



**Cedar City • Iron County
Office of Economic Development**

Competitive Analysis and Strategic Recommendation



Table of Contents

Introduction and Methodology.....	3
Area Assets Evaluation (Pages 4-9)	
• Access to Markets	4
• Labor.....	5
• Access to Resources, Local Economic Development	6
• Access to Space & Construction Cost, Access to Capital & Incentives	7
• Quality of Place	8
• Demographic Highlights.....	9
Benchmark City Comparisons (Pages 10-14)	
• Population Growth, Population by Age Group.....	10
• Crime Rate per 100,000 Residents	11
• Education	12
• Major Industry Sector Composition, Avg. Wage per Industry.....	13
• Employment Change by Industry	14
Cedar City • Iron County Cluster Recommendations	15
Local Business Climate Survey	20
Business Expansion and Retention Survey.....	21
Business Resources in Cedar City • Iron County.....	22

INTRODUCTION AND METHODOLOGY

The Cedar City – Iron County Office of Economic Development partnered with Southern Utah University’s Department of Communication to develop an Economic Development report and strategy. The scope of services included analyzing the local economy, conducting an evaluation of area assets, recommending industry targets and providing strategic recommendations suitable for the Cedar City and Iron County Region. The motivation of this report was to develop a strategy for business development and economic growth opportunities.

Students from SUU’s Department of Communication collected data and reports from The US Census Bureau, Utah Department of Workforce Services, American Family Study, Business Resource Center BEAR interviews and HyettPalma Study. In addition, a survey was conducted through Survey Monkey which collected community attitudes relating to the business environment. Members of the Cedar City Area Chamber of Commerce, Rotary Club, Downtown Retail Alliance and SUU faculty were invited to participate in the survey. This gave our team an overview of the local business climate which we used to evaluate key demographic and economic indicators as compared to Salt Lake City, Phoenix, Las Vegas, Reno/Sparks, and Kingman.

Brennan Wood, Director of Economic Development, served as the lead on this project. Danny Stewart, Chelsea Lee and Brittany Barnes provided research, reports and design assistance. Ellen Treanor, Lecturer of Communication, offered oversight while Paul Husselbee, Associate Professor of Communication, analyzed survey results.

Benchmark communities included in this report were determined by the locations’ close proximity to Cedar City. Each community is rail-served and is typically seen as our direct competition from Site Selectors/Consultants, businesses, and as indicated on EDUtah’s Request for Information (RFI’s).



As is relates to this study, we evaluated key demographic and economic indicators for Cedar City as compared to state and national trends, as well as the comparison of Salt Lake City, UT; Las Vegas, NV; Phoenix, AZ; Sparks/Reno, NV; and Kingman, AZ, which were selected as benchmark communities for this study.

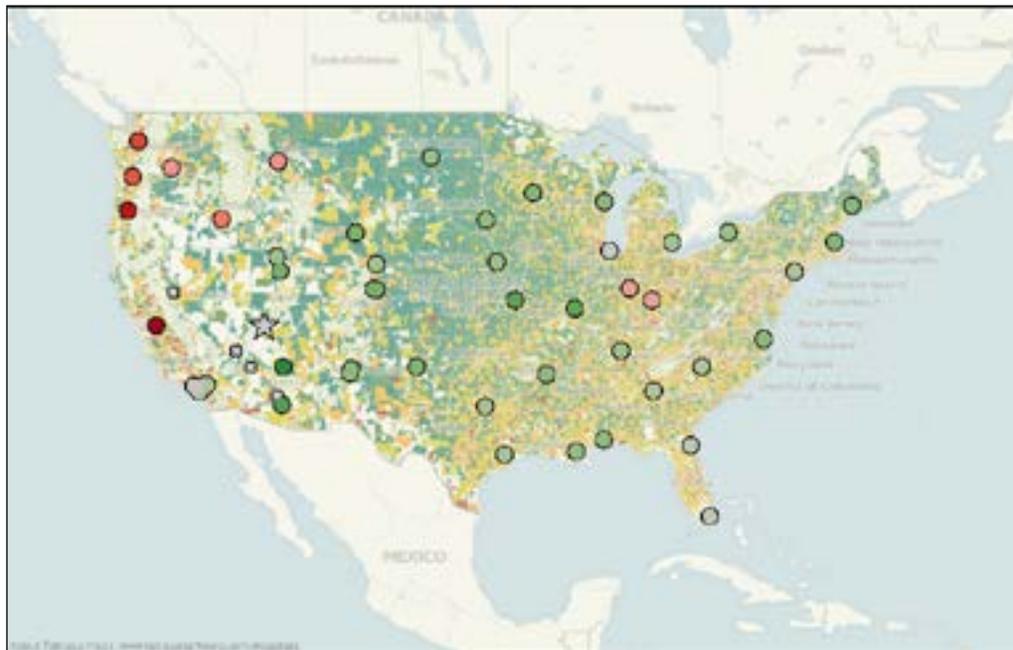
To enable readers a summary overview of the study’s main findings, a set of icons is used. Each finding has an accompanying icon to help with interpretation as follows:

-  An icon with 100% fill indicates that Cedar City is better (more positive) compared to a majority of the benchmark geographies, or points to a positive trend or asset within the city.
-  An icon with a 50% fill indicates the city is neutral, neither positive nor negative. This may represent an observation, or be in the middle of the benchmark geographies.
-  An icon with a 0% fill indicates the city is worse compared to a majority of the benchmark geographies, or points to a negative trend or challenge within the city.

Access to Markets

Cedar City is well positioned geographically for access to regional markets. The area is within a one day drive to much of the Western United States. With direct access to Interstate 15, Cedar City is less than five hundred miles away from the West's largest markets including Los Angeles, Phoenix, Salt Lake City and Las Vegas. A study by Modalgistics reveals that Cedar City is very competitive as compared to benchmark communities for refrigerated, flat bed and dry van shipping. Rail service is provided by Union Pacific which serves 23 states or two-thirds of the United States. The Cedar City Regional Airport serves general aviation and commercial service aircraft and is designed to Airport Reference Code C-III standards. The airport has two intersecting runways; the larger of the runways is 8,653 feet long and 150 feet wide. Instrument approaches include ILS, LOC, GPS, and VOR and is identified as CDC.

