

vision2020

*Clearfield City*  
2012 update



**Vision2020**

CLEARFIELD'S 10-YEAR STRATEGIC PLAN

# vision2020

## *Contents*

- 3. Letter of Intent
- 6. Economic Environment
- 10. Social Environment
- 12. Local Government Environment
- 16. Appendix 1
- 26. Appendix 2





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# Vision2020

CLEARFIELD'S 10-YEAR STRATEGIC PLAN

***The Vision 2020 Plan was formally adopted by the City Council in January of 2010.***

With the passing of time, some of the original conditions in effect at the time of the Plan's creation have changed; additionally, the City has accomplished several of the original tactics. We recognize the need to update the Plan to make sure it continues to reflect the desires of our stakeholders.

What follows is an amended draft of the Plan. The Mission Statement, Vision Statement, and Core Values remain unchanged. The Goals, Strategies, and Tactics, however, have undergone significant revisions. The Plan is still built upon the idea that our efforts should be focused on three main "environments" – Economic, Social, and Local Government. Each environment has its own specific areas of emphasis and corresponding goals, strategies, and tactics.

The Economic Environment is addressed first. We believe that much of our future success as a City depends primarily upon sound economic planning. A healthy economy is key to "building a community where individuals, families and businesses can develop and thrive" (see Mission Statement).

Two appendices were added to the Plan this year. The first is a record of our progress on the Plan since its original adoption. The second contains comments we received in a meeting with the Planning Commission and a public open house on March 27th. They are provided for reference.

It is our recommendation and intent that the Plan should be updated again in 2014.

Respectfully,



**Adam Lenhard**

Clearfield City Manager

(801) 525-2789



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## MISSION STATEMENT:

Clearfield City's mission is to: Provide leadership in advancing core community values; sustain safety, security and health; and provide progressive, caring and effective services. We take pride in building a community where individuals, families and businesses can develop and thrive.

## VISION STATEMENT:

CLEARFIED CITY – OUR COMMUNITY IS OUR FAMILY

Clearfield City is the place in Utah to live, work and play.

We are a clean, attractive, and affordable city with a sound government.

We take great pride in our city and are actively involved in the future of Clearfield.

We enjoy a high level of responsive municipal services and great parks, recreation, schools and events.

We are a safe, secure, healthy, welcoming and vibrant city.

We share the values of integrity and honesty.

We enjoy a strategic location that provides proximity to the best outdoor recreation and scenery Utah has to offer.

We carefully create long-range plans and economic development opportunities to secure Clearfield as the best city in Utah.

Everyone loves living, doing business and playing in Clearfield!





## **CORE VALUES:**

### *Safety and Security*

We value... ..day and night safety for our residents....security both at home and in public.  
...community-oriented policing with quick emergency response times

### *Family Oriented*

We value.....strong family and neighbor relationships....our community; our family....taking care of each other.

### *Inclusiveness*

We value..... having respect and tolerance for all....being warm and welcoming....being a community that provides a broad range of amenities and services....and celebrate the unique qualities of our neighbors.

### *Community Pride*

We value.....clean and attractive neighborhoods....the opportunities of home and business ownership....a positive community image....individualism and character....leaving a responsible legacy to future generations....our historical roots and seek to preserve and protect our proud history of a pioneering spirit, patriotism and service.

### *Sound Government*

We value.....open, ethical and fiscally responsible government....an efficient government that serves the people.

### *Economic Vitality*

We value.....being a regional job center and promoting growth in a variety of employment opportunities....being a destination for shopping, dining, entertainment for both residents and non-residents....a balanced and thriving economic environment...both large and small businesses, and businesses supporting businesses....aggressive economic development initiatives.

## A. Economic Environment

GOAL 1: ENCOURAGE ECONOMIC GROWTH AND JOB CREATION THROUGH INCREASED FOCUS ON ECONOMIC DEVELOPMENT ACTIVITIES

### *Area of Emphasis: Business Recruitment, Expansion, and Retention*

**Strategy:** Develop a comprehensive plan for current business retention and expansion and new business relocation.

**Tactic:** Maintain membership in and competitively bid on Economic Development Corporation of Utah's (EDCUtah) project leads.

**Tactic:** Maintain "Sure Site" status (listing of commercial sites) with EDCUtah on all available buildings and open parcels of land.

