

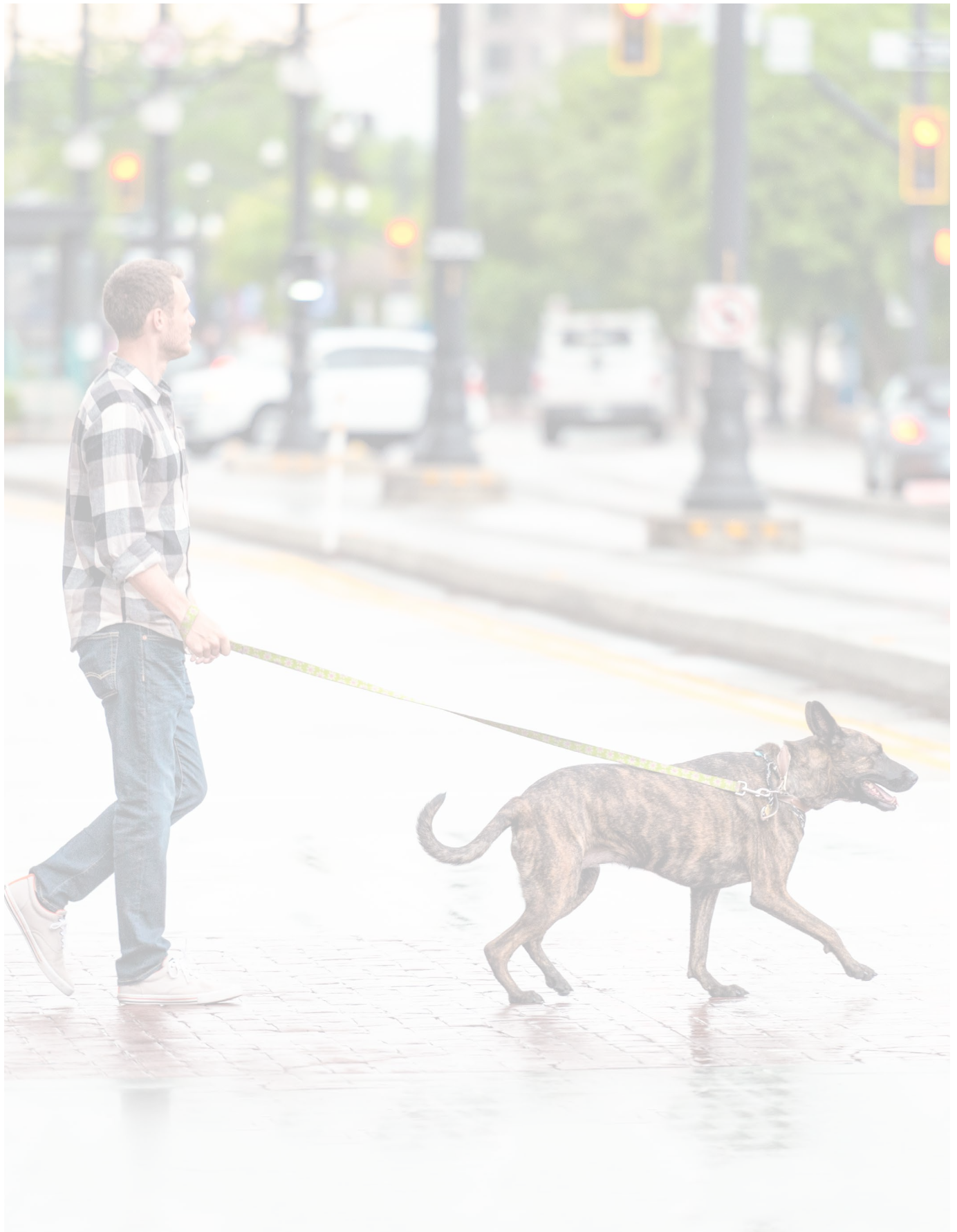
STRATEGIES | OBJECTIVES | ACTIONS | EVALUATION



2018-2023

# COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY









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**WASATCH CHOICE**

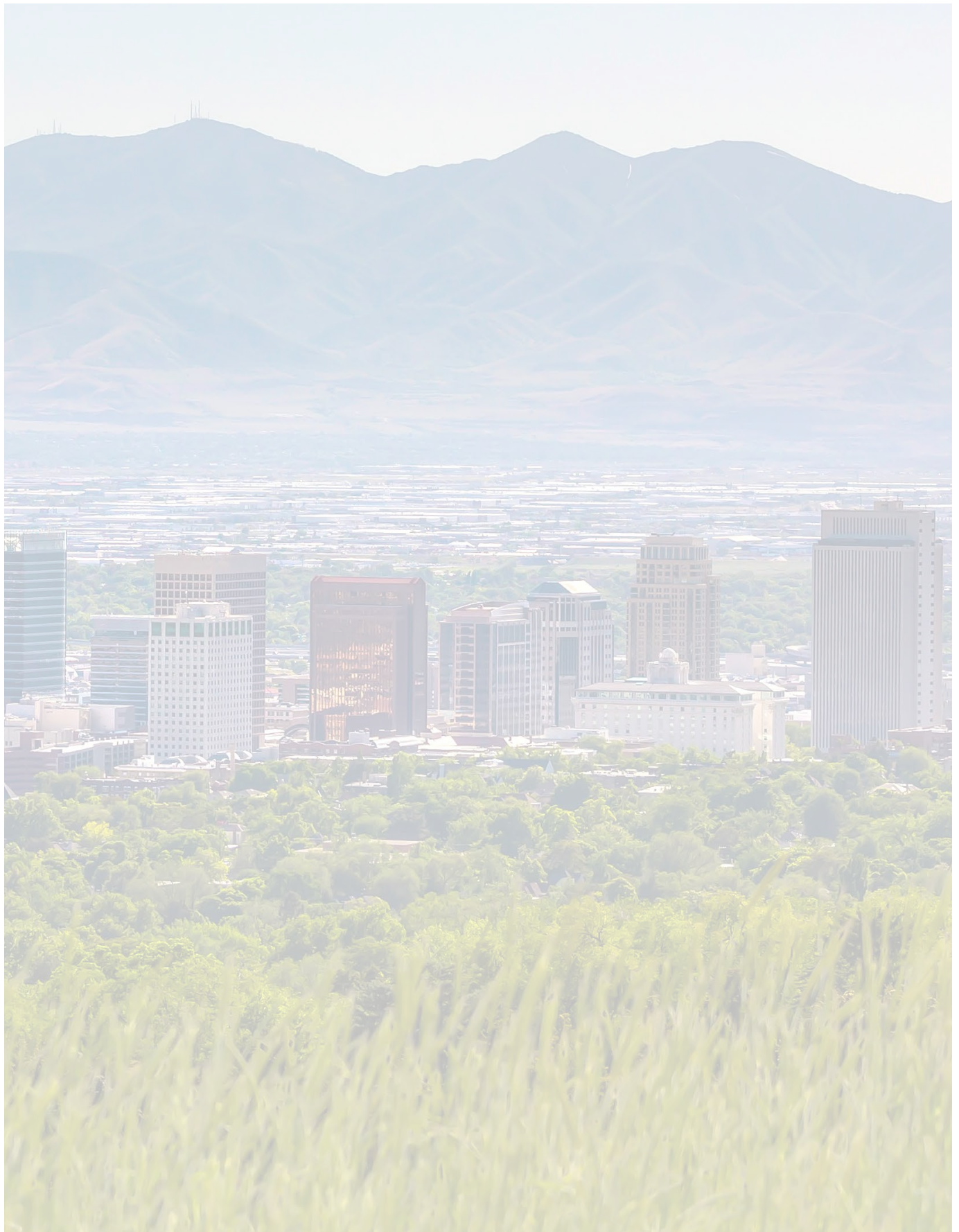
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WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT

Prepared by the Wasatch Front Regional Council/Wasatch Front Economic Development District  
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This report was prepared under an Award from: U.S. Department of Commerce Economic Development Administration Grant 05-86-05087 and with help from Davis County, Morgan County, Salt Lake County, Tooele County, Weber County, and Wasatch Front Regional Council.





# Preface

The 2018-2023 Comprehensive Economic Development Strategy (CEDS) for the Wasatch Front Economic Development District (WFEDD) provides a framework for improving and maintaining the regional economies of Davis, Morgan, Salt Lake, Tooele, and Weber Counties. The CEDS is one element of the Wasatch Front's long-range vision for development, infrastructure, and open space known as [Wasatch Choice 2050](#) (WC2050).

The CEDS focuses on four key strategies:

1. **Link Development with Transportation and Other Infrastructure** - Coordinated transportation, infrastructure, and land-use decisions to enhance household's access to jobs and educational opportunities and employer's access to the workforce and customers.
2. **Create Fiscally Sustainable Places** - Revenues and expenses are balanced and sustainable for households, communities, and the region.
3. **Provide Amenities** - Maintain quality of life elements that attract skilled labor by encouraging more walkable cities, open space preservation, and improved air and water quality.
4. **Attract and Retain Businesses, and Encourage Innovation** - Support and encourage business retention, job creation, workforce development, and innovation by partnering and information sharing.

The Wasatch Front region is made up of economically diverse communities. Within our region we have rural areas with small populations, emerging suburban areas with employment infrastructure needs, established suburban areas, and urban areas that are thriving. It is important to note that when region-wide averages are reported, they can often paint a situation with a broad stroke. We must consider opportunities and challenges at a local level as we work together to develop a strong regional economy.

The region has experienced continued economic growth since the Great Recession. With lower poverty rates, low unemployment rates, and median household and family income levels ranking above the national average, Utah's economy continues to show resilience in its ability to improve at faster rates than most other states.



WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT

## WFEDD Regional Statistics

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

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

6 The data above highlights key demographic considerations for the WFEDD region. The annual population growth and new households needed are measures to consider as the region plans and develops land use, transportation, and infrastructure improvements during the next five years. It is worth noting that in Morgan and Tooele Counties, the number of new jobs expected is much lower as a percentage of population growth, which will continue to put pressure on residents to travel long distances in search of employment. Additional demographic information for the region and counties is provided in the Summary Background on page 13.

## Organization of the CEDS

The CEDS document includes a regional vision, summary background and key economic data, strengths, weaknesses, opportunities, and threats (SWOT) analysis, plan of action, performance evaluation, and economic resilience information. The CEDS is a continuous refinement of work that WFEDD has engaged in since its inception in 2014. The strategies proposed within this CEDS tie economic development, regional transportation planning, and local land use planning together in a meaningful way in order to maximize the benefit and collective strength of our regional economy.



ONE

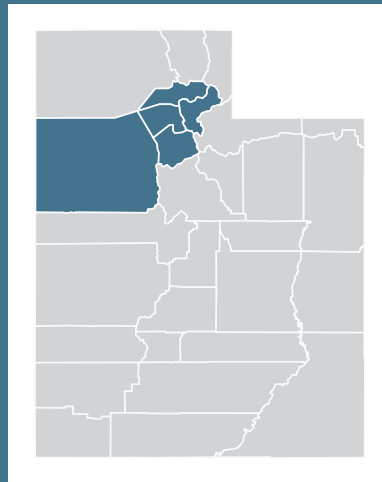
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CHAPTER

# Introduction

## Mission Statement

The District supports economic development plans, promotes long-term economic competitiveness, and attracts federal monies in order to implement local plans.



The Wasatch Front Economic Development District (WFEDD) is a federally recognized Economic Development District (EDD) designated by the U.S. Department of Commerce and the Economic Development Administration (EDA). The District was created in 2014 with the support from the Wasatch Front Regional Council (WFRC) and Davis, Morgan, Salt Lake, Tooele, and Weber Counties.

## 2018-2023 Comprehensive Economic Development Strategy

The 2018-2023 Comprehensive Economic Development Strategy (CEDS) report is a guide to understand and improve the regional economy for the Wasatch Front Economic Development District

(WFEDD), which includes Davis, Morgan, Salt Lake, Tooele, and Weber Counties. This federally required document serves as a regional economic development plan for creating a stronger, more diverse economy. It is strategy-driven, collaboratively developed, and locally implemented. The information provided serves local decision-makers to assist with setting priorities for investment in key economic development efforts.



**WASATCH CHOICE**  
— 2050 —



WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT

## WFEDD Board Members - 2019

### Davis County

Katie Witt (Davis County)  
Taylor Woodbury (Woodbury Homes)

### Morgan County

Mike Newton (Morgan County)  
Ty Bailey (Morgan City)

### Salt Lake County

Jenny Wilson (Salt Lake County)  
Abby Osborne (Salt Lake Chamber), **Chairperson**

### Tooele County

Shawn Milne (Tooele County)  
Chris Sloan (Group 1 Real Estate)

### Weber County

Gage Froerer (Weber County), **Vice Chair**  
Cari Fullerton (Bank of Utah)

### State, Non-Governmental, and Other Representatives

Benjamin Hart (Governor’s Office of Econ. Dev.)  
Mark Knold (Utah Dept. of Workforce Services)

## Strategy Committee Members - 2019

### Davis County

Bruce Davis (Weber State University)  
Chris Williams (Davis School District)

### Morgan County

Shaun Peterson (Peterson Wealth Services)  
Gavin McCleary (Farm Bureau Financial)

### Salt Lake County

Susie Becker (Zions Public Finance)  
Aabir Malik (Colmena Group)

### Tooele County

Anthon Stauffer (Romney Group)  
Muriel Xochimitl (Deseret UAS)

### Weber County

Jeff Edwards (UAMMI)  
TBA (Northern Davis/Weber County ED Director)

### State, Non-Governmental, and Other Representatives

Rick Bouillon (West Pointe)  
Theresa Foxley (EDCU)  
Russ Booth (Colliers)



# TWO 2



## Regional Vision

The Wasatch Front Economic Development District (WFEDD) and the Wasatch Front Regional Council (WFRC) have aligned the 2018-2023 Comprehensive Economic Development Strategy (CEDS) with the Wasatch Choice 2050 Vision (WC2050 Vision), 2019-2050 Regional Transportation Plan (RTP), and local land-use planning. The CEDS strategies, objectives, collaborative actions, and performance evaluation framework have been informed by the work done to bring stakeholders together around the WC2050 Vision.

