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**ROY CITY COUNCIL SPECIAL WORK SESSION AGENDA**  
**AUGUST 15, 2023 – 5:30 P.M.**  
**ROY CITY BASEMENT CONFERENCE ROOM 5051 S 1900 W ROY, UTAH 84067**  
**This meeting will be streamed live on the Roy City YouTube channel.**

**A. Welcome & Roll Call**

**B. Discussion Items**

1. Roy City 5-Year Strategic Plan

**C. Adjournment**

*In compliance with the Americans with Disabilities Act, persons needing auxiliary communicative aids and services for these meetings should contact the Administration Department at (801) 774-1020 or by email: [admin@royutah.org](mailto:admin@royutah.org) at least 48 hours in advance of the meeting.*

*Pursuant to Section 52-4-7.8 (1)(e) and (3)(B)(ii) "Electronic Meetings" of the Open and Public Meetings Law, Any Councilmember may participate in the meeting via teleconference, and such electronic means will provide the public body the ability to communicate via the teleconference.*

**Certificate of Posting**

The undersigned, duly appointed City Recorder, does hereby certify that the above notice and agenda was posted in a public place within the Roy City limits on this 11<sup>th</sup> day of August 2023. A copy was also posted on the Roy City Website and Utah Public Notice Website on the 11<sup>th</sup> day of August 2023.

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Roy City Council Agenda Information – (801) 774-1020

Brittany Fowers  
City Recorder



# Roy City 5-Year Strategic Plan 2023-2028

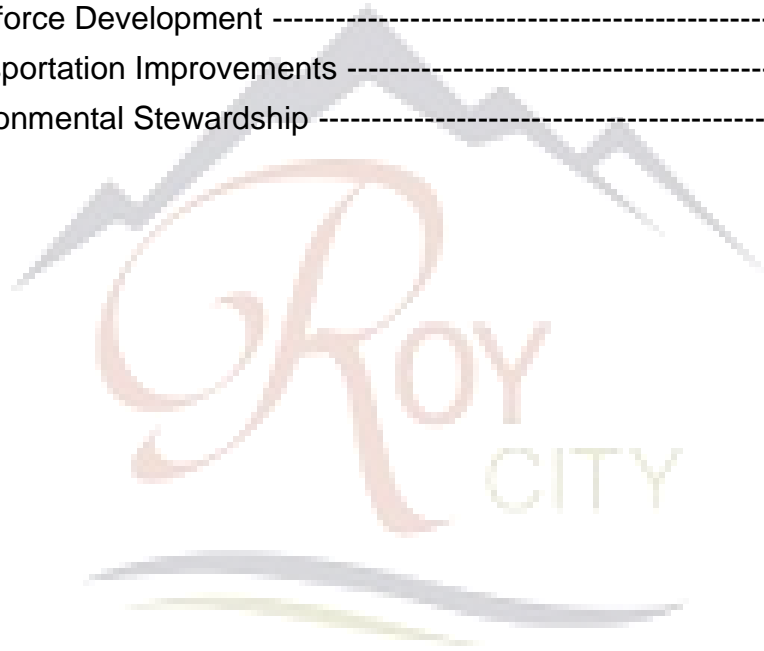
(Updated 7/13/2023)

## *DRAFT*



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# Executive Summary

Roy was settled in 1873 by William Evans Baker, twenty-five years after Ogden. Most of the surrounding communities had been settled prior to that time. On May 24, 1894, a post office was established. Previously known as Central City, Sandridge, the Basin, and Lakeview - Roy was ultimately named for a local schoolteacher's child, Roy C. Peebles, who had died. The City of Roy was incorporated on March 10, 1937. Joseph William Jensen was the first mayor of Roy for a term of six years, as elected by the commissioners.

Businesses in Roy were limited until the early 1940s. A gas station, a couple of grocery stores, a cafe, and a lumber yard made up the modest business district. However, Roy developed rapidly during World War II. Roy housed many of the workers and personnel from adjacent military installations, including Hill Air Force Base, the Navy Supply Depot (now the Freeport Center), and the Defense Supply Depot. September 1953 marked a milestone in Roy's history—Roy received a charter to establish the first branch bank in the state of Utah. This branch of the Bank of Utah pioneered the way for other banks to establish branches throughout the state. Norton Parker, son of Mayor Dean Parker, was the first manager of this new branch bank.

Today, Roy has many types of businesses and services. The latest 2020 Census report shows Roy has 39,358 residents, up from the 2010 census at 36,884. But by far, the main reason for Roy's continued success is its dedicated community. The people here care about the city's well-being and image and want Roy to be seen in the way they see it—a wonderful place full of history, small and comfortable, friendly, and accommodating— but most of all, home.

## Roy's Strategic Plan

The central purpose in this undertaking was to provide Roy with a tool that can be used by elected officials and city staff to guide goal setting and focus efforts on those things that residents have identified as their highest priorities. To truly be effective, this plan needs to become part of how elected officials and city staff operate and think about programs and services. Ultimately, it needs to be incorporated into how we measure success. No matter how comprehensive this plan is, the test of its usefulness will be defined by how effective it is in guiding decisions and creating the future to which citizens aspire, particularly when developing the Fiscal Year Budget.

## The Methodologies

The City Council commissioned a survey in the summer of 2016, conducted by Weber State University's Center for Community Engaged Learning - Community Research Extension. The purpose of this survey was to gather data from the citizenry and synthesize that information into a set of recommended strategic directives.

Roy City advertised to its residents that they were interested in their opinion on various issues through the Roy City website, Roy City Facebook page, and various other outlets. To make sure that all 12 areas of Roy City were equally represented in the survey, a group of volunteers went door to door to randomly selected blocks within the neighborhood areas that needed greater representation to request participation on the survey. The survey was available to Roy respondents from May 1, 2016, to July 2, 2016. A Spanish version of the survey was also made available.

Roy residents were asked 34 questions that included questions about satisfaction with different departments and services, and their greatest areas of concern about the city. Residents were also asked to evaluate the level of service they have received from various city departments.

Armed with the input from the Roy citizen survey, as well as their own experiences with Roy residents, the Mayor, City Council, and Senior Staff met to discuss strengths, challenges, and opportunities facing the city. The city's elected officials and department heads are guided through a process to discuss what it meant to live in Roy and identify what parts of that identity they wanted to take with them as their plan for the future of our community.

The document you see before you represents many hours of thoughtful, visioning, discussion, and planning on behalf of Roy City to build on the foundation of the past for a bright future for many generations to come in Roy. There is a good argument that a new survey is needed to enhance this information.

### **The Primary Directive of Roy**

The primary purpose of government is to provide the basis or foundation for civilized living. While this concept may appear elementary and more than intuitive, much debate in recent years has swirled around the role of government. It is therefore critical that, before presenting the community's strategic direction, the city define its role in the lives of its citizens. We do this by formulating and articulating the primary directive of Roy or the Mission Statement. This is the essence and reason sustaining the existence of the City of Roy. It lies at the intersection of three things.

- 1) What city leaders and staff have a deep passion for – Why do we come to work every day? What motivates us? Why do we care about what happens in Roy?
- 2) What we believe the city can do well or even better than any other city – Are we uniquely positioned to do something extraordinary? What are we equipped to accomplish? This is a question of not only what we can do, but what we can do better than others.
- 3) What drives the city's resource engine – What is it that needs to happen to empower us to realize this primary directive?

What are we deeply passionate about? In Roy, we have a passion for elevating and sustaining quality-of-life. We understand completely the sacred trust that is ours; to maximize our citizens' investment by supporting those programs, initiatives, and ideas that will translate into an opportunity for them to live an exceptional quality of life. We believe that our passionate commitment to our community vision and values, combined with careful planning and purposeful follow-through, will translate into every resident's opportunity for a better life.

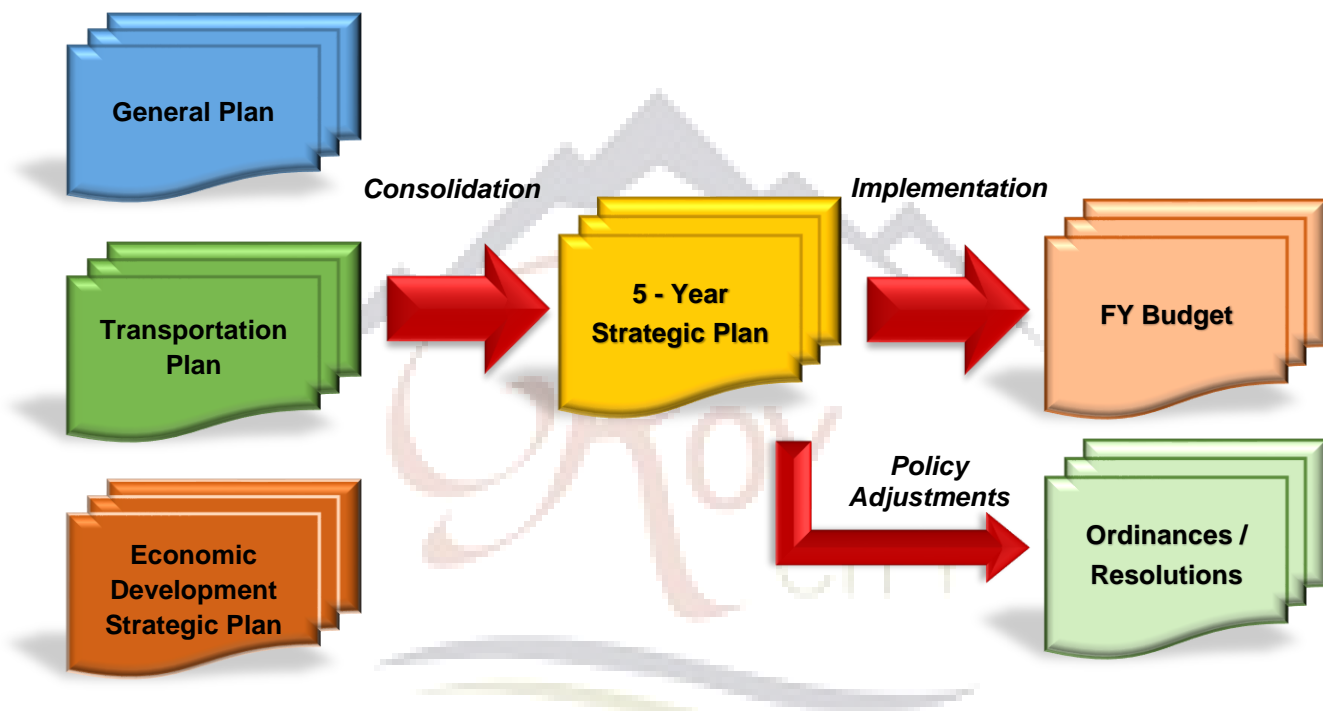
What can we be the best in the world at? With our location along I-15 between Ogden and Salt Lake and proximity to Hill Air Force Base, Roy is positioned to build a community with a vibrant economy that enables a truly excellent quality of life for our residents. Industry in the area is vibrant and growing and offers excellent employment opportunities. With Utah's economic engines going full-bore, quite simply, there are few places in the country with this kind of broad-based economic vitality.

What drives our economy, or in the public sector, our resource engine?

We believe that as we can lift our citizens' quality-of-life, we will have demonstrated our competency and trustworthiness. Citizen trust, meanwhile, is generated at the intersection of competency and trustworthiness. As our citizens' trust increases, they are more likely to continue to invest in the services that we provide. As they do so, we are empowered to continue lifting our level of service, which results in greater trust, and so the process repeats itself. Public trust drives Roy's resource engine.

In some cases, companion planning documents like the General Plan, Economic Development Strategic Plan and the Transportation Plan are used to govern the direction of the city (see Illustration 1 below). Included in these other plans could be policies that are statutory in nature with specific implementation dates. Using this 5-Year Strategic Plan to identify, organize, and implement the requirements found in other planning documents provides an easier management tool. This becomes more effective using a quarterly or semi-annual City Council Meeting review process to maintain emphasis on progress, coupled with the budget development process that will provide appropriate funding requirements. Moving priority requirements from the Strategic Plan to the applicable Fiscal Year (FY) Budget document or ordinance/resolution, directs staff to assess and implement needs. Simply put, the 5-Year Strategic Plan is a management implementation tool, a living document that is continually edited and updated. The Plan was created for the purpose of being able to grow and change with the changing needs of the city.

