

**Five County Association of Governments
(Southwestern Utah's Economic Development District)**

Comprehensive Economic Development Strategy

June 2008



Utah's Color Country

Home to Bryce Canyon National Park, Zion National Park, Canyonlands National Park, Capitol Reef National Park, Cedar Breaks National Monument, Grand Staircase-Escalante National Monument, Glen Canyon National Recreation Area (Lake Powell), and Scenic Byway 12:
Utah's first All American Road

This Comprehensive Economic Development Strategy (CEDS) was prepared by the Five AOG staff in conjunction with the Comprehensive Economic Development Strategy Committee and Steering Committee, through a capacity building grant from the Economic Development Administration. The purpose of the CEDS is to promote a coordinated regional approach to accomplish desired economic development objectives in southwestern Utah.

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 southwestern Utah. 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 focus, both processes are incorporated into this document. 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.

This document adheres to guidelines provided by both the Economic Development Administration and the Department of Housing and Urban Development. Major sections include:

- Description of the CEDS process, committee and staff;
- A description of community participation;
- Vision, Goals and Objectives;
- an Action Plan;
- Performance measures designed to quantify success.
- An analysis of economic and community development conditions, opportunities and obstacles, and partnerships; and
- Background information regarding the region.

SUGGESTIONS FOR IMPROVEMENT

The CEDS Committee and staff encourage readers to submit ideas and suggestions to improve the CEDS process. Such ideas and suggestions will be reviewed with the CEDS Committee by the Executive Director. Suggestions should be in written form and addressed to the Executive Director at P.O. Box 1550, St. George, UT 84771-1550 or fcaog@fcaog.state.ut.us.

HISTORY OF COOPERATIVE ECONOMIC DEVELOPMENT IN SOUTHWESTERN UTAH

Local officials in southwestern Utah have a long history of cooperation. Long before the creation of regional development organizations or economic development districts, coordinated, formal economic development efforts were underway in the five county region.

The first meeting of the Five County Organization was held on April 5, 1956. The meeting was called by the Iron County Commission, and included the commissioners and clerks from Beaver, Garfield, Iron, Kane and Washington counties. Others invited included the editors of all local and Salt Lake City newspapers, KSUB radio, Congressman H. Aldous Dixon, and representatives of the US National Park Service, Dixie National Forest, the Utah State Road Commission, and the Utah Water & Power Board.

Participants discussed “the advisability of forming an organization . . . for the purpose of working collectively and unitedly for the development of the resources of the five counties especially and for progress and development of the entire Southern Utah Area.”

This collective and united effort continued through the late 1960s, when Governor Calvin Rampton created state planning districts and encouraged local governments to form Associations of Government under the auspices of the state’s Inter-local Cooperation Act. Southwestern Utah officials took the challenge and created the Five County Association of Governments on May 5, 1972.

Regional economic development continued to be a major focus of effort, culminating in the designation of the Five County Economic Development District on March 17, 1980. Community and economic development staff members have worked continuously since that designation to assist local governments in efforts to improve the economic viability of southwestern Utah.

A vibrant, diversified and healthy southwestern Utah economy is due to more than 50 years of cooperation and successful implementation of well designed strategic efforts on the part of all participating local governments. Community leaders focus on and effectively market economic strengths to increase economic diversity.

Regional efforts emphasize five major tasks:

- 1) Refine this District Comprehensive Economic Development Strategy (CEDS);
- 2) Assist in local economic development efforts to promote a stable and diversified economic base;
- 3) Coordinate with the activities, programs, and efforts of the emerging base of local economic development professionals (EDP's);
- 4) Strengthen ties to the economic development efforts of the Paiute Tribe of Utah, and
- 5) Foster the emerging role of local officials as Cooperating Agencies in public lands management processes.

LOCAL JURISDICTIONS IN THE FIVE COUNTY DISTRICT

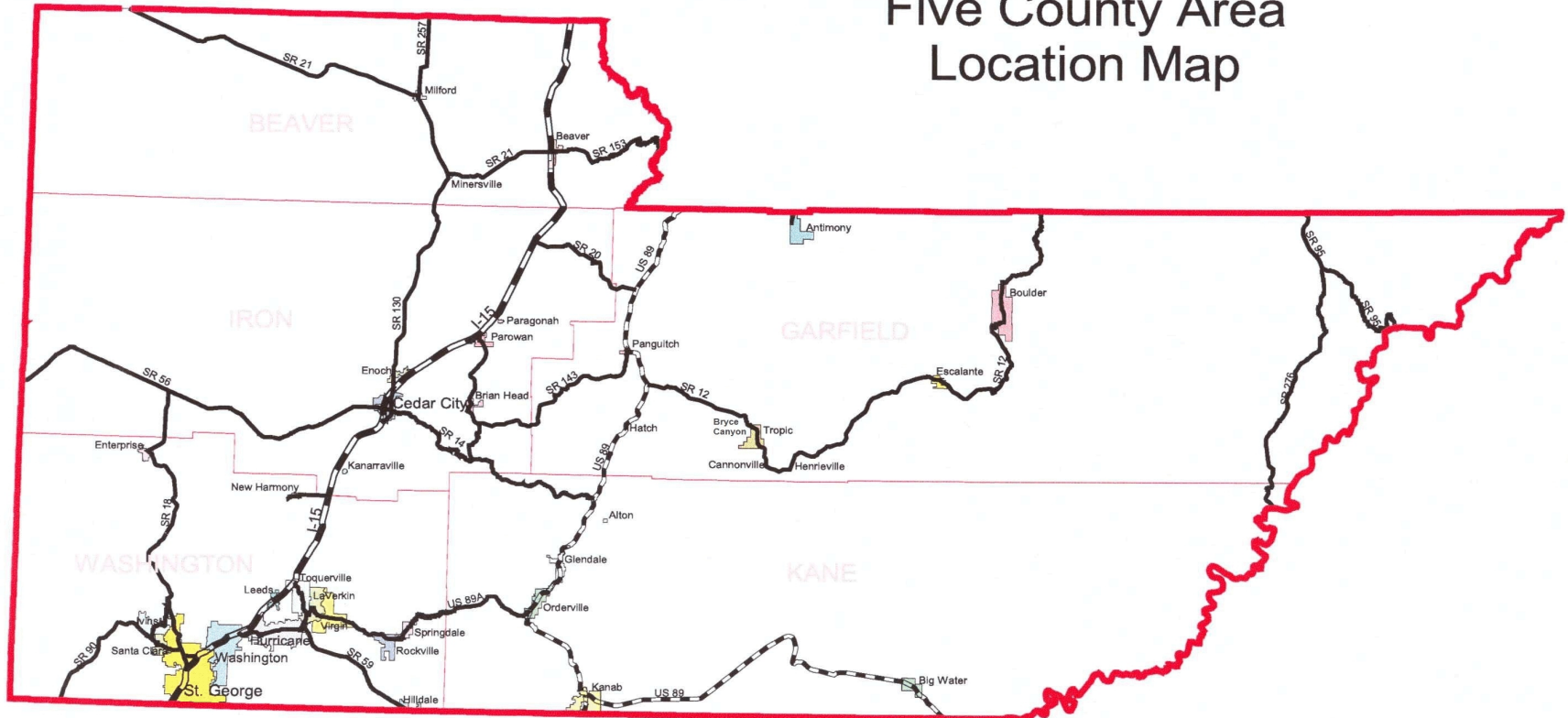
Beaver County	Garfield County	Iron County	Kane County	Washington County
Beaver City	Antimony	Brian Head	Alton	Apple Valley
Milford	Boulder	Cedar City	Big Water	Enterprise
Minersville	Bryce Canyon City	Enoch	Glendale	Hildale
	Cannonville	Kanarraville	Kanab	Hurricane
	Escalante	Paragonah	Orderville	Ivins
	Hatch	Parowan		LaVerkin
	Henrieville			Leeds
	Panguitch			New Harmony
	Tropic			Rockville
		Paiute Indian Tribe of Utah		St. George
		Cedar Band		Santa Clara
		Indian Peaks Band		Springdale
		Shivwits Band		Toquerville
				Virgin
				Washington City

FORMATION AND ROLE OF THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE

As southwestern Utah continues to expand and diversify its economic base, local elected officials are under increasing demands for time and resources. Each of the five counties has employed some form of economic development professional expertise. These local economic development professionals have prepared 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 provides major direction in the development and implementation of the CEDS.

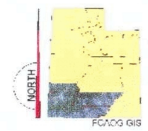
Five County Area Location Map



Five County Association of Governments

FCAOG GIS uses information & data from many different sources, which may be of differing accuracy and which have been integrated to provide a planning context. These products should be used only for the purpose they were intended. For specific data source information, please contact FCAOG GIS.

