Salina Industrial Park
Competitive Analysis and Business Attraction Initiatives

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Section 1: Executive Summary
As Colliers performed this study alongside the stakeholders of the Salina Industrial Park, a lot came to light about this site and its role in the greater Central Utah region. Over the past 10 years, most of Utah's economic growth has happened along the Wasatch Front, with economic activity less robust in the rural parts of the state that rely on more traditional industries like mining and agriculture.

But things are changing — not just in Utah, but across the United States — as the COVID-19 pandemic transformed how people shop, where they work and how they live. These changes have given a major boost to rural locations that provide connectivity to larger metro regions but still offer a quieter, more family-friendly lifestyle, like Salina. The Salina Industrial Park has the potential to complement the existing community and solidify its reputation as a place where people want to live and recreate.

Section 2: Area Competitiveness

Building a solid economic engine requires the ongoing competitiveness of a community and its available sites. This report focuses on top corporate relocation and expansion requirements, including the metrics identified in Area Development Magazine’s 2021 yearly survey (see the appendix) and by Colliers’ site expansion service experts across the country.

The Salina Industrial Park’s strengths include existing infrastructure and highway access. However, there is a lack of available buildings, a very tight workforce and very limited new and existing housing to support a growing workforce.

Section 3: Site Plan

The site plan for the industrial park and surrounding area needs to ensure enough room for large industrial users while still providing freeway visibility for small industrial flex space (those that can also be used for office or retail). Pure office and retail locations need the best access to I-70. Mid-size, light industrial and larger office space can create a buffer between the large/heavy industrial space and the flex space adjacent to I-70 and surrounding residential areas.

Section 4: Targeting Future Businesses

Considering Salina’s workforce capabilities and existing infrastructure strengths, such as water, sewer, telecommunications (fiber optic service) and electricity, the following industries should be included in any attraction efforts:

1. Third-party logistics providers, such as XPO Logistics and J.B. Hunt
2. Highly automated manufacturing, such as manufactured home and automotive supplier facilities
3. Data centers, such as Switch or Digital Realty
4. Tourism-related businesses that will utilize Salina’s proximity to world-renown national and state parks
5. Organically grown businesses
Section 5: Marketing and Outreach

Marketing the site and the strengths of the area will be critical in procuring new businesses to and expanding current businesses within the Salina Industrial Park. A suite of print and digital outreach materials should use language that targets the business types recommended in section 4. Social media posts and email drip campaigns should target site selection consultants or real estate brokers who are hired by large businesses to evaluate locations across the country. The marketing strategy should include content created for the following top social media platforms:

1. LinkedIn
2. Facebook
3. Instagram
4. Twitter

Section 6: Incentives

Incentives play an important role in showing support for expanding businesses that are considering the area. Companies have dozens of options when looking for an expansion site, and they spend anywhere from $150 to $500 per square foot when expanding into new space. This increases local property taxes and brings new annual payroll to the community. Incentives should be designed to share the burden of those costs and increase the chances of success. Currently, the State of Utah has several programs to include in marketing efforts, including the following:

1. Tax increment financing tools for public infrastructure extensions
2. Workforce recruitment efforts
3. Job creation grants and forgivable loans
4. Deferred or reduced development fees

Section 7: Recommendations and Next Steps

Colliers believes the Salina Industrial Park and surrounding area can attract new businesses that will diversify the economy, ease dependence on existing businesses, create new wealth in the form of wages earned and spent locally, create a critical mass of business that will encourage local job growth, and attract individuals to the community to support the workforce needed for new industry. In order to do this, Colliers recommends the following:

1. A strong marketing campaign targeted to a highly compatible workforce and industries
2. The development of a consortium of rural workforce partners, such as Snow College
3. Appropriate incentives used to offset the cost of creating a new corporate location
Beyond infused industrial development, the Salina community needs renewed interest, more housing development and an opportunity to intentionally reinvent itself. The rise of e-commerce and the ability to work remotely as a result of COVID-19 are positive trends for proud, rural communities like Salina that embrace the nature around them.

It is vital to protect the character of a community while helping it evolve. There’s a delicate balance between meeting the needs of legacy residents and attracting residents who bring new life to the region. The community survey made it clear that many current, long-time residents want new growth and development, but many also want to preserve what makes Salina special. When executed correctly, economic development can create an environment that will work for everyone.
Section 2: Area Competitiveness

RFP Section 1
Analysis of Area Potential

For a considerably rural community, the average household income in Salina is remarkably high, thanks in part to nearby mining operations. Major employers in the area include Barney Trucking, Sufco Mine and Robinson Transport. The 2019 unemployment rate came in at just 3.5 percent.

Salina’s rural geography poses the greatest challenge in getting larger tenants to come to the industrial park. Areas with closer proximity to larger populations have better support for last-mile fulfillment, which requires a larger pool of employees in the immediate area (500-1,500 for larger ecommerce facilities). The Salina Industrial Park is best suited for light manufacturing, regional distribution centers and cross-docking product for companies that are traversing the I-70 corridor and need a convenient place to stop before or after crossing the Rocky Mountains.

I-70 (a major transportation thoroughfare) splits off I-15 about 56 miles west of Salina. I-15 starts in Southern California and spans 176 miles north through Salt Lake City and Idaho all the way to the Canadian border. Goods traveling from ports and warehouses in Southern California travel through Salina on their way to Denver and beyond until I-70 eventually terminates in Baltimore, Maryland.

With such a large volume of traffic passing through Salina, the community has developed a hub for trucking and transportation. Several gas stations, fast food restaurants and convenience stores line both sides of I-70 near the State Route 89 offramp in Salina, providing motorists with plenty of options for fueling up before the roughly seven-hour drive over the Rocky Mountains into Denver. Various other service providers, such as truck repair, tires, travel-friendly restaurants and midgrade motels, line State Route 89 to support travelers on their journeys.

The motels in Salina also house visitors who come to town for equestrian and other regional outdoor events. For a community as small as Salina, the Blackhawk Arena boasts over 300 events annually, bringing tourism dollars to the community and overflowing the motels.

* See the SWOT analysis in the appendix for more details.
Strengths and Weaknesses

The Seven Counties has many strengths to offer new businesses and local populations:

- Large tracts of land for companies looking to expand into a dynamic environment
- Flexible pricing due to city ownership
- Freeway proximity for ease of access
- Existing infrastructure:
  - Water
  - Wastewater
  - Fire hydrants
  - Electricity
  - Fiber internet
  - Natural gas
  - Improved roads
  - Fire hydrants

Area weaknesses that may require adjustments and planning include the following:

- Limited workforce
- Above-average annual wages (the 2020 average household income was $59,508)
- Below-average education (13% college degree compared to 36% in Salt Lake City, Provo and Orem)
- Lack of existing and planned housing
- Distance to large populations (304 miles from Las Vegas, the closest population over one million)

Snapshot of Potential Competitive Markets

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Salina Drive Times

The population of Salina has not grown substantially over the years. The current population comes in at just under 3,000 residents, and 30 percent of the workforce resides outside of city limits. It is necessary to draw a commuter workforce from within a 45-minute drive.

- **Population (2020)**: 42,865
  - Population grew by 3,889 over the last 5 years and is projected to grow by 4,193 over the next 5 years.
- **Total Regional Employment**: 15,779
  - Jobs grew by 1,345 over the last 5 years and are projected to grow by 1,716 over the next 5 years.
- **Avg. Earnings Per Job (2020)**: $46.9K
  - Regional average earnings per job are $25.1K below the national average earnings of $72.0K per job.
Salina Industrial Park Location

Phase 1 of the Salina Industrial Park is a 245.5-acre improved site (with additional acreage available for development) on the north side of I-70, roughly 56 miles east of I-15 and 27.6 miles southeast of Scipio, Utah, on State Route 50. State Route 50 converges with I-70 in Salina then shifts east and converges with I-70 servicing Denver and beyond.

The site is primarily flat and parallels West Industrial Park Drive, which originates slightly east of State Route 50 and continues for a quarter of a mile into the Salina Industrial Park.

The elevation is 5,261 feet above sea level, and the park contains 55 total parcels, including 17 with active commercial businesses and 38 available for sale.

Click here to watch the Salina Drone Video
Section 2: Area Competitiveness

4-Hour Trucking Drive Time from Salina Industrial Park

Approximate Population Reached: 1,433,539

11-Hour Trucking Drive-Time from Salina Industrial Park

Approximate Population Reached: 38,381,105
Seven County Infrastructure Coalition

Section 3: Site Plan

RFP Section 5
Proposed Layout for Salina Industrial Park

Based on our evaluation of the Salina community and the Salina Industrial Park, we propose the following layout:

For the sites immediately adjacent to I-70 and west of the Denny's restaurant, we recommend flex-style industrial suites, which work very well in smaller communities. Flex space supports large expansion and works for small retail boutiques and various service industries. Proximity to the highway creates easy accessibility for both employees and patrons.

We also propose an RV storage facility west of the flex units to capitalize on the popular rural outdoor lifestyle in Salina. RV storage requires minimal infrastructure development but still has easy access to the interstate. While the location would be prime for future additional manufacturing or distribution facilities, it may take time to recruit such industries to the area. RV storage requires minimal development in the short-term with an eye toward possible long-term development.

