MEDD 2018 Comprehensive Economic Development Strategy Update
December 2018
Overview

Comprehensive Economic Development Strategy (CEDS)

The following CEDS update report is intended to be used as a guide for understanding and improving the regional economy for the Mountainland Economic Development District (MEDD), which includes Utah, Summit, and Wasatch Counties. This study is organized into four main segments:

- **Summary Background/Regional Profile** – this includes an overview of the economic conditions of the multi-county area

- **SWOT Analysis** - this is an analysis of strengths, weaknesses and opportunities to the region

- **Strategic Direction** – this includes goals and objectives (based on the direction of the SWOT analysis) that are consistent with other regional plans

- **Evaluation Framework** - this includes performance measures that are used to evaluate the implementation of the CEDS and its impact on the regional economy
Overview

Comprehensive Economic Development Strategy (CEDS)

The three-county area has a variety of strengths and weaknesses which will be highlighted in this report. The strengths currently result in the region consistently receiving healthy reviews and high praise for its business climate and overall living conditions. The weaknesses present opportunities for growth in the future and should be addressed with consideration of the impact to future economic health. Some of the key strengths and weaknesses of the MEDD are shown below:

Strengths

- World-class recreational and tourism opportunities
- An educated workforce with numerous higher-learning institutions
- A growing populace in a majority of the MEDD
- A diversified workforce with low, current and historical unemployment levels
- Cities with unique identities, cultural heritage, and diverse levels of appeal for residents
- Actively engaged communities

Weaknesses

- Increasing commute times and traffic congestion on key arterials
- Lack of affordable housing in key cities
- Air quality consistently receives poor grades
- Transit options are limited in numerous areas of the MEDD
- Some cities reflect lengthy approval processes and are known to be “anti-development”
## Overview

### Comprehensive Economic Development Strategy (CEDS) – Key Statistics

<table>
<thead>
<tr>
<th></th>
<th>Utah County</th>
<th>Wasatch County</th>
<th>Summit County</th>
<th>State of Utah</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Population as % of MEDD</td>
<td>90%</td>
<td>4%</td>
<td>6%</td>
<td>NA</td>
</tr>
<tr>
<td>Population Change – 2020-2050</td>
<td>620,000</td>
<td>33,200</td>
<td>20,300</td>
<td>1,690,000</td>
</tr>
<tr>
<td>Population Growth Per Year</td>
<td>20,667</td>
<td>1,107</td>
<td>677</td>
<td>56,333</td>
</tr>
<tr>
<td>Annual Population Growth Rate</td>
<td>3.0%</td>
<td>3.1%</td>
<td>1.6%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Median Age - years</td>
<td>25.6</td>
<td>34.5</td>
<td>40.9</td>
<td>30.2</td>
</tr>
</tbody>
</table>

The summary data points shown above and on the following page highlight key demographic considerations in identifying the strengths and weaknesses of the MEDD. Notable is the anticipated population growth per year, indicating that significant infrastructure needs will be experienced in Utah County for the next several decades.

Also of note is the substantial difference in the median ages of the MEDD counties. Utah County is highly influenced by students, young families, and a strong millennial work force. Wasatch and Summit Counties show populations that are more influenced by retirees and established worked professionals.
### Comprehensive Economic Development Strategy (CEDS) – Key Statistics (continued)

<table>
<thead>
<tr>
<th></th>
<th>Utah County</th>
<th>Wasatch County</th>
<th>Summit County</th>
<th>State of Utah</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Household Income</td>
<td>$63,000</td>
<td>$71,000</td>
<td>$91,000</td>
<td>$65,900</td>
</tr>
<tr>
<td>Median Housing Value</td>
<td>$278,000</td>
<td>$336,000</td>
<td>$515,000</td>
<td>$265,000</td>
</tr>
<tr>
<td>Housing-to-Income Ratio</td>
<td>4.41</td>
<td>4.73</td>
<td>5.66</td>
<td>4.02</td>
</tr>
<tr>
<td>Average Commute Time</td>
<td>19.7 minutes</td>
<td>22.2 minutes</td>
<td>21.1 minutes</td>
<td>NA</td>
</tr>
<tr>
<td>Employment Growth 2020-2050</td>
<td>315,000</td>
<td>9,150</td>
<td>21,500</td>
<td>1,050,000</td>
</tr>
<tr>
<td>Annual Employment Growth</td>
<td>10,500 jobs per year</td>
<td>305 jobs per year</td>
<td>717 jobs per year</td>
<td>35,000 jobs per year</td>
</tr>
<tr>
<td>Jobs Per New Resident Ratio</td>
<td>0.51</td>
<td>0.28</td>
<td>1.06</td>
<td>0.62</td>
</tr>
</tbody>
</table>

The statistics above show some key differences between the counties in the MEDD, and furthermore show some basis to the strengths and weaknesses addressed herein. The housing-to-income ratio shows concern for Summit County, and furthermore is a metric that should be watched in measuring the quality of life. Average commute times are relatively significant. While Utah County commutes are generally perceived to be influenced by traffic issues, the commute times of Wasatch County residents are largely influenced by total distance to employment bases.

