

*Wasatch Front
Economic Development District*

**2013-2018 COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY**



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Wasatch Front Economic Development District Board Membership

In order to receive designation as an Economic Development District by the U.S. Economic Development Administration and to compete for funds, the Wasatch Front Economic Development District (WFEDD) must comply with EDA’s membership composition requirements. As a result, the WFEDD Board of Directors is made up of eleven (11) members. Each of the five County Councils of Governments in the Wasatch Front Region appointed one (1) member, known as the COG Appointed Director. These five Directors appointed the six (6) remaining Directors, known as the Non-COG Appointed Directors, ensuring that the Board of Directors reflects the geographic diversity of the region. At least 51% of the WFEDD Board of Directors represents the government. The WFEDD Strategy Committee has strong representation from key public and private sector organizations from throughout the region. The WFEDD Board of Director’s also serves as Strategy Committee members.

Board Membership Roster

1. GOVERNMENT REPRESENTATIVES (51-65%)

Elected officials and/or employees of a general purpose unit of state, local or Indian tribal government who have been appointed to represent the government.

Name	Government	Position
Betz, Shelly	Morgan City	City Council Member
Bouwhuis, Michael	Layton City	City Council Member
Christensen, Carlton	Salt Lake City	City Council Member
Downs, Louenda	Davis County	County Commissioner
Milne, Shawn	Tooele City	City Council Member
Zogmaister, Jan	Weber County	County Commissioner

2. NON-GOVERNMENT REPRESENTATIVES (35-49%)

- a. Private Sector Representatives: *Any senior management official or executive holds a key decision-making position, with respect to any for-profit enterprise. (at least one required)*

Name	Company / Enterprise	Position
Bott, Craig	Grow Utah Ventures	President and CEO
Loafman, Jeff	Wal-Mart Distribution	General Manager
Wilde, Albert	Widow Maker LLC	Owner/Partner

- b. Stakeholder Organization Representatives: *Executive directors of chambers of commerce, or representatives of institutions of post-secondary education, workforce development groups or labor groups. (at least one required)*

Name	Organization	Position
Gochnour, Natalie	Salt Lake Chamber of Commerce	Executive VP of Policy & Comm., Chief Economist

3. AT-LARGE REPRESENTATIVES (0-14%)

Other individuals who represent the principle economic interests of the region. (no minimum required)

Name	Organization	Position
Edwards, Jeff	Economic Development Corporation of Utah	President and CEO

CALCULATIONS

	Number	Percent
1. Government Representative (51-65%)	6	55%
2. Non-Government Representatives (35-49%)	4	36%
a. Private Sector Representatives (at least 1)	3	
b. Stakeholder Representatives (at least 1)	1	
3. At-Large Representative (0-14%)	1	9%
Total Board Membership	11	100%

Strategy Committee Roster

1. PRIVATE SECTOR REPRESENTATIVES (at least 51%)

Any senior management official or executive, holding a key decision-making position, with respect to any for-profit enterprise.

Name	Company	Position
Becker, Suzie	Zion's Bank	Vice President of Public Finance
Bott, Craig	Grow Utah Ventures	President and CEO
Bringhurst, Jared	Futura Industries	Sr. Vice President of Operations
Gardner, Jeff	Energy Solutions' Clive Facility	Vice President
Jensen, Mike	Davis Hospital & Medical Center	CEO
Krugh, Keith	Holcim (US), Inc.	President
Loafman, Jeff	Wal-Mart Distribution Center	General Manager
Parkinson, Scott	Bank of Utah	Sr. Vice President of Retail
Richards, Flint	Richards Jersey Farm	Owner and Operator
Rindlisbacher, Alan	Layton Construction	Chief Marketing Officer
Wilkinson, John	Wilkinson Construction Co.	President
Wilde, Albert	Widow Maker, LLC	Owner/Partner

2. REPRESENTATIVES OF OTHER ECONOMIC INTERESTS (no more than 49%)

Persons who provide additional representation of the main economic interests of the region; these may include, but are not limited to: public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.

Name	Area of Interest	Position
Betz, Shelly	Morgan City	Council Member
Bouwhuis, Michael	Layton City	Council Member
Christensen, Carlton	Salt Lake City	Council Member
Christopoulos, Tom	Ogden City Corp.	Director, Community & Economic Development
Downs, Louenda	Davis County	Commissioner
Edwards, Jeff	Economic Development Corporation of Utah	President and CEO
Gochmour, Natalie	Salt Lake Chamber of Commerce	Executive VP of Policy & Comm., Chief Economist
Milne, Shawn	Tooele City	Council Member
Zogmaister, Jan	Weber County	Commissioner

CALCULATIONS

	Number	Percent
Private Sector Representatives (at least 51%)	12	57%
Representatives of Other Economic Interests (no more than 49%)	9	43%
Total Board Membership	21	100%

Wasatch Front Economic Development Staff

Upon the successful execution of a Partnership Planning grant received by EDA, the WFEDD will be able to hire one staff member, the Executive Director, LaNiece Davenport. Other staff may be hired, as needed. Mrs. Davenport administers and manages various projects and programs for the Wasatch Front Regional Council since 2003. To date, she authored a plan that identified and mitigated natural hazards. She did this through a collaborative effort among disaster personnel, emergency managers, city and county managers, planners, and engineers. The plans were approved by the Federal Emergency Management Agency (FEMA) which opened the door to funding when a presidentially disaster is declared. She also manages the federally funded Community Development Block Grant Small Cities Program for the Wasatch Front Region. This program allows communities to receive monies to implement housing, community infrastructure, public service, and economic development activities. This program requires coordination efforts between and among state and local governments and service providers. She is also the project manager for a regional green infrastructure initiative, *(Re)Connect: Green Infrastructure in the Wasatch Front*. *(Re)Connect* catalogues and maps the regions natural landscapes allowing better land use, transportation, and policy decision making at the regional, state, and local level.

CHAPTER 2. SUMMARY OF REGIONAL ECONOMIC CONDITIONS

General Conditions

The region is comprised of highly economically diverse communities. There are rural areas with small populations, emerging suburban areas with employment infrastructure needs, established suburban areas, thriving and economically distressed urban areas. Throughout the CEDS data and information are presented regarding the state, region, county, and cities covered. Throughout the CEDS data and information has been presented at the state, region, county, and citywide scale. It is important to note that when averages are reported, they often present a broad stroke or even a different situation than is actually faced by the communities, especially the distressed communities throughout the region. For example, Weber County's reported unemployment rate may be lower than the actual rate unemployment of certain cities (even census tracts) within the County.

Utah experienced exceptional growth in the mid-2000s as the state rebounded from the 2001 recession at a remarkable rate. The state is now recovering from the most recent recession. The recession affected the entire country, causing the economies in every state to decline. Even with this decline, Utah fared well compared to the rest of the nation, with lower poverty rates, comparatively low unemployment rates, and median household and family income levels which rank above the national average. These positive aspects help Utah's economy improve more than most other states as the country continues to recover from the national recession (Governor's Office of Management and Budget, 2012).

Unemployment

The Wasatch Front region's economy is recovering at a faster rate than the rest of the nation. The unemployment level of the state and the communities in the region bear this out. The Wasatch Front regional unemployment over the last 24 month period averaged 6.65%, compared to the national average of 8.84% over the same period (see Table 1). Currently, the State of Utah's unemployment rate stands at approximately 6%. Utah's comparatively low unemployment level is typical of the State's recent experience. However, unemployment figures can sometimes mask significant underlying economic distress. Per capita income, disposable income, and the rate of income growth are all issues that affect residents living along the Wasatch Front.

The county in our region experiencing the lowest level of unemployment over the past 24 months is Morgan County at 6.31%. The county with the highest unemployment rate is Weber County at 7.88%. Of the approximate 1,660,474 people living in the Wasatch Front region, about 50.1% or 832,360 are part of the labor force. These are people currently employed or seeking employment. The unemployment rate of 6.65% is the percent of people in the labor force that cannot find employment, but this rate does not include those who have become discouraged and have discontinued their search for work.

Table 1: Wasatch Front Unemployment Rates

	24 Month Unemployment	Compared to US Unemployment (8.84%)
Davis County	6.44%	-2.50%
Morgan County	6.31%	-2.63%
Salt Lake County	6.74%	-2.20%
Tooele County	7.31%	-1.63%
Weber County	7.88%	-1.06%

Source: Stats America

Per Capita Personal Income

One important metric in judging the actual economic well-being of residents in the Wasatch Front is by measuring Per Capita Personal Income (PCPI). The PCPI, as measured by the U.S. Bureau of Economic Analysis (BEA), considers not only wages, but also insurance, transfer payments, dividends, interest, and rent.

The national PCPI is \$39,937. The Wasatch Front's PCPI is 90.02% of the national level. The regional Per Capita Personal Income is \$35,951 as of September 2012. Of the five counties in the region, Salt Lake County has the highest per capita income at \$37,827 which is 94.7% of the national level. However, Morgan County and Tooele County both have per capita incomes below 80% of the national level (Table 2). Morgan County stands at \$31,344 or 78.5% the national level and Tooele County has a per capita income of \$26,777 or 67% of the national level (Table 2). It should be noted that even within Weber, Salt Lake, and Davis Counties, certain cities, like Ogden City (\$20,028), South Salt Lake City (\$17,027), and Roy City (\$22,052) have per capita income levels that are much lower than the national level according to the U.S. Census Bureau (STATS America, 2012). Further, according to the Bureau of Economic Analysis, the State of Utah has a personal income level in the 34th percentile nationwide. The levels of PCPI experienced by residents in the Wasatch Front region demonstrate the need for establishing an Economic Development District (U.S. Department of Commerce, 2013).

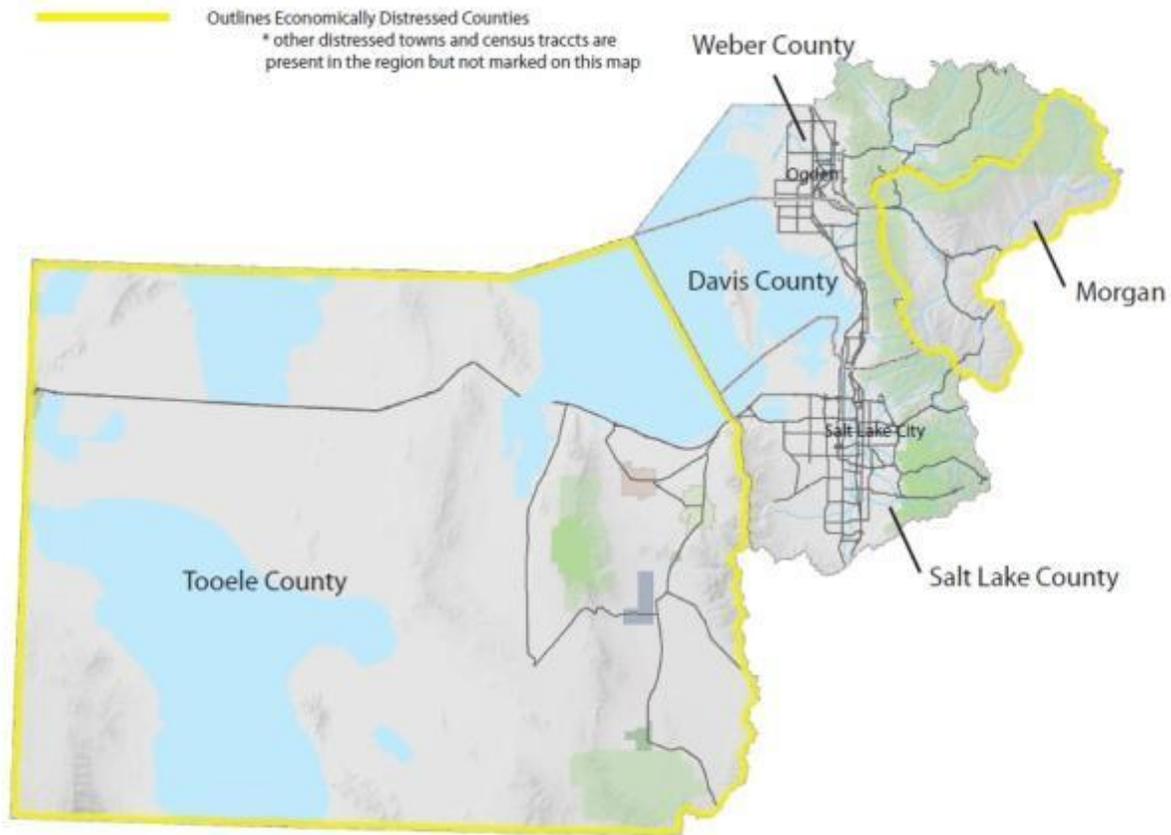
Table 2: Wasatch Front Per Capita Personal Income

	Per Capita Income PCPI (BEA)	% of National Per Capita Income
Davis County	\$33,817	84.7%
Morgan County	\$31,344	78.5%
Salt Lake County	\$37,827	94.7%
Tooele County	\$26,777	67.0%
Weber County	\$32,934	82.5%

Source: (STATS America, 2012)

Of the five counties within the Wasatch Front region, Morgan and Tooele County have been defined as “distressed” by EDA (see Figure 2). A county is considered distressed when the per capita personal income is 80% or less than the national average. When the Wasatch Front Regional Council made an application to EDA to create the CEDS, Morgan County’s per capita personal income was \$31,344 or 78.5% of the national average and Tooele County’s was \$26,777 or 67.0% of the national average.

Figure 2: Wasatch Front Economic Development District Distressed Counties



Source: (STATS America, 2012)

Tracking the changes in personal income from 2000 to 2010 and from 2010 to 2011 paints a picture of current conditions. Personal income across the region grew significantly from 2000 to 2010. Just between 2010 and 2011 Morgan County saw the greatest growth and Salt Lake County experienced the slowest growth (Table 3). Refer to Table 2 for more explanation of the 2010 to 2011 change in personal income.

Table 3: Personal Income 2000 - 2011

	2000	2010	2011	% change from 2010 to 2011
Davis County	\$25,600	\$33,267	\$34,755	4.47%
Morgan County	\$21,929	\$31,640	\$33,278	5.18%
Salt Lake County	\$28,450	\$37,538	\$39,081	4.11%
Tooele County	\$20,070	\$26,602	\$27,748	4.31%
Weber County	\$23,750	\$31,871	\$33,344	4.62%

Source: U.S. Bureau of Economic Analysis

Figure 3: Map of % Change in Income 2010 to 2011



Source: U.S. Bureau of Economic Analysis

Persons Living in Poverty

Another effective measure of the region’s economic well-being is by identifying the portion of persons living in poverty. Persons living in poverty often lack the goods and services commonly taken for granted by members of mainstream society. Poverty rates tend to increase in children ages 0 to 17. Although the poverty rates in the Wasatch Front region are comparable to those of the nation, some counties experience higher rates than others. For example, Salt Lake and Weber Counties have increased poverty levels for both the general population and for children (see Table 4 and Table 5).

Table 4: Percent of Persons Living in Poverty

	% of people in poverty 2011	Compared to the state, Utah 13.2%
Davis County	8%	-5.2
Morgan County	5.4%	-7.8
Salt Lake County	13.7%	+0.5
Tooele County	9%	-4.2
Weber County	13.7%	+0.5

Source: USDA Economic Research Service

Table 5: Percent of Children Ages 0-17 Living in Poverty

	% of people in poverty 2011	Compared to the state, Utah 15.9%
Davis County	10.4%	+5.50
Morgan County	6.7%	+9.20
Salt Lake County	17.8%	-1.90
Tooele County	11.6%	+4.30
Weber County	17.7%	-1.80

Source: USDA Economic Research Service

Industry

The Wasatch Front region has an advantage over many other western states because of its diverse industry. There are many important and emerging industries within Utah and the region, here are a few: aerospace, energy and renewable energy, distribution, life sciences, manufacturing, financial services, digital media, and sports and outdoor products. For example Utah's life sciences industry boasts more than 26,800 employees with approximately 20,000 from the Wasatch Front region. This places Utah first among the western states for life science businesses (per capita) and second for overall industry growth. Some of the life sciences companies doing business in Utah include: Bard Medical, BD Medical, Boston Scientific, Fresenius, ICU Medical, and Merit Medical.

The University of Utah located in Salt Lake City hosts the states only medical school. Some of the specialty programs offered include anesthesiology, neurology, emergency medicine, ophthalmology, family practice, pediatrics, internal medicine, and radiology diagnostic. The Huntsman Cancer Institute at the University of Utah treat patients from all over the world and head up research in the treatment of melanoma, breast, colon, and pancreatic cancers. Weber State University, the Applied Technology Colleges/Centers, and other institutions of higher education offer degrees and training in life sciences.

Another example of a key industry is outdoor recreation and tourism. Utah has 13 world class ski resorts, 5 national parks, 6 national forests, and 7 national monuments. The state hosts worldwide events and competitions such as the 2002 Winter Olympics, annual Outdoor Retailer show, and the Winter X Games. Nearly 75% of Utah’s land is publically owned. More than 1,000 outdoor products companies currently do business in Utah, these include: Amer Sports, Easton, Black Diamond, Backcountry.com, Delta 7, Fezzari, Gregory Mountain Products, Ogio, Petzl, Rossignol, and Voile (Economic Development Corporation of Utah, 2013). See Chapter 3 for more information on the region’s key industry sectors.

Workforce Development

Education plays a vital role in economic development. Highly-skilled workers and a highly-educated workforce garner high-wage jobs. High-paying jobs provide family-sustaining wages that are important in establishing a strong economic base. Post high school education trains and develops the workforce so that they meet the demand of today’s consumer markets. Within the Wasatch Front region workforce skill levels vary. At least 88% the region’s adult population has a high school diploma. Morgan County leads with 96.9% and Salt Lake County trails with 88.9%. While Weber County is at 89.1%, its largest city, Ogden City, reports a level of 80.5%. This is 10 percentage points lower than the state average. Distress is also demonstrated in that all of the census tracts in central Ogden have been identified as economically-distressed areas by the federal government, making it one of the most economically distressed locations within the region (Table 6).

Table 6: Level of Educational Attainment in the Wasatch Front

	25+ years with a HS Diploma	25+ years with a Bachelor’s Degree or more
Davis County	95.00%	33.80%
Morgan County	96.90%	27.10%
Salt Lake County	88.90%	30.10%
Tooele County	91.80%	18.60%
Weber County	89.10%	22.50%

Source: STATS America

Statewide In 2008, approximately 90% of Kindergarten through 12th grade education took place in public schools. Public charter schools had 4% of Utah’s students, private schools 3%, and approximately 2% were home schooled. See Table 7 for public school enrollment and the number of students enrolled in kindergarten through 12th grade (these numbers do not include charter schools). The public kindergarten through 12th grade schools within the state saw a slight increase in enrollment between 2006 and 2011. However, some of the largest population centers, Salt Lake and Weber Counties, saw a decline in enrollment despite population increases.

Table 7: Public School Enrollment 2006 and 2011

	2006	2011	% change in enrollment
Wasatch Front Region	306,541	309,050	0.8%
Davis County	65,010	67,736	4.0%
Morgan County	2,083	2,421	14.0%
Salt Lake County	183,809	182,143	-0.9%
Tooele County	12,507	13,675	8.5%
Weber County	43,132	43,075	-0.1%
Utah	526,087	542,853	3.1%

Source: Utah State Office of Education, Finance and Statistics

In terms of higher education, nationally Utah ranks 18th for people who with a bachelor’s degree or more that are at least 25 years old. Davis County leads the region with 33.8%, Salt Lake County with 30.1%, Morgan County with 27.1%, Weber County with 22.2%, and Tooele County has the lowest level (and is the second lowest in the state) with 18.6% (see Table 8). These statistics illustrate a major concern regarding the level of higher education tied to the region’s poor retention of highly-educated workers. The statistics also highlight the fact that certain communities carry a significant share of economic disenfranchisement that has been created by disinvestment over the past 50 years.

Higher education found at universities, colleges, and trade schools play a direct role in preparing the regions workforce for employment. Education from kindergarten through 12th grade prepares the youth for higher education and readies them for employment. There are a significant number of institutions of higher education within the region, these include: University of Utah, Westminster College, Weber State University, Salt Lake Community College, LDS Business College, University of Phoenix, University of Southern Nevada, Western Governors University, Neumont University, Salt Lake / Tooele / Ogden-Weber / Davis Applied Technology Colleges.

Table 8: Utah Higher Education Enrollment by County

	2008	2009	2010	2011
Wasatch Front Region	74,725	75,465	77,801	80,127
Davis County	14,653	15,154	16,340	17,591
Morgan County	513	559	551	561
Salt Lake County	46,540	46,227	46,714	46,529
Tooele County	1,660	1,813	1,865	2,051
Weber County	9,351	9,703	10,321	11,384
Utah	152,228	164,860	171,178	174,013

Source: Utah System of Higher Education

Across the state approximately 20,449 Utah students took Advance Placement (AP) Exams in 2012 with a pass rate of 68%. This was 9% above the passing rate of their national peers (50%). Passing an AP test means the student scored a 3, 4, or 5 on the test, thus earning college credit (Governor's Office of Management and Budget, 2012). AP courses allow students in high school to get a head start in higher education, further advancing the skill-set of the workforce within the state and region.

Nationally in 2009, Utah spent the lowest of any state for per student public school funding. This is partially explained by the number of urban versus rural schools throughout Utah. There are economies of scale associated with school size: the larger the school district, the lower the per-pupil expenditure. The marginal cost of adding one student to a large, urban class is minimal. Conversely, the per-pupil cost of operating a rural school where class sizes are smaller is higher. The urbanization of Utah's population is one reason why Utah's current per-pupil expenditures are so low. In 2009, Utah spent approximately \$6,612 per student on public school, the lowest in the nation and 62.4% of the national average. The source of Utah's public school education funding is principally from property taxes (state and local) and corporate and individual income taxes. A very small percent comes from federal sources. The fact remains, unfortunately, Utah spends much less per student on public school education than the national average.

Population

Population growth within both the State of Utah and the Wasatch Front region has maintained a faster rate of growth than the national average over the last 10 years. Over the past decade, most of the population growth has occurred in Salt Lake County. Although most of the population growth has occurred in the urban areas along the I-15 corridor, the region's rural areas have also seen steady population growth (refer to Table 9).

The urbanized area stretching from the south end of Salt Lake County north to North Ogden in Weber County accounts for 93% of the region's growth. However, the counties outside the urbanized area, Morgan and Tooele, have seen the highest rates of county-wide population growth. Morgan County grew 34.81% and Tooele County grew 42.32% from 2001 to 2011. This pattern of growth is partially reflected in the overall makeup of the region, with 63% of the population residing in Salt Lake County, 19% in Davis County, 14% in Weber County, 3% in Tooele County, and less than 1% in Morgan County (Table 9).

Table 9: Population Growth from 2001 to 2011

	2001	2011
Wasatch Front Region	1,389,316	1,660,474
Davis County	240,162	312,603
Morgan County	7,171	9,668
Salt Lake County	902,843	1,045,829
Tooele County	41,548	59,133
Weber County	197,591	233,241
Utah	2,246,467	2,813,923

Source: (Governor's Office of Planning and Budget, 2013)

Compared to statewide growth rates, our region saw slightly slower rates. However, when compared to the nation, both Utah and the Wasatch Front region grew rapidly (see Figure 4). Both the state and the region experienced nearly a 2% increase in growth between 2003 and 2005. These high rates, reaching over 3% for the state, receded to 2003 levels by 2009. There are 54 incorporated towns and five counties in the Wasatch Front region, many of whom have experienced population growth rates larger than national trends. Population in the region as well as the state is projected to continue to grow (see Tables 10 and 11). With the increase in population comes demand on community infrastructure, resources, human capital, and the provision of services.

Figure 4: Annual Population Growth Rates 2001 - 2011



Source: GOPB State of Utah

Table 10: Projected Population Growth

	2000	2005	2010	2015	2020	2030
Wasatch Front	1,381,778	1,498,463	1,675,743	1,865,039	2,007,635	2,247,652
Davis County	238,994	262,241	292,201	323,992	347,412	386,672
Morgan County	7,129	7,506	8,329	9,250	9,981	11,312
Salt Lake County	898,387	967,390	1,077,556	1,195,554	1,283,784	1,431,843
Tooele County	40,735	50,119	59,780	70,338	79,539	97,055
Weber County	196,533	211,207	237,877	265,905	286,919	320,770
Utah	2,233,169	2,464,633	2,787,670	3,126,736	3,371,071	3,772,042

Source: GOPB State of Utah

Table 11: City Population Change 2000 to 2010

City Name	2000 Census	2010 Census	# Population Change	% Population Change
Bountiful	41,301	42,552	1,251	2.9%
Centerville	14,585	15,335	750	4.9%
Clearfield	25,974	30,112	4,138	13.7%
Clinton	12,585	20,426	7,841	38.4%
Farmington	12,081	18,275	6,194	33.9%
Fruit Heights	4,701	4,987	286	5.7%
Layton	58,474	67,311	8,837	13.1%
North Salt Lake	8,749	16,322	7,573	46.4%
South Weber	4,260	6,051	1,791	29.6%
Sunset	5,204	5,122	-82	-1.6%
Syracuse	9,398	24,331	14,933	61.4%
West Bountiful	4,484	5,265	781	14.8%
West Point	6,033	9,511	3,478	36.6%
Woods Cross	6,419	9,761	3,342	34.2%
Kaysville	20,351	27,300	6,949	25.5%
Morgan	2,635	3,687	1,052	28.5%
Alta	370	383	13	3.4%
Bluffdale	4,700	7,598	2,898	38.1%
Cottonwood Heights	n/a	33,433	n/a	n/a
Draper	25,220	42,274	17,054	40.3%
Herriman	1,523	21,785	20,262	93.0%
Holladay	14,561	26,472	11,911	45.0%
Midvale	27,029	27,964	935	3.3%
Murray	34,024	46,746	12,722	27.2%
Riverton	25,011	38,753	13,742	35.5%
Salt Lake City	181,743	186,440	4,697	2.5%
Sandy	88,418	87,461	-957	-1.1%
South Jordan	29,437	50,418	20,981	41.6%
South Salt Lake	22,038	23,617	1,579	6.7%
Taylorsville	57,439	58,652	1,213	2.1%
West Jordan	68,336	103,712	35,376	34.1%
West Valley City	108,896	129,480	20,584	15.9%
Grantsville	6,015	8,893	2,878	32.4%

City Name	2000 Census	2010 Census	# Population Change	% Population Change
Ophir	23	38	15	39.5%
Rush Valley	453	447	-6	-1.3%
Stockton	443	616	173	28.1%
Tooele	22,502	31,605	9,103	28.8%
Vernon	236	243	7	2.9%
Wendover	1,537	1,400	-137	-9.8%
Farr West	3,094	5,928	2,834	47.8%
Harrisville	3,645	5,567	1,922	34.5%
Hooper	n/a	7,218	n/a	n/a
Huntsville	649	608	-41	-6.7%
Marriott-Slaterville	1,425	1,701	276	16.2%
North Ogden	15,026	17,357	2,331	13.4%
Ogden	77,226	82,825	5,599	6.8%
Plain City	3,489	5,476	1,987	36.3%
Pleasant View	5,632	7,979	2,347	29.4%
Riverdale	7,656	8,426	770	10%
Roy	32,885	36,884	3,999	10.8%
Uintah	1,127	1,322	195	14.8%
Washington Terrace	8,551	9,067	516	5.7%
West Haven	3,976	10,272	6,296	61.3%
South Ogden	14,377	16,532	2,155	13.0%

Source: Utah Governor's Office of Planning and Budget

Natural Geography

The Wasatch Front region is comprised of the Wasatch, Uintah, Oquirrh, and Stansbury Mountain Ranges. The Wasatch Mountain Range runs north-south and is the eastern border of the valley region of the Wasatch Front. The Uintah Mountain Range runs east-west and is the eastern most range of the Great Basin, which is part of the much larger Basin and Range Province. The Oquirrh Mountain Range, running north-south, forms the border between Salt Lake and Tooele County. The Stansbury Mountains form the western side of the Tooele valley. The mountains are inherent to the region's natural and economic prosperity. The region's water supply is dependent on the snow pack of the Wasatch Mountains and popular outdoor recreation and tourism activities, from hunting and fishing to skiing, bring a significant amount of investment to the region (Figure 5). The mountains also provide for the mining of coal and minerals, as well as, oil and natural gas production. These sectors of the economy are vital for the region.

Figure 5: Skiing at Alta Ski Resort in Little Cottonwood Canyon, Salt Lake County



Source: (Wasatch Front Regional Council, 2013)

Northern Utah has four seasons, low annual precipitation, convective and frontal storms, dry summers, low humidity, and large annual and diurnal temperature extremes. Utah's climate is variable, wet in some areas of the state and dry in others. This variability is a function of latitude, elevation, topography, and distance from moisture sources.

The Wasatch Front region's climate borders a semi-arid, mid-latitude steppe climate that occurs along the perimeter of the Great Basin Desert, and a humid continental climate found at slightly higher elevations in the Rocky Mountain foothills.

Most of Utah's water is from snowmelt that occurs during the spring and summer months. Larger drainages or river basins are formed from the mountain ravines or depressions that merge into perennial rivers and then meet forming the larger drainages. The Greater Wasatch Front Area includes the Jordan River Basin and portions of the Weber River, Tooele and Bear River Basins (Figure 6). Spring runoff is at its peak from April through June and can cause flooding along the lower streams. Flash flooding from summer thunderstorms affects smaller more localized areas in this region from summer thunderstorms.

Figure 6: Major River Basins

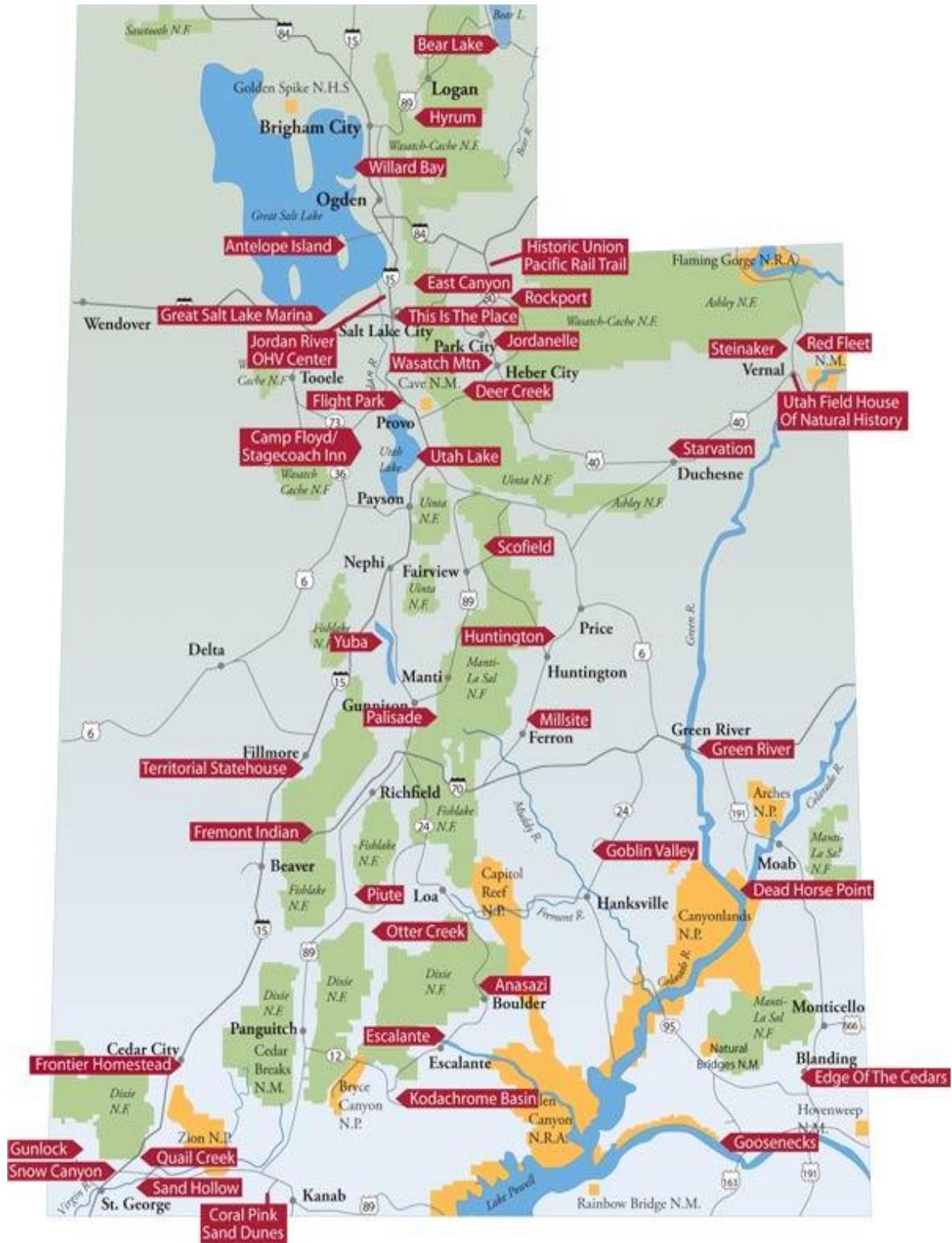


Source: US Geological Survey

The average annual precipitation in the Wasatch Mountain Range can be more than 40 inches, while the Great Salt Lake desert averages less than 5 inches annually. The average annual precipitation at the Salt Lake International Airport is 15.3 inches, with an average of 58.9 inches of snowfall. Utah is the second driest state in the nation. The surrounding mountain ranges act as a barrier to the cold continental arctic masses. This also insulates the area during the day and cools the area rapidly at night. On clear nights, the colder air accumulates on the valley floor, while the foothills and benches remain relatively warm. During the fall and winter months, smoke, haze, and fog can accumulate in the lower part of the valley because of sinking air or high-pressure anticyclones settling over the Great Basin. This stagnant air over the valley floor can last for several weeks at a time (Wasatch Front Regional Council, 2008).

