



Staff Report

MEETING DATE: October 15, 2025

TO: Summit County Housing Authority

SUBJECT: Utility Allowance Study

STAFF/PRESENTERS: Maddy McDonough
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BACKGROUND INFORMATION

One of the tasks assigned to the Housing Authority was the completion of a Utility Allowance Study. This is a study that averages the cost of utilities, by type of utility and by building type, for all of Summit County. This study will be completed annually in order to maintain accurate numbers.

The purpose of a Utility Allowance Study is to identify how much an average household by type pays for utilities. This is important because our development code defines housing affordability as:

“Housing affordability” means the ability of a household to occupy a housing unit paying no more than 30% of the household's income for gross housing costs, including utilities.

Similarly, the US Department of Housing and Urban Development (HUD) defines affordable housing as “as a residence where occupants pay no more than 30% of their gross income for housing costs, including utilities.”

Therefore, in order to set accurate rental rates, we need to know the cost of utilities being paid by households.

DIRECTIONS

- Review the attached Utility Allowance Study. At first, it looks rather confusing or intimidating, but once you spend some time reviewing it, it becomes clearer.
- As a practice, calculate the utilities paid for a 1-bedroom townhouse that uses an electric furnace, natural gas stove, natural gas water heater. Assume the tenant microwave and refrigerator are furnished by the tenant.
- If a 60% AMI a person can afford a maximum of \$1,145 per month, what can the rental cost of the unit be set at?

QUESTIONS

1. Do you have suggestions about how to make this information more user friendly and understandable?

SUMMIT COUNTY HOUSING AUTHORITY UTILITY ALLOWANCE CHART				
Effective 9/1/2025				
Allowance for Tenant Furnished Utilities and Other Services				
Utilities: Rocky Mountain Power/ Enbridge (i.e. Dominion)				
	Studio	1 bedroom	2 bedroom	3 bedroom
Single Family Detached				
Natural Gas Furnace	42	48	56	63
Bottle Gas Furnace	92	108	127	147
Electric Furnace	61	72	85	97
Electric Heat Pump	33	38	46	51
Other Electric	24	28	40	53
Air Conditioning	1	2	4	6
Duplex / Row House / Townhouse Apartments				
Natural Gas Furnace	38	44	50	55
Bottle Gas Furnace	117	138	148	159
Electric Furnace	36	44	57	71
Electric Heat Pump	27	33	39	43
Other Electric	21	24	34	44
Air Conditioning	2	2	4	5
Low-Rise (4 stories or few)/Garden Apartment				
Natural Gas Furnace	51	58	62	66
Bottle Gas Furnace	117	138	148	159
Electric Furnace	36	44	57	71
Electric Heat Pump	28	35	41	46
Other Electric	20	24	33	42
Air Conditioning	2	2	3	4
Mobile Home / Manufactured Home				
Natural Gas Furnace	37	42	48	54
Bottle Gas Furnace	78	92	108	125
Electric Furnace	64	75	78	80
Electric Heat Pump	28	33	39	43
Other Electric	24	28	40	53
Air Conditioning	2	2	4	5
High-Rise Apartment Building (5+ stories) - with elevator				
Natural Gas Furnace	32	36	41	46
Bottle Gas Furnace	64	76	89	103
Electric Furnace	24	29	41	52
Electric Heat Pump	21	26	32	36
Other Electric	16	19	27	34
Air Conditioning	1	2	3	4
*Electric Base Charge Rocky Mountain Power - multifamily	7	7	7	7
*Electric Base Charge Rocky Mountain Power - single	12	12	12	12
*Natural Gas Base Charge Dominion Energy	7	7	7	7
*Electric and Gas Base Charge must be included if the tenant is paying Rocky Mountain Power or Dominion				
All Other Tenant Paid Utilities for Any Type of Unit				
	Studio	1 Bedroom	2 Bedroom	3 Bedroom
Cooking (type of Stove Fuel)				
Natural Gas Stove	2	3	4	5
Bottle Gas Stove	6	7	10	13
Electric Stove	4	5	8	11
Water heater (Type of Water Heater fuel)				
Natural Gas Water heater	8	9	13	17
Bottle Gas Water Heater	17	20	29	38
Electric Water Heater	13	15	24	30
Water	96	98	115	141
Sewer	68	72	97	135
Trash	7	7	7	7
Total W, S, T	171	177	219	283
Range/Microwave (if furnished by tenant)	6	6	6	6

Refrigerator (if furnished by tenant)	12	12	12	12
---------------------------------------	----	----	----	----

4 bedroom
70
166
110
57
67
8
61
170
85
48
56
7
70
170
85
51
54
5
60
141
83
48
67
7
51
116
64
40
42
5
7
12
7
Energy
4 bedroom
7
16
14
21
47
35
166
172
7
345
6



Staff Report

MEETING DATE: October 15, 2025

TO: Summit County Housing Authority

SUBJECT: Communications Update

STAFF/PRESENTERS: Maddy McDonough
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BACKGROUND INFORMATION

The Education and Advocacy Subcommittee met on October 14, 2025. In addition to other topics, the committee discussed the FlashVote questions SCHA would like to put to the community and the Communications and Outreach plan.

One action item remaining from a previous meeting, related to the Outreach Plan, was to create a schedule for SCHA members to sign up to write content related to affordable housing for the monthly County newsletter.

The County newsletter is a great place to share topics that impact our community. Authors should aim for a short article, between 200 and 700 words, that will help tell the story of the Housing Authority and/or of affordable housing.

Each month, the article will be submitted to Ammon for review and publication. We will also keep a running log of articles on the SCHA page of the County website.

DIRECTIONS FOR NEWSLETTER

- Please [visit this link](#) to see an example article (pg 1) and suggested topics for future articles (pg 2).
- [Visit this link](#) to sign up for a month (or two or three) in which to write an article. We only need one article per month. You can use the suggested topics or come up with your own idea. The due date for each month is listed on the sign-up sheet.
- Make a note in your personal calendar to research, write, edit, and submit your article prior to the due date. If you'd like your article reviewed ahead of time, please reach out to Joan *at least one week before* the due date.



Staff Report

MEETING DATE: October 15, 2025

TO: Summit County Housing Authority

SUBJECT: Utah's Olympic-Sized Opportunity

STAFF/PRESENTERS: Maddy McDonough
mmcdonough@summitcountyutah.gov

BACKGROUND INFORMATION

In September 2025, *Keeper's of the Flame* Volume 2 was released and is entitled "Utah's Olympic-Sized Opportunity." In addition to providing some history about the impact of the 2002 winter games, the report outlines key strengths and weaknesses that could impact communities during and beyond the Olympic preparations and the event itself.

Notably, "housing affordability and homelessness" is identified as the number 1 challenge threatening Utah's long-term success.

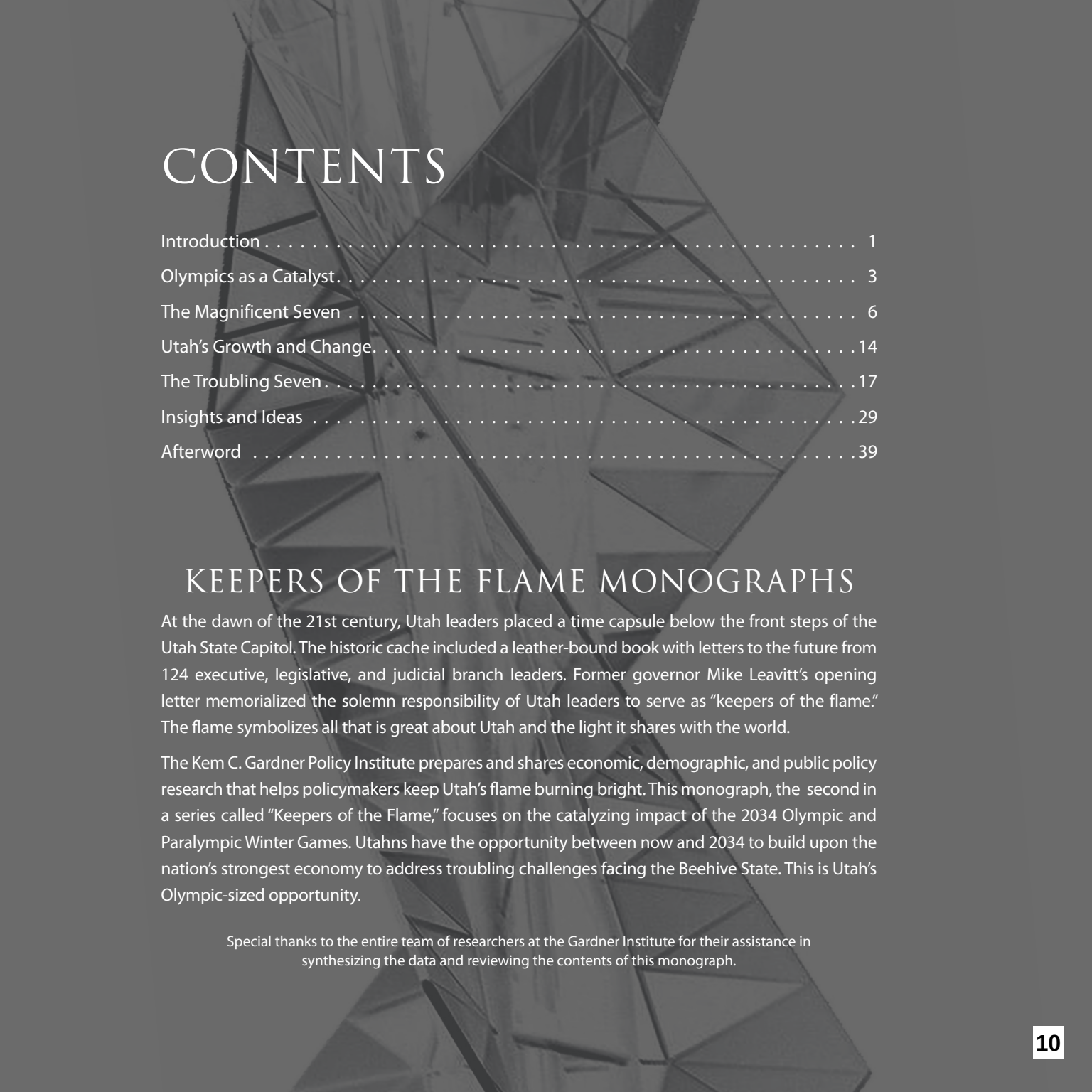
DIRECTIONS

- Read the attached report.
- What stands out to you as impactful to SCHA's efforts moving forward?
- How can some of this information be leveraged to make meaningful gains toward affordable housing goals?

KEEPERS OF THE FLAME

UTAH'S OLYMPIC-SIZED OPPORTUNITY

• Natalie Gochnour | Phil Dean | Jennifer Robinson



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KEEPERS OF THE FLAME MONOGRAPHS

At the dawn of the 21st century, Utah leaders placed a time capsule below the front steps of the Utah State Capitol. The historic cache included a leather-bound book with letters to the future from 124 executive, legislative, and judicial branch leaders. Former governor Mike Leavitt's opening letter memorialized the solemn responsibility of Utah leaders to serve as "keepers of the flame." The flame symbolizes all that is great about Utah and the light it shares with the world.

The Kem C. Gardner Policy Institute prepares and shares economic, demographic, and public policy research that helps policymakers keep Utah's flame burning bright. This monograph, the second in a series called "Keepers of the Flame," focuses on the catalyzing impact of the 2034 Olympic and Paralympic Winter Games. Utahns have the opportunity between now and 2034 to build upon the nation's strongest economy to address troubling challenges facing the Beehive State. This is Utah's Olympic-sized opportunity.

Special thanks to the entire team of researchers at the Gardner Institute for their assistance in synthesizing the data and reviewing the contents of this monograph.



INTRODUCTION

At 7 p.m. MST on Friday, February 10, 2034, the opening ceremony for the Olympic and Paralympic Winter Games will begin at Rice-Eccles Stadium on the University of Utah campus in Salt Lake City, Utah. An estimated three billion people from more than 200 countries will watch the event.

FEW SINGLE EVENTS IN UTAH HISTORY COMPARE IN REACH AND SIGNIFICANCE.

The Beehive State will be the global center of attention for 17 days of Olympic competition and pageantry, followed by 10 days of Paralympics.

During this time an estimated 15 billion viewer hours of Olympic coverage will feature extraordinary feats of athletic accomplishment and human excellence...

- A come-from-behind curling team victory.
- A courageous downhill ski racer beating the odds.
- A women's figure skater skating the performance of her life.

While athletic excellence, international friendship, and global connection will be the undeniable focus of the 2034 Olympic and Paralympic Games, the event also poses an extraordinary opportunity for Utahns.

Even with Utah's well-documented exceptional economy, our state is changing fast. And even as Utah prospers, serious challenges pose a threat to Utah's long-term success.

How can Utah leverage the Olympics to sustain the state's nation-leading prosperity in the face of rapid change and mounting challenges?

Fortunately, the 2034 Olympic and Paralympic Winter Games serve as a powerful catalyst to make Utah even better. This catalyzing Olympic pressure is Utah's Olympic-sized opportunity.

This monograph shares data on Utah's economic successes, growth and change, and troubling challenges.

It ends with insights, along with seven ideas, that serve as a starting point for a statewide discussion about how Utah can seize its Olympic-sized opportunity.

OLYMPICS AS A CATALYST

Chemists use a catalyzing agent to speed up a chemical reaction. Catalysts in public policy work in a similar way—they accelerate a desired outcome.

Across the globe, the Olympic and Paralympic Games catalyze host communities to improve. The Olympic spotlight incentivizes and provides a deadline for communities to 1) make strategic investments they otherwise would not or could not make, 2) find new ways to collaborate and break through impasses on tough challenges, and 3) apply creative solutions to complex issues. Importantly, the Olympics also provide resources to manage growth that will occur with or without the Games.

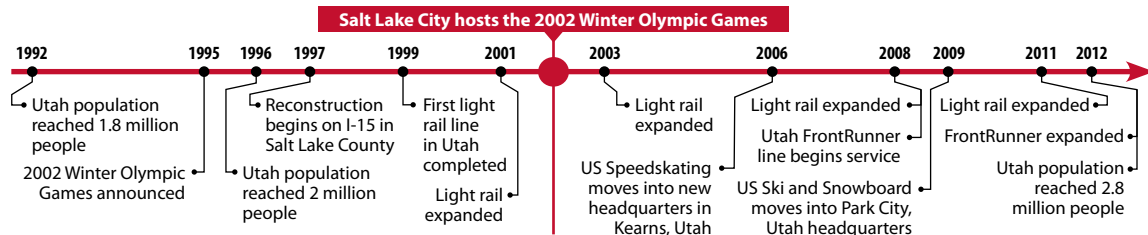
Utahns understand the Olympics' catalyzing impact. The 2002 Olympic Winter Games helped state leaders accelerate and innovate the rebuild of I-15 in Salt Lake County, prioritize construction and expansion of TRAX light rail, turn an up-and-coming winter sports industry into a winter sports capital, and invest in public and private infrastructure beneficial to the Games and the community.

The 2002 Olympic Winter Games resulted in approximately \$7.25 billion (2024 dollars) of investment beneficial to the community and the Games. Many point to the 10 years prior to and after the event as important building blocks in Utah's event success.

"The spotlight of the 2002 Winter Olympics was so bright it made Utah better in every way. Every corner of the state improved in preparation to host the world and that improvement remained long after the athletes departed."

