MAG

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Mountainland Association of Governments
2024-2029

MAG

Expert Resources. Enriching Lives.

PUBLIC COMMENT

The Mountainland Economic Development District (MEDD) seeks public review and feedback on its Comprehensive Economic Development Strategy (CEDS) 2024-2029 draft. The CEDS is a guide to understanding and improving the economy of the region, which includes: Summit, Utah, and Wasatch counties.

This document will serve as a framework for creating a stronger, more resilient economy. It is strategy-driven, collaboratively developed, and locally implemented. The information provided within the document assists local decision-makers to set priorities for investment in key economic development efforts for our region to continue to thrive.

The public commenting period for the draft begins November 1, 2023 and will extend through December 1, 2023.

Comments can be shared using this form: https://www.surveylegend.com/s/59xk

Thank you in advance for sharing feedback on the MEDD CEDS. Your comments will be considered and incorporated into the final draft according to the direction of the CEDS Committee. Comments may be included in an appendix.

This document is enhanced for digital viewing. Contents are linked to navigate to corresponding pages. To return to the table of contents, click the icon in the bottom corner of any page. Other navigation options can be found throughout the document as well.

INTRODUCTION

ABOUT THE CEDS

This Comprehensive Economic Development Strategy is a document for the Mountainland Economic Development District (MEDD), updated every five years, that charts a course for our region's future. It allows hundreds of partners throughout the region to align around shared priorities. This alignment positions our region to leverage investment from local and federal governments. The strategy identifies regional needs, actions necessary to address those needs, and organizations with the ability to lead those actions.

HOW WILL THE CEDS BE USED?

Educate - The plan will be used to engage elected officials and business leaders to help amplify the vision and provide support through actions.

Invest - The strategy will be used to leverage greater investment in regional priorities by providing data and rationale that can be used to obtain grants to fund implementation and align federal and states' legislative agendas to collaboratively solicit funding.

Collaborate - The work will engage organizations and departments within jurisdictions to break down silos and leverage resources to the greatest extent possible to elevate one another's work.

ABOUT THE MEDD REGION

Utah's Montainland Region is a stunning and diverse geographic area located within the heart of the state. The region is characterized by its breathtaking landscapes, with majestic mountain ranges, fertile valleys, and pristine lakes that collectively create a picturesque tableau. The region is known for its natural beauty and recreational opportunities offering year-round activities and attractions that speak to those of all walks of life. Home to small towns and large urban centers alike, this region balances its rural charm with urban development, boasting a thriving economy and a strong educational presence at its core.

The region's rapid growth in population over the past years has seen these assets strengthen, accruing the nickname "The Silicon Slopes" for its leadership in technology and innovation. This growth has also challenged the region in many ways, including stretching infrastructure and transportation capacity, the housing market, and environmental resources. Rising to these challenges has and will continue to require a coordinated approach that reflects the diversity of life the region has to offer. The Mountainland Region of Utah seamlessly blends the natural splendor of the Rocky Mountains with the modern amenities of its urban centers, making it a truly unique and captivating part of the state, one that will only continue to grow and adapt.

STAKEHOLDER ENGAGEMENT

In developing this CEDS, the MEDD sought to engage with elected officials, government staff, economic developers, business organizations, educational institutions, healthcare facilities, and other community partners, as well as the public. More than 250 individuals and organizations were engaged in the process. MEDD hosted workshops in each county for key stakeholders, conducted a public survey, held a strategy session with the CEDS Committee and regional leadership, and rounded out engagement with an evaluation framework session.

On-site workshops focused on developing a regional vision and identifying the region's strengths, weaknesses, opportunities, and threats. The public survey focused on gathering insights and perspectives on the four focus areas of the CEDS and their impact on residents and workers. The strategy sessions set goals and built a framework for success.

GUIDING DOCUMENTS AND ALIGNMENT

The state of Utah, surrounding regions, and localities within the MEDD region have provided a strong base from which to build the next steps for economic resiliency. In March 2023, the State of Utah released the Coordinated Action Plan for Economic Vision 2030. This plan seeks to align the CEDS of all seven (7) of Utah's regions. A set of "common core" data elements are included throughout the document. The MEDD region also included recommendations from the plan in strengthening local unified connections, identifying opportunities for potential collaboration with other regions, and prioritizing actions that align with the Unified Economic Opportunity Commission's Utah Economic Vision 2030.

The symbol above is used to highlight Utah "common core" data elements.

In developing this CEDS, the MEDD region considers many relevant planning documents (linked throughout). These include but are not limited to:

◆ Utah Economic Vision 2030

◆ Coordinated Action Plan

◆ Envision Utah 2021

◆ 2018 MEDD CEDS Update

◆ COVID-19 Economic Recovery & Resiliency Plan

◆ WFEDD CEDS

◆ Wasatch Choice 2050

◆ TransPlan50 for Utah County

◆ Transportation Improvement Plan

◆ Corridor Preservation Program

◆ Station Area Planning Program

◆ Unified Transportation Plan

◆ Unified Planning Work Program

◆ State of Utah CEDS

◆ Regional Hazard Mitigation Plan

◆ Pre-Disaster Mitigation Plan

◆ Public Participation Program

◆ 2020 Summit County Regional Housing Needs Assessment

ECONOMIC RESILIENCY

This CEDS is developed to strengthen the economic resiliency of the MEDD region. The process and plan require the ability to anticipate risks, evaluate how those risks might impact key economic assets, and build capacity to respond to shocks and disruptions that may arise due to:

01 *Events or downturns in the national or global economies that impact consumer spending and demand for local goods and services;*

02 *Downturns in a region's major industries; and/or*

03 *Disasters (natural or man-made), climate change, loss of a major employer, or other external shock.*

The region conducted a COVID-19 Recovery and Resiliency Plan in 2021 and maintains a Pre-Disaster Mitigation Plan with regular updates.

The approach to each focus area of the Strategic Action Plan was developed and clearly outlined with resiliency, equity, and alignment in mind.

This intentionality in planning and implementation aims to increase durability and flexibility in the regional economy. Strengthened communication, collaboration, and information sharing are significant themes throughout the MEDD's goals and objectives as MAG positions itself as a convener and trusted information source for the region.

STRATEGIC ACTION PLAN

REGIONAL VISION

The Mountainland region is known for stunning landscapes, unrivaled recreation, educated workforce, and global leadership in information and technology, making it one of the best places in the nation that provides top-quality services, amenities, and infrastructure for businesses, residents, workers, and visitors.

TRANSPORTATION
NATURAL RESOURCES
LIVABILITY
REGIONAL COLLABORATION

TRANSPORTATION

THE PROBLEM: *The MEDD region is experiencing complex transportation and infrastructure challenges intensified by accelerated population growth and business activity.*

IMPACT

Business: Businesses are reliant on supply chains and distribution of products. The traffic congestion and lack of connectivity across key areas of the region increase business costs and extend delivery times. Customers and other business visitors experience these transportation challenges when traveling.

Workforce: The distance between housing and jobs is a challenge. Both traffic congestion and lack of access to nearby public transit options increase commute times. Some workers may not be able to drive, while others find it difficult to own, maintain, and provide fuel for vehicles. Workers opting for other forms of transportation (such as biking or walking) may often
find safety risks with the swell of vehicle traffic and lack of adequate sidewalks and bike lanes.

Environment: Regional growth has increased traffic significantly. With more vehicles traveling, air pollution is a growing concern.

APPROACH

Resiliency: To strengthen long-term economic resiliency, MEDD aims to assist counties and cities in the development of efficient and safe transportation as well as opportunities that do not require a commute outside of the community.

Equity: To improve access and alleviate demand on existing infrastructure, MEDD will utilize strategic partnerships to identify gaps in service, offer more transportation choices, and encourage closer proximity between housing and public multimodal transit. This intentionality aims to increase equity across localities, populations, and income levels.

Alignment: Regional stakeholders agreed to prioritize a collaborative approach to addressing these challenges. This goal considers and builds upon current transportation plans and progress. There is potential for further alignment within the region and with the Wasatch Front Economic Development District.

Explore Data	SWOT Analysis	Engagements	

#1 – Provide a safe, connected, and accessible regional transportation network to meet current and future needs.

1.1: Expand public transit infrastructure, access, and awareness.

◆ **1.1.1:** Create a concise, data-driven, and easy-to-understand campaign about how public transit positively impacts health, congestion, quality of life, air pollution, and resource management.

◆ **1.1.2:** Plan and prioritize development that increases proximity between public transportation and housing development.

◆ **1.1.3:** Increase regional investment in public transit to speed up the development of new infrastructure and close the gap in our current needs and anticipated demand.

◆ **1.1.4:** Explore investment and incentive options to increase public transit ridership and aid first/last mile transportation.

1.2: Align regional efforts to improve and execute transportation plans that minimize congestion, increase connectivity, and anticipate future trends.

◆ **1.2.1:** Develop an advocacy plan to garner support with the UTA, local, county, and state governments for updated transit policies, transportation plan adoption, and coordination.

◆ **1.2.2:** Evaluate current transportation plans and increase collaboration between the region, UDOT/UTA, and experts to address challenges and efficiently move forward on studies and projects.

◆ **1.2.3:** Increase regional investment and planning for high-quality, active transit facilities with consistent design standards across jurisdictions.

◆ **1.2.4:** Engage with workforce, especially commuters, to ensure their needs are being met.

The evaluation framework outlines timelines, metrics, and resources to aid the MEDD in achieving the goals described in this strategy

See Evaulation Framework

NATURAL RESOURCES

THE PROBLEM: *Accelerated population and tourism growth is straining the region's natural resources and water supply, increasing air and water pollution, and threatening the availability of open spaces.*

IMPACT

Business: Pollution has a significant impact on businesses, especially in the tourism and agriculture industries. Pollution affects natural and recreational attractions and can result in lower crop yields. The ever-increasing economic and population boom in the region threatens the availability of land as well, with developers and businesses searching for suitable property for operations. Diminished water quality and/or supply have negative effects on businesses, especially those businesses that are dependent upon water to produce goods. Pollution created by or present in businesses can worsen conditions and put businesses at risk of litigation.

Workforce: Employees and students breathing polluted air are more likely to get sick and experience reduced cognitive performance. This is especially impactful for children, which may further strain employee attendance and stress. The increase in healthcare spending affects both employees and businesses. The recreational assets, open spaces, and overall quality of life that serve to attract and retain workers are in danger of diminishing due to the region's rapid growth.

Environment: Population growth and increased development has led to habitat loss, decreased air and water quality, fragmentation, and the depletion of water resources. Polluted air, water, and land cause significant damage to plants and wildlife. Climate change and development near environmentally sensitive areas may increase the likelihood of natural disasters like flooding, landslides, avalanches, and wildfires, potentially devastating nearby communities.

APPROACH

Resiliency: The Mountainland Association of Governments maintains a hazard mitigation plan to reduce or prevent damage caused by natural disasters and to minimize conditions which would have an undesirable impact on the region's citizens, economy, and environment. This CEDS will build upon that plan with increased focus on the balance between development and the environment. Sustainable tourism is also a growing priority in the region to build resiliency.

Equity:
Marginalized groups are more likely to be affected by climate change, pollution, and degradation of natural resources. By protecting natural resources for all residents, MEDD protects the health, safety, and quality of life for at-risk groups.

Alignment: This goal seeks to align the region's hazard mitigation plan with area strategies and initiatives for green energy, environmental protection, and sustainable tourism. MEDD also seeks to work with Wasatch Front Economic Development District to build cooperative air and water quality improvement strategies.

Explore Data	SWOT Analysis	Engagements

#2 – Balance regional growth, tourism development, and the protection of natural resources.

2.1: Use current data, best practices, and planning to catalyze action among regional partners.

◆ **2.1.1:** Engage local universities and experts to complete a study on air and water pollution and the impacts of regional growth on the environment.

◆ **2.1.2:** Convene regional partners to review and plan action based on data, best practices, and the hazard mitigation plan.

2.2: Expand sustainable tourism initiatives.

◆ **2.2.1:** Convene regional tourism partners to catalyze sustainable tourism, tourism development, and tourism diversification while ensuring actions complement local culture and needs

◆ **2.2.2:** Work with appropriate agencies and entities on recreation management plans

◆ **2.2.3:** Strengthen support for tourism-related business resiliency and development.

2.3: Advocate for local governments to manage development with incentives, updated zoning and building codes, and code enforcement.

◆ **2.3.1:** Compile and distribute information to stakeholders regarding potential incentives for the use of green energy sources and alternatives to vehicle transportation.

◆ **2.3.2:** Provide stakeholders with best practices to prioritize open spaces through incentives and green space requirements.

◆ **2.3.3:** Promote the adoption and enforcement of codes that reduce pollution and limit development near environmentally sensitive or protected areas.

The evaluation framework outlines timelines, metrics, and resources to aid the MEDD in achieving the goals described in this strategy

See Evaulation Framework

LIVABILITY

THE PROBLEM: *Changing dynamics in the region have created significant challenges for equitable access to and affordability of housing, education, childcare, and healthcare.*

IMPACT

Business: Issues related to housing, education, childcare, and healthcare are creating a ripple effect on businesses as it relates to workforce attraction and retention. Beyond workforce, these issues are also impacting consumers.

Workforce: Workers are finding it increasingly difficult to find affordable housing near their jobs. Inaccessible and cost-prohibitive childcare is constraining worker availability. Educational pathways are not always well-aligned with current and future market needs, and the price of education continues to rise. The accelerated population growth in the region also strains worker access to healthcare.

APPROACH

Resiliency: Planning for the future of housing, education, childcare, and healthcare in the MEDD region is critical for long-term resiliency. As rapid growth continues, the region needs to take swift and forward-looking action.

Equity: MEDD aims to increase equitable access and affordability of housing, education, childcare, and healthcare.

Alignment: Affordable housing challenges are not unique to the MEDD region. In general, it is a national trend, but one that is heightened in the MEDD and surrounding regions. MEDD seeks to align efforts through collaboration.

Explore Data   SWOT Analysis   Engagements

#3 – Improve quality of life to support the region's workforce and communities.

3.1: Coordinate regional efforts to address housing challenges.

◆ **3.1.1:** Provide resources to cities and counties for the completion of housing studies and strategic plans.

◆ **3.1.2:** Organize stakeholder planning sessions to address housing issues and share data, best practices, and other relevant housing-related information.

◆ **3.1.3:** Advocate for legislation that would allow local government the option to use a wider range of housing tools.

◆ **3.1.4:** Empower local governments to strategically address zoning concerns and prioritize residential development sites near amenities and transportation hubs.

3.2: Increase equitable access and affordability of quality education and childcare that meets the needs of students, families, and businesses.

◆ **3.2.1:** Increase regional investment in early childhood education, K-12 schools, and childcare availability, access, and affordability.

◆ **3.2.2:** Expand and support collaboration between educational institutions, local governments, and businesses to align pathways with market needs and retain students in regional occupations.

3.3: Assess and address barriers to health and safety of residents, workers, and visitors.

◆ **3.3.1:** Increase awareness of existing health and wellness program

◆ **3.3.2:** Create a regional asset map of healthcare and emergency service locations, capacity, and services.

◆ **3.3.3:** Evaluate HPSA score and identify most common needs such as urgent care, pharmacies, mental health care, and substance abuse resources.

◆ **3.3.4:** Increase regional participation in training for needed healthcare and emergency services occupations.

The evaluation framework outlines timelines, metrics, and resources to aid the MEDD in achieving the goals described in this strategy

See Evavaluation Framework

REGIONAL COLLABORATION

THE PROBLEM: *Stakeholders stressed the importance of addressing the perceived lack of collaboration and consensus on vision.*

IMPACT

Business: In the previous sections, we have outlined each focus area's impact on business. Lack of coordinated regional efforts to expand economic diversification, build on regional industry clusters, or increase global competitiveness.

Workforce: Many employees travel across jurisdictions to work. When counties and municipalities aren't coordinating, the region struggles to serve a commuting workforce.

Environment: Stakeholders attributed this lack of collaboration to protective mentalities, siloed information and initiatives, political divisions, and a disconnect in values among local governments and residents. This perceived dissonance creates an environment in which problem-solving and progress on a regional level may be inhibited, compounding existing challenges.

APPROACH

Resiliency: Collaboration enhances the ability to respond to changes and disruptions by increasing agility and access to support and resources.

Equity: MEDD's approach provides platform for a diverse group of stakeholders to engage in regional collaboration.

Alignment: MEDD seeks to solidify a vision and effectively support regional coordination. Alignment, collaboration, and communication will be improved across the three counties as well as with state, federal, and other agencies, including the Wasatch Front Economic Development District.

Explore Data   SWOT Analysis   Engagements

#4 – Accelerate problem-solving and build economic resiliency through increased collaboration.

4.1: Improve coordination between regional stakeholders, surrounding regions, and the state.

◆ **4.1.1:** Increase communication and host quarterly meetings to discuss and coordinate approaches to priority issues and advance the achievement of the goals outlined in this CEDS.

◆ **4.1.2:** Partner with regional economic development organizations and other applicable stakeholders to determine and address gaps in data and coordinate data sharing.

◆ **4.1.3:** Identify funding sources for strategic action related to regional priorities.

◆ **4.1.4:** Work with neighboring regions and the state to identify and overcome legislative and process barriers to progress.

4.2: Advance efforts to further diversify the regional economy and increase competitiveness.

◆ **4.2.1:** Continue to foster an effective entrepreneurship ecosystem with increased focus on diversity, inclusion, and access to business support programs.

◆ **4.2.2:** Work with regional universities and other innovation partners to provide technology transfer and commercialization resources.

The evaluation framework outlines timelines, metrics, and resources to aid the MEDD in achieving the goals described in this strategy

See Evauation Framework

SWOT ANALYSIS

The region's strengths, weaknesses, opportunities, and threats were identified through background research, interviews with key leaders, and three stakeholder workshops.

STRENGTHS

Natural Landscape
Quality of Life
Rapid Economic Growth
Intellectual Capital
Tech Industry & Startups

WEAKNESSES

Inconsistent Collaboration & Vision
Cost-Burdened Households
Transportation & Other Infrastructure
High Cost of Living

OPPORTUNITIES

Infrastructure Improvements
Tourism Development
Address Housing Challenges
Increase Training & Coordination

THREATS

Environmental Impacts
Unmanaged Growth
Complexity of Housing Issues
Workforce Misalignmen

STRENGTHS

NATURAL LANDSCAPE

The area's landscape, with its towering peaks and lush valleys, is by far the most recognized strength of the region. These natural spaces are magnetic for both tourists and residents. Various seasonal attractions, recreational activities, and family-friendly amenities are a clear fit to leverage natural assets for economic success.

QUALITY OF LIFE

Overall quality of life is another strength of the region. It is a desirable location for people to live or relocate. The region has a good mix of rural and urban areas, amenities, and economic opportunities. Stakeholders view the area as a safe place where citizens lead healthy and active lifestyles.

RAPID ECONOMIC GROWTH

In terms of both job growth and GRP, the region is booming, with strong indicators for continued growth into the future. The region has also seen increased diversification of its industry mix.

INTELLECTUAL CAPITAL

The region boasts a largely young and educated workforce. Area educational institutions are an obvious contributor to this strength. The growth and retention of tech industry businesses and startups may be influencing this trend, as well as benefiting from it. Another unique strength related to intellectual capital is the extensive language diversity among the region's population. With 130 languages spoken and approximately 40% of the population speaking a second language, the region is primed to do business in international markets.

TECH INDUSTRY & STARTUPS

The tech industry has significant traction in the MEDD. With strong tech-based knowledge occupation clusters and employment share, as well as demonstrated success for entrepreneurs, the region presents an attractive opportunity for tech startups.

WEAKNESSES

INCONSISTENT VISION & LACK OF COLLABORATION

A strongly perceived lack of consensus exists throughout the region, which stakeholders attribute in part to protective mentalities, siloed environments, and political divisions. When asked to rank weaknesses, stakeholders overwhelmingly listed inconsistent vision and lack of collaboration in their top four (4), referencing a lack of coordination across jurisdictions. Many stakeholders pointed to contributing factors such as a lack of awareness among elected officials and a disconnect in values among counties and residents.

COST-BURDENED HOUSEHOLDS

The MEDD region has a significant share of cost-burdened households. This means that more than 30% of household income is being used for housing (rent, mortgage, utilities). A quarter of home-owners with a mortgage are considered cost-burdened. That number rises to nearly half of renters, with 1 in 5 renters considered "extremely cost burdened", spending 50% or more of their income on housing costs alone. Stakeholders note a serious need for housing that workers and residents can afford.

TRANSPORTATION & OTHER INFRASTRUCTURE

Stakeholders report a lack of adequate investment in transportation, with a particular weakness of public transit. There is a lack of connectivity across key areas of the region, compounded by other challenges such as traffic congestion. The MEDD region appears to be strong in broadband access but lacking updates to water, sewer, and power infrastructure.

HIGH COST OF LIVING

Stakeholders report a rising cost of living disproportional to wages. Contributing factors were noted such as the affordability and accessibility of housing and childcare.

OPPORTUNITIES

INFRASTRUCTURE IMPROVEMENTS

Transportation improvements are a top priority within the region. The issue has become a clear necessity to support and sustain the mobilization of workforce, supply chains, and consumers. In particular, the region has an opportunity to strengthen and expand public transit options.

ADDRESS HOUSING CHALLENGES

If the MEDD region takes measures to strategically address current housing challenges, they could remove barriers and better meet the needs of not only low-income residents and seniors, but a wide cross-section of workers. Opportunities exist to provide education, strengthen collaboration, smooth processes, and increase the housing supply.

TOURISM DEVELOPMENT

The region has a significant opportunity to create positive economic impact through tourism development. To draw tourists, stakeholders expressed their desire to see the region become a destination for recreation and arts with everything from catalyzing professional sports to theatre, filmmakers, and digital media groups. Tourism-related businesses are integral to this effort. Building upon current assets, the MEDD region is already planning to expand tourism infrastructure, downtown development, trail systems, and open spaces. The preservation and protection of natural resources is critical to support this opportunity.

INCREASE TRAINING AND COORDINATION

Regional alignment could be improved across the three counties and with state, federal, and other agencies. The MEDD region has the opportunity to solidify a vision, strengthen communications, and organize efforts to pursue funding for outlined priorities. In order to effectively support regional coordination, the MEDD could expand access to training for economic development organizations, government officials, and adjacent stakeholders.

⚠ THREATS

ENVIRONMENTAL IMPACTS

The MEDD region is at risk of natural disasters (wildfires, drought, storms, and more). The natural resources that set the region apart could be affected by natural disasters, but also exist under the threat of overuse, pollution, and poor management. Stakeholders were particularly concerned with water supply and quality, air quality, and overuse of natural recreational assets.

UNMANAGED GROWTH

Regional growth is outpacing and straining transportation, infrastructure, municipal services, housing, and more. Stakeholders report that some public officials are resistant to growth and lack education on managing growth. Government entities throughout the region may not adapt and make necessary adjustments to account for the rapid economic and population growth that is expected to continue.

COMPLEXITY OF HOUSING ISSUES

The complexity of housing issues can be daunting. A variety of market factors are at play, many of which are beyond the control of regional leaders. While other actions could be taken to curb the crisis, stakeholders expressed serious concerns that some MEDD communities are unwilling to tackle housing challenges. If the housing market continues to strain supply and affordability and no action is taken, the region could face great economic hardship.

WORKFORCE MISALIGNMENT

The workforce in the region is young and educated, but the available job types and employer expectations may not align with the current skills and expectations of workers. Stakeholders report that students (including Exchange Visitors with J-1 visas) are leaving the area post-graduation. A geographic mismatch is also at play here, with workers and jobs in different locations, worsened by barriers such as accessing and affording transportation, housing, and/or childcare.

SUMMARY BACKGROUND

DEMOGRAPHIC OVERVIEW
TRANSPORTATION
NATURAL RESOURCES
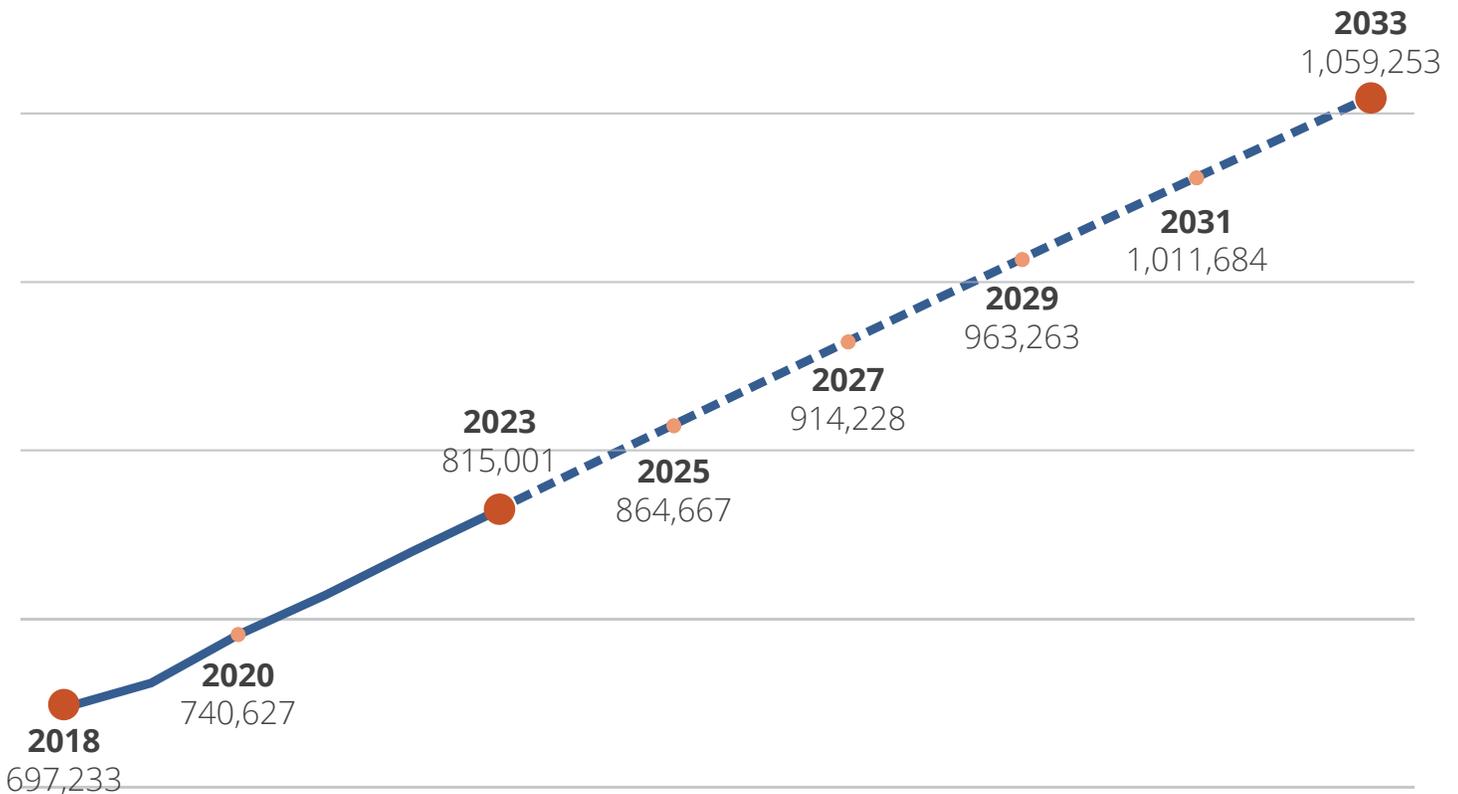LIVABILITY
REGIONAL COLLABORATION

DEMOGRAPHIC OVERVIEW

POPULATION

Exhibit 1: MEDD Population Projections: 2018 – 2033
Source: Lightcast Economic Overview Report 2023

The MEDD region of Utah has seen rapid growth over the past five years and is forecasted to see continued steady growth at that same rate over the next 10. All development strategies for the region should take this growth into consideration, ensuring that the region experiences managed and healthy growth that supports both current and future residents.

Exhibit 2 displays the age and gender breakdown of the MEDD. Exhibit # displays the number of males and females in each age group, with Exhibit # displaying the percentage of the total population each age group makes up.

