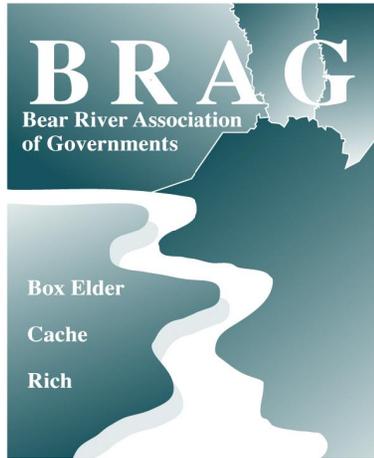


**BEAR RIVER ECONOMIC  
DEVELOPMENT DISTRICT  
COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY (CEDS)  
2013-2018**

Northern Utah's Box Elder, Cache & Rich Counties



September 2013

## Contents

Executive Summary.....	1
CEDS Organization & Management .....	2
Regional Economic Profile .....	5
County Profiles .....	5
Box Elder County.....	5
Cache County .....	6
Rich County .....	6
Economy.....	7
Employment & Wages .....	7
Population.....	15
Workforce Development and Use .....	17
Occupations with the Most Openings .....	17
Utah State University.....	17
Transportation/Infrastructure Systems .....	19
Major Highway Freight Corridors.....	19
Freight by Railroad .....	21
Air .....	22
Employee Commuting Patterns .....	22
Public Transportation.....	23
Mobility and Transportation Planning .....	23

Box Elder Rural Transportation Planning Organization (RTPO) .....	24
Bear River Mobility Council.....	24
Infrastructure .....	24
Broadband.....	25
Water Systems .....	25
Sewer Systems .....	26
Solid Waste .....	26
Police.....	27
Fire and Emergency .....	27
Health Care .....	28
Education .....	28
Recreation.....	28
Industrial Parks.....	28
Geography.....	31
Natural Resources.....	32
Agriculture .....	33
Tourism .....	34
Environment .....	35
Analysis of Economic Development Problems and Opportunities .....	42
Other plans Considered in this Strategy .....	44
Past, Present, Future Investment Opportunities .....	45
Economic Clusters.....	46

Community and Private Sector Involvement Including Programs and Activities .....	49
Public Involvement .....	49
Public Private Partnerships .....	49
CEDS Goals and Objectives – Defining Regional Expectations.....	52
Vision.....	52
Leadership.....	52
Lifestyle .....	53
Leverage.....	54
Regional 2013-2018 Plan of Action.....	56
Plan of Action.....	57
Strategic Projects .....	59
Performance Measures.....	61
Disaster & Economic Recovery & Resiliency.....	62
Partners.....	69
Appendices.....	72

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## Executive Summary

The Bear River Association of Governments (BRAG) was established in 1971 as a multi-county regional planning organization. In 2002, it organized as an Economic Development District to address regional issues related to employment, wages, and economic diversity. BRAG works in collaboration with local governments, businesses, and non-profit organizations to serve the citizens of Box Elder, Cache and Rich Counties of Northern Utah.

### What's in it

The Bear River regional Comprehensive Economic Development Strategy has been developed to link Land Use, Infrastructure, and Economic Development decisions which will include:

- Priority projects and investments.
- Criteria that will yield significant economic development impact.
- Projects that are strategically the most important to the region.
- A process and/or criteria in which regionally significant projects and investments can be determined on a regular basis.
- Identification of partners and implementing agencies related to each recommendation.
- Mechanisms, tools, or systems used to promote coordination within programs of land use, transportation, resource conservation, and economic development decisions and investments.

### How

The key to comprehensive implementation of the plan is commitment from our partners and an ongoing integrated process that involves addressing four key questions:

- What is our vision for the future?
- How do we achieve our goals?
- Where do we target our investments?
- Which decisions will help ensure our success?

### Vision

The decisions made to implement this plan are guided by the following principles:

- Leadership - Private and Public Sector Direction of Resources to Priority Investments and Services
- Lifestyle - Preserving and Enhancing the Region's Quality Workforce and Environment
- Leveraging the Region's Physical, Financial, Intellectual, and Human Capital for Growth

### Goals & Objectives

Investment resources will be focused on distinct goals and objectives designed to address needs identified by partners through regular communication and collaboration. These decisions will be made based on a potential improvement project's potential to address regional priorities and provide measurable results.

## CEDS Organization & Management

### What is the CEDS?

This is a new Comprehensive Economic Development Strategy (CEDS) that meets the requirement of Chapter 13 of the Code of Federal Regulations Section 303.7. The intent of this CEDS is to promote economic development and opportunity, foster effective transportation access, enhance and protect the environment, and balance resources through sound management of development. For the purposes of these guidelines, the term “region” refers to areas that have been defined economically, environmentally, or geographically as appropriate units for addressing economic development and related challenges.

It has been prepared by the Bear River CEDS Strategy Committee and BRAG staff. Final approval of the document will be given by the Bear River Economic Development District (EDD) Board on September 24<sup>th</sup>, 2013. The CEDS was available for review and comment by the public for a period of at least 30 days prior to submission to EDA.

The Bear River CEDS document is a product of the collaboration among the CEDS Strategy Committee, BRAG Governing Board, BRAG staff, local units of government, local economic development professionals, State and local workforce development officials, Bridgerland Applied Technology College, Utah State University, chambers of commerce, business owners, and citizens.

The purpose of this strategy is to promote a coordinated regional approach to accomplish desired economic development objectives. The process will identify regional strengths, weaknesses, opportunities, resources and needed services, thus, enabling and enhancing local decision-makers’, stake holders’, and the public’s

ability to evaluate and make the best possible choices to protect, enhance and promote the high quality of life in the region.

### CEDS Organization and Management:

The Bear River Economic Development District CEDS process is guided and overseen by the Bear River CEDS Strategy Committee. This committee is made up of representatives of the public and private sector. The CEDS committee provides input to the CEDS document, as well as final draft approval.

<b>Bear River Economic Development District Staff:</b>	
<b>Name</b>	<b>Position</b>
Roger C. Jones	Executive Director
Brian Carver	Community & Economic Development Director
Lisa Duskin-Goede	Heritage Area Specialist
Cindy Roberts	Business Resource Center Director
Shellie Cook	Finance Officer
Dolores Berkley	Administrative Assistant
Debbie Lee	Controller

<b>Bear River Economic Development District Board List:</b>		
<b>1. Government Representatives</b>		
Name	Government	Position
Dennis Fife, Chair	Brigham City	Mayor
Stan Summers	Box Elder County	Commissioner
LuAnn Adams	Box Elder County	Commissioner
Val Potter	Cache County	Councilmember
Lynn Lemon	Cache County	County Executive (elected official)
Bud Knudsen	Town of Portage	Mayor
Simeon Weston	Town of Laketown	Mayor
Gerald Knight	Nibley City	Mayor
William Cox	Rich County	Commissioner
Mitch Zundel	Box Elder County	County Economic Development Dir. (appt. by County Commission)

<b>2. Non-Government Representatives</b>		
<b>a. Private Sector Representatives</b>		
Name	Company	Position
Ryan Tingey	Tingey Dental Labs	Owner
John Spuhler	Anywhere Communications	CEO
Randy Watts	Truss Tec	Partner
Cory Yeates	Cache Valley Ice	Owner
Norman A. Weston	JW Cattle Company	President
Thomas J. Weston	Forty Six Cattle Company	President

<b>b. Stakeholder Organization Representatives</b>		
Name	Organization	Position
Sandy Emile	Cache Chamber of Commerce	CEO
Eden Johnson	State of Utah, Dept. of Workforce Services	Bear River Service Area Workforce Development Specialist

<b>Calculations</b>	
Number	Percent
<b>Government Representatives (51-65%)</b>	
<u>10</u>	56%
<b>Non-Government Representatives (35-49%)</b>	
<u>8</u>	44%
<b>Private Sector Representation (at least 1)</b>	
<u>6</u>	
<b>Stakeholder Organization Representatives (at least 1)</b>	
<u>2</u>	
<b>Total Board Membership</b>	
<u>18</u>	<u>100%</u>

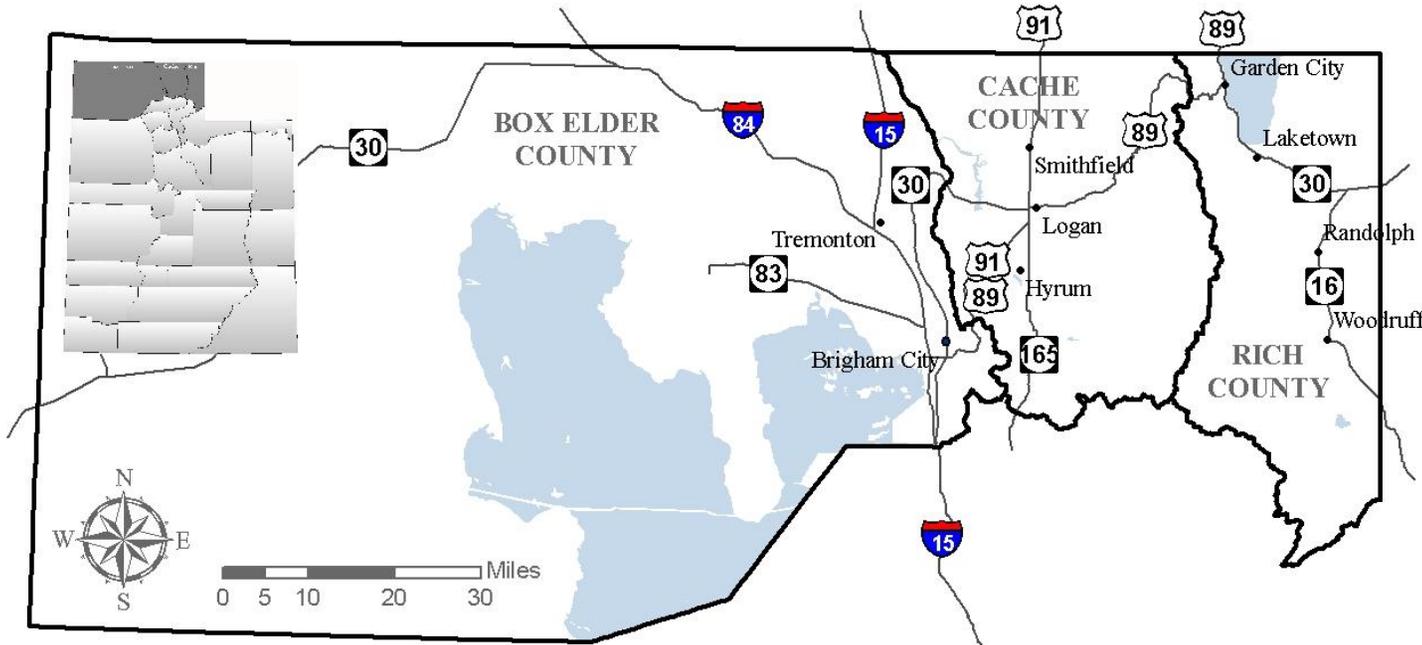
<b>CEDS Committee List:</b>		
<b>1. Private Sector Representatives</b>		
<b>Name</b>	<b>Company</b>	<b>Position</b>
William Cox, Chair	Cox Agricultural Operations	Owner
John Spuhler	Anywhere Communications	CEO
Ryan Tingey	Tingey Dental Labs	Owner
Randy Watts	Truss Tec	Partner
Cory Yeates	Cache Valley Ice	Owner
Norman A. Weston	JW Cattle Company	President
Thomas J. Weston	Forty Six Cattle Company	President
Gerald Knight	Knight Storage	Partner

<b>Calculations</b>	
<b>Number</b>	<b>Percent</b>
<b>Private Sector Representatives (&gt;51%)</b>	
<b><u>8</u></b>	<b>53%</b>
<b>Representatives of Other Economic Interests (&lt;41%)</b>	
<b><u>7</u></b>	<b>47%</b>

<b>2. Representatives of Other Economic Interests</b>		
<b>Name</b>	<b>Area of Interest</b>	<b>Position</b>
LuAnn Adams	Local Government	Commissioner, Box Elder County
Dennis Fife	Local Government	Mayor, Brigham City
Simeon Weston	Local Government	Mayor, Laketown
Mitch Zundel	Entrepreneurism	Box Elder Economic Development Alliance Director
Eden Johnson	Workforce Development	Regional State Workforce Development Specialist
Sandy Emile	Cache Chamber of Commerce	Executive Director
Val Potter	Higher Education	Utah State University Development

## Regional Economic Profile

## County Profiles



### Box Elder County

Originally settled in 1853, by Mormon immigrants out of Salt Lake City, Box Elder County quickly grew due to its geographic location near the newly constructed Transcontinental Railroad. The economy has remained rooted in agriculture and livestock production, even following the growth of major manufacturers in the defense, space, and steel industries in the middle 20<sup>th</sup> Century. This manufacturing sector generated higher employment rates and per capita incomes than the rest of the State for several decades.

Agriculture still plays a strong role in the county's economy, but is increasingly becoming a source of supplemental income. Primary crops include hay, silage corn and grain used to feed livestock and dairy herds. Less than 20% of Box Elder County residents remain involved in agriculture as jobs have moved into manufacturing and other sectors, though agriculture still provides significant supplemental income for many households.

Recent changes in national aerospace policy have led to a significant reduction in the County's manufacturing workforce, dropping from

8,020 manufacturing jobs in 2007 to 4,660 in 2013. Local average income has dropped as well, reflecting the loss of higher-paying manufacturing positions.

Since Box Elder County's economy is so heavily weighted in manufacturing, it was hardest hit of the three counties by the 2007 Great Recession. The county has been slow to recover and is still struggling to maintain population and employment growth.

### Cache County

Cache County's economy is historically rooted in agriculture and employment generated by Utah State University, which is still the largest employer. With improved transportation from spurs off the transcontinental railroad in Ogden, industry was allowed to expand and farmers were able to deliver their produce regionally. Efforts and experimentation at Utah State's Agricultural College were critical in allowing Cache County to become one of the most productive agricultural areas in Utah as early as World War I. Still, transportation barriers have helped keep many outside economic interests at bay up until the present. Within the last thirty years the county's economy has been further diversified mostly through "homegrown" entrepreneurial endeavors. Foods processing industries, light manufacturing, construction, commercial establishments, governmental and educational institutions are key components of this diversified economy. Major employers typically employ in the range of 40 to 300 employees. Additionally, there are many small businesses throughout the valley providing employment opportunities. Despite economic growth, Cache County's workforce continues to suffer from low wages and underemployment.

### Rich County

Rich County is mostly rural and has the smallest population of the three counties. Named after Charles C. Rich, who was the Mormon Apostle charged with establishing the first settlements, the county has been traditionally sustained by productive livestock and farming operations. Livestock products account for eighty percent of the county's agricultural income and the county is a leader in livestock production statewide. Hay and grain are the leading crops. In northern Rich County the economy has diversified to exploit recreational opportunities around Bear Lake and the nearby mountains in the Wasatch National Forest. Approximately 70% of the homes in the county are owned by non-residents as vacation properties. With over 40,000 visitors to Bear Lake on any given summer weekend, tourism is the fastest growing industry in the northern half of the county. While this presents a significant opportunity for communities and businesses to capture new capital through services to tourists, it strains local infrastructure when towns with full-time residents numbering near 500 are required to accommodate the needs of tens of thousands of temporary visitors. The southern Rich County communities rely primarily on ranching and farming operations and supporting transportation and supply industries.

The county has not experienced any significant gain in permanent population over the last 80 years, with the population hovering near 2,000. Prior to the last recession, the construction of recreational homes had increased significantly in Garden City. Employment remains largely restricted to tourism, ranching, and other opportunities available in Cache County, southern Idaho, and the areas surrounding Kemmer and Evanston, WY.

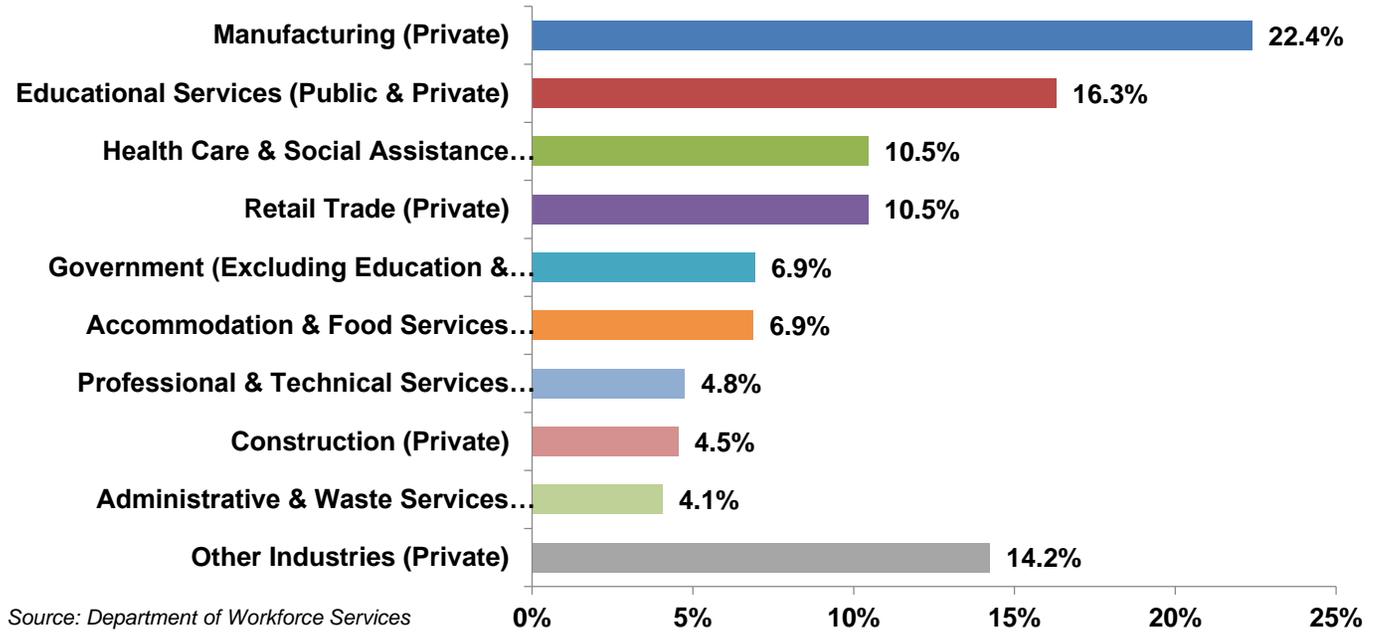
## Economy

### Employment & Wages

Shortly after completion of the 2008 CEDS, the Great Recession combined with national aerospace industry policy changes began to dramatically affect the labor market of the Bear River Region. Local unemployment figures went from as low as 2.9% regionally in 2008 to as high as 10.9% in Box Elder County in 2010. The labor force dropped from 86,409 in 2008 to 82,083 in 2012.

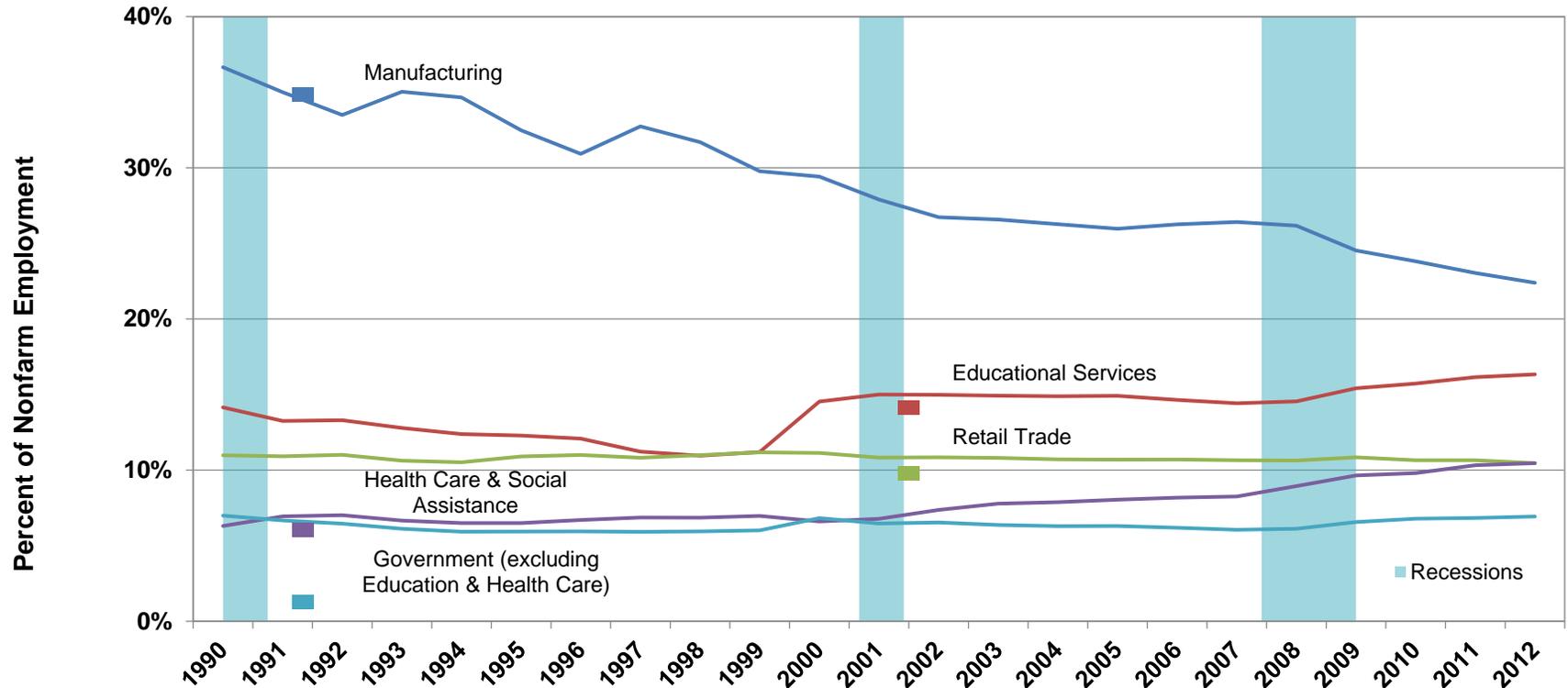
Average monthly wages are mixed compared to 2007 figures. Historically one of the highest-wage earning regions in the State, Box Elder County monthly wages dropped from \$3,172 in 2007 to \$2,753 in 2012, mostly due to the loss of higher-paying engineering and technical jobs associated with ATK's Promontory facility. Cache County wages grew from \$2,162 to \$2,512 and Rich County grew from \$1,719 to \$1,998 over the same time period.

**Bear River Employment Distribution by Industry 2012**  
(as a percent of total nonfarm employment)



<b>Industry Overview (2012)</b> (By Place of Work)	Utah	Box Elder County, UT	Cache County, UT	Rich County, UT
Covered Employment	1,216,067	16,489	47,863	625
Avg Wage Per Job	\$41,298	\$32,709	\$31,421	\$23,949
Manufacturing - % of all jobs	9.50%	27.20%	22.40%	N/A
Avg Wage Per Job	\$51,087	\$48,216	\$40,357	N/A
Transportation and Warehousing - % of all jobs	4.50%	8.10%	2.40%	8**
Avg Wage Per Job	\$42,816	\$37,330	\$35,873	\$32,442
Health Care, Social Assist. - % of all jobs	11.40%	9.20%	10.90%	N/A
Avg Wage Per Job	\$40,117	\$27,278	\$29,359	N/A
Finance and Insurance - % of all jobs	4.40%	1.80%	2.20%	N/A
Avg Wage Per Job	\$60,945	\$35,653	\$39,034	N/A

## Bear River Industry Trends Top Five Industries



Source: Department of Workforce Services

Note: Adjustment made to manufacturing employment data from 2000-2006 for non-economic code change.

Historical trends in employment by industry show that the economy of Northern Utah has diversified significantly since 1990. While manufacturing is still a critical component of the local economy, its importance has been mitigated by growth in other sectors. Balancing growth in other high-wage sectors with manufacturing jobs will continue to add stability to the local economy and decrease reliance on a few large employers.

<b>Industry Distribution of Jobs in 2012</b>	Utah	Box Elder County, UT	Cache County, UT	Rich County, UT
Total Covered Employment and Wages	<b>1,216,067</b>	16,489	47,863	<b>625</b>
Private	<b>1,006,371</b>	13,976	38,574	<b>426</b>
Agri., forestry, hunting	<b>4,899</b>	377	<b>310</b>	
Mining	<b>12,558</b>	16	<b>13</b>	
Construction	<b>69,255</b>	1,046	2,076	<b>41</b>
Manufacturing	<b>115,831</b>	<b>4,486</b>	10,743	
Wholesale trade	<b>47,839</b>	<b>532</b>	869	<b>N/A</b>
Retail trade	<b>143,929</b>	1,623	5,418	<b>59</b>
Transportation, warehousing	<b>54,619</b>	1,342	1,154	<b>8</b>
Utilities	<b>4,016</b>	<b>30</b>	57	
Information	<b>31,347</b>	<b>135</b>	750	<b>N/A</b>
Finance and Insurance	<b>52,905</b>	<b>300</b>	1,056	
Real Estate, rental, leasing	<b>16,763</b>	<b>80</b>	396	
Professional, technical services	<b>72,613</b>		<b>2,939</b>	
Mgmt. of companies, enterprises	<b>17,345</b>		<b>229</b>	<b>N/A</b>
Administrative, waste services	<b>76,256</b>	<b>566</b>	2,177	
Educational services	<b>120,036</b>	1,426	443	<b>87</b>
Health care, social assistance	<b>138,411</b>	<b>1,524</b>	5,235	
Arts, entertainment, recreation	<b>19,861</b>	<b>247</b>	735	
Accommodation and food services	<b>99,591</b>	<b>1,210</b>	3,348	
Other services, exc. public admin.	<b>32,028</b>	285	921	<b>57</b>
Public Administration	<b>76,081</b>	780	2,512	<b>93</b>

Additional detail on the breakout of employment by industry.

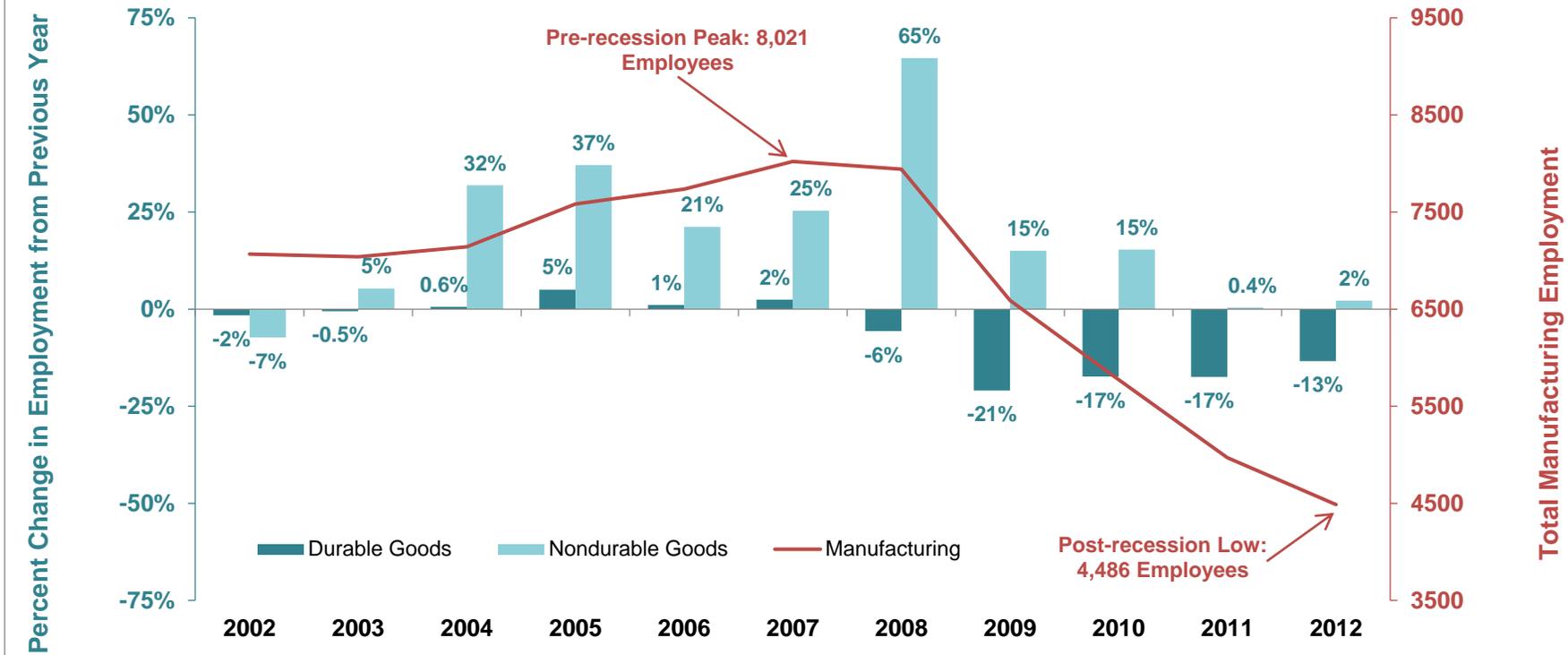
Source: U.S. Bureau of Labor Statistics, 2011

## Five Largest Private Employers Per County in 2012 (by largest industry)

County	Company Name	City	NAICS Industry Code
<b>Box Elder</b> (Manufacturing)	AUTOLIV ASP, INC.	BRIGHAM CITY	Other Motor Vehicle Parts Manufacturing
	ATK LAUNCH SYSTEMS, INC.	PROMONTORY	Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing
	WEST LIBERTY FOODS, L.L.C.	TREMONTON	Poultry Processing
	MALT-O-MEAL COMPANY	TREMONTON	Breakfast Cereal Manufacturing
	NUCOR CORPORATION	BRIGHAM CITY & PLYMOUTH	Fabricated Structural Metal Manufacturing   Iron and Steel Mills and Ferroalloy Manufacturing
<b>Cache</b> (Manufacturing)	ICON MAIN PLANT	LOGAN	Sporting and Athletic Goods Manufacturing
	SWIFT BEEF COMPANY (JBS)	HYRUM	Animal (except Poultry) Slaughtering
	SCHREIBER FOODS, INC.	LOGAN	Cheese Manufacturing
	HYCLONE LABORATORIES, INC.	LOGAN	Pharmaceutical Preparation Manufacturing
	GOSSNER FOODS, INC.	LOGAN	Cheese Manufacturing
<b>Rich</b> (Leisure & Hospitality)	TRENDWEST RESORTS, INC.	GARDEN CITY	Hotels (except Casino Hotels) and Motels
	BEAR LAKE ENTERPRISES, INC.	GARDEN CITY	Limited-Service Restaurants
	MMH, L.L.C.	GARDEN CITY	Recreational and Vacation Camps (except Campgrounds)
	OWNERS RESORTS AND EXCHANGE, INC.	GARDEN CITY	Hotels (except Casino Hotels) and Motels
	BEAR LAKE GOLF COURSE AND RESORT	GARDEN CITY	Golf Courses and Country Clubs

Manufacturing plays the dominant role in Box Elder and Cache Counties, although Utah State University employs approximately 2,600 faculty and staff in the region in the Government/Education sector. Rich County's large employers are primarily seasonal tourism services and hospitality businesses, construction, and agriculture operators.

## Changes in Manufacturing Employment in Box Elder County

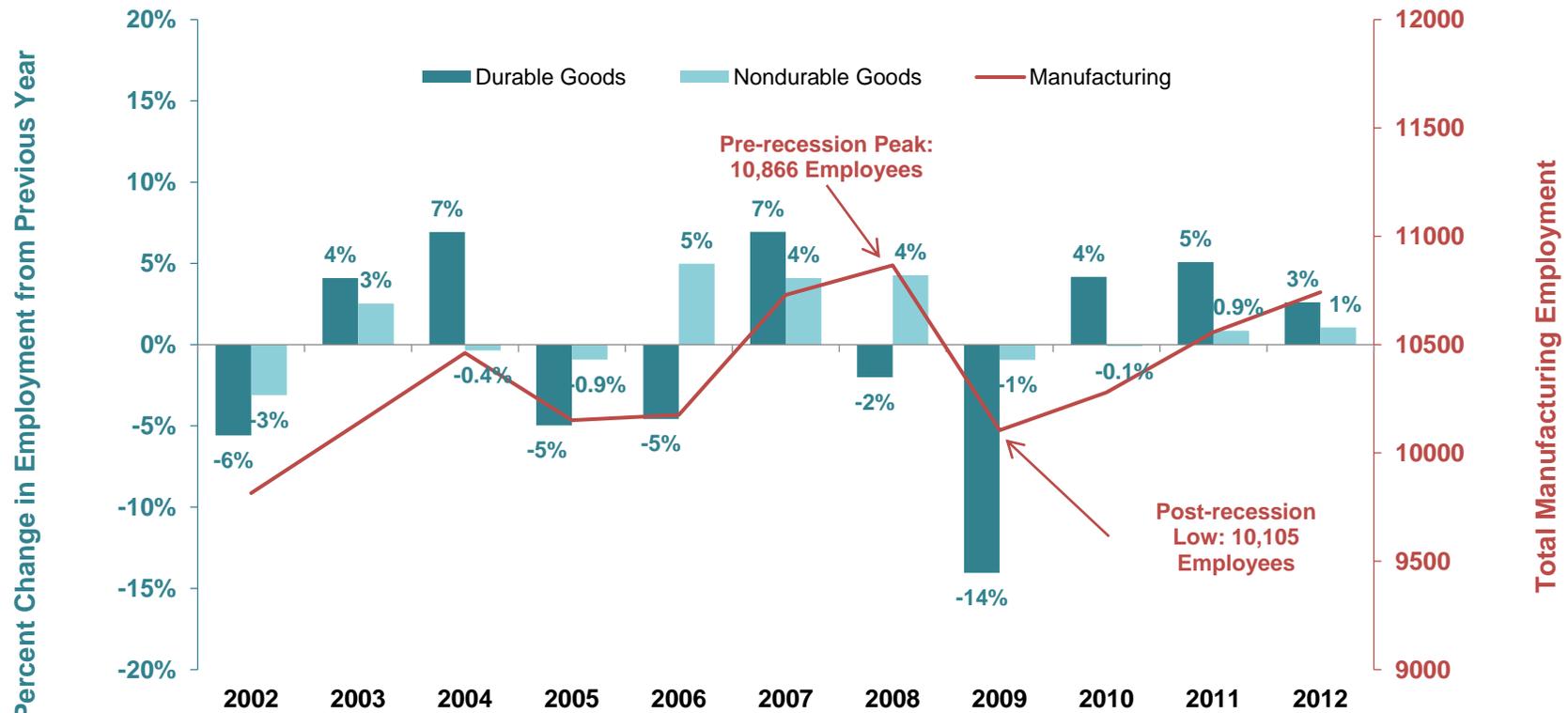


Source: Department of Workforce Services

Manufacturing jobs in Box Elder County suffered greatly in conjunction with the Great Recession. Off-shoring of the La-Z-Boy facility and changes in the national aerospace industry policy, coinciding with the end of NASA's Space Shuttle program and completion of strategic missile force maintenance contracts led to a drastic drop in employment within the industry sector.

The County and region continue to work towards stability and growth, particularly in the regionally-important aerospace and steel clusters.

## Changes in Manufacturing Employment in Cache County



Source: Department of Workforce Services

Note: Smoothing adjustment made to manufacturing employment data from 2000 -2006 for non-economic code change.

Manufacturing in Cache County mainly centers on non-durable food products, comprising 33.9 percent of the manufacturing jobs. This sector relies heavily on local agricultural products, especially dairy. As urbanization of the region threatens agricultural lands and producers, it also threatens a sizeable segment of the local employment base.

There are growing sectors including medical supplies, computer and electronic component manufacturing, specialized clusters that can be developed to further stabilize this sector.

<b>Jobs</b>	Utah	Box Elder County, UT	Cache County, UT	Rich County, UT
2012	<b>1,216,067</b>	16,489	47,863	<b>625</b>
2011	<b>1,176,530</b>	16,611	47,235	<b>618</b>
2010	<b>1,150,737</b>	17,322	46,486	<b>645</b>
2009	<b>1,157,704</b>	18,584	45,886	<b>716</b>
2008	<b>1,221,052</b>	20,607	47,459	<b>765</b>
2007	<b>1,219,207</b>	20,506	46,721	<b>749</b>
2006	<b>1,170,586</b>	19,636	44,846	<b>715</b>
2005	<b>1,115,375</b>	19,072	43,687	<b>643</b>
2004	<b>1,071,855</b>	18,568	42,806	<b>671</b>
2003	<b>1,041,938</b>	17,907	41,254	<b>646</b>
2002	<b>1,041,707</b>	17,741	40,087	<b>611</b>
10-Year Change	<b>174,360</b>	<b>-1,252</b>	7,776	14
10-Year Percent Change	16.70%	<b>-7.10%</b>	<b>19.40%</b>	2.30%

Historical job growth in the region was strong between the recession of 2001 and the Great Recession in late 2008. The region continues to seek diversification of industries to spur job growth, new capital, and increased income.

With the reduction in manufacturing jobs in Box Elder County, the county income has fallen below State and national averages.

Cache County income levels are softened by the approximately 14,000 resident students at Utah State University.

<b>Per Capita Personal Income</b>	Utah	Box Elder County, UT	Cache County, UT
Per capita income - 2011	<b>\$33,509</b>	\$30,148	<b>\$27,631</b>
Per capita income - 2001 (adj. for inflation)	<b>\$32,538</b>	\$28,401	<b>\$25,771</b>
Per capita income - 1991 (adj. for inflation)	<b>\$25,586</b>	\$25,103	<b>\$22,411</b>
Per capita income - 1981 (adj. for inflation)	<b>\$23,196</b>	\$22,628	<b>\$19,620</b>
10-year adjusted % change	3.00%	6.20%	<b>7.20%</b>
20-year adjusted % change	31.00%	<b>20.10%</b>	23.30%
30-year adjusted % change	44.50%	<b>33.20%</b>	40.80%
Source: US Bureau of Economic Analysis			

<b>People &amp; Income Overview (By Place of Residence)</b>	Utah	Box Elder County, UT	Cache County, UT	Rich County, UT
Population (2012)	<b>2,855,287</b>	50,171	115,520	<b>2,267</b>
Grow th (%) Since 2000	<b>27.90%</b>	17.40%	26.40%	<b>15.60%</b>
Grow th (%) Since 1990	<b>65.70%</b>	37.50%	64.60%	<b>31.40%</b>
Land Area (in sq. miles)	<b>82,169.60</b>	5,745.60	1,164.80	<b>1,028.80</b>
Population Density (2012)	34.7	8.7	<b>99.2</b>	<b>2.2</b>
% Reporting One Race Only (2011 ACS 5 year est.)	96.10%	96.10%	<b>94.90%</b>	<b>96.60%</b>
% Reporting Only African American (2011 ACS 5 year est.)	<b>1.10%</b>	0.20%	0.60%	<b>0.10%</b>
% Reporting Hispanic (of any race) (2011 ACS 5 year est.)	<b>12.40%</b>	8.00%	9.40%	<b>1.60%</b>
Households (2011 ACS 5 year est.)	<b>871,358</b>	15,891	34,599	<b>739</b>
Labor Force (2012)	<b>1,353,597</b>	20,261	60,614	<b>1,208</b>
Unemployment Rate (2012)	5.7	<b>6.9</b>	<b>4.4</b>	4.5
Per Capita Personal Income (PCPI) (2011)	<b>\$33,509</b>	\$30,148	<b>\$27,631</b>	\$31,286
10 Year PCPI Grow th (%) adj. for inflation	3.00%	6.20%	<b>7.20%</b>	<b>-1.10%</b>
Poverty Rate (2010)	13.3	<b>9.4</b>	<b>15.8</b>	11.2
High School Diploma or More - % of Adults 25+ (2011 ACS 5 year est.)	<b>90.60%</b>	<b>90.60%</b>	91.60%	<b>95.00%</b>
Bachelor's Deg. or More - % of Adults 25+ (2011 ACS 5 year est.)	29.60%	22.50%	<b>35.60%</b>	<b>20.00%</b>

The regional resident Hispanic population grew considerably between 1990 and 2000. Minority owned businesses now make up approximately 7% of the local small business base. Women-owned businesses represent 25% of the total. (U.S.Census Bureau, 2011)

<b>Personal Income in 2011 (\$000)</b>	Utah	Box Elder County, UT	Cache County, UT
<b>Total Earnings by Place of Work</b>	<b>\$73,707,309</b>	\$940,195	\$2,345,295
Minus: Contributions for government social insurance	<b>\$7,479,495</b>	\$98,822	\$237,814
Personal contributions for government social insurance	<b>\$3,260,737</b>	\$43,898	\$102,878
Employer contributions for government social insurance	<b>\$4,218,758</b>	\$54,924	\$134,936
Plus: Adjustment for residence	<b>(\$3,378)</b>	<b>\$214,370</b>	\$27,953
Equals: <b>Net Earnings by Place of Residence</b>	<b>\$66,224,436</b>	\$1,055,743	\$2,135,434
Plus: Dividends, rent, interest	<b>\$14,739,189</b>	\$209,825	\$537,471
Plus: Transfer payments	<b>\$13,437,445</b>	\$250,563	\$496,346
Equals: <b>Personal Income by Place of Residence</b>	<b>\$94,401,070</b>	\$1,516,131	\$3,169,251

## Population

The Bear River Region has grown consistently at around 2-3% annually since the 1970's. As much as 80% of this growth is internal, relating to the high average Utah fertility rate compared to national statistics. This pattern of growth has put consistent pressure on the region to expand services and employment opportunities.

Growth rates have slowed slightly since 2009, as the region experienced an increase of only 0.5% between 2011 and 2012, with a net migration of -1,092 persons. The 2012 population was estimated to be 168,811

The region is anticipated to double in population to 300,000 around the year 2050 (Utah Population Estimates Committee).

Population Over Time	Utah	Box Elder County, UT	Cache County, UT	Rich County, UT
2012	<b>2,855,287</b>	50,171	115,520	<b>2,267</b>
2010	<b>2,763,885</b>	49,975	112,656	<b>2,264</b>
2000	<b>2,233,169</b>	42,745	91,391	<b>1,961</b>
1990	<b>1,722,850</b>	36,485	70,183	<b>1,725</b>
1980	<b>1,461,037</b>	33,222	57,176	<b>2,100</b>
2000 to 2010 % change	<b>23.80%</b>	16.90%	23.30%	<b>15.50%</b>
1990 to 2010 % change	60.40%	37.00%	<b>60.50%</b>	<b>31.20%</b>
1980 to 2010 % change	89.20%	50.40%	<b>97.00%</b>	<b>7.80%</b>

The State and Region also have an above-average family and household size due to the high fertility rate. This results in a higher number of children and younger average age in the population.

Components of Population Change in 2012	Utah	Box Elder County, UT	Cache County, UT	Rich County, UT
Net Domestic Migration (chg 2011/2012)	-81	-577	<b>-1,095</b>	<b>-74</b>
Net International Migration (chg 2011/2012)	<b>4,811</b>	11	135	<b>0</b>
Natural Increase (births minus deaths)	<b>36,245</b>	546	1,907	<b>24</b>
Births	<b>51,071</b>	861	2,389	<b>37</b>
Deaths	<b>14,826</b>	315	482	<b>13</b>
Source: US Census Bureau				
Population Estimates by Age in 2011	Utah	Box Elder County, UT	Cache County, UT	Rich County, UT
Preschool (0 to 4)	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
School Age (5 to 17)	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
College Age (18 to 24)	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Young Adult (25 to 44)	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Older Adult(45 to 64)	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Older (65 plus)	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Median Age (2011)	29.5	31.1	<b>25</b>	<b>34.5</b>
Source: US Census Bureau; Median age calculated by the IBRC.				
Households in 2011	Utah	Box Elder County, UT	Cache County, UT	Rich County, UT
<b>Total Households</b>	<b>871,358</b>	15,891	34,599	<b>739</b>
Family Households	<b>654,354</b>	13,034	25,941	<b>611</b>
Married w ith Children	<b>279,095</b>	5,664	12,106	<b>183</b>
Married w ithout Children	<b>257,884</b>	5,350	10,323	<b>360</b>
Single Parents	<b>65,735</b>	1,198	2,227	<b>24</b>
Other	<b>51,640</b>	822	1,285	<b>44</b>
Non-family Households	<b>217,004</b>	2,857	8,658	<b>128</b>
Living Alone	<b>168,227</b>	2,532	5,709	<b>110</b>

Housing in the region is generally in good supply and condition. The local market did not experience the speculative construction of the early and mid-2000's so the Great Recession and housing crash did not affect local prices and availability as significantly as other areas of the State.

Buiding permits for 2013 are up in most communities compared to the past five years.

Housing affordable to the general workforce is continually a concern and State, local, and regional activities to ensure a safe, affordable, and accessible supply of housing are continually being reviewed and actions implemented.



<b>Residential Building Permits in 2012</b>	Utah	Box Elder County, UT	Cache County, UT	Rich County, UT
Total Permits Filed	<b>13,007</b>	219	804	<b>22</b>
Cost(\$000)	<b>\$2,437,415</b>	\$29,836	\$94,487	<b>\$4,029</b>
Single Family	<b>9,969</b>	135	301	<b>22</b>
Cost(\$000)	<b>\$2,171,337</b>	\$25,311	\$54,306	<b>\$4,029</b>
Two Family	<b>86</b>	0	0	0
Cost(\$000)	<b>\$12,173</b>	\$0	\$0	\$0
Three & Four Family	<b>343</b>	12	112	0

<b>Housing Units in 2011</b>	Utah	Box Elder County, UT	Cache County, UT	Rich County, UT
<b>2010 Housing Units (Census count)</b>	<b>979,709</b>	17,326	37,024	<b>2,834</b>
<b>Total Housing Units in 2011 (ACS 5 year est.)</b>	<b>968,821</b>	17,137	36,593	<b>2,952</b>
Occupied	<b>871,358</b>	15,891	34,599	<b>739</b>
Owner Occupied	<b>616,459</b>	12,878	22,085	<b>631</b>
Renter Occupied	<b>254,899</b>	3,013	12,514	<b>108</b>
Vacant	<b>97,463</b>	<b>1,246</b>	1,994	2,213
For seasonal or recreational use	<b>44,718</b>	<b>197</b>	508	2,023

## Workforce Development and Use

Job vacancy rates indicate a need for additional workforce development. Job vacancy rates for Bear River area were 1.5 percent. (Utah Department of Workforce Services, Job Vacancy Study (JVS) for the Fourth Quarter 2012). The average advertised wage for job openings surveyed was \$12.40 per hour, down from \$13.10 in 2007. This is less than the statewide average because the area has a high number of jobs with low wages and a high percentage of seasonal work. Job openings in the region required less education than the state average. Nearly 77 percent of job openings in the region required only a high school diploma or less, compared to 65 percent statewide. 51.1 percent of openings were full time compared to 64.7 percent of the openings statewide. Furthermore, 16.3 percent were seasonal and 31.1 percent were always open.

### Occupations with the Most Openings

Occupation	Openings	Vacancy Rate	Average Offered Wage
Mutiple Machine Tool Setters, Operators, & Tenders, Metal & Plastic	120	N/A	\$12.10
Cashiers	49	3.3%	\$7.80
Fast Food Cooks	41	15.2%	\$7.30
Retail Salespersons	41	1.6%	\$11.20
Heavy & Tractor-Trailer Truck Drivers	39	3.5%	\$21.40
Janitors & Cleaners	23	3.0%	\$8.50
Customer Service Representatives	16	1.0%	\$11.20
Registered Nurses	15	1.8%	\$22.70
Industrial Engineers	4	N/A	\$27.70

Workforce development encompasses organizations at national, state, and local levels that have direct responsibility for planning, allocating resources, providing administrative oversight and operating programs to assist individuals and employers in obtaining education, training, job placement, and job recruitment.

The primary organizations to oversee these responsibilities are Utah Department of Workforce Services with two offices to serve the tri-county area, Bridgerland Applied Technology College with campuses in all three counties, the public school districts (four), Utah State University Campuses and Extension, and private schools. Also included in this network are Utah State Office of Education, Rehabilitation Services Division which provides retraining to help persons with disabilities re-enter the workforce and the regional Cache Business Resource Center and Box Elder Business Resource Center which provide resources to help emerging and existing businesses succeed.

### Utah State University

Utah State University plays a unique role regionally, as both a major employer and a regional workforce development system. With the main campus in Logan, and one of four regional campuses located in Brigham City, USU is committed to a role of service and support in every region of the State. Its Innovation Campus high-tech industrial park is a critical tool in commercializing institutional research and providing space for spin-off companies.

The University offers regional economic development support through hosting Business Resource Center and Small Business Development Center activities, as well as providing a part-time Economic Development Liaison. This part-time position is charged with coordinating with all economic development agencies, representing the University on economic development committees, exploring grant

opportunities, and collaborating with the SBA, SBDC, and BRC agents in order to seek out and support emerging industry clusters.

As a region, the Bear River area has a relatively high educational attainment. In part, this is a result of Utah State University's proximity.

It also reflects the growing need for educated workers in manufacturing, tech, and health service industries.

In February of 2013, the Governor of Utah issued a challenge that 66% of the State's population achieve some form of post-secondary education by 2018. The Bear River Region currently stands at less than 50% of the population having received a post-secondary certificate, though over 56% of the population over age 25 have participated in some college or post-secondary study without a degree or certificate. Utah State University, the Bridgerland Applied Technology College, and other technical training schools in the region will play critical roles in achieving this goal.

<b>Labor Force Annual Averages in 2012</b>	Utah	Box Elder County, UT	Cache County, UT	Rich County, UT
Total Labor Force	<b>1,353,597</b>	20,261	60,614	<b>1,208</b>
5-year % change	-0.80%	-14.00%	<b>-0.60%</b>	<b>-16.70%</b>
10-year % change	14.50%	<b>-3.70%</b>	<b>15.70%</b>	-3.60%
Employed	<b>1,276,249</b>	18,872	57,933	<b>1,154</b>
5-year % change	-4.00%	-17.70%	<b>-3.00%</b>	<b>-18.80%</b>
10-year % change	14.60%	<b>-5.00%</b>	<b>15.40%</b>	-4.10%
Unemployed	<b>77,348</b>	1,389	2,681	<b>54</b>
5-year % change	117.30%	<b>118.70%</b>	112.40%	<b>80.00%</b>
10-year % change	13.70%	18.10%	<b>22.60%</b>	<b>8.00%</b>
Unemployment Rate	5.7	<b>6.9</b>	4.4	4.5
5-year % change	119.20%	<b>155.60%</b>	<b>109.50%</b>	114.30%
10-year % change	<b>-1.70%</b>	<b>23.20%</b>	4.80%	12.50%

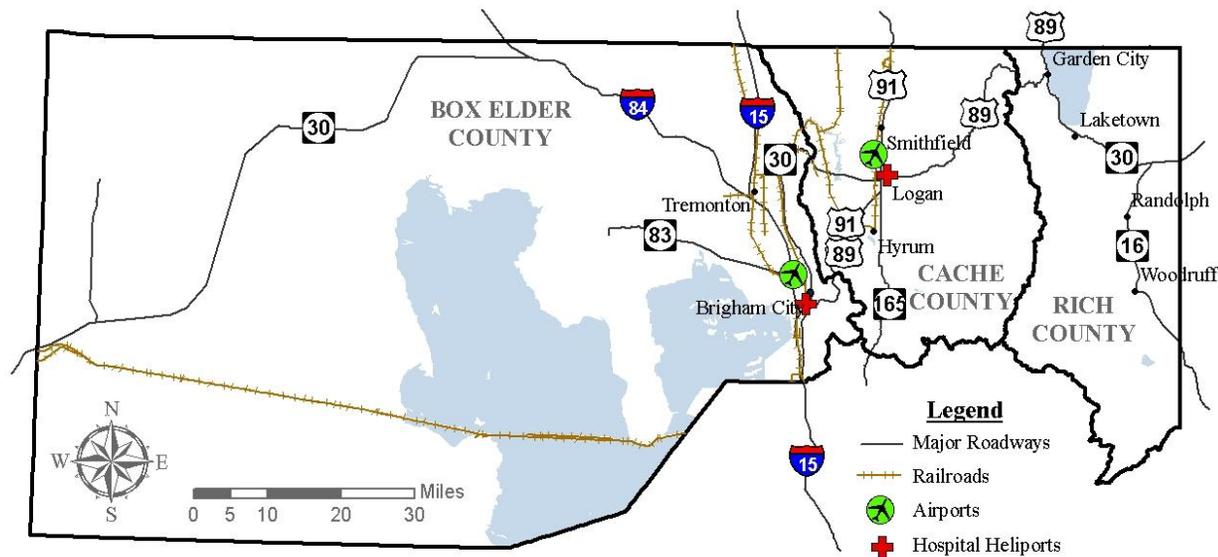
Source: US Bureau Labor Statistics

A new Brigham City regional campus is considered for construction by 2016. USU currently hosts a business resource center at its current Brigham City campus location. As the new regional campus grows, USU plans to dedicate a portion of its property to an "Innovation Campus" technology and industry park site. The current business resource center will be relocated to the new site as the University transitions into the new campus

<b>Educational Attainment as a Percentage of Population 25 and Older</b>	Utah	Box Elder County, UT	Cache County, UT	Rich County, UT
Total Population 25 and Older	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
Less Than 9th Grade	<b>3.10%</b>	2.30%	<b>3.10%</b>	<b>1.20%</b>
9th to 12th No Diploma	6.30%	<b>7.10%</b>	5.30%	<b>3.80%</b>
High School Grad (inc. equiv.)	24.40%	32.80%	<b>21.50%</b>	<b>33.40%</b>
Some College, No Degree	27.40%	27.30%	<b>26.90%</b>	<b>33.50%</b>
Associate Degree	<b>9.20%</b>	7.90%	<b>7.60%</b>	8.10%
Bachelor's Degree	20.10%	15.80%	<b>23.60%</b>	<b>15.10%</b>
Graduate, Prof. or Doctorate Degree	9.50%	6.80%	<b>12.00%</b>	<b>4.90%</b>

## Transportation/Infrastructure Systems

As transportation costs increase, business location relative to supplies is more important than it has been in the recent past. The Bear River region has good transportation access and is served by Interstate Highways I-15 and I-84 in Box Elder County. The tri-county area is well served by many federal, state, and local roads that for the most part are well-maintained.



### Major Highway Freight Corridors

The Bear River Economic Development District is served by several important highway freight routes, mostly via Box Elder County, and as such is a key junction point for the trucking industry. Interstate

Highways 15 and 84 merge just west of Tremonton. I-15 connects the Bear River region to Salt Lake City and the Wasatch Front and is the primary north/south highway freight route through the Mountain West. I-15 also serves as the main Canamex Corridor route for traffic to and from Mexico and Canada generated as a result of the North American Free Trade Agreement (NAFTA) Treaty. I-84 is the main highway link between the Pacific Northwest and the Midwestern and Eastern United States handling east/west truck traffic. U.S. Highways 89 and 91 are combined at the south end of Brigham City and split again in Logan at 400 North where Highway 89 travels east through Logan Canyon along Bear Lake and to Jackson Hole, Wyoming and Yellowstone National Park.

In addition to considerable amounts of long-distance truck traffic on these main highway freight routes, industries in the Brigham City area generate substantial inbound and outbound truck traffic. Wal-Mart Distribution Center, Proctor & Gambel, Autoliv Corporation, Nucor Cold Finish, Vulcraft, Staker Parson Gravel Pits, and Big J Grain Mill generate anywhere from 50 to 250 inbound/outbound trips per day.

With easy access to major freight highways, Box Elder County's central location in the Mountain West puts it only a single day's drive (less than 11 hours) from west coast seaports, industrial centers and markets, as well as those in Colorado, Arizona, and Nevada. Tremonton's transportation crossroads status combined with the low cost of living and operation inherent in its rural location makes it attractive to many industries.

State Road 30 links Logan and Cache Valley with I-15 at Riverside, only seven miles north of the I-15/I-84 junction in Tremonton. Freight traffic to and from Cache County and the Pacific Northwest or Canada is increasingly using this route to access the Interstate Highway system. As such, S.R. 30 is rapidly becoming the primary freight corridor serving the fast-growing Cache Valley and its capacity will increasingly define the ability of Cache County industry to effectively move product and supplies. Expansion of S.R. 30 currently hinges on the mitigation of environmental concerns within the Cutler Reservoir and Marsh region of central Cache Valley.

Highway 89/91 enters Cache County from the south and splits at 400 North in Logan with 91 continuing north and 89 going east through Logan Canyon to Rich County. There are significant truck movements on 1000 West from HWY 89/91 to Airport Blvd. Recently, UDOT gained ownership of 1000 West and will manage it as a north-south truck bypass to relieve congestion on Highway 89/91. State Road 30 is a two lane road that serves as one of the major truck entry points into Cache Valley from Box Elder County.

A recent survey of Cache County manufacturers revealed that over 40 manufacturing companies in Cache County generate substantial truck traffic on a daily basis with as few as two to as many as 20 trucks per day. Schreiber Foods, Inc. generates over 200 and up to 350 trucks per week. Highway corridors used mostly for freight include Highway 89/91, 600 West in Logan, 1000 West in Logan, State Road 30 (200 North in Logan), 2500 North. The most frequently recommended improvements were to 600 West, 1000 West, and 2500 North.

Cache County's Transportation Improvement Plan includes a Freight Action Plan calling for increased curb radii to improve the ability of truck turning movements, improved traffic signalization timing and

locations, improved driveway entrance geometrics, and improved and longer turning bays.

Cache County's business community is focused on the cost of congestion and its effects on the region's ability to attract and retain businesses. In 2009, the County completed an access management plan for the main arterial corridor of Highway 89/91, to limit commercial and residential access to the corridor and preserve its function as a high-speed thoroughfare for commuters and freight.

Although not located on a main highway freight corridor, Rich County sees considerable truck traffic on the highways that converge in Garden City. Freight traffic en route to or from U.S. 30 continues north from Garden City on U.S. 89, while I-80 bound trucks use State Route 16 from Garden City south through Randolph and Woodruff toward Evanston, Wyoming.

There are no large freight generating industries or businesses in Garden City, and aside from local deliveries to stores and resorts, most truck traffic passes through the community. Transportation of livestock would be the greatest locally generated freight in Rich County, mostly from areas south of Bear Lake and adjacent public lands grazing areas.

Garden City's tourism-based economy has been hampered by limited through-traffic options in the town. Efforts to establish a by-pass or frontage road from the north end of town near the Idaho border south towards Laketown have begun. Further expansion of this alternate route will decrease safety hazards during the peak tourist season when U.S. 89 and S.R. 30 can be too congested for safe passage of emergency vehicles. It will also provide for increased economic activity in Garden City by opening access to developable lands and easing access to businesses on the congested lakefront.

### Freight by Railroad

Box Elder County: On May 10, 1869 the famous Golden Spike was driven at Promontory, Utah, less than 30 miles northwest of Brigham City and less than 20 miles southwest of Tremonton marking the completion of America's first transcontinental railroad. Since that time, railroad freight service has been an important factor in the local economy. Although the transcontinental mainline was relocated to the historic Lucin Cutoff causeway across the Great Salt Lake west of Ogden in 1904, Brigham City has continued to be served by the Union Pacific Railroad (UP).

