

CEDS 2019-2023

Comprehensive Economic Development Strategy for the South
Eastern Utah Association of Local Governments Economic
Development District



Carbon, Emery, Grand and San
Juan Counties



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Southeastern Utah Economic Development District

The Southeastern Utah Association of Local Governments (SEUALG) is an Economic Development District (EDD) of the United States Department of Commerce, Economic Development Administration (EDA). This allows regional communities within the district to remain eligible for EDA funding programs.

As the region’s EDD, SEUALG is responsible for developing, maintaining and updating a Comprehensive Economic Development Strategy (CEDS) designed to identify regional priorities for economic and community development.

The mission of SEUALG Economic Development District is to plan and prepare with federal, state and local governments to strengthen the role of southeastern Utah local officials in the execution of State and federal programs at the regional level to implement economic development, strategize and educate individuals for economic stability. The EDD also provides and administers programs for transportation planning, rural planning, community development, local government services and other special projects.

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Summary Background

Environment

The Southeastern Utah Economic Development District consists of the four counties in the southeastern corner of Utah; Carbon, Emery, Grand and San Juan Counties. A portion of the Ute Tribal Lands in Grand County (uninhabited) and the Utah Navajo Strip region of the Navajo Reservation. The Navajo Reservation area also includes isolated Ute Tribal Lands.

The Southeastern Utah Economic Development District is geographically rural. The Southeastern Utah District is a large region, covering 17,432 square miles. The majority of the population is living in small cities and towns that dot the primary highways in each county.

Wholly contained within the Colorado Plateau Province,

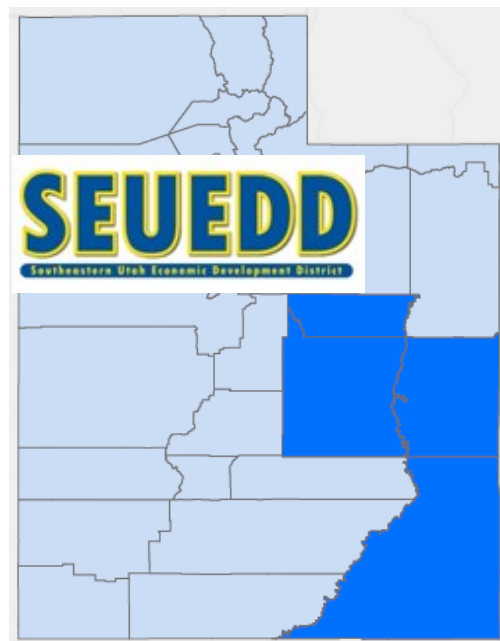
Southeastern Utah is outlined by Tavaputs Plateau (north), the eastern slope of the Wasatch Mountain Range (west), the western slope of the Rocky Mountains (east), the northern end of the Grand Canyon Plateau (south). The entire region is bisected by the Green River, Colorado River and the San Juan River.

The average altitude of the District is slightly above 5,000 ft. The area is largely comprised of high desert landscape with scattered forests and mountain regions, with some altitudes as high as 12,731 ft. Southeast Utah is a semi-arid region with average rainfall of only 12" per year. The unique geology offers many natural resources.

CEDS Process

The purpose of the CEDS is to create direction for retaining and creating better paying jobs, fostering diversified economies, implementing process for stable economies, maintain and improving the quality of life in southeast Utah, which includes the four counties; Carbon, Emery, Grand and San Juan Counties and Ute and Navajo Indian Tribes.

Information collected for the CEDS document is a result of economic development meetings, forums, public input, personal interviews, surveys, systematic review of county draft documents, and active feedback from EDA. State organizations, such as EDC Utah and the Government Office of Economic Development assist with information and feedback.



Summary Background

Population Centers

Agriculture

Carbon County's population is 20,295. Growth is negative and labor force is estimated at 8,372. Unemployment rate is 5.1% and per capita income is \$35,573. Median household income is \$49,743. Poverty rate is 15.2%.

Emery County's population is 10,077. Growth is negative and labor force is estimated at 4,255. Unemployment rate is 5.2% and per capita income is \$30,131. Median household income is \$54,569. Poverty rate is 12.4%.

Grand County's population is 9,674. Growth is positive and labor force is estimated at 5,971. Unemployment rate is 5.3% and per capita income is \$49,593. Median household income is \$55,916. Poverty rate is 12.7%.

San Juan County's population is 15,356. Growth is positive and labor force is estimated at 5,820. Unemployment rate is 7.2% and per capita income is \$24,905. Median household income is \$42,747. Poverty rate is 31%.

Agriculture experiences challenges such as, grazing permits and water rights controlled by mainly State, Tribal and Federal Government agencies. This leaves little land for farmers and ranchers to raise their crops and herds. Drought has been problematic for both farmers, ranchers and wild life on public lands.

CEDS Process (Cont.)

Utah League of Cities and Towns and Utah Association of Counties assist with information and feedback. Local groups, such as Business Expansion and Retention (BEAR), Utah State University Eastern (USU Eastern), Department of Workforce Services (DWS), county economic development committees and councils, State politicians, and other community entities assist markedly with the information given in the CEDS. Interestingly enough, a future forum established with the four corner states provides regional feedback as well and provides growing partnerships. National Association of Development Organizations participation offers unique collaboration with national partnerships as well.



Summary Background

Energy Sector

Southeastern Utah region suffers from a near decade-long recession. Utah's coal production has declined by 47 percent since its peak in 2001, oil production is in a decline, impending closures for the region's power plants has created employment declines, high unemployment, net out-migration, high poverty rates, and housing price depreciation. The declines illustrate the plight facing Southeastern Utah.

Public land issues create challenges to improve the economic outlook in the region.

The county's economy is built on the energy industry. One pillar of that foundation is shaky and another is crumbling. The natural gas industry isn't forecast to bounce back any time soon, and the area's coal-fired power plants are headed the way of the horse and buggy. Forward thinking research universities and the entrepreneurial spirit are producing dynamics with the energy sector, such as advanced com-

bustion, carbon management and utilization, hybrid and retrofit options, and new or alternative product development. Advanced combustion include;

- ⇒ oxy-combustion
- ⇒ chemical looping combustion
- ⇒ entrained-flow gasification

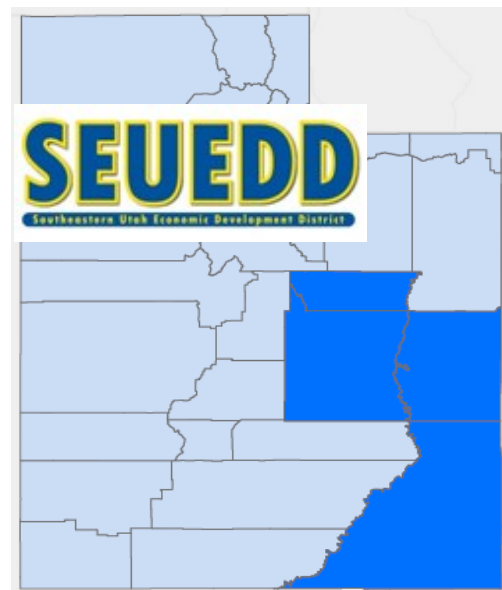
Hybrid systems, efficiency and retrofit considerations examples include;

- ⇒ Hybrid burners
- ⇒ Biomass
- ⇒ plant efficiency
- ⇒ combined technology
- ⇒ coal to liquids
- ⇒ gas production (hydrogen)
- ⇒ coal bed methane
- ⇒ carbon fiber
- ⇒ coke
- ⇒ rare earth elements

CEDS Process (Cont.)

