



PSOMAS



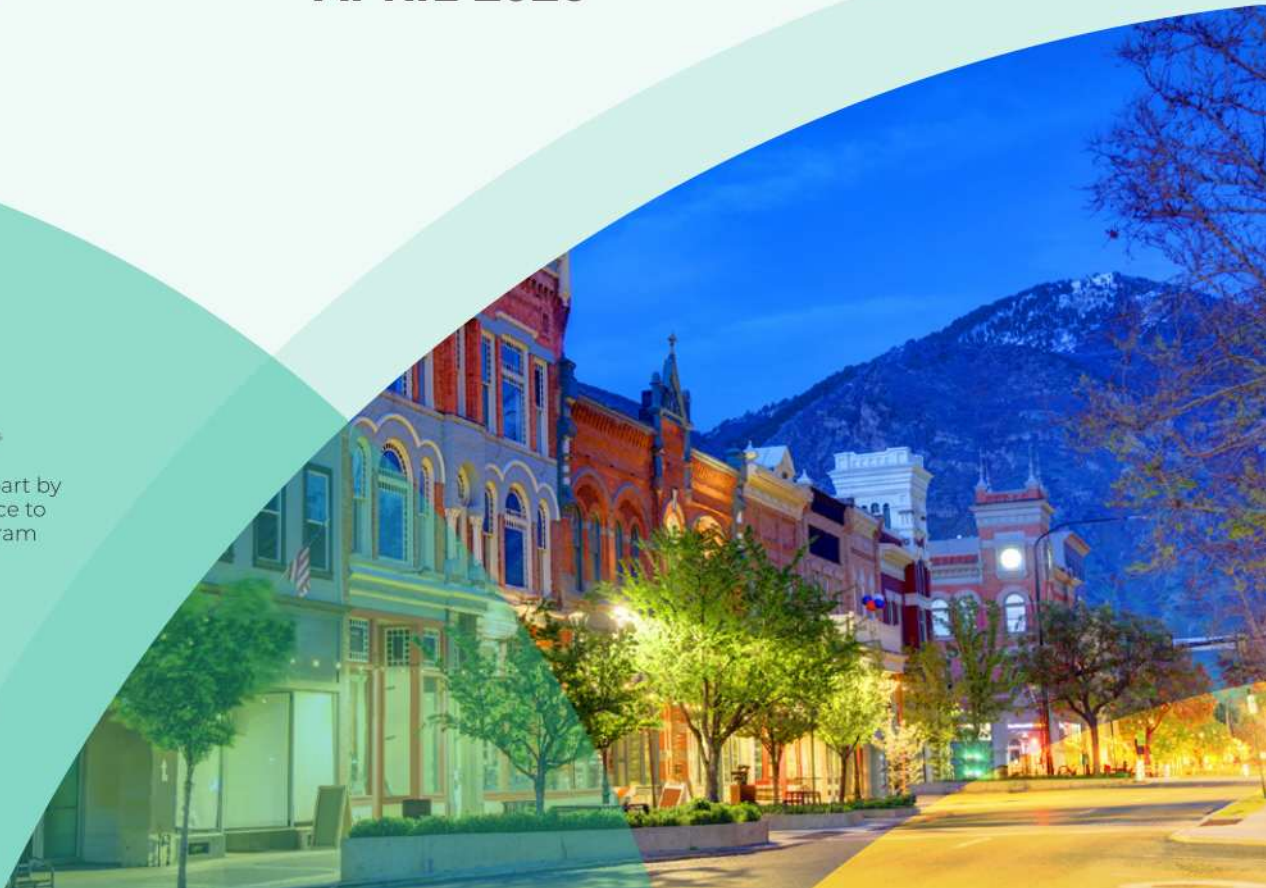
# STRATEGIC PLAN



APRIL 2026



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# ABOUT THE COUNTY

Utah County, first settled by pioneers in 1849 with Provo as the county seat, was established as one of Utah Territory's original seven counties in 1850.

Today, Utah County is a thriving region celebrated for its strong economy, cultural diversity, and natural beauty. From its pioneer roots, it has grown into a vibrant hub of education, technology, and outdoor recreation. As Utah County has grown and evolved, certain elements have continued to evolve, shaping the region and its identity. These enduring qualities are at the heart of what residents value most:

- Family, Sense of Community, and Celebrations
- Agricultural Heritage and Traditions: Orchards, Apple, and Cherry Markets
- Vibrant Economy in Technology, Start-ups, Marketing, and Construction
- Access to Mountains, Trails, and Lakes
- Universities, Medical Schools, and Exceptional Healthcare
- Quality of Life, Access to Opportunities, and World-Class Recreation

These defining qualities are supported and strengthened by the County's leadership, who work to ensure that Utah County's growth aligns with the needs and priorities of its residents.

## County Leadership

Utah County's eleven elected county officials are responsible for representing the public's interests, managing local governance tasks, and ensuring the provision of essential services to the community.

## County Commission

Utah County is governed by a three-member Board of County Commissioners serving staggered four-year terms. They oversee county functions, engage with the community, and serve on various committees.



**SKYLER BELTRAN**

Commission Chair



**AMELIA POWERS GARDNER**

Commissioner



**BRANDON GORDON**

Commissioner

## County Officials

There are also eight other elected officials. They are elected for four-year terms, each overseeing their respective department. Including:



**BURT GARFIELD**

Assessor



**JEFFREY S. GRAY**

Attorney



**RODNEY W. MANN**

Auditor



**AARON R. DAVIDSON**

Clerk



**ANDREA ALLEN**

Recorder



**MIKE SMITH**

Sheriff



**ANTHONY CANTO**

Surveyor



**KIM JACKSON**

Treasurer

# MESSAGE FROM THE COUNTY ADMINISTRATOR



**April 2026**

Utah County is one of the most desirable places to live in the state—adding more residents than all other Wasatch Front counties combined. With unmatched access to the Wasatch Mountains, a world-class job market, strong business opportunities, and supportive families and communities, it's easy to understand why people choose to call Utah County home.

Population growth is projected to exceed previous state estimates, with the county expected to double in size over the next 40 years, adding over 771,000 new residents.

## **Our vision:**

*Committed to excellence as we scale up to 1.5 million residents by 2065, we stay Rooted in Community and Vibrant with Opportunity—managing growth to protect the quality of life and service delivery we all desire.*

Please reach out and contact us any time.

Sincerely,  
Ezra Nair  
County Administrator



# EXECUTIVE SUMMARY

Utah County stands at a pivotal moment. Once a pioneer settlement shaped by orchards, open landscapes, and tightly knit communities, the County has become one of the nation’s fastest-growing regions—an emerging metropolitan center anchored by world-class universities, a dynamic technology sector, and exceptional outdoor recreation. As Utah County prepares to serve more than 1.5 million residents by 2065, this Strategic Plan provides a unified roadmap to preserve quality of life, strengthen community identity, and proactively manage growth with the level of service residents expect.

Grounded in the County’s vision, mission, and values, the plan organizes long-term direction into four foundational pillars: Transparency and Organizational Efficiency, Public Safety & Security, Quality of Life and Place, and Economic Competitiveness. These pillars guide policies, investments, and daily operations across all departments.

## Strategic Direction

The plan outlines goals and objectives to modernize government operations, strengthen public trust, and ensure infrastructure, facilities, and staffing scale appropriately with continued growth. Key initiatives include deploying advanced technology and Artificial Intelligence tools, improving interdepartmental coordination, expanding transparency resources, enhancing regional partnerships, and developing a comprehensive financial sustainability plan.

The County will continue to support growth within its 25 municipalities, where municipal services can be delivered efficiently through density and shared infrastructure. Library and recreation center services remain the responsibility of municipalities, aligned with where growth and demand occur.

**BENCHMARKING HIGHLIGHT**

*Utah County has the lowest per-capita revenue and spending, a low tax levy, and budgets conservatively to avoid spending beyond revenues (LRB).*

Public safety is a core priority, with strategies focused on proactive crime prevention, enhanced behavioral-health services, strong child-protection systems, early-intervention programs, and increased justice-system efficiency. These efforts depend on shared frameworks, integrated data systems, targeted outreach, and long-term facility planning.

Quality of life is reinforced through transportation corridor preservation, high-quality development patterns, expanded recreation access, and protection of natural resources and environmentally sensitive areas. The County's agricultural heritage remains essential, supported through preservation and agritourism efforts.

Economic competitiveness is advanced through expanded economic development and tourism strategies, preparation for the 2034 Winter Olympics, industry-targeted growth, workforce alignment with higher education, redevelopment incentives, and core infrastructure such as broadband and diversified energy. Strengthening local job growth is critical to reducing Utah County's current job-to-household imbalance and mitigating future commuter pressure on I-15 and Mountain View Corridor.

## Stakeholder Engagement & Benchmarking

This plan is grounded in extensive engagement with County departments, regional partners, employers, educational institutions, developers, and community organizations. Benchmarking against peer sized counties—including Salt Lake, Davis, Weber, Collin (TX), and Ada (ID)—provides context for performance expectations, service delivery, and financial sustainability.

## A Unified Path Forward

This Strategic Plan aligns leadership around shared priorities and prepares Utah County to lead proactively amid rapid change. With measurable goals, accountability, and coordinated regional partnerships, it positions the County to honor its heritage while embracing innovation, ensuring a resilient and future-ready government for generations to come.

### FINANCIAL HIGHLIGHT

*Five-year growth rates for population, property tax, and sales tax all exceed 15-year averages, highlighting the intensity of recent growth.*

# STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

Before outlining our strategic priorities, it is important to understand the internal and external factors shaping Utah County's trajectory. To guide our strategy, we developed a comprehensive assessment of our current position. A summary of that analysis follows.

## STRENGTHS

- Positioned well for future growth and success, continually attracting new residents as people increasingly want to move to Utah County
- Quality of life, natural scenery, and accessibility to outdoor recreation and tourism
- Available capacity and space for expansion, enabling continued development
- There is a strong alignment around the general mission of public safety, health, and community well-being
- Experienced leadership teams with a clear vision
- Strong alignment around sense of unity and prosperity with a shared desire for innovation and modernization across departments
- Deep commitment to efficiency and transparency that reinforces public trust
- Diverse economy with a young workforce
- Strong Pro-business policy and culture
- University support of the local workforce with trained employees and innovation
- Strong focus on prevention and rehabilitation efforts
- Healthcare expansions—new Primary Children's development in Lehi and upcoming Huntsman Cancer Institute in Vineyard

## WEAKNESSES

- Rapid growth challenges, including potential shortages in levels of service, infrastructure, finances, and staffing
- Many facilities are aging or nearing capacity, with notable deficiencies in the north and west areas of the County
- Coordination with state and federal agencies can be difficult, adding complexity to services
- Increased demand has not been matched by proportional funding or resource growth
- Retention of skilled and specialized employees who often leave for higher-paying private-sector positions
- Long-term funding remains unstable for non-revenue-generating services such as justice courts and child services
- Technological Modernization and Artificial Intelligence Integration

## THREATS

- Rapid population growth outpacing the services provided, placing strain on resources including water, public infrastructure, and affordable housing
- Natural geographic constraints of bodies of water and mountains
- County employment challenges include limited staff size, recruitment difficulties, and retention which further compound operational pressures
- Cybersecurity and data privacy threats becoming more prominent
- Side effects of a growing population such as increased crime, pollution, and traffic
- Rising costs are contributing to budget strain
- Overreliance on tech and education industries expose specific vulnerabilities
- Disconnect between learned skills and market needs
- Unclear levels of service and metrics result in reactive rather than strategic budgeting
- Negative public perception of growth poses a risk to community support and future planning efforts
- Competition in economic development especially in Weber and Salt Lake County

## OPPORTUNITIES

- Modernize systems and processes using Artificial Intelligence, data platforms, and electronic payment systems to improve efficiency and accessibility
- Strengthen partnerships with universities and technical schools
- Expand tourism by developing and promoting year-round activities and attractions
- Provide incentives and implement strategic zoning to support the development of manufacturing zones
- Diversifying funding sources—through traditional revenue streams, grants, and unique opportunities like our successful online marriage portal—can strengthen financial stability
- Implement data-driven key performance indicators and performance dashboards to support better decision-making and accountability
- Expand digital customer services through self-service tools and chatbots to improve public access and satisfaction
- Increase collaboration with regional agencies, cities, and private stakeholders to promote shared solutions
- Leverage the growing population to boost tourism, attract new industries, and foster economic development
- Take a proactive approach to managing growth rather than simply reacting to it



# VALUES, VISION & MISSION



## OUR COUNTY VALUES

Utah County provides services and supports partnerships guided by:

- Accountability
- Collaboration
- Efficiency
- Safety & Security
- Resiliency
- Transparency
- Trustworthy

## OUR COUNTY VISION

Committed to excellence as we scale up to 1.5 million residents by 2065, we stay Rooted in Community and Vibrant with Opportunity—managing growth to protect the quality of life and service delivery we all desire.

## OUR COUNTY MISSION

Utah County is a trusted and transparent local government—we operate efficiently, lead proactively, and partner regionally. We take pride in being fiscally resilient utilizing innovation to serve the needs of our fast-growing community.



# OUR PILLARS & FOCUS AREAS

These four **pillars / focus areas** are the backbone of the County's strategic plan and organize how leadership and partners align policies, investments, and daily operations to better serve the community.

## **1 Transparency and Organizational Efficiency**

- Maintain and continuously improve the high standard delivery and reliability of essential county services.
- Advance Technological Modernization and Artificial Intelligence Integration.
- Strengthen Interdepartmental Coordination.
- Build and Maintain Partnerships and Regional Cooperation.
- Scale Staffing, Facilities, Operations, and Services with Efficiency to Meet Growth Demand.
- Foster Public Awareness, Trust, and Engagement.
- Communicate Key Performance Indicators (KPI) and Level-of-Service Targets Clearly and Consistently.

## **2 Public Safety and Security**

- Strengthen Proactive Crime Prevention Efforts.
- Ensure Fair, Timely, and Compassionate Justice for Victims.
- Deliver a Gold Standard of Care for Children.
- Be a Leader in Crisis Health Care.
- Promote Preventative Care and Early Intervention.

## **3 Quality of Life and Place**

- Identify and Preserve Future Transportation Corridors.
- Support High Quality and Sustainable Development Projects.
- Improve Public Access to Parks, Recreation Areas, and Water Bodies.
- Advance Clean Air, Water, Natural Resources and the Utah Lake Authority.
- Protect Environmentally Sensitive areas, Including Canyons, Wildland Interfaces and Wetlands.
- Preserve Agricultural Heritage while protecting Private Property Rights.

## **4 Economic Competitiveness**

- Promote Tourism including Positioning the County as a Host Venue of the 2034 Winter Olympics.
- Expand Economic Opportunities through Promoting Market Development and Job Creation.
- Advance Economic Growth through Strong Partnerships in the County's Emerging Opportunity Areas—Vineyard, Provo Airport, Lehi, Eagle Mountain, Spanish Fork Airport, Salem/Payson Interchange and Others.
- Promote our Unique Healthcare and Education Institutions, Focus on priority industries: Advanced Manufacturing, Life Sciences & Healthcare and Software & IT.

# OUR GOALS AND OBJECTIVES


The County's goals translate the vision, values, and key pillars into clear, actionable priorities for enhancing service in specific areas, fostering departmental collaboration, or improving overall process efficiency. They are designed to guide leadership decisions, align shared county priorities, and establish a foundation for measurable progress and continuous improvement.


