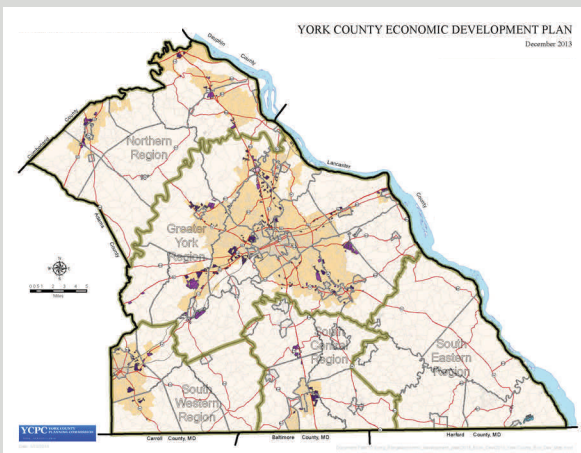


York County Economic Development Plan

Accomplishments Report 2009-2013



Developed through a partnership
between the York County Planning
Commission and the York County
Economic Alliance



York County Economic Development Plan

Accomplishments Report (2009-2013)

Overview

An Economic Development Plan was first adopted as a component of the York County Comprehensive Plan in 2009. At the five (5) year mark of implementing the Plan, the staff of the York County Planning Commission (YCPC) and the York County Economic Alliance (YCEA) reviewed and updated the Plan. The review process included an evaluation of the recommended strategies with regard to their effectiveness in achieving the countywide vision.

The Action Plan Chapter of the 2009 Plan identified five (5) broad economic development action categories, including workforce development, growth areas, rural areas, downtown revitalization, and incentives and economic development. A total of 23 strategies were set forth in these five (5) categories and a variety of approaches to implement them were recommended. Most of the strategies have been carried out to some degree. The 2009 Plan strategies and approaches, together with the many outcomes and accomplishments achieved from 2009 through 2013, are presented in this “Accomplishments” Report. The outcomes/accomplishments are shown in italics.

The purpose of this Report is to demonstrate that progress has been made toward achieving the County’s vision for economic development. The noted accomplishments have involved the work of not only the YCPC and YCEA staff, but also the work of several partner agencies. While reviewing this Report, you may discover a program or initiative that would be of benefit to your community. In such cases, you are encouraged to contact the YCEA or YCPC. Through established outreach programs, staff members can provide a wealth of information and valuable technical assistance.

The strategies and approaches set forth in the updated 2014 Economic Development Plan will likewise be periodically reviewed and evaluated. Future accomplishments will then be reflected in an update to this Report in an effort to show ongoing progress toward meeting the countywide vision and improving the economic vitality of the County.

Workforce Development

Exhibit 1: York County 2009 Economic Development Action Plan – Workforce Development				
Completion Status	Strategy	Action	Lead Entity	Partner(s)
Ongoing	Workforce 1A	Inventory of Workforce Providers	YCEA	YCAL; York County Workforce Service Providers
Ongoing	Workforce 1B	Workforce Forums with Employers	YCEA	Workforce Service Providers; YCAL; Area Employers
N/A	Workforce 2	Offer Information Outreach on Emerging Industries and BRAC	YCEA	Local School Districts; YCAL
Ongoing	Workforce 3	Networks for a Young Workforce	YCEA	York Young Professionals; York SCORE, Leadership York
Ongoing	Workforce 4	Form a Public Education Advisory Group	York County Alliance for Learning (YCAL)	YCEA; Higher Education Institutions; Local School Districts; Local Foundations
Ongoing	Workforce 5	Market and Support Quality of Life Amenities	YCEA	Creativity Unleashed, York City

York County needs to develop and sustain a workforce that includes: (1) younger workers to replace retirees, (2) skilled and educated workers to fill gaps in manufacturing and research and development for the renewable energy and bio-medical industries, and (3) 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. Provide a consolidated inventory of workforce service providers, through convenient digital media, to allow workers and employees convenient access to information on workforce programs.

The York County Alliance for Learning (YCAL) is a non-profit organization that works with businesses and schools to provide career education, relevant academic experiences, and work based experiences for students and educators in York County. The goal is to help students become successful lifelong learners and to help make informed career decisions. YCAL is an affiliated entity of the York County Economic Alliance.

The York County Economic Alliance's Office of Workforce Development (OWD) works to engage employers, educators and community partners to create a life-long learning environment that attracts and retains strong businesses and a diverse, talented workforce critical for sustaining a vibrant community and a growing, innovative economy.

