

# W. Marlin Eldred CEcD, CDC, MBA

9656 S. Sleepy Hollow Cir  
Sandy, UT 84094  
801-719-8234

## SKILLS

- Experienced in Creating Urban Renewals/CDA
- Team Player and Self-Motivated
- Goal Oriented and Responsible
- Effective Manager, Strategic Planner
- Strong Negotiating Skills
- Completed Numerous EconDev Projects

## EMPLOYMENT

### Community and Economic Development Director for Morgan County

July 19, 2016 – Present  
Morgan, Utah

Responsibilities include working through the economic development strategic plan, leading the Morgan Economic Development Partnership group, BEAR Visits, Working with all developers, consolidation of utility companies, land site development, education of County Council, working with Planning and Zoning, creating, implementing and following economic development principles to lead the community.

- Working on Utility consolidation, land site development and two potential developments.
- Conducting BEAR visits to learn about the business needs in Morgan County and to create relationships.
- Bringing in outside organizations to help county understand possible directions and potential outcomes. Education of County Council of how to capture future opportunities.

### President and CEO Economic Development Planning Group LLC

September 2015 – Present  
Sandy, Utah

Responsibilities include generating consulting work through RFP submission, direct contract or subcontracting under a primary contract. Focus areas are Economic Development Strategic Planning, Re-Development Agency (CDA/RDA/EDA) plan creation, implementation and administration, Sales Tax Leakage Studies, General Plan Review and Update, Group Facilitation and Consensus Building.

- Created an Economic Development Strategic Plan for Morgan County through community facilitated input to develop overarching priorities and objectives. Finalized goals, timeline and budget utilizing the balanced scorecard method.
- Consulting with Morgan County to provide Economic Development Professional Services to move the strategic plan forward. This includes industrial site preparation, business visits, working with local leaders and residents, business recruitment and retention and creation of marketing material.
- Consulting with Millard County to evaluate the need and opportunities to create a Community Development Area that will help a business expand into phase 3. This involves working with the local elected county officials and school board members to understand the process and potential outcomes.
- Worked with Brigham City to help negotiate the Arts Academy Conference Center Management Agreement. This included contract and budget review with recommended changes, presenting changes to client and contract to ad-hoc committee and eventually getting city council approval to move forward with the contract.
- Working with Governors Office of Economic Development and Economic Development Corporation of Utah Rural Board on a state wide SWOT analysis program with potential for Economic Development Strategic Planning component.

### Community and Economic Development Director for Davis County

November 2014 – September 2015  
Davis County, Utah

Responsibilities include directing economic development for the county, annual budget, management of employees, implementing long range vision, overseeing tourism, marketing the Davis Conference Center.

- Created, submitted, presented and oversaw the department annual budget for 2014 and 2015
- Helped create a new tourism department under economic development which I oversaw. This included hiring a manager, implementing a \$300,000 marketing budget and showing an ROI.

- Oversaw the Davis Conference Center and the \$3 Million annual budget. This includes monthly financial meetings, sales meetings and review of maintenance issues.
- Council of Governments and Business Loan Fund Administrator. This includes overseeing both meetings, working with mayors, UTA, UDOT, WFRC, on issues facing the cities and lead group discussions. Promote the \$4.5M Business Development Loan Fund, review and complete monthly financials, and make recommendations on loans.
- Directing efforts to create short term and long term solutions to Hill Air Force Base employment and supply chain management issues. This will strengthen HAFB from further Base Re-alignment and Closures.
- Working with Site Selectors, Businesses, Real Estate, GOED and EDCUtah to promote Davis County as an employers and employees number one choice for relocation and/or expansion.

**Community Development Program Manager/Assistant Economic Development Director for Davis County**

January 2009 – November 2014  
Davis County, Utah

Responsibilities include bringing together and working hand in hand with 15 cities. Business retention of local entities and recruitment by industry sector.

