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**Annual Strategic Retreat of the  
Brian Head Town Council  
Brian Head Public Safety Building  
565 S. Vasels Rd. Brian Head, UT 84719  
JANUARY 29 & 30, 2019 @ 9:00 AM**

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**Roll Call:**

**Members Present:** Mayor Clayton Calloway, Council Member Larry Freeberg, Council Member Shad Hunter, Council Member Kelly Marshall

**Members Absent:** Council Member Lynn Mulder

**Staff Present:** Bret Howser, Town Manager; Nancy Leigh, Town Clerk; Cecilia Johnson, Town Treasurer; Chief Dan Benson, Public Safety Director, Aldo Biasi, Public Works Director

**TUESDAY, JANUARY 29, 2019**

**A. WELCOME & CALL TO ORDER**

Mayor Calloway called the annual Strategic Planning Retreat fiscal year 2020 to order at 9:00 am.

**B. STRATEGIC PLANNING PROCESS**

**1. Council Presentations on Future of Brian Head**

Bret asked each council member to give a 10-minute presentation of their vision for the future of Brian Head Town and to take notes for a discussion after all the presentations are completed.

**Council Member Mulder's** presentation was submitted in writing due to her absence (see attached). Mayor Calloway commented he had a conversation with Council Member Mulder who mentioned the residents seemed to be forgotten when the main focus is on the visitors and that there is a need for balance in providing for the visitor and increasing the livability for the residents. Mayor Calloway stressed the mind set of "close the gates behind me" attitude and understands the need for more commercial in town. Chief Benson commented he sees the conflict between the residents and visitors and believes there needs to be some type of campaign to integrate the two groups and make the visitors feel welcomed.

Bret Howser, Town Manager, commented there will be conflict between the residents and the nightly rentals when the resort is at full capacity. The issue of lodging will typically have a conflict between the residents and visitors. Bret explained there is an action step to deal with the nightly rental parking issue and staff is looking at amending the current code to put the responsibility back onto the business owners who could be cited for parking violations. This is an attempt to resolve some of the conflicts. Council Member Freeberg commented the town wouldn't exist without the visitors and the Council and residents need to remember the town is a resort and does not solely rely upon its citizens to support it.

**Council Member Marshall** presented a power point presentation (see attached). Some of the highlights from Council Member Marshall's presentation are as follows:

- 1) Complete the paved walking trail through town.
- 2) Continue to maintain hiking and biking trails.
- 3) Bristlecone Park: More blanket picnic spaces identified; more trees planted; update the playground equipment to be unique and blend into the area with a rustic mountain feel to it.

- 1 4) Whether the pond area should be used for sledding, since she was unsure if it was  
2 safe with an open stream that goes into the pond during the winter months. Bret  
3 suggested that an area be groomed for sleds so that the area is defined and away  
4 from the open stream area.
- 5 5) For more year-round visitors, there will be a need for more shops, dining and  
6 parking.
- 7 6) More selections of produce at the grocery stores in town.
- 8 7) Identify more events so when the resort is not putting on an event, there is  
9 something happening to keep visitors here on the weekends such as workshops  
10 that are not hosted by the resort, but complimentary to the resort's activities and  
11 would offer something different for the visitor.
- 12 8) Continue with local events such as the town clean-up.
- 13 9) Workshops that complementary outdoor recreation such as photography,  
14 nature/science, health and wellness workshops to bring more people to town.
- 15 10) Identify as a "base camp" to the National Parks.
- 16 11) Create a dog park.
- 17 12) Suggest doing an event such as a 5K run or a snow sculpting competition.  
18 Discussion centered on different types of runs such as a fireman's run or a 10K at  
19 10K run or a run for when the paved walking trail is completed as a ribbon cutting  
20 type of ceremony. Council Member Marshall suggested staff consider reaching out  
21 to Southern Utah University (SUU) who may have an internship program, active  
22 clubs or possible private citizens who are experienced in event planning to help with  
23 these types of events.

24  
25 **Council Member Freeberg** gave a power point presentation on his vision of Brian Head  
26 in the future (see attached) in which he took more of a practicable approach. Listed  
27 below are the highlights from the presentation:

- 28 1) Brian Head currently has two hotels with adequate parking in which both hotels  
29 have restaurants, bars in each location.
- 30 2) There are approximately 1,000 condominium units and 300+ cabins in Brian Head  
31 and growing in numbers. New families are coming to Brian Head along with their  
32 enthusiasm for the town. Council Member Freeberg commented the town is now  
33 experiencing the next generation of visitors in Brian Head and believes the town  
34 needs to plan for the next generation.
- 35 3) One of the town's biggest issues will be parking and in reviewing available  
36 properties in town for future commercial development and providing parking for the  
37 commercial businesses. Some potential areas for parking in the future which are  
38 relatively flat are the meadow area in front of Giant Steps parking lot; the area  
39 between the storage units and Sawmill condominiums located on Village Way;  
40 another possible solution would be to demolish the storage units that are located  
41 directly behind the town hall and create a parking area; Burt's road could be a  
42 potential area for future parking. The town should start considering parking nodes  
43 and how to get the people to their destination which would involve a shuttle system.
- 44 4) Is against parking structures for the town in which the cost is excessive and would  
45 go against the rustic mountain appearance the town has.
- 46 5) More commercial and light industrial zoned properties identified.
- 47 6) Before the Village Core can be developed, the town needs to address the parking  
48 for the area. He would like to see a hotel established on Village Way also.
- 49 7) Contact the Utah Shakespearean Festival about a possible play in Brian Head  
50 during the summer months for greater exposure to visitors.
- 51 8) Expansion of parking areas for trailers for snowmobiles/OHV's. Currently there is  
52 limited amount of trailer parking identified on the south end of Brian Head adjacent  
53 to the "welcome to Brian Head" sign" and on Village Way. Council Member  
54 Freeberg commented the hotels currently have large parking lots and could benefit  
55 from providing snowmobile trailer parking areas.
- 56 9) Snowmobiling is a growing sport and one issue that has been noticed is that a  
57 majority of snowmobile riders do not know where the trails are and how to access

1 them from town. Additional signage needs to be identified for the trails leading out  
 2 of town onto other trails outside the community. Working with the Forest Service in  
 3 marking the trails would help resolve some of the issues of signage.

