

Planning for Community Resiliency: Looking Beyond Hazard Response

Presenters:

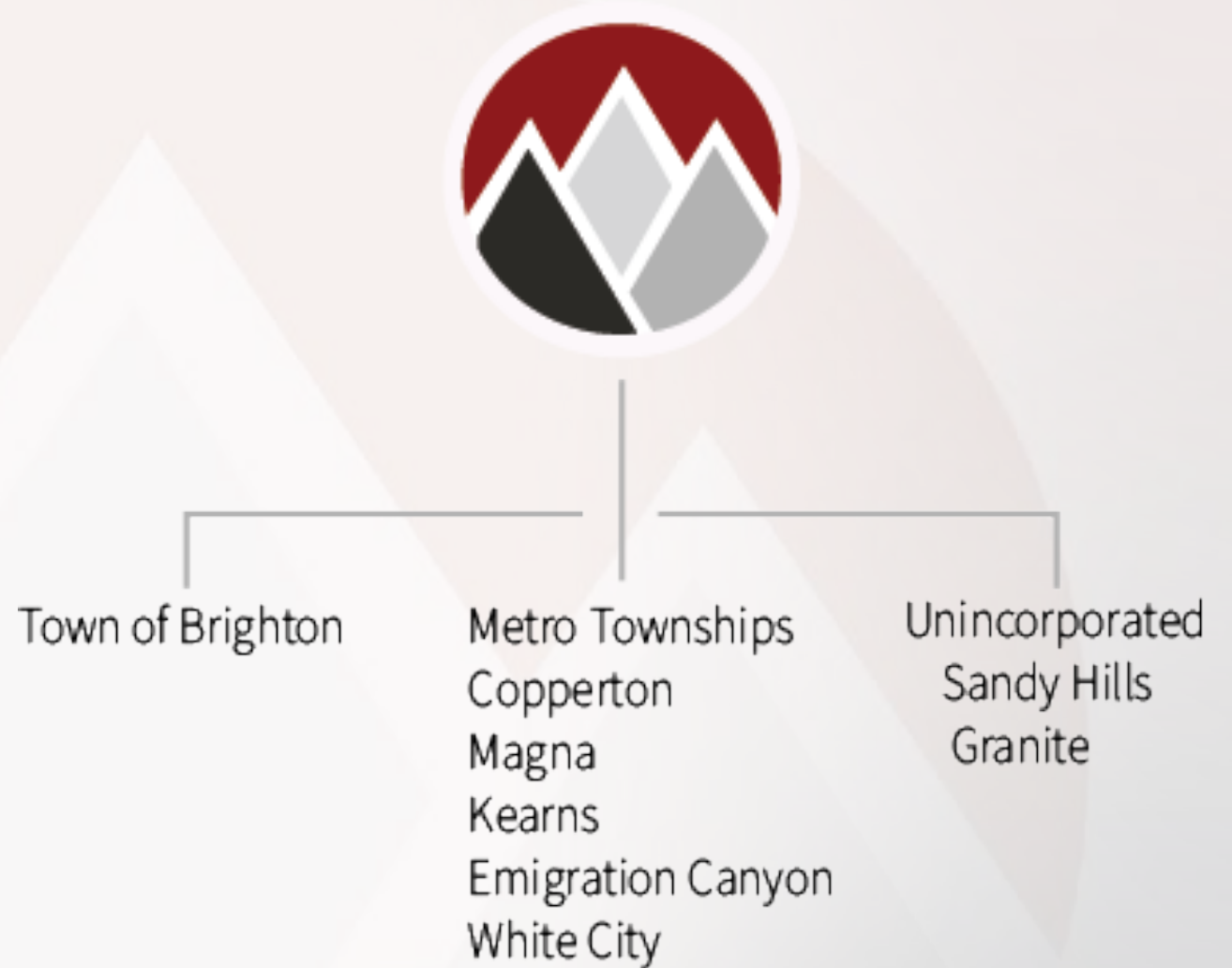
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G R E A T E R S A L T L A K E
**Municipal Services
District**

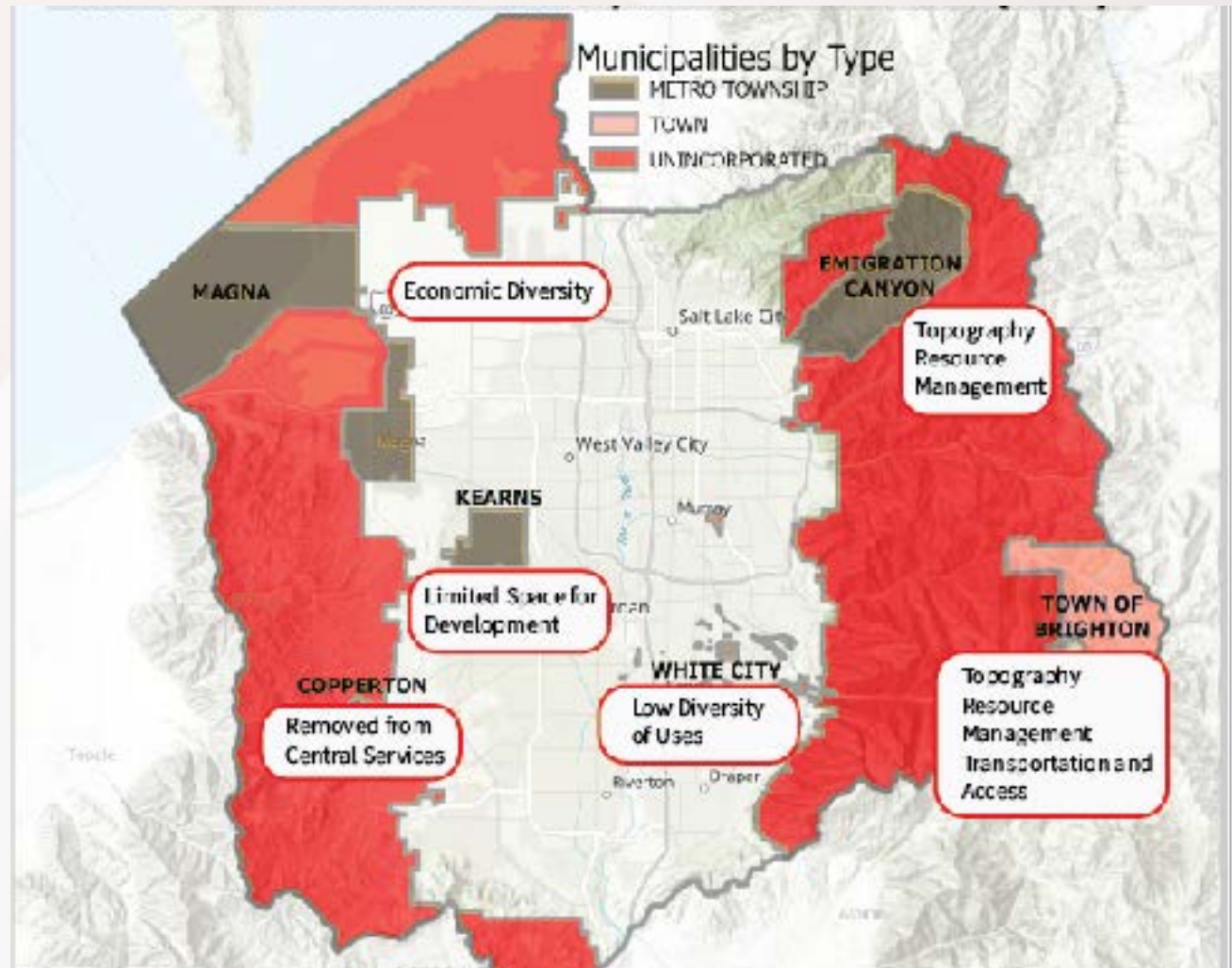
Introduction

The Greater Salt Lake Municipal Services District serves 5 Metro Townships, the Town of Brighton and Unincorporated Salt Lake County.



Service Areas and the General Plan Process

Adopted	Magna
Adopted	Kearns
Adopted	Copperton
Drafted	White City
Drafted	Emigration Canyon
In Process	Town of Brighton
In Process	Sandy Hills
In Process	Granite



Resilience

The FEMA office of Resilience's Mission is to 'build a culture of preparedness' to create a 'prepared and resilient nation' (FEMA.gov 2020)

Some descriptions of resilience by FEMA include the 'ability to withstand and **recover rapidly from** deliberate **attacks**, accidents' and '**natural disasters**' (dhs.gov 2021)

