

CITY OF

IMAGINE SARATOGA SPRINGS



SARATOGA SPRINGS

COMMUNITY STRATEGIC PLAN
OF THE CITY OF SARATOGA SPRINGS

FEBRUARY 2015

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Message FROM THE MAYOR



“I take great pleasure in presenting to you our city’s 5-year community-based vision and strategic plan. Literally thousands of hours have been invested in its creation, most of those offered by volunteer citizens with a sincere desire to contribute to the future of our community.

In looking to the creation of this plan, we were careful to set up a process that would be driven by citizens, rather than elected officials or city staff. I’d like to personally thank the members of our strategic planning advisory committee, citizens from all areas of the city who sacrificed countless hours in the creation of this plan. They gathered citizen surveys and planned meetings where residents could share their thoughts on the future of our community and where we need to focus our efforts as a city.

We have been truly overwhelmed by the response. The committee spent hours reading through literally thousands of written responses and evaluating feedback from citizen meetings. Thank you to those that took this opportunity to share your thoughts!

I expect this plan to serve as a guide for city staff and elected officials over the coming years as we make decisions about how to best allocate the scarce resources entrusted to us by our citizens. This will form the basis of our annual budget. By building our budget upon citizen priorities, we can be much more secure in knowing that we are doing the people’s business.

We are committed to using what resources we have in ways that advance the priorities identified in the document that follows. Imagine the future we can create if we unite our efforts in advancing those things that our citizens have identified as most important. I look forward to joining with you in building that future.”

A handwritten signature in blue ink that reads "Jim Miller".

Mayor Jim Miller

Some Interesting Things About **SARATOGA SPRINGS**



Saratoga Springs boasts a high quality of life that includes beautiful lakeshore living, a quiet and rural atmosphere, great air quality, superb views and an excellent central location midway between the Provo/Orem and Salt Lake City metro areas. There is good access to I-15 for both north and south travel and to the Bangerter Highway via Redwood Road for quick travel to Salt Lake International Airport (30-40 minutes by car) or other critical locations north of the City. Provo/Orem is located approximately 20-25 minutes by car via I-15.

The City has required that large donations of property for parks, open spaces and trails be set aside as a part of its normal and standard development requirements. The City offers outstanding lake access for skiers and boaters with an 8-acre public City Marina. An 18-hole golf course along the lakeside opened in the spring of 2003. There are office and retail areas planned in and around the views available from the foothills and within close proximity of the golf course.

The City provides full urban services including water, sewer, police, and fire and emergency medical response. There is a fully functioning administrative office with staff providing city management, building permitting and inspections, development services, public works, utility billing and records management.

SARATOGA SPRINGS' STRATEGIC PLAN

The central purpose in this undertaking was to provide Saratoga Springs with a tool that can be used by elected officials and city staff to guide goal setting and focus efforts on those things that residents have identified as their highest priorities. In order to truly be effective, this plan needs to become part of how elected officials and city staff operate and think about programs and services. Ultimately, it needs to be incorporated into how we measure success. No matter how comprehensive this plan is, the test of its usefulness will be defined by how effective it is in guiding decisions and creating the future to which citizens aspire.

The Methodologies

The City Council commissioned a group of citizens to serve on the City's Strategic Planning Advisory Committee (SPAC). The purpose of this committee was to gather data from the citizenry and synthesize that information into a set of recommended strategic directives.

The methodologies utilized by the SPAC included the following:

- Stakeholder focus group meetings
- Open houses
- Citizen surveys
- Special events
- Business meetings

In all, the committee was able to gather thousands of pieces of citizen feedback and input and synthesize them into clear citizen priorities. Participants in the process were also able to provide the SPAC with information related to key initiatives and improvements they would like to see implemented.

