

WAYNE COUNTY

Economic Development Council (WEDC)

Economic Development Plan

Approved: November 7, 2011

Developed by: WEDC

Table of Contents

WEDC Vision Statement	3
WEDC Mission Statement	3
Executive Summary	4
Plan Development	5
Strengths, Weaknesses, Opportunities and Threats (SWOT)	7
• Prioritizing Process	8
• Ranking	8 & 9
• Goals, Objectives and Strategies	10
• SWOT Analysis	10
Five Year Action Plan	11
• Goal 1, Objectives and Strategies	11
• Goal 2, Objectives and Strategies	12
• Goal 3, Objectives and Strategies	13
WEDC Guiding Principles	14
SWOT Analysis Charts	
• Strengths	15
• Weaknesses	16
• Opportunities	17
• Threats	18

VISION STATEMENT

Create a strong, adaptive, diversified, prosperous and self-sustaining economy

WEDC MISSION STATEMENT

Strengthen existing businesses and promote diverse employment opportunities by utilizing all available resources

Executive Summary

The Wayne County Economic Development Council (WEDC), under the direction of the Wayne County Commission, developed this “Action Plan” as a strategic guide for economic development activities in Wayne County. The goals, objectives and strategies contained herein were developed by the WEDC as strategic elements to provide guidance to the council and staff as they work toward the vision and mission of the Council.

This document is not inclusive of all activities that may be undertaken by the Council or its staff. The WEDC reserves the right to make additions, deletions, or amendments deemed necessary and as approved by the Wayne County Commission.

The Economic Development Plan was presented to the public through a public hearing process. All comments taken during the hearing have been recorded and attached for review and consideration. Any questions or concerns about the Plan should be addressed to:

Wayne County Economic Development Council
Attn: Economic Development Director
Wayne County Court House
P.O. Box 189
Loa, UT 84747
(435) 836-1315

Thank you for your interest and support!

Wayne Economic Development Council

Plan Development

The “Economic Development Plan” was developed by the WEDC. A series of five (5) meetings were held: Tuesday, March 8, 2011; Tuesday April 5, 2011; Tuesday, May 3, 2011, and Tuesday June 14, 2011, which includes the public hearing. During these meetings, the WEDC developed a *Vision Statement*, identified the county’s economic *Strengths, Weaknesses, Opportunities* and *Threats*, and determined specific *goals, objectives* and *strategies* to provide guidance for Wayne County economic development. The meetings were facilitated by Mr. Russ Cowley, Emery Polelonema, Brian Florang and Todd Thorne, all staff of the Six County Association of Governments/Economic Development District.

Members of the Wayne Economic Development Council include:

Commissioner Robert Williams

Mayor Jeff Olsen – Loa Town

Mayor Seth Chappell – Lyman Town

Mayor Howard Blackburn – Bicknell Town

Mayor Adus Dorsey – Torrey Town

Mayor Stanley Alvey – Hanksville Town

Mr. Kerry Cook – WEDC Chair – Farm Bureau, Member

Ms. Jeri Johnson – Wayne County Emergency Medical Director

Ms. Gina Flanagan – Health Services, Wayne Community Health Center, Executive Director

Mr. Donald Coombs – Financial, American West Bank, Manager

Ms. Sue Fivecoat – Bureau Of Land Management (BLM), Assistant Field Office Manager

Mr. Dennis Blackburn – Private Businesses, M & D Automotive Parts & Repairs, Owner

Mr. Al Hendricks – Capitol Reef National Park, Superintendent

Ms. Nycole Durfey – Travel Council Director

Mr. Burke Torgerson – Public Education, Superintendent

Mr. Paul Pace – South Central Communications, Board President

Ms. Marsha Chappell – Panorama Land RC&D, Wayne County Representative

Mr. Kurt Robins – US Forest Service, Ranger

Mr. Mike Rubeck – Wayne County Planning & Zoning, Chair

Ex-officio members:

Verl Bagley, Wayne USU Extension, Agent

Marcus Lewis, Garkane Energy, Member Services Manager

Russ Cowley, Six County Association of Governments, Executive Director

Todd Thorne, Six County Association Governments, CDBG Program Manager/Assistant Planner

Emery Polelonema, Six County Association of Governments, Regional Planner

Brian Florang, Six County Association of Governments, RLF Loan Administrator

Economic Development Staff:

Michelle Coleman, Economic Development, Director

Participants included in the survey but currently don't serve on the WEDC:

DeRae Fillmore – Wayne County Commissioner

Steve Taylor – Wayne County Resident

Lisa Lewis – Wayne USU Extension

Ted Winder – President Wayne County Business Association (WCBA)

RayLynne Cooper – WCBA Board Member

Janet Borg – WCBA Member

Strengths, Weaknesses, Opportunities and Threats (SWOT)

The following Strengths, Weaknesses, Opportunities and Threats for Wayne County's economy were identified by the WEDC & other participants

Strengths

Great Wayne County Economic Development Council
Public Lands are 97%
Available Water
Infrastructure/Resources for our location
Medical Facilities
Professional Occupations
Rural life style (less to live here)
Natural Resources
Agriculture
Recreational Opportunities
Tourism Opportunities
Wayne County Business Association

Weaknesses

Limited Infrastructure
Seasonal Economy / Jobs
Transportation (cost of travel)
Awareness of local business "shop local"
Awareness of Business, Education, Marketing, Branding
Broadband Internet
Lack of Industrial/Business Park
Public Lands are 97%

Opportunities

Public Lands
Capitol Reef National Park
Reputation
Education/Training
Renewable Resources
Research and Development Diverse Land Formations
Tourism Promotion
Growth Potential
Natural Resource Development/ Water of 50,000 Ac/Ft
Communication Infrastructure
Bring back those who move away after graduation
Entrepreneurship
Professional occupation opportunities
Renewable Energy
Recreation

Threats

Public Lands access
Fuel Price
Economy Recession
Grants are going away
Natural Disasters
Location is isolated
Wildlife/Predators
Environmental movement
Loss of workforce quality
Grazing Rights
Losing Water Rights of 50,000 Ac/Ft

Prioritizing Process

To determine the priorities of the WEDC based upon response to the SWOT analysis. A total of \$10,000 worth of sticker resources was given to each participant. They included a variety of different images of play money each had its own value \$5,000, \$2,500, \$1,200, \$500, \$250, \$200, \$150, \$100, \$75, \$25. They were asked to spend their “resources” by placing their stickers on the strengths, weaknesses, opportunities or threats they felt were most important.

Ranking:Strengths

Great Wayne County Economic Development Council- **\$2,500**
 Public Lands are 97% - **\$0**
 Available Water - **\$7,750.00**
 Infrastructure/Resources for our location- **\$2,500.00**
 Medical Facilities - **\$3,000.00**
 Professional Occupations - **\$150.00**
 Rural life style (less to live here) - **\$0**
 Natural Resources - **\$275.00**
 Agriculture - **\$6,450.00**
 Recreational Opportunities – **\$1,450.00**
 Tourism Opportunities - **\$175.00**
 Wayne County Business Association - **\$0**

Weaknesses

Limited Infrastructure - **\$11,475.00**
 Seasonal Economy / Jobs - **\$250.00**
 Transportation (cost of travel) - **\$0**
 Awareness of local business “shop local” - **\$350.00**
 Awareness of Business, Education, Marketing, Branding - **\$1,200.00**
 Broadband Internet - **\$850.00**
 Lack of Industrial/Business Park - **\$0**
 Public Lands are 97% - **\$0**

Opportunities

Public Lands - **\$0**
Capitol Reef National Park - **\$0**
Reputation - **\$250.00**
Education/Training - **\$525.00**
Renewable Resources - **\$8,700.00**
Research and Development Diverse Land Formations - **\$700.00**
Tourism Promotion - **\$1,200.00**
Growth Potential - **\$500.00**
Natural Resource Development/ Water of 50,000 Ac/Ft- **\$500.00**
Communication Infrastructure - **\$25.00**
Bring back those who move away after graduation - **\$5,000.00**
Entrepreneurship - **\$5,000.00**
Professional occupation opportunities - **\$0**
Renewable Energy - **\$6,700.00**
Recreation - **\$550.00**