435-673-3548



**FIVE COUNTY ASSOCIATION OF GOVERNMENTS
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE**

NAME: Karen Alvey
TITLE: Co-Chair
REPRESENTING:
Western Regional Workforce Services Council
ECONOMIC INTERESTS: Small Business & Women

NAME: Commissioner Duke Cox
TITLE: Chair
REPRESENTING:
Five County Assoc. of Gov'ts Steering Committee
ECONOMIC INTERESTS: Public Leadership & Small Business

NAME: Dale Edwards
TITLE: Chair
REPRESENTING:
Revolving Loan Fund Administration Board
ECONOMIC INTERESTS: Banking

NAME: Nancy Dalton
TITLE: Chairman
REPRESENTING:
Utah Small Cities, Inc.
ECONOMIC INTERESTS: Agriculture, Small Business & Women

NAME: Rob Adams
TITLE: ED Professional
REPRESENTING:
Beaver County Economic Development
ECONOMIC INTERESTS: Economic Development

NAME: Justin Fischer
TITLE: Garfield County Circuit Rider Planner
REPRESENTING:
Garfield County Economic Development
ECONOMIC INTERESTS: Economic Development & Public Administration

NAME: Bryan Dangerfield
TITLE: ED Professional
REPRESENTING:
Iron County Economic Development
ECONOMIC INTERESTS: Economic Development

NAME: Jim Matson
TITLE: ED Professional
REPRESENTING:
Vermillion Services, Inc.
ECONOMIC INTERESTS: Economic Development & Forest Products Industry

NAME: Scott Hirschi
TITLE: ED Professional
REPRESENTING:
Washington County Economic Development
ECONOMIC INTERESTS: Economic Development

NAME: Travis Parashonts
TITLE: President & CEO, Suh'Dutsing Technologies
REPRESENTING:
Paute Indian Tribe of Utah
ECONOMIC INTERESTS: Native Americans & Economic Development

NAME: Ty Tippetts
TITLE: Executive Director
REPRESENTING:
Color Country Community Housing, Inc.
ECONOMIC INTERESTS: Low Income Housing

NAME: Vicki Tyler
TITLE: Coordinator
REPRESENTING:
Color Country RC&D, Inc.
ECONOMIC INTERESTS: Natural Resources

NAME: Joe Judd
TITLE: Private Citizen
REPRESENTING:
Private Individuals
ECONOMIC INTERESTS: Human Services, Seniors

NAME: Allen K. Henrie
TITLE: Owner, Henrie's Herefords
REPRESENTING:
Livestock Operators
ECONOMIC INTERESTS: Agriculture

NAME: A. Jean Seiler
TITLE: Manager
REPRESENTING:
Ruby's Inn
ECONOMIC INTERESTS: Tourism & Hospitality Industry

**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE
AGENDA**

On March 18, 2008 the CEDS Committee met in its semi-annual session to review successes and approve a work program for the 2008 Strategy. Those attending reviewed county-level strategies and concurred with a proposed work program outlined below. This work program is designed to focus on regional activities that complement local initiatives.

- I. 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.
- II. 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.
- III. Maintain a dynamic and informative Internet web page.
- IV. Continue to provide high quality grant writing and technical assistance to jurisdictions in Southwestern Utah.
- V. Focus efforts on jurisdictions that do not have internal staff support to provide day-to-day economic development outreach. Specific activities include:
 - Add information to the Sure Sites program.
- VI. Participate in regional and state-wide initiatives such as the Utah Economic Alliance, Governor's Rural Partnership Board, etc.
- VII. 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
 - Grand Staircase-Escalante National Monument Advisory Committee
 - County and community-level Economic Development Boards

- VIII. Forge closer ties between economic development and public/higher education initiatives in the region, including:
- Center for Entertainment, Business and the Arts (CEBA)
 - Southern Utah University Business Resource Center
 - Dixie Business Alliance
 - Utah Science Technology and Research Initiative
- IX. 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.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY STAFF RESOURCES

Kenneth L. Sizemore was appointed as Executive Director of the Five County Association of Governments in April 2006. Prior to his appointment, he served as Deputy Director for 20 years. Ken has directed the economic development programs of the Association since 1986. He continues to personally direct and accomplish much of the EDA-funded capacity building activities of the Association, including the development of the CEDS.

Gary Zabriskie is a Planning Manager at the Association. He will devote about 5 percent of his efforts to EDA-funded programs, mainly to oversee technical planning assistance provided to local jurisdictions.

A new Community and Economic Development Planner will begin work at the Association in July 2008. The planner will administer the Revolving Loan Fund and act as a workforce housing “ombudsman” in the region. They will devote approximately 20 percent of his time to the technical planning aspects of the EDA work program.

Diane Lamoreaux a long-time community development program specialist at the Association, will continue to provide basic program support in tracking EDA-funded activities and assisting in keeping the CEDS current.

COMMUNITY PARTICIPATION

Public participation is important in any comprehensive planning process and is essential in the development of the Five County Association of Governments CEDS. Input is solicited not only on the plan but also in the development of regional priorities and goals, community development, economic development, housing, rating and ranking process and other components of the Consolidated Planning process.

Organizations and Groups

The following organizations and groups participated in the development of the 2008 CEDS:

Southwest Utah Housing First Committee: Housing First is a voluntary organization that

includes many jurisdictions in the region and non-profit organizations that represent and provide services to homeless individuals and others with special needs. The committee which includes WARC, Red Rock Center for Independence, area housing authorities, Care and Shares throughout the region, the Dove Center, Canyon Creek Crisis Center, etc.... are active members of the committee. These organizations assisted in providing input and coordination of regional planning efforts by providing data, feedback, information and technical support on issues effecting the Southwest regions homeless population.

Other Groups: Additional non-profit organizations providing services to low-income clients were utilized in development of the plan. Those include: Area Agency on Aging Services who provided information on the needs and programs of the Senior populations and Color Country Community Housing, Inc. who gave technical support and data on developing affordable housing.

Steering Committee: The Steering Committee has the responsibility for setting policy and directing the efforts of the Association. The Steering Committee consists of one commissioner from each of the five county commissions, a mayor representing the incorporated communities in each county, and a representative from each of the five school districts within the region. In addition, representatives from Southern Utah University and Dixie State College, as well as State Legislators serve as ex-officio members. The Steering Committee meets monthly. The meetings are held at various locations in each county on a rotating basis. This committee is responsible to formally approve and adopt the CEDS.

Outreach Efforts

Dissemination of Information. The Association is committed to make the public aware of regional efforts, and also provides various ways to gather feedback from citizens and city staff/government. To provide information and receive comments, the following are some of the methods utilized.

Jurisdictions. Information packets for needs assessments, capital investment lists, and community profile facilities lists were mailed to mayors, town clerks, special service districts, county clerks, commissioners, school districts, and economic development professionals. These packets included the previous year's information contained in the Consolidated Plan, which the jurisdictions were asked to update. In addition, each jurisdiction was directly contacted by Association staff to assist in completing the updated information. Community and Economic Development staff traveled throughout the region to verify data provided by jurisdictions.

Public Input. A public hearing for the CEDS was held during a 30- day comment period. Community interaction is provided through the Association website. The CEDS is posted on the web, along with other documents, and the public is invited to comment on via e-mail, by phone or regular mail. The Association newsletter has also been utilized to highlight selected elements of the CEDS. The newsletter is published quarterly and distributed to a large mailing list including jurisdictions, agencies, and special interest groups throughout the five county region. The newsletter highlights activities of the Association, including activities associated with the Consolidate Plan and CDBG Program and is also posted on the Association website.

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The Human Services division of the Association of Governments conducts **Public Forums** during the spring in each of the five counties to gather input from agencies, jurisdictions, and clients. In addition, the division completed a Human Services **Needs Assessment**, surveying 545 individuals from throughout the five county region. Information from forums and needs assessment are used to prioritize area needs and human resource development.

30-Day Comment Period. A 30-day comment period followed during which written and oral comments were solicited.

Mailing List. The Association maintains a mailing list of more than 300 local agencies and individuals that may have an interest in the CEDS. This list is utilized to circulate the notice for the Open House, Public Hearing, and 30-day comment period.

Public Comment Information & Results

The 2008 CEDS public hearing was held in conjunction with the Five County Association of Government Steering Committee meeting on May 14, 2008 in Panguitch, Utah. The Public Hearing notice was published in The Spectrum as well as notification provided in the AOG newsletter. Notice of the Public Hearing was also provided in the Steering Committee packets which are disseminated to more than 100 agencies, jurisdictions, and citizens. The Public Hearing was also noticed on the Five County website ([http:// www.fcaog.state.ut.us](http://www.fcaog.state.ut.us)). Publication notices for these announcements are included as part of the Appendices, as well as minutes covering input received.

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 March 2008 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.

Comprehensive Economic Development Strategy 2008

- 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:
 - Add information to the Sure Sites program.
 - Participate in regional and state-wide initiatives such as the 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
 - Utah's Patchwork Parkway (Hwy 143) Committee
 - 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

- Encourage a Business Climate that will Continue to Attract Diverse Non-Polluting Industries.
- Diversify the Economic Base so that Adverse Economic Conditions Affecting One Industry will not Significantly Impact the Local Economy as a Whole.
- Provide the Types of Employment that will Stem Out-Migration and will Stimulate Re-Migration.
- 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.
- Retain the Agricultural and Grazing Sectors as Necessary Elements of the Region's Economy.
- Continue to Develop and Expand the Recreation and Tourist Industries.
- 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.
- 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.
- Continue the Increase in Manufacturing Employment in the Region.
- 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.

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- Provide an Effective Communications Process Among all Boards and Citizen Groups in the Region.
- 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.
- Data Collection and Analysis Must Focus on Review and Reorganization of Existing Information when Possible Rather than Wasting Resources on New Studies.

ACTION PLAN

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 former 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

In the summer of 2005, the Garfield County Commission recognized the need to update the Garfield County General Plan to address resource management. The Garfield County Resource Management Plan (RMP) was Adopted November 27th, 2006. One of the resulting recommendations from the RMP was to initiate a Countywide, comprehensive economic development plan. Under the direction of the Garfield County Planner and with the assistance and financial support of the Governor's Office of Planning and Budget, Garfield County developed an Economic Development Plan.

A planning team comprised of community leaders, local residents, business owners and representatives from land management agencies in the County were selected and approved by the County Commission. The team included representatives from Grand StaircaseEscalante National Monument, Dixie National Forest, Utah State University Extension Services, Ruby's Inn, Panguitch City, local business owners and the Garfield County Planner. The Garfield County Economic Development Plan was periodically reviewed by the Garfield County Commission, and the Planning Commission

This plan provides recommendations founded upon nine primary vision elements that will guide future implementation strategies by the County. These elements focus on the following:

1. **Increased Tax Base:** To generate additional revenue to support, maintain, and improve local infrastructure and services such as water systems, roads, parks, libraries, hospitals, clinics and emergency medical services. Careful and frugal use of public expenditures.
2. **Job Development:** To encourage a wide variety of industries and jobs which provide better wages, benefits, and opportunities for advancement.
3. **Business Retention:** To encourage economic growth from within the County. Businesses that feel appreciated by the community and, in turn, feel as if they are contributing to the economy will stay in the County, and continue to provide employment opportunities.
4. **Economic Diversification:** To Expand the economy and reduce the County's vulnerability to a single business sector. Develop a diverse stable economy that provides economic opportunities for all citizens which is essential to a healthy and balanced community, and helps

to insulate the County from economic downturns in specific industries.

