

2012

Economic Development Strategic Plan

City of West Jordan



8/20/2012



Executive Summary

Economic Development in West Jordan is defined as those activities, programs, and initiatives designed to elevate the value of our community by increasing or sustaining private sector investment. Economic development is of value to the City of West Jordan in as much as such 1) elevates the quality of life enjoyed by West Jordan residents and/or 2) better enables the City to provide critical services to its residential and business citizens.

The purpose of this strategic plan is to identify a singular direction with regard to economic development in West Jordan City. As a means to this end, the plan identifies critical economic development strategic directives that will enable the realization of this vision. These elements include:

- Business recruitment
- Job creation
- Business expansion and retention
- Community branding
- Residential development
- Redevelopment and infill
- Hospitality
- Livability

Each strategic directive is accompanied by an explanation of how each element supports and assists in bringing to fruition the realization of the City's central economic development vision. Additionally, each directive is associated with a variety of strategic initiatives that are expected to, if effectively implemented, support the realization of each strategic directive. This plan will be reviewed periodically by the Economic Development Coordinating Committee (EDCC), and a one-year implementation schedule will be created annually and be made part of this strategy.

Vision

West Jordan is a retail and employment center for the southwest Salt Lake metro area. The community offers an exceptional business environment and superior quality of life for those who work and reside here.

Business Recruitment



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Recruitment

Definition

The City of West Jordan has the direction to pursue a program of proactive economic growth for the community. The City and surrounding area possess a number of assets that can provide the foundation of an economic development initiative resulting in an increase of jobs, investment, and economic vitality to West Jordan.

The Strategic Plan

Objective: Attract and recruit quality businesses to the City of West Jordan

The attraction of new businesses into an economy may quickly increase the tax base, jobs, and the diversity of the local economy. Business attraction is the most publicized and visible economic development tool, because it creates many jobs at one time and it relies on and uses incentives.

Implementation Strategy 1:

Lobby for and promote West Jordan as an ideal location for business investment by partnering with EDCUtah, GOED, and other real estate and economic development organizations.

Action: Prepare responses to RFI's from EDCU.

Action: Maintain and update SURE Site property listings on the EDCU website.

Action: Participate with GOED to become involved in state sponsored promotions and activities.

Action: Cultivate strategic partnerships with Coldwell, NAI, Commerce RE and other prominent real estate brokerage firms.

Implementation Strategy 2:

Initiate opportunities for personal contacts with decision makers, consultants, property owners, and other parties involved in business relocation activities.

Action: Develop cooperative relationships with site locators to promote available West Jordan sites to businesses.

Action: Create a target industry analysis to identify prospective businesses interested in business relocation.

Action: Create and maintain cooperative relationships with property owners and develop an inventory of available sites.

Implementation Strategy 3:

Attract new investment, development, and entrepreneurs in industrial, office, and retail uses.

Action: Cultivate relationships with developers and potential investors.

Action: Develop and introduce a business resource program to assist new or expanding business with financial resources and acquisition of market data.

Action: Partner with the State of Utah to offer IAB's, incentives, and other financial opportunities.

Action: Explore feasibility of creating a business revolving loan fund program.

Action: Develop and execute a branding strategy to position West Jordan as an attractive business relocation/expansion venue (see Branding section).

Primary performance measure:

Number or amount of retail, office and industrial space opening in West Jordan on an annual basis.

Job Creation



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Job Creation

Definition

West Jordan is home to a wide variety of successful companies, from high tech to financial services to manufacturing. Quality of life is enhanced when employment is available within the City. The City's economic base also benefits from this corporate presence.

The Strategic Plan

Objective: Develop and maintain a high quality workforce system that supports and enhances the economic health of the business community and provides a prepared workforce.

Implementation Strategy 1:

Work with training providers such as Broadview University to expand opportunities for West Jordan residents to receive training for key target industry occupations.

Action: Facilitate discussions between SLCC, Broadview, and targeted employers (including prospective corporate residents) to effectively communicate industrial training/educational needs.

Action: Partner with Salt Lake Community College and other higher education providers to encourage educational and training opportunities for West Jordan residents.

Implementation Strategy 2:

Market West Jordan as venue for corporate/industrial expansion location.

Action: Execute a long-term program of industrial retention and recruitment.