Approaches:

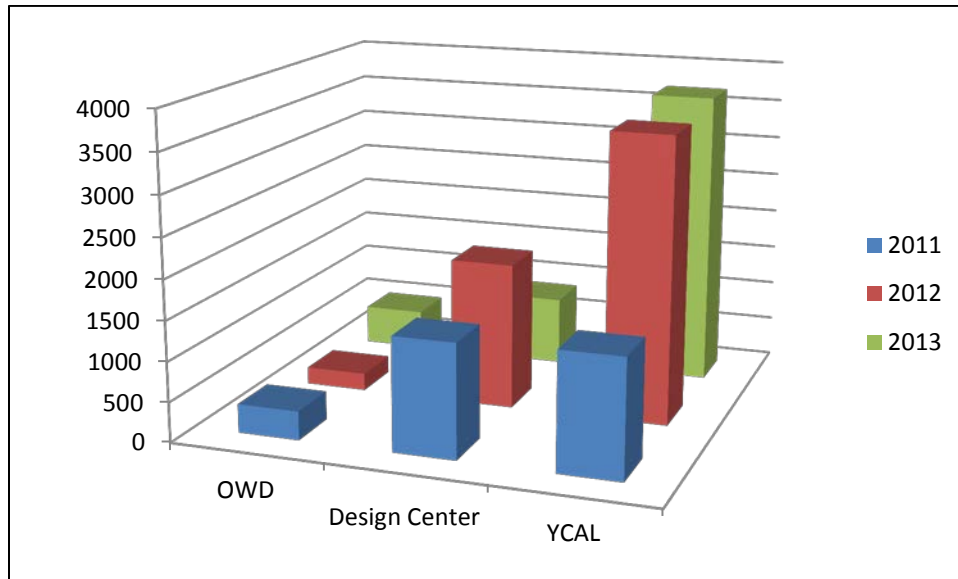
Suggested approaches to Strategy 1A included:

- Building a database of workforce service providers with descriptions of available services, training and educational programs and contact information.
- Hiring a website design and marketing firm to prepare an attractive, easy to navigate site that may be edited in house through web publishing software, and purchase such software.
- Developing a marketing brochure.
- Providing an information request form along with contact information to allow workforce providers to send requests for updates to content, and perform weekly updates on an as-needed basis.
- Performing bi-annual updates to the inventory's content by sending a mass request for updates to content followed by updates to the database and site content.

Since 2009, a list of service providers, information and contacts has been listed on the YCEA Workforce webpage. Additionally, YCAL has a service provider database specifically for youth programming on their website. This is continually updated and monitored by the Workforce Advisory Committee which is made up of approximately 30 partners. The YCEA website has an OWD section with additional links to: education, committees, history, service provider directory, and talent attraction. Additionally there are other websites www.yorkpaprofessionaldesign.com , www.creativityunleashed.com and www.ycal.us that are addressed in detail in Workforce Strategy 5. Website user statistics are displayed in Exhibit 2.

The partnerships enhance the OWD's mission to engage employers, educators and community partners to create a lifelong learning environment that attracts and retains strong businesses and a diverse talented workforce critical for sustaining a vibrant community and a growing, innovative economy.

Exhibit 2: Number of website users for the Office of Workforce Development, the Design Center, and the York County Alliance for Learning



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

In 2010, 2011, 2012 and 2013, the OWD held an Annual York County Workforce Development Summit. In 2011 and 2012, OWD held the Annual Business & Education Partnership Roundtable event. The total impact of Workforce Development programs in 2012 is presented in Exhibit 3. In 2014, the OWD will kick off a series of industry specific workforce forums.

Exhibit 3: Workforce Development Program Impacts for 2012



Approaches:

Suggested approaches to Strategy 1B included:

- Working with YCEA staff 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.
- Define forum themes based on the known workforce requirements of the target industries as well as common workforce issues raised by employers.
- Appoint a facilitator (YCEA staff, a volunteer, or a paid facilitator) to conduct the forum.
- Record key topics and ideas suggested during the forum and prepare a summary document that may be circulated among the workforce service providers network to increase awareness of emerging issues.

The Office of Workforce Development (OWD) is currently developing a series of Industry Specific Workforce Forums which will provide valuable insight from local companies regarding issues they are facing in regards to workforce development.

The following industry clusters, based on industry clusters analysis, were chosen for the inclusion in the first year of the Forums:

- *Advanced Manufacturing*
- *Building and Construction*
- *Business and Finance*
- *Design and Engineering*
- *Healthcare*

Each industry sector listed above will form a subcommittee that will meet quarterly starting with an orientation session. At each of the three (3) subsequent sessions, a different workforce strategy will be discussed, including workforce attraction, pipeline development, and in-demand credentials.

The data collected through the this process will be acted upon by Economic Alliance staff and shared with appropriate workforce providers and community partners in order to address the needs of local employers. The goal of these forums is to bridge the gap between employers, workforce providers, and community partners to form a sustainable workforce for York County.

Strategy 2: Offer information outreach on emerging industries and BRAC to students and job seekers by expanding the YCEA/OWD Attracting the Future Workforce (AFW) program to provide information on top industries and the Federal Base Realignment and Closure (BRAC), similar to the ongoing work of YCEA's Design Center group for the engineering field, which

