

**FIVE COUNTY ASSOCIATION OF GOVERNMENTS**

**Consolidated Plan**

**Supporting Documentation:**

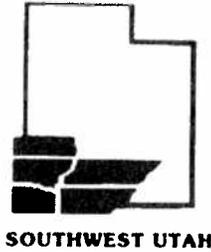
**Community Development  
Economic Development  
Housing**

**December 31, 2009**

# Five County Association of Governments

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## **A RESOLUTION ADOPTING THE FIVE COUNTY ASSOCIATION OF GOVERNMENTS FIVE YEAR CONSOLIDATED PLAN**

**WHEREAS** the local governments of southwestern Utah, in order to be eligible to receive certain federal funding, are required to prepare a Consolidated Plan and submit the same to the Utah Division of Housing and Community Development (DHCD), for inclusion in the State of Utah Consolidated Plan to be submitted to the U.S. Department of Housing and Urban Development; and

**WHEREAS** the local governments of southwestern Utah, through the Five County Association of Governments, have jointly prepared a new five-year regional Consolidated Plan, covering the 2010-2015 program years, incorporated herein by reference; and

**WHEREAS** a public forum/open house was held by the Association of Governments in conjunction with its regularly scheduled Steering Committee meeting on January 20, 2010 to receive comments on the draft Consolidated Plan; and

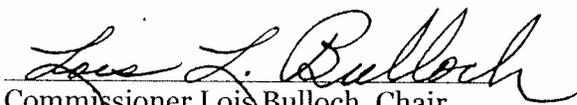
**WHEREAS** the draft Consolidated Plan was made available for public review during the month of January 2010 and public comments were solicited during that time; and

**WHEREAS** comments by elected officials of southwestern Utah were also solicited during that time; and

**WHEREAS** the Association's Steering Committee has reviewed and considered the Consolidated Plan on February 10, 2010.

**NOW, THEREFORE, BE IT RESOLVED BY THE STEERING COMMITTEE OF THE FIVE COUNTY ASSOCIATION OF GOVERNMENTS** that the Five County Association of Governments Consolidated Plan is hereby adopted.

The foregoing resolution adopted the 10<sup>th</sup> day of February, 2010.

  
Commissioner Lois Bulloch, Chair

**ATTEST:**

  
Kenneth L. Sizemore, Executive Director

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## COMMUNITY DEVELOPMENT

Much of southwestern Utah continues to experience rapid growth and change. Because of the growth, community development is ever more critical. This Community Development Plan inventories the various needs of communities in the Five County District to ensure that community needs are recognized. The goal of this community development plan is to provide a regional community development vision statement, identify needs of jurisdictions, identify barriers to fulfilling community development needs, and identify strategies to overcome barriers.

### REGIONAL COMMUNITY DEVELOPMENT VISION STATEMENT

#### **Large Communities**

Vision statements of many of the communities in the Five County District are similar, whether large or small. While larger jurisdictions such as Washington City state concerns about convenience in amenities and economic growth, they are similar to smaller communities in that they place importance on open space, low-profile form of development, and maintaining the historic values and heritage of their communities. The Washington City vision statement serves as an example of the visions many of the larger communities in the region:

“We envision Washington City as continuing to emphasize its unique characteristics including: a high quality of life, attractive surroundings, high quality services, while adding convenient community related business and maintaining the historic values of the community.”

Although a variety of concerns are apparent in the vision statements of larger communities, some common priorities are:

- an uncrowded feel
- well-planned economic development and improved employment opportunities
- protection of residents relationship with the land and the resources it provides
- maintenance of historic values
- attractive surroundings
- a diversified tax base
- well-managed growth

#### **Small Communities**

Many smaller communities in the region state similar visions as the larger communities, but emphasize their concerns for the cultural ambience of their community and state the importance of maintaining a rural or country atmosphere. Typical of the smaller communities is the Kanarraville vision statement, which states:

*“Kanarraville citizens envision a community with long-term stability and cooperation among its people to ensure adequate and safe public services, promote environmental and economic protection through sensitive land use and man-made resources, to preserve historical features and landmarks, and to promote public and residential qualities that support a rural atmosphere.”*

Some fairly common priorities among smaller communities are:

- a clean, safe community
- economic diversity
- a rural atmosphere
- maintenance of cultural and historical heritage
- strong planning efforts

**Regional Goals and Objectives**

Combining the concerns of large and small communities in the Five County District yields a number of regional goals and objectives. These goals and objectives are for communities in the region to:

- implement effective planning processes
- meet the needs and demands of a growing population
- provide a diversified economy
- promote economic opportunities for low-to-middle income populations
- preserve cultural and historical heritage
- protect agricultural lands and local land use traditions
- maintain a high quality of life in clean, safe, and attractive surroundings

## COMMUNITY DEVELOPMENT REGIONAL BARRIERS AND STRATEGIES

Besides documenting important community development needs, jurisdictions documented barriers to obtaining such needs. In addition, they deliberated on possible strategies to overcome those barriers. Some common barriers and strategies for the region are presented in Table 1:

**Table C-1  
Community Development Regional Barriers and Strategies**

Regional <b>barriers</b> to obtaining vision	Regional <b>strategies</b> to overcome barriers
<p>Lack of funding and resources</p> <p>Limited tax base (especially for small, rural towns)</p> <p>Inflationary construction costs for infrastructure projects</p>	<p>Research sources of funding and implement funding programs in the region</p> <p>Education of community officials on adequately managing financial needs</p> <p>Involve community in fund raisers and volunteering when possible</p> <p>Negotiate for cheaper prices or trades</p> <p>Coordinate with other agencies when possible (UDOT, county) to alleviate costs; community info. sharing and networking</p> <p>Utilize existing resources (remodeling versus building new)</p>
<p>Lack of community support</p>	<p>Create public education initiatives - town meetings, newsletters/circulars, presentations</p> <p>Meet one-on-one with community leaders</p>
<p>Lack of technical experience in local communities</p>	<p>Network with federal and state agencies to obtain technical support and knowledge, and generate funding opportunities for the region</p> <p>Use AOG as source for communicating info., planning advice, and technical support</p>
<p>Environmental issues</p>	<p>Develop relationship with other agencies (such as the BLM) and other organizations) to work together on solutions</p>
<p>Unpreparedness for intensity of growth and accompanying problems</p>	<p>More effective strategic planning and implementation to adequately address needs before they become a crisis. Project future population growth and prepare for the future</p>

## **COMMUNITY DEVELOPMENT GOALS AND OBJECTIVES**

### **Introduction**

Previous editions of southwestern Utah's Consolidated Plan have included a collection of goals and objectives collected from member jurisdictions. Association staff have been the primary source of technical assistance in community planning for more than three decades. This experience allowed the staff to compile a set of goals and objectives that reflect the direction of county and municipal development in the region. This set of goals and policies is arranged in the General Plan elements specified in State law. These goals and objectives have not changed appreciably over the past decade, and provide consistent basis to measure community development achievements.

### **LAND USE ELEMENT**

#### **Growth Management**

**Goal 1.** Maintain traditional community character and integrity through orderly growth and including timely development of public facilities such as roads, sewers, water service and schools.

#### **Objectives:**

- 1.1 Encourage and assist local jurisdictions in developing general plans and policies at the county and municipal level which define and require that adequate infrastructure exist or be programmed for construction within a defined period of time as a condition of development approval.
- 1.2 Assist local jurisdictions to implement programs to provide adequate public facilities and services in a timely manner.
- 1.3 Continue to implement a program to provide adequate public facilities and services in a timely manner.
- 1.4 Suggest the creation of an annual growth monitoring report to the community that includes the status of all projects, the status of capital improvements for roads, sewers, water and a status report on the development trends in the community.
- 1.5 Incorporate into the annual Capital Improvement Program a timetable for eliminating any infrastructure deficit and provide for an annual goal for such reduction.
- 1.6 Continue to encourage cooperation between entities within the planning area; and seek adequate documentation, notification, and mitigation for infrastructure impacts beyond or bordering community boundaries.

#### **Types and Mix of Land Use to be Designated in the Planning Area**

**Goal 2.** Promote the development of a well balanced, financially sound, and functional mix of residential, commercial, industrial, open space, recreational, institutional, and educational land uses, while maintaining the desired rural and agricultural character and integrity of the region.

#### **Objectives:**

- 2.1 Encourage the orderly and controlled development of a range of housing types to meet the needs of existing and future residents of the planning area.

- 2.2 Encourage development of service neighborhood commercial and industrial activities to meet existing and future needs. These centers must be non-intrusive, sensitive to surrounding residential land uses, and should be located adjacent to arterial roadways.
- 2.3 Encourage complimentary land uses which promote the development of visitor serving uses in the region.
- 2.4 Encourage jurisdictions to explore utilizing utility rights-of-way for trails and greenbelt activities.
- 2.5 Promote the preservation of appropriate open spaces to preserve significant ridge lines, to provide land use buffers, and to provide for public safety.

### **Distribution and Intensity of Land Use Development**

**Goal 3.** Achieve a balanced physical environment through sensible land use planning and allowing for innovative design.

#### **Objectives:**

- 3.1 Encourage entities to consider the development of community centers that encourage a pedestrian orientation and can accommodate a clustered mix of commercial, entertainment, recreation, town square/meeting place(s), and multi-use complexes throughout the region.
- 3.2 Encourage entities to consider concentrating development and establishing community centers having historical and/or community wide interest.

### **Quality and Maintenance of Development**

**Goal 4.** Ensure that development in the region is consistent with the overall community character and that it contributes in a positive way toward the community's image.

#### **Objectives:**

- 4.1 Enhance land use patterns by promoting a framework of established greenbelts that may include equestrian, bike and pedestrian trails.
- 4.2 Promote development of key gateway design identification measures that will promote a positive community image and implement community design themes where appropriate.
- 4.3 Promote the preservation, rehabilitation and/or upgrading of local historical sites and structures.
- 4.4 Encourage the development of aesthetic and efficient land use patterns.
- 4.5 Provide information regarding building and safety codes and regulations concerning the upgrade, rehabilitation, or removal of deteriorated and dilapidated buildings, structures and sites.
- 4.6 Encourage the preservation of significant architectural, historical and cultural structures and landmarks within the region.

## **Housing Distribution and Maintenance and Provision for Affordable Housing**

**Goal 5.** Protect and enhance the integrity of existing residential neighborhoods and to provide for affordable housing.

### **Objectives:**

- 5.1 Focus housing rehabilitation efforts, or if necessary, replacement programs, on deteriorating residential neighborhoods.
- 5.2 Continue to encourage the development of new housing, while ensuring that the character, scale and density of new residential development is sensitive, compatible, and complimentary to existing residential neighborhoods.
- 5.3 Assist cities in developing and periodically reviewing affordable housing strategies pursuant to the requirements of the Utah Code.
- 5.4 Encourage the retention and maintenance of existing residential neighborhoods which are primarily developed with single-family homes and ensure that new development is compatible with and complimentary to, existing development in terms of scale, architecture, and density.
- 5.5 Encourage the rehabilitation and maintenance of existing multiple-family neighborhoods and ensure that new development is compatible with and compliments, existing structures, in scale and architecture, where a distinctive neighborhood character exists.
- 5.6 Promote the provision of housing opportunities for low and moderate income families and senior citizens by promoting development that accommodates such households.

### **Implementation of Land Use Element**

The primary tools with which the jurisdictions in the region should undertake to implement the land use element of the plan include:

- a comprehensive zoning ordinance and accompanying zoning map
- subdivision regulations
- special standards districts
- development standards
- capital facilities planning and scheduling
- building and housing code and enforcement programs
- redevelopment strategies
- annexation and sphere of influence programs

## **CIRCULATION ELEMENT**

### **Enhancement of Arterial Street System**

**Goal 1.** Provide a circulation system to move people and goods safely and efficiently throughout the general planning area.

**Objectives:**

- 1.1 Preserve the quality of residential neighborhoods by discouraging the flow of truck and through traffic in these areas consistent with circulation and emergency needs.
- 1.2 Work cooperatively with state agencies to integrate this region's circulation system with that of surrounding regions.
- 1.3 Maximize and improve the operating efficiency and safety of the existing roadway system.
- 1.4 Limit the number of intersections and driveways on all major, secondary, and limited secondary roadways.
- 1.5 Develop and maintain an appropriate truck route program.
- 1.6 Suggest that access to higher density land uses and commercial developments be from major, secondary and limited secondary roadways.
- 1.7 Assist local jurisdictions in the establishment of hillside street standards.
- 1.8 Seek alternative funding opportunities to provide adequate transportation and circulation facilities, i.e., maintenance equipment and tree planting.

**Goal 2.** Provide for an adequate supply of off-street private and public parking to meet the needs of local residents and visitors to the community and the planning area.

**Objectives:**

- 2.1 Develop model regulations which specify minimum parking requirements for various types of land uses. Periodically review and update these standards as commuting patterns, vehicle sizes and land uses change over time.
- 2.2 Encourage local jurisdictions to adopt regulations to require developers to screen and/or buffer large parking areas from public view through the use of landscape setbacks, earth berms and hedge screens, (to headlight level), and trees and landscaping in parking areas.
- 2.3 Consider the use of shared parking and jointly operated parking structures.

