

**Mayor's Retreat – SUU Mountain Cabin**  
**February 10<sup>th</sup>, 2020**

**MEMBERS PRESENT:** Mayor Wilson-Edwards; Councilmember Craig Isom; Councilmember Terri Hartley; Councilmember Ron Adams; Councilmember Scott Phillips; Councilmember Tyler Melling;

**STAFF PRESENT:** Economic Development Director Danny Stewart; Fire Chief Mike Phillips; Finance Director Jason Norris; Police Chief Darin Adams; Public Works Director Ryan Marshall; City Attorney Tyler Romeril; Leisure Services Director Ken Nielson; Library Director Steve Decker; Executive Assistant Onjulee Pittser; Melynda Thorpe, Facilitator; City Recorder Renon Savage.

**Melynda:** What I want to know is what do you want to accomplish? What are your goals and what can I help you with? **Mayor:** I want to come away with 3-5 items that we can focus on this year on enhancing the community so we go into the year with a purpose and it will help our meetings, our budget, our policy instead of where we've been. I want us to be direct and deliberate going forward. **Melynda:** In this process, we can go through up to 5 areas of focus. What else would you like to work on? **Paul:** I would love it if we could get some direction on where we're going to go on capital spending. Focused mainly on recreational amenities in the short run and public safety in 3-5-year run. We get rec groups coming to us with ideas on rec facilities we can build, and we have the capability to do those things and expand our offerings. Some direction on which ones to go after would be great. Last year, staff was told on a broad level to find a way to facility both the gyms and the ice rink. Last year, we tried to facilitate both, but the ice rink hasn't panned out, but I think we're still on target for the gyms. Those are the big capital things. **Scott:** I want to make sure our updated general plan is inclusive, and it focuses on those 3-5 items for enhancing our community. **Mayor:** One beneficial thing might be the distinction between our general plan and strategic plan and what their roles and purposes are. **Tyler M.:** Maybe knowing each other a little better. **Melynda:** Are you just getting to know each other in terms of new council members? **Tyler M.:** I feel like I know their names and position and that's it. Who they are as people? **Melynda:** As a group, it's important to create some cohesion. These are our priorities today. Anything else you want me to know be aware of before we get started? **Terri:** We've just approved a vendor to lead us through redoing and updating our master general plan. That may be helpful for you to know going into the process of forming committees. **Melynda:** We can focus on these priorities today and grant the Mayor's wish to integrate those into the master general plan. What is Diamond Princess Cruises? **Mayor:** It's the cruise line that's quarantined in Japan. **Melynda:** There are more than 3,000 people on the ship. **Scott:** It's the highest concentration of the virus in the world, except China. **Melynda:** How many are infected with coronavirus? As of last night, it was 123. What's happening on the ship? **Scott:** Panic. **Melynda:** You would think so. They have to remain on the ship, quarantined to their rooms, and their food is brought to them. How does the Captain and the ship's crew contain panic? **Tyler R.:** Give people things to do to occupy them. **Ryan:** Keep them separated. **Steve:** You have to ensure basic needs, being fed, lavatory facilities, making hygiene. **Melynda:** They are sending food and water to the ship, draining sewage, clean towels and good food. Keep them separated to contain the hysteria. There are a few things that they're doing for them. One is food and it's good food. Why would they invest in good food? **Darin:** They want to mitigate the experience. **Melynda:** If they get lobster at their door, it's something to look forward to. They put them into a rotation schedule to go outside on the deck, in groups of 6 at a time, to get fresh air. They have to wear masks and glove and they're not to socialize. They give them internet access to communicate. Wouldn't the cruise line prefer not to have the passengers telling the world what's happening? **Terri:** If you were locked in your room and didn't have access, it could create more hysteria. **Melynda:** They're able to see the news and skype interviews with the passengers, talking about their experience. If you were the crew, what would be your #1 priority? **Danny:** Making the experience as positive as possible. **Mike:** Keep it from

spreading. **Melynda**: Health, safety, keep it from spreading. Are they able to control that? They've given everyone masks and gloves, fresh air. What else? **Scott**: Communication. **Melynda**: That's where I want to start today. SUU has a partnership with Wuhan Polytechnic University. They're working quickly to silence & control communication. They're going through social media and they're censoring comments about corona virus. What's happening in Wuhan? Are they feeling comfortable, safe? Getting good food? No. They're living on food bought prior to the Chinese New Year; they're rationing; they don't know what's happening; they're afraid to communicate. It's a very different environment. They've sent a letter to the passengers saying they're going to reimburse them for all things related to the trip, granting them a free cruise in the future. Why did they do that? **Mike**: PR. **Melynda**: To build relationships. In strategic planning, we start with this triangle, Maslow's Hierarchy of Needs. What's the cruise ship focusing on? The bottom 2 (basic needs & safety), they're trying to incorporate love/belonging. What about the lobster, free cruise and money? What is the premise to this triangle? You have to accomplish each one separately before accomplishing the next, and so on. Does it mean we have to stay at the bottom until we're secure? No, because they're providing food, sometimes lobster and steak. But our people, our community is secure when basic needs are being attended to.

You were to come prepared with 5-10 priorities. I know each one's important to you, so we're going to single some out. I think you can come together on some priorities. Now rank your top 3 priorities. It doesn't mean the others aren't important. Prioritization is the hard part. Which category from Maslow's Hierarchy of Needs does your #1 priorities they fall under? Which one falls under basic needs? **Craig**: Bridging the gap of income in our community, housing costs. **Tyler M**: Mine goes to mental health, for stay at home moms. They have lots to do in the summer, but not in the winter. I'm thinking an indoor park at City Creek or sticking it in one of the rooms at the aquatic center. **Melynda**: Mental health has to do with feeling and social belonging. **Mayor**: Helping City employee wages. We want our City employee taken care, because that helps foster everything on the way down. **Melynda**: It would have a ripple effect. **Mayor**: They're a lot happier dealing with stuff if they get paid decent. **Scott**: That was one of mine, too. **Ryan**: Fixing infrastructure. **Melynda**: Anything to do specifically with safety and security? **Danny**: Job retention & recruitment. What I'm looking for are things that raise that level of income. **Darin**: As we talk about wages, recruitment and retention of quality staff, take care of their basic needs so they can go out and feel confident to provide safety and security for themselves, their families and who they serve. **Melynda**: Belonging and socialization. **Tyler R.**: Civility in politics. I think how we treat ourselves spreads to the community. **Melynda**: What does self-actualization look like in Cedar City? **Scott**: It's different things to different people. **Tyler R.**: It's being able to go out your front door knowing that you're taken care of, safe and people to depend on in times of need. **Melynda**: Was anyone surprised by their top 3 priorities? Was it painful to leave off 4 and 5? **Scott**: Yes. **Melynda**: If we're going to work on identifying 3-5 areas of focus, I want you to lobby to each other for priorities. Identify some areas that we feel like would be a priority to focus on and then once we've selected the areas, we can work together to get specific. Let's break into groups of 3 and we're going to share our priorities with each other. How many of you know Deming? He's a business philosopher who's created management systems for companies and organizations. A lot of his philosophy is based on systems, theories and thinking. Here's a quote of his. **Tyler M.**: "A system is a network of components that work together to try to accomplish the aim of a system. A system must have a name. Without a name there is no system." **Melynda**: What is a system? **Darin**: A network of interdependent components. **Melynda**: You each have 5 on your paper. What are we supposed to do with them? Bring them together and create a direction or aim. If we do that what happens? **Mayor**: We have a system. **Melynda**: What does a system do? **Darin**: It accomplishes things. **Melynda**: It keeps us moving forward and allows us to respond to crises. It's basically a foundation. **Steve**: As the Mayor and Scott talked about employee wages, I can't affect that. They hold the purse strings. I administer