**Tactic:** Perform weekly business visits to assess the needs of the business community, strengthen corporate relationships, and identify opportunities for growth.

**Tactic:** Be involved with the International Council of Shopping Centers (ICSC). Prepare for and attend the annual convention.

**Tactic:** Analyze and address obstacles to doing business in Clearfield.

**Tactic:** Strengthen relationships with commercial brokers to better understand the needs of both buyers and sellers of real property.

**Strategy:** Support and sustain current Clearfield City businesses.

**Tactic:** Purchase goods and services, as allowed by purchasing policies and procedures, from Clearfield businesses.

**Tactic:** Maintain and improve the vitality and image of local businesses by using the City's public relations resources to promote new tenant leases, expansions, and construction.

**Tactic:** Create opportunities, such as online forums or regular meetings, for business owners to communicate their needs to City officials.

**Tactic:** Regularly promote the importance of shopping locally through the City's website, newsletter, and other forms of communication.

### *Area of Emphasis: Resources and Incentives*

**Strategy:** Maximize the impact of City resources in pursuit of economic development activities.

**Tactic:** Prioritize funding for personnel and operations that support economic development.



# From textbooks to tortillas



WE'VE GOT IT MADE

**Tactic:** Adopt guidelines for the use of economic development incentives to ensure that resources are reserved for activities that will provide the greatest benefit.

## *Area of Emphasis: Community Pride and Public Image*

**Strategy:** Foster community pride and strengthen the City's image.

**Tactic:** Fund and execute the City's marketing campaign.

**Tactic:** Fund and prioritize the maintenance and improvement of City-owned open space along high-traffic corridors, such as our I-15 interchanges. Incorporate well-designed thematic elements when possible.

**Tactic:** Maximize opportunities for positive exposure through social media outlets such as Facebook and Twitter, as well as other online resources such as YouTube and Wikipedia.

**Tactic:** Work with owners of key properties with strategic value and high visibility throughout the City to create plans for redevelopment or improvement of their property.

## A. Economic Environment

GOAL 2: MAINTAIN CLEARFIELD CITY AS DAVIS COUNTY'S "JOB CENTER" AND INCREASE THE NUMBER OF AVAILABLE FAMILY-SUSTAINING JOBS.

### *Area of Emphasis: Freeport Area*

**Strategy:** Identify opportunities to increase Freeport's viability and long-term competitiveness.

**Tactic:** Identify and secure outside funding sources (federal and state grants and low interest loans) to help finance capital improvements.

**Tactic:** Continue to fund and complete capital improvements in accordance with the City's capital improvements plans.

**Tactic:** Work with Freeport staff to identify and plan for their top priorities and infrastructure needs.

**Tactic:** Support opportunities for exposure and high quality development at the new entrances to Freeport created by State Road 193.

**Tactic:** Explore the possibility of retail outlet development for Freeport tenants.

## *Area of Emphasis: Hill Air Force Base*

- Strategy:** Use Development at Falcon Hill as a Catalyst for Economic Development.
- Tactic:** Per MIDA's lead and request, complete annexation petitions of the Falcon Hill development.
- Tactic:** Maximize opportunities to provide cost-effective municipal services in and around Hill Air Force Base.
- Tactic:** Coordinate Falcon Hill's aerospace industry expansion and development with other city office and industrial developments in the downtown, Legend Hills and UTA's Front Runner station TOD areas to ensure the greatest chance of success for each area.

## A. Economic Environment

GOAL 3: IMPROVE AND EXPAND THE CITY'S SHOPPING, DINING AND ENTERTAINMENT OPTIONS FOR RESIDENTS AND VISITORS BY CREATING UNIQUE, DESTINATION-ORIENTED DEVELOPMENTS.

### *Area of Emphasis: Demographics*

- Strategy:** Improve Clearfield City's demographic profile to attract and retain high quality retail establishments.
- Tactic:** Incentivize and zone for new moderate- to high-income housing.
- Tactic:** Develop amenities (i.e. plazas, gardens), incentivize businesses (i.e. coffee shops, galleries, book stores) and offer special events (i.e. music and art festivals) that attract moderate- to high-income demographics.
- Tactic:** Continue to fund and promote the 4th of July celebration as the region's leading holiday event.
- Tactic:** Dedicate sufficient resources toward the wing festival to ensure the event's success and raise the community's profile.

