

Strategic Plan

FISCAL YEAR 2025-2026



CITY OF MOAB RESOLUTION NO. 09-2025
ADOPTING A CITY OF MOAB FISCAL YEAR 2025-2026 STRATEGIC PLAN

WHEREAS, the City Council and City staff engaged in two-day planning sessions in January 2025 to define priorities for Fiscal Year 2025-2026; and,

WHEREAS, these sessions produced a draft Strategic Plan ("Plan") that identifies new and ongoing initiatives and projects to be accomplished in addition to the administration's daily responsibilities; and,

WHEREAS, the City Council and City staff designed the City's Fiscal Year 2025-2026 Budget to achieve the goals and objectives identified in the Plan; and,

WHEREAS, the City Council adopted the Fiscal Year 2025-2026 Budget on June 10, 2025; and,

WHEREAS, the Strategic Plan was presented to the public and City Council on June 24, 2025 (Attachment A); and,

WHEREAS, the Strategic Plan is not considered a prescriptive document, nor does it mandate any action related to public policy or the development of public infrastructure. Rather, the Plan is a tool to be used by staff and elected officials in guiding community priorities.

NOW, THEREFORE, BE IT RESOLVED by the Moab City Council:

1. **Adoption.** The City Council hereby adopts and approves the City of Moab Fiscal Year 2025-2026 Strategic Plan as presented in Attachment A.
2. **Intended Use.** The City Council commits to using the Plan as a guide and expression of community values in adopting policy that will bring about outcomes as described in the Plan. The City Council desires to maintain flexibility to respond to opportunities and needs as they arise and may deviate or amend the Plan as future priorities and needs dictate.
3. **Direction to Staff.** The City Council directs staff to use and reference the Plan as a guiding document in administration, management, and in making recommendations to the City Council.

PASSED AND APPROVED by a majority of the City Council, this 24th day of June 2025.

By: _____

Joette Langianese, Mayor _____ Date

Attest:

By: _____

Sommar Johnson, City Recorder _____ Date

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City Leadership

A five-member City Council and a Mayor govern the City of Moab, whom residents elect for four-year terms. The Mayor acts as the chairperson for City Council meetings, breaks ties, signs official documents, and appoints officials. The City Council approves resolutions, ordinances, and financial activities of the City. The City Council also hires a City Manager, who is the chief executive and who manages all employees of the City.

Elected

Mayor Joette Langianese

City Council

- Tawny Knuteson-Boyd
- Kaitlin Myers
- Jason Taylor
- Colin Topper
- Luke Wojciechowski

Management Team Staff

Michael Black, City Manager

Lex Bell, Police Chief

Lisa Church, Communication & Engagement Manager

Dani Guerrero, Human Resources Director

Sommar Johnson, Recorder

Levi Jones, Public Works Director

Alexi Lamm, Strategic Initiatives & Sustainability Director

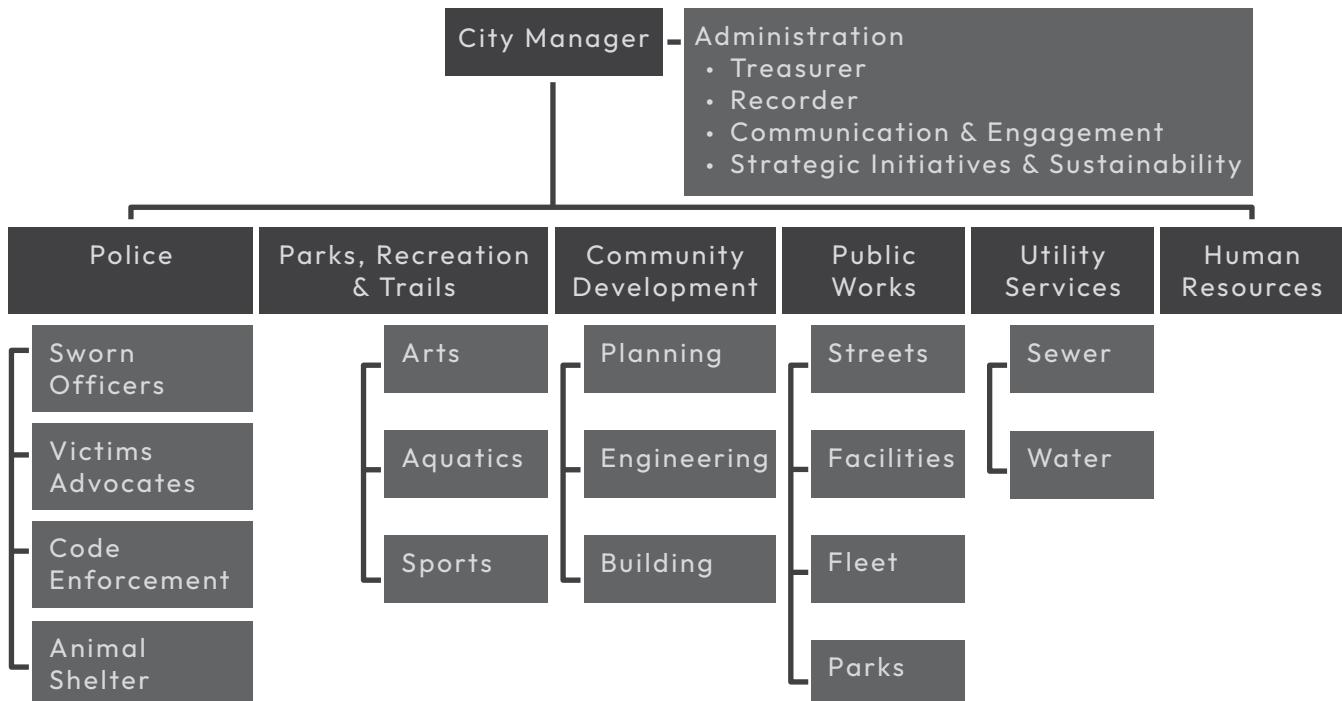
Marcy Mason, Treasurer

Cory Shurtleff, Community Development Director

Obe Tejada, Utility Services Director

Patrick Trim, Parks, Recreation & Trails Director

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Introduction

The Utah Municipal Land Use, Development, and Management Act (Utah Code § 10-9a-401) requires cities to “prepare and adopt a comprehensive, long-range general plan.” The City of Moab currently fulfills this requirement through its 2017 General Plan. This plan guides decision-making to meet current needs while preparing for the future, with attention to budgeting priorities.

From this foundation, the City Council adopts short-term strategic plans on a rolling basis, typically focused on one- to two-year priorities (Figure 1). These action plans align with the broader goals of the General Plan and help translate long-term objectives into achievable steps, even as some priorities may require longer timelines to complete.

In 2022, Moab launched a community visioning process to shape the city’s direction through 2030 (City of Moab, 2022). The result was the

Moab – Tomorrow Together Vision & Strategic Action Plan, which identifies “strategic pillars”—major themes that residents and stakeholders identified as essential to Moab’s future.

When adopting the plan, the City Council affirmed its commitment to using it as a guide, stating in the resolution that it would serve as “an expression of community values in adopting policy that will bring about outcomes as described in the Plan.” The resolution also emphasized the importance of its use as a living document, noting:

“The City Council desires to maintain flexibility to respond to opportunities and needs as they arise and may deviate or amend the Plan as future priorities and needs dictate.”

In that spirit, the City used its annual strategic planning sessions on January 8-9, 2025, to guide implementation, ensuring strategies remain relevant and responsive. Follow-up workshops

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Moab – Tomorrow Together Vision

Foster a distinct & resilient economy	Promote accessible & affordable housing options for all	Achieve practical, accountable & responsive governance	Protect, preserve & enhance Moab’s resources and public assets	Foster community health, well-being & safety	Enhance community preparedness & resilience
All goals from the General Plan, Vision, other plans & studies					

Current City Council Priorities

Short-Term Strategic Plan

Figure 1

in May, April, and May further refined the 2025-2026 plan. This annual reassessment and revision allows for regular monitoring and adjustments based on changing conditions.

Thus, the 2025-2026 Strategic Plan builds on the original Vision while adjusting to new concerns, particularly the growing need for resilience in the face of extreme weather and flooding, which have required expanded mitigation and recovery efforts. Accordingly, the City Council added a new pillar—Enhance community preparedness and resilience—to represent the literally changing landscape in Moab. Two pillars were combined—Affordability and Equity with Workforce Housing—to encompass a wider array of affordability issues in Moab. Finally, all the pillars have been re-worded to make their intent clearer to com-

municate the goals and objectives more effectively (Figure 2).

An addition in this planning cycle is an effort to track the goals and objectives that have been informed by City-adopted plans and studies more closely from their sources to the Strategic Plan. The City Council, guided by community input, determines which of these goals, objectives, and strategies are prioritized and integrated into the strategic plan's rolling implementation cycle. With support from City staff, the City Council aligns resource allocation and budget development with the annual goals. This ensures that the strategic plan is a dynamic document that can achieve the community's long-term Vision and the goals of the General Plan. See Table 1 for a selection of these plans.