Exhibit 2: MEDD Population Breakdown by Age and Gender

Source: ACS S0101 Age and Sex
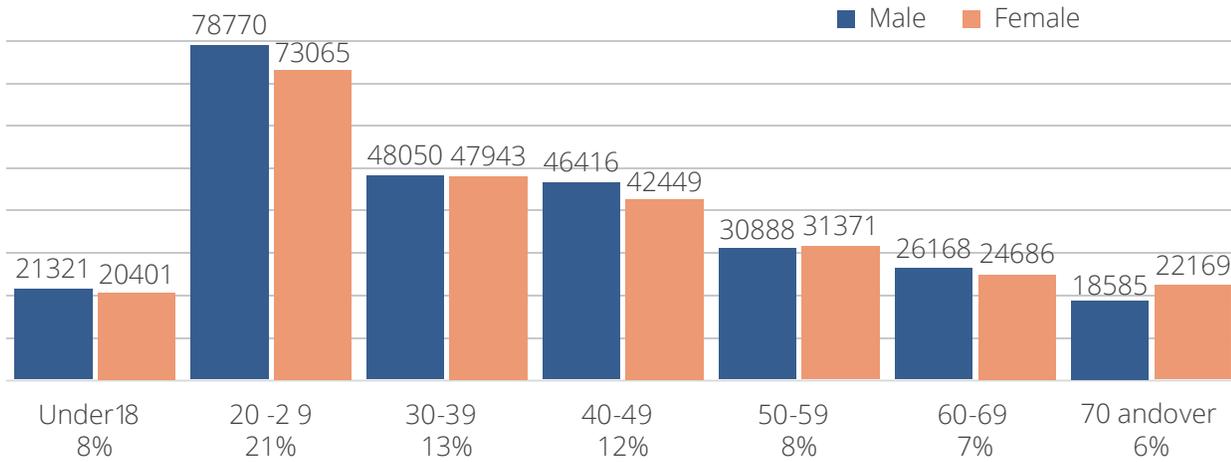
RACE AND ETHNICITY

According to an analysis run by EMSI Lightcast, racial diversity is low in the region. The national average for an area this size is 311,003 racially diverse people, while the region only has 121,725 racially diverse individuals. Ensuring that communities are welcoming to and inclusive of residents of all racial and ethnic backgrounds is an important consideration in terms of quality of life, but may also lead to more vibrant, innovative, and entrepreneurial communities.[1]

Exhibit 3: Racial Breakdown of Total Regional Population

- White
- Black or African American
- American Indian and Alaska Native
- Asian
- Native Hawaiian and Other Pacific Islander
- Some other race
- Two or more races

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1   https://www.nber.org/papers/w17640
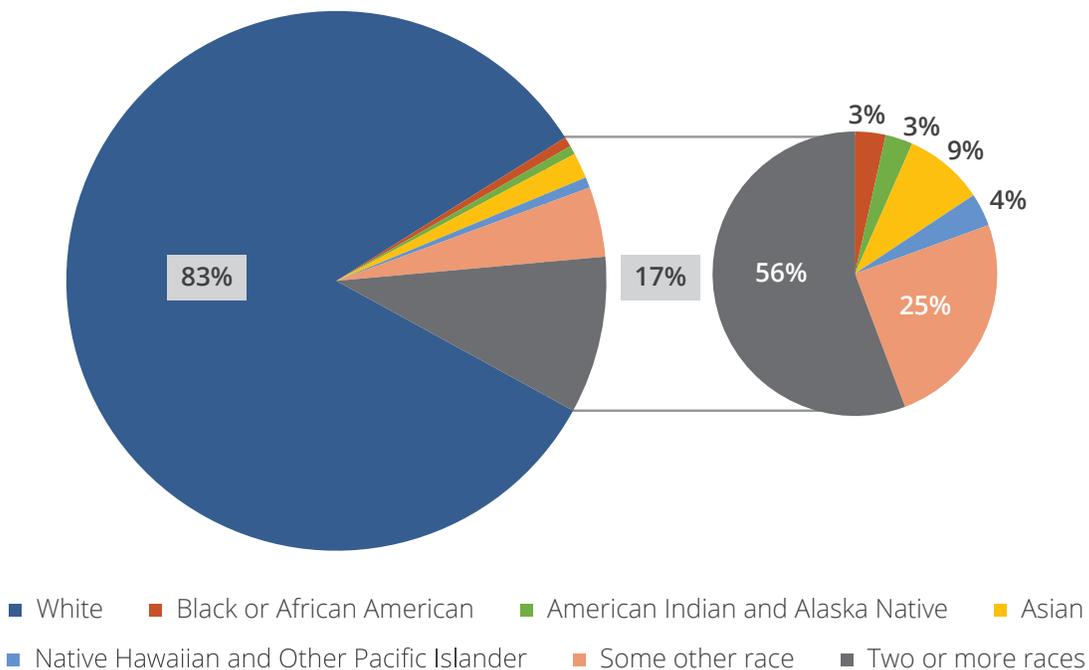
POVERTY

Exhibit 5: 2021 MEDD Percent of Population Reported Falling Below Poverty Line in the Past 12 Months

Source :2021 ACS 5-Year Estimates S1901 Income in the Past 12 Months

Total
- Mountainland Region: 8%
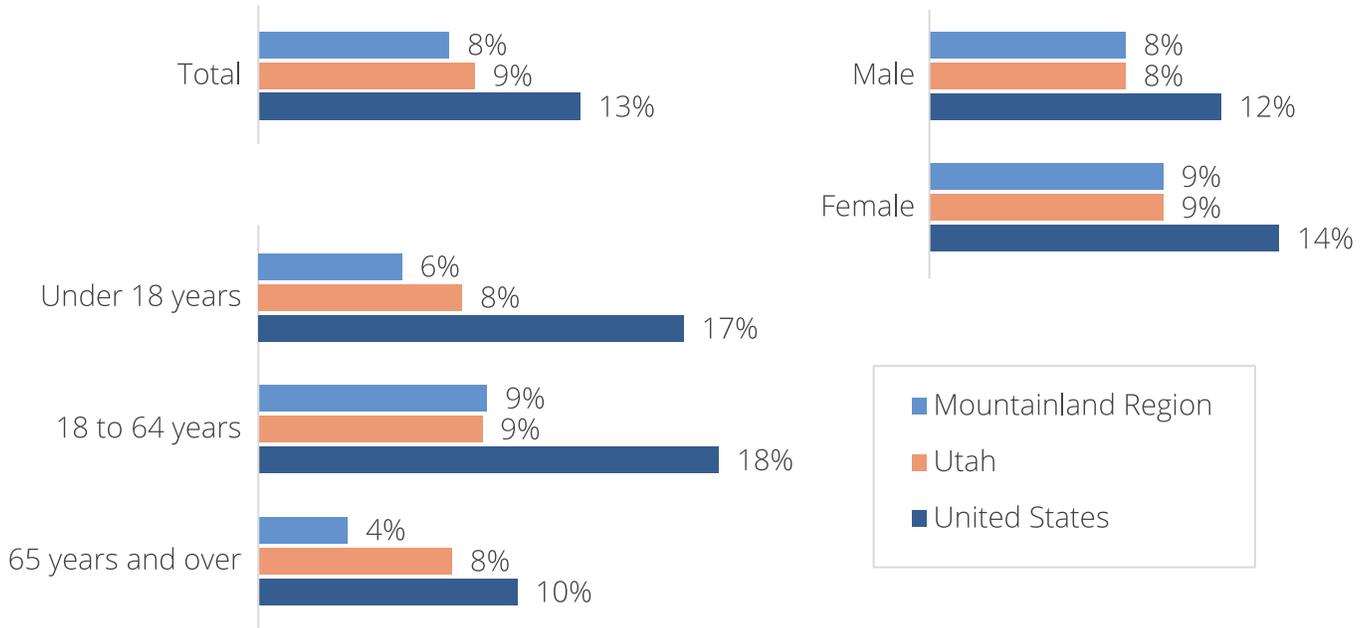- Utah: 9%
- United States: 13%

Male
- Mountainland Region: 8%
- Utah: 8%
- United States: 12%

Female
- Mountainland Region: 9%
- Utah: 9%
- United States: 14%

Under 18 years
- Mountainland Region: 6%
- Utah: 8%
- United States: 17%

18 to 64 years
- Mountainland Region: 9%
- Utah: 9%
- United States: 18%

65 years and over
- Mountainland Region: 4%
- Utah: 8%
- United States: 10%

Legend:
- Mountainland Region
- Utah
- United States

INCOME AND WAGES

Exhibit 6: Percent change in Median Household Income by County

Source: American Community Survey INCOME IN THE PAST 12 MONTHS (IN 2021/2016 INFLATION-ADJUSTED DOLLARS) 5-Year Estimates

	2021	2016	% Change
Summit County	$116,351	$91,470	27.2%
Wasatch County	$94,044	$71,337	31.8%
Utah County	$82,893	$64,321	28.9%

Exhibit 7: MEDD Population by Reported Annual Wages, 2022
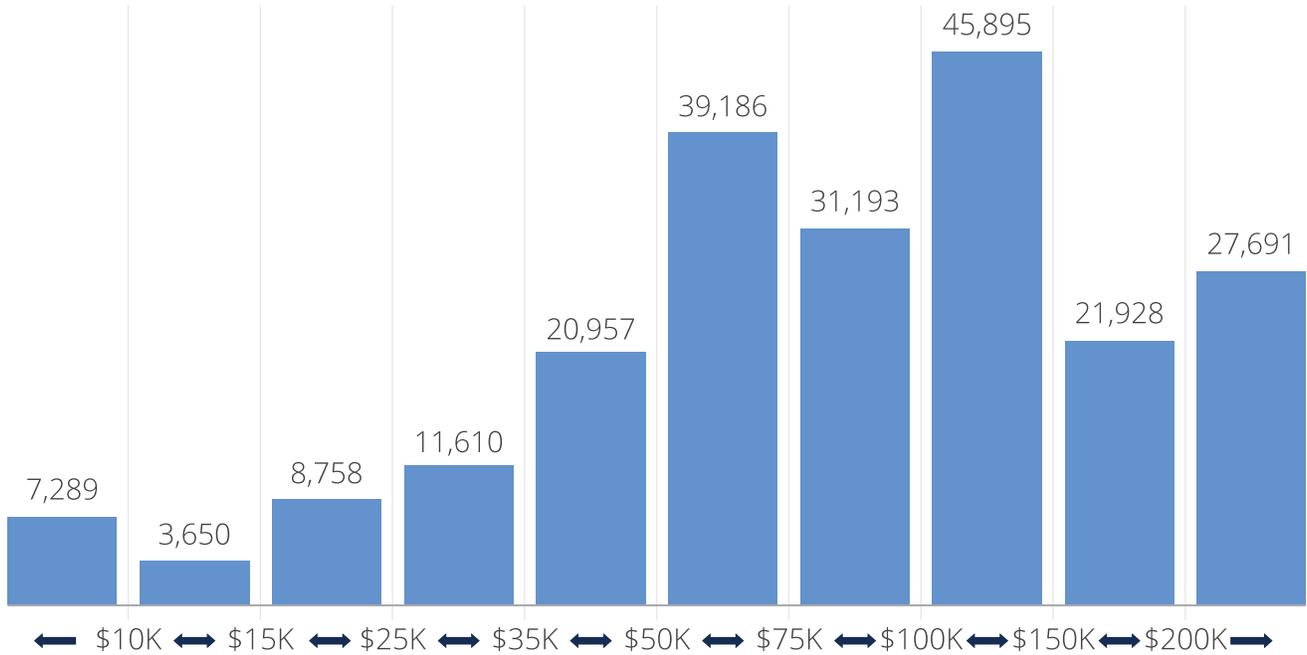
Source: American Community Survey

| ← $10K ↔ | $15K ↔ | $25K ↔ | $35K ↔ | $50K ↔ | $75K ↔ | $100K ↔ | $150K ↔ | $200K → |

Values shown on bars: 7,289 | 3,650 | 8,758 | 11,610 | 20,957 | 39,186 | 45,895 | 31,193 | 21,928 | 27,691

Exhibit 8: Living Wage Calculations

Source: MIT Living Wage Calculation, 2023

Children	1 Adult			2 Adults (both working)		
	0	1	2	0	1	2
Summit County	$18.83	$38.83	$50.04	$14.29	$21.52	$27.17
Wasatch County	$17.22	$36.77	$47.35	$13.68	$20.49	$25.92
Utah County	$17.73	$35.60	$46.03	$13.71	$19.90	$25.30

These living wage calculations are based on the hourly income for a full-time worker in the given region, or 2,080 hours annually. The hourly rate is calculated per person, meaning in a household with 2 adults who are both working, the two incomes would each need to be earning the wage displayed. According to the American Community Survey's 2021 5-year estimates, the average household size in the Mountainland region range from 3.5 in Summit county, 3.7 in Wasatch County, and 3.9 in Utah County. This suggests that the average household requires between upwards of $50 an hour, or an annual income of $104,000 or more to sustain a living wage.
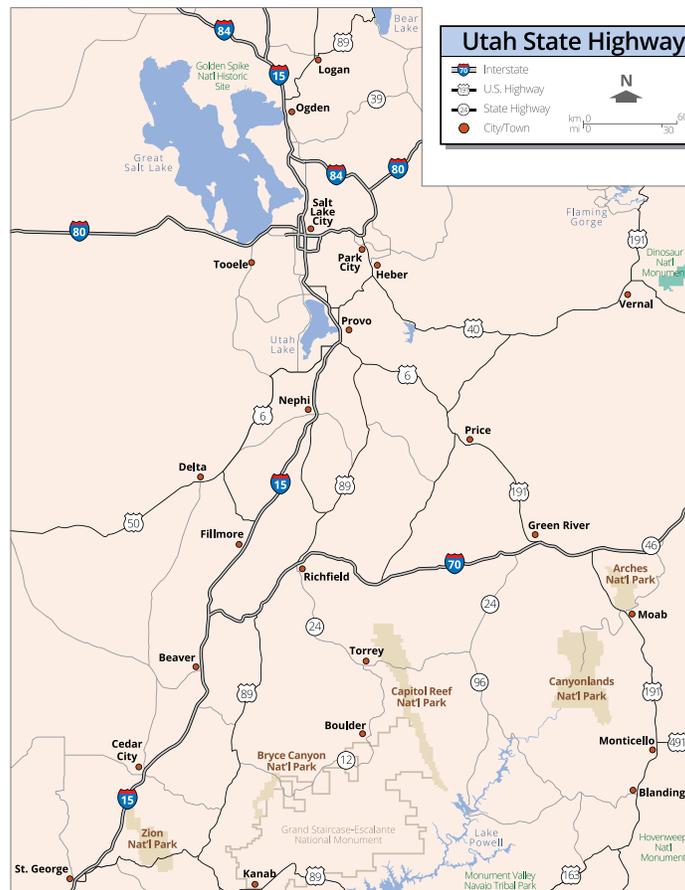
TRANSPORTATION

HIGHWAYS AND INTERSTATES

Three Interstates run through the Mountainland region, with I 15 running through Utah County, and I 80/84 running through Summit County.

Exhibit 9: Interstates by County

	Summit	Wasatch	Utah
US Highways	US 189	US 6, US 40, US 189	US 89, US 6
State Roads	SR 32, SR 35, SR 65, SR 150, SR 224, SR 248, SR 319	SR 32, SR 35, SR 113, SR 224, (SR 150)	SR 52, SR 68, SR 73, SR 74, SR 75, SR 77, SR 92, SR 96, SR 114, SR 115, SR 145, SR 146,

Exhibit 10: Map of Utah Interstates

Source: utah.com/maps-brochures/maps-state-highway-map

Utah County's Transportation Plan TransPlan50 has developed a long-range regional transportation focused on urban Utah County. It includes projects for a coordinated system of roadway, transit, and active transportation facilities through the year 2050. The plan has been updated regularly and has been expanded through the Regional Transportation Plan to reflect progress, population growth, and changing environmental factors and priorities of the Mountainland Region, with 4 primary goals: enhanced roadway grid network; expanded freeways, expressways, and arterials; robust regional transit system; and connected active transportation network.

MAG also oversees multiple transportation planning and support programs. This includes the Station Area Planning Program, which is responsible for certifying city-led Station Area Plans (SAP), which are mandated for cities with FrontRunner, TRAX/Streetcar, or BRT stations. Other programs include the Corridor Preservation Program and the a number of projects under the Transportation Improvement Program, a 5-year funded construction program that MAG provides about 300 million of the 1.7 billion dollar funding.

RAILROADS

Utah County is served by the Union Pacific Railroad, which operates freight rail services throughout the county. The rail line is part of a larger network that connects various regions within Utah and across the United States. This key transportation asset plays a crucial role in transporting goods and materials across the country, and its operations in Utah County support local industries and businesses. The rail line facilitates the transportation of commodities such as agricultural products, raw materials, finished goods, and more.

Exhibit 11: Map of Union Pacific Rail Service Nationwide
Source: Union Pacific

Exhibit 12: Map of Utah Railroads
Source: SGID Open Data Downloads and API

AIRPORTS

Utah County is served by the Provo Municipal Airport (PVU). PVU, Utah's second busiest airport, offers commercial airline services, connecting passengers to various destinations within and outside of Utah. The airport features one runway measuring approximately 8,601 feet in length. The airport features a Fixed-Base Operator (FBO) that provides services to private and general aviation aircraft, including fueling, hangar space, and maintenance facilities. In 2022 Allegiant Air announced it was investing $95 million to expand their presence at PVU. Today the airline offers scheduled passenger flights to several destinations including:

◆ **Los Angeles**

◆ **Las Vegas**

◆ **Phoenix-Mesa**

◆ **San Diego**[2]

◆ **Florida**

◆ **Texas**

Additionally, Wasatch County is served by the Heber Valley Airport (Russ McDonald Field) (36U). This general aviation airport accommodates private and charter aircraft and is primarily used for

recreational flying and private aviation activities. It is important to note, the greater region is well-served by Salt Lake City International Airport (SLC), which is approximately a 30–40-minute drive from Summit County. SLC is the largest airport in Utah and offers a wide range of domestic and international flights. The airport features three terminals and serves as a hub for Delta Air Lines, which offers numerous domestic and international flights. In 2019, prior to COVID-19, SLC recorded over 26 million passengers, making it one of the busiest airports in the western United States. Popular destinations include:

◆ **Los Angeles**

◆ **Denver**

◆ **Chicago**

◆ **Atlanta**

◆ **New York**

◆ **Seattle**

◆ **Europe**

◆ **Latin America**

◆ **Asia**[3]

2
3

https://www.provo.org/city-services/airport
https://slcairport.com/

PUBLIC TRANSIT

Utah County

Utah County operates a public transportation system called the Utah Valley Express (UVX), which is a bus rapid transit (BRT) system. The UVX system serves the cities of Provo and Orem, and runs along designated corridors with dedicated bus lanes, providing faster and more efficient transportation. The system has several routes, including connections to major transit hubs, universities, and commercial areas.

Wasatch County

High Valley Transit operates as a public transit provider in Wasatch County, offering fixed bus routes and a "Micro" ride service that offers flexible pickup and drop off locations. High Valley Transit began in Summit County and has recently expanded to include Wasatch County.

The Utah Transit Authority (UTA) also provides limited bus services connecting some areas in Wasatch County, primarily serving the town of Herber City. UTA's Route 6 connects Herber City to neighboring Park City and Salt Lake City.

Summit County

In 2021, Summit County created High Valley Transit in response to an identified need to expand transit options beyond Park City. High Valley Transit operates as an independent transit district formed by Summit County but overseen by a board of trustees. The service provides fixed bus routes and a "Micro" ride service offering flexible pickup and drop off locations.

Park City remains served by Park City Transit System, which provides free transportation within city limits. Additionally, the UTA bus system provides regional connections to and from locations in the county.

Utah County

Utah County offers various multi-modal transportation options, including bike and walking trails. The county has an extensive network of bike lanes and paths, providing safe routes for cyclists. The Provo River Parkway Trail is a popular trail that runs along the Provo River, offering scenic views and recreational opportunities for walkers and cyclists. The Murdock Canal Trail is another prominent trail in Utah County, providing a multi-use path for hiking, cycling, and horse-back riding. Additionally, the Provo River Delta Restoration Project aims to create a park incorporating the location's natural assets and featuring trails and recreational amenities.

Wasatch County

Over the past decade, Wasatch County has a growing emphasis on multi-modal transportation and recreational trails. Herber Valley is known for its scenic beauty and offers several walking and biking trails. The Herber Valley Trails Initiative aims to build on these assets to develop a comprehensive trail system throughout the county, connecting several communities to multimodal transit options. The existing Midway City trail system, which includes the Dutch Hollow Trail and the Homestead Trail also offer walking and biking options in the county. For scenic landscapes, Jordanelle State Park offers additional opportunities for walking, hiking, and biking.

Summit County

Summit County is known for its extensive multi-modal transportation options, including cycling and walking trails. Park City, a popular tourist destination within the county, has an extensive network of biking and walking trails, including the famous Park City Rail Trail, which spans approximately 28 miles. Beyond Park City, the Summit County trail system includes notable trails such as the Round Valley Trail System, Glenwild Loop, and Historic Union Pacific Rail Trail. The County's commitment to multi-modal transportation is detailed in the Summit County Non-Motorized Transportation Plan, which aims to enhance and expand the existing network.

The plan aims to establish a network of regional trails that span the county and connect with Salt Lake and Wasatch counties. In 2020, there was a significant increase in trail usage compared to previous years. This surge in usage is believed to be a result of the "Stay Safe, Stay Home" measures and social distancing practices during the pandemic, as residents sought safer ways to stay active and maintain their health.

Additionally, there are local Active Transportation (AT) plans in place for various areas, including Eagle Mountain, Lehi, Orem, Pleasant Grove, Provo, South Utah County, Summit County, and Wasatch County. These localized plans likely outline specific strategies and initiatives to promote and enhance active transportation within each respective area.

COMMUTING PATTERNS

Exhibit 12: Regional Commuting Patterns Between Counties Within the Region

Source: Lightcast Commuting Patterns Report, 2022

	Summit Outbound	Wasatch Outbound	Utah Outbound
Summit Inbound	X	3,505	2,233
Wasatch Inbound	849	X	1,983
Utah Inbound	1,868	2,356	X

Exhibit 13: Top 10 Counties by Net Commuters In and Out of Mountainland Region

Source: Lightcast Commuting Patterns Report, 2022

	Inbound Commuters	Outbound Commuters	Net Commuters
Salt Lake	54,733	93,312	-38,579
Cache	4,059	2,485	1,574
Davis	8,091	6,987	1,104
Sanpete	1,914	847	1,067
Box Elder	1,701	679	1,022
Juab	1,811	846	966
Carbon	1,396	584	812
Uintah	1,159	526	632
Sevier	946	553	393
Mesa	17	409	-392

◆ ALIGNMENT ◆

Trans50

Active Transportation Plan

Regional Transportation Plan (RTP)

Technical Assistance to Governments Program (TAG)

Transportation Improvement Program (TIP)

CLIMATE AND ENVIRONMENTAL SUSTAINABILITY

Utah County

Utah County faces several environmental challenges, including air pollution and water quality issues. The region experiences episodes of high levels of particulate matter and ozone pollution, primarily due to industrial emissions, vehicle exhaust, and geographical factors like inversions. The county is also facing water pollution concerns caused by urban runoff, agricultural activities, and industrial discharges.

Wasatch County

Wasatch County, known for its scenic beauty and outdoor recreational opportunities, is facing environmental concerns related to rapid urbanization and its impact on natural resources. The county's population growth and increased development has led to habitat loss, fragmentation, and the depletion of water resources.

Summit County

Summit County, located in the mountainous region of Utah, faces several environmental challenges, including forest health and wildfire risks. The county is susceptible to wildfires due to a combination of factors, including dry conditions, dense vegetation, and the proximity of human settlements to forested areas. One of the county's largest cities, Park City, has established 6 key sustainability principles in an effort to better support the region's environmental needs and face growing challenges. These include:

- ◆ **Park the car**
- ◆ **Reusable vs. Single-Use**
- ◆ **Buy local**
- ◆ **Embrace your heritage**
- ◆ **Leave no trace**
- ◆ **Respect for animals**

WATER AND SEWER

The region relies on various water sources, including rivers, lakes, reservoirs, and groundwater. Major sources include the Colorado River, the Provo River, and local reservoirs like Deer Creek Reservoir and Jordanelle Reservoir. Water treatment is typically managed by local water districts, municipalities, and in some instances special service districts. These entities oversee the operation, maintenance, and planning of water systems within respective jurisdictions.

Given the arid nature of Utah, water conservation and sustainability efforts are crucial. The Utah Department of Environmental Quality is focused on supporting local and regional efforts of water related environmental stewardship. Regular monitoring and testing are conducted to identify potential contamination issues, and efforts are being made across the state to protect water quality through regulations, watershed management, and pollution prevention strategies. Additionally, the state agency provides additional public education campaigns, water-efficient landscaping practices, and the implementation of water reuse and recycling technologies. Baseline water stress measures a region's ratio of total water withdrawals to available renewable surface and groundwater supplies. Withdrawals include domestic, industrial, irrigation, and livestock water use. It is expressed as a percentage of the total flow available annually and serves as a good indicator for broader water risks. Higher water risk can lead to depletion of surface and groundwater resources and increased competition among users, resulting in water shortages.

✕ Exhibit 14: Baseline Water Stress
Source: Aqueduct Water Risk Atlas

	Major Basin	Minor Basin	Stress Level
Summit County	Great Basin	Weber	Low-Med (10-20%)
Wasatch County	North America, CO	Strawberry	High (40-80%
Utah County	Great Basin	Spanish Fork	High (40-80%)

CLIMATE CHANGE AND EQUITY

The growth of the MEDD region and climate change both have implications for certain populations. Often due to socioeconomic status, housing challenges, location, transportation issues, and access to services, poor and marginalized groups are disproportionally at risk of displacement and exposure to negative impacts of climate change.[4]

SUSTAINABLE TOURISM

Few industry clusters are more important to the diverse economy of the state of Utah than tourism. The industry struggles with disruptions to travel, tourism, and labor force. To build sector resiliency and sustainability, the MEDD region has partnered with the Wasatch Front Economic Development District to form a Wasatch Range Leisure & Hospitality Coalition. Through this effort, collaborative workforce-centered tactics are already being advanced to support the industry. The coalition is also working to increase access to tourism assets through transit, trail, and gateway improvements as well as adaptive improvements for people with disabilities. The MEDD region aims to build on the strength of the coalition's efforts, as well as those happening within the region at the local level, especially the sustainable tourism efforts underway in Summit County.

The Arts, Entertainment, and Recreation industry grew regionwide in this time period, with the smallest growth seen in Summit County. It should be noted that of all the counties in the region, Summit County's economy is the most reliant on tourism-related industries, with the two industries displayed above constituting the county's largest industries by number of jobs. This suggests that, because the sector is already well-developed, there is less opportunity for growth proportionally, compared to Wasatch and Utah Counties.

Similarly, Summit County was the only county to experience a decline in number of jobs in the Accommodation and Food Services Industry. This may be relate to the county's pre-existing dependence on the industry when compared to the other counties in the region, and the devastating and lasting blow to the Tourism economy nationwide that resulted from the COVID-19 Pandemic. Wasatch and Utah counties experienced growth in the industry of 33% and 26%, respectively.

