



24-25

# ANNUAL REPORT

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MILITARY INSTALLATION DEVELOPMENT AUTHORITY





# CONTENTS

Chairman and Executive Director Messages

05

Strategic Plan

06

Financial Snapshot

07

Major Milestones

08

Military Recreation Facility Project Area

10

Falcon Hill Project Area

12

Mountain Veterans Program Project Area

14

Utah National Guard Project Area

16

Compliance, Transparency & Engagement

19



10

Grand Hyatt Deer Valley Opened its  
Doors for Service Members in Fall 2024

The nation's newest Military Recreation Facility at the Grand Hyatt Deer Valley opened, offering active duty, reserve or national guard, retired military, disabled veterans and actively-serving Department of Defense civilians a premier retreat in Utah. The hotel offers discounted accommodation and recreational opportunity rates and a dedicated concierge lounge to support and honor those who serve.

Photo Credit: © Extell 2025





## CHAIRMAN'S MESSAGE

When I visited Ukraine in May 2023, I saw cities scarred by war, infrastructure reduced to rubble, and communities fighting not only for survival but for the right to rebuild their future. The devastation was a stark reminder that strength is not just measured in firepower, but in the infrastructure that sustains it—the bases, the supply chains, and the technology that ensures agility in times of crisis. National security is not simply about defense, it is about securing the future, ensuring stability, and leading the way for others to follow.

America has long stood as a beacon of hope and strength, a nation whose leadership shapes the course of history. At MIDA, that mission continues. Over the past year, we have worked tirelessly to modernize defense infrastructure, realize economic growth for installation communities, improve quality of life for service members, and expand public-private collaboration, ensuring that Utah and America remain at the forefront of military preparedness.

MIDA's mission directly strengthens America's position as the leader in global security and our responsibility extends beyond conventional approaches. We must continue to drive innovation and remain prepared to meet any challenge. A key pillar of that readiness is energy independence. America cannot afford to rely on geopolitical adversaries to power its military, economy, or future—secure, domestic energy production is essential to our strength and strategic advantage. With vast natural resources and a steadfast commitment to innovation, Utah is poised to become a preeminent world leader in energy production, ensuring resilience, self-sufficiency, and long-term security for the nation.

Utah and MIDA stand ready, not just for today's challenges, but for the future. For the next hundred years and beyond, we will build, innovate, and lead, ensuring that America's strength, resilience, and vision remain unmatched on the world stage.



**Stuart Adams**  
*MIDA Board Chair &  
President of the Utah Senate*

## EXECUTIVE DIRECTOR'S MESSAGE

With gratitude and appreciation, I submit this annual report highlighting MIDA's achievements over the past year. Our progress reflects a steadfast commitment to advancing Utah's military readiness, fostering economic growth, enhancing quality of life, and strengthening strategic infrastructure—all while cultivating enduring partnerships across government and industry, all in service to our nation's military members.

To ensure this progress is built on a foundation of integrity and efficiency, MIDA has conducted a comprehensive review of all business lines, policies, and procedures to reinforce operational agility, transparency, and accountability. By aligning our practices with the Utah State Legislature's Best Practices and conducting internal reviews to assess compliance with standards set by the Office of the State Auditor, we have strengthened MIDA's position as a model of public sector governance and fiduciary responsibility.

MIDA's success is rooted in collaboration, made possible by the dedication of local government leaders, development partners, military leadership, and the State of Utah. Their vision and long-term commitment have been instrumental in exceeding expectations across all project areas. We extend our sincere appreciation for their support in advancing Utah's military and economic missions.

Finally, as we look ahead, I extend my deepest gratitude to you, the MIDA Board, for your leadership and unwavering commitment to this worthy mission. Together, we will build upon this foundation of success, delivering projects that honor our service members, elevate Utah's strategic assets, and enhance national security and economic prosperity for generations to come.



