



**Snyderville Basin Special Recreation District**

**Board Retreat Meeting Minutes**

**Thursday, November 7, 2024**

Board Room – Trailside Park | 5715 Trailside Drive | Park City, Utah

Virtual Meeting via Zoom | Meeting ID: 882 9346 3204

1 **Board Members in Attendance:** Nate Brown, Ryan Bruce, Ben Castro, Brandi Connolly,  
2 Larry Moffitt, Amanda Singer, and Carrie Westberg. Board members participated  
3 electronically via Zoom or at the anchor location.

4  
5 **Absent:** None. Castro left the meeting at 4:55pm.

6  
7 **Staff Present:** Phares Gines, Dana Jones, B. Kadziel, J. Kadziel, Ben Liegert, Brad Rogers.  
8 Staff participated electronically via Zoom or at the anchor location. David Thomas, Chief  
9 Civil Deputy for Summit County was also present.

10  
11 **Attending Guests:** Deborah McGraw, Mountain Mediation Center.

12  
13 The meeting of November 7, 2024, was called to order by Chair Connolly at 4:34pm.

14  
15 Chair Connolly provided a brief overview, informing Board and Staff that Board members  
16 had been asked to submit their goals and objectives for 2025. These submissions were  
17 compiled into a comprehensive list and disseminated to Board and Staff to be reviewed  
18 and workshopped during the meeting. This collaborative process will allow the Board to  
19 discuss and refine the goals, ensuring alignment with the organization’s mission and  
20 priorities for the upcoming year. With Staff involved in this process, the meeting will foster a  
21 shared vision and help set clear, achievable objectives for 2025.

22  
23 **PRESENTATION AND GROUND RULES BY STRATEGIC PLANNING FACILITATOR**

24 Deborah McGraw, from the Mountain Mediation Center gave a brief introduction and  
25 explanation of the importance of setting ground rules for the Board Retreat to establish  
26 clear expectations for the meeting. McGraw focused on communication between the  
27 Board and Staff in hopes to achieve meaningful outcomes and to foster collaboration.  
28 Discussion centered on the balance between Board involvement in operational decisions  
29 versus focusing on broader strategic goals and how to improve communication between  
30 the two. There were questions raised about how to define and communicate staff and  
31 Board responsibilities, how to establish clear expectations, and how to make  
32 communication more effective to ensure that strategic topics are prioritized, and  
33 operational discussions are kept succinct and relevant.

34  
35 Castro left the meeting at 4:55pm.

36

37

38 **DISCUSSION & DRAFTING OF DISTRICT 2025 GOAL ESTABLISHMENT**

39 Board members were asked to prepare and propose a few strategic goals that align with the  
40 District’s Strategic Plan and/or the Trails and Open Space Plan. Each goal was to include  
41 the relevant strategic objective (BIG MOVE) it supports and the key results that were  
42 envisioned for that goal. Discussion between Board and Staff resulted in refining the  
43 comprehensive list of priorities and objectives into seven items.  
44

45 **(1) Strategic Plan Move 2.3 Operations | Become a Fully Transparent Organization**

- 46 • **Board 2025 Strategic Goal:** Public Education and Awareness
- 47 ○ Work to educate the public on District recreation programs, facilities, events,
  - 48 trails, and open space programs
  - 49 ○ Raise awareness of successes and challenges
- 50

51 **(2) Strategic Plan Move 1.1 Financial | Explore Grant Funding Opportunities**

- 52 • **Board 2025 Strategic Goal:** Non-Property Tax Funding
- 53 ○ Seek opportunities to fund strategic ongoing operations and District projects
  - 54 from sources other than traditional property tax funding
- 55

56 **(3) Strategic Plan Move 1.2 Financial | Explore Bonding Options**

- 57 • **Board 2025 Strategic Goal:** District Enhancements – Explore Bonding Options
- 58 ○ Formulate a 2026 Bond Plan driven by primary and secondary strategies that
  - 59 capitalize on public input of needs as well as the growing needs of the
  - 60 District as described in part by the 10 Year Strategic Action Plan
    - 61 ▪ Understand interlocal partners’ ongoing strategic plan and how those
    - 62 public improvements impact the District’s planning
    - 63 ▪ Collaborate with regional recreation, parks, and trail providers to
    - 64 expand future facilities, understand our impacts on each other, and
    - 65 explore opportunities to work together
- 66

67 **(4) Strategic Plan Move 1.3 Financial | Support Staff and Career Development**