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4   *Social Dimensions of Climate Change, The World Bank https://www.worldbank.org/en/topic/social-dimensions-of-climate-change#:~:-text=Certain%20social%20groups%20are%20particularly,and%20other%20socially%20marginalized%20groups*

Exhibit 15: Visitor Spending by County, 2022

Sources: Kem C. Gardner Policy Institute University of Utah, US Census Bureau

	Visitor Spending	Spending Per Capita
Summit County	$1,400,000,000	$33,209
Wasatch County	$200,000,000	$5,877
Utah County	$900,000,000	$1,281

Exhibit 16: State Defined Key Tourism Industry Sectors, GRP Contribution

Source: Lightcast Regional Economic Report, 2023

	Jobs 2022	GRP Earnings 2022	Industry GRP Contribution 2022
Performing Arts, Spectator Sports, & Related Industries	1,553	$175,375,711	$259,713,021
Museums, Historical Sites, and Similar Institutions	616	$19,229,139	$34,300,953
Amusement, Gambling, and Recreation Industries	7,037	$279,870,128	$356,578,264
Accommodation	4,414	$245,587,832	$517,790,916
Food Services and Drinking Places	25,753	$674,083,262	$1,153,090,098

✕ Exhibit 17: Arts, Entertainment, and Recreation Industry Growth 2017-2022

Source: Lightcast Regional Economic Report, 2023

	2017 Jobs	2022 Jobs	% Change in Jobs	2022 GRP
Summit County	3,842	4,207	9%	$314,080,530
Wasatch County	307	407	35%	$25,907,113
Utah County	3,254	4,592	41%	$310,640,595

✕ Exhibit 18: Accommodation and Food Services Industry Growth 2017-2022

Source: Lightcast Regional Economic Report, 2023

	2017 Jobs	2022 Jobs	% Change in Jobs	2022 GRP
Summit County	6,462	6,099	(6%)	$580,060,257
Wasatch County	1,195	1,587	33%	$99,571,645
Utah County	17,825	22,480	26%	$991.249,112

LIVABILITY

HOUSING

Housing Types

The housing mix across the region is dominated by single-family, largely detached, homes. Wasatch county has the highest percentage of single-family homes at nearly 90%. Studies have shown that neighborhoods and communities with high percentages of this type of housing are more susceptible to economic downturns. Efforts to diversify the housing mix are likely to improve economic sustainability. However, communities largely dependent on tourism are also heavily impacted by the state of the economy regardless of their housing mix.

Exhibit 19: Share of Units by Structure Density
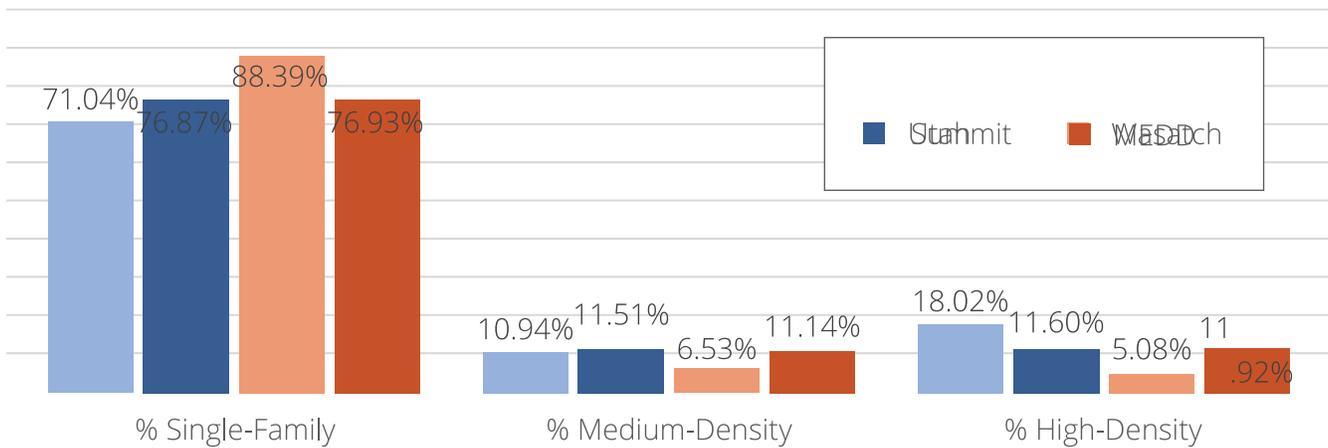
Source: ACS 5-Year 2017-2021

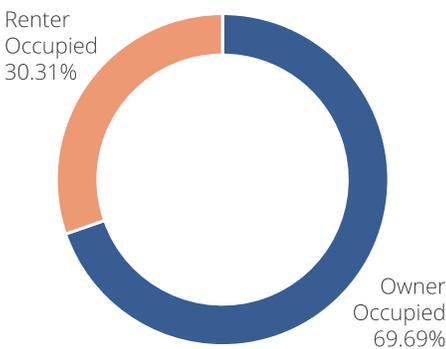**Exhibit 20: Regional Housing Units by Tenure**

Source: ACS 5-Year 2017-2021

Renter Occupied 30.31%

Owner Occupied 69.69%

Exhibit 21: County-level Housing Units by Tenure

Source: ACS 5-Year 2017-2021

	Summit	Wasatch	Utah
Owner-occupied	79.47%	76.70%	68.54%
Renter Occupied	20.53%	23.30%	31.46%

As a region, housing tenure is slightly higher than the national ratio of 65:35 own-to-rent. In Summit and Wasatch Counties has a larger percentage of owner-occupied units, which is not uncommon in tourism and resort areas where much of the rental units are occupied only during peak seasons.

Exhibit 22: Vacancy Rates by County

Source: ACS 5-Year 2017-2021

|		
47.83%		
		24.57%
	4.35%	
Summit	Utah	Wasatch
2.2% Homeowner	20.7% Homeowner	0.9% Homeowner
36.3% Rental	3.3% Rental	8.3% Rental
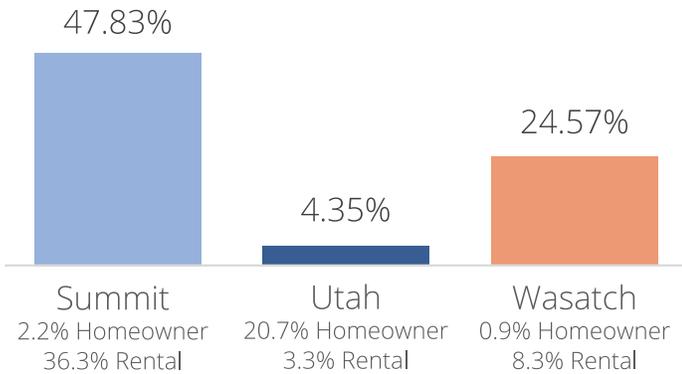
The for-sale market is extremely tight throughout the MEDD region, with estimated vacancy rates below 1% in Utah and Wasatch Counties. The rental market, however, shows significant differences between the counties. This is likely related to the seasonal workforce that make up a large percentage of renters around the tourism and resort areas in Summit and Wasatch Counties. The lack of available supply within the housing stock is likely to continue to drive up pricing in both the rental and for-sale markets.

Home Prices

Home prices have significantly increased in recent years. Exhibit 4 shows the month-to-month changes in median home sale price. In Utah county, where there are considerably more homes purchased in a given month, the monthly figures seem more stable, but even here the median sale price for a home has risen by nearly $200,000 in just five years. In the heavy tourist areas, these increases are even greater, as demonstrated by the median sale price in Summit County, that has nearly doubled in the same five-year period.

Exhibit 23: Median Home Sale Price by County

Source: Redfin, MLS
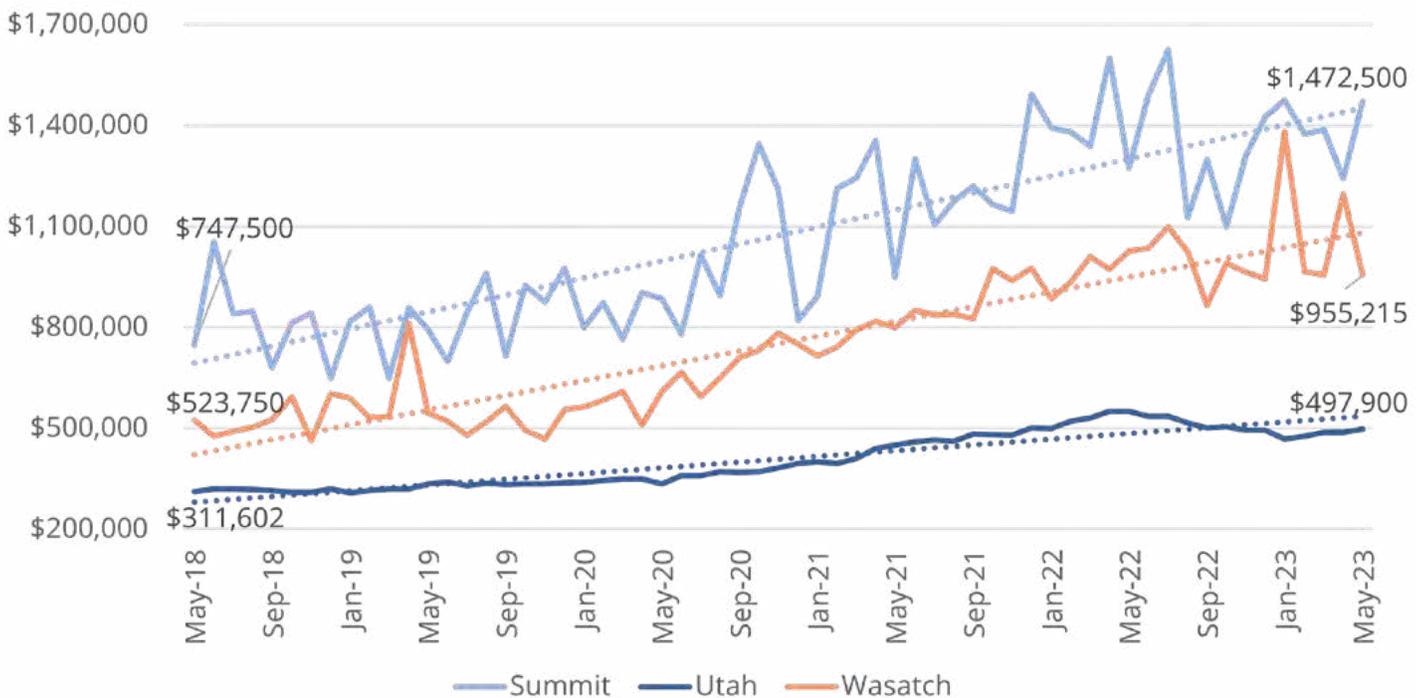
Monthly Rents

The cost to rent in the region is also quite high, where the median gross rent across was estimated in 2021 to be between $1,199 and $1,634 for the three-county region. Utah County, with its significantly higher population of year-round residents, offers the lowest rent in the region. Given the trends in charged rent over the recent years, current rent prices are likely to be higher than the estimates represented in Exhibit 24.
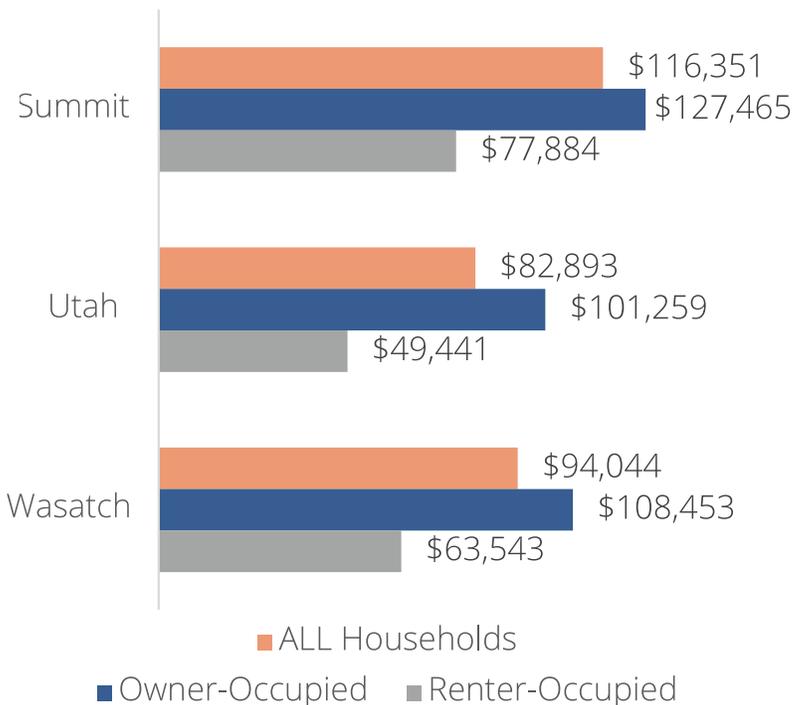
Exhibit 24: County Gross Rent by Bedroom Count

Source: ACS 5-Year 2017-2021

	Summit County	Wasatch County	Utah County
0 bedrooms	$1,175	-	$1,010
1 bedroom	$1,278	$1,218	$905
2 bedrooms	$1,379	$1,222	$1,032
3 bedrooms	$1,942	$1,578	$1,394
4 bedrooms	$1,873	$2,311	$1,616
5 bedrooms	$2,771	$3,012	$1,898
All bedrooms	$1,634	$1,487	$1,199

Exhibit 25: County Median Household Income by Tenure

Source: ACS 5-Year 2017-2021

Summit
- $116,351
- $127,465
- $77,884

Utah
- $82,893
- $101,259
- $49,441

Wasatch
- $94,044
- $108,453
- $63,543

■ ALL Households
■ Owner-Occupied ■ Renter-Occupied

Throughout the MEDD region, incomes for renter-occupied households fall significantly under those of owner-occupied households. The difference is most stark in Utah County where renter-occupied households earn less than half of owner-occupied household earnings. This discrepancy in incomes is significant, in part, because housing costs for renters are not proportionately lower than those for owners.

As Exhibit 26 demonstrates, housing costs for renters is not significantly lower than housing costs for homeowners. The market for rental units places a disproportionate burden on renters. Likely, this imbalance is due a supply of rental units that is insufficient to meet demand, thereby driving up rent.

Housing Cost Burden Analysis

The Department of Housing and Urban Development (HUD) determines that a household spending more than 30% of their household income on housing costs is considered housing cost burdened. This means that the cost of housing is likely causing the household difficulty in affording other necessities such as food, clothing, transportation, and medical care. Households spending more than 50% of their income on housing costs are considered "extremely cost burdened."

Throughout the MEDD region, roughly a quarter of households with a mortgage meet the definition of housing cost burdened. These figures are slightly higher than the state figure of 23%. This is a significant percentage and is likely limiting the economic conditions of thousands of the region's residents.
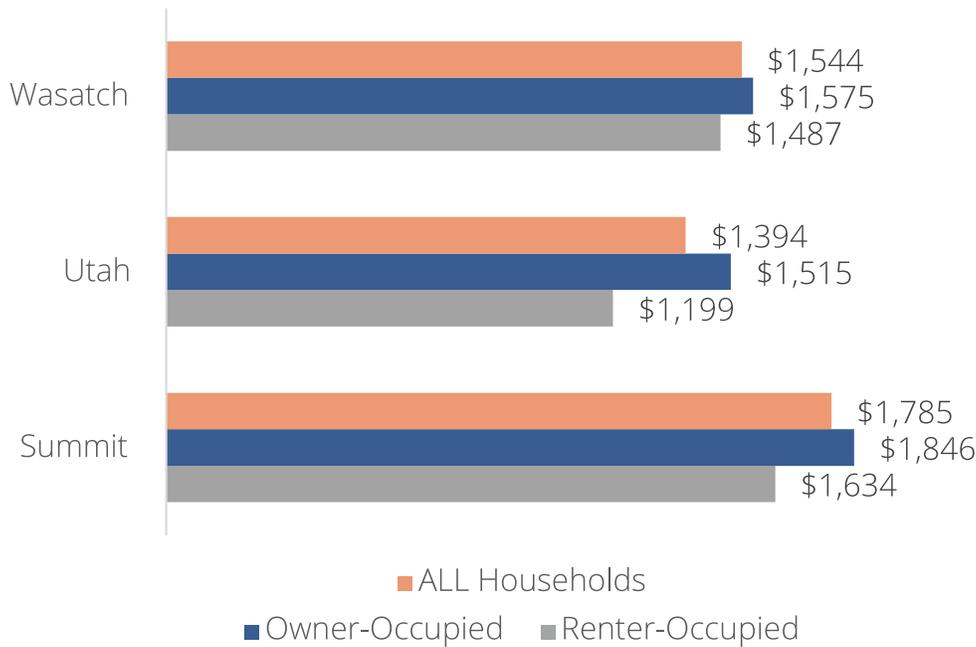

Exhibit 26: Median Monthly Housing Costs by Tenure

Source: ACS 5-Year 2017-2021

Wasatch: $1,544 (ALL Households), $1,575 (Owner-Occupied), $1,487 (Renter-Occupied)
Utah: $1,394 (ALL Households), $1,515 (Owner-Occupied), $1,199 (Renter-Occupied)
Summit: $1,785 (ALL Households), $1,846 (Owner-Occupied), $1,634 (Renter-Occupied)

■ ALL Households
■ Owner-Occupied   ■ Renter-Occupied

Exhibit 27: Share of Housing Units with a Mortgage that are Cost Burdened

Source: ACS 5-Year 2017-2021

Summit: 25.97% (Cost Burdened), 12.13% (Extremely Cost Burdened)
Utah: 23.65% (Cost Burdened), 7.96% (Extremely Cost Burdened)
Wasatch: 29.86% (Cost Burdened), 12.62% (Extremely Cost Burdened)
MEDD: 24.14% (Cost Burdened), 8.50% (Extremely Cost Burdened)

■ Cost Burdened   ■ Extremely Cost Burdened
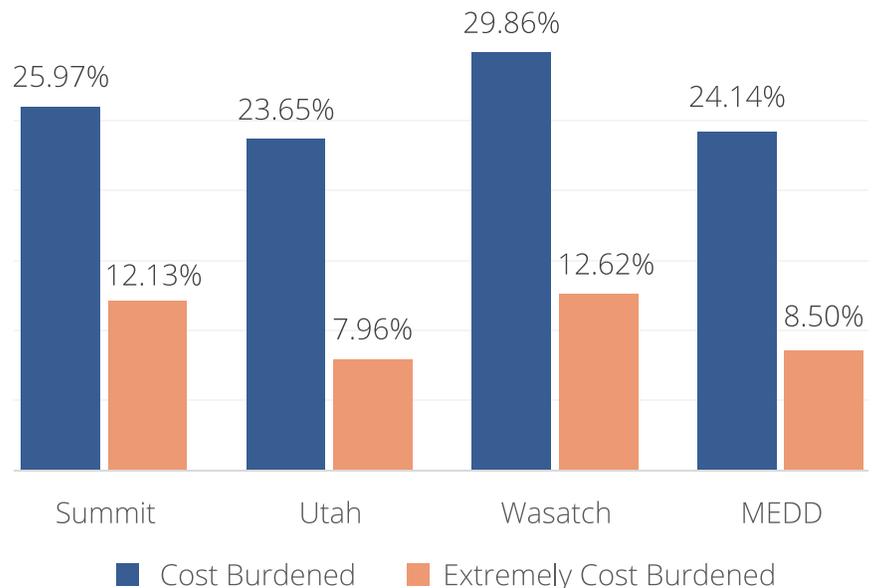
However, the effect of housing costs disproportionately affects renting households, for which nearly half face challenges in affording basic necessities of everyday life. The full effect of housing costs appears even more stark when looking at extreme cost burden. As Exhibit 28 demonstrates, roughly one-in-every-five renting households throughout the region are spending more than half of their income on housing costs. This stands in comparison to a national figure of over 40% of renter households experiencing housing cost burden from 2019-2021, per the American Community Survey.[5]

The strength of the regions' cost burden data in comparison to national figures should not dissuade partners and stakeholders from taking action to reduce the occurrence of housing cost burden.

Exhibit 28: Share of Renter Households that are Cost Burdened

Source: ACS 5-Year 2017-2021

Unsurprisingly, the households most likely to face housing cost burden are those within the lowest income brackets. But even households earning up to $75,000 per year are somewhat likely to struggle to afford necessities.
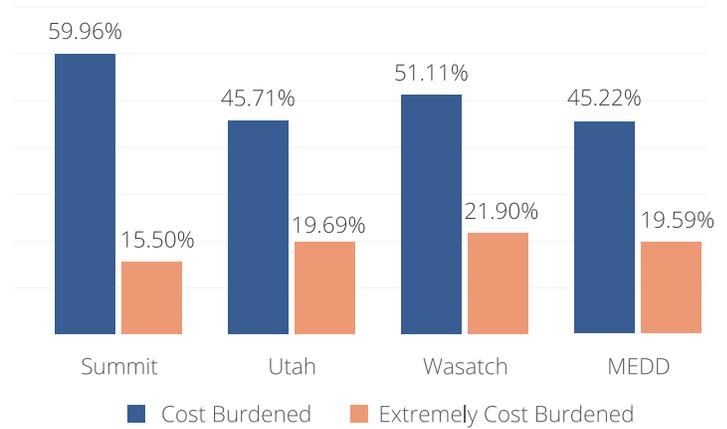
Exhibit 29: Share of Owner-Occupied Housing Cost Burdened Households by Income

Source: ACS 5-Year 2017-2021
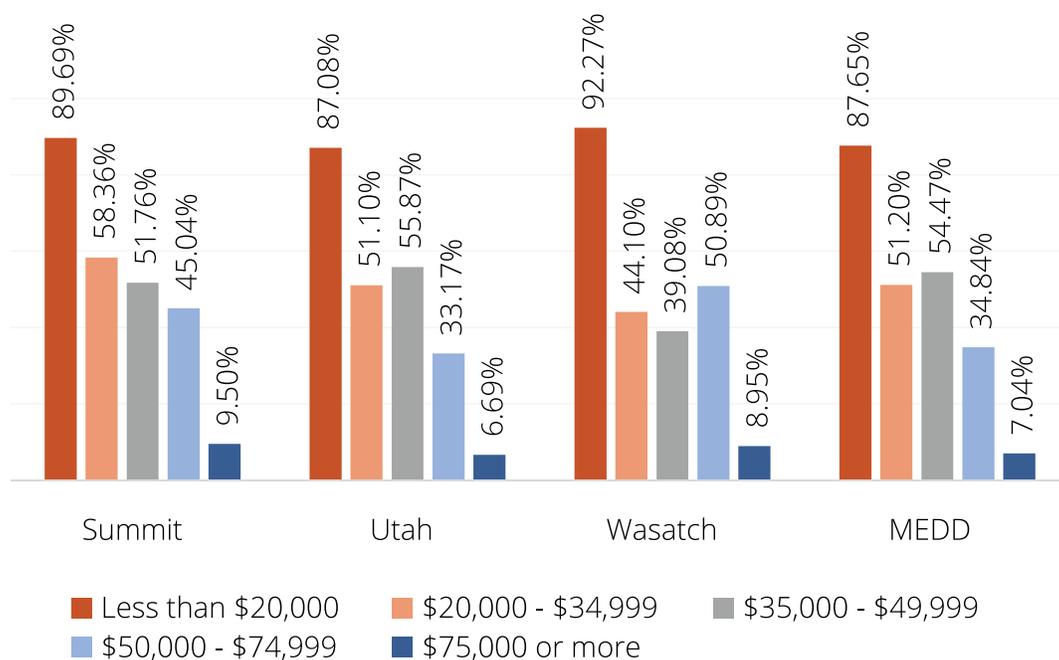
Exhibit 30: Share of Renter-Occupied Housing Cost Burdened Households by Income
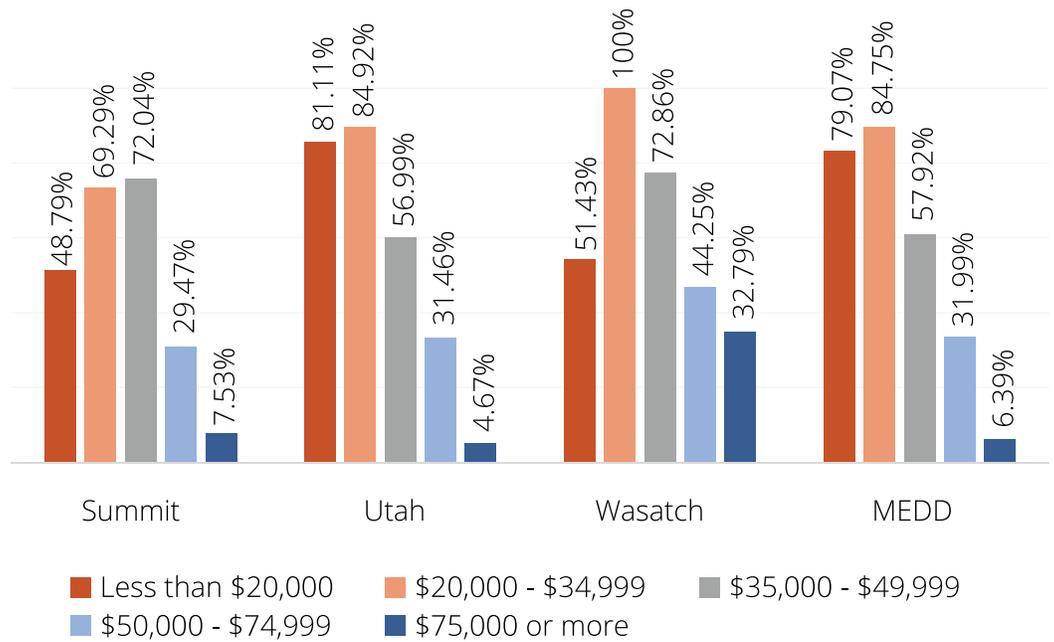
Source: ACS 5-Year 2017-2021

Legend:
- Less than $20,000
- $20,000 - $34,999
- $35,000 - $49,999
- $50,000 - $74,999
- $75,000 or more

Data labels by county:

	Summit	Utah	Wasatch	MEDD
Less than $20,000	48.79%	81.11%	51.43%	79.07%
$20,000 - $34,999	69.29%	84.92%	100%	84.75%
$35,000 - $49,999	72.04%	56.99%	72.86%	57.92%
$50,000 - $74,999	29.47%	31.46%	44.25%	31.99%
$75,000 or more	7.53%	4.67%	32.79%	6.39%

Utah County

Utah County, encompassing cities like Provo, Orem, and Lehi, has witnessed substantial growth in the housing market. The median home price in Utah County has been steadily increasing over the past few years, reflecting the strong demand and limited housing supply. As of the latest available data, the median home price in Utah County has increased by approximately 8% compared to the previous year. This increase in housing sales prices can be attributed to factors such as population growth, a thriving job market, and the relative affordability of homes in the area. Utah County offers a diverse range of housing options, including single-family homes, townhouses, and apartments, catering to various buyer preferences and budgets.

The high demand for housing in Utah County has created a competitive market, often resulting in shorter average days on the market and multiple offers on desirable properties. The rental market in areas like Provo remains strong due to the presence of Utah Valley and Brigham Young University.

Wasatch County

Wasatch County, encompassing cities like Heber City and Midway, has experienced significant growth in its housing market, particularly due to its scenic location and recreational opportunities. The median home price in Wasatch County has also witnessed an upward trend, with an increase of approximately 10% compared to the previous year.

The desirability of the area, proximity to Park City, and availability of outdoor activities contribute to the higher housing sales prices. Wasatch County offers a range of housing options, including single-family homes, luxury properties, and vacation rentals, attracting both primary residents and buyers looking for second homes. The demand for housing, especially for vacation properties, has led to a competitive market and the potential for price appreciation.

> ◆ **ALIGNMENT** ◆
>
> *Wasatch County Housing Needs Assessment*
>
> *Wasatch County Moderate Income Housing*

Summit County

Summit County, encompassing cities like Park City and Coalville, is known for its renowned ski resorts and outdoor recreational amenities, attracting buyers from both within and outside the state. The housing market in Summit County is characterized by higher-end properties, and the median home price has seen a significant increase of approximately 12% compared to the previous year. The popularity of Summit County as a tourist destination, coupled with its proximity to Salt Lake City, contributes to the strong demand and higher housing sales prices. The county offers a variety of housing options, including luxury homes, condominiums, and vacation rentals, catering to the preferences of upscale buyers.

The market in Summit County has experienced notable interest from out-of-state buyers looking for second homes or investment properties.

FAMILY SUPPORTS

As home to a diverse resident population in terms of age and household structure, the Mountainland Region aims to support families and households at all stages of life through public programming and community partnerships.

These services are essential for the advancement of economic development goals as they represent key segments of the workforce as well as allowing for those who may otherwise be serving as caretakers in a non-professional capacity to participate in the workforce, expanding economic activity and household incomes regionwide.

To support childcare providers, the State of Utah facilitates a quality rating system. Providers may advance through the four levels of quality by meeting criteria in five categories. Providers who score high may qualify for higher subsidies or additional grant funding to support pay for childcare employees or other key functions of the childcare operation.

The state of Utah is also embarking on the development of a new Childcare Solutions and Workforce Productivity Plan.

Childcare[6]

Residents or households who make up to 85% of the State Median Income may be eligible for subsidized childcare. Childcare assistance is paid directly to childcare providers on behalf of qualifying families and is eligible for renewal every 12 months.