**Paul Morris**  
*Executive Director, MIDA*



# STRATEGIC PLAN

In 2024, the MIDA Board approved a five-year strategic plan to enhance military preparedness, promote sustainable growth, and strengthen Utah's role in national defense. This plan establishes a structured framework to ensure all projects align with military objectives while advancing infrastructure, economic resilience, and energy security.

MIDA has prioritized the expansion of military missions in Utah, focusing on the development and repurposing of underutilized military land for strategic operations and defense initiatives. Concurrently, efforts have been made to improve military recreation opportunities, increase access to attainable housing, and implement civil and environmental enhancements that benefit both service members and local communities.

Additionally, MIDA reports significant progress in the Utah National Guard Project Area, advancing operational, housing, and training initiatives while aligning with military priorities and state economic development goals. At Falcon Hill Aerospace Research Park, completed infrastructure phases have attracted advanced technology tenants and defense-focused industries. In collaboration with the Air Force and Sunset Ridge Development Partners (SRDP), MIDA welcomed Draper Laboratories, a leader in applied science and technology, further solidifying Falcon Hill's status as a premier military-adjacent research campus.

These advancements complement ongoing efforts to enhance quality-of-life initiatives for service members, particularly within the Military Recreation Facility (MRF) Project Area, where rapid infrastructure deployment has resulted in substantial growth. A key accomplishment was the completion of a world-class Morale, Welfare, and Recreation (MWR) hotel, designed to serve service members and their families. This facility represents both a commitment to military personnel and MIDA's capacity to execute complex, mission-critical developments in support of the United States military and the Department of Defense.

Moreover, MIDA has maintained a focus on strengthening community and stakeholder engagement through transparent governance and public outreach. Open collaboration, public meetings, and direct engagement with key partners ensure that development efforts remain aligned with the interests of military personnel and Utah residents. Additionally, MIDA continues to refine financial models, secure diverse funding streams, and support economic development within military and defense-related industries to promote long-term sustainability and growth.

Finally, recognizing its critical role in military readiness, a key strategic focus has been energy development. MIDA has allocated significant resources to strengthening sustainable energy infrastructure, reducing reliance on foreign sources, and improving self-sufficiency. These initiatives support energy security while contributing to Utah's broader energy strategy.

Read MIDA's  
strategic plan



Looking ahead to 2029, MIDA remains committed to establishing Utah as a national leader in military readiness, innovation, and energy-resilient development. These efforts will reinforce national defense while ensuring continued support for military personnel, their families, and the communities they serve.

# FINANCIAL SNAPSHOT

MIDA establishes project areas with the strategic intent of advancing policy objectives aligned with the State of Utah's support for military and defense priorities. Under the leadership of the MIDA Board, the organization's management team exercises careful oversight of operating expenditures while executing projects that are designed to drive long-term revenue and infrastructure enhancements for the State of Utah.

Revenues generated within MIDA project areas are reinvested into those same areas, supporting developments that directly benefit surrounding communities, military installations, and programs across the state. This includes the financing of critical infrastructure improvements for military facilities and the development and strengthening of current and future military missions. MIDA operates on a fully self-sustaining basis, funding all operational and necessary infrastructure.

In addition to supporting military readiness, MIDA projects produce significant economic value for Utah. Measurable performance outcomes include increased taxable property valuations, expanded development, and substantial job creation within MIDA project areas.

60%  
Increase in project  
area revenues

\$1.5B  
Increase in property values  
in MIDA project areas

1200  
New jobs created this  
year (6000 jobs in the  
past 5 years)

\$2M  
Operational expenses

Keeping operational expenses low, MIDA's expertise and professional staff bring exceptional value to the table with over 400 years of combined economic development, finance, and legal expertise. MIDA is self-sustaining and provides significant return on investment.



# MAJOR MILESTONES

## GRAND HYATT DEER VALLEY OPENING

The Grand Hyatt Deer Valley opened in November 2024 with the Martinez family (right), as our first service member guests. In January 2025, nearly 300 military personnel, elected officials and community leaders gathered to celebrate the hotel's opening. The event highlighted the 100 discounted rooms dedicated to service members, boosting morale and spurring local economic growth.