– Gov. Mike Leavitt

Pre- and Post-2002 Olympic Winter Games Timeline



Source: Kem C. Gardner Policy Institute

Estimated Public and Private Investment Beneficial to the 2002 Olympic Winter Games

(Millions of 2024 Dollars)

	Project/Infrastructure Description	Total Cost
Transportation	I-15 Reconstruction	\$2,859.2
	Light Rail North/South Line	\$561.9
	Light Rail U of U Line	\$213.1
	Intelligent Transportation System	\$56.8
	Snowbasin/Trappers Loop Road	\$28.4
	Soldier Hollow Access Road	\$18.0
	Winter Sports Park Road	\$7.9
	Temporary Park and Ride Lots	\$64.7
	Permanent Park and Ride Lots	\$12.4
	Bus Maintenance Facility	\$10.4
	SR248 Reconstruction	\$14.9
	I-80 Silver Creek & Kimball Junction	\$93.5
	US89 & I-84 (Corina Drive) Interchange	\$44.6
	SR173 Railroad Bridge	\$9.4
	I-215 & 3500 South Interchange	\$3.4
	Venue Loading/Unloading	\$20.5
	Transportation Studies	\$12.2
	Park City Infrastructure Improvements	\$20.5
	Subtotal	\$4,051.9
Resort Additions, Expansions, or Lease Fees	Snowbasin Facilities	\$222.4
	Snowbird Expansion	\$9.0
	Park City Expansion	\$299.0
	The Canyons Phase 1 Hotel, Lifts & Village	\$363.2
	Deer Valley (Deer Crest) Resort	\$211.8
	Brighton Resort	\$3.6
	Solitude Resort	\$179.8
	Zermatt Swiss Resort	\$71.9
	Subtotal	\$1,360.9
Venues	E-Center Hockey Arena	\$104.8
	Delta Center Figure Skating	\$9.2
	Oquirrh Park Speed Skating Oval	\$64.9
	Utah Olympic Park	\$174.6
	Soldier Hollow	\$56.1
	Seven Peaks Ice Sheets (Provo)	\$23.0
	Ogden Ice Sheet	\$10.6
	Accord Practice Sheet	\$7.2
	Steiner Center Ice Sheets	\$27.0
	U of U Rice-Eccles Stadium	\$94.4
	Medals Plaza	\$7.0
	Subtotal	\$578.8
Housing	U of U Olympics Village Phase I & 2	\$216.0
	Camp Williams Army Reserve Facilities	\$22.8
	Media Housing	\$19.8
	Subtotal	\$258.6
Hotels	Hotel Monaco	\$57.5
	Marriott Hotel	\$89.9
	Grand America	\$332.7
	Stein Erikson Lodge	\$53.9
	Subtotal	\$534.1
Miscellaneous	Telecommunications and UCAN	\$318.8
	Forest Service Funds	\$18.9
	Soldier Hollow Water/Sewer	\$21.4
	Salt Palace Expansion	\$84.5
	Alf Engen Museum	\$18.0
	Subtotal	\$461.6
TOTAL		\$7,245.9

Note: All dollar amounts have been adjusted for inflation to 2024 dollars from their original values in 2000. Some amounts include a mix of state and local government and private monies. With the exception of a portion of the ski area expenditures and the \$106.1 million sales tax diversion for Olympic facilities, these monies went to projects which are beneficial to hosting the Games, but are not expenditures because of the Games. Long-term investments in transportation infrastructure, hotels, sporting arenas, and recreation facilities are not made exclusively for a 17-day event.

Source: "2002 Olympic Winter Games: Economic, Demographic, and Fiscal Impacts," Governor's Office of Planning and Budget, November 2000.

UTAH BEGINS ITS PREPARATION FOR THE 2034 OLYMPIC AND PARALYMPIC WINTER GAMES FROM AN EXTRAORDINARY STARTING POINT.

Utah currently benefits from the most successful economy in the nation. Our economic success story includes seven major achievements. We call them “Utah’s Magnificent Seven.”

However, in the years leading up to the Games, Utah also faces seven challenges that threaten our long-term success. We call these “Utah’s Troubling Seven.”

How the state magnifies these achievements and addresses these challenges will determine if Utah achieves its Olympic-sized opportunity.

Utah’s Magnificent Seven Major Achievements in Utah’s Economic Success Story	Utah’s Troubling Seven Challenges Threaten Utah’s Long-term Success
1 Economic dynamism and diversity	1 Housing affordability and homelessness
2 High household income and low poverty	2 Traffic congestion
3 Upward mobility	3 Third grade reading proficiency
4 Widespread prosperity	4 College graduation rates
5 Well-trained and educated workforce	5 Water and Great Salt Lake
6 Fast growing population and youthfulness	6 Energy supply
7 Social cohesion	7 Behavioral health

THE MAGNIFICENT SEVEN

Utahns have built the most impressive economy in the nation.

Among other striking accomplishments, Utah leads the nation in real GDP growth, household income (after adjusting for cost-of-living), upward mobility, income equality, population growth, and social capital, all while achieving the lowest poverty rate in the country and the third most well-trained and educated workforce in the country.¹

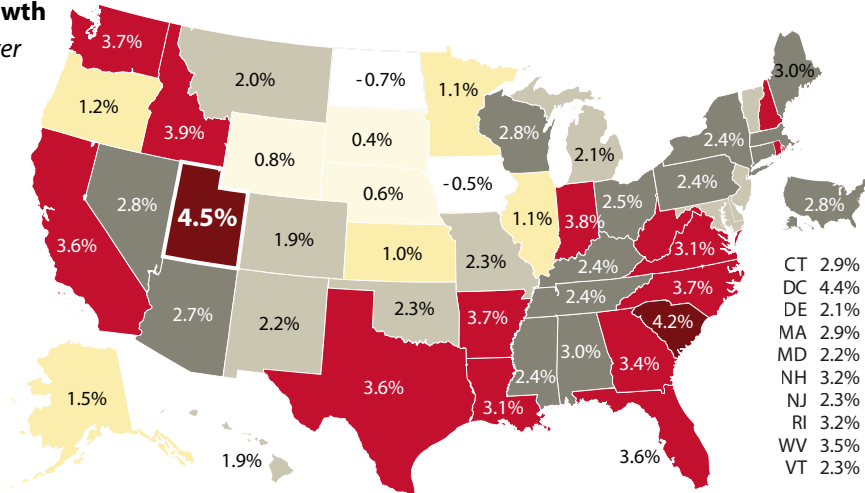
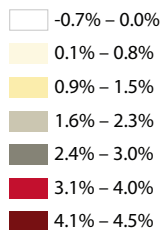
Drawing from the terminology used to describe major technology stocks in U.S. equity markets, we call the state's major economic achievements Utah's "Magnificent Seven."² These accomplishments exemplify Utah's exceptional economic performance and signal the state's promising future.

1 Economic dynamism and diversity

Utah's nation-leading real GDP growth in 2024 tallied 4.5% year-over growth, more than 1.6 times the national growth rate of 2.8%. Only one other state and the District of Columbia achieved greater than 4% growth over the same period.

Figure 2: Economic Growth

Real GDP growth, year-over percent change, 2024

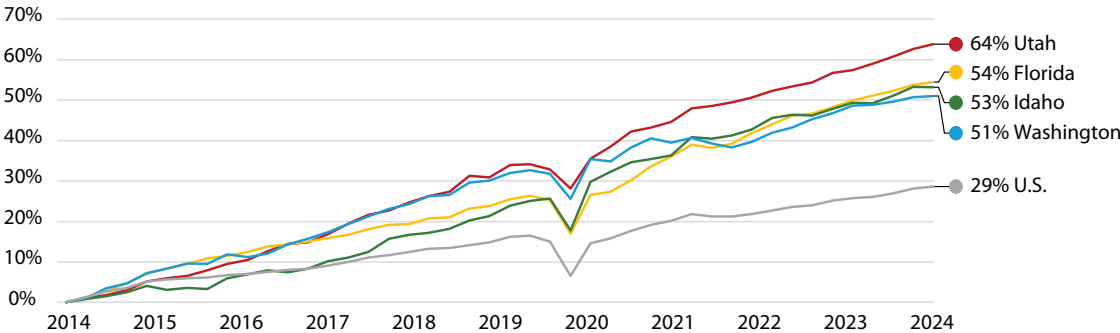


Source: U.S. Bureau of Economic Analysis

Utah's nation-leading economic success extends for well over a decade. Since 2014, Utah's real GDP growth of 64% more than doubled the national average of 29%. Utah's growth far exceeds the next three most rapidly growing economies in the country: Florida (54%), Idaho (53%), and Washington (51%). Utah also ranks among the top six most economically well diversified states in the nation. This economic diversity contributes to Utah's economic stability year to year.

Figure 3: Real GDP Growth

U.S. and top four states, cumulative percent change



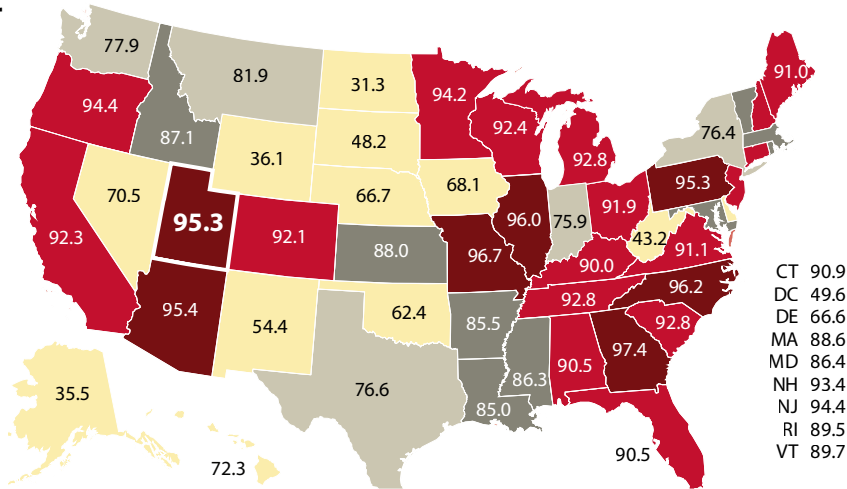
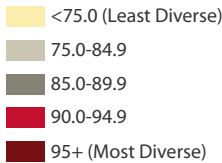
Note: Estimates adjusted to 2024 dollars.

Source: Kem C. Gardner Policy Institute analysis of U.S. Bureau of Economic Analysis data

Figure 4: Utah's Top-Tier

Economic Diversity

Hachman Index, 2021



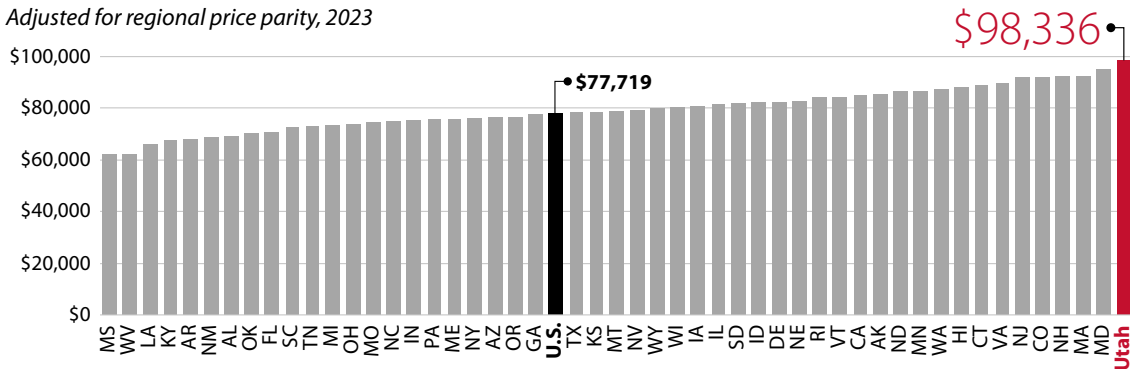
Source: Kem C. Gardner Policy Institute

2 Nation-leading household income, coupled with lowest poverty

Utah's 2023 household income, after adjusting for regional price parity, ranks highest in the nation. Utah's cost-of-living-adjusted household income tallies \$98,336 — 27% higher than the U.S. average of \$77,719. Utah's three-year average poverty rate from 2021 to 2023 of 6.7% measures lowest in the nation and 4.7 percentage points lower than the U.S. average of 11.4%.

Figure 5: Median Household Income

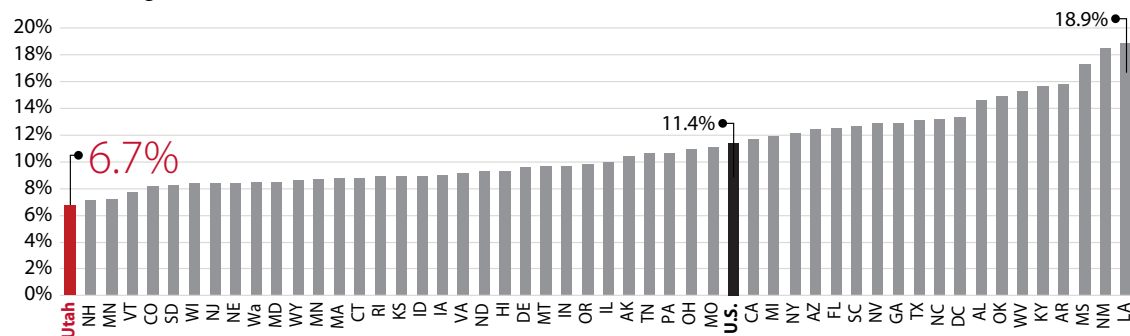
Adjusted for regional price parity, 2023



Source: U.S. Census Bureau and Kem C. Gardner Policy Institute

Figure 6: Poverty Rate

2021-23 average



Source: U.S. Census Bureau, Current Population Survey

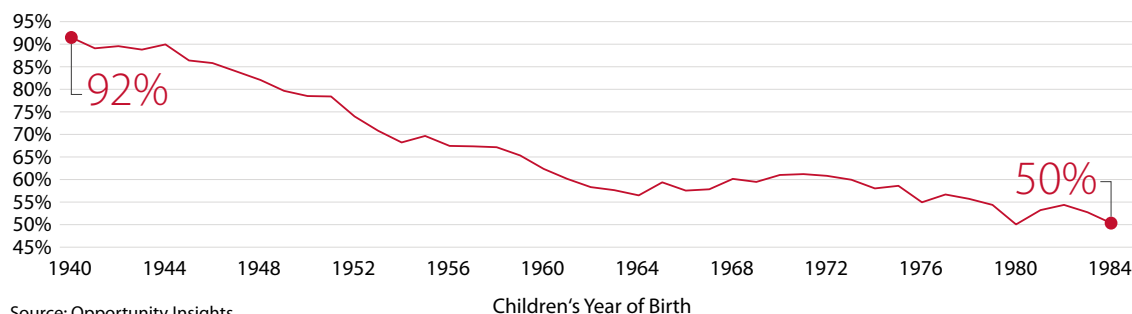
3 Upward mobility

Many define the American dream as the portion of children who in adulthood earn more than their parents. By this definition, the American dream is fading for many. Ninety percent of children who grew up in the 1940s earned more than their parents. Today, half of children achieve this same outcome.

Utah's upward mobility stands out among states. Opportunity Insights at Harvard University estimates that Utah achieves top levels (top four deciles) of upward mobility in every county, one of only three states to achieve this outcome.

