



EAGLE MOUNTAIN CITY COUNCIL MEETING

NOVEMBER 14, 2024, 8:00 AM

EAGLE MOUNTAIN CHAMBER OF COMMERCE

3688 E CAMPUS DRIVE, SUITE 101, EAGLE MOUNTAIN, UTAH 84005

8:00 AM STRATEGIC PLANNING CONFERENCE

1. WELCOME

2. DISCUSSION ITEMS

- 2.A. OpenGov Asset Management
- 2.B. Strategic Goals: Objectives and Actions
- 2.C. Growth and Housing Update
- 2.D. Economic Development Strategy
- 2.E. Facilities and Other Master Plans
- 2.F. Legislative Priorities List
- 2.G. Other Municipal Items

3. ADJOURNMENT

THE PUBLIC IS INVITED TO PARTICIPATE IN PUBLIC MEETINGS FOR ALL AGENDAS.

By the Americans with Disabilities Act, Eagle Mountain City will make reasonable accommodations for participation in all Public Meetings and Work Sessions. Please call the City Recorder's Office at least 3 working days prior to the meeting at 801-789-6610. This meeting may be held telephonically to allow a member of the public body to participate. This agenda is subject to change with a minimum 24-hour notice.

CERTIFICATE OF POSTING

The undersigned, duly appointed City Recorder, does hereby certify that the above agenda notice was posted on this 12th day of November, 2024, on the Eagle Mountain City bulletin boards, the Eagle Mountain City website www.emcity.org, posted to the Utah State public notice website <http://www.utah.gov/pmn/index.html>, and was emailed to at least one newspaper of general circulation within the jurisdiction of the public body.

Fionnuala B. Kofoed, MMC, City Recorder

Strategic Plan Goals: Objectives and Actions

Cliff Strachan

Director of Legislative Affairs

November 14-15, 2024



Eagle Mountain Values

Health & Safety

We treat the health and safety of Eagle Mountain City employees, business owners, and residents as our top priority. Prevention and education are the keys to maintaining a safe workplace.

Service

We serve the residents of Eagle Mountain to the best of our ability with positive professionalism and aim to be reliably responsible.

Innovation

We innovate as individuals and teams to creatively solve problems, enhance our capabilities, and maximize the impact of our efforts on addressing the needs of the residents.

Efficiency

We maximize the use of public funds through constant communication and coordination between teams, managing our time well, and dependably doing the most with what we have in the best way we can do it.

Sustainability

We seek out, develop, and employ sustainable resources and practices to maintain the long-term well-being of our environment and the cultural and economic vitality of the city.

Accountability & Trust

We are fully accountable to the residents of Eagle Mountain and seek to earn their trust through frequent communication and dissemination of easily consumable information.



Strategic Vision: Eagle Mountain is a safe, growing city with a small town feel that serves families and individuals by creating reliable services and infrastructure, cultivating economic and recreational opportunities, and harmonizing protected space with the flourishing of all life.

Diverse Economic Growth

Eagle Mountain is home to businesses of all sizes spanning several industries resulting in an expanded tax base, convenient access for all residents to essential goods and services, and growth of employment opportunities for workers at any stage of their careers.

Robust Infrastructure Networks

Eagle Mountain has expanded its infrastructure capacities to comfortably accommodate the demands of a larger population by improving transportation connections and infrastructure standards alongside state and regional partners, augmenting network capabilities, and implementing maintenance and replacement programs for all infrastructure.

Unique Reputational Evolution

Eagle Mountain is known and respected for its commitments toward, and achievements in, meeting the expectations of residents through efforts to embrace its family-centric and rural heritage, engaging in creative solutions to accomplish its goals, and its contributions to the prosperity of the state.

Proactive Generational Planning

Eagle Mountain is a balanced, intergenerational city that has proactively managed its growth, resulting in homeownership opportunities for residents; a redundant and reliable water supply; and the creation of gathering places and amenities that provide for the social, educational, recreational, and health care needs of its residents.

Interactive Environmental Stewardship

Eagle Mountain has interlaced the preservation of the natural environment; the protection of native wildlife; and the promotion of outdoor recreation through the expansion of permanent, convenient, and interconnected trail networks; conservation of open spaces, natural features, and wildlife; and protection of historic sites significant to our cultural heritage.

Dynamic Service Enhancement

Eagle Mountain is a full-service community that delivers extraordinary services and amenities to residents by attracting and retaining passionate employees, innovating throughout the organization to increase efficiency and remain fiscally conservative, and developing highly responsive communication channels to improve resident experiences.



6 Strategies:

Diverse Economic Growth

Robust Infrastructure Networks

Unique Reputational Evolution

Proactive Generational Planning

Interactive Environmental Stewardship

Dynamic Service Enhancement

37 Objectives = 111 Actions

- Invest in smart city technologies
- Adopt asset management policies and practices to optimize the maintenance, renewal, and expansion of infrastructure assets which balance the needs and priorities of current and future generations
- Create a 5-year Capital Improvement Plan (CIP) in the annual budget
- Obtain Funding to Enhance and Expand the City's Transportation Network
- Implement and expand use of GIS database



Objective

2. Adopt asset management policies and practices to optimize the maintenance, renewal, and expansion of infrastructure assets which balance the needs and priorities of current and future generations

Actions

2.01	Develop a long-term strategy for best practices-based maintenance, repair, replacement, and future investments, and allocate resources accordingly.	Finance	Adoption of policies and practices
2.02	Conduct a comprehensive inventory and assessment of all assets owned and managed by the city, by department.	Operations	Completion of inventory and assessments
2.03	Establish performance indicators and metrics to track the condition, reliability, and efficiency of the assets over time.	Operations	Implementation of indicators and metrics
2.04	Determine and monitor infrastructure capacities (water, stormwater, sewer, and roads) for timely inclusion in the IFFP.	Engineering	Metrics detailing capacities
2.05	Prioritize strategic investment in critical infrastructure, especially water and roads.	Engineering	Inclusion in 5-year CIP



Capital Asset Management

Adopt asset management policies and practices to optimize the maintenance, renewal, and expansion of infrastructure assets which balance the needs and priorities of current and future generations	2.01	Develop a long-term strategy for best practices-based maintenance, repair, replacement, and future investments, and allocate resources accordingly.	Finance	Adoption of policies and practices	10%	50%	100%	This is the first component of the overall CAPM strategy. Will be drafting a policy, will need to work with other departments to refine the components underneath. See also Facilities and Public Works.		Executive
Adopt asset management policies and practices to optimize the maintenance, renewal, and expansion of infrastructure assets which balance the needs and priorities of current and future	2.02	Conduct a comprehensive inventory and assessment of all assets owned and managed by the city, by department.	Operations	Completion of inventory and assessments	100%	100%	100%	Inventory/status of non-inground infrastructure done.		Facilities
	2.03	Establish performance indicators and metrics to track the condition, reliability, and efficiency of the assets over time.	Operations	Implementation of indicators and metrics	95%	100%	100%	Tracking costs of mechanical equipment operations and maintenance costs.	Costs in annual budgets are increasing with	Facilities
Adopt asset management policies and practices to optimize the maintenance, renewal, and expansion of infrastructure assets which balance the needs and priorities of current and future generations	2.04	Determine and monitor infrastructure capacities (water, stormwater, sewer, and roads) for timely inclusion in the IFFP.	Engineering	Metrics detailing capacities	?	50%	100%			Engineering
	2.05	Prioritize strategic investment in critical infrastructure, especially water and roads.	Engineering	Inclusion in 5-year CIP	?	50%	100%			Engineering
Implement and expand use of GIS database.	5.01	Procure and implement GIS software tool(s).	Engineering	Implementation	100%	100%	100%			Engineering
	5.02	Add employee(s) to support GIS collection.	Engineering	# of FTEs assigned	100%	100%	100%	Now at 3 FTEs		Engineering
	5.03	Collect data points and information beneficial and specific to each department.	Engineering	% of city collected, by department, by year	50%	75%	100%	Most of the current data is in the system but work remains to clean up and labeled. Eventually we will be working to stay current.		Engineering
	5.04	Adopt policy requiring submission of all GIS data points by developers.	Engineering	Adoption of policy	?	50%	100%			Engineering



Capital Asset Management

Create a 5-year Capital Improvement Plan (CIP) in the annual budget	3.01	Adopt a schedule for regular updates to every master plan.	Legislative Affairs	Adoption of a schedule	10%	50%	100%	Reviewed status of plans, still need to schedule future updates.		Executive
Create a 5-year Capital Improvement Plan (CIP) in the annual budget	3.02	Budget for and complete any master plan updates yearly.	Finance	# of master plans updated	25%	100%	100%	Our current 5 year planning includes IRA related projects and general government projects. We want to move to make it more robust and comprehensive.		Finance
	3.03	Establish capital planning policy.	Finance	Adoption of policy	20%	100%	100%	Relates to 2.01, 32.01-3.		Finance
	3.04	Establish CIP funding reserve policy.	Finance	Adoption of policy	0%	100%	100%	Wants to direct excess GF beyond reserves and impact fees to go here.		Finance
	3.05	Prepare and adopt a 5-year CIP, annually.	Finance	Adoption of CIP	0%	0%	0%	*Not until FY26		Finance
Develop a long-term facility plan and establish management practices to optimize the maintenance, renewal, and updating of buildings and other facilities	32.01	Complete and implement the facility plan.	Operations	Adopt the plan	100%	100%	100%			Facilities
	32.02	Compile inventories of municipal buildings and facilities and conduct regularly scheduled	Operations	Complete inventory, perform	75%	100%	100%	Galloway has submitted a report which still needs to be presented to the		Facilities
	32.03	Adopt a policy to prioritize investments based on asset lifecycle management principles.	Operations	Adopt policy	0%	100%	100%	Reviewing.		Facilities



