

Shawn Milne, Chair
Commissioner, Tooele County

Michael Bouwhuis, Vice Chair
Davis Tech. College

Bill Applegarth
Mayor, Riverton City

John Barber
Councilmember, Morgan County

Susie Becker
Zions Bank Municipal Consulting

Todd Bingham
Utah Manufacturing Assoc.

Carlton Christensen
Salt Lake County

Tom Christopoulos
Ogden City

Lew Cramer
Coldwell Banker Commercial

Bruce Davis
Weber State University

Chris DeHerrera
Associated Builders & Contractors

James Ebert
Commissioner, Weber County

Jeff Edwards
UAMMI

Ben Hart
Governor's Office Economic Devel.

Stephen Lyon
Morgan County

Carrie Mayne
Utah Dept. of Workforce Services

Gavin McCleary
Farm Bureau Financial Services

Darin Mellott
CBRE

Reid Newey
Davis School Dist. Board of Educ.

Abby Osborne
Salt Lake Chamber

Scott Parkinson
Bank of Utah

Shaun Peterson
Peterson Wealth Services

Randy Sant
Economic Development Consultant

Chris Sloan
Group 1 Real Estate

Jim Smith
Commissioner, Davis County

Joseph Spence
Goldman Sachs

LaNiece Davenport
Director



WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT

STRATEGY COMMITTEE

Tuesday, September 19, 2017

1:00 – 3:00 pm

Salt Lake Chamber

175 East 400 South, #600, Salt Lake City, UT 84111

Parking: Park in the main parking lot on State Street and 400 South, enter through the ticketing arm.

AGENDA

1. **Welcome** and Introductions *Shawn Milne*
2. **Action:** Meeting Minutes from May 22, 2017 *Shawn Milne*
3. **Opportunity for Public Comment** *Shawn Milne*
4. Statewide Initiatives
 - a. **Information/Discussion:** Legislative Task Force – Economic Development, Land Use, et al. Working Group *Abby Osborne, Salt Lake Chamber*
 - b. **Information/Discussion:** Economic Development and Transportation *Ben Hart, GOED*
 - c. **Information/Discussion:** Utah's Defense Sector: Economic Impacts of the Military and Veterans *John Downen, Gardner Policy Institute*
5. 2018 – 2023 Comprehensive Economic Development Strategy
 - a. **Information/Discussion:** Overview, Timeline, Work Program, and Community Survey *LaNiece Davenport*
6. Roundtable Updates *All*
7. Other Business *All*

Next meeting is Mon., Nov. 27th at 1pm – * Recommend Nov. 20th at 1pm

Note: Informational materials can be located on WFRC's website at www.wfrc.org.

Public participation is solicited without regard to age, sex, disability, race, color or national origin. Persons who require translation for a meeting should contact the WFRC's Title VI Administrator at 801-363-4250 or heather@wfrc.org at least 72 hours in advance.

Se solicita la participación del público, sin importar la edad, el sexo, la discapacidad, la raza, color o nacionalidad. Personas que requieren servicios de traducción deben contactar a WFRC's Administrador de Título VI al teléfono 801-363-4250 o heather@wfrc.org por lo menos 72 horas antes de la reunión.

Wasatch Front Economic Development District
Meeting Minutes
 Meeting of May 22, 2017

A meeting of the Wasatch Front Economic Development District (WFEDD) was held on Thursday, May 22, 2017 in the offices of the Wasatch Front Regional Council, 295 North Jimmy Doolittle Road, Salt Lake City, Utah.

Welcome and Introductions [Recording 00:00]

Commissioner Shawn Milne, Chair, called the meeting to order at 1:00 p.m. He welcomed committee members and guests and introductions were made.