Access to Markets	Rating
Centrally located for major regional market	●
Centrally located for national market	●
Well positioned to serve international markets	●
Interstate highways	●
Rail service	●
Within 1 hour of commercial air passenger service	●
General aviation airport capable of handling corporate aircraft	●



Modalgistics was commissioned to provide the Cedar City – Iron County Office of Economic Development with trucking and freight costs as compared to benchmark communities. This report provides clear data that can be easily filtered to respond to a variety of economic development opportunities.

For example, Figure 1 displays the cost difference by color between Cedar City and the Reno/Sparks area for Refrigerated freight. This report has the capability to compare each of the benchmark communities against the three main types of trucking to 50 regions of the United States.



Labor

The size and availability of the labor pool as compared to benchmark communities is negative. The quantity of the labor pool is negative; however the quality of the labor pool is a positive. Cedar City has the highest percent of high school graduates or higher than any benchmark community, and is the second highest percent with a bachelor's degree or higher. Cedar City also has a very young workforce with the highest population of 20 to 29 year olds.

Labor Management relations are an asset with a low union affiliation of employed wage and salary workers.

Training opportunities is a strong asset for Cedar City with training options through Southwest Applied Technology College (SWATC) and Southern Utah University (SUU). SWATC offers a custom fit program that allows area businesses to develop a training curriculum specific to its training needs. Utah's Department of Workforce Services also provides On-the-Job-Training (OJT) resources.

Labor	Rating
Availability of unskilled and semi-skilled workers	●
Availability of skilled industrial workers	●
Availability of skilled clerical workers	●
Availability of technicians and scientists	●
Availability of managerial personnel	●
Cost of Labor	●
Availability of post secondary vocational training	●
Availability of on-the-job training assistance	●
Within 1/2 hour of university/college	●
Availability of engineering program	●



Access to Resources	Rating
Availability of intermediate manufactured goods, supplies, and processes	
Availability of business and professional services	
Cost of electricity for industrial use	
Availability of high quality electric service	
Cost of Natural Gas	
Cost of water/sewer	
Availability of water	

Access to Resources

Cedar City has a strong history of supporting the mining and manufacturing industries. Currently 7.5% of the workforce is engaged in manufacturing. Cost of utilities (electricity, gas and water/sewer) is competitive among benchmark communities.

Cedar City and community resources support the manufacturing industry including Southern Utah Manufactures Association (SUMA), Utah Manufactures Association (UMA) and Manufacturing Extension Partnership of Utah (MEP).

Availability of business and professional resources is excellent in a community of this size. Cedar City is home to Southern Utah University (SUU) and Southwest Applied Technology College (SWATC). Cedar City also provides support through the Small Business Development Center, Cedar City Area Chamber of Commerce, SCORE, the Utah Science Technology and Research initiative (USTAR), and Southwest Utah Renewable Energy Center (SUTREC).

Local Economic Development Program

The Cedar City – Iron County Office of Economic Development has a staff of 2 dedicated to improve the standard of living and maximize employment opportunities to area residents. Staff is involved with both public and private sectors to maintain a dynamic and robust business climate. Involvement in the community include SUU’s Utah Cluster Acceleration Partnership (UCAP) Economic Gardening program, the Small Business Development Center, Downtown Retailers Alliance, Cedar City Area Chamber of Commerce and Southwest Applied Technology College Board of Directors.

Economic Development Program	Rating
Adequate level of professional staff	
Involvement of both public and private sectors	
Level of leadership support of economic development program	
Level of cooperation between various organizations involved in economic development activity	
Level of awareness of community regarding economic development	
Level of funding for local economic development program	



Access to Space & Construction Cost:

The availability of industrial space in Cedar City is significantly less than benchmarks communities. On average, Cedar City only has about 4% of the available square feet as compared to target markets. The lease rates in Cedar City are encouraging and are slightly less than comparable communities at an average of \$.32/SF NNN per month. Construction costs in Cedar City are the lowest among benchmark communities with a RS Means construction estimator score of 84.7.

Access to Space & Construction Cost	Rating
Availability of fully served and shovel-ready industrial sites	
Availability of existing industrial space	
Availability of fully served and attractive office sites	
Reasonably priced sites	
Construction cost	

Access to Capital	Rating
Availability of tax-increment financing for new industrial facilities	
Time required to offer tax-increment incentives	
Availability of low interest loans for small business	
Availability of venture capital from local sources for business startups	

Access to Capital and Incentives:

Cedar City offers tax increment financing, similar to tax abatement or tax reduction programs of benchmark communities. The time required for incentive approval is lengthy and requires numerous meetings. There are few options for low interest loans and venture capital/angel networks for funding small business programs and entrepreneurs.



Quality of Place

Cedar City ranks high in many quality of place categories. Cost of Living in Cedar City is favorable with the lowest cost of living index compared to benchmark communities. Cedar City offers Business infrastructure, amenities and educational opportunities that compete very well with much larger markets.

Business Expansion and Retention (BEAR) surveys conducted by the Small Business Development Center indicated that a vast majority of respondents ranked the city's efforts with code enforcement, building inspection, permitting, zoning, road network conditions and economic development as good to excellent.

Cedar City is a four season destination with access to recreational activities and home to dozens of festivals, races and events for residents of all ages.

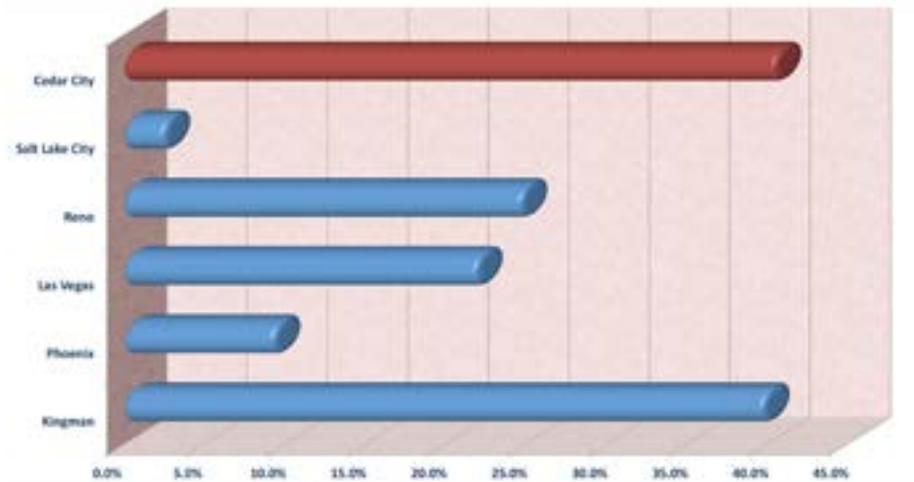
Quality of Place	Rating
Cost of housing	
Level of crime	
Level of cultural activity	
Availability of recreational opportunities	
Presence of major sporting events	
Level of air pollution	
Quality of the climate	
Availability of major shopping facilities	
Availability of adequate medical facilities	
Availability of first class-hotels, motels, and resorts	
Quality of local restaurants	
Appearance of Central Business District	
Cost of Living	
Availability of adequate infrastructure for industrial use	
Availability of tax incentives	
Quality of local elementary and secondary education	
Quality of post-secondary education	
State Corporate income taxes	
Local property taxes	