### **Regional System Impacts**

**Goal 3.** Periodically review the need for a regional transportation system.

**Objectives:**

- 3.1 Encourage intergovernmental coordination and cooperation among all agencies and levels of government for the planning, management and financing, and implementation of transportation system improvements.

## **Implementation of the Circulation Element**

Primary tools with which the region might utilize to implement the circulation element of the plan may include:

- county-wide traffic model development with a consensus approach between the community, unincorporated county development areas, other towns, UDOT, and the Association.
- standards for right-of-way dedication and acquisition
- roadway improvement standards and programs
- comprehensive parking and access standards
- transportation facility improvement financing programs
- evaluate the feasibility of employing a regional Rural Planning Organization (RPO) through the Utah Department of Transportation.

## **OPEN SPACE AND CONSERVATION ELEMENT**

### **Preservation of Natural Resources**

**Goal 1.** To preserve the special natural features which define the region.

#### **Objectives:**

- 1.1 Encourage the retention of major environmental features (significant land forms, significant ridge lines, other natural resources) as open space within the planning area.
- 1.2 Develop model standards for clustered development in zoning ordinances which minimize the disruption of natural resources and/or major physiographic features.
- 1.3 Develop model standards for interfacing with and transitioning between public lands and the urbanized fringe, including specifications for compatible uses, minimum, parcel sizes, and fire constraints.
- 1.4 Encourage and support a long-term plan to consolidate and acquire open space using one or more of the following options to maintain viable natural ecosystems in conjunction with the orderly development of the planning area: Open space easements; dedication of development rights; joint powers authority; and open space district.
- 1.5 Encourage local jurisdictions to adopt an ordinance requiring the revegetation of graded areas with native, and/or indigenous drought-resistant plant species while ensuring that such programs are consistent with fire prevention efforts.
- 1.6 Encourage local jurisdictions to establish and implement land form grading standards which minimize the impact of grading operations and foster replication of naturally recurring land forms.
- 1.7 Participate as a cooperating agency in federal land management planning.

### **Ridge Line Preservation**

**Goal 2.** Encourage the preservation of natural ridge lines in the planning area to maintain the aesthetic character of the region.

#### **Objectives:**

- 2.1 Explore development of a model ridge line preservation ordinance that identifies prominent ridge lines within the planning area.
- 2.2 Assist communities in the development of a slope rating system (steep, moderate, low) to identify development suitability and to establish guidelines for grading and development practices.
- 2.3 Identify and incorporate the dominant and special scenic topographic features, landmarks, and other physical characteristics in the planning area as a component for developing a community image.

- 2.4 Assist local jurisdictions in the protection of scenic vista points, where consistent with other policies of this plan, for protection of ridge lines and sensitive development techniques.
- 2.5 Develop model building height restrictions designed to lessen the impact of development of ridge line lots.

### **Open Space Areas for Outdoor Recreation Uses**

**Goal 3.** Preserve open space areas for recreational use as a natural buffer to more intensive land uses.

#### **Objectives:**

- 3.1 Identify potential sites for parks and recreational open space within the region.
- 3.2 Facilitate the acquisition of park and open space through grants, budget allocations, exactions, and other innovative techniques.
- 3.3 Provide a diverse mix of recreational use and scenic view areas within open space sites.
- 3.4 Encourage the cohesive development of trails and open space as a unified system, contiguous throughout the community and planning area with linkages to state, federal, and other park lands and trail systems.
- 3.5 Assist local jurisdictions in the protection of adjacent neighborhood areas from noise, visual, and traffic impacts of new active recreational areas through such measures as the use of buffer zones, landscaping and walls as mitigation.
- 3.6 Assist local jurisdictions in identifying park sites and open space areas having areas of natural scenic beauty which can be conserved and enjoyed by the public, as well as areas having recreational opportunities.
- 3.7 Maintain public access to open space areas.

### **Protection Against Natural Hazards**

**Goal 4.** Develop model regulations designed to ensure the public health, safety and welfare is preserved in areas subject to natural hazards.

#### **Objectives:**

- 4.1 Integrate natural hazard areas, such as flood ways, seismic fault zones, and unstable soils, into the open space network.
- 4.2 Encourage the provision of adequate flood hazard measures to protect residents, employees, and buildings from flood hazards by restricting new development in areas which may be significantly impacted by major flood zones.
- 4.3 Protect public health and safety by designating areas of significant unmitigatable environment hazards for less intensive uses or permanent open space areas.
- 4.4 Incorporate the use of flood control measures which maximize groundwater recharge and the use of flood ways as native habitat.

- 4.5 Design slope drainage concepts consistent with the identity of community character in the area which:
- Minimize the need for slope irrigation
  - Provide measures for groundwater recharge, either on site or off site.
  - Minimize the construction and placement of slope drainage structures which are intrusive, out-of-scale, and/or incompatible with the surroundings.

### **Water Resources Preservation**

**Goal 5.** Protect the quality and quantity of local water resources, including the natural productivity of all surface and groundwater, and important watershed and recharge areas.

#### **Objectives:**

- 5.1 Educate local jurisdictions regarding standards to protect and preserve the supply and quality of water resources by developing a Source Protection Plan (Wellhead Protection Plan) as outlined by state requirements. This plan should be developed in coordination with federal, state, and regional water resource planning programs and regulations.
- 5.2 Promote high water quality standards for all water bodies used for public recreation.
- 5.3 Encourage the prohibition of the flow of polluting chemicals or sediments into groundwater recharge areas.
- 5.4 Identify and protect groundwater recharge areas and encourage the development of spreading and impoundment areas.
- 5.5 Encourage local jurisdictions to develop storm control systems, where necessary, to conform with the natural drainage patterns of the area.
- 5.6 Utilize flood ways for the purpose of recreation, scenic relief, groundwater recharge, wildlife protection, and other compatible uses.
- 5.7 Develop local and regional waste water recycling.
- 5.8 Encourage intergovernmental coordination and cooperation among all agencies involved in the management, conservation and utilization of water resources by jointly developing strategies for a secure water supply.
- 5.9 Assist counties and communities in the establishment of water conservation programs.
- 5.10 Encourage the use of native and drought-tolerant plant species for revegetation and landscaping.
- 5.11 Protect ground water quality through the establishment of a sanitary sewer system hook-up program to require the connection of all urban uses/densities.
- 5.12 Encourage communities to monitor all industries whose operation or refuse is potentially contaminating to the water supply or whose use of a private well may seriously overdraft the aquifer.

- 5.13 Encourage, through resolution, policies that equitably distribute and regulate the use of reclaimed water.

### **Recycling of Natural Resources**

**Goal 6.** Encourage the sorting and recycling of all possible materials and the reduction of future landfill space requirements.

**Objectives:**

- 6.1 Keep informed about new developments in the recycling field and make suggestions to communities on potential applicable projects and procedures and education programs which could be implemented.

### **Preservation of Historical, Cultural, and Archaeological Resources**

**Goal 7.** Protect historical and culturally significant resources which contribute to community identity and a sense of history.

**Objectives:**

- 7.1 Encourage the preservation of valuable historical structures and consider the development of a historical and cultural resources ordinance for this purpose.
- 7.2 Develop model development guidelines to identify and preserve significant archaeological sites.

### **Implementation of the Open Space and Conservation Element**

The primary tools with which the region should undertake to implement the Open Space and Conservation Element of the plan include:

- a checklist of open space and conservation resources to be used to evaluate proposed development, and to assure continued protection of such resources
- model provisions for open space zoning, large lot zoning, and special overlay zones
- an open space acquisition fund for the purpose of preserving lands that are located on, or within areas of significant ridge lines or groundwater recharge areas, including the implementation of state guidelines for well head protection
- implementation of state guidelines for building restrictions surrounding the well water resources of the community

## **ECONOMIC DEVELOPMENT AND COMMUNITY REVITALIZATION ELEMENT**

### **Business and Economic Development Activity Diversification**

**Goal 1.** Achieve a balanced mix of agriculture, manufacturing, commercial, retail, cultural, entertainment, and service uses that result in a diversified, stable, and environmentally sound regional economic base.

#### **Objectives:**

- 1.1 Seek to expand the economic base through local and regional economic development agencies.
- 1.2 Determine a desirable business diversification profile for the region.
- 1.3 Develop standards to allow for multiple economic activities in harmony with the characteristics of the region.
- 1.4 Assist in the development and promotion of amusement, entertainment, filming, and the arts as a theme for the region to create a positive identity and enhance tourist and business opportunities to bring revenues to the region.
- 1.5 Work together with local educational institutions, employers, real estate developers, and others to anticipate changes occurring in employment demands in the community, and together with these groups, promote job training, skill enhancement, and educational excellence.
- 1.6 Assess periodically those social, economic, political and other forces which are affecting the community's competitive position in the region and, where possible, develop policies and programs in response to those forces to enhance the community's competitive position.
- 1.7 Encourage development of historical areas.

### **Growth Guidance**

**Goal 2.** Ensure adequate infrastructure and economic base support. Communities should seek to stimulate simultaneous development of businesses and housing occurring within its boundaries and within the region.

#### **Objectives:**

- 2.1 Monitor on an on-going basis the extent and location of development and changes occurring within the planning area.
- 2.2 Routinely define and promote the region's expectations for balanced development of housing, retail, agriculture, office, industrial, and other nonresidential land uses in concert with community marketing efforts.
- 2.3 Assess employment to housing ratios from time to time, in order to move the region toward defined goals.
- 2.4 Encourage interlocal agreements, or other cooperative efforts with the various incorporated cities and towns, regarding allocations of approvals of development of the community's periphery and in the planning area.

- 2.5 Work with the agencies within the region to promote uniform standards of development and impact fees.
- 2.6 Assist in planning for the need to balance community environmental and permit processes with the objectives of economic development.
- 2.7 Encourage local jurisdictions to develop a public financing plan for the general plan which balances funding from all sources to meet the community's goals and policies. Include federal, state and local funds, grants, fees, exactions, and special financing techniques.
- 2.8 To evaluate each jurisdiction regarding the maximum use of funding sources, federal, state and local sources which reduce dependency upon fees and exactions.
- 2.9 Encourage clean, non-polluting industries and businesses to develop in the community.

### **Economic Development Organization**

**Goal 3.** Consider the establishment of public/private bodies that will facilitate the implementation of the economic development policies of the Consolidated Plan.

#### **Objectives:**

- 3.1 Assist existing entities such as:
  - Five County Economic Development Council
  - Redevelopment Agencies
  - Visitor and convention bureaus
  - Other public/private partnerships
- 3.2 Explore the possibility of a small business incubator program and other programs to enhance small businesses.

### **Provision and Financing of Infrastructure**

**Goal 4.** Ensure the creation of an adequate base of services that foster quality economic development.

#### **Objectives:**

- 4.1 Actively solicit increased funding and local priorities agreements with UDOT to provide on-going freeway facility expansion and maintenance.
- 4.2 Work in support of local school districts to determine additional methods of providing local capital for school district facilities development, rehabilitation, and maintenance.
- 4.3 Establish priorities for long-term debt financing and the repayment of infrastructure debt.
- 4.4 Identify and establish enterprise funding methods for public infrastructure in order to provide self-sufficient service operations, maintenance costs, and debt retirement.

- 4.5 Consider the creation of various financing mechanisms which provide sustained support for economic development ventures, such as:
  - Redevelopment tax increment
  - Business improvement districts for business promotion
  - Benefit assessment districts
  - Sales tax increment districts.
- 4.6 Consider financial impacts in connection with the provision and ongoing maintenance of public services and infrastructure.
- 4.7 Develop a fiscal impact model to assist the local jurisdictions to evaluate the revenues and costs associated with provision of public services, infrastructure, and maintenance.
- 4.8 Encourage other municipalities and jurisdictions within the planning area to have the same level of impact and user fees and services as the community.

### **Fiscal Balance**

**Goal 5.** Maintain the region's present and future fiscal balance.

#### **Objectives:**

- 5.1 Encourage local jurisdictions to seek a mixture of land uses, and the progressive and concurrent development of such uses, so that service costs are provided through available financing mechanisms.
- 5.2 Help local jurisdictions in the evaluation and adoption of development impact fees schedules.

### **Regional Marketing**

**Goal 6.** Market and promote the region's available resources as necessary to encourage further expansion of its economic base.

#### **Objectives:**

- 6.1 Foster the continued use of the comprehensive overall economic development strategy process.
- 6.2 Cooperate with area chambers of commerce and other revenue source agencies to develop and enhance the economic base of the community.
- 6.3 Foster enterprise stimulation by providing current community statistics and brochures to prospective businesses.
- 6.4 Be proactive in stimulating and attracting new business to locate within the community.
- 6.5 Develop and implement a comprehensive marketing plan which strongly focuses on regional issues.

## **Revitalization**

**Goal 7.** Promote revitalization for the region's long-term economic stability.

**Objectives:**

- 7.1 Determine specifically which areas of the region require further revitalization or initiation of new revitalization or redevelopment efforts.
- 7.2 Encourage landowners to redevelop properties in a manner which is beneficial to the community.