Families may use a state-sponsored interactive tool to search for eligible childcare providers in the geography of their choice. This tool also allows families to see information about a provider's license type, quality rating, and information about accepted subsidies.

Aging[7]

The Mountainland region aims to provide comprehensive options for aging to residents and caregivers. MAG Aging and Family Services serves as the region's key agency for support regarding aging. The agency connects residents and caregivers to programming including meal services, utility assistance, transportation assistance, community engagement opportunities, and more.

MAG Aging and Family Services also focuses on educational and support services for caregivers of aging residents, who may require targeted programming to provide quality care and manage the emotional demands of caregiving.

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6   *References: Childcare Assistance Overview, Childcare Provider Search Tool, Utah Childcare Quality System Factsheet*

7   *Regional Aging and Family Services*

EDUCATION

Higher Education

Utah, Wasatch, and Summit Counties are home to notable educational institutions that cater to a diverse range of students.

Brigham Young University (BYU), located in Provo, is a private university owned and operated by The Church of Jesus Christ of Latter-day Saints. With total enrollment at nearly 35,000, BYU offers a wide range of academic programs across various disciplines. The university's extensive and celebrated programming includes business, engineering, education, health sciences, law, humanities, fine arts, social sciences, accounting, entrepreneurship, nursing, engineering, and law.

Utah Valley University is the largest public university in the state of Utah, located in Orem. Total enrollment as of fall 2021 was 41,262 undergraduate and graduate students. The university prides itself as being one of only a small number of universities that offers a dual-mission model, combining a traditional teaching university with vocational programs typical of a community college. UVU reports that 30% of students are nontraditional (25+ years old), 17% support at least one child, and 37% of students are first generation, alongside 12,080 high school concurrent enrollment students as of fall 2019.

K-12 Education

When analyzing the school districts in Utah County, Wasatch County, and Summit County relative to the state of Utah and the rest of the United States, the region stands out as highly-ranked and high-performing.

In Utah County, Alpine, Nebo, and Provo school districts have consistently been recognized as top-performing districts. With a strong emphasis on academic achievement, it has achieved high graduation rates, test scores, and college readiness indicators. According to recent data, the district's graduation rate is above the state average of 90%, showcasing its commitment to student success.

Wasatch County School District, located in Wasatch County, has also demonstrated commendable performance. While specific statistics may vary, the district has consistently placed among the top districts in Utah, with students showcasing high levels of proficiency in various subjects. The district's commitment to providing quality education is evident in its students' achievements.

In Summit County, Park City and South Summit school districts have also achieved noteworthy success. Park City School District has received recognition for its exceptional educational standards. It has consistently boasted high graduation rates and college acceptance rates, positioning it as one of the top-performing districts in the state.[8]

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8   *Findings based on analysis from the Utah State Board of Education 'Utah School Report Card(s)'*

In terms of performance, there is variation among test score results in the region's districts. Based on 2023 data released by the Utah State Board of Education[9], Wasatch School District achieves the highest proficiency markings, with roughly 60% proficiency across subject areas.

School performance in the region has been studied relative to household income and threats to public health. Researchers at the University of Utah found that lower test scores at Utah schools were correlated to poorer air quality among school locations and student populations, which was in turn correlated to low-income households among the student population.[10]

The Unified Economic Opportunity Commission reports that only 34% of Utah kindergartners have access to full-day programs compared to an average of 82% across the U.S. The UEOC also reports that full-day kindergarten students achieve between two and four times the academic progress of half-day kindergarten students.

Exhibit 31: School District Spending Per Student, Teacher/Student Ratio, and Average Teacher Pay

Source: Utah School Spending Report Fiscal Year 2021-2022

School District	Per Student Spending	Teacher-Student Ratio	Average Teacher Pay
Alpine	$8,972	24.4	$54,995
Nebo	$9,798	22.9	$39,916
Provo	$13,410	18.6	$57,806
Wasatch	$11,828	23.2	$50,650
Park City	$22,629	14.6	$64,513
South Summit	$15,179	19.5	$56,998
School District Average	$14,300	19.3	$59,056

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9   *https://www.schools.utah.gov/data/reports*
10   *https://www.mdpi.com/1660-4601/17/18/6931*

Exhibit 32: School District RISE Assessment Scores (Grades 3-8)

Source: Utah State Board of Education

Alpine

Science	19.6%	22.9%	31.2%	26.4%
Mathematics	27.1%	19.8%	26.4%	26.7%
English Language Arts	27.5%	19.9%	30.3%	22.4%

Nebo

Science	25.0%	24.4%	29.5%	21.2%
Mathematics	36.2%	23.3%	23.8%	16.8%
English Language Arts	35.6%	22.8%	26.5%	15.2%

Provo

Science	28.4%	22.1%	26.1%	23.5%
Mathematics	34.2%	19.7%	23.6%	22.6%
English Language Arts	36.6%	17.2%	25.2%	21.0%

Wasatch

Science	20.1%	20.5%	32.1%	27.3%
Mathematics	22.4%	17.7%	26.8%	33.1%
English Language Arts	22.4%	18.1%	32.3%	27.2%

Park city

Science	16.8%	19.9%	29.9%	33.4%
Mathematics	23.8%	20.4%	28.3%	27.5%
English Language Arts	26.2%	18.3%	27.7%	27.9%

South Summit

Science	26.6%	26.0%	32.0%	15.4%
Mathematics	28.2%	28.8%	27.7%	15.3%
English Language Arts	31.7%	24.4%	30.0%	13.9%

Exhibit 33 MEDD Educational Attainment Levels

Source: ACS S1501 Educational Attainment

Graduate or professional degree
- Mountainland Region: 15%
- Utah: 13%
- United States: 14%

Bachelor's degree
- Mountainland Region: 32%
- Utah: 24%
- United States: 21%

Associate's degree
- Mountainland Region: 9%
- Utah: 10%
- United States: 9%

Some college (no degree)
- Mountainland Region: 23%
- Utah: 25%
- United States: 19%

High school graduate (includes equivalency)
- Mountainland Region: 16%
- Utah: 22%
- United States: 26%

9th to 12th grade (no diploma)
- Mountainland Region: 3%
- Utah: 4%
- United States: 6%

Less than 9th grade
- Mountainland Region: 2%
- Utah: 3%
- United States: 5%

Legend: ■ Mountainland Region   ■ Utah   ■ United States

Exhibit 34: Regional School Enrollment

Source: Lightcast 2023

- Nursery school, preschool: 14,105
- Kindergarten: 13,026
- Elementary: grade 1 to grade 4: 53,933
- Elementary: grade 5 to grade 8: 50,987
- High school: grade 9 to grade 12: 56,500
- College, undergraduate: 79,516
- Graduate, professional school: 11,643
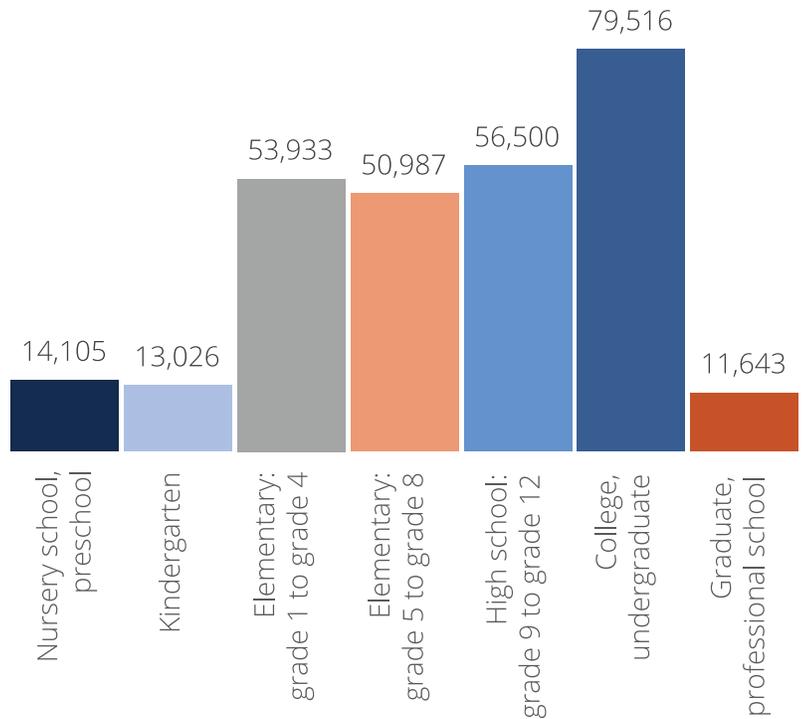
HEALTHCARE

Healthcare infrastructure is a critical component of quality of life and population health, which in turn informs economic development efforts and priorities. Healthcare access is tied to talent development and retention and speaks broadly to the strength of service provision throughout the region.

Additionally, healthcare represents a top industry and many jobs in the region. The strength of the healthcare industry in the region has an impact beyond health outcomes.

Population Health Indices

A number of federal and state indices exist to measure population health, typically accounting for a number of factors including life expectancy, prevalence of various types of diseases, behaviors linked to health outcomes such as smoking and movement, environmental factors such as pollution, and socioeconomic factors such as educational attainment and poverty.

The Robert Wood Johnson Foundation supports one such index through the University of Wisconsin's Population Health Institute.

The program, known as County Health Rankings and Roadmaps, measures US counties based on data described above and ranks counties based on how they perform against other counties in the same state. In this index, Utah County ranks fourth of all counties in the state, Wasatch County ranks first, and Summit ranked third. When compared to state and national figures, these counties are reported fewer people uninsured (Wasatch's rate matched the state figure), higher levels of physical activity, and fewer behaviors linked to poor health outcomes, including excessive drinking and physical inactivity, especially when compared with national figures.

Another index, the Utah Healthy Places Index provided through the Utah Department of Health & Human Services in partnership with the Public Health Alliance of Southern California, combines 20 characteristics into a single score and visualizes the data using an interactive map. Some areas are excluded from analysis based on the geography used to visualize the data, but the region generally scores high, with some lower scores concentrated around Provo.

Exhibit 35: Image of Utah Healthy Places Index Interactive Map

Source: Utah Healthy Places Index
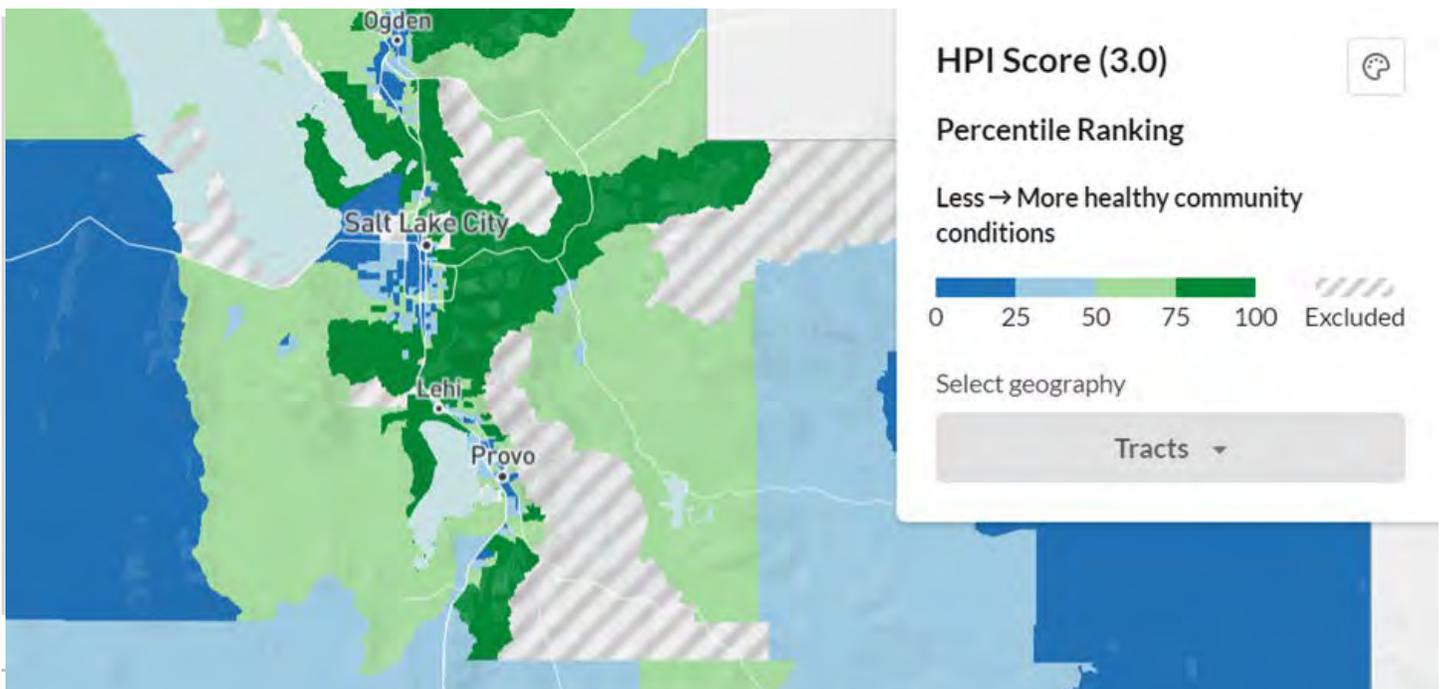
Hospitals and Medical Centers

The region is home to several hospitals and medical centers with notable healthcare providers including Intermountain Health and University of Utah Health.

Utah County
Utah County contains the regions most concentrated supply of hospitals and medical centers, including Utah Valley Hospital in Provo, a renowned medical center offering comprehensive healthcare services. Intermountain Health operates seven hospitals in Utah county.

Wasatch County
Wasatch County is served by the Heber Valley Hospital, a modern facility that provides a wide range of medical services to the local community.

Summit County
Summit County is home to the Park City Hospital, a critical access hospital that offers emergency care, surgical services, and various outpatient services.

Primary Care, Specialty Centers, & Clinics

Primary care services are available in all three counties, with numerous clinics and healthcare providers offering family medicine, internal medicine, and general practitioner services. These providers play a crucial role in providing comprehensive and preventive healthcare services to individuals and families.

The three counties have numerous specialty centers and clinics that provide specialized care in areas such as cardiology, orthopedics, oncology, pediatrics, and more. These centers offer a range of diagnostic, treatment, and preventive services to address specific healthcare needs.

Community health centers, rural health clinics, and veteran's medical centers exist to address gaps in healthcare access among potentially vulnerable populations, and can be located using state resources.

Utah, Wasatch, and Summit counties also have resources dedicated to behavioral and mental health services. These include counseling centers, psychiatric facilities, and outpatient programs that address various mental health conditions and provide support for individuals and families.

Local Government Initiatives

Utah County, Wasatch County, and Summit County are independently engaged in efforts to promote public health through local government initiatives and efforts. These efforts range from mosquito abatement to vaccination clinics and are primarily responsive to resident needs. Local health departments may be valuable partners in the implementation of the CEDS.

PUBLIC SAFETY

According to an analysis by EMSI Lightcast, the region has 8.79 property crimes per 1,000. This figure falls well below the national average national rate of 17.8 per 1,000, indicating a relatively safe regional environment.

REGIONAL COLLABORATION

Throughout the CEDS planning process, stakeholders frequently discussed regional collaboration. The state of Utah is also pushing for collaboration through unified connections. In its role as a convener, MAG is working to build awareness, trust, and transparency among a network of key stakeholders including government officials, economic developers, business leader, educational institutions, healthcare, and other civic and community organizations. In addition to the region-wide collaboration outlined in the strategic action plan, MAG will also be convening an Economic Advisory Group for the state's Regional Economic Collaborative.

COMPETITIVE ADVANTAGES AND DISADVANTAGES

The MEDD region vital to state of Utah's economy. Among the seven regions in the state, MEDD is the fastest growing and performing well across the indicators outlined in the Coordinated Action Plan.

The MEDD Region is strongest in the "International" indicator, which includes global trade and export of products and services, direct foreign investment, cultural amenities, ethnic influences, languages spoken, access to world markets, learning opportunities, awareness of region worldwide, and ease of travel. The number of multilingual households in Utah is increasing with about 15% speaking a language other than English at home. About 40% of the population of Utah County speaks a second language.

The "Intellectual Capital" and "Investment" indicators were tied as other strengths of the region. "Innovation" and "Interest" followed, with "Infrastructure" listed as the region's weakest indicator. However, the MEDD region is performing comparatively well among other regions in the state across all six indicators. The plan highlighted the MEDD region's top performance for Broadband Adoption Index, Average High-Tech Industry Employment Share, and Tech-Based Knowledge Occupation Clusters.

The region's weakest performance was related to the share of cost-burdened households, patent technology diffusion index, which measures the rate at which technology is adopted by a population, and 2019 Visitor Spending per Capita.

The largest disadvantages of the region are due to its massive population growth rate straining the capacity of infrastructure and other community supports. The plan suggests that the region prioritize investment in housing, transportation, childcare, connection with educational institutions, open space, economic mobility, and underserved populations.

ECONOMIC DIVERSITY

The state of Utah is prioritizing target industries such as Advanced Manufacturing, Aerospace and Defense, Financial Services, Life Sciences and Healthcare, and Software and Information Technology. The Coordinated Action Plan noted the MEDD Region possesses a large number of subsectors in each of these industries.

INNOVATION AND ENTREPRENEURSHIP

The MEDD region has a strong entrepreneurship ecosystem. Businesses can access a variety of resources such as:

- Orem Business Alliance
- American Fork Chamber
- Eagle Mountain Chamber
- Heber Valley Chamber
- Point of the Mountain Chamber
- Payson and Santaquin Area Chamber
- Pleasant Grove-Lindon Chamber
- Spanish Fork and Salem Chamber
- Springville Mapleton Chamber
- Utah Valley Chamber
- Park City Chamber
- Orem Small Business Development
- Center
- UVU Business Resource Center

- SMART Lab
- University of Utah Manufacturing
- Extension Partnership
- Utah SCORE
- Governor's Office of Economic
- Development (GOED)
- Economic Development Corporation of
- Utah (EDCUTAH)
- Mountainland Small Business Loan
- Program
- Business Loans of Utah
- Orem City Revolving Loan Fund
- Utah Microloan Fund

Exhibit 36: New Business Starts
Source: US Chamber of Commerce

	2021	2020	2019	2018	2017
Summit County	,439	1,248	1,114	1,141	973
Wasatch County	933	765	711	688	604
Utah County	15,705	12,460	12,848	11,473	10,657
Total	18,077	14,473	14,673	13,302	12,234

✖ Exhibit 36: Innovation Index Capacity Profile Summary

Source: StatsAmerica Innovation Intelligence Data

Index	Score	Key Takeaways
Human Capital & Knowledge Creation	164.5 (high)	Patterns of establishment formation and composition indicate a high level of business competitiveness. **Top measures:** • Bachelor's degree attainment • Average High-Tech Industry Employment Share
Business Dynamics	178.8 (high)	Patterns of establishment formation and composition indicate a high level of business competitiveness. **Top measures:** • Average High-Tech, Early-in-Life-Cycle Establishment Ratio • Traded Sector Establishment Births to All Establishment Ratio
Business Profile	147.6 (high)	The relative availability of resources for entrepreneurs and businesses is high in this area. **Top measures:** • Average Annual High-Tech Industry Venture Capital (scaled by GDP) • Average Annual Venture Capital Deals (scaled by GDP)
Employment & Productivity	128.9 (high)	Industry performance in Mountainland Economic Development District indicate a high level of positive outcomes from existing economic activity. **Top measures:** • Job Growth to Population Growth Ratio • Patent Diversity
Economic Wellbeing	164.0 (high)	As measured by residential internet connectivity and income, this area has a high standard of living. **Top Measures:** • Broadband Adoption Barriers • Change in Annual Wage and Salary Earnings per Worker

OPPORTUNITY ZONES

The Federal Qualified Opportunity Zone (QOZ) program spurs economic development by offering tax incentives for investment into designated economically distressed census areas. Individuals who make investments through special funds in these zones can defer or eliminate federal taxes on capital gains. All five (5) of the MEDD region's QOZs fall within Utah County.[11] The census tracts are 49049002400, 49049002400, 49049002500, 49049002801, and 49049002802.

About the MEDD Region's QOZs:[12]

- These QOZs are home to approximately 17,000 people, about 3% of the county's total population.
- All five of the QOZs in Utah County are **over 235 miles away** from the closest EDA University Center.
- There are **no** EDA funded Revolving Loan Funds serving areas of any of the Utah County QOZs.
- There are **no** EDA grants that are either located within or clearly intended to support the Utah County QOZs.
- Four of the five QOZs in Utah County **are** HUD 2019 Low-Income Housing Tax Credit Qualified Tracts.
- Four of the five QOZs in Utah County **are** qualified 2018 SBA HUBZone Census Tracts.

Exhibit 38: Map of Opportunity Zones
Source: Opportunity Database Online
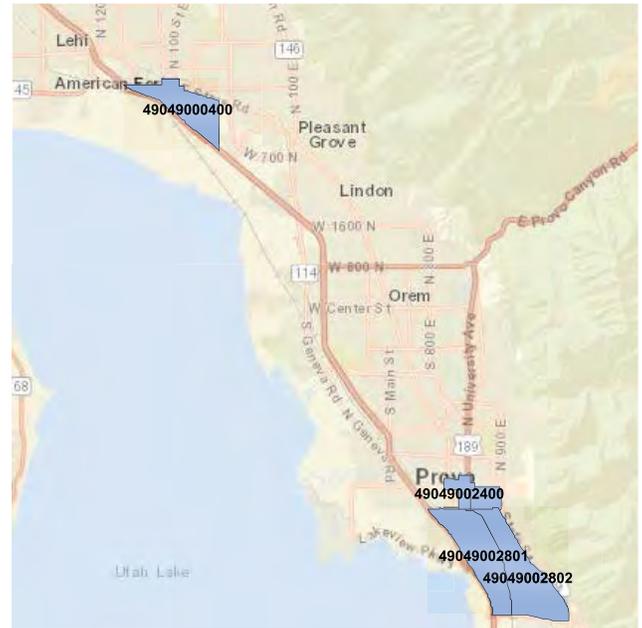
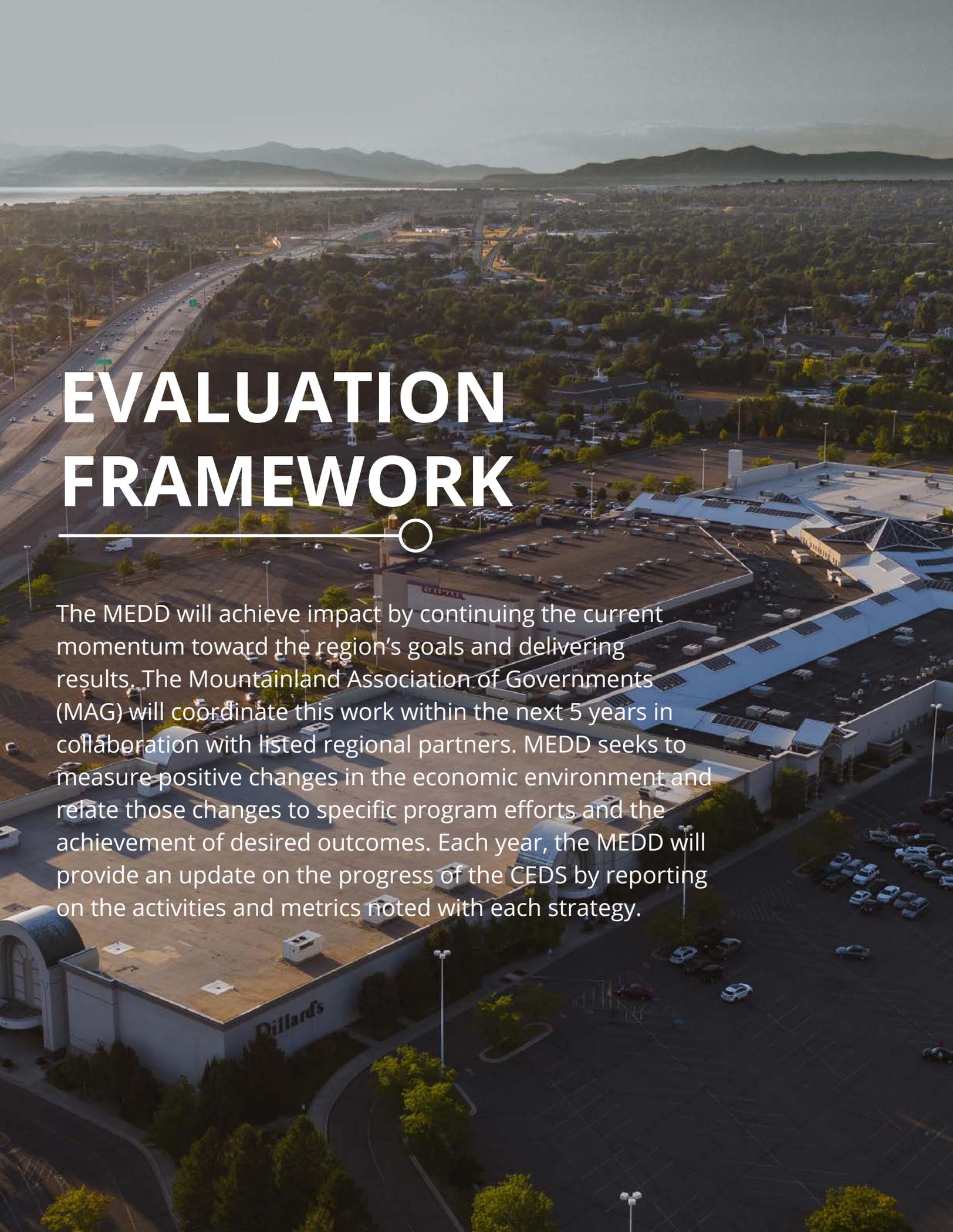## Exhibit 39: Regional Opportunity Zone Data Overview

Source: Stats America

	County	Median Household Income	Below Poverty Line	Median Home Value	Edu High School	Median Age
All of Utah	N/A	$76K	9%	$330K	93%	31
Utah OZ Average	N/A	$43K	19%	$195K	88%	25
49049000400	Utah	$62K	7%	$215K	82%	28
49049002400	Utah	$40K	15%	$288K	94%	24
49049002500	Utah	$34K	23%	$203K	89%	24
49049002801	Utah	$40K	21%	$160K	81%	26
49049002802	Utah	$38K	30%	$111K	94%	25

11   https://opportunitydb.com/location/utah/utah-county/
12   https://www.statsamerica.org/opportunity/map.aspx

EVALUATION FRAMEWORK

The MEDD will achieve impact by continuing the current momentum toward the region's goals and delivering results. The Mountainland Association of Governments (MAG) will coordinate this work within the next 5 years in collaboration with listed regional partners. MEDD seeks to measure positive changes in the economic environment and relate those changes to specific program efforts and the achievement of desired outcomes. Each year, the MEDD will provide an update on the progress of the CEDS by reporting on the activities and metrics noted with each strategy.

GOAL 1

Provide a safe, connected, and accessible regional transportation network to meet current and future needs.

COLLABORATORS:

MAG (lead)
UDOT
UTA
HVT
City/County Planning and Development
State legislature
Neighboring EDDs

RESOURCES:

SB 185 State Infrastructure Bank Fund for Greenfield Areas
Traffic studies
Infrastructure grants
Local Administrative Advisor

CATALYSTS:

HB 44 Corridor Funding
SB 185 trail efforts and extended deadlines for opting into transit sales tax
SB 260 Transportation Funding Requirement changes
Winter Olympics (2030 or 2034)

STRATEGY: 1.1: Expand public transit infrastructure, access, and awareness.	TIMELINE: Long-term (4-5 years)

OBJECTIVES:

- 1.1.1: Create a concise, data-driven, and easy-to-understand campaign about how public transit positively impacts health, congestion, quality of life, air pollution, and resource management.
- 1.1.2: Plan and prioritize development that increases proximity between public transportation and housing development.
- 1.1.3: Increase regional investment in public transit to speed up the development of new infrastructure and close the gap in our current needs and anticipated demand.
- 1.1.4: Explore investment and incentive options to increase public transit ridership and aid first/last mile transportation.