- Started Davis Unified Economic Development group or DUED that brings entities tied to economic development together to network, inform, and discuss economic issues facing Davis County. Entities include Cities Staff and Elected Officials, Developers, Real Estate, State, Architects, UTA, and Business Leaders.
- Work with all 15 cities on Request for Information Proposals to be sent to site selectors through EDCUtah. When and RFI turns to a site visit I help or drive the site visit and work with the city through the incentives process.
- Helped create a retention program where 60 – 75 of small to large businesses are visited in Davis County every year. Offer options like financing, supply chain management, incentives for expansion, being an advocate for a public process and sharing resources with other businesses to foster growth.
- Through city involvement we identify land and building sites for recruitment purposes. Have helped create 20 CDA's ,2 EDA's and 1 RDA over a 6 ½ year period.
- Placed over \$30 million in Recover Zone Bonds that helped Janicki and the Larry H. Miller Group to locate in Davis County.
- Utah Alliance for Economic Development Chairman of the Board for 2015. Have held position of vice chair, and meetings committee chair.
- Council of Governments administration, support the administrator in helping create agendas, conduct meetings and assist where needed. Provide support for the \$4.5M Business Development Loan Fund. This includes doing a monthly reconciliation on all accounts, complete loan documents and set up accounts, promote the loan and help vet out potential loan recipients.
- Promote and support Davis County to numerous stakeholders that include, EDCUtah, Chamber of Commerce, Legislative Affairs, MIDA, UDA, GOED, Utah Alliance, Davis County Cities, and numerous other private and public entities.

**Economic Development Director  
City of Jerome**

May 2004 – January 2009  
Jerome, ID

Responsibilities include business retention and expansion thru job creation, new business start-up and industry growth thru business relocation.

- Helped attract Idaho Milk Products to Jerome which invested over \$150 million in real and personal property. Working with Urban Renewal to help create area number #2 and offer incentives to current businesses located in the industrial area. Over the last four years I have promoted Jerome to over 30 businesses. Working with Urban Renewal I have gained a strong understanding of how taxes work and how the mill levy is derived and its affects.
- Created and implemented a business satisfaction survey and SWOT analysis to determine businesses wants in Jerome. Worked with numerous businesses to find solutions to issues so they could remain in Jerome.

- Vice Chair on the legislative committee for IEDA. Active participant in the 2007 legislative session. Lobbying support through IEDA on legislation that would hurt Urban Renewals and Cities.
- Reviewed title 17 (zoning) and made recommendations for changes. Written numerous resolutions and contracts for the Jerome Urban Renewal Board.
- Current board member to the Chamber of Commerce, Gem Team Chairman and Board Member to Southern Idaho Economic Development Organization.
- As a department head I have worked through the budgeting process for the last four years.
- Completing strategic marketing and strategic plan for the department of economic development. This falls within the overarching city priorities as set forth by the Mayor and City Council.
- Working with local business, government organizations and groups for business retention and expansion. I have forged strong relationships with a lot of the major business owners in the community allowing me to help them grow. These businesses have located or expanded in Jerome which has brought good jobs and income to the city.
- I have built relationships with Jerome County, City of Hazelton, Twin Falls City and County, Minidoka and Cassia Counties and cities within their jurisdiction. This has allowed me to build trust and open dialogue for the future.
- Completed the first County Urban Renewal District in the state of Idaho for Jerome County and was the administrator until Dec 2008.
- Implemented and chaired the Neighborhood Group Initiative to look at neighborhood issues. Generate ideas, work through a process and implement then through the city.

### **Economic Development Director**

**Emery County,**

Responsibilities include Economic Development for Emery County thru job creation, new business start-up and industry growth thru business relocation.