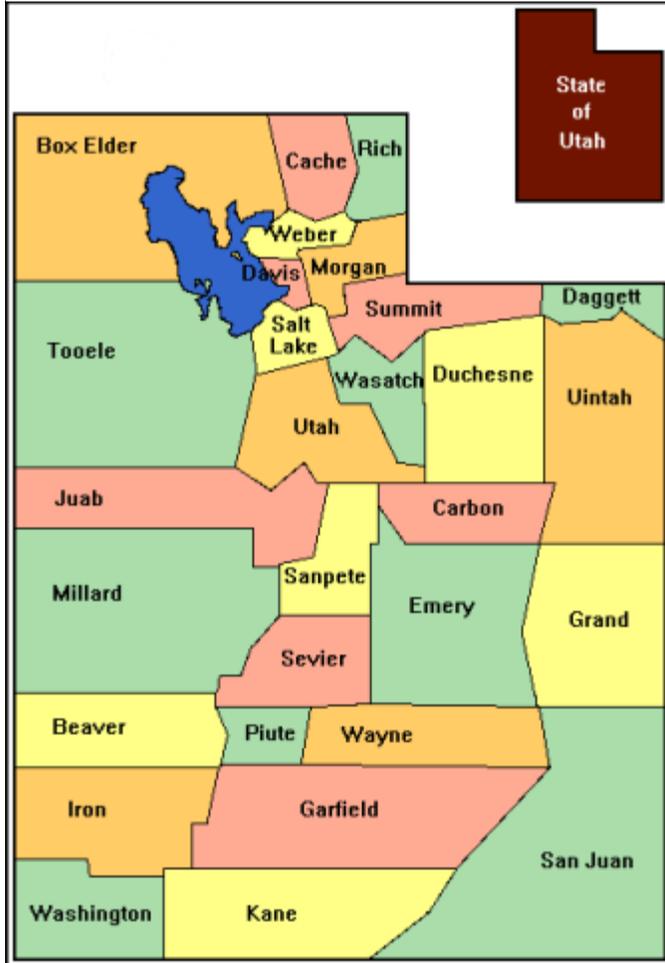
The region is home to the world's deepest open pit mine, the Kennecott Copper Mine. The mine is owned by the United Kingdom based Rio-Tinto Group. While the Kennecott mine has been in place, no other single private sector operation has generated more income, production, and employment within the state. The region is home to state and national parks and monuments, boating, hunting and fishing locations, hiking and biking trails, golf courses, world-class ski resorts, and other outdoor activities. The Region state parks include: Willard Bay, Antelope Island, The Great Salt Lake and Marina, East Canyon Park, This is The Place State Park, and the Jordan River Off-Highway Vehicle State Recreation Area (Figure 7 next page).

Figure 7: Map of Utah's Parks and Monuments



The region varies from county to county in terms of land ownership, demographics, geology, topography, and development opportunities. In general, the potential for development and growth is bounded by the region's geography yet all five counties are experiencing growth and development pressures (see Figure 8).

Figure 8: Map of Utah's Counties



DAVIS COUNTY

Davis County is approximately 633 square miles in size. Two thirds of the county is covered by the Great Salt Lake, allowing for only 233 square miles of usable land, much of which is National Forest. The Great Salt Lake is the largest water body within the state and was named due to its high salt content. The elevation ranges from 4,200 feet at the Great Salt Lake to 9,547 feet at Francis Peak. Davis County is bordered by Morgan County to the east, Weber County and the Weber River to the northeast, Tooele County to the west and Salt Lake County to the south. Davis County's residential growth will continue to infill previous agricultural and industrial fringe areas. Some of the residential growth is occurring on more sensitive lands such as hillsides and low lying areas near the Great Salt Lake, yet most growth is in northern Davis County (Wasatch Front Regional Council, 2008).

MORGAN COUNTY

Morgan County is located just east of Davis County. It is the third smallest county in the State with only 610 square miles. Morgan County's landscape includes the Wasatch Mountain Range, steppe valleys, Weber River, East Canyon Creek, and Lost Creek. A large majority of Morgan County is home to farming and grazing lands. The county is bordered to the east by Rich and Summit Counties, to the north by Weber County, to the west by Davis County and the southwest by Salt Lake County. The County's elevation ranges from 4,895 feet at Mountain Green to 9,706 feet at Thursten Peak. Morgan City is the most populated city within the county.

Morgan County's motto is "the best of rural America." Morgan County is sometimes referenced as being a part of the "Wasatch Back" (with Summit and Wasatch counties). The "Wasatch Back" is facing great development pressure while trying to maintain a rural character. Morgan County's growth has been predominately residential with most of the development taking place on former agricultural lands. Some residential growth has occurred on sensitive soils in the Mountain Green area. Most residents commute to work in Weber, Davis, and Salt Lake Counties. Morgan County is working hard to diversify and expand its tax base while maintaining a rural lifestyle. Like the Ogden Valley in Weber County, property values continue to rise (Wasatch Front Regional Council, 2008).

SALT LAKE COUNTY

Salt Lake County is the most populous county in Utah and is home to the State Capital. Salt Lake County is situated between two mountain ranges, the Oquirrh Mountains to the west and the Wasatch Range to the east. The valley floor is approximately 35 miles long from the Davis County border on the north to the 10-mile long Traverse Mountain Range on the southern border with Utah County. Tooele County borders the western edge and Summit, Wasatch and Morgan Counties to the east. The County comprises 764 square miles of mountains, valleys, farming, grazing land, and the Great Salt Lake. The elevation ranges from the historical low of the Great Salt Lake (4,193 feet in 1963) to the highest point of 11,330 feet at Twin Peaks. The Jordan River is the major river drainage in the County, flowing north through the middle of the valley from Utah Lake in Utah County into the Great Salt Lake. Other surface water drainages include Big Cottonwood Creek, Little Cottonwood Creek, Mill Creek, Parleys Creek, Emigration Creek, Red Butte Creek and City Creek. All the surface flows drain into the Great Salt Lake, which also receives inflow from the Weber and Bear Rivers (Wasatch Front Regional Council, 2008). Salt Lake County is continuing to infill with residential growth in the south valley between Kennecott Copper Daybreak development along the Oquirrh Mountains to the west and the Wasatch National Forest property on the Wasatch Mountains to the east.

TOOELE COUNTY

Tooele County is one of Utah's fastest growing counties. Most of Tooele County's growth is residential, occurring in Tooele and Grantsville cities. Tooele County has become an affordable housing bedroom community for Salt Lake County. It is the second largest county in Utah, with 6,923 square miles of area. Salt Lake and Utah Counties bound it to the east. The southern border is Juab County, the northern border is Davis and Box Elder Counties, and the western border is the State of Nevada.

Most of Tooele County's population lives in the eastern portion of the valley where most of the irrigated and dry farmland is also located. Several hundred square miles in the western part of the county are arid desert and largely owned by the federal government. This area is sparsely populated. The County is home to a portion of the Great Salt Lake Desert Salt Flats that are uncultivated. Altitudes range from 4,200 feet at the Great Salt Lake to 11,031 feet at the top of Deseret Peak in the Stansbury Mountain Range (Wasatch Front Regional Council, 2008).

WEBER COUNTY

Weber County is located in the north-central part of the state and is the second smallest county in terms of land area, yet the fourth most populous. Weber County has a total of 662 square miles. The Great Salt Lake covers approximately 112 square miles of the County's area. Elevation ranges from 4,200 feet at the Great Salt Lake to over 9,700 feet at Ben Lomond Peak. The Weber River and its tributaries the Ogden River, Coldwater Creek, Burch Creek and several other smaller creeks, are the main river drainages. The Weber River drainage covers approximately 2,460 square miles. The County is bordered by Box Elder County to the west, Cache and Rich Counties to the north, Morgan County to the east and Davis County to the south (Wasatch Front Regional Council, 2008). Weber County's residential growth has been moving west into agricultural lands near the Great Salt Lake. Growth pressures and the demand for a rural atmosphere continue to inflate property values in the Ogden Valley. Development pressure in west Weber County has placed a premium on the availability of drinking and secondary water. The ground is so flat near the lake that sewage must be pumped to treatment plants. Septic systems are no longer permitted due to the negative impact to groundwater supplies.

Cultural and Social Geography

Another interesting set of circumstances that the Wasatch Front region faces is that of a relatively homogenous population. Approximately 92% of Utah's population are white persons and 81% are white not Hispanic (U.S. Census Bureau, 2012). Utah boasts high population growth due mainly to high fertility rates but also to immigration. As the population growth continues, the minority population is becoming the majority.

There is also ongoing religious diversification. In 2007 approximately 61% of Utah's population was counted as a member of The Church of Jesus Christ of Latter-Day Saints (also known as a Mormons). This large majority of the population has defined much of Utah's culture and conservative lifestyle. Due partially to these factors the State has had a reputation of being homogeneous and has run into a few challenges in bringing business into the State. Similar circumstances involve Utah's rigorous liquor laws. It is important to note however that much of that reputation has been diminished and given way to the favorable business atmosphere that Utah is now known for.

One-third of Utah's workforce is bilingual. The bilingual workforce is largely due to the Mormon practice of sending missionaries around the world once they become fluent in a foreign language. Companies with a global reach consider Utah because of this renowned talent. Some of these companies include: Goldman Sachs, Procter and Gamble, Adobe, eBay, IM Flash Technologies, Twitter, and Oracle.

Utah has an outstanding reputation for volunteerism. In many regards Utah leads the nation in volunteering time and charitable giving. Volunteerism benefits the region in a variety of ways. For example, parent volunteers at schools result in children earning higher grades and having better attitudes about school. Here are some interesting facts about Utah’s volunteerism: Utah is the #1 volunteer state with 40.9% of residents volunteering this means 70.3 volunteer hours per resident or 837,650 volunteers equalling 143.9 million hours of service which is \$3.1 billion dollars of service contributed (The Federal Agency for Service and Volunteering, 2012).

Highway Access

Most of the people that live in the Wasatch Front region work and live along the I-15 corridor. This major interstate travels from the southern end of Utah, through the region, into Idaho. I-15 is intersected by I-80 in Salt Lake County. I-84 connects Morgan County to Weber and Salt Lake Counties (see Figure 9). There are over 700 trucking companies in Utah mainly associated with its central location for distribution to major western cities and state. The District supports efforts that offer multiple modes of transportation in addition to traditional highway infrastructure.

Figure 9: Map of Highways in the Wasatch Front



Source: Utah Department of Transportation

Rail and Transit Access

The Utah Transit Authority (UTA) was incorporated March 2, 1970 under authority of the Utah Public Transit District Act of 1969. UTA provides mass transportation access and opportunity to Utah's residents. The UTA system began operation August 10, 1970 in Salt Lake County with 67 buses. Today, UTA operates a fleet of more than 600 buses and para-transit vehicles, 400 vanpools, 146 light rail vehicles, 63 commuter rail cars and 18 locomotives in a 1,600 square mile service area (stretches over six counties from Payson to Brigham City). UTA serves approximately 1.8 million persons and operates in one of the largest geographical service areas of any transit agency in the U.S. (Utah Transit Authority, 2013). The region's transit systems are experiencing an expansion in patronage and use. Salt Lake County, Davis County, and Weber County all have robust bus networks that connect to the expanding rail services.

Utah has 1,400 miles of railroad track. The Union Pacific is the primary service provider linking Utah to major lines in Los Angeles, Oakland, Portland, and Seattle. The region also has transit rail networks which include the FrontRunner and TRAX light rail lines. The 88-mile FrontRunner commuter rail line runs from Provo in Utah County to the northern end of Weber County transporting over 7,000 commuters every day. There are four TRAX light rail lines: Airport Line which opened April 2013 and connects downtown Salt Lake City to the Salt Lake International airport; Draper Line in southern Salt Lake County; Mid-Jordan Line from Day Break to the University of Utah; West Valley Line from western Salt Lake County to Salt Lake City. All four lines are located within the greater Salt Lake Valley.

Airport Access

The Salt Lake International Airport is located in Salt Lake County. The airport is supported by a host of smaller regional airports that permeate the state. The airports within the Wasatch Front region include: Salt Lake City International Airport, Wendover Airport, Ogden-Hinckley Airport, South Valley Regional Airport, Skypark Airport, Morgan County Airport, and Hill Air Force Base.

Housing

For the first time since the housing bubble of 2008, the market is transitioning from a buyer's market to a more balanced one for both buyers and sellers. Home prices have stabilized and are slightly increasing. For example, Tooele County sales were up 7.6%, with the median price up 4.1%. Weber County sales were up 17.1% and median price up 7.9%. Sellers are using fewer discounts than before. In February 2013, sellers received an average of 91% of original list price (up 3% from 2012). Housing prices have recovered more rapidly in Utah than the rest of the nation but activity is still well below peak (see Table 12).

Foreclosed and other distressed properties place a large downward pressure on home prices. These properties are being moved off the market and default rates on home mortgage payments are among the lowest in history. The excess supply of homes on the market is being absorbed. The inventory of available homes on the market dropped significantly from 2011. The inventory is now under 20,000 the first time in five years. It takes an average of 95 days to sell a home on today's market, compared to 101 days in 2012. The combination of higher home sales and lower inventory levels is bringing the market back in balance. Based on these numbers and the improved median price of homes, Salt Lake City has been named the 6th best market in the country to invest in real estate (Realtors, 2012).

The majority of residential housing units in the region are single-family detached. For example, over 93% of homes in Morgan County are single family detached and 72% in Weber County. Utah's new home construction reached its lowest level on record in 2011. Single-family residential housing construction grew 32.6% from 2011. Also during that time, multiple-family housing construction decreased 8.8% from 2,949 units to 2,689 units. Demographers expect multiple family residential construction in 2013 to improve dramatically (78.5%) from previous years.

Mobile home units are the largest source of unsubsidized low-income housing in the region. However, cities are losing more and more mobile home parks to developers that can offer land owners more money than the value of operating a mobile home park.

Table 12: Housing Profile by County

	Davis	Morgan	Salt Lake	Tooele	Weber
Owner-occupied housing	55,245	1,807	203,690	9,924	49,194
Renter-occupied housing	15,956	239	91,451	2,753	16,504
Population density sq. mile	1011	16	1401	8	403
Average household size	3.3	3.5	3	3.1	3
Median home value	\$234,800	\$259,900	\$244,700	\$187,988	\$174,900
Median contract rent	\$764	\$634	\$745	\$616	\$628
# new house permits	848	35	1326	181	595
Average cost of new house	\$198,900	\$300,200	\$193,000	\$148,800	\$183,200
Institutionalized	1,262	n/a	9,124	186	1,537

Source: City-Data.com County Profiles

Agriculture

Agriculture plays a somewhat minor role in the regional economy, but a prominent role in some of the rural counties in the Wasatch Front region. In 2012, total sales in agriculture were \$1.59 billion, up 13.6% from fiscal year 2011. Livestock sales were up 9.9% to \$1.06 billion and accounted for 68.4% of agriculture sales. Crop sales were up 21.8% to \$531 million and accounted for 31% of agriculture sales. Although grocery prices are rising, this is not necessarily translating into greater profits for farmers and ranchers. Currently, it is estimated that only 13.5% of each dollar spent by consumers on food goes towards farmers and ranchers (Governor's Office of Management and Budget, 2012). See Table 13 for more information regarding agriculture in the Wasatch Front region (City-Data.com, 2012).

Table 13: Agricultural Profile by County

	Davis	Morgan	Salt Lake	Tooele	Weber
Size of Farms (avg. acres)	113	-	116	1,092	86
Value of Products Sold/Farm (avg.)	\$52,211	\$29,340	\$27,231	\$47,735	\$26,292
Value of Crops Sold/Acre (avg.)	\$1,481	\$69	\$1,191	\$135	\$261
Value of Nursery, Greenhouse, Floriculture, Sod as a % of Total Market Value of Agriculture Products Sold	62.9%	-	62.5%	1.9%	9.5%
Value of Livestock and Poultry and their Products as a % of Total Market Value of Agriculture Products Sold	12.9%	89.8%	28.8%	85.8%	74.6%
Total Farm Production Expenses/Farm	\$43,376	\$35,151	\$23,429	\$55,346	\$21,474
Harvested Cropland as a % of Land in Farms	27.2%	-	14.1%	4.6%	29.8%
Irrigated Harvested Cropland as a % of Land in Farms	89.1%	80.9%	44.7%	86.6%	88.7%
Avg. Market Value of Machinery/Farm	\$50,577	\$38,667	\$26,214	\$49,212	\$41,578
% of Farms Operate by a Family or Individual	82.3%	84.3%	86.0%	85.5%	87.7%
Average Age of Principle Farm Operators	58	55	57	55	57
Average Number of Cattle/Calves per 100 Acres of all Land in Farms	11.8	-	9.2	6.1	26.2
Milk Cow as a % of All Cattle/Calves	-	9.1%	-	0.54%	22.2%
Corn for Grain (harvested acres)	1,123	-	-	-	560
All Wheat for Grain (harvested acres)	2,969	71	6,350	786	1,141
Vegetables (harvested acres)	-	-	191	4	351
Land in Orchards (acres)	173	-	77	11	150

Source: City –Data.com County Profiles

Environment

The following provides an analytical snapshot of the region in order to establish an environmental baseline. This will assist WFEDD in their efforts of assisting entities when making an application to EDA that are environmentally sustainable investments. (It is important to note that while WFEDD staff followed EDA guidelines while preparing this section, the region is large and is environmentally complex.) For more information regarding any of the information provided, please reference the cited agencies, organizations, and resources.

Parks and Wildlife Refuges

Utah is considered the capital for America's national parks. The state contains five national parks and is the gateway to five additional national parks, none of which are within the Wasatch Front region. However, the parks impact the entire state as visitors often visit other areas such as the State's capital city, Salt Lake City. Utah has 43 state parks, six within the Wasatch Front region: Willard Bay, Antelope Island, Great Salt Lake Marina, Jordan River Off Highway Vehicle Center, This is the Place, and East Canyon.

The U.S. Fish and Wildlife Service manage three wildlife refuges in Utah: Bear River Migratory Bird Refuge, Fish Springs National Wildlife Refuge, and Ouray National Wildlife Refuge. The Bear River Refuge is the only one of the three located in the Wasatch Front region. These refuges provide opportunities for wildlife observation, photography, environmental education, interpretation, fishing, and hunting. Millions of birds that migrate along both the Pacific and Central flyways use Utah refuges as important resting, feeding, and nesting sites (U.S. Fish & Wildlife Service, 2011).

BEAR RIVER MIGRATORY BIRD REFUGE

This refuge is located on the northeast arm of the Great Salt Lake and offers phenomenal bird watching, especially in spring and early summer. Each year, millions of birds spend time on the refuge. A total of more than 200 species have been observed here. A 12 mile-long auto tour route loops around large wetland units, giving birders close views of American Avocet, Black-Necked Stilt, White-Faced Ibis, Western and Clark's Grebes, Snowy Egret, Black-Crowned Night-Heron, the occasional Snowy Plover, and many other species (Utah Travel Industry, 2013).

FISH SPRINGS NATIONAL WILDLIFE REFUGE

This refuge is located at the southern end of the Great Salt Lake Desert. It was established in 1959 to provide habitat for migrating and wintering birds. The refuge is named for the native Utah chub that is found throughout the refuge springs and impoundments. Totalling 17,992 acres, the refuge supports 10,000 acres of lush, spring-fed wetlands, a critical habitat in the arid Great Basin. The water from the springs is brackish and warm. The refuge has a very rich cultural history. The area's first inhabitants were Paleo Archaic natives about 11,500 years ago. Modern inhabitation dates back to 1861. The historic Pony Express Trail runs along the edge of the refuge and a Pony Express station was established here. The marshes of Fish Springs NWR are truly an oasis in the desert. Several springs, fed by underground water that fell as precipitation thousands of years ago, provide important breeding, migrating, and wintering habitat for a diverse array of birds and other wildlife (U.S. Fish & Wildlife Service, 2011).

OURAY NATIONAL WILDLIFE REFUGE

This refuge is located in the desert of northeastern Utah, outside of the Wasatch Front region. Though its annual precipitation is less than 7 inches, the Green River brings water attracting thousands of waterfowl and other birds to this otherwise dry landscape. The refuge is 11,987 acres and includes 3,800 acres of leased land from the Uintah and Ouray Indian tribes and the State of Utah. It provides prime breeding, resting, and feeding for migratory waterfowl as well as nurseries for endangered fish species of the Colorado River system (U.S. Fish & Wildlife Service, 2011).

Wilderness Areas

Wilderness areas retain a primeval character without permanent improvements and generally appear to have been affected primarily by the forces of nature. Over 900,000 acres of federally designated wilderness in Utah are managed by the Forest Service and Bureau of Land Management. These areas provide opportunities for respectful public use and an understanding of the value of landscapes left wild. Motor vehicles and mountain bikes are not allowed in wilderness areas. They are widely used for hunting, fishing, horseback riding, hiking, backpacking, and camping activities (Utah Office of Tourism, 2013). There is one wilderness area fully contained within the Wasatch Front region and three other wilderness areas that are partially contained in the state. Of the four wilderness areas connected to Utah, only the Cedar Mountain Wilderness Area is within the Wasatch Front region.

The Forest Service has four Wilderness Areas in the Wasatch Front region: Mount Olympus (16,000 acres), Twin Peaks (11,463 acres), Lone Peak (30,088 acres), and Timpanogas (10,750 acres). There is one designated BLM wilderness area, Cedar Mountain, and two wilderness study areas within the Wasatch Front region.

DEEP CREEK MOUNTAINS (BLM STUDY AREA)

The mountains are located in the West Desert of southwestern Tooele County and northwestern Juan County. The area is 68,910 acres and 32 miles long. It offers hunting, hiking, rock climbing, wildlife observation, exploring, and backpacking. A sensitive species, the Bonneville cutthroat trout, is found here (U.S. Department of the Interior Bureau of Land Management, 2011).

NORTH STANSBURY (BLM STUDY AREA)

Located in northeastern Tooele County, 40 miles west of Salt Lake City and north of the Deseret Peak Wilderness Mountain range. The area is 10,480 acres. Recreational activities include: camping, hiking, hunting, backpacking, horseback riding, and limited off-highway vehicle use. Sensitive species that can be found here are the ferruginous hawk, long-billed curlew, western yellow-billed cuckoo, and spotted bat (U.S. Department of the Interior Bureau of Land Management, 2011).

CEDAR MOUNTAIN WILDERNESS AREA (BLM DESIGNATED AREA)

This area was officially designated by Congress and the President in January 2006. It encompasses approximately 100,000 acres of public land 50 miles due west of Salt Lake City, south of Interstate 80. The wilderness area is long and narrow, running north to south for 32 miles along the length of the Cedar Mountains with a maximum width of only 7 miles. There are natural springs that support native wildlife, livestock, and wild horses. There are approximately 250 head of wild horses that frequent the area (see Figure 10). Other wildlife include golden eagles, bald eagles (seasonally), mule deer, pronghorn antelope, ferruginous hawk, Swainson’s hawk, spotted bat, black tail jack rabbit, desert cottontail, bobcat, mountain lion, badgers, and the Skull Valley pocket gopher (U.S. Department of the Interior Bureau of Land Management, 2011).

Figure 10: Wild horses in the Cedar Mountain Wilderness Area Source: Bureau of Land Management



Threatened and Endangered Species

Utah is home to a wide variety of wildlife. There are many protected species and critical habitats throughout the state. Our region contains approximately five different species protected or considered for protection. There are no designated critical habitat areas within the Wasatch Front region, see Table 14 for more information (U.S. Fish & Wildlife Service, 2013).

Table 14: Endangered, Threatened, and Candidate Species List by County

Davis	Morgan	Salt Lake	Tooele	Weber
(C) Least chub	(T) Canada lynx Lynx	(T) Canada lynx Lynx	(C) Greater sage- grouse	(T) Canada lynx Lynx
(C)Western yellow-billed cuckoo	(E) June sucker	(C) Greater sage- grouse	(C) Least chub	(C) Greater sage- grouse
	(C) Least chub	(C) Least chub	(T) Ute ladies’- tresses	(E) June sucker
	(T) Ute ladies’- tresses	(C)Western yellow-billed cuckoo	(C)Western yellow-billed cuckoo	(C) Least chub
	(C)Western yellow-billed cuckoo			(C)Western yellow- billed cuckoo

(E) – Endangered Species.

(T) – Threatened species.

(C) - Candidate species have no legal protection under the Endangered Species Act. However, these species are under active consideration by the Service for addition to the Federal List of Endangered and Threatened Species and may be proposed or listed during the development of the proposed project.

Superfund, Underground Storage Tanks, Brownfields Sites

Superfund is the name given to the environmental program established to address abandoned hazardous waste sites. It is also the name of the fund established by the Comprehensive Environmental Response, Compensation and Liability Act of 1980, as amended (CERCLA statute, CERCLA overview). This law was enacted in the wake of the discovery of toxic waste dumps such as Love Canal and Times Beach in the 1970s. It allows the EPA to clean up such sites and to compel responsible parties to perform cleanups or reimburse the government for EPA-lead cleanups.

The Utah State Underground Storage Tank program is a regulatory branch of the Department of Environmental Quality. Its primary goal is to protect human health and the environment from leaking underground storage tanks (USTs). The UST staff oversees UST notification, installation, inspection, removal, and compliance with State and Federal UST regulations concerning release prevention and remediation. The list in Table 15 identifies the Superfund sites with Environmental Covenants that have been recorded on real property records within the District boundaries (Utah Department of Environmental Quality, 2013).

Table 15: Superfund sites with Environmental Covenants

ID	Name	Doc Date	Title	PM
UT0001 119296	BOUNTIFUL - WOODS CROSS 5TH SOUTH PCE PLUME	2/15/2012	LUR Final Environmental Covenants Bountiful OU2	Michael Storck
UT0001 277359	INTERMOUNTAIN WASTE OIL REFINERY	9/23/2003	LUR Final - Environmental Covenant	Tony Howes
UT0001 277359	INTERMOUNTAIN WASTE OIL REFINERY	7/8/2005	LUR Final - Environmental Covenant	Tony Howes
UT0001 277359	INTERMOUNTAIN WASTE OIL REFINERY	7/8/2005	LUR Final - Environmental Covenant	Tony Howes
UT0001 277359	INTERMOUNTAIN WASTE OIL REFINERY	7/8/2005	LUR Final - Environmental Covenant	Tony Howes
UTD000 826404	KENNECOTT (SOUTH ZONE)	2/24/2009	LUR Final - Kennecott SZ OU2 Well Drilling Restriction Environmental Covenant	Douglas Bacon
UT0001 897693	PALLAS YARD	2/15/2010	LUR Final ENVIRONMENTAL COVENANT Executed & Recorded 011510	Elizabeth Palmer
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/20/2009	LUR Final - Cercla Easements Final - EXHIBIT 8 - LAND USE EASEMENT ACCESS II	Chad Gilgen
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/21/2009	LUR Final - Cercla Easements Final - EXHIBIT 4, LAND USE EASEMENT SOILS RESTIRCTIONS	Chad Gilgen

ID	Name	Doc Date	Title	PM
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/13/2009	LUR Final - Cercla Easements Final - EXHIBIT 6, LAND USE EASEMENT WELL BAN	Chad Gilgen
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/21/2009	LUR Final - Cercla Easements Final - EXHIBIT 7, LAND USE EASEMENT ACCESS I	Chad Gilgen
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/13/2009	LUR Final - Cercla Easements Final - EXHIBIT 8, LANE USE EASEMENT ACCESS II	Chad Gilgen
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/20/2009	LUR Final - Cercla Easements Final - LAND USE EASEMENT WELL BAN EXHIBIT 6	Chad Gilgen
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/20/2009	LUR Final - Cercla Easements Final - LAND USE EASEMENT ACCESS I - CLAIR WILLIAMSEN, LARRY D. WILLIAMSON	Chad Gilgen
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/20/2009	LUR Final - Cercla Easements Final - EXHIBIT 7, LAND USE EASEMENT ACCESS I - WILLIMANSEN INVESTMENT CO	Chad Gilgen
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/20/2009	LUR Final - Cercla Easements Final - EXHIBIT 4, LAND USE EASEMENT, SOILS RESTRICTIONS	Chad Gilgen
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/20/2009	LUR Final - Cercla Easements Final - EXHIBIT 5, LAND USE EASEMENT WELL BAN	Chad Gilgen
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/20/2009	LUR Final - Cercla Easements Final - EXHIBIT 4, LAND USE EASEMENT SOILS RESTRICTIONS	Chad Gilgen
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/20/2009	LUR Final - Cercla Easements Final - PARTIAL RELEASE AND QUITCLAIM OF LAND USE EASEMENT	Chad Gilgen
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/26/2009	LUR Final - Cercla Easements Final - PARTIAL RELEASE AND QUITCLAIM OF LAND USE EASEMENTS	Chad Gilgen
UTD980 718670	PORTLAND CEMENT (KILN DUST 2 and 3)	1/28/2009	LUR Final - PARTIAL RELEASE AND QUITCLAIM OR LAND USE EASEMENTS	Chad Gilgen

ID	Name	Doc Date	Title	PM
UTD980 635452	ROSE PARK SLUDGE PIT	10/27/2010	LUR Final - Environmental Covenant	Chad Gilgen
UT0000 934570	UNION PACIFIC RAIL YARD (SALT LAKE)	7/21/2008	LUR Final - RE: UNION PACIFIC OGDEN YARD ENVIRONEMTNAL COVENANT - Electronic Message sent last week	Michael Storck
UTD980 667240	UTAH POWER and LIGHT AMERICAN BARREL CO.	3/21/2011	LUR Final - Environmental Covenant	Chad Gilgen
UTD000 716399	WASATCH CHEMICAL CO. (LOT 6)	1/20/2009	LUR Final - Environmental Covenant	Tony Howes
UTN000 802715	RICHFIELD 300 NORTH 700 EAST PCE PLUME	1/19/2011	LUR Final - Environmental Covenant	Hans Millican
UTD093 120921	INTERNATIONAL SMELTING AND REFINING	12/14/2009	LUR Final - Environmental Covenant	Tony Howes
UTD093 120921	INTERNATIONAL SMELTING AND REFINING	9/13/2010	LUR Final - Environmental Covenants	Tony Howes
UT0002 391472	JACOBS SMELTER SITE	6/25/2009	LUR Final - MEMORANDUM OF ENVIRONMENTAL COVENANT	Thomas Daniels
UT0002 391472	JACOBS SMELTER SITE	1/25/2010	LUR Final - KENNECOTT BARNEYS CANYON MINING COMPANY Environmental Covenant	Thomas Daniels
UTD000 716407	OGDEN RAILROAD YARD	9/26/2006	LUR Final Environmental Covenant Ogden Railroad Yard	Michael Storck
UTD000 716407	OGDEN RAILROAD YARD	12/21/2007	LUR Final Environmental Covenant Ogden Railroad Yard	Michael Storck
UTD000 716407	OGDEN RAILROAD YARD	12/21/2007	LUR Final Environmental Covenant Ogden Railroad Yard	Michael Storck

Brownfields sites are real property where the expansion, redevelopment, or reuse may be complicated by the presence or potential presence of contamination. This can impede economic development. The Department of Environmental Quality, Division of Environmental Response and Remediation conduct Brownfields activities under authority of the Voluntary Release Cleanup Act, Hazardous Substances Mitigation Act and the Small Business Liability Relief Brownfields Revitalization Act. These statutes provide mechanisms by which the DERR oversees the assessment and cleanup of Brownfields, as well as provides redevelopment planning assistance to communities struggling with Brownfields issues throughout Utah. Applicants from the region that have been awarded Brownfields grants include Ogden City, Salt Lake County, Salt Lake City Corporation, and the Wasatch Front Brownfields Coalition (Utah Department of Environmental Quality, 2013).

