

Chapter IX

Action Plan

9.1 Overview

At the five (5) year mark of the original Economic Development Plan adopted in 2009, the York County Planning Commission and the York County Economic Alliance staff reviewed the Plan's strategies and the progress that has been made to implement them. Through this review process, along with reflection and analysis of the current economy, some existing strategies were modified, some were deleted, and new strategies emerged. It also became apparent that economic development over the next ten (10) years in York County will continue to require a coordinated plan of action, particularly to enhance the County's competitive position for attracting top industries (e.g. renewable energy, bio-medical, and health care) and to provide a range of strategies suitable for diverse planning regions.

Many accomplishments and much progress have been made relative to the 2009 Plan strategies. Originally there were 149 identified strategies and approaches. Each one of these has been addressed in some way; some were implemented and are on-going, some were modified and some were removed. This update has identified and added 14 new strategies to address moving forward.

This Chapter outlines in detail the carry-over and newly identified goals and strategies to move York County forward in economic growth. The Updated Economic Development Action Plan is broken into five (5) broad strategy categories as listed below.

1. Workforce Development,
2. Growth Areas,
3. Rural Areas,
4. Downtown Revitalization, and
5. Incentives and Economic Development.

Associated implementation items, including an approach, lead agency and partners, are identified for each strategy. Exhibit 9-1 provides a summary of this information. The strategies and approaches provided are meant to be tailored over time to respond to changing needs and conditions. As such, the York County Economic Development Plan will function as a living and changing document to work toward the desired outcomes established in the Countywide vision for economic development. The Economic Development Plan and its strategies will be reviewed annually by YCPC and YCEA, and will be used by each of these entities as a planning and economic strategy guide to formulate future policy and actions.

Exhibit 9-1: Strategies and Approaches of the York County Economic Development Plan

Strategy	Action	Lead Entity	Partner(s)
Workforce 1A	Inventory of Workforce Providers	YCEA	YCAL; York County Workforce Service Providers
Workforce 1B	Workforce Forums with Employers	YCEA	Workforce Service Providers; YCAL; Area Employers
Workforce 2	Networks for a Young Workforce	YCEA	York Young Professionals; York SCORE; Leadership York
Workforce 3	Form a Public Education Advisory Group	YCAL	YCEA; Higher Education Institutions; Local School Districts; Local Foundations
Workforce 4	Market and Support Quality of Life Amenities	YCEA	Creativity Unleashed, York City
Growth 1	Sample Code Language	YCPC	York/Adams Smart Growth Coalition; York County Zoning and Building Permit Officials Association; YCEA
Growth 2	Corridor Plans	YCPC; YCEA	Local Municipalities
Growth 3	Track and Monitor Growth	YCPC	YCEA
Growth 4	Model Permitting Process	YCPC	York/Adams Smart Growth Coalition; York County Zoning and Building Permit Officials Association
Growth 5	Infrastructure Planning Considerations	YCPC	YCEA
Rural 1	Information Outreach	YCALPB, YCPC	FNLTL; Penn State Cooperative Extension; YCABC; FSA; YCEA
Rural 2	Strong Local Food System	YCFE; YorKitchen	YCEA; FNLTL; Penn State Cooperative Extension; Horn Farm Center; York Buy Fresh Buy Local; YCABC
Rural 3	Strong Agritourism Strategy	YCEA; YCPC	YCABC; Penn State Cooperative Extension; Susquehanna Gateway Heritage Area; YCCVB
Rural 4	Sustainable Farming Strategy	York County Conservation District; YCALPB	Penn State Cooperative Extension; Horn Farm Center; USDA; YCFE
Downtown 1	Downtown Economic Development Program	YCEA; YCPC	Downtown Inc.; Local Municipalities; Local Non-Profits; Local Downtown Groups; York SCORE; Community First Fund; York City; Main Street Hanover
Downtown 2	Sample Code Language for Downtown Issues	YCPC; York City	YCEA; Local Municipalities; Local Downtown Groups; York/Adams Smart Growth Coalition; Neighborhood Associations; Pennsylvania Downtown Center
Downtown 3	Downtown Plans	YCEA	Local Municipalities; YCCVB; YCPC; York City; Moving Plans into Action; Pennsylvania Downtown Center; Downtown Inc.; Main Street Hanover
Incentives & Economic Development 1	Expand Information Outreach	YCEA	Local Municipalities; YCPC
Incentives & Economic Development 2	Educate Businesses and Communities	YCEA	OWD; Local Developers
Incentives & Economic Development 3	Renewable Energy Incentives	YCPC; Pennenergy or Manufacturers Association	Pennsylvania Office of Energy and Technology Development; Pennsylvania Department of Community and Economic Development; Pennsylvania Department of Environmental Protection
Incentives & Economic Development 4	Expanded Sites Database	YCEA	YCPC; RACY; Local Brokers

