

WFEDD - EDA Partnership Planning Grant

	Year 1: April 2023-Mar 2024	Year 2: April 2024-Mar 2025	Year 3: April 2025-Mar 2026	Total
Federal	\$70,000.00	\$70,000.00	\$70,000.00	\$210,000.00
Local	\$70,000.00	\$70,000.00	\$70,000.00	\$210,000.00
Personnel	\$21,874	\$66,845	66,845	\$155,564
Fringe	\$10,281	\$31,417	\$31,417	\$73,115
Travel/Training/PD	\$3,000	\$5,000	\$5,000	\$13,000
Equipment	\$0	\$0	\$0	\$0
Supplies	\$0	\$0	\$0	\$0
Contractual	\$96,094	\$10,000	\$10,000	\$116,094
Other	\$0	\$0	\$0	\$0
Total Direct	\$131,249	\$113,262	\$113,262	\$357,773
Indirect	\$8,751	\$26,738	\$26,738	\$62,227
Grand Total	\$140,000	\$140,000	\$140,000	\$420,000

** EDA Partnership Planning Grant is a 3-year award from 4/23-3/26. The total for this 3-year period is \$420,000.*

WFEDD Logo



WASATCH FRONT REGIONAL COUNCIL



WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT



WASATCH FRONT
ECONOMIC DEVELOPMENT DISTRICT



WASATCH FRONT REGIONAL COUNCIL

SWOT ANALYSIS

Regional SWOT

The Wasatch Front Region's Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis identifies the internal and external factors that influence the performance of the economy. The SWOT analysis was used to identify strategies to drive prosperity and to enhance resilience in the region.

Strengths	Weaknesses	Opportunities	Threats
Industry/Occupation Diversity	Housing affordability	Automation/AI	Pressures from growth
Business and Employment Growth	Commute times / amenity distances	Federal earmarks	Income inequality/income mobility
Educated Workforce	Human capital availability	High levels of migration	Natural disasters
International connections	Reactive decision-making		Rapidly-changing demands for workforce skills
Unified Vision for development	Water resources		
Broadband infrastructure			

Organizational SWOT

A major goal of the 2023-2028 CEDS process was to identify and define WFEDD's organizational role in regional economic development; therefore, a SWOT was conducted for the organization itself.

Strengths	Weaknesses	Opportunities	Threats
Engaged membership	Diversity of board membership	Human capital development	Lack of public participation
High credibility & soft power	Transportation bias	Project funding (TA and administration support)	Lack of eco dev professional development ecosystem
Quality of staff		Economic development training and assistance	Status quo bias

Note: the CEDS document will contain a brief description of each SWOT item.

OBJECTIVE OF CEDS

The CEDS provides actions to support implementation of the Wasatch Choice Vision, in collaboration with the Statewide Utah Coordinated Action Plan, the Regional Transportation Plan, and Local Land Use Plans.



The CEDS presents the specific role the WFEDD plays in leading the development of dispersed economic centers and enhancing the economic development ecosystem, and how the WFEDD supports partner organizations who address priorities related to human capital and business.

DISPERSED ECONOMIC CENTERS

The Region has a unified and broadly supported vision—at the core of which is creating a built-environment that supports a wide range of goals. A center is a walkable, mixed-use location in a region, city, or neighborhood that provides a variety of amenities and services. Centers provide access to regional transportation via car, public transportation, bike, and/or foot; and feature a walkable design that encourages visitors to explore and interact.



Note: Recommendations closely related to Dispersed Economic Centers but that fall into other categories are marked with this symbol.

Promote the Development of Centers

The WFEDD and each of the communities within the Region must play a role in informing developers what type of development is aligned with the Region's vision. Convene trips and meetings to demonstrate what the desired development looks like to stakeholders, and celebrate and acknowledge new centers as they are developed in the region.

Provide Resources to Support the Development of Centers

The Wasatch Choice Vision clearly articulates the type of development that is desired by, and will benefit, the Region. However, the WFEDD can help make dispersed economic centers a reality by providing a toolkit to communities to facilitate the development of Centers, such as template requests for development, template codes, guidance regarding incentives, collection of reference photos, and promoting the Creating Communities Guidebook by Envision Utah.

ECONOMIC DEVELOPMENT ECOSYSTEM

The WFEDD assists the economic development staff of the Region's communities to pursue funding opportunities and maximize outcomes.

Support the Region's Counties

The WFEDD supports counties and communities by providing strategic planning, technical assistance, networking opportunities, advocacy, data analysis, and research. By leveraging these resources and expertise, communities can enhance their economic vitality and residents' well-being.



Facilitate Grant Applications

Establish a recurring communication loop with local economic developers to ensure they receive regular updates and information regarding funding resources and to ensure the WFEDD knows what potential projects the communities need funding to implement.



Include Diverse Stakeholders & Representatives

Local boards should be representative of the community they serve, providing a wide range of perspectives and preventing blind spots and biases. The WFRC/WFEDD can lead by example by creating a policy ensuring representative involvement on their boards.

Provide a Regional Data Hub & Data Dashboard

The WFRC/WFEDD can serve as a Regional Data Repository—adding to the existing centralized storage of data collected within the Region.

HUMAN CAPITAL

Lack of available workforce is a major point of concern for businesses—as businesses require sufficient workers to remain in operation. The State's labor force participation rate is consistently higher than the United States and is often leading when compared to surrounding states. Despite the current rate being below pre-Great Recession levels, there seems to be little room for adding new workers due to low rates of workers who are discouraged, marginally attached, and working part-time for economic reasons. Therefore, businesses throughout the Region need to be strategic about what jobs are being occupied by the labor force and how they address the workers that remain out of the labor force or are willing to be better utilized.

Increase Labor Force Participation

Help employers understand that there are strategies they can use to meet their workforce needs. The pool of available workers is limited due to the high workforce participation in the Region—so key to finding new employees is to identify what accommodations will help make the workplace accessible to community members who remain outside of the workforce, such as workers who are low-skilled, have disabilities, students, parents with young children, and immigrants and refugees.



WFEDD CEDS | SWOT & Preliminary Recommendations

Reduce Completion and Attainment Gap for Minority Populations

Minority populations comprise an increasing share of the student population and labor force, but the minority educational attainment levels are below those of the overall population. If this trend continues, the education level of the Region's workforce will significantly drop in 20 years. The Region must improve educational outcomes in minority populations to generate a resilient workforce pipeline.

BUSINESS

The diverse business mix and density of high-performing companies has put the Region in a strategically advantageous position. Going forward, efforts for business recruitment and business development can align with a nuanced and complex framework of objectives to best serve the regional economy, considering the priorities of strategic development outlined in the Wasatch Choice vision and the tight labor force dynamics.

Refine the Objectives for Business Recruitment

Space constraints and workforce constraints make the addition of new businesses to an already high-performing economy a tactical priority. Market dynamics are sufficient to attract quality businesses to the Region—so any additional strategic efforts and incentives to attract businesses should be strategically targeted to only those projects that are strategically advantageous to the Region's economy.

Improve the Entrepreneurial Support Ecosystem

A robust entrepreneurial support ecosystem is essential for driving innovation, economic growth, and job creation. Providing the necessary resources, knowledge, and networks enables aspiring entrepreneurs to succeed, fosters a culture of entrepreneurship, and contributes to the overall development and prosperity of the Region.

Leverage Technology to Fill Workforce Gaps

Technology can help fill workforce gaps by automating repetitive tasks, increasing productivity, and enabling the efficient use of resources. Automation and artificial intelligence can handle routine and manual tasks, allowing employees to focus on more complex and value-added work. Technology can bridge workforce gaps and reduce the number of low-wage and low-skilled jobs that cannot provide living wages.

