

MEDD 2018 Comprehensive Economic Development Strategy Update

December 2018



CEDS Study

MAG

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



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”

Comprehensive Economic Development Strategy (CEDS) – Key Statistics

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

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)

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

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.

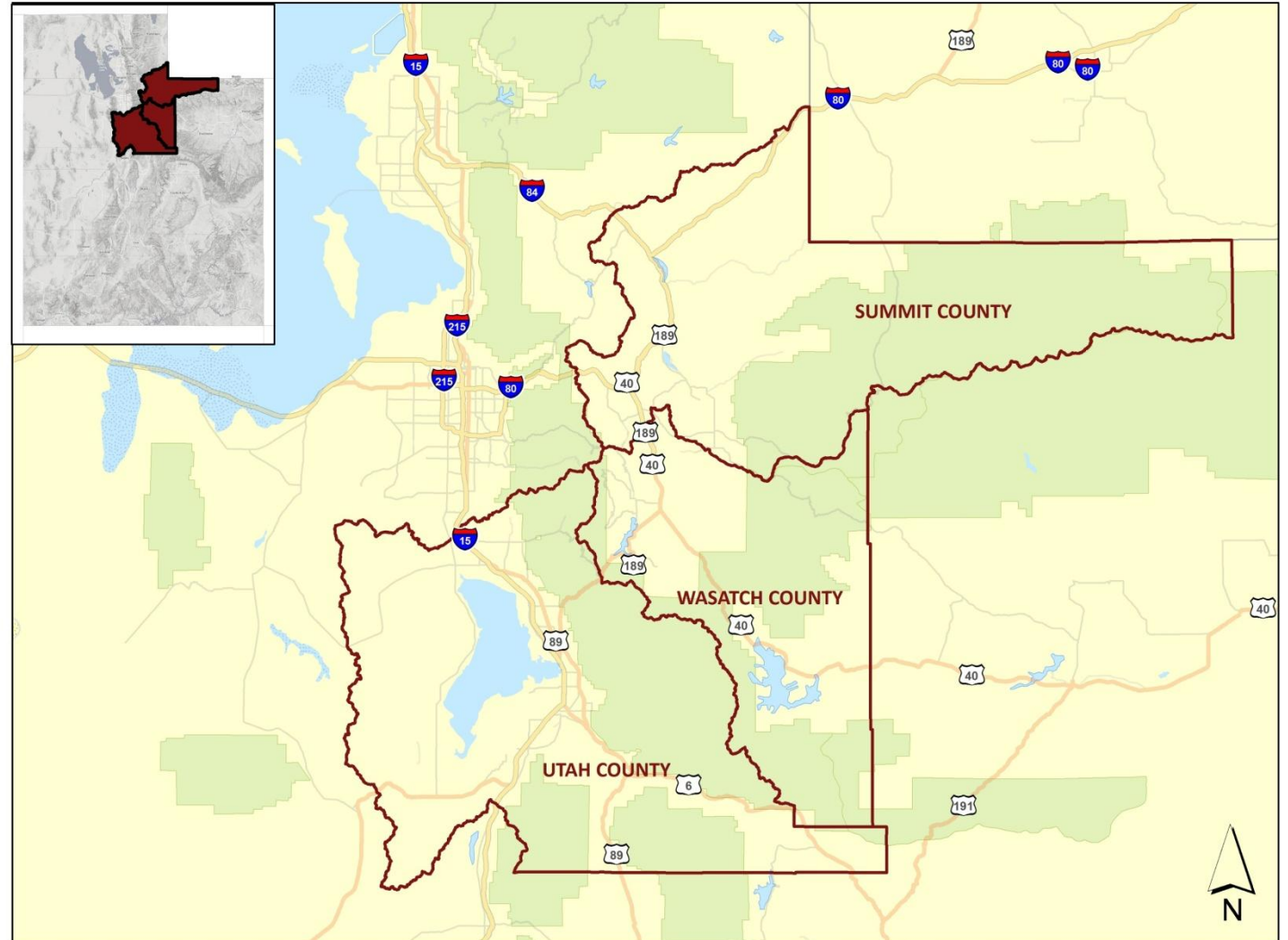
Finally, the anticipated jobs per new resident ratio shows minimal employment being added in Wasatch County, and significant job opportunities per population in Summit County.

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.

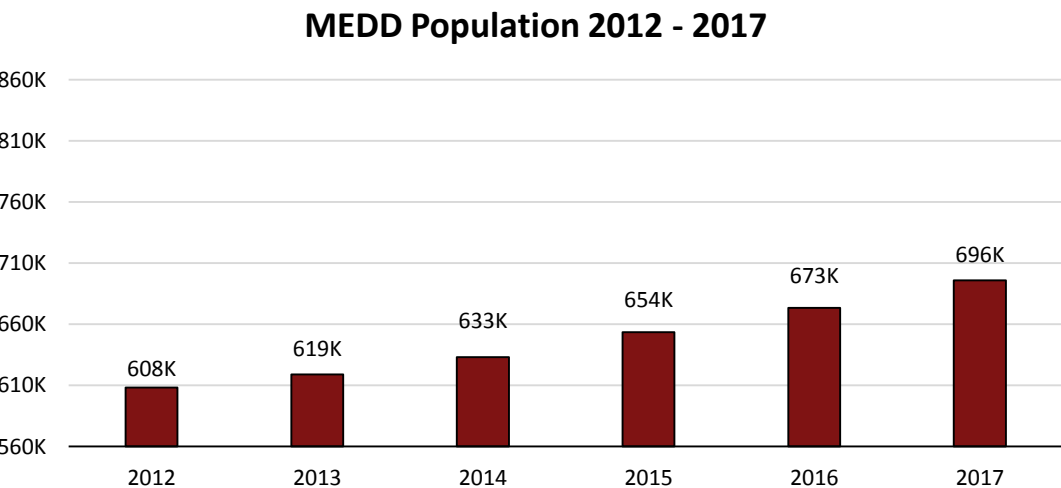


MEDD Population - History and Projections

Projected growth trends shows 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.

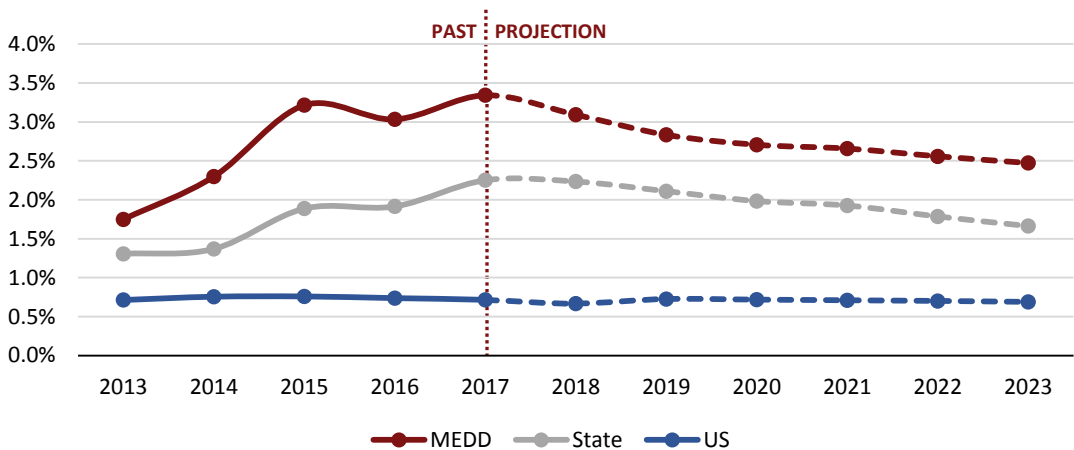
The historical trend of the MEDD shows that it has been steadily growing since 2012. There has been an increase of around 88,000 people between 2012 and 2017. It is projected that this trend of consistent growth will increase through the next five years and beyond.

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.

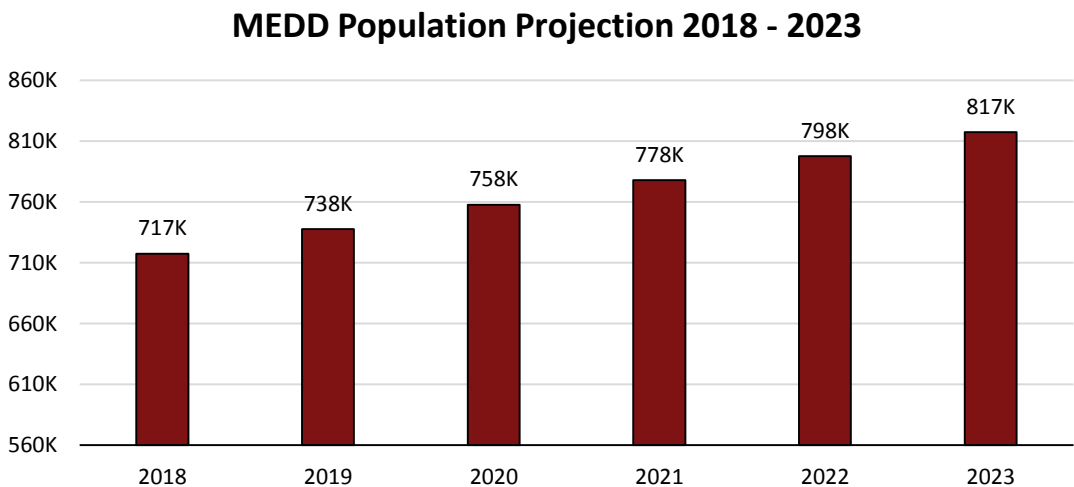


Source: Kem C. Gardner Policy Institute

MEDD Annual Growth Rate Population



Source: Kem C. Gardner Policy Institute,
American Community Survey (Census Bureau)



Source: Kem C. Gardner Policy Institute

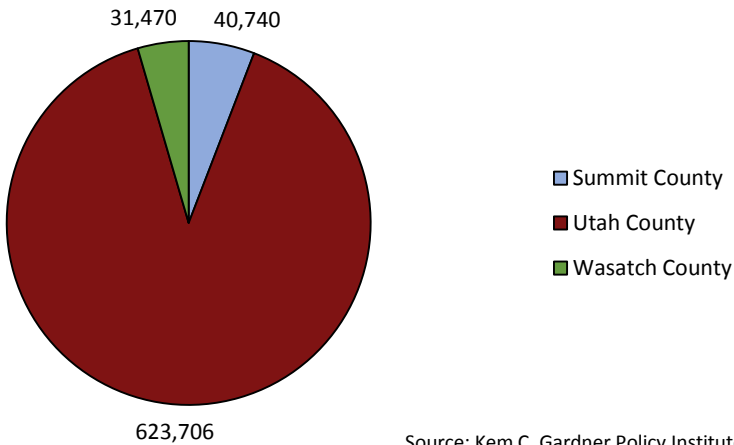
MEDD Population by County - History and Projections

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.

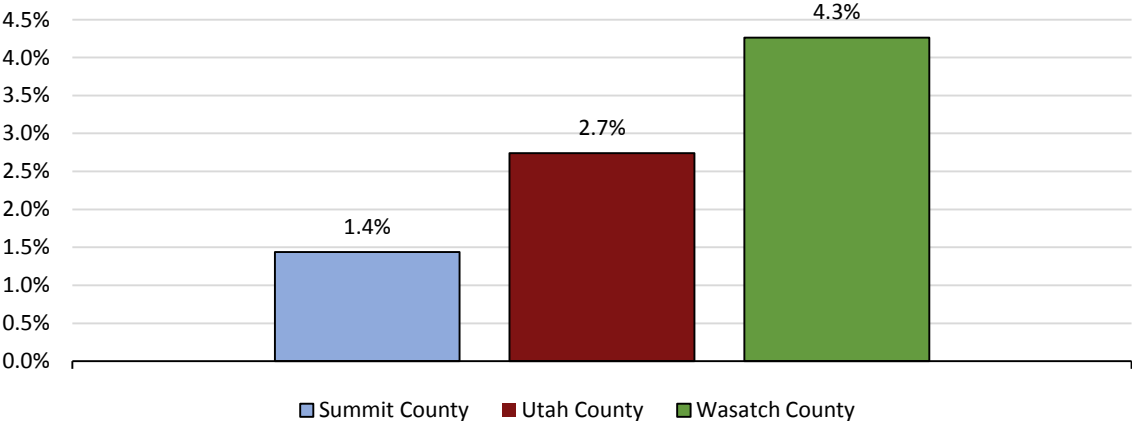
Current population growth projections suggest that Wasatch County will continue to grow at the fastest rate for the next six years, although it will see a decrease in its growth rate from 4.9 percent in 2017 to 3.3 percent in 2023. Summit County is projected to maintain a fairly steady growth rate while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

2017 MEDD Population by County



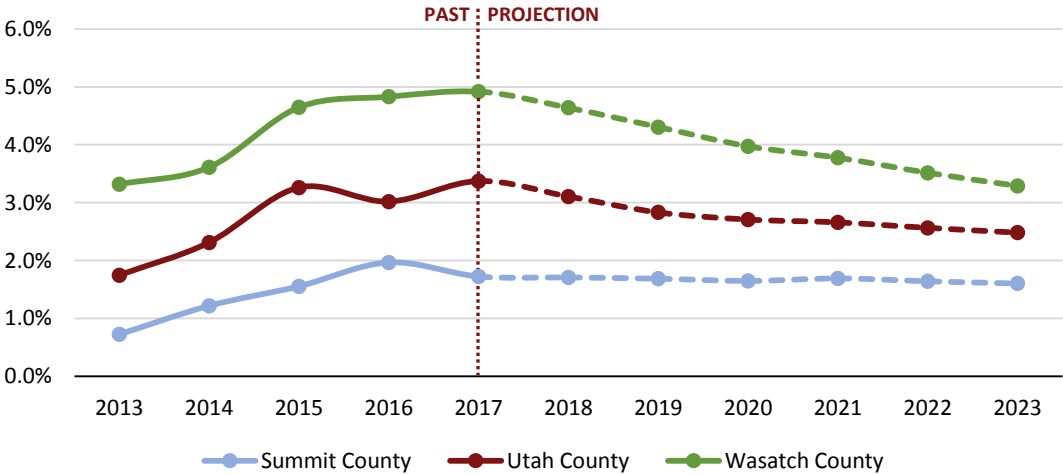
Source: Kem C. Gardner Policy Institute

Population Average Annual Growth Rate 2012 - 2017



Source: Kem C. Gardner Policy Institute

MEDD Annual Population Growth Rate by County



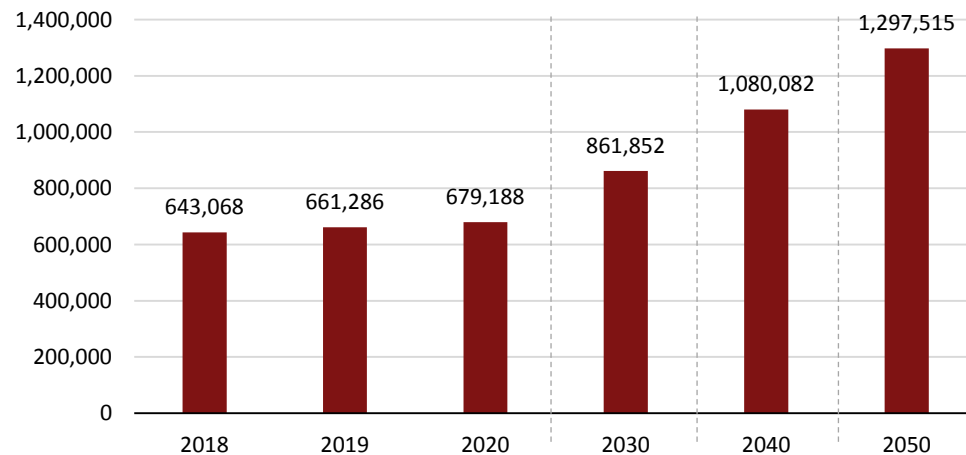
Source: Kem C. Gardner Policy Institute

MEDD Population by County - Utah County

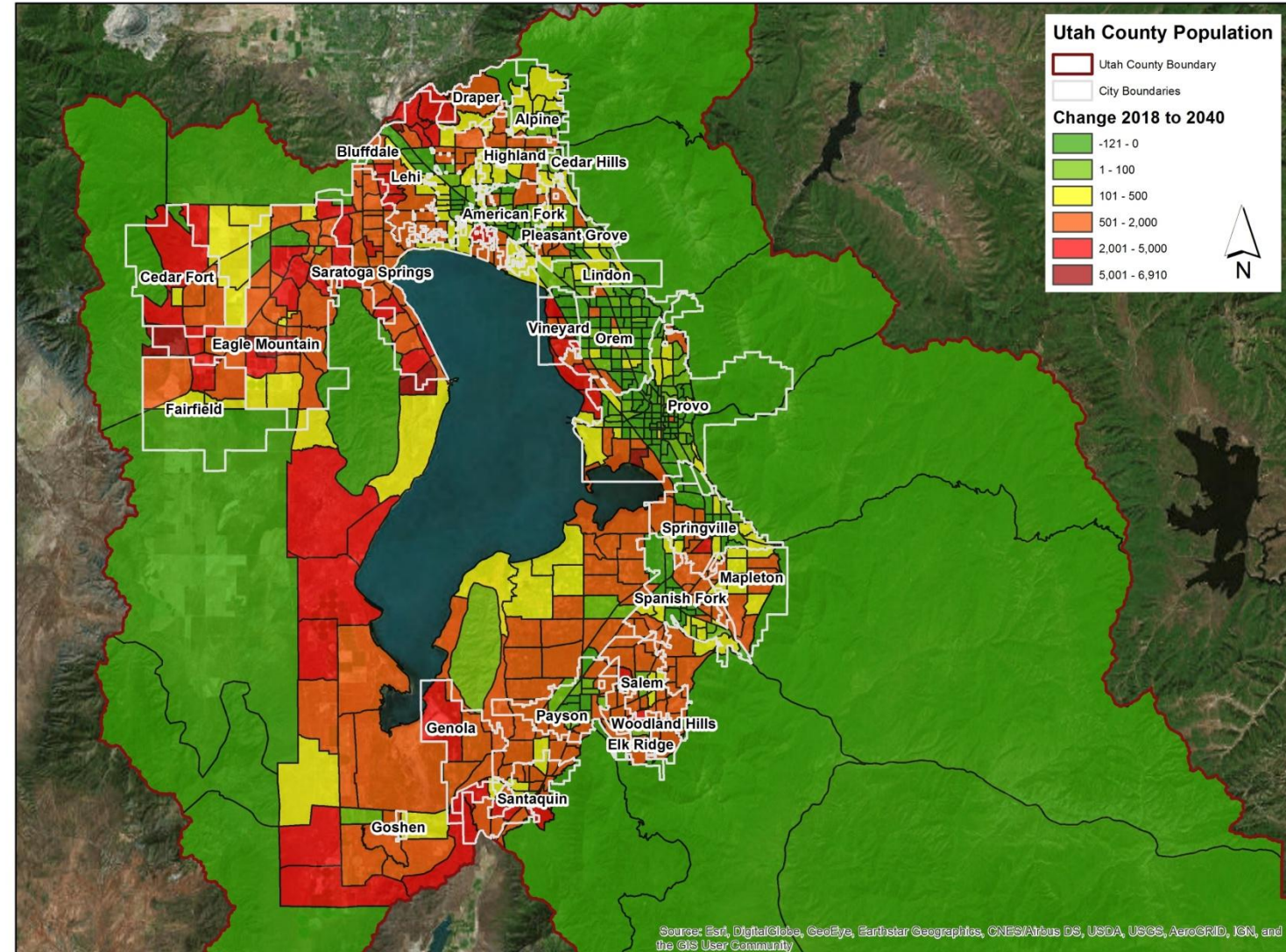
Utah County's population is expected to grow to over a million people by 2040. The map on the right shows that this projected growth is expected to happen primarily on the west side of Utah Lake and in the open areas in the south end of the county.