Global Pandemic



Earthquake



Drought



Flood



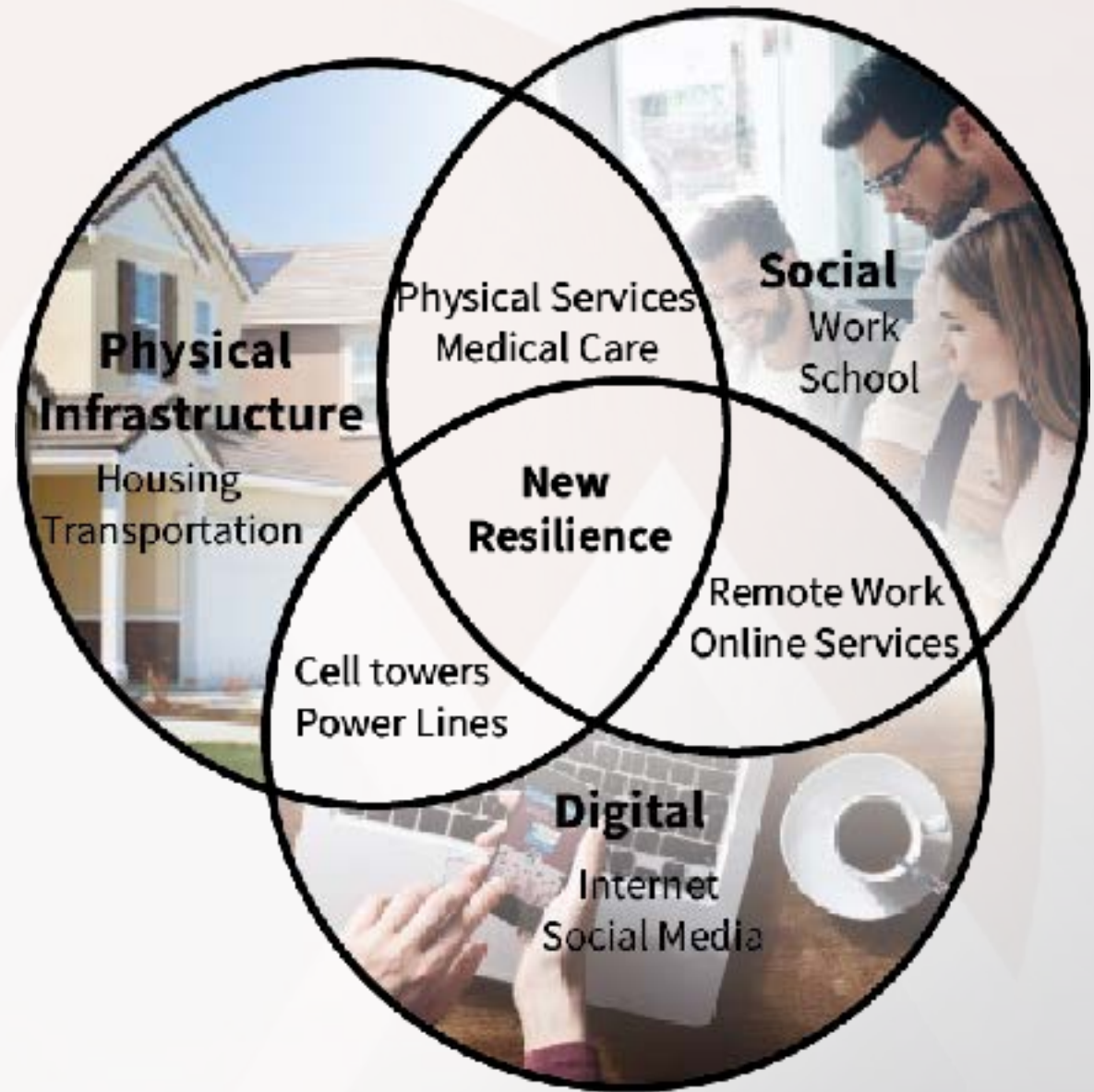
Fire





FEMA Hazard Mitigation Assistance - Mitigation Action Portfolio 2020

Resilience is the ability for **complex systems to change, adapt, and transform**, in positive ways and within a reasonable time frame, following hardships and disasters (adapted from Davoudi, 2021)



Welcome to Kearns

Population: 36,581

15.0 Miles to Downtown SLC
22.1 Miles to Adobe Headquarters
11.5 Miles to SLC Airport

39.2% Residents 5+ Speak a
Language Other than English

Home to the Olympic Oval,
Kearns Cougars, and Site of
Historic Camp Kearns

Ball Games with Utah Olympic Oval in background. Photo Credit: Feyla Moulden, 2020.

Resilience Requires Tackling the Tough Questions

What can a community do to address health inequities?

Can planning improve community pride and strengthen social connections?

How do we support a diverse population with diverse interests?

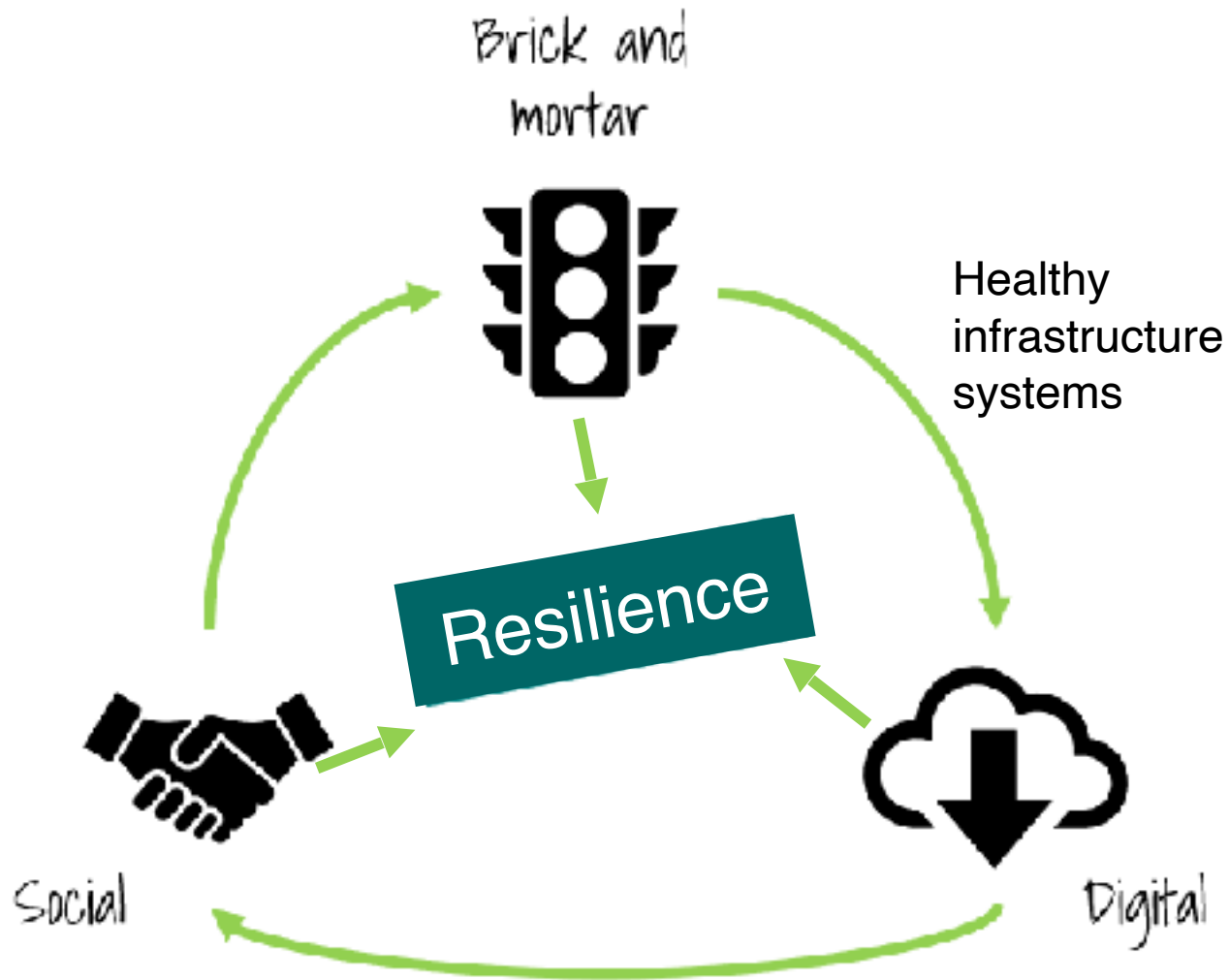
Which groups are underserved by current systems of emergency response or disaster preparation?

How do we ensure long-term maintenance of our physical infrastructure?



The Resilience and Infrastructure Link

- **Example)** A healthy social infrastructure means that residents can age in place without feelings of isolation or disconnect.



- **Example)** A functioning Brick and Mortar Infrastructure System allows emergency personnel to effectively reach a site and provide services.
- **Example)** A robust digital infrastructure system means that residents can receive important notices and communications, and the community can adjust to situations that demand remote work or learning.

The Approach



**Assess
Existing
Condition
s**

**Identify
Assets and
Leverage
Points**

**Collaborate
with
Partners**

**Plan for
Short-Term
and Long-
Term Gaps**

	Youth + Family	Food/Hunger	Refugee Aid	Senior Services	Education/Training	Recreation	Community Events	Health + Safety	Business Support	Housing	Environment	Emergency Response
Kearns Community Council				●			●	●				
Evidence2Success	●				●		●	●				
Chamber West					●				●			
Suazo Business Center					●				●			
Utah Community Action – Kearns Head Start	●	●			●			●				
Granite School District	●	●			●							
Cquirrh Recreation and Parks District / KCHPC					●	●	●	●				●
United Way / Utah 211	●				●			●				
Entheos Academy	●	●			●						●	
Utah Olympic Legacy Foundation						●	●					
Salt Lake Valley Habitat for Humanity										●		
American Legion (Post 132)						●						
American Red Cross					●			●				●
Hamm Inn Kearns Hotel								●		●		
Kearns Library	●				●		●	●	●			
Kearns Senior Center		●		●		●		●				
Unified Police Department		●					●	●				●
Unified Fire Authority					●			●			●	●
Kearns Improvement District					●						●	
The Wellness Bus (U Health)								●				
Local Religious Institutions	●	●	●	●		●						
The Children's Center	●							●				

SOCIAL

- **Assess:** availability, reach, mission of community organizations
- **Identify:** assets, such as Evidence 2 Success, active in health and safety
- **Collaborate:** by inviting organizations into the planning process and uniting shared missions
- **Plan:** by leveraging existing assets to address community challenges. Worked with Evidence2Success to obtain Healthy Utah Community Designation.

Figure R37: Advertisement for Granite School District Wifi Bus Program



In the Spring of 2020, soon after schools transitioned to distance learning, Granite School District sent buses around the communities it serves. The buses were configured with wifi hot spots and were parked around high density residential areas to help boost wifi signal for students. Two buses were parked near Kearns, in Loder Park and Southridge Park.

