

Price City A Utah 21st Century Community

Background

Price City has completed application to the State of Utah for recognition as a Utah 21st Century Community and submitted the completed application to the Southeastern Utah Association of Local Governments (SEUALG) as outlined in the 21st Century Community application instructions. The application identifies Mr. Nick Tatton, Price City Community Director, as the Local 21st Century Community Team Leader. Additional members of the 21st Century Community Team include: Dean Nyffler, Layne Miller, Jim Piacitelli, Kristi Lindsey, Eric Allred and Brenna Penrey.

Through establishment of the 21st Century Community Team and completion of the various local area assessments Price City will identify a 21st Century Vision Statement, (related in the conclusion of this document) and implement projects to address the goals identified and contained in this plan. Price City has committed resources to facilitate staff and elected official participation in selected training programs to further assist Price City to become a Utah 21st Century Community and sustain that standard and designation.

Price City has produced and distributed press releases to the local, regional and state-wide media explaining the City's intent to become a 21st Century Community and some of the goals and projects that will be addressed to achieve that designation. **(See Attachment A)** Additionally, Price City has formally adopted and passed a resolution in an open and regular meeting of the Price City Council agreeing to meet the provisions of the 21st Century application, process and program as well as entered into an intergovernmental agreement with the SEUALG to complete the process and receive reimbursement financially for doing so. **(See Attachment B)**

In preparation of application materials and planning documents to achieve designation for Price City as a Utah 21st Century Community research was completed to address several commonly asked questions of local communities and municipalities. These investigated areas include: population, primary industries, average non-farm wage, average manufacturing wage, unemployment rate, cost of three-bedroom home, industrial park information, business space, two-bedroom apartment rental rate, climate, police information, fire department information, sewer information, electrical power supply information, natural gas information, water information, fire insurance rating, financial institutions, highways, airports, railroads, tax rates (sales and property), churches, health care information, colleges, local secondary education, and, recreational facilities. Notes and details on each area are detailed in **Attachment C**.

Executive Summary

The purpose of this 21st Century Community work statement and plan is to present the issues and analysis describing Price City as determined through preparation and completion of self-produced "assessments" (See **Attachment D**) in the following identified 21st Century Community areas:

- Governance
- Community Planning
- Housing
- Economic Development
- Tourism
- Recreation
- Culture and Heritage
- Transportation
- Telecommunications
- Human Services
- Environmental Quality
- Health Care
- Lifespan Learning

Price City has gathered, analyzed and reported on the findings from the assessment process and further prepared goals relating to each section. In many instances the goals identified describe actions to be taken to further develop processes and projects currently taking place. In other instances the goals represent actions and items that may be identified as areas of thought to begin new projects and direction.

Overall, the goal of this process is to assist Price City as an organization, its elected officials, the professional staff and the citizenry at large to become more progressive and friendly and to achieve status and recognition as a Utah 21st Century Community. Additionally, Price City is desirous to determine one or two immediately addressable and attainable projects that will create a substantial beneficial impact to broad ranges of issues and the community.

Governance Issues:

Price City elected officials have a reasonable understanding of their representation of citizens and citizen involvement in public meetings and public hearings. Activities in this area are all considered to be of high importance to Price City, its elected officials and the staff, however, performance is not achieved at the same levels as perceived importance. Price City elected officials utilize legal council effectively to avoid errors and omissions that inadvertently occur from time-to-time and actively encourage participation in the public process. Public participation in the local governance process is not always achieved to desired levels. The development of resolutions and ordinances is consistent and professional and meets or exceeds legal requirements, largely a function of legal staff and not other Price City officials or staff. Elected officials do participate in training provided by the Utah League of Cities and Towns on these issues as well as general local and regional training on meeting performance and group dynamics. A shortcoming is noted on the lack of formalized conflict of interest declarations on the part of Price City elected officials..

Price City operates effectively and utilizes sound municipal operating procedures. Local elections and replacement of elected officials departing prior to the end of their elected term are completed properly, professionally and legally. While Price City is effectively insured some of the elected officials do not fully understand their immunity, liability and indemnification situations in regard to their official or personal responsibility capacities while serving on boards and committees outside of the Price City organization. Price City completes major purchases and utilizes the bid process effectively and efficiently, however, deficiencies exist throughout the Price City organization in regard to the purchasing of day-to-day operational items and supplies.

Elected officials are very concerned with understanding and completing their responsibilities to community members at large and to the employees working at Price City. Effective and efficient utilization of resources within the Price City organization and the community are primary concerns and recognition and fairness enter into decision-making. Additional training opportunities would further enhance this area for Price City.

Price City elected officials pride themselves on strict fiscal responsibility, the creation of efficiencies in the operation of Price City government and the effective provision of governmental services to the residents of the community. All fiscal items are considered high priority. A potential financial gap does exist in the overall understanding of risk management as more than just the purchase of annual insurance policies by elected officials and staff.

Price City has identified volunteers and involved citizens as a highly valued commodity in the community. Improved knowledge and use of organized local and area volunteer providers will further this goal. Price City has developed community task lists of potential projects for volunteers and volunteer groups to participate in and act upon for the betterment of the Price City community.