## 1. Transparency and Organizational Efficiency


### Operational Excellence


#### GOAL

**Maintain and continuously improve the high standard delivery and reliability of essential county services—ensuring they remain efficient, accessible, and responsive to the evolving needs of residents, businesses, and visitors.**

 **OBJECTIVE** Improve our efficiency, quality, and customer service in every department.

 **STRATEGY** Evaluate county processes each year in every department and make measurable goals to improve efficiency, consistency, and reliability.

 **STRATEGY** Strengthen workforce capacity and service culture through training and accountability for quality customer service.


 **STRATEGY** Use performance data and customer feedback in the form of comments and surveys to drive continuous improvement and measurable service outcomes.


### Technology


#### GOAL

**Modernize technology and embrace innovation to optimize County operations**


 **OBJECTIVE** Explore new technology implementation.


 **STRATEGY** Utah County has the opportunity to lead in technology innovation. Implementing tools such as chatbots, digital payment systems, and automating software can streamline operations, improve efficiency, and reduce the workload on strained departments. (County Stakeholder Interviews)


 **OBJECTIVE** Establish and monitor KPIs and the strategic plan progress department by department annually.

 **STRATEGY** Use publicly accessible tools to track initiatives, increase accountability, and strengthen data-driven decisions. (METHODS)

 **OBJECTIVE** Increase technology disclosure and data privacy.

 **STRATEGY** Increase public awareness of the innovative technology strategies and data privacy initiatives taking place to promote transparency and gain public trust. Review the county's existing Artificial Intelligence and privacy policies and update them as new Artificial Intelligence technologies are implemented. (County Stakeholder Interviews)

 **OBJECTIVE** Prioritize transparency by tying the strategic plan goals and objectives to the County budgeting process.


 **STRATEGY** Increase public awareness by reporting on departmental progress of strategic plan goals and objectives with an online budget tool. This online budget tracking tool should be easy to populate, updated by department staff, and intuitive to use by the public. (METHODS)


## Financial Sustainability


### GOAL

#### Achieve financial sustainability through strategic budgeting and spending practices

 **OBJECTIVE** Conduct a Comprehensive Financial Sustainability Plan (CFSP).

 **STRATEGY** Establish a CFSP to guide consistent, data-driven budgeting. The plan will forecast and prioritize capital and operational needs by department, ensuring that annual budgets build upon prior efforts and help tie spending decisions to Key Performance Indicator (KPIs). (County Stakeholder Interviews)

 **OBJECTIVE** Conduct a staffing and KPI study.

 **STRATEGY** Conduct a comprehensive staffing and KPI study to determine the current level of service (LOS) each department provides, establish the desired LOS, and identify the staffing and resources needed to achieve and maintain those standards. The study should also define specific department KPIs aligned with the identified LOS. When paired with the CFSP, these metrics will help target spending priorities and validate budget decisions across departments. The existing KPIs provide a solid foundation for refining measurable actions. (County Stakeholder Interviews)

## Interdepartmental Coordination

### GOAL

**Enhance and encourage efficiency through effective interdepartmental collaboration**

**OBJECTIVE** Facilitate regular coordination between departments.

**STRATEGY** Define roles, meeting timelines, and measurable outcomes for interdepartmental coordination, using metrics to track and measure progress. (External Stakeholder Interviews)

**OBJECTIVE** Improve the efficiency for interdepartmental workflow coordination.

**STRATEGY** Identify funding mechanisms and employment positions that can benefit multiple departments and increase efficiencies by combining similar tasks. (Internal Stakeholder Interviews)

## Partnerships and Regional Cooperation

### GOAL

**Promote coordinated efforts with local, state, and regional partners to achieve shared goals**

**OBJECTIVE** Create a specific economic development staffing position.

**STRATEGY** Utah County currently lacks a dedicated role to lead Countywide economic initiatives. Create this position to improve coordination among cities and regional partners, align economic priorities, and advance strategic growth opportunities across the County. (2024 EDCU Strategy)

**OBJECTIVE** Schedule quarterly regional economic development coordination via MAG or similar agencies.

**STRATEGY** Stakeholders in the County overwhelmingly expressed the desire and need for structured collaboration. Venues, processes, and timelines for collaboration should be implemented to streamline efforts and better serve the region. (MAG - CEDS)

**OBJECTIVE** Collaborate on regional projects focused on outcomes.

**STRATEGY** Continue, expand, and encourage multi-agency partnerships; the redevelopment around Bridal Veil Falls led by Utah County and supported by Central Utah Water Conservancy District, Provo City, and the U.S Forest Service highlight the benefit of entities Collaboration. (County Stakeholder Interviews)

**OBJECTIVE** Be a leader in regional project coordination and implementation.

**STRATEGY** Facilitate regional projects by providing funding and oversight for cities and other partners to accomplish multi-jurisdictional improvements. (County Stakeholder Interviews)

**OBJECTIVE** Utilize regional organizations and associations to reduce siloed planning and “protective mentalities” to get important projects done with a focus on outcomes over territory.

**STRATEGY** Leverage regional organizations, such as MAG and EDC Utah, to foster cross-jurisdiction collaboration, align resources, and streamline economic and infrastructure planning while reducing siloed approaches. (MAG CEDS)



## County Infrastructure

### GOAL

**Ensure staffing, facilities, and services scale effectively to meet community growth**

**OBJECTIVE** Ensure that County-provided services are dispersed throughout the County.

**STRATEGY** Prioritize the expansion and distribution of County services, staffing, and facilities to address growth, with targeted focus on underserved areas in the rapidly growing west side, which has a limited proximity to some services. (County Stakeholder Interviews)

**OBJECTIVE** Expand public transit, infrastructure, access, and awareness.

**STRATEGY** Enhance transit, infrastructure systems, and accessibility, while also increasing public awareness and encouraging community use. (MAG - CEDS)

## Public Trust and Transparency

### GOAL

**Ensure government actions are transparent and build community trust through open communication and education**

**OBJECTIVE** Create a strategic plan website and initiative tracker.

**STRATEGY** Using this strategic plan as a framework, develop an interactive web platform to engage the public, communicate County goals, and track the progress of key initiatives. The platform should include project timelines, costs, and status updates for ongoing initiatives. (County Stakeholder Interviews)

**OBJECTIVE** Create data-driven awareness campaigns and reporting/tracking site.

**STRATEGY** Develop targeted campaigns that communicate the importance of transportation projects, strategic plan initiatives, and key performance indicators (KPIs). These campaigns should build public understanding and support by clearly explaining the purpose, benefits, and long-term value of proposed investments. Public outreach should specifically highlight the positive impacts of public transit on health, air quality, and congestion. (MAG CEDS)

**OBJECTIVE** Conduct regular public outreach.

**STRATEGY** Conduct regular public outreach through surveys, open houses, and multiple communication methods to keep residents informed and gather feedback. Efforts should ensure two-way communication, reach a broad scope of the

community, and keep the public updated on major projects and decisions. (County Stakeholder Interviews)

**OBJECTIVE** Maintain a pulse on resident feedback regarding progress on County goals and issues.

**STRATEGY** Survey and questions regarding the most important issues to County residents, and use similar language year over year to understand changing trends and rising issue. (METHODS)

## 2. Public Safety and Security

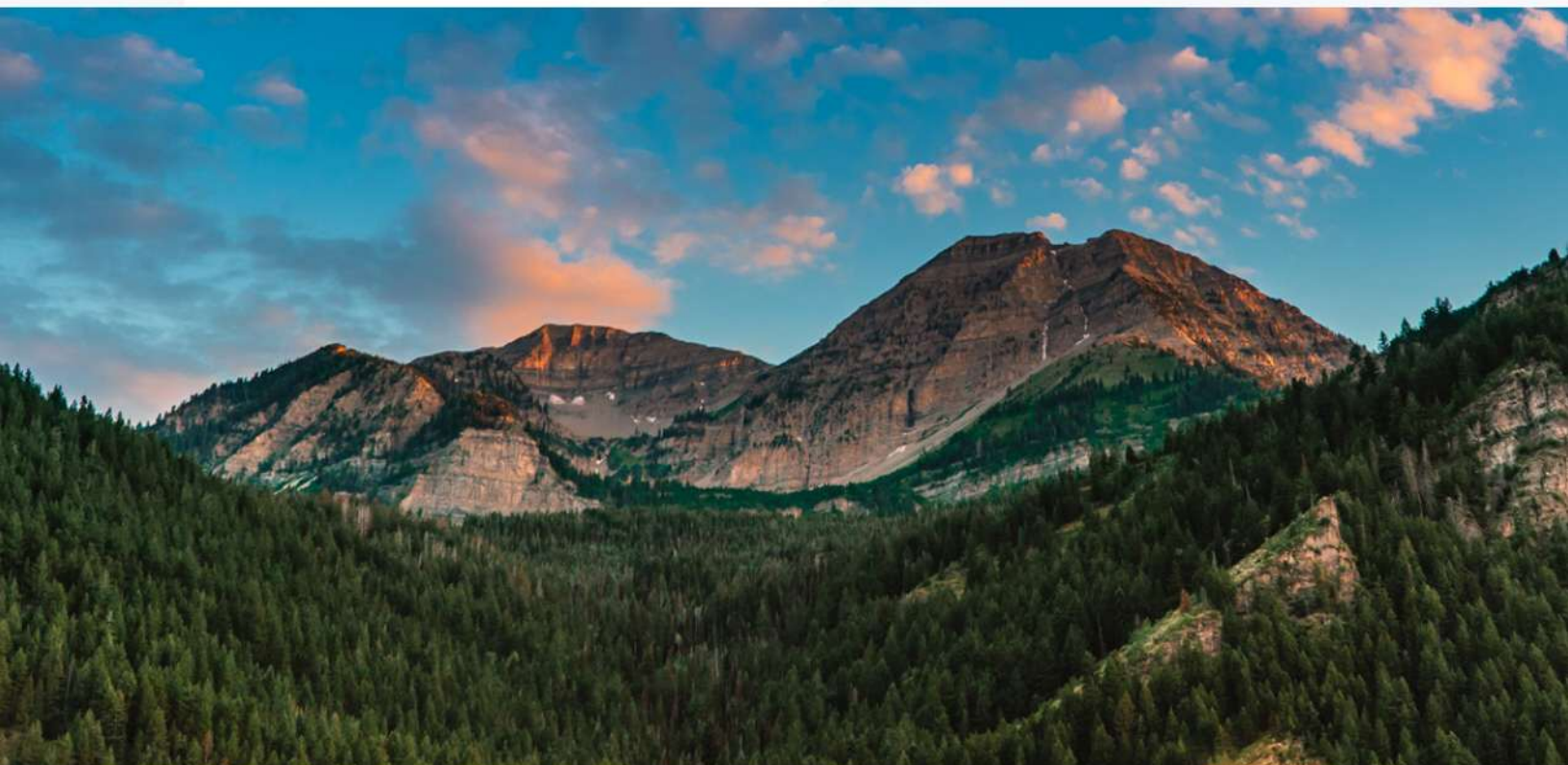
### Proactive Crime Prevention


#### GOAL


**Prevent crime through proactive strategies that protect residents and enhance community safety.**


**OBJECTIVE** Align the joint efforts of the Sheriff's Office, Attorney's Office, Justice Court, Children's Justice Center, Health Department, and Wasatch Behavioral Health around shared crime prevention priorities.


**STRATEGY** Continue interagency task forces to set shared goals, coordinate initiatives, and hold regular progress reviews to ensure alignment on crime prevention priorities.





 **OBJECTIVE** Develop a shared framework that outlines each department's role in crime prevention, clarifies responsibilities, and establishes coordinated processes.


 **STRATEGY** Facilitate a shared framework and tie responsibilities to KPIs for annual review.


 **OBJECTIVE** Evaluate long-term facility needs in the northern part of the county and explore potential locations that would improve access, reduce travel inefficiencies, and strengthen delivery of judicial and related public safety services.

 **STRATEGY** Conduct a needs assessment and feasibility study to identify the best locations, prioritize investments, partner with host cities to guide long-term planning for public safety and county services. (County Stakeholder Interviews)

 **OBJECTIVE** Improve coordination, data-sharing processes, and technology integration so law enforcement can respond more efficiently and proactively to community needs.

 **STRATEGY** Develop and deploy integrated data and communication systems to enable real-time information sharing and coordinated law enforcement responses. (County Stakeholder Interviews)


 **OBJECTIVE** Expand county-led education and outreach programs that build community awareness of safety and security prevention resources and strengthen partnerships with schools, service providers, and community organizations to reduce risk factors early.


 **STRATEGY** Develop targeted outreach campaigns each year and collaborative programs with schools, service providers, and community organizations to educate residents and address safety and security risk factors proactively. (County Stakeholder Interviews)

## Behavioral Health

### GOAL

**Ensure a strong and sustainable behavioral health system that expands access, integrates care, and fosters community well-being.**

 **OBJECTIVE** Collaborate with schools, housing providers, healthcare partners, and community organizations to expand access and awareness of behavioral-health supports.

 **STRATEGY** Establish / Continue interagency working groups to coordinate initiatives, set shared goals, and regularly review progress on behavioral health prevention efforts. (County Stakeholder Interviews)

**OBJECTIVE** Prioritize evidence-based treatments and measurable performance tools across departments.

**STRATEGY** Expand or create a framework with defined roles, responsibilities, and operating procedures to guide the county's role in Behavioral Health including KPIs to track progress over time. (County Stakeholder Interviews)

**OBJECTIVE** Address countywide crisis response capacity as demand grows and ensure response services remain timely and accessible to the community.

**STRATEGY** Support and expand the county's established relationships in the regional crisis response system including Key Performance Indicators to track progress over time. (County Stakeholder Interviews)

## Families and Children

### GOAL

**Maintain “Gold Standard” status in child protection and family support services, recognizing and strengthening the family as the core unit of society while serving as a model for other Utah counties.**

**OBJECTIVE** Build and expand community education and outreach programs for schools, therapists, and support networks to intercept and provide services to minimize harm to our counties children.

**STRATEGY** Continue education and outreach initiatives with consistent communication to strengthen support networks and partnerships. Develop or refine KPIs to track progress over time. (County and External Stakeholder Interviews)

**OBJECTIVE** Maximize process efficiency and alignment across courts, law enforcement agencies, and outreach staff as much as possible to streamline the judicial side of this issue.

**STRATEGY** Facilitate the various internal departments and partner agencies in quarterly lunch meetings to build camaraderie, share information and develop relationships. (County Stakeholder Interviews)

**OBJECTIVE** Strengthen early-intervention approaches that identify and address root causes of harm and enhance long-term outcomes for youth and families.

**STRATEGY** Continue to develop and expand evidence-based, early-intervention programs, proactively targeting at-risk youth and families to prevent harm and improve long-term safety and well-being of our families. Develop or refine KPIs to track progress over time. (County Stakeholder Interviews)

## Preventative Care and Early Intervention

### GOAL

**Improve health and safety outcomes by identifying and addressing challenges early through evidence-based practices.**

**OBJECTIVE** Strengthen preventative health services and early-intervention programs to keep pace with rising demand, changing demographics, growing maternal and child health needs, and emerging community health challenges.

