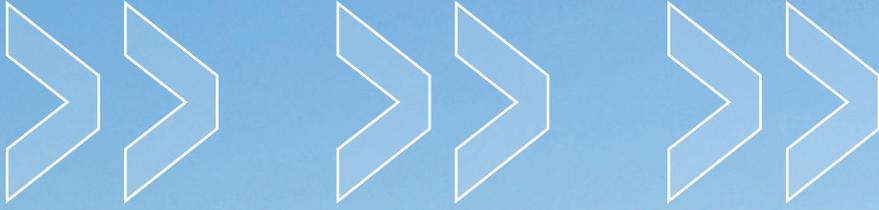


STRATEGIES | OBJECTIVES | ACTIONS | EVALUATION



2018-2023

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



WASATCH CHOICE
2050



WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT

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Prepared by the Wasatch Front Regional Council / Wasatch Front Economic Development District
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and with help from Davis County, Morgan County, Salt Lake County, Tooele County, Weber County, and Wasatch Front Regional Council.

EXECUTIVE SUMMARY

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).

<http://wfr.org/vision-plans/wasatch-choice-2050/>

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.

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-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.

The data above highlights key demographic considerations for the Wasatch Front. The annual population growth and new households needed are critical 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 below.

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 over the last four years. The strategies proposed within this CEDS attempt to tie regional transportation planning, local land use planning, and economic development together in a meaningful way in order to maximize the benefit and collective impact the WFEDD can have on our regional economy.

INTRODUCTION

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 with the support from the Wasatch Front Regional Council (WFRC) and Davis, Morgan, Salt Lake, Tooele, and Weber Counties.

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 Economic Dev)

Carrie Mayne (Utah Department 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)

WFEDD MISSION STATEMENT

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



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.

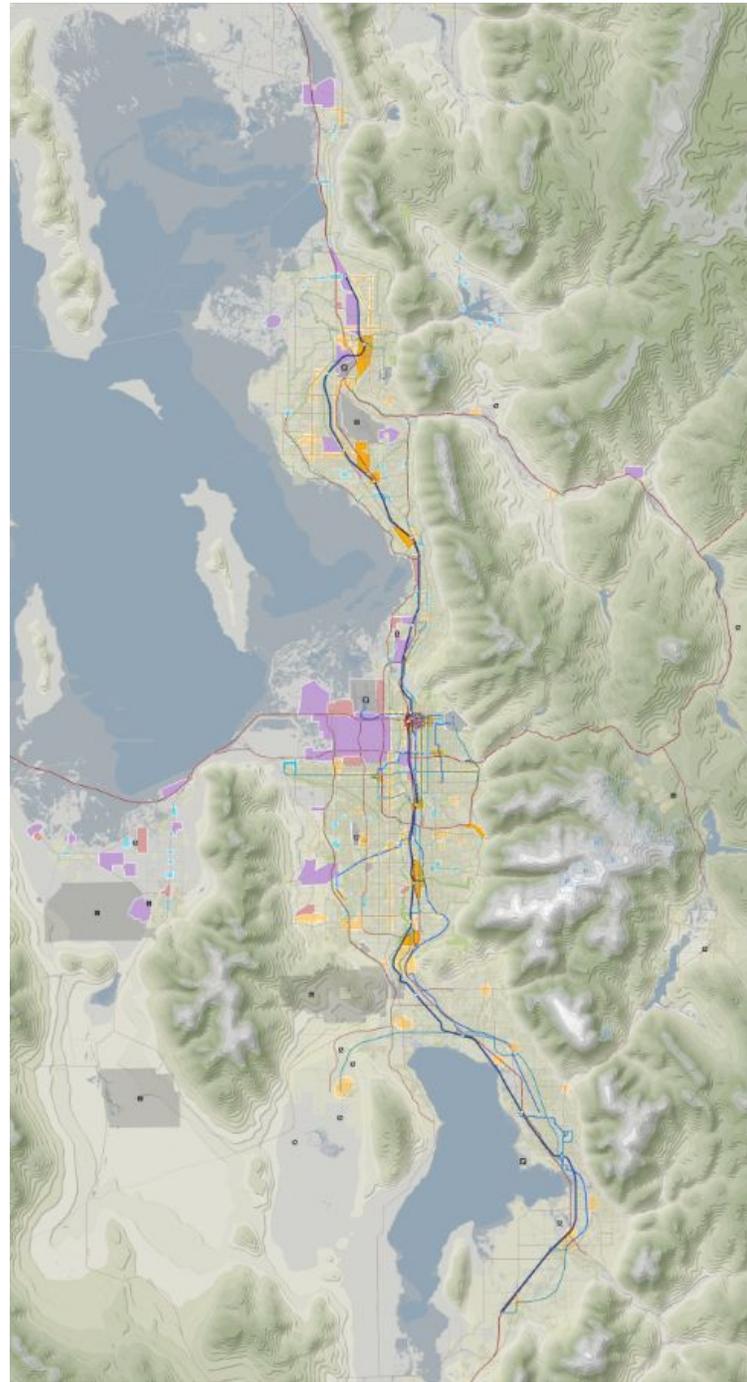
Map 1: State of Utah and Counties of WFEDD

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), 2019-2050 Regional Transportation Plan (RTP), and local land-use planning. The CEDS strategies, objectives, collaborative actions, and evaluation criteria 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 WC2050 we are engaging in a regional economic development strategy. WC2050 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 communities, WFRC, the Utah Department of Transportation, the Utah Transit Authority, and other partners to identify regional transportation investments in roadway, transit, and active transportation modes, alongside locally preferred, regionally significant land uses. This large scale visioning effort serves as a guide for future development, and provides assurance to local communities and businesses that transportation and infrastructure investments will benefit existing land uses while supporting new growth and redevelopment areas.