Price City elected officials, professional staff, and legal council prepare resolutions and ordinances on a daily and regular basis. Prior passed resolutions and ordinances do become overlooked occasionally and the reaction to specific needs and wants in the community may be slow to develop. Efficient usage of sample ordinances and resolutions from other communities is not completed regularly. Additionally, training on the professional and legal preparation of resolutions and ordinances used by Price City should be conducted along with annual "refresher" training.

Price City officials are committed to communication with citizens in the community. Communications and methods of communication are primary goals that are actively addressed on a daily basis throughout all Price City departments. Additionally, Price City maintains close communication with other key elected and appointed bodies to better serve the Price City citizens. Communication between planning commissions and elected officials is improving on a regular basis.

Recognition that new generations of civic and community leaders will need to carry out currently established missions and visions as well as generate new visions is well understood by Price City. Price City sponsors and utilizes an active Youth City Council. Elected officials are always willing to speak to local youth groups and school groups, however, Price City is generally not the initiator of such speaking engagements. The Price City Police Department (and other departments) works with youth in rehabilitation settings on a regular basis.

Goals and Projects Identified Related to Price City Governance:

- Prepare forms elected officials can “fill-in”, attach any necessary additional information and sign meeting requirements for declaration of conflict of interest.
- Establish a City-wide purchasing system and policy for day-to-day items and supplies.
- Appoint a risk manager and provide training and resources to better protect the interests and assets under Price City ownership or control.
- Develop a “task-force” to review codified ordinance for appropriateness and relevance and make recommendations to the City Council regarding changes and updates.
- Identify speaking opportunities, especially with youth, and “book” elected officials to make presentations about the activities of Price City.

Community Planning Process Issues:

A consideration of training and establishment of the Price City Planning and Zoning Commission and the Price City Board of Adjustments is critical to complete a realistic intrinsic view of planning operations. Legal requirements are followed and not varied from in this arena and training opportunities are made available to the members of both the Planning and Zoning Commission and the Board of Adjustments. A functional gap exists between participation in training opportunities that are provided and provision of training opportunities to increase knowledge and understanding.

Price City does not currently have a general plan of its own design and creation. Price City has traditionally operated and relied upon the Carbon County Master Plan. Recently this arrangement has been determined to be ineffective and does not meet the needs or desires of Price City. During the preparation of a Price City General Plan required elements will all be considered and arrangements will be provided for regular annual updates to the plan with substantial revisions a minimum of every five (5) years. Once in place Price City will utilize the newly developed Price City General Plan to guide decisions and in making policy changes or recommendations. As a component of the preparation of a Price City General Plan, updated land use zoning ordinances and development codes will be considered for relevance and appropriate inclusion in the governance of development taking place within Price City.

Price City has not traditionally challenged itself through addressing potential key issues that may face the community, that trend has changed substantially recently. Price City is taking a progressive, even aggressive, and friendly approach to planning for the future of Price City. This planning orientation includes a functional consideration of the following issues: general planning; housing; critical agricultural lands; growth; transportation; historic preservation; environmental factors; and, water supply. These items are not only addressed as a part of this analysis and assessment, but will be included in the resulting and concurrently prepared Price City General Plan.

Price City actively pursues coordination and planning relationships with neighboring communities and areas. Elected officials and professional staff regularly meet with officials and staff from surrounding entities and organizations. There is not a *local* formally organized method of participation in this regard – it just seems to happen via other common community interests although regional associations and mayors meetings do address this issue. This aspect of coordinated planning efforts becomes increasingly important as neighboring communities address potential annexation issues and the preparation of respective annexation policy plans.

Price City takes great pride in being the local and regional leader in the use of electronic technology and training opportunities and information. Increased knowledge of these training opportunities are, and will continue to be taken advantage of by Price City elected officials and staff. Price City also provides information on such training opportunities to potentially interested citizens, businesses, and other governmental entities.

Goals and Projects Identified Related to Price City Community Planning Processes:

- Promote training attendance and issue competency by members of the Planning and Zoning Commission and members of the Board of Adjustments for positions on the bodies to be maintained.
- Develop and utilize a functional Price City General Plan.
- Develop and sponsor regularly scheduled planning coordination meetings among local entities and organizations.
- Seek out additional on-line training and professional development opportunities and encourage and reward participation and completion.

Housing Issues:

Price City is aware of the need to formalize its own housing plan and address the housing needs of its citizens more directly than previous and current operation under the umbrella of housing plans prepared by other organizations that include Price City. This will become of a greater benefit to Price City and its citizens as growth and potential annexation takes place.

Price City needs to focus effort on understanding and selectively using special tools and techniques which are available to help create and preserve affordable housing. This issue will only become increasingly important as growth in the community is achieved. It may become important for Price City to identify uses for manufactured and modular housing as traditional construction is not readily available in the community. Included in this consideration should be an analysis of the impact of strategies such as potential fee waivers and deed restrictions. A better interaction with housing representatives will improve the process and outcomes in regard to income targeted housing initiatives in Price City. Additionally, Price City must become more aware of methods to establish and support entities which capitalize housing projects – regardless of income level. Price City currently provides income targeted housing assistance through utilization of Redevelopment Agency funds.