Threats

Public Lands access - **\$200.00**
Fuel Price -**\$0**
Economy Recession - **\$150.00**
Grants are going away - **\$25.00**
Natural Disasters - **\$100.00**
Location is isolated - **\$0**
Wildlife/Predators – **\$0**
Environmental movement - **\$0**
Loss of workforce quality - **\$450.00**
Grazing Rights - **\$200.00**
Losing Water Rights to 50,000 Ac/Ft - **\$350.00**

Goals, Objectives, and Strategies

Priorities were categorized into three general areas of focus. A corresponding goal statement was developed for each area of focus along with determined objectives and strategies serving as the “*Action Plan*” for the WED

SWOT Analysis

Areas of focus from SWOT Analysis

1. Education
 - a. Work with local School(s) to develop entrepreneurship programs (i.e. FBLA, Junior Achievement).
 - b. Continue efforts to increase business fundamentals education for local businesses.
 - c. Develop programs to provide opportunities for businesses to network and increase exposure to county residents.
 - d. Other - Access & Utilize Technology, Thinking outside the box, Sponsor Programs, Work with schools and identify funding public/private, Have a good accredited school system, Continuing adult education, Obtaining capital resources, Business planning fundamentals, Marketing skills

2. Economic Diversification
 - a. Identify emergent opportunities in agricultural diversification and/or renewable energy.
 - b. Continue to identify potential travel & tourism opportunities, to include hunting & fishing.
 - c. Other - Bring back graduates, Entrepreneurship, Infrastructure Development, Medical Clinic, Special Events

3. Renewable Resources
 - a. Explore potential economic development opportunities within renewable resources (i.e. recreation, grazing, and wildlife).
 - b. Explore potential economic development opportunities utilizing natural resources (i.e. Timber, Grazing, Water, Recreation, Wildlife, Wind- renewable, Tourism, Aspen Programs, Hunting/Fishing, Public Lands, CO2 Deposits, Other developable Resources/ minerals, Agricultural Uses, Open Space, Potential Wilderness Capitol Reef National Park

Action Plan

GOAL #1: ***PROVIDE A WIDE RANGE OF QUALITY EDUCATIONAL OPPORTUNITIES***

- Objective 1 Create & maintain a Business Resource Center (BRC)
- Strategy 1 – Maintain funding for the WCED Office/BRC.
Responsible Party – Economic Development Office
- Strategy 2 – Continue involvement in the Business Expansion and Retention (BEAR) Program, Rural Business Outreach Program (RBOG), and others
Responsible Party – Michelle Coleman/report at WEDC meetings or by email – and meet with SCAOG Technical Committee- ongoing
- Objective 2 Work with schools to develop entrepreneurial program
- Strategy 1 - Re-charter FBLA chapter
Responsible Party - Michelle Coleman by Dec 2011
- Objective 3 Provide continuing education courses for local businesses
- Strategy 1 - Survey businesses to identify needs i.e. marketing, technology, etc.
Responsible Party – Michelle Coleman – annually by Dec 31 - ongoing- report regularly to Commissioners & GOED
- Strategy 2 - Organize and arrange for education courses based on identified needs from Strategy 1.
Responsible Party – Michelle Coleman, WEDC Board –as identified and necessary
Ongoing
- Objective 4 Continue to work with Wayne County Travel Council to increase networking
- Strategy 1 - Attend at least 3 meetings annually of the WCTC and coordinate with WEDC’s work program.
Responsible Party – Michelle Coleman, Nycole Durfey, – ongoing – report regularly at Board Meeting(s)
- Objective 5 Utilize educational opportunities through federal, state, and local agencies
- Strategy 1 - Research and compile available resources i.e. private/public funding, and programs.
Responsible Party – Michelle Coleman report and update annually