Figure 7: The Fading American Dream

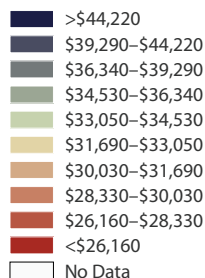
Percent of children earning more than their parents by year of birth



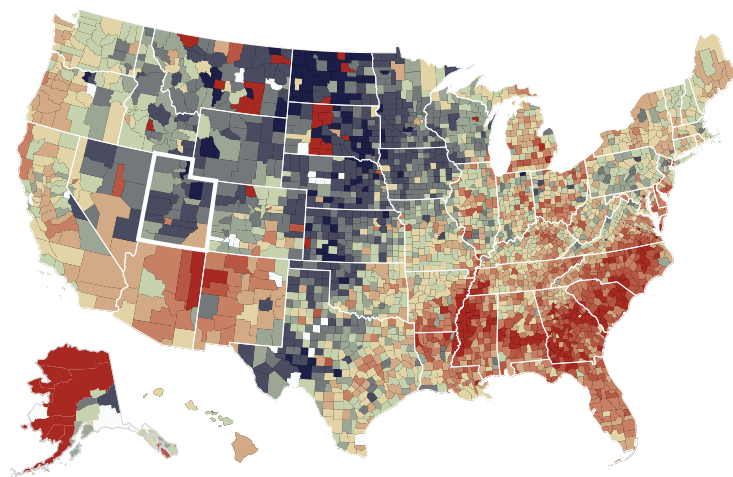
Source: Opportunity Insights

Figure 8: Upward Mobility

Mean income at age 35 for children whose parents earned \$27,000, 2018



Source: Opportunity Insights
(Chetty, Hendren, Jones, Porter)



4 Widespread prosperity

A widespread distribution of income can lead to many positive outcomes such as an increased sense of connection, shared purpose, and strengthened social fabric. These benefits prove particularly gainful when shared prosperity combines with overall higher incomes, low poverty, and economic growth and dynamism.

The Census Bureau estimates that Utah, with a Gini coefficient of 0.422 in 2024, exhibits the most equal distribution of income in the nation. A Gini coefficient of 0 equates with perfect income equality and a coefficient of 1 means perfect inequality.

Economists note that some level of income inequality is necessary to reward innovation, hard work, and risk taking. Utah's innovation index – which includes five core indices of human capital and knowledge creation, business dynamics, business profile, employment and productivity, and economic well-being – ranks highest among states. Utah achieves the triple play of high levels of economic success (economic growth, high incomes, and low poverty), high levels of income equality, and innovation.

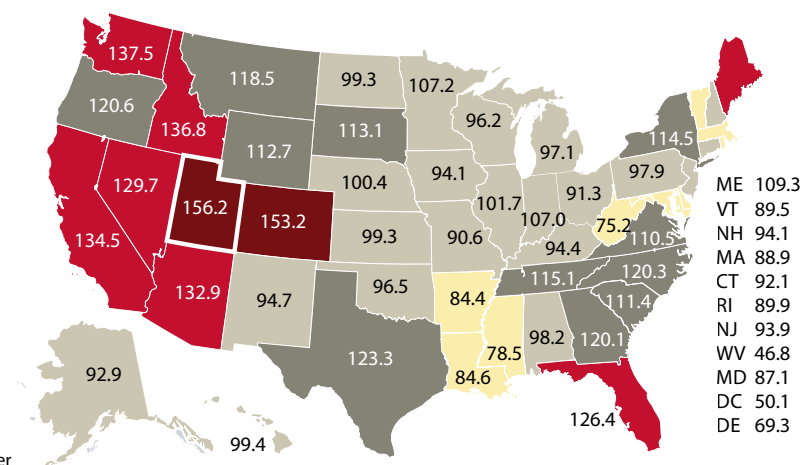
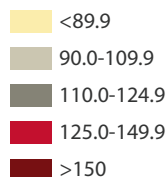
Figure 9: Income Equality (Gini Coefficient), 2024

U.S. and top ten states

Utah	0.422
Idaho	0.436
Iowa	0.436
Alaska	0.440
Wisconsin	0.442
South Dakota	0.443
Delaware	0.448
New Hampshire	0.448
Indiana	0.452
Hawaii	0.454
U.S.	0.481

Note: A higher Gini coefficient indicates greater income inequality. Axis starts at 0.4 to show differences.
Source: U.S. Census Bureau, American Community Survey

Figure 10: Innovation Index, 2023



Source: Indiana Business Research Center

5 Well-trained and educated workforce

Utah ranks third highest among states in 2023 for the share of adults aged 25-64 with postsecondary training, including trade and technical school training.³ Utah's public system of higher education includes 16 public colleges and universities (two research universities, four regional universities, two comprehensive community colleges, and eight technical colleges).

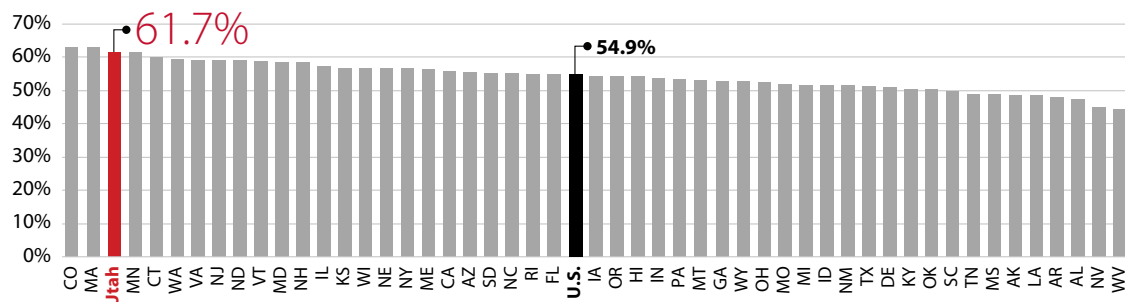
In recent years, Utah lawmakers advanced policies to make higher education more affordable, accessible, and efficient. They passed major reforms to streamline programs, including reinvesting dollars in high-performing programs, capping most bachelor's degrees at 120 credits, and authorizing three-year degree options and accelerated pathways. Together, these actions reduce time to degree, cut student costs, and better align programs with workforce demand.

The results of these and other actions speak for themselves. Utah's well-trained workforce meets the demands of a rapidly growing and changing economy. Utah simply could not be at the top of the economic leaderboard without skilled labor. Rapid technological advancement, the rise of artificial intelligence, and the growing need for career and technical education make a well-trained workforce even more essential.

Utah's well-educated workforce enables a citizenry capable of sustaining a diverse and resilient democracy. Thomas Jefferson famously stated, "Whenever the people are well informed, they can be trusted with their own government."⁴ An educated citizenry empowers people with the attributes necessary to participate effectively in the democratic process and a well-functioning society.

Figure 11: Workforce Quality, 2023

Percentage of population ages 25 to 64 with a postsecondary credential



Note: Credentials include degrees, certificates, and high-value certifications.

Source: Lumina Foundation

 In the 2020 Census, Utah's decadal population growth increased at a faster rate than any state in the nation. Over the decade, Utah's population increased by 18.4%, 2.5 times faster than the national increase of 7.4%. Utah's population growth remains strong, increasing by over 7% between 2020-2024.

Utah also features the nation's youngest population. Utah's median age of 32.4 in 2024 ranked lowest in the nation and 6.7 years younger than the national average. Youthful populations provide three major benefits to the economy: they are healthier, less expensive, and more tech savvy than their older counterparts.

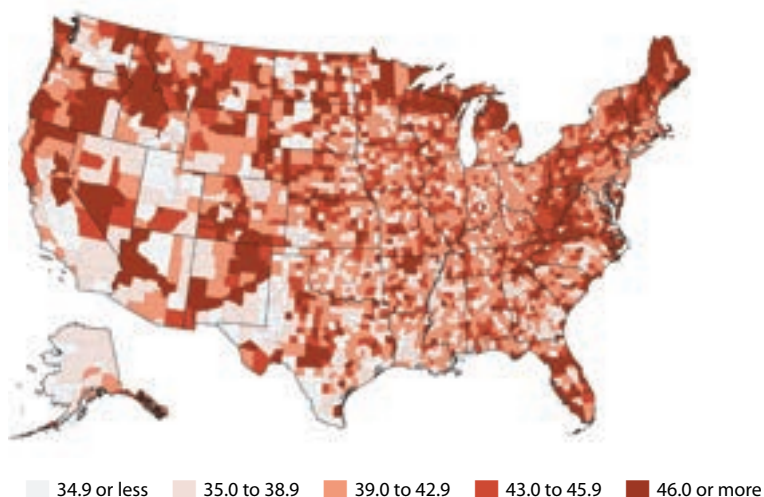
Legend:

- 3.2 to -0.1%
- 0 to 7.4%
- 7.5 to 14.8%
- 14.9 to 18.4%

State Data:

State	Percentage
NH	4.6%
VT	2.8%
MA	7.4%
RI	4.3%
CT	0.9%
NJ	5.7%
DE	10.2%
MD	7.0%
DC	14.6%
WV	-3.2%

Figure 13: Median Age by County, 2024



22

7 Nation-leading social cohesion

Economists often measure social cohesion through a concept known as social capital. Just like physical capital (e.g. public capital such as transportation, water, and utility infrastructure and private capital such as buildings and equipment) and human capital (e.g. a healthy, well-trained and educated population) produce economic value, so does social capital.

Social scientists define social capital as society’s ability to form networks of support and mutual cooperation that benefit the individual and the community. A form of civic virtue, social capital includes established networks of trust, institutional effectiveness, goodwill, and fellowship.

The Utah Foundation assembled over 30 measures related to social capital in the broad categories of family structure, community participation, and economic mobility. Utah exhibited the highest level of social capital in 2021 among the states.

According to the Utah Foundation, “High levels of social capital are associated with better resource allocation and social cohesion, accelerated economic development and mobility, improved education and health outcomes, stronger community engagement and disaster resilience, and reduced reliance on government services.”⁵

*“Utah is a bit like Sweden
might be if it were run by the
U.S. Chamber of Commerce.”*

– Megan McArdle, “How Utah Keeps the
American Dream Alive”
Bloomberg, March 28, 2017.

Figure 14: Social Capital, 2021

Social Capital Index, top ten states



Source: Utah Foundation

UTAH'S GROWTH AND CHANGE

The adage that it is harder to stay on top than to reach the top resonates. As Utah strives to maintain an enviable economic position among states, policymakers must also understand the dynamics and extent of Utah's rapid growth and change.

If you had to pick one word to describe Utah over the past three-plus decades, "growth" emerges as a top contender.

In 1990, Utah's population tallied over 1.7 million residents. Today, Utah is home to over 3.5 million people, more than doubling in 34 years.⁶ From 1990 to 2024, Utah's annual average rate of population change increased 2.10%, more than twice the national rate of 0.93%.⁷

Said another way, the Utah of 2025 must provide food, water, housing, transportation, education, public safety, social services, recreation, and more to 1.8 million additional people than just three decades ago. That population equates to the current size of Davis, Salt Lake, and Weber counties combined.

Importantly, there is no new land for Utah to build houses on, no new water sources to draw from, no new airsheds, less agricultural lands to harvest from, and ever more people using largely fixed transportation corridors.

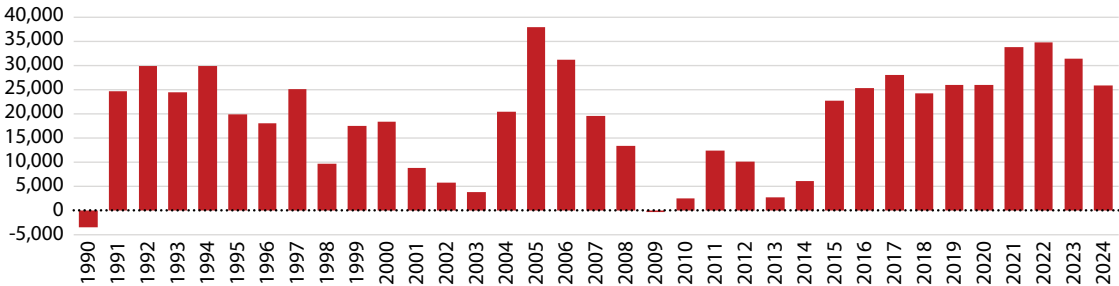
And, growth comes with a hefty price tag. As examples...

- Utah's state water agent estimates Utah faces \$40 billion in future water infrastructure costs.⁸
- Utah's long-range transportation plan also identifies nearly \$40 billion in unfunded transportation costs.⁹

Select Indicators of a Changing Utah

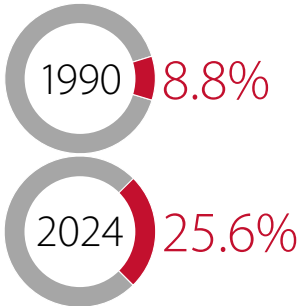
- 1. Doubling** – Utah's population more than doubled in the past 34 years, increasing from 1.7 to 3.5 million Utahns.
- 2. Twice the national rate** – Utah's population growth rate from 1990 to 2024 more than doubled the nation's.
- 3. In-migration** – Utah experienced net in-migration in 33 of the past 35 years.
- 4. Racial and ethnic makeup** – Utah's racial and ethnic minority population share increased from nearly one in 10 to one in four from 1990 to 2024.
- 5. Declining fertility** – Utah's total fertility rate (a measure of births per woman) now ranks 10th highest in the nation.
- 6. No longer LDS majority** – Utah ceased to be a majority LDS state in 2007

Figure 15: Utah Net Migration



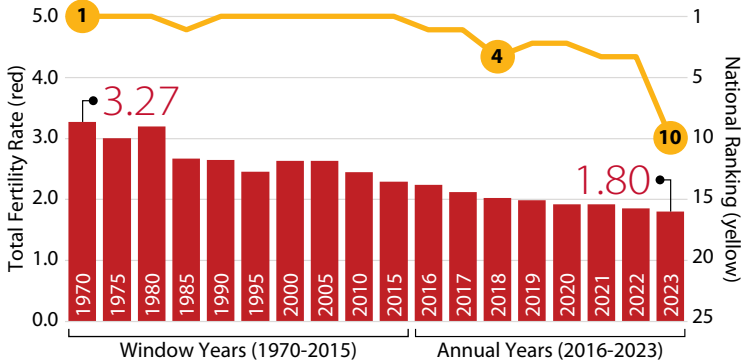
Source: Kem C. Gardner Policy Institute

**Figure 16: Utah Racial/
Ethnic Minority Population
Shares, 1990 and 2024**



Source: U.S. Census Bureau

Figure 17: Utah Total Fertility Rate and Ranking



Source: Kem C. Gardner Policy Institute

Each year the state adds approximately 50,000 more people, a population about the size of Murray City. Utah demographers frequently share the phrase: “Growth is Utah’s constant companion.”

Net in-migration plays an increasingly dominant role in Utah’s growth. Utah serves as a destination pulling people like a magnet from all 50 states and around the world. Utah has now experienced 33 of 35 years of net in-migration.¹⁰

Utah’s only net out-migration during this period occurred in 1990, when an estimated 3,480 more Utahns moved out of Utah than moved in, and in 2009, when a mere 325 more people moved out than moved in. From 1990 to 2020, an estimated 671,000 more people moved into Utah than moved out. That’s about the size of Utah’s second-largest county (Utah County) at the time of the 2020 Census.

And while an estimated one in four of these migrants were born in Utah, they bring with them out-of-state experiences and sensibilities that contribute to a new Utah.¹¹ In a nutshell, the Utah most Utahns grew up in completely differs in size and composition.