Map 2: Wasatch Choice 2050 Vision Map

The regional goals were adopted by the WFRC 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.



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.

SUMMARY BACKGROUND

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 our region is anticipated to reach 2,523,911, representing a 37 percent increase across the five counties. Annually, the population will grow at approximately 17,133 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, but, overall, these counties' population increases represent a low percentage of the total region's growth.

HOUSING:

Our region is currently experiencing a self-titled "housing crisis." Housing affordability issues show in the data above and housing choice was identified as a weakness and a threat in the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. Looking at the housing-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 shows higher housing-income ratios, suggesting housing affordability issues. Morgan County's housing costs, both owner and rental, are higher than the state average, while rentals in Tooele and Weber Counties are well below the state levels. The spread in ownership versus rental costs is broader in Morgan and Tooele County. This could be the result of a predominantly single family ownership housing product in those counties.

The issue of affordability is not only within housing, but 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, 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.

ECONOMIC:

A sign of our region's strong economy and overall resilience is our very low unemployment rate. As of mid-2018, the Wasatch Front's average unemployment was 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 gives us a measure to compare the number of residents to the number of available jobs. Across the region, the projected annual incoming 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. 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.

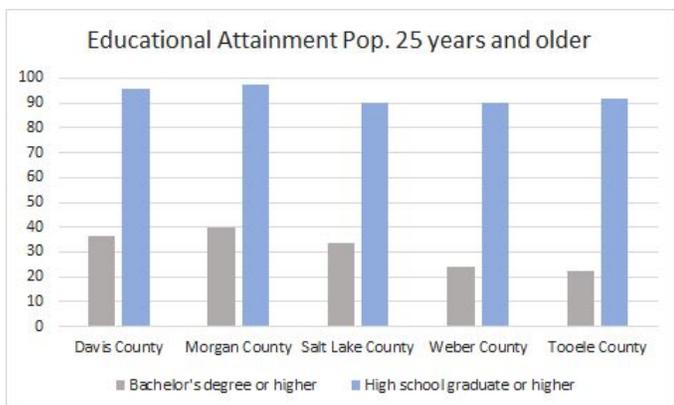
Watching the population/employment ratio over time will give us a metric to base whether or not each County is providing more or fewer job opportunities for residents over time.

INDUSTRY:

Major increases in construction, professional and technical, and administrative services are expected between 2020-2050. Required land needs to support new commercial development from job growth is significant, with ranges of roughly 175 to 350 acres per year, depending upon floor area ratios. A significant portion of this required land is anticipated to be met by western Salt Lake County, portions of Tooele, and western and northern Davis County.

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.



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

AMENITIES:

The Wasatch Front region has incredible access to open space and amenities. Multiple world class ski resorts, excellent mountain biking and hiking, paved multi-use trail infrastructure, and well-apportioned 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 high quality 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:

Northern Utah's economy is rapidly evolving. Immediately south of Salt Lake County, and located in Lehi City, Utah County, there has been a significant number of tech-related businesses locating near one another and is known as 'Silicon Slopes.' While not physically 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 project, which will relocate the Utah State Prison, has gone through an extensive planning process bringing together broad stakeholder involvement and public comment. The Prison site itself is roughly 700 acres but the Point of the Mountain area totals more than 20,000 developable acres served by high-capacity road infrastructure and future transit service.

The Inland Port 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. Currently, the Inland Port Authority Board is undergoing a public comment and visioning process to help develop plans and strategies around the Port's development.

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 issued a joint request for proposals asking qualified economic development firms to assist in the creation of a two-county economic development program.

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 jobs over the next five years.

Opportunity Zones are located in census tracts that are economically distressed. These areas provide investors with a 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 have Opportunity Zones designated: Salt Lake County has 15 census tracts, Weber County has five census tracts, Davis County has three census tracts, and Tooele County has one census tract. This is a unique opportunity

for our region to bring in new investment within these identified areas.

Recent legislation SB136: Transportation Reinvestment Zones (TRZ), passed in 2018 provides Utah with a unique 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 angle of TRZs may be beneficial in Utah for both the Inland Port and the Point of the Mountain areas. Both areas encompass multiple cities and/or counties, and will require significant transportation improvements in order to realize full economic activity. A TRZ, in comparison to a Community Reinvestment Area (CRA), will allow for ease in creating and operating project areas that span multiple jurisdictional boundaries. Otherwise, CRA areas would likely remain confined to municipal boundaries.

