

PUBLIC NOTICE

Notice is Hereby Given that the Tooele City Council and the Tooele City Redevelopment Agency will meet in a Work Meeting, on Wednesday, November 3rd, 2021, at 5:30 p.m. The Meeting will be Held in the Tooele City Hall Council Chambers, Located at 90 North Main Street, Tooele, Utah.

We encourage you to join the City Council meeting electronically by logging on to the Tooele City Facebook page at <https://www.facebook.com/tooelecitv>.

1. **Open City Council Meeting**
2. **Roll Call**
3. **Mayor's Report**
4. **Council Member's Report**
5. **Mosquito Abatement District Presentation**
Presented by Scott Bradshaw, Mosquito Abatement District
6. **Discussion** on the Proposed Comprehensive Tooele City Economic Development Strategic Plan
Presented by Jared Stewart, Economic Development Coordinator
7. **Discussion** on a Proposed Ordinance of Tooele City Enacting Tooele City Code Chapter 8-17 Regarding Trees
Presented by Justin Brady, Council Member & Roger Baker, City Attorney
8. **Closed Meeting**
- Litigation, Property Acquisition, and/or Personnel
9. **Adjourn**

Michelle Y. Pitt, Tooele City Recorder

Pursuant to The Americans With Disabilities Act, Individuals Needing Special Accommodations Should Notify Michelle Y. Pitt, Tooele City Recorder, At 435-843-2111 Or Michellep@Tooelecitv.org, Prior To The Meeting.

Economic Development Strategic Plan

Tooele City



Tooele City Economic Development
90 N Main Street, Tooele City, Utah 84074

<https://tooelecity.org/>
<https://www.facebook.com/tooelecity>

DRAFT, September 2021



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Participants & Stakeholders

Tooele City Mayor and City Council
Tooele City Staff
Tooele City Planning Commission
Tooele County Council
Tooele County Chamber of Commerce
Tooele County School District
Main Street business/property owners
Peterson Industrial Depot
Business Network International - Tooele Networking Team
Tooele Technical College and the Tooele Small Business Development Center
Real estate community representatives
Recreation advocates and representatives
Utah Governors Office of Economic Opportunity
Economic Development Corporation of Utah
Wasatch Front Regional Council
Tooele City residents/businesses via survey & public comment (500+ individual responses)

Introduction & Message from Staff

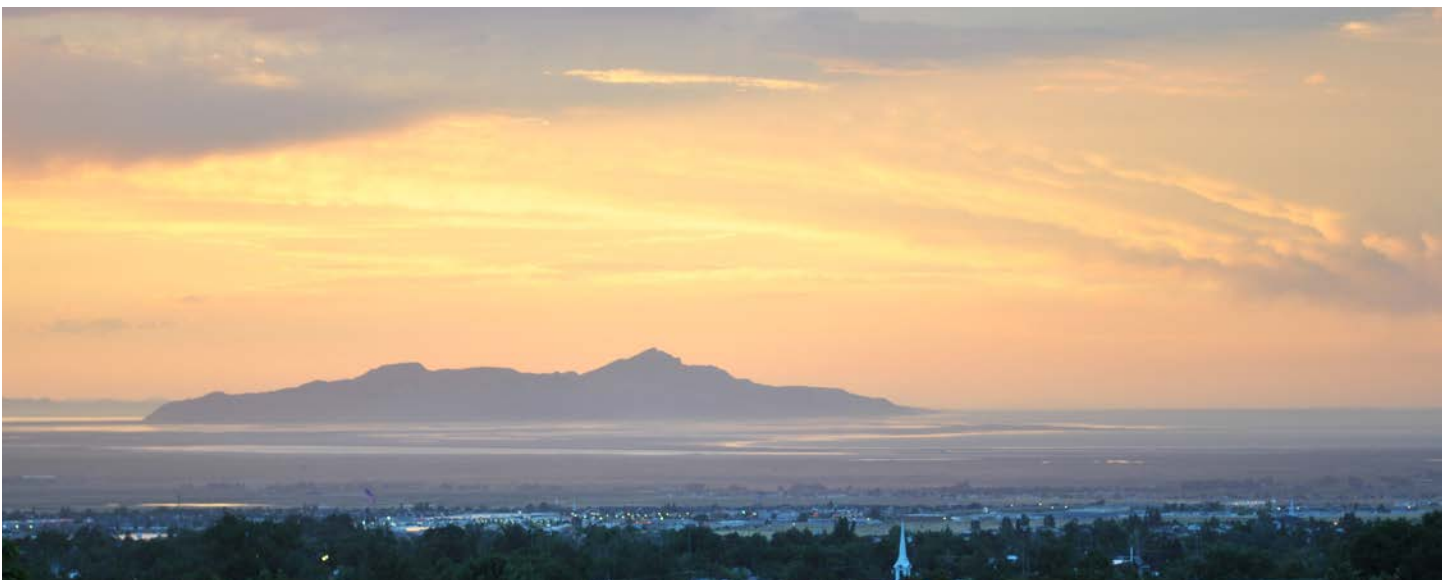
The Tooele City Economic Development Strategic Plan provides a collaborative vision for future economic development opportunities in the City. This document builds off work done in the Tooele City General Plan (December 2020). Significant effort has been made to learn and listen to the needs of the community. Focus groups and surveys were conducted from the Fall of 2020 through the Summer of 2021.

The Plan includes a summary of existing conditions, a SWOT analysis (Strengths, Weakness, Opportunities, and Threats), and actionable strategies that will push Tooele City to meet the goals established in the General Plan. Also included is a summary report of nearly 500 survey responses that were received and a full list of survey comments in the Appendix.

Most of all, this document is meant to communicate the values that Tooele City (and Tooele City Economic Development) represents. Tooele City is committed to advancing economic opportunity for all. Integrity, collaboration, and an attitude of public service are core to the daily operations of staff and administration. As Tooele City grows and adjusts to ever-changing market conditions, Economic Development staff is dedicated to keeping Tooele City relevant and responsive to the needs of residents, businesses, and visitors.

Jared Stewart
Tooele City Economic Development Coordinator

Smelter Road provides a stunning overlook of the Tooele Valley



Vision Statement & Guiding Principles

Mission & Vision:

Our Mission: Advance economic opportunity and high quality of life for all.

Our Vision: A community where businesses and residents prosper. A city of regionally significant industry with a small town, friendly atmosphere. A place where business, government, schools, and residents collaborate often for mutual benefit.

Guiding Principles:

Diverse Economic Base:

- Attract high wage jobs that contribute to quality of life
- Broaden accessible industry types through targeted recruitment
- Expand local job availability to reduce residential commutes and strengthen local sales and property tax base

Collaborative Community:

- Willing partner with other local jurisdictions and communities
- Participate in County and State led economic development efforts
- Consciously coordinate governmental efforts to fill basic health, safety, and housing needs

High Quality of Life:

- Invest now in infrastructure & maintenance to sustain a quality community
- Revitalize and reinvest in the Downtown, Broadway, and other targeted areas
- Foster community & tourism through new recreational and entertainment amenities



The Oquirrh Hills Golf Course sells over 30,000 nine hole rounds annually. They host local, state, and national tournaments, and coordinate 20 or more charity events/rounds.

General Plan Goals

Economic Vitality Element

This document is meant to complement and build on efforts made in the Tooele City General Plan (2020)¹. The Economic Vitality Element of the General Plan introduces goals that serve to direct the community forward. The Economic Development Strategic Plan will follow these goals as listed in the General Plan and pursue strategies towards their attainment.

Goal 1 - Foster new and existing economic activities and employment opportunities

Goal 2 - Encourage and maintain diverse, unique retail and entertainment activity in Tooele

Goal 3 - Encourage and support a diversity of businesses that contribute to Tooele's sale and property tax base, in turn supporting the maintenance and expansion of infrastructure and services

Goal 4 - Sustain and strengthen Tooele's position as a unique destination and recreational community

Goal 5 - Link non-residential development and residential neighborhoods; improve access & visibility and protect neighborhood integrity

Goal 6 - Maintain and develop partnerships that will support and promote quality employment and business opportunities

Goal 7 - Sustain the long-term economic wellbeing through redevelopment and revitalization efforts

Goal 8 - Encourage and expand business development and assistance

Goal 9 - Implement strategies to protect and enhance the historic downtown area

Goal 10 - Encourage innovative and creative design that provides enhancement to neighborhoods that link to and support non-residential uses

Goal 11 - Capitalize on opportunities to enhance and expand the City's industrial development base

Existing Conditions

Economic Statistics:

•**Job growth:** 14.3% annual growth in Tooele County from December 2019 to December of 2020; these 2,377 new jobs were added despite the COVID-19 pandemic and concentrated mostly in the manufacturing sector. The State of Utah only saw job growth of 0.1% during the same period.

•**Population:** 37,197²

•**Average Household Size:** 3.13 (SL County is 2.99)

•**Median Age:** 29.6 (SL County is 32.7)³

•**Projected population growth rate** for 2020-2025 is projected at 2.01% for Tooele City (compared to 1.46% in SL County)⁴

•**Home ownership:** 76.6%, (SL County 61.8%)⁵

•**Median Home Value (2020):** \$217,281, (SL County is \$345,284)

•**Race/Ethnicity (2020):** White-88.1%, Hispanic- 14.3%, Black-1.1%, Pacific Islander-0.7%, Asian- 0.7%, Two or more-3.3%, Other-5.1%

•**Median Household Income (2020):** \$68,851

•**Female workforce participation**⁶: 59% of women are in the workforce, compared to 77% of men. Women earn 73% of men when looking at year-round, full time annual median earnings.

•**Veteran workforce participation:** 86% (SL County veteran participation is 82%)

•**Hispanic percentage of workforce**⁷: 9-13.6% of the workforce, despite being 14.3% of the population

Elton Park was upgraded with pickle ball courts in early 2020



Living Wage:

The Massachusetts Institute of Technology (MIT) has produced a living wage calculator.⁸ According to the calculator, a 3 person household would need to make a combined wage of at least \$26 an hour to be earn a living wage. Tooele City has an average household size of 3.17.⁹

Large Employers:

	Company	Average Annual Employment
1	Tooele School District	2,000-3,000
2	Wal-Mart	1,000-1,999
3	Department of Defense	1,000-1,999
4	US Magnesium	250-499
5	Tooele County	250-499
6	Mountain West Medical	250-499
7	Cabela's	250-499
8	Tooele City	250-499
9	Detroit Diesel	250-499
10	Carlisle Construction	100-249

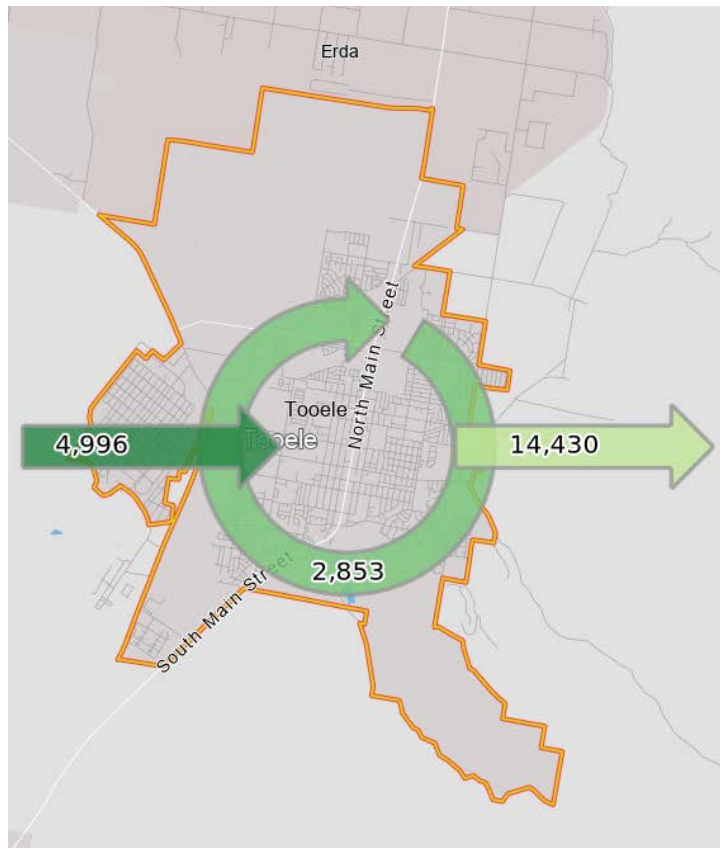
In the Fall of 2020, the Utah Division of Workforce Services reported that “in contrast to the majority of the state, Tooele County actually added 253 jobs between June 2019 and June 2020.” In other words, Tooele County saw an increase in jobs of 1.6% while the rest of the state declined 3.3%.¹⁰

Regional Statistics and Commuting Patterns:

The WFRC Comprehensive Economic Development Strategy¹¹ for the region reports that Tooele County has a resident to job ratio of 3.0 -- higher than any of the neighboring counties. This means that a larger portion of the Tooele Valley residential population commutes outside of the community for employment.

The Kem C Gardner Policy Institute includes Tooele and Salt Lake Valley in the same functional economic region. It was reported in 2018 that 18,000 residents¹² leave Tooele Valley for jobs mainly found in the Salt Lake area. Average reported commute times range from 28 to 29.3 minutes. U.S. Census Data from OnTheMap shows 14,430 workers leaving Tooele City for jobs outside of the City. County level data indicates that over 75% of the labor force leave Tooele Valley for work.

Longer commute times and higher transportation costs have long term implications on quality of life within the community. Strategies should be implemented to encourage job growth within Tooele County.



Data from OnTheMap, a U.S. Census Bureau tool

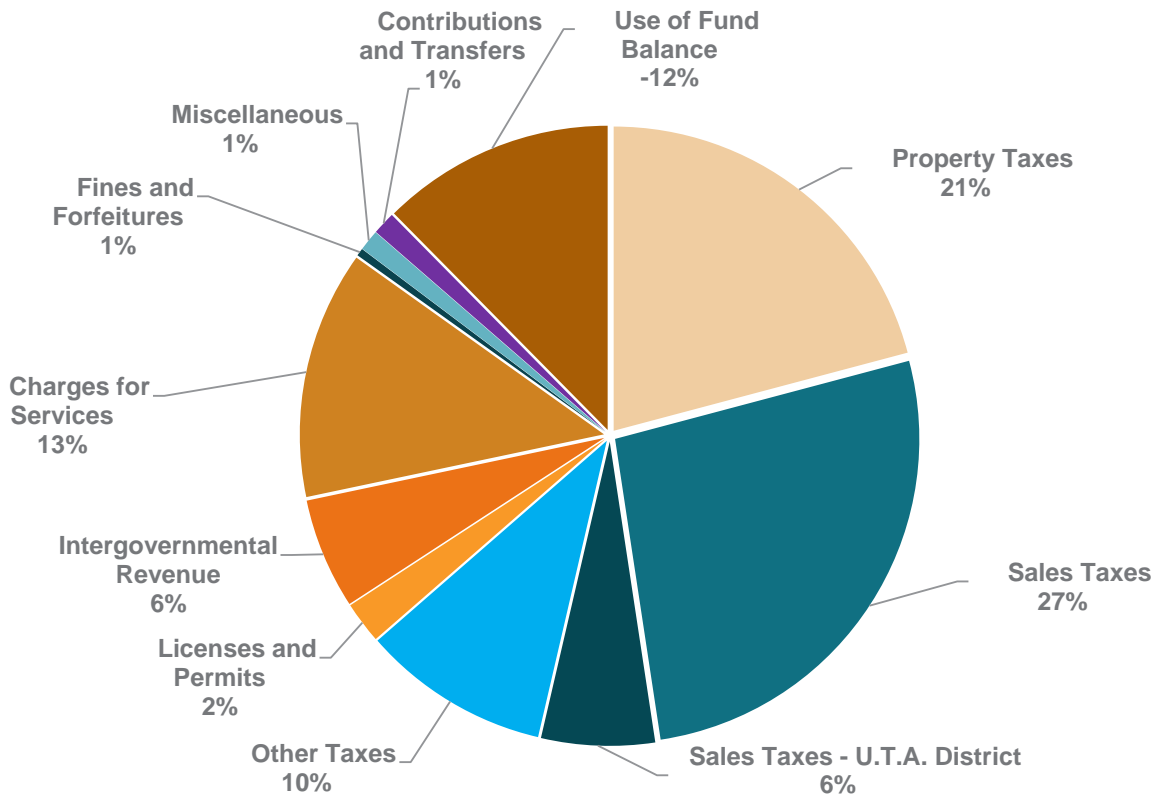
Tooele City Revenue Streams:

Approximately 27% of revenue to the Tooele City budget comes from Sales Taxes. The next largest category - Property Taxes - accounts for 21% of revenue. Goals and strategies within this document aim to increase the percentage of revenue from Sales and Property taxes. Increasing the number of commercial businesses within Tooele City will boost revenue and improve Tooele City’s capacity to serve residents.

General Fund Revenues

	Actual FY 6/2020	Estimated FY 6/2021	Budget FY 6/2021	Recommend FY 6/2022	Approved FY 6/2022
General Fund Revenues					
Property Taxes	5,462,327	5,585,000	5,462,277	5,757,705	5,757,705
Sales Taxes	6,999,887	7,600,000	5,600,000	8,000,000	8,000,000
Sales Taxes – U.T.A. District	1,577,544	1,750,000	2,000,000	2,000,000	2,000,000
Other Taxes	2,608,204	2,462,500	2,520,000	2,586,500	2,586,500
Licenses and Permits	579,977	1,111,554	403,000	888,000	888,000
Intergovernmental Revenue	1,540,220	2,983,024	2,068,778	396,660	396,660
Charges for Services	3,448,334	4,012,852	3,077,225	3,651,500	3,651,500
Fines and Forfeitures	106,378	62,342	88,000	63,000	63,000
Miscellaneous	290,962	164,252	199,297	150,000	150,000
Contributions and Transfers	319,648	289,160	610,814	370,022	370,022
Use of Fund Balance	(3,245,042)	(4,545,635)	5,166,714	1,144,463	1,144,463
Total General Fund Revenues	19,688,440	21,475,049	27,196,105	25,007,850	25,007,850

General Fund Revenues by Type (FY20)



Retail Leakage:

Retail sales are calculated geographically and shown as either a “leakage” or “surplus”. A leakage indicates that residents of Tooele City travel elsewhere to purchase items from that particular industry. A surplus shows that residents are buying local.

A 2017 analysis⁸ shows sizable leakage in many retail sectors. Several industries show a surplus in sales. In particular, auto parts/tires, liquor stores, and used merchandise stores are doing well within Tooele City.

Notable leakages and potential opportunities for businesses include general merchandise stores, specialty food stores, office supply stores, jewelry/luggage stores, and book/music stores. Boosting sales within these and other industries will increase the Sales Tax revenue received by Tooele City.

