



DAVID ECCLES SCHOOL OF BUSINESS

Promoting Economic Transition in Coal Communities: A Case Study

INFORMED DECISIONS™

Kem C. Gardner Policy Institute | 411 East South Temple Street, Salt Lake City, Utah 84111 | 801-585-5618 | gardner.utah.edu

Schmidt Futures Foundation

Alliance for the American Dream

American Dream Ideas Challenge:

Raise the incomes of 10,000 households by 10% by 2020

University of Utah's Coal Country Strike Team one of four winners

Arizona State University

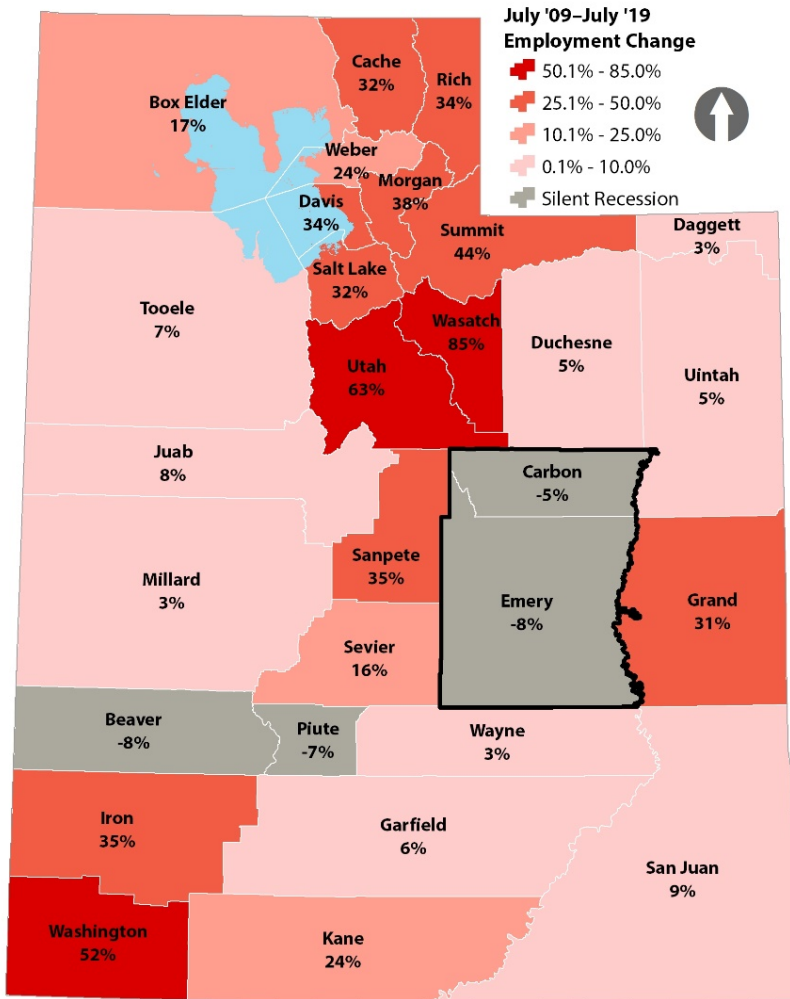
Ohio State University

University of Wisconsin

Strike Team awarded \$900,000 from Schmidt Futures

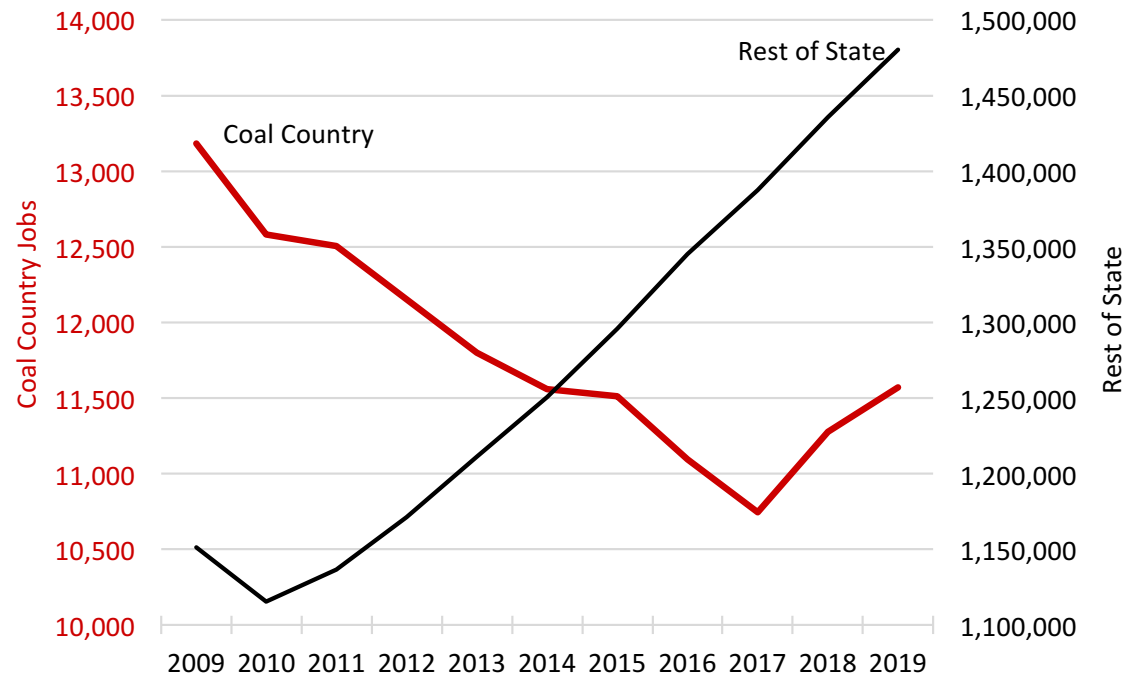
+ \$500,000 appropriation from Legislature

Utah Coal Country



Employment Change, Q1 2009–Q1 2019

