



Ogden



COMMUNITY-BASED STRATEGIC PLAN 2019-2024 FOR OGDEN CITY, UTAH

AUGUST 2019

Table of Contents

Message from the Mayor and City Council 3

Meet Ogden..... 4

The Strategic Planning Process 5

Ogden Strategic Plan..... 8

The Primary Directive of Ogden 9

Strategic Directive 1 11

Strategic Directive 2 12

Strategic Directive 3 13

Strategic Directive 4 14

Implementation of the Plan..... 15

Special Thanks..... 16



Message from the Mayor & City Council

We take great pleasure in presenting our city's 5-year community-based vision and strategic plan. Many hours have been invested in its creation, most of which were offered by volunteer citizens with a desire to contribute to the future of our community.

In creating this plan, we were careful to set up a process that would be driven by citizens rather than elected officials or city staff. We'd like to personally thank the members of our strategic planning advisory committee. They gathered citizen surveys and planned meetings where residents could share their thoughts about the future of our community and where to best focus our efforts as a city. Citizens from all areas of the city collectively contributed thousands of hours to the creation of this plan.

We have been truly overwhelmed by the response. The committee reviewed information from thousands of written survey responses and evaluated feedback from hundreds of residents that participated directly in community dialogue sessions. Thank you to those that took this opportunity to share your thoughts!

This plan will serve as a guide for city staff and elected officials over the coming years as we consider how to best allocate the resources entrusted to us by our citizens. While many elements identified in the plan reflect long-standing efforts and do not represent a drastic shift in the city's overall strategy, this plan will guide us in focusing our efforts as a city and will form the basis of our annual budgeting process.

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



Mayor Mike Caldwell



Ogden City Council

Meet Ogden

Located in Weber County, Utah, Ogden is the county seat and the premier Utah location North of Salt Lake City. Settled in 1844, Ogden has a unique place in American history, most notably the bridging of the transnational railroads in 1869, marked by the driving of “The Golden Spike.” In 2019, Ogden celebrated the Golden Spike’s Sesquicentennial, attracting over 100,000 visitors to the community.

Today, Ogden remains a gateway to the great outdoors of Northern Utah. Home to countless trails and bike paths, Ogden is the ideal destination for any adventure seeker looking to enjoy outdoor recreation. Ogden is also home to a number of companies in the outdoor recreation industry. Whether biking, hiking, skiing or climbing, Ogden can provide the best for those looking for in an active outdoor experience. Ogden is also home to Weber State University with a beautiful 500-acre campus with an undergraduate enrollment of over 27,000 students. Ogden has an active, younger population and a university that cares about serving the community at-large. Also the home of Ogden-Weber Tech College, Ogden covers a wide set of educational opportunities that support a diverse workforce.

Ogden is a city with a rich history and reputation. With various locally owned stores and boutiques lining Historic 25th Street and the downtown district, residents and guests enjoy a personal shopping and dining experience that is increasingly rare in 21st century America. With over 40 percent of the population made up of ethnic and racial minorities, Ogden is also one of the most diverse cities in the State, housing unique and vibrant cultures in an eclectic population. From celebrating early pioneer history, to cultural celebrations of its robust immigrant populations, Ogden offers an experience not found anywhere else in the Intermountain West. But more than anything, Ogden’s continued success is derived from its dedicated community. The people here care deeply about the city’s well-being and image. They want Ogden to be seen in the way they see it – a fascinating place full of history, a small comfortable friendly and accommodating community; and, most of all, home.



The Strategic Planning Process

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

Methodology

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

The Mayor and Council appointed a committee of citizen volunteers, known as the Strategic Planning Advisory Committee (SPAC) to drive the strategic planning process. The strategic planning process began with SPAC meetings with staff and council members to define expectations and understand community priorities. These meetings also assisted the committee in identifying critical stakeholder groups that should be engaged during the strategic planning process.

The methodologies utilized by the SPAC to engage the public included the following:

- Community dialogue sessions
- Stakeholder focus group meetings
- Citizen surveys (Both English & Spanish)
- Business meetings
- Interviews with community figures
- Announcements at Special Events
- Spanish dialogue sessions



The Strategic Planning Process

Ogden Strategic Planning Advisory Committee



Stakeholder meetings were held with business groups, service clubs, civic and charitable organizations, faith-based organizations, neighborhood groups, high school students, university housing facilities, and a host of others. An open house was held, and the public was invited to participate in generating both community priorities and ideas that would eventually form the basis for the strategic directives communicated in this plan. A separate session was conducted solely in Spanish to ensure representation from the entire community. Surveys were administered through the city website as well as distributed to city email groups, volunteers, and community event attendees. The process of gathering stakeholder input took over four months.