## NEW GATE FOR HILL AIR FORCE BASE

MIDA's partners, Hill Air Force Base and SRDP, unveiled the new North Gate. This milestone project will ease congestion at the 5600 South interchange by boosting security with advanced detection and containment measures while expanding commercial reception. A collaborative design and construction effort marks a key base upgrade.



## CONSTRUCTION ON THE SUNDANCE INN

Under construction at Sundance Mountain Resort in MIDA's Mountain Veterans Program Project Area, the ADA-designed Sundance Inn will feature 62 rooms in a serene mountain setting. This forthcoming facility will anchor the Mountain Veterans Program, offering year-round, rehabilitative outdoor activities for wounded veterans and their families.



## NATIONAL GUARD PROJECT AREA

MIDA's creation of the Utah National Guard Project Area spans more than 24,245 acres. This initiative seeks to optimize underutilized land and will upgrade military infrastructure by enhancing base access and relocating key aviation assets, ultimately fortifying defense readiness and stimulating community growth.



## DRAPER LABS GROUNDBREAKING

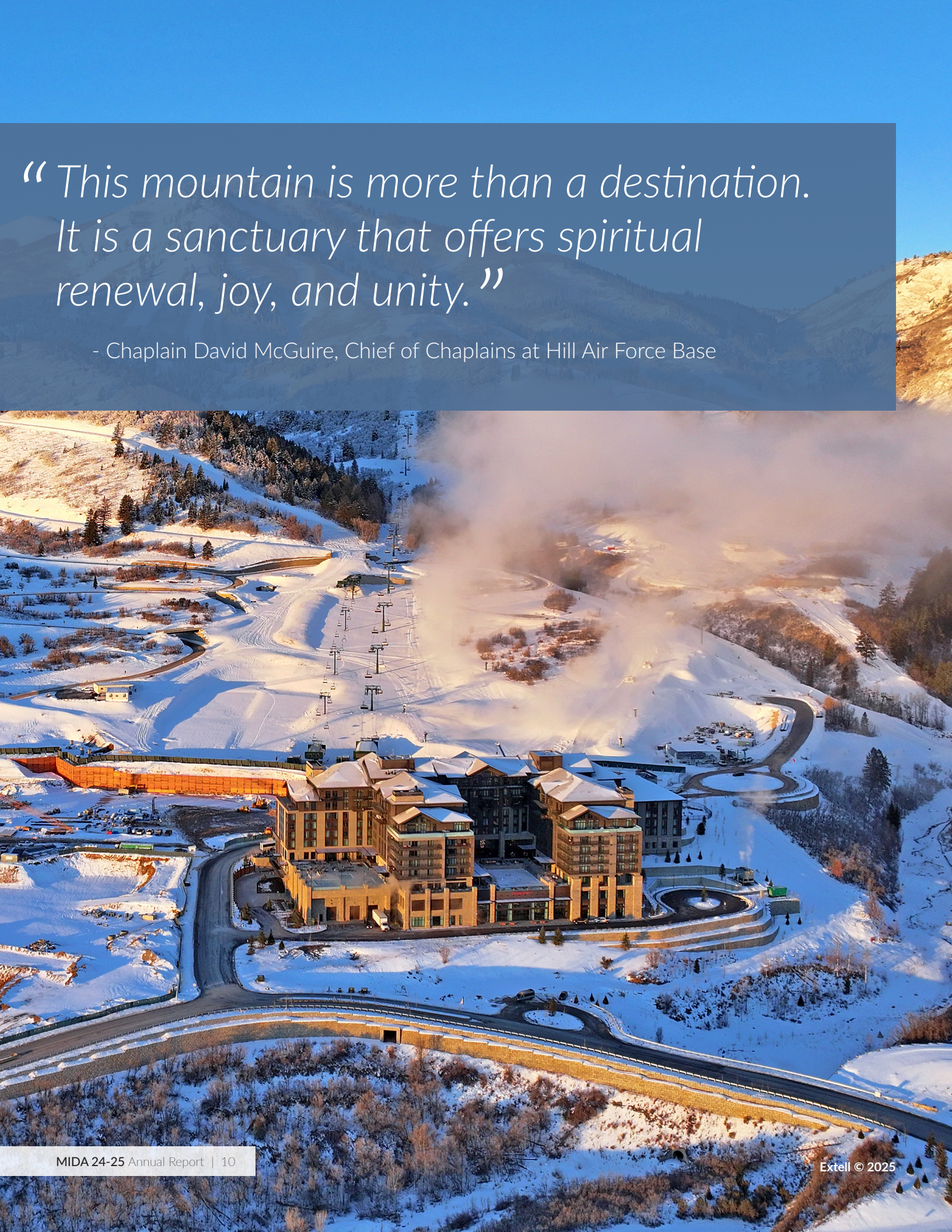
Draper Labs announced its new facility at Falcon Hill in Utah, signaling a bold expansion in aerospace and defense innovation. This state-of-the-art hub will boost collaboration with regional partners, spur breakthrough engineering, and reinforce national security while energizing local economic growth and paving the way for enduring regional impact.