certain things and for me that's a wish. As we get into these relationships, some people's wishes may be the same as someone's priorities and the opposite. **Melynda:** I think our wish list and priority list will cross over more than we expect. What we're trying to do today is identifying a system that we can agree to that will allow us to function as a City, identify priorities to tie into that system. This may be work that continues after today, but it's a good start. **Ryan:** A lot of our goals will fall under a broad definition, and then we'll break down in specifics on how we accomplish that goal. My goals can be wrapped up in 1 or 2. **Melynda:** Start broad with the community in mind. Everyone has their own priorities. We're tying into our strategic plan. The basic work today has been done. Is this document still being used? **Mayor:** One of the major objectives with this is to create priorities. Going into budget season, it will help Paul, Jason and I, as we listen to the other departments, with their 8 million wishes, help narrow them down and see if it doesn't fit in our priorities today, it may not be something that will be this year. If it fits in perfectly within our priorities and goals, we want to move forward with that.

*\*Members were split into groups of 3 and directed to combine their priorities and come up with a list of 6 items; they were to lobby and come up with their top 3 that they will bring back to the group.*

**Melynda:** Was it more difficult or easier than you expected it to be? **Tyler R:** Even though our priorities were different, it was easy to see how they fit together. **Melynda:** You were able to combine your priorities to end up with the 3 on your list. Mayor Wilson is going to give a little bit of background how the City's Strategic Plan came about. **Mayor:** When I first got into office, one of my big things was to create a strategic plan to get everyone on the same page. There was a lot of tension. We had a retreat, where we did just the council, me and the City manager. We came up with this document, brought it back to staff and went to community forums, and had the public come and get their input and get involved in the process. We did open houses for the public to come and this is what we came up with at the end of the day. The purpose of it was to outline our goals and budget requests to come in and try to fit within one of the goals and to demonstrate what the budget request was to satisfy one of these items. **Melynda:** This was created in 2015. Does that mean our strategic plan is outdated? Let's read through it together and as we're reading through it, make notes on the areas you would like to see updates and things that you would like to be included but are not. Why do we need to keep this document alive? **Mayor:** Direction. **Melynda:** If you're not revisiting this, we can lose focus and get off track. Why do we want to follow this plan? **Danny:** It keeps us proactive instead of reactive. **Terri:** It provides a backup for us. If we're following what the plan is and people asking us to do crazy requests, we have to tie it back into what our plan and priorities are. It gives us leverage to keep on track. **Melynda:** Any time you can tie into the strategic plan, you're helping move the system forward. Today, we'll work on reviewing and updating it. **Darin:** It holds us accountable to ourselves and to our citizens. I was glad when Mayor Wilson said the community has a voice in this document. It's important to have this document you can rely on. It gives you security, validity and most important, I think your strategic plan will keep you together. How can you keep this alive in the different jobs that you have? **Tyler M:** When you propose something new, you reference the plan and if I come to the Council with a proposal and to the public, referencing that area of the strategic plan that supports it. We could make that an unofficial rule to keep us accountable when we bring any kind of proposal to the staff. If it's not supported, maybe there's a fault with the proposal or the strategic plan. **Melynda:** SUU has a large strategic plan. In my department, I tie it into the university's, because it allows me to make goals and objectives that tie into the greater mission of the university. The second part is budget. If this strategy ties to one of the strategic plan goals, it allows my budget the ability to be approved. My supervisors may make adjustments, but I'm more successful when I tie to the university's strategic plan. I think it would be wise for you to consider as you're setting objectives in your department or budget requests to be able to articulate how it advances the strategic or general plan for the City. It's your job to pull out the strategic plan to remind yourself. We'll all take a paragraph and go around. Remember to

make notes, updating or adding and we'll discuss it after we read it. **Ryan:** *\*Reference Cedar City Strategic Plan - Mission.* **Tyler:** *\*Reference Cedar City Strategic Plan - Vision.* **Scott:** What do we mean by sustainable and strong neighborhoods? Is it part of our vision? **Darin:** That's how I take it. You have community inclusivity, wanting to engage and feel safe and strong, because everyone's contributing to the neighborhood. **Mayor:** I don't think sustainable was meant as recycling or environmentally sustainable, but more as neighbors will help take care of neighbors. **Scott:** I think neighborhoods are important. They make up a city, whether it's high density or low density. It doesn't matter. I want to make sure we realize that's important to our City. **Mayor:** If it's something among this group we don't know what it means, then the community's not going to know what it means, if we aren't on the same page. **Ryan:** In the planning view, you're designing a neighborhood with retail, housing and it's infrastructure to sustain it. **Mayor:** That's more where this was going. **Danny:** I think this vision could apply to a lot of communities. Cedar City is known for its natural surroundings. It sets us apart from other communities. **Ken:** *\*Reference Cedar City Strategic Plan – Values.* **Steve:** *\*Reference Cedar City Strategic Plan – Strategic Goals – Encourage Wise Economic Growth.* **Paul:** *\*Refer to Cedar City Strategic Plan – Strategic Goals – Enhance Citizens' Quality of Life.* **Scott:** *\*Refer to Cedar City Strategic Plan – Strategic Goals – Improve Public Infrastructure* **Terri:** Are the maintenance plans on a schedule to update with the notation that's made? **Paul:** The second part of the sentence was as budget allows. We have an asphalt maintenance schedule. We spent resources at the ballfields at the mouth of the canyon and at Bicentennial. **Terri:** Were we updating our schedules to reflect where we're at? **Paul:** They don't change much. Darin keeps his updated and tells us how behind we are in replacing his fleet. We've adjusted his and bumped up the mileage to say 5,000/6,000 miles on those vehicles. **Darin:** It was 8,500-100,000. **Paul:** We're still behind on replacement of that. **Mayor:** The short answer is no. **Terri:** Not necessarily keeping on schedule, but I know priorities come up and get put in front of it or making it to the list or are we continually looking that? **Paul:** We have things we need to maintain and update. It's difficult to find resources to do it in a timely manner. **Ryan:** One issue for public works is they have a maintenance plan and we're finding it's not covering everything. **Mayor:** Public works is one of the best ones as far as scheduled plans. But, our buildings, carpet and paint, we're not on a great rotation for basic maintenance on our facilities. **Terri:** *\*Reference Cedar City Strategic Plan – Strategic Goals – Ensure Financial Security.* **Tyler:** *\*Refer to Cedar City Strategic Plan – Strategic Goals – Foster Community Engagement.* **Melynda:** Let's talk about points/suggestions that you would like to bring up, that could be removed or updated. **Ryan:** It seems like there were some very broad and some very specific strategies. Some specifics were to update the emergency plan. Is the strategic plan supposed to be broad or focused? **Melynda:** In the strategic plan, we're working toward identifying our 3-5 objectives for the year that are time bound, measurable and achievable. This sounds like it's a road map and the strategic planning process requires you to set objectives and strategies that support them. It's a good foundation. **Mayor:** When we did this, we tried to create it so each department would come up with goals and they could try to find where they fit within it and set goals and objectives. **Scott:** Were the strategic goals listed in order? **Mayor:** No. They weren't listed in order of values. **Scott:** Danny said something about vision and supporting our natural surroundings and the beauty of our area was somehow incorporated into the vision. **Tyler M:** Maybe that ties into our identity as a city. Are we still Festival City? In what ways does our plan reflect our branding? We could work to establish that and incorporate it into our mission and vision. **Scott:** Is everyone comfortable putting in something about our natural surroundings as part of our vision? *\*Vote was taken, and everyone was in favor.*