Further west of the Kenworth Dealership, we recommend developing a retail pad and an equine-centric veterinary clinic along the interstate for maximum visibility.

If feasible, a digital billboard along I-70 that advertises both community activities and local businesses would generate more interest in the community and promote events at the Blackhawk Arena to the tens of thousands of vehicles that pass by daily, further enhancing the arena’s image as the place in the west for outdoor events.

Although these recommendations are based on our collective evaluation at the time of the project, they are subject to change as circumstances evolve.
Salina Industrial Park Water and Sewer Lines

Currently Zoned for Industrial Use

Additional map coming soon
Fiber Infrastructure

The Salina region is serviced by Western FiberNet with a metro network that runs down West Industrial Park South. The central point-of-presence is located in Salt Lake City, with another major point-of-presence in Salina. Western FiberNet is owned by five independent Utah Telecommunications providers: All West Communications (Kamas), CentraCom Interactive (Fairview), Emery Telecom (Prince), South Central Communications (Panguitch/Escalante) and Uintah Basin Electronic Telecommunications (Roosevelt/Vernal). Customers include small, medium and large enterprises; medical facilities and networks; government and military facilities and networks; data centers; cellular companies; and financial institutions.
Zoning
Section 4: Targeting Future Businesses

RFP Sections 2–4
Preferred Industry Types

The industrial market in Utah continues to grow across the Wasatch Front as companies look for viable expansion options. Targeting certain types of businesses would allow the Seven Counties Coalition to create synergy and awareness of companies that would be a perfect fit for the area.

Increased demand for the following industry types nationally fits the available land, zoning requirements and available workforce in the Seven Counties area. Offering competitive support to these industries will foster quick economic growth. Based on the results of the SWAT analysis (see the appendix) and a subsequent analysis of national trends in employment growth, the following industries would be a great fit for the Salina Industrial Park:

3rd Party Logistics (3PL) Centers: Third-party logistics are outside organizations (third-party) that companies use to outsource elements of it's distribution, warehousing and fulfillment services. Some 3PL centers in Utah include the following:

- Transgroup Global Logistics
- FUNOCO 3PL
- Anchor 3PL

Target 3PL Associations:

- CSCMP — Council of Supply Change Management Professionals
- IAMC — Industrial Asset Management Council
- IWLA — The resource for warehouse logistics

Target Automated Manufacturing Companies: There is a growing need for automation in manufacturing as companies look to reduce costs, increase efficiency and streamline processes. Some automated manufacturing companies in Utah include the following:

- Precision Automated Technology
- Silverstone Automation
- JR Automation

Target Automated Manufacturing Associations:

- Center for Operator Performance
- MCAA
- Control System Integrators Association (CSIA)
Data Centers: Data centers are facilities with racks of computer servers that are always online to provide cloud storage for clients. Single clients or several companies can be served in one facility. Examples include the following:

- Microsoft
- Apple
- Amazon Web Services
- 365 Main
- Digital Realty Trust
- Switch
- Equinix
- NTT Communications
- Data Foundry

Data Center Associations and Trade Shows:

- AFCOM — association
- 7X24 Exchange — association and trade show
- The Green Grid — association
- Open Data Center Alliance — association
- Data Center World — trade show
- International Telecoms Week — trade show
- Internet of Things — trade show
Tourism

Prioritizing efforts to attract new visitors, destination organizations and tourism groups will benefit the local economy of Salina. Efforts should be focused on the following areas:

**Equine**
- More large-scale events
- Additional hotels
- Additional restaurants
- Additional vendors
- RV parks
- Equine hospital

**National Parks/State Parks**
- Assist local vendors in securing commercial use authorizations (CUA)
- Guided mountaineering or backpacking
- Bike tours
- Kayak trips
- Photography workshops
- Scuba diving classes
- Fishing trips
- Food

**Four-wheel and All-terrain Vehicles**
- Dealership
- Sales and service
- Rentals
- Additional events
- MFC-sponsored events
- Use of indoor arenas

**Balloon Festival**
- Expand advertising

**Mountain Biking**
- MFC-sponsored events
- Increase trail system
- Sponsor racing

[Click here to see the State of Utah's 2019 Travel and Tourism Report]
Site Selection Strategy

Partner with a site selection consultant to create a location strategy for companies who might find the Seven Counties to be a viable option for their business. An experienced site selection consultant synthesizes knowledge from multiple disciplines to evaluate location decisions for growing companies.

Site Selection Consultants

Colliers
- John Krueger
- Bret Swango
- Monty Turner

Jones Lang LaSalle
- Matt Samler

CBRE
- Erik Stavriotis
- Chris Schastok

Cushman & Wakefield
- Amy Gerber

Newmark Knight Frank
- Bob Hess

Biggins Lacy Shapiro
- Andy Shapiro
- Tracey Hyatt Bosman

Fostering Small, Organically Grown Business

- Start-up of the Year Awards with cash prizes (example)
- Coalition of start-up leaders in large metro areas
- Familiarization (fam) tour of young businesses (example)
- **Snow College**
  - Technology department
  - Robotics department
  - Diesel mechanics
- Fam tour of Ecosystem in Salt Lake City
  - Inc Magazine ranked Salt Lake 3rd for high growth companies
- Connect with Neoito, who partners with start-up companies
- **Lassonde Entrepreneur Institute**
- **1 Million Cups** — A weekly gathering of entrepreneurs from around the valley to meet people, listen to presentations and drink coffee
There are six industries in Sevier County that exceed the national average for jobs compared to population, representing a workforce with an attractive existing skillset.

The median advertised wage of $22.46/hour decreased 33.3 percent in the from June 2020 to May 2021.
Creating a Sense of Place for Salina

The community survey indicated a strong desire for a local steakhouse restaurant in the Salina community. Unfortunately, population demographics indicate that a steakhouse — as well as various other amenities in which the community expressed interest — would be difficult to support. However, local events and tourism greatly increase the number of visitors to the community, bringing an increase in spending. If Salina can quantify the number of unique visitors the Blackhawk Arena draws to the community, it may be easier to justify a national steakhouse chain or other large industries, specifically near the Blackhawk Arena or industrial park.
Section 5: Marketing and Outreach

RFP Section 6
Attracting business, investment and tourism is an important part of the Seven Counties economic growth. Play an active role in influencing perception through marketing on the county level, chamber level and local business level.

**Digital and Print Marketing Materials**

- One pagers or flyers
- Industrial park promotion
- Community promotion
- Seven County Coalition promotion
- Industry-specific targeting

**Email Campaigns**

- Email platforms — Use Constant Contact or Mailchimp for easy-to-build email campaigns
- Drip campaigns — Create synergy around events or important dates over the course of a week
- Singular outreach

**Marketing Events**

- Company and consultant visitation
- In-market fam tours:
  - Blackhawk Arena
  - Annual Festival
  - Annual Trail Ride

**Out of Market Visits**

Look outside of your area to get a better understanding of what neighboring markets and business are doing

- Site Selection Consultants
- Company Direct
- Tradeshows

**Calling Campaign**

- Company Direct
- Consultants Direct

**Social Media Campaigns**

- LinkedIn
- Twitter
- Facebook
- Others
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Section 6: Incentives

RFP Section 7
Incentives play an important role in attracting new companies as well as helping local, existing companies stay in the area and create new jobs. However, incentives cannot replace an ongoing beneficial business climate that supports both new and long-standing businesses in the area.

Incentives fall into two primary categories: placemaking and traditional cash/cost offsets programs. Both types of incentives should be used to create the best opportunity for job creation in the region.

**Placemaking Incentives**

**Workforce**
- Create a viable workforce for new companies
- Focus on training, attraction, retention

**Real Estate**
- When buildings are not currently available, business have nothing to move into
- Create policy to promote speculative building
- Consider how long it will take for a developer to design, permit and build new space

**Branding Identity**
- Use community funds to promote business and recreational visits to Salina
- Consider how Salina can leverage the brand to mark Salina as a business location

**Ongoing Costs**
- Address ongoing costs for doing business in the region
- Consider whether the costs of operating a business in Salina are competitive with other Utah locations
- Understand that companies considering Salina may be able to locate in many other similar locations across the country

**Traditional Incentives**

**Cost Offsets**
- Impact fees
- Development costs
- Property taxes
- Permitting time and fees
- Timing to full facility utilization

**Ongoing Costs**
- Cash grants
- Job creation grants
- Training grants
- Real property improvements
Existing Incentives

When considering new incentive programs within Salina, Sevier County or the Seven County region, it is important to utilize and potentially overlap with current incentive programs that exist at the state level. This can help differentiate the region without having to spend resources at the local level alone.

The State of Utah has more than a dozen programs that should be regularly promoted and used in order to attract new job creation to Salina and the Region.

Existing Utah Incentives

Recycling Market Development Zone Program
Many industries and companies have recycling at the core of the raw material sourcing or for scrap production material.

Enterprise Zone
Salina Commercial Center is within an enterprise zone; however, the program expires in 2023.

Targeted Business Tax Credits
The purpose of the Targeted Business Tax Credit (TBTC) program is to encourage private investment and the creation of jobs in rural Utah counties with populations less than 25,000. Awards reach up to $100,000 per project to businesses with eligible Community Investment Projects (CIP).