WFEDD Members and Alternates Present

IN ATTENDANCE	2017 WFEDD MEMBERS
	DAVIS COUNTY
x	Board Member: Commissioner Jim Smith (Davis County)
	Alternate: Mayor Bob Stevenson (Layton City)
	Board Member: Reid Newey (Davis School District)
x	Board Member: Michael Bouwhuis (Davis Applied Technology College)
	Alternate: Craig Bott (Grow Utah)
x	Strategy Committee: Bruce Davis (Weber State University)
	MORGAN COUNTY
x	Board Member: Councilmember John Barber (Morgan County)
x	Board Member: Stephen Lyon (Morgan County Economic Development)
x	Strategy Committee: Shaun Peterson (Peterson Wealth Services)
	Strategy Committee: Gavin McCleary (Farm Bureau Financial)
	SALT LAKE COUNTY
	Board Member: Mayor Bill Applegarth (Riverton City)
x	Board Member: Carlton Christenson (Salt Lake County)
	Alternate: Stuart Clason (Salt Lake County)
x	Strategy Committee: Susie Becker (Zions Public Finance)
	Strategy Committee Alternate: Scott Aylett (Zions Public Finance)
	Strategy Committee: Chris DeHerrera (Associated Builders & Contractors)
	TOOELE COUNTY
x	Board Member: Commissioner Shawn Milne, Chair (Tooele County)
	Alternate: Councilmember Brad Pratt (Tooele City)
x	Board Member: Chris Sloan (Group 1 Real Estate)
	Alternate: Scott Snelson (Tooele Applied Technology College)
	Strategy Committee: Randy Sant (Economic Development Consulting)
	Strategy Committee: Todd R. Bingham (Utah Manufacturers Assoc.)
	WEBER COUNTY
x	Board Member: Commissioner James Ebert (Weber County)
	Alternate: Mayor Brent Taylor (North Ogden City)
	Strategy Committee: Tom Christopoulos (Ogden City)
	Alternate: Terrance Bride (Ogden City)
x	Board Member: Scott Parkinson (Bank of Utah)
	Alternate: Rick Fairbanks (Ogden Exchange Club)
	Strategy Committee: Jeff Edwards (Utah Advanced Materials & Manufacturing Initiative)
	Strategy Committee: Joseph Spence (Goldman Sachs)
	STATEWIDE
	Board Member: Benjamin Hart (Governor's Office of Economic Development)
	Alternate: Tom Wadsworth (GOED)
x	Board Member: Carrie Mayne (Utah Department of Workforce Services)
	Alternate: Mark Knold (Utah Department of Workforce Services)
	Strategy Committee: Lew Cramer (Coldwell Banker Commercial)
	Strategy Committee: Darin Mellott (CBRE)
	Strategy Committee: Abby Osborne (Salt Lake Chamber)
	Strategy Committee Alternate: Michael Parker (Salt Lake Chamber)

WFEDD Representatives and Others Present

Shawn Beus	Davis County
Wayne Bennion	WFRC
Megan Christensen	Davis County
Christy Dahlberg	WFRC
LaNiece Davenport	WFRC
Katie Gerard	WFRC
Andrew Gruber	WFRC
Matt Hilburn	EDCU
Ted Knowlton	WFRC
Alex Roy	WFRC
Megan Townsend	WFRC

Action: Meeting Minutes from February 27, 2017 [Recording 02:45]

Mike Bouwhuis moved that the minutes of the Wasatch Front Economic Development District (WFEDD) meeting held February 22, 2017 be approved as written. The motion was seconded by Commissioner Jim Smith. The meeting minutes were unanimously approved.

Opportunity for Public Comment [Recording 03:33]

There were none.

Action: New Comprehensive Economic Development Strategy (CEDS) Projects [Recording 03:50]

a) Utah Advanced Materials and Manufacturing Initiative (UAMMI) (project approved via email April 2017)

Commissioner Milne explained to the Committee that UAMMI sought approval of their project's inclusion in the CEDS via an electronic vote in April due to a compressed time schedule. Members of the Committee approved adding the UAMMI project to the CEDS with a 14 to 0 vote.

Andrew Buffmire (Technology Ambassador, University of Utah) presented on the Utah Advanced Materials and Manufacturing Initiative project. He reminded members that UAMMI is a consortium of over 60 Utah companies in the advanced composites industry, including the Applied Colleges, the regional research universities, and several others. He stated that UAMMI decided to go after a planning grant seeking U.S. Economic Development Administration (EDA) funding to create a separate group to look at the issues in that industry. He explained that roughly 14,000 people are employed in the advanced composites sector in Utah. A planning grant was filed to lead a consortium of ten states that would focus on addressing the industry issues, which would be, for example, the cost of carbon fiber, advanced resin curing processes, and continuous manufacturing processes in this industry. Of the ten states Utah is the smallest, but he said that we have taken the lead on doing this and with the support of groups like Wasatch Front Economic Development District, they hope to get \$100,000 to put together the consortium to go after these leading industry issues. The ten states include Utah, California, Washington, Kansas, Ohio, Connecticut, Alabama, Michigan, Tennessee, and Texas. LaNiece Davenport added that the University of Utah and UAMMI have been successful in receiving funding from EDA. She added that one of the first steps in seeking a grant opportunity from EDA is coming to this Committee and getting the project added to the CEDS. She noted that the work that the University of Utah and UAMMI are doing is incredible and that a project like this fills the capacity for aerospace and the advanced composites industry. Mike Bouwhuis (President, Davis Applied College) commented that the work that UAMMI is doing is phenomenal. Mr. Buffmire commented that they couldn't do what they're doing without the local support. He said that the final goal is taking Utah's coal, turning it into carbon fiber, and finding a way to reduce the cost in that process to under \$5.00 a pound, and develop a continuous process for manufacturing parts out of that. Further discussion ensued but no action was taken.