6 Revised Strategic Plan Pillars 2025-2026



Table 1

Year	Title	Summary	Status
2017	City of Moab General Plan	This plan is the City's official statement of its goals and policies, guiding future development and reflecting the long-term vision of the community.	Adopted by the City of Moab City Council
2017	Sidewalk and Curb Ramp ADA Self-Evaluation & Transition Plan	This was an initial evaluation of the pavement condition for all streets within the jurisdiction of the City of Moab, used to prepare estimated costs for future improvements.	Study, not adopted
2017	Renewable Energy and Greenhouse Gas Emissions Reduction Goals for Moab City #13-2017	This resolution established renewable energy and greenhouse gas emissions reduction goals for Moab City.	Adopted by the Moab City Council
2017	Storm Water Master Plan	This plan presents solutions to manage and regulate storm water runoff and to help mitigate flooding and environmental impacts, updating the 1999 plan. It identifies existing deficiencies and presents preferred solutions and a Capital Improvement Plan.	Adopted by the Moab City Council
2017	Moab Area Affordable Housing Plan	This is an update to a 2009 Grand County and City of Moab Housing Study and Affordable Housing Plan that fulfilled HB 295, Providing Affordable Housing, by including housing in Moab's General plan as an appendix.	Adopted by the Moab City Council
2018	Biking Route Plan	This map identifies current and planned bike lanes and shared-use paths in the City of Moab.	Adopted by the Moab City Council
2018	Downtown Plan	This document presents a community vision for downtown Moab, including recommendations for transportation, architecture, land use, and community character.	Not adopted
2018	Sanitary Sewer Master Plan	This plan identifies existing and future capacity deficiencies in the sewer collection system and provides a capital facilities plan to address those deficiencies moving forward. It includes updated population projections and growth estimates.	Adopted by the Moab City Council
2019	Accelerated Goal of 100% Renewable Electricity by 2030	This resolution moved the goal for renewable energy to 2030 for participation in the Community Renewable Energy Act.	Adopted by the Moab City Council
2019	Parking Management Study	This study considers parking issues within the City, builds off previous studies like the Downtown Plan, and provides detailed recommendations for enhancements.	Adopted by the Moab City Council
2019	Wattsmart Community Energy Plan	This plan was developed with Rocky Mountain Power to identify tangible steps to achieve the City's efficiency and renewable energy goals.	Study
2020	Water Distribution and Storage Master Plan	This plan provides guidance to the City of Moab for decisions over the next 5 to 40 years regarding the drinking water system, including source production, storage, and distribution, to meet existing and anticipated future demands.	Adopted by the Moab City Council

2020	Roadway Evaluation and Facilities Plan	This report provides an updated pavement condition evaluation for all streets within the jurisdiction of the City and estimated costs for use in future planning and prioritizing improvements.	Study
2020	FEMA Flood Insurance Study: Grand County, Utah and Incorporated Areas	This Flood Insurance Study provides flood risk data needed for the National Flood Insurance Act of 1968 and the Flood Disaster Protection Act of 1973 to establish flood insurance rates.	Study
2021	Moab and Spanish Valley 2050 Regional Transportation Plan	This is a regional transportation plan involving multiple entities, including the City of Moab, that identifies projects and strategies, including parts of San Juan County and US-191.	Adopted by the Moab City Council
2021	Water Conservation Plan Update	This plan updates data for water supply and demand, trends, future growth, and consumption projections, and proposes policies and actions to achieve regional conservation goals. It was prepared to comply with state statute.	Adopted by the Moab City Council
2022	Grand County & City of Moab Unified Transportation Master Plan	This joint plan identifies actionable steps, strategies, and specific transportation projects and connections, excluding US-191.	Adopted by the Moab City Council
2022	Moab - Tomorrow Together Vision & Strategic Action Plan	This plan extensively engaged residents to create a shared vision with six strategic pillars, looking out to 2030.	Adopted by the Moab City Council
2023	Grand County Multi-Jurisdictional All Hazard Mitigation Plan	This plan was updated to assess capabilities affecting hazard mitigation actions. FEMA requires this plan.	Adopted by the Moab City Council
2023	Moab Area Affordable Housing Plan	This plan is an update to the 2009 and 2017 housing plans. It summarizes housing data in the Moab area and provides recommendations for increasing the supply of adequate and accessible housing for residents through 2030.	Adopted by the Moab City Council
2023	Parks and Recreation Master Plan	This plan serves as a ten-year guide and strategic plan for enhancing the City's park system and incorporates extensive community engagement.	Adopted by the Moab City Council
2023	Water Utility Resource Management Plan	This plan provides an inventory of existing water sources, evaluates water rights, projects future water demand, and evaluates water infrastructure alternatives.	In development
2023	Sustainability Action Plan	This plan identifies a broad range of goals and sustainability goals with detailed work plans for near-term strategies.	Adopted by the Moab City Council
2024	Road Safety Assessment (RSA) for Main Street	This pedestrian-focused assessment of Main Street (SR 191) from Emma Blvd to 4th East identifies existing or potential road safety issues for all users, with emphasis on pedestrians.	Study, not adopted

Prioritization Process

The City aims to provide essential municipal services while improving residents' quality of life. Top priorities each year are determined by several factors:

- **Alignment with Vision and Goals:** Documents such as the 2017 *General Plan* and *Moab – Tomorrow Together Vision & Strategic Action Plan*, identify the broad priorities of the City and inform the priorities in the Strategic Plan.
- **Current Conditions:** The scope and condition of existing services inform decisions about maintenance and upgrades. These conditions may be predictable with normal use, or they may change overnight with unexpected events. For example, the *Parks and Recreation Master Plan*, *Storm Water Master Plan*, and *Grand County & City of Moab Unified Transportation Master Plan* all include assessments of infrastructure which guide the priorities for the Capital Improvement Plan and the Strategic Plan. However, recent flash flooding has altered the conditions, which would be reflected in the Strategic Plan.
- **Staff and Funding Capacity:** The capacity of City staff, as well as the availability of funding, informs which projects are in the Strategic Plan for a given year. The City works with partners and available financial resources to maximize the impact of its annual Strategic Plan. Funding sources include sales and property taxes, fees, external grants, and loans. Project sequencing reflects both available resources and the City's ability to manage and deliver projects.
- **Community and City Council Priorities:** The City of Moab receives input from residents and stakeholders through surveys, public meetings, written comments, and open houses. This feedback informs planning and helps prioritize projects—such as shaping mitigation strategies, refining transportation project lists, guiding downtown planning, and identifying needs for parks. The public feedback that City Council members receive and review contributes to the City's priorities.

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Top Priorities*

Fiscal Year 2025-2026

1. Implement suggested improvements to the downtown Main Street corridor, consistent with the recent *Road Safety Audit* and the *2017 Downtown Main Street Master Plan*.

Pillar: Foster a Distinct and Resilient Economy

2. Execute plans to leverage the Walnut Lane property asset to promote affordable housing opportunities and support community growth and equitable housing choices for all.

Pillar: Promote Accessible and Affordable Housing Options for All

3. Advance plans and construction projects that implement and support safe and desirable active transportation options for community members and visitors to the City of Moab.

Pillar: Protect, Preserve and Enhance Moab's Resources and Public Assets

4. Plan, fund, and implement master plans and small area plans to enhance Moab's infrastructure, supporting sustainable growth while prioritizing community aesthetics through thoughtful design, regular maintenance, and the integration of elements that reflect the city's unique character and values.

Pillar: Protect, Preserve and Enhance Moab's Resources and Public Assets

5. Continue to prioritize policies and infrastructure projects to mitigate against known natural hazards within the City of Moab.

Pillar: Enhance Community Preparedness and Resilience

* Numbers are provided for reference to subsequent sections without implied ranking.

Pillars: Foster a Distinct and Resilient Economy

Protect, Preserve and Enhance Moab's Resources and Public Assets

1. DOWNTOWN

Implement suggested improvements to the Downtown Main Street corridor, consistent with the recent Road Safety Audit and the 2017 Downtown Main Street Master Plan.

Action

- Continuing work on plans that are already in progress:
 - Implement changes proposed by Road Safety Audit
 - Continue work with Utah Department of Transportation (UDOT), beginning with trial bulb-outs
 - Sidewalk Improvements
 - Crosswalks
 - Review Signals and timing
 - Continuously meet with property and business owners

Background

Downtown Moab is a diverse and vibrant hub that serves both residents and the millions of visitors who pass through each year. Nearly every visitor experiences our downtown on foot, making pedestrian safety and infrastructure a top priority. The 2017 *Downtown Master Plan* (which was not formally adopted)

and the recently completed 2024 *Road Safety Assessment* both identified several critical issues related to safety, mobility, and the overall experience in the downtown corridor.

This goal aims to address those issues and implement improvements that will make downtown Moab more attractive, safe, and enjoyable for people walking, biking, driving, or parking. Planned enhancements include infrastructure upgrades such as curb bulb-outs, raised medians, widened sidewalks, improved crosswalks, pedestrian-scale lighting, and dedicated pedestrian spaces. Additional features—such as benches, bike racks, trash receptacles, landscaping, and street art—will contribute to a more comfortable, shaded, and visually appealing environment.

The City of Moab is working in close partnership with UDOT to implement these improvements. More detail can be found in the referenced draft

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Relevant Laws, Studies & Plans

2017 Draft Downtown Master Plan, City of Moab, General Plan, 2024 Road Safety Assessment

Responsible Departments

Administration, Community Development, Public Works, Public Safety, UDOT (partner entity)

Anticipated Timeline

Fall 2024 – Spring 2026

Pillar: Promote Accessible and Affordable Housing Options for All

2. WALNUT LANE

Execute plans to leverage the Walnut Lane property asset to promote affordable housing opportunities and support community growth and equitable housing choices for all.

Action

- Pay off the Walnut Lane loan to reduce interest costs over the life of the loan.
- Ensure a transparent, inclusive public engagement process to guide project direction and design.
- Develop a strategic plan for using Walnut Lane to promote, create, and sustain affordable housing in Moab.
- Establish clear development benchmarks and accountability measures for each project phase.
- Pursue funding opportunities and strategic partnerships to reduce cost burdens and enhance project feasibility.