In all, the committee was able to gather over 2,000 survey responses in English and Spanish and synthesize that input into clear priorities. Almost 300 individuals participated in the various stakeholder meetings and community dialogue sessions. Participants in the process were able to provide the SPAC with information related to key initiatives and improvements they would like to see implemented in the plan.

The Strategic Planning Process

Below are some quotes and a word cloud gathered from the citizen surveys:

“Ogden is gorgeous! Beautiful mountain and valley views, so many trees, historic neighborhoods, so much character, a booming business district downtown.”

“I love the people of Ogden. The ability to make a difference, it’s affordable (although that is at risk), and the accessibility and proximity to outdoor recreation.”

What do you like most about Ogden?



At the end of this process, the SPAC began to synthesize the thousands of pieces of information they had gathered from citizens into more specific focus areas, or “strategic directives.” Ultimately, four strategic directives were produced. As the SPAC collaborated with staff on addressing citizen feedback, they observed that the City is already engaged in significant initiatives to address resident priorities. In light of that observation, several initiatives in the plan note to continue efforts conducted by the City, with the expectation that communicating and increasing public awareness of the work the City is doing will be a guiding principal moving forward. The committee, utilizing these community priorities, then produced, with input from City staff, specific strategic initiatives associated with each focus area. The final plan was adopted by the Council in September of 2019. It will stand as a guiding document for the City until 2024.



Ogden Strategic Plan

Explanation and Definition of Key Strategic Plan Elements

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

Primary Directive

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

Strategic Directives

This plan contains 4 strategic directives. A strategic directive is a very high-level priority that is articulated in a way that effectively describes a community priority. Directives are not intended to describe specific initiatives, ideas, programs, or services. They merely capture in a very general way what citizens believe is most important in their community.

Strategic Initiatives

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



The Primary Directive of Ogden

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

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

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

Ogden's Primary Directive:

Leverage our unique location, outdoor recreation, diverse population, and rich history to offer residents, businesses, and guests a vibrant, community that leads people to call Ogden home.



The Primary Directive of Ogden

What are we deeply passionate about?

In Ogden, we have a passion for elevating and sustaining quality of life. We understand completely the sacred trust that is ours: to maximize our citizens' investment by supporting those programs, initiatives, and ideas that will provide an opportunity for all to live the life they dreamed of when they first came here. We house a renowned University-- Weber State University and a first class tech college—Ogden Weber Technical College--and strive to offer educational opportunities to residents of all ages. We believe that our passionate commitment to our community vision and values, combined with careful planning and purposeful follow-through, will translate into opportunities for every resident.

What makes us the best in the world?

With our urban location in the heart of the Intermountain West Region, Ogden is uniquely positioned to build a community that enables a truly vibrant and inclusive quality of life for our residents. Volunteerism here is vibrant and enables all residents to have the opportunity to serve and get to know their neighbors. Quite simply, there are few places in the world with this kind of big-city, yet neighborly small-town mentality.

What drives our economic or our resource engine?

We believe that as we lift our citizens' quality of life, we will have demonstrated our competency and trustworthiness. As we demonstrate these qualities, we will generate trust from our citizens. As our citizens' trust increases, they are more likely to continue to invest in the services that we provide. As they invest in the community, we are empowered to continue lifting our level of service, which results in greater trust-- the process repeats itself. Public trust drives Ogden's resource engine.

All programs, initiatives, and energy must therefore be focused on achieving the Primary Directive. All metrics and outcomes should support this Primary Directive. The strategic plan's role in fulfilling the Primary Directive begins by defining what citizens believe is essential to quality of life. As a precursor to developing the strategic plan, the Strategic Planning Advisory Committee was able to identify 4 factors that citizens believe define quality of life in Ogden.

These are:

1. Economic Development

2. Community Safety

3. Recreation

4. City Image & Reputation



Strategic Directive 1

Economic Development



"I want to live in a community where there are well-paying employment opportunities that allow me to provide for my family."

Ogden has experienced significant reconfiguration and growth in economic development over the years. As a city once built on the rail and logistics industry, Ogden has learned to adapt and build a strong outdoor recreation industry to create a destination for adventure seekers. Ogden has also maintained strong manufacturing, healthcare, and developed our higher-education institutions. Population and property values have steadily increased over the last decade. Ogden is home to an array of successful businesses and a diversely talented workforce. However, Ogden faces the challenges associated with growth: housing affordability, transportation, responsive wage and job growth, and spreading the benefits of growth throughout the community. Critical to success in every other area of the strategic plan is the imperative to foster growth-minded economic development and bring in more high-paying jobs to support the growing population, and fund public services required to maintain quality of life during growth.