b) International Center for Appropriate and Sustainable Technology [Recording 19:56]

LaNiece Davenport (Director, WFEDD, Wasatch Front Regional Council) gave an overview of the International Center for Appropriate and Sustainable Technology (ICAST) and reminded the Committee that any entity seeking funding from the EDA does need to come before this Committee. ICAST submitted an application to EDA's Economic Adjustment Assistance grant program. The total project cost was \$613,972, and they are seeking \$305,938. ICAST's YouthBuild Project proposes to help disadvantaged youth from low-income communities across Colorado and Utah attain on the job workforce training and jobs in the growing green construction industry. This means

renewable energy, energy efficiency, water conservation, and indoor air quality. With this funding ICAST hopes to build the people infrastructure necessary to expand the program here to Utah. They want to work with the local community colleges and AC's to build a program that would offer certification for the training and then help low income youth find temporary jobs in green construction, and ultimately help them find permanent jobs within that industry. Mr. Bouwhuis commented that it's important when we have these partnerships with these organizations as they recognize that the technical and community colleges play the role in the training and certification. Such a role includes outreach and bringing people in, and assisting in the job search. Mr. Bouwhuis believes that as long as those components are included in this project, it makes perfect sense. Carlton Christensen (Director, Regional Transportation, Housing, and Economic Development, Salt Lake County) asked if they have already made arrangements with local community colleges or those they were intending on collaborating with - or, is this preceding those kind of partnerships? Ms. Davenport responded by explaining that their first plan is to work with the Salt Lake City Housing Authority as they want to start with multiple-family housing sites. They have reached out to the Salt Lake Community College but that they intend to reach out to other colleges and training centers. She explained that part of their process would be to receive bids from these institutions of higher education, community colleges, and AC's and go from there. Ms. Davenport said that they plan to start in Salt Lake City and Ogden City, so institutions in these locations is where they will start. Commissioner Jim Smith stated that Davis County has underprivileged areas as well and that the DAC should be included in the conversation. He asked that we ask that they consider broadening their scope and not limit themselves. Andrew Gruber (Executive Director, Wasatch Front Regional Council) asked Yvette Woodland from Workforce Services what kind of reaction she has to this type of workforce training and if it fits with the existing workforce needs. Ms. Woodland responded by saying that given the green aspect, it fits well with the State's direction. Commissioner James Ebert (Weber County) said that his only concern is that the AC's as a whole, and many other institutions, have limited scope and much of Ogden-Weber's AC has a tremendous amount of input based on the business and community specific needs. He said that right now they are looking at aerospace, advanced composites, and machinists. He explained that these are the particular needs of the community. He shared a concern of his, if there is an outside entity asking for resources for areas outside our needs, he would hate to lose some capacity for these specific needs from the business community or what they are trying to create as a community to an area that may have less demand. There was discussion regarding this concern among the committee. Commissioner Milne entertained a motion to include the project in to the CEDS. Commissioner Jim Smith (Davis County) moved to approve the motion, Commissioner James Ebert seconded the motion, all were in favor and the motion was approved unanimously.

Action: 2017 Comprehensive Economic Development Strategy [Recording 32:22]

Ms. Davenport explained that the CEDS is a locally based, regionally driven economic development planning process that this entity is responsible for generating. The objective of the CEDS is that it is a vehicle for individuals, organizations, local governments, institutions of higher education, and private industry come together to engage in a meaningful conversation and debate about our region's economic development and what would best serve our region. She reminded the Committee that they are responsible for updating the CEDS each year and this year (2017) is the last annual update of the five year CEDS that were created in 2013. Beginning next year (2018), staff will re-write the CEDS.