GOAL #2: *EXPAND AND DIVERSIFY WAYNE COUNTY'S ECONOMIC BASE*

- Objective 1 Identify emergent opportunities in agriculture diversification
- Strategy 1 – Develop a program to expand and diversify marketing of agriculture products
Responsible Party – Michelle Coleman to contact Utah Dept. of AG and Food to determine process by August 2012
- Objective 2 Identify potential renewable energy/resources i.e. wind, hydro- electric, solar, etc.
- Strategy 1 – Research past data and determine appropriate agency to explore wind electric generation potential.
Responsible Party – Commissioner Robert Williams and commission
- Strategy 2 – Support potential solar and hydro-electric project(s) as requested by county commissioners
Responsible Party – County Commission
- Objective 3 Identify and develop travel and tourism niche marketing opportunities
- Strategy 1 – Coordinate, participate, and develop marketing campaign as requested by WCTC and approved by county commission.
Responsible Party –Nycole Durfey – report progress at WEDC Board meetings
- Objective 4 Enhance and develop opportunities for developing and expanding the cottage industry i.e. become branded as “Utah’s Own”
- Strategy 1 – Establish a certified kitchen or “food incubator” in Community Center
Responsible Party – Michelle Coleman – by December, 2012
- Objective 5 Determine the types of special events that can be accommodated in Wayne County
- Strategy 1 - Identify infrastructure needs and determine feasibility
Responsible Party –WEDC, WCTC and county commission- report progress in board meetings.
- Objective 6 Develop an Industrial Park
- Strategy 1 – Establish and Develop Industrial/Business Park
Responsible Party – Michelle Coleman & County Commission by January 2014

Goal # 3: DEVELOP, PROTECT AND PROMOTE THE USE OF NATURAL RESOURCES IN WAYNE COUNTY

Objective 1 Determine existing businesses and potential entrepreneurs that could use natural resources i.e. timber, grazing, wildlife, minerals, recreation, etc.

Strategy 1 - Survey local businesses, residents and tourists to identify prospective needs and interests

Responsible Party – Michelle Coleman utilizing BEAR Program- report progress regularly Nycole Durfey through WCTC

Strategy 2 - Find like demographic areas & compare successful ideas for business development

Responsible Party- USU Extension in coordination with the WEDC

Strategy 3 - Networking through continuation of the bi-yearly interagency coordination meeting bi-annual WEDC meetings

Responsible Party-County Commission and WEDC

Objective 2 Encourage visitation to Wayne County through enhanced marketing

Strategy 1 - Provide quality information and advertising access opportunities in the county i.e. guide maps

Responsible Party –Nycole Durfey in coordination with Michelle Coleman– regular reporting and updates

Strategy 2 - Prepare and distribute quality information related to recreational opportunities

Responsible Party- Nycole Durfey in coordination with Michelle Coleman – regular reporting and updates

Objective 3 Use the WEDC as a forum to help stake holders overcome obstacles in developing new and expanding businesses requiring utilization of natural resources.

Strategy 1 - Ensure that stake holders are invited to participate in WEDC meetings to provide a forum for dialog

Responsible Party –County Commission through annual appointments

Strategy 2 - WEDC will determine the best methods in which to distribute the information to stake holders