**Craig:** I wanted to include civility in that respect value. I think respect and civility go hand in hand. Our civility to those we serve and their civility to each other. **Ron:** It should fit with vision under friendly atmosphere. We hear that incessantly from our move-in community. We constantly hear that this town is not friendly. How do we provide a friendly atmosphere? What do they mean by that? What's

friendly to Scott may be different to others. **Paul:** I hear it most from the most inhospitable people. They come to a public meeting, after they berate everyone in the room, they say their peace and go off on how unfriendly we are. The majority think we're pretty friendly. **Ron:** Some have the attitude that they don't give me what I want, when I want. **Scott:** It's hard to say, but that still has to be one of our visions. **Ron:** That's what civility is. **Tyler M:** Some of my clients are from California, and a lot of it is the social aspect. If you're not a church goer, the social possibilities are limited as a move-in without family and friends already here. There are ways to promote more social behavior through our zoning use and looking into more of that could help a lot in how we use our land. If we keep friendly in mind, it could be a proxy for social interactions, and we need to ask ourselves is this a policy that inhibits social interactions, or does it increase that?

**Terri:** In reading the description of respect, civility needs to be its own category with a description of what you said. Civility between the community and City government. **Mayor:** Would we like to add the civility value? **Scott:** Only if we can all follow it. I believe your values are something that you stand behind 100% of the time. **Melynda:** Let's come up with 5 words to represent civility. **Tyler R:** Civility would be acting with poise, dealing with the differences of others. **Ryan:** Listening, communicating in an appropriate tone. **Terri:** Communicating in a respectful manner. **Craig:** You have to be focused on positions rather than people somehow. **Scott:** If you're in disagreement with something, but you're trying to negotiate in a manner that's befitting of a civilized society. **Darin:** Civility to the council is different than it is for us. We're civil to people until we're not. They don't have that luxury. We're not effective if we can't match the people that we're dealing with. **Scott:** We could list it down as a City value, because your need for civility could be very different from ours. **Tyler M:** Is there any other way to define it? What are we trying to define and encourage? **Ron:** We're trying to deal with mutual respect. **Darin:** Under the values heading, we're accessible, available, respectful, courteous. **Tyler M:** I think strong relationships is the opposite of incivility, because you're less likely to be uncivil, and if you put a value on that relationship, that counters our social media culture. Trying to foster healthy relationships between community members, leaders, and City staff. **Mayor:** I view this as a City, when a decision is made, we move forward and work together. Once the decision is made, if you agree or disagree, the decision's made so let's try to figure out to execute it. That to me fits under civility. Among ourselves, we need to learn how to disagree, but work forward towards a common goal and objective. **Scott:** I feel like we do that. **Tyler R:** We seek involvement among all people, founded on courteous, open discourse with mutual respect given to all opinions, and where relationships are prioritized above differences. **Melynda:** The list of words that I wrote down are: relationships courteous communication, availability, open dialog, respect, working together or togetherness. We'll add civility to the list of values.

**Mike:** Under innovation, when you do something new and step out of your boundaries, I'd like to say that we can allow for mistakes. **Tyler M:** I agree with that. Maybe we add that we can make mistakes and calculate a risk or something. I like finding new ways to do things. **Mike:** I think that's one thing that government's bad at. Not changing because that's the way it's always been done. **Paul:** Sticking your neck out. **Mike:** You take 5 monkeys, put them in a cage and every time the monkeys go up to get the bananas, you spray them with ice cold water. Take one monkey out and put a new monkey in, the new monkey goes for the bananas and everyone beats him up. Take another one of the original monkeys out, replace it with a new one, the new one goes for the banana, and the last new monkey that came into the cage joins in with the others beating him up. You replace all the monkeys until you have 5 new monkeys and the bananas sits up there and none of them go up there, because that's how it's always been done. They beat each other up and they don't know why they can't go for the bananas. I just wanted to say we allow for mistakes when people do new things and sometimes, they don't work out. **Paul:** Maybe we could say that we encourage new lines of thinking and ways to solve problems.

Make it positive by you're allowed to screw up. We know not everything we do is not going to be perfect, whether it's on a staff level or an elected level.

**Tyler M:** In our group, one of the top 3 we settled on was stewardship. Making sure the City is the best steward of its own assets. There was a complaint at the last council meeting that the aquatic center grounds are looking worse than the school district across the street or by SUU. In some ways, I think we do fall behind in being good stewards of our own assets. If we were to include in stewardship, this is more about management of resources and a sustainable environment, but if we were to add to be a good caretaker of City assets. **Scott:** You have financial, human resource and structures. **Mayor:** What if we do City facilities? **Tyler M:** Yeah. I assume it would be public works, right? **Scott:** That's parks, that's city building, that's everything. **Mayor:** City facilities are from the office building to police cars, etc. **Tyler M:** If we can prioritize using our employees in skilled aspects or if we have to contract out to make it happen to make us good stewards, that sends a good message to the rest of the community. **Paul:** We have a lot of our people maintaining our facilities. Mike's guys take care of the fire house. Ken's guys take care of parks. Ryan's guys get all the roads, water and sewer. Darin's guys take care of vehicles. It's not just one of our areas. **Scott:** We don't have it listed as a value. **Craig:** Just so you know, you can never please that person that's being so critical at the aquatic center.

**Scott:** We'll be changing in the next 50 years and I want us to understand what family-friendly is. We're going to get a lot of diversity in our community. I think it strengthens our community and I want to make sure that we understand the definition of family is changing. We all have to embrace the idea that family is changing, and we should be a diverse community. **Tyler M:** If we were to incorporate that we enhance a safe family-friendly atmosphere for all types of families, regardless of composition, economic status, religion. **Scott:** As long as we keep it short. **Paul:** Why don't we say family-friendly atmosphere for all? **Scott:** Yes. **Tyler M:** I think that works.

**Mike:** As I read through the strategic plan, not once did I find that we value our employees; they're what makes our community work, council's praising them in the jobs they do. But in this plan, one of our most valuable resource is not mentioned in here. Whether we put it under values or somewhere else, we need to put in a paragraph that talks about our staff, because they are what makes us. We can't do it without them. **Scott:** I agree 100%. But I don't think that should be a listed as a value that we have as a city for our community. It does need to be listed in here. **Craig:** Maybe in our strategic goals. **Darin:** I'd put it under enhance citizen's quality of life, because that's where I thought it would fit. To prioritize recruiting and retaining staff who will provide the highest quality of service to our residents. **Paul:** We could put it in the City's Mission statement with the phrase that talks about valuing and respecting the staff and their efforts. **Ryan:** Maybe it falls under vision not only respect for the community, but respect for your peers. **Scott:** It could be a bullet in our strategic plan. **Mayor:** If this is the strategic plan that our community has embraced, we might want to keep it more broad community based as opposed to the City. If feel like that's an internal one and if it's city wide, we value all our citizens, all of our employees. This seems to be more community based, so we should value everyone, not just the 240-250 employees we have. **Scott:** I agree. **Darin:** Some of these are very specific. The emergency plan benefits the City, but it's a specific goal. I'm wondering how we do that with staff, so we know and the City knows when we're valuing employees and we're hiring more and doing things to recruit and retain that they are part of that decision. **Mayor:** Maybe it fits better as a bullet point than in the mission or values. Is everyone good with the values?