Source: M. Chalmers, 2020

DIGITAL

- **Assess:** existing infrastructure and gaps, such as Kearns' Digital Divide
- **Identify:** programs working to expand digital access and proficiency (such as Granite School District's Wi-Fi Buses)
- **Collaborate:** with partners to address needs. MSD/SLCo partnership resulted in a grant to assess and improve digital infrastructure MSD-wide.
- **Plan:** for expansion of fiber and hotspots, additional training, and streamlined communications



Single-Family Detached

9,215 occupied units
(32.9%)

Primarily owner-
occupied
(Aurora Kreiter, 2020)



Single-Family Attached

125 occupied units
(1.3%)

Primarily owner-
occupied
(Trulia, 2020 – Example from
West Valley City, UT)



Duplex

27 occupied units
(0.3%)

Primarily renter-
occupied
(Rentler, 2020)



5+ Apartment Building

383 occupied units
(3.3%)

Primarily renter-
occupied
(Rentler, 2020)



Mobile Home/Other

167 occupied units
(1.7%)

Primarily owner-
occupied
(Realtor.com, 2020)

BRICK AND MORTAR

- **Assess:** items such as condition, age, type, and affordability of housing.
- **Identify:** strengths to leverage, such as Kearns' comparatively low housing costs.
- **Collaborate:** with partners, including SLCo, to address challenges such as lead in homes and lack of infrastructure for ageing in place.
- **Plan:** to establish programs that improve resident self-sufficiency and housing condition, such as a tool-sharing program or revolving fund for home repair and renovation.

What are our successes?

- ✓ Increased community pride – recognition of existing assets
- ✓ More collaboration between stakeholders, and particularly between community organizations and service providers
- ✓ Generation of interest in the Kearns community
- ✓ Development of an actionable work program
- ✓ New framework for thinking about community resiliency
- ✓ Planning Commission education and discussion of difficult topics

We Are Keams Strong!

Starting in March 2020 and continuing into 2021, the COVID-19 pandemic rocked the United States. Keams was not immune, but the community took advantage of our ability to organize, to fight back. Through CAPES, Air funding, and hard work through Salt Lake County, allowed Keams to purchase protective items for residents. Items included masks that read "Keams Strong", hand soap, sanitizing wipes, thermometers, and more. Residents collected bags of goodies that, along with masks, mailed to the Keams Community Council, Keams District, and United Police Department. Sometimes, the items also included other goods as well. We hope you can imagine what a life of 2020. Although the pandemic placed a heavy toll on society, Keams expressed its resilience by finding a way to help residents stay safe and healthy while changing their own experiences. Together, we are Keams Strong!

The success of this model during the pandemic indicates that a good deal has been doing. Take advantage of this to connect residents with services and resources and help them.

Figure R20: "Keams Stand Strong"



A resident in Keams advertises a Move Up Keams event during the COVID-19 pandemic. (Source: ABC4 News Utah, 2021)

Community Events Strengthen Ties

Who knew that a bedroom community of over 35,000 people, located in quickly growing Salt Lake Metropolitan Area, could offer residents a safe space to meet their closest kind of an idyllic American small town? Keams is truly an exceptional community. Annual events bring residents together, celebrating holidays, offering goods and services, raising funds, and building a shared community identity. These events grow every year, drawing in additional residents alike. No wonder Community Council members refer to Keams as "the best community ever" (Paula Larson, 2020), and Keams Community Council Facebook Page!

Fall Events

- Annual Utah Olympic Oval Trick or Treat Street, which provides a safe space for children to participate in Halloween activities and collect candy items for local food banks.

Winter Events

- Christmas on 54th, organized by the Keams Community Council and providing Christmas trees and light displays to spread holiday cheer among residents.
- Utah Olympic Oval Holiday Festival, an annual community tradition that includes crafts, pictures with Santa, sports clinics, and a figure skating performance on the Oval.

Spring Events

- Annual Community Easter Egg Hunt, supported by Salt Lake County Rec Center in partnership with Keams Community Council. This event was adapted in 2021 to meet COVID-19 guidelines and safety. Easter events are organized with bags of goodies and useful resources for youth and families.
- Annual Pancake Breakfast organized by the United Fire Authority (UFA).
- Miss Keams Royalty, a program encouraging community service, self-worth, and fun. This tradition is over 20 years old and a beloved staple of the Keams community.
- Armed Forces Day, gathers the Community Council, UFD, UFA, the American Legion, and general public to raise old flags and raise new ones for the year.
- KOPFC Health Fair, annual event which gathers several organizations active in Keams' community health initiatives. The event features fun activities for families as well as educational health programming.

Summer Events

- Home-town Days and Parade, a bi-annual event put on by the Community Council celebrating the Keams community.
- KOPFC's Fire, Water, and Ice Festival, occurs in 20th year. This event includes fireworks, live music, food, and more.
- Annual Doggy Paddle held on the first Saturday after Labor Day at the KOPFC.
- Star's Market Car Show Cruise Night, occurs in 4th year.
- Night Out Against Crime, a collaboration between UFD and partner organizations. This event allows residents to meet and connect police officers, firefighters, and other emergency response personnel that serve Keams.
- KOPFC and Utah Olympic Oval Friday Night Flicks, providing free outdoor movie screenings at Ogden Park in Keams.

Non-Annual Events

- Summer Farmer's Market on the Senior Center with Utah State Extension, Green Urban Farmhouse, and the 3rd Harvesting Program.
- 1,000 Reasons We Love Keams Food Drive: In 2020, the United Police Department (UPD) Keams Precinct collected 8,541 pantry items (three times their goal) for local food banks.
- Washish Front Waste and Recycling Area Cleanup Day, is annual.

The potential exists to further strengthen Keams by advertising these events to residents and giving them with resources that benefit the health, safety, and social well-being of the community. Several of these events already serve to connect participants with information and resources, or to raise funding for issues that the Keams community is passionate about. One missing challenge is the lack of a centralized platform for sharing event information. Potential supporters have to search multiple websites and platforms to see all events. A single community calendar could help keep events and information organized, ensuring that residents and visitors do not miss out. It is possible that events have unintentionally been left out of this list because we could not find event details or because our steering committee and staff members were unfamiliar with the happenings.

*Figures R21-R24 courtesy of the Keams Community Council (2017-2021).



Call Out Successes!
Be realistic about needs and challenges but lead with a message of hope and provide an actionable plan forward.

End with a Plan of Action! Address challenges identified and make it easy to track progress toward implementation.

Goal: Maintain and enhance Kearns' brick and mortar infrastructure.

Objective 1: Improve Infrastructure maintenance.

Actions	Product Type	2021	2022	2023	2024	2025	Responsible Party	Potential Partners	Cost Estimate	Funding Source	Metrics	Resources
Connect residents to resources for home repair and maintenance, including energy-saving retrofits.	Education, Engagement, and Advocacy; Grants and Funding	X	X	X	X	X	MSD PDS; Kearns MTC	SLCo Housing and Community Development; Kearns CC	Staff Time	General Fund	Staff updates websites and regularly shares information on home repair and retrofits.	Energy Star Program
Work with MSD staff and Kearns government to assess the short-term and long-term costs of infrastructure projects. Practice fiscal responsibility by 'doing the math' before taking on long-term maintenance liabilities. Regularly engage with and include residents in the budget-making process, to understand community needs, priorities, and trade-offs.	Technical Support; Education, Engagement, and Advocacy	X	X	X	X	X	MSD PDS; Kearns MTC	SLCo Engineering; Residents	Staff Time	General Fund; CDBG Funds	Staff regularly considers systems in need of maintenance and creates plans for addressing. Maintenance is prioritized over new construction.	Strong Towns Explanation of the 'Growth' Pains Scheme
Hold monthly meetings with staff members working in Kearns to coordinate projects, share challenges and innovations, and support efficient design and funding.	Coordination and Collaboration		X	X	X	X	MSD PDS	SLCo Engineering; SLCo Economic Development	Staff Time; possible costs for food / printing / space rental	General Fund	MSD Staff puts on at least 5 community events per year.	
Educate residents on the risk of lead paint, lead plumbing, and radon in homes, and how to monitor and mitigate.	Education, Engagement, and Advocacy		X	X	X	X	MSD Communications	SLCo Housing and Community Development; Kearns CC	Staff Time	General Fund	Staff updates websites and regularly shares information on lead and radon exposure risk and mitigation strategies.	SLCo Lead Safe Housing
Meet with UTA to discuss the improvement of intra-community transit in Kearns, so that residents can access not only jobs and hospitals, but also community amenities and the homes of loved ones.	Coordination and Collaboration		X	X			MSD PDS; UTA	SLCo Engineering; Kearns Transportation Working Group	Staff Time; various costs depending on transit improvement strategy.	General Fund; WFRM TLC Program	Staff meets with UTA to discuss community desires for intra-community transit.	Making the case for intra-city (vs. inter-city) transit planning

What steps must we take to enhance our social, digital, and brick-and-mortar infrastructure so that our community is more resilient in the future?

What work is left undone?