Rail access from UP's mainline in Ogden runs north to Pocatello, Idaho with additional spurs running northwest from Brigham City through Corinne and Tremonton, and north to connect with the Cache Junction spur into Cache Valley. Several switching tracks are maintained by UP along the north/south mainline west of downtown Brigham City. Forest Street is now one of three access points to and from I-15/84, railroad switching movements at the small Brigham City freight yard are having a greater impact on traffic. The Union Pacific is well aware of the traffic impact issues at Forest Street, with the current Manager of Train Operations (MTO) in Ogden, as well as the local train crews, striving to minimize blockage of that important crossing. Brigham City and the Union Pacific continue to work together to consider what options are viable for addressing this issue. Alternatives to moving traffic around or over the Forest Street intersection are being explored. Relocation of the railroad switching yard is the preferred alternative of Brigham City, but financially unfeasible.

The largest rail shippers in the Brigham City area include Nucor Steel, with Nucor Cold Finish receiving about 50,000 tons of finished steel each year by rail; subsidiary Vulcraft receives more than 100,000 tons of steel annually; Intertape Polymer; Proctor & Gambel; and Malt-O-Meal.

Cache County is currently being served by a short line rail service that is moving between 8 to 15 rail cars per week. (Current shipments include bulk items such as tallow, feed, and plastic pellets.) The low number of rail movements may endanger continued short line rail service. Loss of rail service will affect existing industries as well as the potential for attracting new industries. In order to assure future rail service, the existing rail service should be featured for attracting new industries. Future industrial sites should be developed around existing rail spurs where possible in order to attract new industries that depend on rail services.

Rich County: The nearest railroad freight service to Rich County is in Montpelier, Idaho, or Evanston, Wyoming, both of which are served by major east/west mainlines of the Union Pacific.

## Air

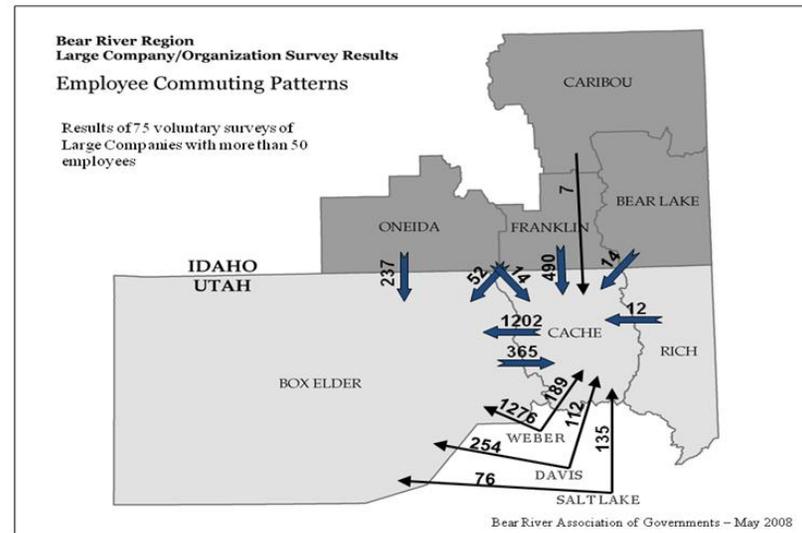
Limited airfreight services are provided at Pocatello, Logan, Brigham City, and Ogden, with heavy airfreight operations found at the Salt Lake City International Airport.

Brigham City Municipal Airport has three Fixed Base Operators, over 50 hangar spaces, and an expanded 8900' x 100' lighted runway with a full parallel taxiway. Runway weight capacity is 60,000 lbs. per dual axle. The airport currently supports over 36,000 annual operations of general aviation and business jet traffic. The Brigham City Municipal Airport is uniquely positioned immediately adjacent to I-15 and the S.R. 13 freeway interchange, providing excellent transportation access between the airport and the Wasatch Front and business locations in northern Utah.

The Logan-Cache Airport is currently a General Aviation Airport and is governed by the Logan-Cache Airport Authority formed by Interlocal Agreement between Cache County and Logan City in 1992. The main runway is the second longest in the state and is lighted. It is in good condition and measures 9095 x 100 feet with asphalt. The secondary runway needs repair and is 5005' x 75' of asphalt. The airport is served by an Instrument Landing System and has two fixed wing training schools, helicopter training, and one Fixed Base Operator. Air freight is expected to increase in the future. Commercial airline service is an economic development objective of the Logan-Cache Airport Authority.

## Employee Commuting Patterns

In late 2007, BRAG conducted a Large Employers Survey to determine commuting patterns and needs of companies with more than 50 employees. The responses from the surveys helped to identify



commuting patterns of employees. Of the 75 voluntary surveys that were returned, 490 people commute from Franklin County, Idaho to Cache County; 1,202 people commute from Cache County to Box Elder County; 365 people commute from Box Elder County to Cache County; 1,276 people commute from Weber County, Utah to Box Elder County; and 237 commute from Oneida County, Idaho to Box Elder County.

<b>Commuting Patterns in 2000</b>	Utah	Box Elder County, UT	Cache County, UT	Rich County, UT
Working Here (living anyw here)	<b>1,033,771</b>	18,729	42,779	<b>613</b>
Workers Living Here (w orking anyw here)	<b>1,032,328</b>	18,030	43,729	<b>791</b>
<b>Commuting as a Percentage of Workers Living in Area</b>				
Workers Living Here (w orking anyw here)	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
Workers Who Don't Commute	<b>98.90%</b>	75.30%	89.70%	<b>64.70%</b>
Workers Who Do Commute	<b>1.10%</b>	24.70%	10.30%	<b>35.30%</b>

### **Public Transportation**

Box Elder County does not have comprehensive transit system service. However, Brigham City, Perry, and Willard annexed into the Utah Transit Authority in 1996 and adopted a .25% transit sales tax. UTA operates two bus routes primarily for commuters, which link Brigham City, Perry, and Willard with Ogden. Brigham City is currently involved in planning activities to assure that the city will connect with the FrontRunner commuter rail system that connects Salt Lake City with Pleasant View in Weber County. An additional .25% sales tax increase to fund FrontRunner services to Brigham City was adopted in November 2007 with a 68% approval. Phase One of commuter rail began operation between Salt Lake City and Ogden in early 2008. Operation to Pleasant View began in 2009. Brigham City and Box Elder County are actively working with the Utah Transit Authority to accelerate expansion to Brigham City. Discussions between the Cache Valley Transit District and Utah Transit Authority regarding bus connection between Cache Valley and the commuter lines south from Brigham City are ongoing. Commuter rail development could hasten such developments

Fare-free transit services for citizens and visitors began in Cache County's Logan City on April 27, 1992. Services were funded by a local .25% sales tax and through Federal Transit Administration Urbanized Area Formula Program grants. The Logan Transit District started out with seven 26-foot buses and 6 routes.

On November 7, 2000 Cache Valley voters elected to establish the Cache Valley Transit District (CVTD). As part of this public referendum, voters ratified a special services district that includes the cities of Richmond, Smithfield, Hyde Park, North Logan, River Heights, Providence, Millville, Nibley, and Hyrum. In addition, a ¼ of one percent sales tax was established to fund the CVTD. This district provides transportation to the citizens of Cache Valley. The Logan and Cache Valley districts have been combined and commuter service to

Preston in Franklin County, Idaho has also been added. Additional sales tax revenues are being considered to fund system expansion to accommodate ridership growth and reduce operational dependency on federal funding sources.

In Rich County, public transportation between Montpelier, Idaho and Garden City was introduced in the summer of 2007 to assist employers in attracting seasonal workers in tourist and hospitality services. This service ceased operating in 2009 due to the impact of the recent recession on revenues and a lack of local funding support after federal investments ceased. Alternative transit solutions are being explored.

All three counties are served by private for-profit shuttle and taxi services transporting customers from Salt Lake City to the south to Boise, Idaho and Butte, Montana in the north.

### **Mobility and Transportation Planning**

Cache Metropolitan Planning Organization (CMPO)

Every metropolitan area with a population of more than 50,000 persons must have a designated Metropolitan Planning Organization for transportation to qualify for federal highway or transit funding assistance.

The Cache Metropolitan Planning Organization is the MPO for the Logan Urbanized area covering Smithfield, Hyde Park, North Logan, Logan, River Heights, Providence, Millville, and portions of Nibley and Cache County. MPO membership is made up of locally elected officials of the cities in Cache County within the urbanized area. Other appointed officials include the Manager of CVTD. The CMPO is responsible for the development and maintenance of the Long-Range Transportation Plan (LRTP) through a "continuing, comprehensive, and cooperative (3C)" planning process; the development of a five-year program for highway and transit improvements, known as the Transportation Improvement Program or TIP; the annual adoption of a

comprehensive one-year planning program; and the Unified Planning Work Program or UPWP that describes and coordinates the individual transportation planning activities of all agencies in the area.

**Box Elder Rural Transportation Planning Organization (RTPO)**

Box Elder Rural Transportation Planning Organization (RTPO)  
 The purpose of the Box Elder Rural Planning Organization is to ensure that the Utah Department of Transportation and Bear River Association of Governments will work cooperatively with specific jurisdictions in Box Elder County (i.e., Tremonton, Elwood, Garland, Deweyville, Honeyville, Bear River City, Corinne, Mantua, and Box Elder County) to help plan the transportation system, prioritize transportation projects and to advise each other of Box Elder RPO needs and opportunities. Goals of the RPO are to organize and maintain a Regional Transportation Policy committee and a corresponding Technical Committee to serve as Liaison with UDOT; develop Box Elder County Long Range Transportation Planning Process; participate in the Prioritizing Process for the Statewide Transportation Improvement Program; and develop a Regional Infrastructure Inventory and Needs Analysis.

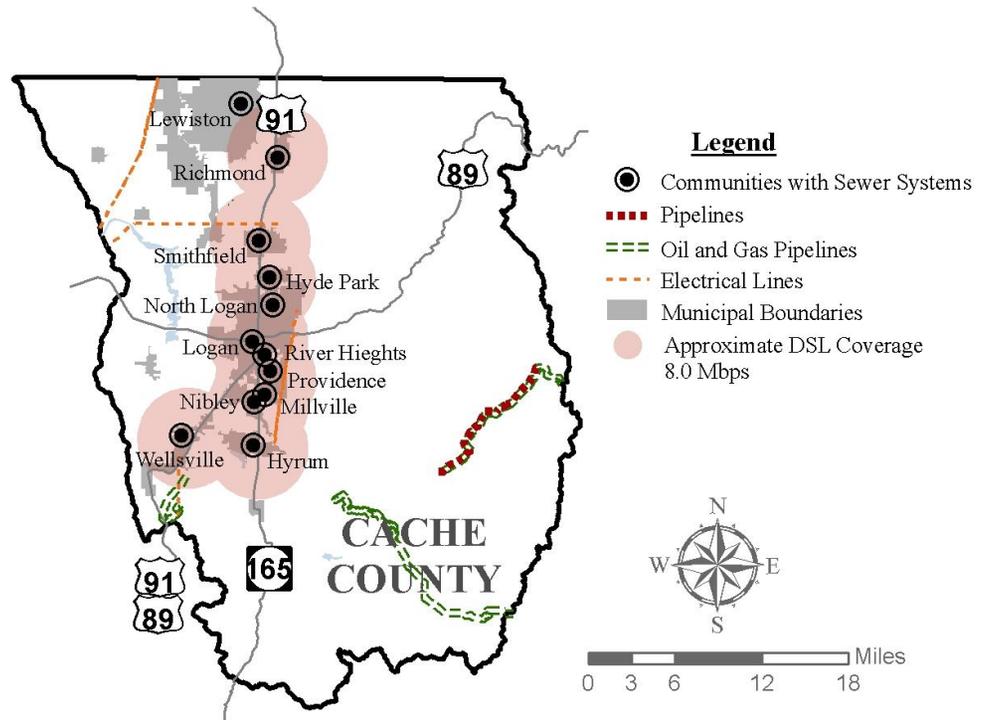
**Bear River Mobility Council**

BRAG is engaged in a process referred to nationally as “united we ride” to develop a regional approach to transportation service planning focused on mobility issues for under-served populations including the elderly, disabled adults, and low-income populations. Based on the principle that mobility equals prosperity, this project will assist in the implementation of the regional strategies to improve access to goods and services through mobility management. Activities are directed to address goals and objectives identified in the Bear River Mobility Plan and Utah Coordinated Human Service Public Transportation Plan. In order to accomplish this, a Regional

Mobility Council has been established to work with regional human service transit providers for persons with disabilities, elderly, and low income persons. The Committee will rate and rank regional transit Federal Assistance Grant Applications. The Council is working to identify additional needs and develop strategies that include voucher programs, promotion of “Access Friendly” businesses, and the feasibility of expanded transit services.

**Infrastructure**

Infrastructure capacity, maintenance, and creation are directly correlated to the economic health of a region. Specifically, access to water, sewer service, transportation, and now broadband are considered by many businesses to be cornerstones of their basic operations.



### Broadband

Defined as information transfer speeds of 0.768 Mbps download and 0.289 Mbps upload, broadband internet access has become a necessity for business, education, public safety, health care, and economic development. Access to broadband services in the Bear River Region is considered “good” with over 80% of the population served at minimum speeds by any of a number of providers, whether through DSL, cable, microwave, satellite, or fiber optic systems. Even remote rural areas such as western Box Elder County and Rich County have access to fiber optic systems. Challenges include educating consumers on options available and providing access to internet speeds and services that best meet the needs of businesses and residents.

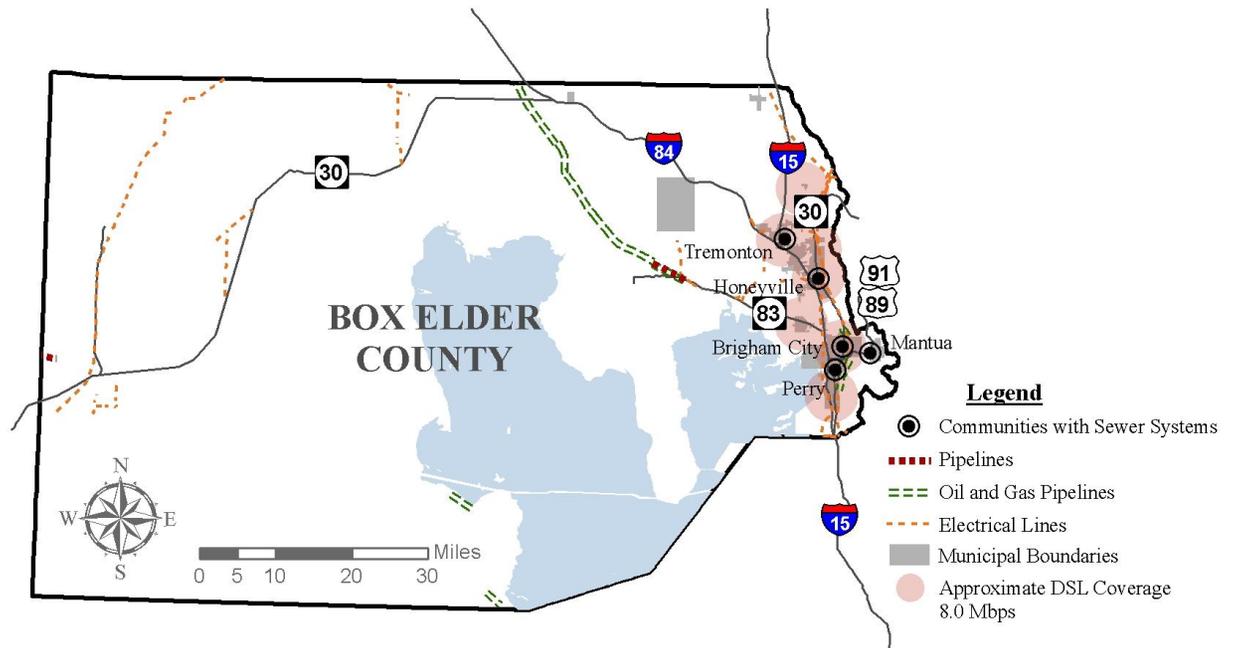
UTOPIA (Utah Telecommunication Open Infrastructure Agency) is an interlocal agency that is in the process of constructing a Fiber to the Premise (FTTP) network in 18 Utah communities, including three in Box Elder County - , Brigham City, Perry, and Tremonton. The network will eventually be available to all addresses in each community. The UTOPIA network is a redundant, open access network, whereby UTOPIA is the wholesale network owner and operator, with multiple service providers offering voice, video, and data transmission services on the network. There are currently five service providers on the UTOPIA network, with additional service providers anticipated in the near future. A minimum of 100 Mbps will be provided to each residential customer, and 1Gbps is now available to business and residential customers. This bandwidth will enable voice over IP Internet protocol, phone, television, etc. Service is available in Brigham City

and Tremonton.

BRAG is developing a regional Broadband Internet Access Plan to identify needs and address access issues through public/private partnerships. This plan is anticipated to be completed in Spring of 2014.

### Water Systems

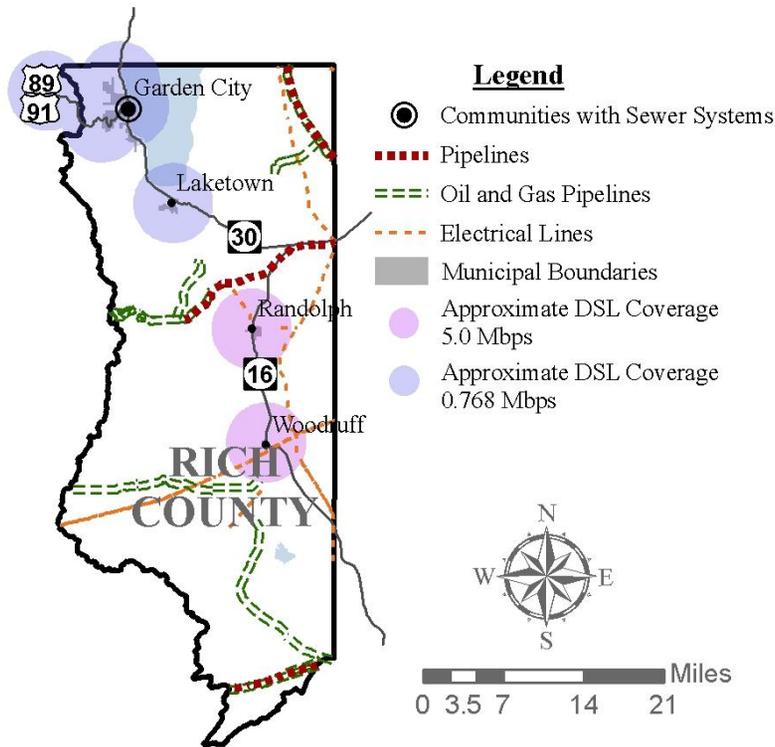
The majority of culinary water systems in use in the Bear River region are privately owned or cooperatively owned systems. However, municipalities generally operate the largest systems including treatment facilities and provide the greatest number of service connections. Currently, there are 53 culinary water systems in Box Elder County. 46 systems are rated as “Approved” by the State Division of Drinking Water. Six systems are rated as “Not Approved,”



and one system is listed as required to take “Corrective Action” to improve water quality.

There are 67 culinary water providers in Cache County, four of which are rated as “Not Approved” with no systems under corrective action.

In Rich County, 23 culinary water systems are in operation, with only one rated as under “Corrective Action.” As of the time of this report, the system is initiating upgrades that will improve the water quality to “Approved.”



### Sewer Systems

While a significant number of communities in the Bear River region continue to operate exclusively using septic waste water disposal systems, the majority of the region’s population and developed areas are served by municipal sewer treatment facilities. Systems operated by special service districts often include unincorporated areas in their service areas. None of the counties in the region operate waste water treatment facilities.

There are eleven operating municipal waste water treatment facilities in Box Elder County.

There are 10 waste water treatment facilities operated by local governments in Cache County. These systems are primarily located in the urbanized areas along the eastern and southern benches of the valley. Currently, Millville and Nibley Cities are studying the feasibility of expanding access to their wastewater systems in anticipation of growth in the communities.

Garden City operates the only waste water treatment facility in Rich County. It provides services to many of the recreational developments in and around Garden City on the west side of Bear Lake. No additional treatment facilities are planned at this time.

### Solid Waste

There are three solid waste disposal landfills operated by local governments in the Bear River region.

Box Elder County operates a sanitary landfill at Little Mountain near Brigham City and Tremonton. The County contracts all collection services out to a private company. Brigham City provides residential solid waste services. Commercial services in Brigham City are contracted out. Brigham City also provides recycling collection of metal, paper, and plastic, as well as maintaining two composting sites.

Curbside pickup of green waste materials diverts these materials from the waste stream.

Logan City operates a 134 acre sanitary landfill in Cache County and provides collection services for all communities in the County. Landfill operations are anticipated to move to a new location in northwestern Cache County within the next 10 years. Logan City also provides county-wide recycling collection of metal, paper, plastic goods, and hazardous materials.

Rich County operates a 125 acre sanitary landfill that services all areas within the County. The County provides collection service for all communities in the County.

#### **Police**

The Box Elder County Sheriff's Department has office facilities located in Brigham City. The County provides police services for the following communities: Bear River City, Corinne, Deweyville, Elwood, Fielding, Honeyville, Howell, Plymouth, Portage, and Snowville. Brigham City, Garland, Mantua, Perry, Tremonton, and Willard all provide police service.

Cache County Sheriff provides police services for all of the unincorporated areas of the County. Some of the communities maintain contracts for extra dedicated patrol hours from the County. Logan City owns and administers its own police department. North Logan and Hyde Park Cities also jointly own and operate a police department. Utah State University operates and administers its own police department on the university campus.

Rich County operates a Sheriff's Department with office facilities located at the County Court House and a satellite office at the Garden City Office.

#### **Fire and Emergency**

Box Elder Fire Marshal coordinates all wild land fire planning/suppression for the unincorporated portions of the county. Fire suppression activities are provided by 14 communities through contracts and mutual aid agreements. The fire departments are either volunteer or paid on call departments. Box Elder County provides the communities with some funding and resources as part of the wild land urban interface program.

Emergency services/emergency management is provided by both the county and some cities. They range from full time, part time or volunteers. Box Elder County has an active Local Emergency Planning Committee and a County Preparedness Committee. Some communities have various volunteer organizations to support local government in preparedness, response, mitigation and recovery activities.

The coordination of fire management activities for Cache County is done by the County Fire Marshal. The County provides the communities with coordination and some funding. Logan City administers a full time fire department. Other communities have volunteer crews with stations in Hyrum, Mendon, North Logan, Paradise, Richmond, and Smithfield.

Rich County

The County Fire Marshal coordinates the fire management activities of all the communities. The County provides some of the equipment and resources to the community fire departments. Garden City, Laketown, Randolph, and Woodruff each house emergency response equipment and host a volunteer staff.

### Health Care

Box Elder County is a participating sponsor (along with Cache and Rich Counties) of Bear River Mental Health Services, Inc. and Bear River District Health Department. The County is also served by two hospitals: the Brigham City Regional Hospital, and the newly constructed Bear River Valley Hospital in Tremonton.

Cache County is served by the Logan Regional Hospital in Logan and Cache Valley Specialty Hospital in North Logan. Numerous smaller clinics are also operating throughout the County.

Rich County has limited health care facilities. A branch of the tri-county Bear River Health Department is open in Randolph. There is also an emergency clinic, dentist office, and pharmacy in Garden City. County residents rely on facilities in Logan, UT, Montpelier, ID, and Evanston, WY for all other health care services.

### Education

In the region, schools are administrated by local school districts defined by county boundaries, with the exception of Logan City.

Box Elder County is served by 23 schools; 2 high schools, 2 middle schools, 2 intermediate schools, 16 elementary schools, and one community high school.

Cache County School District administers 22 schools throughout the County. Logan City School District administers 9 schools within the Logan City limits.

Rich County School District administers 4 schools. There are no education facilities in Garden City or Woodruff. Students attend North Rich Elementary and Rich Junior High School in Laketown or South Rich Elementary and Rich High School in Randolph.

### Recreation

Recreational facilities include existing indoor and outdoor recreation as well as potential recreation areas. They may include parks, school grounds, and public open space as well as indoor facilities such as churches, lodge halls, schools, and public recreation centers.

Box Elder County owns and operates the County Fairgrounds and Equestrian Track in Tremonton City. Individual communities maintain their own parks and recreation facilities. Brigham City also owns one golf course, a swimming pool, three softball diamonds, three baseball fields, and six soccer/lacrosse/football fields within 75 acres of developed parks, and a community center.

Cache County owns and operates the County Fairgrounds and Snowmobile Trails. Logan City operates the Willow Park Zoo, a municipal golf course, one recreation center, one municipal pool, softball complex, and many small parks. Numerous community parks and recreation facilities are found throughout the balance of the County.

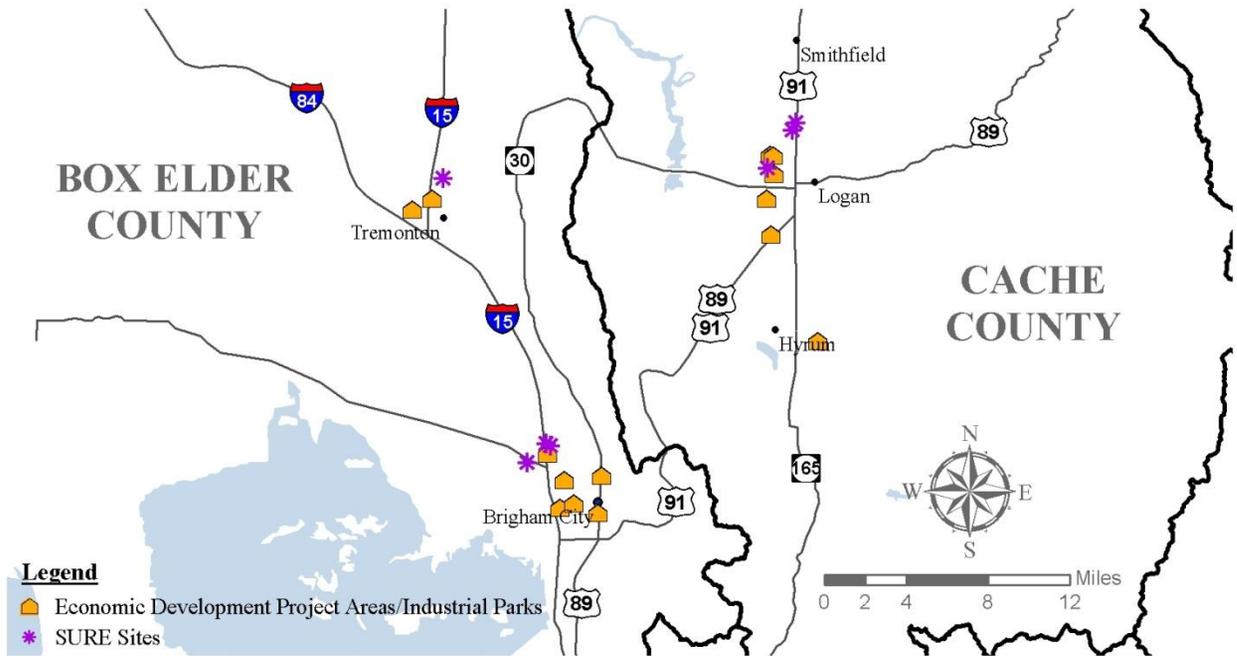
Rich County owns and operates the Rich County fairgrounds. Garden City has one park with a pavilion, playground, and softball fields. Laketown has a park with playground, lighted softball fields, and rodeo grounds. Randolph has a park with playground, pavilion, ball fields, and a recreation hall with basketball court, stage, dining facility, weight room, and rodeo arena. Woodruff has one park with bowery, playground and picnic facility. The local LDS Church allows public access to its softball fields.

### Industrial Parks

The identification and improvement of sites suitable for building and expansion of industrial activities has been identified as a critical component of the regional economic development plan.

Brigham City has identified the project areas created by the Brigham City Redevelopment Agency, all of which have water, sewer, electricity, natural gas, and fiber optics: West Forest Street RDA consists of 167 acres and is intended as a mixed use development; West Forest Street EDA consists of 209 acres intended for mixed use; Northwest EDA is 152 acres and intended for industrial use; X20 EDA is also intended for industrial use and consists of 46 acres; Airport EDA is dedicated to aerospace/aviation, related office/ industrial and is 220 acres. The Campus District CDA was created to support the USU Brigham City Regional Campus but also includes opportunities for commercial and industrial projects. It is 327 acres in size. The 1100 South CDA was created to support mixed use development along the 1100 South (Hwy 91) corridor. It is 212 acres in size. Anticipated uses include commercial, office, and residential development. RDA #1 was created to support revitalization of downtown Brigham City. A new budget and project area plan affecting 6.2 acres were adopted to support rehabilitation of the Box Elder Academy of Music and Dancing as a community cultural and events center. Brigham City is seeking additional sites appropriate for industrial park development.

Tremonton has two parks, the Tremonton City Industrial Park at 1000 West 1000 North consisting of 322 acres. (And containing the following sites: Malt-O-Meal - 101.54 Acres; Intertape - 19.16 Acres; the former LaZboy site- 49 Acres; T&M Mfg. - 13.85 Acres; Munns Mfg. - 4 Acres; Autoliv - 79 Acres; Open Land - 40 Acres (Landlocked from Tremonton side); Losee Storage - 2 Acres; Bear River Business - 11.475



Acres (available); Misc. & Utility - 2 Acres. The 2000 West Business Park has 89 acres at 600 North 2000 West, Tremonton. It contains West Liberty Foods - 23.40 Acres; Millard - 4.77 Acres; Tremonton City - 4.65 Acres (future fire station & storm water basin); Christenson Marble - 2.50 Acres; and 53.72 acres that are privately owned. A 90-acre Redevelopment Agency was created in and near Plymouth.

Logan City in Cache County has five economic development project areas all of which include fiber optics (except West Field): Northwest RDA consists of 95 acres, 32 acres of which are undeveloped. It is designated for industrial use and includes water, sewer, electricity, natural gas; 600 West EDA designated for industrial use and includes 91 acres, 36 of which are undeveloped. It has water, sewer, electricity, and natural gas; Logan River RDA in the southwest part of the city includes 98 acres 22 of which are undeveloped. It is

designated for industrial use and includes water, sewer, electricity, natural gas; Bridgerland Square at 1455 N. 800 W. currently consists of 7 undeveloped acres and 8 vacant lots. It has sewer and water only and is designated for industrial use; West Field is located at 150 S. and is designated for industrial use; West Field is located at 150 S. 1050 W. and consists of 7 undeveloped acres and 12 vacant lots. It is designated for mixed use development. Logan City is seeking additional sites appropriate for industrial park development.

Hyrum City has an industrial park that contains 75 acres. It currently is served by culinary water and will have access to sewer when the industrial subdivision currently underway is completed (summer 2008). Hyrum City is building an electric transmission line to the area for increased electric capacity. It is zoned mixed use (commercial/industrial) and the area is served by natural gas.

Nibley has two economic development project areas that are intended for both commercial and industrial uses. Sierra Commercial is an industrial park consisting of 18.41 acres on Highway 89/91 and 2300 South. Heritage Business Park consists of 27.71 on Highway 89/91 and 2900 South. Both sites stubbed for utilities such as sewer and water. The developer is required to put in the roads as part of the development.

Utah Sure Sites is an interactive Internet mapping program that provides enhanced economic development and site selection services to the business community. It allows users to search for available commercial buildings and sites as well as generate site-specific demographic and business analysis reports. Communities wishing to identify sites to be included in this program must submit an application to EDCUtah with site ownership and availability of infrastructure and demographic information for the region.)

Three SUREsites have been identified in Cache County. One on at 2800 North Main Street (HWY 91) in North Logan consisting of 75 acres with all utilities except rail. One near the Logan-Cache Airport in North Logan consisting of 57 acres for lease only that has all utilities, including rail. And the third is in Logan City consisting of 15 acres at 1050 West 1000 North with all utilities except sewer and rail.

There are 17 SUREsites in Box Elder County. These sites include a range of properties, some with buildings, and some vacant. Sites are large and small and include properties in Brigham City, Elwood, Corinne, Tremonton, Garland, Honeyville and unincorporated Box Elder County.

The agri-business park is the county's fourth SUREsite. It was funded in part with Economic Development Administration (EDA) funds and contains 18 lots ranging in size from 1.5 to 27 acres. It is located one mile west of I-15 in Corinne and is served by all utilities, including rail. The agri-business park is now fully occupied and the county is investigating the establishment of a similar industrial park.

Rich County struggles to provide necessary infrastructure for industrial development, due to its remote location and small population. There is, however, a significant site in neighboring Lincoln County, Wyoming just across the State border near Randolph. This site, a former phosphate mine, has road, rail, and power infrastructure suitable to support significant activity. The site is over 300 acres with good highway access off U.S. Highway 30.

Additional phosphate development to the north of Rich County in Bear Lake County, Idaho has the potential to be of benefit to Utah residents due to proximity and the need for workforce and supporting services.

## Geography

Permanent western European settlement was pioneered by Mormon families in the Bear River region during the mid-19<sup>th</sup> century. Throughout this diverse landscape in Northern Utah, now divided into Box Elder County, Cache County, and Rich County, settlers created small farming communities which exist to this day. Some of these communities remain distinct, yet many have grown to where they share common boundaries.

Urbanized areas of the Bear River region include Brigham City and Tremonton in Box Elder County and the City of Logan in Cache County which has over 50,000 residents and is the retail and service center to a Standardized Metropolitan Statistical Area that includes Cache County and Franklin County, Idaho with a population of 128,306 in 2012.

The Bear River Economic Development District is part of the Bear River watershed and includes a variety of topography including mountainous forest and range land that is managed for multiple use including watershed, timber, wild life, cattle, and much valued recreation.

Box Elder County is the western most county in the region consisting of 6,728 square miles, of which 5,640 square miles is land and 1,088 square miles of it (16%) is water. 32.88% is federally managed, 6.36% state managed, and 44.59% is privately owned.

The Great Salt Lake lies in the southern portion of the county. Interstate 15 runs through the eastern portion merging with Interstate 84 past Brigham City. They split at Tremonton, with 84 heading northwest past Snowville into Idaho and 15 heading north past Plymouth and Portage into Idaho. To the east lie the Wellsville Mountains, a branch of the Wasatch Range, the summit of which is

the county line between Box Elder and Cache. In the west are a large, mostly uninhabited desert area and the Nevada state line.

Cache County has a total area of 1,172 square miles, of which, 1,166.5 square miles is land and 5.5 square miles (0.06%) is water. Federally managed land makes up 37.15% of Cache County. 4.65% of the land is State managed and 57.73% is privately owned.

On the western edge of the county lies the Wellsville Mountains and on the eastern edge lie the Bear River Mountains, both northern branches of the Wasatch Range. A canyon carves its way through the Wellsville Mountains from Brigham City in Box Elder County to the town of Wellsville in Cache County. Up this canyon climb US Highways 89 and 91 together. In downtown Logan the highways split, with US 91 heading north into Idaho and US 89 heading east and northeast into Logan Canyon and to Rich County. Taking up the land between the Wellsville and Bear River Mountains is Cache Valley, a relatively flat and fertile agricultural valley traversed by the Bear River and dotted with small farm towns in the west and the larger, more urban, and faster-growing areas along the east benches of the Bear River Mountains. The county climbs to an elevation of 9,980 ft (3,042 m) at Naomi Peak in the Bear River Mountains.

Rich County lies to the east of Cache County and has a total area of 1,085.4 square miles, of which 1,028.2 square miles is land and 57.2 square miles (5.32%) is water. 32.10% is federally managed, 7.29% state managed, and 55.34% is privately owned.

Bear Lake and the Bear Lake Valley straddle the Idaho/Utah State line with the southern half of the lake and the valley in the northern part of Rich County. This lake is famous for its deep azure blue water, beaches, and surrounding mountains. The Bear River Valley reaches into Wyoming and supports large ranch operations in the southeast

part of the county. The rest of the county is covered by mountains, including the Bear River Range. Because of the high elevation (over 6,300 feet in Bear River Valley and almost 6,000 in Bear Lake Valley) the climate is cold in winter and mild in summer, and the population is limited. There are only four significant settlements in Rich County, however the eastern slopes of the Bear River Range is an increasingly popular location for recreation cabins.

## Natural Resources

Environment: The Bear River region enjoys a very high quality of life. Clean water, healthy riparian areas and wet lands, abundant ground water, high value forest and range land, open vistas, working farms and ranches, diverse wildlife habitat, and a multitude of outdoor recreation opportunities are iconic of Box Elder, Cache, and Rich Counties. As the region experiences more residential, commercial, and industrial growth, policy makers and elected officials will have to implement quality growth principals to assure that development occurs closest to community infrastructure so as not to diminish mobility, open agricultural areas, vistas, recreation experiences, water, and air quality. For the most part air quality is excellent, however, inversions that trap cold air and hazardous particulates are a problem in Box Elder County when pollution creeps north along the Wasatch Front in the Salt Lake Valley and in Cache Valley. Cache Valley includes Cache County and Franklin County in Idaho. It is approximately 500 square miles and is surrounded by mountains.

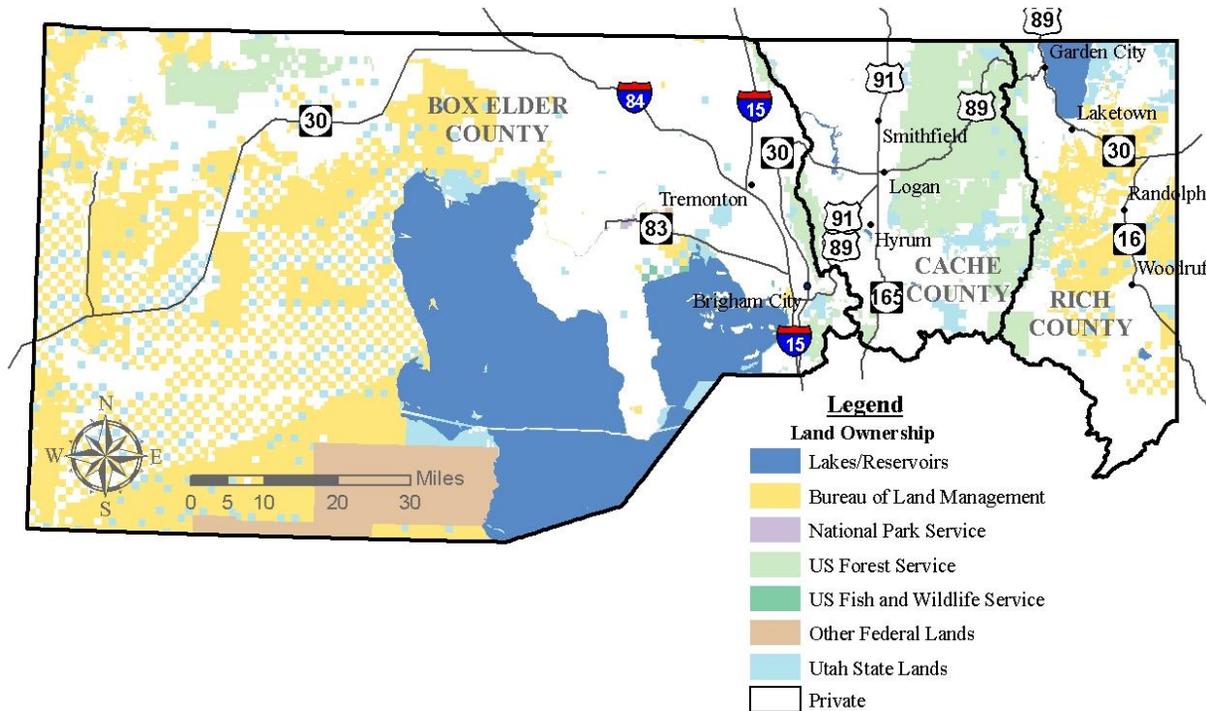
As the Logan Metropolitan Statistical Area and Brigham City Metropolitan Area have grown, so have the vehicle miles traveled, air emissions from automobiles, industry and large scale dairies. All of which contribute to concentrations of PM2.5 which is largely made up of ammonium nitrate and occurs only at very low temperatures during winter inversions. High concentrations of PM2.5 (that exceed EPA

standards) might occur as few as twice and as many as twenty times in a winter (in between storms when there is no wind to disburse the particles). Extensive research is being conducted to help minimize the occurrence and intensity of PM2.5.

Water quality and quantities are managed by the Bear River District Health Department, State Water Engineer, Box Elder Water Conservancy, Cache County Water Manager, and Bear Lake Regional Commission. The Bear River Water Compact describes water appropriation and use by filings that are senior in time.

Most of the forest and range lands are in public ownership held by the U.S. Forest Service in all three counties and by the Bureau of Land Management in Box Elder County and Rich County. Collaborative management of public lands is critical to local livestock operators and extractive resource industries. All three counties have completed Cooperative Resource Management Plans with State and Federal land management agencies to facilitate the conservation of critical resources such as water, wildlife habitat, and scenic resources while providing access for responsible use in activities such as grazing, mineral extraction, and recreation opportunities.

Natural resources for industry are mostly located on public land. There is very little mining activity in Box Elder County, and none in Cache and Rich counties. Timber resources are mostly located on Cache and Rich counties in the Wasatch-Cache National Forest. Rich County is the most likely area for oil or gas exploration. In the early 1980's oil and gas exploration was very active in Rich County and adjacent Wyoming counties; however, there are no active leases in the county at this time. Grazing allotments are important to ranchers in all three counties and efforts are being made to keep those allotments viable to support the agricultural industry of the region.



result of earthquake activity; agricultural hazards resulting from drought, severe weather and insect infestations; flooding; and dam failure. BRAG produced a “Pre-Disaster Mitigation Plan” for the Bear River region in 2008 and 2009 to address safety issues associated with potential area hazards. Hazard mitigation means to permanently reduce or alleviate the losses of life, injuries and property resulting from natural and human made hazards through long-term strategies. These long term strategies include planning, policy changes, programs, projects and other activities. Mitigation is the responsibility of individuals, private businesses and industries, state, local, and federal governments.

### Agriculture

Agriculture does not make up the majority of the region’s economic profile; however, it still plays an important role in the regional economy, as well as characterizes the look and feel of the region, and is a strong part of the region’s heritage and quality of life. While generating only 2.3% of Box Elder County’s earnings, income from farming totaled over \$23 million. Farming generates only .8% of the total earnings in Cache County with income of \$12.9 million while 13.2% of Rich County’s income was generated in farming totaling \$16.1 million. There are 2,442 farms in the region that encompass 2.1 million acres. The value of farm products sold in 2012 was \$224 million with over 75% of that generated from livestock sales.

The Bear River region has historically been home to a variety of big game and upland bird species. Much of the critical habitat for these species consists of sagebrush covered foothills that provide winter and calving range for deer, elk, and moose, and habitat for Sage and Sharp-tailed grouse. Pressures to develop these areas have become more eminent over time, with people building houses on the foothills for views and other amenities.

The benches in Box Elder and Cache Counties have high quality deposits of sand and gravel that are remnants of prehistoric Lake Bonneville.

Natural hazards in the Bear River region have been identified to include wild fires; land slide potential; earthquakes; liquefaction as

Once related industry multipliers such as transportation, supply, and manufacturing production are considered, agriculture affects 16% of the jobs and 9% of total regional income. Maintaining a healthy, sustainable agricultural industry is a high priority for the region's economic base.

BRAG works with local producers and related businesses to increase the value of their products and range of export opportunities to continue to keep agriculture a viable economic activity in the region.

(U.S. Bureau of Economic Analysis, June 2007; USDA 2002 Census of Agriculture) Updated figures from the 2012 Census of Agriculture will be amended into this document as they are made available.

## Tourism

Tourism is a critical component of the local economy. The region's blend of stunning natural resources, rich history, and contemporary art draw a broad variety of guests. With over 500,000 visitors annually, local art, historical, and recreational venues have great potential to capture outside capital for the local economy.

In some states, "Heritage Tourism" is a discrete set of activities. In Northern Utah, heritage incorporates a wide range of visitor experiences. Visitors come for religious, business, or genealogical reasons, but they are visiting one landmark in the Logan Temple. Thousands of theatre patrons visit from all around the United States. Half a million visitors travel through the region on their way to visit Yellowstone National Park in Wyoming or the five national parks within Utah.

The Bear River Heritage Area works in partnership with local Tourism and Visitor's Bureaus to capture the imaginations of local artisans,

events, and sites that represent the cultural and historical heritage of the region. It does this by providing promotional and management assistance to local businesses in the organization. Several publications have been produced to showcase the variety of activities and cultural features that might be attractive to visitors.

## Environment

### State and National Parks, State and National Wildlife Areas

The following are highlights from the total parks and wildlife areas:

#### State Parks:

- Bear Lake State Park
- Hyrum State Park
- Willard Bay State Park

#### National Parks

- Golden Spike National Historic Site
- State Wildlife Refuges
- Hardware Ranch State Wildlife Area
- Salt Creek State Wildlife Area

#### National Wildlife Refuges

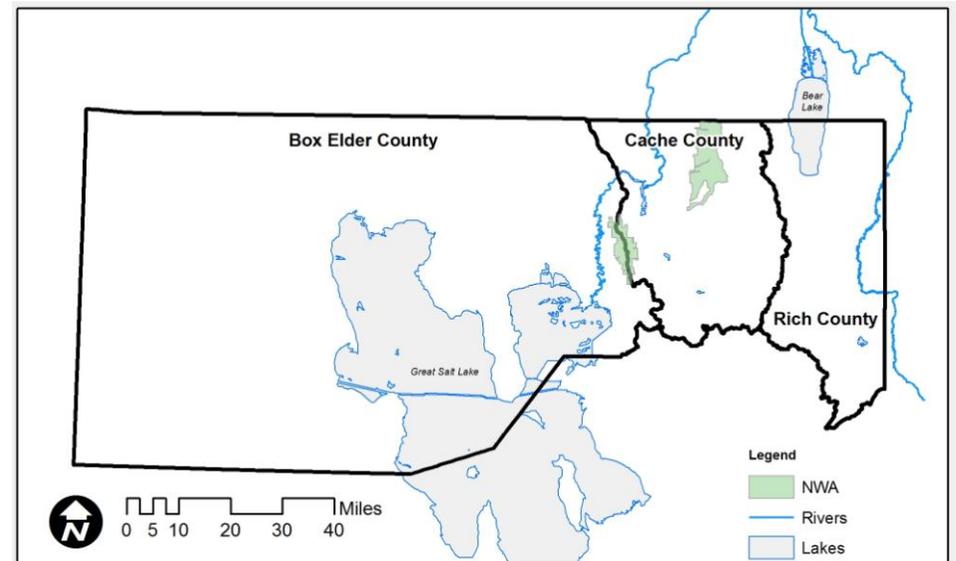
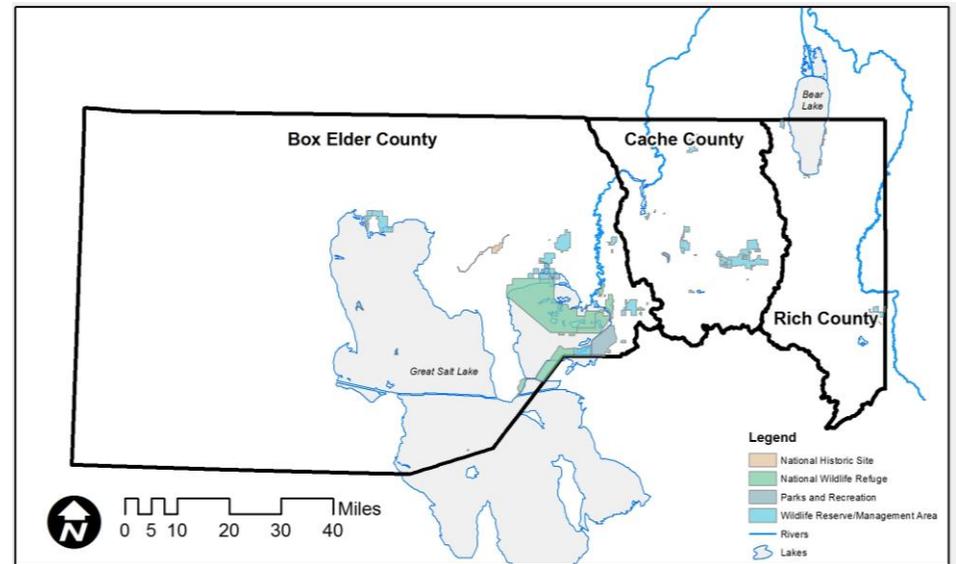
- Bear River National Migratory Bird Refuge

#### Wilderness Areas

- Wellsville Mountain Wilderness Area
- Mt. Naomi Wilderness Area

#### Wild or Scenic Rivers

There are no wild or scenic rivers within the Bear River Region. The Logan River has periodically been listed as under consideration, but formal adoption to the national list has never occurred.



## Endangered Species

As significant economic activity in the region takes place on public land, threatened and endangered species management is of considerable concern. Cooperation between private operators and local land management agencies is critical in ensuring protection to critical habitat for a diverse ecology while maintaining responsible access to sustainable extractive industries.

Some of the major endangered and threatened species include the following:

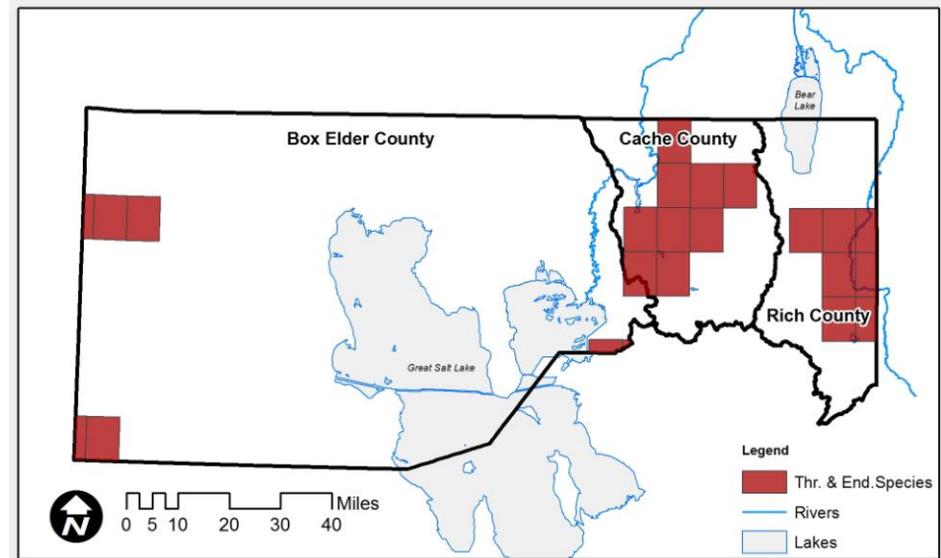
- June sucker
- Maguire primrose
- Canadian lynx
- Lahonton Cutthroat Trout
- Ute Ladies' Tresses
- Grey wolf

Some listed species that are extirpated or experimental:

- Grizzly bear
- Black-footed ferret

Other species of local concern include:

- Sage Grouse



## Prime/Unique Agricultural Lands

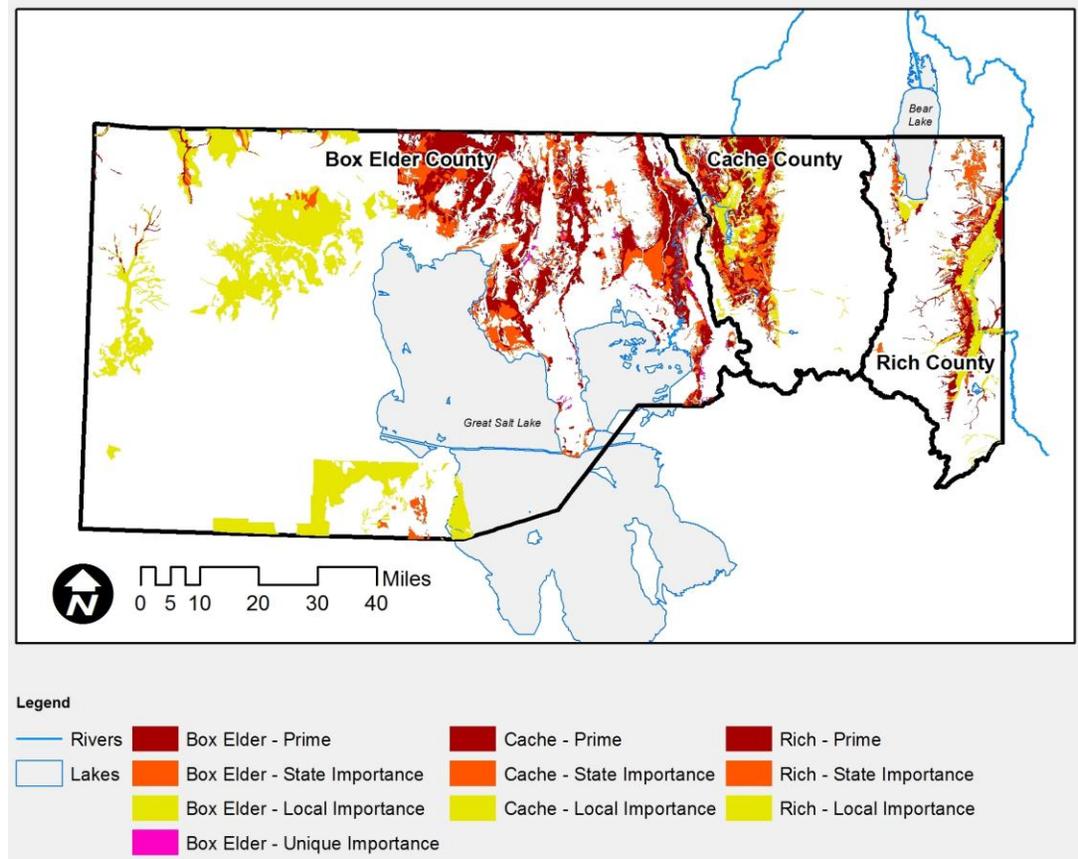
### Box Elder County

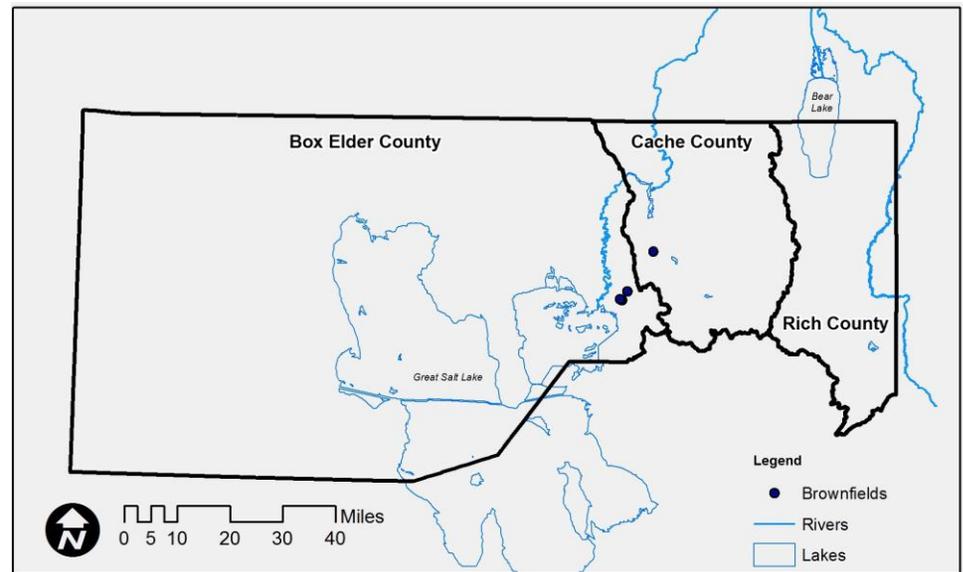
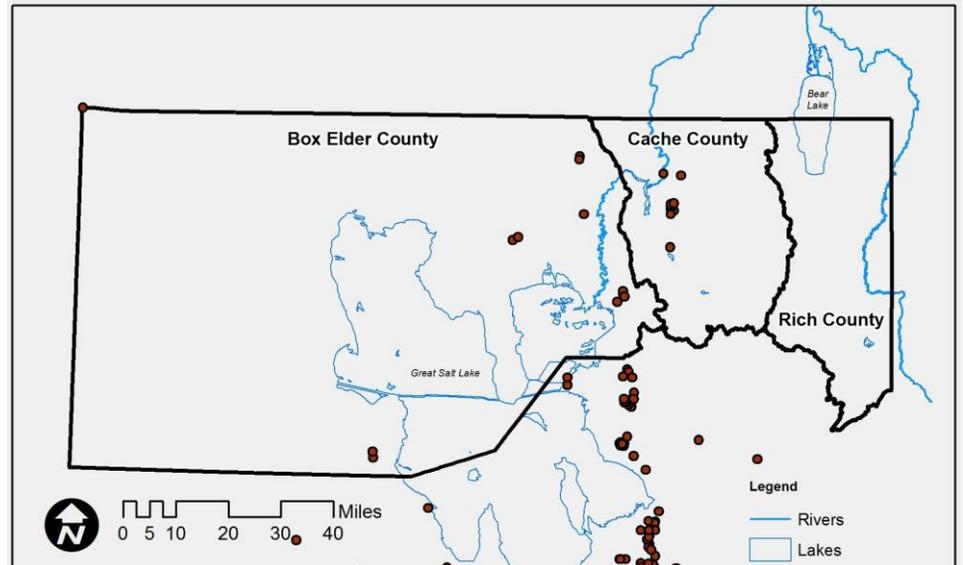
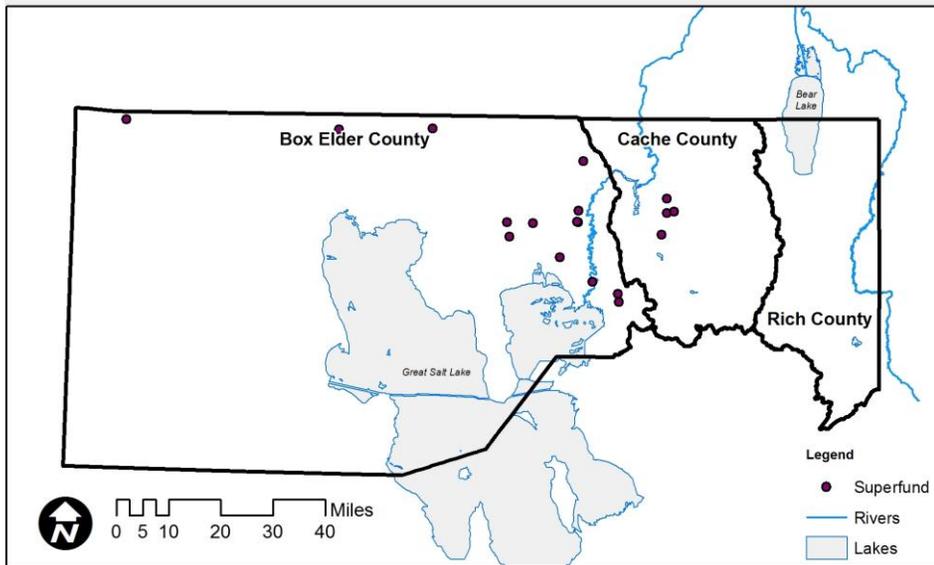
Box Elder county includes soils that are designated as important in four categories:

- Prime
- State
- Local
- Unique

Both Cache and Rich counties include soils that are designated as important in three categories

- Prime
- State
- Local





**Superfund, Leaking Underground Storage Tanks, and Brownfields**

**Superfund Sites**

There are 19 superfund sites within the Bear River Region, with the majority sited in Box Elder County, four in Cache County, and none in Rich County.

**Leaking Underground Storage Tanks**

There are no listed leaking underground storage tanks, but a comprehensive list of underground storage tanks is provided.