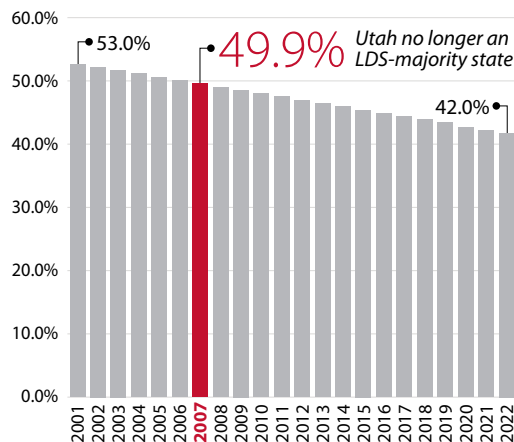
We see evidence of these changes in Utah's racial and ethnic makeup. In 1990, racial and ethnic minorities comprised an estimated one in ten Utahns. Today, that number stands at more than one in four.

Utah's changing fertility patterns also indicate a rapidly changing state. In 1990, Utah's total fertility rate tallied 2.65 births per woman and ranked highest in the nation. Today, Utah's total fertility rate stands at 1.80 births per woman and ranks tenth in the nation.¹²

Utah's religious makeup is also changing. In 2007 the percent of Utahns who self-identified as a member of the Church of Jesus Christ of Latter-day Saints (LDS) dropped below 50% for the first time since the Mormon pioneers entered the Salt Lake Valley. At 42.0% in 2022, Utah is no longer an LDS majority state.

According to the U.S. Religion Census, from 2010 to 2020, other major faith traditions grew at a rapid pace, notably Muslim (408%), National Baptist Convention (106%), Buddhism/Theravada (80%), non-denominational Christian (68%), and Catholic (33%). The Hindu, Traditional Temples grew at the fastest rate, increasing from 50 to 2,500, a 4,900% growth. From a much larger base population, LDS adherents in Utah over the same period increased by 11%.

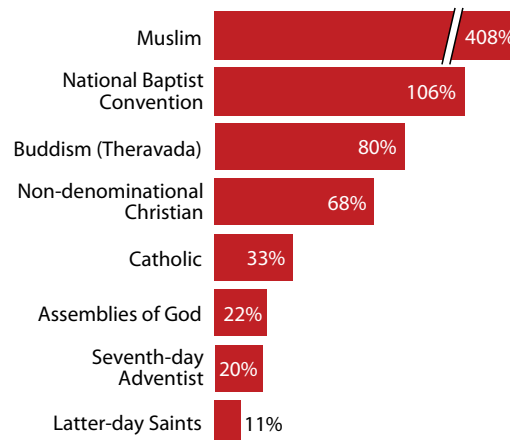
Figure 18: Utahns Who Self-Identify as LDS
Share of population



Source: Cragun, R. T., Gull, B., & Phillips, R. (2023) Journal of Religion and Demography

Figure 19: Change in Utah Adherents by Major Religion

Percent change, 2010-2020



Source: U.S. Religion Census and Kem C. Gardner Policy Institute

THE TROUBLING SEVEN

With an understanding of the scale and pace of growth and change occurring in Utah, many leaders ask the question, “How can Utah continue to grow and change and still maintain the attributes that make Utah great?” Of particular interest are seven troubling challenges currently facing Utah.

Frank Hachman, a distinguished Utah economist was known to say, “A successful state like Utah must be careful not to sniff its own fumes.” This somewhat humorous and even colorful idiom contains a wise caution: Be careful not to be caught in an echo chamber of positivity that neglects very real challenges that threaten the future.

We call these challenges Utah’s “Troubling Seven.”

And while reasonable people may disagree about the right number of challenges and which challenges to include, we selected these seven challenges because of their impact on families, life quality, and future economic success.

Utah’s Troubling Seven include housing affordability and homelessness, traffic congestion, third grade reading proficiency, higher education graduation rates, water and the Great Salt Lake, energy supply, and behavioral health.

1 Housing affordability and homelessness

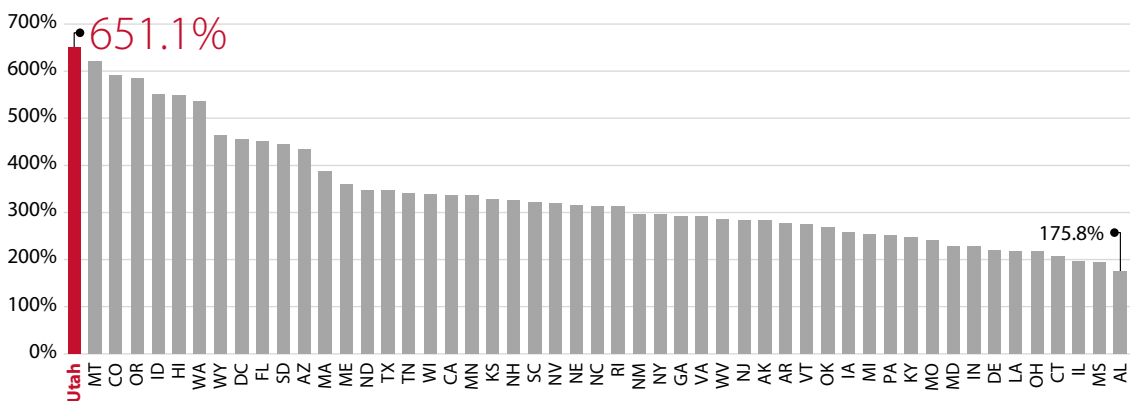
Housing plays a critical role in a state’s economic success. Housing not only provides shelter, but it also provides stability and security for families, serves as a major social indicator of a person’s health and well-being, and functions as society’s primary tool for wealth creation. To realize these benefits, housing must be accessible.

Utah’s housing market is no longer affordable for new buyers and continues to appreciate rapidly. Utah’s five largest counties currently rank seriously to severely unaffordable according to the median-multiple ratio, a common measure of housing affordability that compares the median sales price of a home to the median household income.¹³

From 1991 to 2024, Utah led the nation in price growth as measured by the percent increase in Federal Housing Finance Agency’s (FHFA) housing price index. The quarterly median sales price in Utah of a single-family home for second quarter 2025 ranked tenth highest in the nation at \$525,000.

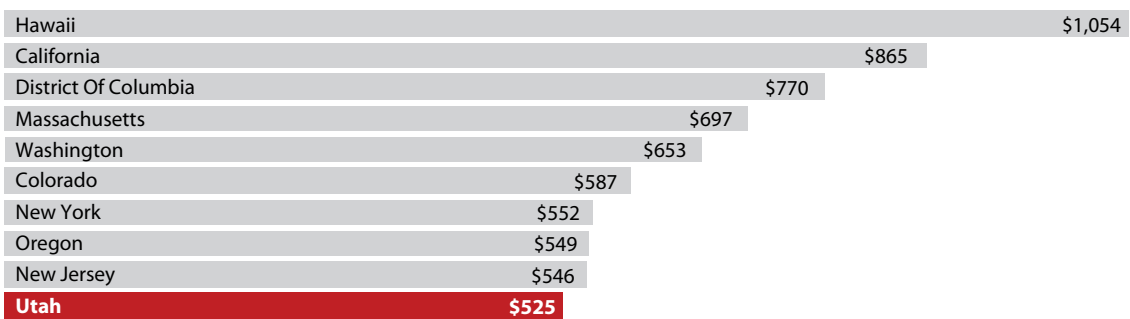
While providing wealth to current homeowners, Utah’s expensive housing market denies or significantly delays a whole cohort of (mostly younger) Utahns’ access to home ownership and wealth accumulation. Unaffordable housing also constrains economic growth by constraining labor availability.

Figure 20: Housing Price Growth
Percent increase in FHFA’s housing price index, 1991-2024



Source: Federal Housing Finance Agency Housing Price Index

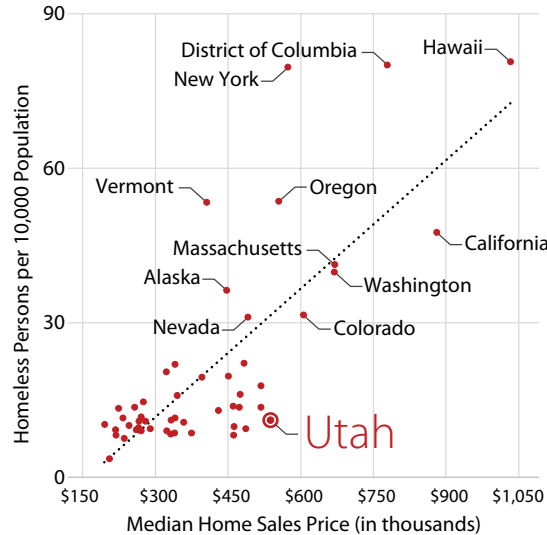
Figure 21: U.S. Ten Most Expensive Housing Markets
Quarterly median sales price of single-family home, in thousands, 2025 Q2



Source: National Association of Realtors

Figure 22: Homeless Rates and Home Prices, 2024

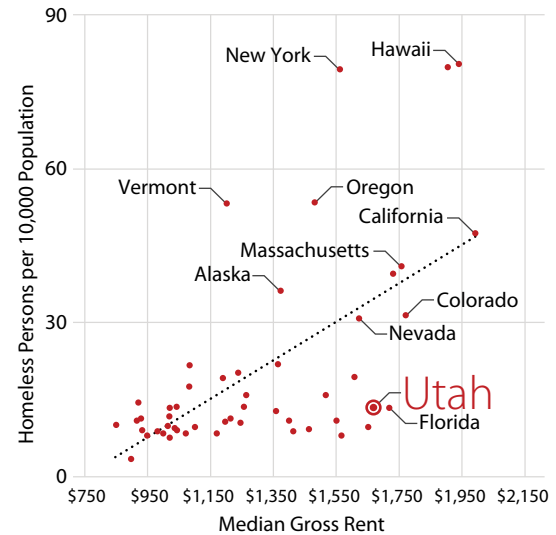
States with higher home prices tend to have higher homelessness rates



Source: Department of Housing and Urban Development, National Association of Realtors

Figure 23: Homeless Rates and Rents, 2024

States with more expensive rent tend to have higher homelessness rates



Source: Department of Housing and Urban Development, National Association of Realtors

Analysts also observe a positive correlation between home prices and rental rates and rates of homelessness.¹⁴

The 2025 Utah Office of Homeless Services Annual Data Report included sobering findings¹⁵:

- **New record** – The number of homeless Utahns in 2025 surged to its highest level ever.
- **Rapid increase** – The 2025 point-in-time count identified approximately 4,600 homeless Utahns, an 18% increase from the prior year.
- **Children** – Children now make up 14% of Utah's homeless population.
- **First time homeless** – A total of 10,261 individuals in Utah experienced homelessness for the first time, an increase of 5%.

As added perspective, Utah's homelessness rate of 13 per 10,000 people remains well below the 2024 national rate of 23 per 10,000.

2 Traffic congestion

Mid-sized states and metros like Utah and Salt Lake City offer tremendous quality of life appeal. Among others, the ability to travel from one destination to another without spending significant time stuck in traffic offers one of the most attractive features. Unfortunately, congestion in Utah continues to rise at worrisome levels impairing the life quality of many Utahns.

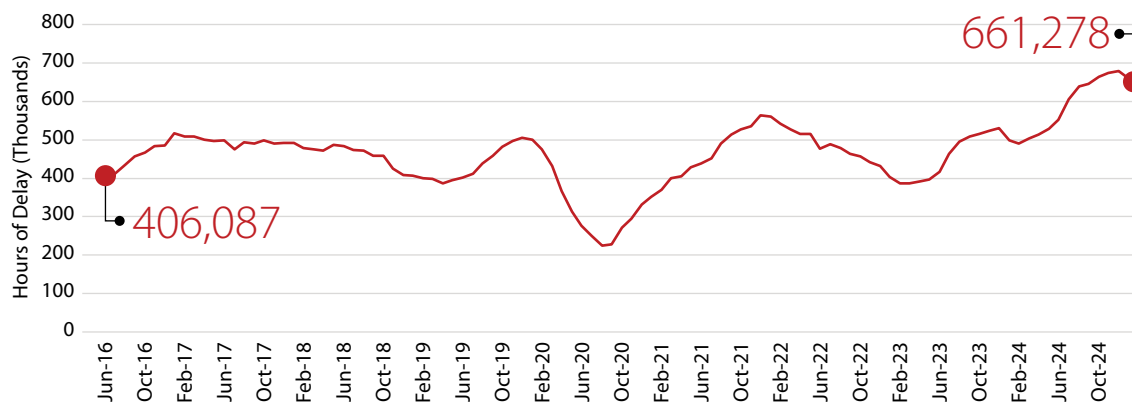
The Utah Department of Transportation tracks delay on interstates, highways, and arterials. They measure delay as the difference between actual travel time and free-flow travel time.

While significant variation occurs in the month-to-month indicators, delay on Utah roads increased on a six-month moving average from 406,087 hours in June 2016 to 661,278 hours in January 2025, a 5.9% annual average rate of change. That's nearly four times faster than Utah's current rate of population growth.

Notably, current delay (again measured as a six-month moving average to adjust for fluctuations) of over 660,000 hours stands at record levels and includes a significant upward trend since winter of 2024.

Perhaps no congestion indicator sounds the alarm bells more than the ability to travel up Little and Big Cottonwood Canyons in Salt Lake County. Taming the “red snake” as locals call it – the miles-long line of red taillights – remains an unsolved Utah challenge that affects tens of thousands of Utahns and visitors each year.

Figure 24: Delay on Utah Roads
Hours of delay, six-month moving average



Source: Utah Dept. of Transportation

3 Public education – third grade reading

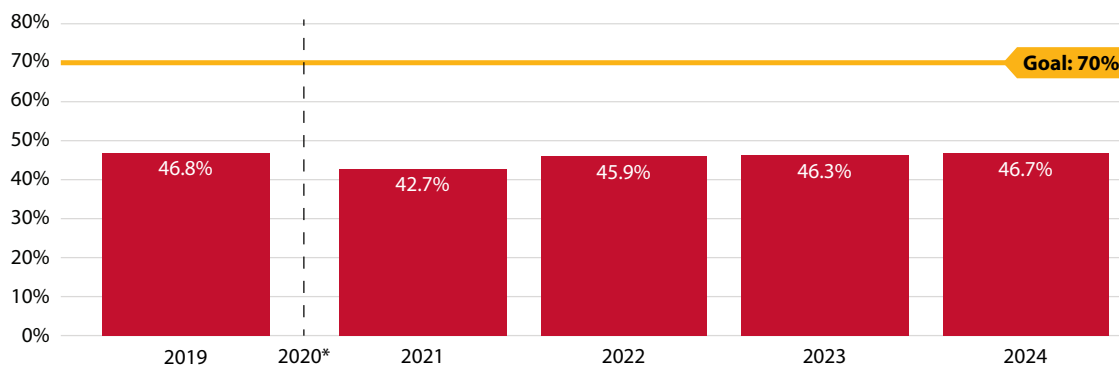
Third grade reading proficiency serves as a leading indicator for future educational success. During this crucial year, students transition from “learning to read” to “reading to learn.” Students who struggle with reading in third grade often fall behind in subsequent years. Many never receive a high school diploma, severely limiting career opportunities and earning potential.