2017 leakage and surplus data from ESRI (most recent available data)

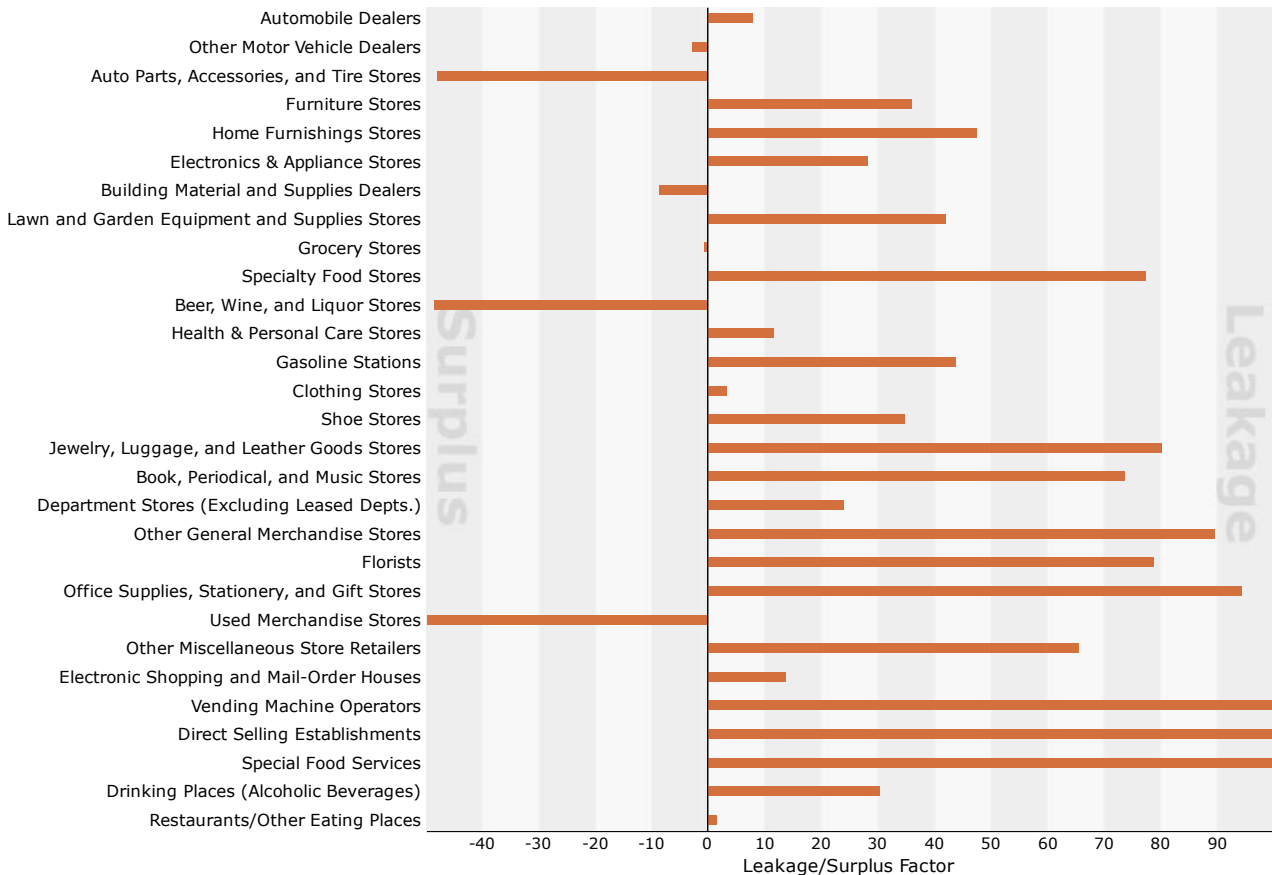


Leakage & Surplus Profile (Tooele City)

Tooele
Area: 24.1 square miles

Prepared by Tooele City

2017 Leakage/Surplus Factor by Industry Group



Source: Esri and Infogroup. Esri 2020 Updated Demographics. Esri 2017 Retail MarketPlace. ©2020 Esri. ©2017 Infogroup, Inc. All rights reserved.

Education:

Tooele Technical College (TTC):

The mission of Tooele Tech is *“to provide its students with hands-on training and certification to prepare them for successful careers in Utah’s job market today.”* Employers can join Employer Advisory Committees that represent business needs and direct the curriculum developed at the College. Rather than a standard semester based schedule, Tooele Tech has flexible, affordable programs that allow for students and job-seekers to optimize their own learning. In 2019 alone, Tooele Tech enrolled 715 students for primary and secondary certificates. Programs cover a variety of industries including manufacturing, construction, healthcare, IT, business, service industry, and transportation.

In addition, Tooele Tech offers business resources through the Small Business Development Center (SBDC) and through the Custom Fit Training program. Custom Fit is funded through the Utah State Legislature and provides subsidized training programs that employers can use to retain, train, and advance their workforce.

Utah State University (USU):

Utah State University has been a part of the Tooele Valley for over 35 years. USU Tooele is a regional campus that provides an array of educational degrees and programs for everyone from the new college student to those who are looking to advance their careers. USU Tooele offers a wide range of programs from associates through doctoral degrees as well as certificates and education endorsements. Students have multiple options when it comes to course delivery, including in-person, interactive video conferencing and online. USU Tooele’s state of the art Science and Technology Building provides a space for innovation that includes labs for biology, chemistry, and physics research. USU Tooele is dedicated to the community by empowering students to achieve their educational goals.

Tooele County School District:

Tooele County School District’s vision is to *“Create a Culture of Learning for All”*. It is one of the largest districts in the state, covering over 7,200 Square miles and a total enrollment of over 22,000. The District serves 15 elementary schools, 3 junior high schools, 4 high schools, and offers online and alternative options. The District has 8 schools with Dual Language Immersion programs in 6 different languages.

Community Learning Center (CLC):

The mission of the CLC is to *“Challenge students to reach their potential in an engaging and inspiring environment.”* Staff at the CLC further this mission by developing student/staff relationships, encouraging attendance and engagement, and preparing students for college and careers. The CLC houses Blue Peak High School (Tooele’s Alternative High School), Blue Peak Online, Adult Learning programs, Career Technical Education (CTE) courses, and the 18-22 year old Special Education Transition program.

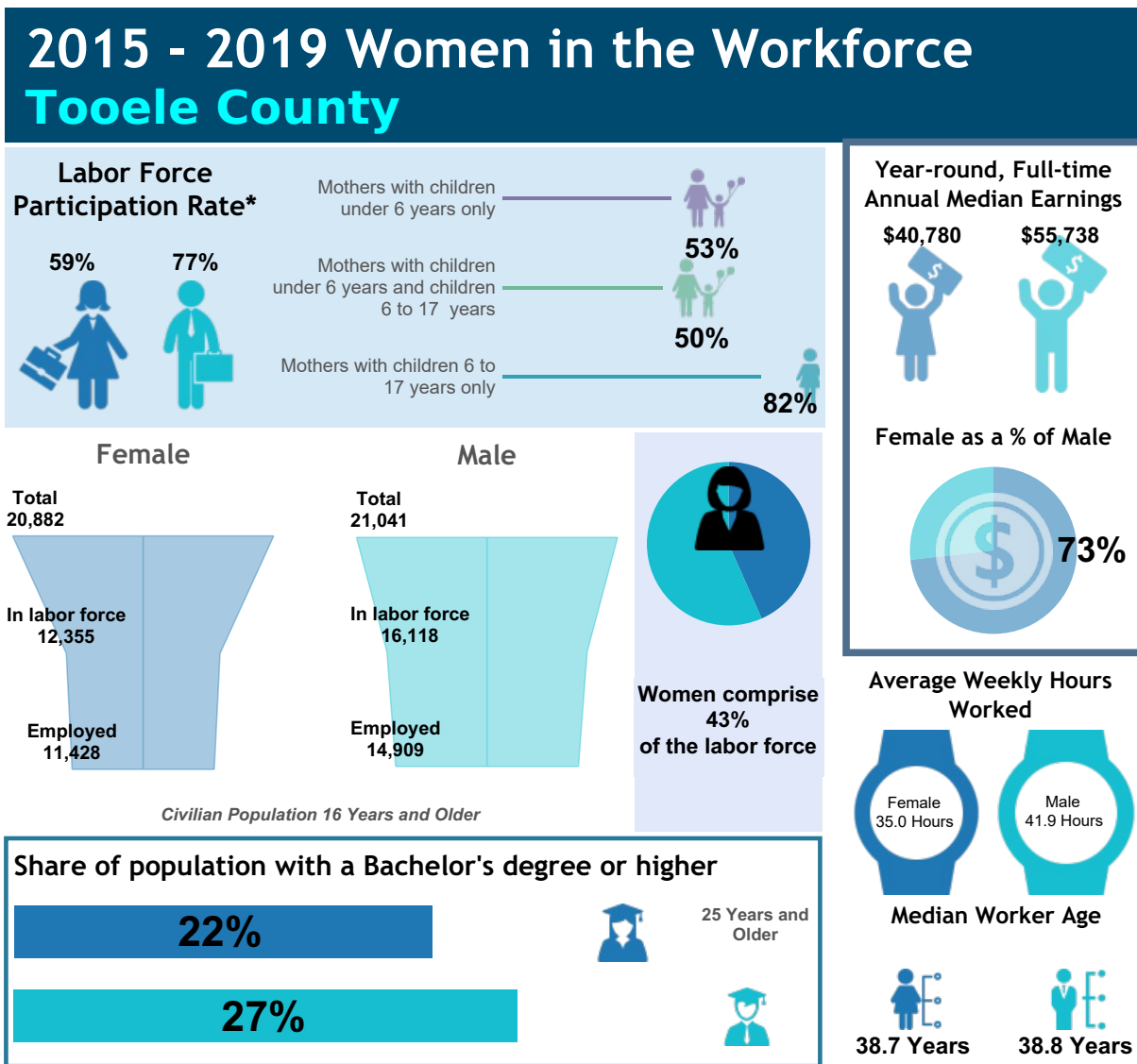


Tooele Technical College (left) and Utah State University (Tooele Campus) are located near each other and are proven community partners.

Utah Department of Workforce Services (DWS):

The Department of Workforce Services' mission is to strengthen Utah communities by supporting the economic stability and quality of our workforce. Resources for job-seekers include job search assistance, career and education services, job referral and skills matching, workshops, education/tuition assistance, and more. Workshops are taught on topics such as resume writing, interview skills, how to attend a job fair (virtual or in person), how to transfer skills, and career exploration.

Employers can post their jobs on the DWS website, participate in job fairs, connect with a local Workforce Development Specialist about staffing needs, and access labor market information. Employment services are available in person and virtually. They are accessible to individuals with disabilities, those experiencing homelessness, ex-offenders, veterans, youth, and anyone seeking assistance. The Tooele DWS office can connect residents to other programs offered through DWS such as Unemployment Insurance, Financial Assistance, the Supplemental Nutrition Assistance Program (SNAP), and Child Care.



Women face additional barriers to workforce participation, the DWS provides this snapshot of current conditions

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

The “Strengths, Weaknesses, Opportunities, and Threats” or SWOT section was developed through engagement of numerous focus groups with key stakeholders. It was supplemented by public comment received in surveys, public hearings, and general comments on this plan.

Strengths:

(What do we do well? What unique resources can we draw on? What do others see as our strengths?)

Business, Development & Real Estate:

- Peterson/Ninigret Industrial Depot; infrastructure and utilities in place, rail access, and a regional job center
- Land available for warehouse, industrial, commercial, and residential uses (Commercial Park, Peterson/Ninigret Industrial Depot, and large areas in the north and north-west portions of the City)
- Easy access to I-80
- Opportunity Zone (west of main street)
- Active and successful Redevelopment Agency (RDA)
- Large proportion of small businesses/self-employed residents
- Recruitment and other resources through the Economic Development Corporation of Utah (EDC Utah)
- Strong business and community networks; the Tooele County Chamber of Commerce, Business Network International (BNI) Tooele Chapter, Rotary Club, and numerous other charitable organizations

Workforce & Education:

- Educational Institutions: Tooele Technical College (TTC), Utah State University (USU), Tooele County School District
- Custom Fit Training and other State funded workforce development programs
- Highly trained workforce (white collar workers commute to the Salt Lake region)

Regional Advantages:

- Lower cost of living relative to the Salt Lake Valley (lower cost housing, taxes, and utility rates)
- Collaborative relationships with local and regional partners; EDC Utah, Go Utah, WFRC, Tooele County, Tooele County School District, neighboring municipalities, etc)
- Participant in the Wasatch Front Economic Development District (WFEDD)
- Proximate to the Wasatch Front area and associated resources (International Airport, Inland Port, jobs, universities, current & prospective customers to drive industry)

Community Advantages:

- Recently updated General Plan (December 2020)
- COVID-related increase in sales tax
- Young population
- Largest city in Tooele County
- Parks, cultural amenities, and outdoor recreation opportunities
- Diverse population and backgrounds
- Tooele County saw strong 2020 job growth despite the COVID-19 pandemic (manufacturing sector)

Weaknesses:

(What could we improve? Where do we have fewer resources than others? What are others likely to see as weaknesses?)

Business, Development & Real Estate:

- Lack of available office space. Doesn't match the needs of technology and research sector employers
- Tooele Business Park and other city owned/involved sites are greenfield and need significant investors to see development happen
- Greenfield sites need significant infrastructure investments that are cost prohibitive without creative financing tools

Workforce & Education:

- Significant employment/job outflow to the Salt Lake Valley, particularly highly trained white collar office employees
- Low opportunity for leadership and growth within locally owned businesses
- Low unemployment; employers across the region face hiring challenges and struggle to fill needs with the current available workforce

Regional Weaknesses:

- Rising housing costs
- Public transportation is not connected to major employment center (Peterson/Ninigret Industrial Depot); requires a car for local employment
- Higher relative transportation costs
- Housing developers are required to provide their own water. Commercial/Industrial developers are also required to provide water sufficient to their development needs, but have the option to pay a fee in lieu of provision. These costs slow development and pass costs on to consumers.
- Increases in cost of living expenses (housing, transportation, goods/services)

Community Weaknesses:

- Negative public perceptions of Tooele both internally and externally. Lack of marketing to overcome misconceptions. Private/Corporate perceptions that Tooele is too small of a market for investment
- Retail sales leakage to other communities and growing online sales
- Expiring RDA at the Industrial Depot, restricts ability for use of Tax Increment Financing as a job/value creation incentive
- Development incentives: lacks a coordinated policy, philosophy, and direction among taxing entities
- Tax revenue insufficient without periodic increases to property tax
- Mixed perceptions in the private sector of Tooele City. Some view the City as slow/uncoordinated city review and permitting processes. Others view the City as business friendly, responsive, and timely



Engine 11 made a final journey up Vine Street in 1963. Tooele has a long history with trains and associated industry.

Threats:

(What threats could harm us? In what ways do we have competing interests? What threats do our weaknesses expose us to?)

Business, Development & Real Estate:

- Trends toward online sales result in undeveloped commercial property

Workforce & Education:

- Proximity to the Salt Lake metro area inhibits the development of a diverse economy in Tooele

Regional Threats:

- Water resource availability and a warming climate
- Uncoordinated regional government and competing municipal interests may pull commercial, residential, and industrial growth elsewhere.
- Lack of coordination in taxing entities puts k-12 education at a disadvantage (?)
- National supply chain and inflation challenges lead to price increases on goods and services, challenging consumers and residents if wages do not increase equally

Community Threats:

- Public opposition to housing development projects have affected other areas of the Tooele Valley and could affect and impact Tooele City
- Lack of mobility options may hinder access to opportunity for residents
- Despite a high quality of life, negative public perceptions or false private sector perceptions may lead to an unfavorable reputation and missed opportunities for corporate recruitment and internal business expansion.
- Aging infrastructure (roads, water, sewer) and new age needs (fiber, 5G) may slow local response to market demands
- Growth in nearby communities (Grantsville, Stansbury, etc) could lead to development investments outside of Tooele City
- Potential negative perceptions of permitting and review processes could lead to development investments going elsewhere



Opportunities:

(What opportunities are open to us? What trends could we take advantage of? How can we turn strengths into opportunities?)

Business, Development & Real Estate:

- Revitalize downtown/Main Street (could prove an economic and community boon; fiscalization of land use and Urban3)
- Create synergy in industrial and warehouse zones/industries
- Utilize state level partnerships to bring new investment/business growth

Workforce & Education:

- Leverage positive relationships to enhance workforce development training
- Leverage partnerships with the Tooele Chamber of commerce to promote and advance small business networking events

Regional Opportunities:

- RDA project area extension at the Industrial Depot (pay off existing debts and fund future infrastructure investments)
- Create an Inland Port satellite campus
- Coordinate and leverage a Tax Increment Financing (TIF) strategy among taxing entities
- Regional job centers (international airport, 7200 W prison, Industrial/warehouse centers) are developing within closer reach of Tooele City residents
- National and global trends indicate a “re-shoring” of manufacturing jobs back to the United States. Tooele City is well positioned to add industrial sector jobs.

Community Opportunities:

- Foster a strong Research & Development sector in relation to existing industries (rail, auto/race car, outdoors)
- Encourage remote work opportunities (reduces sales tax leakage)
- Current positive relationships with local, regional, and state organizations will assist in securing grants and infrastructure assistance
- Potential for positive and mutually beneficial relationships with real estate professionals
- As more sales go online, transition to focus development efforts on restaurant & entertainment venues that will maintain viability over time



The 2019 annual Tooele City Triathlon brings residents together and promotes recreational industries

Strategies for Implementation

Workforce Development and Training:

General Plan Goal 6 - Maintain and develop partnerships that will support and promote quality employment and business opportunities

General Plan Goal 8 - Encourage and expand business development and assistance

Finding and hiring the right employees is a constant challenge for employers within Tooele City. Employment challenges negatively impact business growth and operations. Challenges come from a variety of sources and include: competing jobs with similar or higher wages, lack of a skilled workforce, or inadequate advertising.

The following is a list of actions that Tooele City can take to develop a strong, capable workforce that meets the needs of employers:

- Build Employer awareness of available education opportunities (Custom Fit, Small Business Development Center, Talent Ready Utah, TTC & employer advisory committees, USU, Community Learning Center, etc)
- Partner with educators to provide trainings based on specific workforce needs to those unable to pay their own training fees. Seek grants and funds to enhance trainings.
- Critically analyze Tax Increment Finance (TIF) structures to provide high return on investment to all taxing entities of potential TIF projects.
- Perform business interviews to analyze workforce conditions and track trends and needs. Utilize a CRM system to maintain business lists, survey/interview responses, and business contact information
- Collect contact information for all Tooele City business owners (currently we have approx. 50%)
- Participate in and encourage business networking and success through organizations such as the Tooele County Chamber of Commerce and other networking organizations. Utilize these organization to conduct business interviews.



Ribbon cuttings are one service of the Tooele County Chamber of Commerce

New Business Attraction:

General Plan Goal 1 - Foster new and existing economic activities and employment opportunities

General Plan Goal 3 - Encourage and support a diversity of businesses that contribute to Tooele's sale and property tax base, in turn supporting the maintenance and expansion of infrastructure and services.

General Plan Goal 11 - Capitalize on opportunities to enhance and expand the City's industrial development base

The creation of new jobs within Tooele City through the addition of new business is a key element to economic vitality. Historic commuting trends can be shifted through local job growth.