#### **Illustration 1- Information Flow Process**



All programs, initiatives, and energy must therefore be focused on achieving the primary directive or Mission Statement. All metrics and outcomes should support this Mission Statement. The strategic plan's role in fulfilling the Mission Statement begins by defining what citizens believe is essential to quality of life. As a precursor to developing the 5-Year Strategic Plan, we were able to identify six factors that citizens believe define quality of life in Roy. These are:

1. Community Image, Cohesiveness, & Pride
2. Economic Development, Redevelopment, and Vitality
3. Public Infrastructure, Maintenance, and Capital Improvements
4. Workforce Development & Operational Excellence
5. Public Transportation Enhancements
6. Environmental Stewardship



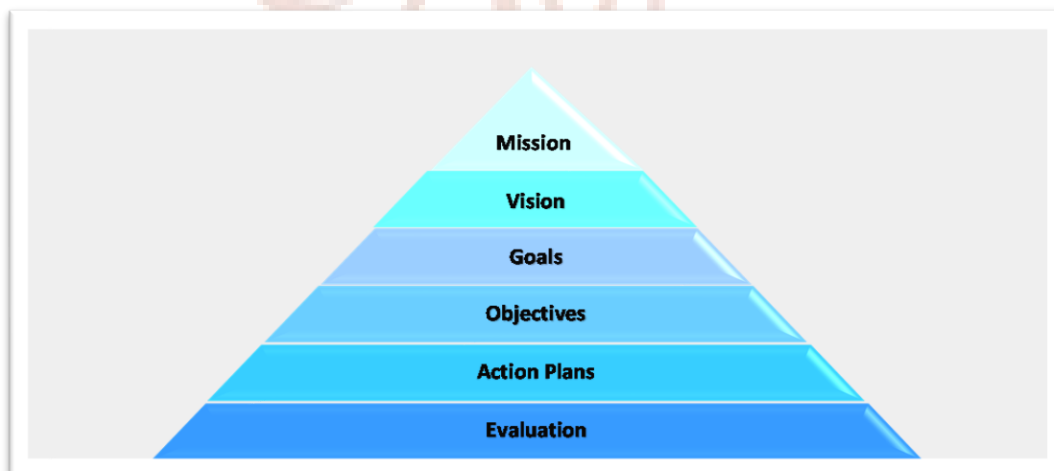
# Strategic Planning Model

Simply having a plan does not ensure its implementation. The city should take specific measures to implement this strategic plan and measure progress toward its realization. Specifically, the city should:

- Utilize this plan as the basis for annual strategic planning and goal setting.
- Annually provide the City Council and departmental decision-makers with a city business plan, which ties Council goals to strategic directives, identifying critical outcomes, measures, objectives, and expected budget impacts.
- Tie the budget to the 5-Year Strategic Plan and ensure that initiatives are planned for and funded adequately.
- Report quarterly or semi-annually in a formal City Council meeting the strategic plan implementation progress and impacts.
- Annually establish and review outcome measures associated with strategic plan directives. Adjust as necessary to ensure close correlation between outcome measures and plan directives.
- Create a community scorecard for city and citizen use. This should be in a highly illustrative format, accessible electronically via the city's website. The site should provide data associated with previously identified outcome measures. It is critical that this information is kept as current as possible.

A strategic plan is a document once completed and approved, can be used to guide activities, budgets, and development into the future. It is a living document that requires regular updates and modifications based on changes. The major elements of the Plan are outlined in Illustration 2.

## Illustration 2- Strategic Plan Elements



The development framework of the Strategic Plan consists of the following elements:

- Mission (Why do we exist)
  - A mission statement is a short statement of why an organization exists. It describes the city government's purpose and overall intention.
- Vision Statement (Desired future state)
  - Should answer the question; "Where do we want to be in the next five, ten to twenty years"?

- Goals (Aim)
  - Goals are broad outcomes or general intentions that build upon the vision and are often intangible. Each goal should have a rationale that is clearly understood and publicly supported.
- Objectives (How to reach goals)
  - Objectives are more specific, measurable, concrete, and support the obtainment of the goals. Goals and objectives provide benchmarks by which area officials, economic development stakeholders, and the community can measure performance. *Note: Goals and objectives provide the basis for formulating the action plan and serve as milestones to evaluate progress.*
- Action Plan: (What's needed to achieve objectives)
  - The action plan answers the question "How do we get there?"
  - Based primarily on the prioritized goals and objectives of the strategic direction. The action plan distills the vision, goals and objectives into concrete, specific actions to achieve the aspirations of the region's stakeholders. Building on the well-defined strategic direction, the action plan should explicitly describe how the region will work together to achieve its goals and measurable objectives, including activity ownership, timetables, and committed resources.
- Evaluation: (Track progress toward goals)
  - Evaluation should answer the questions "How are we doing?" and "What can we do better?"
  - The evaluation serves as a mechanism to gauge progress on the successful implementation of the overall strategic plan. The evaluation, with its associated measures and timelines, should cascade from the strategic direction and action plan, which, in turn, flow from the SWOT analysis. Performance measures should be identified to evaluate the progress of activities in achieving the vision, goals, and objectives.



# Roy City Strategic Plan – SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. A SWOT Analysis is a technique or framework used to evaluate an organization's competitive position and to develop strategic planning. SWOT analysis assesses internal and external factors, as well as current and future potential. All SWOT analysis will include the following four categories.

- Strengths: Strengths describe what an organization excels at and what separates it from the competition.
- Weaknesses: Weaknesses stop an organization from performing at its optimum level. They are areas where the organization needs to improve to remain competitive.
- Opportunities: Opportunities refer to favorable external factors that could give an organization a competitive advantage.
- Threats: Threats refer to factors that have the potential to harm an organization.

A SWOT analysis will position our city to seize opportunities and prepare effective strategies. Getting a clear and realistic view of our internal and external environment will help us identify ways to better satisfy residents, property owners, and business owners. It will help achieve your goal objectives and strengthen weaker areas that have an impact on our mission and vision performance.

## Roy City's SWOT Analysis

### STRENGTHS

- Freeway access off 5600 South, close to I-15.
- Close to HAFB and developments being proposed on the Base.
- Riverdale Road and 1900 West have good traffic flow.
- Better communication between elected officials.
- Utilities are adequate to support new growth and development.
- Close to Ogden airport, which is a regional airport.
- A skilled workforce and educated community.
- Committed staff.
- Good public safety department, close to downtown.
- Low crime rates.
- Good quality of life, parks, and recreation.
- Friendly development approval process.

### WEAKNESSES

- Dilapidated old downtown area.
- Lack of affordable housing and diversity of housing
- Retail sales that leave the city to Riverdale and Clinton
- Lack of property to grow the city.
- Heavy traffic on 5600 south, 1900 West, 3500 West, 4800 South
- Lack of revenue to support the needs and wants of the city.
- No defined strategy for economic development, business recruitment or business retention
- Need someone accountable to manage economic development in the city.
- No marketing strategy for business recruitment
- Older community
- Outdated ordinances and policies that affect development within the city.

## **OPPORTUNITIES**

- Establish a mixed used development in the downtown district.
- Implement redevelopment of the downtown area.
- Adopt a new general plan for the city.
- Capitalize on the development planned for Hill AFB.
- Work with Ogden City to develop property along 1900 West by the airport.
- Acquire surplus property from UDOT on 1900 West and 5600 South for new development.
- Develop the front runner station property into a mixed used development.
- Establish policies and procedures to support development in the city.
- Undertake studies needed to improve new business development opportunities.
- Prepare a marketing plan.
- Prepare and implement a business retention policy.
- Prepare a business requirement plan.
- Implement a code enforcement program.
- Look at the opportunity to take advantage of the heavy traffic.
- Change policies and ordinances to be a ready-developed community.

## **THREATS**

- Other surrounding cities capture our retail opportunities.
- Changing housing patterns, and not having development to capture the new patterns.
- The city council does not want to make changes to ordinances and policy needed for development.
- Lack of incentives
- Traffic issues unless UDOT implements improvements on 1900 West and 5600 south.
- Competition for revenue within the city.
- No established funding source for economic development.
- Sunset of existing RDA project areas.
- Lack of new revenue to continue to provide increased service needs of the city.

# Mission Statement

“Roy City exists to enhance the quality of our community through planning, leadership, citizen involvement, and quality services.”

## Major Categories

### Community Image, Cohesiveness, and Pride

- Vision: Cultivate pride in our community by investing in measures to improve the physical appearance of our city, enhance recreational amenities, encourage volunteerism, and promote cultural services for residents.
- Goals:
  - Improve the Physical Appearance of the City
  - Enhance Recreational Amenities
  - Promote Cultural Services through Enhanced Arts Council Activity
  - Encourage and Facilitate Volunteerism

### Economic Development, Redevelopment, and Vitality

- Vision: Foster economic development in our city to enhance and increase the amenities available to our residents, provide a solid tax base for funding key community priorities and establish partnerships within our city and with community neighbors.
- Goals
  - Target Mixed-Use Development Within Specific Areas Designated by the General Plan and Current Market Strategies to Maximize Economic Benefit and Impact.
  - Identify Areas the City and RDA Board can Participate in and Facilitate Redevelopment
  - Market Key Areas for Commercial Growth and Market Roy City.
  - Modernize and Make More Efficient Internal Aspects of Economic Development
  - Retain Economic Experts for Specific Projects
  - Develop Ogden Airport Compatibility Plan
  - Implement Hill AFB Compatibility Use Plan

### Public Infrastructure and Capital Improvements

- Vision: Develop, fund, and execute a plan for ongoing maintenance / replacement of aging infrastructure and plan for enhanced infrastructure improvements.
- Goals:
  - Replacing Aging Infrastructure
  - Establish Capital Facility Improvement Plan.

### Workforce Development and Operational Excellence

- Vision: Invest in the recruitment, development, and retention of a talented & committed workforce to improve services level for residents and businesses in our community.
- Goals:
  - Invest in the Recruitment, Development, and Retention of a Talented & Committed Workforce
  - Foster Public Trust through Open Communication and Transparency

### Public Transportation Enhancements

- Vision: Improve traffic flow in the city through smart planning and partnership with State agencies and neighboring communities. Enhance active transportation opportunities.
- Goals:
  - Improve Traffic Flow
  - Establish and Repair Sidewalks
  - Promote Development of Active Transportation Trails

### Environmental Stewardship

- Vision: Actively pursue, protect, and sustain environmental improvements for future generations, through awareness, conservation, pollution prevention and safeguarding biodiversity.
- Goals:
  - Establish a city-wide water conservation program.
  - Move towards carbon emission reduction operations.
  - Ground water / soil clean-up.
  - Promote recycling programs.
  - Establish a community reforestation program in city parks and lands.





# Community Image and Pride



# Community Image and Pride

**Vision** - Cultivate pride in our community by investing in measures to improve the physical appearance of our city, enhance recreational amenities, encourage volunteerism, and promote cultural services for residents.

## Goal 1: Improve the Physical Appearance of the City

Physical appearances are an important part of first impressions. Cleanliness, architecture, and amenities play a role in the way Roy City welcomes the world.

### Objective 1: Beautification of city corridors (Streetlights, curb, gutter, and sidewalk, etc.)

#### Action Plan:

- This Action Plan involves investment in both short- and long-term projects on an ongoing basis so pride in our community comes through physical improvements to Roy City. There will be four primary target areas.
  - Revitalize Main Street
    - Signage and Landscaping: Signage and landscaping projects should create a sense of place by improving signage at city entrances. Welcome signage on large rocks has been placed at both north and south entrances; landscaping of attractive, multi-colored rock design should be installed at the base of those rocks. Long-term, investigate the possibility of similar signage at the west entrances to Roy City.
    - Replace the banner signs along the corridors as they are becoming tattered. Install a hanging basket of artificial flowers or greenery on the single post at the 1900 West entrance to the Municipal Center rather than a banner to make that entrance stand out.
  - Improve Downtown Features
    - Working with the Arts Council, install murals which depict local history or community in appropriate locations along 1900 West.
    - Working with the Arts Council, develop a contest for artists to paint recurring features in the city, such as traffic signal boxes.
  - Clean Up (and Maintain) Public Properties
    - The city will maintain high standards of care and maintenance to City owned public spaces.
    - The city will work with volunteer organizations for the Youth Clean Up Event and Day of Service event in August to foster community involvement and support in City beautification.
    - The City will actively promote and encourage residents to maintain their private and commercial properties at high beautification standards.
    - The City will actively promote and encourage residents to monitor and report any vandalism, suspicious activity, damaged property/equipment, graffiti, fallen trees or other hazards. The city will install "If you see something, say something" signage at multiple locations at the various Parks, along with phone numbers to non-emergency dispatch. Some sort of reward system may be developed long-term for those who reports vandals that are successfully prosecuted.
    - The Parks and Recreation Department will ensure that trash receptacles are available and convenient for use.
    - The Parks and Recreation Department will continue to promote and maintain the "Adopt-A-Trail" program where the trails are divided into seven sections and people volunteer to regularly clean up the trail trash, garbage, and other debris.