**Brownfield Sites**

There are four brownfield sites in Box Elder County, and one in Cache County

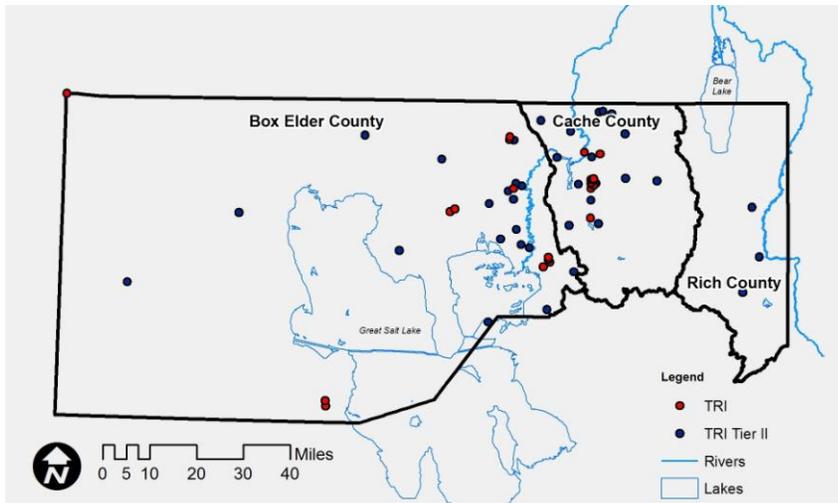
### Hazardous Chemical Manufacturers, Users, and Facilities that Store Hazardous Chemicals

Included in this segment are all of the listings of the Toxic Release Inventory, including Tier II facilities.

### Major Manufacturers or Users of Pesticides

According to Utah Department of Agriculture and Food, there are no manufacturers or major users of pesticides within the Bear River Region, as of August 2013.

Since the late 1990's, the State of Utah has worked with local communities to identify water source protection areas and control development near sensitive springs and wellheads. Due to public safety concerns, specific information on water source protection areas is available only by request through the State of Utah, Department of Environmental Quality. Please contact the Source Water Protection Staff directly at (801) 536-4200 or visit [www.drinkinwater.utah.gov/](http://www.drinkinwater.utah.gov/).



### Sole Source Aquifers

There are no sole source aquifers in this region.

### Wellhead Protection Areas

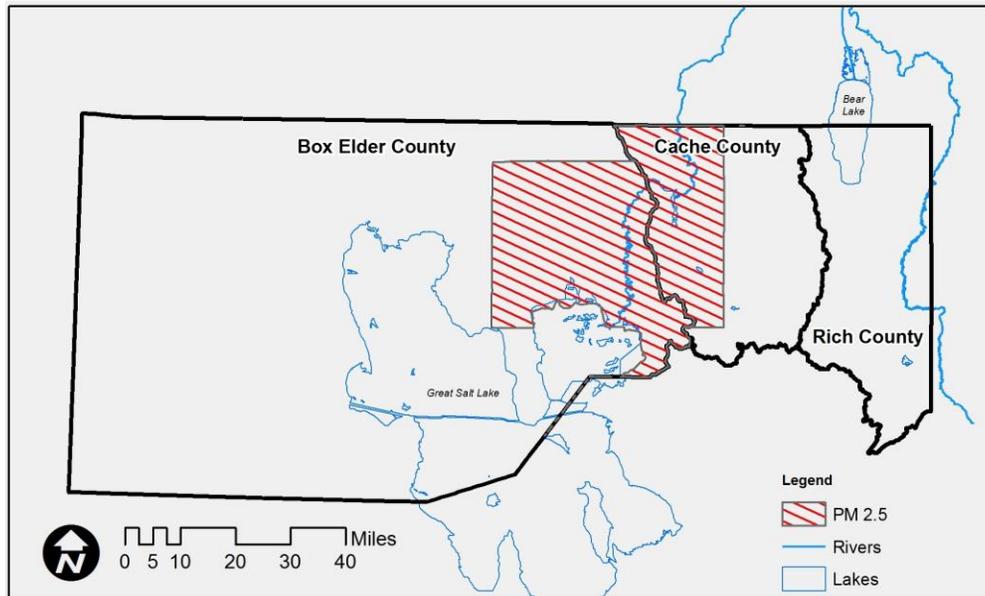
## Nonattainment Areas

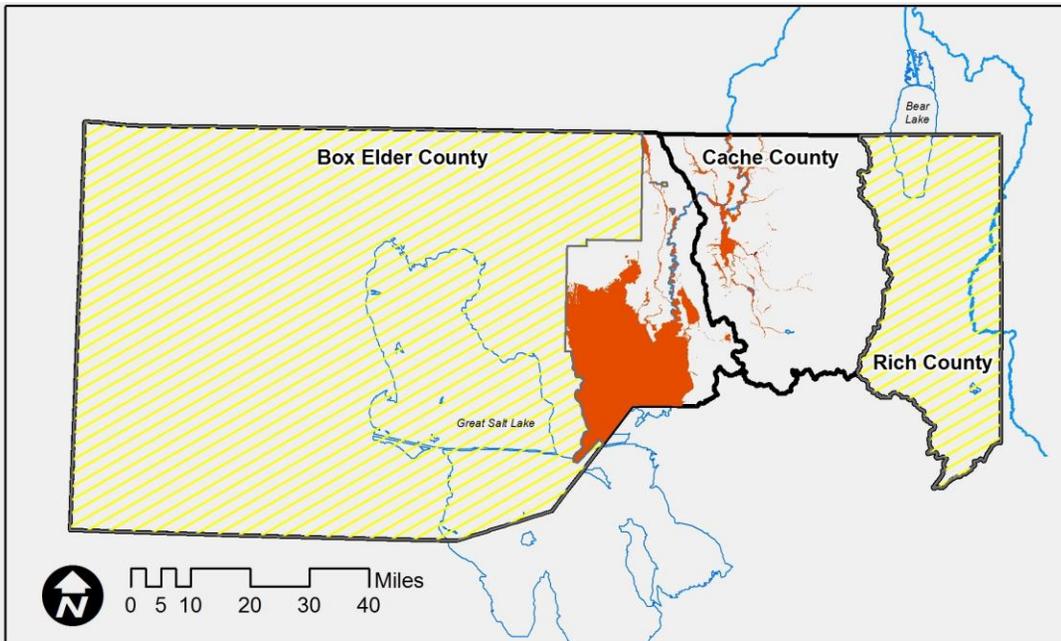
The majority of eastern Box Elder County and all of Cache Valley in Cache County are under nonattainment status as of September 2013. This is based upon Particulate Matter (PM) 2.5 levels and determined by the U.S. Environmental Protection Agency.

While National Ambient Air Quality Standards violation events are sporadic and highly dependent on geography and weather, regional PM 2.5 levels are significant enough to contribute to legitimate public health concerns. Both Counties have developed State Implementation Plans through the Utah Department of Environmental Quality to address air quality and public health concerns while encouraging responsible growth and economic development in the region.

## Archeological, Historic, Prehistoric, or Cultural Resource Sites

Please contact the State Historic Preservation Officer (SHPO) and the Tribal Historic Preservation Officer (THPO) for information of whether or not your project would interfere with any of the mentioned sites. For information in regards to culturally significant historic sites, please contact the Bear River Heritage Area at 1-800-882-4433, or visit [www.bearriverheritage.com](http://www.bearriverheritage.com).





### 100-year Flood Plains

Areas within eastern Box Elder County and within Cache County have been mapped for 100-year flood plains. None of western Box Elder County or Rich County (with the exception of the City of Woodruff) have been mapped by FEMA for 100-year flood plains.

### Coastal Zone Area

There are no areas designated as Coastal Zone Areas with the Bear River District.

### Obvious Constraints and Controversies

#### Bear River Development Act

In 1990, the Utah Legislature allocated the Bear River water rights through the Bear River Development Act. This act allocated water to Cache County, Box Elder County, the Weber River Basin, and the Jordan River Basin. However, there has not been any project approved by the legislature since that allocation that has claimed any water rights outside of the Bear River Region. It is feasible to predict that some major state water development project could be undertaken before the next environmental update of this document. Such state water development project's siting could have major implications for any proposed development applying for funding from the EDA.

### Social Impacts: Environmental Justice

Any proposed development must be cognizant of environmental justice discrimination. Proposed developments must not have impacts that would adversely affect minority and low income populations within the Bear River Region.

## Analysis of Economic Development Problems and Opportunities

The following table illustrates the regional economic development Strengths, Weaknesses, Opportunities, and Threats – or SWOT analysis. This list includes specific input from the 2012 Brigham City Cluster Analysis, an EDA-supported study.

Strengths	Weaknesses	Opportunities	Challenges
<b>Manufacturing</b>			
World class Nucor steel mill in Box Elder	Single source for steel in region	Nucor mill has excess capacity for more business	If Nucor were to close, all steel materials would need to be imported
Many existing jobs in steel and composites products industry	Jobs concentrated in handful of companies	Recruit more firms/jobs to expand base	Regression in single company has big impact locally
Productive, trained workforce	Shortages in key positions, such as certified welder, machinist	Leverage local training resources to fill gaps	Once trained, workers may leave region for higher pay
Growing composites industry	Five other Utah counties with more composites companies	Grow jobs through recruiting and infrastructure expansion	Other counties may become more competitive than Box Elder
World class composite manufacturing and R&D at ATK	R&D lab capabilities are relatively unknown	Marketing efforts to help build R&D notoriety	ATK could close lab, make it unavailable, or price services too high
Composite CNG vessel industry is cutting edge, growth oriented	Markets not fully developed, demand unclear for specific products	Demand growth for CNG vehicles	Ethanol subsidies and fuel price volatility undermine CNG security
<b>Shooting Sports</b>			
Archery, bow hunting popular locally, local innovators and small shops	Local facilities are lacking and don't provide amenities	Expanded facilities and events would attract visitors	Regional and national competition
Existing high-quality shotgun shooting facilities	Limited operation hours and range of services	Expand hours at existing ranges and/or construct larger venues with more variety	Facilities are limited, don't provide amenities (RV Park, food)
Premier hunting terrain around Great Salt Lake, Cutler Marsh, and Bear Lake	Lack of awareness, competing interests between consumptive & non-consumptive wildlife users	Room for expansion, promotion, segregated multiple uses	Decline in bird populations, change in policy towards hunting
Shooting fits well with local culture	Supplies and accessories are in demand but not locally available	New facilities to manufacture supplies and accessories	Regional competition for limited market
Rifle manufacturing interest in relocating	County lacks first-class long-range rifle range	Building range could attract businesses	Residents concerned about safety/noise
Shooting sports popular locally	Limited hunting amenities	New amenities could increase	Lack of access and cooperation from

		visitors/tourism	landowners, agencies
Shooting related manufacturing fits with local materials clusters	No such existing companies locally	ATK/Federal connection to recruit companies	Lack of awareness of area's potential
Competition rifle shooting is popular sport	No current facilities for large events	First-class range could increase visitors, tourism	Competition with other communities for limited events
Existing high level tactical training and terrain	Limited awareness of the area	Capacity exists to greatly expand visits/services	Local opposition to expansion
Military style camps for tourists or leadership training	Not offered	If offered, could increase tourism	Require hotel/conference center, not available (yet)
<b>Advanced Ag Production</b>			
Significant cluster of Ag manufacturing/processing	Seasonal limitations restrict production options; infrastructure highly invested in industrial farming of specific commodities	Specialize in value-added production; develop and grow local and regional market including farmers markets	Global commodity markets and fuel prices have significant impact on local market; Urban growth encroaches on productive lands
Organic grain milling provides unique commodity		Increase exports and provide stable market for local producers	Weather and commodities markets affect viability of organic farming standards
Regionally significant beef growing and processing industry	Processing options and markets limited for small producers, growers rely heavily on public lands access for grazing	Mobile processing market niche can develop	USDA regulations limit processing options, Endangered species regulations limit or reduce access to grazing lands
<b>Education</b>			
University, Technical College provide high educational attainment	Entry-level jobs not available for many degrees, focuses	Grow and recruit new businesses to employ new graduates	Educated workers often relocate out of region for higher wages
<b>Infrastructure</b>			
Interstate Highway access	Not serving all counties	Lateral connections have room to develop	Environmental concerns connecting region with high-capacity roadways
Broadband Internet access per capita is high	Highest speeds (fiber optics) not always available	Develop tech businesses along access corridors	Consumers not aware of best ways to access and utilize services
Two large public and one private regional airport	Proximity to SLC limits service options	Open for smaller traffic and activities such as testing experimental aircraft, UAV	Competition for activities with other regions in and states
Interest in growing local businesses and relocating new firms to region	Need additional industrial park space	Land available if public and private investments are committed	Political will to invest public funds in large development projects is low
Water still available in arid region	Infrastructure to detain and distribute not adequate	Residential and industrial growth still very easy to accommodate	Competing private water companies limit ability to grow systemically

Solar and Wind Energy development potential	Lack of utility infrastructure	Residential rooftop and collective projects	Feasibility highly dependent on cost of technology and market rates
<b>Tourism</b>			
High seasonal visitorship to Bear Lake Valley of Rich County	Rich County lacks supporting infrastructure	Infrastructure investments will encourage more visitors, provide services to full-time residents	Difficult to fund and maintain in rural areas
Rich in cultural and historical resources	Awareness of sites, activities, artisans is low	BRHA can grow awareness and attract more visitors	Local awareness of and support for BRHA is low
Opera, theater arts with national reputation	Little room for growth in current facilities	Investment opportunities for related attractions, additional season	
Three State Parks in region with high visitorship and profitability	Limited services and facilities (RV, camping) and limited seasonal availability	Expand services at activities at parks, particularly during Spring/Fall shoulder seasons	State budgeting limits personnel and activities at parks
Migratory Bird Refuge			Water/habitat management,
Regional connection between national parks	Difficult to convince tour groups to stop between major sites	Increase awareness of attractions to tour companies	Other Utah and regional attractions competing for same market
<b>High-tech Industries</b>			
Infrastructure available to support telecommuting tech jobs	Lack of access to peers, supporting services	Develop local industry support groups to service, finance, etc.	Losing skilled workers to urban areas for higher wages
University generating high-tech research and spin-off firms	Lack of local capital and workforce to sustain growth	Attract venture capital, customize workforce training and education to empower start-ups	Losing workers and firms to urban areas for higher wages

**Other plans Considered in this Strategy**

- Brigham City Cluster Analysis
- Envision Cache
- Bear Lake Valley Blueprint
- Be Ready Utah (Disaster resilience, recovery)
- Utah Broadband Project, State Broadband Planning efforts
- Governor’s Office Economic Priorities
- State Dept. of Ag, Utah’s Own, local value-added product program
- Cache MPO transportation priorities, 2012 Freight Plan

- State Coordinated Human Services Transportation Plan
- Bear River Mobility Management plan
- Bear River Regional Capital Improvements List
- Bear River Heritage Area Strategic Plan
- Cache Valley Strategic Marketing Plan
- State Recreation Plan
- State Air Quality Implementation Plan
- Coordinated Resource Management Plans

Box Elder County RTOI Priorities

### Past, Present, Future Investment Opportunities

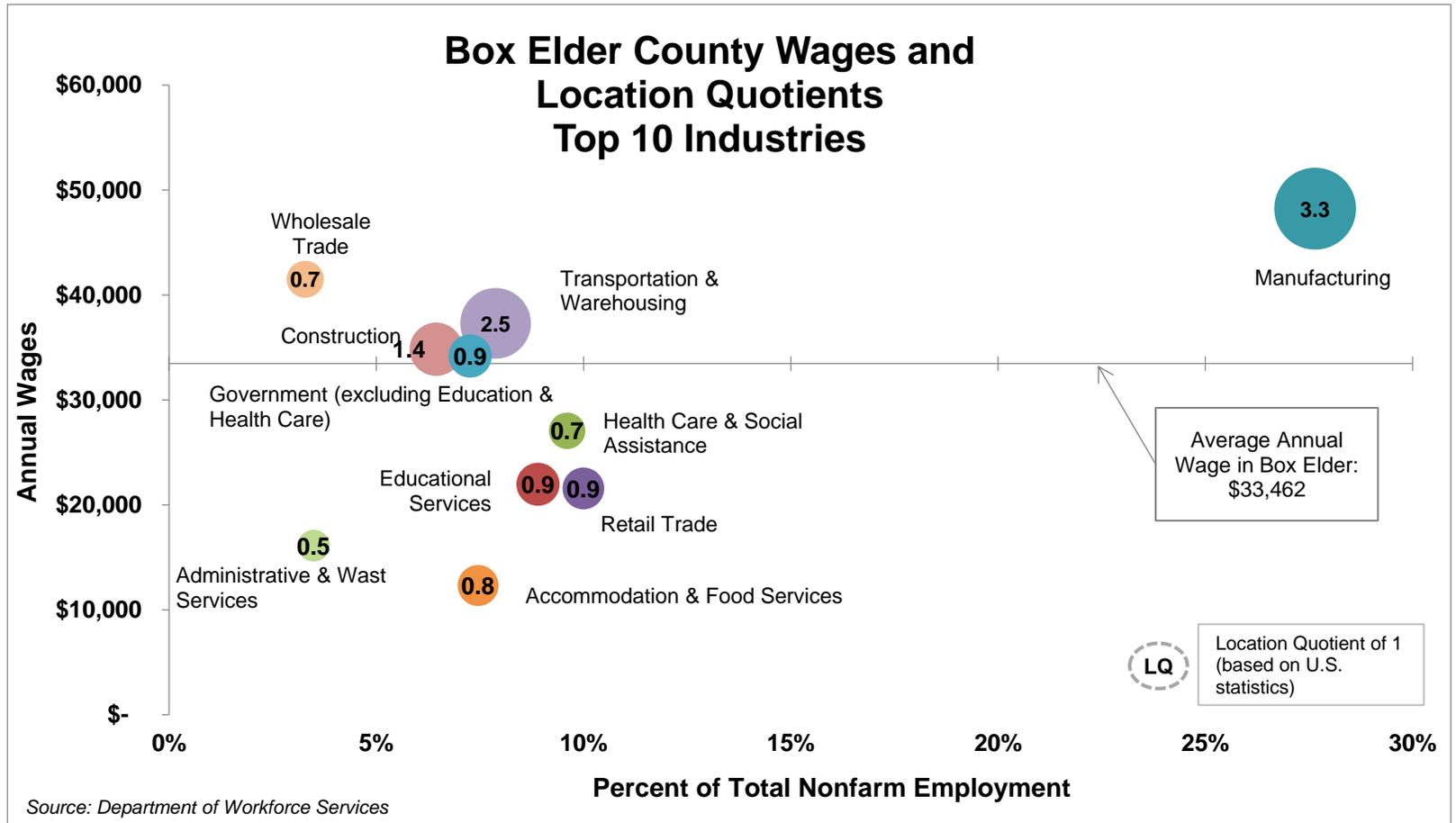
The CEDS process and document have been invaluable to the Bear River Region. The following projects and investments have been made, are being made, or will be made due to direct involvement of BRAG staff and the CEDS planning process.

Past:
Brigham City water to Proctor & Gamble/Iowa String Road industrial area
Perry/Willard City wastewater system
Plymouth Town water system improvements
Tremonton City – Bear River Regional Hospital
Present:
Grouse Creek 24-hour gas station pump
Logan City 1000 West corridor improvement between 200 North and 2400 North, increasing access to industrial space
Rich County/Garden City shooting range
Garden City on-street parking improvements
Tremonton City Main Street Study
Brigham City restoration of Box Elder Academy of Music and Dancing building for conference and community event space
Hotelier investment in Brigham City property near conference space
Future:
Garden City beach access improvements
Logan/Cache Airport hanger space expansion
Brigham City/Perry 1200 West corridor development, including Hwy 91 intersection at 1100 South
UTA FrontRunner commuter rail expansion to Brigham City
Industrial Park expansion and development

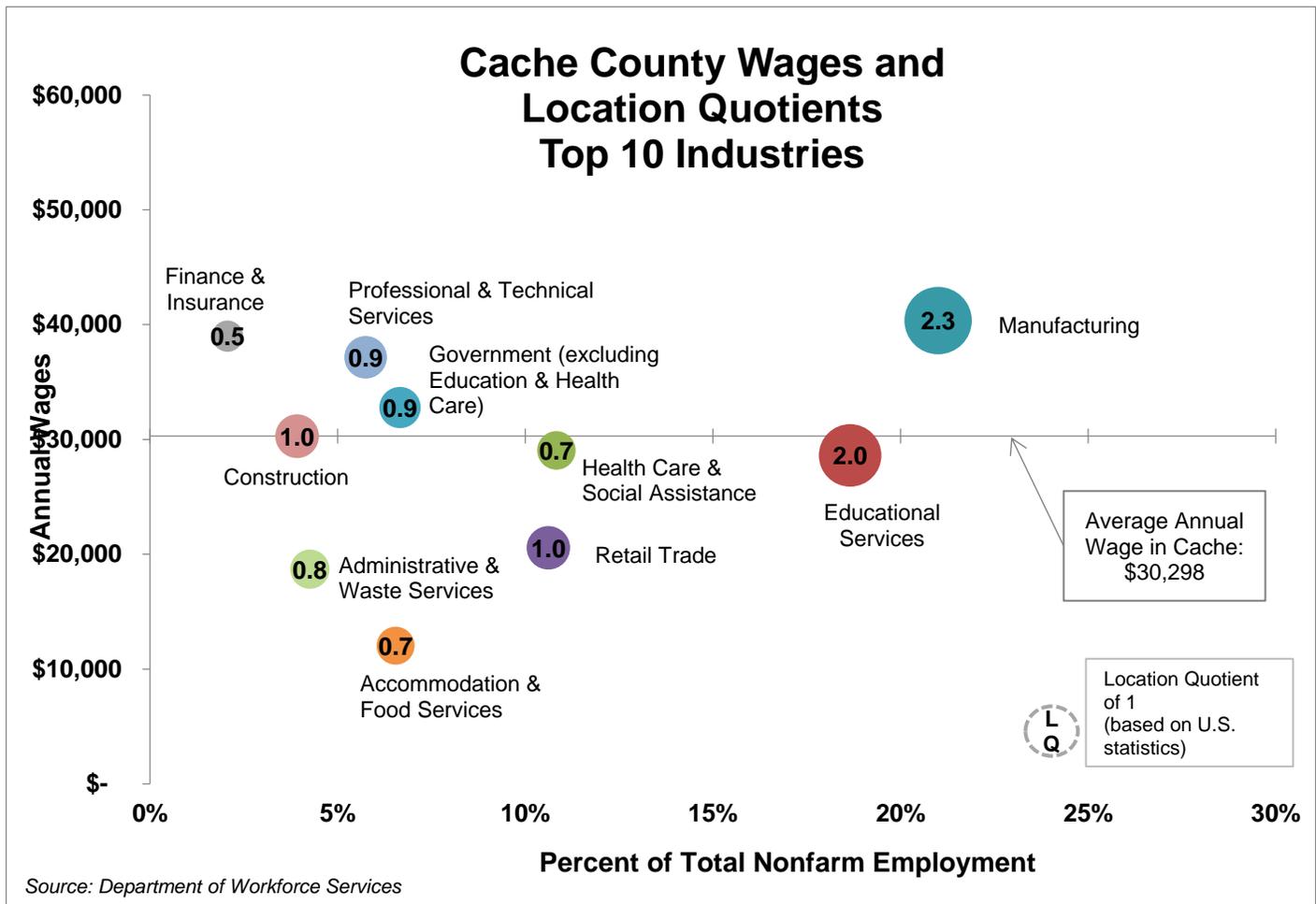
## Economic Clusters

Manufacturing and other “traded sector” industries general benefit from clustering. (Traded Sector Industries are clusters of businesses that “export” goods and services out of an area and import new capital into an area.) Economic clusters indicate access to a large pool of appropriately skilled labor in an area of expertise and realization of

operational cost savings by using suppliers and other service providers that have located in the area to serve the cluster. Transportation and communication costs are often lower when the firms that need to interact are close to one another, and there are benefits from the interchange of ideas that occurs, formally or informally, through proximity. Also, competition with other firms in a cluster can promote innovation and creativity. In terms of



comparative advantage, counties or regions that are seeking to attract relocating businesses that match the existing concentrations of firms are generally more attractive to those firms, because they offer the economies of scale that can lead to cost savings for relocating businesses. That concentration also advertises very clearly that the region possesses the factors of production necessary for the success of businesses in that cluster.



- Life Sciences: Environmental and agricultural technology, bio-remediation, remote sensing instrumentation to monitor environmental conditions, Microbe biotechnology
- Agriculture and agricultural related industries including food processing
- General and industrial manufacturing: steel reuse, recycling, and fabrication
- Tourism including cultural arts, heritage and history, and shooting sports

Data from the Utah Department of Workforce Services (Tyson Smith, Regional Economist) were gathered to validate these assumptions. The tool used for identifying the

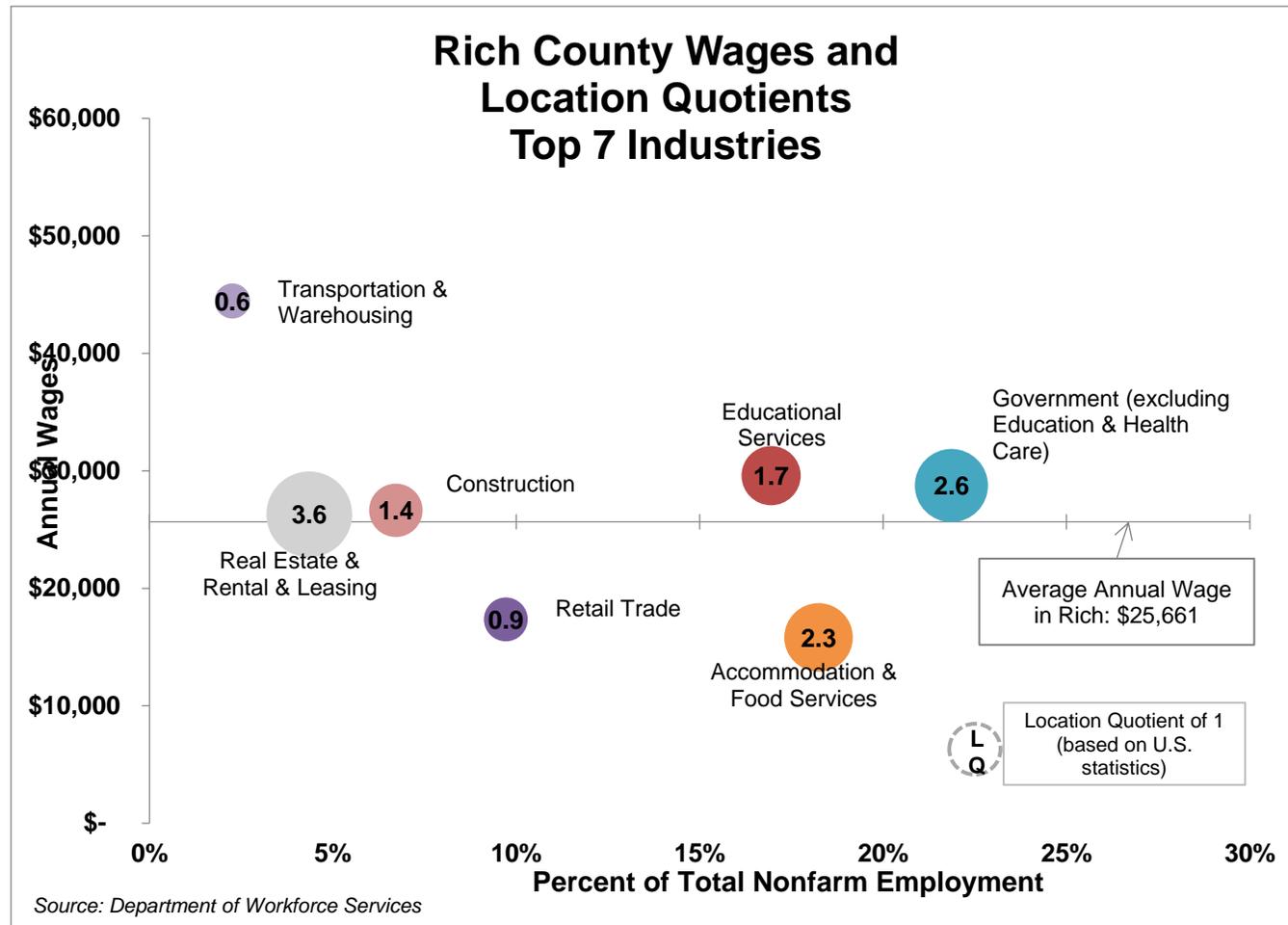
CEDS committee members intuitively identified the region's economic clusters as: Aerospace: Composites and advanced materials, propulsion systems, communications and avionics

economic clusters in the Bear River region is the Location Quotient (LQ). Location quotients describe the extent to which a particular industry is concentrated in one area relative to a larger reference area. A location quotient is simply a ratio of ratios: the ratio of an area's employment in one industry to its employment in all industries, divided by the ratio of a larger area's employment in that

same industry to this larger area's employment in all industries. Location quotients greater than one indicate that the industry is more represented in the smaller area (e.g. the region) than it is in the larger area (e.g. the nation), while location quotients less than one indicate that the industry is less represented in the smaller area than it is in the larger area.

Location quotients of 2 or more have been used to help establish the region's industry clusters. Industries with LQ's greater than 2 in Box Elder County include: crop production (2.56); animal production (5.27); fabricated metal manufacturing (2.7); and transportation equipment manufacturing (19.24).

Industry sectors with LQ's greater than 2 in Cache County are: food manufacturing (6.75); wood product manufacturing (2.4); printing and related support activities (4.59); chemical manufacturing, which is comprised mostly of pharmaceutical and medicine manufacturing (2.07); computer and electronic product manufacturing (2.36); and miscellaneous manufacturing which is comprised of medical equipment and supplies and recreation equipment (10.62).



Rich County's reliance on tourism, travel, and recreation is apparent with a very high LQ of 2.59. This, compared to .81 and .82 in Box Elder and Cache counties, makes Rich very reliant upon tourism.

These LQ's do indeed validate the initial cluster identification of aerospace and transportation; life sciences and chemical and environmental instrumentation; agriculture and food production; general and industrial manufacturing; and tourism. Thus, the resources needed to keep these industries sustainable should receive strong attention.

LQ's that were calculated for more broad industry classifications (than those above) show that government, which includes public education, is clearly important in Cache (USU) and Rich (public schools with LQs of 1.37 and 1.66 respectively). Utah State University is a primary economic driver in Cache County.

The location quotients of less than .8 that occur in the three sectors of information, financial activities, and professional and business services are not as significant in the Bear River region as they are in the Wasatch Front where those services are concentrated. Where these sectors tend to be growing and offer higher salaries, this may be an area of growth potential that could be nurtured.

## Community and Private Sector Involvement Including Programs and Activities

### Public Involvement

Various community partners have been involved in the creation of and will be involved in the implementation of the CEDS.

In March of 2013, the regional CEDS Board was surveyed to determine regional needs and priorities. Additional input was received through face-to-face outreach visits made to local businesses to determine the needs of employers and entrepreneurs between 2011 and 2013.

In addition to information provided in public meetings held March 29, 2013, July 23, 2013, a 30-day public comment period beginning July 31, 2013 through August 30, 2013 was advertised in four (4) local newspapers and on the Bear River Association of Governments website to solicit public review and comment on the regional planning document. <http://www.brag.utah.gov/>.

Regular meetings as a CEDS body and in cooperation with other local bodies will continue to oversee the implementation of projects and programs discussed in this document.

**Public Private Partnerships** to be further called upon and/or developed include the following:

**Box Elder Business Resource Center and Cache Business Resource Center** partners include USU Extension, USU Innovation Campus, Bridgerland Applied Technology College (BATC), SCORE, Cache Valley SBA Small Business Development Center, Brigham City SBA Small Business Development Center, BRAG, Cache Chamber of Commerce, private lenders and business professionals. This partnership provides two separate Business Resource Centers where Mentoring, counseling, and training are being provided to emerging and existing businesses that reside in northern Utah and southeast Idaho.

**Grow Utah Ventures** is a private non-profit organization that has helped lead the **SEED Cache Valley** process in Cache County, which is intended to be inclusive of interested parties in Rich County. The end result will be a pool of mentors to assist entrepreneurs engaged in high growth potential business start-ups, greater opportunity for entrepreneurs to "mix" with other entrepreneurs and the professional business community, and greater capacity for early stage investment from local and regional investors. The SEED (Stimulating the Expansion of Entrepreneurial Development) project establishes a strategic direction for fostering entrepreneurial development and the creation of growth and high growth businesses. The overall objective is to strengthen the regional economy by creating growth and high growth businesses. This program will benefit the region by integrating entrepreneurial development with all other facets of county/regional economic development. The result will be an economic environment that not

only drives the creation of growth and high growth businesses but also is beneficial for those businesses that are currently located within the area and those that are moving in.

The ***Bear River Heritage Area*** consists of seven counties: Box Elder, Cache, and Rich in Utah and Bear Lake, Caribou, Franklin, and Oneida in Idaho. It is a consortium of many organizations in government, business, education, tourism, and recreation who are dedicated to economic development through promotion and stewardship of the cultural and natural resources that are unique to the region. The Heritage Area is governed by the Bear River Heritage Area Council, consisting of representatives of all organizations that have signed the Inter-local Agreement that created the Heritage Area, and a Board elected by the Council from its ranks. BRAG provides administrative support to the Heritage Area.

The four purposes of the Heritage Area as defined in the proposed legislation are:

- Foster a close working relationship with all levels of government, the private sector, residents, business interests, and local communities in the States of Idaho and Utah;
- Empower communities in the States of Idaho and Utah to exercise stewardship of their heritage while strengthening future economic opportunities;
- Interpret, develop, and encourage stewardship of the historical, cultural, and recreational resources within the Heritage Area and the natural and scenic features of which they are a part; and expand, foster, and
- Develop heritage businesses and products relating to the cultural heritage of the Heritage Area.

***Bridgerland Applied Technology College (BATC)*** has campuses in all three counties. BATC is vital to training the regions workforce. In

addition to classroom training, BATC provides on-site (and campus based) custom fit training to meet specific workforce needs of local employers.

Started in 1987, ***EDCUtah*** is a public/private partnership, working with state and local government and private industry to attract and grow competitive, high-value companies and spur the development and expansion of local Utah businesses. EDCUtah serves as a comprehensive source of economic data, key public and private contacts, and assistance to companies working to grow their businesses in Utah. EDCUtah administers *Utah SURE Sites*, which is Utah's only qualified sites program, designed to meet the needs of relocating and expanding business. The database includes some of the best site location opportunities in Utah along with critical information necessary to make sound real estate decisions. Brigham City, Logan, and Tremonton are member cities from our region, as is Box Elder County. EDCUtah played a key role in bringing Proctor and Gamble, Nucor Building Systems, and West Liberty Foods to Box Elder County, and Qwest to Cache County.

The ***Utah Telecommunication Open Infrastructure Agency (UTOPIA)*** is a consortium of Utah cities engaged in deploying and operating a Fiber to the Premise (FTTP) network throughout its member communities. The UTOPIA network is multiple service providers to offer innovative services to citizens in the UTOPIA cities. These services include high speed Internet access, high definition TV, video on demand, community and education services, tele-work, telemedicine, video conferencing , Internet-based telephone service, and additional services. Brigham City, Perry, and Tremonton are the northern Utah community partners in UTOPIA and are working with private service providers to deliver a minimum data service of 100 Mbps (distributed between Internet, phone, and TV service) for homes with 1 Gbps service now available for all residential and business customers.

The ***Utah Science Technology and Research initiative (USTAR)*** is a long-term, state-funded investment to strengthen Utah's "knowledge economy." This initiative invests in world-class innovation teams and research facilities at the University of Utah and Utah State University, to create novel technologies that are subsequently commercialized through new business ventures.

In March 2006, the Utah State Legislature passed Senate Bill 75 creating USTAR. This measure provided funding for strategic investments at the University of Utah and Utah State University to recruit world-class researchers and build state-of-the-art interdisciplinary research and development facilities and to form first-rate science, innovation, and commercialization teams across the State. This initiative focuses on leveraging the proven success of Utah's research universities in creating and commercializing innovative technologies to generate more technology-based start-up firms, higher paying jobs, and additional business activity leading to a state-wide expansion of the Utah's tax base. Innovation focus areas include biofuels, biomedical innovation, diagnostic imaging, nanotech biosensors, and personalized medicine among others.

***Governor's Office of Economic Development*** provides services to businesses and communities state wide including:

- Centers of Excellence (Provides grant funding to help technologies developed at Utah's colleges and universities transition into industry.)
- Corporate Site Selection in conjunction with EDCUtah
- Utah Fund of Funds (\$300 million investment in venture capital and private equity funds, aimed at providing Utah entrepreneurs access to non-traditional capital)
- Incentives (for relocating businesses who meet performance measures

- International Business Development
- Office of Tourism
- Procurement
- Rural Development
- Business Expansion And Retention support
- State Science Advisor
- Utah Film Commission
- Utah Technology Industry Council (Oversight over Utah's technology landscape as a whole with membership comprised of legislators, executive and judicial branches, and public and higher education.

***Utah Department of Workforce Services, Division of Housing & Community Development*** provides services to local communities affecting workforce development through housing and infrastructure investments. Including:

- Affordable housing planning assistance
- Utah Weatherization Assistance Program
- State Energy Assistance & Lifeline Programs
- Community Impact and Revitalization Funds
- Regional Planning Program (RPP)
- Private Activity Bond Authority (Tax Exempt Bonding Capacity)
- State Community Services Office
- Community Development Block Grants (CDBG)
- Homelessness and volunteer coordinating committees.

## **CEDS Goals and Objectives – Defining Regional Expectations**

### **Vision**

The Bear River Economic Development District envisions a strong coalition of communities and counties with diversified industries supporting thriving commercial centers, all while maintaining a high quality of life. The mission of the Bear River Economic Development District is to maintain, diversify, and improve economic conditions by fostering leadership, cooperation, and communication between private and public entities in Box Elder, Cache, and Rich Counties.

The CEDS Committee has worked to define goals and objectives to address the region’s challenges and to capitalize on the resources of the region. Projects are intended to promote economic development and opportunity; foster effective transportation access, enhance and protect the environment; and balances resources through sound management of development.

The Bear River CEDS goals are defined by three major elements:

### **Leadership**

The Bear River Region maintains that the main impetus for job creation does not originate in the public sector. Jobs, income, wages, etc. are created primarily through private sector investment based on free market principles. However, through close coordination with the private sector, local government provides leadership in developing priorities, removing barriers, and conscientiously applying incentives.

**Goal I: Provide leadership in utilizing public resources for economic development**

**Objective – Prioritize local investments in local public economic development projects and programs**

#### **Strategies**

- Annual review and update of regional capital projects lists and strategic investments lists
- Judicious administration of incentives such as enterprise zoning, etc.

**Objective – Develop business-boosting education system to enhance workforce development**

#### **Strategies**

- Collaborate with Utah State University, Bridgerland Applied Technology College
- Collaborate with local school districts to incorporate STEM (Science, Technology, Engineering, Math) training program into curriculum
- Cultivate of feedback from local employment base

**Objective – Remove or reduce harmful regulatory barriers to economic growth**

#### **Strategies**

- Identify Local, State, and Federal administrative and regulatory hindrances to business vitality
- Coordinate with State and Local officials to promote business-friendly processes for marketing and recruiting

## Lifestyle

The Bear River Region is consistently recognized for its quality of life including abundant natural and human resources. Frequently recognized as top place for business (Forbes #7 small place for business and careers, 2012), family (CQ Press 2012 ranking of Logan, Utah as the “Safest area in the country”, CNN Money 2011 “Best Places to Live”), and the outdoors (Livability.com 3<sup>rd</sup> best college town 2012), the region must strive to conserve and enhance the natural and human qualities that define local lifestyle.

**Goal II: Keep the BRAG Region attractive for economic development by maintaining the region’s high quality of life.**

**Objective - Counties and cities must collaborate and coordinate to maintain quality of life through their land use policies and transportation planning to implement quality growth principals, maintain open space, and protect environmental quality.**

### Strategies

- Assist local jurisdictions in development and implementation of land use policies and economic development activities that discourage sprawl, reduce vehicle miles traveled, reduce traffic congestion, and reduce air pollution.
- Encourage in-fill and use of existing buildings for future commercial and industrial development.
- Identify lands most appropriate for commercial and industrial development.
- Promote the most efficient utilization of existing infrastructure.
- Consider acquisition of development rights along major corridors to limit access and maintain traffic flow.
- Support changes in the sales tax distribution, to allow either through inter-local agreement or change in state statute, that would promote sound planning and growth.

- Encourage mixed use and commercial neighborhood, and community centers to decrease need to drive long distances for what have traditionally been neighborhood/community services.
- Encourage "clean" business development that will not degrade air or water quality.

**Objective – Improve workforce education and training to increase skills and provide local opportunities to start and grow careers.**

### Strategies

- Explore resources for workforce assessment and development such as Work Keys
- Provide Custom Fit training opportunities for local employers

**Objective – Assist in the development of regionally significant local plans to maintain and invest in community core infrastructure.**

### Strategies

- Identify significant infrastructure investments for economic growth
- Evaluate public/private partnerships in financing through regional Capital Project List development process
- Encourage infill where possible to reduce costs
- Identify regional broadband access improvements
- Rural transportation planning and transit service coordination to enhance access to goods, services, and activities

**Objective – Foster the creation and coordination of effective transportation systems throughout the region including public transportation, commuter rail, freight rail, air, and highway.**

### Strategies

-

**Objective – Counties, cities, and the private sector must collaborate and coordinate the development of programs to assure that there is an ample supply of affordable housing in the region.**

**Strategies**

- Assist in developing local land use plans that accommodate housing affordable to the local workforce needs
- Work with home builder industry and other housing providers to locate housing near services, employment, and transportation opportunities

**Goal III: Support and Enhance Agriculture and Agribusiness**

Agriculture and agribusiness are and have historically been one of the strongest sectors in the region’s economy. Agriculture needs to be enhanced as an industry and the land that supports it needs to be conserved for its contributions to the economy and the quality of life for residents.

**Objective – Strengthen the role of agriculture as a core business in the region.**

**Strategies**

- Help identify and address consumer preferred niche markets.

**Objective – Promote the role of agriculture in the local economy and quality of life.**

**Strategies**

- Work with Utah State University, University of Idaho, and other educational institutions to provide education on marketing and organizational ways to enhance profitability.
- Support land management tools such as zoning, subdivision requirements, leasing, or the purchase and transfer of

development rights to preserve vital agricultural lands while maintaining profitability for land owners.

**Objective – Foster entrepreneurship and innovation in the agricultural sector.**

**Strategies**

- Sponsor research that advances added value for local agriculture and agribusiness.
- Foster new outlets for local and regional agricultural products.

**Objective – Support agribusiness opportunities.**

**Strategies**

- Encourage food safety and labeling that engenders consumer trust in local food products.
- Support marketing, education and purchasing practices that emphasize local produce.
- Invest in kitchen incubator space where local product can be processed for export.
- Value-added production of key crops to mitigate climate and season.

**Leverage**

The Bear River Region has significant strengths in intellectual capital, financial capital, and workforce capital. This plan will leverage these strengths to grow local businesses, wages and jobs.

**Goal IV: Leverage regional strengths against identified challenges to grow businesses, wages, and jobs.**

**Objective – Grow through innovation and entrepreneurship**

**Strategies**

- Provide outreach to local businesses to learn of needs and opportunities

- Develop Economic Gardening program to provide extra resources to targeted businesses that are strategically ready to grow and increase exports
- Retain and grow local start-ups to keep educated and experienced personnel within the region
- Utilize regional Business Resource Centers, Small Business Development Centers, and private sector groups to foster innovation and entrepreneurial development
- Identify and grow new sources of financial capital

**Objective – Expand existing industry clusters and create opportunities for new clusters**

**Strategies**

- Coordination with GOED cluster initiatives

**Objective - Advertise and promote unique advantages of the Bear River Region to international, national, and regional audience.**

**Strategies**

- Support and enhance local branding efforts
- Identify and market Sure Sites/Real Estate
- Actively recruit target industries to invest in local facilities and workforce

**Objective – Promote Tourism & Recreation**

Tourism is fundamental to the region. Assets central to attracting tourists also draw prospective employers and millions of dollars annually into the economy. Well-kept business and residential areas and the area's natural beauty and cultural amenities are assets for both economic development and quality of life.

**Strategies**

- Enlisting governments to help promote cultural events and the arts.

- Educating jurisdictions and residents about the economic value of tourism.
- Addressing lack of governmental support for the arts.
- Creating collaboration for a regional perspective by actively participating in organizations such as the Bear River Heritage Area, Intermountain Arts Alliance, and others that may be established in the future.
- Maintaining architectural integrity of historic downtowns and historic commercial districts.

**Objective – Encourage jurisdictions to incorporate recreational and cultural lands, activities, and facilities into their General Plans, and to support and promote existing cultural events.**

**Strategies**

- Promote local resources including the arts, cultural events, community celebrations, heritage life ways, historic locations, and seasonal recreational opportunities to enhance the quality of life and “experience” for residents and visitors.
- Collaborate with Utah State Parks system to facilitate development that complements parks and recreational activities

## Regional 2013-2018 Plan of Action

The following section identifies various strategic themes, goals and actions that the five-year plan intends to put in place or accomplish. These actions are identified as both short term and long term and are linked with potential resources for implementation. The anticipated outcomes and performance measures are also listed as a means of measuring the success or impact of these strategies as projects are developed to address regional issues, problems or opportunities. In a broad sense, this section identifies who does what or is responsible for managing implementation of the plan. What this plan hopes to do is to implement strategic themes important to the regional CEDS Committee in the following manner:

- Recognize the entity, organization, or group that does specific things to allow implementation to occur.
- Integrate various regional, statewide, federal, and local plans into one overall comprehensive approach.
- Identify the various entities responsible for implementation.
- Identify the resources available to assist in the implementation process.

The following table provides a plan of action identifying strategic themes to be pursued from beginning to end along with the

resources available to “make things happen”. Then, employing a means of measuring the outcomes or results achieved, both short term and long term, will enable the committee and related local partners to calculate whether the course of action pursued was successful or not. These results will then be incorporated into the revisions of a future five-year plan when that time arrives.

Strategic projects and programs will be evaluated and prioritized based on their ability to do the following:

- Foster effective transportation access
- Enhance & protect the environment
- Maximize effective development and use of workforce consistent with State or local investment strategy
- Promote use of technology in economic development, including access to high-speed internet
- Balance resources through sound management of physical development
- Obtain and utilize adequate funds and other resources
- Must include methodology for cooperating and integrating with State and other development priorities

## Plan of Action

### 2013-2018 Implementation/Action Plan:

Goal	Objective	Action Item	Priority	Lead Organization	Resources	Timeline	Jobs	Evaluation	
Keep the Region attractive for economic development by sustaining and growing existing businesses and fostering new business development	Business Expansion & Retention program	Business Outreach and Technical Assistance	H	BRAG	BRAG, Counties, BRC's ,DWS, EDA, State of Utah GOED	Ongoing July 2013 through June 2018	180	Jobs created, surveys completed, referral created and closed	
	Streamline Business Regulatory Process	Encourage local jurisdictions to remove or reduce burdensome regulatory statutes	H	State of Utah, GOED	BRAG, Chambers, Counties, Cities , State of Utah GOED	July 2013 through June 2015	10	Businesses contacted, plan developed to guide local jurisdictions, changes made to local codes	
	Regional Business Strategy	Encourage collaboration between jurisdictions to develop regional infrastructure and promote business growth	M	BRAG	State of Utah HCD, BRAG, Counties, USDA-RD, EDA	July 2013 through June 2018	0	Plans developed, strategies adopted to promote growth	
	ED Tools	Marketing regional development advantages		H	Chambers of Commerce	BRAG, Chambers, Counties, Cities, State of Utah Offices of Tourism, Economic Development	July 2013 through June 2016	0	Plans developed, marketing efforts initiated
		Identify real property for economic development (Sure Sites Program)		M	BRAG	EDCUtah, Counties, Cities	July 2013 through June 2017	0	# of sites identified in each county
	Workforce Development	Identifying sources of capital		H	BRCs	BRCs, EDCUtah, State of Utah HCD,	July 2013 through June 2018	0	# of new investment opportunities identified
		Incentives		M	GOED	DWS, GOED, Cache & Box Elder Counties, Cities (RDA's)	July 2013 through June 2016	0	\$\$ of investments attracted
	Workforce	Workforce Assessment		M	BRAG	DWS, Counties,	July 2013	0	# Certified Work-Ready

	Development	and Development			University	through June 2018		Communities, Workforce Evaluations
		Custom Fit	M	BATC	BRC, SBDC, DWS	July 2013 through June 2018	100	# of personnel trained
		OTJ Training	H	DWS	BRC, SBDC	July 2013 through June 2018	80	# of personnel trained
	University Collaboration	USTAR and commercialization of research	M	USU, EDCUtah	BRAG, BRC, SBDC	July 2013 through June 2016	50	# of spin-off businesses created, jobs created, and \$\$ of investment leveraged
	Establish Core Competencies	Leverage workforce and research expertise in key industries, develop new core competencies	M	BRAG	USU, BATC, DWS, Counties	July 2013 through July 2015	0	Plans developed
Keep Region Attractive by Maintaining High Quality of Life	Telecomm & Broadband	Regional broadband infrastructure planning	H	BRAG	State of Utah, Private Providers, Chambers, UTOPIA	July 2013 through June 2014	0	Meetings held, plan produced, investments identified for Strategic Projects List
	Infrastructure Planning	Annual regional capital improvement list development	H	BRAG	Counties, Cities	July 2013 through June 2018	0	# of projects identified for Regional Capital Improvements List and Strategic Projects List
	Transportation Coordination	Coordination with MPO and other regional transportation planning organizations	H	BRAG	MPO, Counties, Cities, UDOT, Transit Districts	July 2013 through June 2018	0	Meetings attended, transportation projects identified for Regional Strategic Projects List
	Workforce Housing Planning	Educating local governments on importance of inclusionary housing practices	M	BRAG	State Division of Housing & Community Development, DWS, Regional Housing Authority	July 2013 through June 2018	0	# of local Moderate Income Housing plans developed

	Encourage local government and private efforts	Assist in establishing local Arts Council and Farmers Markets	L	BRAG	Chambers, Counties, Cities, Tourism Bureaus, State Office of Tourism	July 2015 through June 2016	0	# of new councils, markets, or events established
Promote Tourism	Recreation Planning & Promotion	Develop regional tour itineraries and promotional materials for heritage and culture sites, events, and artisan businesses	M	BRAG	Chambers, Cities, Tourism Bureaus, State Office of Tourism	July 2013 through June 2015	0	# of new itineraries developed
Support & Enhance Agribusiness	Foster entrepreneurship and innovation in ag industries	Support and expand kitchen incubator activities	M	BRCs	Chambers, Counties, State Department of Agriculture, USU Extension	July 2014 through June 2017	20	# of incubator clients, new incubators established
	Support agribusiness opportunities	Value-added marketing utilizing "Utah's Own" Brand	L	BRCs	State Department of Agriculture, USU Extension	July 2014 through June 2016	0	Promotional materials developed, business plans created

## Strategic Projects

Investment criteria will be used to evaluate and select projects of regional significance. The criteria reflect the goals, values, and direction of stakeholders. The minimum criteria identified by stakeholders to be used in rating, scoring, and prioritizing projects include:

- Project promotes or strengthens targeted industry clusters
- Project creates or retains high-skilled jobs
- Project location is consistent with regional development strategies
- Project is consistent with local land use regulations
- Project improves workforce training, development, and education

- Project will attract private investment
- Project will maximize return on taxpayer investment
- Project promotes the use and diffusion of technology
- Project establishes a destination and attracts visitors to the region
- Project increases international transactions and supports global competitiveness

The following economic development projects have been identified in each of the three counties. In addition, BRAG staff, city and county officials, and economic development professionals must continue to work closely to assure the coordinated implementation of the goals and objectives for the region.

## 2013-2018 Vital Economic Development Projects

County	Entity	Project Description	Estimated Total Cost	Lead Organizations	Estimated Jobs Created
Box Elder	Brigham City	1100 South Intersection	\$3,500,000	Brigham City, UDOT, FHWA	200
Box Elder	Brigham City	Airport Improvements	\$8,000,000	Federal Aviation Administration, Brigham City, Private	80
Box Elder	Brigham City	USU Campus	\$15,000,000	State, Brigham City, EDA	200
Box Elder	Brigham City	Fiber-to-premises Communications System	\$3,000,000	Brigham City, UTOPIA	200
Box Elder	Brigham City	Academy Project	\$4,000,000	Brigham City, State	50
Box Elder	Brigham City	Industrial Park Infrastructure	\$12,000,000	Brigham City, UPRR	1500
Box Elder	Perry	1200 West	\$1,200,000	Perry City, UDOT, FHWA	600
Box Elder	Perry	Fiber-to-home Communications System		Perry City, UTOPIA	80
Box Elder	Tremonton	Malad and Bear River Trails	\$1,000,000	Tremonton City, State	20
Box Elder	Tremonton	Fiber-to-premises Communications System	\$6,000,000	Tremonton City, UTOPIA	200
Cache	Airport Authority	Airport - Passenger Service Terminal	\$1,00,000	FAA/Airport Authority	500
Cache	Cache County /Logan City	Valley Branding & Marketing	400,000	EDA, Local, State, Private	200
Cache	Logan	Industrial Park land acquisition and infrastructure investment	\$3,000,000	Logan,, County, State, EDA	400
Rich	Garden City	300 West Bypass Completion	\$3,500,000	Garden City, State, EDA	100
Rich	Garden City	Extend Lakeside Multi-use Trail	\$2,250,000	Garden City, Rich County, State	80
Rich	Lake Town	Workforce Housing Project	\$800,000	State, Federal, Laketown	20
Rich	Lake Town	Rodeo Grounds	\$180,000	Laketown, EDA	10
Rich	Randolph	Lincoln County Mine Repurposing	\$8,000,000	Rich County, Randolph, Lincoln Co., WY, EDA	300
Rich	Randolph	Water Infrastructure	\$400,000	Randolph, State	15
Rich	Woodruff	Fire Station	\$160,000	Woodruff, State	8

## Performance Measures

Performance measures will be tied directly to the long-term economic development goals as previously identified in this document. The goals are to be accomplished in a manner protective of the region’s environmental quality. The followed data will be evaluated as it becomes available to monitor performance of the strategy.

Trends in these key economic development indicators and any significant changes in the economy will be monitored by the Bear River Association of Governments in a consistent and timely basis. Effectiveness in meeting goals will be evaluated and adjustments will be made to the CDS document as required to meet the performance goals of the document and/or the economic development needs of the region.

<b>Bear River Region Economic Performance Measures</b>
Job Growth and Retention
Net Business Creation
Industry Diversity/Cluster Activity
Per Capita Income
Average Monthly Wages
Export Value
Investment types and amounts leveraged
Unemployment Rate
Educational attainment – HS Grad rate, post-secondary achievement

## Disaster & Economic Recovery & Resiliency

The purpose of a disaster and economic recovery plan is to provide a framework which can be used by local governments, organizations, and businesses to aid in the economic recovery and resiliency of the Bear River Region following a disaster, natural or otherwise.

According to the International Federation of Red Cross and Red Crescent Societies,

“A disaster is a sudden, calamitous event that seriously disrupts the functioning of a community or society and causes human, material, and economic or environmental losses that exceed the community’s or society’s ability to cope using its own resources. Though often caused by nature, disasters can have human origins ([www.ifrc.org](http://www.ifrc.org)).”

Through economic recovery planning, it is hoped that economic hardship can be minimized, and that recovery for businesses and local communities from natural disasters can be expedited.

### Introduction and Background:

Disasters are often unpredictable and random events. Disasters can also be somewhat predictable in nature, providing ample opportunities for planning. Pre-disaster mitigation planning has been done at various levels of government as part of a program funded in years past by FEMA (Federal Emergency Management Agency). Most regions across the country have a Pre-Disaster Mitigation Plan which outlines mitigation strategies for local jurisdictions, which can decrease potential risks from natural disasters. In 2004, BRAG wrote the first Pre-Disaster Mitigation Plan for the Bear River Region, and updated that plan in 2008.

Whether natural or human-caused, disasters not only have the potential to cause physical damage to people, property, and the environment, they can also damage critical infrastructure used to access various services. City centers and commercial/industrial areas can become physically inaccessible to those needing goods and services. Likewise, impacts from disasters can create financial burdens on businesses and local residents, which can hinder potential economic sustainability and/or development in affected areas.

### Who should develop a disaster and economic recovery and resiliency strategy?

States, counties, local jurisdictions, Tribal communities, universities and private businesses should each adopt a plan to mitigate and/or recover from a disaster. This disaster and economic recovery strategy serves as a roadmap and is intended to address the preparation and implementation of a recovery plan.

### Phase I: Pre-Disaster Preparedness

Plan and prepare for the unexpected. Build disaster-resiliency practices.

*“Resilience incorporates hazard mitigation and land use planning strategies; critical infrastructure, environmental and cultural resources protection; and sustainability practices to reconstruct the built environment, and revitalize the economic, social and natural environment.”(National Disaster Recovery Framework, September 2011)*

1. Engage in pre-disaster recovery and mitigation planning.
2. Know the community’s risks and vulnerabilities.
3. Inventory and organize the community’s recovery resources (people, businesses, public services...etc.)

4. Engage in business continuity planning.
5. Ensure there are resources available for the elderly and those with special needs.
6. Identify shelters.
7. Identify recovery partners (Federal, state, local, and private sector), type of assistance and resources they can provide. Develop an interagency action plan.
8. Identify what recovery activities will take place immediately, short-term, intermediate, and long-term.
9. Develop and disseminate a community evacuation plan.
10. Establish a communication chain.
11. Engage the community. Take advantage of opportunities to communicate the process and protocols to follow in the event of a disaster and what recovery efforts will be undertaken.



**Flooding along the Blacksmith Fork River in Millville, Utah in 2005 (Photo: Jake Peterson).**



**The Millville Fire in 2013. This fire burned over 2,800 acres as of August 23, 2013 (Photo: Greg Fabricius).**

**1. Engage in pre-disaster recovery and mitigation planning**

Hazard mitigation planning was completed by BRAG for local jurisdictions in the Bear River Region in 2004, and then updated in 2008. County working groups were utilized consisting of emergency managers, the local health department, local community officials, county and community planners and public works, public transit providers, chambers of commerce, Cache MPO, interested citizens, state mitigation planners, and others. Hazards were mapped, vulnerabilities and risks determined, and mitigation strategies created in order to help minimize damage to life and property.

**2. Know the community's risks and vulnerabilities.**

Potential hazards identified in the Bear River Region include the following:

- Wildfire
- Earthquake (faults, liquefaction, tsunami [Bear Lake only])
- Flood (including canal failures and mud/sediment flows)
- Landslide
- Dam Failure
- Drought
- Severe Weather (heat, cold, lightning, snow, ice, wind, avalanche, micro bursts, and tornados)
- Agricultural (infestation, disease, livestock/crop loss)
- Volcanic (heat vent)
- Others (HAZMAT, economic/industrial, terrorism, medical, radon, air and water quality)

The most common risks and vulnerabilities from hazards in the Bear River Region are from flooding, fire, severe weather, earthquakes, and landslides. For more information, reference the Bear River

Region's Pre-Disaster Mitigation Plan located on the BRAG website at [www.brag.utah.gov](http://www.brag.utah.gov). The following is a summary of the most common risks region-wide:

- Annual flooding risk in limited areas along river and stream channels. Also annual flooding in high water table areas in lower valley areas.
- Annual wildfire risk in late summer/early fall primarily along south and west facing slopes in the Bear River Range in Cache and Rich Counties as well as the Wasatch Mountain Range in eastern Box Elder County, and other rangelands region-wide.
- Annual extreme temperatures region-wide including below freezing temperatures in the winter and hot summer temperatures in the summer. Snow and ice create hazardous living and traveling conditions. Extreme temperatures can negatively affect vulnerable populations such as seniors and persons with disabilities. Summer and fall drought can negatively affect various types of agriculture, which is a major economic contributor for the Bear River Region.
- Consistent earthquake risk region-wide, but particularly in eastern Box Elder County, eastern Cache County, and the east and west sides of Bear Lake in Rich County. In the recent past (past 100 years), the Bear River Region has had both the most destructive and costly earthquakes in the state of Utah.
- Annual landslide risk, particularly in areas where wildfires have recently occurred. After fires burn vegetation on steep slopes, if a high rainfall event occurs, slopes can fail and landslides can ensue.

