



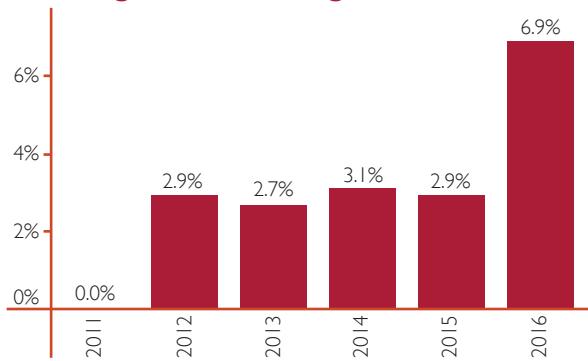
SAN JUAN COUNTY STRATEGIC PLAN

Introduction

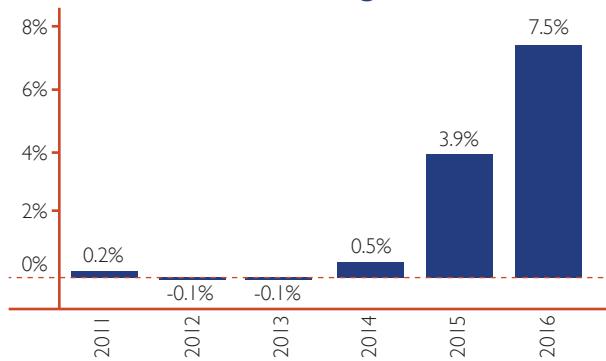
San Juan County has a variety of natural assets that can provide a strong economic foundation. Three primary competitive advantages the county has are its natural beauty that provides a number of tourism, recreational, and life opportunities; a climate that allows for extended outdoor activity during shoulder season; and extractable natural resources. There is an unparalleled concentration of National and State Parks, Monuments, and Recreation Areas and abundant natural resources. The County also provides an attractive quality of life for those looking for open space, low levels of crime, and a strong community atmosphere.

The county has seen an active growth in population over the past year. The Census Bureau estimates San Juan County gained about 1,000 residents between 2015 and 2016, for growth rate of 7.6 percent. This population growth is a great asset to our communities for potential workforce.

Branding Percent Change



Monticello Percent Change



Between March 2016 and March 2017 San Juan County gained 40 jobs equivalent to a one percent increase. Losses in mining were offset by increases in leisure/hospitality, healthcare and government. San Juan County's unemployment rate is currently at 7.2%, compared to the state's 3.4%. The primary employment share percentages include government employment, health care & social services, and leisure & hospitality services. The county hopes to further diversity the industries as well as industries identified in the completion of a recent Area Sector Analysis Process (ASAP).

To allow for further economic growth and expansion, a large gap found in our county during ASAP was infrastructure specifically Broadband and Transportation. Steps and execution of a plan to develop this infrastructure are vital to the economic growth and development of our county. San Juan County is extremely diverse, however, in this diversity the commonality is the desire for quality development over quantitative growth. All residents of the county desire a quality development that showcases the county's assets and not quantitative growth which retracts from this vision.

Our strategic plan has been broken into five key areas of focus, with a vision and planned development of these areas over one, five, and ten years. The five key areas are focus on Broadband, Transportation, Business Expansion and Retention, Diversification, and Celebration of Culture and History. The plan concludes with ways in which the state can assist with our goals.



One Year Vision



Broadband

In partnership with the Seven County Infrastructure Coalition the county has identified Broadband as one of its primary infrastructure goals. Year one includes the development of a county wide Broadband plan that includes connectivity in the communities fanning from the Utah Education Network (UEN) projects to have Broadband in all the public schools. Planning also includes establishing right of way agreements and initiating collaboration during roadwork discussions.

Healthcare, a primary industry in our county, is one example of the necessity of broadband expansion with the development of rural telemedicine programs.



Transportation

Transportation is the key for quality of life in providing access to and within the county. The county is currently reviewing the implementation of a county transportation master plan. The plan proposes investing an initial \$35 million to bring existing paved county roads to a standard. This standard would then be maintained with a \$1-1.5 million maintenance schedule and plan.

Additional one- year goals include:

- Funding for Elevated Transit bus from Wasatch Front
- A plan for transit within the county, specifically from the reservation to Bluff and Blanding which are primary communities that employ reservation residents.
- Transportation plan revisited and established with the Forest Service
- Consistent roadway Wayfinding signage throughout the county (direction t



Business Expansion and Retention

A priority of the county is not only in assisting with growing new business, but also existing business. Additionally, it is a priority to assist in growing a diverse economy.

A potential industry to include in broadening growth would include the White Mesa Mill which currently provides 50 of the highest paying jobs in the county. The Mill also has the potential to add 50-100 additional jobs as the company increased focus on recycle (uranium to provide energy) and cleanup of Alternate Feeds (AF) and Abandoned Uranium Mines (AUM). A total of \$2 Billion was allocated to the Navajo Nation and EPA to assist to cleaning up AUM's on the Navajo Nation thus far; the projects are simply awaiting final permitting and approval but it is critical that the EPA is fully aware that the State of Utah is very interested and supports participating with this initiative.

The county is in the process of adopting a Community Redevelopment Agency (CRA) and identifying CRA areas. Areas are currently being identified in Bluff, Monticello, and Spanish Valley. Blanding City has adopted its own CRA and the county is working hand in hand identifying areas within the city's CRA.



Diversification

Diversification of the economy incorporates the workforce, key industries, and year-round opportunities.

Further develop our strategy in collaborating with Navajo and Ute Nation/Reservations

- MOA, MOU, Intergovernmental Agreements and Cross-Commission with various departments.
- Connect and Collaborate with Navajo Utility Tribal Authority for Internet/fiber optic.
- For business expansion, connect, and collaborate with Navajo Nation Business Regulatory office.