5. Self sufficiency: To assist Garfield County residents with economic selfsufficiency to break the cycle of government reliance. Public/private cooperation with an organized approach to economic development with self sufficiency in mind. To work together with cooperative community spirit toward a common goal, and focus on self reliance.

6. Productive Use of Property: To use property for its "highest and best use" maximizing the productivity of that property. In addition to the brick and mortar investments, all decisions are made with an outlook on the future.

7. Quality of Life: To increase local tax dollars and jobs to raise the economic tide for the County, which generally increases the overall standard of living of the residents. Conviction that, in the long run, we have to power to increase the quality of life and that our destiny is in our own hands. Making our communities good places to live is a proactive assignment, and we willingly accept it.

8. Recognition of Local Products: To increase the awareness of locally produced products and services, and to increase the degree locally produced goods are consumed in the local market. Local loyalty is emphasized, but thriving communities know who their competitors are and position themselves accordingly.

9. Sophisticated Use of Information Resources and Networking: Networking and pooling of all resources in Garfield County is imperative to success in a rural environment. Several efforts going on in the County should be connected and working together, i.e. scenic byway coordination, (Highways 12, 143, and 89), along with planning, tourism, heritage, and natural resource development. Leaders should seek to access information that is beyond the knowledge base available in the community. County leaders should compete for government grants and contracts and for economic and social programs.

Goals, Objectives, and Action Items

Goal 1: Work to establish Internal County and Planning/Economic Development Office processes for economic development plan implementation.

Objective 1: Take steps to make County Planner's office the Economic Development Office.

Action item: Provide annual budget request to the County Commission

Responsible Party: ED Office & County Clerk

By When : 4th quarter

Action item: Annually present completed economic development plan and update of ED Office activities to all Garfield County city councils.

Responsible Party: ED Office

By When: 1st quarter

Action item: Contribute at least six submissions (e.g., articles, announcements, advertisements, etc.) from the economic development office to *The Garfield County Insider* and publish the same on the county website.

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Responsible Party: ED Office

By When: at least bimonthly, six total

Action item: Send an introductory letter or newsletter to Garfield County businesses introducing the ED office and the pertinent elements of the ED plan.

Responsible Party: ED Office

By When: 2nd quarter

Objective 2: Establish and maintain a website for Garfield County, including the Planning/Economic Development Office.

Action item: Acquire hardware, install software, and choose content management system (e.g., MediaWiki, Zope, Plone)

Responsible Party: ED Office

By When: 1st quarter

Action item: Register domain name(s) and ask ITS to open ports and enter DNS information.

Responsible Party: ED Office & ITS

By When: 1st quarter

Action item: Determine feasibility of internship for system development, maintenance, and/or content creation.

Responsible Party: ED Office

By When: 1st quarter

Action item: Create business countywide business directory.

Responsible Party: ED Office, business owners, & intern

By When: Ongoing

Objective 3: Assess options for creating, managing and facilitating a Garfield County Economic Development Council.

Action item: Conclude business with the current economic development planning committee.

Responsible Party: ED Office and ED planning team

By When: 1st quarter

Action item: Present multiple options for an economic development council to the County Commission.

Responsible Party: ED Office

By When: 3rd quarter

Action item: Implement the County Commission's decision.

Responsible Party: ED Office

By When: 4th quarter

Objective 4: Establish a partnership with the Economic Development Corporation of Utah.

Action item: Apply for funds to publish the county Strategic ED Plan.

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Responsible Party: ED Office

By When: 3rd quarter

Action item: Apply for funds to pursue Economic Development training.

Responsible Party: ED Office

By When: 4th quarter

Action item: Establish eligible Sure Sites.

Responsible Party: ED Office & municipal governments

By When: As determined by eligibility requirements

Goal 2: Provide assistance to businesses and entrepreneurs, as guided by the General Plan, pages 53 and 54, parts 9, 10, and 14-16

Objective 1: Research and become familiar with the Garfield County economy and businesses.

Action item: Create and maintain a Garfield County business list

Responsible party: ED Office

By when: business list by third quarter; maintain ongoing

Action item: Create and maintain a Garfield County Economic Development information packet.

Responsible party: ED Office

By when: packet by third quarter; update as needed

Objective 2: Identify & learn about economic development resources for existing businesses and entrepreneurs.

Action item: Investigate business service offerings from Utah State University, including USU Extension Services, Southern Utah University's Business Resource Center, state government (e.g., GOED, GOPB, and the Department of Community and Culture), federal government (e.g., USDA, Small Business Administration, Department of Commerce), and any other sources.

Responsible Party: ED Office & USU Extension Office (SuzAnne Jorgensen)

By when: Ongoing

Action item: Become familiar with grant and loan opportunities for new and existing businesses.

Responsible Party: ED Office & USU Extension Office (SuzAnne Jorgensen)

By when: Ongoing

Action item: Attend Senator Bennett's Rural Business Conference in Price

Responsible Party: ED Office

By when: 2nd quarter

Action item: Attend Utah Rural Summit, Cedar City

Responsible Party: ED Office

By when: August

Action item: Become conversant with the Five County Revolving Loan Fund and

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assist in packaging eligible deals.

Responsible Party: ED Office

By when: Ongoing

Action item: Incorporate the Garfield County ED Goals and Objectives into the Southwestern Utah Comprehensive Economic Development Strategy.

Responsible Party: ED Office

By when: 2nd quarter

Action item: Become familiar with the programs of the federal Economic Development Administration and participate in the regional Economic Development District

Responsible Party: ED Office

By when: Ongoing

Objective 3: In partnership with the USU Extension office, implement the Garfield County Business Expansion And Retention (BEAR) Program.

Action item: Request initial funds for BEAR software license from Garfield County.

Responsible Party: ED Office

By when: 1st quarter

Action item: Apply for funding for BEAR surveyors through SUU.

Responsible Party: ED Office

By when: 1st quarter

Action item: Investigate funding options for BEAR implementation from GOED and other sources.

Responsible Party: ED Office

By when: 1st quarter

Action item: Attend BEAR Program training hosted USU Extension. Responsible Party: ED Office & USU Extension

By when: 1st quarter

Action item: Identify industry sector priority for 2008 surveys.

Responsible Party: ED Office & USU Extension

By when: 1st quarter

Action item: Edit the BEAR survey to better suit Garfield County's business needs.

Responsible Party: ED Office & USU extension

By when: 2nd quarter

Action item: Perform practice surveys.

Responsible Party: ED Office & USU extension

By when: 2nd quarter

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Action item: Contract with BEAR surveyors and begin to implement BEAR Program.

Responsible Party: ED Office & USU extension

By when: 2nd quarter, implementation ongoing

Action item: If appropriate, renew funding request from SUU.

Responsible Party: ED Office

By when: 4th quarter

Objective 4: Provide followup services and assistance from information gathered from BEAR surveys & outreach (Goal 4, Objective 2).

Action item: Continually respond to needs of businesses as identified from BEAR survey

Responsible party: ED Office

By When: Ongoing

Action item: Provide up to two workshops/trainings as a result of BEAR survey results or other business outreach initiatives.

Responsible party: ED Office and other partners such as USU Extension, SUU, Manufacturing Extension Partnership, USTAR, PTAC, etc.

By when: year's end

Objective 5: In partnership with USU, plan and conduct the annual Garfield County Business Conference.

Action item: Seek funding from SUU and other sources.

Responsible Party: ED Office & USU Extension Office (SuzAnne Jorgensen)

By when: Ongoing

Action item: Assist with conference preparation and hosting.

Responsible Party: ED Office & USU Extension Office (SuzAnne Jorgensen)

By when: March 2008

Objective 6: In the spirit of Goal 1, Objective 2 and Goal 4, Objective 1 have the economic development office be the conduit to business service providers.

Action item: Establish a pattern of proficiency in delivering the right services to local businesses and entrepreneurs.

Responsible Party: ED Office

By when: Ongoing

Goal 3: With the appropriate partners, work to support and strengthen the Agriculture and Natural Resources sectors of Garfield County's economy.

Objective 1: In keeping with the Garfield County General Plan, pages 54 and 55, parts 6, 19, and 2531, the economic development office shall assess the needs of local sawmills and other wood products businesses.

Action item: Partner with Skyline Forest Resources to identify needs and opportunities with which Garfield County Economic Development could assist. Where possible and appropriate, deliver ED Office assistance.

Responsible Party: ED Office & Skyline Forest Resources

By when: meet by 2nd quarter; assistance TBD, but may be ongoing

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Action item: Partner with K&D Forest Products to identify needs and opportunities with which Garfield County Economic Development could assist. Where possible and appropriate, deliver ED Office assistance.

Responsible Party: ED Office & K&D Forest Products

By when: meet by 2nd quarter; assistance TBD, but may be ongoing

Action item: Identify other wood products business that could benefit from assistance in like manner to that identified in this objective.

Responsible Party: ED Office

By when: Ongoing

Objective 2: Research agricultural opportunities in the County, as per the General Plan, page 54, parts 5, 13, and 2224.

Action item: Research the feasibility of growing crops and livestock that are not currently grown in the County.

Responsible Party: ED Office & USU Extension Office (Kevin Heaton)

By when: 3rd quarter

Action item: Research different methodologies to increase yield and/or lengthen growing season.