OGDEN CITY

Ogden City was selected to receive two Brownfields assessment grants. Located in the foothills of the Wasatch Mountains north of Salt Lake City, Ogden City (population 83,000) enjoys a diverse culture and rich heritage. Its history reaches back to the completion of the Union Pacific-Southern Pacific transcontinental railroad and the driving of the Golden Spike in 1869. The city also has access to world-class outdoor recreational activities such as skiing, kayaking, and rock climbing. However, the departure of the railroad and associated industries left behind a depressed economy, high unemployment, and environmentally impacted lands. The city is divided by a strip of land burdened by deteriorating or vacant buildings and distressed neighborhoods. In the target area, 22% of residents live at or below the poverty level, and 30% of residents are Hispanic. The lack of development in the area has hurt businesses and residents. Assessment of Brownfields is expected to provide information about contamination, encourage private partnerships, and catalyze redevelopment.

SALT LAKE COUNTY

Salt Lake County was selected to receive a Brownfields assessment grant. Located in the Salt Lake Valley, Salt Lake County (population 1,002,947) is targeting sites in the West Millcreek area for assessment. The area has a long history of commercial and industrial operations, including trucking and paving companies, a cement plant, and printing and graphics companies. It also contains limited residential development. The area has a higher percentage of minority residents than the county as a whole, and 26% of residents live below the poverty level. While development has thrived in surrounding areas of the county, the West Millcreek area has experienced a decrease in population, a higher-than-average poverty level, and low property values. The commercial and industrial land uses in the area have resulted in potential environmental contamination that discourages development. Brownfields assessment in the West Millcreek area is expected to provide the county with information about potential contamination at the sites and help catalyze redevelopment.

SALT LAKE CITY

Salt Lake City Corporation was selected for two Brownfields assessment grants. Community-wide hazardous substances grant funds will be used to inventory Brownfields sites and conduct four Phase II environmental site assessments throughout the targeted North Temple Corridor. Petroleum grant funds will be used to inventory Brownfields sites and conduct two Phase II environmental site assessments in the same area. Additional Phase II environmental site assessments are planned throughout the eastern end of the corridor. Grant funds also will be used to conduct cleanup planning activities.

WASATCH FRONT BROWNFIELDS COALITION

EPA selected Salt Lake County for a Brownfields revolving loan fund grant. The grant will be used to capitalize a revolving loan fund from which Salt Lake County will provide loans and sub-grants to support cleanup activities at sites contaminated with hazardous substances and petroleum. The County will focus on critical sites that are linked to each other by one or more modes of public transit.

Air Quality

The mission of the Utah Division of Air Quality (DAQ) is to protect public health and the environment from the harmful effects of air pollution. It is the responsibility of DAQ to ensure that the air in Utah meets health and visibility standards established under the federal Clean Air Act (CAA). To fulfill this responsibility, DAQ is required by the federal government to ensure compliance with the U.S. Environmental Protection Agency's (EPA) National Ambient Air Quality Standards (NAAQS) statewide and visibility standards at national parks. DAQ enacts rules pertaining to air quality standards, develops plans to meet the federal standards when necessary, issues preconstruction and operating permits to stationary sources, and ensures compliance with state and federal air quality rules (Utah Division of Air Quality, 2012).

Air quality is a serious issue along the Wasatch Front region. A large portion of the region is within the air quality nonattainment area (see Figure 11 on the next page). Poor air quality has the potential to affect various aspects of economic development. It can affect business recruitment and retention, growth of industry, the mode and frequency of transportation, and overall quality of life. WFEDD is mindful of the air quality challenges the region faces and have incorporated those concerns into the goals and objectives. In addition, WFEDD supports the regions vision for growth, Wasatch Choice 2040, which makes significant consideration concerning emissions, air quality, and pollution in regard to future development.

State and National Historic Register

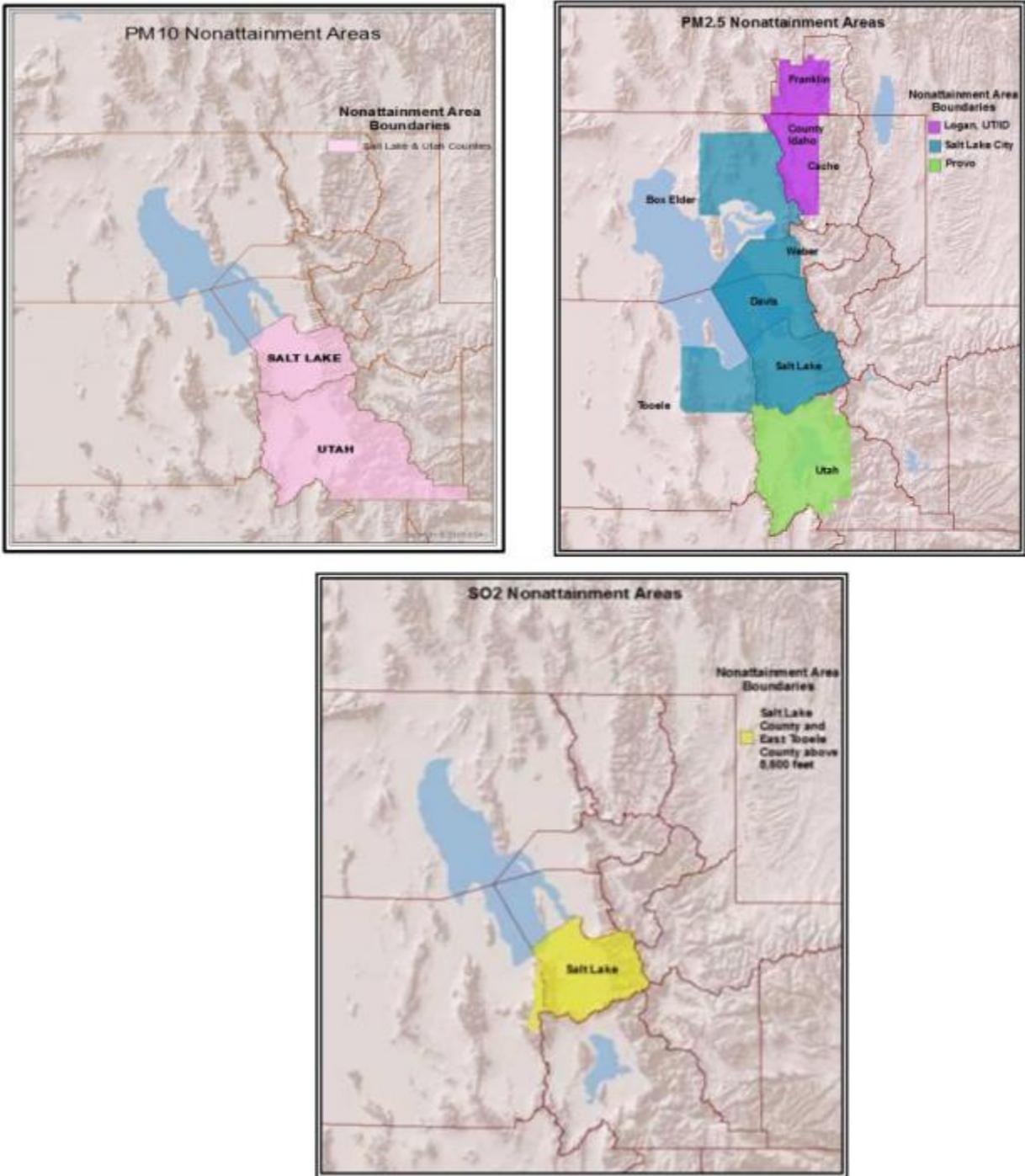
State and national historic sites provide a wide variety of constraints that may face development. The constraints these properties have on development vary by city and county. For more information regarding these constraints, the project's developer will need to work with the respective jurisdiction. Utah's Department of Heritage and Arts is also a valuable resource for information. The Wasatch Front region contains thousands of state and national historic properties, too many to name in this Strategy. For a complete listing of the properties visit the interactive web map that can be found at <http://historicbuildings.utah.gov/>. The WFEDD staff is not aware of any CEDS project that significantly affects any one of these sites.

Water Management and 100-year Flood Plain Maps

Utah's Department of Environmental Quality, Division of Drinking Water manages the quality of drinking water in the state as well as water source protection. This organization maintains a database of all the well heads and other water sources within the region. The Division helps to regulate development around them. They have developed a guide for communities to help protect their drinking water that can be found at <http://www.drinkingwater.utah.gov/>.

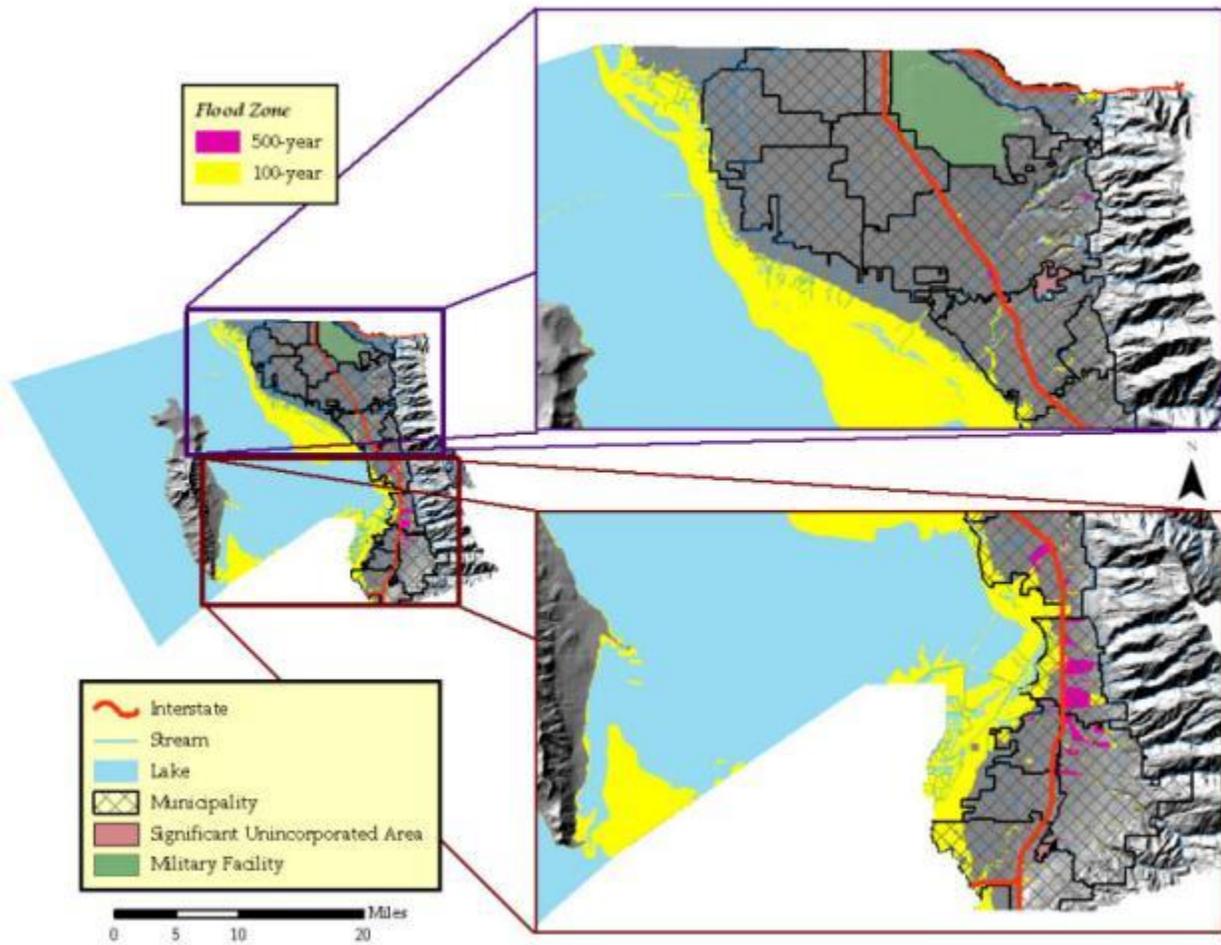
Flooding within the region has caused serious damage resulting in millions of dollars of recovery investments. Project managers must be cognizant of whether or not a project is located in a floodplain. Projects located in a floodplain need to be functionally dependent on the location. The following figures (Figures 12-17) show the 500-year and 100-year floodplains by county. These maps are included in order to better inform the WFEDD and the region's communities.

Figure 11: Air Quality Nonattainment Areas in Northern Utah



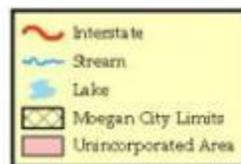
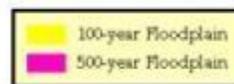
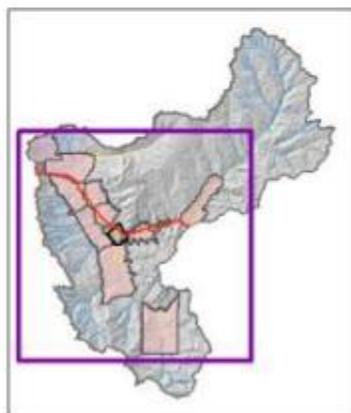
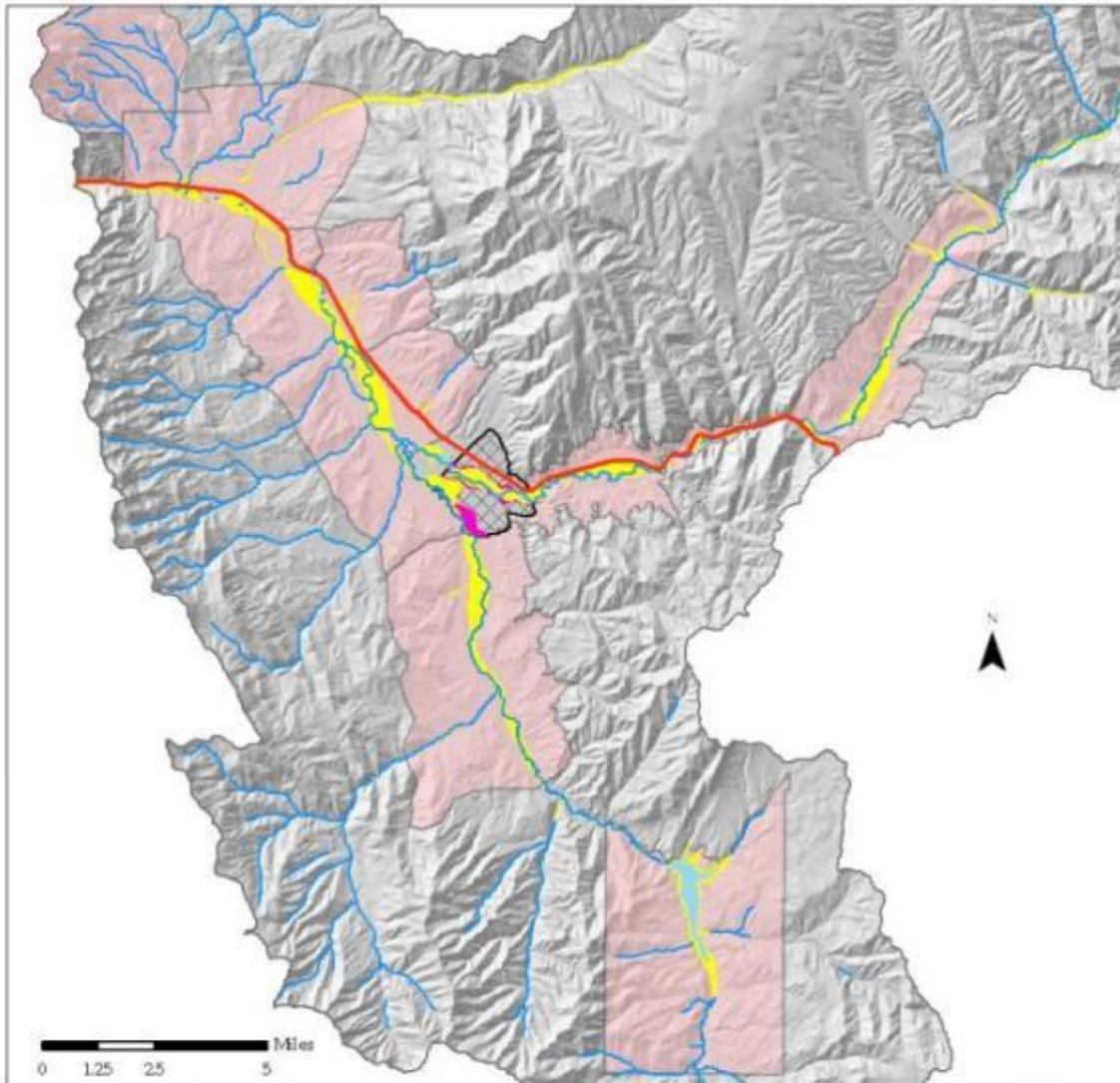
Source: (Wasatch Front Regional Council, 2008)

Figure 12: Davis County Flood Plain Map



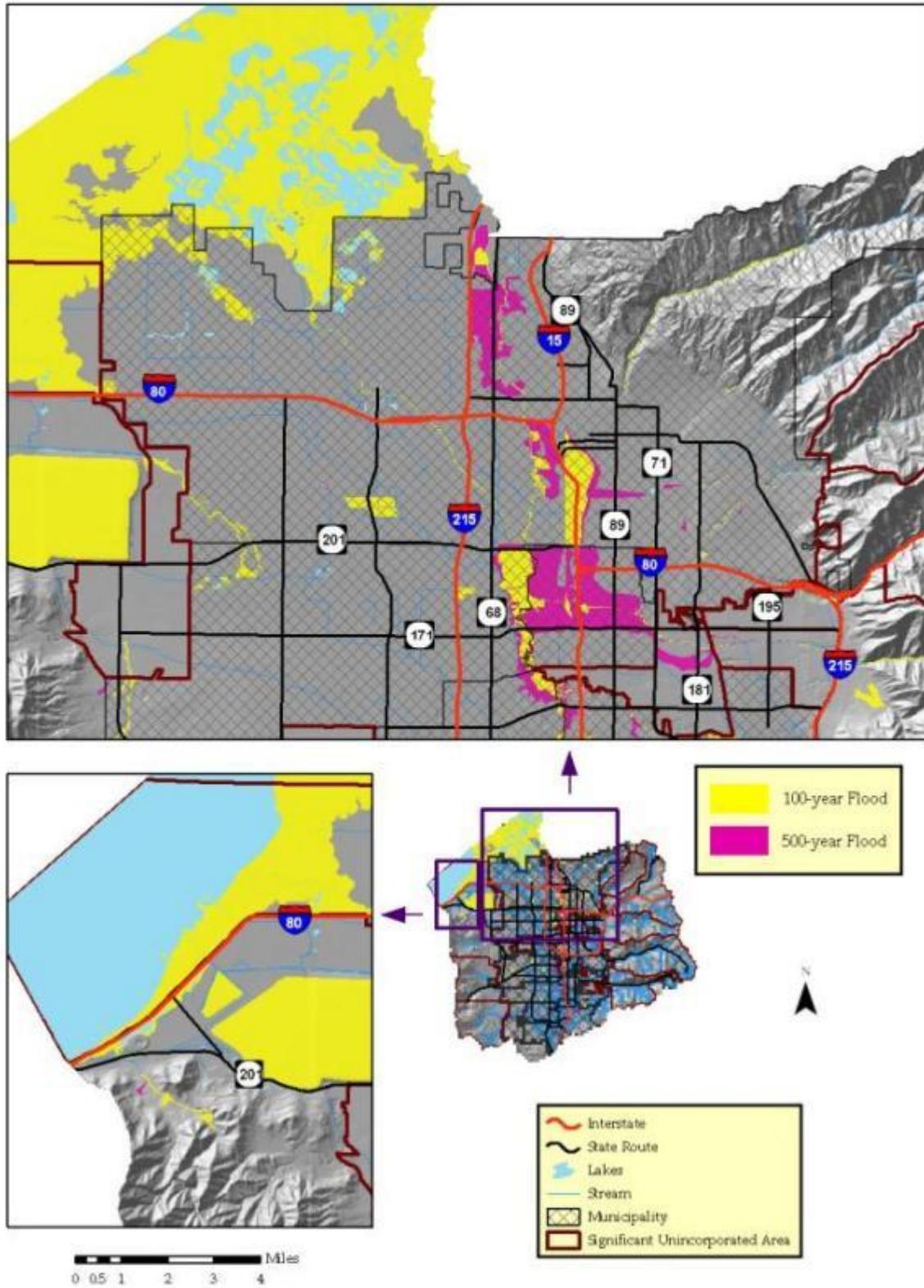
Source: (Wasatch Front Regional Council, 2008)

Figure 13: Morgan County Flood Plain Map



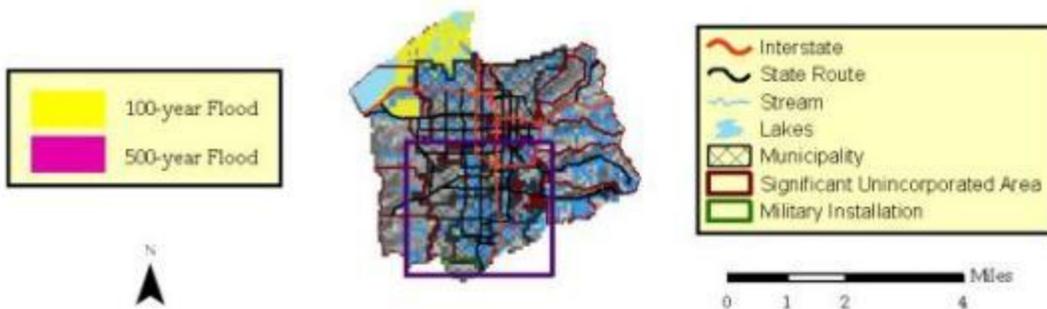
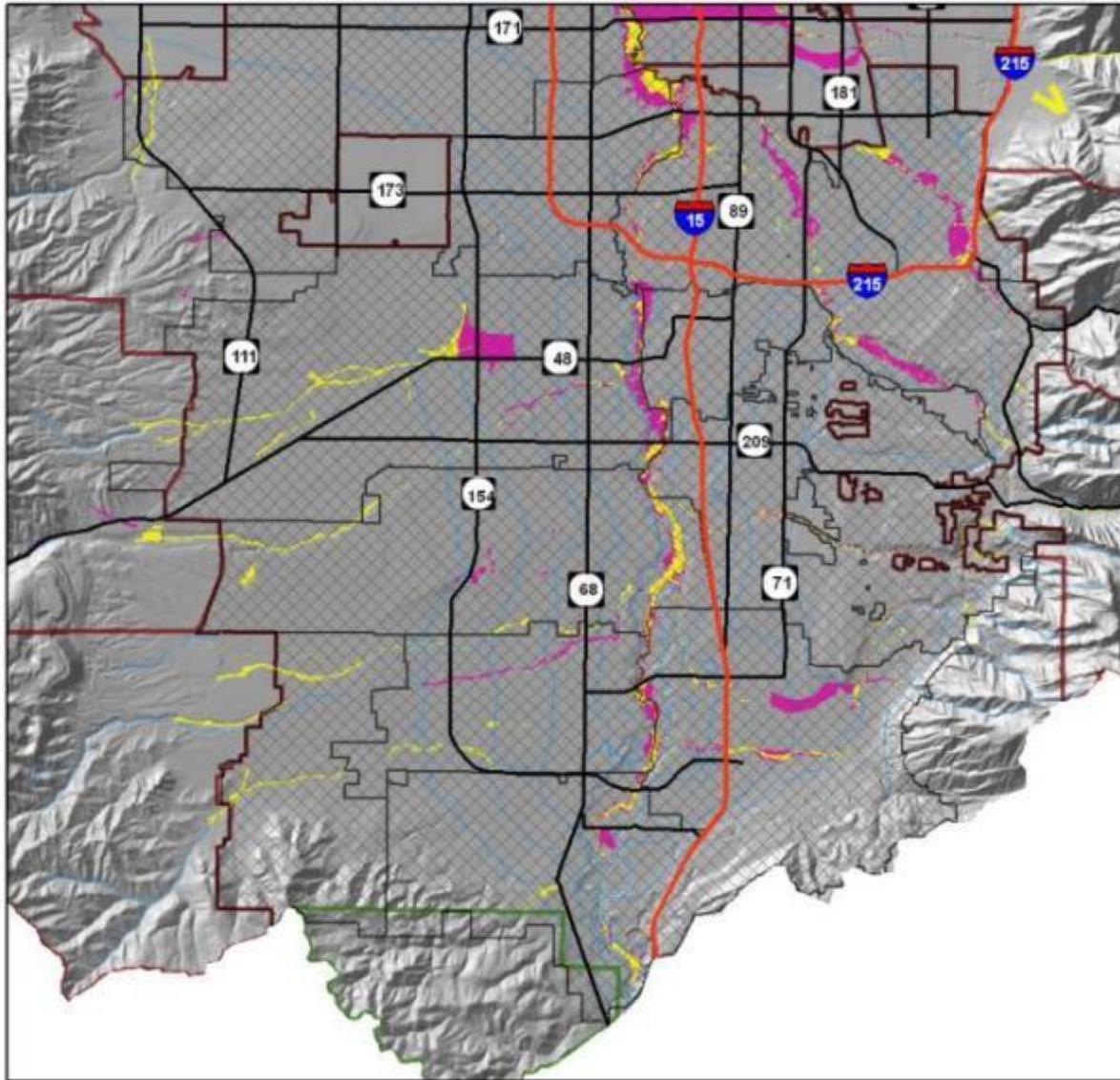
Source: (Wasatch Front Regional Council, 2008)

Figure 14: North Salt Lake County Flood Plain Map



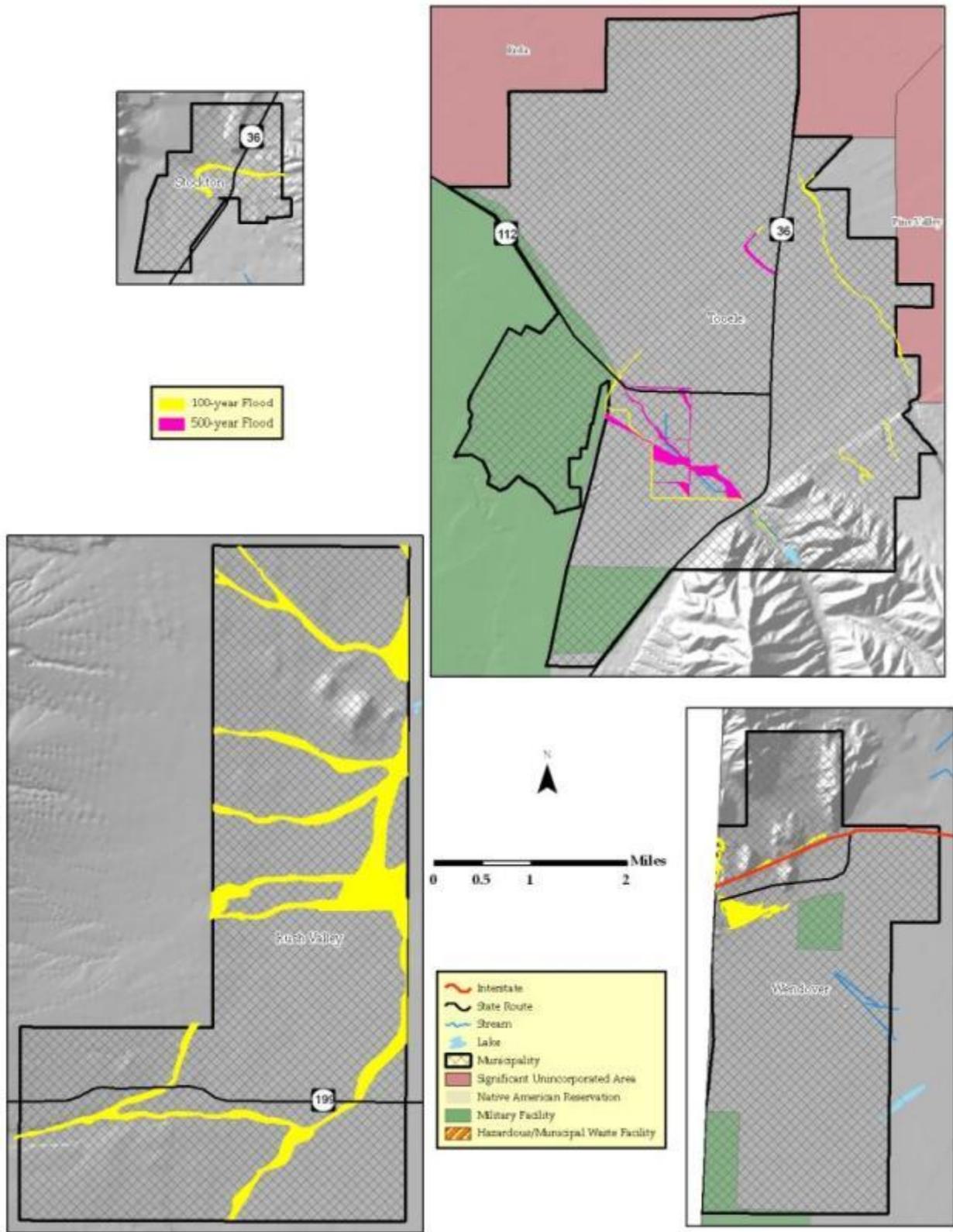
Source: (Wasatch Front Regional Council, 2008)

Figure 15: South Salt Lake County Flood Plain Map



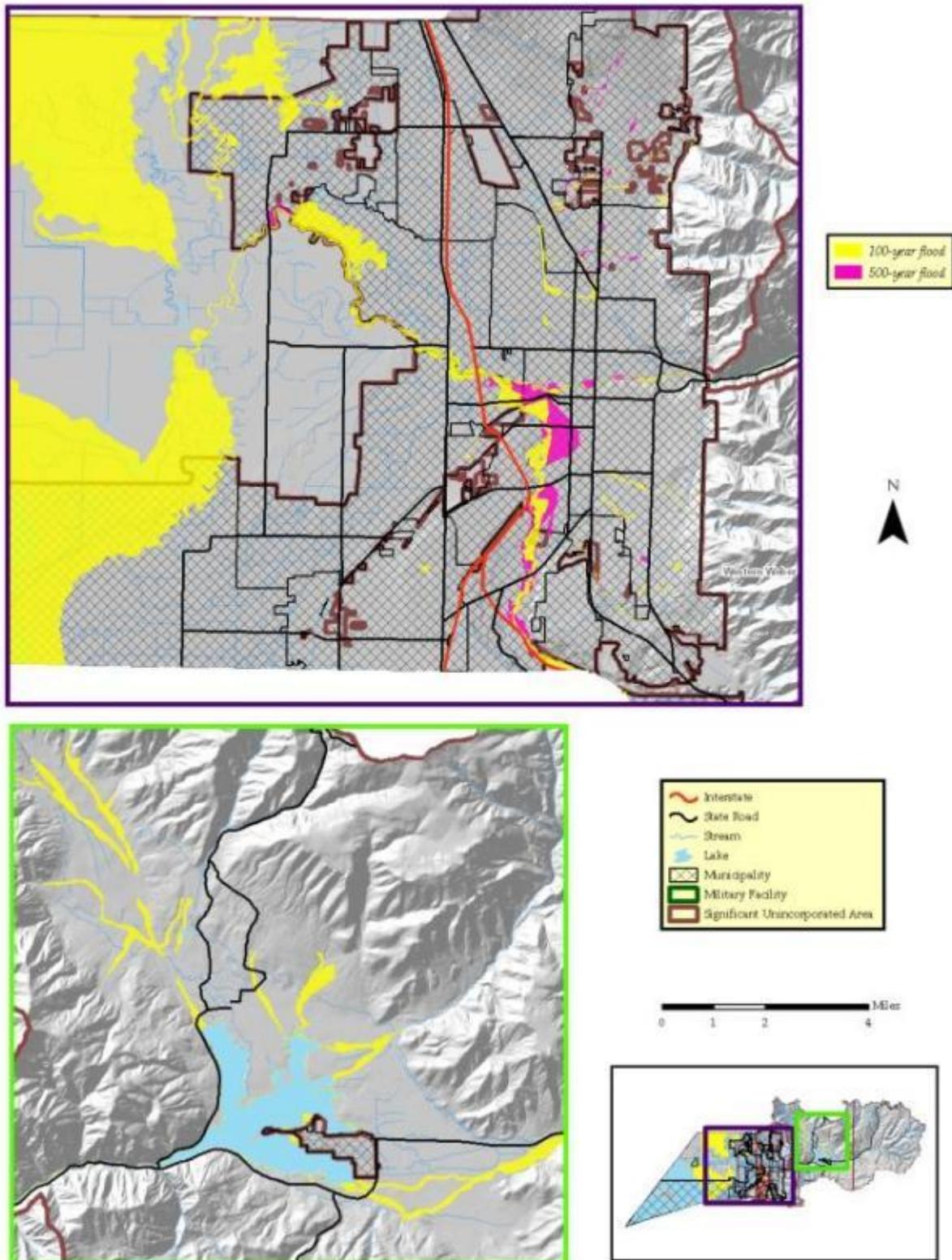
Source: (Wasatch Front Regional Council, 2008)

Figure 16: Tooele County Flood Plain Map



Source: (Wasatch Front Regional Council, 2008)

Figure 17: Weber County Flood Plain Map



Source: (Wasatch Front Regional Council, 2008)

Miscellaneous Environmental Information

The Bureau of Land Management has designated 32 segments of wild and scenic rivers throughout the State of Utah, however, none are found within the District's boundaries.

