

# ***Prosser Economic Development Association***

## ***10 –Year Strategic Business Plan 2012-2022***

### **Mission:**

Prosser Economic Development Association (Prosser EDA) creates and promotes a sustainable community by leading projects to create economic growth for our citizens.

PEDA initiatives add value to the Prosser brand by improving the quality of life, stimulating a diverse economy, preserving environmental assets, and forging key alliances which results in measurable increases in vital economic indicators of a healthy, growing community.

### **Vision – Prosser is**

- Washington’s center of excellence for wine production, appreciation and experiential education including wine-making, culinary arts and the wine lifestyle.
- Supportive of private business.
- Washington’s leader in applied science & technology and innovation in agriculture – in production, sustainable processing and education.
- A vibrant, diverse economy serving families, business, visitors and neighboring communities
- 100 Best Communities for Young People
- A robust destination for tourism centered on the wine lifestyle and agricultural experience and education, and on outdoor recreational features.

***Board Adoption: 11/03/11***

Core Values: “Prosser” Brand

Livability – quality of life: family wage jobs, affordable housing, quality schools, continuing education, recreational and social offerings

- Environmental stewardship – preserving farm land and natural resources; conscientious consumer; concurrently striving for balance between environmental stewardship and economic development
- Quality, integrity in people, products, processes.

**Key Strategies – from Vision, SWOT Analysis – Initiatives and Plans**

**Strategy 1: Preserve and promote Prosser brand;** consider brand in all initiatives and decisions. Core Values are incorporated in initiatives, understood in messages and reflected in business recruitment criteria. Prosser Pride is a rallying point.

- Increase community adoption and engagement in achieving Prosser vision
- Create a “Leadership – Prosser” program to train up and educate citizens to become knowledgeable leaders.

**Strategy 2: Increase available development land, utility infrastructure, transportation access to meet long-range goals**

- Commercial Land – increase availability: secure, develop large parcels
  - Land – City spray field
  - Water - available, affordable for industry
  - Natural Gas – available north of I-82
  - Urban Growth Boundary Review
- Residential Properties
  - Riverfront development
  - Housing available for all income segments
  - Housing north of Airport
- Utility infrastructure
  - Water, Sewer extended across I-82
- Transportation access

- Exit #80
- Frontage Road
- Exit #81 – *defer for future discussion*

**Strategy 3: Initiate business retention, expansion and recruitment around focused primary and support industries.**

- Producers/Distributors of Retail Finished Goods
  - Specialty, unique markets
  - Handcrafted, locally made
  - Product demand from community & tourists
- Light industry, manufacturing
  - Food Processing (with low-water consumption)
  - Agricultural production industries up/down value chain – apples, cherries, grapes/wine, hops,
  - Cold storage/ bonded storage/packing sheds/warehousing
  - Distribution centers / logistics businesses
  - Barrel Coopers
- Wine, Culinary Arts and Wine/Food Tourism
  - Wineries
  - Clore Center
- Agricultural Education / R&D and applied R&D
  - WSU Prosser & Extension
  - CBC, YVCC
  - Port of Benton demonstration sites

**Strategy 4: Evaluate to increase Recreational Tourism Opportunities**

- Natural Resources – walking trails, bike & horseback riding trails
- Golf Course – destination and/or tied to Higher value Residential
- Tours – farms, energy generation, food processing

**Strategy 5: Strengthen PEDA Organization**

- Membership recruitment, engagement
- Partnership / Advocacy with partners
- Business Services Offerings
- Future Facility needs
- Grant Writer Program opportunities

**Strategy 1: Prosser Brand to preserve, promote**

Initiatives: Plans	Lead Org. / Committee	2012 Results Measurement	2013 Results Measurement	2015 Results Measurement	2018 Results Measurement	2022 Results Measurement
<b>1.0 Brand Strategy</b>						
1.1 Increase community engagement in achieving Prosser vision & unity.	Organization Committee	Engage Stakeholders: > Historic Downtown > Chamber > Port of Benton > School District > Hospital District > PEDA > County	>Create a stylized "Prosser". (Perhaps via a contest?)  >Determine Brand Consensus  >Define Brand	>Develop a photography archive		>Established Brand - universally proclaimed and embraced.
1.2 Sustain an Economically Vibrant Historic Downtown	Historic Downtown	>Continue to participate at Committee and/or Board level. >Begin segments of Market Analysis to understand business climate & consumer.	>Provide business assist. & direction for recruitment, retainment, expansion & marketing utilizing Market Analysis.	>Assist with Community-wide Consumer/Tourist Survey. Interpret results to implement strategies for building a strong "buy" local program.		