The WC2050 Vision is the region's blueprint for growth that seeks to coordinate land development, infrastructure, economic development, and open space. By implementing the WC2050 Vision we are engaging in a regional economic development strategy. The WC2050 Vision provides economic opportunities by coordinating land use decisions with the location of infrastructure. The relationship between land use, infrastructure, and economic development functions similarly regardless of regional, community, or neighborhood scale. All scales of development benefit from well-coordinated land use and infrastructure improvements.

The WC2050 Vision was developed in partnership with local municipalities, WFRC, the Utah Department of Transportation, the Utah Transit Authority, and other public and private sector stakeholders and partners over the course of the previous four years to identify regional transportation investments in roadway, transit, and active transportation, alongside locally preferred regionally significant land uses. This large scale visioning effort serves as a guide for future development. Implementing the WC2050 Vision provides assurance to local communities and businesses that transportation and infrastructure investments will benefit existing land uses while supporting new growth and redevelopment areas.

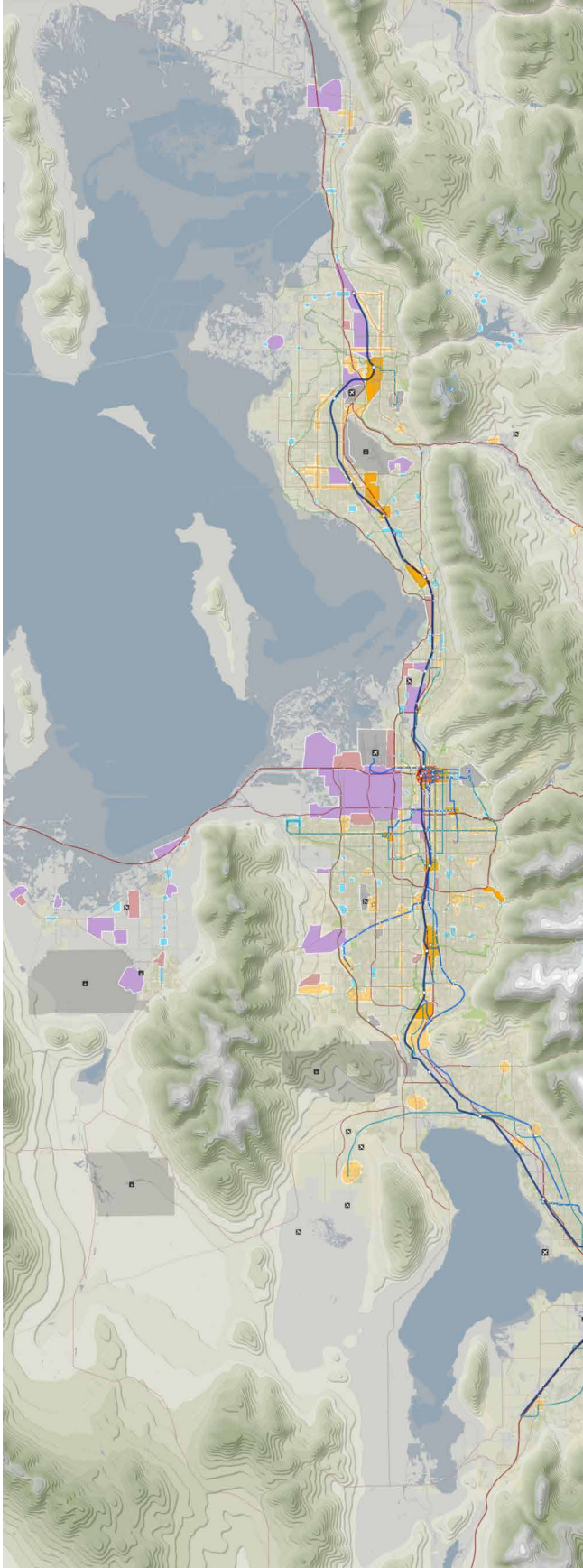


**WASATCH CHOICE**  
2050



WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT

Wasatch Choice 2050 Vision Map



The ten regional goals below were adopted by the WFRC Council in 2016, and are the desired outcomes to be achieved by implementing the WC2050 Vision. These goals inform future transportation investments and how those projects will be coordinated with land and economic development opportunities.

#### Wasatch Choice 2050 Goals



**Livable and healthy communities**



**Access to economic and educational opportunities**



**Manageable and reliable traffic conditions**



**Quality transportation choices**



**Safe, user friendly streets**



**Clean air**



**Housing choices and affordable living expenses**



**Fiscally responsible communities and infrastructure**



**Sustainable environment, including water, agricultural, and other natural resources**

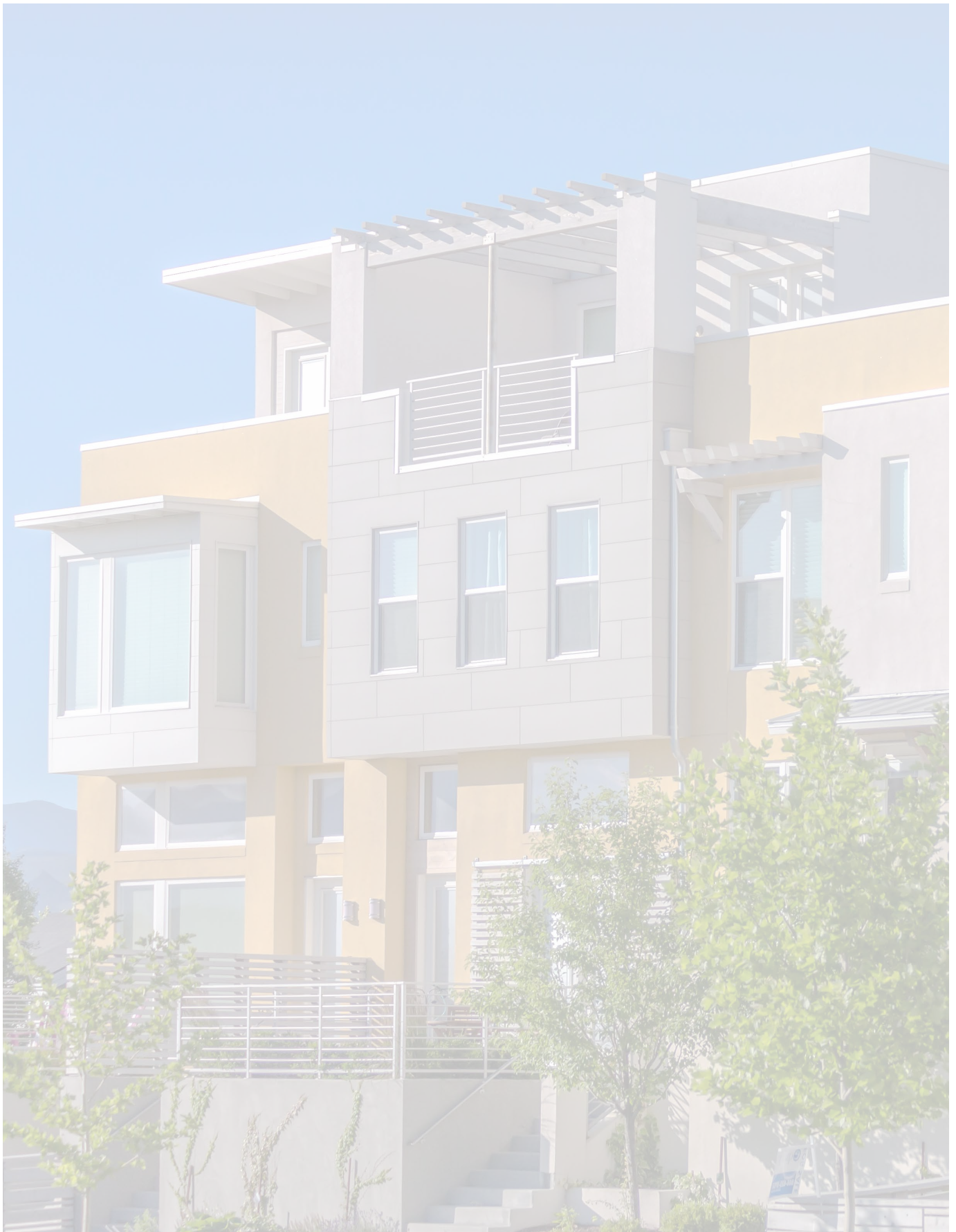


**Ample parks, open spaces, and recreational opportunities**

The WC2050 Vision ten goals directly tie to and impact economic development opportunities across the region through the four key strategies within the 2018-2023 CEDS:

1. **Link Development with Transportation and Other Infrastructure** - Coordinated transportation, infrastructure, and land-use decisions to enhance household's access to jobs and educational opportunities and employer's access to workforce and customers.
2. **Create Fiscally Sustainable Places** - Revenues and expenses are balanced and sustainable for households, communities, and the region.
3. **Provide Amenities** - Maintain quality of life elements that attract skilled labor by encouraging more walkable cities, open space preservation, and improved air and water quality.
4. **Attract and Retain Businesses, and Encourage Innovation** - Support and encourage business retention, job creation, workforce development, and innovation by partnering and information sharing.







## General Conditions And Regional Snapshots

The regional and county snapshots shown on the following pages highlight the demographic and economic statistics of the region.

### Population

Between 2018 and 2050, the population of the WFEDD region is anticipated to grow from 1.8 million today to over 2.5 million, representing a 37 percent increase across the five counties. Annually the population will grow by approximately 17,000 residents, with the bulk of the area's growth occurring in Salt Lake County. Tooele and Morgan Counties show high growth rates per year due to significant amounts of undeveloped land. Planning for continued population growth is one of the region's main challenges both in the short and long term.

### Housing

Our region is currently experiencing a housing crisis. Housing affordability issues are indicated in the data, and housing choice was identified as a weakness and a threat in the strengths, weaknesses, opportunities, and threats (SWOT) analysis (see section 4 for more information). Looking at the housing to income ratios in comparison to the State of Utah; Davis, Morgan, Tooele, and Weber Counties appear to have more affordable housing options in relation to income levels. Salt Lake County residents spend a higher percentage of their income on housing, suggesting housing affordability issues. Morgan County's housing costs, both owner and rental, are higher than the state average while rental costs in Tooele and Weber Counties are well below the state levels. The spread in owner versus rental costs is broader in Morgan and Tooele County. This could be the result of a predominantly single-family housing product in those counties.

The issue of affordability is not solely tied to housing, but must consider total household costs including transportation. Transportation costs are higher for Morgan and Tooele Counties along with longer commute times from those areas. Improving access to opportunities for all counties, with a focus on improving the jobs versus housing mix within each county, will reduce overall demand on the transportation system and will increase the economic resilience of each county.



**WASATCH CHOICE**  
— 2050 —



WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT

Economic

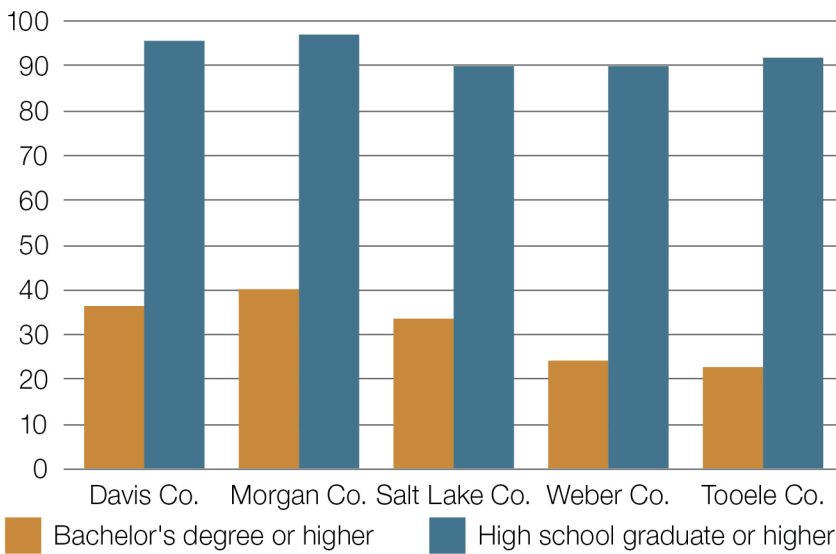
One sign of our region’s strong economy and overall economic resilience is our very low unemployment rate. Currently, the WFEDD region’s average unemployment is three percent, which is consistent with the State of Utah and is lower than the national average of four percent. While overall unemployment is low for the region these averages can sometimes disguise unseen economic distress or local differences across the region. For example, Weber County is notably lacking in job growth per year when compared to Davis County and its similar demographics.

The employment versus population rate provides a measure to compare the number of residents to the number of available jobs. Across the region, the projected annual employment to population ratio is 1.4, meaning that there is projected to be one job available for every 1.4 people on average across our five-county region. However, this projected ratio is 2.6 in Morgan County and 3.0 in Tooele County, indicating a higher number of residential developments and fewer job opportunities per resident in the future. Salt Lake County’s ratio is 1.2, indicating that it will remain a key job area providing nearly one new job for every new resident expected. Davis County’s ratio is 1.9 and Weber County’s ratio is 1.7, which much more closely align with the region and indicates a projected average mix of jobs and residents. Watching the employment versus population ratio over time will provide a metric to base whether or not each county provides additional or fewer job opportunities for new residents over time.

Industry

Major increases in construction, professional and technical, and administrative services jobs are expected between 2020-2050. Required land needs to support new under roof commercial development from job growth is significant, with ranges of roughly 175 to 350 acres per year, depending upon floor area ratios. The majority of this required land is anticipated to be met by western Salt Lake County, portions of Tooele County, and western and northern Davis and Weber Counties. In addition to land needed for the construction of buildings, there will be a significant parking demand in the future.

Educational Attainment Population 25 Years and Older



Source: U.S. Census Bureau; American Community Survey.

If our region continues to develop in similar land use patterns with similar parking ratios for structures, there will be a need for approximately seven to eight square miles of land needed solely for parking in new job areas. The projected parking demand speaks to the need for integrated land use and transportation development, and for our region to continue providing a range of transportation options to both existing and projected job areas.