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Background

The Walnut Lane property was acquired by the City as an opportunity to preserve land for affordable and workforce housing through continued public ownership. As a city-controlled asset, the site provides a unique opportunity to shape development that reflects Moab's community values, respond to housing shortages, and set a model for inclusive neighborhood design. By leveraging this land for the creation and continuation of affordable housing, the City Council is using public resources to directly address the community's workforce housing needs.

Several pathways exist to maximize the value of Walnut Lane, including partnerships with nonprofit housing organizations, transferring ownership of the property with deed restrictions in place, or other creative approaches. The City is committed to advancing this project with transparency, financial responsibility, and a focus on long-term affordability.

Relevant Laws, Studies & Plans

General Plan, Affordable Housing Plan

Responsible Departments

Administration, Community Development, Public Works

Anticipated Timeline

Summer 2025-Spring 2026

Pillar: Protect, Preserve and Enhance Moab's Resources and Public Assets

3. ACTIVE TRANSPORTATION

Advance plans and construction projects that implement and support safe and desirable active transportation options for community members and visitors to the City of Moab.

Action

- Improve sidewalk and curb access ramps throughout the downtown pedestrian shed.
- Create and implement plans to regularly stripe crosswalks and bike lanes within the downtown pedestrian shed and Safe Routes to Schools.
- Explore options to connect, extend, and restore trails and creek crossings throughout existing City greenways.
- Identify options to continue MAT beyond the end of grant funding.
- Improve wayfinding for active transportation.

Background

This goal complements the City's efforts to improve the downtown district but takes a broader, citywide and regional approach to active transportation. While the downtown district remains a key destination, the active transportation network should include paths that lead to and from the district, as well as

to other important nodes throughout the city. These nodes may include employment centers, parks, residential neighborhoods, and recreational areas—creating a network that supports transportation choices for both residents and visitors.

The City of Moab is coordinating with Grand County to identify and develop active transportation routes that extend beyond city limits, supporting a more regional system. This broader perspective is essential to ensure that walking, biking, other forms of non-motorized travel, and transit connections are safe and accessible both within Moab and throughout the area.

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Planning efforts already underway include considerations for wayfinding, route connectivity, and accessibility. This goal supports continued progress on both planning and construction projects that enhance the safety, usability, and appeal of active transportation across the community and region.

Relevant Laws, Studies & Plans

General Plan, Grand County and City of Moab Unified Transportation Master Plan, ADA Self-Evaluation & Transition Plan, Moab & Spanish Valley Regional Transportation Plan, Sustainability Action Plan, Parks and Recreation Master Plan

Responsible Departments

Administration; Community Development; Parks, Recreation & Trails; Public Works

Anticipated Timeline

Sidewalk and crosswalk improvements will be visible this fiscal year with some sidewalk improvements and trail connections continuing over multiple years.

Pillar: Protect, Preserve and Enhance Moab's Resources and Public Assets

4. IMPLEMENT PLANS

Plan, fund, and implement master plans and small area plans to enhance Moab's infrastructure, supporting sustainable growth while prioritizing community aesthetics through thoughtful design, regular maintenance, and the integration of elements that reflect the city's unique character and values.

Action

- In the near term, staff will prepare an inventory of all adopted master plans, along with a proposed schedule for their review, revision, or replacement.
- Major efforts currently underway include the launch of the Stormwater Management Plan and the implementation of several infrastructure projects that are based on previously adopted plans.

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Background

As Moab continues to grow, the City is committed to enhancing its infrastructure in a way that supports sustainable development, protects public safety, and reflects the unique character and values of the community. This goal focuses on planning, funding, and implementing both citywide master plans and targeted small area plans to guide infrastructure improvements that are practical, attractive, and resilient.

Moab has already developed a number of thoughtful and detailed plans—ranging from transportation and stormwater management to housing and downtown development. This goal emphasizes the importance of using those adopted plans to guide future decisions, updat-

ing them when necessary, and avoiding duplicative or disconnected efforts. Planning should be a living process that adapts to current needs while building on past work.

Several current projects reflect this approach. The Stormwater Master Plan is shaping how we manage runoff and reduce flood risk. Infrastructure projects like the 300 South bridge replacement and other flood mitigation efforts further advance these goals. The 100 East reconstruction project is a prime example of integrated planning—it includes full redesign and reconstruction of the street to improve water and stormwater systems, as well as upgrades for active and motorized transportation.

Other recently completed projects, such as the Kane Creek complete street project and the downtown dispersed parking initiative, reflect a commitment to safer, more accessible, and better-designed public infrastructure.

By grounding our efforts in adopted plans, and updating those plans when they become outdated or disused, we can ensure that Moab's infrastructure investments support long-term growth, community well-being, and the preservation of our distinctive sense of place.

Relevant Laws, Studies & Plans

All plans

Responsible Departments

Administration, Community Development, Public Works, Public Utilities

Anticipated Timeline

This goal is best considered as ongoing, with work expected to continue over multiple years. Infrastructure projects will make progress and the inventory will be completed during FY 2025–2026.

Pillar: Enhance Community Preparedness and Resilience

5. NATURAL HAZARD MITIGATION

Continue to prioritize policies and infrastructure projects to mitigate against known natural hazards within the City.

Action

Continuing work on plans that are already in progress:

- Design the bridge at 300 South for improved water flow.
- Evaluate and plan for improved stormwater management from 100 West to 600 West on Mill Creek.
- Advance recommendations from the 2024 Mill Creek Watershed Restoration Plan.
- Begin projects in waiting:
 - Storm Water Master Plan

Background

Over the past four years, Moab has experienced several significant flooding events that have impacted private properties and public infrastructure. These events have reinforced the City's commitment to hazard mitigation and placed greater urgency on planning and implementing solutions that reduce risk.

In response, the City Council has budgeted funds to support key planning efforts and initial infrastructure improvements. Projects currently

underway include the design of a new bridge at 300 South to improve water flow and reduce overtopping and flooding of surface streets, as well as planning for stormwater system improvements from 100 West to 600 West—a corridor that has been especially vulnerable during recent storms. The City is also advancing recommendations from the 2024 Mill Creek Watershed Restoration Plan, which takes a holistic approach to improve watershed health.

In addition, the City is preparing to launch a comprehensive Stormwater Master Plan, which will serve as a citywide roadmap for addressing flood risks and building long-term resilience. While some local funds have been allocated, the scale of mitigation needed is significant and will require substantial investment. To help meet this challenge, staff is actively pursuing funding opportunities from a variety of sources, including state and federal grant programs.

This goal reflects a coordinated and sustained approach to hazard mitigation—anchored by planning, backed by Council support, and

Relevant Laws, Studies & Plans

General Plan, Grand County Multi-Jurisdictional All Hazard Mitigation Plan, Mill Creek Watershed Restoration Plan, Parks and Recreation Master Plan, Stormwater Master Plan, Sustainability Action Plan

Responsible Departments

Administration; Community Development; Parks, Recreation & Trails; Public Safety; Public Works; Utility Services

Anticipated Timeline

Staff and elected officials are working with state and national leaders to find funding for large infrastructure projects. This work will be on-going, and a majority of planning work will be done by the end of the FY 2025/2026, with infrastructure improvements stretching out 2-10 years depending on funding.

Other Goals & Statuses

The City staff conducted a comprehensive review and update of the goals in the 2024-2025 Strategic Plan. A key outcome of this effort is the categorization of the goals for future planning. In Table 2, each goal has been assigned one of four statuses to reflect its level of completion or relationship to the 2024-2025 Strategic Plan:

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- **Finished** indicates goals that staff have identified as complete.
- **Modified** indicates goals that staff have changed to reflect the intent of the original goal or planned action.
- **On-going** indicates goals that staff identified as having moved from a design or launch phase into a maintenance or continuation phase.
- **Removed** indicates goals staff recommend for removal because they are redundant, no longer feasible, or no longer a priority.

In addition to updating goal statuses, some goals were consolidated with more specific

objectives under the same goal. Staff have also begun documenting the origins and sources of the strategic goals, an effort still underway. This section includes modified goals that will continue into the next fiscal year. A full list of 2024-2025 goals and goal origins, including those that are finished, on-going, and removed are in Appendix A. A full update on the statuses of the 2024-2025 goals is in Appendix B.