This CEDS enhances the four counties strategic economic development plans by:

- Summarizing the economic conditions of each county
- Identifying viable economic development projects and initiatives
- Fostering eligibility for federal economic development funding
- Fostering State initiatives through active State partnerships and collaboration
- Recognizing trends, either negative or positive in the four counties
- Clearly identifying goals as stated by each county and State
- Promoting regional collaborations
- Fostering communication between local, State, and federal entities
- Promoting innovative and creative processes



Summary Background

Industry Clusters & Infrastructure Assets

In the region, goods production, service production for retail trade, health care and government serve as the primary economic sectors. Goods production consists of mining, construction and manufacturing. This sector is a dynamic sector for the region.

Government is in third place for all four counties with a strong push at the State level for an initiative of 25,000 jobs in Rural Utah. One of the biggest differences between the 25k Initiative and previous efforts to stoke the economy in rural areas lies in the focus on individual counties and an approach that functions more as a partnership, rather than a blanket mandate. Each county has to form its own plan for economic development and determine what it needs to achieve that, and then it is responsible for making it happen. The state functions primarily as a facilitator, helping to secure the connections, funding and resources

each county needs to execute those respective plans.

Most of the cities within the district operate water distribution and wastewater collection systems. Drought is an issue as well. Total capacity of water is a challenge for the region and new business.

Telecommunication/broadband services are available in Carbon and Emery Counties. Emery Telecom is working on adding E-fiber to Grand County and San Juan County. Utah Coal Country Strike Team is a committee focusing investment in infrastructure, tech sector, tourism infrastructure, and revitalizing housing to create a more attractive community and customizing economic incentives to spur development through the Kem Gardner Institute at the University of Utah.

CEDS Process (Cont.)

Economic Resiliency

In our four counties, recognizing unexpected events that change the regional outcomes is becoming more paramount at each conversation conducted by staff, the board, economic development partners, community coalitions and State staff. Discussions or events on housing bubbles, water quality, business expansion and retention, epidemic health concerns, energy platforms, coal, air quality, tourism and other events move the regional area into unfamiliar and potentially costly scenarios. Each county creates strategies meant to encourage economic development in the region and must incorporate processes that are flexible and resilient. These processes help counties respond to the unexpected and foster emerging opportunities.



Summary Background

Recreation & Tourism

Grand and San Juan Counties are heavily dependent upon tourism with Carbon and Emery Counties developing plans to increase tourism and recreation. Much of the region experiences tourism and recreation activity during early spring and late fall. Winter season experiences tourism in the region with activities, such as cross-country skiing, snowshoeing, tubing, ice skating, ice fishing, back country hiking, and snowmobiling. This economic activity is dependent upon the beauty and quality of the area's lake, rivers, mountains and desert landscapes. These assets provide recreation activities, such as camping, hiking, fishing, and off-roading. In addition, National Parks and State Parks

offer numerous activities. Another new strength is mountain biking, road biking, repelling and bouldering. In addition to outdoor recreation, the region supports a strong collection of cultural and historical attractions including, museums, festivals, architecture and art, and traditional downtowns.

Recreation and tourism is an opportunity to expand business and grow new business in the region. Outdoor product design and development is a new expanding program for Utah State University Eastern Price, Moab, and Blanding campuses.

CEDS Process

CEDS Addresses Economic Resiliency

Economic resilience is defined as the regions ability to anticipate or withstand detriments in the business and overall economy, such as;

Energy closures/mineral leasing revenue decreases

Closure of large employers, such as Oil/Gas Companies, Coal Mines and Power Plants

Broadband

Housing Complexities

Living Wage Availability

Skilled workforce for new business and expanding business

Exporting Youth

Water Availability/Drought



Summary Background

Transportation

Infrastructure

Air, rail, and land modes of transportation are available within the SEUEDD region. Each county contains state highways. Highways are considered to be assets but to attract new business or grow existing business new dynamics are needed for consideration to experience growth in the region. Rail access is a driving force in growing a diversified economy.

Transportation needs for southeast Utah include: ongoing non-emergency medical transportation, job access transportation, ongoing non-medical transportation of which may include public transportation. Processes to meet these needs exist but are difficult to get implemented, typically involving individual counties, and municipalities imposing a transit tax. Other

funds are available through state and federal transit programs but these funds require a funding match. Transportation projects identified include: new buses for specialized transit providers, operating capital to grow transportation services, mobility management and trip coordination funding.

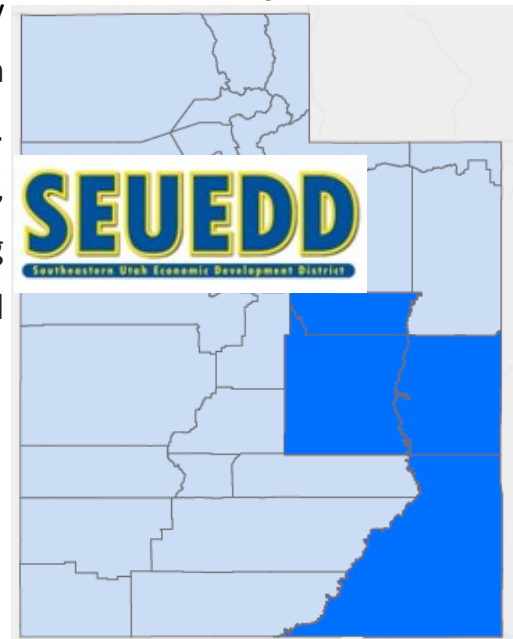
Coordination with UDOT and/or the Regional Transit Coordinating Council with private providers have increased but additional growth is necessary for connecting rural areas with their transportation needs. Use a system such as, 2-1-1, volunteers and implementing up to date information for all residents.

CEDS Process (Cont.)

There are many virtues of the CEDS and the CEDS planning process, such as providing baseline data and resources, establishing consensus for a regional economic vision, and helping communities qualify for assistance from EDA. Perhaps the greatest value lies in the development of synergy through convening a spectrum of stakeholders, enhancing the regional presence, and sustaining a climate of cooperation throughout the region.

The success of this CEDS will depend upon the level of synergy achieved by the regional stakeholders, and their collective commitments to pursue the objectives outlined in the document.

The SEUEDD team is committed to pursuing and promoting the intents outlined in the document over the next five-year period. The primary challenge in doing so will be to maintain lines of communication established during the development of the CEDS. Ultimately, the success of the strategic plan is the responsibility of the stakeholders in the region.



Summary Background

Workforce

Maintaining a ready workforce has become increasingly challenging. Issues pertaining to the workforce are consistently identified as a weakness and vulnerability in the district. The district lags behind the national averages in 24-month average unemployment and labor force participation. Opioid addiction is a threat in the region.

