

March 2023

STATE OF UTAH

COORDINATED ACTION PLAN FOR ECONOMIC VISION 2030



Governor's Office of
Economic Opportunity



GOVERNOR'S OFFICE OF
Planning & Budget

ACKNOWLEDGMENTS

Special thanks to the Association of Governments, their Economic Development District Boards, and the many community members, municipal officials, and business and economic development professionals who participated in this project.

Bear River Association of Governments

Five County Association of Governments

Mountainland Associates of Governments

Six County Association of Governments

Southeastern Utah Association of Local Governments

Uintah Basin Association of Governments

Wasatch Front Regional Council

This report advances Economic Vision 2030 as prepared by **the Governor's Office of Economic Opportunity and the Governor's Office of Planning and Budget.**



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Prepared with assistance from Camoin Associates.

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EXECUTIVE SUMMARY

In 2022, the State of Utah embarked on a strategic planning process to create a Coordinated Action Plan for Economic Vision 2030.

The purpose is to unify the goals and direction of State government with those of seven regions in the State of Utah. This involves, among other things, aligning each region's existing Comprehensive Economic Development Strategies (CEDS) developed by each of the state's Association of Governments (AOGs). The overarching objectives are to optimize growth and expand prosperity throughout all counties.

The unified approach to economic development requires the State and regional interests to work together in harmony to advance mutual goals. It requires going beyond the traditional, core-level approaches to economic development that the State of Utah has followed for several decades.

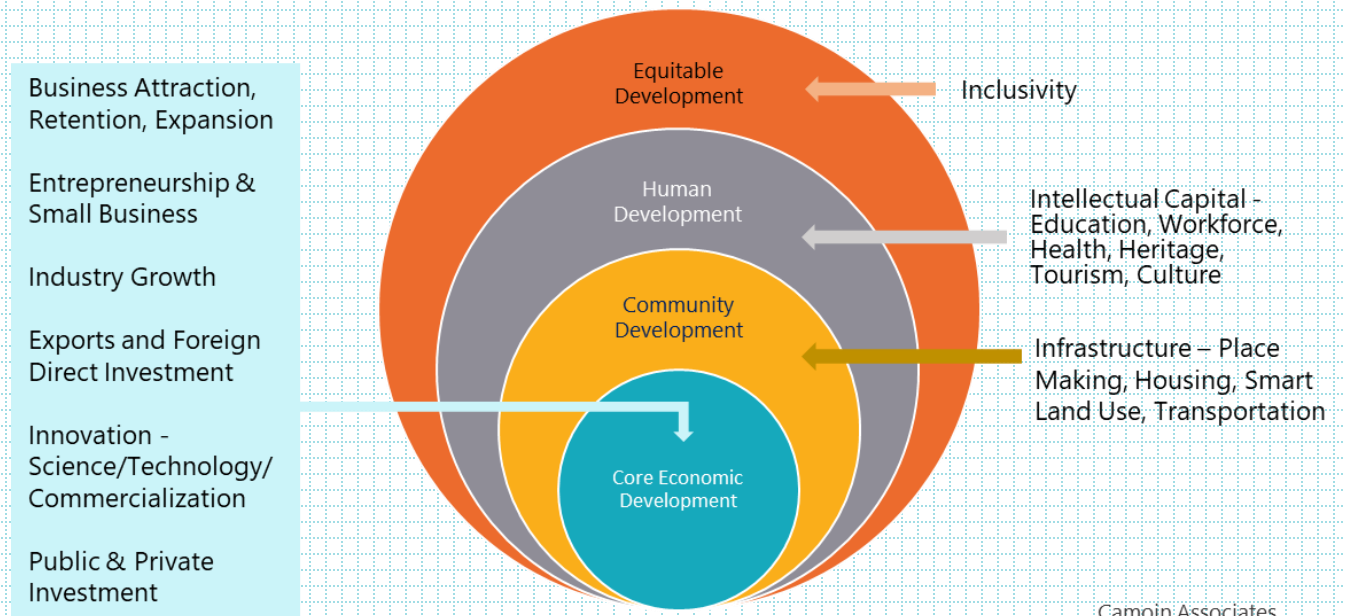
Core approaches leverage opportunities and create partnerships that help grow communities and economies through entrepreneurship and industry growth, marketing, and providing technical and financial assistance for business recruitment, expansion, and retention of business.

At higher levels of performance, a state's approach to economic development becomes much more targeted, resilient, and equitable. It is unified, that is, State, regional, and local

officials work in tandem to seamlessly integrate core-level economic development functions with multi-disciplinary approaches to improving quality of life, advancing prosperity, and achieving optimal and sustainable community growth.

The State of Utah has begun the process of integrating its core economic development functions with its enviable, larger asset base shown in the diagram below. This is being done through the Unified

Unified Economic Opportunity



Camoin Associates

Economic Opportunity Commission (UEOC) chaired by Governor Cox with the full participation of legislative leaders and cabinet-level representation. The governor signaled a change in direction toward a more integrated, unified approach, with the renaming of the Department of Economic Development to the Governor’s Office of Economic Opportunity (GOEO).

The most advanced economic development efforts in the country intentionally implement efforts to produce equitable job growth across all communities and industries, and build-in policies, procedures, and processes that help their communities be more resilient to unexpected events. This is the new frontier for economic development following the integration of efforts.

To date, no state has yet produced a workable model for achieving equitable opportunity for all its residents. That must be the aspirational goal for the State of Utah: to be the first state to do so and realize the Unified Economic Opportunity Commission’s vision of becoming the world’s best economy.

To reiterate, this plan is all about coordination and action. It does not address every economic, community, human, and equitable development issue, nor does it collate dozens, if not hundreds, of recommendations from existing plans. Rather, it examines current

conditions along with structural and process-related challenges and presents recommendations to better align State and regional interests so that they together can have a better chance of executing recommendations, of making things happen. The plan recognizes that the world we live in is much more dynamic, change happens quickly, and strategies must adapt.

We know that at State and regional levels, trust is required to move forward in the same direction. A focus on capacity building at all levels, targeting resources, and continuous improvements to the business climate is needed. We know this is possible through open and active communications across networks, and commitment to shared processes and procedures.

The UEOC and Vision 2030

The Unified Economic Opportunity Commission (UEOC) develops, directs, and coordinates Utah’s statewide and regional economic development strategies. The commission informs policies decisions and builds consensus.

The UEOC developed Vision 2030 as an ambitious 10-year road map for the state’s economic priorities. The vision states that Utah will “create the world’s best economy and quality of life by cultivating prosperity of

Mutual Goals



Support and ensure success for each regional CEDS



Help regions and the state leverage federal resources and philanthropic funds



Demonstrate national leadership in unified economic development approach

Outcomes



Cultivate the state’s business climate and growth



Improve quality of life and place



Enhance economic and community development capabilities

all Utahns.” The following strategies will support this vision:

- **Education and Talent Pipeline:** Provide the best education system and create the best workforce for businesses to help provide economic opportunities for all Utahns.
- **Community Growth and Economic Planning Alignment:** Strong coordination that supports economic growth and housing solutions along with infrastructure, broadband, water, and transportation planning, to support thriving communities, environmental sustainability, and world-class quality of life.
- **Economic Opportunity for All:** Foster economic opportunities for all of Utah's residents.
- **Low Regulations/Taxes:** Keep taxes and regulations at an optimal minimum.
- **Strong Targeted Industries:** Support the creation of world-recognized industries that will keep Utah at the forefront of future economies.
- **Startup State:** Continue to foster an environment where startups and entrepreneurs thrive.
- **Rural Affairs:** Ensure all rural communities have the necessary leadership, infrastructure, and strategies to maintain a prosperous community that guides their unique growth.
- **International Connections:** Expand Utah's influence around the world and reinforce the state as a global hub for international business, trade, innovation, and investment.

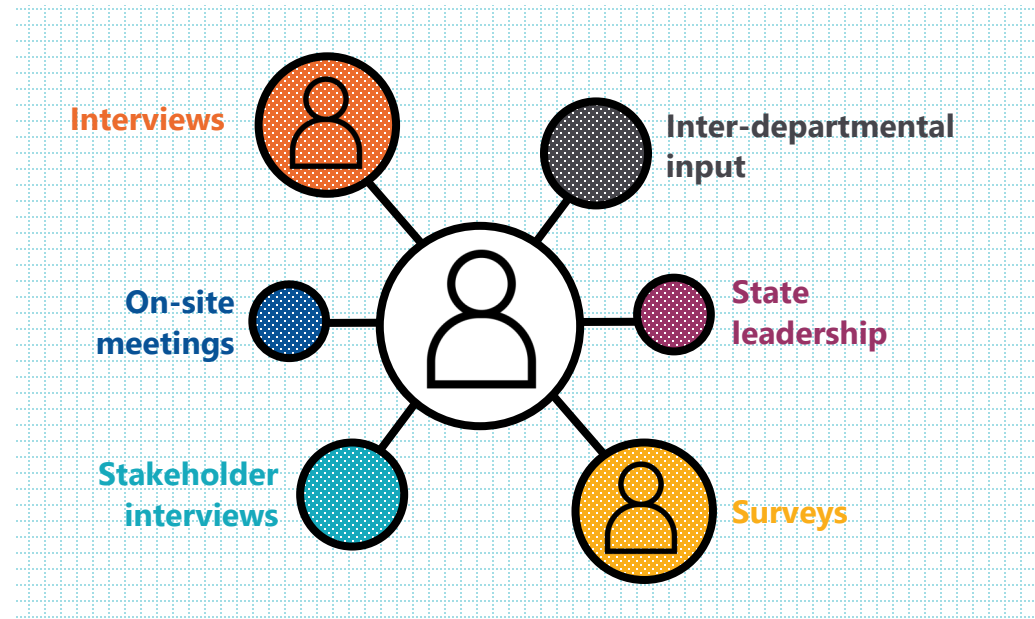
The work in this Coordination Action Plan for Economic Vision 2030 will advance these concepts and overall support the Governor’s vision to be a globally competitive economy.

Engagement

Representatives of the Governor’s Office of Economic Opportunity (GOEO), EDCUtah, and Office of Planning and Budget (GOPB) along with the state’s seven Associations of Government, business and economic development professionals representing all geographic areas of the state provided input for the coordinated action plan. Engagement sessions included stakeholder interviews and workshops, several on-site

meetings, roundtable discussions, a statewide business survey, and weekly inter-departmental input over a ten-month period.

The goal of the planning effort was to review updated research and analyses, examine post-pandemic challenges, and articulate the competitive advantages and unique value proposition for the state and each of its regions. This was done to align State, regional, and local efforts to accomplish mutual priorities.



Regional Concerns

Participants were realistic about challenges in putting together a unified plan in a rapidly changing economy and with uncertainty and pressures of growth facing the state. They acknowledged rural and urban divisions, the provincial thinking of some residents, doubts about getting buy-in from policymakers, and limited resources. These concerns were weighed against the conviction that individual challenges in each region could be respected and, in fact, might only be addressed in a plan that sought to unify actions of the State and regions with full knowledge that one size all approaches cannot produce the future that Utah residents desire.

Economic officials and stakeholders are aware of problems that are holding back each region from realizing its potential. They include a lack of available workforce to meet employment demands and brain drain, along with a lack of industry diversification. The inability to find affordable housing, poor transportation, and infrastructure problems plague remote areas and too fast growth in developed areas of the state frustrates long-time residents. Natural resource limitations, especially concerning water and air quality are also top problems facing state and regional leaders.

To keep its position as a top state for economic performance, Utah leaders involved with this plan of action know that the focus must be on improving the housing supply, targeting living wage jobs in all industries, accelerating entrepreneurial activity, and paying much more attention to quality-of-life issues, smart growth, and sustainable initiatives.

Knowing what needs to be done is step one. Developing capacity to get it done is step two.

Based on interviews and group meetings involving economic developers throughout the state, along with an assessment of core economic development functions conducted in each region, generally, economic development professionals report that, as part of their responsibilities, they are aware of and generally help support quality of life issues in their communities, educational and post-secondary systems in their communities, community development activity, and tourism efforts.

There is room to strengthen linkages of economic development efforts with institutions and organizations that help further entrepreneurial activities and services to small businesses.

Additionally, outreach to economic development professionals in all regions revealed that more technical focus is needed in the following areas:

- **Business Engagement** | Conducting formal, structured outreach, programs, and services to existing businesses. With the exception of some cities in a few regions, notably along the Wasatch Front and with some downtown management groups, economic developers throughout the state are not administering state-of-the-art business retention and expansion (BRE) programs. Such efforts are marked by regular outreach conducted by trained professionals and volunteers who meet regularly with businesses in their community to receive input, understand needs, and provide appropriate follow-up. This includes use and maintenance of customer relationship management tools (CRMs) to record leads, prospects, and client interactions, to track, and manage results, and for use in communicating such activities with state agencies that could be in a position to help.
- **Place-Making** | Economic developers in all regions except some on the Wasatch Front also report that their roles and responsibilities do not include direct involvement with developing and managing place-making strategies. This is an area of increasing importance to economic development professionals nationwide as a key talent attraction strategy to support businesses.
- **Property Development** | Maintaining databases of available industrial and commercial sites and having the technical skill required to help assemble, develop, and manage properties.
- **In-House Research** | The ability to collect and analyze data to make informed decisions is critical in today's world. Economic developers in all regions report that they do not have sufficient resources, tools, and specialized analysis expertise in this regard.
- **Staffing** | Relative to its competitive states, economic development departments throughout Utah appear to be understaffed and lacking access to professional development opportunities. Many counties and local municipalities report having just one staff person, some of whom assume other roles or are part-time.

Competitive Position

Camoin developed a series of indicators for the state and each AOG that reflect fundamentals for growth and economic prosperity in the State of Utah. These indicators are not intended to be a ranking but rather an assessment of where the state and each region stand within each of the respective topics. Together, these fundamentals are the foundation for a stable and resilient economy. The indicators are based on “6 I’s” – which include the following topics:



Infrastructure | Includes roads, water and sewer, bridges, telecommunications, airport access, business parks, railroads, digital/broadband, office buildings, retail/community facilities, public transportation, energy, and housing (availability, affordability, desirability)



Innovation | Includes birth of new industries, new value-add products and services, research labs, commercialization of products, garage inventors, adapting to disruptive technologies, and idea generation



Intellectual Capital | Includes pre-school to 12th grade, higher education institutions, skills of the workforce, job training programs, and life-long learning opportunities



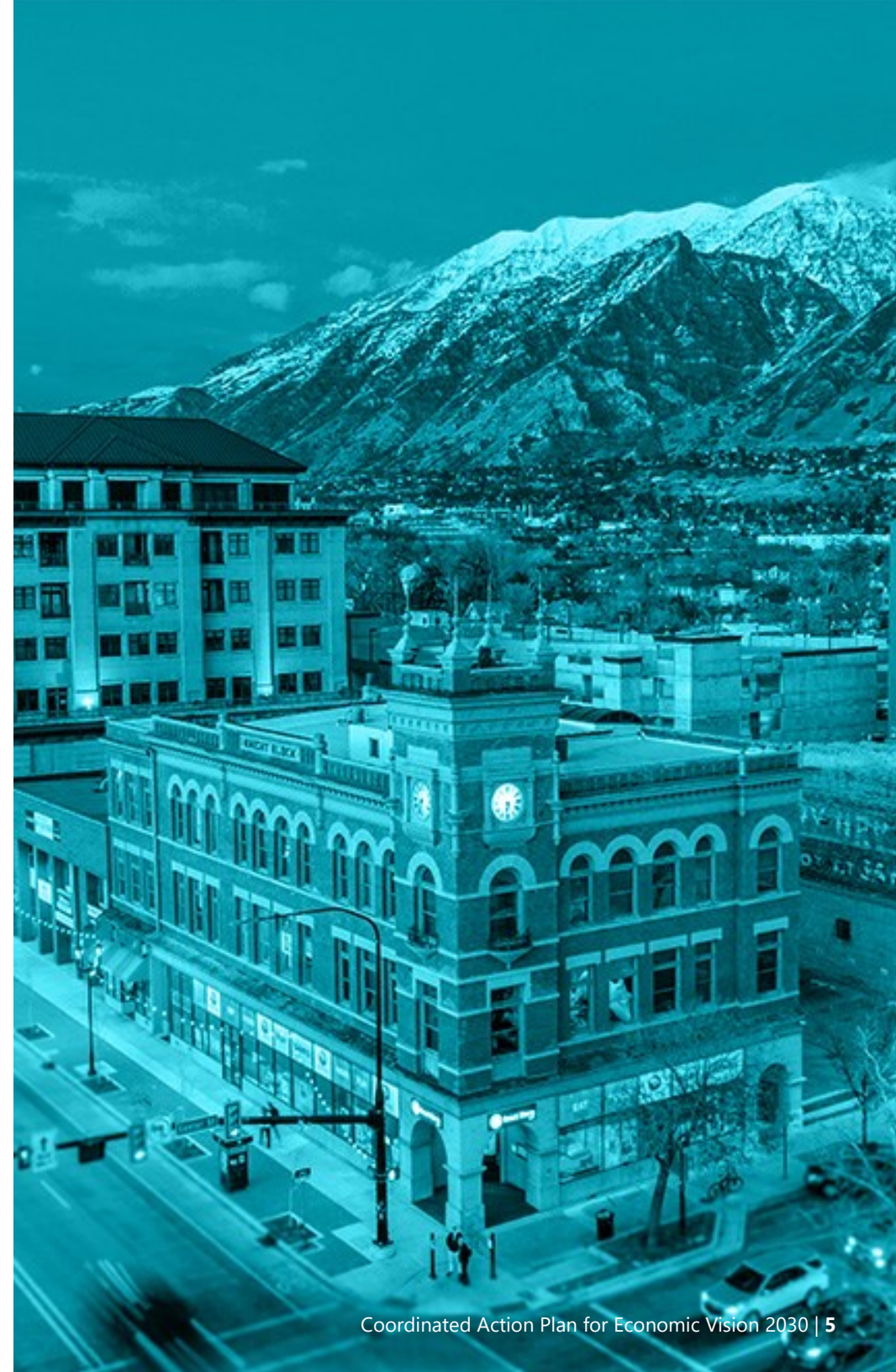
Interest | Includes appeal of area to residents, visitors, outside interests, tourism, intrigue and inspiration, vibrant downtowns, place making, creative capital, arts, culture and entertainment, history/heritage, and outdoor splendor



Investment | Includes public investment in infrastructure, angel and venture capital investment, commercial lending, educational resources, economic development financing, small business support, human capital, social support system, philanthropy, and volunteerism



International | Includes global trade and export of products and services, direct foreign investment, cultural amenities, ethnic influences, languages spoken, access to world markets, learning opportunities, awareness of region worldwide, and ease of travel

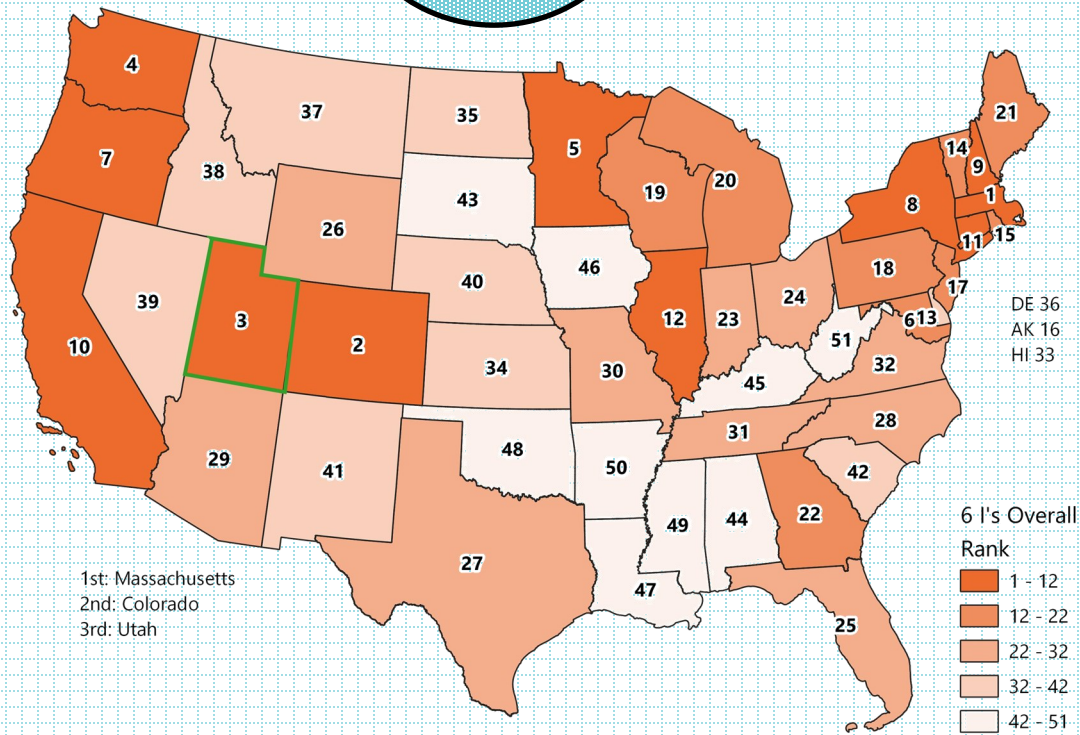


Based on the compilation of each set of indicators, the State of Utah is 3rd among all 50 states and the District of Columbia, in the analysis of the fundamentals of economic prosperity. In other words, Utah's fundamentals are strong and provide a solid base for growing and maintaining the economy, yet the success and continued growth have put pressure on those fundamentals. And while the state overall is in an advantageous economic position, this is dispersed unevenly across the

different regions of the state. The same 6 I analysis was done within each of the regional Association of Governments ("AOGs"), exposing where there are weaknesses in each category.

The full data analysis and breakdown of each indicator, as well as regional assessments, can be found in Appendix III.

Utah ranks
3/51
overall



State of Utah Benchmarks for Economic Prosperity Fundamentals



Infrastructure
13/51



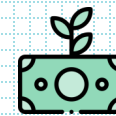
Innovation
5/51



Intellectual
Capital
7/51



Interest
13/51



Investment
7/51



International
18/51

Business Feedback

In addition to on-the-ground engagement in each of the seven regions, GOEO and GOPB issued a business survey to gather real-time data on the state of business in the state. The survey was active for a six-week period in the summer of 2022. Surveys were distributed through established channels among economic development partners, chambers of commerce, and business stakeholders, as well as promoted at on-site meetings. Takeaways from the survey findings are documented below:

Utah businesses are continuing to expand employment. More than half of respondents (54%) anticipate hiring more full-time employees in 2023.

47% of respondents are planning a facility expansion in the next 2-3 years. The likelihood of a business planning a facility expansion increased with the size of the business. One-quarter of single-employee businesses are planning an expansion, while more than half of larger businesses will expand. Of those businesses that are planning to expand, the largest proportion is in the Wasatch Front (35), followed by Southeastern Utah (31) and Bear River and Five County (both 11).

Across the state, finding suitable land or building for growth is a major challenge for about half of the midsize businesses (100-499 employees) and for about 30% of smaller businesses (1-99 employees) but was not designated as a challenge for larger businesses.

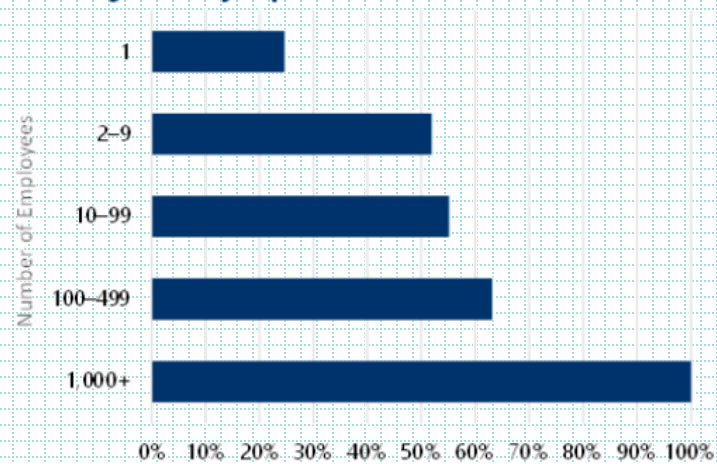
Over half of the respondents (58%) indicated their business needs technical assistance. Of these, more than half (52%) need help with digital marketing and sales, 39% need strategic planning assistance, 31% need financial planning and budgeting help, and roughly one quarter need online sales platform training and/or transition/ succession planning assistance.

In general, the larger the business, the less likely it is to require financial assistance. Assistance with capital improvements and working capital are the most common needs among smaller businesses. Supply chain disruptions were one of the greatest challenges for businesses of all sizes during 2022.

Approximately two-thirds (66%) of respondents rank Utah's business climate as good or very good. More than half of respondents (53%) are likely or very likely to recommend Utah as a place to do business to a CEO considering relocating there.

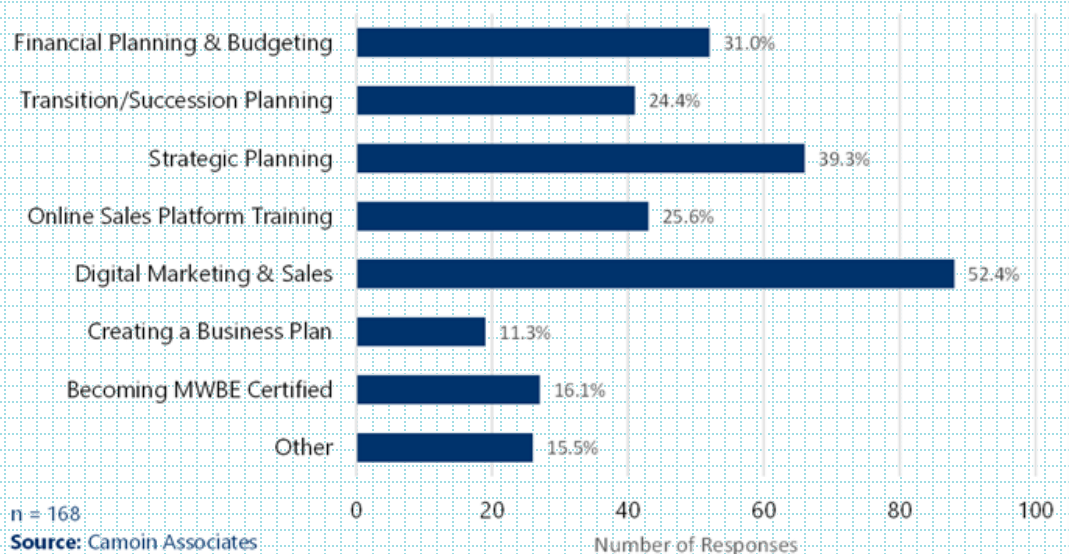
The full data analysis of the survey can be found in Appendix IV.

Planning a Facility Expansion



n = 274
Source: Camoin Associates

Does Your Business Need Technical Assistance?



n = 168
Source: Camoin Associates



Call to Action

A strong organizational effort is needed to pull the efforts together to provide the tools necessary to prepare Utah's economic development professionals to meet tomorrow's challenges.

If given proper support and sustained focus, it appears that conditions are favorable for improving communication and coordination among State agencies, further engaging the private sector at all levels, and putting in place an effective economic development association in the State of Utah. Moving forward in more unified, integrated, equitable, and resilient ways will require intentional, bold, and creative actions.

The recommendations noted below, and others provided in the Recommendations section of the report can be implemented over a two-year period. They are designed to: intentionally engage private sector leaders and civic organizations to help with developing economic growth strategies and participating in the decision-making process and optimizing shared goals amongst and between State organizations and public officials, local and regional stakeholders.

State-to-Region Improvements

Establish an ad-hoc implementation task force of the GOEO board to work with executive and legislative branches to support regional economic development activities, including tracking processes and procedures necessary to implement changes, and providing organizational advice as may be needed to assuring that private sector representatives work collaboratively across diverse industries to have greater voice and assume more responsibilities with helping to determine the economic future of the state.

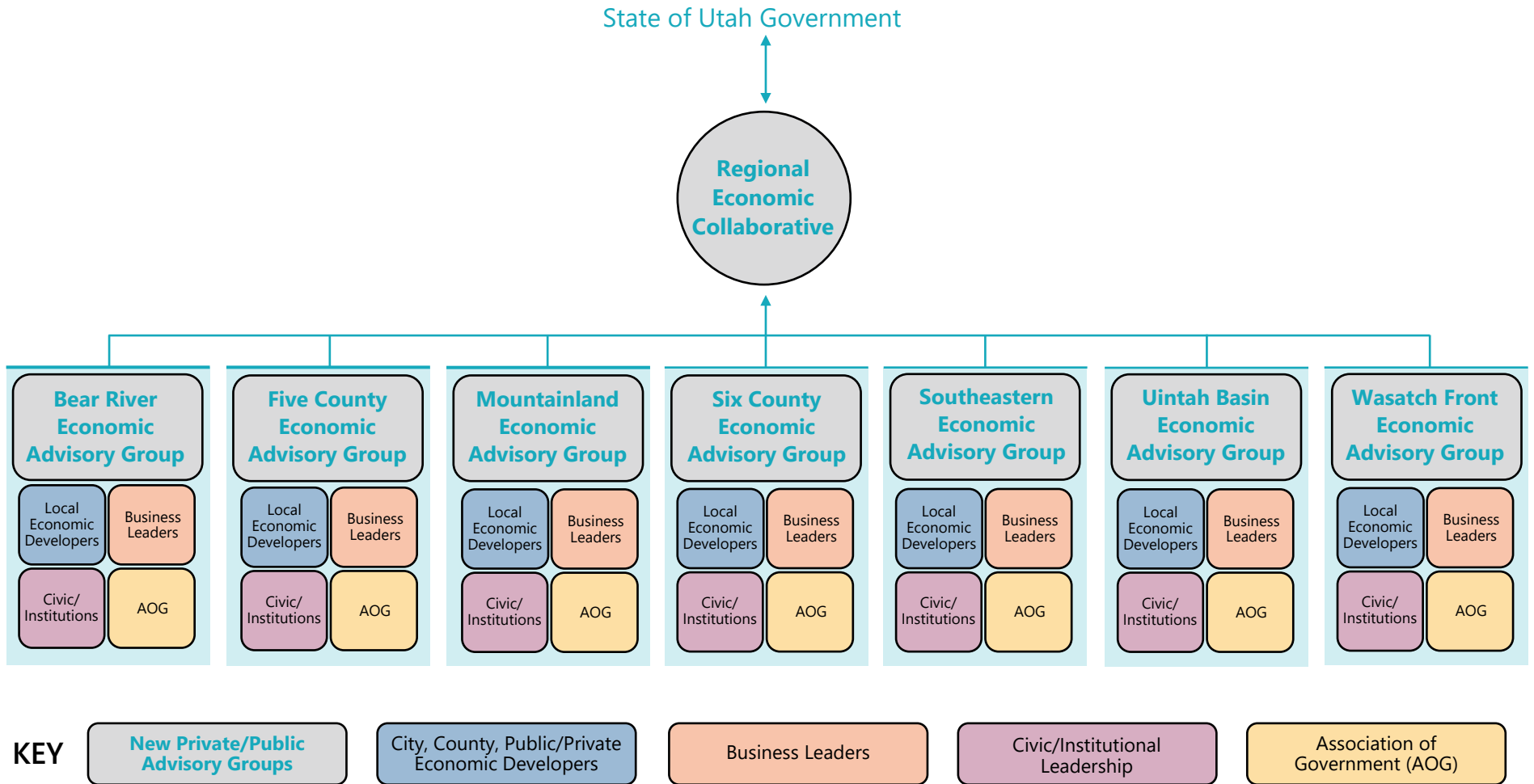
Increase effectiveness of communications with regions, the GOEO Board, and the outside world by a) transparent quarterly reports concerning State efforts to support regions and overall economic improvements; b) increasing reach and creative use of social media with internal and external audiences, and c) creating a statewide portal for disseminating information to regions and encouraging region-to-region interactions.

Region-to-State Improvements

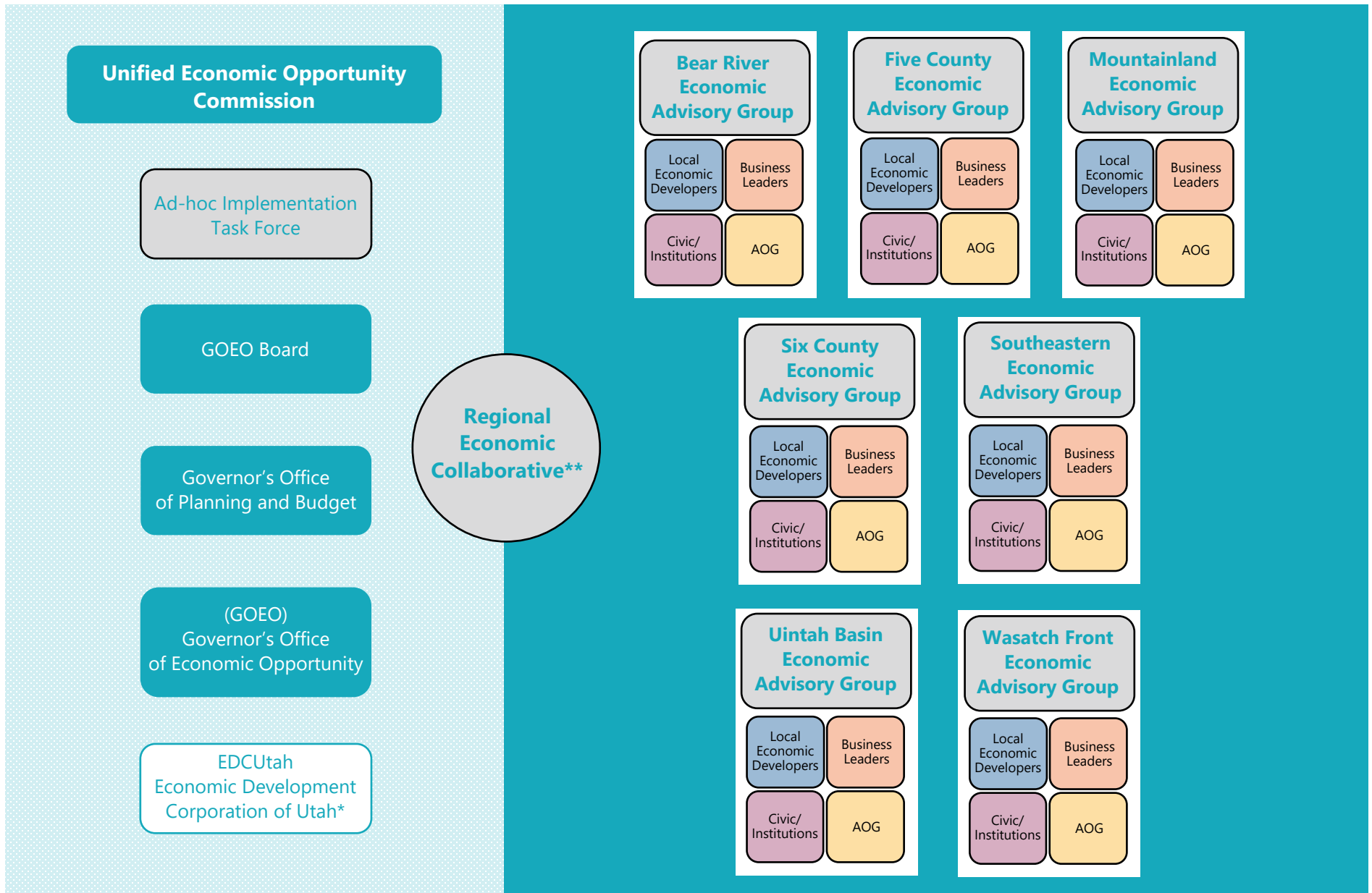
Establish Regional Economic Development Advisory Groups for each of the 7 regions in the state. These boards comprised of between 7-13 members would include public and private representatives with a majority of members from non-governmental sectors (not official or elected representatives.) The chairperson of each would be from the private sector and serve a nonconsecutive two-year term. The Advisory Groups

would help develop annual economic development priorities for the region, coordinate responses to consolidated economic and community development funding requests from the State, establish economic strategies, develop interregional economic partnerships with local and county officials, and review and monitor economic development performance at the regional level.

Proposed Local Unified Connections



Proposed State and Local Unified Connections



KEY

Existing State Government

New Private/Public Advisory Group

* Private not-for-profit corporation

** Includes chairs of the seven Regional Advisory Boards and one economic developer per region

Establish a Regional Economic Collaborative.

The chairpersons of each regional board, along with one other person representing the economic development community, would serve on the Regional Economic Collaborative. This body would support unified action to:

- Provide advice and support to advance local and regional economic development priorities
- Advance and bolster core economic development functions in all parts of the state
- Provide input to the GOEO Board on local and regional economic issues
- Propose ways to implement the findings and recommendations of Utah Economic Vision 2030, a product of the Unified Economic Opportunity Commission
- Monitor and help guide regional economic performance utilizing the State of Utah Regional Economic Dashboard (see page 31)
- Consider mutually beneficial partnerships between urban, suburban, exurban, and rural communities
- Expedite feedback to state agencies and help coordinate consolidate funding and regional challenge grants from the State government
- Increase private sector engagement
- Leverage transformative investments from national and philanthropic sources

State of Utah Regional Economic Data Dashboard

To help the GOPB, GOEO, and their partners manage the vast range of economic indicators that help to tell the story about Utah and the characteristics of each of the regions, Camoin Associates developed the State of Utah Regional Data Dashboard.

The dashboard includes performance metrics for the State of Utah and its seven AOGs. Where available, these economic indicators are benchmarked against the United States, adjacent, and benchmarked states as shown below.

Adjacent States

- Arizona
- Colorado
- Idaho
- Nevada
- Wyoming

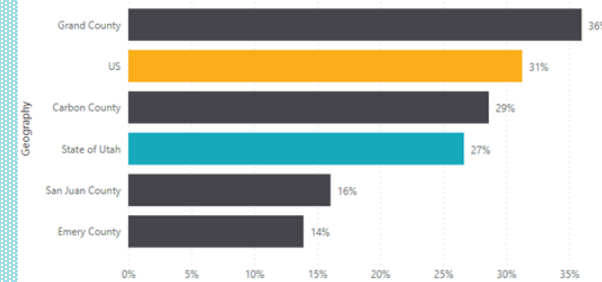
Benchmark States

These states represent the collection of geographies that ranked within the top 10 in the “6 I” analysis

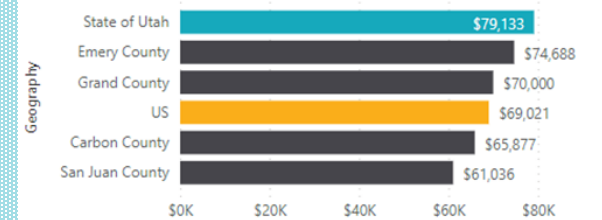
- California
- Maryland
- Minnesota
- Massachusetts
- New York
- Oregon
- Washington

State of Utah Regional Data Dashboard

Share of Households that are Cost Burdened (2021)

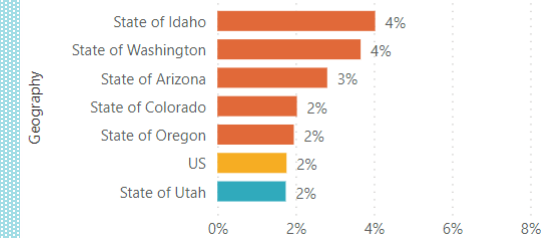


Median Household Income (2021)



United States: \$69,021
Utah: \$79,133
Adjacent States Avg.: \$68,632
Benchmark States Avg.: \$80,618

Total SF of Office Inventory % Change (2019-2022)



United States: 2%
Utah: 2%
Adjacent States Avg.: 2%
Benchmark States Avg.: 2%

State Departmental Improvements

Increase the frequency of communications and coordinate the use of tools amongst State departments to support a better flow of information between GOEO, EDCUtah, and GOPB. To start, integrate GOEO and EDCUtah SalesForce databases and schedule regular meetings with the highest senior-level representatives with the sole purpose being to better manage regional activities, including developing opportunities for consolidating funding programs.

Survey the state's business community every other year and coordinate with and continue EDCUtah's annual survey sampling of targeted industries.

Local Economic Partnership Improvements

In coordination with GOEO regional representatives and EDCUtah industry professionals, it is recommended that **each region initiate a robust business retention and expansion program**. Key officials would meet regularly with a representative, diverse cross-section of businesses (entrepreneurs, small businesses, and targeted industries) in their communities and provide coordinated responses.

In the future, it is expected that each region will need to have a public/private regional development organization to help direct economic development and community growth activities. In the interim, **strengthen economic development functions currently performed by AOG staff** as full-time economic development responsibilities and contractually perform such duties on behalf of any county in the region that does not have a designated economic development staff member.

Comprehensive Economic Development Strategy (CEDS) Improvements

To assure regional collaboration, it is recommended that each regional CEDS **include specific mention of commitments and/or ongoing efforts to leverage opportunities with another region(s)**, as well as furthering common goals outlined by a 2022 work group of the Unified Economic Opportunity Commission to address economic-development-related housing, public health, and water conservation issues in the next CEDS.

In addition to basic demographic data and other information relevant to regional priorities, it is recommended that each of the seven CEDS **includes 15 common core data elements** (see page 10) that will constitute a first version of a statewide unified economic dashboard.

Economic Development Profession

Work with the proposed ad hoc working group of the Commission to seed and/or advance the goals of an existing independent statewide economic development membership association with partial sponsorship from the State and support of corporate and philanthropic donations. There will need to be a sliding scale of support for different kinds of members, along with a commitment to support membership for interested staff of GOEO, EDCUtah, and GOPB. This will require an impartial and objective consideration of all options, from the use of an existing group to creating a new group to achieve an independent, equitable, non-partisan, and highly professional development association.

Create scholarship opportunities and professional economic development certification opportunities for local economic developers, with a particular focus on attracting and training young professionals in the field.



ENHANCING STATEWIDE AND REGIONAL DELIVERY CAPABILITIES

COMPARATIVE STATE AND REGIONAL EFFORTS

Regional economies exist where there is a concentration of shared labor and resources. Within states, regions can be viewed as large areas spanning hundreds of square miles that share many common characteristics such as natural assets, topography, infrastructure, climate, and culture, or they can be more narrowly defined by population density, unique resource needs, or set labor market sheds within commuting proximity to clusters of industry and employment.

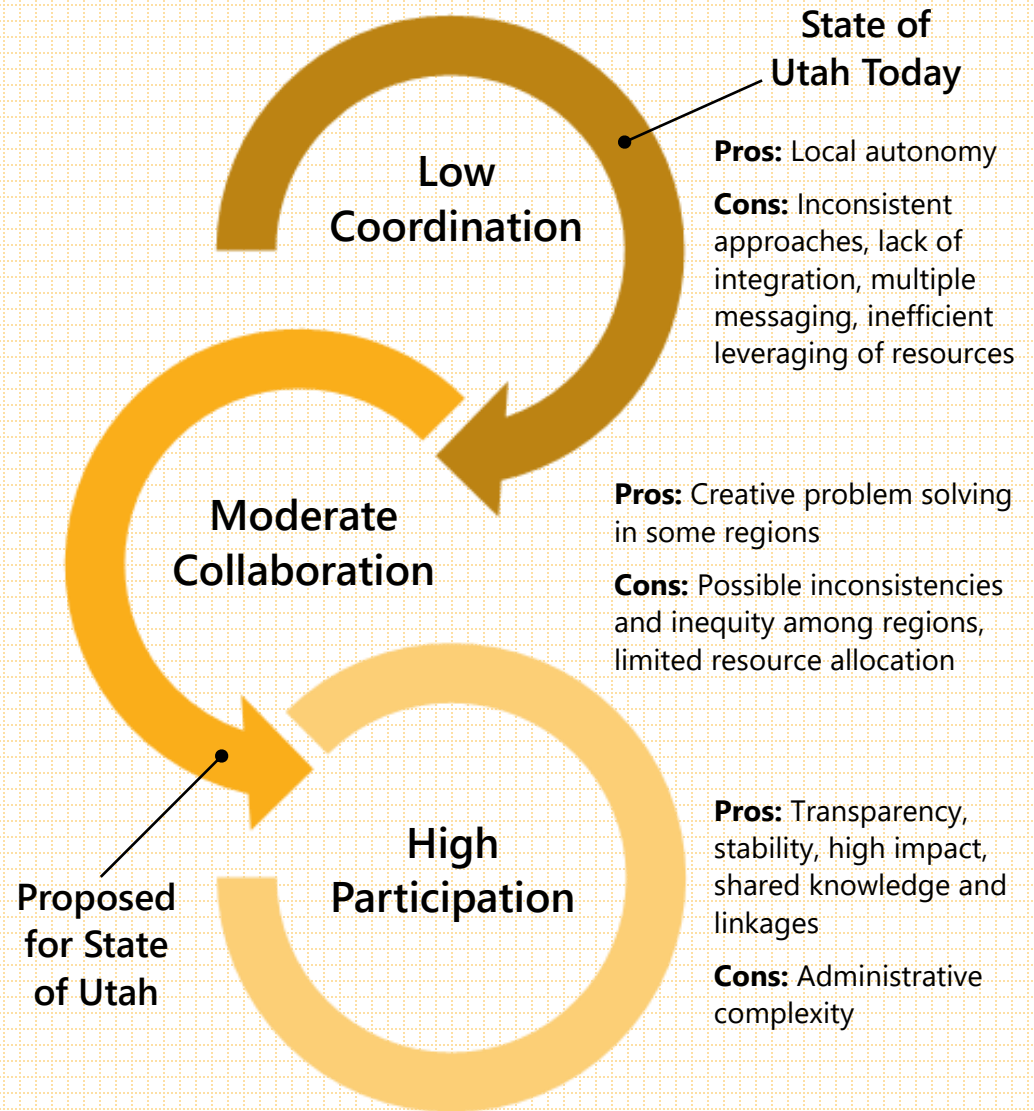
Each state has its own approach to meeting needs within regions. Departments and agencies within states can be organized with differing regional boundaries to meet their specific administrative needs. This is true for meeting each state's business and economic development needs, where there is a wide spectrum of regional coordination across the nation.

Some states provide a low degree of coordination between state agencies and local government and regional intermediaries, while others have more developed, structured mechanisms for deploying and coordinating staff and resources to address community and economic challenges and leverage of resources and opportunities.

Brief descriptions for different states representing each of the three levels of regional engagement are described in this section. Following these examples is a summary of the State of Utah's approach, which has historically been at a low coordination level compared to other states for coordination of its economic development activities.

Under Governor Cox, and with maturing roles and responsibilities of the executive- and legislatively-backed Unified Economic Opportunity Commission, Utah is making some moves toward moderate collaboration on state resource allocation at regional levels. However, within the economic development space exclusively, it can still be considered low coordination efforts compared with most other states' efforts.

Statewide Regional Delivery Models



Low Coordination

Most states with low regional-level coordination and involvement of state economic development initiatives provide some sort of technical assistance to local municipalities or referral processes for disseminating information. Some of these simply designate representatives in or for the regions to serve as intermediaries of the economic development department and community.



Arkansas

Regional groups can be formed in the state with the participation of at least two counties to facilitate allocation of funds from the State. In such cases, County Executives are responsible for appointing board members to the councils.



Washington

The state has 39 counties. Each county is represented by an Associate Economic Development (EDO) organization that represents the interests of the county. The Department of Commerce helps fund the ADOs and oversees the performance of set goals and objectives.



West Virginia

The State economic development department has regional representatives to serve as points of contact for businesses and community-based interests in specific regions of the state. They primarily provide information regarding state resources.



Vermont

The Department of Economic Development provides administrative funding to twelve Regional Development Corporations (RDCs) serving every state geographic region. These organizations serve as “satellites” of the Department, and they provide local knowledge and facilitate assistance in their communities. A Regional Priority Project program of

the Agency of Commerce is used to produce a list of high-priority economic and community development projects to be funded by the State. These lists are submitted to the Agency which then scores and prioritizes the top ten projects for statewide support and to match federal funding opportunities.

Moderate Collaboration

In some states, regional planning and transportation efforts are relied upon to provide enhanced programming and serve as conduits for state coordination of development-oriented issues.



Alaska

Nine regional development groups are designated throughout the state (“ARDORS”) to serve as economic development champions. They provide knowledge, coordinate the implementation of programs and special initiatives, and serve as networking entities in their regions for businesses and others. Each ARDOR is organized to meet the unique needs of its region, and each has an elected or appointed board of directors. The ARDORS focus on business growth, investment, and diversification. They develop economic development strategies to mitigate competitive weakness and eliminate barriers to growth. An objective of the program is to work with other ARDORS to leverage funding opportunities and create partnerships that help with business recruitment, expansion, and retention of business.



Idaho

There are 5 Economic Development Districts in the State of Idaho which is the equivalent of regional development organizations. These groups have a role in helping local governments, facilitating regional cooperation, securing private resources,

helping to prioritize and leverage funds for infrastructure investments, and developing strategies (CEDs). They are also instrumental in coordinating business recruitment, retention, and expansion efforts, providing business financing for start-ups, and property leasing. The districts also bring together stakeholders to market and brand their communities and serve as conveners for workforce and business support programming.



Massachusetts

The State of Massachusetts has a regional development program to “nurture and facilitate economic growth and prosperity.” The Massachusetts Office of Business Development provides funding to areas that represent ten or more contiguous towns/cities. Priority is given to applications that assist entrepreneurs, small businesses, and business partners. Main street improvement projects are eligible. Ineligible projects include marketing and tourism, operating support, construction, brownfields, and renovation projects. In 2021, OBD received applications from 11 RDOs and provide awards approximating \$3 million.



Michigan

Under Governor Snyder, in 2011 the state’s Michigan Economic Development Corporation established ten regions throughout the state. A stated goal was to engage in traditional economic development functions including facilitating site selection and public resource incentives for companies and entrepreneurs. MEDC convened a Collaborative Development Council comprised of 20 economic development practitioners around the state, along with the Michigan Economic Developers Association. The goal was to meet monthly to streamline services from statewide agencies, improve customer service, coordinate information sharing, and resources and encourage new regional initiatives. The program was met with resistance

from local elected officials and was discontinued when Snyder left the Governor’s office.



Minnesota

Ten Regional Development Commissions, established in 1969, provide technical assistance to local units of government and partner with federal agencies to secure financial grants and projects (11 counties in the SE region do not have a designated area, nor do the Cloud Quad counties). The ten commissions are now generally referred to as Regional Development Organizations (RDOs), although they do not as a rule conduct traditional economic development functions, but rather collectively represent and advance economic issues. The Minnesota Association of Development Organizations represents the interests of the RDOs and established an initiative known as DevelopMN “to improve the regions and communities we serve by creating a new statewide framework for community and economic development to address the special challenges and opportunities of Greater Minnesota. DevelopMN will create a unified assessment of the state of Greater Minnesota, develop regional strategies to address common issues, and engage partners across the state to achieve goals.” DevelopMN has the following areas of interest: human capital, economic competitiveness, community resources, and foundational assets (infrastructure).



North Dakota

Regional councils were established in the late 1960s and early 1970s to manage and facilitate economic development activities. The North Dakota Association of Regional Councils was formed in 2017 to represent the interests of 8 councils. Customized professional services are available to the councils to assist with project development and management, grant writing and management,

convening and meeting facilitation, research development and trend tracking, customized business funding and project packaging, and other grant and loan opportunities. Separately, the Lewis & Clark Development Group was established as a collaboration of three separate nonprofit organizations to help pool home and business loans, multi-family development initiatives, community grants, homebuyer education, and property management services. A big part of the Group's efforts is to expand affordable housing.

High Participation



Ohio

The State of Ohio provides economic development groups with over \$200 million annually to support economic development activities. These funds come from a dedicated income created by a portion of revenues received from state wholesale and retail liquor businesses. The funds flow to regional economic development groups which then contract with local governments and economic development groups to fund operating expenses, business attraction, retention, and expansion efforts, develop land and buildings, and more.



New York

In 2011, the State of New York created ten regional councils to develop long-term strategic plans for their regions. Each region has a public-private partnership comprised of diverse stakeholders and a board of directors. A Consolidated Funding Application was created to streamline the grant process and act as a single point of entry for state support. There are ten agencies and over thirty state funding programs that are included in the CFA. Funds are available on a continuous basis to be responsive to the immediate needs of communities. Each year, however, the State prioritizes certain



Texas

Municipalities in the State have the option of providing voters the opportunity to redirect a percentage of local sales and use tax to help finance economic development efforts. There are two types of EDOs (economic development organizations) in the state. Type A typically funds industrial development projects such as business infrastructure, manufacturing, research and development, land, buildings, and equipment. Type B can fund the same as Type A but also eligible projects such as parks, museums, sports venues, and affordable housing. Per the State Controller's office, in 2019, there were 727 EDOs receiving such income: 211 cities with Type A designation and 516 with Type B. Revenue derived in 2018 for these economic development programs was \$823 million.



Virginia

In 2016, nine regions across the Commonwealth, each consisting of 9 to 18 localities that share similar economic development and workforce needs, were established under the Virginia Growth and Opportunity program (GO Virginia.) A 24-member GO Virginia Board was established consisting of 7 legislators, 3 members of the governor's cabinet, and 14 private sector representatives. Each region has its own board that receives, reviews, and prioritizes projects that go to the central GO Virginia board for approval. Funding for the program is provided by the legislature and coordinated by the Department of Housing and



Community Development. Eligible economic development projects include public and private utility extension, site development, broadband and road, rail, and other infrastructure, workforce initiatives, cluster development, small business, and entrepreneurship, among others. A Collaborative Economic Development Grant program was added to permit participating localities to recover up to 45% of the total amount of personal income tax withheld from employees holding new jobs at certified companies for a period of six years. A certified company must create at least 200 jobs with average salaries at least equal to the average wage in the localities, and capital investment of at least \$25 million.

REGIONAL ECONOMIC DEVELOPMENT IN UTAH

Structure

Compared to other states, the State of Utah provides a very light-touch approach to supporting and coordinating economic development activities at local and regional levels. Public/private development authorities and private sector support of economic development organizations are not prevalent in the State of Utah; they are the exception to the rule.

Support for regional economic development resides in different agencies and departments of the State government.

The Governor's Office of Economic Opportunity (GOEO) recently implemented an outreach model designed to better align with the goals of counties and communities. It currently includes three Outreach Managers who help foster regional interactions and coordinate program priorities and activities. The office also has a Center for Rural Development that regularly interacts with local municipalities by interfacing with businesses in rural counties to help secure resources and advance job opportunities.

The Economic Development Corporation of Utah (EDCUtah) established a Development Ready Communities (DRC) program to provide training to local municipalities and EDOs with site development, RFI follow-through, and incentives training. The program teaches the basics of the site selection process. Those communities completing the program can be considered "development ready."

Currently, GOEO and EDCUtah senior staff meet weekly. GOEO's regional representatives attend meetings. These discussions are primarily focused on leads, prospects, proposed parameters of deals, and related ongoing business development issues. It provides a forum when needed to also discuss pertinent matters that could impact economic development throughout the state.

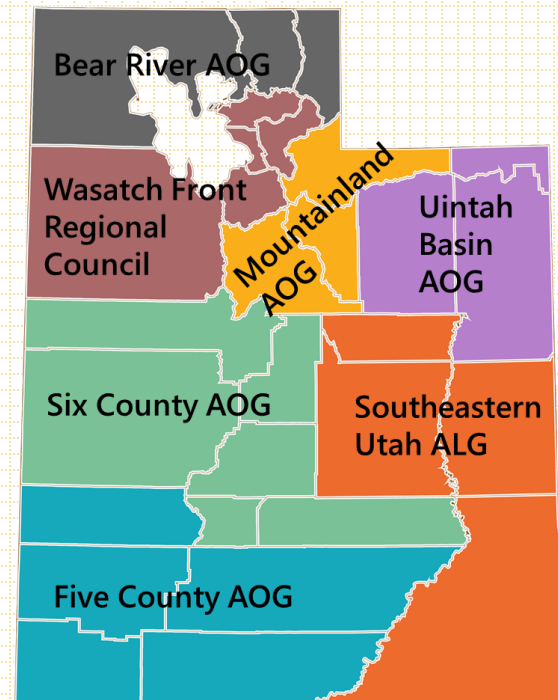
Programs and services run by the Governor's Office of Economic Opportunity (GOEO) and EDCUtah are designed to benefit all communities. As the designated economic development entities for the State of Utah, they work with regions but neither group is specifically

mandated nor structured to work in tandem with local municipalities to advance economic initiatives developed and prioritized at the local, county, or regional economic development levels.

