

5 COMPREHENSIVE ECONOMIC --- DEVELOPMENT STRATEGY

THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY WAS PREPARED BY THE FIVE AOG STAFF, IN CONJUNCTION WITH THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE AND STEERING COMMITTEE, THROUGH A PLANNING GRANT FROM THE ECONOMIC DEVELOPMENT ADMINISTRATION. THE PURPOSE OF THIS STRATEGY IS TO PROMOTE A COORDINATED REGIONAL APPROACH TO ACCOMPLISH DESIRED ECONOMIC DEVELOPMENT OBJECTIVES.

PURPOSE AND OBJECTIVE OF THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

The Five County Association of Governments was designated as an Economic Development District (EDD) by the Economic Development Administration (EDA) in April, 1979.

The purpose of this designation was to promote a coordinated, region-wide approach to the economic development efforts of local governments in the Five County Region.

One method used to encourage such coordinated effort is the preparation of this District Comprehensive Economic Development Strategy (CEDS). Every functioning EDD is required to have a current CEDS in place before any jurisdiction in the District is eligible for EDA-funded assistance programs.

In 1994, the Department of Housing and Urban Development initiated the Consolidated Planning process. The Consolidated Plan is intended to focus federal, state and local funding resources to those in most need, usually defined as those with low or moderate incomes. The Consolidated Plan directs regional efforts to foster viable communities that provide decent housing, a suitable living environment and expanding economic opportunities.

Because the CEDS and Consolidated Plan processes both employ economic development as a primary tool, the two processes are documented in this chapter. This allows the AOG staff to consolidate research and documentation efforts, thus freeing up staff resources for additional technical assistance to area jurisdictions. This consolidation also provides consistent and unified policy direction for regional economic development efforts.

Economic Snapshot

(A comprehensive review of economic statistics is found in Appendix A)

Although the five counties of the Southwest District share common geographic boundaries, the economic make-up of the individual counties varies considerably. Information taken from the Utah Department of Workforce Services quarterly newsletters (September 2006), shows a wide variety of economic conditions. The three counties that share access to Interstate 15 (Beaver, Iron and Washington) also exhibit more diverse economic bases and more resilient economies. The two more remote counties (Garfield and Kane) are dependent upon tourism as their primary economic base. The following information on each county is an abridgment of newsletters published by the Utah Department of Workforce Services in September 2006. Special thanks are given to Lecia Parks Langston, Western Region Economist, who authored the original text.

Beaver County

Beaver County started the year with an economic whimper. With sluggish 1.5-percent year-over job growth, March figures marked the high point of first quarter 2006. Of course, that might be good news for the employers who face hiring when unemployment is a slim 2.6 percent (June 2006). On

the industry level, it was job feast or famine. Industries generating notable numbers of new positions included construction, transportation, and the public sector. Wholesale/retail trade, healthcare/social services and leisure/hospitality services suffered a job-losing first-quarter record.

Garfield County

Garfield County followed Beaver County's lethargic lead. Employment expansion in this tourism-dependent county measured only 1.3 percent in March 2006. The county's largest private sector industry—leisure/hospitality services—placed a big drain on the employment pool with an 11-percent decline. Job gains were scattered among the remaining major industries with manufacturing and education/health/social services making the largest contributions. For Garfield County, June's 4.8-percent unemployment rate still hovers near historic lows.

Iron County

Iron County continued its trend of robust job growth in 2006. The most current figures (March 2006) show Iron County with a 5-percent increase in jobs. No wonder joblessness had slipped to just 2.5 percent (two full points below the national average) in June 2006. Construction generated the largest share of new jobs followed by other major job-producers—manufacturing, retail trade, finance, and healthcare. However, some industries actually contracted, including professional/business services, leisure/hospitality services, and federal government.

Kane County

Kane County cranked up its job creation system a big notch in the first quarter of 2006. March year-to-year expansion measured a remarkable 10 percent. These gains helped push joblessness down to almost 3 percent. Perhaps more importantly, this expansion is quite broad-based. No major industries experienced significant losses, and the gains were widely scattered. Construction, manufacturing, retail trade, educational/health/social services, other services, and the public sector all showed impressive employment improvements.

Washington County

The temperature isn't the only thing that's hot in Washington County. The area's job-growth rate continues to scorch the economy. The March 2006 year-to-year job growth rate burned in at almost 12 percent. What industries are growing? Perhaps it's easier to answer the opposite question. Information was the only major industry to experience a net job loss. Construction continues to dominate job growth, but retail trade, healthcare/social services, and leisure/hospitality services all added at least 500 new jobs each. Unemployment registered a low (gulp) 2.4 percent in June.

OPPORTUNITIES AND OBSTACLES

It is extremely important to identify the region's constraints or barriers to economic development. Many southwestern Utah communities exhibit barriers such as: 1) poor access to markets and supplies; 2) inadequate labor supply; 3) poor labor conditions, rates, or productivity; 4) lack of energy for production; 5) inadequate community facilities including access to advanced technology i.e. high speed Internet; 6) low quality of life or high local taxes. Economic development may not be possible or may be substantially restricted in areas which exhibit such barriers. By taking the first step of identifying barriers and then methodically correcting or eliminating them, a community stands a greater chance of implementing effective community development strategies.