Education

Education plays a vital role in economic development in Utah. The region’s high school graduation rates are all above 90 percent of the total population aged 25 and older, with the highest being Morgan County at 97.2 percent and the lowest being Weber County at 90.1 percent. These figures are higher than the national average of 87.3 percent, and indicate that early and high school education are priorities for our region’s population. The population aged 25 years and older with a bachelor’s degree or higher ranges from 24 percent in Weber County up to 40 percent in Morgan County. This spread splits the difference of the national average of 30.9 percent.

Amenities

The Wasatch Front region has unparalleled access to open space and amenities. Multiple world class ski resorts, excellent mountain biking and hiking, paved multi-use trails, and numerous regional parks are all easily accessible across the region. Maintaining and



investing in the amenities that make our region unique will be critical to continue attracting new businesses and highly skilled employees to help grow our economy. Challenges and impacts to air quality and water quality need to be considered as we balance growth and development with preservation of the environment.

## Catalyst Regional Projects and Policies

### The Point of the Mountain

Northern Utah's economy is rapidly evolving. Within portions of southern Salt Lake County and northern Utah County, there have been a significant number of tech-related businesses locating in an area known as 'Silicon Slopes.' While not primarily located in our region, the proximity between jobs, housing, and transportation in this area has significant impact on the southern Salt Lake County economy.

The Point of the Mountain area, in preparation for the relocation of the Utah State Prison, has gone through an extensive planning process bringing together broad stakeholder involvement through a public process. The prison site itself is roughly 700 acres but the Point of the Mountain area totals more than 20,000 developable acres across Salt Lake County and Utah County that is well-served by high capacity road infrastructure and future transit service.

### The Northwest Quadrant

The Northwest Quadrant of Salt Lake City sits at the intersection of two interstate freeways, major national railways, and an international airport, which puts the area in high demand for expanding warehouse, distribution, and manufacturing. During the spring of 2019 the Inland Port Authority Board underwent a public comment and visioning process to help develop plans and strategies around the Inland Port's future development.

### Northern Utah Economic Development Partnership

Weber County and Davis County have been working together to develop a Northern Utah Economic Development Partnership. The two counties are banding together to work towards common goals with a mindset that economic development in northern Utah will benefit both counties regardless of the actual jurisdiction the jobs, housing, or commercial development are located within. The counties have hired

the Economic Development Corporation of Utah (EDCU) to assist in the creation of a two-county economic development program, and are in the process of hiring a new director to begin this effort.

### Tooele County Projects

Tooele County is working with Deseret Unmanned Aerial Systems to develop drone-based package and human delivery technology. This is an emerging sector for Utah that combines software development, advanced manufacturing, composites, and innovative policy. Early investments in this new technology will hopefully cement the region as a leader in unmanned aerial travel. In addition, the County is working with the Romney Group on a 900-acre development focused on manufacturing and distribution that will provide opportunities for numerous jobs over the next five years.

### Opportunity Zones

Opportunity Zones are located in census tracts that are economically distressed. These areas provide investors with a federal tax incentive through the deferral, reduction, or exemption of Capital Gains Tax depending on the number of years the investment is held. The following counties in the WFEDD region have Opportunity Zones designated: Davis County - three census tracts, Salt Lake County - 15 census tracts, Tooele County - one census tract, and Weber County - five census tracts. This is an opportunity for our region to bring in new investment within these identified areas.

### Transportation Reinvestments Zones

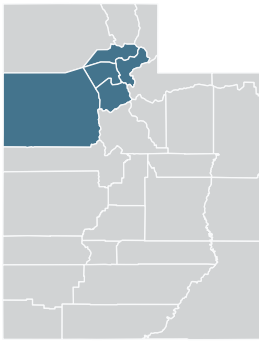
Recent legislation Senate Bill 136: Transportation Reinvestment Zones (TRZ) passed in 2018, authorizes and provides Utah with an innovative financing opportunity. "Transportation Reinvestment Zone" means an area created by two or more public agencies by interlocal agreement to capture increased property or sales tax revenue generated by a transportation infrastructure project. Utah Code §11-13-103(22).

The multiple jurisdictional potential of TRZs, along with the ability to obtain commitment of regional transportation agencies, such as the Utah Department of Transportation (UDOT) or the Utah Transit Authority (UTA), will add an additional level of certainty to city or county planning efforts and may provide leverage in prioritizing needed transportation projects.

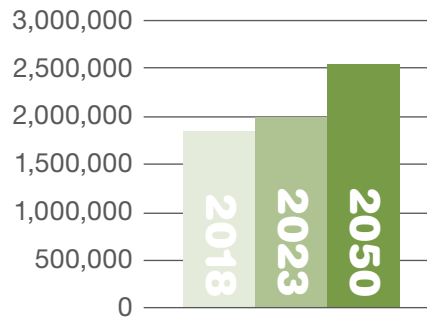
\*Sources for Regional and County Data: Becker, B. (2019, March 29). Zion's Public Finance Data: Kern C. Gardner Policy Institute 2015-2065 State and County Projections; U.S. Census Bureau; National Association of Realtors; County Assessors Offices; 2013-2017 American Community Survey 5-year Estimates.

## Regional Economic Overview

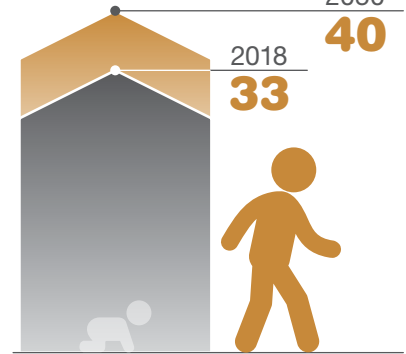
### Geographic Area



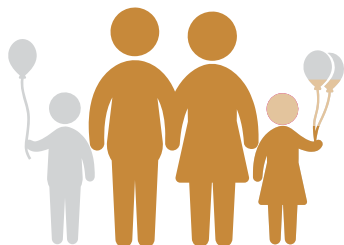
### Population



### Median Age



### Household Size



+ = **2.85** (2018)  
 = **2.61** (2020-2050 Ave.)

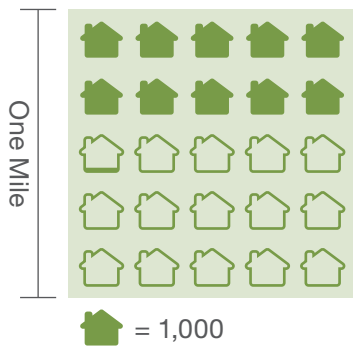
### Median Property Value (MPV) and Housing/Income Ratio (H/IR) (2018)

	Utah	Region
MPV	<b>\$250K</b>	<b>\$234K</b>
H/I R	<b>3.83</b>	<b>3.26</b>

### Monthly Housing Costs (2017)



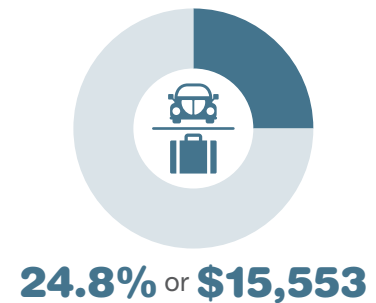
### Households per Sq. Mi. (2018)



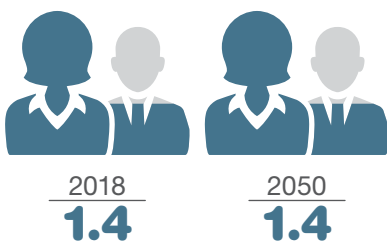
### Average Commute Time (2018)



### Annual Transportation Costs as a Percent of Income



### Employment/Population Ratio



### Median Household Income (2017)



### Unemployment (2017)



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

## Regional Industry

Top Job Producing Industries - 2020-2050		Square Footage Needs Per Industry	
Industry Name	Projected Total Job Increase 2020-2050	Potential Square Feet Per Employee	Potential Square Foot Needs
Construction	80,696	50	4,034,800
Professional and Technical Services	79,741	225	17,941,725
Administrative and Waste Services	61,936	225	13,935,600
State and Local Government	44,660	250	11,165,000
Health	52,183	500	26,091,500
Finance and Insurance	22,489	225	5,060,025
Information	13,172	225	2,963,700
Arts, Entertainment, Recreation	10,454	300	3,136,200
Retail	10,845	500	5,422,500
Federal Government	7,797	300	2,339,100
Wholesale	7,240	700	5,068,000
Manufacturing	5,674	700	3,971,800
Education	5,239	1000	5,239,000
Accommodations and Food	5,344	400	2,137,600
Real Estate	3,173	300	951,900
Agriculture	198		
Farm	-191		
Utilities	-566		
Military	-516		
Mining	-291		
Other services	-412		
Management	-4,357	300	-1,307,100
Transportation and Warehousing	-6,513	500	-3,256,500

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

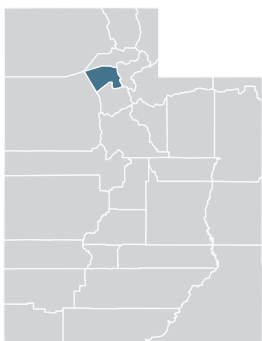
## Projected Total Job Increase over all Industry Types for the region

- **400,000** projected jobs created across the region between 2020-2050
- Over **90 Million** sqft. of new industry space needed between 2020-2050

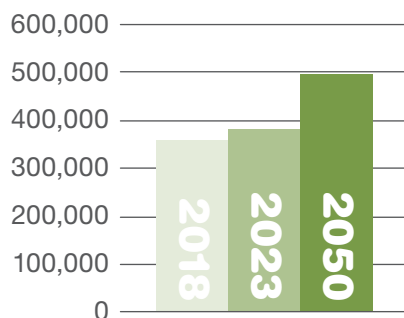


## Davis County Economic Overview

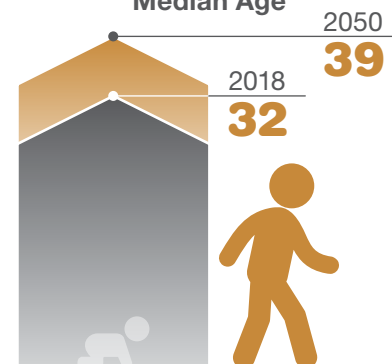
## Geographic Area



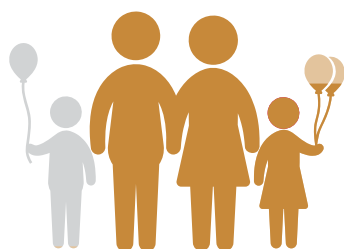
## Population



## Median Age



## Household Size



+ = **3.07** (2018)  
 = **2.81** (2020-2050 Ave.)

## Median Property Value (MPV) and Housing/Income Ratio (H/IR) (2018)

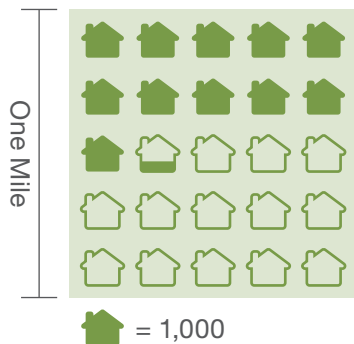
	Utah	Davis Co.
MPV	<b>\$250K</b>	<b>\$259K</b>
H/I R	<b>3.83</b>	<b>3.4</b>

## Monthly Housing Costs (2017)



18

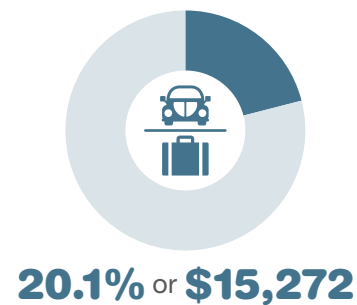
## Households per Sq. Mi. (2018)



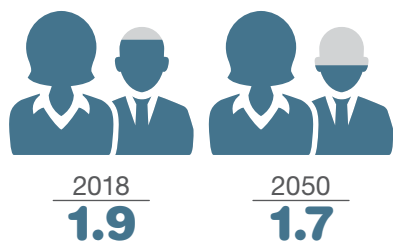
## Average Commute Time (2018)



## Annual Transportation Costs as a Percent of Income



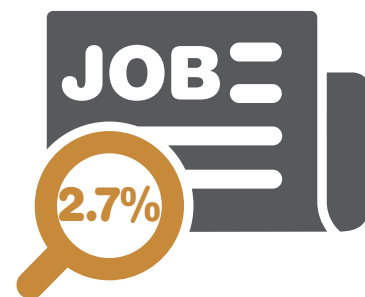
## Employment/Population Ratio



## Median Household Income (2017)



## Unemployment (2017)



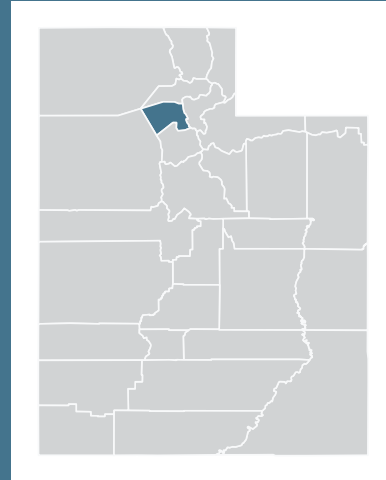
\*Sources for Regional and County Data: Becker, B. (2019, March 29). Zion's Public Finance Data: Kem C. Gardner Policy Institute 2015-2065 State and County Projections; U.S. Census Bureau; National Association of Realtors; County Assessors Offices; 2013-2017 American Community Survey 5-year Estimates.