May 2002 – May 2004

Castle Dale, UT

**EMERY TELCOM, Marketing Director**

**FIRST SECURITY BANK, Operations Officer, Product Management Department**

**AMERICAN STORES, Procurement Support Tech**

**UNITED PARCEL SERVICE, Marketing Business Planning Associate**

**UNITED STATES MARINE CORPS, Administrative Chief (Managerial)**

February 2000 – May 2002

September 1998 – February 2000

July 1997 -- September 1998

July 1994 – July 1997

July 1987 – July 1994

## **EDUCATION**

**Masters of Business Administration (MBA),** May 2000, University of Phoenix,

**Bachelor of Science in Business Management,** June 1997, University of Utah,

**Certified Economic Development,** October 2012, International Economic Development Council

**Community Development Certification,** December 2006, Northwest Community Development Institute

**Financial Seminars on Bonds, TIF, and Tax Credits,** Council of Development Finance Agencies

**The National Development Council Economic Development 101 and 201 Courses**

**International Economic Development Council Basic Economic Development Course**

**The National Development Council Finance and Budgeting Courses**

**Oklahoma Economic Development Institute Economic Development Marketing and Attraction**

**Oklahoma Economic Development Institute Real Estate Development and Reuse**

### **PERSONAL SKILLS DEVELOPMENT**

Microsoft Office, Power Point, Excel, GIS Tools, Microsoft Publisher, MapInfo

Noncommissioned Officers Training, with emphasis on leadership, 1993

Various training courses through the Marine Corps on managing people, time, and stress

### **PERSONAL INFORMATION**

Honorable discharge as a Sergeant in the United States Marine Corps.

Eagle Scout, in the Boy Scouts of America and Vigil, in the Order of the Arrow.

Enthusiastic and responsible worker with an analytical mind well organized, goal oriented, and resourceful.

## ***Marlin Eldred, Economic Development Bio***

Mr. Marlin Eldred has vast experience in municipal, county and private economic development. Specifically, he has served over 16 years helping private and public entities expand their economic programs. Most recently, he is the Economic Development Director of Lehi City. Where he is responsible for business retention and recruitment, downtown revitalization, community engagement and helping to create a better quality of life for Lehi residents. While he is new to the position he hopes to bring his vast knowledge and experience to help Lehi grow into the future.

As the President and CEO of Economic Development Planning Group he worked with numerous rural communities and counties in the State of Utah. Projects include contract negotiations, Economic Development Strategic Planning, meeting facilitation and consensus building, Community Development Area Creation, Sales Tax Leakage Study and more. With his diverse background Mr. Eldred can help municipalities determine the realities of where they are at with economic development, create a feasible path and generate goals to accomplish desired outcomes. Relationship building and a defined path are two critical keys to success.

As the Community and Economic Development Director in Davis County, he worked directly with 15 cities—developing 18 Community Development Areas (CDAs) and establishing business retention programs throughout the county. He was the Administrator of Council of Governments and a \$4.5M Business Development Loan Fund. Mr. Eldred was instrumental in working with cities to attract new and relocating businesses to Davis County. One of his most distinguished accomplishments was the establishment of Davis Unified Economic Development (DUED).

Previous to his service to Davis County, Mr. Eldred served as the Economic Development Director for the city of Jerome, ID. He helped attract over \$150 million in new business to the local economy and established the first County Urban Renewal District in the state of Idaho. Working with Urban Renewal, Mr. Eldred garnered an understanding of the intricacies of tax assessment and mill levies. He created and implemented a business satisfaction survey and SWOT analysis to determine business requirements. Mr. Eldred is exceptionally familiar with the municipal budgeting process and has completed strategic marketing and strategic plans to comply with the overarching city priorities as set forth by the Mayor and City Council.

Mr. Eldred forged strong relationships with many major business owners in the community and worked with local business, government organizations and groups for business retention and expansion. Mr. Eldred also served as the Economic Development Director for Emery County. Here, he received 501c3 status for the local Community Development Corporation (CDC). He created training programs that generated over 80 jobs and was an Economic Development Area (EDA) grant administrator. He was also involved in the line-item budgeting for 9 county departments.

Mr. Eldred was born and raised in Utah. He joined the Marine Corps after high school and has been around the world. He left the military to pursue his educational goals and holds a master from The University of Phoenix and has received his Community Development Certification and is one of three Certified Economic Development practitioners in the State of Utah. He is Married to the love of his life, Jill and they have four wonderful children.