### **3. Inventory and organize the community's economic recovery resources (people, businesses, public services...etc.)**

Community economic recovery resources (people, businesses, public services, etc.) in the Bear River Region include the following:

- Cache County Emergency Management
- Box Elder County Emergency Management
- Rich County Sheriff's Office
- Logan City Emergency Management
- Brigham City Emergency Services
- Garden City Fire District
- Utah Division of Emergency Management
- Federal Emergency Management Agency (FEMA)
- Cache Chamber of Commerce
- Brigham City Chamber of Commerce
- Bear River Chamber of Commerce
- Box Elder Economic Development Alliance
- Logan City Economic Development
- Brigham City Economic Development
- Bear River Association of Governments (BRAG)
- Bear Lake Convention and Visitors Bureau
- Logan City Downtown Alliance
- Cache County Council of Governments
- Box Elder County Mayors Association
- Bear Lake Regional Commission
- Cache Business Resource Center
- Box Elder County Business Resource Center
- Utah Governor's Office of Economic Development (GOED)
- U.S. Economic Development Administration (EDA)

BRAG will serve as the coordinating and organizing body for the above-mentioned organizations to help expedite the economic recovery process. BRAG's Governing Board consists of elected

officials from each county in the region, and currently serves as the regional Economic Development District.

#### 4. Engage in business continuity planning.

Businesses are encouraged to utilize the resources available on the [www.ready.gov](http://www.ready.gov) website for business continuity planning. The 5 steps recommended on the website for developing a preparedness program include the following: 1) Program Management, 2) Planning, 3) Implementation, 4) Testing and Exercises, and 5) Program Improvement. Other resources are also available on the website including the Business Continuity Planning Suite, which includes a number of training video's illustrating each of the 5 steps.

#### 5. Ensure there are resources available for the elderly and those with special needs.

BRAG acts as the Area Agency on Aging for the Bear River Region. This agency provides direct services to elderly citizens and their families as well as coordination between the areas multiple senior citizen centers and other service providers. Additionally, BRAG currently works with various human service and transportation functions through the Bear River Regional Access and Mobility Council, created in 2012 to sustain and improve access and mobility for persons with disabilities, seniors, and low-income families and individuals. Following a disaster, BRAG will work with these providers to find ways to transport those with special needs to necessary resources.

#### 6. Identify shelters.

Local emergency managers already have emergency response plans for their particular jurisdictions which includes potential shelter locations throughout the region. Generally, local churches and schools can be utilized as large public shelters on an as needed basis,



at the discretion of the local emergency managers. In some cases, homes or businesses can be used for shelters, depending on the type, scale, extent, location, and magnitude of the disaster. Local emergency managers also coordinate on a regional level to discuss cross-jurisdictional coordination. The Pre-Disaster Mitigation Plan for the Bear River Region, completed in 2008, also includes maps of critical facilities, some of which could be used for public shelters; again, at the discretion of local emergency managers.

#### 7. Identify recovery partners (Federal, state, local, and private sector), and the type of assistance and resources they can provide. Develop an interagency action plan.

The agencies listed in #3 of this document are the federal, state, local, and private sector recovery partners which will be utilized for developing an interagency action plan. BRAG will help coordinate between these various agencies and organizations in order to assist the economic development community with recovery efforts. Depending on the extent and magnitude of the disaster event, an

interagency action plan will be created. Agencies and organizations included on the before-mentioned list will be able to provide emergency response and public infrastructure-related assistance, local chambers of commerce and business resources centers will be able to provide training and resources for local business recovery, federal and state government will be able to provide case study information, expertise, and funding source information, and local government entities can serve as the necessary link between the public and various agencies.

**8. Identify what recovery activities will take place immediately, short-term, intermediate, and long-term.**

Recovery activities and timelines will depend greatly on the type, scale, extent, location, and magnitude of a disaster. BRAG will assist agencies, local governments, and the business community in utilizing available resources and expertise to create immediate, short-term, intermediate, and long-term recovery activities.

Immediate - restore critical infrastructure and utility service to:

- Shelters
- Critical community services
- Residences
- Businesses supplying staple commodities and services

Short-term – expand restoration and focus rebuilding:

- Prioritize based on local land use plans and goals
- Major employment and service centers

Long-term – State & Federal financial assistance to businesses

- GOED
- SBDC/SBA

**9. Develop and disseminate a community evacuation plan.**

Community evacuation plans are and/or will be developed locally by emergency management and response agencies. Evacuation plans could vary greatly depending on the type, scale, extent, location, and magnitude of a disaster.

**10. Establish a communication chain.**

First response to a disaster event will be coordinated through the Bear River Regional Interoperable Emergency Communications Plan adopted in 2012, and developed in partnership with FEMA and the State of Utah, Dept. of Homeland Security. The plan includes emergency services, public works, service and business organizations in the regional communications structure and is available at <http://www.brag.utah.gov>.

BRAG will work with various organizations and agencies to develop a communication chain. However, all emergency response-related communications will be managed by local emergency management. Local chambers of commerce and business resource centers are a critical resource for disseminating business recovery information to local businesses. Cities, towns, and counties are also valuable resources for disseminating similar information.

**11. Engage the community. Take advantage of opportunities to communicate the process and protocols to follow in the event of a disaster and what recovery efforts will be undertaken.**

This plan will be posted on the BRAG website located at [www.brag.utah.gov](http://www.brag.utah.gov) as part of the regional Comprehensive Economic Development Strategy (CEDS). Public input will be encouraged from public service announcements in local newspapers region-wide. Following a disaster, BRAG will coordinate with the local organizations and agencies identified in this plan to disseminate information in the most efficient way possible. Local chambers and

jurisdictions will be a critical resource for providing information to local commercial and industrial entities. Public instruction will be given via available technology at the discretion of local emergency managers.

Encourage business participation in the State of Utah “Be Ready Utah” program to assist in planning for disaster mitigation and recovery. <http://beready.utah.gov>

## Phase II: Post-disaster Planning and Implementation

### Disaster Assessment:

BRAG will work closely with local organizations and agencies to:

- Assess the nature and magnitude of the disaster.
- Assess the impact on the economy (business, industry sectors, labor market...etc).
- Assess the impact on transportation and public infrastructure.
- Assess the impact on housing, schools, and health care facilities.

### Develop and/or Implement Recovery Timeline:

Depending on the type, scale, extent, location, and magnitude of a disaster event, BRAG will work with local organizations and agencies to:

- List and prioritize recovery activities to be performed based on local plans.
- Identify resources (Federal, state, local, private sector) needed for each activity.
- Determine the level and type of assistance needed.
- Identify roles and responsibilities.
- Determine the timeframe for each recovery activity:
  - Immediate
  - Short-term (days)
  - Intermediate (weeks-months)
  - Long-term (months-years)
- Establish recovery benchmarks.

### Implement Recovery Plan (long-term recovery):

BRAG will work with local organizations and agencies to:

- Identify business, economic and entrepreneurial rebuild initiatives.
- Identify workforce initiatives to employ dislocated workers



The Bluebird Restaurant, an iconic business in downtown Logan, Utah since 1914.

and rebuild economy.

- Describe the Federal, state and local funding programs.
- Describe management plans to ensure the most effective use of Federal, state, local, and private sector funds.

## **Conclusion**

This plan is intended to be a resource for local businesses and organizations. It is hoped that it will be a catalyst for more detailed discussions and planning in the near future. By participating in even a simple business continuity planning process, local businesses can better assure their future success and resiliency. Disasters can come in many forms, some of which are unpredictable in timing, location, and magnitude. Planning and preparation are necessary in order to sustain long-term economic vitality in the Bear River Region.

## Partners

### **Bear River Association of Governments**

<http://www.brag.utah.gov>

170 North Main  
Logan, Utah 84321  
435-752-7242

2535 South Highway 89  
Perry, Utah 84302  
435-723-1111

### **Bear River Heritage Area**

<http://www.bearriverheritage.com>

170 N. Main  
Logan, UT 84321  
435-752-7242  
800-772-7242

### **Bridgerland Applied Technology College**

#### **(BATC) Campuses**

<http://www.batc.edu/>

Logan Campus  
1301 North 600 West  
Logan, UT 84321  
435-753-6780

Brigham City Campus  
325 West 1100 South  
Brigham City, UT 84302  
435-734-0614

Rich County  
1200 Redwood Road  
Woodruff, UT 84086  
435-793-4500

Custom Fit Training  
Sterling Petersen: 435-760-3872

### **Business Resource Centers**

Cache Business Resource Center  
Cindy Roberts  
<http://cachebrc.com>  
1400 North 1000 West  
Logan, Utah 84321  
435.213.8713

### **Box Elder Business Resource Center**

Jason Yerka  
<http://www.boxelderbrc.org>  
315 West 1100 South  
Brigham City, UT 84302  
435-919-1235

### **Chambers of Commerce**

Bear Lake Rendezvous  
Chamber of Commerce  
<http://www.bearlakechamber.com>  
P.O. Box 55  
Garden City, UT 84028

Bear River Valley Chamber  
Nikki Anderson  
PO Box 311, 150 South Tremont  
Tremonton, UT 84337  
[nikkijdr@yahoo.com](mailto:nikkijdr@yahoo.com)  
435-257-7585

### **Brigham City Area Chamber of Commerce**

<http://www.brighamchamber.com>  
Monica Holdaway  
6 North Main  
Brigham City, UT 84302  
[chamber@brighamchamber.com](mailto:chamber@brighamchamber.com)  
435-723-3931

### **Cache Chamber of Commerce**

<http://www.cachechamber.com>  
Sandra Emile  
160 North Main  
Logan, UT 84321  
[semile@cachechamber.com](mailto:semile@cachechamber.com)  
435-752-2161

### **County Extension Offices**

Box Elder County (Brigham City)  
<http://extension.usu.edu/boxelder>  
195 West 1100 South  
Brigham City, UT 84302  
435-797-1784

### **Box Elder County (Tremonton)**

<http://extension.usu.edu/boxelder>  
400 North 1000 West  
P.O. Box 206  
Tremonton, UT 84337-0206  
435-257-5447

### **Cache County**

<http://extension.usu.edu/cache>  
179 N. Main St., Suite 111  
Logan, UT 84321  
435-752-6263

Rich County  
<http://extension.usu.edu/rich>  
20 S. Main  
P.O. Box 8  
Randolph, UT 84064  
435-793-2435

**Department of Workforce Services**  
<http://jobs.utah.gov/>

Brigham City Center  
1050 Medical Drive  
Brigham City, UT 84302  
435-734-4060

Logan Center  
180 North 100 West  
Logan, UT 84321  
435-792-0300

Tyson Smith  
Regional Economics  
140 East 300 South  
Salt Lake City, Utah 84111  
801-526-9709  
tysonsmith@utah.gov

**Economic Development Offices**  
Bear Lake Regional Commission  
Mitch Poulsen  
69 North Paradise Parkway, Bldg B  
P.O. Box 472  
Garden City, Utah 84028  
[mpoulsen@cut.net](mailto:mpoulsen@cut.net)  
435-946-2198

Box Elder County Economic Development  
<http://boxeldercounty.org>  
Mitch Zundel  
#1 South Main Street  
Brigham City, UT 84302  
[mzundel@boxeldercounty.org](mailto:mzundel@boxeldercounty.org)  
435-734-3397

Brigham City Economic Development  
<http://www.brighamcity.utah.gov>  
Paul Larsen  
20 North Main  
Brigham City, UT 84302  
[plarsen@brighamcity.utah.gov](mailto:plarsen@brighamcity.utah.gov)  
435-734-6603

Cache County Economic Development  
Sandy Emile  
160 North Main Street  
Logan, UT 84321  
[semile@cachechamber.com](mailto:semile@cachechamber.com)  
435-752-2161 ext. 101

City of Logan  
<http://www.loganutah.org>  
Kirk Jensen  
255 North Main Street  
Logan, Utah 84321  
[kjensen@loganutah.org](mailto:kjensen@loganutah.org)  
435-716-9015

Tremonton City  
<http://tremontoncity.com>  
Rich Woodworth  
102 S. Tremont  
Tremonton, UT 84337  
[rwoodworth@tremontoncity.com](mailto:rwoodworth@tremontoncity.com)  
435-257-2615

Governor's Office of Economic  
Development  
DeLynn Fielding, Rural Development  
Director  
60 East South Temple, 3<sup>rd</sup> Floor  
Salt Lake City, Utah 84111  
801 538-8804

Economic Development Corporation of  
Utah (EDCUtah)  
<http://www.edcutah.org/>  
Jeff Edwards, President & CEO  
201 South Main Street, Suite 2150  
Salt Lake City, UT 84111  
jedwards@edcutah.org  
1-800-574-8824

Grow Utah Ventures  
<http://www.growutahventures.com/>  
T. Craig Bott  
P.O. Box 764  
Kaysville, Utah 84037  
[info@growutahventures.com](mailto:info@growutahventures.com)  
801-593-2265

**Small Business Development Centers**

Small Business Development Center  
Utah State University  
[http://www.usu.edu/sbdc/the\\_center/center.html](http://www.usu.edu/sbdc/the_center/center.html)

Mike Young, Director  
1770 Research Parkway #140  
North Logan, Utah 84341  
[Smike.young@usu.edu](mailto:Smike.young@usu.edu)  
435-797-3303

Ogden/Davis Small Business Development  
Weber State University  
<http://community.weber.edu/sbdc/>

Beverly King, Assistant Director  
3806 University Circle  
Ogden, UT 84408-3806  
[bking1@weber.edu](mailto:bking1@weber.edu)  
801-626-7232

**Tourism**

Bear Lake Convention & Visitors Bureau  
<http://bearlake.org>

Melinda Hislop  
2628 Highway 89  
Fish Haven, ID 83287  
[visitors@bearlake.org](mailto:visitors@bearlake.org)  
800-448-2327

Box Elder County Tourism  
<http://boxeldercounty.org>

Joan Hammer  
01 South Main, #30  
Brigham City, Utah 84302  
[www.tourism@boxelder.org](http://www.tourism@boxelder.org)  
435-734-3315

Cache Valley Visitors Bureau  
<http://www.tourcachevalley.com>

Julie Hollist  
199 North Main Street  
Logan, UT 84321  
[julie@tourcachevalley.com](mailto:julie@tourcachevalley.com)  
435-755-1890  
800-882-4433

**Utah Department of Community and Culture** <http://community.utah.gov/>

324 South State Street, Suite 500  
Salt Lake City, Utah 84111  
Phone: 801-538-8700 or 1-877-488-3233

**Utah Governor's Office of Economic Development**

<http://goed.utah.gov/>  
324 South State Street, Suite 500  
Salt Lake City, Utah 84111  
Phone: 801-538-8700 or 1-877-488-3233

**Utah State University**

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435-797-2284

USU John M. Huntsman School of Business  
3500 Old Main Hill  
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265 West 1100 South  
Brigham City, Utah 84302  
435-919-1200

# Appendices

Appendix A – Survey Results

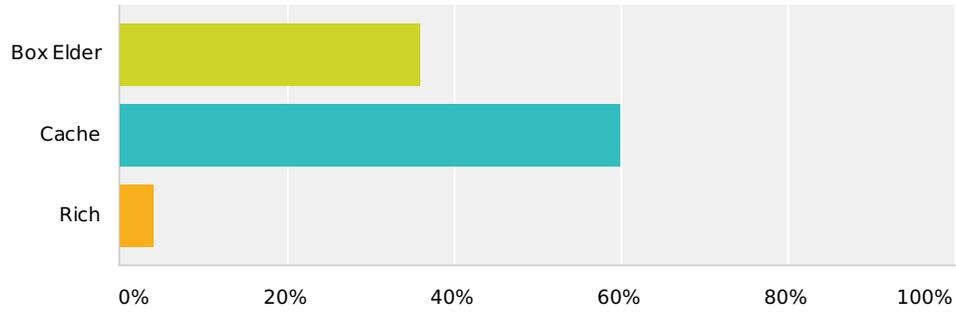
Appendix B – Public Comment Notice

# Appendix A – EDD Board Survey Results

The CEDS committee and EDD Board, along with other prominent economic development and business specialists, participated in a brief survey to determine specific regional priorities for future goals, objectives, and action plans.

## Q1 What County is your jurisdiction located in?

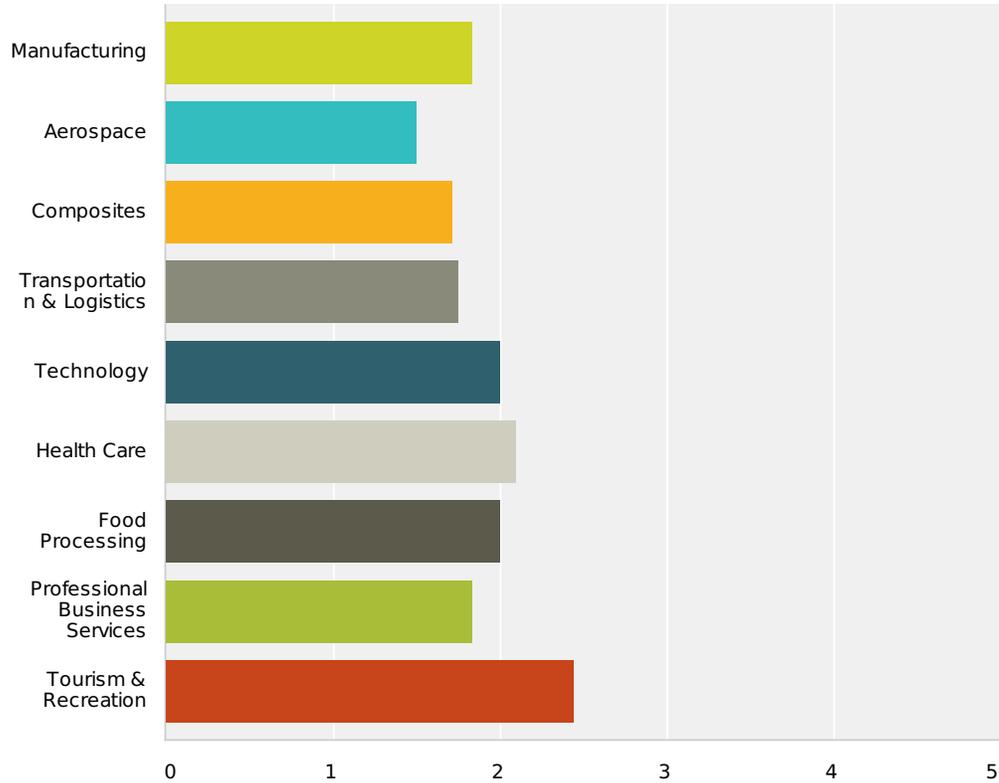
Answered: 25 Skipped: 1



Answer Choices	Responses
<b>Box Elder</b>	<b>36%</b> 9
<b>Cache</b>	<b>60%</b> 15
<b>Rich</b>	<b>4%</b> 1
Total	25

## Q2 What will be the three most important industries or economic activities in the Bear River Region five years from today? Rank in order of importance. Such as:

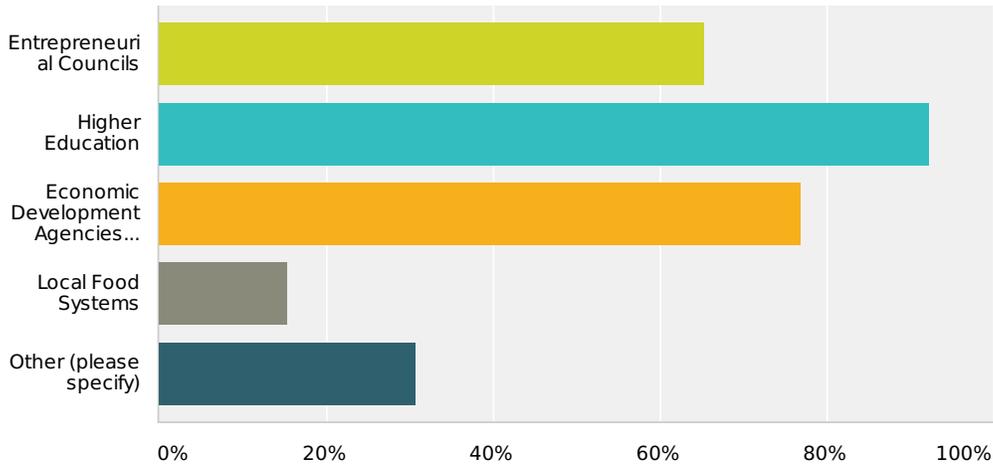
Answered: 26 Skipped: 0



	3	2	1	Total	Average Rating
<b>Manufacturing</b>	<b>38.89%</b> 7	<b>38.89%</b> 7	<b>22.22%</b> 4	18	1.83
<b>Aerospace</b>	<b>50%</b> 5	<b>50%</b> 5	<b>0%</b> 0	10	1.50
<b>Composites</b>	<b>42.86%</b> 3	<b>42.86%</b> 3	<b>14.29%</b> 1	7	1.71
<b>Transportation &amp; Logistics</b>	<b>50%</b> 2	<b>25%</b> 1	<b>25%</b> 1	4	1.75
<b>Technology</b>	<b>28.57%</b> 4	<b>42.86%</b> 6	<b>28.57%</b> 4	14	2.00
<b>Health Care</b>	<b>30%</b> 3	<b>30%</b> 3	<b>40%</b> 4	10	2.10
<b>Food Processing</b>	<b>36.36%</b> 4	<b>27.27%</b> 3	<b>36.36%</b> 4	11	2.00
<b>Professional Business Services</b>	<b>33.33%</b> 2	<b>50%</b> 3	<b>16.67%</b> 1	6	1.83
<b>Tourism &amp; Recreation</b>	<b>11.11%</b> 1	<b>33.33%</b> 3	<b>55.56%</b> 5	9	2.44

**Q3 Which are the three most important economic actors or agents that can move the Bear River Region to accomplish the outcomes in Question 1? (Check all that apply or answer under "other")**

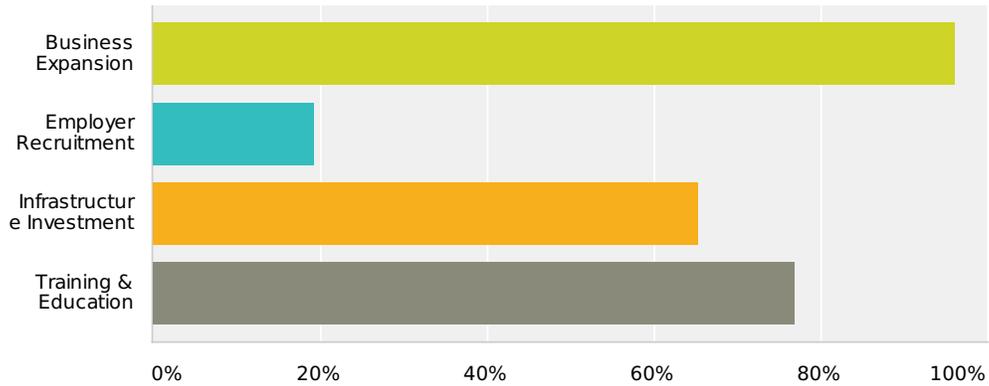
Answered: 26 Skipped: 0



Answer Choices	Responses	
<b>Entrepreneurial Councils</b>	<b>65.38%</b>	17
<b>Higher Education</b>	<b>92.31%</b>	24
<b>Economic Development Agencies (State, Regional, Local Governments, Chambers of Commerce, etc)</b>	<b>76.92%</b>	20
<b>Local Food Systems</b>	<b>15.38%</b>	4
Other (please specify) <b>Responses</b>	<b>30.77%</b>	8
Total Respondents: 26		

**Q4 What are the three most important specific activities that these economic development groups in the Bear River Region need to accomplish in the next five years? (Check all that apply or answer under "other")**

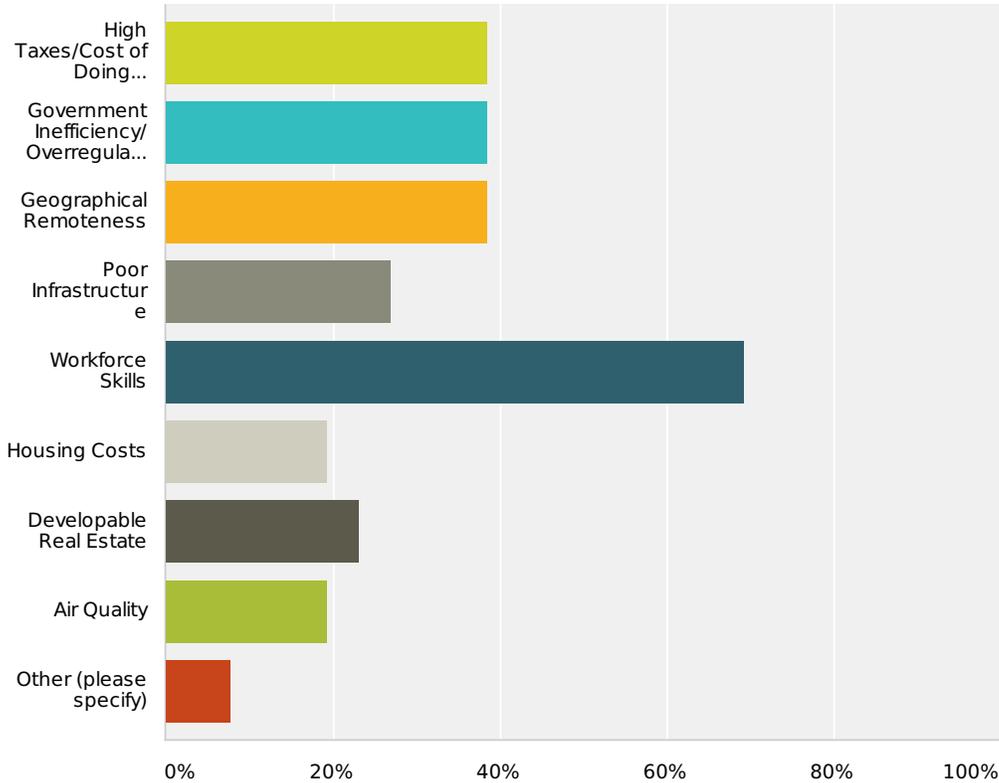
Answered: 26 Skipped: 0



Answer Choices	Responses
<b>Business Expansion</b>	<b>96.15%</b> 25
<b>Employer Recruitment</b>	<b>19.23%</b> 5
<b>Infrastructure Investment</b>	<b>65.38%</b> 17
<b>Training &amp; Education</b>	<b>76.92%</b> 20
Total Respondents: 26	

### Q5 What are the three most important barriers to reaching the outcomes identified in Question 3? (Check all that apply or answer under "other")

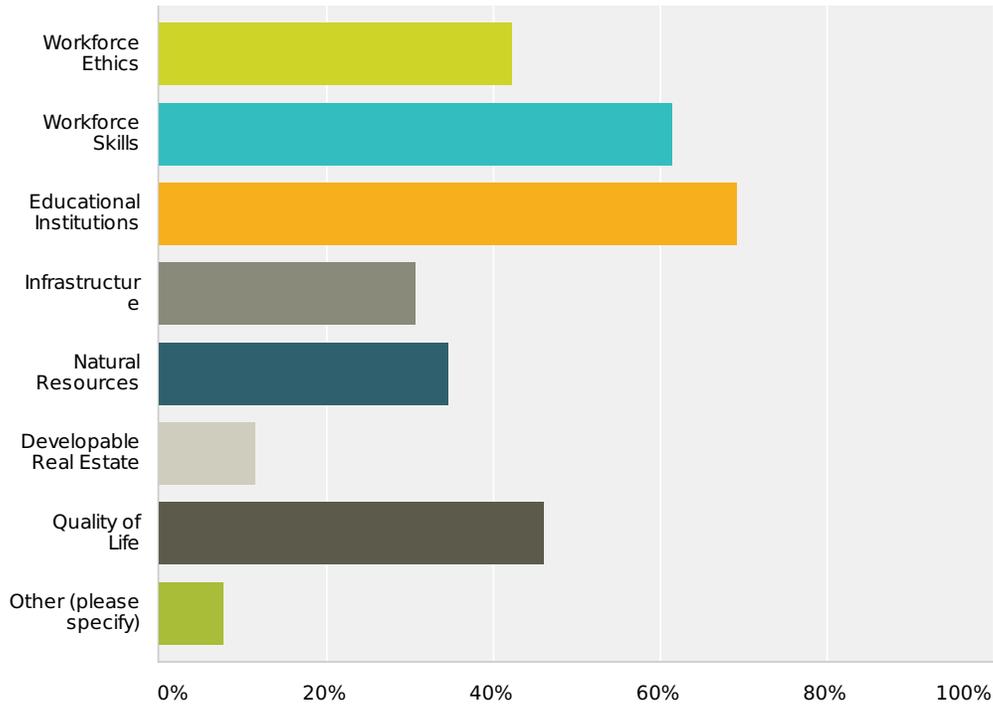
Answered: 26 Skipped: 0



Answer Choices	Responses
<b>High Taxes/Cost of Doing Business</b>	<b>38.46%</b> 10
<b>Government Inefficiency/Overregulation</b>	<b>38.46%</b> 10
<b>Geographical Remoteness</b>	<b>38.46%</b> 10
<b>Poor Infrastructure</b>	<b>26.92%</b> 7
<b>Workforce Skills</b>	<b>69.23%</b> 18
<b>Housing Costs</b>	<b>19.23%</b> 5
<b>Developable Real Estate</b>	<b>23.08%</b> 6
<b>Air Quality</b>	<b>19.23%</b> 5
Other (please specify) <b>Responses</b>	<b>7.69%</b> 2
Total Respondents: 26	

### Q6 What are the three strongest resources or assets that the Bear River Region can build on to accomplish the vision stated in Question 1? (Check all that apply or answer under "other")

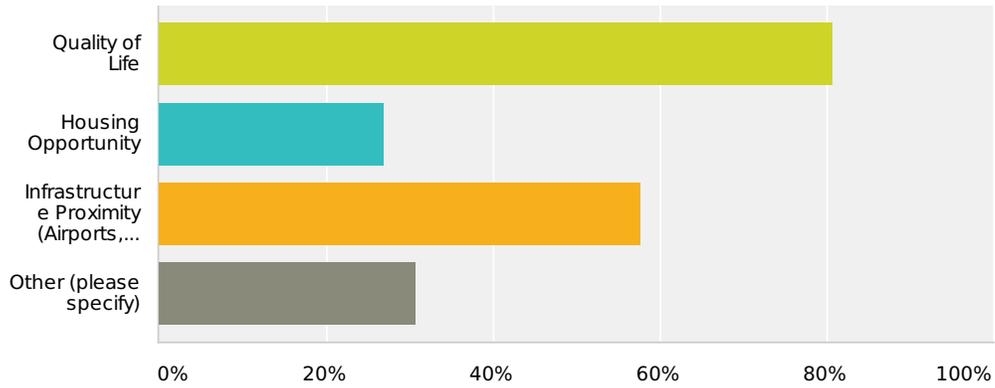
Answered: 26 Skipped: 0



Answer Choices	Responses
<b>Workforce Ethics</b>	<b>42.31%</b> 11
<b>Workforce Skills</b>	<b>61.54%</b> 16
<b>Educational Institutions</b>	<b>69.23%</b> 18
<b>Infrastructure</b>	<b>30.77%</b> 8
<b>Natural Resources</b>	<b>34.62%</b> 9
<b>Developable Real Estate</b>	<b>11.54%</b> 3
<b>Quality of Life</b>	<b>46.15%</b> 12
Other (please specify) <b>Responses</b>	<b>7.69%</b> 2
Total Respondents: 26	

### Q7 What is unique about the Bear River Region that will position it especially well for economic changes in the next five years? (Check all that apply or answer under "other")

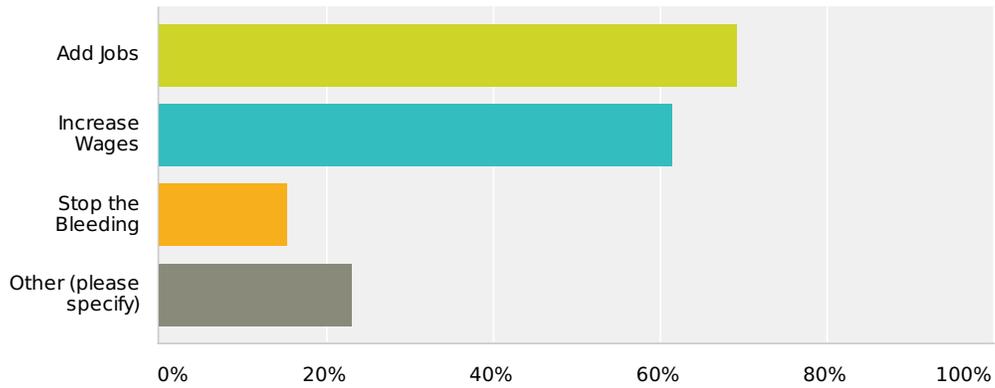
Answered: 26 Skipped: 0



Answer Choices	Responses	Count
<b>Quality of Life</b>	<b>80.77%</b>	21
<b>Housing Opportunity</b>	<b>26.92%</b>	7
<b>Infrastructure Proximity (Airports, Freeway, Rail)</b>	<b>57.69%</b>	15
Other (please specify) <b>Responses</b>	<b>30.77%</b>	8
Total Respondents: 26		

### Q8 At a bare minimum, what must be accomplished in the next 12 months?

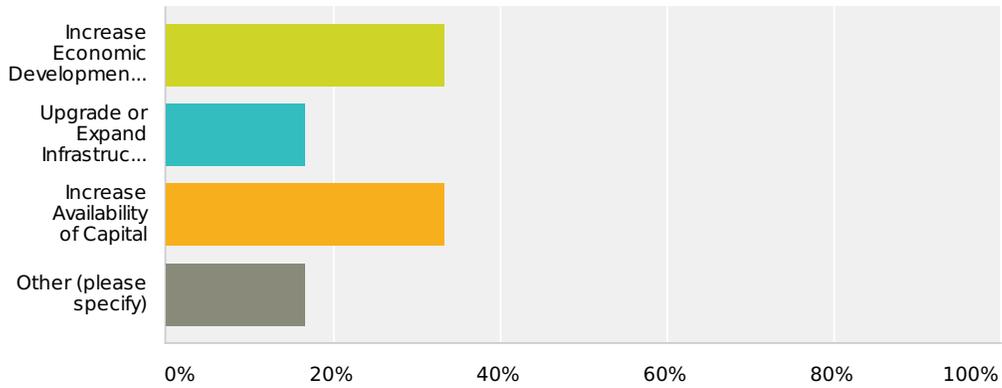
Answered: 26 Skipped: 0



Answer Choices	Responses
<b>Add Jobs</b>	<b>69.23%</b> 18
<b>Increase Wages</b>	<b>61.54%</b> 16
<b>Stop the Bleeding</b>	<b>15.38%</b> 4
Other (please specify) <b>Responses</b>	<b>23.08%</b> 6
Total Respondents: 26	

### Q9 What is the first action that the regional development agencies must take to strengthen the economic future?

Answered: 24 Skipped: 2

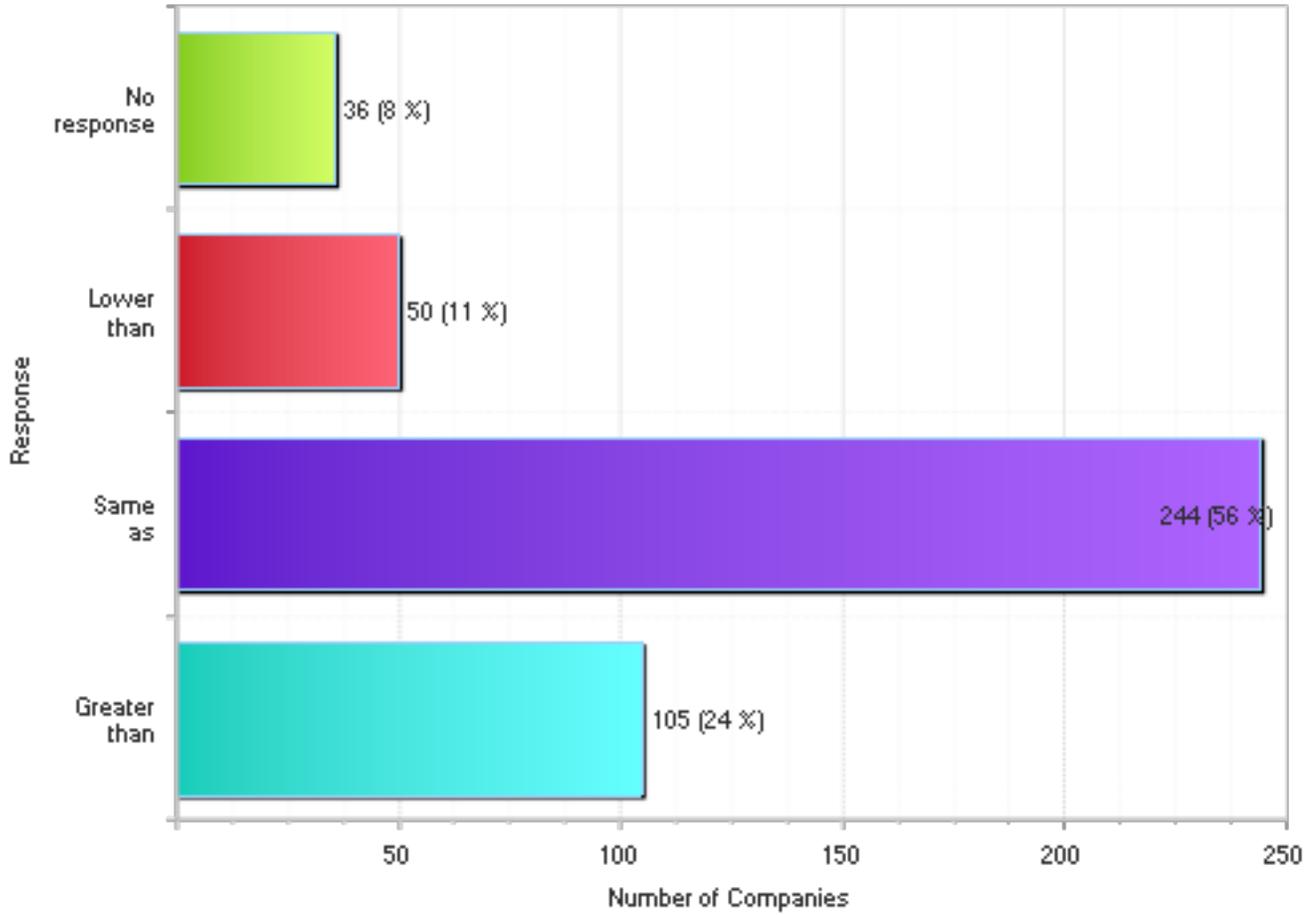


Answer Choices	Responses
<b>Increase Economic Development Communication and Coordination</b>	<b>33.33%</b> 8
<b>Upgrade or Expand Infrastructure</b>	<b>16.67%</b> 4
<b>Increase Availability of Capital</b>	<b>33.33%</b> 8
Other (please specify) <b>Responses</b>	<b>16.67%</b> 4
Total	24

# Appendix A.2 – Business Survey Results

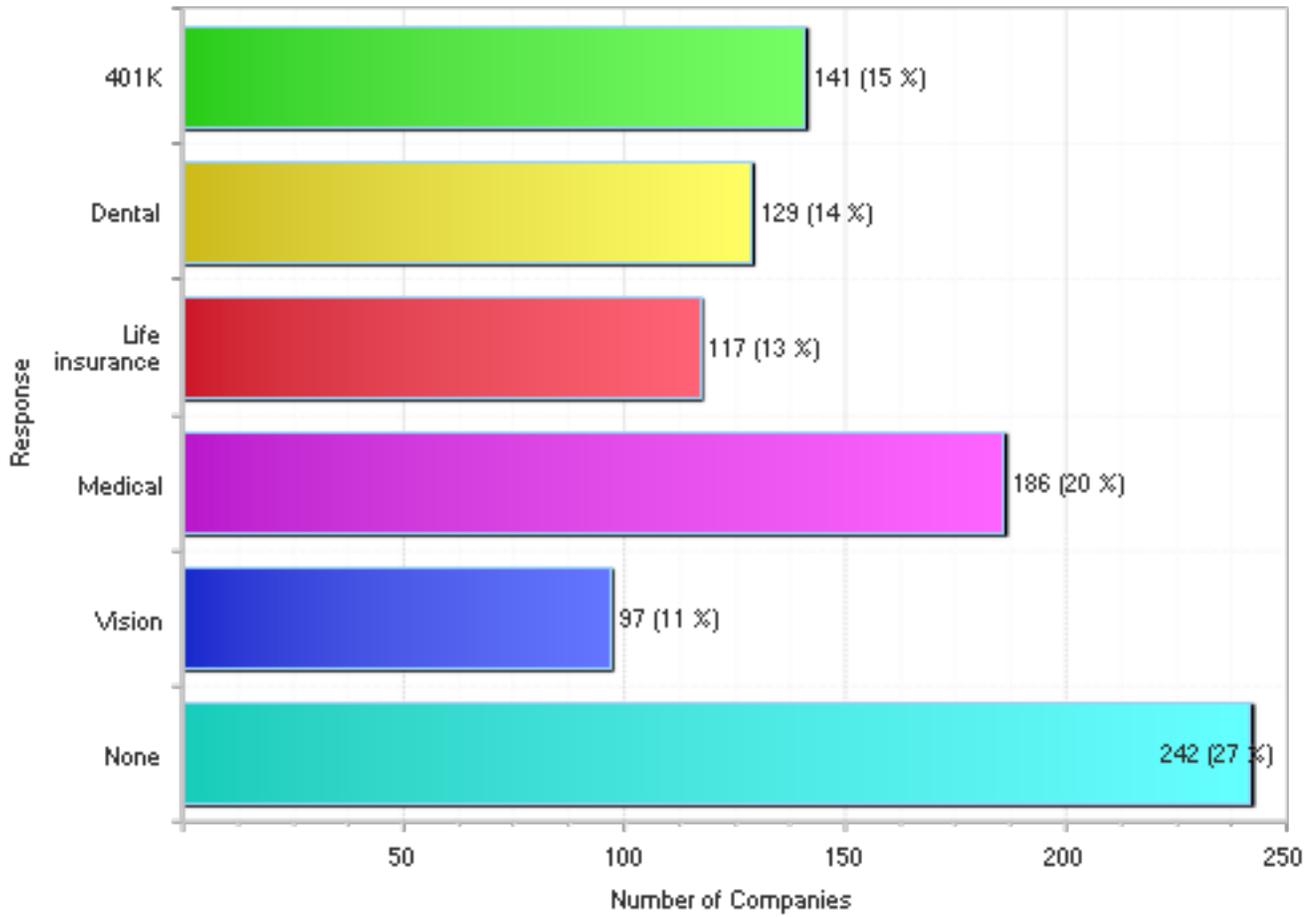
Between 2011 and 2013, BRAG employees surveyed over 200 individual businesses on needs and priorities for public and private investment of capital, services, and development. The following charts highlight the results of this effort.

### Describe the wage scale here compared to all other firms locally



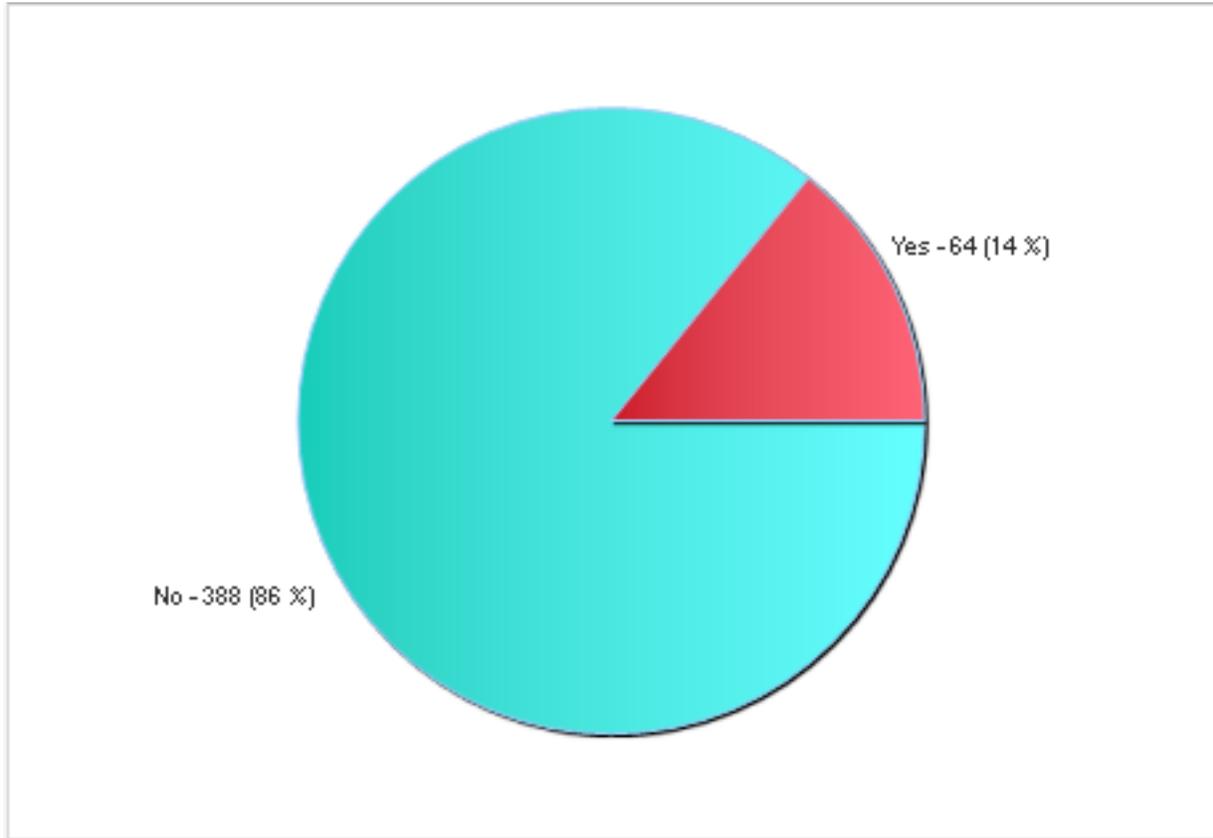
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	36	8%	36	8%
Lower than	50	11%	50	11%
Same as	244	56%	244	56%
Greater than	105	24%	105	24%
Total	435	100%	435	100%

### What benefits do you offer your employees?



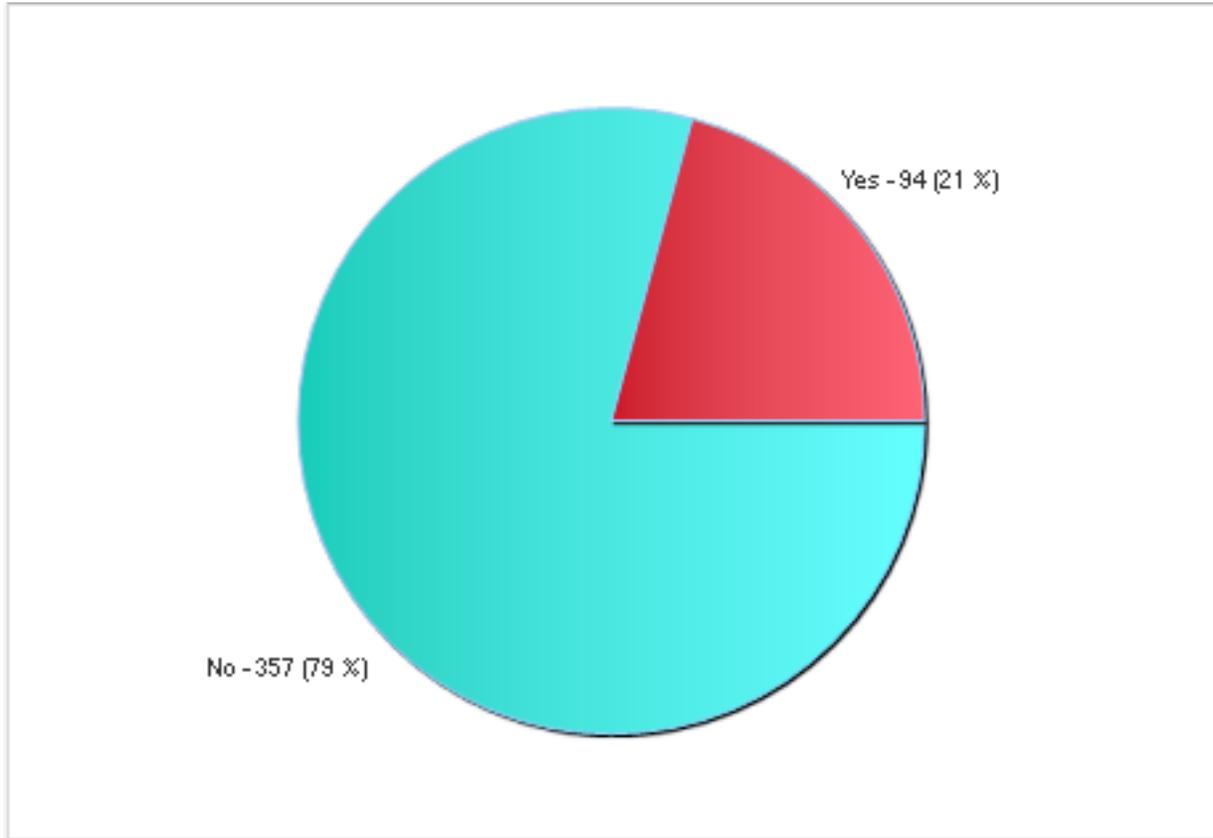
Responses	Series 1	Series 1 (%)	Total	Total (%)
401K	141	15%	141	15%
Dental	129	14%	129	14%
Life insurance	117	13%	117	13%
Medical	186	20%	186	20%
Vision	97	11%	97	11%
None	242	27%	242	27%
Total	912	100%	912	100%

### Do you have problems retaining employees?



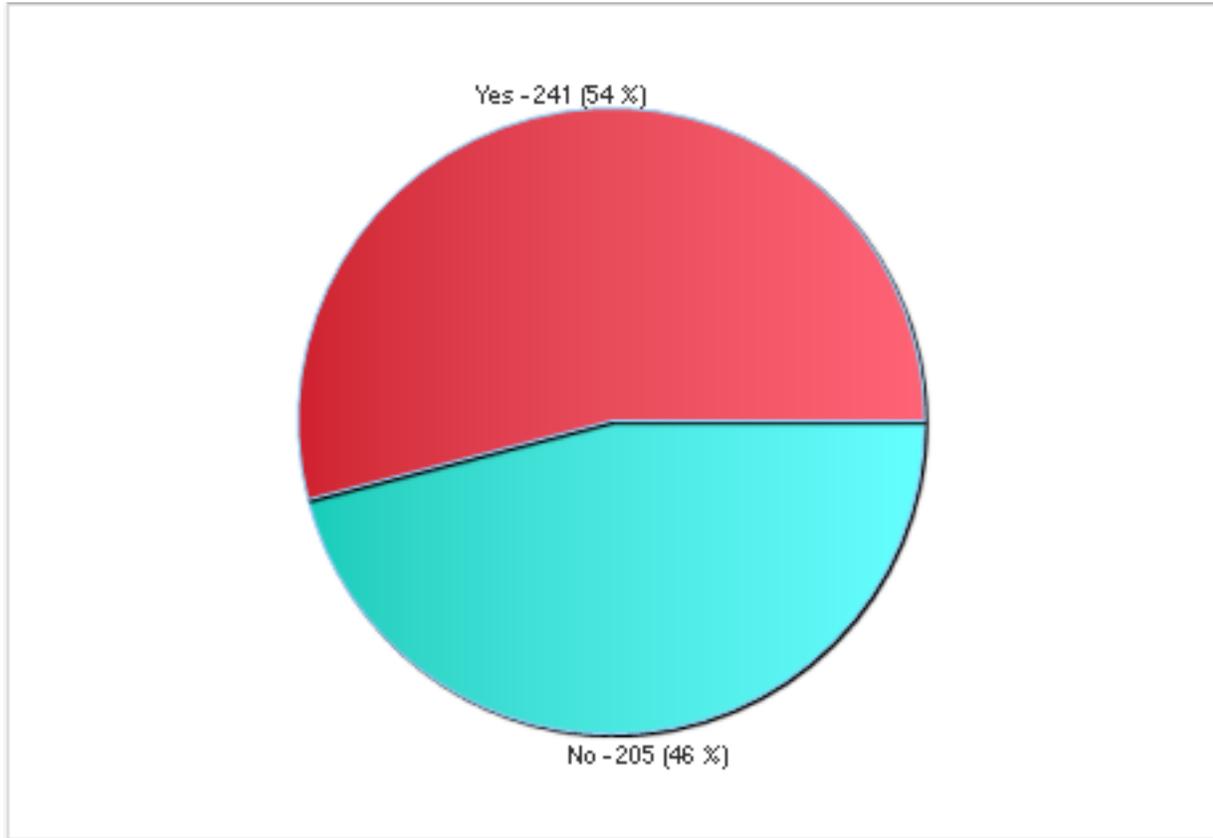
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	64	14%	64	14%
No	388	86%	388	86%
Total	452	100%	452	100%

### Do you have problems recruiting employees?



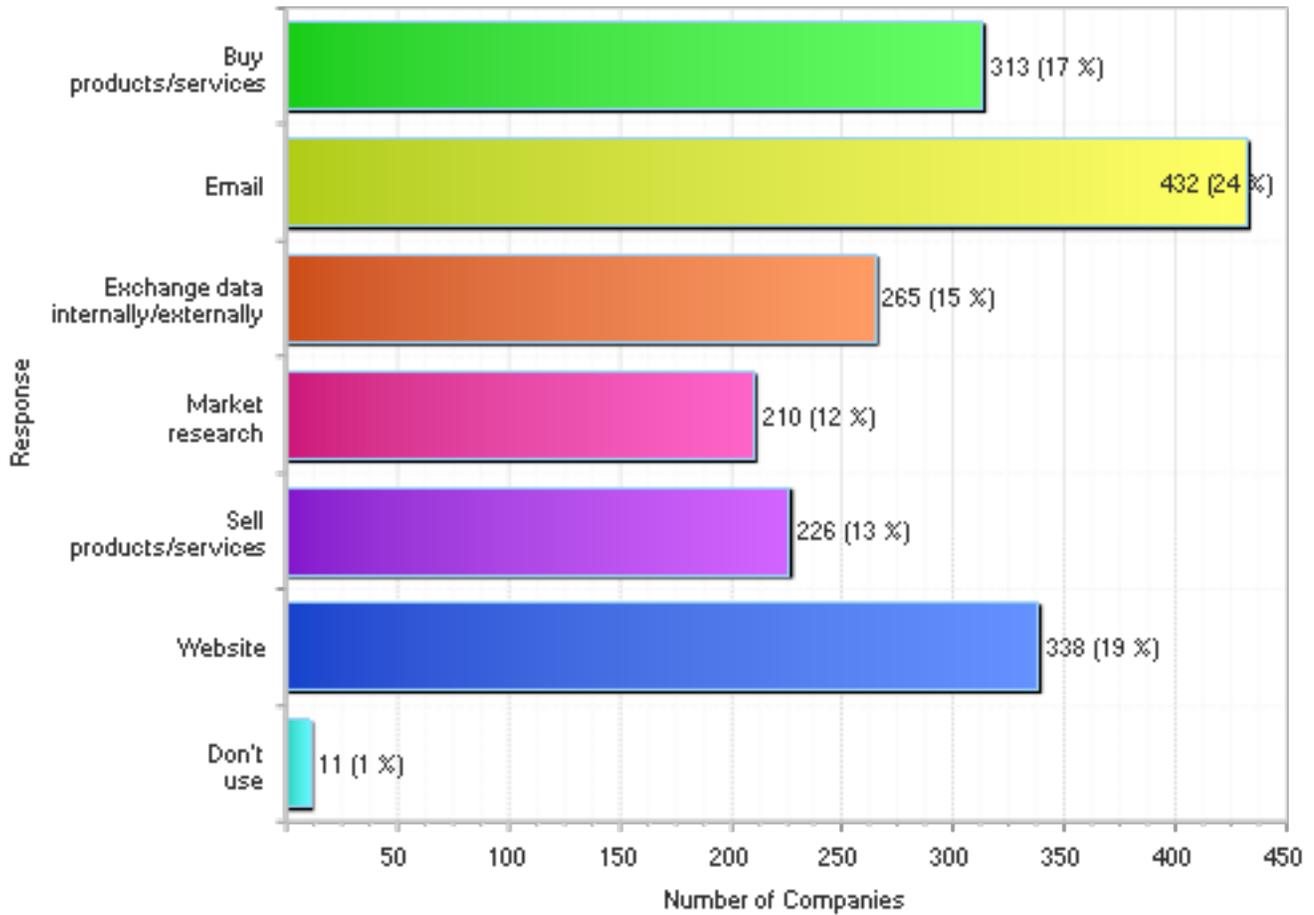
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	94	21%	94	21%
No	357	79%	357	79%
Total	451	100%	451	100%

### Is there a formal workforce training program in place?



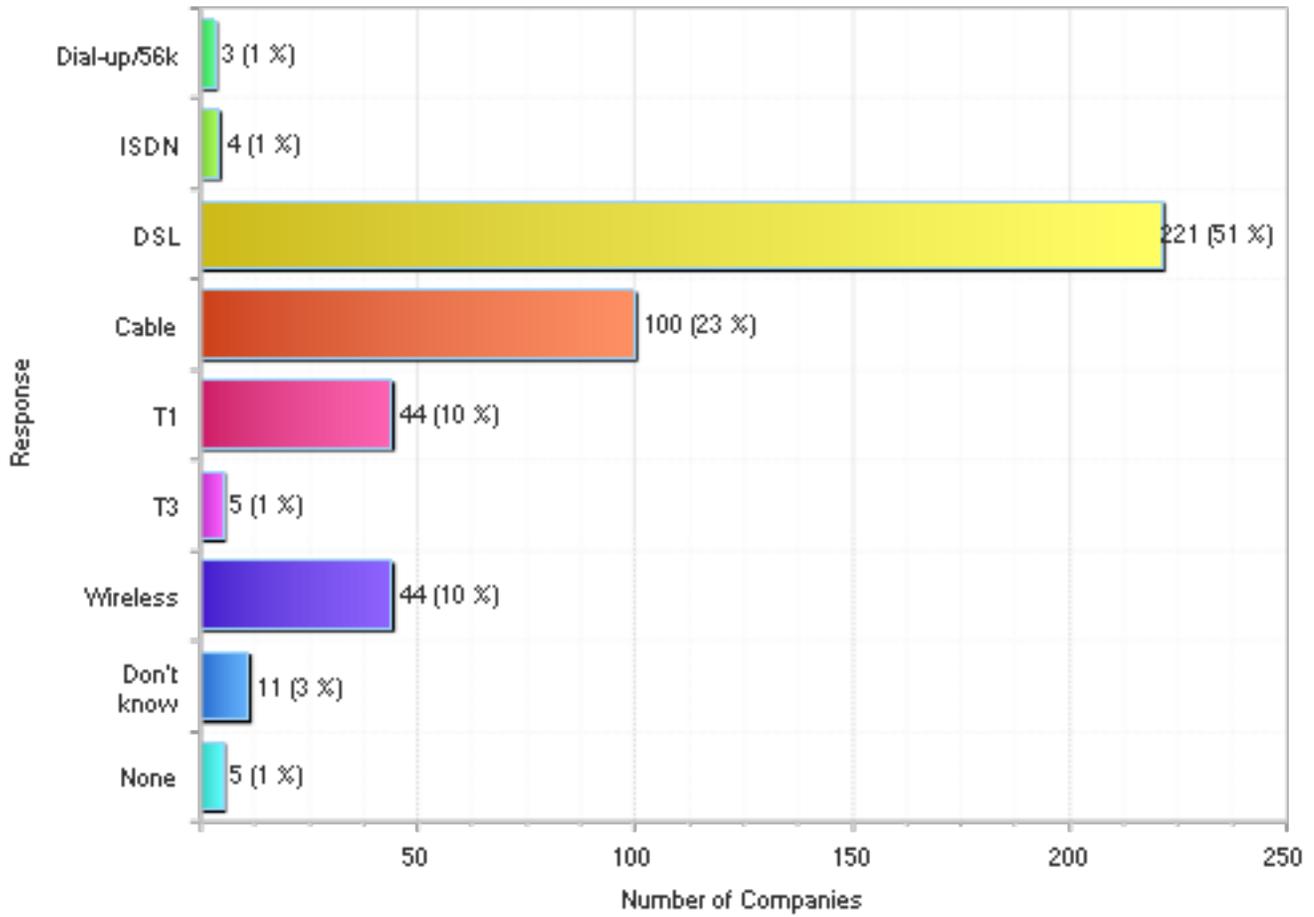
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	241	54%	241	54%
No	205	46%	205	46%
Total	446	100%	446	100%