Full inventory of physical infrastructure and condition (planned within next 3 years)



Resident education on difficult topics such as the digital divide, health inequities, or diminishing water supply (some outreach hindered by COVID)



Repetition of process in other MSD communities, and application of methodology at regional scale

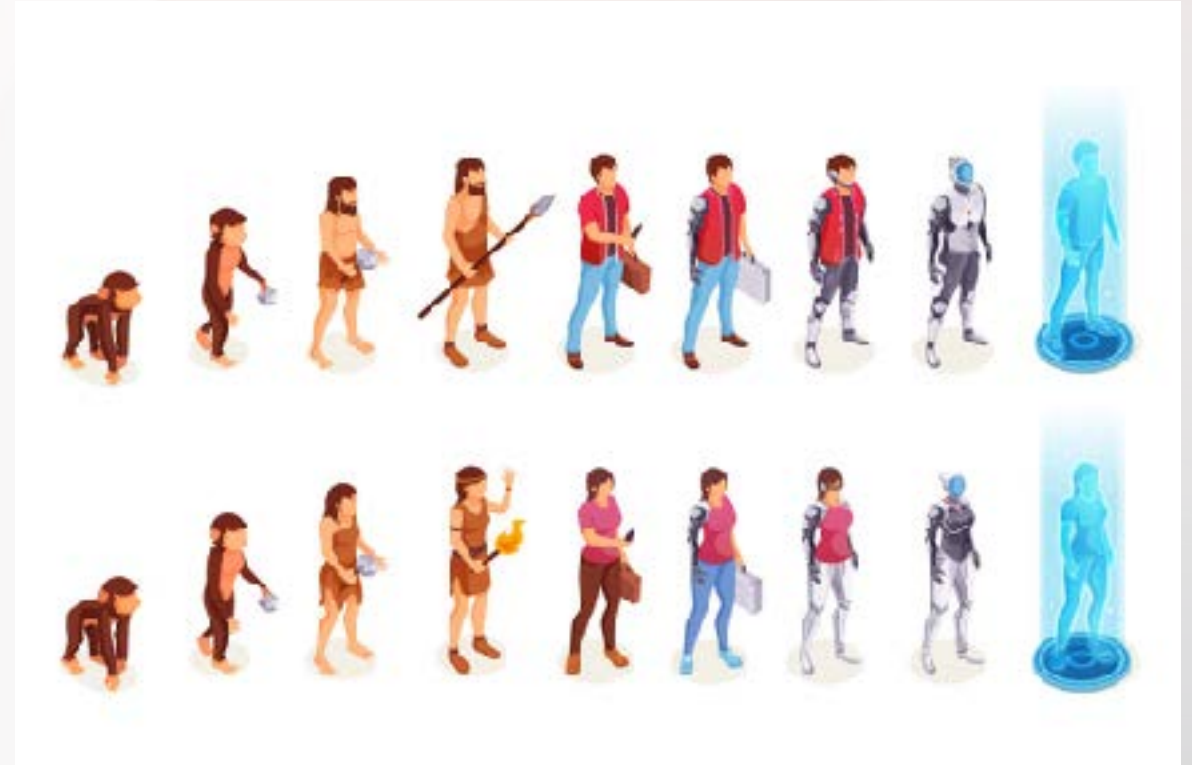


Utah planners are primed to add to the national conversation on emergency management. But we give so much more to our communities when we move **beyond the 'return to normal' model** of traditional resiliency and instead consider long-term adaptation and community wellbeing.

Explore the Kearns Resilience + Infrastructure Element at:
bit.ly/lrp-kearns

Planning Tools for Community Planners

Aligning **Physical, Social,** **and Digital** **Infrastructure Strategies** in Community Planning

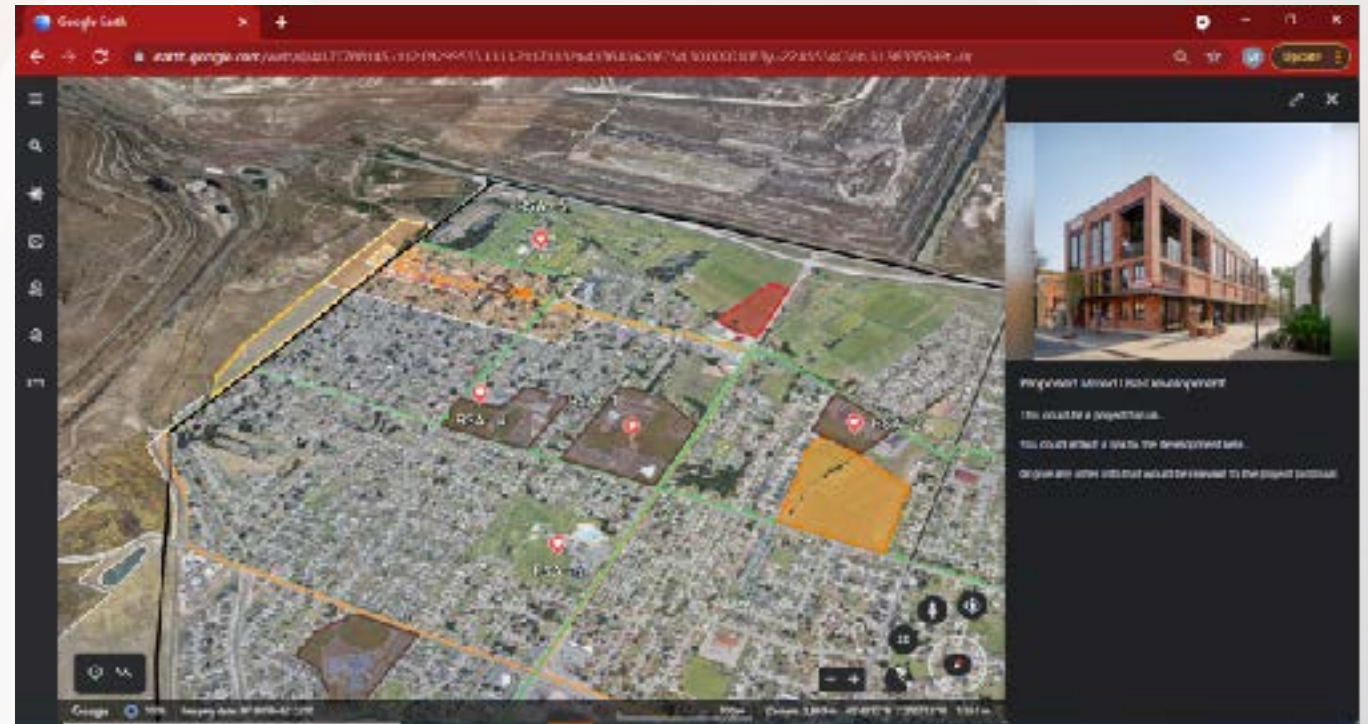


Don't plan in a vacuum!

I would like to show you a few cost-effective tools and techniques for giving context and structure to planning conversations, strategy sessions, and the overall planning process.



Issue considered on an island



Issue considered within the general thrust of the planning context

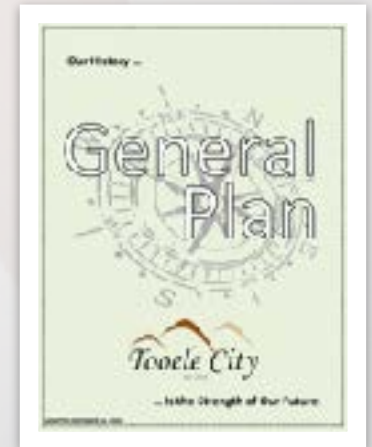
Community Planning and Maintenance Overload!

We do **lots of planning for our communities** that Influence our ability to be resilient

- General Plans
- Transportation Plans
- Hazard Mitigation
- Active Transportation
- CIP Lists
- Zoning

These plans are generated by a **variety of entities** and exist at a **variety of scales**

- National
- State
- Watershed Based
- Association of Governments
- County
- Municipal
- District



Geographic Scale

State

AOG

County

Municipal

How can we ensure that
we are making the
**Best Possible
Use**
of the hard work
completed?



Layering

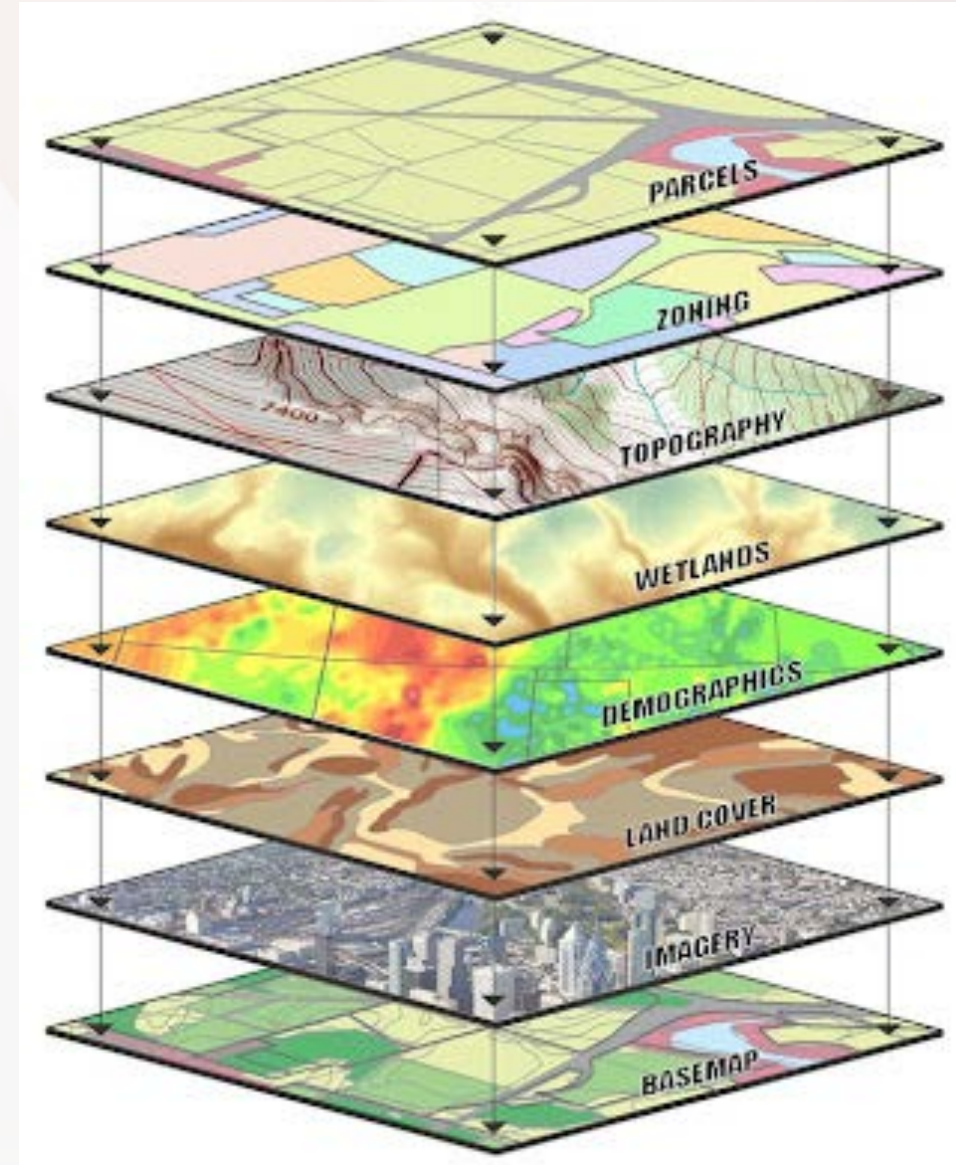
- Technique that changed the way we conducted land use planning
 - Allows us to visualize relationships existing between different elements