OUTCOMES: Reduced traffic, increased transit options, community utilizing transit options and providing feedback	METRICS: Public transit investment, number of bus routes, ridership on current routes, miles of light rail, first/last mile transportation service/options

STRATEGY: 1.2: Align regional efforts to improve and execute transportation plans that minimize congestion, increase connectivity, and anticipate future trends.	TIMELINE: Medium-term (2-3 years)

OBJECTIVES:

- 1.2.1: Develop an advocacy plan to garner support with the UTA, local, county, and state governments for updated transit policies, transportation plan adoption, and coordination.
- 1.2.2: Evaluate current transportation plans and increase collaboration between the region, UDOT/UTA, and experts to address challenges and efficiently move forward on studies and projects.
- 1.2.3: Increase regional investment and planning for high-quality, active transit facilities with consistent design standards across jurisdictions.
- 1.2.4: Engage with workforce, especially commuters, to ensure their needs are being met.

OUTCOMES: Future-focused transportation planning in co-ordination with UDOT, strong partnership with UTA, reduced traffic, regional transit connections completed, community utilizing transit options and providing feedback	METRICS: Transit facilities investment, number of collaborative meetings (and attendance), plan evaluations completed, advocacy plan completed, number of engagements, commuter data

GOAL 2

Balance regional growth, tourism development, and the protection of natural resources.

COLLABORATORS:

MAG (lead)
Wasatch Range Leisure & Hospitality Regional Coalition,
DNR,
Utah Department of Environmental Quality,
Utah County Environmental Health,
county health departments,
Wasatch Mountain State Park,
Utah Department of Cultural and Community Engagement,
Utah Office of Tourism,
Utah Office of Outdoor Recreation,
Visit Park City,
Visit Heber Valley,
Explore Utah Valley,
Summit County Historical Society,
county and municipal utilities,
local planning departments,
Institute of Outdoor Recreation and Tourism at Utah State University,
other regional universities

RESOURCES:

SB 118 Water Efficient Landscaping Incentives
Agriculture Optimization Grant
Potential to access TRT
Utah Outdoor Rec Regional Projects
Local Technical Assistance Grants
Red Emerald Resilience industry webinar series
Utah Dark Skies toolkit
Agritourism toolkit
Forever Mighty Responsible Tourism Initiative

CATALYSTS:

State Scenic Byway Committee
Red Emerald Strategic Plan
Military Installation Development Authority
Winter Olympics (2030 or 2034)

STRATEGY: 2.1: Use current data, best practices, and planning to catalyze action among regional partners.	TIMELINE: Short-term (0-1 year)

OBJECTIVES:

- 2.1.1: Engage local universities and experts to complete a study on air and water pollution and the impacts of regional growth on the environment.
- 2.1.2: Convene regional partners to review and plan action based on data, best practices, and the hazard mitigation plan.

OUTCOMES: Greater understanding of environmental impacts, strong Hazard Mitigation Plan, awareness and action among regional partners	METRICS: Number of meetings (and attendance), study and plan progress

STRATEGY: 2.2: Expand sustainable tourism initiatives.	TIMELINE: Medium-term (2-3 years)

OBJECTIVES:

- 2.2.1: Convene regional tourism partners to catalyze sustainable tourism, tourism development, and tourism diversification while ensuring actions complement local culture and needs.
- 2.2.2: Work with appropriate agencies and entities on recreation management plans.
- 2.2.3: Strengthen support for tourism-related business resiliency and development.

OUTCOMES: Established regional definition of sustainable tourism established and accepted tourism plans,	METRICS: ADR, TRT, park visitor and capacity ratio, tourism and recreation management plans completed, tourism industry data trends

STRATEGY: 2.3: Advocate for local governments to manage development with incentives, updated zoning and building codes, and code enforcement.	TIMELINE: Long-term (4-5 years)

OBJECTIVES:

- 2.3.1: Compile and distribute information to stakeholders regarding potential incentives for the use of green energy sources and alternatives to vehicle transportation.
- 2.3.2: Provide stakeholders with best practices to prioritize open spaces through incentives and green space requirements.
- 2.3.3: Promote the adoption and enforcement of codes that reduce pollution and limit development near environmentally sensitive or protected areas.

OUTCOMES: Intentional and responsible growth management	METRICS: Best practices and incentive information compiled, communication statistics (meetings, presentations, and other dissemination), incentive and code adoption

GOAL 3

Improve quality of life to support the region's workforce and communities.

COLLABORATORS:

MAG (lead)
Elected officials,
Unified Economic Opportunity Commission,
Talent Ready Utah Board,
Mountainland Head Start,
Utah Works,
other statewide organizations,
regional housing authority,
HUD,
Health Department,
Educational Institutions

RESOURCES:

Attainable Housing Grants
Deeply Affordable Housing Fund
Rural Single-Family Home Land Revolving Loan Program
Rural Single-Family Housing Rehabilitation
Olene Walker Housing Loan Fund
HB 477: Full-day kindergarten funding
First Children's Finance
Data and information, especially related to housing and childcare
State and local health department data
Rural Communities Opportunity Grant (RCOG)

CATALYSTS:

HB 364: Housing Affordability Amendments, including tax credits for developing or preserving affordable rental units
HB 406 and SB 174 on Land Use, Development, and Management
Childcare Solutions and Workforce Productivity Plan
$9.5 Million allocated to ongoing Targeted Workforce Development to increase training for high-demand industries, including healthcare

STRATEGY: 3.1: Coordinate regional efforts to address housing challenges.	TIMELINE: Short-term (0-1 year)

OBJECTIVES:

- 3.1.1: Provide resources to cities and counties for the completion of housing studies and strategic plans.
- 3.1.2: Organize stakeholder planning sessions to address housing issues and share data, best practices, and other relevant housing-related information.
- 3.1.3: Advocate for legislation that would allow local government the option to use a wider range of housing tools.
- 3.1.4: Empower local governments to strategically address zoning concerns and prioritize residential development sites near amenities and transportation hubs.

OUTCOMES: Robust housing data, tools, and best practices are available to regional partners, Cities and counties have adopted actionable plans to address housing challenges	METRICS: Best practices and housing tool information compiled, number of planning sessions (and attendance), communication outreach statistics (presentations and other dissemination), funding and other resources secured for housing studies and strategic plans

STRATEGY: 3.2: Increase equitable access and affordability of quality education and childcare that meets the needs of students, families, and businesses.	TIMELINE: Long-term (4-5 years)

OBJECTIVES:

- 3.2.1: Increase regional investment in early childhood education, K-12 schools, and childcare availability, access, and affordability.
- 3.2.2: Expand and support collaboration between educational institutions, local governments, and businesses to align pathways with market needs and retain students in regional occupations.

OUTCOMES: More affordable and accessible childcare and education, better alignment between educational institutions and regional partners, increased	METRICS: Childcare investment, K-12 investment, number of meetings (and attendance), student retention

STRATEGY: 3.3: Assess and address barriers to the health and safety of residents, workers, and visitors.	TIMELINE: Long-term (4-5 years)

OBJECTIVES:

- 3.3.1: Increase awareness of existing health and wellness programs
- 3.3.2: Create a regional asset map of healthcare and emergency service locations, capacity, and services.
- 3.3.3: Evaluate HPSA score and identify most common needs such as urgent care, pharmacies, mental health care, and substance abuse resources.
- 3.3.4: Increase regional investment in training for needed healthcare and emergency services occupations.

OUTCOMES: Increased awareness of healthcare needs and gaps, strengthened coordination between health departments and regional partners	METRICS: Communication outreach statistics (meetings, presentations, and other dissemination), regional investment in healthcare training, HPSA score evaluation completed

GOAL 4

Strengthen regional collaboration to support strategic actions, build resiliency, and increase economic competitiveness.

COLLABORATORS:

MAG (lead)
Economic Development Directors,
Chambers,
DWS,
Other NGOs,
Unified Economic Opportunity Commission,
Governor's Office of Economic Opportunity,
Utah Capital Investment Board, Utah Works,
Talent Ready Utah,
Utah International Trade and Diplomacy,
World Trade Center Utah,
Governor's Office of Planning and Budget,
Educational Institutions, and

other regional partners

RESOURCES:

Rural Communities Opportunity Grant (RCOG)
Rural Coworking and Innovation Center Grant
Rural Economic Development Tax Increment Financing (REDTIF)
Rural Employment Expansion Program
Equity-free Small Business Innovation Research
Small Business Technology Transfer
Manufacturing Modernization Grant
Utah Motion Picture Incentive Program

CATALYSTS:

Utah Innovation Lab
SB 36 Professional Licensing Amendments
CEDS Submission to EDA

STRATEGY: 4.1: Improve coordination between regional stakeholders, surrounding regions, and the state.	**TIMELINE:** Short-Term (0-1 year)

OBJECTIVES:

- 4.1.1: Increase communication and host quarterly meetings to discuss and coordinate approaches to priority issues and advance the achievement of the goals outlined in this CEDS.
- 4.1.2: Partner with regional economic development organizations and other applicable stakeholders to determine and address gaps in data and coordinate data sharing.
- 4.1.3: Identify funding sources for strategic action related to regional priorities.
- 4.1.4: Work with neighboring regions and the state to identify and overcome legislative and process barriers to progress.

OUTCOMES: Cohesive regional vision and plan, Increased availability of shared data resources, Resources available to make progress on plan objectives	**METRICS:** Number of meetings (and attendance), data access, funding source list

STRATEGY: 4.2: Advance efforts to further diversify the regional economy and increase competitiveness.	**TIMELINE:** Long-term (4-5 year)

OBJECTIVES:

- 4.2.1: Continue to foster an effective entrepreneurship ecosystem with increased focus on diversity, inclusion, and access to business support programs.
- 4.2.2: Partner with the private sector to expand intrapreneurship education, resources, and initiatives.
- 4.2.3: Work with regional universities to provide technology transfer and commercialization resources.
- 4.2.4: Convene regional, state, and federal partners to develop international marketing materials, resources, and subsidies for trade missions.

| **OUTCOMES:** Strong and diverse business ecosystem that provides resources to new and existing businesses, drives innovation, and collaborates for economic success.	**METRICS:** Number of meetings (and attendance), Wage growth by sector, Business start-ups, Business tenure/retention, GRP, number of small, minority-owned, women-owned, and veteran-owned businesses, marketing materials developed

APPENDICES

APPENDIX A

GEOGRAPHY, NATURAL ASSETS, AND CULTURAL ASSETS

GEOGRAPHY

As you enter the MAG region from any direction, the striking views of towering mountains are impossible to miss. Just a short journey through the region provides a jaw-dropping experience with lush valleys and waterways contrasting with the snowy peaks. A distinction can be seen between what is considered the "Wasatch Front" and the "Wasatch Back".
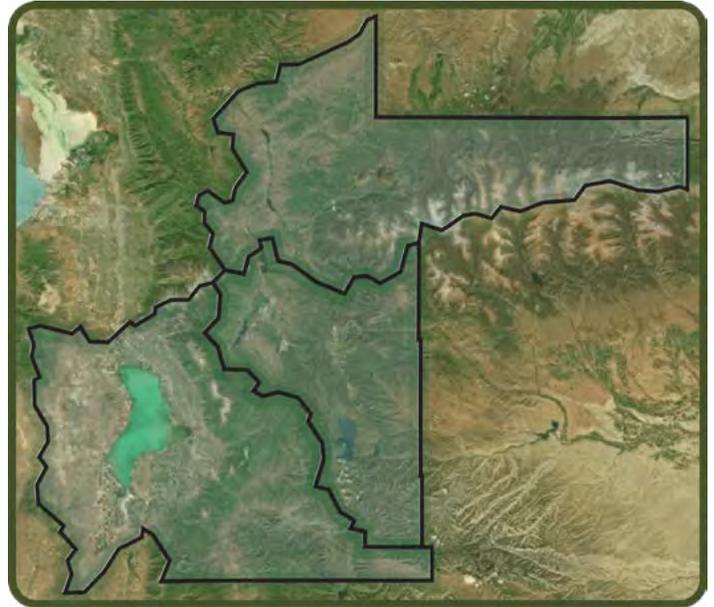
◆ **ALIGNMENT** ◆

Utah Agricultural Statistics Annual Report

Wasatch Mountain State Park

Utah County Environmental Health

Heber Valley Sustainability Efforts

Wasatch County History

Summit County Historical Society

Utah County History

Visit Park City

Visit Heber Valley

Explore Utah Valley

Utah County
- Borders the Wasatch Mountains on the east
- Utah County's elevation varies, with the valley floors at around 4,500 to 5,500 feet (about 1,372 to 1,676 meters) and mountain peaks within the county reaching elevations of over 11,000 feet (about 3,352 meters).
- The highest point is Mt. Nebo at 11,928 ft. and the lowest point is at the Jordan River Flood Plain at 4,480 ft.
- Major bodies of water include Utah Lake, which is both the state and the country's largest freshwater lake, and the Provo River
- Average temperatures in the wintertime range from lows in the teens and highs in the mid-20s and 30s
- Average temperatures in the summertime range from lows in the mid-40s and 50s and highs in the mid-70s and 80s

Wasatch County
- Lies between Wasatch and Uinta mountains
- The county's mountain ranges include the Wasatch Mountain Range and the Uinta Mountains, with Mount Timpanogos overlooking the Heber Valley
- The elevation in Wasatch County varies significantly, with the valley floors around 5,500 feet (1,676 meters) and mountain peaks reaching elevations of over 11,000 feet (3,352 meters).
- Water flows through into the Great Basin or Uinta Basin, ultimately ending up in Colorado River
- Other bodies of water include the Deer Creek Reservoir and the Provo River
- Average temperatures in the wintertime range from lows in the teens and highs in the mid-20s and 30s
- Average temperatures in the summertime range from lows in the mid-40s and 50s and highs in the mid-70s and 80s

Summit County
- "Utah's Summit" with the Wasatch and Uinta Mountains bordering the county
- Uinta Mountains give birth to the Weber, Provo, and Bear rivers that flow into the Green River.
- The county holds the Snyderville Basin, home to many of its residents
- Summit County's elevation varies greatly. It encompasses high mountain peaks, with elevations ranging from around 6,000 feet (1,828 meters) in valleys to over 10,000 feet (3,048 meters) in the mountainous areas.
- Major bodies of water include the Jordanelle Reservoir and the Weber River
- Average temperatures in the wintertime range from lows in the teens and highs in the mid-20s and 30s
- Average temperatures in the summertime range from lows in the mid-40s and 50s and highs in the mid-70s and 80s

NATURAL ASSETS

Utah County
Utah County is blessed with diverse natural assets. It is home to the iconic Mount Timpanogos, a prominent peak in the Wasatch Range, offering breathtaking views and opportunities for hiking, camping, and climbing. The county also encompasses parts of the scenic Provo River, renowned for its trout fishing and recreational activities. Utah Lake, the largest freshwater lake in the state, provides opportunities for boating, fishing, and birdwatching. The county's scenic beauty, including its canyons, forests, and natural landscapes, make it a popular destination for outdoor enthusiasts.

- Alpine Loop Scenic Backway
  - Bridal Veil Falls
  - Cascade Springs
  - Deer Creek Reservoir State Park
  - Fifth Water Hot Springs
  - Maple Lake
  - Mount Nebo
  - Mount Timpanogos
  - Lindon Marina
- Payson Lakes
- Provo River
- Rock Canyon Park
- Stewart Falls Trail
- Sundance Mountain Resort
- Utah Lake State Park
- Uinta-Wasatch-Cache National Forest
- Timpanogos Cave National Monument
- American Fork Canyon

Wasatch County
Wasatch County boasts stunning natural assets that attract visitors from near and far. The county is nestled in the Wasatch Mountains, offering picturesque mountain ranges, including the Uinta Mountains to the east. The area is known for its world-class skiing and snowboarding resorts. The county is also home to the Jordanelle State Park, encompassing the Jordanelle Reservoir, where visitors can enjoy water sports, camping, and hiking. The diverse wildlife, including elk, deer, and various bird species, adds to the natural charm of the county.

- Utah Crater
  - Alpine Loop Scenic Backway
  - Soldier Hollow Nordic Center
  - Jordanelle State Park
  - Memorial Hill
  - Stewart Falls Waterfall
  - Wasatch Mountain State Park
  - Cascade Springs

Summit County
Summit County is renowned for its spectacular natural assets, primarily driven by its mountainous terrain and pristine landscapes. The county encompasses parts of the Uinta-Wasatch-Cache National Forest, offering an abundance of recreational opportunities such as hiking, mountain biking, and fishing. The Park City area within Summit County is particularly famous for its ski resorts, including Park City Mountain Resort and The Canyons Resort. The county also hosts the Sundance Film Festival, taking advantage of its beautiful surroundings and promoting the intersection of arts and nature.

- Echo State Park
  - Rockport State Park
  - Wasatch Mountain State Park
  - Park City Mountain Resort
  - Deer Valley Resort
  - Park City Mountain
  - Utah Olympic Park
  - Woodward Park City[13]

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13   The summary of natural resources was informed by document and website review from regional tourism organizations.

CULTURAL ASSETS

Utah County Highlights

Utah County has a rich cultural heritage with several notable assets. The county is home to two major universities, Utah Valley University (UVU) and Brigham Young University (BYU) Brigham Young University offers diverse cultural events, including theatrical performances, art exhibits, and music concerts. The Monte L. Bean Life Science Museum, located at BYU, showcases various exhibits on natural history and biodiversity. The county also hosts the various cultural festivals and city celebrations, including celebrations of Polynesian and Scottish culture, Pioneer, Steel, Strawberry and Onion Days. Notably among these is the Timpanogos Storytelling Festival, which celebrates the art of storytelling and folklore.

- Thanksgiving Point
  - Hale Center Theater
  - BYU Performing Arts
  - Sundance Summer Theatre
  - The Hive Collective
- Utah Valley Symphony
- Utah Valley University Performing Arts
- UVU Noorda Center for the Performing Arts
- BYU Museum of Art
- Daughter's of Utah Pioneers Museum

Wasatch County Highlights

Wasatch County boasts cultural assets that reflect its Western heritage and recreational lifestyle. The county is known for its western-themed events, such as the Heber Valley Western Music & Cowboy Poetry Gathering, which brings together renowned cowboy poets and musicians. The historic Heber Valley Railroad offers scenic train rides and recreates the atmosphere of the Old West. The county also has a vibrant arts community, with galleries and art events showcasing the works of local artists. The annual Swiss Days in Midway celebrates the area's Swiss heritage through traditional music, food, and crafts.

- Heber Valley Railroad
  - Wasatch Mountain Music Festival
  - Heber Valley Choir and Orchestra
  - Swiss Days Annual Festival
  - Timpanagos Valley Theatre
  - Wasatch Camerata Chamber Singers

Summit County Highlights

Summit County embraces a diverse range of cultural assets, influenced by its history and mountain resort culture. Park City, located in Summit County, is renowned for its Sundance Film Festival, attracting filmmakers and artists from around the world. The county is home to the Kimball Art Center, which exhibits contemporary art and hosts art events and workshops. Park City also offers a vibrant dining and entertainment scene, with numerous restaurants, bars, and live music venues. The county celebrates its mining heritage through events like Miners' Day, featuring parades and activities that honor the area's mining history.

- Park City Museum
  - Mountain Town Music
  - Summit County Museum
  - Park City Film
  - Utah Conservatory
  - Utah Film Studios
  - George Eccles Salt Lake 2002 Olympic Winter Games Museum
  - Sundance Institute

APPENDIX B

DISASTER RESILIENCE

Disaster mitigation can protect lives and properties. MAG, at the request of the local jurisdictions in Summit, Utah, and Wasatch counties, created a plan that helps those participating access disaster funding, both before and after a disaster occurs. Mitigation reduces or prevents the damage caused by natural disasters such as earthquakes and wildfires. It involves actions taken before a disaster occurs rather than during disaster response. Participation in this plan makes jurisdictions and organizations eligible to apply for FEMA grants and receive post-disaster funds.

The Regional Pre-Disaster Mitigation Plan aims to increase awareness among city and state officials, agencies, and the public regarding the risks posed by various hazards in Utah jurisdictions, and how to mitigate these risks. The participating counties include Summit, Utah, and Wasatch. The plan focuses on regional hazards such as:

- air quality,
- algal blooms,
- climate change,
- severe weather,
- drought,
- pests,
- and radon gas.

The goal of the plan is to promote proactive measures to prevent or reduce vulnerability and risk associated with these hazards.

Utah County faces several likely hazards, including hail, fire, winter weather, wind, and avalanches. Flooding is a regular occurrence in the county. Wildfires are frequent, with most fires happening in late summer and early fall. Smoke from wildfires out of state cause additional air quality issues. Human activities contribute to over half of the fires in the county. The rapid development of foothills and alluvial fans often leads to landslides and debris flows, especially after wildfire events. In terms of earthquakes, while Summit and Wasatch counties may experience some damage, Utah County is expected to see mass movement along the bench areas, liquefaction near the lake, and other structural impacts for earthquakes with a magnitude of 5.0 and above. Due to its mountainous terrain, Utah County is particularly susceptible to severe weather, especially winter weather events. These hazards highlight the need for preparedness and resilience strategies in the county.

Wasatch County in Utah faces several high-likelihood hazards, including hail, winter weather, and avalanches. Flooding is a regular occurrence, especially as development expands in areas like Heber Valley, along the shores of Deer Creek and Jordanelle Reservoirs, and along river and stream corridors. Wildland fires are a common event in the county, with multiple fires occurring each year. Landslides also happen nearly every year along the benches and hillsides. Earthquakes above 3.0 on the Richter scale are rare in the county, with minor events occurring monthly but generally going unfelt. Due to its mountainous terrain, Wasatch County is particularly vulnerable to severe winter weather, which has caused the most injuries and property damage. Wind, on the other hand, is responsible for significant crop damages in the county. It is crucial to prioritize preparedness and mitigation measures to address these hazards effectively.

Summit County in Utah faces several significant hazards with high impact potential. The most likely hazards include winter weather, high winds, drought, and wildfires. Flooding in the county is often caused by snow melt or severe thunderstorms, exacerbated by impervious soils resulting from wildfires or drying out. Wildfires are frequent and pose imminent danger to residents, as the county is located within the Wildland Urban Interface. Landslides are common and can occur without warning, leading to destructive outcomes. The region is also at risk of earthquakes, particularly along the Wasatch Fault. Severe weather events like blizzards, heavy snowstorms, and ice storms, as well as avalanches, are a concern, especially in tourism-centered areas. Currently, Summit County is experiencing a severe drought, leading to inadequate pasture and water for cattle, poor air quality, dust problems, and dry streams and ponds. These hazards highlight the need for proactive measures to mitigate risks and enhance resilience in the county.

To ensure the maintenance of the plan, MAG will make it accessible on its website, along with risk maps and a comment section on the Pre-Disaster Mitigation landing page. Additionally, hazard maps will be featured at their annual Open House, where each city presents its long-range plan. MAG actively monitors the progress of mitigation strategies by contacting each jurisdiction every two years. This assessment aims to determine if any modifications are necessary for the plan. The results of these evaluations will be shared with the Executive Council. Updates on the progress of the plan can be expected in 2024 and 2026. This periodic evaluation and review process ensure the plan remains relevant and effective in addressing hazards and mitigating risks.

APPENDIX C

LABOR MARKET

Exhibit 40: Total Employed Workforce by County

Source: Lightcast Industry Employment Table, 2023

	All Industries Employment
Summit County	32,637
Wasatch County	13,292
Utah County	1,840,325
MEDD Region Total	1,886,254

OCCUPATIONS AND JOB POSTINGS

Exhibit 41: MEDD Top Occupations by Employment, 2022

Source: Lightcast Occupations Table Report, 2023

Occupation Description (SOC)	Jobs 2022	Median Annual Earnings	Median Hourly Earnings
Office & Administrative Support (43)	49,742	$35,169	$16.91
Sales & Related (41)	35,382	$31,225	$15.01
Management (11)	32,686	$78,591	$37.78
Educational Instruction & Library (25)	30,478	$55,269	$26.57
Food Preparation & Serving Related (35)	27,438	$25,138	$12.09
Construction & Extraction (47)	26,024	$45,336	$21.80
Business & Financial Operations (13)	21,890	$57,611	$27.70
Production (51)	19,801	$34,935	$16.80
Transportation & Material Moving (53)	19,617	$32,352	$15.55
Computer & Mathematical (15)	18,855	$75,839	$36.46

Exhibit 42: Stem Occupations as a Percentage of All Jobs

Source: Lightcast Occupation Tables

STEM Occupation Group	Jobs 2022	% of STEM Jobs	% of All Jobs
Computer Occupations	17,426	72.26%	4.61%
Mathematical Science Occupations	1,265	5.25%	0.34%
Engineers	2,211	9.17%	0.59%
Drafters, Engineering Technicians, and Mapping Technicians	1,307	5.42%	0.35%
Life Scientists	462	1.92%	0.12%
Physical Scientists	257	1.07%	0.07%
Social Scientists and Related Workers	567	2.35%	0.15%
Life, Physical, and Social Science Technicians	620	2.57%	0.16%
	24,115		**6.38%**

LABOR FORCE PARTICIPATION

Overall, the regional labor force participation rate, at 70.4% for the population 16 years and older, is higher than both the national average (6.8% above) and the state average (1.8% above).