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.

Utah County Population Projections



Source: Kem C. Gardner Policy Institute



MEDD Population by County - Utah County

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.

Projected Rankings of Cities with Highest Population in Utah County

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

Source: GOMB

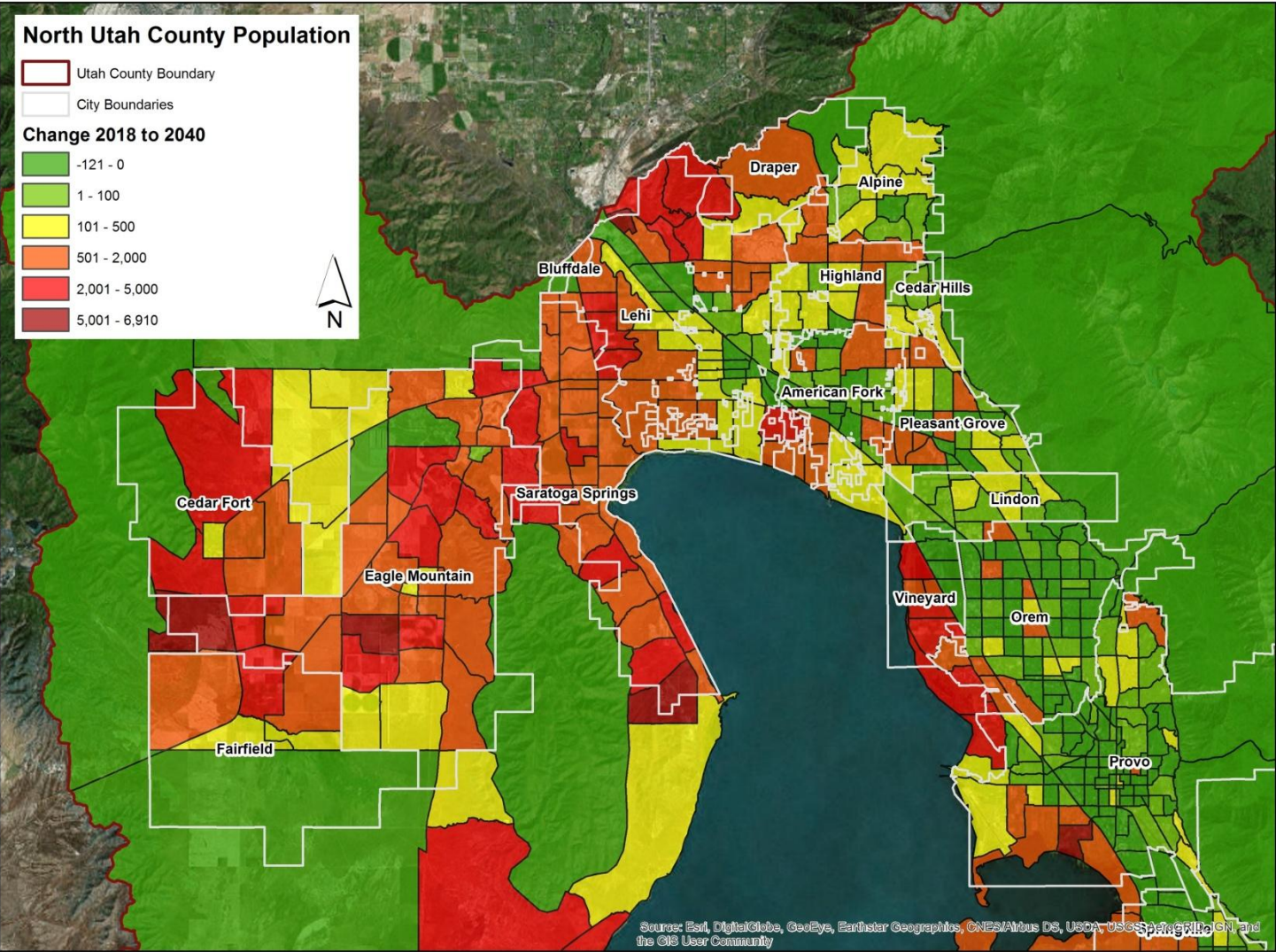
This projected shift in population has the ability to shift some of the economic focus of Utah County, which has historically been seen as having most of it's population and commerce centered around I-15, extending north-to-south through the county. A shift to the west side of the county would mean an 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.

Utah County: Change in Population 2020 - 2060

City	Change in Population: 2020 - 2060
Eagle Mountain	118,348
Saratoga Springs	100,486
Lehi	71,646
Provo	63,063
Balance of Utah County	57,670

Source: GOMB



MEDD Population by County - Utah County

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.

Projected Rankings of Cities with Highest Population in Utah County

2020	2030	2040
Provo	Provo	Provo
Orem	Orem	Orem
Lehi	Lehi	Lehi
Spanish Fork	Saratoga Springs	Saratoga Springs
Pleasant Grove	Spanish Fork	Eagle Mountain
Springville	Eagle Mountain	Spanish Fork
Eagle Mountain	Springville	Springville
Saratoga Springs	Pleasant Grove	Payson

MEDD Population by County - Utah County

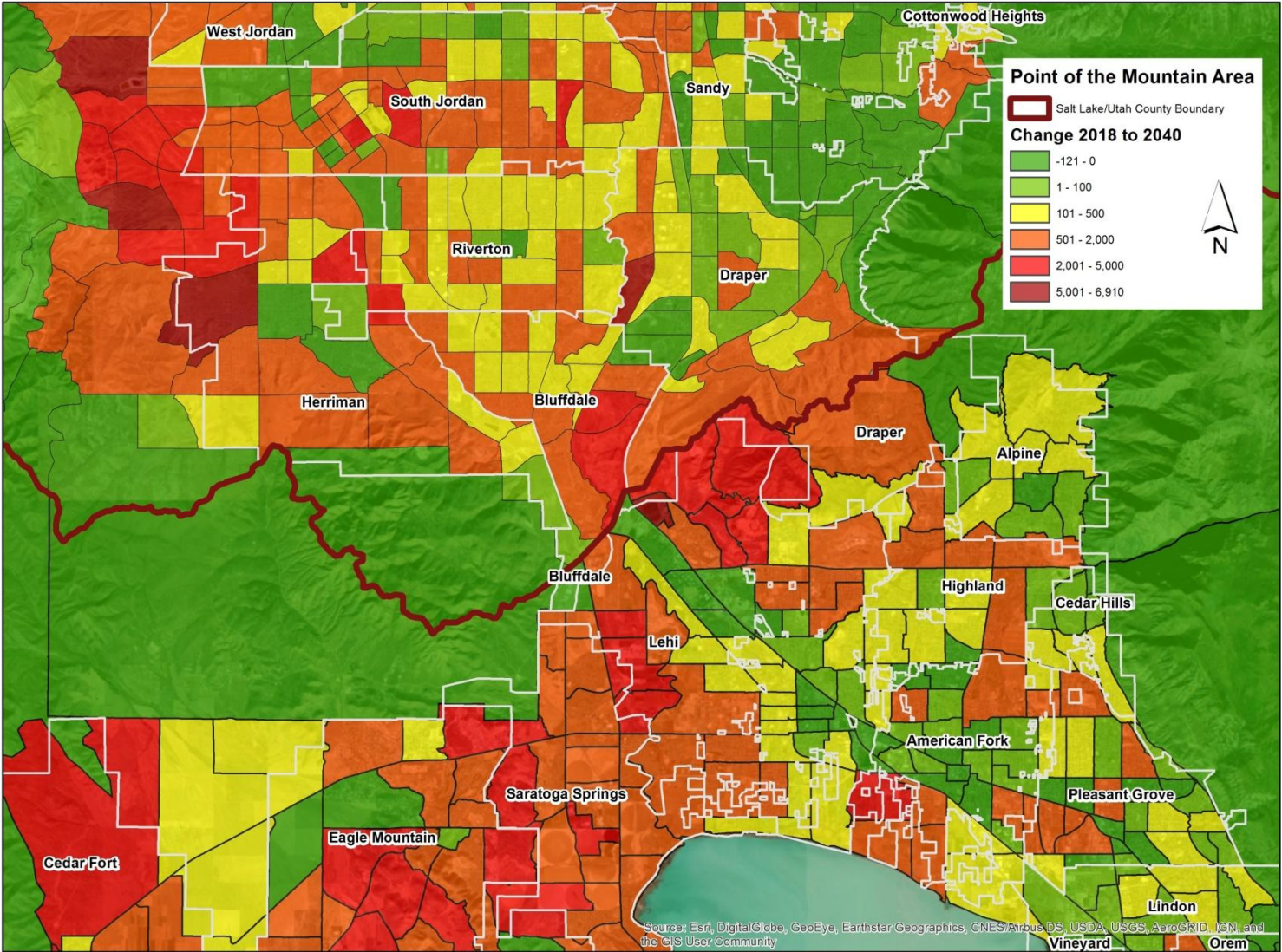
Utah County’s northern area faces another unique situation in the extreme growth that is expected to happen near the Point of the Mountain area. The population projections for Salt Lake County show an expectation that the southwest area of that county will experience heavy growth through at least 2040. 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.

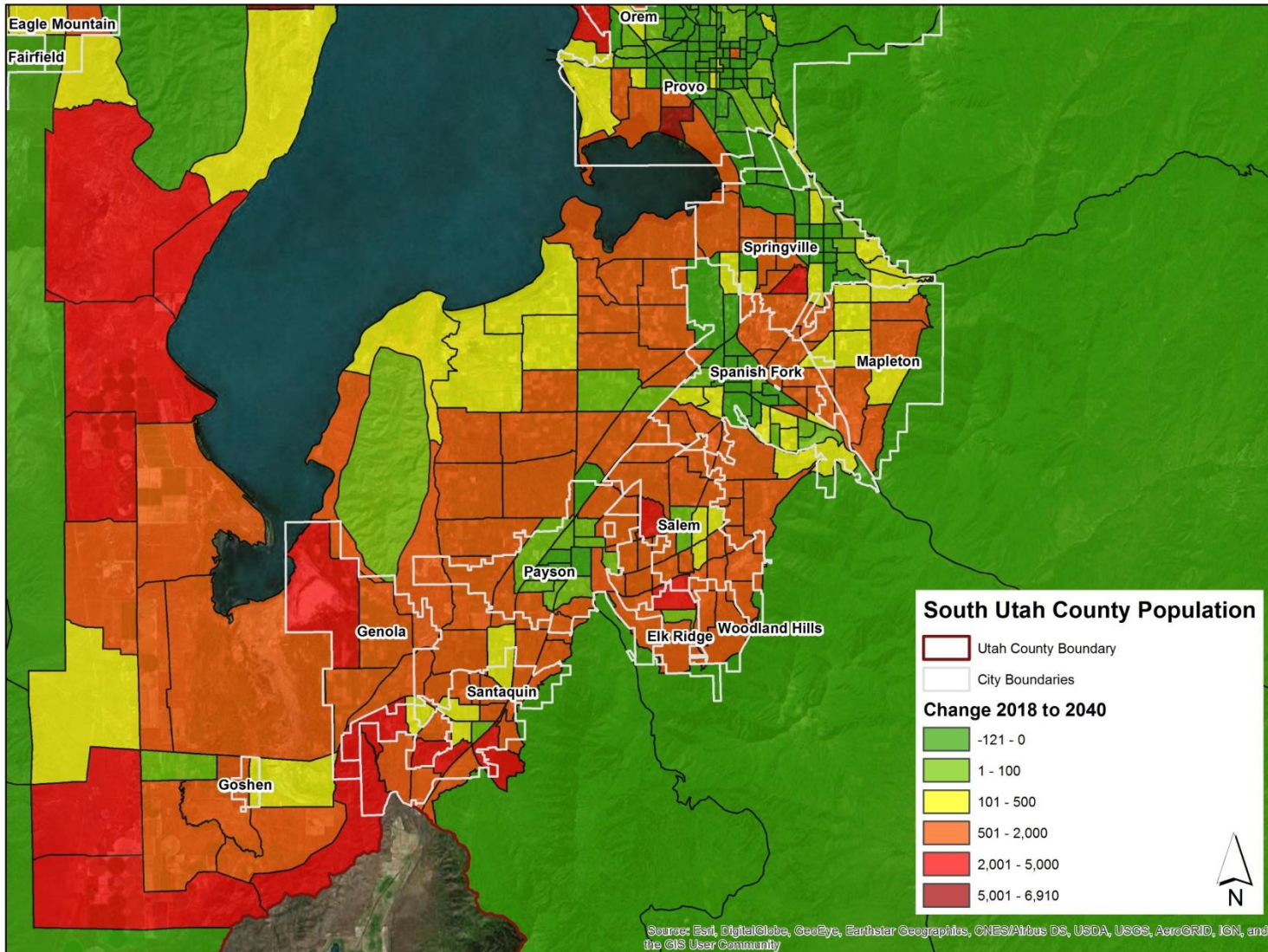
This growth in Salt Lake County, coupled with the growth in northwest Utah County, should result in more economic activity in the area as the new population increases the demand for jobs and other essential services. There will also be an increased demand for roads and transportation options as the population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

City	Change in Population: 2020 - 2060
South Jordan	69,483
Herriman	54,307
Riverton	22,853
Draper	21,473
Bluffdale	15,026

Source: GOMB





MEDD Population by County - Utah County

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.