**MORGAN COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN**  
**OVERARCHING PRIORITIES, OBJECTIVES AND GOALS**



**Overarching Priorities**

- Infrastructure
- Business Development
  - Business Expansion and Retention
  - Business Recruitment
- Tourism
- Education
- Quality of Life

**Overarching Priorities with Objectives**

**Infrastructure**

- Interchange at Mountain Green and County road upgrades
- Public/private partnerships for utilities
- Understanding existing infrastructure and planning for future infrastructure

**Business Development**

- Business Expansion and Retention
  - Create a business friendly environment
  - Business expansion and retention of local businesses
  - Develop commercial street
- Business Recruitment
  - Develop viable business clusters
  - Industrial and business site development
  - Incentives Inventory

**Tourism**

- Identify and market County Tourism Assets
- Recruit a hotel
- Enhance mountain biking
- Utilize commercial street as a tourism attraction
- Work to create tourism attractions

**Education**

- Land banking for future schools
- Partner with school district to grow tax base
- Align business sectors with higher education and certificate programs
- Identify education gaps at the business level

**Quality of Life**

- Community Safety and Support
- Planning and Zoning standards for future
- Environmental protection of county resources

**Overarching Priorities with Objectives and Goals**

**Infrastructure – Overarching Priority**

- **Interchange at Mountain Green and County road upgrades – Objective**
  - Goals for Interchange at Mountain Green
  - Work with UDOT to define next steps for the interchange. Create a long term plan to complete the interchange.
  - Contact local land owners to discuss interchange and get buy-in for the project
  - Identify funding opportunities and determine what right of way will need to be purchased for the Interchange Upgrade at Mountain Green Exit
  - Once design work and easements are completed, engage legislators to help push the interchange up on the priority list.
  - Continue to keep the interchange top of mind with UDOT and a higher priority.
    - Responsible Party Economic Development/Tina Cannon, keep meetings and updates moving forward
    - Time Line: Present – 2030
    - Budget: None needed at this time as it will be meetings to determine next steps
  - Goals for County Road Upgrades
  - Work with Public to understand county road priorities (there is a plan that is based on age and condition of road infrastructure)
  - Work with Public Works to help economic development to understand road upgrades and how it fits within the master plan and overall road plan.
  - Identify areas of growth and determine road needs for ingress and regress. This includes upgraded roads, industrial park and airport alternate routes, housing, retail and office space.
    - Responsible Party: Economic Development and Mike at Road Department
    - Time Line: 6 – 12 Months
    - Budget: None needed at this time. Budget will need to be created as we look at upgrades to roads and new roads.
  
- **Public/private partnerships for utilities – Objective**
  - Goals for Public/Private partnerships for utilities
  - Create a master utility map showing all utility lines
    - With the master map create points of contact so it becomes a one stop shop for developers looking at infrastructure
  - Understand infrastructure upgrades, locations and time frame
  - Start the conversation with sewer and water districts to create or integrate into one system
  - Utilize incentives to become a partner in utilities by purchasing excess capacity or installing pipe for future development
    - Responsible Party: Economic Development/Bill Cobabe
    - Time Line: 3 months for Map (June 1<sup>st</sup>), 30 days after for meeting to start dialogue.
    - Budget: None needed at this time.

**MORGAN COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN**  
**OVERARCHING PRIORITIES, OBJECTIVES AND GOALS**



- **Understanding existing infrastructure and planning for future infrastructure (Infrastructure includes, Water, Sewer, Gas, Electric, Roads, and Telecommunications) – Objective**
  - Goals for understanding existing infrastructure and planning for future infrastructure
  - Meet with all utilities semiannually to discuss infrastructure improvements
  - Look for opportunities to create public and private partnerships through incentives or creating demand for services
    - Responsible Party: Economic Development
    - Time Line: 6 – 12 Months to create infrastructure map and start dialogue. Based on conversation will better understand direction.
    - Budget: None needed at this time

**Business Development – Overarching Priority**

- **Business Expansion and Retention – Overarching Priority Sub Category**
  - **Create a business friendly environment – Objective**
    - Goals to create a business friendly environment
    - Continue to promote Morgan County as “Business Friendly”
    - Review Planning and Zoning ordinances with county and city addressing impact fees, business licensing, and certificate of occupancy to ensure processes are streamlined, information is clear and understandable, and there is a one stop shop.
    - Work with developers to overcome obstacles and become an advocate for the project
      - Responsible Party: Bill Cobabe/Britanee Gardner/Economic Development/Andrew Willis
      - Timeline: Ongoing
      - Budget: None needed at this time.
  - **Business expansion and retention of local businesses – Objective**
    - Goals to create business expansion and retention of local businesses
    - Continue with the BEAR program
    - Create a top 25 largest businesses/tax generators in Morgan County. Visit with each business to understand how the county can help them stay and grow.
    - Work through the BEAR Program and business visits to continue to create training opportunities for companies and employees
    - Work with Department of Workforce Services to understand employment issues facing Morgan County. Promote Workforce Services to businesses for employment screening and recruitment. Educate businesses on workforce services incentive programs and custom fit training monies.
      - Responsible Party: Economic Development
      - Timeline: Present - June 1<sup>st</sup> for business visits of top 25 businesses. then create opportunities for expansion.
      - Budget: Funds for business visits can come from BEAR funding if needed.
  - **Develop commercial street - Objective**
    - Goals to help develop commercial street