9.2 Workforce Development

York County needs to develop and sustain a workforce that includes: younger workers to replace retirees, skilled and educated workers to fill gaps in manufacturing and research and development for the renewable energy and bio-medical industries, and workers to fill critical shortages (e.g. nurses in the health care sector). The following strategies offer steps toward addressing those needs.

Strategy 1: Provide a clearinghouse for workforce development through YCEA's Office of Workforce Development (OWD).

Strategy 1A: Prepare an inventory of workforce providers, including all training and educational programs, updated twice yearly, and market to job seekers and employers through digital and print media.

Purpose: To provide a consolidated inventory of workforce service providers through convenient digital media to allow workers and employees convenient access to information on workforce programs.

Approach:

1. Build and maintain a database of workforce service providers with descriptions of available services, training and educational programs and contact information.
2. Build and design an attractive, easy to navigate website that may be edited in house through web publishing software.
3. Prepare an attractive print brochure.
4. Provide a system to allow workforce providers to send requests for updates to content, and perform weekly updates on an as-needed basis.

Implementing Entity:

Lead: Office of Workforce Development (OWD) within YCEA

Partner(s): York County Workforce Service Providers; York County Alliance for Learning (YCAL)

Strategy 1B: Conduct workforce forums with employers to stay aware of changing needs on an annual basis, and incorporate the workforce requirements of target industry clusters into forums.

Purpose: To keep abreast of emerging trends and challenges in terms of workforce needs of local employers, with particular attention paid to target industry employers.

Approach:

1. Working with other YCEA staff, continue to identify specific employers to target with workforce forums, which ideally would include employers representative of top target industry clusters and employers known to be interested in workforce development issues as a result of business retention and expansion visits.
2. Define forum themes based on the known workforce requirements of the target industries, as well as common workforce issues raised by employers.
3. Identify local experts from the workforce services network to sit on an expert panel as part of the workforce forum.
4. Appoint a facilitator (YCEA staff, a volunteer, or a paid facilitator) to conduct the forum.
5. Record key topics and ideas raised during the forum and prepare a summary document that may be circulated amongst the workforce service providers network to increase awareness of emerging issues.

Implementing Entity:

Lead: OWD

Partner(s): Workforce Service Providers, Area Employers; YCAL

Strategy 2: Develop networks for a young workforce

Purpose: To create networks oriented to building the capacity of young entrepreneurs and business leaders.

Approach:

1. Continue to engage the existing networking groups for young business leaders to ultimately strengthen the workforce and community.
2. Continue to support the SCORE/Alliance Roundtable Program to mentor entrepreneurs and young business leaders, and current business owners with a supportive peer group.
3. Continue to support Leadership York's programs whose mission is to train and support individuals who have the desire to serve York's community in leadership positions.
4. Continue to facilitate partnerships between the education and business communities through YCAL and their Mentoring Program.

Implementing Entity:

Lead: YCEA

Partner(s): York Young Professionals, York SCORE, Leadership York

Strategy 3: Form a public education advisory group to serve as advocates for K-12 education.

Purpose: To serve as advocates for the integration of science, technology, engineering and mathematics into public education and for more efficient school systems.

Approach:

1. Create a working group focusing on science, technology, engineering and mathematics (STEM) education to help prepare students for careers in innovative fields that builds from the Office of Workforce Development Advisory Group within YCEA and the York County Alliance for Learning.
2. Continue to monitor the potential for a charter school in the County of York using the STEM curricula as its focus in order to offer a strong differentiation from regular schools.

Implementing Entity:

Lead: YCAL

Partner(s): YCEA, Higher Education Institutions, Local School Districts, Local Foundations

Strategy 4: Market and support the development of quality of life amenities to capture young workforce and compete for creative class, and develop a marketing campaign devoted to advertising York County's attractions, diversions and strengths to attract residents, visitors, investors, and the workforce in target industries, primarily through web media.