- 4 10) Would like to see the hiking and biking trails maintained for summer use along with  
 5 other activities such as a zipline or a monorail ride for visitors.  
 6 11) Fishing and the fresh mountain air should be a focal point of advertising Brian Head  
 7 in the summer season.  
 8 12) Would like to see some type of history on the old cabins that are located near Brian  
 9 Head.

10  
 11 The Council recessed the strategic retreat for a five-minute break at 10:55 am. The meeting  
 12 was reconvened at 11:00 am.

13  
 14 **Council Member Hunter** presented his power point presentation on his vision of Brian  
 15 Head in the future (see attached). Listed below are some highlights of the presentation:

- 16 1) Would like to see unfinished development completed to bring back an overall  
 17 completed appearance to the town and improve the first impression of Brian Head.  
 18 2) Would like the town to discuss how to resolve the parking issue in which the town  
 19 shuttle could be an answer to some of the parking issues.  
 20 3) Would like to see the abandoned empty buildings that are located along the highway  
 21 and in view of the public to be addressed. This would improve the first impression  
 22 of the town.  
 23 4) With the increased number of visitors, garbage dumpsters are starting to overflow  
 24 and will continue to increase as the town grows.  
 25 5) Would like the town address some type of employee housing and retention for the  
 26 businesses. Council Member Hunter presented some examples of what Aspen, CO  
 27 has for employee housing which are tiny homes that are built. The younger  
 28 generations are not moving to Brian Head and staying around due to housing issues  
 29 and the cost of living in Brian Head.  
 30 6) Would like to see more activities such as an alpine slide, zipline, and more activities  
 31 for the guests.  
 32 7) Would like to start to bridge the gap and repair relationship between the visitors,  
 33 residents. Council Member Hunter commented he has noted that there are issues  
 34 such as business owner against other business owners and would like to bridge the  
 35 gap on these issues also.  
 36 8) Would like to align the vision with growth and bring people together since there is a  
 37 loss of family feel. Council Member Hunter commented he is open to ideas on  
 38 mending relationships. An action plan to find the core values and rebuild trust.  
 39 Mayor Calloway commented there has been good progress made on mending the  
 40 animosity between the businesses, but there still remains some friction that may  
 41 never go away completely.

42  
 43 **Mayor Calloway** presented a power point presentation (see attached). The following  
 44 are highlights from the presentation:

- 45 1) Would like to see a sense of place such as the Village Core type of idea in which the  
 46 atmosphere invites the visitor to stay with a warm feeling to wonder around, shop  
 47 and watch people.  
 48 2) Believe that mountain biking will start to take off again in Brian Head.  
 49 3) Would like to provide access to recreational opportunities such as a hike to  
 50 Ashdown Gorge which is not widely known. Cedar Breaks National Monument is an  
 51 asset for Brian Head.  
 52 4) Recognize there are other outdoor recreational activities that Brian Head is known  
 53 for such as snowmobiling, OHV's, x-country skiing, and downhill skiing.  
 54 5) Would like to see gentle trails that disappear into nature.  
 55 6) Would like to create an icon that the public would want to post a selfie at that is  
 56 unique to Brian Head.  
 57 7) Would like to see the town clean, neat and kept up for the visitor's first impression.

- 1) Consider screening the dumpster locations.
- 2) Consider a way to keep the town roads clean by way of a sweeper.
- 3) Presented a map of Brian Head in the future which included an event center, recreation center, several eating establishments (see attached).
- 4) Establish the Manzanita Trail which would also be a good opportunity to establish some camp sites along with a short hiking loop
- 5) Improve the turnout at the north end "Welcome to Brian Head" sign for more photo opportunities for the public.
- 6) Consider designating the town's gravel pit area for a future employee housing development.
- 7) Clean and groom the sides of roads along with the ditches to give the town a clean finished look. The town could work with landowners to get the area cleaned up.
- 8) Re-route the town's snowmobile trail which is currently going down Spruce Street. This would be a demand in the future due to the continued development of the town.
- 9) Would like to change the existing Cedar Breaks Lodge maintenance yard area into a gas station and convenience store.
- 10) Develop an event center near the hotels.
- 11) Ice skating on the pond that is located near Cedar Breaks Lodge.
- 12) Expand the parking at Navajo Lodge.

### C. BREAK FOR LUNCH

The Council recessed for lunch from 11:40 am to 1:00 pm.