Key Initiatives:

- Implement economic development plan for retention and growth of existing businesses, and new businesses recruitment (both large and small)
- Partnership with new Weber-Davis economic development entity
- Expand Quality Neighborhood Program with emphasis on quality housing for all income levels
- Continue to partner with UTA to improve availability of public transportation
- Focus on sector-specific recruitment (as outlined by Ogden City Business Development)
- Continue to improve customer service and education regarding the issuance of residential building permits
- Revitalize West Ogden and focus on key development along the 12th Street corridor
- Capitalize on UDOT plans for interchange renovations

What Does Success Look Like?

- Increased square footage of commercial property
- Growth in median wage rates
- Decrease in the number of vacant buildings in downtown area
- Job growth
- Increased GDP
- Increased tax base and revenue growth through higher economic activity



Strategic Directive 2

Community Safety



“I want to live in a community where I can safely travel across town, where I feel comfortable to be outside regardless of the hour.”

Perhaps no role is more central to a city than fostering a safe community for its residents. Like many cities across the country, Ogden faces infrastructure deficiencies that impact feelings of safety. Improvements to roads, sidewalks, and crosswalks are essential. This directive focuses first and foremost on making these needed improvements to enhance public safety. This includes things such as maintained and well-defined driving and biking lanes, well-conditioned sidewalks suitable for pedestrians of various mobilities, and street lights that illuminate neighborhoods during night hours, help prevent accidents and encourage residents to be out and about. Residents also expressed a desire for more of a positive police presence in the community to reinforce the perception of law enforcement as respected public servants. As the Ogden Police Department already sets resources aside to conduct extensive outreach, the City help facilitative collaborative partnerships between police and the public.

Key Initiatives:

- Increase budget allocation for maintenance of existing roads and sidewalks, specifically around schools
- Establish a secure sustainable funding source for infrastructure maintenance
- Increase pedestrian access and develop pedestrian safety and access improvement plan
- Allocate additional funding for new street lights (improve residential walkability)
- Perform annual review of street conditions and planned improvements
- Evaluate options and partner with other organizations/agencies to address homelessness
- Leverage existing codes to address vagrancy
- Highlight community policing to create positive interactions with public (capitalizing on community events)
- Improve public awareness of trainings and positive interactions with police force

What Does Success Look Like?

- Improved Part 1 Crime Rate relative to other comparable cities in Utah and surrounding states
- Feet of sidewalk maintained or improved, and sidewalk added near schools
- Improvement in Pavement Condition Index
- Improved funding system to maintain sidewalks and roads
- Increased number of streetlights in operation
- Decrease in aggressive panhandling and disruptive behavior in public places
- Improved results of Ogden Policing Survey, including awareness of services

Strategic Directive 3

Recreation



"I want to live in a city where my family can enjoy outdoor recreation, and where my kids have options of fun things to do."

Outdoor recreation for all ages is a defining characteristic of Ogden. Access to local trails and outdoor amenities is second to none along the Wasatch Front. Maintenance and access to these amenities are critical elements in preserving quality of life for residents. Athletics and team activities provide youth the needed skills for lifelong success and development. Investment in these activities leads to success for high-school athletics and other school-sponsored organizations, which builds the confidence of our rising generation, and creates community pride. The city plays an important role by maintaining recreational facilities and open spaces. Adult recreational activities are a unique tool in connecting various members of the community and creating meaningful experiences. Parks and facilities should be more accessible for organized public use, and the City will continue to collaborate with other stakeholders, specifically the Ogden School District and private institutions to make additional facilities available. The City will also be a catalyst for the growth of youth recreation programs and adult sports leagues, helping to bring people from all walks of life together.

Key Initiatives:

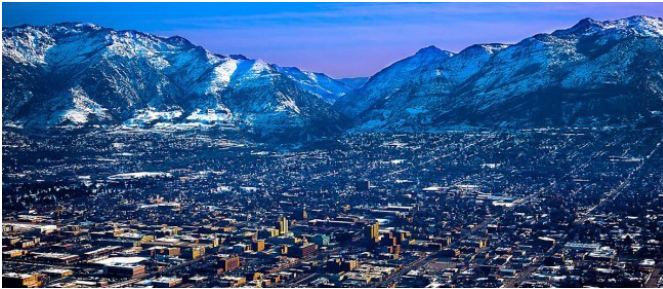
- Continue to bring community together through inclusive celebrations and festivals
- Continue partnership with Ogden School District to increase public access to facilities
- Continue partnership with Weber Pathways
- Highlight and celebrate River Walk
- Continue existing, marquee events (Marathon, Mt Ogden Bike Race, Twilight Series)
- Continue cross-seasonal Farmers Markets
- Increase access to city parks by leagues organized by 3rd parties (Adult Soccer)
- Maintain trails and improve trail heads
- Leverage Competitive Sports Board to expand youth recreation opportunities
- Dedicate resources in recreation department to support city sponsored competitive youth athletics programs

What Does Success Look Like?