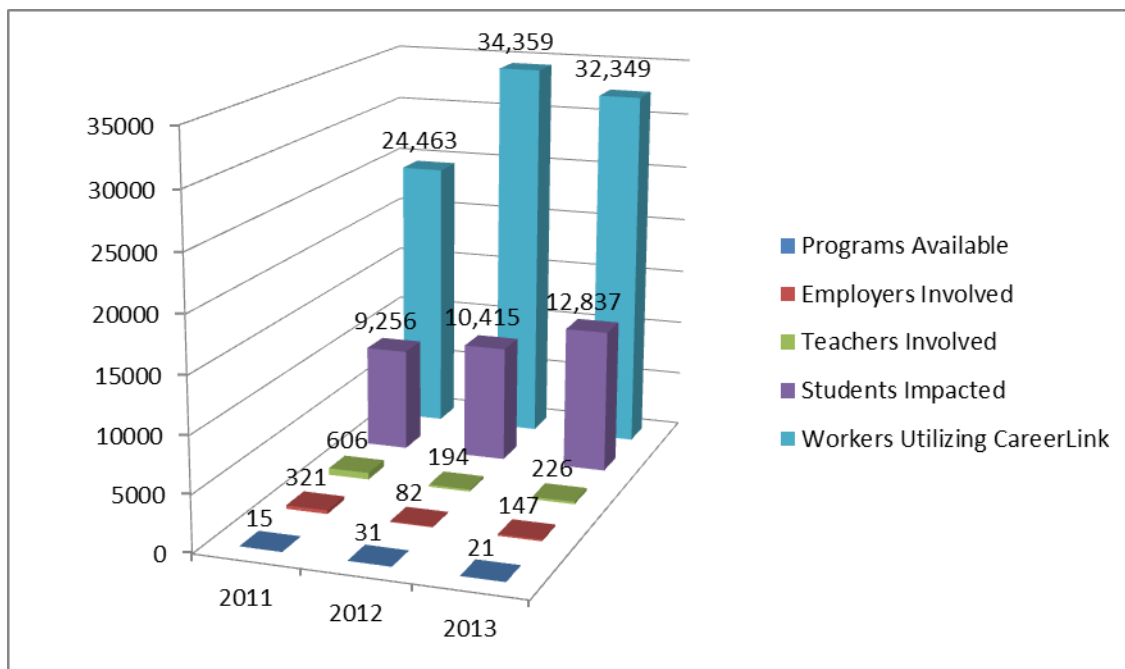
will help to address the increasing need for engineers in advanced manufacturing fields such as vehicle and vehicle parts manufacturing.

Approaches:

Suggested approaches to Strategy 2 included:

- Prepare and conduct school presentations on target industries, and include content on the types of occupations available, examples of local employers, skill requirements and compensation potential in target industries. *Examples of the impact of the newly implemented programs are displayed in Exhibit 4.*
- As part of presentations, provide information on security requirements for defense positions.
- Coordinate with school career counseling offices and employers to provide externships, shadowing opportunities, and building tours for students in target industry fields, including information on the Advanced Technology Center.
- Engage a marketing and design firm to prepare print materials on working conditions in target industries.

Exhibit 4: Involvement in Office of Workforce Development Programs, York County Alliance for Learning Programs, and Partner Programs



The original BRAC process in 2007 projected to relocate approximately 45,000 people, which included the families of military employees who were being relocated from other military facilities to Aberdeen Proving Ground in Maryland. At the time, it was anticipated that about five (5) %, or 2,250 people, were likely to end up living in York County, while about 30,000 were expected to locate in Baltimore and Harford Counties

in Maryland. Since most of the actual growth has occurred in northern Maryland, York County's greatest impact to date has most likely increased traffic from out-of-state consumers. For example, Baltimore County residents might consider buying clothes in Shrewsbury to avoid paying a state sales tax. It was determined that although there will be some growth impact from this transition, it will be less than originally anticipated and will be slow and difficult to track. As a result, activities related specifically to BRAC were not initiated.

Strategy 3: Develop networks for a young workforce to create networks oriented to building the capacity of young entrepreneurs and business leaders.

Approaches:

Recommended approaches for Strategy 3 included:

- Strengthening the networking groups for young business leaders starting with a permanent affiliation of the York County Chamber of Commerce and York Young Professionals.
- Forging a network of “grey eagles,” retirees to mentor entrepreneurs and young business leaders through the Chamber of Commerce.
- Preparing criteria for volunteer mentors to participate in program, including that the volunteer must be at least a business owner, chief executive officer or senior executive for at least five (5) years and offer an average of two (2) hours per month for a minimum of two (2) years.
- Connecting volunteer mentors (current business owners) with volunteer protégés who are both Chamber members.

A number of implementing and partnering entities were identified, as well as new and previously established programming that systematically covers all of the suggested criteria in the recommended approaches.