The Five County Economic Development District has identified a number of barriers to economic development and classified them into categories related to the significance of the barrier. These barriers have also been divided into categories of correctable and uncorrectable. The presence of too many uncorrectable barriers means that a community cannot expect significant industrial growth, due to the natural forces of locational economics. Correctable barriers should be examined thoroughly and steps taken to lessen, eliminate or transform the barrier into an advantageous selling point. Regional assets and liabilities have been identified by a number of organizations and the AOG staff. They are listed below:

FIVE COUNTY ECONOMIC DEVELOPMENT DISTRICT ECONOMIC DEVELOPMENT ASSETS AND LIABILITIES

<u>Assets</u>	<u>Liabilities</u>
1. Wage Rates	1. Market Orientation
2. Water and Sewer Costs	2. Clerical Labor Supply
3. Real Estate Tax Costs	3. Lack of Adequate Rail Service
4. Good Interstate Access	4. Fire Protection Rating
5. Proximity to Air Service	5. Telecommunication Capabilities
6. Proximity of Support Services	6. Cultural Opportunities for Executives
7. Good Express and Parcel Delivery Services	7. Affordable Workforce Housing
8. Recreational Opportunities	

**CORRECTABLE AND UNCORRECTABLE BARRIERS
TO ECONOMIC DEVELOPMENT**

	<u>Correctable</u>	<u>Uncorrectable</u>
Major	<p>Lack of Skilled Labor (especially high tech.)</p> <p>Financial Capabilities</p> <p>Market Exposure</p> <p>Available industrial buildings</p> <p>Environmental Constraints</p>	<p>Restrictions concerning heavy and/or polluting industries</p>
Significant	<p>Lag time required to train unskilled labor</p> <p>Railroad access (long-term)</p> <p>Expense of further site development</p> <p>Availability of inexpensive, sound housing</p> <p>Fire protection ratings</p>	<p>Railroad access</p> <p>Highway access</p>
Minor	<p>Quantity of available labor</p> <p>Lack of equipment and facilities for vocational training</p> <p>Commuter Air Service</p> <p>Regional Image (rural)</p> <p>Lack of support industry</p> <p>Community recreation</p>	<p>Some community members want their communities to remain as they are (rural)</p> <p>Interstate - Inter-regional access to materials</p>

VISION & GOALS

Vision Statement

The Five County region of Southwestern Utah exhibits many positive economic factors, including high labor skills, competent labor climate, Interstate-15 access, excellent natural recreational opportunities, low unemployment rate, moderate real estate tax costs, and proximity of support services. These and other positive economic factors have created one of the most dynamic regions of the Intermountain West.

With the above in mind, Southwestern Utah is stepping forward to a higher economic level in the 21st Century. The region will focus on and effectively market its economic strengths to increase its economic diversity. At the same time, region officials will also prepare alternative plans to mitigate negative forces or barriers to economic development. As negative economic forces are curtailed, positive forces will escalate which will allow the region to pursue many of its economic desires. As the population increases and the diversity of employment expands, additional higher income skilled employment will grow. The Five County Association of Governments is committed to a proactive economic development program which will:

Encourage the best use of the existing economic diversity, traditional values and skilled labor force; the establishment of local economic development boards; wise use of available funding mechanisms; appropriate development standards and focused efforts in education; and greater public involvement to attain a dynamic, cooperative and strong economic future.

Goals of the Comprehensive Economic Development Strategy Committee

The Comprehensive Economic Development Strategy Committee of the Five County Association of Governments was reorganized in 2006 to meet the organization requirements of new EDA regulations and policies. The reorganized group met in August 2006 to review and re-direct regional economic development efforts. The following major objectives were approved:

- Provide regionally-focused services that complement county and community economic development programs. Specific services include:
 - Revolving Loan Fund marketing and administration across the region, rather than establishing other county or community-scale loan programs.
 - Preparation of project-level Environmental Assessments within the capacity of available staff resources.
 - Delivery of technical planning assistance regarding workforce housing design and construction.
 - Development and delivery of up-to-date land use planning training modules.

- Author planning and feasibility studies for projects that transcend county or community boundaries as directed by the Steering Committee. Examples include scenic byway corridor management plans, regional hazard mitigation plans, and the regional Consolidated Plan.
- Maintain a dynamic and informative Internet web page.
- Continue to provide high quality grant writing and technical assistance to jurisdictions in Southwestern Utah.
- Focus efforts on jurisdictions that do not have internal staff support to provide day-to-day economic development outreach. Specific activities include:
 - Respond to leads from the Economic Development Corporation of Utah.
 - Add information to the Sure Sites program.
 - Participate in regional and state-wide initiatives such as Utah Small Cities, Inc., Utah Economic Alliance, Governor’s Rural Partnership Board, etc.
- Represent southwestern Utah interests at forums such as:
 - Western Region Workforce Services Council
 - Color Country RC&D Council
 - Color Country Travel Council
 - Heritage Highway 89 Alliance
 - Scenic Byway 12 Committee
 - Nature’s Patchwork Parkway (Hwy 143) Committee
 - Canyon Region Economic Development Alliance
 - Grand Staircase-Escalante National Monument Advisory Committee
 - County and community-level Economic Development Boards
- Forge closer ties between economic development and public/higher education initiatives in the region.
- Champion regional projects that foster economic development, such as:
 - Extending commercial power capacity to Ticaboo/Bullfrog
 - Providing IT/Broadband redundancy across the region
 - Establishing access to land banking, secondary financing, and other activities that foster access to affordable workforce housing.
- Provide public lands planning expertise and capacity to local officials.