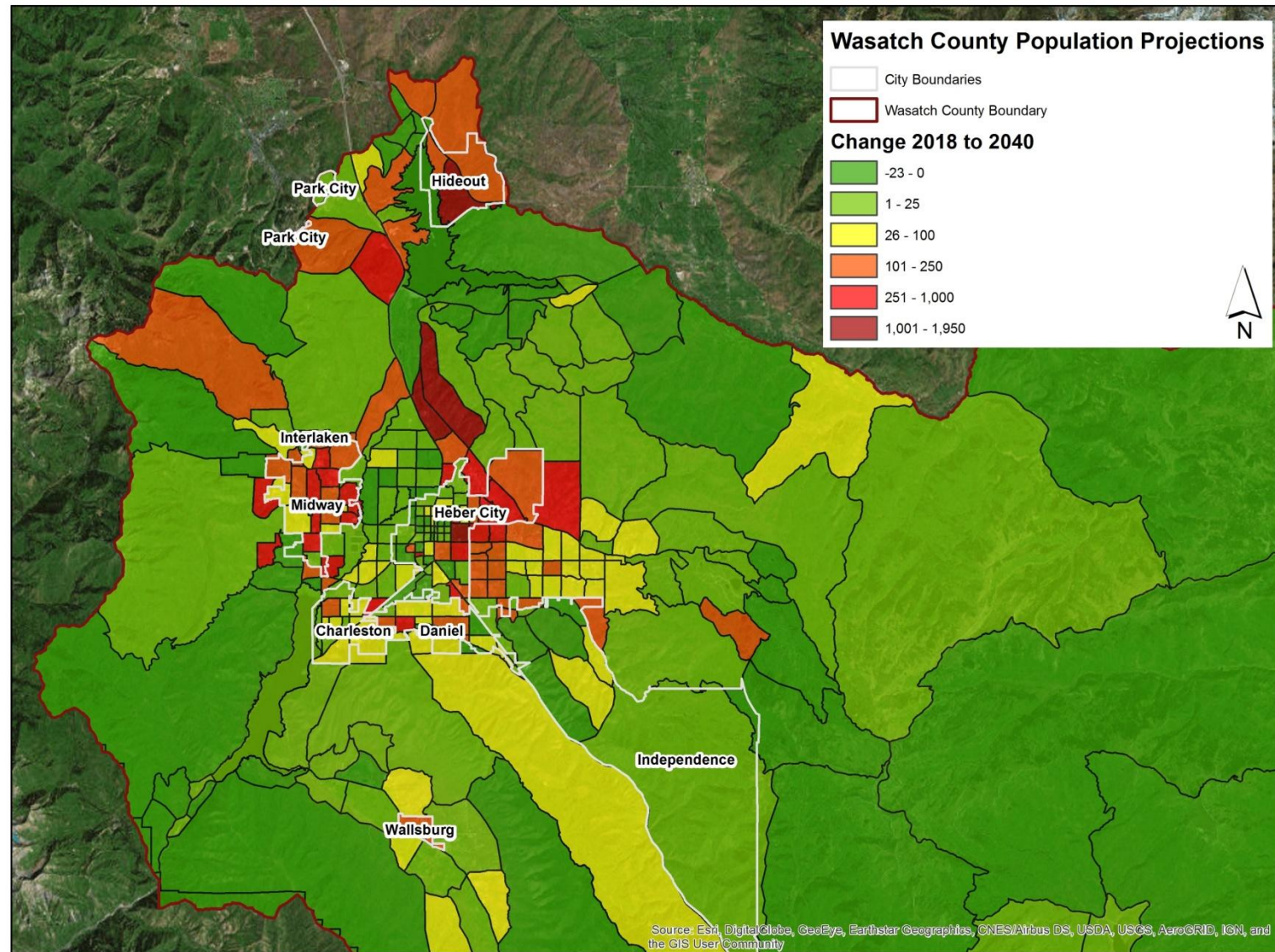
The growth that may occur could lead to an increase demand on infrastructure, jobs, and entertainment in the area as new residents seek more convenient services. This demand may have notable effects on the local economies found in Spanish Fork, Salem, and Payson. Central Utah County may also feel an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

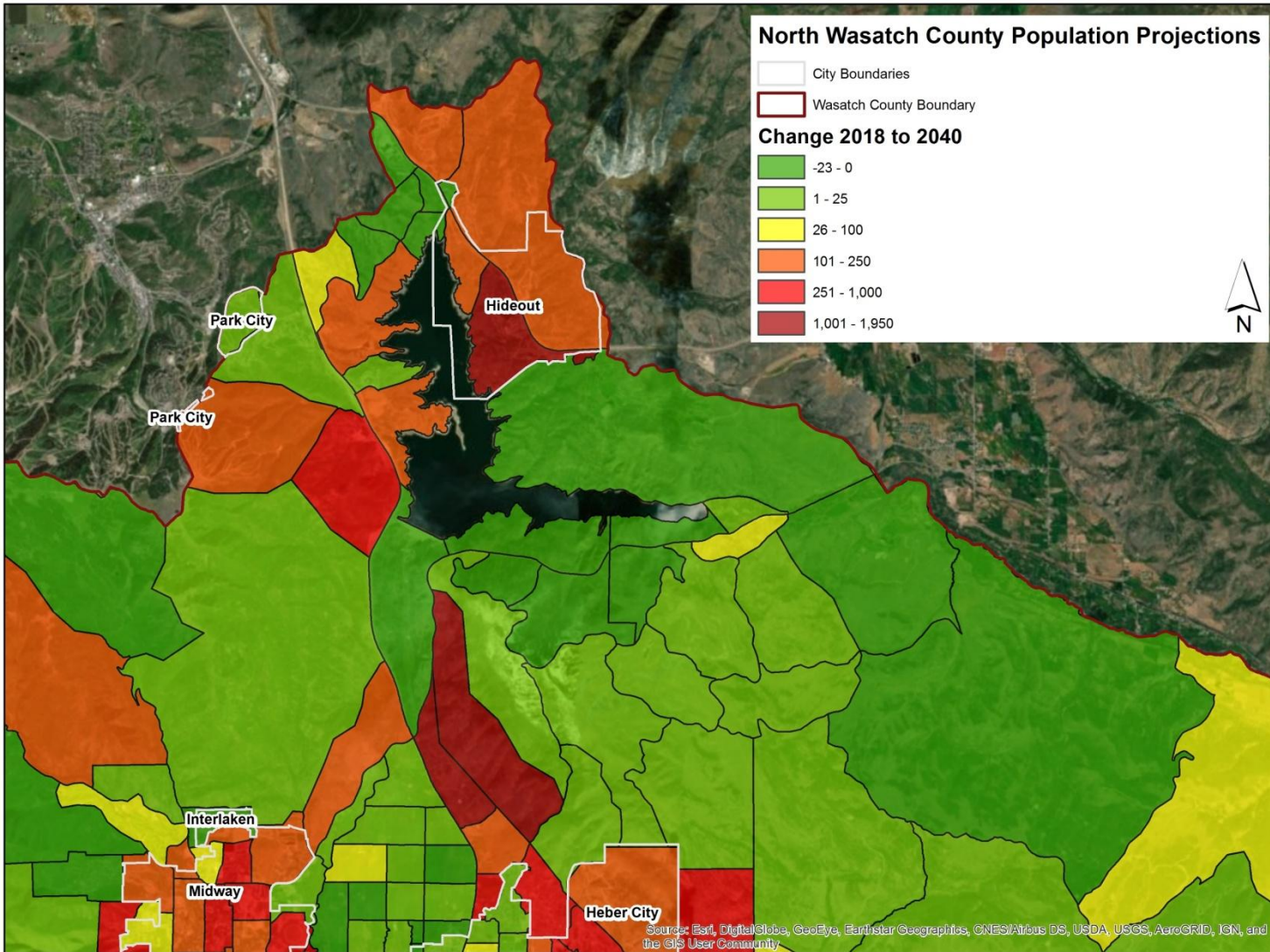
MEDD Population by County - Wasatch County

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

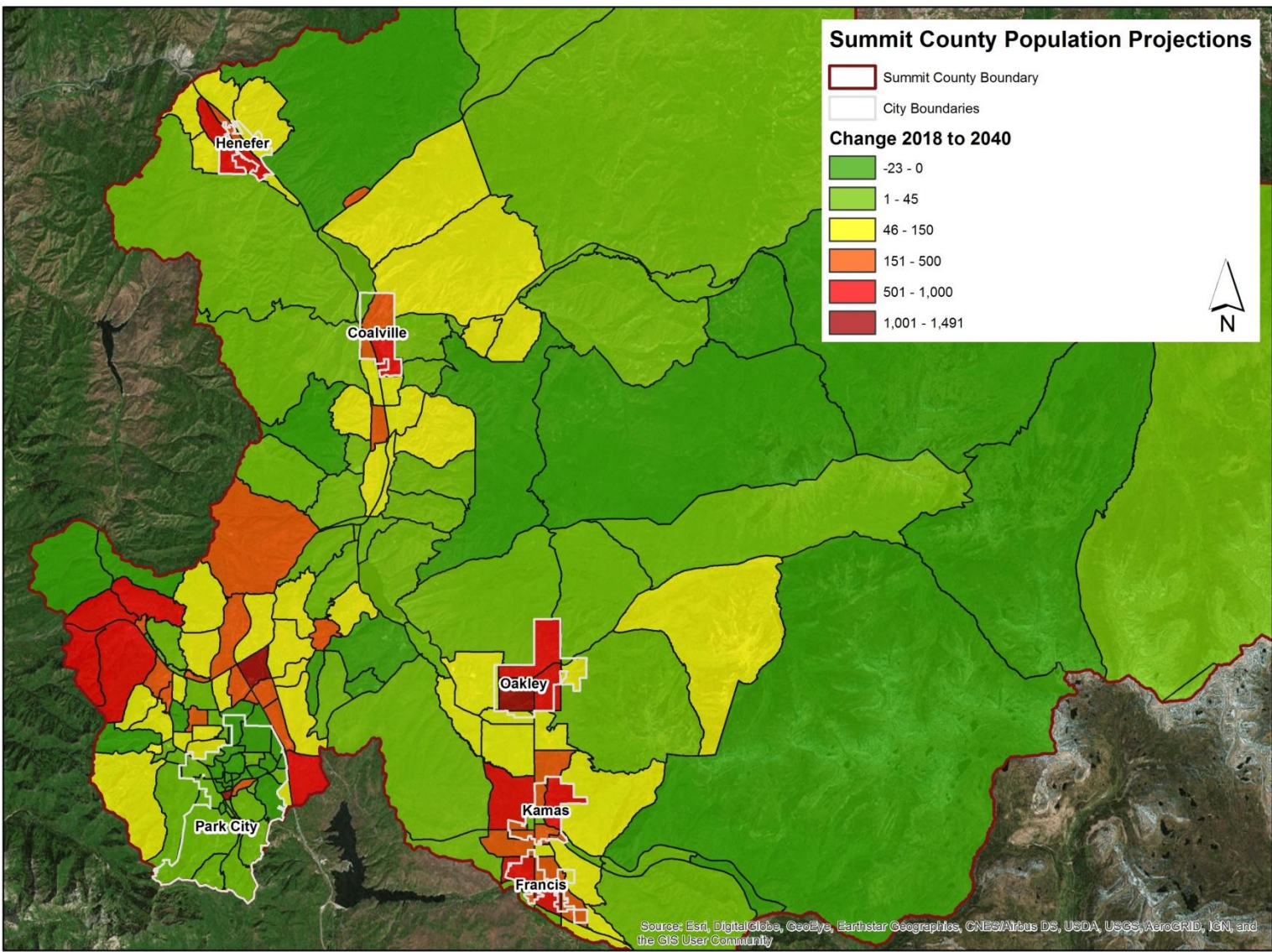
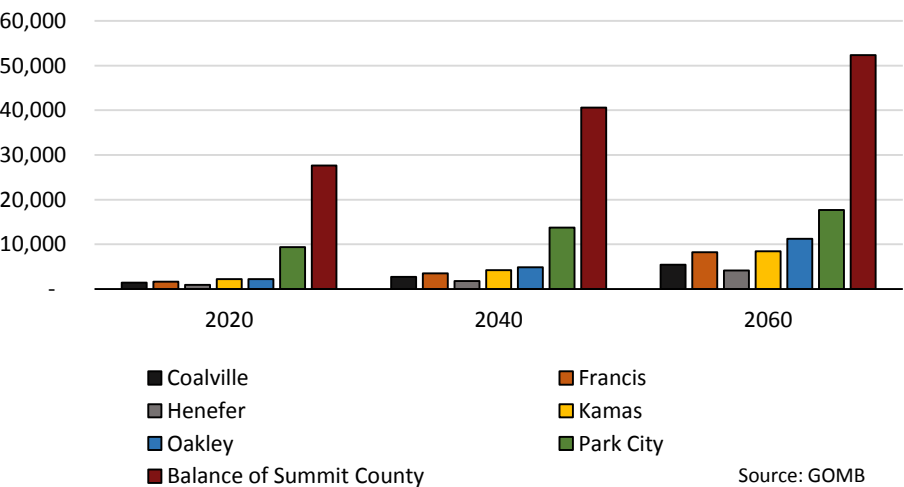
The northern portion of Wasatch County, that closest to Summit County, is noted to have some areas of planned, future growth. As shown on the accompanying exhibit, areas around Jordanelle Reservoir are anticipated to have solid, albeit relatively limited overall population growth in the next twenty years.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

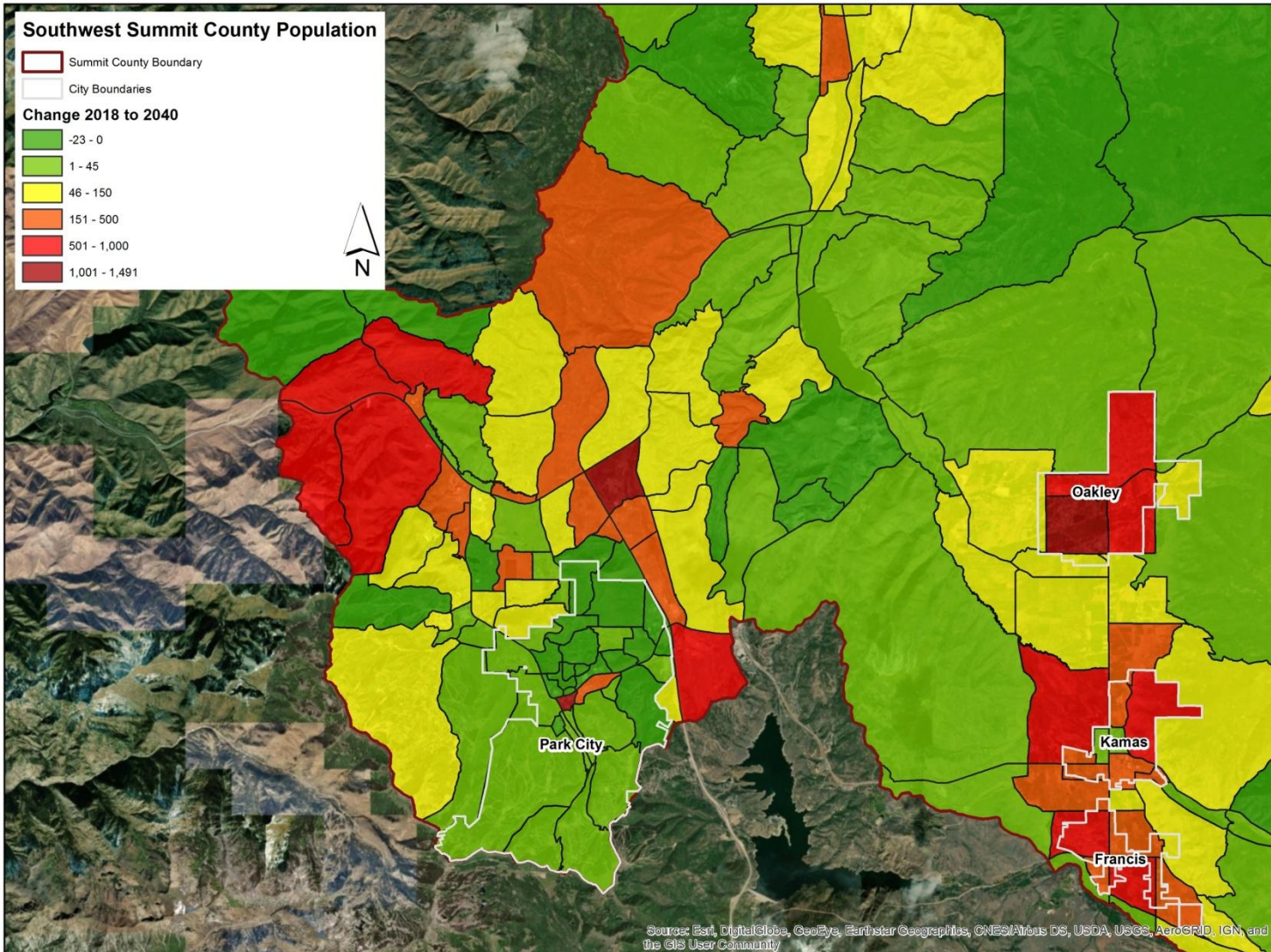
MEDD Population by County - Summit County

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 shows 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





MEDD Population by County - Summit County

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.

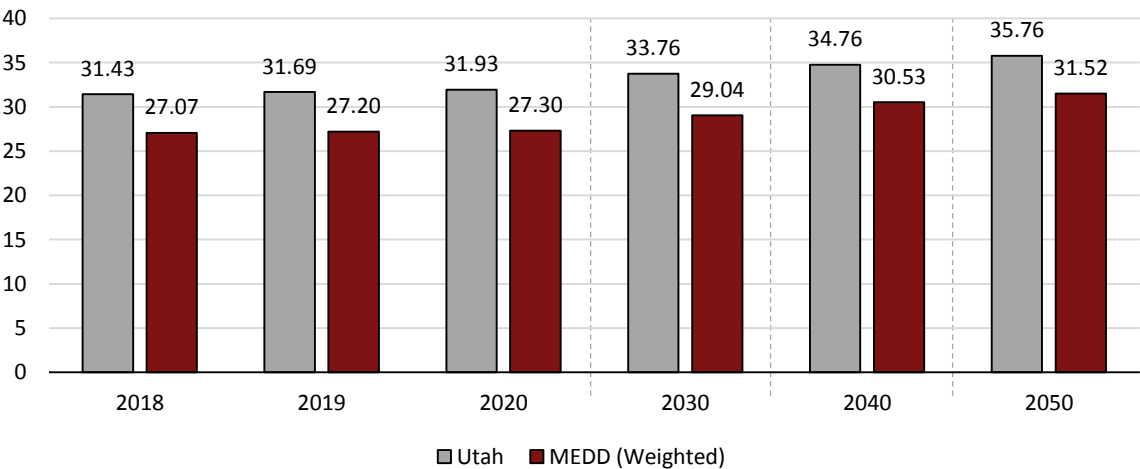
MEDD Population Projections by Age

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.