Purpose: Quality of life is linked to an innovation economy, and marketing of an area's top quality of life factors are an important aspect toward building a strong workforce. Quality of life is a broad term that encompasses the intangible and tangible factors that make an area a desirable place to live. These factors may include recreational offerings, scenic rural and natural environments, lively downtowns, arts and cultural activities, and a diverse housing stock, which ultimately lead to quality of place.

Approach:

1. Building from the York County Profile prepared by YCEA, maintain a series of web pages that provide graphic, appealing and easy-to-navigate content describing housing, healthcare, cost of living, recreational offerings, and other quality of life factors, as well as information on the County's demographic and economic characteristics. Incorporate information from (or links to) demographic information prepared by YCPC and other demographic information resources.

2. Continue to update the descriptions of types of employers in key occupations needed to support target industries, including architects, engineers and healthcare workers.
3. Maintain a series of web pages focused primarily on attracting the young workforce that offers tips on job searching, a cost of living calculator (to demonstrate the cost benefits of staying in York County after graduation or returning after college), and that allows employers to post externship, internship and shadowing opportunities on the site.
4. Perform annual updates to the site's content upon updates to the York County Profile.
5. Form a marketing campaign with articles in national publications, outreach to national television, and regional/mid-Atlantic publications and broadcasts.
6. Develop a strategy to involve the YCEA's OWD in the York City business recruitment and expansion process.

Implementing Entity:

Lead: YCEA

Partner(s): Creativity Unleashed, York City

9.3 Growth Area Strategies

In each of York County's five planning regions, managing growth was cited as a major vision element. Steps to balance residential growth with commercial and industrial growth and steps to focus growth to areas with existing infrastructure are necessary. The following strategies outline actions related to managing growth.

Strategy 1: Provide sample code language and information outreach to educate and assist communities on regulatory options available to manage growth through the Municipal Consulting Program.

Purpose: To encourage local municipalities to make informed decisions about the types of regulatory techniques they will use in their individual jurisdictions with respect to growth management.

Approach:

1. Continue to offer sample intergovernmental agreements to municipalities wishing to work together to develop a multi-municipal comprehensive plan.
2. Educate communities on proper zoning and land use opportunities needed to attract desired businesses.
3. Continue to provide sample model ordinances for solar, wind, and thermal energy alternatives.

4. Research sample zoning language to address green building programs for the review and possible adoption by local municipalities (e.g. LEEDS). Aspects of a local green building program may include the adoption of an ordinance with associated guidelines and a point system for green construction. In exchange for adherence to the guidelines and scoring of a pre-set number of points, developers may be granted incentives such as bonus density, reduced setbacks, reduced parking requirements, or other incentives that reduce the overall cost of development.
5. Work with the Smart Growth Coalition of York and Adams Counties to market the *Traditional Neighborhood Development Ordinance Handbook*. The handbook provides a range of densities suitable for different downtown contexts, making it a valuable resource for any municipality interested in co-locating residential and commercial uses. Traditional neighborhood development techniques can result in more balanced residential and commercial development and increased densities which make service delivery more efficient.

Implementing Entity:

Lead: YCPC

Partner(s): York/Adams Smart Growth Coalition, York County Zoning and Building Permit Officials Association, YCEA

Strategy 2: Undertake corridor redevelopment and revitalization plans to identify corridor specific marketing themes/niches and revitalization strategies.

Purpose: To develop strategies for individual corridors based on focused analysis of existing conditions and opportunities.

Approach:

1. Work with local municipal officials to review the maps and database of sites for development, prepared as part of the Economic Development Plan process, and use as a screening method to identify potential corridors for further planning. Use the York Envisioned Scenarios 2040 Study as a reference and beginning point for discussions.
 - a. One potential example (as a result of input from the November regional municipal work sessions) would be to market the growth area in the South Eastern region along Route 74 as a small-scale medical and community service center within the Established Secondary Growth Area.
 - b. An existing example is the plan prepared for the Codorus Corridor.
2. Provide technical assistance to municipalities that choose to embark on the development of corridor redevelopment or a revitalization plan.
3. Include a detailed market study of potential uses for the corridor, conceptual design, recommended marketing themes/niches and revitalization strategies. The evaluation

of potential uses should include office, retail and industrial, which are the focus of this Economic Development Plan. Additionally, synergistic relationships provided through residential uses, including senior housing to understand opportunities related to the aging of the population in the nearby Baltimore region should be considered.