Past Goals and Policies Still in Effect

1. Encourage a Business Climate that will Continue to Attract Diverse Non-Polluting Industries.

2. Diversity the Economic Base so that Adverse Economic Conditions Affecting One Industry will not Significantly Impact the Local Economy as a Whole.
3. Provide the Types of Employment that will Stem Out-Migration and will Stimulate Re-Migration.
4. Develop the Region's Natural Resources, Especially Timber, to the Extent Possible while Encouraging the Employment of Local Citizens and the Establishment of Permanent Facilities which will Increase the Tax Base.
5. Retain the Agricultural and Grazing Sectors as Necessary Elements of the Region's Economy.
6. Continue to Develop and Expand the Recreation and Tourist Industries.
7. Utilize the Movie Industry to an Advantage by Encouraging the Location of Fixed Facilities for Movie Production and Hiring Local Residents to the Maximum Extent.
8. Assist and Encourage Firms to Locate in Established Industrial Parks and Areas that would use Municipal Services, Transportation Access, etc. Aggressively Pursue the Development of Potential Industrial Parks/Areas for Communities of Beaver, Kanab and Panguitch.
9. Continue the Increase in Manufacturing Employment in the Region.
10. Continue the Support of Existing and New Industrial Development Boards at Local and Regional Levels to Guide Development Actions and to Insure Policy Input from Elected Officials and Citizens.
11. Provide an Effective Communications Process Among all Boards and Citizen Groups in the Region.
12. Industrial Development Efforts in the Region should be Carefully Coordinated to Maximize Related Efforts and to Eliminate Duplication or Unnecessary Competition Among Boards or Communities.
13. Data Collection and Analysis Must Focus on Review and Reorganization of Existing Information when Possible Rather than Wasting Resources on New Studies.
14. Data on the Five County Region will be Analyzed to Identify Possible Target Industries. Refined Data will be Submitted to the Respective County Economic Development Board for Screening and Determination of the Best Economic Fit.
15. Each Targeted Industry should have an Identification Market Plan Developed that Details the Local Strategy for Industrial Expansion Related to that Industry.

COORDINATION WITH STATE ECONOMIC DEVELOPMENT

Excerpts from Governor Huntsman's Ten Point Plan for Economic Revitalization of Utah:

The plan to revitalize Utah's economic base centers on creating an environment that will allow Utah to attract and retain good businesses. In order to do this the state's tax and policy environment must be more appealing, if businesses are going to choose to locate here or remain here. If Utah is successful in attracting and retaining good businesses, then job growth and long-term economic prosperity will follow naturally.

As we contemplate our future, perhaps most striking will be our population growth, which in the coming generations will be a constant companion. Utah families alone will account for two thirds of our population growth, which already is running at twice the national average. And, immigrants from other states and countries will continue to see Utah as a land of opportunity.

Likewise, our economy will require consistent nurturing and fine-tuning so it is able to deliver reliable growth and prosperity for our expanding population. With most states in America worried about economic growth, the next few years will likely see unprecedented competition to attract or develop economic success. With this increased competition, issues like quality of life, education, reliable water resources and workforce availability and productivity will be ever important variables for success. Our unparalleled human and natural resources should position us well for the challenges of the next half century, but we also must be good stewards of these resources.

Government should not be in the job creating business, but together we can improve the environment in which our state's private sector competes. *Identified below are ten strategic initiatives that, when implemented in a timely, effective and coordinated manner, will dramatically strengthen Utah's economy:*

- # 1 Revamp Utah's Tax Structure
- # 2 Improve the Competitive Environment for Small and Medium-Sized Companies
- # 3 Recruit Businesses to Our State
- # 4 Attract More Capital
- # 5 Promote Growth in Target Industries
- # 6 Enhance Utah's National and International Image
- # 7 Capture Global Opportunities for Utah Companies
- # 8 Promote Tourism
- # 9 Energize Economic Development in Rural Communities
- #10 Make State Government More Efficient

The Governor's Office of Economic Development (GOED) has structured a series of activities designed to accomplish the Governor's ten strategic initiatives. These activities are:

Business and Technology Parks

The Business & Technology Parks Program's primary goal is to partner with industry to develop business and technology parks to facilitate technology commercialization, business expansion, and business recruitment.

Centers of Excellence

The Centers of Excellence Program is a program that helps to fund the process of moving the most innovative research from Utah's universities into businesses to create great jobs for Utahns. The program helps each Center develop a sound business plan and develop relationships with seasoned business people and potential licensees (existing businesses) that are interested in the market potential of the specific technology. These technology areas include the life sciences (biomedical and biotechnology), information technology and electronics, agriculture, environment and natural resources and aerospace and advanced materials and processes.

Clusters

Utah's Economic Cluster Initiative is designed around proven economic principles where collaboration among organizations offers sustainable advantages to local economies. Based on best practices and successful economic models, Utah is capitalizing on its core strengths and facilitating the development of clustered business environments where these strengths will result in a thriving economy and an increased standard of living.

International Development

The International Trade and Diplomacy Office (ITDO) assists companies in developing markets for their products and services in other countries. ITDO helps Utah companies understand the benefits of expanding into international markets and provides assistance securing international business connections. It also helps companies as they master the process of exporting goods and services. Through increasing international trade and branding Utah globally, ITDO helps grow Utah's economy, create jobs and increase Utah's international presence.

Pioneer Communities/Main Street

With the understanding that a healthy, vibrant community builds its future on its past, the Pioneer Communities/Main Street Program works with communities throughout Utah to restore the physical and economic vitality of their historic business districts.

Procurement Assistance

The Utah Procurement Technical Assistance Center (UPTAC) was established to provide the information and assistance needed to sell products and/or services to federal, state and local governments.

Recruitment and Incentives

Nine incentive programs are available to assist private sector entities locate or expand in Utah.

Rural Development

The Rural Development office promotes initiatives that provide a positive business environment for rural entrepreneurs. Staff provides support to the Governor's Rural Partnership Board who's Rural Action Agenda addresses issues impacting rural Utah's entrepreneurial environment such as health insurance, capital formation and rural economic development clusters.

Talent Access

This program assists small and mid-sized companies with talent focused tools, resources and education programs that empower Utah companies to successfully recruit key talent essential to their growth, expansion and profitability.