Goals and Projects Identified Related to Price City Housing Processes:

- Prepare a Price City Housing Plan for utilization potentially concurrently with the preparation of the Price City General Plan.
- Include provisions for income targeted housing in revisions of the Price City Land Use Development and Planning and Zoning Codes.
- Analyze and evaluate case studies to better understand best practices in the development of income targeted housing options in the community.

Economic Development Issues:

While the Carbon County economic development committee is comprised of appropriate representation from throughout the community it generally does not meet and discuss and develop action items regularly and Price City does not internally have such a committee. Staff and selected members of the committee do take part in regular skills and professional training, but not all of the members of the committee are well versed and educated in the issues and topics relative to economic development activities nor methods to address economic development issues. Active committee involvement with the various planning and zoning commissions including the Price City Planning and Zoning Commission is vital to the success of the committee and economic development in the community. The Carbon County Economic Development Director meets regularly and as projects require with the various commission, but the committee members do not.

Staffing for economic development activities has become an obvious and apparent shortcoming in the area. Carbon County staffs a full-time director and Price City a part-time position in economic development, but support staff is not present. This effectively limits the coverage and ability to become involved in numerous projects that may take place concurrently. In addition to personnel funding shortfalls, projects are not always implemented based on local and regional funding constraints. To the extent possible, funds are made available to address identified economic development goals and projects, however, many lack the functional depth needed to truly be effective.

Involvement of economic development committee members in the active search for grant funding opportunities is critical. Funds are available from time to time and staff cannot spend valuable time and resources on individual project research. Training provided to research grant funding opportunities to committee members should take place and committee members should be asked to commit to time and effort for such activity.

Having a current and updated economic development plan is another vital aspect of economic success. Economic development plans, where existent, are limited in scope and relatively dated in content and substance. The development of such plans must include potential impacts of development in the community as well as potential time-lines and individual project assignments or details.

A greater degree of involvement by local economic development community members with peers to network, in both personal and electronic forms with representatives from agencies and organizations around the state is critical. Included in this involvement must be the progressive nature to invite persons/organizations/agencies to present information to local groups and economic development committee members better informing them of opportunities. Increased effective use of local, regional and state-wide media to further the efforts of local economic development activities and inform the public of activities is necessary to facilitate political and social needs.

To assist specific local businesses become more profitable and successful regular information is presented to them regarding state tax credits and potential contracting opportunities as well as general business assistance. This information is also made available to local lending institutions and accounting firms.

Goals and Projects Identified Related to Price City Economic Development Processes:

- Assist in the preparation of regular and frequent meetings of the economic development committee to better facilitate actions in the community.
- Sponsor and/or recommend training session to members of the economic development committee.
- Promote the research of grant funding opportunities by economic development committee members.
- Recommend funding of additional community staff to support economic development activities and additional funding for projects committed to economic development initiatives locally.
- Develop and maintain a current economic development committee scope of work.
- Train members of the economic development committee to provide press information on activities and involvements regularly.
- Hold information and training workshops and present "zones" to financial and accounting firms locally.

Tourism Issues:

Price City is supportive of travel and tourism committees operating locally and participates with staff support and financial support. These committees consist of the Carbon County Travel Bureau and the Castle County Travel Region. The composition of these respective boards is subject to review and Price City supports improvement through effective participation. Organizational training as well as targeted goal setting sessions have proven to be successful to increase awareness of programs and projects, but not influence and increase direct involvement from community leaders and elected officials. Formalized training has been received from the Rural Conservation and Development staff to date.

Price City, as an active partner in the Carbon County Travel Bureau, assists in the gathering and analysis of local tourism information. The information and subsequent analysis is utilized to guide development of targeted local tourism development strategies. Some information has become dated and in many the instances information provided is received from secondary or tertiary sources and is substantially relied upon for accuracy and completeness.

Developing a vision for the future of tourism and its impact on the local communities is a priority for Price City and professional staff working in this arena. The Carbon County Travel Bureau Board of Directors has participated in goal setting and visioning workshops and developed multiple tasks and assignments to date. This process has furthered a functional understanding of goals, but fallen short in the development of marketing strategies to implement established visitation goals for tourism. Development of specific marketing plans and dedication of resources to such a process is considered necessary to develop tourism as an viable economic function in the community. Concurrently with this process must be an analysis of strengths, weaknesses, opportunities and threats relating to tourism development in the local area and specific to the economic development goals and planning. Additionally, strategies to maximize current tourism capacity need to be addressed parallel to a functional analysis of tourism competitors surrounding and influencing the Price City area.

Price City, through its visioning process relative to tourism, should identify unique and specific characteristics that identify the community and create a "sense of place". Many great stories and qualities abound in Price City and Price City needs to capitalize on these to the benefit of increased tourism in the area. While professional staff have identified visitation aspects that are of perceived importance, verification of these attractions and importance of them to visitors and residents alike is critical. Addressing the visual and aesthetic appearance of Price City entry-ways and throughways has been identified as a priority for staff and officials to allocate time and financial resources.