There is little to none federally designated agricultural prime or unique agricultural lands within the District's boundaries.

There is a robust manufacturing base within the region. The affects of each manufacturing related project will be considered as they are brought forward through an EDA grant application and implementation.

Utah does have three sole source aquifers. However, none of them are located within the District's boundaries. The closest sole source aquifer is the Western Uinta Arch Paleozoic Aquifer System located in the mountains to the east of Salt Lake County.

Utah does not contain any designated coastal zone areas with a federally approved coastal zone management plan.

Proposed development will likely have positive impact on minority and low income populations. The CEDS projects seeking EDA funding are within the District's boundaries and will benefit a distressed community. Distressed communities include those with high unemployment, low per capita income, or other distress criteria as designated by EDA.

CHAPTER 3. ANALYSIS OF ECONOMIC DEVELOPMENT ISSUES AND OPPORTUNITIES

In determining the economic development efforts the region should pursue, it is important to consider the strategic opportunities and challenges faced by the region. By building on strengths, addressing weaknesses, and considering the regions opportunities and threats WFEDD can better understand and further actions that provide the most effective support. Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the region was completed in three major steps: (1) staff drafted an initial analysis based on economic indicators found in Chapter 2, (2) the WFEDD Strategy Committee refined the analysis paying particular attention to regional activities or needs, (3) city and county economic development professionals reviewed and refined the analysis further paying attention to local activities and needs (refer to Table 16). The SWOT analysis was then used as a key component in the creation of the region’s goals and objectives.

Table 16: Wasatch Front Region’s Strengths, Weaknesses, Opportunities, and Threats

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Central mountain west location 	<ul style="list-style-type: none"> Poor retention of high skilled graduates 	<ul style="list-style-type: none"> Stronger than national real estate markets 	<ul style="list-style-type: none"> Demands on education infrastructure
<ul style="list-style-type: none"> State and regional industry clusters 	<ul style="list-style-type: none"> Mismatch between employment and housing locations 	<ul style="list-style-type: none"> F-35 fighter jet fleet potential at Hill AFB 	<ul style="list-style-type: none"> Nationwide Air Force base closures
<ul style="list-style-type: none"> Natural resources 	<ul style="list-style-type: none"> Lack of economic development resources 	<ul style="list-style-type: none"> Wind energy in the region 	<ul style="list-style-type: none"> Unusual weather, air quality and drought
<ul style="list-style-type: none"> Educated and diverse workforce 	<ul style="list-style-type: none"> Increased strain on physical infrastructure 	<ul style="list-style-type: none"> Establishment of WFEDD 	<ul style="list-style-type: none"> National and global trends
<ul style="list-style-type: none"> Growing population 	<ul style="list-style-type: none"> Pockets of unskilled labor 	<ul style="list-style-type: none"> Transit oriented development via Front Runner 	<ul style="list-style-type: none"> Fiscal demands on city, state and county budgets
<ul style="list-style-type: none"> Momentum of a strong economy 	<ul style="list-style-type: none"> Out of state perception of social cultures in Utah Significant distance from some large global consumer markets 		

Strengths

The strengths listed are characteristics that give the Wasatch Front region an advantage over other regions.

Central Location

Our state and region are centrally located in the intermountain west. We are positioned to act as an inter-state hub connecting much of the west coast to the rest of the country. It takes less than one day's travel to hit the major metropolitan city centers, ports, and markets around the intermountain region. Markets in Denver, Phoenix, Las Vegas, and throughout California are all within one days distance by highway. The Salt Lake International Airport also provides a valuable business resource for quick travel in and out of the region.

Historically, the Defense Depot in Ogden City was considered the primary hub for supplying all 50 states with military supplies. Even though the value of track hub distribution has diminished, the centralization of road infrastructure has grown to renew the region's distribution strength. This infrastructure, coupled with the desire that some industries have of a centrally located distribution hub, has led to the development of a healthy distribution economy.

Information based industries like software development, biotech research, and other information technology firms are not as heavily affected by distance between the locations of production and sale. These industries often consider the somewhat remote location of our region as an advantage. This mixed with the low cost of living and great natural amenities contribute to the excellent quality of life found in the Wasatch Front region that is rarely found in larger metropolitan areas.

State and Regional Clusters

Firms within certain industries have a tendency to cluster together to reduce operating costs and benefit from shared inputs. Some of those clusters exist in Utah, acting as magnets for similar businesses. These are the clusters that the State's economic development organization, the Governor's Office of Economic Development (Utah Governor's Office of Economic Development, 2012), has identified as desirable, strong clusters.

These clusters include:

- Aerospace and Aviation
- Defense and Homeland Security
- Energy and Natural Resources
- Financial Services
- Life Sciences
- Software Development and Information Technology
- Outdoor Products and Recreation

The Wasatch Front has strengths in nearly every one of the GOED-identified industry clusters. The region can promote the creation of high-paying jobs by continuing to build on the strength of state and regional clusters. The growth of the state's strong industry clusters will lead to the growth of other potential clusters such as bio-technology, distribution, manufacturing, tourism, and film industry.

Natural Resources

Utah has an abundance of natural resources that have proven to be major economic assets. These resources range from rich mining and energy deposits to world class skiing, hunting, fishing, and other outdoor activities. The Wasatch Front region boasts a variety of scenic mountain resorts, rivers and streams, freshwater lakes, and other natural amenities. The utilization of these assets has benefited the region in the past and through careful management and planning they can continue to strengthen the region's economy and improve resident quality of life.

Educated and Diverse Workforce

Utah has an above-average education rate when compared to the rest of the country. Utah is ranked as the 18th highest state for adults with a bachelor's degree. Although there are pockets of low education levels within the region and some exporting of high-skilled graduates, our region has a well-educated workforce. A significant portion of the population is bilingual. There are more than 80 different languages spoken in Utah.

The Wasatch Front boasts world-class educational and training institutions. The University of Utah, Westminster College, Weber State University, Salt Lake Community College, LDS Business College, University of Phoenix, University of Southern Nevada, Neumont University and a large number of applied technology colleges (Salt Lake / Tooele / Ogden-Weber / Davis Applied Technology Colleges) all offer the education and training that make the Wasatch Front's workforce one of the most skilled and educated in the country.

Growing Population

The rapid population growth along the Wasatch Front provides a diverse and young workforce. The consumer markets, although comparatively small, continue to grow and attract national production and retail firms. The high rate of population growth in the region comes from both high birthrates and immigration. This provides the region with an increasingly diverse labor force that meets the demands of a robust and healthy economy.

The Wasatch Front's increasing population is providing greater opportunities for specialization in employment and increased income potential. Planning for the economic needs of a growing population can ensure that population growth strengthens the economy.

Balancing the infrastructure and economic needs of a growing population with the maintenance of an environmentally-sensitive and pristine areas is one of the WFEDD's objectives.

Momentum of a Strong Economy

Moving forward, one of the greatest strengths of the Wasatch Front is the momentum created by a strong economy. The State of Utah has received consistent, positive reviews for both its current and prospective economy and business climate from national publications like Forbes and Business Facilities.

Some of Forbes and Business Facilities accolades include:

- 1st in the “Best Business Climate” and “Quality of Life” categories in 2011
- 2nd fastest growing economy
- 4th fastest increase in total employment
- Fastest growing household income in the nation in 2010

Building from this momentum the region can continue to be a leader for much of the nation in economic growth and increased quality of life. Maintaining a good pace of infrastructure development is critical to the region’s success.

“Utah repeats this year as Forbes Best State for Business and Careers in our sixth annual look at the business climates of the 50 states. No state can match the consistent performance of Utah. It is the only state that ranks among the top 15 states in each of the six main categories we rate the states on.”

– Forbes.com November, 2011.

Weaknesses

Weaknesses are characteristics that give the region a disadvantage relative to other regions.

Poor Retention of High-Skilled Graduates

One of the most pertinent problems the region faces is the loss of high-skilled graduates to other areas in the country. Utah is the 8th highest exporter of graduates with degrees in science, technology, engineering, and mathematics (STEM) in the United States. The loss of these valuable graduates takes a considerable toll on the economic competitiveness of the region as these and other high-skilled graduates provide the backbone for the region’s economic future.

Although there are many STEM-related jobs in the region, there is often a mismatch between the qualifications for existing job openings and the skill-set of college graduates. For example, aligning the skills of STEM graduates with the need of STEM-related employment is vital in order to reduce the amount of young, educated workers leaving the area.

Utah has begun to address this issue. The University of Utah has been successful in assisting technology and engineering start-up companies. The University of Utah has rivaled Massachusetts Institute of Technology in terms of total technology start-ups over the last few years. Weber State University is working with the Utah Science Technology and Research initiative at the University of Utah in order to better align graduates with employers as well. Further, local applied technology colleges and centers have been successful in matching employment needs with available human capital.

Mismatch between Employment and Housing Locations

Large portions of the region's workforce commute across county lines when traveling between home and work. For example, in Davis County 45% of the population commute outside the county for work each day. Other counties experience even higher rates of out-migration for employment reasons. For example, there are more workers living in Morgan and Tooele Counties that leave the county for work than there are that both live and work in those counties. In Morgan County the rate is about 85%. In some cases employment infrastructure is not fully utilized. It needs to be maximized in order to reduce commuting distances and costs associated with mass out-migration.

The lack of or under development of employment centers in Morgan and Tooele Counties is the primary cause for the high level of daily out-migration. The need to create more employment centers in these regions is apparent, as significant economic damage occurs when the tax base leaves on a daily basis. Furthermore, a lack of developed employment centers in certain areas often results in increased stress on the region's transportation systems. As a greater portion of the workforce travel significant distances between home and work, the increased traffic levels have a negative impact on the region's transportation infrastructure. Increased travel times also decrease the quality of life for the region's workforce.

In some areas, the inverse of this problem occurs. The aging infrastructure in some cities shows a significant need for redevelopment of existing housing stock. As a result, many people who work in the region's larger cities seek homes in other areas. This phenomenon cause's significant economic harm to those cities and counties as large portions of personal income is spent outside of the area. This leads to lower sales tax revenues and reduced funding in order to complete necessary infrastructure improvements or housing redevelopment.

Lack of Economic Development Resources

Another weakness is the lack of financial and labor resources for local economic development efforts. This weakness exists is more predominant in rural areas. These areas have a hard time paying to staff economic development professionals. Additionally, many cities and counties may have the staff but cannot access adequate funding. Essential city services frequently take precedent over economic development efforts, leaving projects unfunded and plans unrealized.

By creating an Economic Development District, the region can improve resource allocation for economic development. This can take place through regional collaboration, shared staff, and joint financing. Other potential funding and resources can come by working with the region's financial institutions. For example, many banks provide incentives through Community Reinvestment Act funding. One emerging possibility of using the Community Reinvestment Act in local economic development is through local Certified Development Finance Institutions (CDFIs). CDFIs often invest in regional transportation-oriented development projects. Such opportunities will be better served at a regional level through organizations like the Wasatch Front Regional Council.

Increased Strain on Physical Infrastructure

The Wasatch Front region is among the fastest growing regions in the country. Demographers have estimated that by the year 2040 the population growth will require an additional 1.9 billion square feet of new and rebuilt space in order to accommodate the expected 2.9 million jobs. With the increase in population comes an increased demand for public services and infrastructure. This demand will significantly affect the region's economy.

In anticipation of the expected growth, the Wasatch Front Regional Council with support of the region's local governments created a vision for its future, the Wasatch Choice for 2040. The Wasatch Choice for 2040 views economic development along with community development, transportation, land use, and green infrastructure to best accommodate expected growth while also enhancing economic competitiveness compared to other regions in the country.

Pockets of Unskilled Labor and Low Per Capita Income

Portions of the Wasatch Front are experiencing low levels of per capita income and higher than average levels of unemployment. Often these measures are correlated with the skill and education levels of the workforce. Tooele County, for example, has the 2nd lowest post-high school education rate in Utah. Tooele County also experiences a per-capita income of \$26,777 per year which is 67% of the national per capita income. Further, according to the U.S. Census Bureau, Ogden City is one of the State's most impoverished communities, with a per capita income of \$20,028.

One recent example that curbs low per-capita income in Tooele County is the recent expansion of Utah State University. The expanded branch is a result of investments by Tooele City and their work with the state legislature aimed at improving education. Actions like these provide opportunities for regional and state collaboration in building and improving educational infrastructure. Weber State University and Ogden-Weber Applied Technology College and Davis Applied Technology College have also expanded their missions to meet the critical need of improving the skill level of the region's workforce.

Out of State Perception of Utah's Culture

Utah is often considered one of the best states for business in the country. This is due in part to the State's skilled and hardworking workforce, a positive regulatory atmosphere, and low cost of living. Despite the positive attention in national publications, there are still perceptions that damage the potential for business expansion. These perceptions include concerns over the quality of education, the perceived homogenous population, and discernment regarding the State's strong liquor laws. There is also a misperception that Utah does not have a robust metropolitan population. Or, that the State's infrastructure cannot sustain a growing economy outside of the Salt Lake City Metropolitan area. The Governor's Office of Economic Development, Chambers of Commerce, and other economic development institutions are working hard to correct these misperceptions and to promote the great economic advantages found in Utah. Fortunately, many of the negative perceptions about business in Utah are yielding to the positive aspects of our economic potential.

Significant Distance from Some Large Global Markets

Many businesses value close proximity to large consumer markets. Due to Utah's distance from large population centers (Houston, Chicago, New York, etc.) many national production and retail firms consider Utah as a poor place for business expansion and relocation. This distance is further increased when considering global markets. This disadvantage is not easy to address as Utah does not have the power to change its geographic location. Nevertheless, advances in telecommunication and transportation reduce these challenges. Additionally, with an increase in technology led industries (that are driven less by location) give rise to new opportunities. The State has worked hard to improve its telecommunication and transportation infrastructure in order to support these opportunities. These improvements, along with the advantages that have allowed Utah to be recognized as one of the best states in the country to conduct business, will allow Utah to continue to overcome this disadvantage.

Opportunities

Opportunities are elements that the region can use to its advantage.

Strong Real Estate Market

As stated in the housing section (Chapter 2), real estate prices in the state have not experienced the decline and distress seen in much of the country. While it is true that certain areas of the region were hit harder than others, on average, prices were much stronger than have been seen nationally. This provides an opportunity for growth in real estate which has positive residual effects throughout the economy.

Air Force Base

Hill Air Force Base plays a major role in the regional economy. It brings in billions of dollars annually and creates various opportunities for employment. The growth of Hill AFB depends on its relevance in terms of national defense. The base has recently acquired F-35 jets and has the potential to host more. This would continue to prove the national security value of Hill AFB. With the continuation of major operations comes continuation of the positive economic impact the Base provides the region.

Renewable and Green Energy

With the increased cost of fossil fuels in both monetary and environmental terms comes the opportunity for renewable forms of energy to take more prominent roles. Utah has had success in developing wind energy resources, providing a unique opportunity for more locally produced energy.

Establishment of the Wasatch Front Economic Development District

An important opportunity is the establishment of the Wasatch Front Economic Development District. Communities and other eligible entities throughout the region now have the support of the District in applying for and attracting investments and other opportunities.

Coordinated Planning

Multiple organizations throughout the Wasatch Front region have come together to form a common vision for the future, known as Wasatch Choice for 2040. The Wasatch Choice for 2040 is a transportation and land use vision for addressing the region's growth. Local communities are adjusting their general plans and transportation agencies are conforming transportation plans to the Vision. An important element of the Vision's growth principles is economic development. The project's partners have created a set of tools and resources that give local governments and private developers the ability to implement the Vision. The Vision will facilitate communication, generate information, and provide practical assistance to communities as they build development projects. For more information on the Wasatch Choice for 2040, refer to <http://www.wasatchchoice2040.com/>.

Threats

Threats are elements in the environment that can negatively impact the region's economy.

Demand on Educational Infrastructure

While Governor Herbert prioritizes education in Utah's Economic Development Plan, there is still significant progress that can be made. Utah ranks as one of the lowest states in terms of public education spending per student, 29th in the nation. While part of this can be explained by the large family size it still presents significant workforce development challenges. Utah's students scored last compared to states with similar income, parent education, and ethnic diversity on standardized math and reading tests. Over the last twenty years, Utah has lost its competitive advantage of being the most highly-educated states. The number of high school graduates place Utah 32nd in the nation. One in four young adults does not have a high school diploma. Businesses in the State have seen red flags in regard to education. As a result they have initiated Prosperity 2020, the largest business led movement to enhance educational prosperity in the State of Utah. It's an innovation and investment plan that identifies ways that can improve the economy through education investments and awareness. For more information on Prosperity 2020, refer to <http://www.prosperity2020.com/>.

Air Force Base Realignment and Closure

Just as the expansion of the air base provides positive impacts to the regional economy it can negatively affect the economy if and when the National Air Force Base Realignment and Closure Committee consider making changes to Hill Air Force Base. Hill AFB has survived the last few rounds of base closures but the threat still exists.

Weather, Climate, Air Quality

Over the last few years Utah has seen relatively unique and record setting weather patterns. Unexpected and adverse weather conditions such as low precipitation and drought can have negative impacts on transportation, construction, agriculture, and quality of life within the region. The air quality issue is a significant one within the Wasatch Front region. Air quality presents a host of issues related to the region's economy and to the general health of Utah's residents.

National and Global Trends

Uncontrollable national and global market trends continue to have immense impacts on the Wasatch Front's regional economy. For example, the health of the European economy can affect the exports of this country, state, and region. Understanding external threats and trends allows us to understand the region's income, unemployment, and standard of living that are directly affected by markets and industries outside of the region.

Fiscal Demands on Local and State Budgets

Over the last few years many organizations have experienced dramatic budgetary strains. The Wasatch Front region is no exception. Many organizations, cities, counties, and state agencies, have been forced to reduce services, employment, and assistance due to dramatic decreases in revenue streams. This presents a serious threat to economic development efforts undertaken throughout the region.

Incorporation of Other Materials

The incorporation of resources from existing state and local economic development efforts is a key aspect of the Wasatch Front Economic Development District's mission. In the creation of this CEDS, data was pulled from the Utah Department of Workforce Services (DWS), EDA, and National Association of Development Organizations (NADO). This CEDS also drew its goals by incorporating the existing goals of the region's local economic development efforts. Further, this CEDS was completed with input from the region's current economic development professionals. Counties and cities understand best the economic development efforts that will work for them, and the WFEDD will continue to develop its strategic goals in a way that will supplement local economic development efforts.

An important goal of WFEDD is to not re-create the wheel, rather, to support existing efforts already underway, fill necessary gaps, and offer assistance and networking opportunities. The WFEDD does not seek to duplicate, override, or direct economic development efforts in the region. Instead, the WFEDD wishes to build on the positive momentum of the region's economy and assist distressed communities by reinforcing and supporting their efforts through the tools of regional planning, collaboration, and leveraging resources.

Statewide Targeted Clusters

Utah's Governor's Office of Economic Development (GOED) has undertaken a cluster initiative that identifies and targets specific clusters (Figure 18). These clusters are targeted because of their potential for high wage rates, positive impacts on the economy, and based on an established base in the state (Figure 19).

GOED's Seven Targeted Clusters:

- Aerospace and Aviation
- Defense and Homeland Security
- Energy and Natural Resources
- Financial Services
- Life Sciences
- Software Development and Information Technology
- Outdoor Products and Recreation

In addition to these statewide targeted clusters, local organizations and the Strategy Committee identified additional industry clusters that are important to the Wasatch Front's regional economy. These targeted clusters and other goals from the Governor's Office of Economic Development are found throughout the CEDS.

The increase in the total number of private-sector employees was led by dramatic growth in healthcare and the social services industry. Healthcare and social services grew by 23,007 employees between 2001 and 2011 which was a 40.7% increase. Professional scientific and technical services added 12,123, a growth rate of 33.19%. The third largest contributor that increased total employment in the private-sector was from education services. These services added 5,561 jobs at region-leading rate of 79.07%. Other industries that grew at high rates were mining at 49%, adding 1,152 jobs, and accommodation and food services at 10.89%, adding 5,524 jobs. Construction, utilities, manufacturing, and information all saw a decrease in the total number of employees.

Figure 18: Individual GOED Clusters as a Percentage of Total GOED Clusters

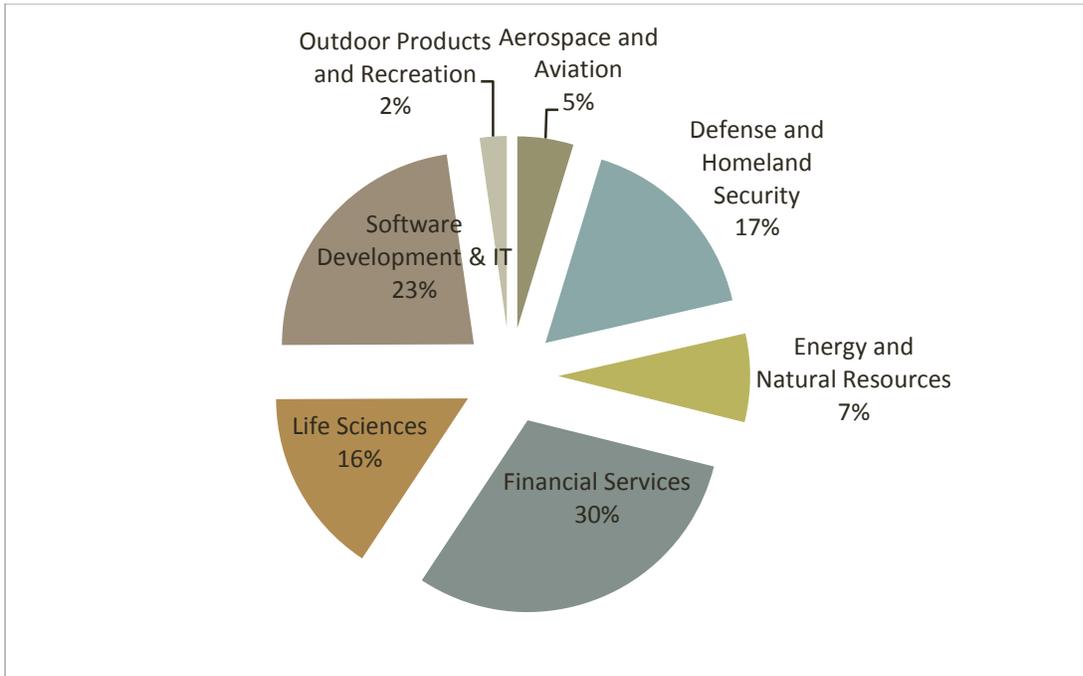
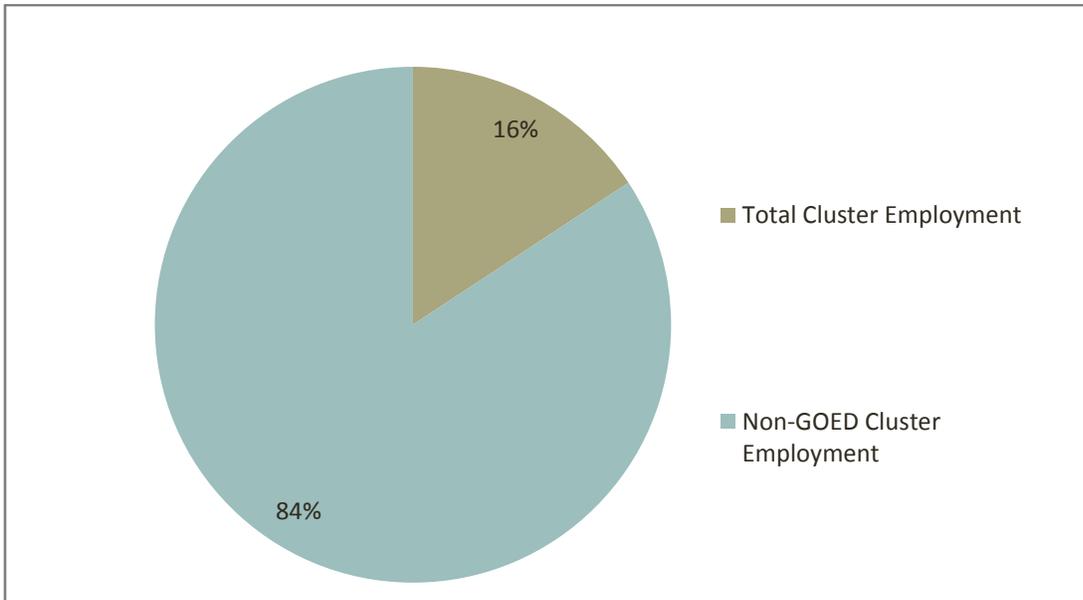


Figure 19: GOED Cluster Employment as a Percentage of Total Regional Employment

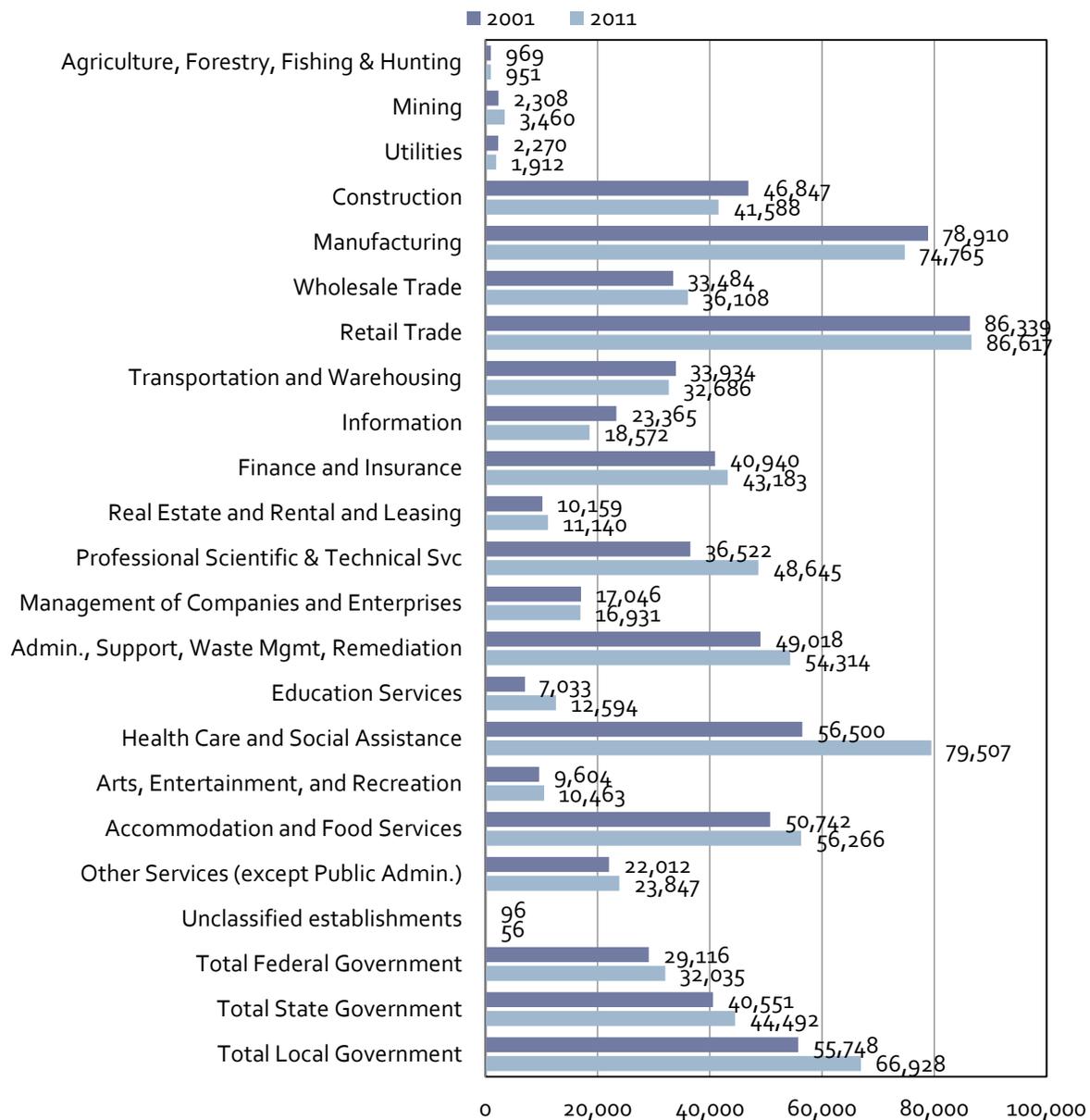


Between 2001 and 2011 total employment in the public-sector grew almost twice the rate of private-sector growth. However, public-sector wages grew less, at 30%, while private-sector wages grew 35%. Looking deeper into public-sector wages we see that federal wages grew 44%, as high as 48% in Davis County. Whereas wages for state employees grew 25% and wages for local government employees grew 20%.