## Davis County Industry

Industry Name	Jobs by Industry % September 2018	Average Weekly Wage
Natural Resources and Mining	0.40%	\$554
Construction	8.30%	\$1,005
Manufacturing	10.60%	\$1,061
Trade, transportation, and utilities	17.10%	\$701
Information	0.80%	\$947
Financial activities	3.40%	\$922
Professional and business services	11.70%	\$1,020
Education and health services	12.60%	\$807
Leisure and hospitality	10.80%	\$280
Other Services	2.70%	\$664
Government	21.60%	\$3,061

## Davis County Strategic Initiatives

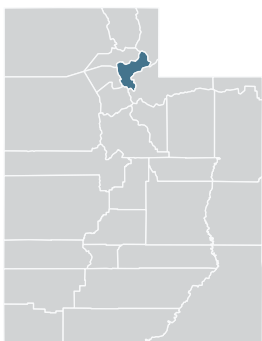
- Cultivate high-wage jobs
- Assist continued Hill Air Force Base growth
- Facilitate Entrepreneurship-Davis Economic Development Fund



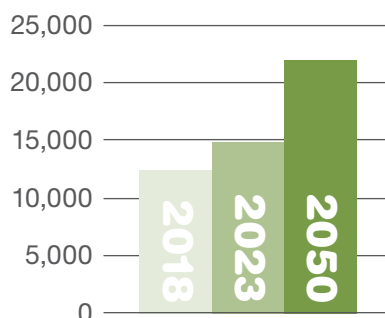
*\*Sources for Regional and County Data: Becker, B. (2019, March 29). Zion's Public Finance Data: Kem C. Gardner Policy Institute 2015-2065 State and County Projections; U.S. Census Bureau; National Association of Realtors; County Assessors Offices; 2013-2017 American Community Survey 5-year Estimates.*

## Morgan County Economic Overview

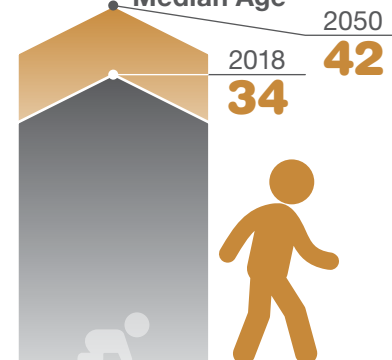
## Geographic Area



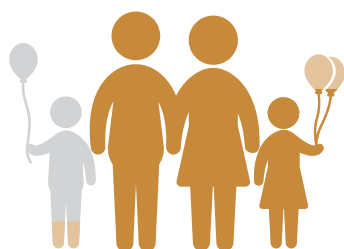
## Population



## Median Age



## Household Size



+ = **3.13** (2018)  
 = **2.82** (2020-2050 Ave.)

## Median Property Value (MPV) and Housing/Income Ratio (H/IR) (2018)

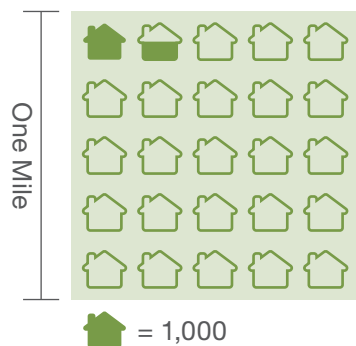
	Utah	Morgan Co.
MPV	<b>\$250K</b>	<b>\$283K</b>
H/I R	<b>3.83</b>	<b>3.29</b>

## Monthly Housing Costs (2017)



20

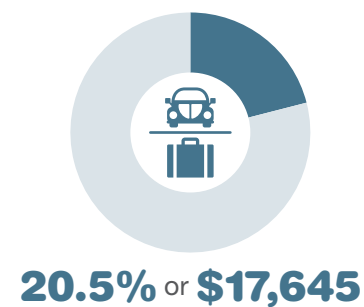
## Households per Sq. Mi. (2018)



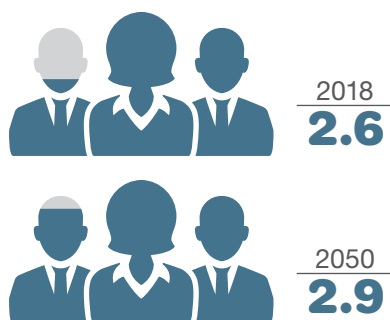
## Average Commute Time (2018)



## Annual Transportation Costs as a Percent of Income



## Employment/Population Ratio



## Median Household Income (2017)



## Unemployment (2017)



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

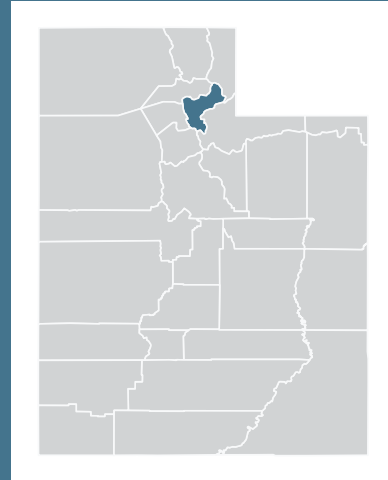


## Morgan County Industry

Industry Name	Jobs by Industry % September 2018	Average Weekly Wage
Natural Resources and Mining	0.40%	\$536
Construction	4.70%	\$834
Manufacturing	1.70%	\$1,205
Trade, transportation, and utilities	3.60%	\$841
Information	0.90%	\$771
Financial activities	1.60%	\$1,147
Professional and business services	1.50%	\$621
Education and health services	1.70%	\$315
Leisure and hospitality	80.50%	\$302
Other Services	N/A	N/A
Government	3.50%	\$3,195

## Morgan County Strategic Initiatives

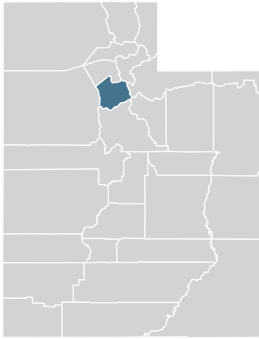
- Connect transportation infrastructure
- Create jobs
- Bring in new industries to expand employment base



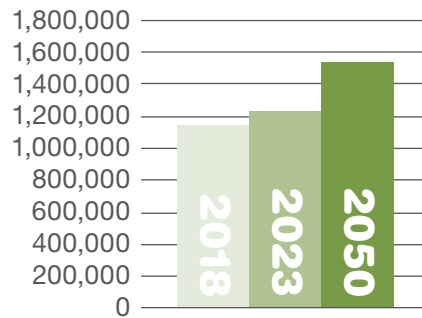
*\*Sources for Regional and County Data: Becker, B. (2019, March 29). Zion's Public Finance Data: Kem C. Gardner Policy Institute 2015-2065 State and County Projections; U.S. Census Bureau; National Association of Realtors; County Assessors Offices; 2013-2017 American Community Survey 5-year Estimates.*

## Salt Lake County Economic Overview

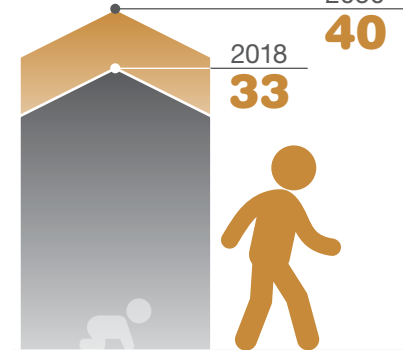
## Geographic Area



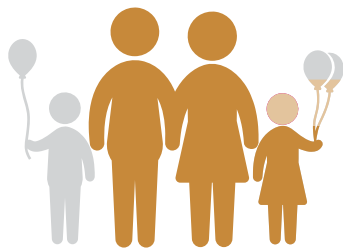
## Population



## Median Age



## Household Size



+ = **2.8** (2018)  
 = **2.61** (2020-2050 Ave.)

## Median Property Value (MPV) and Housing/Income Ratio (H/IR) (2018)

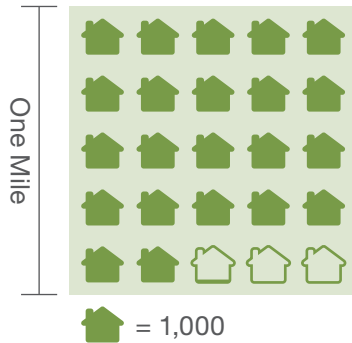
	Utah	Salt Lake Co.
MPV	<b>\$250K</b>	<b>\$274K</b>
H/I R	<b>3.83</b>	<b>4.03</b>

## Monthly Housing Costs (2017)



22

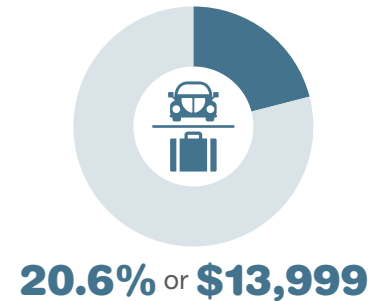
## Households per Sq. Mi. (2018)



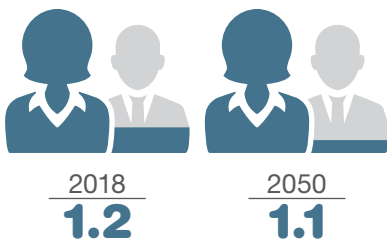
## Average Commute Time (2018)



## Annual Transportation Costs as a Percent of Income



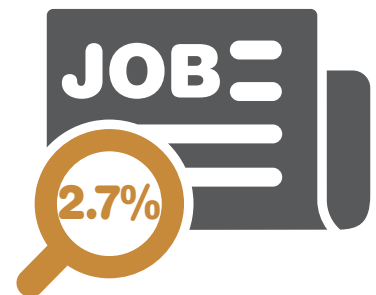
## Employment/Population Ratio



## Median Household Income (2017)



## Unemployment (2017)



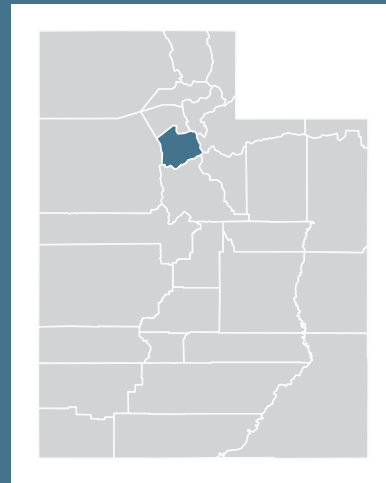
\*Sources for Regional and County Data: Becker, B. (2019, March 29). Zion's Public Finance Data: Kem C. Gardner Policy Institute 2015-2065 State and County Projections; U.S. Census Bureau; National Association of Realtors; County Assessors Offices; 2013-2017 American Community Survey 5-year Estimates.

## Salt Lake County Industry

Industry Name	Jobs by Industry % September 2018	Average Weekly Wage
Natural Resources and Mining	0.50%	\$1,574
Construction	5.80%	\$1,067
Manufacturing	7.90%	\$1,208
Trade, transportation, and utilities	20.30%	\$942
Information	2.70%	\$1,580
Financial activities	8.40%	\$1,294
Professional and business services	17.70%	\$1,205
Education and health services	11.40%	\$913
Leisure and hospitality	8.60%	\$448
Other Services	2.60%	\$749
Government	14.10%	\$3,483

## Salt Lake County Strategic Initiatives

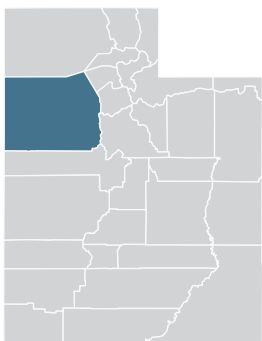
- Provide business access to redevelopment area resources and opportunities
- Global market involvement through exporting products and services to attract foreign investment
- Build coalitions that work together to create economic corridors throughout the county



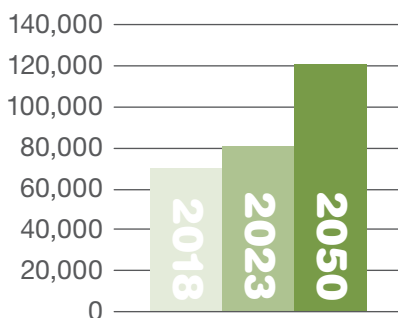
*\*Sources for Regional and County Data: Becker, B. (2019, March 29). Zion's Public Finance Data: Kern C. Gardner Policy Institute 2015-2065 State and County Projections; U.S. Census Bureau; National Association of Realtors; County Assessors Offices; 2013-2017 American Community Survey 5-year Estimates.*

## Tooele County Economic Overview

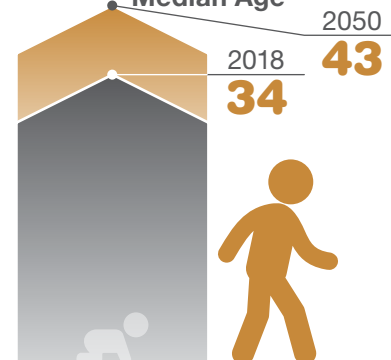
### Geographic Area



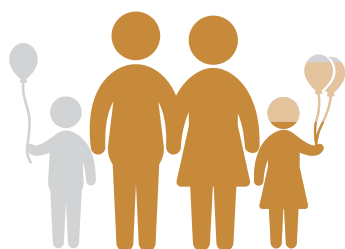
### Population



### Median Age



### Household Size



+ = **2.96** (2018)  
 = **2.65** (2020-2050 Ave.)