## **Identify Revitalization Needs Areas Comprehensively**

**Goal 8.** Identify programs, plans and mechanisms necessary to assist local jurisdictions to implement redevelopment/revitalization programs.

**Objectives:**

- 8.1 Describe the scale, type, and "units of improvement" necessary in each potential revitalization need area.
- 8.2 Assist communities with the adoption of a plan for each revitalization program and project area.
- 8.3 Set obvious frameworks for carrying out revitalization and redevelopment implementation and evaluation.

## **Long Range Financial Planning**

**Goal 9.** Prepare a long-range financial plan which would contain both an operating and capital plan and be updated on a regular basis.

**Objectives:**

- 9.1 Continue to utilize the Investment Strategy as described in the Consolidated Plan.
- 9.2 Formally adopt an annual long-range investment strategy.

## **Implementation of the Economic Development and Community Revitalization Element**

The primary tools with which the region should undertake to implement the economic development and community revitalization element of the plan include:

- economic development committee/council coordination
- a comprehensive marketing plan for the region
- specific plans for individual counties
- redevelopment and revitalization standards
- industrial development bond financing standards

## **PUBLIC SERVICES, FACILITIES, AND UTILITIES ELEMENT**

### **Adequacy of Public Services, Facilities and Utilities**

**Goal 1.** Work with public and private utilities and other service providers to ensure adequate and safe infrastructure and public services for region residents, including upgrading and expansion of deficient systems.

#### **Objectives:**

- 1.1 Establish and maintain a record of the capacity, utilization, and availability of Enhanced 911 emergency phone service, utilities, and facilities serving the region.
- 1.2 Using such records as described in Policy 1.1, design and implement a development monitoring system (DMS) to evaluate the individual and cumulative impact of existing and proposed development on the service capacity of public services, facilities, and utilities, and use results from the DMS to mitigate impacts and/or facilitate improvements and development requirements.
- 1.3 Encourage local jurisdictions to require that new developments demonstrate how public services and utilities will be available at the time of occupancy or will be provided within a reasonable period of time as part of an adopted improvement plan.
- 1.4 Encourage each jurisdiction to prepare, monitor and update a comprehensive capital improvements plan involving all service providers. Use this plan to identify all planned and proposed capital improvements, including new facilities and expansion of existing facilities and undergrounding of utilities.
- 1.5 Encourage jurisdictions to work with water purveyors to ensure provision of an adequate supply of water of high quality to all households and businesses within the community.
- 1.6 Promote water conservation and reclamation in order to reduce water consumption in existing and future developments.
- 1.7 Ensure that the region is provided with adequate solid waste collection, including the installation and maintenance of public waste receptacles on streets, in parks, and in other public places.
- 1.8 Assist local jurisdictions in the development of drainage master plans sensitive to environmental and aesthetic concerns.
- 1.9 Work with responsible agencies to ensure:
  - the provision of a sufficient supply of water at a reasonable rate
  - regular maintenance, updating, and improvement of catch basins, water, sewer, and storm drain/flood channel systems
  - the provision of sufficient gas and electric services
  - the provision of sufficient and continued telecommunication service
  - a quality educational system
  - the protection of ground and surface water quality
  - establish source protection zones (wellhead protection zones)

- 1.10 Develop a system by which all significant issues regarding community services and activities can be clearly and efficiently presented.
- 1.11 Encourage each community to evaluate the existing and future library system in the planning area and ensure that sufficient facility and book volume per person ratios and other special services are met by permanent structures or bookmobiles that are accessible to the greatest number of people.
- 1.12 Maintain law enforcement and fire protection personnel and service standards to ensure that all residents, businesses, and visitors to the community are protected.
- 1.13 Support public safety education programs and neighborhood organizations to prevent crime and fire hazards.
- 1.14 Support the school districts in promoting a high standard of education in local school systems.
- 1.15 Work and cooperate with school districts, developers, and the community to ensure appropriate means to facilitate the development of school facilities to accommodate growth and ensure that the school districts can meet future needs.
- 1.16 Enhance the level and quality of community services and facilities, and improve availability throughout the community.
- 1.17 Analyze the need for and, if appropriate, encourage the location of new waste water treatment facilities within the planning area.
- 1.18 Maximize services and costs through shared use sites for compatible public services and facilities, when practical and appropriate, such as combined siting for parks, schools, libraries, and fire stations.

### **Groundwater Resources**

**Goal 2.** Protect the groundwater resources of the region and adjacent drainage areas in a manner which will provide for future use of these resources for domestic and agricultural uses.

#### **Objectives:**

- 2.1 Maintain data and information regarding surface water and groundwater resources for domestic and agricultural uses.
- 2.2 Maintain data and information on all surface and groundwater users within the community and adjacent counties that may affect local surface water and/or groundwater supplies to monitor withdrawal and conservation of resources.
- 2.3 Maintain data and information on any commercial and/or agricultural uses that do not use approved sewer and/or sanitation systems to dispose on-site of waste water or permit surface water runoff that may degrade local or regional surface and/or groundwater resources.
- 2.4 Acquire and maintain the most current information available regarding the status of local surface water and groundwater resources.

- 2.5 Acquire and maintain the most current information available regarding commercial and agricultural land uses that do not dispose on-site of waste waters in permitted sewer and/or sanitation systems.
- 2.6 Encourage each responsible jurisdiction to prohibit any use that cannot safeguard surface water and/or groundwater resources and that does not utilize approved on-site or off-site waste water disposal systems.
- 2.7 To ensure that the plans and policies of local government and other “affected entities” are compatible and in conformance the community’s general plan in regards to water resource protection:
  - 1) The community, county and other “affected entities” shall create an interlocal agreement (including a map) designating the source protection zones for all affected entities within the community and the surrounding area -- especially those areas which have been identified within the community’s master policy declaration as future annexation areas.
  - 2) When the negotiations are completed, and the source protection zones have been mapped and agreed to by all parties, the proposed interlocal water resource protection plan will be subject to the general plan amendment process of all participants. This shall include all statutory notice and public hearing requirements and any other matters as indicated in the general plan.

**Allocation of Service, Facility and Utility Costs**

**Goal 3.** Allocate the cost of public services, facilities, and utilities on a fair and equitable basis based on service demand generated and benefits derived from services/improvements.

**Objectives:**

- 3.1 Make use of specific plans and development agreements that specify the nature, timing, cost, and financing mechanisms to be used to fund improvements and services. The process for review shall be adopted as part of the community’s development code.
- 3.2 Utilize, where appropriate, public financing mechanisms, such as special assessment districts, and community facilities districts, to fund improvement and service costs.
- 3.3 Support funding of infrastructure improvements that are consistent with a community’s general plan and financing
- 3.4 Aggressively pursue, state and federal funding for community infrastructure improvement.

**Compatibility of Land Use and Infrastructure Services**

**Goal 4.** Ensure that all public infrastructure improvements are compatible with surrounding and nearby development.

## **Safety of Public Services, Utilities and Facilities**

**Goal 5.** Ensure that all public services, utility systems, and facilities are designed and maintained as stated in the goals and policies section of the public safety element to provide acceptable levels of safety and security.

### **Objectives:**

- 5.1 Promote the safe use of toxic materials and their safe disposal as outlined in the goals and policies section of the public safety element.
- 5.2 Promote the establishment of collection centers or programs to recycle and safely dispose of toxic/hazardous waste substances.
- 5.3 Promote public education for recycling, conservation, and safety programs for the residents and businesses of the planning area in:
  - earthquake safety with respect to public utilities and facilities.
  - safe disposal of toxic waste
  - recycling of oil and grease
  - landscape chemical
  - litter, and anti-graffiti
  - pesticides
  - fire safety
  - other disasters
- 5.4 Support laws and requirements to monitor, prevent, and correct, as appropriate, contamination of soil, air and water.
- 5.5 Develop programs to reduce the use and disposal of toxic/hazardous materials.
- 5.6 As applicable, establish a sanitary sewer system hookup program for all densities and intensities of land use.

### **Implementation of the Public Services, Facilities and Utilities Element**

The primary tools with which each local jurisdiction should undertake to implement the public services, facilities, and utilities elements of the plan include:

- development of a growth management monitoring system and ordinances
- development of an impact fee ordinance
- public improvement design standards
- recycling and conservation programs
- community facility financing programs
- capital improvement program
- community monitoring guidelines for toxic/hazardous waste disposal transport and storage
- development of interlocal planning agreements between the community, other municipalities and the county

## **PARKS AND RECREATION ELEMENT**

**Goal 1.** Foster the development and maintenance of parks with quality recreational facilities disbursed throughout the area.

### **Objectives:**

- 1.1 Encourage programs for a variety of passive, educational, and active recreational opportunities for all area residents.
- 1.2 Assist local jurisdictions in establishing a master plan of parks and recreation facilities.
- 1.3 Promote open space to provide linkages to parks within and outside the region.

### **Park Standards**

**Goal 2.** Establish standards and implementation measures to guide future park land development throughout the areas as provided in this element.

### **Objectives:**

- 2.1 Assist local jurisdictions in developing standards for park acquisition concerning the location, size, service radius, configuration, slope evaluation, access, and infrastructure as part of the parks and recreation element.
- 2.2 Locate and identify potential new park sites using a park overlay designation. Place an emphasis on requiring and developing park sites in underserved areas of the region.
- 2.3 Explore alternative funding sources for the acquisition and development of new parks and recreation/open space districts.

### **Park Improvement and Maintenance**

**Goal 3.** Encourage the improvement, rehabilitation and maintenance of existing parks and recreational facilities.

### **Objectives:**

- 3.1 Aid in the acquisition of funds to improve existing athletic fields with lights and equipment.
- 3.2 Assist communities to establish a park funding program to ensure that the funds are available to improve and maintain dedicated park land or acquired park acreage.
- 3.3 Encourage local jurisdictions to provide low-maintenance, vandal-resistant parks, recreational facilities and equipment.
- 3.4 Promote the establishment of citizen volunteer programs for park maintenance.
- 3.5 Pursue mechanisms, such as joint powers agreements, by which the county, cities and school districts can establish standards for the improvement and maintenance of parks in a manner consistent with the planning area.

## **Parks Acquisition**

**Goal 4.** Encourage local jurisdictions to pursue acquisition of future park land.

### **Objectives:**

- 4.1 Encourage the use of developer fees and land dedication incentive programs.
- 4.2 Encourage the use of existing public easements for parks and trails development, subject to safety limitations.
- 4.3 Develop design standards for private parks and evaluate the role of private parks.

## **Recreational Use of Rivers, Streams and Other Natural Features**

**Goal 5.** Utilize natural features within the region as central recreational corridors and identify other significant natural features to be designated as open spaces, parks and recreational opportunities.

### **Objectives:**

- 5.1 Encourage multiple uses of public easements and public lands, such as the flood inundation areas within the planning area for recreational purposes.
- 5.2 Encourage development of a linear greenway system.

## **Development of Parks and Recreational Design Criteria which Encourages Public Safety and Sensitivity to Impacts on Existing and Future Neighborhoods**

**Goal 6.** Assist communities in developing design criteria for park areas which consider park access, safety, appropriate signage, parking requirements, and the preservation of natural features.

### **Objectives:**

- 6.1 Help design new recreational areas to minimize the visual, noise, and traffic impacts on residential districts.
- 6.2 Provide consistent park development standards for both private and public areas.

## **Development of Community Centers**

**Goal 7.** Develop community centers which provide multiple-use opportunities for the residents of the planning area.

### **Objectives:**

- 7.1 Develop standards for and promote the development of community centers in each municipality.
- 7.2 Develop mechanisms to provide and support community cultural areas facilities and programs.
- 7.3 Promote joint property agreements for use and development of joint school park sites and facilities.

## **Provision of Recreational Opportunities for all Age Groups and Economic Backgrounds**

**Goal 8.** Develop a system of parks and recreational facilities and programs which provide recreational opportunities for all segments of the region.

### **Objectives:**

- 8.1 Promote the tree planting program and establish other nature and environmental programs.
- 8.2 Promote a diverse year-round entertainment program, including concerts, performing arts, and other programs.
- 8.3 Promote the development of organize youth sports activities.

## **Private Developers and Public Agencies Cooperation**

**Goal 9.** Promote public/private cooperation in developing park improvements, recreational services, and facilities.

### **Objectives:**

- 9.1 Promote the expansion of joint-use agreements with the school district to provide recreational programs and facilities in existing and future residential neighborhoods.
- 9.2 Encourage private joint-use agreements for facilities provided by non-profit agencies.
- 9.3 Encourage and promote cooperation between agencies to facilitate the multiple use of public rights-of-way consistent with the general plan and public safety.
- 9.4 Promote cooperation between federal, state, and local agencies to coordinate regional park planning.
- 9.5 Encourage the development of private commercial recreational facilities such as batting cages, miniature golf, driving ranges, aquatic facilities, skate course, food service concessions, and other commercial activities.
- 9.6 Encourage developers to improve and/or construct parks and recreational facilities in lieu of paying fees as partial fulfillment to park and recreational requirements.