Another advantage to TRZs is the ability to obtain the commitment of transportation agencies, such as the Utah Department of Transportation (UDOT) or the Utah Transit Authority (UTA), for specific planning projects. Interlocal agreements between the public entity with the land-use authority and a transportation agency will identify the specific projects associated with the TRZ. This will add another level of certainty to City/County planning efforts and will give these public entities some additional leverage in prioritizing needed transportation projects.

Regional and County Economic Overview Key Data and Infographics *Data tables will be replaced with infographics in final CEDS

REGIONAL POPULATION			
Year	Population	Median Age	Household Size
2018	1,838,610	33.1	2.85
2023	1,979,752		
2050	2,523,911	40	
2020-2050 Avg.			2.61

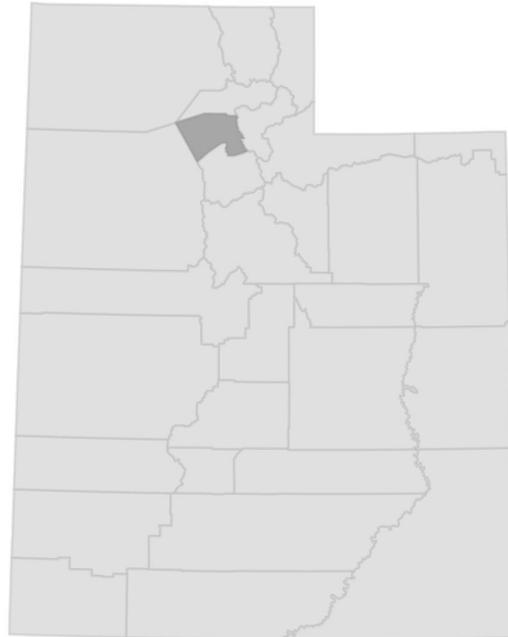
REGIONAL HOUSING	
Median Property Value 2018 Q3	\$233,840
% Diff from Utah	-7%
Housing/Income Ratio	3.26
State of Utah	3.83
Transportation 2018	
Average Commute Time	24
Trans Costs as a % of Income	24.80%
Annual Trans. Costs	\$15,553
Monthly Trans. Costs	\$1,296
Difference from SLCo	11.10%
Monthly Housing Costs	
2017 Owner	\$1,178
2017 Rental	\$971
Household Intensity 2018 Q3	
Households per square mile	10,110
% Homes detached single-fam	76%

REGIONAL ECONOMIC DATA		
Year	Employment	Emp.Pop.Ratio
2018	1,288,669	1.4
2023	1,449,402	
2050	1,868,481	1.4
Med Household Income 2017	\$71,706	
Unemployment	3%	

REGIONAL INDUSTRY			
Top Job Producing Industries - 2020-2050		Square Footage Needs Per Industry	
Industry Name	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*: 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



DAVIS CO. POPULATION			
Year	Population	Median Age	Household Size
2018	354,129	31.7	3.07
2023	378,369		
2050	493,263	38.8	2.81

DAVIS CO. HOUSING	
Median Property Value 2018 Q3	\$258,600
% Different from Utah	3%
Housing/Income Ratio	3.4
State of Utah	3.83
Transportation 2018	
Average Commute Time	22
Transportation Costs as a % of Income	20.10%
Annual Trans. Costs	\$15,272
Monthly Trans. Costs	

Difference from SLCo	9%
Monthly Housing Costs	
2017 Owner	\$1,196
2017 Rental	\$986
Household Intensity 2018 Q3	
Households per sq.MI	11,280
% Homes detached Single-Family	76%

DAVIS CO. ECONOMIC DATA		
Year	Employment	Emp.Pop.Ratio
2018	188,654	1.9
2023	208,435	
2050	289,191	1.7
Med Household Income 2017	\$75,961	
Unemployment	2.70%	

DAVIS CO. 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

Morgan County



MORGAN CO. POPULATION			
Year	Population	Median Age	Household Size
2018	12,491	33.5	3.13
2023	14,790		
2050	21,978	42.2	2.82

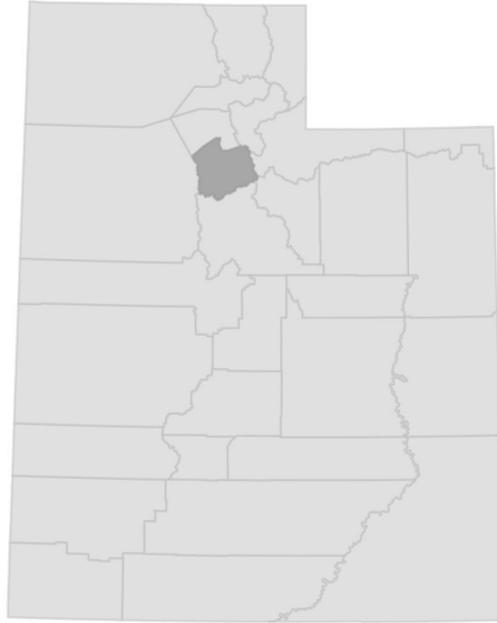
MORGAN CO. HOUSING	
Median Property Value 2018 Q3	\$283,400
% Different from Utah	13%
Housing/Income Ratio	3.29
State of Utah	3.83
Transportation 2018	
Average Commute Time	27
Transportation Costs as a % of Income	20.50%
Annual Trans. Costs	\$17,645
Monthly Trans. Costs	
Difference from SLCo	26%
Monthly Housing Costs	