Both groups compile and share sound research and demonstrate a good understanding of the unique development challenges of each region. Statewide targeted industries and business development practices are followed.

The Governor's Office of Planning and Budget provides technical support and assistance to Utah's seven Associations of Governments (AOGs.) AOGs were established in the late 1960s/early 1970s as extensions of city and county governments to share staff to conduct

Utah's Associations of Government



planning and delivery of certain services. They represent 29 counties and 243 cities and towns. It is important to note that the AOGs were established and continue primarily as regional planning organizations with a heavy focus on transportation and municipal infrastructure.

In the decades that followed the creation of regional planning organizations, the economic development profession has quickly evolved and matured. Today, the largest regions in most states have established regional economic development groups (RDO/EDOs). In fact, the highest performing economic development organizations in the nation are now those that are private sector-led, public/private funded, stand-alone organizations that function exclusively to advance regional economic development.

All seven of Utah's AOGs are involved with affordable housing planning. Some AOGs have aging, transportation, and human services functions.

Generally, in most regions throughout Utah, the staff working at the AOGs do not have levels of authority to exercise management control and accountability over economic development activities taking place at the county and local levels. The exceptions occur in some smaller rural counties, such as Wayne, Sanpete, and Piute counties in the Six County AOG, where a contract or agreement is in place for the AOG to provide specific economic development functions for the County, essentially serving as director/coordinator. In many situations, the AOG serves as a conduit of information or is a de facto on-call facilitator, advisor, or available source for general assistance to help advance an initiative or project. Most economic developers working throughout the state of Utah are not professionally certified economic developers and many lack prior experience in the economic development profession.

Under Governor Cox's administration, the AOGs have had regular and sustained interactions with the Governor's Office of Planning and Budget. First-time funding is now available for partial funding of a dedicated staff person in each region to help better align regional strategies with statewide growth goals and objectives, which includes, among other responsibilities, helping to identify economic development priorities.

GOPB is exploring new ways to better coordinate support services and funding for local projects utilizing the AOG framework. For example, GOPB and GOEO are coordinating with Six County AOG on a pilot program to establish planning and infrastructure priorities with two

communities and one county. Projects would be proposed and evaluated against set criteria and presented to a board that would select final projects and help match state funding sources to advance those projects. The pilot program is testing the concept of aggregating decision-making and resource deployment amongst multiple state agencies to achieve greater synergies and community impact.

Comprehensive Economic Development Strategies

A Comprehensive Economic Development Strategy (CEDS) is a program of the United States Commerce Department's Economic Development Administration (EDA). The EDA is the only federal agency whose mission is solely focused on economic development. It provides funding in the form of grants and loans as well as technical assistance to state and local government and economic development organizations. Its programs include public infrastructure, technology-based development, innovation and entrepreneurship, community facilities, business attraction, expansion assistance, and workforce initiatives for disadvantaged communities.

As part of its disbursement of funds, it encourages communities to collaborate at a regional level to develop fully integrated strategies to support economic growth. A CEDS is a prerequisite for designation as an EDA Economic Development District (EDD). Once this happens, municipalities at all levels are provided priority consideration when applying for funds, not only for EDA's programs but many other federal sources of funding, such as transportation, labor, health, etc.

All seven AOGs provide community and planning services and are designated as Economic Development Districts (EDDs) by the U.S. Economic Development Administration to help support regional planning. As EDDs of the federal government (there are approximately 400 EDDs in the U.S.), the AOGs are responsible for producing five-year Comprehensive Economic Development Strategies. These AOGs have become the most direct link to statewide economic development, although their interactions with State economic development officials are infrequent and not formally defined.

The CEDS process must include representation from public, private, and non-profit sectors and typically involves an exercise to define



expectations, a series of stakeholder engagement activities, data analysis of the regional economy, and the creation and prioritization of action items and performance measures. The shelf-life of a CEDS is five years, at which point it is necessary to assess progress and identify changes that need to be made.

The CEDS document, which is submitted to the EDA, is meant to be a blueprint for activities that bring about greater economic prosperity. A CEDS is meant to integrate with and complement other economic development plans. Rather than being “owned” by any one agency, a CEDS consists of plans of action that may be undertaken by multiple players.

The document includes the following items:

- Summary background of the economic conditions of the region
- SWOT analysis
- Strategic direction/action plan
- Evaluation framework with performance measures
- Resilience elements integrated throughout the plan for recovery from natural and/or economic disaster

Over the past several years, efforts were made to align each region’s five-year cycles for preparing strategies. This was an enlightened move, marking the State of Utah in just a handful of states that have all regions producing CEDS at the same time and making possible coordinated economic development priorities that can be better aligned with action strategies of the Unified Economic Opportunity Commission and State agencies.

SUPPORT FOR ECONOMIC DEVELOPMENT PROFESSIONALS

Nationally

Eighty-six percent of all states (43) have a nonprofit organization that represents the economic developers in their states. Generally, these organizations were formed as dues-paying associations to advance the discipline of economic development in their states and have operated for at least 10-20 years. They all provide some educational programming and networking opportunities through programming and events. Several associations advocate for policies, programs, and legislation favorable to business development.

Some of these groups have full-time staff, and others contract for professionals to help manage their activities. The offerings vary by state but typically, the association (or council) organizes educational workshops, courses, seminars, and conferences to increase the effectiveness of the profession to create jobs and investment opportunities for the citizens of their states.

Some of the associations provide structured economic development learning opportunities that are supported by and recognized as fulfilling professional certification requirements, e.g., Certified Economic Developer (CEcD) of the International Economic Development Council.

State of Utah Economic Development Representation

Utah has not had a well-recognized, long-standing, non-governmental, group to represent and advance the economic development profession for all areas of the state.

One group, the Utah Alliance for Economic Development, was organized by a small group of economic development professionals and business providers to fulfill some needs in this space. The website for the Utah Alliance for Economic Development describes itself as “made up of economic and business development professionals from across the state. As a collaborative network, we believe in sharing ideas and best practices that move the State of Utah forward.”

Staff affiliated with the Association of Governments throughout the state who are responsible for preparing economic strategies, notably those in rural counties, had heard of the Alliance but stated their belief that it is geared more towards urban communities.

The Utah Redevelopment Association (URA) represents the interests of community renewal agencies, especially with education concerning proposed legislation that influences redevelopment, housing, and community development.

The Utah Association of Counties recently established an economic development affiliate group to convene the interests of county-based economic development professionals around regional growth. And in the fall of 2022, the economic development staff for the AOGs came together virtually for the first time to share information with the intention of doing so regularly.

The size and capabilities of the economic development profession are not as well developed in Utah as it is elsewhere. For a state of its size, there are too few highly trained or nationally certified economic development professionals to sustain the business growth demands in fast-developing regions. This is true in more rural areas also where help is needed to execute strategies to establish business enterprises and produce needed employment opportunities. Moreover, the information, education, resources, and tools required by economic development staff are insufficient to effectively meet future challenges.

It appears that favorable conditions exist for an effective economic development association in the State of Utah if given proper support and sustained focus.

The good news is that there are plenty of best practices and statewide models across the nation to consider and replicate as appropriate for Utah to meet its unique needs. One of the longest serving, most highly regarded, and effective state associations is the Maryland Economic Development Association which can serve as a comparably sized model for establishing a similar group for the State of Utah.

Statewide Economic Development Associations

Alabama	The Economic Development Association of Alabama	Nebraska	Nebraska Economic Developers Association
Alaska	NONE	Nevada	NONE
Arizona	Arizona Association for Economic Development	New Hampshire	New Hampshire Economic Development Association
Arkansas	Arkansas Economic Developers & Chamber Executives	New Jersey	NONE
California	California Economic Development Association	New Mexico	NONE
Colorado	Economic Development Council of Colorado	New York	New York State Economic Development Council
Connecticut	Connecticut Economic Development Association	North Carolina	North Carolina Economic Development Association
Delaware	NONE	North Dakota	Economic Development Association of North Dakota
Florida	Florida Economic Development Council	Ohio	Ohio Economic Development Association
Georgia	Georgia Economic Developers Association	Oklahoma	Select Oklahoma
Hawaii	Economic Development Alliance of Hawaii	Oregon	Oregon Economic Development Association
Idaho	Idaho Economic Development Association	Pennsylvania	Pennsylvania Economic Development Association
Illinois	Illinois Economic Development Association	Rhode Island	NONE
Indiana	Indiana Economic Development Association	South Carolina	South Carolina Economic Developers Association
Iowa	Professional Developers of Iowa	South Dakota	Economic Development Professionals Association of South Dakota
Kansas	Kansas Economic Development Alliance	Tennessee	Tennessee Economic Development Council
Kentucky	Kentucky Association for Economic Development	Texas	Texas Economic Development Council
Louisiana	Louisiana Industrial Development Executives Association	Utah	See page 21
Maine	Economic Development Council of Maine	Vermont	NONE
Maryland	Maryland Economic Development Association	Virginia	Virginia Economic Developers Association
Massachusetts	Massachusetts Economic Development Council	Washington	Washington Economic Development Association
Michigan	Michigan Economic Developers Association	West Virginia	West Virginia Economic Development Council
Minnesota	Economic Development Association of Minnesota	Wisconsin	Wisconsin Economic Development Association
Mississippi	Mississippi Economic Development Council	Wyoming	Wyoming Economic Development Association
Missouri	Missouri Economic Development Council		
Montana	Montana Economic Developers Association		



General Conclusion

The state continues to grow at a rapid pace. A strong organizational effort is needed to pull economic development efforts together at all levels to provide the tools and resources necessary to prepare Utah's economic development and planning professionals to meet tomorrow's challenges.

Disrupting changes in industry, technology, and with dynamics of national and global markets are constant yet the governmental and nonprofit structures for managing these changes, which worked well when Utah's population was smaller, are showing signs of strain and must also change if Utah is going to meet its goals of optimizing future growth and expanding prosperity for all.

PROGRAM AND STRUCTURAL ENHANCEMENTS

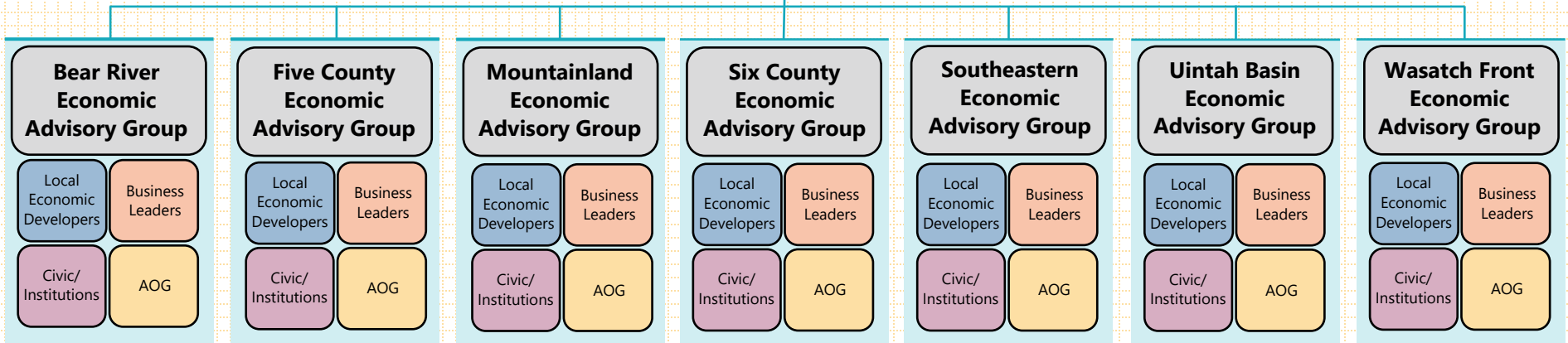
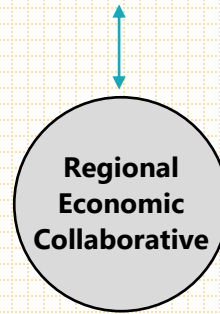
Moving forward in more unified, integrated, equitable, and resilient ways will require intentional, bold, and creative actions.

The proposed improvements noted below can be implemented within the next two years.

They are designed to: intentionally engage private sector leaders and civic organizations in developing economic growth strategies and participating in the decision-making process and optimizing shared goals amongst and between State organizations and public officials, local and regional stakeholders.

Proposed Local Unified Connections

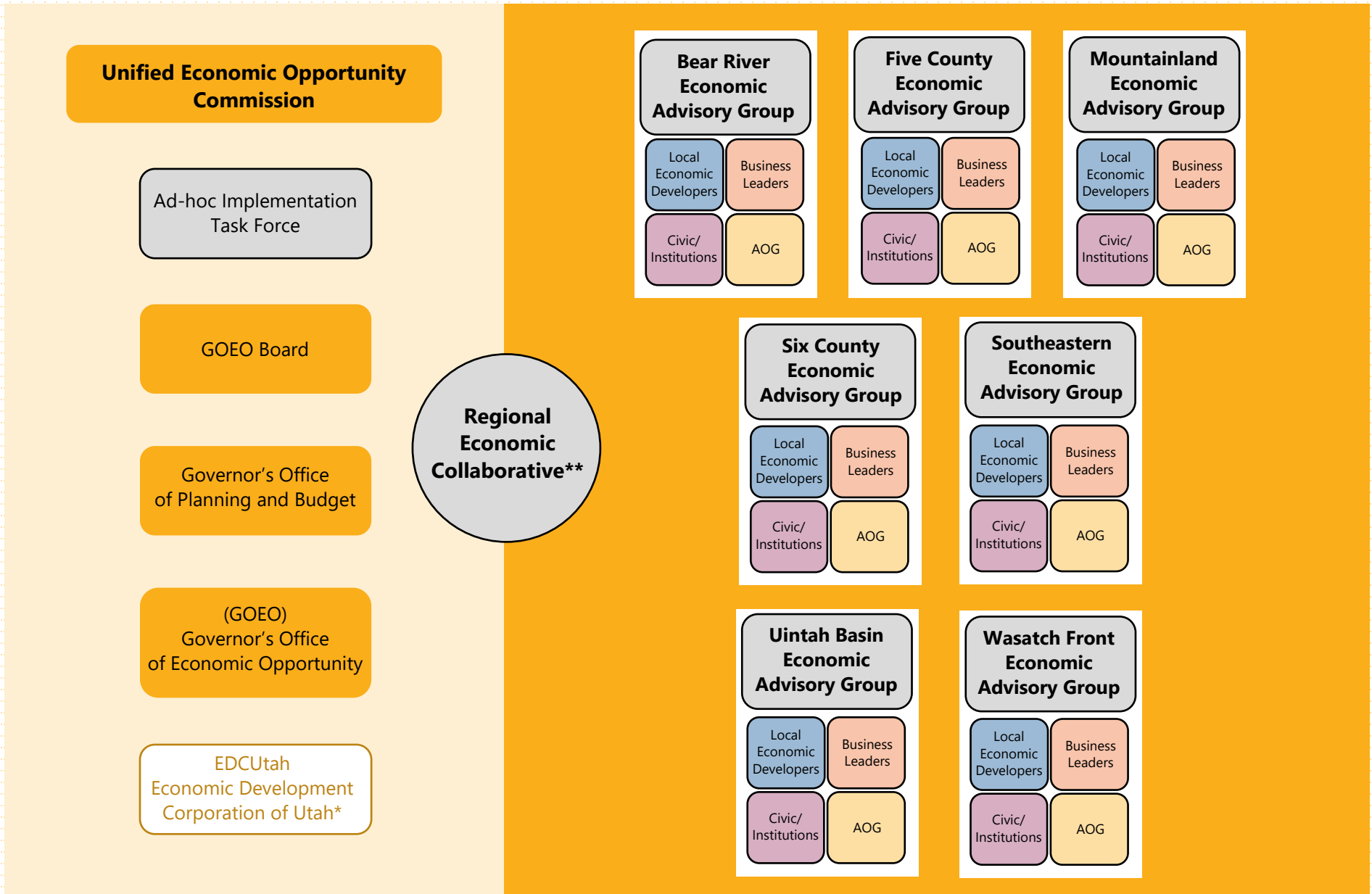
State of Utah Government



KEY

- New Private/Public Advisory Groups
- City, County, Public/Private Economic Developers
- Business Leaders
- Civic/Institutional Leadership
- Association of Government (AOG)

Proposed State and Local Unified Connections



KEY

Existing State Government

New Private/Public Advisory Group

* Private not-for-profit corporation

** Includes chairs of the seven Regional Advisory Boards and one economic developer per region

RECOMMENDATIONS

Research, engagement, and direct discussions with GOPB and GOEO led to the development of the following recommendations. Call-out boxes are included with each recommendation to show which Economic Vision 2030 priority or priorities it strengthens.

The Action Plan Matrix, which distills down the recommendations for use as a management tool and highlights partners and timeline, can be found in Appendix V.

CIVIC LEADERSHIP

CL:1 Engage private sector leaders and civic partners within each region on regional advisory groups to help set and monitor economic development strategic goals, objectives, priorities, and actions.

CL:1.a. Establish regional economic development advisory groups for each of the seven regions in the state. Ideally, these groups would be comprised of between 7-13 members, and include strong input from private representatives from non-governmental sectors (not official or elected representatives.). The chairperson of each would be from the private sector and serve a nonconsecutive two-year term.

The advisory groups would help develop annual economic development priorities for the region, coordinate responses to consolidated economic and community development funding requests from the State, establish economic strategies, develop interregional economic partnerships with local and county officials, and review and monitor economic development performance at the regional level.

These regional advisory groups would not replace the AOG's CEDS Steering and Implementation Committees. Rather, they would help improve upon and support regional CEDS, while helping to secure rural grants, providing overall input on consolidated funding applications to the state, and helping to focus county and regional development priorities.

In some regions, such entities already exist that could serve these roles, and in others, existing committees, boards, or groups could be adapted to perform the functions noted above. These groups would also help formalize or establish more effective networking between economic development professionals and stakeholders within each region.

RELATED ECONOMIC VISION 2030 PRIORITIES

Education and Talent Pipeline • Community Growth and Economic Planning Alignment • Economic Opportunity for All • Low Regulations/Taxes • Strong Targeted Industries • Startup State • Rural Affairs

CL:2 Bring the seven regional advisory groups together to provide a stronger voice for advancing regional economic development and Vision 2030 strategies.

CL:2.a. Form a statewide Utah Regional Economic Collaborative comprised of seven private sector chairs of the regional advisory boards, plus one other person representing the economic development profession (see CL.1.a. above). Rotate leadership every year. This body will provide unified action as requested by state agencies, advise as needed with resource allocation decisions and

consolidated programming, coordinate regional economic support for the work of the Unified Economic Opportunity Commission, help ensure equitable support amongst all communities, develop intra-regional partnerships, resolve disagreements amongst regions, and monitor the performance of regional economic development activity.

**RELATED
ECONOMIC VISION
2030 PRIORITIES**

Education and Talent Pipeline • Community Growth and Economic Planning Alignment • Economic Opportunity for All • Low Regulations/Taxes • Strong Targeted Industries • Startup State • Rural Affairs • International Connections

A Utah Regional Economic Collaborative Will ...



Provide advice and support to advance local and regional economic development priorities



Advance and bolster core economic development functions in all parts of the state



Provide input to the GOEO Board on local and regional economic issues



Propose ways to implement the findings and recommendations of Utah Economic Vision 2030, a product of the Unified Economic Opportunity Commission



Monitor and help guide regional economic performance utilizing the State of Utah Regional Economic Dashboard (see page 10)



Consider mutually beneficial partnerships between urban, suburban, exurban, and rural communities



Expedite feedback to state agencies and help coordinate consolidate funding and regional challenge grants from the State government



Increase private sector engagement



Leverage transformative investments from national and philanthropic sources

CL:3**Continue to expand the capacity and skillset of economic developers by focusing on trainings and creating opportunities for knowledge sharing across the state.****CL:3.a.**

Leaders in the economic development profession, working with the ad hoc working group of the Commission and the Regional Economic Collaborative, are encouraged to seek seed funding to create or support an existing separate statewide economic development association.

The association would need the sponsorship of the State and support of corporate and philanthropic donations. A sliding scale of support for different kinds of members should be instituted, along with a commitment of membership for interested staff of GOEO, EDCUtah, and GOPB.

It is imperative that the due diligence process objectively considers all options from using an existing organization to creating a

**RELATED
ECONOMIC VISION
2030 PRIORITIES**

Education and Talent Pipeline • Community Growth and Economic Planning Alignment •
Economic Opportunity for All • Rural Affairs

CL:3.b.

Expand access to economic development training at all levels for professionals across the state.

One way to pursue this is to create scholarship opportunities for professional economic development certification opportunities for local economic developers, with a particular focus on attracting young professionals to the field.

**RELATED
ECONOMIC VISION
2030 PRIORITIES**

Education and Talent Pipeline • Community Growth and Economic Planning Alignment •
Economic Opportunity for All • Rural Affairs

LOCAL AND REGIONAL GOVERNMENT

LG:1

Ensure strong management control and accountability of economic development priorities, programs, policies, and initiatives.

LG:1.a.

Strengthen the ability of AOGs to take on economic development functions as full-time endeavors. In the future, it is expected that each region will need to have a public/private regional development organization to help direct economic development and community growth activities (see For Future Review and Consideration, page 37).

In the interim, strengthen economic development functions currently performed by AOG staff as full-time economic development responsibilities and encourage AOGs to contractually perform such duties on behalf of any county in the region that does not have a designated economic development staff member.

RELATED ECONOMIC VISION 2030 PRIORITIES

Education and Talent Pipeline • Community Growth and Economic Planning Alignment • Economic Opportunity for All • Strong Targeted Industries • Startup State • Rural Affairs

LG:2

In 2023, each region will prepare its next five-year comprehensive economic development strategy. This presents an extraordinary opportunity to ensure consistency with the content and quality of plans and for better synchronization of regional strategies with the State's unified approach to economic development strategy.

LG:2.a.

To advance regional collaboration, it is recommended that each regional CEDS includes specific mention of commitments and/or ongoing efforts to leverage opportunities with another region(s).

RELATED ECONOMIC VISION 2030 PRIORITIES

Community Growth and Economic Planning Alignment • Economic Opportunity for All • Strong Targeted Industries • Rural Affairs

State of Utah Proposed Regional CEDS Core Data Elements



Community Resources

- Attainable housing (increase homes without cost burden)
- Leisure and hospitality (increase visitor spending per capita)
- Arts, entertainment, recreation, accommodations, food share of Gross Domestic Product (GDP)



Economic Competitiveness

- Jobs by county (increased employment)
- Median household income (increase and compare for equity)
- Entrepreneurship and innovation index (new business starts; increase in net new businesses and births to deaths ratio)
- GDP by county (increase 1-year change)
- Exports as share of GDP (where available)



Human Capital

- Total employed workforce
- Labor Force Participation Rate (increase and compare for equity)
- STEM occupations as a percentage of all jobs
- Total population and population growth



Infrastructure

- Total square footage – office and industrial
- Baseline water stress
- Percent of commuters using public transit

LG:2.b.

Use a set of common data elements in the CEDS. In addition to basic demographic data and other information relevant to regional priorities, each of the seven CEDS should include 15 common core data elements (shown at left) that will constitute a unified statewide dashboard. The unified dashboard would include no metrics for Community Resources, Economic Competitiveness, Human Capital, and Infrastructure and be designed to be user-friendly.

RELATED ECONOMIC VISION 2030 PRIORITIES

- Education and Talent Pipeline
- Community Growth and Economic Planning Alignment
- Economic Opportunity for All
- Strong Targeted Industries
- Startup State
- Rural Affairs
- International Connections

LG:2.c.

Coordinate the CEDS with the goals of the Unified Economic Opportunity Commission. It is recommended that each CEDS include action steps to further the objectives outlined by a 2022 work group of the Unified Economic Opportunity Commission to address economic-related housing, public health, and water conservation issues in the next CEDS.

RELATED ECONOMIC VISION 2030 PRIORITIES

- Education and Talent Pipeline
- Community Growth and Economic Planning Alignment
- Economic Opportunity for All
- Low Regulations/Taxes
- Strong Targeted Industries
- Startup State
- Rural Affairs
- International Connections

LG:3

In coordination with GOEO regional representatives and EDCUtah industry professionals, it is recommended that each region initiate a robust business retention and expansion program. Key city and county officials, along with some chamber of commerce and state representatives, would meet regularly with a representative, diverse cross-section of businesses (entrepreneurs, small businesses, and targeted industries) in their communities.

LG:3.a.

Design standardized interview protocols and surveys for use by economic development officials and close stakeholders who visit businesses. Input and in-person responses from businesses should be entered into a Customer Relationship Management (CRM) tool and tracked for immediate follow-up by the appropriate organization.

RELATED ECONOMIC VISION 2030 PRIORITIES

Community Growth and Economic Planning Alignment • Low Regulations/Taxes •
Strong Targeted Industries • Startup State • Rural Affairs

Sample CRM Tool for Business Retention and Expansion



STATE GOVERNMENT

SG:1 Ensure greater degrees of engagement from GOEO, EDCUtah, and GOPB staff and senior leadership with each other and with local economic development officials. Support inter- and intra-regional sharing of knowledge and resources to meet mutual goals.

SG:1.a. Conduct separate, regularly scheduled inter-departmental meetings to review regional performance metrics, share information, and coordinate actions specifically regarding efforts to help each region meet the goals of the respective Comprehensive Economic Development Strategies and the Unified Economic Opportunity Commission. Include GOPB in these meetings. Update the CRM tool immediately following decisions made at these meetings.

**RELATED
ECONOMIC VISION
2030 PRIORITIES**

Community Growth and Economic Planning Alignment • Economic Opportunity for All • Low Regulations/Taxes • Strong Targeted Industries • Startup State • Rural Affairs

SG:1.b. Establish an ad-hoc implementation task force of the GOEO board to work with executive and legislative branch representatives to support regional economic development activities, including tracking processes and procedures necessary to implement changes, and providing organizational advice as may be needed to assuring that private sector representatives work collaboratively across diverse industries to have greater voice and assume more responsibilities with helping to determine the economic future of the state.

**RELATED
ECONOMIC VISION
2030 PRIORITIES**

Community Growth and Economic Planning Alignment • Economic Opportunity for All

SG:1.c. Changes in leadership at both GOEO and EDCUtah in early 2023 provide an ideal opportunity to review contract deliverables, historical communication protocols, standard operating practices, and coordination among and between the organizations. A thorough review of key functions might identify where improvements can be made to better align efforts with the goals and objectives of Vision 2030 and this Coordinated Action Plan and help assure all regions that GOEO and EDCUtah are being as transparent and equitable with delivering resources, programs, and services to all regions.

**RELATED
ECONOMIC VISION
2030 PRIORITIES**

Community Growth and Economic Planning Alignment • Economic Opportunity for All • Rural Affairs

SG:1.d.

Explore joining GOEO and EDUtah’s Customer Relationship Management software systems. GOEO and EDCUtah each have separate customer relationship management (CRM) software systems, that while from the same vendor (SalesForce), are maintained independently of each other. These CRMs can be joined together for coordinating economic development activities throughout the state. Designated representatives in each agency could have password-protected access to sensitive business client files within the CRM system. It is important that all State economic development officials have real-time knowledge of program activities and interactions occurring between State representatives and officials at the regional level.

**RELATED
ECONOMIC VISION
2030 PRIORITIES**

Community Growth and Economic Planning Alignment • Rural Affairs

SG:1.e.

Provide a quarterly report to the GOEO Board regarding assessments for continual improvement, deployment of human resources, and efficient use of funds, to improve the abilities of State departments to respond quickly and adapt accordingly to external changes at the regional level. The findings of this work, prepared by leaders of GOEO, EDCUtah, and GOPB, could be reported by the Governor at the One Utah Summit.

**RELATED
ECONOMIC VISION
2030 PRIORITY**

Economic Opportunity for All

SG:1.f.

GOEO, GOPB, and EDCUtah are encouraged to coordinate some public funding programs to better align State and regional priorities, maximize local impact, and minimize redundancies. These agencies could establish competitive, consolidated funding programs to address mutual goals more effectively. The Regional Advisory Boards (see CL:1.a. on page 27) can assess and prioritize projects at the regional level for consideration to receive funding from the consolidated process. This process could also coordinate with the Regional Opportunity Teams being piloted by GOPB and other state entities.

**RELATED
ECONOMIC VISION
2030 PRIORITIES**

Community Growth and Economic Planning Alignment • Economic Opportunity for All • Rural Affairs

SG:2

Help structure communications platforms to encourage transparency and shared information exchange amongst local and regional economic development and planning professionals.

SG:2.a.

Continue to increase social media presence with internal and external audiences regarding economic development-related activity. GOEO and EDCUtah play a tremendous role in communicating economic development activity outside the walls of the Capitol. The ongoing communication of day-to-day wins and celebrating ongoing work will go a long way in connecting these interests with the business community and others.

RELATED ECONOMIC VISION 2030 PRIORITIES

Community Growth and Economic Planning Alignment • Economic Opportunity for All • Rural Affairs

SG:2.b.

Continue to survey the state's business community every other year. Conduct a statewide business survey annually to gauge the business environment across the state. Every other year, align the purpose and intent with EDCUtah's target industry study and collaborate on releasing the findings. The results could be reported by the Governor at the One Utah Summit.

RELATED ECONOMIC VISION 2030 PRIORITIES

Education and Talent Pipeline • Community Growth and Economic Planning Alignment • Economic Opportunity for All • Low Regulations/Taxes • Strong Targeted Industries • Startup State

SG:2.c.

Help create and support a statewide portal for regional economic development and planning officials. The State can help create and support a statewide portal for regional economic development and planning officials for sharing ideas, information, and resources. In time, this portal could be turned over to members of the Regional Economic Development Collaborative (see CL.2 on pages 27-28) to help maintain and administer.


RELATED ECONOMIC VISION 2030 PRIORITIES

Community Growth and Economic Planning Alignment • Economic Opportunity for All • Startup State

Examples of Daily LinkedIn Posts from the Virginia Economic Development Partnership

VEDP Virginia Economic Development Partnership
13,498 followers
1mo • 🌐

ICYMI: [Site Selection Magazine](#) named Virginia the 2022 Top State Business Climate. Leading companies such as [Boeing](#), [Raytheon Technologies](#), and [the LEGO Group](#) choose Virginia for its strategic location, world-class infrastructure, top-tier education system, and renowned workforce. Learn more about Virginia's advantages for business: <https://hubs.ly/Q01rn-cx0>




Christine Bell and 126 others
12 reposts

Like Comment Repost Send

VEDP Virginia Economic Development Partnership
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3d • 🌐

The Port of Virginia's \$1.4 billion modernization and expansion project will create the deepest, widest, and safest commercial shipping channels and harbor on the East Coast by 2024. That, along with Virginia's strategic, Mid-Atlantic location makes the Commonwealth a desirable location for companies importing or exporting goods no matter the origin or destination. Learn more: https://hubs.ly/Q01v_q6j0



Jason Smith and 201 others
4 comments • 14 reposts

Like Comment Repost Send

APPENDIX I: REGIONAL ECONOMIC DATA

**COORDINATED ACTION PLAN
FOR ECONOMIC VISION 2030**

Introduction

This section of the report provides background and context for Utah's Coordinated Action Plan for Economic Vision 2030.

This report includes overviews of the State of Utah and its seven AOGs and includes:

- Demographics
- Economy
- Target Sector Analysis
- Occupations

Unless otherwise noted, all data within this report is for 2021 and sourced from Lightcast (formerly Emsi / Burning Glass).

Analysis

The following pages showcase highlights of the state and regional economy. Each page provides a snapshot of population, employment and other economic indicators. This portion of analysis helps identify trends among the regions and set context for strategy development. Technical details of the analysis are as follows:

- The region of analysis for this report is the State of Utah and the seven Association of Governments. These include: Wasatch Front Regional Council, Mountainland AOG, Five County AOG, Bear River AOG, Six County AOG, Uintah Basin AOG, and Southeast Utah ALG.
- The time-frame of analysis is 2016-2026 with 5-year historic and 5-year projection with 2021 serving as the base year.
- The economic indicators highlighted are:
 - Population
 - Jobs
 - GRP
 - Educational Attainment
 - Average Earnings
 - Unemployment Rate

State of Utah

Demographic and economic highlights of the State of Utah compared to the U.S.



Population
+8.6%
(2016-2021)

- 3,306,284 People
- **Increased by 262,043** over the last 5 years (+8.6% compared to +2.7% for the US)
- **Projected to increase by 244,258** over the next 5 years (+7.4, compared to +2.6% for the nation)



Jobs
+14%
(2016-2021)

- 1,783,796 Jobs
- **Increased by 221,127** over the last 5 years (+14.2% compared to 1.8% in the nation)
- **Projected to increase by an additional 233,223** over the next 5 years (+13.1% compared to +4.3% in the nation)



GRP
1.0%*

- \$216.4B total GRP
 - The State accounts for 2.0% of the nation's exports
 - **Productivity is at \$121,302 per worker**, which is \$17,817 lower than the nation
- *share of US GRP



Educational Attainment
35.1%
Bachelor's Degree +

- **The State's educational attainment is 1.9% higher than the national rate of 33.2%**



Average Earnings
\$67,396

- **\$10,403 below the national average** (\$77,799)



Unemployment Rate
2.4%

- 1,733,150 is the Labor Force
- **Labor force participation rate of 68.5%**, which is 6.0% higher than the nation (62.5%)
- Unemployment Rate is 1.4% lower than the nation (3.8%)

WASATCH FRONT



WASATCH FRONT OVERVIEW

The Wasatch Front Regional Council (WFRC) contains the counties of: Davis, Morgan, Salt Lake, Tooele and Weber. Demographic and economic highlights of the WFRC compared to the state are documented below. The time-frame of analysis is 2016-2026 with 5-year historic and 5-year projection with 2021 serving as the base year.



Population
+6.3%
(2016-2021)

- 1,898,467 People
- **Increased by 113,297** over the last 5 years (+6.3% compared to +8.6% for the State)
- **Projected to increase by 99,617** over the next 5 years (+5.2% compared to +7.4% for the State)



Jobs
+11%
(2016-2021)

- 1,126,118 Jobs
- **Increased by 112,352** over the last 5 years (+11.1% compared to 14.2% in the State)
- **Projected to increase by an additional 121,457** over the next 5 years (+10.8% compared to +13.1% in the nation)



GRP
66.7%*

- \$144.3B GRP
- The region accounts for 74.4% of the State's exports and 64.0% of the State's imports
- **Productivity is at \$128,103 per worker**, which is \$6,801 higher than the State

*Share of State of Utah GRP



Educational Attainment
35.2%
Bachelor's Degree +

- **The State's educational attainment is 0.1% higher than the State (35.2%) and 2.0% higher than the nation (33.2%)**



Average Earnings
\$72,990

- **\$5,594 above the State average (\$77,799)**



Unemployment Rate
2.4%

- 1,036,155 is the Labor Force
- 59.8% of the State's labor force
- **Labor force participation rate of 71.0%**, which is 1.5% higher than the State (68.5%)

6 – | Assessment By AOG: WFRC

Camoin developed a series of indicators for the state and each AOG to reflect the condition of the fundamentals of economic prosperity in the State of Utah. These indicators are not intended to be a ranking but rather an assessment of where the state and each region stands within each of the respective topics. Together, these fundamentals are the foundation for a stable and resilient economy. The indicators are based around the “6 I’s” – which include: Infrastructure, Innovation, Intellectual Capital, Interest, Investment, International. See the Executive Summary for a full description of these categories and their related data indicators. For the purposes of this report, the data was considered at a regional level. In other words, the data between the counties that make up WFRC was aggregated for the evaluation. Understanding the data at a regional level helps to assess opportunities across the state, although it is acknowledged that there are often vast differences among counties within an AOG.

The assessment for WFRC was a launching point for discussion during Camoin’s September 2022 site visit. While these indicators provide a snapshot in time, the data provides keys as to how each AOG may use their own CEDS process to address weakness, breakdown barriers, or pick up on opportunities.

WFRC Regional Performance

WFRCs strong performance

- General Aviation Operations
- Occupation Diversity Percentile
- Average NEA + NEH Grant Per Capita
- % Foreign Born
- Exports as Share of GDP

WFRC’s weakest performance

- Social Capital Index
- Mean Travel Time to Work
- Business Establishments Openings to Closing Ratio

WFRC’S Summary

The indicators are listed below in order from strongest to weakest.

- International
- Intellectual Capital
- Innovation
- Infrastructure
- Interest
- Investment

PRIORITY INVESTMENTS: WFRC

Business Survey Highlights

The findings below highlight how WFRC businesses responded to the state's business survey, which was active between August 2022 and September 2022. Additional findings for the state, other AOGs, and industry can be found in Appendix IV.

Findings

- WFRC businesses represented 28.3% of respondents to the business survey.
- 35 businesses in the WFRC region noted that they are planning a facility expansion in the next 2-3 years. This was the highest number of facilities among all regions, followed by Southeastern Utah, where 31 respondents said they were planning for a facility.
- While most respondents stated that dealing with the increasing cost of labor was challenging, WFRC respondents had the highest proportion of businesses who indicated it was a severe challenge.
- About two-thirds of WFRC respondents noted that dealing with unexpected changes in economic conditions or input demand was very or severely challenging.
- Wasatch Front, Six County, and MAG respondents found recruiting the best possible workforce to be the most challenging among other AOG regions.

Considerations and Implications

- While the Wasatch Front is marked by the biggest city in the state, rural portions of the region remain an integral part of the character of the region as well. Each county may face similar challenges but solutions will vary based on the geography. While the more urban centers are relatively-well resourced in terms of infrastructure, more rural areas struggle to advance projects due to lack of available infrastructure like water, sewer and electric. Planning out where and how infrastructure can be made possible has the potential to unlock economic capacity.
- To remain competitive in the region's growing landscape, successful economic development efforts require a holistic view, from supporting public transportation options, housing development, and open space as part of the equation for a healthy economic environment.
- Workforce development and training programs to match industry needs continue to be a focus for the region's counties, especially in partnership with lower-income and historically marginalized populations.

PRIORITY INVESTMENTS: WERC

WFRC REGIONAL PRIORITIES

Salt Lake County

- Growing talent within
- Financing development/transportation
- Small business opportunities

Davis

- Shovel ready sites
- Business retention and Expansion
- Affordable/attainable housing

Weber

- Place-based approach to community and economic development
- Collaboration among cities for economic development services
- Small business opportunities

Morgan

- Interchange development on I-84
- Outdoor recreation/tourism
- Update/improve land use codes

Tooele

- Industrial park development
- Connect water systems
- Launch a tourism website

MOUNTAINLAND



MOUNTAINLAND OVERVIEW

Mountainland contains the counties of: Utah, Wasatch, and Summit. Demographic and economic highlights of the Mountainland AOG (also referred to as MAG) compared to the state.



Population
+12.6%
(2016-2021)

- 745,608 People
- **Increased by 83,504** over the last 5 years (+12.6% compared to +8.6% for the State)
- **Projected to increase by 73,601** over the next 5 years (+9.9% compared to +7.4% for the State)



Jobs
+23%
(2016-2021)

- 365,502 Jobs
- **Increased by 67,414** over the last 5 years (+22.6% compared to 14.2% in the State)
- **Projected to increase by an additional 63,561** over the next 5 years (+17.4% compared to +13.1% in the State)



GRP
19.7%*

- \$42.6B GRP
- The region accounts for 15.9% of the State's exports and 24.5% of the State's imports
- **Productivity is at \$116,678 per worker**, which is \$4,624 lower than the State

*Share of State of Utah GRP



Educational Attainment
43.0%
Bachelor's Degree +

- **The State's educational attainment is 7.8% higher than the State (35.2%) and 9.8% higher than the nation (33.2%)**



Average Earnings
\$61,682

- **\$5,714 below the State average (\$77,799)**



Unemployment Rate
2.3%

- 387,534 is the Labor Force
- 22.4% of the State's labor force
- **Labor force participation rate of 68.9%**, which is 0.4% higher than the State (68.5%)

6 – | Assessment By AOG: MAG

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The assessment for MAG was a launching point for discussion during Camoin’s September 2022 site visit. While these indicators provide a snapshot in time, the data provides keys as to how each AOG may use their own CEDS process to address weakness, breakdown barriers, or pick up on opportunities.

MAG Regional Performance

MAG’s strong performance

- Broadband Adoption Index
- Average High-Tech Industry Employment Share
- Tech Based Knowledge Occupation Clusters

MAG’s weakest performance

- Share of Cost Burdened Households
- Patent Technology Diffusion Index
- 2019 Visitor Spending Per Capita

MAG’S Summary

The indicators are listed below in order from strongest to weakest.

- International
- Intellectual Capital / Investment (tied)
- Innovation / Interest (tied)
- Infrastructure

PRIORITY INVESTMENTS: MAG

Business Survey Highlights

The findings below highlight how MAG businesses responded to the state's business survey, which was active between August 2022 and September 2022. Additional findings for the state, other AOGs, and industry can be found in Appendix IV.

Findings

- MAG businesses represented 13.8% of respondents to the business survey
- MAG region respondents were the only region where over half its facilities experienced a revenue increase in the last 12 months.
- MAG respondents had the least difficulty responding to new disruptive technologies.
- Attracting external sources of growth capital was the most challenging for Uintah Basin and MAG respondents.
- MAG and Bear River respondents had the most positive feeling of the entrepreneurial environment.

Considerations and Implications

- Even in a state marked by population growth, MAG's population has grown at a faster rate than the state overall. This in turn has fueled employment growth, which grew by about 23% between 2016-2021. This growth, while it clearly contributes to economic output, puts pressures on other parts of the community, from housing and childcare availability to transportation connections across the region.

- Massive growth has also put a focus on transportation related issues like public transit and parking. Particularly connections along the east-west corridor between Utah, Wasatch and Summit Counties. Support from other regional agencies like Utah Transit Authority and High Valley Transit Center have identified this weakness and sought funding to support a project to address this much needed transit link.

MOUNTAINLAND'S PRIORITY INVESTMENT CATEGORIES

Affordable Housing

- Regional need with an acute problem in Summit County, zoning policies

Transportation

- Traffic, parking, lack of transit options – connection to growth, lack of East-West link

Workforce

- Connection to educational institutions
- Also lack of childcare

Maintaining Quality of Life

- Open space, economic mobility, underserved populations

FIVE COUNTY



FIVE COUNTY OVERVIEW

Five County contains the counties of: Beaver, Garfield, Iron, Kane, and Washington. Demographic and economic highlights of the Five County AOG (also referred to as FCAOG) compared to the state.



Population
+18.8%
(2016-2021)

- 370,784 People
- **Increased by 72,767** over the last 5 years (+18.8% compared to +8.6% for the State)
- **Projected to increase by 43,964** over the next 5 years (+16.2% compared to +7.4% for the State)



Jobs
+24%
(2016-2021)

- 118,751
- **Increased by 23,266** over the last 5 years (+24.4% compared to 14.2% in the State)
- **Projected to increase by an additional 24,352** over the next 5 years (+20.5% compared to +13.1% in the nation)



GRP
5.1%*

- \$11.1B GRP
- The region accounts for 5.2% of the State's exports and 7.8% of the State's imports
- **Productivity is at \$93,128 per worker**, which is \$28,173 lower than the State

*Share of State of Utah GRP



Educational Attainment
28.7%
Bachelor's Degree +

- **The State's educational attainment is 6.5% lower than the State (35.2%) and 4.5% higher than the nation (33.2%)**



Average Earnings
\$50,243

- **\$17,153 below the State average (\$77,799)**



Unemployment Rate
2.6%

- 122,197 is the Labor Force
- 7.1% of the State's labor force
- **Labor force participation rate of 56.2%**, which is 12.3% lower than the State (68.5%)

6 – I Assessment By AOG: FCAOG

Camoin developed a series of indicators for the state and each AOG to reflect the condition of the fundamentals of economic prosperity in the State of Utah. These indicators are not intended to be a ranking but rather an assessment of where the state and each region stands within each of the respective topics. Together, these fundamentals are the foundation for a stable and resilient economy. The indicators are based around the “6 I’s” – which include: Infrastructure, Innovation, Intellectual Capital, Interest, Investment, International. See the Executive Summary for a full description of these categories and their related data indicators. For the purposes of this report, the data was considered at a regional level. In other words, the data between the counties that make up FCAOG was aggregated for the evaluation. Understanding the data at a regional level helps to assess opportunities across the state, although it is acknowledged that there are often vast differences among counties within an AOG.

The assessment for FCAOG was a launching point for discussion during Camoin’s September 2022 site visit. While these indicators provide a snapshot in time, the data provides keys as to how each AOG may use their own CEDS process to address weakness, breakdown barriers, or pick up on opportunities.

FCAOG Regional Performance

FCAOG’s strong performance

- Mean Travel Time to Work
- Establishment Births to Deaths Ratio
- Arts, Entertainment, Recreation, Accommodation and Food Services GDP Share

FCAOG’s weakest performance

- Share of Cost Burdened Households
- Occupation Diversity Percentile
- Tech-Based Knowledge Occupation Clusters

FCAOG’S Summary

The indicators are listed below in order from strongest to weakest.

- Innovation
- Investment/Interest (tied)
- International
- Infrastructure
- Intellectual Capital

PRIORITY INVESTMENTS: FCAOG

Business Survey Highlights

The findings below highlight how FCAOG businesses responded to the state's business survey, which was active between August 2022 and September 2022. Additional findings for the state, other AOGs, and industry can be found in Appendix IV.

Findings

- FCAOG businesses represented 13.1% of respondents to the business survey
- FCAOG region respondents experienced the highest proportion of facilities with a revenue decrease in the last 12 months
- Five County, Mountainland, and Southeastern Utah respondents were most likely to find maintaining high margins on existing products and services challenging
- Southeastern Utah and Five County respondents were the least satisfied with the education system's support of businesses
- Five County and Bear River respondents felt the most positive about their access to healthcare compared to other regions
- Five County respondents were the least positive about their access to electricity
- FCAOG respondents had the least positive feeling of the entrepreneurial environment.

Considerations and Implications

- The FCAOG region saw the greatest population growth in the last 5 years compared to all other AOGs. Yet, rural areas with less dense development still punctuate the region. Jobs centered around development are a substantial portion of the economy and looking to the future, a diverse economy will be important for economic stability and opportunities for prosperity. Water constraints have been particularly acute in the region and have led to some loss of business development. The transformation of Tech Ridge opens up opportunities across a wide span of sectors including entrepreneurship and tech-led economic development.

FCAOG'S PRIORITY INVESTMENT CATEGORIES

Infrastructure

- Inland port
- Geothermal
- Business, Retention, and Expansion
 - Film industry
 - Diversification
- Tourism
 - Expanded trails network
- Small Business Development
 - Entrepreneurship
 - Remote Work / Rural Online Initiative
- Business Attraction & Marketing
- Quality of Life

BEAR RIVER



BEAR RIVER OVERVIEW

Bear River contains the counties of: Box Elder, Cache, and Rich Counties. Demographic and economic highlights of the Bear River AOG (also referred to as BRAG) compared to the state.



Population
+8.6%
(2016-2021)

- 192,891 People
- **Increased by 15,238** over the last 5 years (+8.6% compared to +8.6% for the State)
- **Projected to increase by 14,404** over the next 5 years (+7.5% compared to +7.4% for the State)



Jobs
+15%
(2016-2021)

- 94,159 Jobs
- **Increased by 12,461** over the last 5 years (+15.3% compared to 14.2% in the State)
- **Projected to increase by an additional 13,672** over the next 5 years (+14.5% compared to +13.1% in the nation)



GRP
4.6%*

- \$9.9B GRP
- The region accounts for 6.3% of the State's exports and 8.5% of the State's imports
- **Productivity is at \$106,064 per worker**, which is \$15,238 lower than the State

*Share of State of Utah GRP



Educational Attainment
34.2%
Bachelor's Degree +

- **The State's educational attainment is 1.0% lower than the State (35.2%) and 1.0% higher than the nation (33.2%)**



Average Earnings
\$57,002

- **\$10,394 below the State average (\$77,799)**



Unemployment Rate
2.2%

- 99,567 is the Labor Force
- 5.7% of the State's labor force
- **Labor force participation rate of 67.1%**, which is 1.4% lower than the State (68.5%)

6 – I Assessment By AOG: BRAG

Camoin developed a series of indicators for the state and each AOG to reflect the condition of the fundamentals of economic prosperity in the State of Utah. These indicators are not intended to be a ranking but rather an assessment of where the state and each region stands within each of the respective topics. Together, these fundamentals are the foundation for a stable and resilient economy. The indicators are based around the “6 I’s” – which include: Infrastructure, Innovation, Intellectual Capital, Interest, Investment, International. See the Executive Summary for a full description of these categories and their related data indicators. For the purposes of this report, the data was considered at a regional level. In other words, the data between the counties that make up BRAG was aggregated for the evaluation. Understanding the data at a regional level helps to assess opportunities across the state, although it is acknowledged that there are often vast differences among counties within an AOG.

The assessment for BRAG was a launching point for discussion during Camoin’s September 2022 site visit. While these indicators provide a snapshot in time, the data provides keys as to how each AOG may use their own CEDS process to address weakness, breakdown barriers, or pick up on opportunities.

BRAG Regional Performance

BRAG’s strong performance

- Knowledge Creation and Tech Diffusion
- Patent Technology Diffusion
- Average School Accountability
- Social Capital and Community Health

BRAG’s weakest performance

- Occupation Diversity Percentile
- 2019 Visitor Spending per Capita
- General Aviation Operations
- Percent of Poor Condition Bridges

BRAG’S Summary

The indicators are listed below in order from strongest to weakest.

- Innovation/International (tied)
- Intellectual Capital
- Investment
- Infrastructure
- Interest

PRIORITY INVESTMENTS- BRAG

Business Survey Highlights

The findings below highlight how BRAG businesses responded to the state's business survey, which was active between August 2022 and September 2022. Additional findings for the state, other AOGs, and industry can be found in Appendix IV.

Findings

- BRAG businesses represented 17.9% of respondents to the business survey
- Bear River and Five County respondents struggle with unexpected changes in economic conditions the most compared to other regions
- Bear River and Wasatch Front respondents found entering foreign markets to be more challenging than other regions
- Bear River and Southeastern Utah respondents found managing supply chains more challenging than other regions
- Six County and Bear River respondents had the most positive view of the highways
- Five County and Bear River respondents felt the most positive about their access to healthcare compared to other regions

Considerations and Implications

- The BRAG region is anchored by educational institutions, which has historically moderated the economic climate. Yet, the region is working towards diversifying the economy and looking for opportunities within its manufacturing base, and expanding the outdoor recreation options. Addressing the housing challenges across the region is a priority, to support community development but also remain a strong economic producer that can support a diverse workforce.

BRAG'S PRIORITY INVESTMENT CATEGORIES

Box Elder County

- Showcase upward mobility and career paths of manufacturing jobs
- Increase available and affordable housing stock
- Public Transportation availability for the workforce

Cache County

- Reducing regulatory barriers for housing development
- Increase access to childcare services
- Increase outreach opportunities for available manufacturing positions and change the perception of the manufacturing sector

Rich County

- Reducing regulatory barriers for housing
- Increasing the labor pool
- Incentivize professional/commercial development
- Develop a master plan for outdoor recreation infrastructure

SIX COUNTY



SIX COUNTY OVERVIEW

Six County contains the counties of: Juab, Millard, Piute, Sanpete, Sevier, and Wayne. Demographic and economic highlights of the Six County AOG (also referred to as SCAOG) compared to the state.



Population
+8.1%
(2016-2021)

- 84,560 People
- **Increased by 6,357** over the last 5 years (+8.1% compared to +8.6% for the State)
- **Projected to increase by 7,584** over the next 5 years (+9.0% compared to +7.4% for the State)



Jobs
+12%
(2016-2021)

- 32,163 Jobs
- **Increased by 3,542** over the last 5 years (+12.4% compared to 14.2% in the State)
- **Projected to increase by an additional 4,366** over the next 5 years (+13.6% compared to +13.1% in the nation)



GRP
1.6%*

- \$3.4B GRP
- The region accounts for 74.4% of the State's exports and 64.0% of the State's imports
- **Productivity is at \$128,103 per worker**, which is \$6,801 higher than the State

*Share of State of Utah GRP



Educational Attainment
20.1%
Bachelor's Degree +

- **The State's educational attainment is 15.1% lower than the State (35.2%) and 13.1% lower than the nation (33.2%)**



Average Earnings
\$49,729

- **\$17,667 above the State average (\$77,799)**



Unemployment Rate
2.7%

- 38,626 is the Labor Force
- 2.2% of the State's labor force
- **Labor force participation rate of 65.2%**, which is 3.3% lower than the State (68.5%)
- **Unemployment Rate is 2.7%** which is 0.3% higher than the State (2.4%) and 1.1% lower than the nation (3.8%)

Source: Lightcast (formally EMSI)

6 – | Assessment By AOG: SCAOG

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The assessment for SCAOG was a launching point for discussion during Camoin’s September 2022 site visit. While these indicators provide a snapshot in time, the data provides keys as to how each AOG may use their own CEDS process to address weakness, breakdown barriers, or pick up on opportunities.

SCAOG Regional Performance

SCAOG’s strong performance

- Cost-Burdened Households
- Percent of Poor Condition Bridges
- Average School Accountability Score

SCAOG’s weakest performance

- Broadband Infrastructure & Adoption
- Patent Technology Diffusion Index
- Knowledge Creation and Technology Diffusion Index

SCAOG’S Summary

The indicators are listed below in order from strongest to weakest.

- Intellectual Capital/Infrastructure (tied)
- International
- Interest
- Investment
- Innovation

PRIORITY INVESTMENTS: SCAOG

Business Survey Highlights

The findings below highlight how SCAOG businesses responded to the state's business survey, which was active between August 2022 and September 2022. Additional findings for the state, other AOGs, and industry can be found in Appendix IV.

Findings

- SCAOG businesses represented 13.1% of respondents to the business survey.
- SCAOG respondents found financing new equipment the least challenging compared to other regions.
- SCAOG respondents struggled with managing cash flow the least, compared to other regions.
- SCAOG respondents found navigating legislative and/or regulatory barriers the most challenging, compared to regional counterparts
- The Six County Region was the only region that did not have a majority of respondents who find obtaining growth financing at least challenging
- The largest shares of respondents reporting poor or very poor access to broadband were in Six County and Uintah Basin
- Regional respondents with the best view of the highways were the Six County and Bear River respondents
- Six County and Southeastern Utah respondents felt the worst about their access to water

Considerations and Implications

- Food production is a substantial portion of the region's economy and county and AOG leaders continue to seek ways in which to grow their capacity to grow, process, and transport food products. The AOG is in the initial stages of attracting an industrial-sized agricultural processing facility that could be transformative for the region. This effort will require support from all levels of government to reach financing mechanisms for the necessary infrastructure. Closely related, housing availability is extremely tight and while there are examples of employers stepping in to build their own facilities, coordinated interventions by the public sector are also critical to ensure the region can attract and retain workforce for desired economic endeavors.

SCAOG'S PRIORITY INVESTMENT CATEGORIES

- Infrastructure
 - Utilities inside industrial parks + business parks
 - Sewer, water, roads, power systems
- Agricultural Park development
- Municipalities purchasing land to expand existing business parks
- Workforce development
- Labor supply
- Affordable housing options
- Seed funding for start-up costs + entrepreneurs

SOUTHEAST UTAH



SOUTHEAST UTAH OVERVIEW

Southeast Utah contains the counties of: Carbon, Emery, Grand, and San Juan. Demographic and economic highlights of the Southeast Utah ALG (also referred to as SEUALG) compared to the state.