- Focus incentive efforts (TIF, infrastructure, utility, training resources, CDBG, etc) towards projects with Sales Tax and Property Tax return on investment.
- Foster collaborative relationships with State, regional, and local partners (EDC Utah, Governors Office of Economic Opportunity, Wasatch Front Regional Council, Utah Association of Counties, Utah League of Cities and Towns, Tooele County, Grantsville City, Erda City, Tooele Technical College, the Small Businesses Development Center, and other local organizations).
- Encourage new businesses to apply for the Rural EDTIF tax credit and other relevant incentives from Go Utah
- Create a "Certified Site"; work with EDC Utah and other partners to have a development ready site to market (100-400 acres in size)
- Develop working relationships with local and regional real estate professionals who market sites within Tooele Valley and maintain an awareness of available real estate properties within the community.
- Respond to Requests for Information (RFIs) from EDC Utah and other partners
- Create an updated Incentive Policy to ensure consistent communication with investors and prospective businesses. This may include TIF, available grants, possible infrastructure assistance, and other strategies covered in this plan.

Target Industries & Economic Diversification:

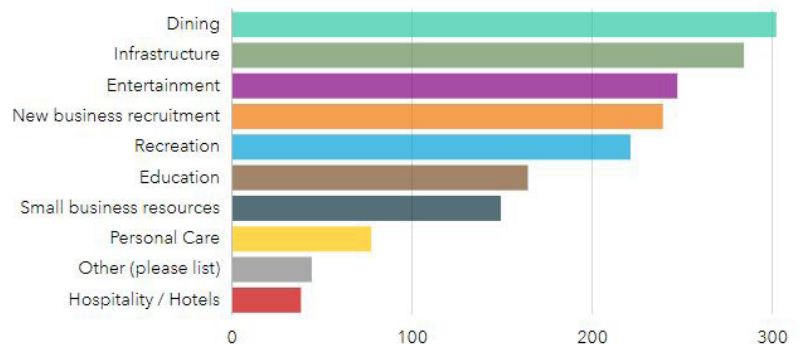
General Plan Goal 11 - Capitalize on opportunities to enhance and expand the City's industrial development base

General Plan Goal 2 - Encourage and maintain diverse, unique retail and entertainment activity in Tooele

The Wasatch Front Economic Development District and the State of Utah Governors Office of Economic Opportunity each recommend that the Tooele area target business attraction efforts at specific industries. Tooele City seeks to align its interests with the State of Utah and focus on the State's target industries for new business recruitment. These industries include Advanced Manufacturing, Aerospace & Defense, Energy, Financial Services, Life Sciences & Healthcare, Outdoor Products & Recreation, Software & IT, and Tourism & Film.

In addition, Tooele City administered a survey as part of this plan (see later sections for a full report of the survey). The survey asked: *Where should Tooele City focus it's economic efforts?* Top responses included Dining/Restaurants, Infrastructure, Entertainment, and New Business Recruitment. The survey comprised over 500 responses.

Tooele City is experiencing economic growth. Where should Tooele City focus it's economic efforts?



Quality of Life:

General Plan Goal 4 - Sustain and strengthen Tooele's position as a unique destination and recreational community

General Plan Goal 5 - Link non-residential development and residential neighborhoods; improve access & visibility and protect neighborhood integrity

General Plan Goal 10 - Encourage innovative and creative design that provides enhancement to neighborhoods that link to and support non-residential uses

Improving quality of life amenities will ensure that Tooele City remains a desirable place for people to live and work. The following strategies could be used to enhance quality of life within Tooele City.

- Apply for grant funding to improve access to recreation; work with County, State, and other partners to assist in planning and funding new recreational amenities.
- Partner with the Tooele County Housing Authority and other community and State agencies to develop additional low-moderate income housing that is attainable for residents.
- Partner with UDOT, UTA, Union Pacific and Tooele County to advance transportation options, reduce traffic congestion on Main Street, improve pedestrians/cyclist safety, and meet business needs. Consider signage/wayfinding and other creative strategies.
- Support and attract the growth of environmentally friendly businesses; refer to goals and elements listed within the General Plan that encourage environmentally clean business/industry.

The Tooele City Pratt Aquatic Center and City park are keystone elements of the community



Business Expansion, Retention & Revitalization:

General Plan Goal 1 - Foster new and existing economic activities and employment opportunities

General Plan Goal 3 - Encourage and support a diversity of businesses that contribute to Tooele's sale and property tax base, in turn supporting the maintenance and expansion of infrastructure and services.

General Plan Goal 7 - Sustain the long-term economic wellbeing through redevelopment and revitalization efforts

General Plan Goal 9 - Implement strategies to protect and enhance the historic downtown area

Supporting the many successful businesses already established in Tooele City is important to the prosperity of the community. According to the Bureau of Economic Analysis, 26.4% of jobs within Tooele County are "proprietors" or self-employed. This is compared to only 19.7% in Salt Lake County and 23.7% Statewide.

- Revitalize the Downtown and Broadway districts. Seek out grant or other assistance funding. Consider the establishment of a revolving loan fund through the EDA, the Wasatch Front Economic Development District, or other funding sources.
- Participate in the Utah Main Street Program through the State of Utah.
- Promote events, markets, and other activities in the Downtown & Broadway districts; Cooperate with downtown businesses to sponsor unique artistic enhancements, add to the aesthetic/visual appeal, and draw more visitors to the area.
- Communicate and coordinate with property owners in the Downtown area to identify, target, and promote businesses that are needed within the community.
- Update City Code for the downtown area to reflect unique needs, enable revitalization, and mitigate for hazards and safety concerns.
- Consider historic designations, informational signage/placards for historic structures, and other preservation efforts.
- Promote downtown with an online and/or printed listing and map of businesses.
- Provide/subsidize trainings for small business to enhance economic opportunity and encourage business growth. Administer surveys and work with partner organizations to identify useful and relevant training options. Seek grant and other funding to provide trainings.
- Perform business interviews to analyze workforce conditions/needs. Create a Business Expansion and Retention (BEAR) program to proactively address business needs and increase retention.

Youth trick-or-treat in downtown Tooele & the historic Kirk Hotel building located on Vine Street



Health, Inclusion, and Sustainability:

General Plan Goal 3 - Encourage and support a diversity of businesses that contribute to Tooele's sale and property tax base, in turn supporting the maintenance and expansion of infrastructure and services.

General Plan Goal 4 - Sustain and strengthen Tooele's position as a unique destination and recreational community

A healthy, inclusive, clean, and sustainable community will attract and retain residents and a productive workforce. Existing city initiatives such as becoming a Healthy Utah Community and programs such as Communities That Care strive to create a community where all people have the necessary tools to prosper. Key to addressing employment shortages is creating a culture of inclusion where employers can find people of all backgrounds to fill their needs.

The following strategies can be employed to complement current city initiatives and goals for sustainability listed in the General Plan (Land Use Element, Goal 5).

- Collaborate with the Utah Transit Authority (UTA) and Tooele County to expand service options and coverage of major job centers such as the Peterson/Ninigret Industrial Depot.
- Encourage the expansion of active transportation facilities through repair and installation of sidewalks, bicycle lanes, and separated trails (paved and non-paved) for non-motorized users. Support County and other efforts to increase access to hiking and other mountain trails.
- Promote resources and directories of the Utah Women's Business Center, local Women in Business groups, and other organizations providing resources to women entering the workforce.
- Support continuing education, specifically for women, veteran, minority, disadvantaged, and disabled populations. Consider collaboration with educational & State partners and outreach campaigns to under-served demographics.
- Participate in Statewide initiatives to accommodate electric transportation options.

The Tooele Army Depot has invested in wind, solar, and alternative energy sources



Strategies - Summary, Timeline, & Estimated Budget

Strategy	Timeline (short, mid, long)	Budget (\$, \$\$, \$\$\$)	Funding source/amount
Workforce Development & Training			
Build employer awareness of available education opportunities (email campaigns & promotional material)	Mid	\$	
Partner with educators to provide trainings based on workforce needs. Target those unable to pay for their own training fees. Seek grants to fund & enhance trainings.	Short	\$\$	Grants or general fund, \$50,000
Analyze TIF structures to provide high return on investment to all taxing entities from potential TIF projects. Analyze land sale transactions in a similar fashion.	Long	\$\$	RDA - Professional & Technical, \$40,000
Participate in and encourage business networking and success through the Tooele Chamber of Commerce and other networking organizations.	Short/Mid	\$	\$2,800 (Chamber Gold membership & BNI member dues)
New Business Attraction			
Focus incentive efforts toward project with Sales Tax and Property Tax ROI	Ongoing	\$\$\$	RDA - TAD project fund, \$400,000
Foster collaborative relationships with state, regional, and local partners	Long	\$	
Encourage prospective businesses to apply for EDTID funds through Go Utah	Short	\$	Go Utah
Partner with land owners to create "Certified Sites" with EDC Utah	Mid	\$	EDC Utah
Develop partnerships with real estate professionals who market sites within Tooele Valley & maintain an awareness of available real estate.	Short	\$	
Respond to RFIs from EDC Utah and other sources. Attend EDC Utah trainings on best practices	Short	\$	EDC Utah
Create an incentive policy to ensure consistent communication with investors and businesses	Short	\$	
Perform analysis of businesses with ESRI and other software to understand leakage gaps	Mid	\$	Professional & Technical, \$1,200
Target Industries & Economic Diversification			
Market Tooele City to target industries identified through public outreach. Focus on boosting sales tax revenue. (Possible incentives with strong ROI, or necessary business infrastructure to fill gaps). Top spending categories included Dining, Infrastructure, and Entertainment.	Mid	\$\$	General fund, incentives with strong ROI & infrastructure
Quality of Life			
Apply for grant funding to improve recreation amenities. Work with State, regional, and local partners to plan for and fund amenities.	Mid	\$\$\$	PAR Tax - Local match funding for grants, \$200,000+
Partner with the Tooele County Housing Authority to support the development of attainable housing for Low/Moderate income families/residents	Mid	\$\$	Grants (CDBG)
Partner with UDOT, UTA, Union Pacific, and Tooele County to advance transportation options, reduce traffic congestion on Main Street, improve safety for pedestrians/cyclists, and meet business needs.	Mid	\$\$	Grants, \$50,000 for local match funds; Streets (matching for sidewalks/bike lanes)
Business Expansion, Retention, & Revitalization:			
Revitalize the Downtown and Broadway districts. Seek grant and other funding assistance	Long	\$\$	Grants: UMSP, T-Mobile, CDBG, County, WFRC, State CLG
Participate in the Utah Main Street Program (UMSP)	Mid	\$\$	\$30,000 to match & supplement grants
In the Downtown and Broadway districts, promote events and aesthetic/visual improvements to increase visitation and business success.	Mid	\$	
Consider updates to City Code to reflect and address the unique needs of the Downtown and Broadway districts.	Mid	\$	
Consider historic designations; partner with the State Historic Preservation Office	Mid	\$	CLG Grants
Perform business interviews to analyze workforce conditions/needs. Create a Business Expansion and Retention program to proactively address business needs.	Mid/Long	\$	
Collect contact information from all Tooele City business owners	Mid	\$	
Health, Inclusion, and Sustainability			
Collaborate with UTA to expand transit service options to cover Tooele City's major employment center (Peterson/Ninigret Industrial Depot)	Mid	\$	Funding through UTA, County, or grants
Encourage the expansion of active transportation facilities through repair and installation of sidewalks, bicycle lanes, and separated trails (paved and non-paved) for non-motorized users. Support county efforts to increase hiking and other trail access.	Mid	\$	AT Plan, \$5,000
Promote resources and directories of the Utah Women's Business Center, local Women in Business groups, and other organizations providing resources to women entering the workforce.	Mid	\$	
Support continuing education, specifically for women, veteran, minority, disadvantaged, and disabled populations. Consider collaboration with educational & State partners and outreach campaigns to underserved demographics.	Mid	\$	
Participate in Statewide initiatives to accommodate electric transportation options.	Long	\$	Seek grant funding

Public Outreach Report

An important aspect of strategic planning is community outreach. This strategic plan began with outreach to a stakeholder group that represented a variety of public and private interests. Representation included:

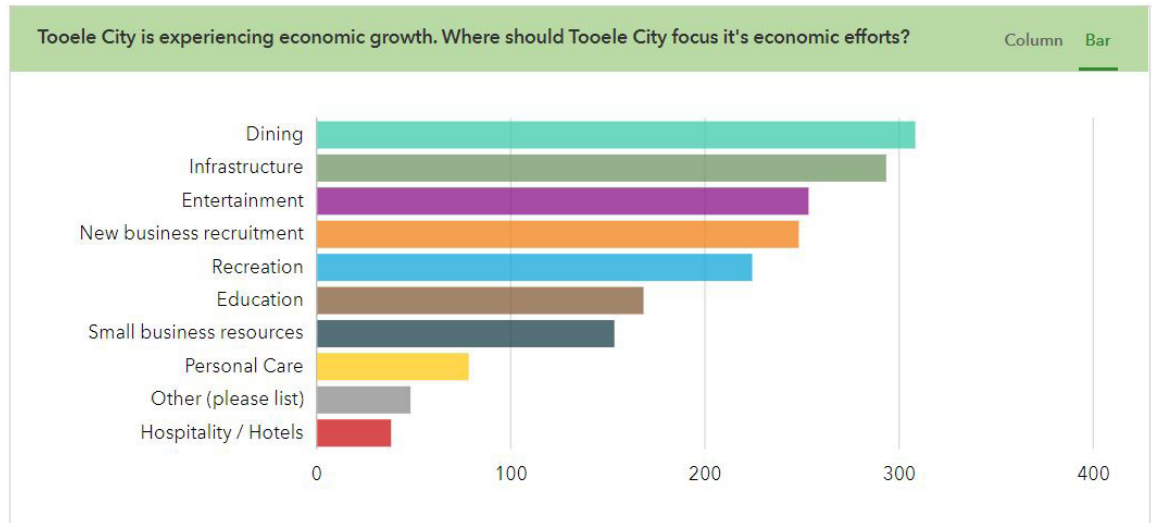
- Tooele City Mayor and City Council
- Tooele City Staff
- Tooele City Planning Commission
- Tooele County Council
- Tooele County Chamber of Commerce
- Tooele County School District
- Main Street business & property owners
- The Peterson Industrial Depot
- Tooele Technical College and the Tooele Small Business Development Center
- Real estate community representatives
- Recreation advocates and representatives
- Utah Governors Office of Economic Opportunity
- Economic Development Corporation of Utah
- Wasatch Front Regional Council

After the initial stakeholder meeting various focus groups were held to discuss the future of economic development. Focus Groups centered around the topics of Education/Workforce Development, Real Estate, and Main Street Business/Revitalization.

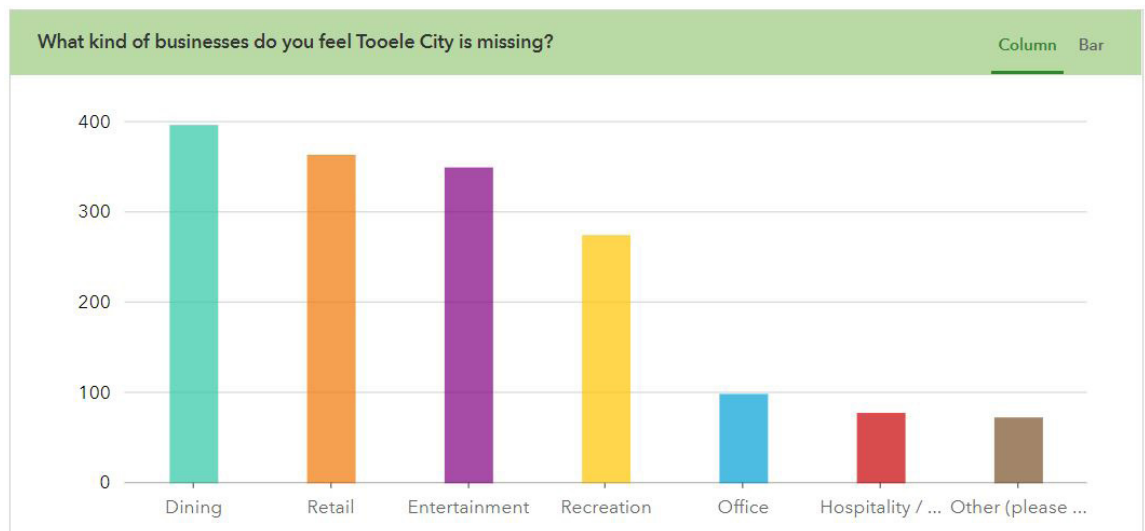
The final stage of public engagement involved administering a survey at both public events and through online participation. The purpose of the survey was to get a resident and business perspectives on the economic outlook of Tooele City and how satisfied they are with current business conditions. This survey was comprised of a Likert scale based upon satisfaction, yes-no questions, and self-answer reports.

Over 500 surveys were submitted with a broad representation of residents and business owners. Approximately 50 surveys were gathered at in person events. Other responses came after the survey was shared on social media. The following pages are a summary of the survey results and public comment. A full list of comments from the survey can be found in the appendix of this document. Survey results may also be viewed electronically at: <https://arcg.is/10KiPW>

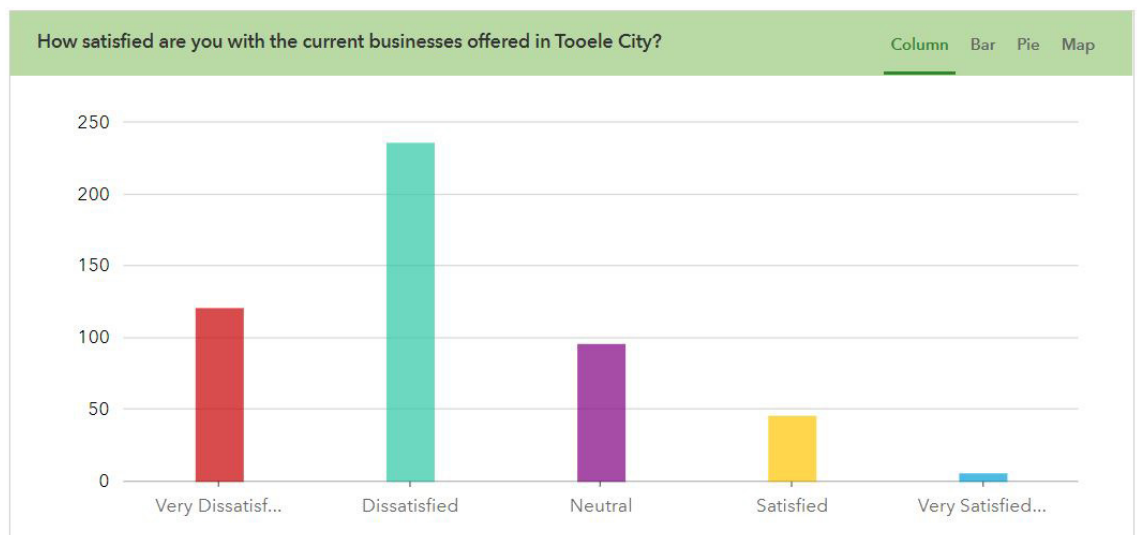
Dining, infrastructure, and entertainment were identified as the top three areas for economic investment.



