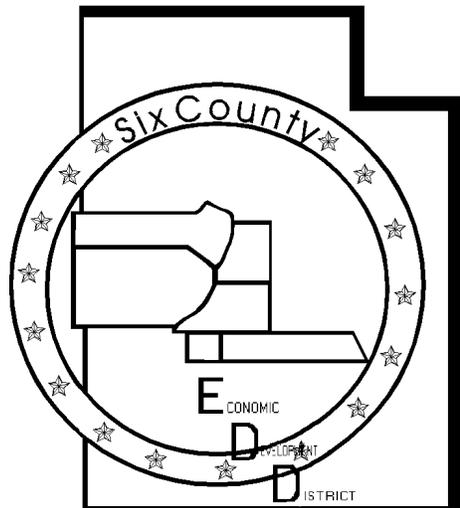


The Six County Economic Development District
Comprising:
Juab, Millard, Piute, Sanpete, Sevier, and Wayne Counties

***COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY 2019***



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Vision Statement

The vision of the Six County Economic Development District is to provide direction and leadership in a manner that will enhance the capability of local leaders and citizens to plan, develop, and implement projects that will conserve and improve the use of our lands and natural resources and to improve the socioeconomic conditions in the Six County area.

EXECUTIVE SUMMARY

The Six County Economic Development District (SCEDD) was formed through inter-local agreements by Juab, Millard, Piute, Sanpete, Sevier, and Wayne counties. The District received official designation by the Department of Commerce, Economic Development Administration (EDA), on November 25, 1969.

The SCEDD receives a “*Partnership Planning Assistance Grant*” from the Economic Development Administration (EDA). A grant requirement is to develop, implement, and update a five year Comprehensive Economic Development Strategy (CEDS) for the Region. This five year CEDS supersedes all earlier editions and is entitled the Comprehensive Economic Development Strategy 2014 or simply CEDS 2014.

The Authority Board of the SCEDD established the CEDS 2014 Steering Committee and directed the development of a “CEDS 2014. This advisory group comprises elected officials and special interest representatives for education, business, labor, industry, agriculture, minority groups, community organizations, unemployment and underemployment. The CEDS 2014 Steering Committee participated in a (S)trengths, (W)eaknesses, (O)pportunities, and (T)hreats or SWOT Analysis and review of the draft before becoming final. They have directed staff in making corrections, additions, and changes. *See Exhibits #- 2014 Six-County Economic Development District Board and Exhibit # – Strategy Committee Membership Roster in the Appendix on Pages # and #.* As in previous CEDS documents, statistical and demographic data was used to determine distress of the area. Per capita income, median family income, and employment wages, were significantly lower than that of the State of Utah and U.S. unemployment was lower than the U.S but has been consistently higher than that of the State. The CEDS 2014 has developed goals and objectives to improve these areas of concern.

From the SWOT Analysis exercise the chosen as areas of focus are: 1) Quality of life/outdoor recreation and open space; 2) Lack of bachelor’s degree programs from Snow College; 3) Business expansion and retention or BEAR; 3) Website and new technology; and 4) Educational outreach to all counties. The District will focus on these priorities as they work toward reaching their goals and objectives.

The Steering Committee also derived a vision statement for the Region which is: ***The vision of the Six County Economic Development District is to provide direction and leadership in a manner that will enhance the capability of local leaders and citizens to plan, develop, and implement projects that will conserve and improve the use of our lands and natural resources and to improve the socioeconomic conditions in the Six County area.***

There are five goals that the District has set. Objectives and strategies were developed to meet these goals. *Goal 1 - Develop and maintain a positive environment for economic development; Goal 2: Conduct and support a reliable and integrated planning in cooperation with all agencies; Goal 3: Assist in expansion and retention of local business and establish industry that will increase family sustaining employment opportunities; Goal 4: Encourage and identify opportunities to develop more efficient use of natural resources; and, goal 5: assist minority and ethnic populations in achieving their economic development goals and objectives.*

The final portion of the CEDS 2014 is the action and implementation plan. To assist in tracking accomplishments the SCEDD Board will update the Action Implantation Plan chart each time they meet during regularly held Board Meetings. If there are any questions or comments regarding this plan please contact Russ Cowley, SCEDD Executive Director at (435) 893-0712 or at rcowley@sixcounty.com.

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Section I. Background

Organization, History, and Future: The Six County Region was organized as the Six County Economic Development District (SCEDD) by the Department of Commerce, Economic Development Administration (EDA) on November 25, 1969. Since its inception, the SCEDD has benefited greatly from the investment in the Region by the EDA. This includes yearly planning grant awards. EDA resources have been and continue to be a stabilizing factor in maintaining a collaborative economic development program within the Six County area. Because of EDA's past investment hundreds of jobs both direct and indirect have been created and/or retained. The continuance of this success is greatly dependent on the continued resources provided by EDA.

Economy: *The government services sector* is the largest employer in the Region. This sector includes public land agencies, federal, state, and local governments including education. This sector is identified as an economic cluster especially in the Richfield area where regional offices of the Forest Service, BLM, Department of Transportation, SCAOG Offices, U.S. Rural Development Offices, and other federal, state and local government offices are established. This sector is projected to grow.

The trade, transportation, and utilities sector include retail and wholesale trade, transportation, and utilities. With the geographical location of the region, being centrally located between Phoenix, Arizona, Las Vegas, Nevada, Denver, Colorado, Los Angeles, California and Salt Lake City, Utah there is projected growth in this sector, especially in the transportation industry. A viable economic cluster in this sector is the trucking industry. Because of the central location to markets in California, Arizona, Nevada, and Colorado many trucking companies have located and expanded their operations in the Six County area.

Education, health, and social services include higher education, health care, and social services. *Leisure and hospitality* are diverse group of industries including such establishments as hotels and motels, theaters, recreation, and other service industries. *Manufacturing* is self-explanatory. *Professional services, construction, mining, information and financial services, and privacy not categorized.* This category includes all other employment sectors other than agriculture.

The agricultural sector was traditionally the major employer of the area. It includes seed production, sheep/wool, turkeys, hogs, beef, dairy farming, poultry, crop harvesting, etc. Over the past 50 years, agricultural employment has steadily declined. Even though this sector has experienced decline over the past decades, there is opportunity for growth and expansion in the agriculture and value-added agriculture industry.

Population: According to the 2017 Population Estimates from the Census Bureau, an estimated 79,603 people live in the region. This compares to 75,866 in 2010; 66,506 in 2000; 54,284 in 1990; and 49,580 in 1980. All counties within the Region have experienced growth over the past two decades. *See Exhibit #, County Population Comparisons in the Appendix on Page #.*

The median age of the population base is 37.1 years old for the Region. Nearly 88.8% of the Region's population is white. Hispanic or Latino makeup over 7.7% of the population base. There are 4.5% in all other categories including "Some other race" which is two or more races. For details *See Exhibit #, County and Regional Ethnicity in the Appendix on Page #*

In comparing the distress factors of the Six County region with the State of Utah and the U.S., there are areas of concern. To review a list and compare these factors *see Exhibit #, Distress Factor Comparison of the Six County Region in the Appendix on Page #*. Some of the more critical areas of concern as it relates to the region's distress is summarized below:

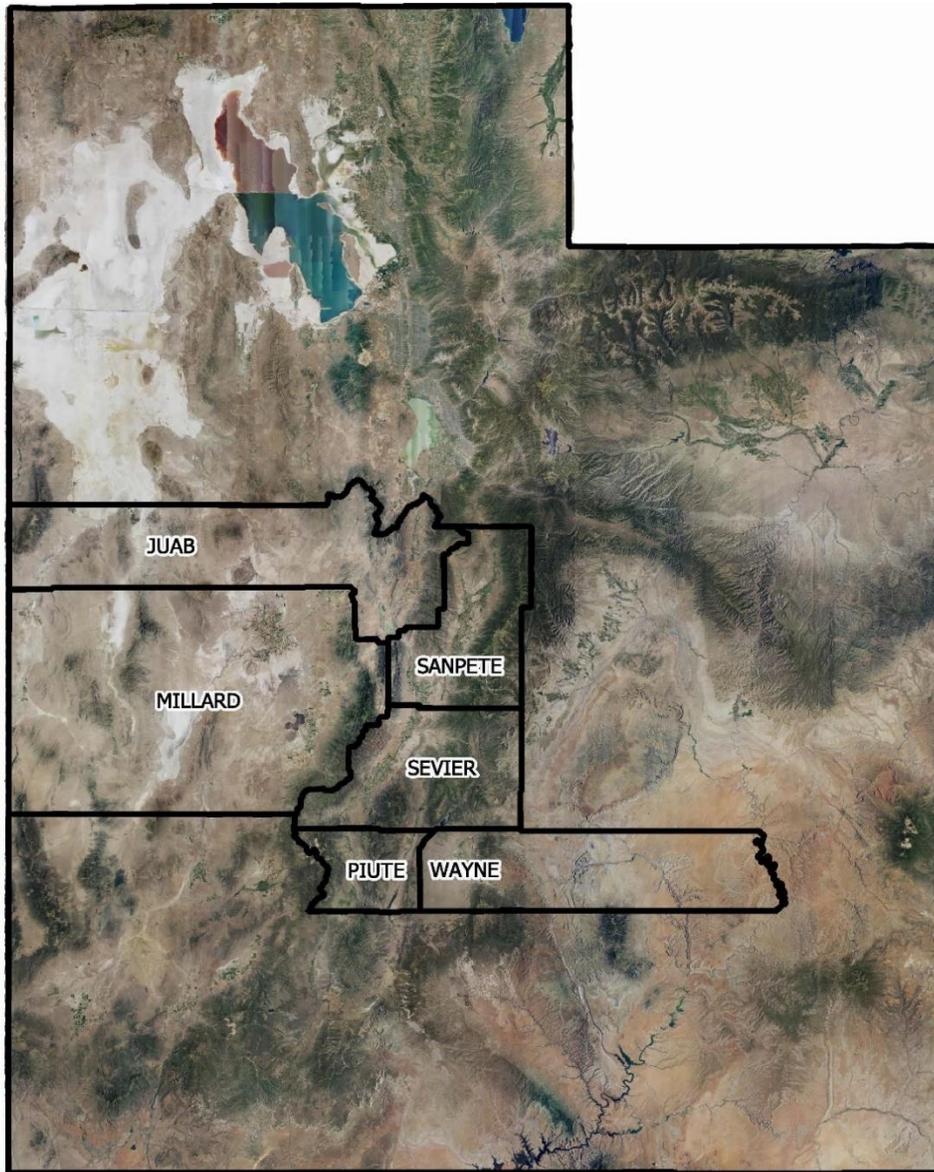
Geography: The area of the Central Utah region comprises 16,991 square miles. This equates to 20% of the total area of the State of Utah's 84,867 square miles. The region encompasses a total of 10,874,485 Acres. *See Exhibit 9 – Counties by Acres in the Appendix on Page #* to graphically review a breakdown of land mass within the Six County Region.