Population
+1.8%
(2016-2021)

- 56,521 People
- **Increased by 989** over the last 5 years (+1.8% compared to +8.6% for the State)
- **Projected to increase by 2,709** over the next 5 years (+4.8% compared to +7.4% for the State)



Jobs
+8%
(2016-2021)

- 24,430 Jobs
- **Increased by 1,705** over the last 5 years (+7.5% compared to 14.2% in the State)
- **Projected to increase by an additional 3,820** over the next 5 years (+15.6% compared to +13.1% in the nation)



GRP
1.2%*

- \$2.7B GRP
- The region accounts for 1.8% of the State's exports and 2.3% of the State's imports
- **Productivity is at \$110,025 per worker**, which is \$11,277 lower than the State

*Share of State of Utah GRP



Educational Attainment
20.5%
Bachelor's Degree +

- **The State's educational attainment is 14.7% lower than the State (35.2%) and 12.7% lower than the nation (33.2%)**



Average Earnings
\$52,536

- **\$14,860 below the State average (\$77,799)**



Unemployment Rate
3.4%

- 26,451 is the Labor Force
- 1.5% of the State's labor force
- **Labor force participation rate of 62.5%**, which is 6.0% lower than the State (68.5%)

6 – I Assessment By AOG: SEUALG

Camoin developed a series of indicators for the state and each AOG to reflect the condition of the fundamentals of economic prosperity in the State of Utah. These indicators are not intended to be a ranking but rather an assessment of where the state and each region stands within each of the respective topics. Together, these fundamentals are the foundation for a stable and resilient economy. The indicators are based around the “6 I’s” – which include: Infrastructure, Innovation, Intellectual Capital, Interest, Investment, International. See the Executive Summary for a full description of these categories and their related data indicators. For the purposes of this report, the data was considered at a regional level. In other words, the data between the counties that make up SEUALG was aggregated for the evaluation. Understanding the data at a regional level helps to assess opportunities across the state, although it is acknowledged that there are often vast differences among counties within an AOG.

The assessment for SEUALG was a launching point for discussion during Camoin’s September 2022 site visit. While these indicators provide a snapshot in time, the data provides keys as to how each AOG may use their own CEDS process to address weakness, breakdown barriers, or pick up on opportunities.

SEUALG Regional Performance

SEUALG’s strong performance

- Housing Water Stress
- Occupation Diversity Percentile
- Social Capital and Community Health
- 2019 Visitor Spending per Capita

SEUALG’s weakest performance

- High-Tech Industry Employment Share
- Average School Accountability Score
- USDA Natural Amenities Scale

SEUALG’S Summary

The indicators are listed below in order from strongest to weakest.

- Infrastructure/Interest (tied)
- Investment
- Innovation/Intellectual Capital (tied)
- International

PRIORITY INVESTMENTS: SEUALG

Business Survey Highlights

The findings below highlight how SEUALG businesses responded to the state's business survey, which was active between August 2022 and September 2022. Additional findings for the state, other AOGs, and industry can be found in Appendix IV.

Findings

- SEUALG businesses represented 22.4% of respondents to the business survey
- Facility expansion is concentrated in Southeastern Utah and Wasatch Front, with 31 facilities planned for expansion in Southeastern Utah.
- Real estate costs were the most challenging in the Wasatch Front and Southeastern Utah.
- Southeastern Utah and Five County respondents were the least satisfied with the education system's support of businesses.
- Bear River and Southeastern Utah respondents felt the most challenged by supply chain disruptions compared to other regions.
- Southeastern Utah and Uintah Basin respondents felt the least positive about state-provided financial incentives supporting their businesses.
- Southeastern Utah and Six County respondents felt the worst about their access to water.

Considerations and Implications

- As a portion of the state where coal mining, mineral extraction, and natural gas are significant parts of the economy, the future of energy production is at the forefront of economic planning in SEUALG. The reuse or repurposing of byproducts, or transition to other energy sources like solar, requires investments and adequate transportation routes to be successful.
- Workforce is a persistent issue across the region, even as companies are willing to train employees. Technical training or certificates are often more beneficial to employers and employees and Utah State University is working to meet these technical education needs. However, students then may have to leave the region to find a job with their training.

PRIORITY INVESTMENTS: SEUALG

SEULAG'S PRIORITY INVESTMENT CATEGORIES BY COUNTY

Carbon

- Infrastructure (ie. natural gas, sewer, electrical)
- Workforce housing
- Workforce development
- Carbon County Airport
- Main Streets beautification

Emery

- San Rafael Energy Research Center (Energy Development)
- Workforce housing
- Economic diversification through Small business development
- Main Streets beautification

Regional

- Affordable/workforce housing
- Economic diversification
- Entrepreneurial ecosystem buildout
- Infrastructure (i.e. highways, rail, airports)

Grand

- Workforce housing
- Economic diversification (Small Business grants)
- Strategic planning
- Small business development capacity building
- Sustainable tourism
- Childcare

San Juan

- Workforce development
- Business attraction
- Workforce housing
- Fiber internet infrastructure
- Becoming a "one stop shop" for business resources
- San Juan County Event Center development
- Multi-use path from Monticello to Monument Valley
- Childcare

UINTAH BASIN



UINTAH BASIN OVERVIEW

Uintah Basin contains the counties of: Duchesne, Daggett, and Uintah. Demographic and economic highlights of the Uintah Basin AOG (also referred to as UBAOG) compared to the state.



Population
-0.2%
(2016-2021)

- 57,454 People
- **Decreased by 108** over the last 5 years (-0.2% compared to +8.6% for the State)
- **Projected to increase by 2,378** over the next 5 years (+4.1% compared to +7.4% for the State)

*



Jobs
+2%
(2016-2021)

- 22,531 Jobs
- **Increased by 449** over the last 5 years (+2.0% compared to 14.2% in the State)
- **Projected to increase by an additional 2,004** over the next 5 years (+8.9% compared to +13.1% in the nation)



GRP
1.1%*

- \$2.4B GRP
- The region accounts for 1.7% of the State's exports and 2.3% of the State's imports
- **Productivity is at \$105,026 per worker**, which is \$16,276 lower than the State

*Share of State of Utah GRP



Educational Attainment
15.4%
Bachelor's Degree +

- **The State's educational attainment is 19.8% lower than the State (35.2%) and 17.8% lower than the nation (33.2%)**



Average Earnings
\$55,921

- **\$11,475 below the State average (\$77,799)**



Unemployment Rate
4.0%

- 22,620 is the Labor Force
- 1.3% of the State's labor force
- **Labor force participation rate of 55.7%**, which is 12.8% lower than the State (68.5%)

6 – I Assessment By AOG: UBAOG

Camoin developed a series of indicators for the state and each AOG to reflect the condition of the fundamentals of economic prosperity in the State of Utah. These indicators are not intended to be a ranking but rather an assessment of where the state and each region stands within each of the respective topics. Together, these fundamentals are the foundation for a stable and resilient economy. The indicators are based around the “6 I’s” – which include: Infrastructure, Innovation, Intellectual Capital, Interest, Investment, International. See the Executive Summary for a full description of these categories and their related data indicators. For the purposes of this report, the data was considered at a regional level. In other words, the data between the counties that make up UBAOG was aggregated for the evaluation. Understanding the data at a regional level helps to assess opportunities across the state, although it is acknowledged that there are often vast differences among counties within an AOG.

The assessment for UBAOG was a launching point for discussion during Camoin’s September 2022 site visit. While these indicators provide a snapshot in time, the data provides keys as to how each AOG may use their own CEDS process to address weakness, breakdown barriers, or pick up on opportunities.

UBAOG Regional Performance

UBAOG’s strong performance

- K-12 Spending per Student
- USDA Natural Amenities Scale
- Community Reinvestment Act Loans per 1,000 Population

UBAOG’s weakest performance

- Percent of Poor Condition Bridges
- Establishment Births to Deaths Ratio
- Share with Bachelor’s Degree or Higher
- Social Capital and Community Health Index
- % Foreign-Born

UBAOG’S ASSESSMENT

The indicators are listed below in order from strongest to weakest.

- Investment
- Infrastructure
- Intellectual Capital
- Interest
- Innovation
- International

PRIORITY INVESTMENTS- UBAOG

Business Survey Highlights

The findings below highlight how UBAOG businesses responded to the state's business survey, which was active between August 2022 and September 2022. Additional findings for the state, other AOGs, and industry can be found in Appendix IV.

Findings

- UBAOG businesses represented 11.4% of respondents to the business survey
- Attracting external sources of growth for capital was the most challenging for Uintah Basin and Mountainland respondents
- The largest shares of respondents reporting poor or very poor access to broadband were in Six County and the Uintah Basin
- Southeastern Utah and Uintah Basin felt the worst about state-provided financial incentives supporting their businesses
- UBAOG respondents were the least pleased with access to capital
- A majority of Five County and Uintah Basin respondents felt that airline services were poor or worse

Considerations and Implications

- Transportation and connectivity to the rest of the state has been a challenge for the Uintah Basin's economic prosperity potential. The proposed Uintah Basin Railway aims to address this and is currently under consideration by federal and state agencies that require signoff. Investments in an Innovation Hub successfully attracted entrepreneurs and demonstrates the potential tech-led economic development has in rural locations. Outdoor recreation has expanded greatly in the last three years, which is also a space where entrepreneurs find their niche. Workforce attraction and retention remains a critical issue in the pursuit of a more diversified economy.

UBAOG PRIORITY INVESTMENT CATEGORIES

Daggett County

- Varied development – trails, parks, and airport
- Affordable housing for the workforce – increased need for law enforcement, repurposing of the vacant jail building

Uintah County

- City of Vernal: Energy production, diversifying the economy, tourism, housing

Duchesne County

- Diversifying the economy, sustainability of the energy industry, Main Street, and water needs
- City of Roosevelt: Downtown revitalization, GIS mapping for utilities, solicit lodging
- City of Duchesne: Utilize benefits of Opportunity Zone, infrastructure
- City of Altamont: Business expansion opportunities

APPENDIX II: TARGET INDUSTRY AND OCCUPATION DATA

**COORDINATED ACTION PLAN
FOR ECONOMIC VISION 2030**

Statewide Target Industries and Emerging Opportunities

The Governor's Office of Economic Opportunity designated five target industries for the State of Utah. Together, these industries aim to diversify the state's economy and create opportunity throughout each region.

The State's target industries include:

1. Advanced Manufacturing
2. Aerospace and Defense
3. Life Sciences and Healthcare
4. Financial Services
5. Software and IT

The following pages demonstrate 1) target industry presence within each region and 2) subsectors that are emerging within the target industries at a national level that are potentially suited to grow in Utah. Additional details about each analysis are listed below.

Industry Presence

Camoin Associates studied the concentration of each of the target industries throughout the seven AOGs. This was determined by reviewing NAICS codes that align with each of the target industries. The maps in the following pages show the concentration of each target industry as represented by the presence of 4-digit NAICS in each region. The 4-digit NAICS must have at least 100 jobs to be considered "present" in the region.

Emerging Industries Nationally

Camoin used IBIS World, a leading market research reporting database, to review subsectors within each of Utah's target industries. Camoin developed a set of criteria to identify whether subsectors should be considered as opportunities for growth within the state. This criteria includes:

- Positive Revenue Growth in 2021-2022 (at the national level)
- Positive Projected Revenue Growth 2022-2026 (at the national level)
- A subsector that is either considered mature or in a growth cycle

This criteria was supported by intelligence gathered from on-site visits, and additional market research and data analysis. The subsectors listed within each target industry are not an exhaustive list of all sectors that could grow within the state, rather they are subsectors that show strengths based on market trends and Utah's existing assets. The overlapping key factors among the subsector are also provided.

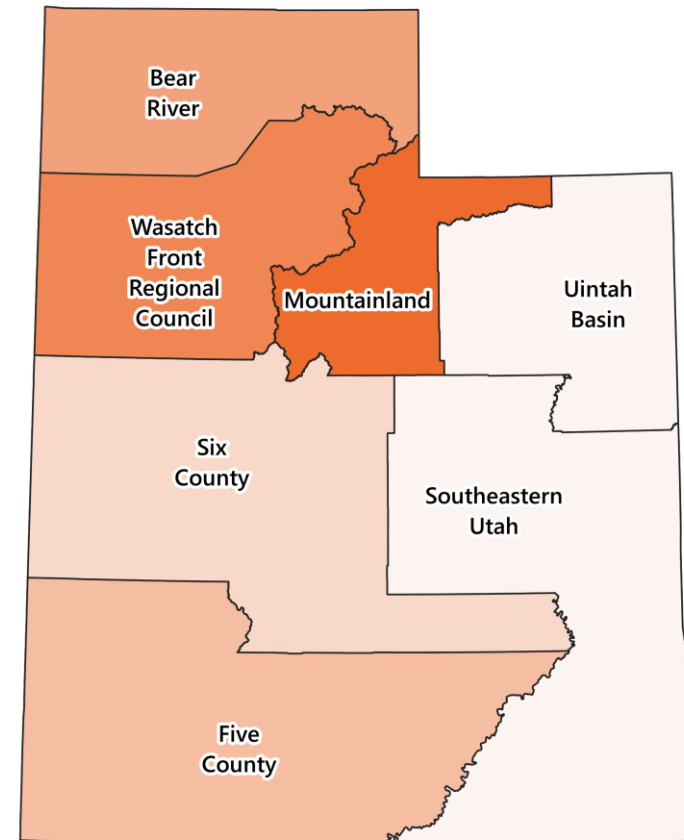
Advanced Manufacturing

- Clean Energy
 - Solar Panel Manufacturing
 - Wind Turbine Installation
 - Geothermal Electricity Plant Operation
- Hybrid and Electric Vehicles
 - Hybrid & Electric Vehicle Manufacturing
 - Autonomous Underwater Vehicle Manufacturing
 - Automated Guided Vehicle Manufacturing
- Advanced Materials
 - Bioplastics Manufacturing
 - Fiber-Optic Cable Manufacturing
 - Carbon Fiber & Graphene Manufacturing
- Smart Devices
 - 3D Printing & Rapid Prototyping Services
 - Smart Thermostat Manufacturing
 - 3D Printer Manufacturing
- Electrical Components
 - Lithium Battery Manufacturing
 - Battery Manufacturing in the US
 - Semiconductor & Circuit Manufacturing

Key Success Factors Among Subsectors:

1. Economics of scale
2. Access to highly skilled workforce
3. Access to the latest available and most efficient technology and techniques

Presence of Subsectors in Advanced Manufacturing by Region



Smallest number of subsectors



Largest number of subsectors



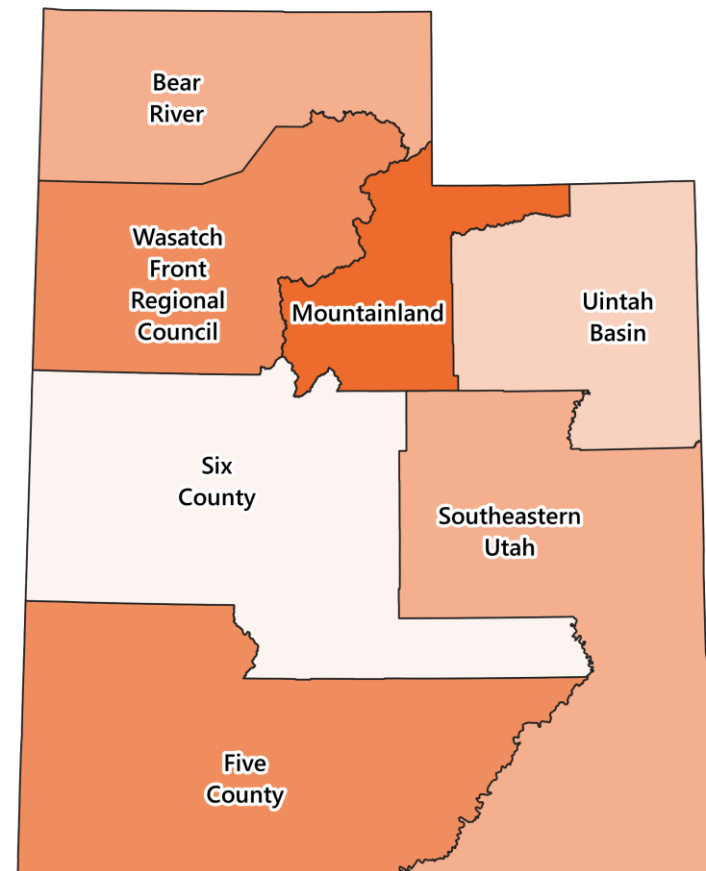
Aerospace and Defense

- Aircraft
 - Unmanned Aerial Vehicle Manufacturing
 - Aircraft, Engine & Parts
 - Aircraft Parts Distributors
- Space
 - Space Vehicle & Missile Manufacturing
 - Radar & Satellite Operations
- Components
 - Fabricated Structural Metal Manufacturing
 - Wire Connector Manufacturing
 - Laminated Plastics Manufacturing

Key Success Factors Among Subsectors:

1. Ability to quickly adopt new technology
2. Economies of scope
3. Proximity to key markets

Presence of Subsectors in Aerospace and Defense by Region



Smallest number of subsectors



Largest number of subsectors



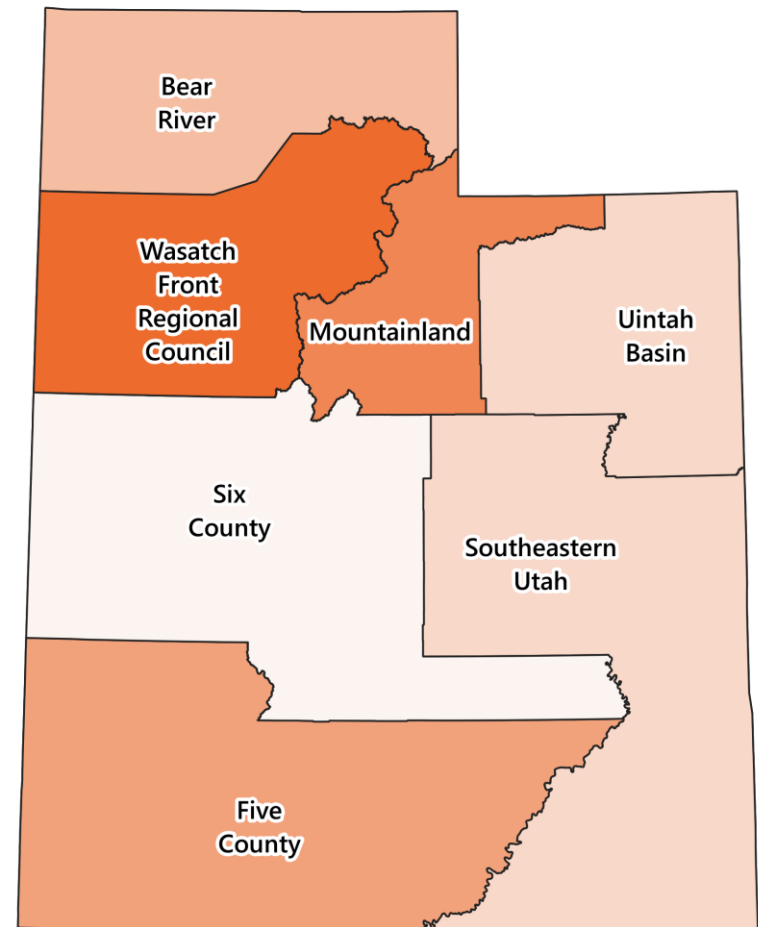
Financial Services

- FinTech
 - Peer-to-Peer Lending Platforms
 - Financial Data Service Providers
 - Credit Card Processing & Money Transferring
- InsurTech
 - Identity Theft Insurance
 - Cyber Liability Insurance
- Traditional Banks
 - Credit Unions
 - Financial Planning & Advice
 - Private Banking Services
- Hedge Funds, Venture Capital, Investment Vehicles
 - Hedge Funds
 - Venture Capital & Principal Trading
 - Private Equity, Hedge Funds & Investment Vehicles

Key Success Factors Among Subsectors:

1. Market research and understanding
2. Superior financial management and debt management
3. Must comply with government regulations

Presence of Subsectors in Financial Services by Region



Smallest number of subsectors



Largest number of subsectors



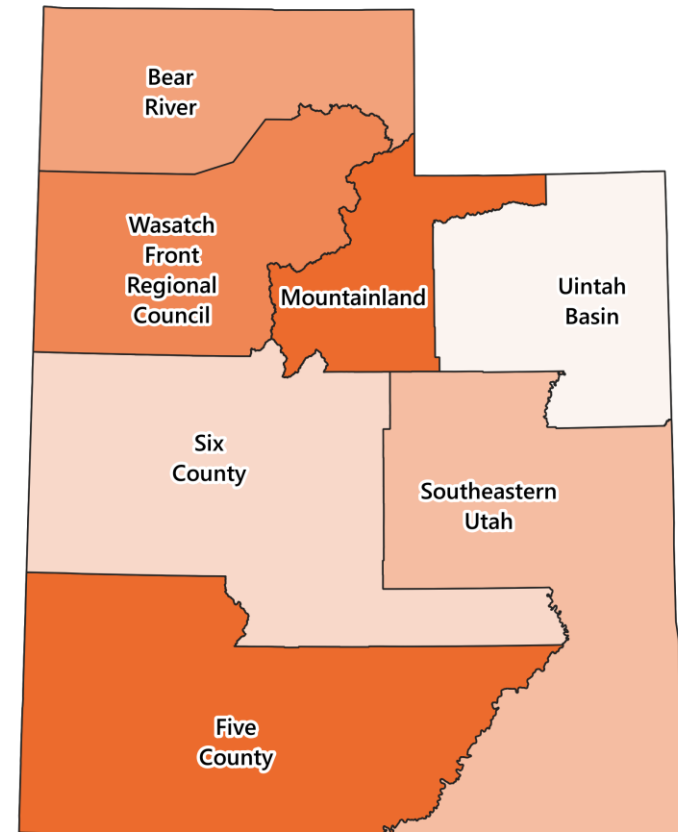
Life Sciences and Healthcare

- Medical Devices and Telehealth
 - Telehealth Services
 - Medical Device Manufacturing
 - Robotic Surgery Equipment Manufacturing
- Pharmaceutical Manufacturing
 - Epilepsy Medication Manufacturing
 - Generic Pharmaceutical Manufacturing
 - Pharmaceuticals Packing & Labeling Services
- Research and Development
 - DNA & DNA Forensic Laboratories
 - Diagnostic & Medical Laboratories
 - Animal Health Biotechnology

Key Success Factors Among Subsectors:

1. Strong reputation in the market
2. Ability to quickly adopt new technology
3. Ability to comply with government regulation

Presence of Subsectors in Life Sciences and Healthcare by Region



Smallest number of subsectors



Largest number of subsectors



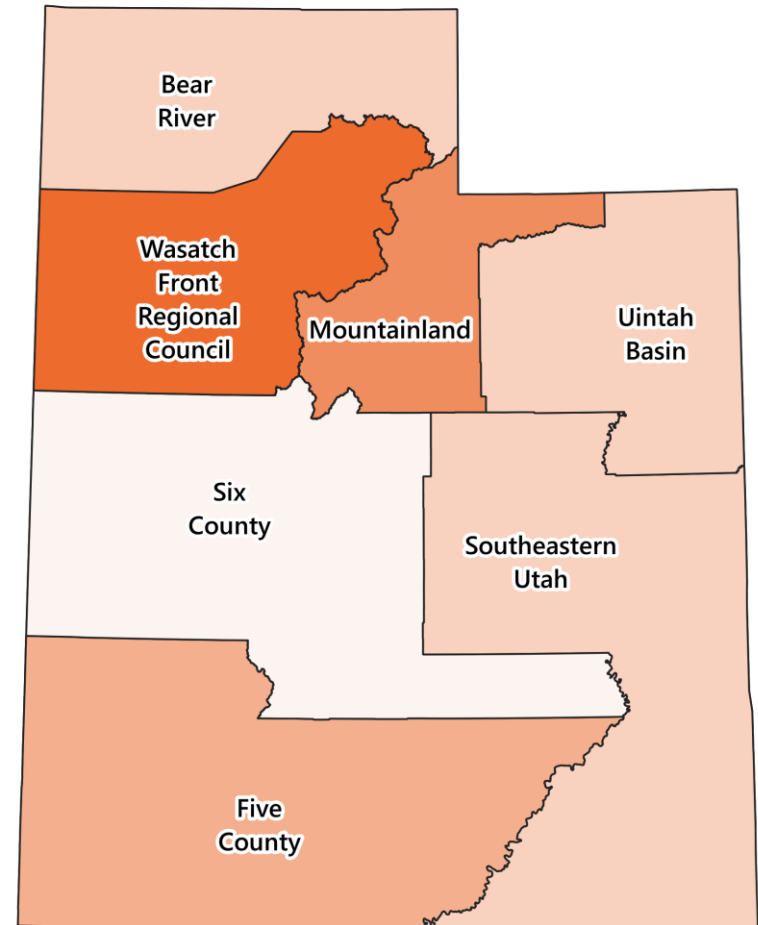
Software and IT

- Software Publishing
 - Business Analytics & Enterprise Software Publishing
 - Language Learning Software Developers
 - Design, Editing & Rendering Software Publishing
- Media and Entertainment
 - Social Networking Sites
 - Video Game
 - Music Streaming Services
- Cyber Security
 - Fraud Detection Software Developers
 - Security Software Publishing
 - Digital Forensic Services
- Computer System Consulting and Services
 - SEO & Internet Marketing Consultants
 - e-Discovery Consulting Services
 - Online Legal Services

Key Success Factors Among Subsectors:

1. Quick technology adoption
2. Development of new products
3. Undertaking technical research and development

Presence of Subsectors in Software and IT by Region



Smallest number of subsectors



Largest number of subsectors



Occupations

This data section compares occupations in the seven AOGs to the state's occupational profile. Understanding the makeup of occupations in the regions is critical to matching employer demand and determining how to support AOGs in their own work to grow business opportunities.

Analysis

The key indicators chosen for comparison are:

- 1. Occupations type as percentage of all occupations across the economy**
 - A highlight of green indicates that the region is more concentrated in the given occupation than the broader economy
- 2. Percent Unemployed by Occupation Category**
 - A highlight of green indicates that there is higher unemployment within that occupation in the region than in the broader economy
- 3. Annual Average Openings per Unemployed Worker**
 - A green highlight indicates there are fewer job openings in the region than the broader economy
- 4. Median Job Posting Duration**
 - A green highlight indicates that the occupation has, on average, a shorter job posting duration in the region than the broader economy
- 5. Median Hourly Earnings**
 - A highlight of green indicates that earnings are lower in the region than the broader economy

Standard Occupational Classification (SOC)

The Standard Occupational Classification (SOC) system is used by Federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data. All workers are classified into one of about 800 detailed occupations according to their occupational definition. SOC codes range from 2-5 digit, ranging from broad categories to more granular designations.

The analysis in this portion of the report uses 2-digit SOCs.

Unless otherwise noted, all data within this report is for 2021 and sourced from Lightcast (formerly Emsi / Burning Glass).

STATE OF UTAH OCCUPATIONS

- The median hourly earnings are generally lower in Utah than they are nationwide making it a competitive region to attract business due to lower labor costs.
- Eleven occupations comprise a larger share of total jobs in Utah than they do in the US, meaning that jobs in these occupations are more central to the Utah occupation mix than they are at the national level.
- Utah's strong economy has led to lower unemployment than the US in every occupation except *Computer and Mathematical* occupations and *Art, Design, Entertainment, Sports, and Media* occupations.
- *Computer and Mathematical* occupations have fewer average annual openings in Utah compared to the nation, meaning Utah has labor force to fill these jobs better than the US
- *Farming, Fishery, and Forestry* occupations have a shorter job posting duration meaning jobs in this occupation fill faster in Utah than the US.

Utah- 2 Digit SOC, United States

SOC Description	2021 Occupation Jobs share of Economy Wide Total Jobs		% Unemployed = Unemployed/ (Resident Workers + Unemployed)		Average Annual Openings Per Unemployed Worker		Median Job Posting Duration		Median Hourly Earnings	
	UT	US	UT	US	UT	US	UT	US	UT	US
Region:										
11-0000 Management Occupations	8.0%	6.9%	4.4%	5.2%	2.9	2.3	34	31	\$37.00	\$47.36
13-0000 Business and Financial Operations Occupations	6.4%	6.3%	2.9%	3.1%	4.7	4.0	34	30	\$30.26	\$34.98
15-0000 Computer and Mathematical Occupations	3.7%	3.1%	2.6%	2.2%	4.6	5.1	30	26	\$38.39	\$44.80
17-0000 Architecture and Engineering Occupations	1.9%	1.6%	2.1%	2.8%	6.4	4.5	31	28	\$36.08	\$40.72
19-0000 Life, Physical, and Social Science Occupations	0.9%	0.9%	2.7%	2.9%	6.3	5.6	34	31	\$29.56	\$34.15
21-0000 Community and Social Service Occupations	1.7%	1.8%	2.0%	3.1%	7.4	4.5	35	32	\$23.34	\$23.50
23-0000 Legal Occupations	0.7%	0.9%	2.2%	2.5%	4.7	4.0	38	33	\$34.09	\$41.16
25-0000 Educational Instruction and Library Occupations	6.2%	5.7%	1.2%	2.5%	11.0	5.0	36	34	\$22.93	\$25.17
Arts, Design, Entertainment, Sports, and Media										
27-0000 Occupations	1.9%	1.8%	3.6%	3.6%	4.3	4.3	37	33	\$19.71	\$24.15
29-0000 Healthcare Practitioners and Technical Occupations	4.5%	5.7%	1.3%	1.7%	7.3	5.7	30	26	\$34.42	\$33.59
31-0000 Healthcare Support Occupations	3.2%	4.5%	1.3%	3.5%	12.8	4.4	34	29	\$14.47	\$14.38
33-0000 Protective Service Occupations	1.5%	2.2%	1.7%	2.5%	9.2	5.9	32	31	\$20.98	\$21.29
35-0000 Food Preparation and Serving Related Occupations	6.6%	7.3%	1.2%	3.8%	17.9	6.0	38	35	\$12.21	\$13.31
Building and Grounds Cleaning and Maintenance										
37-0000 Occupations	3.4%	3.5%	0.8%	2.6%	20.4	6.0	37	37	\$14.19	\$14.67
39-0000 Personal Care and Service Occupations	2.7%	2.7%	1.2%	3.0%	18.0	6.8	35	33	\$12.23	\$13.76
41-0000 Sales and Related Occupations	8.9%	9.2%	1.9%	3.2%	8.4	5.0	34	32	\$14.61	\$16.03
43-0000 Office and Administrative Support Occupations	13.9%	12.2%	2.6%	4.2%	5.4	3.3	34	32	\$17.98	\$19.21
45-0000 Farming, Fishing, and Forestry Occupations	0.3%	0.7%	4.7%	7.0%	4.8	2.8	33	38	\$13.36	\$14.02
47-0000 Construction and Extraction Occupations	6.2%	4.5%	3.8%	7.3%	4.0	1.9	38	38	\$22.39	\$22.95
49-0000 Installation, Maintenance, and Repair Occupations	3.8%	3.9%	2.3%	3.3%	6.1	4.2	35	33	\$23.22	\$23.51
51-0000 Production Occupations	5.9%	5.5%	2.3%	5.8%	7.5	2.9	36	33	\$17.90	\$18.53
53-0000 Transportation and Material Moving Occupations	7.1%	8.5%	2.1%	4.0%	7.9	4.1	35	33	\$17.16	\$17.01
55-0000 Military-only occupations	0.5%	0.6%	0.3%	0.8%	38.6	16.6	32	31	\$19.76	\$16.93
99-0000 Unclassified Occupation	0%	0%	0%	0%	0.0	0.0	33	32	\$ -	\$ -

Source: Lightcast

WASATCH OCCUPATIONS

- The median hourly earnings are higher in the Wasatch Front Region in all occupations except for *Healthcare Practitioners and Technical Occupations* and *Personal Care and Service Operators*.
- Eleven occupations comprise a larger share of total jobs in the Wasatch Front than they do in Utah.
- Unemployment is equal to or nominally lower than the state in all but six occupation categories.
- Occupations with a shorter job posting duration compared to the state include *Protective Service and Military-only*.

Wasatch Front Region- 2 Digit SOC, Utah

SOC Description	2021 Occupation Jobs share of Economy Wide Total Jobs		% Unemployed = Unemployed/ (Resident Workers + Unemployed)		Average Annual Openings Per Unemployed Worker		Median Job Posting Duration		Median Hourly Earnings	
	WF	UT	WF	UT	WF	UT	WF	UT	WF	UT
Region:	WF	UT	WF	UT	WF	UT	WF	UT	WF	UT
11-0000 Management Occupations	8.0%	8.0%	4.3%	4.4%	3.0	2.9	35	34	\$41.04	\$37.00
13-0000 Business and Financial Operations Occupations	7.3%	6.4%	2.9%	2.9%	4.7	4.7	34	34	\$31.00	\$30.26
15-0000 Computer and Mathematical Occupations	3.9%	3.7%	2.6%	2.6%	4.8	4.6	30	30	\$39.28	\$38.39
17-0000 Architecture and Engineering Occupations	2.2%	1.9%	2.1%	2.1%	6.2	6.4	31	31	\$36.72	\$36.08
19-0000 Life, Physical, and Social Science Occupations	1.0%	0.9%	2.6%	2.7%	6.5	6.3	34	34	\$30.53	\$29.56
21-0000 Community and Social Service Occupations	1.8%	1.7%	1.9%	2.0%	7.7	7.4	35	35	\$23.84	\$23.34
23-0000 Legal Occupations	0.8%	0.7%	2.2%	2.2%	4.6	4.7	39	38	\$36.20	\$34.09
25-0000 Educational Instruction and Library Occupations	5.5%	6.2%	1.2%	1.2%	11.6	11.0	37	36	\$23.01	\$22.93
27-0000 Arts, Design, Entertainment, Sports, and Media Occupations	2.0%	1.9%	3.7%	3.6%	4.2	4.3	37	37	\$20.24	\$19.71
29-0000 Healthcare Practitioners and Technical Occupations	4.8%	4.5%	1.3%	1.3%	7.4	7.3	31	30	\$32.86	\$34.42
31-0000 Healthcare Support Occupations	3.0%	3.2%	1.2%	1.3%	13.2	12.8	34	34	\$15.28	\$14.47
33-0000 Protective Service Occupations	1.5%	1.5%	1.6%	1.7%	9.5	9.2	31	32	\$21.11	\$20.98
35-0000 Food Preparation and Serving Related Occupations	5.9%	6.6%	1.2%	1.2%	19.5	17.9	38	38	\$12.80	\$12.21
37-0000 Building and Grounds Cleaning and Maintenance Occupations	3.1%	3.4%	0.7%	0.8%	21.8	20.4	38	37	\$14.39	\$14.19
39-0000 Personal Care and Service Occupations	2.5%	2.7%	1.1%	1.2%	19.1	18.0	35	35	\$11.95	\$12.23
41-0000 Sales and Related Occupations	8.7%	8.9%	1.9%	1.9%	8.8	8.4	35	34	\$15.74	\$14.61
43-0000 Office and Administrative Support Occupations	14.7%	13.9%	2.5%	2.6%	5.8	5.4	35	34	\$18.26	\$17.98
45-0000 Farming, Fishing, and Forestry Occupations	0.2%	0.3%	4.8%	4.7%	4.8	4.8	36	33	\$14.00	\$13.36
47-0000 Construction and Extraction Occupations	5.6%	6.2%	3.7%	3.8%	4.2	4.0	37	38	\$23.26	\$22.39
49-0000 Installation, Maintenance, and Repair Occupations	3.8%	3.8%	2.2%	2.3%	6.2	6.1	35	35	\$24.42	\$23.22
51-0000 Production Occupations	5.8%	5.9%	2.2%	2.3%	7.4	7.5	36	36	\$18.08	\$17.90
53-0000 Transportation and Material Moving Occupations	7.5%	7.1%	2.1%	2.1%	8.2	7.9	35	35	\$17.87	\$17.16
55-0000 Military-only occupations	0.5%	0.5%	0.4%	0.3%	39.7	38.6	26	32	\$20.67	\$19.76
99-0000 Unclassified Occupation	0%	0%	0%	0%	0.0	0.0	34	33	\$ -	\$ -

Source: Lightcast

MOUNTAINLAND OCCUPATIONS

- The median hourly earnings are lower in all but seven occupation types.
- Ten occupations comprise a larger share of total jobs in the Mountainland Region than they do in Utah.
- Unemployment is lower in the Mountainland Region in all occupations except *Computer and Mathematical Occupations, Building and Grounds Cleaning and Maintenance, and Personal Care and Services Occupations.*
- Ten occupations have fewer average annual openings in the Mountainland Region than in Utah.
- Six occupations have a smaller job posting duration in the Mountainland Region than in Utah.

Mountainland Region- 2 Digit SOC, Utah

SOC Description	2021 Occupation Jobs share of Economy Wide Total Jobs		% Unemployed = Unemployed/ (Resident Workers + Unemployed)		Average Annual Openings Per Unemployed Worker		Median Job Posting Duration		Median Hourly Earnings	
	ML	UT	ML	UT	ML	UT	ML	UT	ML	UT
11-0000 Management Occupations	8.6%	8.0%	4.3%	4.4%	2.9	2.9	33	34	\$ 37.59	\$ 37.00
13-0000 Business and Financial Operations Occupations	5.7%	6.4%	2.7%	2.9%	4.8	4.7	35	34	\$ 27.65	\$ 30.26
15-0000 Computer and Mathematical Occupations	4.6%	3.7%	2.7%	2.6%	4.3	4.6	31	30	\$ 36.45	\$ 38.39
17-0000 Architecture and Engineering Occupations	1.1%	1.9%	1.6%	2.1%	6.9	6.4	33	31	\$ 33.77	\$ 36.08
19-0000 Life, Physical, and Social Science Occupations	0.6%	0.9%	1.9%	2.7%	6.5	6.3	35	34	\$ 30.28	\$ 29.56
21-0000 Community and Social Service Occupations	1.7%	1.7%	1.8%	2.0%	7.1	7.4	36	35	\$ 20.85	\$ 23.34
23-0000 Legal Occupations	0.5%	0.7%	1.8%	2.2%	5.3	4.7	35	38	\$ 35.94	\$ 34.09
25-0000 Educational Instruction and Library Occupations	8.1%	6.2%	1.2%	1.2%	10.9	11.0	36	36	\$ 26.69	\$ 22.93
27-0000 Arts, Design, Entertainment, Sports, and Media Occupations	2.2%	1.9%	3.1%	3.6%	4.6	4.3	36	37	\$ 19.54	\$ 19.71
29-0000 Healthcare Practitioners and Technical Occupations	3.9%	4.5%	1.2%	1.3%	7.4	7.3	30	30	\$ 30.15	\$ 34.42
31-0000 Healthcare Support Occupations	3.4%	3.2%	1.3%	1.3%	13.0	12.8	36	34	\$ 14.28	\$ 14.47
33-0000 Protective Service Occupations	1.4%	1.5%	1.5%	1.7%	9.9	9.2	36	32	\$ 20.03	\$ 20.98
35-0000 Food Preparation and Serving Related Occupations	7.1%	6.6%	1.2%	1.2%	17.6	17.9	37	38	\$ 12.08	\$ 12.21
37-0000 Building and Grounds Cleaning and Maintenance Occupations	3.8%	3.4%	0.8%	0.8%	20.4	20.4	38	37	\$ 13.97	\$ 14.19
39-0000 Personal Care and Service Occupations	3.1%	2.7%	1.2%	1.2%	16.9	18.0	36	35	\$ 13.17	\$ 12.23
41-0000 Sales and Related Occupations	9.6%	8.9%	1.9%	1.9%	8.1	8.4	36	34	\$ 14.99	\$ 14.61
43-0000 Office and Administrative Support Occupations	13.5%	13.9%	2.5%	2.6%	5.1	5.4	35	34	\$ 16.91	\$ 17.98
45-0000 Farming, Fishing, and Forestry Occupations	0.3%	0.3%	4.4%	4.7%	5.1	4.8	28	33	\$ 13.03	\$ 13.36
47-0000 Construction and Extraction Occupations	6.7%	6.2%	3.6%	3.8%	3.8	4.0	37	38	\$ 21.83	\$ 22.39
49-0000 Installation, Maintenance, and Repair Occupations	3.4%	3.8%	2.1%	2.3%	6.4	6.1	35	35	\$ 21.49	\$ 23.22
51-0000 Production Occupations	5.1%	5.9%	2.2%	2.3%	7.9	7.5	36	36	\$ 16.76	\$ 17.90
53-0000 Transportation and Material Moving Occupations	5.2%	7.1%	1.9%	2.1%	8.2	7.9	34	35	\$ 15.54	\$ 17.16
55-0000 Military-only occupations	0.4%	0.5%	0.0%	0.3%	0.0	38.6	60	32	\$ 19.77	\$ 19.76
99-0000 Unclassified Occupation	0.0%	0.0%	0.0%	0.0%	0.0	0.0	33	33	\$ -	\$ -

Source: Lightcast

FIVE COUNTY OCCUPATIONS

- The median hourly earnings are lower in all occupations except *Protective Service, Personal Care and Service, and Military-only Occupations*.
- Twelve occupations comprise a larger share of total jobs in the Five County Region than they do in Utah.
- Unemployment is equal to or nominally higher in all occupations but *Farming, Fishing, and Forestry*.
- All but ten occupations have fewer average annual openings
- Median jobs posting durations are shorter in nearly all occupations compared to the state except for *Farming, Fishing and Forestry and Transportation and Material Moving Occupations*.

Five County Region- 2 Digit SOC, Utah

SOC Description	2021 Occupation Jobs share of Economy Wide Total Jobs		% Unemployed = Unemployed/ (Resident Workers + Unemployed)		Average Annual Openings Per Unemployed Worker		Median Job Posting Duration		Median Hourly Earnings	
	FC	UT	FC	UT	FC	UT	FC	UT	FC	UT
Region:	FC	UT	FC	UT	FC	UT	FC	UT	FC	UT
11-0000 Management Occupations	7.7%	8.0%	5.1%	4.4%	2.9	2.9	29	34	\$29.49	\$37.00
13-0000 Business and Financial Operations Occupations	3.7%	6.4%	3.4%	2.9%	4.8	4.7	27	34	\$27.15	\$30.26
15-0000 Computer and Mathematical Occupations	1.4%	3.7%	3.2%	2.6%	4.9	4.6	28	30	\$33.85	\$38.39
17-0000 Architecture and Engineering Occupations	1.0%	1.9%	2.6%	2.1%	7.6	6.4	33	31	\$29.01	\$36.08
19-0000 Life, Physical, and Social Science Occupations	1.0%	0.9%	3.5%	2.7%	5.6	6.3	32	34	\$24.50	\$29.56
21-0000 Community and Social Service Occupations	1.8%	1.7%	2.3%	2.0%	7.4	7.4	29	35	\$19.96	\$23.34
23-0000 Legal Occupations	0.5%	0.7%	2.8%	2.2%	4.9	4.7	36	38	\$30.41	\$34.09
25-0000 Educational Instruction and Library Occupations	5.8%	6.2%	1.4%	1.2%	10.6	11.0	35	36	\$22.26	\$22.93
27-0000 Arts, Design, Entertainment, Sports, and Media Occupations	1.4%	1.9%	4.2%	3.6%	4.6	4.3	38	37	\$18.51	\$19.71
29-0000 Healthcare Practitioners and Technical Occupations	5.0%	4.5%	1.6%	1.3%	7.5	7.3	30	30	\$30.26	\$34.42
31-0000 Healthcare Support Occupations	4.0%	3.2%	1.4%	1.3%	12.2	12.8	37	34	\$14.18	\$14.47
33-0000 Protective Service Occupations	1.4%	1.5%	2.0%	1.7%	8.9	9.2	23	32	\$22.13	\$20.98
35-0000 Food Preparation and Serving Related Occupations	9.6%	6.6%	1.5%	1.2%	14.9	17.9	36	38	\$11.99	\$12.21
37-0000 Building and Grounds Cleaning and Maintenance	4.9%	3.4%	1.0%	0.8%	17.3	20.4	36	37	\$13.94	\$14.19
39-0000 Personal Care and Service Occupations	3.3%	2.7%	1.4%	1.2%	15.9	18.0	31	35	\$13.01	\$12.23
41-0000 Sales and Related Occupations	9.5%	8.9%	2.3%	1.9%	7.7	8.4	27	34	\$14.08	\$14.61
43-0000 Office and Administrative Support Occupations	11.6%	13.9%	3.2%	2.6%	4.9	5.4	33	34	\$15.67	\$17.98
45-0000 Farming, Fishing, and Forestry Occupations	0.7%	0.3%	4.6%	4.7%	4.7	4.8	28	33	\$13.09	\$13.36
47-0000 Construction and Extraction Occupations	8.5%	6.2%	4.3%	3.8%	3.8	4.0	40	38	\$21.38	\$22.39
49-0000 Installation, Maintenance, and Repair Occupations	4.2%	3.8%	2.7%	2.3%	5.7	6.1	33	35	\$20.78	\$23.22
51-0000 Production Occupations	5.0%	5.9%	2.8%	2.3%	7.8	7.5	37	36	\$16.68	\$17.90
53-0000 Transportation and Material Moving Occupations	7.4%	7.1%	2.5%	2.1%	7.9	7.9	37	35	\$16.79	\$17.16
55-0000 Military-only occupations	0.4%	0.5%	0.0%	0.3%	0.0	38.6	0	32	\$19.79	\$19.76
99-0000 Unclassified Occupation	0.0%	0.0%	0.0%	0.0%	0.0	0.0	38	33	\$ -	\$ -

Source: Lightcast

BEAR RIVER OCCUPATIONS

- The median hourly earnings are lower in all occupations but *Production Occupations*
- Eleven occupations comprise a larger share of total jobs in the Bear River Region than they do in Utah. *Production Occupations* are nearly double what they are at the State level
- Unemployment is equal to or nominally lower in all occupations
- All occupations have higher average annual openings but *Legal and Military-only Occupations*
- All occupations have a shorter posting duration but *Farming, Fishing, and Forestry and Transportation and Material Moving Occupations*.

Bear River Region- 2 Digit SOC, Utah

SOC Description	2021 Occupation Jobs share of Economy Wide Total Jobs		% Unemployed = Unemployed/ (Resident Workers + Unemployed)		Average Annual Openings Per Unemployed Worker		Median Job Posting Duration		Median Hourly Earnings	
	BR	UT	BR	UT	BR	UT	BR	UT	BR	UT
Region:	BR	UT	BR	UT	BR	UT	BR	UT	BR	UT
11-0000 Management Occupations	7.1%	8.0%	3.7%	4.4%	3.0	2.9	31	34	\$ 30.57	\$ 37.00
13-0000 Business and Financial Operations Occupations	4.2%	6.4%	2.4%	2.9%	4.8	4.7	29	34	\$ 27.60	\$ 30.26
15-0000 Computer and Mathematical Occupations	2.6%	3.7%	2.4%	2.6%	4.9	4.6	26	30	\$ 33.50	\$ 38.39
17-0000 Architecture and Engineering Occupations	2.7%	1.9%	2.0%	2.1%	7.0	6.4	26	31	\$ 34.54	\$ 36.08
19-0000 Life, Physical, and Social Science Occupations	0.9%	0.9%	2.5%	2.7%	8.4	6.3	26	34	\$ 26.32	\$ 29.56
21-0000 Community and Social Service Occupations	1.2%	1.7%	1.6%	2.0%	8.3	7.4	29	35	\$ 21.13	\$ 23.34
23-0000 Legal Occupations	0.3%	0.7%	0.0%	2.2%	0.0	4.7	28	38	\$ 27.58	\$ 34.09
25-0000 Educational Instruction and Library Occupations	7.4%	6.2%	1.1%	1.2%	12.6	11.0	32	36	\$ 20.42	\$ 22.93
27-0000 Arts, Design, Entertainment, Sports, and Media Occupations	1.6%	1.9%	3.4%	3.6%	5.1	4.3	31	37	\$ 19.52	\$ 19.71
29-0000 Healthcare Practitioners and Technical Occupations	3.2%	4.5%	1.1%	1.3%	8.9	7.3	23	30	\$ 32.78	\$ 34.42
31-0000 Healthcare Support Occupations	3.4%	3.2%	1.1%	1.3%	13.5	12.8	28	34	\$ 12.47	\$ 14.47
33-0000 Protective Service Occupations	1.0%	1.5%	1.4%	1.7%	10.0	9.2	30	32	\$ 20.29	\$ 20.98
35-0000 Food Preparation and Serving Related Occupations	7.0%	6.6%	1.1%	1.2%	18.5	17.9	24	38	\$ 11.48	\$ 12.21
37-0000 Building and Grounds Cleaning and Maintenance Occupations	3.7%	3.4%	0.7%	0.8%	22.0	20.4	35	37	\$ 13.67	\$ 14.19
39-0000 Personal Care and Service Occupations	2.7%	2.7%	1.0%	1.2%	18.7	18.0	29	35	\$ 11.29	\$ 12.23
41-0000 Sales and Related Occupations	8.0%	8.9%	1.6%	1.9%	8.6	8.4	26	34	\$ 12.25	\$ 14.61
43-0000 Office and Administrative Support Occupations	11.8%	13.9%	2.3%	2.6%	5.5	5.4	26	34	\$ 16.28	\$ 17.98
45-0000 Farming, Fishing, and Forestry Occupations	0.8%	0.3%	4.6%	4.7%	5.4	4.8	38	33	\$ 13.75	\$ 13.36
47-0000 Construction and Extraction Occupations	5.8%	6.2%	3.7%	3.8%	4.1	4.0	35	38	\$ 20.45	\$ 22.39
49-0000 Installation, Maintenance, and Repair Occupations	4.3%	3.8%	2.2%	2.3%	6.4	6.1	31	35	\$ 21.16	\$ 23.22
51-0000 Production Occupations	11.6%	5.9%	2.2%	2.3%	7.9	7.5	26	36	\$ 18.07	\$ 17.90
53-0000 Transportation and Material Moving Occupations	8.2%	7.1%	2.0%	2.1%	8.0	7.9	32	35	\$ 14.85	\$ 17.16
55-0000 Military-only occupations	0.4%	0.5%	0.0%	0.3%	0.0	38.6	3	32	\$ 19.17	\$ 19.76
99-0000 Unclassified Occupation	0.0%	0.0%	0.0%	0.0%	0.0	0.0	27	33	\$ -	\$ -

Source: Lightcast

SIX COUNTY OCCUPATIONS

- The median hourly earnings are lower in all occupations but *Transportation and Material Moving Occupations*.
- Eleven occupations comprise a larger share of total jobs in the Six County Region than they do in Utah.
- Unemployment is equal or nominally higher in all but six of the region's occupation types.
- All occupations have higher average annual openings but *Architecture and Engineering, Arts, Design, Entertainment, Sports, and Media, and Unclassified Occupations*.
- Ten occupations have a shorter posting duration than in Utah. *Transportation and Material Moving Occupations* and *Production occupations* have significantly higher lengths of time for job postings.

Six County Region- 2 Digit SOC, Utah

SOC Description	2021 Occupation Jobs share of Economy Wide Total Jobs		% Unemployed = Unemployed/ (Resident Workers + Unemployed)		Average Annual Openings Per Unemployed Worker		Median Job Posting Duration		Median Hourly Earnings	
	SC	UT	SC	UT	SC	UT	SC	UT	SC	UT
Region:										
11-0000 Management Occupations	8.6%	8.0%	4.4%	4.4%	2.8	2.9	35	34	\$ 26.78	\$ 37.00
13-0000 Business and Financial Operations Occupations	3.0%	6.4%	3.1%	2.9%	3.9	4.7	36	34	\$ 25.27	\$ 30.26
15-0000 Computer and Mathematical Occupations	1.0%	3.7%	2.2%	2.6%	4.4	4.6	44	30	\$ 30.56	\$ 38.39
17-0000 Architecture and Engineering Occupations	1.5%	1.9%	3.0%	2.1%	6.5	6.4	21	31	\$ 29.10	\$ 36.08
19-0000 Life, Physical, and Social Science Occupations	1.4%	0.9%	4.5%	2.7%	4.9	6.3	34	34	\$ 24.20	\$ 29.56
21-0000 Community and Social Service Occupations	1.7%	1.7%	2.6%	2.0%	6.5	7.4	52	35	\$ 18.27	\$ 23.34
23-0000 Legal Occupations	0.3%	0.7%	0.0%	2.2%	0.0	4.7	46	38	\$ 33.21	\$ 34.09
25-0000 Educational Instruction and Library Occupations	8.2%	6.2%	1.6%	1.2%	8.0	11.0	33	36	\$ 20.38	\$ 22.93
27-0000 Arts, Design, Entertainment, Sports, and Media Occupations	1.1%	1.9%	4.9%	3.6%	4.5	4.3	33	37	\$ 16.97	\$ 19.71
29-0000 Healthcare Practitioners and Technical Occupations	4.4%	4.5%	1.6%	1.3%	7.0	7.3	35	30	\$ 30.84	\$ 34.42
31-0000 Healthcare Support Occupations	3.0%	3.2%	1.3%	1.3%	11.3	12.8	43	34	\$ 13.97	\$ 14.47
33-0000 Protective Service Occupations	2.6%	1.5%	2.3%	1.7%	7.0	9.2	28	32	\$ 20.85	\$ 20.98
35-0000 Food Preparation and Serving Related Occupations	7.3%	6.6%	1.4%	1.2%	12.9	17.9	33	38	\$ 11.01	\$ 12.21
37-0000 Building and Grounds Cleaning and Maintenance Occupations	3.5%	3.4%	0.9%	0.8%	15.7	20.4	33	37	\$ 12.81	\$ 14.19
39-0000 Personal Care and Service Occupations	2.8%	2.7%	1.3%	1.2%	17.2	18.0	13	35	\$ 11.75	\$ 12.23
41-0000 Sales and Related Occupations	8.2%	8.9%	2.1%	1.9%	6.7	8.4	23	34	\$ 12.77	\$ 14.61
43-0000 Office and Administrative Support Occupations	10.1%	13.9%	2.8%	2.6%	4.2	5.4	34	34	\$ 16.16	\$ 17.98
45-0000 Farming, Fishing, and Forestry Occupations	2.5%	0.3%	4.6%	4.7%	4.4	4.8	33	33	\$ 12.87	\$ 13.36
47-0000 Construction and Extraction Occupations	7.0%	6.2%	4.1%	3.8%	3.9	4.0	33	38	\$ 21.15	\$ 22.39
49-0000 Installation, Maintenance, and Repair Occupations	4.8%	3.8%	2.8%	2.3%	5.4	6.1	32	35	\$ 20.85	\$ 23.22
51-0000 Production Occupations	7.6%	5.9%	3.1%	2.3%	7.0	7.5	40	36	\$ 17.62	\$ 17.90
53-0000 Transportation and Material Moving Occupations	8.8%	7.1%	2.5%	2.1%	6.4	7.9	50	35	\$ 17.44	\$ 17.16
55-0000 Military-only occupations	0.5%	0.5%	0.0%	0.3%	0.0	38.6	0	32	\$ 19.35	\$ 19.76
99-0000 Unclassified Occupation	0.0%	0.0%	0.0%	0.0%	0.0	0.0	37	33	\$ -	\$ -

Source: Lightcast

UINTAH OCCUPATIONS

- The median hourly earnings are lower in all occupations but *Protective Service, Personal Care and Services, Construction and Extraction, Production, and Transportation and Material Moving Occupations*.
- 10 occupations comprise a larger share of total jobs in the Uintah Basin region than they do in Utah.
- Unemployment is nominally higher in all but seven of the region's occupation types.
- All occupations have a lower number of average annual openings. This includes some occupations with no openings.
- All Occupations have a shorter posting duration but *Legal, Arts, Design, Entertainment, Sports and Media, Personal Care and Services, Production, and Transportation, and Material Moving Occupations*.