Access Air Beauty Clean Parks Recreation
Community Country Fact Family View
High Density Housing Lake Living Location
Low Density Not Overtly Open Space Quiet
Running Rural Safety Schools Slower Pace
Small Town Transportation
Neighborhood Close to the City

“WE LOVE THE BEAUTIFUL NEIGHBORHOODS AND SEE POTENTIAL FOR THIS AREA DEVELOPING AND BECOMING EVEN GREATER THAN IT IS!”

“IT IS A BEAUTIFUL FAMILY COMMUNITY WITH A LOW CRIME RATE AND A FISCALLY RESPONSIBLE LOCAL GOVERNMENT.”

SARATOGA SPRINGS' STRATEGIC PLAN

Explanation and Definition of Key Strategic Plan Elements

In the process of examining this strategic plan, the reader will encounter various terms and phrases associated with key elements of the plan. It is important that we place an understanding of the strategic plan within the context of what these elements are intended to contribute.

Primary Directive

This is a clear statement that describes the city's rationale for existing. It is the product of what we in Saratoga Springs are passionate about, where our competencies lie, and what we believe provides the means to realize our community vision. The Primary Directive represents the highest level directive, serving as the hub of the plan to which all other strategic directives are attached.

Strategic Directive

This plan contains six strategic directives. A strategic directive is a very high level priority that is articulated in a way that effectively describes a community priority. Such is not intended to describe specific initiatives, ideas, programs, or services. It merely captures in a very general way what citizens believe is most important in their community.

Strategic Initiative

Each strategic directive is accompanied by a number of strategic initiatives which assist in bringing the directive to the level of application. In other words, strategic initiatives are more specific actions, programs, and ideas designed to bring about the realization of the strategic directives. A directive is a destination and the initiatives represent the directions that will enable us to arrive at our destination.

Tool Box

Tool box items are included in the appendix and contain very specific recommendations and ideas that emerged from the strategic planning process. They are usually descriptive of a prescribed action or improvement. Unlike strategic initiatives, tool box items are included in the strategic plan simply to generate additional ideas and to provide a clearer strategic context. They should not be considered as the city's "to do list." This exhaustive list of ideas contains elements that may or may not be legally, financially, or physically possible. The term "tool box" is appropriate since city staff will refer to this section in an effort to bring into focus the thoughts and intentions that served as the genesis of strategic directives and initiatives.

THE PRIMARY DIRECTIVE OF SARATOGA SPRINGS

The primary purpose of government is to provide the basis or foundation for civilized living. While this concept may appear elementary and more than intuitive, much debate in recent years has swirled around the role of government. It is therefore critical that, before presenting the community strategic direction, the City define its role in the lives of its citizens. We do this by formulating and articulating the Primary Directive of Saratoga Springs.

This is the essence and reason sustaining the existence of the City of Saratoga Springs. It lies at the intersection of three things.

- 1) What city leaders and staff have a deep passion for – Why do we come to work every day? What motivates us? Why do we care about what happens in Saratoga Springs?
- 2) What we believe the city can do well or even better than any other city – Are we uniquely positioned to do something extraordinary? What are we equipped to accomplish? This is a question of not only what we can do, but what we can do better than others.
- 3) What drives the city’s resource engine – What is it that needs to happen in order to empower us to realize this primary directive?

In Saratoga Springs, our Prime Directive is:

“To provide and sustain an environment where individuals, families, and businesses join together in creating an exceptional quality of life.”

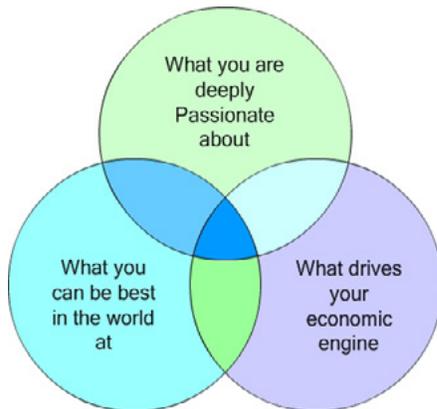
What are we deeply passionate about?