Responsible Party – Michelle Coleman and Commission

WEDC GUIDING PRINCIPLES

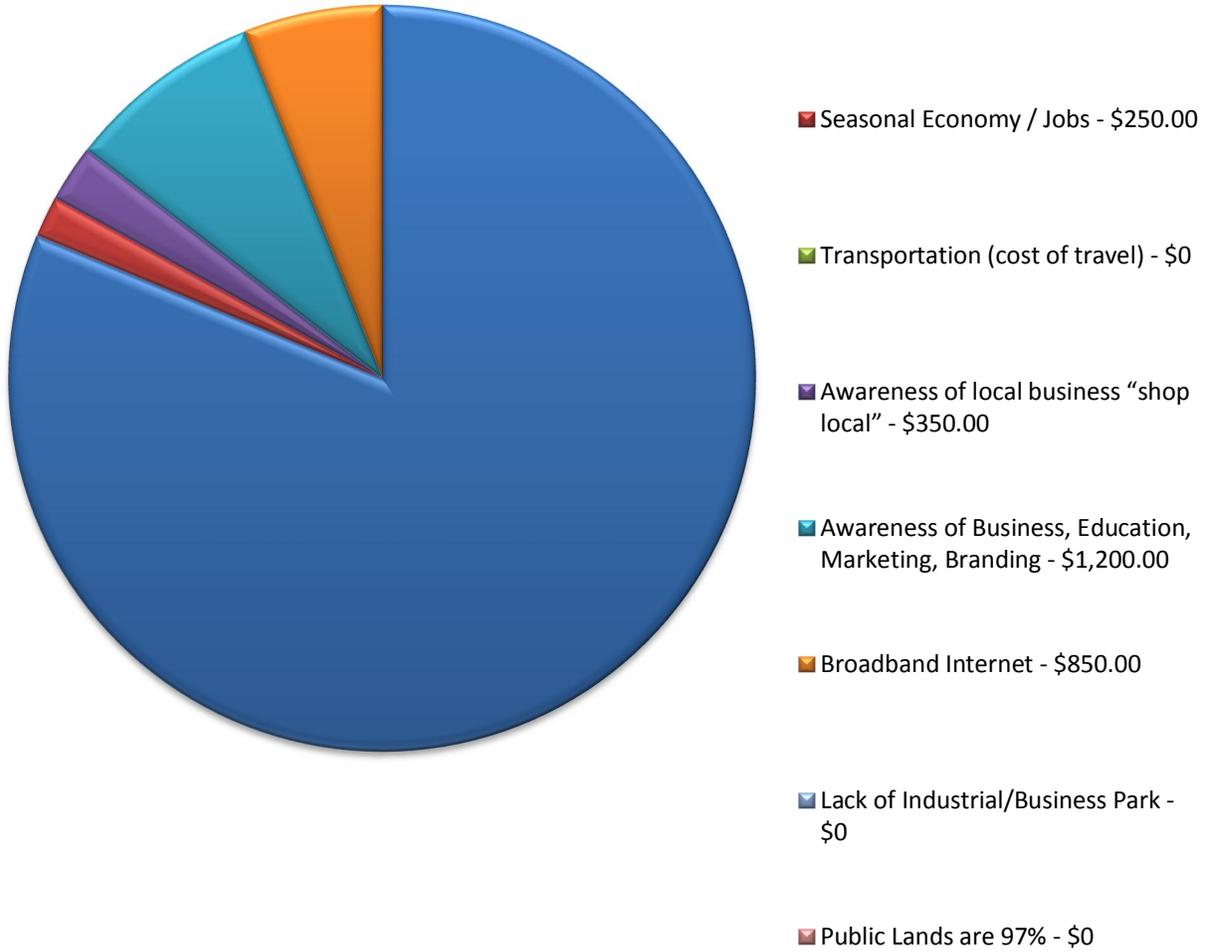
1. The Wayne County Economic Development Council (WEDC) shall provide support and guidance to the Economic Development Director in the successful accomplishment of and/or adherence to 1) the WEDC's Annual Plan, 2) the pertinent sections of the 1994 Wayne County General Plan.
2. WEDC participants serve at the pleasure of the Wayne County Commission and are appointed by invitation of the Commission
3. WEDC membership will be reviewed annually by the Council and Commission. New participants may be recruited and current members may be relieved of their appointment at the request of the Council and approval of the Commission.
4. WEDC meetings will be open to the public, though only appointed Council members or their proxy shall be allowed to vote.
5. All decisions by the WEDC must be ratified by the Wayne County Commission.
6. The ED director (and/or WEDC Chair) will report to the Commission following any WEDC meeting.
7. The Commission may select a Chair and Chair-Elect that will serve for a term to be determined by the WEDC.
8. The WEDC Chair will work closely with the Economic Development Director in the creation of the WEDC meeting agenda, chair the meeting, and undertake any duties deemed appropriate by the Council.
9. WEDC consider and will be guided by Wayne County's "rural lifestyle" and "quality of life" when making decisions, policies, and planning.