# MORGAN COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN

## OVERARCHING PRIORITIES, OBJECTIVES AND GOALS



- Continue to work with Morgan City to promote commercial street as a viable business location
  - Work with city to create more awareness and utilization of businesses on Commercial Street. Promote shop local campaign.
  - Work with city to understand tax incentives that can be used for infrastructure and façade improvements. This includes a Special Improvement District (SID), creating a Community Development Area (CDA).
    - Responsible Party: Shalay Hurlbut
    - Timeline: Ongoing
    - Budget: None needed at this time
- **Business Recruitment– Overarching Priority Sub Category**
    - **Develop viable business clusters – Objective**
      - Goals to develop viable business clusters
      - Create/conduct an industry analysis
        - An industry analysis looks at existing business, demographics, transportation corridors, available land, etc. to determine what priority industries would fit in a community. Example: Browning – Look to create an Outdoor Hunting Sport Cluster (Gun, Scope, Archery, Decoys, Ammo, Etc.)
      - Utilize analysis to create business clusters
      - Utilize key industry businesses to start marketing Morgan County for business expansion or relocation
      - Attend trade shows with preset meetings to promote Morgan County
      - Design Economic Development Web Site to promote to specific industry sectors
        - Responsible Party: Economic Development
        - Timeline: Present - May 1<sup>st</sup> identify industries, branding and slogan potential for county
        - Budget: None needed at this time
    - **Industrial and business site development – Objective**
      - Goals for Industrial and Business Site Development
      - Work with County, land owners and developers to determine viable industrial and business land sites.
      - Create marketing sheets/packets to promote each land site. This includes a welcome letter from the county, zoning information, utility placement, site maps, demographics, employee opportunities and education. Needs to be a one stop shop/information repository for land sites.
      - Work with Realtors on land site promotion. The county can never promote one land site over another but let the business make the decision.
      - Ensure land sites are promoted via web site with all pertinent information
        - Responsible Party: Bill Cobabe/Economic Development Planning Morgan County/Economic Development/Tina Cannon
        - Timeline: Present - August 1<sup>st</sup>, 2016
        - Budget: None needed at this time



# MORGAN COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN

## OVERARCHING PRIORITIES, OBJECTIVES AND GOALS



- **Incentives Inventory – Objective**
  - Goals for Incentives Inventory
  - Become educated on all incentives available to businesses. This includes all monetary incentives (income taxes, cash, reimbursement, custom fit training, etc.) and no cost business help (Workforce Services recruitment and screening help).
  - Create an incentives document explaining all available incentives with criteria to receive incentives, minimum and maximums and points of contact
  - For any county incentives, a guiding policy needs to be created. For example a Community Development Area guiding policy. Policies help make uniform decisions and provides political cover in controversial developments.
    - Responsible Party: Economic Development/GOED Rural Development/Andrew Willis/Tauna MacPhearson
    - Timeline: Present – June 1<sup>st</sup>, 2016
    - Budget: None needed at this time
  
- **Increase Economic Development Capability - Objective**
  - Goals for increasing economic development capability
  - Meet with commercial realtors, funding sources, developers, contractors, land owners, GOED, EDCUtah, councils and commissions, and other public or private stakeholders involved in economic development to share insight and resources about Morgan County on economic development issues
  - Maximize partnership with GOED Rural Office of Economic Development, and EDCUtah
  - Drive program coordination through supporting and involving programs through Northfront Entrepreneurial Alliance, SBDC, Chamber of Commerce, higher education and others in business recruitment and expansion
    - Responsible Party: Economic Development/Others as assigned to boards
    - Timeline: Ongoing
    - Budget: None needed at this time