#### a. Discussion of Common Elements in Future Visions

- 1) Additional Parking
- 2) Keeping Brian Head a rustic and rural community
- 3) More recreational opportunities
  - a) ATV trail leading south from Brian Head to outside ATV trails.
  - b) Snowmobile trails needing additional work on the trails and signage.
  - c) Hiking trails: some paved while keeping some others as a rustic trail.
  - d) Maintain and improve biking trails.
  - e) Identify Ashdown Gorge as a possible hiking destination. Bret explained the town will continue to struggle with identifying as a base camp for the National Parks, but as a stand-alone destination, Brian Head may qualify.
  - f) Bret commented the town should consider having easy to moderate trails and how to make the more difficult activities such as some of the biking trails more accessible to families. Mayor Calloway suggested having guides available that would guide people to certain destinations such as Ashdown Gorge and whether the town should be promoting guide services.
  - g) Indoor space for activities such as indoor climbing and a multipurpose space for different activities and/or classes.
- 4) Commercial development
- 5) Beautification
- 6) Night Sky Ordinance
- 7) Balance between residents and visitors
- 8) Events
- 9) 10k at 10K
- 10) Improve / maintain current infrastructure.
- 11) Keeping Brian Head unique.
- 12) Employee housing – affordable housing
- 13) Core values: First and foremost, Brian Head is a resort community.
- 14) Identifying the next generation's values.
- 15) Fire mitigation

#### b. Review Community Vision & Town Goals in light of presentations

1 Bret requested the Council review the current town vision such as culture and the  
 2 action words that are attached to culture and whether the list is consistent with the town  
 3 goals:

- 4 1) Friendly neighbors that are inviting to guests.
- 5 2) A culture that is attractive to families. An expansion of services that would need to  
 6 be completed before it becomes attractive to families to stay.
- 7 3) Greater sense of community: The town has been struggling with this in the  
 8 strategic plan and in the residential community.
- 9 4) Mayor Calloway commented in his discussion with Council Member Mulder, she  
 10 indicated the town could go more out of their way to make the residents feel  
 11 included and informed. Council Member Freeberg agreed.

12  
 13 Bret explained if the focus is on trying to make Brian Head a community that is  
 14 attractive to families that will reside in Brian Head, the town needs to consider projects  
 15 such as a public fiberoptic system or something similar which could be completed with  
 16 time and funding along with other economic development projects. Staff will need to  
 17 know what degree of emphasis the Council wants to put on certain projects. Mayor  
 18 Calloway commented that a building block would be to expand the internet service for  
 19 the town. Bret commented the resort may have done a survey of its guests and to find  
 20 out any results on the visitor experience regarding the internet services. There could  
 21 also be a partnership with a commercial business for expansion of internet services.  
 22

23 Bret explained the Council will need to spend more time on the core values and  
 24 consider whether the Council would like to hold a separate meeting or discuss it  
 25 tomorrow afternoon to brainstorm on the core value concepts. Staff can reduce the  
 26 amount of time scheduled for the training session if the Council wishes to discuss it  
 27 tomorrow.  
 28

29 The Council reviewed the town's vision on the following:

- 30 • Culture: No changes
- 31 • Environment: No changes.
- 32 • Economy:
  - 33 1) Council Member Freeberg commented he would like to see something different  
 34 in the description of the current economy which is negative and could be  
 35 changed from a negative to a positive. Example: Challenged / lacking /  
 36 struggling / slow identifier.
  - 37 2) Mayor Calloway commented the town is lacking services in which the off season  
 38 is challenging and suggested additional services be identified.
  - 39 3) Remove "No formal plan to attract responsible growth".
  - 40 4) Council Member Hunter suggested the word "seasonality" be removed from the  
 41 current description.
  - 42 5) Bret reported he will re-draft some of the language for economy on the first  
 43 descriptor and bring back to Council for approval when the Council reviews the  
 44 FY2020 Strategic Plan for adoption.  
 45

#### 46 **Town Goals:**

##### 47 **Economy Goals:**

- 48 1) #1 Goal: Attract Visitors: Change to "Enhance the visitor experience".
- 49 2) Bret inquired if the goals should be adjusted to focus more on summer? Council  
 50 Member Freeberg agreed.
- 51 3) Bret inquired if the Council wants to move resources away from the marketing  
 52 strategy and more towards infrastructure? Council Member Hunter commented  
 53 there is a need to attractive visitors and enhance their experience in order to have  
 54 consistent year-round visitors.
- 55 4) Bret explained there are two different goals that are proposed: a) Attract more  
 56 visitors particularly in the summer and fall, and: b) Enhance the visitor experience.  
 57 Bret reported he will identify these two items in the draft Strategic Plan.

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- 5) #2 Goal: Increase support of local events: Change to: “Support local events”. Bret explained this support would be in the form of enhanced police, fireworks, garbage, town services, etc. Bret explained he wouldn’t add anything additional unless it was reasonable to do so.
  - 6) #3 Goal: Establish a business and development climate that is attractive to resort-complementary commercial establishments”. Bret explained the town has extended the Redevelopment Agency boundaries; identified potential incentives, updated the Land Management Code and simplified the planning process and suspended commercial impact fees. Bret suggested changing the word “Establish” to “Support” and it could be more a core value than a goal. Bret explained a strategy could be identified for looking for alternative methods for business attractions and will identify language for the plan.
  - 7) Bret inquired if the Council is interested in identifying a goal for workforce housing. Mayor Calloway suggested the town look at zoning and make it an implementation plan and when the town starts to see the needs for workforce housing, something will be in place. Bret explained the town is currently working with Five County Association of Government on a workforce housing plan and after the plan is completed, the Council may want to decide whether to keep the housing goal under the culture goal or move it under the economy goal

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#### **Culture Goals:**

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- 1) #1 Goal: Foster a strong sense of community and well-informed public discourse. No change.
  - 2) #2: “Engage the community with activities that build unity”. Change to add: “Engage the community with information and activities that build unity”.
    - a) Events such as the town clean-up, Thanksgiving dinner seem to work better when organized by the community and not the staff.
    - b) Mayor Calloway commented the town needs to engage the residents by informing them since not all residents use Facebook. Mayor Calloway suggested the staff put flyers in the PO boxes weekly or when something is happening.
    - c) Council Member Hunter commented there is a lack of communication, but the residents need to take some accountability to find out what is happening in town.
    - d) It was suggested that an information flyer be posted on Facebook, emailed to all residents, and posted on the boards at the Post Office and Mall areas.
    - e) Bret suggested the newsletter could be distributed on a monthly basis instead of a quarterly basis and reduce the number of pages in the newsletter.
    - f) Mayor Calloway suggested staff review the Iron County Tourism website that has a listing of all events happening and they send it via email.
    - g) All public events, Town Council, Planning Commission meetings, Resort events, Cedar Breaks National Monument events should be identified on the flyer for an email distribution.
  - 3) #3: “Increase livability of town by making area more pedestrian and bike friendly”. No change.