2017 Owner	\$1,451
2017 Rental	\$1,156
Household Intensity 2018 Q3	
Households per sq.MI	1,520
% Homes detached Single-Family	90%

MORGAN CO. ECONOMIC DATA		
Year	Employment	Emp.Pop.Ratio
2018	4,843	2.6
2023	5,344	
2050	7,693	2.9
Med Household Income 2017	\$86,071	
Unemployment	2.50%	

MORGAN CO. 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

Salt Lake County



SALT LAKE CO. POPULATION			
Year	Population	Median Age	Household Size
2018	1,145,846	33.4	2.8
2023	1,226,789		
2050	1,531,282	40.1	2.61

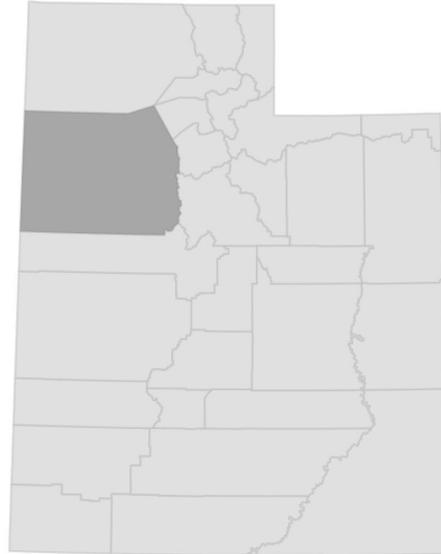
SALT LAKE CO. HOUSING	
Median Property Value 2018 Q3	\$273,700
% Different from Utah	9%
Housing/Income Ratio	4.03
State of Utah	3.83
Transportation 2018	
Average Commute Time	21
Transportation Costs as a % of Income	20.60%
Annual Trans. Costs	\$13,999
Monthly Trans. Costs	
Difference from SLCo	--

Monthly Housing Costs	
2017 Owner	\$1,165
2017 Rental	\$1,015
Household Intensity 2018 Q3	
Households per sq.MI	22,083
% Homes detached Single-Family	64%

SALT LAKE CO. ECONOMIC DATA		
Year	Employment	Emp.Pop.Ratio
2018	925,279	1.2
2023	1,024,206	
2050	1,341,790	1.1
Med Household Income 2017	\$67,922	
Unemployment	2.70%	

SALT LAKE CO. 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

Tooele County



TOOELE CO. POPULATION			
Year	Population	Median Age	Household Size
2018	69,862	33.6	2.96
2023	80,329		
2050	120,575	42.9	2.65

TOOELE CO. HOUSING	
Median Property Value 2018 Q3	\$182,300
% Different from Utah	-27%
Housing/Income Ratio	2.74
State of Utah	3.83
Transportation 2018	
Average Commute Time	28
Transportation Costs as a % of Income	23.90%
Annual Trans. Costs	\$15,911
Monthly Trans. Costs	
Difference from SLCo	14%
Monthly Housing Costs	

2017 Owner	\$1,116
2017 Rental	\$871
Household Intensity 2018 Q3	
Households per sq.MI	4,349
% Homes detached Single-Family	76%

TOOELE CO. ECONOMIC DATA		
Year	Employment	Emp.Pop.Ratio
2018	23,240	3
2023	25,504	
2050	34,370	3.5
Med Household Income 2017	\$66,542	
Unemployment	3.10%	

TOOELE CO. 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

Weber County



WEBER CO. POPULATION			
Year	Population	Median Age	Household Size
2018	256,282	33.2	2.76
2023	279,475		
2050	356,812	40.2	2.58

WEBER CO. HOUSING	
Median Property Value 2018 Q3	\$171,200
% Different from Utah	-32%
Housing/Income Ratio	2.76
State of Utah	3.83
Transportation 2018	
Average Commute Time	21
Transportation Costs as a % of Income	24.10%
Annual Trans. Costs	\$14,939
Monthly Trans. Costs	
Difference from SLCo	7%

Monthly Housing Costs	
2017 Owner	\$964
2017 Rental	\$825
Household Intensity 2018 Q3	
Households per sq.MI	11,317
% Homes detached Single-Family	72%

WEBER CO. ECONOMIC DATA		
Year	Employment	Emp.Pop.Ratio
2018	146,653	1.7
2023	164,482	
2050	195,439	1.8
Med Household Income 2017	\$62,036	
Unemployment	3.10%	

WEBER CO. 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

STRENGTHS, WEAKNESSES, OPPORTUNITIES, and THREATS

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. This SWOT process helped guide the development of the CEDS Strategies, Objectives, and Collaborative Actions.

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 State’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 move around the region. A major hurdle we face as a region is increasing housing prices. Often touted in the media as a “Housing Crisis,” we understand 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.