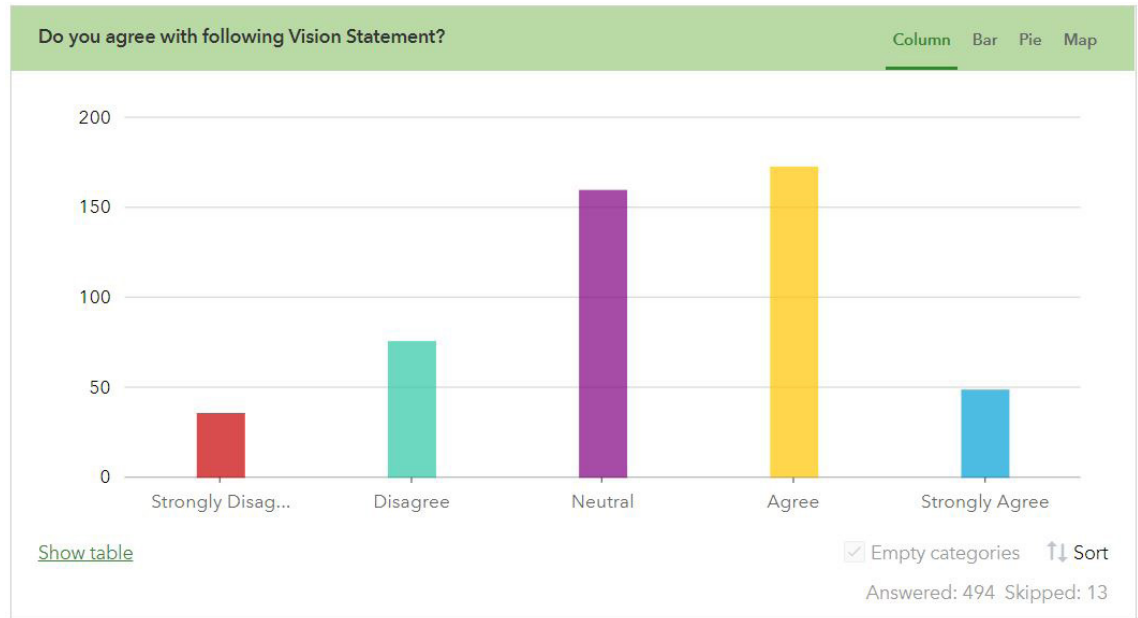
Dining, retail, and entertainment are the top categories that respondents feel are missing within Tooele City.



Satisfaction with current businesses offered: 70.4% of respondents were unsatisfied with current businesses offered in Tooele City.



Vision Statement:
Over 75% of respondents agreed with or responded they felt neutral about the vision statement at the beginning of the document.



The open comment portion of the survey collected 136 responses. Each comment was read and categorized into these categories. Retail/Dining, Housing/Growth, and Transportation/Traffic were the top three topics submitted by respondents. A full list of comments can be found in the appendix of this document.

Survey Comment Summary:	Number	Percentage
Retail & Dining	50	36.8%
Housing & Growth	29	21.3%
Transportation & Traffic	22	16.2%
Rec Center & rec trails	18	13.2%
Low Wages & Jobs	12	8.8%
Water	9	6.6%
Taxes and government	7	5.1%
Infrastructure (non-specific)	6	4.4%
Schools	5	3.7%
Small business support	4	2.9%
Arts & Tourism	3	2.2%

Progress Tracking & Updates

Consistent review and regular updates are needed in order to meet the goals outlined in this plan. The following are guidelines to reference and utilize for the best implementation of the plan.

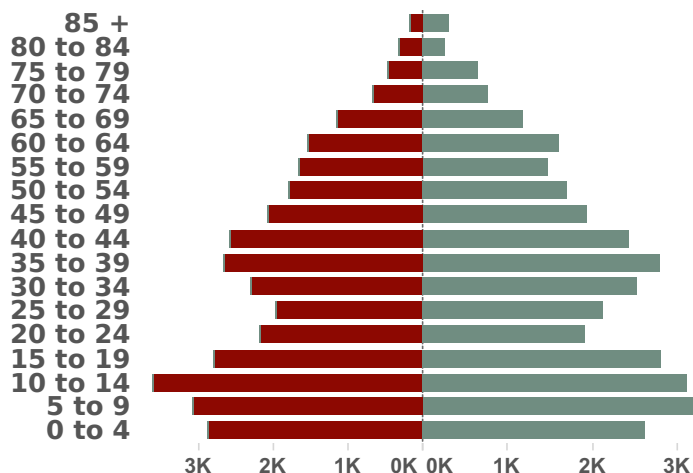
- The Tooele City Economic Development Coordinator will review the plan at least monthly to track progress on goals. New initiatives should be started as often as possible in order to meet the listed goals.
- The Economic Development Coordinator should complete an annual review of the progress towards goals and present this to the City Council / Redevelopment Agency.
- The Economic Development Coordinator should review the plan annually for amendments, clarifications, or to update supporting data in the plan.
- Every 5 years the strategic plan should be updated through a public, collaborative process with stakeholders and the community.
- The Economic Development Coordinator, other staff, and the City Council should engage in continuing education efforts to best understand market trends, community needs, and best practices to promote economic opportunity.

Appendix

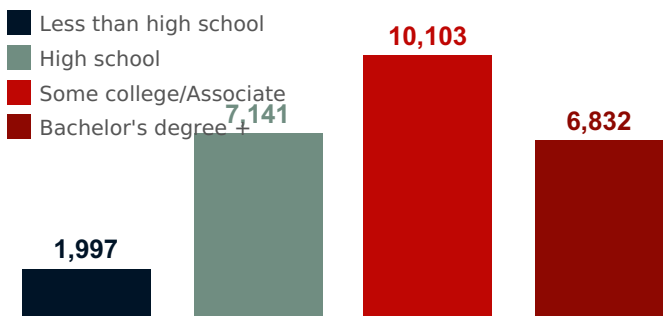
Existing Conditions Data:

Division of Workforce Services Graphics

2015-2019 Population Age Tree



Tooele County Labor Force Education



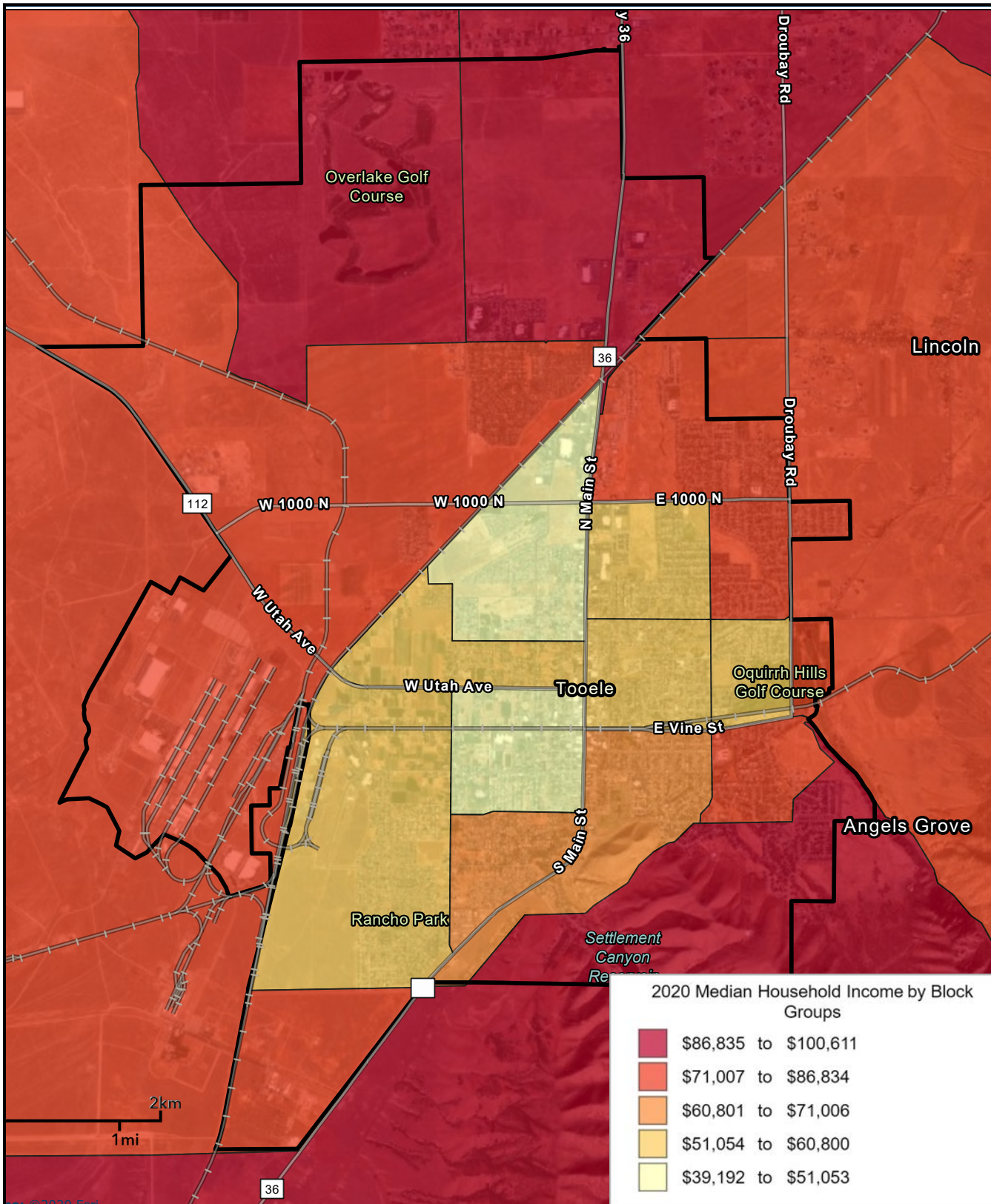
Working Age Labor Force Participation Rate (19-64 years old)



Graphics on this page were created by the Utah Division of Workforce Services, 2019. They represent Tooele County as a whole, which also includes Tooele City.

Income Statistics:

Median Household Income (MHI) in Tooele City varies somewhat across different neighborhoods. Incomes are higher in portions of the city constructed most recently. MHI ranges from \$39,000 to over \$100,000. 2020 MHI across the city is \$62,568.



Regional Statistics:

WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT

WFEDD Regional Statistics

Key Statistics	Davis County	Morgan County	Salt Lake County	Tooele County	Weber County
Annual Population Growth, 2018-2023	4,040	383	13,490	1,745	3,865
Annual Employment Growth, 2018-2023	3,296	84	16,488	377	2,971
Number of Residents vs. Jobs, 2018-2023 Avg.	1.9	2.6	1.2	3.0	1.7
New Housing Units Needed Per Year, 2020-2030 Avg.	2,284	175	6,797	918	1,859
Median Household Incomes	\$75,961	\$86,071	\$67,922	\$66,542	\$62,036
Housing to Income Ratios	3.40	3.29	4.03	2.74	2.76
Average Commute Times	22	27	21	28	21
Average Annual Transportation Costs	\$15,272	\$17,645	\$13,999	\$15,911	\$14,939
Transportation Costs as a % of Household Income	20.1%	20.5%	20.6%	23.9%	24.1%

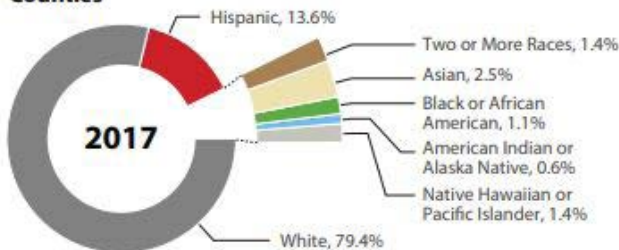
Source: Becker, B. (2019, March 29). Zion's Public Finance Data [Compiled Sources]. Utah, Salt Lake City.

Graphic from the Wasatch Front Regional Council, Comprehensive Economic Development Strategy

MIT Living Wage Calculator - Tooele County												
	1 Adult				2 Adults (1 Working)				2 Adults (Both Working)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
Living Wage (Tooele)	\$ 11.43	\$ 23.95	\$ 30.06	\$ 38.96	\$ 19.04	\$ 22.89	\$ 25.53	\$ 29.81	\$ 9.52	\$ 13.39	\$ 16.42	\$ 20.27
Living Wage (Salt Lake)	\$ 12.02	\$ 25.12	\$ 31.23	\$ 40.43	\$ 19.78	\$ 24.05	\$ 26.70	\$ 31.28	\$ 9.36	\$ 13.97	\$ 17.00	\$ 21.00
Poverty Wage	\$ 6.00	\$ 8.13	\$ 10.25	\$ 12.38	\$ 8.13	\$ 10.25	\$ 12.38	\$ 14.50	\$ 4.06	\$ 5.13	\$ 6.19	\$ 7.25
Minimum Wage	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25

Created from the MIT Living Wage Calculations

Figure 2: Total Civilian Labor Force by Race and Ethnicity (2017)* Davis, Salt Lake, Summit, Tooele, Utah, and Weber Counties

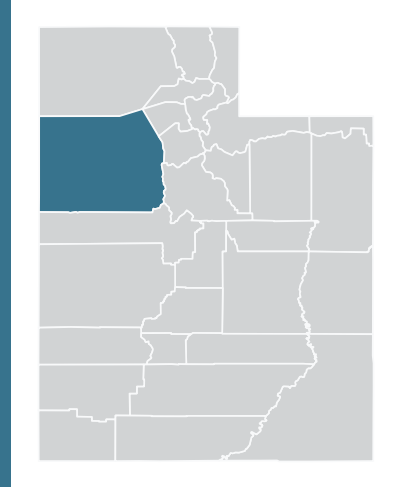


Source: Kem C. Gardner Policy Institute analysis of Census Bureau 2017 Vintage Estimates and ACS EEO Tabulation (2006-2010)

Industry Name	Jobs by Industry % September 2018	Average Weekly Wage
Natural Resources and Mining	1.00%	\$975
Construction	5.90%	\$825
Manufacturing	9.10%	\$1,131
Trade, transportation, and utilities	21.10%	\$669
Information	2.50%	\$371
Financial activities	1.80%	\$783
Professional and business services	9.00%	\$1,042
Education and health services	11.30%	\$636
Leisure and hospitality	10.60%	\$281
Other Services	2.50%	\$569
Government	25.10%	\$3,132

Tooele County Strategic Initiatives

- Develop strategic recruitment and expansion plans for targeted industries
- Create a tailored incentives policy that addresses community needs
- Create a database of available development sites and those sites development needs



*Sources for Regional and County Data: Becker, B. (2019, March 29). Zion's Public Finance Data: Kem C. Gardner Policy Institute 2015-2065 State and County Projections; U.S. Census Bureau; National Association of Realtors; County Assessors Offices; 2013-2017 American Community Survey 5-year Estimates.

Graphic from the Wasatch Front Regional Council, Comprehensive Economic Development Strategy

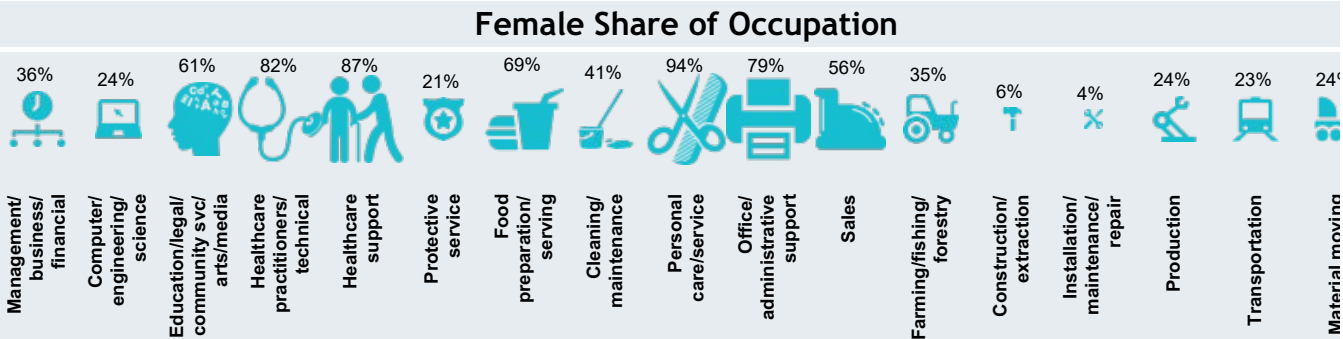
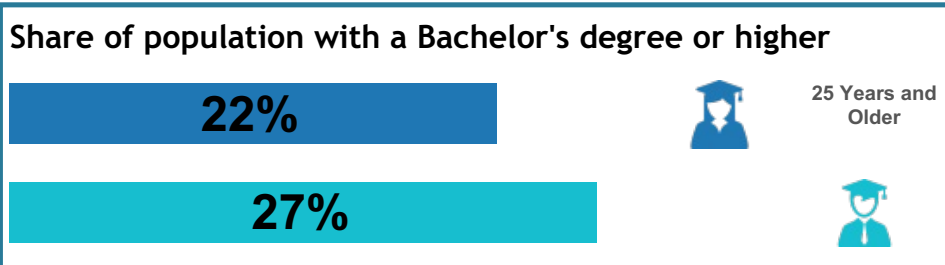
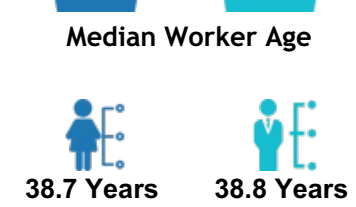
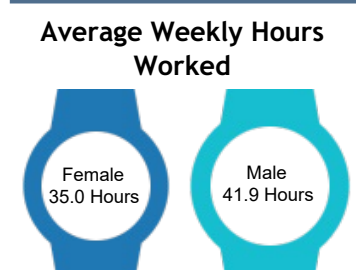
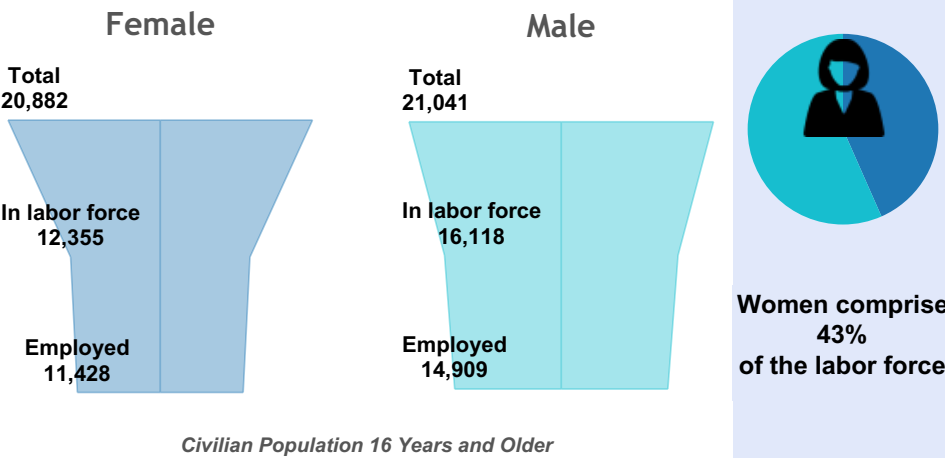
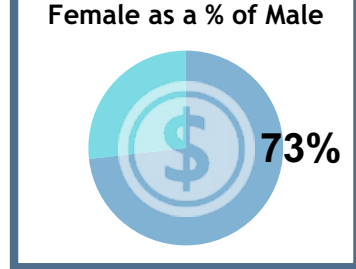
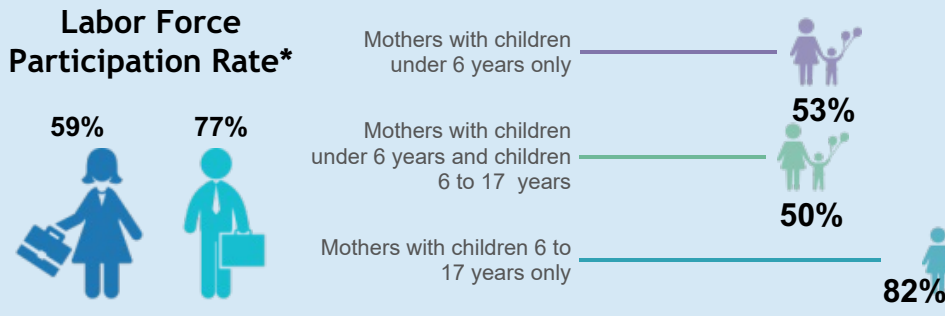
Women in the Workforce:

Select Area
Tooele County



Updated January 2021

2015 - 2019 Women in the Workforce Tooele County



* Percent of the population 16 years and older in the labor force.
Source: U.S. Census Bureau; American Community Survey, five-year average

Commute Statistics (Job Inflow & Outflow):

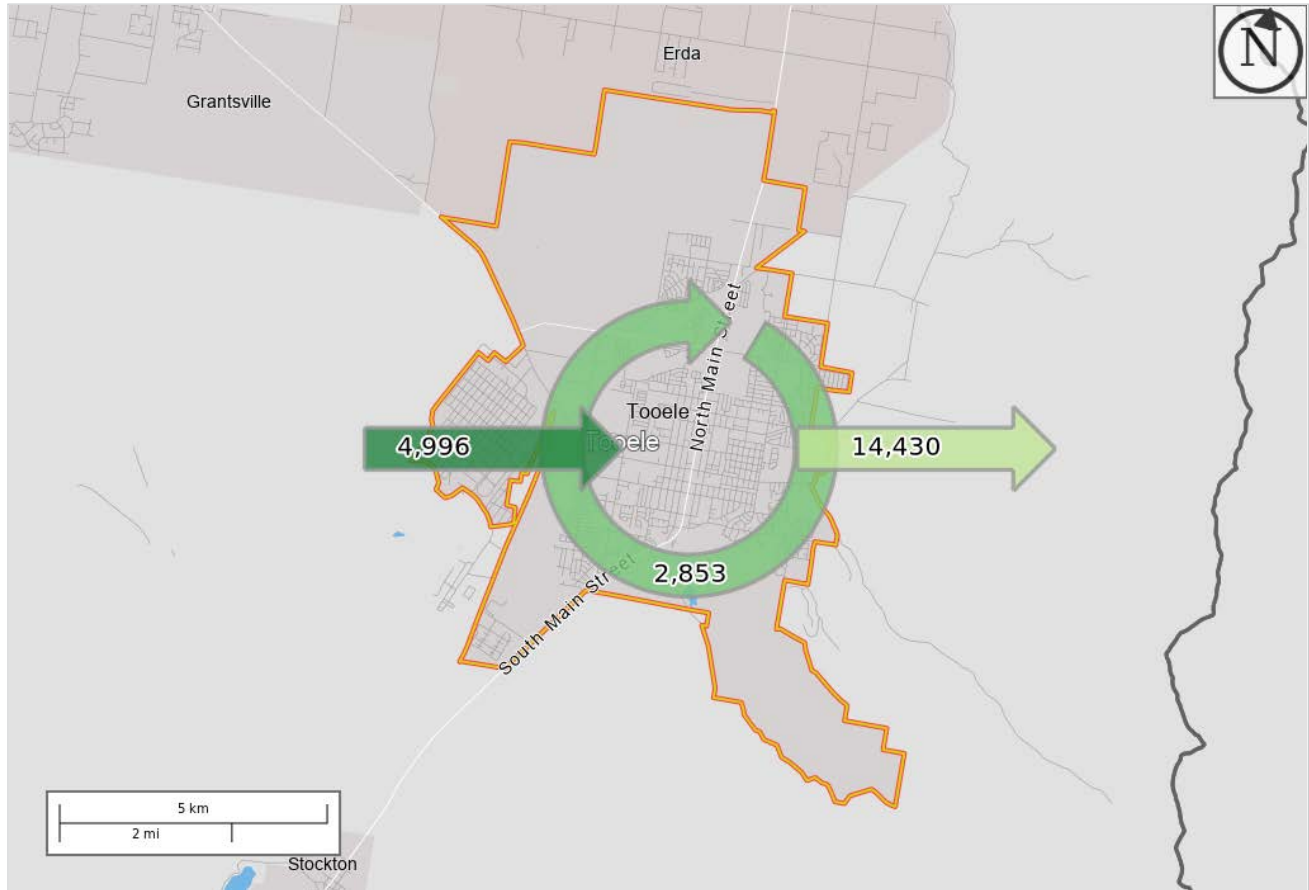
Inflow/Outflow Report

All Jobs for All Workers in 2018

Created by the U.S. Census Bureau's OnTheMap <https://onthemap.ces.census.gov> on 02/19/2021

Inflow/Outflow Counts of All Jobs for Selection Area in 2018

All Workers



Map Legend

Selection Areas

Analysis Selection

Inflow/Outflow

- Employed and Live in Selection Area
 - Employed in Selection Area, Live Outside
 - Live in Selection Area, Employed Outside
- Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.



Commute Statistics (Job Location of Workers Leaving Tooele City):

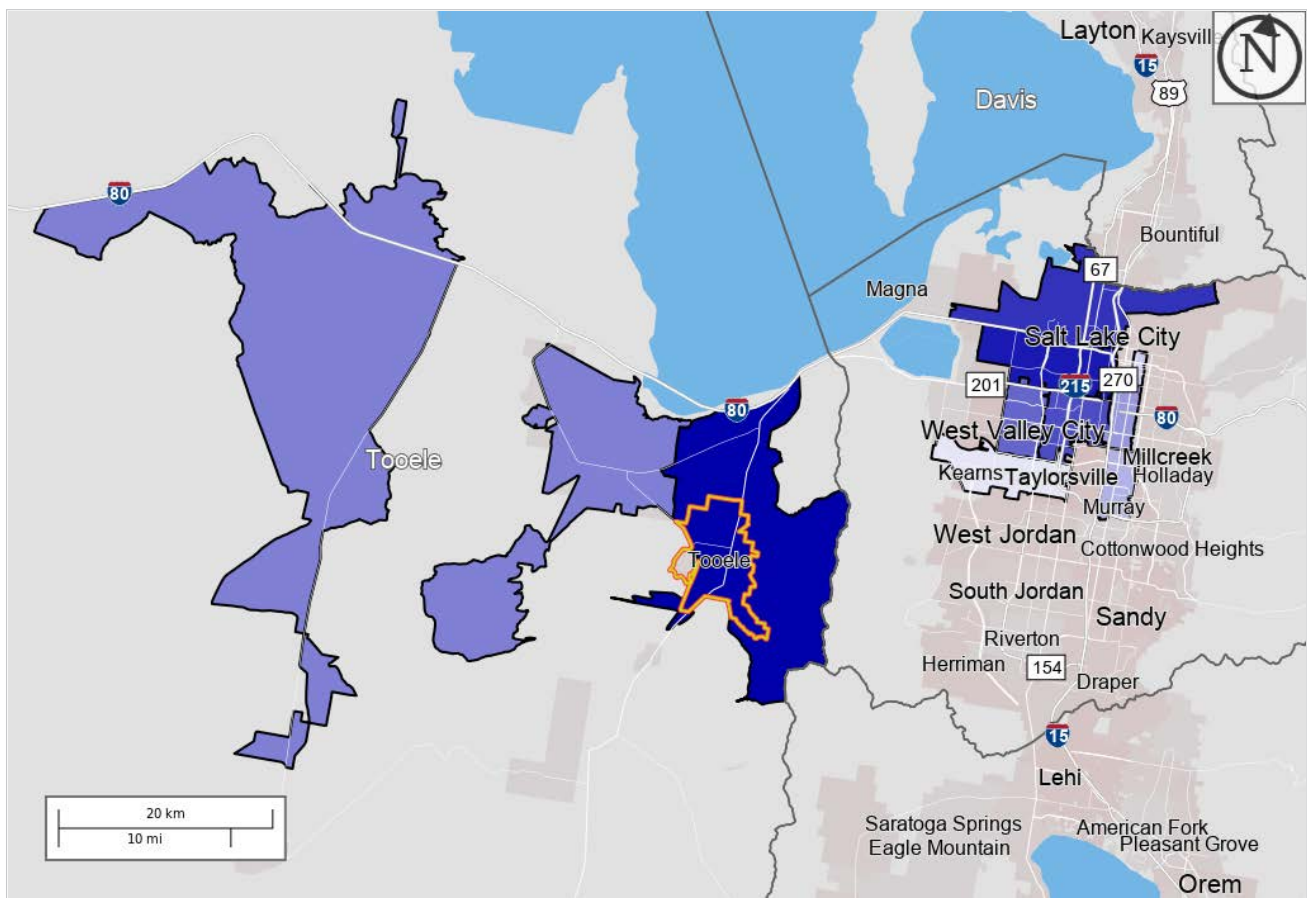


Work Destination Report - Home Selection Area to Work ZIP Codes (ZCTA)

All Jobs for All Workers in 2018

Created by the U.S. Census Bureau's OnTheMap <https://onthemap.ces.census.gov> on 02/19/2021

Counts of All Jobs from Home Selection Area to Work ZIP Codes (ZCTA) in 2018 All Workers



Map Legend

Job Count

- 3,501
- 1,077
- 822
- 674
- 650
- 522
- 520
- 376
- 371
- 296

Selection Areas

- 📍 Analysis Selection



Commute Statistics (Home Location of Workers Entering Tooele City):

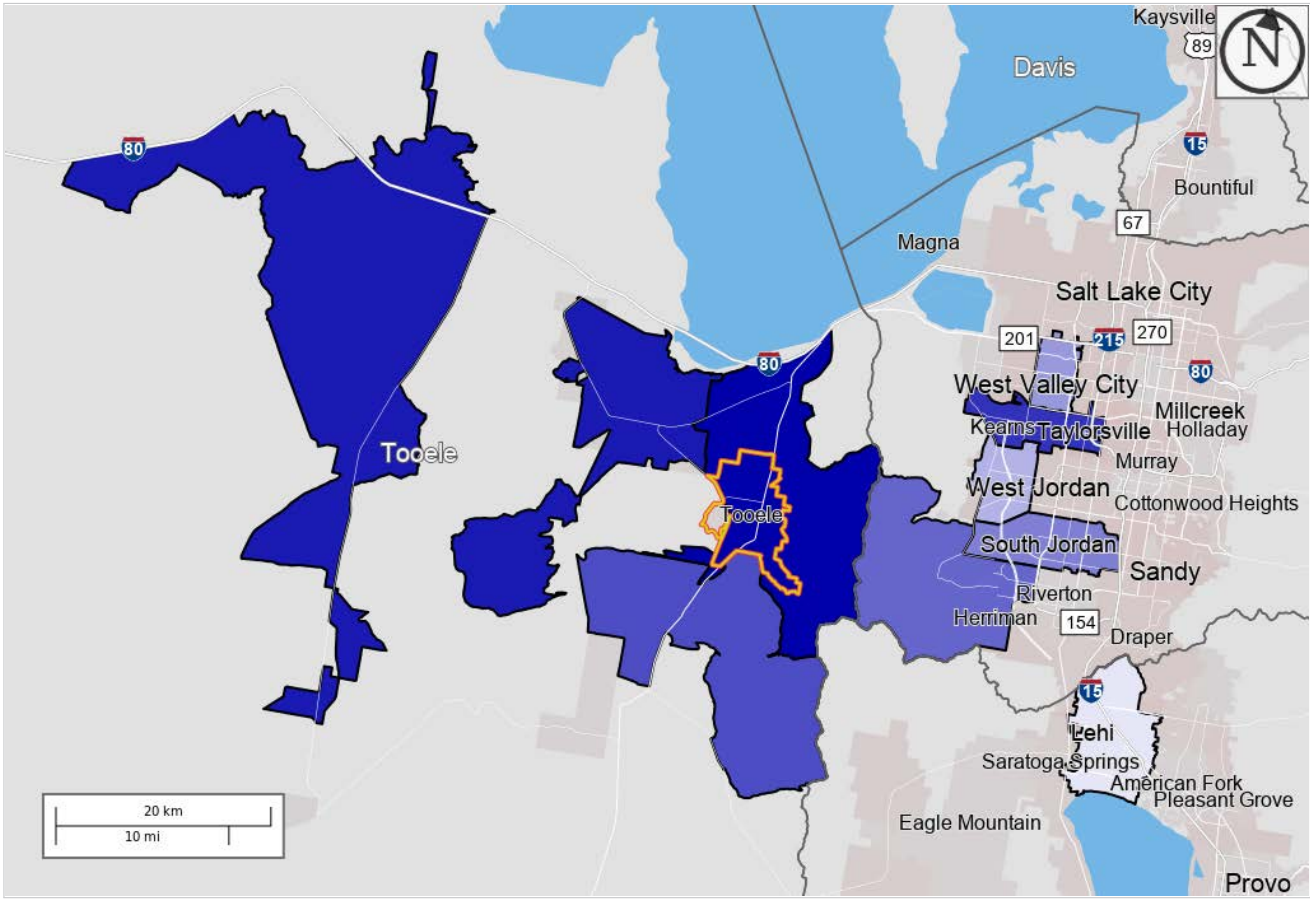


Home Destination Report - Work Selection Area to Home ZIP Codes (ZCTA)

All Jobs for All Workers in 2018

Created by the U.S. Census Bureau's OnTheMap <https://onthemap.ces.census.gov> on 02/19/2021

Counts of All Jobs from Work Selection Area to Home ZIP Codes (ZCTA) in 2018
All Workers



Map Legend

Job Count	Selection Areas
■ 3,785	📍 Analysis Selection
■ 655	
■ 124	
■ 106	
■ 91	
■ 85	
■ 78	
■ 76	
■ 74	
■ 73	



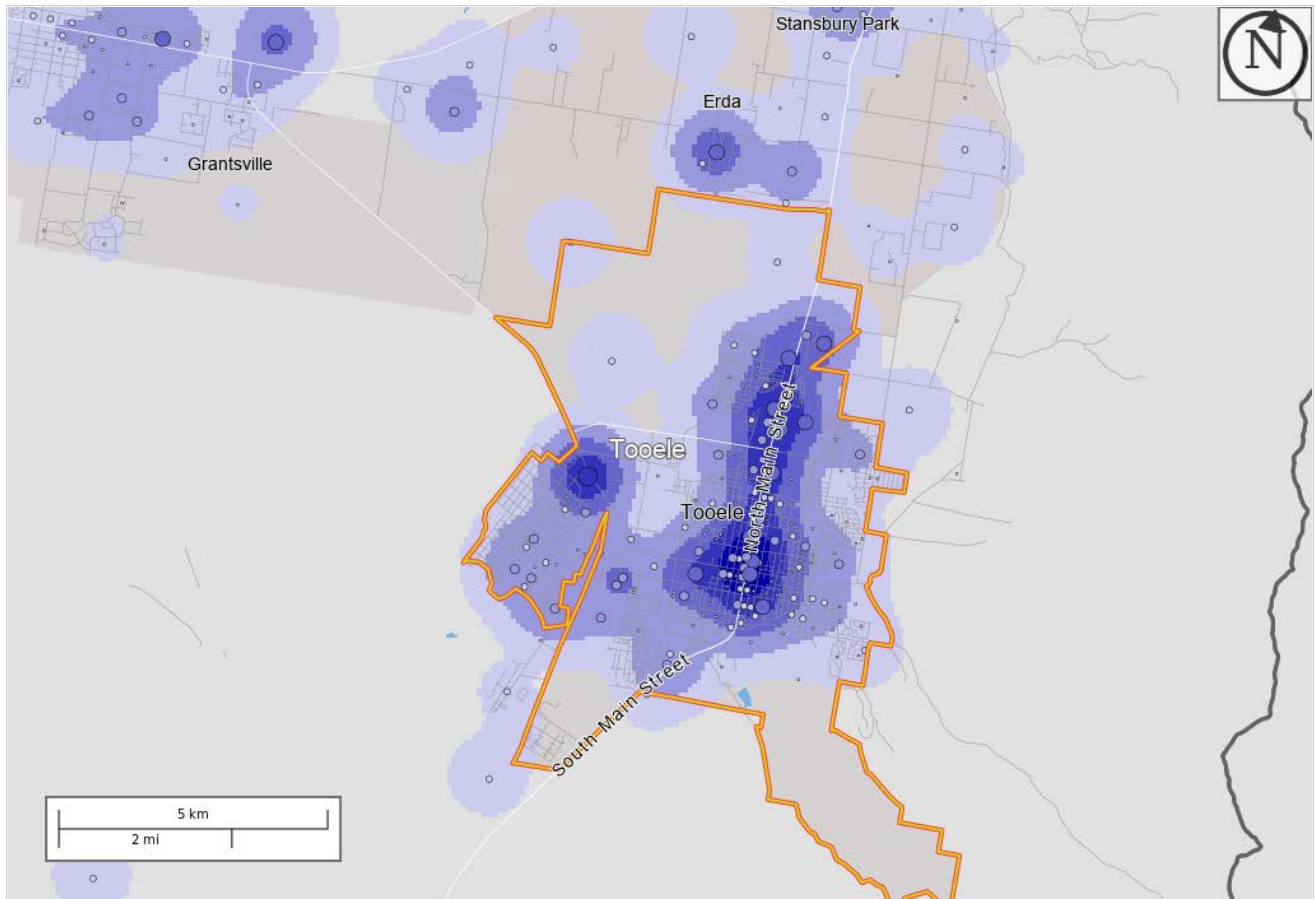
Distance/Direction Report - Home to Work

All Jobs for All Workers in 2018

Created by the U.S. Census Bureau's OnTheMap <https://onthemap.ces.census.gov> on 02/19/2021

Counts and Density of Work Locations for All Jobs in Home Selection Area in 2018

All Workers



Map Legend

Job Density [Jobs/Sq. Mile]

- 5 - 51
- 52 - 191
- 192 - 423
- 424 - 749
- 750 - 1,168

Job Count [Jobs/Census Block]