Action: Create an inventory of all existing and available industrial space – detailing dimensions, current ownership, and utilities location/existing facilities.

Action: Provide EDCUtah with regular updates to industrial inventory.

Action: Survey existing employers of vendors used in operations and make contact with those vendors to assess if re-location to West Jordan would be a benefit and is a possibility.

Action: Define, brand, and promote current industrial parks or properties.

Implementation Strategy 3:

Partner with Salt Lake Community College (SLCC) and other educational institutions in economic development activities.

Action: Promote SLCC's "custom fit" training program to employers who would like to grow, train, and retain an efficient and productive employee base through specialized and subsidized training.

Action: Capitalize on Larry H. Miller Business Resource Center, which educates, trains and provides incubator space to entrepreneurs to grow their businesses, by providing information of available space in West Jordan.

Action: Partner with the West Jordan Chamber to provide small business training to local businesses (such as advanced business concepts).

Primary performance measure:

Number of jobs created on an annual basis.

Business Retention and Expansion



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Business Expansion and Retention

Definition

Business Expansion and Retention Program (BEAR) assists existing businesses within the City and involves partnerships among public and private organizations that assess the assets and opportunities of individual companies through periodic surveys, interviews, and on-site business visits. The purpose is to establish relationships between businesses, economic development organizations and agencies, and the City to strengthen existing companies, establish early warning systems to flag at-risk businesses that require assistance, and ensure that public programs and policies meet local business needs.

Goal

This program helps the City to develop a plan to retain and encourage expansion of existing businesses. The program places significant emphasis on creating an environment for businesses to succeed and for the City to prosper. It also identifies goals and actions to aid in the design and implementation of a locally defined and City-based BEAR program.

The Strategic Plan

Objective: Support and promote existing businesses through retention and expansion activities

Implementation Strategy 1:

Promote business retention, job creation, and capital expansion by existing businesses.

Action: Create a BEAR brochure describing City services available to existing businesses, Chamber information, and other benefiting state and local programs.

Action: Collaboratively work with companies and other organizations that offer financial assistance to the businesses such as banks, credit unions, and venture capital groups.

- Action: Collaboratively work with organizations that offer non-financial incentives to businesses such as State, Higher Education (i.e. SLCC), and other educational programs.
- Action: Educate through discussion and literature the Office of Development Assistance and the development process for business expansion plans.
- Action: Develop and provide businesses with an informational resource packet to include requirements for doing business in West Jordan, demographics, websites, and other benefiting information.

Implementation Strategy 2:

Active involvement, business visits, project coordination, and partnering with the West Jordan Chamber of Commerce.

- Action: Collaborate with and participate in Chamber leadership training and other programs and meetings.
- Action: Coordinate business retention visits with Chamber president.
- Action: Provide information of new businesses opening in West Jordan to the Chamber for the purpose of providing information and opportunities regarding the business community in West Jordan.
- Action: Partner with the Chamber to coordinate discussion items and action items through participation in the Economic Development Coordinating Committee (EDCC).

Implementation Strategy 3:

On a rotating schedule, visit West Jordan businesses to identify growth, needs, challenges, regulatory or governmental obstacles, symbiotic businesses, and relationships that will help them grow, and assist them in their business plans.

- Action: Develop a business survey for use on business retention visits and post on the City website.
- Action: Visit eight existing businesses per month to keep them apprised of business opportunities, City actions, and to provide a City liaison for future needs or concerns.

Action: Create and maintain a database of all existing businesses and their contact information.

Primary performance measure:

Net job increase/loss in businesses

City Outreach

Being proactive, innovative, and result-oriented will ultimately lead to success in our economic enhancement effort.

The following are potential outreach activities:

- Business advisory committees
- Awards and recognition
- Breakfast with the Mayor
- Partner with business associations
- Promote role of business advocate
- Business visitations/surveys
- Workshops
- Business resource summit
- Informational presentations regarding significant community projects or events
- Procurement opportunities for local businesses
- Public relations
- Resource publications
- Partner with local businesses to host seminars - management and employee
- Shop local program
- Trade shows
- Regular business roundtable or breakfast discussion
- Crash cart team to expedite responses to problems identified by business
- Appointment of local business owners to boards and commissions, even if they are not residents

Community Branding



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Community Branding

Definition

The brand of the City of West Jordan is the product of all aspects of our community and organization that influence or shape public perceptions regarding the city. A branding strategy, therefore, endeavors to shape or manipulate that brand, so as to facilitate or realize a specific economic development objective.