Local Tax Increment Financing
Salina City has an active reinvestment agency that can partner with the local school district and Sevier County to provide property tax increments to reduce development costs. Financing can be stacked with state-level incentives.

COOP Marketing and COOP Cafeteria Programs
Leverage buying power with similar tourism partners for better visibility and better purchase pricing.

EDTIF
Receive state tax increment financing for 30 percent of future revenue.

Rural Economic Development Tax Increment Financing (REDTIF)
This is the same as EDTIF, but the thresholds for qualifying are lower than in metropolitan areas.

Rocky Mountain Power Partnership
Receive potential rate reduction and economic development initiative funding.

Sales and Use Tax Exemptions for Manufacturing Equipment
Recommended Incentives

Based on the findings of this report, Colliers recommends several incentives in order to best recruit new businesses and support existing companies:

Infrastructure
- Infrastructure incentives allow for a mechanism to fund public infrastructure like water, sewer and road extensions necessary for the new company’s use.
- Examples include EDTIF or similar tax increment financing tools.

Workforce Recruitment
- These programs help a company find the right employees.

Job Training
- Leverage state-level programs as well as educational institutions like Snow College.

Wage Reimbursements
- If employees are hard to find, grants can cover a portion of a new employee’s wage during a fixed training period.

Job Creation Grants and Forgivable Loans
- Many new grants are structured as a loan that can be forgiven if certain terms are met, such as new employee numbers, average wages or capital investment.

State Incentives
- Provide a local match to state programs.

Housing and Transportation Stipends
- In a tight labor pool, companies may need to recruit from outside the region. Partner with the company to offer a monthly commuting stipend or a relocation bonus.

Sales Tax Increase
- Creation of a local, temporary sales tax increase, usually in the quarter-to-half-cent range, for a business attraction fund can support one or more of the above incentives.

Property for Sale by the City
- A large cost of locating in a new city is the real estate, but the Salina Industrial Park is city owned. The city can offer land at free or reduced rates or offer a 100 percent deferred payment. Revenue-based land leases allow a company to pay for real estate over a longer term based on a small percentage of gross revenue or net profit.

Deferred Development Fees

(Performance based incentives should be the standard practice.)
Seven County Infrastructure Coalition

Section 7: Recommendations
Recommendation Highlights

We believe that the best course of action for the Salina Industrial Park at this time is to develop smaller flex industrial sites that will bolster existing community businesses that need to expand and will draw in new industries and services to the park.

Leveraging the existing brand and Salina's relationship with the Blackhawk Arena will increase visibility for Salina and the industrial park. Target industries that will complement the Blackhawk Arena — especially activities around equine culture and outdoor living — so that tourists have access to amenities that will encourage them to spend more time and money locally. Such amenities include an RV park, equine veterinary clinic, additional retail and service businesses.

It is vital to continue to define Salina's character. Every transformational change in culture, economics or politics creates new opportunity. The Salina Industrial Park has the potential to benefit the community both economically and culturally. Both private and public entities should come together with input from the public to generate results that will satisfy the greatest number of people.

Recommendation highlights include the following:

- Workforce attraction is a top concern. Build programs and partnerships to bring new residents to Salina.
- New housing is a must to attract new residents.
- Build workforce partnerships within the seven counties to address current workforce needs in the area and attract new people to the region.
- Utilize the county partnership to advertise available jobs and housing to bolster employee and resident attraction.
- Help employers attract new employees by offering paycheck bonuses for commuting over 45 minutes.
- Create visibility and promote lifestyle events.
- Let the area's lifestyle (such as equestrian events) guide the development of new residential developments.
- Create incentives to help with job recruitment and infrastructure programs, such as TIF, specific to the industrial park.

On behalf of Colliers, we are thankful to have had the opportunity to partner with the Seven County Infrastructure Coalition in completing this assessment. We want to continue to be your partner and use this report to build a place that inspires and best serves the interests of the community at large.

We look forward to seeing this project take flight.
Seven County Infrastructure Coalition

Section 8: Appendix
Seven County Infrastructure Coalition

Appendix A: Demographics and Workforce
Occupation Map
24 Occupations in Salina, UT (in Sevier county) (ZIP 84654)

Emsi Q2 2021 Data Set

June 2021

Seattle, Washington
Parameters

Occupations:
24 items selected. See Appendix A for details.

Timeframe: 2016 - 2021

Datarun: 2021.2 - QCEW Employees, Non-QCEW Employees, and Self-Employed

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Report Parameters

1 County

49041    Sevier County, UT

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical area.
Economy Overview

21,677
Population (2019)
Population grew by 942 over the last 5 years and is projected to grow by 656 over the next 5 years.

9,879
Total Regional Employment
Jobs grew by 1,032 over the last 5 years and are projected to grow by 1,209 over the next 5 years.

$53.0K
Median Household Income (2018)
Median household income is $7.3K below the national median household income of $60.3K.

Takeaways

- As of 2019 the region's population increased by 4.5% since 2014, growing by 942. Population is expected to increase by 3.0% between 2019 and 2024, adding 656.
- From 2014 to 2019, jobs increased by 11.7% in Sevier County, UT from 8,847 to 9,879. This change outpaced the national growth rate of 7.9% by 3.8%. As the number of jobs increased, the labor force participation rate decreased from 58.3% to 58.2% between 2014 and 2019.
- Concerning educational attainment, 11.7% of Sevier County, UT residents possess a Bachelor's Degree (7.1% below the national average), and 10.8% hold an Associate's Degree (2.7% above the national average).
- The top three industries in 2019 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and General Freight Trucking.

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<td>$21.12T</td>
<td>$0</td>
<td>$8.96T</td>
</tr>
</tbody>
</table>
2019 Labor Force Breakdown

<table>
<thead>
<tr>
<th>Population</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Working Age Population</td>
<td>16,523</td>
</tr>
<tr>
<td>Not in Labor Force (15+)</td>
<td>6,904</td>
</tr>
<tr>
<td>Labor Force</td>
<td>9,619</td>
</tr>
<tr>
<td>Employed</td>
<td>9,353</td>
</tr>
<tr>
<td>Unemployed</td>
<td>266</td>
</tr>
<tr>
<td>Under 15</td>
<td>5,154</td>
</tr>
</tbody>
</table>

Educational Attainment

Concerning educational attainment, 11.7% of Sevier County, UT residents possess a Bachelor's Degree (7.1% below the national average), and 10.8% hold an Associate's Degree (2.7% above the national average).

<table>
<thead>
<tr>
<th></th>
<th>% of Population</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less Than 9th Grade</td>
<td>1.9%</td>
<td>252</td>
</tr>
<tr>
<td>9th Grade to 12th Grade</td>
<td>8.5%</td>
<td>1,149</td>
</tr>
<tr>
<td>High School Diploma</td>
<td>32.7%</td>
<td>4,426</td>
</tr>
<tr>
<td>Some College</td>
<td>28.7%</td>
<td>3,880</td>
</tr>
<tr>
<td>Associate's Degree</td>
<td>10.8%</td>
<td>1,458</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>11.7%</td>
<td>1,586</td>
</tr>
<tr>
<td>Graduate Degree and Higher</td>
<td>5.8%</td>
<td>791</td>
</tr>
</tbody>
</table>
Historic & Projected Trends

Population Trends

As of 2019 the region’s population increased by 4.5% since 2014, growing by 942. Population is expected to increase by 3.0% between 2019 and 2024, adding 656.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>20,735</td>
</tr>
<tr>
<td>2015</td>
<td>20,860</td>
</tr>
<tr>
<td>2016</td>
<td>21,137</td>
</tr>
<tr>
<td>2017</td>
<td>21,317</td>
</tr>
<tr>
<td>2018</td>
<td>21,539</td>
</tr>
<tr>
<td>2019</td>
<td>21,677</td>
</tr>
<tr>
<td>2020</td>
<td>21,831</td>
</tr>
<tr>
<td>2021</td>
<td>21,972</td>
</tr>
<tr>
<td>2022</td>
<td>22,103</td>
</tr>
<tr>
<td>2023</td>
<td>22,223</td>
</tr>
<tr>
<td>2024</td>
<td>22,333</td>
</tr>
</tbody>
</table>
Job Trends

From 2014 to 2019, jobs increased by 11.7% in Sevier County, UT from 8,847 to 9,879. This change outpaced the national growth rate of 7.9% by 3.8%.
Labor Force Participation Rate Trends

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Labor Force Participation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>60.66%</td>
</tr>
<tr>
<td>2016</td>
<td>60.20%</td>
</tr>
<tr>
<td>2017</td>
<td>60.66%</td>
</tr>
<tr>
<td>2018</td>
<td>60.24%</td>
</tr>
<tr>
<td>2019</td>
<td>58.95%</td>
</tr>
<tr>
<td>January - February 2020</td>
<td>57.92%</td>
</tr>
<tr>
<td>March 2020</td>
<td>58.64%</td>
</tr>
<tr>
<td>April 2020</td>
<td>57.02%</td>
</tr>
<tr>
<td>May 2020</td>
<td>57.21%</td>
</tr>
</tbody>
</table>
Unemployment Rate Trends

Sevier County, UT had a May 2020 unemployment rate of 6.15%, increasing from 4.47% 5 years before.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Unemployment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>4.47%</td>
</tr>
<tr>
<td>2016</td>
<td>4.38%</td>
</tr>
<tr>
<td>2017</td>
<td>3.88%</td>
</tr>
<tr>
<td>2018</td>
<td>3.49%</td>
</tr>
<tr>
<td>2019</td>
<td>3.11%</td>
</tr>
<tr>
<td>January - February 2020</td>
<td>3.83%</td>
</tr>
<tr>
<td>March 2020</td>
<td>5.28%</td>
</tr>
<tr>
<td>April 2020</td>
<td>8.19%</td>
</tr>
<tr>
<td>May 2020</td>
<td>6.15%</td>
</tr>
</tbody>
</table>
Population Characteristics

Sevier County, UT has 3,873 millennials (ages 25-39). The national average for an area this size is 4,428.