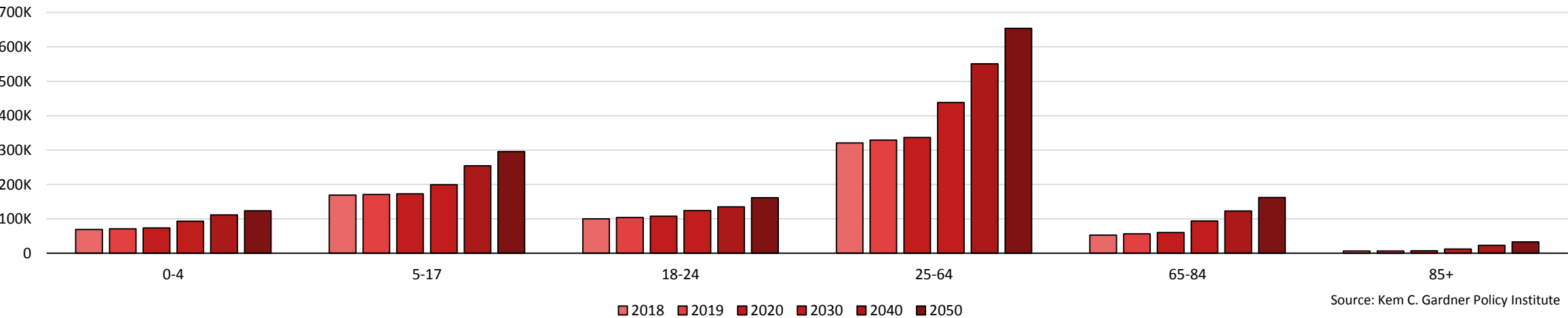
The projected increase in the infant (age 0-4) and child (age 0-17) age groups show the continued need for family housing and entertainment options.

MEDD Median Age Projection



Source: Kem C. Gardner Policy Institute

MEDD Population Projections by Age

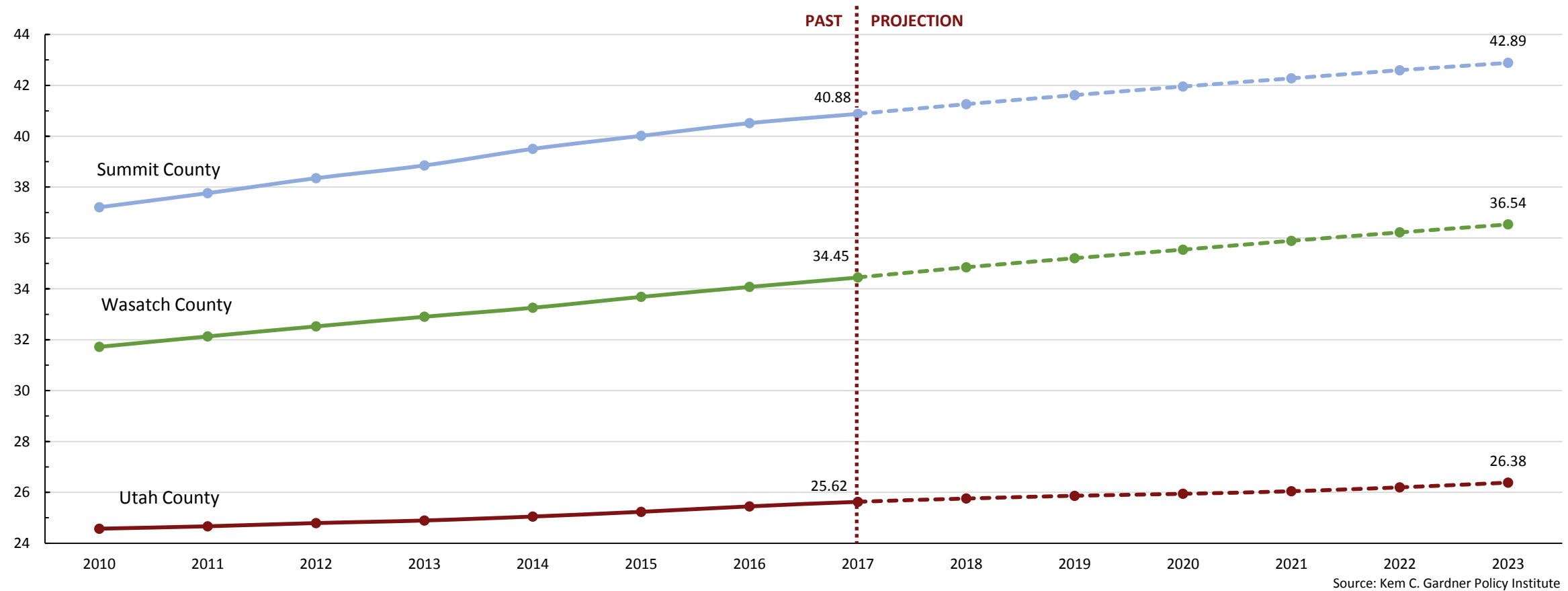


Source: Kem C. Gardner Policy Institute

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.

Median Age County Comparison

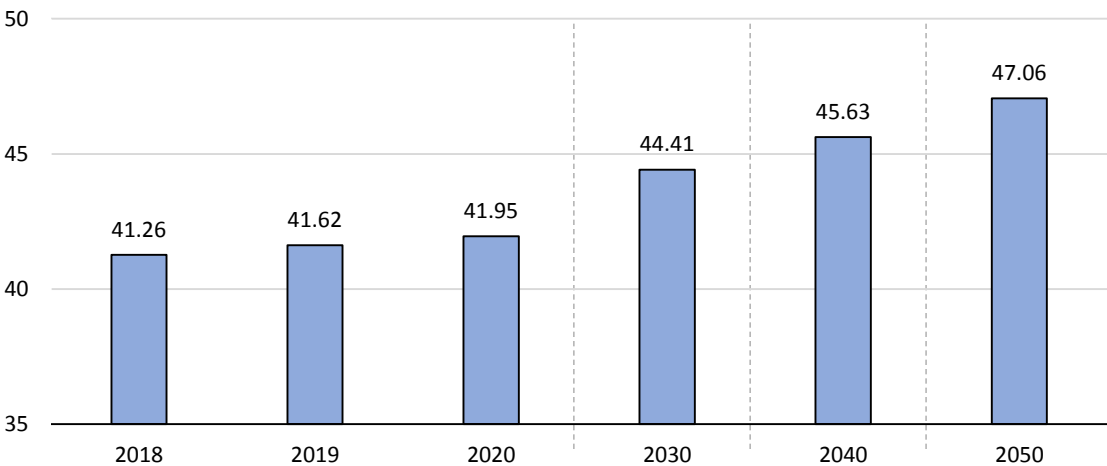


MEDD Population by Age - Summit County

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.

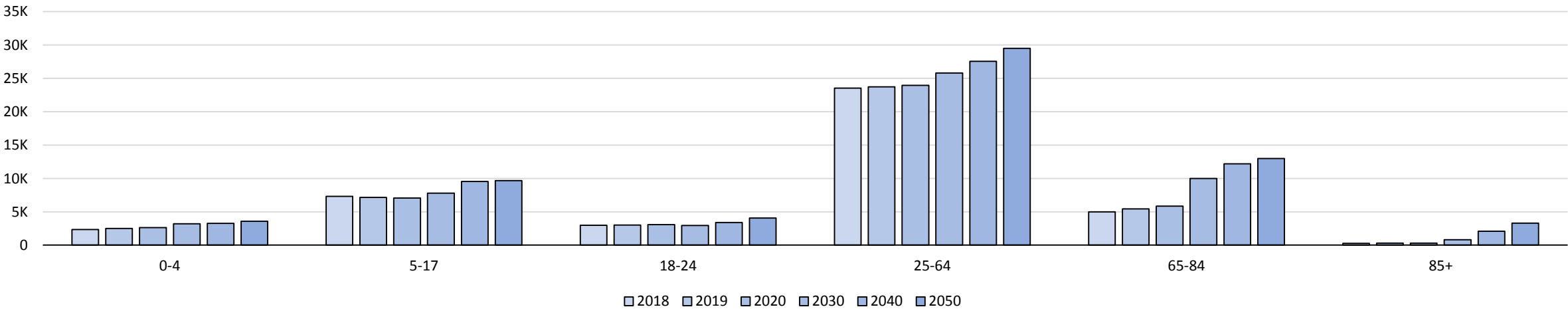
A breakdown of population by age shows that Summit County is expected to see the greatest increases in the senior (age 65-84) and adult (age 25-64) age categories. There will also be a substantial increase in the elderly age group (age 85+).

Median Age Projection - Summit County



Source: Kem C. Gardner Policy Institute

Summit County Population Projections by Age



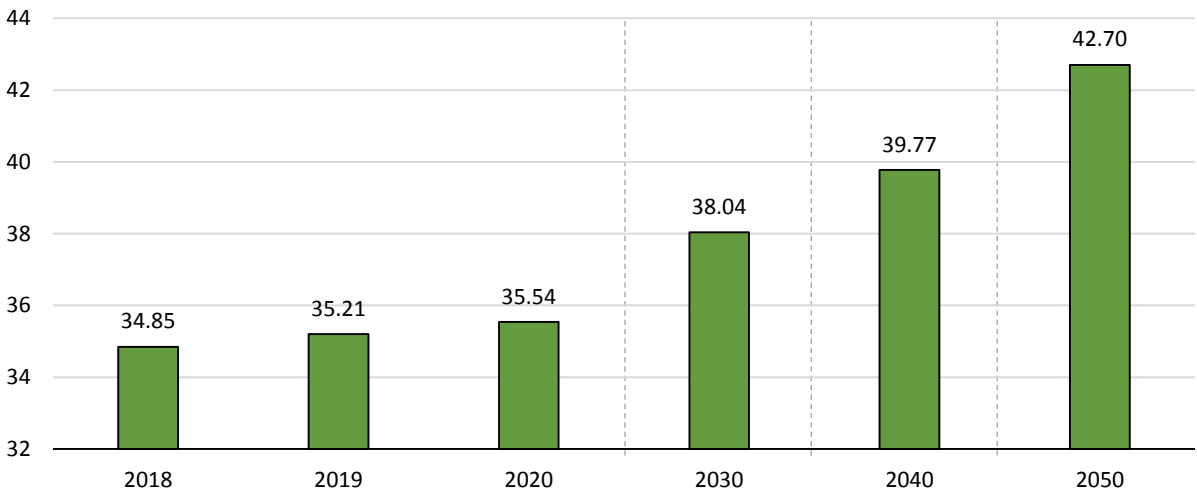
Source: Kem C. Gardner Policy Institute

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.

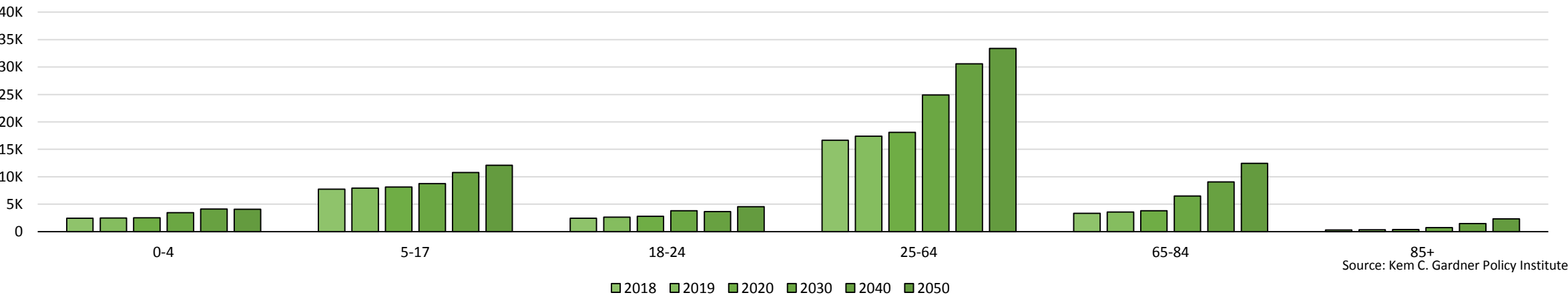
Wasatch County shares another similarity with Summit County in that it is expected to see a larger increase in its older age groups than in the younger categories. The young adult population (age 18-24) is to see increases and decreases, while both the adult (age 25-64) and senior (age 65-84) age groups 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.

Median Age Projection - Wasatch County



Source: Kem C. Gardner Policy Institute

Wasatch County Population Projections by Age



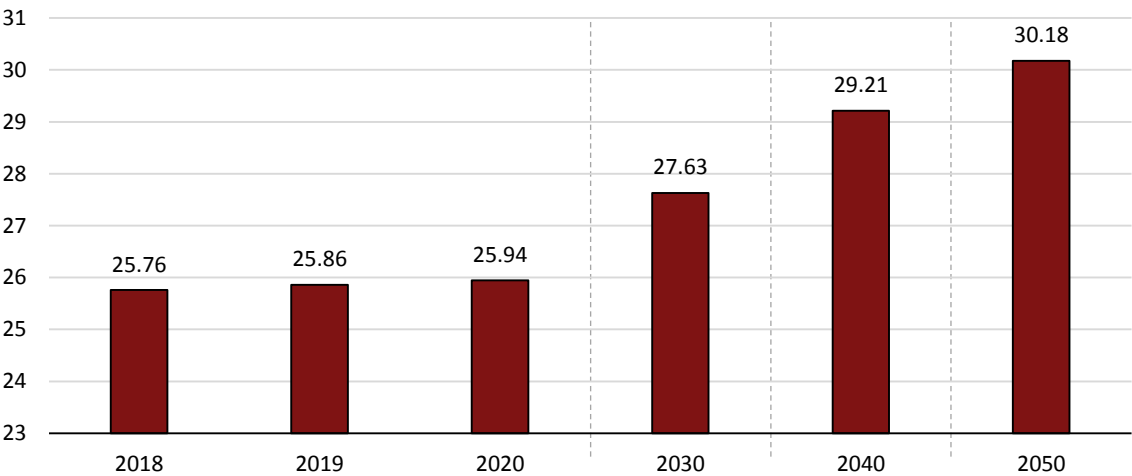
Source: Kem C. Gardner Policy Institute

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.

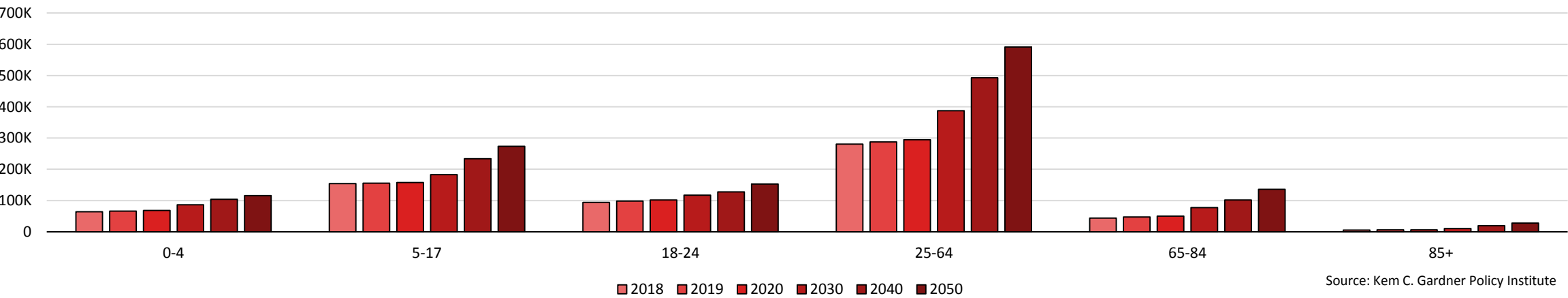
A breakdown of this projection by age shows that Utah County is expected to see growth across all age groups. The Adult age group (age 25-64) is expected to see the most growth, but it is the age group with the largest coverage. The youth age category is expected to grow substantially between 2020 and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

Median Age Projection - Utah County



Source: Kem C. Gardner Policy Institute

Utah County Population Projections by Age



Source: Kem C. Gardner Policy Institute

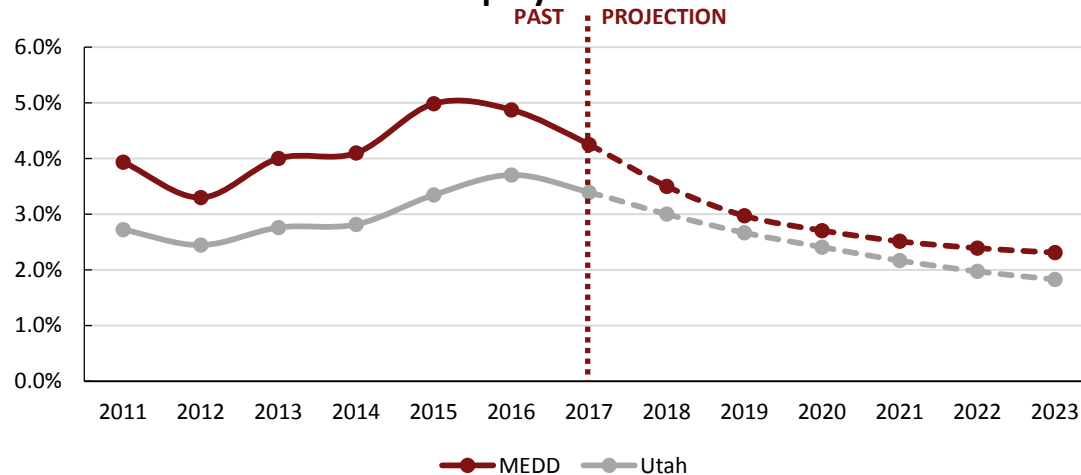
MEDD Employment

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.