U.S. **+13%** Utah **+28%** Utah's Coal Country **-12%**



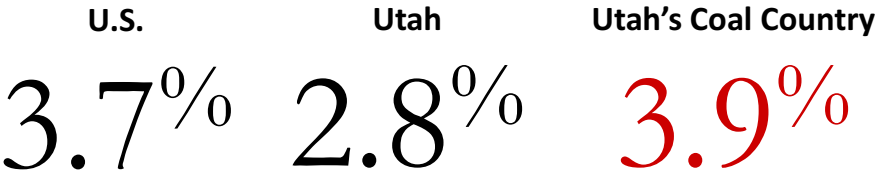
Source: U.S. Bureau of Labor Statistics

Utah Coal Country

Other Measures of Economic Distress

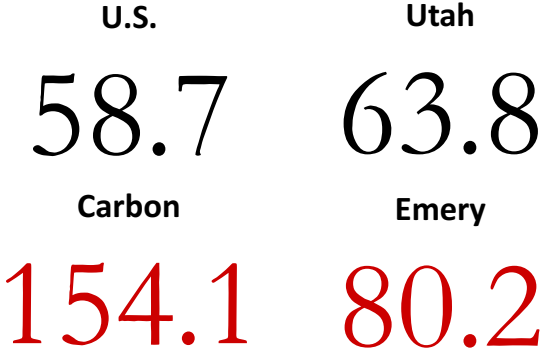
- 1. Unemployment
- 2. Out-migration
- 3. Poverty
- 4. Housing
- 5. Opioid crisis

August 2019 Unemployment Rates



Source: Utah Department of Workforce Services

Opioid Prescriptions per 100 Residents, 2017



Source: Centers for Disease Control and Prevention, National Center for Injury Prevention and Control; 2017 data

CUSTOM INCENTIVES

RED ROCK GATEWAY



SILICON SLOPES EAST

HEARTH & HOME

Utah Coal Country Assets/Strike Team Initiatives

Assets

- Great Location
- Exceptional Broadband
- Spectacular Natural Beauty
- Iconic Mining Town
- Public University