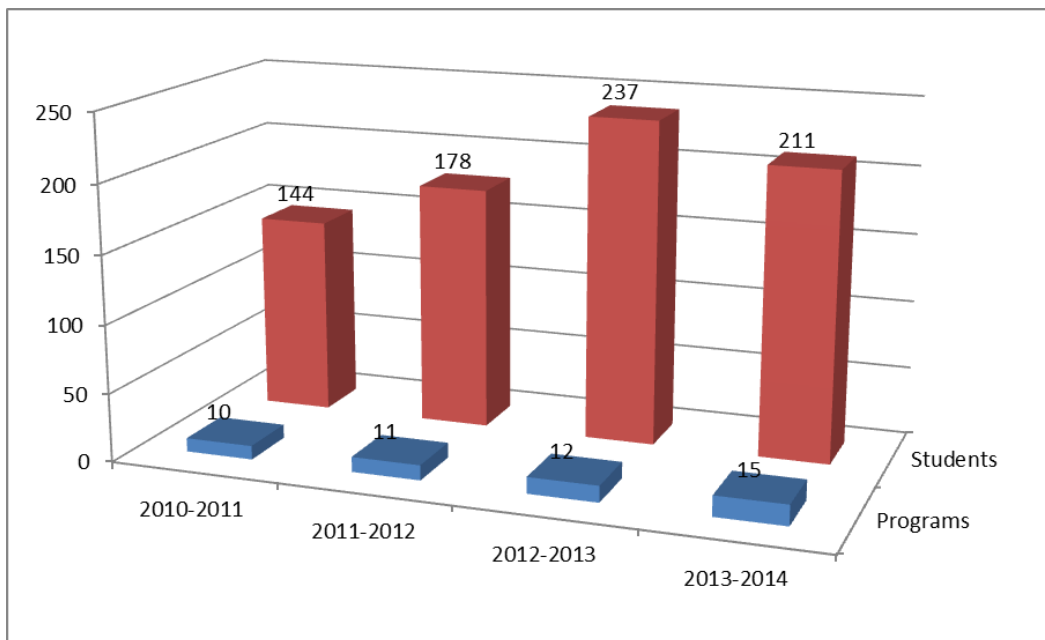
The SCORE/Alliance Roundtables program is designed to engage local small business owners with a supportive peer group and provide value through access to SCORE resources and services, and to help businesses overcome obstacles and seize opportunities. Sessions are led by volunteer business mentors from SCORE, who are also advisors to small business owners. A portion of the discussion is always open for current business questions, concerns, and success stories.

Leadership York's mission is to train and support individuals who have the desire to serve the York Community in leadership positions. The organization was founded in 1978 and boasts over 2,700 graduates from its six (6) programs. Those graduates provide leadership to over 250 non-profit organizations and serve thousands of constituents in State and local government. Leadership York is the primary resource for developing inspired leadership for our changing community. Classes include: Board Development, Executive Connections, Future Leaders of

York, Leadership for Diverse Schools, Leadership Training Program, and Mentorship York. More information can be found at <http://www.leadershipyork.org>

YCAL continues to facilitate partnerships between the education and business communities that are helping to shape the future workforce of York County with their Mentoring Program. Businesses are sharing their needs with educators and educators are tailoring their instruction accordingly. Businesses are also offering resources, both time and financial, to support schools. The goal of these activities is to help students make informed career decisions. There are currently 15 career opportunities for students to choose from: Accounting, ACE Design, ACE Trades, Arts, Financial Services, Culinary, Entrepreneurship, Creative Careers, Healthcare Management, Hospitality & Business, Human Services, Information Technology, Insurance, Law, and Manufacturing. Additional program information can be found at www.ycal.us. Moving forward YCAL plans to change their strategy to focus on emerging industry clusters, such as manufacturing and health care. Exhibit 5 provides information on the total participation of the YCAL Mentoring Program including both programs and students.

Exhibit 5: Mentoring Program Participation

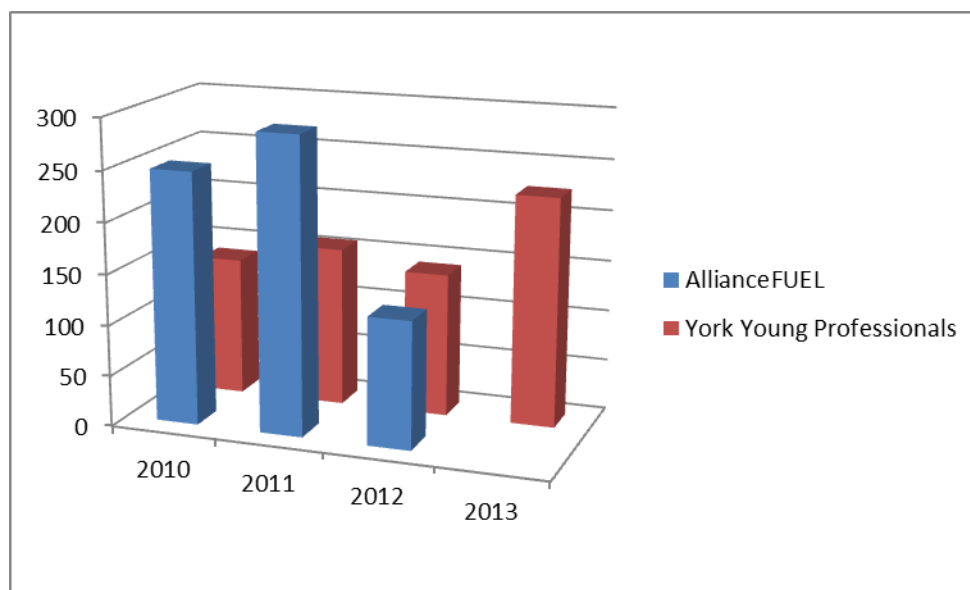


York Young Professionals (YYP), a social networking group, was founded in 1999, with the goal of fostering interaction between young professionals, community residents, stakeholders and the business community. YYP has grown significantly with more than 225 members in 2013. Aside from networking, some YYP programs include outreach projects, the Passport Program, Brews Brats & Bands, and the Annual Home Tour. Throughout 2013, the York Young Professionals collected school supplies for United Way, held a mobile hearing test for senior citizens, collected for the food pantry, and held a hat and scarf drive. More information can be found at www.yorkyp.org

ALLIANCEfuel was created in 2010 as an initiative of the York County Chamber of Commerce. This program provides a membership network for young professionals, aged 21-40, looking to make business connections. Some of their workshops and seminars included, but were not limited to: Smart Investing for your Retirement, Five (5) Biggest Business Mistakes, Networking Do's and Don'ts, Financial Freedom, Ups and Downs of Entrepreneurship, What Drives your Economic Engine, Legislative Link, Getting to Know Downtown York, Under 45 Over \$1 Million, and Lunch with Champions. In addition to the educational component, ALLIANCEfuel held ten (10) additional social events, three (3) networking mixers, and a bus trip to Hollywood Casino with a total of 1,485 in participation. Participation in YYP and ALLIANCEfuel activities is displayed in Exhibit 6.