### Median Property Value (MPV) and Housing/Income Ratio (H/IR) (2018)

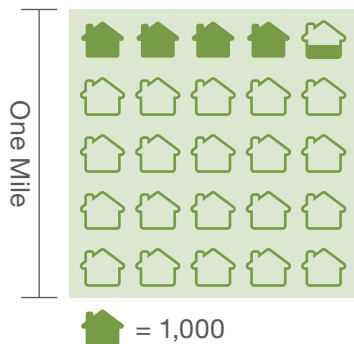
	Utah	Tooele Co.
MPV	<b>\$250K</b>	<b>\$182K</b>
H/I R	<b>3.83</b>	<b>2.74</b>

### Monthly Housing Costs (2017)



24

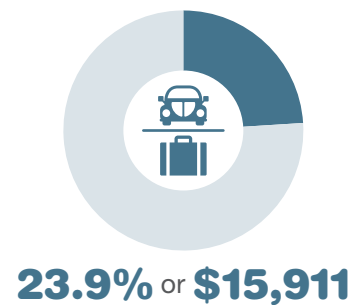
### Households per Sq. Mi. (2018)



### Average Commute Time (2018)



### Annual Transportation Costs as a Percent of Income



### Employment/Population Ratio



### Median Household Income (2017)



### Unemployment (2017)



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

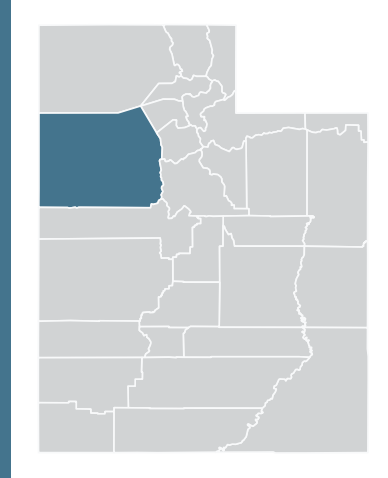


## Tooele County Industry

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

## Tooele County Strategic Initiatives

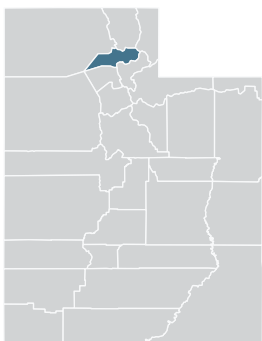
- Develop strategic recruitment and expansion plans for targeted industries
- Create a tailored incentives policy that addresses community needs
- Create a database of available development sites and those sites development needs



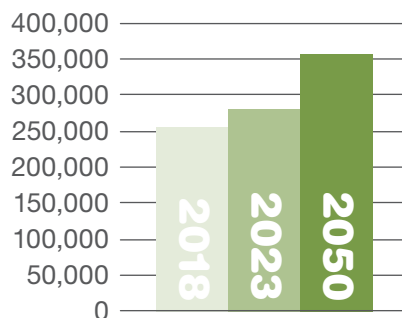
*\*Sources for Regional and County Data: Becker, B. (2019, March 29). Zion's Public Finance Data: Kern C. Gardner Policy Institute 2015-2065 State and County Projections; U.S. Census Bureau; National Association of Realtors; County Assessors Offices; 2013-2017 American Community Survey 5-year Estimates.*

## Weber County Economic Overview

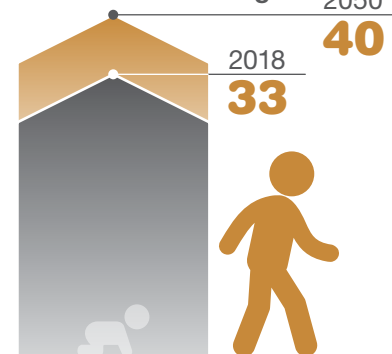
### Geographic Area



### Population



### Median Age



### Household Size



+ = **2.76** (2018)  
 = **2.58** (2020-2050 Ave.)

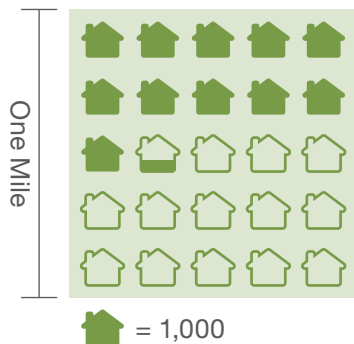
### Median Property Value (MPV) and Housing/Income Ratio (H/IR) (2018)

	Utah	Weber Co.
MPV	<b>\$250K</b>	<b>\$171K</b>
H/I R	<b>3.83</b>	<b>2.76</b>

### Monthly Housing Costs (2017)



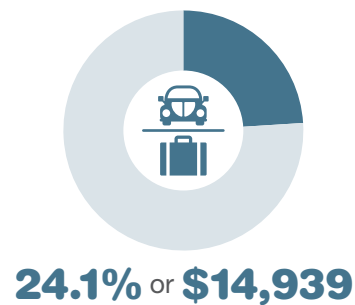
### Households per Sq. Mi. (2018)



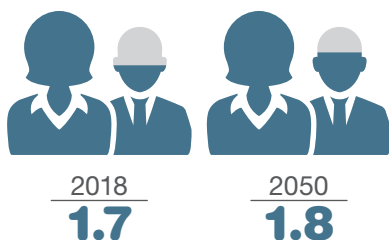
### Average Commute Time (2018)



### Annual Transportation Costs as a Percent of Income



### Employment/Population Ratio



### Median Household Income (2017)



### Unemployment (2017)



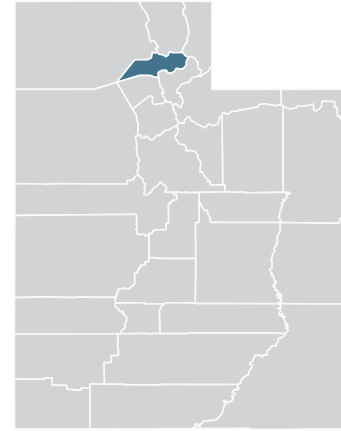
\*Sources for Regional and County Data: Becker, B. (2019, March 29). Zion's Public Finance Data: Kem C. Gardner Policy Institute 2015-2065 State and County Projections; U.S. Census Bureau; National Association of Realtors; County Assessors Offices; 2013-2017 American Community Survey 5-year Estimates.

## Weber County Industry

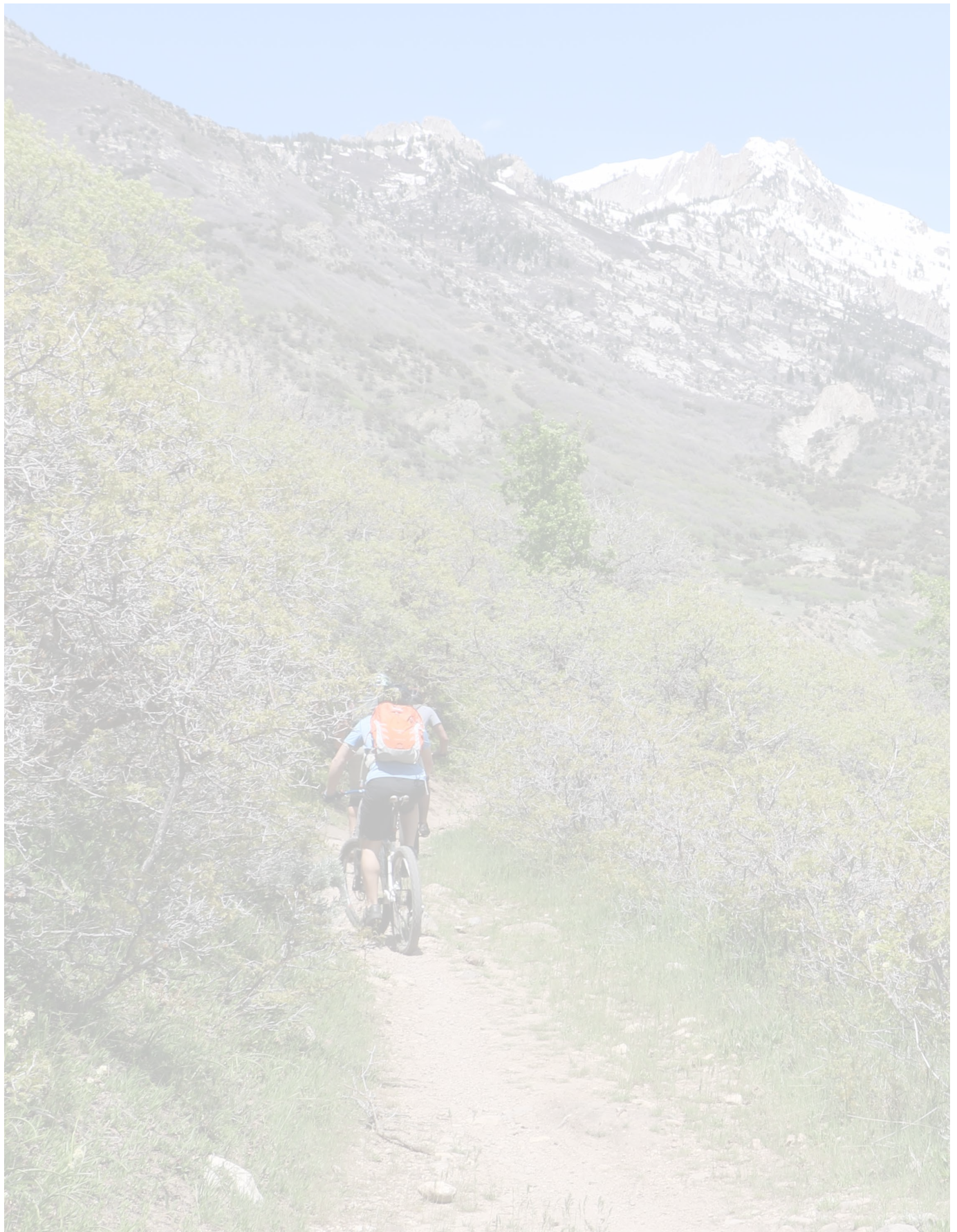
Industry Name	Jobs by Industry % September 2018	Average Weekly Wage
Natural Resources and Mining	0.40%	\$1,043.00
Construction	6.60%	\$944.00
Manufacturing	13.30%	\$1,105.00
Trade, transportation, and utilities	17.60%	\$676.00
Information	0.70%	\$768.00
Financial activities	5.40%	\$893.00
Professional and business services	12.90%	\$744.00
Education and health services	14.00%	\$872.00
Leisure and hospitality	9.10%	\$302.00
Other Services	2.30%	\$593.00
Government	17.70%	\$2,855.00

## Weber County Strategic Initiatives

- Building Prosperity through higher incomes
- Attracting and supporting high-quality job creation
- Rising to our potential
- Ensuring a dynamic economy



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





FOUR

4

CHAPTER

## SWOT

### Top Economic Priority

Workers are able to afford to live in the County they find employment

### Top Concern About Future Competitiveness

Transportation Infrastructure

### Top Three Economic Strengths

- Workforce
- Access to Opportunity
- Transportation Infrastructure

The WFEDD surveyed elected officials, local government staff, transportation partners, community members, business owners, and other stakeholders to better understand local and regional economic conditions. The survey asked participants to identify Strengths, Weaknesses, Opportunities, and Threats (SWOT) to the region's economy, as well as asked for self-reported economic priorities, concerns about competitiveness, and the top economic strengths around the region. This SWOT process helped guide the development of the CEDS Strategies, Objectives, and Collaborative Actions.

29

Today the region's self-identified strengths include a strong economy supported by a diverse economic base. On average across the region, there is accessible land for development and consistent transportation mobility by automobile, freight, rail, and air. Our region's access and proximity to larger markets serves us well along with Utah's friendly business climate and policies. As we grow we must continue to invest and maintain the region's transportation infrastructure to ensure that goods and people are able to continue moving around the region. Today our region's transportation infrastructure is listed as a strength and an opportunity, but growth impacts represent a threat and a challenge we must continue to address in order to maintain our region's mobility. A major hurdle we face as a region is increasing housing prices, often touted in the media as a "housing crisis." The WFEDD understands that as housing costs continue to rise we must provide a wide range of housing options along with jobs that provide incomes that will support rising costs. Land constraints, fiscal demands, and housing concerns are key threats that we must remain ahead of to keep our competitive advantage regionally and nationally.



**WASATCH CHOICE**  
2050



WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT

### Strength, Weakness, Opportunity, Threat

Strength	Weakness	Opportunity	Threat
<ul style="list-style-type: none"> <li>• Workforce</li> <li>• Access to Opportunity (e.g. jobs)</li> <li>• Land Availability</li> <li>• Business Climate</li> <li>• Transportation Infrastructure</li> <li>• Natural Resources</li> <li>• Proximity to Markets</li> <li>• Economic Resilience</li> <li>• Regulatory Environment</li> <li>• Commute Time</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural Perceptions</li> <li>• Fiscal Demands</li> <li>• Housing Choice</li> <li>• Transportation Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Cluster-based Economic Development</li> <li>• Diverse Economy</li> <li>• Economic Development Capacity</li> <li>• Business Climate</li> <li>• Transportation Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Choice</li> <li>• Land Values and Limited Availability in Some Counties</li> <li>• Fiscal Demands</li> <li>• Commute Time</li> <li>• Transportation Infrastructure</li> <li>• Limited Water Supply</li> </ul>





## Plan of Action and Performance Evaluation

Through the plan of action, the WFEDD has the opportunity to identify and promote regional economic priorities. The WC2050 Vision Goals (listed on page 10) link directly to the four key CEDS strategies. The goals, strategies, objectives and collaborative actions advance local, regional, and statewide economic priorities. When implemented, this CEDS will positively impact the WFEDD and Utah's economy.

The CEDS identifies and prioritizes strategic projects, programs, and activities at the local level to help implement the region's goals. All entities eligible for Economic Development Administration funding are notified and asked to submit a list of known or expected projects. Each city and county prioritizes their project list and identifies potential funding sources, impacts, benefits, the lead agency, and explains how the project fits with the regional strategies and objectives. The request for projects is facilitated by the use of a project form on wfrc.org that entities are asked to complete when submitting project(s). The WFEDD Strategy Committee reviews the new/amended projects and updates the CEDS Project List quarterly, or as needed. This ensures the WFEDD has the most current information for projects being submitted for EDA funding.

The WFEDD will evaluate project performance as projects are accomplished. Additionally, the WFEDD Strategy Committee will complete an annual review of the progress and accomplishments of the Plan of Action and its effectiveness of meeting the strategies and objectives established in the CEDS. Staff will prepare an annual CEDS report for the WFEDD that does the following: outlines the accomplishments, identifies changes in economic conditions, identifies changes in resources and funding, and identifies updates on actions needed, and will make the WFEDD aware of any other pertinent factors. Staff will also prepare an annual report for EDA as per the planning grant requirements.

The WFEDD Board and Strategy Committee believe that the role of the Economic Development District is to support existing efforts, not redirect or conflict with existing economic development efforts. In an effort to comply with EDA guidelines and the WFEDD Board, the strategies, objectives, actions, and performance evaluation framework in this CEDS are determined by the WFEDD members and communities within the five-county region.