Promote Green & Efficient Technologies

Green tech, or environmentally friendly technology, can provide businesses with financial benefits through cost savings and incentives. As more communities, businesses, and residents adopt the use of green tech, the Region benefits from positive impact on the air quality and decreased water usage—as identified as key strategies in the Wasatch Choice Vision.



Findings & Recommendations

2023-2028 Comprehensive Economic Development Strategy



Better City

Agenda

- Interviews/Focus Group Report
- SWOT Analysis
- Preliminary Recommendations



Interviews & Focus Groups

- **More than 60 stakeholders engaged from across the Region**

- 7 focus group meetings
- 12 individual interviews
- Board SWOT survey
 - 16 respondents

High-level topics raised:

- Transportation
- Workforce Development
- Recruitment
- Growth
- Housing
- Role of WFEDD

Objectives & Framework

Prior CEDS		Lesson
40 Actions	➔	Limit total actions to enhance focus and energy on the critical few
Performance evaluation metrics requiring data without associated data sources or baseline	➔	Include metrics that are simple to track and a starting baseline
Resilience limited to natural disasters and cyber attacks, with no associated actions	➔	Incorporate resilience throughout, with emphasis on economic resilience
Duplicative items in SWOT categories	➔	Include brief definition of each SWOT item to clarify the specific reason for the inclusion of each

Objectives & Framework

The Region's CEDS Supports



WASATCH CHOICE VISION



Livable and healthy communities



Access to economic and educational opportunities



Housing choices and affordable living expenses



Quality transportation choices



Fiscally responsible communities and infrastructure



Ample parks, open spaces, and recreational opportunities



Clean air



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



Manageable and reliable traffic conditions



Safe, user friendly streets

Objectives & Framework

**Regional
CEDS**

**Statewide Utah
Coordinated Action Plan**

**Regional
Transportation Plan**

**Local Land
Use Plans**



Objectives & Framework

CEDS Proposed Strategies

WFEDD Leads

Dispersed Economic Centers

Economic Development Ecosystem

WFEDD Partners

Human Capital

Business

Dispersed Economic Centers

Findings

- The development of centers has a statistically significant impact on commute times (drivers and public transportation riders)

**\$17,000/household/
year** on transportation

- Households
- Local governments
- State



Note: Recommendations closely related with centers but that fall into other categories are marked with this symbol.

Dispersed Economic Centers

Recommendations

1. Promote the Development of Centers

- Convene trips and meetings to show stakeholders what it looks like and how to do it
- Celebrate and acknowledge new centers as they are developed in the region



Dispersed Economic Centers

Recommendations

2. Provide Resources to Support the Development of Centers

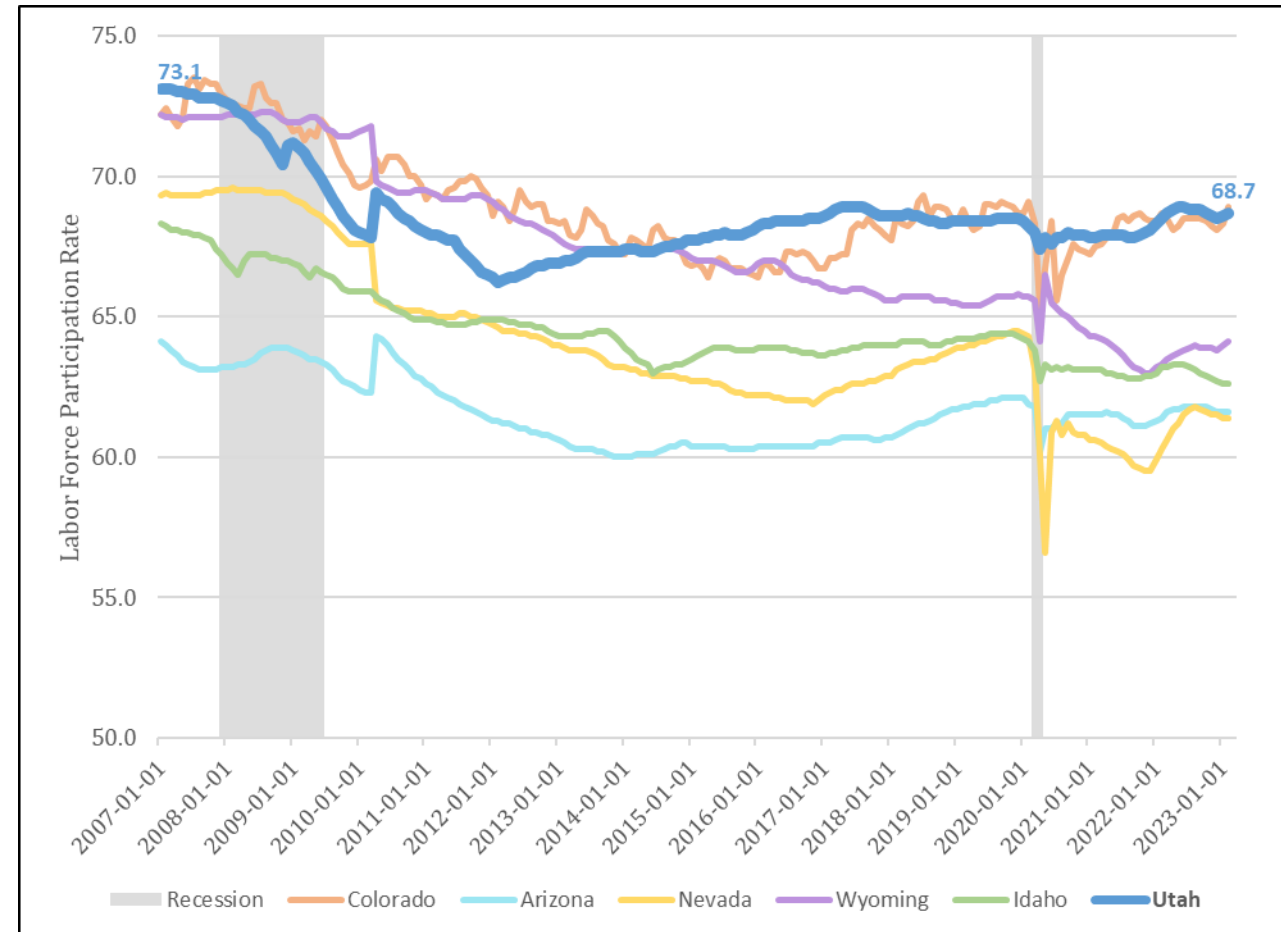
- Information that details what type of development is aligned with the Region's vision
 - Request for Proposal Templates
 - Code Templates
 - Incentive Guidelines
 - Reference Photos
 - Creating Communities Guidebook by Envision Utah



Human Capital

Findings

- The State's labor force participation rate is high



Human Capital

Recommendations

1. Increase the Labor Force Participation Rate for lower-engagement groups:
 - Parents with young children
 - People with disabilities
 - People who live below the poverty level

