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
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.
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.
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 combustion, 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

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
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.

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.
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 region’s 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 Kouri-anos | Price, Utah |
| Commissioner Kent Wilson | Emery County |
| Mayor Roger Swenson | City of Orange-ville |
| Councilman Curtis Wells (Vice-Chairperson) | Grand County Council |
| Mayor Emily Niehaus | City of Moab |
| Commissioner Bruce Adams (Chairperson) | San Juan County |
| Chairman | |
| Mayor Joe B. Lyman | City of Blanding |
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 wellbeing 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.

<table>
<thead>
<tr>
<th>CEDS Committee:</th>
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</thead>
<tbody>
<tr>
<td>Joe Peterson</td>
</tr>
<tr>
<td>Debra Dull</td>
</tr>
<tr>
<td>Ethan Migliori</td>
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<tr>
<td>Jordan Leonard</td>
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<tr>
<td>Karl Kraync</td>
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<tr>
<td>Rick Shaw</td>
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<tr>
<td>Kelli Thornton</td>
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<td>Natalie Randall</td>
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<td>Nick Tatton</td>
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<td>Zacharia Levin</td>
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<tr>
<td>Conae Black</td>
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<td>Mike McCandless</td>
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<tr>
<td>Nicole Steel</td>
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<tr>
<td>Jeff Hoel</td>
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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-Economic

- **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**

<table>
<thead>
<tr>
<th></th>
<th>Population</th>
<th>% Change from 2010</th>
<th>Median Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon County</td>
<td>20,733</td>
<td>-0.93%</td>
<td>35.6</td>
</tr>
<tr>
<td>Emery County</td>
<td>2299</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grand &amp; San Juan County</td>
<td>2966</td>
<td></td>
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<tr>
<td>Total</td>
<td>2966</td>
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</table>

**2017 Labor Force Participation Rate**

- 74.3%

### Housing

- **Median Home Value:** $126,80 (2.34%)
- **Housing Units:** 9,770
  - Occupied: 80% Vacant: 20%
  - Owner Occupied: 73%
  - Mobile & Single Family Homes: 75%

### Top Employment Industries

- Educational Services: 11.5%
- Healthcare: 11.3%
- Retail Trade: 10.5%
- Construction: 8%
- Mining/Quarrying/Oil & Gas 6.7%

### Education Attainment

### Age Distribution

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Female</th>
<th>Male</th>
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</thead>
<tbody>
<tr>
<td>0 to 4</td>
<td></td>
<td></td>
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<tr>
<td>5 to 17</td>
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<td>18 to 24</td>
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<td>25 to 44</td>
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<tr>
<td>45 to 64</td>
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<tr>
<td>65 +</td>
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</tbody>
</table>

### Internet

- Broadband/Fiber/Cable

### Sources

2. [https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml](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-Economic**

- 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%) (Married Couple)
- Language Spoken (English): 92.9%
- Population By Household Type: 67.9% (Married Couple)

**Housing**

- 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 Distribution**

- No Degree
- High School Diploma
- Some College
- Bachelor’s Degree
- Post Graduate

**Top Employment Industries**

- Education, Healthcare, Social Assist: 23%
- Retail Trade: 12.4%
- Agriculture, Forestry, Fishing & Hunting, Mining: 10.3%
- Construction: 10.1%

**Educational Attainment**

<table>
<thead>
<tr>
<th>Educational Attainment</th>
<th>Emery County</th>
<th>Utah</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Degree High School Diploma</td>
<td>32.7%</td>
<td>7.6%</td>
</tr>
<tr>
<td>Some College</td>
<td>22.8%</td>
<td>8.2%</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>46.2%</td>
<td>36.4%</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>32.7%</td>
<td>11.0%</td>
</tr>
</tbody>
</table>

Sources
2. [https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml](https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml)
3. Emery Telcom, 1435749-1535. 443 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-Economic