Implementing Entity:

Lead: YCEA, YCPC

Partner(s): Local Municipalities

Strategy 3: Track and monitor growth of households and jobs and availability of sites.

Purpose: To monitor and compare trends in growth and resulting development of sites for economic development to determine if sites identified through the York County Economic Development Plan are being developed prior to other sites.

Approach:

1. Continue to participate as a State Data Center Affiliate to stay aware of existing population growth and other Census Data.
2. Expand use of GIS to track and monitor growth and availability of sites:
 - a. Review the database of sites produced as part of the York County Economic Development Plan as a base.
 - b. Perform annual updates and calculate statistics on the percentage of sites developed in the database to track growth trends and determine if sites most suitable for economic development are being developed.

Implementing Entity:

Lead: YCPC

Partner(s): YCEA

Strategy 4: Assess the local Subdivision and Land Development Ordinance (SALDO) plan review and approval process to better York County's economic development opportunities.

Purpose: To develop a best practice sample process with information regarding local and State best practices in order to address cumbersome processes.

Approach:

1. Review cross section of municipal subdivision and land development processes to arrive at best practices.
2. Develop a list of SALDO BMP's used.
3. Promote consistency in the SALDO process.

Implementing Entity:

Lead: YCPC

Partner(s): York/Adams Smart Growth Coalition, York County Zoning and Building Permit Officials Association

Strategy 5: Infrastructure planning considerations to support economic development.

Purpose: To incorporate infrastructure considerations in planning activities and provide information to developers and companies interested in development of parcels.

Approach:

1. Add utility service area boundaries with contact information on applicable utility providers (i.e. providers of water, sewer, gas, electric, and data) to the GIS database of available and suitable sites for economic development. Provide this information to developers and companies so that they will be able to then connect directly with the appropriate utility provider. Such a centralized source of information would help developers and companies know who to work with for each parcel, which would help them navigate the fragmented system of utility providers that service York County. Perform periodic (annual) updates to this information.
2. Collaborate with utility companies on expansion of service areas.
3. Use the economic development opportunity sites as a factor in prioritizing transportation elements in the Annual Report on Congestion.
4. Plan to periodically update the evaluation of economic development opportunity sites to incorporate information on congested transportation elements identified in the County's Annual Report on Congestion.
5. Work with utility companies to install and/or upgrade transmission speeds, install high-speed internet to establish high data transmission speeds, and foster growth of internet connected communities.

Implementing Entity:

Lead: YCPC

Partner(s): YCEA

9.4 Rural Area Strategies

Rural areas offer strong potential for agriculturally related economic development. For these areas, actions to enhance the viability of agriculture, to protect agriculture, to provide awareness to new economic opportunities for farmers, to expand agritourism, and to support agriculturally-related businesses are offered.

Strategy 1: Provide information outreach on agriculturally-related programs and resources as part of economic development marketing and informational materials, including YCEA website.

Purpose: To increase awareness of agriculturally-related economic tools and resources.

Approach:

1. Coordinate with existing agricultural resources including the York County Agribusiness Council, Penn State Cooperative Extension, York County Agricultural Land Preservation Board, and Farm & Natural Land Trust of York County to prepare a list of available financial incentive, grant and assistance programs.
2. Coordinate with partner entities to hold a grants and incentives workshop describing resources and how to apply.
3. Maintain a web page on the YCEA website with a list of available grants and resources.
4. Continue working with existing agricultural resources to provide outreach to farmers to determine if there is interest in creating a farmer cooperative (particularly in the South Eastern planning region), including a workshop describing the benefits of cooperatives.
5. Continue to work with each municipality to review their Agricultural Security Area (ASA) and create an accurate ASA data layer in the County GIS system.
6. Continue to inform communities of potential to use transfer of development rights (TDR) programs, and offer sample language.

Implementing Entity:

Lead: York County Agricultural Land Preservation Board (YCALPB), YCPC

Partner(s): Farm & Natural Land Trust (FNLT), Penn State Cooperative Extension Service, York County Agriculture Business Council (YCABC), and YCEA

Strategy 2: Develop a strong local food system

Purpose: To enhance awareness of the option to buy local foods and support farmers in the process.