Around half of those with disabilities in WFEDD are not in the labor force

Sources: US Census Bureau, Better City



Human Capital

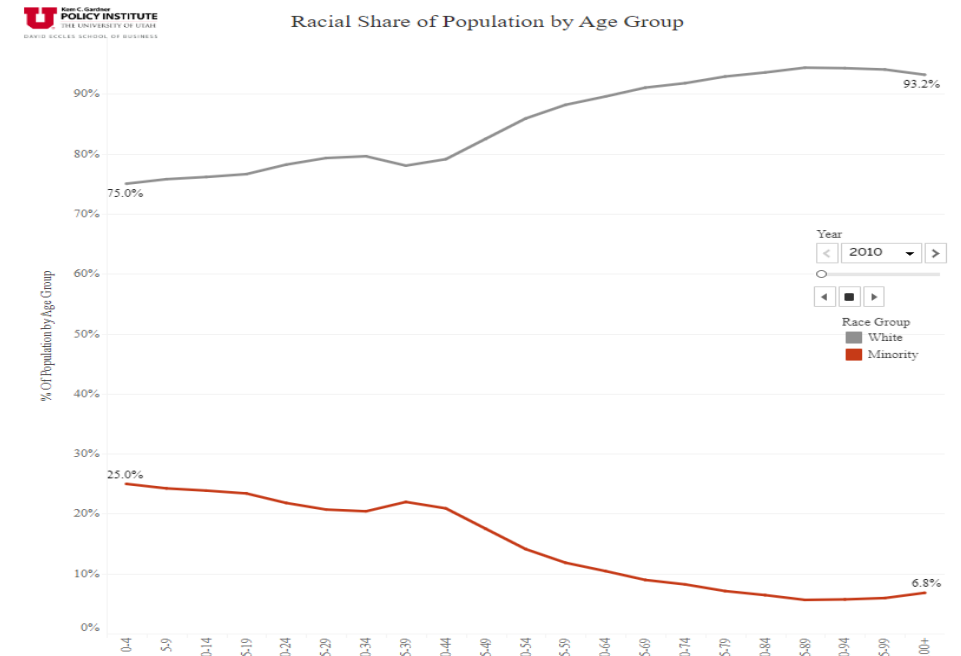
Recommendations

2. Reduce Educational Attainment Gap for Minority Populations

- Increasingly diverse state
- Historically, minority groups have lower educational attainment and fewer enter high-skilled occupations

<10% of Hispanic youth (age 18-35) are enrolled at a Utah System of Higher Education institution

Source: USHE, 2018

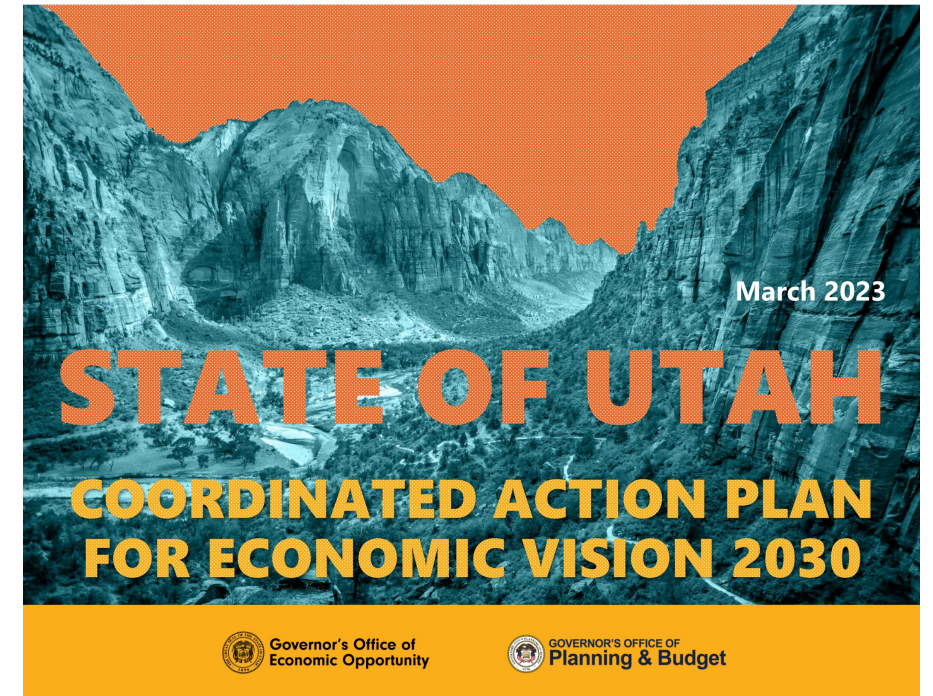


Economic Development Ecosystem

Findings

“Continue to expand the capacity and skillset of economic developers by focusing on trainings and creating opportunities for knowledge sharing across the state.”

– Utah Coordinated Action Plan 2023



Economic Development Ecosystem

Recommendations

1. Support the Region's Cities and Counties to implement the Wasatch Choice Vision:

- Planning
- Networking
- Technical Assistance
- Advocacy
- Research



Economic Development Ecosystem

Recommendations

2. Provide a Regional Data Hub
 - Metrics to track progress on Regional CEDS strategies & goals and Statewide strategies & goals



Economic Development Ecosystem

Recommendations

3. Include Diverse Stakeholders and Representatives
 - Revise Article II of the Bylaws of the WFEDD to create specific positions on the board that represent diverse communities
 - Provide template for inclusive policies for communities/stakeholder organizations



Economic Development Ecosystem

Recommendations

4. Establish a recurring communication loop:
 - Funding opportunity information
 - Potential projects that need funding
 - Support projects that enhance the Region's economy, such as broadband, entrepreneurship, infrastructure, tourism, & sustainability



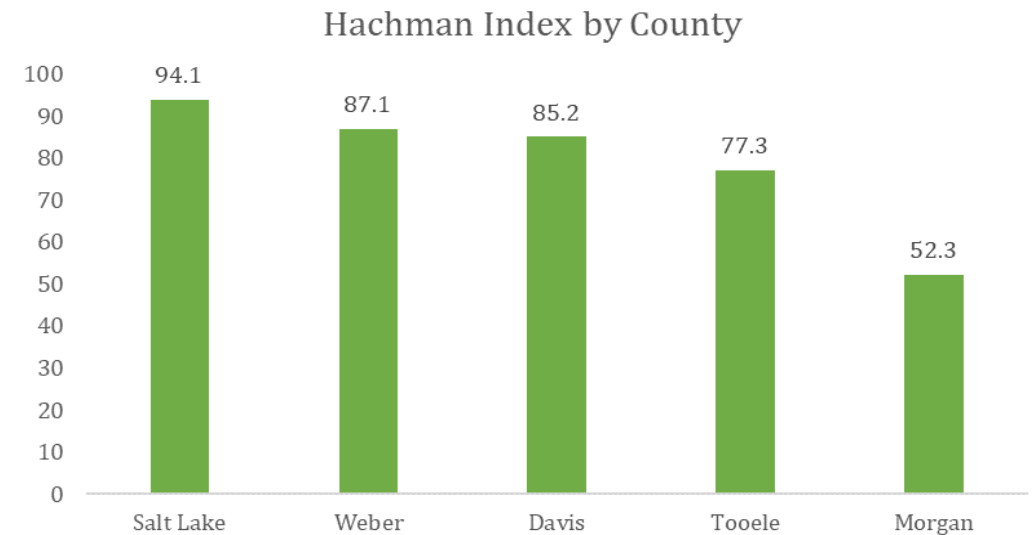
Business

Findings

- Diverse business clusters = economic resilience
- Most new hires are coming from the region/state
- Most workforce gaps are for entry-level and low-skill jobs

>50% of Utah businesses have workforce shortages in entry-level positions

Source: State of Utah Unified Action Plan (2023)



Source: Kem C. Gardner, 2023

Business

Recommendations

1. Refine the objectives for business recruitment
 - Space and workforce constraints
 - Strategic targeting
 - Driving and supporting policy changes



Business

Recommendations

2. Leverage Existent and Emerging Technology to Fill Job Gaps
 - Educate businesses on potential benefits of Automation/Machine Learning & Artificial Intelligence tools
 - Reduce the demand for low-wage, low-skilled jobs that don't provide living wages

Business

Recommendations

3. Promote Green and Efficient Technologies
 - Air quality
 - Water use
 - Cost of living



Questions?

Dispersed Economic Centers

Findings

- The development of centers has a statistically significant impact on commute times (drivers and public transportation riders)

\$17,000/household/
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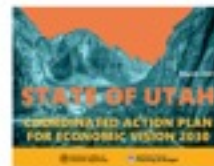
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Economic Development Ecosystem

Findings

"Continue to expand the capacity and skillset of economic developers by focusing on trainings and creating opportunities for knowledge sharing across the state."

