

Introduction:

The basic mission of EGC is to retain and create jobs with emphasis on increasing wealth in the region with new and quality jobs. Quality jobs are those measured by level of pay and sustainability of job. Impact and outcomes need to be measured, not just the level of activity.

The purpose of the EGC plan is to devise a strategy that delivers what EGC can provide and includes an approach that EGC will facilitate to maximize the success of our clients.

The EGC Strategic Plan, through its initiatives and tactics, should explain the how and the what and the tools in the delivery system. Specifically, the EGC delivery system will attempt to:

Build relationships with clients by identifying needs through interaction with clients and by cooperative work with our partners working with our clients.
Provide access to a variety of financing programs primarily for manufacturing and industrial projects because they generally provide greater economic impact.

- Determine business workforce needs and facilitate and implement solutions for those needs.
- Support infrastructure and development improvements that provide growth opportunities.
- Provide facilitation of activities of functions that provides needed resources or services for business.
- Assess future priority needs in opportunities for clients currently not being met.
- Promote the use of renewable and clean energy and to facilitate the attraction and establishment of sustainable energy businesses.

Measurements of performance should be based on impacts and outcomes that will increase usefulness of activities.

- Jobs created and retained.
- Companies attracted/expanded.
- Average wage of jobs created.
- Environmental or infrastructure created for job growth and retention opportunities.
- Physical infrastructure.
- Workforce training and development.
- Improvements to business support systems and resources.

Vision:

The Westmoreland County region is an outstanding place to live and do business and enjoy economic prosperity and a sustainable high quality of life.

Mission:

The Economic Growth Connection of Westmoreland provides the private sector leadership to develop business opportunities and financing that creates and retains quality jobs in Westmoreland County and the region. As a leader, and in partnering with others, the Economic Growth Connection provides support to Westmoreland County companies to help them grow and prosper.

EGC

Economic **Growth** Connector

of WESTMORELAND

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2009 – 2010 Strategic Plan

Strategic Initiative Business Outreach

EGC will continue business outreach efforts in order to facilitate interaction with Westmoreland County employers and assist local firms to identify business opportunities as well as address business issues and concerns.

Tactic

- Meet with the county's major employers to stay abreast of current issues and opportunities.
- Strengthen outreach efforts to small and medium size employers, providing resources to support their business needs.
- Conduct two economic briefings each year engaging our employers and resource providers in current trade and market discussions.
- Promote the DPAC Database, V.O.I.C.e. and the Manufacturing Bulletin Board to area employers as a resource to enhance their businesses.

Strategic Initiative Defense Procurement Assistance Center

The Defense Procurement Assistance Center is a program to create and retain jobs in the region by supporting the participation of regional businesses in the defense industry and related supply chains. EGC will work directly with small and medium sized businesses throughout Westmoreland and Fayette Counties to expand their markets and connect them to opportunities and resources.

Tactic

- Continue to partner with the National Center for Defense Manufacturing & Machining (NCDMM) on the Virtual Opportunity Information Center (V.O.I.C.e).
- DPAC Database will be hosted by EGC with continued enhancements to improve its use and effectiveness.
- Provide outreach to local companies capable of doing government procurement providing resources to enhance capabilities of the business with referral to other agencies as needed.
- Seek to facilitate at least \$25M annually in defense and government contract work in Westmoreland/Fayette counties.
- Provide services to prime defense contractors in search of local suppliers whose capabilities meet their needs.
- Conduct workshops, conferences and seminars to keep businesses updated with government procurement, federal regulations, and providing opportunities for subcontracting.

Strategic Initiative Workforce Development

EGC will continue to assist businesses in meeting their workforce training needs by working with and supporting local and regional workforce service providers.

Tactic

- Promote and encourage businesses to develop a workforce training plan using resources of local and regional providers to enhance the skills of their workforce and bring about greater productivity.
- Assist businesses in meeting their workforce training needs by working with and supporting local and regional workforce training providers.
- Support and facilitate a training center to be located at the Sony facility.
- Assist in seeking available training funds for local business.