## Use of Internet



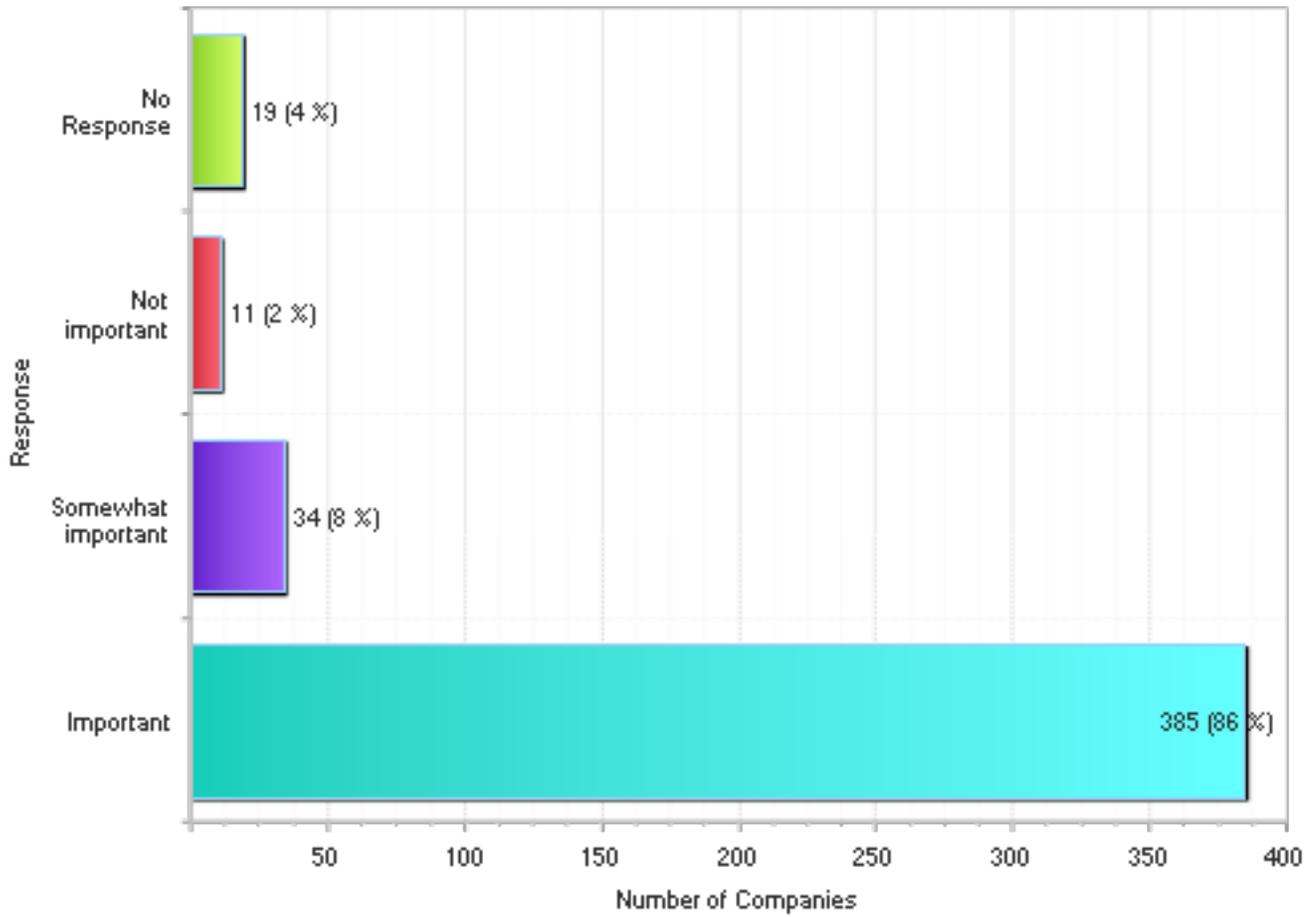
Responses	Series 1	Series 1 (%)	Total	Total (%)
Buy products/services	313	17%	313	17%
Email	432	24%	432	24%
Exchange data internally/externally	265	15%	265	15%
Market research	210	12%	210	12%
Sell products/services	226	13%	226	13%
Website	338	19%	338	19%
Don't use	11	1%	11	1%
Total	1,795	100%	1,795	100%

### Type of Internet connection



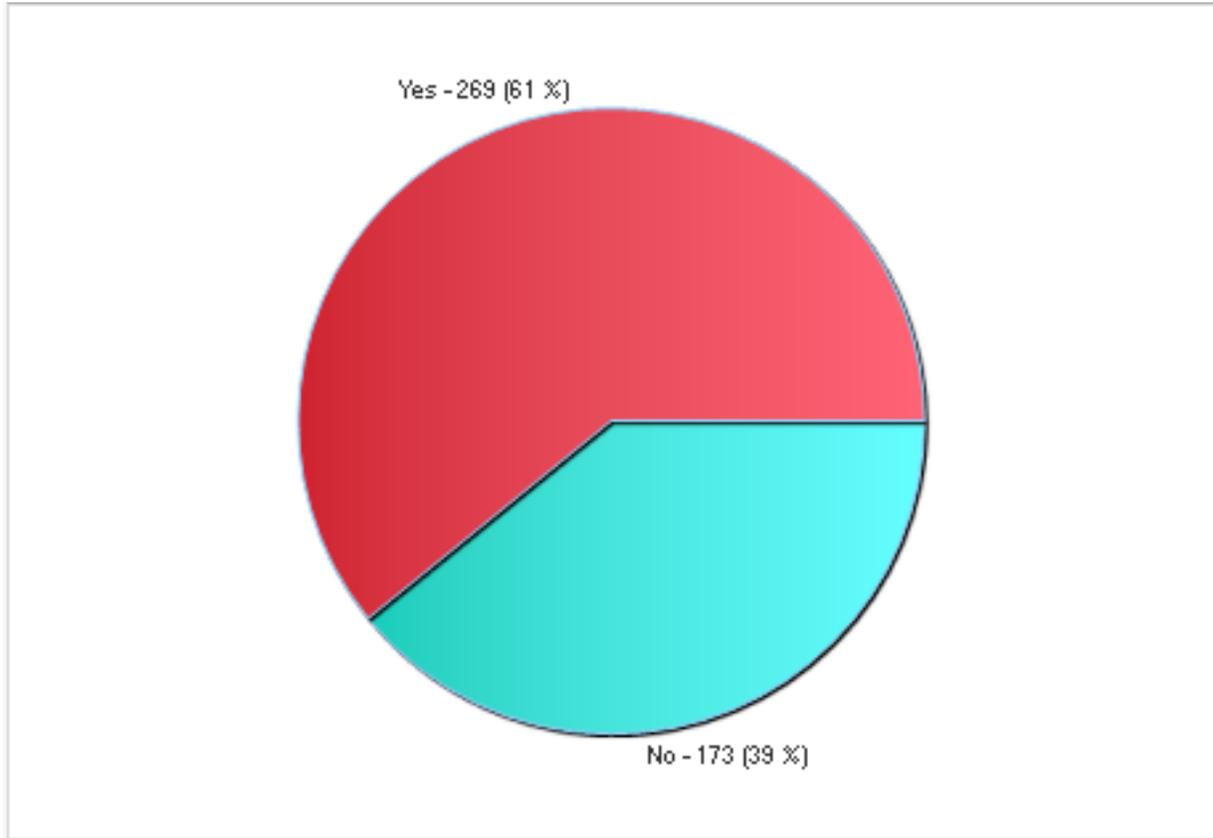
Responses	Series 1	Series 1 (%)	Total	Total (%)
Dial-up/56k	3	1%	3	1%
ISDN	4	1%	4	1%
DSL	221	51%	221	51%
Cable	100	23%	100	23%
T1	44	10%	44	10%
T3	5	1%	5	1%
Wireless	44	10%	44	10%
Don't know	11	3%	11	3%
None	5	1%	5	1%
<b>Total</b>	<b>437</b>	<b>100%</b>	<b>437</b>	<b>100%</b>

### Importance of Internet for your business today



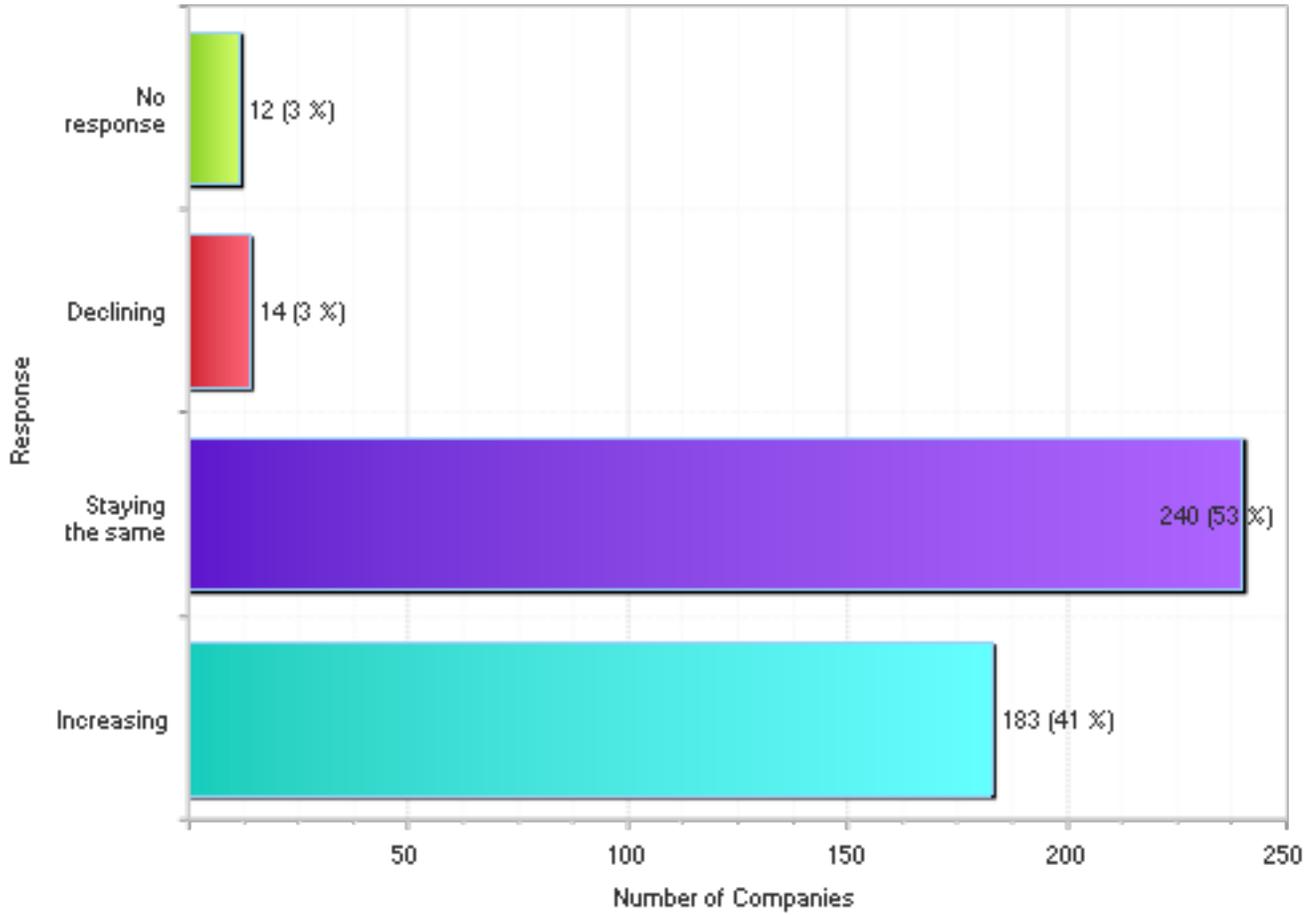
Responses	Series 1	Series 1 (%)	Total	Total (%)
No Response	19	4%	19	4%
Not important	11	2%	11	2%
Somewhat important	34	8%	34	8%
Important	385	86%	385	86%
Total	449	100%	449	100%

### Do you have dedicated IT staff or vendor to handle your IT?



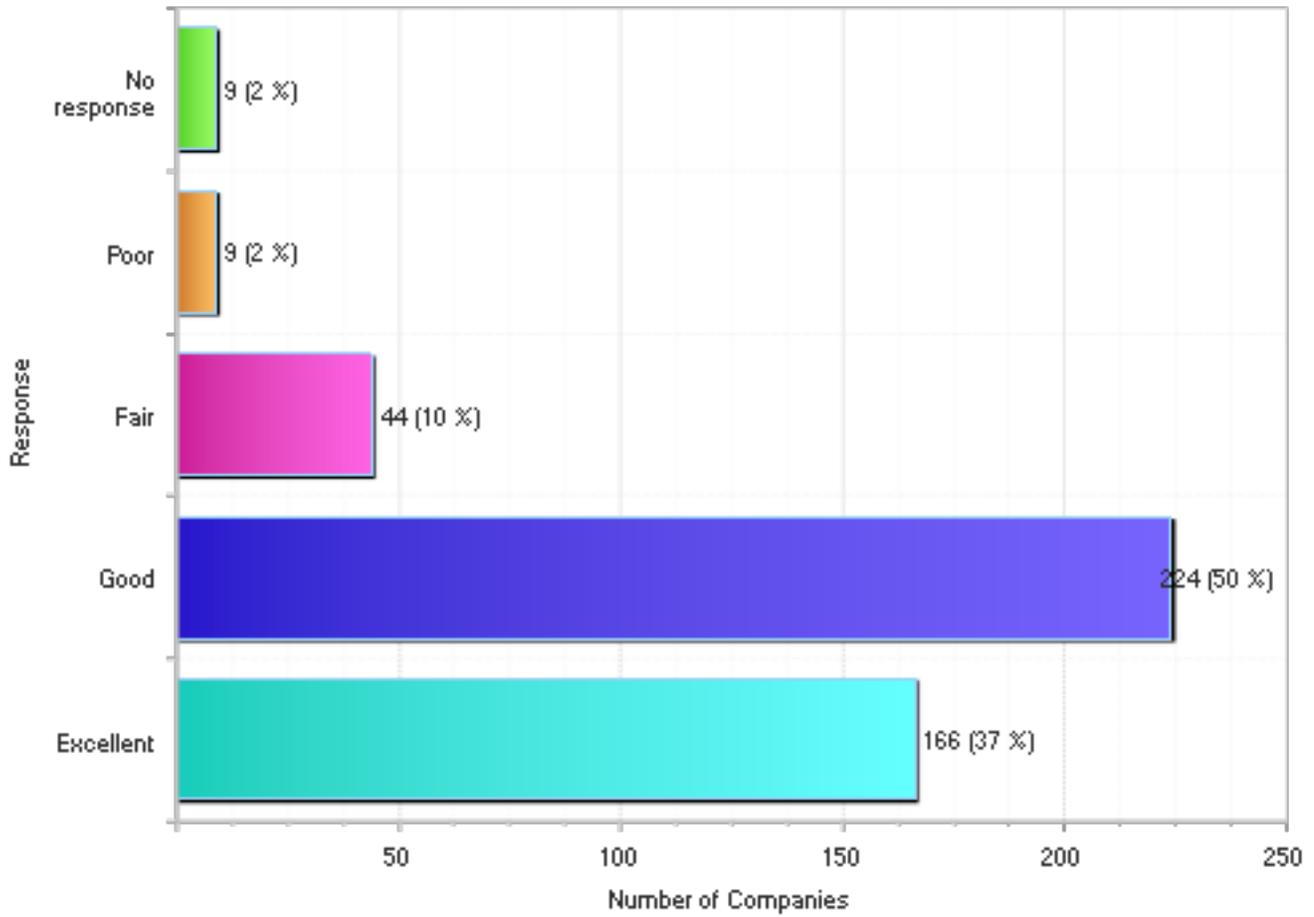
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	269	61%	269	61%
No	173	39%	173	39%
Total	442	100%	442	100%

### What is the status of your investment in IT over the past 18 months?



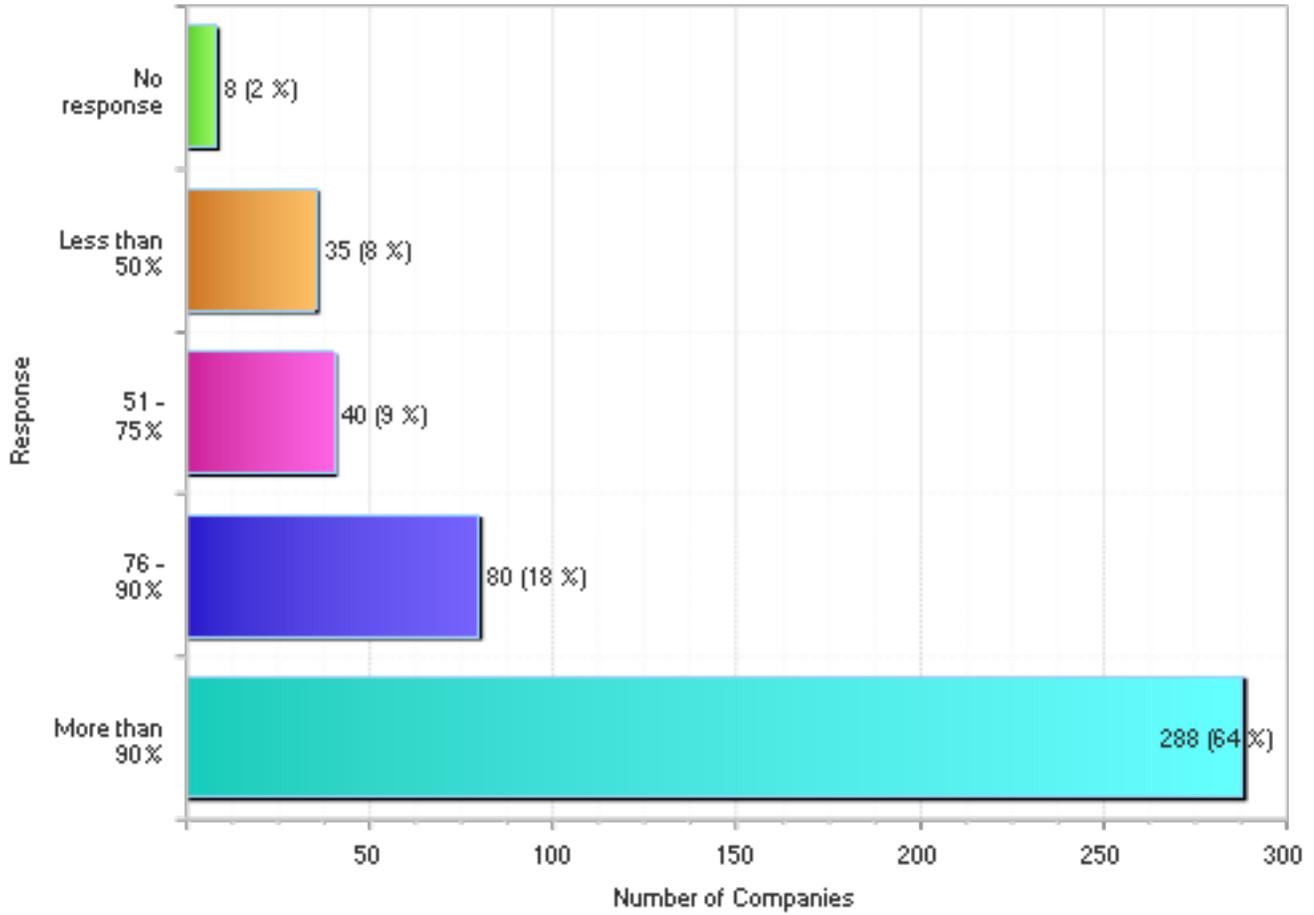
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	12	3%	12	3%
Declining	14	3%	14	3%
Staying the same	240	53%	240	53%
Increasing	183	41%	183	41%
Total	449	100%	449	100%

### Condition of computers and other information technology equipment



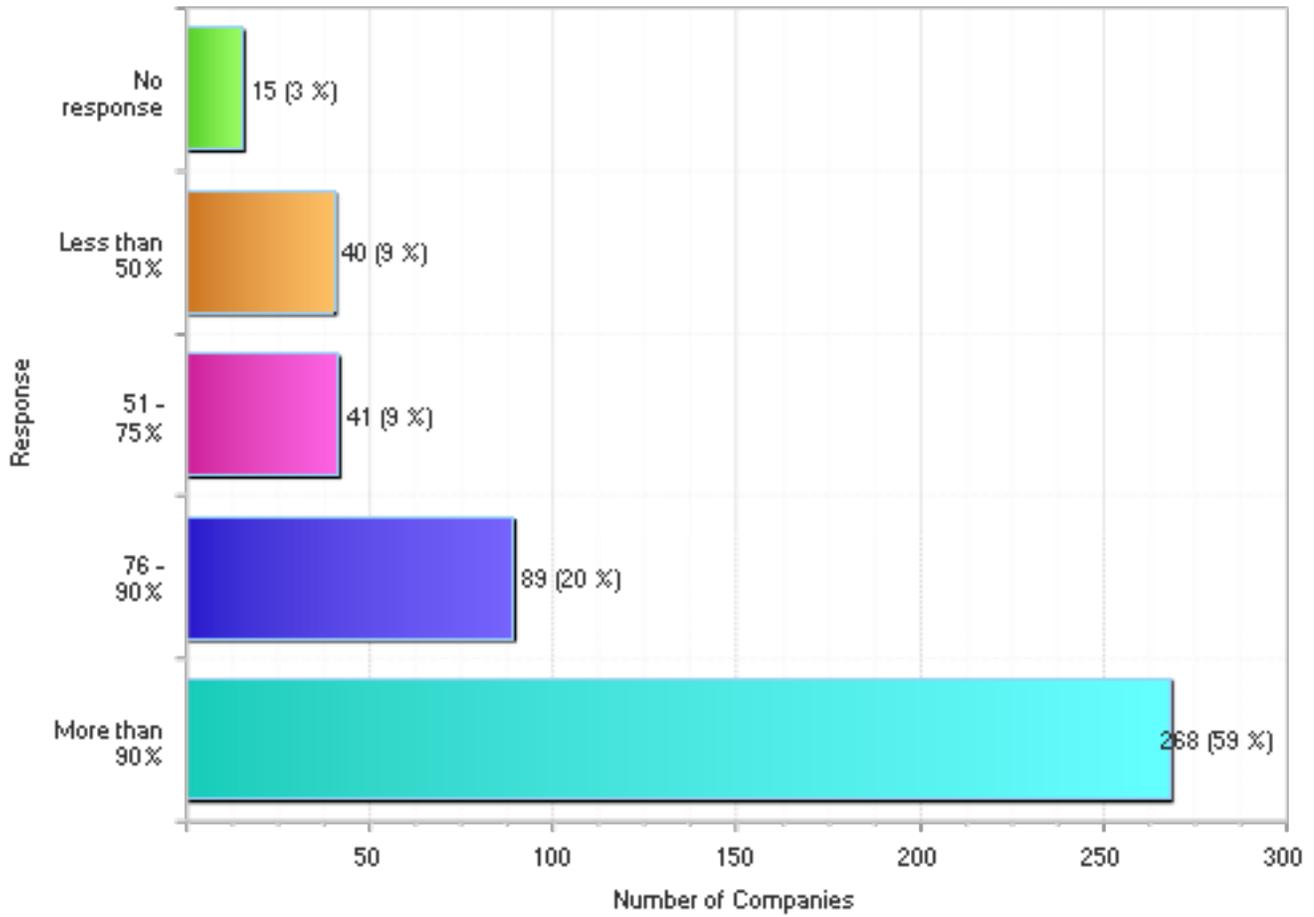
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	9	2%	9	2%
Poor	9	2%	9	2%
Fair	44	10%	44	10%
Good	224	50%	224	50%
Excellent	166	37%	166	37%
Total	452	100%	452	100%

### How much of this facility's space are you currently using?



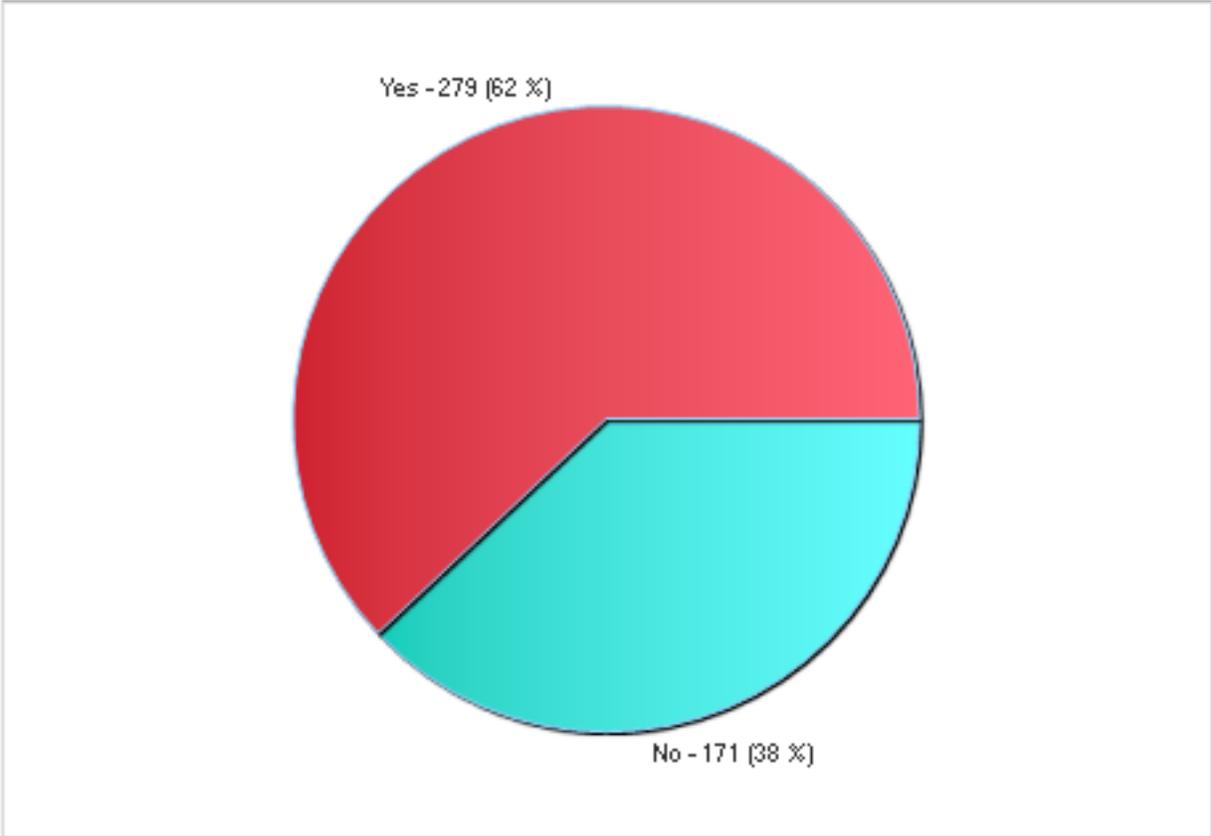
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	8	2%	8	2%
Less than 50%	35	8%	35	8%
51 - 75%	40	9%	40	9%
76 - 90%	80	18%	80	18%
More than 90%	288	64%	288	64%
Total	451	100%	451	100%

### How much equipment capacity are you currently using?



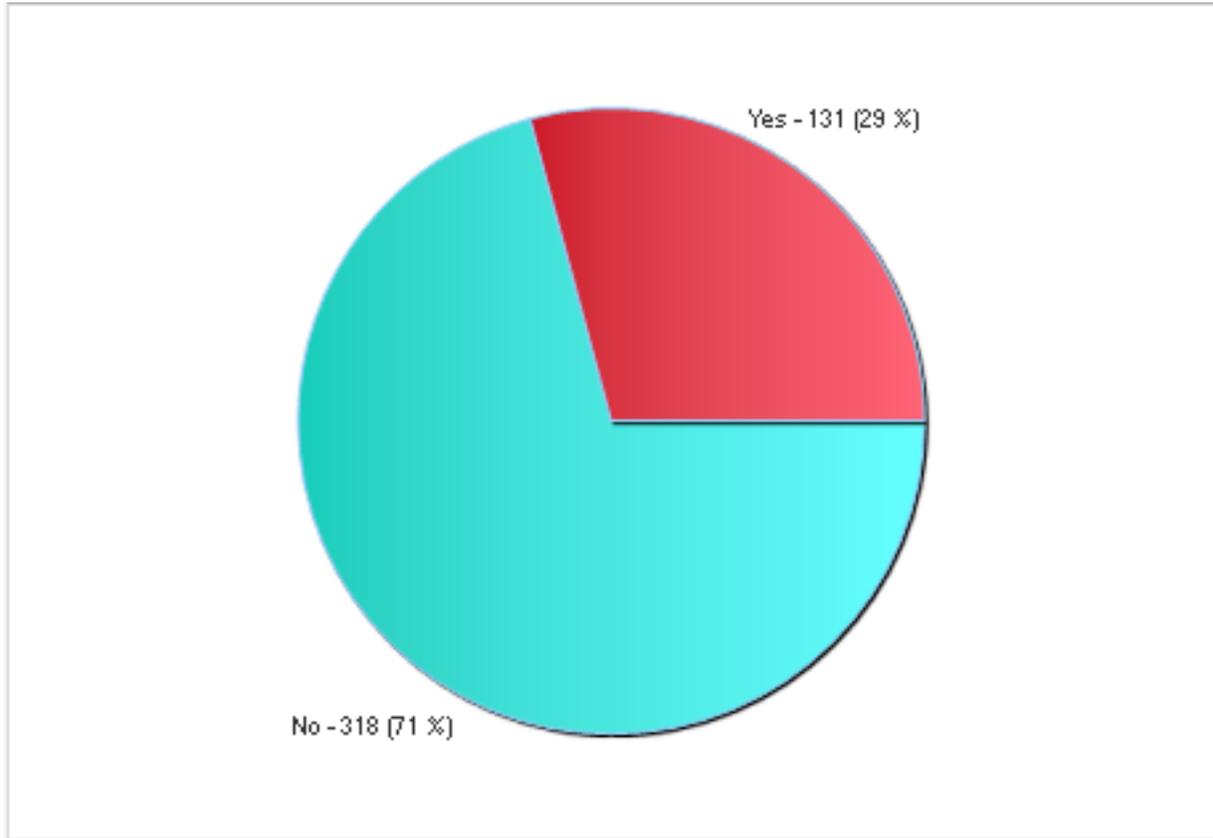
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	15	3%	15	3%
Less than 50%	40	9%	40	9%
51 - 75%	41	9%	41	9%
76 - 90%	89	20%	89	20%
More than 90%	268	59%	268	59%
Total	453	100%	453	100%

**Is there room for expansion at this site?**



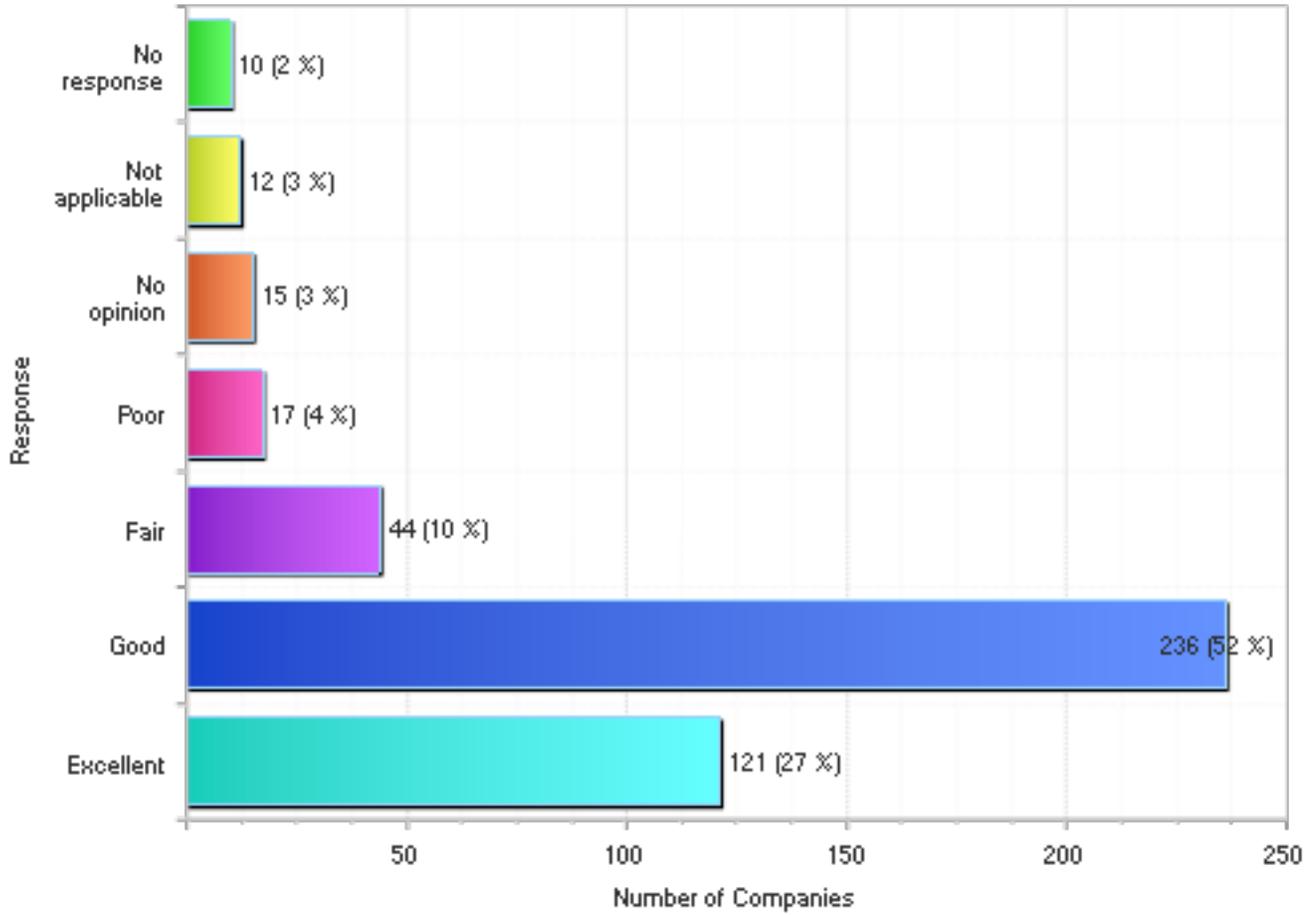
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	279	62%	279	62%
No	171	38%	171	38%
Total	450	100%	450	100%

### Are you planning to expand locally in the next 12 - 18 months?



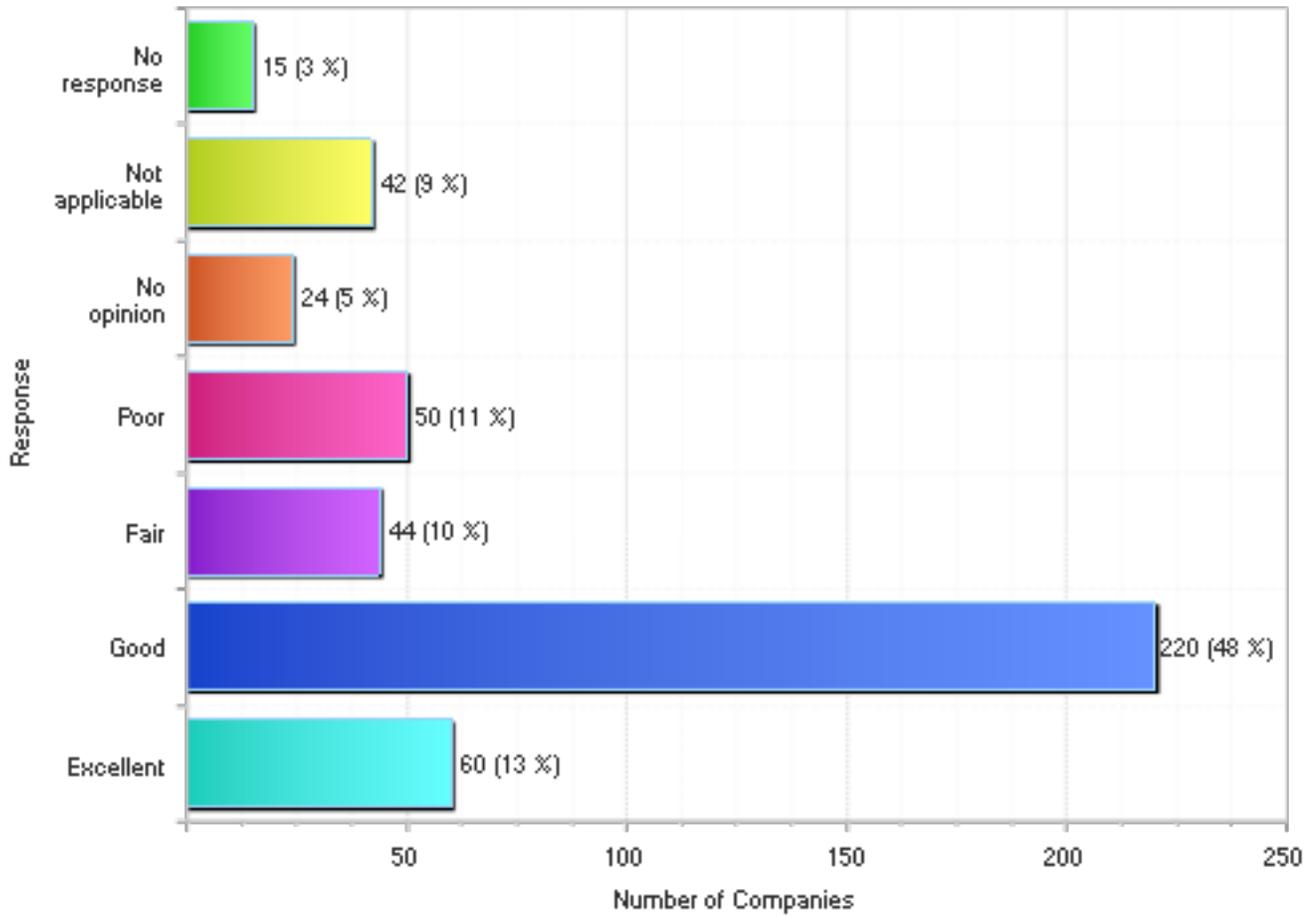
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	131	29%	131	29%
No	318	71%	318	71%
Total	449	100%	449	100%

**Please rate the following - (Public water/sewer)**



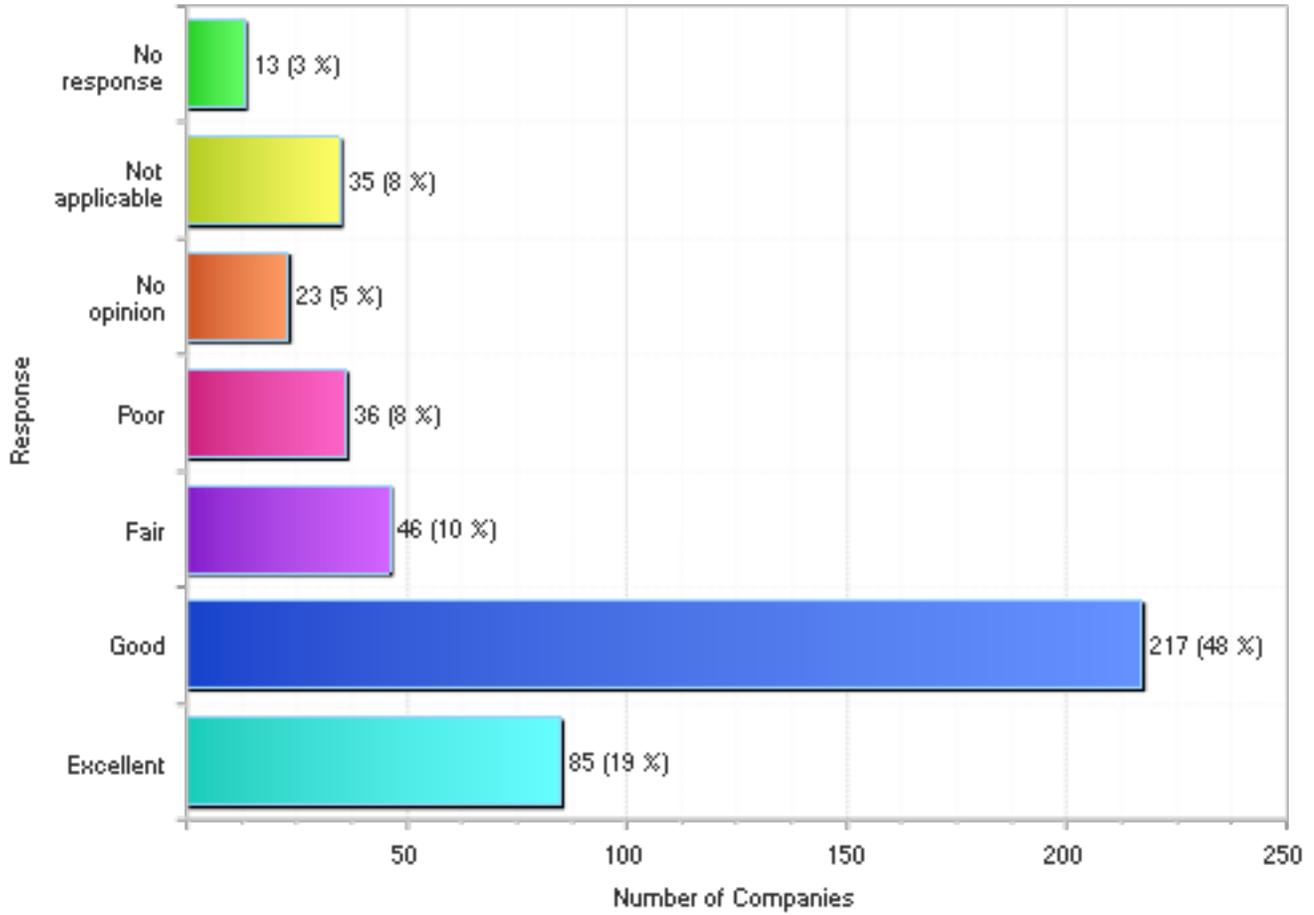
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	10	2%	10	2%
Not applicable	12	3%	12	3%
No opinion	15	3%	15	3%
Poor	17	4%	17	4%
Fair	44	10%	44	10%
Good	236	52%	236	52%
Excellent	121	27%	121	27%
Total	455	100%	455	100%

### Please rate the following - (Code enforcement)



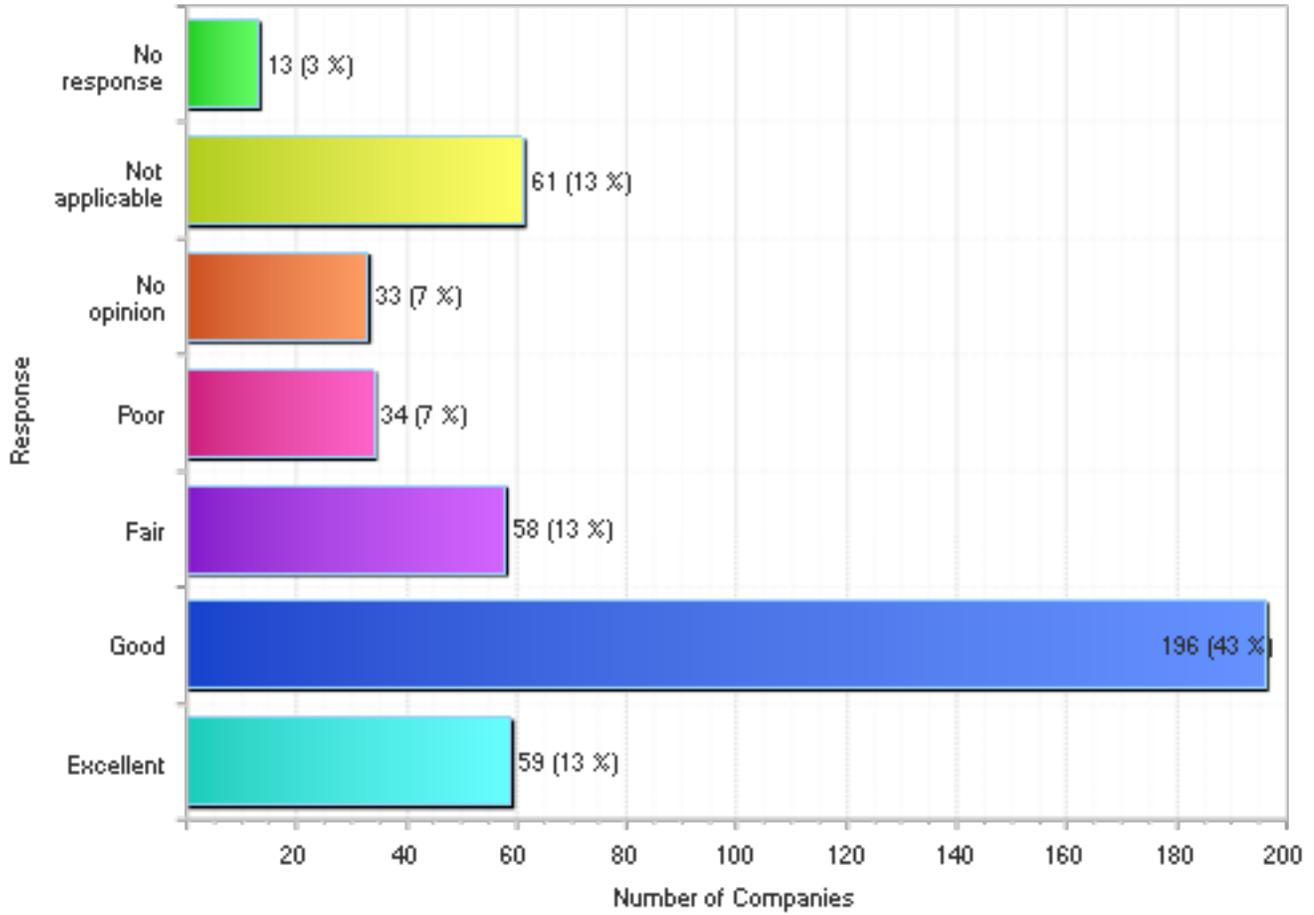
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	15	3%	15	3%
Not applicable	42	9%	42	9%
No opinion	24	5%	24	5%
Poor	50	11%	50	11%
Fair	44	10%	44	10%
Good	220	48%	220	48%
Excellent	60	13%	60	13%
Total	455	100%	455	100%

**Please rate the following - (Building inspection/permitting)**



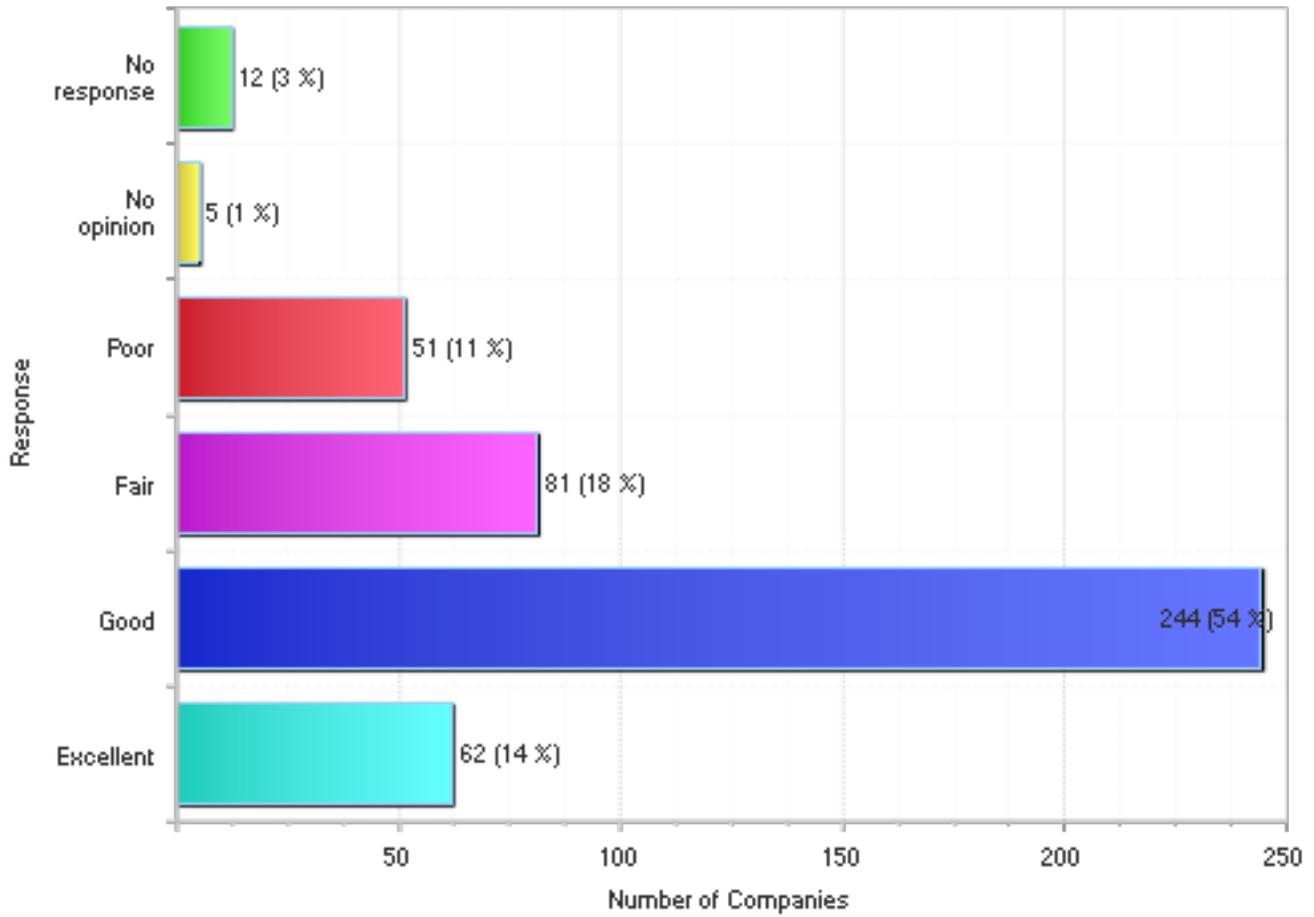
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	13	3%	13	3%
Not applicable	35	8%	35	8%
No opinion	23	5%	23	5%
Poor	36	8%	36	8%
Fair	46	10%	46	10%
Good	217	48%	217	48%
Excellent	85	19%	85	19%
Total	455	100%	455	100%

**Please rate the following - (Zoning/Land use)**



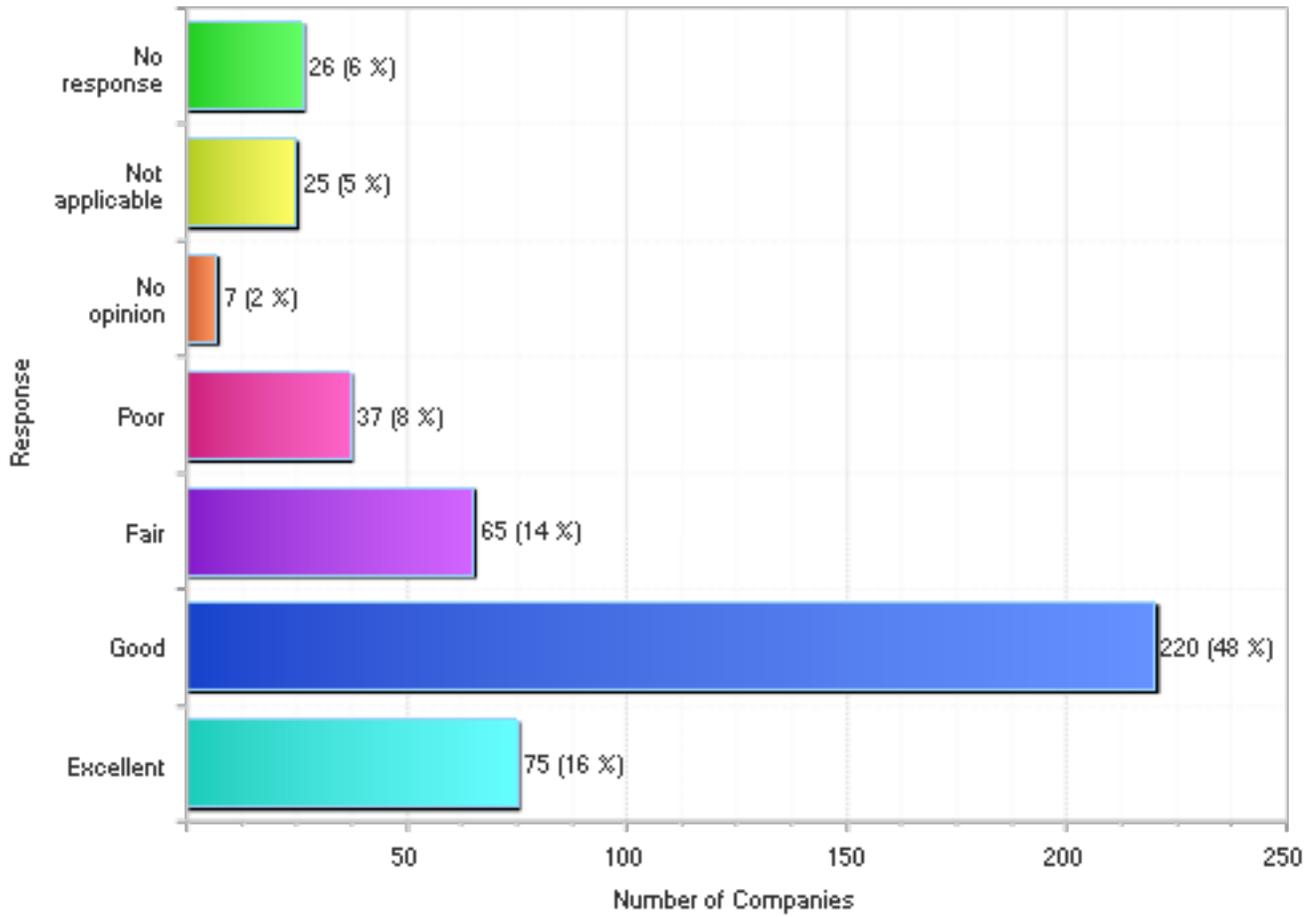
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	13	3%	13	3%
Not applicable	61	13%	61	13%
No opinion	33	7%	33	7%
Poor	34	7%	34	7%
Fair	58	13%	58	13%
Good	196	43%	196	43%
Excellent	59	13%	59	13%
Total	454	100%	454	100%

**Please rate the following - (Local road network/condition)**



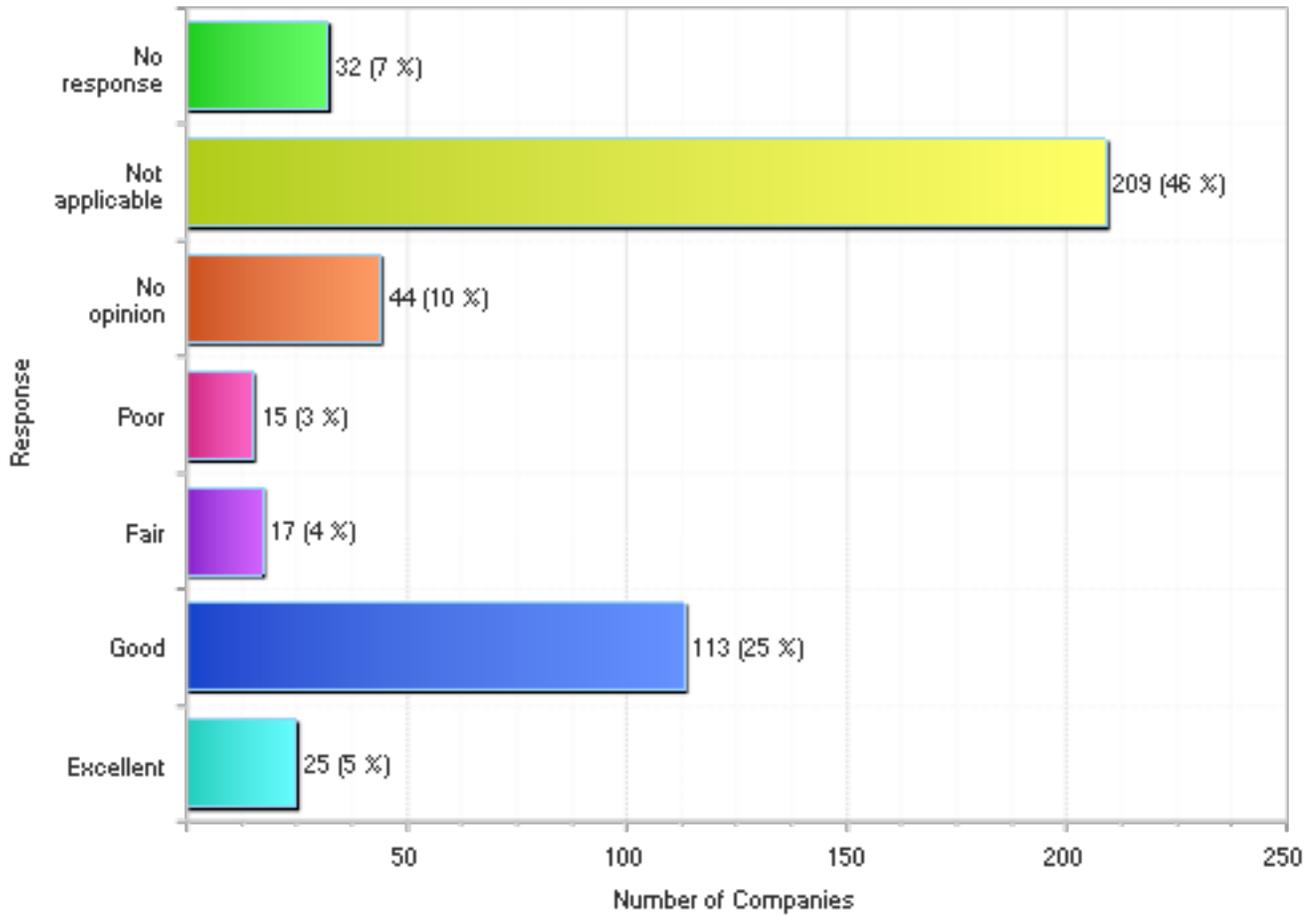
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	12	3%	12	3%
No opinion	5	1%	5	1%
Poor	51	11%	51	11%
Fair	81	18%	81	18%
Good	244	54%	244	54%
Excellent	62	14%	62	14%
Total	455	100%	455	100%