Responsible Party: ED Office & USU Extension Office (Kevin Heaton)

By when: Ongoing

Action item: Identify new markets for locally raised agricultural products.

Responsible Party: ED Office & USU Extension Office (Kevin Heaton)

By when: 3rd quarter

Action item: Attend the USU Extension Diversified Ag. conference

Responsible Party: ED Office

By When: 1st quarter

Goal 4: Participate in Garfield County infrastructure development as appropriate.

Objective 1: Investigate and assess more robust Internet options for Garfield County and its municipalities.

Action item: Assess options for UTOPIA project and other projects.

Responsible Party: ED Office

By when: 2nd quarter

Action item: As appropriate, assist the private sector in pursuit of the objective.

Responsible Party: ED Office

By when: Ongoing

Action item: Present options to municipalities as appropriate.

Responsible Party: ED Office & UTOPIA

By when: 3rd quarter

Objective 2: Promote infrastructure in eastern Garfield County, consistent with the General Plan, page 54, part 20.

Action item: participate in Ticaboo commercial electrification feasibility study.

Iron County Strategies

Objective 1. Foster cooperation and communication among local, county and area leaders.

- 1.1 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.
- 1.2 Host Town Hall meetings concerning pressing economic issues to collect feedback from affected parties, identify action items, create a task force, and explore solutions.
- 1.3 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 2. Recruit quality businesses providing higher wages and benefits to employees

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

Objective 3. Improve employment opportunities through retention and expansion of existing businesses

- 3.1 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.
- 3.2 Provide businesses with information on specific use areas to enhance decision-making on relocation or expansion plans.
- 3.3 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 4. Accumulate essential market research information

- 4.1 Identify credible sources of information and update economic marketing materials including website, PDF File reports, PowerPoint presentations and fact sheets.
- 4.2 Conduct retail marketing studies every three years, or as needed.
- 4.3 Conduct affordable housing studies every three years, or as needed.

Objective 5. Provide comprehensive marketing information to increase tourism

- 5.1 Promote Iron County as a tourist gateway destination and continue to brand Cedar City as Festival City USA.
- 5.2 Enhance local media representation of business and community efforts through follow-up phone calls, internet presence, e-mail blasts, special events and press conferences.
- 5.3 Assist local Festivals with marketing and fund-raising (grants and sponsorships).

Objective 6. Maintain and improve the infrastructure of Iron County to accommodate business and tourism growth

- 6.1 Promote the Port 15 Utah industrial park project to potential businesses from the manufacturing, warehousing, and high tech sectors.
- 6.2 Encourage further development of industrial parks at the Cedar City Airport, Antelope Valley and Parowan.
- 6.3 Enhance commercial and private enplanements, as well as other business use of land available at the Cedar City Regional Airport.
- 6.4 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 7. Enhance the beautification and attractiveness of the community

- 7.1 Maintain the signage and landscaping ant I-15 interchanges.
- 7.2 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.

Objective 1. Retain, Expand and/or Diversify Existing Businesses

- 1.1 Create household sustaining jobs which maintain or improve the quality of life for both residents and visitors.
 - A. Participate in pro-consumer education programs.
 - B. Assist in providing quality cultural and entertainment programs.
 - C. Encourage local banks to develop outreach programs for local businesses.
- 1.2 Promote destination tourism.
- 1.3 Improve customer relations in county departments and services.
- 1.4 Participate in a county clearinghouse for business services.
- 1.5 Recognize the tie between affordable and quality housing and business growth.
- 1.6 Develop a “value-added” campaign which helps local businesses gain additional value from their existing products.
- 1.7 Explore the feasibility of air shuttle services.
- 1.8 Encourage the establishment of rental car services.

Objective 2. Attract or Develop Self-Sustaining New Business which provide Quality Jobs

- 2.1 Foster businesses related to the Grand Staircase - Escalante National Monument. Request that the administrative offices for the national monument be located in Kanab.
- 2.2 Develop a stock of commercial buildings.
- 2.3 Explore the feasibility of scheduled airline services.
- 2.4 Explore the feasibility of natural gas service.
- 2.5 Identify industries which have the best fit for Kane County.
- 2.6 Build a local venture capital base.
- 2.7 Develop a network of former residents and business contacts who can assist in bringing business to Kane County.

- 2.8 Encourage the establishment of small-scale forest product and mineral based businesses.
- 2.9 Investigate solar energy options.

Objective 3. Develop and Maintain an Infrastructure that can Support a Robust Economy

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

Objective 4. Enhance Educational Opportunities

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

Objective 5. Strengthen Effective Communications

- 5.1 Increase interaction with federal and state agencies to enhance economic development.
- 5.2 Increase communications between public officials and citizens.
- 5.3 Partner in the development of a regular public issues forum.
- 5.4 Foster the creation of a formal citizen's network.
- 5.5 Establish a Kane County Economic Development Coordinating Council.
- 5.6 Publicize public meeting agendas on local TV and radio outlets.

Objective 6. Support the preparation of a Tourism Development Plan which includes a Vision Statement and written goals and objectives

Washington County Strategies

Objective 1. Retain and Expand Businesses

- 1.1 Facilitate an incentive program for existing businesses equivalent to what is offered to new businesses.
- 1.2 Provide an outreach effort to directly contact and assist existing businesses.
- 1.3 Develop and provide financing packages to assist in financing growth of existing businesses.
- 1.4 Facilitate conflict resolution between business and government.

Objective 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.

Objective 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.

Objective 4. Transportation and Essential Services

- 4.1 Regularly present information to elected officials on the status of key infrastructure services and their impact on value-added businesses within the county.
- 4.2 Promote a county-wide vision of the economic opportunities associated with the development of a new, replacement airport.
- 4.3 Promote and support enhancing and increasing water supply and distribution.
- 4.4 Promote increasing the capacity and redundancy of electrical power, natural gas, and telecommunication services to continually ensure adequate delivery systems.
- 4.5 Promote the need for an enhanced and expanded public transportation system.
- 4.6 Promote the need for more affordable workforce housing.
- 4.7 Recruit and retain the workforce vital to the community.

Objective 5. Increase Technical and Advanced Education Services

- 5.1 Promote the need for additional baccalaureate degrees to be offered by Dixie State College of Utah.
- 5.2 Technical training to identified industries is provided through specialized classes.
- 5.3 Expand offerings of concurrent enrollment through a partnership between Dixie State College of Utah and the Washington County School District.
- 5.4 Involve, align and coordinate technical programs with Dixie State College of Utah, Washington County School District, and Dixie Applied Technology College.
- 5.5 Promote and support the practice of acquiring land for schools early in the development cycle through participating in the Interagency School Site Council.

Objective 6. Communicate and Promote the Strategic Plan

- 6.1 Circulate executive summary of the Strategic Plan to public agencies and private business and organizations for reference and use in addressing economic development issues.
- 6.2 Review and update strategic plan annually.
- 6.3 Facilitate an annual Economic Summit.

Objective 7. Increase Economic Development Capability

- 7.1 Expand the organization and funding from the private sector for economic development activities by executing a well organized private sector fund raising activity.
- 7.2 Promote policy of donating to Washington County Economic Development Council at the close of sale of industrial properties.

Paiute Indian Tribe of Utah Strategies

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

- 1.1 Development of a water system project at the north Kanarraville Interchange on I-15 for homes and commercial development.
- 1.2 Renovate and rehabilitate the old Tribal Administration building into a community multipurpose facility for the benefit of the Cedar City Band community and Tribe.
- 1.3 Development of properties along the I-15 corridor near Cove Fort and the north Kanarraville Interchange.
- 1.4 Develop a feasibility study and business plan for a Tribal wire bending business on the Cedar Reservation.
- 1.5 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 Capacity Building Grant Annual Reports
2. CDBG Planning Grant Monitoring
3. AOG Annual Report
4. CEDS Committee Meetings

Capacity Building 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.

ANALYSIS OF ECONOMIC AND COMMUNITY DEVELOPMENT CONDITIONS

ECONOMIC SNAPSHOT

Although the five counties of southwest Utah share common geographic boundaries, the economic make-up of the individual counties varies considerably. Information taken from the Utah Department of Workforce Services quarterly newsletter (June 2008), shows a wide variety of economic conditions. Special thanks are given to Lecia Parks Langston, Western Region Economist, who authored the original text:

Beaver County

During 2007, Beaver County's rate of nonfarm job growth peaked and plunged with wild abandon. Growth rates ranged from almost 9 percent to less than 1 percent in just a short 12-month period. This wild ride averaged out to an annual 4-percent rate of employment expansion. In addition, by the final quarter of the year, growth rates had calmed down to register in the same zone as the annual figures— about 4 percent.

Between December 2006 and December 2007, the county added almost 70 net new jobs. In addition, covered agricultural employment (which is not included in the totals) increased by another 130 positions. Remarkably, beneath this moderate overall growth, the county's various industries experienced a wide variety of job-loss and job-gain scenarios. Notable job losers included professional/business services, transportation/warehousing, and other services. However, the primary employment winners—mining, retail trade, and government—dominated the labor market arena.

Despite moderate employment gains, Beaver County (along with the rest of the counties in southwest Utah) has experienced an upward drift in its unemployment rate. Nevertheless, the county's March 2008 figure of 3.5 percent remains low from an historical perspective. Construction permitting in Beaver County has followed the national lead. In 2007, total permitted values dropped 26 percent as new construction permits slipped below 2006 levels. The first two months of 2008 continued the trend with overall values down 60 percent.

Garfield County

After a rather sickly employment performance in 2006, Garfield County's labor market returned to full health in 2007. Its annual employment expansion rate measured more than 4 percent. Moreover, the county experienced its strongest expansion towards the end of the year—just when Utah and the U.S. experienced slow or no growth. The year-to-year change for December measured a whopping 8 percent. However, most of the 150 new jobs were contributed by just two industries—leisure/hospitality services and healthcare/social services. Government also added a notable number of new positions. But, while all industries didn't join in this labor fest, only a few, very minor industry losses surfaced in December.