Retirement risk is about average in Sevier County, UT. The national average for an area this size is 6,235 people 55 or older, while there are 6,004 here.

Racial diversity is low in Sevier County, UT. The national average for an area this size is 8,534 racially diverse people, while there are 1,865 here.

Sevier County, UT has 1,109 veterans. The national average for an area this size is 1,225.

Sevier County, UT has 1.13 violent crimes per 1,000 people. The national rate is 3.87 per 1,000 people.

Sevier County, UT has 21.58 property crimes per 1,000 people. The national rate is 22.98 per 1,000 people.
Place of Work vs Place of Residence

Understanding where talent in Sevier County, UT currently works compared to where talent lives can help you optimize site decisions.

<table>
<thead>
<tr>
<th>Where Talent Works</th>
<th>2019 Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>ZIP</td>
<td>Name</td>
</tr>
<tr>
<td>84701</td>
<td>Richfield, UT (in Sevier ...)</td>
</tr>
<tr>
<td>84654</td>
<td>Salina, UT (in Sevier county)</td>
</tr>
<tr>
<td>84754</td>
<td>Monroe, UT (in Sevier county)</td>
</tr>
<tr>
<td>84620</td>
<td>Aurora, UT (in Sevier county)</td>
</tr>
<tr>
<td>84657</td>
<td>Sigurd, UT (in Sevier county)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Where Talent Lives</th>
<th>2019 Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>ZIP</td>
<td>Name</td>
</tr>
<tr>
<td>84701</td>
<td>Richfield, UT (in Sevier ...)</td>
</tr>
<tr>
<td>84754</td>
<td>Monroe, UT (in Sevier county)</td>
</tr>
<tr>
<td>84654</td>
<td>Salina, UT (in Sevier county)</td>
</tr>
<tr>
<td>84724</td>
<td>Elsinore, UT (in Sevier county)</td>
</tr>
<tr>
<td>84620</td>
<td>Aurora, UT (in Sevier county)</td>
</tr>
</tbody>
</table>
Industry Characteristics

Largest Industries

- Government
- Retail Trade
- Health Care and Social Assistance
- Transportation and Warehousing
- Accommodation and Food Services
- Mining, Quarrying, and Oil and Gas Extraction
- Manufacturing
- Construction
- Professional, Scientific, and Technical Services
- Wholesale Trade
- Other Services (except Public Administration)
- Support and Waste Management and Remediation Services
- Agriculture, Forestry, Fishing and Hunting
- Finance and Insurance
- Educational Services
- Real Estate and Rental and Leasing
- Utilities
- Arts, Entertainment, and Recreation
- Information
Top Growing Industries

- Government
- Professional, Scientific, and Technical Services
- Health Care and Social Assistance
- Construction
- Manufacturing
- Administrative and Support and Waste Management and Remediation Services
- Transportation and Warehousing
- Agriculture, Forestry, Fishing and Hunting
- Accommodation and Food Services
- Other Services (except Public Administration)
- Mining, Quarrying, and Oil and Gas Extraction
- Arts, Entertainment, and Recreation
- Wholesale Trade
- Real Estate and Rental and Leasing
Top Industry LQ

- Mining, Quarrying, and Oil and Gas Extraction
- Transportation and Warehousing
- Agriculture, Forestry, Fishing and Hunting
- Utilities
- Retail Trade
- Government
- Accommodation and Food Services
- Health Care and Social Assistance
- Construction
- Wholesale Trade
- Manufacturing
- Professional, Scientific, and Technical Services
- Other Services (except Public Administration)
- Finance and Insurance
- Administrative and Support and Waste Management and Remediation Services
- Real Estate and Rental and Leasing
- Educational Services
- Arts, Entertainment, and Recreation
- Information
Top Industry GRP

2019 Gross Regional Product

- Mining, Quarrying, and Oil and Gas Extraction
- Government
- Transportation and Warehousing
- Retail Trade
- Health Care and Social Assistance
- Manufacturing
- Wholesale Trade
- Construction
- Finance and Insurance
- Agriculture, Forestry, Fishing and Hunting
- Utilities
- Accommodation and Food Services
- Real Estate and Rental and Leasing
- Professional, Scientific, and Technical Services
- Other Services (except Public Administration)
- Administrative and Support and Waste Management and Remediation Services
- Educational Services
- Information
- Arts, Entertainment, and Recreation

$0.00M - $150.00M
Top Industry Earnings

2019 Earnings Per Worker

Utilities
Mining, Quarrying, and Oil and Gas Extraction
Transportation and Warehousing
Finance and Insurance
Manufacturing
Government
Professional, Scientific, and Technical Services
Wholesale Trade
Real Estate and Rental and Leasing
Health Care and Social Assistance
Educational Services
Construction
Agriculture, Forestry, Fishing and Hunting
Information
Administrative and Support and Waste Management and Remediation Services
Retail Trade
Other Services (except Public Administration)
Arts, Entertainment, and Recreation
Accommodation and Food Services

$0 $20,000 $40,000 $60,000 $80,000 $100,000 $120,000 $140,000
Business Characteristics

974 Companies Employ Your Workers

Online profiles for your workers mention 974 companies as employers, with the top 10 appearing below. In the last 12 months, 496 companies in Sevier County, UT posted job postings, with the top 10 appearing below.

<table>
<thead>
<tr>
<th>Top Companies</th>
<th>Profiles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utah State University</td>
<td>56</td>
</tr>
<tr>
<td>Sevier School District, Inc.</td>
<td>54</td>
</tr>
<tr>
<td>Snow College</td>
<td>44</td>
</tr>
<tr>
<td>Intermountain Health Care, Inc.</td>
<td>35</td>
</tr>
<tr>
<td>Wal-Mart, Inc.</td>
<td>21</td>
</tr>
<tr>
<td>Arch Coal, Inc.</td>
<td>20</td>
</tr>
<tr>
<td>Jones &amp; Demille Engineering</td>
<td>20</td>
</tr>
<tr>
<td>Upper Valley Medical Center</td>
<td>18</td>
</tr>
<tr>
<td>University of Alaska Southeast</td>
<td>16</td>
</tr>
<tr>
<td>Barney Trucking, Incorporated</td>
<td>15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Top Companies Posting</th>
<th>Unique Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assurance</td>
<td>337</td>
</tr>
<tr>
<td>C.R. England, Inc.</td>
<td>121</td>
</tr>
<tr>
<td>The Home Depot</td>
<td>120</td>
</tr>
<tr>
<td>Intermountain Health Care, Inc.</td>
<td>67</td>
</tr>
<tr>
<td>Sevier School District, Inc.</td>
<td>61</td>
</tr>
<tr>
<td>Pegasus Transportation, Inc.</td>
<td>55</td>
</tr>
<tr>
<td>Love’s Travel Stops &amp; Country St...</td>
<td>54</td>
</tr>
<tr>
<td>Utah State University</td>
<td>54</td>
</tr>
<tr>
<td>Wal-Mart, Inc.</td>
<td>51</td>
</tr>
<tr>
<td>Wolverine LLC</td>
<td>46</td>
</tr>
</tbody>
</table>
Business Size

<table>
<thead>
<tr>
<th>Employee Range</th>
<th>Percentage</th>
<th>Business Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 4 employees</td>
<td>32.5%</td>
<td>289</td>
</tr>
<tr>
<td>5 to 9 employees</td>
<td>29.2%</td>
<td>260</td>
</tr>
<tr>
<td>10 to 19 employees</td>
<td>20.2%</td>
<td>180</td>
</tr>
<tr>
<td>20 to 49 employees</td>
<td>13.9%</td>
<td>124</td>
</tr>
<tr>
<td>50 to 99 employees</td>
<td>2.8%</td>
<td>25</td>
</tr>
<tr>
<td>100 to 249 employees</td>
<td>1.0%</td>
<td>9</td>
</tr>
<tr>
<td>250 to 499 employees</td>
<td>0.2%</td>
<td>2</td>
</tr>
</tbody>
</table>

*Business Data by DatabaseUSA.com is third-party data provided by Emsi to its customers as a convenience, and Emsi does not endorse or warrant its accuracy or consistency with other published Emsi data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*
Workforce Characteristics