Pros

- Allows us to consider individual issues in the context of the greater thrust of planning completed.
- How will an action here effect our plans everywhere else?

Cons

- Resource intensive to set up and maintain
- Available skill sets required amongst staff



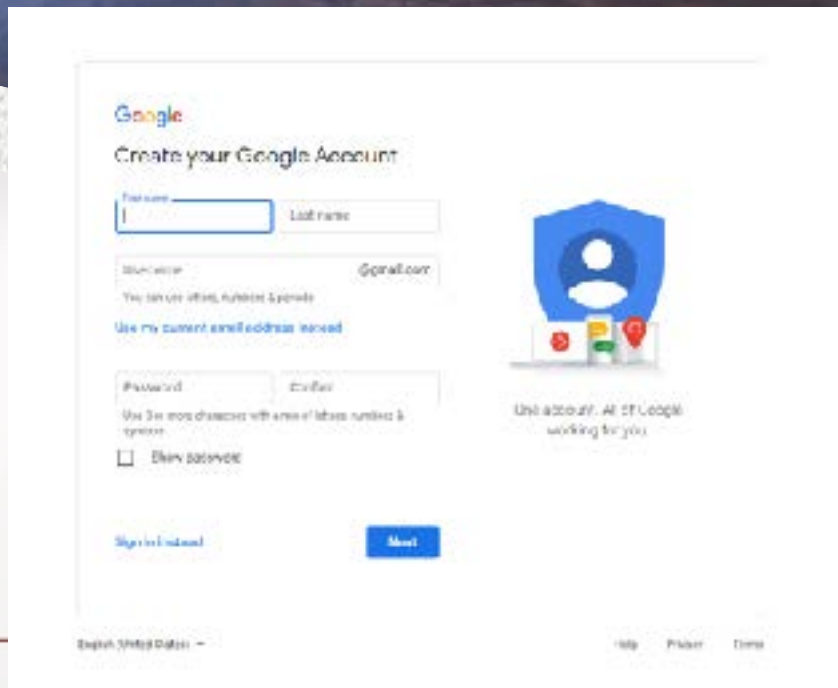
Google Earth

Why use Google Earth for Web?

- They are free!
- They are intuitive!
- They are already preloaded with all sorts of useful information!

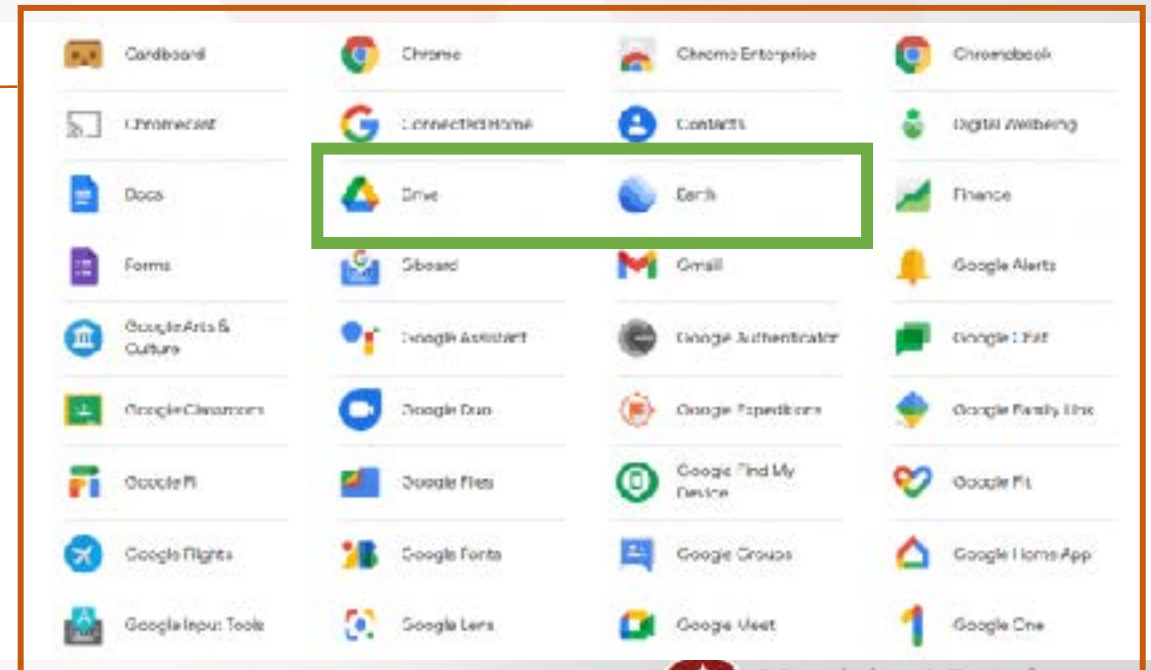
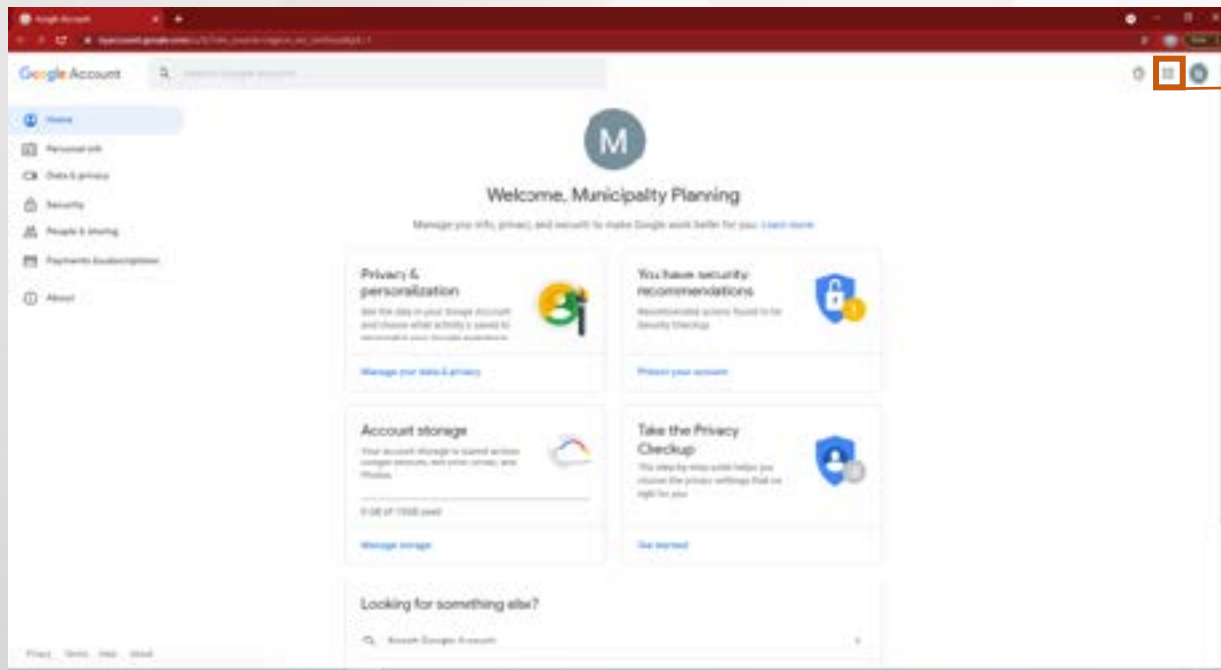
Create Google Account
for Your Community

Assign a google
Earth Czar or
Manager....

A screenshot of the Google Account creation page. The page has a white background with the Google logo at the top left. Below the logo, it says "Create your Google Account". There are input fields for "First name" and "Last name". Below these, there's a "Source" dropdown menu set to "Gmail.com" and a note "You can use other domains & provide". There's a link "Use my current email address instead". Below that, there are "Password" and "Confirm" input fields with a note "Use 8 or more characters with a mix of letters, numbers & symbols". There's a checkbox for "I'm a bot" and a "Sign in instead" link. A blue "Next" button is at the bottom right. On the right side, there's a blue shield icon with a person silhouette and a note "Use account? All of Google working for you". At the bottom, there's a language selector "English (United States)" and links for "Help", "Privacy", and "Terms".

This gives you access to the whole suite of Google products.