**STRATEGY** Optimize preventative and early-intervention programs using data-driven approaches to meet rising demand and evolving community health needs to reduce harm and lower long term cost. (County Stakeholder Interviews)

**OBJECTIVE** Enhance community outreach and education efforts that help residents access prevention resources earlier on and more easily.

**STRATEGY** Implement targeted outreach campaigns and user-friendly communication channels to increase awareness and simplify access to prevention services. (County Stakeholder Interviews)

**OBJECTIVE** Support cross-department initiatives and approaches that integrate both mental-health and behavioral-health perspectives.


**STRATEGY** Create structured collaboration channels—shared protocols, joint case reviews, and integrated service plans—to ensure departments consistently apply evidence-based mental-health and behavioral-health approaches when addressing emerging challenges. (County Stakeholder Interviews)



## Accountability and Justice for Victims


### GOAL

**Ensure justice, accountability, and protection for all.**

 **OBJECTIVE** Evaluate jail capacity to prevent early releases; maintain booking efficiency.

 **STRATEGY** Forecast capacity needs based on population projections and implement any needed operational improvements. Maintain efficient jail utilization, streamline booking processes, and minimize any early releases. Develop or refine KPIs to track progress over time. (County Stakeholder Interviews)

 **OBJECTIVE** Build on Justice Court's technological integration successes to maintain high compliance and reduce failure-to-appear rates.


 **STRATEGY** Expand and enhance digital tools and case management systems to improve court notifications, compliance tracking, and communication with defendants, reducing missed appearances. Develop or refine KPIs to track progress over time. (County Stakeholder Interviews)


## 3. Quality of Life and Place


### Transportation Mobility


#### GOAL


**Preserve future transportation corridors to ensure capacity for long-term growth and mobility.**

 **OBJECTIVE** Work with UDOT, UTA, and MAG to establish a grid network of transportation corridors with defined widths to preserve and acquire through willing seller willing buyer transfers and good planning practices.

 **STRATEGY** Use the County Corridor Preservation Fund to proactively reach out to future corridor landowners. Consider bonding against this revenue stream when interest rates are low to add additional resources to the fund for acquisition. (County Stakeholder Interviews, METHODS)

 **STRATEGY** Continue to foster the relationship with UDOT's Corridor Preservation Program and Region 3 to use State Corridor Preservation Fund to proactively reach out to future corridor landowners. If funds are low at the state level, communicate to our local legislators what our needs are so that they are aware of the issue. (County, External Stakeholder Interviews, METHODS)

 **STRATEGY** Update the transportation master plan to identify key transportation corridors that need to be preserved and improved. (County Stakeholder Interviews)

 **STRATEGY** Encourage and participate in the identification of new / additional revenue sources for critical regional transportation projects. (External Stakeholder Interviews, METHODS)


## Quality Growth and Community Design

### GOAL

**Support and partner where appropriate when public assets are involved to build quality development projects that build strong communities and sense of place.**

 **OBJECTIVE** Improve the quality of developments and look for opportunities to provide regional amenities.


 **STRATEGY** Host and facilitate city planners, internal departments and partner agencies in quarterly lunch meetings to build camaraderie, share information and develop relationships to partner and build quality. (County Stakeholder Interviews, PSOMAS)


 **STRATEGY** When large landowners/developments are considering annexation, partner with them and the adjacent city to identify opportunities to provide regional amenities such as parks, recreation, arts, and other venues. (External Stakeholder Interviews, PSOMAS)


## Recreation Accessibility

### GOAL

**Strengthen the county's identity as an active and outdoor-oriented community by enhancing access to parks, trails, outdoor recreation, and water activities.**


 **OBJECTIVE** Expand high-quality recreation opportunities and improve multimodal access to parks, trails, outdoor recreation offerings, and water resources for residents and visitors.

 **STRATEGY** Coordinate with cities, state agencies, and user groups to identify priority locations for new parks, trail connections, water-based recreation, climbing, camping, and other outdoor recreation amenities. (Stakeholder Interviews, PSOMAS)


 **STRATEGY** Work with partner agencies to remove access barriers by improving trailheads, signage, parking, restrooms, and multimodal connections to recreation facilities. (County Stakeholder Interviews, PSOMAS)

## GOAL

### Protect, preserve, and conserve key natural assets.


 **OBJECTIVE** Maintain and enhance the ecological health of mountains, foothills, waterways, and open spaces through proactive conservation efforts.


 **STRATEGY** Collaborate with land management agencies and conservation organizations to identify and prioritize sensitive areas for preservation, restoration, and long-term stewardship. (County, External Stakeholder Interviews, PSOMAS)


 **STRATEGY** Promote land-use practices and development patterns that minimize impacts on natural resources, sensitive slopes, critical habitats, and reinforce the county's commitment to environmental sustainability. (County Stakeholder Interviews, PSOMAS)

## GOAL

### Facilitate the development key segments to support an expanded countywide connected trail network.

 **OBJECTIVE** Advance a unified, multi-jurisdictional trail system that links communities, regional destinations, and major natural assets.

 **STRATEGY** Partner with municipalities, UDOT, MAG, UTA, State Parks, and the Forest Service to plan and construct high-priority missing trail segments that form the backbone of an enhanced countywide system. (County Stakeholder Interviews, PSOMAS)

 **STRATEGY** Support the development of consistent design standards, wayfinding, and branding to create a cohesive and recognizable trail experience across jurisdictions. (County Stakeholder Interviews, PSOMAS)

## GOAL

### Manage recreation impacts in canyons from rapid growth.


 **OBJECTIVE** Reduce congestion, environmental degradation, and safety challenges in high-use canyon corridors through coordinated management strategies.


 **STRATEGY** Work with federal, state, and local partners to implement transportation and parking strategies such as shuttle systems, trailhead redesign, increased wayfinding signage, and capacity management tools. (County and External Stakeholder Interviews, PSOMAS)

 **STRATEGY** Expand education, stewardship programs, and on-site management resources to promote responsible recreation and protect sensitive canyon environments and water sources. (County Stakeholder Interviews, PSOMAS)

## GOAL

### Support economic growth in municipalities through outdoor recreation.

 **OBJECTIVE** Leverage recreation assets and tourism potential to stimulate economic development and strengthen local communities.


 **STRATEGY** Partner with cities and visitor bureaus to identify, develop, and market unique recreation destinations and signature outdoor experiences. (County Stakeholder Interviews)


 **STRATEGY** Encourage recreation-based business development—such as outfitters, guiding services, events, and rental operations—through supportive policies, partnerships, and infrastructure investments. (County Stakeholder Interviews)


## Environmental

## GOAL

### Continue to improve air quality and reduce emissions countywide.


 **OBJECTIVE** Promote cleaner transportation options and support building practices that reduce particulate and ozone-forming emissions.


 **STRATEGY** Partner with municipalities, UTA, and MAG to expand active transportation networks, encourage transit use, and improve regional connectivity. (County Stakeholder Interviews, METHODS)


 **STRATEGY** Support community programs and incentives that promote energy-efficient buildings, and cleaner vehicle technologies. (County Stakeholder Interviews)

## GOAL

### Enhance water quality and support long-term water resource sustainability.

 **OBJECTIVE** Protect and improve the quality of surface water and groundwater through coordinated watershed planning and responsible resource management.

 **STRATEGY** Collaborate with cities, canal companies, and state agencies to implement watershed improvements, stormwater best practices, and riparian restoration projects. (County and External Stakeholder Interviews)

 **STRATEGY** Promote water conservation through public outreach, landscape standards, and partnerships that expand the use of efficient irrigation technologies. (County and External Stakeholder Interviews)

## GOAL

**Strengthen environmental resilience by protecting and buffering natural systems, preserving open space, and reducing risks from natural hazards within the wildland-urban interface.**

**OBJECTIVE** Enhance the county's long-term resilience by safeguarding and buffering critical habitats, ecological corridors, wetlands, and steep slopes, while preparing for, mitigating, and responding to hazards such as wildfire, flooding, faults, landslides, drought, and extreme heat.

**STRATEGY** Work with emergency management, fire districts, conservation groups, and land management agencies to identify high-risk and high-value natural areas, implement hazard-mitigation projects, and pursue strategic land preservation efforts. (County and External Stakeholder Interviews)


**STRATEGY** Integrate hazard data, wildlife corridor information, and ecological priorities into land-use decisions, infrastructure planning, and development review processes to reduce vulnerabilities and protect key natural and built environment assets. (County and External Stakeholder Interviews)





## Agricultural Heritage & Property Rights

### GOAL

**Celebrate, preserve, and promote Utah County's agricultural heritage to strengthen community pride, sustain traditions for future generations, and reinforce agriculture's cultural and economic value.**

 **OBJECTIVE** Support the long-term viability of agriculture by protecting key farmlands, encouraging local agricultural operations, and celebrating the county's historic rural identity.


 **STRATEGY** Partner with municipalities, landowners, and agricultural organizations to identify priority agricultural areas and pursue preservation tools such as conservation easements, agricultural protection areas, and purchase/transfer of development rights for high-yield areas. (County and External Stakeholder Interviews)

 **STRATEGY** Promote agritourism, farmers markets, and public education programs that highlight the county's agricultural legacy and strengthen local food systems. (County and External Stakeholder Interviews)

### GOAL

**Protect productive farmland and support responsible growth patterns that limit the conversion of high-yield agricultural land.**


 **OBJECTIVE** Guide and support development in a way that reduces fragmentation of agricultural areas and maintains large, contiguous blocks of farmland.


 **STRATEGY** Coordinate with cities during annexation and land-use planning processes to identify and preserve key agricultural zones, discouraging leapfrog development and premature conversion. (County and External Stakeholder Interviews, PSOMAS)

 **STRATEGY** Encourage clustering, buffer zones, and growth-management tools that allow development while maintaining agricultural operations in designated areas. (County and External Stakeholder Interviews, PSOMAS)

### GOAL

**Strengthen the economic sustainability of farms and agricultural businesses in Utah County.**

 **OBJECTIVE** Support agricultural producers through improved resources, marketing opportunities, and access to agricultural services.

 **STRATEGY** Collaborate with Utah State University Extension, farm bureaus, and

producer groups to expand training, technical assistance, and business support for small and large farms. (County and External Stakeholder Interviews)

**STRATEGY** Work with local partners to expand distribution networks, value-added processing, and farm-to-market connections that increase economic resilience for growers. (County and External Stakeholder Interviews)

## GOAL

**Map high-, medium-, and low-yield agricultural areas and protect high-yield areas to guide future planning and land-use decisions.**

**OBJECTIVE** Identify, map, and prioritize soils, crop areas, and water-reliant lands that demonstrate high productivity, in order to inform strategic preservation and development policy.

**STRATEGY** Develop a countywide agricultural productivity map using soil data, crop yield information, water access, and land-use patterns, in coordination with USDA, the Utah Department of Agriculture and Food, and USU Extension. (PSOMAS)

**STRATEGY** Integrate high-productivity agricultural mapping into development review, annexation considerations, infrastructure planning, and open-space prioritization to ensure long-term protection of the county's best farmland. (PSOMAS)

## GOAL

**Support water-efficient agricultural practices.**

**OBJECTIVE** Improve agricultural resilience through enhanced water management, drought planning, and adoption of efficient farming technologies.

**STRATEGY** Collaborate with irrigation companies, water districts, and agricultural stakeholders to expand water-efficient irrigation systems, soil-moisture monitoring, and drought-resilient crop practices. (PSOMAS)

**STRATEGY** Provide education, outreach, and financial-assistance resources to help farmers adopt technologies that reduce water use and increase long-term sustainability. (PSOMAS)



## 4. Economic Competitiveness

### Tourism Destination

#### GOAL

**Promote tourism by positioning Utah County as a premier destination for recreation, entertainment, community, and business.**

**OBJECTIVE** Capitalize on the 2034 Olympics.

**STRATEGY** Maximize the 2034 Olympics opportunity by leveraging Seven Peaks Ice Arena as a host venue, ensuring seamless access through Provo Airport and public transit, and coordinating lodging and visitor services to boost tourism, business, and long-term regional growth beyond the Games. Consider supporting a Provo Olympic Village for families to expand their Olympic experience with Utah's unique culture. (Internal and External Stakeholder)

**OBJECTIVE** Promote expanded tourism.

**STRATEGY** Use tourism, recreation, culture, convention and airport tax (TRCC) and tourism revenue to strengthen the tourism economy and provide a stable external revenue source for the County. Investing in transportation improvements that increase access to year-round amenities like airports, trails, Sundance and Thanksgiving Point and coordinating marketing efforts, draw a broader visitor base. (County Stakeholder Interviews)

**OBJECTIVE** Integrate environmentally and economically sustainable tourism initiatives.

**STRATEGY** Support and encourage our Universities to collaborate with land managers and work together to increase access, develop and protect our natural assets to strengthen the long-term economic attractiveness of Utah County's tourism sector. (MAG CEDS)

**STRATEGY** Partner with Explore Utah, Utah Lake Authority, Jordan River Commission, and local airports to encourage tourism and environmental sustainability. (County Stakeholder Interviews)

#### GOAL

### Balance Growth and Agricultural Preservation

**OBJECTIVE** Preserve key agricultural areas.

**STRATEGY** Utah County will seek to preserve its core agricultural lands as an essential part of its heritage and economy, while respecting landowners' property rights and individual land-use decisions. Directing growth toward existing cities and

infrastructure helps balance agricultural preservation with future development. (County Stakeholder Interviews)

**OBJECTIVE** Explore and support agritourism.

**STRATEGY** Agritourism is an emerging industry/attraction, and Utah County is well positioned to support its growth due to its proximity to population centers and strong agricultural heritage. Existing examples include Highland cow experiences, corn mazes, and various orchard U-pick operations. Future agritourism efforts should balance agricultural preservation with sustainable economic development. (Internal Stakeholders, LRB)

**STRATEGY** Develop business and marketing programs at the Universities to support agritourism improving wayfinding, transportation access, and digital promotion of our farm-based attractions, and collaborate with Explore Utah Valley, Visit Utah, Utah Office of Tourism and local chambers to market Utah County's agricultural destinations as year-round visitor experiences. (County Stakeholder Interviews)


## Regional Workforce


### GOAL


**Foster job creation by supporting emerging markets and business growth to rebalance the forecasted jobs to household ratio. Encourage more jobs in Utah County.**

**OBJECTIVE** Focus on priority industries of Advanced Manufacturing, Aerospace & Defense, Agri-tech, Energy, Financial Services, Life Sciences & Healthcare, and Software & IT. (GOEO & Legislators)



 **STRATEGY** Use incentives and initiatives prudently to target industries, including advanced manufacturing, aerospace & defense, financial services, agri-tech, energy, life sciences & healthcare, and software & IT. While education and technology make up a large share of the County's economy, focusing on additional industries will help diversify the economic base even more and strengthen long-term stability through unforeseen events such as market shifts or economic downturns. (MAG - CEDS)

 **OBJECTIVE** Develop growth strategies that optimize land use and integrate jobs and business centers into local communities to reduce commuting to Salt Lake County.