Technology

Invest in smart city technologies	1.01	Procure and implement asset management tools.	Public Works	Adoption of tools	50%	75%	100%	Done streets-related assets, water, wastewater assets. Still and always in progress. Storm, facilities, parks assets still to be added.		Executive
	1.02	Procure and implement project management software.	Legislative Affairs	Implement, train, and projects done	10%	50%	100%			Executive
Implement New Planning Software	15.01	Identify, recommend, and implement an appropriate software product.	Planning/Public Works	Implement software, # staff trained	70%	100%	100%	Installed OpenGov in summer 2024, is in use by Community Development but need to fill in the gap between OpenGov permitting and licensing AND OpenGov asset management. Need to work with Public Works for public asset management.		Planning
	15.02	Track review timelines to ensure compliance with State Code requirements.	Planning	Time to review plans by type	100%	100%	100%	We are updating EMCC when changes are required.		Planning
Implement AI Tools & Services into City Processes	22.01	Draft and adopt a Use of AI Policy.	Information Technology	Adopt policy	100%	100%	100%	Policy is adopted, in the personnel manual.		Information Technology
	22.02	Provide Training to Staff on AI Capabilities and Opportunities	Information Technology	# staff trained	0%	50%	100%			Information Technology
	22.03	Run Pilot of AI in City Services	Information Technology	Complete pilot	0%	50%	100%	Experimenting but not ready yet.		Information Technology
Launch Improved Resident Information Tools on City Website.	23.01	Identify information gaps and enhancement opportunities on City website.	Communications	Report	100%	100%	100%	Done end of October 2024.		Communications
	23.02	Scope the development of interactive tools aimed at rapidly providing accurate requested resource delivery to residents.	Communications	Report	100%	100%	100%			Communications
	23.03	Integrate tools and services into new website	Communications	Completion	75%	100%	100%	Implemented AI search tools.		Communications



Rebrand

Rebrand Eagle Mountain City	28.01	Upgrade and redesign the City's website.	Communications	Completion	100%	100%	100%			Communications
	28.02	Create and implement a plan that will effectively rebrand the city (with analytics and follow-	Communications	Report analytics	100%	100%	100%	Rely on social media sentiment tools and we send reports to the Council.		Communications
	28.03	Use branding to enhance business attraction, small business promotion and the organization's favorability in business community.	Communications	Metrics on improvement	33%	100%	100%	In progress, met with GOEO.		Communications
	28.04	Develop a public engagement guide to improve resident understanding and feedback.	Communications	Completion	0%	100%	100%	Beginning this in the new year.		Communications
Improve Public and Social Media	28.05	Adapt guidelines for public engagement	Communications	Completion						Communications

Launch Improved Resident Information Tools on City Website.	23.01	Identify information gaps and enhancement opportunities on City website.	Communications	Report	100%	100%	100%	Done end of October 2024.		Communications
	23.02	Scope the development of interactive tools aimed at rapidly providing accurate requested resource delivery to residents.	Communications	Report	100%	100%	100%			Communications
	23.03	Integrate tools and services into new website	Communications	Completion	75%	100%	100%	Implemented AI search tools.		Communications



Progress* to date in YEAR 1

Objectives and Actions are intended to be completed within 2 years, recognizing that some will take longer depending on circumstances and complexity.

24 actions ~100%

10 actions ~ 75%

12 actions ~ 50%

14 actions ~ 25%

43 actions < 10%

6 actions not measured

*staff estimated



Resource needs:

Items that may come forward at budget time

Neighborhood Improvement:

14.02 Budget funding for Neighborhood Improvement equipment and neighborhood clean-up events. Need more tools and equipment.

14.04 Create policies to help property owners that are in need due to health issues or life circumstances, helping them to clean up their property when in violation of City codes. May need funds to implement.

Facilities:

2.03 Establish performance indicators and metrics to track the condition, reliability, and efficiency of the assets over time. Costs to maintain increase with age.

Library:

9.01 Add new programing for enhanced learning for all ages. Will need additional funds staffing/programs to meet demand.

9.02 Increase community access to and use of Digital Resources and Online Access. Will need additional funds for materials to meet demand.



Resource needs:

Items that may come forward at budget time

Parks:

33.0 Implement a new city-wide tree maintenance program. Anticipate additional FTEs.

13.0 Update the Bike and Pedestrian Master Plan. May need funds for consultant.

Planning:

16.0 Create a Wildlife Conservation and Open Space Plan. May need funds for consultant.

20.01 Create interactive development map (including GIS data) to be used both internally and externally. Will want to automate data entry for permits.

Recreation:

36.0 Optimize events and recreation opportunities in the community. Will need more Rec staff to meet more programming.

Cemetery:

37.0 Plan and expand the Pony Express Memorial Cemetery. Will need funding for expansion.



Objectives	Action Items		Department / Division Assigned	Performance / Deliverables	FY 25 Progress	FY 25 Target	FY 26 Target	Comments	Resources	Budget Book Location
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Create a Transfer of Development Rights (TDR) Program	18.01	Research example codes/programs from other cities and/or states.	City Attorney	Report on codes	100%	100%	100%			Attorney
	18.02	Draft and adopt TDR code.	City Attorney	Adopt code	95%	100%	100%	Drafted, awaiting feedback from developers.		Attorney

Create Property Clean-Up & Assistance Programs to Benefit Residents & Improve Neighborhoods	14.01	Develop partnerships between the Neighborhood Improvement Division and community groups, non-profits, and other service organizations.	Neighborhood Improvement	# and quality of partnerships	1	TBD	TBD	Trying to get an abatement contractor to deal with weeds, debris, etc.		Building
	14.02	Budget funding for Neighborhood Improvement equipment and neighborhood clean-up events.	Neighborhood Improvement	\$ funds budgeted; # of events	1 spring			Find out how much money in budget. A trailer and tools have been acquired. Want one spring and one fall cleanup. Did extra work with tumbleweeds.	Could be asking for more tools & equipment.	Building
	14.03	Create a plan and applicable policies for clean-up events, volunteers, and liability protection.	Neighborhood Improvement	Adopt plan	10%	100%	100%	Still working on it, need to collaborate with legal.		Building
	14.04	Create policies to help property owners that are in need due to health issues or life circumstances, helping them to clean up their property when in violation of City codes.	Neighborhood Improvement	Adopt policies	0%	50%	100%	May be able to create a program?	May need funds to implement.	Building



Objectives		Action Items	Department / Division Assigned	Performance / Deliverables	FY 25 Progress	FY 25 Target	FY 26 Target	Comments	Resources	Budget Book Location
Launch Improved Resident Information Tools on City Website.	23.01	Identify information gaps and enhancement opportunities on City website.	Communications	Report	100%	100%	100%	Done end of October 2024.		Communications
	23.02	Scope the development of interactive tools aimed at rapidly providing accurate requested resource delivery to residents.	Communications	Report	100%	100%	100%			Communications
	23.03	Integrate tools and services into new website design.	Communications	Completion	75%	100%	100%	Implemented AI search tools.		Communications
Evaluation of level of service, by department	25.04	Conduct a community survey to assess resident satisfaction with the current level of service.	Communications	Complete and report on results	100%	100%	100%	Annual resident survey done.		Communications
Rebrand Eagle Mountain City	28.01	Upgrade and redesign the City's website.	Communications	Completion	100%	100%	100%			Communications
	28.02	Create and implement a plan that will effectively rebrand the city (with analytics and follow-through).	Communications	Report analytics	100%	100%	100%	Rely on social media sentiment tools and we send reports to the Council.		Communications
	28.03	Use branding to enhance business attraction, small business promotion and the organization's favorability in business community.	Communications	Metrics on improvement	33%	100%	100%	In progress, met with GOEO.		Communications
	28.04	Develop a public engagement guide to improve resident understanding and feedback.	Communications	Completion	0%	100%	100%	Beginning this in the new year.		Communications
Improve Public and Social Media Engagement	29.01	Adopt guidelines for public engagement (including social media)	Communications	Completion	0%	100%	100%			Communications
	29.02	Obtain and train staff on using analytics when engaging the public.	Communications	# staff trained	0%	100%	100%			Communications
	29.03	Report on engagement improvement.	Communications	Report on progress	0%	100%	100%			Communications
	29.04	Increase resident engagement using effective cross promotional tools.	Communications	Report analytics	50%	100%	100%	In progress, actively broadening reach.		Communications