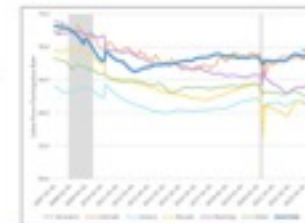
- Utah Coordinated Action Plan 2023



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Business

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Regional SWOT Analysis

Inputs:

- SWOT Survey (16 responses)
- County-level data analysis
- Interviews and focus groups

Strengths	Weaknesses	Opportunities	Threats
Industry/ Occupation Diversity	Housing affordability	Automation/AI	Pressures from growth
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Unified Vision for development	Water resources		
Broadband infrastructure			

WFEDD SWOT Analysis

Inputs:

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- Interviews and focus groups

Strengths	Weaknesses	Opportunities	Threats
Engaged Membership	Diversity of Board Membership	Human Capital Development	Public Participation
High Credibility and Soft Power	Transportation Viewpoint	Project funding and Administration	Economic Development Professional Development Ecosystem
Quality of Staff	Wide variability of Economic Development Know-how Between Cities and Counties	Economic Development Training and Assistance	Current Development and Zoning Patterns

Objectives & Framework

Lessons from the Prior CEDS

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

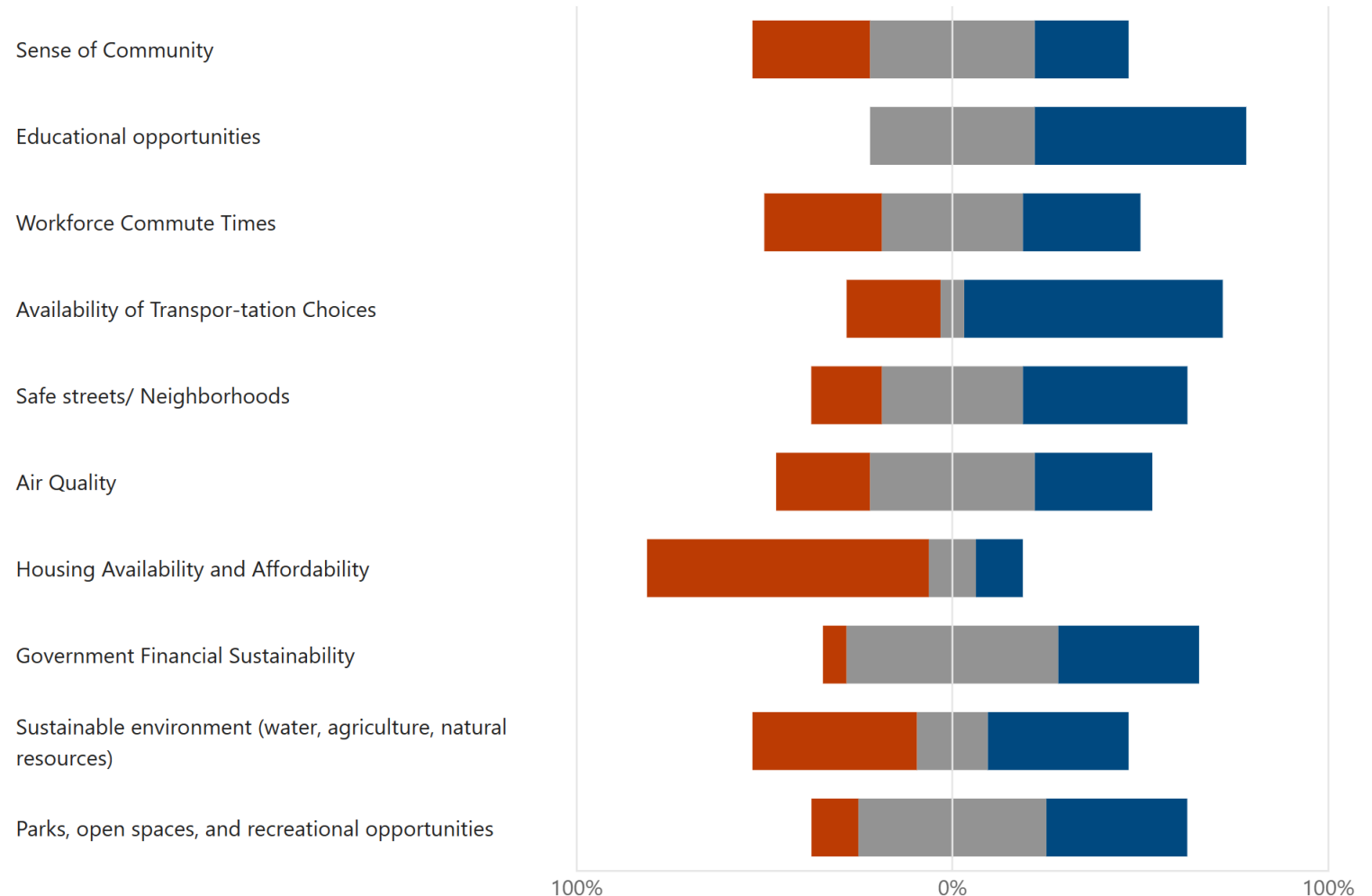
Regional SWOT Analysis

Inputs:

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Rate how Economic development in Region over the last five years has affected the Region's quality of life in the following areas:

■ Worse ■ The same ■ Better



Data

County Name	Avg Commute Time (Minutes)	Total Expenditure (Households, Local gov't, State gov't)	Per Household Expenditure	% of County/Region GDP
Tooele	28.3	\$391 Million	\$18,477	20%
Morgan*	27.9	\$70.2 Million	\$20,443	23%
Davis	22.2	\$1.8 Billion	\$17,556	13%
Weber	23.5	\$1.5 Billion	\$17,125	13.5%
Salt Lake	21.3	\$6.4 Billion	\$16,715	7.2%
WFEDD	22.1**	\$10.2 Billion	\$17,007	8.8%

Sources: US Census Bureau, American Community Survey 1-year Estimates, Better City, State of Utah, County Financial Reports

* 5-year estimates used due to population size
** Weighted Average Based on household counts

Data

Is increased development density related to shorter commutes?

$$\ln(\text{Est. Avg. Commute}_{2050}) = \beta_0 + \beta_1 \text{Percent Center} + \beta_2 \text{Avg. Commute}_{2019}$$

Variable	Coefficient (P-value)
Constant	2.63***
Avg. Commute (2019)	0.03***
Percent Center	-.001***

N=2,513 (Number of TAZs in the Region)