Finally, the anticipated jobs per new resident ratio shows minimal employment being added in Wasatch County, and significant job opportunities per population in Summit County.
Regional Overview

The Mountainland Economic Development District (MEDD) is located in north-central Utah and is comprised of three counties: Summit County, Wasatch County, and Utah County. These counties are some of the fastest growing areas in the state of Utah in terms of economic growth and population.

The region consists of a diversified landscape which ranges from lakes and rivers to mountains and flatlands. This geographic uniqueness allows for tourism services and natural attractions which help to bolster the economies within the combined communities. This, in turn, helps provide the residents living within the MEDD boundaries with desirable quality of life characteristics.

The following section will review the demographic and economic characteristics of the MEDD and the individual counties located within its boundaries.
MEDD Population - History and Projections

Projected growth trends show that the periods with the highest expected growth rates are in the past; however, the projections for the MEDD area show that growth is still expected to continue at levels higher than the State and National average.

The historical trend of the MEDD shows that it has been steadily growing since 2012. There has been an increase of around 88,000 people between 2012 and 2017. It is projected that this trend of consistent growth will increase through the next five years and beyond.

The Kem C. Gardner Policy Institute projects that the population within the MEDD will grow by 100,000 people by 2023. This source projects growth from the 717,000 persons in 2018, to 817,000 by 2023.

**MEDD Population 2012 - 2017**

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>608K</td>
</tr>
<tr>
<td>2013</td>
<td>619K</td>
</tr>
<tr>
<td>2014</td>
<td>633K</td>
</tr>
<tr>
<td>2015</td>
<td>654K</td>
</tr>
<tr>
<td>2016</td>
<td>673K</td>
</tr>
<tr>
<td>2017</td>
<td>696K</td>
</tr>
</tbody>
</table>

**MEDD Population Projection 2018 - 2023**

<table>
<thead>
<tr>
<th>Year</th>
<th>Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>717K</td>
</tr>
<tr>
<td>2019</td>
<td>738K</td>
</tr>
<tr>
<td>2020</td>
<td>758K</td>
</tr>
<tr>
<td>2021</td>
<td>778K</td>
</tr>
<tr>
<td>2022</td>
<td>798K</td>
</tr>
<tr>
<td>2023</td>
<td>817K</td>
</tr>
</tbody>
</table>

Source: Kem C. Gardner Policy Institute,
American Community Survey (Census Bureau)
A deeper look at the MEDD on a county level shows that the majority of residents currently live in Utah County. In 2017, 89 percent of MEDD residents lived in Utah County while 4.5 percent lived in Wasatch County and 6.5 percent lived in Summit County.

Past population data indicates that while Wasatch County is the smallest county in terms of population, it was also the fastest growing county in the MEDD over the past six years, in terms of percentage growth.

Current population growth projections suggest that Wasatch County will continue to grow at the fastest rate for the next six years, although it will see a decrease in its growth rate from 4.9 percent in 2017 to 3.3 percent in 2023. Summit County is projected to maintain a fairly steady growth rate while Utah County will see a decrease from 3.4 percent in 2017 to 2.5 percent in 2023.
MEDD Population by County - Utah County

Utah County’s population is expected to grow to over a million people by 2040. The map on the right shows that this projected growth is expected to happen primarily on the west side of Utah Lake and in the open areas in the south end of the county.

Cities such as Saratoga Springs and Eagle Mountain will see substantial growth over the next 20 to 30 years, but there are also many areas which are not within municipal boundaries that are projected to see notable growth. These areas are located on the southwest side of Utah lake and the unincorporated areas near Spanish Fork and Payson.
The following charts show the population growth within Utah County and the specific cities that are anticipated to see the most growth in the next 40 years. The table on the left shows the population rankings for each city in 20 year intervals. It is notable that Eagle Mountain and Saratoga Springs, which are projected to be ranked 7 and 8 correspondingly in 2020, will rise in the rankings to be the second and third largest cities in the county by 2060. They are projected to pass more established cities like Lehi and Orem in total population.

