

Chapter I Introduction

1.1 Definition of Sustainable Economic Development

York County, Pennsylvania, strategically situated between Harrisburg, Philadelphia, and Baltimore, already offers the underpinnings for healthy economic development. The County is blessed with a diverse mix of industries, is linked via major transportation networks to major metropolitan markets, boasts a workforce credited for its strong work ethic, offers attractive housing options, and touts unique agricultural and architectural heritage. These core strengths have enabled the County to grow in terms of both industry expansion and the attraction of new residents.

The challenge for planners and economic developers is to identify how to effectively manage growth in order to maintain a sustainable course for economic development. To better understand this challenge, a definition of sustainable economic development has been prepared as a result of conversations with County planners and economic developers, business and community development stakeholders, municipal officials and members of the general public. The definition, which covers multiple components, is described in Exhibit 1-1.

Exhibit 1-1: Definition of Sustainable Economic Development
• Diversifies the economic base
• Enhances York County’s competitive position and image regionally, nationally, and even globally
• Balances jobs, housing, and services, providing current commuters with opportunities to work near home in the future, and providing residents with retail goods and services
• Builds from and preserves quality of life assets such as culture and history
• Attracts high-quality, high-paying jobs, particularly in emerging industries
• Expands the base of industries working in renewable energy development
• Capitalizes on local agricultural industries with “buy fresh buy local” initiatives
• Supports public transit initiatives
• Focuses non-rural development away from prime farmlands that could be used for agriculture
• Builds from the County’s dedicated workforce with its strong work ethic
• Occurs in part as a result of clear, coordinated, effective, and efficient economic development and workforce development programs

1.2 Purpose of Plan

The purpose of the York County Economic Development Plan, a joint effort of YCPC and YCEA, is to assess the local and regional context, determine types of growth and target industries suitable for the County and its unique five (5) planning regions (which include a variety of sizes of downtowns, suburban areas, and rural communities), and delineate strategies

to pursue such growth and industries. Essentially, the Plan is meant to combine comprehensive economic development strategies and growth management strategies. Overarching goals of the Plan include:

- Retaining existing business and industry
- Attracting new business and industry
- Identifying locations of new business and industry
- Exploring and assessing critical issues affecting economic development and growth management

The York County Economic Development Plan will serve multiple purposes to work toward these goals. The Plan will be included as a component of the broader Comprehensive Plan for the County maintained by YCPC, which will allow the YCPC to continue working with municipalities to develop consistencies between their Plans and the County's Plan for economic development. For YCEA, the Plan will serve as an action document for future efforts. The YCEA will use the Plan when approaching the State for assistance on project implementation aspects, such as infrastructure, and the Plan will help YCEA determine where to focus limited public resources.

For municipalities interested in economic development, the Plan will help YCEA counsel individual municipalities regarding their competitive strengths against the broad County backdrop.

In addition to the many purposes the final Plan will serve, the process of creating the Plan has served several functions. The municipal and public involvement process, which included meetings with officials and community members, has offered an opportunity for the County and municipalities to collaborate and understand how the County can assist municipalities in reaching their economic development goals.

1.3 Original Steering Committee

The original Plan was informed by the insight of distinguished individuals on the Steering Committee, which met periodically to lend ideas and comments on the technical work that was conducted to produce the 2009 Plan. Individuals that lent their time and expertise through the Steering Committee included the following:

1. Chris Reilly, County Commissioner
2. Felicia Dell, YCPC Director
3. Darrell Auterson, YCEDC President and CEO
4. Representative Stan Saylor, 94th District, primary BRAC impact district constituent representative (Jo Anna Shovlin)
5. Senator Michael Waugh, 28th Senatorial District, County constituent representative
Christopher Naylor

6. Patrick Fero, YCEDC Board Member, Municipal Representative
7. Laurel Wilson, YCIDA Board member, Municipal Representative
8. Joe Musso, York City Council, planner
9. Duane Stone, Dillsburg Business Association, attorney
10. Tom Donley, York County Chamber of Commerce, business community representative
11. Bruce Miller, SEDCO Board member and farming community representative
12. Brad Hittie, TrueValue-Plus, Southern York County business community representative
13. Andrew Stern, York City, Consultant

1.4 Public Involvement & Participating Stakeholders

In addition to the insight of Steering Committee members, the 2009 York County Economic Development Plan was guided by the involvement of municipal officials, individual stakeholders from the business and community development fields, and members of the general public. The purpose of public involvement for the project was to inform stakeholders and the general public and obtain input at important points throughout the process.