The Utah Legislature recognizes the importance of third grade reading and in 2022 established in statute a statewide goal of 70% third grade reading proficiency by 2027.¹⁶ The bill requires many interventions, including, but not limited to the following:

- Adoption of evidence-based “science of reading” curriculum and instruction in all schools
- Literacy coaches for schools with low literacy achievement
- Professional development in early literacy for all K-3 teachers
- Diagnostic assessments
- Creation of a repository of evidence-based strategies for schools and teachers to use

Unfortunately, third grade reading proficiency remains below 50%. In 2024, 46.7% of Utah third graders scored proficient on the Readiness, Improvement, Success, Empowerment (RISE) test, falling well short of the state’s goal.

Figure 25: Utah 3rd Grade Reading Proficiency



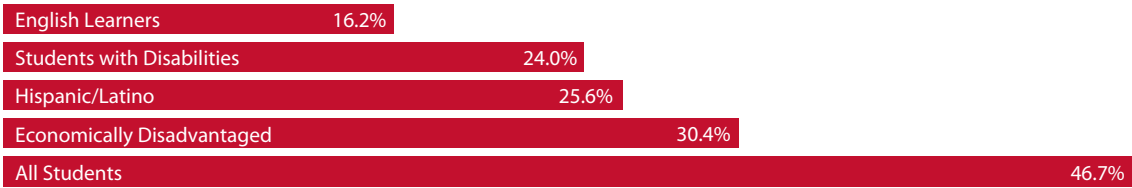
* Data for 2020 unavailable due to pandemic.

Note: The share of third graders scoring proficient on the RISE reading test.

Source: Utah State Board of Education

Figure 26: Utah 3rd Grade Reading Proficiency

By student category, 2024



Note: The share of third graders scoring proficient on the RISE reading test.
Source: Utah State Board of Education

Reading outcomes also show wide variations by race and ethnicity, disability, socioeconomic status, and English learners. Less than one-third (30.4%) of socio-economically disadvantaged students read at grade level.

Among race and ethnic groups, results range from 53.9% proficiency for the White population to 18.1% for the American Indian population. Utah’s Hispanic population – the state’s second-largest racial/ethnic category with 21.6% of Utah’s population under age 18 in 2024 – shows reading proficiency of 25.6%.

Similar variations occur geographically, ranging from 66.8% proficiency in the Park City School District to 29.4% in the San Juan School District.

These low proficiencies signal trouble ahead.

4 Higher education – graduation rates

Utahns with higher educational attainment benefit from increased earnings, higher economic mobility, better health, and an improved life outlook.¹⁷ Far too many Utah students fail to finish their formal schooling and obtain the benefits conferred by a degree and the associated skill and knowledge development.

Utah's higher education enrollment rate (measured as the share of Utah high school graduates who enroll within three years) has fallen in two of the past three years, dropping from 65.1% in 2021 to 62.4% in 2024.

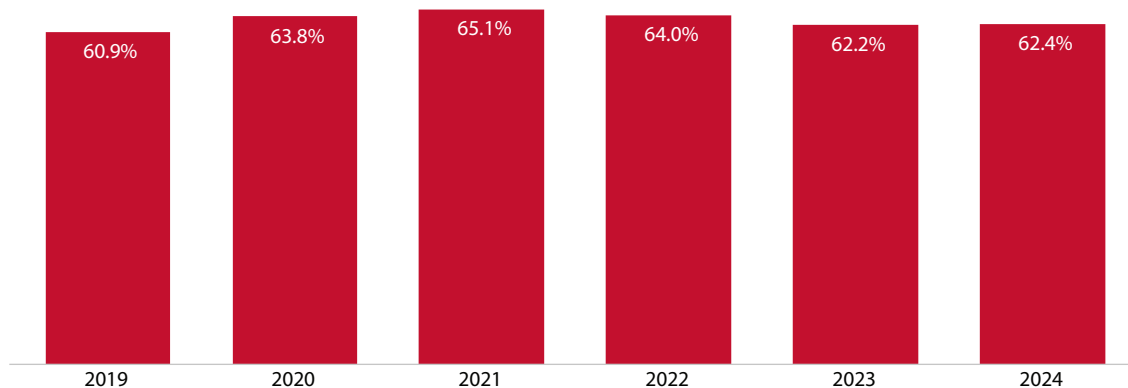
Even more, Utah's completion rates significantly lag other states. Six-year completion rates for the 2018 cohort show Utah at 57.5%, ranking Utah 37th among states.

“Meeting this moment demands the most well-trained and well-educated workforce in human history. Utah must be ready.”

- Taylor Randall
President, University of Utah

Figure 27: Utah Higher Education Enrollment Rate

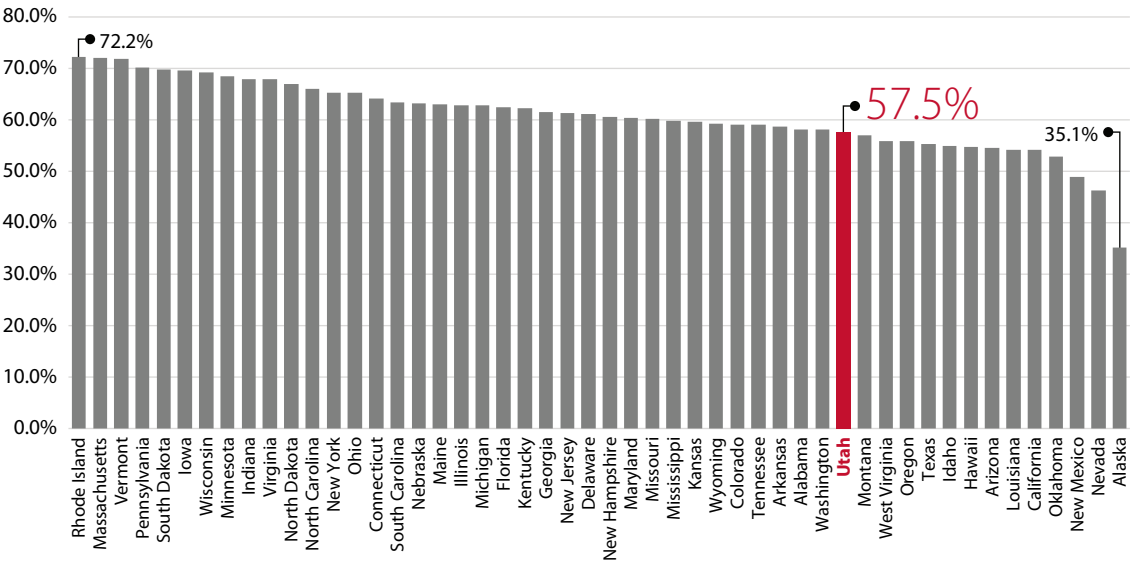
Share of Utah High School Graduates who Enroll in College within 3 Years, 2019-2024



Note: Includes USHE, in-state private, and out-of-state institutions.
Source: Utah System of Higher Education

Figure 27: Higher Education Completion Rates

Six-year, degree-granting, 2018 cohort



Source: National Student Clearinghouse Center

Within the state, completion rates at Utah's public degree-granting institutions range in 2024 from highs of 69% at Snow College and 65% at the University of Utah to a low of 36% at Utah Tech University. Half of Utah's eight degree-granting institutions report completion rates below 50% – Salt Lake Community College, Utah Tech University, Utah Valley University, and Weber State University.

Low graduation rates pose a particularly daunting challenge because of the profound and unrelenting economic changes occurring in our world right now. The economic transition from an analog, industrial economy to a digital, knowledge economy, demands a well-trained and educated populace. States that fail to offer an attractive labor force will be left behind.

*“Today's leaders
are stewards of
this great state.
The future is
watching.”*

- Clark Ivory

Kem C. Gardner Policy Institute
Advisory Board Member

5 Water and Great Salt Lake

Great Salt Lake confers substantial economic, environmental, and life quality benefits to Utah, the nation, and the world. Lower water levels put at risk the benefits created by the lake and threaten Utah’s long-term economic, ecological, and human health.

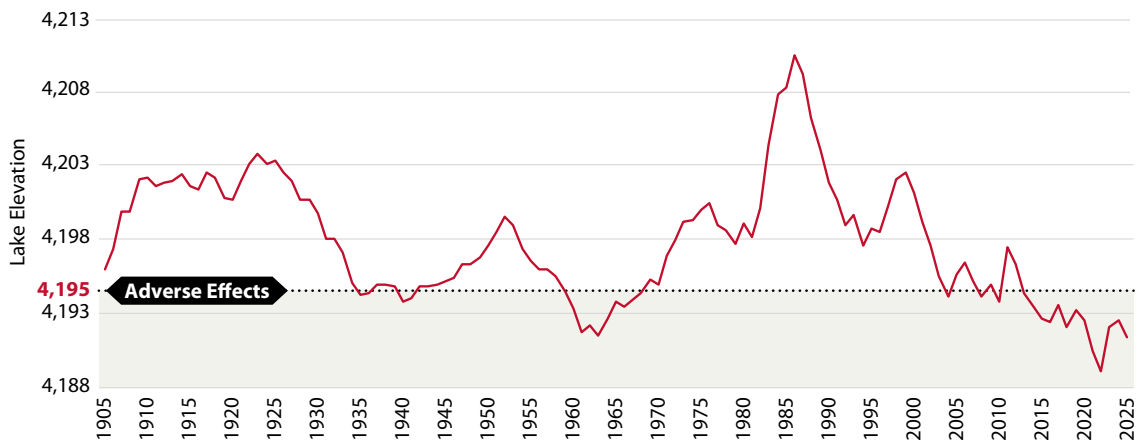
The current elevation of Great Salt Lake remains in what the state categorizes as “adverse effects,” where the level negatively impacts the ecosystem, mineral production, recreation, and human health.

State leaders understand the challenge and continue to make substantial progress. The governor, Legislature, water professionals, and researchers have put in place the data, resources, policies, and organizational structure to return the lake to healthier levels. The Utah Legislature changed state water law, invested in new infrastructure and conservation projects, and enacted data-informed regulations on mineral extraction. But more must be done. Wise stewardship of Great Salt Lake requires even greater levels of investment, behavioral change, and collaboration from government, industry, and the public.

Great Salt Lake represents one of Utah’s greatest international and national reputational risks, especially as the state approaches the 2034 Olympic and Paralympic Winter Games.

Figure 29: Great Salt Lake Water Level

South arm water-year-end elevation



Note: The causeway berm closed in 1966. Data for 2025 is for September 7, 2025

Source: US Geological Survey historical elevation at Saltair Boat Harbor and Saline, Utah

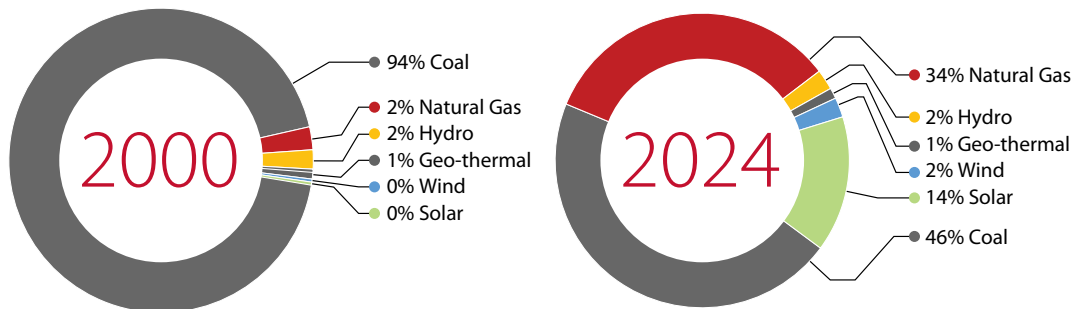
6 Energy supply

Utah leaders endorse a smart, any-of-the-above energy strategy focused on reliable, dispatchable, and affordable supply. Natural gas weighs prominently in Utah's current electric generation mix with 24% of the total. State leaders also recognize the value of clean, renewable energy as part of Utah's diverse energy mix. Solar now contributes approximately 14% of Utah's total electric generation.

Energy experts warn that Utah, like other places, may experience an energy deficit because of increased power demand and constraints on supply. Electricity generation in Utah hit a 27-year low in 2023 (33,497 GWh) and generation and consumption for the past two years approximately equal each other after more than two decades of surplus. Four major factors contribute to energy supply concerns:

- **Population and economic growth** – Utah's population and economy significantly outpace the national average. In 2024 Utah's population increased by 1.5% compared to the national rate of 1.0%. Similarly, in the same year, Utah's economy as measured by GDP increased by 4.5%, compared to a 2.8% increase nationally.
- **Electrification** – Society continues to electrify, particularly in the transportation sector as demand for electric and hybrid vehicles grows. A rigorous study by the U.S. Department of Energy's primary national laboratory found that widespread electrification will likely lead to 20% to 38% increases in U.S. electricity consumption by 2050.¹⁸ Utah will likely follow a similar pattern.

Figure 30: Utah Net Generation Mix



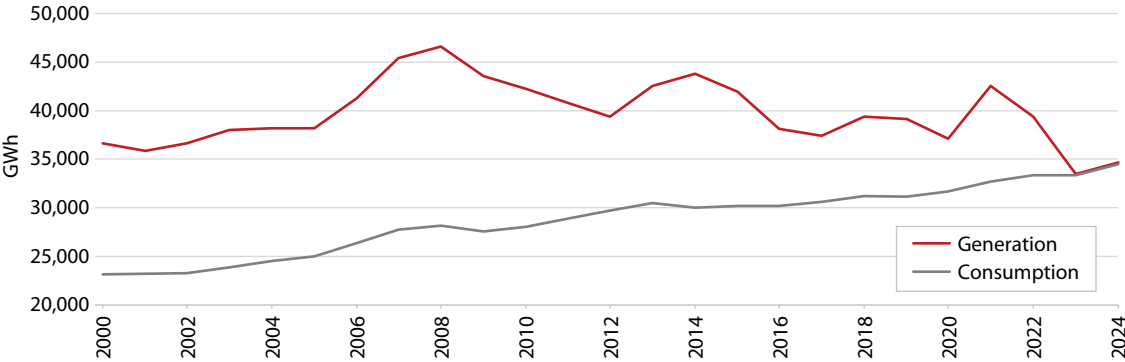
Source: Utah Geological Survey, U.S. Energy Information Administration

- **Artificial intelligence** – Analysts expect energy-intensive industries and artificial intelligence (AI) to transform the energy sector in the coming decade. A recent report by the International Energy Agency projected that global electricity demand from data centers will more than double by 2030, reaching approximately 945 terawatt-hours. This slightly exceeds the entire electricity consumption of Japan, the world’s fifth-largest economy. The U.S. will account for approximately half of this growth.¹⁹
- **Baseload retirement** – Energy-generating plants capable of providing 24/7 electricity continue to be retired. Global Energy Monitor, a nonprofit organization focused on tracking energy infrastructure, estimates that approximately 780 coal units globally have retired since 2000.²⁰ Utah leaders desire to maintain baseload electricity generation. They worked with the state’s major investor-owned utility to extend the life of the Hunter and Huntington Power Plants in Emery County. Utah state leaders are also exploring opportunities to keep the coal-fired Intermountain Power Plant in Millard County functioning.

In 2024, Gov. Cox unveiled Operation Gigawatt, an initiative to double Utah’s power production over the next ten years from 34,684 GWh in 2024 to 69,268 GWh in 2034. Plans call for increasing investment in transmission capacity, developing new energy production, and investing in innovation and research.

Utah’s diverse energy and mineral portfolio sets Utah apart from other states. Utah faces an exciting opportunity to harness the state’s energy strengths in fossil fuels, nuclear, geothermal, wind, solar, salt/hydrogen storage, critical minerals, and other assets to support Utah’s long-term prosperity.