<table>
<thead>
<tr>
<th>Rank</th>
<th>2020</th>
<th>2040</th>
<th>2060</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Provo</td>
<td>Provo</td>
<td>Provo</td>
</tr>
<tr>
<td>2</td>
<td>Orem</td>
<td>Orem</td>
<td>Eagle Mountain</td>
</tr>
<tr>
<td>3</td>
<td>Lehi</td>
<td>Lehi</td>
<td>Saratoga Springs</td>
</tr>
<tr>
<td>4</td>
<td>Spanish Fork</td>
<td>Saratoga Springs</td>
<td>Lehi</td>
</tr>
<tr>
<td>5</td>
<td>Pleasant Grove</td>
<td>Eagle Mountain</td>
<td>Orem</td>
</tr>
<tr>
<td>6</td>
<td>Springville</td>
<td>Spanish Fork</td>
<td>Balance of Utah County</td>
</tr>
<tr>
<td>7</td>
<td>Eagle Mountain</td>
<td>Springville</td>
<td>Spanish Fork</td>
</tr>
<tr>
<td>8</td>
<td>Saratoga Springs</td>
<td>Payson</td>
<td>Payson</td>
</tr>
<tr>
<td>9</td>
<td>American Fork</td>
<td>American Fork</td>
<td>Springville</td>
</tr>
<tr>
<td>10</td>
<td>Balance of Utah County</td>
<td>Pleasant Grove</td>
<td>American Fork</td>
</tr>
<tr>
<td>11</td>
<td>Payson</td>
<td>Santequin</td>
<td>Pleasant Grove</td>
</tr>
<tr>
<td>12</td>
<td>Highland</td>
<td>Balance of Utah County</td>
<td>Santequin</td>
</tr>
<tr>
<td>13</td>
<td>Santequin</td>
<td>Salem</td>
<td>Salem</td>
</tr>
<tr>
<td>14</td>
<td>Lindon</td>
<td>Highland</td>
<td>Highland</td>
</tr>
<tr>
<td>15</td>
<td>Salem</td>
<td>Mapleton</td>
<td>Mapleton</td>
</tr>
<tr>
<td>16</td>
<td>Mapleton</td>
<td>Vineyard</td>
<td>Vineyard</td>
</tr>
<tr>
<td>17</td>
<td>Cedar Hills</td>
<td>Lindon</td>
<td>Lindon</td>
</tr>
<tr>
<td>18</td>
<td>Alpine</td>
<td>Alpine</td>
<td>Alpine</td>
</tr>
<tr>
<td>19</td>
<td>Elk Ridge</td>
<td>Cedar Hills</td>
<td>Cedar Hills</td>
</tr>
<tr>
<td>20</td>
<td>Genola</td>
<td>Genola</td>
<td>Genola</td>
</tr>
<tr>
<td>21</td>
<td>Draper</td>
<td>Elk Ridge</td>
<td>Cedar Fort</td>
</tr>
<tr>
<td>22</td>
<td>Vineyard</td>
<td>Cedar Fort</td>
<td>Elk Ridge</td>
</tr>
</tbody>
</table>

This projected shift in population has the ability to shift some of the economic focus of Utah County, which has historically been seen as having most of it’s population and commerce centered around I-15, extending north-to-south through the county. A shift to the west side of the county would mean an increase in demand on current traffic routes and will likely lead to a need for widening or building new roads to accommodate the large growth.

The table in the bottom right shows the expected population gain of the cities with the five fastest growing populations. According to projections, Eagle Mountain is expected to grow by over 100,000 people and almost twice as fast as Provo over that same time. Saratoga Springs is also expected to grow by just over 100,000 people as well. In total, Eagle Mountain and Saratoga Springs will make up 30% of the growth in Utah County over the next 40 years.

<table>
<thead>
<tr>
<th>City</th>
<th>Change in Population: 2020 - 2060</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eagle Mountain</td>
<td>118,348</td>
</tr>
<tr>
<td>Saratoga Springs</td>
<td>100,486</td>
</tr>
<tr>
<td>Lehi</td>
<td>71,646</td>
</tr>
<tr>
<td>Provo</td>
<td>63,063</td>
</tr>
<tr>
<td>Balance of Utah County</td>
<td>57,670</td>
</tr>
</tbody>
</table>
As noted previously, a large portion of the growth in Utah County over the next twenty years will happen in the Saratoga Springs and Eagle Mountain area. According to the Governor’s Office of Management and Budget (GOMB), these two cities are projected to move into the top 5 largest cities in Utah County by 2040. By 2060, it is projected that Eagle Mountain will be the second largest city with a projected population of 152,500 and Saratoga Springs will listed as the third largest with a projected population of 134,000. Provo is still projected to be the largest city at an estimated population of 189,000.

The map to the left shows the areas where this growth is expected to occur within the county by 2040.
MEDD Population by County - Utah County

Utah County’s northern area faces another unique situation in the extreme growth that is expected to happen near the Point of the Mountain area. The population projections for Salt Lake County show an expectation that the southwest area of that county will experience heavy growth through at least 2040. This growth will have the largest impact on the unincorporated area to the west of South Jordan and Herriman and on those specific cities. The table below shows the projected growth for the cities in the south area of Salt Lake County.

This growth in Salt Lake County, coupled with the growth in northwest Utah County, should result in more economic activity in the area as the new population increases the demand for jobs and other essential services. There will also be an increased demand for roads and transportation options as the population growth will lead to more cars on both Salt Lake County and Utah County roads.

Salt Lake County: Southern Cities’ Change in Population 2020 – 2060

<table>
<thead>
<tr>
<th>City</th>
<th>Change in Population: 2020 - 2060</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Jordan</td>
<td>69,483</td>
</tr>
<tr>
<td>Herriman</td>
<td>54,307</td>
</tr>
<tr>
<td>Riverton</td>
<td>22,853</td>
</tr>
<tr>
<td>Draper</td>
<td>21,473</td>
</tr>
<tr>
<td>Bluffdale</td>
<td>15,026</td>
</tr>
</tbody>
</table>

Source: GOMB
Utah County’s southern region is also expected to see sizable
growth. According to the projections, the west side of Utah Lake
and areas near Spanish fork and Payson may also see substantial
development in the next 20 years. Some of these areas are
currently not within city boundaries.

The southern area of Utah County is similar to the Eagle
Mountain and Saratoga Springs areas in their amount of open
land.