Quality of life may take on numerous subjective meanings in differing circumstances. That concept being noted, Price City thinks that increasing the quality of life in the area through tourism development will result in higher earning potentials and higher quality career employment for residents of the area in the travel and tourism industry. To this end a successful sharing of customers between businesses and programmatic systems to encourage repeat visitation must be developed, implemented, maintained and expanded. Tourism employment is growing in the area and the economic impact of such employment opportunities warrants directed growth and expansion attention, including year-round activities and attractions.

Identification of projects and prioritized goals that lead to the achievement of increased tourism in the area is also necessary to sustain tourism as an industry in the area. Increased use of the internet and electronic marketing methodologies will aid in this regard.

Goals and Projects Identified Related to Price City Tourism:

- Actively assist travel and tourism committees to prepare and reach goals for projects and funding.
- Conduct a resident survey regarding attitudes on tourism and local tourism attractions.
- Commit time and financial resources to the development of a professionally prepared tourism marketing plan consistent with established vision and goals.
- Develop a catalogue of stories, unique qualities, and cultural aspects that may be of interest to visitors to the area.
- Develop a specific entry-way and through-way beautification plan, to include funding of such improvements and priorities.
- Educate local business on increased business opportunities relative to customer sharing and repeat visitation, including customer service reflective of the entire community.

Recreation Issues:

Recreation opportunities for residents and visitors alike increase the likelihood of a successful community. To meet recreation goals in the community a functional recreation board is needed, Carbon County Recreation has such a Board and facilitates programs and activities to meet local recreation requirements. Regular review of recreation goals, both short- and long-term, provides a method to maintain and expand the high level of recreation activity experienced in the community. Building recreation into general/comprehensive/master plans in Price City and surrounding communities will provide a basis to perpetuate recreation opportunities to all residents and visitors.

A primary goal for recreation in the area is to provide comprehensive recreation programs, services, facilities and resources that allow unobtrusive participation by all members of the population. Expansion of after-school programs to offer "off hours" services to children and meet the needs of at-risk, or potentially at-risk children is a known benefit in the community. Park facilities in Price City are a source of pride and expertly maintained to high levels of safety and operation providing recreational facilities for residents and visitors.

Price City has not historically been overtly active in the pursuit of grant funding (outside sources other than Price City) for sustained recreation activities, services and programs. Primarily, internal funds from Price City have been utilized to meet these community requirements. Informal liaisons exist between Price City and the Carbon County School District and with local businesses (typically only those identified as associated with recreation) in the development of funding sources in increased local recreation. Improving the formality of these relationships and specific goals may be beneficial to the improvement of Price City recreation.

The potential development of Price City into a demonstration project to deliver recreation opportunities to rural communities, again, will formulate the foundation for expansion and further development of recreation in the local area. This includes the improvement of summer recreation programs and services made available.

Goals and Projects Identified Related to Price City Recreation:

- Train Recreation Board members on the delivery of recreation services to residents and visitors and in the research of outside/grant funding resources for local recreational opportunities.
- Develop specific recreation related plans that incorporate media and governmental advocacy into recreation goals.
- Develop a plan to utilize existing community recreation facilities to a more optimum potential including local or regional school district and higher education facilities.
- Encourage local participation on state and federal level recreation boards and funding agencies.

Culture and Heritage Issues:

Price City actively and financially supports the efforts of the Price City Culture Connection, a community based organization to showcase the talents and culture available in Price City and the surrounding communities. Additionally, Price City sponsors and produces the annual Price City International Days Celebration, a festival of music, arts, entertainment and food. Price City is active in the support of the Helper Arts Festival, providing staff, equipment and financial support to further perpetuate local and regional arts of all disciplines.

A local fully functioning arts council does not exist in the area. Limited or non-existent development of programs and infrastructure to support arts in the area is present. The development of funding sources to support arts related activities will assist in this effort. Makeshift calendaring and scheduling of local events, including arts events, needs to be replaced with formalized community event scheduling to limit confusion on the part of area residents interested in participating in local community events or on the part of visitors coming to the area to participate.

Price City has encouraged the Carbon County School District to maintain the state fine arts core curriculum standards in dance, music, theatre and visual arts. This has become increasingly difficult as student populations have decreased and funding for schools has been reduced. Inclusion of such programs in partnership with the Price City sponsored Culture Connection may facilitate an increased interest in arts and arts programs.

Price City has identified many local artistic traditions and the persons/entities/organizations that continue those traditions. These artists are contacted regularly by the Price City Culture Connection to encourage their individual and collective participation in community arts events and presentations. Coordination of Price City community efforts to expand the arts needs to be facilitated with surrounding communities and their individual efforts regularly. Encouragement of local artists to travel to outside communities and areas to present their talents and the invitation of outside artists to Price City is paramount to address an increase in local arts awareness, involvement and funding.

Methods exist in the local systemic processes to provide financial resources to travel and tourism through prepared food taxes and transient room taxes, however, none presently exist to provide a funding resource for the development of recognized arts. Any such funding mechanism to increase local participation and involvement in the arts must contain full support and enabling legislation from local governmental bodies. Such funding may include provision to facilitate traveling exhibits to or from the area and create a funding resource for the possible construction of a local fine arts complex where local displays and presentations are made.