- **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%

### Housing

- **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%

### Employment

- **Top Employment Industries**
  - Arts, Entertainment, Recreation, Food Service: 30.5%
  - Retail Trade: 10.9%
  - Construction: 9.1%
  - Professional, Scientific, Management: 6.4%

### Education

- **Educational Attainment**
  - No Degree: Grand County 8.7%, Utah 8.2%
  - High School Diploma: Grand County 32.9%, Utah 22.8%
  - Some College: Grand County 33.9%, Utah 15.3%
  - Bachelor's Degree: Grand County 36.4%, Utah 21.5%
  - Post Graduate: Grand County 9.2%, Utah 11.0%

Sources
2. [https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml](https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml)
3. Emery Telcom, (435)749-1535, 445 East Hwy 29 Orangeville, UT 84537
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-Economic

- **Median Household Income**: $42,581 (3.5%)
- **Populations**: 4,591
- **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**: Married Couple: 55.1%

### Housing

- **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%

### Internet

- Broadband/Fiber/Cable

### Top Employment Industries

- Healthcare & Social Assist: 17.8%
- Educational Services: 14.6%
- Arts, Entertainment, Accommodation & Food Service: 11.8%
- Construction: 10.9%

### Age Distribution

- 0 to 4: 17.5%
- 5 to 17: 31.8%
- 18 to 24: 22.8%
- 25 to 44: 36.4%
- 45 to 64: 21.5%
- 65+: 11.0%

### Educational Attainment

- San Juan County: No Degree 17.5%, High School Diploma 31.8%, Some College 35.5%, Bachelor’s Degree 22.8%, Post Graduate 9.9%
- Utah: No Degree 8.2%, High School Diploma 22.8%, Some College 36.4%, Bachelor’s Degree 8.2%, Post Graduate 5.3%

### Sources

2. [https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml](https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml)
3. Emery Telcom, (435)749-1535, 445 East Hwy 29 Orangeville, UT 84537
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, brownfields,

**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

Opportunities:
- Intergenerational Poverty
- 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

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

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

Opportunities:
Beautification
Tourism Expansion
Rail
Interstate Access
Unused Water Resources
Infrastructure
Low Cost Living
Natural Gas
Opportunity Zone
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

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 workforce  
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 Improvements  
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

**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.

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

<table>
<thead>
<tr>
<th>Strategies</th>
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<tbody>
<tr>
<td>Support new/existing collaborative initiatives, address needed water</td>
<td>Broadband providers, State, Regionals and Local collaborative</td>
</tr>
<tr>
<td>resource demand needs</td>
<td></td>
</tr>
<tr>
<td>Promote utilization of existing Rail, Road and Airports</td>
<td>State, Regionals and Local collaborative, UDOT, Local Planners, UAC</td>
</tr>
<tr>
<td>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</td>
<td>Economic Development Directors, County governments, State and Federal specialists, Legislators, local Planners, UAC, ULCT</td>
</tr>
<tr>
<td>Establish lines of communication between development planners and</td>
<td>State, Federal and Local leaders/planners</td>
</tr>
<tr>
<td>transportation/transit planners</td>
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<thead>
<tr>
<th>Milestones</th>
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<tbody>
<tr>
<td>Continue supporting new/existing collaborative broadband initiatives/</td>
<td>Ongoing</td>
</tr>
<tr>
<td>utility needs</td>
<td></td>
</tr>
<tr>
<td>Partner with UDOT diverse divisions, Inland Port strategies, Rail</td>
<td>Ongoing mid-term (5-10 years)</td>
</tr>
<tr>
<td>strategies, UDOT Planners</td>
<td></td>
</tr>
<tr>
<td>Hold a regional summit with State, Local and Federal partners (Congressman Curtis Office)</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Complete asset inventory and broadband service gap analysis with local</td>
<td>5 year plan</td>
</tr>
<tr>
<td>and State partners</td>
<td></td>
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</table>
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

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

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

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

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