The growth that may occur could lead to an increase demand on
infrastructure, jobs, and entertainment in the area as new
residents seek more convenient services. This demand may have
notable effects on the local economies found in Spanish Fork,
Salem, and Payson. Central Utah County may also feel an
increased demand as the area’s residents may still travel to cities
like Provo, Springville, and Orem for work or entertainment.
MEDD Population by County - Wasatch County

Wasatch County currently reflects most of its population in the Heber Valley between Heber and Midway. Projections expect Heber City to claim 47 percent of Wasatch County’s population in 2020 but by 2040 that percentage proportion will drop to 38 percent. Midway City is expected to house 18 percent of Wasatch County’s population by 2020, and 19 percent by 2040.

The greatest population growth within Wasatch County is projected to happen outside of incorporated areas. The number of residents outside of cities is expected to increase by over 8,000 people between 2020 and 2040. The largest growth is expected to happen during 2040 and 2050 when this category is projected to gain another 8,000 people in just ten years.

It should be noted that the area between Midway City and Heber City is currently zoned as an A-20 area. This type of zone may only have 1 residence per 20 acres of land and is generally used for agriculture. The projections take into account that there are no plans to rezone this area. A November 2018 election resulted in the passing of a $10.0 million “open space bond.” The intention of the bond is to preserve open space, further suggesting that growth in Wasatch County will have future limitations.
MEDD Population by County - Wasatch County

The northern portion of Wasatch County, that closest to Summit County, is noted to have some areas of planned, future growth. As shown on the accompanying exhibit, areas around Jordanelle Reservoir are anticipated to have solid, albeit relatively limited overall population growth in the next twenty years. While plans exist for notable developments south of Jordanelle Reservoir, significant community opposition exists for new housing developments.
MEDD Population by County - Summit County

Summit County has a unique geography when compared to the other two counties within the MEDD. Due to the mountainous terrain, the growth within this county is found mostly in the already established valleys within the Wasatch Mountain range.

The majority of the population within Summit County lives outside of the established municipalities within its borders. The projected population of Summit County in 2020 is 45,491 with 27,639 persons (60.8%) living outside of city boundaries. The current projections show Summit County growing by 62,000 people between 2020 and 2060. The graph below shows where that growth is expected to occur.

Population Projections by City - Summit County

Source: GOMB
The map to the left shows that the main areas of growth expected in Summit County are north of Park City, and growth pockets also occurring in the Kamas Valley.

The area north of Park City is mostly unincorporated and shows where the majority of the growth in unincorporated Summit County map happen. This area has high accessibility due to the multiple highways which run through it. The area directly to the southeast of the I-80 and Highway-40 interchange is expected to see high growth as development in that area has already begun.

The Summit Park area on the west border of Summit County is expected to see growth in almost every section as the area continues to fill in with residential homes. Oakley, Kamas, and Francis in the Kamas Valley are expected to see growth both within their city boundaries and in the immediate area surrounding the cities.
The MEDD has historically had a median age which is about 4 years younger than the State of Utah. This trend looks to continue into the future with the State of Utah’s median age anticipated to be near 35.76 years in 2050, while the MEDD will be near 31.52 years.

Projections indicate that all age groups within the MEDD will see future increases. The age distribution with the largest increase is expected to be in the adult category (age 25-64) which is anticipated to grow to roughly 650,000 by 2050.

The projected increase in the infant (age 0-4) and child (age 0-17) age groups show the continued need for family housing and entertainment options.
MEDD Population by Age - County Comparison

Although some counties within the MEDD do have a higher median age than the state, the graph below shows that the lower MEDD median age is due mostly to the divergent age demographics and the concentration of population in Utah County. Utah County’s median age is below the state’s by almost five years, but Summit County has averaged a median age of around seven years higher than the state’s. Wasatch County is also higher than the state average by about 1.5 years.

Source: Kem C. Gardner Policy Institute
MEDD Population by Age - Summit County

Summit County has the highest median age of the three counties that make up the MEDD. As of 2017, the median age was 40.88, which is six years higher than the median age in Wasatch County. Projections show that this number will continue to increase into the future, increasing to 47.06 by 2050.

A breakdown of population by age shows that Summit County is expected to see the greatest increases in the senior (age 65-84) and adult (age 25-64) age categories. There will also be a substantial increase in the elderly age group (age 85+).
MEDD Population by Age - Wasatch County

Much like Summit County, Wasatch County is also projected to have an increasing median age. As of 2017, the median age in Wasatch County was 34.45, and it is expected to increase to 42.70 by 2050, making it the county with the fastest growing median age within the MEDD.

Wasatch County shares another similarity with Summit County in that it is expected to see a larger increase in its older age groups than in the younger categories. The young adult population (age 18-24) is to see increases and decreases, while both the adult (age 25-64) and senior (age 65-84) age groups will see the largest increases. The infant age (age 0-4) group is expected to decrease in growth with the group eventually projected to begin decreasing between 2040 and 2050. This indicates that the adults who will be moving into Wasatch county at that same time are largely not expected to be starting families.

Source: Kem C. Gardner Policy Institute
MEDD Population by Age - Utah County

Utah County has the lowest median age in the MEDD. On average, residents in Utah County are 15.26 years younger than those in Summit County, and 8.83 years younger than those in Wasatch County. The median age in Utah County is expected to rise like the other two counties; however, the growth rate is far less than what is projected in the others.