Other local identified networking groups include, but are not limited to: Young Lawyers Association, YorIT, United Way Emerging Leaders, and Jaycees.

Exhibit 6: Memberships in ALLIANCEfuel and York Young Professionals



Strategy 4: Form a public education advisory group to serve as advocates for K-12 education. Serve as advocates for the integration of science, technology, engineering and mathematics educations and for more efficient school systems.

In 2009, the Career Pathways Leadership Committee was formed and the Office of Workforce Development launched the creation of a countywide coalition of schools, businesses, industry partnerships, and reform of the educational system around a career pathways and STEM (science, technology, engineering & mathematics) initiative model. The primary objective is to prepare the youth of York County for an innovative, high growth, high demand, high wage, 21st century economy. This will be achieved by using the Pennsylvania Pathways Program and STEM Initiative as the infrastructure of the York County Model. All York County schools would have

the option of determining the level of participation and integration into the program that best meets their needs. Encouraging employers to take proactive ownership in this initiative will benefit York County's future generation of employees, as well as better defining the performance expectations of York's business community of current and aspiring job holders.

Approaches:

Recommended approaches for Strategy 4 included:

- Create a working group focusing on science, technology, engineering and mathematics educations (STEM) 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.
- Investigate the potential for a charter school in the City of York using the STEM curricula as its focus in order to offer a strong differentiation from regular schools.
- Investigate the potential to use a portion of the \$25 million in education technology funds being granted to Pennsylvania as part of the American Recovery and Reinvestment Act to fund technology programs in the classroom.

In answer to defining forum themes, based on the known workforce requirements of the target industries, as well as common workforce issues raised by employers, the Business & Education Partnership Roundtable Event was held in the White Rose Room at the York Expo Center. School leaders and businesses worked together to identify ways to help meet the needs of area school districts. There were 112 individuals in attendance, including 36 employers and 46 teachers.

On June 6, 2013, the York County Alliance for Learning and York County Economic Alliance received the International Association of Facilitators (IAF) Gold Facilitation Impact Award at the 2013 IAF North America Conference. The IAF Facilitation Impact Awards, initiated in 2013, are international awards honoring excellence in facilitation and its positive, measurable impact on businesses, governments and non-profit organizations worldwide. The awards were open to organizations in North America and South America and the respective facilitators.

YCEA and YCAL received the Gold Facilitation Impact Award for their collaboration to develop the Business and Education Partnership Roundtable (BEPR) event. The BEPR, developed in 2011 and facilitated by Richard and Lynda Randall of New Level Advisors, brought the education and employers communities together in support of local workforce development. Since the inaugural BEPR in 2011, school districts and employers have partnered to enhance curriculum, share resources and identify solutions to challenges.

At the time the original York County Economic Development Plan was written, there were no charter schools located in downtown York City. Since then, it was found that Lincoln Charter, Helen Thackston Charter, New Hope Charter, and York Academy are all charter schools inside the boundaries of the City of York. The potential continues to exist to explore the need for a charter school within York County focusing on STEM curriculum.

In 2009, YCEDC assisted the Community Progress Council in program development for training in high growth industry sectors for economically challenged individuals. The program was initially funded by ARRA, but alternate funding streams are being explored to sustain the program. YCEDC assisted the CPC in defining program offerings and finding training providers for implementation. This program will take a holistic case management approach to assist individuals with training and employment in careers that pay a family sustaining wage. The CPC hired a case manager to complete a comprehensive intake survey with each applicant. Based on the results of the intake survey, individuals were directed to additional training, such as English as a second language (ESL) or GED classes, in order to be successful in career training. Participants also received assistance in overcoming barriers to completing training that would include transportation, child care, and financial management and will be assisted with job placement following completion.

Strategy 5: 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. 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 ultimately leading to quality of place.

Approaches:

Recommended approaches for Strategy 5 included:

- Building from the York County Profile prepared by YCEA, outline 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.
- Incorporate links to the Design Center project website initiative being spearheaded by YCEA's OWD.
- Incorporate links to and from the Chamber of Commerce website.
- Include links to descriptions of types of employers in key occupations needed to support target industries, including architects, engineers and healthcare workers.
- Include 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.

- Hire a website design and marketing firm to prepare an attractive, easy to navigate site that may be edited in house through web publishing software, and purchase such software. The website could be prepared in coordination with the web inventory of workforce service providers to reduce costs.
- Perform annual updates to the site's content upon updates to the York County Profile.