### Tourism – Overarching Priority

- **Identify and market County Tourism Assets – Objective**
  - Goals to identify and market county tourism assets
  - Create a tourism adhoc group made up of tourism driven businesses
  - Conduct a survey or focus group to identify tourism assets and priorities
  - Engage Utah Office of Tourism for expertise and funding opportunities
  - Help promote tourism aspect of Morgan County
    - Responsible Party: Britanee Gardner/Economic Development/ Economic Development Partnership Board
    - Timeline: June 1, 2016
    - Budget: None needed at this time
  
- **Recruit a hotel – Objective**

**MORGAN COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN**  
**OVERARCHING PRIORITIES, OBJECTIVES AND GOALS**



- Goals to recruit a hotel
- Continue to contact hotel development companies to understand hurdles and opportunities for a hotel.
- Continue to work with Morgan City to evaluate incentive opportunities. Continue to work with land owners on opportunities.
- Continue to work with Morgan City on presentation opportunities
  - Responsible Party – Economic Development/Scott Parkinson/Shayla Hurlbut
  - Timeline: Ongoing until filled
  - Budget: None needed at this time. (Possible CDA in the future)
- **Enhance biking – Objective**
  - Goals to enhance mountain biking
  - Identify existing and potential mountain biking trails
  - Ensure all property owners and access is allowed and wanted
  - Utilize funding from Office of Outdoor Recreation to create or enhance trail systems
  - Promote trails to bikers and potential mountain bike races
  - Create an interactive web site and physical map showing all trails
    - Responsible Party: Justin Hogue/Britanee Gardner/Economic Development
    - Timeline: Present - 1 March to meet with Justin Hogue, 3 – 6 Months to create plan
    - Budget: None needed at this time
- **Utilize commercial street as a tourism attraction – Objective**
  - Goals to utilizing commercial street as a tourism attraction
  - Work with Morgan City to identify tourism aspects of commercial street
  - Work with tourism businesses and attractions to cross promote commercial street as a destination
  - Work with Morgan City and Chamber of Commerce to create marketing material to promote the tourism aspect of commercial street
    - Responsible Party: Britanee Gardner and Shayla Hurlbut
    - Timeline: July 1<sup>st</sup>, 2016 identify tourism aspects and create plan then ongoing
    - Budget: None needed at this time (potential tourism match grant)
- **Work to create tourism attractions – Objective**
  - Goals to work to create tourism attractions
  - Work with Morgan City, Chamber of Commerce, Businesses and County to identify opportunities to create tourism attractions
  - Work with business to cross promote packages that include lodging, golf, restaurant, etc.
    - Responsible Party: Identify after tourism attractions are solidified
    - Timeline: December 31<sup>st</sup>, 2016 have attractions identified and start working for summer 2017 promotion.
    - Budget: None needed at this time

**Education – Overarching Priority**

# MORGAN COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN

## OVERARCHING PRIORITIES, OBJECTIVES AND GOALS



- **Land banking for future schools – Objectives**
  - Goals for land banking for future schools
  - Work with planning and zoning ordinances to encourage developers to set aside land for schools and greenspace
  - Work with school district to identify possible areas for future schools
    - Responsible Party: Bill Cobabe/Doug Jacobs
    - Timeline: May 1<sup>st</sup>, 2016 to identify potential land sites
    - Budget: None needed at this time
  
- **Partner with school district to grow tax base – Objectives**
  - Goals to partner with school district to grow tax base
  - The school district receives taxes from personal and real property. The way to grow the tax base is through business recruitment of commercial and industrial growth. School district needs to partner with county in business recruitment.
  - School district needs to understand and support Community Development Areas as an incentive tool
    - Responsible Party: Economic Development/Doug Jacobs, invite Ted Taylor to Economic Development Partnership Board
    - Timeline: July 1<sup>st</sup>, 2016 have meet with School Board and have a CDA Guiding Policy in place. Help School Board understand the need for CDA's.
    - Budget: None needed at this time
  