## Strategy 2: Expand Prosser Assets for Development

Initiatives: Plans	Lead Org. / Committee	2012 Results Measurement	2013 Results Measurement	2015 Results Measurement	2018 Results Measurement	2022 Results Measurement
<b>2.1 Commercial Land</b>  2.1.1 Land (City spray field)	Project Specific Committee & City	> Identify & List inventory of existing development properties. >Zoning - check proper classification for commercial use.	>Determine uses >Transportation & access issues >Decibel Testing >Site Plan Development	>Update, land inventory 12/31/2015		
2.1.2 Water & Sewer Uses for Commercial Development	Business Recruitment & Expansion Committee & City	>Verify access for tunnel on I-82. >Review future commercial needs. Develop table of potential industries based upon our water restrictions.	>Get bid for tunnel access across I-82	>Review future projects by priority to develop a check-off list re: restrictions, conservation methods, pretreatment conditions, etc,	>Analyze neighboring cities' rates – is Prosser competitive? >Future maintenance issues?	
2.1.3 Natural Gas – Across 6 <sup>th</sup> St. Bridge & available north of I-82	Project Specific Committee & City	>Gas line across bridge and to 2 large gas consumers	>Develop incentive for extension of gas line down Wine Country Road to Exit 80	>Determine partners & efforts necessary to cross I-82. >Conversations with property owners to engage vision for future development	>Land Uses > Create site plan	

2.1.4 Turnkey SEPA Plan	Business Recruitment & Expansion Committee & City	<ul style="list-style-type: none"> <li>&gt;Review SEPA procedure by sections</li> <li>&gt;ID portions that could be pre-determined</li> <li>&gt;Reduce processing time for permitting</li> </ul>	<ul style="list-style-type: none"> <li>&gt;On track with keeping business friendly?</li> </ul>			
<b>Initiatives:</b> Plans	<b>Lead Org. / Committee</b>	<b>2012 Results</b> Measurement	<b>2013 Results</b> Measurement	<b>2015 Results</b> Measurement	<b>2018 Results</b> Measurement	<b>2022 Results</b> Measurement
<b>2.3 Transportation Access</b> 2.3.1 Exit 80	Project Specific Committee, City, County, WSDOT, Property Owners	<ul style="list-style-type: none"> <li>&gt;Current analysis of access issues &amp; what to be expected with increased traffic.</li> <li>&gt;Round Table Discussions with Stakeholders</li> <li>&gt;Annexation &amp; access discussions</li> </ul>	<ul style="list-style-type: none"> <li>&gt;Proposed design presented</li> <li>&gt;Funding options</li> <li>&gt;Create timeline for completion</li> </ul>	>Implementation		
2.3.2 Frontage Road > Merlot - Hinzerling > Gap - Shelby	Project Specific Committee, County, Port, Property Owners	<ul style="list-style-type: none"> <li>&gt;Contact Owners - learn price, terms to acquire</li> </ul>	<ul style="list-style-type: none"> <li>&gt;Create timeline &amp; priority for purchase.</li> <li>&gt;Market property for development</li> <li>&gt;Begin discussions for infrastructure</li> </ul>	>Infrastructure completed.		

<b>Strategy 3: Business Retention, Expansion, Recruitment in focus sectors</b>						
		<b>2012 Results Measurement</b>	<b>2013 Results Measurement</b>	<b>2015 Results Measurement</b>	<b>2018 Results Measurement</b>	<b>2020 Results Measurement</b>
<b>3.1 Sector: Retail Businesses</b> 3.1.1 Producers / Distributors of Retail Finished Goods	Business Recruitment & Expansion Committee, Team Historic Downtown Prosser Assoc	>Identify sectors, >Use inventory for placement options, > Identify XX prospective producers to begin recruiting	>Retail Site Surveys, >Results distributed to govt. partners for comp planning, >Continue recruitment process	>Share results of recruitment success. > Review sectors & update to include emerging retail industries. >Continue recruitment process.		
<b>3.2 Sector: Light Industrial/Manufacturing Businesses</b> 3.2.1 Agricultural Production, By-Products of Ag, Packing Sheds & Warehouses	Business Recruitment & Expansion Committee, Team Tridec Agriculture Committee & Local Ag Leaders	>Identify sectors, >Use inventory for placement options, > Identify XX prospective producers to begin recruiting	>Industrial Site Surveys, > Results distributed to govt. partners for comp planning, >Continue recruitment process	>Share results of recruitment success. >Review sectors & update to include emerging ag industries. >Continue recruitment.		
<b>3.3 Sector: Wine, Culinary Arts and Wine/Food Tourism</b> 3.3.1 Expand Wine	Business Recruitment & Expansion Committee, Team Wine Commission, WAWGG, Grape Society, AVA Assoc.	>Winery Survey implemented, >Analyze Results to identify sectors >Use inventory for placement options, > Identify XX prospective producers to begin recruiting	>Winery Survey, >Results distributed to govt. partners for comp planning, >Continue recruitment process	>Share results of recruitment success. >Review sectors & update to include emerging wine industries. >Continue recruitment process.		