- 1 - 3
- 4 - 18
- 19 - 58
- 59 - 137
- 138 - 267

Selection Areas

- 🔴 Analysis Selection



Endnotes

- 1 The full General Plan can be found at: <https://tooelecity.org/wp-content/uploads/2021/01/General-Plan-ADOPTED-12-16-20.pdf>
- 2 World Population Review: Tooele City. <https://worldpopulationreview.com/us-cities/tooele-ut-population>
- 3 ESRI Business Analyst. Community Profile Report: Tooele City. 2020
- 4 ESRI Business Analyst. Community Profile Report: Tooele City. 2020
- 5 ESRI Business Analyst. Community Profile Report: Tooele City. 2020
- 6 Division of Workforce Services. 2015-2019 Women in the Workforce. Tooele County. <https://jobs.utah.gov/wi/data/library/laborforce/womeninwf.html>
- 7 Division of Workforce Services. Equal Employment Opportunity (EEO). This data is from 2006-2010 and is aggregated into Juab, Sanpete, and Tooele Counties. <https://jobs.utah.gov/wi/data/library/laborforce/eo.html>
An alternate data source, the Kem C Gardner Institute, reports that 13.6% of hispanics in the Wasatch Front region are employed. <https://gardner.utah.edu/wp-content/uploads/RaceEthnicity-LaborForce.pdf>
- 8 Massachusetts Institute of Technology. Living wage calculator. <https://livingwage.mit.edu/>
- 9 ESRI Business Analyst. Retail Marketplace Report: Tooele City. 2017
- 10 Division of Workforce Services. Economic Snapshot: Tooele County. 2020. <https://jobs.utah.gov/wi/data/misstats/lmi/>
- 11 Wasatch Front Regional Council. Comprehensive Economic Development Strategy. 2018. https://wfrfc.org/Programs/WasatchFrontEconomicDevelopmentDistrict/ComprehensiveEconomicDevelopmentStrategy/CEDS_2018_2023_FINAL_20190628.pdf
- 12 Wood, James. Affordable Housing Needs Assessment: Tooele County. 2018, p. 4. <http://tooeleco.org/wp-content/uploads/2019/09/housingassessment2018.pdf>
and
Hogue, Michael. Utah's Economic Regions. 2020, p. 2. <https://gardner.utah.edu/wp-content/uploads/EconRegions-Nov2020.pdf>

Comments & Questions on the Economic Development Strategic Plan (obtained via survey, summer of 2021)
We need a rec center
I have lived in Tooele for close to 25 years. I feel there needs to be more opportunities for youth. The new park equipment is great. We need something like a Rec center
Before growing with more homes and businesses there really needs to be a plan of how those people will move around town. There needs to be more ways around town and out of town than Main Street. Tooele is a wonderful place to live but most people I know leave Tooele for work. It would be wonderful if there were more white collar jobs to allow those
Dinning choices would be nice
I would like a train/tracks brought toTooele. You keep building new houses but no stores or roads to support the growing population. Everyone has to go to SL to get supplies and the roads are always congested! There is a way to keep the small town feel and also have the amenities we need. Stop building houses and bring the business we need for the existing
I am tired of acquiescing to those "who want to keep Tooele small". I feel that where we are now and where we will be in the next few years, we need to start acting like a small city and not a small town. We need to look for ways to keep our youth in town and provide an environment where they would like to build their families. We need more diversity in dinning options and other options for retail other than Wal-mart. Even a Ross or Burlington would be nice. I also think that if we are going to continue to provide these services for the valley that the county should look to support or provide things for the city. I am tired seeing roads go in to benefit the county communities to the north and we can't even get 7th street finished to 1000 North. We need better options to Main Street as to move north and south through town. 100 East is nice and Broadway is as well. 200 West has way too many Stop signs to be as effective. We also need more High Density Housing.
What small business resources will Tooele offer for the ma & pop shops? Big box stores destroy what small business retail options we have and they don't value the small-town atmosphere as locals do. Will there be campaigns to reach county residents about what is available in Tooele so they don't spend the gas and time to go to SL?
We need more retail choices and something other than fast food here
I, like most other Tooele Co residents, spend a great deal of \$\$\$ in SL simply because the goods/services I desire are not available here. I would really, really really love to keep my business local(abd and cut down on travel!), but simply cannot get what I want & need here. It's ridiculous!!!!
Growing too fast and roads cant accommodate the heavy flow.
The population of Tooele county as a whole has become too large to be accommodated by the resources, jobs, and other amenities such as grocery shopping. Yes there is employment but most residents think they are privileged and feel they deserve more pay with less education/ experience which leads to empty shelves in the stores. The price to live this day and age vs rate of pay is not measurable. Our people are struggling to find decent jobs that will pay what is needed to survive but then you have people perfectly capable of working that sit on government assistance and spend their cash assistance on Amazon, alcohol, tobacco, and/or illegal substances. Make our community affordable to have a life in, drug test people applying to state assistance. Stop expansion, take care of your current residents.
Please cut down on the high density housing. I would hate for Tooele county to turn into Herriman where there is always traffic too dense of population.
We need more indoor recreation options and lower cost options for swimming as exercise.
The high rate of development has not been thought out or planned well. We lack the resources and Infrastructure to support including our over filled schools.
Tooele needs help
Bike and running paths throughout the valley would be great! A few other clothing stores would also be nice.
We could use a steakhouse and better varied food places
We need more retail businesses here. Tooele has suffered the last 10 years from the previous Economic "Advisor" letting retail business locate to the other communities that he was the advisor for. There is no reason for a community the size of Tooele to have Wal Mart and 3 other clothing stores. Cedar City (a community of the same size) has twice as many retail and restaurant options.

More effort should be put into spreading business throughout the city, rather than stacking all of the businesses on the north end of town. This will relieve traffic in that area. Create a neighborhood feel centered around a commonly visited business in the area. This will also encourage people in the area to walk, rather than drive, to a business.

Heavy and fast roads in and out of the city to move the things we make.

Raise the speed limits on heavily traveled roads (200w, 100e, Broadway, 7th street, 200s, Vine, 400n) implement the risk mitigating factors to allow for higher speed limits. Another thing to reduce the number of people in one spot (Main street) at the same time.

Permit temporary signs.

Permit tall signs. (In commercial zones)

Grandfather in buildings that are structurally sound but not "earthquake proof" so they can be used to their full potential. Without \$500k in renovations.

Lose this 10% landscaping requirement in parking lots.

Love tooele and love to see it grow in many different aspects...

Why are you allowing so much tremendous growth without the infrastructure to support it? The amount of people moving out to our county is overwhelming all of our roads, water supply, police and other infrastructure. We voters repeatedly vote it down these developments but no one listens to us! Developers still get their way even go as low as suing people for turn right. It is so hard to get through or around Tooele.

Are new schools part of the new plan? We need more recreation opportunities and programs. Recreation trails, a recreation facility. We need a Winco, Costco or Sams Club, we need something that have items in stock. Wal-Mart shelves are bare. Same quality of food in Salt Lake, it is so much better in Salt Lake. The quality of goods isn't up to par. Better dining

Development and expansion is going to naturally happen, we can't stop it. Large retailers, more dining and chain restaurants, and businesses that provide jobs need to come here. And they need to come in a planned, developed, thought out way. Enough of this voting against planned housing. If we don't do it consciously, it'll happen naturally, and naturally would be chaotic. Let Tooele grow. Let it be the next Saratoga Springs. Let Stansbury become the next Daybreak. Get away from the one main street layout. Traffic is becoming a nightmare

Lived in tooele county for 33 years. Worked In tooele 18 years and had to change job to one in Salt Lake county to afford cost of living in Tooele.

We need more stores and shops. Costco, target sams, smiths and more food choices also. Tooele is growing and you need to allow it to grow by adding more stores to support us all

Growth without sufficient water resources is bad for everyone.

We need to build infrastructure before building more homes. We also really need to have more variety of stores for shopping (office supply, shoe stores, clothing stores, crafts stores, etc.) People travel to SLC to shop and there goes our tax base to another county.

The plan would not open, but I hope that plan includes less houses, more schools, hospital, grocery stores, things of this nature

PLEASE, PLEASE stop allowing new housing (high density included) and focus on infrastructure! There is SO much traffic and not nearly enough roads to compensate for that. We need more options in/out of the county. We don't have the capability of adding hundreds, if not thousands, of more people here without the infrastructure.

How in the world can we support the growth in Tooele County with a worthless Walmart and over priced Macy's? There is only one McDonalds that you can't even get a drink from without being in a line that goes into the Macy's parking lot. There is no other worth while businesses here. I can't even teach where I live because the pay is so low. I spend my tax

We would love to have a Costco or Sam's Club!

Link doesn't work to view the plan... we just really need at least one more grocery store. It's pretty bad when I can go to all 3 stores in town and have to go to west valley to be able to get everything on my list because the stores in town don't have full shelves all the time or items out of stock regularly. It would be really beneficial if it was something like a Trader Joe's or Whole Foods. We could use some healthier options in town. Costco would always be beneficial. I would shop there weekly. We always have to drive there at least once a month and all those taxes go to another city. I also shop a lot on Amazon because things you would get at a Walmart never seem to be in stock so I order online instead.

The link doesn't work. Generally, I would like Tooele City to start trying to attract businesses that are not manufacturing, etc. Aim higher, why not try to attract tech businesses or outdoor industry type businesses - including hiking and biking, not just off road vehicles. Make Tooele a destination, not just a bedroom community. Mass transit to Salt Lake would help attract businesses as well.

Need more restaurants and retail stores
We need a splash pad. Or other entertainment options for kids. The parks are too hot in the summer. I have been to smaller towns who offer recreation centers with gyms, a pool, a splash pad. I do not understand why this isn't a priority here.
I hate that we only have a Walmart. I also hate the amount of traffic on main Street. I am looking for work but cannot find anything that pays what I need to survive in tooele.
Better commuting options.
Invite Lowe's, Smith's, Costco and other retail stores in please. And do more with widening roads and fixing traffic flow.
If we had a Costco, chilis, chik fil a, harmons, winco and a ross, we would never have to leave the county, which would be nice. Having to drive 2 hours round trip just to get quality food or a decent restaurant gets very annoying and it makes me want to sellmy house and move elsewhere that has the things we need.
Please bring popular shopping and restaurants/eateries to Tooele County. If I want decent shopping and dining, I have to go to the other side of the mountain in Salt Lake. It's such a pain. Would love to see these things offered in Tooele. I believe Tooele would prosper and it would bring more income and jobs to our County.
We need more retail, Costco or Sams I don't know anyone who doesn't travel into Slc at least twice or more a month and spends a large amount of money at these club stores. They also are great employers with better pay benefits and advancement possibility. We need another store like Target or a Smith Marketplace to add jobs and a variety of shopping. We have plenty of Carwashes, Mexican food and fried chicken. But more nice casual dining ex Olive Garden Restaurants, Texas Roadhouse. I believe it will keep people in town for date night and dining, benefit the money and jobs stay in our area. Which would go the same for entertainment ex Top Golf, family fun center ex Provo beach or I feel limited and would prefer to stay in town but SLC is close enough to get more variety. We have been in Stanbury for 19 years and have multiple properties our own forever home as well as rental properties. My hesitation and I feel most reasonable people hesitation for growth is the lack of infrastructure
First thing that needs to be done is get some roads extended out of town besides Main Street. Get better paying jobs, besides all of these warehouse jobs that pay \$17 an hour.
The Tooele Valley is growing, The city needs to focus on attracting shopping/grocery and dining in the area. More and more people are moving to Tooele but Tooele lacks the resources necessary to maintain basic necessities or even provide a higher standard of living. The grocery stores are typically empty, the grocery stores cannot handle the amount of people shopping for food as an example of necessity. A higher standard of living, Tooele does not provide any options. As an example, men's underwear - there is no place in Tooele to purchase men's name brand underwear, something so basic. Residents have to leave the valley to shop for goods and services that are not offered in the valley. Having stores that provide those goods and services in the valley keeps residents and tax dollars in the city. Tooele should focus on a Costco and a Target. There is enough sustainability to keep these types of stores prosperous. People are coming we need to take care of them and keep the tax dollars.
Tooele city needs to focus on bringing in higher paying jobs to the area. Higher paying jobs would keep residents in the valley and keep their tax dollars in the valley. Tooele should be a place where you can Live, Work and Play not just a place where your house is. There are good jobs here but the pay does not compete with the Salt Lake valley.
Tooele needs more shopping options including groceries. There are 3 grocery stores in Tooele and all of their shelves are empty. People now have to grocery shop outside of Tooele. A Super Target would help take the burden off of all of the other grocery stores and offer higher quality merchandise than that of Walmart. I dont know the backstory of why Walmart is allowed to have a monopoly on other stores here but. Target would do amazing here. I ran to target during my lunch and spent \$180.00 thats tax revenue that could have stayed in Tooele. Tooele city needs restaurants! I'm aware fast food meets the affordability factor for a large number of the population here but we need sit-down restaurants. You can only have Jims or Dennys so many times during a week.
I would like more business to be invited into Tooele so we may be more independent of Salt Lake City.

<p>We need more amenities, larger hospital, and wider roads. Two lane highways are so dangerous and very congested. We also could use better public transportation like a commuter train to the airport and into Salt Lake City. Love the small town feel, but that is going away with the growth in population and extensive housing builds. Yet the roads are still only 2 lanes and there are not a variety of retail shops. Get businesses here! We should be like a new Park City ... but there only seems to be gravel businesses with their haulers taking over</p>
<p>More places to shop besides Walmart is the thing Tooele needs the most. By that I mean places like Target or other retail or clothing stores. What is offered is a joke.</p>
<p>It is necessary to either find a niche market to support the community or to grab onto the ever-growing technology industry and support businesses that provide our community with greater educational and career opportunities. At present, making ~\$25/hr is barely enough to own property and care for a small family with a spouse and child in Tooele City. Many members of our community need reliable cellular and internet providers to be able to work in the valley.</p>
<p>We need more restaurants, shopping, recreation. Improve England acres park! It's an eye sore. Our roads are crowded!</p>
<p>We need a Costco and Target.</p>
<p>We need a better parks and recreation program. Compared to other cities along the Wasatch Front, Tooele is missing the ball.</p>
<p>Our retail offerings need to go beyond WalMart and Home Depot and our business district needs to be expanded beyond Main Street and the little bit of Vine Street. Main Street between Vine and Utah Avenue needs to be cleared out and cleaned up.</p>
<p>We chose to move here from Utah County. Does need some work. ...</p>
<p>I used to work at a local restaurant here in town. They had this idea that they were going to attract people from Salt Lake yo come out here. But there's nothing here...? People come out here to see family. Maybe a day at the track? But there's nothing here that's going to attract people to come here to dine or other entertainment. Our streets can't handle that traffic either. We're not prepared for the growth that is needed here. I grew up here. There's still the same old tired street lights and they're sparce. This place tried to grow up but it couldn't. Taxes just went up astronomically in recent years. And for what? What happened in the 40 years prior to that? Businesses on the south side of town closed down when Walmart came. And look at places in this town... run down, old, and in disrepair. Welcome to tooele. You have one area of town that's somewhere close to modern. The rest is crap. The city/county has wasted money or lost it to developers who screwed them. Our money.</p>
<p>Stop allowing housing developments to build until you build infustructure. We need more grocery stores, more clothing stores, more roads to and from the city. More health care options.</p>
<p>You all are trying to turn Tooele, into SLC. It's a shame! You took the medium sized town I chose to move 1400 miles to, into this. Crap traffic, over loaded infrastructure and self righteous suburbanites. All, you all care about is \$\$, Tooele is losing it's soul.</p>
<p>Tooele city's population is growing faster than our infrastructure. We are losing our small town feel but do not have the infrastructure of a larger city. We need business that benefit our economy and are willing to open in some of the vacant spaces we have available.</p>
<p>time to make that change.</p>
<p>Can we stop extending Main Street and have business on a couple of cross streets to assist in managing traffic?</p>
<p>Need More Choices Especially Recreation.</p>
<p>Stores in Tooele have a hard time keeping things in stock (even before Covid) so if there's something specific needed we have to go to SLC to find it. I have a hard time getting business to call me back, so I end up calling someone in SLC. I try to shop local first but if you're accepting sub par service, it may not be worth it.</p>
<p>Thank you</p>
<p>I would love more plant based dining or other cultural types, such as Zupas, Saffron Valley, Olive Garden, Aubergine, Falafel, etc.</p>
<p>Other choices other then Mexican, hamburger, fast food, or pizza.</p>
<p>Health food stores like Whole Foods, or Sprouts.</p>
<p>I would like a recreation center for The whole family like the West Valley recreation center.</p>
<p>Hale Center theater would be amazing!</p>
<p>I would love to see more sit down dining options. And some newer fast food places!</p>

<p>Too much new housing, not enough roads, water, or space for farms with all of it. I wish the open spaces could be preserved instead of so much new housing. We're going to turn into another Riverton soon, it's sad. I know some growth is good but it's happening too fast. Uta train out here would help commuters.</p>
<p>Walmart cannot be the only large chain store out here. It's crowded, and poorly stocked. Winco would be a nice. It's cheaper in price and better matches the economic status. A Costco or a Sam's club would be a heaven send. With all the growing families out in this valley, it would save us time, money, and gas to not have to travel to the salt lake or Utah valleys to</p>
<p>Infrastructure especially roads are years behind the growth of the county. Tooele city needs a bypass, traffic is only going to continue to grow. Please make roads a priority!</p>
<p>This is a great vision statement, if our city supports and lives this out businesses can thrive. We need less big businesses whose money leaves Tooele County and more mom and pop businesses with unique varieties of services and food. I am a mom and pop business struggling to compete with big business and taxation.</p>
<p>Focus on infrastructure before recreation development</p>
<p>We need some indoor exercise facilities like racquetball courts or rock climbing walls to encourage year round exercise. A miniature golf course or ice skating rink would be nice for family-friendly outings/activities. A recreational equipment rental facility would be great for those who would like to rent cross country skis, snowshoes, kayaks, canoes, etc. Someone needs to develop the mountain trails into cross country ski trails (or an actual ski resort) to improve economic attractions in the winter. We need more nurseries and greenhouse options!</p>
<p>Not available to view... Big surprise there</p>
<p>Finish England Acres park as it has been planned for the past 25 years. I can't state that strongly enough. This bits and pieces approach to developing the park is ridiculous.</p>
<p>Please focus on sustainability and infrastructure before continuing to grow Tooele. It seriously looks like you're putting tax dollars first and citizens and sustainability second.</p>
<p>I would love to see more bike/running trails, more dining options (chili fil a or sandwich/salad options), ice skating rink, climbing wall, and a Costco or Sam's club</p>
<p>We need more retail options. We have so many people moving here, we need places to shop to stay local and collect that tax in our own City vs driving to SLC to spend \$ there. We need to be a business friendly city and be willing to plan for growth instead of fighting it and always being at least 3 steps behind.</p>
<p>How will we ease the traffic, of we have anything happen there is no way we will all be able to get out of here safely</p>
<p>I love Tooele. I was born and pretty much grew up here. I love the growth! It has been exciting to see how much it has grown in the past 30 years.</p>
<p>I own Escape Studio here in town I would love some help advertising my small business. If someone could reach out to me and give me guidance, I would appreciate it.</p>
<p>I would also love to see the Ross actually come in. With the growth that Tooele is experiencing, I would love to see a Costco or Sams Club. I would also love to see a stop light at the corner of 1000 North and the road that leads out of the Overlake development. Thank you for all you do!</p>
<p>You can't have a small town atmosphere when thousands of people are moving here. The commute to slc is atrcouis. We need a freeway system, more places to shop, and eat. Mexican and burger joints get old quick. Small business don't survive here because slc has more to offer.</p>
<p>I live I Tooele because it is rural and still has the small town feel. But it lacks a verity of nice restaurants to take my wife on a date too. Along with places to shop to get clothes for my family. Everyone already has the Walmart specials.... I don't want to have to drive to salt lake for everything.</p>
<p>We need more major Businesses in Tooele, we have to go to Salt Lake for most of the things we need and good eating places and such. Keep the money here, encourage more businesses, Smiths Market Place, Sizzler Steak house, more movie theater option, a decent park to go to, outside splash pad, a new mayor would help too. Get Broadway built back up</p>
<p>Tooele city is a great place for politicians and commissioners to prosper but not the average citizen.</p>
<p>PUT A MORATORIUM ON NEW BUILDS. WE WILL RUN OUT OF WATER.</p>
<p>I know so many would love a Target, Chic fila, chipotle we need more dining and shopping options for sure.</p>
<p>I hope Tooele can stay a beautiful, safe place, with good jobs to support our families.</p>
<p>Infrastructure is very important but you also need to focus on making people want to stay out here and not go to SLC for shopping, dining, and entertainment.</p>
<p>Worried about the water. If more business / resident come in are we going to have enough water. If investing in schools, we do not support critical race theory taught in schools.</p>
<p>Qe often must buy online or in Salt Lake for specialty items (food allergy, etc). It would be nice to have more options locally. It would also be nice to have N alternative to Wal-marr.</p>