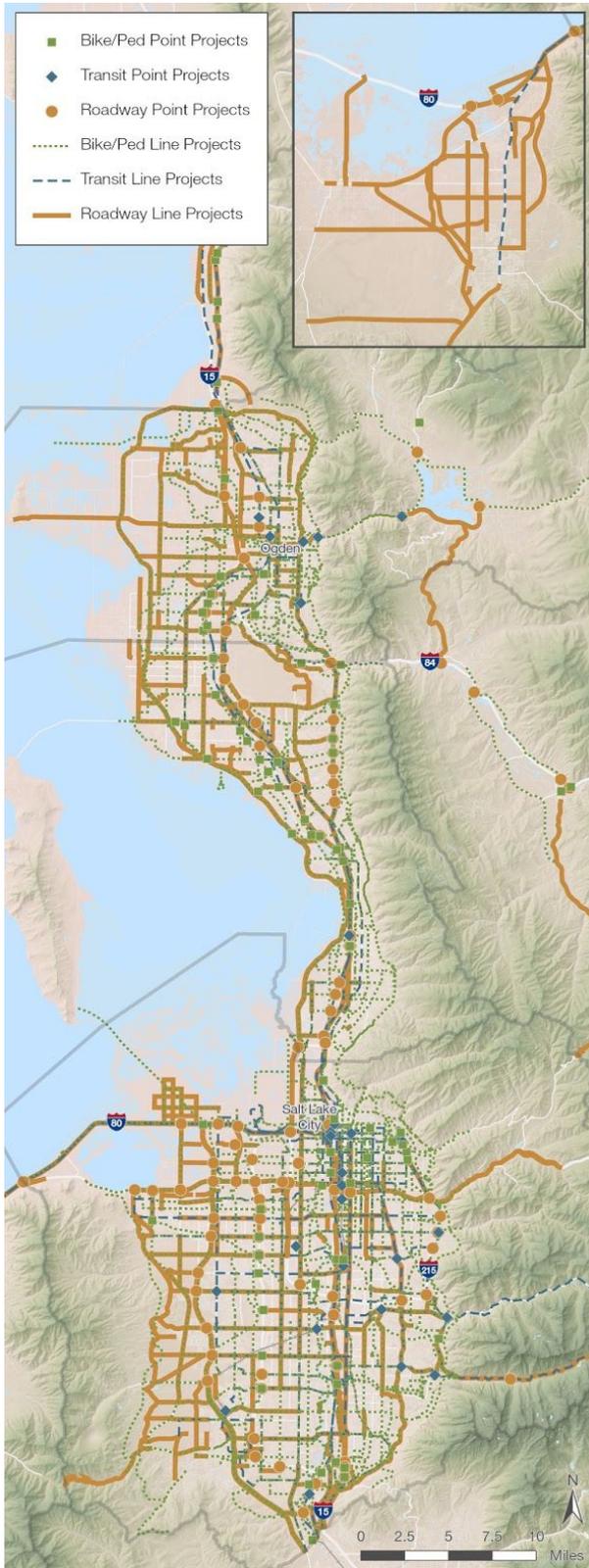
Workers are able to afford to live in the County they find employment - Top economic priority

Transportation Infrastructure - Top concern about future competitiveness

Workforce, Access to Opportunity, Transportation Infrastructure - Top three economic strengths

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

PLAN OF ACTION



STRATEGY 1:

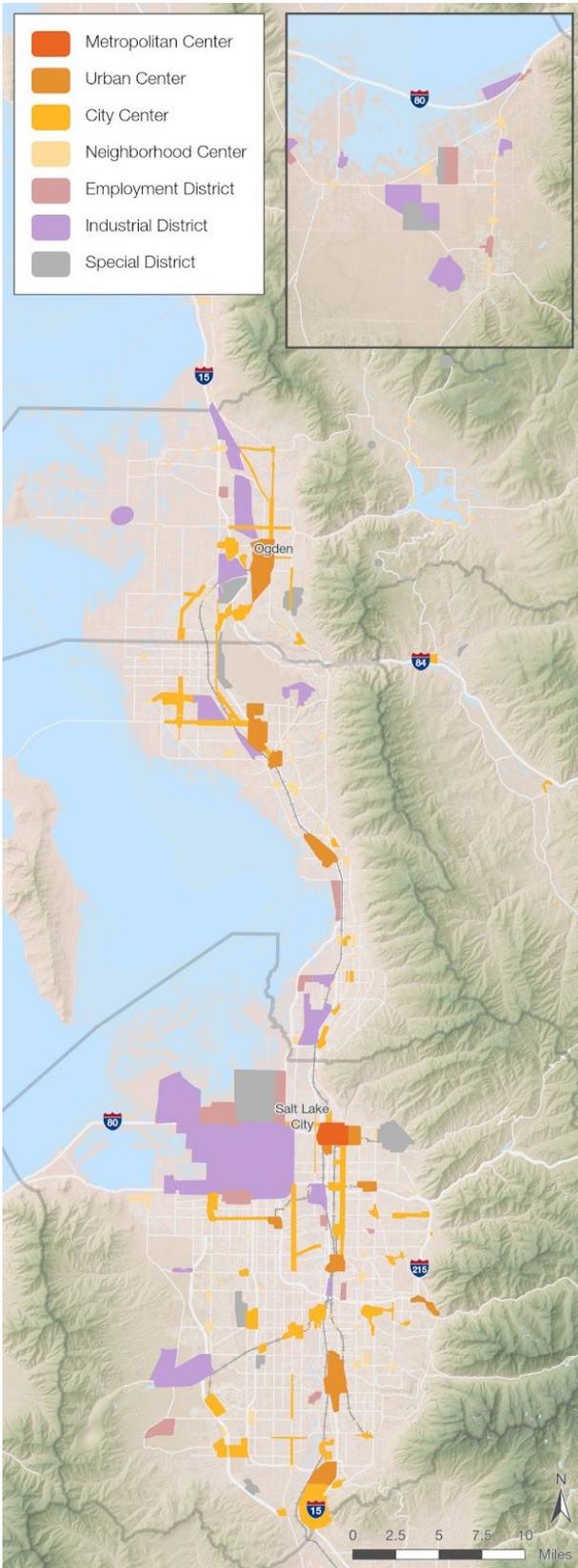
Link Development with Transportation and Other Infrastructure