Utah State University Eastern has campuses in Price, Moab and Blanding. Emery County does not have a campus. Access to higher education and increased efforts with career training and certifications are a primary opportunity for the region. K-12 education has strong efforts with new opportunities with Robotics, STEM and certifications. STEM courses include College Algebra, Math Research, Applied Molecular Biology, Bimolecular

Separation and Analysis and Medical Terminology. The Rural Online Initiative, assist with connecting Rural communities with remote work. The initiative assists with training to gain employment through remote work. The final initiative is to reach 25K Jobs. This initiative is a movement to increase urban-rural collaboration, cultivate empowerment of rural leaders, invest in rural human and physical capital to strengthen the regional economy by creating jobs.

CEDS Process

SEUEDD Board:

Commissioner Jake Mellor (Treasurer)	Carbon County
Mayor Michael Kourianos	Price, Utah
Commissioner Kent Wilson	Emery County
Mayor Roger Swenson	City of Orangeville
Councilman Curtis Wells (Vice-Chairperson)	Grand County Council
Mayor Emily Niehaus	City of Moab
Commissioner Bruce Adams (Chairperson) Chairman	San Juan County
Mayor Joe B. Lyman	City of Blanding



Summary Background

Socio-Economics

The median age and poverty rate in the region are greater than the national averages. Many challenges derive from rural issues. Often asset limited opportunities for the region exist, such as mental health, addiction recovery, poverty initiatives and inter-generational poverty challenges. Income constraints (living wages), unemployment, and addiction are common challenges in the region. Affordable housing, food, childcare and transportation are among the challenges. Affordable housing and good quality housing are in short supply with few housing programs available. The housing issue also becomes a weakness and threat when attracting new business to the region.

Intergenerational poverty is an issue in Carbon, Grand and San

Juan Counties. One in every four residents in San Juan County lives in poverty. Homelessness is an issue in Southeastern Utah, they are using family or friends for shelter, with most struggling from the opioid crisis and mental health issues which provides challenges.

Several initiatives have occurred in the region. Circles USA equipping families and communities to resolve poverty and thrive. Opioid coalitions delivering programs to help with addiction and crisis management. Mental health facilities provide services to assist with emotional well-being and advocacy. Shelters assist with domestic violence to ensure safety and security. Affordable housing is an issue for the region with many projects at the State and local level.

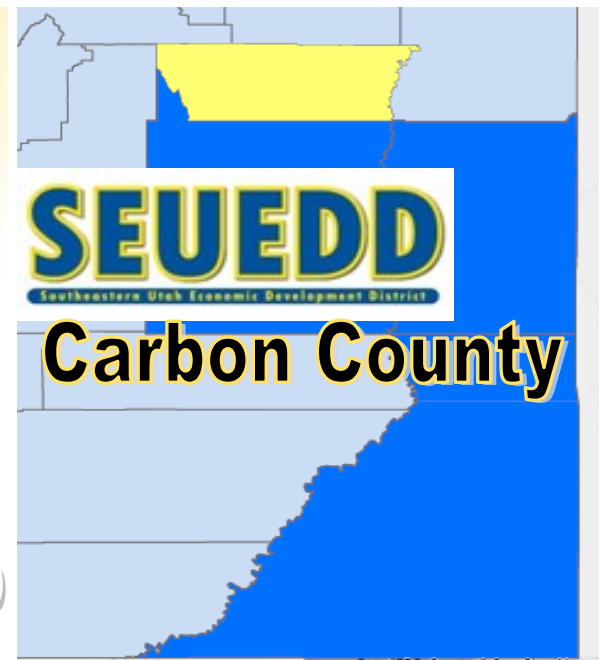
CEDS Process

CEDS Committee:

Joe Peterson	Utah State University Eastern
Debra Dull	Rocky Mountain Power
Ethan Migliori	Utah State University Eastern
Jordan Leonard	Emery County
Karl Kraync	Carbon County
Rick Shaw	Red Dog Publishing
Kelli Thornton	Department of Workforce Service
Natalie Randall	San Juan county
Nick Tatton	Price City
Zacharia Levin	Grand County
Conae Black	Green River
Mike McCandless	Epic Engineering
Nicole Steel	Department of Workforce Services
Jeff Hoel	CAS, Inc.



Carbon County is the 15th most populated county in Utah. It consists of 1,479 sq. miles with a density of 13.9 people per sq. mile. The county has a population of 20,512.



Socio-Economic²

Median Household Income: \$47,793

(1.9%)↑

Households: 7,841

Persons Per Household: 2.6

Poverty Rate: 15.5%

Individuals in Poverty: 3113

Children in Poverty: 997 (18.2%)

of Employees: 9,066 (1.42%)↓

Language Spoken (English): 93%

Population By Household Type: 64% (Married Couple)

2017 Population ²	% Change from 2010 ²	Median Age ²
20,733	-0.93%	35.6

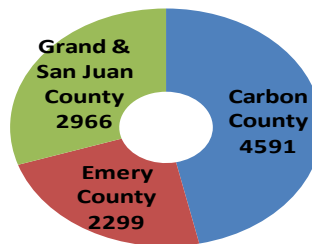
2017 Labor Force Participation Rate²

74.3%

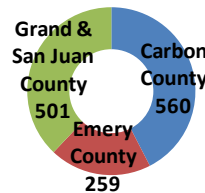
Internet

Broadband/Fiber/Cable³

Households



Businesses



Top Employment Industries²

Educational Services: 11.5%

Healthcare: 11.3%

Retail Trade: 10.5%

Construction: 8%

Mining/Quarrying/Oil & Gas 6.7%

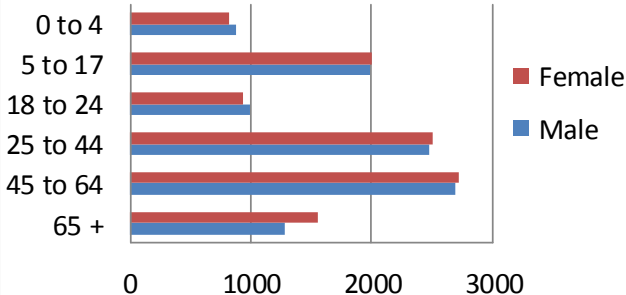
Housing²

Median Home Value: \$126,800 (2.34%) ↑

Housing Units: 9,770

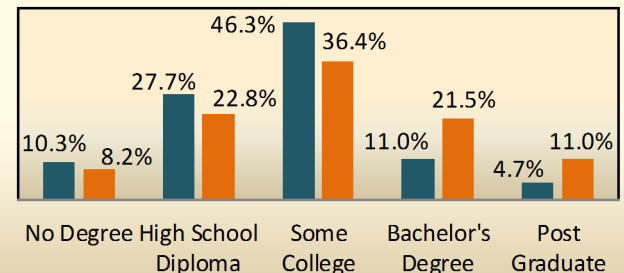
- Occupied: 80% Vacant: 20%
- Owner Occupied: 73%
- Mobile & Single Family Homes: 75%

Age Distribution²

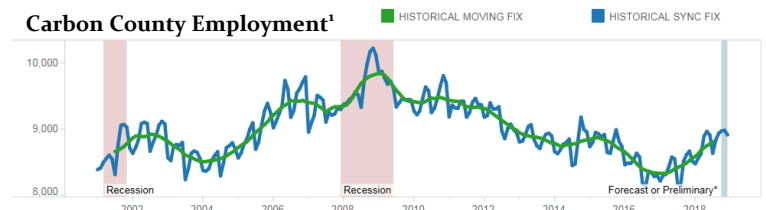


Educational Attainment²

■ Carbon County ■ Utah



Carbon County Employment¹



¹ County figures for October 2018 to December 2018 are forecasts; U.S. and Utah numbers for these months represent preliminary survey data. Source: Utah Department of Workforce Services; U.S. Bureau of Labor Statistics.

