



A Vision for Tomorrow

A Strategic Plan for Economic Development in Washington County Utah

Adopted April 2013

Washington County, Utah is a community of progressive and dynamic cities. This strategy of economic development for the county charts a vision for that builds on past accomplishments and identifies future opportunities. It also sets out core values that define fundamental parameters by which actions and goals are to be measured. The core economic values listed below are to guide annual revisions. The plan was originally developed with the input of citizens and leaders throughout the county. It has been and it will continue to be reviewed and updated annually reflect current conditions.

Washington County Core Economic Values

- Expand and diversify the local economy
- Increase wages and community prosperity
- Maintain the quality of life and the natural scenic beauty
- Advance the quality and availability of education and workforce training
- Enhance the availability, quality and capacity of services and infrastructure
- Work cooperatively with all communities within the county, region and state

Value Added Council Mission Statement

Mission: Retention and recruitment of value-added businesses and jobs in Utah's Dixie.

Target: Operations that add value to products and/or services and market mostly outside the county, i.e. manufacturing, distribution and customer service centers

Purpose: Introduction of "fresh" dollars to the community, higher pay than prevailing wages, capital investment resulting in increased tax base while not creating competition within local market place

1. Retain and Expand Value-Added Business			
Goal:	Critical Strategies:	Implementation Agent:	Measure of Success:
Retain and expand existing value-added businesses within the County.	1.1 Provide an outreach effort to directly contact and assist existing value-added businesses (BEAR). 1.2 Facilitate incentive programs, financing and other assistance for existing value-added business expansion 1.3 Facilitate conflict resolution between value-added businesses and government.	Value Added Council & Business Resource Center at DSU Value Added Council Value Added Council	Employment in existing Washington County value-added businesses will expand by 5% or more per year.
2. Business Attraction			
Goal:	Critical Strategies:	Implementation Agent:	Measure of Success:
Diversify and strengthen the local economy and increase wages by attracting additional value-added businesses and jobs.	2.1 Provide timely and pertinent information and facilitate productive site tours for recruiting of value-added companies. 2.2 Maintain a cutting-edge website promoting Washington County and providing information needed by	Value Added Council Value Added Council & Business Resource Center @ DSU	New value-added jobs will increase by 25% or more over the next 5 years. Increase the per capita wage of the county to the Utah State average.

	<p>investigating value-added companies and professional site consultants.</p> <p>2.3 Facilitate incentive programs, provide liaison with government and deliver assistance to investigating value-added business.</p> <p>2.4 Coordinate with the various economic development agencies within the state.</p> <p>2.5 Identify value-added industry sectors and businesses for proactive recruitment activities.</p>	<p>Value Added Council</p> <p>Value Added Council</p> <p>EDCUtah</p>	
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3. Entrepreneurial Development

Goal:	Critical Strategies:	Implementation Agent:	Measure of Success:
<p>Foster and support entrepreneurship in technology and other growth related fields of value-added business ventures.</p>	<p>3.1 Provide financial and staff support to Dixie State University's SEED Dixie program</p>	<p>Value Added Council</p>	<p>Increase the number of active entrepreneurs in the region by 3% or more per year.</p> <p>Increase new growth and technology businesses serviced by SEED Dixie by 5% or more per year</p>

4. Develop Essential Services For Value-Added Businesses

Goal:	Critical Strategies:	Implementation Agent:	Measure of Success:
<p>Develop improved industrial sites and buildings which are affordable and attractive to new and expanding value-added businesses.</p> <p>Expand existing infrastructure to maintain and improve service levels.</p>	<p>4.1 Promote the need for, and encourage developers and landowners to develop, land and buildings with full amenities suitable for industrial and back-office sites.</p> <p>4.2 Work with public officials and the private sector to develop key infrastructure services for value-added businesses.</p> <p>4.3 Promote increasing the capacity, redundancy and distribution of water supplies, electrical power, natural gas, and telecommunication services to continually ensure adequate capacity to service value-added businesses.</p> <p>4.4 Promote the need for public transportation systems for the employees of value-added businesses.</p> <p>4.5 Promote economic opportunities associated with the St. George municipal airport.</p>	<p>Value Added Council</p> <p>Value Added Council</p> <p>Value Added Council</p> <p>Value Added Council</p> <p>Value Added Council</p>	<p>Maintain sufficient fully developed land and available building space to service existing and new value-added business.</p> <p>Increased private and public funding for key infrastructure and services.</p>

5. Increase Technical and Advanced Education Services

Goal:	Critical Strategies:	Implementation Agent:	Measure of Success:
<p>Increase the advanced degree, technical and professional skills training provided within the county.</p> <p>Enhance the quality of education in K-12 schools.</p>	<p>5.1 Promote education and training opportunities for the value-added workforce with DSU, DXATC and other educational and technical training institutions.</p> <p>5.2 Encourage workforce development through public media campaigns and other promotional mediums.</p>	<p>Value Added Council</p> <p>Value Added Council, Utah Manufacturers Association and St. George Chamber of Commerce</p>	<p>Annually increase the number of courses available and student participation.</p> <p>Steady improvement in the national test scores of local students.</p>

6. Promote the Mission of the Value Added Council

Goal:	Critical Strategies:	Implementation Agent:	Measure of Success:
<p>Ensure that the mission of the VAC is clearly and regularly communicated and promoted.</p> <p>Increase the VAC's financial support from both the public and private sectors.</p>	<p>Produce an annual Economic Summit.</p> <p>Distribute copies of this strategy and promote its reference and use to government, the public, candidates for public office and VAC clients and associates.</p> <p>Review and update strategic plan annually.</p> <p>Execute private and public sector fund raising campaigns.</p>	<p>Value Added Council & Business Resource Center @ DSU</p> <p>Value Added Council</p> <p>Value Added Council</p>	<p>The strategy is well known throughout the community.</p> <p>Maintain one year cash reserve.</p>