Ownership of the land within the Six County region is 83.3% public which includes Forest Service, BLM, State, and National Parks and monuments. Only 16.2% is privately owned. American Indian or tribal lands accounts for less than 1%. *See Exhibits # – County Land Ownership in and Exhibit # – County Land Ownership Comparisons in the Appendix on Pages # and #* for more detail.

Geography - The Six County region is in the center of the state of Utah. It comprises Juab, Millard, Piute, Sanpete, Sevier and Wayne counties. It is geographically located approximately 500 miles from Denver, Colorado; 600 miles from Los Angeles, California; and 600 miles from Phoenix, Arizona. Travel time from the District Offices in Richfield to County Economic Development Offices in Nephi, Delta, Junction, Ephriam, Richfield, and Loa are: 90 minutes, 80 minutes, 45 minutes, 60 minutes, 0 minutes, and 50 minutes respectively.

It is a mountainous region with elevations reaching over 12,000 feet. Because of the area's arid dry climate, early settlers developed an irrigation system consisting of numerous reservoirs, canals, and ditches to water fields and sustain the agriculture industry. For the most part the population base exists in the lower valleys. *See below - Exhibit #, Central Utah's Six Counties.*

Exhibit # – Central Utah’s Six Counties



Workforce Development: The Six County region enjoys a dedicated and hardworking workforce. Those living in the area have chosen the amenities offered by the region over those of the more metropolitan or urban areas. This includes higher transportation costs, less employment opportunities, higher food costs, less business finance options, and others. However, the workforce is multi-trained with a desire to learn and be educated as new employment opportunities become available.

According to the Utah State Department of Workforce Services, reported nonfarm jobs in 2017 was placed at 26,321 in the six-county region. The largest employer was the government sector accounting for 27.3% of the region’s workforce. Those employed in trade, transportation, and utilities sector is 21.5%. There is a significant gap between the next employment sectors which include education, health and social services with 12.4% employment followed by leisure and

hospitality at 9.6% and manufacturing at 8.8%. *Exhibit #, Employment Characteristics of the Six County Region in the Appendix on Page #* provides a breakdown of employment in the District.

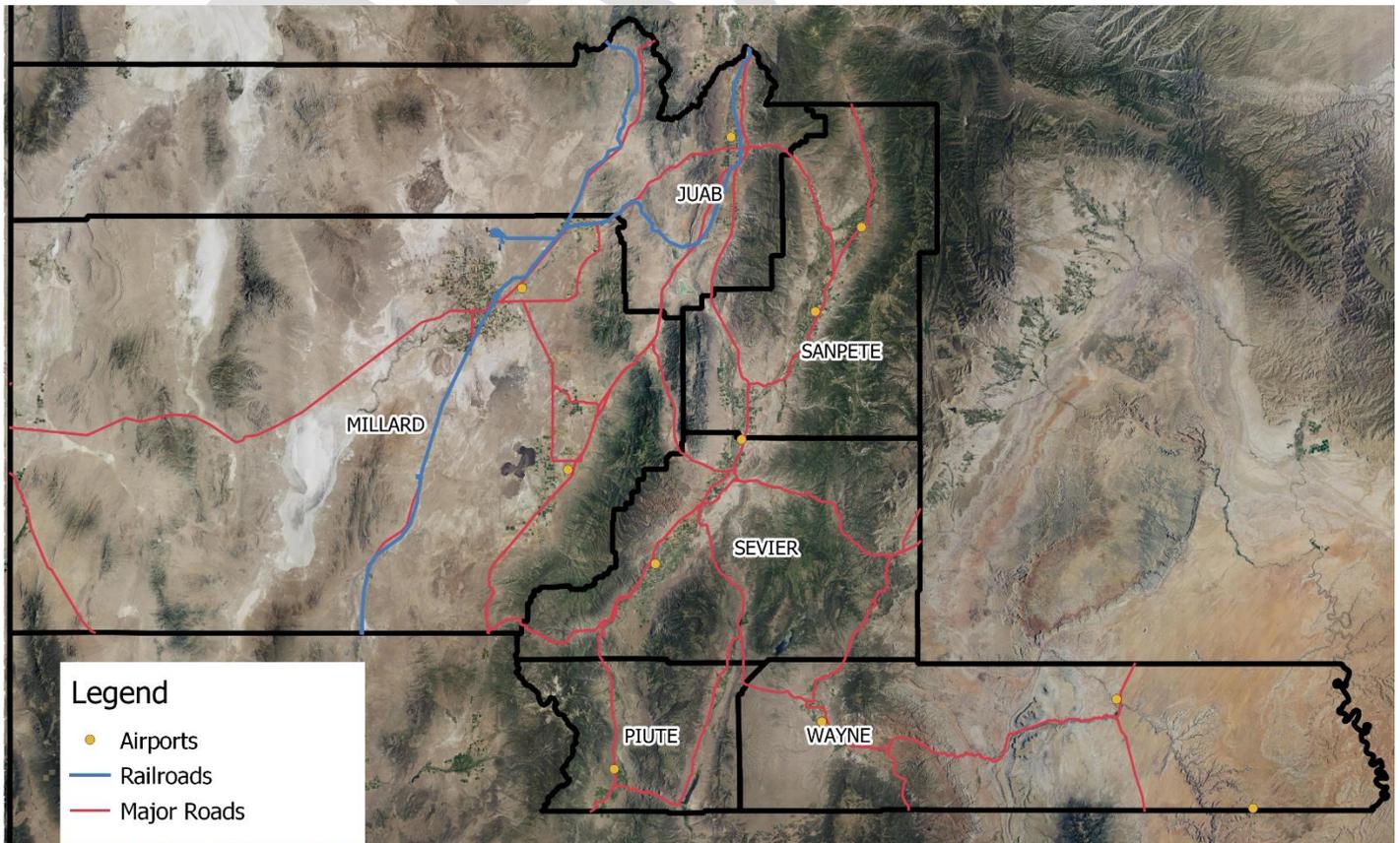
Partnership with Snow College has identified and continues to work with area businesses to provide training for potential employees. The Online Initiative program funded by the Utah State Legislature and administered by Utah State University trains individuals to work from home, or other suitable venues, over the internet. This program will greatly impact the opportunities for employment in the six-county area. Additionally, other programs such as Custom Fit Training are making a positive impact in the workforce development of the area.

Transportation Access: Interstate highways 15 and 70 are the main transportation corridors in the Six County region. Paved two lane highways to nearly every city and town exist. With over 80% of the region being public lands managed by federal and state agencies, it is imperative that access across public lands be maintained. These RS2477 roads have been subject of debate for many years and continue to pit environmental activists against local officials.

Juab and Millard Counties have access to rail. Sanpete, Sevier, Piute, and Wayne Counties do not have railroad service. A feasibility study along with an environmental impact study is being finalized to determine the plausibility of constructing a short line railroad. If complete this railroad would serve the Sanpete and Sevier County area.

There are no major airports in the Six County area. The Salt Lake International Airport is nearly 3 hours from Richfield. There are, however, small county and community airports which supports small planes, jets, and helicopters. Currently there are no commuter services offered through these airports. Other air transportation services include St George, Provo, and Las Vegas which are respectively three, two, and four hours away from Richfield. *See below - Exhibit #, Six County AOG Transportation.*

Exhibit # – Six County AOG Transportation



Environmental: The disproportionate amounts of public lands within Utah and the Six County area as compared with other states also presents questions about environmental concerns. Federal land management agencies such as the Bureau of Land Management (BLM) and Forest Service are mandated to follow federal environmental guidelines known as the National Environmental Policy Act (NEPA) and Federal Land Policy and Management Act (FLPMA). With the inordinate amount of public lands in the Six County area (83.3%), environmental oversight by these agencies is keen. Private landowners and developers are also greatly scrutinized when any economic development endeavor is proposed as to whether or not there will be negative impacts from these developments. *Exhibit # – Environmental Protection in the Appendix on Page #* provides answers to questions concerning environmental protection. Though the questions are not referenced verbatim they do directly correspond to those addressed in the *Environmental Guidance for Grant Programs* provided by the EDA, Department of Commerce as revised 03/07/2011.

Section II. Analysis of Economic Development and Opportunities

Problems: Analyzing the economic development and opportunities of the Region identified the following problems that have contributed to the area's economy. These are not presented in any priority.

Growth - Since 2010, the region has experienced little to no growth averaging 2.1% compared to 5% growth rate for the State and 2.4 % for the U.S. This can be largely attributed to limited employment opportunities and lower wages.

Unemployment - The average unemployment for rate in 2018 for the region was 4% while Utah was 3.1% and the U.S. was 4.0%. The contributing factor is limited employment opportunities in the Six County region.

Poverty Rate - The region's average poverty rate of 13.3% was higher than that of the State at 9.7% but not the national average at 13.4%. This can be attributed to lower wage employment and the need for family sustaining jobs.

Intergenerational Poverty - An important note about poverty is the intergenerational nature of poverty that affects people. Across the Six County region, the average rate was 9.3%. For the State it was 7%. This unique measurement is an approach by the State aimed at reducing poverty and ensuring that it isn't passed onto future generations.

Education - Educational levels for adults 25 years old or older having their high school diplomas was around 89% for the region compared to 91.8% for the State and 87.3% for the United States. This attainment was respectable when compared to the State and United States. However, adults 25 years old or older having receive a bachelor's or higher degree was only 20.5% for the region falling significantly behind the State at 32.5% and the United States at 30.9%. This is one factor

that has been identified as a contributing factor to the lower per capita and median family incomes of the Six County area.