## **Implementation of the Parks and Recreation Element**

- a model park land dedication ordinance
- a model gift or public trust park and recreation ordinance
- provision for on-site recreational opportunities in residential, as well as commercial and industrial categories
- park bonds and state grants and funds
- establishment of landscape maintenance districts
- establish a volunteer maintenance corps

## **COMMUNITY DESIGN ELEMENT**

### **Protection of Neighborhood Identity**

**Goal 1.** Protect and preserve the scale and character of existing neighborhoods while providing for new development which is consistent with the goals and policies of the applicable general plan.

#### **Objectives:**

- 1.1 Maintain or enhance the character of existing neighborhoods through compatible architecture and landscape design.
- 1.2 Promote development standards which consider all design elements, including building size, height, mass, and architectural design, in the design review process so that new development does not conflict with the character of the neighborhoods.

### **Design Concepts and Quality for the Community**

**Goal 2.** Encourage design excellence in the development of all public and private projects in the region.

#### **Objectives:**

- 2.1 Identify important design and aesthetic attributes that contribute to the unique character of communities in the region.
- 2.2 Encourage land use policies which provide for residential uses in proximity to business/commercial centers in a manner which promotes the neighborhood/village/town center planning concept.
- 2.3 Promote opportunities for greater pedestrian orientation and lifestyles.
- 2.4 Encourage key gateway design themes to the community's overall community image.

### **Treatment of Commercial Districts**

**Goal 3.** Promote design excellence in the development of business/commercial centers.

#### **Objectives:**

- 3.1 Develop model standards to improve the appearance and function of business and commercial centers within the region through architectural form, landscaping, parking and signal schemes.
- 3.2 Promote the development of commercial business and retail community centers through appropriate architectural form which encourages a unified theme and strong sense of place.

## **Historic Buildings and Features**

**Goal 4.** Continue to preserve and maintain special historical features and landmarks as focal points in the planning area.

### **Objectives:**

- 4.1 Identify historical areas and structures of local significance to region.
- 4.2 Encourage the adoption of community regulations which permit non-conforming uses, as appropriate, for buildings of historical and/or architectural significance.
- 4.3 Encourage the use of historic lighting styles in historical districts to create a special sense of place.
- 4.4 Encourage the development and preservation of areas of historic significance.

## **Natural Resources Preservation**

**Goal 5.** Preserve and integrate the prominent and distinctive natural features of the region as open space for the use and visual enjoyment of all region residents and visitors.

### **Objectives:**

- 5.1 Promote the retention of designated major land forms, such as ridge lines, natural drainage ways, watershed areas, canyons, valleys, and significant vegetation, especially where these features contribute to the overall community identity.
- 5.2 Develop model guidelines for any development located in view corridors or near prominent/unique land forms.
- 5.3 Encourage community policies which incorporate attractive natural amenities, such as rock outcroppings, vegetation, streams, and drainage areas, into the development of future projects to protect the environment and provide landscape opportunities, visual interest, scale and/or recreational opportunities.

## **Open Space Areas/Park Design**

**Goal 6.** Protect and enhance open space areas that provide visual and aesthetic character and identity to the region.

### **Objectives:**

- 6.1 Promote the concept of a network of neighborhood parks and open space areas: where possible integrate neighborhood parks with jogging and hiking trails, historic trails, and bicycle paths wherever possible.
- 6.2 Promote the preservation and enhancement of open space and recreational uses tied to natural drainage courses and historic corridors.
- 6.3 Promote visual and physical buffers, where appropriate, by use of easements, roadways, trails, ridge lines, and other features, to delineate various neighborhoods in the region.

## **Circulation System Design**

**Goal 7.** Develop a safe and efficient circulation system.

### **Objectives:**

- 7.1 Develop model design principles for major roadway types which are consistent with roadway function and which address roadway improvements, landscaping, aesthetics, roadway, signage, lighting, and pedestrian enhancements.
- 7.2 Encourage and enhance identifiable entryways for each community, individual residential neighborhoods, and unique or principal business/commercial districts of region.
- 7.3 Encourage the protection of view windows along major scenic highway and road corridors.
- 7.4 Roadways in hillside areas should be developed in accordance with special standards to ensure roadway design consistent with topography and sensitivity to local relief.
- 7.5 Encourage the design and development of multi-use trails and pedestrian ways as an alternative transportation mode.

## **Signage and Billboards**

**Goal 8.** Ensure that signage throughout the community is visually attractive and minimizes distraction.

### **Objectives:**

- 8.1 Develop a model comprehensive sign ordinance which calls for the elimination of non-conforming signs.
- 8.2 Work with appropriate state, federal, and county agencies to prohibit additional billboards along freeway frontages and designated scenic highways and encourage the eventual elimination of existing billboards.
- 8.3 Encourage distinctive signage which identifies principal entries to the community, unique districts, neighborhoods and public buildings and parks.

## **Landscape Architecture**

**Goal 9.** Promote superior landscape design which emphasizes aesthetics, function, and water conservation.

### **Objectives:**

- 9.1 Encourage major landscape themes to provide visual relief in the more urbanized areas.
- 9.2 Develop landscape themes to accentuate the major public gateways to the neighborhoods.
- 9.3 Develop landscape and tree planting guidelines which promote low maintenance, drought-tolerant vegetation into landscape themes throughout the region.

## **Architecture**

**Goal 10.** Achieve architectural themes and form which promote human scale and provide a comfortable human interaction with buildings.

### **Objectives:**

- 10.1 Provide design flexibility for rural design and architectural concepts in order to avoid architectural monotony and lack of design innovation.
- 10.2 Encourage the use of materials that complement adjacent buildings and their surroundings.
- 10.3 Encourage design solutions that consider physical scale of the area and adjacent buildings.
- 10.4 Examine potential opportunities for community theme elements within individual residential areas, neighborhood centers, recreation centers, landscaped street mediums, and other community facilities.

## **Infrastructure**

**Goal 11.** Achieve a coordinated and efficient infrastructure system which is visually unobtrusive while designed to meet the current and future needs of the region.

### **Objectives:**

- 11.1 Encourage placement of backbone distribution power lines and other mechanical equipment underground, where feasible, to maximize safety and minimize visual distraction.
- 11.2 Promote the adoption of community policies which would require that new electrical, telephone, cable television, mechanical equipment and other distribution lines be placed underground.
- 11.3 Promote community policies which ensure that utilities and connections which are located above ground do not interfere with or adversely impact access, visibility, appearance, or the character of the structures near which they are located.
- 11.4 Develop coordinated planning programs to ensure the efficient placement and consolidation of utility facilities within new development.
- 11.5 Incorporate landscaping, undergrounding, berms, and other techniques and design measures to integrate public facilities, such as water tanks and major water transmission lines, where visible, into the community design.

## **Implementation of the Community Design Element**

The primary tools with which local governments should undertake to implement the community design element of the plan include:

- model community design guidelines
- model standards for hillside development and ridge line preservation
- architectural review process
- specific site plan and plat review standards
- special standards districts
- street median and parkway landscaping programs
- multipurpose trails plan

## **HUMAN RESOURCES ELEMENT**

### **Cultural Opportunities**

**Goal 1.** Encourage the development of a wide range of community and cultural activities throughout the region.

**Objectives:**

- 1.1 Encourage the establishment of community-based organizations and community gathering areas which promote a variety of cultural activities in the planning area.
- 1.2 Encourage and support where practical community-wide cultural programs for all ages such as:
  - cultural education programs
  - art programs and classes in schools
- 1.3 Encourage the use of community arts in public places, such as schools and libraries.

### **Education**

**Goal 2.** Encourage quality educational and training opportunities and services for the people throughout the region.

**Objectives:**

- 2.1 Support the efforts of local school districts and higher education institutions.

### **Gangs**

**Goal 3.** Prevent the formation, migration and proliferation of gangs to the community.

**Objectives:**

- 3.1 In conjunction with the county sheriff's departments, school districts, social service agencies and communities, prepare and implement a gang prevention plan.
- 3.2 Encourage and promote substance abuse prevention and education programs at the schools through coordination with community related agencies.
- 3.3 Expand the existing drug education and gang education programs to include an element on graffiti prevention.

### **Community Maintenance**

**Goal 4.** Stimulate pride in the appearance of the region and improve the quality of life.

**Objectives:**

- 4.1 Continue to support the upgrading of neighborhoods through rehabilitation programs.
- 4.2 Promote neighborhood cooperation to clean up areas through neighborhood meetings and contact from the community leaders.

## **Implementation of the Human Resources Element**

The primary tools with which the local governments should undertake to implement the human resources element of the plan include:

- city/county cooperation
- community development block grants
- public/private partnerships
- cultural programs
- relate to human needs assessment --CSBG process

## **NOISE ELEMENT**

### **Noise Level Control Standards**

**Goal 1.** Protect the health and welfare of the residents in the region by the elimination, mitigation, and prevention of significant existing and future noise levels.

#### **Objectives:**

- 1.1 Implement the noise level standard requirements established by the U.S. Department of Housing and Urban Development for acceptable decibel levels for all new development in the region.

### **Implementation of the Noise Element**

The primary tool with which the local governments should undertake to implement the noise element of the plan include:

- model noise level standards.

## **COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**

The comprehensive economic development strategy was prepared by the AOG staff, in conjunction with the Economic Development Advisory Council and Steering Committee, through a planning grant from the economic development administration. The purpose of this strategy is to promote a coordinated regional approach to accomplish desired economic development objectives.

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

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

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

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

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

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

### **Economic Snapshot**

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

#### **Beaver County**

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

is a slim 2.6 percent (June 2006). On the industry level, it was job feast or famine. Industries generating notable numbers of new positions included construction, transportation, and the public sector. Wholesale/retail trade, healthcare/social services and leisure/hospitality services suffered a job-losing first-quarter record.

### **Garfield County**

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

### **Iron County**

Iron County continued its trend of robust job growth in 2006. The most current figures (March 2006) show Iron County with a 5-percent increase in jobs. No wonder joblessness has slipped to just 2.5 percent (two full points below the national average) in June 2005. Construction generated the largest share of new jobs followed by other major job-producers—manufacturing, retail trade, finance, and healthcare. However, some industries actually contracted, including professional/business services, leisure/hospitality services and federal government.

### **Kane County**

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

### **Washington County**

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

## **OPPORTUNITIES AND OBSTACLES**

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

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

**FIVE COUNTY ECONOMIC DEVELOPMENT DISTRICT  
ECONOMIC DEVELOPMENT ASSETS AND LIABILITIES**

**Assets**

1. Wage Rates
2. Water and Sewer Costs
3. Real Estate Tax Costs
4. Good Interstate Access
5. Proximity to Air Service
6. Proximity to Support Services
7. Good Express & Parcel Delivery Services
8. Recreational Opportunities

**Liabilities**

1. Market Orientation
2. Clerical Labor Supply
3. Lack of Adequate Rail Service
4. Fire Protection Rating
5. Telecommunication Capabilities
6. Cultural Opportunities for Executives
7. Affordable Workforce Housing

**CORRECTABLE AND UNCORRECTABLE BARRIERS  
TO ECONOMIC DEVELOPMENT**

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

## VISION & GOALS

### Vision Statement

The Five County region of Southwestern Utah exhibits many positive economic factors, including high labor skills, competent labor climate, Interstate-15 access, excellent natural recreational opportunities, low unemployment rate, moderate real estate tax costs, and proximity of support services, housing availability in certain areas and low site costs. 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 EDA regulations and policies. The reorganized group met in August 2006 to review and re-direct regional economic development efforts. The following major objectives were approved:

- Provide regionally-focused services that complement county and community economic development programs. Specific services include:
  - Revolving Loan Fund marketing and administration across the region, rather than establishing other county or community-scale loan programs.
  - Preparation of project-level Environmental Assessments within the capacity of available staff resources.
  - Delivery of technical planning assistance regarding workforce housing design and construction.
  - Development and delivery of up-to-date land use planning training modules.
  - Author planning and feasibility studies for projects that transcend county or community boundaries as directed by the Steering Committee. Examples include scenic byway corridor management plans, regional hazard mitigation plans, and the regional Consolidated Plan.

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

## **Past Goals and Policies Still in Effect**

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

## COORDINATION WITH STATE ECONOMIC DEVELOPMENT

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

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

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

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

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

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

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

### **Business and Technology Parks**

The Business and 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 technologies 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 health, 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 educational programs that empower Utah companies to successfully recruit key talent essential to their growth, expansion and profitability.

## **REGION-WIDE COORDINATION**

### **Formation and Role of the Comprehensive Economic Development Strategy Committee**

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

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

### **Important Partnerships**

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

**Local Economic Development Professionals** have been employed by Beaver, Garfield, Iron and Washington counties. The EDD staff works closely with these professionals in their marketing and other activities. A number of communities have engaged in local Main Street projects. Some have employed Main Street Coordinators, who also act as economic development agents at the local level. The EDD staff provides technical assistance, primarily in grant writing and project financing. Another area of regional assistance has been focused on tourism promotion. The Association of Governments contracted with the Scenic Byway 12 Steering Committee to prepare a Scenic Byway 12 Corridor Management Plan in preparation for application to designate the Garfield County highway as a National All American Road. That designation (Utah's first All American Road) was awarded in June 2002. The staff has also authored a Corridor Management Plan for Scenic Byway 143 and will assist in submitting an application for federal designation in 2008.