- **Align business sectors with higher education and certificate programs – Objectives**
  - Goals to align business sectors with higher education and certificate programs
  - Work to attract businesses that students are getting certificates or degrees in. Example, Davis Applied Technology College is graduating students with composite certificates and they are working for Orbital ATK or Hill Air Force Base. County needs to align business recruitment with employee pipeline. The goal is to keep educated students in Morgan County.
  - Work with businesses to identify internship possibilities and future workforce needs. Align needs with high school, secondary education and certificate programs
    - Responsible Party: Andrew Willis/DATC/Utah State Extension
    - Timeline: May 1<sup>st</sup>, 2016 have conversation and start putting mechanisms in place
    - Budget: None needed at this time
  
- **Identify education gaps at the business level – Objectives**
  - Goals to identify education gaps at the business level
  - Through business visits identify employee educational needs
  - Work with Workforce Services to identify and recruit employees with the proper education
  - Work with the Applied Technology Colleges to create curriculum or classes to overcome the education gaps
  - Work with Northfront Entrepreneurial Alliance to create training opportunities for employers and employees
    - Responsible Party: Andrew Willis/DATC/Utah State Extension

# MORGAN COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN

## OVERARCHING PRIORITIES, OBJECTIVES AND GOALS



- Timeline: May 1<sup>st</sup>, 2016 have conversation and start putting mechanisms in place
- Budget: None needed at this time

### Quality of Life – Overarching Priority

- **Community Safety and Support – Objectives**
  - Goals for Community Safety and Support
  - Promote Morgan County as a safe place to live, work and play
  - Through business visits help identify any criminal activity by or against the business. Report it to the Sheriff's Office.
  - Be educated on any safety programs provided by Sheriff's office, neighborhood watch groups, etc. to be a business resource for safety.
    - Responsible Party: Sheriff's Department/John Barber/Economic Development
    - Timeline: April 1<sup>st</sup>, 2016 to have meet with the Sheriff
    - Budget: None needed at this time
  
- **Planning and Zoning standards for future – Objectives**
  - Goals to work with planning and zoning standards for the future
  - Continue to work with the planning and zoning department to identify, create and implement any code changes to address future development opportunities
  - Continue to stay up on best practices for planning and zoning
  - Continual education
    - Responsible Party: Bill Cobabe/Tina Cannon/Economic Development
    - Timeline: August 1<sup>st</sup>, 2016 in conjunction with the general plan update
    - Budget: None needed at this time
  
- **Environmental protection of county resources – Objectives**
  - Goals for environmental protection of county resources
  - Identify key county environmental resources. This could include open space, hunting, mineral, water, etc.
  - Create and implement standards to protect county resources. This can be done through planning and zoning, developers' agreements, state resource plans, county master plan, etc.
    - Responsible Party: Bill Cobabe/Economic Development
    - Timeline: August 1<sup>st</sup>, 2016 in conjunction with the general plan update
    - Budget: None needed at this time



# MORGAN COUNTY

## ECONOMIC DEVELOPMENT STRATEGIC PLAN

### OVERARCHING PRIORITIES AND OBJECTIVES

#### 1. Infrastructure

- 1a. Interchange at Mountain Green and County road upgrades
- 1b. Public/private partnerships for utilities
- 1c. Understanding existing infrastructure and planning for future infrastructure

#### 2. Business Development

##### 2a. Business Expansion and Retention

- 1. Create a business friendly environment
- 2. Business expansion and retention of local businesses
- 3. Develop commercial street

##### 2b. Business Recruitment

- 1. Develop viable business clusters
- 2. Industrial and business site development
- 3. Incentives Inventory
- 4. Increase Economic Development Capability

#### 3. Tourism

- 3a. Identify and market County Tourism Assets
- 3b. Recruit a hotel
- 3c. Enhance mountain biking
- 3d. Utilize commercial street as a tourism attraction
- 3e. Work to create tourism attractions

#### 5. Quality of Life

- 5a. Community Safety and Support
- 5b. Planning and Zoning standards for future
- 5c. Environmental protection of county resources

#### 4. Education

- 4a. Land banking for future schools
- 4b. Partner with school district to grow tax base
- 4c. Align business sectors with higher education and certificate programs
- 4d. Identify education gaps at the business level