Although Garfield County saw its total construction permit values dip more than 20 percent during 2007, it was one of the few areas to experience an uptick in new home building. Plus, it was one of the rare counties which exhibited an increase in approved values during the first two

months of 2008. Of course, maintaining this gain may prove difficult in the months ahead as the national housing market continues to struggle.

Iron County

It happened here first. Iron County seems a harbinger of slower growth in both national and state labor markets. Iron County actually entered negative territory with year-over job losses in mid-2007. Between December 2006 and December 2007, Iron County lost roughly 200 jobs. The decline is not large in the overall economic scheme of things—just 1 percent. The slippery slope of Iron County nonfarm job loss wasn't quite enough to cancel out job gains earlier in the year. On average, the county managed a 1-percent growth rate for 2007. However, year-end figures have yet to portend an end to employment contraction.

Compared with the robust expansion of earlier years, recent trends represent a significant change in the local economy. Yes, it's the slowdown in the housing market creating most of the economic trouble. The construction industry certainly generated the lion's share of job losses. However, both manufacturing and financial services joined construction in the job-loser category. In addition, few industries added significant numbers of new workers. Retail trade and other services generated the only job increases of note.

While the total value of authorized construction dropped only 8 percent in 2007, residential values dropped by almost 30 percent. And, the news in 2008 just gets worse. The first two months of 2008 show an enormous, 70-percent decline in new home permits compared with the same period in 2006.

Kane County

Compared to Kane County's spectacular employment growth in 2006, its 2007 nonfarm expansion rate of 3.6 might seem a bit tepid. However, this rate of growth is right in the moderate range that economists love so well. In addition, increases at this level should be the envy of most other areas in the nation.

Unlike many counties, Kane County maintained its moderate growth throughout the year. There's been no end-of-year employment slide here. Year-over expansion for Kane County in December 2007 measured 3.3 percent which represents almost 100 net new jobs. On the other hand, the current employment escalation condenses to a one-industry wonder. Leisure/hospitality services (tourism to the everyday person) generated the vast majority of new positions. Moreover, manufacturing, information, and retail trade all took notable employment hits. The construction industry is probably next in line for job losses. While construction permitting in Kane County managed to hold steady in 2007, it ground to a virtual standstill in the first two months of 2008. Overall, values are down a whopping 92 percent, and the value of newly permitted residential construction dropped 75 percent compared with the same months in 2007.

Washington County

Washington County is no stranger to rapid employment expansion. In fact, slow job growth seems the exception rather than the rule. Right now, the Washington County economy "feels" sluggish in contrast to past years. Employment grew less than 4-percent in 2007 compared to the 10-percent gains of the past several years. However, for most areas, 4-percent expansion represents moderate, if not robust growth. Keep that in mind.

Comprehensive Economic Development Strategy 2008

On the other hand, employment growth will most likely continue to slump in upcoming months. Washington County has yet to exhibit much decline in construction employment. Indeed, a nonresidential building boom followed on the heels of the residential construction exuberance of the past years. However, current permitting trends suggest that both categories of construction will provide less employment sustenance in the near future. As the current surge commercial building reaches its conclusion, it will no longer buoy up construction employment.

Given the current housing-market mess and excess market supply, the next expansionary period shouldn't appear on the horizon for several years. In other words, Washington County job growth rates should continue to slip in the near-term. Currently, only a few industries are running "in the red." Not surprisingly, employment in both construction and financial activities has begun to contract. However, for the present, job growth is still the rule—just a slower variety of job growth.

Retail trade, professional business services, healthcare/social services, accommodation/food services and the public sector continue to create significant numbers of new positions. Anecdotal evidence does suggest that the labor market has become less tight, with employers able to choose from a larger pool of willing workers. As mentioned, if construction permit activity is any indicator (and it is), the building activity around the county will continue to slow. Figures for 2007 show permitted values down 14 percent—new nonresidential permit values alone dropped one-fifth. And, 2008 is certainly off to a slow start. Permits for January and February 2008 measured less than half the number permitted in the same period last year. Nonresidential permits look to be losing ground as well—down 45 percent from January/February 2007.

OPPORTUNITIES AND OBSTACLES

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 Delivery Services	7. Affordable Workforce Housing
8. Recreational Opportunities	

**CORRECTABLE AND UNCORRECTABLE BARRIERS
TO ECONOMIC DEVELOPMENT**

	<u>Correctable</u>	<u>Uncorrectable</u>
Major	Lack of Skilled Labor (especially high tech.)	Restrictions concerning heavy and/or polluting industries
	Financial Capabilities	
	Market Exposure	
	Available industrial buildings	
	Environmental Constraints	
Significant	Lag time required to train unskilled labor	Railroad access
	Railroad access (long-term)	Highway access
	Expense of further site development	
	Availability of inexpensive, sound housing	
	Fire protection ratings	
Minor	Quantity of available labor	Some community members want their communities to remain as they are (rural)

**CORRECTABLE AND UNCORRECTABLE BARRIERS
TO ECONOMIC DEVELOPMENT**

	Correctable	Uncorrectable
Minor (cont)	Lack of equipment and facilities for vocational training	Interstate - Inter-regional access to materials
	Commuter Air Service	
	Regional Image (rural)	
	Lack of support industry	
	Community recreation	

REGIONAL PARTNERSHIPS

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. A group of community leaders in the Zion Canyon region is beginning a corridor management process along state route 9, which traverses Zion National Park.

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.

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 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.

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:

Comprehensive Economic Development Strategy 2008

- # 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.

REGIONAL PROFILE

The Southwest District, located in the southwest region of Utah and bordering Nevada and Arizona, encompasses five counties – Beaver, Garfield, Iron, Kane and Washington, and is often referred to as the Five County District. The District contains 38 incorporated municipalities working with the Five County Association of Governments.

Geography and Environment

The geography and environment of a region play important roles in community planning. As towns, cities, and counties develop, planners must consider the "lay of the land" and the many environmental issues that come with it. It is now more important than ever that we understand the land on which we develop, and its accompanying limitations and potential problems. The Five County District is no exception, and has many unique issues pertaining to its distinct geography and environment.

Physical Description

The region is located near the heart of the Intermountain West. The five counties are contained in two major physiographic provinces. Most of Beaver, Iron, and Washington County lay within the Basin and Range province, which generally consists of north-south trending mountain ranges separated by broad arid valleys with interior drainage, and vegetated with sagebrush and other plants of the Great Basin. Garfield and Kane counties are located in the Colorado Plateau, which consists of uplifted sedimentary rock strata vegetated with desert sage scrub.

On a more localized scale, the area is also speckled with a variety of topographic features. Some of this area has experienced a great amount of volcanic activity, which is evident in extinct volcanoes, mountains, great lava fields, and mesas. Geologic forces have uplifted huge portions of the land, and have created great rifts in others. Of particular notoriety are the erosional features of the area including the great canyons and cliffs carved by water and wind that make up the national and state parks, such as Zion, Bryce, and Snow Canyon.

The soil in this area consists mostly of aridisols, an iron-rich desert soil that can be quite productive if cultivated. Aridisols are used mainly for range, wildlife, and recreation. Because of the dry climate in which they are found, they are not used for agricultural production unless irrigation water is available. Native to the valleys throughout most the region is a variety of grasses, junipers, and pinion pines, while xerophytes and desert scrub are native to the lower elevations. Farming has produced a diversity of crops, including barley, alfalfa, hay, and cotton (which earned the southern region the name of "Dixie"). Much of the region has also been prime land for ranching cows, sheep, and horses.

Climate

Because of its general location, the region is mostly semi-arid. As moist air moves in from the Pacific Ocean, it is forced to rise over the Sierra Nevada Mountain Range, which causes it to cool and drop its precipitation, leaving very little moisture left for the region East of the Sierra Nevadas. While all of the Intermountain West is generally dry due to this phenomenon, the aridity in southwestern Utah is accentuated by its lower latitude, which makes it warmer than most regions to the north. Much of this area is characterized by lower elevation, which also

increases the mean annual temperature. For example, the area near St. George City is a warm climate, which is unique to the state of Utah, can be attributed to the fact that it has the lowest elevation of any Utah city and lies at the very southern end of the state. In fact, this area, also known as Utah's Dixie, has the highest mean annual temperatures in Utah, averaging 61-62 degrees Fahrenheit. It also boasts the highest maximum temperature ever recorded in Utah, which was 117 degrees Fahrenheit, observed on July 5, 1985.

Though scholars classify most of the region as "desert," only the areas with lower elevations are considered "hot" deserts, or regions where the winters average above 32 degrees Fahrenheit. This would include most of Washington County. This region usually does not have snow in the winter, and has extremely warm summers. The rest of the region, which consists of higher elevations, is considered to be a "cool" desert, with snowy winters and warm summers. Some exceptions exist over the highest elevations, mountainous regions such as Brian Head, which are classified as "undifferentiated highlands" since they experience cooler temperatures and higher humidity than the rest of the area. These regions generally have very cold, snowy winters and cool summers.

Like the rest of the Intermountain West, during the winter, most precipitation results from the passage of mid-latitude cyclones, while in the summer, convection from localized heating can trigger isolated thunderstorms. Without the moderating effects of the ocean, and therefore, cloud cover from water vapor in the air, this region experiences great daily and yearly fluctuations in temperature.

The nature of the climate in this region leaves it susceptible to a few hazardous weather recurrences. Although most of the country is subject to flash floods, they are particularly damaging in this region since the soil is dry, somewhat non-vegetated, and easily eroded.

Threats to human lives and damage to property are not only a result of rapidly rising waters, but of catastrophic mud slides as well. This area is also subject to tornadoes, although they are a rare occurrence. More common in the warmer regions are dust devils, which are rarely severe enough to damage property. The higher elevations always have the potential for blizzards, cold spells, and avalanches in the winter. The entire region is susceptible to fires resulting from lightning strikes in the spring and summer, which is actually a frequent occurrence.