Exhibit 43: Regional Labor Force Participation Rate by Sex

Source: American Community Survey 5-Year Estimates S2301 Employment Status

Female labor participation rates represent the greatest disparity between state and national trends in the region. Overall female labor participation falls 5.1% below the national average and 3.9% below the state average. The disparity becomes greater for women with children, whose labor participation rate is 15.8% below the national average and 7.4% below the state average.
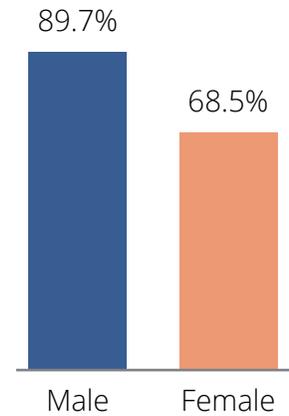
Male	Female
89.7%	68.5%

Exhibit 44: Regional Labor Force Participation Rate by Race

Source: American Community Survey 5-Year Estimates S2301 Employment Status

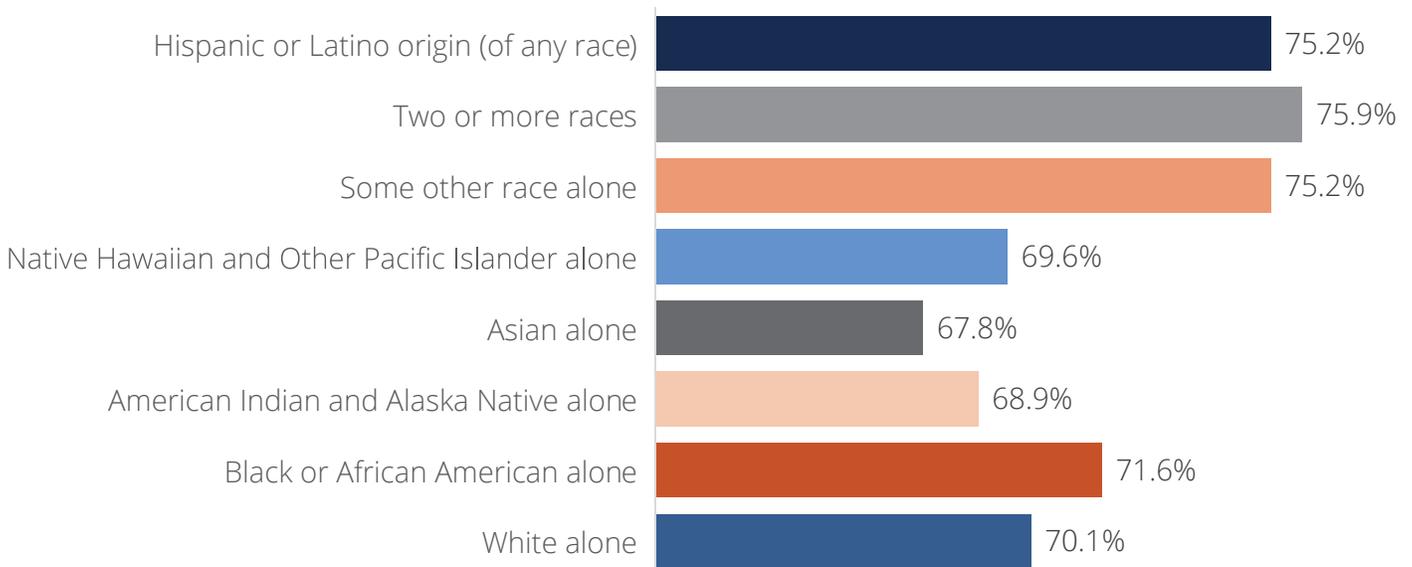| Race	Rate
Hispanic or Latino origin (of any race)	75.2%
Two or more races	75.9%
Some other race alone	75.2%
Native Hawaiian and Other Pacific Islander alone	69.6%
Asian alone	67.8%
American Indian and Alaska Native alone	68.9%
Black or African American alone	71.6%
White alone	70.1%

Exhibit 45: Regional Labor Force Participation Rate by Educational Attainment

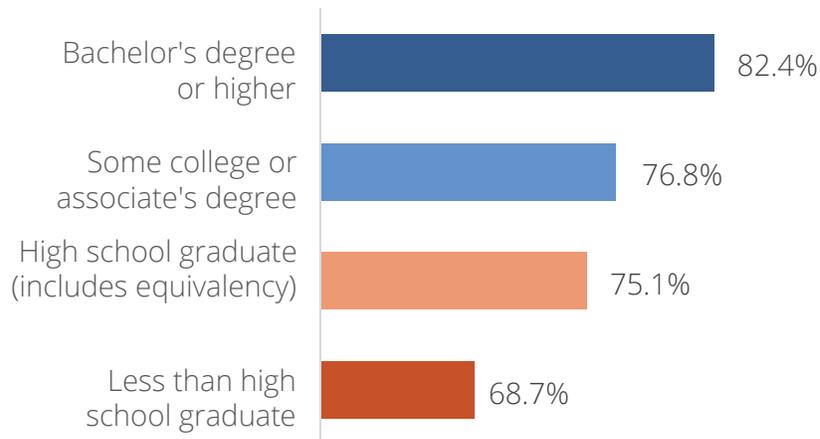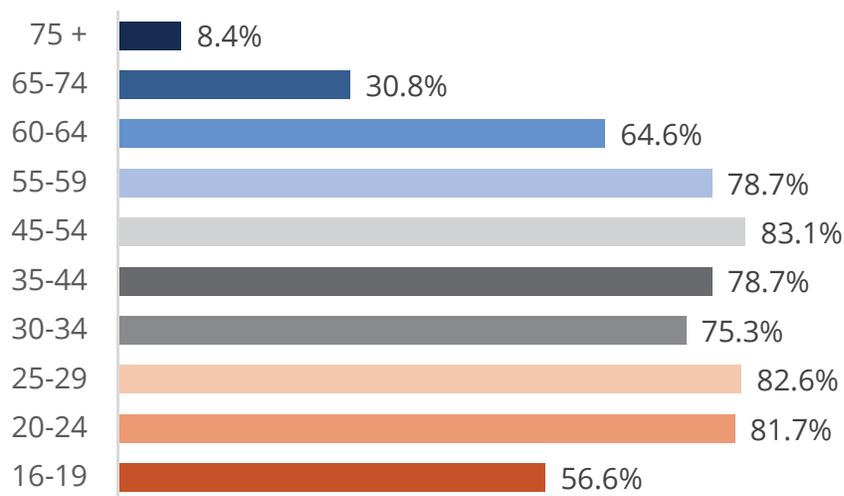*Source: American Community Survey 5-Year Estimates S2301 Employment Status*

Educational Attainment	Rate
Bachelor's degree or higher	82.4%
Some college or associate's degree	76.8%
High school graduate (includes equivalency)	75.1%
Less than high school graduate	68.7%

Exhibit 46: Regional Labor Force Participation Rate by Age

Source: American Community Survey 5-Year Estimates S2301 Employment Status

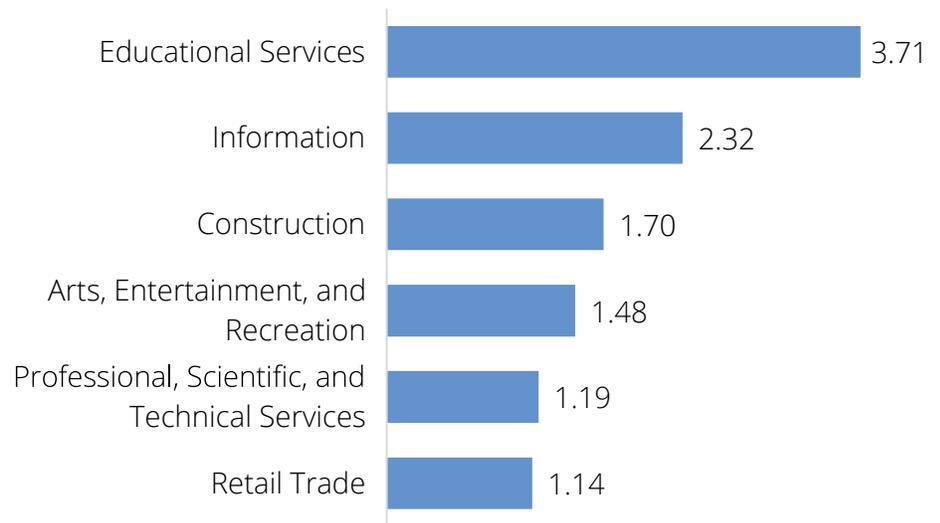| Age	Rate
75 +	8.4%
65-74	30.8%
60-64	64.6%
55-59	78.7%
45-54	83.1%
35-44	78.7%
30-34	75.3%
25-29	82.6%
20-24	81.7%
16-19	56.6%

TOP OCCUPATION LOCATION QUOTIENT

Employment Concentration is a measure of an industry's presence in an area based on the area's size and national data on that industry. A score of 1 would indicate that an industry is the expected size (in terms of employment numbers) for the size of the study area, with scores greater than 1 indicating an especially large presence of that industry in the region. Conversely, a score of less than 1 indicates that the industry has a smaller presence than expected based on national data.

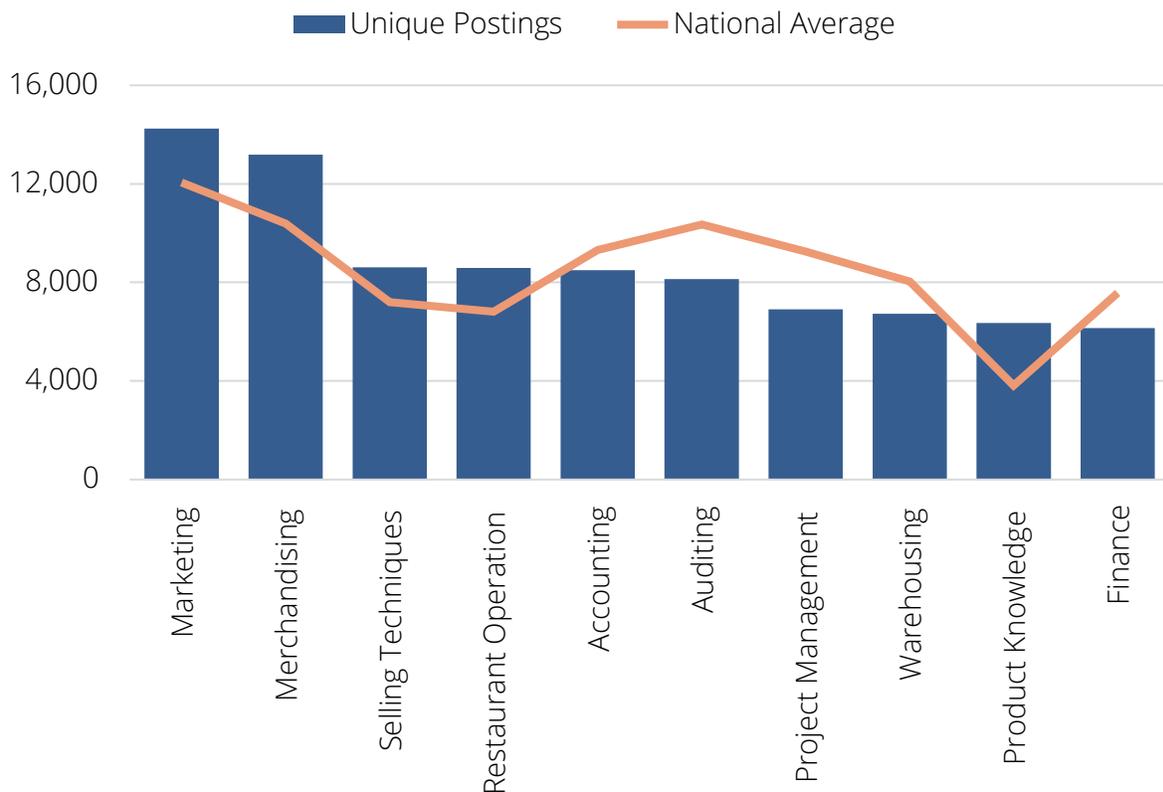**Exhibit 47: Regional Industries with Employment Concentration Greater Than 1.0**

Source: EMSI Lightcast 2023

Industry	Score
Educational Services	3.71
Information	2.32
Construction	1.70
Arts, Entertainment, and Recreation	1.48
Professional, Scientific, and Technical Services	1.19
Retail Trade	1.14

MOST IN-DEMAND SKILLS

Exhibit 48: Regional Top-Demanded Specialized Skills

Source: Lightcast 2023

Legend: Unique Postings (bars), National Average (line)

Skill	Unique Postings (approx)
Marketing	14,200
Merchandising	13,200
Selling Techniques	8,600
Restaurant Operation	8,600
Accounting	8,500
Auditing	8,100
Project Management	6,900
Warehousing	6,700
Product Knowledge	6,400
Finance	6,100

JOB POSTINGS

Exhibit 49: Regional Top Posted Occupations
Source: Lightcast 2023

Legend:
- Jun 2022 - May 2023 Unique Average Monthly Postings
- 2021 Median Hourly Earnings

X-axis categories:
- Sales and Related
- Office and Administrative Support
- Management
- Healthcare Practitioners and Technical
- Food Preparation and Serving Related
- Transportation and Material Moving
- Computer and Mathematical
- Business and Financial Operations
- Installation, Maintenance, and Repair
- Production

Exhibit 40: Jobs by County
Source: Lightcast Industry Tables, 2023

	Total Jobs, 2022
Summit County	32,639
Wasatch County	13,292
Utah County	331,810
MEDD Region Total	377,741

BUSINESS AND INDUSTRY

GROSS REGIONAL PRODUCT (GRP)

✕ Exhibit 41: Regional Growth Year Over Year
Source: Bureau Economic Analysis 2023
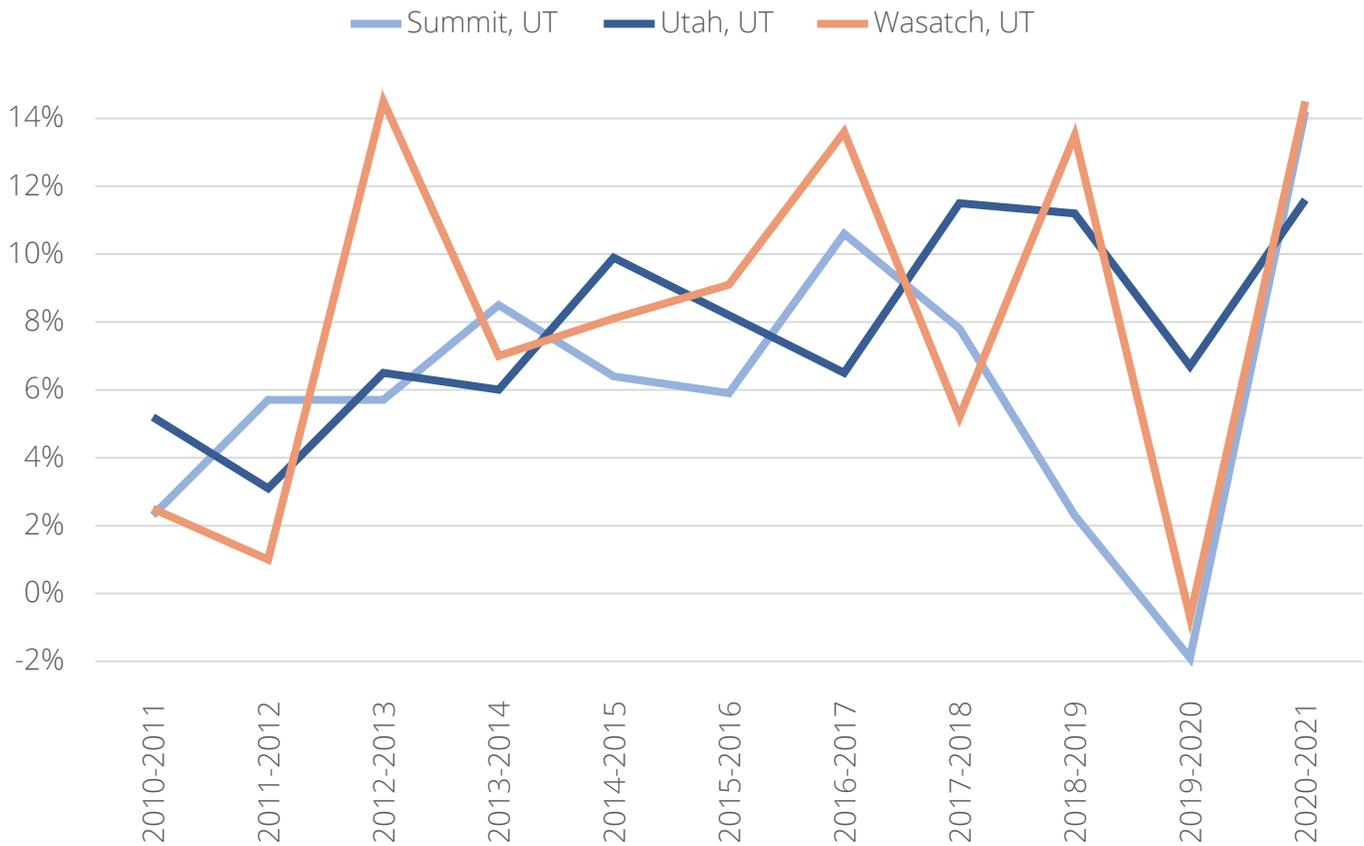
Exhibit 12: Annualized Compound GRP Growth 2011-2020

Source: Bureau Economic Analysis 2023

Summit, UT	Wasatch, UT	Utah, UT
5.6 %	7.8 %	7.7 %
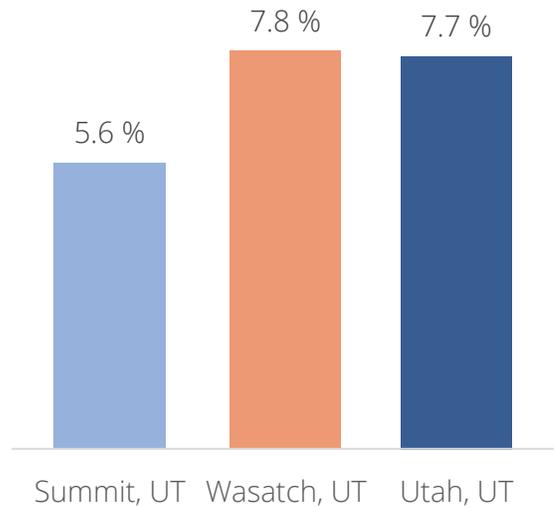
TOP INDUSTRIES

Exhibit 43: MEDD Largest Industries by Employment

Source: Lightcast Industry Tables, 2023

Industry Description (NAICS)	Jobs 2022	Average Earnings	Location Quotient
Retail Trade (44)	42,096	$46,574	1.14
Government (90)	39,984	$62,126	0.73
Health Care & Social Assistance (62)	38,531	$58,750	0.80
Construction (23)	37,066	$73,024	1.70
Educational Services (61)	36,919	$31,953	3.71
Professional, Scientific & Technical Services (54)	31,966	$103,806	1.19
Accommodation & Food Services (72)	29,059	$27,942	0.95
Manufacturing (31)	25,483	$75,150	0.87
Administrative & Support & Waste Management & Remediation Services (56)	21,241	$53,322	0.89
Information (51)	16,680	$139,247	2.32

**Exhibit 44:
MEDD Largest
Industries by GRP**

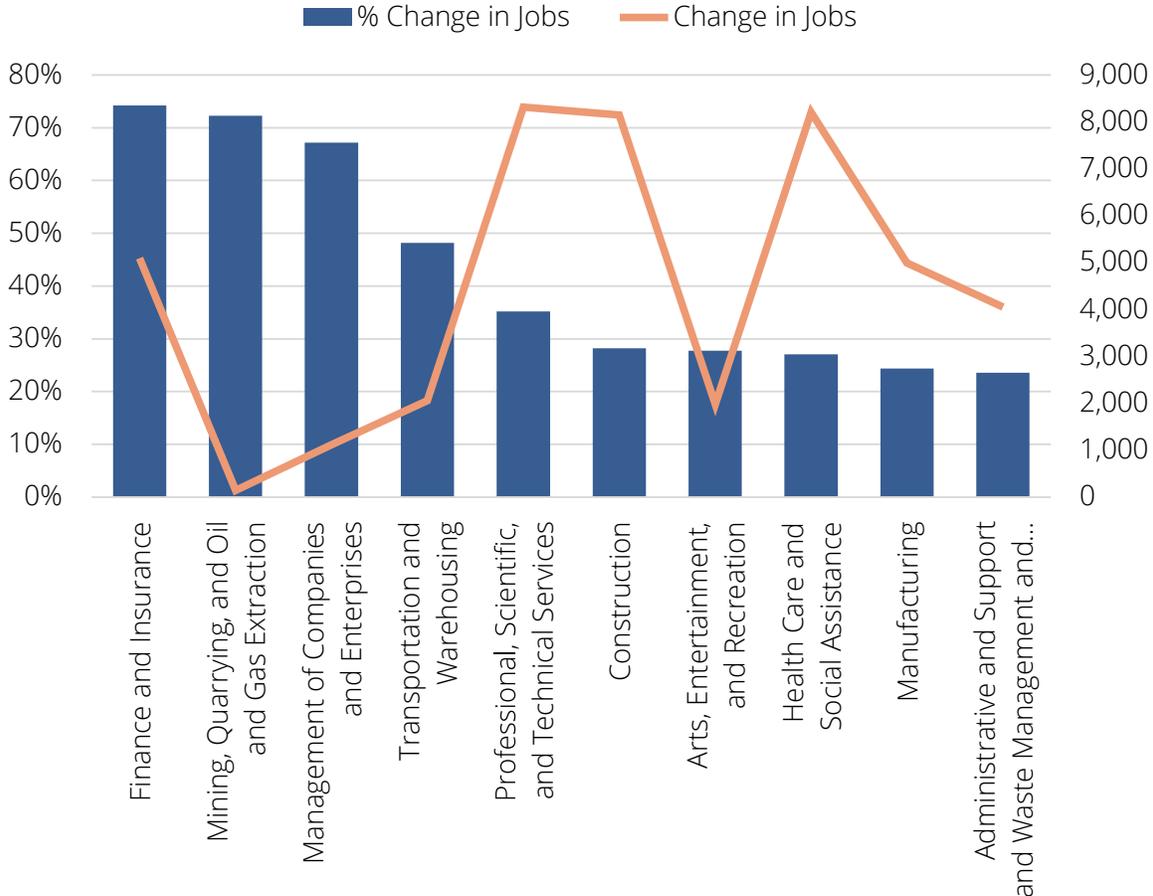*Source: Lightcast
Industry Tables, 2023*
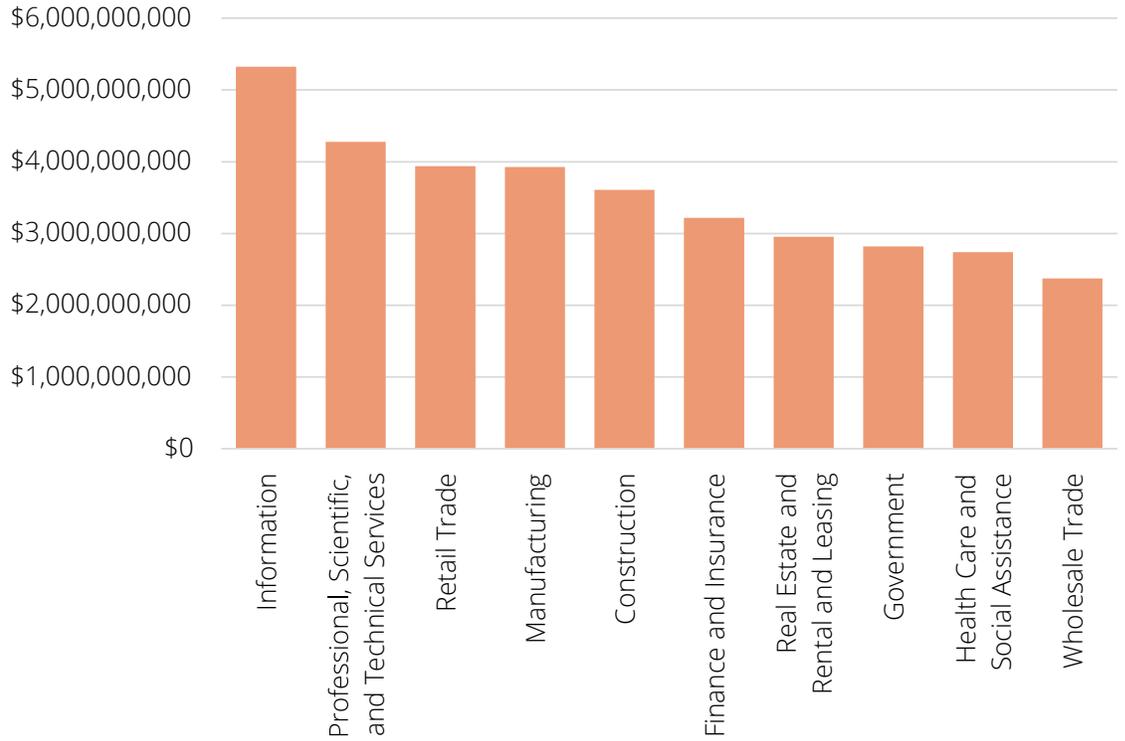
Exhibit 45: MEDD Top Growing Industries by Employment

Source: Lightcast Industry Tables, 2023

BROADBAND AND ENERGY

UTAH STATE'S BROADBAND INVESTMENT

The state has made expanding broadband access a priority over the past several years, including research projects to identify target regions, creating coordinating bodies to support regions, and leveraging state and federal funds to implement plans.

As communities across the nation invest in updated broadband infrastructure in response to the digitization of daily life after the COVID-19 pandemic, fiber optic technology is regarded as a resilient technology with exponentially greater capacity than cable or DSL. Many state and federal programs are recommending that communities invest in infrastructure that can achieve speeds only possible through fiber-optic technology or powerful wireless technology at close range.

Installing fiber-to-the-home is costly, especially in communities without the cost-savings associated with density. In less dense areas, local governments may incentivize broadband providers to invest in broadband infrastructure buildout to ensure that communities remain connected. The online, interactive version of the mapping tool created by Broadband Now shows the region's current availability of fiber service to consumers. The map shows limited availability of fiber beyond the most densely populated parts of the region.

It should be noted that while available data may convey that broadband availability is limited, significant investment has been made in recent years, and some buildouts may be in-process.

Broadband Utopia: UTOPIA Fiber is a fiber optic infrastructure owned by 11 Utah cities. Utilizing light to transfer information, it generates extremely fast and reliable communication technology. Fiber has been deployed in Utah County cities including Orem, Lindon, Cedar Hills, Payson, Pleasant Grove, and Woodland Hills.

Utah Broadband Outreach Center: The Utah Broadband Outreach Center (UBOC) was established to promote and facilitate broadband expansion throughout the state. UBOC provides resources, tools, and technical assistance to communities, businesses, and individuals, aiming to bridge the digital divide.

Utah Broadband Project: The Utah Broadband Project, a collaboration between the Governor's Office of Economic Development and the Department of Technology Services, has been instrumental in expanding broadband infrastructure. They have worked on mapping, planning, and implementing broadband projects to improve access across the state. These mapping efforts help policymakers and stakeholders prioritize investments and develop strategic plans for broadband expansion.

Of the Economic Development Districts in the state of Utah, the MEDD region ranks the strongest on the Broadband Infrastructure and Adoption Index.[14]

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14   *Coordinated Action Plan (page 71) details the five variables included in the index.*

ENERGY

The energy infrastructure serving Utah County, Wasatch County, and Summit County in Utah consists of a combination of electricity generation, transmission, and distribution systems, as well as natural gas and petroleum infrastructure. Here's a detailed outline of the energy infrastructure in these counties:

Electricity Generation

The Intermountain Power Plant located in Millard County is a major coal-fired facility that supplies electricity to Utah County, Wasatch County, and Summit County. It has a generating capacity of approximately 1,800 megawatts. Several natural gas power plants are scattered throughout the region. One notable facility is the Summit County Power Plant in Wanship, which has a capacity of around 570 megawatts. There are also several renewable energy projects in the area. Utah County has solar farms and wind farms, while Wasatch County and Summit County have wind farms that contribute to the local energy mix.

Electricity Transmission

The region is connected to the broader electricity grid through an extensive network of transmission lines. Major transmission lines, such as the 345 kV lines operated by Rocky Mountain Power, traverse the counties, enabling the transfer of electricity from power plants to local substations.

Electricity Distribution

The distribution grid consists of power lines and associated infrastructure that delivers electricity to homes, businesses, and other consumers. Local distribution utilities, such as Rocky Mountain Power, operate and maintain the distribution systems in these counties. Local substations receive electricity from the transmission lines and further step down the voltage to levels suitable for residential and commercial use.

Natural Gas Infrastructure

Natural gas is supplied to the region through an extensive network of pipelines. These pipelines transport natural gas from production areas and interconnect with local distribution systems. Local natural gas distribution systems distribute the gas to residential, commercial, and industrial customers. Utility companies, such as Dominion Energy, manage and maintain the natural gas distribution infrastructure.

Petroleum Infrastructure

There is a refinery located in North Salt Lake (Salt Lake County), which processes crude oil into various petroleum products such as gasoline, diesel, and jet fuel. The refinery serves the local market, including Utah County, Wasatch County, and Summit County. Petroleum products are stored in tanks and transported via pipelines, trucks, and rail to distribution terminals, fuel stations, and other consumers throughout the region.[15]

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15   *The overview of the energy infrastructure in the region was informed by document review, including information from the Utah Office of Energy Development.*

Alternative Energy Sources

While local data is not available, according to the US Energy Information Administration, alternative energy sources (hydroelectric, wind, geothermal, biomass, and solar) only account for 2% of total energy source use across the state of Utah. The Utah Office of Energy Development has a voluntary Renewable Portfolio Standard, which says that by 2025, 20% of retail electricity sales should come from renewable energy sources.

According to findings from Envision Utah, a nonprofit, nonpartisan community partnership that includes members of both the private and public sectors, there are encouraging prospects for increased alternative energy sources in Utah:

- Though solar power currently represents a small fraction of Utah's electricity generation, there is significant potential for larger, utility-scale projects. The Bureau of Land Management has identified three solar energy zones suitable for energy production in Beaver and Iron Counties.
- Utah has several utility-scale wind projects. The best wind resources are concentrated in the southwest, but other locations scattered throughout the state have good, though limited, potential to produce wind energy.
- Utah is one of just six states with developable, utility-scale geothermal resources. Utah currently has about 70 megawatts of geothermal capacity installed. Drilling to confirm that the resources can be developed into energy could be expensive, however, so future development may be modest.

- While hydroelectric facilities currently generate the largest percentage of renewable energy used in Utah, new hydro projects are unlikely to be developed further because of environmental concerns. However, there is some potential for small "micro-hydro" projects to generate power in canals, water lines, or other water sources.[16]

Utah Transmission Study 2020

In 2020, the Utah State Legislature approved funding for a study to identify transmission constraints hindering access to Utah's in-state resource potential. The goal of the transmission study was to better identify transmission constraints that limit access to Utah's energy resource potential. Provide strategies to address such constraints, and consider the costs, economic impact, and technical feasibility of the proposed strategies.