### *Area of Emphasis: Downtown Clearfield*

- Strategy:** Develop an intimate, walkable, vibrant, urban and unique downtown environment.
- Tactic:** Zone for and incentivize moderate- to high-density, upscale and urban residential development to replace existing low quality housing.
- Tactic:** Revitalize/facelift rundown downtown properties using redevelopment money, federal grants, etc.
- Tactic:** Traffic-calm State Street from Center Street to 700 South with landscaped medians, streetscapes and decorative street lighting.
- Tactic:** Through zoning, identify and implement downtown thematic elements via signage, setbacks and architectural standards and development guidelines.



- Tactic:** Develop a central plaza area and gathering space for festivals, ceremonies and other special events.
- Tactic:** Facilitate the construction and operation of a new business meeting center.
- Tactic:** Emphasize business development and retention of specialized and stylized businesses that create an urban downtown destination point.
- Tactic:** As resources allow, implement the findings of the feasibility study for Clearfield’s old city hall.
- Tactic:** Consider other public service agencies that may benefit from relocating downtown and being close to Clearfield city offices and Davis County building.

### ***Area of Emphasis: Legend Hills***

- Strategy:** Support the development and expansion of Legend Hills as the city’s premiere office and commercial center.
- Tactic:** Incentivize destination big box retailers to develop remaining open areas.
- Tactic:** Promote and incentivize the Legend Hills area as the largest office development in northern Davis County.
- Tactic:** Promote and zone for the development of mixed-use “lifestyle” centers with significant commercial components.
- Tactic:** Work with and incentivize property owners to redevelop aging apartment complexes surrounding the SR 193/I-15 interchange.
- Tactic:** Proactively identify and prioritize infrastructure improvements within the area in anticipation of future development.

### ***Area of Emphasis: UTA’s Front Runner Rail Stop TOD***

- Strategy:** Develop a high-end, self-sustaining mixed use area which attracts quality businesses, commuters and residents.
- Tactic:** Partner with UTA to design and build a public gathering place, museum, recreational facility, or other public amenity as one anchor of the TOD’s business development.
- Tactic:** Facilitate the development of moderate to high-income urban residential properties that help support retail business. Minimize residential footprints to increase the area available for other uses.
- Tactic:** Work with the Developer and UTA to adopt a Development Agreement and implement needed financial incentives that attract appropriate office, retail and residential development.

## B. Social Environment

GOAL 1: FOSTER RESIDENT INVOLVEMENT AND COMMUNITY AWARENESS THROUGH RECREATION, ARTS AND EDUCATION.

### *Area of Emphasis: Arts*

**Strategy:** Create a “front porch” oriented arts program.

**Tactic:** Implement a summer concert series and outdoor movies in the parks.

**Strategy:** As resources allow, convert the old city hall into a performing arts center.

**Tactic:** Identify and prioritize potential funding sources and in-kind contributions (developer contributions/property, federal and state grants, corporate sponsorships, municipal financing).

**Tactic:** Conduct cost/benefit analysis to determine in-house versus contracted operational management.

### *Area of Emphasis: Parks & recreation*

**Strategy:** Maintain and improve the city’s current level of parks and recreation programs.

**Tactic:** Provide innovative amenities in park areas such as an “electronic park.”

**Tactic:** Create and implement a capital equipment plan for replacement and upgrades of park and recreation equipment.

**Tactic:** Analyze program offerings and costs for underserved populations(e.g., pee wee sports, teens, and retiring baby-boomers).

**Strategy:** Develop remaining undeveloped park space.

**Tactic:** Design, engineer, and build the Pinnacle 6 acres, the old school property 10 acres (outdoor living center), the West Park Village 3 acres, and the last phase of Barlow Park.

**Tactic:** Identify and prioritize funding sources to pay for park development.

### *Area of Emphasis: Education, awareness and community involvement*

**Strategy:** Provide opportunities for residents to learn more about their municipal government and become actively involved.

**Tactic:** Plan and administer “Clearfield University” on an annual basis, or as necessary.

**Tactic:** Conduct professional, on-going resident surveys to solicit feedback for service and program prioritization and improvement.



**Tactic:** Provide opportunities for ongoing training and development of members of city boards and commissions; increase efforts to recruit dedicated residents for future service.