Median Income - The averaged median household income across the Six County region in 2017 was at \$51,059 while per capita income was \$32,637. This is in comparison with the State median household income at \$60,148 while per capita income was at \$39,319. The United States median household income was at \$57,652 while per capita income was at \$31,177.

Area's economic relationship – The relationship of the region's economy with that of the State, national, and global perspective, is one of both advantages and disadvantages. Advantages are perceived to be quality of life, wide open space, and the rural lifestyle. Disadvantages include the factual data that characterize the Six County area with a slower growth rate, higher poverty, lower educational attainment, lower per capita and median family income from that of the State and U.S. The unemployment level is consistently higher than that of the State. To compare the economic distress of the Region as it relates to the State and U.S. *see Exhibit #, Distress Factor Comparison of the Six County Region in the Appendix on Page #.*

There are many contributing factors to this disparity. One major factor is the disproportionate amount of federal controlled public land which makes it much more challenging to develop business and industry from the area's natural resources. It becomes increasingly difficult to attract and keep an educated workforce with lower wages as compared to the state and U.S. However, the areas geographic location allows workforce migration to the larger more affluent regions of the State to find employment.

Advantageously the Region can develop a planned and methodical strategic plan for growth and development. Even though the amount of public land in the region is viewed as a liability, it can also be recognized as a great asset when it comes to tourism and recreational opportunities.

The Six County region and each county therein are involved with the development of the State's strategic plan entitled "Your Utah, Your Future". Through this planning process the State will determine how it plans to accommodate growth of over two million more people by the year 2040. The Central Utah area is poised to play a significant role in this development.

In the meantime, the Six County region will work on correcting its deficiencies by enhancing its workforce through greater educational opportunities, land acquisition for industrial and commercial development, and marketing endeavor to expand higher paying employment. Additionally, the Region will collaboratively work with the State of Utah to maintain the economic superiority it now enjoys.

Opportunities: The Region has identified opportunities that can contribute to enhancing the area's economy. Again, the following are in no order of importance.

Strengths, Weaknesses, Opportunities, and Threats Analysis (SWOT) - The Six County Economic Development and CEDS Steering Committee conducted a regional SWOT Analysis. The Analysis revealed that "Lifestyle" as a strength surfaced as the top overall priority. A close second was "Natural Resource" development as an opportunity. Lower in the ranking was "Low Paying Jobs" as a weakness and "Youth Leaving" as a threat. This prioritization from the

SWOT was used in developing the Region's Goals and Objectives. A detailed review of the SWOT Analysis is provided in Section 11. SWOT ANALYSIS located on Page #.

Infrastructure assets – Annually the communities and counties of the Six County region identify needed infrastructure. This process recognizes needs for both community and economic development. Infrastructure for industrial development to include water, sewer, transportation, communication, etc. has been identified as a need by county officials. The objective of this plan is to help market and support existing infrastructure for economic development and assist in identifying and developing future sites for industrial and business development.

Emerging and declining clusters – One of the most obvious and discouraging cluster declination in the Six County area is that of agriculture and natural resource extraction industry. The cause of this effect is the inability to make a profit due to global markets, economies of scale, technology, and access to natural resources. However, the region has identified and is targeting information technology, distribution and logistics, value added agriculture, aviation and composites, along with small business development as emerging clusters. Regional assets compliment these Clusters and appear to be opportunistic.

Relationship of the area's economy – The United States comprises 3,531,905 square miles, Utah has 84,867 square miles and the Six County Region is 16,991 square miles. In relationship to area the Six County Region's land mass is 16.7% of the State of Utah. The population for the State of Utah as of 2017 is 3,101,833. Of these there are 2,789,802 people, or roughly 90% of the total population, that live in a metropolitan or urban area. Of the remaining 312,031 rural citizens, 79,603 or 25.5% live in the Central Utah area. Because of the very rural nature of the Six County region the disadvantages include less employment opportunities and lower wages. However, the advantage is the opportunity to plan strategic growth and enjoy a rural quality lifestyle. With the State's tremendous projected growth over the next 40 years there will be a greater demand on the rural areas of the State and the land, recreational advantages, open space, and other assets that Central Utah offers.

Government-sponsored or supported plans: The Region utilizes all government sponsored programs and initiatives. This is done at the county/local level.

State Coordination – The Six County Region coordinates with State economic development efforts. Members of the SCEDD Board serve on the Governor's Rural Partnership Board which facilitates rural issues with the legislature. Members and staff serve as members of the Utah Alliance which provides networking opportunities with economic development practitioners from throughout the State. A member of the State's Governor's Office of Economic Development (GOED) serves as a member of the region's Technical Committee. Additionally, staff serve on the Utah Envision Board whose charge is preparing for Utah's tremendous growth during the next 40 years. Also, staff serves on the Board of Mountain West Small Business Finance (MWSBF) an SBA lender serving Utah and the intermountain west. The review the State's vision, mission statement, Governor's economic objects, and programs *see Exhibit # – State Economic Goals and Objectives in the Appendix on page #.*

State programs and incentives – Counties within the Six County Region utilize State sponsored programs including "Fast Track" grants that provide opportunities for new and expanding businesses. "Enterprise Zones" which provides tax incentives for expanding businesses. "BEAR" program that provides funding for economic development programs that encourage business

development and expansion. The “Online Initiative” program which teaches individuals how to do business on the internet and work from home. Identified “Opportunity Zones” which provides an incentive for investors to develop in dilapidated areas. These are just a few of the programs that are available through the State.

Governor’s County Economic Development Plans – The Governor invited the local officials of each county to his office to discuss their counties economic development objectives and priorities. These plans for the counties within the Six County region can be reviewed at *Exhibit # on page #*

Past, Present, and Projected Future Economic Development Investments:

Past Economic Development Investments - has included initial industrial park development in each county; railroad spur development in Juab County; Salina and Mt. Pleasant industrial park development and Ephraim Industrial area enhancement. In addition, the EDA provided capital to assist the Region in establishing its Revolving Loan Fund.

Present Economic Development Investments – The only economic development investment currently is funding for Technical Assistance. This investment helps the Region to accomplish many activities and foster economic development within the six-county region.

Projected Economic Development Investments - for the Region include continuation of the yearly planning assistance grants. Other projected investments include industrial park development in all six counties but especially for Sanpete, Juab, and Millard Counties. Development of educational opportunities through concurrent education programs, creation of amenable degrees and curriculum through higher education, and enhancing entrepreneurial programs. These are major areas of focus of the CEDS 2019. Recapitalization of the Region’s revolving loan fund is necessary. The District is also hopeful that EDA funding can assist in the development and/or update of a CEDS for the Paiute Tribe of Southern Utah and Ibapah Tribe of the Confederated Tribes of the Goshutes.

To better understand and appreciate the priorities identified in the CEDS 2014, characteristics of the Six County region is provided in the following subsections. The first of these physiognomies is the presentation of geographic information.

Other factors – Other factors that affect the economic performance of the region includes a great geographic location – halfway between Los Angeles, CA and Denver, CO, sound health care facilities, good schools and educational opportunities, and great public safety/first responder capability in area communities. There is much open space for growth but there is also a lack of infrastructure for economic development.

Section III. CEDS Goals and Objectives – Defining Regional Expectations

GOAL 1: DEVELOP AND MAINTAIN A POSITIVE ENVIRONMENT FOR ECONOMIC DEVELOPMENT

Objective 1: Strengthen cooperative leadership within the region and work collaboratively to meet regional goals and objectives.

Strategy 1: Conduct bi-monthly SCEDD Board meetings.
Time frame to accomplish: *First Wednesday, Bi-monthly*
Lead Organization: *SCEDD Board/Exec. Dir./Admin Asst.*

Strategy 2: Conduct annual “Legislative Day” and “Congressional Briefing” events.
Time frame to accomplish: *August and October - yearly*
Lead Organization: *SCEDD Board/Exec. Dir./Admin Asst.*

Strategy 3: Provide public awareness of economic development activities by preparing news releases on District sponsored events and other economic development activities, sending a copy of the SCEDD’s minutes to all commissioners and mayors on the Board, and preparing articles for the agency’s quarterly news bulletin.
Time frame to accomplish: *Bimonthly and quarterly.*
Lead Organization: *Executive Director and Administrative Asst.*

Strategy 4: Staff to attend Six County Technical Committee meetings.
Time frame to accomplish: *Monthly or whenever held.*
Lead Organization: *Executive Director and Administrative Asst.*

Objective 2: Sponsor training activities for District Board member, other local officials, economic development professionals, community and business leaders, and staff.

Strategy 1: Sponsor the Six County Annual Leadership Summit
Time frame to accomplish: *Yearly in April.*
Lead Organization: *SCEDD Board/Sponsors/Technical Committee/*

Strategy 2: Host annual Regional Recognition Banquet to honor area businesses and/or individuals.
Time frame to accomplish: *Yearly in December.*
Lead Organization: *SCAOG Board/SCEDD Board/Technical Committee/Executive Director and Administrative Assistant*

Strategy 3: As directed and funding allows, elected officials and staff will attend EDA regional/or Annual conference, NADO Washington and Annual Conferences, NACO/Annual and Western Interstate Regional Conferences, and other approved conferences.
Time frame to accomplish: *Throughout Year.*

Lead Organization: *SCAOG Board/SCEDD Board/Executive Director and Administrative Assistant*

Objective 3: Provide technical assistance and support to county economic development endeavors.

- Strategy 1: Attend county economic development and community planning meetings.
Time frame to accomplish: *Whenever held and appropriate to attend.*
Lead Organization: *Technical Committee/Executive Director/Staff*
- Strategy 2: Provide technical assistance as requested by communities and counties.
Time frame to accomplish: *Throughout Year.*
Lead Organization: *Technical Committee and Executive Director and staff*
- Strategy 3: Market Sevier County as a central location for small conferences, conventions, sporting events, etc.
Time frame to accomplish: *Ongoing*
Lead Organization: *Sevier County*

GOAL 2: CONDUCT AND SUPPORT A RELIABLE AND INTERGRATED PLANNING IN COOPERATION WITH ALL AGENCIES.

Objective 1: Serve as a coordinating agency for economic development in the Six County region.