 **STRATEGY** Promote land-use approaches that support economic growth and address Utah's significant housing shortage. Expanding housing—especially affordable options—by enabling higher-density zoning will strengthen the local workforce and reduce barriers to economic development. (2024 EDCU Strategy)


## Guiding Growth and Opportunity


### GOAL

**Unlock opportunity through partnerships in the County's key development areas.**

 **OBJECTIVE** Partner to align work force development and educational obtainment.

 **STRATEGY** Address workforce skill mismatches by fostering partnerships between universities (UVU, BYU, MTECH) and businesses. Partnering with Utah Workforce Services to analyze workforce supply and demand will help identify areas for university degree offerings, technical training, and workforce entry, and will result in economic diversification. (2024 EDCU Strategy)

 **OBJECTIVE** Assist and partner with the cities to identify and promote redevelopment incentives for underutilized or vacant properties.

 **STRATEGY** Compile and distribute information on incentives in an easy accessible format, such as a dedicated webpage with links and resources, to encourage investment and property revitalization. (2024 EDCU Strategy)

 **STRATEGY** Host and facilitate city planners and economic development staff in quarterly lunch meetings to build camaraderie, share information, and develop relationships to partner. (METHODS, Internal Stakeholders)

# Innovative Business Environment

## GOAL

**Support a culture of innovation and entrepreneurship that sets Utah County apart as a place to grow and invest**

**OBJECTIVE** Develop and promote infrastructure and policies to support economic development.

**STRATEGY** Reduce barriers for prospective business by providing / participating in critical non-revenue generating infrastructure, incentives, and upfront support. (2024 EDCU Strategy)

**STRATEGY** Host, participate, and partner with Explore Utah Valley, the Utah Valley Chamber, community chambers, and affiliates, Silicon Slopes, MAG and other business and job associations to build relationships. (LRB and METHODS)

**OBJECTIVE** Facilitate investment in broadband and energy infrastructure.

**STRATEGY** Expand broadband access, particularly in less dense areas, to drive economic growth. Diversified energy supply also increases development opportunities. (MAG CEDS)

**STRATEGY** Work with the Utah Office of Energy Development (OED), local power companies, and our cities to plan and strategies for increased power consumption demand. Locate new sources in appropriate areas with access to the distribution grid.



# STAKEHOLDER INVOLVEMENT

## External and Internal Stakeholders Interviews

- Mountainland Association of Governments — Jessica Delora, Bob Allen, Dan Wayne, LaNiece Davenport, and Staff
- Department of Transportation — Rob Clayton
- Utah Transit Authority — Jeff Acerson and Staff
- US Forest Service — Brian Trick and Ben Kraja
- Governor's Office of Planning and Budget — Laura Hanson
- Central Utah Water Conservancy District — Gene Shawcroft Via Fred Philpot, and Staff
- Property Reserve Investments — Dane Hill
- Larry H. Miller Real Estate — Ralf Barnes, Brandon Ames, and Boyd Martin
- Kem C. Gardner Policy Institute — Mallory Bateman
- Governor's Office of Economic Opportunity — Lance Soffe
- Clyde Companies — Jeremy Hafen
- Economic Development Corporation of Utah — Greg Bisping and Ryan Starks
- State Institutional Trust Lands — Troy Herold and Josh Quigley
- STACK — Andrew Bybee
- Sundance — Chad Linebaugh and Dan Adams
- Utah Lake Authority — Luke Peterson and Sam Braegger
- Brigham Young University — Paul Edwards
- Rocky Mountain University — Stephen Whyte and Richard Peterson
- Utah Valley Chamber — Curtis Blair
- Children's Justice Center — Rebecca Martel, Heather Allen, and Staff
- Explore Utah Valley — Lee Adamson
- Utah County Assessor — Burt Garfield and Staff
- Utah County Attorney — Jeff Gray, Chad Grunander, Chris Ballard, and Staff
- Utah County Auditor — Rod Mann & Rudy Livingston, and Staff
- Utah County Clerk — Aaron Davidson, Brian Voeks, Rurth Ann Frisby, and Staff
- Utah County Community Development — Bryce Armstrong, Kirk Bertelsen, Randy Crowther, and Staff
- Utah County Human Resource Department — Ralf Barnes and Staff
- Utah County Information Systems — Patrick Wawro and Staff
- Utah County Justice Court — Judge Shawn Patten and Emily Trafny
- Utah County Public Works — Richard Nielson and Staff
- Utah County Recorder — Andrea Allen and Staff
- Utah County Sheriff — Sheriff Mike Smith, Matt Higley, Holden Rockwell, Dave Oliver, Shawn Chipman, and Staff
- Utah County Surveyor — Anthony Canto
- Utah County Treasurer — Kim Jackson, Cary McConnel, and Staff
- Wasatch Behavioral Health — Randy Hungtington

# Internal Stakeholders

In developing the Strategic Plan, the County conducted interviews with department heads and key leadership staff. These conversations provided a forward-looking perspective on how each department envisions its role over the next 5–10 years, the big-picture goals they hope the County achieves, and the challenges that must be addressed to ensure success. Additional discussion focused on the indicators and performance measures most important to departmental success, emerging trends shaping service delivery, and the role each department plays in serving residents across the County. Insights from these interviews directly informed the development of the Strategic Plan’s pillars, areas of focus, goals, mission, vision, and values.

# External Stakeholders

In addition to department head interviews, Utah County engaged a diverse set of external stakeholders representing regional agencies, major employers, developers, utility companies, educational institutions, and tourism leaders. These conversations highlighted the scale of anticipated growth and the need for county-level coordination to manage emerging challenges such as increasing outdoor recreation demand, transportation pressures, demographic shifts, and infrastructure needs. Stakeholders emphasized that clear priorities and proactive strategies from the county will make regional collaboration and long-term planning easier. Many stakeholder entities noted that Utah County is positioned to play a more proactive leadership role, especially in addressing shared infrastructure challenges and regional quality-of-life amenities.

Across all interviews, the participants emphasized the County’s immense potential to leverage ongoing growth and emerging economic development opportunities. The agencies and institutions involved each view the County as a unifying partner that will play a key role in guiding county growth thoughtfully through strong collaboration and advocacy for the region’s long-term success.

A list of department and external stakeholder interviews can be found in the Appendix.



# BENCHMARKING

Benchmarking analysis is a strategic approach used to compare performance, operations, and key metrics with those of entities that are similar for various reasons. It offers objective context to guide planning and decision-making highlighting proven methods and successful strategies that can inform future initiatives. By revealing both strengths and areas for improvement, the analysis helps establish a clear baseline for progress and sets realistic performance targets to support the rapid growth and desired level of service. For this analysis, several counties within Utah are used alongside a few out-of-state counties that share similar demographics, economic conditions, growth rates, and other characteristics comparable to those of Utah County.

## Key Benchmarking Takeaways

**County Classification and Benchmarking:** Utah County is a county of the second class but projected to reach a county of the first class by 2050. Salt Lake County serves as a future benchmark; Davis and Weber Counties are current peer benchmarks.

**Growth and Development:** Utah County leads in residential and non-residential construction, with growth in both single-family and higher-density housing, similar to Salt Lake County trends.

**Demographics and Economy:** Utah County shares a young, family-oriented population and diverse economy with benchmark counties with strong commuter connections to Salt Lake.

**Fiscal Position:** **Utah County has the lowest per-capita revenue and spending in the state** a low tax levy, and budgets conservatively to avoid spending beyond revenues.

**Budget Priorities:** Across all counties, public safety is consistently the largest general fund expenditure; Utah County operates leaner than Salt Lake County per capita.

**Out-of-State Benchmarks:** Collin (TX), Ada (ID), and Larimer (CO) counties provide useful comparisons for growth pressures, infrastructure challenges, and fiscal strategies.

## Counties of a First Class and Counties of a Second Class in Utah

The counties in Utah are classified primarily by their population size. Counties of the first class have a population of 1.15 million or more, and counties of the second class have a population that ranges from 260,000 to 1,149,999. Salt Lake County is currently the only county of the first class in the state of Utah, but Utah County is projected to reach that classification by around 2050. Davis, Utah, and Weber Counties are designated as counties of a second class. For this analysis, Salt Lake County serves

as a future population benchmark while the other second-class counties provide a current class benchmark. All these counties operate under the same state-level policies and share many characteristics. Their location along the Wasatch Front results in similar natural resource availability, landscapes, and infrastructure challenges.

## Counties of a First Class: Salt Lake County

Aside from being geographic neighbors, Salt Lake County has many similarities to Utah County. They both have a strong and diverse economy with industries in technology, healthcare, education, and services. The counties have major universities that influence the workforce and culture. About a quarter of the workforce in each County lives in one County and works in the other, reflecting the strong regional economy. Much of the population and economic growth in Utah County is attributed to the Salt Lake Metro area expanding south along the Wasatch Front. The west side of both counties are experiencing the most growth in jobs, households, and employment and are projected to assume the most growth in the future. This has added strain to the infrastructure on the west side of both counties.

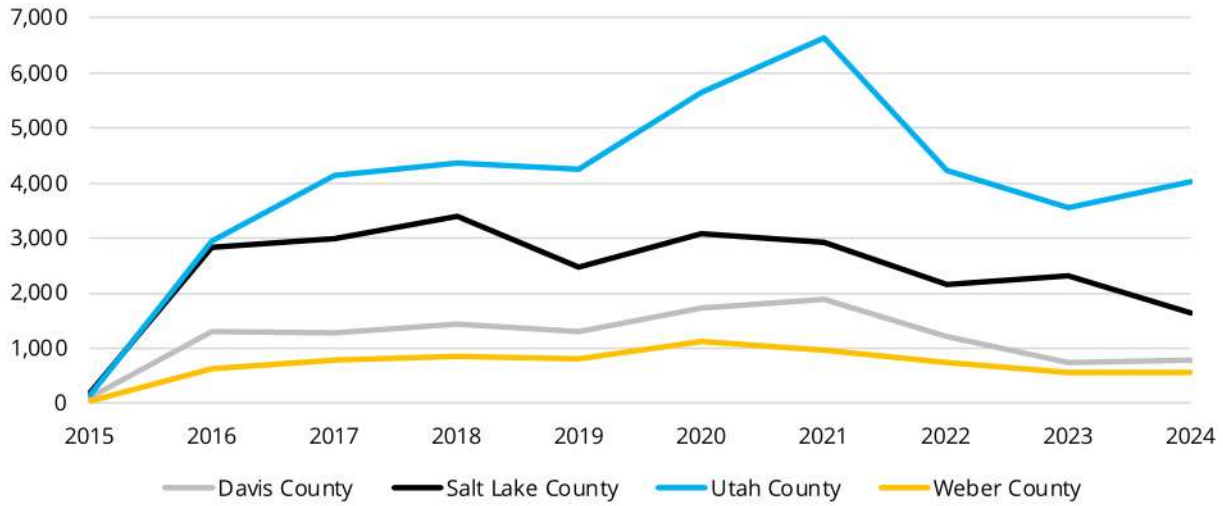
Although there are several similarities, there are also inherent differences with different needs, priorities, and initiatives. Salt Lake County is currently more urbanized and built out. Utah County has acreage available for suburban expansion with need for infrastructure development while Salt Lake has more need for upgrading and redeveloping existing systems. Based on budget expenditures and County organization, Salt Lake County provides more services directly while Utah County operates more leanly, coordinating with cities and agencies to provide those services.

## Counties of a Second Class: Davis, Utah, and Weber Counties

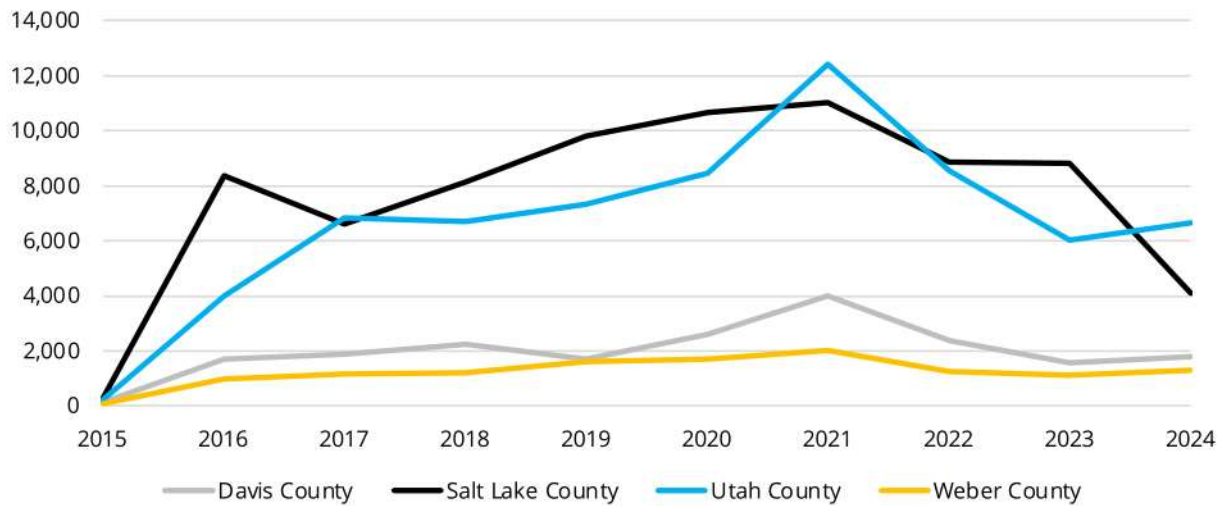
Weber, Davis, and Utah County all have a relatively young and family-oriented population (higher household sizes). There are similarities in their proximity to the Salt Lake Metro area which influences the economy and infrastructure dynamic. Davis County has a high percentage of the population who commute outside of the County for work, primarily to Salt Lake. Weber has a population of 276,118 with around a 1.5% growth rate, and Davis County has a population of 273,207 residents with a growth rate of 2.2%. Although their growth rates are not as rapid as Utah County, the similarities of Utah policy, location, and development pressures make Weber and Davis Counties a valuable benchmark for understanding Utah County's growth trends and regional role.

*Figure 01* shows issued permits while *Figure 02* displays new units. Although Utah County has issued the most residential permits, Salt Lake County generally has more units completed. The ratio of units to permits provides insight into the types of housing being built. Utah County is experiencing growth in both single-family homes and higher-density units like apartments and town homes. All three comparison counties have a greater share of single-family housing relative to Salt Lake County. *Figure 03* illustrates the number of non-residential units constructed since 2015. Utah County has experienced a large increase in residential development compared to Weber and Davis counties and follows a somewhat comparable trend to Salt Lake County. It has also experienced the most growth in non-residential construction among the four counties.

