

### **2023 CASE QUESTION:**

There are currently 14 operating ski resorts in Utah that served over 7.1 million skiers this past winter after a record snowfall year.<sup>i</sup> On average, these resorts provide approximately 1,800 skiable acres with Park City Mountain, the largest resort in the state, boasting more than 7,000 skiable acres.

The Extell Development Company recently announced plans to build and operate a new ski resort called Mayflower Mountain in Utah, the first to be developed in North America since 1981.<sup>ii</sup> The resort will be approximately 4,100 skiable acres in size and will be constructed on former military land located between Deer Valley and the Jordanelle Reservoir. The first lifts are expected to be operational by 2025.

While concerns about climate change continue to threaten the long-term sustainability of ski industry<sup>iii</sup>, the number of skier days in the state of Utah is projected to grow by approximately 5% per year over the next decade. To combat the declining trends in snowfall, Mayflower plans to source water for snowmaking from the Jordanelle Reservoir. An estimated 80% of the water used in snowmaking will return to reservoir.

Assuming Mayflower Mountain is equally successful at attracting skiers as other resorts in Utah, **how many skiers can the new resort expect to serve by 2035?**

## **2024 CASE QUESTION:**

On April 11, 2024, American Airlines announced that they would begin service from the Provo Municipal Airport (PVU) in the fall of 2024 to two of its major hubs: Dallas-Fort Worth International Airport (DFW) and Phoenix Sky Harbor International Airport (PHX).

Allegiant Air, a competitor, operated as the sole provider of commercial flights at the Provo Municipal Airport for over a decade (2011-2021). One of its busiest routes has been the Provo to Phoenix Gateway Airport, located on the border of Mesa and Gilbert, Arizona. Both suburbs in the East Valley of Phoenix, Mesa and Gilbert have long been strongholds for members of the Church of Jesus Christ of Latter-day Saints. According to the most recent statistics, the Phoenix Metropolitan area boasts over 260,000 members.<sup>1</sup> BYU Alumni also estimated that over 20,000 alumni reside in the state of Arizona.<sup>2</sup> Given the strength of the LDS Church membership in Arizona, it is no surprise that this route (Provo to Phoenix) has grown rapidly over the past decade to nearly 130,000 passengers in 2023.

Because of its relative distance from the state of Utah, the state of Texas does not have as many members of the LDS Church as the state of Arizona. However, the relative low-cost of living has attracted young LDS families in recent years. Consequently, the state of Texas contains a growing share of the Church membership in the US.

According to the most recent statistics, the Dallas-Fort Worth metroplex claims to have over 100,000 LDS members.<sup>3</sup> As a whole, the state of Texas has nearly 18,000 BYU Alumni.<sup>4</sup> Given this growth, it is likely that American Airlines forecasted a potential opportunity to tap the LDS market in the Dallas-Fort Worth Metro area by providing service from Provo (PVU) to Dallas-Fort Worth (DFW).

Given the growing strength of the LDS Church in Texas and American Airlines' intention of providing consistent flight service from Provo Airport (PVU) to Dallas-Fort Worth (DFW), **how often would you expect American to offer a flight between the two cities?**

---

<sup>i</sup> <https://ksltv.com/555831/utahs-ski-resorts-report-record-breaking-season/>

<sup>ii</sup> <https://www.gohebertvalley.com/Mayflower-Resort/>

<sup>iii</sup> <https://www.deseret.com/utah/2021/12/9/22820603/what-will-ski-industry-look-like-50-years-study-paints-bleak-forecast-for-west-snow-climate-change>

---

<sup>1</sup> As of 2020, the Association of Religion Data Archives' (ARDA) estimated that 266,448 individuals consider themselves to adherents to the LDS Church (see <https://www.thearda.com/>)

<sup>2</sup> See <https://alumni.byu.edu/alumni-stats>, updated on February 28, 2024.

<sup>3</sup> As of 2020, the Association of Religion Data Archives' (ARDA) estimated that 105,071 individuals consider themselves to adherents to the LDS Church (see <https://www.thearda.com/>)

<sup>4</sup> See <https://alumni.byu.edu/alumni-stats>, updated on February 28, 2024.