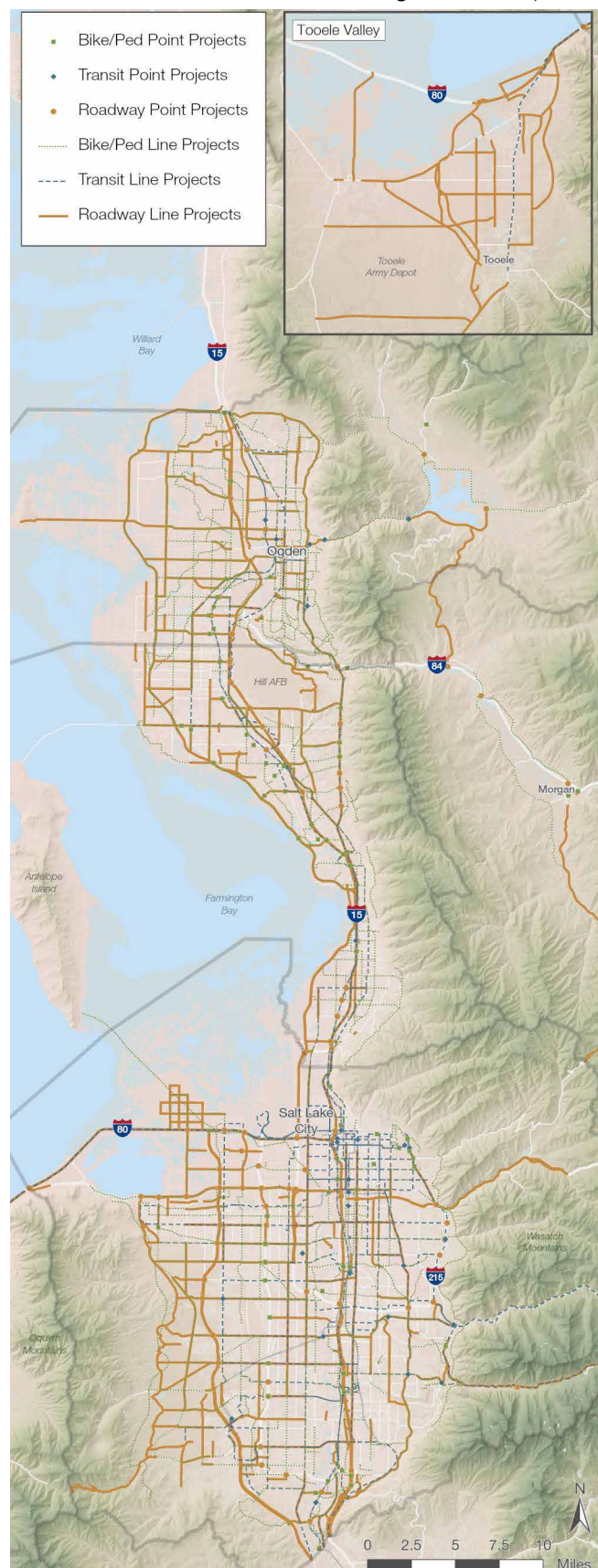
**WASATCH CHOICE**  
2050



WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT



Transportation (Phase 1 2019-2050 RTP with 2015 Unified Plan data for Tooele and Morgan Counties)

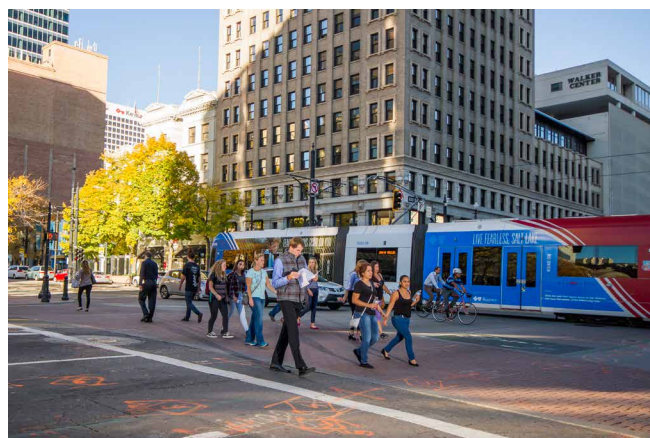


## Strategy 1: Link Development with Transportation and Other Infrastructure

Coordinated transportation, infrastructure, and land-use decisions to enhance household's access to jobs and educational opportunities and employer's access to workforce and customers.

### Objectives:

- Improve employers' access to workforce and customers; households access to jobs and education.
- Ensure households within vulnerable communities (e.g. low-income) have access to opportunities that meet their needs.
- Fund infrastructure that strategically improves economic outcomes.
- Invest and improve development of site infrastructure: water, sewer, fiber optic, and broadband in strategic locations.



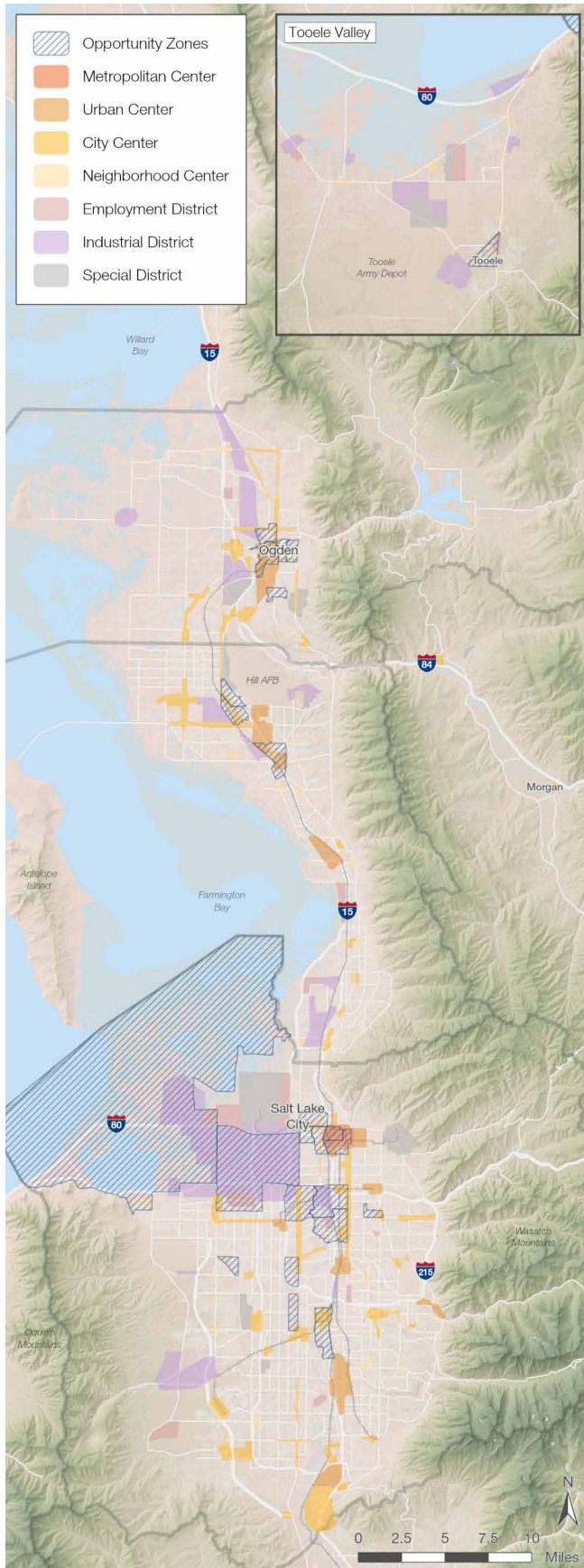


## Strategy 1: Link Development with Transportation and Other Infrastructure

Objectives	Collaborative Actions
Improve employers' access to workforce and customers; households access to jobs and education.	<p>WFEDD/WFRC supply state and local business recruiters with information on site accessibility.</p> <p>WFRC provide local governments with information and resources on accessibility as they implement Senate Bill 34: Affordable Housing Modifications, 2019.</p> <p>WFEDD/economic development partners work with Utah Department of Transportation (UDOT) to incorporate accessibility considerations into Utah's transportation policies.</p> <p>Explore incorporation of findings from Utah Transit Authority's (UTA) Transit Oriented Development (TOD) readiness index into business recruitment and transportation planning decisions.</p>
Ensure households within vulnerable communities (e.g. low income) have access to opportunities that meet their needs.	<p>WFEDD/WFRC prioritize TOD locations for households / firms with good access to jobs and households for vulnerable communities. Explore increasing statutory number of TOD sites UTA is permitted to engage in. Share information with decision-makers.</p>
Fund infrastructure that strategically improves economic outcomes.	<p>Support the 2019-2023 Regional Transportation Plan and Transportation Improvement Program as economic development elements of WC2050. Work with WFRC to assure the 2023-2027 RTP and WC2050 continue to support economic outcomes.</p> <p>WFEDD help enhance understanding of Transportation Reinvestment Zones (TRZ) by working with WFRC, Utah League of Cities and Towns (ULCT) / Utah Association of Counties (UAC), and state and local economic development partners.</p> <p>Transportation and Land Use Connection (TLC) program resources will be provided to local communities on a competitive basis to establish funding strategies for infrastructure as well as consider public private partnerships.</p> <p>WFRC/WFEDD/economic development partners consider refinements to transportation planning and programming policies to improve economic outcomes.</p> <p>WFRC/local governments/transportation partners develop policies around "mobility as a service" and integration of micro transportation modes into community plans and policies.</p>
Invest and improve development of site infrastructure: water, sewer, fiber optic, and broadband in strategic locations.	<p>State economic development partners/Economic Development Corporation Utah (EDCU)/local governments assess needed infrastructure in Wasatch Choice 2050 regional land use areas, state clusters, and additional priority locations.</p> <p>Encourage Economic Development of Corporation Utah (EDCU) Development Ready Communities Initiatives to be focused in, and located within, areas with workforce access, transit, existing infrastructure and services.</p> <p>Invest in broadband and 5G technology in order to maximize investment in autonomous and connected vehicle technology.</p>

## Strategy 1: Link Development with Transportation and Other Infrastructure

Performance Evaluation Measure	Responsible Party	Timeframe:
		Short (1-3 years) Medium (3-5 years) Long (5+ years)
Workforce accessibility to job sites by auto, transit, biking, and walking	Wasatch Front Regional Council (WFRC), Wasatch Front Economic Development District (WFEDD), Utah Department of Transportation (UDOT), Local Governments	Medium
Vulnerable communities' accessibility to job sites by auto, transit, biking, and walking	WFRC, WFEDD, UDOT, Local Governments	Medium
Number of communities to establish TRZs or CRAs	WFEDD, Economic Development Corporation of Utah (EDCU), Local Governments	Short
Catalogue Development Ready Communities Initiatives through EDCU	EDCU, Local Governments	Short



## Strategy 2: Create Fiscally Sustainable Places

Revenues and expenses are balanced and sustainable for households, communities, and the region.

### Objectives:

- Facilitate opportunities for centered growth and infill development.
- Work with local governments to foster efficient growth.
- Maximize the use of existing infrastructure to reduce travel demand.
- Increase financial literacy about innovative financing strategies and incentive policies.
- Maintain household choice and affordability of housing and transportation.



## Strategy 2: Create Fiscally Sustainable Places

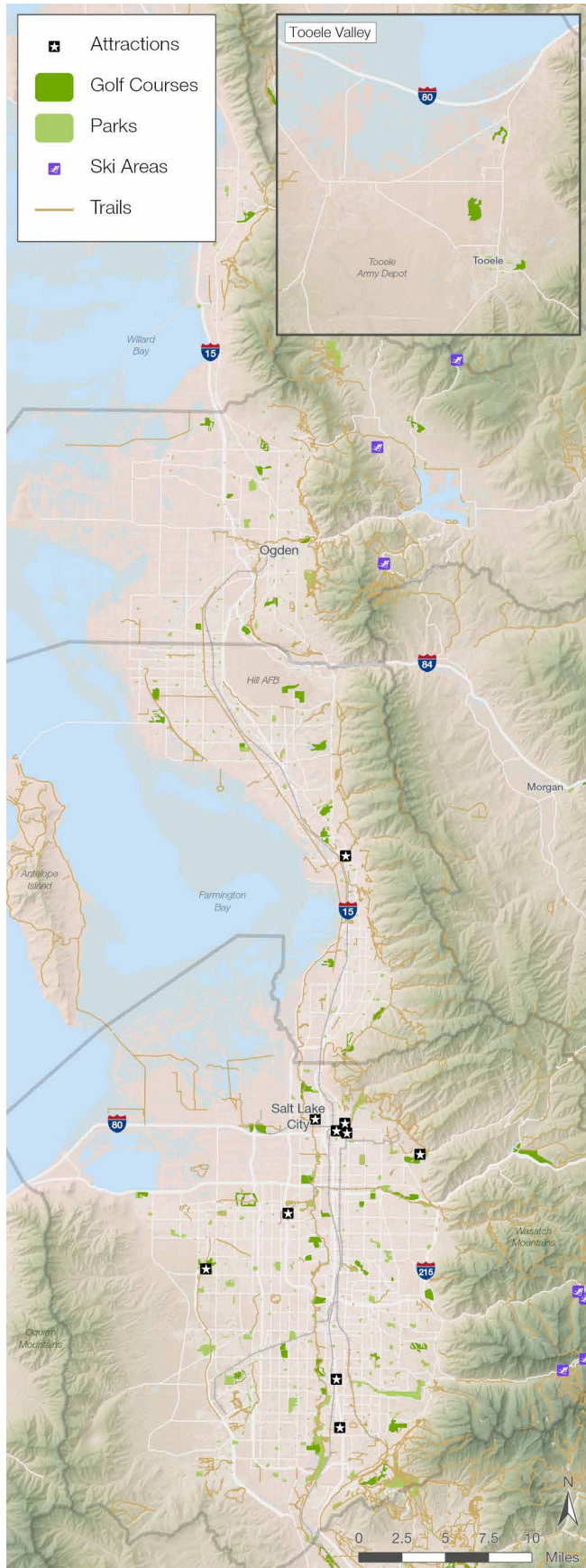
Objectives	Collaborative Actions
Facilitate opportunities for centered growth and infill development.	WFEDD/WFRC Provide local governments with planning resources focused on Wasatch Choice 2050 centers, in-fill areas, Mega Sites, and EDCU Development Ready Communities.
Work with local governments to foster efficient growth.	Local economic development partners understand the local benefits and costs of development and infrastructure decisions.
Maximize the use of existing infrastructure to reduce travel demand.	<p>Transportation and Land Use Connection Program resources provided to assist local governments' development of land use strategies and policies that reduce travel demand and driving distances. Partner with existing efforts such as the Utah Department of Transportation's Travelwise and Move Utah to combine efforts.</p> <p>Support choice of alternate modes of transportation and policies to assist in deployment of autonomous vehicles in transportation planning and programming.</p>
Increase financial literacy about innovative financing strategies and incentive policies.	<p>WFRC/WFEDD/state economic development partners work with local governments to understand the full range of financing strategies and incentives policies such as Community Reinvestment Areas and Transportation Reinvestment Zones. Focus efforts in Opportunity Zones and Wasatch Choice 2050 centers.</p> <p>WFRC/WFEDD explore development of revolving loan fund through an initial Community Development Block Grant (CDBG) investment from the WFRC small cities CDBG program.</p>
Maintain household choice and affordability of housing and transportation.	State economic development partners/WFRC/WFEDD and local governments work together to develop policies allowing broader housing types, homes and jobs alignment, and understand the total fees charged by political subdivisions in order to reduce total household costs.