Uintah Basin Region- 2 Digit SOC, Utah

SOC Description	2021 Occupation Jobs share of Economy Wide Total Jobs		% Unemployed = Unemployed/ (Resident Workers + Unemployed)		Average Annual Openings Per Unemployed Worker		Median Job Posting Duration		Median Hourly Earnings	
	UB	UT	UB	UT	UB	UT	UB	UT	UB	UT
11-0000 Management Occupations	8.0%	8.0%	6.4%	4.4%	1.8	2.9	23	34	\$30.20	\$37.00
13-0000 Business and Financial Operations Occupations	3.5%	6.4%	3.8%	2.9%	3.0	4.7	32	34	\$27.24	\$30.26
15-0000 Computer and Mathematical Occupations	1.1%	3.7%	3.0%	2.6%	3.7	4.6	19	30	\$30.56	\$38.39
17-0000 Architecture and Engineering Occupations	1.7%	1.9%	3.3%	2.1%	4.6	6.4	28	31	\$32.58	\$36.08
19-0000 Life, Physical, and Social Science Occupations	1.6%	0.9%	5.0%	2.7%	4.3	6.3	19	34	\$28.74	\$29.56
21-0000 Community and Social Service Occupations	1.3%	1.7%	2.8%	2.0%	5.1	7.4	18	35	\$19.65	\$23.34
23-0000 Legal Occupations	0.5%	0.7%	0.0%	2.2%	0.0	4.7	51	38	\$26.42	\$34.09
25-0000 Educational Instruction and Library Occupations	6.8%	6.2%	1.9%	1.2%	7.1	11.0	23	36	\$19.86	\$22.93
27-0000 Arts, Design, Entertainment, Sports, and Media Occupations	0.9%	1.9%	5.3%	3.6%	3.2	4.3	38	37	\$16.77	\$19.71
29-0000 Healthcare Practitioners and Technical Occupations	4.4%	4.5%	2.1%	1.3%	5.0	7.3	23	30	\$26.68	\$34.42
31-0000 Healthcare Support Occupations	2.8%	3.2%	1.8%	1.3%	8.6	12.8	33	34	\$12.82	\$14.47
33-0000 Protective Service Occupations	2.8%	1.5%	2.9%	1.7%	5.9	9.2	16	32	\$22.08	\$20.98
35-0000 Food Preparation and Serving Related Occupations	7.8%	6.6%	1.8%	1.2%	10.1	17.9	29	38	\$10.99	\$12.21
37-0000 Building and Grounds Cleaning and Maintenance Occupations	2.9%	3.4%	0.0%	0.8%	0.0	20.4	29	37	\$13.02	\$14.19
39-0000 Personal Care and Service Occupations	2.4%	2.7%	0.0%	1.2%	0.0	18.0	37	35	\$12.87	\$12.23
41-0000 Sales and Related Occupations	9.4%	8.9%	2.8%	1.9%	5.1	8.4	22	34	\$13.69	\$14.61
43-0000 Office and Administrative Support Occupations	10.6%	13.9%	3.6%	2.6%	3.5	5.4	22	34	\$16.06	\$17.98
45-0000 Farming, Fishing, and Forestry Occupations	0.5%	0.3%	0.0%	4.7%	0.0	4.8	0	33	\$13.14	\$13.36
47-0000 Construction and Extraction Occupations	10.5%	6.2%	5.2%	3.8%	3.0	4.0	33	38	\$22.66	\$22.39
49-0000 Installation, Maintenance, and Repair Occupations	6.3%	3.8%	3.5%	2.3%	4.2	6.1	31	35	\$22.78	\$23.22
51-0000 Production Occupations	3.4%	5.9%	3.5%	2.3%	6.3	7.5	37	36	\$18.03	\$17.90
53-0000 Transportation and Material Moving Occupations	10.3%	7.1%	2.9%	2.1%	5.1	7.9	47	35	\$18.86	\$17.16
55-0000 Military-only occupations	0.5%	0.5%	0.0%	0.3%	0.0	38.6	0	32	\$19.67	\$19.76
99-0000 Unclassified Occupation	0%	0%	0%	0%	0.0	0.0	32	33	\$ -	\$ -

Source: Lightcast

SOUTHEAST OCCUPATIONS

- The median hourly earnings are lower in all occupations except *Protective Service, Food Preparation and Serving Related, Personal Care and Service, Production, and Military-Only Occupations*.
- Eleven occupations comprise a larger share of total jobs in the Southeast Region than they do in Utah.
- Unemployment is nominally higher in all occupations but *Legal, Farming Fishing, and Forestry, and Military-Only*.
- All occupations have lower number of average annual openings except for *Production Occupations*.
- All but seven occupations have a shorter job posting duration.

Southeast Utah Region- 2 Digit SOC, Utah

SOC Description	2021 Occupation Jobs share of Economy Wide Total Jobs		% Unemployed = Unemployed/ (Resident Workers + Unemployed)		Average Annual Openings Per Unemployed Worker		Median Job Posting Duration		Median Hourly Earnings	
	SU	UT	SU	UT	SU	UT	SU	UT	SU	UT
Region:	SU	UT	SU	UT	SU	UT	SU	UT	SU	UT
11-0000 Management Occupations	7.6%	8.0%	6.5%	4.4%	2.0	2.9	22	34	\$ 30.71	\$ 37.00
13-0000 Business and Financial Operations Occupations	3.5%	6.4%	4.0%	2.9%	3.3	4.7	20	34	\$ 27.16	\$ 30.26
15-0000 Computer and Mathematical Occupations	1.2%	3.7%	3.1%	2.6%	3.8	4.6	26	30	\$ 30.39	\$ 38.39
17-0000 Architecture and Engineering Occupations	1.6%	1.9%	3.4%	2.1%	5.9	6.4	39	31	\$ 31.52	\$ 36.08
19-0000 Life, Physical, and Social Science Occupations	1.7%	0.9%	5.2%	2.7%	4.5	6.3	19	34	\$ 27.32	\$ 29.56
21-0000 Community and Social Service Occupations	1.5%	1.7%	3.2%	2.0%	5.1	7.4	40	35	\$ 19.79	\$ 23.34
23-0000 Legal Occupations	0.5%	0.7%	0.0%	2.2%	0.0	4.7	19	38	\$ 26.73	\$ 34.09
25-0000 Educational Instruction and Library Occupations	7.2%	6.2%	2.1%	1.2%	7.2	11.0	23	36	\$ 20.02	\$ 22.93
27-0000 Arts, Design, Entertainment, Sports, and Media Occupations	1.2%	1.9%	5.5%	3.6%	3.8	4.3	23	37	\$ 16.85	\$ 19.71
29-0000 Healthcare Practitioners and Technical Occupations	5.2%	4.5%	2.6%	1.3%	4.7	7.3	25	30	\$ 30.01	\$ 34.42
31-0000 Healthcare Support Occupations	3.4%	3.2%	2.0%	1.3%	8.5	12.8	23	34	\$ 13.30	\$ 14.47
33-0000 Protective Service Occupations	2.6%	1.5%	2.8%	1.7%	6.3	9.2	23	32	\$ 21.53	\$ 20.98
35-0000 Food Preparation and Serving Related Occupations	10.1%	6.6%	1.6%	1.2%	13.7	17.9	35	38	\$ 12.44	\$ 12.21
37-0000 Building and Grounds Cleaning and Maintenance Occupations	4.9%	3.4%	1.2%	0.8%	14.3	20.4	38	37	\$ 12.85	\$ 14.19
39-0000 Personal Care and Service Occupations	3.0%	2.7%	1.7%	1.2%	14.6	18.0	32	35	\$ 13.58	\$ 12.23
41-0000 Sales and Related Occupations	8.9%	8.9%	2.5%	1.9%	6.1	8.4	19	34	\$ 12.80	\$ 14.61
43-0000 Office and Administrative Support Occupations	11.1%	13.9%	3.7%	2.6%	3.7	5.4	30	34	\$ 15.65	\$ 17.98
45-0000 Farming, Fishing, and Forestry Occupations	0.3%	0.3%	0.0%	4.7%	0.0	4.8	0	33	\$ 13.09	\$ 13.36
47-0000 Construction and Extraction Occupations	8.1%	6.2%	5.0%	3.8%	3.3	4.0	44	38	\$ 21.98	\$ 22.39
49-0000 Installation, Maintenance, and Repair Occupations	5.9%	3.8%	3.4%	2.3%	5.1	6.1	41	35	\$ 21.57	\$ 23.22
51-0000 Production Occupations	3.8%	5.9%	3.4%	2.3%	7.6	7.5	37	36	\$ 18.93	\$ 17.90
53-0000 Transportation and Material Moving Occupations	6.3%	7.1%	2.7%	2.1%	5.8	7.9	50	35	\$ 16.76	\$ 17.16
55-0000 Military-only occupations	0.4%	0.5%	0.0%	0.3%	0.0	38.6	0	32	\$ 19.84	\$ 19.76
99-0000 Unclassified Occupation	0%	0%	0%	0%	0.0	0.0	25	33	\$ -	\$ -

Source: Lightcast

APPENDIX III: 6 | ANALYSIS AND DEFINITIONS

**COORDINATED ACTION PLAN
FOR ECONOMIC VISION 2030**

INTRODUCTION – 6 I's

The following data analysis highlights the fundamentals of economic prosperity in the State of Utah and each of the Economic Development Districts / Associations of Governments.

Camoin Associates developed a series of indicators for the state and each AOG to represent a framework around 6 I's:

- Infrastructure (slides 5-6)
- Innovation (slide 7-8)
- Intellectual Capital (slide 9-10)
- Interest (slide 11-12)
- Investment (slide 13-14)
- International (slide 15-16)

The development of the indicators considered population differences and other demographic anomalies that may affect the data results. State data and county data may be represented slightly different due to data availability.

In some cases, the differential between scoring is nominal and therefore rankings should be carefully considered.

The results of the data analysis are intended to help direct each AOG in the development of their Comprehensive Economic Development Strategy (CEDS).

This data was presented at September workshops to each AOG and used to generate discussion about where there are weakness in the economy and how engagement, analysis and strategy of the CEDS can work towards mitigating those weakness.

This is also valuable information for the State to examine regional differences among the AOGs and determine how and where specific investments will move the needle on economic prosperity.

METHODOLOGY – 6 I's

- Camoin Associates attempted to compile metrics that quantify the components of the 6 I's, requisite drivers for a region's economic prosperity while acknowledging that some are easier to measure than others.
- Data selection was constrained by sources that were available at the state and/or county level.
- Whenever possible we used "normalized" measures—per capita amounts, shares, etc.—so as not to penalize smaller states and counties.
- We ranked each region (state, EDD, county) on each component metric, then averaged the ranks of the metrics in each I. We then ranked these average ranks to simplify each region's score for each I. In this approach, all components are given equal weight and we do not account for the distribution of values within a given metric (e.g., the distance between the highest and lowest values).
- For the overall ranks, we calculated the average of each I's average rank, then ranked the averages of the averages. This approach weights each I equally rather than favoring those with more component metrics.

DEFINING EACH “I”

Infrastructure Includes Roads, Water & Sewer, Bridges, Telecommunications, Airport Access, Business Parks, Railroads, Digital/Broadband, Office Buildings, Retail/Community Facilities, Public Transportation, Energy, Housing (availability, affordability, desirability)

Innovation Includes Birth of New Industries, New Value-Add Products and Services, Research Labs, Commercialization of Products, Garage Inventors, Adapting to Disruptive Technologies, Idea Generation

Intellectual Capital Includes Pre-School to 12th Grade, Higher Education Institutions, Skills of Workforce, Job Training Programs, Life-Long Learning Opportunities

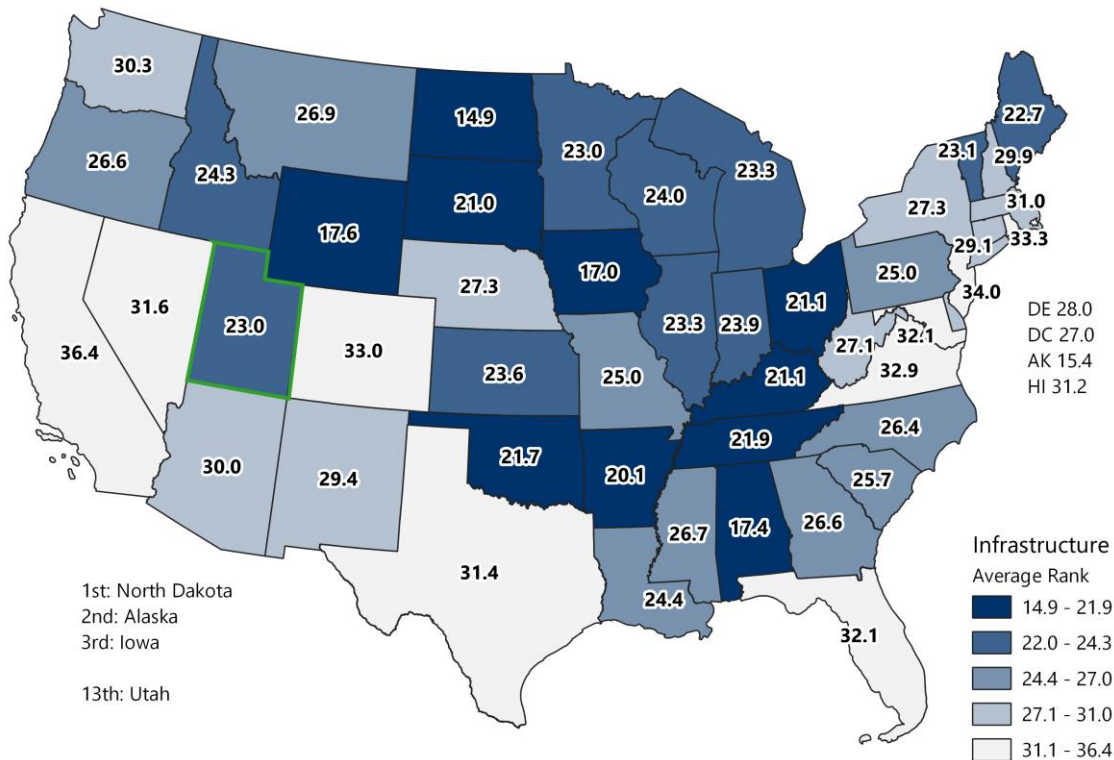
International Includes Global Trade and Export of Products and Services, Direct Foreign Investment, Cultural Amenities, Ethnic Influences, Languages Spoken, Access to World Markets, Learning Opportunities, Awareness of Region Worldwide, Ease of Travel

Interest Includes Appeal of Area to Residents, Visitors, Outside Interests, Tourism, Intrigue and Inspiration, Vibrant Downtowns, Place Making, Creative Capital, Arts, Culture and Entertainment, History/Heritage, Outdoor Splendor

Investment Includes Public Investment in Infrastructure, Angel and Venture Capital Investment, Commercial Lending, Educational Resources, Economic Development Financing, Small Business Support, Human Capital, Social Support System, Philanthropy, Volunteerism

Note that not every concept from the definitions above is reflected in the data, however, we did choose indicators that best reflect the spirit of each category.

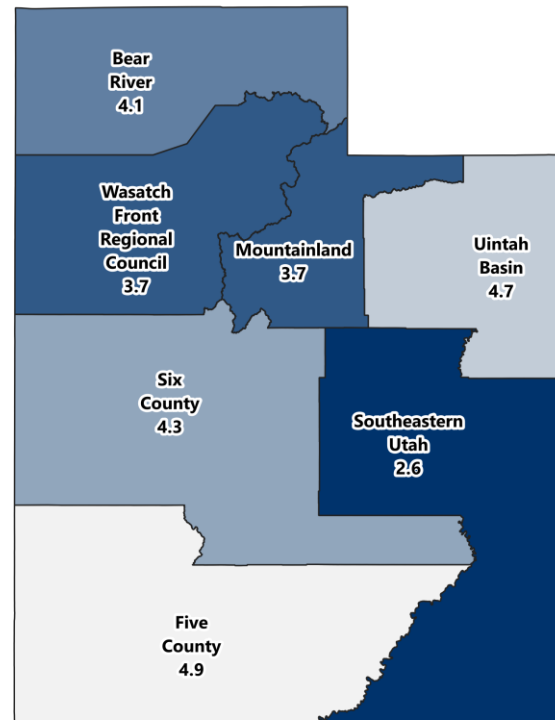
1 – INFRASTRUCTURE



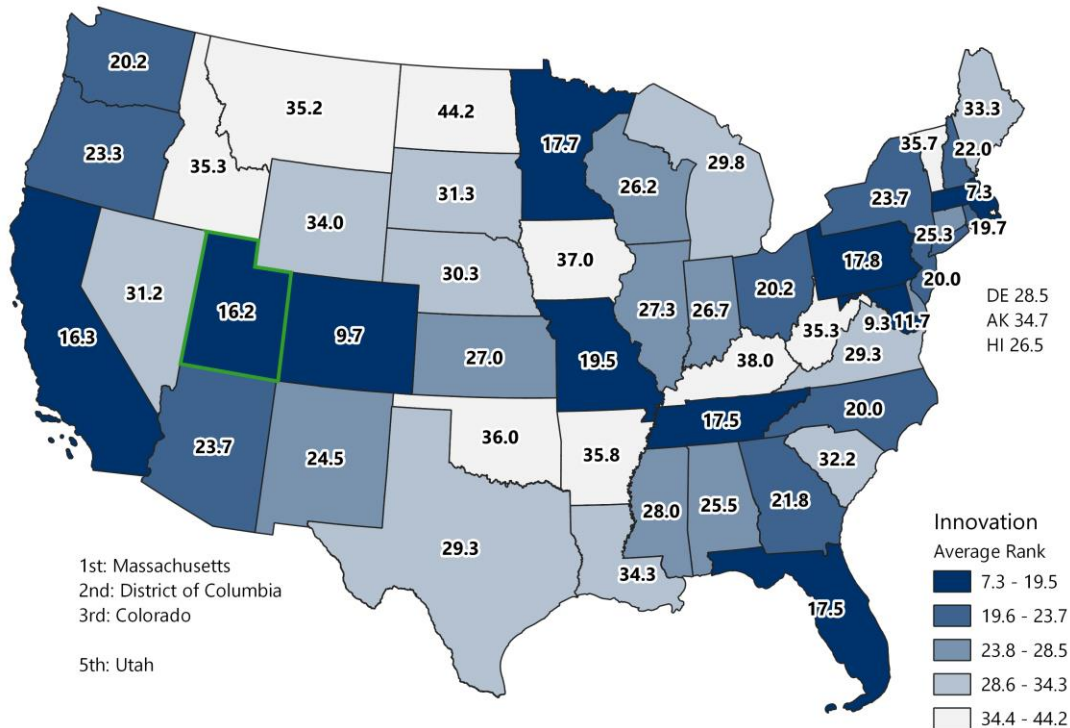
Indicator	Description	Coverage
Share Households Cost-Burdened	Share of occupied housing units where selected monthly owner costs or gross rent are 30% or more of household income	States and AOG/EDD
Housing Change Minus Pop Change	2010–2020 percent change in total housing units minus the percent change in total population	States and AOG/EDD
Broadband Infrastructure and Adoption Index	A composite of five variables related to broadband infrastructure and adoption	States and AOG/EDD
Roads Percent Acceptable	Percent of total road miles with an International Roughness Index of not more than 170	States
Percent of Poor Condition Bridges	Share of bridges rated in <i>Poor</i> condition	AOG/EDD
Mean Travel Time to Work	Average reported time to commute to place of work, in minutes	States and AOG/EDD
Baseline Water Stress	Spatially weighted average of Baseline Water Stress across each county	States and AOG/EDD
GA + Commercial Operations	General aviation itinerant flights and commercial flights combined	States and AOG/EDD

1 – INFRASTRUCTURE BY AOG REGION

AOG/EDD	RANKINGS							
	Shr HH Cost-Burdened	Housing Change Minus Pop Change	Broadband Infrastructure and Adoption Index	Percent of Poor Condition Bridges	Mean Travel Time to Work	Baseline Water Stress	Gen'l Aviation Itin Operations	Average Rank (lower is better)
Southeastern Utah	2	1	6	2	2	1	4	2.6
Mountainland	6	4	1	3	6	4	2	3.7
Wasatch Front	5	2	5	4	7	2	1	3.7
Bear River	4	3	3	6	4	3	6	4.1
Six County	1	5	7	1	5	6	5	4.3
Uintah Basin	3	6	2	7	3	5	7	4.7
Five County	7	7	4	5	1	7	3	4.9



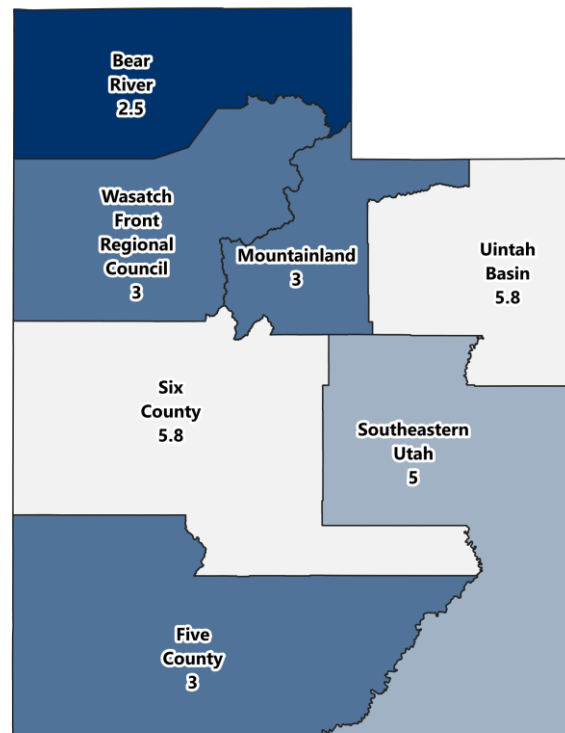
2 – INNOVATION



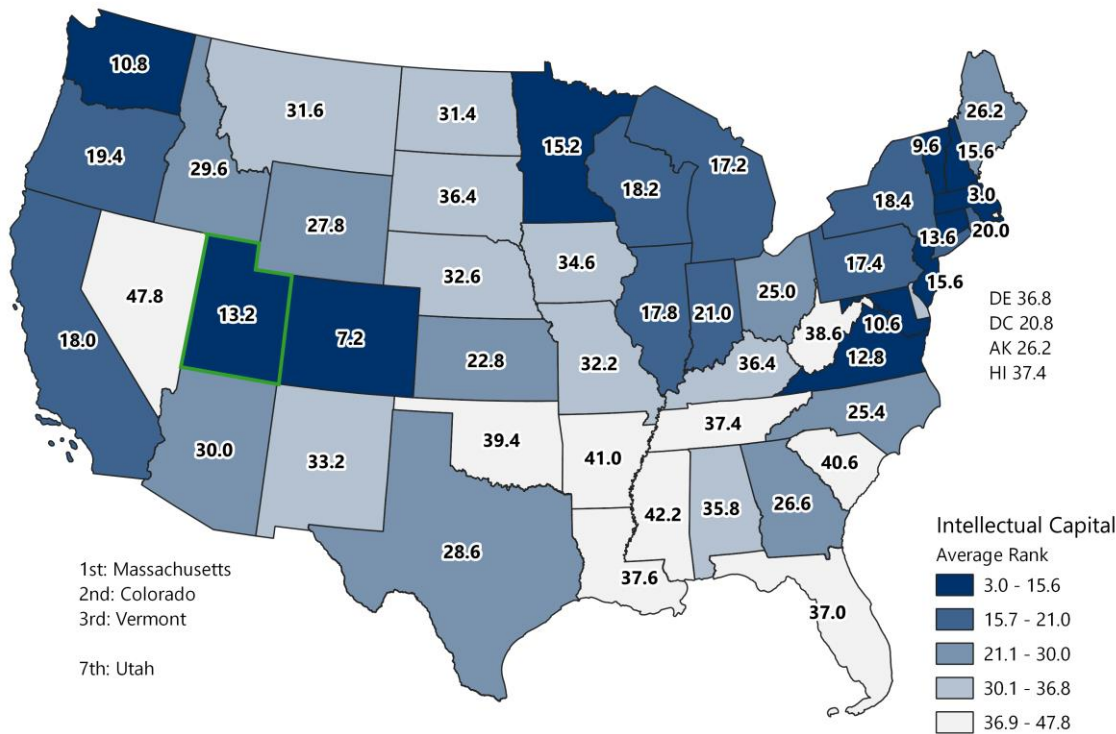
Indicator	Description	Coverage
Patent Technology Diffusion Index	The degree to which a technology spreads and is adopted. It is based on a region's volume of patents and the technology classes of those patents	States
Average High-Tech Industry Employment Share Index	The percentage of total employment that is in high-tech industries	States and AOG/EDD
Establishment Births to Deaths Ratio Index	The ratio of establishment births to establishment deaths, signaling the degree to which new businesses are replacing businesses that are dying	States and AOG/EDD
Knowledge Creation and Technology Diffusion Index	The extent to which a region's population and labor force have the know-how to engage in innovative activities	States and AOG/EDD
Incubators per Million Workers	Number of Incubators per Million Workers - data only in four counties which map down to 3 EDDs	States
Income from Licensed Research per Establishment	License Income Received Includes License Issue Fees, Payments Under Options, Annual Minimums, And Running License Income Paid To Other Institutions	States

2 – INNOVATION BY AOG REGION

AOG/EDD	RANKINGS			
	Average High-Tech Industry Employment Share Index	Establishment Births to Deaths Ratio Index	Knowledge Creation and Technology Diffusion Index	Average Rank (lower is better)
Bear River	3	5	1	2.5
Five County	4	1	4	3.0
Mountainland	1	2	3	3.0
Wasatch Front	2	6	2	3.0
Southeastern Utah	7	4	5	5.0
Six County	6	3	7	5.8
Uintah Basin	5	7	6	5.8



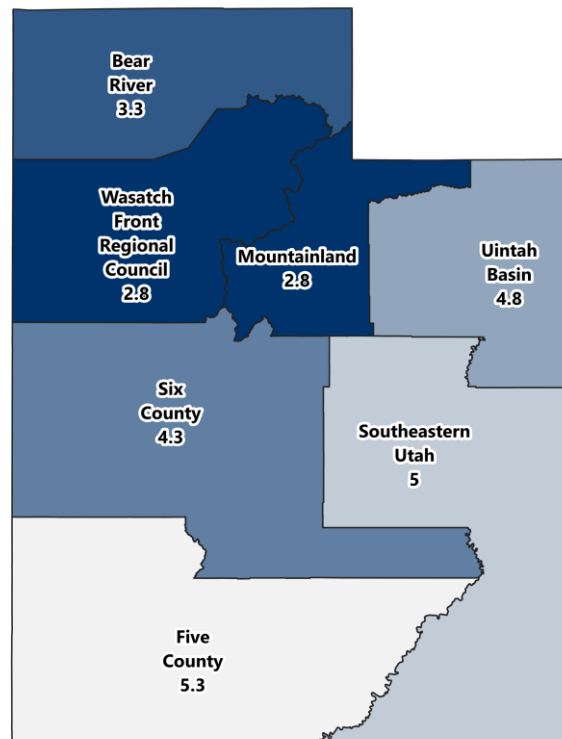
3 – INTELLECTUAL CAPITAL



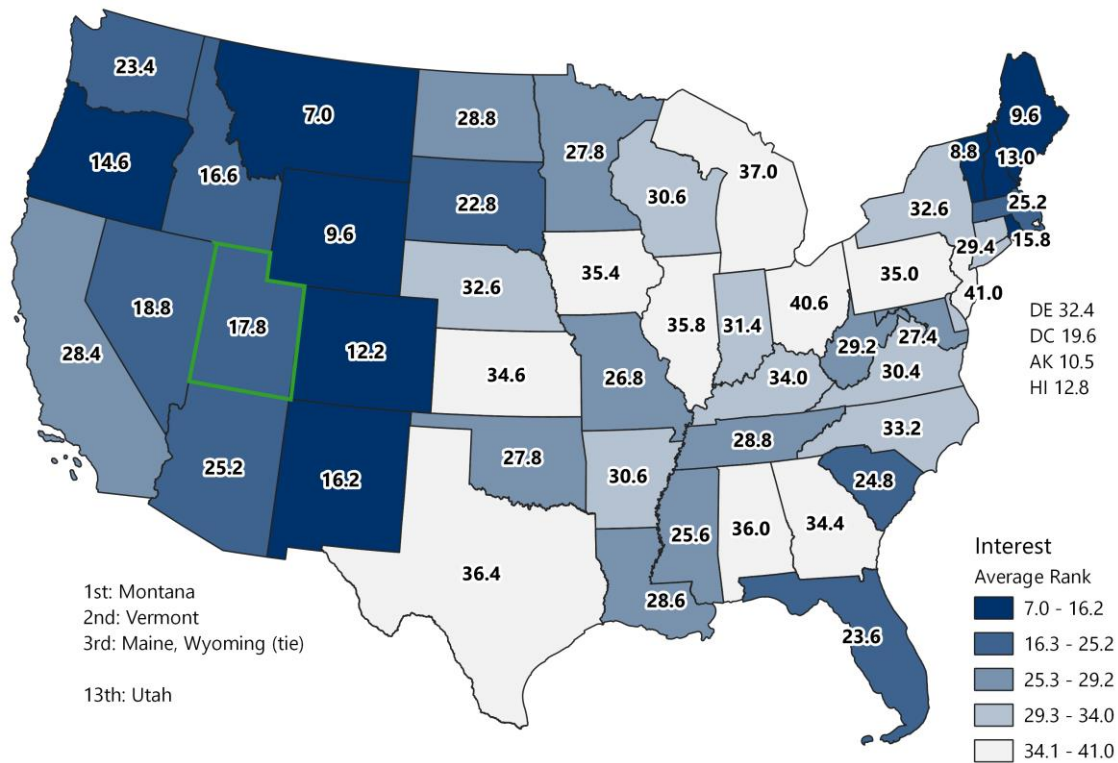
Indicator	Description	Coverage
Avg 8th Grade Proficiency	Average of share of 8th-graders scoring at or above Proficient in math and share scoring at or above Proficient in reading in 2019	States
Average School Accountability Score	A measure that includes measures of academic achievement, student academic growth, English learner progress, ACT scores, and post-secondary readiness	AOG/EDD
Technology-Based Knowledge Occupation Clusters	The employment share of occupations that apply higher technology (e.g., scientists and engineers) relative to all jobs	States and AOG/EDD
Average STEM Degree Creation (per 1,000 Population)	The number of STEM degree graduates (at the bachelor's, master's and doctorate level) per 1,000 individuals, averaged across the last three years available	States
Occupation Diversity Percentile	A ranking of employment and distribution across occupation clusters compared to the typical region	States and AOG/EDD
Share with Bachelor's degree or higher	Percentage of the population age 25 and older with a bachelor's, master's, doctorate, or professional degree	States and AOG/EDD

3 – INTELLECTUAL CAPITAL BY AOG REGION

AOG/EDD	RANKINGS				
	Avg School Accountability Score	Technology-Based Knowledge Occupation Clusters	Occupation Diversity Percentile	Share with Bachelor's Degree or Higher	Average Rank (lower is better)
Mountainland	4	1	5	1	2.8
Wasatch Front	6	2	1	2	2.8
Bear River	1	3	6	3	3.3
Six County	2	6	4	5	4.3
Uintah Basin	5	4	3	7	4.8
Southeastern Utah	7	5	2	6	5.0
Five County	3	7	7	4	5.3



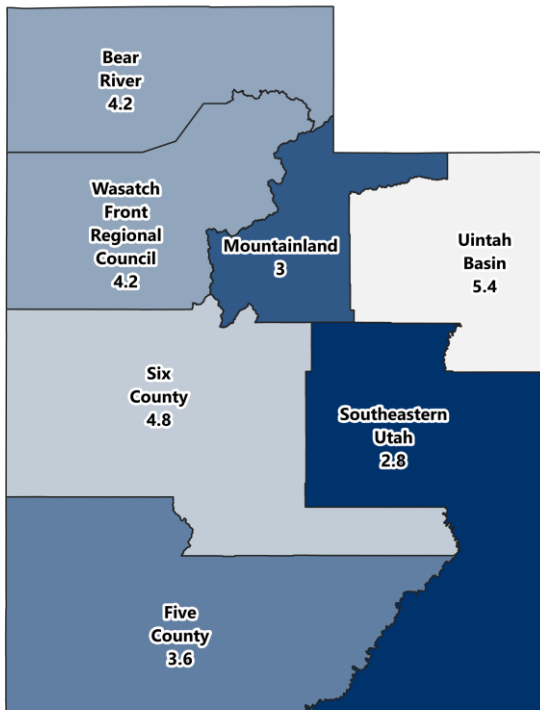
4 – INTEREST



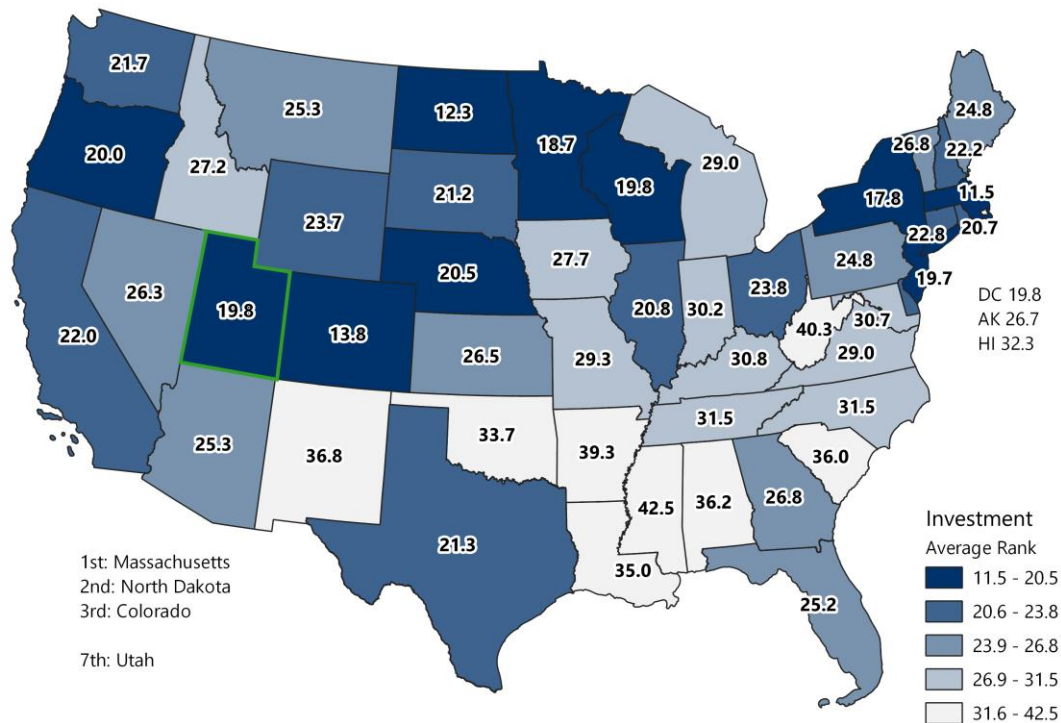
Indicator	Description	Coverage
Avg NEA+NEH Grants per capita	Sum of non-research National Endowment for the Humanities grants and National Endowment for the Arts non-research grants/fiscal year, divided by total population (2010 to 2021 average)	States and AOG/EDD
Social Capital Index, Community Health Subindex	Combines measures of registered non-religious non-profits per 1,000 pop, religious congregations per 1,000 pop, and shares of the pop who volunteered, attended a public meeting, report having helped neighbors to fix/improve something, who served on a committee or as an officer, attended a meeting where politics was discussed, or took part in a demonstration in the past year	States and AOG/EDD
Natural Amenities Scale	Measure of the physical characteristics of an area that enhance the location as a place to live	States and AOG/EDD
Arts, Ent, Rec, Accom, Food Shr GDP	Gross Domestic Product of the Arts, Entertainment, and Recreation and Accommodation and Food Services industries as a share of total private-industry GDP (2017 to 2021 five-year average)	States and AOG/EDD
2019 Visitor Spending per Capita	Spending by nonresident visitors divided by total population for each county (2019)	AOG/EDD
Outdoor Rec Shr GDP	Economic activity plus sales or receipts generated by outdoor recreational activities, such as fishing and RVing as a share of total private-industry GDP (2017 to 2021 five-year average)	States

4 – INTEREST BY AOG REGION

AOG/EDD	RANKINGS					Average Rank (lower is better)
	Avg NEA+NEH Grants per capita	Social Capital Index, Community Health Subindex	USDA Natural Amenities Scale	Arts, Ent, Rec, Accom, Food Shr GDP	2019 Visitor Spending per Capita	
Southeastern Utah	3	1	7	2	1	2.8
Mountainland	2	4	1	3	5	3.0
Five County	5	5	5	1	2	3.6
Bear River	4	2	3	5	7	4.2
Wasatch Front	1	6	4	4	6	4.2
Six County	6	3	6	6	3	4.8
Uintah Basin	7	7	2	7	4	5.4



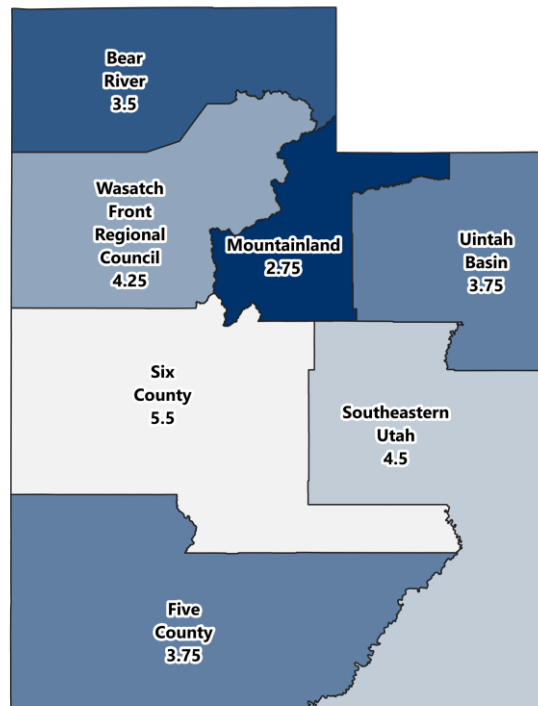
5 – INVESTMENT



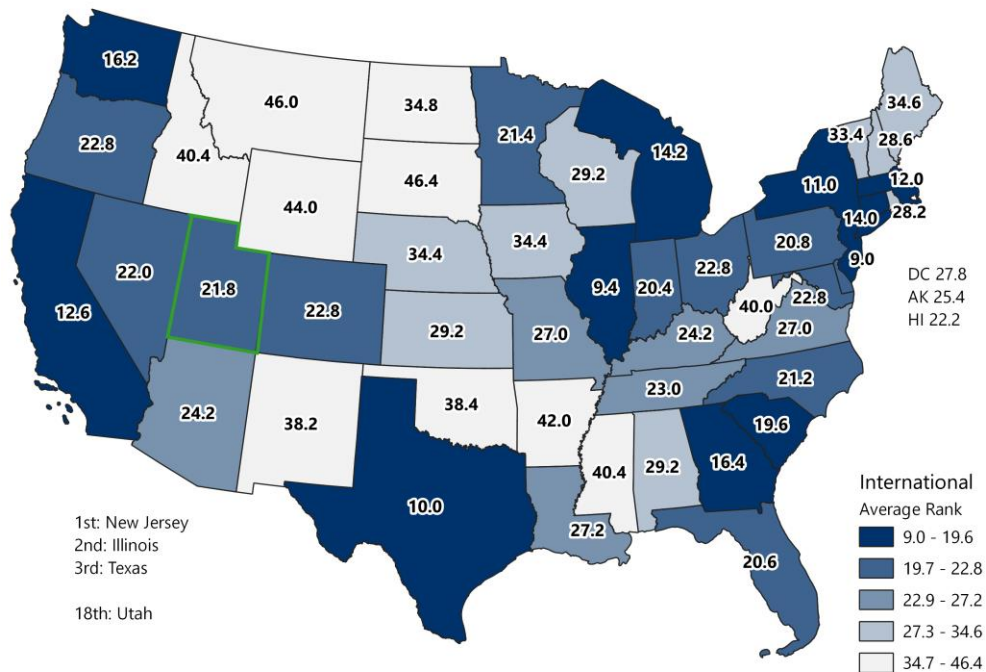
Indicator	Description	Coverage
K-12 Spending per Student	Public Elementary-Secondary Education Finance Data	States and AOG/EDD
Social Capital Index, Social Support Subindex	Measure of Social Support incl emotional support, number of friends, helpfulness and trust.	States
504 Loans + 7A Loans / Estab	SBA 504 Fixed Asset loans and 7A other business loans.	States and AOG/EDD
Index Average Annual Venture Capital (scaled by GDP)	The five-year average of venture capital funding in the region divided by the region's five-year average GDP.	States
Community Reinvestment Act Loans to SMB / 1000 Pop	Value of loans per 1,000 population made under CRA guidelines to meet credit needs of communities where they are chartered.	AOG/EDD
Private Non-Residential Construction per capita (2020)	Value of construction work done in the U.S. including cost of labor and materials, architectural and engineering work, overhead, interest and taxes paid during construction, profits.	States
Value New Construction Permits per capita.	Value per capita of new residential and nonresidential construction permits (2017-2021)	AOG/EDD

5 – INVESTMENT BY AOG REGION

AOG/EDD	RANKINGS				
	504 Loans + 7A Loans / Est	Community Reinvestment Act Loans to SMB / 1000 Pop	K-12 Spending per Student	Per Capita Value New Construction Permits	Average Rank (lower is better)
Mountainland	2	1	7	1	2.8
Bear River	1	6	4	3	3.5
Five County	3	5	5	2	3.8
Uintah Basin	5	2	1	7	3.8
Wasatch Front	4	3	6	4	4.3
Southeastern Utah	6	4	2	6	4.5
Six County	7	7	3	5	5.5



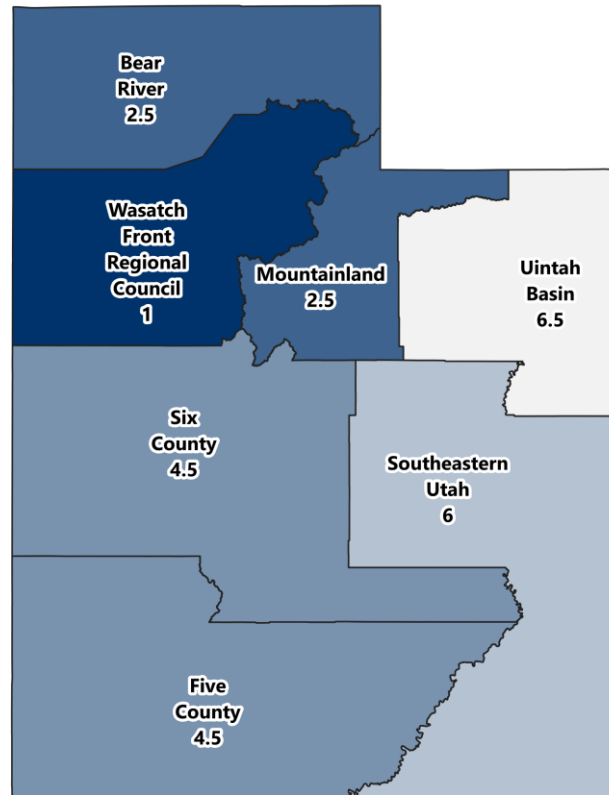
6 – INTERNATIONAL



Indicator	Description	Coverage
Percent Foreign Born	Share of the population not born in the United States, Puerto Rico, or U.S. Island Areas or born abroad to American parent(s)	States and AOG/EDD
Majority-Owned US Affiliates Avg. Emp Share	Average share of total employment represented by U.S. business enterprises in which the combined ownership of all foreign parents exceeds 50% (2015–2019)	States
Avg New FDI shr GDP	First-year expenditures by foreign direct investors to acquire, establish or expand U.S. businesses; average share of GDP from 2017 to 2021	States
Avg Goods Exports per Job	Average value of total international goods exports divided by total jobs of employees and the self-employed from 2016 to 2020	States
Avg Int'l Passengers per 1000 pop	2015–2019 average of all nonstop commercial passengers traveling between international points and U.S. airports per 1,000 residents	States
Exports Shr GDP	Value of goods exported from Utah's five metropolitan statistical areas allocated to member counties based on each county's share of the MSA's GDP; 2016–2020 average share of county GDP	AOG/EDD

6 – INTERNATIONAL BY AOG REGION

AOG/EDD	RANKINGS		
	Percent Foreign Born	Exports Share GDP	Average Rank (lower is better)
Wasatch Front	1	1	1.0
Bear River	3	2	2.5
Mountainland	2	3	2.5
Five County	4	5	4.5
Six County	5	4	4.5
Southeastern Utah	6	6	6.0
Uintah Basin	7	6	6.5



STATE OF UTAH BREAKDOWN

HIGH RANKINGS

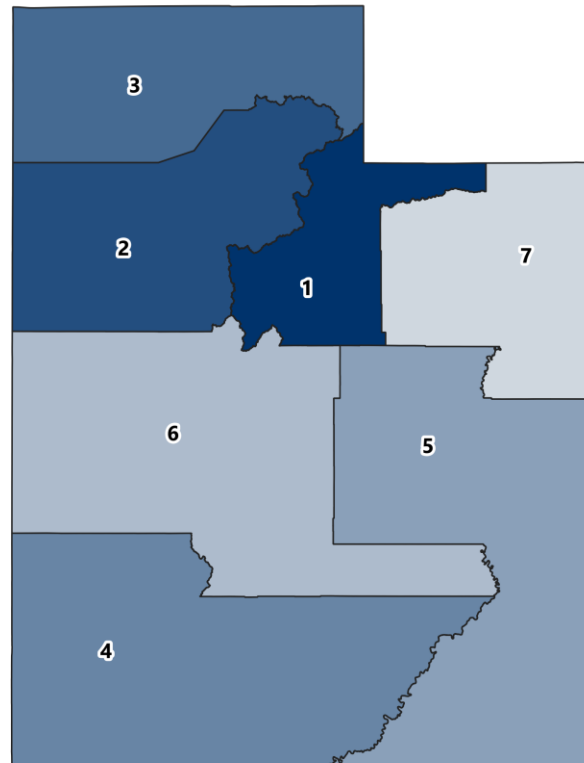
- Est. Births to Deaths
- Technology related (innovation and intellectual)
- Social Capital
- SBA Loans
- Venture Capital

LOW RANKINGS

- Housing Change Minus Pop Change
- Roads % Acceptable
- NEA + NEH grants per capita, Arts/Ent Rec Food Share of GDP
- K-12 education spending
- Non residential construction per capita
- Majority Owned US affiliates

AOG REGION BREAKDOWN

AOG/EDD	RANKINGS						Ranking of Average Ranks
	Infrastructure	Innovation	Intellectual	Interest	Investment	International	
Mountainland	3.7	3.0	2.8	3.0	2.8	2.5	1
Wasatch Front	3.7	3.0	2.8	4.2	4.3	1.0	2
Bear River	4.1	2.5	3.3	4.2	3.5	2.5	3
Five County	4.9	3.0	5.3	3.8	3.8	4.5	4
Southeastern Utah	2.6	5.0	5.0	2.6	4.5	6.0	5
Six County	4.3	5.8	4.3	4.8	5.5	4.5	6
Uintah Basin	4.7	5.8	4.8	5.4	3.8	6.5	7



6-I Indicator Definitions

Shr HH cost-burdened	Share of occupied housing units where selected monthly owner costs or gross rent are 30% or more of household income	U.S. Census Bureau, 5-Yr. American Community Survey, Table DP04
Housing Change Minus Pop Change	2010–2020 percent change in total housing units minus the percent change in total population	U.S. Census Bureau, Decennial Redistricting Data
Broadband Infrastructure and Adoption Index	A composite of five variables related to broadband infrastructure and adoption: (1) percentage of total 2018 population without access to fixed broadband of at least 100 Mbps download and 20 Mbps upload as of December 2019; (2) percent of homes without a computing device (desktops, laptops, smartphones, tablets, etc.); (3) percent of homes with no internet access (have no internet subscription, including cellular data plans or dial-up); (4) median maximum advertised download speeds; and (5) median maximum advertised upload speeds.	StatsAmerica Innovation Index, Economic Well-Being, https://www.statsamerica.org/innovation/
Roads Percent Acceptable	Percent of total road miles with an International Roughness Index of not more than 170, where IRI < 95 is considered <i>Good</i> and IRI of 95–170 is considered <i>Fair</i> .	U.S. Department of Transportation, Bureau of Transportation Statistics, https://www.bts.gov/road-condition
% of Poor Condition Bridges	Share of bridges rated in <i>Poor</i> condition	U.S. Department of Transportation, Bureau of Transportation Statistics, County Transportation Profiles, https://data.bts.gov/Research-and-Statistics/County-Transportation-Profiles/qdmf-cxm3/data
Mean Travel Time to Work	Average reported time to commute to place of work, in minutes	U.S. Census Bureau, 5-Yr. American Community Survey, Table S0801
Baseline Water Stress	Spatially weighted average of Baseline Water Stress across each county. Baseline water stress measures the ratio of total water withdrawals to available renewable surface and groundwater supplies. A higher ratio indicates more competition among users. Risk scores range from low water stress (<10%) to extremely high water stress (>80%). Water withdrawals include domestic, industrial, irrigation and livestock consumptive and non-consumptive uses. Available renewable water supplies include surface and groundwater supplies and the impact of upstream consumptive water use and large dams on downstream water availability. Values are calculated based on data from years 1960 to 2014. Low (0-1): < 10% ; Low to medium (1-2): 10-20%; Medium to high (2-3): 20-40%; High (3-4): 40-80%; Extremely high (4-5): >80%; Arid and low water use (5): -1	World Resources Institute and Utrecht University, Aqueduct 3.0, https://resourcewatch.org/data/explore/wat050-Aqueduct-Baseline-Water-Stress

6-I Indicator Definitions

Public Runways \geq X,000 ft	Number of public-use runways of at least X,000 feet in length, long enough to accommodate small private jets.	Federal Aviation Administration, Airport Data and Information Portal, https://adip.faa.gov/agis/public/#/airportSearch/advanced
Gen'l Aviation Itin Operations	General aviation itinerant operations. Those general aviation flights (excluding commuter or air taxi) not qualifying as local.	Federal Aviation Administration, Airport Data and Information Portal, https://adip.faa.gov/agis/public/#/airportSearch/advanced
GA + Commercial Operations	General aviation itinerant flights and commercial flights combined.	Federal Aviation Administration, Airport Data and Information Portal, https://adip.faa.gov/agis/public/#/airportSearch/advanced
Patent Technology Diffusion Index	The degree to which a technology spreads and is adopted. It is based on a region's volume of patents and the technology classes of those patents.	StatsAmerica Innovation Intelligence, https://www.statsamerica.org
Average High-Tech Industry Employment Share Index	The percentage of total employment that is in high-tech industries.	StatsAmerica Innovation Intelligence, https://www.statsamerica.org
Establishment Births to Deaths Ratio Index	The ratio of establishment births to establishment deaths, signaling the degree to which new businesses are replacing businesses that are dying.	StatsAmerica Innovation Intelligence, https://www.statsamerica.org
Knowledge Creation and Technology Diffusion Index	The extent to which a region's population and labor force have the know-how to engage in innovative activities	StatsAmerica Innovation Intelligence, https://www.statsamerica.org
Incubators per Million Workers	Number of Incubators per Million Workers - data only in four counties which map down to 3 EDDs.	Policymap.com
Income from Licensed Research per Establishment	License Income Received Includes License Issue Fees, Payments Under Options, Annual Minimums, And Running License Income Paid To Other Institutions.	Association of University Technology Managers - https://autm.net/surveys-and-tools/databases

6-1 Indicator Definitions

Avg 8th Grade Proficiency	Average of share of 8th-graders scoring at or above <i>Proficient</i> in math and share scoring at or above <i>Proficient</i> in reading in 2019	National Assessment of Educational Progress, Nation's Report Card, https://www.nationsreportcard.gov/profiles/stateprofile?chort=2&sub=MAT&sj=AL&sfj=NP&st=AP&year=2019R3
Average School Accountability Score	A measure that includes measures of academic achievement, student academic growth, English learner progress, ACT scores, and post-secondary readiness.	Utah State Board of Education, https://schools.utah.gov/assessment/resources
Technology-Based Knowledge Occupation Clusters	The employment share of occupations that apply higher technology (e.g., scientists and engineers) relative to all jobs.	StatsAmerica Innovation Index, Human Capital and Knowledge Creation, STEM Education and Occupations, https://www.statsamerica.org/innovation/
Average STEM Degree Creation (per 1,000 Population)	The number of STEM degree graduates (at the bachelor's, master's and doctorate level) per 1,000 individuals from colleges and universities in the county or region, averaged across the last three years available.	StatsAmerica Innovation Index, Human Capital and Knowledge Creation, STEM Education and Occupations, https://www.statsamerica.org/innovation/
Occupation Diversity Percentile	A ranking of employment distribution across occupation clusters compared to the typical region. A region with high diversity can signal economic stability and more easily withstand economic pressures, while a region with low diversity can signal economic instability.	Lightcast (formerly Emsi)
Shr with Bachelor's degree or higher	Percentage of the population age 25 and older with a bachelor's, master's, doctorate, or professional degree	U.S. Census Bureau, 5-Yr. American Community Survey, Table S1501
Shr with Associate's degree	Percentage of the population age 25 and older with an associate's degree only	U.S. Census Bureau, 5-Yr. American Community Survey, Table S1501
Avg 8th Grade Proficiency	Average of share of 8th-graders scoring at or above <i>Proficient</i> in math and share scoring at or above <i>Proficient</i> in reading in 2019	National Assessment of Educational Progress, Nation's Report Card, https://www.nationsreportcard.gov/profiles/stateprofile?chort=2&sub=MAT&sj=AL&sfj=NP&st=AP&year=2019R3
Average School Accountability Score	A measure that includes measures of academic achievement, student academic growth, English learner progress, ACT scores, and post-secondary readiness.	Utah State Board of Education, https://schools.utah.gov/assessment/resources

6-1 Indicator Definitions

Avg NEA+NEH Grants per capita	Sum of non-research National Endowment for the Humanities outright and matching grants and National Endowment for the Arts non-research grants per fiscal year, divided by total population; 2010–2021 average	National Endowment for the Humanities, https://securegrants.neh.gov/open/data/ ; National Endowment for the Arts, https://apps.nea.gov/grantsearch/
Social Capital Index, Community Health Subindex	Combines measures of registered non-religious non-profits per 1,000 population, religious congregations per 1,000 population, and shares of the population who volunteered, who attended a public meeting, who report having worked with neighbors to fix/improve something, who served on a committee or as an officer, who attended a meeting where politics was discussed, and who took part in a demonstration in the past year	U.S. Congress, Joint Economic Committee, https://www.jec.senate.gov/public/index.cfm/republicans/socialcapitalproject
Natural Amenities Scale	The natural amenities scale is a measure of the physical characteristics of a county area that enhance the location as a place to live. The scale was constructed by combining six measures of climate, topography, and water area that reflect environmental qualities most people prefer. These measures are warm winter, winter sun, temperate summer, low summer humidity, topographic variation, and water area. State values represent an average of county values.	U.S. Department of Agriculture, Economic Research Service, https://www.ers.usda.gov/data-products/natural-amenities-scale.aspx
Arts, Ent, Rec, Accom, Food Shr GDP	Gross Domestic Product of the Arts, Entertainment, and Recreation and Accommodation and Food Services industries as a share of total private-industry GDP; 2017–2021 five-year average.	U.S. Bureau of Economic Analysis, https://apps.bea.gov/iTable/iTable.cfm?reqid=70&step=1#reqid=70&step=1&isuri=1
Outdoor Rec Shr GDP	Measures the economic activity as well as the sales or receipts generated by outdoor recreational activities, such as fishing and RVing. These statistics also measure each industry's production of outdoor goods and services and its contribution to U.S. GDP.	U.S. Bureau of Economic Analysis, https://www.bea.gov/data/special-topics/outdoor-recreation
2019 Visitor Spending per Capita	Spending by nonresident visitors in each county in 2019 divided by county total population.	Kem C. Gardner Policy Institute, County Tourism Dashboard, https://gardner.utah.edu/economics-and-public-policy/travel-tourism/county-tourism-dashboard-utah/

6-I Indicator Definitions

K-12 Spending per Student	Public Elementary-Secondary Education Finance Data	https://www.census.gov/data/tables/2020/econ/school-finances/secondary-education-finance.html
Social Capital Index, Social Support Subindex	Measure of Social Support incl emotional support, number of friends, helpfulness and trust	https://www.jec.senate.gov/public/index.cfm/republicans/socialcapitalproject
504 Loans + 7A Loans / Estab	SBA 504 Fixed Asset loans and 7A other business loans	https://data.sba.gov/dataset/7-a-504-foia
Index Average Annual Venture Capital (scaled by GDP)	The five-year average of venture capital funding in the region divided by the region's five-year average GDP.	StatsAmerica Innovation Intelligence, https://www.statsamerica.org
Community Reinvestment Act Loans to SMB / 1000 Pop	Dollar value of loans per 1,000 population made under CRA guidelines to meet credit needs of communities where they are chartered.	https://www.ffiec.gov/CRA/craproducts.htm
2020 Private Non-Residential Construction per capita	Total dollar value of construction work done in the U.S. Data estimates include the cost of labor and materials, cost of architectural and engineering work, overhead costs, interest and taxes paid during construction, and contractor's profits.	https://www.census.gov/construction/c30/c30index.html

6-1 Indicator Definitions

% foreign born	Share of the population <i>not</i> born in the United States, Puerto Rico, or U.S. Island Areas or born abroad to American parent(s).	U.S. Census Bureau, 5-Yr. American Community Survey, Table DP02
Majority-Owned US Affiliates Avg. Emp Shr	2015–2019 average share of total employment represented by U.S. business enterprises in which the combined ownership of all foreign parents exceeds 50%.	U.S. Bureau of Economic Analysis, https://apps.bea.gov/iTable/iTable.cfm?ReqID=2&step=1
Avg New FDI shr GDP	First-year expenditures by foreign direct investors to acquire, establish or expand U.S. businesses; average share of GDP from 2017 to 2021.	U.S. Bureau of Economic Analysis, https://apps.bea.gov/iTable/iTable.cfm?ReqID=2&step=1
Avg Goods Exports per Job	2016–2020 average value of total international goods exports divided by total jobs of employees and the self-employed.	U.S. Census Bureau, USATradeOnline
Avg Int'l Passengers per 1000 pop	2015–2019 average of all nonstop commercial passengers traveling between international points and U.S. airports per 1,000 residents.	U.S. Department of Transportation, https://data.transportation.gov/Aviation/International_Report_Passengers/xqub-n9bw
Exports Shr GDP	Value of goods exported from Utah's five metropolitan statistical areas allocated to member counties based on each county's share of the MSA's GDP; 2016–2020 average share of county GDP.	International Trade Administration, Metropolitan Export Series, https://www.trade.gov/ita-metropolitan-export-series

APPENDIX IV: BUSINESS SURVEY RESULTS

**COORDINATED ACTION PLAN
FOR ECONOMIC VISION 2030**

INTRODUCTION

This report delivers the results from the State of Utah Business survey. The survey was active from August 2022 and September 2022.