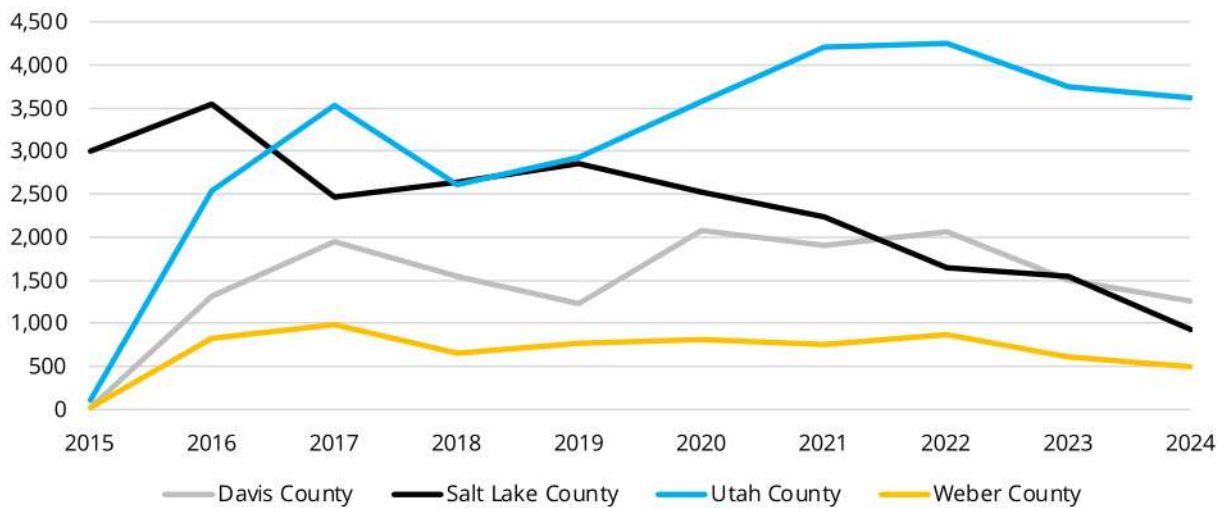
**Figure 01: Residential Building Permits**



**Figure 02: New Residential Units**

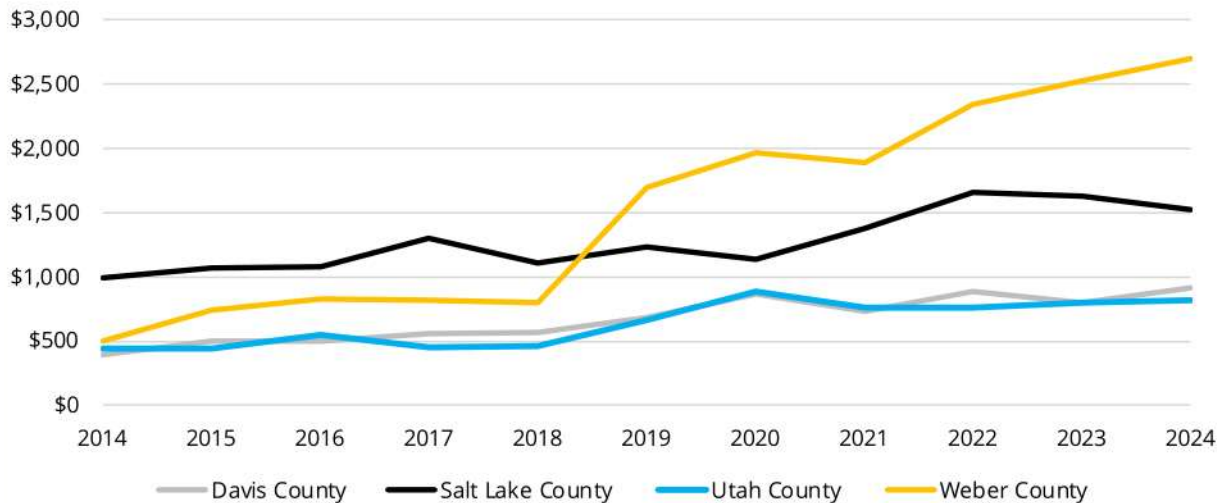


**Figure 03: New Non-Residential Units**

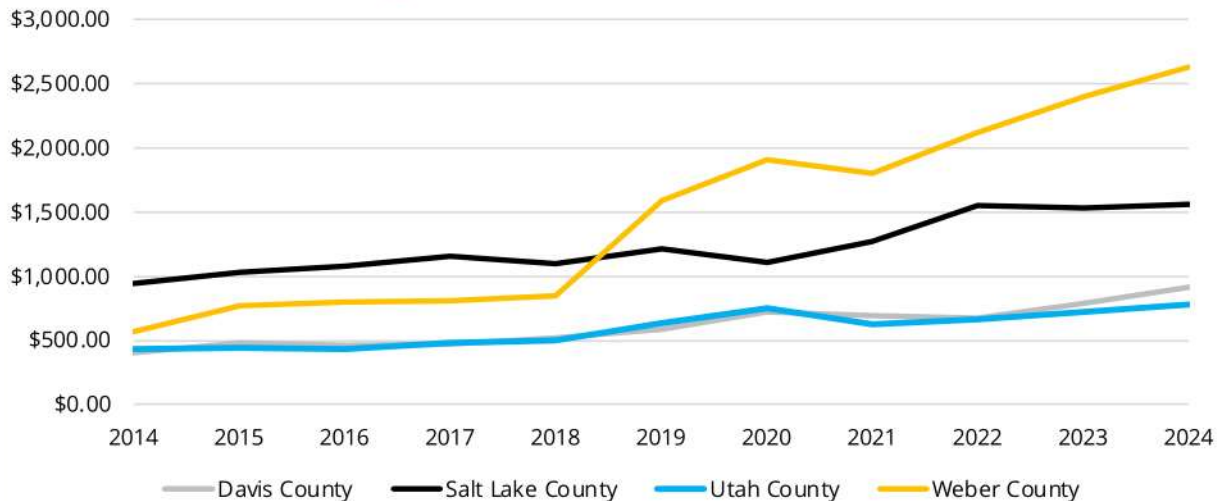


The figures below show the total revenue and expenditure per capita of the counties in Utah from all funds. Utah County and Davis County are lower compared to Salt Lake and Weber Counties. Spending per capita has increased at similar rates for Utah, Salt Lake, and Davis County While Weber County has increased dramatically in both revenue and expenditures. This growth could largely be driven by expanded services and staffing needs. It is important to note that the County's smaller population than the other counties may contribute to higher per-capita spending to maintain comparable services.

**Figure 04: Revenue per Capita**



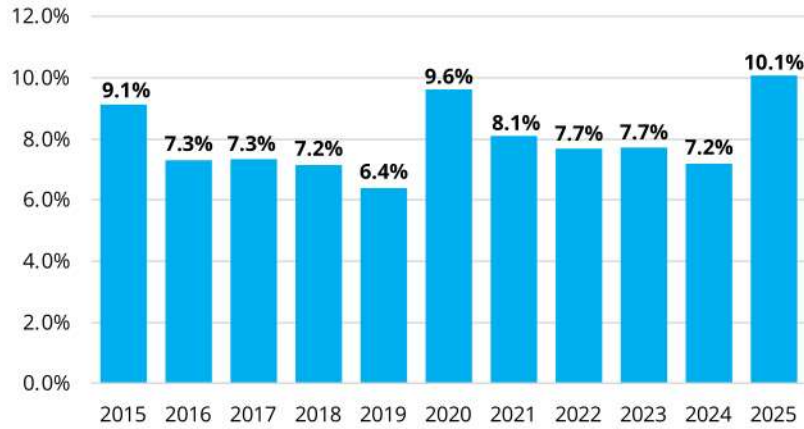
**Figure 05: Expenditure per Capita**



Figures 06 show the percentage of the total property tax levy of an area that is collected by the County. Utah County as a taxing entity imposes the lowest tax levy and until 2025 accounted for the smallest share of the total tax levy imposed among the counties. While most counties have seen a gradual decline in their share of the total tax levy, Utah County's portion grew by about 3 percentage points from 2024 to 2025, which is still less than or equal to the other counties. These tax rates are for

specific areas within the County, the percentage can vary slightly between school districts, cities, and other taxing entities.

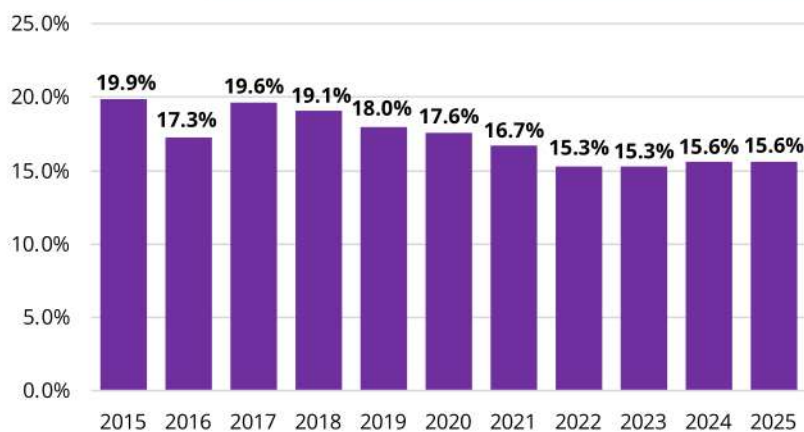
**Figure 06: Utah County tax as percent of whole**



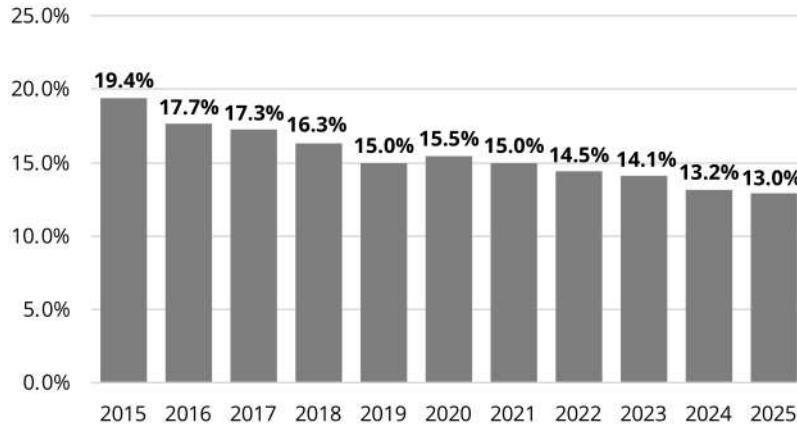
**Figure 07: Davis County tax as percent of whole**



**Figure 08: Weber County tax as percent of whole**



**Figure 09: Salt Lake County tax as percent of whole**



## Counties Outside of Utah

### Collin County, Texas

Collin County, Texas is in the greater Dallas area and has a population of 1.2M. It has a strong economy consisting of tech, healthcare, and corporate headquarters. The population is predominantly young and well-educated, with a comparatively high median household income—like Utah County. Although the population is much higher, Collin County serves as a useful benchmark for Utah County because there are similarities in quality-of-life goals, fiscal objectives, and a rapid growth rate. Collin County is an example of a higher-class County that has maintained similar efficiency and transparency goals. Collin County focuses on low taxes and limited government spending. Although both counties have similar fiscal priorities, the execution is slightly different with different revenue sources. Collin County rarely increases property taxes while Utah County historically has reactively increased tax rates when needed due to growth and inflation pressures. Collin County also has a higher debt service likely stemming from General Obligation bonds issued to fund expansion and growth-related capital projects.

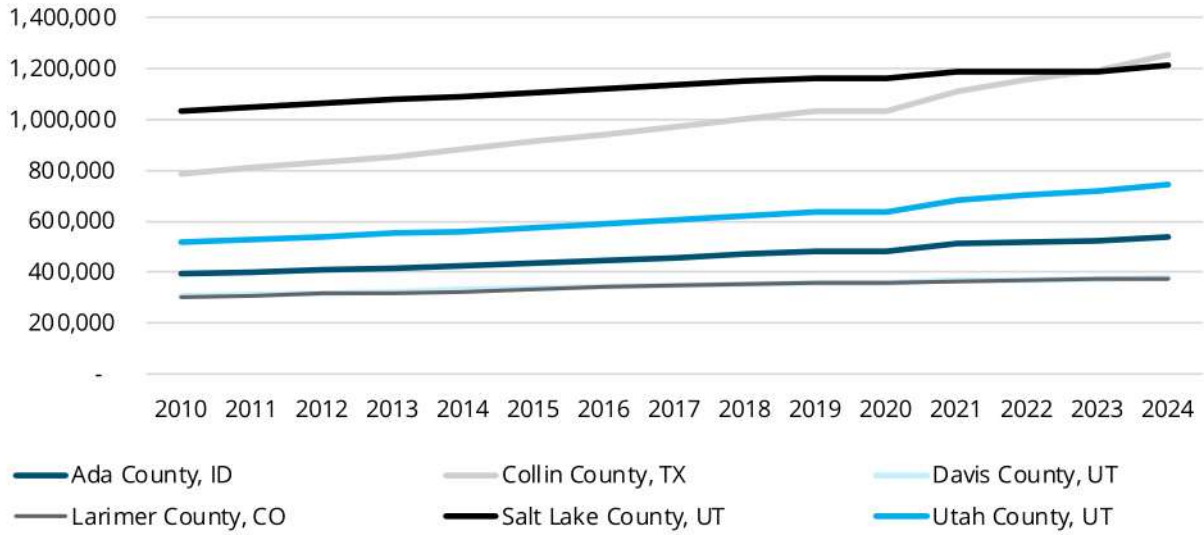
### Ada County, Idaho

The city of Boise is the largest city in Ada County, Idaho. With a population of 524,673 and a growth rate of 2.2%, it has the largest County population in Idaho and serves as the state capital and central economic hub. The urban-rural dynamic, growth pressures, and strong regional presence in Ada County closely parallel those in Utah County. This growth has brought comparable challenges such as housing affordability, transportation, and infrastructure pressures, making Ada County a useful benchmark for Utah County.

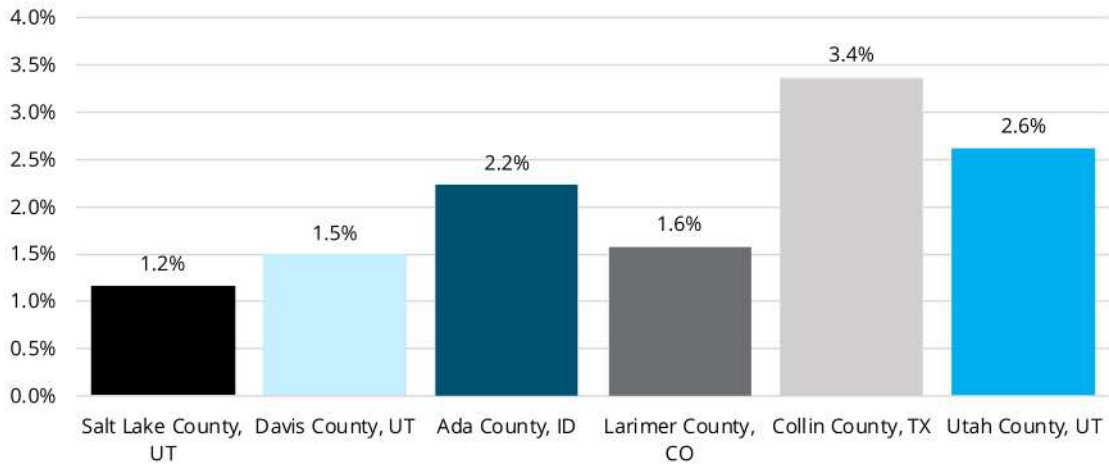
### Larimer County, Colorado

Larimer County, Colorado has a population of 370,771 and includes the city of Fort Collins. The county has a large land area with over half of its land publicly-owned, primarily as national forest and open space. Both Utah County and Larimer County are characterized by rapid growth, a mix of urban and rural development, and large land areas. This dynamic creates similar growth pressures and barriers, making Larimer County a valuable benchmark.