Figure 31: Utah Electricity Supply and demand



Source: Utah Geological Survey, U.S. Energy Information Administration

7 Behavioral health

Utah, like places all around the country, faces a growing behavioral health crisis. State leaders feel a sense of urgency to create a more equitable, aligned, and effective behavioral health system in Utah.

Utah's Behavioral Health Master Plan guides state efforts to serve Utahns suffering from mental health and substance use disorders. The plan makes clear the many behavioral health challenges facing Utah:²¹

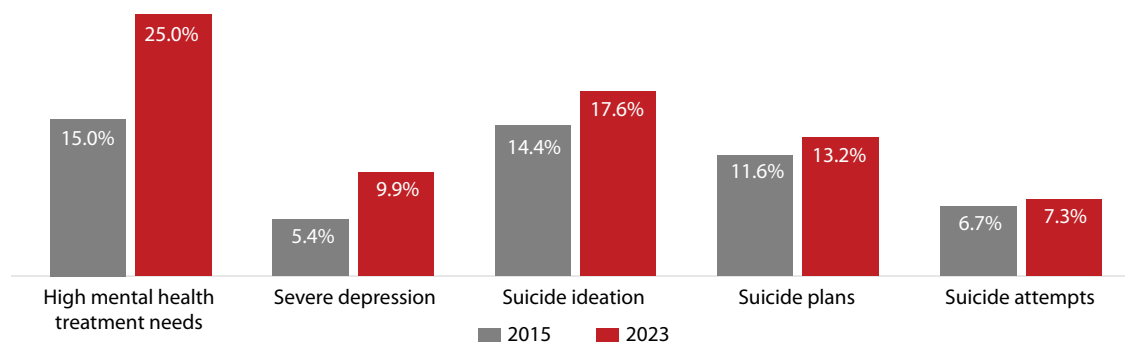
- Utah ranks 11th highest among states in the share of adults with any mental illness.
- The share of Utah young adults with poor mental health more than doubled in the past 10 years.
- Utah ranks 3rd highest for adults with serious mental illness, and 4th highest for adults with serious thoughts of suicide.
- And perhaps most troubling, the share of Utah middle and high school students with mental health needs is rising for a variety of salient indicators.

By addressing these and other behavioral health challenges, Utah can limit significant human suffering and loss, crime, lost productivity, and other individual and societal costs.

The Troubling Seven demand urgent attention. This urgency creates an imperative to act.

Figure 32: Utah Youth Mental Health Indicators

Share of Utah middle and high school students with select mental health needs



Note: Survey responses include students in grades 6, 8, 10, and 12.

Source: Student Health and Risk Prevention: Prevention Needs Assessment Survey. Utah Division of Substance Abuse and Mental Health

INSIGHTS AND IDEAS

On Monday, February 26 and March 19, 2034, when the last applause occurs and the Olympic flame dims at the 2034 Olympic and Paralympic Closing Ceremonies, what will the world have experienced, observed, and learned about the Beehive State?

It's a rousing question with an even more pointed follow-on question:

How can Utah leverage the spotlight and deadline of the 2034 Olympic and Paralympic Winter Games to sustain Utah's elite economy in the face of rapid change and mounting challenges?

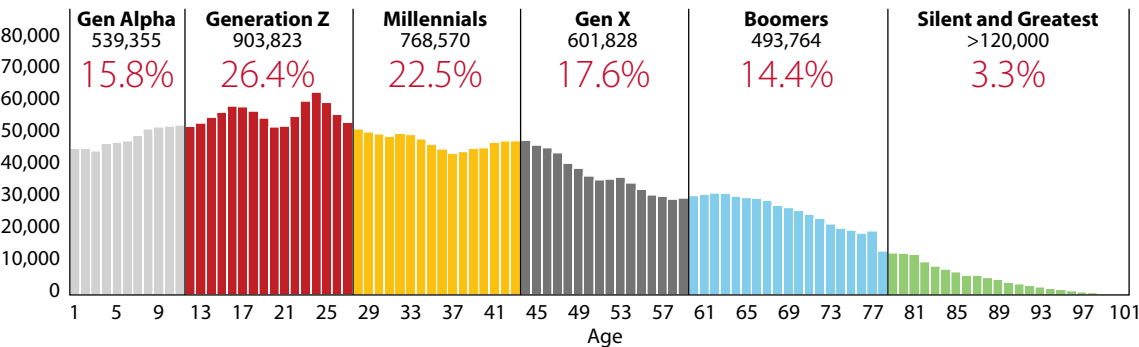
Utahns hold the answer to that question in the individual and collective actions taken between now and 2034. It's helpful to consider several insights and ideas.

INSIGHTS

The Kem C. Gardner Policy Institute offers four overarching insights to help guide Utah and leverage the Games during this period of prosperity, fast-paced change, and troubling challenges.

- **Lead with dignity** – We live during a time of significant polarization and mean-spirited, sometimes even violent, expression and actions. Too often contempt, in all its forms, permeates public policy discussions and prevents progress. To make full use of the intelligence, creativity, ingenuity, and love that have always been the authors of great human achievements, we must infuse greater dignity into our lives. When we treat others with contempt it makes it difficult to prevent and solve problems. When we treat each other with dignity – speaking respectfully, listening carefully, asking for more information, focusing on facts – our differences enrich us, inform us, guide us, and exalt us. This is not only true in public policy, but also in our families, workplaces, communities, and country. Utah will be advantaged if we lead with dignity.²²
- **Capitalize on Utah's youth** – Today's difficult challenges will benefit from youthful courage, vigor, and imagination. One of Utah's most distinctive characteristics is its youthfulness. At 42%, a higher proportion of Utahns are in the Gen Z generation (born from 1997 to 2012) and Gen Alpha generation (born from 2013 to 2024) than any other state. Nationally, these generations tally 30% of the population. Whether it is youth volunteerism, service corps, educational opportunities, or other forms of youth engagement, Utah would do well to tap into Utah's young changemakers.²³ Think of it like a youthquake.

Figure 33: Generations in Utah, 2023



Source: U.S. Census Bureau, 2023 Population Estimates

- **Focus on long-term community goals** – While this monograph focuses on state-level trends and issues, life occurs within communities. Communities form the building blocks of statewide success. Every community in Utah will benefit from setting and pursuing long-term community goals. A great starting point is an assessment of each community’s Magnificent Seven and Troubling Seven, as well as a review of the pace and direction of change. By engaging in long-term reflection and community engagement, each of Utah’s 29 counties and 255 cities and towns will seize their Olympic moment and add up to a statewide success.
- **Catalyze private investment** – Utah’s private sector comprises 89% of the Utah economy as measured by GDP. Intractable societal challenges like Utah’s Troubling Seven scream for private sector innovation. As former Utah Senate President Wayne Neiderhauser once said, “It took me five years to figure this out, but I’ve concluded that most solutions come from outside of government.” As an example, Utah can catalyze private innovation and investment by creating an impact fund. Impact funds seek to generate both a beneficial societal impact and a positive financial return. Limited partnerships and philanthropists invest in these funds to spur innovation and serve the common good. The Sorenson Impact Institute at the University of Utah specializes in impact investment and could sponsor and lead this fund, while simultaneously training thousands of colleges students to become the next generation of leaders in global finance from right here in Utah.

IDEAS

In addition to these insights, seizing Utah's Olympic-sized opportunity will require well-crafted and complementary ideas combined with the leadership and wherewithal to turn ideas into action.

As a starting point, the Kem C. Gardner Policy Institute offers seven consequential ideas associated with each of the Troubling Seven. These ideas serve as a conversation starter for a statewide dialogue that will benefit from more ideas, large and small. Utah's public policy table will then become "bigger and rounder" as ideas are explored, developed, heard, debated, prioritized, and implemented.

Let's begin the conversation!

STARTING SEVEN

Starting point for a statewide dialogue:

- | | |
|---|---|
| 1 Housing Affordability
Create statewide community land trust. | 5 Great Salt Lake
Conserve 250 KAF to 500 KAF annually. |
| 2 Traffic Congestion
Prioritize connected autonomous vehicles. | 6 Energy Supply
Invest in a state energy research fund. |
| 3 Third Grade Reading
Place a reading pro in K-3 classrooms. | 7 Behavioral Health
Align behavioral health efforts and investments with Utah's strategic plan. |
| 4 Higher Education Graduation Rates
Expand catalyst centers into SLC. | |

1

Housing Affordability

Create statewide community land trust

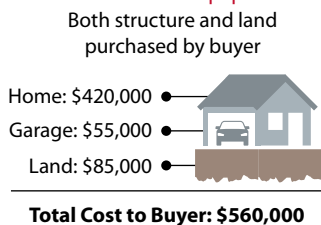
Community land trusts offer a quick and effective way to lower housing costs. A state-wide community land trust would do the following:

- **Land donations** – Accept land for affordable housing from public, private, and nonprofit entities, including state agencies (e.g. Utah Department of Transportation), federal land within municipal boundaries, municipalities, school districts, special service districts, faith institutions, and philanthropic organizations.
- **Long-term ground lease** – Separate the land and building ownership with a long-term (usually 99 years), renewable ground lease.
- **Pricing and debt savings** – Remove the per-unit land cost from the pricing and permanent debt.
- **Deed restrictions** – Deed restrict the land to affordable housing (such as a small cottage home with no garage) and include resale restrictions to keep homes affordable across generations.

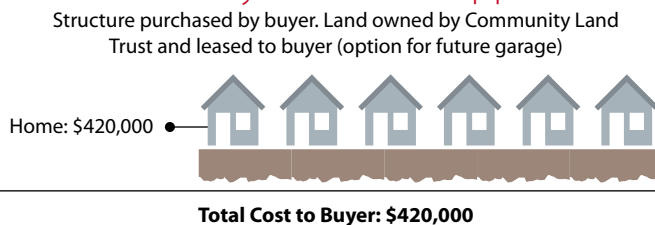
As an illustration, 20 acres of deed-restricted land with a land value of \$500,000 per acre developed at 6 dwelling units per acre, no garage (but an option for one in the future), and reasonable building requirements would yield 100 units (on a net buildable acre adjusted basis) with an estimated per unit savings of \$140,000 (\$85,000 for the cost of land and \$55,000 by eliminating the garage). This means a \$560,000 home would sell for \$420,000, representing a substantial savings to a buyer and accelerating home ownership for thousands of Utahns.

Figure 34: Illustrative Example of a Statewide Community Land Trust

Traditional Approach



Community Land Trust Approach



2

Traffic Congestion

Prioritize connected autonomous vehicle advancements

Utah transportation leaders made the decision in the early 1990s to place fiber conduit under every new transportation project. While today this seems like an obvious choice, three decades ago it was an act of faith. Fast forward to today and Utah is the only state with a connected signal system. Even more, the fiber under Utah roads will facilitate Utah's emergence as a leader in connected autonomous vehicles.²⁴ Expected benefits include convenience, efficiency, and safety. When you combine Utah's connected autonomous vehicle readiness with record levels of investment in the state's multi-modal system (roads, transit, and active) – including over \$24 billion and 2,616 projects in Utah's current State Transportation Improvement Program – Utah will be on the move.

3

Third Grade Reading Proficiency

Place a reading pro in K-3 classrooms

A review of education literature reveals an effective early literacy intervention — put reading pros in classrooms.²⁵ Paraprofessionals, in classroom with low literacy rates, would focus on reading—delivering small-group lessons, practicing decoding and fluency, and reinforcing skills aligned with the science of reading. To be effective, paraprofessionals should complete targeted science of reading training before entering the classroom and collaborate closely with the students' teacher.

Having two adults in every classroom allows for both full-class coverage and individualized instruction—at a lower cost than hiring a second certified teacher or significantly reducing class size. It gives students access to high-impact tutoring with more time to read, more chances to get help, and more opportunities to build confidence.

Utah invested in research-backed approaches through LETRS training and statewide coaching. Adding trained reading paraprofessionals extends that investment—offering daily, embedded support where students need it most. Research shows that schools embedding trained reading assistants achieve stronger early literacy gains, especially for students needing the most support. Paraprofessional tutoring produces larger gains than parent or volunteer tutoring, tutoring during school hours yields greater impact than after-school programs, and reading tutoring is most effective when delivered in the early grades. And students who read proficiently by third grade are far more likely to succeed in later grades, avoid remediation, and graduate on time.

4

Higher Education Graduation Rates***Expand catalyst centers into Utah's capital city***

The Salt Lake City School District (SLCSD) proposes a new career-oriented learning center called “Ignite Campus.” Through innovative programs in health sciences, information technology, advanced manufacturing, and public service—as well as emerging fields shaped by industry and community need—the center will prepare students to take their next steps on college and career pathways that lead to family-supporting jobs and further education that will improve graduation rates.

As background, catalyst centers deliver advanced, industry-aligned career and technical programs to high school students. Built on the nationally recognized Center for Advanced Professional Studies (CAPS) model launched in Blue Valley, Kansas in 2009, these centers enroll students part-time in real-world, project-based coursework co-designed with business, government, and nonprofit partners.

Utah programs include the Davis Catalyst Center, Wasatch CAPS, Provo CAPS, Park City's PCCAPS, Nebo CAPS, Basin CAPS, and the recently launched Cache CAPS serving Box Elder, Cache, Logan, and Rich school districts. State grant funding through HB 447 (2025) supported the launch of Cache CAPS and helps districts create or expand similar centers statewide.

The proposed Ignite Campus will equip learners not only with career-ready certifications and college credit, but also with the problem-solving skills, collaboration, and civic responsibility essential for success in the modern workforce and society. Designing the center as a regional hub would also open specialized pathways to students from surrounding and rural districts. Such an investment strengthens pipelines into high-demand industries and signals the state's commitment to innovative education and higher graduation rates across Utah.

5

Water and Great Salt Lake***Conserve 250 KAF to 500 KAF water annually***

Great Salt Lake Commissioner Brian Steed frequently says, “We are all in this together.” A healthy Great Salt Lake will require a suite of interventions from every Utahn. A “silver buckshot” approach includes water conservation (municipal, industrial, and agricultural), adaptive management of water within the lake, control of water-intensive invasive plant species, and policy tools to better manage water in wet and dry years.

A variety of tools exist to increase water conservation efforts by 250 to 500 thousand-acre-feet (KAF) annually from municipal, industrial, and agricultural sources. Some of the more promising conservation levers include the following:

- **Greater incentives** – Incentivize water rights holders to file change applications for conserved water to flow to the lake.
- **Secondary metering donations** – Dedicate a portion of conservancy district conserved water from secondary metering to the lake via change applications.
- **Pricing** – Utilize market forces to better align supply and demand. Economists estimate that for every 10% increase in water rates, water consumption declines by 2.5%-7.5%.
- **Agricultural water leases** – Facilitate additional purchases of voluntary and temporary water leases that can be delivered to the lake from ranchers and farmers. The Office of the Great Salt Lake Commissioner compensates producers at market rates and adapts each lease to the needs of the producer (partial-season, single season, desired crop rotation or switches, and irrigation schedule).
- **Water donations** – Seek additional donations of water rights. Compass Mineral and Morton Salt donated 255,298 acre-feet of permanent water rights to the state as part of newly signed voluntary agreements. In addition, The Church of Jesus Christ of Latter-day Saints permanently donated 20,000 acre-feet (about the size of Little Dell Reservoir) to permanently flow into Farmington Bay.
- **Voluntary agreements** – Seek additional voluntary agreements. Four voluntary agreements with Compass Minerals, Morton Salt, North Shore Limited Partnership, and Earth’s Elements ensure that these companies reduce water diversions at low lake levels.