A breakdown of this projection by age shows that Utah County is expected to see growth across all age groups. The Adult age group (age 25-64) is expected to see the most growth, but it is the age group with the largest coverage. The youth age category is expected to grow substantially between 2020 and 2050 which would indicate that the adults moving into Utah County are projected to be families with children.

![Median Age Projection - Utah County](image1)

![Utah County Population Projections by Age](image2)
**MEDD Employment**

The MEDD has recorded a healthy unemployment rate since 2010. It has surpassed both the national and state levels of unemployment in that same time frame, making it one of the best performing areas both locally and nationally.

The growth in employment within the MEDD has also been higher than the state average since 2011. The moderating trend in employment growth which began in 2016 is projected to continue through at least 2023.

A breakdown of the MEDD’s employment growth by county shows that Wasatch County experienced a spike in employment growth in 2013 and 2014, notably higher than both Utah and Summit Counties. Utah County also saw a slight spike in employment growth in 2015. The projections show an expectation of constancy moving forward as all MEDD counties are forecast to see moderation (as compared to recent years) in employment growth percentages year over year.

*Source: Kem C. Gardner Policy Institute*
MEDD Employment by Industry

The MEDD has seen employment increases in almost every industry category since 2014. Trade, transportation, and utilities have added nearly 10,000 jobs since 2014, and have maintained the top industry ranking within the MEDD. Construction has also had a large rate of growth in that same time by adding nearly 10,000 jobs, increasing to 27,000 jobs by 2018.

Within the MEDD, natural resources and mining has followed the national trend by decreasing its number of jobs. Every other category has continued the expansion trend that was identified in 2012 of beating the national average in industry growth percentage. The MEDD is projected to see growth in new jobs moderate, but the recent expansion coupled with an expectation of continued health may contribute to the population growth presented earlier in this report.

Change in Employment by Industry 2018

Source: US BLS, QCEW
The MEDD has experienced growth in wages at a substantially higher rate than the national average. The MEDD has posted 22 percent wage growth across all industries between 2014 and 2018, while the national average has been closer to 12 percent. The industries with the largest growth in wages were “Information” with 50 percent growth, and “Professional and Business Services” with 36 percent. If this trend continues, the MEDD may see an increase in the quality of employees drawn to the area in these industries due to the potential for raises and higher wages.

Some industries within the MEDD saw a lack of growth when compared to national averages. Education and health Services saw a two percent increase in wages, while their peers across the country saw increases of about 11 percent. The construction and government industries within the MEDD also saw a below-average increase in wages when compared to national statistics. This discrepancy has the potential to cause the MEDD to lose talented individuals within these industries as they may look outside of the MEDD boundaries for higher paying jobs.
MEDD Employment – Summit County

Summit County has a unique employment environment as a majority of the jobs in the county are found under the “Leisure and Hospitality” industry. This has been the case historically and it appears that this trend will continue into the future as the number of employees in this sector has grown and is now the third fastest growing industry within the county. Summit County continues to reflect a heavy dependence on the tourism and travel sectors.

Of Summit County’s 29,000 employees, 12,600 of those workers are employed in the “Leisure and Hospitality industry.” Overall, the wages in all industries increased by 22 percent between 2014 and 2018, with the largest increases found in “Information, Financial Activities,” and “Leisure and Hospitality.” Construction saw the least amount of wage growth at one percent over that same time.

**Summit County Wage Growth 2014 - 2018**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Summit 2018</th>
<th>State 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Resources and Mining</td>
<td>0.4%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Construction</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Trade, Transportation, and Utilities</td>
<td>14%</td>
<td>6%</td>
</tr>
<tr>
<td>Information</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>Professional and Business Services</td>
<td>9%</td>
<td>1%</td>
</tr>
<tr>
<td>Education and Health Services</td>
<td>6%</td>
<td>1%</td>
</tr>
<tr>
<td>Leisure and Hospitality</td>
<td>43%</td>
<td>33%</td>
</tr>
<tr>
<td>Government</td>
<td>10%</td>
<td>9%</td>
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</tbody>
</table>

Source: US BLS, QCEW
Wasatch County has the smallest number of employees in the MEDD. There are about 8,700 employees spread out fairly evenly between six industries. It is notable that, like Summit County, Wasatch County also has a high number of employees working in the “Leisure and Hospitality” industry, though this sector doesn’t dominate the workforce as it does in Summit County. Also notable is that government jobs account for about one in five employees in the county, which is the highest in the MEDD for this category.

All but one industry in Wasatch County in the MEDD saw growth between 2014 and 2018. Manufacturing saw an increase in jobs over that time, but the wages for those positions were lower than the current average in the county. The rest of the industries saw wage increases, with only two industries seeing growth of less than ten percent.
**MEDD Employment – Utah County**

Utah County has a much different economic balance than the other two counties in the MEDD when it comes to employment. Trade, transportation, and utilities holds the largest share of employees with education and health services as a close follow. Professional and business services has slightly increased its share of total employment since 2014. Over half of the employees working in Utah County work in these three, noted industries.