- Park cleanliness and access to facilities and restrooms
- City-sponsored competitive youth athletics programs
- Utilization rates of parks and recreational amenities
- Participation rates for both adults and youth in organized rec leagues (baseball, soccer, softball, etc.)
- Increased tourist utilization of outdoor and natural amenities
- Increased community participation in recreation and entertainment
- Increased resident engagement in maintenance of recreational amenities

Strategic Directive 4

City Image & Appearance



"I want to live and work in a place that is clean and well-kept, a place where I am proud to say 'Yes! I'm from Ogden!'"

While Ogden is a beloved location to residents and guests, challenges of the past decades continue to impact perceptions and detract from Ogden's current reality. Past issues with safety and comparative school performance have led to inaccurate perceptions of Ogden. Improving the image of the city will help lower hurdles in economic development, improve feelings of safety, and assist the city in accomplishing its long-term goals. The City should collaborate with the school district in marketing efforts to improve the perception of educational opportunities, leveraging the uniquely diverse social interactions that youth in Ogden experience. The City should also assess current municipal staffing and wage levels as it strives to remain a great place to work. The physical appearance of Ogden also contributes to its image and reputation. Focusing resources towards improving the overall appearance of the City will enhance the community's reputation with visitors and make it easier to attract potential residents and businesses. In addition, beautiful neighborhoods, business and retail districts provide solid support for economic growth and fosters the special sense of community that has developed in Ogden over many years. Outsiders will see the what residents already see in Ogden: a beautiful community they call home.

Key Initiatives:

- Increase communication with residents through live streaming and media channels regarding announcements and decisions
- Collaborate messaging with Ogden School District to showcase local successes and uniqueness of education
- Consistent enforcement of existing city code regarding neighborhood appearance
- Highlight growth metrics and recent successes
- Complete current branding efforts
- Conduct annual survey of citizen satisfaction
- Begin Gateways Initiative starting with the 24th Street interchange that has been prioritized by UDOT
- Construct bi-lingual communication plan (Spanish)
- Conduct quarterly town halls between City Council and Spanish-speaking community
- Leverage Sustainability Committee in fostering a more environmentally sustainable community.
- Conduct wage and staffing assessment for Ogden City staff
- Expand inclusive public arts and murals to beautify the community

What Does Success Look Like?

- Improved public school image as evidenced by higher enrollment rate of residents in Ogden schools
- Improved public perception from guests and non-residents (as measured by Ogden Policing Survey, and public perception reviews performed by ResonanceCo)
- Commercial occupancy rate
- Cleanliness and good appearance of city entrances
- Northern part of Ogden is celebrated for contribution to city (25th to 12th)
- Resident satisfaction (survey responses)
- Increased feeling of inclusion from all Ogden residents (as measured by survey)
- Positive employee survey responses



Implementation of the Plan

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

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



Special Thanks

The strategic planning process and composition is a broad-based community endeavor. Generally speaking, the broader the base of community participation, the greater the survivability of the plan. In Ogden, this was definitely a broad-based community effort. Nevertheless, the City expresses its appreciation to specific individuals and groups that made this initiative possible. Special thanks to

- The Strategic Planning Advisory Committee (Arlene Anderson, Eulogio Alejandre, Yaeko Bryner, Cathy Blaisdell, Neil Garner, Reverend Monica Hall, Danette Pulley, Jeff Wilson, Ronald Gray).
- The Ogden Rotary Club, Ogden-Weber Tech College, Weber State University, The Good Company Theatre, engaged students of Ben Lomond High School, The Ogden Diversity Commission, Ogden Health Department, The Center for Community Engaged Learning, Ogden Non-Profits and the Ogden City Employees.
- Viviana Felix, Jaynee Nadolski, Alicia Washington, Janene Eller-Smith, Jim Taggart, Brad Mortenson, leaders from the various local churches, including the Latino Pastors Association.
- The Citizens of Ogden, without whose participation this plan would not be possible.
- Dan Griffiths & Mackey Smith – Tanner LLC, public sector consulting, for the facilitation of the strategic planning process and the production of the strategic plan.