Goals

An extremely important aspect of branding is positioning, marketing for business expansion and recruitment, and relationship building to align all marketing, promotions, and events with the City's branding campaign.

The following are the primary goals of our branding effort:

- Establish/identify branding outcomes desired by the City Council and other economic development stakeholders.
- Identify public's that can assist the city in the realization of these outcomes.
- Design and execute methodologies to discover the city's current brand among targeted publics.
- Develop strategies designed to address brand deficiencies.
- Execute a branding strategy and measure results.

Initiatives

Objective 1: Discover what outcomes from a branding strategy our economic development stakeholders desire and what publics or groups can play a role in realizing those objectives.

We must begin this endeavor with the end in mind. This discovery will entail meetings with stakeholder groups, including the city Council, focused on the objective of clearly delineating expected outcomes from a branding strategy. Specifically, we need to answer the question, "What do we want to happen?" Do stakeholders want the city to position itself as an economic hub of the Valley, a tourism destination, a bedroom community that offers a superior quality of life to residential citizens, or as an employment center? The complexity of any branding endeavor will grow with the number of outcomes our stakeholders desire. Secondly, we must align what we know regarding the objectives of the branding endeavor with those publics or groups that are most likely able to bring those branding objectives to fruition. For example, if the objective of the branding strategy is to entice manufacturers to expand or relocate to West Jordan, then the campaign or strategy would be appropriately focused on those individuals and organizations that make expansion and relocation decisions.

Implementation Strategy 1:

Execute stakeholder group meetings with stakeholder groups.

Action: Identify economic development stakeholders.

Action: Plan and execute meetings with stakeholder groups.

Action: Develop a branding strategy directive based on the feedback of stakeholder group meetings.

Implementation Strategy 2:

Ratify branding strategy directive.

Action: Present branding strategy directive to city Council and seek ratification.

Implementation Strategy 3:

Align branding strategy objectives with key publics.

Action: Once the prime directive of the branding strategy is identified, work with economic development staff and the economic development coordinating

committee to identify publics, organizations, or individuals most likely to play a role in bringing the objectives of the strategy to fruition.

Objective 2: Develop a comprehensive strategy designed to address aspects of our community's current brand among targeted publics

A brand can be described simply as what others think of us. Branding can be described as a process addressing what others think of us. In some cases, depending on what we learn with regard to our brand, we may decide that it is appropriate to strengthen our brand. Meanwhile, some public impressions may be based on incomplete information. Therefore, it is not uncommon for branding strategy to focus on providing accurate information. On the other hand, it may be that our brand is founded on accurate information. For example, West Jordan may be regarded among our target publics as being deficient in Class A office space, and that may be true. Part of our branding strategy may therefore entail encouraging the construction of office space. The key to developing any effective branding strategy is to begin by knowing and understanding as much as possible about what target publics think of our city. This information then becomes the basis or foundation for our branding strategy. As a point of caution, it should be duly noted that attitudinal or perception change on the part of target publics does not guarantee any specific behavior or action. The decision to invest in our community or to build a home in our City, as an example, is based on a complex decision-making model which must include as inputs factors such as the local and national economic climate, access to capital, etc.

Implementation Strategy 1:

Understand target publics

- Action: Develop and administer a survey instrument or instruments to gather information from target publics with regards to their impressions and perspective of West Jordan City.
- Action: Hold focus group meetings with target publics representatives to gain perspective on attitudes and impressions.
- Action: Summarize and analyze findings, identifying key deficiencies that can be addressed through a branding strategy.

Implementation Strategy 2:

Develop a comprehensive branding strategy based on target publics findings

- Action: Develop a central message of the branding campaign.
- Action: Identify and assemble information to be disseminated during the campaign.

Action: Identify other non-campaign strategies that will be required.

Action: Develop a comprehensive strategy associated with the branding campaign identifying key media, tools, events, timeline, and other elements necessary to realize campaign objectives.

Action: Present branding campaign to the City Council and other economic development stakeholder groups.

Implementation Strategy 3:

Execute the branding campaign.

Action: Develop a budget for the branding campaign and identify funding.