Pillar Color Legend

- █ Achieve Practical, Accountable, and Responsive Governance
- █ Foster a Distinct and Resilient Economy
- █ Foster Community Health, Well-being, and Safety
- █ Protect, Preserve, and Enhance Moab's Resources and Public Assets
- █ Promote Accessible and Affordable Housing Options for All

Table 2

Goal	Objective/s
Create and implement a plan for maintaining City assets, including city-owned and maintained infrastructure and properties	<ol style="list-style-type: none"> 1) Create a plan to manage strategic assets 2) Create a plan to manage city landscapes
Review and revise the Moab Municipal Code Title 17 for legal clarity and alignment with the City's objectives	
Evaluate downtown parking requirements for adequate availability and economic vitality	
Evaluate existing commercial zones and flex zones to support business opportunities	
Pursue City Council goal to reduce greenhouse gas emissions by 80% by 2040 (Resolution 13-2017)	<ol style="list-style-type: none"> 1) Reduce transportation emissions through active transportation
Develop and implement a system of signs to mark trails and non-motorized routes	
Improve dispatch services through agreements with partners	
Update communications plan to include new tools and opportunities.	
Update the general plan	
Become compliant with MOLO by implementing the Dark Sky Community program	<ol style="list-style-type: none"> 1) Update city-managed fixtures 2) Phase in MOLO
Establish a process for continuous monitoring of city utilities for efficiency	<ol style="list-style-type: none"> 1) Monitor water consumption 2) Monitor natural gas consumption 3) Monitor electricity consumption
Manage the urban environment for nature-based solutions to manage heat and stormwater	<ol style="list-style-type: none"> 1) Create a plan to manage Moab's urban forest
Plan for the Mill Creek corridor through the City of Moab for stormwater management, transportation, and recreation, including necessary investments	
Pursue City Council goal to reduce greenhouse gas emissions by 80% by 2040 (Resolution 13-2017)	<ol style="list-style-type: none"> 2) Improve access of residents to energy-efficiency measures 3) Reduce transportation emissions through electric transportation <ol style="list-style-type: none"> a. Develop a plan for the electrification of the City fleet b. Increase access to EV chargers for residents and visitors
Reduce barriers to urban agriculture	<ol style="list-style-type: none"> 1) Review city code for barriers that may deter community agriculture. 2) Implement a community garden
Amend the land use code and development ordinances to more effectively meet their purposes	

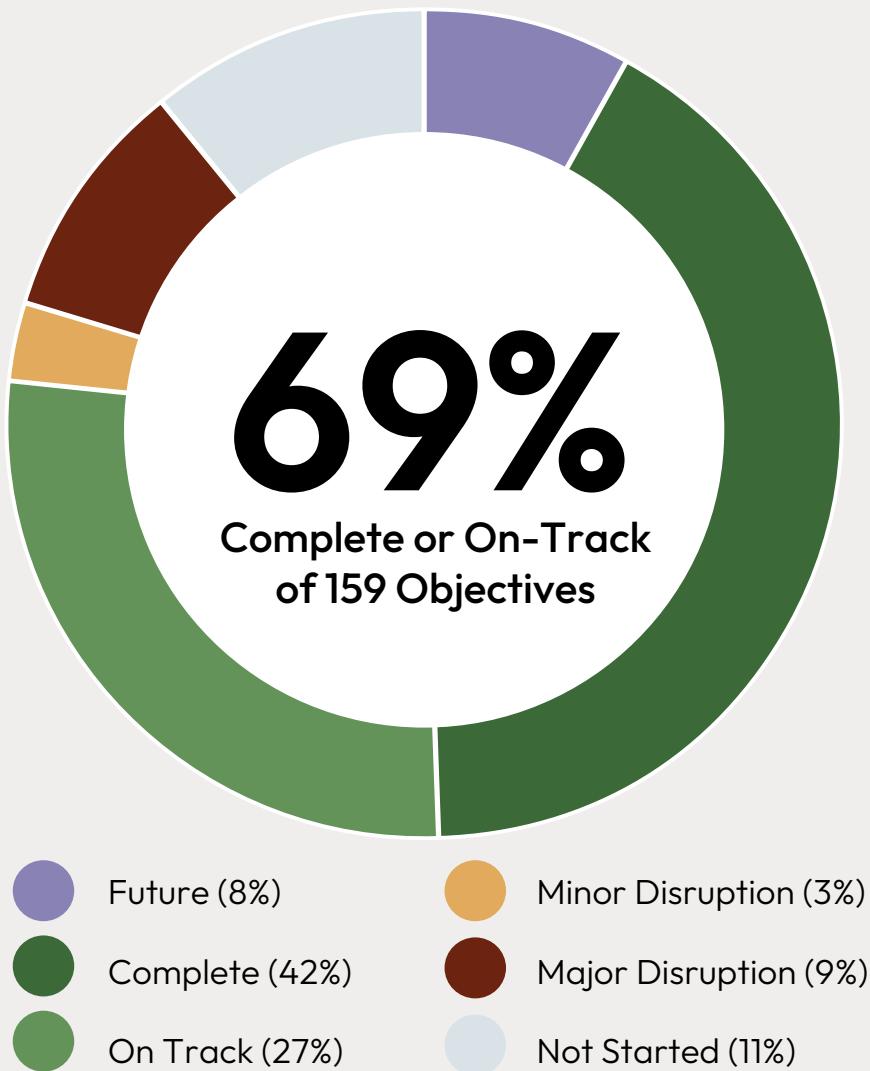
Appendix A

Revised Pillar Action	Original goal	Revised goal	Objective	Status	Origin (incomplete)	Note
Achieve Practical, Accountable, and Responsive Governance	1.) Plan for Property Tax Implementation	Plan for Property Tax Implementation		Finished	Council or Staff priority	Projects have been and will continue to be identified and prioritized for funding through property tax revenue
Protect, Preserve, and Enhance Moab's Resources and Public Assets	3.) Energy Audit of City Facilities	Pursue City Council goal to reduce greenhouse gas emissions by 80% by 2040 (Resolution 13-2017)	Audit City facilities for energy efficiency	Finished	Council adopted goal, Sustainability Plan	Combined
Achieve Practical, Accountable, and Responsive Governance	5.) Strategic Asset Management—Long Term Infrastructure Related to Property Tax Consideration	Create and implement a plan for maintaining City assets, including city-owned and maintained infrastructure and properties	Create a plan to manage strategic assets	Modified	Undefined, General Plan, City Roadway Evaluation	
Achieve Practical, Accountable, and Responsive Governance	10.) Develop Landscape Maintenance Strategy	Create and implement a plan for maintaining City assets, including city-owned and maintained infrastructure and properties	Create a plan to manage city landscapes	Modified	Undefined, Parks Plan, Water Conservation Plan	
Achieve Practical, Accountable, and Responsive Governance	4.) Municipal Code Review and Revision of Planning Code	Review and revise the Moab Municipal Code Title 17 for legal clarity and alignment with the City's objectives		Modified	Undefined, General Plan	
Foster a Distinct and Resilient Economy	1.) Downtown Master Plan	Create a current plan for downtown, using existing plans and studies		Modified	General Plan	
Foster a Distinct and Resilient Economy	5.) Evaluate Parking Requirements Downtown	Evaluate downtown parking requirements for adequate availability and economic vitality		Modified	Downtown Plan, Parking Mgmt Study	
Foster a Distinct and Resilient Economy	4.) Examine Commercial Zoning Districts for Economic Resiliency/Small Area Plans/etc.	Evaluate existing commercial zones and flex zones to support business opportunities		Modified	Downtown Plan	Make it more specific
Foster a Distinct and Resilient Economy	2.) Begin Developing Complete Streets Policy	Pursue City Council Resolution 13-2017 for reducing greenhouse gas emissions	Reduce transportation emissions through active transportation	Modified	General Plan, UTMP, Sustainability Plan	Combined. This could also be a health goal or an accessibility goal
Foster Community Health, Well-being, and Safety	2.) Invest in Trails and Active Transportation Connectivity (GC Partnership)	Develop and implement a system of signs to mark trails and non-motorized routes		Modified	Parks Plan, UTMP, Sustainability Plan	This goal is was modified to highlight a specific project as a prioritized goal.
Foster Community Health, Well-being, and Safety	1.) Dispatch Service Improvements	Improve dispatch services through agreements with partners		Modified	Undefined, General Plan, Council or Staff priority	Should this reflect agreement negotiation more?
Foster Community Health, Well-being, and Safety	2.) Invest in Trails and Active Transportation Connectivity (GC Partnership)	Prioritize trail projects that address gaps between existing paths, create longer, more usable connections, and improve safety.		Modified	Parks Plan	This goal is was modified to highlight a specific project as a prioritized goal.
Foster Community Health, Well-being, and Safety	8.) Community Engagement Plan	Update communications plan to include new tools and opportunities.		Modified	Undefined, Council or Staff priority	
Promote Accessible and Affordable Housing Options for All	2 & 3 & 4.) Amendments to Subdivisions, PAD, PUD Ordinances	Amend the land use code and development ordinances to more effectively meet their purposes		Modified	Undefined, General Plan, Affordable Housing Plan	
Promote Accessible and Affordable Housing Options for All	1.) Walnut Lane	Identify options for the Walnut Lane property to provide local, attainable housing		Modified	Affordable Housing Plan, Council or Staff priority	Should this be more broadly relevant to affordable housing, maybe make general to all city property?
Promote Accessible and Affordable Housing Options for All	6.) General Plan Update	Update the general plan		Modified	Undefined, Council or Staff priority	Ensure there is only one general plan update goal
Protect, Preserve, and Enhance Moab's Resources and Public Assets	6.) Dark Skies—Ordinance, Street lights, IDA Application	Become compliant with MOLO by implementing the Dark Sky Community program	1) Update city-managed fixtures 2) Phase in MOLO	Modified	General Plan, Sustainability Plan	Combined
Protect, Preserve, and Enhance Moab's Resources and Public Assets	2.) Evaluate Water Consumption—City Facilities and Properties	Establish a process for continuous monitoring of city utilities for efficiency	1) Monitor water consumption 2) Monitor natural gas consumption 3) Monitor electricity consumption	Modified	Water Conservation Plan	
Protect, Preserve, and Enhance Moab's Resources and Public Assets	4.) Implement forestry grant	Manage the urban environment for nature-based solutions to manage heat and stormwater	Create a plan to manage Moab's urban forest	Modified	Sustainability Plan, Parks Plan	Could be rolled into: Create and implement a plan for maintaining City assets, including city-owned and maintained infrastructure and properties.
Protect, Preserve, and Enhance Moab's Resources and Public Assets	1.) Mill Creek corridor planning and investment	Plan for the Mill Creek corridor through the City of Moab for stormwater management, transportation, and recreation, including		Modified	Parks Plan, Water Conservation Plan, General Plan	
Protect, Preserve, and Enhance Moab's Resources and Public Assets	5.) Implement grant for energy efficiency	Pursue City Council goal to reduce greenhouse gas emissions by 80% by 2040 (Resolution 13-2017)	Improve access of residents to energy-efficiency measures	Modified	Council adopted goal, WattsSmart, Sustainability Plan	Combined
Protect, Preserve, and Enhance Moab's Resources and Public Assets	7.) Increase EV Infrastructure	Pursue City Council goal to reduce greenhouse gas emissions by 80% by 2040 (Resolution 13-2017)	Reduce transportation emissions through electric transportation	Modified	Vision, Council adopted goal, Sustainability Plan	Combined
Protect, Preserve, and Enhance Moab's Resources and Public Assets	11.) Develop Plan for Electrification of City fleet	Pursue City Council goal to reduce greenhouse gas emissions by 80% by 2040 (Resolution 13-2017)	Reduce transportation emissions through electric transportation	Modified	General Plan, Sustainability Plan	
Protect, Preserve, and Enhance Moab's Resources and Public Assets	9.) Increase Local Food Production	Reduce barriers to urban agriculture	1) Review city code for barriers that may deter community agriculture. 2) Identify options for community gardens. (complete) 3) Promote local agriculture in City-supported programming	Modified	Sustainability Plan	
Achieve Practical, Accountable, and Responsive Governance	8.) Updates to Internal Documents—Salary Survey, Personnel Manual	Conduct salary surveys every five years, update the Personnel Manual annually to maintain compliance.		On-going	Undefined, Council or Staff priority	
Achieve Practical, Accountable, and Responsive Governance	3.) Emergency Planning – GC EOP, Internal Policy, Tabletop	Continue emergency planning through the Grand County Emergency Operations Plan implementation, internal policy evaluation, and tabletop exercises		On-going	Undefined, Hazard Mitigation Plan	
Achieve Practical, Accountable, and Responsive Governance	7.) Develop PRT Facilities and Equipment Maintenance Plan	Create and implement a plan for maintaining City assets, including city-owned and maintained equipment, infrastructure and properties	Create a plan to manage PRT facilities and equipment	On-going	Undefined, Parks Plan	
Achieve Practical, Accountable, and Responsive Governance	2.) Pursue Revenue Enhancement Opportunities	Identify and secure grant opportunities and interagency agreements to obtain supplementary funding		On-going	Undefined, Council or Staff priority	This was background work for the property tax to ensure the city had explored all options. Should it be included in a fiscal goal?