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

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

A primary source of both financial and technical support of regional economic development efforts is the **Utah Department of Community and Economic Development**. The Housing and 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-local economic development assistance programs such as the Industrial Assistance Fund and state Enterprise Zones.

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

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

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

## **Region-wide Strategies**

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

- Economic development projects and actions will be market based.
- Economic development strategies will be proactive in nature and scope.
- Regional staff will champion county and municipal economic development programs that look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.
- Private capital investment will be maximized.
- The probability of success will be determined and documented with the following contributions:
  - Local, state, and private matching funds will be integral pieces of economic development projects.
  - A high degree of commitment of local political "capital" by elected officials.
  - Commitment of human resources talent to project outcomes.

- Economic development projects will create an environment where higher paying, lucrative jobs are created.
- Economic development projects will maximize Return on Taxpayer Investment.

## **Beaver County Strategies**

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

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

### **Objective #1. Business Retention & Expansion.**

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

### **Objective #2. Agriculture.**

- 2.1** Develop recruitment strategies for dairies to use Beaver County alfalfa.
  - A. Recruit at trade fairs.
  - B. Advertise with dairy-specific information and secure a grant from the state or county or other.
  - C. Establish a hosting committee.
  - D. Identify and promote best locations for dairies (include water, zoning, utilities, access, etc.).
- 2.2** Establish a container port for exports to other counties.
  - A. Identify best open rail spur for port.
  - B. Research export regulations.
  - C. Establish working relationships with brokers and port authorities.
  - D. Develop a port authority business plan to be used to secure funding.

- 2.3** Market alfalfa in value-added packages to new markets east and west.
  - A. Do market and technology research for alternative uses for alfalfa.
  - B. Identify from research the best opportunity for success.
  - C. Encourage development from private sector.
  - D. Develop a partnership with the marketing arm of the Department of Agriculture
- 2.4** Streamline ag-related permitting and zoning process.
  - A. Support legislative action to encourage and streamline regulatory requirements for agriculture and to transfer the Department of Environmental Quality (DEQ) ag-permitting function to the Department of Agriculture.
  - B. Utilize ag protection districts for farmers.
- 2.5** Diversify ag products and support services for crops and animals.
  - A. Recruit a veterinarian.
  - B. Study the service and support needs of ag industries in Beaver County; recruit or expand the identified support industries.
  - C. Work with the Utah State University on alternative crops and livestock; educate local farmers and ranchers regarding alternative crops and livestock.

**Objective #3. Infrastructure.**

- 3.1** Promote an aggressive street maintenance and improvement program.
  - A. County Commission will appoint a transportation committee.
  - B. Develop a capital improvements program and acquire grant money.
- 3.2** Encourage adequate utilities for all county residents.
  - A. Lobby for fiber optic service to all our communities.
- 3.3** Support and expand current emergency programs as growth warrants.
  - A. Maintain current level of service.
  - B. Adopt and implement new technology.
- 3.4** Develop and implement a county-wide disaster plan.
  - A. Review and update regularly.
  - B. Educate residents by a general mailing.
- 3.5** Encourage an up-to-date master plan for community development in every community in Beaver County.
  - A. Provide input when requested.
  - B. Cooperate with individual cities and the county in solving problems.

**Objective #4. Tourism and Recreation.**

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

## **Objective #5. Housing.**

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

## **Objective #6. Natural Resources.**

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

## **Objective #7. Professional Services.**

- 7.1** Complete a survey of local needs in the medical, educational, trades, legal and other professional services required by our community.
  - A. Implement an active recruitment program based on findings.
  - B. Establish work force training programs to meet anticipated needs. (Area technical center)
- 7.2** Develop a continuing process to estimate the enrollment for public educational programs and timing to implement programs and facilities for incoming and new students.
  - A. Determine funding sources.
- 7.3** Diversify continuing education.
  - A. Full implementation of educational network.
  - B. Access new mineral lease regulation bill funding through Community Impact Board.
  - C. Increase extension services role.
- 7.4** Research the feasibility of establishing innovative daycare programs to expand potential labor force and provide additional employment opportunities.
- 7.5** Survey to find underemployed professionals.

## **Garfield County Strategies**

### **Objective #1. Retain Traditional Industries.**

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

### **Objective #2. Education.**

- 2.1** Establish a relationship with Southern Utah University and with them, work to establish and identify community education opportunities and needs.
- 2.2** Establish a for-credit course for students and adults working in hospitality/tourist related industries.
- 2.3** Establish an education foundation.

- 2.4 Establish an outreach program with one or more colleges and universities.
- 2.5 Work with Southern Utah University and the Utah Arts Council to establish a performing artists series.
- 2.6 Publish a calendar of events and a one page "Rail Road Schedule" brochure to advertise the performing artists series events and other entertainment, educational, and informational events.
- 2.7 Publish a booklet to include job description, revenue streams, and an event support checklist to be used by the Garfield Arts Council in hosting special events.

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

- 3.1 Encourage the establishment of a Garfield County Historical Preservation Society.
- 3.2 Establish a museum in each of the communities.
- 3.3 Establish a county arts council.
- 3.4 Identify "Quality of Life Issues" and sustain quality of life through the "Target Industry" effort, and through initiating infrastructure efforts.
- 3.5 Secure mail list and mail quality of life survey to Garfield residents. Arrange for statistical analysis and publish results in June 1993 GIDI Newsletter.

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

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

**Objective #5. Attract New Industry.**

- 5.1 Ticket brochure "Ticket to Fun" to be placed in all motel rooms and with all restaurants.
- 5.2 Coupon on all place mats to be used in Garfield County restaurants.
- 5.3 Article and coupon to be included in the tourism newspaper.
- 5.4 Ten second spot on the low range/wattage radio.

- 5.5 Economic development insert in the Five County brochure.
- 5.6 Complete the video and the relocation package to be mailed to all business inquiries.
- 5.7 Develop the telemarketing and site plan for Garfield County Economic Development.
- 5.8 Initiate and educate the business assistance team.
- 5.9 Publish the competitive analysis and start working against weaknesses and defects.
- 5.10 Develop the plan to host and convince visiting industry to relocate.
- 5.11 Mock site visit.
- 5.12 Evaluate success.

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

- 6.1 Develop a strategy and policy to establish and sustain an office of economic development for Garfield County.
- 6.2 Initiate the fund raising campaign to establish the office of economic development.
- 6.3 Conduct the search and hire the Director of Economic Development.
- 6.4 Train and effect the transition for the Director of Economic Development for Garfield County.
- 6.5 Establish offices, hire support staff, begin providing support services.

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

- 7.1 Fund and build a rodeo facility for Garfield County.
- 7.2 Work with Bryce Canyon National Park to establish a shuttle bus system.
- 7.3 Institute a series of cultural events, summer and winter, to enrich the quality of life, to promote off season events, and to create entertainment opportunities for the prime tourist season.
- 7.4 Research Utah Humanities Council, Utah Arts Council, ISTE grant opportunities to establish museums and art galleries in each community.
- 7.5 Research other federal land opportunities to see if other projects or grants are available.

- 7.6** Disseminate and display plan for economic development through artistic events, exhibits, etc. via newsletters, and an appropriate display of news articles, newsletters, news releases, etc. in each community.

**Objective #8. Establish an Economic Development Network.**

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

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

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

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

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

**Iron County Strategies**

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

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

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

**Goal #1:** Establish recruitment strategies; identify criteria (wages, property and equipment investment and environmental impacts) and execute an action plan.

**Goal #2:** Develop a system of identifying and recruiting prospective businesses.

**Goal #3:** Create a systematic incentive program for recruitment and retention of businesses paying 150 percent of Iron County median wage and basic benefits.

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

**Goal #1:** Complete a S.W.O.T. analysis of local workforce, encourage additional training, exit interviews and improvements in work environment for retention of good employees.

**Goal #2:** Provide businesses with information on specific use areas to enhance decision-making or relocation or expansion plans.

**Goal #3:** Collaborate with SUU and the SBDC to create a business incubator system that will provide educational and entrepreneurial opportunities for students, faculty, businesses and investors.

**Objective D. Accumulate essential market research information.**

**Goal #1:** Identify credible sources of information and update economic marketing materials including website, PDF File reports, PowerPoint presentations and fact sheets.

**Goal #2:** Conduct retail marketing studies every three years, or as needed.

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

**Objective E. Provide comprehensive marketing information to increase tourism.**

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

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

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

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

- Goal #1:** Promote the Port 15 Utah industrial park project to potential businesses from the manufacturing, warehousing and high tech sectors.
- Goal #2:** Encourage further development of industrial parks at the Cedar City Airport, Antelope Valley and Parowan.
- Goal #3:** Enhance commercial and private enplanements, as well as other business use of land available at the Cedar City Regional Airport.
- Goal #4:** Assist in marketing of proposed community projects including recreational and tourism facilities such as Brian Head Alpine Creek expansion, Community Recreation-Aquatics Center, Cedar Mountain Ball Field Complex, Utah Shakespearean Festival Center for Performing Arts, and Cedar Breaks Visitor Center.

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

- Goal #1:** Maintain the signage and landscaping at I-15 interchanges.
- Goal #2:** Encourage adherence to industrial park CC&Rs and high quality construction.

**Kane County Strategies**

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

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

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

**Actions:**

- Participate in pro-consumer education programs.
- Assist in providing quality cultural and entertainment programs.
- Encourage local banks to develop outreach programs for local businesses.
- Promote destination tourism.
- Improve customer relations in county departments and services.
- Participate in a county clearinghouse for business services.
- Recognize the tie between affordable and quality housing and business growth.
- Develop a “value-added” campaign which helps local businesses gain additional value from their existing products.
- Explore the feasibility of air shuttle services.
- Encourage the establishment of rental car services.

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

**Actions:**

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

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

**Actions:**

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

**4. Enhance Educational Opportunities.**

**Actions:**

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

**5. Strengthen Effective Communications.**

**Actions:**

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

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

## **Washington County Strategies**

### **1. Retain and Expand Businesses.**

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

### **2. Business Attraction.**

- 2.1** Conduct with 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 event.
- 2.3** Identify value-added industry sectors and businesses for proactive recruitment activities.
- 2.4** Provide timely and pertinent information and facilitate productive site tours for value-added companies.
- 2.5** Facilitate incentives for targeted value-added companies.

### **3. Develop Industrial and Business Sites.**

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

### **4. Transportation and Essential Services**

- 4.1** Regularly present information to elected officials on the status of key infrastructure services and their impact on economic development within the county.

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

## **5. Increase Technical and Advanced Education Services.**

- 5.1 Dixie State College of Utah continues to provide the educational services required by the community.
- 5.2 Technical training to identified industries is provided through specialized classes.
- 5.3 Convince Board of Regents of continued need for additional baccalaureate degrees to be offered b7 Dixie State College of Utah.
- 5.4 Expand offerings of concurrent enrollment through a partnership between Dixie State College of Utah and the Washington County School District.
- 5.5 Involve, align and coordinate technical programs with Dixie State College of Utah, Washington County School District, and DXACT.

## **6. Improve quality of public and community education.**

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

## **7. Increase Economic Development Capability**

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

## **8. Communicate and Promote the Strategic Plan.**

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

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

**Paiute Indian Tribe of Utah Strategies**

- Tribal strategies for economic development such as the following will be considered as the drafting of the strategic plan gets underway:
- Development of a water system project at the north Kanarrville Interchange on I-15 for homes and commercial development.
- Renovate and rehabilitate the old Tribal Administration building into a community multipurpose facility for the benefit of the Cedar City Band community and Tribe.
- Development of properties along the I-15 corridor near Cove Fort and the north Kanarrville Interchange.
- Develop a feasibility study and business plan for a Tribal wire bending business on the Cedar Reservation.
- Develop new contracts and sewing orders so the Tribe can reopen the sewing plant in Cedar City.

## **IMPLEMENTATION, EVALUATION AND MONITORING**

### **Introduction**

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

These evaluations and reports are reflected in the following instruments:

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

### **EDA Planning Grant Reports**

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

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

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

### **CDBG Planning Grant Monitoring**

Much of the work accomplished by the EDD staff in regard 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. Consolidate 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 for 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.

## HOUSING

The regional housing plan was created to document the housing needs of the five county region. Specifically it presents a long-range vision statement, addresses affordable housing issues for low-income populations by assessing their housing needs, identifies barriers for obtaining affordable housing, documents the physical condition of housing stock in the district and designs strategies to realize the vision.

### METHODOLOGY

The following resources were instrumental in the housing plan development:

#### **Local Governments and Public Participation**

As part of the development of the Housing Element of the Consolidated Plan, emphasis was placed on obtaining input at the local levels of government. The focus of this element is to identify where the housing stock, primarily that generally available to those of low to moderate income, is at risk due to physical deterioration. Association staff assessed the condition of the region's housing stock, which was compiled, analyzed, tabulated, and presented in this chapter.

