



# A BLUEPRINT FOR OUR FUTURE

*Park City Municipal Corporation’s long-term strategic plan unifies the city’s vision, values, and goals and lays the groundwork for evolving and sustaining a complete community.*

During last month’s City Council retreat, Park City’s elected officials affirmed their three critical priorities—energy, housing, and transportation—and refined their top priorities. This was part of the larger strategic planning process that governs the decisions and funding for all city services and initiatives. **Strategic Planning & Budget Operations Manager Jed Briggs** provides an overview of the plan and how it was created below:

Council is considering, and I think that’s an apt comparison. It reflects the complexity of the decision-making process, but also lays out a clear process for making decisions.”

## A COMPLETE COMMUNITY

Park City Municipal’s mission statement is “Evolving & Sustaining a Complete Community.” Complete communities strive to provide opportunity for all, not just for some, and they include a full cross-section of residents

### HOW TO READ THE PLAN

The plan is represented by the metaphor of a tree. The tree trunk is formed by Park City’s mission statement:

PCMC’S LONG-TERM STRATEGIC PLAN LAYS THE GROUNDWORK FOR EVOLVING & SUSTAINING A COMPLETE COMMUNITY.

and a wide spectrum of economies. They are places in which people live, shop, work, and recreate all in one place.

“complete community.” The city’s four core values make up the roots of the tree. Council’s strategic goals create the four main branches. And the critical and top priorities, as well as desired outcomes, are each their own leaf.

“The tree graphic is a visual tool that identifies all of Council’s concerns and how they fit together,” said Strategic Planning & Budget Operations Manager Jed Briggs. “One council member defined it as a ‘word cloud’ for everything

## PARK CITY’S CORE VALUES

The city’s four core values emerged from the 2009 citywide visioning process, the result of which was a better understanding of the way residents see Park City, what they value, and what they want their local government to focus on. The core values, along with the community vision to “Keep Park City Park City,” continue to guide Council and staff in planning and execution. The core values are as follows:

- Historic Character



- Small Town
- Sense of Community
- Natural Setting

**COUNCIL’S STRATEGIC GOALS**

Council’s four strategic goals are the overarching reasons the organization exists in the eyes of the community. They remain fairly consistent over time and are as follows:

- Thriving Mountain Town
- Engaged & Effective Government & Citizenry
- Preserving & Enhancing the Natural Environment
- Inclusive & Healthy Community

**WHAT IS THE DEFINITION OF A CRITICAL PRIORITY?**

Council has identified three potential “fail points”—energy, transportation, and housing—and designated them critical priorities. A complete community is a balanced community, and the city feels we are out of balance in these areas. “Our critical priorities have become major challenges and have significant enough impacts on our community that we risk having them go in the wrong direction if we don’t get them right,” said Briggs. “Correcting our most serious challenges requires a tremendous amount of collaboration and strategic resource allocation.”