Demographics and Population

(Excerpted from *An Analysis of Long-Term Economic Growth in Southwestern Utah: Past and Future Conditions*, Bureau of Economic and Business Research, University of Utah, March 2008)

Over the past 40 years, the southwest region has experienced extraordinary population growth. From 1970 to 2007, population in the region increased at an average annual rate of 4.9 percent, compared to a statewide average annual rate of 2.6 percent. By 2007, the number of persons living in southwest Utah totaled 203,499; an increase of 168,275 persons since the 1970 census. Net in-migration has been the primary driver of regional population growth, accounting for 71 percent of the population increase from 1970 to 2007

The impressive growth in the region is centered in Washington County, with some spillover into Iron County, and to a much lesser extent Kane County. Population growth has essentially bypassed Beaver and Garfield counties. In the 1960 census, Washington and Iron counties accounted for two-thirds of the regional population. Ten years later their proportion had risen to nearly three-fourths of regional population. From the 1970s on, the population growth paths of the five counties of southwest Utah diverged dramatically, and Washington County became the epicenter of regional growth.

Population Change of the Southwest Region, 1970–2007

	1970	1980	1990	2000	2007	Change		
						Total	Avg An'l	% of State
State	1,059,273	1,461,037	1,722,850	2,233,169	2,699,554	154.8%	2.6%	100%
Southwest	35,224	55,489	83,263	140,919	203,499	477.7%	4.9%	10.3%
Beaver	3,800	4,378	4,765	6,005	6,466	70.2%	1.4%	0.2%
Garfield	3,157	3,673	3,980	4,735	4,872	54.3%	1.2%	0.1%
Iron	12,177	17,349	20,789	33,779	44,813	268.0%	3.6%	2.0%
Kane	2,421	4,024	5,169	6,046	6,440	166.0%	2.7%	0.2%
Washington	13,669	26,065	48,560	90,354	140,908	930.9%	6.5%	7.8%

Share of Region

	1970	1980	1990	2000	2007	Change
Beaver	10.8%	7.9%	5.7%	4.3%	3.2%	1.6%
Garfield	9.0%	6.6%	4.8%	3.4%	2.4%	1.0%
Iron	34.6%	31.3%	25.0%	24.0%	22.0%	19.4%
Kane	6.9%	7.3%	6.2%	4.3%	3.2%	2.4%
Washington	38.8%	47.0%	58.3%	64.1%	69.2%	75.6%

Source: U.S. Census Bureau Decennial Censuses and Utah Population Estimates Committee.

Compared to the statewide averages, the southwest region’s population is older and less racially diverse. Almost 15 percent of the region’s population is retirement age or older (65+), compared to the statewide rate of 8.6 percent. The minority population of the region in 2000 was 12,142, or 8.6 percent of total population. Again, this is significantly lower than the statewide share of 14.7 percent. More than half the minorities in the region are Hispanic and almost 18 percent are American Indian.

Based on census data, the region as a whole had net out-commuting of 971 in 2000. The top three destination counties of the 3,075 regional out-commuters were Clark County, Nevada, Coconino County, Arizona, and Salt Lake County.

Employment Characteristics and Trends

Job growth in the southwest region has been spectacular, increasing from 9,583 in 1970 to 75,660 in 2006, an average annual growth rate of 5.9 percent. Over the same period, nonagricultural employment statewide grew at an average annual growth rate of 3.4 percent. Additionally, the southwest’s *share* of statewide nonagricultural employment more than doubled from 2.7 percent in 1970 to 6.3 percent in 2006.

Washington County is the economic engine fueling this growth. With the addition of 48,332 new jobs, Washington County accounted for 73 percent of all new jobs in the region and saw its employment share more than double from 33 percent in 1970 to 68 percent in 2006. The changing economic structure of the region is evidenced by shifts in employment concentrations. In 1970, government was the largest employment sector in the region, accounting for almost one-third of all nonfarm jobs. The second largest sector was trade (26.0%), followed by services (15.3%). By 2006, government was still a significant employer in the region, but its relative share of employment had declined by almost half. Trade's share also dropped to 21.2 percent, though this included employment in the transportation and utilities sectors. In contrast, services more than doubled its share of employment to 35.1 percent, due in part to the expansion of education and health services (11.7%). From 1970 to 2006, the number of service jobs increased by 25,149 and

accounted for 38 percent of the job growth in the region. Other changes in the region's economy include the rise of construction from 5.7 percent of nonagricultural employment in 1970 to almost 14 percent in 2006. The southwest region is home to a plethora of recreational amenities that include Zion National Park, Bryce Canyon National Park, Capitol Reef National Park, and Grand Staircase-Escalante National Monument. Not surprisingly, the counties in the region tend to be more tourism dependent than many of their northern counterparts. In

2006, travelers and tourists spent an estimated \$826.5 million in the region, supporting 16,285 jobs or about 17 percent of total employment (farm, nonfarm, and the self-employed), compared to the statewide median of 9 percent.

Farm employment has become less important in the region but is still significant in Beaver and Garfield. In 1970, 13.1 percent of all jobs in the region were in the agricultural sector. By 2005, farm employment accounted for just 2.3 percent of total employment region-wide, but 17.2 percent of total employment in Beaver and 10.7 percent in Garfield.

Demographic and Employment Projections

The extraordinary growth in the southwest region will continue well into the future. Based on projections produced by the Utah Governor's Office of Planning and Budget (GOPB), the southwest region will continue to grow faster than the state as a whole and this growth will be driven by expansion in Washington County.

From 2000 to 2020, population in the region is projected to increase at an average

Employment Concentrations in Southwest Utah, 1970 and 2006

1970			2006		
Industry	No.	Share	Industry	No.	Share
Mining	361	3.8%	Mining	370	0.5%
Construction	546	5.7%	Construction	10,515	13.9%
Manufacturing	912	9.5%	Manufacturing	5,417	7.2%
TCPU	544	5.7%	TTU	16,043	21.2%
Trade	2,492	26.0%	Information	1,149	1.5%
FIRE	237	2.5%	Financial Activity	3,232	4.3%
Services	1,463	15.3%	Prof. & Bus. Services	5,154	6.8%
Government	3,028	31.6%	Ed. & Health Services	8,859	11.7%
Total	9,583	100%	Leisure & Hospitality	10,385	13.7%
			Other Services	2,214	2.9%
			Government	12,322	16.3%
			Total	75,660	100%

Note: TCPU is Transportation, Communications, and Public Utilities; FIRE is Finance, Insurance, and Real Estate; and TTU is Trade, Transportation, and Utilities.

Source: Utah Department of Workforce Services.

annual rate of 4.9 percent, reaching 371,946 people by 2020—a gain of 230,000 people over 20 years. In comparison, statewide population growth is projected to increase at an average rate of 2.4 percent annually. For the study, BEBR aggregated GOPB's age-based population projections into three groups: 0–17 years (youth), 18–64 years (working age), and 65+ (retirement age). All age groups are projected to more than double. The largest gains will be in the working-age population, which will reach 219,976 persons by 2020, representing an average annual growth rate of 5.4 percent. The youth population will increase at an annual rate of 4.5 percent, reaching 107,580 persons by 2020. The retirement-age population is projected to grow the slowest, increasing by 23,505 persons, for an average annual rate of 3.8 percent.

Although population growth is expected for all counties in the region, population is projected to become even more highly concentrated in Washington County. In 2000, about 64 percent of the region's residents lived in Washington County, by 2020, 75 percent of the region's residents will reside in the county. Employment in the region is projected to more than double from 96,549 in 2005 to 207,575 in 2020, adding 111,026 jobs. The average annual rate of job growth during this 15-year period is 5.2 percent, more than double the statewide rate of 2.5 percent.

The fastest growing sectors, as measured by percentage increase, are expected to be education and health services (up 179.9 percent), professional and business services (up 134.4 percent), and government (up 120.1 percent). Financial activity, leisure and hospitality, and construction are all expected to more than double. The natural resources and mining sector is projected to lose jobs, shrinking by 15 percent; and in fact this sector is projected to shrink in every county in the region. The industries adding the most jobs will be trade, transportation, and utilities (18,883 new jobs), education and health services (18,310 new jobs), and government (15,122 new jobs). With these increases, by 2020 the largest employment sector in the region will be trade, transportation, and utilities. Education and health services will grow into the second largest sector, followed closely by government. Leisure and hospitality and construction round out the top five. The largest employment gains will be in Washington County, with the addition of more than 90,000 jobs, or 81 percent of all new jobs in the region. With an average annual increase of 6.0 percent, employment growth in Washington is expected to outpace employment growth regionally and statewide. By 2020, almost 75 percent of all jobs in the region will be in Washington County, up from 66 percent in 2005.

Southwest GOPB Projections, 2000–2020

Age Group	Population					2000–2020		Shares	
	2000	2005	2010	2015	2020	Amount	Percent [†]	2000	2020
	0–17	44,265	52,763	65,853	85,063	107,580	63,315	143.0%	31.2%
18–64	76,856	106,093	139,435	176,559	219,976	143,120	186.2%	54.1%	59.1%
65+	20,885	26,923	32,050	37,856	44,390	23,505	112.5%	14.7%	11.9%
Total	142,006	185,779	237,338	299,478	371,946	229,940	161.9%	100%	100%
Area	2000	2005	2010	2015	2020	Amount	Percent	2000	2020
Beaver	6,023	6,341	6,674	7,691	9,178	3,155	1.4%	4.2%	2.5%
Garfield	4,763	4,703	5,092	5,412	5,843	1,080	0.5%	3.4%	1.6%
Iron	34,079	41,397	50,601	59,212	68,315	34,236	14.9%	24.0%	18.4%
Kane	6,037	6,211	6,893	7,839	8,746	2,709	1.2%	4.3%	2.4%
Washington	91,104	127,127	168,078	219,324	279,864	188,760	82.1%	64.2%	75.2%
Southwest	142,006	185,779	237,338	299,478	371,946	229,940	100%	100%	100%

† Figures in the 2000–2020 Percent column for the counties represent each county's contribution to the region's growth.