## WEST SIDE FRONTAGE ROAD

In the Military Recreation Facility (MRF) Project Area in Wasatch County, MIDA recently conveyed an integral transportation route to Wasatch County. The West Side Frontage Road will substantially improve circulation needs through the ski resort village core. The route is important for public transit, attainable housing, and recreational access for the project.





*“This mountain is more than a destination. It is a sanctuary that offers spiritual renewal, joy, and unity.”*

- Chaplain David McGuire, Chief of Chaplains at Hill Air Force Base

# MILITARY RECREATION FACILITY PROJECT AREA

The MRF Project Area in Wasatch County was created in 2012 and its buildout is moving successfully forward. Through strategic development partnerships with exceptional development partners, the project area is developing a world-class, four-season resort destination, that will enrich the quality of life for, and strengthen ties between, Utah’s military and civilian communities.

With the Grand Hyatt Deer Valley officially open as of November 2024, the resort provides dedicated accommodations for Salute to Service guests, along with top-tier amenities and a dedicated concierge lounge tailored to eligible service members and their families. The expansion of Deer Valley Resort ski terrain is providing discounted recreational opportunities for the Salute to Service visitor, and reinforces MIDA’s commitment to creating a dynamic, multi-use recreational hub for military families visiting both from in-state and nationwide.

Joining the Deer Valley East Village will be Utah’s first Four Seasons development and Canopy by Hilton. The Four Seasons will feature 134 guest rooms and 123 private residence condominiums. Canopy by Hilton is scheduled for completion in Summer 2026, and it will have 180 rooms conveniently located next to the Jordanelle Express Gondola.

Further enhancing the region’s appeal, the SkyRidge development on the east side of the MRF Project Area will deliver new lodging, golf, and equestrian facilities, ensuring service members and their families have access to diverse outdoor experiences. With Stelle Lodge construction underway, the golf course and equestrian center are set for soft opening events in Summer 2025.

## KEY SUCCESSSES

- Opened Grand Hyatt Deer Valley, welcoming Salute to Service Guests with 100 dedicated rooms and an exclusive North Star Military Concierge Lounge, providing a premier retreat for military personnel and their families.
- Completed the first phase of Deer Valley East Village Ski Expansion, introducing new lifts that seamlessly connect East Village to the original Deer Valley resort, expanding access to world-class terrain.
- Completed and conveyed the West Side Frontage Road to Wasatch County, improving access and infrastructure to support continued development in the area.
- Began SkyRidge expansion, launching Stelle Lodge construction, golf course development, and clubhouse facilities, bringing new opportunities for recreation and community engagement.
- Secured 42 affordable housing units in the project area to facilitate housing for active-duty military, first responders, law enforcement, medical workers, personnel from schools, municipalities and other government entities, and resort employees.
- Installed and completed key infrastructure for the project area, including 24 miles of new public trails, 7 miles of roads, and 5 new water tanks with a capacity of 3.6 million gallons.