**Please rate the following - (Interstate highway system/condition)**



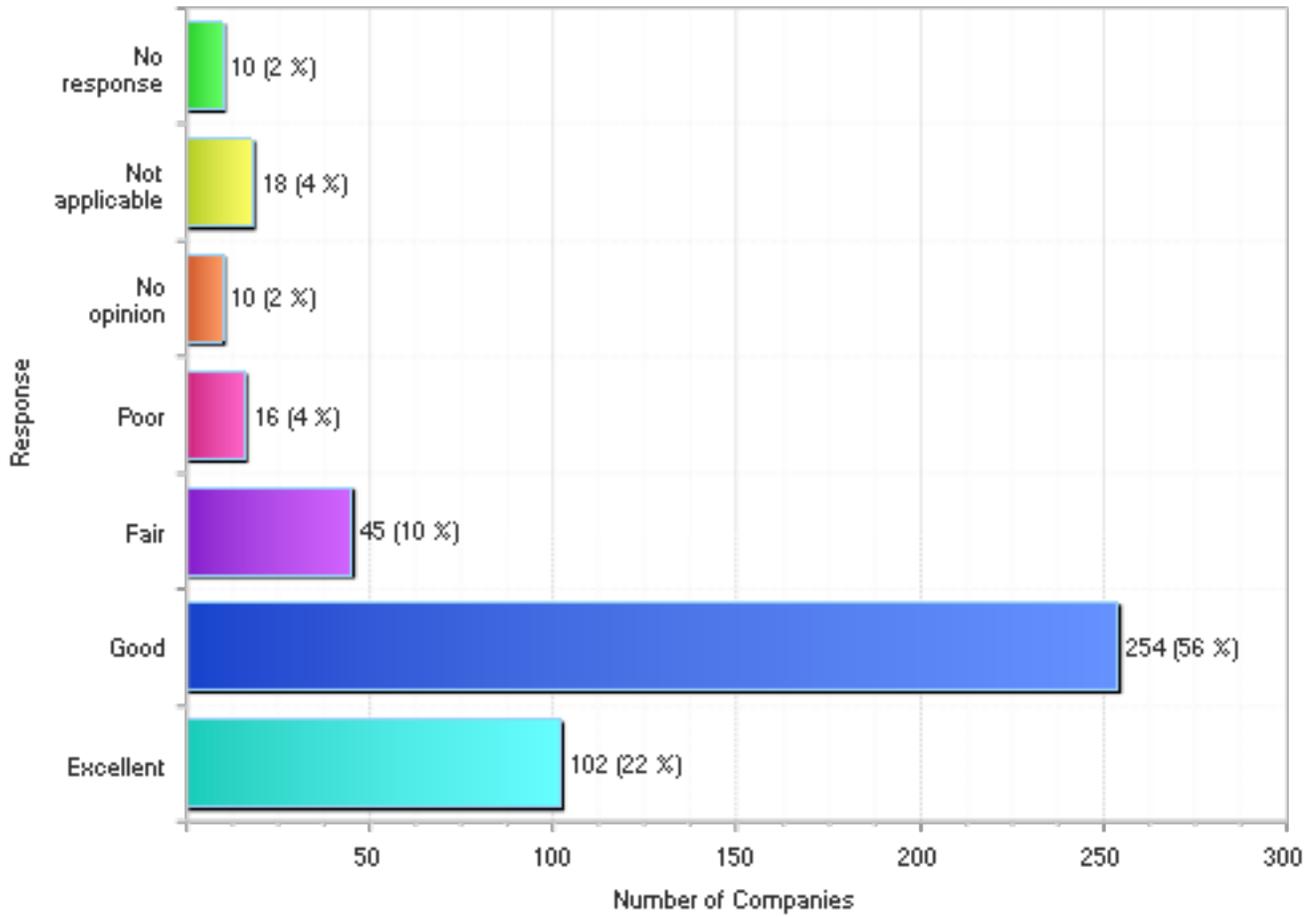
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	26	6%	26	6%
Not applicable	25	5%	25	5%
No opinion	7	2%	7	2%
Poor	37	8%	37	8%
Fair	65	14%	65	14%
Good	220	48%	220	48%
Excellent	75	16%	75	16%
Total	455	100%	455	100%

### Please rate the following - (Airport)



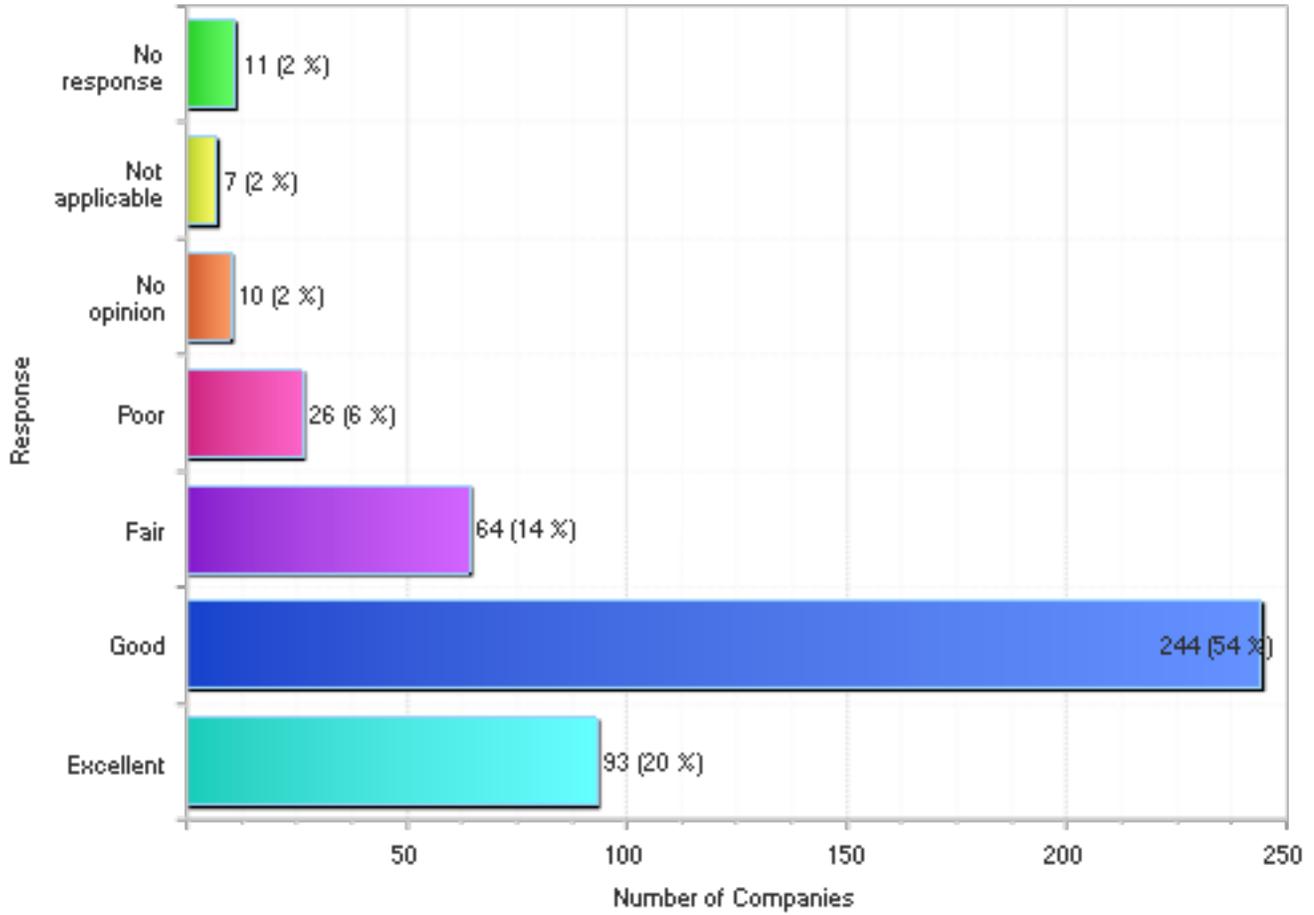
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	32	7%	32	7%
Not applicable	209	46%	209	46%
No opinion	44	10%	44	10%
Poor	15	3%	15	3%
Fair	17	4%	17	4%
Good	113	25%	113	25%
Excellent	25	5%	25	5%
Total	455	100%	455	100%

### Please rate the following - (Utility (Gas))



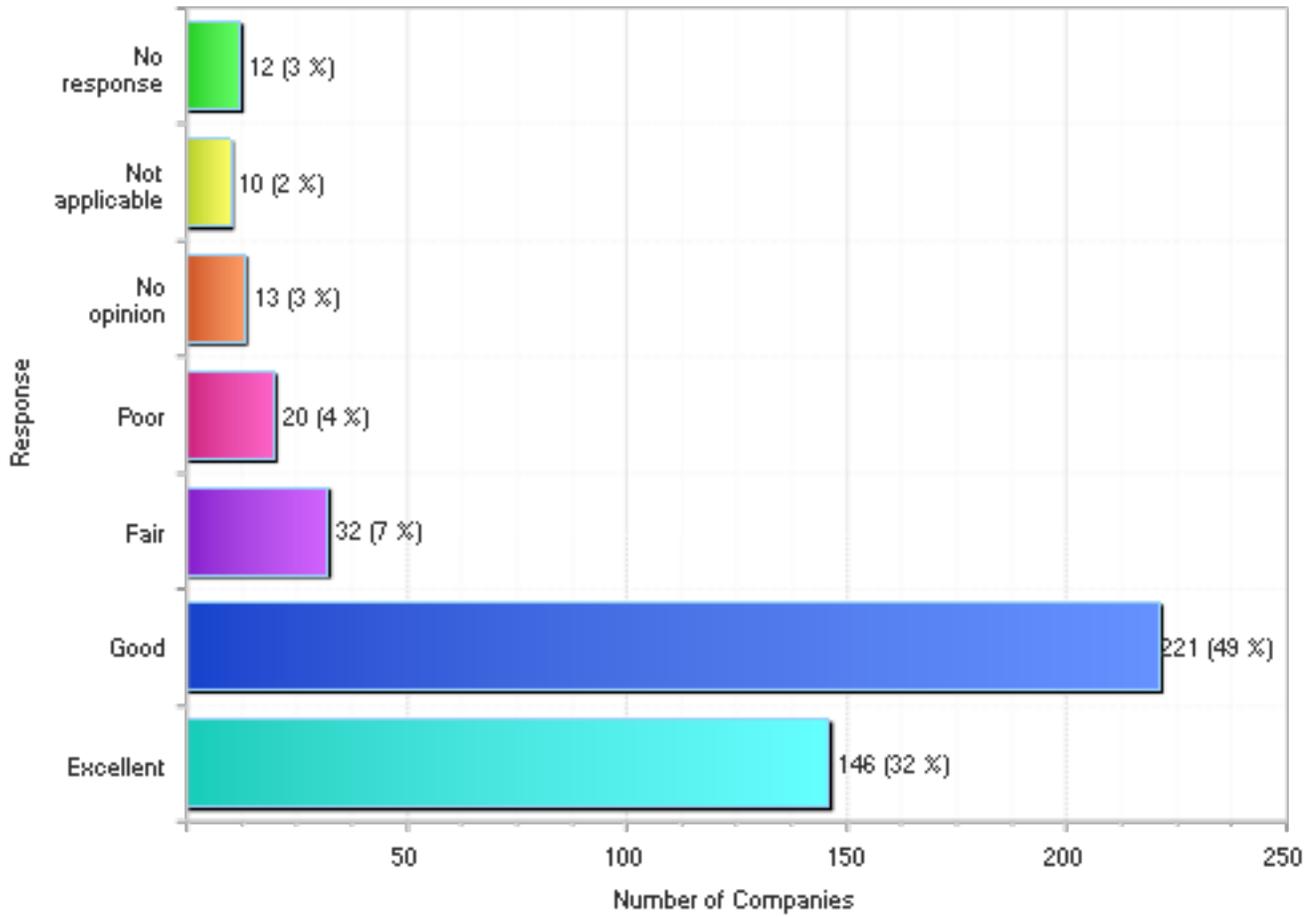
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	10	2%	10	2%
Not applicable	18	4%	18	4%
No opinion	10	2%	10	2%
Poor	16	4%	16	4%
Fair	45	10%	45	10%
Good	254	56%	254	56%
Excellent	102	22%	102	22%
Total	455	100%	455	100%

**Please rate the following - (Utility (Electric))**



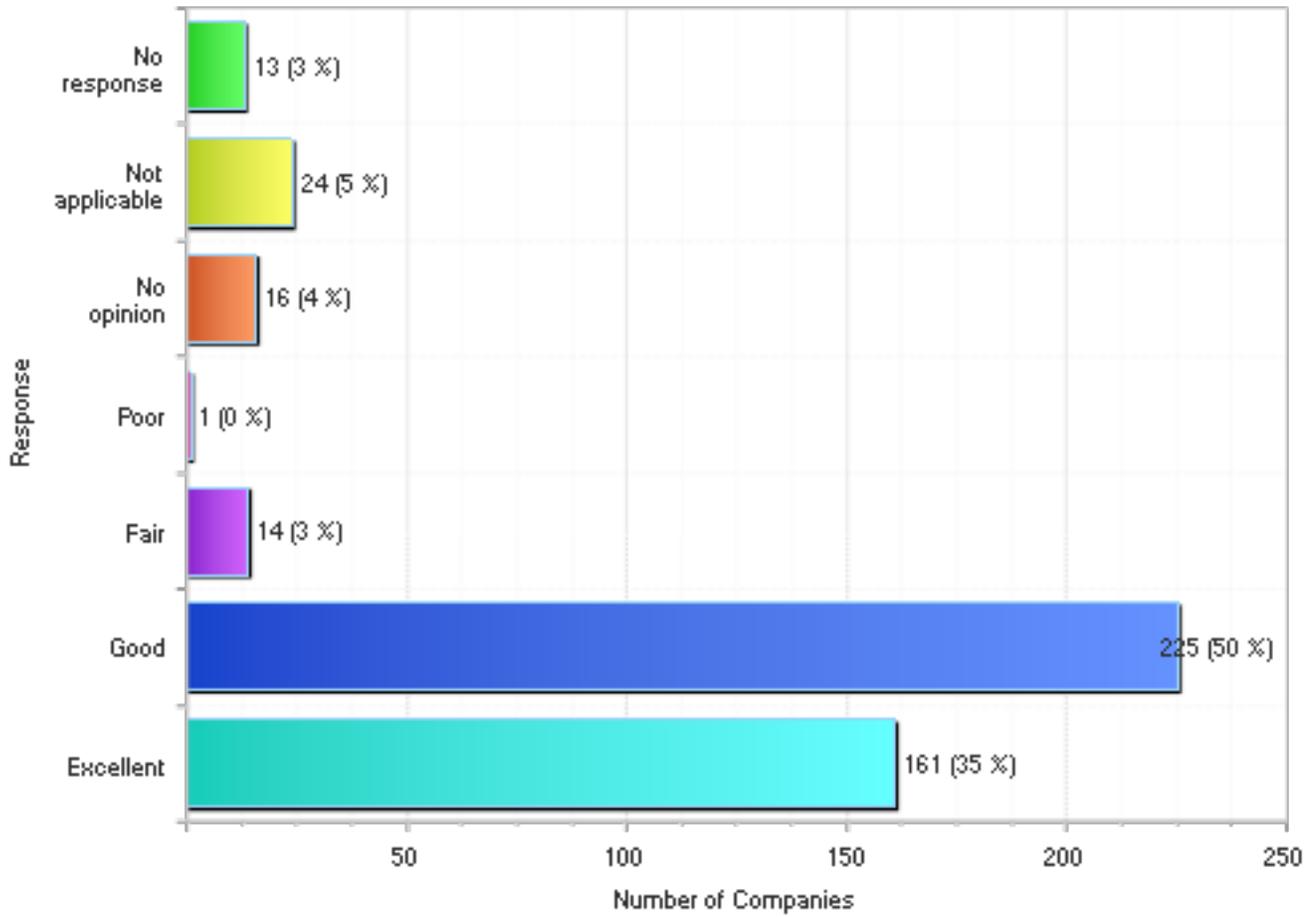
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	11	2%	11	2%
Not applicable	7	2%	7	2%
No opinion	10	2%	10	2%
Poor	26	6%	26	6%
Fair	64	14%	64	14%
Good	244	54%	244	54%
Excellent	93	20%	93	20%
Total	455	100%	455	100%

### Please rate the following - (Police protection)



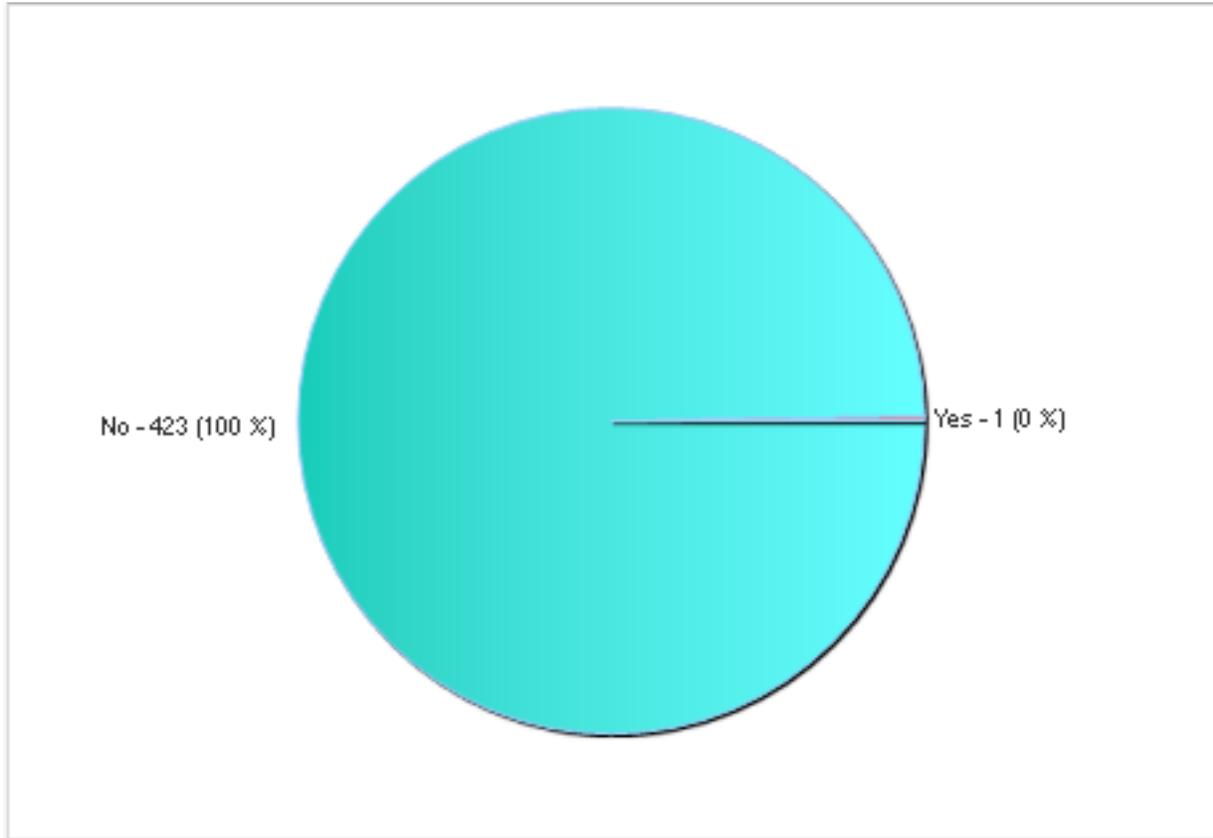
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	12	3%	12	3%
Not applicable	10	2%	10	2%
No opinion	13	3%	13	3%
Poor	20	4%	20	4%
Fair	32	7%	32	7%
Good	221	49%	221	49%
Excellent	146	32%	146	32%
Total	454	100%	454	100%

**Please rate the following - (Fire/emergency services)**



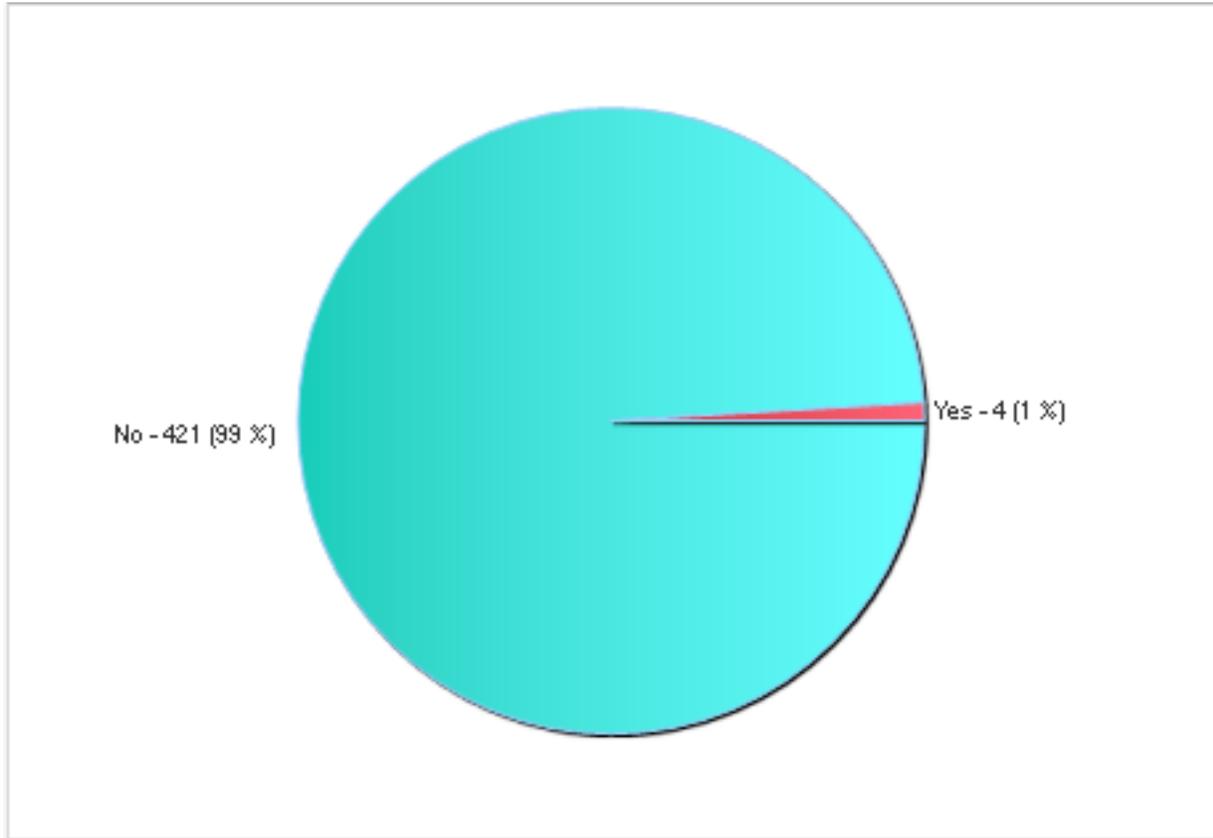
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	13	3%	13	3%
Not applicable	24	5%	24	5%
No opinion	16	4%	16	4%
Poor	1	0%	1	0%
Fair	14	3%	14	3%
Good	225	50%	225	50%
Excellent	161	35%	161	35%
Total	454	100%	454	100%

### Government assistance received - (Recieved assistance?)



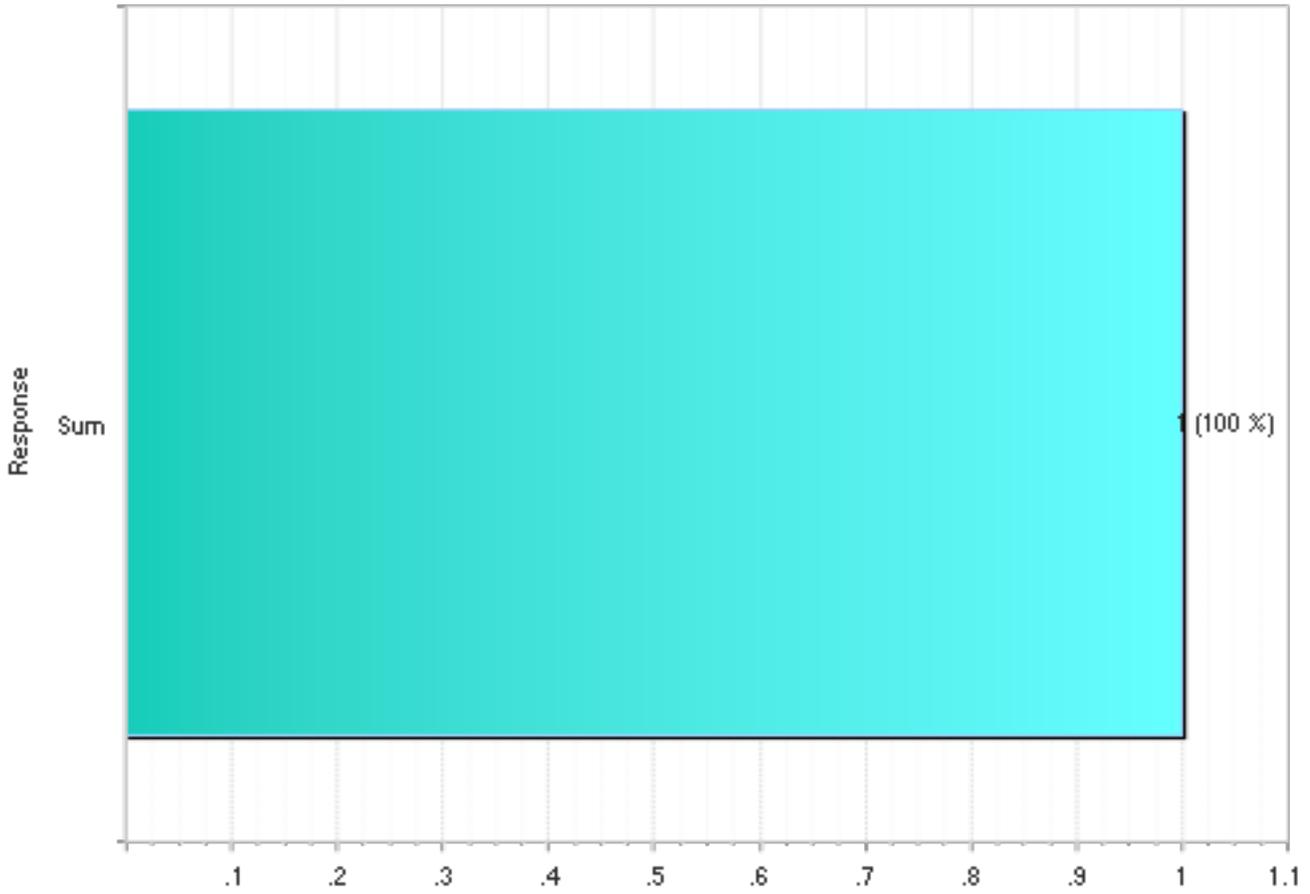
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	1	0%	1	0%
No	423	100%	423	100%
Total	424	100%	424	100%

## Targeted Business Tax Credits



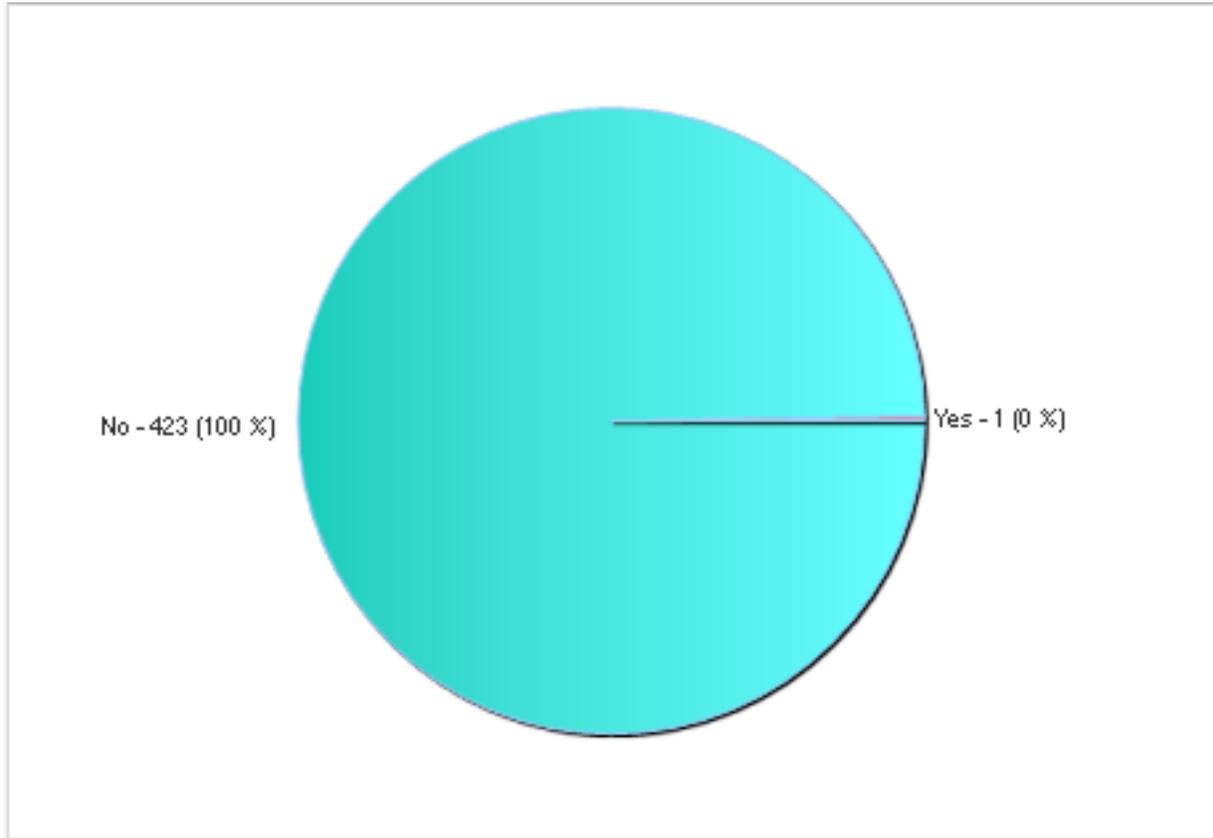
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	4	1%	4	1%
No	421	99%	421	99%
Total	425	100%	425	100%

## Targeted Business Tax Credits



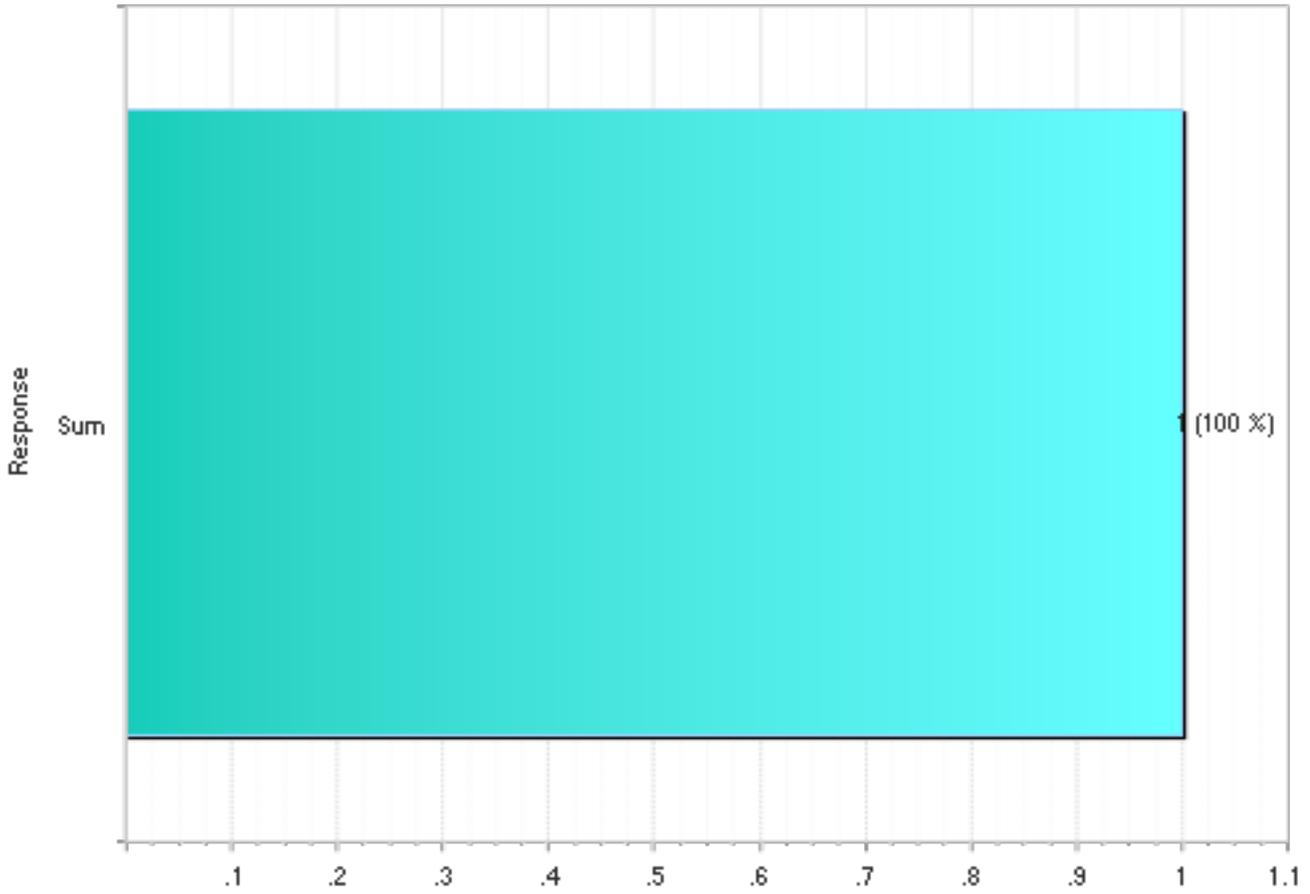
Responses	Series 1	Series 1 (%)	Total	Total (%)
Sum	\$1.00	100%	\$1.00	100%
Total	\$1.00	100%	\$1.00	100%

## Enterprise Zone Plant and Equipment



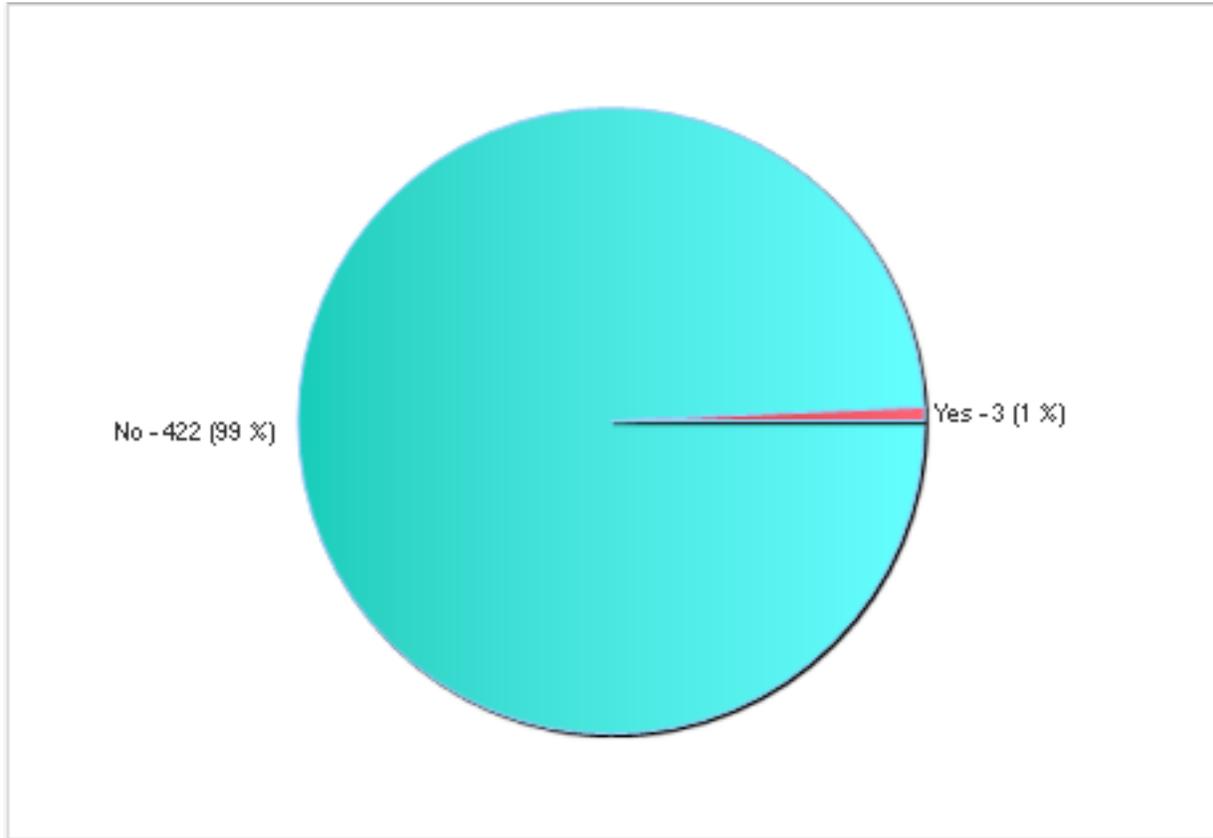
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	1	0%	1	0%
No	423	100%	423	100%
Total	424	100%	424	100%

### Enterprise Zone Plant and Equipment



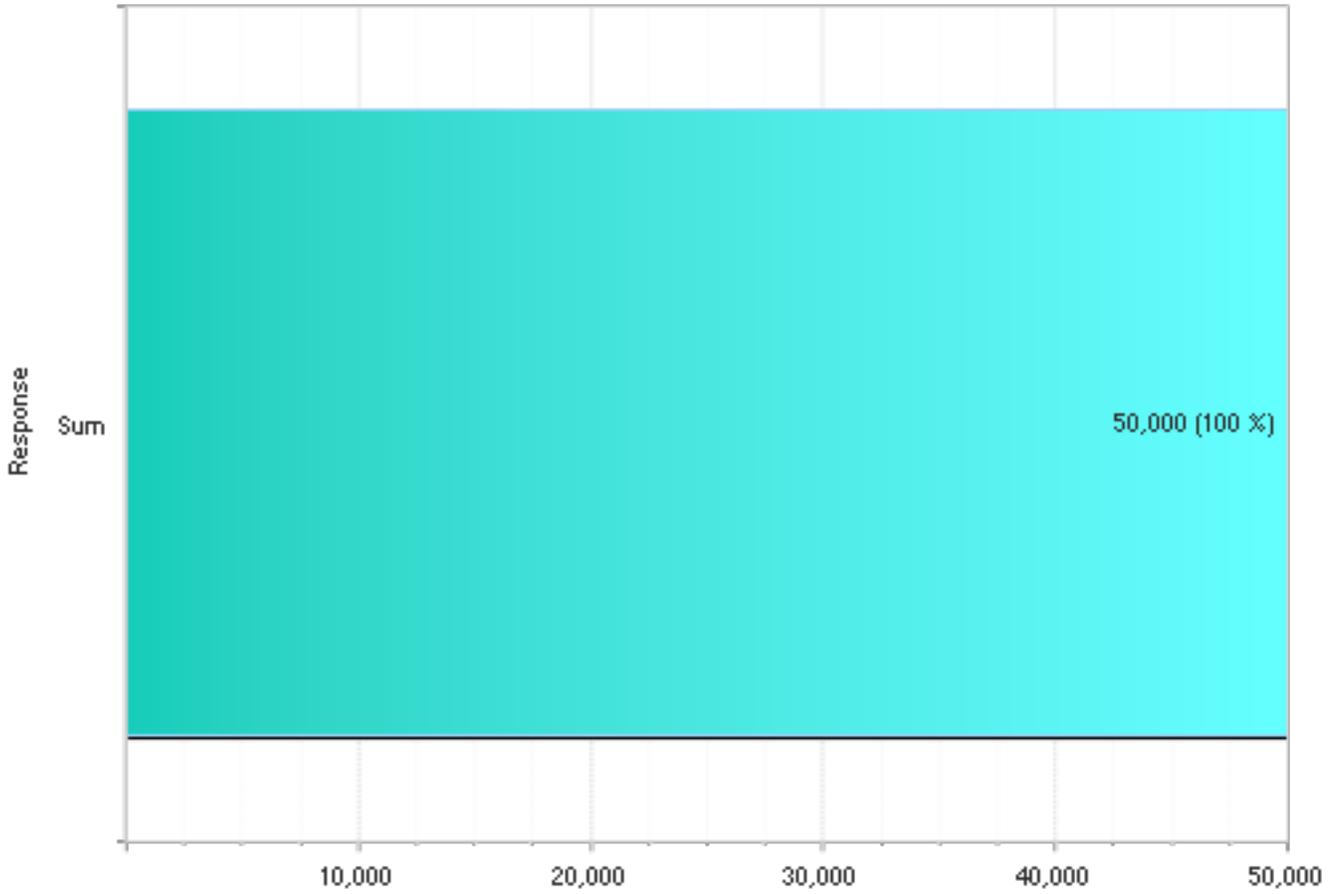
Responses	Series 1	Series 1 (%)	Total	Total (%)
Sum	\$1.00	100%	\$1.00	100%
Total	\$1.00	100%	\$1.00	100%

## Enterprise Zone Plant and Equipment



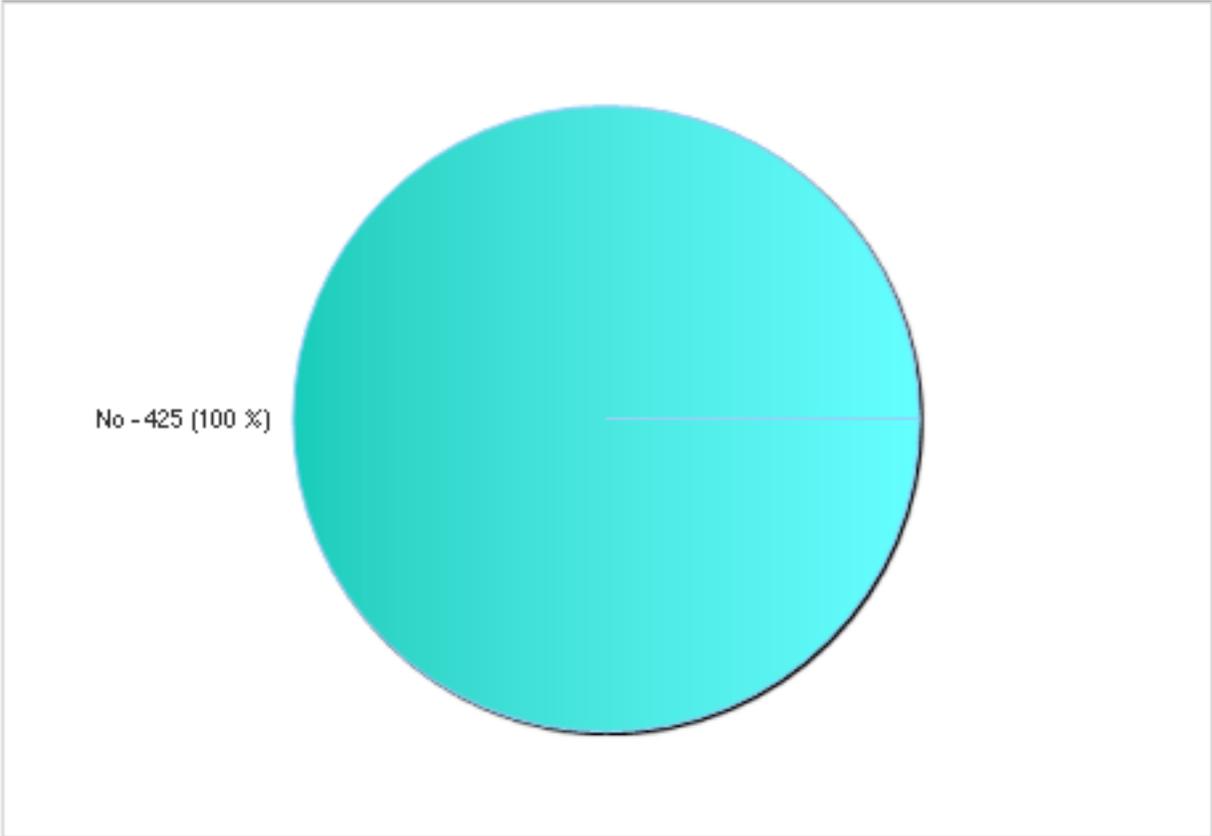
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	3	1%	3	1%
No	422	99%	422	99%
Total	425	100%	425	100%

### Enterprise Zone Plant and Equipment



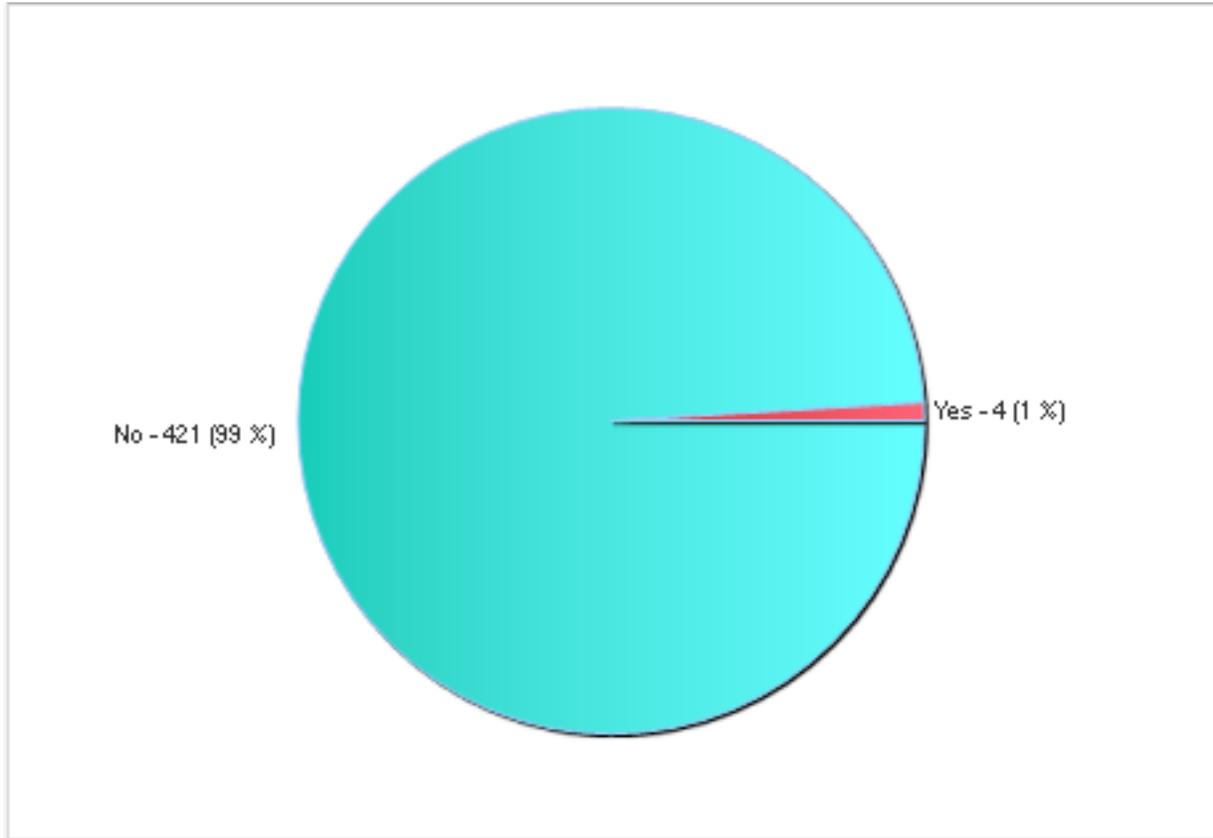
Responses	Series 1	Series 1 (%)	Total	Total (%)
Sum	\$50,000.00	100%	\$50,000.00	100%
Total	\$50,000.00	100%	\$50,000.00	100%

# Enterprise Zone Building Rehabilitation



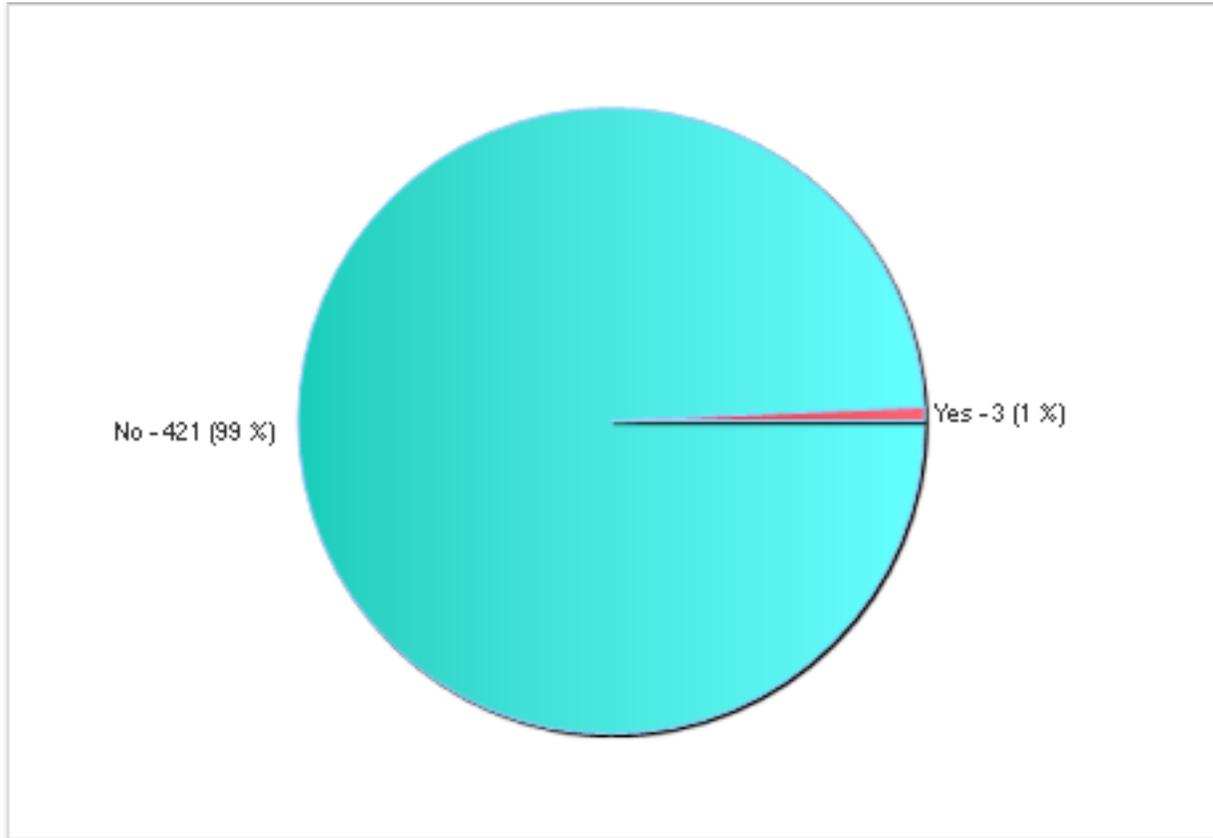
Responses	Series 1	Series 1 (%)	Total	Total (%)
No	425	100%	425	100%
Total	425	100%	425	100%

### RecyclingZone Credits



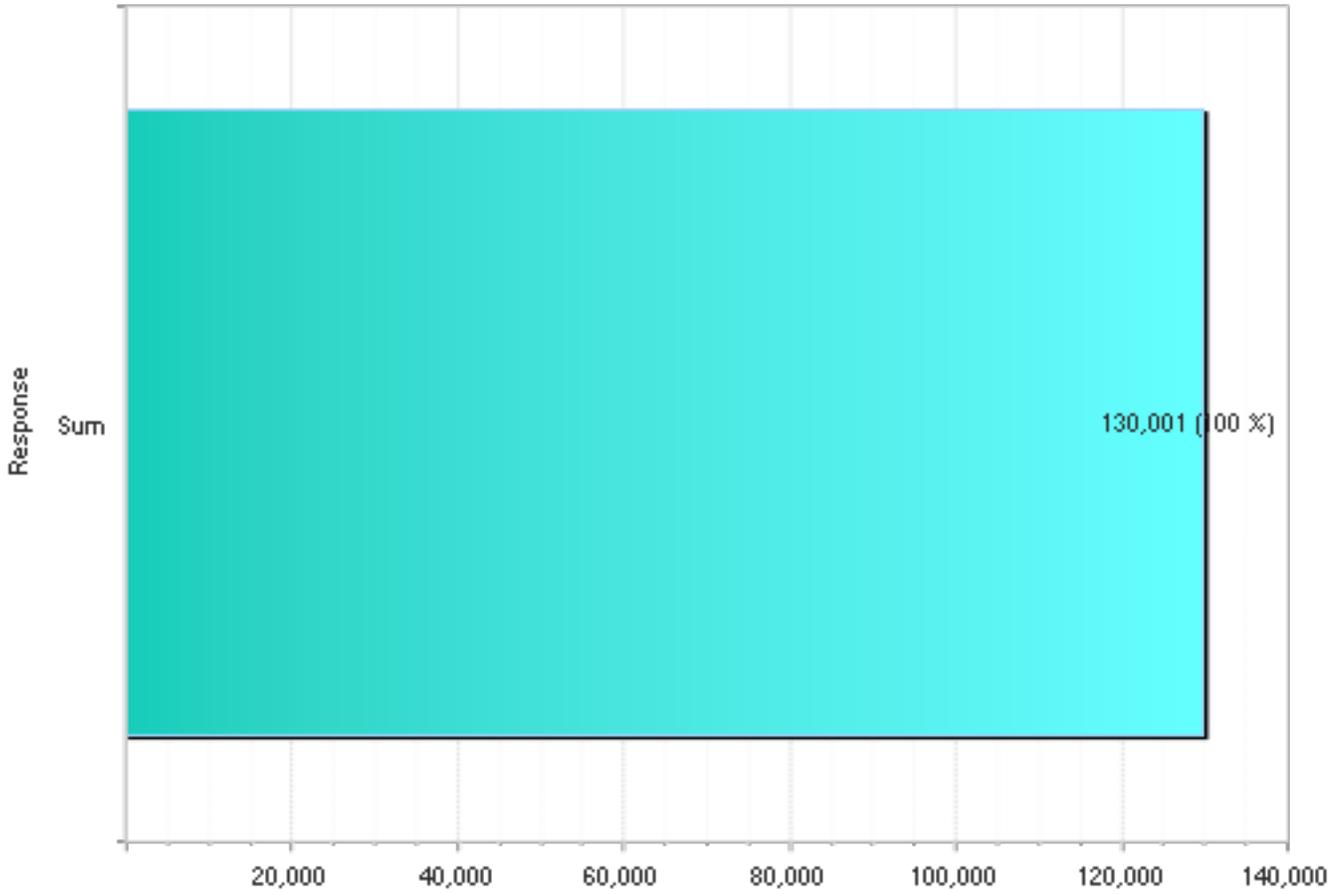
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	4	1%	4	1%
No	421	99%	421	99%
Total	425	100%	425	100%

### Economic Dev Tax Increment Finance



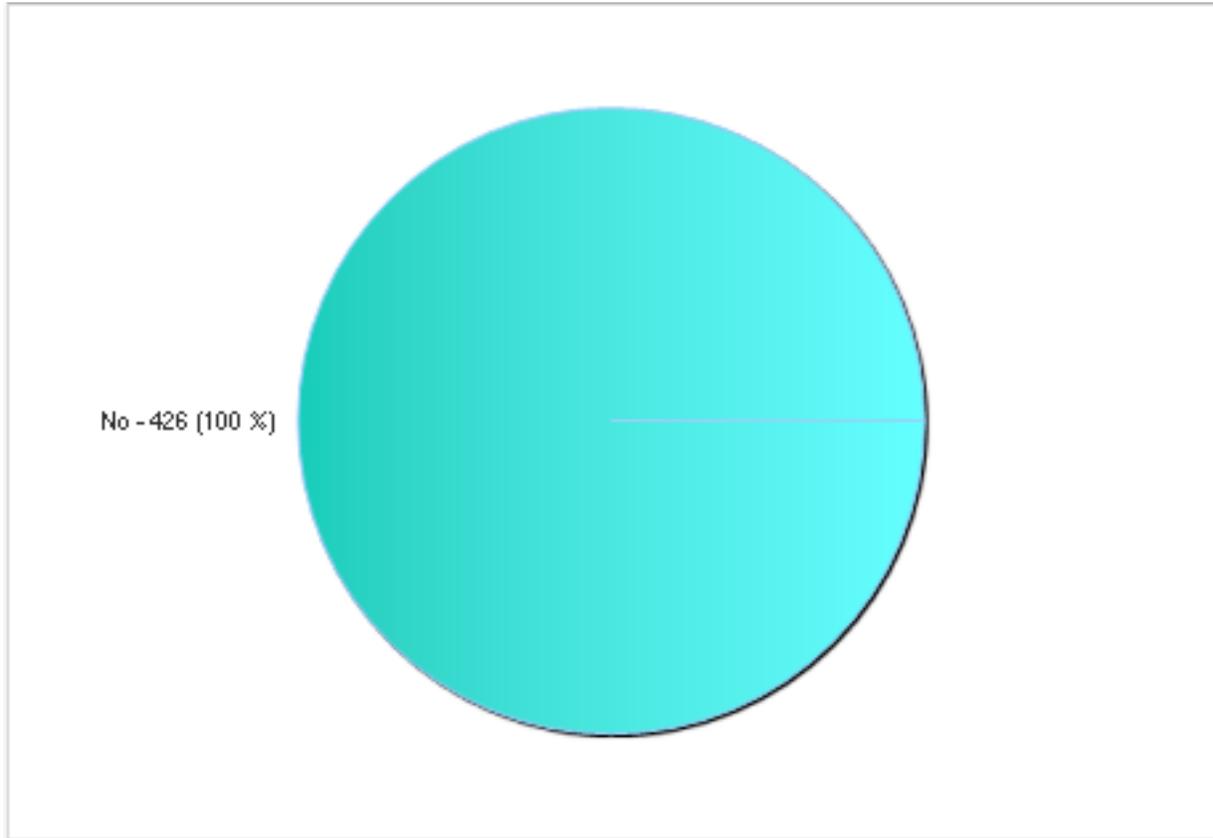
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	3	1%	3	1%
No	421	99%	421	99%
Total	424	100%	424	100%