Please fix the roads and the traffic.
Putting high density in Erda and lake point seems absurd. This is horse property/ animal and people want to change this. There is not infrastructure to handle this.
Costco
Tooele is unfortunately full of people who hate seeing the city's growth. Despite their negative views this city has so much potential of growth is allowed to happen. I'm super happy to have moved here when I did, and I'm excited to see where the city goes from here.
We need more affordable apartments and places for youth to recreate responsibly.
It seems to me as though you people have no idea what the role of government is supposed to be. STAY OUT OF THE PRIVATE SECTOR.
Link didn't work
I have been extremely disappointed in the planning meetings that I have attended. Residents are spoken down to and the needs and wants of current residents are dismissed while those with money are prioritized. More transparency in government spending and accountability for poor money management should be a focus.
Start more businesses here so people don't have to drive to SLC.
Focus on what the public wants.
Traffic in Tooele city is constantly a joke. Main Street is always backed up.
We need more for kids to do. Skating rink (like Classic Fun Center), we also need a fitness/recreation center!!!!
Developers should be putting in more roads and paying for stoplights. traffic in business district/main/state street are terrible and bad for business accessibility
There are very few options for clothing retail stores in Tooele. Stores like target, TJ maxx, Ross are inexpensive shopping options but would help improve the valley. Currently all shopping has to be done online or go to salt lake county. More clothing stores would increase my desire to live in Tooele long term.
We don't have enough businesses out here to support the communities needs. Salt Lake Valley is taking all of our business, plus the valley seems to not plan for growth. When a new community is built, it needs to be planned so more growth can happen down the road.
I'm concerned about infrastructure. Tooele City and Tooele County should consider tightening their ordinances now, otherwise problems will arise in the future. The "not in my town", "good ol' boys" mindset leaves you on the wagging tail of the dog barely hanging on. Tooele City needs to be the nose of the dog guiding it. For the life of me, I don't understand why this city doesn't collaborate with other cities in Utah that went through the same growth such as Layton, Lehi and South Jordan to find out how those cities dealt with the growth, what mistakes they made and what they learned. You may say Tooele City is different, but it's not. It's growing just like all those other cities.
I think it would be a great idea to focus on investment in our arts and recreation sector of Tooele City. It's something that has been lacking for a while in Tooele City. People keep saying "bring us an Olive Garden" but don't seem to understand how city growth works. A strong investment in our creative sector creates better workers, a more cohesive community and more creative community members. On top of that, creative tourism yield higher rates of tourism spending then any other industry. The New Growth Theory is something I loved researching about - investing in our working class first to attract businesses is a great move. I love Tooele City and I know it can be a really amazing place. I'm glad to see it growing and am excited for where it is going to go.
In order to implement and push economic development and infrastructure improvements, Mayor Winn needs to be removed from the RDA Director. Her focus is the City as a whole and not just RDA. Need a qualified individual to take the lead.
Also need to remove Paul Hansen as a contract Engineer. Need a full-time, stable City Engineer to implement infrastructure improvements and create a relationship with Public Works and City Council. Paul Hansen does not represent Tooele City well at all and needs to be replaced with better leadership and vision.
There are a few reasons I spend money outside of Tooele with the most money going to Costco. The current grocery offerings are great for smaller trips, but I find a bulk discount store draws me out of the Valley. Next is better dining. After Rodizio left, any time I'm wanting a good sit down steakhouse, Tooele Valley is lacking in that category so I end up leaving.
A Costco and an Olive Garden would be fantastic! I'd never have to leave.

I love living in Tooele. While we don't have a lot of the things Salt Lake has, I don't want Tooele to be big and bustling and busy like Salt Lake. If that means living without things like Costco or Target, I would gladly give those up to keep Tooele a small, tight-knit community.
It seems like everything is being done to make us a salt lake suburb and eliminate the small town.
Tooele County has grown significantly since we've moved here, 2001. We have enough people in the valley to support a Costco, Target, and more restaurant. Many people in Tooele County go to Salt Lake or West Valley to spend their money to eat and shop. If we brought in more business, we could keep our hard earned money in the valley, plus it would give the
If you're going to continue selling off the land you're going to need someone with experience in community planning. There are way too many people here! Roads, stores, and our water supply are not adequately meeting the needs of everyone. For lifetime residents of Tooele it's become difficult to watch the town grow and become largely overpopulated. A temple in the valley will only make things worse. Enough with the "good ole boys" mentality. We need officials with higher educational backgrounds in economics and planning.
STOP, giving housing permits until infrastructure is 1-caught up 2- local businesses are brought in. Tax base is given to outlying cities such as West Valley, SL County and associated cities.
No high density housing!!!!
I couldn't access the EDSP from this website, but my chief concerns have always been related to traffic flow/access from minor to major traffic arteries, including road safety services/snowplows/firetrucks, etc. I am also a proponent of public schools having sufficient classrooms, classroom spaces and faculty to meet the educational needs of our growing K-12 community. Good schools attract good businesses and quality people. Inadequate school resources can be a deal breaker.
Walking trails, mountain biking trail parks, clever playgrounds and adaptive equipment (especially pioneer park), ENCLOSED dog parks, splash pad, Get a Rex center like the one in Provo (go look at it) , offer more more children experience options- theatre and singing groups. More city ordinances to clean up yards, more xeriscape to conserve water, demand architecturally interesting new housing and that developers negotiate better traffic with udot. More trees. Get rid of clutter buildings. Help beautify and reinvent the downtown to something cute like heber or midway. Get more people involved in neighborhood watches. Enforce residential speed limits. Run Coleman all the way through to w 970N. Find a niche or theme and elevate Tooele city. It's losing its cute charm and looks trashy like parts of magna and west valley city. Memorial park is beautiful and decorating downtown w memorial banners and other seasonal decorations has always been a nice touch.
Stop building so much.
Affordable housing would be nice
no
We need a rec center
I love the growth in our valley, but we need more services for all the new people.... like better quality restaurants, and retail options that allow us to spend our money in our county. I know it's not a popular idea, but bringing in less expensive housing is a must! Who is going to work all these entry-level positions we're working hard to attract to our area? People that need/can afford high density housing, are looking for those positions. If we can't attract people with different lifestyles, education backgrounds, and income levels we can't expect to bring in the businesses that help keep our taxes lower.
Please limit future home building because of the water situation. We are already limited to two days per week to water our yards and with more houses use more water. also, in your plan, please include green spaces--lots of trees and take care of the ones we have.
It would be lovely to have some fresh food dining options in this town. Also, a few paved walking paths would be nice.
Water is my biggest concern. BIG concern. And yet housing developments, especially high density ones continue to be built. And please do we have to have so many rock quarries? East of stansbury is ugly along 36!! So sad.
First and foremost we need infrastructure! More roads to get in and out of our valley. I would love for us to keep our small town feeling. There is no reason why we can't keep our industry to one side of the valley and make Tooele and the surrounding areas a pleasant neighborhood. We could be a bedroom community for salt lake. Our own little park city to the
We need a level 1 trauma center out here and a splash pad would be nice.

Need a Costco, Target. Better Resturant choices
Too much growth & not enough road space.ridiculous congestion and only 1 way in and out of Tooele county by highway. Nothing for youth/teenagers to do activity or recreation wise..our drug addition for young kids to young adults is out of control - so let's build more town homes & run out of water & and have traffic backed up from lake point that takes up to 25- 40 minutes most days to get to Tooele that will fix it all.
Welcome more affordably housing so you can recruit more industry so more businesses will choose to come here.
The city needs to improve its roadways to handle the growth. Then businesses might be able to come in. We also need real restaurants
I walk and drive around Tooele, I see a lot of unkept area (south end of main is one example). Buildings need to be cared for. People don't car about taking care of their places and leave cars parked all over. There are car lots on Main, put in every time a building becomes vacant and they have a parking lot to start one-makes Tooele look trashy. People walk their dogs and don't pick up poop. I have called the Code enforcement officer and she tells me Tooele does not have Pooper Scooper law. In a one block area of our house we have over 20 dogs!! Not too many people even take car of cutting branches on their trees over the sidewalk. I thought we had someone that drove around and looked for these thing and enforced them. I see these things on the south east part of town. That is just some of the things that probably should be addressed, before we can say we have a beautiful city again!
Food options aren't terrible, but can be better. Could use a chick fil a!
PLEASE help develop businesses East and West rather than only North and South along SR36. Traffic is so incredibly funneled because of this design. Encourage some commercial building along Droubay or in Overlake. I would also love to see a fourplex baseball/Softball field built east of Droubay near Smelter road. A footpath planned along Middle Canyon Wash should also extend to the golf course along Droubay and the road in that area improved/widened.
We need better economic and city planning. Main Street is too congested and we need more ways to get around town. Retail development should be more strategically planned - don't just place everything on Main Street - direct traffic and people to other parts of the city. Broadway could be redeveloped with new retail shops, encourage small businesses to set up shop here. We need more retail options to keep sales tax in the city and county (i.e., Target, Lowes, Harmon's, Costco, etc.). I travel into SLC to go shopping and it would be nice to stay in town and keep my dollars here to benefit my city, not SLC/WVC.
I understand growth is important but please keep the integrity of this area! The multi living house plans that developers want here are ridiculous! And will ruin and destroy the home feel of Tooele. I don't want to stop houses from being built but keep to tradition of in Erda 1 acre lots, don't force out livestock owners! And horse property owners! That's not the future. We are a country feel because, in fact, we are part country with our farms and live stock mixed in with the city and other folk. We don't want to be like salt lake otherwise we would live there! We don't want to be like California of hustle and bustle wanting our next payday, instead of taking care of what we have and showing pride of our homes and lawns!
The development plan does not appear when you click the link.
We are having a lot of unrestricted growth. We need to focus on water conservation either by building less, building on smaller lots, xeriscaping. I read an article in the paper about a new development with affordable housing between \$400,000 and \$500,000. I don't call that affordable for most people in this community, especially young families or older people. We are forcing our young families out of the community.

TOOELE CITY CORPORATION

ORDINANCE 2022-__

AN ORDINANCE OF TOOELE CITY ENACTING TOOELE CITY CODE CHAPTER 8-17 REGARDING TREES.

WHEREAS, Utah Constitution, Article XI, Section 5 directly confers upon Utah's charter cities, including Tooele City, "the authority to exercise all powers relating to municipal affairs, and to adopt and enforce within its limits, local police, sanitary and similar regulations not in conflict with the general law"; and,

WHEREAS, Utah Code Section 10-8-84 enables Tooele City to "pass all ordinances and rules, and make all regulations . . . as are necessary and proper to provide for the safety and preserve the health, and promote the prosperity, improve the morals, peace and good order, comfort, and convenience of the city and its inhabitants, and for the protection of property in the city"; and,

WHEREAS, the Tooele City Administration includes a Department of Parks and Recreation, one purpose of which is to provide areas of improved open space, including trees, for public enjoyment; and,

WHEREAS, the Tooele City Administration includes a Department of Public Works, one purpose of which is to maintain the City's public rights-of-way, which include park strip trees; and,

WHEREAS, Tooele City Code Chapter 4-11a provides for the planting of selected tree species in the public right-of-way park strips for beautification and for obtaining the community benefits enumerated below, and is currently a voluntary reimbursement program of which homebuyers can avail themselves by planting park strip trees, submit evidence of planting to the City, and receive reimbursement; and,

WHEREAS, the Tooele City Council has established and demonstrated a commitment to the preservation and enhancement of natural and improved open spaces, including forested areas and parks (see the list of open space-related Ordinances and Resolutions, attached as Exhibit A); and,

WHEREAS, the City Council hereby declares the significant value of trees to Tooele City and its residents and business, identifying the following important community benefits:

- Trees help clean our air. Global forests removed about one-third of fossil fuel emissions annually from the air (1990 to 2007). Trees remove pollution from the atmosphere (2,000 tons/year in Los Angeles; 18,000 tons/year in Chicago; 26,000 tons/year in greater Kansas City). Removing pollution from the atmosphere improves air quality and human health. Roadside trees can reduce nearby indoor air pollution by more than 50%.
- Trees contribute to our mental and physical health. Office workers with a view of trees report significantly less stress and more satisfaction.
- Trees provide us with oxygen. One large tree can provide a day's supply of oxygen for up to four people.
- Trees help clean our drinking water. Forested watersheds provide quality drinking water to more than 180 million Americans. For example, in 1997, New York City spent \$1.5 billion to

preserve the forested watershed that supplies New York City's drinking water by purchasing thousands of upstate acres of forested watershed. A filtration plant large enough to clean New York City's water supply would have cost more than \$6 billion dollars. Tooele City owns and conserves approximately 1,800 acres of forested watershed.

- Trees provide much-needed cooling. Trees lower surface and air temperatures by providing shade. Shaded surfaces may be 20–45°F cooler than the peak temperatures of unshaded materials. Trees cool the city by up to 10°F by shading our homes and streets and releasing water vapor into the air through their leaves. Evaporation of water from trees has a cooling influence.
- Trees help reduce the effects of climate change. Trees absorb carbon dioxide (CO₂), removing and storing the carbon while releasing the oxygen back into the air. In one year, an acre of mature trees absorbs the amount of CO₂ produced by a car driven 26,000 miles. During one year, a mature tree will absorb more than 48 pounds of carbon dioxide from the atmosphere and release oxygen in exchange.
- Trees help us save energy. Trees properly placed around buildings can reduce air conditioning needs by 30% and can save 20–50% in energy used for heating. For example, the average Cincinnati community tree saves the average household \$56 annually in cooling costs by reducing electricity use. More than 85,000 Cincinnati community trees save residents \$4.8 million in energy costs. Carefully positioned trees can reduce a household's energy consumption for heating and cooling by up to 25%.
- Trees benefit wildlife. Trees provide vital wildlife habitat. Trees and forests provide important species range. Many animals have a range of hundreds of square miles. The mountain lion of North America, for instance, has a range of nearly 400 square miles. The Oquirrh mountains, including Tooele City's approximately 2,000 acres of conserved open space, is known cougar habitat, as well as the prey species mule deer and turkey.
- Trees help reduce crime. Among minor crimes, there is less graffiti, vandalism, and littering in outdoor spaces with trees as a part of the natural landscape than in comparable plant-less spaces. For example, in Baltimore, a 10% increase in tree canopy corresponded to a 12% decrease in crime. And, in Chicago, public housing residents with nearby trees and natural landscapes reported 25% fewer acts of domestic aggression and violence.
- Trees are a good investment of our public dollars. Every dollar spent on planting and caring for a community tree yields benefits that are two to five times that investment—benefits that include cleaner air, lower energy costs, improved water quality and storm water control, and increased property values. For example, for every \$1 of investment in trees: Indianapolis yielded \$5.55 in benefits; New York City, \$5.60; Cincinnati, \$4.44.
- Trees increase our property values. In Portland, Oregon, (2008) homes with street trees sold for \$7,130 more, on average, and 1.7 days more quickly. Neighboring houses within 100 feet of street trees sold for \$1,688 more, on average. The sale premium of having street trees was the same as adding 129 square feet of finished living space. And in Fulton County (Atlanta), Georgia, (2002) mature trees positively influenced home sale prices. Homes sold for nearly \$105,000 more in neighborhoods with mature trees.
- (For the source of each statement and statistic, see the Arbor Day Foundation website at www.arborday.org/trees/facts/.)

WHEREAS, the Arbor Day Foundation's oldest and most successful program is Tree City USA, started in 1976. The Foundation had a vision for a greener, healthier America, and hoped this initiative would inspire change on a nationwide level. It has, leading to the above-enumerated community

benefits. The first Tree City USA cohort was comprised of 42 communities in 16 states. Today, the program includes more than 3,600 communities from all 50 states, Washington D.C., and Puerto Rico; and,

WHEREAS, Tooele City can become a Tree City USA by satisfying four criteria: (1) establish a tree department or a tree advisory board; (2) enact a tree care ordinance; (3) commit to minimal funding for the community forestry program (\$2 per capita in cash or in kind); and, (4) have an Arbor Day celebration and proclamation (see the Tree City USA program summary attached as Exhibit B); and,

WHEREAS, the Tooele City Council desires to bring the above-enumerated community benefits to Tooele City by becoming a Tree City USA community; and,

WHEREAS, the Tooele City Council notes that its neighbor Grantsville City has been a Tree City USA community for 18 years; and,

WHEREAS, the Tooele City Council finds that becoming a Tree City USA community is in the best interest of the public health, safety, and welfare:

NOW, THEREFORE, IN RECOGNITION OF THE SIGNIFICANT COMMUNITY BENEFITS CREATED BY THE TREES IN A COMMUNITY FOREST, BE IT ORDAINED BY TOOELE CITY as follows:

1. that the Tooele City Administration shall pursue Tree City USA status by submitting a qualifying application;
2. that the Tooele City Council hereby reaffirms Tooele City's commitment to a policy of conserving open space and a community forest for the health and enjoyment of City residents and visitors;
3. that Tooele City Code Chapter 8-17 (Tree Care Ordinance) is hereby enacted, as shown in Exhibit C; and,
4. that the Tooele City Administration shall examine Tooele City Code Chapter 4-11a, regarding Park Strip Trees, for any provisions conflicting with Chapter 8-17, and, to the extent of the conflict, shall present to the City Council a proposed amendment to Chapter 4-11a to eliminate the conflict.