The education and health services industry holds 17 percent of the workforce, but only saw a two percent increase in wages from 2014 to 2018. This means the second largest group of employees experienced the least amount of growth in pay. The information industry contains five percent of the workforce, and saw the largest change in wage at 50 percent growth between 2014 and 2018. The northern area of Utah County is currently growing with technology companies, which may result in the information industry increasing its share of the workforce within Utah County.

**Utah County Wage Growth 2014 - 2018**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Utah 2014</th>
<th>Utah 2018</th>
<th>State 2014</th>
<th>State 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total, All Industries</td>
<td>5%</td>
<td>22%</td>
<td>10%</td>
<td>18%</td>
</tr>
<tr>
<td>Natural Resources and Mining</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Construction</td>
<td>13%</td>
<td>17%</td>
<td>8%</td>
<td>10%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>17%</td>
<td>38%</td>
<td>6%</td>
<td>13%</td>
</tr>
<tr>
<td>Trade, Transportation, and Utilities</td>
<td>13%</td>
<td>17%</td>
<td>9%</td>
<td>13%</td>
</tr>
<tr>
<td>Information</td>
<td>2%</td>
<td>10%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>4%</td>
<td>10%</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>Professional and Business Services</td>
<td>10%</td>
<td>16%</td>
<td>8%</td>
<td>10%</td>
</tr>
<tr>
<td>Education and Health Services</td>
<td>10%</td>
<td>17%</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>Leisure and Hospitality</td>
<td>7%</td>
<td>13%</td>
<td>7%</td>
<td>9%</td>
</tr>
<tr>
<td>Government</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Source: US BLS, QCEW
**MEDD Median Household Income**

The MEDD has reported an healthy household income in recent years, as compared to state statistics. In 2016, all counties within the MEDD were higher than the Utah average. Summit County had the largest median household income with at $91,000 ,which was almost $30,000 higher than the state average.

Although Summit County had the highest median household income, it also had the lowest income growth rate within the MEDD. Wasatch county boasted a 9.7 percent growth rate between 2012 and 2016, with Summit County growing at just 5.7 percent during that time. As a whole, the MEDD fell just short of the State of Utah’s growth rate, but still beat the national median income growth rate. This metric should be closely watched in future years, particularly with its relationship to housing values. While median incomes have shown consistent growth, housing prices have increased substantially, resulting in affordability concerns throughout much of the MEDD.

**Growth Median HH Income 2012-2016**

- **Summit County**: 5.7%
- **Utah County**: 7.4%
- **Wasatch County**: 9.7%
- **MEDD**: 7.4%
- **Utah**: 7.5%
- **US**: 4.3%

**Median Household Income 2016**

- **Summit County**: $91K
- **Utah County**: $64K
- **Wasatch County**: $71K
- **MEDD**: $66K
- **Utah**: $63K
- **US**: $55K

Source: ACS
Regional Profile

MEDD Workforce Movement

The MEDD sends out more workers on an average workday than it brings into its boundaries. According to the Utah Department of Workforce Services, the MEDD exports 85,785 workers to other counties and brings in 57,771 from those outside the MEDD. There are 139,185 workers who either stay in their county of residence, or who travel to another county within the MEDD.

The largest exporter of workers is Summit County, with 35% of its workers going to areas outside of the MEDD, while also bringing in the largest percentage of its workforce from outside of the area as well. Utah County moves the most workers as a total sending out 71,630 workers and bringing in 47,307 workers. This only equates to sending out 20 percent and bringing in 30 percent due to the large workforce of 238,051 employees in Utah County.

Wasatch county has the smallest workforce, but it is also the county that uses the highest percentage of workers from within the MEDD at 56 percent. While roughly 80 percent of residents of Wasatch County commute outside of the county for work, a majority stay within the boundaries of the MEDD.

% of Commuters To and From Another County

- Summit County: 27% In-Commuting, 35% Out-Commuting
- Utah County: 20% In-Commuting, 30% Out-Commuting
- Wasatch County: 15% In-Commuting, 29% Out-Commuting

Source: Utah Department of Workforce Service, ACS
**MEDD Workforce Movement**

The tables to the right show a breakdown of from where the workforce that comes to the MEDD counties originates, and where MEDD residents travel that work outside of the district. Each MEDD county imports more workers from Salt Lake County than any other county outside of the MEDD. It should be noted that Wasatch County imports more workers from Summit and Utah Counties than Salt Lake County.

As shown in the graph below, more workers from the MEDD go to Salt Lake County than all other counties combined. The MEDD and Salt Lake County depend on each other for economic health, although Salt Lake County only sends about one worker for every two workers that the MEDD sends.