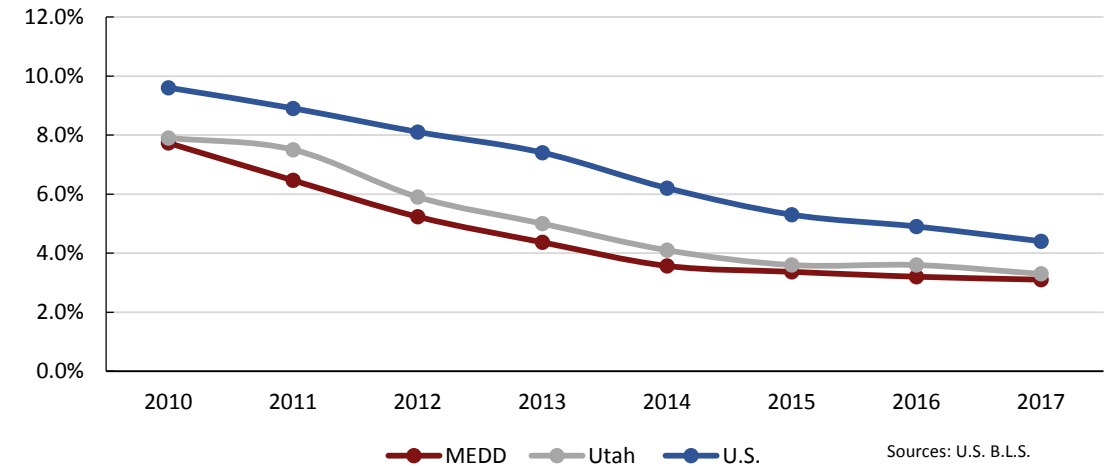
A breakdown of the MEDD's employment growth by county shows that Wasatch County experienced a spike in employment growth in 2013 and 2014, notably higher than both Utah and Summit Counties. Utah County also saw a slight spike in employment growth in 2015. The projections show an expectation of constancy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

MEDD Employment Growth



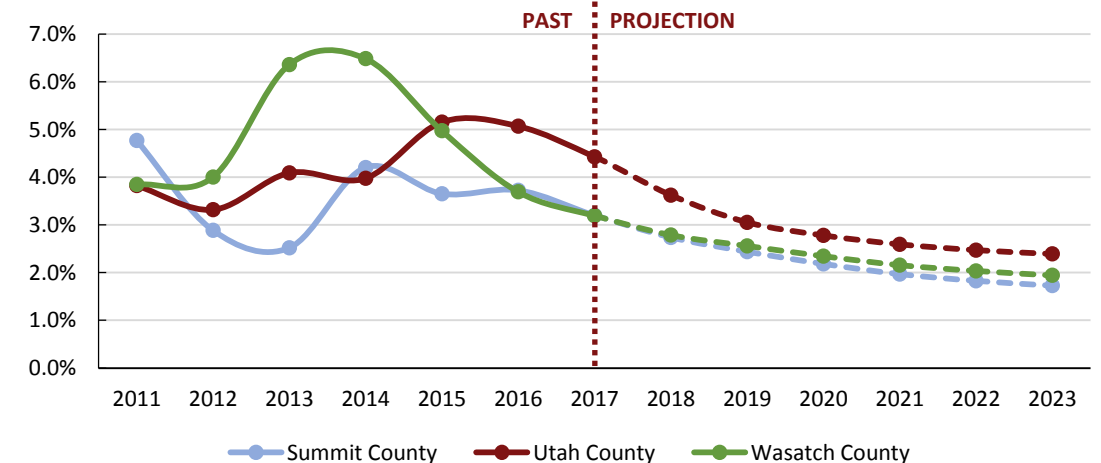
Source: Kem C. Gardner Policy Institute

MEDD Historical Unemployment Rate



Sources: U.S. B.L.S.

Employment Growth County Comparison



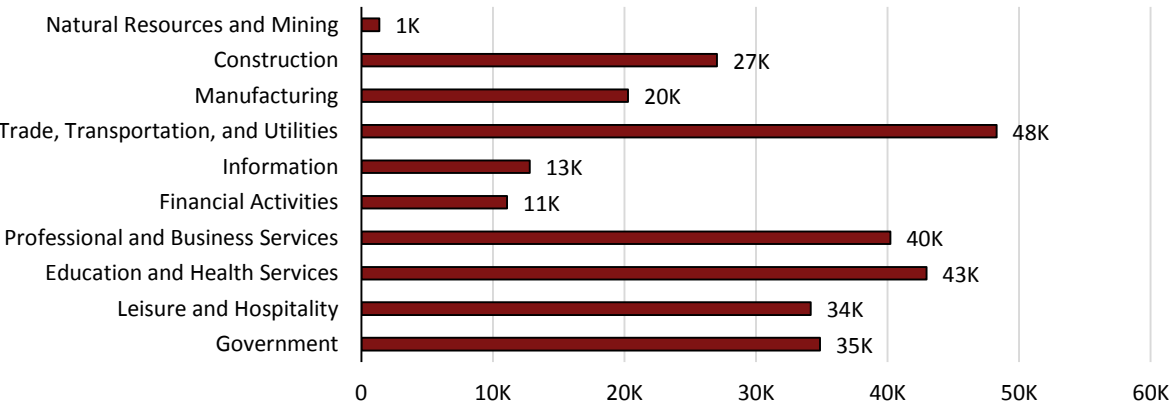
Source: Kem C. Gardner Policy Institute

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.

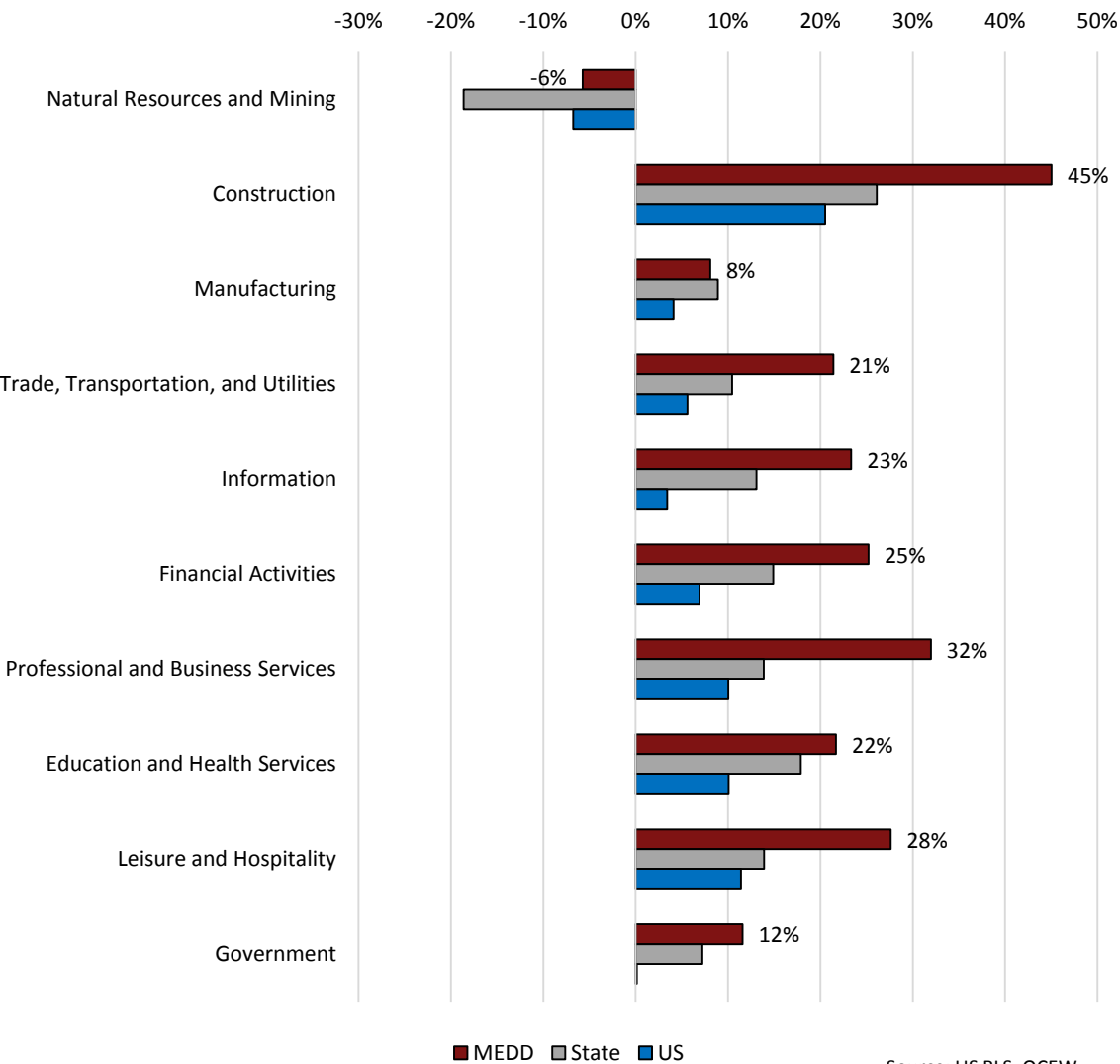
Within the MEDD, natural resources and mining has followed the national trend by decreasing its number of jobs. Every other category has continued the expansion trend that was identified in 2012 of beating the national average in industry growth percentage. The MEDD is projected to see growth in new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

MEDD Employment by Industry 2018



Source: US BLS, QCEW

Change in Employment by Industry 2018



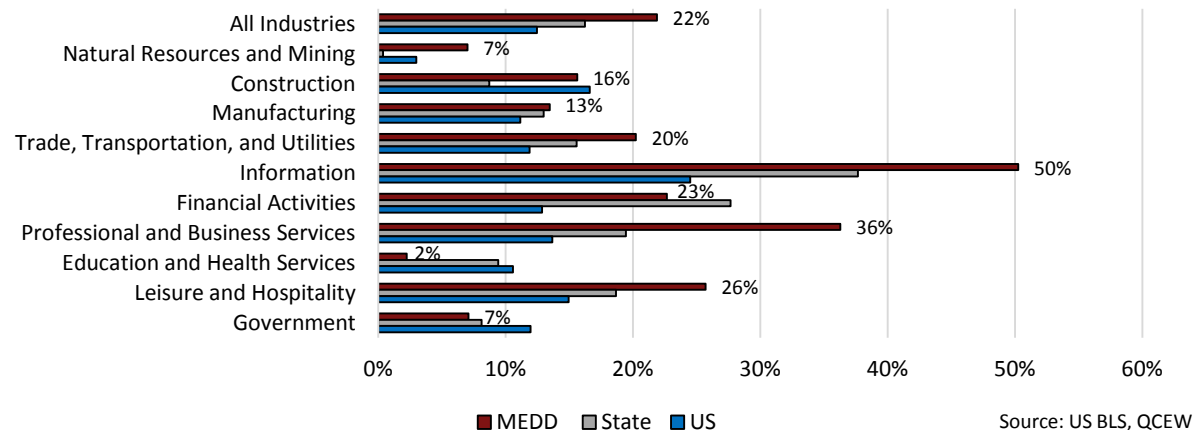
Source: US BLS, QCEW

MEDD Employment – Wage Growth

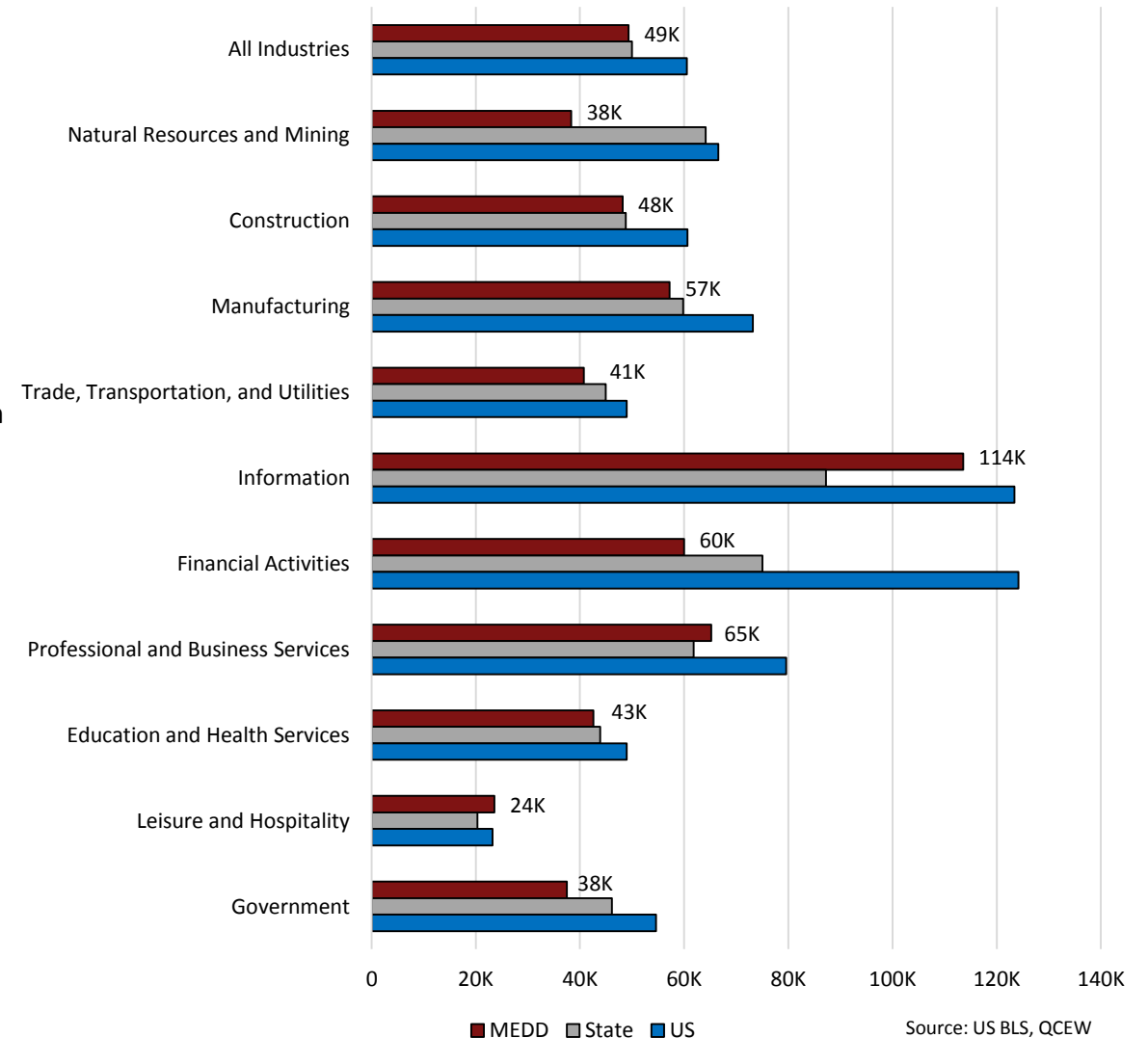
The MEDD has experienced growth in wages at a substantially higher rate than the national average. The MEDD has posted 22 percent wage growth across all industries between 2014 and 2018, while the national average has been closer to 12 percent. The industries with the largest growth in wages were “Information” 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.

Change in Wages by Industry 2014 - 2018



Average Wage by Industry - 2018

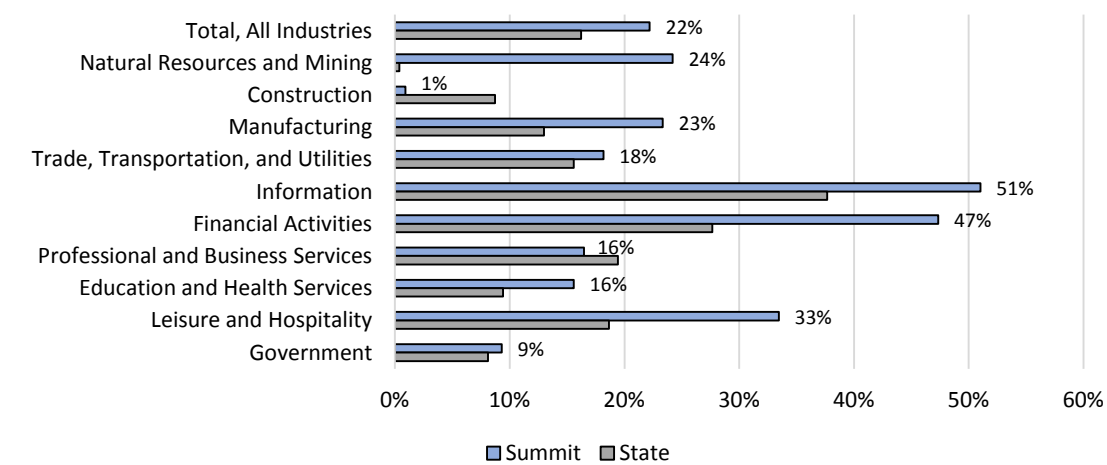


MEDD Employment – Summit County

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.