Action: Meet with members of the media and public to introduce the branding campaign.

Action: Initiate production of campaign elements and begin implementation.

The branding campaign should capture all elements and efforts needed to address deficiencies in the City's brand. Although not included is an implementation strategy, the City should perform research following the duration of the campaign to determine the effectiveness of its implementation.

Primary performance measure:

Positive attitudinal/perception change among target publics.

Residential Development



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Residential Development

Definition

Economic Development

The availability of housing is an important consideration in economic development, as a variety of quality housing options helps to improve the city's appeal to prospective businesses. By offering residents the opportunity to live close to where they work, the city's commuters enjoy shorter travel times, which provides an improvement in citizens' quality of life, offering a significant advantage in recruitment. Having a variety of housing options can also help provide a lower cost of living, which is a consideration to prospective businesses examining a site in West Jordan.

According to the U.S. Census Bureau, 90.6% of the city's employed residents in 2009 commute outside of the city for employment.

Workforce Housing

No one set of guidelines defines what constitutes workforce housing, but generally is it considered housing which is affordable for people working in entry-level positions. Other terms commonly used to describe workforce housing are affordable housing or first-time buyer housing. Often marketed to young professionals or small families, these homes can be either multi-family dwellings or smaller dwellings built on smaller lots.

Executive Housing

Again, there is no specific definition of what constitutes executive housing, or is there even agreement regarding the title. Other common titles include estate homes or move-up homes. Regardless of the title used, executive housing refers to larger homes built mostly on bigger lots than houses marketed for workforce housing. These homes are usually marketed for experienced professionals and/or large families.

Housing Statistics

From U.S. Census Data:

Total Housing Units:	31,366
Median Value:	\$225,100
Median Rent:	\$997
Average Household Size:	3.46
Renter occupied:	22.9%
Vacancy Rate:	4.8%

Goals & Policies

Objective: Provide Desirable Housing Developments and Community Amenities

Goal 1: Locate housing near employment centers and transportation infrastructure

Action: Coordinate with the Utah Department of Transportation and the Utah Transit Authority to determine timing and placement of roadway capacity and transit improvements in West Jordan.

Action: Cooperate with UTA to develop residential close to Transit Oriented Developments (TOD).

Goal 2: Encourage a variety of housing types and options

Action: Develop a diverse, sustainable community by utilizing the future land use map and the zoning map.

Goal 3: Promote housing upkeep and maintenance and community preservation

Action: Maintain a comprehensive code enforcement program.

Action: Emphasize streetscape appearance by prioritizing street sweeping, street tree replacement, and litter removal.

Action: Implement an aggressive graffiti removal program.

Action: Promote community dumpster program.

Goal 4: Provide community assets such as parks, open spaces, community centers

Action: Survey residents to develop parks capital projects priority list

Action: Develop a unified streetscape theme including lamp posts, streets signs, benches, etc., in order differentiate the city from neighboring communities and develop a unique sense of place.

Redevelopment/Infill



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Redevelopment/Infill

Definition

The City of West Jordan is an established city that is approximately two-thirds developed. While there are opportunities for new development, there are also opportunities for the reinvestment or better use of existing infrastructure and property. The City of West Jordan, with its quality of life and overall reputation as a desirable place to live, work and play, is especially equipped to reinvest into underutilized properties for the purposes of economic development, capital investment, and job growth.

The Strategic Plan

Objective: Work with property owners and developers to remodel, expand, and/or better utilize existing and vacant property.

Implementation Strategy 1:

Secure local, state, and federal grants and low-interest loans when possible.

Action: Identify and coordinate opportunities through the City's Grants Coordinator.

Action: Create and maintain a database of grant/loan providers.

Implementation Strategy 2:

Establish permit streamlining for all development/reinvestment projects.

Action: Periodically review the development process and modify as appropriate to meet current conditions.

Action: Create priority status for the processing of reinvestment applications.

Implementation Strategy 3:

Maintain a working relationship with commercial real estate brokers.

Action: Create and maintain a database of commercial brokers in the Salt Lake Area.

Action: Make quarterly contact with brokers' local government coordinator.

Implementation Strategy 4:

Consider joint ventures when appropriate.

Action: Create and maintain links to venture capitalists, lenders, and other investors.