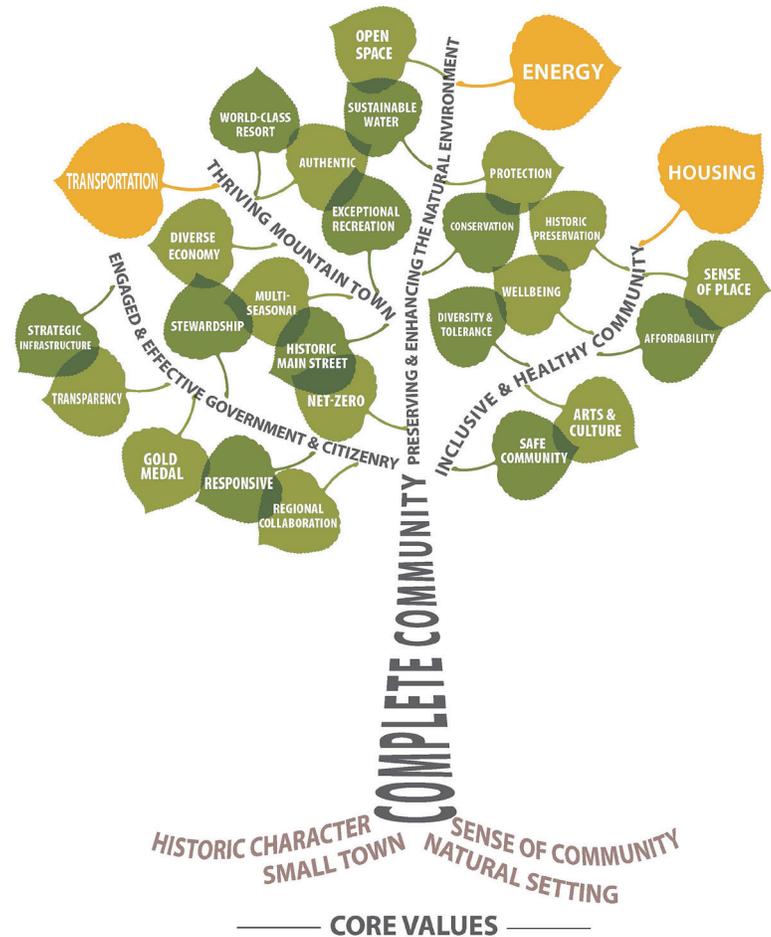
**WHAT ARE COUNCIL’S TOP PRIORITIES?**

Areas of concern (besides the critical priorities) have been classified as top priorities if they meet the following criteria:

- Significant progress needs to be made.
- Council has mandated “marching orders” from staff, including detailed, specific plans.
- The area might take a potential new direction.
- The challenge might require more resources.

*The list of top priorities was refined at the 2017 retreat to include the following:*

- Citizen Engagement\*
- Improve Multi-cultural Citizen Involvement\*
- Regional Collaboration
- Environmental Health\*
- Conservation of Natural Resources\*
- Open Space Acquisition
- Affordability\*
- Historic Preservation\*



- Lower Park Avenue Redevelopment Plan
- Citizen Wellbeing
- Arts & Culture

*\* Priorities with an asterisk will be discussed first during upcoming council study sessions.*

### **WHAT ARE DESIRED OUTCOMES?**

To ensure results and accountability, desired outcomes were built into the city's strategic plan and grouped together by their respective council goals. Desired outcomes are observable effects that visibly demonstrate success for each goal. Desired outcomes are the guideposts for making funding and planning decisions and help determine whether we are "moving the dial" on achieving Council's objectives. Every department's service and programs can point back to one of the desired outcomes.

### **WHAT IS NOT EMPHASIZED IN THE STRATEGIC PLAN?**

People reading this plan may wonder why crucial areas—including public safety, water quality, and fiscally and legally sound city operations—do not receive more attention. "These areas are, of course, essential," said Briggs. "Council feels comfortable that they have strong business plans and adequate resources to keep moving these areas in the right direction. The

fact that they are not emphasized in the plan is a vote of confidence in the staff of those departments."

### **PUTTING THE STRATEGIC PLAN INTO ACTION**

The priorities and desired outcomes have been identified—so now what? "Now we figure out how to fund the priorities at the appropriate levels," said Briggs. "To do this, we go through a process called 'Budgeting for Outcomes,' during which we balance needs with available resources. It's also important that we turn broad policy direction into specific plans of action." For example, staff responsible for newly identified top priorities will be coming back to Council with ideas and recommendations for tactical approaches in achieving them. Additionally, every city department will review their business plans and work on aligning their department's goals with Council's new direction.

"We know everyone is very busy just living their lives, and a municipal strategic plan might not seem to relate to their everyday concerns," said Mayor Jack Thomas. "But we want our residents to know that we are confident this plan will help improve everyone's quality of life—no matter who they are or what they do. This is our vision for creating a complete community."

*To learn more about and to download the strategic plan, visit the [strategic planning page](#) on the city's website. If you would like to provide comment, please contact Strategic Planning & Budget Operations Manager Jed Briggs ([jbriggs@parkcity.org](mailto:jbriggs@parkcity.org)) or Mayor Jack Thomas ([jack.thomas@parkcity.org](mailto:jack.thomas@parkcity.org)).*