Demographic Highlights

- Population increase of 40.6 percent or 8,330 more residents over the last decade, the rate of population growth is well above the nation, state and benchmark communities.
- At 24.8, Cedar City has the youngest median age compared to benchmark communities.
- Relative to the benchmarks, the proportion and number of persons in age groups associated with an active workforce is healthy and of comparable size.
- Cedar City's violent and property crime rates are significantly lower than the state and nation. The crime index among benchmark communities is the lowest, with an index of 204.6.
- Compared to the benchmark communities, Cedar City residents (25 years and older) have a much higher educational attainment. 92.7% are high school graduates and 33.7% have a bachelor's degree or higher. Only Salt Lake City has a higher percent of residents with a bachelor's degree.
- Utah SAT scores are above Arizona, Nevada and the US Mean.
- The percent of the population (18 years and over) enrolled in a College or Graduate School in Cedar City (24.5%) is higher than all benchmark communities.
- 97.7 percent of workers who live in Iron County are employed in Iron County.
- Cedar City medium household income is 22.2 percent below the nation, 28.3 percent below the state, and below benchmark communities.
- As reported by the Hachman Index and the Governor's Office of Planning and Budget, Iron County is one of the most economically diverse counties in Utah.
- Iron County growth potential is favorable. Iron County has the highest percent of Stage 1 companies (2 – 9) employees as compared to benchmark communities. 62% of all business establishments are Stage 1 companies.
- 46% of all jobs in Iron County are employed with Stage 1 companies or are self-employed. Jobs within these categories are the highest among benchmark communities.
- Compared to the benchmarks, Iron County has a relatively higher proportion of employment in agriculture, forestry, fishing, hunting, educational services and health care and social assistance. Conversely, the area has a lower relative proportion of employment in finance and insurance, professional, scientific and technical services.
- Iron County unemployment rate has been below the national average and Nevada communities, yet higher than Salt Lake City and Arizona communities.
- RS Means Construction Estimator indicates that Cedar City has the lowest construction cost among benchmark communities. From an index of 100, Cedar City has a score of 84.7.
- 29 companies headquartered in Cedar City. Quantity and size of companies smaller than benchmark communities and only two private companies with over 50 employees.
- Average Median Lease Price (NNN) is comparable to benchmark communities at \$0.32 sq. ft.
- Available Rentable Manufacturing/Warehouse space is significantly less than benchmark communities. Cedar City has a 22% Vacancy rate but only 4% of the amount of available sq. ft. compared to benchmark communities.

Figure 1 – Population Growth 2000—2010 (%)



Source: US Census Bureau

Population

Population growth is a key indicator of a healthy economy. Many firms and consultants consider the population and its growth as sites are considered for business expansion and site selections decisions. According to the 2010 US Census figures, the total population of Cedar City is 28,857. This indicates an increase of 40.6% or 8,330 more residents over the last decade.

At 89.4%, Cedar City has a high proportion of its population categorizing themselves as white alone compared to benchmark communities.

Age group composition in Cedar City is much higher in ages under 5, 5 – 19 and 20 – 29 and much lower in 30 – 39, 40 – 49 and 50 – 59. This indicates a young workforce and an available future labor pool.