- Code Enforcement will utilize the Good Landlord documents in situations where rental property landscape is not being maintained appropriately. If the landlord is not maintaining the property, they will be encouraged to hire someone to do the yardwork or to give the tenant a break in rent to do the yardwork or face a fine.
- The Public Works or Parks Department will investigate the possibility of a lawn mower or gardening equipment loaner program to aid those residents who have received tickets for nuisance landscaping.
- The Public Works and the Parks and Recreation Departments will investigate the feasibility of an annual haul-away day for large-sized items for those residents who cannot find transport to the semi-annual City cleanup days at Public Works. The program will offer neighbors who volunteer their truck and time a small stipend or time at the Aquatic Center or Roy Recreation Complex.
- The city will continue its successful Waste Pass program and 2-week Spring and Fall Cleanup programs.
- Educate the Community on Beautification and Best Practices
  - The city will promote waterwise practices in partnership with the Roy Water Conservancy District.
  - The lawn at the Municipal Center will be reseeded as necessary, and deceased trees will be removed, and replacements installed. The use of evergreen trees will be discouraged due to bark beetle infestation.
  - The roundabouts and street islands will be maintained to a high standard, appropriately mulched to conserve water, and weeded as necessary. Bushes and trees in public spaces will be pruned annually and will be removed and replaced when necessary.
  - The city will assess the feasibility to purchase annual flowers and place them in planters at the Municipal Complex, entrance signs (if there is water to the area) and waterfalls.
  - The Beautification Committee may hold assorted landscaping contests to promote public involvement. The first year will be a contest for most beautiful front yard (multiple winners, based on the “neighborhoods” determined in the General Plan) and best commercial landscape. In future years, the contest may be enhanced and expanded to include best water-wise landscapes and increase the frequency of awards.

Ownership: Beautification Committee

Timetables:

## **Objective 2: Road and Trail Adoption**

### **Action Plan:**

- Establish a dedicated committee responsible to oversee the program.
- Determine the specific roads and trails eligible for the adoption.
- Develop clear guidelines and procedures for individuals or groups interested in adopting a road or trail.
- Establish a formal agreement or contract.
- Regularly review and assess the program to determine its effectiveness.

Ownership: Parks and Recreation Department

Timetables:

## **Objective 3: Work (as appropriate) with local volunteer groups in their beautification efforts.**

### **Action Plan:**

- Continue to work with local volunteer groups to promote days of service, neighbor to neighbor assistance, and advertise the city's volunteer community service program.
- Implement a more dynamic code enforcement program to address violations with information on resources to fix the violations.
- Collaborate with the Parks department, local volunteer groups, local businesses, and the Community Development department to find areas and projects to landscape areas with rock, shrubbery, and additional trees throughout the city.
- Continue to work with Arts Council to promote activities such as the art contest and concert in the park. Look at additional events that would be of interest and benefit the community.

Ownership: Community & Economic Development Department

Timetables:

## Goal 2: Enhance Recreational Amenities

Studies indicate recreation amenities provide personal development and growth, improve physical health, strengthen social bonding, reduce alienation, develop strong communities, reduce vandalism and crime, and enhance property value.

### Objective 1: Establish Pickle-ball Courts in George Wahlen North Park (See Illustration 3)

#### Action Plan:

- Estimate the required resources, including materials, construction, equipment, and maintenance.
- Ensure the design includes adequate fencing, court surfacing, and net systems.
- Coordinate the construction process, ensuring quality and timely completion.

Ownership: Parks and Recreation Department

Timetables: FY-2022/2023

Illustration 3- George Wahlen North Park



**Objective 2: Remodel West Park.****Action Plan:**

- Conduct an assessment to identify the existing deficiencies, challenges, and opportunities for the improvement of West Park.
- Incorporate the community's input and preferences into the design concepts.
- Determine the estimated budget required for the remodeling project.
- Seek funding sources such as RAMP grants, impact fees, or Roy City General Fund.
- Develop detailed engineering and construction plans and hire qualified contractors.
- Coordinate the construction process, ensuring quality and timely completion.

Ownership: Parks and Recreation Department

Timetables:

**Objective 3: Playground Equipment Replacement.****Action Plan:**

- Conduct an assessment to identify the existing deficiencies, challenges, for playground equipment throughout Roy City.
- Incorporate the community's input and preferences into the design concepts.
- Determine the estimated budget required for the project.
- Seek funding sources such as RAMP grants, impact fees, or Roy City General Fund.
- Develop detailed engineering and construction plans and hire qualified contractors.
- Coordinate the construction process, ensuring quality and timely completion.

Ownership: Parks and Recreation Department

Timetables:

**Objective 4: Complex Update and Maintenance.****Action Plan:**

- Prioritize upgrades and improvements based on the needs associated with the budget.
- Review and update the maintenance and cleaning procedures to ensure regular upkeep.
  - Evaluate current maintenance staffing needed to upkeep facility.
- Develop a comprehensive budget that includes maintenance costs, facility upgrades, and potential expansion projects.
- Seek funding from various sources, including RAMP grants, sponsorships, partnerships, and fee increases.

Ownership: Public Works Department

Timetables:

**Objective 5: Aquatic Center Maintenance.****Action Plan:**

- Prioritize upgrades and improvements based on the needs associated with the budget.
- Review and update the maintenance and cleaning procedures to ensure regular upkeep.
  - Evaluate current maintenance staffing needed to upkeep facility.
- Develop a comprehensive budget that includes maintenance costs, facility upgrades, and potential expansion projects.
- Seek funding from various sources, including RAMP grants, sponsorships, partnerships, and fee increases.

Ownership: Public Works Department

Timetables:

### **Goal 3: Promote Cultural Services through Enhanced Arts Council Activity**

What makes Roy City a wonderful place to live, work and play is the deep-rooted family culture. Local culture provides a sense of identity for communities and residents. This identity facilitates common understandings, traditions, and values, all central to the identification of plans to improve well-being. Culture contributes to building a sense of local identity.

#### **Objective 1: Cultural Events in the Park (Live bands and Community Theater)**

##### **Action Plan:**

##### **- Live Bands**

- Assess the number and types of cultural events (band performances) that will take place.
- Establish a projected budget to achieve the cultural events.
- Secure qualified director for the band.
- Secure appropriate funding through grants and local government.
- Work with Weber County Library – Southwest Branch to coordinate the outdoor stage availability.
- Advertise and promote the events throughout the city.

##### **- Youth Community Theatre**

- Assess the number and types of cultural events (theatre performances) that will take place.
- Establish a projected budget to achieve the cultural events.
- Secure a qualified director for the theatre troupe.
- Secure appropriate funding through grants and local government
- Work with the Hope Center to coordinate space availability for rehearsals and performances.
- Advertise and promote the events throughout the city.

Ownership: Arts Council

Timetables: FY 2023/2024

#### **Objective 2: Establish a Police / Fire / Military Commemorative Park**

This commemorative park serves as a permanent tribute to the heroic contributions of Roy City police officers, Roy City firefighters, and Roy City military residents who protect our society.

##### **Action Plan:**

- Assemble an organization subcommittee made up of reps from the police / fire departments, local veteran organization, senior staff, city council member, and residents.
- Define key elements necessary to create the commemorative park.
- Work with Roy City staff to determine the best location for the park.
- Hire a design contractor to layout the park and structures.
- Assess numerous funding sources to include grants, private donations, and state / local government. Once funding resources meet projected costs targets, issue a Request for Proposal to award a contract.
- Work with the City Council and Staff to establish a contract to have the commemorative park built.

Ownership: Arts Council

Timetables:

#### **Objective 3: Establish Royal Lion Sculptures and Murals to create a sense of community pride and express community history, values, and culture.**

##### **Action Plan:**

- Work with local businesses/property owners and Roy City to identify mural locations and sculpture locations.
- Coordinate with artists/schools/organizations and business/property owners for design and installation.
- Define content guidelines for murals and sculptures.
- Establish budget for overall and individual projects.
- Secure funds to purchase items and address funding for damage from graffiti and weather.
- Provide feedback and updates with senior staff.

Ownership: Arts Council

Timetables:

#### **Objective 4: Art Displays and Contests**

##### **Action Plan:**

- Assess the number and types of art displays and contests to include Art Show, Poetry Contest, Bookmark Contest, and Gingerbread Contest.
- Establish a projected budget to establish art displays and contests in Roy City.
- Secure appropriate funding through Roy City Council.
- Work with Weber County Library in Roy to coordinate space availability.
- Contact Roy schools to encourage student participation in Poetry and Gingerbread Contests. Possible inclusion of ideas into their curriculum.
- Contact Hope Center Senior Citizens group for Gingerbread contest and Art Shows.
- Advertise / promote events using signs, banners, and flyers.

Ownership: Arts Council

Timetables:

#### **Goal 4: Encourage and Facilitate Volunteerism**

Volunteering is important as it offers essential help to worthwhile causes, people in need, and the wider community. Roy City can help facilitate volunteering through community service opportunities and projects.

#### **Objective 1: Facilitate Volunteerism in City Wide Projects—cleanup, Roy Days, and various department opportunities.**

##### **Action Plan:**

- Work with City Council members, local service groups, religious organizations, and volunteers from the City website to coordinate projects that give citizens the opportunity to serve the Roy City Community.
- Work with senior staff, on a planning level, to look to invite and use volunteers for projects and events.
- Promote the community service sign up function on the city website to get people needing assistance in contact with those willing to sign up and assist with projects.

Ownership: Community & Economic Development Department

Timetables:

Evaluation: What Does Success Look Like?

- Increase in property values.
- Decreasing crime rates and incidents of vandalism.
- A visibly cleaner, more attractive community to live in.
- Reduce the number of nuisance complaints.
- Increase engagement in local events.



# Economic Development and Vitality





# Economic Development and Vitality

**Vision:** “Foster economic development in our city to enhance and increase the amenities available to our residents, provide a solid tax base for funding key community priorities and establish partnerships within our city and with community neighbors”.

## **Goal 1: Target Mixed Use Development Within Specific Areas Designated by the General Plan and Current Market Strategies to Maximize Economic Benefit and Impact**

Tax is integrally linked to development. Revenue is needed for the supplying of public assets and services, and it strengthens our city’s infrastructure. Taxes must be raised in a way which is fair and sustains economic growth. Roy City depends on: Property Taxes and Sales Taxes. The City Council has little control over Sales Tax except to create an environment for business to generate more of it. Every effort must be made to enhance and draw upon Sales Tax revenues as the primary source to fund city services and keep property taxes to a minimum.

### **Objective 1: Main Street (1900 West)- Currently zoned for mixed use projects and will have future opportunities for additional projects.**

#### **Action Plan:**

- Complete the currently proposed CRA project area.
- Evaluate specific projects within the CRA area and use the TIF funds to assistance the most economically beneficial projects to come into the area.
- Look for opportunities to assist with any negotiations for the redevelopment of existing businesses wanting to upgrade their infrastructure or business ideas.
- Keep all positive momentum in the area going for new businesses and redevelopment of existing businesses.
- Provide information and opportunities for any displaced businesses to stay in Roy.

Ownership: Community & Economic Development Department

Timetables:

### **Objective 2: Train Station**

#### **Action Plan**

- Use the station area plan as a blueprint for the areas development by making sure the city is prepared to follow through with the ideals set out in the station area plan.
- Work with development to assist them with and governmental funds or opportunities that promote the area and the City as a whole.
- Continue to meet with UTA and State leadership to promote the area and the development of the area surrounding the front runner station.

Ownership: Community & Economic Development Department

Timetables:

### **Objective 3: Midland Drive and 3500 West**

#### **Action Plan**

- Push with UDOT and State political leadership the necessity of new roads and expansion along 3500 West throughout Roy.
- Market certain specific areas for key commercial growth along 3500 West coinciding with forthcoming road and traffic plans.
- Review zoning codes along 3500 to see if different codes or mixed use zoning would enhance opportunities along that area.