**Scott:** I want to make sure that accessibility, not just transparency, to all our citizens in wheelchairs that can't walk, I think we're not as friendly as we need to be to those people. **Mayor:** Under our public

infrastructure, ADA pedestrian friendly, do you want it more specific? **Scott:** No. I just wanted to make sure the values included everybody.

**Mayor:** With wise economic growth, I would like to see something about working to minimize the wage gap between us and the state or higher paying jobs. When you look at our wage gap, it's quite remarkable in not a good way. **Tyler M.:** Are you talking about our private sector? **Paul:** It's overall. Our wages are increasing, but the Wasatch front is much faster. **Mayor:** The average wage for the State and for Iron County keeps getting further apart and we've got to do something when we're recruiting businesses. If we recruit jobs that are minimum wage, there's a place for those, but we've got to try to do something to try to get that up, because that ends up with our quality of life and our pyramid that touches on everything. **Melynda:** Do you want to add that as a bullet point? **Mayor:** Yes. **Tyler M.:** Economic growth says continue to enhance, market, and promote our community and the numerous cultural, tourism, festival, educational, and event opportunities that we offer. We promote tourism and support that as a city, but other than for owners, those jobs are not high paying. If we promoted and supported some of the higher paying industries, like IT, technology or manufacturing, as much as we did tourism, I think we'd see some help with the wage gap. **Scott:** Could it be incorporated with what the Mayor was talking about? **Tyler M.:** In some ways. **Terri:** In that first bullet point, to add to the economic wellbeing of our residents and quality of life, if you wanted to retool that. **Tyler M.:** Tourism has its own bullet point. That says something about our priorities, but that doesn't necessarily bring the wages. Is there a way to retool one of bullet points to support high paying sectors of our economy? **Paul:** Just add another bullet that says promote manufacturing high tech and other high paying job sectors. **Mayor:** Wages are important enough to have its own bullet point. **Craig:** We can highlight the low water using but higher paying technology jobs. **Tyler M.:** In the Mayor's bullet point about wage gap, include recruitment of high paying jobs & sectors. **Danny:** It's something we've done in our strategic plan for economic development. **Ron:** How do we integrate that wage? For example, we always have that tax incentive and we have that statement that they'll pay that number. Where's that number derived? Is it Iron County's medium wage? How do we incorporate what the Mayor's brought up here into this package where we could say this number you need to pay higher than this number, not just the medium? **Danny:** The number we've used is the average county wage. **Ron:** Is there something wrong with throwing a number in there that's higher than county wage? **Danny:** No. Any company that looks at us and considers the cost of labor and costs they incur, they know they're getting a bargain, even if it's above the average county wage. We've built a matrix with our economic development committee that encourages that when any kind of incentive is sought. **Ron:** You wouldn't see it as a negative thing if we listed something? They're trying to get the cheapest wage they can. **Danny:** We've had requests from companies that do not pay higher than average wage and we weigh those out and see if that's something that will provide part-time opportunities for college students. If not, we don't want to exploit our residents. **Tyler R.:** We can write those tax incentives how we want. **Mayor:** I'd rather not have a number in there, but just the philosophy. **Danny:** I think generally in our plans that we're seeking higher wage. **Terri:** We could say continue to actively recruit business and clean industry that promotes the economic wellbeing of our residents and are conducive to sustaining our quality of life, say something about wages and add a couple of comments in there. **Danny:** That's something we're doing case to case anyway. **Mayor:** Do we want to say we want to have business friendly policies too? From our perspective, we can do business friendly policies. **Tyler M.:** Finding ways to coordinate better with all city departments and other private groups to find out what business friendly policies will be. **Mayor:** With our project review and sketch meetings, you get everyone in a room from the beginning of the process and online ways to go through plan reviews, we're lightyears ahead of a lot of other places. Our staff has been working hard on what we're talking about. **Paul:** It's difficult to manage. We don't set the EPA regulations on water or wastewater, but we're stuck with enforcing them. Talking to businesses and trying to get things organized, sometimes they get mad because they have to institute a new process.

Some things are out of our control. **Tyler M:** Finding better ways to communicate those expectations and policies, we can add it as part of that bullet point.

**Scott:** In bullet one of quality of life, we haven't been doing a good job at this. How do you get personal accountability in neighborhoods? **Mayor:** We don't want to be the City that has a very subjective standard. **Tyler R:** Would we do it by tightening up the ordinance and regulating more strongly? You'd have to put in more budget resources to law enforcement and have personnel to enforce it. **Melynda:** Who organized the City clean-up before the temple opened? **Terri:** Fred Rowley. **Scott:** It was his idea, but it fell on everyone to do it. **Terri:** When we do the spring clean-up, the Mayor encourages everyone to do it and reminds them how we want our City to look. **Melynda:** It sounds like a community campaign. **Darin:** It would be a culture shift and we'd have to do it every year. **Scott:** A constant reminder to people. **Darin:** People do what they're going to do. **Melynda:** The key word is encourage. **Terri:** What does promote sustainable practices to maintain valued resources mean? **Mayor:** At the time it was dealing with water usage and waterwise landscaping. **Paul:** I think it was a component of the binnie program, too. **Mayor:** If we don't know what it means, maybe reword it or take it out. **Scott:** I think we do want to have sustainable practices. We've already said how important quality of life and natural resources are. If we don't say that's part of quality of life, we maybe need to reword that somehow. **Tyler M:** This was on the heels of that first groundwater management meeting. Maybe we do need to clarify that. Is it still at the forefront to where we want to have water be its own bullet point? **Mayor:** Sustainable practice is a little hard for us to say, as we just got rid of the binnie system. **Ryan:** Promote economically sustainable practices. **Paul:** It could mean a lot of things, like solar panels, LED lights, Xeriscape landscaping.

**Mike:** On the City's emergency plan, we need to add exercise, because the only way to figure out what you need to revise is to exercise it. Once you exercise it, you revise it. **Mayor:** Would that be its own bullet point? **Paul:** I would take it out. **Mayor:** I feel like it's a staff level, not a community level. **Scott:** How do you feel about that Chief? **Mike:** Take it out. **Tyler R:** What's the one below getting at? **Paul:** There was a big debate about how the government should intertwine with business organizations, vs. private organizations vs. private religious organizations. I think it was a way to encourage the City to get along with other groups to make our lives better. **Scott:** I read it as what we're trying to do with the ice rink, don't let things stop you from developing community services and encourage private/public partnerships. **Paul:** It was very broad to say we could partner with anybody. **Scott:** We've done it with the BLM on trails and partner with them where they did things and we did things so we can achieve that. **Paul:** We do it with the school district, SUU, RAP Tax, and a bunch of community groups. **Ken:** We do things with the parks, little league, soccer, stuff at the arena. **Scott:** Do you want to keep religious in there or have it say civic? **Paul:** The religious guys wanted a whole section devoted to working with religious institutions. They want to be part of the City's goals to incorporate some cooperation with religion, not a specific religion. **Mayor:** It was collectively religious organizations wanting to be involved with the City. **Scott:** Are Rotarians private? **Mike:** They're civic. **Mayor:** We could add religious and civic partnerships. **Paul:** That's the Lions Club and Rotary. **Mayor:** They can fit in with public or private. **Tyler M:** SUU has a lot of clubs devoted to certain cultures or nationalities. **Scott:** They're a public institution. **Steve:** For the library, we would scratch the individual notations public, private, religious, and just say encourage cooperative collaborative partnerships, and leave it broad to do what we want. **Mayor:** We went around and around in circles with the religious groups. **Danny:** There's something that fits into quality that's not anywhere else is historic preservation. **Melynda:** Is that infrastructure? **Danny:** I think that fits into quality of life. I have 2 committees that my department helps and that's the historic downtown committee and historic preservation alliance. **Scott:** Wasn't there something in there about educational, recreational, historical preservation and artistic endeavors for residents and visitors? **Mayor:** That will work.