- Strategy 1: Implement the District's new Five (5) year Comprehensive Economic Development Strategy (CEDS) by printing and distributing copies, and discuss accomplishments and strategies at bi-monthly board meetings.
Time frame to accomplish: *Bi monthly and as CEDS is updated.*
Lead Organization: *SCEDD Board/ Exec. Dir. and Admin. Asst.*
- Strategy 2: Encourage representation from all interests to attend appropriate District sponsored activities.
Time frame to accomplish: *Appropriate Activities Throughout Year.*
Lead Organization: *SCEDD Board/ Executive Director*
- Strategy 3: Update the region's consolidated plan.
Time frame to accomplish: *Yearly by July.*
Lead Organization: *Executive Director/Regional and Asst. Planner*

Objective 2: Maintain communications with elected officials of counties and communities; and, directors of entities involved in economic and community development.

- Strategy 1: Visit annually each county commission and mayor/city council to determine economic and community development needs.

Time frame to accomplish: *Yearly*.
Lead Organization: *Executive Director/Regional and Asst. Planner*

- Strategy 2: Serve on committees and boards of other entities involved in economic development.
Time frame to accomplish: *Throughout Year*.
Lead Organization: *SCAOG/SCEDD Boards and Executive Director*
- Strategy 3: Attend economic development meetings and activities sponsored by other organizations in the District and State.
Time frame to accomplish: *Throughout Year*
Lead Organization: *Executive Director and staff*
- Strategy 4: Maintain membership in the Alliance for purpose of training, coordination, and networking.
Time frame to accomplish: *Yearly*
Lead Organization: *Executive Director and staff*
- Objective 3: Provide technical assistance to counties and communities in general and development planning.
- Strategy 1: Annually, update county capital improvement lists.
Time frame to accomplish: *Yearly – January and February*
Lead Organization: *Executive Director/Regional and Asst. Planners*
- Strategy 2: Coordinate planning efforts with the Six County Technical Committee.
Time frame to accomplish: *Bimonthly and Biyearly meetings*
Lead Organization: *Technical Committee and Executive Director*
- Strategy 3: Assist in developing a land-use plan for participating counties.
Time frame to accomplish: *Throughout Year*
Lead Organization: *County Elected Officials and Executive Director*
- Strategy 4: Assist counties in identifying industrial park locations.
Time frame to accomplish: *Throughout Year*
Lead Organization: *County officials/Executive Director and staff*
- Strategy 5: Recognize beautification efforts at the District=s Annual Recognition Banquet.
Time frame to accomplish: *Yearly - December*
Lead Organization: *SCEDD Board/Tech Committee/Exec Director*
- Objective 4: Serve as a regional Census affiliate under the Governor’s Office of Planning and Budget.
- Strategy 1: Maintain a database with information as how to find current demographics, reports, procurement information, census data, information on financial resources, community and county plans, etc.

Time frame to accomplish: *Throughout Year*
Lead Organization: *Executive Director/Regional and Asst. Planners*

Strategy 2: Collaboratively determine population projections with county and State officials.
Time frame to accomplish: *Yearly – TBD – spring time frame*
Lead Organization: *Technical Com/Regional and Asst. Planning*

GOAL 3: ASSIST IN EXPANSION AND RETENTION OF LOCAL BUSINESS AND ESTABLISH INDUSTRY THAT WILL INCREASE FAMILY SUSTAINING EMPLOYMENT OPPORTUNITIES.

Objective 1: Serve as a Business Outreach contact point to assist in business expansion, and retention along with marketing opportunities for business and industry in Six County Region.

Strategy 1: Provide technical assistance to area businesses in helping them to expand and retain business.
Time frame to accomplish: *Yearly by June 30*
Lead Organization: *County Economic Development and Technical Committee*

Strategy 2: Work with state legislation to develop each county economic development office as a State Business Resource Center.
Time frame to accomplish: *Yearly*
Lead Organization: *SCEDD/Technical Committee/County Economic Development*

Objective 2: Assist in the development of business and industry.

Strategy 1: Assist in the completion of the feasibility process of the Central Utah Railroad project.
Time frame to accomplish: *December 2015*
Lead Organization: *Sevier County/SCAOG*

Strategy 2: Maintain current information on available financial resources and coordinate assistance with other agencies that will help individuals and businesses prepare for the funding phase of new or expanding business.
Time frame to accomplish: *Yearly - ongoing*
Lead Organization: *SCEDD/Technical Committee*

Strategy 3: Assist counties in implementing the Central Utah Business Expansion and Retention program.
Time frame to accomplish: *Ongoing - daily*
Lead Organization: *SCEDD/Technical Committee/Bus. Outreach Manager*

Strategy 4: Identify and develop a plan for an industrial site location in Juab

County and Sanpete Counties.
Time frame to accomplish: *July 2016*
Lead Organization: *Juab County and Sanpete Counties*

Strategy 5: Develop a natural gas pipeline for underserved areas in Millard and Sanpete Counties.
Time frame to accomplish: *January 2016*
Lead Organization: *Millard and Sanpete Counties/SCEDD Board*

Objective 3: Serve as a liaison for political support for new and expanding business.

Strategy 1: Provide political support for Sevier counties in obtaining permits necessary to develop a natural gas fired power generation facility.
Time frame to accomplish: *January 2015*
Lead Organization: *Sevier County/SCAOG/SCEDD/staff*

Strategy 2: Provide industrial site identification, information, and coordination with the State's Sure Site program
Time frame to accomplish: *Ongoing - yearly*
Lead Organization: *Counties/EDCU/Technical Committee/staff*

Objective 4: Coordinate with institutions of higher education in developing curriculums that provides training needed by local business and industry.

Strategy 1: Ensure each county is represented on Snow Colleges "Economic Development Workforce Advisory Board" (EDWAC)
Time Frame to accomplish: *Ongoing – As needed.*
Lead Organization: *Counties/Technical Committee*

Strategy 2: Coordinate with Snow College to develop appropriate four year "Bachelor Degree" Programs.
Time Frame to Accomplish: *July 2015, yearly, or as opportunity avails.*
Lead Organization: *Technical Committee/SCEDD*

Strategy 3: Develop a high school entrepreneurship course with Snow College.
Time Frame to Accomplish: *Spring 2015*
Lead Organization: *Technical Committee/EDWAC*

OAL 4: ENCOURAGE AND IDENTIFY OPPORTUNITIES TO DEVELOP MORE EFFICIENT USE OF NATURAL RESOURCES.

Objective 1: Coordinate and foster political support for natural resource development projects in the Six County Region.

Strategy 1: Conduct bi-monthly regional Natural Resource Committee meetings.
Time frame to accomplish: *Ongoing – bimonthly*
Lead Organization: *SCOG/Staff*

- Strategy 2: Assist Millard and Juab counties in protecting water resources of the West Desert targeted for the Southern Nevada Water Authority's proposed pipeline project.
Time frame to accomplish: *Ongoing – bimonthly*
Lead Organization: *SCOG/Staff*
- Strategy 3: Provide assistance to Wayne County in protecting Factory Butte as an open all-terrain-vehicle recreation area to enhance the tourism business of the county.
Time frame to accomplish: *Ongoing – annually.*
Lead Organization: *Wayne County/NRC/Staff*
- Strategy 4: Host Congressional Briefing to help congressional delegation and local elected officials better understand the need to maintain multiple-use of public lands.
Time frame to accomplish: *Annually in August.*
Lead Organization: *Hosting County/SCOG/Staff*

Objective 1: Coordinate natural resource development with public land managers to foster multiple-use of public lands.

Strategy 1: Collaboratively work with public lands agencies in developing and retaining multiple-use of public lands.
Time frame to accomplish: *Ongoing – as requested and necessary.*
Lead Organization: *SCOG/Staff/Public Lands Agencies*

Strategy 2: Participate in maintaining multiple use of public lands on the Fishlake, Dixie, Manti LaSal, and Uintah Forest's; and, Bureau of Land Management (BLM) in the Six County area..
Time frame to accomplish: *Ongoing – as requested and necessary.*
Lead Organization: *SCOG/Staff/Public Lands Agencies*

Strategy 3: Complete a bike path in the Torrey area of Wayne County.
Time frame to accomplish: *July 2017*
Lead Organization: *Wayne County/SCEDD Staff*

Strategy 4: Develop a lands use bill with congress that provides a land exchange which allows access to public lands for economic development.
Time frame to complete: *January 2018*
Lead Organization: *Wayne County/Congressman Bishop/Staff as needed*

GOAL 5: ASSIST MINORITY AND ETHNIC POPULATIONS IN ACHIEVING THEIR ECONOMIC DEVELOPMENT GOALS AND OBJECTIVES.

Objective 1: Assist minority populations within the region with economic and community development efforts.

- Strategy 1: Working in collaboration with the Five County AOG and Wasatch Front Regional Council respectively, assist the Paiute Indian Tribe of Southern Utah and Ibapah Tribe in developing and/or updating a tribal Comprehensive Economic Development Strategy (CEDS).
Time frame to accomplish: *2016 or as determined with tribe through collaborative process*
Lead Organization: *SCAOG/FCAOG/WFRC/Ibapah Tribe/Paiute Tribe/Staff*
- Strategy 2: Assist minority businesses and groups with available resources as requested.
Time frame to accomplish: *Ongoing – as requested and necessary.*
Lead Organization: *SCEDD/Technical Committee/Staff*
- Objective 2: Determine means of dialogue with minority population within the Six County region.
- Strategy 1: Identify methods to inform, educate and disseminate information about regional resources and programs.
Time frame to accomplish: *Ongoing – as requested and necessary.*
Lead Organization: *SCEDD/Technical Committee/Staff*
- Strategy 2: Utilize the region’s web site as a point of reference to address minority issues about economic development.
Time frame to accomplish: *Ongoing.*
Lead Organization: *SCEED/Staff*

Section IV. Community and Private Sector Participation

The relationship between the Six County Economic Development District, the general public, communities, and the private sector is good. This relationship has helped in the development and implementation of the CEDS. The following elements describe this relationship and the partnership that exists.

Community involvement – There are 49 communities within the Six County region. Each county appoints a mayor to represent their communities on the Six County Economic Development District Board (SCEDD). SCEDD staff meet annually with each community. During this visit the economic development of the respective community is discussed. Economic goals and objectives along with issues and concerns are reviewed. Ways to enhance the economic vitality of the area are also conversed. Information from these visits are evaluated and used to determine how the CEDS implementation is working and how the CEDS can be amended to better represent the communities within the District.