Google Drive and Earth are of most interest to us..









Ask for KMZs or KMLs

- What might be available
 - Layers from your General Plan, Transportation Plan, Hazard Mitigation Plan...
 - Parcel data, building footprints, address points...

Pro Tips

Ask for a 50% transparency and visual layer categorization on all layers before export from GIS..

Simple way to bridge the gap between GIS and the uninitiated!

Name	Date modified	Type	Size
 Magna	8/31/2021 11:51 AM	KMZ	24,610 KB
 Magna_Boundry	8/17/2021 1:21 PM	KMZ	12 KB
 Magna_BuildingFootprints	8/17/2021 1:44 PM	KMZ	93,593 KB
 Magna_GP_FutureLandUse	8/17/2021 11:50 AM	KMZ	4,160 KB
 Magna_GP_Layers	8/17/2021 10:56 AM	KMZ	8,812 KB
 Magna_Parcels	8/17/2021 1:23 PM	KMZ	6,265 KB

Record Your Ideas by Creating **New Features**

What types of features Can I create?

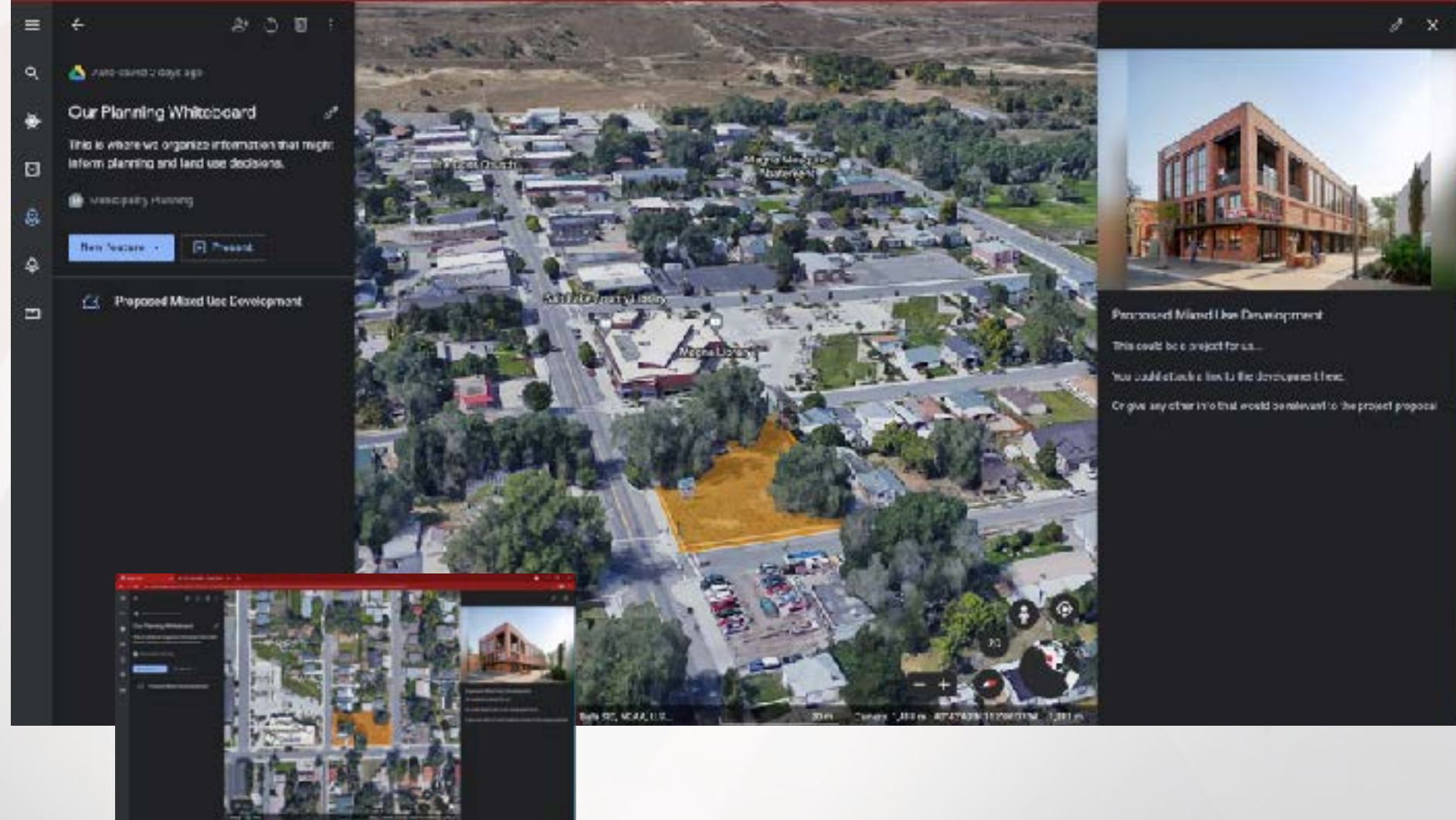
- Points
- Lines
- Polygons

What types of features *Should I create*?

- Physical Projects Ideas
- Event Locations
- Application Locations

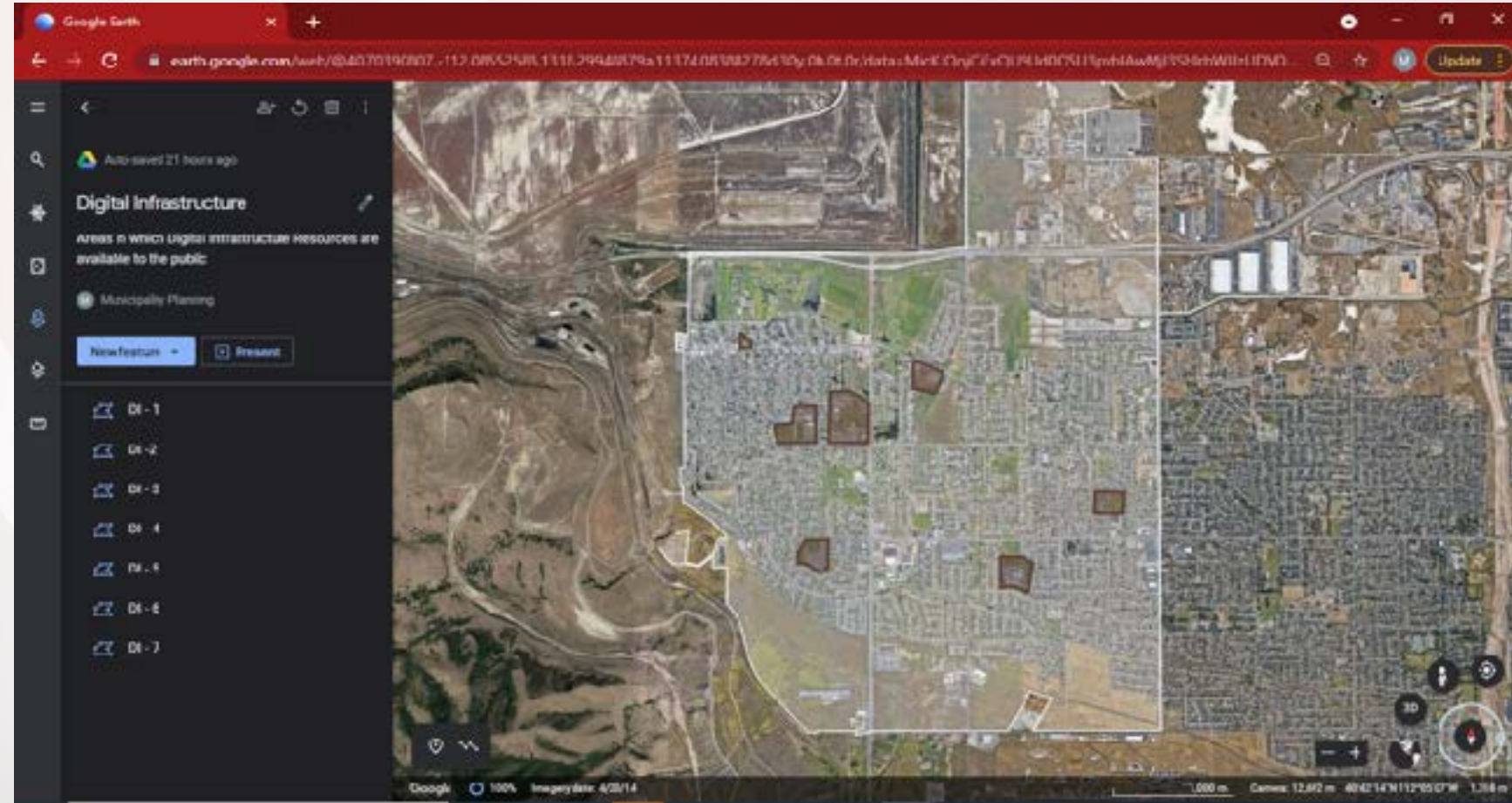
What depth of information can I add to the features I create?