Figure 2 – Population by Age Group



Source: US Census Bureau

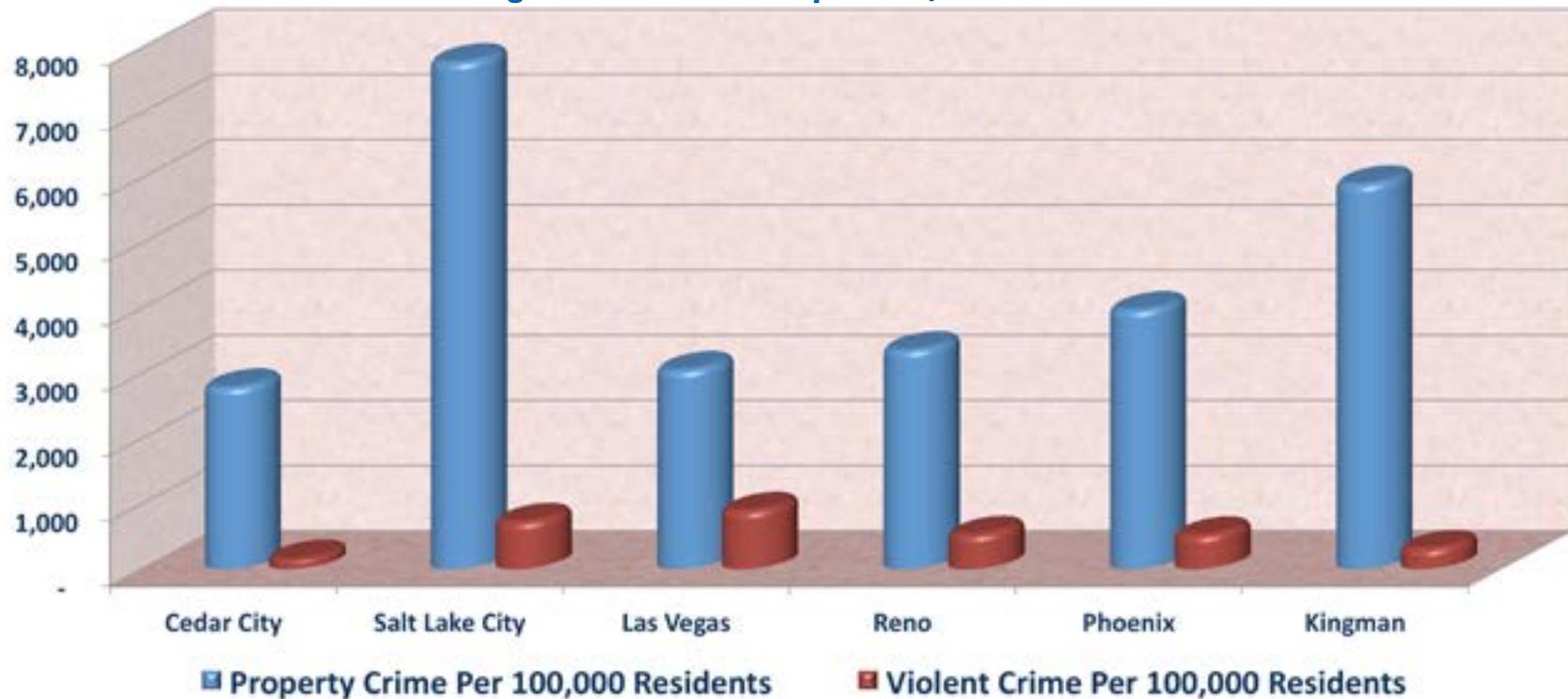


Table 1 - Crime Rate per 100,000 Residents

	Cedar City	Salt Lake City	Las Vegas	Reno	Phoenix	Kingman
Property Crime per 100,000 Residents	2,768	7,775	3,051	3,360	3,973	5,902
Violent Crime per 100,000 Residents	154	725	893	526	518	311

Source: Federal Bureau of Investigation

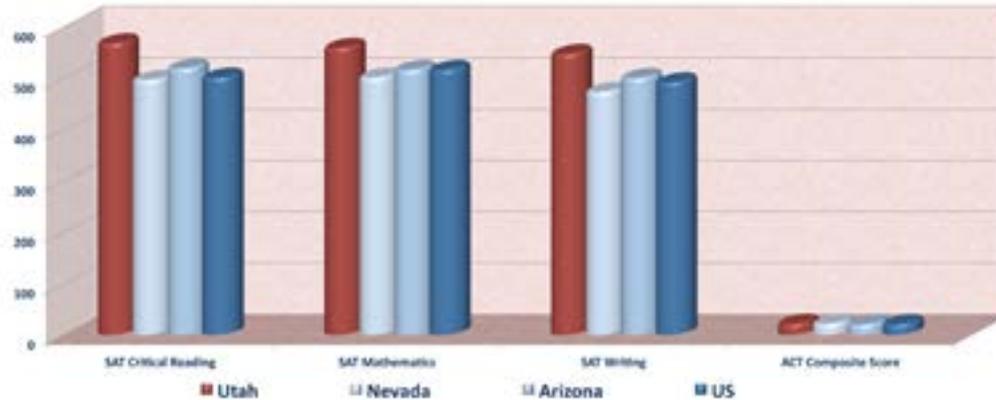
Figure 3 – Crime Rate per 100,000 Residents



Source: Federal Bureau of Investigation



Figure 4 – SAT/ATC Scores



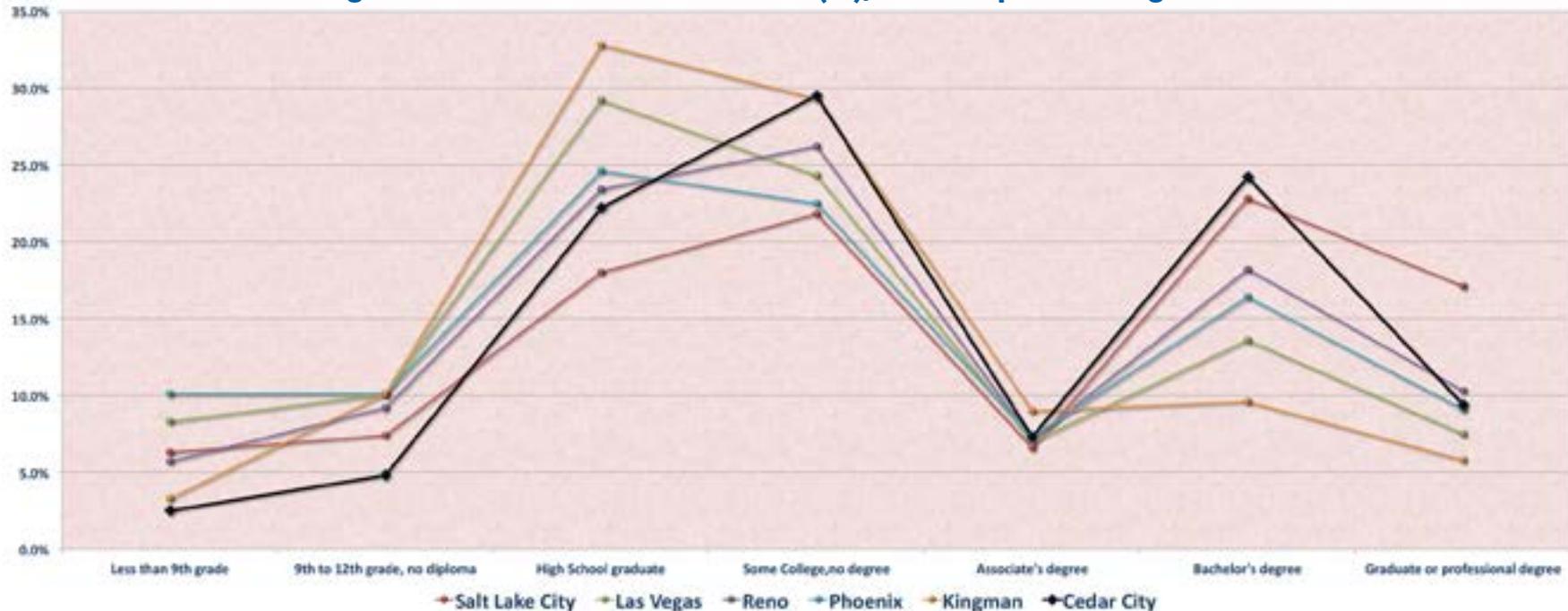
Source: The College Board, National and State ACT Profiles Report, and College Bound Seniors, Total Group Report 2010

Education

In addition to a young workforce, Cedar City offers a well-educated labor pool that will meet the demands of today's business environment. Cedar City has a higher relative proportion of residents with some college or a bachelor's degree and is very competitive with residents with an associates or graduate degree.