*By embracing a future-changing conservation mindset,
Utah can return Great Salt Lake to healthy levels.*

6

Energy***Invest in a state energy research fund***

The simultaneous emergence of technological breakthroughs, high demand, and a favorable federal regulatory environment in Washington, D.C. has led some to call this “the energy decade.” Utah possesses a full energy portfolio – oil, gas, coal, wind, solar, geothermal, and more – and faces a strategic opportunity to benefit from the increased focus on energy, especially at a time when many federal functions shift to states.

Utah already stands at the forefront of energy research, with expertise in geothermal, coal, and nuclear technologies. For example, the world’s most advanced field laboratory for geothermal research is in Milford, Utah (the Frontier Observatory for Research in Geothermal Energy, otherwise known as FORGE.) FORGE develops, tests, and accelerates breakthroughs in enhanced geothermal systems technologies.

Utah Gov. Cox set a statewide goal through his Operation Gigawatt initiative to double Utah’s power output by 2035. The plan explicitly promotes the development of advanced nuclear technologies, including small modular reactors (SMRs) and micro-reactors. The proposed energy research fund could help accelerate energy advancements in nuclear and other “all of the above” energy opportunities that serve Utah.

7

Behavioral Health

Align behavioral health efforts and investments with Utah's strategic plan

"The world doesn't need more ideas. It needs better execution of ideas."

This common management couplet applies to the state's behavioral health challenge. By aligning behavioral health efforts and investments with Utah's strategic plan, Utah can make measurable progress toward improving our behavioral health.

Behavioral health solutions require a multifaceted approach. The Utah Behavioral Health Commission, Utah's central authority for coordinating behavioral health initiatives, is developing a five-year strategic plan that addresses high-priority behavioral health issues for Utah. This plan will serve as a basis for aligning private and public payers, health systems, providers, other stakeholders, and policymakers to ensure that Utah's behavioral health systems are accessible, aligned, effective, and efficient.

The plan will include tactics and performance measures that reflect Utah's full continuum of behavioral health services and supports. These extend from prevention and reducing stigma, to emotional resiliency, to crisis/acute/stabilization services, to improving the availability of services and supports for individuals with serious and complex behavioral health needs and their families.

This unified approach can strengthen the system, improve coordination, reduce silos, and help ensure all Utahns have better behavioral health.

Utah's Continuum of Behavioral Health Services and Supports



Note: This continuum was developed as a part of the 2020 Roadmap for Improving Utah's Behavioral Health System and was used in the development of the Utah Behavioral Master Plan.
Source: Utah Hospital Association

UTAH CELEBRATES THE 2034 OLYMPIC AND PARALYMPIC WINTER GAMES ANNOUNCEMENT

JULY 24, 2024

38 UTAH'S OLYMPIC-SIZED OPPORTUNITY

o Credit: Ben Fonesbeck

AFTERWORD

In Spring 2024, the Kem C. Gardner Policy Institute hosted an Olympic and Paralympic Winter Games panel that included current and past Olympic leaders, including Mitt Romney, Fraser Bullock, Lane Beattie, Rep. Jon Hawkins, and Sen. Mike McKell.

At a pivotal moment in the dialogue, Fraser Bullock, the president and CEO of the bid committee, emphasized two ways to approach the legacy of hosting the Games.

The first approach is “What do we get?”

The second, and more inspiring approach, is “What can we give?”

This call to service resonates with many Utahns, especially during this time of need.

Utah, along with other states and countries around the world, enters the next decade facing serious challenges, laced with uncertainty. Public unrest, international war and conflict, mental illness, social isolation, technological change/artificial intelligence, a changing climate, and more cause uneasiness and pain. We yearn for greater peace and togetherness.

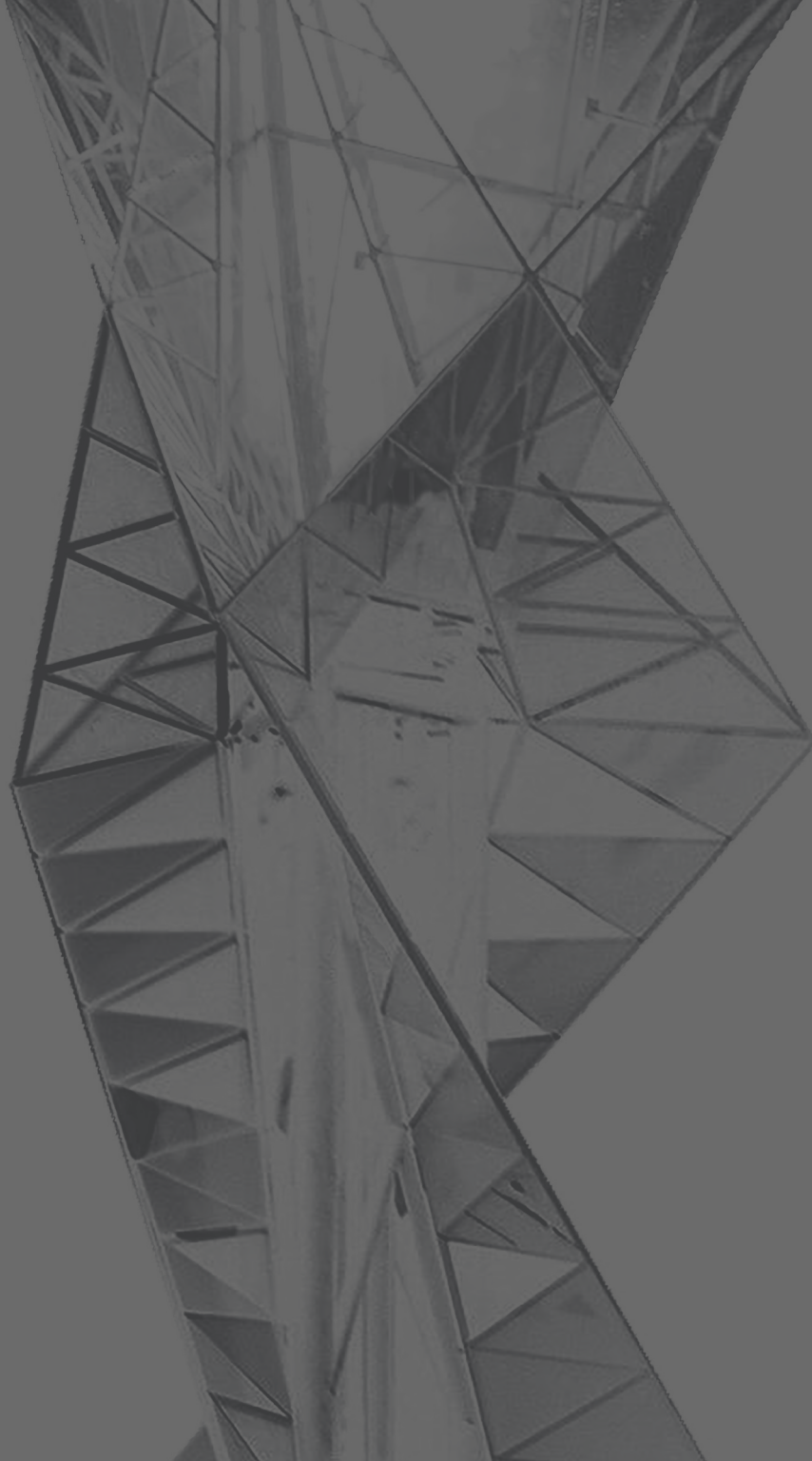
The English poet John Donne famously captured human connection, global citizenship, and the call to service when he wrote *No Man is an Island*. He said:

*No man is an island, entire of itself; every man is a piece of the continent, a part of the main; if a clod be washed away by the sea, Europe is the less...any man's death diminishes me, because I am involved in mankind, and therefore never send to know for whom the bell tolls; it tolls for thee.*²⁶

The 2034 Olympic and Paralympic Winter Games serve as a powerful catalyst to not only make Utah better, but the world better. This catalyzing Olympic pressure is Utah's Olympic-sized opportunity.

Endnotes

1. See detail in this monograph for the timeframe, measure, and source of these accomplishments.
2. The “Magnificent Seven” technology stocks in U.S. equity markets include Alphabet, Amazon, Apple, Broadcom, Meta Platforms, Microsoft, and NVIDIA.
3. The measure used here is the share of adults with a post-secondary credential, including a certificate, certification, or degree.
4. Library of Congress, Thomas Jefferson Papers. See <https://www.loc.gov/collections/thomas-jefferson-papers/articles-and-essays/selected-quotations-from-the-thomas-jefferson-papers/>
5. Utah Foundation, “Foundations and Frameworks: A Primer on Social Capital and Why it Matters,” p. 1, June 2025.
6. Utah Population Committee.
7. *Ibid.*
8. Comments made by Joel Ferry, BUILD Coordinating Council, July 22, 2025.
9. Utah’s 2030-2050 Unified Transportation Plan. See <https://unifiedplan.org/funding-the-plan/>.
10. Utah Population Committee.
11. See “Keepers of the Flame: The New Utah,” Kem C. Gardner Policy Institute, October 2023.
12. Kem C. Gardner Policy Institute analysis of National Center for Health Statistics.
13. “State of the State’s Housing Market: 2024-2025,” James Wood, Kem C. Gardner Policy Institute, July 2025.
14. Other factors such as substance abuse disorder and behavioral health also play an important role.
15. 2025 Annual Data Report: Key Findings, Utah Office of Homeless Services, Department of Workforce Services, August 2025.
16. See S.B. 127 Early Literacy Outcomes Improvement, Sen. Ann Millner and Rep. Brad Last, 2022 General Session.
17. Kem C. Gardner Policy Institute, The Benefits of Higher Education to Utah, February 2025.
18. See U.S. Department of Energy, National Renewable Energy Laboratory’s most recent Electrification Futures Study at <https://www.nrel.gov/news/detail/program/2018/analysis-demand-side-electrification-futures>.
19. See Energy and AI, International Energy Agency, April 2025 at <https://www.iea.org/news/ai-is-set-to-drive-surging-electricity-demand-from-data-centres-while-offering-the-potential-to-transform-how-the-energy-sector-works>
20. See “Where Coal is Retiring, and Hanging On, In the U.S.,” New York Times, February 6, 2025.
21. See Utah Behavioral Health Assessment and Master Plan, Utah Behavioral Health Coalition, January 2024.
22. The University of Utah partners with UNITE, an organization founded by Special Olympics Chairman and University of Utah Impact Scholar Dr. Timothy P. Shriver. Through this partnership, the university helped develop, assess, improve, and promote The Dignity Index, an eight-point scale designed by UNITE that measures what we do when we disagree. Learn more at www.diginity.us.com.
23. The One Utah Service Fellowship serves as a great example of engaging Utah’s youth for the betterment of the state. Approved in the 2025 General Legislative Session, these fellowships place recent high school graduates from all backgrounds into service-oriented fellowships with local nonprofits, government agencies, and community organizations statewide. Eight Utah institutions of higher learning partner with the program, with over 600 fellows currently serving in 26 of Utah’s 29 counties.
24. The authors make a distinction here between “autonomous vehicles” (analogous to a personal computer), and “connected autonomous vehicles” (analogous to a personal computer connected to the Internet).
25. See the following studies on reading improvements: Paraprofessional Instructional Assistants Raise the Reading Performance of Latina/o First Graders in a Low-Income District (<https://journals.sagepub.com/doi/full/10.1177/07419325221134919?utm=>); The Effects of Paraeducator-Implemented Interventions on Student Literacy Skill Acquisition: A Review (<https://journals.sagepub.com/doi/10.1177/07419325241234080?icid=int.sj-abstract.citing-articles.1&utm=>); and The Impressive Effects of Tutoring on PreK-12 Learning (https://www.nber.org/system/files/working_papers/w27476/w27476.pdf).
26. See <https://allpoetry.com/No-man-is-an-island>



UTAH'S NEXT OLYMPIC MOMENT





Staff Report

MEETING DATE: October 15, 2025
TO: Summit County Housing Authority
SUBJECT: Strategic Plan Update
STAFF/PRESENTERS: Maddy McDonough
mmcdonough@summitcountyutah.gov

BACKGROUND INFORMATION

A copy of the updated Summit County Housing Authority Strategic Plan is included in your packet. This version of the strategic plan was presented to the Summit County Council on September 26 and October 1.

The drafted strategic plan is also being presented to both planning commissions the week of October 13. There are Zoom and in person attendance options Board members be interested.

- Snyderville Basin Planning Commission meets on October 14.
- Eastern Summit County Planning Commission meets on October 16.

The edits in this version of the strategic plan reflect the comments gathered during the August and September Board meetings.

Next steps to further refine the plan include:

- Increasing specificity of goals to follow the SMARTE framework.
- Identifying priority areas in which to acquire affordable housing and/or convert market rate to affordable housing.
- Identifying potential locations for development, based on the Land Prioritization map.
- Further defining the AMI target ranges we hope to support through various efforts.
- Creating a framework for researching and recommending code amendments that support the development of affordable housing.

DIRECTIONS

- Review the attached draft and provide any comments you may have.
- Choose one of the above “next steps” and provide staff with your suggestions for how to achieve this step. If you’re able to offer support with that step, please indicate that in your response.
 - o You can share this ahead of time via email or during the meeting if you would like to elicit discussion.



Summit County Housing Authority

Strategic Plan

Draft September 2025

Major Findings – *This will be updated to include both narrative and graphic data points and clear conclusions.*

- Based on the May 2019 Regional Housing Needs Assessment: Summit and Wasatch Counties, the projected annual need for affordable rental housing in Summit County was 231 units.

Table 1
Annual Housing Needs Projections for Renter Households 2019-2023
Selected Jurisdiction in Summit/Wasatch Region
(Excludes Renters at <30% AMI)

	Total	31%-50%	>50%-60%	>60%-80%	>80%-100%	>100%-120%
Summit County	231	63	23	48	49	48
Snyderville	123	30	13	27	27	26
Eastern Summit	44	12	4	9	9	10
Park City	64	21	6	12	13	12

- The projected annual need of affordable owner-occupied units was 198 units. This projection excludes households below 50% AMI for whom homeownership is largely unattainable.