## Strategy 2: Create Fiscally Sustainable Places

Performance Evaluation Measure	Responsible Party	Timeframe: Short (1-3 years) Medium (3-5 years) Long (5+ years)
Transportation and Land Use Connection Program: master plans, small area plans, zoning changes, parking reduction standards, efficient land use policies	WFRC, Local Governments	Short
Absorption of growth into each County as a percent of Kem C. Gardner population growth estimates	WFRC, WFEDD, Kem C. Gardner Policy Institute	Long
Transportation Investment Fund, and Transit Transportation Investment Fund allocations and local option sales tax expenditures	Local Governments, UDOT, UTA	Short
Revolving Loan Fund study outcome	WFRC, Community Development Block Grant (CDBG), WFEDD	Short
Cost of transportation as a percentage of income	WFRC, UDOT	Medium
Housing to Income ratio per county	WFRC, WFEDD, Housing Gap Coalition	Medium



## Parks, open space, trails, and other amenities



## Strategy 3: Provide Amenities

Maintain quality of life elements that attract skilled labor by encouraging more walkable cities, open space preservation, and improved air and water quality.

## Objectives:

- Balance job creation with the preservation and development of outdoor recreation and environmentally sensitive areas.
- Improve air quality to reduce competitive disadvantage among surrounding states and regions. Maintain water quality and available sources.
- Develop regional projects carefully to mitigate environmental concerns and impacts.
- Promote regional tourism opportunities and maximize local government's revenue through increased visitor activity.
- Attract skilled labor through provision of beautiful, amenity-rich, and walkable communities.



## Strategy 3: Provide Amenities

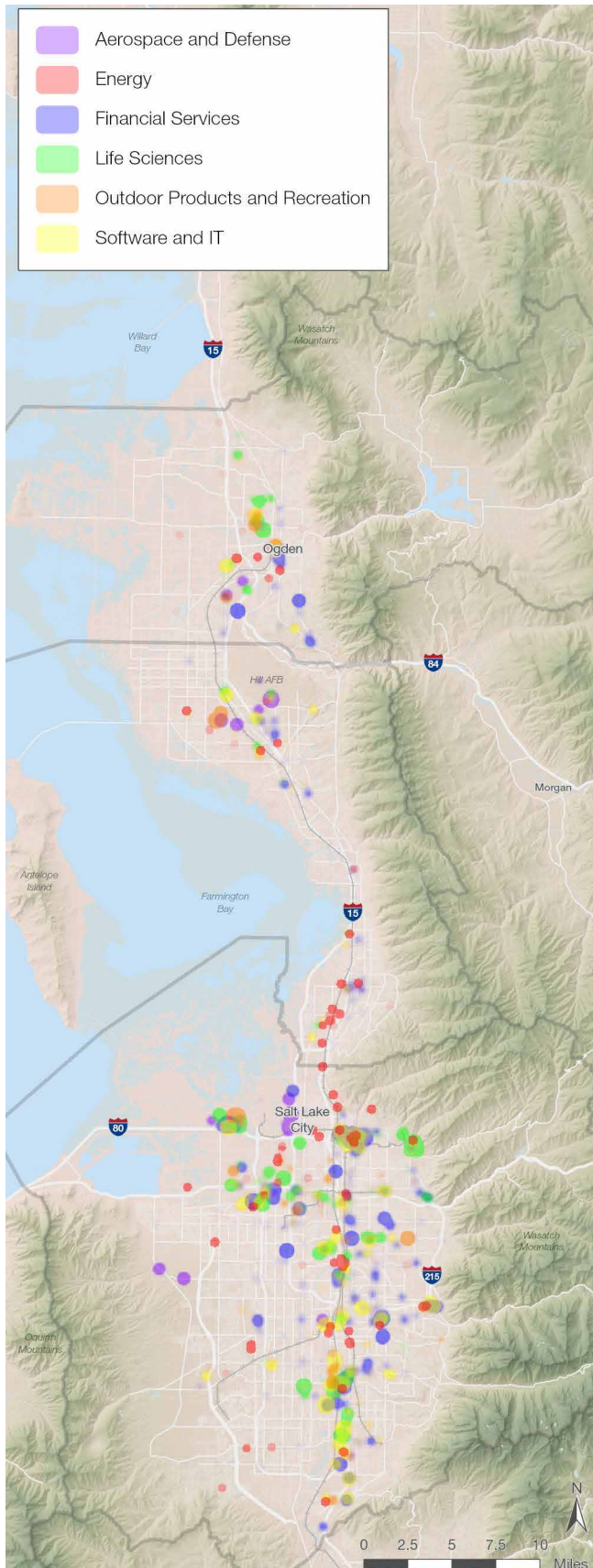
Objectives	Collaborative Actions
Balance job creation with the preservation and development of outdoor recreation and environmentally sensitive areas.	State economic development partners/WFRC/local governments support development and funding of regional recreational assets while improving local outdoor access for residents.
Improve air quality to reduce competitive disadvantage among surrounding states and regions. Maintain water quality and available sources.	Support development and building standards that balance affordability and improve efficiency of water and energy use, and encourage infill development where appropriate.  Invest in active transportation, walkable cities, clean technologies, and monitor fleet turnover in order to improve air quality.
Develop regional projects carefully to mitigate environmental concerns and impacts.	State economic development partners/Inland Port Authority/local economic development partners identify and mitigate key environmental concerns around large scale regional projects such as the Point of the Mountain and Inland Port/Northwest Quadrant.
Promote regional tourism opportunities and maximize local government's revenue through increased visitor activity.	State economic development partners/local governments/WFRC identify enhancements to existing and potential tourism areas, and promote efforts around increasing diversity, nightlife, and broad cultural opportunities within the region.
Attract skilled labor through provision of beautiful, amenity-rich, and walkable communities.	Transportation and Land Use Connection Program resources provided to local governments to amend plans and policies in order to facilitate the development of more livable places that provide additional amenities to people near their homes and workplaces focused within WC2050 centers.

## Strategy 3: Provide Amenities

Performance Evaluation Measure	Responsible Party	Timeframe: Short (1-3 years) Medium (3-5 years) Long (5+ years)
Open space and trail miles dedicated per city population	WFRC, UDOT, Local Governments	Medium
Population access to high quality, safe, and separated bicycle facility	WFRC, UDOT, Local Governments	Medium
Congestion Mitigation Air Quality projects funded, Commercial Property Assessed Clean Energy (CPACE) funded projects -- Clear the Air Challenge results	WFRC, UDOT, Office of Energy Development	Long
Number of direct jobs in hospitality, Transient Room Tax (TRT) Revenue	Governor's Office of Economic Development (GOED)	Short
Walkability Demand: index of connectivity, density, land use mix. Walk and bicycle access to parks	WFRC, University of Utah	Long



Utah State Targeted Economic Clusters heatmap based on NAICS Codes



## Strategy 4: Attract and Retain Businesses, and Encourage Innovation

Support and encourage economic diversity in business retention, job creation, workforce development, and innovation by partnering and information sharing.

### Objectives:

- Business expansion and retention.
- Encourage entrepreneurship and innovation.
- Support growth of key industry clusters.
- Increase global trade opportunities.
- Increase local government economic development capacity.
- Develop a workforce that meets the needs of the region.
- Monitor, partner, and assist with catalyst projects.



Photo courtesy of Boyer Company.

## Strategy 4: Attract and Retain Businesses, and Encourage Innovation

Objectives	Collaborative Actions
Business expansion and retention.	<p>Support Governor's Office of Economic Development (GOED) recruitment of businesses from targeted clusters as well as other high-wage producing industries.</p> <p>Economic Development Corporation Utah (EDCU)/local economic development partners/WFEDD/WFRC collaborate to gather and distribute data regarding buildings, sites and local permit processes and fees. Aim to streamline permitting process at local government level.</p> <p>WFEDD/WFRC review Transportation Improvement Program funding criteria and consider scoring criteria for projects that invest and modernize infrastructure in key business sites.</p>
Encourage entrepreneurship and innovation.	<p>Local economic development partners/Chambers of Commerce/ Small Business Development Centers (SBDC) work together to retain and expand diverse businesses: women-owned, locally owned, and other small business types.</p> <p>GOED/EDCU/local economic development partners identify and act upon new cluster-based opportunities to maintain economic resiliency through a diverse economy.</p> <p>Local economic development partners connect with Small Business Development Centers (SBDC), Small Business Administration (SBA), and Utah Science Technology and Research (USTAR) to assist with entrepreneurial start-ups.</p>
Support growth of key industry clusters.	<p>Support local economic development partners' identification of desired workforce and site characteristics of key industry clusters, and share available data.</p> <p>Explore use of industry cluster information in WFRC regional transportation and local land use planning process.</p>
Increase global trade opportunities.	<p>Support Salt Lake City and Salt Lake County's global trade and global cities initiatives.</p> <p>State economic development partners/Inland Port Authority/local economic development partners develop collaborative approach to global trade within Inland Port and Foreign Trade Zone areas.</p>
Increase local government economic development capacity.	<p>WFEDD support Davis and Weber Counties' northern Utah collaborative economic development effort.</p> <p>WFEDD/WFRC provide training opportunities on economic development tools, financing strategies, and policies.</p>
Develop a workforce that meets the needs of the region.	Local economic development partners and technical colleges identify local gaps in workforce, and meet with education institutions or industries to align resources.
Monitor, partner, and assist with catalyst projects.	Monitor the development of large economic sites: Point of the Mountain, Inland Port, Hill Air Force Base expansion, Unmanned Aerial Development, strategic and emerging clusters, and housing policies and development.



## Strategy 4: Attract and Retain Businesses, and Encourage Innovation

Performance Evaluation Measure	Responsible Party	Timeframe:
		Short (1-3 years) Medium (3-5 years) Long (5+ years)
Income to cost of living ratio	WFEDD	Medium
Transportation Improvement Program expenditures within Wasatch Choice 2050 centers or State identified clusters	WFRC, UDOT, Local Governments	Long
Employment in key industry clusters	GOED	Long
Trainings held, information shared, communication events and opportunities	WFEDD, Economic Development Partners, Local Governments	Short
Enrollment in University and Utah system of Technical Colleges within identified gap workforce programs	Universities, Technical Colleges, Local Governments	Long



# SIX 6

# CHAPTER Economic Resilience

The four CEDS Strategies respond to our regional economic needs in a way that will positively impact economic resiliency. In addition to the CEDS Strategies, the Wasatch Front Regional Council (WFRC) has a disaster preparedness plan in place, which was completed under the guidance of the State of Utah's Department of Public Safety and Hazard Mitigation (Utah Department of Public Safety, 2011). The guidelines for developing a disaster and economic recovery resiliency strategy as part of the CEDS states that this effort is not required to be comprehensive or intended to replace the existing plan.

Each community and the WFRC have cataloged potential disasters and have worked with local, state, and federal agencies to assess the nature and magnitude of any given disaster and its impact on the economy (business, industry sectors, labor market). During an actual emergency event, there are local, state and federal damage assessment modules in place to address physical impacts. Local emergency managers have been trained in rapid needs assessment, damage assessment, and are familiar with individual assistance programs, grants, and other public assistance programs.

The following table identifies potential hazards likely to affect the WFEDD region, and outlines how and why they were identified, including the organizations that assisted in the identification.



