicinity <ul style="list-style-type: none"> <li>■ Conduct blight survey</li> </ul>	
	Economic Development Focus: UDOT Property (6200 South Bangerter)	
	Economic Development Focus: 6200 South Redwood Vicinity <ul style="list-style-type: none"> <li>■ Encourage private land assemblage of 6200 S. Redwood URA</li> <li>■ Work with UDOT for surplus and sale of New Pilgrim Church property</li> </ul>	
<b>Initiative #3: Transportation/Infrastructure</b>		
	Redwood Road Transit Study	
	5400 South Transit Study	
<b>Initiative #4: Quality of the Built Environment</b>		
	Develop a design and consistency manual for all gateways, parks, trails, streetscapes, signage, etc. Manual would create a design “branding” strategy and should address: <ul style="list-style-type: none"> <li>■ General design guidelines</li> <li>■ Landscaping</li> <li>■ Maintenance</li> <li>■ Fencing</li> <li>■ Lighting</li> <li>■ Materials</li> <li>■ Specific site</li> <li>■ City Buildings</li> <li>■ Street Furnishings (garbage cans, benches, etc.)</li> </ul>	
	Redwood Road streetscape improvements phase 3: 4100 South to 4700 South	
	4100 South beautification walls: 1300 West to Oak Meadows Condominiums (south side)	
	2700 West beautification walls: 4700 South to 5400 South	
	4800 South streetscape improvements: Canal Street to Redwood Road	
	4700 South streetscape improvements: Redwood Road to Jordan River	
<b>Initiative #5: Neighborhoods and Code Enforcement</b>		

## Priority Projects – (Initiate in years 4-6) Continued

Project:	Year Initiated	Year Completed
<b>Initiative #6: Parks and Recreation</b>		
Vista Park Baseball Fields Completion		
Support local, regional, and national baseball tournaments to promote the community's recognition as Utah's baseball capital.		
<b>Initiative #7: Public Safety/Law Enforcement</b>		
<b>Initiative #8: Volunteers, Staff, and Resources</b>		
<b>Initiative #9: Environmental</b>		
Start green waste program		
<b>Initiative #10: Arts, Culture, and Entertainment</b>		

## Priority Projects – (Initiate in years 7-10)

Project:	Year Initiated	Year Completed
<b>Initiative #1: Customer Service</b>		
<b>Initiative #2: Economic Development</b>		
	Work with UDOT on sale and development of 6200 South Bangerter property	
<b>Initiative #3: Transportation/Infrastructure</b>		
	2700 West Transit Study	
<b>Initiative #4: Quality of the Built Environment</b>		
	Redwood Road streetscape improvements: phase 4 (4700 South to 5400 South)	
	4000 West streetscape improvements: 4700 South to 6200 South	
	4700 South beautification wall: 1890 West to Dana Circle (north side)	
	4700 South beautification wall: 1175 West to approximately 700 West (see map on page 20)	
	3200 West beautification wall: 5620 South to 5920 South (west side); 5620 South to 6110 South (east side); 6230 South to 6315 south (west side)	
<b>Initiative #5: Neighborhoods and Code Enforcement</b>		
<b>Initiative #6: Parks and Recreation</b>		
<b>Initiative #7: Public Safety/Law Enforcement</b>		
<b>Initiative #8: Volunteers, Staff, and Resources</b>		
<b>Initiative #9: Environmental</b>		
<b>Initiative #10: Arts, Culture, and Entertainment</b>		

# Priority Projects – Parking Lot

Project:	Year Initiated	Year Completed
<b>Initiative #1: Customer Service</b>		
Create Building Board of Appeals		
<b>Initiative #2: Economic Development</b>		
Promote USTAR Life Science Cluster Businesses		
Improve the City's demographic profile		
<b>Initiative #3: Transportation/Infrastructure</b>		
1300 West Alignment		
1130 West Roadway Project		
Misty Drive Roadway Project		
Bonniebrook Area Sidewalk, Curb, and Gutter		
Smiley Drive Area Sidewalk, Curb, and Gutter		
Eisenhower Jr. High Area Sidewalk Curb, and Gutter		
4800 South 700 West Bridge replacement projects		
4700 South 4000 West Bridge Replacement		
Underground Power Lines 2700 West		
Underground Power Lines 5400 South		
Secondary water for city facilities and parks		
3900 South Transit Study		
6200 South UDOT property improvements		
Technology park – land and infrastructure (UDOT property)		
<b>Initiative #4: Quality of the Built Environment</b>		
I-215/4700 South interchange landscape improvements		
4800 South Streetscape improvements: Canal Street to Jordan River		
<b>Initiative #5: Neighborhoods and Code Enforcement</b>		
<b>Initiative #6: Parks and Recreation</b>		
UDOT property park development		
Increase recreational programming for special events/holidays		
Build indoor swimming pool		
Make new and existing parks “first class”		
Facilitate a physical connection between the park and the City Center site.		