Sources

1. <https://jobs.utah.gov/wi/data/library/employment/countyemployment.html>
2. https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml
3. Emery Telcom, (435)749-1535, 445 East Hwy 29 Orangeville, UT 84537

Emery County is the 21st most populated county in Utah. It consists of 4,462 sq. miles with a density of 1.9 people per sq. mile. The county has a population of 10,410.

Socio-Economic²

Median Household Income: \$51,852

(1.1%) ↑

Households: 3,732

Persons Per Household: 2.93

Poverty Rate: 12.9%

Individuals in Poverty: 1188

Children in Poverty: 505 (15.3%)

of Employees: 3,878 (1.9%) ↓

Language Spoken (English): 92.9%

Population By Household Type: 67.9%
(Married Couple)

2017 Population ²	% Change from 2010 ²	Median Age ²
10,976	+1.1%	35

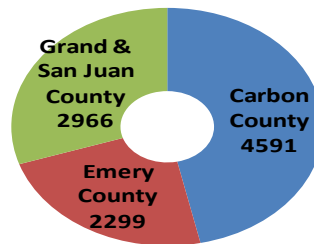
2017 Labor Force Participation Rate²

56%

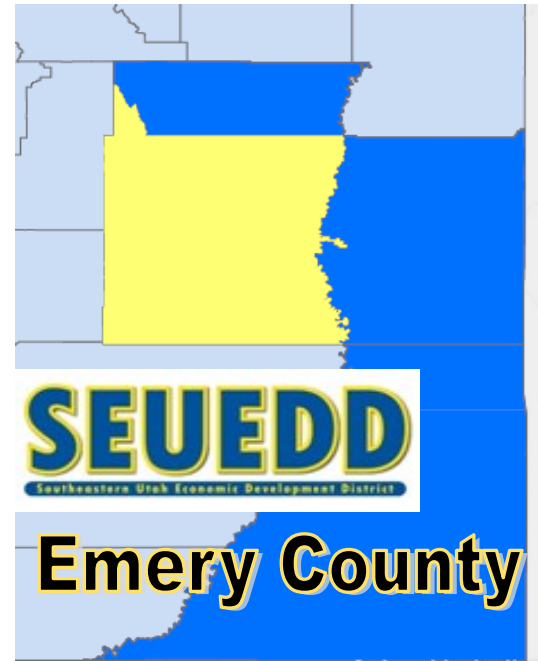
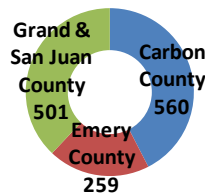
Internet

Broadband/Fiber/Cable³

Households



Businesses



Top Employment Industries²

Education, Healthcare, Social Assist: 23%

Retail Trade: 12.4%

Agriculture, Forestry, Fishing & Hunting, Mining: 10.3%

Construction: 10.1%

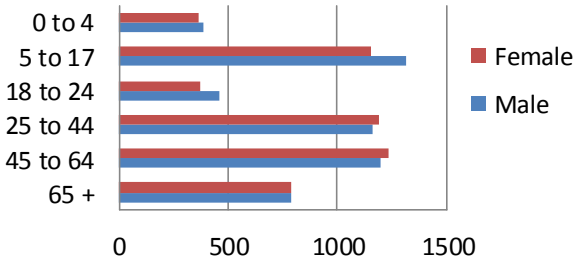
Housing²

Median Home Value: \$136,200 (0.8%) ↑

Housing Units: 4,489

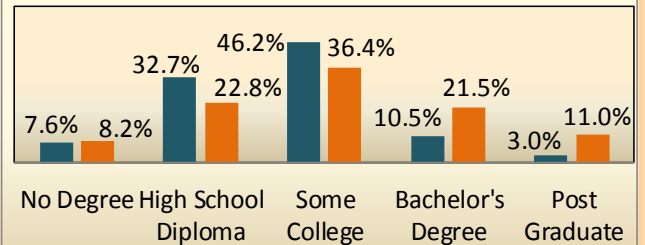
- Occupied: 83.1% Vacant: 16.9%
- Owner Occupied: 80.5%
- Mobile & Single Family Homes: 94.2%

Age Distribution²



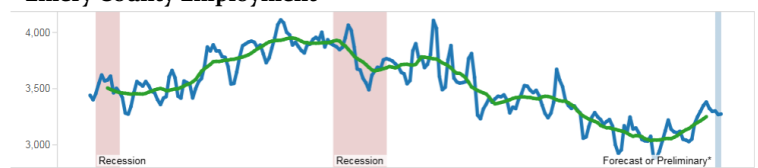
Educational Attainment²

■ Emery County ■ Utah



Emery County Employment¹

■ HISTORICAL MOVING FIX ■ HISTORICAL SYNC FIX

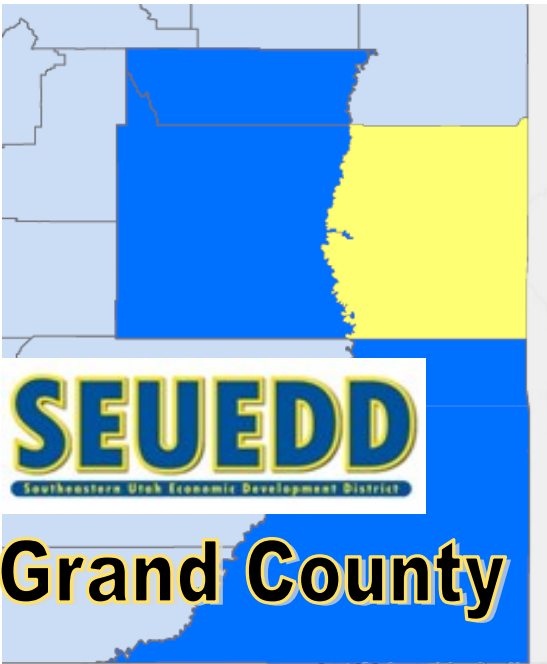


* County figures for October 2018 to December 2018 are forecasts; U.S. and Utah numbers for these months represent preliminary survey data. Source: Utah Department of Workforce Services; U.S. Bureau of Labor Statistics.

Sources

1. <https://jobs.utah.gov/wi/data/library/employment/countyemployment.html>
2. https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml
3. Emery Telcom, (435)749-1535, 445 East Hwy 29 Orangeville, UT 84537

Grand County is the 22nd most populated county in Utah. It consists of 1,870 sq. miles with a density of 2.9 people per sq. mile. The county has a population of 9,544.