**Tactic:** Facilitate the coordination of volunteer groups and service opportunities throughout the community.

## B. Social Environment

GOAL 2: CELEBRATE, ACCENTUATE AND SUPPORT THE CITY'S CULTURAL, ETHNIC AND AGE-BASED DIVERSITY.

### *Area of Emphasis: Cultural programs and activities*

**Strategy:** Develop cultural programs, activities and educational opportunities for members of various ethnicities to participate in and observe.

**Tactic:** Appoint a Cultural Commission.

**Tactic:** Work with various public and private groups to provide language classes, cultural/heritage classes, workshops, etc.

**Tactic:** Hold an annual ethnic "Taste of Clearfield" and other performing and visual art events.

### *Area of Emphasis: Education and after-school activities*

**Strategy:** Improve and expand educational and academic programs for city youth.

**Tactic:** Seek corporate and government volunteer sponsorships for tutorial programs at the Clearfield Aquatic Center and at the Youth Resource Center.

## C. Local Government Environment

GOAL 1: SECURE AND MAINTAIN THE CITY'S LONG-TERM FISCAL HEALTH AND EFFICIENT SERVICE DELIVERY.

### *Area of Emphasis: Long-term planning*

**Strategy:** Develop long-range financial models for capital facility and equipment replacement.

**Tactic:** Prioritize new revenues and prepare a financial strategic plan for the replacement and development of park equipment, building equipment and maintenance, facilities and amenities.

**Tactic:** Establish a replacement and maintenance fund for building repairs and upgrades.

**Strategy:** Ensure adequate and efficient provision of municipal services.

**Tactic:** Strive for self-sufficiency in enterprise fund activities.

**Tactic:** Evaluate services and fees to ensure appropriate and fair cost recovery.

**Tactic:** Prioritize the use of resources for programs and services with the widest impact and collective benefit.

**Tactic:** When necessary, eliminate non-essential services that require public subsidies. Services with minimal or limited impact should be eliminated first.

### *Area of Emphasis: Infrastructure*

**Strategy:** Replace dilapidated and aging infrastructure.

**Tactic:** Implement and, when needed, update the water, wastewater and storm water capital facility plans.





## C. Local Government Environment

GOAL 2: TAKE ADVANTAGE OF OPERATIONAL EFFICIENCIES DEVELOPED THROUGH THE STRATEGIC IMPLEMENTATION OF ADVANCED INFORMATION TECHNOLOGIES.

*Area of Emphasis: File systems, Information Technology (IT) infrastructure, customer service and program technologies*

**Strategy:** Purchase and implement the necessary IT hardware and software.

**Tactic:** Digitize and create a GIS-based master filing system for Community Development zoning, subdivision, permitting, Good Landlord Program and business licensing.

**Tactic:** Create a GIS-based system for all utility and infrastructure improvements.

**Tactic:** Implement wireless fieldwork technologies for building inspections, engineering/subdivision inspections, etc.

**Tactic:** Implement a wireless and electronic monitoring system (SCADA) to monitor and manage city's utility infrastructure.

**Tactic:** Install or lease fiber communication infrastructure between facilities.

## C. Local Government Environment

GOAL 3: RECRUIT AND RETAIN HIGH-CALIBER AND QUALIFIED EMPLOYEES.

*Area of Emphasis: Recruitment and retention*

**Strategy:** Provide employees with competitive pay, benefits and advancement opportunities.

**Tactic:** Conduct annual market studies to determine competitive pay/benefit advantages and deficiencies and fund as needed.

**Tactic:** Identify and strategize potential internal succession planning by department.

**Tactic:** Provide training, certification and educational opportunities for both personal and professional advancement.

**Tactic:** Develop a sustainable compensation plan.

**Tactic:** Identify and implement low-cost, quality-of-life benefits for employees, such as flexible scheduling.

## C. Local Government Environment

GOAL 4: ENSURE CLEARFIELD CITY'S ABILITY TO EFFECTIVELY SECURE ITS OVERALL PUBLIC SAFETY NEEDS AND MITIGATE NATURAL AND MAN-MADE EMERGENCIES QUICKLY AND EFFICIENTLY.