The Five Key Findings of the report include:

- Utah has excellent electric generation potential and development activity, but future generation buildouts will increase congestion on the transmission grid.
- Future generation additions in Utah are likely to be limited by transmission constraints on key paths in Southern and Central Utah.
- Transmission expansion along Utah's north-south backbone system will be required to address the grid constraints and to support the levels of generation and storage buildout envisioned in this study.
- A transmission buildout in Utah can help tap into state resource potential.
- In-state transmission and power generation investment can cause major economic benefits to accrue to Utah, suggesting new jobs and economic growth as potential reasons to unlock Utah's resource potential with transmission expansion.[17]

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16   https://yourutahyourfuture.org/topics/energy/item/38-background-energy-in-utah
17   https://energy.utah.gov/energy-information/transmission/

APPENDIX F

STAKEHOLDER ENGAGEMENT

STAKEHOLDER WORKSHOPS

Introduction

On June 13th and 14th, TPMA, in collaboration with the Mountainland Association of Governments (MAG), conducted three workshops in the Mountainland Economic Development District (MEDD) as a part of an ongoing project to update the region's Comprehensive Economic Development Plan (CEDS). Over 150 key stakeholders were invited to participate, and 42 attended. The workshops took place in each of the three counties in the region: Wasatch, Summit, and Utah County. Over the course of the three sessions, stakeholders worked individually and collaboratively to identify the greatest strengths, weaknesses, opportunities and threats the region is facing, as well as what a shared vision for the future may look like.

This summary covers the highlights of the three sessions in aggregate. While this is by no means the extent of the ideas and feedback the team received, it is a reflection of the powerful consensus that emerged across the board, across professions, identities, and geography.

Visioning Themes

Participants were asked to spend the first few minutes of the workshop thinking and talking about what their vision for the Mountainland Region would look like. Five years from now, when the next CEDS update is in the works, what should the region have achieved or be known for? Four themes emerged from this brainstorming:
- Natural Resources: open spaces, stunning landscapes, and the conservation and protection of those places
- Housing Advancement: housing that is affordable for the region's workforce, supported by an increase in density, supply, and variety
- Community: a place where residents can feel welcome, united, and connected to the deep history and heritage of the region
- Transportation: a region with high quality, accessible transportation options, including robust public transit

The vision developed from the workshops is:

"The Mountainland region is known for stunning landscape, unrivaled recreation, high-level education, skilled workforce, and global leadership in information and technology, making it one of the best places in the nation that provides top-quality services, amenities, and infrastructure for businesses, residents, workers, and visitors."

SWOT Prioritization

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Natural Resources and Recreation: seasonal attractions, natural geography, open spaces, and recreation with family-friendly amenities, all of which improves quality of life and attracts tourism	**Regional Vision:** competition between entities, lack of aligned values and communication between leaders and residents, and limited collaboration between cities and counties	**Infrastructure and Transportation Improvements:** public transportation connectivity and joint efforts in transportation collaboration including UTA/UDOT	**Environmental:** natural resources require better preservation/ management efforts, especially regarding water and air quality as well as light pollution
Quality of Life: the region is a desirable location for people to live and relocate with a balance of rural and open spaces while remaining close to large metro areas, as well as excellent recreational amenities and opportunities	**Housing:** increasing housing costs are limiting the regional workforce's ability to live in the area, disconnects between developers, planners, and residents is causing a lack of affordable/ attainable housing, particularly in Wasatch & Summit.	**Recreational assets and tourism development:** regional recreational and natural spaces that can be expanded, improved upon, or created, including arts destinations, professional sports, parks, and trail systems	**Lack of transport options:** public transit availability and supply is currently inadequate, and increased traffic is straining transportation infrastructure, with growth outpacing infrastructural improvements
Rapid economic growth: both in GRP and jobs resulting in a strong economy, alongside strong indicators for future growth and diversification of regional industries and employment.	**Transportation and Infrastructure:** lacking necessary levels of investment, particularly public transit which lacks 1st/last mile connect. Traffic congestion is worsening alongside a need for other infrastructural updates to meet increased demand	**Improving housing problem:** by removing barriers, increasing housing supply and density through mixed use, infill development to meet low income, workforce, and senior housing needs.	**Housing:** some communities unwilling to address affordability needs or consider increased density while population growth is pushing up market prices. The region's workforce is facing more and more strain to afford housing costs.

How Might We

The last activity participants were asked to engage in pushed the groups to take the priorities they identified through the SWOT analysis, and form questions asking "how might we" leverage strengths, address weaknesses, pursue opportunities, and mitigate threats. These ideas fell into 5 primary categories, listed below with three key goals for each.

Natural Resources and Recreational Assets
How might we...

- Strategically preserve historic properties
- Ensure open space preservation and management; work with appropriate agencies and entities on recreation management plans for lakes, canyons, etc.
- Mitigate potential environmental concerns through conservation, GIS mapping, water treatment technologies, and regional coordination

Transportation
How might we...

- Shift the culture of transportation to provide better public transit options for the region, encouraging residents to choose public transportation rather than utilizing it only when they must
- Increase investment in public transport to move the development of new infrastructure further up the schedule to close the gap in our current needs, getting ahead of demand
- Remove barriers to allow increased collaboration between the region and UDOT/UTA to allow studies and projects to move forward more efficiently

Business and Workforce
How might we...

- Diversify the economy at large, alongside tourism and recreation opportunities
- Improve cities and counties' abilities to tell their story and market themselves more effectively to potentially businesses
- Better engage with the workforce, especially commuters, to ensure their needs are being met

Housing
How might we...

- Create more attainable housing opportunities for all levels of income; prioritize creating more density, strategically addressing zoning concerns, ensure residential developments have access to grocery stores and transportation hubs
- Work better with builders to ensure housing needs are being met and development costs are stable enough to allow for more attainable housing
- Help the state be better informed on housing issues and organize sufficient planning sessions to improve housing issues collaboratively

Leadership, Collaboration, and Community

How might we...

- Allow MAG to fully serve as a forum for regional collaboration
- Form a cohesive vision for the region that can be supported across the community with a commitment to inclusion and diversity as well as investment in education, community support, and collaboration
- Provide better training for leadership in the public sector to improve their ability to pursue efficient and effective strategies and funding

Follow-up

A follow-up survey was sent to participants to obtain any additional feedback. Of respondents, 75% attended the session held in Orem and 25% attended the session in Park City.

Feedback encouraged alinment with (1) Utah's Guiding Our Growth, (2) Your Utah, Your Future, and (3) Utah Valley Visioning. The importance of transportation, public transit, affordable housing, and collaboration. It was noted by one participant that the influx of seasonal workers in Summit County has been a significant issue, especially regarding J1 workers and the lack of adequate housing. This participant did not feel that there was adequate discussion of the topic during the workshop. Another participant asked how elected officials can be more involved with the CEDS in the future and remarked that it can be frustrating for local government employees to not be able to carry out action plans due to municipal lawmakers preventing growth and development.

STRATEGY SESSION

Introduction

The Mountainland Association of Governments (MAG) held a virtual workshop with the CEDS Committee to develop goals and objectives. Prior to the workshop, participants were given a draft of the SWOT analysis and overview of feedback from the stakeholder workshops. The session was held via Zoom and utilized Google Jamboard for collaborative work. Nine (9) members of the CEDS Committee attended.

Approach

Participants were asked to create objectives to address the issues outlined in the SWOT analysis. They were then asked to consider all objectives among the group and vote to elevate three in each focus area.

After the top goals were identified, participants were asked to come up with action steps the region should take to achieve the goals.

Transportation and Infrastructure

1: Get the first-mile/last-mile transportation to allow more ridership.
- Enhance and/or establish micro transit throughout all 3 counties (either UTA, HVT, or collaboration)
- Create shuttles for specific groups or locations like the hospital, strip malls, medical centers.
- Purchase last mile vehicles or shuttles to workplaces.
- Invest in network of high-quality active transport facilities that is connected with physical separation from vehicular traffic and consistent design standards across jurisdictions.
- Create a concise, data-driven, digestible pitch on how transit positively impacts health, congestion, quality of life, air pollution, resource management, community, etc
- Show how public transport is cost effective and largely supported by the population to get political support.
- Survey employers to ascertain the need for first/last mile transportation. Then follow through with shuttles as needed.
- Take surveys to find out what stops people from using public transportation and what their viewpoint of public transportation
- Create rebate/subsidy program for e-bikes for all residents
- Cities to create first and last mile connectivity that is pushed up to a regional and UTA level for implementation
- Make the active transportation/trails network EXTENSIVE. Give these modes priority in transportation corridors.
- Consider funding one entity to provide first/last mile service to pool resources
- provide grants to local governments providing last mile service
- Work closely with UTA with last to bring the last mile program that has been started in SL county to this region.

2: Build the political will and public support to prioritize transit.
- Incentives such as free or discounted bus, rail, or transit passes, reimbursements, partial payments or pre-tax payroll should be implemented.
- Allocate increased sales tax distribution to counties/cities to fund last mile transportation solutions.
- Public transit is often viewed as an "after thought." Can developer incentives be tied to the development of public transit infrastructure?
- Create a data-based presentation using storytelling to message the benefits of mass transit that can be customized and used by cities to educate local elected officials
- Educate local city councils on the benefits of mass transit i.e. removes cars off the roads, less traffic
- Work with the local legislatures to encourage them to appropriate funds to finish public transportation.
- WFRC and MAG create one vision plan for public transit that becomes the statewide plan that is pushed to UTA, and the State
- Sign on to a joint resolution that supports transit policies

3: Incentivize public transportation through making it easier and more efficient for the user.
- Work with UTA to help public transportation to be more timely and efficient in my area.
- Focus on developing transit oriented development around high-quality/high-frequency transit. Not just adding more transit.
- Utilize TIF or EDTIF incentives as a tool to force businesses to provide passes for workers
- Free fares for all public transportation. More schedules for connecting buses.
- Free fares for public transportation.
- Free wifi on busses and heated bus stops to incentivize workforce ridership.
- For counties that have not adopted the 4th and 5th transportation quarters--go through process to adopt for enhanced transit funding (to provide decreased or fare-free).

Natural Resources

1: Balance open space with growth and development.
- Growth is going to happen, so, let's grow responsibly with a combination of different housing densities and open spaces.
- State legislation that mandates open space preservation or development based on the size of a development
- Identify community priorities for the types of lands to acquire/preserve (ie. agricultural, sensitive lands, wetlands, areas in high density areas) and how we want to use them.
- Incentivize open space or trail development through density bonuses
- Open space bonding by out public to provide additional funding sources.
- A group that identifies existing/potential green spaces and best practices for community green spaces is formed, they identify and acquire green spaces making them parks, etc
- Open spaces and trails need to connect from county to county. A "Ridge to Rivers" collaboration.
- provide incentives or matching funding for open space purchases
- Ensure local governments have local control over development
- Can the legislature provide $ for green space acquisition?
- Inventory open space in our entire region and create a unified plan for preservation.
- Identify open space areas and areas for ag protection and help preserve these area.
- Legislative mandate for a minimum requirement for open space and allow cities to add to additional requirements
- Need to de-silo the themes - they're interrelated and desired outcomes cannot be realized until considered collectively and respective resources are pooled.
- Buy green spaces next to water - rivers, steams and ponds to preserve access, safety and use of precious water resources.

2: Make Utah lake a more attractive venue for recreation and build a regional vision for its future.
- Need greater awareness and exposure to best practices within and outside of our region, in terms of policies, funding, design, etc.
- Better lake-side amenities/infrastructure.
- There are plans and proposals that are valid to address concerns about Utah Lake. The problem is funding. How can we get state/federal funds to execute a project?
- The carp in the lake must go or become agriculture.
- Work with the county to get more resources for the preservation of the lake.
- Find a billionaire investor whose only focus in life is restoring Utah Lake :) Or create a comprehensive funding strategy.
- Get buy-in from all regions of Utah County on a unified county wide plan to responsibly develop and utilize Utah Lake. Protect its natural beauty while utilizing its economic benefits
- Utah Lake needs clean water coming from sewage processors to remain good for recreation.
- Stop studying Utah Lake, Clean the Lake up and create a regional plan to upgrade all the amenities
- A regional view of Utah Lake and its future use has to consider east west connectivity.
- Consider 'cap and trade' program, where 'dirty' industry critical to the economy pays into a fund, which is then used to strategically add to/enhance natural resources elsewhere
- Can we connect Wakara Way project with the rest of the surrounding areas?

3: Identify the greatest threats/causes of air pollution and identify solutions in the region.
- Can we incentive more EV vehicles, solar power, reduce green house emission through tax credits?
- Have local universities study air pollution and water pollution to see where the sources are. They can also test solutions. Has this already been done?
- Utilize MAG as part of the transportation arm to address pollution to bring all regional partners to the table to create solutions
- Conduct a pollution audit and produce action plan to address threats
- Find ways in the community to have more EV charging stations.
- Can we create public campaigns focused on educating citizens on various solutions to mitigate air pollution?
- Vehicle emissions account for 40% of air pollution. Provide a local system to encourage "work from home" days when air quality is in the medium range so it doesn't get bad.
- Extensively incentivize alternatives to individual vehicles.
- Research the benefits of a traffic congestion mitigation tax
- Create cheap scrubbers for industrial and car exhaust.
- Cycling infrastructure needs to be developed as protected lanes if we are going to gain any real mobility improvement in this area.

Livability

1: Protect local control, supporting the community and sense of place.
- Can we seek to understand the various viewpoints of developers serving in the state legislation and refrain from name calling?
- Bar developers serving on zoning committees. Conflict of interest.
- Can local government lawmakers strive for an open mindset to seek to understand the reasoning and intent behind state legislation with regards to community and sense of place?
- We need to stick together on local control issues. The legislature dangles carrots before one entity, while stripping away local control in another, so the support isn't there.
- Include professional staff in the conversations, not just elected officials.
- Advertise and hold each city days celebration as an important, annual community event.
- Promote ethical behavior awareness by prosecuting unlawful behavior like embezzling and other white collar crime.
- Pass legislation that does not allow state legislature to bypass local entities
- All municipalities and counties unified in addressing any state legislation that takes away local control
- Collaborate with our local state legislators to rollback state mandates to local municipalities and stop new ones from being passed.
- Decisions concerning growth and planning must occur at the local level. Propose legislation that keeps control locally.
- Local control comes w/ a responsibility. State can and should play a key role, but should be based on outcomes w/ local control as to how those outcomes are achieved.
- Can we work with our local legislators and the ULCT to protect local control?

2: Have a more equitable and collaborative relationship between cities, the state, and developers to achieve high-quality, livable communities.
- Have a welcome packet or committee visit for new move ins to any city so they know more about how the city runs and what it is known for: history, city days, farmer's market, etc
- Work together on a shining example of a well-planned, highly functional, economically vibrant, equitable, mobile, and affordable community, then replicate
- Force developers to be part of the answer vice providing incentives or reduction in fees. Hold them accountable for their development
- Developers are influencing state policies that affects local government in ways that often do not support livable communities. Better checks and balances are needed.
- Real estate is a market issue. Zoning ordinances can nudge varied development.
- Stop electing developers to state legislation
- Weaken/disarm the developer lobby at state legislature
- Many cities I've talked to realize that growth is coming, but their residents are against growth. They are asking the state to come in and "be the fall guy". Education for the public is key.
- Can we meet quarterly with the county and cities to coordinate and strategize?

3: Address affordable/attainable housing for all income levels and near transportation networks.
- Institute deed restrictions. Without the deed restrictions we cannot ensure that affordable product remains affordable into the future.
- Can we zone that a percentage of a new housing development will be dedicated to affordable housing ie. 10% of a project?
- Allow local entities to regulate short term rentals accordingly
- Implement a statewide 10% Low to Moderate Income housing allocation on all development over 10 homes or 10 apartments
- The use of AI could be used to determine the correct ratio between the types of jobs (wages paid) and the households needed to support them.
- We need to incentivize builders to build affordable / attainable housing so their business remains profitable.
- Lobby for legislation to allow for inclusionary zoning, so local governments can require a certain amount of affordable housing (at least 20%) for each development project.
- Cities to work with UTA to create zoning around transportation networks that require an LMI component
- Work with the city and developers to provide affordable housing in areas where a robust public transportation system is in place.
- We should have a better understanding of the role that institutional investors play in the housing market.
- Pricing housing to no more than 30% of a households income requires a subsidy? Where should that subsidy come from? Tax cuts vs. Subsidies?
- Find out what state and local programs that are available for developers to fund affordable housing and not just high density housing.
- Jobs to housing balance needs to be more clearly defined and acted upon.
- Incentivize affordable housing

Regional Cooperation

1: Work as a region to forge strategic partnerships at the county, state, and legislature.
- If the public insists that city, county, and state representatives work together (or not get re-elected) then we can forge partnerships. When it becomes important, it will happen.
- Under MAG, create a regional team that includes cities and counties that address legislative and regional questions.
- Sign on to a regional policy agenda addressing critical issues and advocate for those policies at the state level
- Can we meet quarterly to work on strategic goals?
- Regional partnerships should focus on framework building strategies that will allow for difficult conversations.
- Consider working together on a set of high-priority projects as opposed to trying to address macro-issues at the regional scale.
- Utilize MAG to help facilitate regularly scheduled meetings with key stakeholders in the region.
- Have a group of city/county managers and planners meet regularly to discuss and research shared problems. Have them invite professional to present different solutions.
- We should use XSP strategies to help the region plan for an uncertain future. The use of AI data should also be integrated.
- MAG should assume the role as a regional coordinator. It has to be a neutral organization to get buy-in from everyone.
- Create a regional educational/training forum
- What does the term " Coordination Role" mean with regards to MAG? Economic development strategies should remain local.
- Have make assume the regional economic development coordination role and identify if the Northern Utah Economic Alliance is a good model or could serve as a framework

2: Can we investigate best practices, education/training & technologies to get the best solutions
- Have local universities research specific problems and the current and future solutions available. Make sure they interview leading professionals for their input and ideas.
- We need to have a dedicated resource that can investigate solutions for cooperation, implement them, and manage them. It can't just be a job task.
- Collaborate with the Silicon slopes business to keep up with the latest technology available and provide that information to the local municipalities.
- Work closely with MTECH, UVU and the school districts to provide ongoing training for businesses that are already established.
- MAG as a regional Economic Development Organization to create sub groups to investigate best practices and then report back to the group as a whole
- State is working to de-silo resources to affect local change that would otherwise be beyond their resources and capacity (e.g. regional opportunity team). Build upon this.
- Coordinate with BYU, UVU, MATC to investigate best practices and latest research
- I've seen programs require partnerships between key stakeholders as a requirement of grant applications, with great success. Could help if adequately funded.
- Can MAG create a training program that uses best practices and cutting-edge technologies to teach leaders in the three counties how to create good solutions?

3: Can we have MAG assume the regional coordination role for economic development issues

- Having been to MAG meetings, the content is very important. However, most don't pay attention. We need to have those who are supposed to coordinate work appropriately w/ MAG.
- Have MAG meet quarterly with ED professionals.
- If MAG assumes the role of economic development for the region then they need to have meetings with the economic developers in the cities, not the mayors also EDCUtah & GOEO.
- Continue the MEDD to focus on collaborative issues. This is a great MAG forum for continued conversations.
- In order to become a regional EDO, MAG will need to hire more people to address all the diverse issue, i.e. business recruitment, retention, advocate for development, marketing and more
- MAG sets goals and objectives based on input from the cities and others to coordinate working meetings where the city developers and elected officials work together.

These objectives were considered alongside the data and themes of other stakeholder input to provide initial draft strategies. The drafted strategies were shared with MEDD staff and leadership in advance of the evaluation workshop.

EVALUATION WORKSHOP

Introduction

The Mountainland Association of Governments (MAG) hosted a virtual workshop with a small group of regional leaders to determine how each strategy would be measured for ongoing evaluation. Prior to the workshop, participants were given a draft of strategies based on data and previous stakeholder engagements. Five (5) CEDS Committee members attended with representation from Summit, Wasatch, and Utah counties. The session was held via Zoom and utilized Google Jamboard for collaborative work.

Approach

Participants reviewed and discussed the draft strategies. They were asked to provide feedback and revisions. Participants were then separated into two (2) small groups to discuss and collaborate on one focus area per group. For each focus area, they were asked to identify outcomes, metrics, timelines, collaborators, resources, and catalysts. Prompts included:
- Describe the outcome of success.
- What metrics do we need to measure success?
- Who is already monitoring these metrics?
- What is a reasonable timeline to accomplish this?
- Who could be a driving force in this effort?
- Who could provide strong support to move this forward?
- What is on the horizon that might spur progress?
-

After debriefing with all session participants, this activity was repeated with the other two focus areas. After the second breakout activity, participants discussed key takeaways, any lack of consensus, items of greatest difficulty, and any other concerns.

Results and Follow-up

Only minor changes were suggested for the draft strategies. Results of the session were integrated into this document's Evaluation Framework.
Following the session, participants received an email thanking them for their participation, asking for additional feedback and revisions, and reminding them of the survey deadline. Participants were given the opportunity to review the full CEDS draft before posting for public comment.

SURVEY

Introduction

The Mountainland Association of Governments (MAG) launched a 2-week survey to gather additional insights into the themes presented in the workshops and initial strategy session. The survey received 220 completed responses. Survey results were analyzed and compared with data from research and previous stakeholder feedback.

Instrument

Section 1: Transportation

1. Which of the following best describes your role in the Mountainland Region?
   - General Public
   - Business Owner/Manager/Leader
   - Nonprofit/Community Organization Leader or Staff
   - Educational Institution Leader or Staff
   - Healthcare and Emergency Services Leader or Staff
   - Economic Development/Business Organization Leader or Staff
   - Government Official Leader or Staff
2. In which county do you live?
   - Summit
   - Wasatch
   - Utah
   - I do not live in the MEDD region.
3. In which county do you work?
   - Summit
   - Wasatch
   - Utah
   - I do not work in the MEDD region.
4. Please select your top 2 priorities regarding transportation & infrastructure in your region.
   - Route expansions for public transit
   - Increased ridership for public transit
   - Reduced cost of public transit
   - Reduced traffic
   - Faster transportation routes
   - Expanded options for multi-modal transit (walking, cycling, etc.)
   - Other

5. Current public transportation options meet the needs of the community.
   - Scale 1=Agree, 3=Neutral, 5=Disagree
6. I can easily and efficiently travel throughout my region.
   - Scale 1=Agree, 3=Neutral, 5=Disagree
7. To what degree do transportation challenges impact the ability of workers to travel for employment?
   - Scale 1=No Impact, 3=Moderate Impact, 5=Major Impact
8. To what degree do transportation challenges impact the ability of local residents and visitors to travel for recreation or basic needs (like groceries)?
   - Scale 1=No Impact, 3=Moderate Impact, 5=Major Impact
9. Please leave any additional comments you have about transportation & infrastructure in your community.

Section 2: Natural Resources

1. Please select your top priority regarding natural resources in your region
   - Enhanced natural disaster preparedness programming
   - Expanded pollution mitigation & reduction efforts
   - Manage tourism surrounding natural assets
   - Stronger protections and/or restrictions surrounding natural assets
   - Other
2. I utilize my community's outdoor amenities (i.e., parks, trails, waterways)
   - Almost daily
   - About once per week
   - Multiple times per month
   - Multiple times per year
   - Less frequently than twice per year
3. Natural disasters and/or natural hazards threaten local business operations in my community.
   - Scale 1=Agree, 3=Neutral, 5=Disagree
4. My community is prepared for natural disasters.
   - Scale 1=Agree, 3=Neutral, 5=Disagree
5. My community is taking appropriate steps to mitigate pollution.
   - Scale 1=Agree, 3=Neutral, 5=Disagree

6. To what degree does population, business, or tourism growth threaten your community's natural resources?
   - 1=No Impact, 3=Moderate Impact, 5=Major Impact
7. Please leave any additional comments you have about natural resources in your community.

Section 3: Livability

1. Please select your top 3 priorities to improve quality of life in your region.
   - Increased wages
   - Increased access to jobs
   - Improved housing affordability
   - Greater access to affordable healthcare
   - Greater access to affordable higher education
   - Increased funding for K-12
   - Greater diversity among residents
   - Increased access to affordable early education and childcare options
   - Increased access to open spaces
   - Increased public safety
   - Other
2. To what degree does the lack of affordable housing impact your community?
   - Scale 1=No Impact, 3=Moderate Impact, 5=Major Impact
3. To what degree does the lack of accessible and affordable childcare options impact your community?
   - Scale 1=No Impact, 3=Moderate Impact, 5=Major Impact
4. To what degree does the lack of healthcare access and affordability impact your community?
   - Scale 1=No Impact, 3=Moderate Impact, 5=Major Impact
5. My community is welcoming to people of all backgrounds.
   - Scale 1=Agree, 3=Neutral, 5=Disagree
6. Entry-level jobs in my community pay a livable wage.
   - Scale 1=Agree, 3=Neutral, 5=Disagree
7. Please leave any additional comments you have about education & workforce opportunities in your community.

Section 4: Collaboration

1. Please select your top 2 priorities regarding collaboration in your region.
   - Improved coordination of municipalities within my county
   - Improved coordination between Utah, Summit, and Wasatch Counties
   - Improved coordination between the region and the state of Utah
   - Improved coordination between leaders and subject matter experts
   - Improved coordination between economic development professionals
   - Coordination between educational institutions and businesses
   - Other
2. Public officials in my community regularly communicate their activities to businesses and community members.
   - Scale 1=Agree, 3=Neutral, 5=Disagree
3. Public officials in my community are collaborative.
   - Scale 1=Agree, 3=Neutral, 5=Disagree
4. Please leave any additional comments you have about local government & collaboration in your community.
5. What are the most important issues facing local businesses from an economic development perspective? (Please select up to 3)
   - Transportation infrastructure
   - Availability of attainable housing for employees
   - Recruiting a qualified workforce
   - Retaining Workers
   - Cost of doing business (labor costs)
   - Cost of doing business (non-labor costs, e.g. overhead, materials)
   - Supply chain issues
   - Energy infrastructure
   - Water infrastructure
   - Air/water quality
   - Communications infrastructure (including broadband)
   - Limited economic incentives (e.g. tax rebates, subsidies, etc.)
   - Access to capital
   - Other

Other

Select all subjects for which you have professional expertise or experience.