General and private sectors – The general and private sector populations of the region are represented on the CEDS Steering committee. Individuals from these sectors have been carefully selected to ensure the CEDS represents their issues and concerns. Additionally, most commissioners and mayors who serve on the SCEDD Board are private business owners. As

their elected positions are only part time, these individuals bring with them business knowledge and skills which are utilized in the development and implementation of the CEDS. The Recognition Banquet hosted annually by the SCEDD recognizes a business or individual from each county and the region that enhances the economic vitality of the area.

Area Sector Analysis Process (ASAP) - The SCEDD has contacted and developed an agreement with Western Rural Development Center, Utah State University Cooperative Extension Service and University of Nevada Reno Cooperative Extension Service to complete an “Area Sector Analysis Process” or ASAP for the Six County region. The “Scope of Work” for this project include: 1) Through the ASAP six (6) meetings or modules will be conducted in each of five (5) counties. (Note – Wayne County has previously completed their ASAP analysis). The ASAP requires local participation and input; 2) A survey is conducted with residents in each county. Data gathered is then evaluated and analyzed by the ASAP program specialist at the University of Nevada Reno; and, 3) An analyzed list of industries by North American Industry Classification System (NAICS) code classification ranked in order of most “desirable” and “compatible” for each county and the Region. See Exhibit # in the Appendixes for details.

Section V. Strategic Projects, Programs and Activities

The projects, programs and activities addressed in this document are on a regional level. They have been derived from the evaluation of county economic development plans, discussion with county officials, and oversight from the CEDS 2019 Steering Committee and Six County Economic Development Board. Under each goal – listed below - *Evaluation Considerations* and *Performance Measures* are listed. These criteria will be addressed by the Board in their evaluation of accomplishments and failures.

Evaluation Considerations – The types of activities undertaken by the region are addressed by the evaluation criteria that will be considered under each goal’s objective and strategy. A general listing of evaluation considerations is listed for each goal as summarized below.

Performance Measures - Particular performance measures utilized in the evaluation of success for CEDS 2014 will include:

- (“A”) *The number of jobs created and or retained after implementation of the CEDS;*
- (“B”) *Number and types of investments undertaken in the region;*
- (“C”) *Number and type of activities undertaken by the region that fosters a positive environment for economic development;*
- (“D”) *Amount of private sector investment in the region after implementation of the CEDS; and*
- (“E”) *Changes in the economic environment of the region.*

The performance measures used for evaluation for each goal is summarized below. They will be identified by the capital letter within quotes as identified above.

Goal Summary with Evaluation Considerations and Performance Measures

Goal 1: DEVELOP AND MAINTAIN A POSITIVE ENVIRONMENT FOR
 ECONOMIC DEVELOPMENT

Evaluation Considerations: 1) Conducting meetings throughout the District for purposes of discussing and coordinating economic development activities; 2)

Provide training for local officials, community leaders, and economic development staff; and 3) Provide support for economic development through provisions of technical assistance.

Performance Measures: “C” and “E” - Each year the District will: 1) Conduct six board and technical committee meetings; 2) Host a “Leadership Summit” training conference; 3) Host a State legislative coordination meeting; 4) Conduct a congressional networking meeting; 5) Board members and staff to attend at least five training conferences; 6) Document economic development activities in which technical assistance was provided; and 7) Host regional “Recognition Banquet”.

Goal 2: CONDUCT AND SUPPORT A RELIABLE AND INTERGRATED PLANNING IN COOPERATION WITH ALL AGENCIES

Evaluation Considerations: 1) Coordinate economic development activities throughout the District; 2) Actively participate in economic development endeavors throughout the region; 3) Provide assistance in developing county and community general plans; and 4) Provide demographic and statistical data.

Performance Measures: “C” and “E” - The District will: 1) Discuss accomplishments of the CEDS 2014 at each Board meeting and prepare progress report as required by the EDA; 2) Complete area consolidated plan; 3) Attend county economic development meetings; 4) Maintain membership in partner organizations; 5) Document planning assistance provided to counties and communities; and 6) Document assistance in providing demographic and statistical data.

Goal 3: ASSIST IN EXPANSION AND RETENTION OF LOCAL BUSINESS AND ESTABLISH INDUSTRY THAT WILL INCREASE FAMILY SUSTAINING EMPLOYMENT OPPORTUNITIES

Evaluation Considerations: 1) As requested, provide technical assistance in developing new business and industry; and 2) As requested, provide technical assistance for expanding business and industry.

Performance Measures: “A”, “B”, “D” and “E” - Each year the District will: 1) Create and/or retain twenty (20) jobs through administration of the regions Revolving Loan Fund (RLF); 2) Document community and private investment in economic development undertaken by local government and private sector; 3) Document number of jobs created and retained by new and expanding business and industry; 4) Document assistance provided in the development of new business and/or industry; 5) Document assistance for business and/or industrial expansion; 6) Prepare and submit GPRA report as required by EDA; and 7) Compare demographics of the region as new and or expanding business and industry is created.

Goal 4: ENCOURAGE AND IDENTIFY OPPORTUNITIES TO DEVELOP MORE EFFICIENT USE OF NATURAL RESOURCES

Evaluation Considerations: 1) Coordinate and foster political support for natural resource development; and 2) Coordinate natural resource development with public land managers.

Performance Measures: “C” and “E” - Each year the District will: 1) Conduct six “Natural Resource Committee” meetings; 2) Document assistance provided in public lands planning with the Forest Service and BLM; 3) Document assistance provided to counties in land use planning; and 4) Document project specific activities in which regional assistance was provided.

Goal 5: ASSIST MINORITY AND ETHNIC POPULATIONS IN ACHIEVING THEIR ECONOMIC DEVELOPMENT GOALS AND OBJECTIVES

Evaluation Considerations: 1) Provide assistance to minority populations with their economic development efforts; and 2) Provide communication to minority populations as to programs and resources available for economic development.

Performance Measures: “B”, “C” and “E” - Each year the District will: 1) Document assistance provided to minority populations for economic development; 2) Disseminate information about resources available for economic development to identified minority populations; 3) Document attendance of economic development activities involving and/or hosted by minority organizations; and 4) Document project specific activities in which regional assistance was provided.

Section V. CEDS Plan of Action

Promotes economic development opportunity – Considered a strength and opportunity, the rural and quality lifestyle of the area also pose a significant weakness and threat. The so-called NIMBY (Not in My Back Yard) faction is alive and well in Central Utah. Most people live in the region because of its rural characteristics and the quality of life it offers. It seems there is ardent opposition with any larger business or industrial development

Efforts in Economic Resiliency - The region has developed goals, objectives, and strategies through the CEDS process that if successful will propagate resiliency and overcome these challenges and deficiencies. General areas of focus identified through a recent Six County Economic Development Study, by Bonneville Research, as directed by the region’s Technical Committee includes: enhancement of education; targeting the economic clusters of information technology, distribution/logistics, value added agriculture, aviation/composites, and small business; concentrating on business expansion and retention; developing entrepreneurship; and, recruit business/industry that compliments the regions needs and unique characteristics. For a detailed review of the region’s goals, objectives, and strategies see Section III. Strategic Direction: Action Plan, Vision Statement, Goals and Objectives beginning on page #

Fosters effective transportation access –

Enhances and protects the environment – Traditional industries of the region included farming, ranching, timbering, and mineral mining. These industries all relied heavily upon the utilization of both public and private lands. Nearly all occupations centered on these base industrial clusters. As settlers moved into the Central Utah area, land had to be cleared for production agriculture. Roads had to be developed for natural resource extraction. Water supplies were developed from mountain areas, springs, and rivers. Reservoirs were engineered and built along with canals and irrigation systems. The livelihood of early residents was from the land and the natural resources it produced. Much of the land was rugged and impassible. Even grazing operations found the terrain difficult and unproductive. Federal agencies such as the Bureau of Land Management (BLM) and the United States Forest Service (Forest Service) were organized

to assist states and local governments to manage these areas. The mission and goal of these agencies were to develop these lands into productive and developable real estate. The original purpose of the BLM was to hold and manage barren and unclaimed lands until commercial and private uses were identified. Once a suitable purpose was identified, the BLM mission was to dispose of these lands and move them from federal management to private ownership. On the other hand, The Forest Service was organized to help manage the vast resources found in forested lands. This included management for the extraction of timber, minerals, feed, and water resources. They also managed fire control. Again, their overall purpose was to manage the forests for resource utilization by local business and industry. As the West grew there became more competition for the natural resources available on public lands. The Forest Service and BLM were given more responsibility. However, powerful special interest lobbies, environmental activists, and the politics of the Eastern states, nearly all privately owned, began to pressure congress in protecting and developing more wilderness on public lands. As a result, congressional rules and regulations have greatly changed the local direction and decision-making ability of the Forest Service and BLM. These agencies have evolved into managers of federally controlled lands with little authority to make local decisions concerning natural resource development, access, or other management practices. It is nearly impossible and so time consuming that privatization of public lands is no longer an alternative. Special interest lobbies and environmental activists have made economic development opportunities on these public lands nearly impossible. The results, a large portion of the Forest Service and BLM budget are being utilized to litigate lawsuits involving public land decisions. States such as Utah and especially their rural areas with large holdings of public lands have struggled to maintain a enough tax base. Business development and expansion is for the most part met with ardent opposition. The special interest lobbies and environmental activists spin public lands and wilderness into a means of disruption and obstruction of economic development and growth. Funding resources from these groups has created heavy handed congressional control over these lands. Western congressional members cannot prevail in changing laws which make new or even existing resource development more accessible on public lands. Because of the disparity in taxes between states with no or little public lands and those with nearly all public lands, the State Institutional Trust Land program was developed. Through congressional action, this program granted State rights and development of two sections, or 5.5%, of a township on federally controlled lands. The resources from the sale or development of these lands are mandated to support public schools. This program has helped rural counties and communities with some community and economic development opportunities.

Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy – *Rural geography and infrastructure* - Because of the rural nature of the Six County region, there are deficiencies in alternative transportation, water development, utilities, technological advancement, and other infrastructure. With 90% of the State of Utah's population living in metropolitan areas, it is challenging to attract new and expanding business without these amenities.