### REGIONAL HOUSING VISION STATEMENT

The regional long-range vision of the Five County Association of Governments regarding affordable housing is described as follows:

*“We envision the Five County Region fortified with vital and healthy communities, which provide residents with quality housing that is safe and affordable, located in aesthetically pleasing neighborhoods which provide sanctuary and stability.”*

#### **What is Affordable Housing?**

Utah State Code states: “Affordable housing” means housing occupied or reserved for occupancy by households with a gross household income equal to or less than 80% of the median gross income of the applicable municipal or county statistical area for households of the same size.

### INCOME GUIDELINES

The U.S. Dept. of Housing and Urban Development (HUD) has established income guidelines per family size to determine low and moderate incomes. Based on a county's median income and size of household, “low” income limits are established at 80 percent of median income and “very low” limits at 50 percent. HUD income guidelines are used to qualify participants for low-income housing programs, i.e. HOME, and Community Development Block Grant programs, and other State and Federally funded programs.

FY2009 HUD income guidelines for the five counties are as follows:

**Table H-1  
HUD Income Guidelines 2009  
Beaver County- Number of Persons Per Household**

% of area median income	1	2	3	4	5	6	7	8
80% (moderate income)	\$29,000	\$33,150	\$37,300	\$41,450	\$44,750	\$48,100	\$51,400	\$54,700
50% (low income)	\$18,150	\$20,700	\$23,300	\$25,900	\$27,950	\$30,050	\$32,100	\$34,200
30% (very low income)	\$10,900	\$12,450	\$14,000	\$15,550	\$16,800	\$18,050	\$19,300	\$20,550

**Table H-2  
HUD Income Guidelines 2009  
Garfield County- Number of Persons Per Household**

% of area median income	1	2	3	4	5	6	7	8
80% (moderate income)	\$29,000	\$33,150	\$37,300	\$41,450	\$44,750	\$48,100	\$51,400	\$54,700
50% (low income)	\$18,150	\$20,700	\$23,300	\$25,900	\$27,950	\$30,050	\$32,100	\$34,200
30% (very low income)	\$10,900	\$12,450	\$14,000	\$15,550	\$16,800	\$18,050	\$19,300	\$20,550

**Table H-3  
HUD Income Guidelines 2009  
Iron County- Number of Persons Per Household**

% of area median income	1	2	3	4	5	6	7	8
80% (moderate income)	\$29,000	\$33,150	\$37,300	\$41,450	\$44,750	\$48,100	\$51,400	\$54,700
50% (low income)	\$18,150	\$20,700	\$23,300	\$25,900	\$27,950	\$30,050	\$32,100	\$34,200
30% (very low income)	\$10,900	\$12,450	\$14,000	\$15,550	\$16,800	\$18,050	\$19,300	\$20,550

**Table H-4  
HUD Income Guidelines 2009  
Kane County- Number of Persons Per Household**

% of area median income	1	2	3	4	5	6	7	8
80% (moderate income)	\$29,000	\$33,150	\$37,300	\$41,450	\$44,750	\$48,100	\$51,400	\$54,700
50% (low income)	\$18,150	\$20,700	\$23,300	\$25,900	\$27,950	\$30,050	\$32,100	\$34,200
30% (very low income)	\$10,900	\$12,450	\$14,000	\$15,550	\$16,800	\$18,050	\$19,300	\$20,550

**Table H-5  
HUD Income Guidelines 2009  
Washington County- Number of Persons Per Household**

% of area median income	1	2	3	4	5	6	7	8
80% (moderate income)	\$30,150	\$34,450	\$38,750	\$43,050	\$46,500	\$49,950	\$53,400	\$56,850
50% (low income)	\$18,850	\$21,500	\$24,200	\$26,900	\$29,050	\$31,200	\$33,350	\$35,500
30% (very low income)	\$11,300	\$12,900	\$14,550	\$16,150	\$17,450	\$18,750	\$20,050	\$21,300

## **FAIR MARKET RENTS**

HUD establishes area fair market rental rates. Local government officials consider fair market rental rates when planning for affordable housing in their jurisdictions. They can also be a valuable tool when comparing actual housing market prices and rental rates to what is established as affordable housing costs for low-income residents. With this information a jurisdiction can plan accordingly and encourage housing developments that will increase their affordable housing stock when it is deficient. As fair market rental rates are updated annually by HUD, they are included in the Five County AOG Consolidated Plan, 1 Year Action Plan.

## **AFFIRMATIVELY FURTHERING FAIR HOUSING PLAN**

The Affirmatively Furthering Fair Housing Plan is a synopsis of the region's characteristics that relate to fair housing. This section provides insight into the potential obstacles and needs for the Five County district concerning fair housing.

## Demographics

According to the 2000 U.S. Census, the five southwestern counties comprising the Five County Association of Governments district, had a total population of 140,922. The district population grew to 209,281 in 2008 according to Utah Population Estimates Committee. The total population is projected to grow to 299,478 in the year 2015; 371,946 in the year 2020; and 533,664 in the year 2030. According to the Governor's Office of Planning and Budget, Washington County is projected to experience high average annual rates between 2000 and 2030, with the high concentrations of growth occurring in Hurricane, Ivins, Toquerville, and Washington City, although each jurisdiction in the county is projected to have relatively high average annual growth rates. Kane County is projected to have the second highest average annual growth rate.

The two most populous counties, Washington and Iron, have the largest estimates of minority/ethnic populations. The Hispanic or Latino (of any race) population of Washington County was at 4,727 or 5.2 percent. Iron County had a fairly significant American Indian and Alaskan Native population of 737 (2.2 percent of the total population), due in a large part to the Cedar Band of Paiutes and the Indian Peaks Band of Paiutes. The Hispanic or Latino (of any race) population of Iron County was 1,383 or 4.1 percent of the total population. Beaver County had a Hispanic or Latino (of any race) population of 333, or 5.6 percent of the total population. See Table 6 and 7 for more detailed information on race and ethnicity in the Five County region.

**Table H-6  
Race and Ethnicity in the Five County Region 2000**

	Beaver	Garfield	Iron	Kane	Washington	Region
White	5,599	4,496	31,416	5,804	84,543	131,858
Hispanic or Latino (of any race)	333	136	1,383	140	4,727	6,719
American Indian or Alaskan Native	54	87	737	94	1,328	2,300
Asian	37	19	251	13	405	725
Native Hawaiian or Other Pacific Islander	5	2	92	3	384	486
Black or African American	16	8	119	2	186	331
Some other race	188	53	600	45	2,020	2,906
Two or more races	106	70	564	85	1,488	2,313

**Source: U.S. Census Bureau, Census 2000**

**Table H-7  
Race and Ethnicity in the Five County Region 2000 by Percentage**

	<b>Beaver</b>	<b>Garfield</b>	<b>Iron</b>	<b>Kane</b>	<b>Washington</b>	<b>Region</b>
White	93.2%	94.9%	93.0%	96.0%	93.6%	94.1%
Hispanic or Latino (of any race)	5.6%	2.9%	4.1%	2.3%	5.2%	4.0%
American Indian or Alaskan Native	0.9%	1.8%	2.2%	1.6%	1.5%	1.6%
Asian	0.6%	0.4%	0.7%	0.2%	0.5%	0.5%
Black or African American	0.3%	0.2%	0.4%	0.03%	0.2%	0.2%
Native Hawaiian or Other Pacific Islander	0.08%	0.04%	0.3%	0.05%	0.4%	0.2%
Some other race	3.1%	1.1%	1.8%	0.7%	2.2%	1.8%
Two or more races	1.8%	1.5%	1.7%	1.4%	1.7%	1.6%

**Source: U.S. Census Bureau, Census 2000**

According to the 2000 U. S. Census, Washington County has the largest number of persons with a disability, with 13,688 persons five years of age and older reporting a disability. The county with the largest percentage of its population reporting having a disability was Beaver County with 16.1 percent of its total population. Iron County had the smallest percentage of its total population with 4,123 persons aged five and older (12.2 per cent) of its total population reported on the Census as having a disability. The other three counties ranged between 15.1 and 16.1 percent of their respective county's total population having a disability. Regionally there were 20,361 persons age five and older reporting a disability. This amounted to 14.4 percent of the total residents in the five counties in 2000. In the specific age group of those persons 65 and older with a disability, Iron County had the smallest percentage at 3.2 percent, much lower than the other four counties which ranged between 5.4 and 6.8 percent of their respective county's total population. Regionally there were 7,591 persons age sixty-five and older reporting a disability. This amounted to 5.4 percent of the total residents in the five counties in 2000. Please see the tables at the end of this section for a complete picture of the numbers and percentages of persons with a disability in southwestern Utah.

According to the 2000 U.S. Census, the percentage of female householders, with no husband present, was highest in Iron County, with 8.5 percent of the total county population in that category. The other four counties ranged between 6.0 and 8.0 percent. For female householders, with no husband present, and with their own children under 18 years old living in the household, the highest percentage was also in Iron County, with 5.4 percent of the total county population in that category. The other four counties ranged between 5.2 and 3.8 percent. Regionally, 7.9 percent of the total district's households was female headed households, with no husband present. For female householders, with no husband present, and with their own children under 18 years old living in the household, the regional percentage was 5.1 percent of the district's population. Please see the Table 8 for a complete picture of the numbers and percentages of female headed households in southwestern Utah.

**Table H-8  
Female Single Head of Household Five County Region 2000**

	<b>Beaver</b>	<b>Garfield</b>	<b>Iron</b>	<b>Kane</b>	<b>Washington</b>	<b>Region</b>
Number of Female Headed Households, with no husband present	138	107	901	134	2,386	3,666
Female Headed Households, with no husband present as a Percentage of Total Households	7.0%	6.8%	8.5%	6.0%	8.0%	7.9%
Number of Female Headed Households, with no husband present, with their own children under 18 years old living in the household	94	67	574	85	1,546	2,366
Female Headed Households, with no husband present, with their own children under 18 years old living in the household as a Percentage of Total Households	4.7%	4.3%	5.4%	3.8%	5.2%	5.1%
Total Number of Households in the Jurisdiction	1,982	1,576	10,627	2,237	29,939	46,361

**Source: U.S. Census Bureau, Census 2000**

### **Employment**

The Governor's Office of Planning & Budget *2009 Economic Summary* reports that Utah's economy contracted during 2009. Employment, which increased slightly during 2008, declined 4.9% in 2009. Further, the unemployment rate almost doubled, from 3.4% in 2008 to 6.5% in 2009. The housing collapse combined with business caution about building new plants, resulted in construction employment declining 22.6%, after of decline of 12.5% in 2008. Utah's economy is expected to gradually strengthen during 2010. Employment is forecast to decline 1.8% for the year as a whole. Construction employment is forecast to decline 13.6%. Housing permits are forecast to remain near historic lows throughout 2010. Strengthening consumer confidence, the end of the housing downturn, increasing credit, and higher stock prices will support the economy during 2010.

According to the Utah Department of Workforce Services, Washington County's October 2009 unemployment rate of 8.6% was the highest in the District. This being said, it is still lower than the National unemployment rate of 10.2%. Beaver and Kane Counties were the lowest in the region at 5.9% which is lower than the State unemployment rate of 6.5%.

Beaver County's economy has changed dramatically over the past decade. Agribusiness has certainly become a major source of employment. Beaver County's economy seemed to turn the economic corner in 2004 with lower unemployment and higher job growth. Garfield County depends more on tourism and recreation for employment than any other county in the state. With Bryce Canyon, Lake Powell, state parks, and scenic beauties, the county attracts many visitors each year. Garfield County exhibits one of the highest unemployment rates in the state due to the seasonal nature of the tourist economy.

Iron County is well known for its Tony-winning Utah Shakespearean Festival, the Utah Summer Games, Southern Utah University, and a distinct manufacturing sector. Manufacturing plays a stronger-than average role in this non-urban county. However, trade and services provide the most employment. In 2005, Iron County has experienced very rapid economic expansion. With Lake Powell and the Grand Staircase Escalante National Monument partially within its border, Kane County relies heavily on tourism. However, a home-grown manufacturing company and an animal rescue firm bring many jobs and a unique flavor to Kane County's labor market. In Utah, the words "Washington County" have become almost synonymous with growth. Rapid population growth and a booming economy have created cries of "labor shortage" in recent years. With growth in all sectors, it may seem difficult to find problems in the Washington County economy. However, recent spikes in home prices have placed pressure on an already tight labor market.

### **Housing Stock Condition**

During the fall of 2009, the physical condition of housing stock in the HUD non-entitlement portion of southwestern Utah was surveyed by the staff of the Five County Association of Governments to determine the percentage of residential units (homes, duplexes and apartments) in dilapidated or deteriorated condition. The HUD non-entitlement area of southwestern Utah is every portion or the district with the exception of the physical area of St. George, which was determined to be an entitlement city by HUD at the beginning of 2004.

The results of the survey indicate that there are a number of homes in this region that need either demolition and replacement (dilapidated homes) or substantial rehabilitation and reconstruction (deteriorated homes) to bring them into a condition suitable for continued habitation. When viewed at from a regional perspective, the actual numbers and percentages of the whole appear insignificantly small. When one zooms in to the local level of many of our smallest rural communities, even a small number of dilapidated and deteriorated homes may, while still a small number, constitute a significantly troubling percentage of the housing stock in that community.

