



# FY19-24 Strategic Plan Final Report

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# Strategic Plan Process

The creation of Ogden City's Strategic Plan aimed to provide a tool for elected officials and city staff to prioritize goals based on input from residents and visitors. The plan was designed to guide decision-making, focus efforts on community priorities, and measure success.

The process began with the Ogden City Council recognizing the need to focus on spending priorities and citizen needs. In collaboration with the mayor, the Council appointed a Strategic Planning Advisory Committee (SPAC), consisting of volunteer community representatives, to lead the effort. Over four months, the SPAC gathered input through various methods, including community dialogue sessions, stakeholder focus groups, citizen surveys, business meetings, interviews with community figures, among other methods. These efforts resulted in over 2,000 survey responses and nearly 300 participants.

Based on citizen feedback, the SPAC identified four strategic directives: Economic Development, Community Safety, Recreation, and City Image & Appearance. The City Council added a fifth strategic directive: Financial Sustainability and Transparency. Adopted in September 2019, the final plan serves as a guiding document for decision-making, particularly during the annual budget process.

The community-driven plan reflects thousands of hours of resident participation. The city has effectively used it as a tool for efficient resource allocation and fostering public engagement to shape Ogden's future.



# Economic Development

Ogden has evolved from its industrial roots into a hub for outdoor recreation, manufacturing, healthcare, and higher education, driving steady growth in population and property values. While home to successful businesses and a talented workforce, the city faces challenges like housing affordability, transportation, and equitable growth. Key initiatives focus on retaining and attracting businesses, enhancing housing quality through the Quality Neighborhoods Program, revitalizing West Ogden and the 12th Street corridor, and continuing partnerships with UTA to improve public transportation.

## Metrics:

The Plan identified success in the city's economic development as

- Increased square footage of commercial property
- Growth in median wage rates
- Decrease in the number of vacant buildings in the downtown area
- Job growth
- Increased GDP
- Increase tax base and revenue growth through higher economic activity

**During the five-year period, the city accomplished the following:**

### **Economic Growth and Development**

- Increased commercial property by a combined total of 4,177,702 sq. ft.
- Median Wage Rates Grew by 29.75%, (\$12,688 increase)
- Job growth Increased by 11.18% Adding 6,675 Employees
- Increased Tax Base and Revenue Growth through Higher Economic Activity
- Increased GDP
- Decrease in the number of vacant buildings in downtown area

### **Park and Community Improvements**

- Improvements to Miles Goodyear Park

### **Street and Infrastructure Projects:**

- 20th Street Washington to Monroe Reconstruction (EN041)
- North Street Improvements, Harrisville to Wall (EN073)
- Downtown Lighting and Electrical Upgrades (EN072)
- EV Charging Stations installed at the Municipal Building

### **Public Safety**

- Lower Business and Household Insurance Costs Through ISO Public Protection Classification Improvement



# Community Safety

Community safety is a cornerstone of Ogden's mission, focusing on infrastructure improvements like roads, sidewalks, and streetlights to enhance public safety and mobility. The city aims to foster positive community-police relationships through outreach and collaboration while addressing homelessness and vagrancy. Key initiatives include increased funding for infrastructure, enhancing pedestrian safety, and promoting community policing to build trust and engagement.

## **Metrics:**

The Plan identified success in the city's community safety as

- Improved Part 1 Crime Rate relative to other comparable cities in Utah and surrounding states
- Feet of sidewalk maintained or improved, and sidewalk added near schools
- Improvement in Pavement Condition Index
- Improved funding system to maintain sidewalks and roads
- Increased number of streetlights in operation
- Decrease in aggressive panhandling and disruptive behavior in public places
- Improved results of Ogden Policing Survey, including awareness of services

**During the five-year period, the city accomplished the following:**

### **Street and Infrastructure Projects:**

- Sidewalk, Curb, and Gutter Replacement (EN004)
- Street Construction (EN006)
- North Street Improvements, Harrisville to Wall (EN073)
- 26th Street Reconstruction
- Mapping City-Owned Lights/Electrical (GC003)
- Feet of Sidewalk Maintained or Improved, and Sidewalks Added Near Schools
- Improvement in Pavement Condition Index
- Improved Funding System to Maintain Sidewalks and Roads
- Increased Number of Streetlights in Operation

### **Recreation Projects:**

- New Turf Fields and Improved Lighting

### **Water Projects:**

- Backflow Prevention Replacement (PK137)
- Culinary Water CIP
- Culinary Water Operation Projects
- Fiber in Key Water Facilities (Eden Well Field)
- Culinary Water Master Plan Update
- Culinary Water Emergency Response Plan & Water System Risk and Resilience Assessment
- Culinary Water Source Protection Plan
- Zone 5N Water Project

### **Public Safety:**

- Improved Part 1 Crime Rate Relative to Comparable Cities and Surrounding States
- Improved Policing Survey Results
- Decrease in Aggressive Panhandling and Disruptive Behavior in Public Places
- Fire Department Achieved First-Ever ISO "2" Rating, Placing in the Top 6.5% Nationwide

# City Image & Appearance

While Ogden is cherished by residents and visitors, past challenges have shaped lingering misperceptions about safety, education, and appearance. Enhancing the city's image through partnerships with the school district, beautification efforts, and community engagement will foster economic growth, improve perceptions, and showcase Ogden as a welcoming and vibrant community. Key initiatives include branding efforts, neighborhood improvements, and expanded communication to highlight Ogden's strengths and unique identity.