Strategy 5 has been carried out through creation of the Creativity Unleashed (CU) initiative, which will incorporate micro sites and other Quality of Life and Quality of Place initiatives. Additionally, the York County Profile is updated on a quarterly basis and is available on the YCEA website www.ycea-pa.org

Creativity Unleashed, a YCEA initiative, focuses on quality of place in York County. It presents the County as a prime region to build a career and home due to excellent opportunities to grow financially and vocationally. On top of all the exciting career opportunities, York County is also one of the most affordable areas to live. With the cost-of-living lower than Baltimore, Philadelphia, Pittsburgh and D.C., York County is an ideal place to build a home and enjoy family life. According to the ACCRA Cost of Living Index, the York Metropolitan Statistical Area (MSA) cost of living is below the national average. With over 3,725 miles of roads and easy access to commercial airports and seaports, York County offers a sophisticated transportation network. It contains major roadways, such as U.S. Routes 30 and 15 and Interstates 83 and 76, making it a desirable region in which to live and work. Conveniently located within 200 miles of Baltimore, Philadelphia, Harrisburg, Newark (NJ), New York City and Washington DC, York County presents itself as an ideal and affordable area to live smart and work smart. Amenities presented on the CU website (<http://creativityunleashed.com>) include, but are not limited to: location, cost of living, housing, education, dining, nightlife, entertainment, arts, theater, recreation, and spiritual life.

The York Professional Design Community website was originally established by the York County Economic Development Corporation (YCEDC) and ten (10) member firms. In collaboration, they created a website designed for easy access to job openings and information about York County. The purpose of this initiative is not only to attract job seekers to the region by providing an easy-to-use job search tool, but also to provide information on what makes the County an attractive area to live smart and work smart. Amenities listed on the website (<http://www.yorkpaprofessionaldesign.com>) are similar to those on the CU website.

Over the past five (5) years, great strides have been made with workforce development in York County and the successful programs should continue to be measured.

Growth Area Strategies

Exhibit 7: York County 2009 Economic Development Action Plan – Growth Area Strategies				
Completion Status	Strategy	Action	Lead Entity	Partner(s)
Ongoing	Growth 1	Sample Code Language	YCPC	York/Adams Smart Growth Coalition, York County Zoning and Building Permit Officials Association, YCEA
Ongoing	Growth 2	Corridor Plans	YCPC, YCEA	Local Municipalities
Ongoing	Growth 3	Track and Monitor Growth	YCPC	YCEA
Ongoing	Growth 4	Model Permitting Process	YCPC	York/Adams Smart Growth Coalition, York County Zoning and Building Permit Officials Association
Ongoing	Growth 5	Infrastructure Planning Considerations	YCPC	YCEA

In each of York County’s five (5) 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. 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.

Approaches:

Suggested approaches for Strategy 1 included:

- Continue to offer sample intergovernmental agreements and joint comprehensive plans for communities wishing to share land uses.
- Continue to inform communities of potential to use transfer of development rights (TDR) programs, and offer sample language.
- Educate communities on regional tax revenue sharing agreements, and offer sample language.
- Educate communities on proper zoning and land use opportunities needed to attract desired businesses.

- Provide sample code language to support target industry development in the renewable energy sector (e.g. zoning regulations to permit small-scale wind farms and free-standing solar arrays), and consult handbooks and existing ordinances, such as the *Permitting Small Wind Turbines Handbook*, which is available online through the Consumer Energy Center.
- Provide sample language on green building programs for the review and possible adoption by local municipalities. 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. The local green building program may also include the adoption of a local policy to incorporate green building for public facilities when feasible. As part of the preparation of sample code language for municipalities, consider the potential to adopt a County level green building policy that would incorporate green building for County public facilities when feasible for both the public sector and for YCEDC. Such a policy could encourage facilities such as the proposed Advanced Technology Center to be constructed with green building features that would serve as a sample.
- 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.

The Municipal and Long Range Planning Divisions of the York County Planning Commission (YCPC) provides a multitude of technical and review services to the 72 municipalities that comprise York County. Technical services cover a wide variety of topics from ordinance development assistance to flood plain identification. The review services include plan reviews, ordinance amendments, sewage module reviews and others.

Since 2009, the YCPC offered sample intergovernmental agreements for the Tri-Borough (Dallastown/Red Lion/Yoe) Joint Comprehensive Plan, Hanover Borough and Penn Township Joint Comprehensive Plan, and the Hanover Region Economic Development Plan (Hanover Borough and Penn Township in York County and McSherrystown Borough and Conewago Township in Adams County).

Municipalities have the authority to provide for the transfer of development rights (TDR) in their zoning ordinance. TDR permits the owner of a parcel of land in a designated sending area to transfer development rights to another parcel in a designated receiving area where development is more desirable (ex. from an agricultural zoned parcel to a residential, commercial or industrial zoned parcel). TDR across municipal boundaries is allowed in areas where a joint municipal zoning ordinance is in effect, a multi-municipal comprehensive plan has been adopted, or a written agreement has been adopted by the participating municipalities. TDR programs are most effective when development regulations in the receiving area allow the developer to obtain

a higher return through purchasing development rights and developing land at either a higher density or increased intensity than permitted by the base regulations. Municipalities have been informed of these rights during Comprehensive Plan and Ordinance initiatives, but no new municipalities have implemented TDR since 2009.