NAICS Sector	Employment				2005–2020		Shares	
	2005	2010	2015	2020	Amount	Percent	2005	2020
Natural Resources and Mining	2,968	2,757	2,623	2,520	-448	-15.1%	3.1%	1.2%
Construction	10,945	15,036	19,344	23,577	12,632	115.4%	11.3%	11.4%
Manufacturing	5,026	5,933	7,401	8,908	3,882	77.2%	5.2%	4.3%
Trade, Trans., Utilities	18,922	25,683	32,169	37,805	18,883	99.8%	19.6%	18.2%
Information	1,355	1,804	2,299	2,753	1,398	103.2%	1.4%	1.3%
Financial Activity	8,671	11,830	15,244	18,762	10,091	116.4%	9.0%	9.0%
Professional & Business Services	8,343	11,738	15,604	19,552	11,209	134.4%	8.6%	9.4%
Education & Health Services	10,179	15,077	21,093	28,489	18,310	179.9%	10.5%	13.7%
Leisure & Hospitality	11,776	16,399	20,765	25,387	13,611	115.6%	12.2%	12.2%
Other Services	5,774	7,797	9,848	12,110	6,336	109.7%	6.0%	5.8%
Government	12,590	16,929	22,511	27,712	15,122	120.1%	13.0%	13.4%
Total	96,549	130,983	168,901	207,575	111,026	115.0%	100%	100%

Note: Shading indicates the age group's, county's, or sector's share is projected to increase by 2020.

Source: Utah Governor's Office of Planning and Budget, 2008 Baseline.

Current Demographic and Economic Baseline of the Southwest Region
Population

Population (2007)	203,499
Average Annual Growth Rate, 1970–2007	4.8%
Net In-Migration, 1970–2007	119,366
Households (2007)	70,181

Employment

Total Farm, Nonfarm, and Proprietor Employment (2005)	96,637
Average Annual Growth Rate, 1970–2006	5.6%
Farm Employment as a Percent of Total Employment (2005)	2.2%
Tourism- and Travel-Related Employment	16,285
Nonagricultural Employment (2006)	75,660
Average Annual Growth Rate, 1970–2006	5.9%
Employer Firms (2006)	7,172
Major Nonagricultural Employment Sectors (2006)	Number Share
Government	12,322 16.3%
Retail Trade	10,817 14.3%
Construction	10,515 13.9%
Accommodation and Food Services	8,932 11.8%
Health Care Services	8,539 11.3%

Retail Sales

Taxable 2006 Retail Sales (millions)	\$2,139.0
Average Annual Inflation-Adjusted Growth Rate, 1980–2006	6.8%
Major Retail Categories (millions)	Amount Share
General Merchandise	\$493.8 23.1%
Motor Vehicles	\$416.0 19.4%
Building and Garden	\$333.8 15.6%
Per Capita Retail Sales (2006)	\$10,923

Wages and Income

Total Nonagricultural Wages (2006, millions)	\$2,022.7
Average Annual Inflation-Adjusted Growth Rate, 1970–2006	6.0%
Average Monthly Wage (2006)	\$2,228
Total Personal Income (2005, millions)	\$3,940.0
Average Annual Inflation-Adjusted Growth Rate, 1970–2005	5.9%

Housing, New Construction, and Real Estate

Total Housing Units (2007)	Number Share
Total Occupied Units (share of total housing units)	70,803 82.5%
Owner-Occupied (share of total occupied)	57,212 80.8%
Renter-Occupied (share of total occupied)	13,591 19.2%
Recreation or Seasonal Units (share of total housing units)	12,223 14.2%
New Permit-Authorized Dwelling Units (2007)	2,954
Value of Residential Construction (2007, millions)	\$492.9
Value of Nonresidential Construction (2007, millions)	\$201.6
Land Ownership	Acres Share
Privately Owned	1,676,725 14.9%
Federally Owned	8,815,722 78.1%
State Owned	665,150 5.9%
Total Area	11,282,236 100%

Tax Revenue

Property Tax Receipts (2006, millions)	\$134.0
Sales Taxes Disbursed (2006, millions)	\$30.1

Note: All dollar figures are in current dollars.

Sources: Utah Population Estimates Committee; Utah Governor's Office of Planning and Budget; Bureau of Economic and Business Research, University of Utah; Utah Department of Workforce Services; U.S. Bureau of Economic Analysis; Utah State Tax Commission; Utah Automated Geographic Reference Center.

Current Demographic and Economic Baseline of Beaver County

Population

Population (2007)	6,466
Average Annual Growth Rate, 1970–2007	1.4%
Net In-Migration, 1970–2007	522
Median Age (2006)	30.2
Households (2007)	2,173
Median Household Income (1999)	\$34,544

Employment

Total Farm, Nonfarm and Proprietor Employment (2005)	3,173
Average Annual Growth Rate, 1970–2005	1.8%
Farm Employment as a Share of Total Employment	17.2%
Nonagricultural Employment (2006)	1,973
Average Annual Growth Rate, 1970–2006	2.1%
Employer Firms (2006)	215
Major Nonagricultural Employment Sectors (2006)	Number Share
Government	673 34.1%
Agriculture, Forestry, Fishing, and Hunting	449 22.8%
Accommodation and Food Services	321 16.3%
Retail Trade	275 13.9%
Transportation and Warehousing	231 11.7%

Retail Sales

Taxable 2006 Retail Sales (millions)	\$28.2
Average Annual Inflation-Adjusted Growth Rate, 1980–2006	1.0%
Major Retail Categories (millions)	Amount Share
Food Stores	\$12.1 42.9%
Eating & Drinking	\$7.0 24.8%
Motor Vehicles	\$3.3 11.7%
Per Capita Retail Sales (2006)	\$4,361

Wages and Income

Total Nonagricultural Wages (2006, millions)	\$52.9
Average Annual Inflation-Adjusted Growth Rate, 1970–2006	2.2%
Average Monthly Wage (2006)	\$2,235
Total Personal Income (2005, millions)	\$175.9
Average Annual Inflation-Adjusted Growth Rate, 1970–2005	3.3%

Housing, New Construction, and Real Estate

	Number Share
Total Housing Units (2007)	2,980
Total Occupied Units (share of total housing units)	2,479 83.2%
Owner-Occupied (share of total occupied)	2,061 83.1%
Renter-Occupied (share of total occupied)	418 16.9%
Recreation or Seasonal Units (share of total housing units)	450 15.1%
Median Sales Price of Existing Single-Family Homes (2006)	\$127,470
New Permit-Authorized Dwelling Units (2007)	54
Value of Residential Construction (2007, millions)	\$9.4
Value of Nonresidential Construction (2007, millions)	\$4.5
Land Ownership	Acres Share
Privately Owned	208,885 12.6%
Federally Owned	1,277,518 77.2%
State Owned	167,288 10.1%
Total Area	1,654,444 100%

Tax Revenue

Property Tax Receipts (2006, millions)	\$3.5
Sales Taxes Disbursed (2006, millions)	\$0.7

Note: All dollar figures are in current dollars.

Sources: Utah Population Estimates Committee; Utah Governor's Office of Planning and Budget; Bureau of Economic and Business Research, University of Utah; Utah Department of Workforce Services; U.S. Bureau of Economic Analysis; USDA 2002 Census of Agriculture; Utah State Tax Commission; Utah Automated Geographic Reference Center.

Current Demographic and Economic Baseline of Garfield County

Population

Population (2007)	4,872
Average Annual Growth Rate, 1970–2007	1.2%
Net In-Migration, 1970–2007	205
Median Age (2006)	36.9
Households (2007)	1,723
Median Household Income (1999)	\$35,180

Employment

Total Farm, Nonfarm and Proprietor Employment (2005)	3,303
Average Annual Growth Rate, 1970–2005	2.2%
Farm Employment as a Share of Total Employment	10.7%
Nonagricultural Employment (2006)	2,260
Average Annual Growth Rate, 1970–2006	2.3%
Employer Firms (2006)	248
Major Nonagricultural Employment Sectors (2006)	Number Share
Accommodation and Food Services	759 33.6%
Government	596 26.4%
Health Care and Social Assistance	181 8.0%
Retail Trade	162 7.2%
Information	126 5.6%

Retail Sales

Taxable 2006 Retail Sales (millions)	\$20.7
Average Annual Inflation-Adjusted Growth Rate, 1980–2006	1.3%
Major Retail Categories (millions)	Amount Share
Food Stores	\$5.9 28.4%
Motor Vehicles	\$4.5 21.9%
Miscellaneous	\$3.8 18.5%
Per Capita Retail Sales (2006)	\$4,338

Wages and Income

Total Nonagricultural Wages (2006, millions)	\$51.7
Average Annual Inflation-Adjusted Growth Rate, 1970–2006	2.1%
Average Monthly Wage (2006)	\$1,906
Total Personal Income (2005, millions)	\$104.4
Average Annual Inflation-Adjusted Growth Rate, 1970–2005	2.5%

Housing, New Construction, and Real Estate

	Number Share
Total Housing Units (2007)	3,290
Total Occupied Units (share of total housing units)	2,164 65.8%
Owner-Occupied (share of total occupied)	1,833 84.7%
Renter-Occupied (share of total occupied)	331 15.3%
Recreation or Seasonal Units (share of total housing units)	1,082 32.9%
Median Sales Price of Existing Single-Family Homes (2006)	\$127,360
New Permit-Authorized Dwelling Units (2007)	139
Value of Residential Construction (2007, millions)	\$16.8
Value of Nonresidential Construction (2007, millions)	\$1.9
Land Ownership	Acres Share
Privately Owned	169,873 5.1%
Federally Owned	2,983,884 89.6%
State Owned	159,942 4.8%
Total Area	3,331,079 100%

Tax Revenue

Property Tax Receipts (2006, millions)	\$3.8
Sales Taxes Disbursed (2006, millions)	\$0.8

Note: All dollar figures are in current dollars.