Largest Occupations

- Transportation and Material Moving
- Office and Administrative Support
- Sales and Related
- Construction and Extraction
- Food Preparation and Serving Related
- Management
- Educational Instruction and Library
- Installation, Maintenance, and Repair
- Production
- Healthcare Support
- Healthcare Practitioners and Technical
- Building and Grounds Cleaning and Maintenance
- Personal Care and Service
- Protective Service
- Business and Financial Operations
- Community and Social Service
- Farming, Fishing, and Forestry
- Architecture and Engineering
- Life, Physical, and Social Science
- Arts, Design, Entertainment, Sports, and Media
- Computer and Mathematical
- Military-only
- Legal

Occupation Jobs vs. National Average
Top Growing Occupations

- Management
- Construction and Extraction
- Office and Administrative Support
- Transportation and Material Moving
- Personal Care and Service
- Business and Financial Operations
- Educational Instruction and Library
- Healthcare Practitioners and Technical
- Healthcare Support
- Installation, Maintenance, and Repair
- Food Preparation and Serving Related
- Protective Service
- Production
- Community and Social Service
- Farming, Fishing, and Forestry
- Computer and Mathematical
- Building and Grounds Cleaning and Maintenance
- Architecture and Engineering
- Arts, Design, Entertainment, Sports, and Media
- Legal
Top Posted Occupations

- Transportation and Material Moving
- Sales and Related
- Office and Administrative Support
- Food Preparation and Serving Related
- Computer and Mathematical
- Installation, Maintenance, and Repair
- Arts, Design, Entertainment, Sports, and Media
- Healthcare Practitioners and Technical
- Production
- Educational Instruction and Library
- Building and Grounds Cleaning and Maintenance
- Healthcare Support
- Architecture and Engineering
- Management
- Construction and Extraction
- Business and Financial Operations
- Community and Social Service
- Life, Physical, and Social Science
- Personal Care and Service
- Protective Service
- Military-only
Underemployment

- No Formal Education Required
- High School Diploma or Equivalent
- Some College, Non-Degree Award
- Associate's Degree
- Bachelor's Degree
- Graduate Degree and Higher
Largest Occupations

<table>
<thead>
<tr>
<th>Occupation Category</th>
<th>Occupation Jobs</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation and Material Moving</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office and Administrative Support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales and Related</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction and Extraction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food Preparation and Serving Related</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational Instruction and Library</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Installation, Maintenance, and Repair</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Healthcare Support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Healthcare Practitioners and Technical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building and Grounds Cleaning and Maintenance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Care and Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protective Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business and Financial Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community and Social Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farming, Fishing, and Forestry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Architecture and Engineering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Life, Physical, and Social Science</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports, and Media</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer and Mathematical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Military-only</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Educational Pipeline

Over the last 5 years, no schools in Sevier County, UT produced graduates.
In-Demand Skills

- Selling Techniques
- Medicare
- Phone Sales
- Purchasing
- Underwriting
- Merchandising
- Insurance Sales
- Restaurant Operation
- Scripting
- Flatbed Truck Operation
Seven County Infrastructure Coalition

Appendix B: Site Plan
Watch video [Here](https://youtu.be/j6wwuCAfx8M)
There is a riverine through the site along the border of the property along I-70. No other digital flood insurance rate map or special flood hazard area is identified.
Seven County Infrastructure Coalition
Opportunity Zones and Hazards

This site is not in an Opportunity Zone or in close proximity to any Superfund or Brownfield sites.

Salina City is an Enterprise Zone

<table>
<thead>
<tr>
<th>Hazards</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Superfund Sites</td>
</tr>
<tr>
<td>□ Brownfield Sites</td>
</tr>
</tbody>
</table>

SUPERFUND TYPE
- □ Active
- □ Pending
- □ Archived
The region is serviced by Western FiberNet with a metro network that runs down W Industrial Park S. The central Point-of-Presence is located in Salt Lake City with a major Point-of-Presence in Salina. The Western FiberNet is owned by five independent Utah Telecommunications providers: All West Communications (Kamas), CentraCom Interactive (Fairview), Emery Telecom (Prince), South Central Communications (Panguitch/Escalante), and Uintah Basin Electronic Telecommunications (Roosevelt/Vernal). Customers include small, medium, and large enterprises, medical facilities and networks, government / military facilities and networks, data centers, cellular companies, as well as financial institutions.
Seven County Infrastructure Coalition

Appendix C: Infrastructure
Utah GPA: C+

Infrastructure by Category – All Sections

Utah

- AVIATION: C
- BRIDGES: B+
- CANALS: D+
- DAMS: C+
- DRINKING WATER: B-
- HAZARDOUS WASTE: C+
- LEVEES: D-

USA

- AVIATION: D
- BRIDGES: C
- DAMS: D
- DRINKING WATER: D
- ENERGY: C
- HAZARDOUS WASTE: D
- INLAND WATERWAYS: D
- LEVEES: D
- PORTS: D

2021 Report Card for America’s Infrastructure

G.P.A.: C
Infrastructure by Category – Roads

**Executive Summary**

On May 10, 1869 the first Transcontinental Railroad was officially completed at Promontory, Utah; a monumental feat for the country and Utah resulting in the nickname of the Crossroads of the West. Since that time Utah has continued to grow, now with a comprehensive roadway network of approximately 49,290 miles (73% local, 2% Interstate, 25% State), 40% of which are in mediocre or poor condition. For Utah to remain a modern-day Crossroads serving extensive freight traffic from regional ports, funding has increased from $1.2 billion in 2017 to $1.7 billion in 2020 and major capacity investments continue. Utah also embraces innovation and asserts fiscal leadership through the 2020 institution of a Road Usage Charge (RUC) for electric and hybrid vehicle owners and the 2021 gas tax increase from $0.311 to $0.314 per gallon. Finally, in recent years the state has also streamlined Transportation Asset Management Plans (TAMP) and project risk analysis to preserve roadway infrastructure, increase its adaptability amid extreme events, and maintain its functionality after extreme events occur.

**Condition**

In November 2020 the Reason Foundation released a study ranking every State’s highway system. Utah ranks No. 17 nationally in overall cost-effectiveness and condition. Utah’s best ranking is in urban arterial pavement condition (4th). In 2018, 24/7 Wall St., LLC, a Delaware corporation which runs a financial news and opinion company, created an index with the help of the Army Corps of Engineers to see how Utah and other states stack up when it comes to infrastructure. Utah was ranked 21st lowest in the country for road condition. Meanwhile, it appeared that Utah was using its transportation funding effectively and was ranked 14th lowest in the nation for spending on state highways at $399/driver.

A similar study was completed by Consumer Affairs in 2019 to determine the states with the best and worst roads in the country. The study determined that Utah has the eighth-best road conditions in the country. The study considered four factors to make this determination:

- Amount spent per mile of road
- Motor crash fatalities on roads per mile
- Percentage of roads in poor, fair and good condition
- Email survey asking residents to rate their roads.

According to the study, Utah spends about $23,000 per mile of road.

**Recommendations**

- Continue to use state funding for transportation projects from sustainable and appropriate funding sources.
- Increase the gas tax and continue to find alternative transportation revenue such as the Road Usage Charge program.
- Continue to improve life cycle costs assessments to determine a project's true cost and use this information to select projects that provide the best value to the State and its residents.
- Continue to invest in research to identify technologies and innovative transportation systems to improve congestion and safety.
- Invest in infrastructure to facilitate the use of autonomous vehicles and vehicle to vehicle communications.
Infrastructure by Category – Bridges

Recommendations to Raise the Grade

- Continue to make transportation a funding priority in the state. To increase public safety, UDOT and local municipalities will need continued resources to preserve and rehabilitate the state’s portfolio of bridges.
- Prepare for the necessary increase in capacity due to a large population increase without decreasing funding for rehabilitation and replacement of existing aging bridges. This will require the creation of a plan to balance costs associated with growth against costs associated with bridges nearing the end of their service lives. Maintaining this balance through additional funding will be critical to “Keeping Utah Moving.”
- Replace or rehabilitate seismically deficient bridges to maintain resiliency and service after a potentially catastrophic seismic event.
- Provide UDOT and local municipalities the resources to continue to place itself on the leading edge of innovative solutions to transportation challenges.
Data center clusters surround the Salina site.
Existing warehousing business locations in Utah.
Existing warehousing business locations near Salina.
Seven County Infrastructure Coalition

Appendix D: Regional Education Pipeline
### Local Survey – Existing Local Education

<table>
<thead>
<tr>
<th>Local Schools</th>
<th>Students Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Sevier High School</td>
<td>294</td>
</tr>
<tr>
<td>Salina Elementary School</td>
<td>437</td>
</tr>
<tr>
<td>North Sevier Middle School</td>
<td>234</td>
</tr>
</tbody>
</table>
LOCAL SURVEY – EXISTING LOCAL EDUCATION