# Priority Projects – Parking Lot Continued

Project:	Year Initiated	Year Completed
<b>Initiative #6: Parks and Recreation (continued )</b>		
Trails: <ul style="list-style-type: none"> <li>■ Brighton Canal Trail</li> <li>■ North Jordan Canal</li> <li>■ South Jordan Canal</li> <li>■ Utah and Salt Lake Canal</li> </ul>		
Jordan River Parkway 4800 South to 5300 South		
Equipment for infrastructure maintenance (parks, streetscapes, cemetery, etc.)		
Taylorsville cemetery – landscape and fencing		
Facilitate Development of youth centers in the City		
Be an active and physically healthy community.		
<b>Initiative #7: Public Safety/Law Enforcement</b>		
Be recognized as a leader in patrol and investigative procedures.		
Build justice center with combined Court and Police Department		
Build EOC/JIC and equipment purchase		
Obtain and equip a mobile command unit		
Build/equip/staff additional fire station		
<b>Initiative #8: Volunteers, Staff, and Resources</b>		
Construct or lease storage facility for infrastructure maintenance equipment		
<b>Initiative #9: Environmental</b>		
<b>Initiative #10: Arts, Culture, and Entertainment</b>		
Include public art in City parks that display the history, character, culture, and uniqueness of Taylorsville.		
Multi-purpose auditorium (combine?)		
Relocate library to City Center; Include Meeting Spaces Like Main SLC Library		
Outdoor amphitheater and energy demonstration facility		

## Summary of 10 Year Streetscape and Beautification Projects:

### Redwood Road

Streetscape improvements:

- Phase 2 (6200 South to City Limits) [2011 priority project]
- Phase 3 (4100 South to 4700 South) [4-6 years]
- Phase 4 (4700 South to 5400 South) [7-10 years]

### 4100 South

- Beautification Walls (south side) from 1300 West to Oak Meadows Condominiums [4 to 6 years]
- Streetscape improvements at Meadowbrook Plaza and Carriage Square vicinities will be addressed in 4100 Redevelopment Plan

### 4700 South

- Beautification Walls:  
Mobile Home Communities (north and south side) [7-10 years]  
1890 West to Dana Circle (north side) [7-10 years]  
2700 West to Bangerter Highway (south side) [2011 priority project]
- Streetscape improvements Redwood Road to Jordan River (primarily landscaping, limited sidewalks, decorative lighting) [4-6 years]

### 2700 West

- Beautification Walls:  
4700 South to 5400 South [4-6 years]  
5400 South to 6200 South [2011 priority project]

### 3200 West

- Beautification Walls:  
5620 South to 5920 South (west side) [7-10 years]  
5620 South to 6110 South (east side) [7-10 years]  
6230 South to 6315 South (west side) [7-10 years]

### 4000 West

- Streetscape improvements 4700 South to 6200 South including sidewalk, curb, and gutter, street trees, street lighting, misc. landscaping, bike trail. [7-10 years]