Opportunities for collaboration were provided in:

Individual stakeholder interviews: early in the project process, consultant team members contacted a variety of stakeholders not seated on the Steering Committee, to inform them of the Plan's scope and schedule, as well as to obtain their input. The following individuals were contacted as part of this effort:

1. Eric Menzer, YorkCounts Board Chair, Wagman Construction
2. Susan Barry, York County Community Foundation
3. Karen Holt, BRAC Manager, Chesapeake Science and Security Corridor (CSSC)
4. Jean Treuthart, Harrisburg Area Community College (York)
5. Raymond Rosen, Wellspan Health
6. Fred Gates, Vice President & General Manager, York Vehicle Operations
7. Bill Yanavitch, Vice President, Human Resources & Administration, Glatfelter Co.
8. Jon Kinsley, Kinsley Construction
9. Carol Kauffman, Crispus Attucks
10. Christina Muahaur, Downtown, Inc.
11. Terri Kaufman, South Central Workforce Investment Board
12. Representative Eugene DePasquale, District 95
13. Paul Hedin, President, Lobar Associates
14. Katie Miles, YCEDC
15. Joe Wagman, Better York
16. Steve Overbay, BRAC Coordinator, Aberdeen Proving Grounds
17. George Waldner, President, York College
18. Joel Rodney, Chancellor, PSYU

19. William Kerlin, Graham Group
20. Jeanette Torres, Renee Caraballo, York Spanish American Center
21. Russ Montgomery, REDDI
22. Tom Donley, York Chamber of Commerce
23. Representative Scott Perry, District 92
24. Ed Messner, West Shore Chamber
25. Phil Robinson, Halisco Group
26. Robert Buzzendore, Hoffmeyer & Semmelman
27. Meg Fullerton, The Valley Tavern

2008 Municipal Work Sessions (Open to the Public): a series of three municipal work sessions open to the general public were conducted in each of York County’s five (5) planning regions (e.g. Northern Region, Greater York Region, South Western Region, South Central Region, and South Eastern Region). The first set of meetings was held to discuss vision and goals for economic development by region; the second set to review an updated vision statement and results of a technical market and land assessment by region; and the third set to discuss a technical business assessment, case studies and initial strategies for action by region.

2008 Public Meetings: in addition to the municipal work sessions, two (2) meetings were held to provide forums for general public comments. First, YCPC and YCEDC held a public meeting to inform the public of the technical business assessment, case studies and initial strategies by region. Next, the York County Board of Commissioners held a public hearing to present the completed York County Economic Development Plan.

2013 Public Survey: YCPC and YCEA released a public survey as an outreach effort to gather data from a variety of public and private stakeholders as well as individuals to re-prioritize the top concerns for each of the five (5) planning regions.

2014 Public Meetings: YCPC and YCEA held five (5) public meetings, one in each of the planning regions, to present the draft updated Plan and obtain public comment. A final draft of the Plan was presented to the County Commissioners who then held a public hearing on the Plan. This was another opportunity for public comment.

[1.5 Work Completed](#)

To complete the York County Economic Development Plan, the consultant team undertook a series of key tasks over a twelve month period which included:

1. Project Mobilization
2. Defining Sustainable Development and the Purpose of the Plan
3. Creating an Economic Development Vision for York County
4. Existing Conditions Analysis
5. Needs Assessment

6. Industry Cluster Analysis Update and Business/Industry Attraction, Expansion & Retention Assessment
7. Analysis of York County's Available Economic Development Resources, Economic Development Structure, and Relevant Case Studies
8. Outline: Strategies & Recommendations
9. Development of Draft/Final Economic Development Plan

To complete the 2014 Plan update, staff of the YCEA and YCPC reviewed the 2009 Plan in its entirety, which generally included the tasks listed above. Although much of the Plan remains the same there have been some significant changes based on more relevant and/or current information.