Model P-value: 0.000

*** indicates value is highly significant

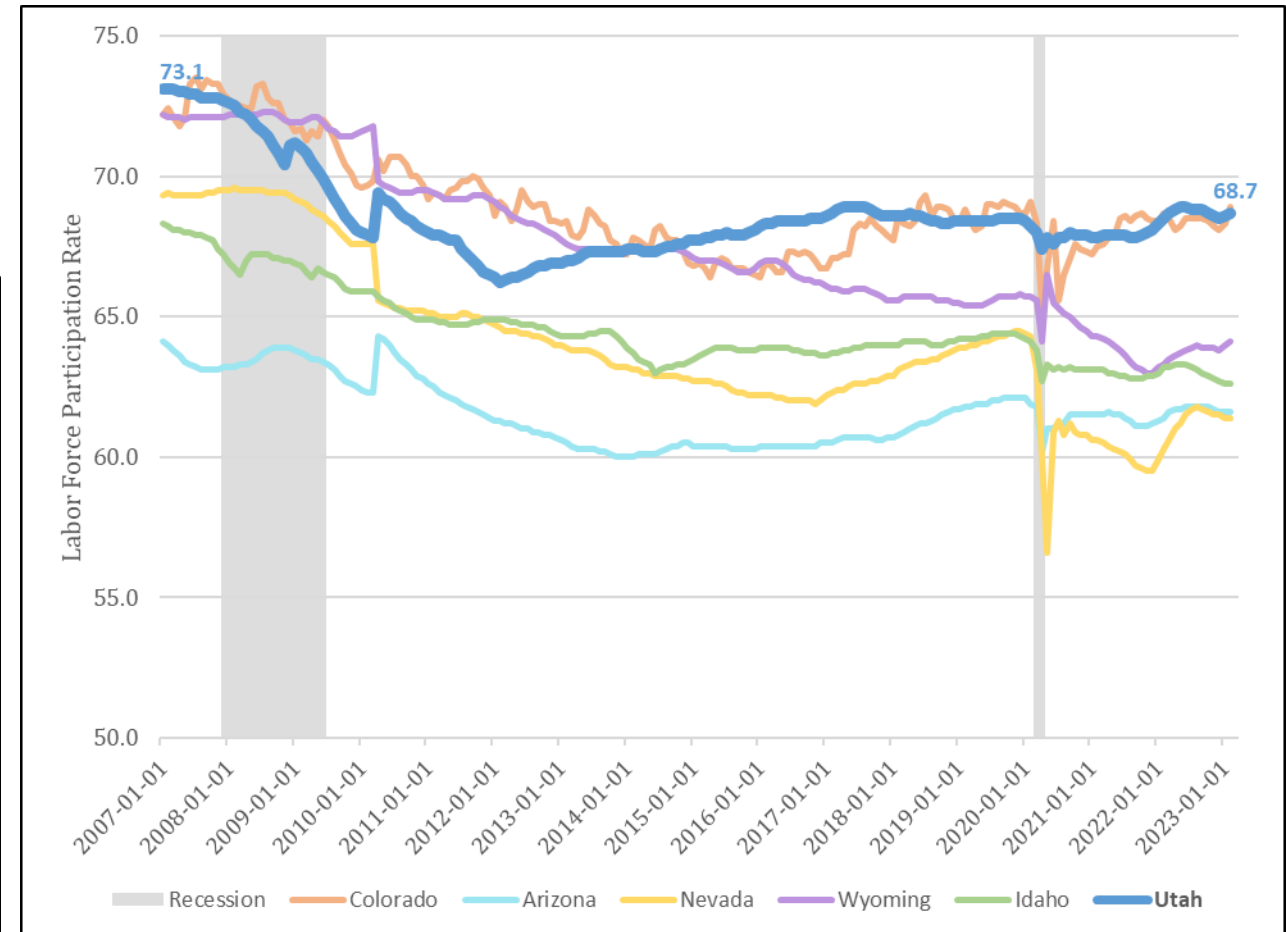
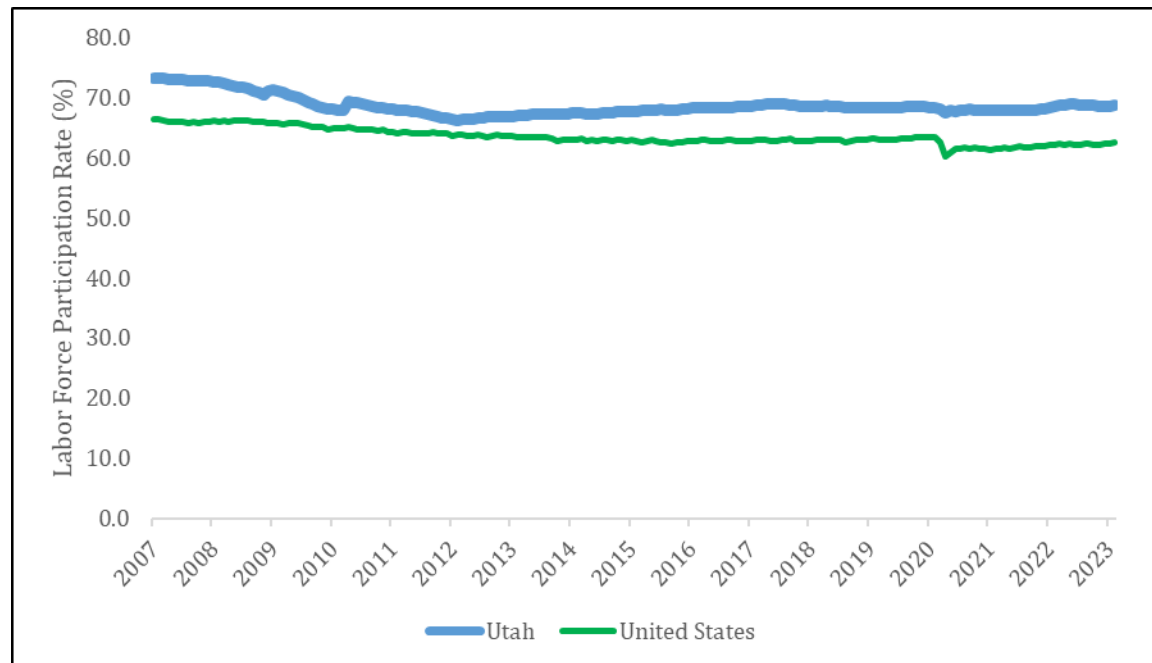
For every one-percent increase in a TAZ's land area designated as a center, the estimated average commute time in 2050 decreases by .1 percent for drivers and .2 percent for transit riders

Sources: Better City, WFRC

Data

Analysis

- Labor Force Participation is and has historically been high in Utah



Source: Bureau of Labor Statistics (BLS), National and State Unemployment Rates by Quarter

Data

	U-3	U-4	U-5	U-6
Nevada	5.4%	5.6%	6.5%	9.4%
Colorado	3.1%	3.2%	3.5%	6.5%
Idaho	2.8%	2.9%	3.2%	5.5%
Wyoming	3.5%	3.6%	4.0%	6.2%
Arizona	4.0%	4.1%	4.7%	6.6%
Utah	2.4%	2.5%	2.9%	4.4%

