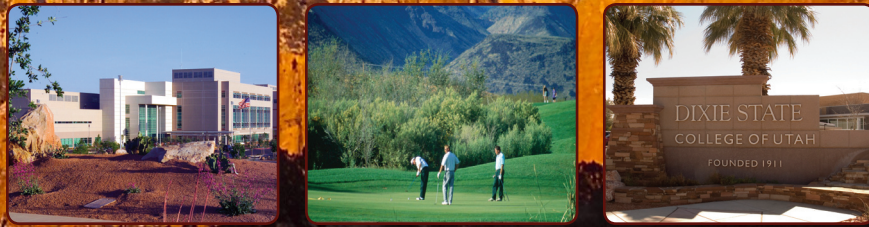


For **A** VISION **TOMORROW**

A Strategic Plan for Economic Development



Washington County, Utah Core Economic Values

As a county, the expansion and development of our economy will be guided by the following set of Core Values:

EXPANDING DIVERSIFIED ECONOMY WITH INCREASING WAGES AND TAX BASE

We encourage a diverse mix of growth from entrepreneurial activity, existing value-added businesses as well as those we recruit that will provide high quality career opportunities for our citizens and their children, and that will increase wages and income enabling our citizens to improve their standard of living.

ADVANCED QUALITY OF EDUCATION

We value quality education for our youth and life long learners, which includes the technical advanced skill courses necessary for our workforce and employers. We seek to deliver this through public and private schools, Dixie Applied Technology College and an affiliation between Dixie State College and the University of Utah or assisting Dixie State College in accomplishing University status to increase the educational and economic opportunities for the citizens of Washington County and southwestern Utah.

ESSENTIAL SERVICES AND INFRA-STRUCTURE

We are committed to ensuring the availability of services that are essential to sustain our growth and business development. This includes, but is not limited to, encouraging further expansion of medical services, expanding aviation services, enhancing traffic flow, increasing telecommunications capability, and maintaining adequate supplies of water, sewer, electrical power, and natural gas.

COOPERATION AMONG THE SCHOOL TRUST LANDS ADMINISTRATION, COMMUNITIES AND THE REGION

We value a spirit of cooperation and coordination between all cities within the county, region and state to resolve issues of common concern and recognize the need to work together to promote the economic development of the region.

MAINTAINED QUALITY OF LIFE

Any economic development must maintain our traditional quality of life which consists of quiet neighborhoods, support and cultivation of the arts and culture, and attainable housing for all segments of the community.

STEWARDSHIP OF OUR NATURAL BEAUTY AND PRESERVATION OF OPEN SPACE

All economic development must be consistent with the stewardship we have over the natural scenic beauty that is an inherent part of our environment and natural surroundings. In doing so, we seek only those economic opportunities that will enhance our natural environment and preserve the quality of our air and water. We seek to maintain the amount of county land under private ownership by balancing public and private land development with the active preservation of targeted lands for open spaces.

Our Guiding Entrepreneurial Vision & Values



Fostering and supporting entrepreneurs in the Dixie region is vital to the growth of our regional economy. The businesses entrepreneurs build provide jobs for themselves and others, create value that is shared with those involved and instills a loyalty to the community on the part of founders and employees that is strong and lasting.

This strategic plan defines what we in the Dixie region must do to encourage and stimulate the expansion of entrepreneurial development. It is presented with the intent to inform decision makers and resource agents of the contribution entrepreneurial development makes to our regional economy and to guide what we as a region collectively do to foster the creation of entrepreneur led businesses.

The strategy represents the collective thinking, vision and consensus of the SEED Dixie Strategy Committee. Since its formation in the fall of 2006, this committee has been active in developing this strategy and preparing this final report. As a committee, we feel strongly that the overall objective of this strategy- to strengthen our economy by creating growth businesses, and the tenants of the plan itself, will directly lead to strengthening and expanding our future economy.

Our Focus

We support the development of emerging growth businesses, which are owned, launched and operated by local entrepreneurs.

Our Values

We actively celebrate entrepreneurs and recognize not only successful entrepreneurs but also all those who pursue this worthwhile effort.

Our Talent

We consistently discover talented entrepreneurs, help match them with promising opportunities and support them with what they need to succeed.

Expected Benefits

Our successful entrepreneurs will improve job opportunities for our residents, help raise our general wage rates, diversify our economy and create significant value for themselves and the community.