SAT and ATC scores measure the ability of public and private schools abilities to prepare students for higher education and quality of those individuals entering the workforce. In 2010, Utah scores were above benchmark states in SAT Critical Reading, SAT Mathematics, SAT Writing and ACT composite scores.

Figure 5 – Educational Attainment (%), Total Population Age 25+



Source: US Census Bureau

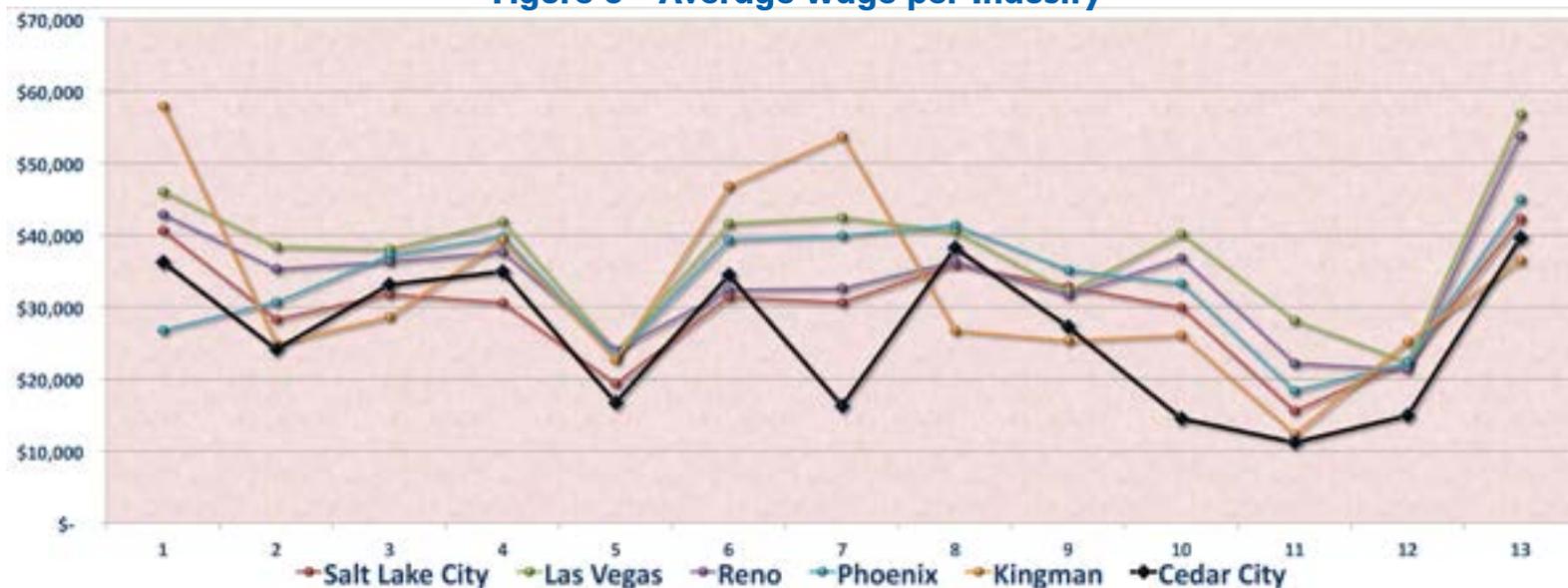


Table 2 – Major Industry Sector Composition

		Cedar City	Salt Lake City	Las Vegas	Reno	Phoenix	Kingman
1	Agriculture, forestry, fishing and hunting, and mining	1.3%	0.7%	0.3%	0.8%	0.5%	0.6%
2	Construction	6.9%	5.9%	10.3%	7.6%	10.5%	7.9%
3	Manufacturing	7.5%	8.1%	3.3%	6.4%	7.9%	7.5%
4	Wholesale Trade	2.5%	2.8%	2.0%	3.3%	3.0%	1.9%
5	Retail Trade	13%	9.7%	11.2%	13.3%	11.3%	13.9%
6	Transportation and warehousing, and utilities	2.6%	4.8%	4.0%	5.3%	4.9%	4.8%
7	Information	1.6%	2.4%	1.8%	1.9%	2.1%	2.7%
8	Finance & insurance, and real estate and rental and leasing	5.3%	7.3%	7.1%	6.0%	9.9%	4.6%
9	Professional, scientific & management, and administrative, and waste management services	8.4%	13.4%	11.6%	11.4%	13.6%	7.0%
10	Educational services, and health care & social assistance	28.2%	24.9%	14.5%	18.4%	17.5%	21.0%
11	Arts, entertainment, and recreation, and accommodation and food services	13.7%	11.9%	25.6%	18.3%	9.9%	12.8%
12	Other services, except public administration	3.9%	4.5%	4.3%	3.8%	4.9%	5.8%
13	Public administration	5.2%	3.7%	4.2%	3.7%	4.1%	9.4%