The District does understand its assets through the involvement of local elected and government officials. Major employers seem to have access to enough capital and credit resources. Local governments are aware of and targeting potential emerging economic sectors that could lead to a more diversified economic base. For the most part, the majority of the area's workforce have chosen to live and remain employed in the six-county area. They are multi-trained to obtain employment where opportunities prevail.

Promotes the use of technology in economic development, including access to high-speed telecommunications — Much of the CEDS 2019 is focusing on promoting a positive vision for the region. There are many events and activities sponsored by the Region to foster collaboration in visioning for the Central Utah area. These include the annual Leadership Summit, Congressional Briefing, Recognition Banquet, and Legislative Day events that help local officials better coordinate current and future opportunities.

Each of the above-mentioned subsets assist in the ability of the region to remain resilient to the ever-changing economic conditions of the Six County area. This is the case for both a challenge and deficiency. It also helps communities, counties, and the region prepare for opportunities that become available.

Balances resources through sound management of physical development – The region has adopted the Hazard Mitigation Plan prepared by the Six County Association of Governments’ Planning Department to mitigate natural disasters. The region is prepared for unforeseen disasters through active police, fire, and CERT trained professionals. The region will also subscribe to the monthly *Local Insights* publication by the State of Utah Department of Workforce Services to obtain an up to date economic and labor analysis of the Central Utah Area.

Obtains and utilizes adequate funds and other resources – Through the District’s Board, Technical Committee, Six County Association of Governments, counties, communities, state departments, congressional members, and stakeholders the region can predict economic slowdowns, shock and crisis. This communication will take place each time the Six County Economic Development Board and/or their partner organizations meet. The District and Association of Governments will serve as the coordinating entities for the Six County region.

Section V. Performance Measures

Number of jobs created after the implementation of the CEDS – The SCEDD Board meets bi-monthly. Progress of the Region’s CEDS will be discussed at each meeting. The following “Action” and “Implementation” charts will help the Board and Staff track accomplishments. There are charts for each goal and objective. Strategies are listed within.

GOAL 1: DEVELOP AND MAINTAIN A POSITIVE ENVIRONMENT FOR ECONOMIC DEVELOPMENT

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Conduct bi-monthly SCEDD Board meetings	High	Bimonthly	SCEDD & Staff		
Strategy 2: Conduct annual legislative conference and congressional information	High	Annually August September	SCEDD & Staff		

meeting					
Strategy3: Provide public awareness of economic development activities by preparing news releases on District sponsored events and other economic development activities, sending a copy of the SCEDD minutes to all commissioners and mayors on the Board, and preparing articles for the agency's quarterly news bulletin.	High	Bimonthly & Quarterly	Staff		
Strategy 4: Attend monthly Technical Committee meetings.	High	Monthly	Staff		

Objective 1: Strengthen cooperative leadership within the region and work collaboratively to meet regional goals and objectives.

Objective 2: Sponsor training activities for District Board member, other local officials, economic development professionals, community and business leaders, and staff.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Sponsor the Six County Annual Leadership Summit	High	Annually In April	SCEDD & Staff		
Strategy 2: Host annual Recognition Banquet	High	Annually in December	SCEDD & Staff		
Strategy 3: As directed and funding allows, elected officials and staff will attend EDA regional/or annual conference, NADO Washington and Annual Conferences, NACO Annual and Western Conferences, and others as approved	Medium	Throughout Year	Board Members and Staff		

Objective 3: Provide technical assistance and support to county economic development endeavors.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Attend county economic development and community planning meetings	High	Throughout Year	Staff		
Strategy 2: Provide technical assistance as requested by communities and counties	High	Throughout Year	Staff		

GOAL 2: CONDUCT AND SUPPORT A RELIABLE AND INTERGRATED PLANNING IN COOPERATION WITH ALL AGENCIES.

Objective 1: Serve as a coordinating agency for economic development in the Six County region.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
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Strategy 1: Implement the District's new Five (5) year Comprehensive Economic Development Strategy (CEDS) by printing and distributing copies, and discuss accomplishments and strategies at bi-monthly board meetings.	High	Bimonthly and as CEDS is Updated	SCEDD Staff		
Strategy 2: Encourage representation from all interests to attend appropriate District sponsored activities.	High	Yearly By July	SCEDD Staff		
Strategy 3: Update the region's consolidated plan	High	Yearly By July	Staff		

Objective 2: Maintain communications with elected officials of counties and communities; and, directors of entities involved in economic and community development.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Visit annually each county commission and mayor/city council to determine economic and community development needs.	High	Yearly	Staff		
Strategy 2: Actively participate on committees and boards of other entities involved in econ development	Medium	Throughout Year Ongoing	Staff		
Strategy 3: Attend economic development meetings and activities sponsored by other organizations in the District and State.	High	Throughout Year	Staff		
Strategy 4: Maintain membership in the Alliance for purpose of training, coordination, and networking.	Low	Yearly	Staff		

Objective 3: Provide technical assistance to counties and communities in general and development planning.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Annually, update county capital Improvement Program.	High	Yearly January - February	Staff		
Strategy 2: Coordinate planning efforts with the Six County Technical Committee.	High	Monthly	Tech Committee Staff		
Strategy 3: Assist in developing a land-use plan for participating counties.	Med	Throughout Year	SCEDD Staff		
Strategy 5: Recognize beautification efforts at the District's Annual Recognition Banquet.	Med	Yearly December	County ED Staff		

Objective 4: Serve as a regional Census affiliate under the Governor’s Office of Management and Budget.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Maintain a database with information as how to find current demographics, reports, procurement information, census data, information on financial resources, community and county plans, etc.	Low	Throughout Year	Staff		
Strategy 2: Collaboratively determine population projections with county and State officials.	High	Yearly	Staff		

GOAL 3: ASSIST IN EXPANSION AND RETENTION OF LOCAL BUSINESS AND ESTABLISH INDUSTRY THAT WILL INCREASE FAMILY SUSTAINING EMPLOYMENT OPPORTUNITIES.

Objective 1: Serve as a Business Outreach contact point to assist in business expansion, and retention along with marketing opportunities for business and industry in Six County Region.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Provide technical assistance to area businesses in helping them to expand and retain business.	High	Ongoing	County ED Tech Committee Staff		
Strategy 2: Work with state legislators to develop each county economic development office as a State Business Resource Center.	High	Yearly Legislature	County ED SCEDD Staff		

Objective 2: Assist in the development of business and industry.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Assist in the completion of the feasibility process of the Central Utah Railroad project.	High	December 2015	Sevier County SCEDD Staff		
Strategy 2: Maintain current information on available financial resources and coordinate assistance with other agencies that will help individuals and businesses prepare for the funding phase of new or expanding business.	High	Ongoing Yearly	SCEDD Tech Committee RLF Mgr.		
Strategy 3: Assist counties in	High	Ongoing	County ED		

implementing the Central Utah Business Expansion and Retention program.			Tech Committee SCEDD		
Strategy 4: Assist in the identification, development, and infrastructure of industrial and commercial sites in each of the six counties.	High	Ongoing	County ED Staff		
Strategy 5: Assist in marketing Sevier County as a central location for conferences, conventions, sporting events, etc	Med	Ongoing	Sevier County Staff		
Strategy 6: Assist Sevier County in establishing a business incubator and shared work space site with a private entity.	High	April 2015	Sevier County Tech Committee Staff		
Strategy 7: Assist trucking industry to further develop related business operations.	High	Ongoing	Sevier Co Tech Com Staff		

Objective 3: Serve as a liaison for political support for new and expanding business.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Ensure each county is represented on Snow College's "Economic Development Workforce Advisory Board" (EDWAC).	High	Yearly As Necessary	EDWAC Tech Committee		
Strategy 2: Coordinate with Snow College to develop appropriate four year "Bachelor Degree" programs.	High	Ongoing As Opportunities Allow	EDWAC Tech Committee SCEDD		
Strategy 3: Ensure that concurrent education courses are available in each county.	High	Ongoing When Courses Are available	County ED EDWAC Tech Com		
Strategy 4: Develop high school entrepreneurship courses with Snow College	High	June 15	EDWAC Tech Com Staff		

Objective 4: Coordinate with institutions of higher education in developing curriculum that provides training needed by local business and target industry.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Provide political support for Sevier counties in obtaining permits necessary to develop a natural gas fired power generation facility.	High	January 2015	Sevier County SCEDD Staff		
Strategy 2: Provide political support for Millard and Sanpete counties to obtain permits and financing to develop a natural gas pipeline to unserved areas	High	April 2015	Millard Co Sanpete Co Tech Com SCEDD Staff		

Strategy 3: Provide political support for Wayne County to obtain permit and financing to develop a bike path.	High	January 2016	Wayne Co Tech Committee Staff		
Strategy 4: Provide industrial site identification, information and coordination with the State's Sure Site program.	High	Ongoing	County ED Staff		

GOAL 4: ENCOURAGE AND IDENTIFY OPPORTUNITIES TO DEVELOP MORE EFFICIENT USE OF NATURAL RESOURCES.

Objective 1: Coordinate and foster political support for natural resource development projects in the Six County Region.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Conduct bi-monthly regional Natural Resource Committee meetings.	High	Bimonthly	SCAOG Staff		
Strategy 2: Assist Millard and Juab counties in protecting water resources of the West Desert targeted for the Southern Nevada Water Authority's proposed pipeline project.	High	Ongoing Involvement As Necessary	Millard Co. Juab Co. SCAOG Staff		
Strategy 3: Provide assistance to Wayne County in protecting Factory Butte as an open all-terrain-vehicle recreation area to enhance the tourism business of the county.	High	Ongoing Involvement As Necessary	Wayne Co SCAOG Staff		
Strategy 4: Host Congressional Briefing to help congressional delegation and local elected officials better understand the need to maintain multiple-use of public lands	High	Yearly August	Hosting Co SCAOG Staff		

Objective 2: Coordinate natural resource development with public land managers to foster multiple-use of public lands.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Collaboratively work with public lands agencies in developing and retaining multiple-use of public lands.	High	Ongoing Involvement As Necessary	Counties SCAOG Staff		
Strategy 2: Participate in the development of the Fishlake, Dixie, Manti LaSal, and Uintah Forest's; and, Richfield Management Office of the	High	Ongoing Involvement As Necessary	Counties SCAOG Staff		

Bureau of Land Management (BLM) to complete management plans.					
Strategy 3: Counties to be involved in BLM and Forest Service planning and management in the capacity of a "Cooperating Agency.	High	Ongoing	Counties Staff		

GOAL 5: ASSIST MINORITY AND ETHNIC POPULATIONS IN ACHIEVING THEIR ECONOMIC DEVELOPMENT GOALS AND OBJECTIVES.