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.

MAP 8 - Transportation (2019-2050 RTP with 2015 Unified Plan data for Tooele and Morgan)

Strategy 1: Link Development with Transportation and Other Infrastructure

Objectives	Collaborative Actions
<p>Improve employers' access to workforce and customers; households access to jobs and education.</p>	<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 SB 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 Vision and 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>
<p>Ensure households within vulnerable communities have access to opportunities that meet their needs.</p>	<p>WFEDD/WFRC prioritize TOD locations for households / firms with good access to salient jobs and households for vulnerable communities. Explore removing barrier of finite number of TOD sites UTA is permitted to engage in. Share information with various decision-makers.</p>
<p>Help fund infrastructure that strategically improves economic outcomes.</p>	<p>WFEDD will 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 provided to local communities to establish funding strategies for infrastructure as well as considering 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>
<p>Invest and improve development of site infrastructure: water, sewer, fiber optic, and broadband in strategic locations.</p>	<p>State economic development partners/Economic Development Corporation Utah (EDCU)/local governments assess needed infrastructure in Wasatch Choice 2050 (WC2050) 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 2:

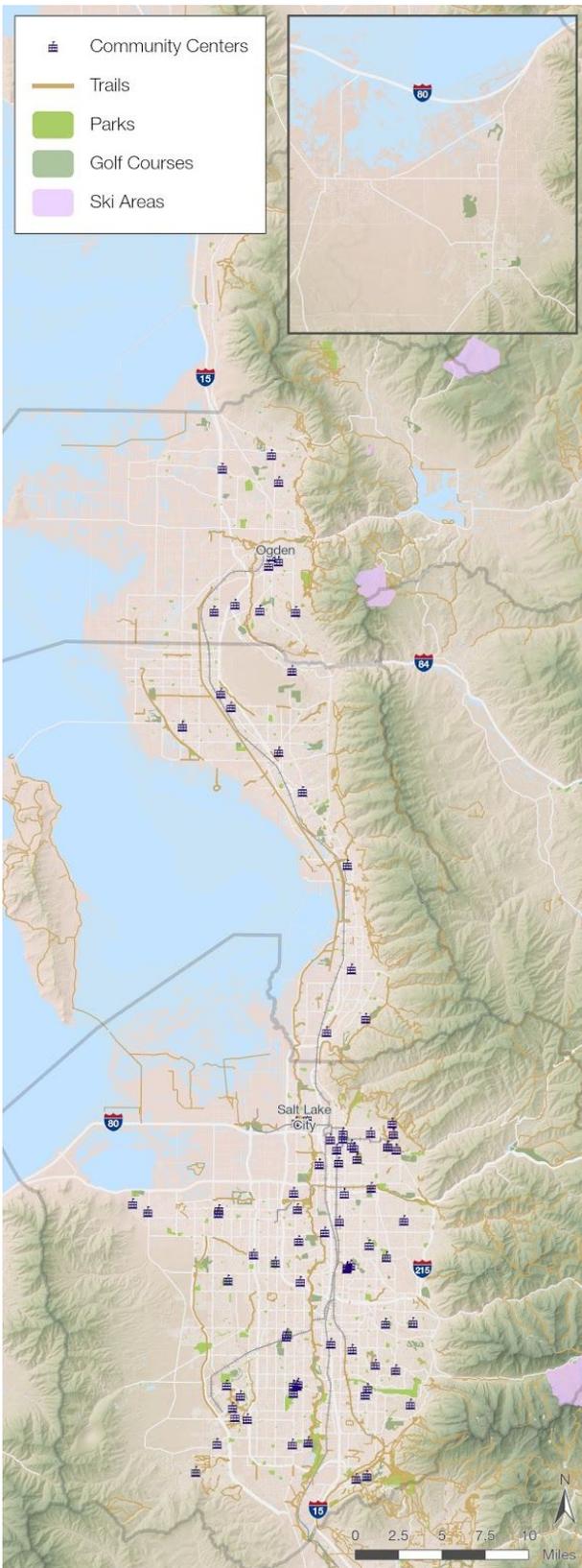
Create Fiscally Sustainable Places

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

MAP 9 - Wasatch Choice 2050 Centers

Strategy 2: Create Fiscally Sustainable Places

Objectives	Collaborative Actions
Facilitate opportunities for centered growth and infill development.	Provide local governments with planning resources focused on WC2050 centers, in-fill areas, Mega Sites, and EDCU Development Ready Communities.