### *Area of Emphasis: Public safety and security*

- Strategy:** Efficiently and effectively reduce Clearfield City's crime rate and increase the city's overall safety and security.
- Tactic:** Prioritize funding to maintain law enforcement staffing at adequate levels.
- Tactic:** Create an online reporting system for certain minor crimes and low priority incidents.
- Tactic:** Update the Communications Center and consider the addition of Spanish-speaking dispatchers to address the needs of our population.
- Tactic:** Create an action plan to deal with nuisance and drug properties, such as through the use of an "armadillo" vehicle.
- Tactic:** Utilize GIS and "Dashboard" to create a more effective means of conducting traffic enforcement with the goal of increasing public safety through the targeting of accident "hot spots."
- Tactic:** Dedicate police resources toward effective community-oriented programs and activities such as the good landlord program and code enforcement.

### *Area of Emphasis: Disaster planning and preparation*

- Strategy:** Develop disaster plans and train employees and elected officials in emergency management.
- Tactic:** Use FEMA and state training resources for employees and elected officials to understand and implement the Incident Command System (ICS) system.
- Tactic:** Become NIMS compliant (National Incident Management System) to ensure federal reimbursement when available and maintain compliance.
- Tactic:** Upgrade, update and enlarge the city's Emergency Operations Center (EOC).
- Tactic:** Secure financing for a mobile command center to be shared with surrounding communities.
- Tactic:** Upgrade utility infrastructure to provide basic life-sustaining services, most notably water.



## C. Local Government Environment

GOAL 5: INCREASE CLEARFIELD CITY'S POLITICAL INPUT AND IMPACT AND MAINTAIN SUPERB AND INFLUENTIAL RELATIONSHIPS WITH OUTSIDE PUBLIC AND PRIVATE ORGANIZATIONS.

### *Area of Emphasis: Political environment and influence*

- Strategy:** Increase Clearfield City's overall political contacts and influence.
- Tactic:** Maintain membership with Utah League of Cities and Towns and participate in the League's Legislative Policy Committee.
- Tactic:** Hold quarterly informal luncheons with Clearfield City's state representatives to discuss issues.
- Tactic:** Visit federal delegation at least once each year and maintain lobbying efforts for both financial and political issues (as feasible).
- Tactic:** Encourage and strategize elected and appointed official participation with key boards, commissions, volunteer and professional organizations.



## APPENDIX 1: PLAN PROGRESS

Since its original approval in January 2010 several of the goals, strategies and tactics of the Vision 2020 Plan have been accomplished. The following article from the March 2011 City Newsletter provided a brief update on our progress:

“Here’s what’s been accomplished the first year:

1. Responded to more than a dozen of EDCUtah’s requests for information on project leads.
2. Submitted preliminary proposals for building inspection on and culinary water service for the HAFB’s new Falcon Hill business park development.
3. Started a space needs analysis and feasibility study of Clearfield’s old city hall into a community arts center.
4. Provided incentive offers to large, national retailers to locate in Clearfield City.
5. Completed and presented the city’s draft site plan to UTA for its rail stop development that included hundreds of thousands of square feet of office and retail space as well as higher income housing units.
6. Worked with the Davis Community Learning Center to apply for federal grants to help sustain and improve the Center’s programs and services.
7. Completed the economic development area project study and audit that identified new monies for economic development.
8. Moved many resident and business services online including utility bill payment, employment applications, license renewals, etc.
9. Implemented the city’s new Geographic Information System (GIS) strategy and program.
10. Created an Information Technology Committee to help guide and direct the city’s use of technology to improve efficiencies and service.
11. Applied for and received funding for numerous technology improvements in public safety such as public space pole-mounted digital camera system, digital dash camera installation in all police cruisers, and new “hot spot” software technology to help more efficiently focus police enforcement efforts.
12. We discussed with other cities the possibility of a consolidated Davis County dispatch system. The other cities were not interested in doing so at this time.
13. Sent key city staff members to FEMA emergency training exercises and training seminars.



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# Vision2020

CLEARFIELD'S 10-YEAR STRATEGIC PLAN

14. Worked with key legislators to secure final funding for the SR 193 extension.
15. Maintained a general fund surplus without significantly decreasing services, using our “rainy day” fund and without employee furloughs and layoffs.

Along with continuing what we’ve been working on this past year, here is some of what is planned to be addressed during the upcoming year:

1. Implementing Clearfield’s new “We’ve Got It Made!” branding campaign.
2. Create an on-line Clearfield business registry so residents can shop and buy in Clearfield.
3. Identify and apply for numerous federal and state grants to help fund youth, arts and health programs along with infrastructure our aging water, sewer and storm drain utilities.
4. Fund and complete a parks infrastructure capital facility upgrade, improvement and replacement plan.
5. Complete a space and needs analysis and site plan for the city’s aging public works complex.