### Economic Dev Tax Increment Finance



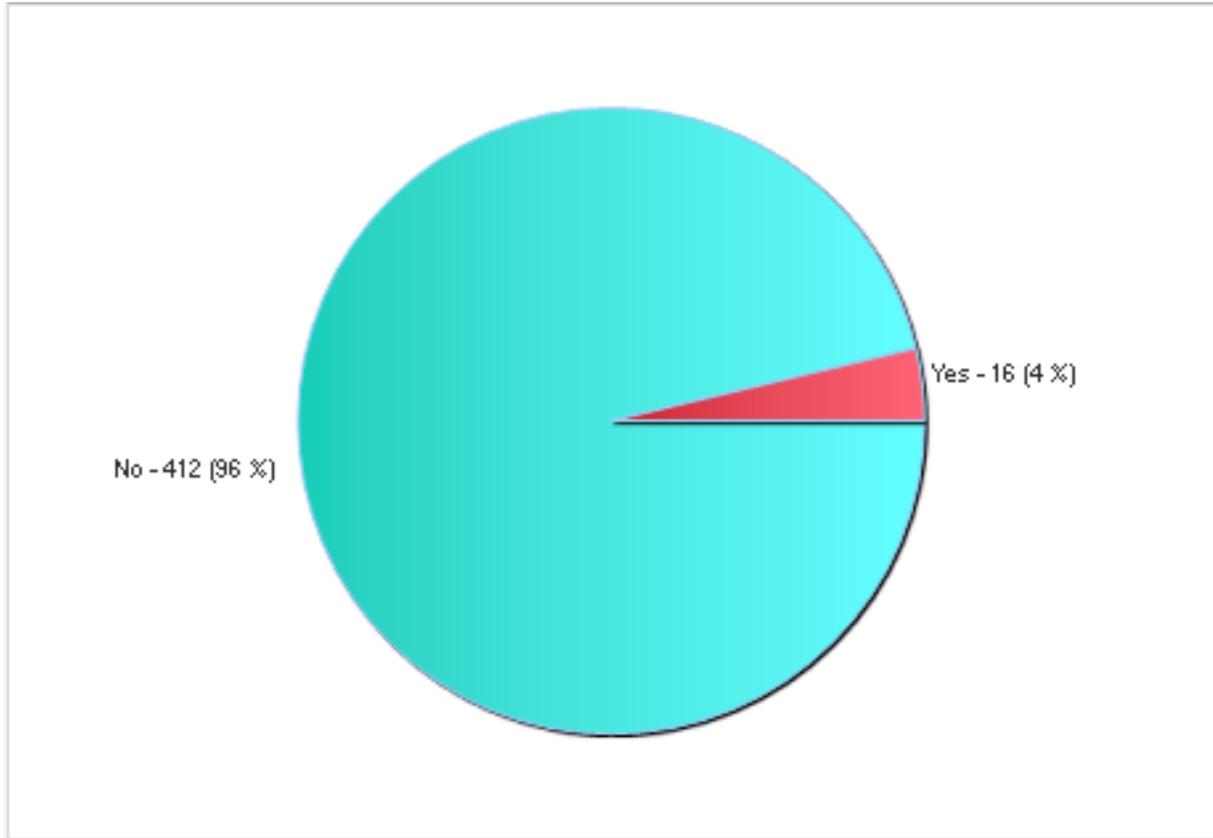
Responses	Series 1	Series 1 (%)	Total	Total (%)
Sum	\$130,001.00	100%	\$130,001.00	100%
Total	\$130,001.00	100%	\$130,001.00	100%

## Aviation Tax Increment Finance



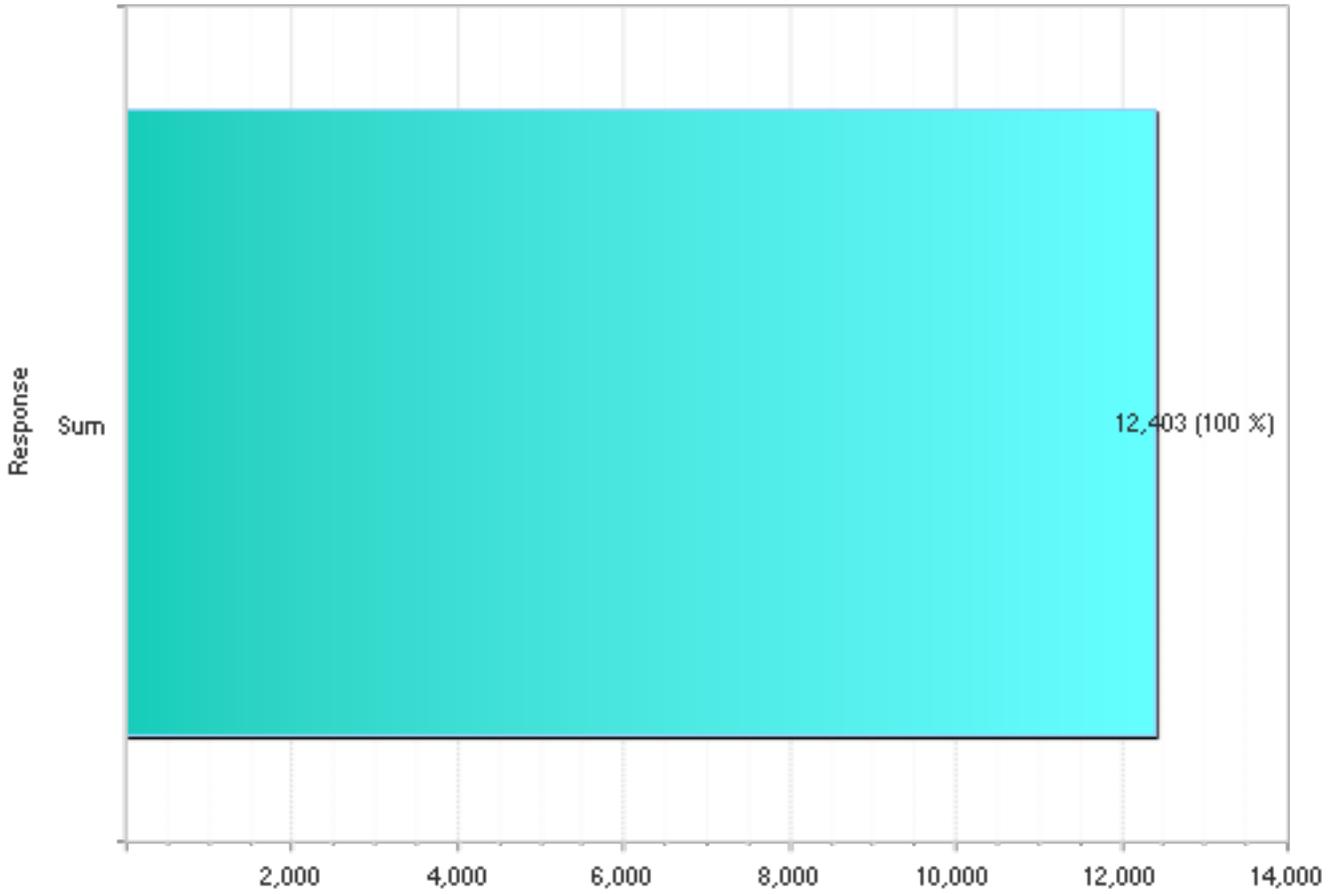
Responses	Series 1	Series 1 (%)	Total	Total (%)
No	426	100%	426	100%
Total	426	100%	426	100%

## Custom Fit Training



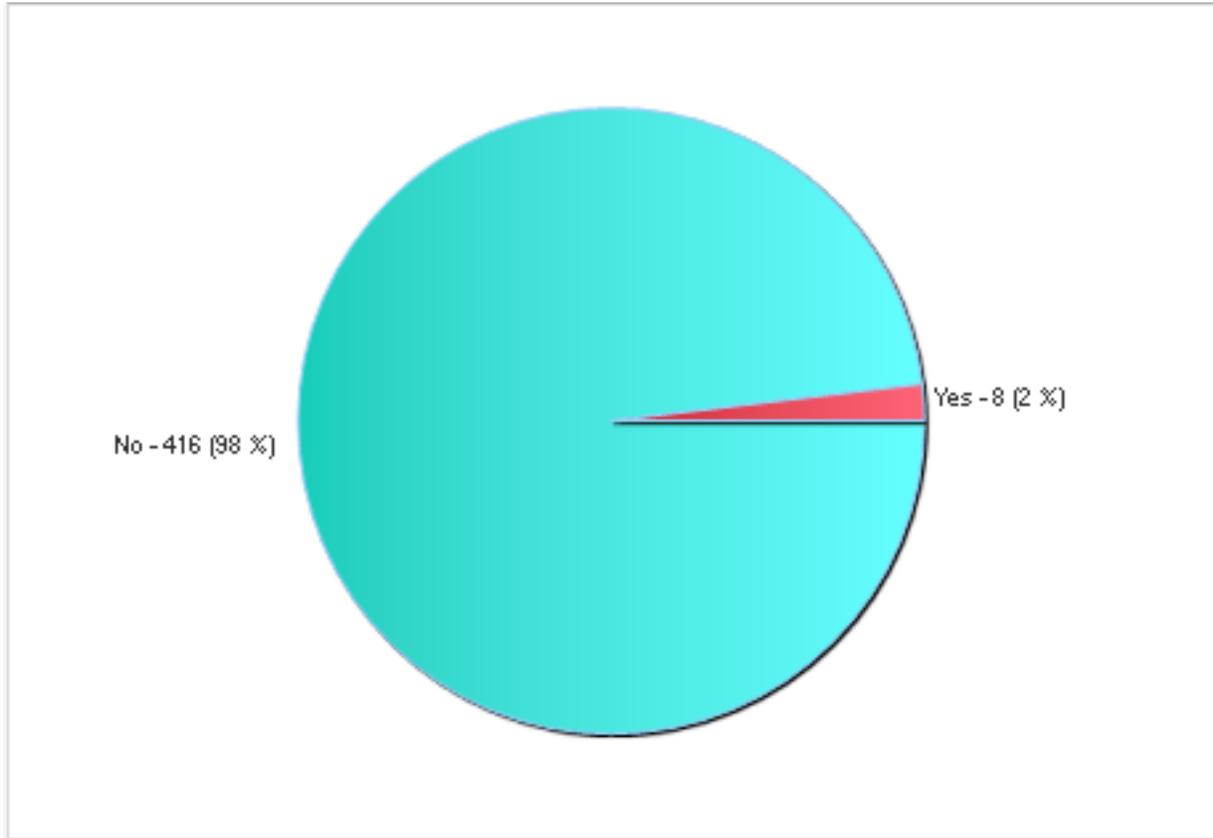
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	16	4%	16	4%
No	412	96%	412	96%
Total	428	100%	428	100%

### Custom Fit Training



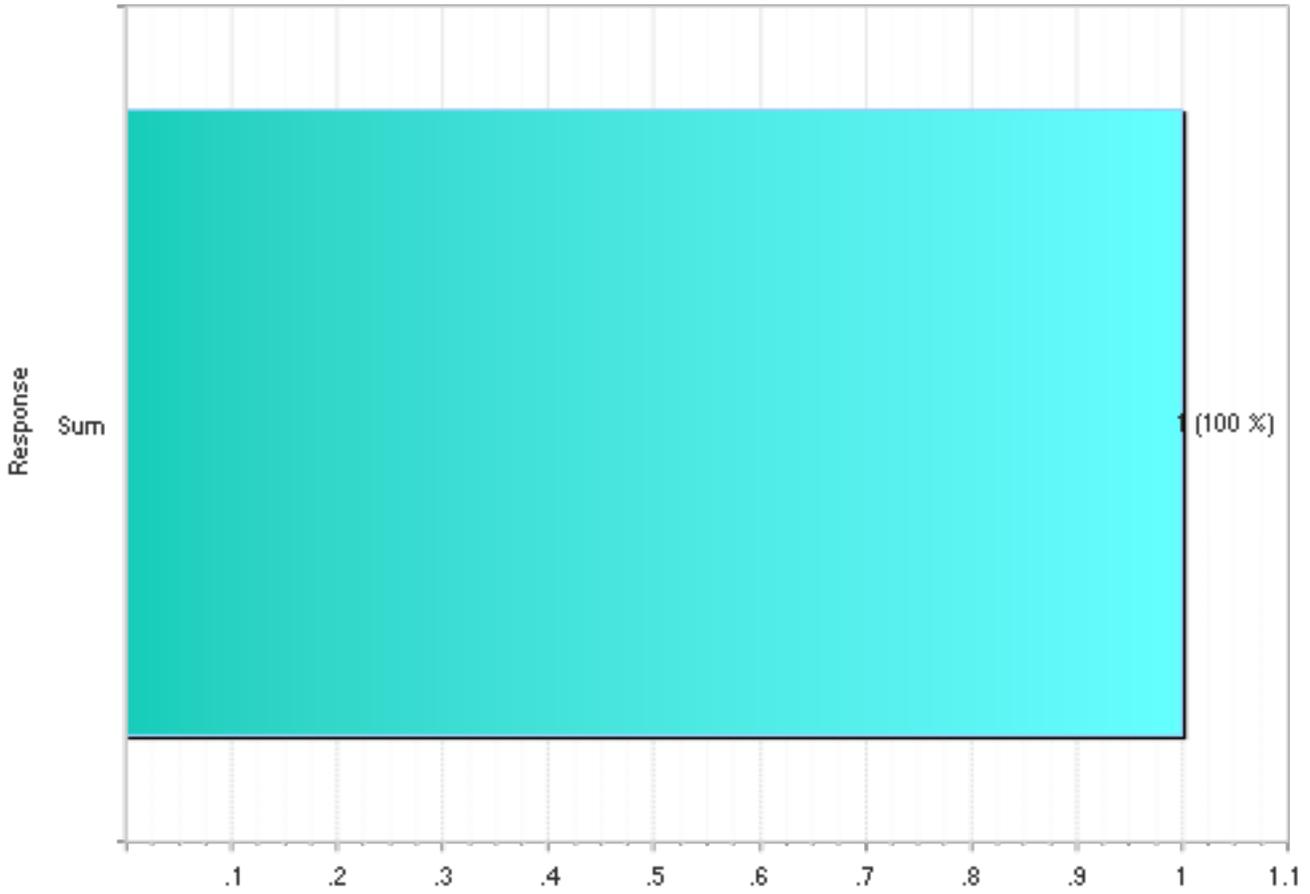
Responses	Series 1	Series 1 (%)	Total	Total (%)
Sum	\$12,403.00	100%	\$12,403.00	100%
Total	\$12,403.00	100%	\$12,403.00	100%

### RDA/EDA Area



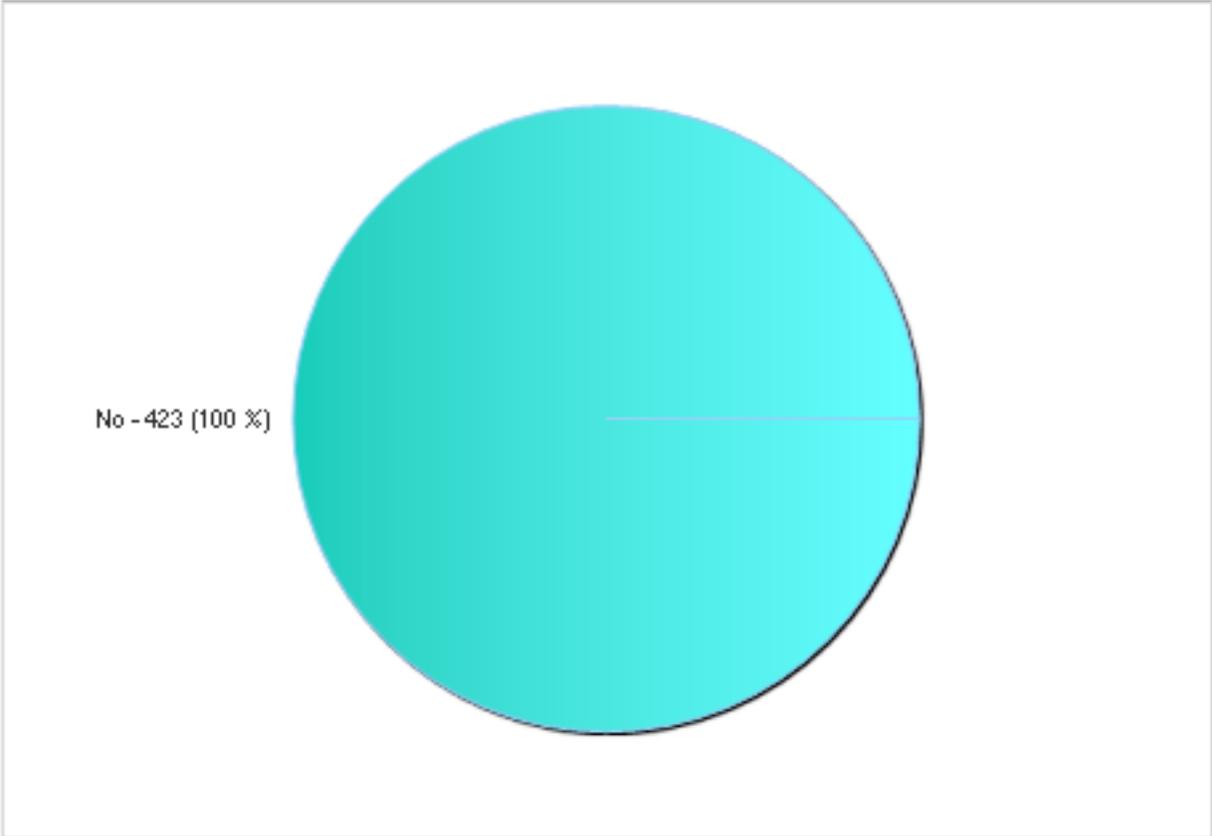
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	8	2%	8	2%
No	416	98%	416	98%
Total	424	100%	424	100%

### RDA/EDA Area



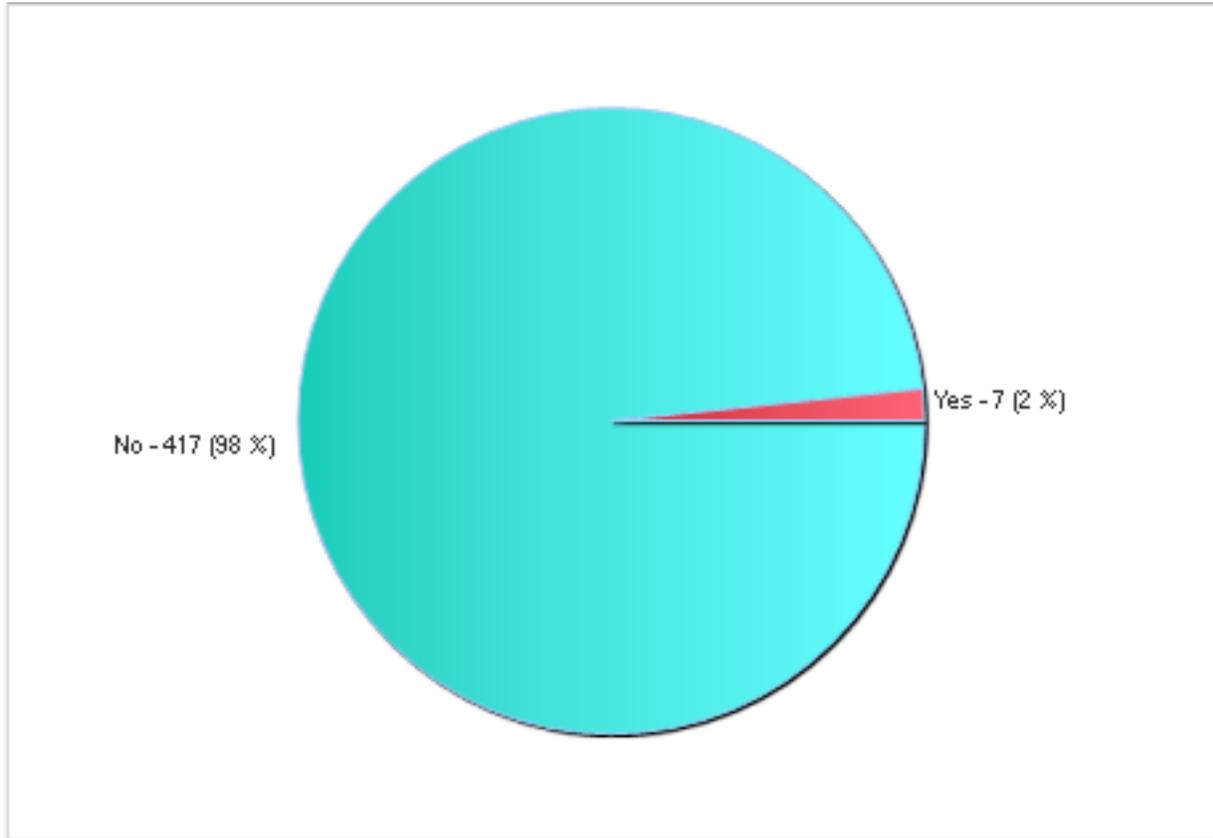
Responses	Series 1	Series 1 (%)	Total	Total (%)
Sum	\$1.00	100%	\$1.00	100%
Total	\$1.00	100%	\$1.00	100%

# Municipal Funding Program



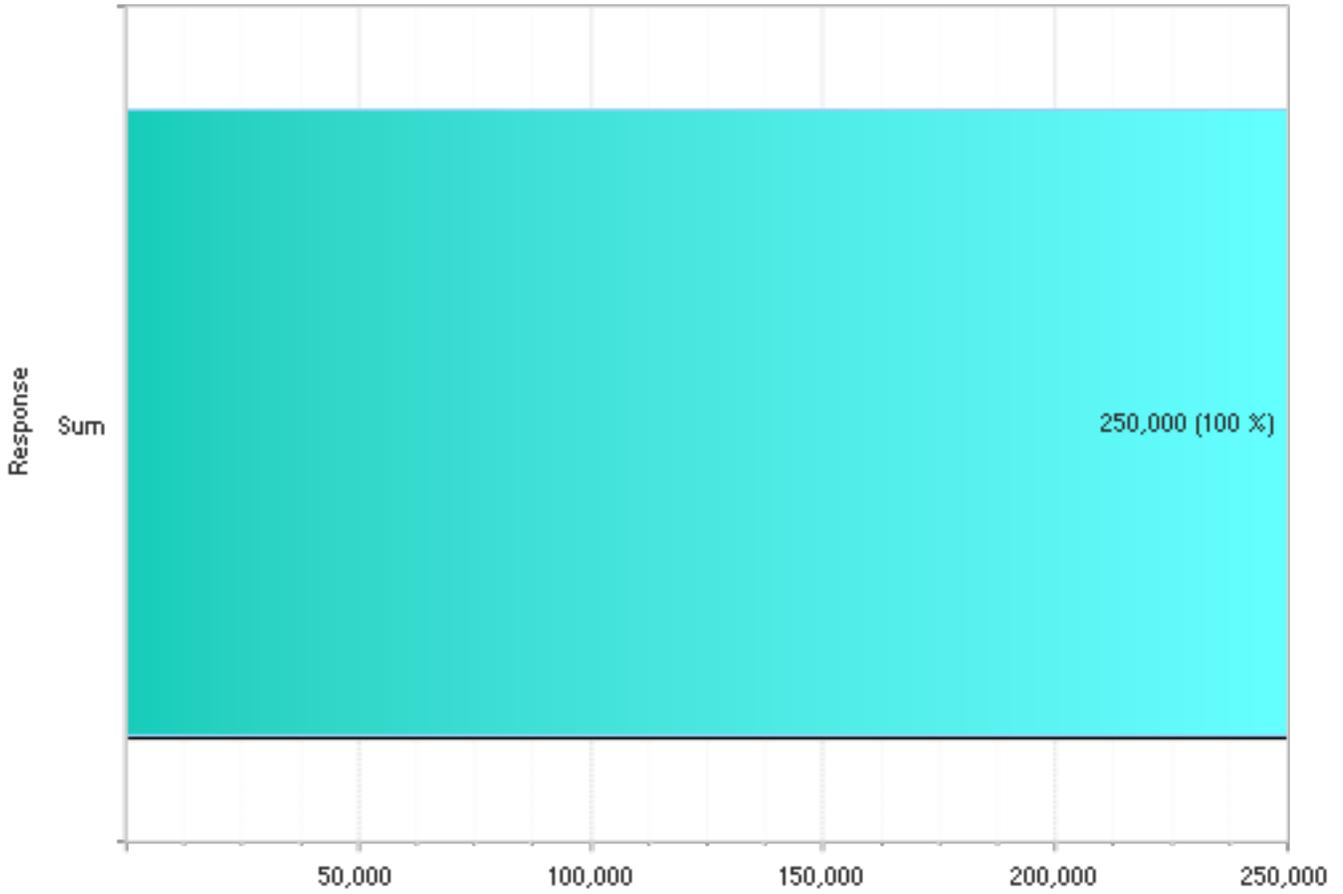
Responses	Series 1	Series 1 (%)	Total	Total (%)
No	423	100%	423	100%
Total	423	100%	423	100%

## Revolving Loan Funds



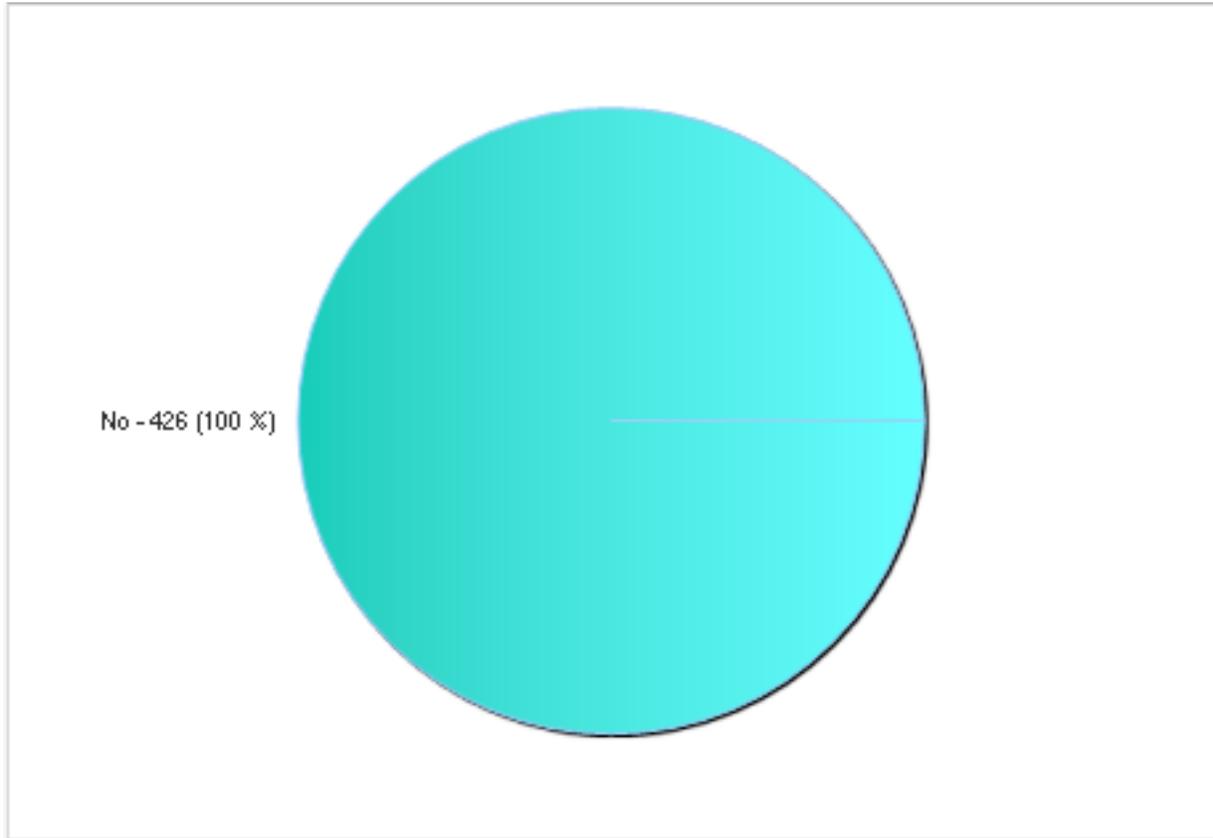
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	7	2%	7	2%
No	417	98%	417	98%
Total	424	100%	424	100%

### Revolving Loan Funds



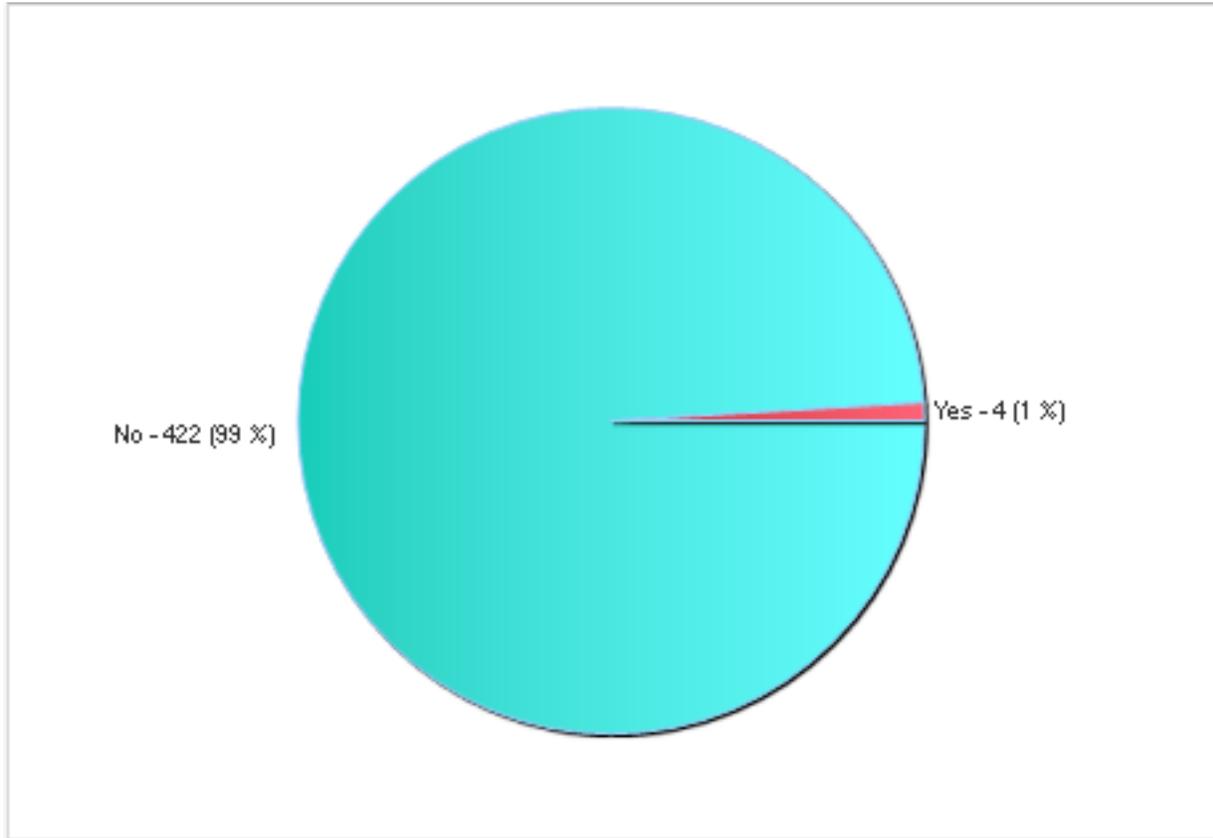
Responses	Series 1	Series 1 (%)	Total	Total (%)
Sum	\$250,000.00	100%	\$250,000.00	100%
Total	\$250,000.00	100%	\$250,000.00	100%

## Southeast Utah Community Dev Corp



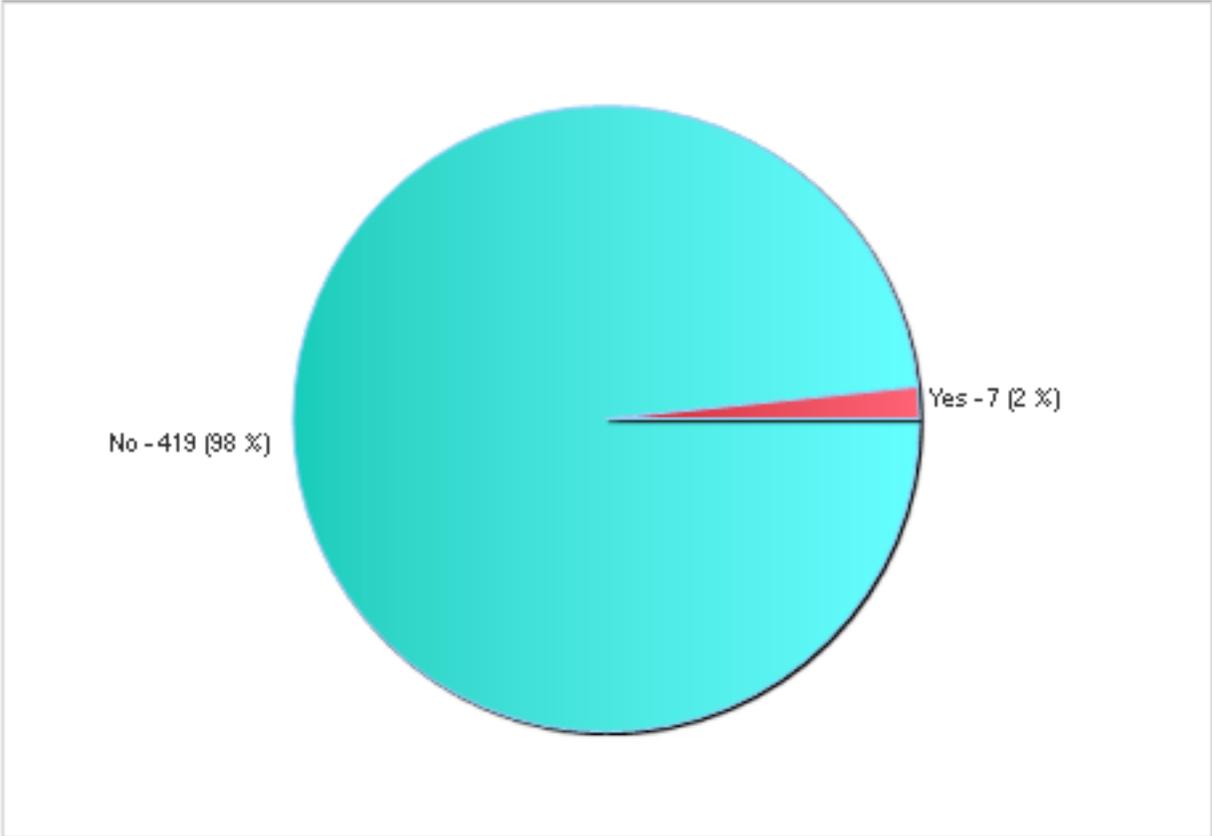
Responses	Series 1	Series 1 (%)	Total	Total (%)
No	426	100%	426	100%
Total	426	100%	426	100%

### Local Two Year Community/Trade College



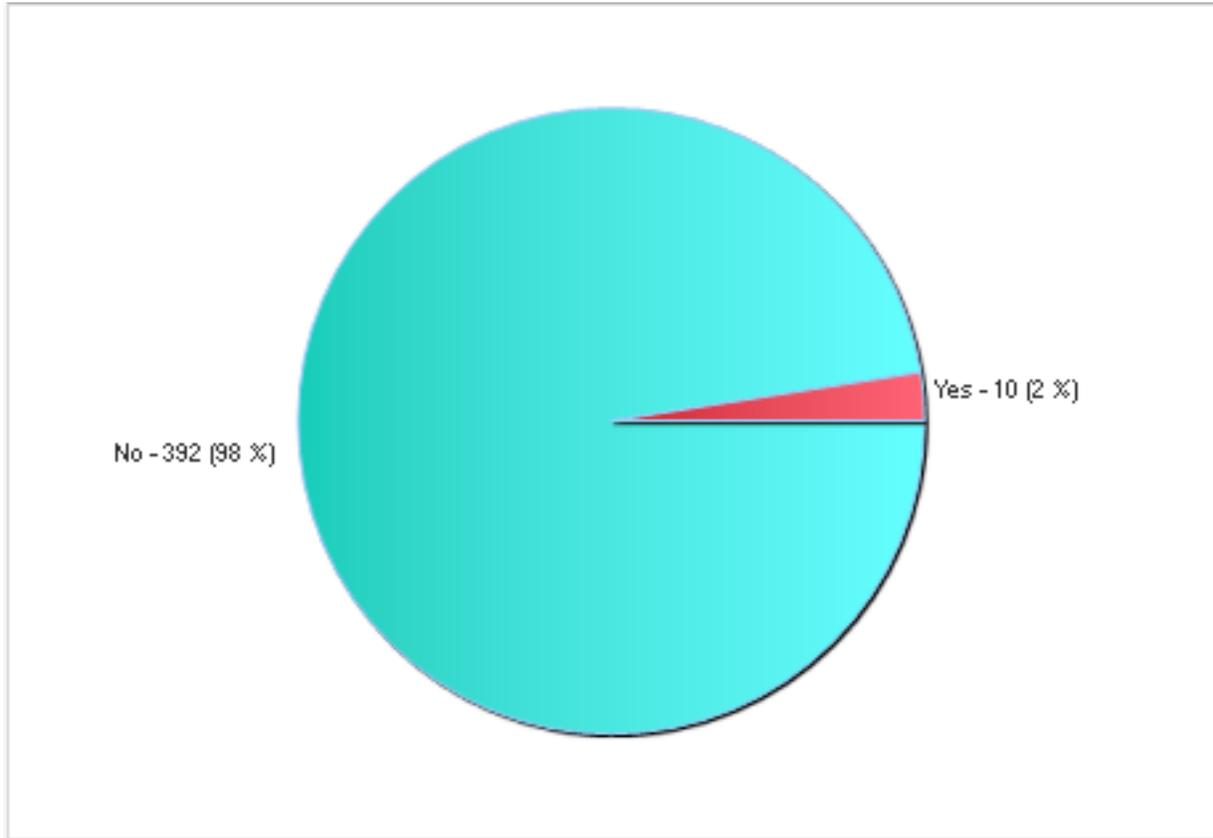
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	4	1%	4	1%
No	422	99%	422	99%
Total	426	100%	426	100%

### Four Year University



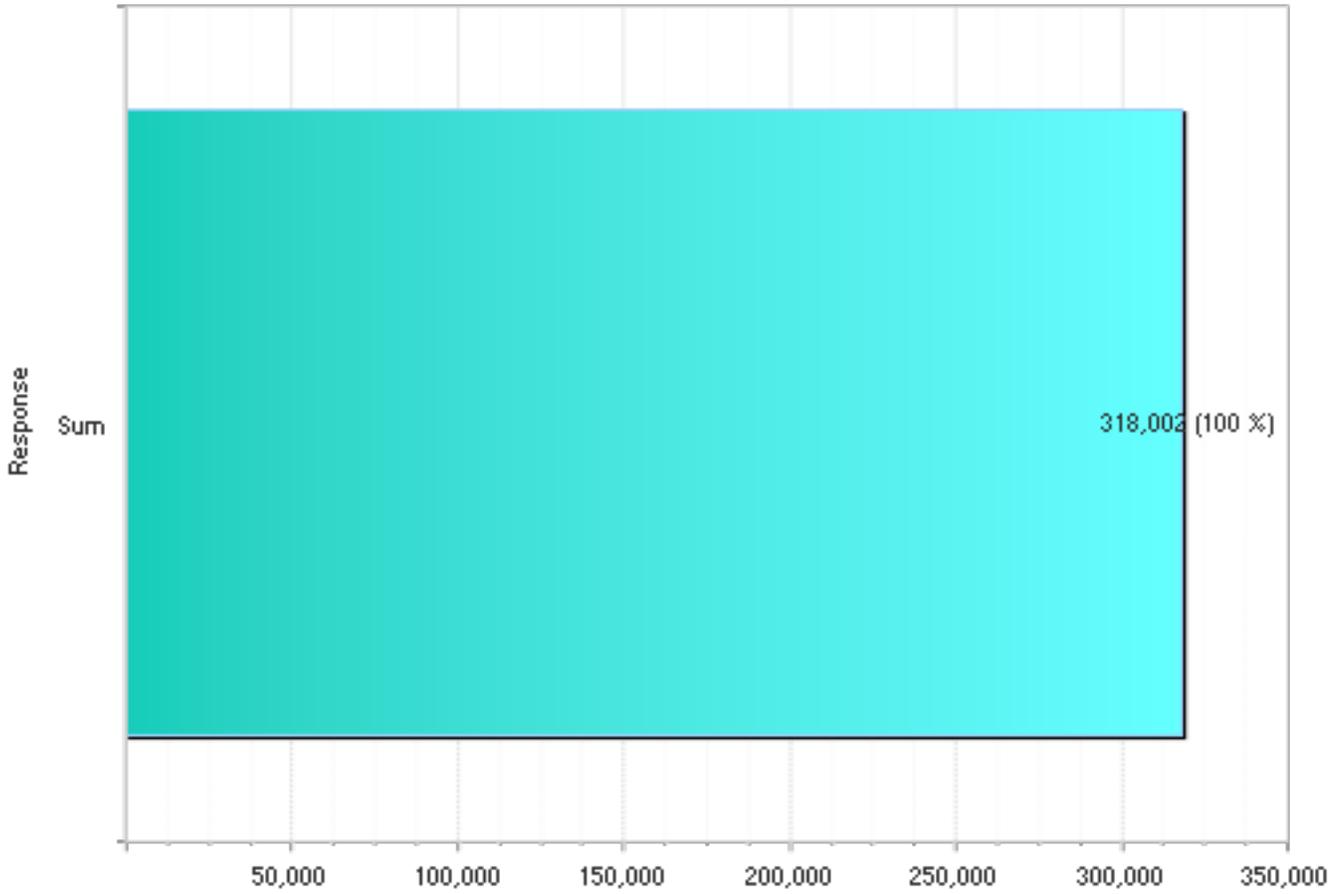
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	7	2%	7	2%
No	419	98%	419	98%
Total	426	100%	426	100%

## Other



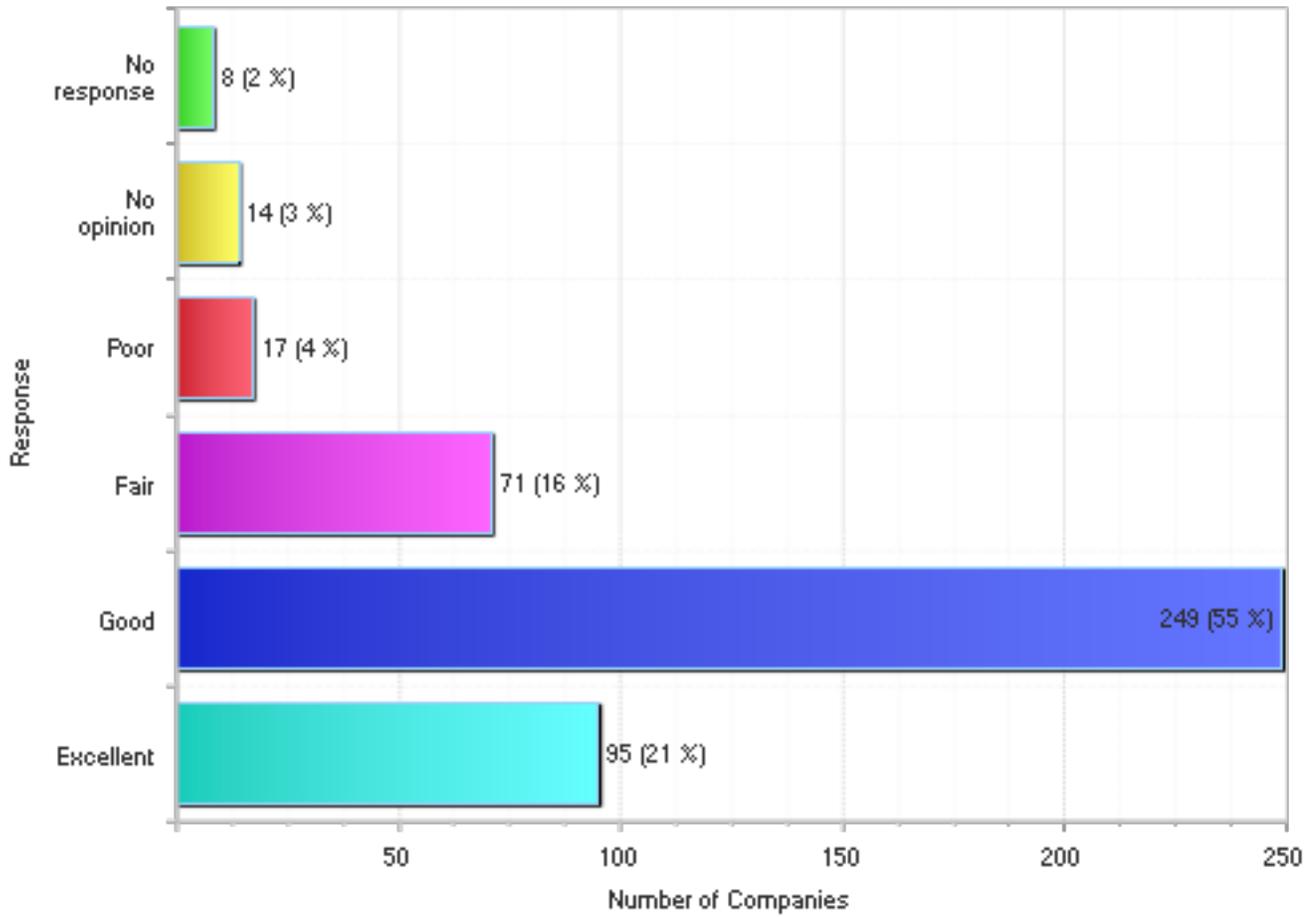
Responses	Series 1	Series 1 (%)	Total	Total (%)
Yes	10	2%	10	2%
No	392	98%	392	98%
Total	402	100%	402	100%

### Other



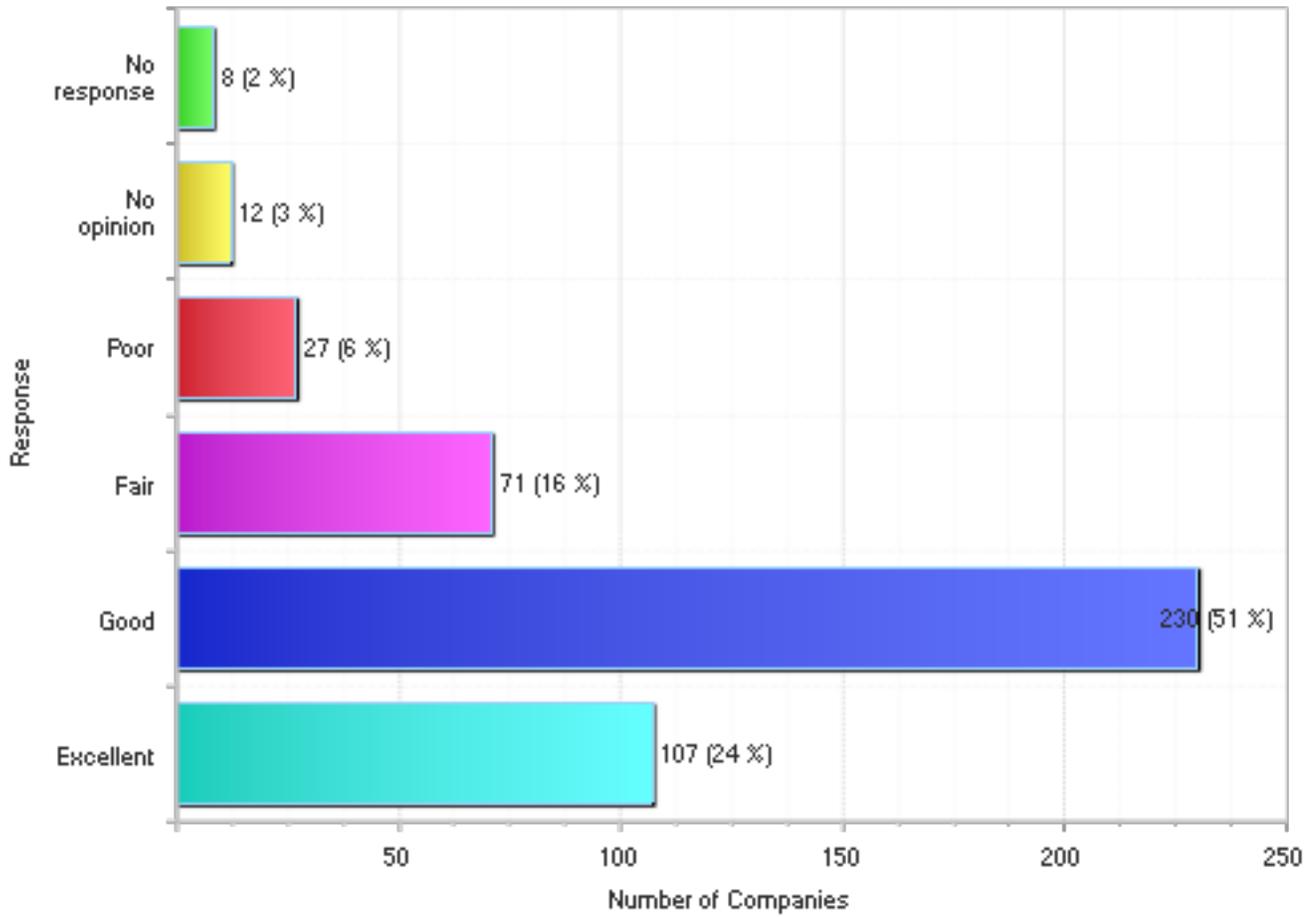
Responses	Series 1	Series 1 (%)	Total	Total (%)
Sum	\$318,002.00	100%	\$318,002.00	100%
Total	\$318,002.00	100%	\$318,002.00	100%

Please rate the following - (Workforce quality)



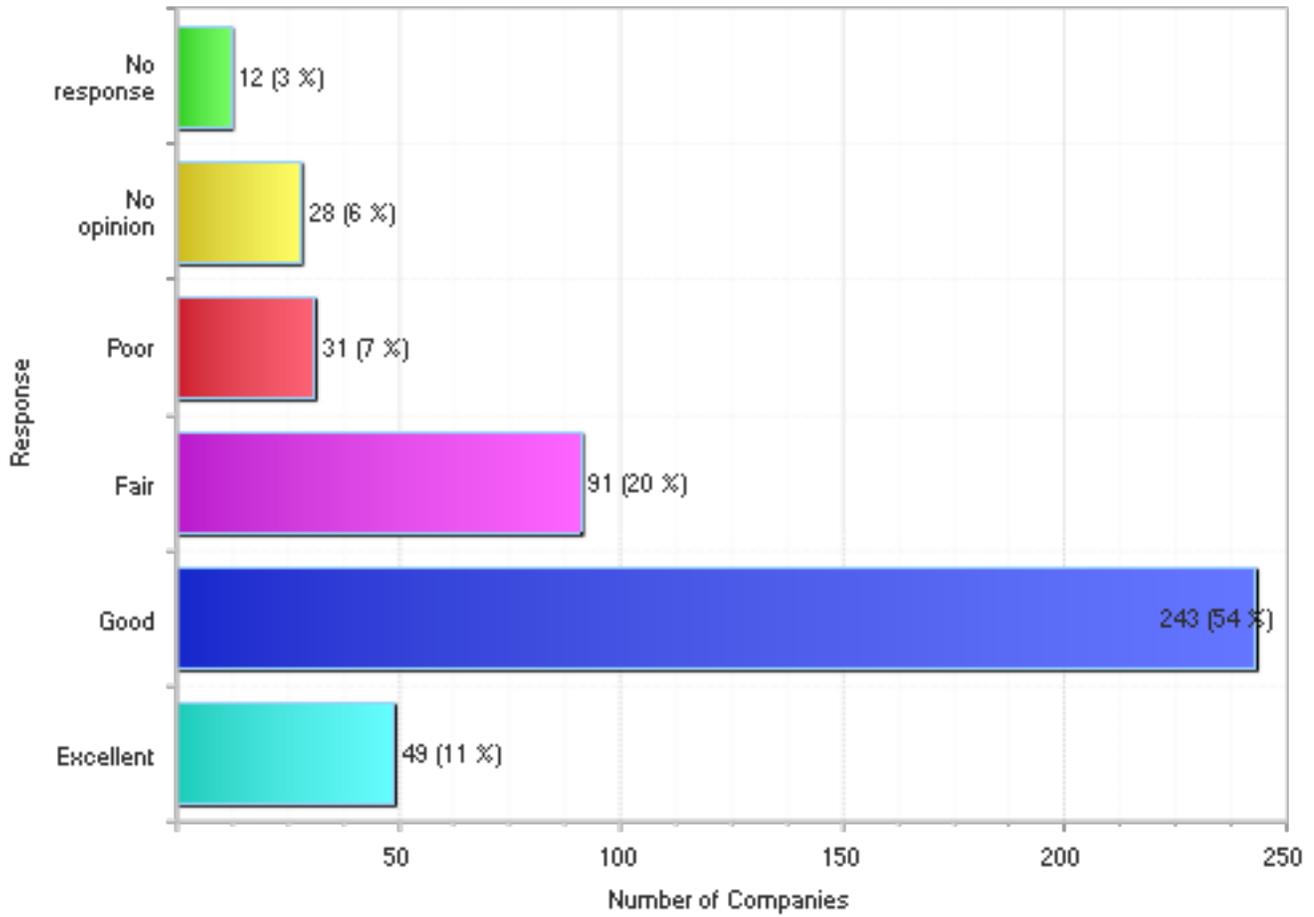
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	8	2%	8	2%
No opinion	14	3%	14	3%
Poor	17	4%	17	4%
Fair	71	16%	71	16%
Good	249	55%	249	55%
Excellent	95	21%	95	21%
Total	454	100%	454	100%

**Please rate the following - (Workforce availability)**



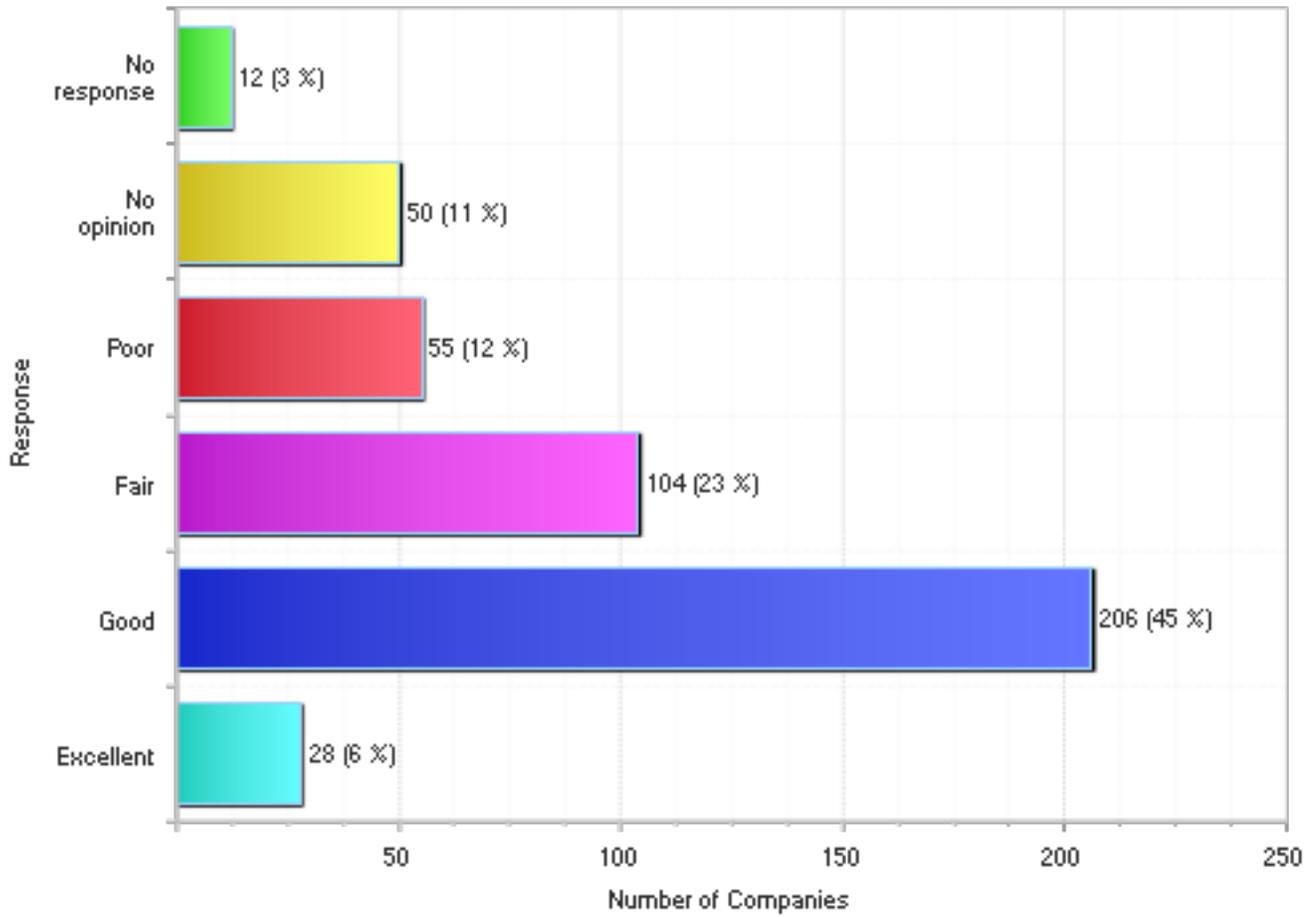
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	8	2%	8	2%
No opinion	12	3%	12	3%
Poor	27	6%	27	6%
Fair	71	16%	71	16%
Good	230	51%	230	51%
Excellent	107	24%	107	24%
Total	455	100%	455	100%

### Please rate the following - (Local government)



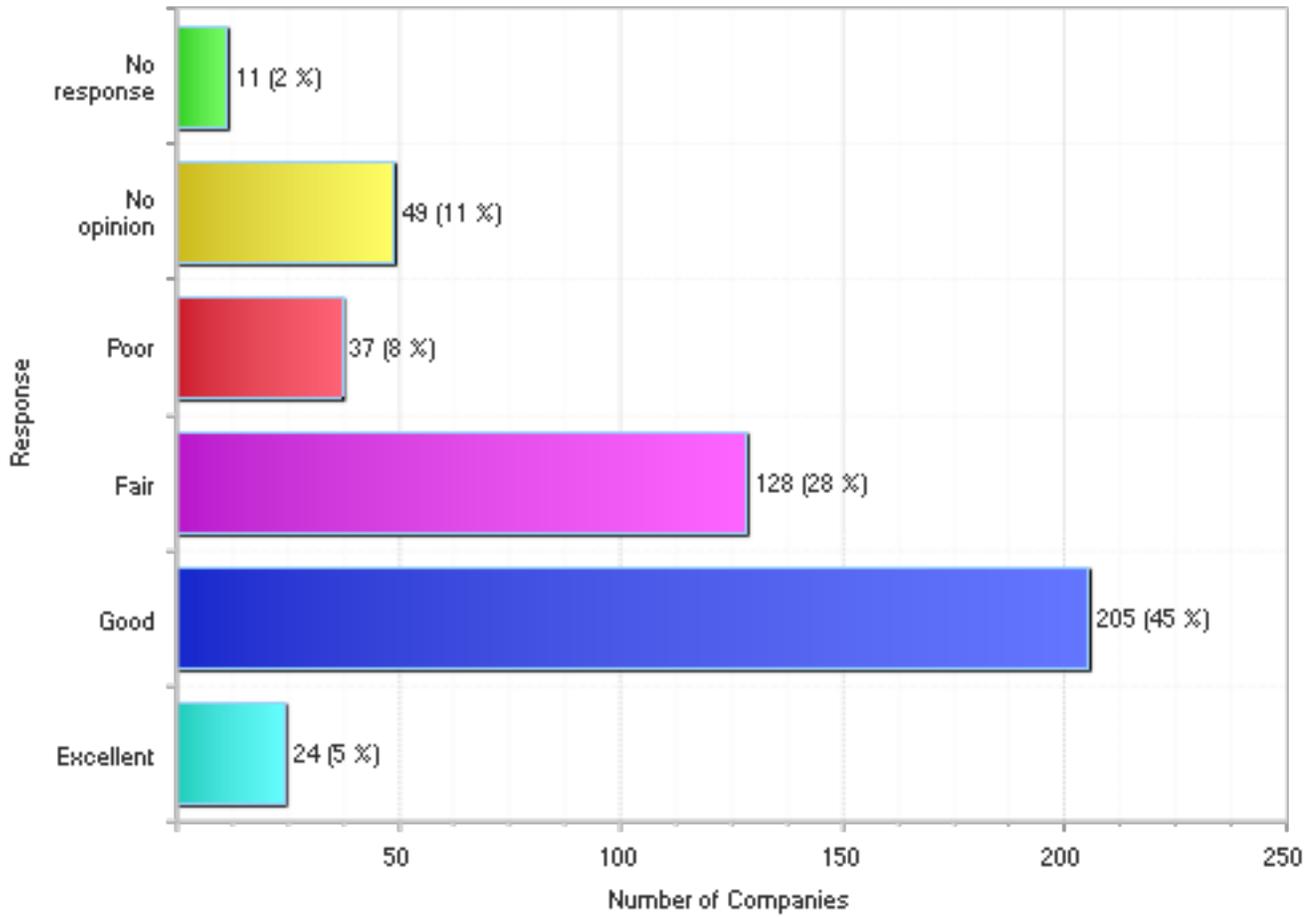
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	12	3%	12	3%
No opinion	28	6%	28	6%
Poor	31	7%	31	7%
Fair	91	20%	91	20%
Good	243	54%	243	54%
Excellent	49	11%	49	11%
Total	454	100%	454	100%