North Sevier High School
294 Students

Salina Elementary School
437 Students

North Sevier Middle School
234 Students

Salina Industrial Park
## LOCAL SURVEY – AVAILABLE HIGHER EDUCATION

### Available Higher Education

<table>
<thead>
<tr>
<th>Name of School</th>
<th>Students Enrolled</th>
<th>Distance from Salina</th>
</tr>
</thead>
<tbody>
<tr>
<td>Snow College Ephraim</td>
<td>3,513</td>
<td>34 Miles North</td>
</tr>
<tr>
<td>Snow College Richfield</td>
<td>539</td>
<td>20 Miles South</td>
</tr>
<tr>
<td>Brigham Young University</td>
<td>33,517</td>
<td>97 Miles North</td>
</tr>
<tr>
<td>Provo College</td>
<td>914</td>
<td>98 Miles North</td>
</tr>
<tr>
<td>Utah Valley University</td>
<td>37,282</td>
<td>100 Miles North</td>
</tr>
<tr>
<td>Mountainland Tech College</td>
<td>329</td>
<td>100 Miles North</td>
</tr>
<tr>
<td>Utah State University Eastern</td>
<td>2,172</td>
<td>106 Miles North</td>
</tr>
<tr>
<td>Uintah Basin Tech College</td>
<td>1,000</td>
<td>190 Miles North</td>
</tr>
</tbody>
</table>
LOCAL SURVEY – HIGHER EDUCATION IN RELATION TO SALINA

- University of Utah
  32,818 Students
  144 Miles North of Salina
- Westminster College
  1,665 Students
  138 Miles North of Salina
- Salt Lake Community College
  60,000 Students
  144 Miles North of Salina
- Brigham Young University
  33,517 Students
  97 Miles North of Salina
- Provo College
  914 Students
  98 Miles North of Salina
- Uintah Basin Tech College
  1,000 Students
  190 Miles North East of Salina
- Snow College Richfield
  539 Students
  23 Miles South of Salina
- Utah State University Eastern
  2,172 Students
  106 Miles North East of Salina
- Snow College Ephraim
  3,513 Students
  35 Miles North of Salina
Appendix E: Familiarization Tour
Familiarization Tour –
Showcase Salina Area Assets and Business Opportunities

Many communities across America compete for the attention and future business location for a limited number of projects siting new facilities annually. It is vital for communities trying to attract new industries and job growth to their area, to reach out proactively to educate companies and their representatives about the assets and benefits of their city.

In order to "get the word out" about Salina Industrial Park, Salina and Partners should consider bringing key influencers like Site Selection Consultants, national real estate developers and real estate brokers to Salina to show them what the community offers for new business locations. Familiarization tours are a tool that does just that.

Salina Regional Familiarization Tour

Who: Site Selection Consultants and Out of State/Region Real Estate Brokers, National Developers

What: Familiarization Tour to showcase features and benefits of locating in the Salina Industrial Park

Where: 7 County Infrastructure Coalition Region

Potential Agenda:
Day One -
90 minute presentation about the Region to the guest
Tour of the Industrial Park and surrounding amenities and residential areas providing workforce to the Park
Fun Event – Balloon festival with a ride for the guests providing stunning views of surrounding area
(Event can be ATV trail ride, Blackhawk event, etc..)

Day Two -
Put Guests on a panel to discuss regional and national trends in site selection – invite economic development partners, elected officials and key business leaders from the 7 County Region to attend the event
Tour of local business that grew up in Salina, or recently moved to Salina and will say great things about the area.

Follow up with attendees regularly with information about what has happened recently, or a gift reminding them of their time in Salina.
Seven County Infrastructure Coalition

Appendix F: Area Development Magazine Survey
Area Development Magazine
34th Annual Corporate Survey & the 16th Annual Consultants Survey

Plans for new and expanded facilities among the smaller firms (in terms of employment numbers) responding to our Corporate Survey are not as robust as those of larger firms that employ consultants to help in location analysis and site decisions.

The key word for 2019 was “uncertainty.” That uncertainty led to tepid economic growth last year – just 2.3 percent, according to Bureau of Economic Analysis, compared to 2.9 percent in 2018 and short of the 3 percent target growth rate set by the White House.

Last year started well for the manufacturing sector, though growth slowed as the risk for a downturn in global manufacturing increased. The Institute for Supply Management’s Manufacturing PMI fell in December 2019 for the fifth straight month to 47.2 — the lowest level since June 2009 — as new orders, production, employment, and new export orders shank at a faster pace and price pressure increased.

“Global trade remains the most significant cross-industry issue, but there are signs that several industry sectors will improve as a result of the phase-one trade agreement between the U.S. and China,” said Timothy R. Fiore, chair of the institute in a statement.

More good news came in the form of the recently signed US-Mexico-Canada Agreement (USMCA), which replaced and improved upon NAFTA. According to the Business Roundtable, “Building off the current foundation of duty-free trilateral trade and integrated supply chains across North America, USMCA... will increase U.S. jobs, exports and economic growth.”

Nevertheless, “While the abatement of trade and tariff issues has helped improved confidence, CEO still remain apprehensive about global growth prospects in early 2020,” said Lynn Franco, Senior Director of Economic Indicators at The Conference Board.
Area Development Magazine
34th Annual Corporate Survey & the 16th Annual Consultants Survey

As 2019 ended and the new year began, Area Development surveyed its corporate executive readers to find out what their plans are for new facilities and expansions in 2020 and beyond. We also asked if these new trade agreements would have any effect on their plans and about their site selection priorities. Let’s take a look to see what they had to say.

Our Corporate Respondents
Some 100 corporate executives responded to our annual survey. More than half of them are with manufacturing firms and are the top-level executive at their firms, i.e., chairman, president or CEO, or owner, and nearly 60 percent are responsible for their companies’ final site location decision.

Of the respondent companies, about half operate just one domestic facility, but nearly a fifth operate five or more. Only 22 percent of the respondents operate foreign facilities; of those, a third operate just one and a third operate five or more. Sixty percent say their companies employ fewer than 100 people.

When asked about the change in the number of facilities their companies operate, only 22 percent say they had an increase in that number over the last 12 months. About 70 percent report no change in the number of company facilities over that period.

If we’re wondering whether or not the Trump administration’s aggressive trade policies are responsible for this lack of movement, about two thirds of the respondents say the answer is “no.”

New Facility, Expansion & Relocation Plans
While most Corporate Survey respondents did not change their number of facilities in the past 12 months, 45 percent claim they plan to open a new facility within the next five years. Of those, nearly all — 87 percent — say they plan to open new domestic facilities.

Overall, southern states will garner most of the new domestic facilities, with 22 percent going to the Southwest, a quarter to the deep South and Mid-South, and 8 percent to the South Atlantic States. Nearly 40 percent of these new domestic facilities will house manufacturing operations and a quarter will be warehouse/distribution centers, although — in total — the new domestic facilities are not projected to create many jobs: about 70 percent of the respondents expect them to create fewer than 100 jobs.

Although much has been made of the advantages afforded to investing in Opportunity Zones that were created as part of the Trump administration’s tax reform law, only a fifth of our Corporate Survey respondents are considering locating a domestic facility in one of these areas.
Area Development Magazine
34th Annual Corporate Survey & the 16th Annual Consultants Survey

Of those with new facility plans, only a third claim to have plans for new foreign facilities. About a quarter of these new foreign facilities are slated for Mexico and nearly 30 percent for Asia. Interestingly, of those slated for Asia, twice as many — 40 percent — will go to India as compared to China (20 percent). It’s interesting, however, that about three quarters of the Corporate Survey respondents say the new US-Mexico-Canada Agreement as well as the Phase 1 China trade deal will have no effect on their 2020 facility plans.

Nearly half of new foreign facilities are expected to be manufacturing operations, a quarter will be warehouse/distribution centers, and 18 percent will house headquarters functions (twice as many as are planned domestically). The new foreign facilities are also expected to create more jobs than the domestic ones — 42 percent of the Corporate Survey respondents claim these facilities will create between 100-499 jobs.

Slightly more than half of the respondents also plan to expand an existing facility over the next five years. Of those, nearly all plan to expand domestic facilities, while only 20 percent plan to expand foreign facilities. Nevertheless, 85 percent of the respondents say the domestic expansions will create fewer than 100 jobs, while 45 percent say the foreign expansions will create between 100 and 1,000+ jobs!

As far as relocation plans, only about a quarter of the respondents plan to relocate an existing facility within the next five years. Of those with plans, 70 percent will engage in a domestic-to-domestic relocation, with just 4 percent relocating a domestic operation to offshore, and 5 percent relocating a foreign facility’s operations back to the U.S. Again, we see that when it comes to these respondents, current trade policy does not appear to be a driving force.
Area Development Magazine
34th Annual Corporate Survey & the 16th Annual Consultants Survey

Site Selection Priorities
Finally, we ask our survey-takers to rate the location factors they consider when making new facility, expansion, or relocation plans as either “very important,” “important,” “minor consideration,” or “of no importance.” We then add the “very important” and “important” ratings together in order to rank the factors in order of importance.

Historically, highway accessibility has held the first or second spot in the rankings and this year is no exception: 92.4 percent of the Corporate Survey respondents rated highway accessibility “very important” or “important,” ranking it No. 1, closely followed by availability of skilled labor, ranked No.2 among the site selection factors and considered “very important” or “important” by 92.3 percent of the survey respondents. With unemployment at 3.6 percent according to the Bureau of Labor Statistics — and consequently more job openings than people to fill them — it’s no surprise that this factor is a top concern. Labor costs ranked third, with a combined importance rating of 87.1 percent. A tight labor market, as well as recent minimum wage increases in cities and states across the nation, has kept labor costs at the forefront for our corporate executive readers. And sought-after workers — especially tech-savvy millennials and GenZers — can be choosy about where they work so it’s no surprise that the quality-of-life factor maintains a combined importance rating above 80 percent and is now the No. 4 site selection factor.