Ownership: Community & Economic Development Department
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Timetables:
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<b>Goal 2: Identify Areas the City and RDA Board can Participate in and Facilitate Redevelopment</b>
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Redeveloping the right commercial property may offer abundant benefits and have the power to revitalize our city's economy. Commercial real estate redevelopment allows economically obsolete properties to be reimagined. Redeveloping a property will raise the likelihood of increased value and result in additional tax revenues.

<b>Objective 1: 1900 West</b>
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<b>Action Plan</b>
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- Complete the currently proposed CRA project area.
- Evaluate specific projects within the CRA area and use the TIF funds to assistance the most economically beneficial projects to come into the area.
- Look for opportunities to assist with any negotiations for the redevelopment of existing businesses wanting to upgrade their infrastructure or business ideas.
- Keep all positive momentum in the area going for new businesses and redevelopment of existing businesses.
- Provide information and opportunities for any displaced businesses to stay in Roy.

Parallel to Goal 1 Objective 1

Ownership: Community & Economic Development Department
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Timetables:
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<b>Objective 2: Create Opportunities from the Existing 5600 South Project</b>
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<b>Action Plan.</b>
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- Assist any displaced business with relocating in Roy City.
- Work with businesses along 5600 South to make sure they can stay in current locations with UDOT project approval.
- Market the benefit of the new 5600 to businesses along the road. This should be a boom along 1900 West, down 5600 South, and by 5600 and 3500 west.

Ownership: Community & Economic Development Department
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Timetables:
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<b>Goal 3: Market Key Areas for Commercial Growth and Market Roy City</b>
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The purpose of a Marketing Plan is to help articulate a strategy for promoting our city's brand and to help grow revenue for businesses. One of the most vital city marketing steps involves identifying precisely what makes our city stand out and pinpointing what aspects make it worth visiting, or in some cases, developing within the city. This means the marketing objectives have a clear target audience or several key target audience groups. The other important element is a focus on city branding. It plays a critical role because it helps our city stand out from alternatives.

<b>Objective 1: Restaurants and Retail stores</b>
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<b>Action Plan:</b> Provide education and further analysis on what type of growth will create the most positive economic growth for the city
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Ownership: Community & Economic Development Department
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Timetables:
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**Objective 2: Identify Features Unique to Roy****Action Plan:**

- Create a committee to identify Roy's Greatest Features and promote on city's website, social media, and a plaque or monument.
- Put on the website an area to promote the opportunities these features provide.

Ownership: Community & Economic Development Department

Timetables:

**Objective 3: Identify Amenities in Roy not readily found elsewhere.****Action Plan:**

- Create a committee to identify Roy's Greatest Features or a Landmark Destination distinction and promote on city's website, social media, and a plaque or monument.
- Put on the website an area to promote the opportunities these features provide.
- Work with the State to get a historical designation and promotion for qualifying amenities or businesses.

Ownership: Community & Economic Development Department

Timetables:

**Goal 4: Modernize and Make More Efficient Internal Aspects of Economic Development**

Residents today expect their city to deliver strong, user-friendly digital services. Collaboration tools, modern and intuitive websites, mobile applications, self-service portals, and convenient online accounts have become the standard in many facets of life, and inhabitants expect no less from our city. Expanding digital services in Roy makes us a "Smart City" and a more attractive place for residents to live and businesses to operate.

**Objective 1: Online business applications and fees****Action Plan:**

- Research best practices of other cities that do all business applications online; use that research to have a plan to transition Roy City to a completely online system.
- Fund a new system, or updating current program, to be able to do online applications.
- Train employees on the online system.
- Create an internal online system for storage of these applications and correlating documentation.

Ownership: Community & Economic Development Department

Timetables:

**Objective 2: Education and Training****Action Plan**

- Find and attend training or conferences addressing marketing for economic development online.
- Staff continue with IECD program study; complete the "Technology-Led Economic Development" course through IECD.
- CED and IT staff attend trainings together to be able to implement strategies in a cohesive manner.

Ownership: Community & Economic Development Department

Timetables:

### **Goal 5: Retain Economic Experts for Specific Projects**

An economic development expert plays a vital role in the city's progress and success. In formulating and striking business developments, they can guide the city through the political processes, develop appropriate documentation, recommend marketing strategies, provide leads to developers and investors, and recommend applicable funding resources.

#### **Objective 1: Retain Economic Development Experts to Assist in Specific Projects as Needed**

##### **Action Plan:**

- Retain experts to assist with specific projects that advance the RDA and the City's goals for economic development. Areas of expertise could include:
  - CRA project creation and accounting
  - Business or Retail Study and Marketing Ideas
  - Site Plan Review
- Work with Weber County staff and use their expertise and resources to advance Roy City's goals.

Ownership: Community & Economic Development Department

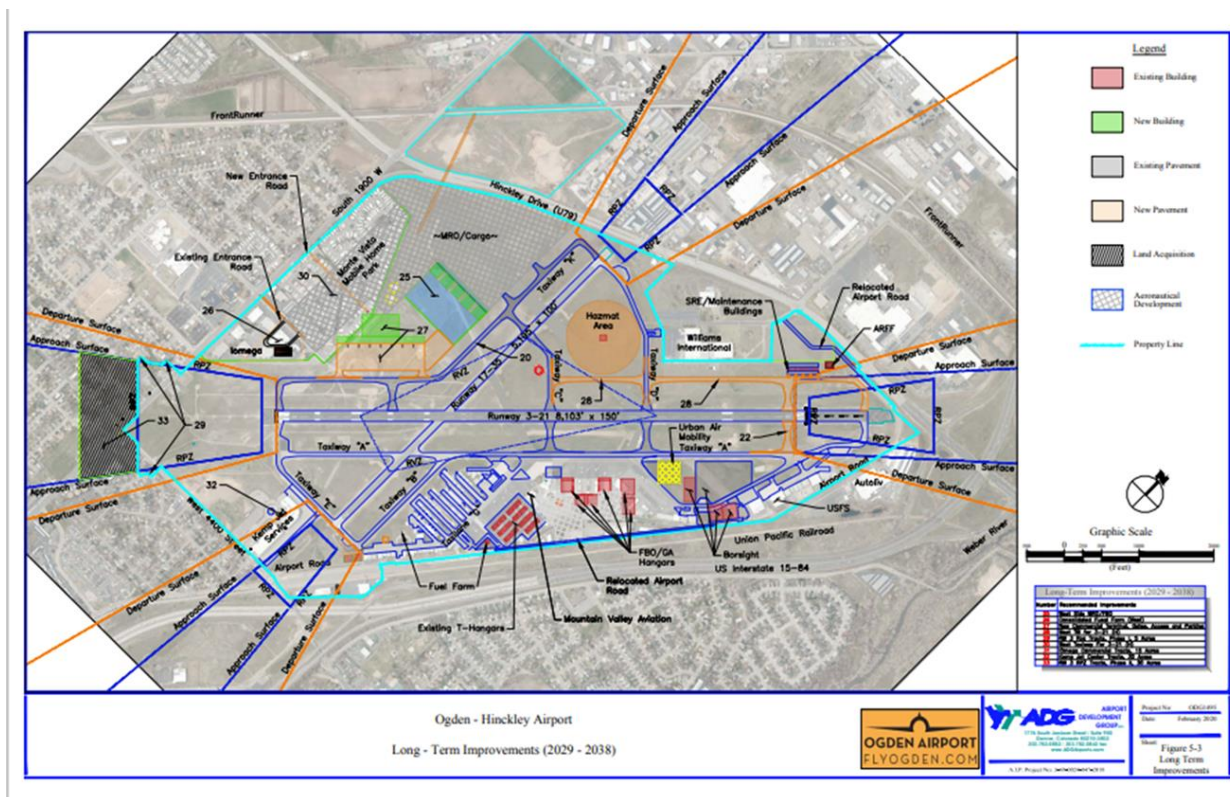
Timetables:

### **Goal 6: Develop Ogden Airport Compatibility Plan**

Ogden Airport, for a long time, has tried to determine how best to be self-sufficient in terms of revenue. There have been several attempts to do so. More recent efforts have focused on using available land on or near the airport to attract aircraft maintenance operations which directly affects Roy land and citizens. On or about June 23, 2020, the Ogden City Council approved the Ogden Airport 2020 Master Plan.

On the surface this effort will boost the economy in the local area but comes with a significant impact on Roy City. As you can tell from the drawing below Roy City must provide over 100 acres of existing revenue generating properties to satisfy this Ogden Airport Master Plan. The basic impacts to the City will come from loss of population, property taxes and sales taxes revenues. Properties, when located under the airport jurisdiction, may no longer provide property or sale tax revenue to Roy City. The planned timing of the land acquisition by FAA / Ogden Airport according to the Plan will occur over a period of 4 to 10 years, but the major impact to happen between 2024 through 2028. Look closely at the drawing below and take note of the light blue colored line that will border Roy City and Ogden City under their proposed Plan. The loss of residential housing and the industrial park developments will certainly impact sales tax revenues and federal funds distribution. Since there is little open land left in Roy City, those residents impacted by this Ogden Airport plan will have few choices.

**Illustration 4- Proposed Ogden Airport Master Plan**



Strategies must be put in place to safeguard Roy City interests as Ogden City moves forward to implement their plan. The main issue here is noise. The FAA actively supports several initiatives that have helped reduce the number of people exposed to significant aviation noise. Airports may collaboratively address noise near airports by using a voluntary program called Airport Noise Compatibility Planning or Part 150. It provides a structured approach for airport operators, neighboring communities, and the FAA to work together to reduce the number of people who live in significantly noise-impacted areas. Through the Part 150 process, airport operators may consider a variety of different strategies to reduce noise. Changes in operational procedures such as take-offs or landings or routing flight paths over less noise sensitive areas can lower noise levels. Yes, airports also may choose the 150 Study to purchase land near airports to maintain compatible land-use or provide sound insulation for homes, schools and other buildings near the airport that meet the required standards. Before the conversation begins with Ogden City Airport, there should be a discussion about establishing noise barriers rather than land acquisition. The primary benefits of a noise barrier are the acoustical qualities which can absorb and eliminate noise. Placing these noise barrier panels around the perimeter of the Monte Vista and Roy City Industrial Park can not only provide the needed security fencing but also reduce the noise impact. Under this approach, Ogden Airport does not have to use the Part 150 program to acquire Roy City property to reduce the noise impact.

**Objective 1: Diminish the need for the Ogden Airport's Plans to take Roy City Boundary Properties by Developing a Noise Mitigation Strategy to include External Noise Barrier Panels.**

A noise barrier (also called a soundwall, noise wall, sound berm, sound barrier, or acoustical barrier) is an exterior structure designed to protect inhabitants of sensitive land use areas from noise pollution (see pictures below). Several different materials may be used for sound barriers. These materials can include masonry, earthwork (such as earth berm), steel,



concrete, wood, plastics, insulating wool, or composites. Walls that are made of absorptive material mitigate sound differently than hard surfaces.

A wall with porous surface material and sound-dampening content material can be absorptive where little or no noise is reflected towards the source or elsewhere. Hard surfaces such as masonry or concrete are reflective where most of the noise is reflected towards the noise source and beyond. Noise barriers can be effective tools for noise pollution abatement, but certain locations and topography are not suitable for use of noise barriers. Cost and aesthetics also play a role in the choice of noise barriers.

Many airports have established highly successful noise abatement or mitigation programs outside of the Part 150 process, by working proactively with neighboring communities. However, Ogden Airport might want FAA funding that can come from a 150 Study to expand the airport acreage and choose to not support noise mitigation solutions. Owning the Roy City bordering properties is one thing, but determining property zone requirements is something quite different. As of 2023, to have a border adjustment that would move Roy City property under Ogden City requires both city councils' approval. The better solution would be to establish a partnership between both cities and collaborate on a better solution that benefits both parties.