Clearfield City will continue to follow, update, change and improve our Vision 2020 strategic plan to help guide the city through a successful decade of accomplishment.”

The 2012 update to the Plan reflects many additional accomplishments. The purpose of this section is to document those changes for the benefit of future staff, elected and appointed officials, and residents so they may have a more complete understanding of the evolution of the Plan and the progress that has been made.

Changes are addressed below within the context of their overall environment, by order of “Area of Emphasis” according to the 2012 update. Notes and dates are listed where possible to help create a more accurate timeline of event.

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## CORE VALUES

No changes were made to the Core Values in the 2012 update.

## VISION STATEMENT

No changes were made to the Vision Statement in the 2012 update.

## MISSION STATEMENT

No changes were made to the Mission Statement in the 2012 update. Since the Plan's original adoption in 2012, the Mission Statement has appeared at the top of all City Council meeting agendas.

## ECONOMIC ENVIRONMENT

The Economic Environment saw numerous revisions in the 2012 update. This is largely due to this environment's importance to our stakeholders, and it reflects the current priorities of elected officials and staff. The future success of the city depends largely upon the health of our local economy. A new goal was created and placed at the very front of the document for emphasis:

“Encourage economic growth and job creation through increased focus on economic development activities.”

This goal contains some areas of emphasis, strategies, and tactics that had been previously listed under other goals in the original Plan, since their inclusion made more sense here. A new area of emphasis was added under this goal for “Community Pride and Public Image.”



# Vision2020

## CLEARFIELD'S 10-YEAR STRATEGIC PLAN

Maintaining Clearfield as the County's job center is now the 2nd goal in the Economic Environment. The first area of emphasis was changed to "Freeport Area" in order to be more inclusive of all manufacturing property in and around Freeport. The "Falcon Hill" area of emphasis was broadened to "Hill Air Force Base," again, to be more inclusive of that area.

### AREA OF EMPHASIS: BUSINESS RECRUITMENT, EXPANSION, AND RETENTION

In the 2012 update, the tactic to "Create a 'Welcome Packet' for new move-ins and new residents to be distributed at utility sign up that provides helpful city information, local business information and coupons, etc." was removed for completion. The packets were first assembled in early 2012 by marketing staff and are now being distributed at utility signup.

The tactic to "Create an online business registry" was removed for completion. The registry was created in late 2011.

The City has maintained its membership in EDCUtah and bids on project leads as often as possible. Most of our larger commercial properties are Sure Sites. City staff are performing regular visits to local businesses, with the goal of visiting at least one per week in 2012.

The Assistant City Manager has joined ICSC and is planning on attending the 2013 conference in Las Vegas. We have contacted most commercial brokers in the area and have formed good relationships with them.

We are featuring local businesses in our marketing campaign, primarily on our billboards, radio ads, and in the city newsletter. We addressed the importance of shopping locally in the October 2011 newsletter, and will touch on it again in the August 2012 newsletter.

### AREA OF EMPHASIS: RESOURCES AND INCENTIVES

Another tactic to "Create long range strategic plans for each economic development project area in the CDRA" was listed in the first draft of the 2012 update and subsequently completed through the budget process prior to final approval of the 2012 Plan. Staff created a detailed spreadsheet and comprehensive lists of future projects for each of the CDRA's project areas which be used each budgeting cycle to help accomplish the goals of the CDRA.

# vision2020

We prioritized funding for economic development personnel and operations by creating the Assistant City Manager position in late 2011. This individual has direct responsibility for economic development.

## AREA OF EMPHASIS: COMMUNITY PRIDE AND PUBLIC IMAGE

The tactic to “Brand the city and develop a public relations campaign to help foster community pride among residents and improved perceptions of non-residents” has been removed. A PR campaign began in early 2011 and is ongoing. To date, the City has updated its logo and website, runs radio and print ads, and leased billboards on I-15 with much success and positive feedback. Additional funds have been budgeted for marketing in FY13.

We started the “We’ve Got it Made” marketing campaign in early 2011. It is ongoing throughout FY13 with billboards, radio and print ads.