Source: BLS, Alternative Measures of Labor Force Underutilization

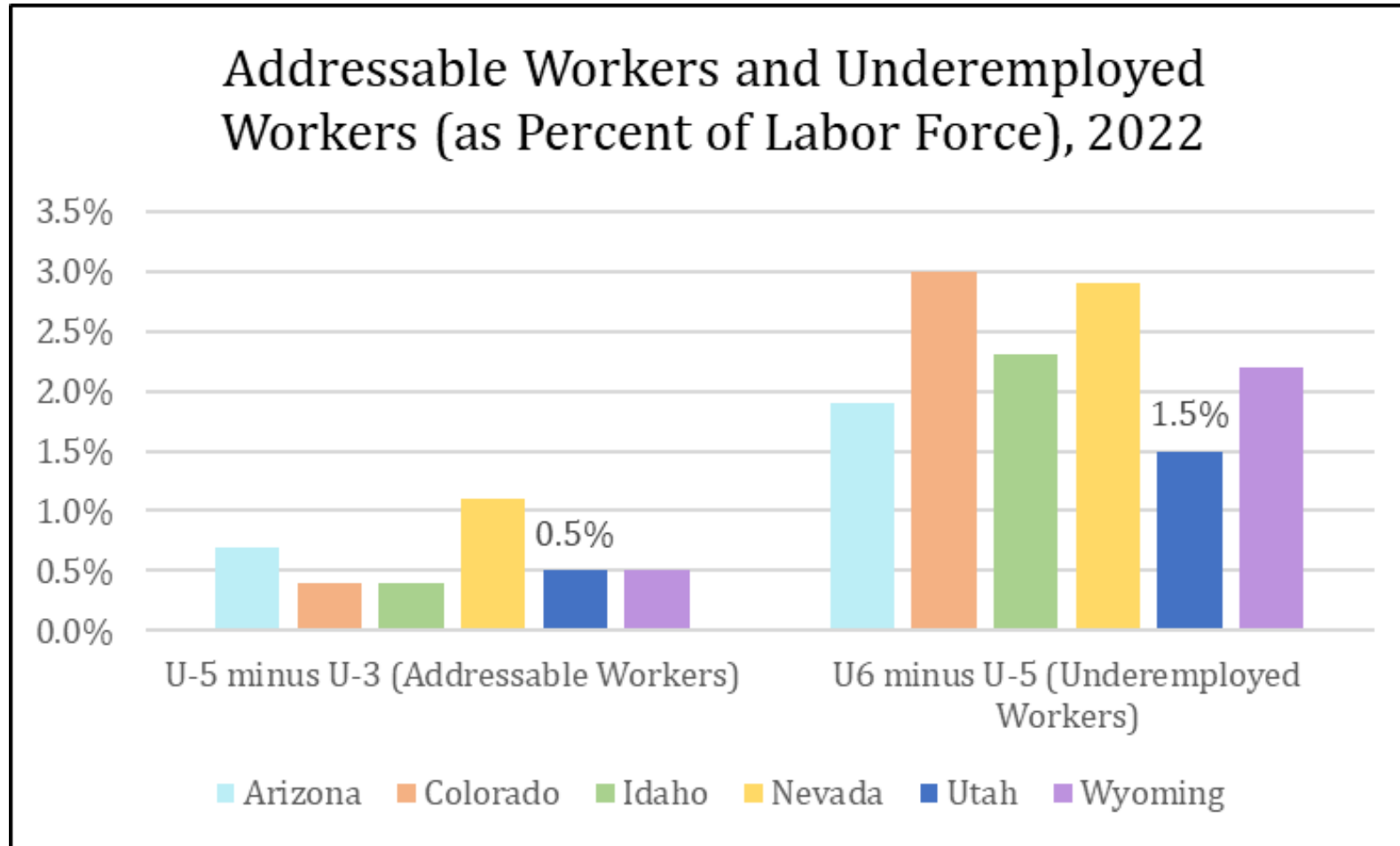
U-3: total unemployed, as a percent of the civilian labor force (this is the definition used for the official unemployment rate).

U-4: total unemployed *plus discouraged workers*, as a percent of the civilian labor force plus discouraged workers.

U-5: total unemployed, plus discouraged workers, *plus all other marginally attached workers*, as a percent of the civilian labor force.

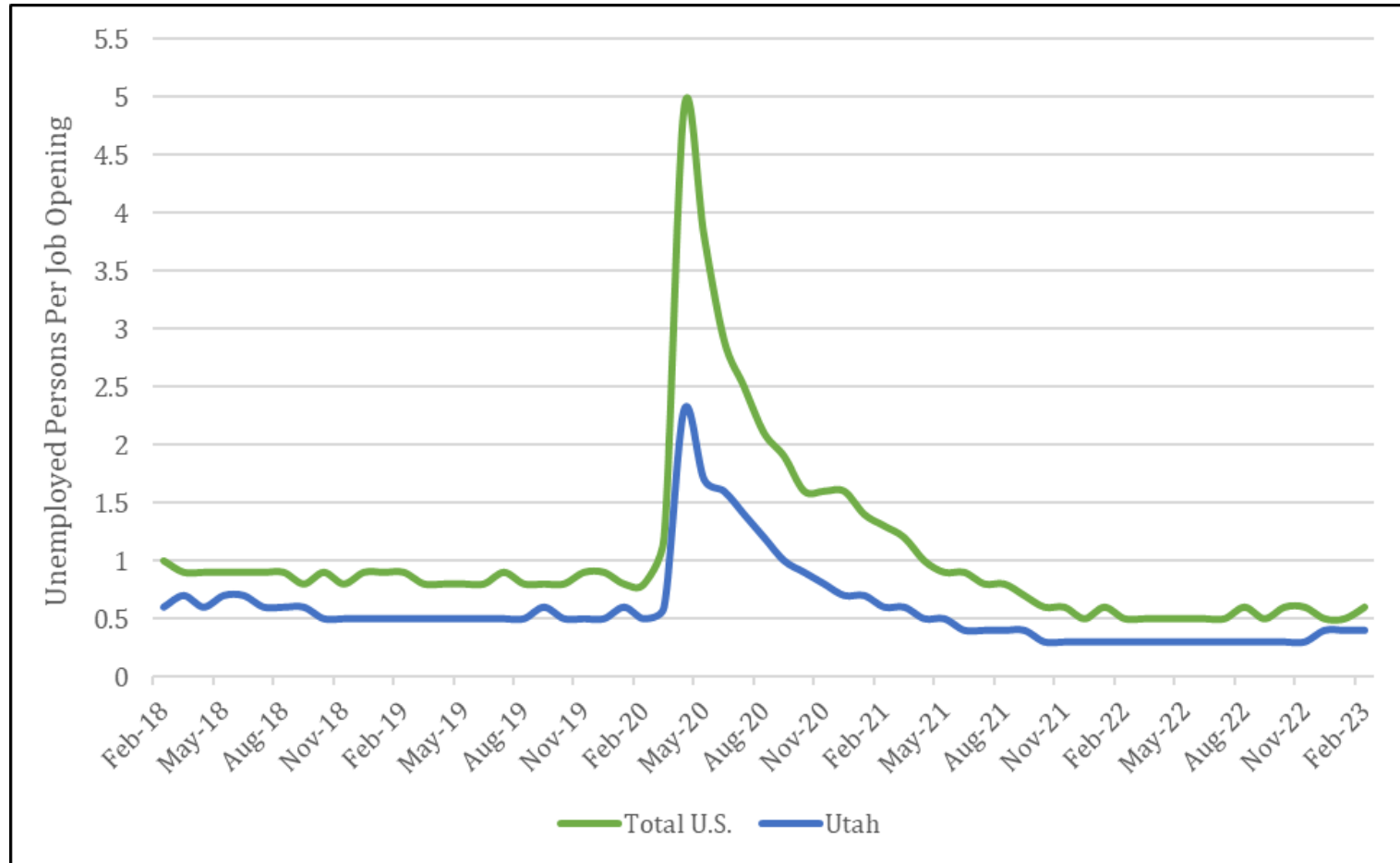
U-6: total unemployed, plus discouraged workers, plus all other marginally attached workers, *plus total employed part time for economic reasons*, as a percent of the civilian labor force.