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#### **Environment Goals**

48 No changes were made to the Environment Goals.

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50 The Council recessed the strategic retreat for a fifteen-minute break from 3:00 to 3:15  
51 pm.  
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## **2. Questions on Strategic Progress Report**

54 Mayor Calloway requested the Council review the existing action steps and contact Bret or  
55 the department heads if they have any questions or concerns.  
56  
57

## D. FOCUSED DISCUSSION OF FY2020 STRATEGIC PLAN

### 1. Gravel Road Prioritization / Schedule

Aldo Biasi, Public Works Director, explained staff is using the asphalt maintenance program towards the gravel roads program and each year identifying approximately \$15,000 to \$20,000 for gravel road improvements which include center lining the road, addressing drainage, tree clearing and identifying the status of each road. Aldo presented a draft schedule of the town's gravel roads to the Council (see attached).

The following was discussed:

- a. The town is running out of a good milled asphalt resource and costs have increased from \$8 p/ton to \$18 p/ton. The first year would require 485 tons of milled asphalt which is 17 dump truck loads at four loads a day and hauling for 14 days. The cost is approximately \$26,000 at the \$18 p/ton rate for millings.
- b. Gurr Well Road, Adam Circle, Falcon Court are the roads identified for the first year at an estimated cost of \$26,000.
- c. There may be roads that have private property identified on the plat and are used as public roads. A decision will need to be made on whether to continue to maintain the existing road or move the road to the centerline per the recorded plat.
- d. Bret explained staff identified priorities of each of the roads in which the highest priority roads are those where most of the utilities are installed, and then goes down in priority where the last priority are those roads that don't have developments on them. Council agreed with the proposed prioritization concept that was presented.
- e. One road, upper Hunter Ridge Road which is paved more than half way up the road and the upper half of the road is a dirt road. Bret explained there is not enough funding in the master street plan to pave some of these roads and inquired if the Council was okay with these roads receiving the gravel road treatment.
- f. Mayor Calloway commented he would like to see a continuation of asphalt on Hunter Ridge Road and Rue Jolley since these two roads have sections that have dirt roads between the pavement.
- g. Aldo explained the budget is over in the first year due to the cost of the asphalt millings. Staff can scale back on the asphalt millings if needed.
- h. Staff will continue with the grader maintenance on the roads to get them to the town's standards and maintain them.
- i. Aldo explained staff may hold off on the millings from Cedar City if the quality is not up to the town's standards. The materials need to be screened and hauled from Parowan and staff is researching some locations to store the millings in Parowan. Mayor Calloway suggested the staff look into a master plan of the town pit area to determine what the town will be doing with it. It could be an employee housing area in which the town could remove the materials out of the pit for the future project.

Bret reported staff will continue with the proposed schedule for the town's dirt/gravel roads and will work towards staying within the budget. This item will be discussed further during the budget process

### 2. Storm Drain Fund

Aldo Biasi, Public Works Director, explained this item is to discuss whether the Council is interested in assessing a monthly fee for storm drainage. Aldo explained the town received a grant to draft the Storm Drainage Master Plan which created a list of projects, but the plan did not identify any funding source for the projects. Staff received some options from the attorney along with a list from the Utah League of Cities and Town in

1 which other cities are charging a fee for their storm drainage. Cedar City, Logan,  
2 Washington City, Hurricane, and Park City are those who assess a storm drainage fee.  
3 Some are charged on the square footage of the hard surface while others charge a flat  
4 fee for both businesses and residents.  
5

6 Aldo reported on the average of what cities charged along with the square footage and  
7 presented examples for the Council:

- 8 a. Blanket rate: Everyone is charged and if the town decided to bond for the  
9 projects, the rates would be \$1.85 and an operation and maintenance fee of  
10 \$3.34 per month.
- 11 b. The total budget for this would be between \$64,000 to \$92,000 which would  
12 also identify three operators with overtime, plugged culverts, project costs, fuel  
13 and the town needs a new jetter truck since the current jetter truck is not up to  
14 operational standards due to its age.
- 15 c. The cost could be split between sewer and solid waste funds.
- 16 d. A flat fee of \$4 would be enough to make the budget work or some of the  
17 projects could be adjusted and pushed out to a future date if the fee were  
18 lowered.
- 19 e. Currently Twin D company is selling one of their jetter truck from \$50,000 to  
20 \$70,000 if the town is interested in purchasing a used jetter truck.
- 21 f. Bret commented from a policy perspective where does the storm drainage fit  
22 into and does the Council want to implement a fund for the storm drainage?
- 23 g. Mayor Calloway inquired as to the life span of the enterprise fund and what  
24 does staff anticipate for the long range? Aldo responded the cities he spoke  
25 with haven't adjusted their fees and most are paying for a bond that sets their  
26 rates.
- 27 h. Engineer estimates are \$96,000 for the first project and the estimated costs for  
28 all of the projects are around \$260,000.
- 29 i. Aldo reported the equipment on the jetter truck works, but the chassis, engine  
30 and cab need to be replaced in order to meet DOT requirements for inspection.  
31 Mayor Calloway inquired as to a cost comparison between a new truck and a  
32 used truck and installing the existing equipment on the used truck. Staff will  
33 need to research costs. Mayor Calloway commented he would like to also keep  
34 the jetter truck on the mountain instead of being housed in Parowan.
- 35 j. Bret reported if the town decides to bond for the project, the town could keep the  
36 monthly payments of \$3 for 15 years.
- 37 k. The town would collect the monthly fees two years prior to the first project  
38 beginning in order to save up for the project.
- 39 l. Bret explained this item is being discussed because the town completed a  
40 master plan for the storm drainage and was identified as an action step in the  
41 strategic plan. Mayor Calloway stated he would like to wait on the storm  
42 drainage fee implementation at this time and focus on other higher priorities.
- 43 m. Council Member Freeberg suggested if the town decides to implement the fee,  
44 the town should assess an annual fee rather than a monthly fee. Council  
45 Member Marshall stated she would also like to wait on this project since there  
46 would be a lot of push back from the property owners on another fee assessed.
- 47 n. Mayor Calloway commented that as time goes on and more development  
48 happens, it will be more difficult to implement.