Revised Pillar Action	Original goal	Revised goal	Objective	Status	Origin (incomplete)	Note
Accountable, and Responsive Governance	Opportunities for Council and Staff	opportunities to enhance skills, knowledge, and professional development across the University's Moab campus		On-going	General Plan	
Foster a Distinct and Resilient Economy	8.) Enhance Relationship with USU	Maintain a relationship with Utah State University's Moab campus		On-going	Vision, UTMP, Council adopted goal	The goal was to test this out. We will evaluate continuation after the pilot.
Foster a Distinct and Resilient Economy	3.) Continue to Implement Transit Program	Pursue City Council goal to reduce greenhouse gas emissions by 80% by 2040 (Resolution 13-2017)	Reduce transportation emissions through shared transportation	On-going	Undefined, Council or Staff priority	
Foster Community Health, Well-being, and Safety	9.) Identify More Opportunities to Broaden use of Community Outreach Tools	Continue attending training/workshops to learn about tools/opportunities and incorporating them into the public engagement process.		On-going	General Plan	
Foster Community Health, Well-being, and Safety	7.) Conduct Council Public Forums	Continue to identify options for public forums and schedule as needed or requested.		On-going	General Plan	
Foster Community Health, Well-being, and Safety	4.) Increase Engagement for Backflow Compliance	Continue to implement and adapt Backflow education and compliance programs		On-going	State or fed mandate	
Foster Community Health, Well-being, and Safety	5.) Increase Engagement for Grease Trap Compliance	Continue to implement and adapt Grease Trap education and compliance programs		On-going	State or fed mandate	
Foster Community Health, Well-being, and Safety	6.) Lead Identification and Replacement Program	Continue to review federal requirements for EPA compliance related to lead		On-going	State or fed mandate	Initial portion done
Foster Community Health, Well-being, and Safety	11.) Invest in New Gym Equipment	Create and implement a plan for maintaining City assets, including city-owned and maintained equipment, infrastructure and properties	Create a plan to manage PRT facilities and equipment	On-going	Undefined, Parks Plan	
Foster Community Health, Well-being, and Safety	3.) Community Social Service Contributions	Evaluate and determine annual funding allocations during the budget process to support community social services		On-going	General Plan	
Promote Accessible and Affordable Housing Options for All	5.) Consideration of Alternative Housing Solutions (Tiny Homes, RV Parks)	Consider of alternative housing solutions, such as tiny homes, RV parks		On-going	Undefined, General Plan, Affordable Housing Plan	
Protect, Preserve, and Enhance Moab's Resources and Public Assets	8.) Community Renewable Energy Act - Education	Pursue City Council Resolution 38-2019 for renewable energy		On-going	General Plan, Sustainability Plan, Council adopted goal	This is required as a part of the program implementation.
	1.) Translate Critical Building Documents to Spanish for Greater Accessibility	As new documents are created, identify documents that are critical for translation needs.		On-going	Undefined, Council or Staff priority	
	2.) Develop Low Income Strategy for Dark Sky Compliance	Become compliant with MOLO by implementing the Dark Sky Community program	3.) Implement rebate program in collaboration with the Friends of Arches and	On-going	Sustainability Plan, General Plan	Combined
	4.) Consider Targeted Programming for Demographics not being Served by PRT	Continue to evaluate PRT programming to serve local demographics		On-going	Vision, Parks Plan	The goal was to investigate this. Afterward it's on-going.
	3.) Implement Program for High Users of Social Services	Implement program to assist residents in need with necessary utilities		On-going	Undefined, Affordable Housing Plan	The Residential Utility Assistance Pilot Program has been implemented. This has transitioned to on-going for monitoring and adjustment.
	6.) Formalize and Streamline Scholarship/Low Income Plans for PRT Programming	Maintain and refine Scholarship/Low-Income Plans for PRT programming via annual reviews to align with current needs.		On-going	Vision, Parks Plan	
Foster a Distinct and Resilient Economy	6.) Develop Sustainable Tourism Strategy	Collaborate with partners on sustainable tourism practices		On-going	Vision	
Achieve Practical, Accountable, and Responsive Governance	11.) DEI assessment			Removed	Vision	HB 261 (Equal Opportunity Initiatives), 2024 prohibits governmental employers from engaging in this issue.
Achieve Practical, Accountable, and Responsive Governance	6) Being updated to general plan			Removed	Undefined	This goal is redundant to a previous goal to update the general plan
Foster a Distinct and Resilient Economy	7) Consider Small Business Incubator			Removed	General Plan	This is outside the purview of current city efforts
Foster Community Health, Well-being, and Safety	10.) Noise Management			Removed	General Plan, Sustainability Plan	In which category does this belong? Is this a priority goal now? Is it on-going or complete?
Foster Community Health, Well-being, and Safety	12.) Re-brand the PRT Department			Removed	Undefined	This goal has been redirected within the new City logo and guidelines
Foster Community Health, Well-being, and Safety	8.) Addressing Fractional Ownership Concerns			Removed	Undefined, Council or Staff priority	SB 271, 2023 Utah Laws, chapter 533 prohibits cities from engaging in this issue
	5) Implement Low Income Plan for CREA effort			Removed	Council adopted goal, Sustainability Plan	This goal is redundant because it is encompassed within the implementation of the Renewable Energy Act and does not require separate designation to prevent

Appendix B

The City completed 66 of the 159 Objectives in the 2024-2025 Strategic Plan.