REGION-WIDE COORDINATION

Formation and Role of the Comprehensive Economic Development Strategy Committee

For the past three decades since the designation of the Five County Economic Development District (EDD), the Association of Governments governing board, or Steering Committee, has directed regional economic development programs. As the region continues to expand and diversify its economic base, these local elected officials are under increasing demands for time and resources. Each of the five counties has seen the need for county level staff expertise in economic development and have employed some form of professional expertise. These local economic development professionals have developed county economic development strategies. The role of the regional EDD is shifting from direct program activities to one of coordination and programs which benefit the entire region, such as the regional Revolving Loan Fund.

In an effort to more closely involve the cadre of local economic development professionals, and to allow the greater involvement of private sector individuals, the Steering Committee established the Economic Development Advisory Council in early 1998. The Council was reorganized in 2006 to meet new requirements set forth by the Economic Development Administration. One major change is its name: the Comprehensive Economic Development Strategy Committee. The Committee continues to serve a standing committee to the governing board and will provide major direction in the development and implementation of the CEDS.

Important Partnerships

Successful regional economic development will not occur in a vacuum. The staff of the EDD recognizes the vital importance of coordinating with other public and private sector organizations and individuals that influence regional economic health. The district has forged successful relationships with a number of such organizations.

Local Economic Development Professionals have been employed by Beaver, Garfield, Iron and Washington counties. The EDD staff works closely with these professionals in their marketing and other activities. A number of communities have engaged in local Main Street projects. Some have employed Main Street Coordinators, who also act as economic development agents at the local level. The EDD staff provides technical assistance, primarily in grant writing and project financing. Another area of regional assistance has been focused on tourism promotion. The Association of Governments contracted with the Scenic Byway 12 Steering Committee to prepare a Scenic Byway

12 Corridor Management Plan in preparation for application to designate the Garfield County highway as a National All American Road. That designation (Utah's first All American Road) was awarded in June 2002. The staff has also authored a Corridor Management Plan for Scenic Byway 143 and will assist in submitting an application for federal designation in 2008.

Local Chambers of Commerce have included the Association of Governments as an ex officio member, and invite Association staff to participate in chamber events. The regional Revolving Loan Fund has been featured in a number of chamber presentations.

UTFC Financing Solutions, LLC has been actively involved in financing area businesses for many years. The organization has recently privatized, and is seeking to retain important ties to local and regional economic development officials.

A primary source of both financial and technical support of regional economic development efforts is the **Utah Department of Community and Culture**. The Community Development Division administers the Community Development Block Grant program, as well as other housing and community development programs. The Governor's Office of Economic Development is the primary generator of business leads and active state-level economic assistance programs such as the Industrial Assistance Fund and state Enterprise Zones.

Utah Small Cities, Inc. brings rural leaders, businesses, and economic development professionals together for the purpose of focusing on solutions to rural economic development challenges. Primary areas of emphasis are an integrated marketing program, public relations, training and education, and policy development. All rural Associations of Government have a seat on the Board of Trustees.

The **Utah Small Business Development Centers** have offices located at Southern Utah University in Cedar City and Dixie State College in St. George. The SBDC mission is to help small businesses manage more effectively through access to business information and improving business skills. The local SBDC offices are the primary source of assistance to business owners who need help in preparing loan applications and business plans.

Color Country Resource Conservation & Development (RC&D) is a USDA-sponsored organization devoted to fostering the well-being of rural communities in southwestern Utah. The RC&D is a registered 501(c)(3) not for profit organization that can help locate private sector foundation funding.

Region-wide Strategies

As the Economic Development Administration has entered into a new century and administration, cabinet-level leadership has challenged the agency and grantees to refocus the direction of economic development efforts. The Five County Economic Development District is committed to achieving the following investment strategies outlined by David A. Sampson, the Assistant Secretary of Commerce for Economic Development:

- Economic development projects and actions will be market based.
- Economic development strategies will be proactive in nature and scope.

- Regional staff will champion county and municipal economic development programs that look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.
- Private capital investment will be maximized.
- The probability of success will be determined and documented with the following contributions:
 - Local, state, and private matching funds will be integral pieces of economic development projects.
 - A high degree of commitment of local political "capital" by elected officials.
 - Commitment of human resources talent to project outcomes.
- Economic development projects will create an environment where higher paying, lucrative jobs are created.
- Economic development projects will maximize Return on Taxpayer Investment.

Beaver County Strategies

The Beaver County Economic Development Organization developed a strategic plan during the months of August and September 1994. The effort was undertaken in order to “Create a strong economic environment based on (our) diverse resources to support and provide opportunities for orderly growth while maintaining traditional values”.

Participants in the planning process identified seven objectives with associated action steps:

Objective #1. Business Retention & Expansion.

- 1.1 Develop better participation in county-wide efforts to enhance expansion, recruitment and retention.
 - A. Seek funding from local and state governments.
- 1.2 Develop Beaver City Industrial Park.
 - A. Promote city and county cooperation for site preparation.
 - B. Recruit a key tenant.
- 1.3 Develop industrial rail-siding capabilities.
 - A. Work with developing industries to build rail-siding capacity.
- 1.4 Redevelop (Beaver/Milford) downtown retail businesses.
 - A. Develop a consensus on direction from industrial communities.
 - B. Initiate downtown redevelopment.
- 1.5 Help maintain viability of local ski resort.
 - A. Develop a working relationship to develop and promote industry.

Objective #2. Agriculture.

- 2.1 Develop recruitment strategies for dairies to use Beaver County alfalfa.
 - A. Recruit at trade fairs.