Surveys were distributed through established channels among economic development partners at the state, as well as promoted at on-site meetings in early September 2022.

Distribution efforts considered how and where to collect responses to best reflect Utah's existing business mix.

The survey results show statewide trends, as well as findings broken out by region. The results of this survey will be used to support strategies of Utah's Coordinated Action Plan for Economic Vision 2030.

Methodology

There were 300 responses to the survey. Camoin Associates removed responses from government entities and duplicate entries, leaving 291 responses.

Survey participants were asked 66 questions, with response rates to individual questions ranging from 290 to 77. Twenty-six respondents indicated they have locations in more than one region of the state. While their responses are included in the statewide results, they were excluded from the regional analysis to better identify regional differences.

It is important to note that these results should not be considered fully representative of employers in the region. Rather, the results clarify general trends among employers and workforce housing issues requiring further investigation.

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STATEWIDE

Characteristics of Respondents.....	79-83
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REGIONAL BREAKDOWN

Overview.....	106-125
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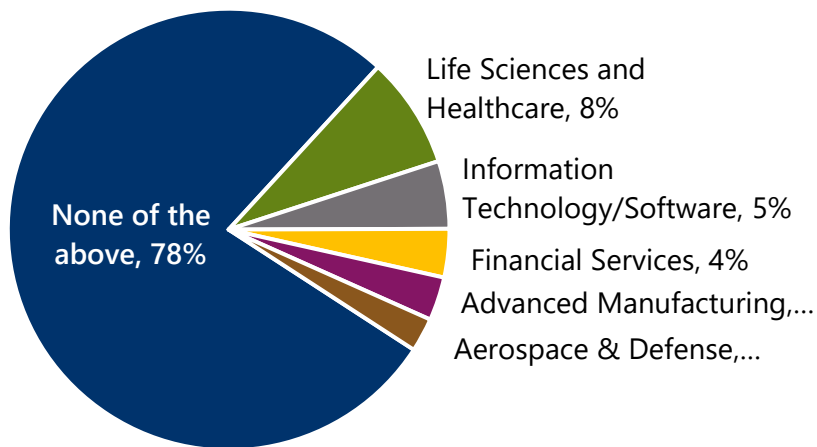
RESULTS BY INDUSTRY

Overview.....	126-142
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CHARACTERISTICS OF RESPONDENTS

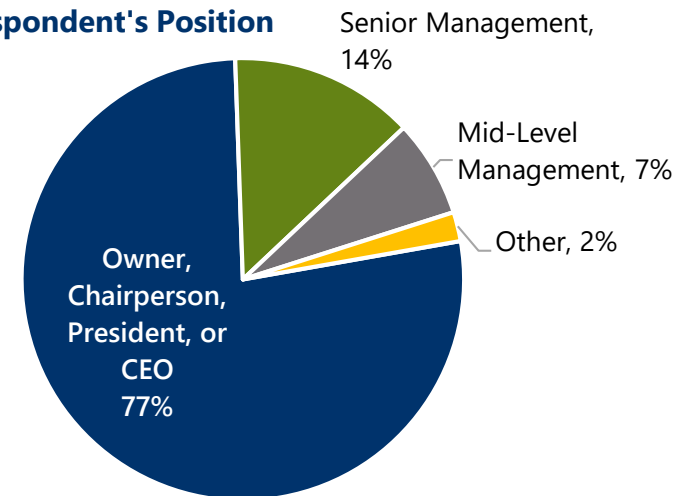
- More than three-quarters (78%) of respondents do not fall into one of Utah's strategic clusters. The cluster with the highest representation is Life Sciences and Healthcare.
- More than three-quarters (77%) of respondents are owners, chairpersons, presidents, or CEOs. Members of senior management are 14% of respondents.

Percentage of Respondents by Strategic Cluster



n = 282
Source: Camoin Associates

Respondent's Position



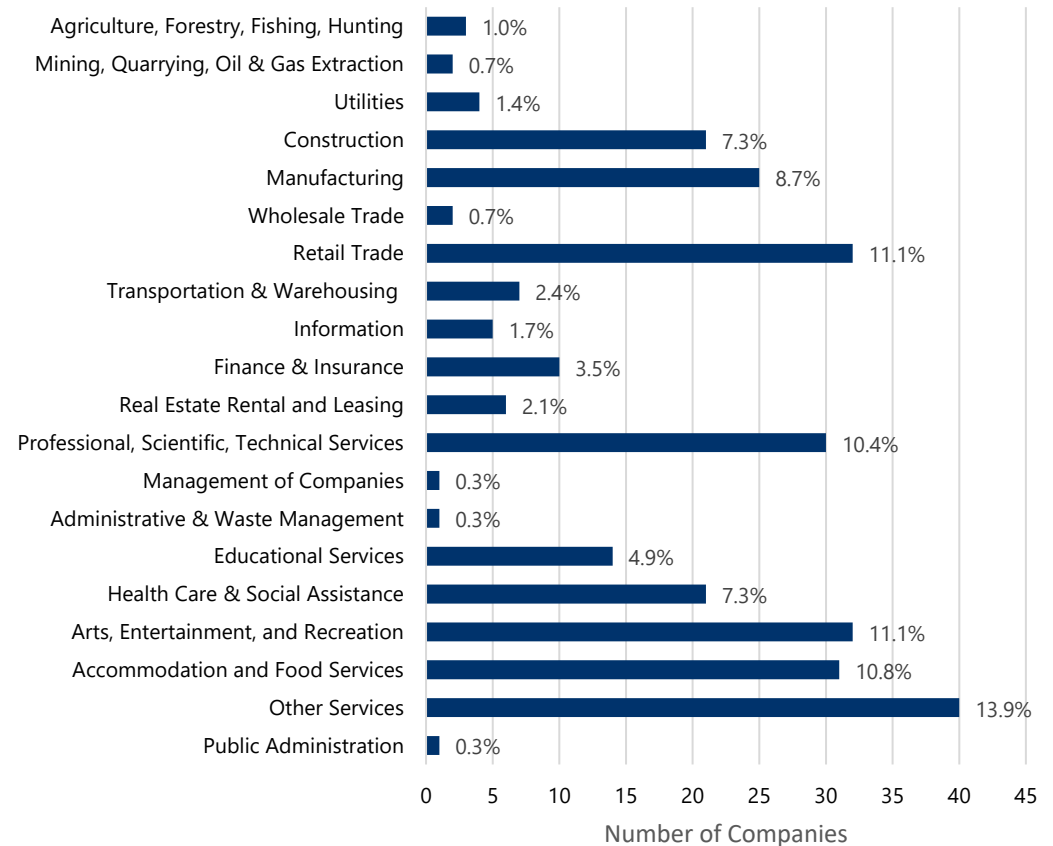
n = 281
Source: Camoin Associates

CHARACTERISTICS OF RESPONDENTS

- The largest numbers of respondents are businesses in:
 - Other Services (14%),
 - Retail Trade (11%),
 - Arts, Entertainment, and Recreation (11%),
 - Accommodation and Food Services (11%), and
 - Professional, Scientific, and Technical Services (10%).

These five industries account for 57% of respondents.

Industry Summary

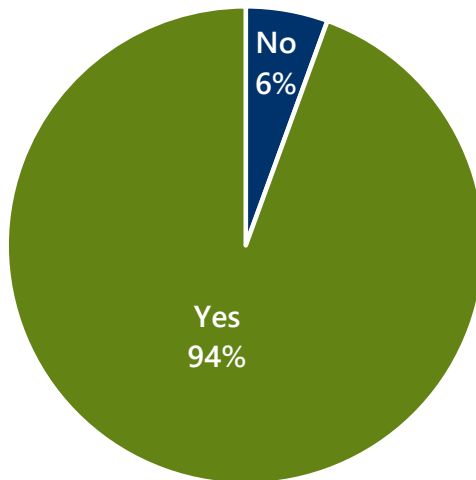


Source: Camoin Associates

CHARACTERISTICS OF RESPONDENTS

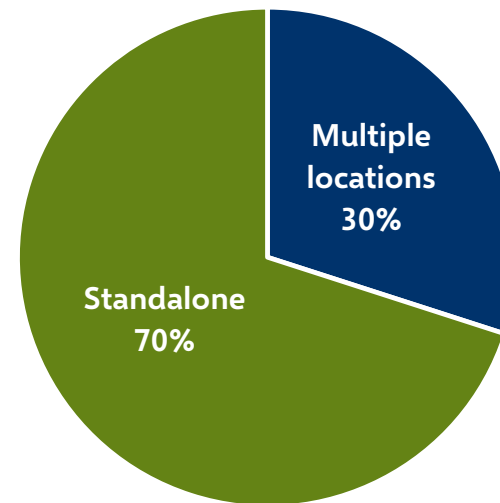
- Most (94%) respondents are businesses headquartered and incorporated in Utah.
- 70% operate a single location, while the remainder have multiple locations.
- Three-quarters of non-Utah-headquartered businesses operate multiple locations versus 27% of Utah-headquartered businesses.

Headquartered in Utah



n = 288

Source: Camoin Associates



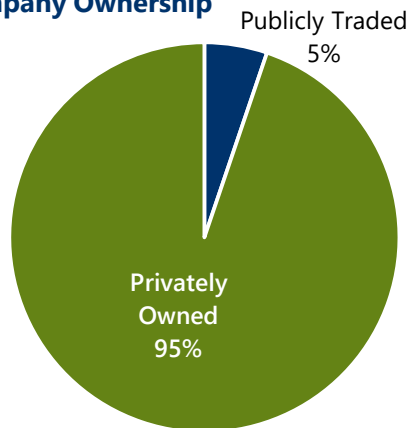
n = 287

Source: Camoin Associates

CHARACTERISTICS OF RESPONDENTS

- Most (95%) respondents are privately owned businesses.
- The largest number of respondents (38%) have been in business for over 20 years.
- Nearly one-quarter (23%) have operated for 11 to 20 years, and roughly one-fifth (19%) each are 6 to 10 years or 1 to 5 years old.
- Approximately one-fifth (19%) of businesses are woman-owned businesses, 4% are minority-owned, and 2% are owned by disabled veterans.

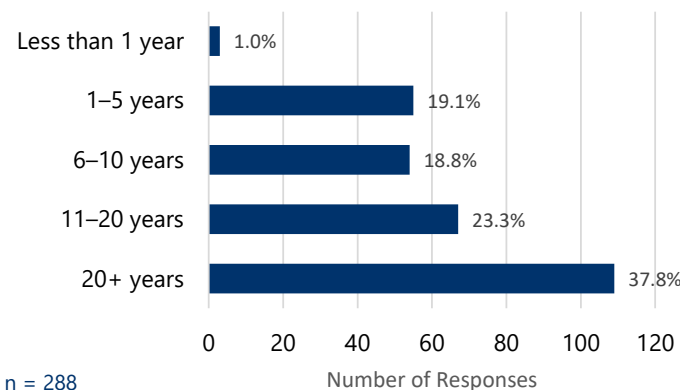
Company Ownership



n = 288

Source: Camoin Associates

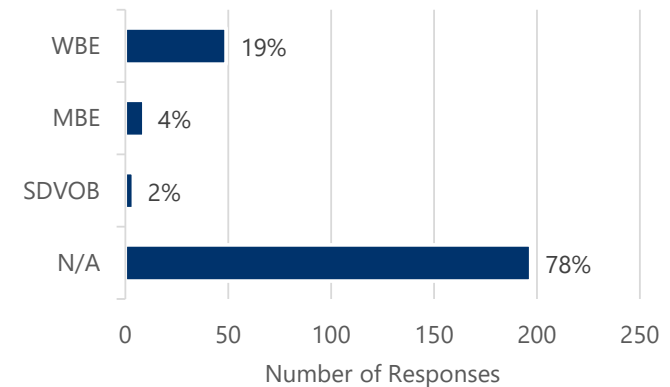
Age of Business



n = 288

Source: Camoin Associates

Certified Special Status



WBE: Women Business Enterprise

MBE: Minority Business Enterprise

SDVOB: Service-Disabled Veteran-Owned Business

n = 252. Note: Seven businesses included themselves in multiple categories.

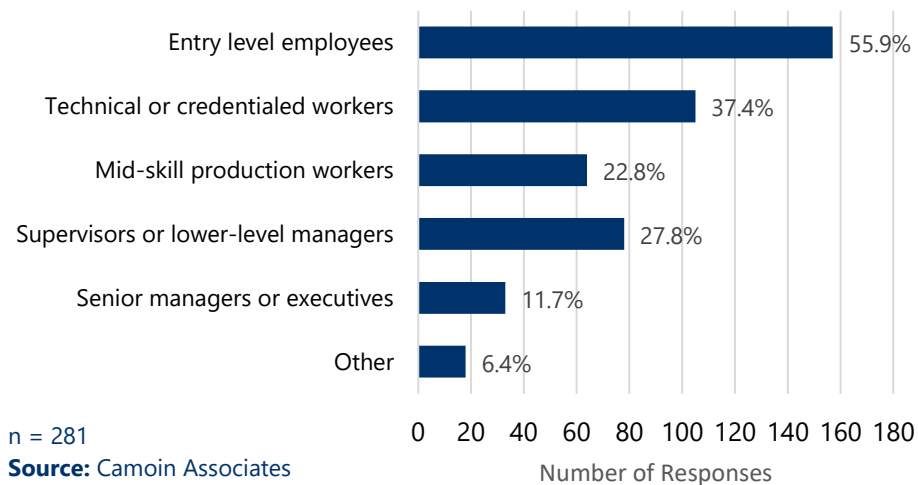
Source: Camoin Associates

CHARACTERISTICS OF RESPONDENTS

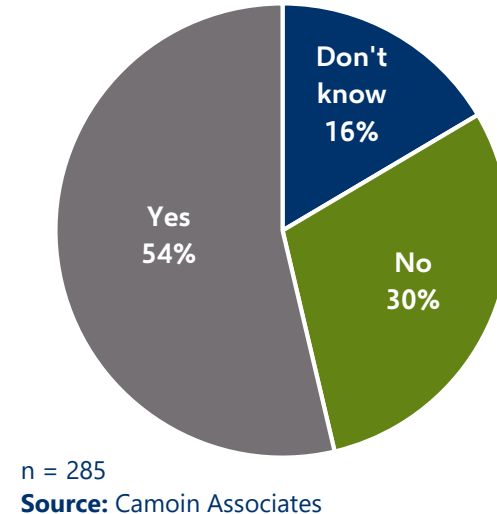
- Over the last five years, 56% of companies faced shortages of entry-level employees, 37% faced shortages of technical or credentialed workers, and roughly one-quarter faced shortages of both mid-skill production workers and supervisors.

- More than half (54%) of respondents anticipate hiring more full-time employees in Utah over the next year.

Workforce Shortages



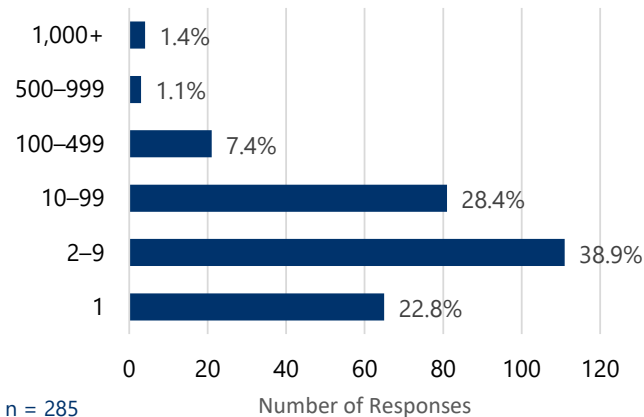
Anticipate Hiring



WORKFORCE TRENDS

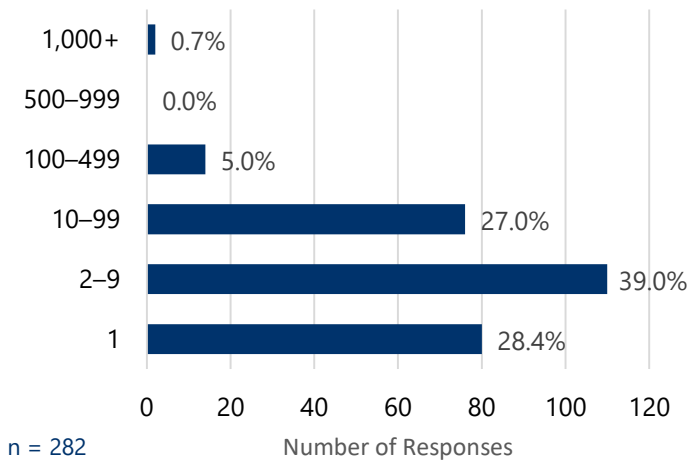
- 90% of respondents have fewer than 100 employees.
- This is similar to the distribution in 2018, although some companies have grown since then.
- Over the last year, 31% of companies grew, 28% shrank, and 41% stayed the same.

Current Number of Employees



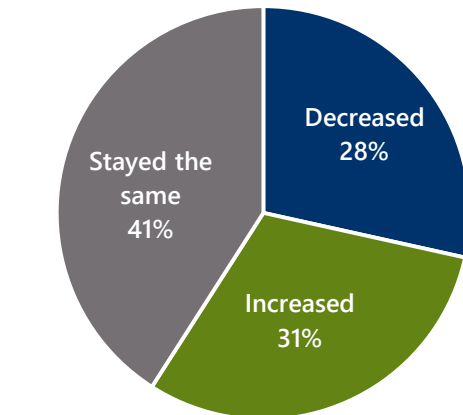
Source: Camoin Associates

Employees in 2018



Source: Camoin Associates

Workforce Change Over Last Year

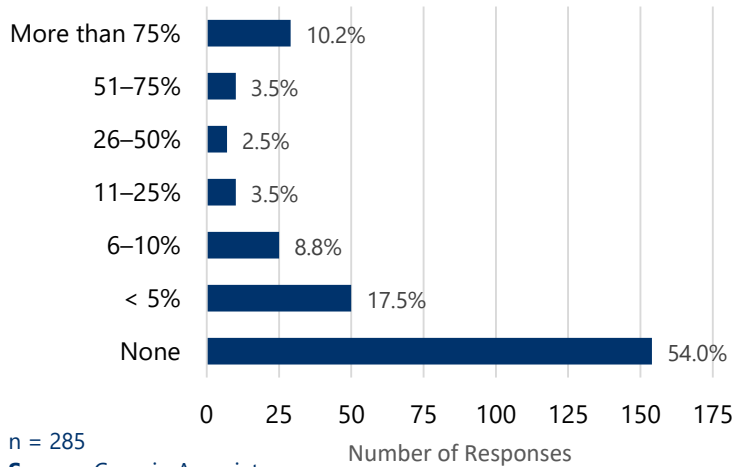


n = 281
Source: Camoin Associates

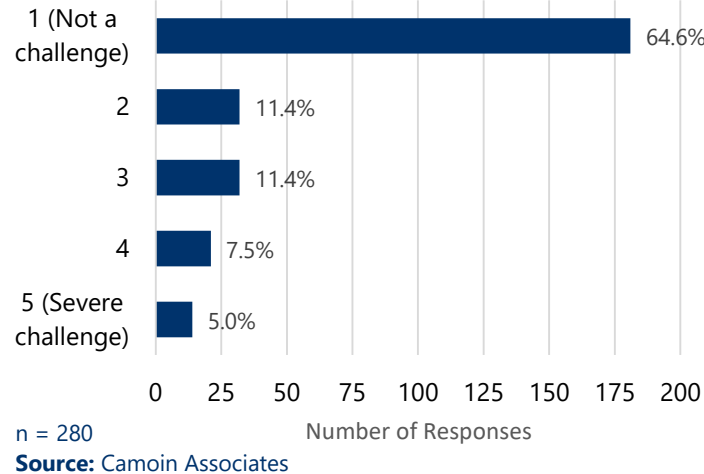
WORKFORCE TRENDS

- At almost half of respondents (46%) at least some of their employees are working remotely.
- At one in 10 companies, more than 75% of employees are remote.
- Nearly two-thirds of businesses (65%) have not had difficulty adapting to and/or managing remote workers.
- However, only 20% of businesses expect to increase the share of remote workers in the next two years.

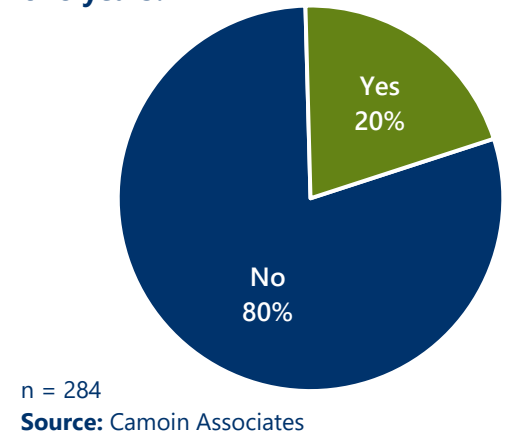
Remote Workers



Adapting to/Managing Remote Workers



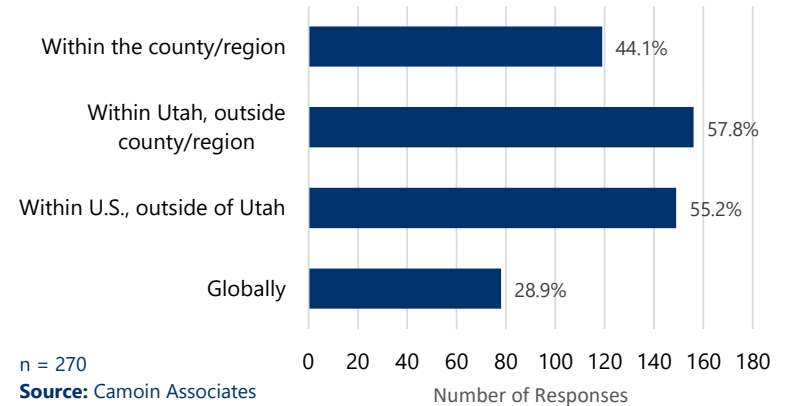
Do you expect more of your workforce will be working remotely in the next two years?



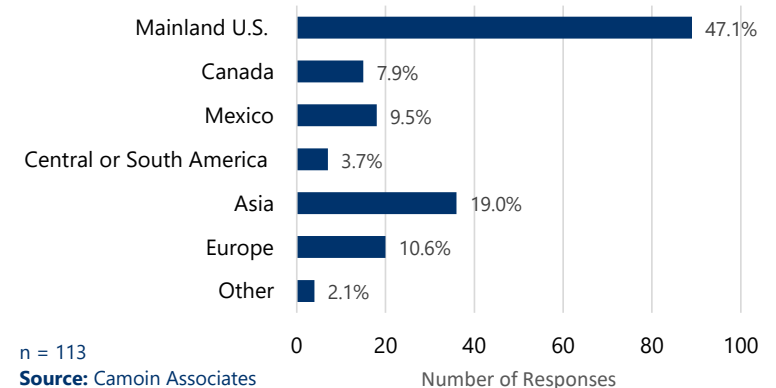
OPERATIONS TRENDS

- Over half of businesses obtain supplies from within Utah but outside their county or region (58%) and from within the U.S. but outside of Utah (55%).
- 44% purchase from local suppliers and 29% purchase supplies internationally.
- 39% of respondents indicated that they import raw materials and supplies. Of these 47% import from the mainland U.S., 19% from Asia, and 10% from Europe and Mexico.

Supplier Locations



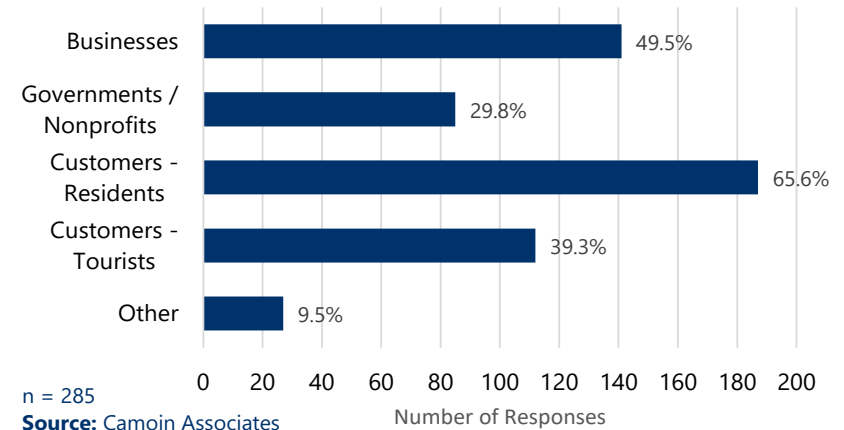
Import Sources



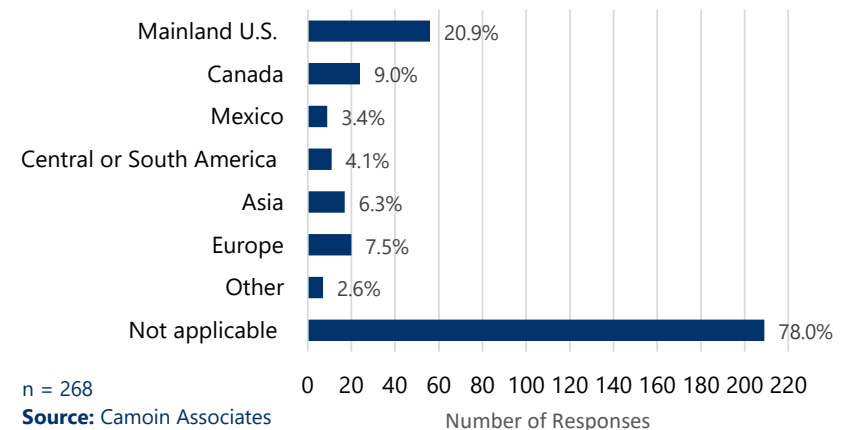
OPERATIONS TRENDS

- Two-thirds (66%) of businesses sell to resident customers and half (49%) sell to other businesses.
- Almost 40% sell to tourists and 30% sell to governments and nonprofits.
- 21% of respondents export products to within the mainland U.S., 9% export to Canada, and almost 8% export to Europe.
- 78% of respondents do not export at all.

Clientele



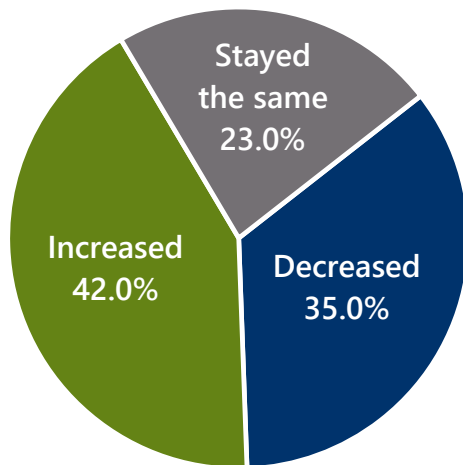
Export Destinations



OPERATIONS TRENDS

- 42% of businesses saw their revenues increase over the past 12 months; 35% saw a decline in revenues.
- Slightly less than half (47%) of respondents are planning a facility expansion in the next two to three years.

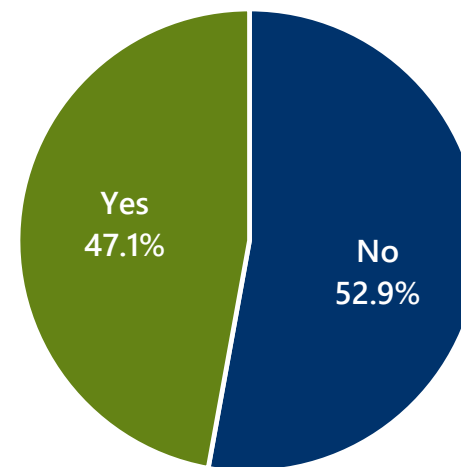
Revenue Change



n = 283

Source: Camoin Associates

Facility Expansion?



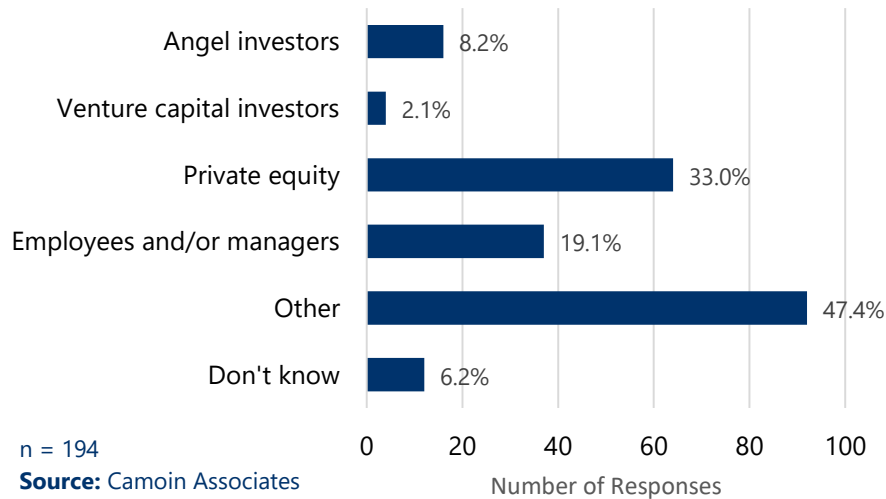
n = 280

Source: Camoin Associates

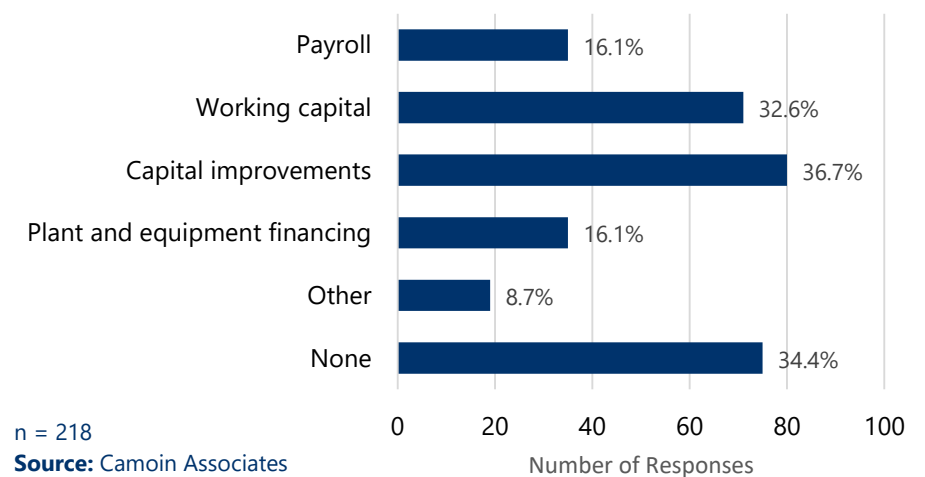
OPERATIONS TRENDS

- At least 94% of respondents have investors.
- One-third (33%) have private equity investors, employees invest in 19% of companies, and nearly half (47%) receive investment from other sources.
- Over one-third of businesses (37%) need financial assistance for capital improvements, 33% need working capital, and 16% need payroll assistance or plant and equipment financing.
- Roughly one-third of businesses (34%) do not need financial assistance.

Investors



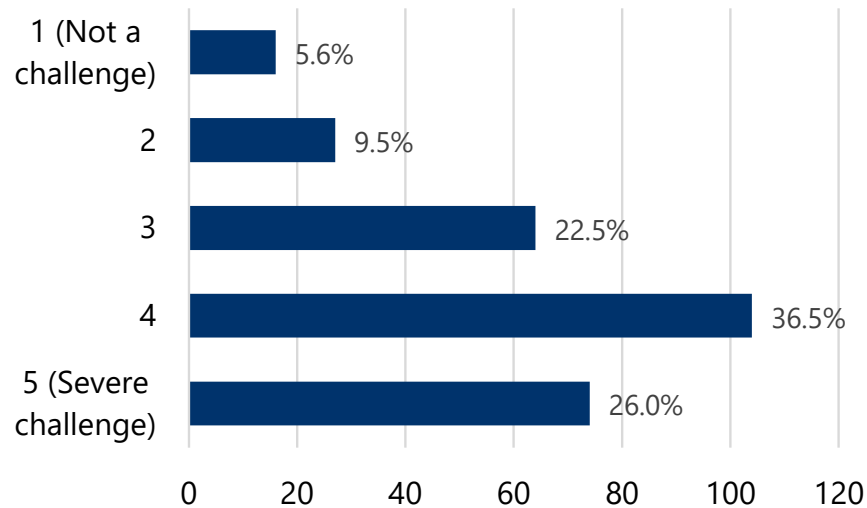
Financial Assistance Needs



CHALLENGES

- A majority of respondents (62%) find unexpected changes in economic conditions or industry demand to be a major challenge (ranking it 4 or 5 out of 5).
- Less than 6% say they are not a challenge.
- More than one-third of businesses (36%) say new disruptive technologies in their industry are not a challenge
- 28% rank them as a moderate challenge, and less than 5% see them as a severe challenge.

Unexpected Economic Changes

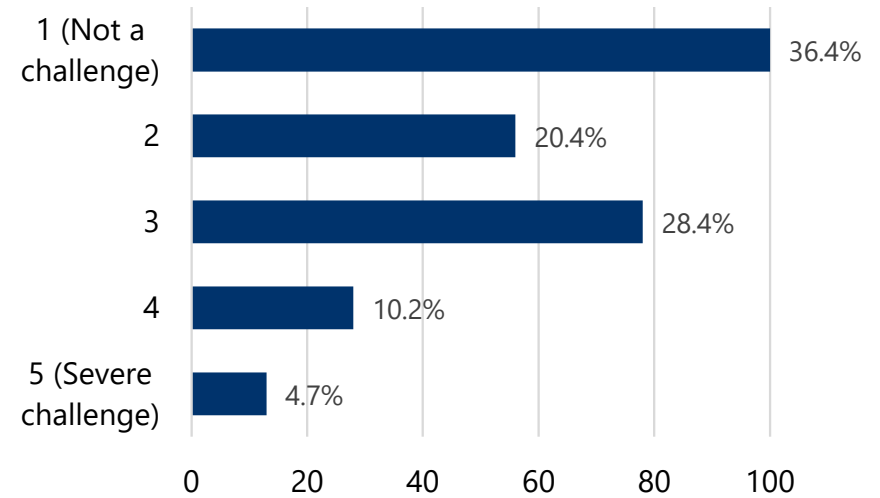


n = 269

Number of Responses

Source: Camoin Associates

New Disruptive Technologies



n = 275

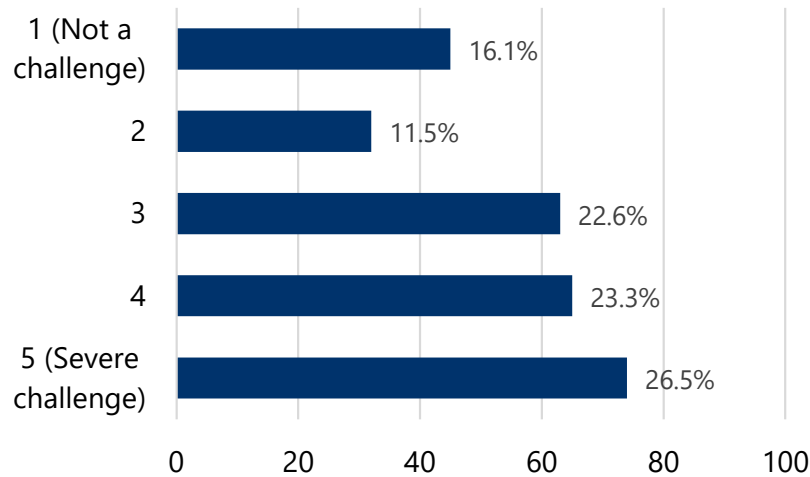
Number of Responses

Source: Camoin Associates

CHALLENGES

- Half of respondents (50%) rank supply chain disruptions as a major challenge (ranking it 4 or 5 out of 5).
- For 16% of businesses, they are not a challenge.
- For more than one-third of businesses (38%), recruiting the best workforce is a severe challenge, with another 20% ranking it 4 out of 5.
- Hiring the best workforce is not a challenge for 16% of businesses.

Supply Chain Disruptions

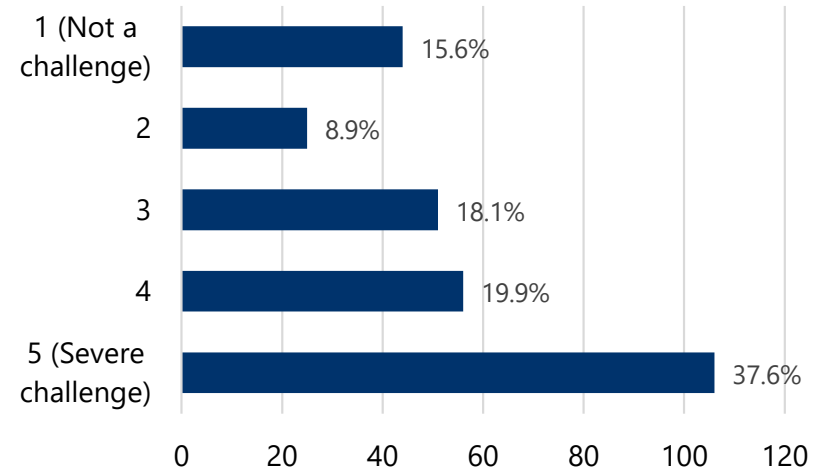


n = 279

Number of Responses

Source: Camoin Associates

Recruiting the Best Workforce



n = 282

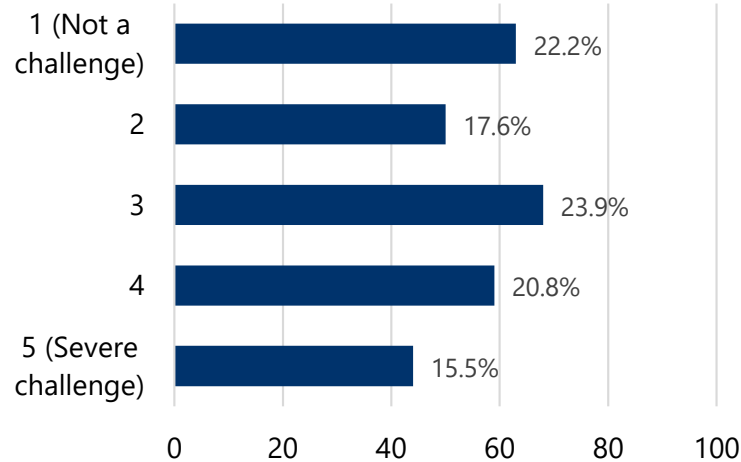
Number of Responses

Source: Camoin Associates

CHALLENGES

- For 40% of businesses, navigating legislative and regulatory barriers is a minor challenge (ranking it 1 or 2 out of 5).
- It is a major challenge for 36% of businesses (ranking it 4 or 5 out of 5).
- Finding land and buildings for growth is not a challenge for close to half of businesses (48%).
- For 29% of businesses, it is a major challenge (ranking it 4 or 5 out of 5).

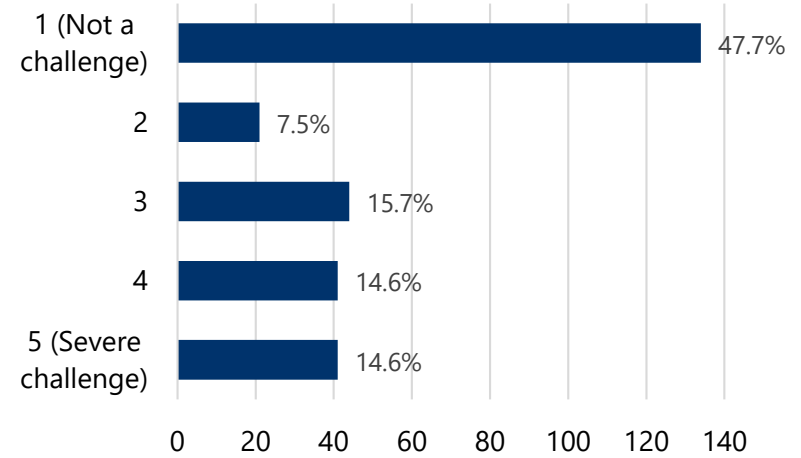
Legislative and Regulatory Barriers



n = 284

Source: Camoin Associates

Finding Land or Buildings for Growth



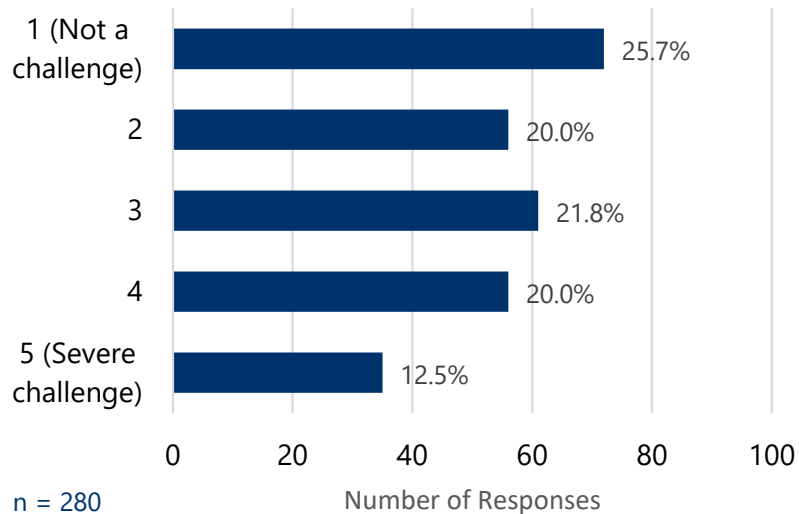
n = 281

Source: Camoin Associates

CHALLENGES

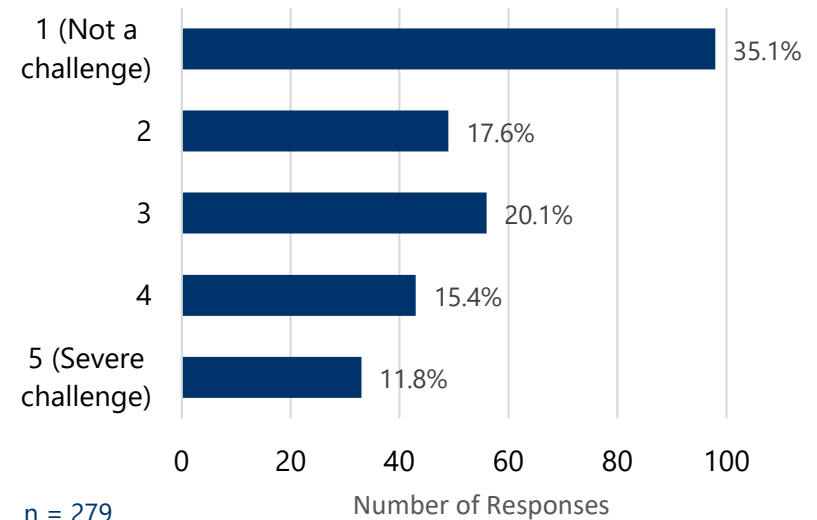
- Obtaining growth financing and capital is a major challenge for about one-third of businesses (33%), including a severe challenge for one-in-eight businesses.
- Over 45% of businesses have little to no difficulty.
- More than one-third of businesses (35%) have no difficulty attracting external sources of growth capital.
- For a little over one-quarter of businesses (27%), it is a major difficulty (ranking 4 or 5 out of 5).

Obtaining Growth Financing and Capital



Source: Camoin Associates

Attracting External Growth Capital

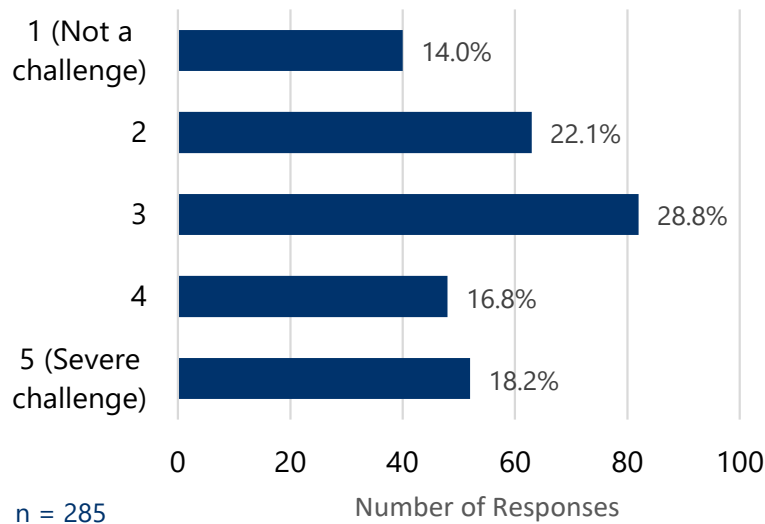


Source: Camoin Associates

CHALLENGES

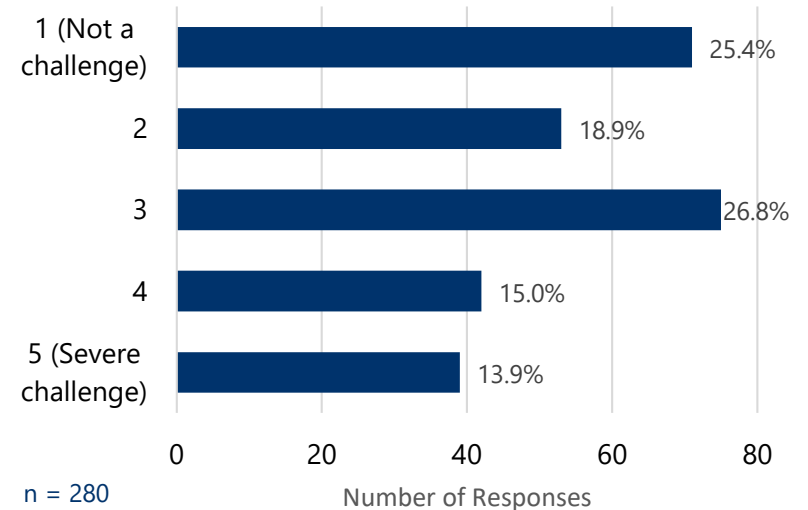
- Managing cash flow is at most a minor challenge for about one-third of businesses (36% rank it as a 2 or 1 out of 5), but it is a major challenge for another third of businesses (35% rank it a 4 or 5).
- 44% of businesses have little difficulty financing new equipment and/or facilities, but this is a major challenge for 29% of businesses, including a severe challenge for 14%.

Managing Cash Flow



Source: Camoin Associates

Financing New Equipment/Facilities

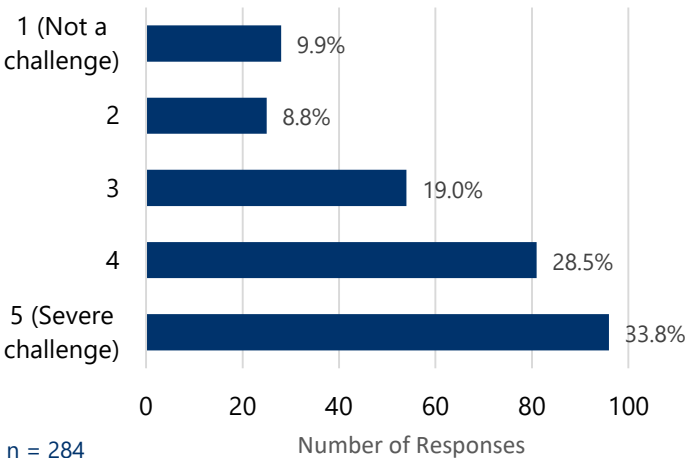


Source: Camoin Associates

CHALLENGES

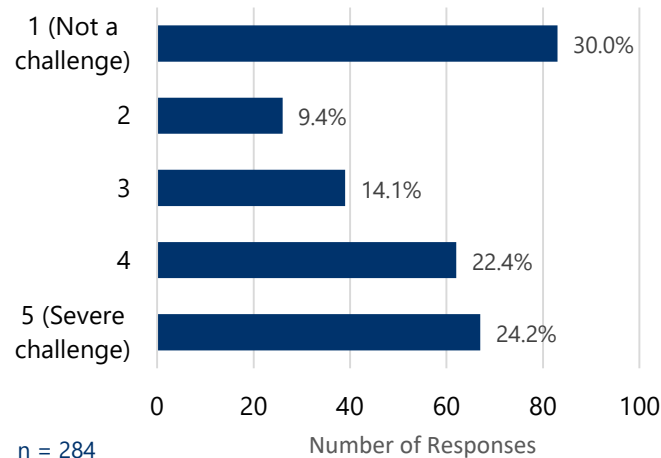
- Rising labor costs pose a significant challenge for a large majority of businesses (62% rank it a 4 or 5), with 34% severely challenged by the cost of labor.
- The cost of real estate is a major challenge for almost half of businesses (47% rank it a 4 or 5) but is not a challenge for 30% of businesses.
- Rising utility costs are a major challenge for 36% of businesses (ranking them a 4 or 5), but at most a minor challenge for 35% (ranking as a 2 or 1).

Increasing Labor Costs



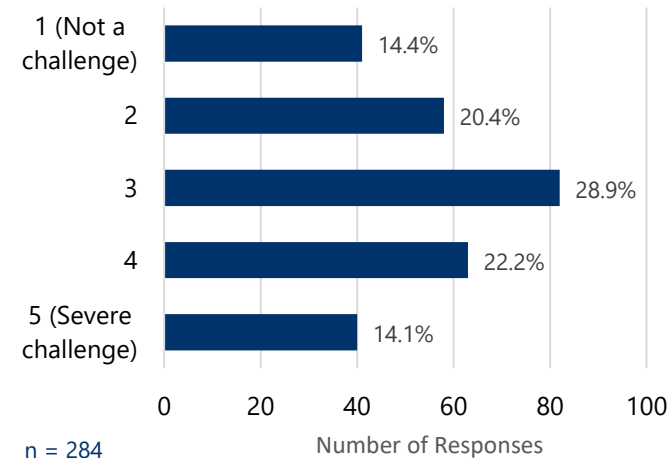
Source: Camoin Associates

Cost of Real Estate



Source: Camoin Associates

Increasing Cost of Utilities

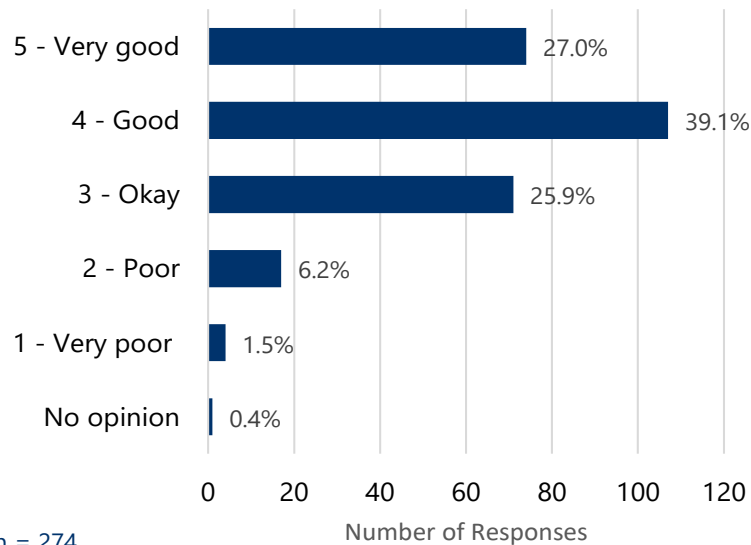


Source: Camoin Associates

BUSINESS ENVIRONMENT

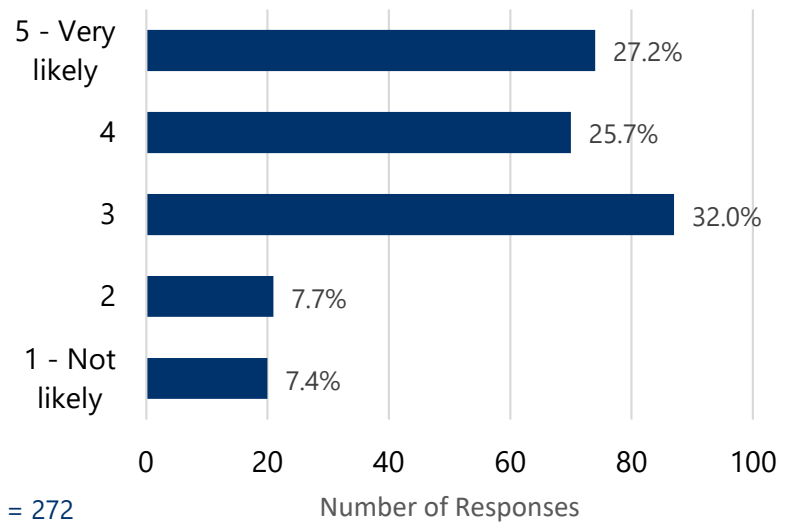
- Approximately two-thirds (66%) of respondents rank Utah's business climate as good or very good.
- Less than 8% rank it poor or very poor.
- More than half of respondents (53%) are likely or very likely to recommend Utah as a place to do business to a CEO considering relocating there.
- Nearly one-third (32%) were indifferent.

Overall Perception of Business Climate



Source: Camoin Associates

Recommend Utah for Business

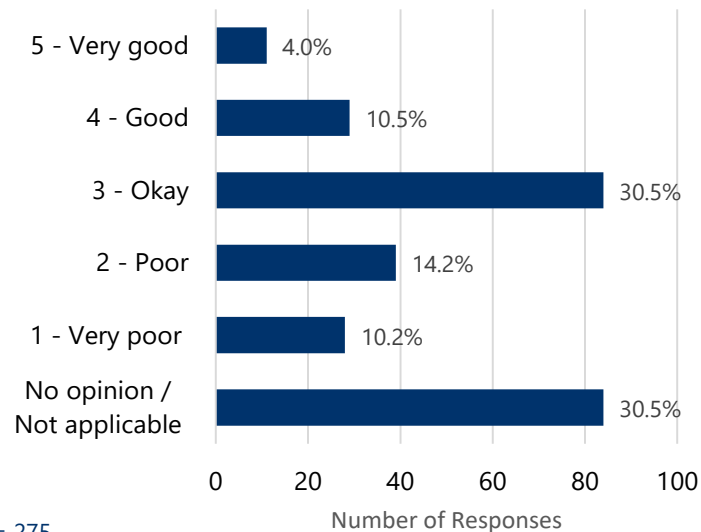


Source: Camoin Associates

BUSINESS ENVIRONMENT

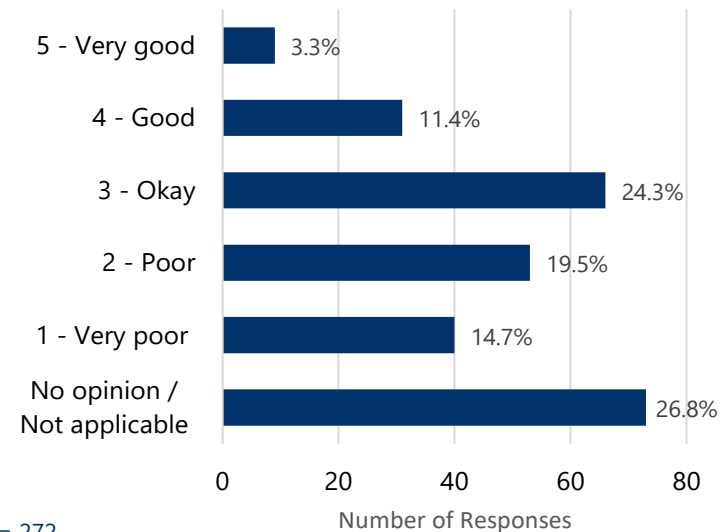
- Less than 15% of respondents rate access to capital in Utah as good or very good.
- 14% rate it poor and another 10% rate it very poor.
- However, 30% either had no opinion or it was not applicable to their business.
- Less than 15% of respondents rank Utah's state-provided financial incentives as good or very good, with 41% rating them poor or very poor.
- Roughly one-quarter (27%) had no opinion or incentives were not applicable.