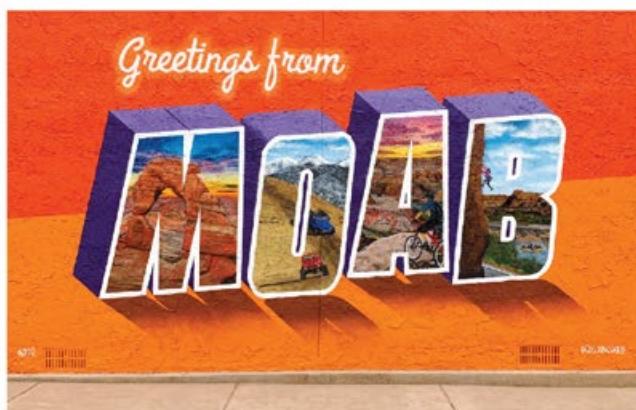
Pillars in the 2024-2025 Strategic Plan

- Tourism Trajectory & Economic Diversification
- Affordability & Equity
- Leadership & Decision Making
- Environmental Stewardship
- Workforce Housing
- Community Fabric and Well-being

Pillars

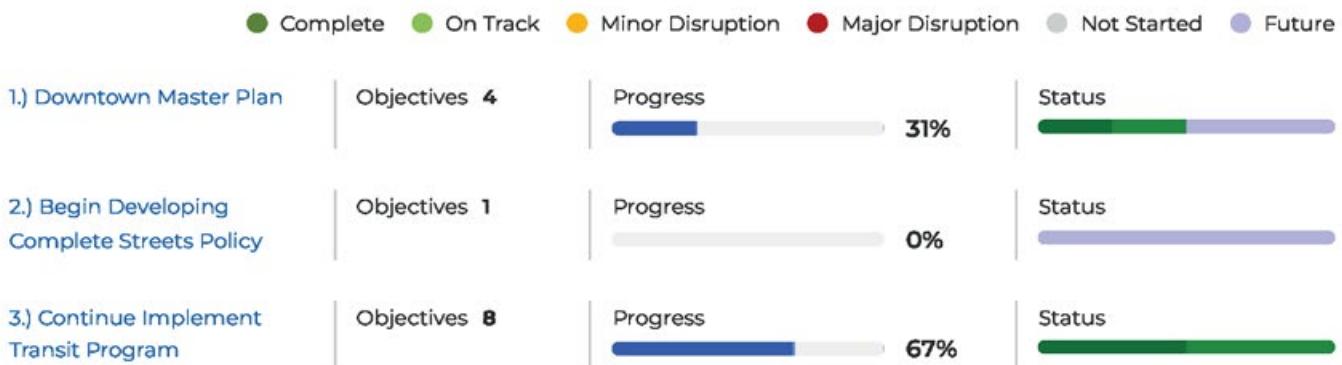
Tourism Trajectory & Economic Diversification

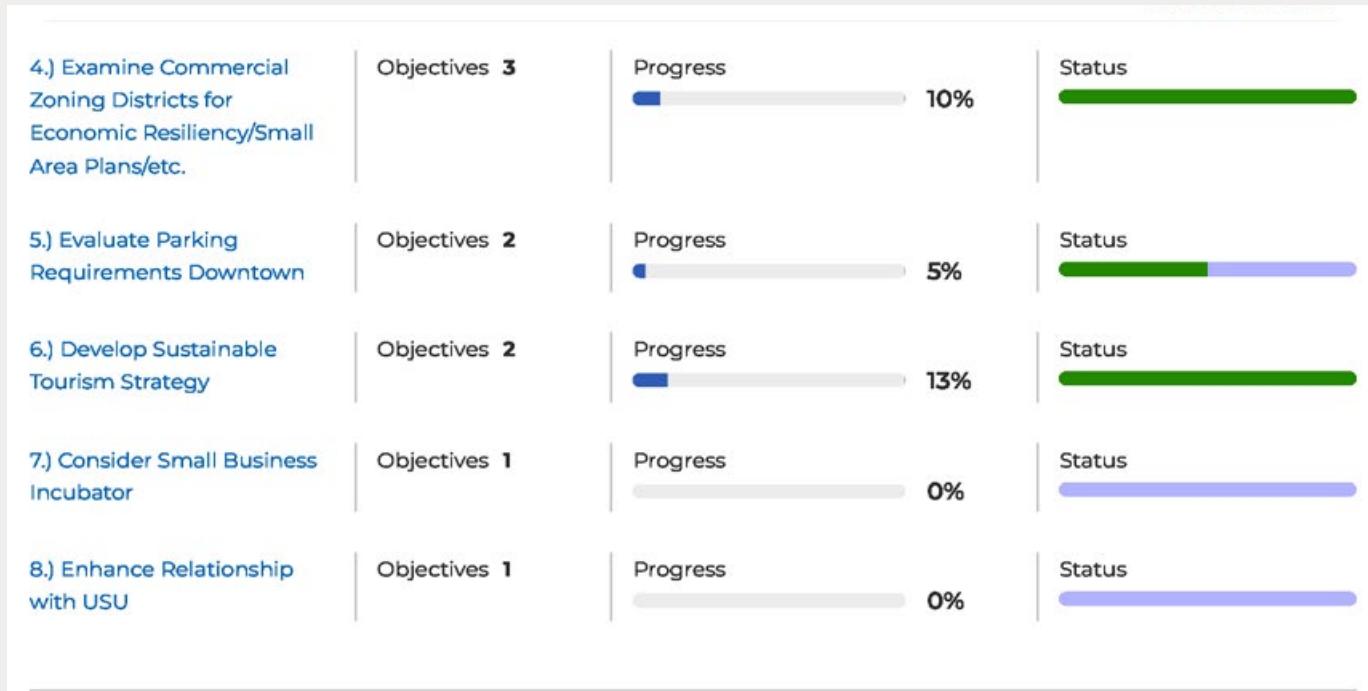
Moab has become a renowned tourism destination due to its exceptional outdoor recreational offerings and unique scenery. However, many residents have stated that the balance has reached a tipping point in relation to the City seeming to cater to visitors rather than residents. While appreciating the need for tourism as a key economic driver for Moab, the community has expressed a need for economic diversification away from a sole reliance on tourism. Over-tourism has reached Moab, and this is reflected in the huge numbers of visitors who are "loving Moab to death" and the accompanying noise pollution by the motorized recreation industry and the escalating number of hotels. The challenge is in finding the right balance between a vibrant tourism industry that delivers economic benefit while ensuring Moab remains a functioning and connected community. Focusing on a sustainable tourism approach will help find new solutions for Moab.

**Overall Progress**

- Complete
- On Track
- Minor Disruption
- Major Disruption
- Not Started
- Future

Category	Count	Percentage
5 Action Items	(23%)	
11 Action Items	(50%)	
0 Action Items	(0%)	
0 Action Items	(0%)	
0 Action Items	(0%)	
6 Action Items	(27%)	

Goals



Attachments

- Poll Data - Strategic Plan Workshop

Pillars

Affordability & Equity

Moab has a diverse population of residents and subcultures which co-exist together, due to their shared love of Moab. Community members have noted that it is not practically easy to live in Moab, and people who live in Moab must have a strong and often personal reason for living in Moab. Cultural, ethnic, and socio-economic diversity exists in Moab, as does inequality which is impacted by a lack of affordability in housing and the overall cost of living. Residents consistently call for a solution to the affordability issue and the ability for people to maintain an affordable, equitable, and dignified quality of life.