- B. Advertise with dairy-specific information and secure a grant from the state or county or other.
 - C. Establish a hosting committee.
 - D. Identify and promote best locations for dairies (include water, zoning, utilities, access, etc.).
- 2.2 Establish a container port for exports to other counties.
- A. Identify best open rail spur for port.
 - B. Research export regulations.
 - C. Establish working relationships with brokers and port authorities.
 - D. Develop a port authority business plan to be used to secure funding.
- 2.3 Market alfalfa in value-added packages to new markets east and west.
- A. Do market and technology research for alternative uses for alfalfa.
 - B. Identify from research the best opportunity for success.
 - C. Encourage development from private sector.
 - D. Develop a partnership with the marketing arm of the Department of Agriculture.
- 2.4 Streamline ag-related permitting and zoning process.
- A. Support legislative action to encourage and streamline regulatory requirements for agriculture and to transfer the Department of Environmental Quality (DEQ) ag-permitting function to the Department of Agriculture.
 - B. Utilize ag protection districts for farmers.
- 2.5 Diversify ag products and support services for crops and animals.
- A. Recruit a veterinarian.
 - B. Study the service and support needs of ag industries in Beaver County; recruit or expand the identified support industries.
 - C. Work with the Utah State University on alternative crops and livestock; educate local farmers and ranchers regarding alternative crops and livestock.

Objective #3. Infrastructure.

- 3.1 Promote an aggressive street maintenance and improvement program.
- A. County Commission will appoint a transportation committee.
 - B. Develop a capital improvements program and acquire grant money.
- 3.2 Encourage adequate utilities for all county residents.
- A. Lobby for fiber optic service to all our communities.

- 3.3 Support and expand current emergency programs as growth warrants.
 - A. Maintain current level of service.
 - B. Adopt and implement new technology.

- 3.4 Develop and implement a county-wide disaster plan.
 - A. Review and update regularly.
 - B. Educate residents by a general mailing.

- 3.5 Encourage an up-to-date master plan for community development in every community in Beaver County.
 - A. Provide input when requested.
 - B. Cooperate with individual cities and the county in solving problems.

Objective #4. Tourism and Recreation.

- 4.1 Encourage and promote quality tourism and recreational programs county-wide.
 - A. Research and evaluate the need for a county-wide recreational department.
 - B. Form a county-wide cultural arts council.
 - C. Establish and encourage Heritage Tourism.
 - D. Promote the use of the American Discovery Trail and other area trails.
 - E. Form scoping committee to determine destinations and trails to promote.

Objective #5. Housing.

- 5.1 Do a housing study to determine future needs and resources.
- 5.2 Develop capital resources.
 - A. Lobby politicians to reallocate Farmers Home Administration dollars.
 - B. Expand housing authority programs.
 - C. Use Utah Housing Fund.
 - D. Encourage local banks to make loans available.
 - E. Research the state retirement fund to buy housing loans.
- 5.3 Develop affordable housing.
 - A. Locate acceptable locations for manufactured housing in planned unit development (PUD); establish zoned areas for multi-family housing.
 - B. Find ways to improve cooperation between developers and local governments.
 - C. Research ways to fill the need for more certified building inspectors in the county.
- 5.4 Recruit a certified appraiser.

Objective #6. Natural Resources.

- 6.1 Support positive land management.
 - A. Support legislation to standardize federal requirements.
 - B. Encourage settlement of the wilderness issue.
 - C. Support multiple-use, not wilderness.
 - D. Promote world class mineral deposits in Beaver County.
 - E. Use the Rural Development Council to assist in overcoming land management challenges.
 - F. Develop a Habitat Conservation Plan.
 - G. Oppose mining law changes that discourage local mining opportunities.
 - H. Support efforts to access timber by rural mills.
- 6.2 Add value to Beaver County geothermal resources.
 - A. Investigate and promote greenhouses.
 - B. Increase energy production at power plants.
 - C. Explore the possibility of aquaculture.
 - D. Develop recreational uses of geothermal (hot tubs, spas, health clubs).
- 6.3 Manage Beaver County's wildlife resources.
 - A. Develop a wildlife and fisheries resource plan with Bureau of Land Management, Forest Service, Division of Wildlife Resources, and recreational hunters.
- 6.4 Protect supplies and uses of Beaver County water.
 - A. Educate users to the best water use practices.
 - B. Participate in the Beaver River Water Plan.

Objective #7. Professional Services.

- 7.1 Complete a survey of local needs in the medical, educational, trades, legal and other professional services required by our community.
 - A. Implement an active recruitment program based on findings.
 - B. Establish work force training programs to meet anticipated needs. (Area technical center)
- 7.2 Develop a continuing process to estimate the enrollment for public educational programs and timing to implement programs and facilities for incoming and new students.
 - A. Determine funding sources.
- 7.3 Diversify continuing education.
 - A. Full implementation of educational network.

- B. Access new mineral lease regulation bill funding through Community Impact Board.
- C. Increase extension services role.
- 7.4 Research the feasibility of establishing innovative daycare programs to expand potential labor force and provide additional employment opportunities.
- 7.5 Survey to find underemployed professionals.

Garfield County Strategies

Objective #1. Retain Traditional Industries.

- 1.1 Survey existing industries for needs and methodologies to retain and promote the industry.
- 1.2 Publish a list of business services.
- 1.3 Provide a lobbying focus. This lobbying effort will be used to lobby legislators for those programs and activities that will best benefit Garfield County and Garfield County Economic Development.
- 1.4 Provide a forum to discuss and to overcome environmental issues and obstacles.
- 1.5 Institute a regular review of this objective to monitor trends and to monitor the success of business retention and expansion.

Objective #2. Education.

- 2.1 Establish a relationship with Southern Utah University and with them, work to establish and identify community education opportunities and needs.
- 2.2 Establish a for-credit course for students and adults working in hospitality/tourist related industries.
- 2.3 Establish an education foundation.
- 2.4 Establish an outreach program with one or more colleges and universities.
- 2.5 Work with Southern Utah University and the Utah Arts Council to establish a performing artists series.
- 2.6 Publish a calendar of events and a one page "Rail Road Schedule" brochure to advertise the performing artists series events and other entertainment, educational, and informational events.
- 2.7 Publish a booklet to include job description, revenue streams, and an event support checklist to be used by the Garfield Arts Council in hosting special events.