The YCPC Municipal and Long Range Planning staff provide information and assistance to municipal officials and staff, prior to the formal review required by the Pennsylvania Municipalities Planning Code (PA MPC), for the development of, and/or revisions to, municipal and multi-municipal plans and ordinances. This work may involve meetings and/or informal reviews. Ordinance assistance is not limited to zoning, subdivision, and land development ordinances, as assistance may also be provided for the development of stand-alone resource ordinances.

YCPC offers a variety of opportunities to learn about the unique aspects of community planning. Each day, residents of York County experience traffic, see new housing developments and businesses being built, utilize public water and sewer services, and enjoy local parks. YCPC can help tie these daily occurrences together in an educational setting, and offers educational sessions and presentations to many groups in the York County community. These groups include, but are not limited to:

- *Classroom presentations – elementary, middle, high school, and college classrooms.*
- *Professional associations in related fields, such as surveyors, engineers, civic clubs, citizens groups, and the Pennsylvania Chapter of the American Planning Association.*

Topics can be tailored to meet the needs of the audience. Teachers are encouraged to utilize the YCPC resources to tie lesson plans to the work happening right here in York County. Some of the topics most recently covered for classrooms include:

- *Zoning*
- *Conservation of resources*
- *Land Use*
- *Transportation*
- *Water use and conservation*
- *Local government and how it works*

Zoning Ordinance projects in several municipalities have involved discussions about business attraction and retention to maintain and/or improve their tax base. These have included York City, Jacobus, Dover, Wrightsville, and Yoe Boroughs; and Dover, Shrewsbury, Springettsbury, Warrington, Windsor, and York Townships.

YCPC staff can develop and/or assist in the development of resource management model ordinances. These ordinances are created as guiding examples of resource management ordinances for municipal government use. To review the model ordinances developed to date, visit www.ycpc.org and go to the Reports and Documents page.

Additionally, YCEA staff publishes a quarterly newsletter, “Municipal Developments,” to educate communities on positive economic development initiatives occurring throughout the County, as well as economic development tools available to municipal officials. For more information on the Municipal Outreach Program, visit <http://www.ycea-pa.org/york-county/municipal-development/>

Strategy 2: Undertake corridor redevelopment and revitalization plans to identify corridor specific marketing themes/niches and revitalization strategies. Develop strategies for individual corridors based on focused analysis of existing conditions and opportunities.

Approaches:

Suggested approaches for Strategy 2 included:

- Work with local municipal officials to review the maps and database of sites for development prepared as part of the Economic Development Plan process as a screening method to identify potential corridors for further planning.
 - 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 State Route 74 as a small-scale medical and community service center within the secondary growth area.
 - An existing example is the Plan prepared for the Codorus Corridor.
- Engage a consultant to lead corridor-level redevelopment and revitalization planning efforts based on identification of corridors requiring further planning.
- Include within the consultant’s scope of services 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 (the focus of the York County Economic Development Plan), as well as synergistic relationships provided through residential uses, including senior housing to understand opportunities related to the aging of the population in the nearby Baltimore Region.

YCPC staff members work with local municipal officials to review the maps and database of economic development opportunity sites as a screening method to identify potential corridors for further planning. The York Envisioned Scenarios 2040 Study is used as a resource to inform such discussions.

One corridor in particular has played a fundamental role in York’s development throughout history. The Codorus Corridor is comprised of a stretch of the Codorus Creek that intersects six (6) different municipalities and focuses on the areas within a quarter mile walking distance of the Creek. The report, “River of Opportunity: A Comprehensive Land Use Study and Economic Development Plan for the Codorus Corridor,” targets development of this area, and does so on a scale that is transformational. Combined with current efforts to address the environmental and

aesthetic issues related to the waterway itself, this focus on redevelopment of the corridor will help return the Codorus to its original stature as a valued community asset.

Recently, the York County municipalities of Hanover Borough and Penn Township, together with the Adams County municipalities of Conewago Township and McSherrystown Borough, collaborated to develop a Regional Economic Development Plan. The Plan provides a comprehensive overview of the Region's economy, sets policy direction for desired economic growth, and identifies strategies, programs and projects to improve the local economy. The Hanover Region shares commerce, transportation corridors, labor shed, recreation, public and cultural sites and residential development. Working together to develop and implement the Regional Plan will improve the Hanover Region's ability to create desirable jobs, foster a healthy community environment and improve quality of life for residents.

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

Approaches:

Suggested approaches to Strategy 3 included:

- Continue to participate in Census 2010 programs to stay aware of existing population and BRAC-related growth.
- Continue participation in the Chesapeake Science and Security Corridor consortium to continue updating BRAC information on potential direct and indirect impacts, and to track growth trends in surrounding communities.
- Expand use of GIS to track and monitor growth and availability of sites:
 - Review the database of sites produced as part of the York County Economic Development Plan as a base.
 - Perform annual updates and calculate statistics on percentage of sites developed (or added) to the database to track growth trends and determine if sites most suitable for economic development are being developed.
 - Monitor the pace of development of suitable sites for economic development, and if those sites are rapidly developed, consider utility upgrades to expand the pool of suitable sites for economic development.