Access to Capital



Source: Camoin Associates

State Financial Incentives

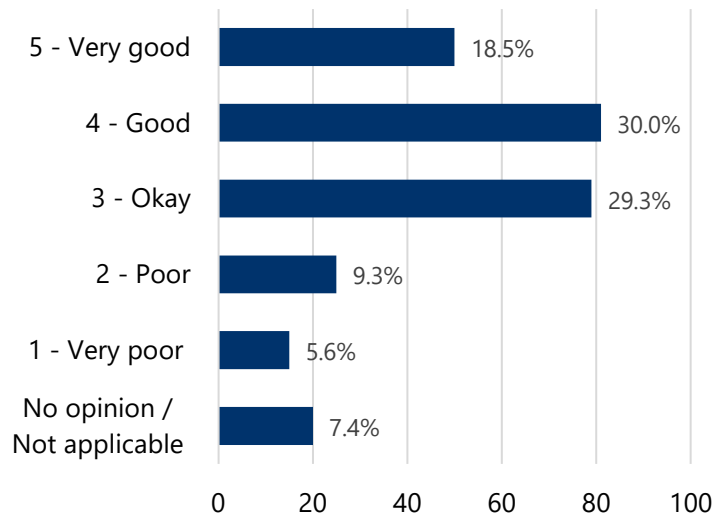


Source: Camoin Associates

BUSINESS ENVIRONMENT

- Nearly half of respondents (49%) rate Utah's entrepreneurial environment as good or very good.
- 9% rate it poor and 6% rate it very poor.
- 40% of respondents rate Utah's community amenities as good or very good.
- 12% rate them poor and 7% rate them very poor.

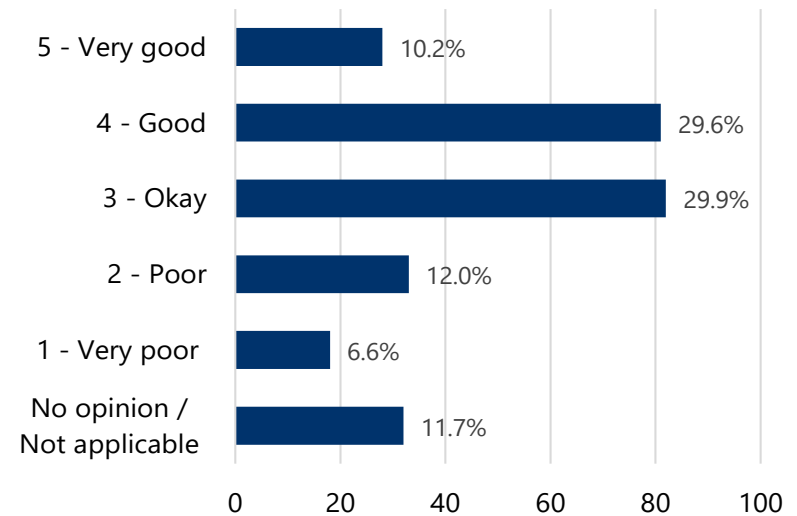
Entrepreneurial Environment



n = 270

Source: Camoin Associates

Community Amenities



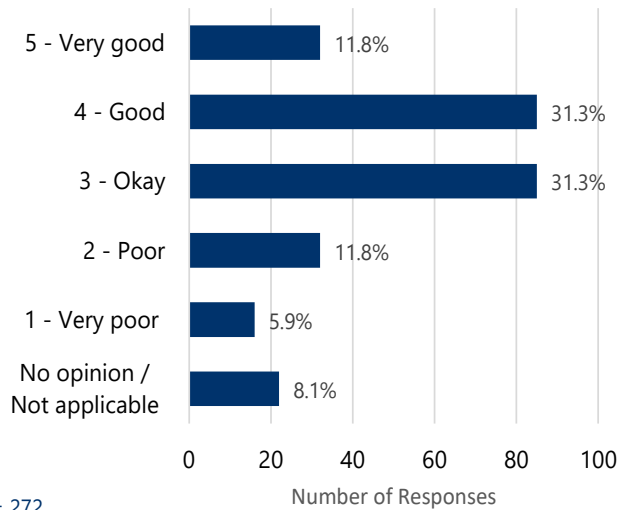
n = 274

Source: Camoin Associates

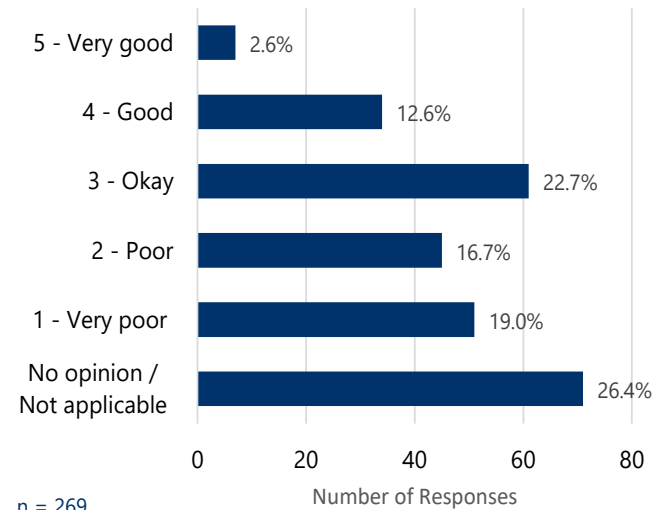
BUSINESS ENVIRONMENT

- 43% of respondents rate Utah's highways as good or very good.
- 18% rate them poor or very poor.
- 15% of respondents rate the state's public transportation systems as good or very good.
- 19% rate them very poor, 17% rate them poor.
- About one-quarter (24%) of respondents rate Utah's airline service as good or very good.
- 15% find it poor or very poor, but nearly half (47%) have no opinion.

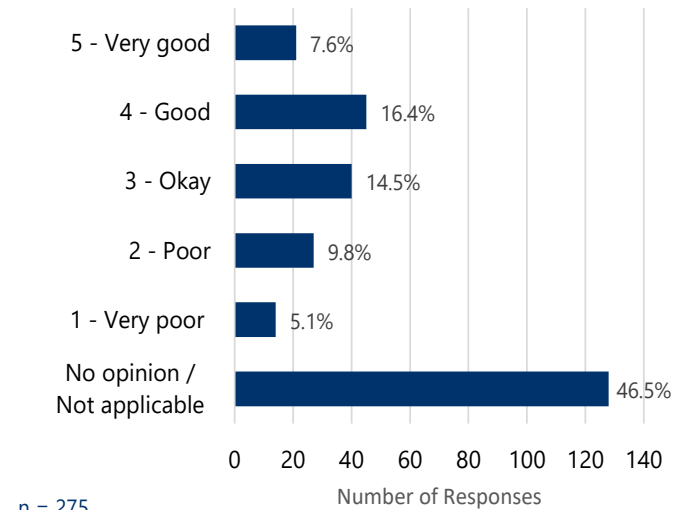
Highways



Public Transportation



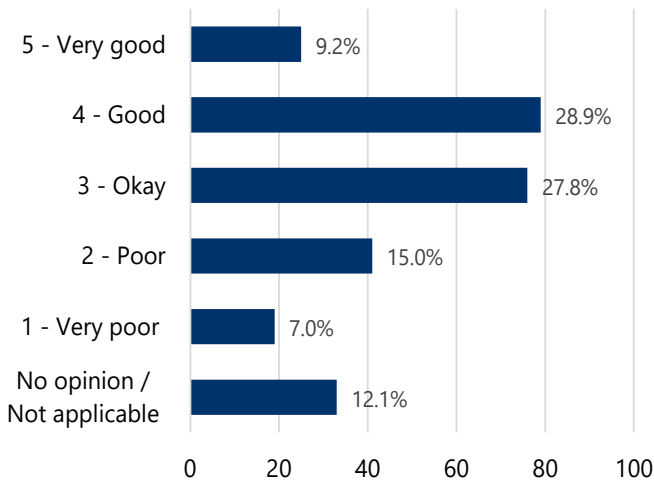
Airline Service



BUSINESS ENVIRONMENT

- 38% of respondents rate Utah's healthcare as good or very good.
- 22% rate it poor or very poor.
- 41% of respondents rate the state's education systems as good or very good.
- 20% rate them poor or very poor.
- Only 8% of respondents rate childcare in Utah as good or very good.
- 31% find it poor or very poor, but 41% have no opinion.

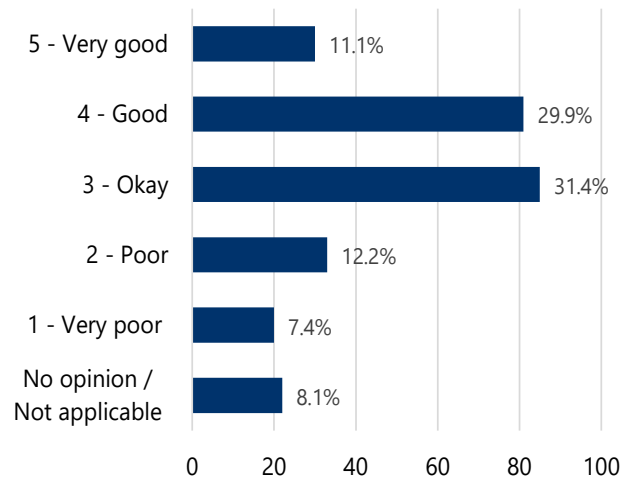
Healthcare



n = 273

Source: Camoin Associates

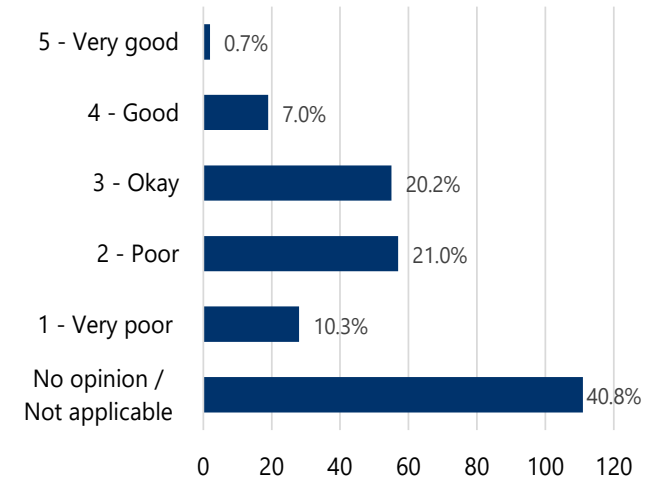
Education System



n = 271

Source: Camoin Associates

Childcare



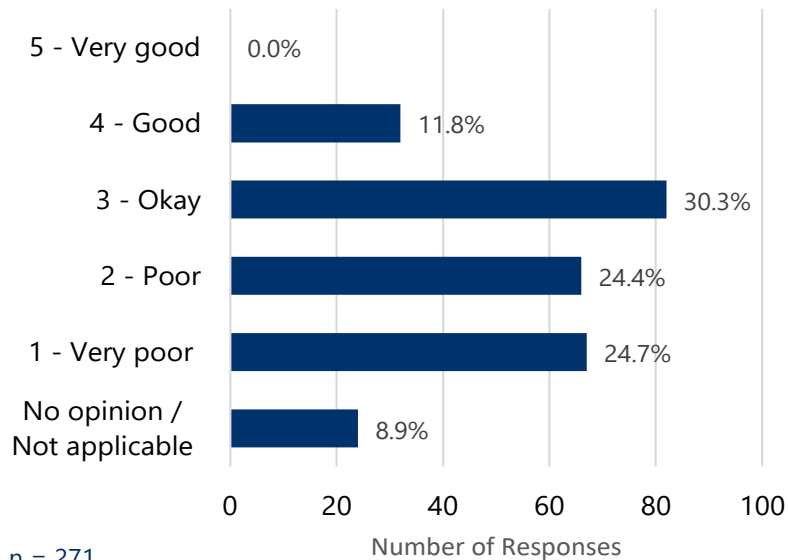
n = 272

Source: Camoin Associates

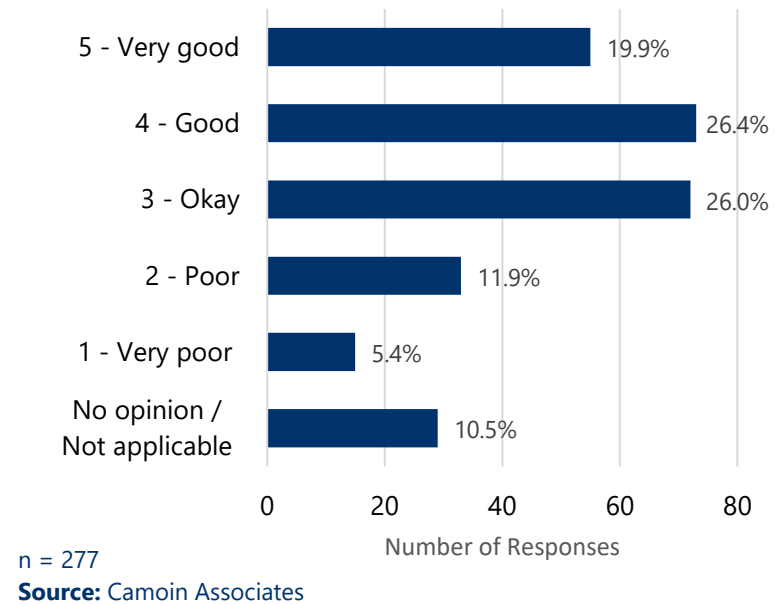
BUSINESS ENVIRONMENT

- No respondents rate Utah's housing situation as very good and just 12% rate it good.
- Nearly half (49%) rate it poor or very poor.
- 46% of respondents rate broadband internet service in Utah as good or very good.
- 17% rate it poor or very poor.

Housing



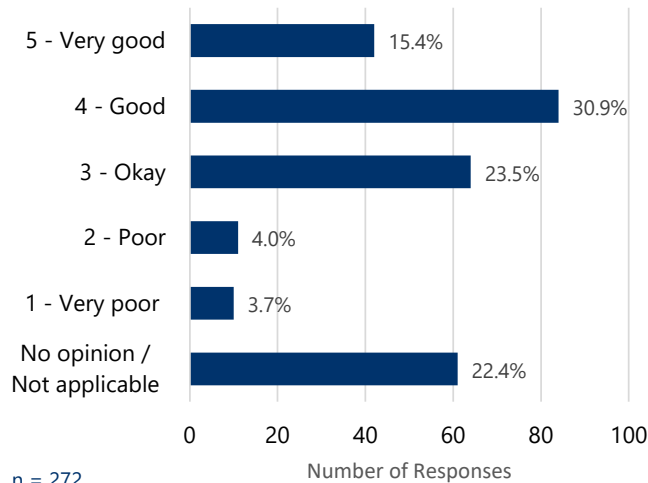
Broadband Internet



BUSINESS ENVIRONMENT

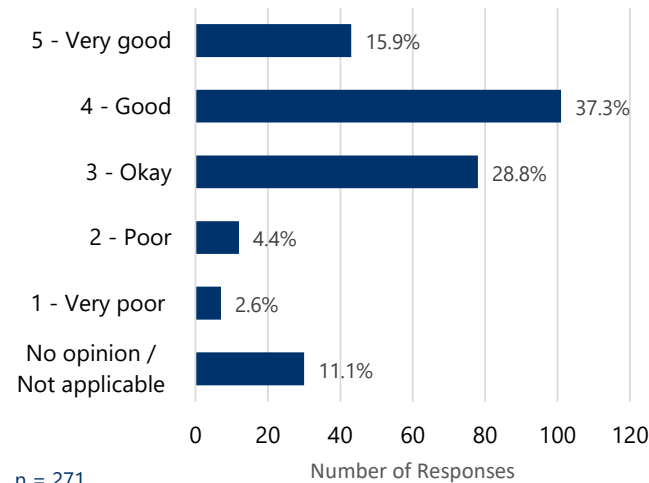
- 46% of respondents rate Utah's natural gas supply as good or very good.
- Just 8% rate it poor or very poor.
- 22% have no opinion.
- Over half of respondents (53%) rate the state's electric power supply as good or very good.
- Just 7% rate it poor or very poor.
- 48% of respondents rate water supplies in Utah as good or very good.
- 10% find them poor or very poor.

Natural Gas



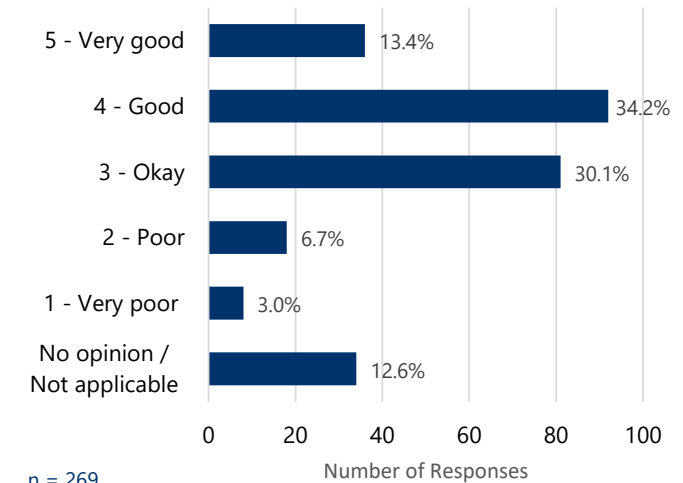
Source: Camoin Associates

Electric



Source: Camoin Associates

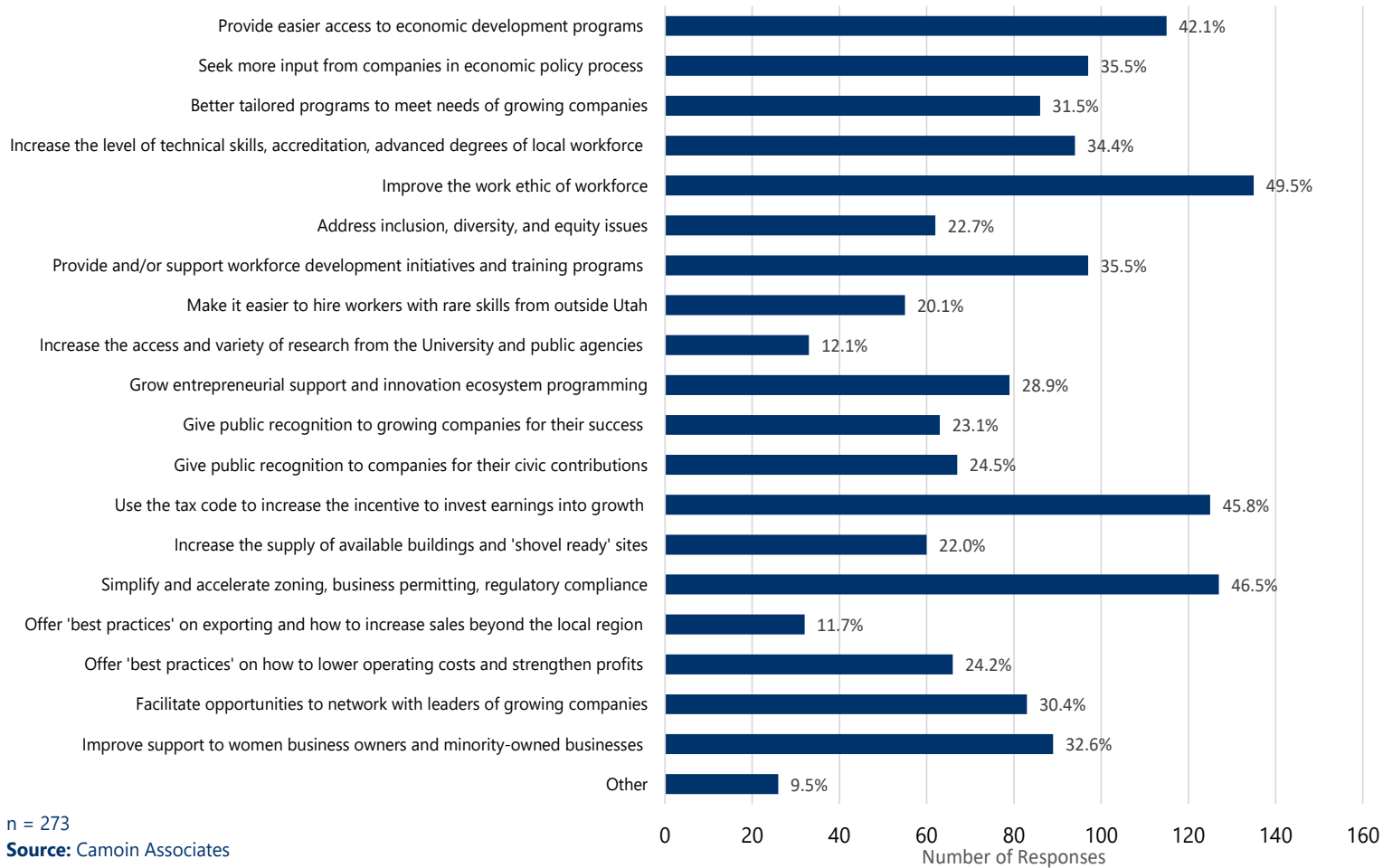
Water



Source: Camoin Associates

STATE AND LOCAL GOVERNMENT

How Could the State Improve Support for Companies Seeking Growth?



Findings presented on the following page.

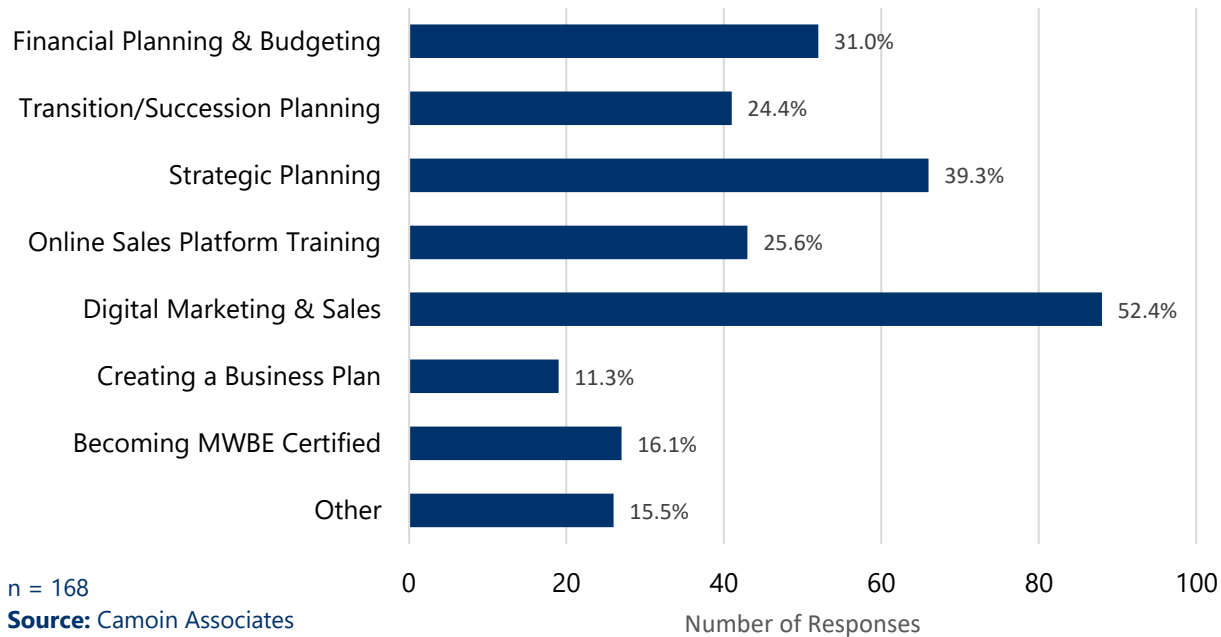
STATE AND LOCAL GOVERNMENT

- Over 40% of respondents would like the State of Utah to:
 - improve the work ethic of the workforce,
 - streamline zoning, business permitting, and regulatory compliance,
 - use the tax code to better incentivize investment in growth,
 - and improve access to economic development programs.
- Over 30% would like the State to:
 - seek more input from companies in the economic policy process,
 - provide and/or support workforce development initiatives and training programs,
 - increase the level of technical skills, accreditation, and advanced degrees of the local workforce,
 - improve support for women- and minority-owned businesses, and
 - better tailor programs to meet the needs of growing companies.

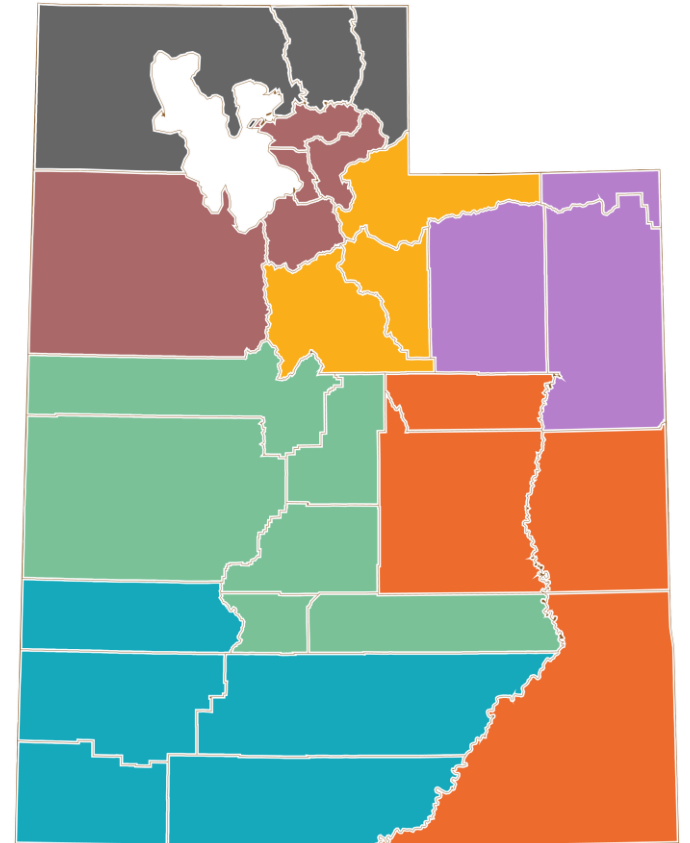
STATE AND LOCAL GOVERNMENT

- Over half of respondents (58%) indicated their business needs technical assistance.
- Of these, more than half (52%) need help with digital marketing and sales, 39% need strategic planning assistance, 31% need financial planning and budgeting help, and roughly one-quarter need online sales platform training and/or transition/ succession planning assistance.

Does Your Business Need Technical Assistance?



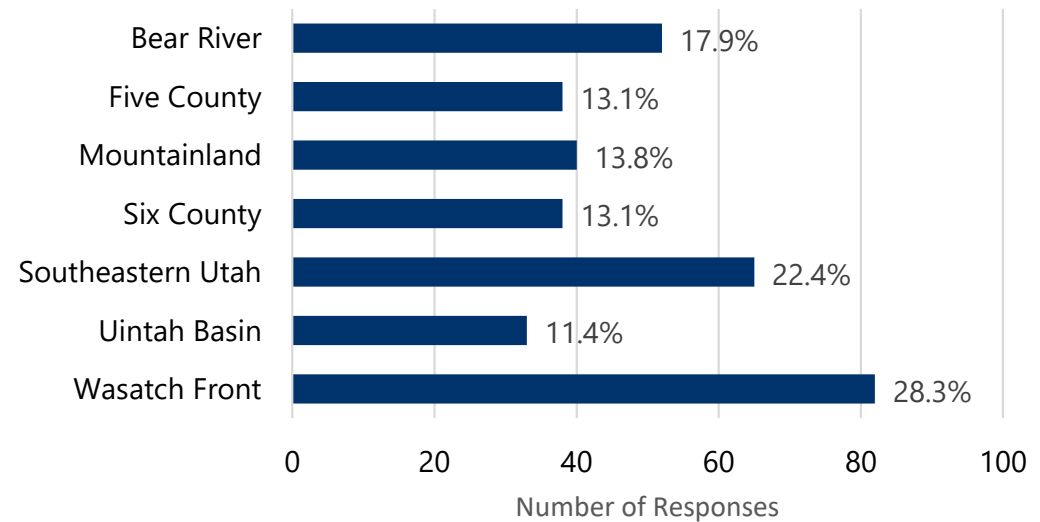
REGIONAL BREAKDOWN



REGIONAL OVERVIEW

- The largest share of respondents (28%) is located within the Wasatch Front EDD; the second-largest share (22%) is located within the Southeastern Utah EDD.
- Roughly one-tenth each (11%–13%) are located in the Five County, Six County, and Uintah Basin EDDs.
- Nearly one-fifth (18%) have locations in the Bear River EDD.
- 26 respondents selected multiple regions.

Respondents by Region



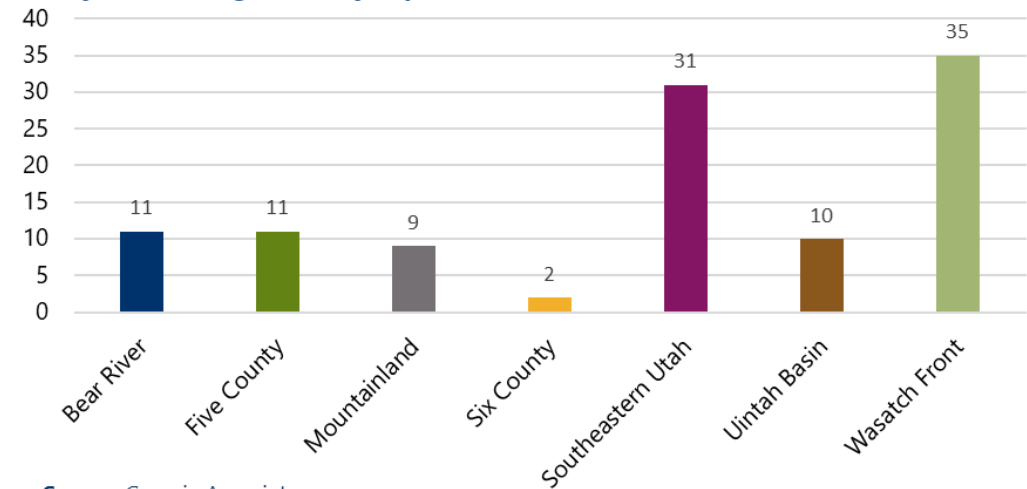
n = 290. Note: 26 respondents indicated multiple regions; they are counted in each region.

Source: Camoin Associates

OVERVIEW

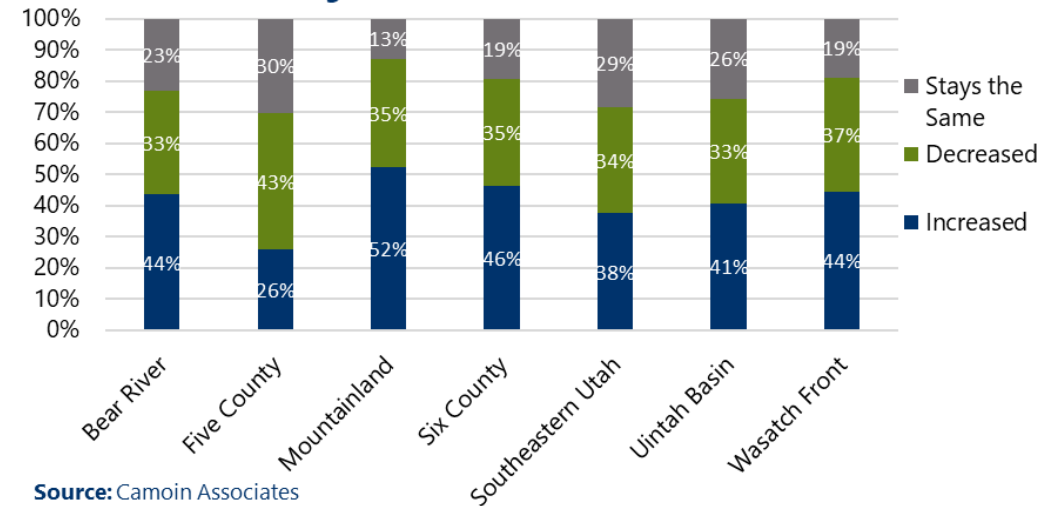
- Most facility expansion is occurring in Southeastern Utah and the Wasatch Front, both with 30-plus facilities planned for expansion.
- Mountainland region respondents were the only region with over half its facilities experiencing a revenue increase in the last 12 months.
- Five County region respondents experienced the highest proportion of facilities with a revenue decrease in the last 12 months.

Are you Planning a Facility Expansion in the Next 2-3 Years



Source: Camoin Associates

How Has Revenue Changed in the Last 12 Months

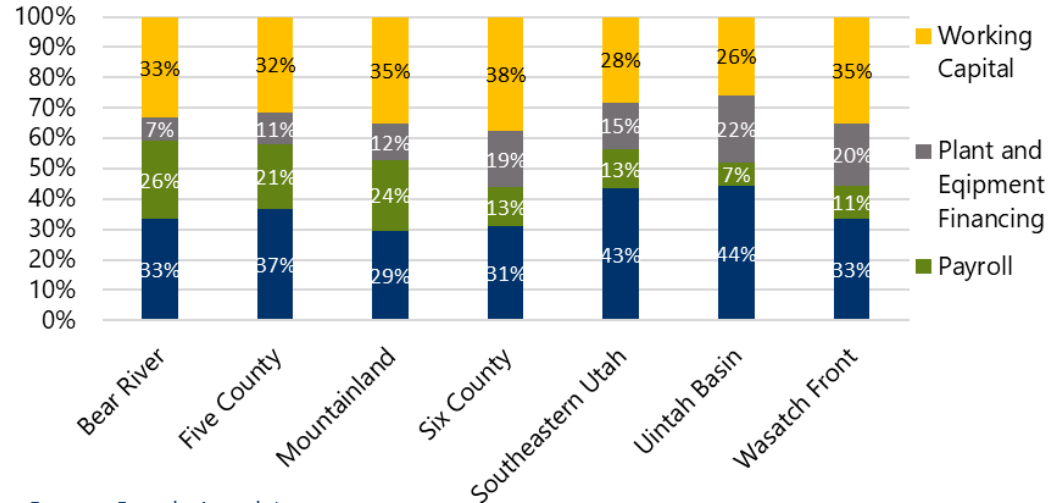


Source: Camoin Associates

OVERVIEW

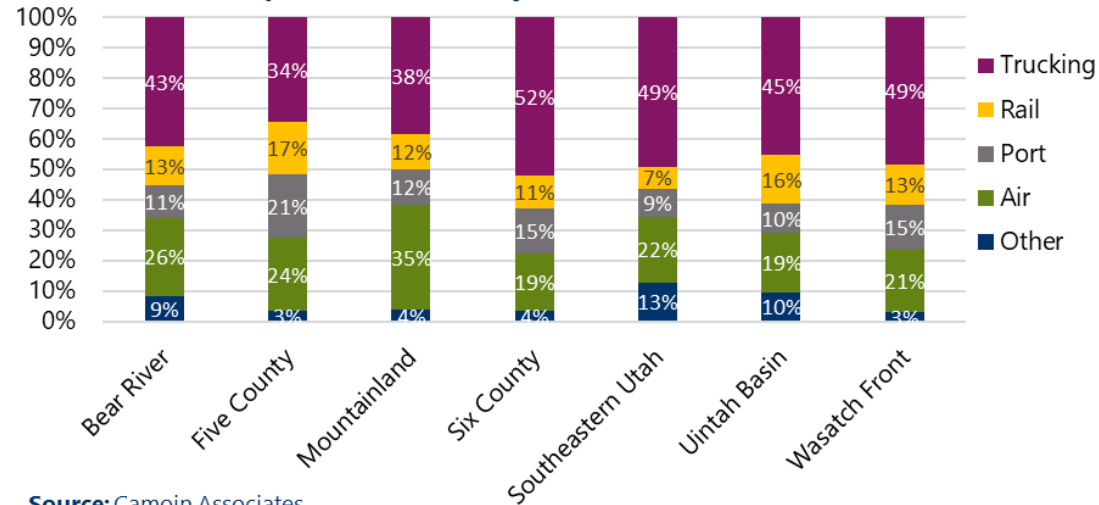
- Across regions, the greatest areas of financial assistance need are in working capital and capital improvements.
- Across the regions, the respondents use trucking for most of their transportation requirements.
- Except in Bear River and the Uintah Basin, rail is the least utilized transportation method.

Where are Your Financial Assistance Needs



Source: Camoin Associates

How Do You Transport at Your Facility

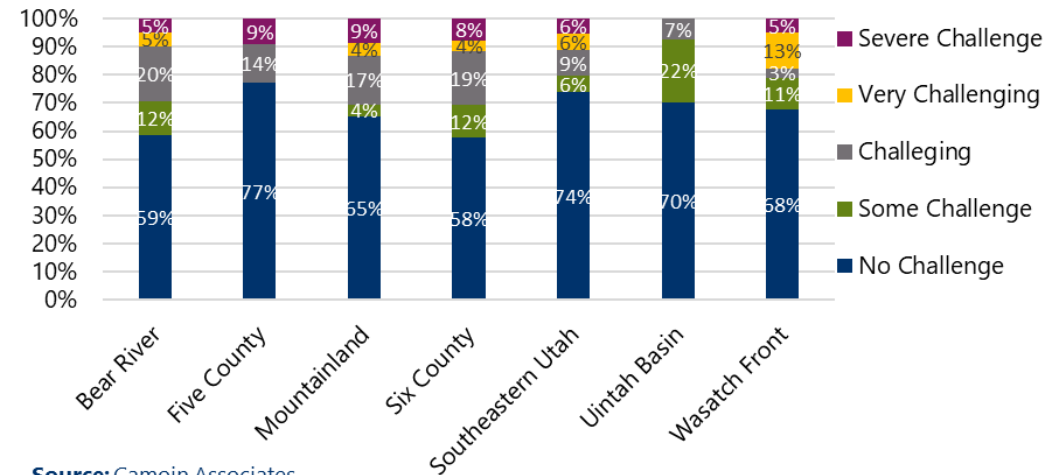


Source: Camoin Associates

CHALLENGES

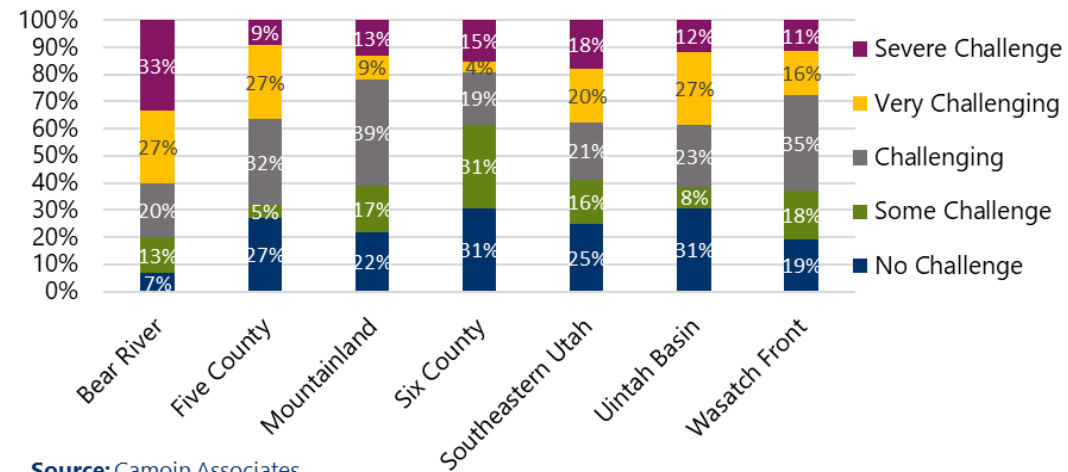
- Across the board the majority of regional respondents stated that dealing with remote workers was not a challenge.
- Six County region respondents did however find this to be more challenging than any other region.
- Financing new equipment is at least challenging for most of the regional respondents.
- Financing new equipment was the least challenging for Six County respondents.

How Big of a Challenge are Remote Workers



Source: Camoin Associates

How Big of a Challenge is Financing New Equipment

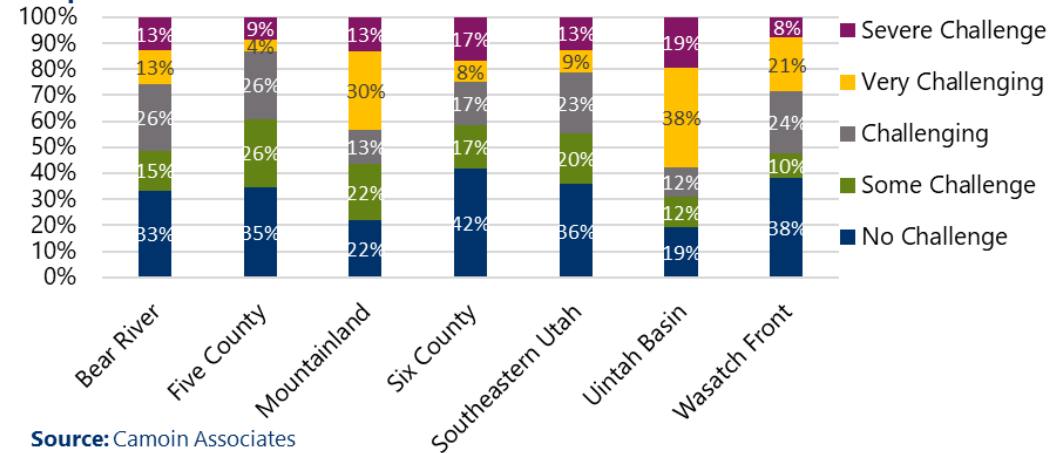


Source: Camoin Associates

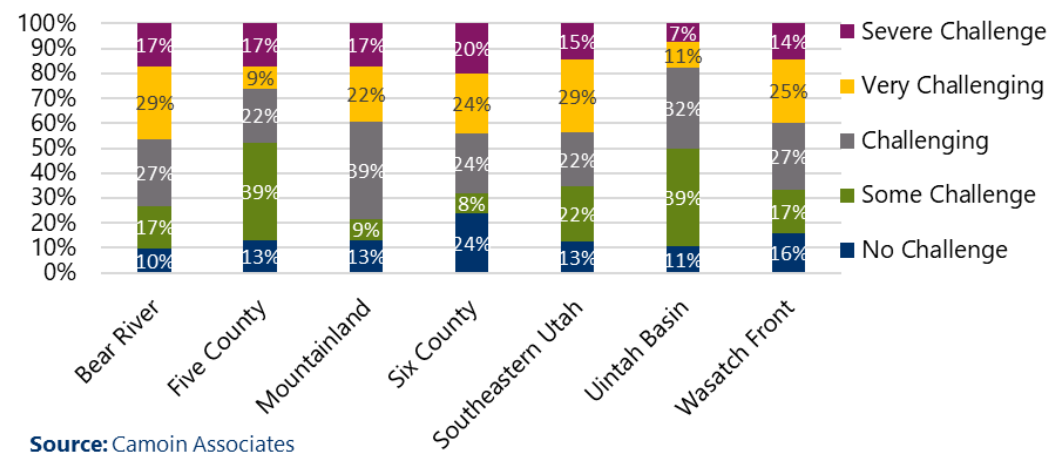
CHALLENGES

- A majority of regional respondents stated that attracting external sources of growth capital was a challenge.
- Attracting external sources of growth capital was the most challenging for Uintah Basin and Mountainland respondents.
- Dealing with the increasing cost of utilities was at least challenging for most of the regional respondents.
- The exceptions to this being in the Five County and Uintah Basin regions.

How Big of a Challenge is Attracting External Sources of Growth Capital



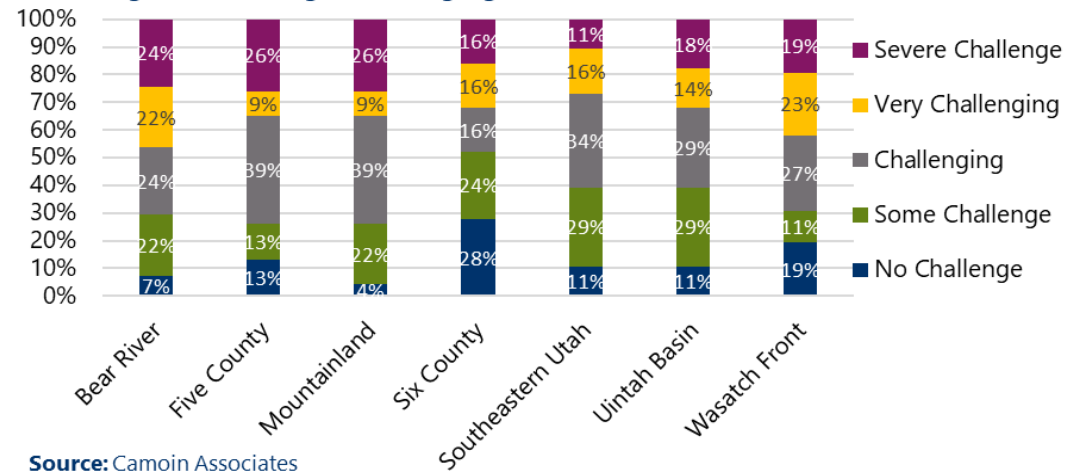
How Big of a Challenge is Dealing with the Increasing Cost of Utilities



CHALLENGES

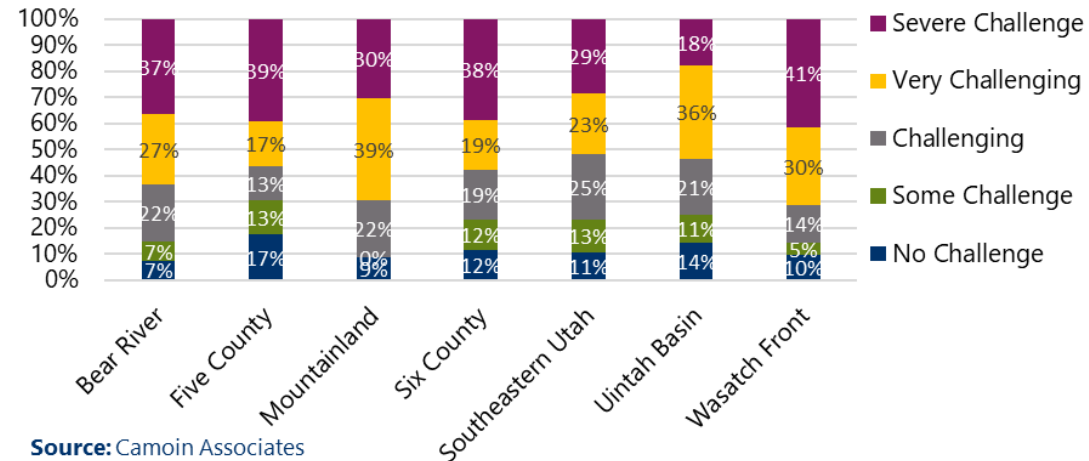
- A majority of regional businesses stated that managing cash flow was a challenge.
- Six County region respondents struggled with this the least.
- A significant majority of respondents stated that dealing with the increasing cost of labor was at least challenging.
- It was the least challenging in the Five County region and the most challenging in the Mountainland region.

How Big of a Challenge is Managing Cash Flow



Source: Camoin Associates

How Big of a Challenge is Dealing with the Increasing Cost of Labor

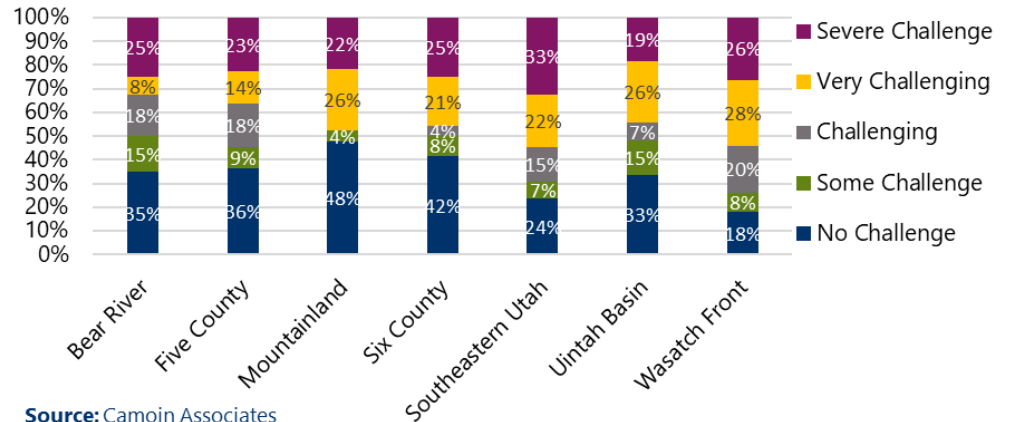


Source: Camoin Associates

CHALLENGES

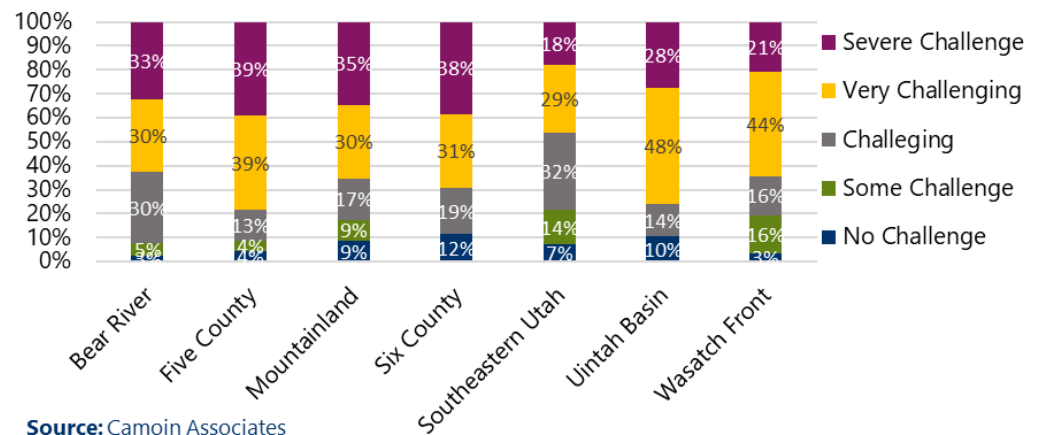
- A majority of regional respondents stated that dealing with the increasing cost of real estate was at least challenging.
- Real estate costs were the most challenging in the Wasatch Front and Southeastern Utah.
- A majority of regional respondents stated that dealing with unexpected changes in economic conditions was a big challenge.
- Bear River and Five County respondents struggle with this challenge the most compared to the other regions.

How Big of a Challenge is Dealing with the Increasing Cost of Real Estate



Source: Camoin Associates

How Big of a Challenge is Dealing with Unexpected Changes in Economic Conditions or Input Demand

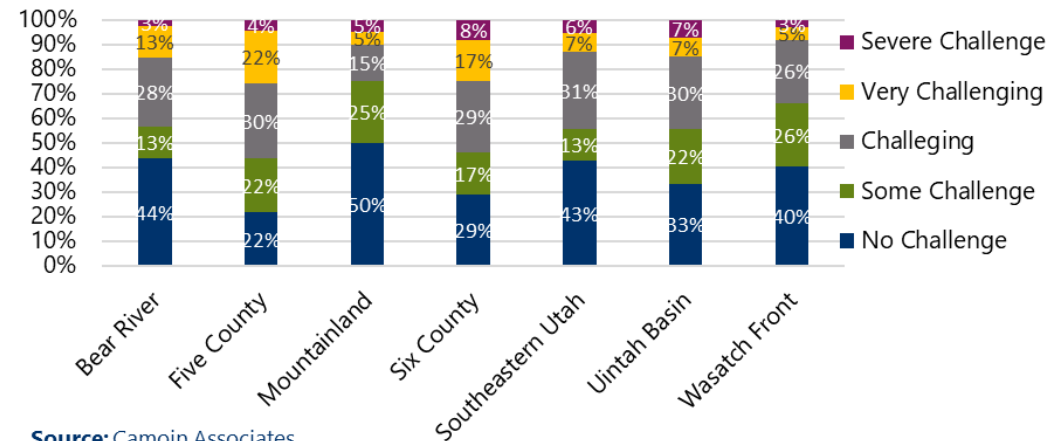


Source: Camoin Associates

CHALLENGES

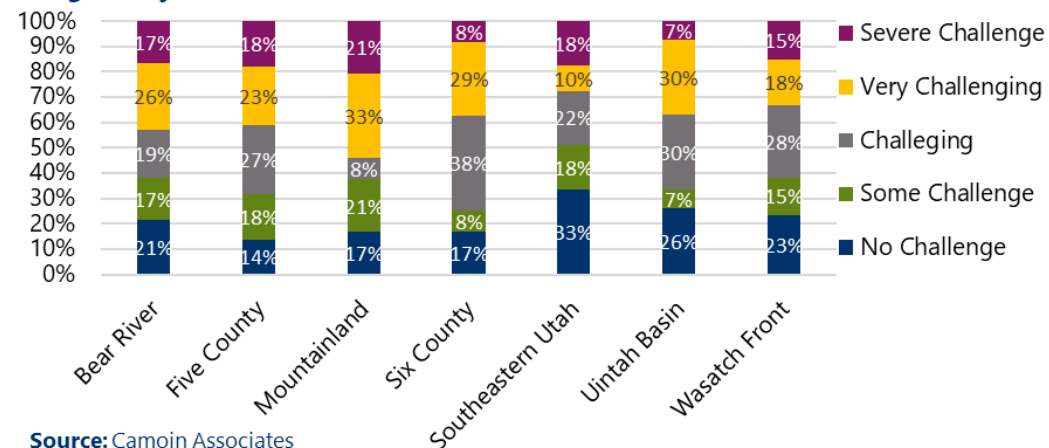
- Mountainland region respondents had the least difficulty responding to new disruptive technologies.
- A majority of the regional respondents stated that navigating legislative and regulatory barriers was at least challenging.
- Six County respondents found this the most challenging.

How Big of a Challenge is Dealing with Responding to New Disruptive Technologies



Source: Camoin Associates

How Big of a Challenge is Navigating Legislative and/or Regulatory Barriers

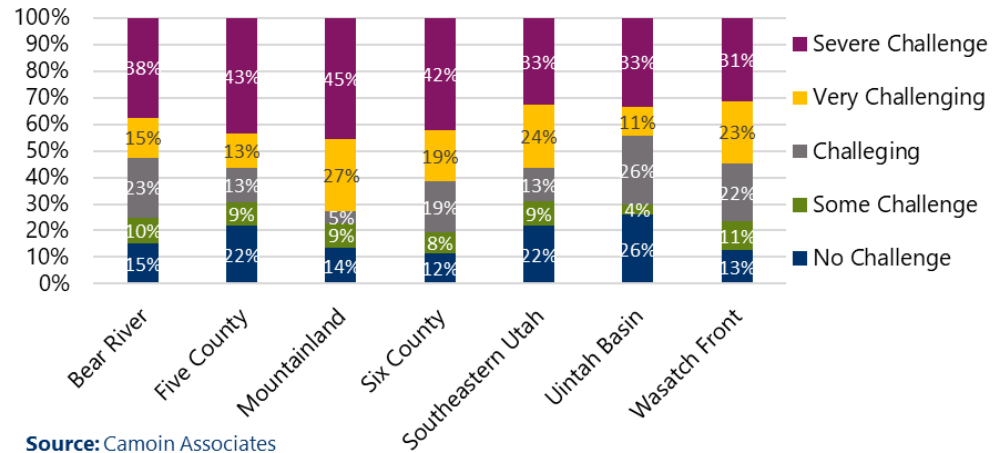


Source: Camoin Associates

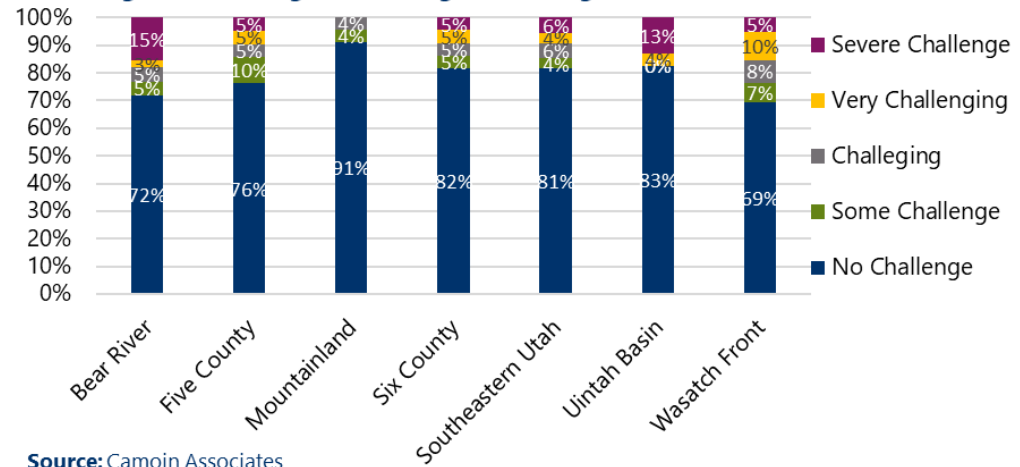
CHALLENGES

- A majority of the regional respondents stated that recruiting the best workforce possible was at least a challenge.
- Six County, Mountainland, and Wasatch Front respondents found this to be the most challenging.
- A significant majority of the regional respondents stated that entering foreign markets was not a challenge (78% of respondents do not export).
- Bear River and Wasatch Front respondents found this to be more challenging than the other regions.