Objective #3. Preserve the Qualities and Customs of the County.

- 3.1 Encourage the establishment of a Garfield County Historical Preservation Society.
- 3.2 Establish a museum in each of the communities.

- 3.3 Establish a county arts council.
- 3.4 Identify “Quality of Life Issues” and sustain quality of life through the “Target Industry” effort, and through initiating infrastructure efforts.
- 3.5 Secure mail list and mail quality of life survey to Garfield residents. Arrange for statistical analysis and publish results in June 1993 GIDI Newsletter.

Objective #4. Protect Agricultural and Ranching Interests While Developing Tourism.

- 4.1 Promote a holistic approach to agriculture.
- 4.2 Initiate agricultural diversification through training, seminars, etc.
- 4.3 Promote regular interface between representatives from agriculture and tourism through scheduling training seminars with Utah State University and with the Utah Department of Agriculture.
- 4.4 Through agricultural diversification, promote opportunities for tourism - and tourist events/attractions.

Objective #5. Attract New Industry.

- 5.1 Ticket brochure “Ticket to Fun” to be placed in all motel rooms and with all restaurants.
- 5.2 Coupon on all place mats to be used in Garfield County restaurants.
- 5.3 Article and coupon to be included in the tourism newspaper.
- 5.4 Ten second spot on the low range/wattage radio.
- 5.5 Economic development insert in the Five County brochure.
- 5.6 Complete the video and the relocation package to be mailed to all business inquiries.
- 5.7 Develop the telemarketing and site plan for Garfield County Economic Development.
- 5.8 Initiate and educate the business assistance team.
- 5.9 Publish the competitive analysis and start working against weaknesses and defects.
- 5.10 Develop the plan to host and convince visiting industry to relocate.
- 5.11 Mock site visit.
- 5.12 Evaluate success.

Objective #6. Fund, Establish, and Sustain a Long Term Economic Development Effort.

- 6.1 Develop a strategy and policy to establish and sustain an office of economic development for Garfield County.
- 6.2 Initiate the fund raising campaign to establish the office of economic development.

- 6.3 Conduct the search and hire the Director of Economic Development.
- 6.4 Train and effect the transition for the Director of Economic Development for Garfield County.
- 6.5 Establish offices, hire support staff, begin providing support services.

Objective #7. Economic Development through Artistic Events, Exhibits, and Tourism Related Support Industries.

- 7.1 Fund and build a rodeo facility for Garfield County.
- 7.2 Work with Bryce Canyon National Park to establish a shuttle bus system.
- 7.3 Institute a series of cultural events, summer and winter, to enrich the quality of life, to promote off season events, and to create entertainment opportunities for the prime tourist season.
- 7.4 Research Utah Humanities Council, Utah Arts Council, ISTEA grant opportunities to establish museums and art galleries in each community.
- 7.5 Research other federal land opportunities to see if other projects or grants are available.
- 7.6 Disseminate and display plan for economic development through artistic events, exhibits, etc. via newsletters, and an appropriate display of news articles, newsletters, news releases, etc. in each community.

Objective #8. Establish an Economic Development Network.

- 8.1 Institute a networking task force from GIDI Board and use the Office of Economic Development staff to establish network contacts to promote business expansion and an economic development network.

Objective #9. Infrastructure Improvement to Promote Economic Development Opportunities.

- 9.1 Complete the competitive analysis.
- 9.2 Use competitive analysis to form a checklist of infrastructure needs in each community.
- 9.3 Submit the infrastructure proposal to the Garfield County commissioners and community leaders with recommendations as to economic development priorities for the infrastructure projects.
- 9.4 Seek out funding opportunities - Economic Development Block Grants, etc. for priority projects on an annual basis.

Objective #10. Establish a Regular, Planned and Coordinated Public Relations Campaign.

- 10.1 Produce a monthly plan for public relations.

- 10.2 Include a public relations element in support of each of the objectives produced for the Garfield County Economic Development Plan.

Iron County Strategies

Objective A. Foster cooperation and communication among local, county and area leaders.

- Goal #1:** Found a Business Council Think-Tank to coordinate economic development efforts with local organizations such as the Cedar Area Chamber of Commerce, Iron County Tourism & Convention Bureau, Small Business Development Center, Southern Utah University, Southwest Applied Technology College, and the Iron County Homebuilders Association.
- Goal #2:** Host Town Hall meetings concerning pressing economic issues to collect feedback from affected parties, identify action items, create a task force, and explore solutions.
- Goal #3:** Maintain close working relationships with elected officials and governmental agencies and staff, including: US Senators and Congressmen, US Department of Commerce Economic Development Administration, Utah Governor's Office of Economic Development, Economic Development Corporation of Utah, Utah State Legislators and others.

Objective B. Recruit quality businesses providing higher wages and benefits to employees.

- Goal #1:** Establish recruitment strategies; identify criteria (wages, property and equipment investment and environmental impacts) and execute an action plan.
- Goal #2:** Develop a system of identifying and recruiting prospective businesses.
- Goal #3:** Create a systematic incentive program for recruitment and retention of businesses paying 150 percent of Iron County median wage and basic benefits.

Objective C. Improve employment opportunities through retention and expansion of existing businesses.

- Goal #1:** Complete a S.W.O.T. analysis of local workforce, encourage additional training, exit interviews and improvements in work environment for retention of good employees.
- Goal #2:** Provide businesses with information on specific use areas to enhance decision-making on relocation or expansion plans.
- Goal #3:** Collaborate with SUU and the SBDC to create a business incubator system that will provide educational and entrepreneurial opportunities for students, faculty, businesses and investors.

Objective D. Accumulate essential market research information.