49  
50 **Consensus of the Council:** Wait on this project until next year, in the meantime  
51 the staff will give the homeowners and businesses a notification that the town is in  
52 the process of reviewing a storm drainage fee, but that the fee will not be a large  
53 increase.  
54

### 55 3. Event Space 56



1 Mayor Calloway inquired if the Council is interested on putting the funding for an event  
 2 center on the election ballot to re-up the bond for the interconnect to the voters. Bret  
 3 explained it would be a General Obligation (GO) bond in which it would be a voter action  
 4 since the property taxes would be used to pay for the bond if the town could not pay for  
 5 the project otherwise. Property taxes would be levied for the bond.  
 6

7 Bret explained the Interconnect Bridge bond will be retired in September 2020 and the  
 8 town has the option to go to the voters to re-approve the GO bonds for the same amount  
 9 for an economic development of an event center.  
 10

11 Council Member Freeberg suggested the Council wait until a feasibility study is  
 12 completed to determine the results before a special bond election is called.  
 13

14 **Consensus of the Council:** Wait for the feasibility study to be completed. The Council  
 15 is in favor of the concept and once the study is completed may consider putting it on the  
 16 election ballot.  
 17

## 18 E. MEETING RECESSED

19 **Motion:** Council Member Marshall moved to recess the strategic planning retreat for  
 20 January 29, 2019 and will reconvened tomorrow, January 30, 2019 at 9:00  
 21 am. Council Member Hunter seconded the motion:  
 22

23 **Action:** **Motion carried 4-0-0 (summary: Vote: Yes:** Council Member Marshall,  
 24 Council Member Freeberg, Council Member Hunter, Mayor Calloway.  
 25 **Absent:** Council Member Mulder).  
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 27  
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## 29 WEDNESDAY, JANURY 30, 2019

30 Mayor Calloway reconvened the strategic retreat at 9:00 am on January 30, 2019.  
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### 33 4. Strategy Prioritization

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 35 Bret Howser, Town Manager, explained this item is to identify priorities for the action  
 36 steps. Bret asked the Council to recognize the difference between adding manpower or  
 37 scaling back on the workload in which there may be some action items that are not  
 38 completed when the workload is higher than what the organization is able to handle.  
 39

40 Bret Presented an action priority matrix in which 2 by 2 matrix, Kano model, was  
 41 demonstrated to the Council. (see attached model). Bret inquired how the Council  
 42 would like to prioritize.  
 43

44 Mayor Calloway commented he believes the basic services the town provides are the  
 45 highest priority for the town such as garbage collection, water, sewer, etc.  
 46

47 **Consensus of the Council:** Staff will identify the prioritization and will request Council  
 48 input if needed, but with the understanding that basic services are a high priority for the  
 49 Council.  
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## 53 A. OPEN DISCUSSION OF FY2020 STRATEGIC PLAN

### 54 1. Staff strategy/action step proposals

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 56

1 Bret inquired as to how the Council would like to address this agenda item for the action  
2 steps for the FY20 Strategic Plan. Bret explained staff compiled a list from Council  
3 discussions that came up during the year:

- 4 1) Manzanita Trail: Staff is now working on the funding portion for this trail  
5 improvement. The town will be applying for a grant from the Outdoor Recreation for  
6 hiring the ACE (American Conservation Effort) group to build the trail by hand. The  
7 ACE group consists of SUU students who will donate some of their time as part of  
8 ACE requirements and will be pricing it out and will also complete out the grant  
9 application for \$30,000 to \$50,000. As part of the grant requirements, the town will  
10 need to have an in-kind match for it.
- 11 2) Speed and dust control signage. Bret explained the signs are expensive and were  
12 not budgeted for. This will be an action step for the strategic plan and will be  
13 identified in the FY20 budget.
- 14 3) Playground equipment funding/construction: The town will apply for grant funding  
15 from the Community Development Block Grant (CDBG) for this project.
- 16 4) Grader replacement. Staff is currently working on this item and should have it  
17 completed by the next fiscal year at an estimated cost of \$303,000. Bret explained  
18 staff researched different loan options and Community Impact Board (CIB) would  
19 offer a loan of 2%, but there would have been \$10,000 in bond costs. Zion Bank will  
20 offer a loan with 3.5% with no closing costs. Staff is considering Zions Bank  
21 Finance for the purchase of the grader. The wing for the grader will be delivered by  
22 the end of February 2019 at a cost of \$20,000.
- 23 5) Water Project, a dedicated waterline from the Million Gallon tank to the Salt Pile  
24 tank. This is a distribution water line for the Cedar Breaks Mountain Estates fire  
25 project and is being funded by CIB. This project will consume a lot of manhours.
- 26 6) Sewer Project: Repairs will be kept in-house. The town was saving around  
27 \$150,000 for the project but believe the project can be completed for less. Aldo  
28 reported one manhole will need to be replaced and the crew will be repairing the  
29 leaks and infiltration going into the system.
- 30 7) Streets: Vasels Road and Trails at Navajo will receive an overlay with chip seal  
31 along with some patchwork on the road.
- 32 8) Mountain Bike Trail Project: Staff is working with Dixie National Forest on this  
33 project.
- 34 9) New Action Item: GIS work. This year staff will create a new strategy around the  
35 GIS work. The software license has been purchased and will have the system  
36 online for data collection. It is an asset management tool that will map the hydrants,  
37 water, sewer lines, maintenance schedule, leak locations identified and line sizes.  
38 There will be more associated costs with this item such as training costs,
- 39 10) New Action Item: Converting to 800 megahertz radios for the public safety  
40 department. Chief Benson explained he is reviewing options right now, but that  
41 there is an issue that agencies in the state are changing over to the 800-megahertz  
42 radios which is federally mandated. Cities are trying to find a solution since it was  
43 an unfunded mandate. The cost would be approximately \$50,000 for only the police  
44 vehicles and not including the fire engines. Staff is working on other options for a  
45 lower cost, but eventually the state will no longer maintain the old system when  
46 supplies run out. Cedar City is on the new system along with Gold Cross  
47 Ambulance.

48  
49  
50 **Mayor Calloway's list:** Mayor Calloway explained his list would be comments he  
51 received or associated to action steps:

- 52 1) Transition from Hunter Ridge to pavement. He would like something done with the  
53 potholes by possibly doing a better job at prepping the site and before mag chloride  
54 is laid down.
- 55 2) Post two-hour parking on Vasels Road in front of the pond.
- 56 3) Work towards working with Utah Department of Transportation (UDOT) on an  
57 acceleration lane on UDOT's list.

- 1 4) Continue to work towards a main street designation for Highway 143 through town  
2 and identify the crosswalks.
- 3 5) Cleanup after chip seal projects. The gutters become full of chip seal.
- 4 6) Keep the streets cleaner. Would like to eventually have a street sweeper for the  
5 town.
- 6 7) Dust control on major weekends, the main and back roads along with the OHV trail.
- 7 8) Better parking control on the west side of the pond.
- 8 9) Trails: South end ATV trail that crosses the highway by the town's maintenance  
9 shop. He would like to see a ramp built up for easier access in crossing the  
10 highway. The snowmobile trail will be moved further south due to a driveway issue.
- 11 10) Manzanita Trail.
- 12 11) Cedar Breaks National Monument Trail from Brian Head to Rattlesnake Trail.  
13 Would like to identify a line on a map to start the process. This could be from  
14 Georg's Ski Shop towards the Marathon Trail and on towards the highway and from  
15 there to follow the contour of the land to the Rattlesnake Trail. Bret reported Nick  
16 Glidden, Forest Service, was trying to find a route, but due to the difficulty of the  
17 terrain he was unable to. Mayor Calloway commented he will identify a line on it for  
18 GPS tracking by staying on the west side of the highway.
- 19 12) Progress on the Dark Hallow Trail: Investigation on getting it off the road and to tie  
20 into Parowan. Will need to coordinate with the Forest Service. Would like staff to  
21 keep this on the radar.
- 22 13) Continue with phase 2 of the paved walking trail.
- 23 14) Planning of phase 3 for the paved walking trail: Where it crosses Fir and Spruce  
24 Street, he would like to have culverts installed for drainage issues.
- 25 15) Better signage identified for OHV crossings and trails. Spruce Street is currently  
26 missing signage.
- 27 16) Dumpster enclosures for the Mall, Apple Annie's, Forest Drive and Steam Engine  
28 Meadows.
- 29 17) Better trash management on weekends. Garbage is overflowing in September and  
30 December. He spoke with the County landfill manager about getting a key to the  
31 landfill but was unable to. Some options are: 1) purchase a third garbage truck. 2)  
32 identified a transfer station for a roll-off 3) leave staff to find a solution.
- 33 18) Pond area maintenance: Erosion debris has been flowing over to the picnic sites,  
34 the garbage cans are full, and the fire pits have logs left in them. Mayor Calloway  
35 commented the park area is in poor shape and would like to focus more time for  
36 maintenance on it.
- 37 19) Excess pipe on Bristlecone project is left over and how to utilize it.
- 38 20) Bearflat Well improvement: Would like to see an increase in capacity for  
39 snowmaking.
- 40 21) Street lighting: Would like staff to work with Rocky Mountain Power for a more  
41 uniform and efficient lighting that would fit into the night sky friendly concept. Would  
42 like the lights upgraded to LED's on all of the lights.
- 43 22) Received a text message from a resident who is a voter in town to call out on  
44 employees to do their job. To get in motion to clear the roads since the residents  
45 have a feeling of abandonment.
- 46 23) Part-time position for the park and recreation in order to maintain the pond/park area  
47 along with the trails. It would be a seasonal position that would be dedicated to the  
48 parks and trails instead of assisting public works on their projects.
- 49 24) Continue cleaning in 2020. Clean up the maintenance shop area, etc.
- 50 25) Continue to build the GIS.
- 51 26) Public Safety: Would like to see a fire extinguisher training for the public. One idea  
52 would be to hold it during the pancake breakfast on the 4<sup>th</sup> of July and to go to the  
53 local businesses and train them. Chief Benson explained he has done this training  
54 before for the public.
- 55 27) Ability to count the cars in the winter season. Mayor Calloway distributed a flyer  
56 (see attached) on possible solution that is a station mounted sign that counts cars.  
57 The town's speed trailer did not work in the winter season due to the snow.