The Area Sector Analysis Process (ASAP) identified three additional industry areas for the county to focus on; Agriculture, Construction, and Mining Manufacturing; Electrical Equipment Manufacturing; Medical Equipment and Supplies Manufacturing.

At Utah State University College of Eastern Utah's campus located in Blanding there is further potential for development for more diverse workforce. Currently the University's medical programs, specifically Nursing and Medical Assistant, have added greatly to the county's workforce. Additionally the University assists in the gap of a trade school offering heavy equipment operators and additional trade specific courses.

The county is committed to identifying and assisting businesses to expand globally with the intent of creating additional domestic jobs. This process has been initiated with the World Trade Center through their rural office hours which includes Business to Business (B2B) meetings and site visits.

With tourism the county would like to see year round visitation through expansion of shoulder seasons. This includes the development of recreation, itineraries, and activities. The development of year round recreation would also contribute to the quality of life in the county.



Celebration of Culture and History

It is a celebration and recognition of the diversity of San Juan County. Key cultures identified included: Agriculture, Native American, Pioneer, Western, and Mexican (Spanish Trial). With the goal of creating opportunities for quality development, the county feels this can be accomplished by identifying ways to incorporate culture into existing and new industry sectors.

- Leverage artistic talent of Native American seamstresses through creative relationship with outdoor retailer industry.
- Adopt Hózhó as the administrative model for San Juan County.
 - Find ways to make elements of Hózhó observable in our agendas, organizational charts, architecture, Master Plan, etc.
 - Work with Native American consultants to educate and help implement.
- Value added agriculture, developing agrotourism.

Five Year Vision



Broadband

A key infrastructure hurdle for businesses is the cost of Broadband in rural Utah. A key goal would be identifying a way to reduce cost of service and creating competitive prices comparable to the Wasatch Front.



Transportation

A key goal would be to have arrived at a maintenance schedule for county roads. Additionally, implementing a transit plan in partnership with the reservation. Further development would include showing increased Cal Black Airport usage and county visitation by air utilizing Aviation air traffic analysis.



Business Expansion and Retention

County wide industry specific survey (including industries identified in the ASAP process) in order to identify challenges and opportunities for growth. Working with BEAR and EDC Utah to develop county plan to address challenges and opportunities identified in the survey.



Diversification

ASAP industries narrowed to specific NAICS codes, and county actively pursuing company relocation.

- Identify existing businesses within ASAP identified industries to assist in expansion and development

Identify areas of workforce development and initiating process of adding programs for workforce education.



Celebration of Culture and History

Visitors will experience local culture and history (local foods in restaurants, Native American Dark Sky interpretation, native and Western artisan products available, Cultural tours). Hózhó education and promotion implemented throughout county.



Ten Year Vision



Broadband

Broadband will allow for expansion of remote and telecommuting opportunities. Creation of redundancy allowing for reliability in the system.



Transportation

Reliable transportation options (roads, bus, flights) from Wasatch Front to San Juan County, as well throughout the county.



Business Expansion and Retention

From year on through year ten increase job growth by appropriately 0.25% over annually. In ten years achieving quality growth of 3% (comparable to 2017 state job growth of 3.1%). Further expansion and planned development of Spanish Valley Area.



Diversification

Demonstrate job increases in top three identified ASAP sectors. Development of diverse workforce that remains in San Juan County, as a result of an increase in high paying/quality opportunities.



Celebration of Culture and History

Observable elements of Hózhó in City and County Administration, and permeated into businesses models.

Collaboration and acknowledgment of place and impact of each culture through the county.



How The State Can Help



Broadband

Support in funding and right of way agreements in the southern end of Mexican Hat on to Monument Valley and the Utah State line.

Subsidies for cost of broadband in rural communities.



Transportation

Assistance in prioritizing Forest Service Transportation plan; including development of trail systems (both motorized and non-motorized) and trail designation/usage.

Continued access to roads on public lands, support in RS2477 road initiative

Development of shipping arteries including state roads and access to interstates. Priority in road development and transit options from San Juan County to the Wasatch Front

- Direct flight options
- Reinstating Elevated Transit UPOT funding, allowing for a bus option



Business Expansion and Retention

Tax income breaks for jobs and businesses located in rural Utah, incentivizing companies in the Wasatch Front to expand to rural Utah.

Convening mineral related state departments such as Office of Energy Development (OED) and EPA to utilize White Mesa Mill capabilities in Nationwide Alternation Feed (AF) and Abandoned Uranium Mines (AUM) processing and recycling initiatives as well as tailing reclamation as prudent.

- Support in statewide and national education on the importance of White Mesa Mill, uranium, and vanadium and the role the facility plays with regards to National Security.

State business Expansion and Retention (BEAR) program.

- Cooperative opportunity program for training and development between state and BEAR agency.
- Analytical report derived from BEAR surveys interpreted into actionable data.





Diversification

Support from various state departments such as the Office of Outdoor Recreation, World Trade Center, Tourism, EDCUtah, Division of Workforce Service and GOED in developing diverse industry sectors, increasing sales, exports, and developing year round tourism and outdoor recreation options.

Fast Track Grant allow temporary adjustment commitment.

More flexibility within tourism program funding to be directed towards tourism development. This would be in order to support a service based industry in business and infrastructure (in addition to marketing). Additionally, providing assistance with an area audit and gap analysis that generates actionable data.



Celebration of Culture and History

Support and inclusion of San Juan County elected officials in communication efforts with county and Native American tribes, county, city, and state government.