As mentioned, wages in the private-sector grew at approximately 35% on average. The rate of change in wages between the years 2001 and 2011 varies greatly by industry.

The only industry to see a decrease in estimated monthly wages was education services whose wages shrank 6% ending at \$1,734. Agriculture, forestry, fishing, and hunting saw nearly stagnant wages over the ten-year period growing only about 6% ending at \$2,405 in 2011. Construction, management of companies, finance / insurance, and health care / social services all saw over 50% increases in wages during this same period. The industries with the highest monthly wages as of 2011 are utilities at \$6,319, professional scientific and technical services at \$4,996, and wholesale trade at \$4,361 (Utah Department of Workforce Services, 2010). Refer to Figure 20 for more information.

Figure 20: Employment Totals by Industry 2001 and 2011



Economic Clusters within the Wasatch Front Region

When identifying the region's issues and opportunities, general industries and industry clusters were considered. This allows the region the ability to leverage both and therefore to offer more opportunities. Some of the largest industries in the region include healthcare and social assistance, manufacturing, and retail trade. These three industries have lead "total employment" since 2001. The three smallest general industries since 2001 are mining, utilities, and agriculture / forestry / fishing / hunting. Since 2001, the region has experienced a 7.84% growth rate in the private-sector and a 14.39% growth rate in the public-sector over the same period (Utah Department of Workforce Services, 2010).

The regional workforce is comprised of approximately 805,687 workers, 126,673 of those workers are employed in one of the GOED identified industry clusters (

Figure 1919). It is important to note that other important clusters exist within the remaining 84% of the regional workforce. These clusters include manufacturing, business services, tourism, film production, distribution services, health care, construction, and educational services. Significant efforts will be made to incorporate the region's strengths when identifying and targeting new industry clusters. For example, Ogden City was able to leverage its inherent natural resources to develop and attract the outdoor industry cluster. This is just one example of leveraging the region's existing strengths into the identification of new targeted industry clusters.

Consistency with State and Local Workforce Investment Strategies

The following information explains how the CEDS has and will continue to remain consistent with applicable state and local workforce investment strategies.

Governor Herbert's Economic Development Plan for the State of Utah

Utah's Economic Development Plan and Governor Herbert set the tone and direction for economic development across the state. This CEDS and WFEDD efforts have concentrated on echoing, supporting, and implementing the goals of state. WFEDD has also strived to follow the lead of Governor Herbert in focusing on the seven desirable industry clusters identified in the by the Governor's Office of Economic Development.

Utah Department of Workforce Services

The Department of Workforce Services (DWS) focus is on ensuring the availability of a skilled workforce. DWS will do this through coordinated development services with higher education, public education, vocational rehabilitation, and human services. Additionally, DWS supports the statewide targeted clusters. Many of these clusters are well established and provide a solid base to build on. The businesses within these targeted clusters have instant access to information, new technology, and a network of related companies. Universities can tap into new research funds and a larger pool of potential students, as well as having a greater flexibility to respond to the market.

By continuing to grow these and other competitive clusters the region can benefit from their positive impacts and continue to collaborate with the State of Utah in their efforts to grow the economy (Utah Department of Workforce Services, 2010).

The WFEDD staff will continue to work with DWS's regional divisions, Wasatch Front North which covers Morgan, Davis, and Weber Counties and Wasatch Front South which covers Tooele and Salt Lake Counties to ensure coordinated activities and resources. The WFEDD staff will further coordinated activities with other local workforce organizations and investment strategies to ensure the CEDS is up to date and continually identifies and includes activities important to local economies.

USTAR

The Utah Science Technology and Research initiative (USTAR) is a long-term, state-funded investment to strengthen Utah's "knowledge economy." This revolutionary initiative invests in world-class innovation teams and research facilities at the University of Utah (U of U) and Utah State University (USU), to create novel technologies that are subsequently commercialized through new business ventures.

WFEDD echoes the concerns and goals that USTAR strives to reach. One of the WFEDD goals and objectives is to improve innovation and entrepreneurship in the region. The CEDS also recognizes the value of science, technology, engineering, and math graduates to the innovative base of the economy. Both USTAR and WFEDD follow the lead of the Governor in targeting particular industries for growth.

Local Economic Development Strategies

Throughout the creation and planning process of the CEDS, the WFEDD worked with the five counties as well as with city economic development departments to ensure that the SWOT analysis, regional goals and objectives, as well as list of projects was consistent with the efforts undertaken by these organizations.

Educational Institutions

WFEDD and the educational institutions of the region follow the lead of the Governor in prioritizing workforce development through education and training. WFEDD membership composition includes members of institutions of higher education. WFEDD acknowledges some of the difficulties in keeping highly educated students in the region after graduation and works alongside these educational institutions to provide promising working opportunities within the State of Utah.

Past, Present, and Projected Economic Development Investments

The Wasatch Front region has a rich history of successful economic development efforts that have been undertaken by the state, communities, and the private sector. Utah has been recognized year after year as a growing and healthy place to live and do business. Some of these recognitions are listed in Table 17.

Table 17: Utah's Economy Recognized

Utah #1 "Most Dynamic Economy" Kaufmann Foundation 2009	Utah #1 "Technology Concentration and Dynamism" Milken Institute 2009	Utah #3 "Best State for Business" Forbes Magazine 2009
Utah #1 "Most Fiscally Fit State" Forbes Magazine 2010	Utah #1 "Volunteerism" Corporation of National and Community Service	SLC #5 "Best Cities for the Next Decade" Kiplinger 2010
Utah #1 "Best States to Live" Gallup Healthways 2010	Utah #2 "Top Pro-Business State" Pollina Corporate 2010	Utah #2 "Best Education Climate" Business Facilities Magazine 2010
Utah #1 "Expected Economic Recovery" and "Economic Outlook" American Legislative Exchange Council 2010	University of Utah #1 for number of research produced business start-ups The Association of University Technology Managers 2010	Utah #8 "Best Transportation Infrastructure" Business Facilities Magazine 2010

Source: (Utah Governor's Office of Economic Development, 2012)

Utah's and the Wasatch Front Region's economic development efforts and investments have been successful and numerous. One of those efforts included making a favorable tax and regulatory environment for businesses to survive in. Utah has an average of 5% business tax rate, which is considerable lower than the rest of the country. The state averages a median property tax of \$1,351 which is approximately 2.04% of the property owner's income. This property tax averages to about 0.6% of the value of the property yearly (Tax-Rates.org, 2012).

Another effort was the establishment of EDCUtah in 1987 which works with state and local government and private industry to attract and grow competitive, high-value companies, and spur the development and expansion of local Utah businesses. Throughout the years there have been a wide variety of incentives and recruitment efforts undertaken by the state, counties, and cities in the region to grow the economy to what it is today.

Recent EDA Investments that Affect the Region's Economy:

- \$1,526,930 to the Regents of the University of Colorado at Boulder, Colorado, to fund the activities of the Rocky Mountain Trade Adjustment Assistance Center at the Regents of the University of Colorado in Boulder, which serves import-impacted firms located in Colorado, Nebraska, New Mexico, North Dakota, South Dakota, Utah, and Wyoming, to strengthen their competitiveness in the worldwide marketplace. This investment is part of a \$1,854,856 project (U.S. Economic Development Administration, 2012 - 2013).
- \$1 million to Ogden City Corporation, Ogden, Utah, to renovate and equip an existing three-story building to create a mobile applications laboratory in Ogden. This initiative, called STARTUP Ogden, will be operated by a consortium of partners including Ogden City, Weber State University (WSU), Weber State University Research Foundation, and private sector industry leaders. WSU and partners from the private sector will educate, train, and mentor students, entrepreneurs, and startup companies that are developing new and useful services for consumers on their mobile devices. Accelerator space will also be available for entrepreneurs or new companies that have "graduated" from the training/mentoring and need specialized mentoring for their spin off mobile applications or software, creating opportunities for high-skilled, high-tech jobs in the region. This investment is part of a \$1.335 million project that the grantee estimates will create 750 jobs and generate \$62 million in private investment (U.S. Economic Development Administration, 2012 - 2013).

Currently, the state has a handful of corporate incentives aimed at attracting businesses that create new, high-paying jobs in order to help improve the standard of living, diversify the state economy, increase the tax base, attract and retain top-level management, and encourage graduates of in-state universities to remain in Utah (Utah Governor's Office of Economic Development, 2012). Here are some of the statewide corporate incentives:

EDTIF Tax Credit

The Economic Development Tax Increment Financing Tax Credit is a post-performance, refundable tax credit for up to 30% of new state revenues (sales, corporate and withholding taxes paid to the state) over the life of a project (typically 5-10 years). It is available to companies seeking relocation and expansion of operations to the State of Utah.

Enterprise Zones

The Utah Enterprise Zone Program was established in 1988. An enterprise zone comprises an area identified by local elected and economic development officials and designated by the state. Under the program, certain types of businesses locating to, or expanding in a designated zone may claim state income tax credits provided in the law.

Industrial Assistance Fund

The Industrial Assistance Fund is a post-performance grant for the creation of high-paying jobs in the state. The requirements for this incentive include:

- Obtain commitment from local government to provide local incentives.
- Enter into an incentive agreement with the Governor's Office of Economic Development which specifies performance milestones.
- Create new high-paying jobs in the state.
 - -at least 50 jobs in urban counties
 - -at least 125% of urban county average or 100% of rural county average
- Demonstrate company stability and profitability
- Demonstrate competition with other locations

Recycling Market Development Zones

In 1996, the Utah Legislature created the Utah Recycling Market Development Zone Program which focuses on recycling as an economic development tool. As more products are recycled and used to manufacture new products, the economy will be stimulated through new company expansion or formation and the creation of additional jobs. The zone legislation was established to incent businesses to use recycled materials in their manufacturing processes and create new products for sale. It also benefits business or individuals that collect, process, distribute recycled materials. Composting is considered to be an eligible recycling operation.

Rural Fast Track

The Rural Fast Track Program is a post-performance grant available to small companies in rural Utah. The program provides an efficient way for existing, small companies to receive incentives for creating high-paying jobs in rural areas and to promote business and economic development.

Renewable Energy Development Incentive

The incentive amount and duration is determined by the Governor's Office of Economic Development Board and Executive Director based on statutory guidelines and evaluation criteria, including the financial strength of the company, the number and salary of jobs created, amount of new state tax revenue, long-term capital investment, competition with other locations, and whether the company engages in renewable energy generation related to:

- Hydroelectric
- Solar
- Biomass
- Geothermal
- Wind
- Waste Gas/Heat Recovery

For more information regarding these incentives and others, refer to the following website <http://business.utah.gov/relocate/incentives/>. Each of the five counties in the region uses the state incentives and has added a few of their own. Some of the incentives include: tax increment financing, waiving of fees, fast track permitting, revolving loan funds, and bond programs. More information about county and city incentives can be found at their respective websites.

CHAPTER 4. WASATCH FRONT ECONOMIC DEVELOPMENT GOALS AND OBJECTIVES

The goals and objectives of the Comprehensive Economic Development Strategy were created in four phases. Here is a description of each phase:

FIRST PHASE – IDENTIFY A PRELIMINARY SET OF GOALS AND OBJECTIVES

WFEDD staff reviewed existing economic goals and strategies in the participating counties. The WFEDD Board of Directors agreed to reinforce existing efforts rather than redirect them. These goals and objectives were compared to the Strengths, Weaknesses, Opportunities, and Threats (SWOT) that had been identified through the SWOT analysis.

SECOND PHASE – REFINE THE GOALS AND OBJECTIVES

The Strategy Committee worked to refine the goals and objectives to ensure they were based on the region's strengths, addressed our weaknesses, and considered both internal and external opportunities and threats.

THIRD PHASE – SEEK ADDITIONAL INPUT AND FEEDBACK

The WFEDD staff sought input from local and county economic development officials. This input was considered by the Strategy Committee and included where applicable.

FOURTH PHASE – PRIORITIZE THE GOALS AND OBJECTIVES

The Strategy Committee finalized the regional goals and objectives and then prioritized them. This was done through an extensive discussion process and ultimately the members voted through electronic polling. The goals are listed in order of importance with the first goal, goal #1, being the most important. However, the Strategy Committee expressed that all the goals included are important. Criteria that the Strategy Committee considered when ranking the goals included how closely they reflected existing goals in the region, how well they aligned with our SWOT analysis, and if the goal and strategy were an appropriate role for the WFEDD to assume. The objectives under each goal are not ranked, they are all considered equally important under their respective ranked goal.

Goals and Objectives

Goal #1: Attract Businesses that Offer Higher Wages

- a. Promote recruitment of businesses from GOED's targeted clusters as well as other high-wage producing industry clusters in the region.
- b. Develop and modernize industrial and business sites.
- c. Ensure that the Economic Development Corporation of Utah has up to date information regarding available buildings and green-field sites.
- d. Ensure that the surrounding environments accentuate the lifestyles and living conditions that are desirable for potential recruits.

Goal #2: Retain and Expand Existing Utah Businesses

- a. Identify and connect the necessary capital and human resources that help retain and expand local businesses.
- b. Where appropriate, encourage company visits, interface through industry associations, and develop direct electronic feedback systems to identify business needs.
- c. Align and develop housing with employment opportunities and existing employment infrastructures to address out-migration of workers.

Goal #3: Build On and Improve the Region's Growth Centers

- a. Encourage redevelopment in areas with existing infrastructure.
- b. Identify capital resources needed for redevelopment in areas with existing infrastructure.
- c. Provide technical assistance to support urban and growth center planning.
- d. Support other accelerated growth centers, e.g. technology parks and research parks.

Goal #4: Encourage Entrepreneurship and Innovation

- a. Establish and replenish revolving loan funds.
- b. Support job creation through small business incubators and resource alignment with existing and developing financial resources at the local and private levels.
- c. Support development projects that capitalize on innovation in education.

Goal #5: Increase Economic Development Capacity

- a. Support economic development planning and economic studies in low funded and low resource areas.
- b. Develop resources to fund training opportunities for economic development professionals in the region.
- c. Bolster existing and establish new sources of revenue to support city services.
- d. Identify economic development partnerships and opportunities to leverage resources and bolster necessary capital resources.
- e. Greater focus on coordination of efforts from state, county, and local economic development offices.
- f. Establish economic development standards for local areas and cities.

Goal #6: Maintain and Improve our High Quality of Life

- a. Support development for educational and training organizations.
- b. Balance job creation with the maintenance of our pristine and environmentally sensitive areas.
- c. Encourage development near transportation hubs and along public transit corridors.
- d. Maintain consistency with the regional vision the Wasatch Choice for 2040 and other regional planning efforts.
- e. Promote multi-modal transportation options, especially those that encourage and promote existing transportation corridors before the development of costly new multi-modal transportation options.

Strategic Projects, Programs, and Activities

Strategic projects, programs, and activities were selected and prioritized at the local level. All entities eligible for EDA funding were asked to submit a list of known or expected projects that they wish to complete within the next five years. Each city and county prioritized their project list and identified potential funding sources, impacts/benefits, the lead agency, and offered an explanation of how the project fits with the regional goals and objectives. Refer to Chapter 6, Table 18 for a complete list of strategic projects, programs, and activities.

CHAPTER 5. COMMUNITY AND PRIVATE SECTOR PARTICIPATION

Participation Efforts

Community and private sector participation is an important aspect of creating a successful CEDS. As part of our effort in making a CEDS that represents the geographic diversity of the region we looked toward existing economic development efforts. These efforts included other government and workforce investment strategies as well as efforts by the community and private sector. To further equal opportunity, in a safe and healthy environment (social equity), lower-income persons and residents within areas of distress were especially encouraged to participate. WFEDD staff used exiting plans and studies as a base for understanding and identifying the regions strengths and weaknesses, establishing goals and objectives, and creating the CEDS action plan. Copies of the Strategy can be found on the Wasatch Front Regional Council's website, www.wfrc.org or by request from WFEDD staff.

While developing the CEDS various organizations were contacted to review the Strategy and offer input, see below. Additionally, WFEDD staff will work to partner and seek input from these organizations to ensure ongoing participation and CEDS project implementation.

Timeline

Prior to the establishment of the WFEDD Board of Directors and Strategy Committee, the Wasatch Front Regional Council (WFRC) staff attended meetings throughout the region to introduce the EDA grant and to describe the project. Here is a list of introductory meetings: Davis County Councils of Government (COG), Morgan County COG, Salt Lake County COG, Tooele County COG, Weber County COG, Wasatch Front Regional Council, Wasatch Front Regional Growth Committee, Salt Lake/Clearfield Technical Advisory Committee, and Ogden/Layton Technical Advisory Committee. Meeting participants included each government's chief elected official, engineers, planners, economic and community development professionals, and citizens of the general public as all of the meetings were open to the public.

WFEDD staff visited each County's COG in February of 2012 to describe the Economic Development District and ask for the appointment of a representative from each county to serve on the WFEDD Board of Directors. The following month, March 2012, WFEDD re-visited the COGs to follow up and meet the appointed board member. WFEDD staff then attended each County Council of Government meetings to get approval of the CEDS and the establishment of the WFEDD. Those meetings were in February and March of 2013 in each of the five counties. See below for more information regarding these meetings.

Wasatch Front Regional Council Meeting (October 2011)

WFRC took action to approve staff in moving forward with the creation of the regional economic development district and regional Comprehensive Economic Development Strategy.

County Council of Government Meetings (February and March 2012)

WFEDD staff attended two rounds of County COG meetings in order to garner support and gather initial input for the CEDS creation. The counties chose representatives to serve on the WFEDD Board of Directors. Subsequent visits were made to these COG meetings in order to meet and begin the initial WFEDD creation steps with the chosen representatives.

Utah Department of Workforce Services (May 2012)

WFEDD staff met with the Department of Workforce Services to increase collaboration between the organizations. DWS shared some of the efforts, goals, and objectives that they were working toward. WFEDD shared the plans and progress that had been made toward the creation of the District. The meeting allowed for further collaboration between WFEDD and DWS.

Governor's Office of Economic Development (July 2012)

WFEDD staff approached GOED for data and analysis regarding the targeted industry clusters in the region. GOED's Chief Economist assisted WFEDD in compiling and analyzing industry clusters.

City and County Economic Development Officials on SWOT Analysis (August through December 2012)

Each city and county economic development director or acting director was contacted and sent the SWOT analysis in order to assess whether or not it was reflective of their county and if there was any additional information to be added. Many suggestions were received and all suggestions were added to the SWOT analysis. Some counties expressed the desire for many changes, while others suggested none.

Presentations were made to the region's Technical Advisory Committee's. These Committees are made up of planners, engineers, and other city and county personnel.

WFEDD staff met with a Morgan County Councilman to discuss and confirm whether or not the SWOT analysis was reflective of Morgan County. The analysis was reflective of Morgan County.

Ogden City did an extensive review of the CEDS draft in order to ensure that it represented the needs of the City as well as utilize the expertise of the staff in working with EDA. Their comments were incorporated where appropriate.

Mountainland Association of Governments (January 2013)

WFEDD staff met with the EDD staff of Mountainland Association of Governments periodically throughout the CEDS creation process for information and collaboration. The January 2013 meeting was mostly centered on collaboration, best practices, and to share the District's developments and progress.

Public Comment Period (February 2013)

County economic development officials, city economic development departments, state economic and transportation agencies, the general public, and any other interested party had the opportunity to review and offer input on the CEDS. WFEDD incorporated a variety of changes during this time period, the majority of which were based on EDA's suggested revisions to the draft CEDS.

County Council of Government Meetings (February and March 2013)

WFEDD staff visited each County COG in order to review the CEDS, outline the final steps for WFEDD creation, and garner input regarding projects, programs and activities. The reception at all of the meetings was positive and supportive. WFEDD staff requested letters of support from each county and attended subsequent meetings in order to receive the letters from each county. In these meetings mayors, county commissioners, and the general public had additional chances for suggestions on the CEDS.

Private Sector

These partners and resources include financial institutions, major employers, and non-profit organizations that had representation on the WFEDD Board, Strategy Committee, and who participated in the public comment period. This sector also included views represented by the participating Chambers of Commerce.

Chambers of Commerce

- Chamber West
- Davis Chamber of Commerce
- Draper Chamber of Commerce
- East Valley Chamber of Commerce
- Holladay Chamber of Commerce
- Magna Chamber of Commerce
- Morgan Area Chamber of Commerce
- Murray Area Chamber of Commerce
- Ogden/Weber Chamber of Commerce
- Salt Lake Chamber
- Salt Lake City Downtown Alliance
- Sandy Area Chamber of Commerce
- South Jordan Chamber
- South Salt Lake Chamber
- Southwest Valley Chamber of Commerce (South Jordan)
- Tooele County Chamber of Commerce
- Utah Asian Chamber of Commerce
- Utah Black Chamber of Commerce
- Utah Hispanic Chamber of Commerce
- Utah State Chamber of Commerce
- West Jordan Chamber of Commerce

Educational and Workforce Development Partners

- University of Utah
- Westminster College
- Weber State University
- Salt Lake Community College
- LDS Business College
- Davis ATC
- Ogden-Weber ATC
- Salt Lake ATC
- Tooele ATC
- University of Phoenix, University of Southern Nevada
- Neumont University

Public Sector

In the Wasatch Front region, each of the five counties has a Council of Governments (COG). COGs are made up of elected officials that represent each municipality throughout the region. The COGs are planning bodies that address regional issues such as planning, water use, public services, safety and transportation. These meetings are well publicized on county websites, in newspapers, and posted at county buildings. Additionally, meeting agendas are faxed and emailed to large distribution lists within each county. Monthly meeting agendas and minutes are available by contacting each county COG or by viewing each of the county websites.

City and County Partners

City Partners

- Bountiful City Planning and Zoning
- Layton City Community and Economic Development
- North Salt Lake Community and Economic Development
- Midvale Community and Economic Development
- Sandy City Economic Development
- Salt Lake City Office of Economic Development
- West Jordan Community Development
- West Valley City Community and Economic Development
- North Ogden City Economic Development
- Ogden Community Development Division
- Roy Community and Economic Development

County Partners

- Davis County Department of Community and Economic Development
- Tooele County Economic Development
- Morgan County Economic Development
- Salt Lake County Economic Development, Upgrade
- Weber County Economic Development

Statewide Partners

- GOED (Governor's Office of Economic Development)
- DWS (Department of Workforce Services)
- EDCUtah
- World Trade Center Utah
- Utah Alliance for Economic Development
- Grow Utah Ventures
- USTAR (The Utah Science Technology and Research Initiative)
- Utah Association of Counties

Public Comment Period

The 30-day public comment and participation process ran from February 1, 2013 to March 4, 2013. Local and regional institutions, cities, counties, businesses, and the public at large were encouraged to review the CEDS and offer input. The public participation period was noticed in the region's newspapers. See Appendix B for a copy of the legal notice's proof of publication from the newspapers as well as the comments made. Comments from the comment period were summarized and included in the plan where appropriate.

WFEDD Board of Director and Strategy Committee Meetings

The WFEDD Board Meetings took place March and April 2012. The WFEDD Strategy Committee met monthly from May 2012 to July 2012, then bi-monthly from July 2012 to March 2013. All of the meetings were open to the public. See Appendix C for the meeting minutes. See the following list for the dates of the meetings:

- March 2012 – Board Meeting
- April 2012 – Board Meeting
- May 30, 2012 – Strategy Committee Meeting
- June 25, 2012 – Strategy Committee Meeting
- July 30, 2012 – Strategy Committee Meeting
- September 24, 2012 – Strategy Committee Meeting
- November 19, 2012 – Strategy Committee Meeting
- January 28, 2013 – Strategy Committee Meeting
- March 25, 2013 – Strategy Committee Meeting

CHAPTER 6. STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

Strategic projects, programs, and activities were selected and prioritized at the local level. All entities eligible for EDA funding were asked to submit a list of known or expected projects that they wish to complete within the next five years. Each entity that submits a list of projects must prioritize their own projects, identify potential funding sources, impacts/benefits, the lead agency, and offer an explanation of how the project fits with the regional goals and objectives. This is facilitated by the use of a “project form” that all entities were required to fill out when submitting a project(s). All suggested projects, programs, and activities for 2013 are found in Table 18. The following information is included in Table 18 for each project.

- Project Name, Lead Agency, Project Cost
- Funding Sources – Expected funding sources and amounts (if known)
- Timeline – Expected timeline
- Jobs Created / Benefits / Performance Measures – All of the cities were asked to estimate the number of jobs and other performance measures that would result from the project. Some projects do not directly impact job creation, while others that do could not be estimated at this time. If no projected number of jobs were included, assume that either this project would not produce jobs or they could not be estimated at this time.
- WFEDD Goals –The goals the project helps to accomplish
- Project Priority –Set by the entities that submitted the projects (High, Med, or Low)

The Strategy Committee will review and update the project lists at least once a year to reflect new or accomplished projects, update a project’s scope, budget, timeline, and/or performance measures. As conditions change these lists may need to be updated more frequently.

The projects that have been accomplished in the last year are marked in **bold** type. The projects that have been updated are highlighted **red**. For the first version of the CEDS, finalized March 2013, none of the projects will be marked in **bold** or **red** because this is a new list of projects for which funding has not been received. Contact the WFEDD staff for more detailed description of each project that was submitted using the project form.

Table 18. List of All Projects, Programs, and Activities – 2013

	Project Name	Lead Agency	Project Cost	Funding Sources	Timeline	Jobs Created / Other Benefits / Performance Measures	WFEDD Goals	Project Priority
1	Porter Rockwell CDA Feasibility Study	Bluffdale City	\$50,000	EDA/CDA	2013 – 2013	Target appropriate private investment which will provide jobs and revenue to construct new regional road infrastructure.	1 2 5 6	High
2	Demolition assistance fund	Clearfield City	\$100,000	RDA tax increment	2013 - -	Job creation; private sector investment; redevelopment to higher and better uses.	1 5 3	Med
3	1450 South storm drain extension	Clearfield City	\$209,400	RDA/tax increment (100%)	2013 - 2013	Job creation and private sector investment in the Legend Hills area.	1 5	Med
4	UTA – Clearfield circulator feasibility study	Clearfield City	\$60,000	UTA - \$30,000; Clearfield City (tax increment) - \$10,000; Weber State University - \$5,000; UDOT - \$5,000; Freeport Center Associates - \$5,000; Davis County - \$2,500; Sunset Ridge, LLC - \$2,500	2013 - 2013	Job creation and private sector investment. A circulator, if feasible, would connect people with places of employment and education.	1 5 3 2 6	Med
5	1000 East / State Street reconfiguration	Clearfield City	\$TBD	Developer funding / RDA tax increment	2013 - 2014	Clearfield Station TOD will enhance the local economy by creating jobs, promoting FrontRunner ridership, and providing housing. It will be a catalyst for redevelopment throughout Clearfield.	1 5 3 2 6	Med
6	Depot Street extension	Clearfield City	\$TBD	Developer funding / RDA tax increment	2013 - 2014	Job creation; private sector investment; as a direct connection between the Clearfield Station TOD and SR-193, the Depot Street extension will make the TOD an attractive location for businesses to locate.	1 5 3 2 6	Med

	Project Name	Lead Agency	Project Cost	Funding Sources	Timeline	Jobs Created / Other Benefits / Performance Measures	WFEDD Goals	Project Priority
7	Legend Hills 16" waterline upgrade	Clearfield City	\$234,100	RDA/tax increment (100%)	2014 - 2014	Job creation and private sector investment in the Legend Hills area.	1 5	Med
8	Legend Hills traffic improvements	Clearfield City	\$26,000		2014 - 2014	Job creation and private sector investment in the Legend Hills area.	1 5	Med
9	Downtown beautification	Clearfield City	\$TBD	RDA tax increment	TBD	Job creation; private sector investment; redevelopment to higher and better uses in the downtown corridors.	1 3	Med
10	Downtown power line under-grounding	Clearfield City	\$TBD	RDA tax increment	TBD	Job creation; private sector investment; redevelopment to higher and better uses in the downtown corridors.	1 3	Med
11	Economic Development Strategic Plan	Cottonwood Heights	\$55,000	CDBG and city economic development funding	- - -	This project will help the city assess its economic position in the regional, state and nationally and to identify and understand the City's available economic resources and how such resources can be enhanced to accommodate business growth and entrepreneurship within the City and to provide for a sustainable economic future.	1 5 3 4 2 6	High
12	Burmester Road Waterline	Grantsville City	\$400,000	EDA: \$200,000; Impact Fees: \$200,000	2013-2014	The City's only industrial/manufacturing zone does not have water. The City would install a water line, approximately 10k square feet. The waterline would allow for business expansion resulting in at least 40 new jobs.	1456	High
13	SR 138 Waterline	Grantsville City	\$1.5 million	EDA: \$750,000, Impact Fees: \$750,000	2014-2015	The City would like to install a water and sewer line from the Walmart Distribution Center to the Climax Chemical area. The new lines would allow for business expansion and job creation. Not sure how many jobs.	1456	Med
14	Herriman Towne Center	Herriman City	\$100 million	SAA financing, CDA, TIF	Current – 2020	new jobs created; daytime population; density to encourage mass transit.	1 2 3 4 5 6	Med

	Project Name	Lead Agency	Project Cost	Funding Sources	Timeline	Jobs Created / Other Benefits / Performance Measures	WFEDD Goals	Project Priority
15	Rosecrest Commercial Center	Herriman City	\$TBD	SAA financing, CDA, TIF	2013 – 2023	Jobs created; daytime population; mass transit.	1 2 3 4 5 6	High
16	Historic Downtown Layton Re-development	Layton City	\$91.5 million	Tax Increment Financing: \$21 million. Layton City CDBG: \$500,000. Private financing: \$70 million.	2005 - 2030	Increase the economic vitality of the area through a vibrant, transit oriented development, including historic preservation, high density housing, and commercial projects through public/private partnerships.	1 5 3 2 6	Med
17	South Fort Lane	Layton City	\$148 million	Tax Increment Financing: \$3 million. Private financing: \$45 million. UDOT \$100 million (Layton Park I-15 Interchange).	2005 - 2030	Increase the economic vitality of the area with a vibrant commercial center through public/private partnerships. Increase in taxing entity(s) tax base.	5 3 2 6	Med
18	East Gate Business Park	Layton City	\$26 million	Tax Increment Financing: \$24 million. Layton City: \$2 million.	2008 - 2023	Project area has only 25% of required infrastructure. Infrastructure improvements will increase private sector investment, creating 2,000-4,000 jobs and a larger tax base for taxing entities.	1 5 3 6	High
19	Layton Hospitality Walk	Layton City	\$6 million	Davis County: \$300,000. Layton City: \$200,000.	2013 - 2018	An increase in economic activity in the project area. Encourage alternative modes of transportation for visitors and conference goers. Increase Transient Room Tax (TRT) revenue.	1 5 6	Low
20	Bridge that connects Young and Commercial streets	Morgan City	\$1.5 million	Transportation; city; county CDBG; EDA	2014	Morgan County is one of the two most distressed counties in the region. This project will help increase connectivity, enhance access and opportunity, and further redevelopment efforts throughout the county.	3 5 6	High