Data



Source: BLS, Alternative Measures of Labor Force Underutilization

Data



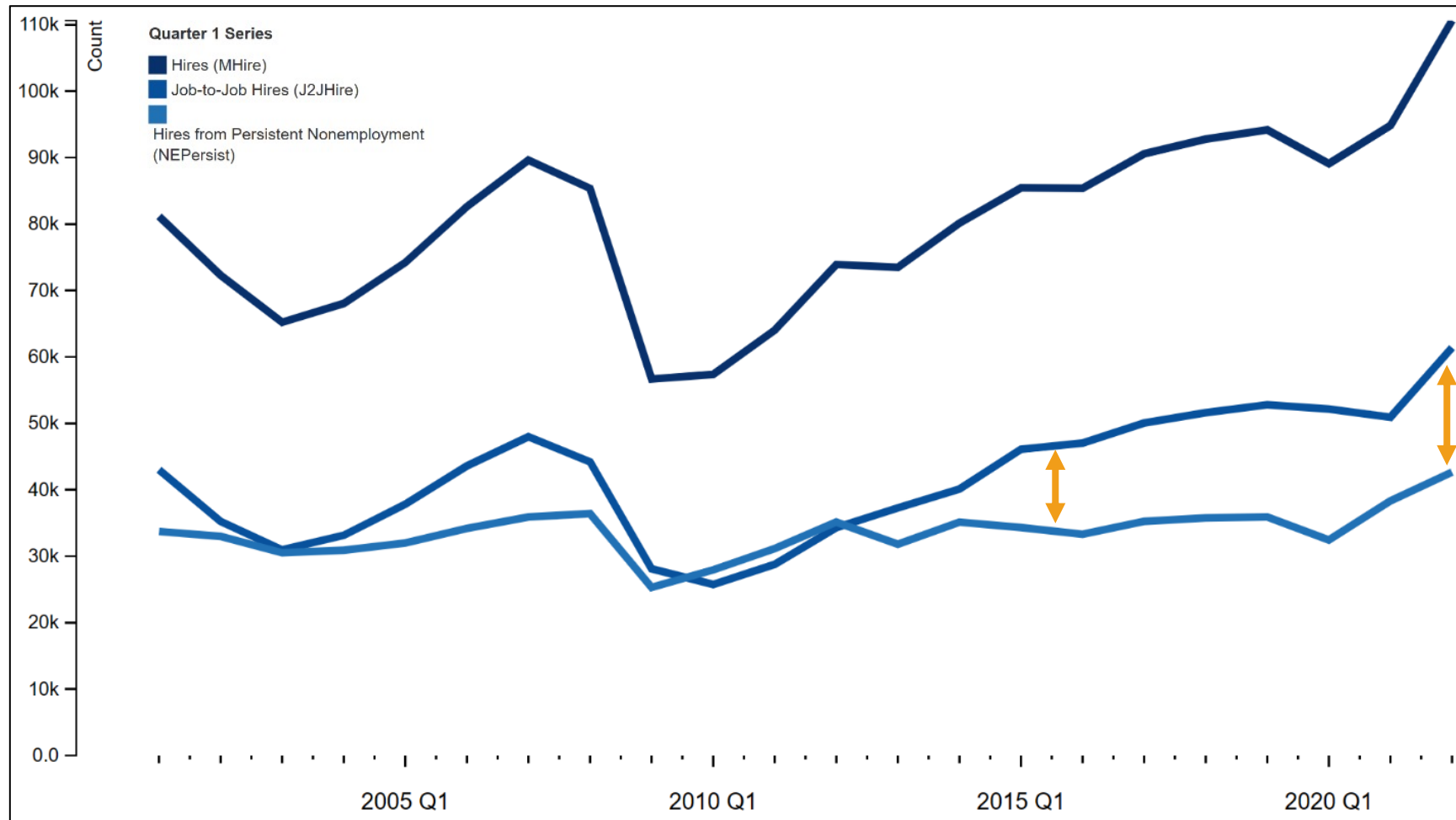
Source: Bureau of Labor Statistics

Data

County	Prime Working Age	Females with own children under 18 years	Below Poverty Level	With any Disability
Davis	81%	66%	59%	55%
Morgan	77%	61%	67%	71%
Salt Lake	83%	70%	54%	57%
Tooele	83%	73%	47%	61%
Weber	81%	73%	48%	54%
WFEDD	82%	70%	54%	56%

Source: US Census Bureau, Labor Force Participation Rate for Select Sub-groups

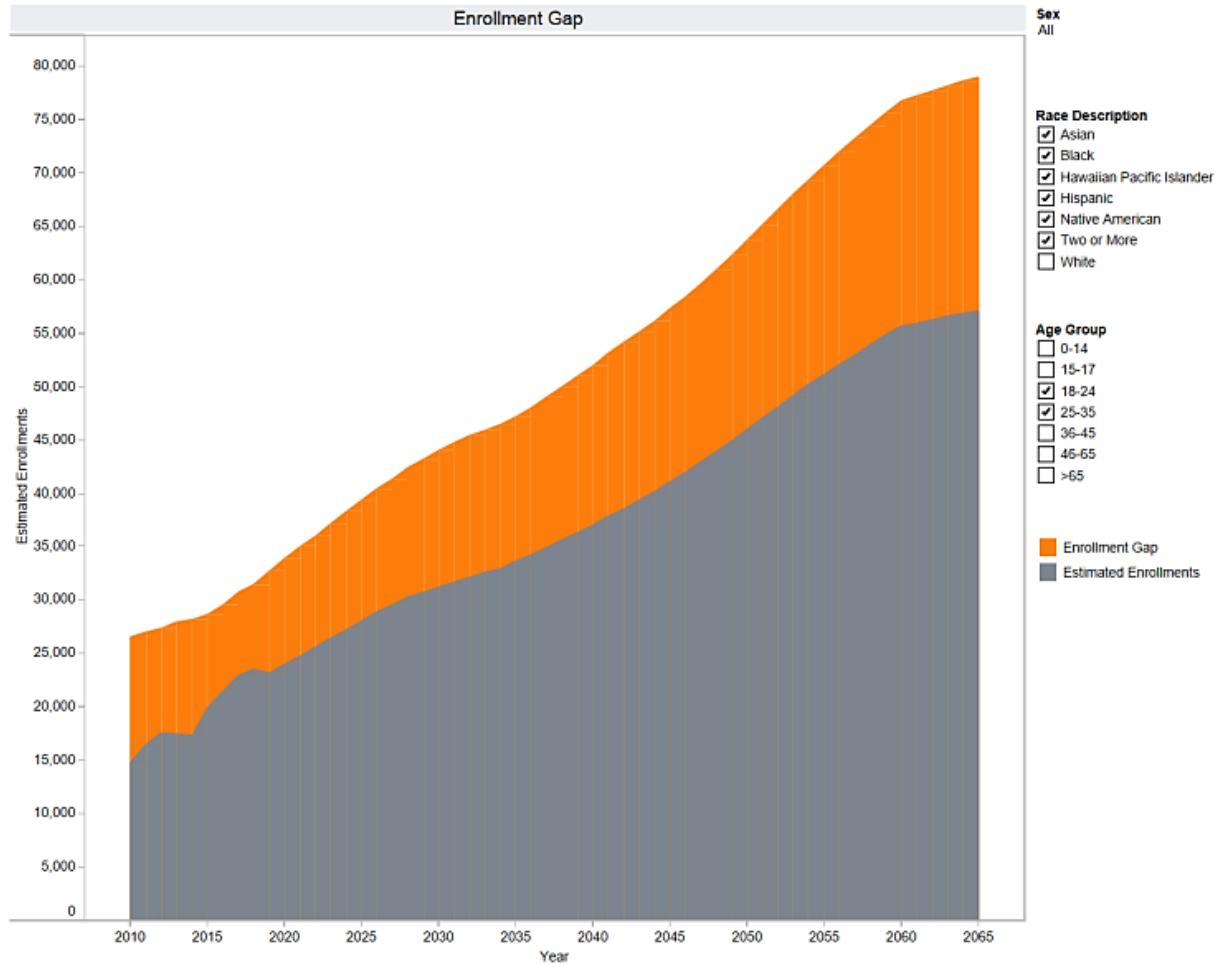
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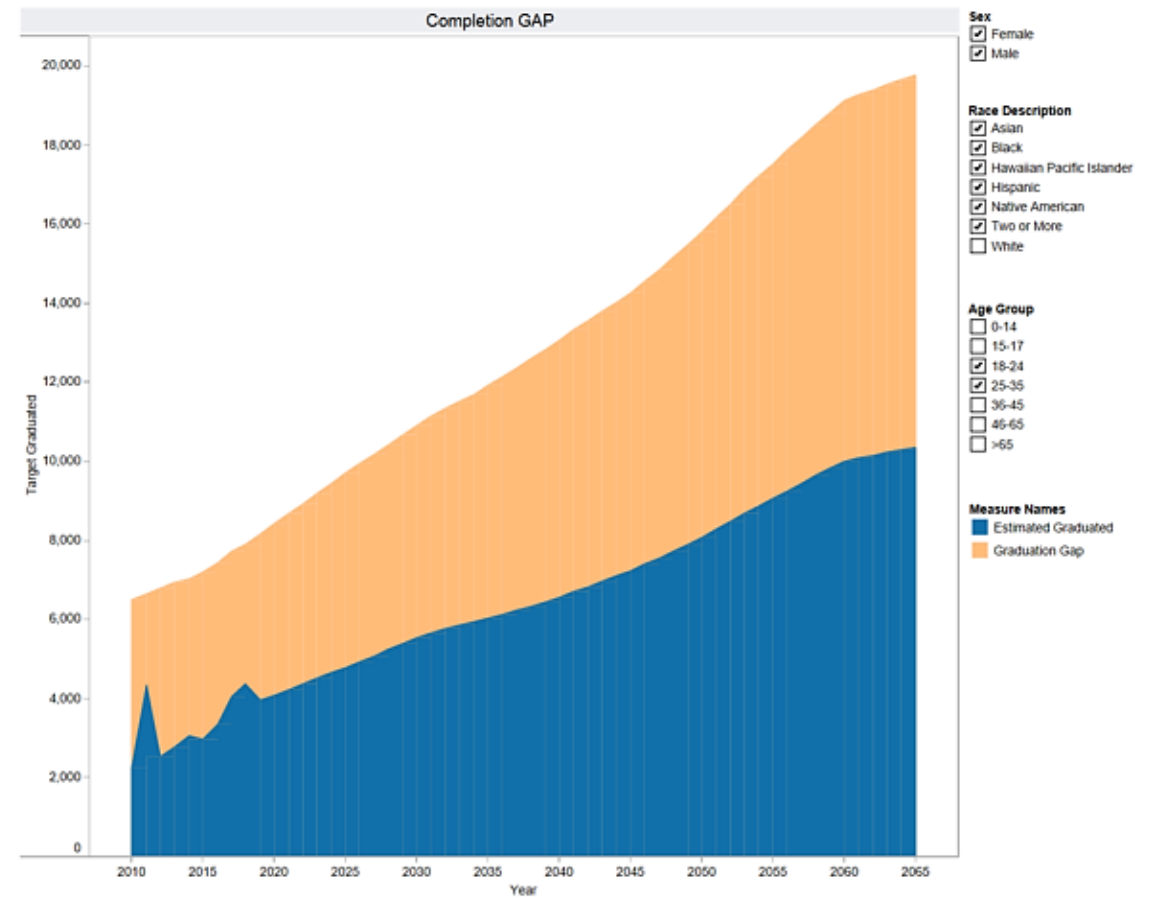
SOURCE: US Census Bureau, LEHD Program, Jobs-to-Jobs Flow