Ranking fifth — up from 10th in the previous survey — with 80.3 percent of the respondents ranking the factor as “very important” or “important” is occupancy or construction costs. This is no surprise as construction costs continue to rise with increases in material prices and labor costs. Material costs have been affected by higher tariffs on steel and aluminum as well as Canadian lumber.
Area Development Magazine
34th Annual Corporate Survey & the 16th Annual Consultants Survey

The tax and incentive factors actually declined in the ratings and rankings, with fewer than 80 percent of the Corporate Survey respondents rating these factors as “very important” or “important.” Corporate tax rate dropped from fourth place to No. 6 (79.7 percent importance rating); tax exemptions fell from the fifth spot to No. 8 (75 percent importance rating); and, surprisingly, state and local incentives is now ranked No. 14 with only a 70.2 percent combined importance rating, dropping from its previous seventh place ranking and 82.5 percent importance rating. When it comes to incentives, 75 percent of the survey respondents say tax incentives are the most important. However, based on the ranking of state and local incentives, one could conclude that incentives aren’t as important to company location decisions as previously held. This finding has been upheld in a recent paper from the W.E. Upjohn Institute for Employment Research that stated, “for at least 75 percent of incented firms, the firm would have made a similar decision location/expansion/retention decision without the incentive."

The No. 9 factor, environmental regulations, jumped from the 16th spot in the previous year’s survey and is now considered “very important” by 73 percent of the survey respondents. Right-to-work state also jumped in the rankings to No. 11, with a 72 percent combined importance rating, from the 15th spot previously. In juxtaposition to that, with just 6.4 percent of workers in the private-sector unionized today (compared to 16.8 percent in 1983), fewer than 63 percent of the respondents consider low union profile as “very important” or “important,” ranking this factor No. 18, down from 12th place.

In fact, our annual Corporate Survey shows many factors decreasing rather than increasing in importance ratings. Available land was considered “very important” or “important” by three quarters of the previous year’s survey respondents, but only received a combined importance rating of 64.4 percent this year, dropping from No. 11 to No. 17 in the rankings. Nonetheless, nearly 60 percent of the Corporate Survey respondents consider the availability of a shovel-ready/pre-certified site very or somewhat important in the location decision.

Chief among the factors decreasing in importance ratings are the bottom ranked factors: availability of advanced ICT services dropped from a 50 percent combined importance rating to just 26.7 percent. Perhaps the availability of these advanced communication services throughout most of the nation is now a given. Railroad service is now considered “very important” or “important” by only about a quarter of the Corporate Survey respondents, down from almost half in the previous year’s survey. And waterway or oceanoport accessibility only received a 20.3 percent combined importance rating, down from its previous 34.1 percent rating. Perhaps these low transportation factor ratings are a function of the specific companies responding to this year’s survey.
Area Development Magazine
34th Annual Corporate Survey & the 16th Annual Consultants Survey

Finally, nearly half of the Corporate Survey respondents consider weather-related factors and geological events when making the location decision, and 59 percent consider whether or not there are businesses performing similar activities to theirs in the area of search.

We asked the location consultants who work with corporate executives, most of whom provide location studies/comparative analyses, about their clients plans and site selection priorities. Considering the fact that only 27 percent of the respondents to our 34th annual Corporate Survey claim to use consultants outside of their own firms when site selecting, it’s no surprise that the responses of the consultants differ from those of the corporate executives. Let’s see who they are and find out about their clients’ location plans and priorities.

The Responding Consultants
More than 80 percent of the responding consultants are working with manufacturing firms, while 70 percent are working on distribution/logistics projects. More than 80 percent also are performing location studies/comparative analyses and incentives negotiation/management for their client firms. In fact, about 40 percent say their clients expect them to narrow down and/or actually make the location decision.

More than two thirds of the respondents say their clients are large firms in terms of employment numbers — 500–1,000+ employees. Only 18 percent of the Corporate Survey respondents had that number of employees so obviously we would expect the respondents to our Consultants Survey to report more robust plans in terms of new and expanded facilities.

<table>
<thead>
<tr>
<th></th>
<th>Clients’ Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Respondents worked on projects in the following industries:</td>
</tr>
<tr>
<td>Manufacturing—</td>
<td>82%</td>
</tr>
<tr>
<td>Durable Goods</td>
<td></td>
</tr>
<tr>
<td>Manufacturing—</td>
<td>53%</td>
</tr>
<tr>
<td>Non-Durable Goods</td>
<td></td>
</tr>
<tr>
<td>Manufacturing — Other</td>
<td>30%</td>
</tr>
<tr>
<td>Distribution/Logistics/ Warehousing</td>
<td>70%</td>
</tr>
<tr>
<td>Data Processing, Software &amp; Other Computer-Related Services</td>
<td>32%</td>
</tr>
<tr>
<td>Finance, Insurance, Real Estate</td>
<td>43%</td>
</tr>
<tr>
<td>Energy Industry</td>
<td>20%</td>
</tr>
<tr>
<td>Hospitality Industry</td>
<td>7%</td>
</tr>
<tr>
<td>Healthcare/Life Sciences</td>
<td>38%</td>
</tr>
<tr>
<td>Retail</td>
<td>15%</td>
</tr>
<tr>
<td>Construction &amp; Trades</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>15%</td>
</tr>
</tbody>
</table>

More than 80 percent of the responding consultants are working with manufacturing firms.
Clients’ New Facility, Expansion & Relocation Plans
In fact, 98 percent of the responding consultants say their clients expect to open a new domestic facility within the next five years. About a quarter of these will be manufacturing facilities and another quarter will represent warehouse/distribution operations. The majority of these domestic facilities are slated for the southern states — deep South (16 percent), Southwest (15 percent), South Atlantic (13 percent), and mid-South States (12 percent), with 14 percent going to the Midwest.

Only a third of the Corporate Survey respondents report new foreign facility plans, but more than half of the respondents to the Consultants Survey say their clients plan to open a new foreign facility within the next five years. About 30 percent of these will be manufacturing facilities and nearly a fifth will be warehouse/distribution centers, but nearly another fifth will be back office/call center operations. The new foreign facility projects the consultants are working on for their clients will be spread out among Canada, Mexico, and Asia — each of those regions receiving 16 percent of the projects — and Western Europe (15 percent), and Eastern Europe (14 percent). A quarter of the Asian projects will go to China with about a fifth each to India and Malaysia.

When it comes to expansion plans, nearly all of the responding consultants (97 percent) say their clients plan to expand an existing domestic facility within five years, with more than 40 percent saying their clients will expand an existing foreign facility within five years. More than 80 percent of the respondents to our Consultants Survey also say their clients plan to relocate an existing domestic facility within the U.S. in the next five years, with nearly a fifth also working on clients’ plans to offshore a domestic facility.

Interestingly, nearly 40 percent of the respondents say their clients re-shored a foreign facility back to the U.S. in 2019 or plan to do so in 2020. It should be noted that practically all (95 percent) of the Corporate Survey respondents have neither offshoring nor reshoring plans.

It appears from the consultants’ responses that their clients have been much more affected by the Trump administration’s trade policies, with 70 percent saying these aggressive trade policies have had an effect on those plans. More than half also say the new US-Mexico-Canada Agreement as well as the Phase 1 China trade deal will affect their clients’ plans.

Clients plan to open a new (not relocate an existing) domestic facility within the next five years:

| Yes | 98% |
| No  | 2%  |

Ninety-eight percent of the responding consultants say their clients plan to open a new domestic (not relocate an existing) facility within five years.
Clients’ Site Selection Priorities
We also ask those taking the Consultants Survey to rate the location factors their clients consider when making new facility, expansion, or relocation plans as either “very important,” “important,” “minor consideration,” or “of no importance.” We then add the “very important” and “important” ratings together in order to rank the factors in order of importance.

As to be expected, availability of skilled labor was rated as “very important” or “important” by 100 percent of the consultants, ranking that factor No. 1, as it was in the previous year’s survey. With competition for labor so intense, it’s no surprise that the labor costs factor was ranked No. 2 with a 98.3 percent combined importance rating, and practically tied with highway accessibility at No. 3, with a 98.2 percent combined importance rating. At least in the ranking of the top factors, the Corporate Survey and Consultants Survey respondents tend to agree.

The consultants put state and local incentives in the No. 5 spot, considered “very important” or “important” by 93.1 percent of the respondents. That’s not surprising considering 80 percent of them say their clients expect them to negotiate and manage incentives. Also, the respondents to our Consultants Survey are serving much larger firms in terms of employment numbers, and larger firms are the ones usually courted with incentives by state and local economic developers. Additionally, more than 80 percent of these respondents say cash grants, tax incentives, and incentives in the form of free land, utility-rate subsidies, and infrastructure support are most important to their clients.