In Saratoga Springs, we have a passion for elevating and sustaining quality-of-life. We understand completely the sacred trust that is ours; to maximize our citizens’ investment by supporting those programs, initiatives, and ideas that will translate into an opportunity for them to live an exceptional quality of life. We believe that our passionate commitment to our community vision and values, combined with careful planning and purposeful follow-through, will translate into every resident’s opportunity for a better life.

What can we be the best in the world at?

Who can ask for a better environment than we have in Saratoga Springs? In very few community venues have so many positive elements come together. We firmly hold that a citizen commitment to and participation in the beautification of this unique area will bring about long-term benefits, not only to ourselves but our children as well. We believe that our community is unlike any other in Utah and that the opportunities that present themselves today, if capitalized upon, will allow us to create a place with an unparalleled quality of life.

THE PRIMARY DIRECTIVE OF SARATOGA SPRINGS



What drives our economic, or in the public sector, our resource engine?

We believe that as we are able to lift our citizens' quality-of-life, we will have demonstrated our competency and trustworthiness. Citizen trust, meanwhile, is generated at the intersection of competency and trustworthiness. As our citizens' trust increases, they are more likely to continue to invest in the services that we provide. As they do so, we are empowered to continue lifting our level of service, which results in greater trust, and so the process repeats itself. Public trust drives Saratoga Springs' resource engine.

All programs, initiatives, and energy must therefore be focused on achieving the Primary Directive. All metrics and outcomes should support this Primary Directive. The strategic plan's role in fulfilling the Primary Directive begins by defining what citizens believe is essential to quality of life. As a precursor to developing the strategic plan, the Strategic Planning Advisory Committee was able to identify six factors that citizens believe define quality of life in Saratoga Springs. These are:

- 1. A STRONG SENSE OF COMMUNITY**
- 2. THE PRESERVATION OF OUR NATURAL BEAUTY AND PROMOTION OF COMMUNITY AESTHETICS**
- 3. QUALITY PLANNING AND GROWTH**
- 4. A HEALTHY AND SAFE COMMUNITY**
- 5. MODERN AND WELL-MAINTAINED TRANSPORTATION SYSTEMS**
- 6. FISCAL SUSTAINABILITY AND RESPONSIBILITY**

Strategic Directive 1

SENSE OF COMMUNITY



“In Saratoga Springs, we value a strong sense of community. We seek to build and nurture this by providing opportunities for citizen participation in local governance and planning, problem solving, and volunteerism. Communication between citizens and local government is clear, abundant, diverse, and transparent. We take advantage of opportunities to further build our sense of community through celebrations of our community’s heritage, participation in local activities and events, and by investing in the quality of our city and neighborhoods.”

Value Statement

This directive speaks to the importance of consistently engaging citizens in both community work and play. Citizens want to feel valued, important, and included. They also want to feel pride and ownership in their local government, and want to be involved and informed. In Saratoga Springs, we value our heritage and share the responsibility for building a bright future.

Strategic Initiatives

- Connect and engage residents and business partners via the use of a multifaceted communications and engagement strategy which effectively utilizes multiple communication media and citizen/business learning experiences such as a citizens’ academy.
- Utilize gateway signage and other visual elements to clearly identify city boundaries.
- Conduct a feasibility study associated with the development of a new community recreation center. Study elements should include an analysis of all possible funding, as well as one-time and ongoing costs, preferred amenities, land acquisition costs and possible locations, and all other elements that will enable the elected body and citizens to determine a development timeline.
- Create a civic identity by working toward the development of a new city hall, library, and other elements congruent with a new city center.
- Celebrate the achievements and accomplishments of our residents and businesses.