This Ordinance is necessary for the immediate preservation of the peace, health, safety, and welfare of Tooele City and its residents and businesses and shall become effective upon passage, without further publication, by authority of the Tooele City Charter.

IN WITNESS WHEREOF, this Ordinance is passed by the Tooele City Council this ____ day of _____, 2022.

TOOELE CITY COUNCIL

(For)

(Against)

ABSTAINING: _____

MAYOR OF TOOELE CITY

(Approved)

(Disapproved)

ATTEST:

Michelle Y. Pitt, City Recorder

S E A L

Approved as to Form: _____
Roger Evans Baker, City Attorney

Exhibit A

List of Open Space-Related Ordinance and Resolutions

Tooele City Ordinances and Resolutions
relating to
The Preservation of Open Space

1. **Ordinance 1998-39.** This ordinance adopted the Land Use Element of the Tooele City General Plan. While the Land Use Element is more of a land development plan than a land preservation plan, it does recognize the overriding theme “to protect the existing character, unique features and quality of life that exists in Tooele City,” including the need to “protect the natural environment of the city.”
2. **Resolution 2000-16.** This resolution accomplished Tooele City’s first open space acquisition of the decade (and century): 32.77 acres.
3. **Resolution 2003-56.** This resolution adopts as an advisory land use guide the Tooele Valley Regional Plan (comprising a chapter in the Tooele County General Plan). The Regional Plan identifies lands outside Tooele City appropriate for development, agriculture, and open space preservation. (Map 7 of the Regional Plan shows the public vision of the City open space property as wildlife habitat.)
4. **Ordinance 2006-14.** This ordinance accomplishes the preservation of highly visible open space through a planned unit development that shifts development density to less visible areas of the property. The ordinance recitals state, “the City Council recognizes that hills, mountains, and ridgelines are one of Tooele City’s most outstanding (and most vulnerable) natural assets, and formulate part of the history, heritage, and image of the City, and are therefore of paramount importance to preserve.”
5. **Resolution 2007-34.** This resolution authorizes the acquisition of 12.4 acres of recreational open space, rescuing the property from imminent development.
6. **Resolution 2008-04.** In exchange for the City approving higher density residential zoning, a developer donated 48 acres of hillside open space to the City. The resolution authorizes the acceptance of the donation. Its recitals state, “the Tooele City Council has established as an important policy the preservation of the environmentally sensitive hillside properties located within the Tooele City corporate boundary.” The resolution recognizes this land as “environmentally sensitive and aesthetically important hillside property.”
7. **Resolution 2009-38.** This resolution authorizes the City’s participation in the LeRay McAllister Critical Land Conservation Program, identifying 105 [actually 101] acres of hillside desirable for conservation for several purposes: “wildlife migration corridor preservation, vista and viewshed preservation, environmentally critical lands preservation, and watershed protection.”
8. **Resolution 2009-47.** This resolution authorized the City’s acquisition of the 101 acres mentioned above. The recitals state, “beginning in 2002 . . . the City’s leaders

began to recognize and appreciate more fully the value of the foothills and mountains south of Tooele City, including the 101 Acres, as a natural asset worthy of preservation for Tooele City residents and others.” In authorizing the acquisition, the City Council made this finding: “The City Council finds it to be a compelling public purpose to preserve the hillsides and mountains on the south of Tooele City from development for purposes of open space, viewshed, watershed, and wildlife preservation, and for the protection of human life and safety.”

9. **Ordinance 2010-03.** This ordinance was the culmination of years of effort to strengthen the City’s hillside development ordinance. It does not prohibit hillside development, but tightens up the regulation of such development for the benefit of the environmentally sensitive areas and also for the health and safety of those who build and live in these areas. The purposes section (§7-12-2) is greatly expanded, and includes open space preservation values.

10. **Ordinance 2010-09.** This ordinance amends the General Plan-Land Use Element Map to include an Open Space land use designation, formally recognizing open space as a legitimate land use, together with industrial, commercial, and residential land uses.

11. **Ordinance 2010-10.** This ordinance assigns the Open Space land use designation to City-owned open space properties that previously did not carry the designation.

12. **Ordinance 2010-11.** This ordinance builds upon the foundation of the Open Space land use designation by assigning the already-existing Open Space zoning district to City-owned open space properties.

13. **Ordinance 2010-12.** This ordinance amends the Open Space zoning district regulation to better protect the viewshed and other open space values of properties zoned Open Space.

14. **Ordinance 2020-47.** After a 22-year hiatus, this ordinance adopts a new comprehensive General Plan for Tooele City. The Plan includes Open Space goals and objectives, including (1) managing a comprehensive Open Space program, and (2) acquiring and protecting high-priority open space properties.

Exhibit B

Tree City USA Summary Information

Tree City USA®

Creating greener communities nationwide



TREE CITY USA®
An Arbor Day Foundation Program

Cooler temperatures. Cleaner air. Healthier residents.

The benefits trees bring to urban environments are endless — and by meeting the four Tree City USA standards, your community can experience them firsthand.



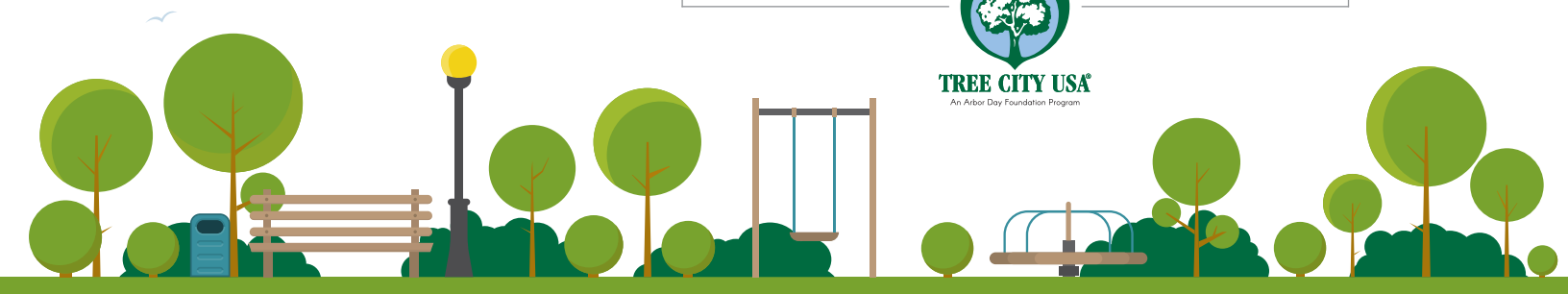
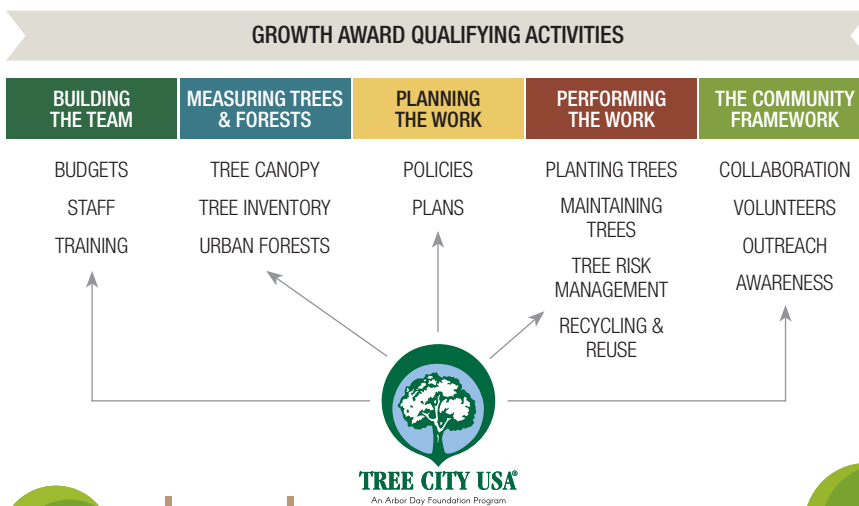
PROGRAM SUMMARY

The Tree City USA program was founded in 1976 to celebrate towns and cities committed to growing their urban canopy. Led by the Arbor Day Foundation, with partners at USDA Forest Service and National Association of State Foresters, it provides the foundational framework necessary for communities to manage and expand their tree cover.

Program applications are completely free. Many cities renew their Tree City USA status every year, making them eligible for a Growth Award and other urban forestry opportunities.

THE FOUNDATION OF URBAN FORESTRY PROGRAM DEVELOPMENT

The Tree City USA program has helped more than 3,600 communities across the country build out their urban forests. Recognition forms the base layer for five different areas of growth, including expansion of personnel, financial investment, defined policies and plans, and engagement with residents.



STANDARDS FOR RECOGNITION

To receive recognition, a community must meet four core standards for its public trees:

✓ Standard 1: Form A Tree Board Or Department

Delegating responsibility for city- or town-owned trees is the first official step to becoming a Tree City. By forming a tree board or department, cities can create a more organized and effective urban forestry plan.

✓ Standard 2: Establish A Tree Care Ordinance

A public tree care ordinance assigns clear authority over public trees and provides clear guidance for planting, maintaining, and/or removing trees from streets, parks, and other public spaces.

✓ Standard 3: Maintain A Community Forestry Program With An Annual Budget Of At Least \$2 Per Capita

Your community most likely already spends at least \$2 per capita on the planting, care, and removal of trees. This is intended to demonstrate an ongoing investment into your public trees.

✓ Standard 4: Proclaim and Observe Arbor Day

Celebrating Arbor Day and passing an official holiday proclamation helps create pride for your city's entire urban forestry program.



BENEFITS OF RECOGNITION

By becoming a Tree City, your community will:

- Receive flags, signs, and other materials to proudly display your award
- Educate residents about the value of trees and green space
- Gain national recognition for your commitment to environmental stewardship
- Create a cleaner, healthier, and more beautiful urban landscape

GETTING STARTED

Interested in joining, but not quite sure where to begin? It's as simple as following these five steps!

1. Make the case to friends and leaders in your community
2. Contact your state's urban and community forestry coordinator
3. Work together to fulfill the four Tree City USA standards
4. Celebrate Arbor Day
5. Submit your free application!



Learn and apply today at arborday.org/treecityusa



Exhibit C

8-17-1. Purpose.

To enhance the quality of life and the present and future health, safety, and welfare of all Tooele City residents, businesses, and visitors, to enhance property values, and to ensure proper planting and care of trees on public property, the City Council herein delegates the authority and responsibility for managing public trees, creates a Tree Advisory Board, establishes practices governing the planting and care of trees on public property, and makes provision for the emergency removal of trees on private property under certain conditions.

8-17-2. Definitions.

As used in this Chapter, the following words and phrases shall have the meanings indicated:

Damage – any injury to or destruction of a tree, including but not limited to: uprooting; severance of all or part of the root system or main trunk; storage of material on or compaction of surrounding soil; a substantial change in the natural grade above a root system or around a trunk; surrounding the tree with impervious paving materials; or, any trauma caused by accident or collision.

Nuisance – any tree, or limb thereof, that: has an infectious disease or insect; is dead or dying; obstructs the view of traffic signs or the free passage of pedestrians or vehicles; or, threatens the public health, safety, and welfare.

Park strip – the area along a public street between the curb and the sidewalk; or, if there is no curb or sidewalk, the unpaved portion of the area between the street right-of-way line and the paved portion of the street or alley.

Public property – all grounds and rights-of-way (ROWs) owned or maintained by the City.

Public tree – any tree or woody vegetation on city-owned or city-maintained property or rights-of-way, including the park strip.

Top or Topping – the non-standard practice of cutting back of limbs to stubs within a tree's crown to such a degree so as to remove the normal canopy and disfigure the tree.

8-17-3. Authority and power.

(1) Delegation of authority and responsibility. Under the supervision of the Mayor, the Director of the Department of Parks and Recreation, and/or their authorized designee, hereinafter referred to as the "Director", shall have full authority and responsibility to plant, prune, maintain, and remove trees and woody plants growing in or upon all municipal streets, rights-of-ways, city parks, and other public property. This shall include the removal of trees that may threaten electrical, telephone, gas utility facilities, or any municipal water or sewer line, or any tree that is affected by fungus, insect, or other pest disease.

(2) Coordination among city departments. All city departments will coordinate as necessary with the Director and will provide services as required to ensure compliance with this Chapter as it relates to streets, alleys, rights-of-way, drainage, easements, and other public properties not under direct jurisdiction of the Director.

(3) Interference. No person shall hinder, prevent, delay, or interfere with the Director or agents while engaged in carrying out the execution or enforcement of this Chapter.

8-17-4. Tree advisory board.

There is hereby created a Tree Advisory Board, hereinafter referred to as the "Board."

(1) Duties. The Board shall act in an advisory capacity to the Director and shall:

(a) Coordinate and promote Arbor Day activities;

(b) Review, update, and recommend a five-year plan to plant and maintain trees on city

property;

(c) Support public awareness and education programs relating to trees;

(d) Review city department concerns relating to tree care;

(e) Submit an annual report of its activities to the Director, who shall submit the report to the Mayor;

(f) Assist with the annual application to renew the Tree City USA designation;

(g) Recommend a list of tree species for planting on city property, with a particular list of tree species for planting in the park strips, and a list of prohibited species; and,

(h) Other duties that may be assigned by the Director.

(2) Membership. The Board shall consist of seven members approved by Mayor with the consent of the City Council. Members of the Board are volunteers and will serve without compensation.

(3) Term of office. Board members shall be appointed for three-year staggered terms. If a vacancy occurs during the term of any member, a successor shall be appointed.

(4) Officers. The Board shall annually select one of its members to serve as chair, may appoint a second member to serve as vice-chair, and may appoint a third member to serve as secretary.

(5) Meetings. The Board shall meet a minimum of four times each year. All meetings shall be open to the public. The Board chair may schedule additional meetings as needed. The Board is not a public body for purposes of the Utah Open Meetings Act.

(6) Council liaison. The City Council may select one of its own members to attend and participate in Board meetings as a Board liaison to the Council, but who is not a member of the Board.

7-17-5. Tree planting and care standards.

(1) Standards. All planting and maintenance of public trees shall conform to the American National Standards Institute (ANSI) A-300 "Standards for Tree Care Operations" and shall follow tree care Best Management Practices (BMPs) published by the International Society of Arboriculture.

(2) Requirements of franchise utility companies. The maintenance of public trees for utility clearance shall conform to all applicable utility industry standards and shall avoid tree damage and topping.

(3) Preferred species list. The Director shall maintain an official list of desirable tree species for planting on public property, including particularly park strips, in two size classes:

(a) Ornamental (20 feet or less in height at maturity); and,

(b) Shade (greater than 20 feet at maturity).

Trees from this approved list may be planted without special permission. Other species may be planted with written approval from the Director upon a written demonstration of species appropriateness given root depth and shape, canopy height and width, mature trunk diameter, and other factors.

(4) Planting distances. The Director shall develop and maintain an official set of spacing requirements for the planting of trees on public property. No tree may be planted within the visibility triangle of a street intersection or within 10 feet of a fire hydrant.

(5) Planting trees under overhead electric and communication utility lines. Only trees listed as Ornamental trees on the official city tree species list may be planted under or within 15 lateral feet of any overhead utility wire.

7-17-6. Prohibition against harming public trees.

(1) It shall be unlawful for any person, firm, or corporation to damage, remove, or cause the damage or removal of a tree on public property without written permission from the Director.

(2) It shall be unlawful for any person, firm, or corporation to attach any cable, wire, sign, or any other object to any street, park, or public tree.

(3) It shall be unlawful for any person, firm, or corporation to "top" any public tree. Trees severely damaged by storms or other causes, where best pruning practices are impractical, may be exempted

from this provision at the determination of the Director.

(4) Any person, firm, corporation, or city department performing construction near any public tree shall consult with the Director and shall employ appropriate measures to protect the tree, according to procedures contained in the Best Management Practices (BMPs) for "Managing Trees During Construction" published by the International Society of Arboriculture.

(5) Each violation of this section as determined and notified by the Director shall constitute a separate civil violation, punishable by civil penalties under Section 10, in addition to mitigation values placed on the trees removed or damaged in violation of this Section.

8-17-7. Adjacent owner responsibility.

(1) The owner of land adjacent to any city street or highway, when acting within the provisions of this Ordinance, may plant and maintain trees in the adjacent park strip area, selected from the city's approved species list.

(2) No owner of land adjacent to any city street or highway shall allow a park strip tree, or other plant growing on his or her property, to obstruct or interfere with pedestrians or the view of drivers, thereby creating a hazard. If an obstruction persists, the Director shall notify the property owner to prune or remove the tree or plant. If the owner fails to comply with the notice, the City may undertake the necessary work and charge the cost to the property owner.

(3) Trees located in the ROW park strips are owned by Tooele City. Property owners shall be responsible to maintain and prune all trees in the park strips adjacent to the property, and may not remove a park strip tree without the written permission of the Director.

(4) No owner of land shall allow a tree or planting on the owner's land to obstruct or interfere with pedestrians on the public sidewalk or the view of drivers, thereby creating a hazard. If an obstruction persists, the Director shall notify the property owner to prune or remove the tree or plant. If the owner fails to comply with the notice, the City may undertake the necessary work to clear the obstruction and charge the cost to the property owner.

8-17-8. Certain trees declared a nuisance.

(1) Any tree, or limb thereof, on private property determined by the Director to have contracted a lethal, communicable disease or insect, to be dead or dying, to obstruct the view of traffic signs or the free passage of pedestrians or vehicles, or that threatens public health, safety, and welfare, is declared a nuisance and the City may require its treatment or removal, including through the nuisance abatement process contained in Chapter 4 of this Title.

(2) Private property owners have the duty, at their own expense, to remove or treat nuisance trees on their property. The City may remove such trees at the owner's expense if the owner does not comply with treatment and/or removal as specified by the Director within the written notification period.

8-17-9. Violations and penalty.

Any person or business entity violating any provision of this Ordinance shall be deemed guilty of a civil offense and shall be subject to a civil penalty of \$100 for a first offense and \$250 for a second or subsequent offense.

8-17-10. Appeals.

(1) Appeals of decisions made by the Director pursuant to this Chapter, or of penalties imposed after violations of this Chapter, shall be heard by the Mayor.

(2) Appeals shall be submitted to the Mayor's office in writing, setting forth the basis of the appeal, and shall be submitted within 15 days of the date of notice of the Director's decision or of the violation.

8-17-11. Funding Appropriations.

The Mayor shall include in the annual fiscal year budget a line item sufficient for carrying out the purposes and program contained in this Chapter, and sufficient for satisfying the requirements of being a Tree City USA community. The budget shall be subject to City Council approval.

8-17-12. Savings and repeal.

All ordinances or parts of ordinances in conflict with this Chapter are hereby repealed to the extent of the conflict.

8-17-13. Severability.

Should any word, sentence, clause, paragraph, or provision of this Chapter be held to be invalid or unconstitutional, the remaining provisions of this Chapter shall remain in full force and effect.