Action: Identify areas where joint ventures may be appropriate.

Implementation Strategy 5:

Establish relationships with property owners and other interested parties.

Action: Create and maintain a database of potential redevelopment partners and owners of property in urban renewal areas.

Implementation Strategy 6:

Identify possible uses for tax increment in established redevelopment areas from the project area plan.

Action: Continue to work with the development community to cultivate interest in redevelopment areas.

Hospitality



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Hospitality

Definition

It is important to grow visitor activity because tourism dollars are new revenue to the City. Certain elements must be present in order to draw people to West Jordan.

- Safety – provide pedestrian friendly walkways, clean and safe environment, and lighting in evening destination sites.
- Parking – maintain accessible and safe public parking nearby destination points.
- Restaurants and shops – increase number and variety of restaurants and shops; and enhance marketing to attract regional visitors and ensure return visits.
- Events, attractions, and activities – create and promote events that will become traditions that will encourage people to return to the community, and create attractions and activities that target a large range of interest.
- Arts & Culture – promote an environment that is rich in arts and culture.
- Accommodations - ensure ample accommodation for visitors within a large range of affordability.

Tourism

Tourism can be broken down into four distinct categories.

1. Tourism Retention – Provide opportunities for West Jordan residents to spend disposable income in the City of West Jordan.

2. Immediate Tourism – Provide opportunities for neighboring residents (people who live within 100 miles of West Jordan) to spend disposable income in West Jordan.

3. Intermediate Destination Tourism – Provide opportunities for West Jordan to serve as an intermediate tourist destination to capitalize on events coming to Salt Lake City.

- Many people travel to various destinations and must travel through or near the City of West Jordan. By providing opportunities to spend disposable income in West Jordan, we become an intermediate tourist destination.

4. End Destination Tourism – Providing opportunities for West Jordan to serve as an end destination for tourists to capitalize on events coming to Salt Lake City.

- By hosting and housing events and attractions, the City of West Jordan will appeal to people who will travel to, and temporarily stay in, West Jordan.

The Strategic Plan

Objective: Create, promote and improve the City's activities/events

It is important to promote the City as a destination point as well as the activities/events taking place in the City. Create opportunities for new events and activities. Engage the business community in the activities taking place and gather support for services that are targeting visitors to the area.

Implementation Strategy 1:

Tourism Retention

- Action: Work with various businesses to promote themselves in advertisements and collateral material.
- Action: Encourage diversification in mix of retail, entertainment, and lifestyle uses.
- Action: Work with property owners to eliminate blight caused by vacancies and eyesores.
- Action: Develop and implement a tourism tab on the City website.
- Action: Expand park and recreational opportunities to capitalize on existing facilities.

Implementation Strategy 2:

Immediate Tourism

- Action: Build and maintain a strong public relations and marketing program.
- Action: Enhance community perception through branding.
- Action: Promote and support cultural centers and activities such as the West Jordan Performing Arts Center.
- Action: Encourage and promote West Jordan's art community.
- Action: Promote West Jordan Chamber of Commerce and its programs/events.

Implementation Strategy 3:

Intermediate Tourism

- Action: Increase directional and informational signage.
- Action: Work with Salt Lake Community College, Jordan Valley Medical Center, Jordan School District, and prominent businesses to take advantage of groups visiting the area.
- Action: Partner with local, regional, and state tourism industries to promote West Jordan hospitality businesses.

Implementation Strategy 4:

End Destination Tourism

- Action: Work with State of Utah, Salt Lake Visitors' Bureau, and West Jordan Chamber of Commerce to effectively market and communicate the West Jordan Brand.
- Action: Promote West Jordan as a location for films and advertisement.
- Action: Continue to support the Western Stampede, Farmer's Market, and other City-sponsored activities.
- Action: Promote Jordan Landing and Gardner Village as unique shopping/dining areas.
- Action: Work with Utah Sports Commission, Utah Youth Soccer Association, and baseball groups to utilize West Jordan's sports complexes.
- Action: Work with Salt Lake City/South Valley Regional Airport to create an environment in and around the airport that provides or becomes an economic contributor to the valley.