**Action Plan:**

- After determining when and what types of developments are planned for west side of the airport, begin the conversation with Ogden City leadership on the need to assess noise mitigation options rather than FAA supported land acquisition as currently outlined in the Ogden Airport Master Plan.
- Communicate with the Ogden Airport authority to determine the timeline we can expect to see noise generating development that may warrant a FAA Part 150 Noise Compatibility Study.
- Once a development is established, work with the Ogden Airport authority to determine when they plan to request a FAA Part 150 Noise Compatibility Study. The study will develop Noise Exposure Maps that will help determine the Roy residential homes that will require attention and determine eligibility for noise reduction programs.
- Work with Monte Visa property owners to determine the best strategy to move forward in mitigation of airport hazardous noise.
  - Look at different internal home techniques like acoustic insulation panels, double/triple glazing on windows, and heavy external doors. The goal of a sound insulation program is to reduce interior residential noise levels to at least 50 dBA. A successful sound insulation program will reduce the noise in a home by 30 to 35 dBA.
  - Look at external noise mitigation strategies like earth berms and freestanding noise walls that surround the residential community.
- Team up with Ogden Airport Authority to work with FAA to establish funding for a sound insulation program and apply for noise reduction grants. Consider Airport Improvement Program (AIP) grants to fund noise reduction strategies.
- Work with Ogden Airport leadership in establishing airport operational noise mitigation policies for users at the airport that will help avoid unnecessary use of aircraft auxiliary power units; building barriers and engine hush house to contain and deflect noise; and where applicable tow aircraft instead of using jet engines to taxi.

Ownership: Community and Economic Development Director and Mayor

Timetables: Establish and implement this Action Plan by 1 Aug 2025.



### Illustration 5. External Noise Barrier Panels.



#### **Objective 2: Limit the Ogden Airport 1,000 Foot Extension of Runway 3**

##### **Action Plan:**

- Establish awareness within the Roy City Planning Commission and City Council of the potential impacts to Roy City if the Ogden Airport was allowed to extend Runway 3 by 1000 feet IAW the current Ogden Airport Master Plan. By extending the runway, Roy City residents, businesses, and property owners will be directly impacted by the Runway Protection Zones (RPZ) requirements defined by the FAA.
- Since this part of the Ogden Airport Runway 3 is located within Roy City boundaries, develop a formal Resolution to be approved by the Roy City Council and send to the Ogden City Council formalizing concerns in allowing the runway extension to be in the Ogden Airport Master plan.
- If agreed upon, work with the Ogden City Mayor and City Manager to modify the Ogden Airport Master Plan to remove the planned requirement to extend Runway 3 by 1000 feet and address collaborative agreements on how to best to support the Ogden Airport future needs.

Ownership: Community and Economic Development Director, City Council and Mayor.

Timetables: Establish and implement this Action Plan by 1 March 2024.

#### **Objective 3: Establish Business Development Partnership with Ogden City on Boundary Properties with the Ogden Airport**

##### **Action Plan:**

- Assess the best residential and commercial development opportunities for the Roy City properties on the west and south end of the Ogden Airport. Use leakage study or market conditions & gap analysis information to perform the assessment.
- Assess available commercial and residential properties that could be developed and redeveloped. Work with property owners to conduct this assessment.
- Ask Ogden City for detailed information on their proposed development plans for the west side of Ogden Airport.
- Setup a meeting with Ogden City Mayor, City Manager, and Ogden Economic Development Director to discuss the drafting of a memorandum of understanding between both cities. Be prepared with current zoning regulations to determine if there are compatibility opportunities.

Ownership: Community & Economic Development Department

Timetables: Establish and implement this Action Plan by 1 March 2024.

**Objective 4: Establish an Overlay Zone within the Ogden Airport influence area that follows 14 C.F.R. Part 77.**

The 2023 Utah Legislature Session established a requirement under House Bill 206 Airport Land Amendments for Roy City to adopt an overlay zone (see illustration below). To prevent the creation or establishment of airport hazards, that part of the city located within an airport influence area, shall adopt, administer, and enforce land use regulations for the airport influence area, including an airport overlay zone IAW Utah Code 72-10-401, 402, 403, 404, and 413. The definition of a "airport influence areas" is land located within 5,000 feet of an airport runway. For Roy City, this means the Ogden Airport runway. The overlay zone must follow 14 C.F.R. Part 77. In addition, the Utah Code requires that part of Roy City that is located within the airport influence area shall notify a person building on or developing land in an airport influence area, in writing, of aircraft overflights and associated noise. The City may as a condition to granting a building permit, subdivision plat, or a requested zoning change within an airport influence area, require a person building or developing land to grant or sell to the airport owner, at appraised fair market value, an aviation easement. "Avigation easement" means an easement permitting unimpeded aircraft flights over property subject to the easement and includes the right to create or increase noise or other effects that may result from the lawful operation of aircraft; and to prohibit or remove any obstruction to such overflight. The establishment of an Overlay zone will need to be completed by December 31, 2024, and require the Roy City Planning Commission to initiate the process and present a recommendation to the Roy City Council.

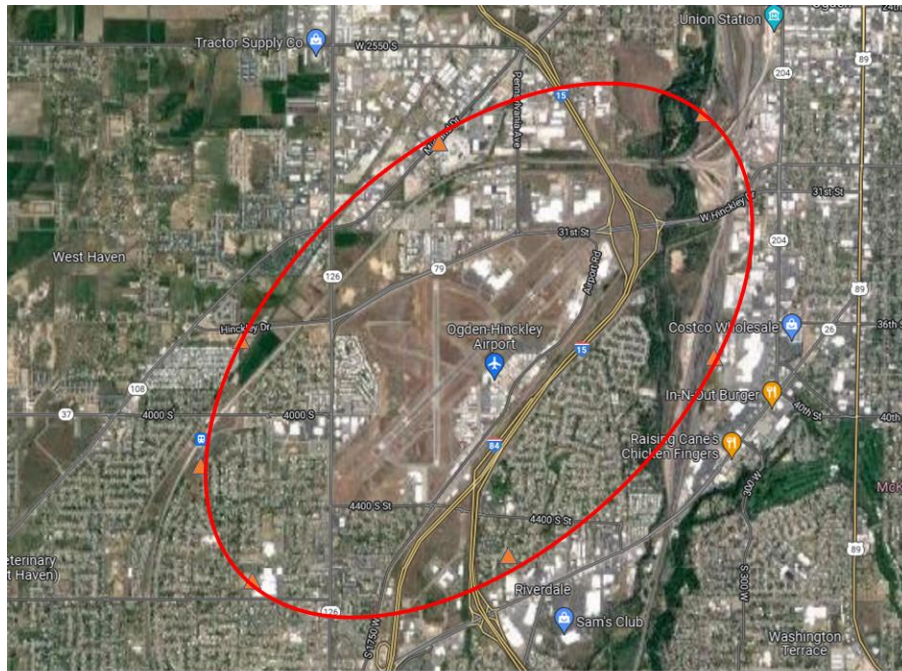
**Action Plan:**

- Update city's zoning ordinances and policies that require the City to notify a person building on or developing land in an airport influence area, in writing, of aircraft overflights and associated noise.
- To promote the safe and efficient operation of the airport, update zoning ordinances that adopt an airport overlay zone conforming to the requirements of Utah Code 72-10-401, 402, 403, 404, 413 and 14 C.F.R. Part 77.
- Update the city's zoning ordinance and policies that may, as a condition to granting a building permit, subdivision plat, or a requested zoning change within an airport influence area, require a person building or developing land to grant or sell to the airport owner, at appraised fair market value, an aviation easement.
  - (Note) If the City fails to adopt an airport overlay zone by December 31, 2024, then the following requirements shall apply:
    - Shall notify a person building on or developing land within an airport influence area, in writing, of aircraft overflights and associated noise.
    - As a condition to granting a building permit, subdivision plat, or a requested zoning change within an airport influence area, require the person building or developing land to grant or sell to the airport owner, at appraised fair market value, an aviation easement.
    - Require a person building or developing land within an airport influence area conform to the requirements of 14 C.F.R. Part 77.

Ownership: Community & Economic Development Department / Planning Commission / City Council.

Timetables: Establish and implement this Action Plan by 1 Jan 2024 to have it completed by 31 December 2024.

## Illustration 6- Ogden Airport Overlay Zone.



### Goal 7: Implement Hill AFB Compatible-Use Plan

Roy City does not engage in formalized communication with Hill AFB regarding aircraft operations, development, housing needs, and planning processes. With the city's involvement in developing the Compatible-Use Plan (CUP), we now have an opportunity to establish a single point of contact to communicate information related to compatibility. The 2023 Utah Legislature Session established a Utah Code under House Bill 265 Sentinel Landscape Amendments that each city that is within 5,000 feet of a military base, must develop a compatibility use plan. Since Roy City had already helped develop a plan, there is no requirement to create another one, only implement requirements.

#### Objective 1: Communication / Coordination Issues and Strategies with Hill AFB. Develop review process between Hill AFB and Roy City.

##### Action Plan

- Contact the 75<sup>th</sup> ABW at Hill AFB to establish an official public notification protocol that will inform the City leaders in advance of aircraft operations activities, including night flights. This effort should consider the best notification method to use, timeframe for advance notification, information about the activity and its duration, information about potential impacts, and a contact number for the installation.
- Establish a Roy City official and routine public notification procedure to inform residents in advance of changes in aircraft operations at Hill AFB. The notification process should consider methods to maximize outreach, e.g., council meetings, websites, and social media sites.

Ownership: Mayor / City Manager

Timetables: Establish and implement this Action Plan by 1 July 2024

**Objective 2: Review Energy Development Issues and Strategies with Hill AFB. Potential for solar energy facilities to create light and glare impacts on Hill AFB flying operations.**

Alternative energy coordination between Hill AFB and surrounding communities is limited. Alternative energy development could have adverse impacts on the operations at Hill AFB facilities if not coordinated. Although some cities surrounding Hill AFB regulate alternative energy development, the regulations do not always include a coordination process with Hill AFB.

Depending on the type of materials used, the size of the facility, and proximity to Hill AFB facilities, there is potential for solar energy developments to create glare, which could impair pilot visibility. Solar arrays throughout the Hill AFB Project Study Area could create glare impacts on flying operations at Hill AFB. Communities around Hill AFB should update their zoning codes to include regulations for solar energy development that incorporate coordination with Hill AFB.

**Action Plan:**

- Work with the 75<sup>th</sup> ABW at Hill AFB to help establish a Roy City ordinance / policy that addresses development of residential and commercial renewable energy specifically solar energy. The policy must include guidelines for the heights of renewable energy structures in compliance with FAA regulations 14 C.F.R. Part 77 and Hill AFB imaginary surfaces.
- The ordinance / policy should include coordination with Hill AFB to ensure that renewable energy development is compatible with military operations.

Ownership: Community & Economic Development Department / Planning Commission, and Mayor.

Timetables: Establish and implement this Action Plan by 1 July 2024.

**Objective 3: Review Housing Issues and Strategies with Hill AFB.**

From 2023 to 2028, there is an anticipated increase in population in the region because of thousands of civilian and defense contractors and military personnel relocating to work in the community and Hill AFB. Hill AFB provides limited military housing which can accommodate some of the incoming military population; however, there will be a need for housing in the community that is affordable to attract and retain military personnel and defense contractors. Roy City should include military housing needs in updates to their General Plan. The city should coordinate with the Hill AFB Military Housing Office on information such as timeframes and quantities for known incoming military personnel, where personnel and their families are living, and Basic Allowance for Housing (BAH) rates. Hill AFB should also provide estimates, if possible, of known/projected civilian contractors associated with Hill AFB.

**Action Plan:**

- Update the Roy City General Plan to include military housing needs. The city should coordinate with the Hill AFB Military Housing Office on information such as timeframes and quantities for known incoming military personnel, where personnel and their families are living, and BAH rates. Hill AFB should provide estimates, if possible, of known/projected civilian contractors associated with Hill AFB.

Ownership: Community & Economic Development Department, Planning Commission and Mayor.

Timetables: Establish and implement this Action Plan by 1 Jan 2025.

**Objective 4: Review Land Use Issues, Noise Issues, and Strategies with Hill AFB.**

Roy City should develop and incorporate a "Military Element" as an update to General Plans. This element should include a description of Hill AFB and its facilities, the military activities that occur there, the relationship between the community and the military, and establish policies for



coordinating with the military and promoting compatible development around Hill AFB and its facilities.

Each jurisdiction should identify the easements that they have related to Hill AFB and communicate these easements to Hill AFB. The State of Utah should assist in this inventory and maintain the repository of easements. Property owners with Hill AFB easements should be notified of the easements. Hill AFB should notify the appropriate jurisdiction if there is additional easement data that the Air Force possesses.