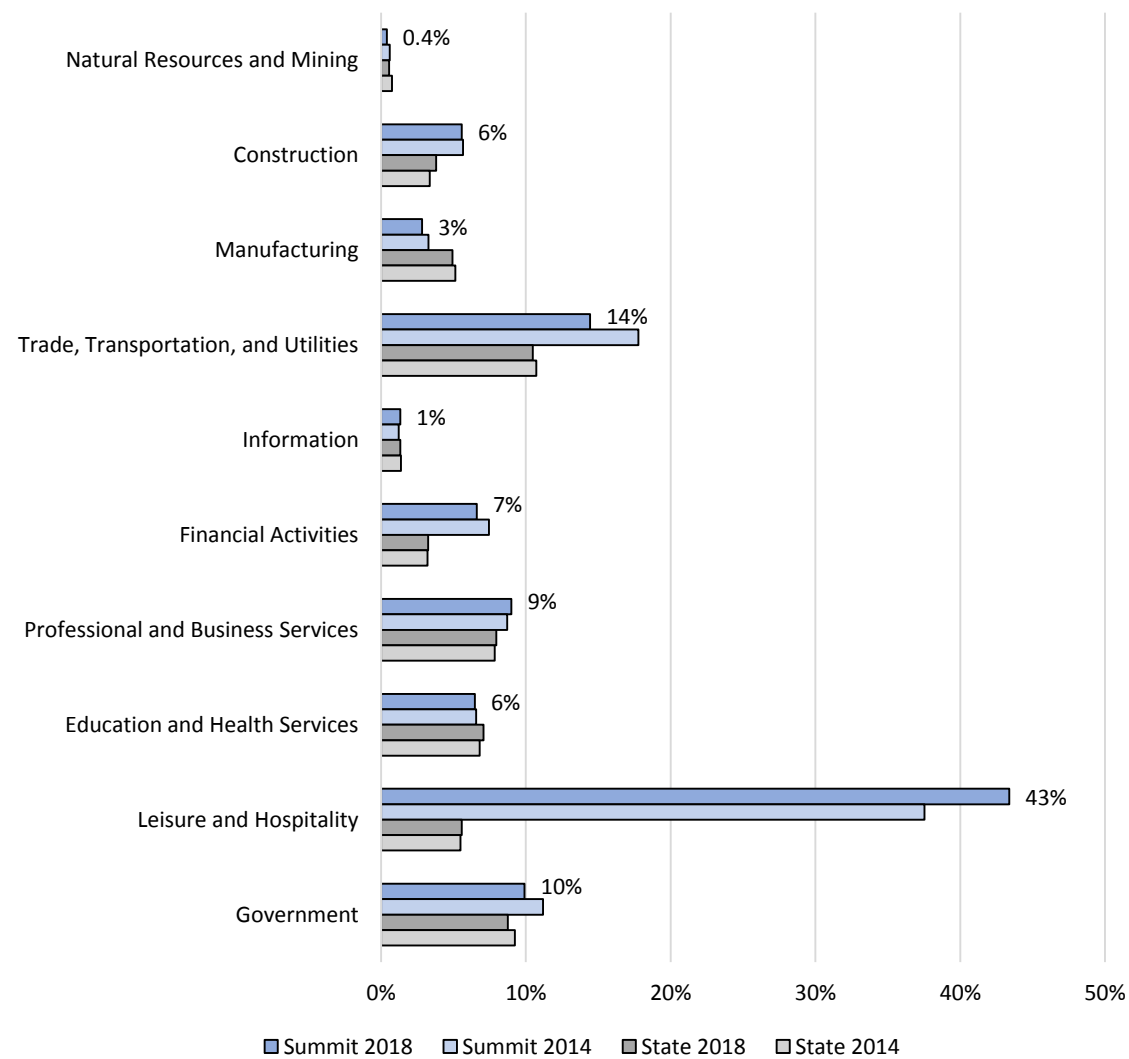
Of Summit County’s 29,000 employees, 12,600 of those workers are employed in the “Leisure and Hospitality industry.” Overall, the wages in all industries increased by 22 percent between 2014 and 2018, with the largest increases found in “Information, Financial Activities,” and “Leisure and Hospitality.”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

Summit County Wage Growth 2014 - 2018



Source: US BLS, QCEW

Share of Employment by Industry in Summit County



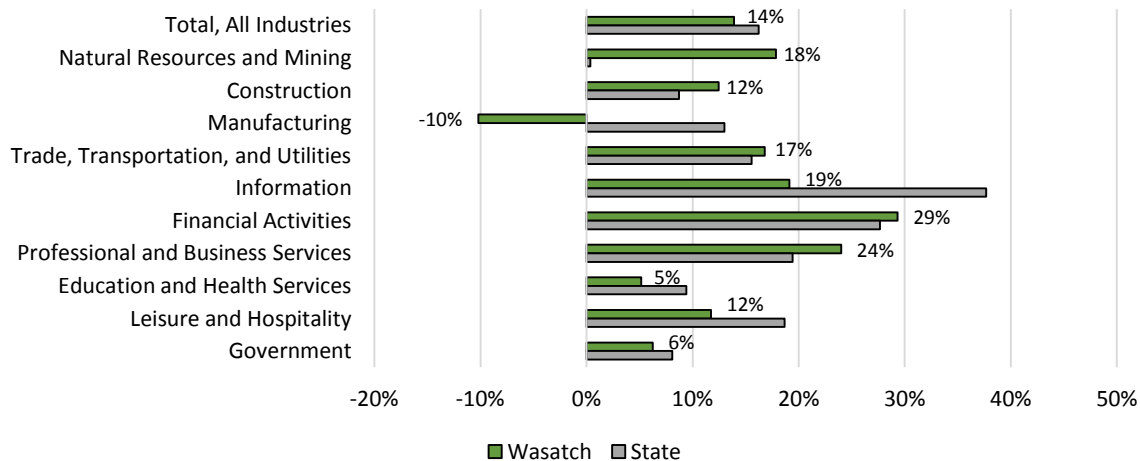
Source: US BLS, QCEW

MEDD Employment – Wasatch County

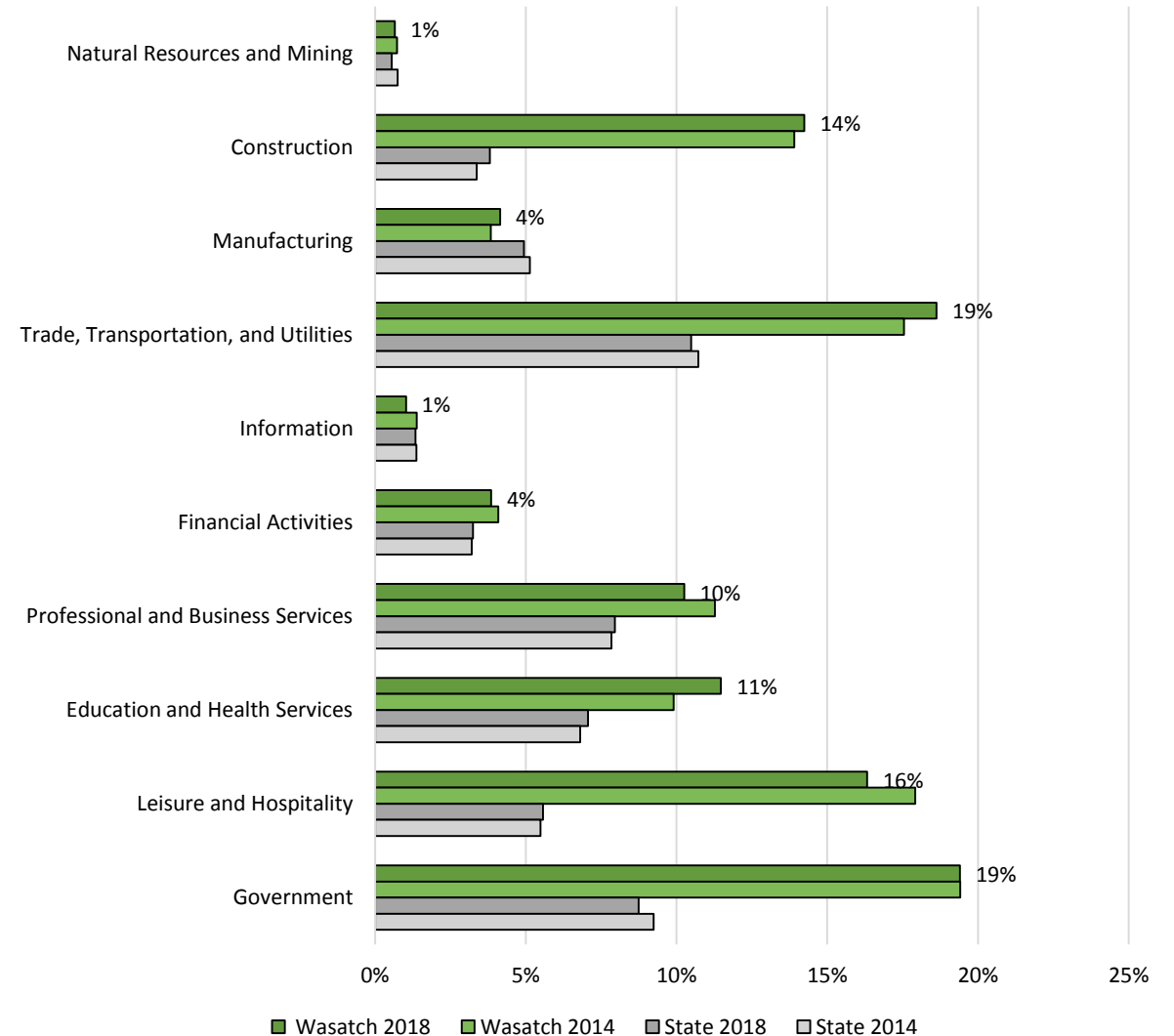
Wasatch County has the smallest number of employees in the MEDD. There are about 8,700 employees spread out fairly evenly between six industries. It is notable that, like Summit County, Wasatch County also has a high number of employees working in the “Leisure and Hospitality” industry, though this sector 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.

Wasatch County Wage Growth 2014 - 2018



Share of Employment by Industry in Wasatch County

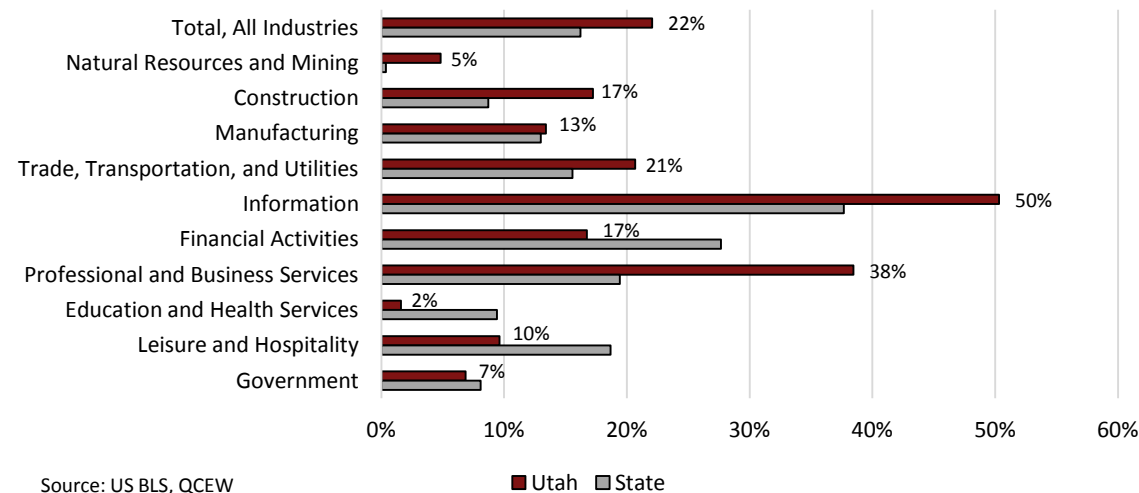


MEDD Employment – Utah County

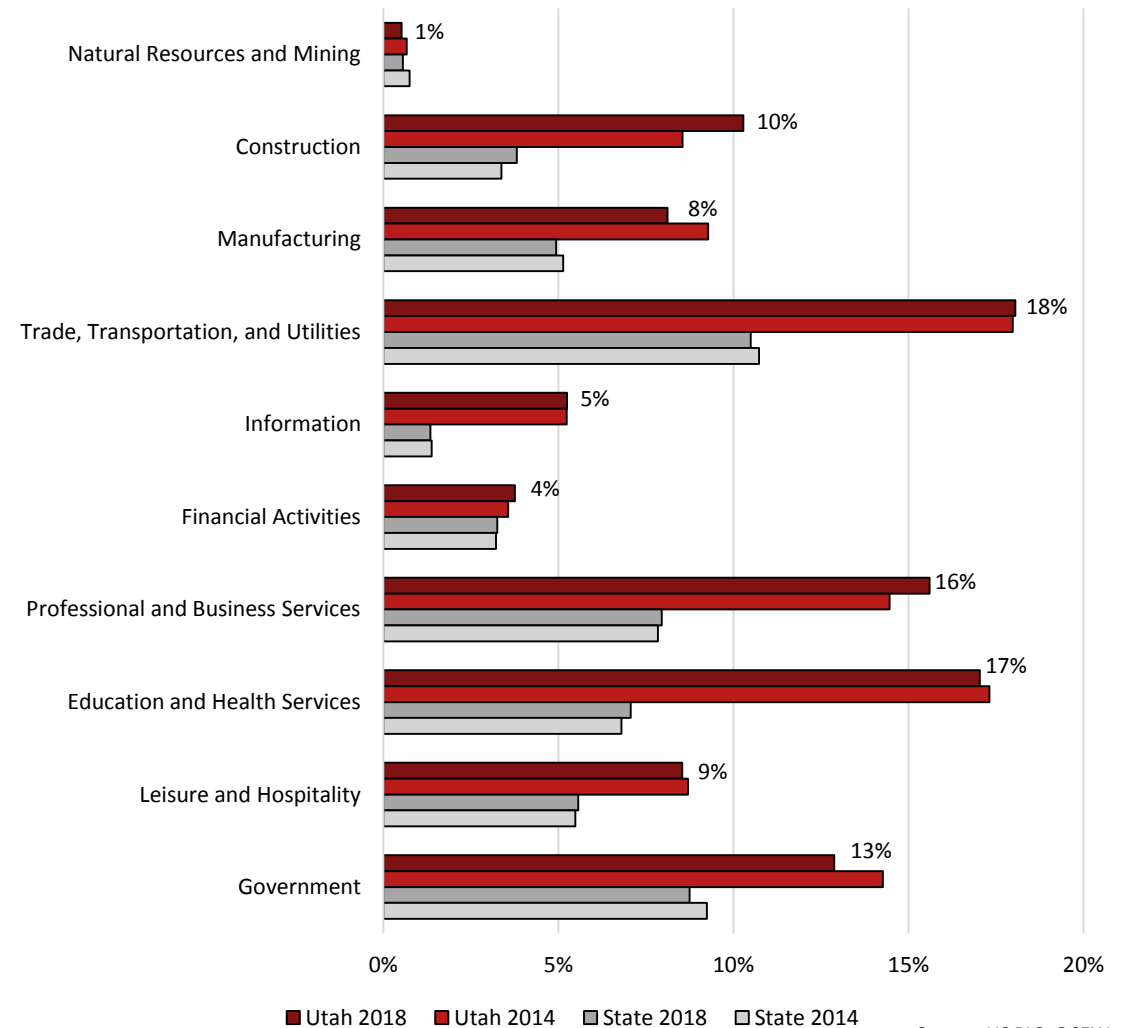
Utah County has a much different economic balance than the other two counties in the MEDD when it comes to employment. Trade, transportation, and utilities holds the largest share of employees with education and health services as a close follow. Professional and business services has slightly increased 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