Strategic Directive 1

SENSE OF COMMUNITY

Desired Outcomes

- Citizens are provided various learning and serving experiences that are engaging and edifying.
- The city utilizes fully all traditional and social media in regular engagement of and outreach to citizens and other stakeholder groups.
- Our city boundaries are visually acknowledged at each major ingress in a uniform, aesthetically pleasing manner that in every regard represents the pride we have in our community.
- A feasibility study is conducted to explore the possible development of a new community recreation center. Such study investigates all aspects of center development, as well as financing and ongoing fiscal support. The study includes citizen input and the results are fully and publicly communicated.
- A master plan and design of a new Saratoga Springs Civic Center is created and adopted. This plan begins to serve as a blueprint for the future development of a new city core.
- We regularly and publicly recognize and celebrate the achievements of our staff, citizens, and businesses.

Strategic Directive 2

NATURAL BEAUTY AND COMMUNITY AESTHETICS



“In Saratoga Springs, we cherish our natural beauty and environment. We recognize that these characteristics represent the reason why many have made their homes here. We therefore place high importance on preserving and enhancing the natural beauty of this very unique location. As we work together to promote the quality and cleanliness of our neighborhoods and commercial areas, it will inspire citizens and visitors to appreciate and take pride in the shared beauty of the environment that is uniquely Saratoga Springs.”

Value Statement

This directive speaks to the importance of preserving and enhancing the reasons why many came to Saratoga Springs. With its proximity to Utah Lake and unparalleled mountain vistas, citizens want to continue to take pride in the natural beauty that makes Saratoga Springs so unique. The aesthetic quality of our community and neighborhoods also plays a critical role in preserving Saratoga Springs’ natural beauty and quality of life.

Strategic Initiatives

- Employ policies and initiatives to preserve green space and open space where appropriate and practicable.
- Develop and implement a plan for significant lakefront preservation as venues for community amenities that expand public enjoyment of this unique natural resource.
- Protect and celebrate our natural environment.
- Utilize enforcement and communication/education tools to educate residents and businesses regarding the importance and civic responsibility associated with keeping our community clean and appealing.
- Reevaluate community building guides/codes, promoting modifications that clarify policies, streamline processes, and encourage quality and aesthetically contributing development.
- Promote a diversity of quality architectural styles and standards.
- Expand the city’s inventory of trees.

Strategic Directive 2

NATURAL BEAUTY AND COMMUNITY AESTHETICS

Desired Outcomes

- We take advantage of opportunities to preserve natural aspects of the beauty of our community and open space.
- The city fosters, maintains and enforces policies to protect our environment, while helping to provide for programs and events that build appreciation for and celebrate our natural beauty.
- The city has developed and is implementing a plan focused on providing substantially increased community lakefront amenities designed to expand public enjoyment of life on the Lake.
- Our code enforcement program is active and robust, yet focuses on several means, including education, to encourage compliance with codes designed to keep our community clean and appealing.
- Our building codes communicate the unique environment that is Saratoga Springs; and our policies and procedures are clear, simplified, and streamlined in a manner that encourages aesthetically contributing development.
- Development in Saratoga Springs, both residential and commercial, is diverse and represents a high quality of architectural styles and standards.
- Saratoga Springs enjoys the urban forestry program which annually builds on our inventory of healthy trees.

Strategic Directive 3

QUALITY PLANNING AND GROWTH



“In Saratoga Springs, we value our rural and unique character. Growth and development is therefore planned and executed in a manner that preserves not only our community character but also our natural beauty and environment. Economic development is conducted with the objective of elevating quality of life by enhancing convenient access to goods and services. Residential development, meanwhile, emphasizes single-family home development while still providing for an adequate level of carefully located other housing options.”

Value Statement

This directive speaks to the importance of balancing necessary and inevitable growth and development with those qualities and characteristics that originally attracted residents to Saratoga Springs. In Saratoga Springs, we place prime importance on preserving the natural beauty that makes our community unique. At the same time, we work to ensure that commercial and residential development contribute to and don't detract from our quality of life.