- 68 • **Board 2025 Strategic Goal:** District Enhancement – Continue to Support Staff
- 69 Hiring and Development
- 70 ○ Provide training, internal development opportunities, and financial support
  - 71 for the District to maintain an environment that promotes a positive
  - 72 workplace culture, high retention, and staff satisfaction
- 73

74 **(5) Strategic Plan Move 3.1 Community | Enhance Equity**

- 75 • **Board 2025 Strategic Goal:** Enhance Equity and Facility Access
- 76 ○ Continue to support creative programs and access for diverse users
  - 77 ○ Work to ensure District facilities and programs have equitable access and
  - 78 are in line with state legislative requirements for restroom facility

79 enhancements or restorations  
80

81 **(6) Strategic Plan Move 3.2 Community | Strengthen Community Partnerships**

- 82 • **Board 2025 Strategic Goal:** Establish and maintain community partnerships
  - 83 ○ Collaborate with transportation organization and regional recreation, parks,  
84 and trail providers to plan and develop programs, expand future facilities,  
85 understand our impacts on each other and explore opportunities to work  
86 together
  - 87 ○ Goal shares connection with Strategic Plan Move 2.2 Operational,  
88 Restructure Agreements and Facility Access.  
89

90 **(7) Strategic Plan Move 1.4 Financial | Create Financially Self-Sustaining Programs**

- 91 • **Board 2025 Strategic Goal:** Maintain quality programs, facilities, fields, parks,  
92 trails, open spaces, and equipment
  - 93 ○ Continually develop and fund efforts to keep our assets in good working  
94 order
  - 95 ○ Begin a District program cost analysis that will review and compare cost with  
96 use of new and existing programs and assets
  - 97 ○ Understand annual high level community use and general trends such as  
98 fieldhouse use, open space plant starts, etc.  
99

100  
101 **DISCUSSION & DRAFTING OF DISTRICT 2025 KEY MEASUREMENT ESTABLISHMENT**

102 After creating draft 2025 Board Priorities and Strategic Objectives, Board and Staff  
103 determined that Staff would use these to create actionable department-driven work plans.  
104 This will help align staff activities with the strategic vision, and key performance indicators  
105 will be established to ensure progress and accountability. Connolly asked that the District  
106 work plan be measurable, actionable, and attainable. This will be provided to the Board in  
107 the December meeting.  
108

109 **REVIEW OF DRAFTED DISTRICT 2025 GOALS & KEY MEASUREMENTS WITH A POSSIBLE**  
110 **VOTE ON A RECOMMENDATION TO FORWARD TO STAFF TO DEVELOP A STAFF WORK**  
111 **PLAN**

112 Bruce reviewed the objectives to ensure all Board and Staff feedback was captured.  
113

114 Bruce highlighted that the District Compact, which will play a crucial role in defining the  
115 collaborative framework between the Board, Director, and Staff, had not yet been reviewed.  
116 The Compact will be integral in outlining responsibilities for advancing the District strategic  
117 priorities, managing special projects, and ensuring that staff resources and the budget are  
118 considered during any work plan revisions. Connolly suggested reviewing the District  
119 Compact in committee before bringing it back to the entire Board.  
120

121 **MOTION:** To recommend the drafted 2025 Board Priorities and Strategic Objectives for staff  
122 to develop a work plan. [BRUCE/SINGER] All in favor: Brown, Bruce, Connolly, Moffitt,  
123 Singer, Westberg. Opposed: None. Abstain: None. Absent: Castro. Motion carries.

124

125 **BOARD MEMBER COMMENTS AND REVIEW OF ACTION ITEMS**

126 There were no further comments or action items.

127

128 **ADJOURN**

129 At 9:26pm, Chair Connolly called for a motion to adjourn the meeting.

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131 **MOTION:** To adjourn the meeting of November 7, 2024. [WESTBERG/SINGER] All in favor:  
132 Brown, Bruce, Connolly, Moffitt, Singer, Westberg. Opposed: None. Abstain: None. Absent:  
133 Castro. Motion carries.

134

135 **MOTIONS:**

136 **MOTION:** To recommend the drafted 2025 Board Priorities and Strategic Objectives for staff  
137 to develop a work plan. [BRUCE/SINGER] All in favor: Brown, Bruce, Connolly, Moffitt,  
138 Singer, Westberg. Opposed: None. Abstain: None. Absent: Castro. Motion carries.

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141 Minutes prepared by Justine Kadziel

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143 Clerk/Board Member Approval: 