How Big of a Challenge is Recruiting the Best Workforce Possible



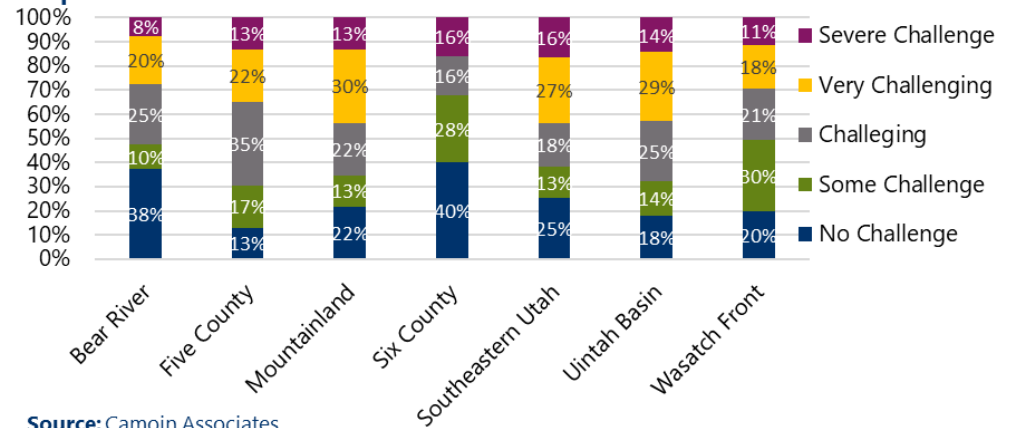
How Big of a Challenge is Entering into Foreign Markets



CHALLENGES

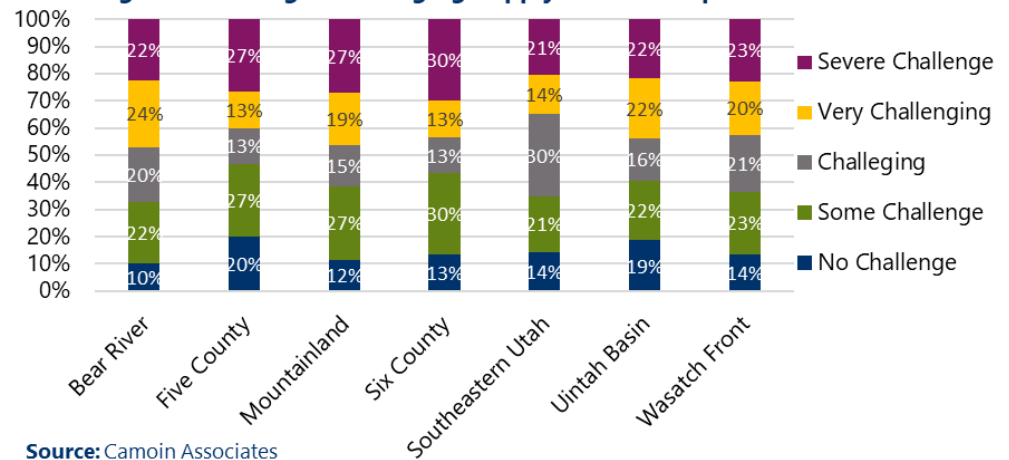
- A majority of the regional respondents stated that obtaining growth financing and capital was at least challenging.
- The exception being the Six County Region, who found this the least challenging.
- A majority of the regional respondents stated that managing supply chain disruptions was at least challenging.
- The Bear River and Southeastern Utah regions found this the most challenging.

How Big of a Challenge is Obtaining Growth Financing and Capital



Source: Camoin Associates

How Big of a Challenge is Managing Supply Chain Disruptions

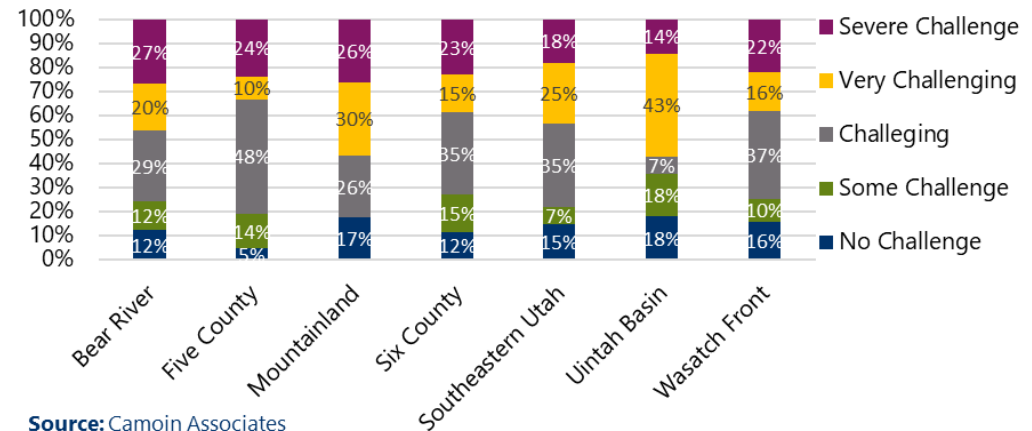


Source: Camoin Associates

CHALLENGES

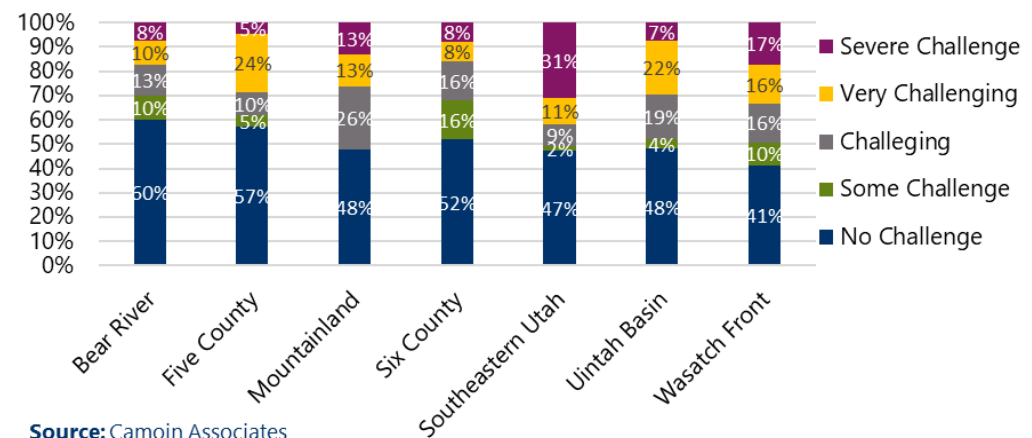
- A majority of the regional respondents stated that maintaining high margins on their existing products and services was at least challenging.
- Mountainland, Five County, and Southeastern Utah respondents found this the most challenging.
- Most respondents did not think that finding suitable land and buildings to grow their businesses was a significant challenge.
- Only in Mountainland and Southeastern Utah did more than half of respondents find it to be at least challenging.

How Big of a Challenge is Maintaining High Margins on Your Existing Products or Services



Source: Camoin Associates

How Big of a Challenge is Finding Suitable Land or Buildings to Grow Business

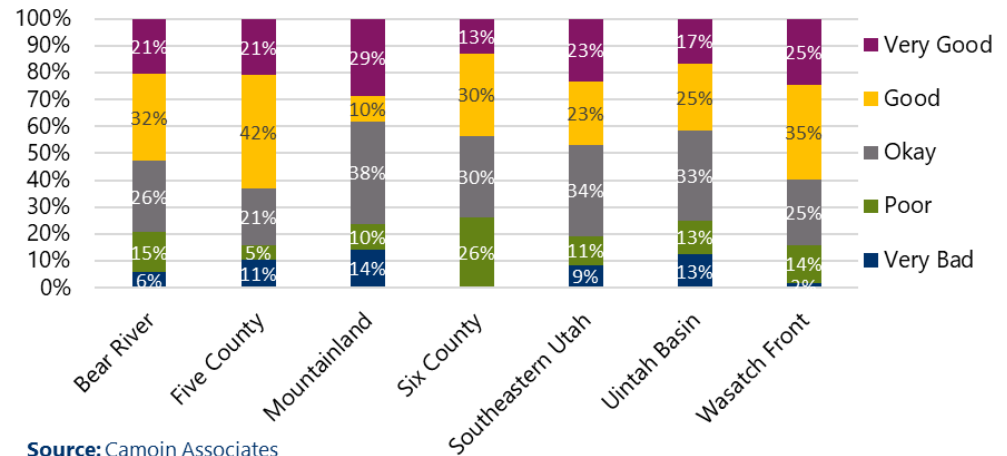


Source: Camoin Associates

BUSINESS ENVIRONMENT

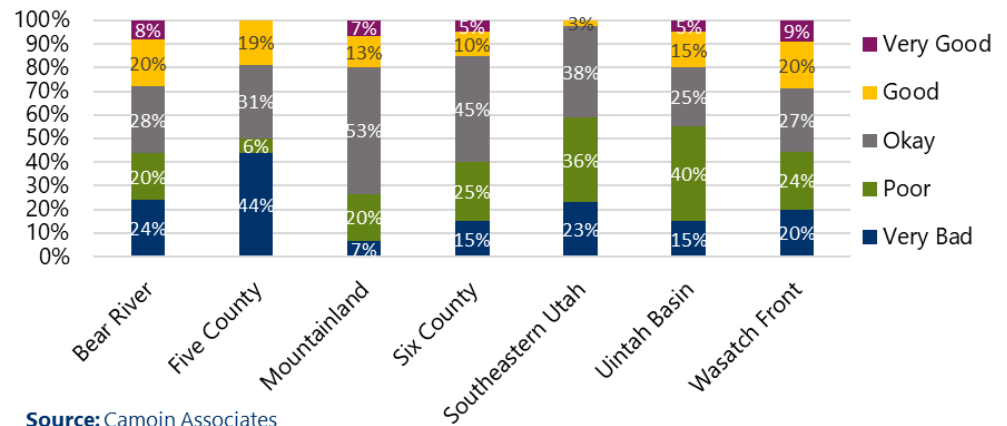
- A majority of the respondents said their broadband internet access was at least okay.
- The largest shares of respondents reporting poor or very poor access were in Six County and the Uintah Basin.
- In four regions most respondents thought that state-provided financial incentives did at least an okay job supporting their businesses.
- Southeastern Utah and Uintah Basin felt the worst about state-provided financial incentives supporting their businesses.

How Good is Your Access to Broadband Internet



Source: Camoin Associates

How Well Do State Provided Financial Incentives Support your Business

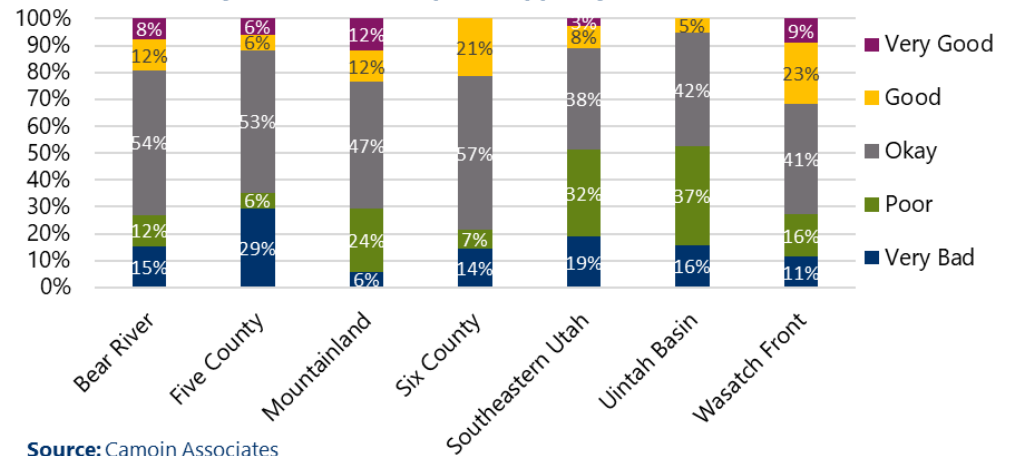


Source: Camoin Associates

BUSINESS ENVIRONMENT

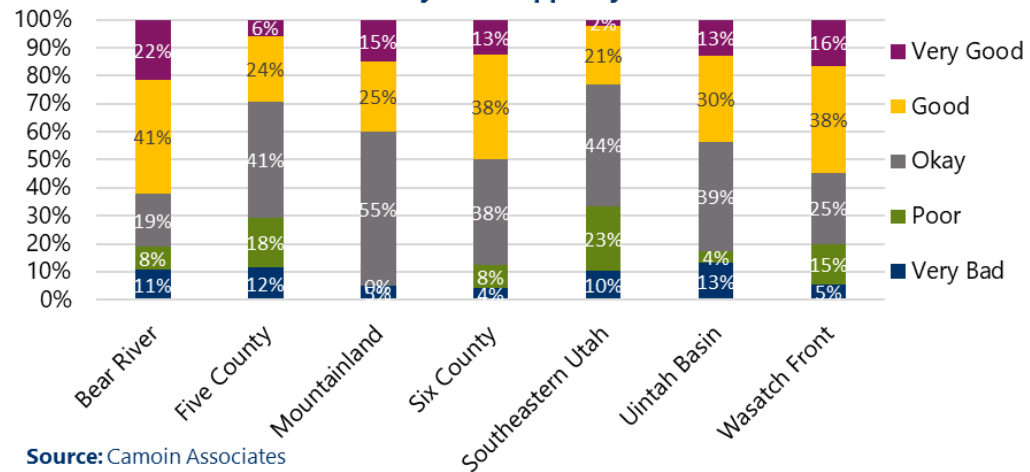
- Most regions found access to capital to be at least okay.
- Uintah Basin was the least pleased with access to capital.
- A majority of respondents think that the education system does at least an okay job supporting their businesses.
- Southeastern Utah and Five County were the least satisfied with the education system.

How Well Does your Access to Capital Support your Business



Source: Camoin Associates

How Well Does the Education System Support your Business

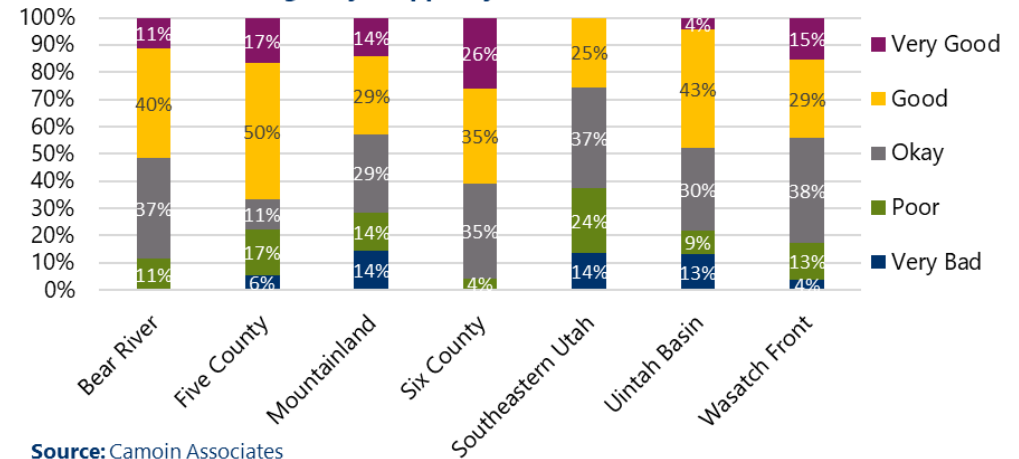


Source: Camoin Associates

BUSINESS ENVIRONMENT

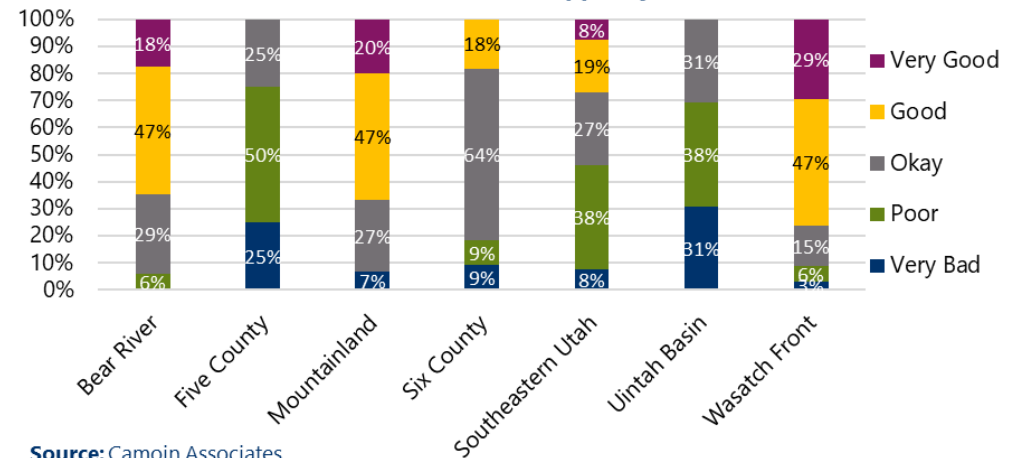
- A majority of respondents state that the highways did at least an okay job supporting their businesses.
- The regional respondents with the best view of the highways were the Six County and Bear River respondents.
- Respondents' views on how well airline services supported their business were the most diverse of the questions asked.
- A majority of Bear River, Mountainland, Six County, Southeastern Utah, and Wasatch Front respondents felt airline service was at least okay.
- A majority of Five County and Uintah Basin respondents felt that airline services were poor or worse.

How Well Do the Highways Support your Business



Source: Camoin Associates

How Well Does Access to Airline Services Support your Business

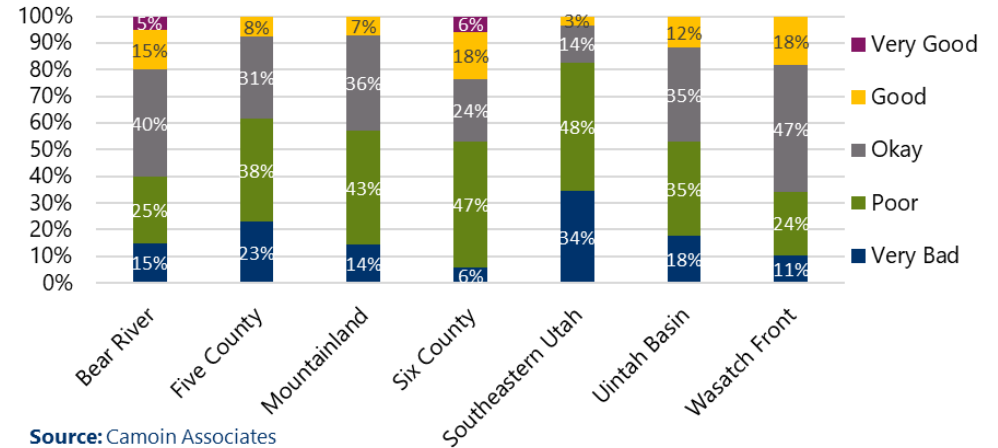


Source: Camoin Associates

BUSINESS ENVIRONMENT

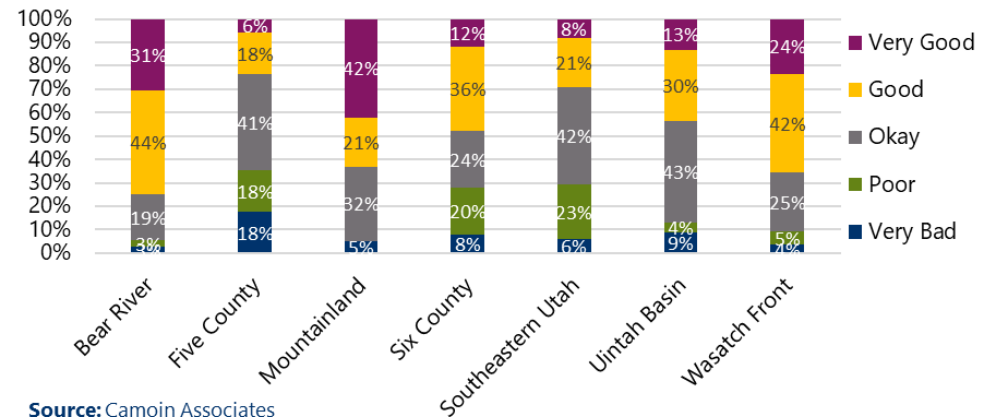
- Except in Bear River and the Wasatch Front, a majority of respondents stated that their access to childcare was poor or worse.
- A majority of respondents across the regions felt that the entrepreneurial environment did at least an okay job supporting their businesses.
- Mountainland and Bear River respondents had the most positive feeling of the entrepreneurial environment; Five County was the least positive.

How Good is Your Access to Childcare



Source: Camoin Associates

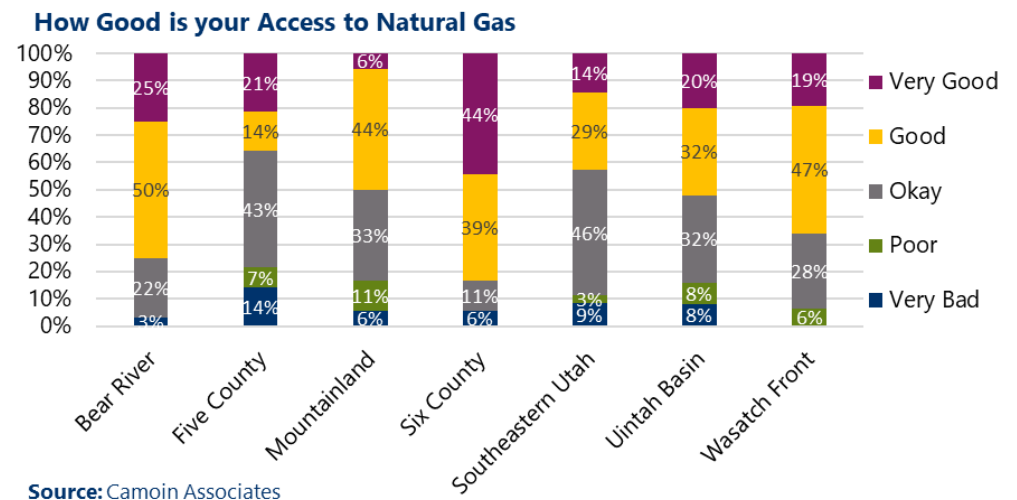
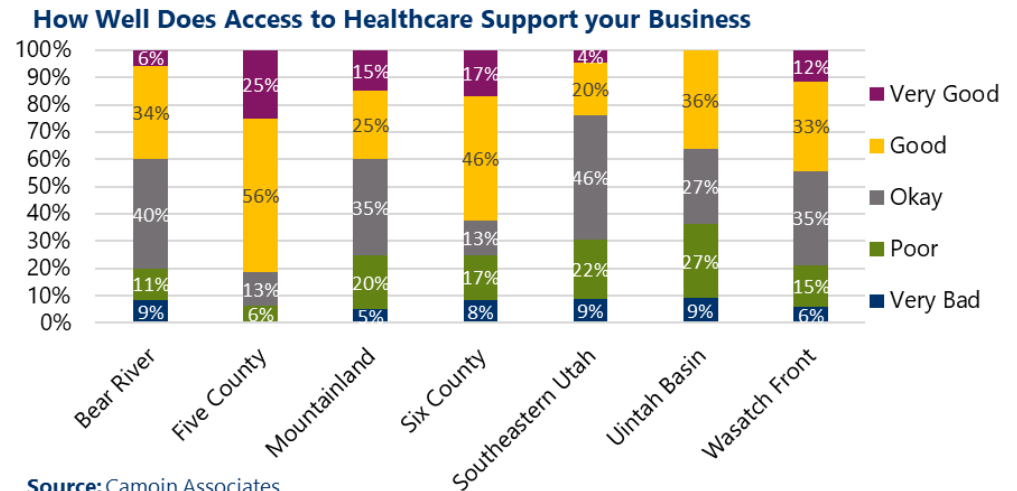
How Well does the Entrepreneurial Environment Support your Business



Source: Camoin Associates

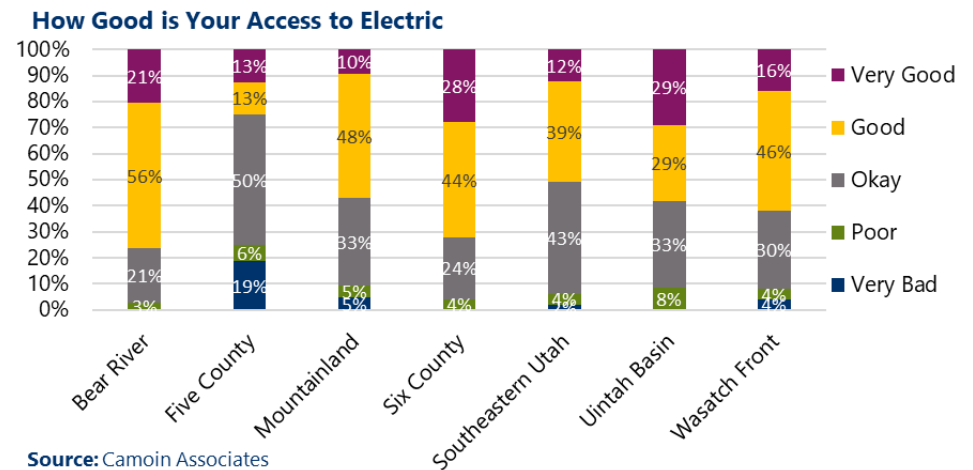
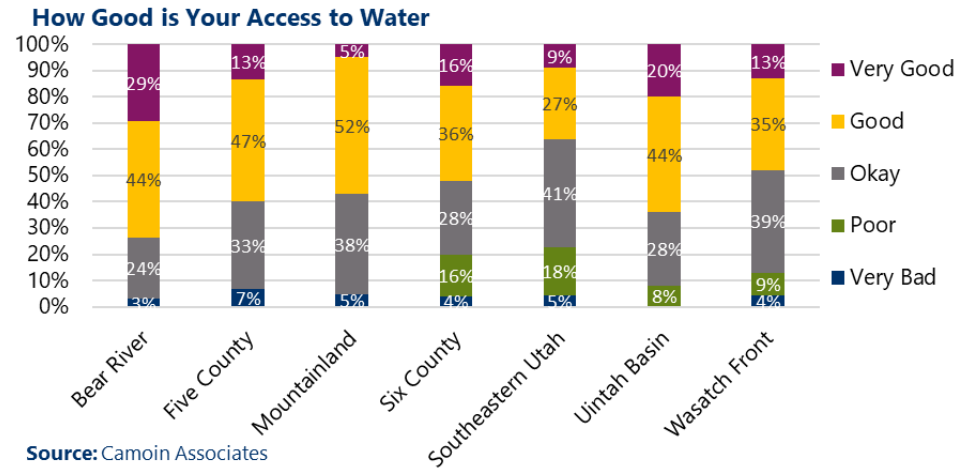
BUSINESS ENVIRONMENT

- A majority of respondents stated that their access to healthcare was at least okay across regions.
- Five County and Bear River respondents felt the most positive about their access to healthcare compared to other regions.
- A majority of respondents across the regions felt that their access to natural gas was at least okay.
- Five County and Mountainland respondents felt the most negative about their access to natural gas



BUSINESS ENVIRONMENT

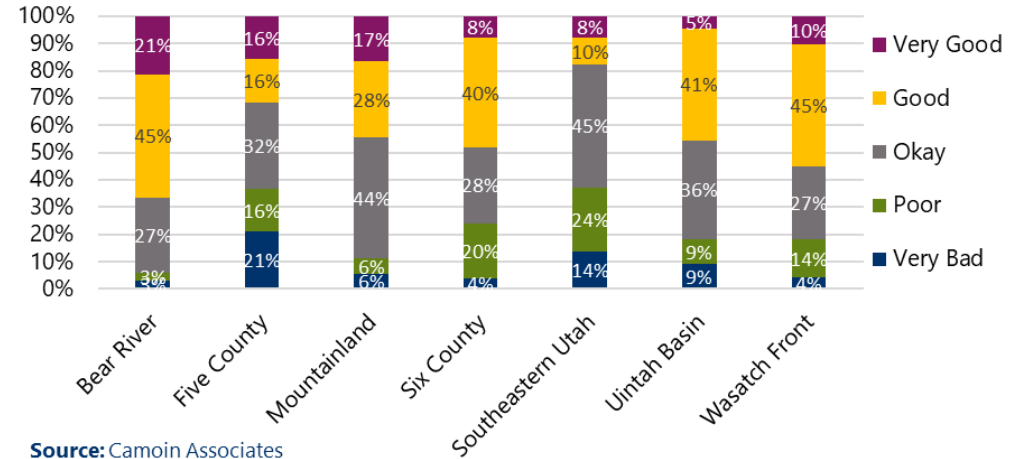
- A majority of respondents stated that their access to water was at least okay across regions.
- Six County and Southeastern Utah respondents felt the worst about their access to water.
- A majority of respondents across the regions felt that their access to electricity was at least okay.
- Five County respondents were the least positive about their access to electricity.



BUSINESS ENVIRONMENT

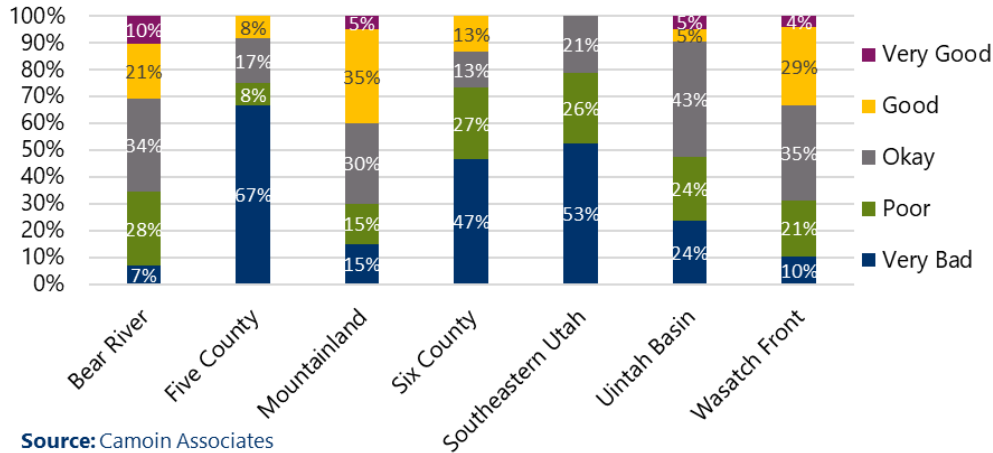
- A majority of the respondents across regions felt that community amenities did an at least okay job supporting their business.
- A majority of Five County, Six County, and Southeastern Utah respondents felt their access to public transportation was poor or worse.
- A majority of Five County, Six County, Southeastern Utah, and Wasatch Front respondents felt their access to housing was poor or worse.

How Well Do Community Amenities Support your Business



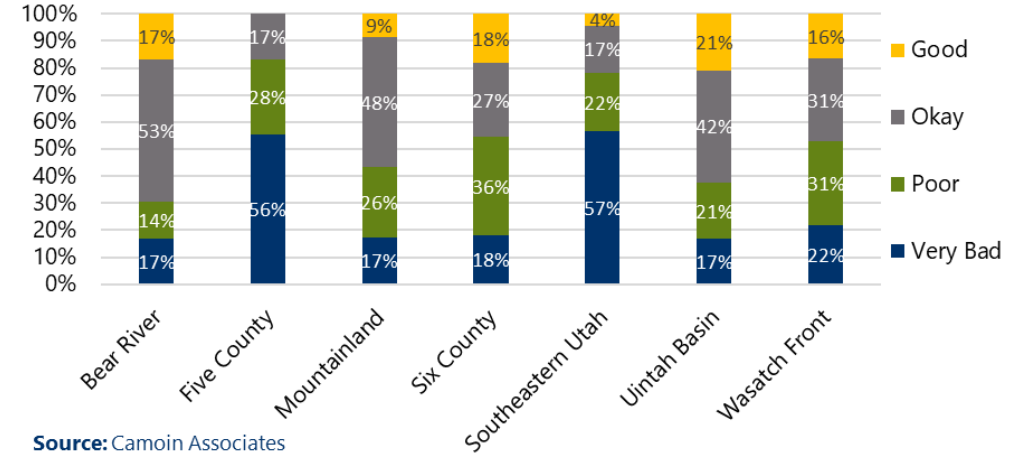
Source: Camoin Associates

How Good is Your Access to Public Transportation



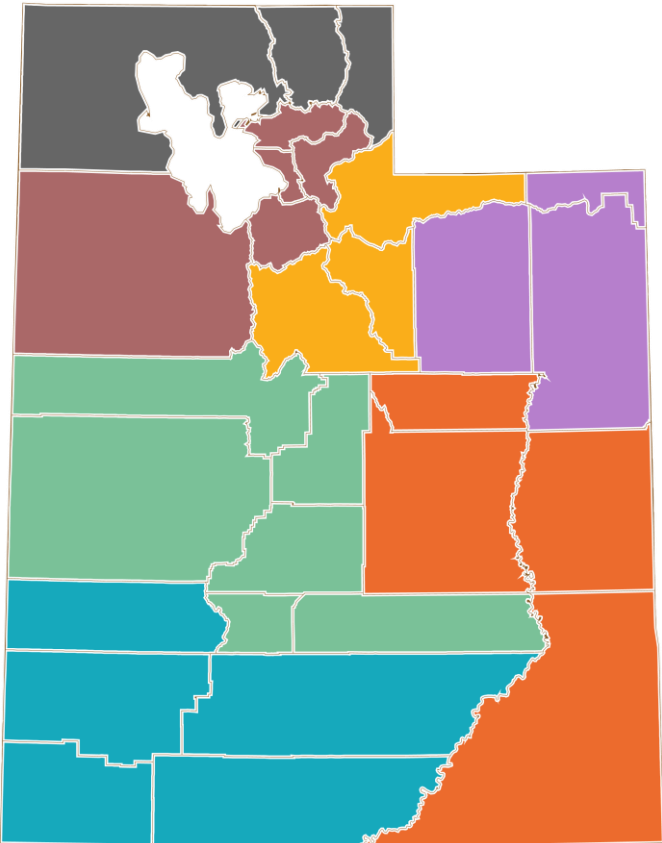
Source: Camoin Associates

How Good is your Access to Housing



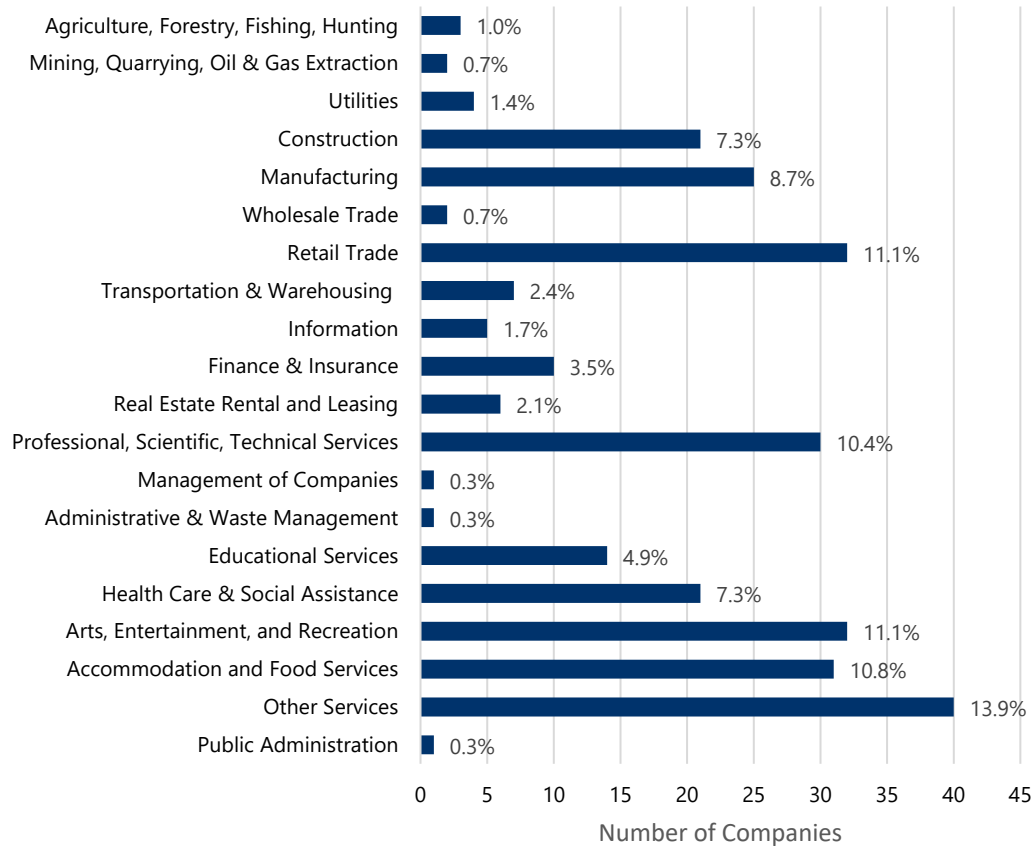
Source: Camoin Associates

RESULTS BY INDUSTRY



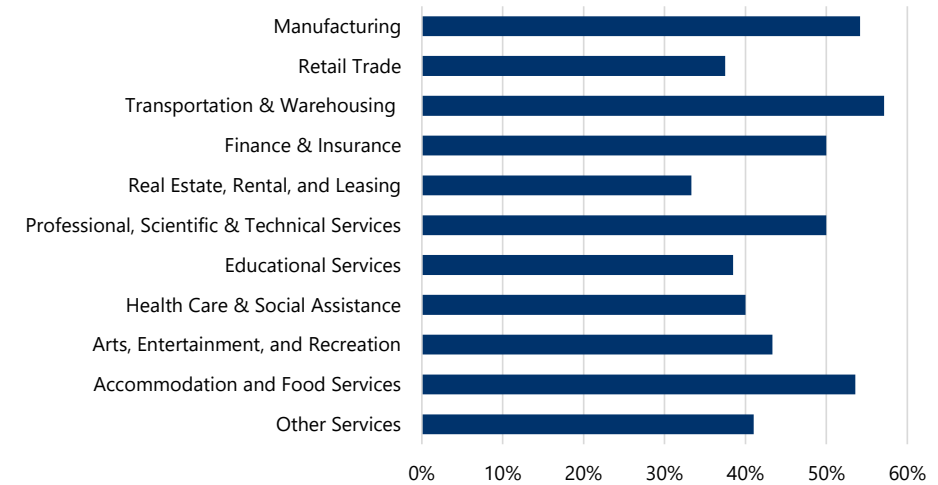
RESULTS BY INDUSTRY

Industry Summary



- Among respondents, more than half of those in the Manufacturing, Transportation & Warehousing, and Accommodation and Food Services industries are planning a facility expansion in the next two to three years

Share of Largest Industries Planning a Facility Expansion



Note: Industries shown are those representing at least 2% of responses.

n = 279

Source: Camoin Associates

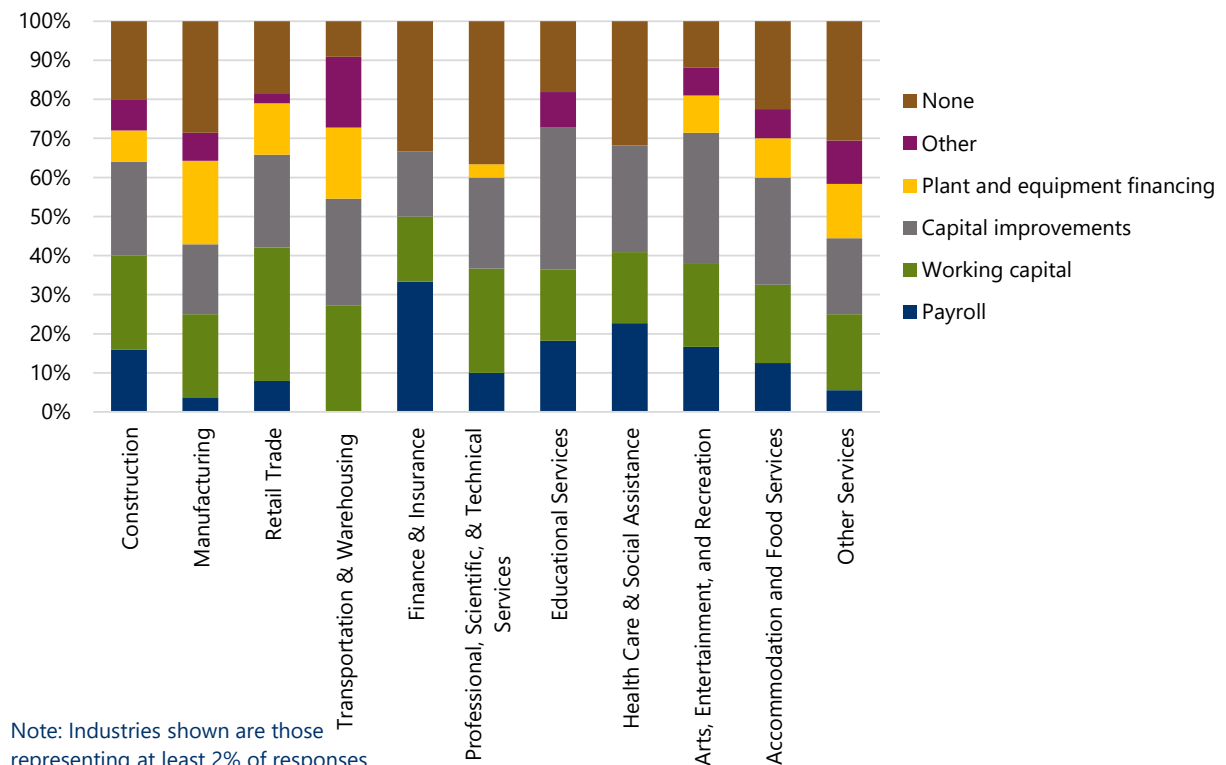
Source: Camoin Associates

RESULTS BY INDUSTRY

Note: Only those industries representing at least 2% of responses are shown.

- Capital improvements and working capital are the most common areas of financial assistance need across industries, averaging 25% and 22% of respondents, respectively.
- Educational Services (36%) and Arts, Entertainment, and Recreation (33%) businesses are the most likely to need assistance with capital improvements.
- Approximately one-third (34%) of Retail businesses and roughly one-quarter of Construction (24%), Transportation & Warehousing (27%), and Professional, Scientific, & Technical Services (27%) businesses need working capital assistance.

Financial Assistance Needs of Largest Industries



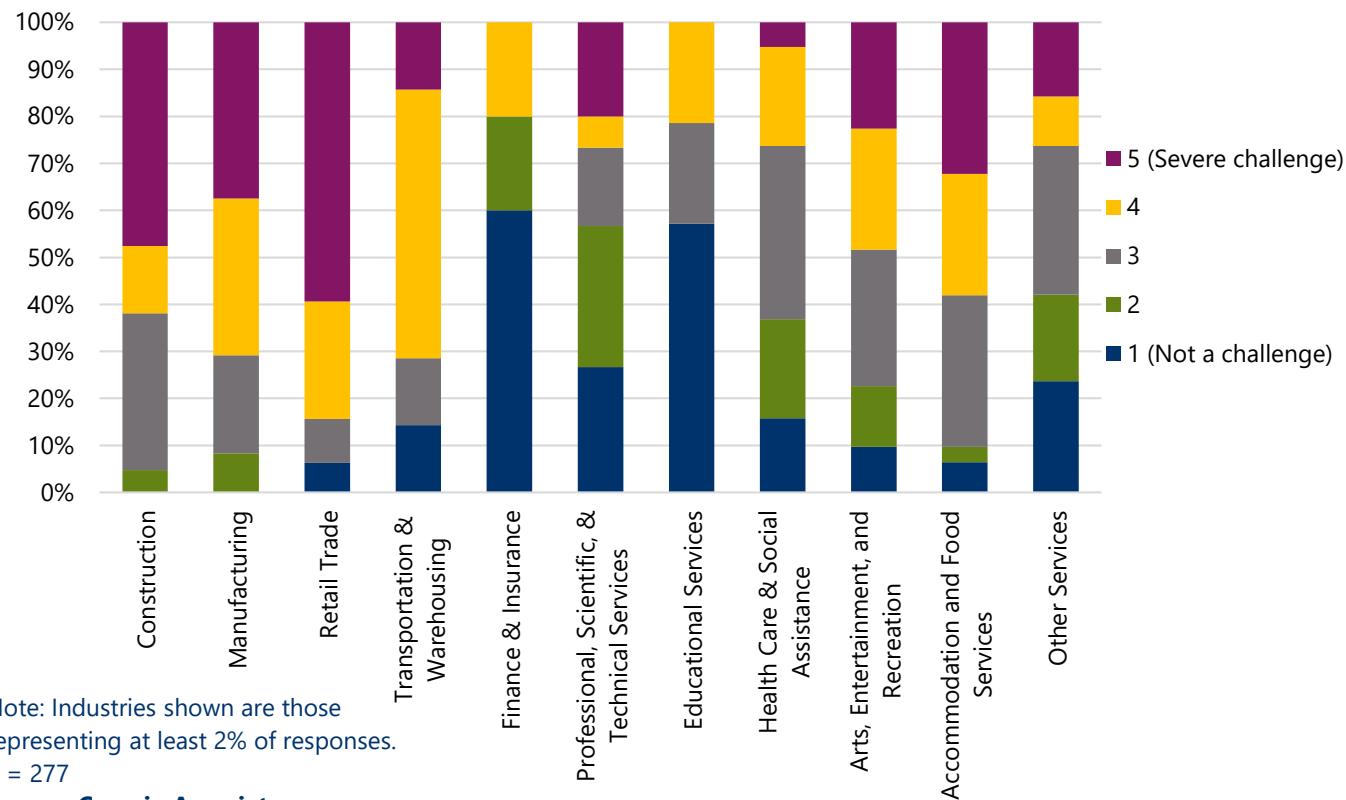
Note: Industries shown are those representing at least 2% of responses.
n = 216

Source: Camoin Associates

RESULTS BY INDUSTRY

- Supply chain disruptions are a major challenge (ranking 4 or 5) for most businesses in the Construction, Manufacturing, Retail Trade, Transportation & Warehousing, and Accommodation and Food Service industries.
- Over 80% of Retail respondents say supply chain disruptions are a major challenge.

Supply Chain Challenges



Note: Industries shown are those representing at least 2% of responses.
n = 277

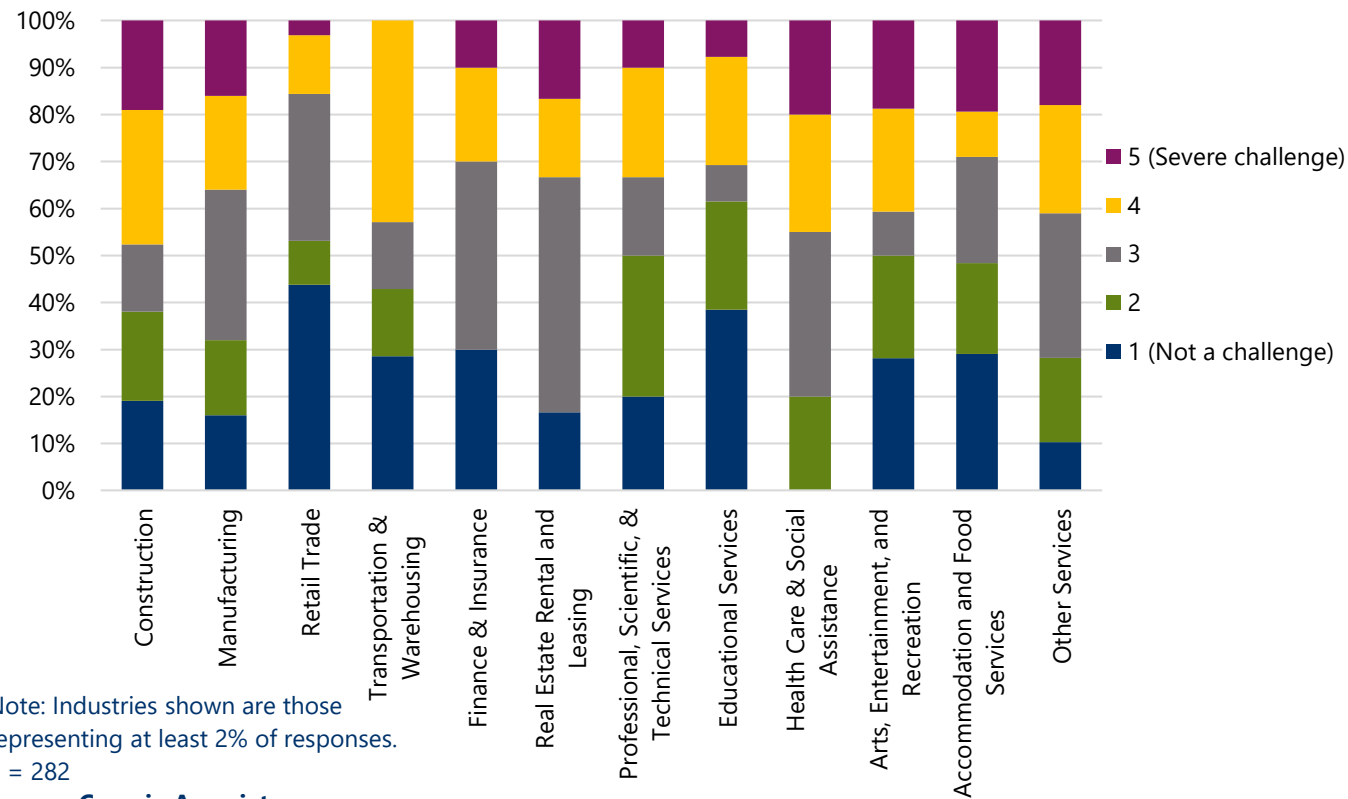
Source: Camoin Associates

RESULTS BY INDUSTRY

Note: Only those industries representing at least 2% of responses are shown.

- Navigating legislative and/or regulatory barriers is a major challenge (ranking 4 or 5) for 48% of Construction businesses, 45% of Health Care & Social Assistance businesses, 43% of Transportation & Warehousing, and 41% of both Arts, Entertainment, and Recreation and Other Services businesses.

Navigating Legislative/Regulatory Barriers



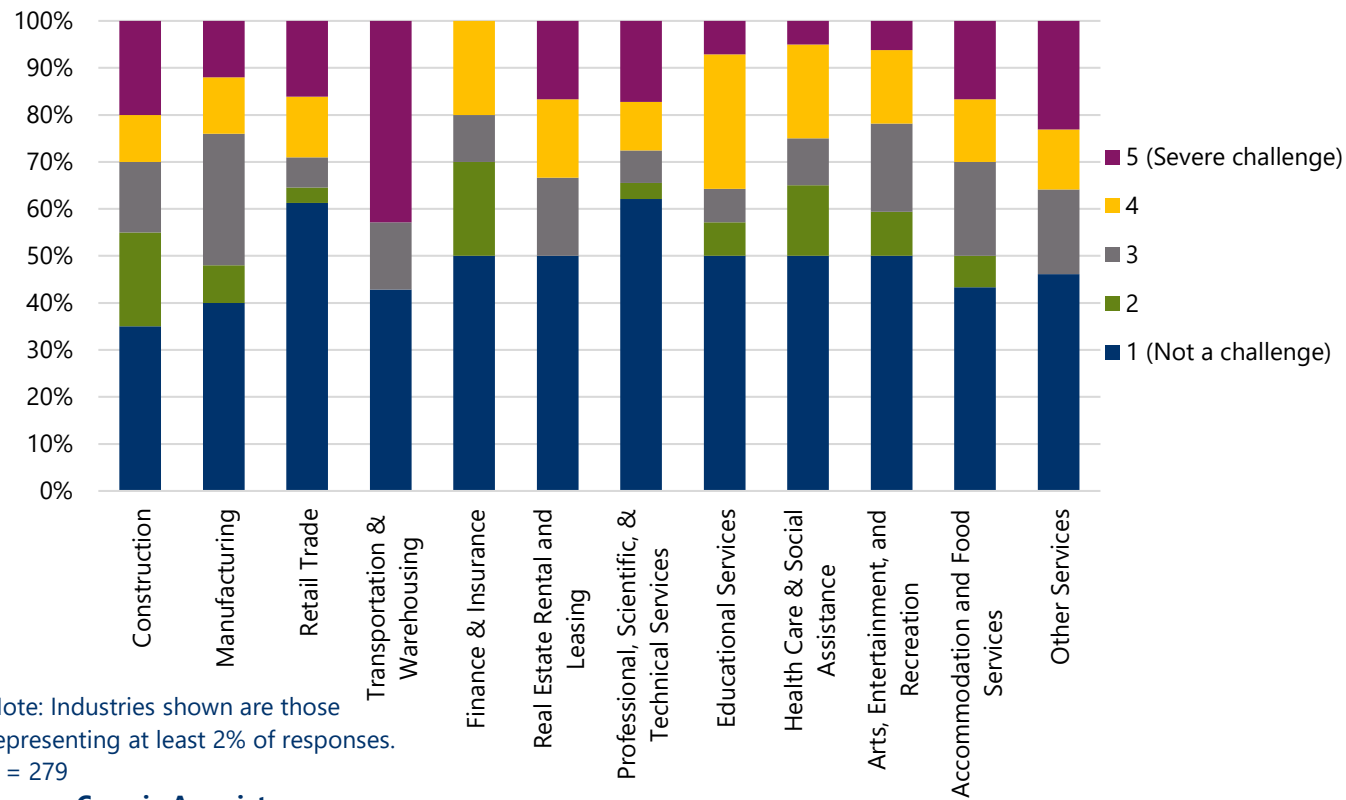
Note: Industries shown are those representing at least 2% of responses.
n = 282

Source: Camoin Associates

RESULTS BY INDUSTRY

- Finding suitable land or buildings to accommodate business growth is a major challenge (ranking 4 or 5) for at least one-third of Transportation & Warehousing, Real Estate, Educational Services, and Other Services businesses.