## BENCHMARKS & TARGETS

- Permitting for the Ski Village Core will allow for the creation of a vibrant mix of condos, retail, and dining, providing amenities to the military visitor.
- Breaking ground on Hails Peak Operations site will create facilities to support Ski Patrol and mountain staff for future resort activities.
- Excavation work at Park Peak will shape the landscape for upcoming recreational development.
- Continuing our work with our development partner, Extell, will expand affordable housing, with plans for an additional 600+ units.
- Beginning development of the planned public recreation area will expand recreational opportunities, which will include pickleball courts, tennis courts, soccer fields, walking paths, and other amenities for visitors, community members, and residents.
- Continuing our efforts to expand public transit will provide access to the project area for visitors, residents, and area employees.





# FALCON HILL PROJECT AREA

The Falcon Hill Project Area was created to support defense-sector growth, commercial expansion, and infrastructure enhancements, reinforcing the long-term viability of Hill Air Force Base and its surrounding economic ecosystem. Through strategic partnerships, MIDA has transformed Falcon Hill into a hub for aerospace, technology, and defense-related development, further integrating military operations with commercial investment.

Beyond its role in economic and infrastructure expansion, Falcon Hill has become a key site for environmental remediation,

addressing historical contamination from decades of military activity. In partnership with Hill AFB, UDOT, and regulatory agencies, MIDA has taken on environmental cleanup responsibilities, ensuring the land remains sustainable and secure for future development. Efforts include removal of environmental contaminants, as well as the demolition of the Army Railroad maintenance facility, which clears the way for a new I-15 interchange, improving transportation access while mitigating environmental risks.

## KEY SUCCESSES

- Completed the Truck Gate in the North Gate Area, improving security and access for military and commercial operations and significantly improving traffic and circulation for the surrounding communities.
- Advanced leasing efforts for 20 acres outside the fence, opening opportunities for daycare, extended stay lodging, and office space to support base personnel and defense-sector employees.
- Finalized design and funding for the 3 Gate Trail, a UDOT-backed project that will enhance regional connectivity (Expected completion by 2027).
- Secured funding and approvals for the 1800 N. Interchange, clearing the way for a new junction that will streamline transportation and access to Falcon Hill.
- Launched site development efforts west of the Software Area, preparing for 55,000 sq. ft. of flex office space, with base building completion scheduled for summer 2026.
- Initiated environmental cleanup efforts in coordination with Hill Air Force Base's Operable Unit 5 and CERCLA regulations.

## BENCHMARKS & TARGETS

- Issuance of an RFP for Building 1573 will advance plans for a state-of-the-art Air Force facility designed to replace outdated, energy-inefficient 1200-series buildings and will improve operational efficiency and sustainability.
- Completion of new frontage road and fence relocation on Falcon Hill's South End will expand access and usable project space for ongoing development.
- Continuation of environmental remediation, progressing through the removal phase of contamination and vapor extraction efforts will restore affected land for future infrastructure.
- Relocation of the Marathon fuel line and Weber Basin Vault will reinforce long-term energy and resource infrastructure for both military and commercial operations.
- Further leasing and investment in the North Gate Area will expand commercial offerings that seamlessly integrate with military operations and base activities.

*"MIDA is a wonderful wingman to Hill Air Force Base and the Air Force. MIDA is often referred to as the 'secret sauce' that has made the Falcon Hill Enhanced Use Lease so successful."*

- Brett Christensen, Chief, Enhanced Use Lease at HAFB





“MIDA’s commitment to support the creation of the Mountain Veterans Program in Utah will be game-changing for rehabilitating veterans who have sacrificed for us all.”