Work with local governments to foster efficient growth.	Local economic development partners monitor benefits and costs of development and infrastructure decisions.
Maximize the use of existing infrastructure to reduce travel demand.	TLC 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 UDOT's Travelwise and Move Utah to combine efforts.
	Support choice of alternate modes of transportation, and policies to assist in deployment of autonomous vehicles in transportation planning and programming.
Increase financial literacy of innovative financing strategies and incentive policies.	WFRC/WFEDD/state economic development partners work with local governments to understand the full range of finance strategies and enhance incentives policies. Focus efforts in Opportunity Zones and WC2050 Centers.
	WFRC/WFEDD explore development of revolving loan fund through an initial CDBG investment.
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 assess fees charged by political subdivisions in order to reduce total household costs.



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.

MAP 10 - Parks, open space, trails, and other amenities

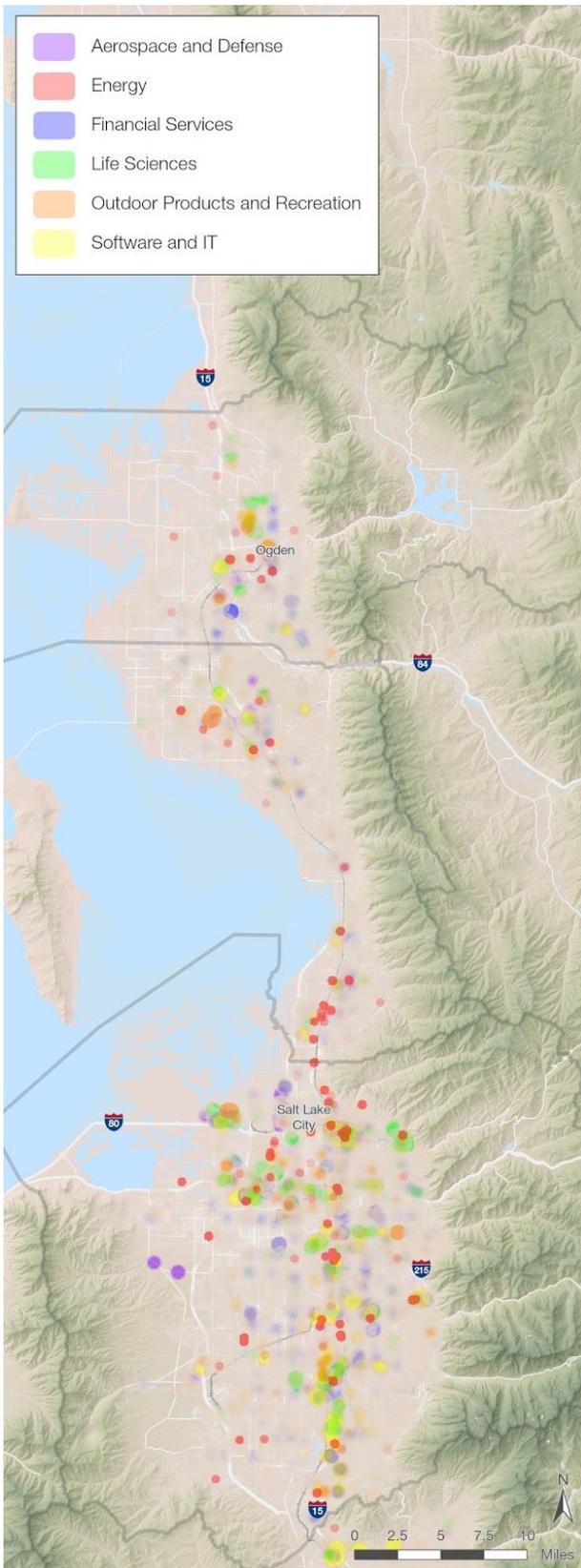
Strategy 3: Provide Amenities

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.
Maintain water and air quality to retain competitive advantage among surrounding states and regions.	Support development and building standards that balance affordability and improve efficiency of water and energy use, and encourage infill where appropriate.
Develop regional projects carefully to mitigate environmental concerns and impacts.	State economic development partners/Inland Port Authority/local economic development partners identify/mitigate key environmental concerns around Point of the Mountain and 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.	TLC program to provide local governments resources to amend plans and policies to facilitate the development of more livable places that provide additional amenities to people near where they live.

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.