Source: US Census Bureau

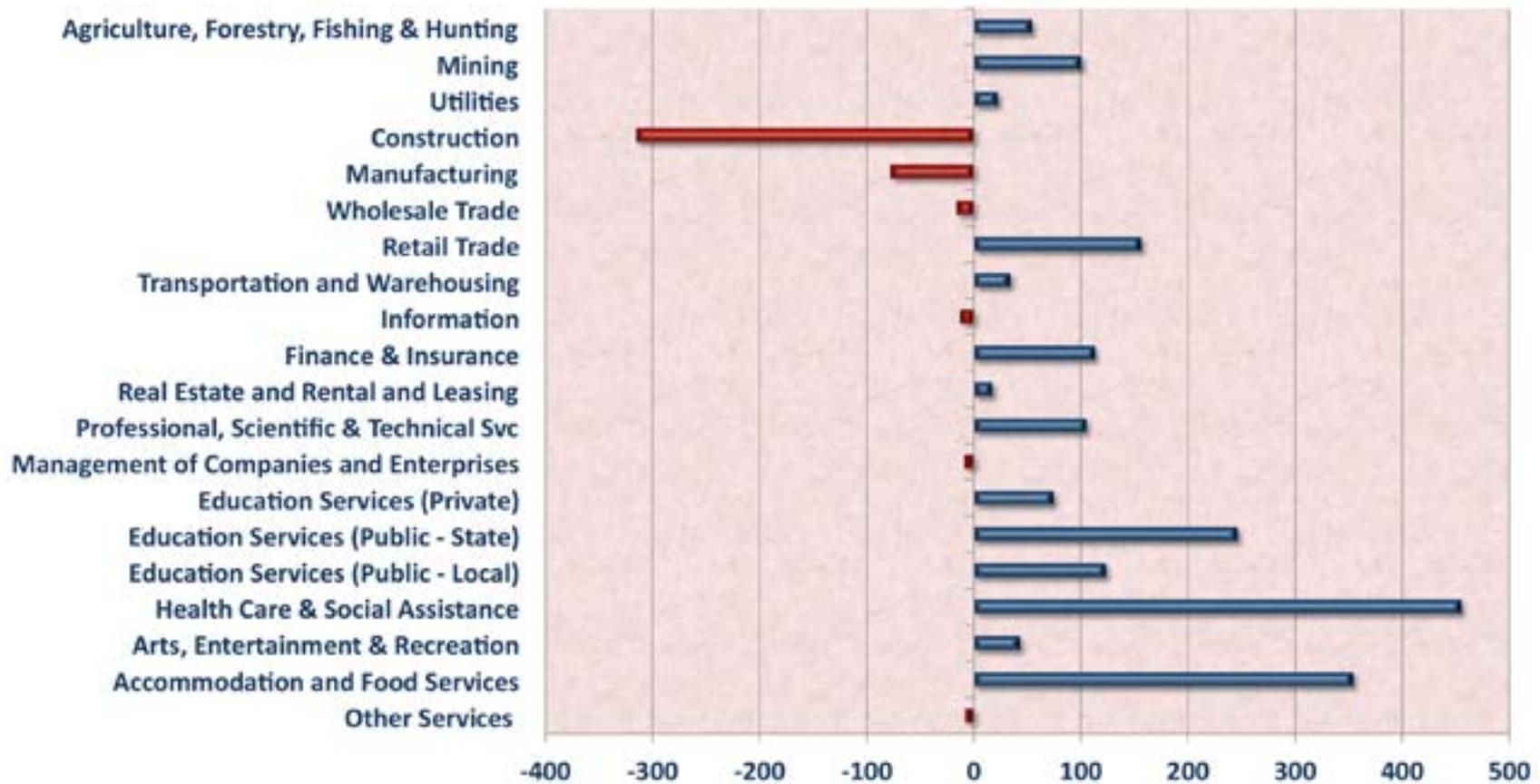
Figure 6 – Average Wage per Industry



Source: US Census Bureau



Figure 7 – 2002—2011 Employment Change by Industry



Source: Utah Department of Workforce Services

Cedar City • Iron County Cluster Recommendations

Cluster development is the economic development of business clusters. The purpose of cluster development is to promote economic development within the cluster by improving the competitiveness of one or several specific business sectors. The Cedar City – Iron County Office of Economic Development will align resources, policies and marketing efforts to industry sectors that support the cluster initiative and have the greatest opportunity for success.

Four industry targets were chosen that best match the unique competitive advantages of Cedar City/Iron County. These four clusters offer opportunities for local businesses to expand and for new businesses looking for access to the Western United States.

1. Manufacturing/Light Industrial and Distribution
2. Renewable Energy
3. Small Business Development – High Tech
4. Tourism



Manufacturing/Light Industrial & Distribution



Renewable Energy



Small Business Development - High Tech



Tourism



Manufacturing/Light Industrial and Distribution

Bases of Cluster

- Presence of companies currently operating in this sector
- Established transportation infrastructure: rail, interstate highway, regional airport
- Average wage 27 percent above the county average wage
- Cost and availability of utilities
- Support through Southern Utah Manufactures Association (MEP) and Utah's Manufacturing Association (UMA)
- Access to management, engineering and the trades through Southern Utah University and Southwest Applied Technology College
- Proximity to Southern California, the West's largest market
- Strong manufacturing history and presence
- Shovel ready Port 15 Utah
- Nonunion manufacturing work environment
- Young workforce
- Average construction costs is the lowest among comparable cities

Strategy Recommendations

1. Collaboration with key State partners including the Governor's Office of Economic Development and EDCUtah to build relationships and align local economic development strategies.
 - a. Monthly contact with state partners.
 - b. Sponsor EDCUtah and GOED events including Site Familiarization Tours and hosted events such as Industrial Asset Management Council (IAMC) professional forum.
 - c. Attend and participate in GOED's Rural Partnership Board Meetings.
2. Engage with Site Location Partnership
 - a. Attend quarterly industry trade shows and forums that may include MD&M, NPE Plastics Showcase, IMTS Technology Show, Pack Expo International and Fabtech/Metalform.
3. Provide up-to-date data and relevant community information to companies looking to expand or relocate in Cedar City/Iron County.
 - a. Provide demographic and available property materials.
 - b. Update freight costs with Modalgistics on a biannual basis.
4. Attend networking events with industry specific consultants.
 - a. Participate in the Site Selectors Guild annual conference.
 - b. Attend regional and key industry Area Development Consultants Forums.
5. Integrate website enhancements: A 2010 study of economic developers indicated that websites are the most effective marketing strategy with 43% increasing budgets to support web presence. Study indicated that nearly 60% of economic development organizations plan to implement interactive maps, GIS services and interactive demographic reports. Results of study also showed that 98% of site selectors use the website of economic development organizations at some point in their search.
 - a. Create a stand-alone site for Economic Development.
 - b. Site to facilitate interactive maps, GIS Services and interactive demographic reports.
 - c. Allows for social media integration.

Renewable Energy

Bases of Cluster

- Access to Southwest Utah Renewable Energy Center (SUTREC)
- Presence of Utah Science Technology and Research initiative (USTAR)
- Relatively low land costs.
- Renewable energy and transmission training opportunities through Southwest Applied Technology College
- Excellent renewable energy resources.

Strategic Recommendation

1. Collaborate with Southwest Utah Renewable Energy Center
 - a. Attend industry specific forums and shows to network, recruit and build relationship with industry leaders such as Alternative Energy World or Wind Power.
2. Partner with USTAR and the Office of Energy to analyze local Alternative Energy Ordinances.
 - a. Propose updated and business friendly ordinances that support renewable energy projects.
3. Attend Utah's Office of Energy annual summit to build local, state and regional relationships.