She highlighted some of the major updates and revisions to the 2017 CEDS, which included mainly demographic and similar information. She briefly went through the changes, which included the following:

- Chapter 1: Changes were made to the membership list to reflect new members
- Chapter 2: No changes

- Chapter 3: Beginning on page 5, updates were made to the growth rate, employment rate, PCPI, etc. for each county and the region
- Chapter 4: No changes
- Chapter 5: This chapter was re-organized for better flow and a few new programs were added which included Talent Ready Utah, the Technical Acceleration Program, EDCUtah's Mega-site Program, the Lassoade Institute at University of Utah, and information about the AC's.
- Chapter 6: No changes
- Chapter 7: Added information regarding the evaluation of the WFEDD
- Chapter 8: No changes
- Appendix A: Project list was updated
- Appendix B: EDA's funding programs information was updated
- Appendix C and D: These are newly added appendices with information for Urban Centers and Street Design that were moved from the main body of the CEDS
- Appendix E: Newly added appendix to show evaluation information
- Appendix F: The works cited appendix was updated

Integrating Economic Development with the Wasatch Choice 2050 Vision & Transportation Planning [Recording 47:12]

a) Overview of Integrating Economic Development with Transportation and Land Use [Recording 47:19]

Ms. Davenport provided an overview of efforts related to integrating economic development with transportation and land use. She explained that the Wasatch Front Regional Council is the Metropolitan Planning Organization (MPO) for the Wasatch Front and as such WFRC plans the Region's transportation network. WFRC's mission is to enhance the quality of life by developing and implementing visions and plans for a well-functioning, multi-modal transportation system, livable communities, a strong economy, and a healthy environment. She also explained that WFRC is the five-county region's Economic Development District (EDD). The WFEDD is a federally recognized EDD for our five county region whose mission is to support economic development plans, promotes long-term economic competitiveness, and attracts federal monies in order to implement local plans.

She discussed the three key strategies in integrating economic development. The three strategies include the following: 1) Access to Opportunity – coordinating transportation investments and land use decisions to enhance access to jobs/educational institutions and workforce/customers; 2) Economic Clusters - considering the needs of Utah's economic clusters when planning and investing in transportation and community development; and 3) Fiscal Sustainability - fostering efficient growth by facilitating opportunities for centered development, infill and redevelopment, and maximizing existing infrastructure.

These three strategies rose to the top because they are relevant, meaningful, measurable, and can be accomplished through all of our plans and programs. Ms. Davenport went further in depth about one of the key strategies, access to opportunity. Access to opportunity is a person's ability to reach jobs, shopping, training, recreation, and other services in a reasonable amount of time. This can be thought of as the basic purpose of transportation. Transportation investments can increase the area or space that a person can reach. Land use investments can increase the opportunities or the jobs and services that can be reached within the area. Transportation and land use significantly increase the opportunities (housing, recreation, jobs, libraries, etc.) for a larger area thereby offering more within the same amount of time. WFRC's modeling capabilities allow us the ability to determine the "opportunity" of an area.

**b) Wasatch Choice 2050 Vision and 2019-2050 Regional Transportation Plan Scenarios
[Recording 52:50]**

Ted Knowlton (Deputy Director, Wasatch Front Regional Council) shared a few examples of how WFRC integrates economic development. Mr. Knowlton commented that the WFEDD was created in 2014 and explained why this was important. He explained that part of the reason he is grateful for the District is that it provides a structured opportunity for economic development to have a voice (that was not present sufficiently) in transportation discussions. He further explained that a survey was created by the State's Point of the Mountain Development Commission, where we learned the following:

1. Top Reasons You Chose to Move to/Stay in Utah
 - Family/friends who live here
 - Cost of living
 - Job opportunity
 - Utah culture (family friendly, good people, low crime, etc.)
 - Access to outdoor recreation (skiing, hiking, biking, etc.)
 - Scenery/beauty
 - Neighborhood/home that I like
2. Top Reasons You Might Choose to Move Away from Utah
 - Air quality
 - Low salaries
 - Utah culture
 - Weather
 - Traffic congestion
 - Not enough diversity in the workforce/people
 - Lack of entertainment/restaurants/night life