- 1 28) Full-time position for the fire department as an Engine Boss, Fire Chief and Code  
 2 Enforcement Officer. Mayor Calloway explained if this position identified an Engine  
 3 Boss, then revenue could be generated from wildland fires to help partially pay for  
 4 the position. Council Member Marshall inquired if another position was needed it  
 5 would be better for the public works department instead. Bret explained that the  
 6 town's personnel needs are identified as follows: Public Works are not getting the  
 7 routine maintenance completed and trying to finish the project instead;  
 8 Administration has land use planning which includes code enforcement and would  
 9 need someone who is dedicated to land use code enforcement. Bret explained it  
 10 would be 2.5 people and the revenues do not justify these positions yet.
- 11 29) Fireworks should be only allowed at the pond area and would like staff to do  
 12 something on getting the information out to the public. Would like the department to  
 13 sub out the fireworks display due to the amount of people who are in town and the  
 14 demand on the department during this time.
- 15 30) Hazard trees in the entry corridor: Would like to work with the Community Fire  
 16 Committee and contact property owners to clean their properties up for fire  
 17 mitigation purposes. Would like to do something to drag the firewood out for the  
 18 public to take as free firewood.
- 19 31) Wildland fire training station: This is an idea to be discussed among staff.
- 20 32) Start getting some of the empty space finished in the public safety building. Would  
 21 like to finish another office.
- 22 33) Fire Projects: Fire mitigation on the entrance to town and continue through town.
- 23 34) Administration: Anything to encourage and improve the Wi-Fi and connectability of  
 24 the town. To work with South Central Communication to determine Wi-Fi access to  
 25 subdivisions such as Steam Engine Meadows to expand the system. Bret reported  
 26 the town recently switched from the outdated T1 line to South Central  
 27 Communication and combined the services with the public safety building and town  
 28 hall. Chief Benson he is currently working with the IT person to determine what the  
 29 issue is with the slow internet speed at the public safety building.
- 30 35) The Guest Service Representatives presented a training to the businesses on "what  
 31 to do in Brian Head". The presentation was a success and provided good  
 32 information to the local businesses. Would like to see this as a regular training.
- 33 36) Would like to see something done with providing more heat in Council Chambers.
- 34 37) Would like to be more proactive in engaging with the local businesses in which staff  
 35 should be reaching out occasionally to the businesses.
- 36 38) Received a text from a resident who commented the town employees should be  
 37 prohibited from participating in town sponsored contests. Mayor Calloway  
 38 commented it could breed distrust among the residents.
- 39 39) Develop a long-range plan for silt management for Bristlecone Pond.
- 40 40) Would like to identify funding for the Tree Commission to purchase trees for the  
 41 town.
- 42 41) Would like to see a better logo identified on the town shuttles. Mayor Calloway  
 43 commented the logo on the side of the shuttle is good, but there is no logo or  
 44 identification on the front of the shuttle as it approaches its stops and the public is  
 45 unaware that it is the town's free shuttle.
- 46 42) Park equipment for the park activities.

## 49 **B. BREAK FOR LUNCH**

50  
 51 The Council recessed the strategic retreat for lunch from noon until 1:00 pm.

52  
 53 **Council Member Hunter** presented his list for proposed action steps:

- 54  
 55 1) Would like to see a slogan similar to the town's green in 2019 for 2020. Mayor  
 56 Calloway suggested "polished in 2020".

- 1                   2) Would like to a seasonal full-time park and recreation position. Council Member  
2 Hunter suggested staff utilize Southern Utah University (SUU) for possible  
3 internships. Bret reported the town hired a seasonal employee last year to help with  
4 the public works crew on running errands along with maintaining the park area.  
5 Shaun Kelly, Planning Commissioner, commented that SUU is an affiliate of dark  
6 skies and could assist in establishing some of the work for the dark sky ordinance.  
7 Bret responded staff will research SUU's internship program to determine if there is  
8 an option SUU would assist with pay for an intern.  
9                   3) Would like to see additional enforcement on requiring 4x4 or chains on vehicles  
10 during heavy snow days. Chief Benson responded the flashing light sign located at  
11 the chain up area in Parowan Canyon is a coordinated effort between UDOT and  
12 their department. There has been discussion on having the sign automated to turn  
13 on remotely instead of having to drive to the sign to turn it on.  
14                   4) Fireworks storage: If the town should be considering a storage container for  
15 firework storage. Chief Benson explained they currently store the fireworks in the  
16 snowmobile trailer which is legal. A sea container would also work as a storage  
17 facility for the fireworks but would need to meet the Land Management Code  
18 requirements.  
19                   5) Would like to see the town establish a disc golf course. Council Member Hunter  
20 explained the resort currently runs a disc golf course during the summer, but the  
21 course is difficult. Bret explained the town could look at the manzanita trail area or  
22 the archery range for a potential location and could merge with a fuel mitigation  
23 project.  
24

25                   **Council Member Marshall's list for potential action steps:**

- 26                   1) Would like to establish a dog park in town.  
27                   2) Would like to create an icon for the town. Something like an archway or similar that  
28 would make a unique impression for Brian Head. Would like to start the process of  
29 thinking about possible icons.  
30                   3) Street lights: Would like to see the street lights wrapped in some type of holiday  
31 decorations to bring a charmed impression of Brian Head.  
32                   4) Would like to see phase 2 of the paved walking trail from Steam Engine Drive to  
33 Village Way and establish some sort of icon.  
34