3.3.2 Clore Center	Prosser EDA Board, Interested Citizens	>Capital Campaign	>Capital Campaign	>Completed - self sufficient operations		
<b>3.4 Sector: Agricultural Education / R&amp;D and applied R&amp;D</b> 3.4.1 WSU Prosser & Extension	Business Recruitment & Expansion Committee, WSU, Hospital & Food Processing Partners	>Determine R&D needs within industries.	>Benchmark job creation			
3.4.2 CBC, YVCC	Project Specific Committee, School District	>Quantify need for higher education, >Round Table Discussion to ID players	> Determine site & funding sources for branch campus	> Completed – operational with XXX students utilizing facility/resources		
3.4.3 Port of Benton demonstration sites	Business Recruitment & Expansion Committee, Port of Benton	> Establish suitable site with appropriate zoning >Identify new & existing business				

#### Strategy 4: Evaluate to increase Recreational Tourism Opportunities

Initiatives: Plans	Lead Org. / Committee	2012 Results Measurement Due Date	2013 Results Measurement Due Date	2015 Results Measurement Due Date	2018 Results Measurement Due Date	2022 Results Measurement Due Date
<b>4.1 Recreational Tourism Opportunities</b> 4.1.1 Riding Trails (Walking, Bike & Horse)	City of Prosser & Benton County	>Evaluate user demand and sustaining business model	>Land Appraisal 12/31/2013 >Land Purchase 12/31/2013	>Identify funding sources for ongoing maintenance >Dedicated County Trail Fund		>3500 acres owned, groomed for horse riding trails, other trail activities.
4.1.2 Golf Course (cross reference to Residential housing development, Strategy 2)	Project Specific Committee & Golf Steering Committee	>Update feasibility analysis on multiple sites	>Recruit golf course developer			>18 hole course with Country Club; surrounded with mid- to high-income housing.
4.1.3 Farm / Winery Tours	Tourism, Chamber of Commerce	Assess feasibility: > Survey for participating sites (willingness, market demand) > Understand Homeland Security restrictions on food producing facilities				>Scheduled Tours of Farms & Wineries

### Strategy 5: Strengthen PEDA Organization

<b>Initiatives: Plans</b>	<b>Lead Org. / Committee</b>	<b>2012 Results</b> Measurement Due Date	<b>2013 Results</b> Measurement Due Date	<b>2015 Results</b> Measurement Due Date	<b>2018 Results</b> Measurement Due Date	<b>2022 Results</b> Measurement Due Date
<b>5.1 Membership</b>	PEDA Board	<b>30</b> members	<b>33</b> members	<b>36</b> members	39 members	<b>42</b> members
5.1.1 Individual Contact		Welcoming arm to the community				
5.1.2 Define Businesses to Recruit	Tridec, Business Recruitment & Expansion Committee	Survey Manufacturing & Food Processing Businesses	Develop list of targets by sector			
5.1.3 Increase engagement of people, those on and outside of Board		>Public invited to showcase the Strategic Plan -	>Review working numbers, expertise, connections of committee members	Include information in annual meeting	Include information in annual meeting	Include information in annual meeting
5.2.1 Work with Chamber		>schedule meeting	>review prior year	>review prior years	>review prior years	>review prior years
5.2.2 Clarify roles with Community partners- Chamber and Downtown		>Review Bylaws	>schedule meeting Partners endorse Strategic Plan and/or take lead role on elements of Strategic Plan			
5.2.3 Govt. & Public Partners, City of Prosser, Port of Benton, Benton County, WSU, Hospital, School District		Review Comp Plans				
<b>5.4 Future Facility Needs</b>	Organization Committee	>Assess space availability	>Opportunities for relocation >Budget			

<b>5.5 Grant Writer Program</b>	Organization Committee & GW Partners	>Sustainability of Program >Affects on community >Identify other potential partners	>Promote >Utilize success to grow program			
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