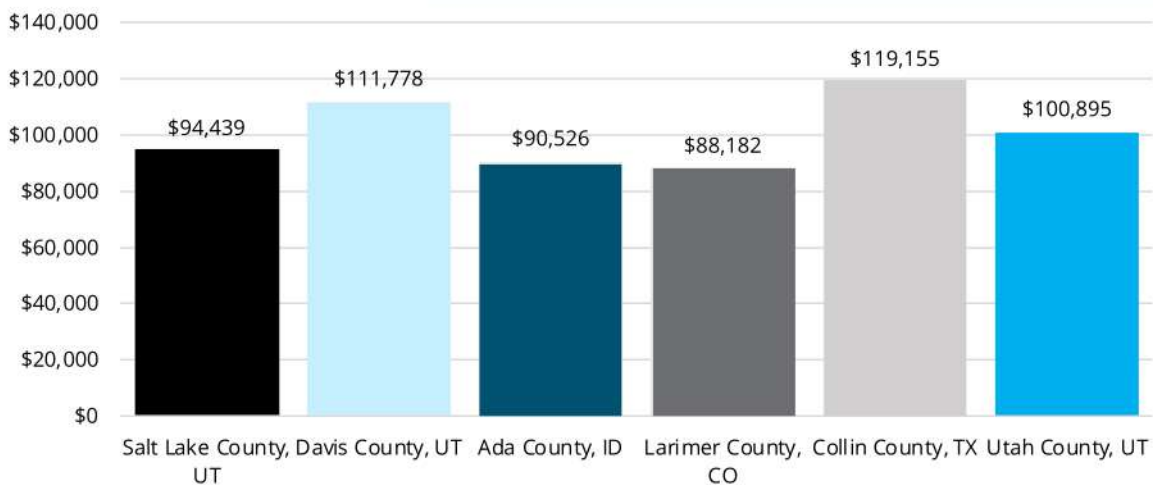
**Figures 10:** show the basic demographics of the counties within and out of Utah.



**Figures 11: Benchmark Counties Growth Rate**

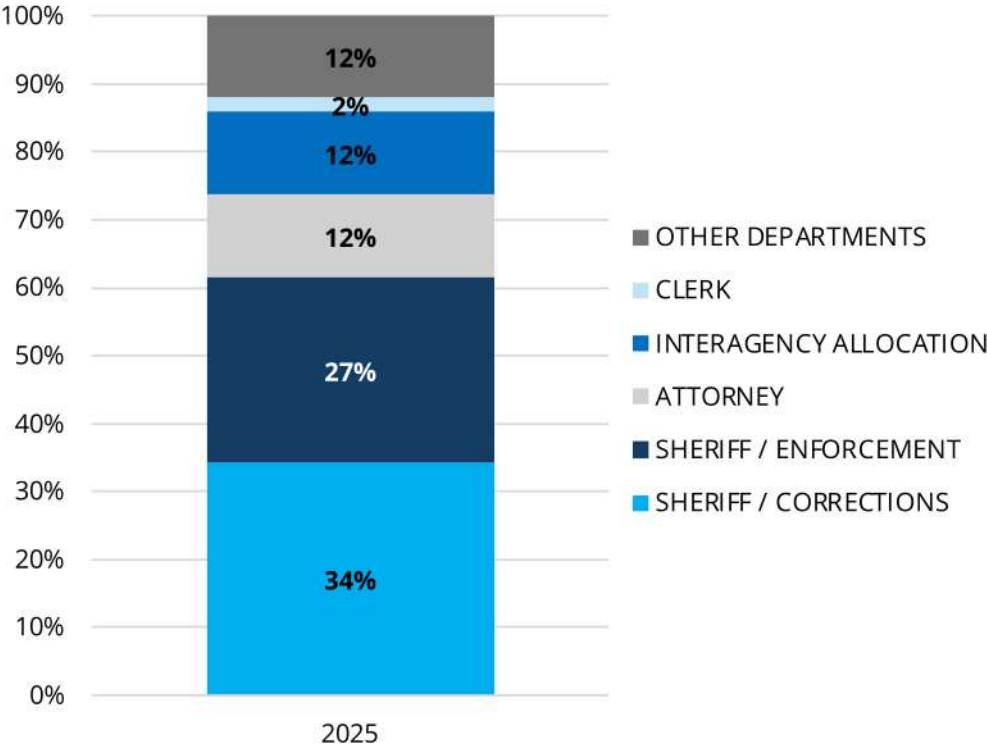


**Figures 12: Median Household Income**



# Budget Comparison

Figure 13: Utah County General Fund Expenditure % Allocations



\*"Other departments" includes all departments that account for less than 2% of the budget.

As shown in *Figure 13*, the largest group of expenditures are the sheriff corrections, sheriff enforcement, and the attorney's departments. This emphasizes and supports the county's priority placed on public safety and security.

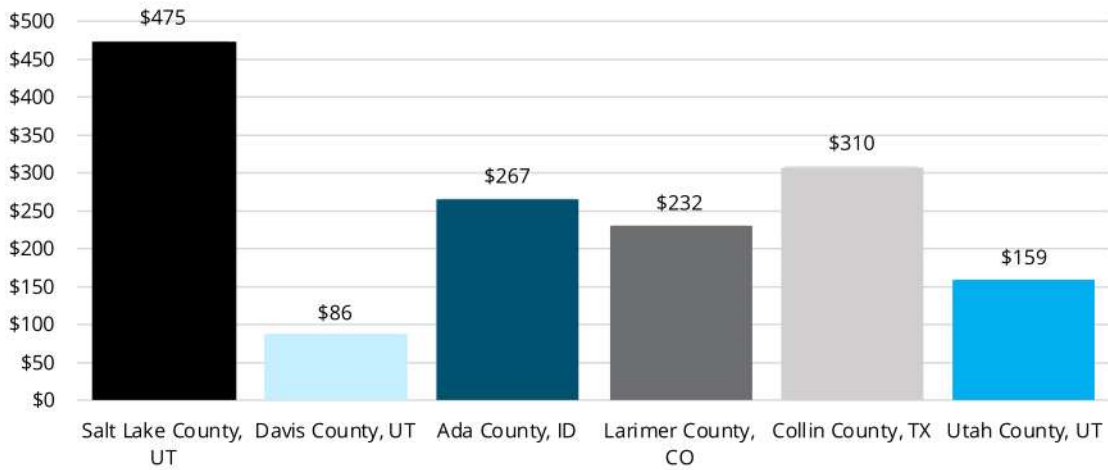
Examining other counties' general funds offers the perspective on the priorities, needs, and initiatives within the benchmark counties. The following are the highest expenditure categories in each county's FY 2025 adopted General Fund budget:

- Salt Lake County:** 1. County Jail 2. District Attorney 3. Recreation 4. Regional Development
- Davis County:** 1. Corrections 2. Sheriff 3. Information Systems
- Ada County:** 1. Sheriff 2. General Government 3. Prosecutor
- Larimer:** 1. Sheriff 2. County Manager 3. Clerk & Recorder
- Collin County:** 1. Public Safety 2. General Administration 3. Health & Welfare

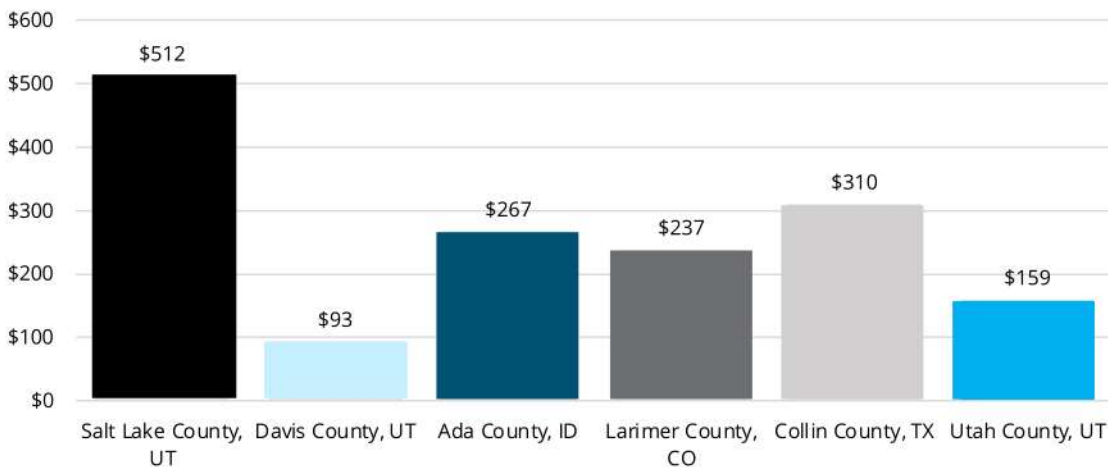
Comparing budgets may not provide a direct comparison, as the logistics of how items are pooled and represented in the general fund varies between counties. For example, sheriff corrections and sheriff enforcement may be represented in the same category or listed as their own budget item. Even with the different budget items, conclusions on spending are still identifiable. Law enforcement receiving the highest allocation of the general fund is consistent across all the counties.

The **Figures 14** and **15** show annual general fund expenditures and revenues per capita budgeted for the 2025 fiscal year. Although general funds can vary by county because of state laws, different structures, revenues, and priorities, the purpose of funding core government operations is consistent. When funds contain varying categories, they also serve as a useful benchmark, as it reflects the range of services and departments that counties choose to fund and prioritize. Lower expenditures and revenue per capita may indicate fiscal conservativeness and potential lower taxes or fees, however, it also can reflect fewer services provided and less funding for county departments and programs.

**Figure 14: General Fund Budgeted Revenue (in Millions)**

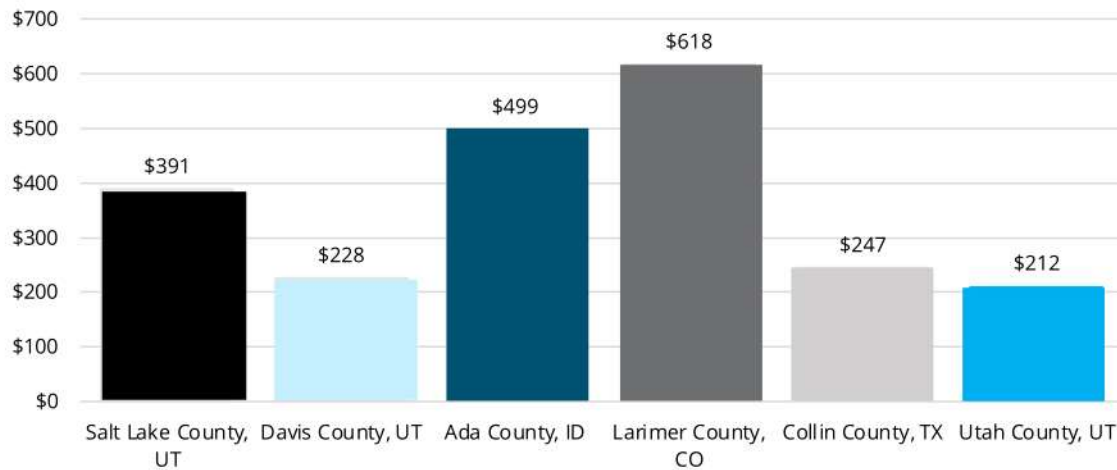


**Figure 15: General Fund Budgeted Expenditures (in Millions)**

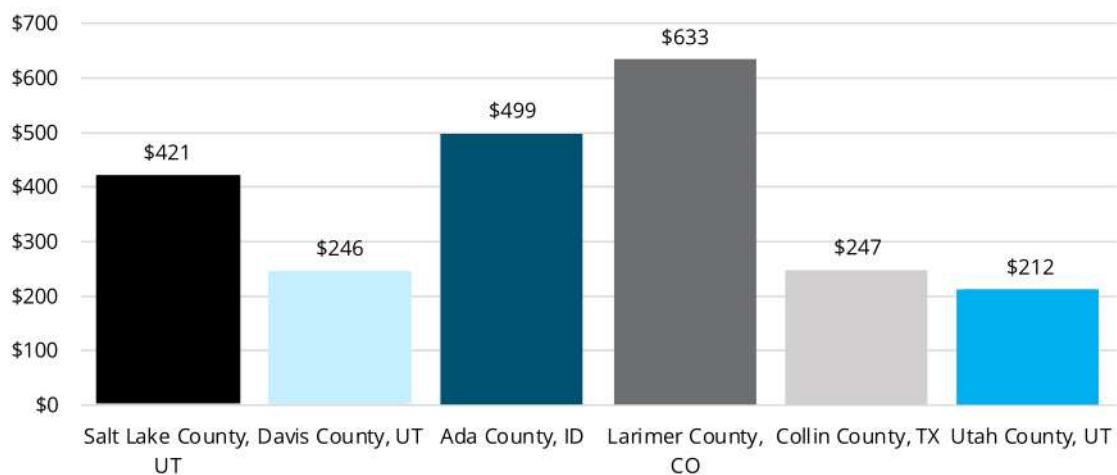


Expenditures can exceed revenue for various reasons, such as one-time projects, and are managed through reserves or fund balances. It is not sustainable indefinitely. Utah County has budgeted for expenditures to not outpace revenue. Utah County has the lowest spending per capita of all the benchmark counties.

**Figure 16: General Fund Budgeted Revenue Per Capita**



**Figure 17: General Fund Budgeted Expenditures Per Capita**



## Economic Development

Currently, Utah County does not have a specific position or committee dedicated to economic development. This indicates that development within Utah County is primarily driven by the cities and agencies within. Some of the comparative counties—such as Collin County—function in a similar manner, and others—such as Larimer County—are more competitive with specific offices, positions, and portions of their budget allocated to play a larger role in the county’s economic development strategies.

Within Utah, neighboring counties are strategically competing for commercial development. Salt Lake County is a key player and directly invests in economic growth with a large portion of their general fund expenditure allocated to their office of regional development. Weber County is a strong competitor for economic development as well. The Weber County Economic Development Department (Weber EDP) provides strategic support to businesses, clearly presenting state and local incentive programs to attract investment. The county is also investing directly in large-scale industrial and manufacturing zones. Weber displays willingness to front-load infrastructure investments that enable private development and job creation. Rather than focusing solely on traditional commercial and retail sectors, both Salt Lake and Weber County are strategically targeting high-value industries such as life sciences, defense, and manufacturing.

## Tourism

Tourism is a large revenue generator for counties through general sales tax collections and transient room taxes (TRT). The State of Utah imposes a 1.07% TRT, while counties may levy up to an additional 4.5% and municipalities up to 1.5%. The majority of the counties in Utah, including Weber, Davis, and Salt Lake, utilize the full 4.5% rate. Collin County does not impose a TRT, however, combined state and city lodging taxes typically total around 13% in most of its cities. Neither Larimer nor Ada County levy a TRT. Instead, Ada County’s “Greater Boise Auditorium District” operates as a special district to manage auditoriums, convention centers, and sports arenas, as well as promoting the development of such facilities. It is governed by an elected board with authority to enact taxes, including TRT.

Tourism in Utah County is an industry that can further be tapped into to generate revenue. The natural landscape is unique and desirable. The Kem C Gardner Institute has gathered the jobs and revenue attributed to each county in Utah as shown in [Figures 18](#) and [19](#). Since 2018, there has been a small increase in both revenue and jobs over time in Utah County. Davis and Weber have trends that are generally flat. Salt Lake County is significantly higher in both jobs and revenue compared to the other counties. There was a dip in 2020 that quickly recovered to be in line with the prior trend.