### 5400 South

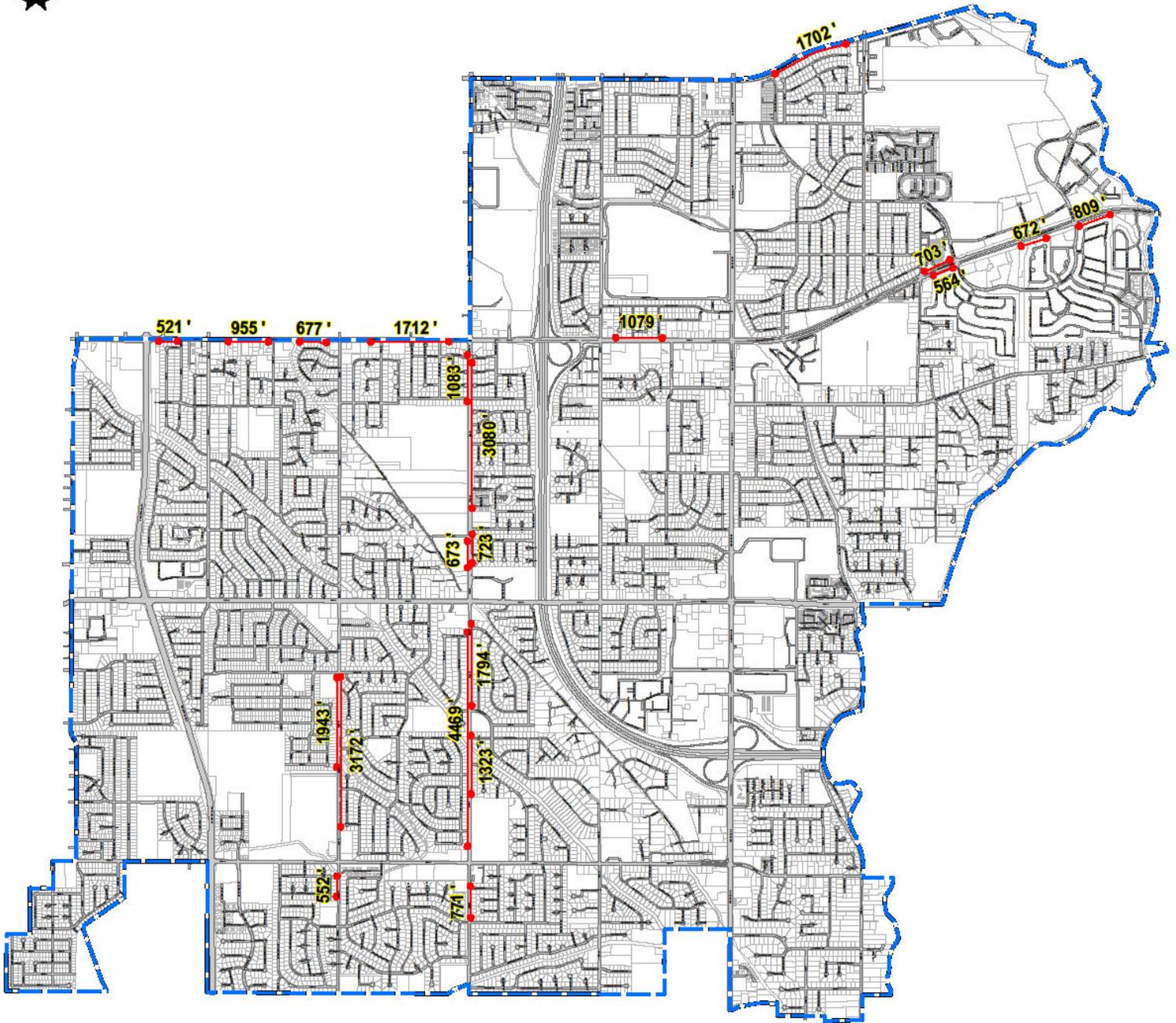
- Streetscape improvements between 1300 West and Millrace Park primarily including sidewalk and street trees. [2011 priority project]
- Streetscape improvements between Redwood Road and 1950 West consistent with Redwood Road improvements. [2011 priority project]