**Craig:** In infrastructure, the second to last bullet, can we have it say review and revise the City's masterplans regularly instead of as needed? **Mayor:** Sure. **Darin:** We've talked about developing long-term facilities and vehicle fleet maintenance programs, and that applies to every department. We're behind, so, hopefully we can make that a priority looking forward to developing those programs that will sustain and keep us ahead of the curve. **Ryan:** On the first one, I had a similar comment you've got to follow the plans, then it says conservative financially. A lot of the time we don't have the finances to follow the plans to put in place. We just need to reword that. **Mayor:** Should we just take out conservative? **Darin:** That sounds great. I think we're responsible. **Mayor:** Utilize sound planning tools and financial budgeting. All of this stuff is 100% budget based. **Paul:** We can have all the plans in the world to replace the bad sidewalks we have, but we don't have the budget to do it. **Darin:** This holds us accountable. When we tell citizens we want to do something, but the money's not there and there's talk of a potential tax increase, it has to be paid for somewhere. This shows them we want to do this for them, but we're limited by funds. **Melynda:** Does utilizing sound planning tools and financial budgeting apply to everyone? Does that need to be there? **Paul:** The next one says financial security. That's a goal of ours too. Some may butt heads once in a while.

**Tyler M:** For methods to stabilize the local water aquifer, in a lot of ways, that's more than a City effort. Maybe instead of seek methods, put partner with other entities to stabilize. **Mayor:** Seek methods and partnerships. **Tyler M:** The one above about being more pedestrian friendly, it's more than that. **Scott:** It's not just walking. It's cycling, too. **Tyler M:** One word used a lot is walkability, to create a more walkable community, and that applies to other forms of transit. It's to denote that many people for whatever reasons can't drive vehicles, with the intent in mind of making the community more prevalent to the non-vehicle modes of travel. **Paul:** If you go with UDOT's push, this would be active transportation, something other than cars. It could be bikes or scooters, roller blades, etc. The other part was the concentric growth idea. It's something you see a lot in other states. They start at city center and they'll structure ordinances so you can develop from there. As an idea, it has a financial and conservation impact on development, resources and infrastructure. We have more of a splatter development all over the place. **Tyler M:** If we were inclined to do something like that, it would be seen as a huge overstep for a true concentric plan. But if we can find ways to ease or encourage that growth, maybe including encouraging a concentric growth pattern. **Scott:** Did this come out of public meetings? **Paul:** It came out of Rick. **Mayor:** A good portion of the public doesn't know what that means. I think it came from City before it got there. They were more concerned about pedestrian and ADA. **Tyler M:** Perhaps we could replace being more pedestrian friendly with active transportation in mind and ADA accessible. **Scott:** We can encourage concentric growth. **Paul:** Do you want concentric growth or growth that better utilizes our existing infrastructure? **Tyler M.:** That too, in a lot of ways. **Mayor:** I would say what Paul said. One thing with government is we use terms that we understand, but the general public doesn't. Normal people on the street that don't live here will know what we are talking about. I want this to be a document where anyone can understand it, without government terminology. **Scott:** Our existing infrastructure needs to be developed where we want it to be developed based on how we want the city to grow. **Mayor:** Wise and planned growth. **Ryan:** There should be something in the growth or this that addresses our current infrastructure having to handle the growth and any emergencies. That's one of my top priorities. If we have 7-8 wells running in summer, and 2 go down, we get pretty low on our tanks. We could get to critical, where we can't provide that. If we grow too much more, how do we get our existing resources and infrastructure to meet demands? I don't know where these fits. **Scott:** Does the infrastructure maintenance programs speak to it? **Mayor:** That speaks more to dealing with our current aging infrastructure.

**Scott:** Could it include redundancy in the maintenance program? **Paul:** It could include redundancy in the infrastructure at staff level. Some of that with equipment redundancy can be shipped over to sole

source manufacturing. **Ryan:** I don't know if that's the overall goal for the City is to make sure we have redundancy in our infrastructures. **Paul:** If you could put that in the public works master plan internally, we can adopt those. **Scott:** Is it covered in the City's emergency response plan? **Ryan:** It doesn't talk about having the resources. It talks about the steps you take to manage it. It doesn't talk about our stored capacity. We could address it on a public works level; put it in our local master plan goals and agreements. What I perceive is Enoch trying to hook into our system, and if they have an emergency, they can tie in. Are we going to do it as a goal, then figure out the financing after? I can put it in my budget goals. **Paul:** You can include it in budget proposals and figure out if it fits within budget. If Enoch wants to connect, they have to pay. A while back, they had one well go down and they were in trouble. **Mayor:** Now that we've changed some of these, we're getting the same thing. Can we clean some of them up and combine them?

**Steve:** If there's going to be some pushback on a lot of these family friendly community or volunteer opportunities that could come out of my department, it's very easy to say I have books, but don't forward a family friendly community. It's easy to say shows produced at the theater that we're not producing them but facilitating the ones that are not family friendly. **Scott:** By who's standards? **Steve:** That's right. If we have a book challenge or tangled mystery, and as I've been listening on volunteer opportunities, most libraries still take on volunteers. If I were a pedophile, the first thing I would do is volunteer at a library. I think we can promote volunteers, but we become stingy on what we let them do. If they work there long enough, they can get information, like addresses. Most libraries are running background checks on any volunteers. I think we should be cautious with us saying we can take volunteers. In my experiences, it's just a precaution. **Paul:** Over the years, we've increased background checks on employees and volunteers. **Mayor:** Anything that deals with youth. **Paul:** Now, we're background checking every referee that refs a game, every coach that works with kids. We've moved further in that direction. Our insurance encourages us to background check them. **Tyler R.:** We've tightened up our policy with Jen Weaver. **Scott:** Do they have to sign waivers? It's not just in recreation. It's city wide. **Paul:** For liability on volunteers, there's the volunteer act with the State of Utah, which says the State wants to promote volunteerism and they've dictated with local entities, that when you have a volunteer, you need to cover them under workers comp and liability. I don't know if we could waive that. **Ken:** We have volunteers that paint park discovery that we don't allow them on ladders, anything 6' and under. **Tyler M:** Could it be perhaps foster a culture of volunteerism while finding ways to do so in a safe manner? **Scott:** I like cultural volunteerism. **Melynda:** One of our values is safety.