	Project Name	Lead Agency	Project Cost	Funding Sources	Timeline	Jobs Created / Other Benefits / Performance Measures	WFEDD Goals	Project Priority
21	Galleria Site Study	Murray City Corporation		Murray City Economic Development Funds: \$15,000; Grant Funding \$25,000	Aug-13 - Dec-13	Redevelopment of underutilized property and to enhance opportunities along key transit routes in the area.	1 6	Med
22	5300 South Infrastructure Improvements	Murray City Corporation	\$100,000	Private Owner: \$50,000; Murray City Economic Development Funds: \$10,000; Grant Funding \$40,000	Aug-13 - Oct-13	Redevelopment of an underutilized site which will assist in cleaning up an area adjacent to the Intermountain Medical Center.	3	Med
23	Vine Street Power line Relocation	Murray City Corporation	\$1,500,000	Redevelopment Agency Funds: \$300,000; Private Development Funding: \$500,000; Grants \$700,000	Aug-13 - Oct-13	This site is a targeted redevelopment property in close proximity to Intermountain Medical Center. Relocation of the power lines will remove a major barrier for a site which is critical for future medical facilities.	1 3	High
24	Fireclay right-of-way enhancements	Murray City Corporation	\$3,000,000	Redevelopment Agency: \$1,000,000; Private Owner: \$1,000,000; Grant Funding \$1,000,000	Aug-13 - Oct-13	Enhance redevelopment and needed infrastructure in a transit corridor.	1 6	Low
25	UT Regional Nondestructive Inspection (NDI) and Destructive Testing (DT) Lab and Training Center	Ogden City	\$2.1 million	Federal: \$ 1.5 million, Local: \$300,000, Other: \$300,000	Jun 2013 - April 2014	Ogden is a high economically distressed region with eight inner city tract regions with low PCMI (\$13,404) and high unemployment (12.2%). The NDI/DT Lab will provide quality training and high pay jobs for STEM graduates in the Ogden area. (Ogden City CEDS 2011).	1 2	High

	Project Name	Lead Agency	Project Cost	Funding Sources	Timeline	Jobs Created / Other Benefits / Performance Measures	WFEDD Goals	Project Priority
26	Fife Project	Ogden City	\$16,000,000	Tax Increment: \$7,000,000; Private Equity: \$3,000,000; Private Debt: \$5,000,000; EDA: \$1,000,000	2013 – 2015	Job creation is projected to be approximately 300 FTE, along with a significant multiplier in indirect job creation. The project will also generate significant new sales and property tax revenue for the city and other taxing entities.	1 3 5 6	Med
27	Trackline Business Park	Ogden City	TBD	Federal, Local, Other	2014	Development of Trackline will result in the creation of 1,200,000 square feet of useable space, 400 permanent jobs (including 50% jobs that will pay at least 125% of the state average wage), and 50 temporary jobs associated with construction. Public investment in infrastructure improvements and site preparation is expected to attract 80,000,000 dollars in private investment. When complete, Trackline will generate approximately 1,350,000 dollars in tax revenues annually.	1 2 3	High
28	17th Street Expansion	Ogden City Municipal Corporation	\$4,000,000	Capital Improvement Plan: \$3,000,000; EDA: \$1,000,000	2014 – 2016	This project will change the economic environment of this area by enhancing transportation access and other expansion infrastructure.	1 3 5 6	Med
29	24th Street Road Expansion	Ogden City Municipal Corporation	\$40,000,000	Capital Improvement Plan: \$1,000,000; UDOT: \$23,000,000; EDA: \$25,000,000	2017 – 2019	This project will change the economic environment of this area by enhancing transportation access and other expansion infrastructure.	1 3 5 6	Low

	Project Name	Lead Agency	Project Cost	Funding Sources	Timeline	Jobs Created / Other Benefits / Performance Measures	WFEDD Goals	Project Priority
30	24th Street Corridor Re-development	Ogden City Municipal Corporation	\$40,000,000	Capital Improvement Plan: \$1,500,000; Tax Increment: \$12,000,000; Private Equity: \$5,000,000; Private Debt: \$20,500,000; EDA: \$1,000,000	2018 – 2022	The project is projected to create approximately 200 new FTE positions and enhance and improve the existing property and sales tax base. The project will also change the economic environment of a highly-blighted area.	1 2 3 5 6	Low
31	Rulon White Blvd. extension	Pleasant View City	\$714,000	Tax increment funding (EDA project) - \$195,000. Remainder is sought from other sources.	2013 - 2014	Expansion of the businesses in the area as well as entice new companies to consider locating in this last large area of potential industrial land uses within Weber County while also allowing direct interaction with the Weber Industrial Park immediately adjacent to the south of this project. We would anticipate several hundred new jobs through expansion of existing companies and the locations of new companies in the near future along with retention of jobs already in place. A number of companies have desired to locate in Weber County but wish to own rather than lease which is the only option in the BDO. Private sector investment is looking for places to build companies and this would be an excellent choice. The project area includes commuter rail accessibility, easy access to the freeway (which would be enhanced by this intersection improvement), and is within a short distance of the Ogden rail station and airport, thus providing many options for transportation.	1 5 6	High

	Project Name	Lead Agency	Project Cost	Funding Sources	Timeline	Jobs Created / Other Benefits / Performance Measures	WFEDD Goals	Project Priority
32	Ninigret North Phase I – PRV Vaults	Syracuse City Corporation	\$200,000	Syracuse City - \$200,000	Spring 2012 - Fall 2013	Installation of these stations will increase water pressure in surrounding homes and also service a new industrial park.	1 3	High
33	UT Regional Innovation Clusters	Salt Lake County	\$100-150M	EDA, Private	July 13-July 16	These technology centers are catalytic employment centers. Each Center is a complete vertical integration of tech cluster from early start up, innovation, entrepreneurship assets, small and mid size firms, anchored by large Fortune 500 firm. Jobs created: 3000-4000 (GOED cluster jobs 2500-3500, 120% AMI jobs 700-800, 100% AMI jobs 2500-3000, 80% AMI jobs 1100-1200. Private investment \$100-150M; Infrastructure \$100-150M. Training programs 7-9. Increase regional cooperation, transit ridership, global competitiveness, catalyze housing and retail development of \$300-500 M.	123456	High
34	Steps 30 Year Master Plan	Sandy City	\$450,000	Sandy City has already invested \$775,000	Feb-13 - Sept-13	Reduce the use of personal automobiles and maximize connectivity to existing heavy and light rail stations and to develop alternative forms of transportation. Highlighted as one of the Region's Wasatch Choice for 2040 Catalytic/Demonstration sites.	1 2 3 5 6	High
35	Water Treatment Roof Installation	Stockton Town	\$50,000	EDA: \$25,000; City: \$25,000	2014-2015	Both the water treatment plant and the water reservoir that feeds the treatment plant need roofs. Not sure the number of new jobs.	6	High
36	Planning Assistance	Stockton Town	\$50,000	EDA: \$25,000; City: \$25,000	2014-2015	The City does not have an existing economic development plan. The City would like to create a plan focused on expanding their industrial area.	1256	Med

	Project Name	Lead Agency	Project Cost	Funding Sources	Timeline	Jobs Created / Other Benefits / Performance Measures	WFEDD Goals	Project Priority
37	West Valley City Fiber Optic Network Expansion	West Valley City	\$1,500,000	Utah Infrastructure Agency: \$750,000 EDA: \$750,000	2013 - 2014	This project expands technology infrastructure in existing and upcoming employment areas close to housing. Two of the upcoming employment areas will include 4 million sq. ft. of light industrial/office space, over 5,000 jobs and \$480 million in private investment.	1 3 5 6	High
38	3030 W Road and Intersection Improvements	West Valley City	2,000,000	Local funds: \$1,000,000, EDA: \$1,000,000	2014 - 2015	This project will provide essential access to the redevelopment project known as Fairbourne Station. Upon buildout, Fairbourne Station will see \$500 million in private capital and will generate 2,500 jobs.	1 2 3 5 6	Med
39	Freeport Industrial Road Extension	West Valley City	\$2,000,000	State and local funds: \$1,000,000 EDA: \$1,000,000	2014 - 2015	This new road is critical to the success of a new office/warehouse development of 2.2 million square feet. Upon completion, this \$134 million private development will house 1,800 jobs. It will alleviate congestion and stacking at the intersection of Highway 201 and 7200 W.	1 3 5 6	Low
40	CEDS projects and activities	WFEDD	TBD	WFEDD	ongoing	Increase the number of cities/counties/economic development organizations that include projects in the CEDS for submission to EDA.	5	Med
41	WFEDD technical assistance	WFEDD	TBD	WFEDD	ongoing	WFEDD staff will offer assistance to applicants making an application to EDA. Staff will give priority to applicants with the greatest need (high distress level, limited human capital or capacity) and that have the highest quality projects.	5	High
42	WFEDD awareness	WFEDD	TBD	WFEDD	ongoing	Staff will coordinate with other economic development agencies to make available training related to the WFEDD and CEDS.	5	Med

Vital Projects, Programs, and Activities

Strategically important or vital projects, programs, and activities are those that accomplish the region’s goals and have been identified as a “high” priority by the entity that submitted the project. See the following table for a list of the region’s vital projects.

Table 19. Vital Projects, Programs, and Activities - 2013

	Project Name	Lead Agency	Project Cost	Funding Sources	Timeline	Jobs Created / Other Benefits / Performance Measures	WFEDD Goals	Project Priority
1	Porter Rockwell CDA Feasibility Study	City of Bluffdale	\$50,000	EDA/CDA	2013 – 2013	Target appropriate private investment which will provide jobs and revenue to construct new regional road infrastructure.	1 2 5 6	High
2	Economic Development Strategic Plan	Cottonwood Heights	\$55,000	CDBG and city economic development funding	- - -	This project will help the city assess its economic position in the regional, state and nationally and to identify and understand the City’s available economic resources and how such resources can be enhanced to accommodate business growth and entrepreneurship within the City and to provide for a sustainable economic future.	1 5 3 4 2 6	High
3	Burmester Road Waterline	Grantsville City	\$400,000	EDA: \$200,000; Impact Fees: \$200,000	2013-2014	The City’s only industrial/manufacturing zone does not have water. The City would install a water line, approximately 10k square feet. The waterline would allow for business expansion resulting in at least 40 new jobs.	1456	High
4	Rosecrest Commercial Center	Herriman City	\$TBD	SAA financing, CDA, TIF	2013 – 2023	Jobs created; daytime population; mass transit.	1 2 3 4 5 6	High
5	East Gate Business Park	Layton City	\$26 million	Tax Increment Financing: \$24 million. Layton City: \$2 million.	2008 - 2023	Project area has only 25% of required infrastructure. Infrastructure improvements will increase private sector investment, creating 2,000-4,000 jobs and a larger tax base for taxing entities.	1 5 3 6	High

	Project Name	Lead Agency	Project Cost	Funding Sources	Timeline	Jobs Created / Other Benefits / Performance Measures	WFEDD Goals	Project Priority
6	Bridge that connects Young and Commercial streets	Morgan City	\$1.5 million	Transportation; city; county CDBG; EDA	2014	Morgan County is one of the two most distressed counties in the region. This project will help increase connectivity, enhance access and opportunity, and further redevelopment efforts throughout the county.	3 5 6	High
7	Vine Street Power line Relocation	Murray City Corporation	\$1,500,000	Redevelopment Agency Funds: \$300,000; Private Development Funding: \$500,000; Grants \$700,000	Aug-13 - Oct-13	This site is a targeted redevelopment property in close proximity to Intermountain Medical Center. Relocation of the power lines will remove a major barrier for a site which is critical for future medical facilities.	1 3	High
8	UT Regional Nondestructive Inspection (NDI) and Destructive Testing (DT) Lab and Training Center	Ogden City	\$2.1 million	Federal: \$ 1.5 million, Local: \$300,000, Other: \$300,000	Jun 2013 - April 2014	Ogden is a high economically distressed region with eight inner city tract regions with low PCMI (\$13,404) and high unemployment (12.2%). The NDI/DT Lab will provide quality training and high pay jobs for STEM graduates in the Ogden area. (Ogden City CEDS 2011).	1 2	High
9	Trackline Business Park	Ogden City	TBD	Federal, Local, Other	2014	Development of Trackline will result in the creation of 1,200,000 square feet of useable space, 400 permanent jobs (including 50% jobs that will pay at least 125% of the state average wage), and 50 temporary jobs associated with construction. Public investment in infrastructure improvements and site preparation is expected to attract 80,000,000 dollars in private investment. When complete, Trackline will generate approximately 1,350,000 dollars in tax revenues annually.	1 2 3	High

	Project Name	Lead Agency	Project Cost	Funding Sources	Timeline	Jobs Created / Other Benefits / Performance Measures	WFEDD Goals	Project Priority
10	Rulon White Blvd. extension	Pleasant View City	\$714,000	Tax increment funding (EDA project) - \$195,000. Remainder is sought from other sources.	2013 - 2014	Expansion of the businesses in the area as well as entice new companies to consider locating in this last large area of potential industrial land uses within Weber County while also allowing direct interaction with the Weber Industrial Park immediately adjacent to the south of this project. We would anticipate several hundred new jobs through expansion of existing companies and the locations of new companies in the near future along with retention of jobs already in place. A number of companies have desired to locate in Weber County but wish to own rather than lease which is the only option in the BDO. Private sector investment is looking for places to build companies and this would be an excellent choice. The project area includes commuter rail accessibility, easy access to the freeway (which would be enhanced by this intersection improvement), and is within a short distance of the Ogden rail station and airport, thus providing many options for transportation.	156	High

	Project Name	Lead Agency	Project Cost	Funding Sources	Timeline	Jobs Created / Other Benefits / Performance Measures	WFEDD Goals	Project Priority
11	UT Regional Innovation Clusters	Salt Lake County	\$100-150M	EDA, Private	July 13-July 16	These technology centers are catalytic employment centers. Each Center is a complete vertical integration of tech cluster from early start up, innovation, entrepreneurship assets, small and mid size firms, anchored by large Fortune 500 firm. Jobs created: 3000-4000 (GOED cluster jobs 2500-3500, 120% AMI jobs 700-800, 100% AMI jobs 2500-3000, 80% AMI jobs 1100-1200. Private investment \$100-150M; Infrastructure \$100-150M. Training programs 7-9. Increase regional cooperation, transit ridership, global competitiveness, catalyze housing and retail development of \$300-500 M.	123456	High
12	Water Treatment Roof Installation	Stockton Town	\$50,000	EDA: \$25,000; City: \$25,000	2014-2015	Both the water treatment plant and the water reservoir that feeds the treatment plant need roofs. Not sure the number of new jobs.	6	High
13	Ninigret North Phase I – PRV Vaults	Syracuse City Corporation	\$200,000	Syracuse City - \$200,000	Spring 2012 - Fall 2013	Installation of these stations will increase water pressure in surrounding homes and also service a new industrial park.	13	High
14	Steps 30 Year Master Plan	Sandy City	\$450,000	Sandy City has already invested \$775,000	Feb-13 - Sept-13	Reduce the use of personal automobiles and maximize connectivity to existing heavy and light rail stations and to develop alternative forms of transportation. Highlighted as one of the Region's Wasatch Choice for 2040 Catalytic/Demonstration sites.	1 2 3 5 6	High

	Project Name	Lead Agency	Project Cost	Funding Sources	Timeline	Jobs Created / Other Benefits / Performance Measures	WFEDD Goals	Project Priority
15	West Valley City Fiber Optic Network Expansion	West Valley City	\$1,500,000	Utah Infrastructure Agency: \$750,000 EDA: \$750,000	2013 - 2014	This project expands technology infrastructure in existing and upcoming employment areas close to housing. Two of the upcoming employment areas will include 4 million sq. ft. of light industrial/office space, over 5,000 jobs and \$480 million in private investment.	1 3 5 6	High
16	WFEDD technical assistance	WFEDD	TBD	WFEDD	ongoing	WFEDD staff will offer assistance to applicants making an application to EDA. Staff will give priority to applicants with the greatest need (high distress level, limited human capital or capacity) and that have the highest quality projects.	5	High

CHAPTER 7. CEDS PLAN OF ACTION

The CEDS plan of action outlines how the goals and objectives will be implemented. Implementing these actions as well as advancing the projects described in Chapter 6 will allow WFEDD to promote economic development and opportunity, foster effective transportation access, enhance and protect the environment, maximize effective development and use of the workforce, promote the use of technology including access to high-speed telecommunications, balance resources through sound management of physical development, and obtain and utilize adequate funds and other sources. Also included in this section is a short narrative outlining the methodology used for cooperating and integrating the CEDS with the Governor’s Office of Economic Development.

The actions in Table 20 seek to implement the goals and objectives outlined in the CEDS. In conjunction with the projects found below, WFEDD seeks to promote and facilitate a wide variety of activities that have regional economic impacts.

Table 20: WFEDD Actions

Action	Priority	Partnerships	Time Frame
Maintain Consistency With Other Development Efforts			
Maintain collaboration with GOED, EDCUtah, Grow Utah Ventures, Wasatch Choice 2040, Chambers of Commerce, and the Utah Alliance	High	GOED, EDCUtah, Grow Utah Ventures, Wasatch Choice 2040, Chambers of Commerce, UT Alliance	2013-2014
Explore establishing a statewide EDA effort to increase collaboration between EDD borders	High	Other EDD’s within the State	2013-2014
Economic Development Technical Assistance			
WFEDD staff will offer assistance to applicants making an application to EDA. Staff will give priority to applicants with the greatest need (high distress level, limited human capital or capacity) and that have the highest quality projects.	High	EDA eligible entities within the region.	2013-2014
Provide needed outreach to rural communities in bringing them to regional and statewide economic development initiatives.	High	Rural communities, i.e. Tooele, Grantsville, Rush Valley, Stockton, Vernon, Wendover, Morgan.	2013-2014
Regional NDI Lab			
Assist Ogden in grant application for NDI lab	High	Ogden City	2013
Facilitate regional collaboration concerning regional and multi-regional lab utilization, particularly with the DATC and efforts in Utah County.	High	Davis Applied Technology College, Utah County, Ogden City	2013
CEDS Maintenance and Updates			

Action	Priority	Partnerships	Time Frame
Make the CEDS process a continual planning process	High	All jurisdictions and other parties interested in economic development	Annually
Conduct annual updates to the CEDS	High	All jurisdictions and other parties interested in economic development	Annually
Improve Access to Capital			
Educate financial institutions, Zion's Bank, Bank of Utah, etc. about synergies with EDA and the Community Reinvestment Act requirements	High	Zion's Bank, Bank of Utah, Community Reinvestment Banks	2013-2017
Help communities to consider leveraging multiple federal resource avenues including EDA, HUD, CRA options, etc.	High	EDA, HUD, USDA, FEMA, CRA, EDCUtah, GOED, Utah Alliance	2013-2017
Attend Local Government Meetings and ED meetings			
Attend County COG meetings as necessary	Med	Cities and Counties, Districts	2013-2017
Participate in Utah Alliance ED meetings	Med	Utah Alliance	2013-2017
Attend city meetings to promote EDA grant applications	Med	Cities	2013-2017
Training and Conferences			
Utilize NADO training webinars	Med	NADO	2013-2017
Explore options for attending training conferences	Med	APA, WC 2040, WFRC, Other EDD's	2013-2017
Evaluate staffing options for WFEDD	Med	WFRC, Other EDD's	2013-2017
Increase Partnerships with Universities			
Explore establishing the University of Utah or Weber State University in EDA's University Center Program	Med	University of Utah, Weber State University	2013-2015
Marketing Program			
Develop WFEDD social media resources	Med	EDCUtah, WFRC, Cities, Counties, Utah Alliance	2013
Market WFEDD resources to non-participating communities and refine relationships with participating communities	Med	EDCUtah, WFRC, Cities, Counties, Utah Alliance, Chambers of Commerce	2013
Explore the creation of video interviews of members	Med	EDD, WFRC	2013
Make communities aware about EDCUtah's grant program	Med	EDCUtah	2013
Tourism and Recreation			

Action	Priority	Partnerships	Time Frame
Support statewide and regional efforts in promoting tourism and recreation	Low	GOED, Chambers of Commerce, EDCUtah, WFRC	2013 – 2017
Recruitment Assistance			
WFEDD will be a key player in helping communities get up to date information to EDCUtah regarding available building sites and buildings	Low	EDCUtah, WFRC, Cities, Counties	2013-2014
Concentrate these efforts on distressed and rural communities	Low	EDCUtah, WFRC, Cities, Counties, Utah Alliance,	2013-2014
Information Dissemination			
Relay Federal Funding Opportunities to the region	Low	EDCUtah, WFRC, Cities, Counties, Utah Alliance, Chambers of Commerce	2013 – 2017
Monitor proposed 13 CFR changes	Low	EDD's	2013 – 2017
Ensure the Board and CEDS Strategy Committee are made aware of EDA changes	Low	EDD's	2013 – 2017

Integrating the CEDS with Utah's Priorities

The methodology for cooperating and integrating Utah's economic development priorities are outlined in three major steps below.

1. Throughout the CEDS, during the creation of and eventual implementation of each of the State's four objectives have been incorporated. The following areas are examples of where Utah's priorities have been included: introduction, background, goals and objectives, and implementation efforts.
2. The WFEDD echoed Utah's priority for focusing economic development efforts on particular industry clusters: key industries, employment totals, and targeted clusters.
3. The WFEDD worked to ensure collaboration with the State throughout the CEDS process and will continue to enrich the planning process that has been established.

Utah's Vision, Mission Statement, and Objectives

Vision

Utah will lead the nation as the best performing economy and be recognized as a premier global business destination.

Mission and Objectives

Utah will excel in job creation, innovation, entrepreneurship, global business, and quality workforce and have a stable and sustainable business friendly environment.

1. Strengthen and Grow Existing Utah Businesses, Both Urban and Rural
2. Increase Innovation, Entrepreneurship & Investment
3. Increase National and International Business
4. Prioritize Education to Develop the Workforce of the Future

Visit the State of Utah's economic development plan by visiting the State's website, <http://business.utah.gov/start/econ-plan/>.

CHAPTER 8. EVALUATION OF PERFORMANCE

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

The annual report will provide progress on each of the projects or activities identified in the action plan that have been funded in part or in whole with EDA funding. The performance measures and other factors are subject to refinement and revisions as part of the ongoing CEDS process. The performance measures may include:

- Number of jobs created as a result of CEDS implementation
- Number of jobs retained as a result of CEDS implementation
- Amount of capital that existing businesses have accessed/acquired as a result of the CEDS program implementation
- Amount of private sector investment in the region as a result of CEDS implementation
- Amount of jobs/businesses created in the GOED targeted clusters
- Amount/value of new infrastructure built in the region as a result of CEDS implementation
- New workforce development/training programs initiated in the region as a result of CEDS implementation
- Changes in the economic environment of the region
- Changes to the Goals and Objectives as directed by the WFEDD Strategy Committee

WFEDD staff will collect, monitor, analyze, and present data and information on the region's economic conditions in an on-going manner to the Strategy Committee. The data and information we will share will include economic indicators such as: labor force, jobs, unemployment, wages, population, national, and state economic trends. Additionally, many of the expected performance measures will be tied to the projects that receive EDA funding. The performance measures for each project in the action plan can vary depending on the size and scope of the project. These measures will be determined by the individual entities that submit the project(s). WFEDD staff highly encourages the eligible entities such as the cities and counties that participate in the District, to include the measures mentioned above. The indicators used to evaluate performance can be found in the project, program, and activity list.

WFEDD Strategy Committee and Board of Directors stressed that the role of this newly formed Economic Development District is to support existing efforts, not re-direct or work against existing economic development efforts. In an effort to comply with EDA guidelines and WFEDD Board of Directors, the projects, programs, activities, and performance measures in this CEDS are determined by the entities that have submitted the projects, programs, and activities.

CHAPTER 9. DISASTER PREPAREDNESS

The Wasatch Front Region has in place a disaster preparedness plan known set forth 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. Therefore, much of the information in this chapter comes from the Wasatch Front Natural Hazards Pre-Disaster Mitigation Plan as well as the State's Plan. It has been supplemented by other necessary disaster preparedness strategies in order to address the two phase approach.

Phase I: Pre-Disaster Mitigation Planning Steps

The following steps were taken to establish the Wasatch Front Natural Hazards Pre-Disaster Mitigation Plan.

Step 1: Organize Resources

Utah Division of Homeland Security (DHLS) contracted with Wasatch Front Regional Council (WFRC) to update the 2003 Wasatch Front Region's Pre-Disaster Mitigation Plan under the planning guidelines included in the Disaster Mitigation Act of 2000 (DMA 2000).

Step 2: Public Officials Outreach

To ensure the public and their officials were supportive of the Plan, a WFRC representative attended County Councils of Governments meetings. These public meetings have representation from each chief elected official in each county. Additionally, some communities recommended meeting with their city council to better inform the community.

Step 3: Establish Continuity in the Planning Process

To meet the requirements set forth by DMA 2000, the WFRC was contracted by DHLS to assist the cities, counties, and special service districts within the Wasatch Front Region in updating the multi-jurisdictional PDM Plan.

Step 4: Data Acquisition

Contact was made with the GIS technician and/or planning commission staff in cities and counties to assess available data at the local level. Agreements were made to allow for the exchange of data between the local jurisdictions and WFRC. Mapping data layers obtained included some or all of the following: local roads, plot maps, county tax assessor's data, hazard data, flood maps, topographic data, aerial photographs and land development data.

Step 5: County Hazard Identification and Profile

These steps were conducted by gathering data on the hazards that threaten the planning region. This information was gathered from local, state and federal agencies, organizations, newspapers and other local media accounts, state and local weather records, conversations with the public and local officials, surveys, interviews and meetings with key informants within the planning area. County-level mitigation planning meetings were held during this process. During these meetings, attendees had the opportunity to review hazard information and provide comment. These meetings also provided a forum for discussion on the background information that was needed to gain a general understanding of the geography, geology, recreation and natural resources of the planning region.

Step 6: County Vulnerability Assessment

This step was conducted through a review of local base maps, topographical maps, floodplain maps, United States Geological Survey (USGS) and Utah Geological Survey (UGS) maps, Automated Geographic Reference Center (AGRC) maps, FEMA hazard maps and climate maps from the National Climatic Data Center (NCDC). A detailed vulnerability assessment was completed with the use of GIS software for each county within the WFRC planning region. The FEMA modeling program Hazards United States – Multi Hazards (HAZUS-MH) was used to determine vulnerability to earthquakes and floods. Loss estimation methodology was developed by the core planning team, with assistance from the technical team, to determine vulnerability from each identified hazard. Transportation Analysis Zone (TAZ) and Census 2000 data were used to estimate the number of residents and households that could be affected by the hazard. Utah State sales tax and Equifax Business data were used to find the total number of businesses and annual sales vulnerable to hazards. HAZUS-MH infrastructure data was used to analyze the amount of infrastructure vulnerable to hazards.

Step 7: Review Existing Local Mitigation Actions

This step was conducted through a review of the governing documents of the planning region, as well as, conversations, interviews and meetings with interested community leaders and members. This step identified what goals are already established and adopted for the planning area.

Step 8: Form Local Working Groups

Davis, Morgan, Tooele, Weber, and Salt Lake Counties each organized a working group. These working groups were comprised of individuals with an interest in hazards mitigation, as well as, technical experts from the government sector having mitigation expertise. These committees included city planners, city engineers, county and city GIS staff, floodplain managers, sheriff and fire staff, and city and county emergency managers. Each completed section of the updated Plan was reviewed and analyzed for accuracy by the working groups, individual county emergency managers and WFRC staff. Every section of the Plan was updated and revised as part of the planning process.

Step 9: Risk Assessment Review

The working groups were tasked with reviewing county risk assessments for accuracy and completeness and with developing mitigation strategies for all natural hazards threatening their respective county. Changes or additions were conveyed to the Core Planning Team for revision.

Step 10: Mitigation Strategy Development

Developing the mitigation strategies was a process in which all of the previous steps were taken into account. Each participating county evaluated, identified and profiled the hazards, and vulnerability assessment completed by WFRC. Each Mitigation Strategy developed underwent a cost/benefit analysis to determine the best action to take given limited budgets allocated to hazard mitigation efforts at the local level.

Step 11: Prioritization of Identified Mitigation Strategies

DMA 2000 requires state, tribal, and local governments to show how mitigation actions were evaluated and prioritized. The prioritization process was completed by the core planning team, the technical team and the local planning teams over a series of planning meetings. Prioritization was accomplished using the STAPLEE method as explained in the FEMA How to Guide, Document 386-3. This process resulted in each Mitigation Strategy given a High, Medium or Low priority by the local planning teams.

Step 12: State Review

DHLS created a formal PDM Plan review committee to insure local plans met the requirements of DMA 2000. This committee reviewed the Plans from March 17 through May 1, 2008, and again from August 1 to August 31, 2008, subsequent to submission to FEMA for final review and acceptance.

Step 13: Adoption

The Plan went through a public adoption process from November to December 31, 2008, and was adopted by the cities and counties

Risks and Vulnerabilities

The following table identifies different potential hazards that are likely to affect the Wasatch Front Region. It also outlines how they were identified, including the organizations that assisted in the identification. Lastly, the table outlines why those particular hazards were identified (Table 21).

Table 21: Likely Hazards in the Wasatch Front

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 DHLS, 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.• Yearly, Utah averages approximately 13 earthquakes having a magnitude 3.0 or greater.• Earthquakes can create fire, flooding, hazardous materials incident, transportation, and communication limitations.• The Wasatch Front has recorded large earthquakes in the past and can be expected to experience large earthquakes in the future.

Hazard	How Identified	Why Identified
Landslide	<ul style="list-style-type: none"> • Input from City and County Emergency Operations Managers, USGS, UGS, NCDC, Utah DHLS, 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 historic locations therefore risks exist throughout much of the Wasatch Front. • 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 DHLS, 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 growth in WUI 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. • To increase community awareness.
Problem Soils	<ul style="list-style-type: none"> • Review of County Emergency Operations Plans • Input from community members, Utah, DHLS, 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 DHLS 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. • To increase community awareness. • To incorporate mitigation measures into existing plans to help serve local residents.
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 DHLS, and community members • Review of Flood Insurance Studies, Floodplain maps, and Flood Insurance Rate Maps 	<ul style="list-style-type: none"> • Several 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. • Topography and climate lead to cloudburst storms and heavy precipitation can result in flash flooding throughout most of the Wasatch Front.

Hazard	How Identified	Why Identified
Drought	<ul style="list-style-type: none"> Review of Utah State Water Plan Input from community members, Utah DHLS, NWS, NCC, and NCDC 	<ul style="list-style-type: none"> Affects local economy and residents. Reduces available water in reservoirs impacting culinary, irrigation, and municipal water supplies. Drought periods may extend several years. Secondary threat associated with wildfire. Utah is the nation's second driest state. Can impact farming and ranching operations.
Infestation	<ul style="list-style-type: none"> Review of Utah Department of Agriculture and Food Annual Insect Report and the Utah Forest Insect and Disease Report Input from community members, UDAF, Utah FFSL, and the Utah State University Extension Service 	<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. Results in economic loss. Destruction can be severe and is very costly to mitigate. To better understand mitigation and response techniques.
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. Results in economic loss. Lightning is number one cause of natural hazard death in Utah. Can be costly to recover from. Affects the young and old more severely.
Radon	<ul style="list-style-type: none"> UGS Maps Utah Division of Radiation Control Testing Data 	<ul style="list-style-type: none"> Is odorless and colorless Can cause lung cancer over time

Source: (Wasatch Front Regional Council, 2008)

In addition to identifying the region's potential hazards, Table 22 below, outlines which counties are at risk for each of the identified natural hazards.

Table 22: County Hazard Risks

	Davis	Morgan	Salt Lake	Tooele	Weber
Earthquake	X	X	X	X	X
Landslide	X	X	X	X	X
Wildland Fire	X	X	X	X	X
Problem Soils		X	X	X	
Dam Failure	X	X	X	X	X
Flood	X	X	X	X	X
Drought	X	X	X	X	X
Infestation	X	X	X	X	X
Severe Weather	X	X	X	X	X
Radon	X	X	X	X	X

Source: (Wasatch Front Regional Council, 2008)

Inventory of Community Recovery Resources and Personnel

The assessment found that each county and most of the large incorporated cities, within the WFRC region have extensive capabilities to accomplish mitigation. Most counties and cities are already protecting their citizens from natural hazards under one if not several departments within their governmental structure.