The 2023 Utah Legislature Session established a Utah Code under House Bill 265-S2 Sentinel Landscape Amendments that requires a municipality or county, in consultation with the Department of Veterans and Military Affairs, to develop a compatible-use plan related to certain lands near military land. In this case for Roy City and Weber County “military land” means Hill AFB and Little Mountain Test Facility. On or before July 1, 2025, for any area in a municipality within 5,000 feet of a boundary of military land, a municipality or county shall, in consultation with the department, develop and maintain a compatible use plan to ensure permitted uses and conditional uses relevant to the military land are compatible with the military operations on military land. A municipality that has a compatible use plan as of January 1, 2023, is not required to develop a new compatible use plan. In addition, the Code requires a municipality or county to notify the Department of Veterans and Military Affairs when the municipality or county receives a land use application relevant to military land. If a municipality receives a land use application related to land within 5,000 feet of a boundary of military land, before the municipality or county may approve the land use application, the municipality or county shall notify the department in writing.

**Action Plan:**

- Update the Roy City General Plan to incorporate a "Military Element". The element should include a description of Hill AFB and its facilities, the military activities that occur there, the relationship between the community and the military, military housing needs, and establish policies for coordinating with the military and promoting compatible development around Hill AFB and its facilities.
- Update the Roy City Zoning Code to incorporate the approved 2023 Legislation House Bill 265 Sentinel Landscaping Amendments requirements which includes if the city receives a land use application related to land within 5,000 feet of the base, the city will notify the Department of Veteran and Military Affairs.
- Develop and adopt procedures for Hill AFB noise complaints from residents to ensure that they are officially documented, conveyed to Hill AFB, and appropriate feedback is provided.

Ownership: Community & Economic Development Department, Planning Commission and Mayor.

Timetables: Establish and implement this Action Plan by 1 Jan 2025

**What Does Success Look Like?**

- Reduction in vacant store fronts
- Increase in sales tax revenue and commercial property values.
- Increasing sales tax base
- Development of new dining and entertainment options throughout the city.
- Improved collaboration on projects between Ogden City and Roy City.
- Changes to the General Plan to include CUP information.
- Interlocal Agreements between Roy City and Hill AFB.
- Establish a communication process between Roy City and Hill AFB.

# Public Infrastructure and Capital Improvements





# Public Infrastructure and Capital Improvements

**Vision:** Develop, fund, and execute a plan for ongoing maintenance / replacement of aging infrastructure and a plan for enhanced infrastructure improvements.

## Goal 1: Replacing Aging Infrastructure

It is estimated in 2022 that Roy City needs \$100M in infrastructure improvements, this includes streets, drainage facilities, water and sewer utilities, and associated appurtenances.

*NOTE: In 2008 Roy City was approved to issue a Water and Sewer Revenue 2008 Series Bond estimated at \$7,840,846 for the purpose of financing infrastructure improvements to the city's existing water storage and distribution system. This bond was considered a Phase 1 project which only covered, at the time, a portion of the \$30M total construction cost of needed infrastructure improvements. In Oct 2017, the city issued a \$4.544M of Water and Sewer Revenue Refunding Bonds, series 2017, to provide for all future debt service payments on the outstanding 2008 series bonds. The bond was planned to reach maturity in 2028.*

Considering that the cost for infrastructure improvements continues to climb and the continual waterline breakage occurring in the city, priority needs to be given to upgrade aging infrastructure.

## Objective 1: Baseline analysis (Where are we today?) Create and fund a 5-year infrastructure improvement plan.

### Action Plan:

- Conduct a thorough assessment of existing infrastructure, including buildings, utilities, technology systems, city roads, and any other relevant assets.
- Interpret the baseline analysis results and prioritize the areas that require immediate attention and improvement based on their impact on operations, safety, and efficiency.
- Allocate resources and budgets to each project based on the priorities identified in the baseline analysis.
- Estimate the costs associated with each infrastructure improvement project, including engineering, construction, equipment, labor, and any other relevant expenses.
- Determine the funding sources for the infrastructure improvement plan, such as government grants, capital budget allocations, bonds, or Utility Enterprise funds when applicable.
- Develop a funding strategy that includes seeking external funding opportunities and leveraging internal resources.

Ownership: City Manager and Department Heads

Timetables:

## Objective 2: Replace Aging Recreation Amenities.

### Action Plan:

- Conduct an assessment to identify the existing deficiencies, challenges, for aging infrastructure throughout Roy City.
- Incorporate the community's input and preferences into the design concepts.
- Determine the estimated budget required for the projects.
- Seek funding sources such as RAMP grants, impact fees, or Roy City General Fund.
- Develop detailed engineering and construction plans and hire qualified contractors.
- Coordinate the construction process, ensuring quality and timely completion.

Ownership: Parks and Recreation Department

Timetables:
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<b>Objective 3: Place an Around-About at 6000 South and 3100 West</b>
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<b>Action Plan:</b>
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| <ul style="list-style-type: none"><li>• Engage traffic engineers to determine the feasibility of implementing a roundabout at the location.</li><li>• Hire engineers or transportation consultants to design the roundabout layout.</li><li>• Determine the estimated cost of construction, including design fees, land acquisition, construction cost, and landscaping.</li><li>• Determine the funding sources for the project such as grants, capital budget allocations, bonds, or fund balance reserves.</li><li>• Hire an experienced contractor to coordinate the construction process, ensuring quality and timely completion.</li></ul> |
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Ownership: Public Works Department
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Timetables:
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<b>Objective 4: Place an Around-About at 6000 South and 4300 West</b>
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<b>Action Plan:</b>
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- |  |
|--|
| <ul style="list-style-type: none"><li>• Engage traffic engineers to determine the feasibility of implementing a roundabout at the location.</li><li>• Hire engineers or transportation consultants to design the roundabout layout.</li><li>• Determine the estimated cost of construction, including design fees, land acquisition, construction cost, and landscaping.</li><li>• Determine the funding sources for the project such as grants, capital budget allocations, bonds, or fund balance reserves.</li><li>• Hire an experienced contractor to coordinate the construction process, ensuring quality and timely completion.</li></ul> |
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Ownership: Public Works Department
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Timetables:
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<b>Goal 2. Develop Capital Facility Improvement Plan</b>
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Capital facility improvements can help the city determine where best to spend our valuable tax funding on physical structures. Identifying these needs is the important component on our roadmap for improving service delivery to our community, by identifying which facilities should be built, remodeled, replaced, or relocated.

<b>Objective 1: Upgrade Council Chamber</b>
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<b>Action Plan:</b>
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|---|
| <ul style="list-style-type: none"><li>• Develop a design concept that aligns with the functional needs, technological advancements, and aesthetics desired for the Council chambers.</li><li>• Determine the estimated budget required for the updates, considering factors such as design fees, construction costs, equipment purchases, and furnishings.</li><li>• Determine the funding source for the project.</li><li>• Develop a detailed construction plan, including timelines, milestones, and key deliverables.</li><li>• Hire a reputable contractor or determine if we complete the project in-house.</li></ul> |
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Ownership: Public Works Department
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Timetables:
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**Objective 2: Establish a New Cemetery****Action Plan:**

- Acquire a site, ensuring water levels and zoning is permitting.
- Determine the layout, section division, roadways, walkways, landscaping, and necessary infrastructure improvement.
- Determine the estimated budget required for the project.
- Determine the estimated budget required for the remodeling project.

Ownership: Parks and Recreation Department

Timetables:

**Objective 3: Establish a Parking Lot / Restroom on 4000 S with Access to the Trail System****Action Plan:**

- Conduct a feasibility study to assess potential locations along 4000 S for the parking lot and restroom facility.
- Design the parking lot layout to accommodate enough vehicles, considering existing and proposed use.
- Determine the estimated budget required for the construction of the parking lot and restroom facility, including design fees, construction costs, landscaping, and ongoing maintenance.
- Hire an experienced contractor with expertise in parking lots or restroom construction or determine if work should be completed in-house.
- Establish a maintenance plan to ensure regular cleaning, trash removal, and restroom facility upkeep.

Ownership: Public Works Department

Timetables:

**What Does Success Look Like?**

- Fully funded capital replacement plan
- Reduction in issues of failing infrastructure.
- Establishing a new Cemetery.
- Fiber Cable connectivity throughout the city.

# Workforce Development and Operational Excellence



# Workforce Development and Operational Excellence

**Vision:** Invest in the recruitment, development, and retention of a talented & committed workforce to improve services level for residents and businesses in our community.

## **Goal 1: Invest in the recruitment, development, and retention of a talented & committed workforce**

Workforce development keeps your personnel prepared for the future, equipped to handle further technological changes or skill demands. It also expands the value they provide to our city, encouraging multi-faceted roles that are less likely to phase out with new technology. The benefits are clear, investing in workforce development improves employee engagement, increases retention, enhances productivity, and helps employees reach their full potential.

Some key strategies to consider are mentorship programs, fair employee compensation, perks, continuous performance feedback, training and career enhancement opportunities, recognition and reward actions, and teamwork events. There may be other ideas that could help recruit and retain talented employees.

### **Objective 1: Employee Activities and Programs**

#### **Action Plan:**

- Conduct surveys or initiate focus groups to gather feedback on employee interests, preferences, and suggestions for activities and programs.
  - Analyze the data collected to identify common themes, and areas of interest.
- Form a committee consisting of representatives from various departments. With a diversity and inclusion foundation to gather perspectives and ideas.
  - Define specific goals and objectives for each activity or group, aligning them with the overall employee engagement strategy.
  - Develop an annual calendar that outlines the schedule and details of planned activities and programs.
  - Determine the necessary budget, staff, and other resources required to implement each activity or program.

Ownership: City Manager and Department Heads

Timetables:

### **Objective 2: Employee Recruitment and Retention Programs**

#### **Action Plan:**

- Evaluate historical data and trends to identify departments or positions with high turnover rates.
- Establish an exit interview program and employee surveys to receive feedback to understand the reasons behind employee turnover.
- Enhance the recruitment process to attract candidates who are a good fit for the organization's culture.
  - Proactively attend job fairs.
  - Utilize Public Information Personnel or contractors to make professional recruitment videos to highlight Roy City as a marketable and reliable employer.
- Provide clear career paths and growth opportunities within the organization.
- Invest in leadership development programs to equip managers with the skills to effectively engage and retain employees.
- Evaluate the current merit system to ensure its value and effectiveness.



- Implement a policy to provide funding to do annual cost of living increases that are tied to a specific number like the Consumer Price Index.
- Evaluate employee fringe benefits to see alternative low-cost incentives for employees.

Ownership: City Manager and Department Heads

Timetables:

### **Objective 3: Provide Programming and Services to ensure our employee's mental health needs are met.**

#### **Action Plan:**

- Conduct a comprehensive assessment of employee mental health needs through surveys, focus groups, or confidential interviews.
- Identify common mental health challenges, stressors, and concerns faced by employees within the organization.
- Organize workshops, seminars to educate employees on mental health topics, reduce stigma, and promote open conversations.
- Mandatory bi-annual counseling sessions for public safety employees, with additional counseling sessions being covered to promote continued mental well-being.

Ownership: City Manager and Department Heads

Timetables:

### **Objective 4: Foster a Workplace with a good work live balance**

#### **Action Plan:**

- Review existing policies and procedures related to work hours, overtime, vacation, and flexible work arrangements.
- Identify areas for improvement and make necessary revisions to promote work-life balance.
- Assess the feasibility and appropriateness of offering flexible work arrangements, such as remote work options or flexible scheduling.
- Regularly review workloads and ensure they are manageable and realistic for employees.
- Promote the importance of taking regular time off for rest and rejuvenation.

Ownership: City Manager and Department Heads

Timetables:

### **Objective 5: Support training programs to empower the highest level of service.**

#### **Action Plan:**

- Set clear, attainable, and measurable training goals for employees.
- Provide onboarding training program for new employees to ensure they are equipped with the necessary knowledge and skills.
- Utilize technology-based training solutions to deliver efficient, interactive, and engaging training programs.
- Advertise employee training announcements to make them aware of training opportunities.
- Increase in-house training.

Ownership: City Manager and Department Heads

Timetables:

### **Objective 6: Encourage department leadership to foster and maintain open communication lines.**

**Action Plan:**

- Encourage leaders to establish relationships with their counterparts in other departments to facilitate communication and collaboration.
- Ensure that senior leaders actively promote and support open communication initiatives within departments.
- Offer training or resources on conflict resolution and mediation skills to department leaders.
- Initiate weekly to quarterly meetings with supervisors, within each department to ensure timely review of questions, concerns, complaints, training opportunities, and feedback from staff.