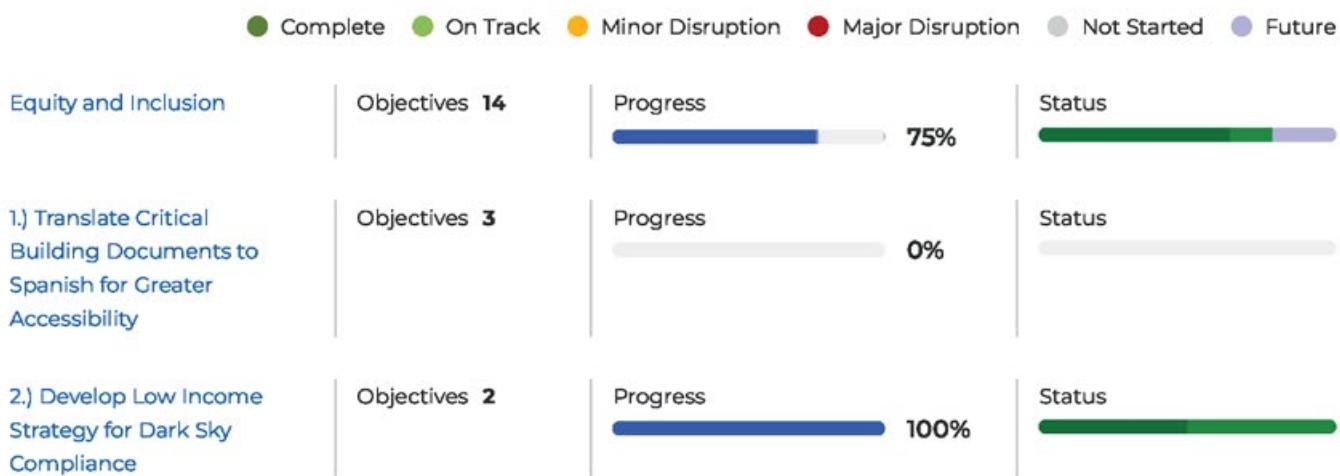
Overall Progress

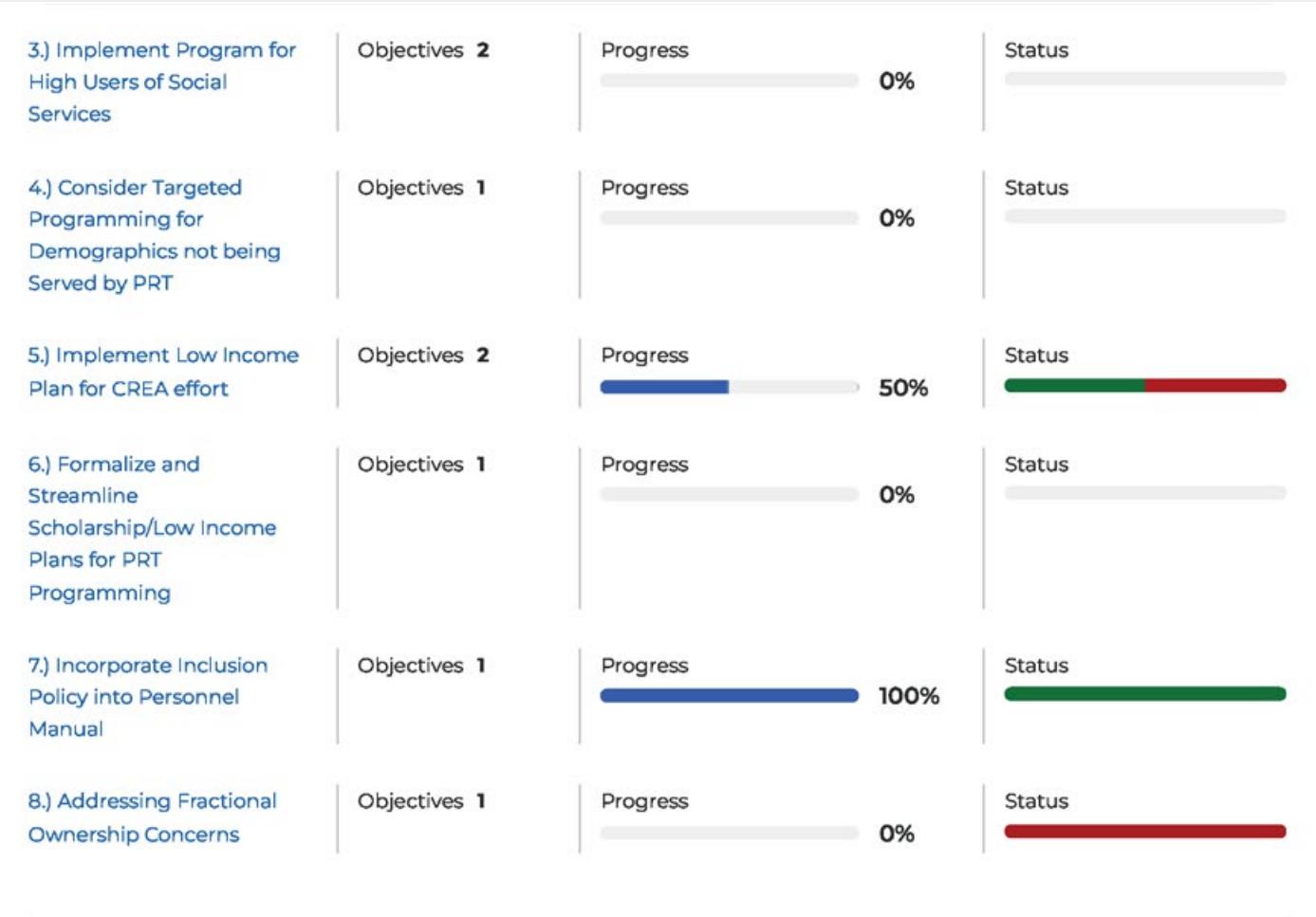


- Complete
- On Track
- Minor Disruption
- Major Disruption
- Not Started
- Future

Action Item Status	Count	Percentage
Complete	12	44%
On Track	3	11%
Minor Disruption	0	0%
Major Disruption	2	7%
Not Started	7	26%
Future	3	11%

23

Goals



Attachments

- Poll Data - Strategic Plan Workshop

Pillars

Leadership & Decision Making

Community members have reiterated how they feel that change is "happening to them" and that local control is out of their hands and possibly out of the hands of local government. Leadership and decision-making have been key issues in the visioning process in relation to the need for Moab to have more autonomy, rather than the predominant influence by the State Legislature. There has been a call for developing better relationships with the State and for Moab to have a bigger seat at the table with regards to decision-making. Residents have also called on local government to respond to the community in a more effective manner and to improve communications beyond social media.



Overall Progress



- Complete
- On Track
- Minor Disruption
- Major Disruption
- Not Started
- Future

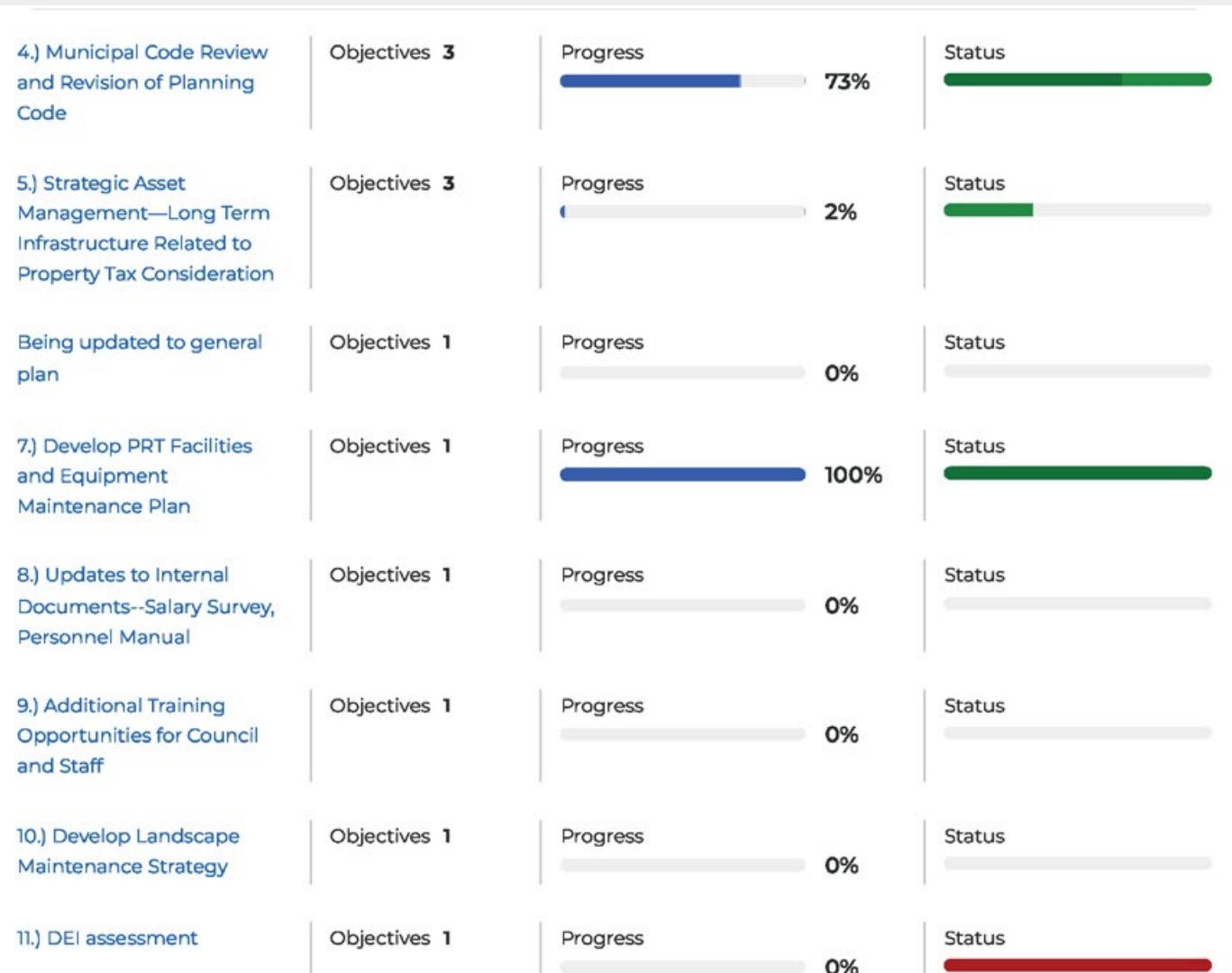
6 Action Items (32%)
5 Action Items (26%)
1 Action Items (5%)
1 Action Items (5%)
6 Action Items (32%)
0 Action Items (0%)

25

Goals

● Complete ● On Track ● Minor Disruption ● Major Disruption ● Not Started ● Future

1.) Plan for Property Tax Implementation	Objectives 2	Progress	90%	Status
2.) Pursue Revenue Enhancement Opportunities	Objectives 2	Progress	70%	Status
3.) Emergency Planning -- GC EOP, Internal Policy, Tabletop	Objectives 3	Progress	90%	Status



Attachments

- Poll Data - Strategic Plan Workshop

Pillars

Environmental Stewardship

There is a clear desire in the community to pursue environmental and sustainability practices. Adjustment to climate change, and the mitigating impacts of extreme weather events, such as extreme heat, fires, and floods, are seen as urgent issues to address. Due to its unique location, Moab is under increased pressure regarding the challenges of water scarcity and climate change. Moab should be at the forefront of environmental leadership because of these enhanced challenges, but it is not as progressive as other similar places in the United States.