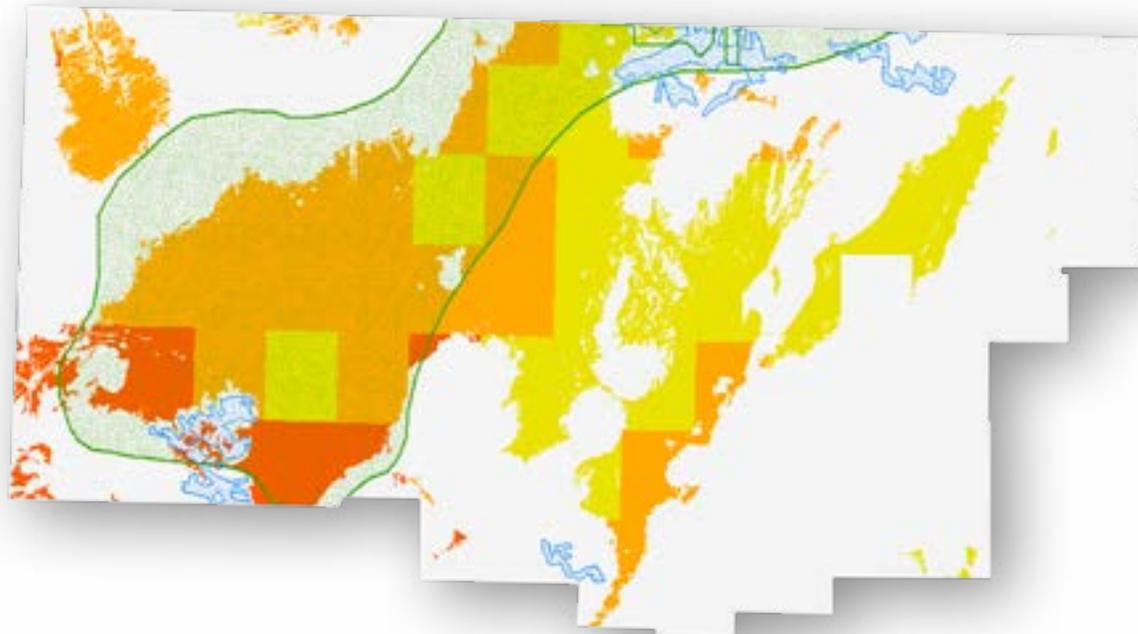
Solar Energy Zones

Direct Normal Irradiance (DNI, kWh/sq. meter/day)



 Geothermal Energy Zones

 Wind Energy Zones





Small Business Development – High Tech

Bases of Cluster

- SUU programs including Utah Cluster Acceleration Partnership (UCAP)
- Concentration of small businesses within the high tech field
- Support through Southern Utah Technology Council (SUTC)
- Access to SUU's Small Business Resource Center
- Utah Procurement Technical Assistant Center (PTAC)
- Strong Chamber of Commerce
- Representation by Utah Science Technology And Research Initiative (USTAR)
- SCORE Chapter – Service Core Of Retired Executives

Strategic Recommendations

1. Expand funding source from County and City.
 - a. Work with City and County during annual budget process to provide additional funding for small business development and UCAP's Economic Gardening Initiative.
2. Economic Development Director will become certified as an Economic Gardening Professional/Team Leader through the National Center for Economic Gardening.
3. Host annual "Rural Trade Mission" to Salt Lake City for local businesses interested in Global Business Development.
 - a. Participants will meet and hear from the Governor's Office of Economic Development, Economic Development Corporation of Utah, Office of Rural Development, International Trade and Diplomacy and the World Trade Center Utah.
4. Develop Plans for Business/Technology Park with incubator space.
 - a. Industry analysis of region to identify appropriate high-tech industry focuses for the park.
 - b. Analysis of industrial collaboration and identification of potential partners.
 - c. Evaluate land/real estate opportunities.
5. Support local entrepreneurs and businesses navigate local and state registration, license and permit processes.
 - a. Create a user friendly business checklist



Tourism

Bases of Cluster

- Access to National Parks, Monuments and recreational areas
- Festival City USA – Home to the Utah Shakespeare Festival, Neil Simon Festival, Groovefest American Music Festival, Cedar Livestock & Heritage Festival and more
- Utah Summer Games – Utah’s largest amateur sporting event
- Four season destination
- Close proximity to potential tourist – Las Vegas and Southern California
- Impact of arts and culture industry in Iron County is over 40 million dollars and provides over 1,000 jobs

Strategic Recommendations:

1. Collaborate with city officials, and the Office of Tourism to maintain and expand city brand. Continue to build brand and develop a shared theme for marketing purposes. An emphasis should be made to build the brand into community entrances and throughout Cedar City’s Historic Downtown.
 - a. Brand Tourism Cluster with Cedar City Festival City USA moniker and brand Renewable Energy, Small Business Development and Manufacturing/light industrial with Cedar City – Iron County Office of Economic Development moniker. Market as low cost location with access to transportation assets and access to the west’s largest market.
 - b. Aggressively promote Southern Utah University and Southwest Applied Technology College as a resource for workforce and business development. Support SWATC’s bid to build the proposed Allied Health and Technology Building
 - c. Develop networks through LinkedIn “Cedar City – Iron County Economic Development”. Target business and site consultants to provide relevant economic development updates and data. Communicate marketing message through GOED’s Business In Utah magazine and partner with SUU’s BRC and Chamber of Commerce to convey strategies.
2. Continue downtown revitalization efforts as suggested by the 2011 HyettPalma Study.
 - a. Highlight the connection between Downtown Cedar City, Shakespeare, SUMA and Southern Utah University.
 - b. Develop a second round of recommendations through the Downtown Revitalization Committee to be presented to the Redevelopment Agency
3. Support The Utah Shakespeare Festival and Southern Utah Museum of Art and ensure the development of the Festival Center.
4. Work together with city officials and city staff to maintain and enforce city codes and ordinances to protect community brand and investment of city businesses.