Our Support

We support entrepreneurs with a continually expanding set of community based and fully coordinated community resources, mentorship and funding that are easily identified and accessed by entrepreneurs.

MAJOR STRATEGIC GOALS

- 1. INCREASE OVERALL SUPPORT FOR ENTREPRENEURISM**
Increase the overall level of support essential for the creation of growth and high growth entrepreneurial businesses.
- 2. INCREASE ENTREPRENEURIAL TALENT**
Steadily increase the overall number of talented entrepreneurs capable of leading growth and high growth businesses.
- 3. DEVELOP CAPABLE ENTREPRENEURS**
Effectively increase the capabilities of regional entrepreneurs to create and lead growth and high growth businesses.
- 4. INTEGRATE AND COORDINATE DELIVERY OF SUPPORT**
Coordinate and integrate the delivery of support services for entrepreneurs and eliminate fragmentation and overlap among support providers.
- 5. CULTIVATE BUSINESS OPPORTUNITY CREATION**
Cultivate the creation of new growth and high growth business opportunities that are the combined product of the collaboration among entrepreneurs, mentors, support providers and investors.
- 6. INCREASE LOCAL FUNDING RESOURCES FOR ENTREPRENEURS**
Establish a committed group of local investors organized, accessible, capable and interested in investing in local businesses at the seed, angel and bridge stages.
- 7. INCREASE OUTSIDE FUNDING SOURCES**
Cultivate the interest and involvement of regional, state and national funding resources capable of investing in promising growth and high growth regional businesses.

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Economic Development Council

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Things began to change in Washington County during the late 1960's as the population began to grow for the first time in the community's first 100 year history of development. As that metamorphous continues, there is pressure on our quality of life. Now is the time to direct the economic future of the county, to stake out that which should be strongly preserved and build on that which is already here, to seize the opportunities that are consistent with strongly held values, and to discourage those which take away from the desired future.

This strategic plan reflects this boldness in its scope, its foresight and willingness to address sensitive and divisive issues. Each element of the original strategy was created through careful and open debate. Each year the plan is again reviewed for both accomplishments and needed modification with the desire that it will continue to be accepted and adopted by the communities it serves, and provide a guideline for future activities of the Economic Development Council.

Contained in this strategy are items thought to be useful in managing our future. The Core Values defines those fundamental parameters identified as needed to shape successful economic development. Specific goals to be accomplished have been set and prioritized. Critical strategies necessary to accomplish each goal are defined. Responsibility for each strategy has been assigned to the appropriate resource groups and organizations.

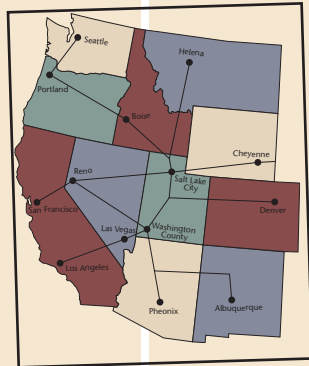
1. Retain and Expand Business

Goals	Measure of Success	Critical Strategies	Implementation Agents
Retain and expand existing value-added businesses within the County that are consistent with the core economic values.	Employment in existing County businesses will expand by 5% per year.	1.1 Facilitate incentive programs for existing businesses equivalent to what is offered to new businesses. 1.2 Provide an outreach effort to directly contact and assist existing businesses. 1.3 Develop and provide financing packages to assist in financing growth of existing businesses, including private activity bonding in partnership with the state. 1.4 Facilitate conflict resolution between business and government.	Washington County Economic Development Council/Utah Manufactures Association Washington County Economic Development Council/DBA/Chambers of Commerce Dixie State College Small Business Dev. Center/Five County AOG Loan Fund/Local Financial Organizations/GOED Washington County Economic Development Council



2. Business Attraction

Goals	Measure of Success	Critical Strategies	Implementation Agents
Diversify and strengthen our economy and increase our wage scale by attracting value-added business.	New value-added jobs will increase by 25% over the next 5 years. Increase the per capita wage of the county to the Utah State average.	2.1 Coordinate with the various economic development agencies within the state. 2.2 Maintain a cutting-edge website promoting Washington County that is linked to other websites featuring county businesses, organizations and events. 2.3 Identify value-added industry sectors and businesses for proactive recruitment activities. 2.4 Provide timely and pertinent information and facilitate productive site tours for value-added companies. 2.5 Facilitate incentives for desirable value-added companies.	Washington County Economic Development Council Washington County Economic Development Council Washington County Economic Development Council/ The Economic Development Corporation of Utah/ Governor's Office of Economic Development Washington County Economic Development Council Washington County Economic Development Council