Objectives		Action Items	Department / Division Assigned	Performance / Deliverables	FY 25 Progress	FY 25 Target	FY 26 Target	Comments	Resources	Budget Book Location
Develop an Economic Development Incentives Policy	19.01	Establish calculation methods for stepped incentives, industry pioneer incentives, and base incentives.	Economic Development	Completion	50%	100%	100%	Some work done, more time needed.		Economic Development
	19.02	Collaborate with other taxing entities to ensure compatibility with interests.	Economic Development	Report on progress	100%	100%	100%	Met with decisionmakers at the other participating entities to get on the same page.		Economic Development
Establish Robust Business Expansion and Retention Program in Cooperation with Eagle Mountain Chamber of Commerce	21.01	Evaluate Federal, State, and other grant opportunities.	Economic Development	Report	30%	100%	100%	In progress.		Economic Development
	21.02	Develop core tourism messaging in coordination with Eagle Mountain City brand development.	Economic Development	Adopt tourism messaging	50%	100%	100%	Working with REDKOR and Communications team to build capacity and interest.		Economic Development
	21.03	Identify and remedy possible conflicts with tourism and wildlife corridor use.	Economic Development	Report	0%	100%	100%			Economic Development
Adopt asset management policies and practices to optimize the maintenance, renewal, and expansion of infrastructure assets which balance the needs and priorities of current and future generations	2.02	Conduct a comprehensive inventory and assessment of all assets owned and managed by the city, by department.	Operations	Completion of inventory and assessments	100%	100%	100%	Inventory/status of non-inground infrastructure done.		Facilities
	2.03	Establish performance indicators and metrics to track the condition, reliability, and efficiency of the assets over time.	Operations	Implementation of indicators and metrics	95%	100%	100%	Tracking costs of mechanical equipment operations and maintenance costs.	Costs in annual budgets are increasing with age.	Facilities
Develop a long-term facility plan and establish management practices to optimize the maintenance, renewal, and updating of buildings and other facilities	32.01	Complete and implement the facility plan.	Operations	Adopt the plan	100%	100%	100%			Facilities
	32.02	Compile inventories of municipal buildings and facilities and conduct regularly scheduled condition assessments.	Operations	Complete inventory, perform assessments	75%	100%	100%	Galloway has submitted a report which still needs to be presented to the Council.		Facilities
	32.03	Adopt a policy to prioritize investments based on asset lifecycle management principles.	Operations	Adopt policy	0%	100%	100%	Reviewing.		Facilities



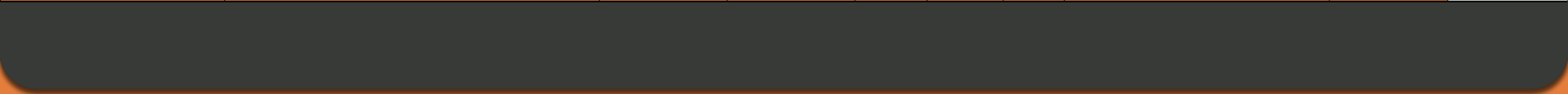
Objectives	Action Items		Department / Division Assigned	Performance / Deliverables	FY 25 Progress	FY 25 Target	FY 26 Target	Comments	Resources	Budget Book Location
Adopt asset management policies and practices to optimize the maintenance, renewal, and expansion of infrastructure assets which balance the needs and priorities of current and future generations	2.04	Determine and monitor infrastructure capacities (water, stormwater, sewer, and roads) for timely inclusion in the IFFP.	Engineering	Metrics detailing capacities	?	50%	100%			Engineering
	2.05	Prioritize strategic investment in critical infrastructure, especially water and roads.	Engineering	Inclusion in 5-year CIP	?	50%	100%			Engineering
Obtain Funding to Enhance and Expand the City's Transportation Network	4.01	Proactively prepare documentation and evidence of transportation needs including roads and trails.	Engineering	Ratio of submitted and funded projects	?	?	?			Engineering
	4.02	Identify and add necessary projects to Regional Transportation Plan update.'	Engineering	Ratio of submitted projects to MAG vs number actually on RTP	?	50%	100%			Engineering
	4.03	Apply for grants (e.g., STIP) and other potential funding opportunities.	Engineering	Total number of grants submitted for, received, and total dollars awarded	?	?	?			Engineering
Implement and expand use of GIS database.	5.01	Procure and implement GIS software tool(s).	Engineering	Implementation	100%	100%	100%			Engineering
	5.02	Add employee(s) to support GIS collection.	Engineering	# of FTEs assigned	100%	100%	100%	Now at 3 FTEs		Engineering
	5.03	Collect data points and information beneficial and specific to each department.	Engineering	% of city collected, by department, by year	50%	75%	100%	Most of the current data is in the system but work remains to clean up and labeled. Eventually we will be working to stay current.		Engineering
	5.04	Adopt policy requiring submission of all GIS data points by developers.	Engineering	Adoption of policy	?	50%	100%			Engineering



Objectives	Action Items		Department / Division Assigned	Performance / Deliverables	FY 25 Progress	FY 25 Target	FY 26 Target	Comments	Resources	Budget Book Location
Invest in smart city technologies	1.01	Procure and implement asset management tools.	Public Works	Adoption of tools	50%	75%	100%	Done streets-related assets, water, wastewater assets. Still and always in progress. Storm, facilities, parks assets still to be added.		Executive
	1.02	Procure and implement project management software.	Legislative Affairs	Implement, train, and projects done	10%	50%	100%			Executive
Adopt asset management policies and practices to optimize the maintenance, renewal, and expansion of infrastructure assets which balance the needs and priorities of current and future generations	2.01	Develop a long-term strategy for best practices-based maintenance, repair, replacement, and future investments, and allocate resources accordingly.	Finance	Adoption of policies and practices	10%	50%	100%	This is the first component of the overall CAPM strategy. Will be drafting a policy, will need to work with other departments to refine the components underneath. See also Facilities and Public Works.		Executive
Create a 5-year Capital Improvement Plan (CIP) in the annual budget	3.01	Adopt a schedule for regular updates to every master plan.	Legislative Affairs	Adoption of a schedule	10%	50%	100%	Reviewed status of plans, still need to schedule future updates.		Executive
Evaluation of level of service, by department	25.01	Provide employee training and determine appropriate staffing levels to provide municipal services.	Human Resources	Study completion	0%	50%	100%			Executive
	25.02	Adopt a city growth plan and provide services for increased population in the community.	Executive	Plan completion	10%	50%	100%	This is in progress with department heads are working with the ICM to determine.		Executive
	25.03	Develop a plan for and conduct regular assessments of efficiency and structure within departments.	Executive	Regular reporting of assessments	10%	50%	100%	The new City Manager will have the chance to decide how they want to assess or whether they will delegate that to another employee		Executive



Objectives	Action Items		Department / Division Assigned	Performance / Deliverables	FY 25 Progress	FY 25 Target	FY 26 Target	Comments	Resources	Budget Book Location
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Create a 5-year Capital Improvement Plan (CIP) in the annual budget	3.02	Budget for and complete any master plan updates yearly.	Finance	# of master plans updated	25%	100%	100%	Our current 5 year planning includes IFA related projects and general government projects. We want to move to make it more robust and comprehensive.		Finance
	3.03	Establish capital planning policy.	Finance	Adoption of policy	20%	100%	100%	Relates to 2.01, 32.01-3.		Finance
	3.04	Establish CIP funding reserve policy.	Finance	Adoption of policy	0%	100%	100%	Wants to direct excess GF beyond reserves and impact fees to go here.		Finance
	3.05	Prepare and adopt a 5-year CIP, annually.	Finance	Adoption of CIP	0%	0%	0%	*Not until FY26		Finance
Data-driven decision-making	8.01	Create dashboard using NAICS code information included with sales tax data to show levels of diversification by industry classification.	Finance	Completion	5%	100%	100%			Finance
Expand workforce attraction, retention, and development efforts by providing a supportive work environment that attracts and retains skilled employees, offering competitive compensation and benefits, with opportunities for career development, work-life balance, and supported by employee engagement.	24.01	Review and improve the competitiveness of city employee compensation plans.	Human Resources	Report condition	100%	100%	100%	This will be performed annually.		Human Resources
	24.02	Improve employee well-being through additional training opportunities regarding insurance benefits and employee programs.	Human Resources	# of persons participating	100%	100%	100%	This is also more annual as new staff comes in. It reflects mandatory training, next would be above and beyond. Working on a benefits video.		Human Resources
	24.03	Improve employees’ understanding of and compliance with the City’s Policies and Procedures through additional training opportunities.	Human Resources	# of staff meetings and newsletter items	75%	100%	100%	Have begun implementing this with a regular item in staff meetings and in the employee newsletter. This will be measured with the new performance measure.		Human Resources
	24.04	Expand use of employer-required or general employee development training opportunities.	Human Resources	# of courses completed	25%	100%	100%	The new HR Specialist will be working on this action. We are creating videos and focussing on newly hired employees.		Human Resources



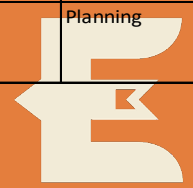
Objectives	Action Items		Department / Division Assigned	Performance / Deliverables	FY 25 Progress	FY 25 Target	FY 26 Target	Comments	Resources	Budget Book Location
Implement AI Tools & Services into City Processes	22.01	Draft and adopt a Use of AI Policy.	Information Technology	Adopt policy	100%	100%	100%	Policy is adopted, in the personnel manual.		Information Technology
	22.02	Provide Training to Staff on AI Capabilities and Opportunities	Information Technology	# staff trained	0%	50%	100%			Information Technology
	22.03	Run Pilot of AI in City Services	Information Technology	Complete pilot	0%	50%	100%	Experimenting but not ready yet.		Information Technology
Promote lifelong learning opportunities to the community.	9.01	Add new programing for enhanced learning for all ages.	Library	Number and type of new programs added.	4 new programs	6 new programs	More outreach program ming.	Added senior computer classes, a teen maker lab, spin a yarn crochet, and teen movie night.	Will need additional funds staffing/programs to meet demand.	Library
	9.02	Increase community access to and use of Digital Resources and Online Access.	Library	Percentage of digital circulation increase from previous year	9.8% and 10.5% YTD	Digital Use: 25%; Physical Use: 10%	TBD - exceed city growth rate?	Digital and physical circulations are up 9.8% and 10.5% respectively YTD.	Will need additional funds for materials to meet demand.	Library