Socio-Economic²

Median Household Income: \$46,658 (6.7%) ↑

Households: 3,873

Persons Per Household: 2.44

Poverty Rate: 12.9%

Individuals in Poverty: 1740

Children in Poverty: 431(20.4%)

of Employees: 5,193(0.3%) ↑

Language Spoken (English): 93.6%

2017 Population ²	% Change from 2010 ²	Median Age ²
9,674	-0.2%	39.8

2017 Labor Force Participation Rate² **67.8%**



Grand County

Housing²

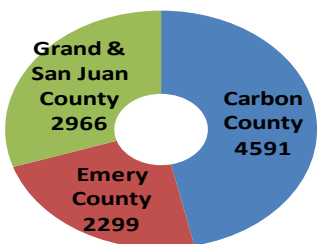
Median Home Value: \$230,900(3.1%) ↑

Housing Units: 5,224

- Occupied: 74.1% Vacant: 25.9%
- Owner Occupied: 70%
- Mobile & Single Family Homes: 82.4%

Internet
Broadband/Fiber/Cable³

Households



Top Employment Industries²

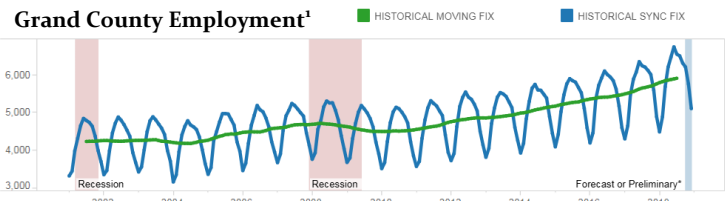
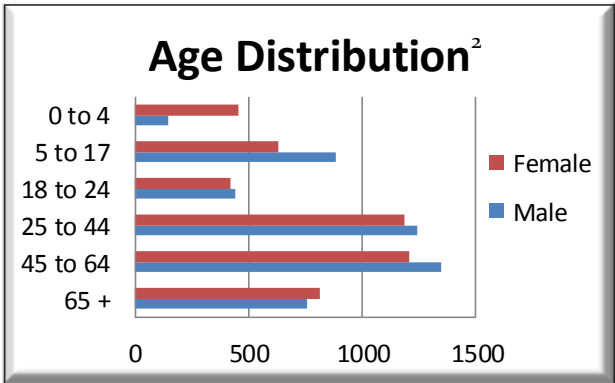
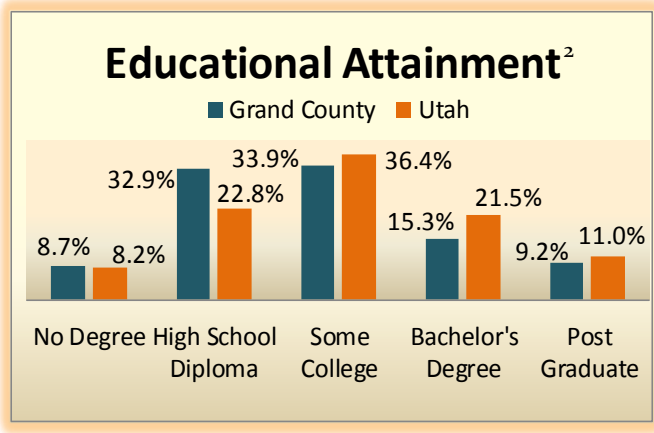
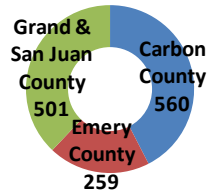
Arts, Entertainment, Recreation, Food Service: 30.5%

Retail Trade: 10.9%

Construction: 9.1%

Professional, Scientific, Management: 6.4%

Businesses

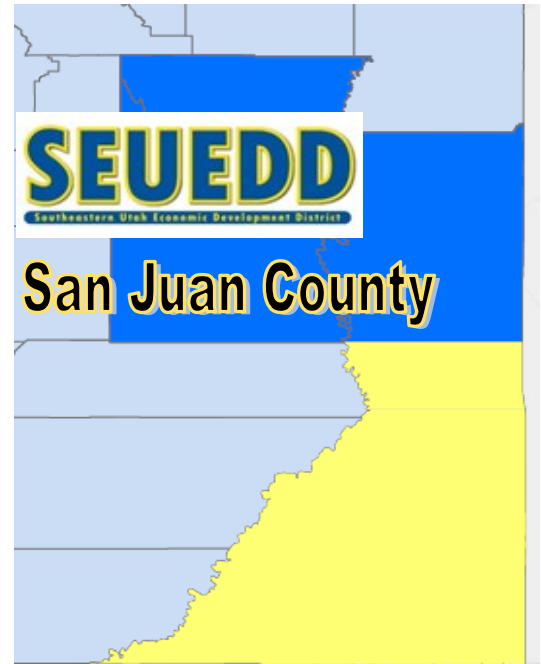


Sources

1. <https://jobs.utah.gov/wi/data/library/employment/countyemployment.html>
2. https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml
3. Emery Telcom, (435)749-1535, 445 East Hwy 29 Orangeville, UT 84537

* County figures for October 2018 to December 2018 are forecasts; U.S. and Utah numbers for these months represent preliminary survey data. Source: Utah Department of Workforce Services; U.S. Bureau of Labor Statistics.

San Juan County is the 17th most populated county in Utah. It consists of 7,933 sq. miles with a density of 1.9 people per sq. mile. The county has a population of 15,193.



Socio-Economic²

Median Household Income: \$42,581
(3.5%) ↑

Households: 4,505

Persons Per Household: 3.21

Poverty Rate: 28.4%

Individuals in Poverty: 4,149

Children in Poverty: 1,686 (34.2%)

of Employees: 5,727(0.2%) ↓

Language Spoken (English/Navajo):
59.4%/36.8%

Population By Household Type: 55.1%
(Married Couple)

2017 Population ²	% Change from 2010 ²	Median Age ²
15,193	-2.2%	31.6

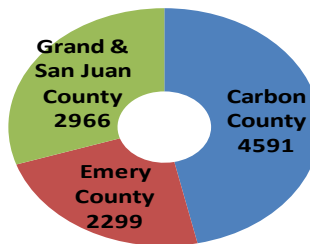
2017 Labor Force Participation Rate²

52.4%

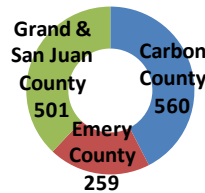
Internet

Broadband/Fiber/Cable³

Households



Businesses



Top Employment

Industries²

Healthcare & Social Assist: 17.8%

Educational Services: 14.6%

Arts, Entertainment, Accommodation & Food Service: 11.8%

Construction: 10.9%

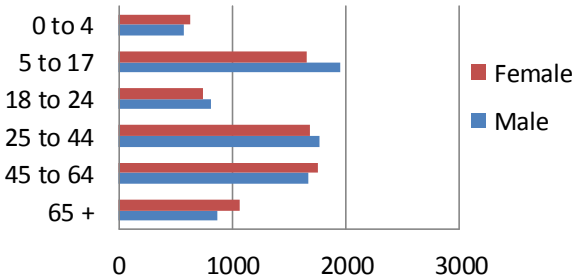
Housing²

Median Home Value: \$136,600(0.7%) ↓

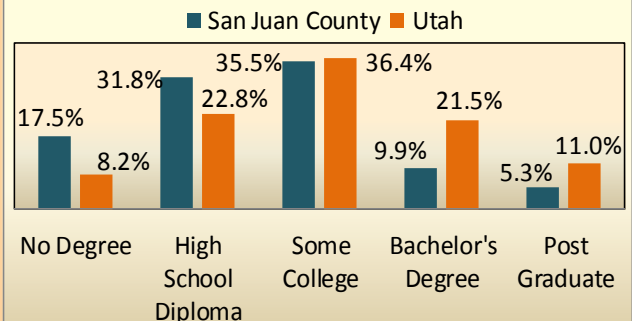
Housing Units: 5,936

- Occupied: 78.6% Vacant: 21.4%
- Owner Occupied: 80.2%
- Mobile & Single Family Homes: 93.3%