- Goal #1:** Identify credible sources of information and update economic marketing materials including website, PDF File reports, PowerPoint presentations and fact sheets.
- Goal #2:** Conduct retail marketing studies every three years, or as needed.

Goal #3: Conduct affordable housing studies every three years, or as needed.

Objective E. Provide comprehensive marketing information to increase tourism.

Goal #1: Promote Iron County as a tourist gateway destination and continue to brand Cedar City as Festival City USA.

Goal #2: Enhance local media representation of business and community efforts through follow-up phone calls, internet presence, e-mail blasts, special events and press conferences.

Goal #3: Assist local Festivals with marketing and fund-raising (grants and sponsorships).

Objective F. Maintain and improve the infrastructure of Iron County to accommodate business and tourism growth.

Goal #1: Promote the Port 15 Utah industrial park project to potential businesses from the manufacturing, warehousing, and high tech sectors.

Goal #2: Encourage further development of industrial parks at the Cedar City Airport, Antelope Valley and Parowan.

Goal #3: Enhance commercial and private enplanements, as well as other business use of land available at the Cedar City Regional Airport.

Goal #4: Assist in marketing of proposed community projects including recreational and tourism facilities such as Brian Head Alpine Creek expansion, Community Recreation-Aquatics Center, Cedar Mountain Ball Field Complex, Utah Shakespearean Festival Centre for Performing Arts, and Cedar Breaks Visitor Center.

Objective G. Enhance the beautification and attractiveness of the community.

Goal #1: Maintain the signage and landscaping ant I-15 interchanges.

Goal #2: Encourage adherence to industrial park CC&Rs and high quality construction.

Kane County Strategies

Kane County will be an active partner with other governments to foster a sustainable, broad-based economy which allows traditional economic uses to remain vibrant, while fostering new economic activities which expand economic opportunity, utilize available natural resources, and protect important scenic and social qualities.

Retain, Expand and/or Diversify Existing Businesses.

Strategy: Create household sustaining jobs which maintain or improve the quality of life for both residents and visitors.

Actions:

- Participate in pro-consumer education programs.
- Assist in providing quality cultural and entertainment programs.
- Encourage local banks to develop outreach programs for local businesses.
- Promote destination tourism.
- Improve customer relations in county departments and services.

- Participate in a county clearinghouse for business services.
- Recognize the tie between affordable and quality housing and business growth.
- Develop a “value-added” campaign which helps local businesses gain additional value from their existing products.
- Explore the feasibility of air shuttle services.
- Encourage the establishment of rental car services.

Attract or Develop Self-Sustaining New Business which provide Quality Jobs.

Actions:

- Foster businesses related to the Grand Staircase - Escalante National Monument.
- Request that the administrative offices for the national monument be located in Kanab.
- Develop a stock of commercial buildings.
- Explore the feasibility of scheduled airline services.
- Explore the feasibility of natural gas service.
- Identify industries which have the best fit for Kane County.
- Build a local venture capital base.
- Develop a network of former residents and business contacts who can assist in bringing business to Kane County.
- Encourage the establishment of small-scale forest product and mineral based businesses.
- Investigate solar energy options.

Develop and Maintain an Infrastructure that can Support a Robust Economy.

Actions:

- Assist in developing a regional industrial park in Kanab.
- Direct business to locations with sufficient public services.
- Develop and promote a multiple use recreation and other public service facility at the Kanaplex site.
- Encourage the development of four-lane access through the county.
- Participate in the building of a swimming pool in Kanab.

Enhance Educational Opportunities.

Actions:

- Encourage high behavioral and academic standards.
- Advocate a modified school year with work release options.
- Participate in training activities for service sector owners and employees.
- Partner in developing improved library services.
- Support more community involvement in secondary schools.

Strengthen Effective Communications.

Actions:

- Increase interaction with federal and state agencies to enhance economic development.
- Increase communications between public officials and citizens.

- Partner in the development of a regular public issues forum.
- Foster the creation of a formal citizen's network.
- Establish a Kane County Economic Development Coordinating Council.
- Publicize public meeting agendas on local TV and radio outlets.

Support the preparation of a Tourism Development Plan which includes a Vision Statement and written goals and objectives.

Washington County Strategies

1. Retain and Expand Businesses.

- 1.1 Facilitate an incentive program for existing businesses equivalent to what is offered to new businesses.
- 1.2 Increase the education and training opportunities of the existing workforce to prepare employees to better meet customer needs.
- 1.3 Provide an outreach effort to directly contact and assist existing businesses.
- 1.4 Develop and provide financing packages to assist in financing growth of existing businesses.
- 1.5 Facilitate conflict resolution between business and government.

2. Business Attraction.

- 2.1 Coordinate with the various economic development agencies within the state.
- 2.2 Maintain a cutting-edge website promoting Washington County that is linked to other web sites featuring county businesses, organizations and events.
- 2.3 Identify value-added industry sectors and businesses for proactive recruitment activities.
- 2.4 Provide timely and pertinent information and facilitate productive site tours for value-added companies.
- 2.5 Facilitate incentives for targeted value-added companies.

3. Develop Industrial and Business Sites.

- 3.1 Encourage School Trust Lands and private land owners to select lands suitable for industrial and business site development.
- 3.2 Utilize private and public funds to develop business and industrial parks, offering prime business sites with full amenities and incentive pricing.
- 3.3 Promote the need for construction of spec buildings to private contractors with cities and utilities offering delayed fees.
- 3.4 Acquire available federal and state funding for business and industrial site development.

4. Transportation and Essential Services

- 4.1 Regularly present information to elected officials on the status of key infrastructure services and their impact on economic development within the county.
- 4.2 Promote the establishment of a new airport, creating a county-wide vision of the economic opportunities associated with the development of a new, replacement airport.
- 4.3 Promote increasing the capacity and redundancy of electrical power, natural gas, and telecommunication services to continually ensure adequate delivery systems.
- 4.4 Promote the need for a public transportation system.
- 4.5 Support efforts that result in more affordable housing for first time buyers.