MAP 11 - Economic Clusters

Strategy 4: Attract and Retain Businesses, and Encourage Innovation

Objectives	Collaborative Actions
Business expansion and retention.	Support Governor’s Office of Economic Development (GOED) recruitment of businesses from targeted clusters as well as other high-wage producing industries.
	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.
	WFEDD/WFRC review Transportation Implementation Program funding criteria and consider scoring criteria for projects that invest and modernize key business sites.
Encourage entrepreneurship and innovation.	Local economic development partners/Chambers of Commerce work together to retain and expand diverse businesses: women-owned, locally owned, and other small business types.
	GOED/EDCU/local economic development partners identify and act upon new cluster-based opportunities to maintain economic resiliency through a diverse economy.
	Local economic development partners connect with small business resource centers to assist with entrepreneurial start-ups.
Support growth of key industry clusters.	Support local economic development partners’ identification of desired workforce and site characteristics of key industry clusters, and share available data.
	Explore use of industry cluster information in WFRC regional transportation and local land use planning process.
Increase global trade opportunities.	Support Salt Lake City and Salt Lake County's global trade and global cities initiatives.
	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.
Increase local government economic development capacity.	WFEDD support Davis and Weber Counties' northern Utah collaborative economic development effort.
	WFEDD/WFRC provide training opportunities on economic development tools, financing strategies, and policies.
Develop a workforce that meets the needs of the region.	Local economic development partners identify local gaps in workforce, and meet with education institutions to align resources.
Monitor, partner, and assist with catalyst projects.	Over the next five years, monitor the development of large economic sites: Point of the Mountain, Inland Port, Hill Air Force Base additional employment, Davis and Weber County Economic Development Collaboration, Unmanned Aerial Development, strategic and emerging clusters, and housing policies and development.

PERFORMANCE AND EVALUATION FRAMEWORK

Strategy 1: Link Development with Transportation and Other Infrastructure

Performance Evaluation Measure	Responsible Party	Timeframe: Short (1-3 years) Mid (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
Ready Communities Initiatives through EDCU	EDCU, Local Governments	Short

Strategy 2: Create Fiscally Sustainable Places

Performance Evaluation Measure	Responsible Party	Timeframe: Short (1-3 years) Mid (3-5 years) Long (5+ years)
TLC: master plans, small area plans, zoning changes, parking reduction standards, efficient land use policies	WFRC, Local Governments	Short
Absorption of growth into each community (as a percent of Kem C. Gardner population growth estimates)	WFRC, WFEDD, Kem C. Gardner Policy Institute	Long
TTIF funding and local option sales tax expenditures	Local Governments	Short
RLF study outcome	WFRC, Community Development Block Grant (CDBG), WFEDD	Short
Cost of transportation as a percentage of income	WFRC, UDOT	Medium
Housing/Income ratio per county	WFRC, WFEDD, Housing Gap Coalition	Medium

Strategy 3: Provide Amenities

Performance Evaluation Measure	Responsible Party	Timeframe: Short (1-3 years) Mid (3-5 years) Long (5+ years)
Open space and trail miles dedicated per new resident	WFRC, UDOT, Local Governments	Medium

Population access to high quality bike facility	WFRC, UDOT, Local Governments	Medium
CMAQ projects funded -- Clear the Air Challenge results	WFRC, UDOT	Long
Number of direct jobs in hospitality	Governor's Office of Economic Development (GOED)	Short
Walkability Demand: index of connectivity, density, land use mix. Walk/bike access to parks.	WFRC, University of Utah	Long

Strategy 4: Attract and Retain Businesses, and Encourage Innovation

<i>Performance Evaluation Measure</i>	<i>Responsible Party</i>	<i>Timeframe: Short (1-3 years) Mid (3-5 years) Long (5+ years)</i>
Income/cost of living ratio	WFDD	Medium
TIP expenditures within centers/clusters	WFRC, UDOT, Local Governments	Long
Employment in key industry clusters	GOED	Long
Trainings held, information shared, communication events/opportunities	WFEDD, Economic Development Partners, Local Governments	Short
Enrollment in University, ATC, and Tech Colleges in identified needed gap workforce programs	Universities, Technical Colleges, Local Governments	Long

ECONOMIC RESILIENCE

The Four Key Strategies of the WFEDD CEDS identify and respond to our regional economic needs in a way that will positively impact resiliency. In addition to the CEDS Strategies, the Wasatch Front Regional Council 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 supposed to be comprehensive or intended to replace the existing plan. Each community and the WFRC have calculated 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 Wasatch Front region and outlines how and why they were identified, including the organizations that assisted in the identification.

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

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

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.

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 only Unified Transportation Plan combining all of the transportation plans from the Metropolitan Planning Organizations, Utah Department of Transportation, and Utah Transit Authority.
- Target strategic clusters and invest 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 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 key local, regional, state, and federal officials to coordinate impacts of major disaster events.
- All of Utah’s counties, most of the larger cities, and the universities have designated emergency management directors. The emergency management office is responsible for natural and man-made hazard mitigation, preparedness, and response and recovery operations.
- Understanding the current state of events and responding to them, such as our region’s rally around housing affordability and the impacts affordability will have on economic viability of our region.



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