Sources: Utah Population Estimates Committee; Utah Governor's Office of Planning and Budget; Bureau of Economic and Business Research, University of Utah; Utah Department of Workforce Services; U.S. Bureau of Economic Analysis; USDA 2002 Census of Agriculture; Utah State Tax Commission; Utah Automated Geographic Reference Center.

Current Demographic and Economic Baseline of Iron County

Population		
Population (2007)		44,813
Average Annual Growth Rate, 1970-2007		3.6%
Net In-Migration, 1970-2007		16,952
Median Age (2006)		25.6
Households (2007)		14,302
Median Household Income (1999)		\$33,114
Employment		
Total Farm, Nonfarm and Proprietor Employment (2005)		21,955
Average Annual Growth Rate, 1970-2005		2.2%
Farm Employment as a Share of Total Employment		2.6%
Nonagricultural Employment (2006)		16,802
Average Annual Growth Rate, 1970-2006		4.2%
Employer Firms (2006)		1,520
Major Nonagricultural Employment Sectors (2006)	Number	Share
Government	4,198	24.9%
Retail Trade	2,255	13.4%
Construction	1,839	11.0%
Manufacturing	1,781	10.6%
Accommodation and Food Services	1,563	9.2%
Retail Sales		
Taxable 2006 Retail Sales (millions)		\$418.2
Average Annual Inflation-Adjusted Growth Rate, 1980-2006		4.4%
Major Retail Categories (millions)	Amount	Share
General Merchandise	\$112.4	26.9%
Building and Garden	\$83.5	20.0%
Motor Vehicles	\$67.4	16.1%
Per Capita Retail Sales (2006)		\$9,631
Wages and Income		
Total Nonagricultural Wages (2006, millions)		\$414.4
Average Annual Inflation-Adjusted Growth Rate, 1970-2006		3.9%
Average Monthly Wage (2006)		\$2,055
Total Personal Income (2005, millions)		\$799.1
Average Annual Inflation-Adjusted Growth Rate, 1970-2005		4.4%
Housing, New Construction, and Real Estate		
	Number	Share
Total Housing Units (2007)	18,127	
Total Occupied Units (share of total housing units)	15,387	84.9%
Owner-Occupied (share of total occupied)	11,450	74.4%
Renter-Occupied (share of total occupied)	3,396	22.1%
Recreation or Seasonal Units (share of total housing units)	2,099	11.6%
Median Sales Price of Existing Single-Family Homes (2006)		\$150,750
New Permit-Authorized Dwelling Units (2007)		656
Value of Residential Construction (2007, millions)		\$858.5
Value of Nonresidential Construction (2007, millions)		\$30.7
Land Ownership	Acres	Share
Privately Owned	754,031	35.7%
Federally Owned	1,215,177	57.5%
State Owned	141,184	6.7%
Total Area	2,113,335	100%
Southern Utah University		
Total Annualized FTE Enrollment (2006-07)		6,937
Total Degrees Awarded		1,250
Tax Revenue		
Property Tax Receipts (2006, millions)		\$31.2
Sales Taxes Disbursed (2006, millions)		\$6.0

Note: All dollar figures are in current dollars.

Sources: Utah Population Estimates Committee; Utah Governor's Office of Planning and Budget; Bureau of Economic and Business Research, University of Utah; Utah Department of Workforce Services; U.S. Bureau of Economic Analysis; USDA 2002 Census of Agriculture; Utah State Tax Commission; Utah Automated Geographic Reference Center.

Current Demographic and Economic Baseline of Kane County**Population**

Population (2007)	6,440
Average Annual Growth Rate, 1970-2007	2.6%
Net In-Migration, 1970-2007	2,234
Median Age (2006)	38.6
Households (2007)	2,479
Median Household Income (1999)	\$34,247

Employment

Total Farm, Nonfarm and Proprietor Employment (2005)	4,111
Average Annual Growth Rate, 1970-2005	3.9%
Farm Employment as a Share of Total Employment	4.1%
Nonagricultural Employment (2006)	3,092
Average Annual Growth Rate, 1970-2006	4.4%
Employer Firms (2006)	338
Major Nonagricultural Employment Sectors (2006)	Number Share
Government	721 23.3%
Accommodation and Food Services	605 19.7%
Other Services (except Public Administration)	407 13.2%
Retail Trade	378 12.3%
Arts, Entertainment, and Recreation	259 8.4%

Retail Sales

Taxable 2006 Retail Sales (millions)	\$54.3
Average Annual Inflation-Adjusted Growth Rate, 1980-2006	3.5%
Major Retail Categories (millions)	Amount Share
Food Stores	\$14.1 26.0%
Motor Vehicles	\$10.5 19.3%
Eating and Drinking	\$10.1 18.6%
Per Capita Retail Sales (2006)	\$8,630

Wages and Income

Total Nonagricultural Wages (2006, millions)	\$72.1
Average Annual Inflation-Adjusted Growth Rate, 1970-2006	4.5%
Average Monthly Wage (2006)	\$1,942
Total Personal Income (2005, millions)	\$171.1
Average Annual Inflation-Adjusted Growth Rate, 1970-2005	4.3%

Housing, New Construction, and Real Estate

Total Housing Units (2007)	Number Share
Total Occupied Units (share of total housing units)	5,094
Owner-Occupied (share of total occupied)	3,288 64.5%
Renter-Occupied (share of total occupied)	2,803 85.2%
Recreation or Seasonal Units (share of total housing units)	485 14.8%
Median Sales Price of Existing Single-Family Homes (2006)	1,739 34.1%
New Permit-Authorized Dwelling Units (2007)	\$152,220
Value of Residential Construction (2007, millions)	151
Value of Nonresidential Construction (2007, millions)	\$30.1
Land Ownership	\$23.6
Privately Owned	Acres Share
Federally Owned	270,235 10.3%
State Owned	2,177,294 82.9%
Total Area	106,046 4.0%
	2,627,378 100%

Tax Revenue

Property Tax Receipts (2006, millions)	\$7.1
Sales Taxes Disbursed (2006, millions)	\$1.1

Note: All dollar figures are in current dollars.

Sources: Utah Population Estimates Committee; Utah Governor's Office of Planning and Budget; Bureau of Economic and Business Research, University of Utah; Utah Department of Workforce Services; U.S. Bureau of Economic Analysis; USDA 2002 Census of Agriculture; Utah State Tax Commission; Utah Automated Geographic Reference Center.

Current Demographic and Economic Baseline of Washington County

Population

Population (2007)	140,908
Average Annual Growth Rate, 1970-2007	6.5%
Net In-Migration, 1970-2007	99,453
Median Age (2006)	30.0
Households (2007)	49,504
Median Household Income (1999)	\$37,212

Employment

Total Farm, Nonfarm and Proprietor Employment (2005)	64,095
Average Annual Growth Rate, 1970-2005	7.7%
Farm Employment as a Share of Total Employment	0.8%
Nonagricultural Employment (2006)	51,527
Average Annual Growth Rate, 1970-2006	8.0%
Employer Firms (2006)	4,851
Major Nonagricultural Employment Sectors (2006)	Number Share
Construction	8,289 13.0%
Retail Trade	7,747 15.0%
Health Care and Social Assistance	6,739 10.5%
Government	6,141 11.9%
Accommodation and Food Services	5,684 11.0%

Retail Sales

Taxable 2006 Retail Sales (millions)	\$1,617.6
Average Annual Inflation-Adjusted Growth Rate, 1980-2006	8.5%
Major Retail Categories (millions)	Amount Share
General Merchandise	\$377.5 23.3%
Motor Vehicles	\$330.3 20.4%
Building and Garden	\$241.3 14.9%
Per Capita Retail Sales (2006)	\$11,991

Wages and Income

Total Nonagricultural Wages (2006, millions)	\$1,431.6
Average Annual Inflation-Adjusted Growth Rate, 1970-2006	8.3%
Average Monthly Wage (2006)	\$2,315
Total Personal Income (2005, millions)	\$2,689.4
Average Annual Inflation-Adjusted Growth Rate, 1970-2005	7.6%

Housing, New Construction, and Real Estate

	Number Share
Total Housing Units (2007)	56,316
Total Occupied Units (share of total housing units)	47,485 84.3%
Owner-Occupied (share of total occupied)	39,065 82.3%
Renter-Occupied (share of total occupied)	8,420 17.7%
Recreation or Seasonal Units (share of total housing units)	6,852 12.2%
Median Sales Price of Existing Single-Family Homes (2006)	\$235,070
New Permit-Authorized Dwelling Units (2007)	1,954
Value of Residential Construction (2007, millions)	\$351.2
Value of Nonresidential Construction (2007, millions)	\$138.5
Land Ownership	Acres Share
Privately Owned	273,700 17.6%
Federally Owned	1,161,850 74.7%
State Owned	90,689 5.8%
Total Area	1,556,000 100%

Dixie State College

Total Annualized FTE Enrollment (2006-07)	4,202
Total Degrees Awarded	1,317

Tax Revenue

Property Tax Receipts (2006, millions)	\$88.4
Sales Taxes Disbursed (2006, millions)	\$21.5

Note: All dollar figures are in current dollars.

Sources: Utah Population Estimates Committee; Utah Governor's Office of Planning and Budget; Bureau of Economic and Business Research, University of Utah; Utah Department of Workforce Services; U.S. Bureau of Economic Analysis; USDA 2002 Census of Agriculture; Utah State Tax Commission; Utah Automated Geographic Reference Center.