5. Increase Technical and Advanced Education Services.

- 5.1 Dixie State College of Utah continues to provide the educational services required by the community.
- 5.2 Technical training to identified industries is provided through specialized classes.
- 5.3 Convince Board of Regents of continued need for additional baccalaureate degrees to be offered by Dixie State College of Utah.
- 5.4 Expand offerings of concurrent enrollment through a partnership between Dixie State College of Utah and the Washington County School District.
- 5.5 Involve, align and coordinate technical programs with Dixie State College of Utah, Washington County School District, and DXATC.

6. Improve quality of public and community education.

- 6.1 Promote the practice of acquiring land for schools early in the development cycle and “banking” the land for later use.
- 6.2 Encourage all cities to promote the “donation” of land for school sites from developers in exchange for higher density allowances.
- 6.3 Encourage the coordination of the Interagency School Site Council to help coordinate the acquisition of school building sites.
- 6.4 Promote a state-wide change in the formula for funding public education to allow for greater equity.

7. Increase Economic Development Capability

- 7.1 Execute a well organized private sector fund raising activity.
- 7.2 Expand the organization and funding from the private sector for economic development activities.

8. Communicate and Promote the Strategic Plan.

8.1 Circulate to leaders a printed summary of the strategy for reference and use.

8.2 Continue to regularly address the issues of concern for Washington County cities at the full Council meetings; Ensure that there is full disclosure between the cities, county and the council.

Paiute Indian Tribe of Utah Strategies

Tribal strategies for economic development such as the following will be considered as the drafting of the strategic plan gets underway:

- Development of a water system project at the north Kanarraville Interchange on I-15 for homes and commercial development.
- Renovate and rehabilitate the old Tribal Administration building into a community multipurpose facility for the benefit of the Cedar City Band community and Tribe.
- Development of properties along the I-15 corridor near Cove Fort and the north Kanarraville Interchange.
- Develop a feasibility study and business plan for a Tribal wire bending business on the Cedar Reservation.
- Develop new contracts and sewing orders so the Tribe can reopen the sewing plant in Cedar City.

IMPLEMENTATION, EVALUATION AND MONITORING

Introduction

The Five County Economic Development District (EDD) has experienced a major shift in its direct involvement in economic development efforts. Early in its history, the EDD was directly involved in marketing, trade shows, client visits, and pursuing leads. As each of the five counties became more involved in these direct efforts, the EDD staff took a less direct role in industrial development. In the past decade, the EDD staff have focused on assisting communities prepare for needed infrastructure improvements, and to have viable community plans and ordinances in place to accommodate and direct both business and residential development. The work programs for the EDA and CDBG planning grants have been the focus of staff involvement. Reports of progress towards meeting the work program objectives are the major formal evaluation of success.

These evaluations and reports are reflected in the following instruments:

1. EDA Planning Grant Annual Reports
2. CDBG Planning Grant Monitoring
3. AOG Annual Report
4. CEDS Committee Meetings

EDA Planning Grant Reports

The final progress reports submitted to EDA outline the approved work program objectives and report completed actions. The reports document projects accomplished in each of the five counties where EDD staff used EDA funds to participate in the activity. Past progress reports have documented the following types of actions:

1. Technical assistance in General Plan and Ordinance update or preparation.
2. Leading formal planning commission training sessions.
3. Analyzing potential impacts of federal land management activities.
4. Preparing and analyzing community surveys.
5. Participation in community, county, tribal, regional and state economic development processes.
6. GIS mapping projects completed.
7. Information and data dissemination.

Final progress reports are submitted each March at the end of the EDA contract period.

CDBG Planning Grant Monitoring

Much of the work accomplished by the EDD staff in regards to economic development is made possible by an annual injection of Community Development Block Grant (CDBG) funds. The contracts governing the use of CDBG funds cover an 18 month period. Past work programs for CDBG staff involvement have included the following activities:

1. Capital improvements planning and documentation.
2. Technical assistance in General Plan and Ordinance updates or preparation.
3. Intergovernmental coordination.
4. GIS mapping.
5. Consolidated Plan preparation.
6. Housing rehabilitation administration.
7. Revolving Loan Fund administration.

All actions undertaken by the staff under the provisions of the CDBG contract must be directed to eligible communities or targeted individuals. In almost all instances, these efforts are directed towards low or moderate income communities or individuals. For example, community planning assistance or GIS mapping activities funded by CDBG must occur in communities that are documented as low or moderate income by a pre-approved list or a survey.

State CDBG staff monitor the activities accomplished under each contract on an annual basis. Samples of completed work are provided. Documentation of eligibility is confirmed.

AOG Annual Report

Each year after the close of the fiscal year on June 30, the staff prepares an Annual Report. The report's major audience is the AOG governing board. The Annual Report is also disseminated to other agencies and interested individuals. Each program administered by the AOG is described, along with major accomplishments during the fiscal year. A major section of the report deals with economic development activities.

CEDS Committee Meetings

In recent years, the EDD staff has attempted to convene a regional Economic Summit hosted by the Economic Development Advisory Council. However, the Washington County Economic Development Council now sponsors an annual Economic Summit in January of each year. The Utah Rural Development Council also offers a Rural Utah Summit each September. Yet another “summit” has been seen as an un-needed duplication of efforts.

The EDD is now holding semi-annual Committee meetings in May and November. The meetings have been scaled back from a full “summit” to a staff report to the council. In the May meeting, the staff will present the updated CEDS before submission to EDA. The annual report is presented in November.

The Council reviews successes of the past year and provides direction for the coming year.