**Figure 18: Tourism Jobs**

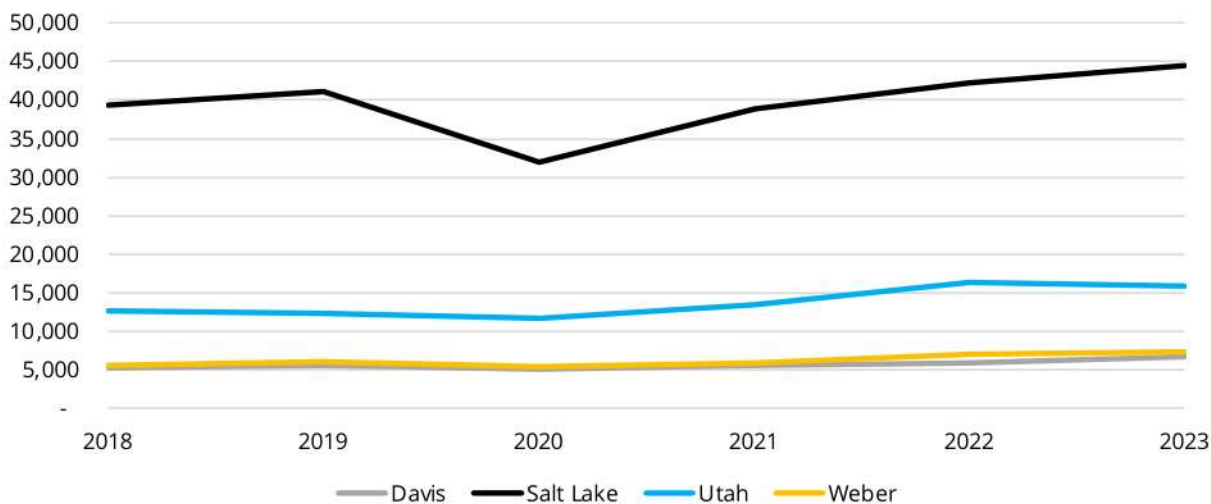
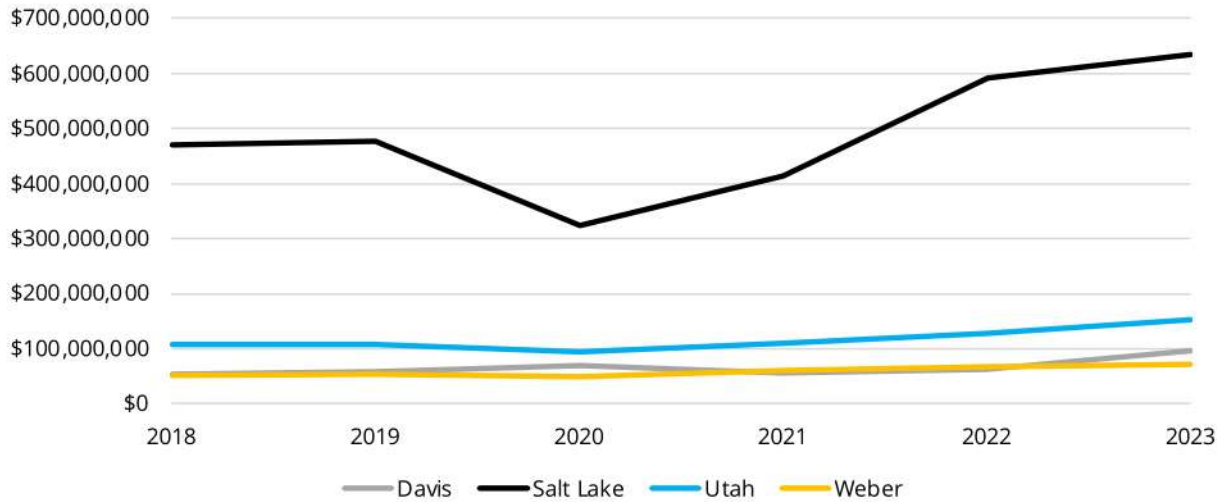


Figure 19: Tourism Tax Revenue



The existing tourism in Utah County is supported by several key revenue generators, including Sundance, the Provo Sports Park, Utah Lake, agritourism, Thanksgiving Point, and the expanding Provo Airport. These existing resources serve as a solid foundation for future growth. Expanding advertising, improving infrastructure to enhance accessibility, and continuing development can strengthen these sources of revenue and uncover future tourism opportunities. Additional amenities, such as full-service hotel to support Big-12 visiting sports teams as well as youth tournaments, conventions, and other events—encouraging visitors to stay within Utah County rather than neighboring areas.



# FINANCIAL EVALUATION

Utah County has experienced significant growth over the last decade, driving changes in population, budgeting, economic activity, and housing construction.

## Financial Take Aways

Utah County's financial evaluation shows a decade of rapid expansion across population, revenues, and development activity. Sales tax revenue and population both accelerated in 2020, while general fund revenues and expenditures have risen with growing service demands.

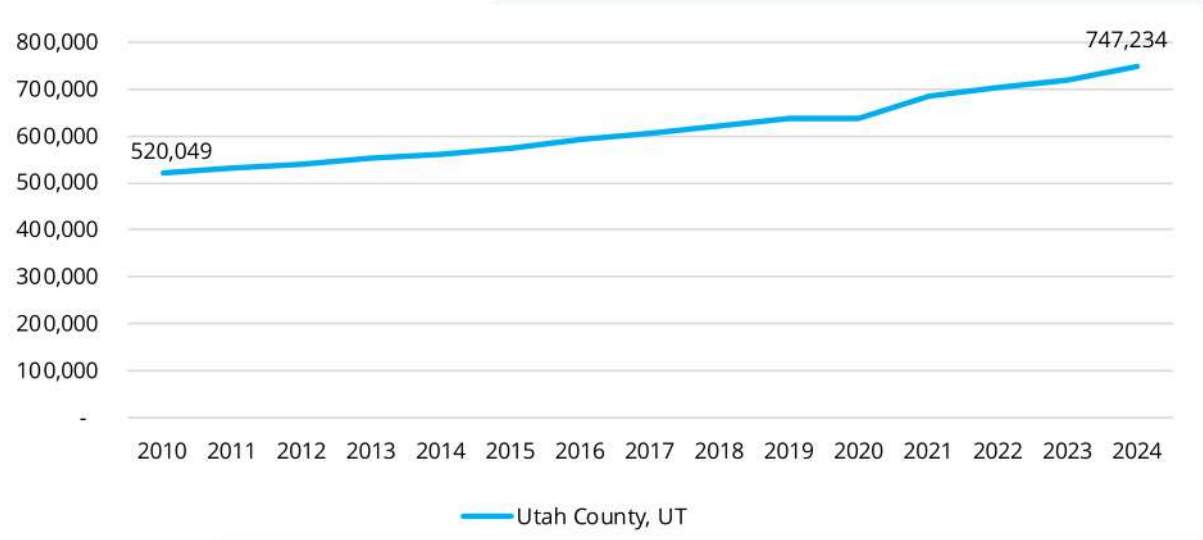
Five-year growth rates for population, property tax, and sales tax all exceed 15-year averages, highlighting the intensity of recent growth. Despite this, the County continues to represent a relatively small share of the overall property tax burden, though its portion has recently reached a historic high of about 10 percent.

Construction activity—both residential and non-residential—peaked in 2021. Residential permitting has begun to rise again but remains below peak levels, with most new housing concentrated in the County's fastest-growing cities.

**Overall, the County's financial indicators reflect a fast-growing community with strong economic activity, increasing service needs, and growth trends that outpace long-term historical patterns.**

Figure 20 shows the population growth since 2010 and is an important reference point for evaluating changes in other revenue and development metrics.

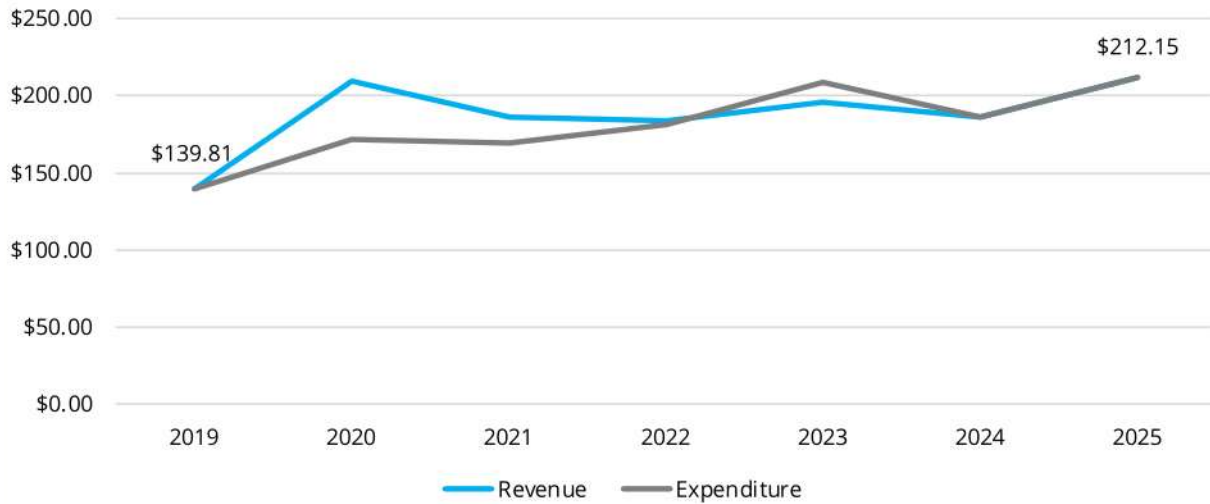
Figure 20: Population



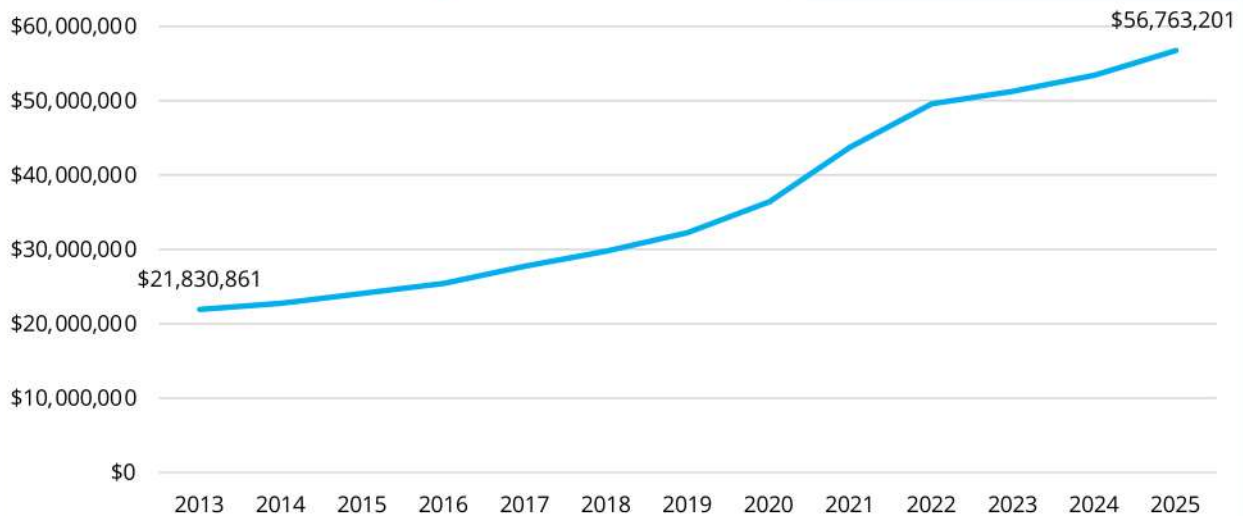
# General Fund

Sales tax is a large source of revenue in the general fund and has steadily increased over the past ten years. The trend has a noticeable shift in trajectory beginning in 2020. Population growth shows a similar pattern, experiencing an increase in the growth trend around the same time.