More than 90 percent of the responding consultants also rate available land and available buildings as “very important” or “important.” In fact, three quarters believe a shovel-ready/pre-certified site is very or somewhat important to their clients. Consultants’ realization that getting an operation up and running is critical in today’s competitive marketplace is also reflected in the nearly 90 percent combined importance rating of expedited or fast-track permitting.
Area Development Magazine
34th Annual Corporate Survey & the 16th Annual Consultants Survey

It is surprising, however, that many of the site selection factors received lower importance ratings in the current Consultants Survey than in the previous year’s survey, although their rankings overall did not change that drastically. For example, the factor showing the largest decrease in the combined importance rating is proximity to innovation commercialization/R&D centers, which dropped from a 76 percent importance rating to a 48.3 percent rating, but only one spot in the rankings to No. 25. Similarly, availability of advanced ICT services now has a combined importance rating of 60.7 percent, down from 84.3 percent in the previous year’s Consultants Survey, although it did drop six spots in the rankings to No. 24. Again, this might be explained by the fact that the availability of these services throughout most of the nation is now assumed.

What is also surprising is the drop in the rankings of training programs/technical schools from sixth place to No. 13 this year, with a combined importance rating dropping from 96.1 percent to just 80.7 percent. Even though that’s a higher importance rating given to this factor by the consultants than by the Corporate Survey respondents (just 60 percent rated it “very important” or “important”), it seems odd that this factor is not rated and ranked more highly by both groups of respondents, considering the fact that workers are lacking the necessary STEM and other advanced technology skills that industry requires today.

Environmental regulations also dropped in the rankings by four spots to No. 15. The consultants gave it a combined importance rating of 79.3 percent, down from its previous 94.1 percent. Could it be anticipated rollbacks of environmental regulations by the Trump administration are reflected in this ranking?

Finally, there’s a huge difference in how the Corporate Survey respondents and Consultants Survey respondents rate and rank quality of life. More than 82 percent of the corporate respondents rate quality of life as “very important” or “important,” placing this factor in the No. 4 spot. Meanwhile, only two thirds of the respondents to the Consultants Survey give this factor a combined importance rating, ranking it No. 21. A good quality of life is important to attracting skilled labor (the consultants’ No. 1 factor). Millennials are now the largest generation in the workforce, and we know they value quality of life – in other words, a work-life balance so it’s an anomaly that this factor is not considered more important by the consultants.

Geraldine Gambale, Editor, Area Development Magazine

Appendix G: Salina Stakeholder Survey
The Salina Survey

On January 13, 2021 an update was provided to the Salina city council by Ross McClintock at a regularly scheduled meeting. At that time, it was decided to continue the survey past the February 1, 2021 date we had originally planned to garner more responses. In addition to the survey being on the Salina city Facebook page and website, Kirk Rasmussen and Ross McClintock developed several short videos at the Maverik store as well as one of putting up the banner. These were posted on the city Facebook page as well.

A summary of the findings are noted on the following page followed by the aggregated responses to each question.

The following is a summary of the feedback from the Salina survey at a high level:

- Salina is a perceived as a safe community.
- The vast majority of the populace is aware of the Salina Industrial Park and would like to see more business developed within the park.
- The responses show that the population of respondents would like to see warehouse, distribution and/or manufacturing jobs in the Salina Industrial Park.
- The majority of respondents are less than satisfied with the amenities Salina has to offer and 65% of respondents feel more shopping opportunities are important to very important.
- 70% of respondents would like to see better housing options. This is further stated by the responses to the Age in Place question. Not that many respondents are looking forward to or will stay the remainder of their lives in Salina.
- Education is important. A potential follow-up question could have been “Do the schools meet your educational needs/expectations?”
- 89% said employment and income are important to very important. Second highest response in the survey.
- Finally, it is split in the middle as to how the respondents feel about Salina’s future. Half of the respondents say it is going in the right direction, and the other half says that the direction is stagnant. The positive thing is that very few respondents feel it is going in the wrong direction.

Statistical Data on Respondents

- 60% of respondent have lived in Salina over 20 years.
- 74% of respondents were over 35 years of age.
- 1/3 of the respondents work outside of Salina.
The Salina Survey

The first step was to craft the questions. A series of questions were generated by the Colliers team based on prior surveys used in the past with similar projects. These were then modified to specifically fit this project and sent to the Seven County Infrastructure Commission for editing, prior to the launch. In the first week of November 2020, we received edits and feedback from Melissa Cano, Strategic Communications Specialist with Jones and DeMille. These edits were deemed helpful to receive the feedback that both the commission and their agent would receive the feedback they were looking. We then received the sign off to proceed with the execution of the survey directly.

The objective was to post the survey in as many places that residents could see to elicit the maximum number of responses. The survey was posted on both the city Facebook page and the Salina city website. In addition, the city council thought it would garner more responses if the link to the survey was printed on every resident’s water bill as well. But, with COVID-19 conditions, the entire city staff was under a lockdown and unable to provide the assistance directly. Without Kirk Rasmussen’s support, the survey would not have been a success. On November 18, 2020, Kirk completed uploading the survey and got it published on both the Salina Facebook site as well as the official Salina city website.

Click this hyperlink to view the survey: https://form.jotform.com/203175541128147

The responses were to the survey from community members was immediate. Those who completed the survey did so in a serious manner. There were no frivolous responses. Kirk provided another great idea to incentivize completing the survey by suggesting we have some sort of drawing for those who had completed the survey. This was an idea that Colliers implemented to generate more interest and thus more responses. With the recent opening of the new Maverik store in Salina, Ross McClintock decided to promote a raffle for a $100 Maverik gift card to elicit community involvement.

Responses to the survey continued to come in beyond Thanksgiving. With the holidays approaching, the responses began to taper off. After the first of the year, to reengage the community into responding to the survey, Kirk Rasmussen recommended that a banner be hung at the main intersection in town, highlighting that there would be a $100 gift card drawing as part of the survey. This immediately boosted the number of responses again.
The Salina Survey

On January 13, 2021 an update was provided to the Salina city council by Ross McClintock at a regularly scheduled meeting. At that time, it was decided to continue the survey past the February 1, 2021 date we had originally planned to garner more responses. In addition to the survey being on the Salina city Facebook page and website, Kirk Rasmussen and Ross McClintock developed several short videos at the Maverik store as well as one of putting up the banner. These were posted on the city Facebook page as well.

It was determined to end the survey on February 25, 2021. At the time of the conclusion on the survey we had received over 120 responses. As promised, a drawing was held to give away a $100 gift card for Maverik’s. The drawing was held on March 3, 2021 and the winner received the prize immediately. A video was created to commemorate this event and is available on the Saline city Facebook page, March 3, 2021 posting.

Additionally, the video of the awarding of the gift card can be seen here: LiNK

The responses to the survey are noted in the following pages. Overall, the responses were very insightful as to the mood of the community, how they perceive themselves and the type of development which the community would like to see. Moreover, the community engagement was positive and many residents are probably interested in seeing the results of the survey in aggregate, which we believe should also be posted on the city website, with the permission of the city council members and the Seven County Infrastructure Coalition.

A summary of the findings is noted on the following pages and responses to each question.

The survey can be seen here. (Ctrl and click to view the survey)
https://form.jotform.com/203175541128147
The following data is based on a survey completed by members of the local community.
**What Business would compliment the Industrial Park?**

- MFC: 26%
- Service Industry: 38%
- Tech: 9%
- Tourism: 18%
- Warehouse/Distribution: 9%

**How Important are Shopping Opportunities?**

- Not Important: 6%
- Somewhat Important: 23%
- Important: 30%
- Very Important: 41%
How Important is Housing Selection?

Salina 2020 Estimated Housing Units

<table>
<thead>
<tr>
<th>Unit Type</th>
<th>% of Housing</th>
</tr>
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<tbody>
<tr>
<td>2020 Total Housing Units</td>
<td>1,137</td>
</tr>
<tr>
<td>Owner Occupied Housing Units</td>
<td>61.9%</td>
</tr>
<tr>
<td>Renter Occupied Housing Units</td>
<td>29.6%</td>
</tr>
<tr>
<td>Vacant Housing Units</td>
<td>8.6%</td>
</tr>
</tbody>
</table>
LOCAL SURVEY – EDUCATION

How Important is Education?

- Not Important: 5%
- Somewhat Important: 6%
- Important: 56%
- Very Important: 33%

LOCAL SURVEY – EMPLOYMENT AND INCOME

How Important are Employment Opportunities?

- Not Important: 2%
- Somewhat Important: 9%
- Important: 9%
- Very Important: 59%
LOCAL SURVEY – AGE AND LONGEVITY

How long have you lived in Salina?

- 20+ YEARS: 75 responses
- 10 TO 20 YEARS: 16 responses
- 5 TO 10 YEARS: 13 responses
- 0 TO 5 YEARS: 21 responses

Age Ranges

- 18 TO 24: 8 responses
- 25 TO 34: 25 responses
- 35 TO 44: 39 responses
- 45 TO 54: 18 responses
- 55 TO 64: 22 responses
- 65+: 13 responses
LOCAL SURVEY – LOCAL AGE AND WORK

Age in Place

- No: 29%
- Somewhat: 21%
- Yes: 50%

Work out of Salina?

- No: 62
- Yes: 36
Are you aware of the Industrial Park?

- Yes: 88
- Somewhat: 35
- No: 2

How do you feel about Salina's Future?

- Stagnent: 55
- Right Direction: 53
- Other: 9
- Not Good Future: 8
Would you like to see more Businesses in the Industrial Park?

- 95% no
- 3% yes
- 2% depends