Approach:

1. Continue to support the YorKitchen initiative of YCEA and NutriCore NorthEast Inc. to allow farmers to perform value-add processes.
2. Create and grow “farm to” programs targeting chefs, restaurants, schools, and other institutions.

- a. Prepare a series of workshops for all above listed groups with tips on making the appropriate connections and overcoming barriers.
 - b. Promote farm tours as school trips or daycare trips.
 - c. Continue to support the Horn Farm Center for Agriculture Education for educational programs and agricultural tourism.
3. Continue to support farmers' markets, and provide a listing of markets along with a link through YCEA's website to the York Chapter of Buy Fresh Buy Local.
 4. Market these "farm to" connections to encourage consumers to buy local agricultural products and support restaurants, schools and farmers markets. Utilize the national branding efforts of the Buy Fresh Buy Local organization by partnering with the local chapter and the York County Food Alliance.
 5. Coordinate with partners and support initiatives which strengthen farming logistics, such as, transportation, sourcing, minimal processing, and disposal of excess to increase the amount of fresh fruits and vegetables available locally.
 6. Implement neighborhood serving, smaller scale retail expansion to address the day to day needs of residents in established boroughs and villages within the rural areas.

Implementing Entity:

Lead: York County Food Alliance (YCFA), YorKitchen

Partner(s): YCEA, FNLT, Penn State Cooperative Extension, York Buy Fresh Buy Local (BFBL), Horn Farm Center, YCABC

Strategy 3: Forge a strong agritourism strategy

Purpose: To understand existing offerings and opportunities in agritourism (i.e. activities on agricultural lands open to visitors) and support the industry's development.

Approach:

1. Work with existing agricultural resources (e.g. the YCABC, the Penn State Cooperative Extension and the York County Convention and Visitors Bureau) to promote opportunities for showcasing agritourism attractions, such as bed and breakfasts, wineries, corn mazes and hayrides.
2. Continue to host the annual Round-Robin meetings with municipal officials in rural areas to increase awareness of opportunities for agritourism development.
3. Maintain a web page to the YCEA website that describes agritourism opportunities and existing resources, such as winery tours, corn mazes, festivals, and pick your own as promoted by the Susquehanna Gateway Heritage Area (SGHA) and the York County Convention and Visitors Bureau (YCCVB).

4. Continue to coordinate with the marketing of “farm to” connections so that existing agritourism and agritainment uses are marketed alongside local food.
5. Promote heritage tourism through identification of heritage resources and encouraging submission of applications to the York County Heritage Program.

Implementing Entity:

Lead: YCEA, YCPC

Partner(s): YCABC, Penn State Cooperative Extension Service, SGHA, YCCVB

Strategy 4: Delineate a sustainable farming strategy

Purpose: To encourage local farmers to transition to sustainable agriculture through outreach and education.

Approach:

1. Coordinate with existing agricultural resources including the YCABC, Penn State Cooperative Extension, York County Conservation District (YCCD), YCALPB, Horn Farm Center, and the United States Department of Agriculture (USDA) to continue to distribute information on best practices in sustainable agriculture, and conduct a series of workshops with associated print materials. Workshop topics would include:
 - a. Transitioning to organic or sustainable agriculture.
 - b. Emerging practices to cut carbon emissions, which could eventually allow farmers to sell carbon credits if a cap and trade system is put into place in the United States (e.g. no or low till planting, tree plantings and conservation practices, and methane capture from dairy manure).
 - c. Recycling agricultural plastics at County Plastic Pesticide Container Recycling Program (PPCR) sites (GROWMARK FS, Inc. and John Deere Landscapes).
 - d. Continue to provide funding to local farm families through the YCALPB Conservation Easement Purchase Program to help sustain farm families and strengthen the agricultural community.

Implementing Entity:

Lead: YCCD, YCALPB

Partner(s): YCABC, Penn State Cooperative Extension, Horn Farm Center, USDA and YCFA

9.5 Downtown Revitalization

Vibrant downtowns through revitalization, adaptive reuse and infill, in the City of York and other municipalities, emerged as a goal in many planning regions. Strategies to attract businesses and customers to downtowns in furtherance of this goal are offered below.

Strategy 1: Expand a downtown-oriented economic development program within YCEA to serve as a resource and network builder.

Purpose: To increase outreach and education to downtown groups throughout the County on best practices in downtown revitalization.