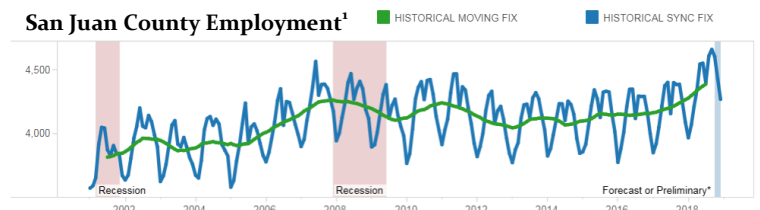
Age Distribution



Educational Attainment



San Juan County Employment¹



* County figures for October 2018 to December 2018 are forecasts; U.S. and Utah numbers for these months represent preliminary survey data. Source: Utah Department of Workforce Services; U.S. Bureau of Labor Statistics.

Sources

- <https://jobs.utah.gov/wi/data/library/employment/countyemployment.html>
- https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml
- Emery Telcom, (435)749-1535, 445 East Hwy 29 Orangeville, UT 84537

SWOT ANALYSIS

The regional CEDS committee met through video conferencing to discuss each county's strengths, weaknesses, opportunities and threats. The common theme among all counties was workforce, infrastructure, housing, public lands, regional economy, and quality of life. Many themes address long-term impact & sustainability. In addition, the committee identified promoting public and private activity to build strengths and address threats. The four-county region's results echoed county economic development plans and a strategic plan to augment the findings in the CEDS.

Analysis:

Recognize the Region's strengths and challenges by increasing communication and collaboration as well as better coordinate and integrate investments around economic development, workforce development and infrastructure.

Each CEDS committee meeting offered ample discussion to identify regional information critical

to developing the SWOT analysis. This is a regional SWOT. The following pages discuss specific information for each county in the four-county region.



Regional SWOT

The SWOT analysis yielded over 580 comments, which were subsequently tabulated and described in the Regional SWOT analysis. Here are the regional results.

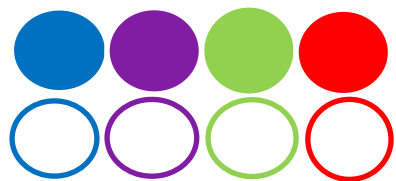
Strengths: Tourism, leisure, natural resources, education resources

Weaknesses: Workforce, infrastructure, housing, community attitudes, and community traits.

Opportunities: Affordable housing, available land, economic development resources, brown-fields,

Threats: Natural resources, drought, infrastructure, addiction, workforce

Carbon County SWOT Analysis



Strengths:

Shoulder region to the Wasatch Front
Brownfield project and designation with active committee
Recreation
Tourism
Sports, youth and collegiate
University City
Culture/Hard Working
Logistics/Rail/Utilities/
Infrastructure/Broadband
Energy Industry

Weaknesses:

University Programs, Certificate programs
Affordable Housing
Workforce Development
Workforce Shortage
Diverse Economy
Recreation Area

Intergenerational Poverty

Opportunities:

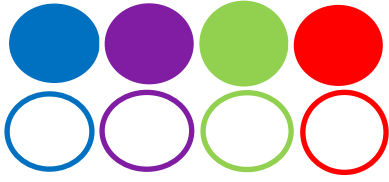
Growth at University/
Tech/Blue Collar Certification
Recreation/Tourism
Sports, grow with shoulder region concept
Talent Development
Expanding Local Business
Embracing Culture/Blue Collar
Career Pathways
Airport
Opportunity Zone
Agriculture/Farm/
Ranching

Threats:

Opioid Addiction
Energy Sector Jobs
Mental Health
Dependence on Energy/
Need to Diversify
5 to 10 year plan for energy sector jobs closing
Exporting youth

The information collected for the county revolved around energy sector jobs, workforce development and tourism. Components of available land for ranching and recreating are viewed as both an opportunity, weakness and threat. The county is working with experts among the State of Utah to grow workforce, economic diversity, tourism, and local business. Utah State University Eastern is a critical component of growing the workforce. Exporting youth can be minimized with new certification programs at the secondary education level. Addiction is being addressed at federal and State levels to stop opioid addiction.

Emery County SWOT Analysis



Strengths:

- Natural Resources
- Geological Features
- Broadband
- Community Support
- Infrastructure
- Robotics
- Bouldering Community

Weaknesses:

- Skilled Workforce
- Access to Capital
- Better partnerships
- Affordable Housing
- Vitality with Local Businesses
- Quality of Life
- Exporting Youth
- Lack of Certification programs in schools
- Diversified economy
- Business Expansion
- Attracting New Business

Opportunities:

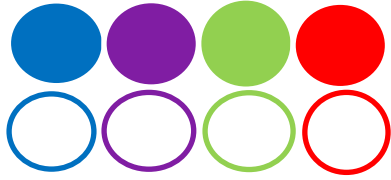
- Beautification
- Tourism Expansion
- Rail
- Interstate Access
- Unused Water Resources
- Infrastructure
- Low Cost Living
- Natural Gas
- Opportunity Zone
- Bouldering Community

Threats:

- Government Regulations
- Lack of Skilled Workforce
- Change in Energy Demand
- Natural Gas Access
- Airport
- Public Lands
- Recreation access
- Ranching/Farming
- Mental Health/Addiction

The information collected for the county revolved around energy sector jobs, workforce development and tourism. Components of available land for ranching and recreating are viewed as both an opportunity, weakness and a threat. The county is working with experts among the State of Utah to grow workforce, economic diversity, tourism, and local business. Utah State University Eastern is a critical component of growing the workforce. Exporting youth can be minimized with new certification programs at the secondary education level. A unique strength in this county is the robotics business and high school class available.