In order to better maintain our public open spaces, we funded two additional part time open space maintenance employees in FY13. We have seen significant improvement on our I-15 interchanges, due in part to the approval of an agreement in early 2012 with UDOT that grants us access to work in their rights of way.

We are using social media to a greater extent than ever before. We have active Facebook and Twitter accounts and we have almost completed a complete re-write of our Wikipedia page.

## AREA OF EMPHASIS: FREEPORT AREA

The tactic to “Conduct a feasibility study for the privatization of the water and wastewater systems within the Freeport Center” was removed from the Plan. This idea was discussed at length with Freeport Center management and ultimately rejected by them.

We have completed dozens of capital projects throughout the city since the original approval of Vision 2020. A complete list of those projects can be found in the annual administrative report provided to the city council by the city manager, copies of which may be found on the city’s website or with the city recorder.



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# Vision2020

CLEARFIELD'S 10-YEAR STRATEGIC PLAN

The new alignment of State Road 193 will create a new entrance to the Freeport Center and the potential for new development at the intersection. The city also owns property in that area, and has discussed the idea of having Freeport develop it with their ownership.

#### AREA OF EMPHASIS: HILL AIR FORCE BASE

The tactic to “Competitively bid for public safety, building inspection, utility, and public works maintenance contracts offered by the development’s governing board” was removed. This has been completed and in mid-2012 the city is awaiting a response from MIDA on its proposal to provide those services.

#### AREA OF EMPHASIS: DEMOGRAPHICS

The city has begun planning for a wing festival to accompany our 4th of July celebration in 2013. It will be an all-day event, with the goal of bringing more people to the city.

#### AREA OF EMPHASIS: DOWNTOWN CLEARFIELD

In November 2010 the Davis County Health Department completed its new administration building across the street from the city building, greatly improving the appearance of the area. City officials played a large role in bringing the County to the area. Throughout late 2011 and into early 2012, we worked closely with a local developer to build a new reception center/corporate meeting facility on the former Jerry Knight auto salvage property. The deal ultimately fell through, but we continue to look for new opportunities to clean up downtown.

#### AREA OF EMPHASIS: LEGEND HILLS

We are working with a broker for a large retailer to come to the 30 acre parcel in Legend Hills. In order to make the property more attractive, we are using CDRA funds in FY13 to accelerate site improvements such as road widening, restriping, and water and storm sewer infrastructure projects.

#### AREA OF EMPHASIS: UTA’S FRONT RUNNER RAIL STOP TOD

As of mid-2012, UTA has contracted with a new developer to handle the development of the FrontRunner site. We have held multiple public meetings with the city council and planning commission to help shape that development. Initial site plans are expected in late 2012.

## SOCIAL ENVIRONMENT

### AREA OF EMPHASIS: ARTS

The tactic to “Complete the arts center feasibility study” was removed for completion. The findings are now being implemented, with new paint, carpet, landscaping, theater seating, and signage installed in 2012. The facility is now known as the Clearfield Arts Center.

### AREA OF EMPHASIS: PARKS AND RECREATION

The tactic to design and build the last phase of Barlow Park and West Park Village Park is still in the 2012 update, but funds have been budgeted to complete these projects in FY13.

### AREA OF EMPHASIS: EDUCATION, AWARENESS AND COMMUNITY INVOLVEMENT

The city successfully implemented a new program called Clearfield University in early 2012. The tactic associated with that item has been amended to read, “Plan and administer ‘Clearfield University’ on an annual basis, or as necessary.”

Staff is in the process of finalizing a comprehensive volunteer policy which will allow us to better utilize community volunteers and coordinate service opportunities.

## LOCAL GOVERNMENT ENVIRONMENT

### AREA OF EMPHASIS: LONG-TERM PLANNING

The tactics to “[Develop] more detailed financial policies and procedures relative to the issuance of debt, minimum fund balance requirements, new revenue prioritization, etc.” and “Hire a consultant to strategically restructure city’s RDAs and EDAs to take advantage of net present value efficiencies and statutory advantages that provide additional monies for economic development initiatives” have been removed for completion. The financial policies are listed in the City’s annual financial reports, and Randy Sant was hired in early 2011 to work on the CDRA.

Beginning in FY14, the city budget will create a fund for the “replacement and maintenance [of] building repairs and upgrades.”