Local Business Climate Survey (Summer 2012)

1. What are several words or phrases that describe the business climate in Cedar City/Iron County?

- Stubborn, Stagnate, Slow: 24%
- Struggling, Tough, Poor, Depressed: 21%
- Upward, Competitive, Improving: 10%
- Small Town, Unique, Seasonal: 10%
- Unknown, Uncertain, Misguided: 7%
- Friendly, Collaborative, Opportunity: 7%
- Neutral, Good enough, Stable: 7%
- Lacking, Amateur: 5%
- Cautious: 3%
- Cheap, Weak: 2%

2. What do you believe are the greatest needs for the area in the next 10 years?

- Jobs: 29%
- Business Growth, Economic Growth: 19%
- New Strategy, Image Improvement: 16%
- Shopping, Recreation, Services: 14%
- Technology, Online Presence: 7%
- Water, Power, Natural Resources: 6%
- Business Aid/Advertising: 4%
- Competition with St. George: 1%

3. On a scale from 1 to 5 (with 5 being best), how would you rate the business climate of the area?

Business Climate	Rating
Best (5)	0.0%
Good (4)	22.7%
Average (3)	47.0%
Poor (2)	28.8%
Worst (1)	1.5%

4. What challenges do businesses face within Cedar City/Iron County

- Training/Unemployment/Economy: 21%
- Lack of Business/ Proving a service: 17%
- Incentives, Support: 15%
- Competition Local/St George: 14%
- Cost/Wages: 11%
- Size, Population: 11%
- Bringing in Events/Advertising: 8%
- Expansion/Large Companies: 7%
- Other: 5%
- Technology: 1%

5. What do you see as the area's strengths?

- Landscape/Location/Weather: 28%
- Events/Unique to Cedar/Tourism: 15%
- SUU/Schools: 15%
- People/Community: 11%
- I-15/Railways/Transportation: 6%
- Workforce: 6%
- Quality of life: 5%
- Support systems/Resources: 5%
- Mom and Pop Shops/Shopping: 3%
- Other: 1%

6. What infrastructure is mission or unsatisfactory in the area?

- Technology/Bandwidth: 15%
- Airline/Transportation: 7%
- Highway/Street: 14%
- Advertising: 3%
- Shopping/Restaurants: 10%
- Government support/structure: 8%
- Companies/Jobs: 7%
- Support Systems: 3%
- Nothing/Unsure: 14%
- Landscape/Natural Resource: 14%
- Other: 1%

7. If you were on the County Commission, City Council or the Mayor, what would you work to change about the business environment, not worried about money?

- Development of landscape/Roads: 11%
- Airline: 2%
- Advertising/Support Systems: 13%
- Cut taxes/Cut Regulation: 13%
- Economic Development /money: 5%
- Shopping/Customer service: 8%
- Bring in more jobs/companies/incentives: 26%
- New strategy/Enforcement: 10%
- Energy/water: 1%
- Other: 2%
- Technology: 4%

8. What type of companies do you think would be a good fit for the area?

- Manufacturing/Blue Collar: 26%
- Medical: 1%
- St. George Comparable: 2%
- Retail/Big Box: 12%
- Hotel/Restaurants: 4%
- Tech/Clean Energy: 25%
- Creative Industry: 2%
- Loyal companies: 9%
- Entertainment/Tourism: 4%
- Other: 11%



SUU Business Resource Center

Business Expansion and Retention (BEAR) Interview Questions

124 businesses in the Iron County region were interviewed in the first six months of 2012 to determine current business trends and business environment.

1. Historical employment trend?

- Declining 16%,
- Staying the same 69%
- Increasing 15%

2. Historical sales trend at this location?

- Declining 27%
- Staying the same 39%
- Increasing 34%

3. Are you planning to expand locally in the next 12 – 18 months?

- Yes 8%
- No 92%

4. Rank Municipal Services: Excellent (1), Good (2), Fair (3), Poor (4)

*Including; Code Enforcement, Building Inspection/Permitting, Zoning/Land use, Local Road Network/Condition *An average of scores for each category.*

- Excellent 36%
- Good 61%
- Fair 0%
- Poor 2%

5. Rank Business Climate: Excellent (1), Good (2), Fair (3), Poor (4)

*Including; Workforce Quality, Workforce Ability, Local Government, Local Tax Structure, Economic Development *An average of scores for each category.*

- Excellent 30%
- Good 62%
- Fair 7%
- Poor 2%

6. How would you rate the risk of this facility closing in the next 1 to 3 years?

- Low 48%
- Medium 42%
- High 10%

7. How would you rate the risk of this facility downsizing in the next 1 to 3 years?

- Low 50%
- Medium 42%
- High 8%



Business Resources in Cedar City – Iron County



Cedar City Area Chamber of Commerce — Provides a pro-business culture that helps create sustainable business environments, awareness, opportunities and creates mutually beneficial relationships.



SUU’s Small Business Development Center (SBDC) — The Small Business Development Center at SUU engages in numerous activities to help start-up and existing small businesses gain a competitive advantage through strategic planning, professional seminar and lecture series and existing business services.



SUU’s Utah Cluster Acceleration Partnership Project — Is an economic development partnership between business and higher education with the objective of stimulating growth in strategic industry sectors or clusters. Its objectives include effectively positioning Southern Utah University as a regional steward of business support and champion of regional economic progress.



Cedar City – Iron County Office of Economic Development — provides rich business resources for the creation, growth and recruitment of companies to Cedar City and Iron County while focusing on community strengths, resources and environment.



Utah Department of Workforce Services — Provides accessible employment related and support services responsive to the needs of employers, job seekers, and the community.



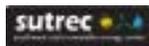
Southwest Applied Technology College, Custom Fit Training — provides education and job skill training through individualized competency based programs in response to the needs of students, employers and the community.



Southern Utah Technology Council — SUTC is a group of Southern Utah high tech businesses and their associates brought together to create a high tech business environment in Southern Utah that will assist its members in developing resources, increasing their market shares and becoming profitable through networking.



Downtown Retail Alliance — represents the interests of business owners in historic downtown.



Southwest Utah Renewable Energy Center — SUTREC showcases and promotes renewable energy in the resource-rich area of Beaver and Iron County. SUTREC partners cooperate to advance renewable energy education, training, research, technology and production leading to high-skill, high-wage employment and career opportunities.



Procurement Technical Assistance Center — provides assistance to local businesses with each phase of government contracting through one-on-one and group instruction.



Utah Science Technology And Research Initiative (USTAR) — works with innovators and entrepreneurs in Utah to maximize economic impact of new technologies. USTAR brokers relationships between researchers, investors, entrepreneurs, inventors, and industry experts while offering a wide range of consulting services.



SCORE, Cedar City Chapter — is a nonprofit association dedicated to helping small businesses get off the ground, grow and achieve their goals through education and mentorship.

Cedar City • Iron County
Office of Economic Development

Brennan Wood
Economic Development Director
10 North Main Street
Cedar City, UT 84720
435-865-5115
435-233-0055
wbrennan@cedarcity.org