City and County Elected Officials

An elected council or a commission consisting of between three to seven members governs each county. Either a town or city council, consisting of between five to seven members, governs each municipality. The elected officials have the responsibility of adopting mitigation policies. All cities and counties receive their legal authority to govern from the State of Utah.

County General Capabilities

Listed below is a general organizational list of city and county governmental administrative organizations involved in pre-disaster mitigation:

- Elected officials
- City Managers
- County and City Attorneys
- County Assessors
- County Clerks
- Human Services/Personnel Directors
- County and City Treasurers/ Finance
- Public Works Departments
- County Health Departments
- Police and Fire Departments
- County Emergency Management Agencies
- Special Improvement Districts

Emergency Management

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 (Wasatch Front Regional Council, 2008).

Local Emergency Planning Committee (LEPC)

The mission of LEPC is to coordinate emergency preparedness for hazardous materials between all public and private emergency task disciplines. Many LEPC's have expanded their mandated hazardous materials function to include all hazards. In the Region, LEPC's are comprised of elected officials; law enforcement, emergency management, firefighting, emergency medical services, health, local environmental, hospital and transportation personnel; broadcast and print media; community groups; and owners and operators of hazardous chemical facilities that are required by federal law to have hazardous chemical emergency planning. Each county in the region has an active LEPC.

Fire/Emergency Medical Services

Most cities staff fire service organizations and all five counties have fire service. Following a national trend, several multi-jurisdiction fire districts have been formed with the goal to better provide fire and emergency medical services.

Public Works

Divisions within public works often include streets, engineering, water, power, wastewater and sanitation. The public works departments within the counties and larger cities are very sophisticated and currently account for much of the mitigation already taking place within the Wasatch Front region. Several public works departments have storm water management sections and watershed management departments.

Health Care

The region's hospitals and county health departments provide medical emergency preparedness and response. County health departments organize, coordinate and direct emergency medical and health services. The health department assesses health hazards caused by damage to sewer, water, food supplies or other environmental systems. They also provide safety information, assess disaster related mental health needs and services, and provide crisis counseling for emergency workers. Short of a pandemic disease outbreak, health departments within the five counties will likely continue to adequately staff, train and fund their missions.

School Districts

School Districts are located in all the counties. District administrators work closely with local public safety officials including law enforcement, fire emergency medical services, and public health to help to ensure that schools are well prepared for any kind of emergency.

Special Service Districts

Special Service Districts (SSD) are defined as quasi-governmental agencies having taxing authority, providing a specific public service that may include; public transportation, fire, water, wastewater and sewer. The SSD's work closely with local and public safety officials to ensure that the Districts are well prepared for any kind of emergency. In many cases, the Districts participate in the county or city emergency preparedness committee for emergency coordination, planning, and response.

Jurisdiction Technical Expertise

Most of the counties and large incorporated cities within the WFRC have full-time planners, emergency managers, building inspectors, housing specialists and engineers on staff. Salt Lake County also employs a part-time geologist.

Geographic Information Systems (GIS)

Staff experience with GIS varies widely between the large resources of Salt Lake, Davis and Weber counties and the relatively small resources of Morgan and Tooele counties. All counties in the region have at least some staff to coordinate data processing and computer capabilities for GIS. GIS is a geo-referenced set of hardware and software tools that are used to collect, manage, and analyze spatial data. (GIS capabilities are often found in other departments such as public works or information technology.) GIS is most beneficial when data from all departments and planning jurisdictions is inputted for analysis.

Public Safety Communications (PSC)

Public safety communications networks assure emergency communications through radio, microwave, telephone, satellite, internet, e-mail, fax and amateur radio. One of the most beneficial capabilities of PSC is providing cross communication between equipment and frequencies. PSC coordinates dissemination of emergency information to the media, the public and emergency personnel; activates internal information systems; acts as a liaison to elected officials; assists in the provision of emergency information and document the impact.

Public Works

Public works departments generally provide engineering, transportation, GIS, water, wastewater, sanitation (in some cases electric power) expertise and capability. As a team, public works personnel identify critical infrastructure and plan and prepare for emergency mitigation.

Utah Division of Homeland Security (Utah DHLS)

Utah DHLS assisted WFRC in providing information on preparing for and responding to emergencies. The division serves as the liaison between local, state and federal emergency assistance. The division educates the public about earthquakes, hazardous materials, floods, communications, leadership, information technology, funding, coordination and supplies.

Utah State University (USU) Cooperative Extension

The USU Extension Service assisted with family and community data in putting research-based knowledge to work. Many of the programs and informational courses improve pre-disaster mitigation.

University of Utah

The University of Utah was utilized as a technical resource for academic mitigation research and demographic data.

Emergency Shelters within the WFEDD Region

Community evacuation plans exist at the city and county levels and have been disseminated to the necessary parties to ensure awareness.

Table 23: Shelters in the WFEDD Region

Family Promise of Salt Lake 801-961-8622 Salt Lake City, UT 84165	Wasatch Homeless Health Care Program 801-364-0058 Salt Lake City, UT 84101
Rescue Mission of Salt Lake 801-355-1302 Salt Lake City, UT 84101	Rescue Mission of Salt Lake - Rescue Haven 801-521-5925 Salt Lake City, UT 84111
Wasatch Homeless Health Care Program 801-364-0058 Salt Lake City, UT 84101	The Road Home - Pathways Program 1-877-864-4937 Salt Lake City, UT 84101
The Road Home - Palmer Court 801-505-7777 Salt Lake City, UT 84111	Ogden Rescue Mission (801)621-4360 Ogden, UT 84401
St. Anne's Center 801-621-5036 Ogden, UT 84401	

Source: (Utah Homeless Shelters And Social Services, 2006 - 2013)

PHASE II: Disaster Assessment

Assess the nature and magnitude of the disaster

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.

Assess the impact on the economy (business, industry sectors, labor market...etc)

During an actual all-hazard 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 familiar with Individual Assistance Programs/Grants and Public Assistance Programs.

Assess the impact on transportation and public infrastructure

The state, county, and communities have the capabilities to assess how the transportation and public infrastructure are impacted in addition to the impact on the economy.

Assess the impact on housing, schools, and health care facilities

School districts, individual school administrators and state offices are prepared and in place to assess the damage in the event of an emergency.

Develop and/or Implement Recovery Timeline

Please refer to the disaster mitigation plans for each individual jurisdiction to understand that communities approach and timeline.

Implement Recovery Plan (long-term recovery)

Long term recovery options will vary by disaster in conjunction with the covered partners and resources available to the region in the event of a disaster.

Other Disaster Preparedness Plans

- Davis County Emergency Management Plan – can be found at www.co.davis.ut.us.
- Salt Lake County Emergency Preparedness Plan – can be found at www.slvhealth.org.
- Weber County Emergency Management – can be found at www.co.weber.ut.us.
- State of Utah Hazard Mitigation Plan – can be found at www.publicsafety.utah.gov.
- Wasatch Front Natural Hazards Pre-Disaster Mitigation Plan – can be found at www.wfrc.org.

APPENDIX A. DESCRIPTION OF EDA FUNDING PROGRAMS

The following descriptions are from the U.S. Economic Development Administrations website, <http://www.eda.gov/programs.htm>, and from the U.S. Economic Development Administrations FY 2013 Budget in Brief. Final funding appropriations will be determined by Congressional appropriations yet to be determined. The “2012 Regional Appropriation” is for the ten states within the Denver Region.

1. PUBLIC WORKS

Program Description: Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private-sector jobs and investment. (Name may change to 21st Century Innovation Infrastructure.)

2013 Proposed National Appropriation: \$65,500,000

2012 Regional Appropriation: \$9,941,000

Award Ceiling: None

Eligible Entities: States, Cities, Counties, Units of Local Government, EDDs, Non-Profits, Universities

2. ECONOMIC ADJUSTMENT

Program Description: Assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base.

2013 Proposed National Appropriation: \$65,200,000

2012 Regional Appropriation: \$2,470,000

Award Ceiling: None

Eligible Entities: States, Cities, Counties, Units of Local Government, EDDs, Non-Profits, Universities

3. PARTNERSHIP PLANNING

Program Description: Supports local organizations with long-term planning efforts.

2013 Proposed National Appropriation: \$27,000,000

2012 Regional Appropriation: \$5,800,000

Award Ceiling: \$100,000

Eligible Entities: Economic Development Districts

4. REGIONAL INNOVATION STRATEGIES

Program Description: A national initiative to encourage innovation, regional collaboration, and regional innovation clusters (such as the i6 Challenge or Jobs and Innovation Accelerator Challenge formerly funded under the EA). The Program is based on the premise that it is critical to support advanced job creation strategies that promote regional innovation clusters.

2013 Proposed National Appropriation: \$25,000,000

2012 Regional Appropriation: \$0

Award Ceiling: ?

Eligible Entities: States, Cities, Counties, Units of Local Government, EDDs, Non-Profits, Universities

5. TRADE ADJUSTMENT ASSISTANCE FOR FIRMS

Program Description: A national network of 11 Trade Adjustment Assistance Centers to help strengthen the competitiveness of American companies that have lost domestic sales and employment because of increased imports of similar goods and services.

2013 Proposed National Appropriation: \$15,800,000

2012 Regional Appropriation: \$0

Award Ceiling: ?

Eligible Entities: Trade Adjustment Assistance Centers. *Utah is served by the Rocky Mountain TAAC, 2595 Canyon, Suite 440, Boulder, Colorado 80302. www.rmtaac.org; contact@rmtaac.org; 800-677-3791

6. (LOCAL) TECHNICAL ASSISTANCE

Program Description: Helps fill the knowledge and information gaps that may prevent leaders in the public and non-profit sectors in distressed areas from making optimal decisions on local economic development issues.

2013 Proposed National Appropriation: \$12,000,000

2012 Regional Appropriation: \$658,000

Award Ceiling: \$200,000

Eligible Entities: States, Cities, Counties, Units of Local Government, EDDs, Non-Profits, Universities

7. RESEARCH AND EVALUATION

Program Description: Supports research of leading edge, world class economic development practices and information dissemination efforts.

2013 Proposed National Appropriation: \$1,500,000

2012 Regional Appropriation: \$0

Award Ceiling: \$300,000

Eligible Entities: States, Cities, Counties, Units of Local Government, EDDs, Non-Profits, Universities

APPENDIX B. PUBLIC PARTICIPATION

The following notice was sent to the region's newspapers to post in the legal sections in order to garner public participation.

PUBLIC NOTICE

Request for Public Comments for the Wasatch Front Region's Draft 2013-2018 Comprehensive Economic Development Strategy

The Wasatch Front Regional Council (WFRC) and the Wasatch Front Economic Development District (WFEDD) has published a draft of the 2013-2018 Comprehensive Economic Development Strategy (CEDS) for the Wasatch Front region which includes Davis, Morgan, Salt Lake, Tooele, and Weber Counties. The CEDS has been prepared pursuant to planning and designation requirements under the U.S. Department of Commerce Economic Development Administration (EDA). The CEDS is also required in order to qualify for financial assistance under EDAs Public Works and Economic Adjustment programs, and most planning programs.

The thirty (30) day review and comment period begins February 1, 2013 and extends through March 3, 2013. The draft CEDS is available for review via the WFRC website at www.wfrc.org. Or a copy may be obtained by contacting LaNiece Davenport by phone at 801-363-4250 (Salt Lake), 801-773-5559 (Ogden), or by email ldavenport@wfrc.org. All comments may be submitted by mail to Wasatch Front Regional Council, Attn: LaNiece Davenport, 295 N Jimmy Doolittle Rd, Salt Lake City, UT 84116; by email to ldavenport@wfrc.org; or by fax 801-363-4236.

Proof of Publication from the Legal Notice Section of Newspapers

The following are the proof of publications from the local newspapers.

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Wasatch Front Region's
Draft 2013-2018 Comprehensive Economic
Development Strategy

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Pub.: February 4, 2013. 512618

PROOF OF PUBLICATION

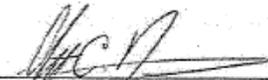
STATE OF UTAH }
County of Tooele } ss.

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Request for Public Comments for the Wasatch Front Region's Draft 2013-2018 Comprehensive Economic Development Strategy
The Wasatch Front Regional Council (WFRC) and the Wasatch Front Economic Development District (WFEDD) has published a draft of the 2013-2018 Comprehensive Economic Development Strategy (CEDS) for the Wasatch Front region which includes Davis, Morgan, Salt Lake, Tooele, and Weber Counties. The CEDS has been prepared pursuant to planning and designation requirements under the U.S. Department of Commerce Economic Development Administration (EDA). The CEDS is also required in order to qualify for financial assistance under EDAs Public Works and Economic Adjustment programs, and most planning programs.
The thirty (30) day review and comment period begins February 1, 2013 and extends through March 3, 2013. The draft CEDS is available for review via the WFRC website at www.wfrc.org. Or a copy may be obtained by contacting LaNiece Davenport by phone at 801-353-4250 (Salt Lake), 801-773-5559 (Ogden), or by email ldavenport@wfrc.org. All comments may be submitted by mail to Wasatch Front Regional Council, Attn: LaNiece Davenport, 295 N Jimmy Doolittle Rd, Salt Lake City, UT 84116; by email to ldavenport@wfrc.org; or by fax 801-353-4235. (Published in the Transcript Bulletin January 31, 2013)

I, Scott C. Dunn, being first duly sworn, depose and say that I am the Publisher of the Tooele Transcript-Bulletin, a twice-weekly newspaper of general circulation published each Tuesday and Thursday at Tooele City, Tooele County, Utah; that the notice attached hereto and which is a part of the proof of publication of

Public Notice
Request for Public Comments for the Wasatch Front Region's Draft
2013-2018 Comprehensive Economic Development Strategy

was published in said newspaper for one issue(s), the first publication having been made on the 31st day of January, 2013, and the last on the 31st day of January, 2013; that said notice was published in the regular and entire issue of every Thursday edition of the newspaper during the period and time of publication, and the same was published in a newspaper proper and not in a supplement. Said notice was also placed online at www.utahlegals.com.



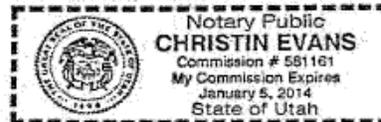
Scott C. Dunn

Subscribed and sworn to me this 11th day of February, 2013.



Notary Public

TOOELE **TRANSCRIPT**
BULLETIN



Proof of Publication

Morgan County,

} ss.

State of Utah

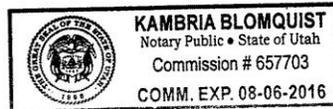
I, Don Anderson, being first duly sworn depose and say that I am the Publisher of The Morgan County News, a newspaper of general circulation published weekly at Morgan, Morgan County, State of Utah, and a designated agent of the Utah Press Association; and that the notice attached hereto and which is a copy of Public Notice – Request for Comment on Wasatch Front Region’s Draft 2013-2018 Comprehensive Economic Development Strategy was published in said newspaper for 1 issue/s, the first publication having been made on the 8th day of February, 2013; and the last on the 8th day of February, 2013; and that said notice was published in the regular and entire issue of the newspaper one day a week for 1 consecutive week/s in the newspaper proper and not in a supplement and that said notice was published on Utahlegals.com on the same day as the first newspaper publication.

 _____, Publisher

Subscribed and sworn to before me this 1st day of February, A.D. 2013.

 _____
Notary Public

Residence Utah



Comments from the Public Comment Period

The following persons provided comment during the 30-day public comment period:

February 8, 2013 – Mr. Fernandez

“How does a nonprofit apply for funding and can we partner with a for profit company?”

February 22, 2013 – Mr. Alan

“Mayor Wood asked me to get in touch with you, presumably about the WFEDD. Are there now monies being made available?”

March 1, 2013 – Mr. Eldred

“The CEDS Draft plan is coming along great. The data tells a story from a straight numbers perspective. Without skewing the data the areas you find lower incomes, higher rates of dropouts and higher unemployment look at the ethnic makeup of those areas. I don’t know if your plan wants to address those issues or not. Meaning that programs need to be developed or re-tooled to make sure everyone has a level playing field in education, employment opportunities, etc. Another question I have is Ogden City and West Valley City are currently going after \$9.5M (\$6.5M for Ogden and \$3M for West Valley City) for city projects to the EDA. It looks like the rest of the communities are utilizing Tax Increment Financing/Private Funding, etc. to fund projects. Is there a state cap with EDA or is it a first come first serve? Should we be going to the EDA every time we want to do a project? How do I know what projects are eligible and will find traction with the EDA. I don’t want to waste anyone’s time on paperwork.”

APPENDIX C. WASATCH FRONT ECONOMIC DEVELOPMENT DISTRICT MEETING MINUTES

Minutes

WFEDD Board Meeting / Strategy Committee

Monday June 25, 2012 at 2:00 p.m.

Members Present:

Carlton Christensen, Chair	-	Salt Lake City Council
Shawn Milne, Vice-Chair	-	Tooele City Council
Louenda Downs	-	Davis County Commissioner
Shelly Betz	-	Morgan City Council
Jan Zogmaister	-	Weber County Commissioner
Jeff Edwards	-	EDC Utah
Albert Wilde	-	Morgan Chamber of Commerce
Mike Bouwhuis	-	DATC

Others Present

LaNiece Davenport WFRC, Logan Johnson WFRC

1. Welcome and introductions:

This meeting was held at the Wasatch Front Regional Council, 295 North Jimmy Doolittle Road, Salt Lake City, UT 84116.

Mike Bouwhuis introduced himself to the board

2. Vision Statement creation with WFEDD Board of Directors

- Councilmember Christensen explained the need for a vision statement from the board for this Economic Development District. He outlined the desire of the board to support existing economic development efforts, facilitate potential federal monies, and touch on other economic development issues like transportation and education.
- Commissioner Zogmaister and Commissioner Downs voiced that they would prefer a combination of the draft visions draft 2 and 3. The board expressed the view to not include specifics about transportation or Wasatch Choice 2040 in the vision statement.
- **"An organization created to support economic development plans, promote long-term economic competitiveness, and receive federal monies to implement local plans."** This was the vision statement agreed on by the board.

3. Strategy Committee Meeting Introductions

- Strategy Committee Members Present:
- Tom Christopoulos - Ogden City, Keith Krugh - Holcim Cement, Flint Richards - Rancher, Suzie Becker - Zion's Bank, Alan Rindlisbacher - Layton Construction, Scott Parkinson - Bank of Utah
- Jacob Carlton, Blake Wade, LaNiece Davenport, Logan Johnson
- Each member introduced themselves and their organizations.

4. Discussion – Ballard Spahr LLP

- Mrs. Davenport thanked and introduced the two attorneys from Ballard Spahr LLP. Mr. Jacob Carlton explained their role in the incorporation of WFEDD as a not for profit and the recommendation that we move forward with current federal requirements on the program despite potential incoming changes.

- Mr. Wade recommended that some insurance be acquired to provide resources in the event of lawsuits and other protections needed for the Directors. Being a corporation will provide protection to individuals on the Board.
- The question of an \$850.00 filing fee to register as a 501c3 was brought up as to who would pay for that. Mrs. Davenport said she would look into that.
- Ballard Spahr LLP expressed that they will be assisting WFEDD in the filing of the 990 IRS form.
- Questions from Jeff Edwards and discussion clarified that WFEDD will not handle grant money from the EDA, but that we will be part of ensuring good grant applications from localities who will receive grant money directly.

5. Wasatch Front Economic Development District and Comprehensive Economic Development Strategy

- Mrs. Davenport outlined the area that will make up our Economic Development District. She briefly outlined the aims of the Wasatch Front Regional Council and one of their products Wasatch Choice 2040.
- We were contacted by the EDA due to our eligibility to become an EDA. They pointed out that we were the only region in the State that was not recognized as an Economic Development District and thus were missing out on potential funding and regional collaboration.
- Mr. Johnson presented on GOED targeted economic clusters and the existence of those clusters within our region. The clusters include Aerospace and Aviation, Defense and Homeland Security, Energy and Natural Resources, Financial Services, Life Sciences, Software Development and IT, and Outdoor Products and Recreation. These clusters were initially identified as “Economic Ecosystems”.
- Davis County is focusing on Advanced Composites and the Aerospace and Aviation which in turn support Defense and Homeland Security. They want to be a sister county with Weber County in Outdoor Products and Recreation, collaborating and building off of each other’s success.
- Morgan County also is focusing on Outdoor Products and Recreation. Tourism has been a significant industry in Morgan County and they want to continue to build on that strength. Morgan is working on developing an Industrial Park in order to grow a manufacturing base in the county. 85% of Morgan County residents work outside of the county.
- Salt Lake County spoke to the existence of a wide variety of manufacturing that existed on its west side and throughout the county. It is important to figure out what we want to be and where we want to go. As we compile a picture of where Salt Lake County wants to be, it is important to consider what both the cities and the county wants.
- Tooele County expressed that they also have a larger portion of their residents that work outside of the county. The portion of their residents with the education level of a bachelor’s degree or higher is the lowest in the state at 18.6%. Tooele Applied Technology College has combined efforts with USU to increase the education level in the county. They have created a research and business park in order to attract business to employ people in Tooele and expand education. Over 80% of the land in the county is publicly owned and limited to what can be developed on it.
- Weber County desires to use clusters as a tool of organizations but focus on resource allocations and especially human resource allocation. Weber wants to use their resources to attract and grow “producer economies”. “Dependent economy” employers don’t produce family sustaining wages desired in Weber County. One resource that the state isn’t taking advantage of is our college graduates specifically in science, technology, engineering, and manufacturing fields.
- The Committee expressed that clusters can be a good part of this organizations focus, but there needs to be more. There also needs to be emphasis on education, resource allocation, having products for EDCUtah to sell, agriculture, and being ahead of the curve on potential conflicts between industries.
- The committee would like to see the data revisited and refined to be sure that these clusters are accurately represented in the CEDS.

Wasatch Front Economic Development District, Strategy Committee

Carlton Christensen, Chair
Shawn Milne, Vice Chair

LaNiece Davenport, Secretary

MEETING MINUTES

Monday, June 25, 2012, 2:00 pm
Wasatch Front Regional Council
Salt Lake City, UT 84116

Board Members Present

Carlton Christensen, Chair, Salt Lake City Council
Shawn Milne, Vice-Chair, Tooele City Council
LaNiece Davenport, Secretary, Wasatch Front Regional Council
Shelly Betz, Morgan City Council
Mike Bouwhuis, Davis Applied Technology College
Louenda Downs, Davis County Commissioner
Jeff Edwards, EDCUtah
Albert Wilde, Widow Maker LLC
Jan Zogmaister, Weber County Commissioner

Strategy Committee Members Present

Susie Becker, Zion's Bank
Tom Christopoulos, Ogden City Corp
Keith Krugh, Holcim (US), Inc
Scott Parkinson, Bank of Utah
Flint Richards, Farm Bureau
Alan Rindlisbacher, Layton Construction

Others Present

Jacob Carlton, Ballard Spahr, LLP
Logan Johnson, Wasatch Front Regional Council
Blake Wade, Ballard Spahr, LLP

BOARD OF DIRECTORS MEETING – 2:00 P.M.

1. Welcome and Introductions

Carlton Christensen, Chair, 5 min

Chairman Christensen conducted the meeting. He welcomed the Board Members present and asked Mr. Bouwhuis to introduce himself to the group.

2. Discuss Vision/Mission Statement

Carlton Christensen, Chair, 15 min

Chairman Christensen explained the need for a vision/mission statement for the Economic Development District. He outlined the desire of the Board to support existing economic development efforts, facilitate potential federal monies, and touch on other economic development issues like transportation and education. Commissioner Zogmaister and Commissioner Downs voiced that they would prefer a combination of the draft Vision/Mission statements 2 and 3. The Board did not want to include specifics about transportation or Wasatch Choice 2040 in the statement. The Board agreed to the following mission statement: *An organization created to support economic development plans, promote long-term economic competitiveness, and receive federal monies to implement local plans.*

STRATEGY COMMITTEE MEETING – 2:30 P.M.

1. Welcome and Introductions

Carlton Christensen, Chair, 10 min

Each Strategy Committee member present and on the phone introduced themselves and the organization that they represent. Mrs. Davenport welcomed and introduced Mr. Wade and Mr. Carlton from Ballard Spahr, LLP.

2. Discussion – Ballard Spahr LLP

Carlton Christensen, Chair, 20 min

Mr. Carlton explained their role in the incorporation of WFEDD as a not for profit organization. Mr. Wade recommended that the WFEDD acquire insurance in order to provide resources in the event of a lawsuit and other protection that is needed for the Directors. Being a corporation will provide protection to individuals on the Board. Mr. Wade reminded the Committee that there is an \$850.00 filing fee to register as a 501c3 with the IRS. Mrs. Davenport will look into who will pay that expense. Mr. Wade expressed that they will assist the WFEDD in the filing of the 990 IRS form. Mr. Edwards asked how the WFEDD will handle and disperse money. The WFEDD will not receive grant money from Economic Development Administration (EDA) to give to projects, but will provide the technical administration such as ensuring good grant applications from localities who will receive the grant money directly.

3. Presentation - Wasatch Front Economic Development District and Comprehensive Economic Development Strategy **LaNiece Davenport, Secretary, 15 min**

Mrs. Davenport outlined the area that makes up the Economic Development District. She briefly outlined the aims of the Wasatch Front Regional Council (WFRC) and one of their products, *Wasatch Choice 2040*. She explained that the WFRC was contacted by the EDA to seek our interest in becoming a District as we were the only region in the State not recognized as an Economic Development District. If we were to become an EDD we could receive potential funds and further regional collaboration.

4. Discussion – CEDS Planning Process **Logan Johnson, 40 min**

Mr. Johnson presented on the Governor’s Office of Economic Development’s (GOED) targeted economic clusters which include Aerospace and Aviation, Defense and Homeland Security, Energy and Natural Resources, Financial Services, Life Sciences, Software Development and IT, and Outdoor Products and Recreation. These clusters were initially identified as “Economic Ecosystems”. Mr. Johnson further described the clusters within each of the five counties in the Region.

- Davis County: focus on advanced composites, aerospace and aviation, defense and homeland security. The County wants to be a sister county with Weber County in outdoor products and recreation to collaborate and build off of each other’s success.
- Morgan County: focus on outdoor products and recreation, and tourism. The County wants to continue to build on tourism. Morgan is working on developing an industrial park to grow manufacturing. 85% of Morgan County residents work outside of the County.
- Salt Lake County: wide variety of manufacturing. The County wants to ensure that when we consider where to grow that we consider the needs of all the cities in addition to what the county wants.
- Tooele County: large portion of residents work outside the County. The portion of their residents with the education level of a bachelor’s degree or higher is the lowest in the state at 18.6%. Tooele Applied Technology College has combined efforts with Utah State University to increase the level of education. The County has a research and business park to attract business to employ people in Tooele and expand education. Over 80% of the land in the County is publicly owned which limits what can be developed.
- Weber County: desires to use clusters as a tool of organizations but focus on resource allocations, especially human resource allocation. Want to use their resources to attract and grow “producer economies”. “Dependent economy” employers do not produce family sustaining wages that are desired in the County. One resource that the state isn’t taking advantage of is our college graduates specifically in science, technology, engineering, and manufacturing fields.
- The Committee expressed that clusters can be a good part of this organizations focus, but there needs to be more. There also needs to be emphasis on education, resource allocation, having products for EDCUtah to sell, agriculture, and being ahead of the curve on potential conflicts between industries.

The committee concluded the discussion by stating that they would like to see the data revisited and refined to be sure the clusters are accurately represented in the CEDS.

5. Administrative Matters, **Carlton Christensen, Chair, 5 min**

Chairman Christensen reminded Committee Members of the next meeting on July 30th. There was no other business.

Wasatch Front Economic Development District, Strategy Committee

Carlton Christensen, Chair
Shawn Milne, Vice Chair

LaNiece Davenport, Secretary

MEETING MINUTES

Monday, July 30, 2012, 1:00 pm
Wasatch Front Regional Council
Salt Lake City, UT 84116

Board Members Present

Carlton Christensen, Chair, Salt Lake City Council
Shawn Milne, Vice-Chair, Tooele City Council
LaNiece Davenport, Secretary, Wasatch Front Regional Council
Shelly Betz, Morgan City Council
Louenda Downs, Davis County Commissioner
Albert Wilde, Widow Maker LLC
Jan Zogmaister, Weber County Commissioner
Natalie Gochnour, Salt Lake Chamber

Strategy Committee Members Present

Susie Becker, Zion's Bank
Tom Christopoulos, Ogden City Corp
Keith Krugh, Holcim (US), Inc
Scott Parkinson, Bank of Utah
Jeff Gardner, Energy Solutions

Others Present

Andrew Gruber, Wasatch Front Regional Council
Ted Knowlton, Wasatch Front Regional Council
Logan Johnson, Wasatch Front Regional Council

BOARD OF DIRECTORS

1. ACTION – Approve June 25, 2012 Meeting Minutes

Carlton Christensen, Chair

Chairman Christenson asked for a motion to approve last meetings minutes, Commissioner Downs motioned to approve and Commissioner Zogmaister seconded. The motion passed.

2. ACTION - Adopt Mission Statement

Carlton Christensen, Chair

Commissioner Downs mentioned that a goal of this District is to support existing economic development plans and to help jurisdictions in the region apply for federal funding for economic development. To address concerns from Councilmember Betz, Natalie Gochnour suggested replacing "receive" federal monies to "attract" federal monies. Vice-Chairman Milne motioned to approve this amendment to the mission statement, Commissioner Downs seconded the motion. The motion to amend and adopt the mission statement passed.

3. ACTION – Approve Terms of Service

Carlton Christensen, Chair

Commissioner Zogmaister motioned to approve the terms of service, Vice-Chairman Milne seconded. Commissioner Downs asked if there were term limits for the WFEDD Board. Mrs. Davenport read the ByLaws which do not place a term limit for Board Members. The motion to approve the Terms of Service passed.

4. Wasatch Front Economic Development District Logo

Carlton Christensen, Chair

Natalie Gochnour suggested that we explore a text based logo or a word mark, in order to keep the logo consistent with the WFRC logo. Having a logo that was similar to WFRC was discussed, but it was also pointed out that WFEDD is a separate entity and should not be considered a formal part of WFRC. WFRC staff agreed to look into additional logo options.

STRATEGY COMMITTEE

1. Welcome and Introductions

Carlton Christensen, Chair

Each member and guest introduced themselves. Ted Knowlton outlined some of the advantages of reducing the frequency of meetings for WFEDD and Strategy Committee members. The suggested meeting schedule is to meet every other month, and have a technical committee meet on the off months. Technical committee meetings could include economic development officials from cities and counties as well as any WFEDD or Strategy Committee members interested in attending. After some discussion in favor of the changes, Commissioner Zogmaister made the motion to accept the revised meeting schedule, Commissioner Downs seconded, and the motion passed.

2. Comprehensive Economic Development Strategy Plan, Problems and Opportunities

LaNiece Davenport and Logan Johnson

Mrs. Davenport outlined that a major goal of this group is to produce a CEDS and that part of EDA's requirements on a CEDS is to do a SWOT analysis or look at the regions Strengths, Weaknesses, Opportunities, and Threats.

Mr. Johnson presented draft regional weaknesses and sought input from the Committee. Natalie Gochnour identified an issue where political lines interfere with effective regional planning. Ms. Gochnour expressed her interest in including Utah County as they are an important component of our regional economy. There was discussion on the economic realities of how trade, commuting, and production ignore political lines and also discussion about the technical requirement to focus on our five counties in order to fulfill designation requirements set forth by the Economic Development Administration (EDA).