- Title
- Notes
- Pictures
- Links



Map Resiliency Infrastructure: **Digital Infrastructure**

Locations where the public might have access to free **Digital Infrastructure hardware** such as computers or **software** such as internet access



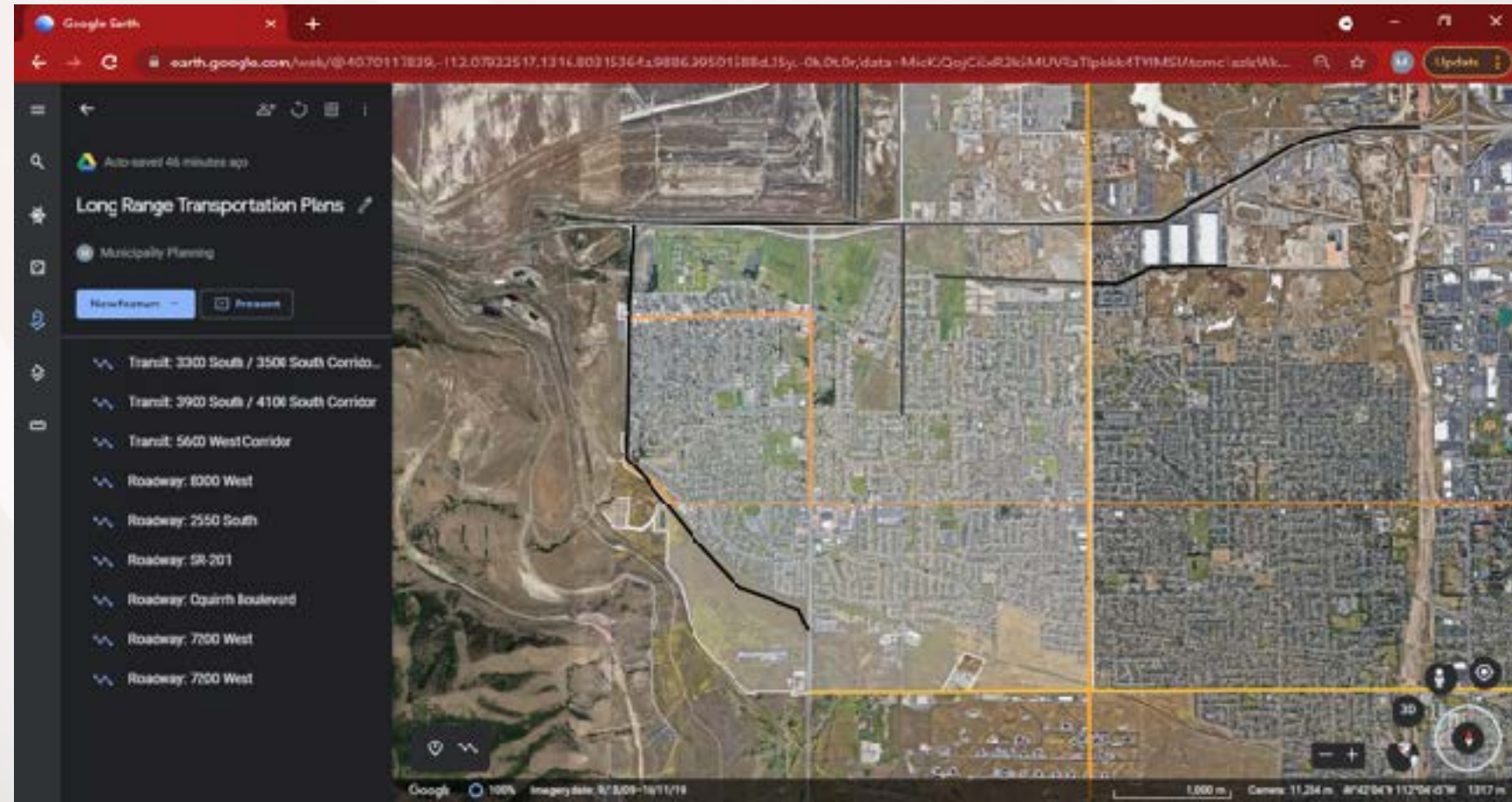
Map Resiliency Infrastructure: Staging Areas

Open areas such as grass fields with vehicle access, centrally located, that can be used for the distribution of goods and services for citizens.



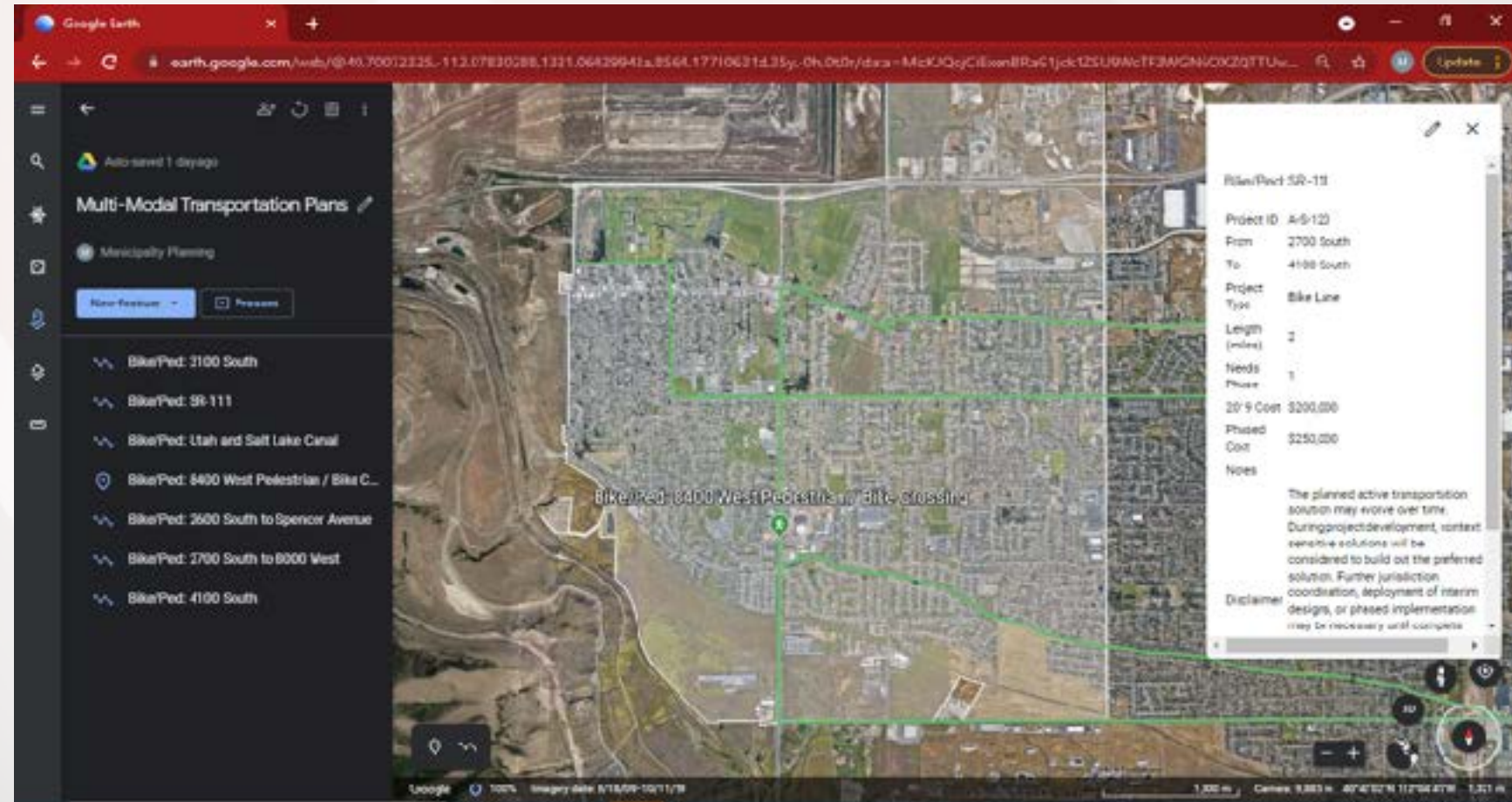
Map Resiliency Infrastructure: Long Range Road Infrastructure and **Public Transportation Plans**

Transportation plans have likely been made by a variety of planning entities.



Map Resiliency Infrastructure: Multi-Modal Transportation Plans

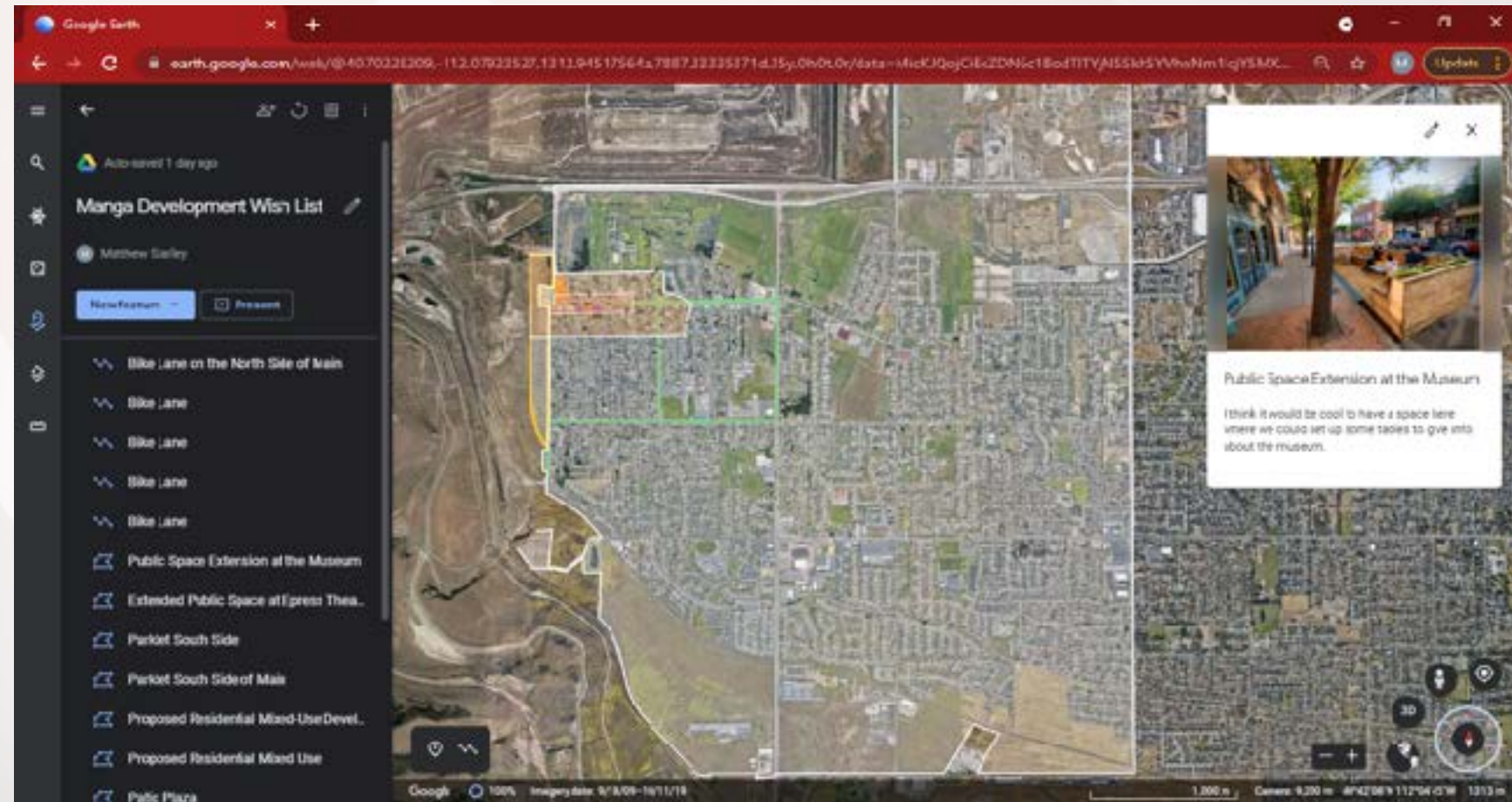
Transportation plans
bike and pedestrian
travel.