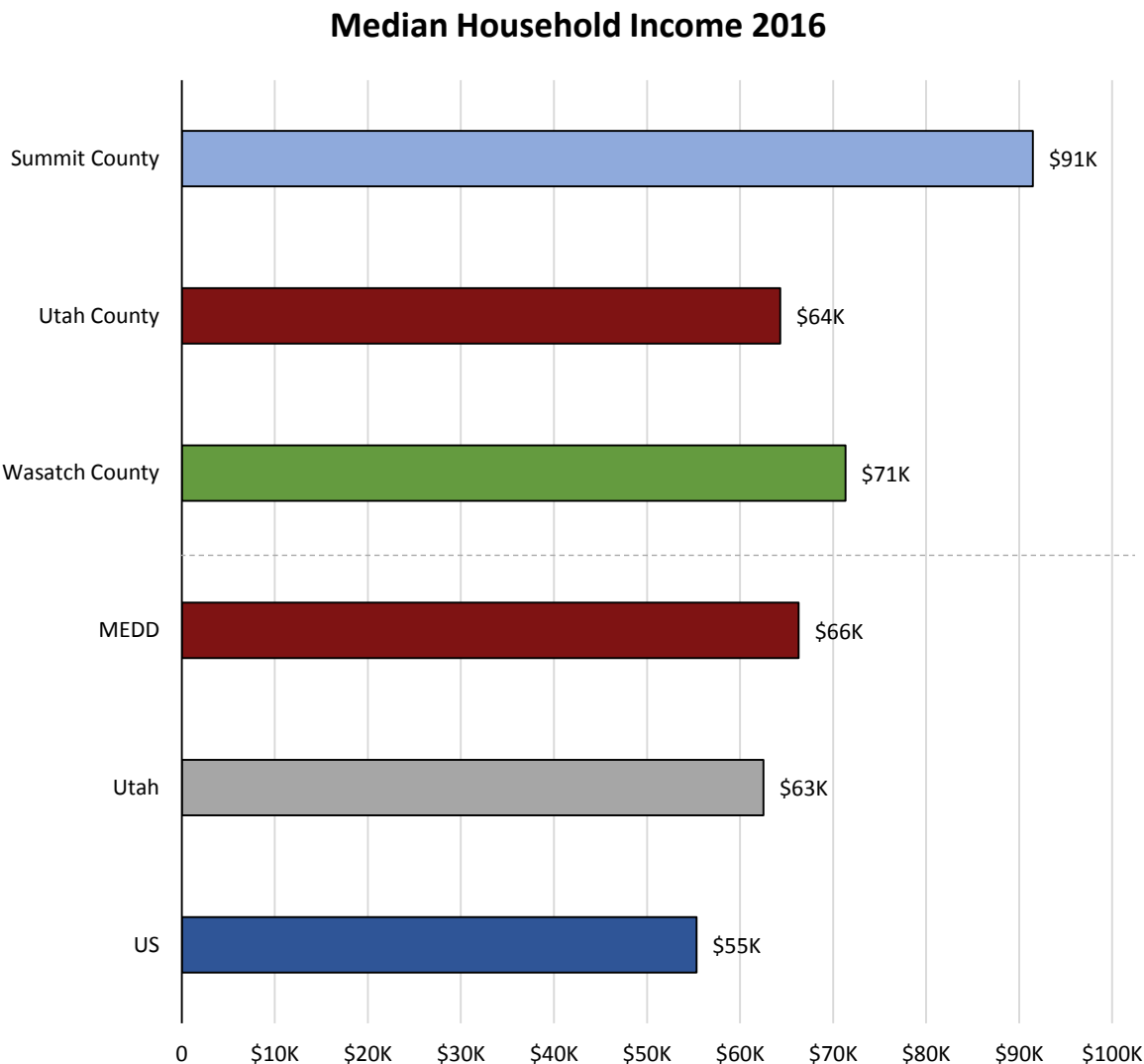
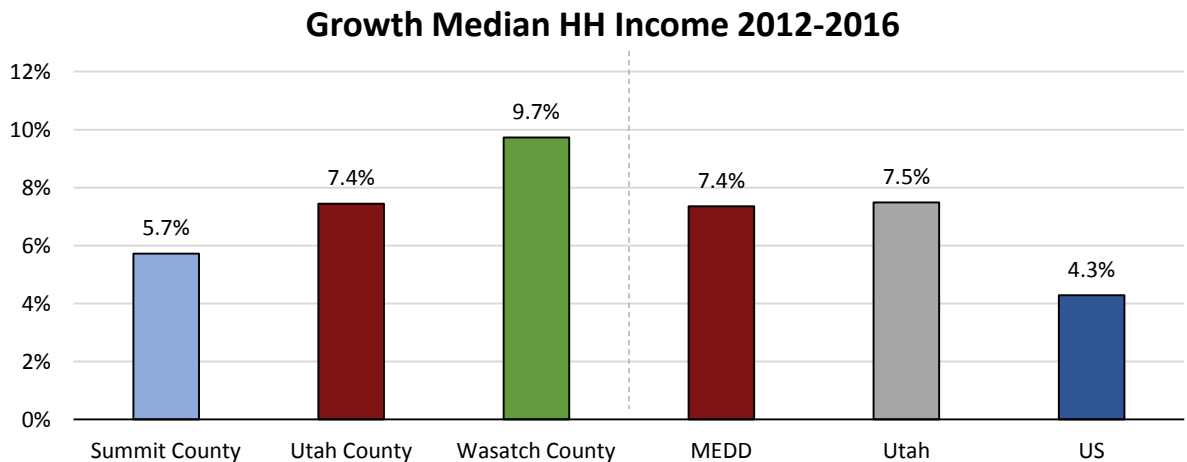
Share of Employment by Industry in Utah County



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.



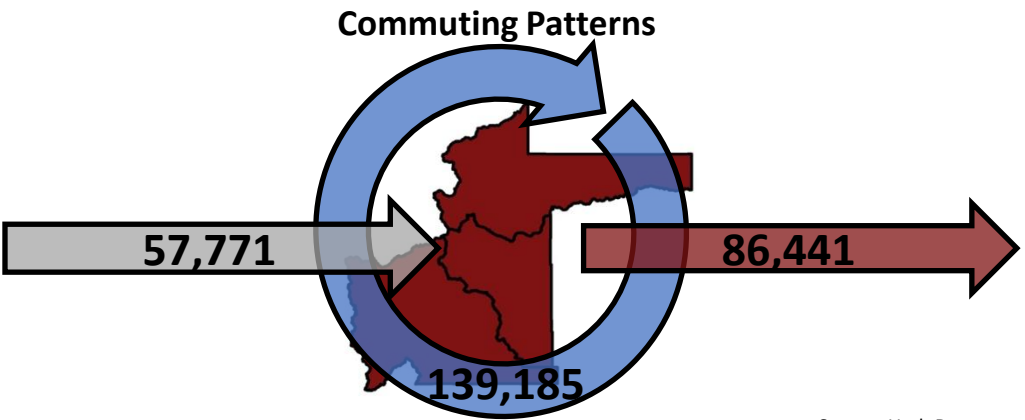
Source: ACS

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.

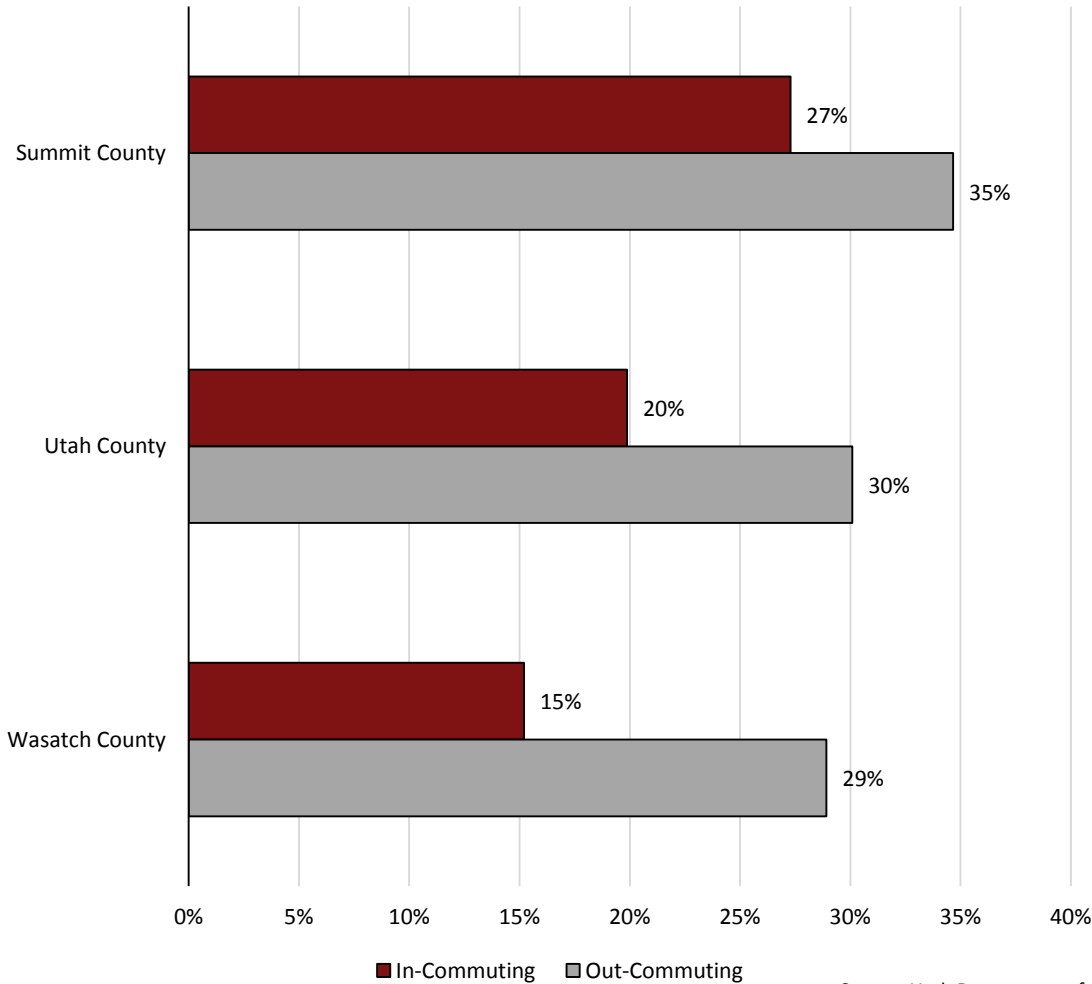
The largest exporter of workers is Summit County, with 35% of its workers going to areas outside of the MEDD, while also bringing in the largest percentage of its workforce from outside of the area as well. Utah County moves the most workers as a total sending out 71,630 workers and bringing in 47,307 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.



Source: Utah Department of Workforce Service, ACS

% of Commuters To and From Another County

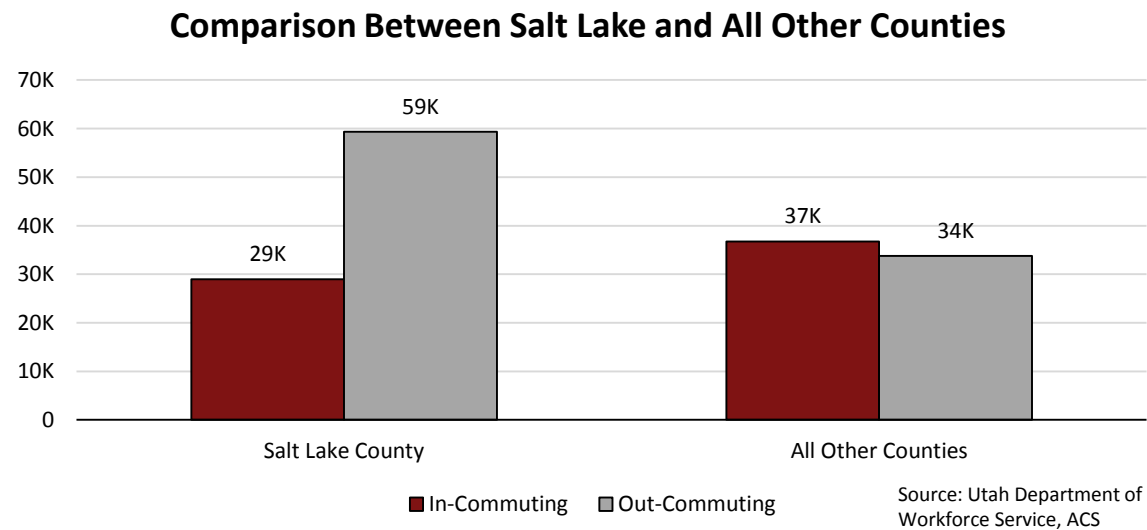


Source: Utah Department of Workforce Service, ACS

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	
Come From	Go To
Salt Lake	Salt Lake
Wasatch	Out of State
Utah	Utah
Davis	Davis
Out of State	Weber

Source: Utah Department of Workforce Service, ACS

Utah County	
Come From	Go To
Salt Lake	Salt Lake
Out of State	Out of State
Davis	Davis
Weber	Weber
Cache	Washington

Source: Utah Department of Workforce Service, ACS

Wasatch County	
Come From	Go To
Summit	Salt Lake
Utah	Summit
Salt Lake	Utah
Out of State	Davis
Davis	Weber

Source: Utah Department of Workforce Service, ACS

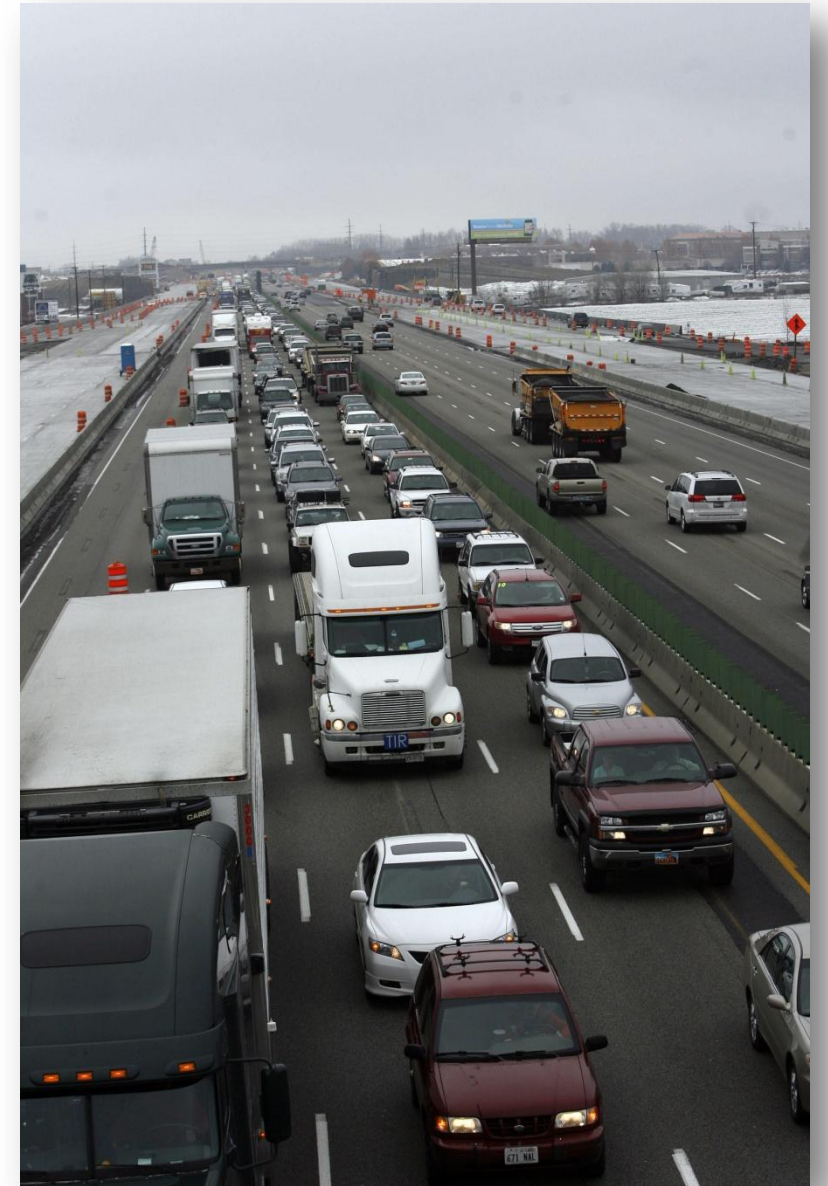
Strengths:

- 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



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



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



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



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

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



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

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



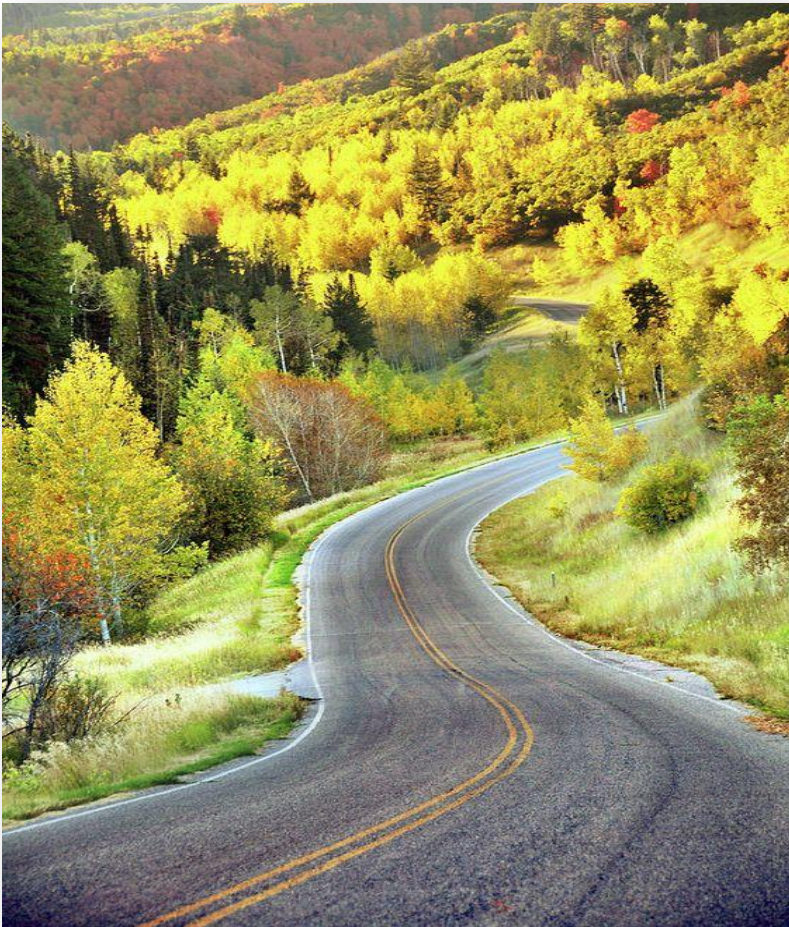
Objective 5.1

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

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

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 – Performance measures used to evaluate the MEDD's implementation of the noted objectives

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 – 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

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

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

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

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

A disaster can be defined as any event that threatens to, or actually does, inflict damage to people or property that cannot be dealt with using only internal and mutual aid resources.

In the event of a disaster, Mountainland Economic Development District (MEDD) plays a support role to other partners in the planning and recovery efforts as outlined in the following strategy document. This brief summary of strategy is in no way intended to undermine or replace existing federal, state, or local disaster plans, but simply establishes MEDD's role in both pre- and post-disaster planning and recovery. Pre-disaster strategies are based on an awareness and support of already existing partnerships and emergency plans, including Mountainland Association of Governments' Hazard Mitigation plan. Post-disaster strategies rely on a decision-making process consistent with that set forth by the afore mentioned mitigation plan, as well as local plans and procedures.