Local library resources are a strong point for Price City. Price City owns the major library in the geographic area and contributes funding annually to maintain operations at the library. Expanded library services may be possible with additional revenue sources. Presently Price City cannot increase budgeted funds for the library and the consideration of available tax resources may be necessary. The Price City library, while serving a population of less than 10,000 residents, employs a full-time librarian with a Masters degree. Library computer hardware and software are available to all library patrons, expansions of technical support may increase qualified service delivery to users.

Price City needs to build upon the identified strengths of its great heritage. Utilization of the Pioneer Communities Program to identify and understand Price City's heritage will benefit and perpetuate our culture. Observing and replicating "best practices" witnessed and identified in other communities

throughout the nation should be incorporated into plans that promote local culture. Utilization of resources available through the Utah State Historical Society and the National Trust for Historic Preservation as well as the Utah Arts Council Folk Art Program can also prove beneficial to build upon Price City culture and heritage.

Open and public lands are held precious to Price City, its residents, businesses, elected officials and way of life. Promotion of efforts to encourage sustainable multiple use of public lands for the benefit of all disciplines and thoughts is vital. Price City recognizes the need for open access for all people to public lands and responsible stewardship by all users.

Goals and Projects Identified Related to Price City Culture and Heritage:

- Develop a functional and operation local arts council to address community limitations relative to the promotion of arts and expand opportunities for the arts.
- Become better educated on grant funding opportunities to support a local arts council and related arts promotion objectives.
- Education of the community and local artists in the Utah Arts Council Arts in Education Program.
- Develop a "regional" approach to encourage arts in all communities surrounding Price City through cooperative and increased communication and goal setting.
- Develop a funding mechanism for the arts similar to that of travel and tourism.
- Construct a fine arts display and presentation facility dedicated to those functions.
- Library Board to complete a formal library needs assessment for the community and investigate the possibility of expanded library funds through collection of a certified tax for library services as provided in Utah Code 9-7-401 and Utah Code 9-7-501.
- Investigate the use of additional technical support in the use of computers in the library through training of existing staff, acquisition of trained staff or partnerships with other local providers.
- Educate all community members in the use of the Pioneer Communities Program.
- Continue to pursue opportunities related to the Certified Local Government Program at the State of Utah.

Transportation Issues:

Price City maintains internal City transportation master plans. These plans have been developed in conjunction with outside planning professionals including the Southeastern Utah Association of Local Governments. Currently Price City relies on traditional vehicular transportation planning, however, additional insight into the potential for “mini-mass transportation” including bus service, rail service, and air service should be investigated.

Price City maintains active relationships with transportation planners in outside agencies/organizations but has not taken full advantage of the opportunities that may exist through utilization of those resources. The inclusion of specific policies relating to transportation and local “districts” should be updated and reviewed regularly. Price City relies upon Carbon County programs that provide specialized transportation to targeted groups including elderly and disabled persons. These programs operate effectively and efficiently.

Price City maintains a functional and current set of ordinances for the development and engineering of roads, streets and bridges. This information is contained in the Price City Land Use and Development Code. Price City utilizes uniform traffic control devices including electronic signaling.

Price City annually addresses transportation needs in the Price City Capital Improvement Plan. Local Price City funds and outside agency funds are utilized to budget for and maintain roads and related infrastructure. The Price City Public Works Department regularly tests and monitors road and street conditions within Price City and the Price City Building Department regularly reviews private development of such infrastructure. Additionally, Price City avails professional staff to outside professionals and consultants to improve and develop necessary and desired transportation infrastructure. Price City also encourages staff and officials to take advantage of all training opportunities in this area and regularly budgets funds to cover such training costs.

Goals and Projects Identified Related to Price City Transportation:

- Regular review and development of transportation planning to facilitate all uses in the future including all modes of transportation.
- Develop transportation policies that relate to impact fees, CDBG, SSD's, RDA's, and main street programming.
- Update and maintain the Price City Land Use Development Code in a current and functionally relevant state.

Telecommunications Issues:

Price City is served by high quality, cost-effective telecommunication services. The reality of high speed data and communications equipment is not fully understood by local elected officials nor is the potential opportunities that exist because of this fact fully understood. Price City does not have a full understanding of the implications and role(s) that the Public Service Commission plays on the regulation of day-to-day telecommunications (or electric power) activity. While community leaders do meet with telecommunications representatives frequently, the two groups do not meet to discuss community growth and impacts relative to telecommunications on a scheduled, regular or formal basis. The community does not have a telecommunications plan, other than internal intranet communications Price City relies upon the expertise of private providers to determine community needs in this area.

Price City derives a direct value from the responsible management of telecommunications infrastructure. Most community leaders and elected officials within Price City have information from professional organizations available to assist them in an understanding of telecommunications infrastructure issues. Price City actively utilizes funding made available from the assessment of franchise fees and permitting to area service providers for utilization by the local infrastructure network. Street openings are expected to be kept to a minimum and to not take place immediately following street re-surfacing or reconstruction. Fees and permits are assessed to individuals and service providers requiring opening of a street surface. While Price City actively maintains streets as part of the annual Capital Improvement process, this issue is not addressed from a general planning view at this time. As the new Price City General Plan is prepared during 2003, utility placements and street repairs/reconstruction can be scheduled to occur concurrently. Price City maintains utility easements and right-of-ways on private property located within the municipal boundary and regularly utilizes the sample ordinances available from professional organizations. At this time Price City is not completely aware of the location of all underground telecommunications lines or traditional utility infrastructure. Price City must take a more active role in the location and management of this infrastructure to avoid unnecessary costs and further facilitate new development.