Livability



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Livability & Quality of Life

Definition

One of the considerations faced by a business when selecting potential sites is the quality of life available in a possible new location. When a business is deciding between multiple sites which are relatively similar, the final decision is often influenced by the intangible qualities presented by each location. Due to the importance placed on quality of life by businesses in the site selection process, it is important that communities which want to expand their commercial base maintain a high quality of life, and actively communicate these benefits to the business community.

Quality of life can mean different things to different people, but it generally includes items such as ease of transportation, access to recreational opportunities, availability of health care, low crime rates, pristine natural environment, a thriving businesses community, availability of quality housing stock, higher education opportunities, an affordable cost of living, attractive neighborhoods, quality public schools, and even temperate weather.

Generally, these can be grouped in four distinctive categories: transportation & infrastructure, community preservation, civic institutions, and parks and recreation.

Transportation & Infrastructure

Infrastructure is critical to ensuring a community enjoys a high quality of life. Having access to clean water and electricity are vital to maintaining public health. Telecommunications infrastructure is essential to both a vibrant business community and for residential users. Other services, such as natural gas, solid waste collection, and sanitary sewer service can also be critical to a variety of businesses.

Perhaps the most influential factor to the consideration of quality of life is ease and safety of transportation. Having well maintained local and regional options, including arterial roads, highway or freeway access, and mass transit opportunities are essential to recruiting and retaining businesses. In addition, national or international travel options available at airports can also be an important consideration to some businesses.

Community Preservation

However, merely providing essential services is only the first step in the process of providing a high quality of life. Maintaining and upgrading infrastructure investments is necessary to ensure the level of service provided is at a high level in order to remain competitive with other jurisdictions seeking to recruit business and residents to their respective communities.

Creating a community identity or a sense of place can also positively impact the perception of a community's quality of life. This can be achieved by providing and maintaining clean well-kept neighborhoods, through the preservation of historically significant sites, and providing

convenient shopping districts which offer goods or services commonly used by businesses and residents.

Community Institutions

Another important aspect of a community which businesses may consider when evaluating potential sites is the quality and availability of human services such as public education and health care. Other community organizations which can affect the perception of community are the presence of organizations which promote the arts and institutions of higher education.

Parks and Recreation – Public Spaces

While the weather is outside of the control of most governmental entities, other natural amenities such as parks, trails, open space, can have a positive influence in the decision making process of expanding or relocating businesses. Investments in park space and not only provide recreational opportunities for residents, but they also can help improve the perception of the community as a desirable place to live. Equally important is a commitment to maintain all public spaces including streetscapes.

Goals & Policies

Objective: Develop infrastructure to provide necessary services and utilities to businesses and residents while planning for future growth.

Goal 1: Expand transportation infrastructure and improve options for other transportation modes.

Action: Develop transit plan with the Utah Transit Authority to provide service between major population areas and large employment centers.

Action: Coordinate future road projects with surrounding municipalities, Salt Lake County, the Wasatch Front Regional Council, and the Utah Department of Transportation.

Action: Plan for business centers near high traffic areas, including highway interchanges, transit stops including Transit Oriented Developments, and heavily travelled arterial roads.

Action: Plan for alternative transportation modes, including walking trails and bike lanes.

Action: Develop plan to improve existing roadways by reducing congestion through design features such as roundabouts, reversible lanes, networking streets, etc.

Goal 2: Provide required utilities and municipal services to business and residential areas.

Action: Develop capacity into water and sewer systems to support future growth.

Action: Coordinate with communications companies to ensure planned business or research parks, shopping centers, and industrial areas have access to fiber optic cable lines or other high-capacity data services.

Action: Coordinate future development plans with water and wastewater providers such as Jordan Valley Water Conservancy District and South Valley Water Reclamation Facility to ensure capacity for future commercial development

Objective: Enhance the perception of the community

Goal 1: Develop a comprehensive plan to preserve and enhance the City's business and residential areas.

Action: Develop a unified streetscape design to achieve a cohesive sense of place using landscaping, lighting, signs, etc. throughout the city.

Action: Focus on improving public spaces, including the removal of graffiti, median landscaping, and litter clean-up.

Action: Emphasize the code enforcement program to maintain image of the city's business parks, shopping centers, and residential neighborhoods.

Goal 2: Provide a variety of parks and recreation programs while planning for future needs.

Action: Develop a long-term plan with the Salt Lake County Parks & Recreation Division to provide parks and recreational facilities and programs which are easily accessible to all city residents.