Objectives		Action Items	Department / Division Assigned	Performance / Deliverables	FY 25 Progress	FY 25 Target	FY 26 Target	Comments	Resources	Budget Book Location
Implement a new city-wide tree maintenance program	33.01	Catalog all city-owned and maintained trees in the city.	Public Services	Complete catalog	75%	80%	100%			Parks
	33.02	Hire a City Arborist/City Forester.	Public Services	Hire	100%	100%	100%	Hired and operational.	Anticipate additional FTEs.	Parks
	33.03	Document and adopt best practices for tree planting and maintenance.	Public Services	Adopt practices; report on conditions	50%	100%	100%	Will be an action and strategy plan when completed.		Parks
Develop regional/community/ neighborhood parks	34.01	Update the Parks, Trails, and Open Space Master Plan.	Public Services	Complete the update	0%	10%	100%	Will start late in current FY.		Parks
	34.02	Identify regional parks plans that include connections into neighboring communities.	Public Services	List the regional parks	0%	10%	100%	Will be addressed in the Master Plan.		Parks
	34.03	Implement a defined trail maintenance program.	Public Services	Implementation and measurement	50%	50%	100%	Will be added to the asset portal and then develop a trail maintenance plan in the software.		Parks
	34.04	Implement a defined off-street trail master plan for the community.	Public Services	Implementation and measurement	50%	50%	100%	Will be added to the asset portal and then develop a trail maintenance plan in the software.		Parks
Upgrade irrigation systems with appropriate infrastructure	35.01	Install flow sensing capabilities and flow regulation measures in parks and open spaces.	Public Services	# of devices installed	100%	100%	100%	Not every park will be able to do this but every eligible park meets the standard.		Parks
	35.02	Implement code for development of irrigation systems to be provided at time of development.	Public Services	Code adopted	100%	100%	100%			Parks



Objectives		Action Items	Department / Division Assigned	Performance / Deliverables	FY 25 Progress	FY 25 Target	FY 26 Target	Comments	Resources	Budget Book Location
Review & update commercial, business park, industrial, and technology zoning codes	10.01	Conduct a review of existing codes for barriers and provide any recommendations to promote diverse economic opportunities.	Planning	Report	10%	10%	TBD	The General Plan is a higher priority currently. No instructions received to raise this item higher.		Planning
	10.02	Draft code amendments that provide economic opportunities while ensuring compatibility with surrounding uses.	Planning	Adopt code	0%	0%	TBD	See above		Planning
	10.03	Change “conditional uses” to “special uses” and draft special use standards. Change some special uses to permitted uses.	Planning	Complete	50%	100%	100%	Conditional uses in zoning code addressed on priority list. BL Will double check.		Planning
Update the Future Land Use and Transportation Corridors Maps	11.01	Prepare maps using updated transportation corridors from the approved Transportation Master Plan.	Planning & Engineering	Complete maps	0%	75%	100%	Will be done with General Plan.		Planning
	11.02	Research and prepare data for distribution of future land uses, vested units, slope of property, etc.	Planning & Engineering	Report data	0%	75%	100%	Will be done with General Plan.		Planning
	11.03	Create an interactive online map for use by the city, prospective businesses, residents, etc.	Planning & Engineering	Complete map	0%	75%	100%	Will be done with General Plan.		Planning
Update the City’s General Plan to Respond to Changes in State Code, Adopted City Master Plans, and the City’s Evolving Needs and Vision	12.01	Review the goals, strategies, and objectives in the plan and provide a report as to the status of each one.	Planning	Complete review and report	5%	75%	100%	General Plan preparation is in progress.		Planning
	12.02	Review and identify necessary updates to the data and information in the plan, including changes to the State Code that require updates.	Planning	Complete review	5%	75%	100%	General Plan preparation is in progress.		Planning
	12.03	Create a tracking system to follow up with the updated goals, strategies, and objectives, and report progress/status to the City Council on a regular basis.	Planning	Adopt tracking system	0%	0%	100%	Will follow the implementation program once the GP is adopted.		Planning
Update the Bike and Pedestrian Master Plan	13.01	Review and identify necessary updates to the data and information in the plan.	Planning	Complete review	10%	50%	100%	Will proceed when GP is completed. GPSed trails for background. A draft RFP is prepared.	May need funds in FY26 for consultant	Planning
	13.02	Create a tracking system to follow up with any goals, strategies, objectives, and planned projects, and report progress/status to the City Council on a regular basis.	Planning	Adopt system	0%	50%	100%	Will not start until after the GP is completed.		Planning
	13.03	Ensure the future of the City’s off-street recreational trail system by working with landowners to acquire and preserve properties including existing or future trails.	Planning	Amount of space acquired	5%	5%	15%	A long term process, we are actively working with developers/property owners to acquire wildlife corridor and trail properties.		Planning
	13.04	Work with the BLM to expand recreational trail systems and plan for future trailheads.	Planning	Report progress	15%	25%	25%	Currently working with BLM and Firefly. Will need to keep working with BLM on other locations.		Planning



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Implement New Planning Software	15.01	Identify, recommend, and implement an appropriate software product.	Planning/Public Works	Implement software, # staff trained	70%	100%	100%	Installed OpenGov in summer 2024, is in use by Community Development but need to fill in the gap between OpenGov permitting and licensing AND OpenGov asset managment. Need to work with Public Works for public asset management.		Planning
	15.02	Track review timelines to ensure compliance with State Code requirements.	Planning	Time to review plans by type	100%	100%	100%	We are updating EMCC when changes are required.		Planning
Create a Wildlife Conservation and Open Space Plan	16.01	Create a map of all City-owned properties and categorize them.	Planning	Complete map	75%	100%	100%	Mapping is complete, currently assessing status, and resolution/disposal process is coming.		Planning
	16.02	Hire an intern to work closely with the Wildlife Biologist / Environmental Planner.	Planning	Hire staff	100%	100%	100%			Planning
	16.03	Review and recommend changes to the City Code, the Parks, Trails, and Open Space Master Plan, and other documents for applicable information.	Planning	Report on recommendations	25%	25%	100%	Some changes to wildlife corridor and code have been made but Master Plan update is still to come.	May need funds in FY26 for consultant	Planning
	16.04	Establish codes, policies, and other protections for washes, natural drainage systems, slopes, ridgelines, and petroglyphs, etc.	Planning	Adopt codes	20%	50%	100%	Some work to protect washes, drainage, etc.		Planning
Make Significant Improvements to the Critical Wildlife Migration Corridor	17.01	Establish codes and other protections for a viable deer migration corridor.	Planning	Adopt codes	50%	100%	100%	Some changes to wildlife corridor and code have been made.		Planning
	17.02	Create and hold events and opportunities to educate regional partners, residents, and others about the benefits and importance of the corridor.	Planning	# events, # participants	60%	65%	100%	Still doing these.		Planning
	17.03	Identify and apply for grants and funding opportunities for fencing, plantings, crossings, bridges, tunnels/culverts, signs, and other improvements.	Planning	\$ grants obtained	70%	75%	75%	Will be a long term project.		Planning
Initiate Commercial Development Activity in Non-Developing Areas	20.01	Create interactive development map (including GIS data) to be used both internally and externally.	Planning	Complete map	25%	50%	100%	Econ Dev built an economic development interactive map for outward use.	Will want to automoate data entry for permits.	Planning
	20.02	Complete downtown area plan.	Economic Development	Complete plan	15%	100%	100%	In progress.		Planning
	20.03	Create development plans for Mt. Airey, Airport Road, and Eagle Mountain Marketplace sites.	Planning	Complete plans	0%	0%	0%	Was linked to the small area plans. EM Marketplace is progressing. Mt Airey gets some attention but no buyers yet.		Planning
Improve support for new developments	30.01	Evaluate staff levels of service for review of new development plans.	Planning	# increase plans reviewed	0%	50%	100%			Planning
	30.02	Establish procedures for collecting new data as new developments come in.	Planning	Adopt procedures	10%	50%	100%	OpenGov software implementation is key.		Planning
	30.03	Coordinate staffing between departments to ensure that all needed inspections and approvals are done.	Community Development	Adopt procedures	10%	50%	100%	Planning is working with Public Works to ensure inspections and approvals are done, and discussions to bridge the gap between permitting and asset management are ongoing.		Planning

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Continuous Recordation Process Improvement	27.01	Initiate a program of regular audits of departmental processes to identify areas for improvement.	City Recorder	# audits	3	6	6	Will be an ongoing item, part of regular processes.		Recorder
	27.02	Participate in professional development and training to stay updated on best practices in record management.	City Recorder	# of professional development completed	0	1	2	Have been impacted by turnover and workload.		Recorder
Optimize events and recreation opportunities in the community	36.01	Evaluate level of service for sports and recreation programs for residents in the community.	Recreation	Evaluation completed	60%	80%	100%	Still working on implementation.	Will need more Rec staff to meet more programming.	Recreation
	36.03	As needed, create more age-appropriate recreational programs and events.	Recreation	# of programs added	10	11	11			Recreation
Optimize events and recreation opportunities in the community	36.02	Evaluate the need for additional events in the community or growth of current events.	Special Events	Evaluation completed	25%	50%	100%	This is an ever changing activity and is something we evaluate per event.	If more events, anticipate more FTEs/resources.	Special Events
Plan and expand the Pony Express Memorial Cemetery	37.01	Create a master plan for the cemetery.	Public Services	Adopt plan	20%	20%	100%			Cemetery
	37.02	Complete the next phase of cemetery to allow for future burials.	Public Services	Complete next phase	0%	0%	100%		Will need funding for expansion.	Cemetery