- Bill Jensen, Storyteller Ownership Partner

## MOUNTAIN VETERANS PROGRAM PROJECT AREA

The MIDA Mountain Veterans Program (MVP) Project Area at Sundance Mountain Resort was established to support the recovery and well-being of wounded veterans through rehabilitative outdoor experiences. With Sundance’s unique blend of nature, recreation, and artistic heritage, the program will provide a tranquil, restorative environment for veterans and their families.

In partnership with Utah Count and both development and foundation partners, MIDA is facilitating the development of

a new 62-room Inn, ensuring ADA-compliant accommodations and accessibility features that will serve as the heart of the MVP initiative. MIDA’s creative approach to the development allows more program funds to be used for the program itself. Modeled after the renowned Vail Veterans Program, the MVP will offer rehabilitative sports and outdoor programming—free of charge—to wounded veterans, families, and caregivers, creating a retreat dedicated to healing, connection, and resilience.

### KEY SUCCESSES

- Finalized creation of the MVP Project Area, with unanimous approval from the Utah County Council on November 8, 2023, and subsequent adoption by the MIDA Board on December 19, 2023.
- Secured IRS 501(c)(3) status for MVP, establishing the program as an official nonprofit organization supporting veterans.
- Advanced construction of the Inn at Sundance Mountain Resort, with work continuing through winter to keep the project on schedule for opening early in the 2025–2026 ski season.

### BENCHMARKS & TARGETS

- Onboarding an Executive Director and a Program Coordinator in December will establish dedicated leadership to guide the growth and development of MVP operations.
- Hosting strategic planning meetings with the Utah Veterans Administration and VA hospitals will refine the mission and partnerships of MVP, ensuring the program meets the needs of recovering veterans and their families.
- Launching MVP’s first winter programming will provide transformative outdoor experiences to wounded veterans and their families, beginning within 30 days of the Inn’s official opening in late 2025.



# UTAH NATIONAL GUARD

## PROJECT AREA

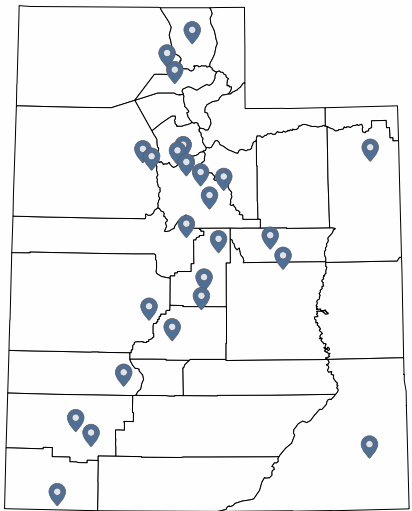
The MIDA Utah National Guard (UTNG) Project Area is a key initiative dedicated to facilitating base development, optimizing underutilized land, and enhancing operational infrastructure in support of Utah’s defense mission. Over the past year, MIDA has worked closely with the UTNG to create a comprehensive project area plan, covering over 24,245 acres and ensuring that infrastructure investments align with long-term military capability and strategic operations. The plan includes efforts to enhance base accessibility, relocate key aviation assets, and generate revenue through commercial development, all of which contribute to long-term defense capabilities. With the successful integration of Tooele City parcels, MIDA has established a well-defined roadmap to strengthen military readiness while fostering economic and community benefits.

### KEY SUCCESSES

- Laid the foundation to strengthen energy resilience at Camp Williams and helped establish energy innovation and advancement in low-emission power solutions to support military operations and national security.
- Paved the way for Camp Williams to serve as a critical hub for defense energy modernization, reinforcing its role in sustainable infrastructure and military preparedness.
- Secured an agreement to develop a motorpool at Beaver Armory, ensuring efficient vehicle maintenance, streamlined dispatch operations, and enhanced readiness for military personnel.

### BENCHMARKS & TARGETS

- Approval of plans for a new aviation facility in southern Utah will enable the relocation of Utah National Guard aviation assets, enhancing wildfire response and emergency deployment capabilities.
- Planning a new training facility will establish a dedicated site for joint warfighting exercises, including jump training, long-range fires training, and multi-force operational drills.
- Development of a new emergency operations center and fitness facility at Camp Williams will strengthen disaster response preparedness and mission continuity, while improving physical readiness and soldier training capacity.
- Through MIDA's strategic involvement, these critical operational improvements will accelerate next-generation capabilities by decades.