Strategic Initiatives

- Conduct a General Plan review.
- Clarify, simplify, and deregulate the development process.
- Develop and implement a comprehensive economic development strategic plan.
- Modify the General Plan to anticipate and plan for major amenities – cemetery, hospital, movie theater, Civic Center, etc.
- Communicate trade-offs between development/density and economic development.
- Ensure city zoning prescribes a feathering approach to densities.
- Look at “Age in place” development possibilities.

Desired Outcomes

- Zoning districts endeavor to prescribe higher densities in the urban core with densities decreasing as development moves away from the city center.
- Our General Plan is reviewed optimally every three years and no less than every five years.
- Saratoga Springs' General Plan anticipates future development of major community amenities.
- The development process has been analyzed, and modifications have been put into place which simplify and streamline the process as much as possible, while increasing customer service.
- An economic development plan has been assembled and implemented, drawing on synergies between the city and state/regional partners such as GOED and EDCUtah.

Strategic Directive 4

HEALTHY AND SAFE COMMUNITY



“In Saratoga Springs, we value an active, safe, and healthy lifestyle. We believe that local government plays a role in realizing this by promoting the walk-ability of our community and safe walking routes for schoolchildren, by helping to provide an abundance of recreational opportunities, by promoting the development of parks and trails, and by working toward the future development of recreational and community facilities/amenities.”

Value Statement

This directive speaks to the important role that local government plays in promoting a healthy and safe community. In Saratoga Springs, we work to provide the opportunities, infrastructure, and facilities that promote an active and safe lifestyle for ourselves and our children.

Strategic Initiatives

- Develop police and fire protection in a manner that accommodates the needs of future growth.
- Develop and continue maintenance of parks and trails.
- Implement the trails master plan and continue the development of trails.
- Expand youth and adult sports/recreation programming.
- Plan for the development of a senior center and creation of additional senior living options.
- Plan for the development of public amenities that facilitate the use and enjoyment of the city’s natural assets (e.g. Lakefront picnic tables, beach, fire pits, boardwalk, expanded parking, etc.)

Desired Outcomes

- The growth and development of emergency services parallels the needs of a growing population.
- Saratoga Springs residents enjoy convenient access to well-maintained parks, trails, and open space.
- Recreation programming is abundant and diverse, providing programs for adults and youth oriented to both athletic and nonathletic activities.
- The city has planned for and developed facilities and programs for seniors.
- The creation and beginning implementation of a Lakefront master plan.

Strategic Directive 5

TRANSPORTATION



“In Saratoga Springs, we invest in the development and maintenance of a modern transportation system. We accomplish this by taking appropriate measures to mitigate traffic, expand critical corridors, and provide timely and essential maintenance of our roadway system.”

Value Statement

This directive speaks to the impact that a quality transportation system has on quality of life. In Saratoga Springs, we value the benefits of a well-maintained and modern transportation system, and we recognize the role that such plays in both economic development and community health and safety.

Strategic Initiatives

- Long-term planning for major roads and corridors.
- Adequate ingress/egress for residential developments.
- Proactive and timely maintenance of roads and street lights.

Desired Outcomes

- The city’s streets master plan is up-to-date and includes planning and anticipation of primary corridors/roadways.
- The city has created a pavement management plan. This plan is adequately funded and followed.
- Signalization at all intersections that meet warrants has been installed.

Strategic Directive 6

FISCAL SUSTAINABILITY AND RESPONSIBILITY



“In Saratoga Springs, we create a sustainable future for our community that does not place undue financial or other burdens on future generations. As such, we develop sustainable revenue models for funding local government services while minimizing the financial impacts on citizens.”

Value Statement

This directive speaks to the need to prudently manage community resources and provide critical services in such a way that maximizes citizen return on investment. In Saratoga Springs, we plan for economic storms and maintain fiscal capabilities to ensure the delivery of citizen services and the proactive maintenance of critical infrastructure. We likewise work to accomplish this while striving to not place undue financial burdens on citizens.