Strengths

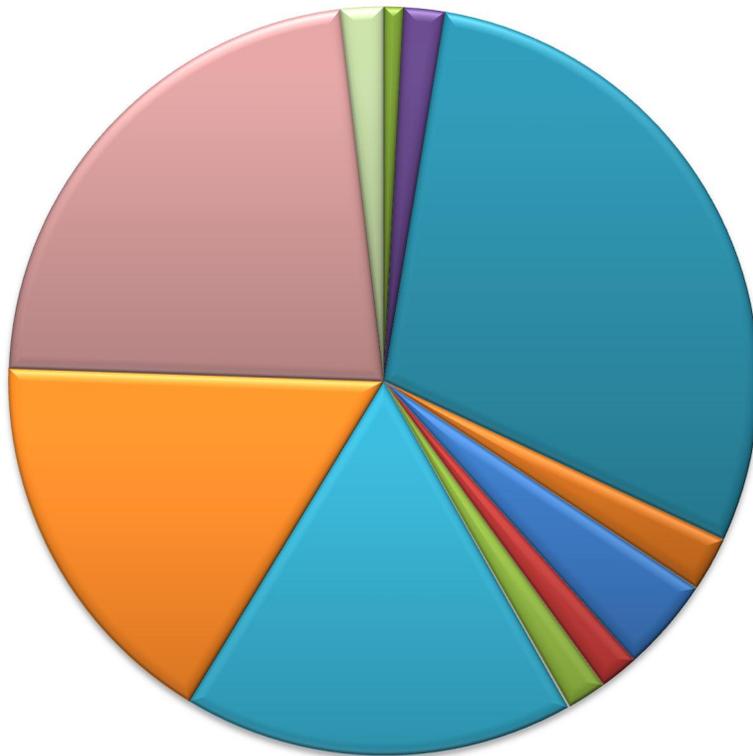


- Great Wayne County Economic Development Council- \$2,500
- Public Lands are 97% - \$0
- Available Water - \$7,750.00
- Infrastructure/Resources for our location- \$2,500.00
- Medical Facilities - \$3,000.00
- Professional Occupations - \$150.00
- Rural life style (less to live here) - \$0
- Natural Resources - \$275.00
- Agriculture - \$6,450.00
- Recreational Opportunities – \$1,450.00
- Tourism Opportunities - \$175.00
- Wayne County Business Association - \$0

Weaknesses

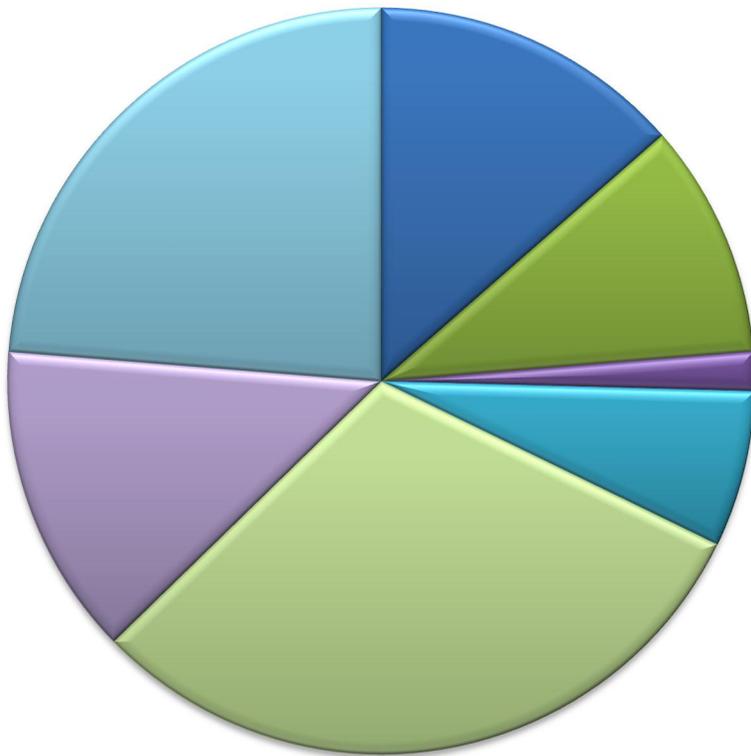


Opportunities



- Public Lands - \$0
- Capitol Reef National Park - \$0
- Reputation - \$250.00
- Education/Training - \$525.00
- Renewable Resources - \$8,700.00
- Research and Development Diverse Land Formations - \$700.00
- Tourism Promotion - \$1,200.00
- Growth Potential - \$500.00
- Natural Resource Development/Water of 50,000 Ac/Ft - \$500.00
- Communication Infrastructure - \$25.00
- Bring back those who move away after graduation - \$5,000.00
- Entrepreneurship - \$5,000.00
- Professional occupation opportunities - \$0
- Renewable Energy - \$6,700.00
- Recreation - \$550.00

Threats



Public Lands access - \$200.00

Fuel Price - \$0

Economy Recession - \$150.00

Grants are going away - \$25.00

Natural Disasters - \$100.00

Location is isolated - \$0

Wildlife/Predators - \$0

Environmental movement - \$0

Loss of workforce quality - \$450.00

Grazing Rights - \$200.00

Losing Water Rights of 50,000 Ac/Ft - \$350.00