**Please rate the following - (Local tax structure)**



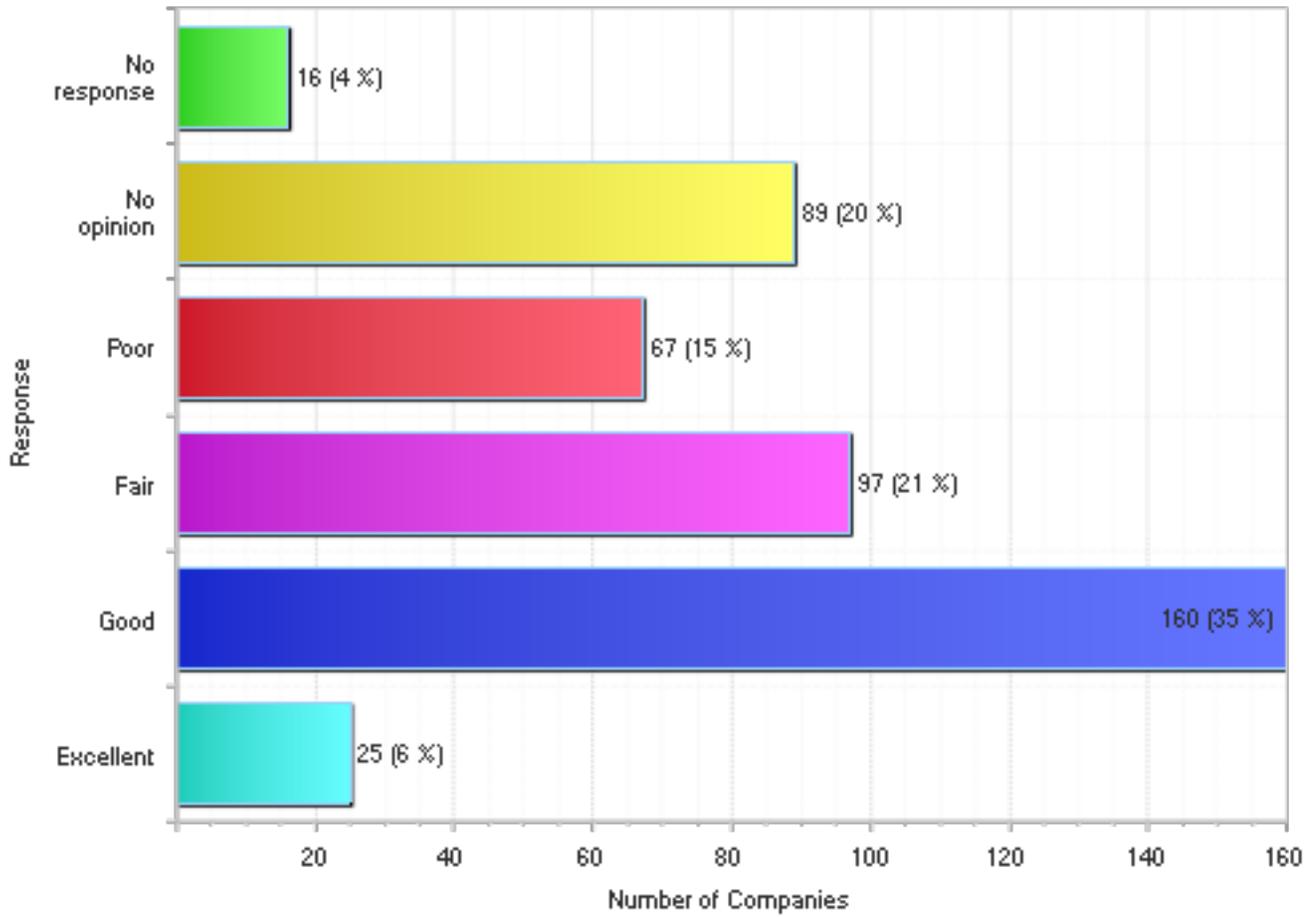
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	12	3%	12	3%
No opinion	50	11%	50	11%
Poor	55	12%	55	12%
Fair	104	23%	104	23%
Good	206	45%	206	45%
Excellent	28	6%	28	6%
Total	455	100%	455	100%

**Please rate the following - (State tax structure)**



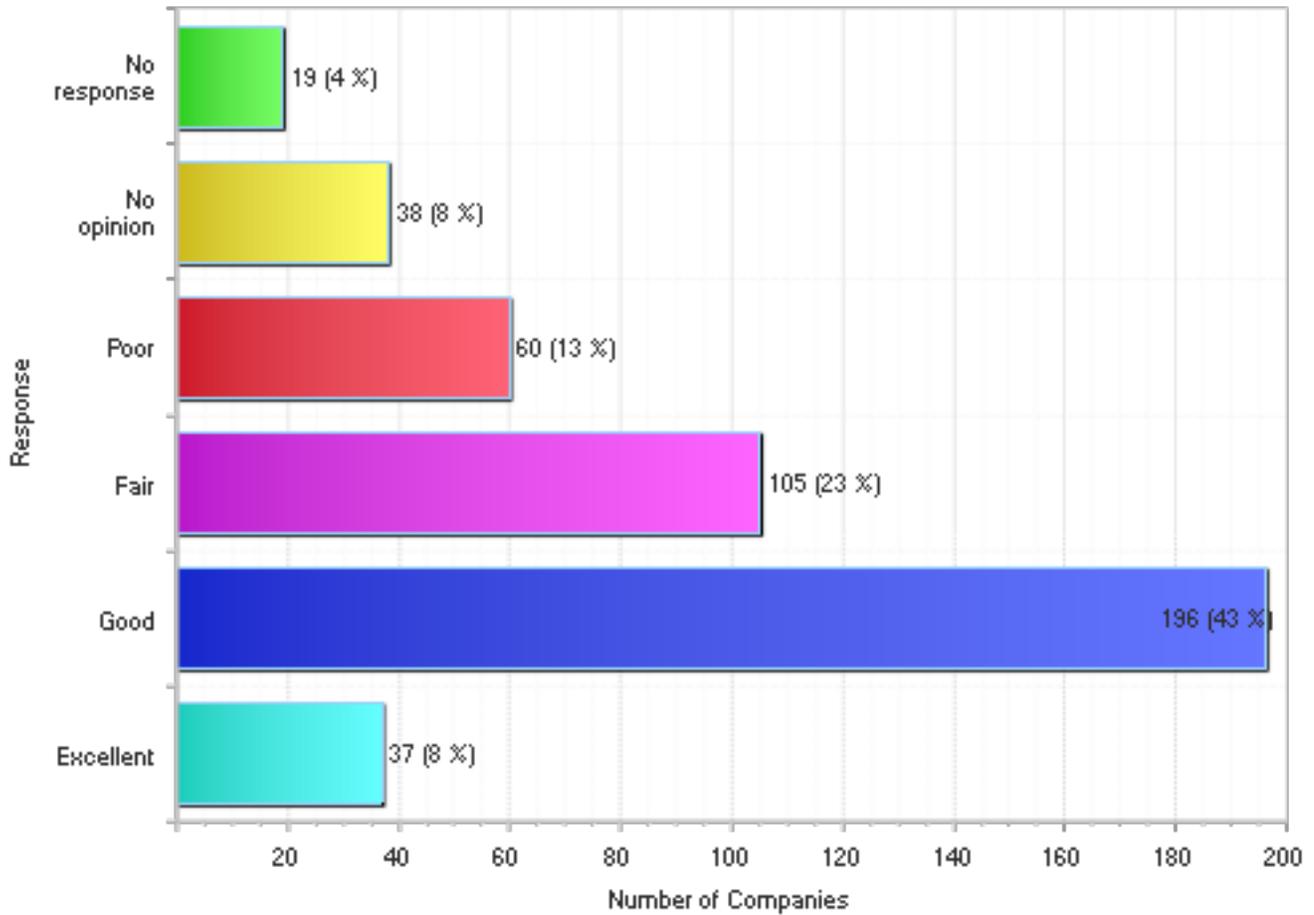
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	11	2%	11	2%
No opinion	49	11%	49	11%
Poor	37	8%	37	8%
Fair	128	28%	128	28%
Good	205	45%	205	45%
Excellent	24	5%	24	5%
Total	454	100%	454	100%

**Please rate the following - (Workers compensation rates)**



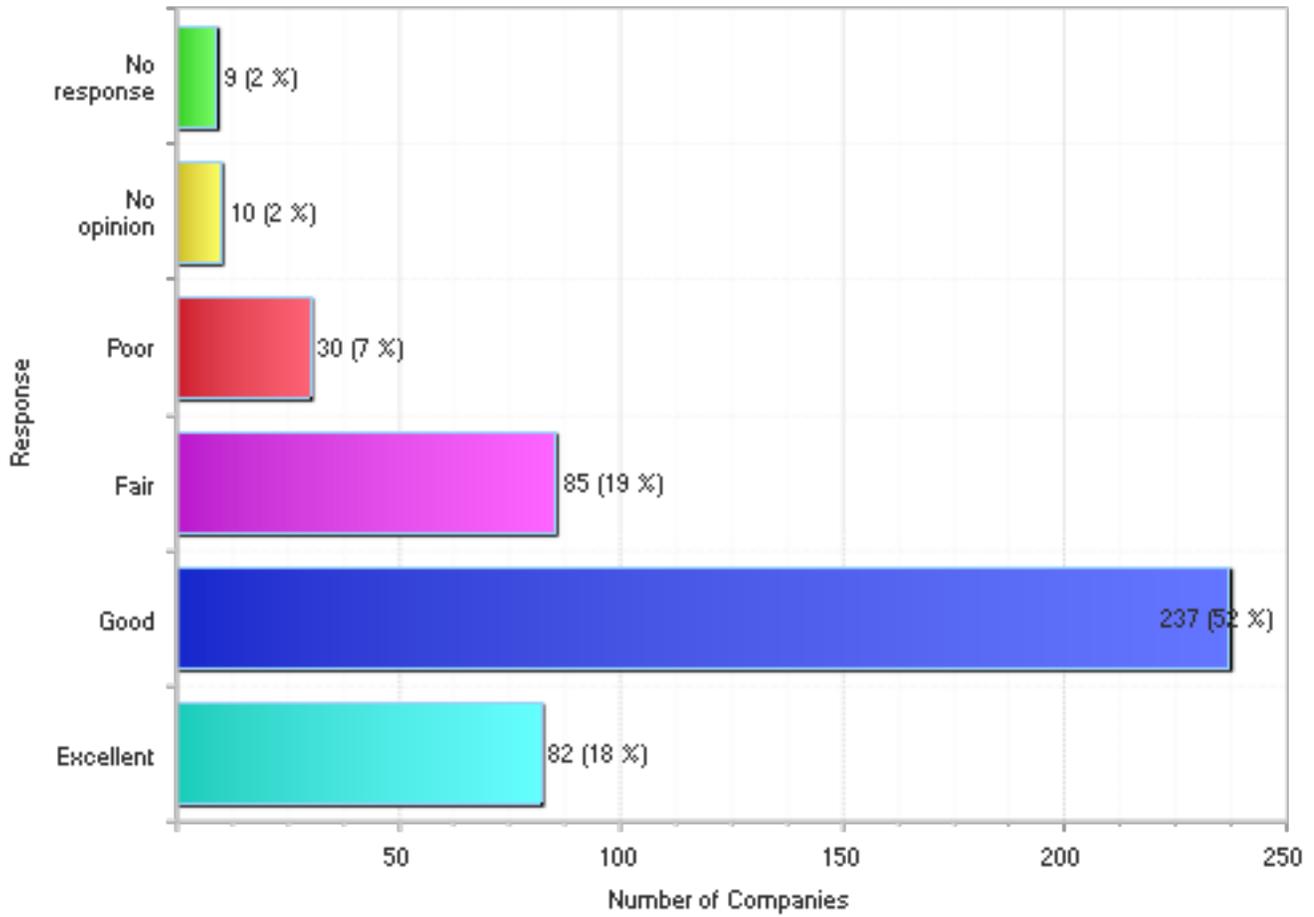
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	16	4%	16	4%
No opinion	89	20%	89	20%
Poor	67	15%	67	15%
Fair	97	21%	97	21%
Good	160	35%	160	35%
Excellent	25	6%	25	6%
Total	454	100%	454	100%

### Please rate the following - (Economic development)



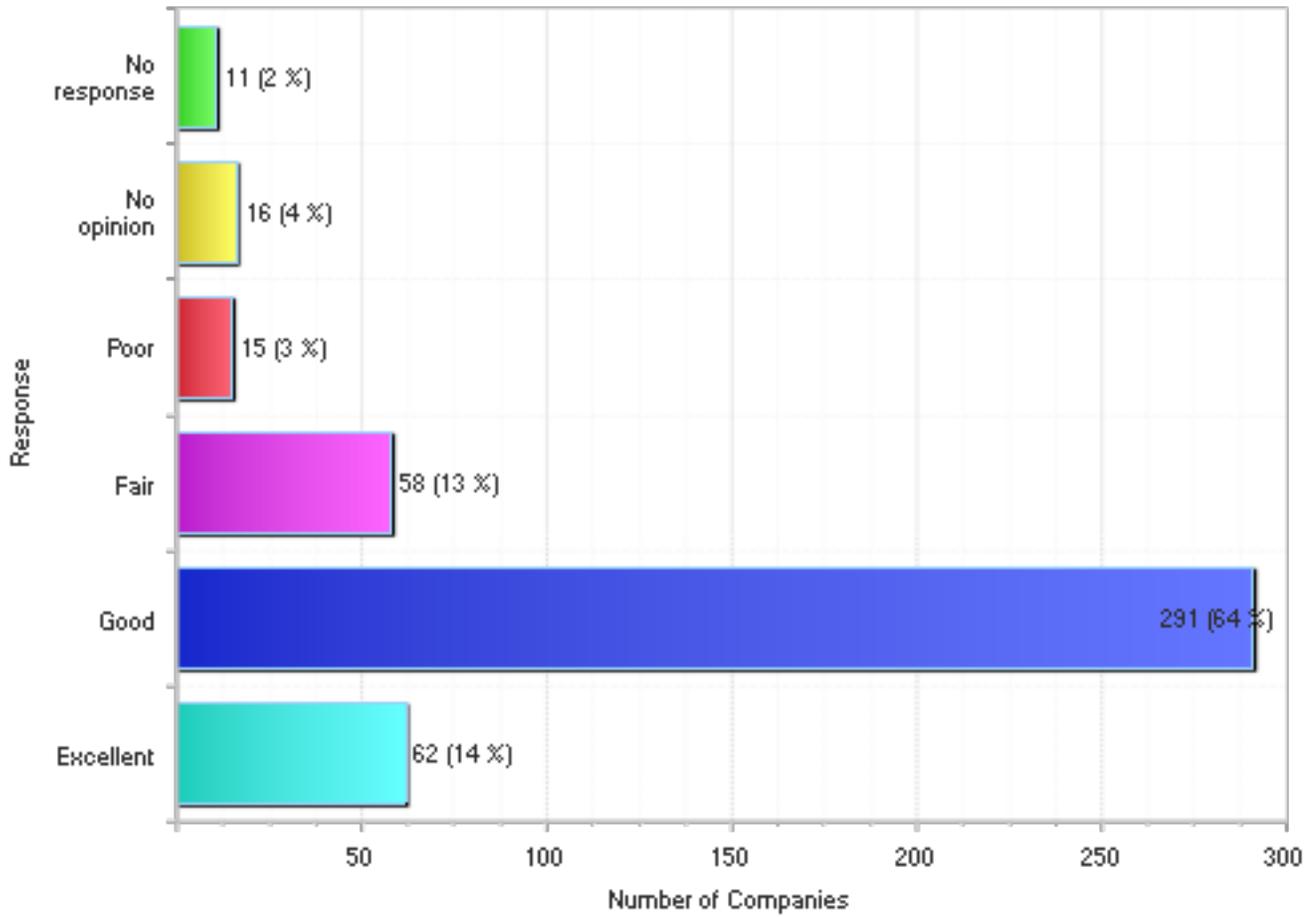
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	19	4%	19	4%
No opinion	38	8%	38	8%
Poor	60	13%	60	13%
Fair	105	23%	105	23%
Good	196	43%	196	43%
Excellent	37	8%	37	8%
Total	455	100%	455	100%

**Please rate the following - (Cultural/Recreational amenities)**



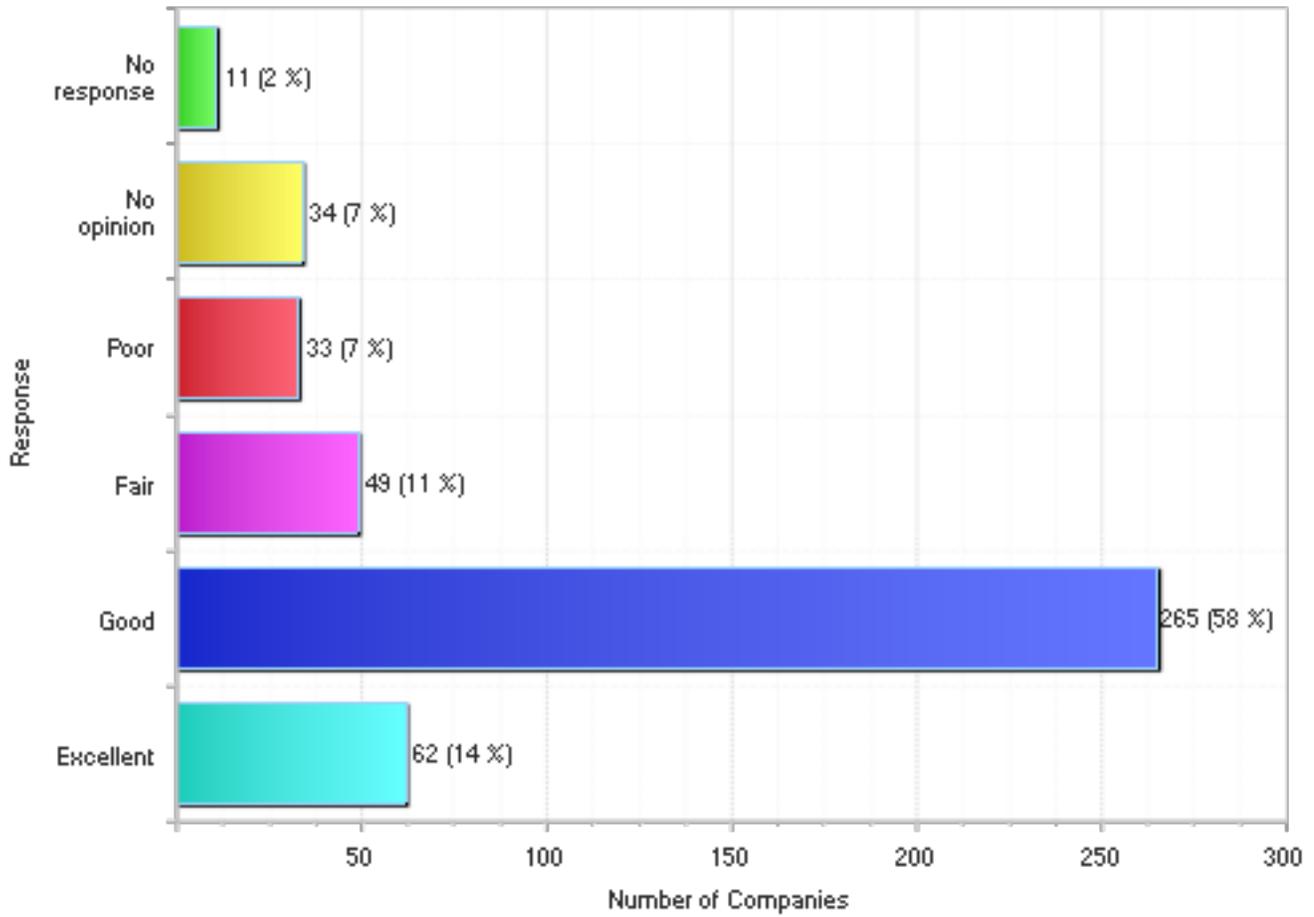
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	9	2%	9	2%
No opinion	10	2%	10	2%
Poor	30	7%	30	7%
Fair	85	19%	85	19%
Good	237	52%	237	52%
Excellent	82	18%	82	18%
Total	453	100%	453	100%

### Please rate the following - (Housing)



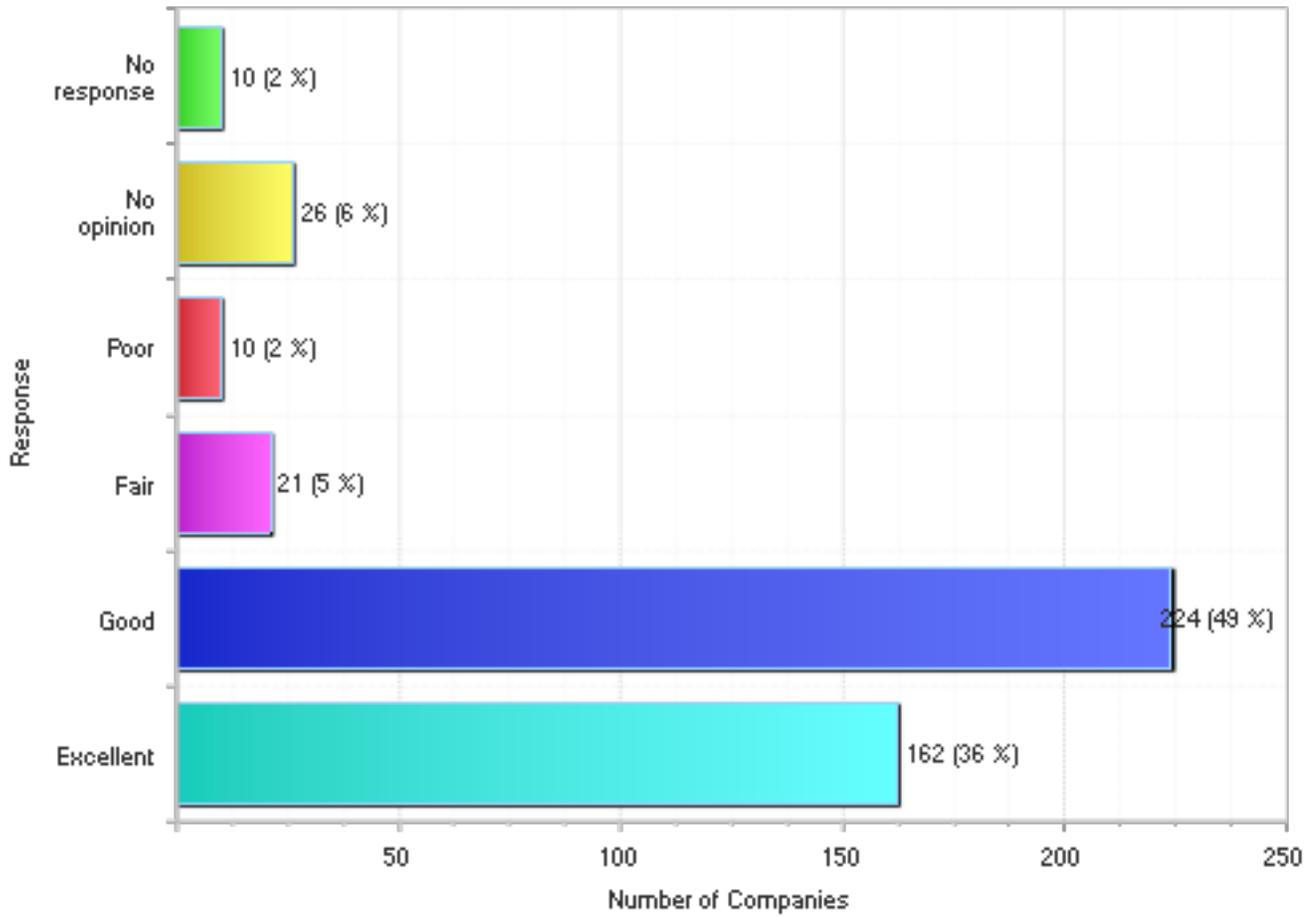
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	11	2%	11	2%
No opinion	16	4%	16	4%
Poor	15	3%	15	3%
Fair	58	13%	58	13%
Good	291	64%	291	64%
Excellent	62	14%	62	14%
Total	453	100%	453	100%

**Please rate the following - (K - 12 education)**



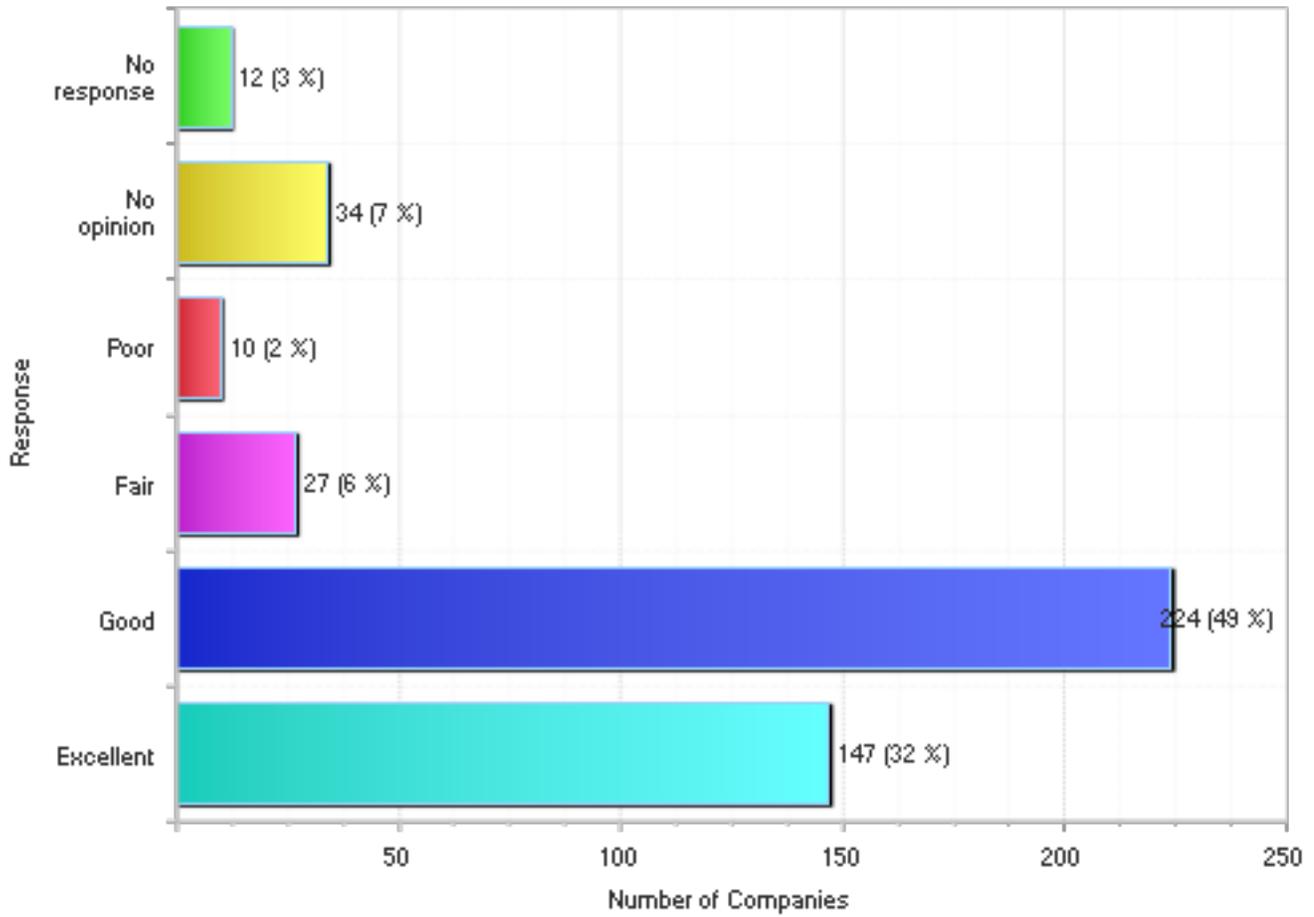
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	11	2%	11	2%
No opinion	34	7%	34	7%
Poor	33	7%	33	7%
Fair	49	11%	49	11%
Good	265	58%	265	58%
Excellent	62	14%	62	14%
Total	454	100%	454	100%

**Please rate the following - (Colleges/Universities)**



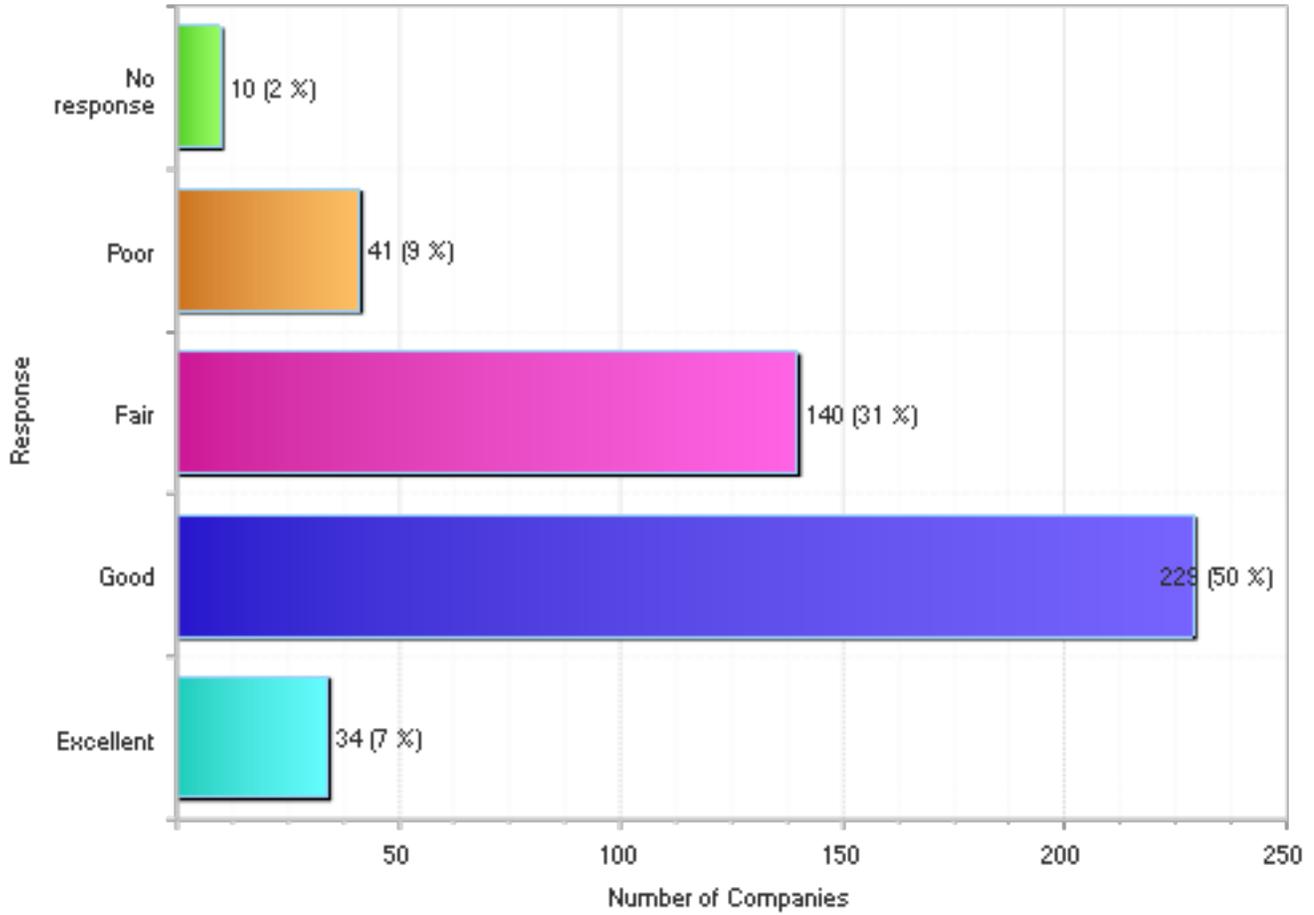
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	10	2%	10	2%
No opinion	26	6%	26	6%
Poor	10	2%	10	2%
Fair	21	5%	21	5%
Good	224	49%	224	49%
Excellent	162	36%	162	36%
Total	453	100%	453	100%

### Please rate the following - (Technical training)



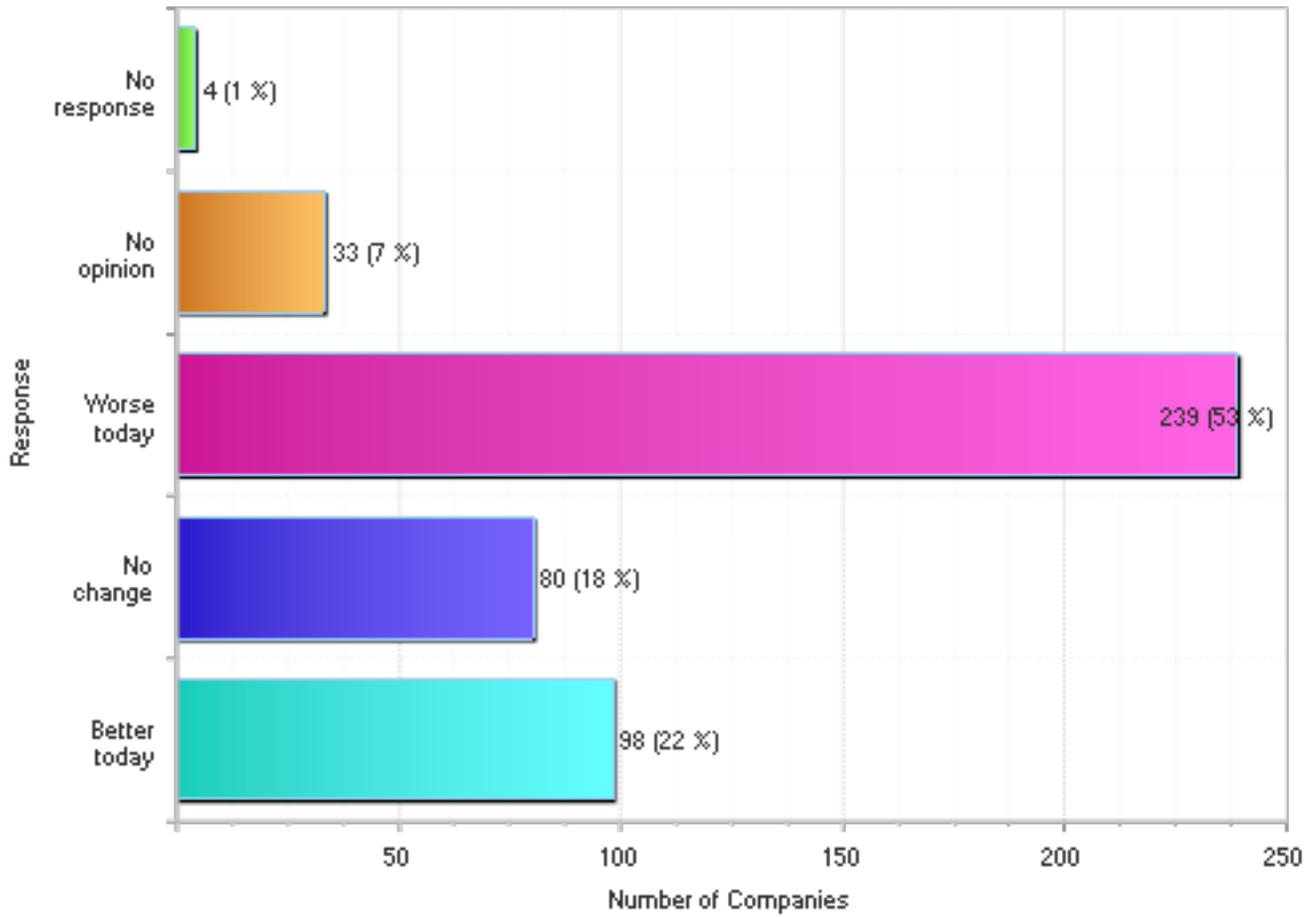
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	12	3%	12	3%
No opinion	34	7%	34	7%
Poor	10	2%	10	2%
Fair	27	6%	27	6%
Good	224	49%	224	49%
Excellent	147	32%	147	32%
Total	454	100%	454	100%

### Please rate the local business climate



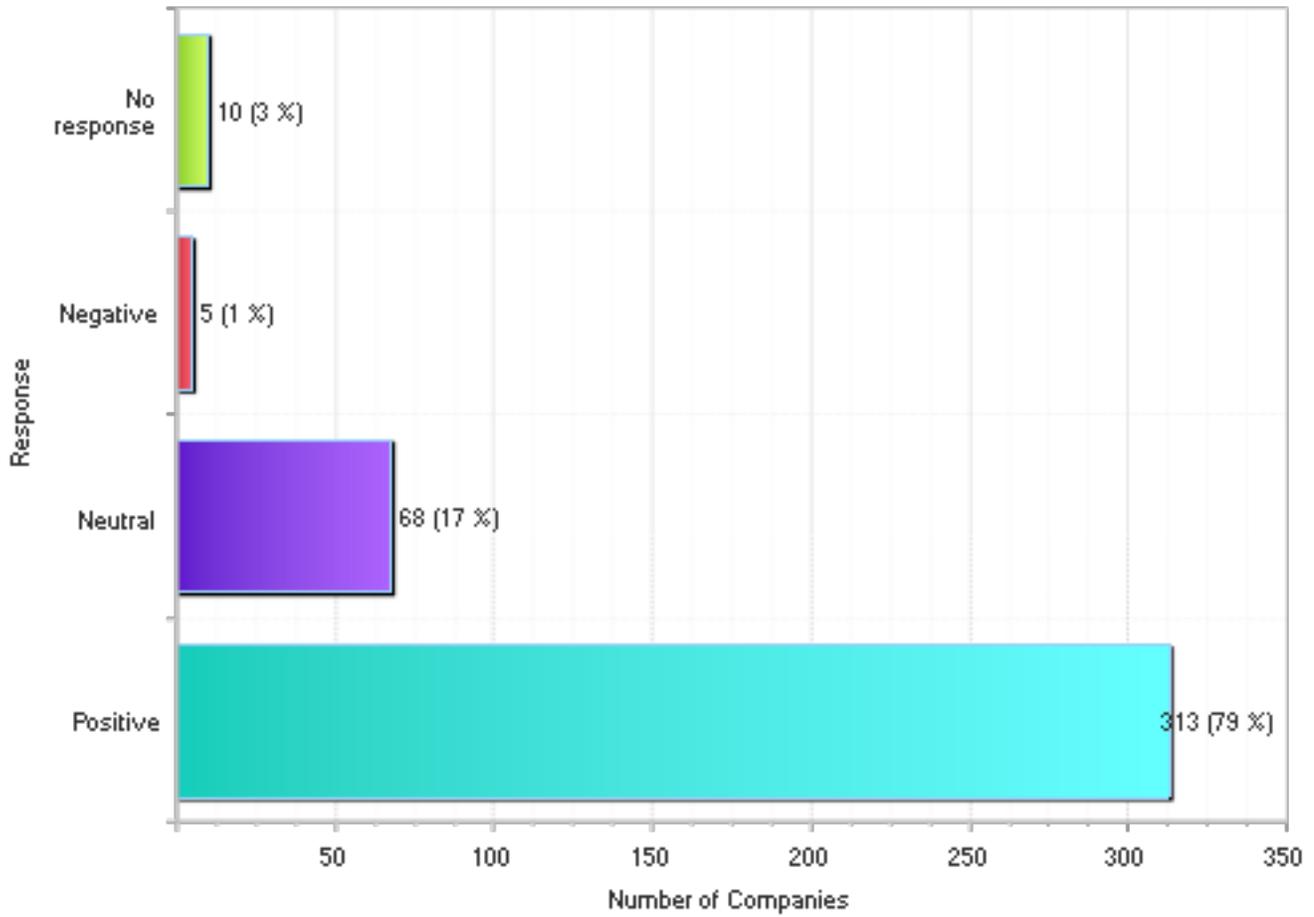
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	10	2%	10	2%
Poor	41	9%	41	9%
Fair	140	31%	140	31%
Good	229	50%	229	50%
Excellent	34	7%	34	7%
Total	454	100%	454	100%

### Please compare the local business climate today versus 5 years ago



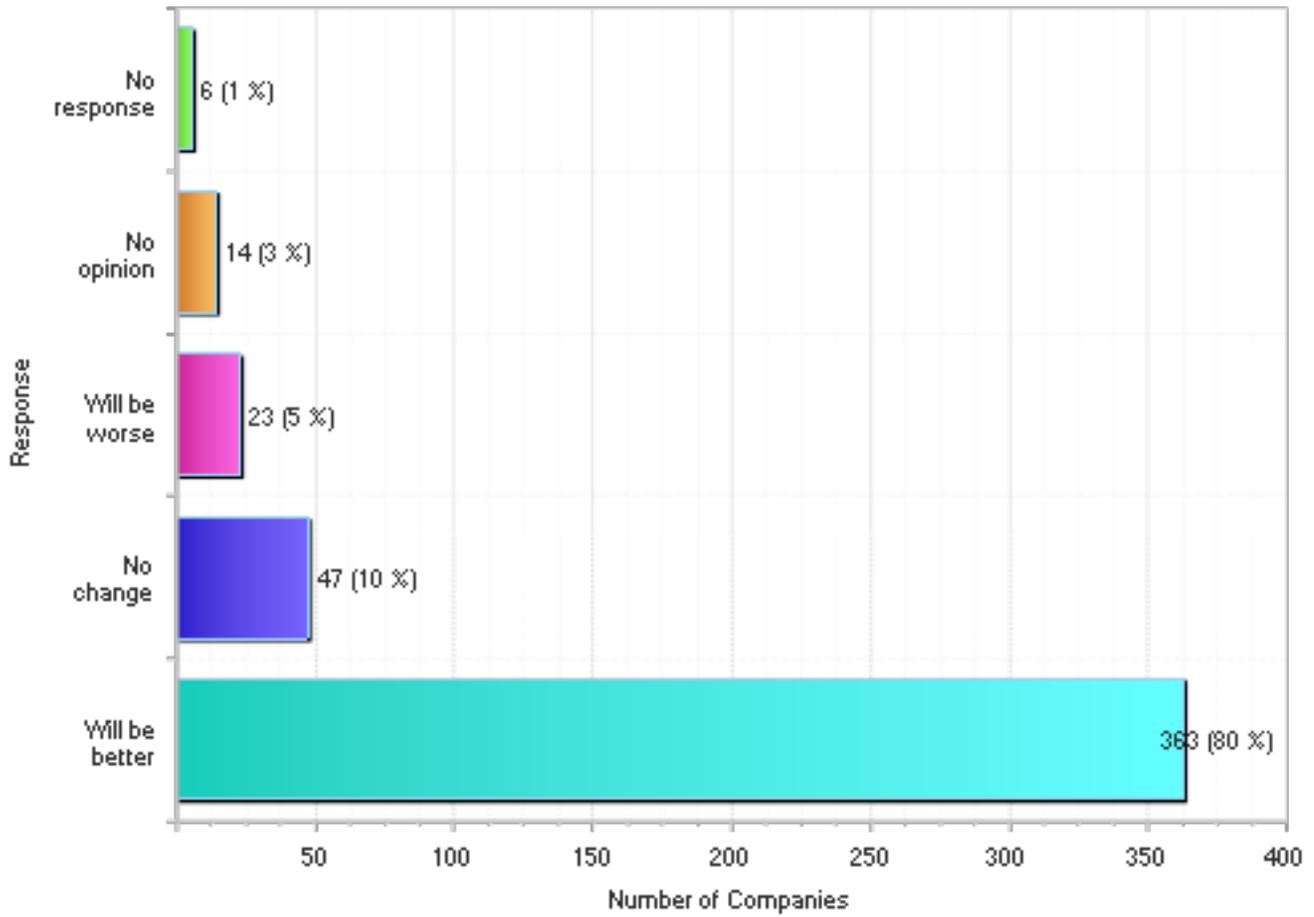
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	4	1%	4	1%
No opinion	33	7%	33	7%
Worse today	239	53%	239	53%
No change	80	18%	80	18%
Better today	98	22%	98	22%
Total	454	100%	454	100%

**Please indicate this company's attitude toward this facility**



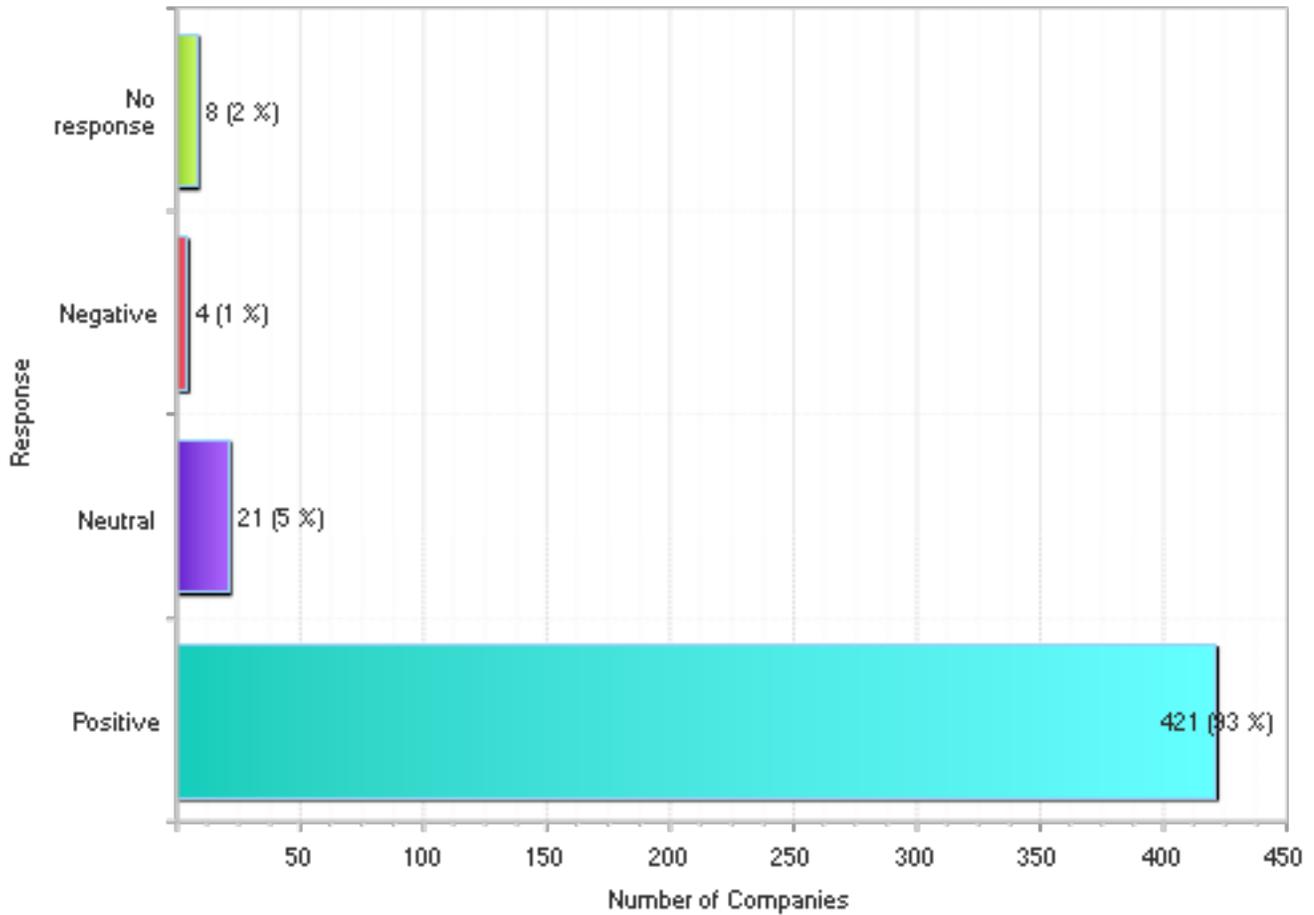
Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	10	3%	10	3%
Negative	5	1%	5	1%
Neutral	68	17%	68	17%
Positive	313	79%	313	79%
Total	396	100%	396	100%

**Please forecast the condition of the local business climate 5 years from today**



Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	6	1%	6	1%
No opinion	14	3%	14	3%
Will be worse	23	5%	23	5%
No change	47	10%	47	10%
Will be better	363	80%	363	80%
Total	453	100%	453	100%

**Please indicate this company's attitude toward this community**



Responses	Series 1	Series 1 (%)	Total	Total (%)
No response	8	2%	8	2%
Negative	4	1%	4	1%
Neutral	21	5%	21	5%
Positive	421	93%	421	93%
Total	454	100%	454	100%

**Legend**

Created at: 5/21/2013 4:27:15 PM by Brian Carver

Selected questions

Date of meeting\*

Contact visited\*

What are the factors that make your company successful here?

Describe the wage scale here compared to all other firms locally

What benefits do you offer your employees?

Do you have problems retaining employees?

Employee retention notes

Do you have problems recruiting employees?

Employee recruitment notes

Is there a formal workforce training program in place?

Use of Internet

Type of Internet connection

Importance of Internet for your business today

Do you have dedicated IT staff or vendor to handle your IT?

What is the status of your investment in IT over the past 18 months?

Condition of computers and other information technology equipment

E-Commerce notes

How much of this facility's space are you currently using?

How much equipment capacity are you currently using?

Is there room for expansion at this site?

Are you planning to expand locally in the next 12 - 18 months?

Public water/sewer

Code enforcement

Building inspection/permitting

Zoning/Land use

Local road network/condition

Interstate highway system/condition

Airport

Utility (Gas)

Utility (Electric)

Police protection

Fire/emergency services

Municipal services notes

Received assistance?

If Yes, specify amount received (in dollars)

Targeted Business Tax Credits

Targeted Business Tax Credits

Enterprise Zone Plant and Equipment

Enterprise Zone Building Rehabilitation

Enterprise Zone Building Rehabilitation

Recycling Zone Credits

Recycling Zone Credits  
Economic Dev Tax Increment Finance  
Economic Dev Tax Increment Finance  
Aviation Tax Increment Finance  
Aviation Tax Increment Finance  
Custom Fit Training  
Custom Fit Training  
RDA/EDA Area  
RDA/EDA Area  
Municipal Funding Program  
Municipal Funding Program  
Revolving Loan Funds  
Revolving Loan Funds  
Southeast Utah Community Dev Corp  
Southeast Utah Community Dev Corp  
Local Two Year Community/Trade College  
Local Two Year Community/Trade College  
Four Year University  
Four Year University  
Other  
Other  
Government assistance notes  
Workforce quality  
Workforce availability  
Local government  
Local tax structure  
State tax structure  
Workers compensation rates  
Economic development  
Cultural/Recreational amenities  
Housing  
K - 12 education  
Colleges/Universities  
Technical training  
Notes on business climate rankings  
Please rate the local business climate  
Please compare the local business climate today  
versus 5 years ago  
Please indicate this company's attitude toward this  
facility

Please forecast the condition of the local business climate 5 years from today  
Please indicate this company's attitude toward this community

Business climate notes

Company name / Organization name

Selected filters

NONE

01

#### Notes

Disclaimer: Reports represent information from participating companies only and, therefore, may not provide an accurate representation of the market area.

Disclaimer: Numeric and percentage returns are based on the actual number responses. In many instances, more than one data option may be selected.

# **Appendix B – Public Comment & Adoption**

The Bear River EDD solicited public comments on the 2013 CEDS document by advertising in four major publications of general circulation. Attached are the proofs of publication of the public notice of the comment period.



# AFFIDAVIT OF PUBLICATION

No 3402

The Leader-Garland Times

STATE OF UTAH

ss.

County of Box Elder

I, Jodie Valdez

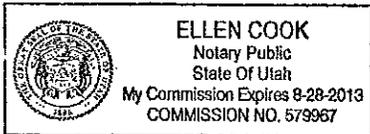
being first duly sworn, depose and say The Leader, a weekly newspaper of general circulation, published once each week, at Tremonton, Utah; that the foregoing notice was published in said newspaper for (1) one consecutive weeks, the first publication having been made on the 31 day of July, 20 13, and the last publication on the 31 day of July, 20 13. That said notice was published in the regular and entire issue of every number of paper during the period and times of publication, and the same was published in the newspaper proper and not in the supplement.

Jodie Valdez  
Signature of person preparing proof of publication

*This Public Notice is also published online at utahlegals.com, according to Section 45-1-101, Utah Code Annotated, beginning on the first date of publication and for at least 30 days thereafter.*

Subscribed and sworn to before me this 31<sup>st</sup> day of July, 20 13

Ellen Cook Notary Public



Pub Fee \$59.65

**PUBLIC NOTICE**  
**Request for Public Comments on the Bear River Comprehensive Economic Development Strategy (CEDS)**  
**Bear River Association of Governments and the CEDS Committee for the Bear River Economic Development District have published a draft of the Comprehensive Economic Development Strategy for Box Elder, Cache & Rich Counties, Utah as required by the U.S. Department of Commerce, Economic Development Administration (EDA). The purpose of the CEDS is to promote a coordinated regional approach to accomplish desired economic development objectives.**  
**A thirty (30) day comment review period is required prior to adoption and submittal of this report to the EDA.**  
**A draft copy of the plan is available for public review and comment at BRAG, 170 N. Main, Logan, Utah, or on the Internet at www.brag.utah.gov**  
**Comments will be accepted July 31, 2013 through 5:00 p.m. August 29, 2013. All comments may be submitted either by mail to: Brian Carver, Community & Economic Development Director**

**Bear River Association of Governments**  
**170 North Main**  
**Logan, Utah 84321**  
**Or by telephone or email at 435-752-7242 or brian@brag.utah.gov**  
**Published in the Leader on July 31, 2013.**

# BOX ELDER NEWS JOURNAL PROOF OF PUBLICATION

State of Utah  
Box Elder County

## **Request for Public Comments on the Bear River Comprehensive Economic Development Strategy (CEDS)**

Bear River Association of Governments and the CEDS Committee for the Bear River Economic Development District have published a draft of the Comprehensive Economic Development Strategy for Box Elder, Cache & Rich Counties, Utah as required by the U.S. Department of Commerce, Economic Development Administration (EDA). The purpose of the CEDS is to promote a coordinated regional approach to accomplish desired economic development objectives.

A thirty (30) day comment review period is required prior to adoption and submittal of this report to the EDA.

A draft copy of the plan is available for public review and comment at BRAG, 170 N. Main, Logan, Utah, or on the Internet at [www.brag.utah.gov](http://www.brag.utah.gov)

Comments will be accepted July 31, 2013 through 5:00 p.m. August 29, 2013. All comments may be submitted either by mail to:

Brian Carver, Community & Economic Development Director  
Bear River Association of Governments

170 North Main  
Logan, Utah 84321  
Or by telephone or email at 435-752-7242 or [brianc@brag.utah.gov](mailto:brianc@brag.utah.gov)

July-31-c

I, Casey Claybaugh, being first duly sworn depose and say that I am the Publisher of the Box Elder News Journal, a newspaper of general circulation, published every Wednesday in Brigham City, Utah, County of Box Elder; that the notice

Request for Public Comments

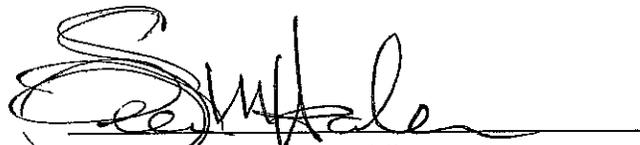
BRAG

of which a copy is hereto attached, was published in said newspaper, the first publication having been made on the 31st day of July, 2013, and the last on the 31st day of July, 2013; that said notice was published in the regular and entire issue of every number of the paper during the period and times of publication, and the same was published in the newspaper proper and not in the supplement.

Same was also published online at [utahlegals.com](http://utahlegals.com), according to Section 45-1-101, Utah Code Annotated beginning on the first date of publication and for 30 days thereafter.

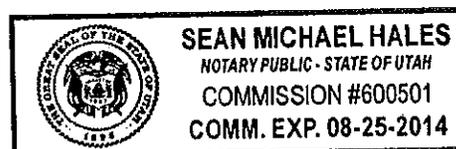
  
Casey Claybaugh, Publisher

Subscribed and sworn before me this  
31st day of July, 2013:

  
Sean Hales, Notary Public

Residence: Brigham City, Utah

My commission expires August 25, 2014

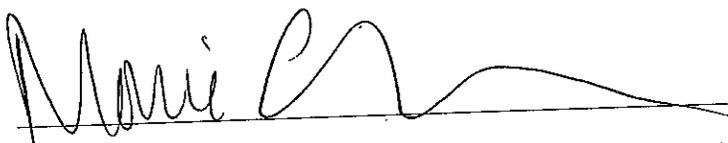


Civil  
PROOF OF PUBLICATION

STATE OF UTAH  
COUNTY OF CACHE, ss

On this 29th day of July , A.D. 2013 personally appeared before me Monica Christensen who being first being duly sworn, deposes and says that she is the Assistant to the Finance Director of the Cache Valley Publishing Co., publishers of The Herald Journal a daily newspaper published in Logan City, Cache County Utah, and that the Legal Notice, a copy of which is hereto attached was published in said newspaper for 1 issue(s) and that said notice also published on utahlegals.com on the same days(s) as publication in said newspaper

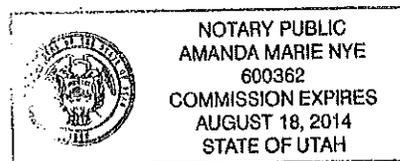
Commencing on the following days:  
07/28/2013

 , Assistant to the Finance Director

Subscribed and sworn to before me on this 29th day of July , A.D. 2013

 , Notary Public  
Commissioned in the State of Utah

My Commission expires August 1, 2015



**REQUEST FOR PUBLIC COMMENTS ON THE  
BEAR RIVER COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY (CEDS)**

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Publication date: July 28, 2013