Data

Estimated Enrollment Gap - Utah Population 18-35



Growing Completion Gap in Non-white Populations



Analysis Takeaways

- Finding new workers is getting increasingly difficult and needs to be targeted at barriers to employment
- Demographic trends pose a risk for the success of the workforce

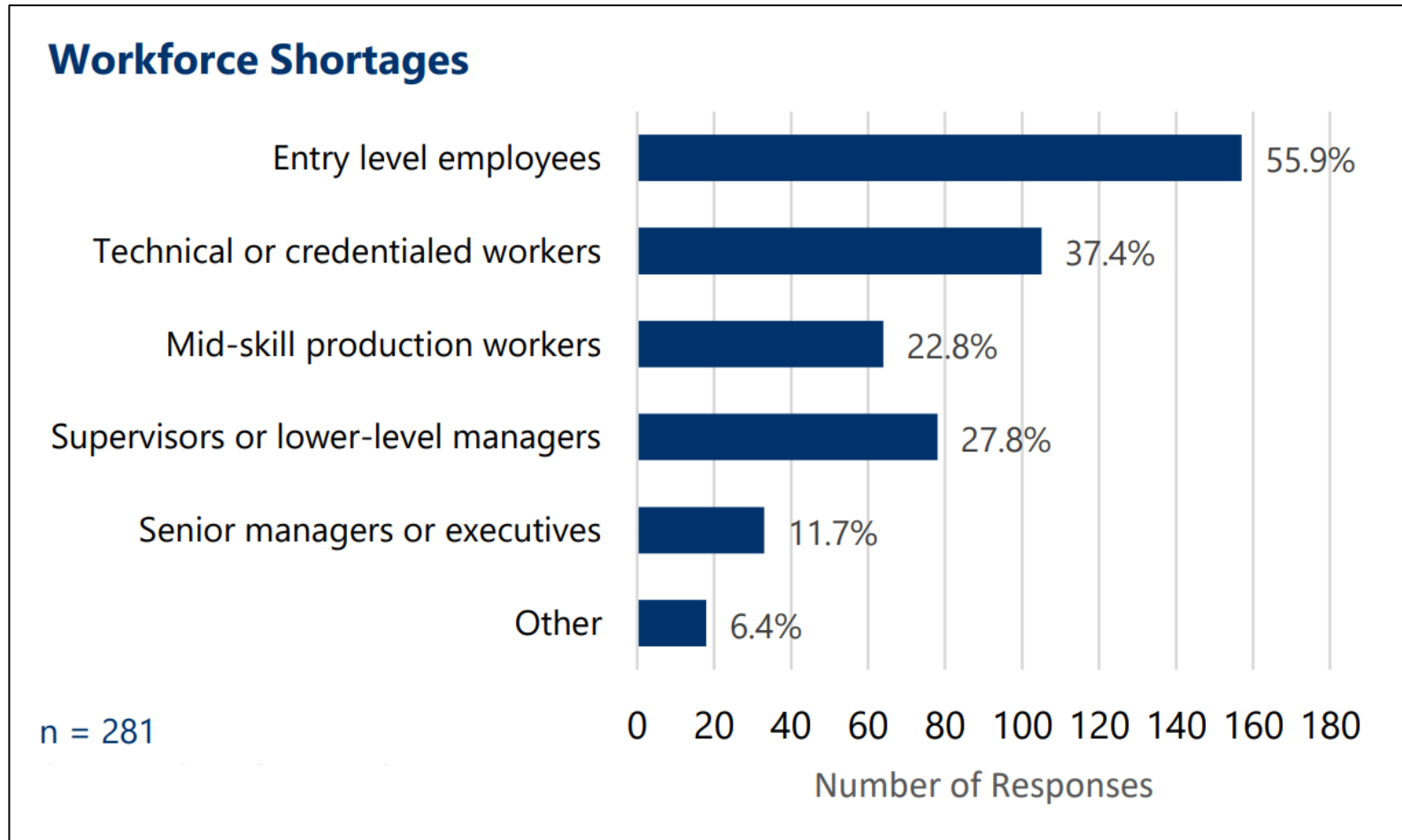
Analysis

- Hires for the SL metro to the highest-paid industries are most likely to come from the Utah

Originating Metro for all J2J hires in SL Metro's highest-paying industries (2022 Average)

Metro	Construction	Finance and Insurance	Information	Management of Companies and Enterprises	Manufacturing	Mining, Quarrying, and Oil and Gas Extraction	Professional, Scientific, and Technical Services	Utilities	Wholesale Trade
Salt Lake City, UT	3361	1989	1438	505	3107	125	3997	47	1785
Provo-Orem, UT	1517	539	814	189	1277	50	1501	18	593
Ogden-Clearfield, UT	1063	387	211	116	1650	31	876	17	496
Not in metropolitan area, UT	574	137	101	51	379	289	286	14	149
St. George, UT	493	85	65	31	275	23	176	4	110
Logan, UT-ID	236	54	40	32	492	5	224	1	80
Los Angeles-Long Beach-Anaheim, CA	71	45	47	8	70	2	90	4	29
Phoenix-Mesa-Chandler, AZ	79	33	18	7	43	2	57	3	29
Las Vegas-Henderson-Paradise, NV	94	14	15	5	25	0	55	0	17
Denver-Aurora-Lakewood, CO	45	26	10	0	25	3	49	3	18

Data



Source: State of Utah Unified Action Plan (2023)