**WASATCH CHOICE**  
2050



WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT

## Hazards

Hazard	How Identified	Why Identified
<ul style="list-style-type: none"> <li>Earthquake</li> </ul>	<ul style="list-style-type: none"> <li>Review of County Emergency Operations Plans.</li> <li>Review of past disaster declarations.</li> <li>Input from City and County Emergency Operations Managers, USGS, UGS, Utah DESHS, and community members.</li> </ul>	<ul style="list-style-type: none"> <li>Utah has a 1/5 chance, of experiencing a large earthquake within the next fifty years.</li> <li>Numerous faults throughout Utah including the Intermountain Seismic Zone.</li> <li>Utah experiences approximately 13 earthquakes a year with a magnitude over 3.0.</li> <li>Can create fire, flooding, hazardous materials incident, transportation, and communication limitations.</li> <li>The Wasatch Front has recorded large earthquakes in the past and is expected to experience a large earthquake in the future.</li> <li>Can create fire, flooding, hazardous materials incident, transportation and communication limitations.</li> </ul>
<ul style="list-style-type: none"> <li>Landslide</li> </ul>	<ul style="list-style-type: none"> <li>Input from City and County Emergency Operations Managers, USGS, UGS, NCDC, Utah DESHS, and community members.</li> </ul>	<ul style="list-style-type: none"> <li>Have caused damage in the past to residential and commercial infrastructure.</li> <li>Can be life threatening.</li> <li>Generally occur in known historical locations, therefore risks exist throughout much of the Wasatch Front.</li> <li>Would like to increase community awareness.</li> </ul>
<ul style="list-style-type: none"> <li>Wildland Fire</li> </ul>	<ul style="list-style-type: none"> <li>Review of County Emergency Operations Plans.</li> <li>Review of Community Wildfire Plans.</li> <li>Input from County Emergency Managers, Utah DESHS, Utah FFSL, Utah FS, NWS, FEMA, and local community members.</li> </ul>	<ul style="list-style-type: none"> <li>Serious threat to life and property.</li> <li>Increasing threat due to urban sprawl in URBAN areas.</li> <li>Secondary threat associated with flooding, drought, and earthquake.</li> <li>Most of Utah is at risk including the growing counties of the Wasatch Front Region.</li> <li>Additional funding and resources offered by local and state agencies to reduce risk.</li> <li>Would like to increase community awareness.</li> </ul>
<ul style="list-style-type: none"> <li>Problem Soils</li> </ul>	<ul style="list-style-type: none"> <li>Review of County Emergency Operations Plans.</li> <li>Input from community members, Utah, DESHS, and UGS.</li> <li>Researched historical data</li> </ul>	<ul style="list-style-type: none"> <li>Related to subsequent effects from earthquakes.</li> <li>Have affected infrastructure and local economy in the past.</li> </ul>



Hazard	How Identified	Why Identified
<ul style="list-style-type: none"> <li>Dam Failure</li> </ul>	<ul style="list-style-type: none"> <li>Review of County Emergency Operations Plans.</li> <li>Input from community members, Utah DWS, Dam Safety Section, Utah DESHS.</li> <li>Review of inundation maps.</li> </ul>	<ul style="list-style-type: none"> <li>Can cause serious damage to life and property and have subsequent effects such as flooding, fire, debris flow, etc.</li> <li>Many reservoirs located in the five-county Region of the Wasatch Front.</li> <li>Threat to downhill communities.</li> <li>Subsequent effects include flooding, fire, and debris flows.</li> <li>Would like to increase community awareness.</li> <li>Would like to incorporate mitigation measures into existing plans to help serve local residents.</li> </ul>
<ul style="list-style-type: none"> <li>Flood/ Flash Flood</li> </ul>	<ul style="list-style-type: none"> <li>Review of past disaster declarations.</li> <li>Input from City and County Emergency Operations Managers, Utah DWS, UGS, Utah Army Corps of Engineers, Utah DESHS, and community members.</li> <li>Review of Flood Insurance Studies, Floodplain maps, and Flood Insurance Rate Maps.</li> </ul>	<ul style="list-style-type: none"> <li>Several previous incidents have caused severe damage and loss of life.</li> <li>Many of the rivers and streams are located near neighborhoods.</li> <li>Many neighborhoods are located on floodplains, alluvial fans.</li> <li>Due to Utah's geology and climate cloudburst storms and heavy precipitation cause flash flooding throughout most of the Wasatch Front.</li> </ul>
<ul style="list-style-type: none"> <li>Drought</li> </ul>	<ul style="list-style-type: none"> <li>Review of County Emergency Operations Plans.</li> <li>Input from community members, Utah DESHS, NWS, NCC, and NCDC.</li> </ul>	<ul style="list-style-type: none"> <li>Affects local economy and residents.</li> <li>Affects water reservoirs levels and therefore culinary, irrigation, and municipal water.</li> <li>Currently in a drought period.</li> <li>Secondary threat associated with wildfire.</li> <li>Utah is the nations second driest state.</li> <li>Can result in loss of life to farming and livestock.</li> </ul>
<ul style="list-style-type: none"> <li>Infestation</li> </ul>	<ul style="list-style-type: none"> <li>Review of County Emergency Operations Plans.</li> <li>Input from community members, Utah FFSL, Utah State University Extension Service, Idaho Forest Health Protection Agency, Boise State Foresters, and Utah Dept. of Agriculture.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently affects this Region.</li> <li>Declined forest health and agriculture losses.</li> <li>Previous experiences have affected the residents of the Wasatch Front.</li> <li>Affects local economy.</li> <li>Destruction can be severe and is very costly to mitigate.</li> <li>Need a better understanding of ways to mitigate and prepare.</li> <li>Secondary threat of drought.</li> </ul>

Hazard	How Identified	Why Identified
• Severe Weather	<ul style="list-style-type: none"> <li>• Review of County Emergency Operations Plans</li> <li>• Review of past disaster declarations</li> <li>• Input from City and County Emergency Operations Managers, Utah Avalanche, Forecast Center, Utah Department of Transportation, and community members.</li> </ul>	<ul style="list-style-type: none"> <li>• Damage to communities, homes, infrastructure, roads, ski areas, and people.</li> <li>• Can cause property damage and loss of life.</li> <li>• Affects local economy and vegetation.</li> <li>• Lightning number one death in Utah.</li> <li>• Can be costly to recover from.</li> <li>• Affects the young and old more severely.</li> </ul>

*Wasatch Front Regional Council. (2008). Wasatch Front Natural Hazard Pre-Disaster Mitigation Plan. Salt Lake City: Wasatch Front Regional Council.*

Further details on these hazards and how they affect each particular County in the region can be found in WFRC's disaster preparedness plan, including multiple maps and other appendices of data.

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It is worth noting that in April 2019 the Utah League of Cities and Towns surveyed 807 Utah voters to obtain Utahns' perceptions of preparedness. The results of the survey align similarly with the WFRC disaster preparedness plan in all categories except for one, 'cyber attacks.' In recent years, data breaches and personal privacy of data has become an important issue for state and local governments, businesses, and private residents. Future updates of the disaster mitigation plan for WFRC should consider data security in addition to the traditional hazard mitigation.

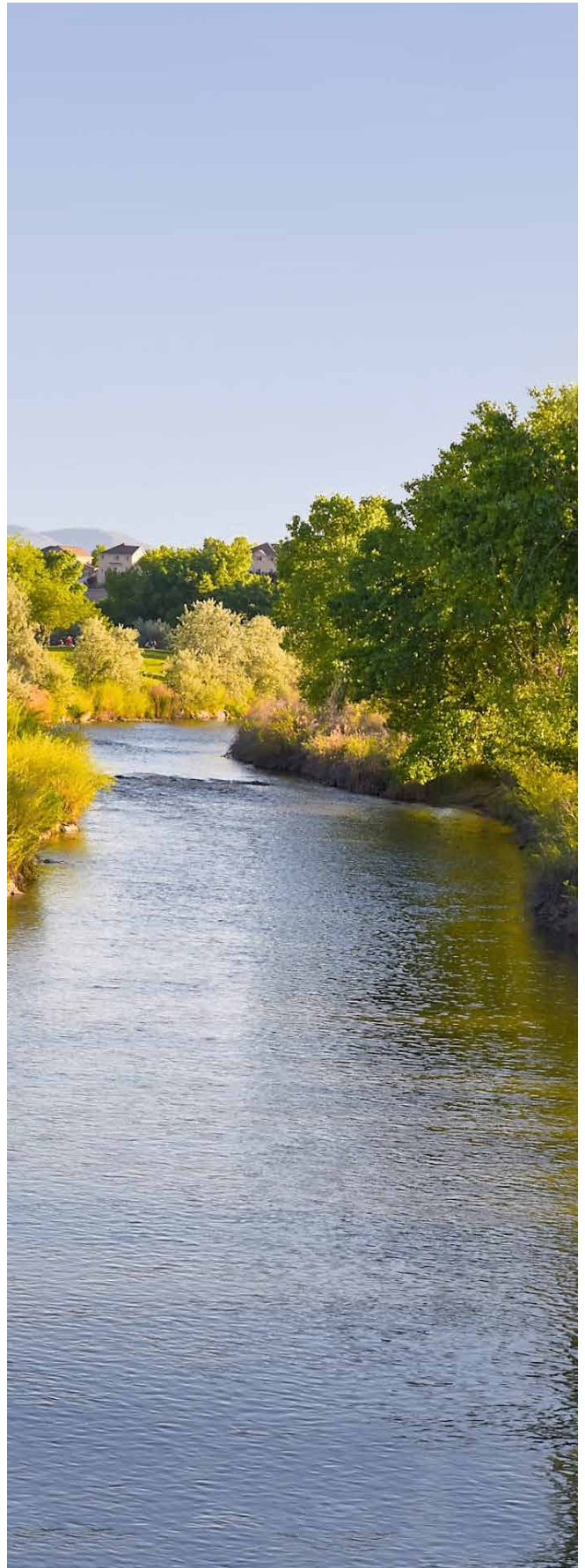
The Economic Development Administration provides guidance on integrating regional economic resilience through a two-pronged approach: 1. Planning for and implementing resilience strategies through specific goals or actions to bolster the long-term economic durability of the region (steady-state), and 2. Establishing information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges (responsive).

#### **Steady-state initiatives include:**

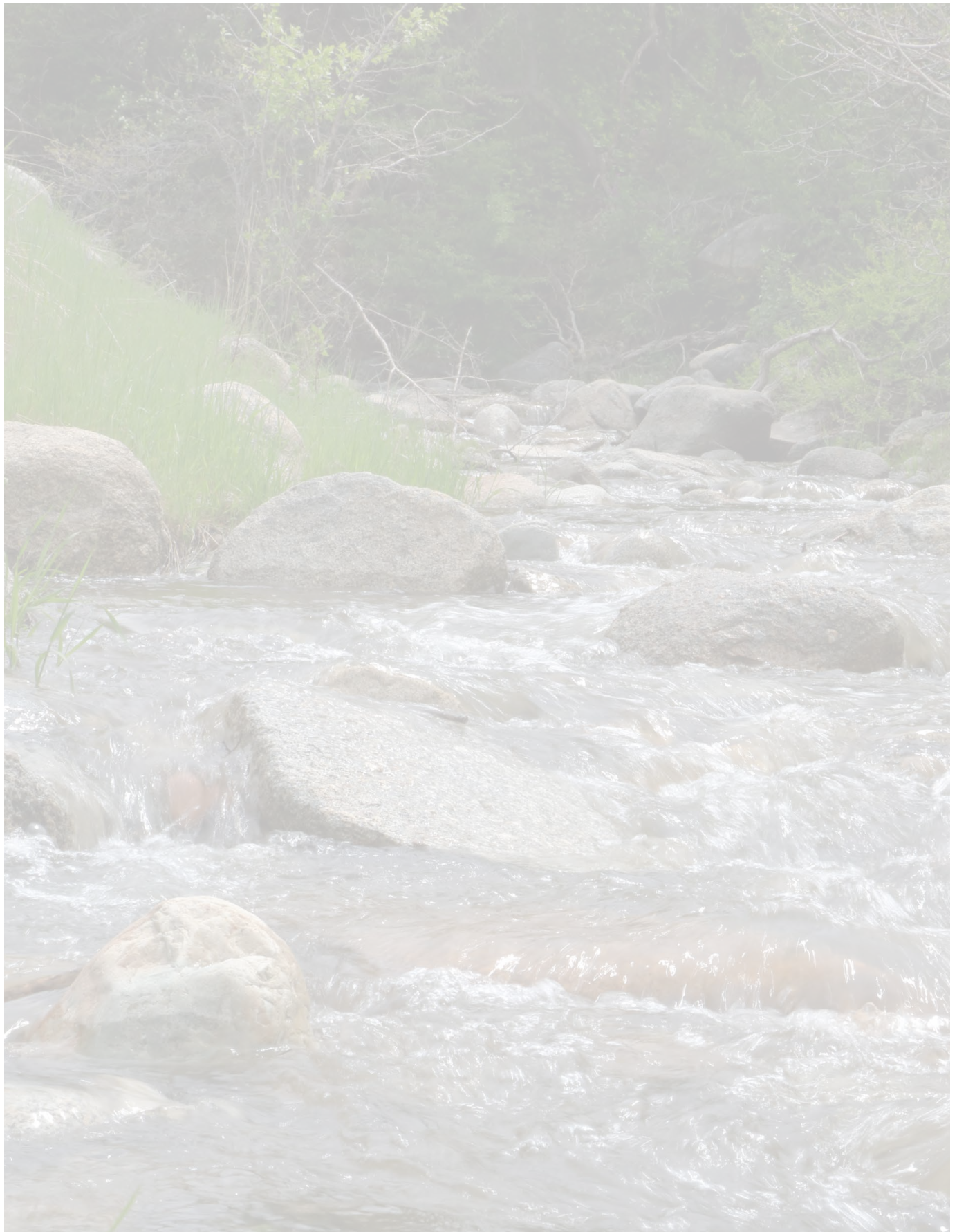
- Comprehensive regional planning, including the Nation's first Unified Transportation Plan combining all of the transportation plans from Utah's Metropolitan Planning Organizations, Utah Department of Transportation, and Utah Transit Authority.
- Targeting strategic clusters and investing in innovative technologies that build on the region's unique assets.
- Maintaining a diverse business climate that helps shelter our region from the impacts of any single industry downturn.
- County-led Business Expansion and Retention efforts to increase understanding of local economies and business needs in order to remain viable.
- Investment in broadband technology, and continuing to work from a 2014 Regional Broadband Plan indicating where to increase investment and what steps are necessary to improve broadband infrastructure in the region.
- Understanding environmentally hazardous areas, and avoiding building within those areas including: floodplains, steep slopes, fault lines, and areas with poor soil conditions.

**Responsive initiatives include:**

- Completing regional and county-led pre-disaster mitigation plans.
- Staying in regular communication and maintaining the ability to rapidly contact local, regional, state, and federal officials to coordinate impacts and mitigation of major disaster events.
- All of Utah's counties, most of the larger cities, and the universities have designated emergency management directors. The State of Utah emergency management office is responsible for natural and man-made hazard mitigation, preparedness, and response and recovery operations.
- Understanding the current state of the economy and remaining responsive to needs, such as our region's rally around housing affordability and the impacts affordability will have on economic viability of our region.











Insert list of appendices???



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WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT

STRATEGIES | OBJECTIVES | ACTIONS | EVALUATION



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