35 Bret suggested the Council think of any other items for potential actions steps and let him  
36 know for the first draft of the strategic plan.  
37

38 Mayor Calloway requested the Council review the action steps and submit a list of questions  
39 on the action steps. Mayor Calloway also asked the Council to think about the core values  
40 and brainstorm with the mindset on the direction of the town as a unified vision for the town.  
41

42                   **C. COMMUNITY DEVELOPMENT BLOCK GRANT PUBLIC HEARING**  
43

44 The Brian Head Town Council meeting convened in the fiscal year 2020 Strategic Planning  
45 session on January 30, 2019 at the Brian Head Public Safety Building located at 565 South  
46 Vasels Road, Brian Head, UT at 1:07 pm.  
47

48                   **Members Present:** Mayor Clayton Calloway, Council Member Kelly Marshall, Council  
49 Member Larry Freeberg, Council Member Shad Hunter.

50                   **Staff Present:** Bret Howser, Town Manager; Nancy Leigh, Town Clerk, Cecilia  
51 Johnson, Town Treasurer; Chief Dan Benson, Public Safety  
52 Director; Aldo Biasi, Public Works Director.  
53

54                   **Community Development Block Grant Public Hearing:**  
55

56 Mayor Calloway opened the public hearing for the CDBG program at 1:07 pm. Cecilia  
57 Johnson, Town Treasurer stated that the purpose of the public hearing is to provide citizens

1 with pertinent information about the Community Development Block Grant program and to  
 2 allow for the discussion of possible applications for the 2019 funding cycle. It was  
 3 explained that the grant money must be spent on projects benefiting primarily low- and  
 4 moderate-income persons. The Five County Association of Government in which Brian  
 5 Head Town is a member, is expecting to receive approximately \$813,000 that the Five  
 6 County Association of Government could expect to receive in this new program year. All  
 7 eligible activities that can be accomplished under this program are identified in the CDBG  
 8 Application Policies and Procedures Manual and interested persons can review it at any  
 9 time. Cecilia read several of the eligible activities listed include examples such as  
 10 construction of a public works and facilities, e.g., water and sewer lines, fire stations,  
 11 acquisition of real property, provision of public services such as food banks or homeless  
 12 shelters. Cecilia indicated that in the past Brian Head Town has received \$200,000 in grant  
 13 funding for a type 3 fire truck. Brian Head has handed out its capital improvement plan as  
 14 part of the regional "Consolidated Plan". This list shows which projects the town has  
 15 identified as being needed in the community. It was asked that anyone with questions,  
 16 comments or suggestions during the public hearing please identify themselves by name,  
 17 before they speak. The Clerk will include your names in the minutes, and we would like to  
 18 specifically respond to you questions and suggestions during the hearing.

19  
 20 Shaun Kelly, 150 W. Ridge View Street, Brian Head, inquired as to what CIB stands for.  
 21 Cecilia responded CIB stands for Community Impact Board, but this hearing is for CDBG  
 22 which stands for Community Development Block Grant.

23 Bret Howser suggested the Council consider installing playground equipment along with a  
 24 restroom at Bristlecone Park. Cecilia responded this particular project is a high priority on  
 25 the town's capital improvement list.

26  
 27 There were no other comments received. Mayor Calloway closed the public hearing at 1:10  
 28 pm.

#### 31 **D. OUTWARD MINDSET TRAINING**

32  
 33 Bret Howser, Town Manager, presented a power point presentation on outward mindset to  
 34 the Council (see attached). Discussion followed with the presentation.

#### 37 **E. OUTSTANDING ITEMS FROM TUESDAY, JANUARY 29, 2019.**

##### 39 **1. Core Values:**

40  
 41 Bret explained the Council began discussion on core values but informed the Council to  
 42 be careful that core values are not confused with the town's vision statement. The  
 43 vision statement is who we are, and core values are what we want to do. The Council  
 44 should consider what their core values are.

45  
 46 Discussion was held on the following:

- 47 1) Council Member Hunter explained he would like the Council to agree on three things  
 48 that would bridge the gaps and help cultivate the culture of the town. These could  
 49 change as the town changes.
- 50 2) Mayor Calloway suggested three words: fiscal responsibility, quality of life and  
 51 visitor experience.
- 52 3) Mayor Calloway commented the core values would be a representation of the  
 53 current Council and what core values drives the town. These values may change  
 54 with the next election if new Council Members are elected.
- 55 4) Council discussed whether the core values should be the Council's values,  
 56 organization's values or the community's values.

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- 5) Council Member Hunter commented his were along the lines of the community and resident's unity.
- 6) Disney's and Zappo's values were discussed.
- 7) Council Member Marshall commented she believes the core values should be between the Council and staff and how they work together and could trickle down to the community.

Bret reported staff will identify an agenda item in the upcoming months for Council to discuss and give input on core values. Staff will be comparing goals and values and offer suggestions to the Council. The underlying motivations of the patterns of what we are seeing.

The Council thanked Bret and staff for their time and effort in putting together the retreat.

**F. ADJOURNMENT**

**Motion:** Council Member Marshall moved to adjourn the FY2020 Strategic Planning Retreat. Council Member Hunter seconded the motion.

**Action:** **Motion carried 4-0-0 (summary: 4 yes Vote: Yes:** Council Member Marshall, Council Member Freeberg, Council Member Hunter, Mayor Calloway. **Absent:** Council Member Mulder).

The FY2020 Strategic Planning Retreat was adjourned at 4:37pm for January 31, 2019

March 25, 2019  
Date Approved

\_\_\_\_\_  
Nancy Leigh, Town Clerk