Price City prides itself on being a technology leader in the provision of municipal business services to the community in electronic formats. Presently Price City is updating internet services to include utility department functions, business licensing and other services. While Price City maintains hardware and software infrastructure, many of the resources have outpaced the training of staff and elected officials. During 2003 the Price City Information Services Department will be instructing staff and elected officials on a variety of computer and internet based topics. Within the next fiscal year Price City departments will have the capability to utilize intranet based applications for functions such as payroll, budgeting, purchasing and scheduling.

Price City is an active community element in the development of citizens, entrepreneurs and businesses in the use of telecommunications and other traditional assistance programs. In the past Price City has hosted technology workshops for the community, however, in recently this practice has waned. Facilitation of programs, such as Smart Utah, further enlighten local residents and businesses on the benefits of technology in their every day lives.

Education of students and the avoidance of "brain drain" from the community is a theme seen throughout Price City as an organization and the community as a whole. While vastly improved, not all students have regular access and training on the use of computers, and, in many cases, the instructors/teachers are not adequately trained on the technology they are teaching to the children in

the area. Most local schools have "home pages" on the internet, however many of these are not maintained regularly and the information is generally outdated. For secondary level and higher education students, electronic educational opportunities such as the Electronic High School and internet based colleges warrant further use in the community.

Price City is active in the integration of the elements of electronic community networks and "smart communities" to all aspects of life in Price City. Training to community leaders and elected officials concerning "best practices" to achieve a smart community, the benefits of achieving such a community, and how to plan for a smart community needs to take place regularly. Assessments of needs in the community detailing the technology status and desired states is roughly available from some service providers, but not from Price City. Additionally, Price City must address and understand that once a smart community is achieved, the ability to sustain that level of technology and understanding must become paramount in concern to community leaders and elected officials. Price City is progressive in the development of community goals and has a proven ability to achieve established goals and objectives. The inclusion of "smart community" goals and objectives in such programs will promote additional and wider acceptance and understanding of technology in the local area.

Goals and Projects Identified Related to Price City Telecommunications:

- Provide educational workshops on telecommunications in the local area to community leaders and elected officials including information relative to anticipated needs in the community.
- Request an informational workshop be provided to community leaders and elected officials by the Public Service Commission.
- Review street opening procedures and fees to ensure appropriate cost recovery and impact considerations are addressed.
- Develop an electronic location and condition reporting/mapping system based on GIS/GPS technology to manage all infrastructure within Price City.
- Host Smart Utah conference in Price City again.
- Technology partnerships developed with the Carbon County School District to further the technological development of students and others in the community.
- Educational program to bring electronic learning to the students and residents of the area.
- Develop a "smart community" plan.
- The Price City Council needs to pass a resolution encouraging the use of technology and the understanding of technology.

Human Services Issues:

Price City is committed to planning that promotes the availability of adequate resources to address real or perceived problems related to prevention of mental illness, abuse and neglect, juvenile delinquency, substance abuse, disabilities and aging. All of the aforementioned issues, unfortunately, are present in Price City. The primary mechanism in the community to plan for such situations is contained and operated through Carbon County and such departments as Carbon County Senior Citizens and Active Re-Entry. Other community based agencies/organizations include, but are not limited to alternative High School, Four-Corners Mental Health and the Carbon County Health Department. To the knowledge of Price City many of the governing and advisory boards do not represent the general community demographically, but are rather made up of agency personnel with limited input from the community at large. Price City values the importance of community comprehensive planning that enhances the quality of life for all residents, fosters self-reliance, strengthens families and prevents harm. It is recognized that the average age of Price City residents is increasing annually and services that provide social well-being to that segment of the population will become increasing important each passing year.

Price City also values the development of community facilities, professional and expert staff, and referral resources for persons with disabilities to receive necessary services. In this regard, persons with disabilities includes individuals who may have been abused or neglected, have mental illness or substance abuse problems, persons who exhibit delinquency and aged persons. Transportation for individuals included in these demographics is existent in Price City, but can be improved upon as can facilities to provide treatment be improved and developed locally. The ability of system users (clients) to navigate the local system (government bureaucracy) can become cumbersome and steps are in place to better facilitate clients through the system. Unemployment and underemployment continue to be trends locally that have great impacts on the social state of many individuals and their families. Within the community facilities to accommodate victims of domestic violence, children that are temporarily removed from their natural homes and disabled and seniors across all economic strata are adequate, this is not to infer that marked improvement is not needed, especially in terms of capacity. Price City is home to numerous great community, educational, church and civic groups that provide vast opportunities to increase volunteerism that assist to address these issues.