### I-215/4700 South Interchange

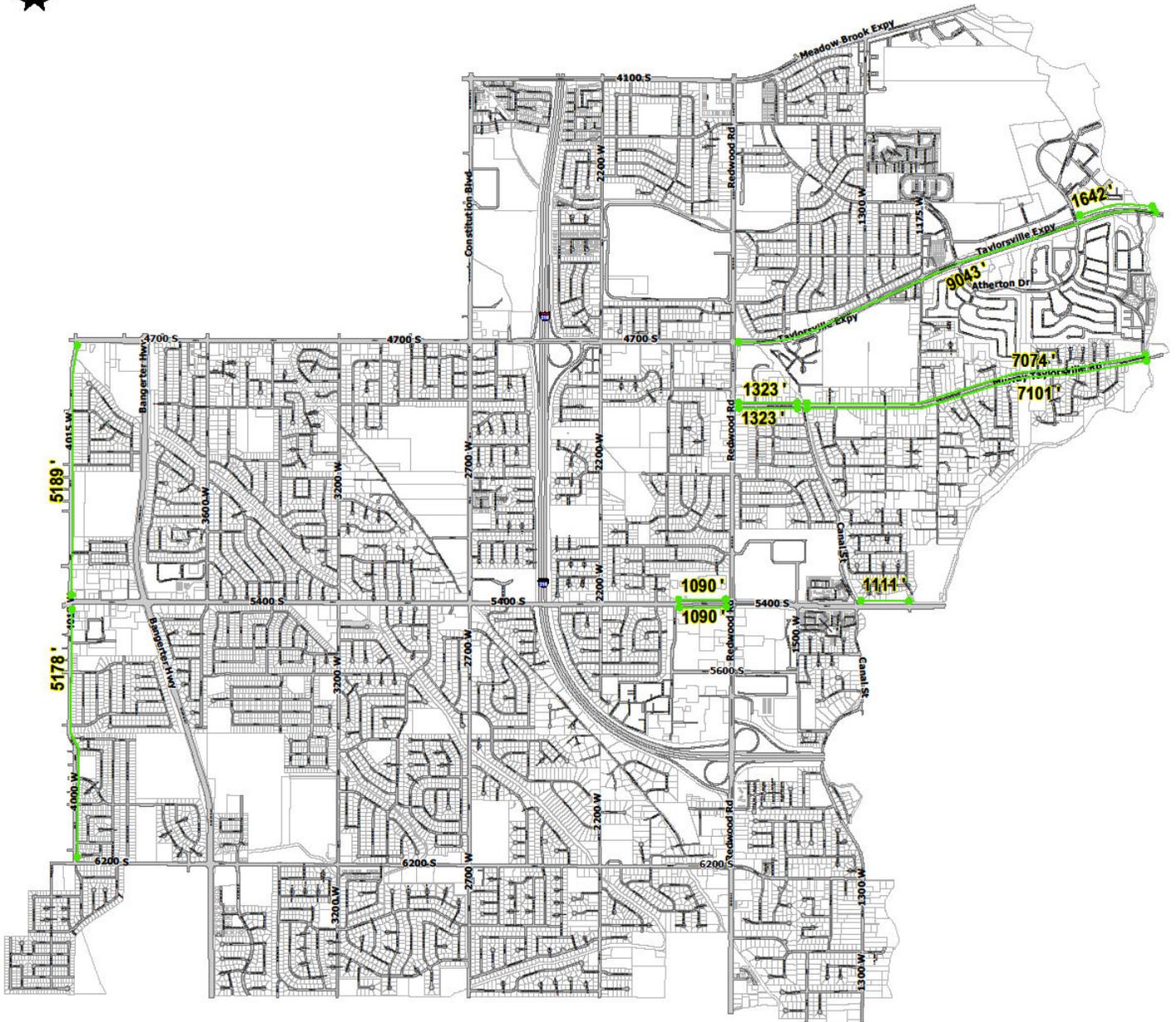
- Xeriscape landscaping improvements. [parking lot]

### 4800 South

- Streetscape improvements between Canal Street and Redwood Road primarily including historic style streetlights, street furnishings, historic district signage, street trees. [4-6 years]
- Streetscape improvements between Canal Street and Jordan River [parking lot]



# PROPOSED BEAUTIFICATION WALLS



# PROPOSED STREETScape PROJECTS (NOT INCLUDING REDWOOD ROAD)

## Glossary

**Strategic Planning** is an ongoing process intended to define and align the vision, values and mission of the City with the annual and long-term allocation of City resources. The expected outcomes include the goals of:

- Creating a safe, healthy, and livable community.
- To be the leader for sustainable development and redevelopment.
- To promote a strong and diverse local economy.
- To foster an environment where learning, the arts, culture, and recreation thrive.

**Strategic Plan** is the product that results from the strategic planning process. The product will include a multi-year Strategic Plan that places primary focus on the current fiscal year for funding and goal accomplishment. While some projects and goals may be accomplished in the current year, others may require planning and funding allocation over several years before the goals come to fruition. Once completed the most current fiscal year strategic plan (which is updated annually), will be available on the City's newly redesigned homepage.

**Strategy Map** is a visual representation of the essential elements of the Strategic Plan. The map identifies the roles, goals and responsibilities of individuals and work groups in realizing the goals of the Strategic Plan through the daily operations of the City.

**Operations Planning** is the ongoing process that will create department objectives that will be used to measure each department's contribution to the achievement of the City's strategic goals. The Operations Planning process is directly linked to the construction of the City's financial plan (the budget) used to fund the strategic priorities.

**Service Delivery Accountability** Is an integral part of the Operations Planning process. Accountability begins with the internal analysis of existing municipal services and service delivery processes; determines the alignment of those services with the strategic goals and develops optimal use of resources directed to either or both existing and/or new service delivery initiatives.

**Initiatives** are proposals that address service delivery, daily operations protocols and projects that are expected to result in significant changes to public services. Initiatives as defined here may require significant financial, human, or capital resources to be successful. Strategic planning Initiatives can be created:

- Through the strategic planning process.
- By City Council resolution which allocates the City's resources to initiatives that are not included in the current strategic plan.
- By departments through their operations plans or in response to changes in service needs or resource availability.

**Implementation Project Team** is the group responsible for the successful implementation the strategic Plan. At this juncture, the team consists of:

Russ Wall, Mayor  
John Inch Morgan, City Administrator  
Mark McGrath, Community Development Director  
Keith Snarr, Economic Development Director  
Del Craig, Police Chief  
Michael Kwan, Municipal Justice Court Judge  
Donald Adams, Assistant to the Mayor