Map Resiliency Infrastructure: Development Wish List from your Downtown Alliance...

Or maybe map public comments received...

Whatever issues that are confronting your community

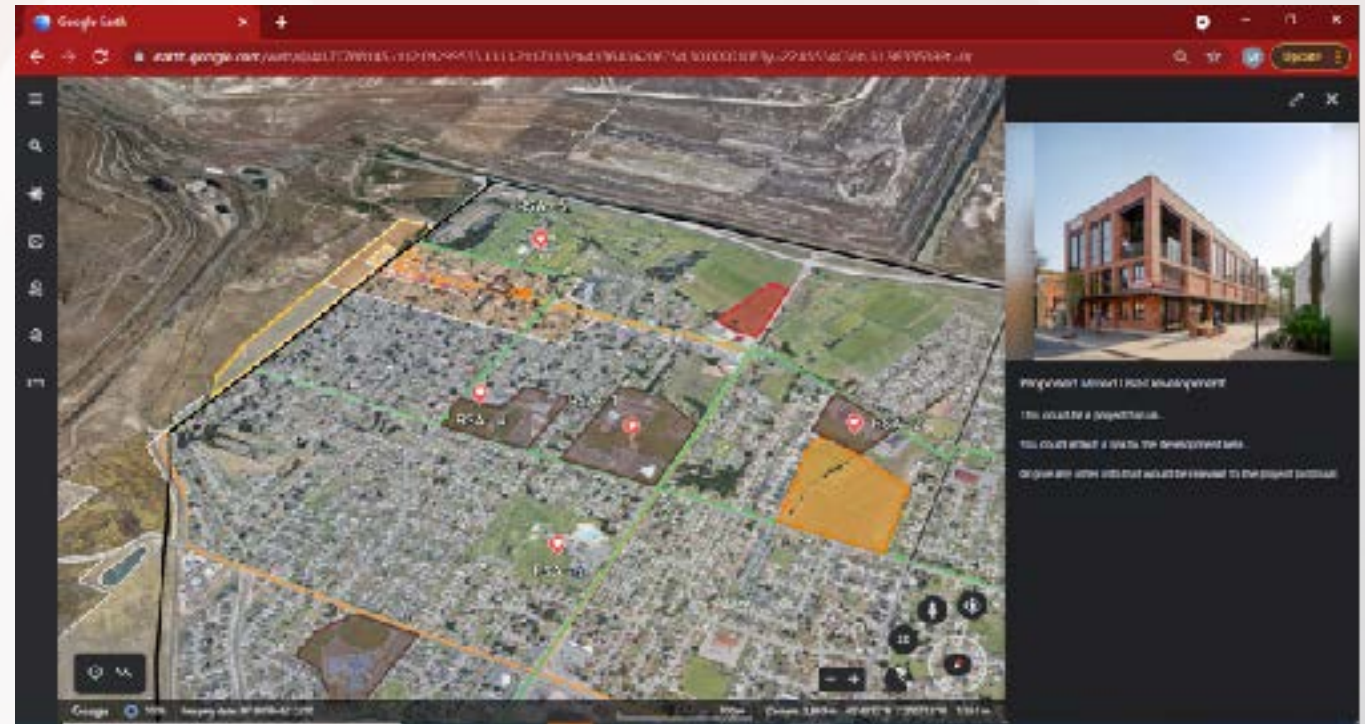


Plan with Context | Store Conversations | Solidify Ideas

This tool can especially become a planning white board for your council or community. Easily add and remove ideas and proposals so that your planning board can evolve with the context or your community.



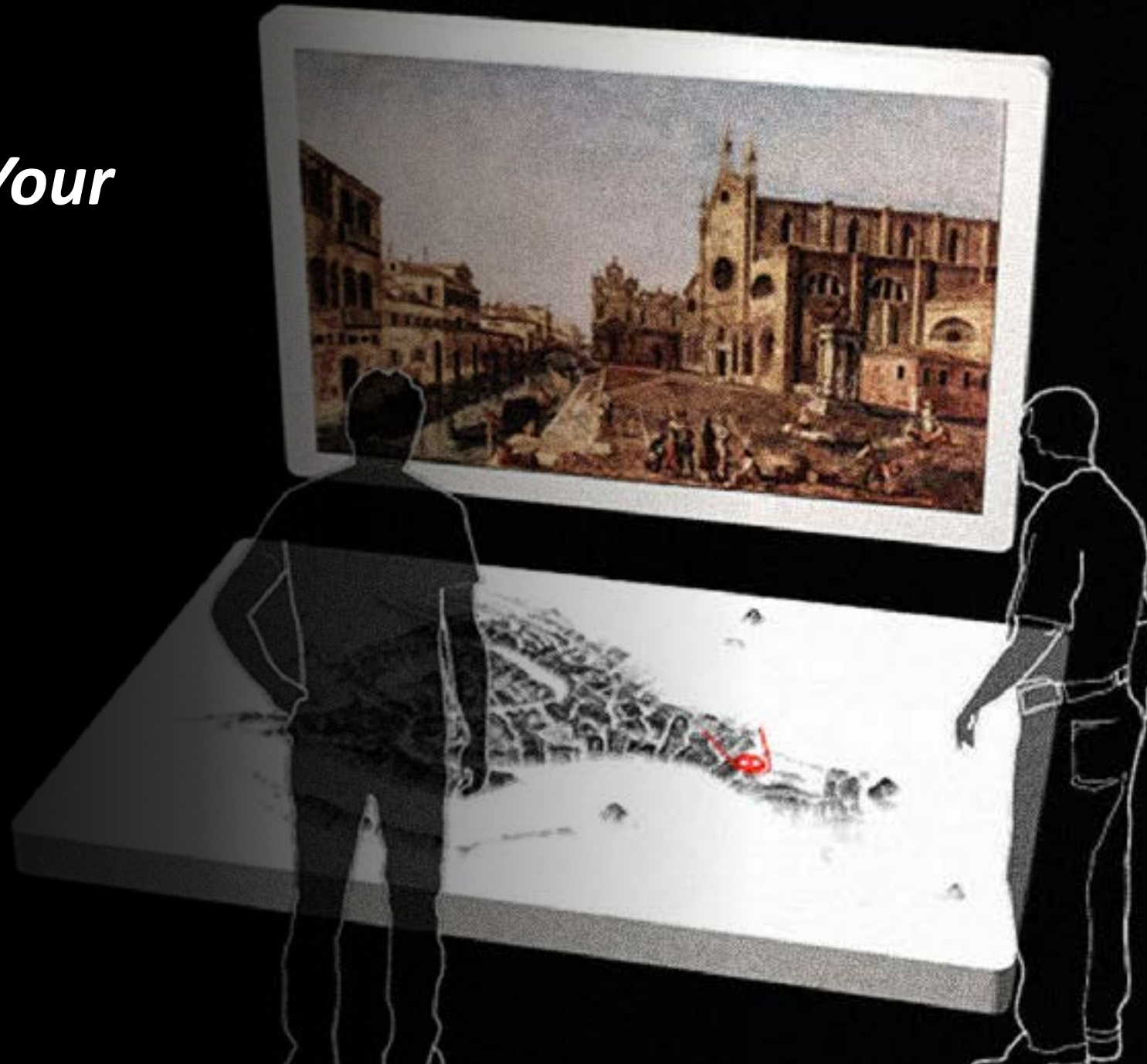
Issue considered on an island



Issue considered within the general thrust of the planning context

Make the tool work for *Your Community*

- Open the project during planning discussions and meetings
 - Share a screen in a webhosted meeting or project a screen in physical meeting
 - Fly around the area
 - Compare with other planning efforts
 - Make notes
- Share the project with anyone!



Thank you for your time!

Please reach out to the **Greater Salt Lake Municipal Services District** for additional information on the **Planning Strategies and Tools** presented today.

**Special acknowledgements to the Kearns General Plan Steering Committee, Planning Commission, and Council, as well as our colleagues and community partners along the way.*

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