Each jurisdiction in the non-entitlement area was invited to participate in the survey process in determining the location and condition of homes likely to be considered needing substantial renovations and/or complete replacement due to conditions of deterioration present. Each participating community had a representative complete and provide the Association with a list of addresses of likely structures to be investigated in greater detail by staff. In many cases the community representative was the Mayor, City Manager or Clerk. In other cases other individuals were assigned by the Mayor or City Manager to complete the task.

Among the conditions deemed as necessary for a home to be considered severely deteriorated, are such deficiencies as:

1. The roof surface needs much repair or complete replacement, having many rolled, damaged or missing shingles. The underlying structure, however, appears relatively solid, i.e. no bowed trusses;
2. Exterior siding is either falling off or missing in large areas; bricks are cracked or peeling away from the wall. The underlying wall structure appears to be unaffected significantly;

3. Windows/window frames, doors, foundations, and or chimneys may appear damaged, but repairable;
4. Taken as a whole, there is an obviously visible need for much repair and rehabilitation to many of the home's non-structural systems;
5. There may appear to be only minor structural damage that should be repairable.

Severely deteriorated homes are those that are beyond acceptable limits and which need repair. Severely deteriorated homes need numerous minor repairs and/or several significant major repairs. A severely deteriorated home is one needing multiple major repairs to many of its core features, including exterior siding, foundation, roof, doors, windows, etc. The dwelling unit appears to be in need of these repairs very soon or it will likely become dilapidated (uninhabitable) in the near future. Restoration costs will be very significant but are not likely to be more than half the cost of constructing a new replacement dwelling unit.

The deficiencies necessary for a home to be determined as being dilapidated, include the following:

1. There appear to be significant structural problems that are so obviously severe that the home should likely be torn down and replaced.;
2. The home is, or likely should be, considered uninhabitable, but may still be inhabited by a family;
3. There are many obvious signs of severe structural distress, such as walls breaking down, or a non-existent or crumbling foundation;
4. The building structure appears weak, with signs of failure of roof trusses, window frames, concrete breakage and cracking, etc.

Dilapidated dwelling units are those that are well beyond the point considered as severely deteriorated. These are units that are likely beyond even significant rehabilitation efforts. The cost of rehabilitation of a dilapidated unit into a viable residence, even if it were feasible, may reach an amount almost equal to simply replacing the unit with new construction.

The Community and Economic Development Division staff of the Five County Association of Governments performed a detailed windshield survey taken from the public street to verify that the purported condition warrants the inclusion of that home in the tables for that community. In some cases it was determined that a home thought by the community representative to be severely deteriorated was instead in need of receiving moderate repairs rather than substantial repairs. In other cases a home thought to need substantial repairs (severely deteriorated) was actually dilapidated due to identifying greater decline and/or damage than the representative had identified.

Based on information gathered concerning the condition of existing housing stock, some communities and unincorporated areas in the region need rehabilitation of portions of their housing stock, while the housing stock in some of our communities is almost, or is, completely in fair to excellent condition. The financial capability of homeowners to

maintain, repair and rehabilitate their homes is primarily based upon available household income. The likelihood of that household income continuing in order to fund such endeavors, which in many cases is with funds borrowed through home improvement loans, plays into the decisions a homeowner must make in determining priorities on making home repairs and improvements.

The FCAOG housing condition survey has determined that of the 37,704 primary residences in the non-entitlement area of southwestern Utah, 37,161 or 98.56 percent are in moderate, fair or excellent condition. The largest problem area of primary residences in this area is with mobile homes that were constructed prior to HUD standards taking effect (pre-1976). Approximately 325 mobile homes are in deteriorated or dilapidated condition, accounting for 0.86 percent of the total primary homes in the district. The next largest group, single family homes in deteriorated and dilapidated condition, account for 0.56 percent of the total housing stock in the district. According to the survey, only 0.01% of the total housing stock in the non-entitlement area are comprised of apartment units in deteriorated and dilapidated condition.

Of the single family homes that are considered as not being dilapidated or deteriorated, but needing minor or perhaps moderate repairs, by far the greatest need is in repair or replacement of roofs and roofing materials such as asphalt or wood shingles. Also included with the need to re-shingle roofs is the need for repairing and/or replacing edge flashing as well as the eaves and soffit needing repairs. In surveying homes that have reached the level of severely deteriorated or dilapidated, it is usually quite obvious that one of the first elements of that home to have deteriorated was the roof. Because roofs are truly an “umbrella” protecting so many other structural elements of a home, it should also be obvious that to arrest decline in homes, not yet to the point of severely deteriorated, considerable focus be placed upon maintaining and repairing the roof.

Exterior assessment does not address faulty electrical, plumbing, or sanitary facilities. These issues are reported through the Home Rehabilitation, Emergency Home Repair and Weatherization intake process. conditions, based upon the results of the housing condition survey.

<b>Table H-9 Five County Association of Governments Regional Totals (non-entitlement area)</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Region (non-entitlement area)	37,704	100.00%
Single Family Homes in Dilapidated Condition	121	0.32%
Mobile Homes in Dilapidated Condition	125	0.33%
Apartment Units in Dilapidated Condition	3	0.05%
Single Family Homes in Deteriorated Condition	91	0.24%
Mobile Homes in Deteriorated Condition	200	0.53%
Apartment Units in Deteriorated Condition	3	0.01%
Homes in Excellent, Fair or Moderate Condition	37,161	98.56%

As was mentioned earlier, when looked at from a district-wide perspective, 98.56 percent of the homes in the region (non-entitlement area) are in excellent, fair or moderate condition, thus only 1.44 percent of homes of any type would be considered as being deteriorated or dilapidated, a seemingly small percentage. Instead of that more “global” perspective, and in order to gain an accurate understanding of localized housing problems, it is necessary to look at each community from a local perspective. Only by viewing the data from that scale can one get a proper view of housing stock problems that currently exist in many of our smallest rural communities, which in some cases are relatively significant. Please refer to the tables at the end of this section for specific numbers and percentages of homes in the various conditions in each individual city and town, the unincorporated area of each county, as well as composite totals for each individual county. While this section deals with the condition of housing stock in the district, the Continuum of Care provides more specific information on special needs housing in the region, such as resources and facilities available for the elderly, disabled, homeless, etc.

### **Increasing Homeownership**

Homeownership is an important goal for many families and individuals. Homeownership is also important for the Five County Region because homeowners help to stabilize neighborhoods and promote the revitalization of communities in decline.

Previous programs such as the Five County Association of Government’s American Dream Down Payment Initiative (ADDI) program has been implemented and proven to be a successful program which was fully utilized in the region. Unfortunately, due to shortfalls in funding this program is currently inactive.

### **Evaluation of Current Fair Housing Legal Status**

Utah’s Fair Housing Act (Utah Code Annotated §57-21-1) prohibits discrimination on the basis of race, religion, color, sex, national origin, familial status, disability or source of income in the rental, purchase and sale of real property. Because the Five County District is made up of mostly rural areas and smaller communities, fair housing has not been an issue in the region. Further, FCAOG staff has not become aware of any formal complaints made in any of the jurisdictions in the district.

### **Analysis of Impediments and Implementation**

The Five County region has just begun to address the problem of fair housing. While staff have been collecting information on general housing, fair housing has not been a problem in the past, and therefore has not been a priority. However, community leaders and planners in the region are beginning to recognize the need for in-depth studies on fair housing in order to identify specific problems. At this time, FCAOG staff is only aware of increasing problems with overcrowding and lack of affordable housing for people in poverty.

**Beaver County Housing Stock Condition Summary:**

<b>Beaver City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	857	100.00%
Single Family Homes in Dilapidated Condition	1	0.11%
Mobile Homes in Dilapidated Condition	19	2.22%
Apartment Units in Dilapidated Condition	3	0.35%
Single Family Homes in Deteriorated Condition	0	0.00%
Mobile Homes in Deteriorated Condition	19	2.22%
Apartments in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	815	95.10%

<b>Milford City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	510	100.00%
Single Family Homes in Dilapidated Condition	2	0.39%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	5	0.98%
Duplexes in Deteriorated Condition	0	0.00%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	503	98.63%

<b>Minersville Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	262	100.0%
Single Family Homes in Dilapidated Condition	4	1.53%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	2	0.76%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	256	97.71%

<b>Unincorporated Beaver County</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	479	100.00%
Single Family Homes in Dilapidated Condition	13	2.71%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	4	0.84%
Mobile Homes in Deteriorated Condition	1	0.21%
Homes in Excellent, Fair or Moderate Condition	461	96.24%

<b>All of Beaver County</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	2,108	100.0%
Single Family Homes in Dilapidated Condition	20	0.95%
Mobile Homes in Dilapidated Condition	19	0.90%
Apartment Units in Dilapidated Condition	3	0.14%
Single Family Homes in Deteriorated Condition	11	0.52%
Duplexes in Deteriorated Condition	0	0.00%
Mobile Homes in Deteriorated Condition	20	0.95%
Homes in Excellent, Fair or Moderate Condition	2,035	96.54%

**Garfield County Housing Stock Condition Summary:**

<b>Antimony Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	53	100.00%
Single Family Homes in Dilapidated Condition	0	0.00%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	0	0.00%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	53	100.00%

<b>Boulder Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	84	100.00%
Single Family Homes in Dilapidated Condition	1	1.19%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	3	3.57%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	80	95.24%

<b>Bryce Canyon City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	No Data Available	No Data Available
Single Family Homes in Dilapidated Condition	↓	↓
Mobile Homes in Dilapidated Condition	↓	↓
Single Family Homes in Deteriorated Condition	↓	↓
Mobile Homes in Deteriorated Condition	↓	↓
Homes in Excellent, Fair or Moderate Condition	↓	↓

<b>Cannonville Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	67	100.00%
Single Family Homes in Dilapidated Condition	1	1.49%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	0	0.00%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	66	98.51%

<b>Escalante Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	345	100.00%
Single Family Homes in Dilapidated Condition	0	0.00%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	2	0.58%
Mobile Homes in Deteriorated Condition	6	1.74%
Homes in Excellent, Fair or Moderate Condition	337	97.68%

<b>Hatch Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	61	100.00%
Single Family Homes in Dilapidated Condition	4	6.56%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	5	8.20%
Mobile Homes in Deteriorated Condition	2	3.28%
Homes in Excellent, Fair or Moderate Condition	50	81.96%

<b>Henrieville Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	74	100.00%
Single Family Homes in Dilapidated Condition	3	4.05%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	1	1.35%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	70	94.60%

<b>Panguitch City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	464	100.00%
Single Family Homes in Dilapidated Condition	9	1.94%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	9	1.94%
Mobile Homes in Deteriorated Condition	2	0.43%
Homes in Excellent, Fair or Moderate Condition	444	95.69%

<b>Tropic Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	189	100.00%
Single Family Homes in Dilapidated Condition	9	4.76%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	1	0.53%
Mobile Homes in Deteriorated Condition	1	0.53%
Homes in Excellent, Fair or Moderate Condition	178	94.18%

<b>Unincorporated Garfield County</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	491	100.00%
Single Family Homes in Dilapidated Condition	0	0.00%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	0	0.00%
Mobile Homes in Deteriorated Condition	1	0.20%
Homes in Excellent, Fair or Moderate Condition	490	99.80%

<b>All of Garfield County</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	1,828	100.00%
Single Family Homes in Dilapidated Condition	27	1.48%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	21	1.15%
Mobile Homes in Deteriorated Condition	12	0.66%
Homes in Excellent, Fair or Moderate Condition	1,768	96.71%

**Iron County Housing Stock Condition Summary:**

<b>Brian Head Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	42	100.00%
Single Family Homes in Dilapidated Condition	0	0.00%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	0	0.00%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	42	100.00%

<b>Cedar City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	6,777	100.00%
Single Family Homes in Dilapidated Condition	6	0.09%
Mobile Homes in Dilapidated Condition	4	0.06%
Single Family Homes in Deteriorated Condition	3	0.04%
Mobile Homes in Deteriorated Condition	66	0.97%
Homes in Excellent, Fair or Moderate Condition	6,698	98.84%

<b>Enoch City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	1,136	100.00%
Single Family Homes in Dilapidated Condition	1	0.09%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	2	0.18%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	1,133	99.73%

<b>Kanarraville Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	135	100.00%
Single Family Homes in Dilapidated Condition	6	4.44%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	2	1.48%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	127	94.08%

<b>Paragonah City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	182	100.00%
Single Family Homes in Dilapidated Condition	3	1.65%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	5	2.75%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	174	95.60%

<b>Parowan City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	1,001	100.00%
Single Family Homes in Dilapidated Condition	5	0.50%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	4	0.40%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	992	99.10%

<b>Unincorporated Iron County</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	2,661	100.00%
Single Family Homes in Dilapidated Condition	14	0.53%
Mobile Homes in Dilapidated Condition	61	2.29%
Single Family Homes in Deteriorated Condition	11	0.41%
Mobile Homes in Deteriorated Condition	36	1.35%
Homes in Excellent, Fair or Moderate Condition	2,539	95.42%