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# Vision2020

CLEARFIELD'S 10-YEAR STRATEGIC PLAN

In July 2012 the city began the process of updating its utility rate study to “ensure appropriate and fair cost recovery” of enterprise activities. The study will be completed in late 2012 and will recommend utility rates for the next three years.

#### AREA OF EMPHASIS: INFRASTRUCTURE

The storm water capital facility plan was updated in 2011. The water capital facility plan has been updated in 2012. The sewer capital facility plan will be updated in 2013.

The tactic to “Create and implement a park and trails improvement facility plan” was removed. The firm of Lewis Young Roberts & Burningham was retained to do this study, which should be complete in late 2012.

#### AREA OF EMPHASIS: FILE SYSTEMS, IT INFRASTRUCTURE, CUSTOMER SERVICE AND PROGRAM TECHNOLOGIES

The tactic to “Move all applicable services online such as licensing, renewals, job applications, utility billing/accounts, etc.” has been removed for completion. As of mid-2012, all of these services are now available online.

The tactic to “Upgrade city hall technologies such as wireless network connections, Council chamber, multi-purpose room and Emergency Operations Center (EOC) audio/video improvements, etc.” has been removed for completion. The multi-purpose room was upgraded in late 2011 and the Council chambers were finished in July, 2012. This will allow for better quality communication and dissemination of information to elected officials and meeting participants.

The tactic to “Implement a wireless and electronic monitoring system (SCADA) to monitor and manage city’s utility infrastructure” is still in the Plan, but has been budgeted for completion in FY13.

The tactics to “Create and implement an IT Review Committee” and “Purchase and install public safety wireless communication tablets and paperless citation software with electronic signatures, ID swiping, voice recognition software and license plate recognition system” were also removed for completion.

## AREA OF EMPHASIS: RECRUITMENT AND RETENTION

In early 2012 the city conducted a market study on compensation. Numerous “training, certification and educational opportunities for both personal and professional advancement” are included in the FY13 budget for employees.

The tactic to “Develop and implement a new performance-based, peer reviewed evaluation system that incentivizes and awards goal accomplishment” was removed for completion. The city implemented its new system in December of 2011 and in July of 2012 it was moved online to the NeoGov platform.

## AREA OF EMPHASIS: PUBLIC SAFETY AND SECURITY

In 2011 the Police Department acquired and began utilizing the Spillman Dashboard software to identify public safety “hot spots.” An “armadillo” vehicle for nuisance abatement was also acquired in early 2012 and will be deployed later this year.

The tactics to analyze the feasibility of consolidated public safety and dispatch centers were removed. Both were explored in depth in late 2010 and ultimately discarded.

## AREA OF EMPHASIS: DISASTER PLANNING AND PREPARATION

Staff and elected officials have completed numerous trainings throughout 2010-2012 to be NIMS compliant. Additional trainings are scheduled on a regular basis.

## AREA OF EMPHASIS: POLITICAL ENVIRONMENT AND INFLUENCE

The city has maintained annual membership with the Utah League of Cities and Towns and is actively participating on the League’s Legislative Policy Committee.



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# Vision 2020

CLEARFIELD'S 10-YEAR STRATEGIC PLAN



## APPENDIX 2: OPEN HOUSE & PLANNING COMMISSION COMMENTS

- Have Police conduct neighborhood safety meetings (or use Night Out Against Crime)
- Use Citizen Patrol and Neighborhood Watch to leave reminder notices for safety issues (garage left open, etc.)
- Have 4th of July celebration on a weekend, combine with adjacent cities, have a carnival and make extend the activities all day
- Build/develop fair grounds with carnival area; “Clearfield Days”
- Encourage pride of ownership, clean property; teach kids about litter
- Work with trade schools to offer scholarships and help residents improve their skills; work with employers to employ and train needed personnel
- Develop Falcon Hill with cafes and other services to draw from base population
- Develop a “city center” where families can eat, play, be entertained; bring others in for conferences, etc.
- Educate people that Legend Hills is part of Clearfield
- Hold events and contests at our fishing ponds
- Develop cell phone registration program so residents can register their number with Dispatch
- Create relocation package and put information on website
- Have Code Enforcement enforce ordinances more strictly
- More traffic enforcement
- Better-controlled (timed) traffic signals
- Work with HAFB housing to promote relocating to Clearfield
- Tear down old vacant buildings
- Keep trailer parks clean
- Only allow handicapped persons to park in handicap spaces
- Add senior discount to water bills



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