Ownership: City Manager

Timetables:

**Goal 2: Foster Public Trust through Open Communication and Transparency**

Public trust is critical for successful city government and should be centered around a culture where City employees treat all associates, citizens and stakeholders with respect, appreciation, and value. Trustworthiness should also be demonstrated by an organization that competently and honestly manages citizen resources and strives for excellence through continuous improvement, personal integrity in all situations, and organizational transparency.

Promoting a “Suggestion Box” concept can improve communication amongst various parties. An ‘in person’ suggestion box could be in the City Office building, but a tech version of an email address may be more effective in today’s culture.

**Objective 1: Establish Suggestion Boxes in the Administration building and a suggestion box email address for other input.****Action Plan:**

- Place a suggestion box in the Administration Building to receive public input. Work with IT to establish an email account to receive suggestions. Management Services will monitor the suggestion box and email account.

Ownership: Management Services

Timetables:

**Objective 2: Develop and establish a new annual city-wide survey to collect input on important issues.****Action Plan:**

- Send out an annual survey to residents to receive information.

Ownership: Management Services

Timetables:

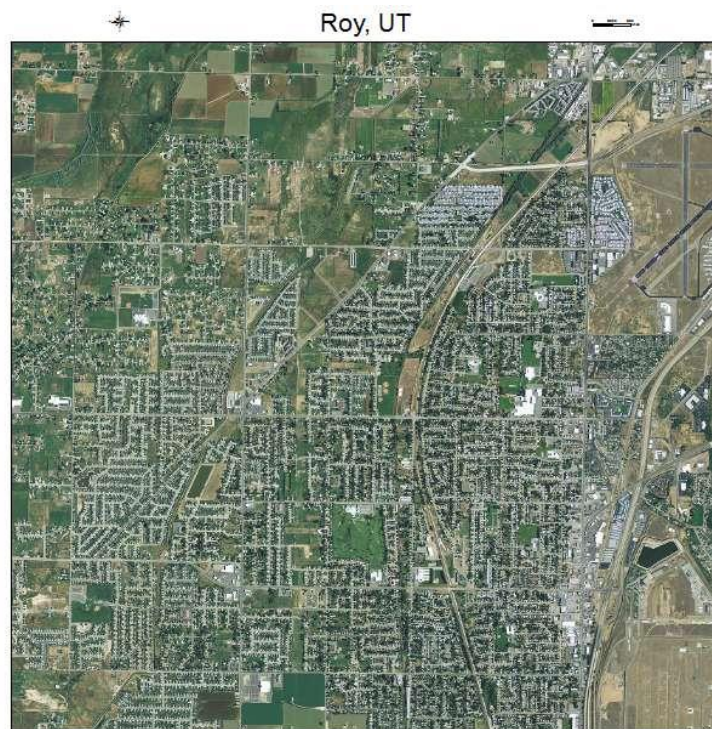
**What Does Success Look Like?**

- Improvements in employee job satisfaction.
- Increase in employee retention.
- Improvements in citizen survey scores for the overall quality of city services
- Improvements in citizen survey scores for the value residents receive for their tax dollars and fees.

- Improvements in citizen survey scores for the overall quality of customer service provided by City employees.
- Improved turnaround times for permits and other interactions with the city.
- Improved employee engagement scores



# Public Transportation Enhancements





# Public Transportation Enhancements

**Vision** – Improve traffic flow in the city through smart planning and partnership with State agencies and neighboring communities. Enhance active transportation opportunities.

## **Goal 1: Improve Traffic Flow and Safety**

Improving traffic flow and safety can improve fuel efficiency, reduce air pollution, improve community mobility, reduce traffic congestion, and improve travel outcomes. Street adjustments and public transportation systems can assist in traffic flow and safety.

### **Objective 1: Widened 5600 South and I-15 Interchange Infrastructure**

Action Plan:

- Evaluate the Roy City enhancement needed for the project such as lighting, water line enhancement, stormwater enhancements, or other related infrastructure changes.
- Work with the public awareness team and UDOT keeping informed to assist when and where we are needed.
- Inform our residents of changes and progress of the project.

Ownership: Public Works Department

Timetables:

### **Objective 2: Create and implement a traffic flow plan that includes evaluation of traffic impacts**

Action Plan:

- Using the adopted Transportation Plan as a baseline to determine the specific areas or roadways to be included in the plan.
- Gather relevant data, including traffic volume, peak hours, existing infrastructure, and any previous traffic studies or reports.
- Consider external factors such as population growth, planned developments, or events that may change traffic patterns.
- Evaluate various strategies and measures to address traffic issues.
- Engage stakeholders and seek input from the public.
- Prioritize based on their potential impact, feasibility, and available resources.
- Continuously monitor and analyze traffic patterns to identify emerging issues or changes.
- Establish a periodic review cycle to assess the effectiveness of the plan and make the necessary adjustments.

Ownership: Public Works Department

Timetables:

### **Objective 3: Adjust speed limits on city owned streets to optimize traffic congestion IAW recommendations outlined in the Roy City Transportation Plan.**

Action Plan:

- In accordance with the approved Roy City Transportation Plan the Council needs to increase the 6000 South speed limits specifically west of 3500 West, to 30 or 35 mph. Also, increase the speed limit on 4300 West to 30 or 35 mph.
- It is important that the Council advise the residents of this planned change and allow public input, so a public / town hall meeting needs to be scheduled at each location.

Ownership: City Council

Timetables: Establish and implement this Action Plan by 1 July 2024.

**Objective 4: Widen 3500 West to reduce traffic congestion**

## Action Plan:

- Develop a clear and compelling case for the need to widen 3500 W.
- Highlight the benefits of widening, such as improved traffic flow, reduced congestion, increased safety, and enhanced economic development opportunities.
- Request a meeting with the appropriate officials to present the case for the road widening project.
- Leverage political support to acquire funds for the project.

Ownership: Public Works Department

Timetables:

**Objective 5: Transfer 4000 South over to UDOT**

## Action Plan:

- First determine if 4000 South meets the criteria for state highways under section Utah Code 72-4-102.5. This will require collaboration with UDOT Region 1 office and city staff. It is assumed that UDOT must be agreeable to the transfer. If not, action to transfer ownership of the street will need to be delayed.
- Second, the city will need to review the Transportation Commission's rules to determine eligibility. Utah Code states the Commission shall make rules that define the process for a highway authority to propose an addition to the state highway system.
- Third, the City Council will need to hold a public meeting to take input before initiating a decision to move forward with the transfer.
- Once the city, UDOT and Transportation Commission determines the transfer of 4000 South meets the qualification requirements, UDOT and Commission must submit the recommendation to the Transportation Interim Committee of the Utah Legislature on or before November 1<sup>st</sup> of the year in order for the 4000 South to be added to the list of highways recommended for transfer.
- Once the recommendation has been submitted to the Legislature, they will make the final decision to add 4000 South the state highway system.
- Ideally, this proposed transfer should take place shortly after the Front Runner station has been developed IAW the approved Station Area Plan found in the General Plan.

Ownership: Public Works Department

Timetables: Establish and implement this Action Plan by 1 July 2026 to meet the 1 November deadline.

**(OPTION) Objective 5: Accomplish the street and pedestrian improvements to the railroad crossing on 4000 South.**

The rail crossing for vehicles and pedestrians at 4000 South is difficult at best. The road surface is experiencing pothole damage and pedestrian access across the tracks is limited.

## Action Plan:

- Since the Utah Department of Transportation oversees all Public Highway-Rail Grade Crossings in the state of Utah, the city needs to set up a meeting with applicable stakeholders to address pedestrian safety improvements at the at-grade rail crossing along 4000 south.

Ownership: Public Works Department

Timetables: Establish and implement this Action Plan by 1 July 2024.

**Objective 6: Keep trees, shrubs, and foliage trimmed at stop signs and intersections.**

## Action Plan:

- Determine the ownership of the land surrounding the intersections and stop signs.

- Seek permission or enforce city code surrounding keeping the areas maintained.
- If Roy City is responsible, determine a maintenance schedule for the upkeep.
- Allocate necessary funding for the projects.
- Assign or dedicate a person or department to the assignment.

Ownership: Public Works Department

Timetables:

## **Goal 2: Establish and Repair Sidewalks**

Roads and traffic mitigation are important, but so are pedestrian walkways as many areas of the city do not have adequate sidewalks for pedestrian access.

### **Objective 1: Improve Sidewalk Availability**

Action Plan:

- Prioritize locations based on factors such as high pedestrian traffic, proximity to schools, public facilities, or transit stations, and safety concerns.
- Engage with the community to identify areas where additional sidewalks are needed.
- Identify potential funding sources such as possible grant applications.
- Consult with engineers with a plan on potential projects.
- Develop a construction schedule that minimizes disruption to pedestrians and start the construction of the sidewalk projects.

Ownership: Public Works Department

Timetables:

### **Objective 2: Improve Sidewalk Repairs**

Action Plan:

- Assess the current conditions of existing sidewalks, identifying areas that require repair or replacement.
- Evaluate the accessibility and compliance of sidewalks with relevant accessibility standards, such as the Americans with Disabilities Act (ADA) guidelines.
- Identify potential funding sources and secure funding for the project.
- Develop a construction schedule that minimizes disruption to pedestrians and start the construction of the sidewalk repairs.

Ownership: Public Works Department

Timetables:

## **Goal 3: Promote the Development of Active Transportation Trails**

Trails and bike lanes encourage healthier lifestyles by making active transportation the easy choice. Active transportation helps improve community residents' fitness and overall well-being. Walking trails and bike lanes may improve access to employment centers, recreational areas, and public transit. They also boost the appeal of nearby development and have a positive impact on property values.

### **Objective 1: Determine how Roy City can help in the development and enhancement of the 3 Gate Trail System located on the east side of the city.**

The current plan is for UDOT to purchase the 6.5-mile Union Pacific railroad property (old Bamberger Railroad) that runs on the east side of the city. UDOT's intent is to establish an active transportation trail corridor between Hill AFB on the south to Ogden City on the north. The plan also includes formally transferring the land over to the applicable counties for

development and on-going maintenance. The city will be required to help in defining the scope, vision, and long-term sustainment of the trail.

**Action Plan:**

- Contact the Weber County Community Development Director to help establish and participate in the 3-Gate Trail Committee to address the vision and long-term sustainment requirements for the trail. This will include assisting in applying for development grants through different funding sources, determining trailhead parking locations, working with property owners in establishing access points along the trail in Roy, and having the city provide on-going maintenance requirements of the trail within the city boundaries.

**Ownership:** Parks and Recreation Department / Mayor

**Timetables:** Establish and implement this Action Plan by 1 July 2024

**Objective 2: Determine other areas of opportunity that exist to establish new trails.**

**Action Plan:**

- Establish a Community Trail Committee that helps define and establish trail development and priorities. This committee will include representatives from the City Council, Parks and Recreation Department, and community volunteers.
- Review the Roy City General Plan that identifies existing and possible off-street trails. These trails include:
  - The proposed 3-Gate Trail on the east side of the city,
  - The proposed trail along 4400 South that will connect to the Denver & Rio Grande Rail Trail.
  - The proposed trail along 5600 South once the UDOT widening project is completed.
  - The proposed trail along 3500 West once the UDOT widening project is completed.
  - The proposed Rocky Mountain Power Corridor trail that runs north and south under the power lines.
  - The proposed Inter-city trail that runs north of 4600 South that connects Roy West Park and the proposed Rocky Mountain Power Corridor trail.
  - The proposed Layton Canal trail that runs on the west side of the city. To make this trail productive will require collaboration between Layton Canal Company and neighboring cities.
  - The proposed Howard Slough trail that runs along the west side of the city. To make this trail productive will require collaboration between neighboring cities.
  - The proposed pedestrian bridge that connects the Denver & Rio Grande Rail Trail with the Roy Front Runner Station across the Union Pacific and UTA Front Runner tracks. This effort needs to coincide with the Station Area Plan development.
- Prioritize which proposed trail needs to be accessed to determine implementation. Not all trails can be established at the same time, therefore the committee needs to determine the best contender and take action to develop. Consider the number of grant opportunities to secure development funding.

**Ownership:** City Council / Parks and Recreation Department

**Timetables:** Establish and implement this Action Plan by 1 Jan 2025.

**Objective 3: Place a pedestrian bridge on the Western Rail Trail and over the railroad tracks south of 4000 South, to allow easy access to the Front Runner Station.**

**Action Plan:**

- Determine the feasibility of constructing a pedestrian bridge over the railroad tracks at 4000 S.
- Identify and engage with stakeholders, the Utah Transit Authority, and local property owners.