**Figure 21: General Fund Per Capita**



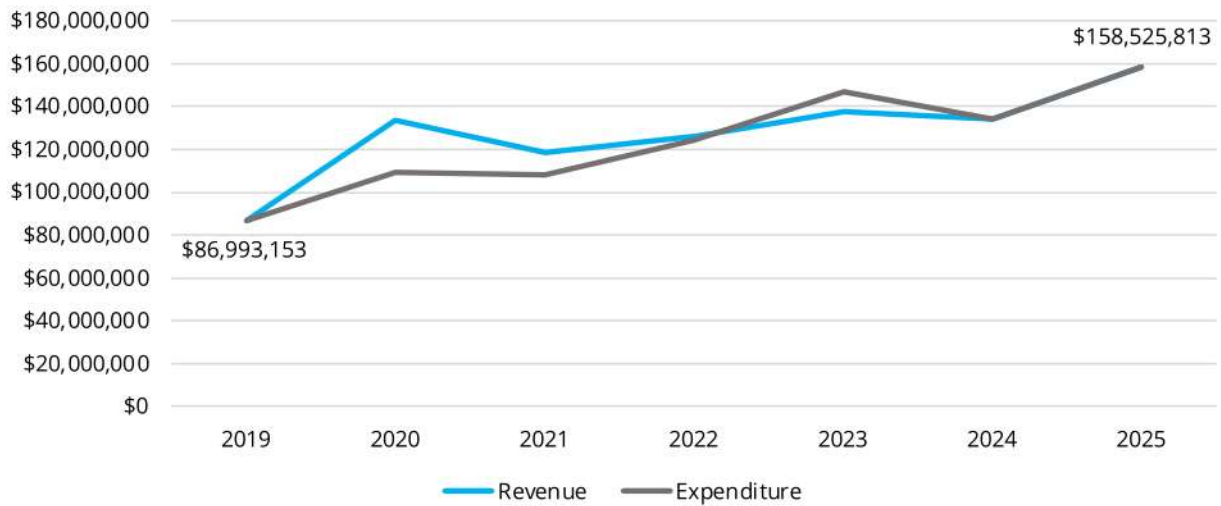
**Figure 22: Sales Tax Revenue**



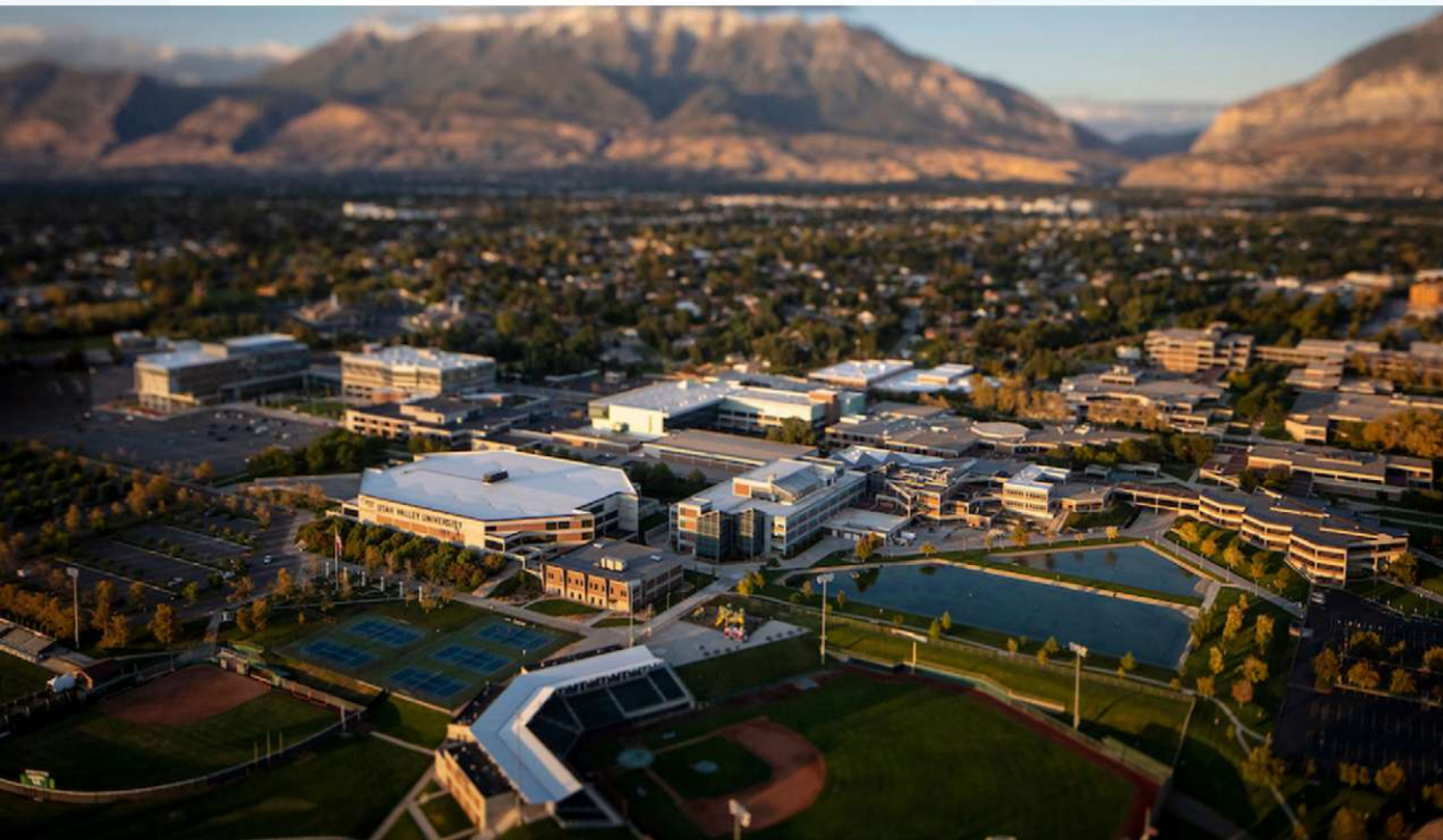
**Figure 22** summarizes the average annual growth rates for population, sales tax revenue, and general fund expenditures and revenues. The population and property tax five-year average growth rate exceeds the fifteen-year average, indicating accelerated growth in recent years. Part of the high sales tax increase is attributed to inflation, as an increase in the cost of goods increases the tax. Although general fund expenditures have recently grown at a faster rate than revenues, several prior years saw revenues exceeding expenditures, suggesting that some of the recent higher spending may reflect catching up on deferred needs rather than an unsustainable trend.

General fund revenues and expenditure have also evolved over this period, reflecting both economic conditions and service demands placed on the County.

**Figure 23: General Fund**



\* The general fund amounts through 2024 are the actual numbers, while 2025 reflects budgeted figures. Historically, budgeted expenditures have typically overestimated actual spending.



# ALIGNMENT & PARTNERS

The County cannot achieve this vision on its own. We have to align and work together with our government, nonprofit, business, and community partners.

## Cities



## Government Agencies



## Educational Institutions



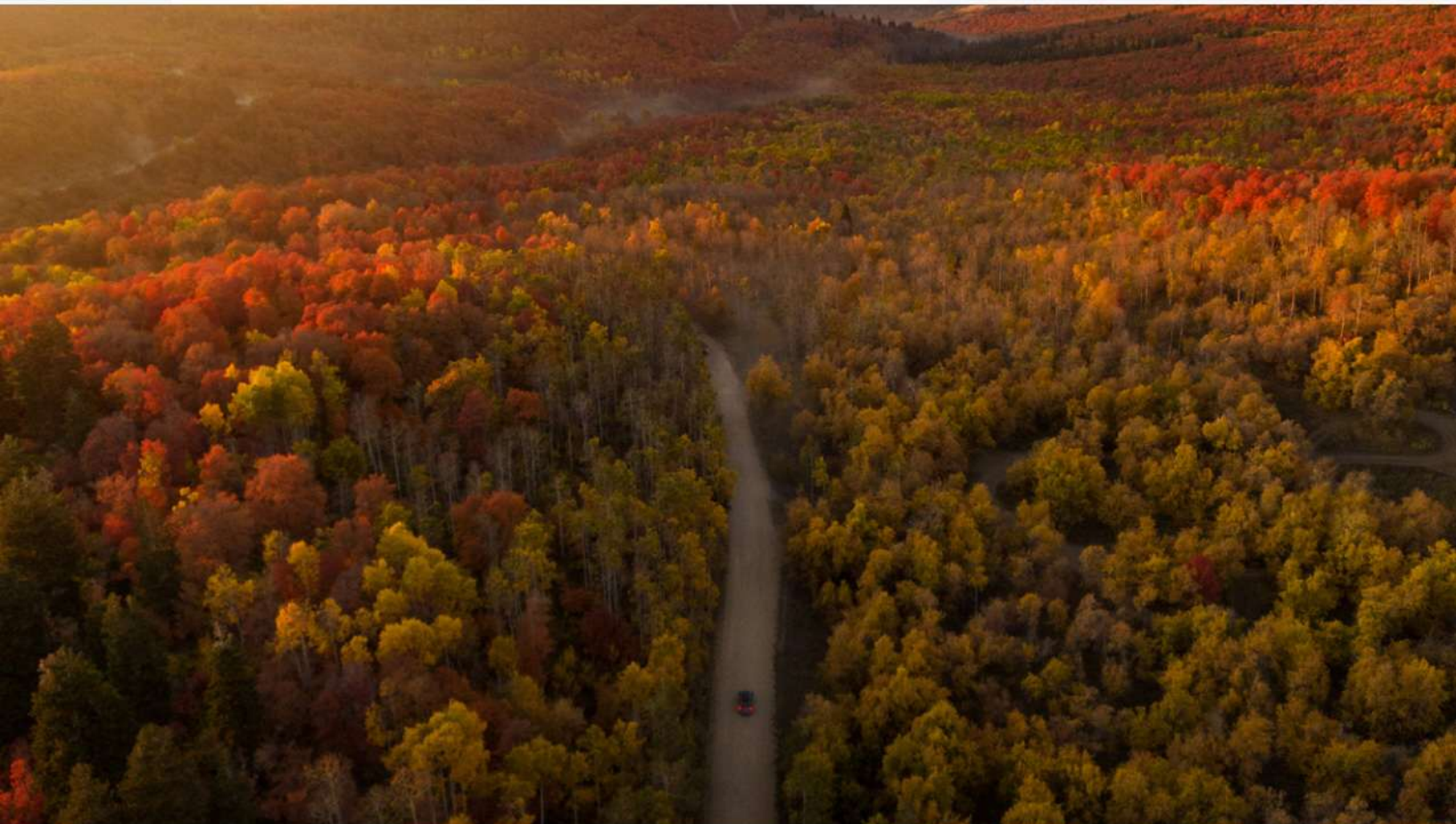
NOORDA-COM  
HEALTH CLINIC  
NOORDA COLLEGE™  
OSTEOPATHIC MEDICINE



## Business Partners



Governor's Office of  
Economic Opportunity



The background is a solid teal color. It features several overlapping semi-circles of varying shades of teal, creating a layered effect. A horizontal line divides the image into two equal halves. The word "APPENDIX" is centered in the upper half.

# APPENDIX



# APPENDIX

## Benchmarking Citations, General Fund and Budget Resources:

### Utah County Budget:

<https://www.utahcounty.gov/Dept/auditor/Data/BudgetData/2025/2025FinalBudget.pdf>

### Davis County Budget:

[daviscountyutah.gov/docs/auditorlibraries/finance/budget/2025-final-adopted-budget.pdf?sfvrsn=9416f253\\_1](https://daviscountyutah.gov/docs/auditorlibraries/finance/budget/2025-final-adopted-budget.pdf?sfvrsn=9416f253_1)

### Collin County Budget:

<https://www.collincountytx.gov/Government/Budget/Documents/FY%202025%20Adopted%20Budget%20Book.pdf>

### Larimer County Budget:

<https://www.larimer.gov/sites/default/files/2025-adopted-budget-website-version0.pdf>

### Salt Lake County Budget:

<https://www.saltlakecounty.gov/globalassets/1-site-files/mayor-finance/budget-documents/2025/official/3---2025-budget---adopted-12-10-2024.pdf?v=01072025105431>

### Utah Building Permit Data:

<https://gardner.utah.edu/public-policy/housing-construction-real-estate/ivory-boyer-construction-database/>



**Utah County Parcel:**  
<https://opendata.gis.utah.gov/datasets/utah-utah-county-parcels-lir/about>

**MAGI:** <https://tax.utah.gov/econstats/income/federal-returns>

**Demographic Information:**  
Census ACS

**Employment Inflow outflow:**  
<https://onthemap.ces.census.gov/>

**Utah Employment sectors:**  
<https://jobs.utah.gov/blog/post/2022/04/05/an-overview-of-county-employment-structures-in-utah>

**Tax Rates: Utah State Tax Commission 2025 Tax Rates by Tax Area**

**Taxable Sales:** <https://tax.utah.gov/econstats/sales>

**Utah Tax Projections:**

**Revenue and expenditures:**  
<https://transparent.utah.gov/>

**Utah Tourism Data: Kem C Gardner Institute**

**Comparative counties Building permits – FRED**  
<https://fred.stlouisfed.org/>

**Unemployment – FRED**  
<https://fred.stlouisfed.org/>

**Crime Rates – 2022 Data Usa**

# INTERNAL & EXTERNAL STAKEHOLDER INTERVIEW SUMMARY

Organization	Date	Topics	Staff
Mountainland Association of Governments	September 10, 2025	Economic Development & Transportation	Jessica Delora, Bob Allen, Dan Wayne, LaNiece Davenport, and Staff
Department of Transportation	October 4, 2025	Future Issues, Access to Canyons, Corridor Preservation	Rob Clayton
Utah Transit Authority	September 30, 2025	Northwest Quadrant Service	Jeff Acerson and Staff
US Forest Service	July 28, 2025	Partnerships, Law Enforcement, Recreation and Maintenance Increasing Demand	Brian Trick and Ben Kraja
Governor's Office of Planning and Budget	September 30, 2025	Utah Lake Development, Mountain Access, Air Quality, Infrastructure, Provo Airport	Laura Hanson
Central Utah Water Conservancy District	September 2, 2025	Developing additional water supply, drought and wildfire issues, conservation and planning critical	Gene Shawcroft, Via Fred Philpot, and Staff
Property Reserve Investments	September 30, 2025	Union Pacific RR Coordination, Structured Parking, Transit and Roadway Uncertainty	Dane Hill
Larry H Miller Real Estate	October 23, 2025	Northwest Transportation Concerns, Development and Building Code Standards	Ralf Barnes, Brandon Ames, Boyd Martin, and Staff
Kam C. Gardner Policy Institute	September 29 2025	Utah County continues to lead population and job growth. Fertility rates are dropping	Mallory Bateman
Governors Office Economic Opportunity	October 1 2025	Align with COEO Incentives and Market Utah County	Lance Soffe
Clyde Companies	September 26, 2025	Advance Transportation Funding	Jeremy Hafen
Economic Development Corporation of Utah	October 14, 2025	Hire a Economic Development Employee to work with SLC organizations	Greg Bisping, Ryan Starks, and Staff
State Institutional Trust Lands	Nov 18, 2025	Transportation Corridor Preservation and Host Brown Bag Lunches	Troy Herold and Josh Quigley
STACK	November 13, 2025	Utilities and transportation issues, consider a standardizing development process	Andrew Bybee
Sundance	October 8, 2025	Seasonal Transportation/Transit is critical on SR 92/189, Opportunities to improve infrastructure/Attractions	Chad Linebaugh and Dan Adams
Utah Lake Authority	November 21 2025	Additional funding needed to implement plan, Storm Water and Septic Issues	Luke Peterson and Sam Braegger
Brigham Young University	November 30, 2025	Consider an Olympic Village concept in 2034, to engage / market Utah County	Paul Edwards
Rocky Mountain University	November 5, 2025	Align economic development with GOEO, Market our education institutions and expand research	Stephen Whyte and Richard Peterson
Utah Valley Chamber	October 29, 2025	Expand Utah Valley promotion of destination sport competitions, Sundance Resort, and BYU	Curtis Blair
Children's Justice Center	August 4, 2025	Managing federal funding cuts; North County satellite office; Continue Gold Standard Care.	Rebecca Martel, Heather Allen, and Staff
Utah County Assessor	August 4, 2025	Growth increasing demand; Technology easing workload; Support costs increasing.	Burt Garfield and Staff
Utah County Attorney	August 4, 2025	Population growth demand; GRAMA requests increasing; Drug and Mental Health issues.	Jeff Gray, Chad Grunander, Chris Ballard, and Staff
Utah County Auditor	August 5, 2025	KPIs to measure outcomes; One stop shop; Proactive capital projects needed.	Rod Mann & Rudy Livingston, and Staff
Utah County Clerk	August 4, 2025	Online Marriage Licenses revenue; Limited space and staff; Growth increasing demand.	Aaron Davidson, Brian Voeks, Ruth Ann Frisby, and Staff
Utah County Community Development	August 4, 2025	Direct growth into cities; Wildland interface issues; Rural application/inspection volume.	Byce Armstrong, Kirk Bertelsen, Randy Crowther, and Staff
Utah County Human Resource Dept.	August 21, 2025	Coordinated training; North County satellite office; Embed into departments.	Ralf Barnes and Staff
Utah County Information Systems	August 4, 2025	Scaling and Artificial Intelligence integration.	Patrick Wawro and Staff
Utah County Justice Court	August 5, 2025	Need another Judge; More court interpreters; Fentanyl and Sovereign citizens uptick.	Judge Shawn Patten and Emily Trafny
Utah County Public Works	August 4, 2025	Building/fleet maintenance; Space planning needed; Convener of the cities.	Richard Nielson and Staff
Utah County Recorder	August 21, 2025	North County satellite office; Staff retention issues; Future role of technology.	Andrea Allen and Staff
Utah County Sheriff	August 5, 2025	North County satellite office; Search and rescue significance; High level of service.	Sheriff Mike Smith, Matt Higley, and Staff
Utah County Surveyor	August 5, 2025	Tech increasing productivity; Monument maintenance; PID / IFD workload.	Anthony Canto
Utah County Treasurer	August 4, 2025	Knowledge productivity; Seasonality; One Stop Concept; Concerned about PID / IFD.	Kim Jackson, Cary McConnel, and Staff
Wasatch Behavioral Health	August 5, 2025	Housing for shelter care; Law enforcement training; Fentanyl problem.	Randy Huntington
Explore Utah Valley	August 4th, 2025	Biggest assets: Sundance, Downtown Provo, Thanksgiving Point, Provo Airport, Agrotourism, Epic Sports Park, Big 12 Conference, Limited hotel rooms problem	Lee Adamson