Price City promotes the full enfranchisement of all persons in the community regardless of human service condition. This applies to all services, facilities and organizations. The promotion of free and unrestrictive access, including placement/appointment to various boards and councils, by all persons is vital to a community, especially a Utah 21st Century Community such as Price City. An area of improvement is noted in the provision of recreational activities for youth. While Carbon County Recreation does provide may recreation opportunities, programs and activities specifically targeted at youth may warrant expansion.

Price City thinks that human service provision in the community provides a positive effect not only on the persons receiving the intervention or service, but on the community as a whole. Specific improvement in the quality of life of residents, individually and overall, can be better documented to the benefit of all community members.

Goals and Projects Identified Related to Price City Human Services:

- Evaluate the composition of agency advisory boards and make recommendations that may improve the potential positive impact of the organization/agency in the community.
- Evaluate and develop, where necessary, programs that positively impact at risk populations and demographics in Price City.
- Solicit businesses that provide treatment to substance abusers to locate in the area thus avoiding the need for persons to travel many miles from home to receive treatment.
- Provide increased emphasis and funding to economic development activities that generate jobs in Price City and surrounding areas that Price City residents may become employed or better employed.
- Develop a method to track the need for volunteerism and the organizations/agencies/entities that may provide opportunities for volunteerism and bring them together.
- Expand youth and at-risk youth recreational opportunities in the community.

Environmental Quality Issues:

Price City produces and maintains high quality drinking water for all in the community. All persons utilizing water in Price City have access to safe, high quality drinking water. Price City professional staff and elected officials regularly take part in drinking water training provided by professional organization throughout the state and nation. In addition to drinking water, Price City maintains high standards in the following areas: prevention of groundwater pollution, wastewater, underground storage tanks, solid waste, hazardous materials (lead based paint and asbestos are examples), and radon.

Goals and Projects Identified Related to Price City Environmental Quality:

- Facilitate and sponsor additional environmental training locally for all residents, staff, elected officials and any interested neighboring communities.
- Provide training workshops to residents/businesses regarding safety and hazardous materials, potentially conducted by emergency service personnel.

Health-Care Issues:

Price City does not sponsor or facilitate a local health care committee, but anticipates a direct positive community impact from such a committee becoming active. Development and training of a committee should be further initiated by health care providers in partnership with local interested parties and governmental leaders.

A comprehensive health-care needs assessment is the primary function of an established committee. Man-power and financial resources necessary to complete such a survey must be secured from both public and private sources in addition to a review of similar assessments from other similar communities. Utilization of existing resources, such as publications like *Essential Health Care Services: Assessment of Rural and Frontier Utah* should be consulted in the development of health-care needs assessment. Emergency services will become increasingly important to the community as increased numbers of visitors take advantage of the aesthetic wonder and cultural opportunities in the area. Consideration must also be given to areas such as maternal and child services, basic and advanced diagnostic services, traditional medical services (hospital, doctor, dentist, pharmacy), mental health, substance abuse, home health-care services and long-term care.

Included in the analysis of health-care must be the ability to improve the community overall health condition, the health-care system and related variables that impact the general health of the community. Possible programmatic funding sources must also be considered, including the use of optional sales taxes that could maintain a health care special service district. Additionally, a report of resources and best practices from outside the local area will facilitate the improvement of community health. Once established and functional, sustaining a health care plan and related goals and objectives through additional local, state and federal resources as well as completing the elements of the plan in reasonable time frames is critical. Of utmost importance in this regard may be a thorough community "buy in" and support. Involvement in electronic health-care networks and programs may further mitigate cost associated with participation.

Once a developed health-care plan is in place and sustainability is addressed, implementation becomes paramount. Determination of the degree to which goals and objectives have been successfully implemented must be made. Included in this determination must be statements and clarification regarding methodologies used to measure progress and plans for moving to new opportunities and elements of the plan. Finally, plans must include the regularity or frequency of update and revision to any developed community health-care plan.

Goals and Projects Identified Related to Price City Health Care:

- Develop and promote a local health-care committee that transcends all local communities and issues. Provide proper training on issues to members of the committee.
- Conduct and prepare a local health-care needs assessment and present the findings to health care providers and community leaders for action.
- Utilize the ability to potentially create a special service district for health care.
- Educate local community leaders and health-care professionals on the advantages and use of electronic programs to reduce health-care costs to the community.

Lifespan Learning Issues:

Lifelong learning is something that materially affects all persons in a community, rather than a direct affect or an indirect affect, everyone benefits from increased knowledge and learning in a community. Price City is not exempt from this learning phenomenon. Involvement of citizens and education professionals in the development of a lifelong learning strategy for Price City is critical to the success and sustainability of the community for many years into the future. Price City employs many well qualified staff as do numerous other community businesses and organizations or entities. Utilization of these identified persons to deliver knowledge to others should be considered one of the primary steps to reach lifelong learning goals.

Price City encouragement of the Carbon County School District to continually evolve and explore innovative methods to meet the needs of both the community and the students is another vital component to a long-term sustainable community. Involvement with school district planning and encouragement of parental involvement in the education of students leads to increased knowledge bases in the community. High levels of knowledge through formal educational processes and experience is a must for quality teachers and instructors in the community. Continued use of SEP/SEOP processes, too, leads to higher academic performance and in turn leads to increased community performance. Involvement of parents in electronic monitoring of educational issues, situations and opportunities is generally considered a positive influence on the Price City community.