Another weakness in our region is the loss of science, technology, engineering, and math (STEM) graduates to other states to find employment. Much of the problem isn't due solely to low STEM employment opportunities but also a mismatch between training and job availability. It is difficult to align educational institutions with workforce needs due to the rapidly changing requirements of the STEM workforce. Albert Wilde asked how to most effectively help the economy. Should we focus on high skilled labor or low skilled labor? Tom Christopoulos and Ms. Gochnour support focus on high skilled labor because of larger affects and higher wage jobs.

Another weakness presented was the lack of resources for economic development. Chairman Christensen mentioned the Community Reinvestment Act and the incentives that it offers. Tom Christopoulos spoke about the challenges in acquiring needed resources, and how it lies in the archaic and ineffective policies. Mr. Christopoulos suggested that this group consider influencing state tax policy. Andrew Gruber pointed out that some economic development projects, like a marketing campaign to address unfounded negative perceptions of life in the state, may be something we would not receive funding from EDA for. Natalie Gochnour mentioned that those outside perceptions which may hinder economic development in the state include things like perception of our state liquor laws, the perceived homogenous population here, and struggles in our educational system. Ms. Gochnour expressed that one of the best things you can do for the economy is invest in human capital through education. Ms. Gochnour sees the biggest weakness is the education system. There is a mismatch between how education is funded. The question was raised, could WFEDD play a role in lobbying for policy change like the Salt Lake Chamber and EDCUtah? It seemed unlikely that we could get funding to pay for lobbying from EDA. However, EDA does occasionally fund economic studies which could play a role in lobbying for policy change. Commissioner Downs and Zogmaister expressed a desire that the CEDS reflect what projects we can get funded from EDA.

Economic data was another issue that was addressed. Although data is important, it may play a minor role in the effectiveness of this organization. We need to know what projects have potential to be funded in order to set the goals and objectives for this group. Councilmember Betz voiced that Morgan County faces different issues than some of the other counties. For example, they do not have a significant tax base to work with and to build off of. Vice-Chairman Milne echoed these concerns. Retail sales, although not popular in regional economic development, play an important role in the economic viability of rural areas. Mr. Milne also mentioned that we could look at other region's CEDS and the success they have had in receiving EDA funding and use that information to tailor our CEDS to have the most success.

Chairman Christensen and Commissioner Downs both expressed interest in knowing more about project types, amounts, and potential funding from EDA. Natalie Gochnour mentioned that there is a need to have a collective march of economic development efforts by state, county, local and all other economic development organizations in the state. Our efforts can be strengthened by working together.

3. Next Meeting

Carlton Christensen, Chair

Chairman Christensen reminded the Committee that the next meeting would be September 24, 2012 at 1:00 pm.

4. Other Business

Carlton Christensen, Chair

Chairman Christensen asked if there was any other business to discuss. Hearing none, Mr. Christensen adjourned the meeting.

Wasatch Front Economic Development District, Strategy Committee

Carlton Christensen, Chair
Shawn Milne, Vice Chair

LaNiece Davenport, Executive Director

MEETING MINUTES

Monday, September 24, 2012, 1:00 pm
Wasatch Front Regional Council
Salt Lake City, UT 84116

Board Members Present

Carlton Christensen, Chair, Salt Lake City Council
Shawn Milne, Vice-Chair, Tooele City Council
Louenda Downs, Davis County Commission
Albert Wilde, Widow Maker LLC
Jan Zogmaister, Weber County Commission
Craig Bott, Grow Utah Ventures
Jeff Edwards, EDCUtah

Strategy Committee Members Present

Alan Rindlisbacher, Layton Construction
Tom Christopoulos, Ogden City Corp
Scott Parkinson, Bank of Utah
Jeff Gardner, Energy Solutions
Chris Sloan, Tooele Real Estate

Others Present

Ted Knowlton, Wasatch Front Regional Council
Logan Johnson, Wasatch Front Regional Council

1. Welcome and Introductions

Carlton Christensen, Chair

Chairman Christensen welcomed the Committee. Members introduced themselves.

2. ACTION by Board Members - Adopt ByLaws

Carlton Christensen, Chair

Chairman Christensen asked for a motion to adopt the ByLaws. Commissioner Downs made the motion, Commissioner Zogmaister seconded, seeing no discussion on the motion the ByLaws was approved.

3. ACTION by Strategy Committee – Adopt CEDS Issues and Opportunities

Logan Johnson

Mrs. Davenport introduced the issues and opportunities section of the CEDS and turned the time over to Mr. Johnson to present. Mr. Johnson outlined the methodology used to identify strengths and weaknesses. There was discussion on the weaknesses, namely concern over listing Utah's Wasatch Front Region's distance from consumer markets as a weakness. The Committee agreed to revise this to say that we are distanced from some global consumer markets. There was discussion on the importance of the strengths and weaknesses section of the CEDS. The Committee's consensus is to keep this section less specific and more general and agreed that there is a need for further research to identify whether more specificity could help us secure EDA funding. There was discussion on the clusters identified in the CEDS as to whether or not they are inclusive enough. The Committee agreed that there is a need for further research to ensure we accurately depict the Region's clusters. There was discussion on population growth and decided it fits in categories, strengths and weaknesses. The last discussion was regarding the weakness, the negative perception of Utah business. The Committee recommended dropping the word "business" to reflect that this is not specific to business but also the social climate.

4. Discuss CEDS Goals and Objectives

Logan Johnson

Mr. Johnson explained that the goals and objectives were based on existing city and county goals and objectives while keeping the mission statement of this organization in mind ("An organization created to support economic development plans, promote long-term economic competitiveness, and attract federal monies to implement local plans."). There was considerable discussion on each goal and objective; as a result, the following changes will be made: goal #1 will state "higher-wages" instead of family sustaining jobs, goal #2 will include financial incentives and other funding sources and assist businesses access capital and human resource opportunities, goal #3 will encourage entrepreneurship and innovation, goal #4 will state "growth centers" instead of downtown areas and that we support existing planning efforts, goal #5 state economic development capital and "human resource capacity", and goal #6 will be to maintain and improve high quality of life.

Mr. Johnson then led an interactive activity to prioritize the goals that will inform future sections of the CEDS. The results of the polling are as follows: 1) attract new businesses to the region with high wages, 2) build on and improve the region's growth centers, 3) encourage entrepreneurship and innovation, 4) increase economic development capacity, 5) retain and expand existing Utah businesses, 6) maintain and improve our high quality of life.

5. Discuss CEDS Strategic Projects, Programs, Activities

Logan Johnson

This agenda item was tabled for the next meeting.

6. Other Business

Carlton Christensen, Chair

Chairman Christensen reminded the Committee that the next meeting is Monday, November 19, 2012 at 1:00 pm. He asked if there was any other business to discuss, hearing none, he made the motion to adjourn the meeting, all were in favor and the meeting was adjourned.

Wasatch Front Economic Development District, Strategy Committee

Carlton Christensen, Chair
Shawn Milne, Vice Chair

LaNiece Davenport, Executive Director

MEETING MINUTES

Monday, November 19, 2012, 1:00 pm
Wasatch Front Regional Council
Salt Lake City, UT 84116

Board Members Present

Shawn Milne, Vice-Chair, Tooele City Council
Louenda Downs, Davis County Commission
Albert Wilde, Widow Maker LLC
Jan Zogmaister, Weber County Commission
Jeff Edwards, EDCUtah

Scott Parkinson, Bank of Utah
Chris Sloan, Group 1 Real Estate

Others Present

Andrew Gruber, Wasatch Front Regional Council
Ted Knowlton, Wasatch Front Regional Council
Logan Johnson, Wasatch Front Regional Council
Terence Bride, Ogden City

Strategy Committee Members Present

Suzie Becker, Zion's Bank
Alan Rindlisbacher, Layton Construction

1. Welcome and Introductions

Shawn Milne, Vice-Chair

Vice-Chair Milne welcomed the Committee. Members introduced themselves. Mr. Milne asked for an approval of the September 24, 2012 meeting minutes. Commissioner Downs made the motion to approve, Mr. Albert seconded, all were in favor and the motion passed.

2. ACTION Review and Approve the First Half of the CEDS

LaNiece Davenport

Mrs. Davenport explained the next steps in the planning process over the next few months. Mr. Bride raised concerns that Ogden City has about the WFEDD filtering projects and scoring projects at a regional level. He also believes the process is moving too fast. He feels that the WFEDD adds an unnecessary layer and will hinder Ogden City's chances of receiving EDA funds. The Committee was reminded that projects will not be prioritized at the County level but at the regional level using basic criteria that the Committee will agree on. Also, with the creation of the WFEDD additional cities and counties now have the ability to apply for EDA funds that had not had the chance before. Commissioner Zogmaister suggested that representatives from Ogden City, Weber County, WFEDD Staff get together to discuss the options.

Mrs. Davenport briefly reviewed the main components of chapters 1-3 of the draft CEDS. She reminded the Committee that the majority of the information in these chapters has already been vetted. She asked the Committee to review the order of the goals in chapter 4. There was discussion about the order, the Committee agreed that "retention and expansion of existing Utah business" was a higher priority than listed and would like to move it to number 2 instead of number 5. Mr. Wilde made the motion, Mr. Edwards seconded, all were in favor and the motion carried. This arranges the goals in the following order:

- #1 Attract Businesses that Offer Higher Wages
- #2 Retain and Expand Existing Utah Businesses
- #3 Build On and Improve the Region's Growth Centers
- #4 Encourage Entrepreneurship and Innovation
- #5 Increase Economic Development Capacity
- #6 Maintain and Improve our High Quality of Life

Mr. Milne asked for a motion to approve chapters 1-4 of the draft CEDS. Commissioner Downs made the motion, Mr. Wilde seconded the motion, all were in favor and the motion passed.

3. DISCUSS Remaining Elements of the CEDS

LaNiece Davenport

Mrs. Davenport explained the project selection and prioritization process. WFEDD staff would gather projects from any eligible entity; they would categorize those projects into three broad categories of high, medium, and low. The WFEDD would use the regional goals and objectives and likelihood of funding to categorize the projects. The Committee was reminded that EDA will review the CEDS and project categories to help them make a funding decision. Cities and counties apply directly to EDA; they do not apply through the WFEDD. The Committee questioned whether or not Ogden City's version of the CEDS would be superseded or negatively impacted by the WFEDD CEDS. The Committee wants to move forward with the WFEDD but do not want it to negatively impact Ogden City. The Committee reviewed the project template that will identify specific projects from various eligible entities. Mr. Johnson discussed the three criteria that could be used to categorize the projects into three main categories. The three criteria in order of preference include: strengths and weaknesses, goals, and EDA programs and priorities. The Committee agreed that WFEDD staff should remove unnecessary items from the template and ask applicants to explain how the project meets the boxes that will be checked. The Committee to have WFEDD staff, Ogden City representatives, and Weber County representatives discuss the options available to us with EDA. WFEDD staff will send an email to the entire Committee to garner feedback regarding the prioritization process. Mr. Milne asked for a motion to table this item to allow staff more time to garner more information. Mr. Sloan made the motion, Mr. Wilde seconded, all were in favor and the motion passed.

4. Other Business

Carlton Christensen, Chair

Vice-chair Milne reminded the Committee that the next meeting is Monday, January 28, 2013 at 1:00 pm. There will be a tentative meeting on Monday, March 25, 2013 at 1:00 pm. He asked if there was any other business to discuss, hearing none, he made the motion to adjourn the meeting, Mr. Edwards seconded, all were in favor and the meeting was adjourned.

Wasatch Front Economic Development District, Strategy Committee

Carlton Christensen, Chair

Shawn Milne, Vice Chair

LaNiece Davenport, Executive Director

MEETING MINUTES

Monday, January 28, 2013 1:00 pm

Wasatch Front Regional Council

Salt Lake City, UT 84116

Board Members Present

Carlton Christensen, Chair

Shelly Betz, Morgan City Council

Mike Bouwhuis, Layton City Council

Louenda Downs, Davis County Commission

Sherrie Martell, EDCUtah (representing Jeff Edwards)

Albert Wilde, Widow Maker LLC

Jan Zogmaister, Weber County Commission

Strategy Committee Members Present

Suzie Becker, Zion's Bank

Tom Christopoulos, Ogden City

Keith Krugh, Holcim Cement

Alan Rindlisbacher, Layton Construction

Others Present

Andrew Gruber, Wasatch Front Regional Council

Ted Knowlton, Wasatch Front Regional Council

Logan Johnson, Wasatch Front Regional Council

1. Welcome and introductions

Carlton Christensen, Chair (15 min)

Chair person Christenson welcomed the Committee. Members introduced themselves. Mr. Christenson asked for an approval of the November 19, 2012 meeting minutes. Commissioner Downs made the motion to approve, Commission Zogmaister seconded, all were in favor and the motion passed.

2. ACTION Review and approve CEDS Chapters 5-8

LaNiece Davenport (45 min)

Mrs. Davenport began with a review of the planning process to date which included CEDS chapters 1-4, and receiving projects from cities and counties. The projects were then incorporated into the CEDS. CEDS projects were sought from all eligible entities January 21, 2013. She outlined the public comment period from February 1, 2013 to March 4, 2013. She then reviewed chapter 5 which was community and private sector participation efforts. She outlined the participation efforts and the membership composition of each committee. There was discussion about adding names and organizations that we contacted as an appendix to the CEDS. The public comment period be announced in all the newspapers and will be added to the WFRC website. In March, WFEDD staff will garner letters of support. She asked the Committee members to help distribute information by adding the CEDS to their websites. There was discussion about seeking a letter of support from the educational institutions in addition to the Council of Government committees. She then reviewed Chapter 6, Strategic Projects Program and Activities. She reminded the Committee that projects in the CEDS are not automatically submitted to EDA for funding but that each entity will need to submit their own application to EDA. The project list will be updated annually or as needed. Mrs. Davenport also shared the number of projects WFEDD received from each of the eligible entities. There was discussion about adding the EDA funding investment programs into the CEDS to familiarize entities with the EDA programs. An example of the project form was shared. There was discussion to sort the project list by lead agency and not by the project's start date. The WFEDD identified three projects that it would like to undertake. Increase the number of cities, counties and other eligible entities that include projects into the CEDS. WFEDD assist at least four cities with an application and submission to EDA. The last project is to coordinate with other entities to make training available and information dissemination regarding the WFEDD and CEDS. Chapter 7 and 8 were shared next. She explained how implementation efforts will be initiated and how the WFEDD performance will be evaluated. This information is based on EDA's rules. There was discussion about making sure that while presenting this information at the COG meetings that EDA ambiguity is explained and the value proposition of the program. Suggestions were made on how to identify the appropriate number of applicants to help when making an application to EDA. The Committee suggested first come first serve, based on timeline, and based on the entities need or limited capacity. Mrs. Davenport asked the Committee to approve Chapters 5-8. Mr. Bouwhuis made the motion to approve, Mr. Rindlisbacher seconded, all were in favor and the motion passed.

3. Discuss the Strategy Committee's next steps

Carlton Christensen (15 min)

Mr. Christenson reminded the Committee that their last obligation is in March when the CEDS will be adopted. The Committee will then only need to meet as needed or when project lists are submitted. The Board will meet quarterly after March, if no action is required. They will meet for approximately 45 minutes. The Committee was reminded to consider the role the District should play and a few goals the District should consider. The Staff will also work to identify these items. One example is having the WFEDD consider how transportation and economic development impact one another.

4. Other business

Carlton Christensen (5 min)

The Committee reviewed a letter of support on behalf of Ogden City's Non-Destructive Inspection and Destruction Testing Lab and Training Center project. There was discussion that the Davis Applied Technology College is also seeking support for a similar project. There was discussion about whether or not projects need a letter of support in the future. Mr. Christenson reminded the Committee that because Ogden City has its own CEDS that a letter of support would facilitate the continuation of the development of the project and show WFEDD's support before EDA has a chance to approve the WFEDD CEDS.

Mr. Christenson reminded the Committee that the next meeting will be Monday, March 25, 2013 at 1:00 pm. He asked if there was any other business to discuss, hearing none, Mr. Christopulos made the motion to adjourn the meeting, Mr. Bouwhuis seconded, all were in favor and the meeting was adjourned.

Wasatch Front Economic Development District, Strategy Committee

Carlton Christensen, Chair

Shawn Milne, Vice Chair

LaNiece Davenport, Executive Director

MEETING MINUTES

Monday, March 25, 2013 1:00 pm

Wasatch Front Regional Council

Salt Lake City, UT 84116

Board Members Present

Carlton Christensen, Chair

Shelly Betz, Morgan City Council

Craig Bott, Grow Utah Ventures

Louenda Downs, Davis County Commission

Jeff Edwards, EDCUtah

Albert Wilde, Widow Maker LLC

Jan Zogmaister, Weber County Commission

Strategy Committee Members Present

Suzie Becker, Zion's Bank

Tom Christopoulos, Ogden City

Scott Parkinson, Bank of Utah

Alan Rindlisbacher, Layton Construction

Others Present

Andrew Gruber, Wasatch Front Regional Council

Ted Knowlton, Wasatch Front Regional Council

Logan Johnson, Wasatch Front Regional Council

1. Welcome and Introductions

Carlton Christensen, Chair (5 min)

Chair person Christensen welcomed the Committee and each member then introduced themselves.

2. ACTION to Approve Meeting Minutes from January 28, 2013 Carlton Christenson, Chair (5 min)

Mr. Christensen asked for an approval of the January 28, 2013 meeting minutes. Mrs. Betz noticed the date the meeting was held was not accurate on the minutes. Seeing that change and no other, Commissioner Downs made the motion to approve, Councilmember Betz seconded, all were in favor and the motion passed.

3. Discuss Selection Process for WFEDD Support to Communities in EDA Project Application

LaNiece Davenport (25 min)

Mrs. Davenport reminded the Committee that at the last meeting the issue was raised on how WFEDD staff will extend their limited time to applicants during the EDA application process. She reminded the Committee that the WFEDD staff had identified that they could help up to four entities per year. Mrs. Davenport stated that she discussed the various options with Committee members and counties over the last month during the public comment period. Based on information from the public comment period, she recommended that her assistance be offered to those communities that have the most need and therefore these communities should be given priority. She defined need by the lack of economic development staff, plan, or capacity. There was considerable discussion regarding placing a number on the applicants and the definition of need. It was decided that the WFEDD staff would not tie a number to the applicants they assisted. Rather, priority assistance would be given to any eligible entity when making an application to EDA based on two factors: 1) the organization is distressed and/or is lacking economic development staff, an economic development plan, and capacity; AND 2) the organization's project is a high quality project meaning it has a great potential of receiving EDA funding. Commissioner Downs made the motion to accept these changes, Mr. Bott seconded, all were in favor and the motion passed.

4. ACTION Review and Approve the Final CEDS

Logan Johnson (45 min)

Mrs. Davenport explained that EDA reviewed the draft CEDS and had a considerable number of recommended changes. She handed out copies of the revised CEDS and explained that Logan Johnson will walk us through the majority of the changes. Mr. Johnson reminded the Committee that the changes he will discuss were a result of the public comment period, input from WFEDD staff attending the five County Council of Government meetings, and EDA's review. He also mentioned that the mission, goals and objectives, and projects were not altered.

Mr. Johnson then briefly reviewed each chapter. See below for a summary of the revisions:

Chapter 1: the membership composition tables were moved to this section. Chapter 2: the bulk of the changes took place in this chapter with additional information on workforce development, natural and social geography, agriculture, and the addition of an environment section. A comment was raised regarding wrong population numbers for Riverdale City. Discussion was held on the fact that when countywide averages are used, they do not always paint a realistic picture of need or distress. Therefore, significant areas of poverty are not highlighted. Staff agreed to make the corrections. Chapter 3: the opportunities and threats, incorporation of other materials, consistency with state and local workforce strategies, and economic investments sections were all enhanced. Chapter 4: the only addition was adding a description of how the Committee identified the goals and objectives. Chapter 5: this chapter was greatly enhanced as a result of the public comment period and other outreach efforts, the Chapter also outlined the process, timeline, participants, and partners. Chapter 6: more information was added to clarify how projects were received and the type of information we have for each project, some additional projects were included since the last meeting and vital projects were identified. Chapter 7: the action plan is now more complete with information explaining how WFEDD staff will implement and integrate the CEDS throughout the region. A comment/suggestion was to change the priority from Low to High in the Action Plan for the "Improve Access to Capital" action item which the Committee agreed on. Chapter 8: outlines how project implementation and WFEDD success will be measured. Chapter 9 is a completely new section regarding disaster preparedness, as requested by EDA. A suggestion was made to include another emergency shelter. Staff agreed to make the correction. Appendix A is a list of EDA funding programs. Appendix B has information from the public comment period. Appendix C is made up of the Committee's meeting minutes. Appendix F includes the letters of support from the region. Appendix F was mislabeled and will be corrected to Appendix D.

Mr. Bott made the motion to accept the 2013-2018 Comprehensive Economic Development Strategy with the changes addressed above, Mr. Parkinson seconded, all were in favor and the motion passed.

5. Discuss the Strategy Committee's Next Steps

Carlton Christensen (20 min)

Mr. Christenson sought input from the Committee on how often they should meet once the CEDS is submitted to EDA. After some discussion, the Committee agreed to meet quarterly so that they do not limit anyone's ability to add a project to the project list. Therefore, the Committee would use the quarterly meetings as a schedule/deadline in which projects must be submitted by throughout the year. The Committee agreed and it was decided that the next meeting would be June 24, 2013 and every three months thereafter, unless a meeting would need to be held in which case the Committee would be called to order.

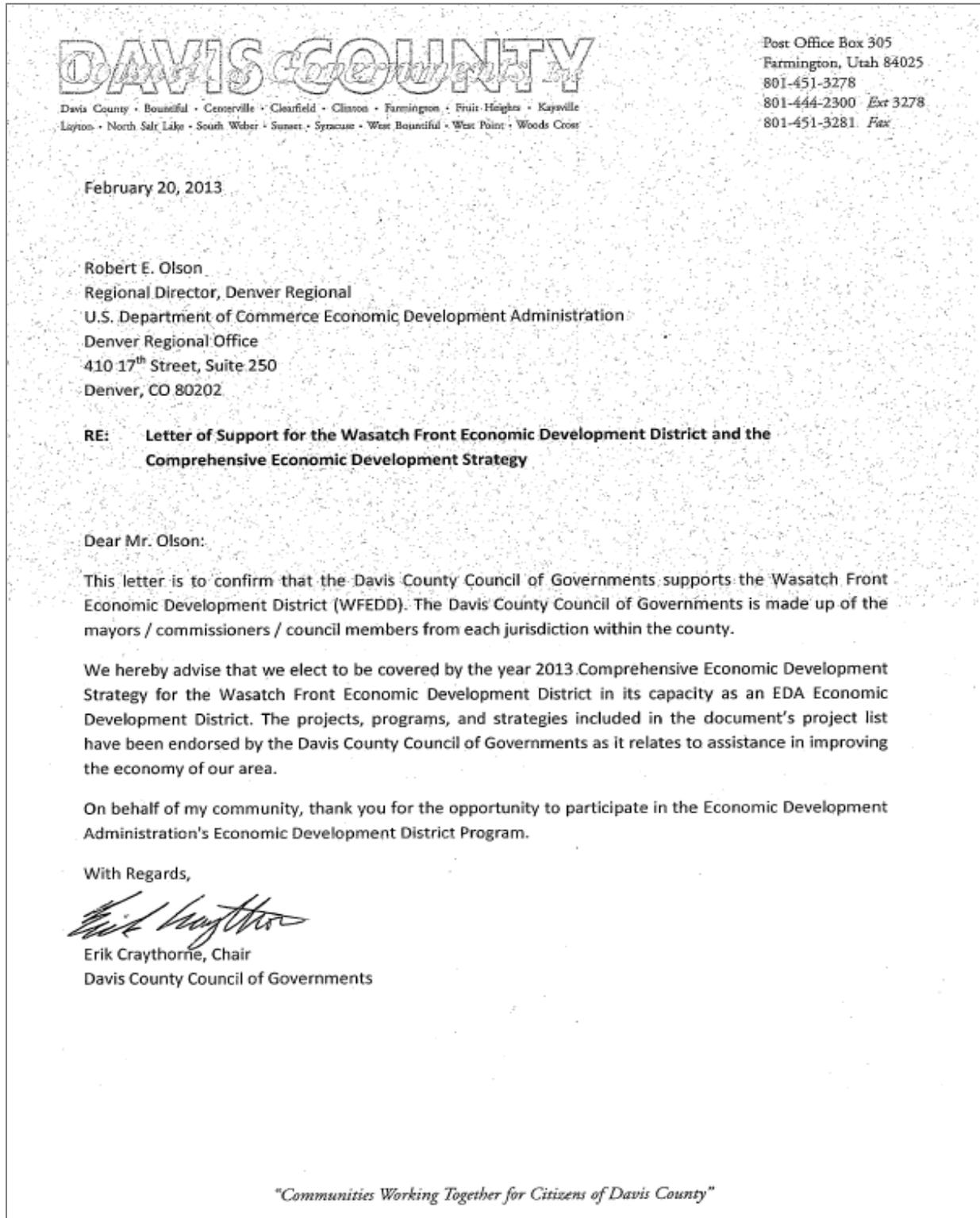
6. Other business

Carlton Christensen (5 min)

Mr. Christenson reminded the Committee that the next meeting will be held Monday, June 24, 2013 at 1:00 pm. He asked if there was any other business to discuss, hearing none, Mr. Bott made the motion to adjourn, Mr. Parkinson seconded, all were in favor and the meeting was adjourned.

APPENDIX D. LETTERS OF SUPPORT

Davis County Letter of Support



Morgan County Letter of Support

MORGAN COUNCIL OF GOVERNMENTS
Morgan, Utah

March 20, 2013

Robert E. Olson
Regional Director, Denver Regional
U.S. Department of Commerce Economic Development Administration
Denver Regional Office
410 17th Street, Suite 250
Denver, CO 80202

**RE: Letter of Support for the Wasatch Front Economic Development District and the
Comprehensive Economic Development Strategy**

Dear Mr. Olson:

This letter is to confirm that the Morgan Council of Governments supports the Wasatch Front Economic Development District (WFEDD). The Morgan Council of Governments is made up of the mayors / commissioners / council members from each jurisdiction within the county.

We hereby advise that we elect to be covered by the year 2013 Comprehensive Economic Development Strategy for the Wasatch Front Economic Development District in its capacity as an EDA Economic Development District. The projects, programs, and strategies included in the document's project list have been endorsed by the Morgan Council of Governments as it relates to assistance in improving the economy of our area.

On behalf of my community, thank you for the opportunity to participate in the Economic Development Administration's Economic Development District Program.

With regards,



Shelly Betz, Chair
Morgan Council of Governments

Salt Lake County Letter of Support

Salt Lake County Council of Governments

AN ASSOCIATION OF LOCAL GOVERNMENTS IN SALT LAKE COUNTY, UTAH

March 7, 2013

Robert E. Olson
Regional Director, Denver Regional
U.S. Department of Commerce Economic Development Administration
Denver Regional Office
410 17th Street, Suite 250
Denver, CO 80202

RE: Letter of Support for the Wasatch Front Economic Development District and the Comprehensive Economic Development Strategy

Dear Mr. Olson:

This letter is to confirm that the Salt Lake County Council of Governments supports the Wasatch Front Economic Development District (WFEDD). The Salt Lake County Council of Governments is made up of the mayors from each municipality within the county and the County Mayor.

We hereby advise that we elect to be covered by the year 2013 Comprehensive Economic Development Strategy for the Wasatch Front Economic Development District in its capacity as an EDA Economic Development District. The projects, programs, and strategies included in the document's project list have been endorsed by the Salt Lake County Council of Governments as it relates to assistance in improving the economy of our area.

On behalf of my community, thank you for the opportunity to participate in the Economic Development Administration's Economic Development District Program.

With regards,



Mayor Ralph Becker, Salt Lake City
President
Salt Lake County Council of Governments

1

Tooele County Letter of Support



TOOELE COUNTY COUNCIL OF GOVERNMENTS
47 South Main St.
Tooele, UT 84074

March 25, 2013

Robert E. Olson
Regional Director, Denver Regional
U.S. Department of Commerce Economic Development Administration
Denver Regional Office
410 17th Street, Suite 250
Denver, CO 80202

**RE: Letter of Support for the Wasatch Front Economic Development District and the
Comprehensive Economic Development Strategy**

Dear Mr. Olson:

This letter is to confirm that the Tooele County Council of Governments supports the Wasatch Front Economic Development District (WFEDD). The Tooele County Council of Governments is made up of the mayors / commissioners / council members from each jurisdiction within the county.

We hereby advise that we elect to be covered by the year 2013 Comprehensive Economic Development Strategy for the Wasatch Front Economic Development District in its capacity as an EDA Economic Development District. The projects, programs, and strategies included in the document's project list have been endorsed by the Tooele County Council of Governments as it relates to assistance in improving the economy of our area.

On behalf of my community, thank you for the opportunity to participate in the Economic Development Administration's Economic Development District Program.

With regards,

A handwritten signature in blue ink that reads "Brent Marshall". The signature is fluid and cursive.

Brent Marshall, Mayor – Grantsville City
Chairman – Tooele County Council of Governments

Weber County Letter of Support

Weber Area Council of Governments

Chair

Mayor Doug Clifford

Vice Chair

Mayor Bruce Burrows

Mayors

Lee Dickamore
Richard Hendrix
Korry Green
Jim Truett
Keith Butler
Richard Harris
Mike Caldwell
Jay Jenkins
Doug Clifford
Bruce Burrows
Joe Ritchie
James Minster
Sue Bybee
Mark Allen
Brian Melaney

Commissioners

Kerry Gibson
Jan Zogmaister
Matthew Bell

February 12th, 2013

Mr. Robert E. Olson
Regional Director, Denver Regional
U.S. Department of Commerce Economic Development Administration
Denver Regional Office
410 17th Street, Suite 250
Denver, CO 80202

**RE: Letter of Support for the Wasatch Front Economic Development
District and the Comprehensive Economic Development
Strategy**

Dear Mr. Olson:

This letter is to confirm that the Weber Area Council of Governments supports the Wasatch Front Economic Development District (WFEDD). The Weber Area Council of Governments is made up of the mayors, commissioners, and council members from each jurisdiction within the county.

We hereby advise that we elect to be covered by the year 2013 Comprehensive Economic Development Strategy for the Wasatch Front Economic Development District in its capacity as an EDA Economic Development District. The projects, programs, and strategies included in the document's project list have been endorsed by the Weber Area Council of Governments as it relates to assistance in improving the economy of our area.

On behalf of my community, thank you for the opportunity to participate in the Economic Development Administration's Economic Development District Program.

With Regards,



Mayor Doug Clifford, Chair
Weber Area Council of Governments

Utah Governor's Office of Economic Development Letter of Support



Governor's Office of Economic Development

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State of Utah

GARY R. HERBERT
Governor

GREG BELL
Lieutenant Governor

SPENCER P. ECCLES
Executive Director

March 29, 2013

Robert E. Olson
Regional Director, Denver Regional
U.S. Department of Commerce Economic Development Administration
Denver Regional Office
410 17th Street, Suite 250
Denver, CO 80202

RE: Letter of Support for the Wasatch Front Economic Development District and the
Comprehensive Economic Development Strategy

Dear Mr. Olson:

I hereby endorse the designation of the Wasatch Front Economic Development District, comprised of the counties of Davis, Morgan, Salt Lake, Tooele, and Weber. I further approve the Comprehensive Economic Development Strategy (CEDS) prepared by the Wasatch Front Economic Development District with participation of its member counties, communities, and other stakeholders in the public and private sectors. The document outlines goals and strategies for improving the economy of the multi-county region. I encourage the active pursuit of the objectives stated in the CEDS.

Sincerely,

Spencer P. Eccles, Executive Director
Governor's Office of Economic Development



60 East South Temple, Third Floor • Salt Lake City, Utah 84111 • (801) 538-8680 • facsimile (801) 538-8888 • www.business.utah.gov

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