Grand County SWOT Analysis



Strengths:

Accessible Public Lands
Workforce
Social Capital
Human Capital
Engaged Citizens
Volunteers
Non-Profits
Tourism Sector Expertise
Natural Amenities
Recreational Amenities
Events/Entertainment
Fueling Wasatch Front
with energy, minerals and
recreation
Airport

Weaknesses:

Cost of Living/Affordable
Housing
Diversified Workforce
Access for trained work-
force
K-12 Education
Regional Collaboration

Opportunities:

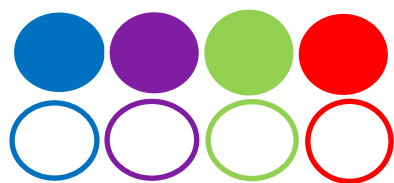
USU Moab Growth
Workforce Development
Union Pacific Rail Spur
DOE/Brownfields
Re-Development
Increased Opportunities
in Moab
Quality of Life Improve-
ments
Diversified Job Market
Living Wages
Teleworking/Broadband

Threats:

Oil and gasoline Prices
Cost affective Tourism
Federal and State Lands
Access
Increased Labor Force
Mental Health/Addiction

The information collected for the county revolved around workforce development, rail spur development and tourism. Components of available public land for development and recreating are viewed as both an opportunity, weakness and a threat. The county is working with experts among the State of Utah to grow workforce, economic diversity, tourism, and local business. Utah State University Moab Campus is a critical component of growing the workforce. Exporting youth can be minimized with new certification programs at the secondary education level. Volunteerism, human capital and engaged citizens is an amazing strength for this county.

San Juan County SWOT Analysis



Strengths:

Tourism/Recreational
Climate
Extractable Natural Resources
Unparalleled concentration of National Parks and State Parks
Abundant natural Resources
Quality of Life
Community Support
Airport

Weaknesses:

Loss of Energy Sector Jobs
Broadband
Transportation
Business Expansion and Retention
Diversified Culture and History
Shortage of Labor/
Qualified Workforce
IGP

Opportunities:

Regional Cooperation
Teleworking Jobs
Affordable Housing
Grow Workforce
Grow Local Business
Attract New Business

Threats:

Government Regulations
Lack of Skilled Workforce
Change of Industries
Energy Sector Job Loss
Lack of Natural Gas
Public Lands
Agriculture/Farming/
Ranching

The information collected for the county revolved around energy sector jobs, workforce development and tourism. Components of available land for ranching and recreating are viewed as both an opportunity, weakness and a threat. The county is working with experts among the State of Utah to grow workforce, economic diversity, tourism, and local business. Utah State University Blanding Campus is a critical component of growing the workforce, retaining youth in the area and diversify the economy. Exporting youth can be minimized with new certification programs at the secondary education level. In addition, community support, abundant natural resources, climate, and natural resources are a dynamic strength.

Strategic Direction/Evaluation Framework/Economic Resiliency

Strategic Direction

In the past, SEUEDD identified similar goals as addressed in the last CEDS document, however, with more vibrant collaborations, and innovative processes implemented in the region, economic resilience is on the cusp of success. The goals listed on the next page identify the region's needs.

- ◆ Long-term impact and sustainability
- ◆ Regional Impact
- ◆ Provide Employment opportunities to people with a variety of skill levels and employment sectors
- ◆ Recognize the region's strengths and challenges
- ◆ Promotes and supports public and private partnership
- ◆ Promote access to public lands

Evaluation Framework

The evaluation framework serves as a tool to measure progress on the successful implementation of the overall CEDS. It is an important element of the ongoing planning process and assists with answering how well the SEUEDD is doing and/or the region. The CEDS is reviewed annually by the committee and submitted to EDA. The review serves as a performance report. In response to the findings of the evaluation, the CEDS may be adjusted by the SEUEDD under the guidance of the CEDS Strategy Committee. This will allow the CEDS to be flexible and responsive to the economic development needs of the district/region. Each annual review will embark on addressing these six objectives: Realistic goals, objectives of goals, competent strategies, milestones, stakeholders, and time frame.

Economic Resiliency

- ◆ Regional economic prosperity is linked to an area's ability to adapt, avoid, withstand, and/or quickly recover from major disruptions to an economic base. Some examples of disruptions include;
- ◆ downturns in economy
- ◆ impact on demand for locally produced goods and consumer spending
- ◆ Downturns in specific economic sectors
- ◆ External shocks like an exit of a major employer, climate change
- ◆ Natural or man-made disasters

The CEDS process provides a critical mechanism to identify regional vulnerabilities and prevent and/or respond to economic disruptions. The SEUEDD support responsive initiatives. This will enhance resiliency in the region.

Action Plan

Southeastern Utah Economic Development District is ambitious and comprehensive. This plan is a cooperative between the regional leaders and organizations assigned with the task to carry out the desired outcomes. The eventual purpose of this CEDS is to increase economic capacity to achieve desired regional goals and increase prosperity for the region. The strategy is broad but in five years should bring desired prosperity to the region. Through collaborations on workforce, infrastructure, economic diversity, energy sector diversification, quality of life, and regional integration each diverse county in the region will achieve desired outcomes. Through CEDS committee meetings and other regional economic development planning efforts the goals established are in this order beginning with number 1:

Goals:

#1: Workforce

Collaborating with public and private partnerships to cultivate a workforce to meet the growing diversified economy in the region. Growing the workforce to compete in a rapidly evolving workforce.

#2: Infrastructure

Maintain and investing in infrastructure critical to sustaining/growing the region's economy including increasing the region's competitive advantage.

#3: Economic Diversity

Expand and retain existing businesses, and diversify the region's economy through innovation and attraction.

#4: Energy Sector/ Natural Resources

Practice good stewardship of the region's natural resources while leveraging innovative process for economic gain.

Goals: Continued

#5: Quality of Life

Provide desirable places to live and recreate; with housing, goods, and services needed to retain and attract talent, and amenities to attract visitors and tourists

#6: Regional Integration

Promote a regional mindset that is cooperative and optimistic, and seeks innovative and collaborative outcomes.

The SEUEDD CEDS Committee implements building blocks of economic prosperity through resilience, innovation, cooperation, creativity, communication, and optimism. This model is a national model and provides output for resilience networks in the region. Local, State, and federal collaboration in the region that is exciting and innovative.

Goal #1 Workforce

Support local and regional workforce development that is adaptable to rapidly evolving workforce

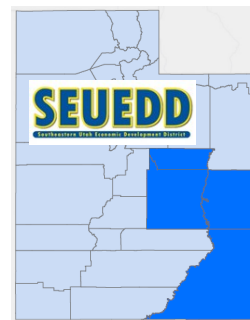
Objectives: Invigorate partnerships between private industry clusters and higher education and career technical education, increase workforce participation and CTE enrollment, increase student engagement, promote training that is closely aligned with needed skills.



Strategies	Stakeholders
Continue regional efforts to address workforce priorities	K-12 education, Utah State University Eastern Price, Moab and Blanding Campuses, Rural Online Initiative, Employer certification
Increase awareness of training and certification programs within the region	K-12 Education, Economic Development Directors, Workforce Development Organizations, Utah State University Eastern
Identify and prioritize impediments to workforce development participation	Economic Development Directors, Workforce Development Organizations, K-12 Education, Utah State University Eastern, Private Industry
Expand student and adult engagement activities	Economic Development Directors, Workforce Development Organizations, K-12 Education, Utah State University Eastern
Milestones	Time Frame
Sustain Regional Committee to address workforce priorities	Ongoing
Ensure a regional training and certification inventory process and guide	Ongoing
Increase workforce participation by 10%	Mid-term (5-10 years)
Investigate and complete workforce gap analysis	Mid-term (5-10 years)

Goal #2 Infrastructure

Support will enhance the region’s competitive economic advantages.