Objectives	Action Items		Department / Division Assigned	Performance / Deliverables	FY 25 Progress	FY 25 Target	FY 26 Target	Comments	Resources	Budget Book Location
Audit the city's water rights and contracts	26.01	Inventory well water rights required for residential and commercial developments.	City Recorder	Completion	100%	100%	100%			Water
	26.02	Account for Central Utah Water purchases and allocations.	City Recorder	Completion	90%	100%	100%			Water
Improve water conservation and backflow prevention programs	31.01	Expand communications within the community on how and why to conserve water.	Public Utilities	Communications plan and items	20%	100%	100%	Working on getting more communications into the mailer/website/social media.		Water
	31.02	Expand communications within the community on how and why backflow prevention devices are required.	Public Utilities	Communications plan and items	20%	100%	100%	Working on getting more communications into the mailer/website/social media.		Water
Improve functionality of utility bills (from the customer perspective).	6.01	Redesign utility bill.	Administrative Services	Complete redesign	5%	50%	100%			Utility Billing
	6.02	Solicit resident feedback for current issues and on new design.	Administrative Services	# of responses; level of satisfaction	5%	50%	100%			Utility Billing
	6.03	Update webpage to include infographic on how to read your utility bill.	Administrative Services	Data on utility bill inquiries TBD	5%	50%	100%			Utility Billing
Improve renter access to utility account information.	7.01	Create separate property owner agreement for rental properties.	Administrative Services	Completion	5%	50%	100%	Reconsidering this objective and action.		Utility Billing
	7.02	Modify utility application to allow renters to sign up and manage their utility services.	Administrative Services	Completion	5%	50%	100%	Reconsidering this objective and action.		Utility Billing



Objectives	Action Items		Department / Division Assigned	Performance / Deliverables	FY 25 Progress	FY 25 Target	FY 26 Target	Comments	Resources	Budget Book Location
Create a Transfer of Development Rights (TDR) Program	18.01	Research example codes/programs from other cities and/or states.	City Attorney	Report on codes	100%	100%	100%			Attorney
	18.02	Draft and adopt TDR code.	City Attorney	Adopt code	95%	100%	100%	Drafted, awaiting feedback from developers.		Attorney
Create Property Clean-Up & Assistance Programs to Benefit Residents & Improve Neighborhoods	14.01	Develop partnerships between the Neighborhood Improvement Division and community groups, non-profits, and other service organizations.	Neighborhood Improvement	# and quality of partnerships	1	TBD	TBD	Trying to get an abatement contractor to deal with weeds, debris, etc.		Building
	14.02	Budget funding for Neighborhood Improvement equipment and neighborhood clean-up events.	Neighborhood Improvement	\$ funds budgeted; # of events	1 spring			Find out how much money in budget. A trailer and tools have been acquired. Want one spring and one fall cleanup. Did extra work with tumbleweeds.	Could be asking for more tools & equipment.	Building
	14.03	Create a plan and applicable policies for clean-up events, volunteers, and liability protection.	Neighborhood Improvement	Adopt plan	10%	100%	100%	Still working on it, need to collaborate with legal.		Building
	14.04	Create policies to help property owners that are in need due to health issues or life circumstances, helping them to clean up their property when in violation of City codes.	Neighborhood Improvement	Adopt policies	0%	50%	100%	May be able to create a program?	May need funds to implement.	Building
Launch Improved Resident Information Tools on City Website.	23.01	Identify information gaps and enhancement opportunities on City website.	Communications	Report	100%	100%	100%	Done end of October 2024.		Communications
	23.02	Scope the development of interactive tools aimed at rapidly providing accurate requested resource delivery to residents.	Communications	Report	100%	100%	100%			Communications
	23.03	Integrate tools and services into new website design.	Communications	Completion	75%	100%	100%	Implemented AI search tools.		Communications
Evaluation of level of service, by department	25.04	Conduct a community survey to assess resident satisfaction with the current level of service.	Communications	Complete and report on results	100%	100%	100%	Annual resident survey done.		Communications
Rebrand Eagle Mountain City	28.01	Upgrade and redesign the City's website.	Communications	Completion	100%	100%	100%			Communications
	28.02	Create and implement a plan that will effectively rebrand the city (with analytics and follow-through).	Communications	Report analytics	100%	100%	100%	Rely on social media sentiment tools and we send reports to the Council.		Communications
	28.03	Use branding to enhance business attraction, small business promotion and the organization's favorability in business community.	Communications	Metrics on improvement	33%	100%	100%	In progress, met with GOEO.		Communications
	28.04	Develop a public engagement guide to improve resident understanding and feedback.	Communications	Completion	0%	100%	100%	Beginning this in the new year.		Communications
Improve Public and Social Media Engagement	29.01	Adopt guidelines for public engagement (including social media)	Communications	Completion	0%	100%	100%			Communications
	29.02	Obtain and train staff on using analytics when engaging the public.	Communications	# staff trained	0%	100%	100%			Communications
	29.03	Report on engagement improvement.	Communications	Report on progress	0%	100%	100%			Communications
	29.04	Increase resident engagement using effective cross promotional tools.	Communications	Report analytics	50%	100%	100%	In progress, actively broadening reach.		Communications
Develop an Economic Development Incentives Policy	19.01	Establish calculation methods for stepped incentives, industry pioneer incentives, and base incentives.	Economic Development	Completion	50%	100%	100%	Some work done, more time needed.		Economic Development
	19.02	Collaborate with other taxing entities to ensure compatibility with interests.	Economic Development	Report on progress	100%	100%	100%	Met with decisionmakers at the other participating entities to get on the same page.		Economic Development
Establish Robust Business Expansion and Retention Program in Cooperation with Eagle Mountain Chamber of Commerce	21.01	Evaluate Federal, State, and other grant opportunities.	Economic Development	Report	30%	100%	100%	In progress.		Economic Development
	21.02	Develop core tourism messaging in coordination with Eagle Mountain City brand development.	Economic Development	Adopt tourism messaging	50%	100%	100%	Working with REDKOR and Communications team to build capacity and interest.		Economic Development
	21.03	Identify and remedy possible conflicts with tourism and wildlife corridor use.	Economic Development	Report	0%	100%	100%			Economic Development
Adopt asset management policies and practices to optimize the maintenance, renewal, and expansion of infrastructure assets which balance the needs and priorities of current and future generations	2.04	Determine and monitor infrastructure capacities (water, stormwater, sewer, and roads) for timely inclusion in the IFFP.	Engineering	Metrics detailing capacities	?	50%	100%			Engineering
	2.05	Prioritize strategic investment in critical infrastructure, especially water and roads.	Engineering	Inclusion in 5-year CIP	?	50%	100%			Engineering

Obtain Funding to Enhance and Expand the City's Transportation Network	4.01	Proactively prepare documentation and evidence of transportation needs including roads and trails.	Engineering	Ratio of submitted and funded projects	?	?	?		Engineering
	4.02	Identify and add necessary projects to Regional Transportation Plan update.'	Engineering	Ratio of submitted projects to MAG vs number actually on RTP	?	50%	100%		Engineering
	4.03	Apply for grants (e.g., STIP) and other potential funding opportunities.	Engineering	Total number of grants submitted for, received, and total dollars awarded	?	?	?		Engineering
Implement and expand use of GIS database.	5.01	Procure and implement GIS software tool(s).	Engineering	Implementation	100%	100%	100%		Engineering
	5.02	Add employee(s) to support GIS collection.	Engineering	# of FTEs assigned	100%	100%	100%	Now at 3 FTEs	Engineering
	5.03	Collect data points and information beneficial and specific to each department.	Engineering	% of city collected, by department, by year	50%	75%	100%	Most of the current data is in the system but work remains to clean up and labeled. Eventually we will be working to stay current.	Engineering
	5.04	Adopt policy requiring submission of all GIS data points by developers.	Engineering	Adoption of policy	?	50%	100%		Engineering
Invest in smart city technologies	1.01	Procure and implement asset management tools.	Public Works	Adoption of tools	50%	75%	100%	Done streets-related assets, water, wastewater assets. Still and always in progress. Storm, facilities, parks assets still to be added.	Executive
	1.02	Procure and implement project management software.	Legislative Affairs	Implement, train, and projects done	10%	50%	100%		Executive
Adopt asset management policies and practices to optimize the maintenance, renewal, and expansion of infrastructure assets which balance the needs and priorities of current and future generations	2.01	Develop a long-term strategy for best practices-based maintenance, repair, replacement, and future investments, and allocate resources accordingly.	Finance	Adoption of policies and practices	10%	50%	100%	This is the first component of the overall CAPM strategy. Will be drafting a policy, will need to work with other departments to refine the components underneath. See also Facilities and Public Works.	Executive
Create a 5-year Capital Improvement Plan (CIP) in the annual budget	3.01	Adopt a schedule for regular updates to every master plan.	Legislative Affairs	Adoption of a schedule	10%	50%	100%	Reviewed status of plans, still need to schedule future updates.	Executive
Evaluation of level of service, by department	25.01	Provide employee training and determine appropriate staffing levels to provide municipal services.	Human Resources	Study completion	0%	50%	100%		Executive
	25.02	Adopt a city growth plan and provide services for increased population in the community.	Executive	Plan completion	10%	50%	100%	This is in progress with department heads are working with the ICM to determine.	Executive
	25.03	Develop a plan for and conduct regular assessments of efficiency and structure within departments.	Executive	Regular reporting of assessments	10%	50%	100%	The new City Manager will have the chance to decide how they want to assess or whether they will delegate that to another employee	Executive
Adopt asset management policies and practices to optimize the maintenance, renewal, and expansion of infrastructure assets which balance the needs and priorities of current and future generations	2.02	Conduct a comprehensive inventory and assessment of all assets owned and managed by the city, by department.	Operations	Completion of inventory and assessments	100%	100%	100%	Inventory/status of non-inground infrastructure done.	Facilities
	2.03	Establish performance indicators and metrics to track the condition, reliability, and efficiency of the assets over time.	Operations	Implementation of indicators and metrics	95%	100%	100%	Tracking costs of mechanical equipment operations and maintenance costs.	Facilities
Develop a long-term facility plan and establish management practices to optimize the maintenance, renewal, and updating of buildings and other facilities	32.01	Complete and implement the facility plan.	Operations	Adopt the plan	100%	100%	100%		Facilities
	32.02	Compile inventories of municipal buildings and facilities and conduct regularly scheduled condition assessments.	Operations	Complete inventory, perform assessments	75%	100%	100%	Galloway has submitted a report which still needs to be presented to the Council.	Facilities
	32.03	Adopt a policy to prioritize investments based on asset lifecycle management principles.	Operations	Adopt policy	0%	100%	100%	Reviewing.	Facilities
Create a 5-year Capital Improvement Plan (CIP) in the annual budget	3.02	Budget for and complete any master plan updates yearly.	Finance	# of master plans updated	25%	100%	100%	Our current 5 year planning includes IFA related projects and general government projects. We want to move to make it more robust and comprehensive.	Finance
	3.03	Establish capital planning policy.	Finance	Adoption of policy	20%	100%	100%	Relates to 2.01, 32.01-3.	Finance
	3.04	Establish CIP funding reserve policy.	Finance	Adoption of policy	0%	100%	100%	Wants to direct excess GF beyond reserves and impact fees to go here.	Finance
	3.05	Prepare and adopt a 5-year CIP, annually.	Finance	Adoption of CIP	0%	0%	0%	*Not until FY26	Finance