**Overall Progress**

- Complete

- On Track

- Minor Disruption

- Major Disruption

- Not Started

- Future

19 Action Items (43%)

11 Action Items (25%)

3 Action Items (7%)

8 Action Items (18%)

1 Action Items (2%)

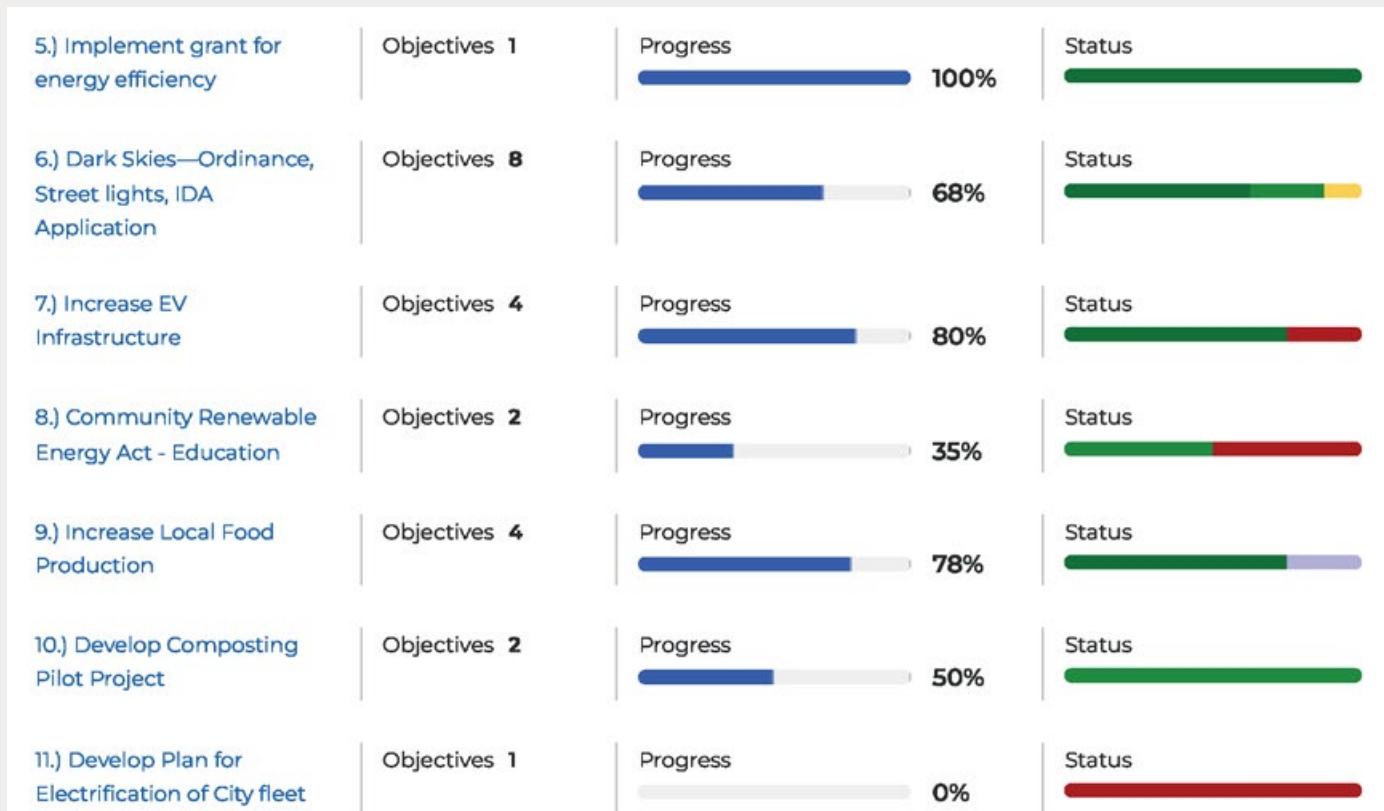
2 Action Items (5%)

27

Goals

- Complete
- On Track
- Minor Disruption
- Major Disruption
- Not Started
- Future

1.) Mill Creek corridor planning and investment	Objectives 6	Progress	48%	Status
2.) Evaluate Water Consumption—City Facilities and Properties	Objectives 5	Progress	20%	Status
3.) Energy Audit of City Facilities	Objectives 4	Progress	80%	Status
4.) Implement forestry grant	Objectives 7	Progress	32%	Status



Attachments

- Poll Data - Strategic Plan Workshop

Pillars

Workforce Housing

Housing is a consistent challenge in Moab in relation to both home ownership and renting, due to escalating property prices. Second home ownership is also seen as contributing to the issue of lack of housing for locals. Workers who service the community including teachers, public safety, and municipal workers are unable to live where they work. With the increasing numbers of hotels, there is an increasing need for workers, however there is not affordable housing available for these workers. They often resort to living in very cramped conditions and sometimes in their vehicles. To address the workforce issue, there is a need for affordability, a high-quality school system, reduction in competition in wages and housing to attract and retain workers.

**Overall Progress**

● Complete	0 Action Items (0%)
● On Track	3 Action Items (38%)
● Minor Disruption	0 Action Items (0%)
● Major Disruption	4 Action Items (50%)
● Not Started	1 Action Items (13%)
● Future	0 Action Items (0%)

29

Goals

● Complete ● On Track ● Minor Disruption ● Major Disruption ● Not Started ● Future

1.) Walnut Lane	Objectives 4	Progress	19%	Status
2 & 3 & 4.) Amendments to Subdivisions, PAD, PUD Ordinances	Objectives 2	Progress	30%	Status
5.) Consideration of Alternative Housing Solutions (Tiny Homes, RV Parks)	Objectives 1	Progress	30%	Status
6.) General Plan Update	Objectives 1	Progress	0%	Status

Pillars

Community Fabric and Well-being

Moab residents have consistently expressed their deep attachment to the community and the unique social fabric that has existed. There is a very strong sense of shared experience in this community, where people from many backgrounds are drawn together by a common appreciation of the community, its location and history. This ability for a broad and diverse cross-section to coexist is a key part of the community appeal. In short, people have consistently expressed a very deep affinity for the community. However, there is an emerging fear that the community fabric is changing, for the worse. There are greater divisions, tension, disconnects and inequalities. Residents seek a return to a community where people are more connected and care for one another.

**Overall Progress**

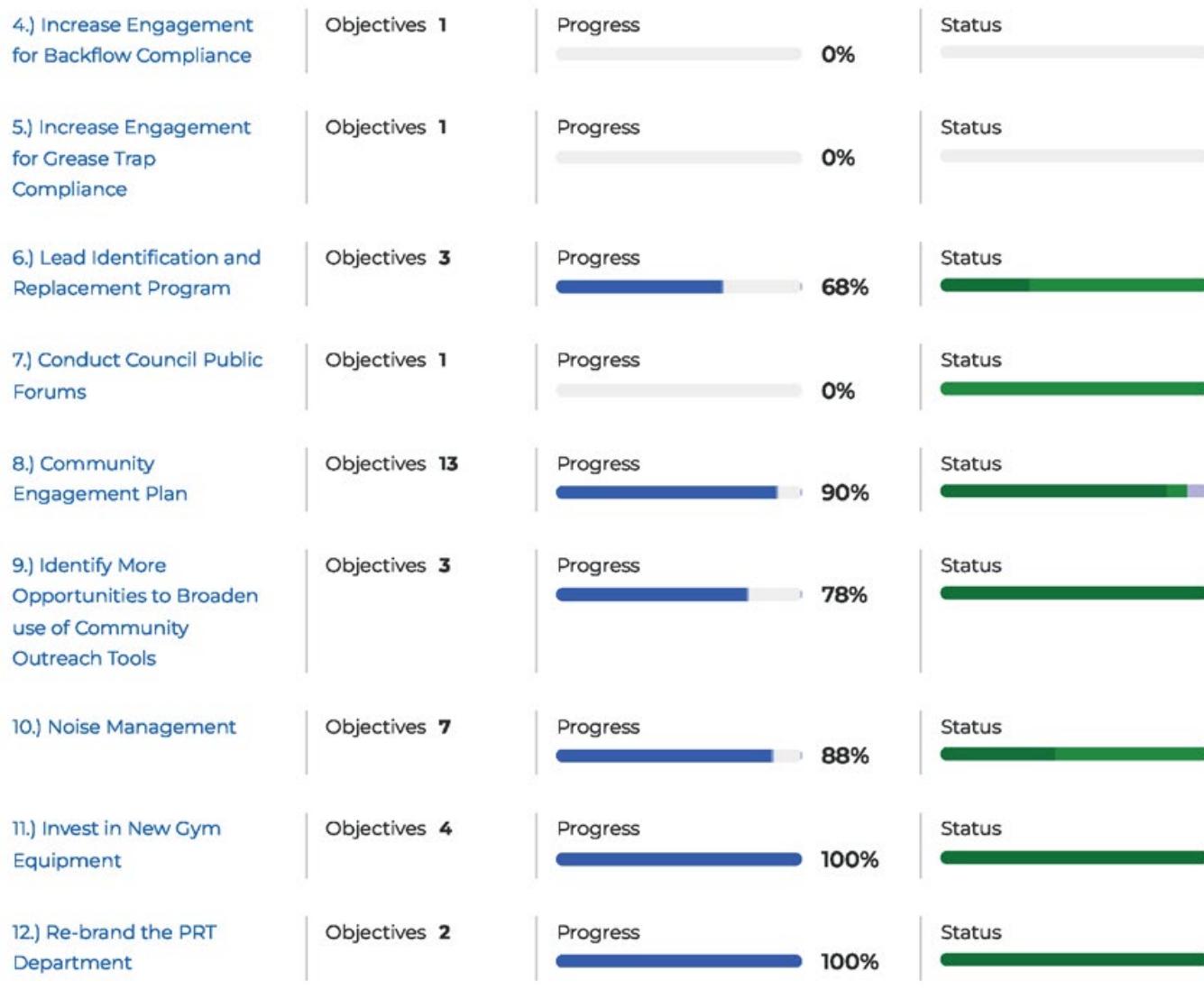
- Complete
- On Track
- Minor Disruption
- Major Disruption
- Not Started
- Future

- 24 Action Items (62%)**
- 10 Action Items (26%)**
- 1 Action Items (3%)**
- 0 Action Items (0%)**
- 2 Action Items (5%)**
- 2 Action Items (5%)**

Goals

● Complete ● On Track ● Minor Disruption ● Major Disruption ● Not Started ● Future

1.) Dispatch Service Improvements	Objectives 1	Progress	50%	Status
2.) Invest in Trails and Active Transportation Connectivity (GC Partnership)	Objectives 1	Progress	10%	Status
3.) Community Social Service Contributions	Objectives 2	Progress	10%	Status



Attachments

- Poll Data - Strategic Plan Workshop