Approach:

1. Designate a staff position within YCEA to serve as a downtown advocate, municipal consultant and network builder and prepare a description of responsibilities for the position. This position is housed within YCEA's Economic Development Department.
2. Maintain a targeted list of incentives and resources available for downtown adaptive reuse and other downtown projects (including partners, such as the York City Redevelopment Authority), and include that list on a web page and in a print brochure.
3. Continue to meet with municipalities and business groups interested in developing plans and goals based on local needs for downtown revitalization.
4. Share examples of successful downtown efforts in the County, including the experience of Downtown Inc. and Main Street Hanover.
5. Continue to assist interested municipalities and business groups in determining what organizational structure would be the best option to implement local downtown initiatives, which could vary by scale of community and interest of business owners from all volunteer business associations to formal Main Street programs with paid staff.
6. Encourage downtown organizations to incorporate agritourism in downtown revitalization efforts and to host downtown farmers markets.
7. Work with downtown organizations to develop unique branding messages, with a logo and color scheme applied to signage, brochures, directories, maps and banners. Develop marketing themes related to unique niches served by area businesses.
8. Encourage new downtown organizations to offer longer operating hours (at least until 8 pm) with special events (such as First Thursday, First Friday, Second Saturday) like those already held in downtown York and Hanover, and encourage new downtown

organizations to market and promote events through a variety of media, from print ads to radio, social media, email, and web content.

9. Encourage new downtown organizations to recruit volunteers to help with special events planning and special initiatives.
10. Continue to educate local, State, and Federal lawmakers about the importance of core communities, and encourage government investment in our communities.

Implementing Entity:

Lead: YCEA

Partner(s): Local Municipalities, Local Non-Profits, Local Downtown Groups, Downtown Inc., York SCORE, Community First Fund, York City, and Main Street Hanover.

Strategy 2: Develop and provide sample code language to address downtown-specific issues.

Purpose: To increase awareness among local municipalities of potential regulatory approaches relevant to downtown issues.

Approach:

1. Coordinate with the YCEA downtown economic development staff to learn about improving downtown issues over time and continue to prepare sample language with the help of partners on an as-needed basis. Including, but not limited to:
 - a. Sample mixed-use zoning provisions.
 - b. Outdoor dining ordinance.
 - c. Retail signage provisions (including sandwich board provisions).
 - d. Architectural design guidelines.
 - e. First floor overlay zones (which could limit first floor uses in designated areas to retail uses only).
 - f. Building size for infill projects (some communities limit building size to encourage smaller-scale retail development).
2. Work with the Smart Growth Coalition of York and Adams Counties to market the *Traditional Neighborhood Development Ordinance Handbook*. The handbook provides a range of densities suitable for different downtown contexts, making it a valuable resource for any municipality interested in co-locating residential and commercial uses. Traditional neighborhood development techniques can result in more balanced residential and commercial development and increased densities which make service delivery more efficient.

Implementing Entity:

Lead: YCPC, York City

Partner(s): YCEA, Local Municipalities, Local Downtown Groups, Smart Growth Coalition of York/Adams Counties, Neighborhood Associations, and the Pennsylvania Downtown Center.

Strategy 3: Undertake downtown plans that identify marketing niches/themes and revitalization strategies through partnerships between the YCEA downtown economic development staff and local downtown groups.

Purpose: To develop strategies for individual downtowns based on focused analyses of existing conditions and opportunities.

Approach:

1. Undertake retail and office market studies to determine appropriate niches for various downtowns given their existing strengths. Potential niches could include arts and entertainment, antiques, restaurants and crafts, legal, healthcare, and co-working. The evaluation of potential niches also considers opportunities to integrate agritourism and heritage tourism with downtown revitalization activities:
 - a. Identify the potential market support provided by residents, offices and services to support retail development (area residents and employees are the primary sources of spending for retailers, though tourists can serve to supplement these customers), including analysis of opportunities to capture young residents to support the workforce and retirees given aging trends in the region (as well as seniors' interest in heritage tourism).
 - b. Consider each downtown's ability to provide attractive services for the workforce: day care facilities, elder care facilities, and affordable/workforce housing.
 - c. Determine additional options for college students and employees, in regards to eateries and shopping, while encouraging existing businesses to expand their hours to accommodate this demographic.
2. Continue to study and invest in wayfinding programs to identify gateways and attractions and provide corresponding signage treatment to help visitors navigate downtowns.
3. Analyze and invest in beautification programs to create gathering spaces, enhance the facades of storefronts, provide street furniture and greenery, and call attention to community assets.
4. Continue to partner with Downtown Inc. on the Moving Plans into Action initiative.
5. Commission an architectural study for the Hanover Heritage Conference Center.