Objective 1: Assist minority populations within the region with economic and community development efforts.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Assist the Iapah and Paiute Indian Tribes in developing and/or updating a tribal Comprehensive Economic Development Strategy.	High	January 2016	SCEDD WFRC FCAOG Staff		
Strategy 2: Assist minority entities with available resources as requested.	High	Ongoing	Staff		

Objective 2: Determine means of dialogue with minority population within the Six County region.

STRATEGY	PRIORITY	DATE TO COMPLETE	LEAD AGENCY	DATE COMPLETED	REMARKS
Strategy 1: Identify methods to inform, educate and disseminate information about regional resources and programs.	High	Ongoing	SCEDD Staff		
Strategy 2: Utilize the region's web site as a point of reference to address minority issues about economic development.	High	Ongoing	SCEDD Staff		

Number and types of investments undertaken by the region –

Number of jobs retained in the region –

Amount of private sector investment in the region after implementation of the CEDS –

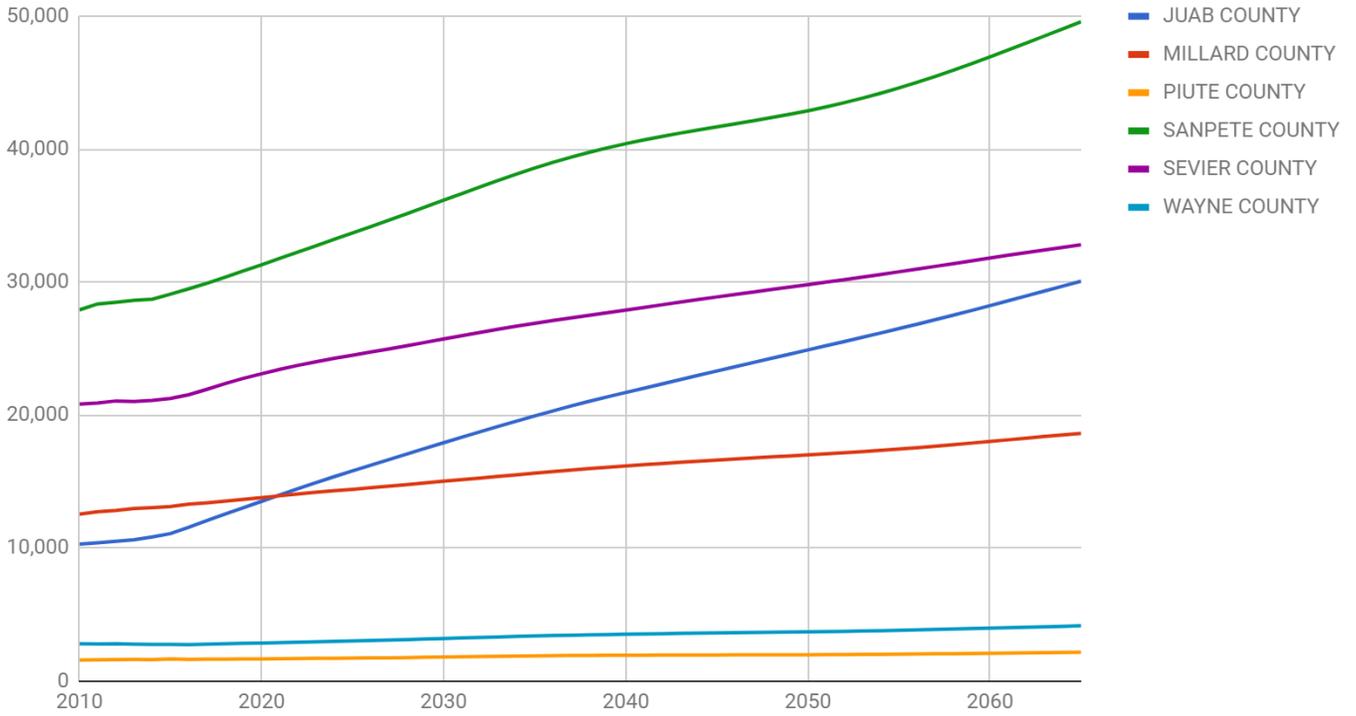
Changes in the economic environment of the region -

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Exhibit # – County Population Comparisons

Population Projections

Source: Kem C. Gardner Policy Institute 2015-2065 State and County Projections



Six County Region Population Distribution, By County

Source: Kem C. Gardner Policy Institute 2015-2065 State and County Projections

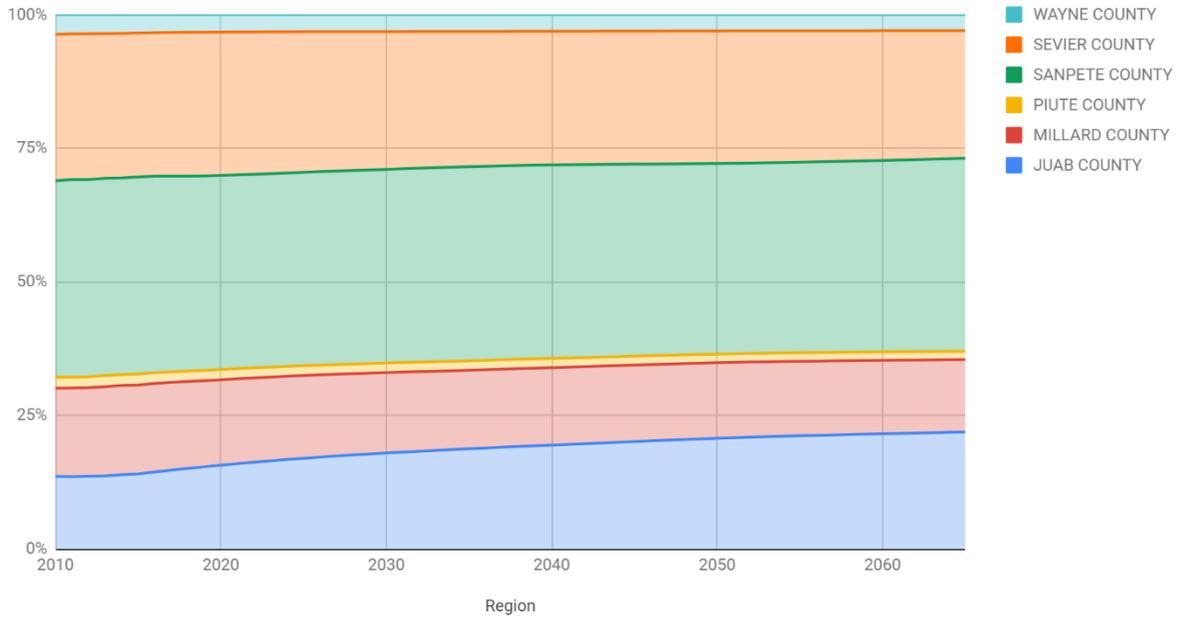


Exhibit # – County Population Comparisons

Region	JUAB COUNTY	MILLARD COUNTY	PIUTE COUNTY	SANPETE COUNTY	SEVIER COUNTY	CENTRAL MCD/SCAOG	STATE OF UTAH
2010	10,280	12,535	1,555	27,907	20,814	75,873	2,772,373
2015	11,071	13,104	1,631	29,088	21,238	78,857	2,997,404
2020	13,498	13,774	1,645	31,297	23,097	86,143	3,325,425
2025	15,789	14,403	1,699	33,696	24,494	93,066	3,615,036
2030	17,911	15,010	1,781	36,158	25,720	99,755	3,889,310
2035	19,925	15,619	1,872	38,580	26,896	106,255	4,178,317
2040	21,690	16,160	1,916	40,410	27,893	111,566	4,463,950
2045	23,307	16,605	1,938	41,682	28,879	116,004	4,745,057
2050	24,892	16,994	1,954	42,893	29,804	120,214	5,017,232
2055	26,498	17,435	1,995	44,609	30,774	125,102	5,285,767
2060	28,228	18,006	2,069	46,949	31,812	131,016	5,555,423
2065	30,069	18,617	2,149	49,590	32,802	137,356	5,827,810

The Kem C Gardner Policy Institute, an office of the University of Utah, houses the Utah Population Committee. The Utah Population Committee produces a contextualized population count based on factors unique to Utah.

Exhibit # – County and Regional Ethnicity

Population by Race and Hispanic Overview (2017)										
	Year	Population by Age & Race - Total Population	White	Black Alone	American Indian or Alaska Native	Asian	Hawaiian and Other Pacific Islander	Two or More Race Groups	Hispanic or Latino	Non-Hispanic or Latino
Juab County	2017	10,694	10,214	30	202	13	47	362	487	10,207
Millard County	2017	12,651	11,369	57	224	171	39	1,001	1,643	11,008
Piute County	2017	1,860	1,852	4	7	0	0	3	67	1,793
Sanpete County	2017	28,892	26,208	458	604	141	266	1,775	2,757	26,135
Sevier County	2017	20,961	20,094	115	389	116	39	423	1,039	19,922
Wayne County	2017	2,700	2,623	8	11	27	32	11	145	2,555
Six County Region	2017	77,758	72,360	672	1,437	468	423	3,575	6,138	71,620
Utah	2017	2,993,941	2,675,612	49,844	52,230	97,530	43,235	166,831	409,311	2,584,630
Source: U.S. Census Bureau 2013-2017 American Community Survey 5-Year Estimates ACS DEMOGRAPHIC AND HOUSING ESTIMATES										

Exhibit # – Employment Characteristics of the Six County Region

Sector	Juab	Millard	Piute	Sanpete	Sevier	Wayne	Region	Percent
Construction	295	105	N/A	450	381	142	1373	5.15%
Ed/Health/Social Svcs	560	494	32	1005	1207	117	3415	12.81%
Financial Activities	54	65	5	170	185	2	481	1.80%
Government	873	1067	143	3416	1807	276	7582	28.44%
Information	16	19	N/A	193	35	N/A	263	0.98%
Leisure/Hospitality	328	381	19	591	908	294	2521	9.46%
Manufacturing	823	200	N/A	1103	467	10	2603	9.76%
Mining	23	108	N/A	30	622	N/A	783	2.94%
Other Services	56	81	N/A	158	149	22	466	1.75%
Prof/Business Svcs	202	528	3	281	547	10	1571	5.89%
Trade/Transport/Utilities	348	1329	32	1087	2625	181	5602	21.01%