Strategic Initiatives

- Ensure that adequate funding is in place to support and maintain all future projects.
- Create a comprehensive fiscal sustainability plan.
- Ensure that all primary master plans are up to date and reviewed on a regular basis and that maintenance of infrastructure is performed in a proactive and timely manner.
- Appropriately use bonding as a means of funding projects that will benefit multiple generations of residents. As part of this, develop a communications strategy to inform residents regarding generational equity. (i.e. – – how bonding enables municipal government to place the cost burden on those who benefit from the use of major amenities and infrastructure).

Desired Outcomes

- The city has developed and follows a comprehensive fiscal sustainability plan.
- The city maintains transportation and other infrastructure in a proactive and timely manner.
- All master plans are regularly reviewed and updated.
- Debt levels are well within prudent parameters and the city follows a policy of debt utilization that emphasizes the use of debt to ensure equity of burden.
- The city maintains three months of operating reserves.
- Enterprise funds maintain fund reserves adequate to provide proactive maintenance and repairs as well as meet unanticipated emergency situations.

THE STRATEGIC PLANNING PROCESS

The Saratoga Springs Council determined the need to bring focus to spending priorities. Key to this endeavor was the creation of a community strategic plan. The Council determined that such an initiative, if it were to survive and become truly useful to the community, would need to become a community initiative driven by citizens.



The Mayor and Council therefore commissioned a committee of citizen volunteers, known as the Strategic Planning Advisory Committee (SPAC) to drive the strategic planning process. The strategic planning process began with SPAC meetings with the City Council in order to define expectations and council member understanding regarding community priorities. These meetings also assisted the committee in identifying critical stakeholder groups that would need to be engaged during the strategic planning process.

THE STRATEGIC PLANNING PROCESS

Stakeholder meetings were then held with business groups, service clubs, faith-based organizations, educational/parent groups, ethnic groups, and a host of others. Open houses were held, and the public was invited to participate in generating both community priorities and ideas that would eventually form the basis for these strategic directives communicated in this plan. Finally, surveys were administered on the city website as well as distributed to city email groups, volunteers, and community event attendees. The process of gathering stakeholder input spanned more than six months. At the end of this process, the SPAC began to synthesize the hundreds of pieces of information they had gathered from citizens into more specific focus areas, more commonly referred to as “strategic directives.” Ultimately, six strategic directives were produced. The committee, utilizing these community priorities, then produced specific strategic initiatives associated with each focus area. Preliminary findings of the strategic planning process were presented to the city council at its January 2015 planning retreat. The final plan was adopted by the Council in March of the same year. It will stand as the planning blueprint for the city until 2019.

IMPLEMENTATION OF THE PLAN

Simply having a plan does not ensure its implementation. The city should take specific measures in order to implement this strategic plan and measure its progress toward its realization. Specifically, the city should:

- Utilize this plan as the basis for annual strategic planning and goal setting.
- Annually establish and review outcome measures associated with strategic plan directives. Make adjustments as necessary to ensure close correlation between outcome measures and plan directives.
- Create a community scorecard for city and citizen use. This should be in a highly illustrative format, accessible electronically via the city's website. The site should provide data associated with previously identified outcome measures. It is critical that this information is kept as current as possible.
- Annually provide the City Council and departmental decision-makers with a city business plan, which ties Council goals to strategic directives, identifying critical outcomes, measures, objectives, and expected budget impacts.
- Report semi-annually strategic plan implementation progress and impacts.