- Education
- Healthcare
- Housing
- Transportation
- Economic Development
- Diversity, Equity, and Inclusion
- Environment and Natural Resources
- Government Policy
- I do not have professional expertise or experience in any of the above subjects.
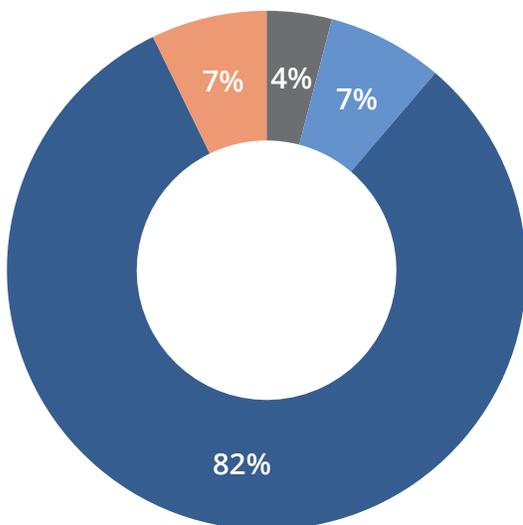
Name (optional)
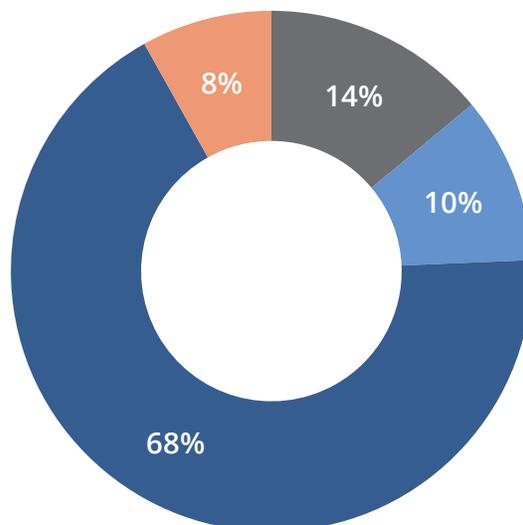Email (optional)

SURVEY RESULTS

Participant Demographics

Exhibits 46 & 47: Survey Participant Residential and Employment Locations

Where Participants Live

Where Participants Work

- ◆ Summit County
- ◆ Wasatch County
- ◆ Utah County
- ◆ None of the above

(Where Participants Live: Summit County 7%, Wasatch County 7%, None of the above 4%, Utah County 82%)

(Where Participants Work: Summit County 10%, Wasatch County 8%, None of the above 14%, Utah County 68%)

Exhibit 48: Survey Participant Self-Identified Stakeholder Type

General Public 41%
Government Official or Staff 23%
Healthcare and Emergency Services Leader or Staff 1%
Nonprofit/Community Organization Leader or Staff 8%
Business Owner/ Manager/Leader 17%
Economic Development/Business Organization Leaders or Staff 5%
Educational Institution Leader or Staff 5%
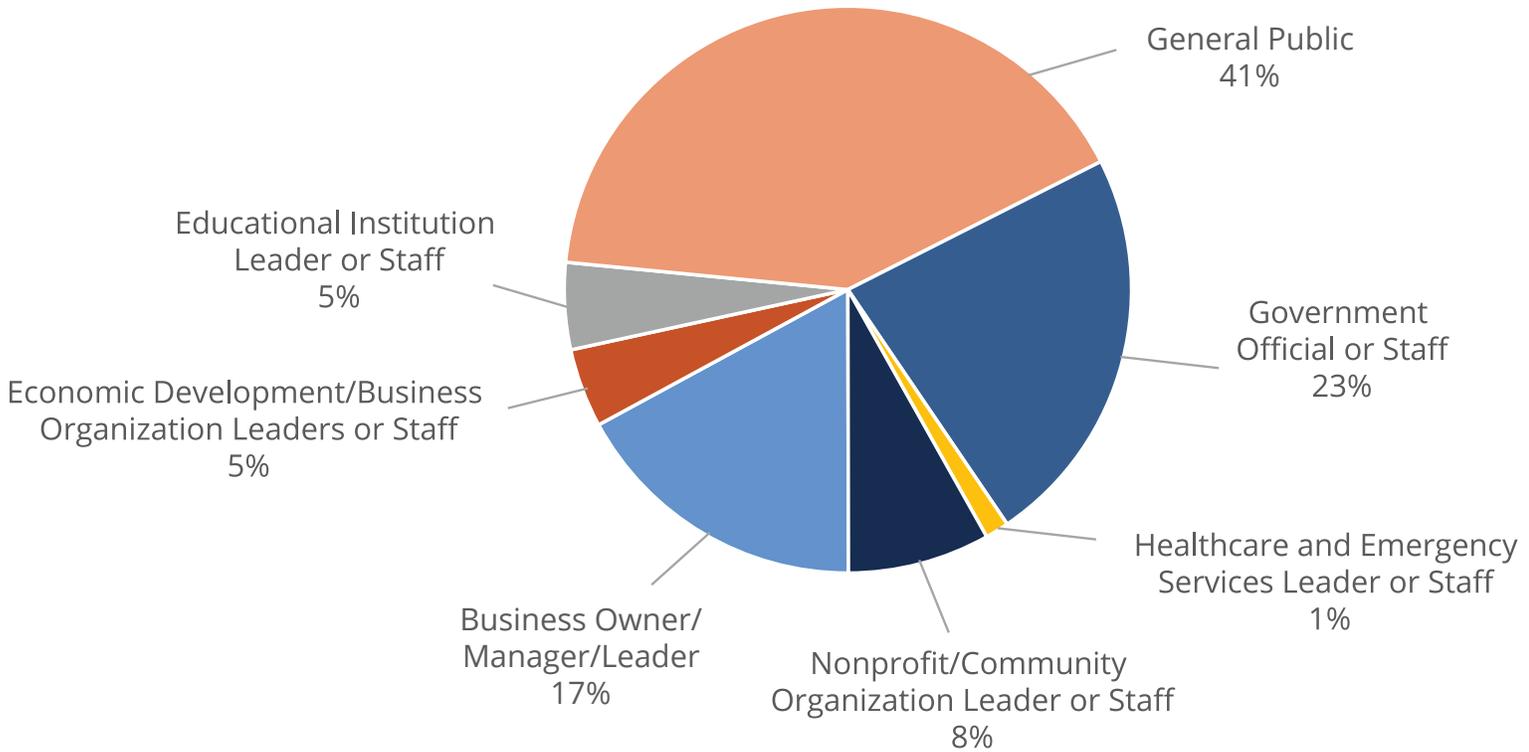
Exhibit 49: Survey Participant Self-Identified Area of Expertise
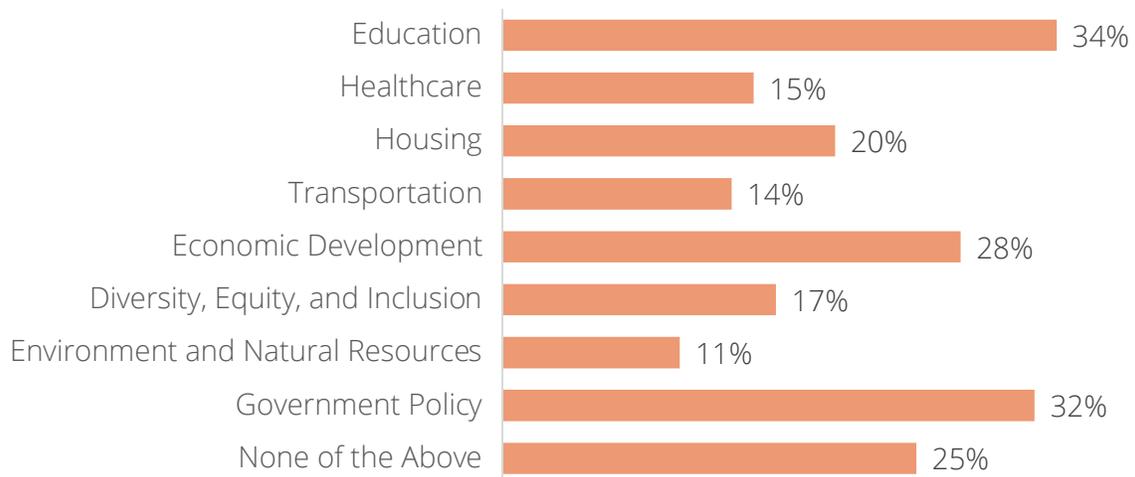
Area	Percent
Education	34%
Healthcare	15%
Housing	20%
Transportation	14%
Economic Development	28%
Diversity, Equity, and Inclusion	17%
Environment and Natural Resources	11%
Government Policy	32%
None of the Above	25%

Transportation & Infrastructure

Priority Rankings

Participants were asked to select their top 2 priorities regarding transportation and infrastructure in the region.

Exhibit 50: Survey Participant Transportation & Infrastructure Priority Rankings

Priority	# Selected
Reduced traffic	147
Faster transportation routes	104
Route expansions for public transit	89
Expanded options for multi-modal transit (walking, cycling, etc.)	45
Increased ridership for public transit	21
Reduced cost of public transit	14

Additional Transportation Questions

Participants responded to each question on a sliding scale from 1 to 5.

Exhibit 51: Survey Participant Transportation & Infrastructure Likert Scale Responses
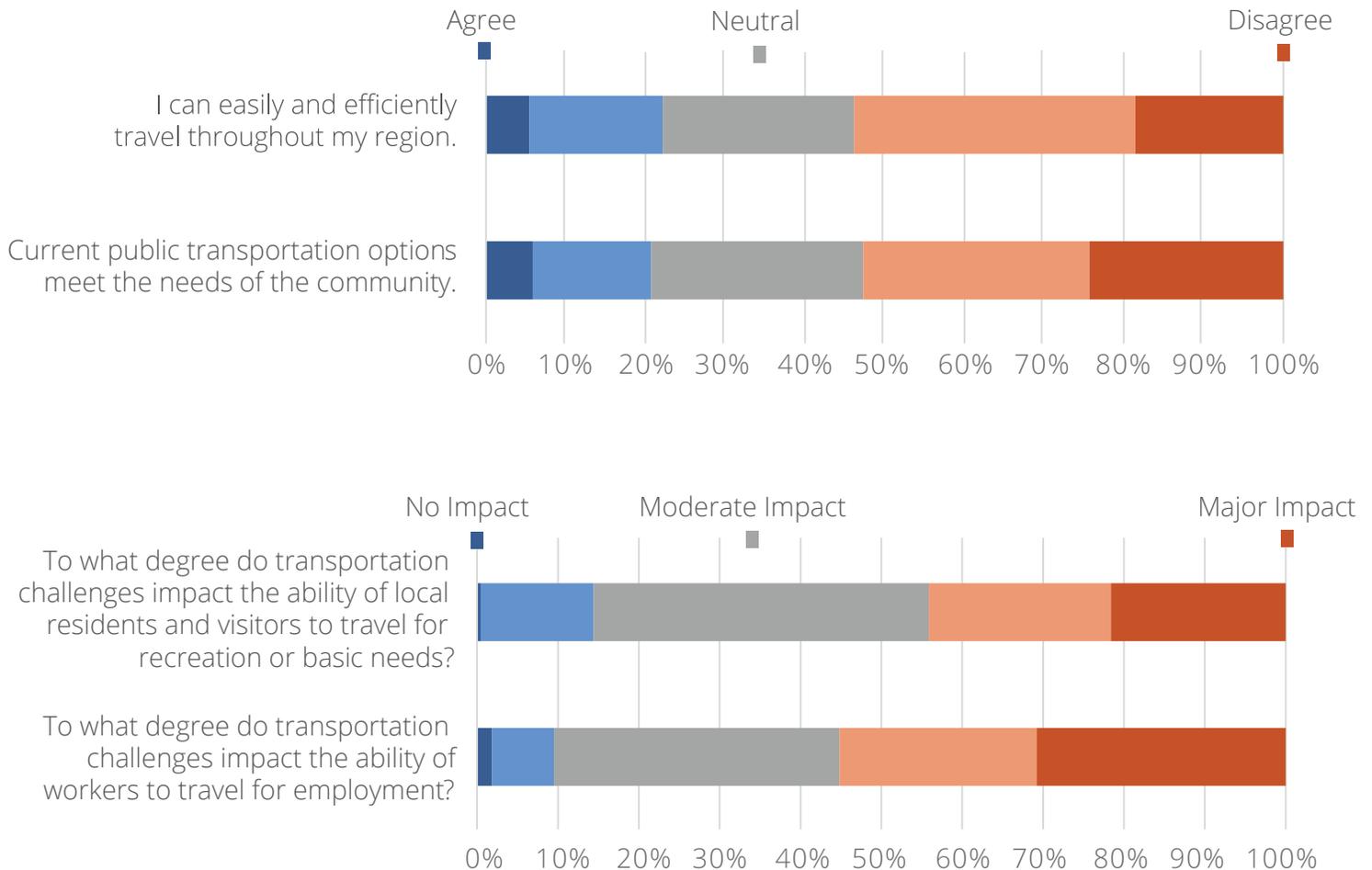
Experts' Opinions

Those that identified themselves as having expertise in transportation identified similar priorities, with reduced traffic and faster transportation routes as their top two. However, they were less likely than the participants overall to agree that transportation challenges majorly impact the ability of workers to travel for employment. 32% of those with transportation expertise rated it a 4 or 5 in terms of impact, as opposed to 55% of total participants.

Additional Comments

Participants' additional comments primarily focused on improving infrastructural supports for highway a major corridor travel, in addition to a focus on multimodal transport accessibility such as bike lanes and public transit extensions. Interest in public transit focused on expanding into Utah County, with light rail and Front Runner cited most often.

Natural Resources

### Priority Rankings and Outdoor Amenity Usage

Participants were asked to select their top priority regarding natural resources in the region. They were also asked how often they use their communities' outdoor amenities.

Exhibit 52: Survey Participant Natural Resources Priority Rankings

Priority	# Selected
Expanded pollution mitigation & reduction efforts	77
Stronger protections and/or restrictions surrounding natural assets	51
Enhanced natural disaster preparedness programming	41
Manage tourism surrounding natural assets	30

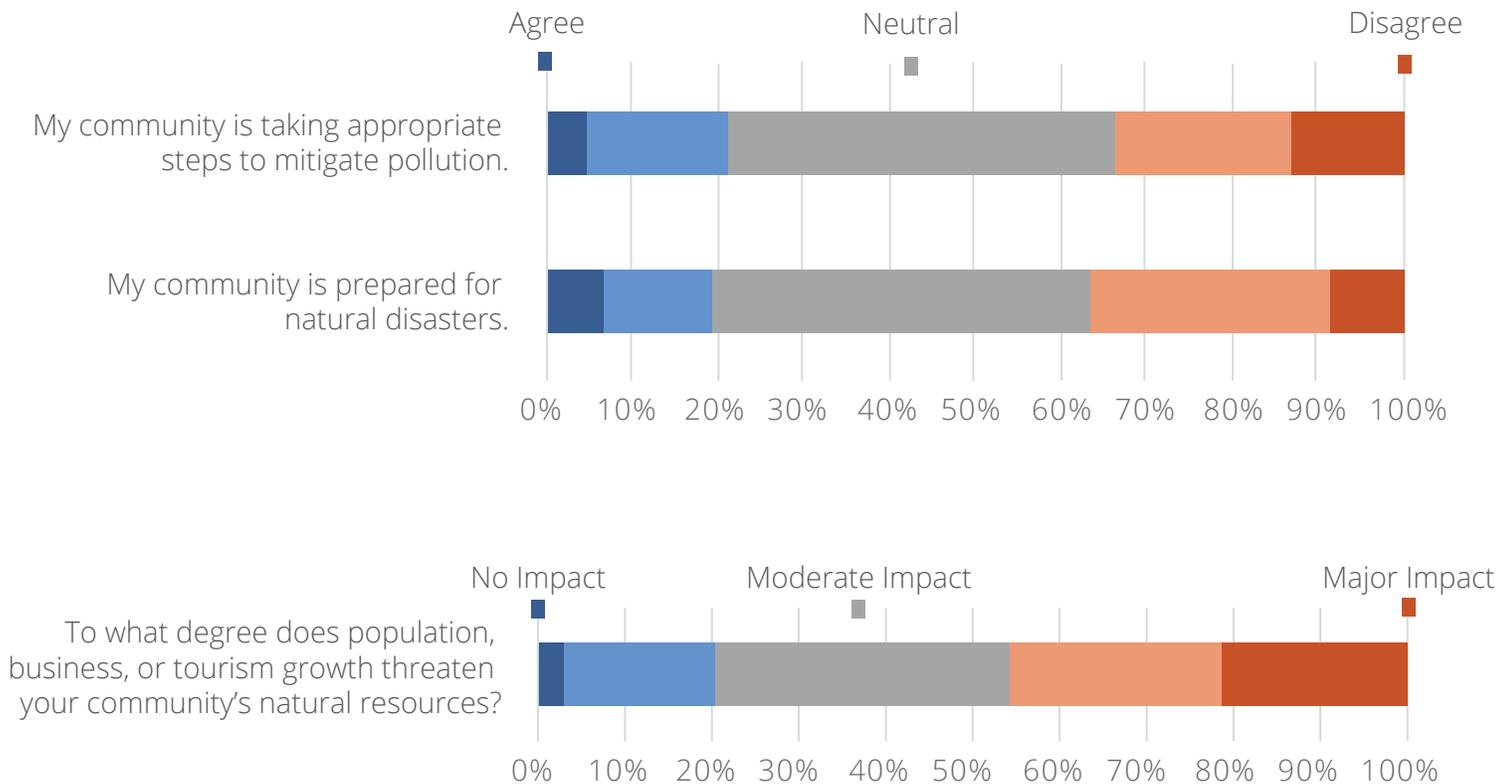**Exhibit 53: Survey Participant Reported Outdoor Amenities Utilization**

I utilize my community's outdoor amenities:
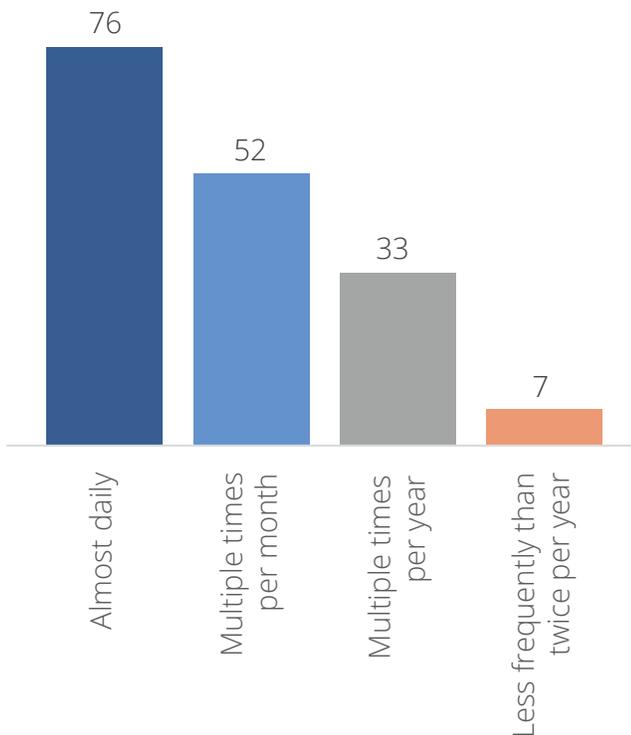
Additional Natural Resources Questions

Participants responded to each question on a sliding scale from 1 to 5.

Exhibit 54: Survey Participant Natural Resources Likert Scale Responses

Experts' Opinion

Those that identified themselves as having expertise in natural resources and environmental issues reported slightly different priorities, with stronger protections and/or restrictions and managing tourism ranked highest. Experts largely agreed with the overall participants' Likert scale responses.

Additional Comments

Additional comments regarding natural resources focused primarily on environmental concerns and development planning. Many participants expanded upon concerns regarding water availability and quality, as well as the health and safety implications regarding worsening air quality. Participants also expressed a desire for future development planning to prioritize the preservation of green spaces and local wildlife protections, noting that rapid population growth is putting a strain on resources and potentially leading to a lack of forethought in development.

Quality of Life

Priority Rankings

Participants were asked to select their top 3 priorities regarding quality of life in the region.

Exhibit 55: Survey Participant Quality of Life Priority Rankings

Priority	# Selected
Improved housing affordability	149
Increased wages	106
Increased access to open spaces	78
Increased public safety	62
Greater access to affordable healthcare	52
Increased funding for K-12	49
Increased access to jobs	38
Increased access to affordable early education and childcare options	29
Greater diversity among residents	25
Greater access to affordable higher education	17

Additional Quality of Life Questions

Participants responded to each question on a sliding scale from 1 to 5.

Exhibit 56: Survey Participant Quality of Life Likert Scale Responses
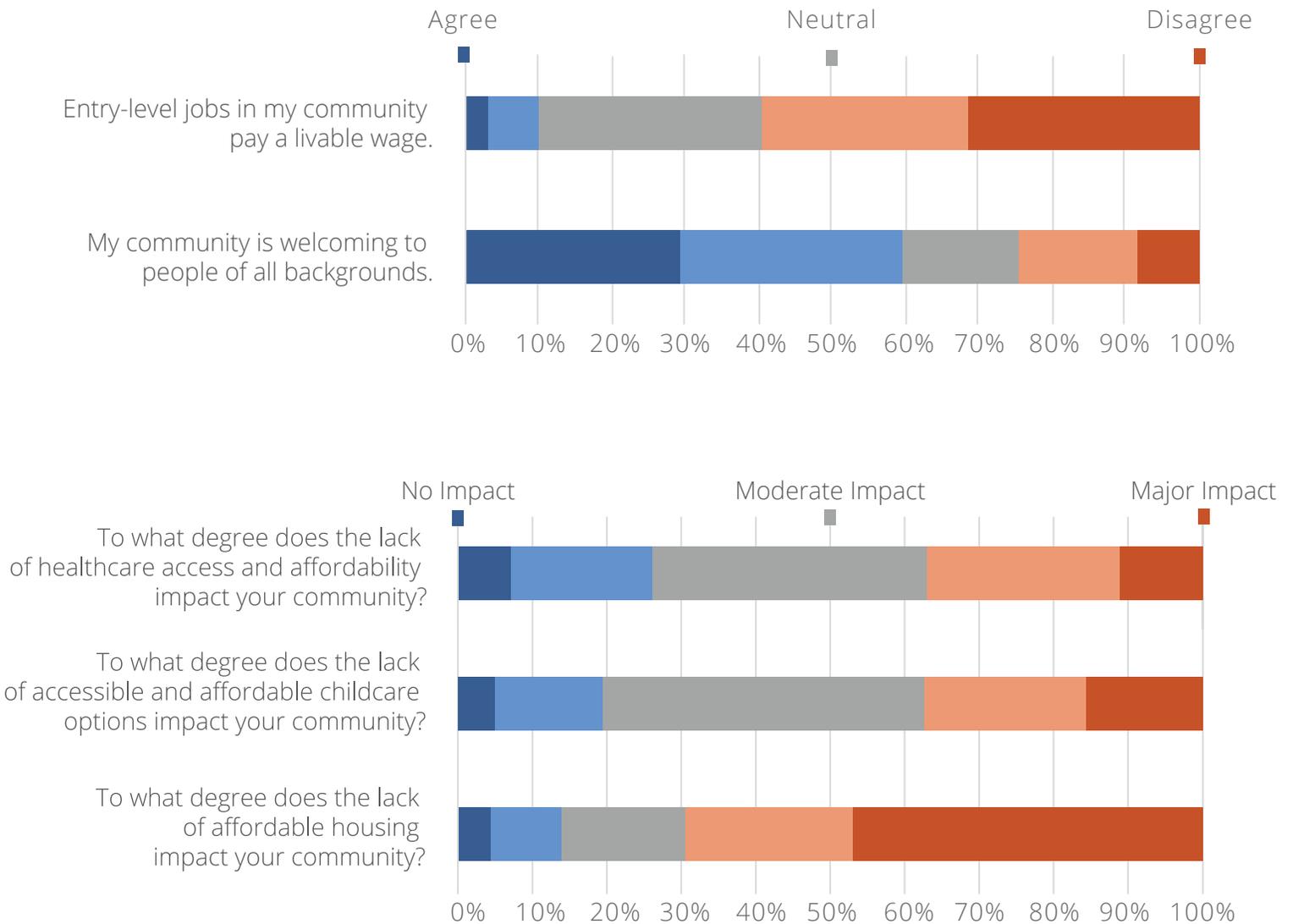
Experts' Opinions

Experts in the relevant fields included in quality of life by and large agreed with the overall participants. The primary categories of expertise in this section included housing, healthcare, and DEI. In all three cases, experts responded within a few percentage points of the general respondents' on associated Likert scale questions.

Additional Comments

Additional comments regarding quality of life spanned several areas, including education, childcare, and housing. Educational opportunities, especially for young children, were a noted priority, as was the need for additional resources and funding to be funneled towards public schools in the region. Housing affordability was also key, especially for workforce and in more densely populated areas and bedroom communities with less workforce opportunities immediately available to residents.

Collaboration

Priority Rankings

Participants were asked to select their top 2 priorities regarding collaboration in the region.

Exhibit 57: Survey Participant Collaboration Priority Rankings

Priority	# Selected
Improved coordination of municipalities within my county	106
Improved coordination between the region and the state of Utah	87
Increased access to open spaces	78
Improved coordination between economic development professionals	68
Improved coordination between leaders and subject matter experts	67
Coordination between educational institutions and businesses	52
Improved coordination between Utah, Summit, and Wasatch Counties	43

Additional Collaboration Questions

Participants responded to each question on a sliding scale from 1 to 5.

Exhibit 58: Survey Participant Collaboration Likert Scale Responses
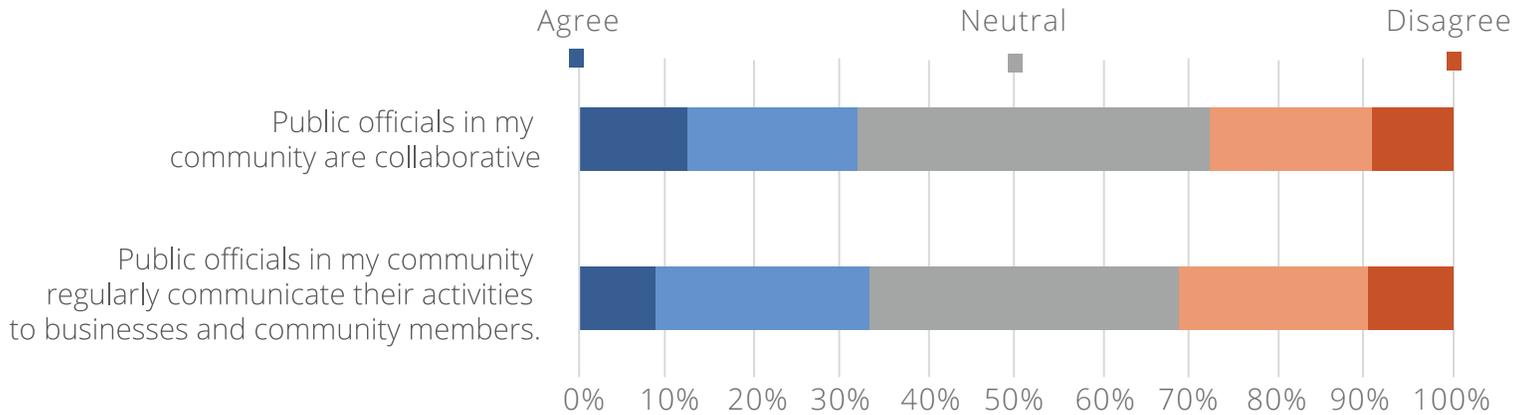
Additional Comments

Additional comments regarding collaboration focused on a few main areas. Participants largely agreed that vertical communication and collaboration (between state, county, and city leadership) needs significant improvement. Also noted was a need for increased city cooperation and support for local businesses, especially regarding navigating regulations and obstacles as they arise. Many participants expressed a need for increased transparency and communication to the general public, and that outreach could be expanded upon to better educate residents.

Business Challenges

Participants were asked what challenges facing local businesses were most important from an economic development perspective (up to 3)

Exhibit 59: Survey Participant Business Challenges Priority Rankings

Challenge	# Selected
Retaining workers	94
Availability of attainablehousing for employees	90
Transportation infrastructure	89
Recruiting a qualified workforce	70
Cost of doing business (labor costs)	66
Cost of doing business (non-labor costs, e.g. overhead, materials)	53
Limited economic incentives (e.g. tax rebates, subsidies, etc.)	27
Air/Water quality	23
Supply chain issues	22
Communications infrastructure (including broadband)	16
Water infrastructure	14
Energy infrastructure	6

APPENDIX G

PUBLIC COMMENT

Response to public comments will be added prior to submission to the EDA.

APPENDIX H

RESOLUTION AND ACKNOWLEDGEMENTS

The resolution to adopt the CEDS will be
added prior to submission to the EDA.

We would like to acknowledge the CEDS Committee, MAG staff, and consultants whose lead-
ership provided structure and guidance throughout the collaborative process to develop the
MEDD Comprehensive Economic Development Strategy.

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Dallin Koecher, Tourism and Economic Development Director | Wasatch County
Malena Stevens, County Council | Summit County
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CONSULTING

About TPMA
TPMA empowers organizations and communities through strategic partnerships and informed
solutions that create positive, sustainable change. For community champions who are loyal
to improving local and regional economic outcomes, TPMA provides professional consulting
services and delivers transparent insights to the complete workforce, education, and economic
development ecosystem that allows them to move forward, together. TPMA envisions a world
that thinks strategically, works collaboratively, and acts sustainably. Our economic development
approach aims to achieve community resiliency through economic diversity, resource alignment,
and community vibrancy. TPMA's Economic Development and Community Resiliency Team
provides expertise in assessing markets, identifying business sector opportunities, building
innovation and entrepreneurial ecosystems, and conducting housing assessments to assist
communities in developing solutions for local housing challenges consistent with community
and economic development objectives. A variety of data sources were used to collect data for
this Comprehensive Economic Development Strategy. Attempts were made to verify data as
much as possible. Visit www.tpma-inc.com and follow TPMA on social media, including LinkedIn,
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