Objectives: Promote infrastructure that facilitates and supports the region’s social, cultural, and economic development needs, such as broadband availability, maintain/grow reliable transportation infrastructure networks, provide infrastructure and utilities to support the economy and eliminate barriers to expansion, promote long-term visions, goals, and plans for sustainable community development.

Strategies	Stakeholders
Support new/existing collaborative initiatives, address needed water resource demand needs	Broadband providers, State, Regionals and Local collaborative
Promote utilization of existing Rail, Road and Airports	State, Regionals and Local collaborative, UDOT, Local Planners, UAC
Relay information to local governments and economic development stakeholders regarding State/Federal programs and resources as they become available, promote support when needed to secure State and federal resources	Economic Development Directors, County governments, State and Federal specialists, Legislators, local Planners, UAC, ULCT
Establish lines of communication between development planners and transportation/transit planners	State, Federal and Local leaders/planners
Milestones	Time Frame
Continue supporting new/existing collaborative broadband initiatives/utility needs	Ongoing
Partner with UDOT diverse divisions, Inland Port strategies, Rail strategies, UDOT Planners	Ongoing mid-term (5-10 years)
Hold a regional summit with State, Local and Federal partners (Congressman Curtis Office)	Ongoing
Complete asset inventory and broadband service gap analysis with local and State partners	5 year plan

Goal #3 Economic Diversity

Expand and retain existing businesses, and diversify the region's economy through innovation and attraction.

Objectives: Organize small business, innovation and entrepreneurial support, build upon regional economic strengths, leverage public/private partnerships to attract private investment, coordinate business retention and expansion efforts



Strategies	Stakeholders
Maintain and implement industrial, business and satellite port inventory needs	SEUEDD, County and City Government, State and Federal Government, Seven County Coalition
Increase awareness of business incubators, co-working space and accelerators including a commercial kitchen space for each county within the region	SEUEDD, Private industry collaborative, County and City Government, State and Federal agencies, Business and Technical Assistance Center, Rural Online Initiative
Continue and develop a platform for aggregating business retention efforts	SEUEDD, BEAR, Local Government, State initiatives
Maintain strong partnerships between local, state and private industry for economic development collaborative	SEUEDD, Economic Development Directors, County Planners, Seven County Coalition
Milestones	Time Frame
Maintain and provide regional Industrial and Business Park Inventory	Ongoing
Aggregate regional business retention data	Ongoing
Assist with creating Industrial Park and Satellite Port	Ongoing
Create available co-working space through innovative funding	Ongoing

Goal #4 Energy Sector/Natural Resources

Practice stewardship of the region’s natural resources while leveraging innovative process for economic gain.

Objectives: Utilize natural infrastructure, maintain healthy public lands for farmers and ranchers and tourists, utilize state and federal brownfield assistance, promote energy sector existing, and innovative collaborative processes.



Strategies	Stakeholders
Communicate innovative energy sector processes to local governments and assist to leverage opportunities to continue efforts	SEUEDD, Economic Development Directors, Local Government
Promote low impact models for innovative energy sector processes, support direction and development toward existing infrastructure	SEUEDD, Economic Development Directors, Local Government, State Initiative Drivers
Assist with natural infrastructure principles and directives	SEUEDD, Rural Planners, Economic Development Directors, State and Federal Government
Maintain regional collaboration with Public Land Initiatives, promote public land use available for development and wise multiple use	SEUEDD, Rural Planners, Local Government
Milestones	Time Frame
Sustainable infrastructure for future Energy Projects	Ongoing
Supporting local Brownfield initiatives	Ongoing
Creating SEUEDD Natural resource committee with local government expertise	Ongoing
Increasing awareness and information of public lands regional needs	Ongoing

Goal #5 Quality of Life

Provide desirable places to live and recreate: with housing, goods, and services needed to retain and attract talent, and amenities to attract visitors and tourists.

Objectives: Increase “shoulder” season and year round recreation opportunities, improve main streets, practice principles for improving quantity and overall quality of the housing stock for diversified income levels, develop attractive, mixed-use downtown with historic prevalence/status and core neighborhoods.



Strategies	Stakeholders
Participate in connecting regional activities and an all-season strategy for all trails in the region, promote regional “art neighborhoods”, promote regional tourism activities	SEUEDD, Local governments, Tourism Directors
Market regional historical districts and increase available support for local plans	SEUEDD, Local Governments, Planners, State Initiatives
Provide technical assistance to local communities seeking redevelopment assistance	SEUEDD, Planners, Housing Authority, Local Government, State Government
Document regional housing needs and demands, promote regional housing collaborative	SEUEDD, Planners, Housing Authority, Local Government, State Government
Milestones	Time Frame
Provide technical assistance for funding to grow recreation	Ongoing
Provide effective planning to initiate desired city/county growth	Ongoing
Update regional housing gap analysis	Ongoing
Complete a regional recreation gap analysis	Mid-Term (5 years)

Goal #6 Regional Integration

Promote a regional mindset that is cooperative and optimistic, and seeks innovative and collaborative outcomes.

Objectives: Integrate economic development with other planning cities or counties, promote coordination of sub-regional land use planning, engage elected officials and local leaders, communicate and cooperate across sectors, unify the regional economic development narrative, coordinate regional economic development efforts.



Strategies	Stakeholders
Regularly convene the CEDS Strategy Committee	SEUEDD, Committee Members
Attend Local and State Governments meetings	SEUEDD, Economic Development Directors, Local Government
Participate in State committees and National Committees	SEUEDD, Rural Development, State Government, EDA and NADO
Sustain and incorporate elements of economic resilience through proven local, State and Nationals models	SEUEDD, Local Government, State Government, EDA and NADO
Milestones	Time Frame
Attended NADO Resource Committee Meetings	Ongoing
Quarterly meetings of the CEDS Strategy Committee	Ongoing
Maintain and transmit regional best practices, meeting dates, and minutes of committee meetings for regional interests	Ongoing
Establish effective collaborative to ensure regional efforts are met and maintained.	Ongoing

Picture or graphic here

Conclusion

The results of the SEUEDD CEDS will echo the findings in the document to other documents throughout the region. The unique dynamic of CEDS offers a regional analysis of environment, population centers, agriculture, energy sector, industry clusters, infrastructure assets, recreation and tourism, transportation infrastructure, workforce and socio-economics implanted into a thorough analysis of the region's strengths, weaknesses, opportunities and threats (SWOT). The analysis from the SWOT transcends into the strategic direction, evaluation framework, economic resiliency and finally an action plan. This is the CEDS for SEUEDD. This document and the countless coalition, committees, lo-

cal, state and federal initiatives offer a collaborative that will address priorities region wide, such as workforce, infrastructure, economic diversity, energy sector and natural resources, quality of life, and regional integration. The CEDS is reviewed annually, and the SEUEDD will have an opportunity to report to EDA on the success and implementation of the CEDS Strategic Plan. The region has an opportunity to strengthen the economic prosperity by collaborative efforts. The SEUEDD is excited for the future and believe the region is gaining momentum in implementing economic resiliency.

CEDS Process

SEUEDD Team

Administrative Team:

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Michele Kelley

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