SPECIAL THANKS

The strategic planning process and composition is a broad-based community endeavor. Generally speaking, the broader the base of community participation, the greater the survivability of the plan. In Saratoga Springs, this was certainly and fortunately the case. Nevertheless, the city expresses its appreciation to specific individuals and groups that made this initiative possible. Special thanks go to:

- The Strategic Planning Advisory Committee (David Weber, Aleta Wilkinson, Elizabeth Holliday, Matt Niepraschk, Mica Cain).
- Dan Griffiths – Tanner LLC, public sector consulting, for the facilitation of the strategic planning process and the production of the strategic plan.
- The Saratoga Springs Kiwanis Club, the Saratoga Springs Business Alliance, Saratoga Springs Empty Nester groups, and the development community for its assistance in facilitating focus group discussions.
- The Citizens of Saratoga Springs, without whose participation this plan would not be possible.

APPENDIX: THE TOOL BOX

Tool box items contain very specific recommendations and ideas that emerged from the strategic planning process. They are usually descriptive of a prescribed action or improvement. Unlike strategic initiatives, tool box items are included in the strategic plan simply to generate additional ideas and to provide a clearer strategic context. They should not be considered as the city's "to do list." This exhaustive list of ideas contains elements that may or may not be legally, financially, or physically possible. The term "tool box" is appropriate since city staff will refer to this section in an effort to bring into focus the thoughts and intentions that served as the genesis of strategic directives and initiatives.

Strategic Directive 1 Tool Box Items

- Provide more community events such as parades, concerts, and the Harvest Festival, Ensure adequate public communications regarding events and appropriate venues
- Improve elected official/citizen public meeting interactions and experiences by holding town hall meetings, providing maximum transparency open forums as part of every Council meeting, reporting highlights of public meetings online, and closing the communication loop with citizens who offer comment at public meetings
- Civic center/downtown
- Define a Main Street
- Address divisive attitude between the north and south ends of the city
- Get more involved with residents
- Broaden vision
- Promote open forum style of government
- Keep mission of the city and residents at core of everything done
- More schools
- Higher education options in town
- Ask the people what they want
- Help people become proud of where they live
- Engage citizens face-to-face
- Focus on customer service at City Hall
- Separate post office
- Celebrate and honor community heritage
- Gateway at city limits with ability of service clubs to co-locate signage
- Business welcome packet
- Improve business alliance
- More robust public arts programs

APPENDIX: THE TOOL BOX

Strategic Directive 2 Tool Box Items

- Advocate with appropriate agencies and jurisdictions the cleanup of the Lake
- Improve entrance to Jacobs Ranch neighborhood
- Facilitate yard cleanup
- Improve the appearance of green spaces along Redwood Road south of Centennial Boulevard
- Encourage beautification of commercial areas
- Greater promotion of xeriscape landscaping where practical
- Enhance and expand recreational amenities
- Improve Jordan River Parkway, add trash bins and provide for the general restoration of the River
- Green waste pickup
- More trees
- Simplify the development plan in order to facilitate citizen understanding
- Community garden
- Sweepers clean bike lanes
- Sponsor photographic contests and exhibitions using Saratoga Springs' natural environment as subject matter
- Utilize images of our natural environment in public buildings, communications, and venues. Promote access and activities that help bring people into contact with natural environment
- Promote the Lake as a recreational amenity
- Consider the provision of dump passes

Strategic Directive 3 Tool Box Items

- Thank businesses for being here, improve relationships with businesses
- Wholesale/bulk items stores
- Commercial gyms
- Quick serve and full-service restaurants, upscale restaurant
- Larger lots
- Cemetery
- Movie theater
- Home improvement/hardware store
- Health food store
- Lakefront development/businesses on the pier
- Balance commercial development across community - with inclusion of groceries, clothing, convenience/gas, fitness, unique grocery, etc.
- High-speed fiber
- Address lack of businesses south of the Crossroads
- Craft store
- Promote economic development in the South
- Gas station near the boat docks
- Clothing store
- Gas station south of Pioneer

APPENDIX: THE TOOL BOX

Strategic Directive 3 Tool Box Items - Cont.