In addition to traditional public education, Price City promotes the use of higher education opportunities and resources to all citizens in the area. Assessments of the needs in this regard have been made and continue to be revisited for ongoing relevance. Improvements in the delivery of higher education to citizens in the area can be made through use of all space and facilities resources in the community. Included in this discussion of higher education opportunities must be the facilitation of non-academic higher education programs and the availability of those programs to citizens, businesses and local governments. Price City (Price Municipal Corporation) encourages its employees to become better educated, formally at institutions of higher education and informally through workshop and seminars, through its budgeting and programming for educational cost payment or reimbursement.

Price City responds to the needs of its citizens and businesses through the facilitation of technical skills upgrading by local institutions/organizations/agencies. Through regular meetings between elected officials and education providers needs and programs can be developed that better meet the needs of residents and businesses.

A reasonable understanding of the local labor market and workforce demographics is another critical function for Price City staff and officials. This understanding includes knowledge of industries, occupations and jobs located in needed in the community as well as usual and customary practices by local employers in the recruitment and employment of local people. Price City is represented on the Carbon County Employers Council and regularly utilizes the Department of Workforce Services to procure information regarding the local labor market and situation. Price City administrative staff regularly inform local businesses of tax relief available relative to the training of employees. Few employers in the area offer child-care facilities as most are not large enough to justify the economic impact of such offerings. While child-care may be limited, other employment related benefits are realized (due to the historical industrial nature of the community) based on flexible schedules and shift work. Major employers do experience downsizing and elimination of employment in the community. These impacts are measured as events occur and those impacts are well know and

widely understood, however, further planning and analysis of "what if" scenarios could prove beneficial. When mass unemployment situations do occur the community to include Price City respond effectively and with relative efficiency. Advancements can be made in the area of youth and their involvement with technology tools and local application of those skills.

Price City provides a professionally staffed and operated library for all community members. The Price City Library not only maintains a vast collection of traditional resources, but also maintains electronic collections and access. The library is part of the state-wide library system and meets all standards for certification. Funding for the library may be enhanced by inclusion of a certified tax for library services.

Price City values information and the provision of information to citizens. To this end Price City assists consumers and businesses to access information to enhance their economic position and quality of life. Price City is an active supporter of the efforts of the business and economic development department of the Southeastern Utah Association of Local Governments including the Small Business Development Center. Referral of residents and businesses to these resources occurs on a regular basis. Further, internet job search and employment training can be provided to the benefit of citizens of Price City. In addition to job search capabilities, training on contact methods for elected officials at State, Federal, local and regional levels through electronic means is needed in Price City.

Goals and Projects Identified Related to Price City Lifespan Learning:

- Identify local persons capable and willing to train and teach others.
- Establish regular workshops and environments conducive to lifelong learning.
- Education provided to parents and student regarding on-line opportunities to access the Electronic High School and the State Office of Education.
- Identify non-traditional venues for the delivery of higher education to the citizens of the area.
- Provide workshops to parents of students to present information on the market demand locally for persons with specific skills including technology skills.
- Model "what if" scenarios regarding the impact of major employer lay-offs or business closures.
- Investigate the use of library tax as provided for in *Utah Code 9-7-401 and Utah Code 9-7-501*.
- Promote the development and expansion of initiatives carried by the Southeastern Utah Association of Local Governments.
- Provide workshops on employment searching on-line, in partnership with the local office of the Utah State Department of Workforce Services.

Conclusions:

In conclusion, the assessment of the above areas and the planning and identification of goals and tasks has provided valuable insight to Price City, its staff, elected officials and the community at large. In addition to the individual goals and tasks identified in each assessment area, a central theme/project has emerged as a priority project for Price City to become recognized as a Utah 21st Century Community. That theme is the development of a current, functional and operational general plan for Price City. While this is presently being addressed by Price City, this analysis has provided substantial evidence of the need and value of such a document for the community. Many of the individual plans and tasks identified can be contained in the operational components of a functional general plan. Based on this conclusion and the above analysis, Price City will develop and materially begin the utilization of a general plan for the community prior to calendar year 2004. This will not only serve the community, but address the goal of declaring and recognizing Price City a Utah 21st Century Community.

This process has further assisted Price City to develop its community vision, mission and core values, those being:

- **Vision** – “To be a progressive, friendly community dedicated to excellence in service to its citizens, employees and visitors.”
- **Mission** – “The mission of Price City is to protect and promote the welfare of all citizens by ensuring exceptional service and leadership through communication, cooperation and creativity.”
- **Core Values** – Price City Values....
 - Employees who uphold the highest professional standards
 - Honesty and integrity in all we do
 - Involved, responsible citizens
 - Our rich cultural heritage and diversity
 - A clean, friendly, pleasing environment
 - Our resource-based lifestyle and the unique opportunities it provides
 - An open-minded, progressive approach to addressing challenges and change
 - Our business and the strong economy they create
 - Leaders who listen and citizens who provide input
 - Citizens committed to creating positive change
 - Citizens who seek solutions to local problems
 - A strong sense of right from wrong