**Scott:** Maintain code compliance. We touched on that before, and I'm sure it's a budgetary issue, it's hard to maintain code compliance when you don't have the resources for that effort. **Paul:** You read it and you think nuisance code, but Mike thinks fire code. **Scott:** What were they thinking when they wrote it? They should know these things. I thought nuisance. **Tyler M:** This whole thing is fostering community engagements, so maybe it's fostering a culture of stewardship and finding ways to encourage residents to take care of their own properties and help others. **Scott:** We're fostering residents, property owners to take personal responsibility. **Tyler M:** We have so many residents complain about their neighbors. If you were to ask these people if they know their neighbors name, or if they're able to fix it on their own, financially or physically. Add something like take care of your own property but seek out ways to help others. **Scott:** Taking personal responsibility. **Tyler M.:** Even beyond the personal responsibilities looking for ways to serve others. **Darin:** We ask if they've talked to them and started that personal relationship, often times, the answer's no. **Tyler M:** I think personal responsibility for their property but incorporating something about finding ways to help others with theirs. **Mayor:** It's hard to encompass to be a decent person and a decent neighbor. By the end of the day, just be a good member of the community. **Ryan:** The key is education. We get calls about lost

garbage cans, plowing snow in their driveway. **Paul:** Last week, there was a guy who threatened to call mayor every hour until we came out and shoveled his driveway. **Ryan:** There's a lot of personal responsibilities maybe they're not aware of. **Scott:** I think to reword it slightly.

**Darin:** The first one, under foster community engagement, does everyone know what it's intended to mean? **Scott:** To make sure we're connecting with our citizens. We're there for them. We're not the bad guy. **Tyler M.:** Is there something in this that encourages more people to get to know the people around them? The city where I grew up, everybody did a block party once a year, where they could have street shut down and throw a party for 6 hours. Maybe something like that to help the people get to know each other better. **Paul:** As a City, we will facilitate any time they want to do that. They get the cones and notify us to get public safety. We've tried to make it easy, but less and less people are taking advantage of it. **Tyler M.:** Just educating the public about those options could help. **Darin:** We're happy to attend the block party.

**Scott:** On exploring revenue sources, what do we mean by that? **Mayor:** TRT. **Paul:** There was a big debate on what we spend it on. **Terri:** It could be grants. **Paul:** It could be sale of property, royalties, etc. **Tyler M.:** The wild land stuff. **Mayor:** When we did this, we didn't know the wild land money existed. It was more exploring, trying to think outside the box. **Scott:** Does anyone in this room remember the last time we raised taxes in Cedar City? **Renon:** It's before I was here. **Jason:** An operational property tax hasn't been done since the 80's, the aquatic center & library bonds, those are property bonds that did raise taxes. **Paul:** We also raised the RAP tax and the TRT tax. **Jason:** RAP tax is a tax on everybody because it's a sales tax. Transient room tax is a tax on visitors, not our citizens. **Mayor:** We talk about our rate structure. A number a years ago, there was a huge to try to catch up rate increase. One thing we talked about internally is doing small rate increases, so it's not a big one all at once. I'm talking about our utility rates. Rate structures that reflect that, but part of it is we need to decide internally if it's one where we want to kick it down the path or one that we want to take the flack with small increments when necessary? **Tyler M.:** If you raised the consumption tiers, raised the top tiers and leave the bottom ones, that's a lot more palatable, so it's only affecting the highest users. **Jason:** I went to a meeting and the guy that does workforce service funds did a presentation. The way Cedar City raises its revenue in those funds is we set a rate and go for several years. Then we do a big jump, go for a long time and do a jump. Every time we do these jumps, people get mad. He suggested a better approach is to do a 1% utility increase every year. If it's a 10-year period, rather than fix the rates for 10 years and jump them, you should incrementally every year do a 1% increase, then people don't flip out. By doing that, you capture all the revenue for your fund. If you do 1% every year, put it on their bill, raise water rates 1%, it's better than what we've done, which is construction costs are up 50%, so our buying power is way down, because we have fixed rates. If we want to do a big jump, everyone will be angry. **Mike:** How do you apply that to the general fund? **Paul:** It doesn't. **Mayor:** When we go to maintain the City service rate structure, we need to decide what's the best approach for our rate structure. Is what we've been doing the right approach going forward or are people that are on a fixed income, this won't hit them as hard and they can plan better. **Terri:** I like the idea Tyler mentioned. We have different tiers in water usage, so the low-income people won't be impacted as much. I like the idea of it being tiered. **Mayor:** It would work with water, but it wouldn't work with the others. **Tyler M.:** If we say a 1% increase every year, if that increase is faster than social security, we're going to be affecting peoples standard of living significantly. If there's a way to offset some of that increase in things like water in the top tiers, where we're hitting the highest consumers of our infrastructure the hardest and the smallest ones we're impacting as little as we can. Any kind of approach balancing those two would be effective to achieve the same ends while redistributing. **Scott:** We don't necessarily attach a percentage, we say we endorse or don't, but we endorse the notion to follow a structure we don't establish what that percentage rate is. That comes from city staff and our leaders. This year, it's a

different percentage. **Mayor:** If council's good with that, staff will work on a proposal to bring back to you.

**Tyler M:** On the last one, I like the sentiment, but it comes across as negative. Maybe focusing more on building facilities according to priority. It's almost a negative way of saying something that's positive. If we're prioritizing the needs of our staff and facilities and the basic needs of our citizens, it's not a bad thing that we're prioritizing that above our self-actualization. **Terri:** To take the negative out of it, take out the practice of "only" and put build facilities. **Scott:** By building facilities to sustain and improve the quality of life. **Paul:** Build facilities that our community can financially sustain. We don't want to out build ourselves. **Tyler M.:** I like that.

  
Onjulee Pittser, Administrative Assistant

Myllinda - What does interdependent mean? Mike - I can't do my work without water. Malinda - the greater between components the greater will be the need for communication and cooperation. The greater will be the need for overall management. The efforts of the various divisions are each additive they are interdependent. When all 140 players of Philharmonic orchestra come together, they are not judged individually, but together. The conductor is the manager, every player supports each other. Phillips - when individual you are fine, but together you create great things. The community perceives each other as a whole, they want to see the performance we create together, we each play different instruments, what matters is when we come together.

Myllinda - each group will have someone present what the group felt what important.

Danny - 3 was difficult, but nice to see how they merge together, enhance the quality of life for citizens & visitors. This is what makes our community unique. Parks & Recreation, maintaining historic assets, taking care of environment, all fit into that. It is broad and can be applied to specific things.

Developing design guidelines to protect the beautify our buildings, venues and surroundings.

Ensure resources to recruit and maintain a first-rate staff for running the city. It is important to have to staff to accomplish the other things. Phillips - all the things from bottom would enhance the quality of life for citizens.

Mike - Public Safety we look at personnel, facilities, equipment, mental health and new risks and code enforcement, issues we are having in enforcing codes.

General Plan, comprehensive, we publish and when people come in we can say we don't do that. Unless you can convince us otherwise, we are sticking with the General Plan.

Manage funding for initiatives, wages, capital expenditure, infrastructure, recruitment and retention.

Chief Adams - prioritize necessary assets and personnel and make it a budget item. Infrastructure and recruitment and retention.

Ensure the city is best steward in the city. Take care of your stuff.

Quality of life, access to amenities, ideas around SHD zone where commercial can pop up for those with limited access.

Phillips – we felt quality of life is above basic needs, as a City we should provide safety, pick up garbage, but what sets us apart is recreation and surroundings. Melling – to keep in mind that some residents don't have basic needs met, and if we stick people in affordable housing that is too close to basic needs.

Ryan Marshall – Attract and plan for growth while taking care of current infrastructure. Master plan, employees, how to hire employees, set up zoning and ordinances, supply basic water and sewer and update the aging infrastructure.

Take care of City employees, employee morale, staffing levels, provide tools to do their job and mental health to do their job.