The Utah National Guard Project Area consists of 24,245 acres in 27 locations throughout Utah. The Project Area is designed to boost the National Guard’s readiness capabilities and complement the overall strategic goals of the National Guard and the Department of Defense.

*“We are deeply grateful for MIDA and the National Guard. This partnership introduces a powerful new dynamic, unlocking opportunities that will bring lasting, positive impacts to our community.”*

- Mayor Michael Kourianos, Price City





# COMPLIANCE, TRANSPARENCY & ENGAGEMENT

## Risk Assessment & Mitigation

MIDA conducts regular risk assessments to proactively identify and address operational, strategic, legal, and compliance challenges. By implementing predictive risk modeling, the authority anticipates potential vulnerabilities before they impact operations, ensuring a proactive approach to risk mitigation. Additionally, stakeholder collaboration in risk management engages public-private and military leaders to incorporate diverse perspectives in risk assessment strategies, strengthening long-term resilience. As an example, MIDA's financial forecasting allows us to monitor the health of each project area and the ability of each development partner to meet their obligations, allowing us to identify any warning signs and mitigate risks early and often.

## Internal Controls & Oversight

MIDA enforces rigorous internal controls to uphold transparency and accountability. Organizational policies undergo annual review, reinforcing regulatory compliance and operational integrity. Independent third-party audits ensure impartial evaluation of governance practices and financial management. Procurement processes prioritize ethical standards while remaining adaptable to ensure efficiency and responsible resource management. Ongoing compliance monitoring reinforces accountability and effective policy implementation.

## Financial Transparency & Data-Driven Decision Making

MIDA utilizes comprehensive reporting and analytics to evaluate operational efficiency, assess financial health, and support informed policy decisions. Regular financial reporting and budget reviews ensure transparency in allocations and expenditures, reinforcing fiscal accountability. Legislative compliance reviews, conducted as necessary, help maintain alignment with evolving state and federal regulations. These evaluations support informed strategic decision-making, ensuring policies remain effective and responsive to changing governance requirements.

## Ethical Leadership & Governance Standards

MIDA prioritizes ethical governance through structured leadership training that focuses on fiduciary responsibility, management, and compliance best practices. By fostering a culture of integrity, succession planning and workforce development initiatives ensure strong leadership continuity, preparing future leaders with the necessary expertise to uphold governance excellence. One of the most important actions we undertake is our weekly management training. Each week we engage and train on a topic pertinent to excellent management and governance.

## Public Engagement & Transparency Initiatives

MIDA is committed to keeping the public informed and involved. From open meetings to accessible reports and advisory panels, MIDA ensures its work remains transparent and responsive to the communities it serves and the military's needs.

- **Board Meetings.** MIDA board meetings are open to the public and regularly attended. The board includes representatives from state and local governments, bringing a broad range of expertise to every decision.
- **Development Review Committees (DRCs).** Publicly noticed DRCs for major project areas like the Military Recreation Facility and Falcon Hill give the community a voice before proposals go to the board.
- **Public Infrastructure Districts (PIDs).** Five PIDs, made up of local and MIDA leaders, oversee infrastructure projects and budgets. Their meetings and hearings are open to the public.
- **Legislative & Public Reporting.** MIDA provides updates to the Utah Legislature and the public during its board meetings, detailing finances, project milestones, and strategic goals.
- **Community Involvement.** MIDA seeks out feedback from residents, business owners, local governments, and military partners on MIDA projects and priorities as well as its strategic plan.
- **Media & Stakeholder Outreach.** MIDA works with media and its strategic partners to keep communities informed about ongoing developments.
- **Access to Information.** MIDA responds promptly to public questions and ensures information is easy to find and understand.





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