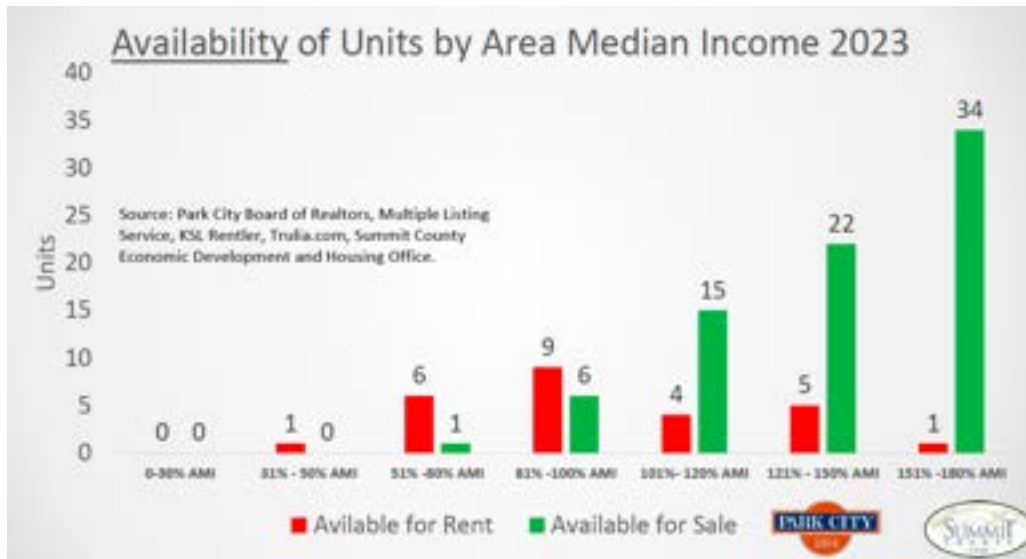
Table 2
Annual Housing Needs Projections for Owner Households 2019-2023
Selected Jurisdiction in Summit/Wasatch Region

	Total	>50%-60%	>60%-80%	>80%-100% AMI	>100%-120%
Summit County	198	36	49	49	39
Snyderville	97	21	20	20	11
Eastern Summit	33	5	9	10	9
Park City	68	10	20	19	19

- 10% of homeowners and 1 in six renters in Summit County pay more than 50% of their income for housing.
- According to a needs assessment conducted in 2024, the projected annual need for additional housing was 600 units/beds per year for the next 10 years, when factoring in a 5% vacancy rate and a proportionate number of investor-owned real estate units used for short term rentals.

Household Income <= 30% AMI	353	35
Household Income >30% to <=50% AMI	388	38
Household Income >50% to <=80% AMI	317	32
Household Income >80% to <=100% AMI	317	32
Household Income >100% AMI	2151	215
	3,526	353
5% Market Vacancy	176	18
	3,703	370
Vacant Units (Investor-Owned Real Estate)	2,292	229
Total Units	5,995	600

- For calendar year 2024, the median sale price of a single-family home in Summit County was \$1.635 million, according to Kem C Gardner. The median sale price for a single-family home in all of Utah was \$547,700.
- In 2023, the availability of units by AMI indicated a significant shortage of units at lower AMIs.



- 2022 Census data estimates that 63.1% of those employed in Summit County live outside the area and 53.6% of those who live in Summit County work outside of the area.



- While Summit County's population is projected to decrease by 1% in 2035, employment is projected to increase by 19.9%.

- The current average earnings per job in Summit County is \$77,187 while the Area Median Income for a family of four is \$168,600.

Changes in Area Median Income (AMI)



- 16.9% of the estimated 10,618 occupied housing units in the County's unincorporated area are deed restricted in some capacity.
- There is a significant difference between the median list price for a home and what is considered affordable.

Housing Profiles		What is Affordable?		
Geography	Median List Price	50% AMI	80% AMI	100% AMI
Henefer Township	\$724,450			
Coalville City	\$872,000			
Oakley City	\$1,275,000			
Kamas City	\$1,299,950			
Francis City	\$1,189,324			
Park City	\$2,245,000			
Snyderville Basin (84098)	\$1,825,000			
Summit County	\$1,850,000 \$1,740,000*			
Utah 4/2025	\$500,000*			
USA 5/2025	\$440,892			

	50% AMI	80% AMI	100% AMI
Studio	\$164,000	\$295,000	\$378,000
1 BR	\$197,000	\$342,000	\$440,000
2 BR	\$228,000	\$390,000	\$502,000
3 BR	\$259,000	\$440,000	\$562,000

Inputs

- 5% downpayment
- FirstHome interest rate = 6.375%
- Annual Property Tax
- \$600 Annual Insurance
- Annual Private Mortgage Insurance
- \$300 Month HOA fees

Source: Rocket Homes
*Utah Association of Realtors Median Sales Price
HUD, Summit County Economic Development & Housing Department

Who We Serve – *Testimonials being collected by Ammon Teare in the SC Communications Department*

TJ

This section will provide brief profiles of people who are served by affordable housing in Summit County.



Count von Count

Ideally, we will highlight folks taking advantage of a variety of different programs available in the County, including deed restricted ownership, rentals, ADUs, self-help, etc.

Bert

Representing a variety of different job types would also be helpful in building the narrative around who is served by affordable housing.



Executive Summary

The Summit County Council has set a goal to facilitate the creation of 1,500 new affordable housing units over the next 10 years (2026 – 2035). The plan, *Strategic Plan 2035*, addresses the critical shortage of affordable housing in the area that is driven by high demand, limited supply, and rising property values, all of which are characteristic of desirable mountain resort communities as well as many areas of the Wasatch Front. The plan focuses on five goals:

1. increasing housing supply and diversity
2. optimizing land use and development
3. securing sustainable funding
4. streamlining regulatory processes, and
5. fostering community engagement and partnerships.

The plan proposes to target a range of incomes from 30% to 120% AMI and further stratifies the goals of 1,500 units to include 900 rental units and 600 homeownership opportunities. The plan will include a mix of housing types and encourage housing units to be built across the County. A draft of *Strategic Plan 2035* was presented to the County Council in May of 2025.

The Summit County Housing Authority is charged with implementing elements of this plan and also identifying its own vision, goals, and strategies for affordable housing in the County. In addition to aiding in the development of 1,500 new units over ten years, the Summit County Housing Authority aims to implement:

1. Locally funded housing vouchers
2. A down payment assistance program for home ownership
3. A program for incentivizing the creation of deed restricted ADUs
4. Incentives to convert market rate units to affordable units
5. A program aimed at purchasing existing units and deed restricting them
6. Strategies for partnering with developers and non-profits to increase the affordable housing stock
7. Development code amendments in coordination with the Community Development Department and the Department of Economic Development and Housing

Introduction and Situational Analysis

Summit County, like many mountain resort communities, faces a severe shortfall of affordable and attainable housing. The high cost of living makes it incredibly difficult for the local workforce (including essential workers, young professionals, and long-term residents) to find and maintain housing. A reduced availability of housing units, caused by increasing numbers of

vacation rentals and second homes, contributes to the problem. Summit County's high area median income (AMI) means that rental units meeting the definition of affordable are often above market rate value. Typical programs targeted at 80% AMI are no longer serving our community's needs.

Key Challenges and Data Points

- Significant Housing Deficit: As of early 2025, Summit County had an estimated shortfall of over 7,600 housing units. These units are needed to support the local workforce and projected growth.
- Workforce Housing Gap: Approximately 63% of the workforce commutes to work from outside Summit County. This leads to long commutes, traffic congestion, and a disconnect between the workforce and the community.
- High Proportion of Second Homes: A large percentage of Summit County's housing stock is comprised of second homes or short-term rentals which further constrains the supply available for primary residents.
- Rising Construction Costs: Limited labor and a short building season contribute to high construction costs.
- Geographic Constraints: The steeper terrain and significant wetland areas limit the amount of easily developable land in certain areas of the County.
- Open Space Preservation: City and County preservation of open space has preempted many close-in properties which could be easily provided with utilities and would otherwise be appropriate for a continuum of housing types, from resort to affordable, proximate to public transportation and with good access to retail and public services.
- Regulatory Constraints: City and/or County restrictions on permanent occupancy of smaller residential units (e.g., at Promontory) raises property tax burden and artificially limits the amount of available market-rate rental housing – thus putting additional pressure on the relatively small amount of otherwise affordable rental housing.

Despite these challenges, Summit County has made efforts to address affordable housing. Local nonprofit organizations including Mountainlands Community Housing Trust and Habitat for Humanity of Summit and Wasatch Counties are actively working to develop affordable housing solutions. Recently completed additions to workforce housing within the Canyons has been successful in reducing traffic impacts by housing workers in close proximity to their jobs.

16% of the Summit County housing stock is currently deed restricted.

The County is actively working with developers on the Dakota Pacific and Cline Dahle projects, both of which are slated to contain affordable housing units in proximity to transit and other needed services.

Affordable Housing

According to HUD, affordable housing is defined as housing where the gross housing costs, including utilities, do not exceed 30% of a household's gross monthly income. Typically targeted to those making 80% AMI or less.

Workforce Housing

Housing that is typically intended to be affordable to households earning between 80 and 120 percent of the area-wide median income.

Mission, Vision, and Values

Mission

The Summit County Housing Authority supports, provides, advocates, and plans for the long-term supply of desirable and affordable housing in order to develop a sustainable community and prosperous economy. We accomplish our mission through equitable policies, accountable management, and innovative programs to balance the changing needs of community members.

Vision

To create a Summit County where all community members, regardless of income, have access to safe, quality, and affordable housing for the purpose of fostering a diverse, resilient, and vibrant community.

Values

- **Equity:** Provide equal opportunity of access to housing for qualified community members at various income levels. Provide consistent and predictable enforcement of the housing regulations.
- **Innovation:** Foster creative solutions to solve problems and increase cooperation in the community. Be open to new and more effective ways of doing business.
- **Collaboration:** Commit to being a strong community partner in collaborating with other agencies and entities to enhance the vitality and viability of our community.
- **Efficiency and Effectiveness:** Implement state-of-the-art systems, processes, and policies that will increase customer and staff efficiency.

- **Transparency:** Communicate frequently and accurately to increase public and decision maker awareness and understanding of the Housing Authority programs, requirements,, decisions, and results.
- **Quality Service:** Provide respectful, friendly, timely, consistent, and proactive service to community members.
- **Public Trust:** Do what is ethical and in the public's interest. Protect the housing program's integrity and accountability.

Goals and Strategies

The goals and strategies of the Summit County Housing Authority are evolving as decisions are being made about budgets and the Authority's sphere of responsibility.

Goal 1: Year over year, increase the supply and diversity of affordable housing in order to increase equity, reduce cost-burdened households, promote a locally housed workforce, and accommodate greater housing choice.

Strategy 1.1: Support new construction projects by actively partnering with private developers and nonprofits to build new affordable and mixed-income housing projects.

Strategy 1.2: Support new construction projects by exploring and promoting innovative construction methods like modular and factory-built housing to reduce cost and timeline.

Strategy 1.3: Promote the construction and conversion of affordable units by providing incentives to property owners.

Promote the creation of accessory dwelling units by providing financial incentives to homeowners that build ADUs and deed restrict them for long-term affordability.

Strategy 1.4: Facilitate the conversion and preservation of affordable units by acquiring, rehabilitating, and deed restricting units in targeted areas.

Strategy 1.5: Encourage employer assisted housing by partnering with major employers to develop housing solutions for their employees, potentially through master leasing, development partnerships, and/or down payment assistance programs.

Strategy 1.6: By September 2026, develop and pilot a down payment assistance program for qualified homebuyers.

Goal 2: Optimize land use and development by strategically utilizing publicly owned (and partner owned) lands and prioritizing the placement of new projects in high impact areas.

Strategy 2.1: By January 2026, inventory publicly owned land by conducting a review of all county-owned and other publicly owned parcels in order to identify those sites most suitable for affordable housing development.

Strategy 2.2: Prioritize affordable housing development along existing and planned transit corridors to reduce transportation costs for residents and decrease reliance on cars. Use density, diversity, and design considerations to minimize vehicle miles traveled when considering development proposals.

Strategy 2.3: Collaborate with Summit County departments, including Community Development and Economic Development and Housing, to develop code amendments that support the creation of affordable housing options.

Goal 3: Secure sustainable funding by establishing a local affordable housing trust fund, maximizing state and federal funding, and exploring public private partnerships.

Strategy 3.1: Request a consistent local funding source from the Summit County Budget Committee and, ultimately, the County Council.

Strategy 3.2: Actively seek private donations and philanthropic contributions to the fund.

Strategy 3.3: Pursue state and federal funding opportunities when they arise and provide technical assistance to developers and non-profits applying for these grants.

Strategy 3.4: Attract private capital and impact investors by structuring public private partnerships that offer reasonable return while ensuring long-term affordability.

Strategy 3.5: Lobby the Utah State legislature to include affordable housing in the list of approved TRT (Transient Room Tax) funding uses.

Strategy 3.6: Explore the potential of high-end transfer taxes to fund the Housing Authority.

Strategy 3.7: Explore corporate structures to maximize revenue and funding sources (nonprofit, for profit, etc).

Strategy 3.8: Explore and, if appropriate, request public bonding authority from the State of Utah (like that granted to MIDA) secured by Authority properties and revenues and additional mil levies on commercial properties located in Summit County.

Goal 4: Streamline regulatory processes and policies by creating a centralized information system and regularly reviewing and updating County housing policies.

Strategy 4.1: Market to and educate the community about the purpose and mission of the Housing Authority and direct all affordable housing questions to the Housing Authority first. Maintain a user-friendly and informative website.

Strategy 4.2: Continually assess the effectiveness of existing housing programs and policies and make adjustments based on market conditions and community feedback.

Strategy 4.3: By January 2026, develop a housing dashboard to provide relevant, updated information often sought out by the community.

Strategy 4.4: Research the cost/benefit of conducting sales, rentals, and monitoring of affordable units in-house as opposed to contracting the work out.

Strategy 4.5: Provide continuous education for the Housing Authority Board of Commissioners in order to increase understanding and effectiveness.

Goal 5: Foster community engagement and partnerships by encouraging public support and awareness, strengthening partnerships, engaging employers and the business community, and ensuring the implementing mechanisms of community feedback.

Strategy 5.1: Design and implement an education and marketing campaign to address misconceptions about affordable housing by demonstrating the economic and community benefits of well-designed and located affordable housing.

Strategy 5.2: Develop of curated collection of testimonials or success stories highlighting the positive impact of affordable housing on community members and the community as a whole.

Strategy 5.3: Enhance collaboration between Summit County and incorporated cities (Park City, Henefer, Coalville, Oakley, Kamas, Francis), housing organizations, non-profit developers, private developers, and community organizations by establishing quarterly meetings and, when appropriate, forming collaborative agreements.

Strategy 5.4: Cooperate with the Chambers of Commerce and local businesses to identify workforce housing needs and develop collaborative solutions.

Strategy 5.5: Incorporate community feedback into the design and location of new affordable housing developments to ensure that these projects integrate well into existing communities.

Implementation and Timeline

Phase 1: June 2025 – June 2027

- Establish a dedicated Housing Authority and Affordable Housing Trust Fund with initial seed funding.
- Launch public awareness campaign.
- Develop trial programs for incentivized ADUs, rental vouchers, and a down payment assistance program.
- Complete inventory of public land. Identify and prioritize sites for affordable housing based on pre-determined factors (distance to schools, healthcare, parks, access to infrastructure, etc).

Phase 2: June 2027 – June 2030

- Solidify ongoing funding sources including state and federal level grants and private investment.
- Expand pilot programs for incentivized ADUs, vouchers, down payment assistance, etc depending on program success and community feedback.

Phase 3: June 2030 – June 2035

- Continue to leverage funding and partnerships.
- Focus on larger-scale mixed-income and, potentially, Transit Oriented Development projects.
- Refine programs based on evaluation and community needed.
- Ensure long-term stewardship and affordability of developed units.

Monitoring and Evaluation

The Housing Authority will practice continuous progress monitoring by updating the Board at each monthly meeting. The County Council will be provided with a quarterly report and memo as well as an annual update. All reports will be publicly available on the Housing Authority website.

The following key performance indicators will be tracked:

- Number of new affordable units, broken into homeownership and rental as well as unit type (multi-family, single-family attached, single-family detached, ADU, etc)
- A full account of affordable units by AMI level
- A breakdown of funding that has been leveraged, divided into discrete categories based on source
- A count of the number of households assisted through each program type (voucher, down payment assistance, etc)
- Changes in the percentage/numbers of workforce living and working in the County
- Changes in the percentage/numbers of County residents working outside the County