In the event of a disaster, MEDD is committed to:

- Providing local officials, business leaders, and other community partners with access to regional demographic, economic, and hazard vulnerability data.
 - Developing technical expertise and economic analysis tools for conducting initial disaster assessments and long-term economic impact analysis.
 - Establishing collaborative relationships with local government officials and non-government organizations that may provide data, funding, technical expertise, and other resources essential to intermediate and long-term economic recovery following a disaster event.
 - Offering grant writing expertise and technical assistance to regional and local entities, both for pre-disaster resiliency initiatives as well as post-disaster recovery efforts.
 - Establishing familiarity with traditional economic and community recovery funding sources, including resources for business development assistance programs, such as EDA's Revolving Loan Fund (RLF) programs as well as private, nonprofit, and philanthropic resources.
- Providing technical support to impacted businesses.
- Encouraging concepts and principles of economic resiliency strategies into the existing planning and development plans and activities within the region.
 - Leveraging assets.
 - Offering a neutral forum to convene diverse stakeholders and facilitate discussion and planning initiatives around the issues of economic resiliency preparedness and recovery.

Phase I: Pre-disaster Preparedness

The hazard mitigation plan development by Mountainland Association of Governments, which serves the three county region, was developed to promote pre and post disaster mitigation measures, short/long range strategies that minimize suffering, loss of life, and damage to property resulting from hazardous or potentially hazardous conditions to which citizens and institutions within the state are exposed; and to eliminate or minimize conditions which would have an undesirable impact on our citizens, the economy, environment, and the well-being of the state of Utah. This plan is an aid in enhancing city and state officials, agencies, and public awareness to the threat that hazards have on property and life and what can be done to help prevent or reduce the vulnerability and risk of each Utah jurisdiction.

Identifying Risks and Vulnerabilities.

Mountainland Association of Governments identified several hazards that are addressed in the Hazard Mitigation Plan. The hazards were identified through an extensive process that included input from the Plan Steering Committee, public input, researching past disasters and Geographic Information System (GIS) data.

	Hazard Identification	
Hazard	How Identified	When Identified
Floods	<ul style="list-style-type: none">• Review of Past Disasters• Review of FIRMs• Analysis of NSFHA by Army Corps of Engineers• Steering Committee Input• State database• GIS• Public Input	<ul style="list-style-type: none">• Most frequent hazard• Historically highest cost• 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 much of the region.

Disaster and Economic Recovery & Resilience Strategy



CEDS Study

MAG

	Hazard Identification	
Hazard	How Identified	When Identified
Wildland Fire	<ul style="list-style-type: none"> • Review of Past Disasters • Steering Committee Input • State database • GIS • Public Input 	<ul style="list-style-type: none"> • Ever-present danger, most of Utah is at risk • Serious threat to life and property. • Current development patterns increase likelihood • Secondary threat associated with flooding, drought, and earthquake. • 90% Human caused • To increase community awareness.
Landslide	<ul style="list-style-type: none"> • Review of Past Disasters • Steering Committee Input • State database • GIS • Public Input 	<ul style="list-style-type: none"> • Ever-present danger • Current development patterns Increase likelihood • Historic Data; Have caused damage in the past to residential and commercial infrastructure. • Recent losses • Can be life threatening. • Generally occur in known historic locations therefore risks exist throughout the region • To increase community awareness.
Earthquake	<ul style="list-style-type: none"> • Review of Past Disasters • Steering Committee Input • State database • GIS • Public Input 	<ul style="list-style-type: none"> • High Potential - 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. • Potential increases with time • Earthquakes can create fire, flooding, hazardous materials incident, transportation, and communication limitations. • Possible high cost of recovery • Public awareness and the need for preparation

	Hazard Identification	
Hazard	How Identified	When Identified
Drought	<ul style="list-style-type: none"> • Review of Past Disasters • Steering Committee Input • State database • GIS • Public Input 	<ul style="list-style-type: none"> • High Potential - Utah is the nation's second driest state. • Historic Data/Recent Losses • 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. • Can impact farming and ranching operations. • Public Awareness
Severe Weather	<ul style="list-style-type: none"> • Review of Past Disasters • Steering Committee Input • State database • GIS • Public Input 	<ul style="list-style-type: none"> • High Frequency • Historic Data/Recent Losses • 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 • Public awareness • Successful mitigation

	Hazard Identification	
Hazard	How Identified	When Identified
Infestation	<ul style="list-style-type: none"> • Review of Past Disasters • Steering Committee Input • State database • GIS • Public Input 	<ul style="list-style-type: none"> • Public awareness • Recent events with crickets and West Nile Virus • Consistently affects this region. • Declined forest health and agriculture losses. • Previous experiences have affected the residents of the region • Results in economic loss. • Destruction can be severe and is very costly to mitigate. • To better understand mitigation and response techniques.

Hazard Probability				
Hazard	Number of Events	Years in Record	Recurrence Interval (Years)	Hazard Frequency and Probability / Year
Droughts	17	103	6.06	0.17
Earthquakes	30	133	4.43	0.23
Landslides	1	26	26.00	0.04
Floods	275	53	0.19	5.19
Tornadoes (all)	529	120	0.23	4.41
High wind	50	30	0.60	1.67

Hazard Probability				
Hazard	Number of Events	Years in Record	Recurrence Interval (Years)	Hazard Frequency and Probability / Year
Windstorms	839	53	0.06	15.83
Severe Winter Storms	40	41	1.03	0.98
Wildfires	1,102	10	0.01	110.20
Volcanoes	700	5,000,000	7142.86	0.00
Thunderstorms and Lightning (fatalities)	53	19	0.36	2.79

Further details on each of these hazards and how they affect each particular county in the region can be found in MAG’s Hazard Mitigation plan, including multiple maps and other appendices of data.

Inventory of Community Recovery Resources and Personnel

General Governmental Support

Federal: Public Law 93-288 as amended, established the basis for federal hazard mitigation activity in 1974. A section of this Act requires the identification, evaluation, and mitigation of hazards as a prerequisite for state receipt of future disaster assistance outlays. Since 1974, many additional programs, regulations, and laws have expanded on the original legislation to establish hazard mitigation as a priority at all levels of government. When PL 93-288 was amended by the Stafford Act, several additional provisions were also added that provide for the availability of significant mitigation measures in the aftermath of Presidential declared disasters. Civil Preparedness Guide 1-3, Chapter 6- Hazard Mitigation Pre-Disaster Hazard Mitigation Plan 15 Mountainland Association of Governments Assistance Programs places emphasis on hazard mitigation planning directed toward hazards with a high impact and threat potential.

President Clinton signed the Disaster Mitigation Act of 2000 into Law on October 30, 2000. Section 322, defines mitigation planning requirements for state, local, and tribal governments. Under Section 322 States are eligible for an increase in the Federal share of hazard mitigation (HMGP), if they submit for approval a mitigation plan, which is a summary of local and/or regional mitigation plans, that identifies natural hazards, risks, vulnerabilities, and describes actions to mitigate the hazards risks and vulnerabilities in that plan.

State: The Governor's Emergency Operation Directive, The Robert T. Stafford Disaster Relief and Emergency Assistance Act, amendments to Public Law 93-288, as amended, Title 44, CFR, Federal Emergency Management Agency Regulations, as amended, State Emergency Management Act of 1981, Utah Code 53-2, 63-5, Disaster Response Recovery Act, 63-5A, Executive Order of the Governor, Executive Order 11, Emergency Interim Succession Act, 63-5B.

Local: Local governments play an essential role in implementing effective mitigation, both before and after disaster events. Each local government will review all damages, losses and related impacts to determine the need or requirement for mitigation action and planning whenever seriously affected by a disaster, or when applying for state or federal recovery assistance. In the counties and cities making up the MAG Region, the local executive responsible for carrying out plans and policies are the County Commissioners/Council Members and City Mayors. Local Governments must be prepared to participate in the post disaster Hazard Mitigation Team process and the pre-mitigation planning as outlined in this document.

The Association of Governments have been duly constituted under the authority of Title XI, Chapter 13, Utah Code Annotated, 1953, as amended (The Inter-local Cooperation Act) and pursuant to Section 3 of the Executive Order of the Governor of the State of Utah, dated May 27, 1970, with the authority to conduct planning studies and to provide services to its constituent jurisdictions.

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.

General Capabilities of Local Government

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

Not all of communities in the MEDD have full time professional staff. In many cases a limited tax base means that hiring full time professional staff in the smaller cities and towns is financially unobtainable. Often these smaller communities rely on local volunteers or elected and appointed officials to perform many of the tasks normally handled by professional staff. It's not uncommon to have a volunteer city council persons or planning commissioner assigned the task of emergency management, grant writing or long range planning. Professional staff at MAG (and each of the three counties to some degree) helps provide some technical and planning assistance to these smaller communities. This regional assistance is often limited by staffing capacity and funding. As funding allows, some communities are able to contract for professional services from private consultants.

Utah Division of Homeland Security (DHLS)

Utah DHLS assists local jurisdictions 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.

The Utah Dept of Public Safety, under the DHLS, maintains a public website, www.BeReady.gov, which has resources designed for families, businesses, schools, and communities. It provides information on planning evacuations, on planning for disconnected utilities, and among other things, how to assist the elderly and the disabled in the event of an emergency. There is information to prepare citizens for all types of disasters, including earthquakes, floods, and others.

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.

Statewide Information and Analysis Center (SIAC)

The SAIC is a public-safety partnership designed to collect, analyze, & disseminate intelligence in order to protect Utahans. They are a combination of federal, state, local, tribal, public & private agencies throughout Utah including, but not limited to: Homeland Security, FBI, Utah Department of Public Safety, Local Police Chief's and Sheriff's Agencies, Public Works, etc. their goal is to protect Utah citizens through partnerships and information exchange. They collect, analyze, & disseminate all-crimes information to law enforcement in & throughout Utah. Some of the SIAC's primary focus areas are as follows:

- Intelligence Analysis
- Investigative Case Support
- Risk and Threat Assessment
- Organized Crime & Gang Analysis
- Counter-Narcotics/Drug Trafficking
- Counter-Terrorism
- Homeland Security Risk Mitigation
- Fraud/Identity Theft Analysis
- Visual Analytic Presentation

Utah Emergency Management Association (UEMA)

The mission of UEMA is to improve and sustain emergency management by providing educational and networking opportunities for the Utah Emergency Management Community. They offer web resources as well as frequent seminars and an annual conference. It is a great venue for the sharing of information and discussing lessons learned from other disasters, whether local or national. Currently, several officer positions are held by emergency managers from Utah and Summit Counties.

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

In the region, some cities staff fire service organizations and some have volunteer fire/EMS service operations. As the smaller cities grow, we are seeing a trend toward full-time, paid fire departments, which can better serve the population.

Public Works

Divisions within public works often include streets, engineering, water, power, wastewater and sanitation. As a team, public works personnel identify critical infrastructure and plan and prepare for emergency mitigation. 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 MEDD.

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 three counties will likely continue to adequately staff, train and fund their missions.

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School Districts

There are seven school districts within the MEDD. 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. The Special Service Districts in the MEDD are as follows:

Alpine Cove Water SSD
Eagles Landing Fire Protection SSD
Heber Valley SSD
Highland Estates SSD
Kimball Area SSD
Mountain Regional Water SSD
North Fork Special Service District
North Pointe Solid Waste
North Summit Fire Protection District
North Village SSD
Park City Fire Service District
Park Ridge Water SSD
Snyderville Basin Special Recreation District
Soldier Summit SSD
South Utah Valley Solid Waste District

Special Service Lighting District of Orem
Strawberry Lakeview SSD
Summit Park Sewer District
Timberlakes Water SSD
Timberline Water SSD
Timponogos SSD
Twin Creeks SSD
Utah Valley Dispatch SSD
Wasatch County Fire Protection
Wasatch County Solid Waste District
Wasatch County SSDs #1-10
Wasatch Mental Health SSD
Wasatch View Acres SSD
Woodland Hills Municipal Water SSD

Community Agencies

Resources for disaster/emergency preparedness, as well as response, are available from numerous independent agencies within the MEDD.

Community Action Services and Food Bank
Food and Care Coalition
American Red Cross Mountain Valley Chapter

The Church of Jesus Christ of Latter Day Saints
United Way of Utah County
Christian Center of Park City

Area Housing and Shelter Providers

Ark of Eagle Mountain
Center for Women & Children in Crisis
Community Action Services
Friends of the Coalition
Golden Spike
Housing Authority of Utah County
I Promise Foundation

Mountainlands Community Housing Trust
Papillion House Inc.
Peace House Inc.
Provo City Housing Authority
LDS Transient Services Office
Wasatch Mental Health

Geographic Information Systems (GIS)

Staff experience with GIS varies widely between the large resources of Provo, Orem and Park City and the very limited resources of the smaller cities. As seen in the chart above, 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.

Resources for the Elderly and Those with Special Needs

The State of Utah offers individuals and organizations the opportunity to sign up for a voluntary Special Needs Registry to help emergency managers plan according to specific needs of their communities. The Utah Special Needs Registry is available for the following needs/disabilities:

Visually impaired

Hearing impaired

Mobility impaired

Single working parent

Non-English speaking persons

People without vehicles

People with special dietary needs

People with medical conditions

People with intellectual disabilities

People with dementia (Should also be registered in the Alzheimer's

Association Safe Return Program)

Information and links available for communities and individuals

www.emergencyinfoutah.com – maintained by the State of Utah DHLS and Emergency Management, it provides incident updates, traffic alerts, breaking news updates, weather alerts and earthquake alerts, among other things

www.beready.utah.gov – a comprehensive resource for families, school, communities and businesses in preparing for all different types of disasters

www.ready.gov – federal preparedness website

www.fema.gov/pdf/library/pfd.pdf - "Preparing for Disaster" pamphlet published by FEMA

www.redcross.org/prepare - preparation plans for home, school or workplace with tools and resources for implementation

UtahEarthquake.org - This site has many Utah-specific ideas about earthquake preparedness as well as numerous links to other sites about earthquakes.

EmergencyInfoUtah.com Join a mailing list to receive situation updates, emergency info, news releases

MEDD's Role in Economic Recovery

As a regional economic development organization, the MEDD is particularly concerned with post-disaster economic recovery. Long-term recovery efforts focus on redeveloping communities and restoring the economic viability of disaster areas, including:

- Restoring the economic base of disaster-impacted communities, including lost jobs and employment opportunities.
- Identifying hazard mitigation opportunities and implementing long-term hazard mitigation plans, projects and measures (e.g., land use plans, hazard-zone restrictions and building codes).

Post-disaster Relationships

There are many agencies, jurisdictions, and stakeholders involved in providing infrastructure, public facilities, and utility services. Before and after a disaster, these private and public entities need to establish communication and coordination procedures to ensure that long-term recovery and redevelopment occurs in an efficient and organized manner. Each agency or company should have its own recovery plan; however, if any opportunities for directing redevelopment are to be pursued then coordination and communication are critical.

Limited time, funds, and materials are going to make simultaneous redevelopment of all damaged areas difficult. In some circumstances, opportunities may arise after a disaster to move forward with planned physical economic development projects or to create new projects that take advantage of post-disaster funding, available land, or public will. Communities may want to encourage redevelopment in areas that correspond to their vision for the future and those less vulnerable to disasters by providing incentives for development in these areas. For instance, local comprehensive plans include many policies that determine where and to what extent redevelopment can, or ideally should, occur. As a starting place, affected communities can use their locally developed Comprehensive Plans, including this CEDS document, to identify specific land use codes and regulations. In addition, some counties and jurisdictions have developed Community Development Action Plans (CDAPs) to identify priority projects, partnerships and action steps that will aid in the recovery process.

A “small business” is often perceived as a family-owned business that provides services solely to the local community. Small businesses comprise many of the businesses in the region. Small businesses are more likely than large businesses to either never reopen after a major disaster or fail shortly after reopening. Several factors may be involved in these failures, including the extent of damage to a community, timing of reopening, and lack of financial reserves. During the recovery process, MEDD will work closely with the Utah Governor’s Office of Economic Development (GOED), the Utah SBDC Network, as well as other identified partners to provide technical assistance to business owners and operators impacted by a disaster concerning economic redevelopment plans, investment strategies, small business development, and available resources and assistance to facilitate economic recovery.

Rapid resumption of existing major employers is key to a community's economic recovery after a disaster, especially as employment provides a reason for most residents to return and rebuild quickly. MEDD, county and local officials will assist the Utah Labor Commission and the Department of Workforce Services to identify job losses and create opportunities for employment. Some of these opportunities may actually be a result of disaster impacts, such as providing adequate housing for displaced persons and long-term rebuild of public and private infrastructure (housing, roads, utilities, etc.).

When a community starts to make decisions about which structures to relocate after a disaster or which mitigation projects it should invest in pre-disaster, they should consider funding availability. MEDD will support the appropriate state departments and other applicable funding sources and technical assistance partners to provide the needed technical assistance to local officials and help to identify and apply for state and federal grants that may be available.

It is essential that cultural resources be considered during recovery efforts. Engaging state and local historic preservation organizations in the planning and implementation process can ensure that the unique considerations involved with preserving and restoring historic structures and archeological sites are included in a community's recovery plan. The loss of historic resources due to a disaster can have a major impact on the community. Some losses may be unavoidable, but others could occur accidentally during recovery operations if procedures are not in place to watch for these concerns. Historic structures are particularly vulnerable to damage due to their age, and repair of these structures must meet certain requirements to maintain their character and historic designation. There may also be funding opportunities before or after a disaster for implementing mitigation measures to prevent further damage to historic resources.

In conclusion, this brief strategy is in no way intended to undermine or replace existing federal, state, or local disaster plans. This section simply describes the region's efforts overall and establishes MEDD's role in both pre- and post-disaster planning and recovery.