Data-driven decision-making	8.01	Create dashboard using NAICS code information included with sales tax data to show levels of diversification by industry classification.	Finance	Completion	5%	100%	100%			Finance
Expand workforce attraction, retention, and development efforts by providing a supportive work environment that attracts and retains skilled employees, offering competitive compensation and benefits, with opportunities for career development, work-life balance, and supported by employee engagement.	24.01	Review and improve the competitiveness of city employee compensation plans.	Human Resources	Report condition	100%	100%	100%	This will be performed annually.		Human Resources
	24.02	Improve employee well-being through additional training opportunities regarding insurance benefits and employee programs.	Human Resources	# of persons participating	100%	100%	100%	This is also more annual as new staff comes in. It reflects mandatory training, next would be above and beyond. Working on a benefits video.		Human Resources
	24.03	Improve employees' understanding of and compliance with the City's Policies and Procedures through additional training opportunities.	Human Resources	# of staff meetings and newsletter items	75%	100%	100%	Have begun implementing this with a regular item in staff meetings and in the employee newsletter. This will be measured with the new performance measure.		Human Resources
	24.04	Expand use of employer-required or general employee development training opportunities.	Human Resources	# of courses completed	25%	100%	100%	The new HR Specialist will be working on this action. We are creating videos and focussing on newly hired employees.		Human Resources
Implement AI Tools & Services into City Processes	22.01	Draft and adopt a Use of AI Policy.	Information Technology	Adopt policy	100%	100%	100%	Policy is adopted, in the personnel manual.		Information Technology
	22.02	Provide Training to Staff on AI Capabilities and Opportunities	Information Technology	# staff trained	0%	50%	100%			Information Technology
	22.03	Run Pilot of AI in City Services	Information Technology	Complete pilot	0%	50%	100%	Experimenting but not ready yet.		Information Technology
Promote lifelong learning opportunities to the community.	9.01	Add new programing for enhanced learning for all ages.	Library	Number and type of new programs added.	4 new programs	6 new programs	More outreach program ming.	Added senior computer classes, a teen maker lab, spin a yarn crochet, and teen movie night.	Will need additional funds staffing/programs to meet demand.	Library
	9.02	Increase community access to and use of Digital Resources and Online Access.	Library	Percentage of digital circulation increase from previous year	9.8% and 10.5% YTD	Digital Use: 25%; Physical Use: 10%	TBD - exceed city growth rate?	Digital and physical circulations are up 9.8% and 10.5% respectively YTD.	Will need additional funds for materials to meet demand.	Library
Implement a new city-wide tree maintenance program	33.01	Catalog all city-owned and maintained trees in the city.	Public Services	Complete catalog	75%	80%	100%			Parks
	33.02	Hire a City Arborist/City Forester.	Public Services	Hire	100%	100%	100%	Hired and operational.	Anticipate additional FTEs.	Parks
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	13.03	Ensure the future of the City's off-street recreational trail system by working with landowners to acquire and preserve properties including existing or future trails.	Planning	Amount of space acquired	5%	5%	15%	A long term process, we are actively working with developers/property owners to acquire wildlife corridor and trail properties.		Planning
	13.04	Work with the BLM to expand recreational trail systems and plan for future trailheads.	Planning	Report progress	15%	25%	25%	Currently working with BLM and Firefly. Will need to keep working with BLM on other locations.		Planning
Implement New Planning Software	15.01	Identify, recommend, and implement an appropriate software product.	Planning/Public Works	Implement software, # staff trained	70%	100%	100%	Installed OpenGov in summer 2024, is in use by Community Development but need to fill in the gap between OpenGov permitting and licensing AND OpenGov asset management. Need to work with Public Works for public asset management.		Planning
	15.02	Track review timelines to ensure compliance with State Code requirements.	Planning	Time to review plans by type	100%	100%	100%	We are updating EMCC when changes are required.		Planning
Create a Wildlife Conservation and Open Space Plan	16.01	Create a map of all City-owned properties and categorize them.	Planning	Complete map	75%	100%	100%	Mapping is complete, currently assessing status, and resolution/disposal process is coming.		Planning
	16.02	Hire an intern to work closely with the Wildlife Biologist / Environmental Planner.	Planning	Hire staff	100%	100%	100%			Planning
	16.03	Review and recommend changes to the City Code, the Parks, Trails, and Open Space Master Plan, and other documents for applicable information.	Planning	Report on recommendations	25%	25%	100%	Some changes to wildlife corridor and code have been made but Master Plan update is still to come.	May need funds in FY26 for consultant	Planning
	16.04	Establish codes, policies, and other protections for washes, natural drainage systems, slopes, ridgelines, and petroglyphs, etc.	Planning	Adopt codes	20%	50%	100%	Some work to protect washes, drainage, etc.		Planning
Make Significant Improvements to the Critical Wildlife Migration Corridor	17.01	Establish codes and other protections for a viable deer migration corridor.	Planning	Adopt codes	50%	100%	100%	Some changes to wildlife corridor and code have been made.		Planning
	17.02	Create and hold events and opportunities to educate regional partners, residents, and others about the benefits and importance of the corridor.	Planning	# events, # participants	60%	65%	100%	Still doing these.		Planning
	17.03	Identify and apply for grants and funding opportunities for fencing, plantings, crossings, bridges, tunnels/culverts, signs, and other improvements.	Planning	\$ grants obtained	70%	75%	75%	Will be a long term project.		Planning
Initiate Commercial Development Activity in Non-Developing Areas	20.01	Create interactive development map (including GIS data) to be used both internally and externally.	Planning	Complete map	25%	50%	100%	Econ Dev built an economic development interactive map for outward use.	Will want to automate data entry for permits.	Planning
	20.02	Complete downtown area plan.	Economic Development	Complete plan	15%	100%	100%	In progress.		Planning
	20.03	Create development plans for Mt. Airey, Airport Road, and Eagle Mountain Marketplace sites.	Planning	Complete plans	0%	0%	0%	Was linked to the small area plans. EM Marketplace is progressing. Mt Airey gets some attention but no buyers yet.		Planning
Improve support for new developments	30.01	Evaluate staff levels of service for review of new development plans.	Planning	# increase plans reviewed	0%	50%	100%			Planning
	30.02	Establish procedures for collecting new data as new developments come in.	Planning	Adopt procedures	10%	50%	100%	OpenGov software implementation is key.		Planning