Initiatives

Workforce Training/Jobs



Silicon Slopes East+

Tourism Infrastructure



Red Rock Gateway

Housing Revitalization



Hearth & Home

Economic Development Support



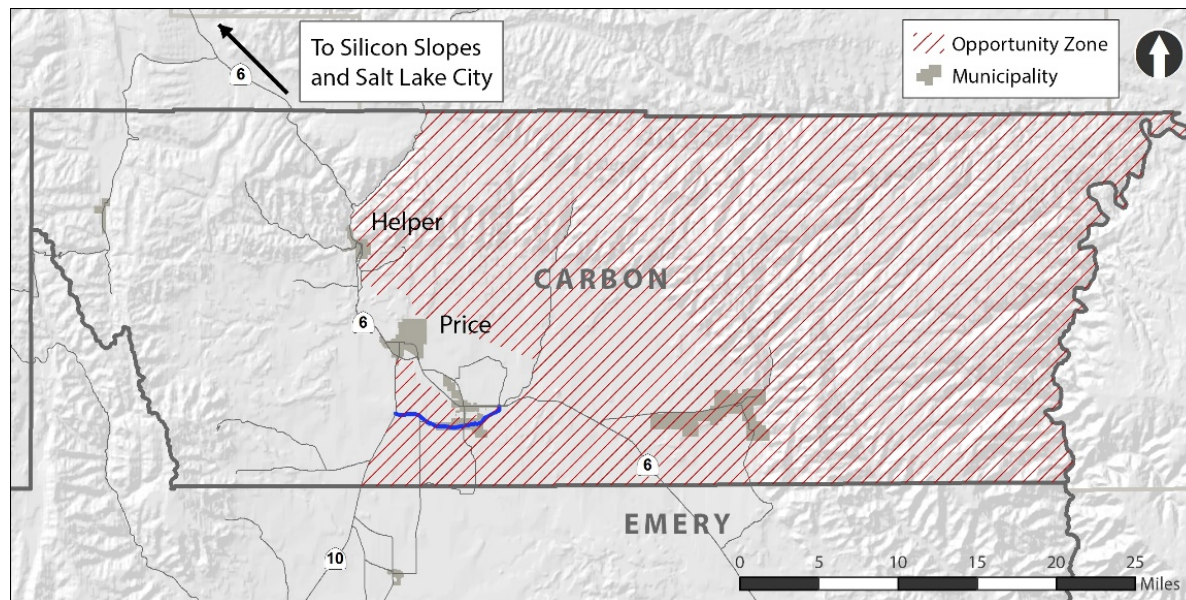
Custom Incentives

Custom Incentives

- Provide long-term economic projections for the region
 - Baseline
 - Best Case
 - Worst Case
- Research regionalized economic incentives
 - Incentivize rural (EDTIF)
 - Small business
 - Home-grown entrepreneurs
 - Amenities/quality of life/arts
 - Vision support and leadership development
 - Support residents (e.g. income tax credit)
 - Main St. retail
 - Capital investment, incl. Main St. beautification

Opportunity Zone

- Several ongoing discussions around property on Ridge Road being used for industrial
- Loveless Ash Vacuums expansion
- A number of solar deals that could potentially be in the OZ
- Negotiations with federal agencies (EDA, USDA) about creating specific grant programs for the county's OZ



Strike Team Momentum

Major Milestones

- ✓ **\$900k awarded by Schmidt Futures**
Nationally recognized conference award
- ✓ **\$500k appropriation**
Utah legislative support
- ✓ **Business commitments**
Over two dozen business supporters
- ✓ **Engaged community**
Support from approximately 70 elected officials, business leaders, and community/technical advisors
- ✓ **Utah Congressional Delegation**
Meeting in Washington, DC with Sens. Romney and Lee
- ✓ **Valued partnerships**
Silicon Slopes, Salt Lake Chamber, U.S. Rep. Curtis, and Utah Lt. Governor

Current Supporters



John Downen

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Progress in Other Interventions

Silicon Slopes East+

- Workforce training: technical, creative/entrepreneurial, healthcare, tourism/service, manufacturing
- Encourage digital entrepreneurship

Red Rock Gateway

- Tourism Development Fund
- Increase signage, beautify Main St., etc.

Hearth & Home

- Provide research on the effects of low-income housing in rural areas