6. Develop a strategy to incorporate the widespread growth of Wellspan into downtown York City.

Implementing Entity:

Lead: YCEA

Partner(s): Local Municipalities, YCCVB, YCPC, Moving Plans into Action, Pennsylvania Downtown Center, York City, Downtown Inc., Main Street Hanover

9.6 Incentives and Economic Development

In addition to strategies focused specifically on the workforce, on growth areas, on rural areas and on downtowns, strategies are needed to enhance other economic development activities. These strategies include those that inform businesses of existing local and State resources that educate existing firms about opportunities to transition into high-growth industries, that advertise available and suitable sites for development and adaptive reuse, and that create incentives for top target industry activities.

Strategy 1: Expand information outreach to communities regarding existing incentive and assistance programs (e.g. LERTA, brownfields funding, Pennsylvania incentives for renewable energy development, technical assistance available through YCEA and YCPC, etc.).

Purpose: To clearly convey information on the breadth of economic programs provided through County, regional, State, non-profit and private sources.

Approach:

1. Maintain a database of available incentive and assistance programs with identification of relevant target industries.
2. Maintain an attractive, easy to navigate site that lists current incentive programs and other funding resources.
3. Provide an information request form along with contact information to allow businesses to send requests for additional assistance understanding programs.
4. Continue to offer a primer on available incentive and assistance programs to local municipalities and provide periodic updates in different planning regions.

Implementing Entity:

Lead: YCEA

Partner(s): YCPC, Local Municipalities

Strategy 2: Educate businesses and communities with regards to expanding industries and opportunities to transition into emerging fields.

Purpose: To create interest in emerging industries amongst existing firms and local municipalities.

Approach:

1. Prepare materials informing firms about opportunities to transition into emerging industries, including the renewable energy sector, using the information presented in the business assessment section of the York County Economic Development Plan as a base.
2. Incorporate information on expanding industries and opportunities to transition in business retention visits.
3. Continue to update the York County Community Profile with updated information on the demographics of the local industries.

Implementing Entity:

Lead: YCEA

Partner(s): OWD, Local Developers

Strategy 3: Create renewable energy related incentives for retro-fitting existing buildings and for development of renewable energy resources as infrastructure to support other industries' growth.

Purpose: To stimulate local activity in the renewable energy sector.

Approach:

1. Continue to administer the Weatherization Assistance Program to reduce heating and cooling costs for low income persons.
2. Continue to maintain the scoring criteria for administration of grants (e.g. jobs created or retained, grantee match, etc.).
3. Publicize incentives through the website inventory of incentives, through print materials and through description during presentations about target industries.

Implementing Entity:

Lead: YCPC, Pennenergy, and the Manufacturers Association

Partner(s): Pennsylvania Office of Energy and Technology Development, Pennsylvania Department of Community and Economic Development, Pennsylvania Department of Environmental Protection

Strategy 4: Coordinate an expanded database of sites for economic development and market alongside demographic and economic data

Purpose: To focus on more comprehensive and coordinated access to site information.

Approach:

1. Continue to have a working group within YCEA of individuals that are involved in business attraction, retention and expansion.
2. Continue to utilize the identified key data/building and site characteristics most frequently requested by relocation and expansion clients, which could include: building class, available space, floor plate and column spacing, rent, average utilities, address, special features, parking, security, etc.
3. Continue to maintain YCEA's Industrial Park Directory and internal inventory of sites.
4. Continue to utilize the software programs available to identify the specific characteristics for sites and include all adaptive reuse, infill and industrial park properties, and designate downtown nodes and corridors as "business parks" to give them equal weight and attention against traditional suburban business parks.
5. Continue to market the sites directly to site selection consultants and regional commercial brokers via the web in order to enhance potential for retail recruitment.
6. Include links to and from the demographic, economic, and quality of life information prepared as part of the workforce development strategy to market quality of life amenities.

Implementing Entity:

Lead: YCEA

Partner(s): YCPC, Local Brokers