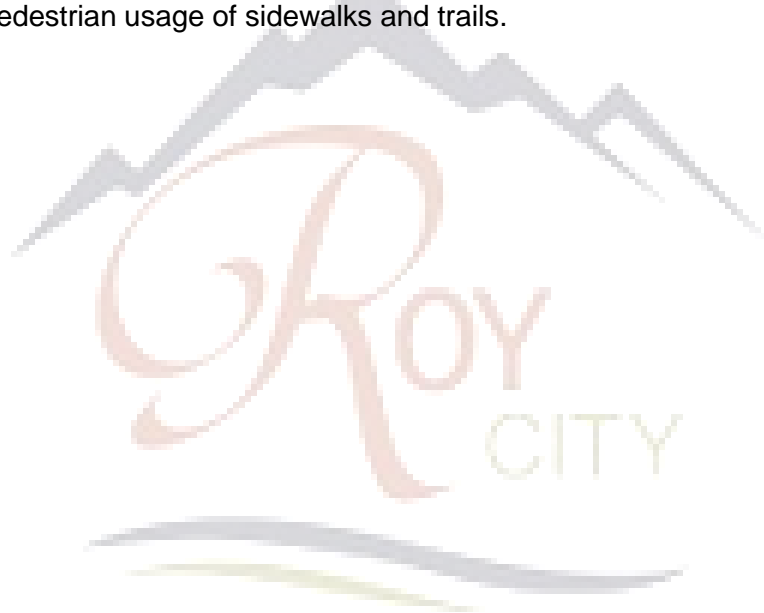
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|---|
| <ul style="list-style-type: none"><li>• Explore funding opportunities.</li><li>• Conduct environmental impact assessments to identify any potential mitigation measures.</li><li>• Establish a detailed construction plan, including timelines, budget allocation, and phasing of the project.</li><li>• Implement construction and monitor progress.</li></ul> |
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Ownership: Public Works Department
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Timetables:
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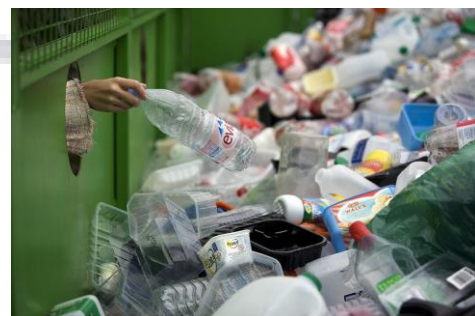
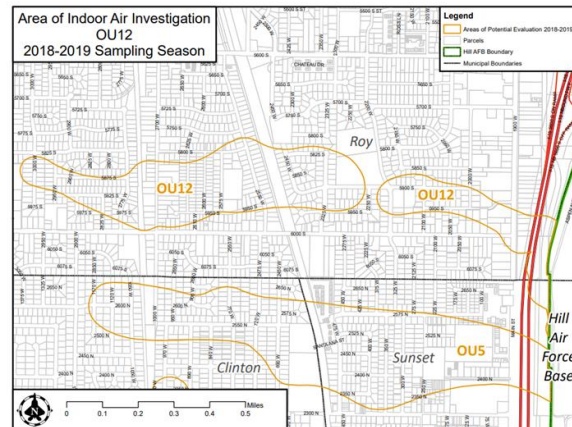
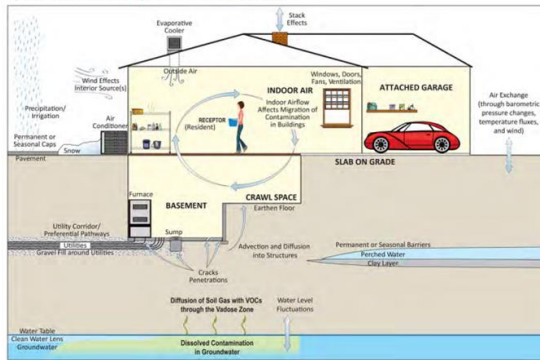
#### What Does Success Look Like?

- Completion of 5600 Widening project.
- Completion of the 3500 Widening project.
- Changes in speed limits as required by the City's Transportation Plan.
- Improving or stable drive times on major and minor roadways
- Reduction in number and severity of accidents.
- Increases in pedestrian usage of sidewalks and trails.



# Environmental Stewardship

FIGURE 1  
Key Vapor Intrusion Concepts  
Operable Unit 15 – Site Z2113 Proposed Plan, Hill Air Force Base, Utah



# Environmental Stewardship

**Vision:** Actively pursue, protect, and sustain environmental improvements for future generations, through awareness, conservation, pollution prevention and safeguarding biodiversity.

## Goal 1: Establish a City-Wide Water Conservation Program

Utah has a water problem. According to the National Integrated Drought Information System, 2022 has been the driest year on record in Utah, with 79.12% of the state in extreme drought or worse. It is affecting everything in the ecosystem, including the local population. There is no economy in Utah without water. So serious is the problem, the 2022 Utah Legislative Session invested numerous hours and approved several Bills on this issue that are now law. Again, in the 2023 Utah Legislative Session Senate Bill 076-S3 Water Amendments indicate new requirements to establish a Water-Use and Preservation Element in the Roy City General Plan.

**Objective 1:** Promote “Flip your Strip” and “Landscape Lawn Exchange” Programs for existing and future developments.

Lawn areas of a landscape have the highest water demand areas and take the most irrigation compared to other ornamental plants in residential and commercial landscapes. Under the Weber Basin Water Conservancy District lawn replacement program, lawn areas anywhere in the yard can be removed and replaced with low-water landscaping to qualify for an incentive. In addition, the Weber Basin offers a rebate to residents in qualifying cities to remove turf in the park-strip area of their yard. Current Roy City ordinances have been reviewed and met the qualifying requirements for both programs.

Action Plan:

- Help promote Weber Basin Water Conservancy District water conservation programs by publishing each of the programs in the Roy Connection Magazine, Roy City website and social media sites. This should be done at the end of the winter season each year.
- Invite a representative from the District to a City Council meeting at the beginning of each year to provide details of water conservation programs.

Ownership: Mayor

Timetables: Establish and implement on or before 1 March 2024 and each year thereafter.

**Objective 2: Implement the Water Use and Preservation Element requirements identified in Utah Code 10-9a-403 (2022 Senate Bill 101) on or before Dec 31 2025**

Action Plan:

- Update the Roy City General Plan to include a Water Use and Preservation Element that addresses:
  - The effect of permitted development or patterns of development on water demand and water infrastructure.
  - Methods of reducing water demand and per capita consumption for future development.
  - Methods of reducing water demand and per capita consumption for existing development.
  - Opportunities for the municipality to modify the municipality's operations to eliminate practices or conditions that wastewater.

Ownership: Community and Economic Development Department / Planning Commission / City Council.

Timetables: Establish and implement on or before Dec 31, 2025.

## Goal 2: Move Towards Carbon Emission Reduction Operations

The 2022 Utah Legislature Session ended with a lot more talk about climate change and reducing emissions. Six automakers including GM and Ford agreed to only build and sale zero-emissions new cars and vans by 2040. This initiative will force Roy City to purchase low and/or zero-emission vehicles, thereby requiring appropriate charging stations. In addition, the city needs to consider incorporating solar panel technology within the city owned facilities to help offset power utility costs and reducing greenhouse gas emissions and mitigating climate change. Solar energy can also improve air quality and reduce water use from energy production.

### **Objective 1: Establish Power Stations for Electric Vehicles at the City Administration and Public Works Buildings**

#### **Action Plan:**

- Evaluate the current and projected demand for electric vehicle (EV) charging infrastructure at the City Administration and Public Works buildings.
- Determine the desired capacity and number of charging stations based on anticipated use and future use.
- Identify potential funding sources.
- Implement construction and monitor progress.
- Launch a promotional campaign to inform the public about charging stations.

Ownership: Public Works Department

Timetables:

### **Objective 2: Establish Solar Panels on Public Facilities**

#### **Action Plan:**

- Conduct a feasibility study to assess the suitability of public facilities for solar panel installation.
- Determine the priority of the public facilities based on energy consumption, suitability of solar panel installation, and potential impacts on energy savings.
- Collaborate with solar energy experts on a detailed plan to install solar panels.
- Secure funding or other financing options.
- Procure and install solar panel systems.

Ownership: Public Works Department

Timetables:

### **Goal 3: Ground Water/Soil Clean-up**

Trichloroethylene (TCE) is a solvent used to degrease and clean aircraft parts at Hill AFB. During the early years of Hill AFB, it was a common practice for the Air Force to dump used (TCE) on the ground in remote areas of the base. This was before environmental laws regulated how those chemicals were used and disposed of. Over time those chemicals seeped down into the ground, eventually reaching the shallow groundwater. Today there are several TCE contaminated groundwater plumes in Roy, Sunset, Clinton, South Weber, Riverdale, Layton, and Clearfield. This presence of the chemical in the shallow groundwater creates a concern for residents who use wells as their source for potable water. There is also concern that the TCE can create potential secondary exposure through vapor intrusion, which can also create health risks.

Hill AFB has conducted remediation efforts for the presence of TCE in the community. Since the 1990s, Hill AFB has taken action to ventilate homes and prevent TCE vapors from entering homes. Air samples have been collected at off-base residences since 1992 and Hill AFB continues to test homes in the area. Clean up and mitigation costs for remediation efforts are incurred by Hill AFB. To bring awareness to this chemical plume under the city, the Air Force



provides annual mailings to residence areas, coupled with door-to-door notification efforts of potential vapor intrusion.

Roy City cannot resolve the existing chemical plume located under the south end of the city, but it can help bring awareness to our residents and business owners of the potential health concerns.

**Objective 1: Continue to provide public awareness to the Trichloroethylene Chemical Plume**

**Action Plan:**

- To help establish awareness and encourage participation in testing homes and business facilities, Roy city will:
  - Post in the fall of each year an article in Roy Connection Magazine about this chemical plume to include Hill AFB contact information.
  - Roy City staff will continue to update the Chemical Plume information located on the city website when we receive updated information from Hill AFB personnel.
  - When asked by Hill AFB personnel, assist in the resident and business owner door-to-door notification efforts to get homes and buildings tested for TCE vapor intrusion.

Ownership: Mayor

Timetables: Establish and implement this Action Plan by 1 Aug 2023 and each year thereafter.

**Goal 4: Promote Recycling Programs**

Recycling conserves energy, reduces air and water pollution, reduces greenhouse gases, and conserves natural resources.

**Objective 1: Increase Participation in the Waste Management Recycle Program**

**Action Plan:**

- Place information on utility bills and social media accounts about the recycling program. Make customers aware that they receive a discount on garbage services by adding a recycling can.

Ownership: Management Services

Timetables:

**Objective 2: Establish Creative Ways of Processing Waste.**

**Action Plan:**

- Collaborate with other local government authorities, waste management agencies, environmental organizations, and relevant community groups.
- Seek input and support from stakeholders to ensure alignment with local waste management policies and community needs.
- Identify potential waste processing opportunities.
- Forge partnerships with waste management companies, recycling facilities, and composting operators.
- Implement waste processing initiatives.

Ownership: Public Works Department

Timetables:

**Goal 5: Establish a Community Reforestation Program in City Parks and Lands**

Reforestation helps sustain and increase carbon sequestration, creates healthier habits and soil, helps mitigate the effects of global climate change, increase groundwater retention, and can benefit the local economy. Trees are natural air conditioners, providing local cooling effects that help regulate temperatures.

**Objective 1:** Through volunteer efforts, increase the number of trees by 10% within our parks and public lands.

**Action Plan:**

- Conduct an inventory and assessment of existing trees with the parks and public lands.
  - Identify areas which low tree density and where we could add the most benefit.
- Develop a volunteer recruitment strategy to attract individuals and community groups interested in supporting the project.
- Determine the estimated budget required for the project which should include necessary tools, equipment, and safety gear for volunteers during planting events.
- Schedule tree planting events throughout the year to involve volunteers in hands-on activities.
- Organize regular volunteer-led maintenance days to ensure ongoing care for the trees.

Ownership: Parks and Recreation Department

Timetables:

What does success look like?

- City-wide implementation of the “Flip your Strip” and “Landscape Lawn Exchange” Programs.
- Establish electrical vehicle charging stations.
- Placement of solar panels on city owned facilities.
- 95% of Resident and Business Owner awareness of Chemical Plume.
- 90% Participation in the city recycling program.
- Additional trees in our parks and public lands.