	30.03	Coordinate staffing between departments to ensure that all needed inspections and approvals are done.	Community Development	Adopt procedures	10%	50%	100%	Planning is working with Public Works to ensure inspections and approvals are done, and discussions to bridge the gap between permitting and asset management are ongoing.		Planning
Continuous Recordation Process Improvement	27.01	Initiate a program of regular audits of departmental processes to identify areas for improvement.	City Recorder	# audits	3	6	6	Will be an ongoing item, part of regular processes.		Recorder
	27.02	Participate in professional development and training to stay updated on best practices in record management.	City Recorder	# of professional development completed	0	1	2	Have been impacted by turnover and workload.		Recorder
Optimize events and recreation opportunities in the community	36.01	Evaluate level of service for sports and recreation programs for residents in the community.	Recreation	Evaluation completed	60%	80%	100%	Still working on implementation.	Will need more Rec staff to meet more programming.	Recreation
	36.03	As needed, create more age-appropriate recreational programs and events.	Recreation	# of programs added	10	11	11			Recreation
Optimize events and recreation opportunities in the community	36.02	Evaluate the need for additional events in the community or growth of current events.	Special Events	Evaluation completed	25%	50%	100%	This is an ever changing activity and is something we evaluate per event.	If more events, anticipate more FTEs/resources.	Special Events
Plan and expand the Pony Express Memorial Cemetery	37.01	Create a master plan for the cemetery.	Public Services	Adopt plan	20%	20%	100%			Cemetery
	37.02	Complete the next phase of cemetery to allow for future burials.	Public Services	Complete next phase	0%	0%	100%		Will need funding for expansion.	Cemetery
Audit the city's water rights and contracts	26.01	Inventory well water rights required for residential and commercial developments.	City Recorder	Completion	100%	100%	100%			Water
	26.02	Account for Central Utah Water purchases and allocations.	City Recorder	Completion	90%	100%	100%			Water
Improve water conservation and backflow prevention programs	31.01	Expand communications within the community on how and why to conserve water.	Public Utilities	Communications plan and items	20%	100%	100%	Working on getting more communications into the mailer/website/social media.		Water
	31.02	Expand communications within the community on how and why backflow prevention devices are required.	Public Utilities	Communications plan and items	20%	100%	100%	Working on getting more communications into the mailer/website/social media.		Water
Improve functionality of utility bills (from the customer perspective).	6.01	Redesign utility bill.	Administrative Services	Complete redesign	5%	50%	100%			Utility Billing
	6.02	Solicit resident feedback for current issues and on new design.	Administrative Services	# of responses; level of satisfaction	5%	50%	100%			Utility Billing
	6.03	Update webpage to include infographic on how to read your utility bill.	Administrative Services	Data on utility bill inquiries TBD	5%	50%	100%			Utility Billing
Improve renter access to utility account information.	7.01	Create separate property owner agreement for rental properties.	Administrative Services	Completion	5%	50%	100%	Reconsidering this objective and action.		Utility Billing
	7.02	Modify utility application to allow renters to sign up and manage their utility services.	Administrative Services	Completion	5%	50%	100%	Reconsidering this objective and action.		Utility Billing

Economic Development

Learning from the Past to Create a Better Future



Diverse Economic Growth

Eagle Mountain is home to businesses of all sizes, spanning several industries resulting in an expanded tax base, convenient access for all residents to essential goods and services, and growth of employment opportunities for workers at any stage of their careers.

Undocumented Goals

- Reduce traffic congestion through local job creation
- Maintain a friendly and safe community through quality businesses
- Industrial attraction should consider other goals of the community



Brief Update on Some Projects



Data Center Projects are Not Progressing

Google

- Never submitted plans but was looking at redesigning to be more water-efficient.
- Could not make progress with RMP, though it's unclear how much effort was made.
- Currently planning to re-evaluate over time.

QTS

- Began active construction of 200-acre site.
- Had developed plans to expand up to 1,000 acres if power was available.
- Power is no longer certain for them, so they are stopping construction for the time being.



Retail Projects

- **Walmart** – Under Construction, anticipated Summer or Fall 2025.
- **Porters Crossing** – LOIs for all pads, contracts in negotiations.
- **Eagle Mountain Marketplace** – Two phases moving forward with LOIs ready.
- **Brylee Commercial** – Finding difficulty gaining interest due to location.

Smaller Retail (food, services) able to grow right now.
Mid-box/regional retail struggling due to const. cost.



Economic Development is not
But we can have the best of the past
what it once was. We cannot seek
and be an example for the future
commercial growth the same way
cities have in the past.



Three Approaches for Success

1

Zoning & Approvals

- Create a Downtown Zone that restricts certain commercial development, enforces architectural standards, etc.
- Create a retail equivalent of our RTI Overlay zone. Cut back on unknowns, risks, delays, etc.

2

Industrial Name Recognition

- Establish specific industries to pursue.
- Plan and market sites with property owners with a shared vision.
- Market the Eagle Mountain brand, associated with these specific industries.

3

Data Mastery

- Invest in data collection and evaluation tools.
- Be a leader in ability to provide data to various audiences.
- Use the data to produce far more reports, publications, digital content, etc.

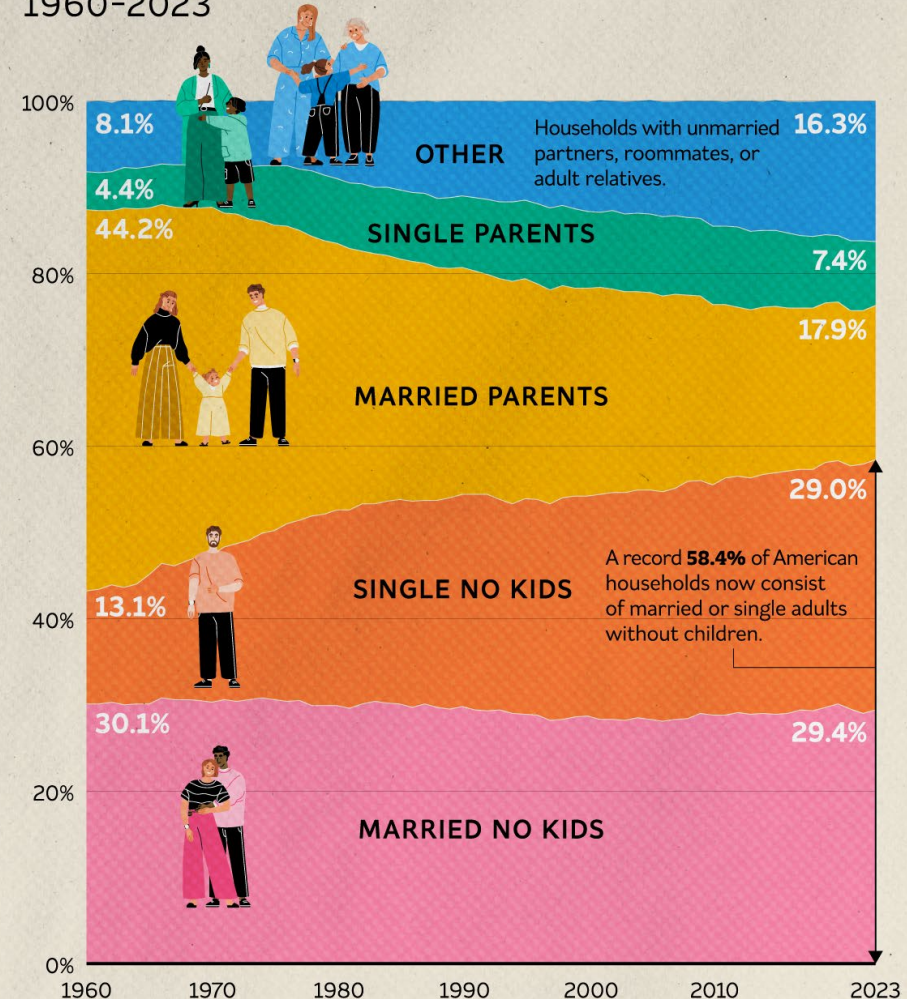


What's Changed?

- Site selection is very data-driven
- Shopping habits, sources of entertainment, methods of social interaction, and more have all changed dramatically (and continue to change)
- COVID (Supply Chains, Risk & Resiliency)
- The average American has changed (family size and composition, preferences, lifestyles, etc.). And our own demographics have changed.

Seventy-five
most inter

HOW U.S. Households Have Changed 1960-2023



Source: Census Bureau

COLLABORATORS RESEARCH + WRITING Dorothy Neufeld, Niccolò Conte | ART DIRECTION + DESIGN Sabrina Lam



Where Data Tells the Story



	venue_id	brand_id	brand
1			
2	0004f68d-e75c-4a08-80504-ec49e2c5a6b	ff72c843-0c33-4165-88e3-aebbcead8a28	Hibbett Sports

What Hasn't Changed?

- People don't want to leave their city if they don't have to.
- The typical shopping “center” continues to dominate brick & mortar retail developments.
- Industrial recruitment is driven by access to workforce and transportation. But ultimately don't want to overpay for either.
- People want to socialize and be entertained outside of their homes.



Where do we go from here?

The Challenges

- Cities find themselves unprepared to address demands of changing retail and industrial real estate.
- New industrial development often feels most comfortable going to known locations.

The Opportunities

- With adequate coordination and preparation, we can stand out.
- A lot of existing sites around Utah are expensive, not interested in sacrificing much for a potential new business, or their populations are changing in ways that hurt their prospects for growth.



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What Industries Do We Pursue?

Life Sciences



- Med Device Manuf.
- Pharmaceutical Dev.
- High-tech Ag Science

Energy & Cyber



- Power Generation + Research
- SCIFs, Other Tech

Aerospace & Defense



- Drone Dev./Manuf.
- High-tech sensors, imagery, etc.



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Zoning & Approvals

- What should the Downtown Zone specify?
- How can we use a Retail/Commercial Overlay to streamline and reduce costs for projects in certain areas?



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Data Mastery

We have looked at tools in the past and have a placeholder in the Budget. Would you be interested in pursuing a license with one of these?

Capabilities we Gain

- Data to demonstrate population presence and behaviors
- Data to identify the retailers most likely to desire our sites and any businesses that like to follow.
- Data to validate or contradict the plans of a retail area.