3. Develop Industrial and Business Sites

Goals	Measure of Success	Critical Strategies	Implementation Agents
Develop improved industrial sites which are affordable and attractive to new and expanding value-added businesses. Encourage the construction of spec buildings for use by value-added companies.	Maintain sufficient fully developed land and available building space to service existing and new value-added business.	3.1 Encourage School Trust Lands and private landowners to develop lands suitable for industrial and business sites. 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 and encourage the cities and utilities to offer delayed fees and other incentives. 3.4 Acquire available federal and state funding for business and industrial site development.	Washington County Economic Development Council Washington County Economic Development Council/ Cities/Utilities Washington County Economic Development Council/ Local Govt./Utilities Washington County Economic Development Council

4. Transportation and Essential Services

Goals	Measure of Success	Critical Strategies	Implementation Agents
Expand existing infrastructure to maintain and improve service levels.	Increase private and public funding for key infrastructure and services by 25% over the next 5 years.	4.1 Regularly inform public officials and the private sector on the status of key infrastructure services and their impact on value-added businesses within the County. 4.2 Provide support for the extension of infrastructure, increased ground access, development of value-added industry around and marketing of the St. George City airport. Promote and support enhancing and 4.3 increasing water supply and distribution. Promote increasing the capacity and 4.4 redundancy of electrical power, natural gas, and telecommunication services to continually ensure adequate delivery systems. Promote the need for an enhanced and 4.5 expanded public transportation system. Promote and support continued expansion of 4.6 medical services. Recruit and retain the workforce vital to the 4.7 community.	Washington County Economic Development Council St. George City/Washington City/Washington County Economic Development Council/UDOT and Utah State Legislature Washington County Economic Development Council/Washington County Water Conservatory District Washington County Economic Development Council Metropolitan Planning Organization Washington Co. Ec. Dev. Council/UDOT/Local Cities and Towns. Washington County Economic Development Council/Intermountain Healthcare Department of Workforce Services/Private Employment Agencies/WCEDC



5. Public, Technical AND Advanced Education Services

Goals	Measure of Success	Critical Strategies	Implementation Agents
Increase the advanced degree and professional skills training provided by Dixie State College of Utah and other organizations of higher education. Increase the technical training provided by Dixie Applied Technology College. Enhance the quality of education in public schools and community education opportunities.	Annually increase the quality and quantity of educational and training courses available for technical and professional skills utilized by value-added business.	5.1 Promote the proposed affiliation between Dixie State College and the University of Utah and/or assist Dixie State College in accomplishing University status. 5.2 Technical training to identified industries is provided through specialized classes. 5.3 Expand offerings of concurrent enrollment through a partnership between Dixie State College of Utah and the Washington County School District. 5.4 Involve, align and coordinate technical programs with Dixie State College of Utah and the Washington County School District and Dixie Applied Technology College.	Dixie State College of Utah/Board of Regents/State Legislators Dixie Applied Technology College/Custom Fit Training Dixie State College of Utah/Washington County School District Dixie State College of Utah/Washington County School District/Dixie Applied Technology College

6. Communicate and Promote the Strategic Plan

Goals	Measure of Success	Critical Strategies	Implementation Agents
Ensure that the strategy is implemented and all local governmental decisions are consistent with its philosophy. Increase the level of cooperation among cities and the region regarding the common pursuit of economic development.	The strategy is referred to and considered for major decisions and planning.	6.1 Circulate executive summary of the Strategic Plan to public agencies and private business and organizations for reference and use in addressing economic development issues. 6.2 Review and update strategic plan annually. 6.3 Facilitate an annual Economic Summit.	Washington County Economic Development Council Washington County Economic Development Council Washington County Economic Development Council/Dixie Business Alliance

7. Increase Economic Development Capability

Goals	Measure of Success	Critical Strategies	Implementation Agents
Increase the county's economic development capability such that it fully utilizes the strengths and resources of both the public and private sectors.	Fully funded economic development organization with one year cash reserve.	7.1 Expand the organization and funding from the private sector for economic development activities by executing a well-organized private sector fund raising activity. 7.2 Promote policy of donating to Washington County Economic Development Council at the close of sale of industrial properties.	Washington County Economic Development Council Washington County Economic Development Council