Strategic Initiative Keystone Innovation Zone

The Westmoreland Keystone Innovation Zone (WKIZ) will foster growth and development in Westmoreland County by focusing efforts on entrepreneurs and young companies in the sectors of Advanced Materials and Diversified Manufacturing, Information Technology, and Bio-Medical and Life Science. Our colleges and universities will provide resources to assist and support our KIZ clients, bringing to these businesses the endowment of technology, business knowledge and research capability.

Tactic

- Provide WKIZ companies and entrepreneurs with access to product development expertise and manufacturing technology to support new product and manufacturing process development.
- Provide entrepreneurs and WKIZ companies with technical assistance, financial assistance, and business resources that will support their growth and overall competitiveness.
- Give WKIZ college and university students opportunities through internships at WKIZ companies and the WKIZ institution of higher education.
- Host a variety of seminars and networking events promoting programs of the WKIZ and other resources.
- Work in partnership with Saint Vincent College on the success of the Innovation Center, bringing the elements of commercialization and technology transfer to Westmoreland County.
- Assist entrepreneurs with zone location assistance in order to provide start-up companies with the resources available to WKIZ companies.

Strategic Initiative Organization Development

EGC will continue to improve and strengthen organizational capabilities.

Tactic

- Monitor budget plans and spending to seek new funding sources as well as improve efficiency on all spending.
- Evaluate staff performance annually and provide opportunities for staff training and attendance at seminars or conferences.
- Continue to assess use of sharing staff to improve cost effectiveness and efficiency.

Strategic Initiative Support Transportation & Infrastructure Improvements & Site Projects

EGC recognizes the continuing need to support and facilitate development and infrastructure improvements.

Tactic

- Continue to be an advocate for key county transportation projects particularly those on the Transportation Improvement Project list as well as support new county priorities.
- Partner with WCIDC to work with the Turnpike Commission to advance the new proposed interchanges located near Route 119, the Turnpike and Route 981. Work with the Turnpike Commission to seek final approval on the proposed interchanges to hopefully have the Turnpike Commission bid out the work sometime in the 2010-2011 timeframe.
- Continue to monitor the turnpike leasing/revenue proposal and be an advocate to oppose this proposal if it hinders the Laurel/New Stanton connector project and/or the best interests of our business community.
- Continue to partner financially with WCIDC on retaining transportation consultant.

Strategic Initiative Support the West Penn Power Sustainable Energy Fund (WPPSEF)

The West Penn Power Sustainable Energy Fund has been established to promote the use of renewable and clean energy, energy conservation and facilitating the attraction, establishment and retention of sustainable energy businesses. EGC will continue to support WPPSEF as the financial and project administrator.

Tactic

- Assist WPPSEF in seeking to place investment monies throughout the Allegheny Power service territory, as well as other parts of Pennsylvania.
- Provide sound financial stewardship of the WPPSEF investment fund by closely monitoring investment portfolio performance, working closely with First National Bank's Wealth Management Group and providing communication to and feedback from the WPPSEF Board.
- Provide financial analysis, paperwork documentation and implementation of all grants and loans approved by the WPPSEF Board.
- Continue to seek out eligible businesses and projects that meet the mission fit of WPPSEF.

Strategic Initiative Financial Assistance

EGC, utilizing a combination of state, federal and private funding programs, assists companies throughout Westmoreland County with business expansion or relocation financing. EGC assesses each project individually using a comprehensive method to insure that all project costs are addressed. By working closely with the banking and economic development communities, EGC remains intimately involved in all business financing activity in the county.

Tactic

- Work with local companies to secure funding packages for expansions, relocations and training costs through state, federal & regional financing programs.
- Develop closer relationships with area bankers by meeting individually with bank CEOs and upper level management, customer relationship managers and business development officers, and by conducting seminars to educate bank staff on EGC's program offerings.
- Improve working relationships with state agencies as well as other economic development partners.
- Improve awareness of program offerings through direct outreach, internet based marketing and newsletters, and seminars.

Strategic Initiative Marketing EGC

EGC seeks to provide essential information to area businesses as well as provide updates on EGC's activities and results.

Tactic

- Develop a marketing plan to be implemented by the latter half of 2009.
- The plan should include outreach to clients; meetings with resource partners; meetings with public officials; and development of periodic reports and newsletters.
- Meet at least annually with major and medium sized employers and banks to provide updates and seek feedback on business activities.
- Update and improve website to promote greater usage and benefit.