Clear direction for the future through transparency and increased community involvement. That is for the elected officials, staff, citizens and how to provide the service and take care of residents. Mayor – how to get residents involved and engaged instead of coming and screaming at council after. Get them involved and included.

Tyler – money may not create happiness, but it solves problems, the better the economy the trickle down will take care of personnel, infrastructure, fiber, important to sink our teeth in. will create diversity, the foundation to everything we do. Once established those that live here or move in will buy in and understand what we do. If the community is not on board, what we do doesn't mean anything. Once public is informed and educated, we are at the top of our triangle and we can focus on leisure services. The basketball people and soccer and ice people know where they stand and be assured of the direction. The combination sets out a good economy.

Phillips – would your team be comfortable, beyond leisure services, where does events, Heritage Center and culture come in. Steve D. we changed it to Quality of Life, they are still leisure services.

1. Vibrant Economy
2. Take care of City Employees
3. General Plan
4. Funding for Initiatives
5. Quality of Life

Melynda – do we have a demographic study done? That may be important. When I worked for General Motors they took me to the basement and there were spotlights on a square purple couch and you could sit on the couch and then they turned the lights on the showcase, one for Cadillac, Saturn, Hummer, inside was everything they could think of that would represent their buyer. Saturn had a McDonalds bag, JCPenney clothes, lower to middle class items, a Casio watch. Cadillac had a vacation, surfboard, scuba diving, Hummer – adventure, guns, camping, rock climbing, high adventure. I use that model over the years, what will I see in the case for your customer. Why do we plan with our customer in mind? For us to be successful we need our customer to be successful.

Vibrant Economy – Diverse work force, Capital (new/private); higher wages; broadband infrastructure; business friendly; innovation (take risks, have a safe space, make mistakes); leverage partnerships; adaptable; qualified workforce;

Ryan – FAA considers us as economically depressed; do we want to stay there. Danny – they find us as a challenging economically.

Paul – we hear consistently from constituents that the Council does what staff tells them to do, we want to have the council make the policies and we adapt to them. Ryan – if you change the policy often, we give out misinformation. Paul – our zoning ordinances, basic rules and they follow, form base zoning, city negotiates with each developer, sometimes it is difficult to find out what the city wants. Developers always know what they want.

Take care of City employees – wages – increase/competitive, morale, retention, providing resources, mental health, Autonomy, Benefits.

Tyler – the city used to be the shining star of the County; all government employees wanted to work here.

Paul – on my second day on the job my boss took me to Provo and talked to me the entire way, he indicated to me that we are going to keep wages and benefits good and decent, at the top to help others know they can do that in our town. Phillips – that is the same with the City buildings, if they are beautiful others take pride and want their businesses to look like that. Paul – the idea we have got away from for 17.5 years is the City wants to be the leader instead of the follower in workforce. We want to be the leader.

General Plan – Mayor – is this to create the plan, or to implement a plan? Isom – update and then implement process and make it a living document. Mayor – what will we do with the general plan. Paul – we must have the will of the body to follow the plan.

Create/update/follow

Melling – is it falling short if we give a variance. Hartley – we have been doing too many general plan changes. Melling – it made me think of the constitution and how hard it is to change the constitution, maybe have 4 of the 5 votes to change it. Tyler – part of what creates frustration is the fact that it can be changed so easily, if the Council says no a few times then developers quit hiring engineers to bring that to us. Mayor – that happened with waiving fees, it stopped people from asking. Melling – set forth a vision.

Ryan – is it developed on what the current infrastructure can support, such as water, street, sewer, capacity, or do we add. Phillips – we envision this may happen here, then how will we get it. Ryan – we have not had water for Danny to bring companies in.

Create/update/follow; community involvement; vision for future; review regularly.

Melling – with Vision 2050 was a committee to look at accountability to the plan. Phillips – it is a living document, but we won't do this every year, create a number.

Funding Initiatives: Melling – can this be a priority list. Paul – how do we create a list? If we use recreational model for the priority list, 10 years ago it was a pool because SUU was taking the pool out. The basketball people wanted something, so we planned it for a gym, then the ice rink people came in and then soccer came in. Melling – do we want to prioritize infrastructure improvements, or are we ok to defer maintenance in favor of buying more urgent necessities or is retiring debt a priority. Mike – having something to follow so the tail is not wagging the dog. You want soccer, but we already have a

mac center in place. Hartley – also to prioritize how to take care of aging infrastructure. Ryan – how we structure fee increase, property and sales tax, sufficient for the demand. SB136 gives funding for street maintenance. Melling – a different thing from each person. How are we prioritizing leisure services, how to retire debt, user fees? Phillips – exploring increased revenue, if we manage funding, we may have to look at raising taxes.

Funding Sources/tax grants/fees; Infrastructure – new/existing; capital spending/projects; leisure/recreation priorities; mac center.

Melling – what is the cost per child, that is a factor, the other is are we competing with private, are we serving a different client base, is it serving people that need the service. Is it giving rich kids another place to play, are we providing a place for kids whose parents cannot afford something different? Ken – recreation is not just youth, it feels youth to elderly, this is something unique, it is not just a grass field, it is a concept of a swimming pool, everything. Melling – I prioritize kids because what I hear from young parents is it is a hard place to raise kids. Ken – we have zero for indoor facilities.

Ryan – capital on existing versus something that will bring in a vibrant economy, they are two different areas to look at. Invest in what we have, but also look to the future to increase economic opportunities.

Quality of Life - improve transportation (active); safety; walkability; protect natural surroundings; vibrant downtown.

Melling – within ½ mile of a commercial zone to have people walk. If we have R-2 or R-3 development, look into more flexible options, mixed use if the houses will be more than a half mile away, maybe a C-store on the corner.

Mayor – there was discussion on having housing above and commercial below. Paul – Leavitt's have so many buildings that have commercial, and others wanted it mandated, it was shot down. It is allowed in the downtown now.

Melling – I heard the current limits on the heights in the downtown shuts it down. Paul – 5 stories high their cost for sprinklers will kill it. Melling – someone said to me that 5 stories with sprinklers would be justified. Mike Phillips – I think 50 feet height in downtown is the limit, but I am not sure. Melling - maybe a suggestion box for those that want rental in the downtown.

Paul – arts/culture/recreation; historic downtown.

Mayor – how does this fit with the Strategic Plan. Melynda – I was asked to create focus for the next year. If you want to default to the goals in the Strategic Plan, you can do that.

Mayor – the taking care of city employees helps with budget. Melling – I think the community cares, attrition is expensive. Tyler – general plan is land use. Paul – transportation, it would not get into city wages. Phillips – I want clarity, what is the difference between General Plan and Master Plan? Tyler – they are the same. Phillips – it is land use, but how do we do that. Paul – there is a lot of issues that go into general plan. Tyler – my only thing is the employee part does not belong.

Melling – it would be nice if for each of these things we had a goal to be accomplished by the end of the year. I would like a time limit.

Melinda – I would set objectives for the strategic Plan on each of the areas of focus.

Jason Norris – recreational issue, I want to go through concepts, ideas and meet the vision of what the council wants. Staff is not dictating what does or does not happen in the city. The reality is we have never come with a comprehensive recreational proposal to the City Council. We have not done that because on our pyramid we have been on the lower foundation addressing several things that have not been addressed so there was no reason to bring recreational amenities that are 5 years away. I want to walk through some ideas and find what you want us to find cost, use, location, funding sources, we want to find out what recreational facilities you want us to work on. We have had several community proposals, but those are not what we internally generated.