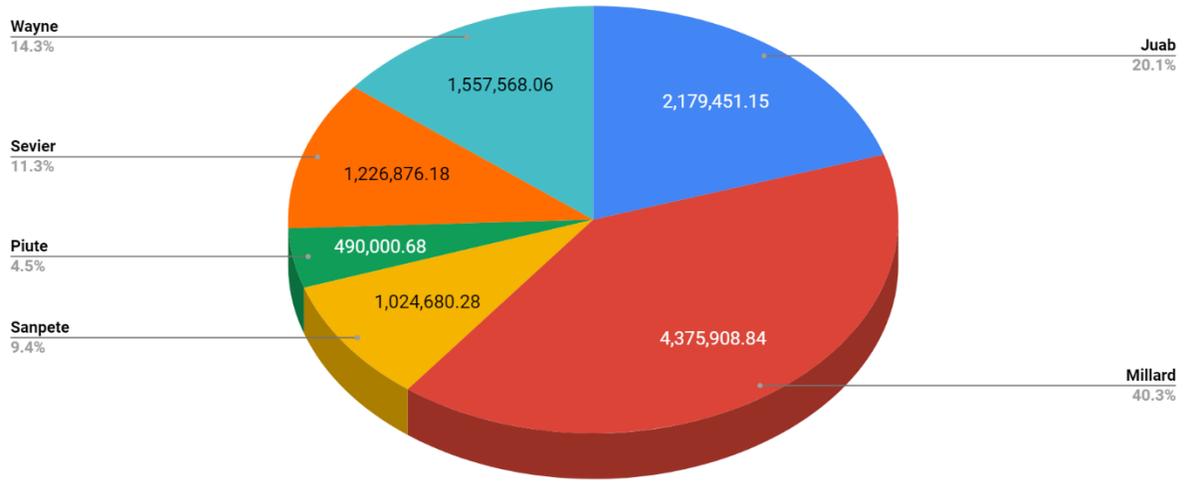
Source: U.S. Bureau of Labor Statistics, Utah Department of Workforce Services

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Exhibit # – County by Acres

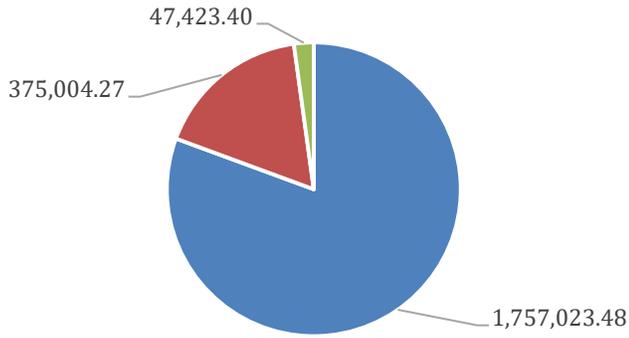
Counties by Acres

Source: Utah School and Institutional Trust Lands Administration (SITLA) and Bureau of Land Management



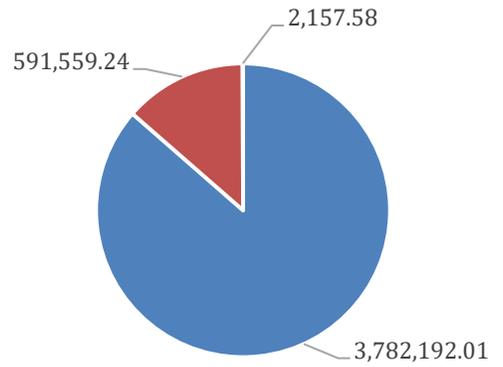
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Juab County
Total Acres: 2,179,451.15



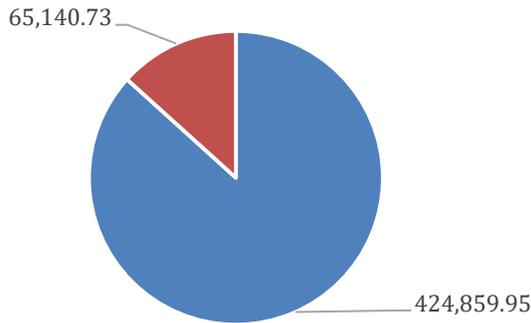
■ Public ■ Private ■ Tribal

Millard County
Total Acres: 4,375,908.84



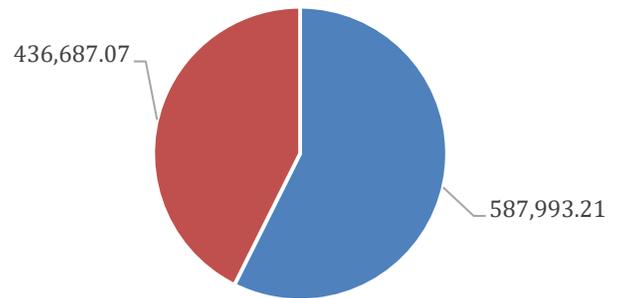
■ Public ■ Private ■ Tribal

Piute County
Total Acres: 490,000.68



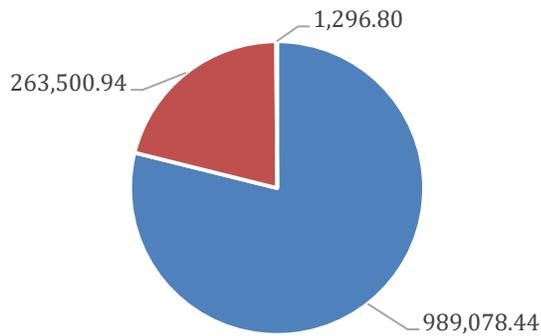
■ Public ■ Private

Sanpete County
Total Acres: 1,024,680.28



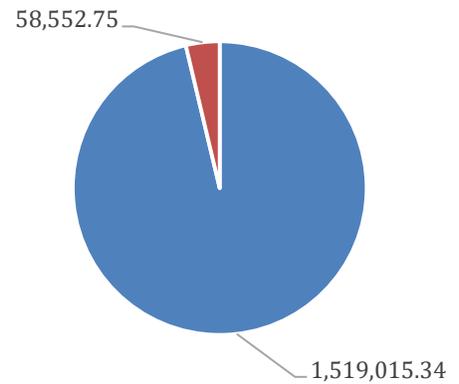
■ Public ■ Private

Sevier County
Total Acres: 1,226,876.18



■ Public ■ Private ■ Tribal

Wayne County
Total Acres: 1,557,568.06



■ Public ■ Private

Exhibit # – County Land Ownership in Acres

Exhibit # Continued– County Land Ownership in Acres

Source: Utah School and Institutional Trust Lands Administration (SITLA) and Bureau of Land Management.

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Exhibit # – Comparisons of the Six County Region

Regional Contextual Factors	Juab County, UT	Millard County, UT	Piute County, UT	Sanpete County, UT	Sevier County, UT	Wayne County, UT	Region	Utah
Overview								
Total Population 2018	11,555	13,006	1,445	30,623	21,539	2,690	80,858	3,161,105
Population Growth (2010 to 2018)	12.80%	4.00%	-7.10%	10.10%	3.50%	-3.20%	3.35%	14.40%
Households 2017	3,287	4,235	516	8,366	7,171	990	24,565	938,365
Labor Force (persons) 2018	5,574	6,239	482	12,476	9,879	1,435	36,085	1,572,136
Unemployment Rate 2018	3	3.3	5.4	3.7	3.6	6	4.2	3.1
Per Capita Personal Income 2017	\$34,089	\$35,174	\$32,046	\$27,710	\$31,677	\$35,126	\$32,637	\$43,459
Median Household Income 2017	\$60,078	\$56,215	\$41,334	\$52,251	\$52,668	\$43,805	\$51,059	\$68,395
Poverty Rate 2017	10.2	12.4	16.7	14.2	12.4	13.7	13.3	9.7
High School Diploma or More - Pct. of Adults 25+ 2017	92.40%	89.60%	84.10%	89.10%	90.00%	88.60%	88.97%	91.80%
Bachelor's Degree or More - Pct. of Adults 25+ 2017	16.80%	21.40%	22.70%	19.20%	16.80%	26.00%	20.48%	32.50%
Covered Employment 2017	3,520	4,769	276	7,517	8,640	1,024	25,746	1,430,588
Avg Wage per Job 2017	\$34,067	\$39,443	\$28,155	\$31,320	\$35,231	\$30,288	\$33,084	\$46,575
Manufacturing - Pct. All Jobs in County 2017	21.30%	4.20%	0.00%	12.20%	5.10%	0.50%	7.22%	9.00%
Manufacturing - Avg Wage per Job 2017	\$46,688	\$57,641	\$0	\$37,752	\$40,712	\$14,112	\$32,818	\$56,723
Transportation and Warehousing - Pct. All Jobs in County 2017	0.30%	3.50%	1.10%	2.00%	11.60%	2.10%	3.43%	4.60%
Transportation and Warehousing - Avg Wage per Job 2017	\$43,450	\$49,187	\$26,676	\$42,145	\$45,865	\$38,952	\$41,046	\$48,544
Health Care, Social Assist. - Pct. All Jobs in County 2017	0.00%	0.00%	0.00%	9.00%	0.00%	10.00%	3.17%	11.70%
Health Care, Social Assist. - Avg Wage per Job 2017	N/A	N/A	\$0	\$32,604	N/A	\$37,726	\$23,443	\$44,635
Finance and Insurance - Pct. All Jobs in County 2017	0.00%	0.00%	0.00%	1.70%	1.80%	0.00%	0.58%	4.50%
Finance and Insurance - Avg Wage per Job 2017	\$0	\$0	\$0	\$44,984	\$49,355	\$0	\$15,723	\$69,743

Sources: U.S. Census Bureau, U.S. Bureau of Labor Statistics, U.S. Bureau of Economic Analysis, and USA Counties in Profile StatsAmerica.