## **Metrics:**

The Plan identified success in the city's image and appearance as

- Improved public school image as evidenced by higher enrollment rate of residents in Ogden schools
- Improved public perception from guests and nonresidents (as measured by Ogden Policing Survey, and public perception reviews performed by ResonanceCo)
- Commercial occupancy rate
- Cleanliness and good appearance of city entrances
- Northern part of Ogden is celebrated for contribution to city (25th to 12th)
- Resident satisfaction (survey responses)
- Increased feeling of inclusion from all Ogden residents (as measured by survey)
- Positive employee survey responses

**During the five-year period, the city accomplished the following:**

### **Street and Infrastructure Projects:**

- Wayfinding, Entryway, Placemaking Signage (EN102)
- 20th Street Washington to Monroe Reconstruction (EN041)
- Street Construction and Improvements
- City-Owned Parking Lot Improvements (GC030)
- City Cemetery Operations and Maintenance

### **Water and Utilities:**

- Conservation Plan Update
- Remote-Based Meter Reading System

### **Community Engagement:**

- Improved Public School Image: Higher enrollment rate of residents in Ogden schools
- Improved Public Perception: Positive Feedback from Guests and Non-Residents (as Measured by OPD's Survey)

### **Recreation**

- Course Improvements at El Monte and Mt. Ogden
- El Monte Sewer Installation and Clubhouse Landscaping

# Recreation

Outdoor recreation is a cornerstone of Ogden's community, offering unparalleled access to trails, parks, and amenities along the Wasatch Front. The city supports youth development, community pride, and meaningful connections through maintaining recreational facilities, partnering with local organizations, and expanding access to activities for all ages. Key initiatives include trail maintenance, increasing park accessibility, fostering partnerships, and supporting youth and adult sports programs.

## **Metrics:**

The Plan identified success in the city's recreation as

- Park cleanliness and access to facilities and restrooms
- City-sponsored competitive youth athletics programs
- Utilization rates of parks and recreational amenities
- Participation rates for both adults and youth in organized rec leagues (baseball, soccer, softball, etc.)
- Increased tourist utilization of outdoor and natural amenities
- Increased community participation in recreation and entertainment
- Increased resident engagement in maintenance of recreational amenities

**During the five-year period, the city accomplished the following:**

### **Bike and Trail Projects:**

- Bike Master Plan Projects (EN021)
- Green Bike Share Program (EN096)
- Beus Pond Connector Trail (EN101)
- Centennial Trail Construction & Acquisition

### **Park and Playground Projects:**

- Park & Playground Enhancements (PK039)
- Park Court Enhancements (PK001)
- General Park Improvements (PK124)
- Completion of Bonneville Playground at Bonneville Park

### **Recreation Projects:**

- Marshall White Center New Construction (RG003)
- Recreation Improvements (RG053)
- Lorin Farr Pool Improvements

### **Stadium and Facility Projects:**

- Ogden Pioneer Stadium Reconstruction (CIP PK007)

### **Golf Course Projects:**

- Golf Course Irrigation System Replacement (GF032)
- El Monte Deck Project (RM013)

# Fiscal Sustainability & Transparency

Although not one of the four initial directives, fiscal sustainability and transparency remains a key priority for the city to ensure that the financial future of Ogden is secure, and that financial information is transparent and readily available to residents and city employees.

## Metrics:

During the five-year period, the city accomplished the following:

### Percent of Fund Balance to General Fund Budget

- FY23 22% Unassigned (per financial report)

### General Fund Debt

- Franchise Tax: \$4,220,000 outstanding, paid off by 2031 (Stadium)
- Sales Tax: \$23,505,000 outstanding, paid off by 2049 (MWC)
- RDA Tax Increment/Sales Tax: 64,220,000 outstanding, paid off by 2058 (WonderBlock joint venture)

### Bond Rating

- Franchise Tax Bond: S&P, AA
- Sales Tax Bond: S&P, AAA
- RDA Tax Increment/Sales Tax: Fitch, AA+, by S&P, AAA
- Tax Increment Revenue: Fitch, AA, by S&P, AA-
- Water, Sewer and Storm Drain Revenue Bonds: Moody's, Aa3, by S&P, AA-
- Lease Revenue Bonds: Fitch, AA, by Moody's A1

### Audit Findings

- FY23: None
- FY24: None to date (as of now)

### State Audit Score

- FY23: 355
- FY24: 355





# Appendix

- Fiscal Year 2019-2024 Strategic Plan
- Public Services Strategic Plan Report
- CED Strategic Plan Report
- Police Department Strategic Plan Report
- Fire Department Strategic Plan Report
- Management Services Strategic Plan Report