Finding Suitable Land or Buildings for Growth



Note: Industries shown are those representing at least 2% of responses.
n = 279

Source: Camoin Associates

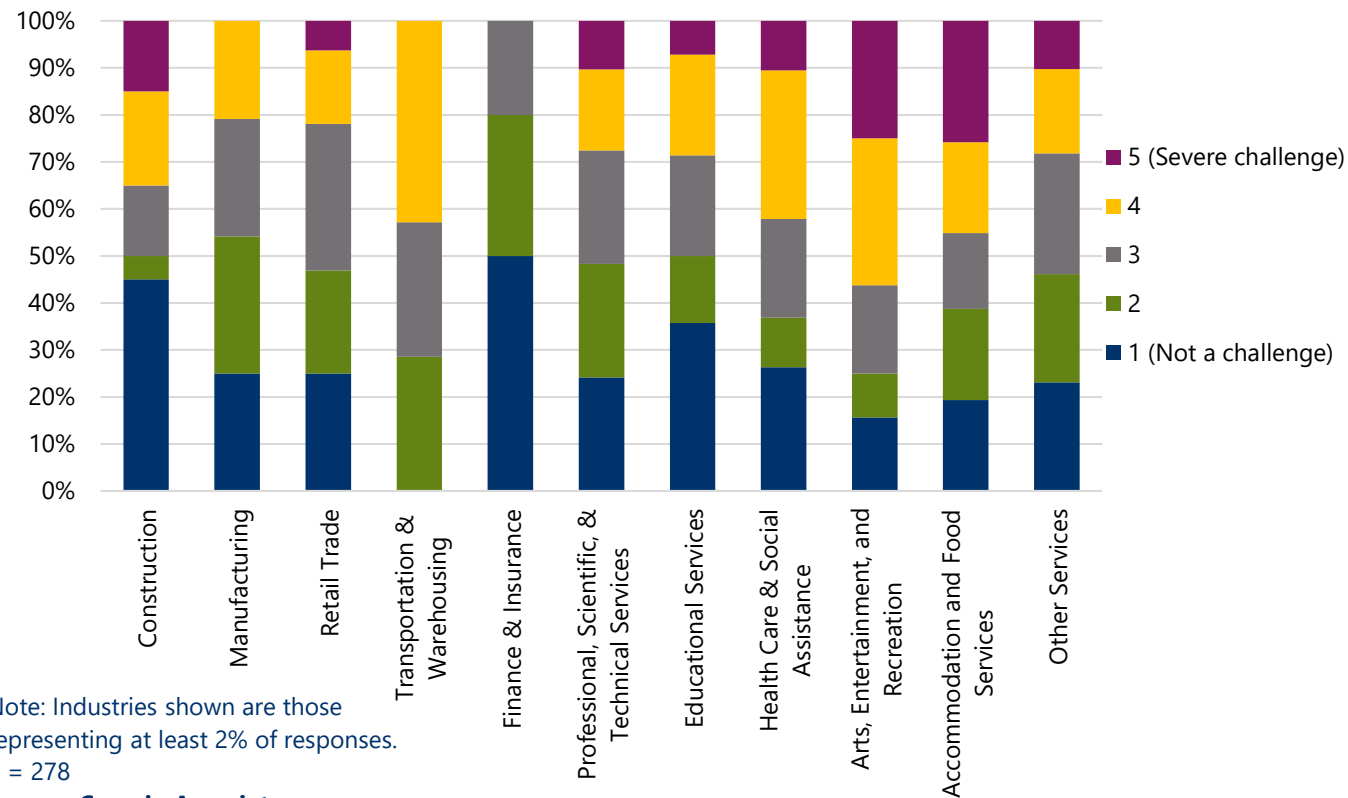
RESULTS BY INDUSTRY

Note: Only those industries representing at least 2% of responses are shown.

- Obtaining growth financing and capital is a major challenge (ranking 4 or 5) for more than half (56%) of Arts, Entertainment, and Recreation businesses.

- More than one-third of Construction, Transportation & Warehousing, Health Care & Social Assistance, and Accommodation and Food Service businesses find it a major challenge.

Obtaining Growth Financing and Capital



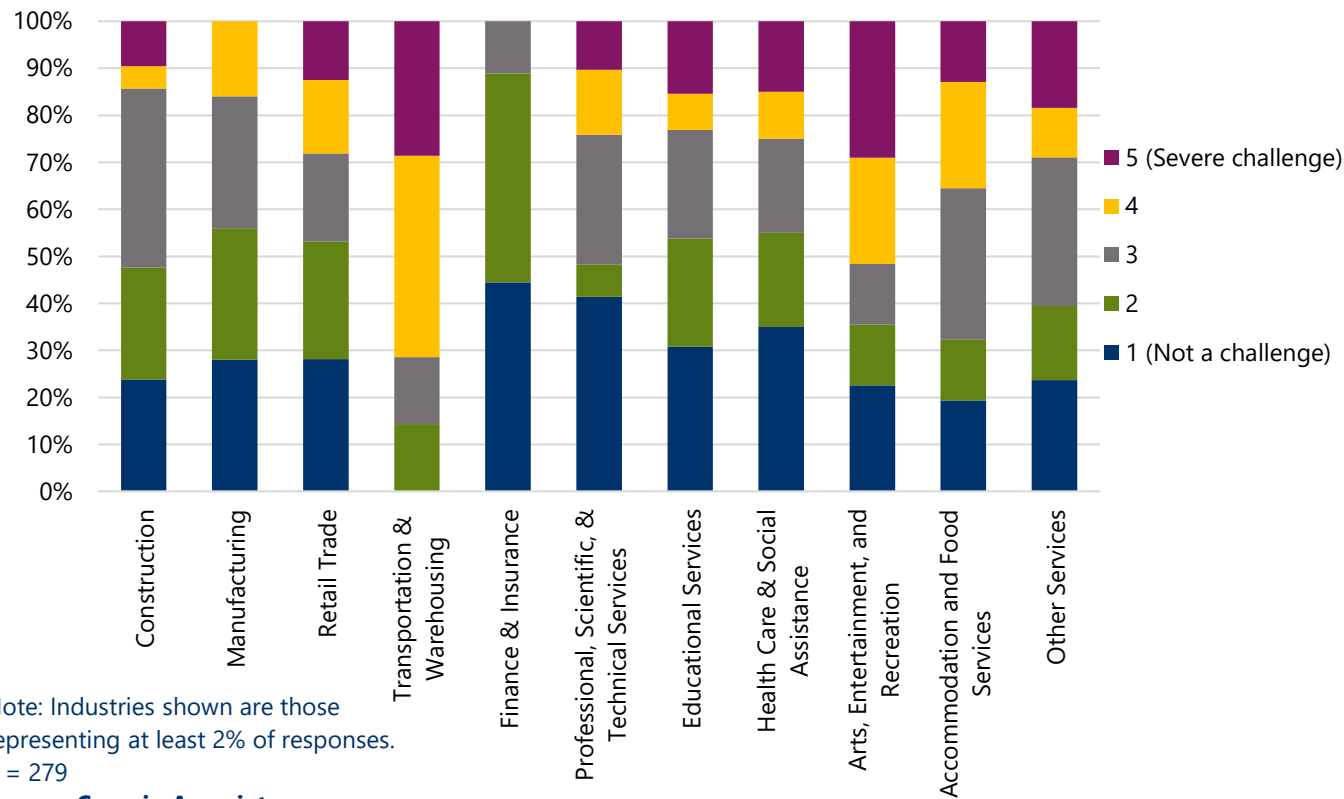
RESULTS BY INDUSTRY

Note: Only those industries representing at least 2% of responses are shown.

- Financing new equipment and/or facilities is a major challenge (ranking 4 or 5) for more than half of Transportation & Warehousing (71%) and Arts, Entertainment, and Recreation businesses (52%).

- At least one-quarter of Retail Trade, Health Care & Social Assistance, Accommodation and Food Services, and Other Services businesses find it a major challenge.

Financing New Equipment and/or Facilities



Note: Industries shown are those representing at least 2% of responses.
n = 279

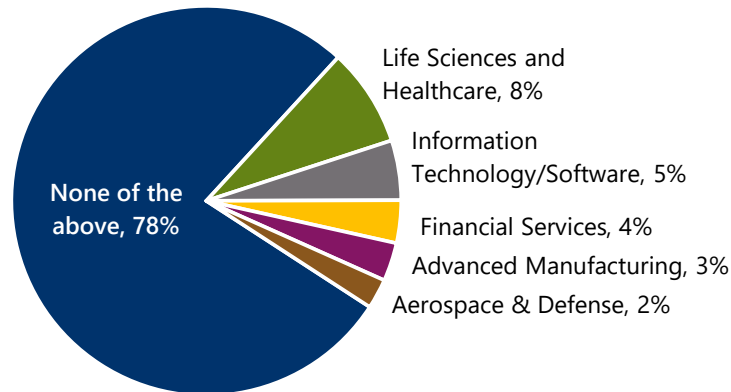
Source: Camoin Associates

RESULTS BY TARGET INDUSTRY

- Respondents from most of Utah’s targeted industries are more likely to be planning a facility expansion in the next two to three years than other businesses.

- More than half of businesses in Advanced Manufacturing, Aerospace & Defense, Financial Services, and Information Technology/Software are planning an expansion versus 45% of companies not in targeted industries.

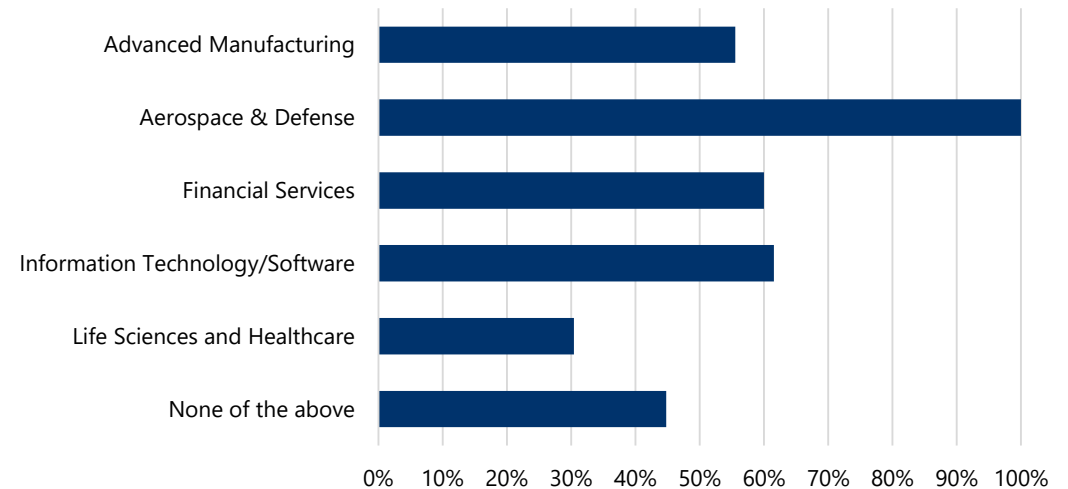
Share of Respondents by Targeted Industry



n = 282

Source: Camoin Associates

Share of Targeted Industries Planning a Facility Expansion

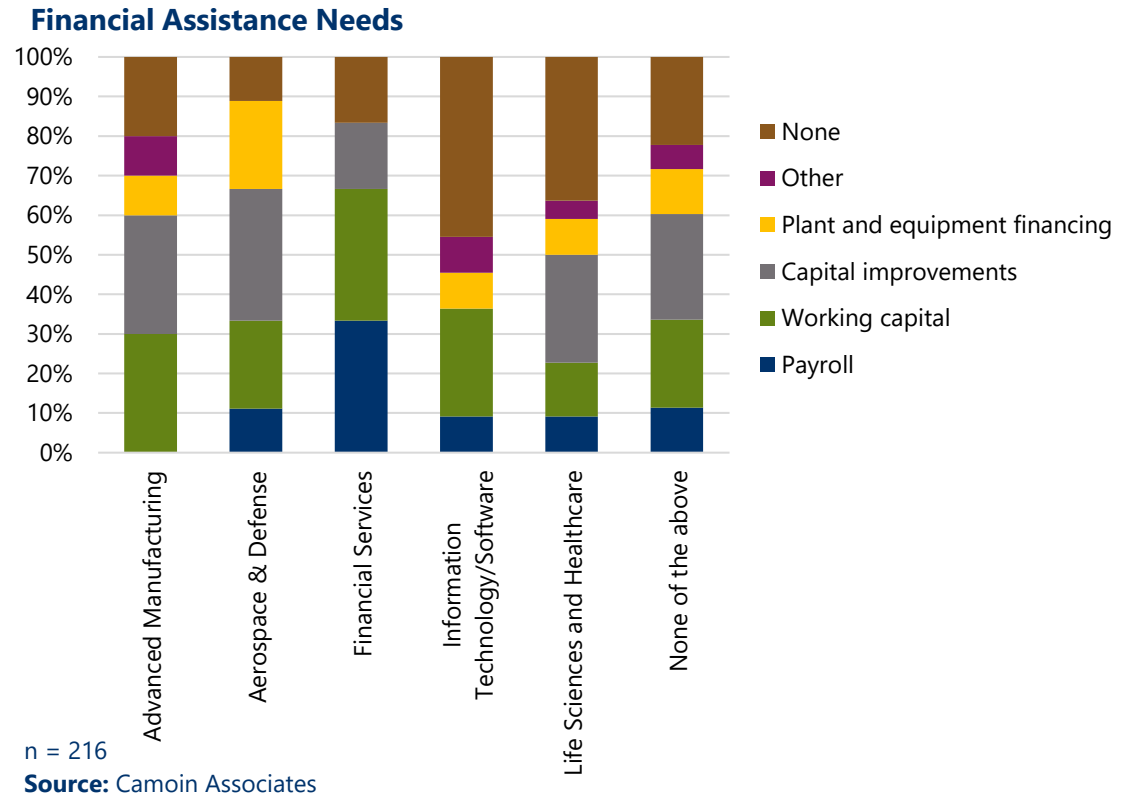


n = 274

Source: Camoin Associates

RESULTS BY TARGET INDUSTRY

- Businesses in all targeted industries and others report a need for assistance with working capital.



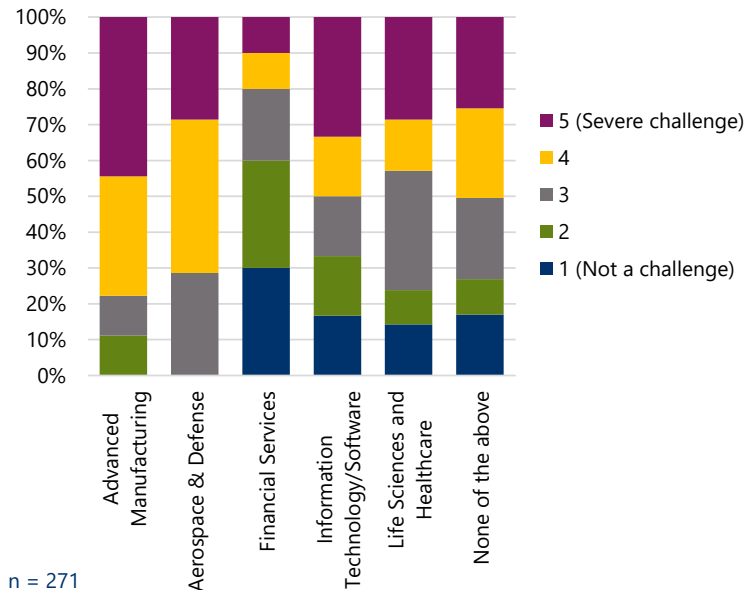
RESULTS BY TARGET INDUSTRY

- Supply chain disruptions are a major challenge (ranking 4 or 5) for over 70% of businesses in the Advanced Manufacturing and Aerospace & Defense industries and for half of IT/Software businesses and non-targeted industries. Overall, about half of businesses in targeted industries and in other industries find supply chain disruptions a major challenge.

- Aerospace & Defense and Financial Services businesses are most likely to be challenged by navigating legislative and/or regulatory barriers.

- About one-third (35%) of businesses in non-targeted industries find legislative and/or regulatory barriers a major challenge versus 43% of businesses in targeted industries.

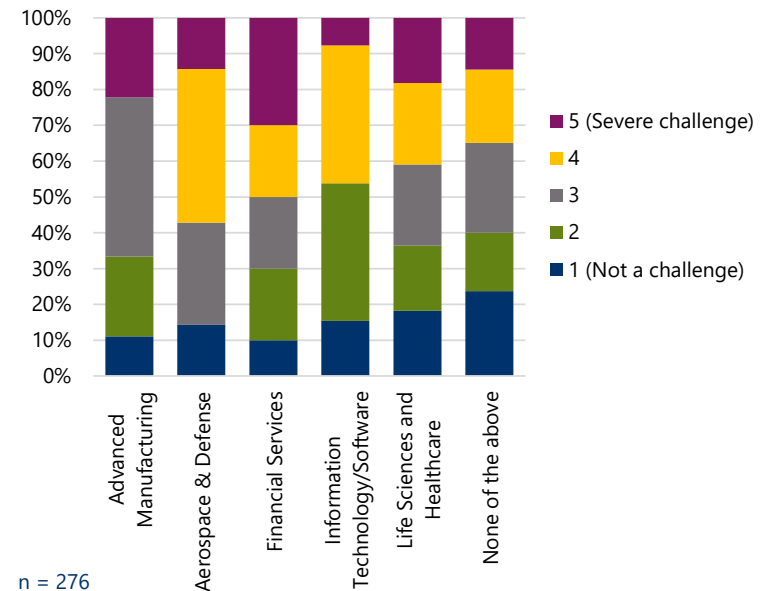
Supply Chain Challenges



n = 271

Source: Camoin Associates

Navigating Legislative/Regulatory Barriers



n = 276

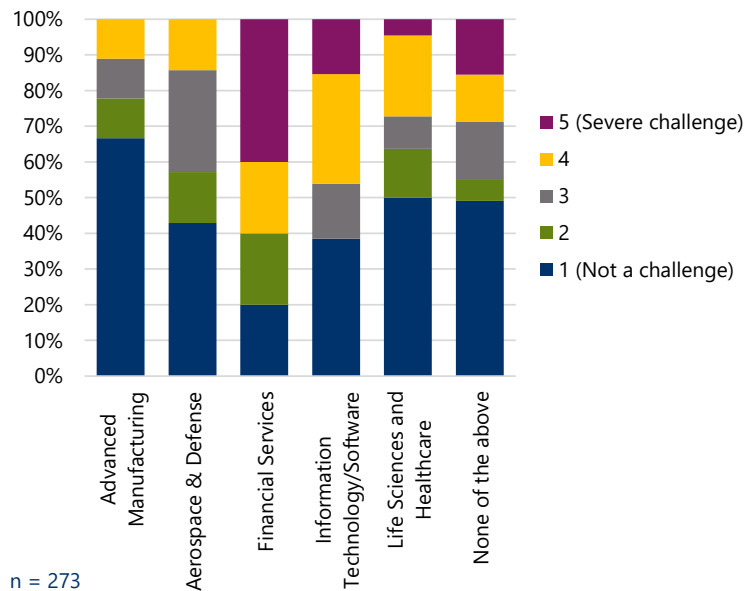
Source: Camoin Associates

RESULTS BY TARGET INDUSTRY

- Finding suitable land or buildings for growth is a major challenge for 33% of businesses in targeted industries and for 29% of other businesses.
- Financial Services firms are most likely to find this a major challenge (60%) while Advanced Manufacturing businesses are least likely to (11%).

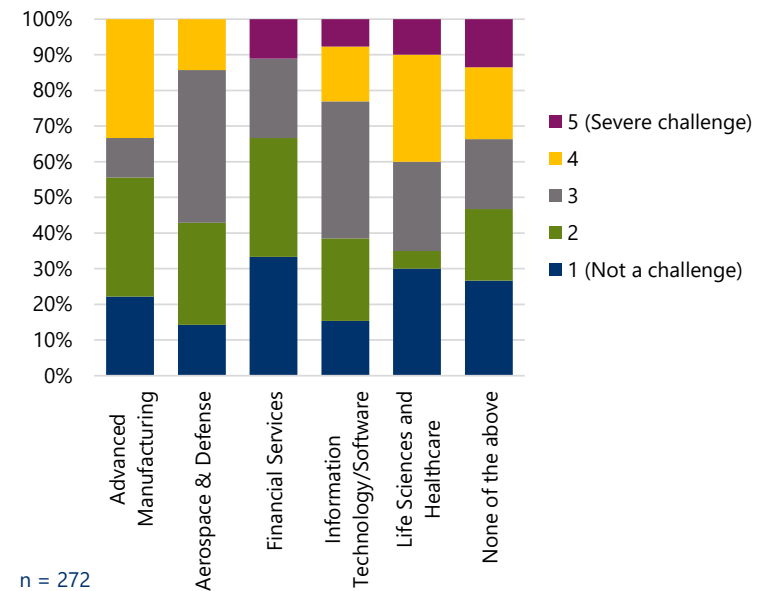
- One-third of businesses (34%) in non-targeted industries find it a major challenge (ranking 4 or 5) to obtain growth financing and capital versus 28% of targeted industry firms.
- Financial Services firms are least likely to have difficulty (11%) while Life Sciences businesses are most likely to (40%).

Finding Suitable Land or Buildings for Growth



Source: Camoin Associates

Obtaining Growth Financing and Capital

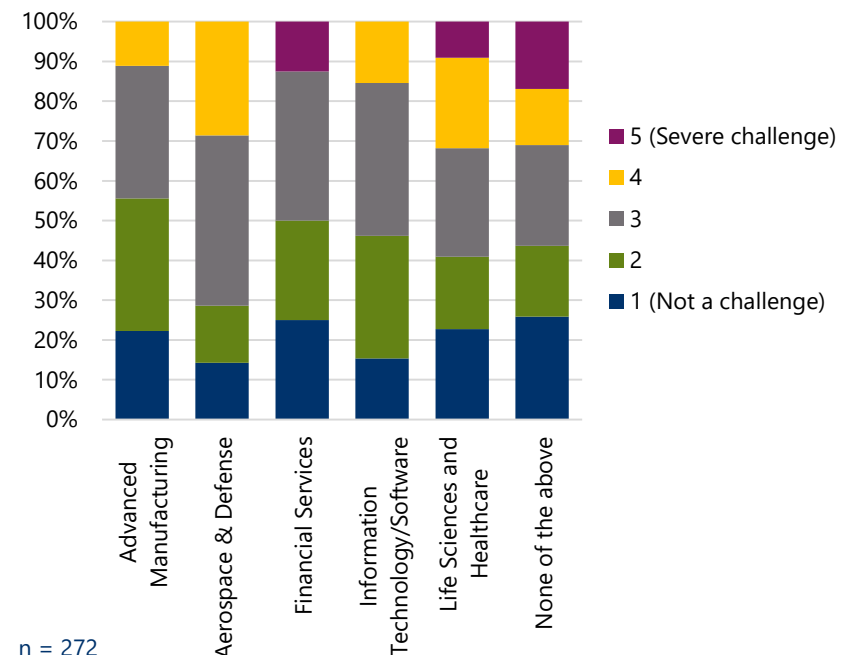


Source: Camoin Associates

RESULTS BY TARGET INDUSTRY

- Financing new equipment and/or facilities is a major challenge (ranking 4 or 5) for 31% of businesses in non-targeted industries and for 22% of businesses in targeted industries.
- Life Sciences companies are the most likely to find this a major challenge (32%) whereas just 11% of Advanced Manufacturing businesses do.

Financing New Equipment and/or Facilities



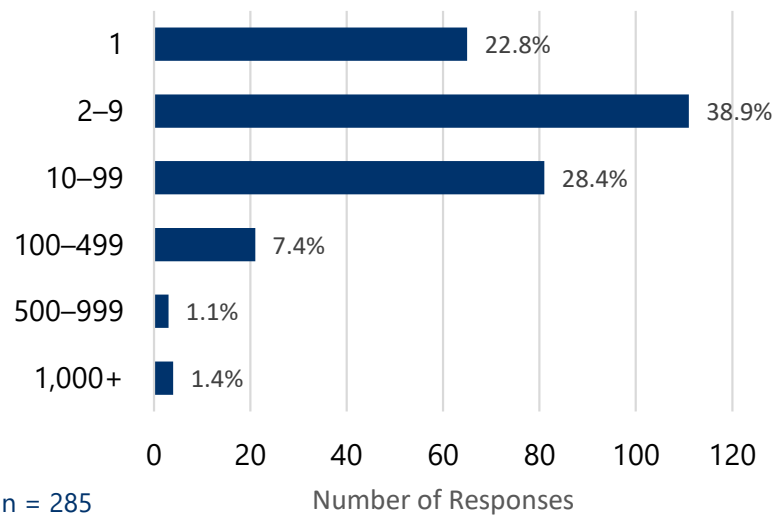
n = 272

Source: Camoin Associates

RESULTS BY SIZE OF BUSINESS

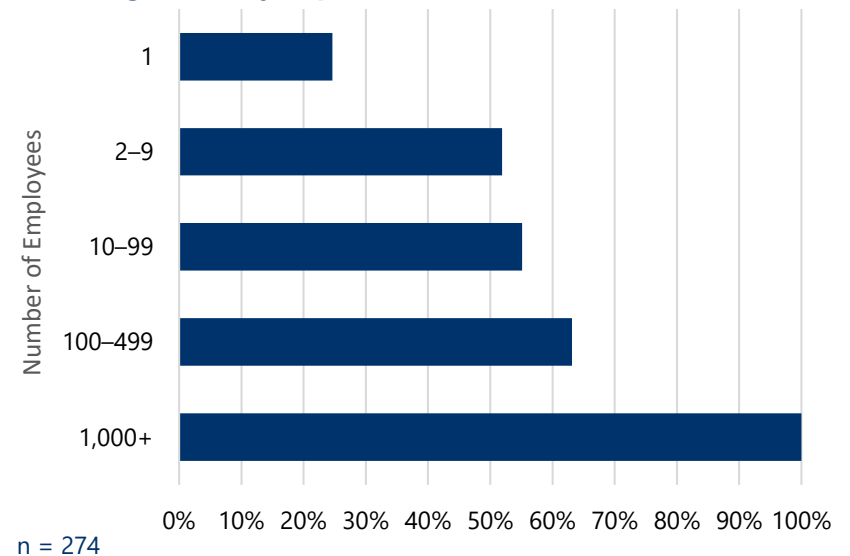
- The likelihood of a business planning a facility expansion in the next two to three years increases with the size of the business.
- One-quarter of single-employee businesses are planning an expansion, while more than half of larger businesses are.

Current Number of Employees



Source: Camoin Associates

Planning a Facility Expansion



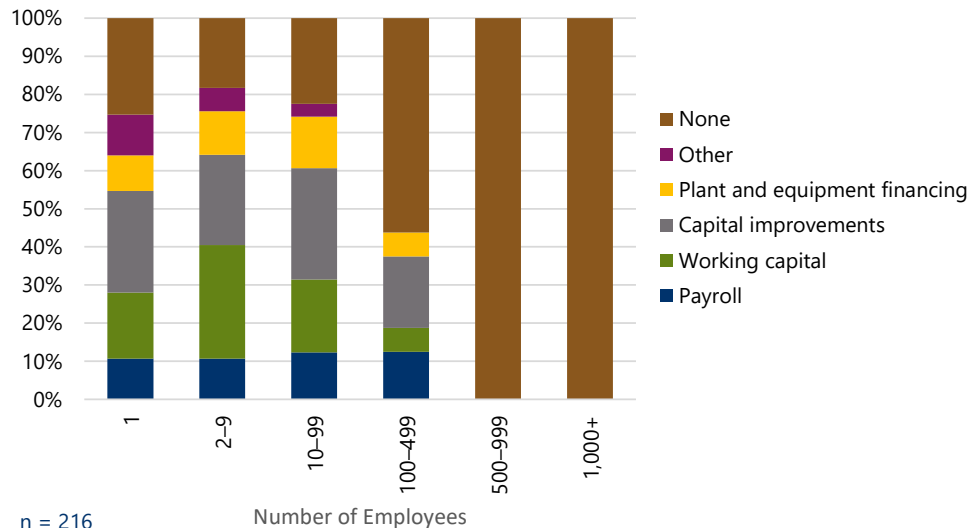
Source: Camoin Associates

RESULTS BY SIZE OF BUSINESS

- In general, the larger the business, the less likely it is to require financial assistance.
- Assistance with capital improvements and working capital are the most common needs among smaller businesses.

- Larger businesses tend to find supply chain disruptions a major challenge (ranking 4 or 5).
- More than 50% of businesses with 2 to 99 employees find supply chain disruptions a major challenge; two-thirds of businesses with at least 500 employees do; but less than 30% of single-employee businesses do.

Financial Assistance Needs

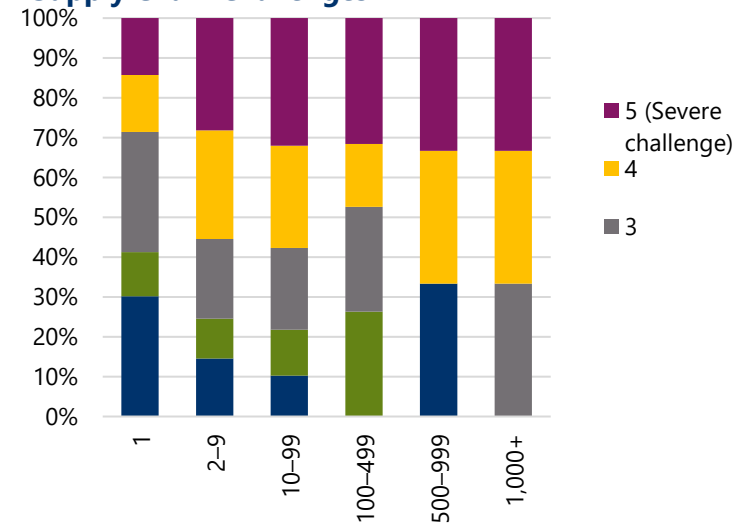


n = 216

Number of Employees

Source: Camoin Associates

Supply Chain Challenges



n = 276

Number of Employees

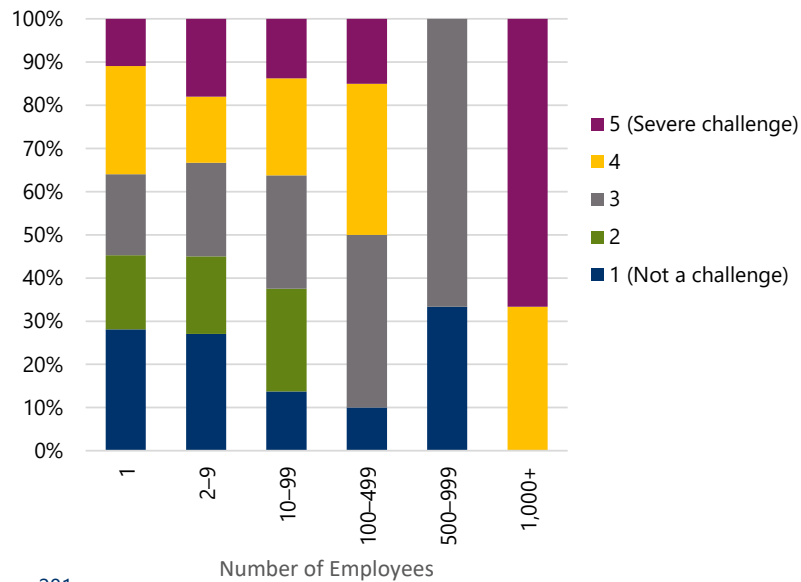
Source: Camoin Associates

RESULTS BY SIZE OF BUSINESS

- Navigating legislative and/or regulatory barriers is a major challenge (ranking 4 or 5) for all of the largest businesses but for no businesses with 500 to 999 employees.
- Legislative and regulatory barriers are a major challenge for roughly one-third of smaller businesses (1 to 99 employees).

- Finding suitable land or buildings for growth is a major challenge for 48% of midsize businesses (100 to 499 employees) and for about 30% of smaller businesses (1 to 99 employees), but not for larger businesses.

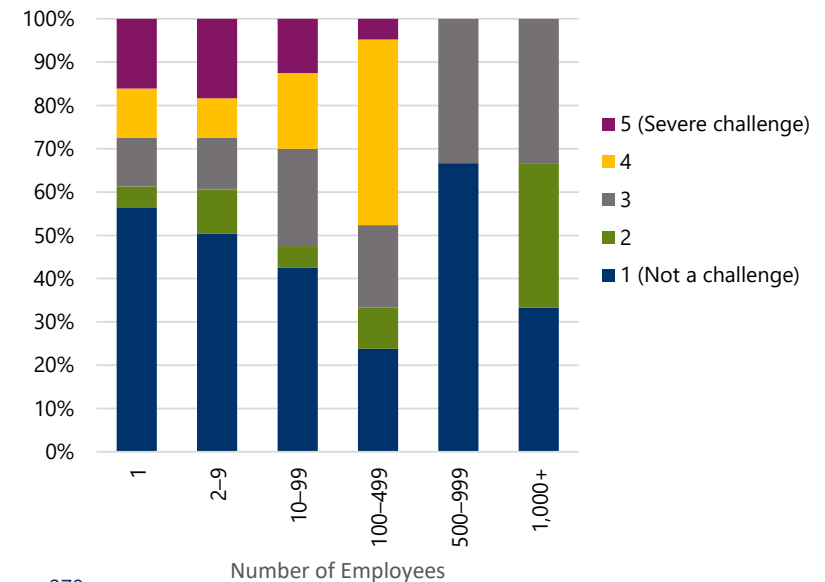
Navigating Legislative/Regulatory Barriers



n = 281

Source: Camoin Associates

Finding Suitable Land or Buildings for Growth



n = 278

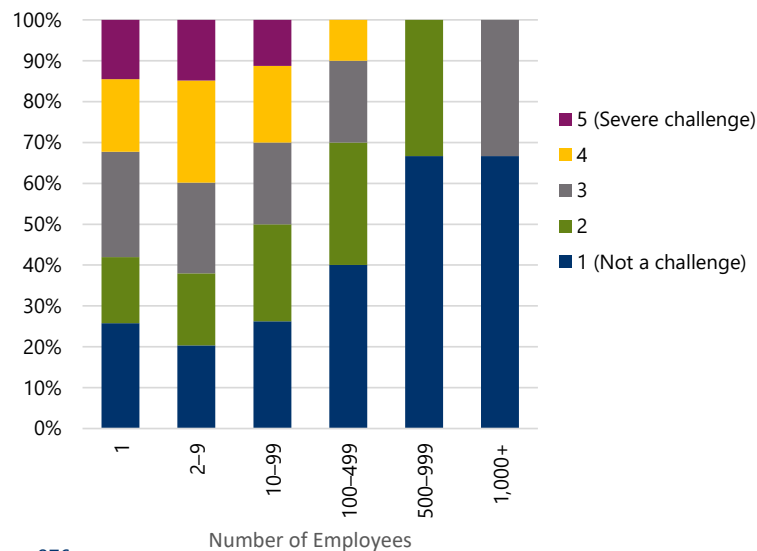
Source: Camoin Associates

RESULTS BY SIZE OF BUSINESS

- Obtaining growth financing and capital is a major challenge (ranking 4 or 5) for 30% to 40% of businesses with up to 99 employees.
- Growth financing and capital is not a major challenge for larger businesses with at least 500 employees.

- Nearly 40% of single-employee businesses find it a major challenge to finance new equipment and/or facilities.
- This share diminishes with business size, although 33% of businesses with 500 employees or more ranked equipment/facility financing as 4 out of 5.

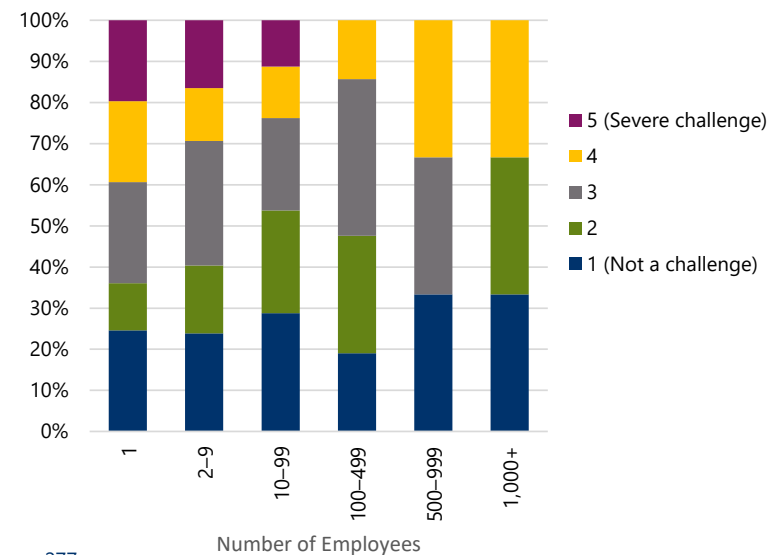
Obtaining Growth Financing and Capital



n = 276

Source: Camoin Associates

Financing New Equipment and/or Facilities



n = 277

Source: Camoin Associates

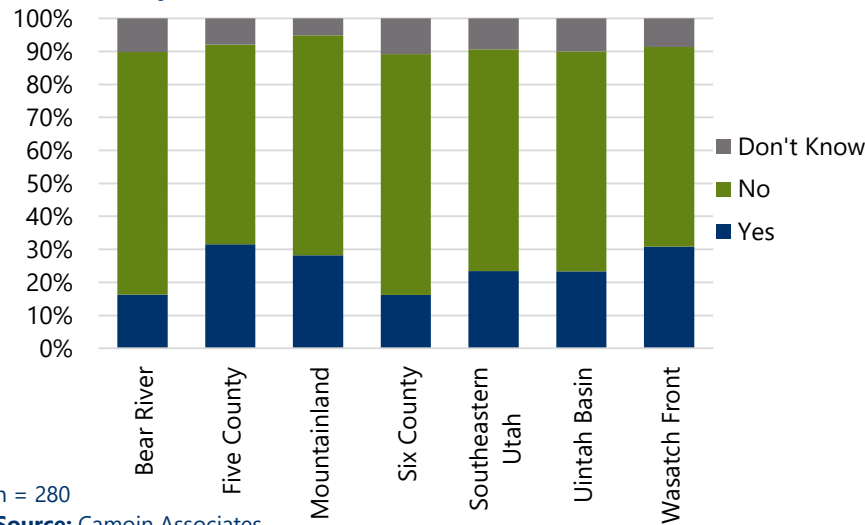
GOVERNMENT OUTREACH

- Businesses in the Five County (32%) and Wasatch Front (31%) EDDs are the most likely to have been contacted by state or local government in the past three years to discuss their needs and challenges.

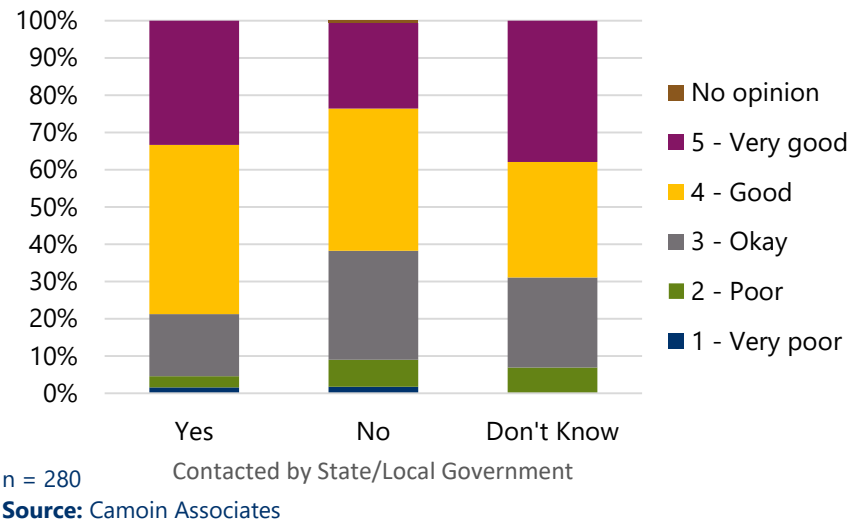
- Businesses in the Six County EDD are the least likely (16%) to have been contacted.

- Businesses that have been contacted by state or local government are more likely to have a good or very good perception of Utah's business climate: 79% versus 61% of those who have not been contacted.

Contacted by State/Local Government



Perception of Utah's Business Climate



APPENDIX V: ACTION PLAN MATRIX

**COORDINATED ACTION PLAN
FOR ECONOMIC VISION 2030**

ACTION PLAN MATRIX

Guide to Action Plan

The following pages contain the Action Plan Matrix for the State of Utah’s Coordinated Action Plan for Vision 2030. This is intended to be a management tool to monitor and advance the strategies that are discussed in the Recommendations section on pg. 27. Below is an example of how the Action Plan Matrix is presented on the following pages.

#	Strategy	Description	Partners	Timeline
<i>This is the reference number for the strategy.</i>	<i>This is the primary action that will be advanced to contribute to the overall plan.</i>	<i>This section includes more description and rationale for the strategy.</i>	<i>This section includes the entities that will lead or partner to advance a strategy.</i>	<div style="background-color: #f9a825; padding: 5px; margin-bottom: 5px;">SHORT-TERM 0-12 months</div> <div style="background-color: #f9c78c; padding: 5px; margin-bottom: 5px;">MEDIUM-TERM 13-24 Months</div> <div style="background-color: #fff9e6; padding: 5px;">LONG-TERM 24-46 months</div>
Related to Economic Vision 2030 Priorities	<i>This section indicates which strategy from Vision 2030 is advanced by the recommendation.</i>			
	Education & Talent Pipeline	Community Growth	Economic Opportunity for All	Low Regulations/Taxes
	Startup State	Rural Affairs	International Connections	Strong Targeted Industries



CIVIC LEADERSHIP

CL.1

Engage private sector leaders and civic partners within each region on regional advisory groups to help set and monitor economic development strategic goals, objectives, priorities, and actions.

Strategy	Description	Partners	Timeline	
CL.1.a	<p>Establish regional economic development advisory groups for each of the 7 regions in the state.</p>	<p>Ideally, these groups would be comprised of between 7-13 members and include strong input from private representatives from non-governmental sectors (not official or elected representatives). The advisory groups would help develop annual economic development priorities for the region, coordinate responses to consolidated economic and community development funding requests from the State, establish economic strategies, develop interregional economic partnerships with local and county officials, and review and monitor economic development performance at the regional level.</p> <p><i>*Additional detail on this initiative can be on page 27-28.</i></p>	<p>Private sector Industry groups Educational institutions AOGs Non-profits</p>	<p>MEDIUM-TERM 13-24 Months</p>

Related to Economic Vision 2030 Priorities

- Education & Talent Pipeline
- Community Growth
- Economic Opportunity for All
- Low Regulations/Taxes
- Startup State
- Rural Affairs
- International Connections
- Strong Targeted Industries

CL.2

Bring the seven regional advisory groups together to provide a stronger voice for advancing regional economic development and Vision 2030 strategies.

Strategy	Description	Partners	Timeline
<p>CL.2.a Form a statewide Utah Regional Economic Collaborative comprised of seven private sector chairs of the regional advisory boards, plus one other person representing the economic development profession.</p>	<p>This body will provide unified action as requested by state agencies, advise as needed with resource allocation decisions and consolidated programming, coordinate regional economic support for the work of the Unified Economic Opportunity Commission, help ensure equitable support amongst all communities, develop intra-regional partnerships, resolve disagreements amongst regions, and monitor the performance of regional economic development activity . <i>*Additional detail on this initiative can be on page 27-28.</i></p>	<p>Private sector Industry groups AOGs Educational institutions Non-profits</p>	<p>MEDIUM-TERM 13-24 Months</p>

Related to Economic Vision 2030 Priorities

Education & Talent Pipeline

Community Growth

Economic Opportunity for All

Low Regulations/Taxes

Startup State

Rural Affairs

International Connections

Strong Targeted Industries

CL.3

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

Strategy	Description	Partners	Timeline
<p>CL.3.a</p> <p>Seek seed funding to create a separate, or support an existing, statewide economic development association.</p>	<p>Leaders in the economic development profession, working with the ad hoc working group of the Commission and the Regional Economic Collaborative, are encouraged to pursue seed funding to create or support an existing, separate statewide economic development association. The association would need the sponsorship of the State and support of corporate and philanthropic donations.</p>	<p>GOEO EDCUtah GOPB Regional Economic Collaborative</p>	<p>MEDIUM-TERM 13-24 Months</p>
<p>Related to Economic Vision 2030 Priorities</p>	<p>Education & Talent Pipeline Community Growth Economic Opportunity for All</p> <p>Rural Affairs</p>		
<p>CL.3.b</p> <p>Expand access to economic development training at all levels for professionals across the state.</p>	<p>Create scholarship opportunities for professional economic development certification opportunities for local economic developers, with a particular focus on attracting young professionals to the field.</p>	<p>GOEO EDCUtah GOPB Regional Economic Collaborative</p>	<p>MEDIUM-TERM 13-24 Months</p>
<p>Related to Economic Vision 2030 Priorities</p>	<p>Education & Talent Pipeline Community Growth Economic Opportunity for All</p> <p>Rural Affairs</p>		



LOCAL AND REGIONAL GOVERNMENT

LG.1

Ensure strong management control and accountability of economic development priorities, programs, policies, and initiatives.

Strategy	Description	Partners	Timeline
<p>LG.1.a</p> <p>Strengthen the ability of AOGs to take on economic development functions as full-time endeavors.</p>	<p>In the future, it is expected that each region will need to have a public/private regional development organization to help direct economic development and community growth activities. In the interim, strengthen economic development functions currently performed by AOG staff as full-time economic development responsibilities and encourage AOGs to contractually perform such duties on behalf of any county in the region that does not have a designated economic development staff member. (See For Future Review and Consideration on pg. 37)</p>	<p>GOBP GOEO AOGs</p>	<p>SHORT-TERM 0-12 months</p>

Related to Economic Vision 2030
Priorities



LG.2

In 2023, each region will prepare its next five-year comprehensive economic development strategy. This presents an extraordinary opportunity to ensure consistency with the content and quality of plans and for better synchronization of regional strategies with the State’s unified approach to economic development strategy.

Strategy	Description	Partners	Timeline
<p>LG.2.a</p> <p>To advance regional collaboration, encourage partnerships among AOGs in their CEDS.</p>	<p>It is recommended that each regional CEDS includes specific mention of commitments and/or ongoing efforts to leverage opportunities with another region(s).</p>	<p>AOGs, with support from GOPB and GOEO</p>	<p>SHORT-TERM 0-12 months</p>
<p>Related to Economic Vision 2030 Priorities</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid #ccc; border-radius: 5px; padding: 5px; background-color: #f9c79d;">Community Growth</div> <div style="border: 1px solid #ccc; border-radius: 5px; padding: 5px; background-color: #f9c79d;">Economic Opportunity for All</div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 10px;"> <div style="border: 1px solid #ccc; border-radius: 5px; padding: 5px; background-color: #f9c79d;">Rural Affairs</div> <div style="border: 1px solid #ccc; border-radius: 5px; padding: 5px; background-color: #f9c79d;">Strong Targeted Industries</div> </div>			
<p>LG.2.b</p> <p>Use a set of common data elements in the CEDS.</p>	<p>In addition to basic demographic data and other information relevant to regional priorities, each of the seven CEDS should include 15 common core data elements that will constitute a unified statewide dashboard.</p>	<p>AOGs, with support from GOPB and GOEO</p>	<p>SHORT-TERM 0-12 months</p>
<p>Related to Economic Vision 2030 Priorities</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid #ccc; border-radius: 5px; padding: 5px; background-color: #f9c79d;">Education & Talent Pipeline</div> <div style="border: 1px solid #ccc; border-radius: 5px; padding: 5px; background-color: #f9c79d;">Community Growth</div> <div style="border: 1px solid #ccc; border-radius: 5px; padding: 5px; background-color: #f9c79d;">Economic Opportunity for All</div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 10px;"> <div style="border: 1px solid #ccc; border-radius: 5px; padding: 5px; background-color: #f9c79d;">Startup State</div> <div style="border: 1px solid #ccc; border-radius: 5px; padding: 5px; background-color: #f9c79d;">Rural Affairs</div> <div style="border: 1px solid #ccc; border-radius: 5px; padding: 5px; background-color: #f9c79d;">International Connections</div> <div style="border: 1px solid #ccc; border-radius: 5px; padding: 5px; background-color: #f9c79d; margin-left: 20px;">Strong Targeted Industries</div> </div>			

LG.2

In 2023, each region will prepare its next five-year comprehensive economic development strategy. This presents an extraordinary opportunity to ensure consistency with the content and quality of plans and for better synchronization of regional strategies with the State’s unified approach to economic development strategy.

	Strategy	Description	Partners	Timeline	
LG.2.c.	Coordinate the CEDS with the goals of the Unified Economic Opportunity Commission.	It is recommended that each CEDS include action steps to further the objectives outlined by a 2022 work group of the Unified Economic Opportunity Commission to address economic-related housing, public health, and water conservation issues in the next CEDS.	AOGs, with support from GOPB and GOEO	SHORT-TERM 0-12 months	
Related to Economic Vision 2030 Priorities		Education & Talent Pipeline	Community Growth	Economic Opportunity for All	Low Regulations/Taxes
		Startup State	Rural Affairs	International Connections	Strong Targeted Industries

LG.3

In coordination with GOEO regional representatives and EDCUtah industry professionals, it is recommended that each region initiate a robust business retention and expansion program. Key city and county officials, along with some chamber of commerce and state representatives, would meet regularly with a representative, diverse cross-section of businesses (entrepreneurs, small businesses, and targeted industries) in their communities.

	Strategy	Description	Partners	Timeline	
LG.3.a	Design standardized interview protocols and surveys for business, retention and expansion efforts.	These protocols and surveys would be used by economic development officials and close stakeholders who visit businesses. Input and in-person responses from businesses should be entered into a CRM and tracked for immediate follow-up by the appropriate organization.	GOEO City / County Economic Developers EDC Utah GOPB	LONG-TERM 24-46 months	
Related to Economic Vision 2030 Priorities		<div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="border: 1px solid #ccc; background-color: #f9cb9c; padding: 5px; margin-bottom: 5px;">Low Regulations/Taxes</div> <div style="border: 1px solid #ccc; background-color: #f9cb9c; padding: 5px; margin-bottom: 5px;">Community Growth</div> <div style="border: 1px solid #ccc; background-color: #f9cb9c; padding: 5px; margin-bottom: 5px;">Strong Targeted Industries</div> </div> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="border: 1px solid #ccc; background-color: #f9cb9c; padding: 5px; margin-bottom: 5px;">Startup State</div> <div style="border: 1px solid #ccc; background-color: #f9cb9c; padding: 5px; margin-bottom: 5px;">Rural Affairs</div> </div>			



STATE GOVERNMENT

SG.1

Ensure greater degrees of engagement from GOEO, EDCUtah, and GOPB staff and senior leadership with each other and with local economic development officials. Support inter- and intra-regional sharing of knowledge and resources to meet mutual goals.

	Strategy	Description	Partners	Timeline
SG.1.a	Conduct separate, regularly scheduled inter-departmental meetings.	These meetings are the forum to review regional performance metrics, share information, and coordinate actions specifically regarding efforts to help each region meet the goals of the respective Comprehensive Economic Development Strategies and the Unified Economic Opportunity Commission. Include GOPB in these meetings. Update CRM accordingly immediately following decisions made at these meetings.	GOPB GOEO EDCUtah	<div style="background-color: #f4a460; padding: 5px; text-align: center;"> SHORT-TERM 0-12 months </div>

Related to Economic Vision 2030
Priorities

- Community Growth
- Economic Opportunity for All
- Low Regulations/Taxes
- Startup State
- Rural Affairs
- Strong Targeted Industries

SG.1

Ensure greater degrees of engagement from GOEO, EDCUtah, and GOPB staff and senior leadership with each other and with local economic development officials. Support inter- and intra-regional sharing of knowledge and resources to meet mutual goals.

Strategy	Description	Partners	Timeline
<p>SG.1.b</p> <p>Establish an ad-hoc implementation task force of the GOEO board to work with executive and legislative branch representatives to support regional economic development activities.</p>	<p>This task for will be responsible for tracking processes and procedures necessary to implement changes, and providing organizational advice as may be needed to assuring that private sector representatives work collaboratively across diverse industries to have greater voice and assume more responsibilities with helping to determine the economic future of the state.</p>	<p>GOPB GOEO EDCUtah</p>	<p>SHORT-TERM 0-12 months</p>
<p>Related to Economic Vision 2030 Priorities</p> <p>Community Growth Economic Opportunity for All</p>			
<p>SG.1.c</p> <p>Review contract deliverables, historical communication protocols, standard operating practices, and coordination among and between GOEO and EDCUtah.</p>	<p>Changes in leadership at both GOEO and EDCUtah in early 2023 provide an ideal opportunity to review contract deliverables, historical communication protocols, standard operating practices, and coordination among and between the organizations. A thorough review of key functions might identify where improvements can be made to better align efforts with the goals and objectives of Vision 2030 and this Coordinated Action Plan and help assure all regions that GOEO and EDCUtah are being transparent and equitable with delivering resources, programs, and services to all regions.</p>	<p>GOEO EDCUtah</p>	<p>SHORT-TERM 0-12 months</p>
<p>Related to Economic Vision 2030 Priorities</p> <p>Community Growth Economic Opportunity for All Rural Affairs</p>			

SG.1

Ensure greater degrees of engagement from GOEO, EDCUtah, and GOPB staff and senior leadership with each other and with local economic development officials. Support inter- and intra-regional sharing of knowledge and resources to meet mutual goals.

	Strategy	Description	Partners	Timeline
SG.1.d	Explore joining GOEO and EDUtah’s Customer Relationship Management software systems.	GOEO and EDCUtah each have separate customer relationship management (CRM) software systems, that while from the same vendor (SalesForce), are maintained independently of each other. These CRMs can be joined together for coordinating economic development activities throughout the state. It is important that all State economic development officials have real-time knowledge of program activities and interactions occurring between State representatives and officials at the regional level.	GOEO EDCUtah CRM platform	MEDIUM-TERM 13-24 Months
	Related to Economic Vision 2030 Priorities	Community Growth Rural Affairs		
SG.1.e	Provide a quarterly report to the GOEO Board regarding assessments for continual improvement.	These improvements might include such topics as, the deployment of human resources, and efficient use of funds, and generally improving the abilities of State departments to respond quickly and adapt accordingly to external changes at the regional level. The findings of this work, prepared by leaders of GOEO, EDCUtah, and GOPB, could be reported by the Governor at the One Utah Summit.	GOPB GOEO EDCUtah	MEDIUM-TERM 13-24 Months
	Related to Economic Vision 2030 Priorities	Economic Opportunity for All		

SG.1

Ensure greater degrees of engagement from GOEO, EDCUtah, and GOPB staff and senior leadership with each other and with local economic development officials. Support inter- and intra-regional sharing of knowledge and resources to meet mutual goals.

	Strategy	Description	Partners	Timeline
SG.1.f	Explore coordinated public funding programs among GOEO, GOPB and EDCUtah to better align State and regional priorities, maximize local impact, and minimize redundancies.	These agencies could establish competitive, consolidated funding programs to address mutual goals more effectively. The Regional Advisory Boards (see CL:1.a. below) can assess and prioritize projects at the regional level for consideration to receive funding from the consolidated process. This process could also coordinate with the Regional Opportunity Teams being piloted through GOPB.	GOPB GOEO EDCUtah	MEDIUM-TERM 13-24 Months

Related to Economic Vision 2030
Priorities

Community Growth

Economic Opportunity for All

Rural Affairs

SG.2

Help structure communications platforms to encourage transparency and shared information exchange amongst local and regional economic development and planning professionals.

	Strategy	Description	Partners	Timeline
SG.2.a	Continue to increase social media presence with internal and external audiences regarding economic development-related activity.	GOEO and EDCUtah play a tremendous role in communicating economic development activity outside the walls of the Capitol. The ongoing communication of day-to-day wins and celebrating ongoing work will go a long way in connecting these interests with the business community and others.	GOEO EDCUtah	SHORT-TERM 0-12 months

Related to Economic Vision 2030
Priorities

Community Growth

Economic Opportunity for All

Rural Affairs

SG.2.b	Continue to survey the state's business community every other year.	Conduct a statewide business survey annually to gauge the business environment across the state. Every other year, align the purpose and intent with EDCUtah's target industry study and collaborate on releasing the findings. The results could be reported by the Governor at the One Utah Summit.	GOEO EDCUtah City/County Economic Developers	SHORT-TERM 0-12 months
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Related to Economic Vision 2030
Priorities

Education & Talent Pipeline

Community Growth

Economic Opportunity for All

Low Regulations/Taxes

Startup State

Strong Targeted Industries

SG.2

Help structure communications platforms to encourage transparency and shared information exchange amongst local and regional economic development and planning professionals.

	Strategy	Description	Partners	Timeline
SG.2.c.	Help create and support a statewide portal for regional economic development and planning officials.	This portal is intended as a space for sharing ideas, information, and resources. In time, this portal could be turned over to members of the Regional Economic Development Collaborative (see CL.2) to help maintain and administer.	GOPB GOEO	MEDIUM-TERM 13-24 Months

Related to Economic Vision 2030
Priorities

Community Growth

Economic Opportunity for All

Rural Affairs