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**What Questions or Direction
about Economic Development
do you have?**



Master Facilities Discussion



Agenda

1. Facilities Introduction
2. Land Acquisition Introduction
3. Priorities
4. Hands-on prioritization activity



Master Facilities Recommended

City hall

- Administration
- Recorder
- Administrative Services
- Community Development

Library

- Library

Recreation center

- Recreation
- Senior Center
- Events
- Community Center

Public safety

- Police

Wastewater treatment facility

- Sewer plant expansion

Wastewater office building

- Water Department
- Wastewater Department

Public works building expansion

- Parks
- Streets
- Engineering + GIS
- Operations

Satellite public works site

- Salt storage
- Snowplow storage
- Misc. supply storage

Cemetery Bldg

- Storage
- Sexton Office



Master Facilities Land Needed

City hall	4 acres	\$25M	Wastewater treatment facility	1.19 acres	\$120M
Library	2.2 acres	\$24M	Wastewater office building	7.57 acres	\$10M
Recreation center	4 acres	\$13M	Public works building expansion	2.14 acres	\$13M
Public safety	6.77 acres	\$19M	Satellite public works site	tbd acres	\$15M
			Cemetery building	tbd acres	\$4M



Master Facilities Land Needed

City hall

Yes

Library

Yes

Recreation center

No

Public safety

Yes

Wastewater
treatment facility

Maybe

Wastewater office
building

No

Public works
building expansion

Yes

Satellite public
works site

Maybe

Cemetery

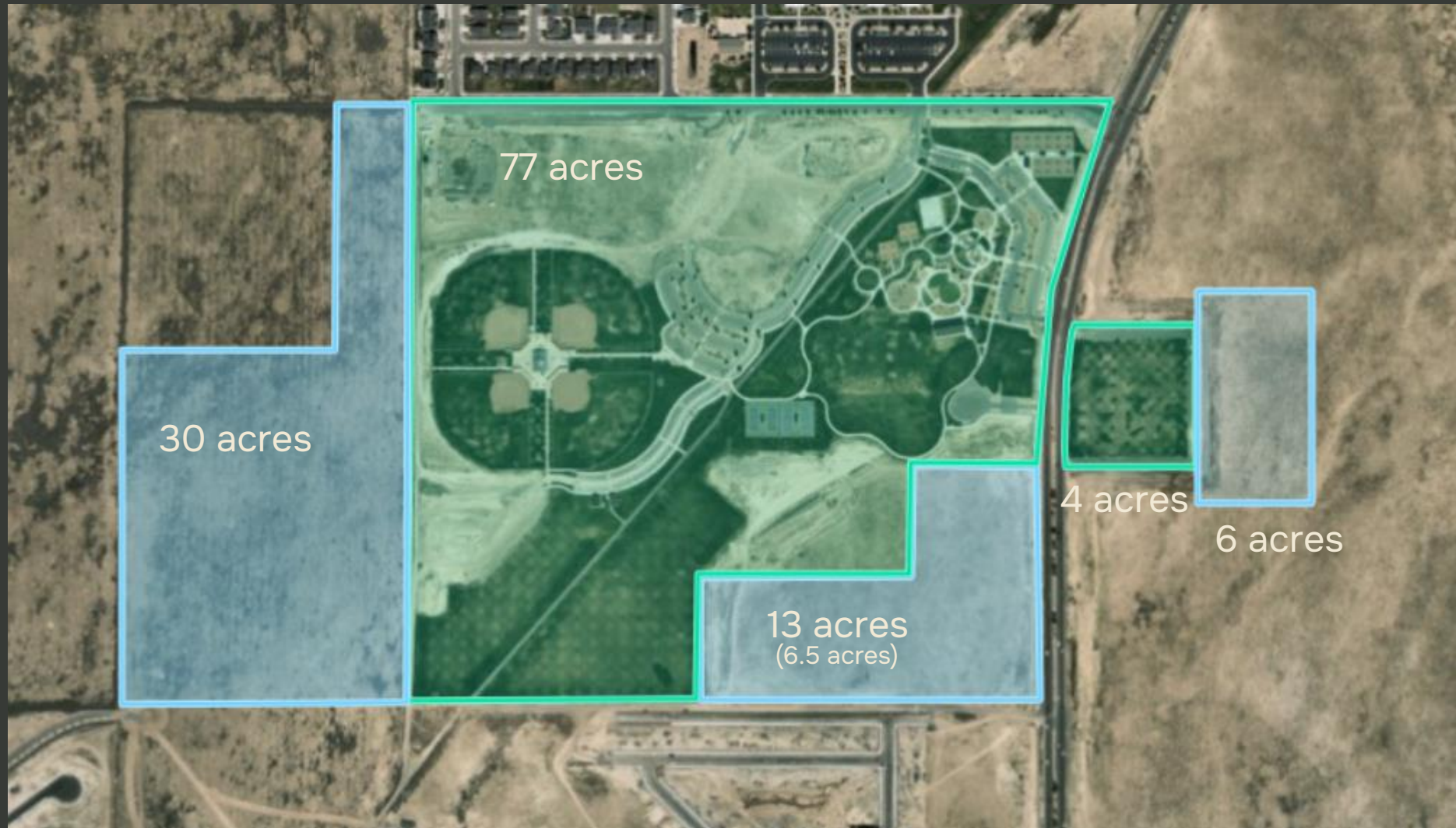
No



Land Acquisition



Land Acquisition Opportunities



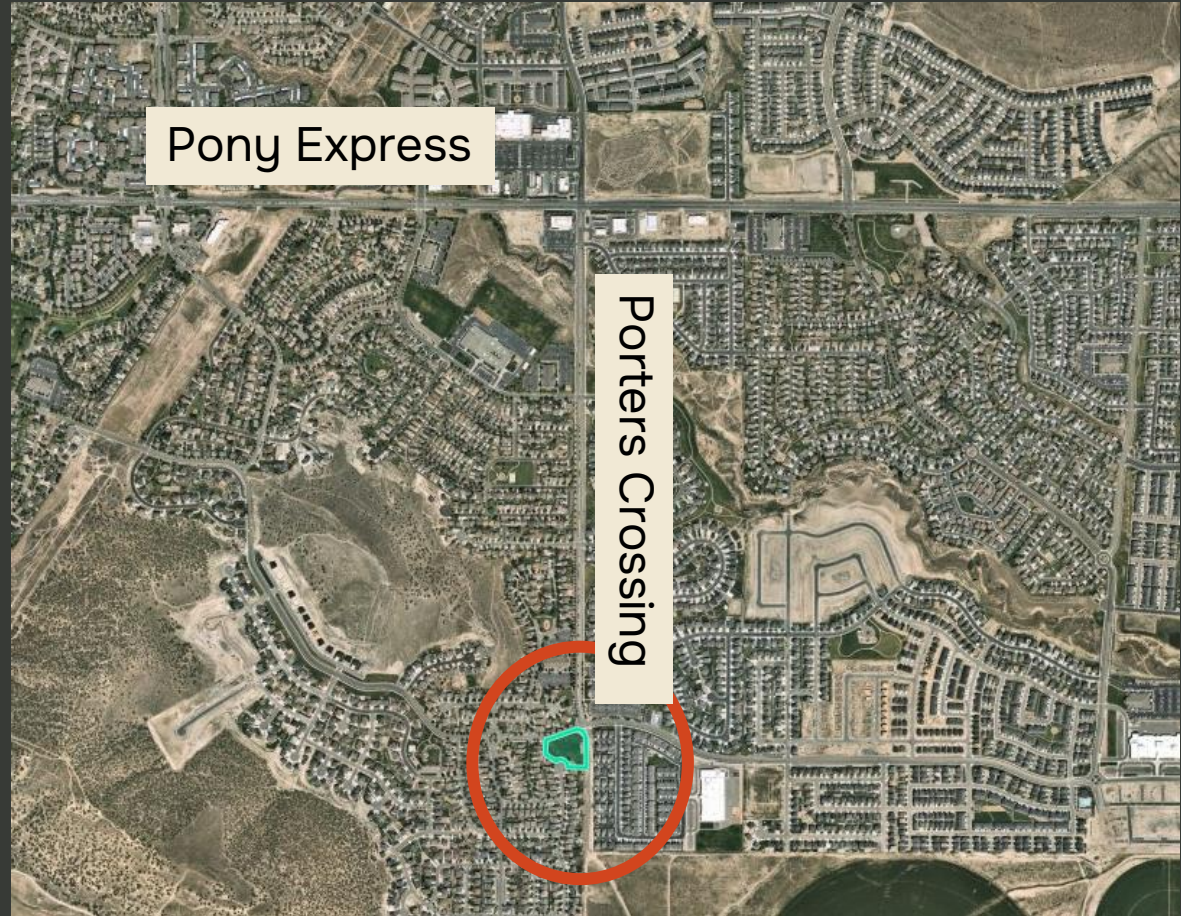
Land Acquisition Opportunities



Satellite Campus



Kiowa Valley



Silverlake Park



What comes first?



Priorities

High

Does this facility
impact the City's
immediate ability
to deliver basic
services?

Medium

Does this facility
impact the City's
long-term ability
to deliver
services?

Low

Does this facility
enhance the City's
ability to deliver
services
EFFICIENTLY?

Other

Is this facility in a
special
consideration
category?



Staff Recommendation

High

- Wastewater plant expansion
- Public works office space
 - Wastewater building OR public works building expansion
- Office space for non-public works depts

Medium

- Police
- Library
- Public works office space
 - Wastewater building OR public works building expansion

Low

- Recreation center
- Satellite public works site

Other

- Satellite parks site