### Summit County

<table>
<thead>
<tr>
<th>Come From</th>
<th>Go To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salt Lake</td>
<td>Salt Lake</td>
</tr>
<tr>
<td>Wasatch</td>
<td>Out of State</td>
</tr>
<tr>
<td>Utah</td>
<td>Utah</td>
</tr>
<tr>
<td>Davis</td>
<td>Davis</td>
</tr>
<tr>
<td>Out of State</td>
<td>Weber</td>
</tr>
</tbody>
</table>

Source: Utah Department of Workforce Service, ACS

### Utah County

<table>
<thead>
<tr>
<th>Come From</th>
<th>Go To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salt Lake</td>
<td>Salt Lake</td>
</tr>
<tr>
<td>Out of State</td>
<td>Out of State</td>
</tr>
<tr>
<td>Davis</td>
<td>Davis</td>
</tr>
<tr>
<td>Weber</td>
<td>Weber</td>
</tr>
<tr>
<td>Cache</td>
<td>Washington</td>
</tr>
</tbody>
</table>

Source: Utah Department of Workforce Service, ACS

### Wasatch County

<table>
<thead>
<tr>
<th>Come From</th>
<th>Go To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summit</td>
<td>Salt Lake</td>
</tr>
<tr>
<td>Utah</td>
<td>Summit</td>
</tr>
<tr>
<td>Salt Lake</td>
<td>Utah</td>
</tr>
<tr>
<td>Out of State</td>
<td>Davis</td>
</tr>
<tr>
<td>Davis</td>
<td>Weber</td>
</tr>
</tbody>
</table>

Source: Utah Department of Workforce Service, ACS

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**Regional Profile**

**Comparison Between Salt Lake and All Other Counties**

- **Salt Lake County**
  - In-Commuting: 29K
  - Out-Commuting: 59K

- **All Other Counties**
  - In-Commuting: 37K
  - Out-Commuting: 34K

Source: Utah Department of Workforce Service, ACS
SWOT Analysis – MEDD

Strengths:

- Diversified region with significant differences in geography and living conditions
- World-class recreational and tourism opportunities
- Proximity to Salt Lake City, an international airport, major infrastructure improvements, and significant population support
- An educated workforce with numerous higher-learning institutions
- A growing populace in a majority of the MEDD
- A diversified workforce with low, current and historical unemployment levels
- A variety of housing options due to diverse cities and offerings
- Cities with unique identities, cultural heritage, and diverse levels of appeal for residents
- Actively engaged communities
Weaknesses:

- Increasing commute times and traffic congestion on key arterials
- Lack of affordable housing in key cities
- Air quality consistently receives poor grades
- Connections between Wasatch County and Utah County are limited
- Transit options are limited in numerous areas of the MEDD
- Land prices for commercial development are excluding some potential users in key areas
- Opportunity Zones are limited within the MEDD to just Utah County (and only within select areas of American Fork and Provo)
- Some cities reflect lengthy approval processes and are known to be “anti-development”
- The Point of the Mountain (Salt Lake County) is planned for significant infrastructure improvements and notable development that may draw talent from Utah County
Weaknesses (continued):

• Technology firms often look to other markets for hiring due to lack of certain skill sets or excessive competition for specific workforce

• Start-up companies experience some disconnect with capital organizations

• Start-up companies have limited expansion options in Utah County for select uses

• Amenities and density are limited around main transit stations, resulting in reduced appeal to potential ridership
Opportunities:

• Satellite campuses to reach more area residents while reducing some traffic impacts

• Ability to keep local students by offering a diversity of employment options

• Expansion of distribution, manufacturing, and logistics-based jobs throughout the MEDD

• Higher-density developments near transit options to facilitate growing population, mitigate traffic concerns, and provide affordable living options

• Improve traffic conditions with better access to transit, more routes, and re-determined routes which support high ridership numbers
Opportunities (continued):

- Expansion of recreational and lodging amenities due to population and tourism increases
- Expedite approval and planning processes in MEDD cities in order to better compete with neighboring districts
- Protect natural resources through conservation easements and planning efforts while additionally providing for increased access and use of such lands
- Educate cities on appropriate housing types and housing options (including incentive and funding choices) to meet the growing population demands
SWOT Analysis – Utah County

Strengths:

- Planned population growth – more than 20,000 new residents per year
- Educational centers – UVU, BYU, technical centers, and growing satellite campuses
- Expanding technology employment sector
- Diversified employment base
- Variety of housing types
- Expanding airport and proximity to SLC International
- Opportunity Zone locations
- Strong history of start-up companies and entrepreneurial activity
SWOT Analysis – Utah County

Weaknesses:

• Increasing traffic congestion
• Air quality
• Rising housing costs in centrally located cities
• Population growth is focused in select areas, resulting in constraints on infrastructure
• Limited real estate options for start-up companies in growth modes
• Main transit stations are not well connected nor desirable destinations
SWOT Analysis – Utah County

Opportunities:

• Provide transportation options to a significant number of underserved residents

• Diversify employment base to create resiliency

• Expand satellite campus to improve educational offerings to the entire county

• Utilize key sites along I-15 and those near transit stations to focus density, thereby minimizing traffic on interior arterials

• Provide access to waterways, trails, open space

• Expand the area’s cultural offerings

• Remain competitive in the commercial real estate market (particularly with the Point of the Mountain) by foreseeing infrastructure needs and streamlining approval processes

• Cultivate entrepreneurial activity and start-up success by focusing on areas of future growth that are more affordable than some of the current options
SWOT Analysis – Wasatch County

Strengths:

• Growing populace (at sustainable levels)
• Natural beauty and resources
• Significant vacant land
• Proximity to Utah and Summit County centers
• Tourism and lodging attractions
• Healthy median income levels
Weaknesses:

- Limited transit options
- Rising cost of housing
- Limited employment base
- Long commute times for residents
- Limited infrastructure improvements for select areas of the county
SWOT Analysis – Wasatch County

Opportunities:

- Increase transit options to provide greater mobility amongst the county
- Focus housing near future employment nodes, resulting in more affordable living options and reduced commute times
- Capitalize on open spaces and recreational opportunities by fostering accessibility
- Increase educational offerings via satellite campuses and high-speed internet availability
- Foster a desirable construction climate by streamlining approval processes at key sites that will support employment and workforce housing
SWOT Analysis – Summit County

Strengths:

• Natural beauty and resources
• Tourism/lodging industries
• High median incomes
• Significant vacant land/development opportunities and open space preservation
• Transportation connections
• Proximity to Salt Lake County and its employment base/opportunities
Weaknesses:

- Increasing housing costs
- Lack of diversified employment options
- Seasonal influences/lack of year-round stability for select businesses
- Lack of educational centers
- High cost of living
- Perceived anti-development sentiment

SWOT Analysis – Summit County
SWOT Analysis – Summit County

Opportunities:

• Capitalize on open spaces and recreational opportunities by fostering accessibility
• Increase educational offerings via satellite campuses and high-speed internet availability to the entire county
• Foster a desirable development climate by streamlining approval processes at key sites that will support employment and workforce housing
• Utilize areas with good access to transit and major thoroughfares for a variety of housing offerings
Goal 1: The MEDD is recognized nationally as one of the most competitive places to do business in the State of Utah and the United States

Objective 1.1
Increase collaboration between local communities towards overall MEDD economic development

Objective 1.2
Continue to provide strong support and technical assistance to local communities

Objective 1.3
Encourage local communities to streamline permitting processes and regulations where applicable and using best practice models

Objective 1.4
Continue to explore strategies for improving air quality and achieving attainment of EPA air quality standards in the Utah Valley
Goal 2: Graduates from MEDD colleges and universities can find employment with local businesses and build lifelong careers in the district

Objective 2.1
Encourage local businesses to conduct career fairs and other events to network with graduating students
Goal 3: The MEDD has a successful entrepreneurship network, supporting local business creation and retention

Objective 3.1
Increase the connectivity between local capital organizations, incubators, research programs, business support organizations, and entrepreneurs.

Objective 3.2
Improve startup retention

Objective 3.3
Market the MEDD’s entrepreneurial assets and success stories
Goal 4: Travel throughout the MEDD is convenient and offers multiple transportation options for personal and business users

Objective 4.1
Continue to expand the district’s transportation network to support population growth
Goal 5: Every community in the MEDD has access to high-speed broadband infrastructure and other utilities

Objective 5.1
Continue to expand and upgrade high-speed broadband infrastructure

Objective 5.2
Increase the availability of shovel-ready sites for commercial and industrial development
Goal 6: Residents and visitors to MEDD enjoy a high quality of life that includes affordable living, a family environment, cultural entertainment, and access to natural resources and recreation.

Objective 6.1
Protect natural resources while increasing access and utilization

Objective 6.2
Increase the availability of affordable housing
Evaluation Framework

Goal 1 – The MEDD is recognized national as one of the most competitive places to do business in the State of Utah and the United States

Performance Measure – The area’s ranking in “Best Places for Business” should remain in the top ten amongst Western United States areas. Determining factors are 1) job growth, 2) costs of business and living, 3) income growth, 4) quality of life, and 5) education of labor force. While “quality of life” is a subjective measurement, the other five determinants are quantifiable and should be regularly measured and compared to other Western markets of similar size.
Evaluation Framework

Goal 2 – Graduates from MEDD colleges and universities can find employment with local businesses and build lifelong careers in the district

Performance Measure – Placement statistics from each of the major universities, colleges, and technical schools should be measured yearly to gauge progress. Additionally, placement should account for starting wages.
Evaluation Framework

Goal 3 – The MEDD has a successful entrepreneurship network, supporting local business creation and retention

Performance Measure – Progress should be measured by number of startups, number of those firms remaining in the area, number of firms receiving later phases of funding, etc.
Evaluation Framework

Evaluation Framework – Performance measures used to evaluate the MEDD’s implementation of the noted objectives

Goal 4 – Travel throughout the MEDD is convenient and offers multiple transportation options for personal and business uses

Performance Measure – Progress could be measured via:
1) Changes in average commute times for residents of the MEDD
2) Changes in percentage of MEDD residents that are serviced by transit options within a half mile (connectivity characteristics)
3) Percent of MEDD roads that are bike and/or pedestrian friendly
Goal 5 – Every community in the MEDD has access to high-speed broadband infrastructure and other utilities

Performance Measure – Progress could be measured via:
1) Percentage of households that have access to high-speed broadband
2) Measurement of currently existing vacant land, and what percentage of that land has feasible (both physical and financial) access to necessary infrastructure
Goal 6 – Residents and visitors to the MEDD enjoy a high quality of life that includes affordable living, a family environment, cultural entertainment, and access to natural resources and recreation.

Performance Measure – Progress could be measured via:
1) Metrics of median incomes to median housing prices – healthy historic ratio is 3.0, while current levels in the MEDD range from 4.5 to 5.5 (median housing value to income)
2) Proximity of residential centers to cultural entertainment, including theaters, event space, museums, etc.
3) Number of trail miles per resident, park acres per resident, open space per resident, and access to state parks