- Revitalize Crossroad
- Grocery store at Pelican Point
- Revisit General Plan to incorporate more open space and agricultural land
- Bring hospitality businesses to Utah Lake
- Encourage business development near Jacobs Ranch subdivision
- Technology jobs and businesses
- Deregulate business development
- No more homes along Redwood Road
- Encourage unique restaurant opportunities
- Light industry
- Robust shopping district

Strategic Directive 4 Tool Box Items

- Implement citywide trail system that includes interconnectivity between neighborhoods, Marina access trails, mountain bike trails, and urban trails along major corridors
- Expand recreation programming to include both athletic and nonathletic activities, as well as programs for both youth and adults
- Community recreation center and swimming pool
- Splash pad
- Library expansion
- Hospital
- Skate park
- Beach with fire pits
- More mosquito and other pest abatement
- Edible parks and greenways
- Sports complex
- More baseball fields
- Boardwalk
- Tennis courts
- Marina development with sailboat rentals
- Extended walking trail to Reid and Ursula Wayman Park
- Expand parking at Marina
- Park in Sunset Haven
- Fix parking and roads around Neptune Park
- Improve secondary water pressure
- Traffic lights at Vista and Westlake
- Connect neighborhoods to Jordan Trail
- Road improvements near 800 N., especially near all schools
- 5 acre park in Saratoga Hills neighborhood
- More restrooms in parks
- Lower speed limits as warranted
- Maximize sidewalk width around Thunder Ridge Elementary

APPENDIX: THE TOOL BOX

Strategic Directive 4 Tool Box Items - Cont.

- Recycle pickup every week
- Create a dog park
- Investigate methods of reducing alkalinity of secondary water
- Park on Coyote Run
- Implement traffic calming measures on Colt Drive as warranted
- Additional organized community watch groups
- Improve water quality
- RADD kids classes
- Trail connectivity with Eagle Mountain trail system
- Greater pedestrian connectivity on Redwood Road from Arctic Circle to Saratoga Hills
- Facilitate community docks at the Lake
- More recreation staff
- Promote winter sports on the lake
- Senior center
- Sewer improvements
- Expand fire and ambulance services with volunteers

Strategic Directive 5 Toolbox Items

- Signal at 800 W./Pony Express
- Expand Redwood Road to four lanes south of Grandview
- Keep up with road striping
- Advocate Mountain View Corridor extension
- Highway across the Lake
- Ease traffic on Redwood Road
- Fix 400 N. in entirety, widen and replace
- Investigate and determine appropriate timing before Eagle Mountain egress to I 15, including direct line Pony Express Parkway access to Pioneer Crossing
- Complete Swainson from Hawks Landing to Sage Hills Elementary
- Fix 800 W. pavement
- Extend school zone at Riverview Elementary to at least the length of the school and perhaps to the crossing area east of the school by the bridge over the canal.
- Local transit to parks
- Improve traffic along Redwood Road between Grandview and 73
- Public transit such as Fronrunner, TRAX, etc
- Remove median on 73
- Develop more north/south routes besides just Redwood Road
- Encourage UTA to provide more buses
- Signaled intersection of Pony Express and 800 by Vista Heights
- Wider road with a turn lane into the middle school
- More road lanes south of 400 S
- Extend the concrete divider in front of Smiths, so people going south will have no choice but to turn at Commerce Drive

APPENDIX: THE TOOL BOX

Strategic Directive 5 Toolbox Items - Cont.

- Encourage UDOT to extend Lehi's 2100 N. to the west of Redwood Road, move around the west side of Harvest Hills, and then connect to 73
- Improve slurry of Harvest Hills area
- More East/West transportation
- Signaled intersection at Fairway Boulevard and Redwood Road

Strategic Directive 6 Tool Box Items

- Fiscal conservatism
- Keep taxes as low as possible
- Additional foresight and planning
- Moderate utility rates
- More moderate thinking. We want services and understand that we need to pay for them
- Focus expenditures in areas that benefit greatest number of people
- More budget transparency
- Low taxes are great, but we need community services to match the growth