Mr. Knowlton explained that based on very broad support, WFRC developed a regional vision. It started as the Wasatch Choice for 2040 with an overarching set of growth principals. This vision is currently being updated, now called the Wasatch Choice for 2050, and it has a set of ten goals. These goals include:

- Livable and healthy communities
- Access to economic and educational opportunities
- Manageable and reliable traffic conditions
- Quality transportation choices
- Safe, user friendly streets
- Housing choices and affordable living expenses
- Clean air
- Ample parks, open spaces, and recreational opportunities
- Sustainable environment, including water, agriculture, and other natural resources
- Fiscally responsible communities and infrastructure

This vision has been adopted by all cities and counties along the Wasatch Front and serves as the foundation for all WFRC plans and programs. Mr. Knowlton reminded the Committee of the Wasatch Choice for 2050 process. First, we explore. We establish goals, develop scenarios, and evaluate those scenarios. Second, we choose. We choose a draft and evaluate the preferred scenario, and adopt the preferred scenario. Last, we prioritize. We assess financial considerations, phase projects, and present impacts and benefits. He gave a brief overview of each of the three scenarios. He asked Committee members to participate in a keypad poll. There was discussion held among the Committee.

Transportation Improvement Program [Recording 01:36:53]

Wayne Bennion (Short Range Program Manager, Wasatch Front Regional Council) reviewed the process of the Transportation Improvement Program (TIP). The TIP program is a six-year program of highway, transit, and other transportation projects for the region. Major highway and transit capacity projects come from the Regional Transportation Plan. This includes federal, state, and locally funded projects, and is updated annually. Mr. Bennion explained the ties between the TIP and economic development. These ties include access to opportunity, attracting businesses, retaining businesses, and the movement of goods, services, and employees. Mr. Bennion explained that WFRC has an online map that contains all of the transportation projects within the region. Currently, you can click on a project and bring up information regarding that specific project. In July, you can click on any of the projects and make a comment, and if at any time throughout the rest of the year you have any questions, please contact staff at WFRC, UDOT, UTA, or local governments about particular TIP program projects. Mr. Bennion also reminded the Committee that the Wasatch Front Regional Council is responsible for programming certain federal dollars within the two urbanized areas, Salt Lake and Ogden, and discussed the process for new projects and the draft TIP.

Ms. Davenport closed the discussion by asking Committee members their thoughts on whether or not the CEDS should be a part of the regional vision, the Wasatch Choice 2050. Commissioner Milne commented that he feels this is wise. He stated that from a tax policy position, if you don't have economic development you can't pay for a lot of things that the WC2050 proposes. Commissioner Smith also agreed that the two should be united as the Vision can guide regional economic development and vice versa. Further discussion was held among the Committee.

Other Business [Recording 01:47:14]

Commissioner Milne reminded Committee members that the next meeting will be August 28, 2017 at 1:00 p.m. He asked if there was other business, and seeing none he asked for a motion to adjourn. This motion was seconded by Commissioner Smith and the meeting adjourned at 3:00 p.m.

2018 – 2023 CEDS OUTLINE

EXECUTIVE SUMMARY

1. DESCRIPTION OF EDD AND CEDS
2. MISSION STATEMENT
3. ECONOMIC CONDITIONS
4. GOALS
5. ACTION PLAN

CURRENT CONDITIONS

1. STRATEGIC ISSUES [SUMMARY BACKGROUND]
2. INDUSTRY AND MARKET DATA
3. SWOT ANALYSIS
4. ECONOMIC RESILIENCE

DEVELOP STRATEGY

1. MISSION
2. VALUES
3. VISION
4. COMPETITIVE ADVANTAGE
5. STRATEGIES
6. OBJECTIVES

BUILD THE PLAN

1. USE SWOT
2. ORGANIZATIONAL GOALS
3. KEY PERFORMANCE INDICATORS TO TRACK PROGRESS
4. CASCADE ORGANIZATIONAL GOALS TO DEPARTMENTS/PARTNERS/INDIVIDUALS/etc.
5. BUDGET

MANAGE PERFORMANCE

1. ROLLOUT
2. SET CALENDAR
3. LEVERAGE TOOLS
4. ADAPT QUARTERLY
5. UPDATE ANNUALLY

APPENDICES

1. COMMUNITY PARTICIPATION
2. OTHER REGIONAL PLANNING EFFORTS

2018 – 2023 CEDS TIMELINE AND WORK PROGRAM