<b>All of Iron County</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	11,934	100.00%
Single Family Homes in Dilapidated Condition	35	0.29%
Mobile Homes in Dilapidated Condition	65	0.54%
Single Family Homes in Deteriorated Condition	27	0.24%
Mobile Homes in Deteriorated Condition	102	0.85%
Homes in Excellent, Fair or Moderate Condition	11,705	98.08%

**Kane County Housing Stock Condition Summary:**

<b>Alton Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	34	100.00%
Single Family Homes in Dilapidated Condition	5	14.70%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	1	2.94%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	28	82.36%

<b>Big Water Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	207	100.00%
Single Family Homes in Dilapidated Condition	2	0.96%
Mobile Homes in Dilapidated Condition	18	8.69%
Single Family Homes in Deteriorated Condition	2	0.96%
Mobile Homes in Deteriorated Condition	17	8.21%
Homes in Excellent, Fair or Moderate Condition	168	81.18%

<b>Glendale Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	126	100.00%
Single Family Homes in Dilapidated Condition	2	1.59%
Mobile Homes in Dilapidated Condition	1	0.79%
Single Family Homes in Deteriorated Condition	1	0.79%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	122	96.38%

<b>Kanab City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	1,608	100.00%
Single Family Homes in Dilapidated Condition	1	0.06%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	4	0.26%
Mobile Homes in Deteriorated Condition	23	1.43%
Homes in Excellent, Fair or Moderate Condition	1,580	98.25%

<b>Orderville Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	210	100.00%
Single Family Homes in Dilapidated Condition	9	4.29%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	9	4.29%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	192	91.42%

<b>Unincorporated Kane County</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	539	100.00%
Single Family Homes in Dilapidated Condition	0	0.00%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	0	0.00%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	539	100.00%

<b>All of Kane County</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	2,724	100.00%
Single Family Homes in Dilapidated Condition	19	0.70%
Mobile Homes in Dilapidated Condition	19	0.70%
Single Family Homes in Deteriorated Condition	17	0.62%
Mobile Homes in Deteriorated Condition	40	1.47%
Homes in Excellent, Fair or Moderate Condition	2,629	96.51%

**Washington County Housing Stock Condition Summary:**

<b>Enterprise City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	505	100.00%
Single Family Homes in Dilapidated Condition	3	0.59%
Mobile Homes in Dilapidated Condition	1	0.20%
Single Family Homes in Deteriorated Condition	1	0.20%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	500	99.01%

<b>Hildale City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	256	100.00%
Single Family Homes in Dilapidated Condition	0	0.00%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	0	0.00%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	256	100.00%

<b>Hurricane City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	3,676	100.00%
Single Family Homes in Dilapidated Condition	2	0.05%
Mobile Homes in Dilapidated Condition	19	0.53%
Single Family Homes in Deteriorated Condition	3	0.08%
Mobile Homes in Deteriorated Condition	20	0.54%
Homes in Excellent, Fair or Moderate Condition	3,632	98.80%

<b>Ivins City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	2,532	100.00%
Single Family Homes in Dilapidated Condition	2	0.08%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	4	0.16%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	2,526	99.76%

<b>LaVerkin City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	1,221	100.00%
Single Family Homes in Dilapidated Condition	2	0.16%
Mobile Homes in Dilapidated Condition	1	0.08%
Single Family Homes in Deteriorated Condition	1	0.08%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	1,217	99.68%

<b>Leeds Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	247	100.00%
Single Family Homes in Dilapidated Condition	2	0.81%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	1	0.40%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	244	98.79%

<b>New Harmony Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	77	100.00%
Single Family Homes in Dilapidated Condition	1	1.30%
Mobile Homes in Dilapidated Condition	1	1.30%
Single Family Homes in Deteriorated Condition	0	0.00%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	75	97.40%

<b>Rockville Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	106	100.00%
Single Family Homes in Dilapidated Condition	0	0.00%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	1	0.94%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	105	99.06%

<b>Santa Clara City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	1,743	100.00%
Single Family Homes in Dilapidated Condition	0	0.00%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	1	0.06%
Mobile Homes in Deteriorated Condition	0	0.00%
Apartment Units in Deteriorated Condition	3	0.17%
Homes in Excellent, Fair or Moderate Condition	1,739	99.77%

<b>Springdale Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	215	100.00%
Single Family Homes in Dilapidated Condition	1	0.47%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	0	0.00%
Mobile Homes in Deteriorated Condition	1	0.47%
Homes in Excellent, Fair or Moderate Condition	213	99.06%

<b>St. George City (a HUD entitlement city - not in Utah Small Cities CDBG Program)</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
Single Family Homes/Duplexes	20,431	100%

<b>Toquerville Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	311	100.00%
Single Family Homes in Dilapidated Condition	0	0.00%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	1	0.32%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	310	99.68%

<b>Virgin Town</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	186	100.00%
Single Family Homes in Dilapidated Condition	1	0.54%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	0	0.00%
Mobile Homes in Deteriorated Condition	5	2.69%
Homes in Excellent, Fair or Moderate Condition	180	96.77%

<b>Washington City</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	5,438	100.00%
Single Family Homes in Dilapidated Condition	2	0.04%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	0	0.00%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	5,436	99.96%

<b>Unincorporated Washington County</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction	2,597	100.00%
Single Family Homes in Dilapidated Condition	4	0.15%
Mobile Homes in Dilapidated Condition	0	0.00%
Single Family Homes in Deteriorated Condition	2	0.08%
Mobile Homes in Deteriorated Condition	0	0.00%
Homes in Excellent, Fair or Moderate Condition	2,591	99.77%

<b>All of Washington County including St. George City, a HUD entitlement city</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in Jurisdiction (HUD non-entitlement area and HUD entitlement city combined)	39,541	100.00%
Single Family Homes in HUD non-entitlement area in Dilapidated Condition	20	0.05%
Mobile Homes in HUD non-entitlement area in Dilapidated Condition	22	0.06%
Single Family Homes in HUD non-entitlement area in Deteriorated Condition	15	0.04%
Mobile Homes in HUD non-entitlement area in Deteriorated Condition	26	0.07%
Apartment Units in HUD non-entitlement area in Deteriorated Condition	3	0.01%
Homes in HUD non-entitlement area of Washington County in Excellent, Fair or Moderate Condition	19,024	48.10%
Homes in St. George, a HUD entitlement city, in <i>any</i> condition (condition of homes in St. George has not been surveyed)	20,431	Homes in St. George, a HUD entitlement city, constitute 51.67% of all Washington County homes

<b>Washington County excluding St. George City, a HUD entitlement city</b>		
	<b>Number of Homes</b>	<b>Percentage of Total Homes</b>
All Homes in HUD non-entitlement areas (Homes in the non-entitlement areas constitute 48.33% of homes in Washington County)	19,110	100.00%
Single Family Homes in Dilapidated Condition	20	0.09%
Mobile Homes in Dilapidated Condition	22	0.12%
Single Family Homes in Deteriorated Condition	15	0.08%
Mobile Homes in Deteriorated Condition	26	0.14%
Apartment Units in Deteriorated Condition	3	0.02%
Homes in Excellent, Fair or Moderate Condition	19,024	99.55%

## **SPECIAL NEEDS POPULATIONS**

Service agencies in the community provide various types of housing assistance, but are severely limited by a lack of resources. Local agencies do direct personal and advisory assistance to special needs populations with the intention of helping them maintain adequate, safe and affordable housing.

### **1. Housing Needs of the Elderly and Frail Elderly**

The 2000 U.S. Census Bureau shows that there were 24,040 persons who were age 60 and over living in the Southwest region. The increase in the number of city residents who are senior citizens can be attributed in part to a localized reflection of the national trend of an aging population.

For those lower-income senior citizens who are living in their own homes, there is a need to assist them with continued independent living services, as well as provide adequate resources and assistance when they must move to alternative housing. Many of the elderly who own their homes are living on fixed incomes, and their housing affordability is affected by increasing property values, maintenance, and utility costs. Several local organizations, provide information and referral programs relating to property tax deferred payment programs and other tax and mortgage foreclosure prevention services. Local programs are available to provide chore services to improve household safety and ease maintenance costs for lower-income seniors living on fixed incomes.

An issue of growing concern which is affecting very low income seniors is the changes in family structure created by seniors raising grandchildren. This places increased pressures on their finances and on their homes which are often both inadequate.

At some point, many elderly citizens become frail and can no longer remain in their own homes because of health problems, the loss of a partner, or for a variety of other reasons. There is increased demand for rental housing among elderly homeowners who are unable to continue to live in their own homes and want to live in either a senior apartment or assisted living. The waiting lists for public housing and Section 8 indicate that there is a continuing need for additional low-income senior rental housing. Waiting lists for units in subsidized apartment complexes can range from six months to eighteen months.

### **2. Housing Needs of Persons With Disabilities**

Many persons with developmental or physical disabilities need to develop independent living skills in order to become economically self-sufficient. Individuals with disabilities also need safe, affordable housing which is barrier-free and is close to public transportation. ARC of Washington County, Turn Community Services, Red Rock Center for Independence, Vocational Rehabilitation, The Disability Law Center, Southwest Center and the Utah State Office of Rehabilitation have developed programs and a support system to meet the needs of persons with disabilities.

Disabled populations now include substance abusers as well as mentally and physically disabled individuals. Persons severely disabled through substance abuse face particular difficulty retaining long term housing. There is a need for service providers to develop cooperative housing and to provide stable supportive housing for this population.

Although nonprofit housing acquisition/rehabilitation projects have included barrier free units to address some of these needs. There is still a need for additional affordable barrier-free housing in the Southwest region. While compliance with the Fair Housing Act and the Barrier Free Design Act has created some units, costs associated with these units, has made many of them too expensive for lower-income persons with disabilities. With a lack of affordable housing options, some adults with disabilities are forced to live in inappropriate situations - either with their family, in inadequate housing, or in nursing homes.

## **ADDRESSING NEEDS OF THE HOMELESS**

Local members of the Homeless Coordinating Committee will direct activities addressing the needs of those who are homeless. That plan stresses the creation of permanent supportive housing and provision of services to assist those who are homeless, so they can reach greater self-sufficiency. The 5-year goal is to place households in permanent supportive housing and increase homeless prevention services. Members will also be supporting the State's "Housing First" approach. The focus is upon getting families very quickly back into housing and linking them with appropriate mainstream services; reducing their homelessness to an absolute minimum.

There are exceptions to this strategy for which an interim type of housing is necessary prior to placement in permanent housing. Families in which the head of household has a chronic and longstanding illness such as alcohol or substance abuse disorder or mental illness may require treatment, with housing for family members, followed by an intermediate level of supportive housing that has appropriate services attached.

Local officials and service providers for the homeless generally agree that an individual or family is homeless if they are housed in local emergency shelters due to mental illness, chemical dependency, personal crisis, unemployment, shortage of affordable housing or diminished public assistance. Many shelter residents are recently released from the criminal justice system and hospitals, including the Veterans Hospital. Homelessness is also defined to include situations where an individual or family is without adequate housing and is forced into living at a temporary shelter, with friends or other family members, in a motel or is at risk of homelessness through pending eviction, mortgage or tax foreclosure.

The southwest region addresses homelessness with a comprehensive community based approach that collaborates with the Continuum of Care system. The fundamental components of this system do not work in isolation from one another. Rather, the holistic approach is a dynamic system in which services are linked through referrals and networking. This linkage helps homeless persons access services more easily and progress toward permanent housing and self-sufficiency. Homeless persons do not necessarily move through the system in a linear fashion.

The Five County Region 10-year Plan to End Homelessness can be accessed at the following link: <http://www.fivecounty.utah.gov/info/consolidatedplan/planupdate/homelessplan.pdf>



# Housing First Approach

## Homeless Centralized Triage Center

**Centralized point of entry** will minimize prolonged and misdirected searches for services, and will allow for uniform intake and assessment, which helps ensure equity of access to services and housing. An **intake team** will provide a brief assessment that determines the time and sequence in which homeless individuals should be seen, the speed of placement and choice of housing destination. These decisions generally are based on a short evaluation of the client and an assessment of critical issues.



ASSESSMENT  
Team

### Homeless Prevention Services

### Permanent Supportive Housing



**Specialized Case Managers** will assist individuals with landlord tenant advocacy.  
**Rent Stabilization Programs** will be offered including an "early warning system" to track pending evictions.  
**Linkage and Referrals** to community resources as well as assistance with filling out documentation.  
**Emergency Rent/Mortgage Assistance** will be offered to assist during times of household crisis.

### Interim Housing

Emergency Shelters  
Domestic Violence Shelters



**Specialized Case Managers** Are on-site and will work with individuals to assist them in sustaining their housing.  
**Support Services Programs** will include access to services such as employment, dental healthcare, substance abuse, legal aid, transportation, childcare, education/training etc...  
**SRO-Units and Family Units** come partially or fully furnished with all utilities included in the rent. Laundry facilities and cable is included. Units will be available in St. George, Cedar City, Hurricane and Beaver.

### Home Ownership



**CROWN**- credit to own lease program.  
**Mutual Self-Help**- families participate in building their own home.  
**Gateway to Home Ownership** -down payment assistance.  
**St. George Program** -down payment/closing cost assistance and rehabilitation funds for home repair.  
**Habitat for Humanity** -families participate in building their own home.