Phillips – there are two I want to prioritize, one the MAC center, verbalized that when we wanted to do the dual project. This should not collapse even though the other did. I would also like to consider a new city park in the north end of town, it doesn't have to be soccer fields, it can or doesn't have to be, I hear it continually, there are hundreds of homes with no facility. Isom – you would complete the Rec center. It is a commitment over a decade old, we were penny wise and pound foolish, we didn't finish the job and I think it needs to be done. We need to be true to that commitment. Hartley – that is my number one, not only does it feel the need and commitment we made 10 years ago, but it helps with the O&M side of the pool to help generate funds to operate with the things we could use the facility for. Number 2, there is a lot of talk with the multi-sport complex in Fiddlers, I don't see us building that complex out immediately, but laying the groundwork and phase 1 which I think included a park. The biggest problem is a road getting into that property, what we spend to have access. Melling – two priorities that could be related but are not necessarily part of them. First something indoors for young children to do during winter, whatever that takes. I hear from my friends and there is nothing indoors without paying, for a lot of these families \$10 to \$15 a pop is something some cannot do. Something free, or maybe we tie to Medicaid eligible. Age group is pre-kindergarten and kindergarten age; second would be looking at access to density, if we have a dense area with quite a few people and no park, the Ridge Park is not heavily used, try to locate parks close to density. Create a need deficit analysis, one would likely be on the north end of town. We have section 8 housing in that area also. Winter access for under 5 kids and locating small parks closer to where they are. Phillips – are you thinking of programming? Melling – one thing I mentioned, if you have been to City Creek Mall there is a wall about 3 feet tall and a place for parents and then hard foam toys for kids. A place for moms to have a adult conversation and let the kids play. You wouldn't need to have staff to program that area. Jason – Aquatic Center and Mac center is a recreational center. Adams – I think we should get plans generated with the Mac Center before they come back and want to stay where they are now, that is not going to happen in my mind, we need to move forward. I have had discussion with Ken and Jason on what the gym facility can be a positive thing to the operations of the pool. A walking track planned with it would be big for the community. We will have to figure out the funding. Paul – in the FY audit there was a capital funding, there is enough money to build, break ground and go vertical this year on the gym. Adams - beyond that, the introduction of the soccer complex, something that would help sell that is a multi-use field we need to promote it that way and do it in phases. We do need a park on the north end of town, that would be a priority with phase 1. I know I have mentioned to developers in Council where is the park, in Mesa Hills there is 7 parks maintained by the homeowner's association, and one done with the City, the Hillcrest Park, that is what a developer did. I know developers don't like to do it, it takes out lots, but I think it is something to be brought up at the start of building process. They don't have to be huge some have playground equipment, some done, they have benches, the HOA maintains those. The north end needs something. On the Canyon complex I would like to move forward with the process and see what we can

do, let's do the homework, the bottom line is how to fund it, but let's get to that point and see what we can do. Let's throw some of that back to the private sector maybe they will want to contribute. I think those are two leisure service projects we move on now. We bent over backwards and I am not willing to stall it for any more time for the ice rink. We need to keep the location.

Mayor – would you be good if the City at the end of this season gave notice to the ice rink that they don't get another ice season. Phillips – yes, if we are ready. Paul – you all hear the rumors they want to get something on the ballot, do we want to move to get the architectural work done to start this summer? Council – yes. Isom – any problems with the lease? Tyler – no, we have a 30-day notice clause in the contract. Phillips – I have been to City Creek, maybe in the plans we can build a little playground and the parents can set in the lobby. They don't have to pay; they can pay if they swim. Jason – I would like to bond with impact fees for this, so I want that to be included with the impact fee study that is approved. I just want the option for gym, if there is an ice rink or a soccer complex, I want them to be impact fee eligible. There is a daycare section in the Aquatic Center that could still be built. Ken – yes, that is to the north, that is what Phillips is talking about. The only thing we would charge is for swimming and gym, not the lobby. Melling – I would like to see that is always packed we look into a small additions throughout town. Ken – if it is that popular, we can extend on the south side on the outdoor courts. We still have staff close, not hiding from staff's view. Mayor – then you keep an eye on adults versus children. Steve D. – mom will come in and check out on her phone. Having staff watch parents also. Mayor – we have the 20-year agreement for the road in the Fiddlers area, we also have it for the Armbrust property, once x number of houses go in we have to do something recreational there, keep that in the back of your mind. Ken – on the north end we do have the new playground at Bicentennial and if we could do that in Fiddlers it will quiet some people.

Melynda – a goal for each area, determine a goal, a time frame and make sure it is attainable and measurable. Paul – there was legislation passed last year that will require contributions, if you go back far enough, Public Safety had one and others had one track, Public Safety has been successful to lobby the legislature and not make a huge reduction in the public safety, the State will cover the cost for state employees, everyone else will pay for themselves. Adams – they will affect new employees after July, the 2011-now is a huge ask, Senator Harper assured me that they would address that statewide and not affect us as much as we thought. Paul – increase in public safety retirement, insurance is flat, on salaries we went back to the people that did the salary survey and asked them to do comparisons and implementation options that don't put us. When we did it last time our old salary system was an F, we chose a C-, we asked the salary survey folks to give us going from C to and A or B, they include longevity and compensation issues. That may not be a one-year project, it may take time to complete. Chief Adams – the staff wants to know, they want to know what it looks like, they talk with colleagues in other cities. Paul - Let them know this is the plan. Phillips – what can we do that is attainable. Paul – it would go a long way if the City Council said we don't want to be a C. Phillips – and say we want to be a leader. Melling – if it is a priority, where does the money come from, do we want to raise taxes, or where can we find wiggle room in the budget. Mayor – when we get the information we will see where we are. We were able to transfer money from capital; we can use some of that. Paul – if operating grows the capital will have to go away.

Take care of employees – Begin to establish Cedar City as a leader in the workforce in Iron County. By May 2020 to have a study complete and implementation plan.

Paul – we need to include the part/time employees.

Danny - ASAP will be done in 2020, the opportunity plan. We have an opportunity pan project on Center that is 6 acres that could happen this year. The developers would like us to on Mayor's Park. Melling – if we leverage with SUU and the Chamber, could we do a maker's space. Isom – they have one in the Engineering Department, not available to the community. ASAP will be done the end of March. Once we have it, we will incorporate it into the Economic Development Strategy, and focus on recruitment in areas we have not done in the past. Isom – they are doing training on Rural Online initiative; I would take that training to learn how to draw people to our community. I think that would be tread on the tires to coax people to come. Ryan – the Airport would like to build a commercial and private hangar, a study we are doing will help with airlines opportunity and what businesses it would bring. SUU is doing an Aeronautical Mechanic program, that may help. Danny – EDC Utah is doing trainings to elected officials and city management, for community training.

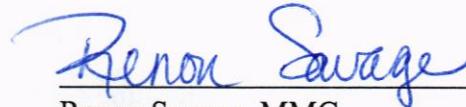
Vibrant Economy – Review results of the ASAP study by May 1, 2020 and develop an implementation plan. 100% of Councilmembers will participate in the training.

Funding Initiatives – break ground on MAC by September 1, 2020. Have a utility rate structure proposal by May 1, 2020.

Quality of Life – Historic Preservation ordinance and guidelines update presented for approval by April 1, 2020. Include active transportation to street update in the Master Plan by March 2021.

Propose amendments to the SHD zone by May 1, 2020.

The meeting adjourned at 4:50 p.m.



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Renon Savage, MMC  
Cedar City Recorder