The YCPC is an affiliate of the PA State Data Center, which serves as Pennsylvania's official source of population, economic and housing statistics, and can assist with specific census data inquiries. A selection of publications and maps is available online. Additionally, through the U.S. Census Bureau's American FactFinder tool, data seekers can search both the decennial censuses and the American Community Survey by topic, geography, racial/ethnic group, industry codes, and Equal Employment Opportunity (EEO) occupation codes to obtain demographic, economic and housing data. This enables both YCPC and YCEA staff to stay aware of existing growth and statistics.

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

Develop a best practice sample process with information regarding local and State best practices in order to address cumbersome processes.

Approaches:

Suggested approaches for Strategy 4 included:

- Hire a planning consultant or identify an in-house team to conduct the best practices project.
- Assemble a working group of key stakeholders (municipal and State officials, commercial brokers, developers, builders) and conduct separate interviews and focus groups to assess their perspective of local and State permitting processes and to identify both internal and external issues and concerns. Potential issues may include (based on conversations held as part of the York County Economic Development Plan process) limited office hours and out-of-date local ordinances.
- Consult sample guides prepared in other communities, such as Massachusetts’ Best Practices Model for Streamlined Local Permitting to screen for relevant best practices.
- Present summary findings from the interviews/focus groups and review of relevant best practices to the working group and discuss.
- Prepare a report summarizing important best practice strategies to be offered to local municipalities as options for adoption. Strategies may include:
 - Creation of the position of a Permit Liaison: a point person assigned to oversee all permitting issues at the applicant side, which would allow a development project with multiple permit requirements the opportunity to meet with a single point of contact by municipality.
 - FastTrack Permitting: for projects meeting pre-set criteria (i.e. target industry, investment, jobs, etc.), a FastTrack permitting process guaranteeing a set permitting period should be established.
 - Concurrent Applications: to maximize the efficiency of the municipal staff and minimize the burden on the applicant, permits required by different departments/agencies should be processed concurrently.
 - Combined Public Hearings: where feasible, required public hearings on permits for a particular project should be combined in one Hearing, covering multiple permit requests.

As required by the PA Municipal Planning Code (MPC), all proposed subdivision and/or land development plans for municipalities with a Subdivision and Land Development Ordinance (SALDO) in York County shall be submitted to the York County Planning Commission for review. Currently, YCPC is reviewing cross sections of submitted plans to determine and arrive at best practices. This will include developing a list of SALDO BMP’s and promotion of consistency during the entire review process.

Strategy 5: Infrastructure planning considerations to support economic development. Incorporate infrastructure considerations in planning activities and provide information to developers and companies interested in development of parcels.

Approaches:

Recommended approaches for Strategy 5 included:

- Add utility service area boundaries with contact information on applicable utility providers (i.e. providers of water, sewer, gas and electric) 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.
- Using the contact information added to the GIS database of available and suitable sites, meet with representatives of the local utilities (i.e. water, sewer, gas and electric) in order to obtain periodic updates (annual) on the availability of utilities within the service areas, and use this information to update the GIS database of available and suitable sites.
- Update information on the availability of suitable transportation facilities (e.g. uncongested major arterial highways defined as those with a volume/capacity ratio under 1) per parcel in the GIS database as part of future transportation planning assessments that evaluate congestion levels on County arterial roadways .

The YCPC acts as a clearinghouse for GIS data and mapping on behalf of York County. Data is primarily available on a countywide, municipality, or school district basis. Both the YCPC and YCEA have the ability to create customized maps and reports upon request. YCEA staff is working with YCPC on both the GIS Advisory Committee and the Data Management Committee to create a single data enterprise system in an effort to avoid duplication and ensure that everyone is working with the most up-to-date information. A variety of resources are available to the public including, but not limited to: aerial photography, building permit data, census information, historic maps, population projections, and subdivision activity.

The YCEA researches and compiles data and information from Federal, State and local sources. Among the variety of data available through these resources is utilities, transportation, population, workforce, business, education, and taxes. Recognizing the value of such information and data to local businesses and industries, as well as businesses and industries seeking to relocate into the area, the YCEA publishes a “Site Selector Profile” monthly and a “York County Economic and Community Profile” quarterly.

The Transportation Division of the YCPC prepares an annual “Congestion Management Report.” This Report provides information on the congestion status of roadways in the County, as well as an evaluation of transit routes.

Rural Area Strategies

Exhibit 8: York County 2009 Economic Development Action Plan – Rural Area Strategies				
Completion Status	Strategy	Action	Lead Entity	Partner(s)
Ongoing	Rural 1	Information Outreach	YCALPB; YCPC	FNLT; Penn State Cooperative Extension; YCABC; FSA; YCEA
Ongoing	Rural 2	Strong Local Food System	YCEA; YorKitchen	YCEA; FNLT; Penn State Cooperative Extension Service; York Buy Fresh Buy Local; Horn Farm Center; YCABC
Ongoing	Rural 3	Strong Agritourism Strategy	YCEA; YCPC	YCABC; Penn State Cooperative Extension Service; Susquehanna Gateway Heritage Area; YCCVB
Ongoing	Rural 4	Sustainable Farming Strategy	York County Conservation District; YCALPB	Penn State Cooperative Extension, Horn Farm Center; USDA; YCEA

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. Increase awareness of agriculturally related economic tools and resources.

Approaches:

Suggested approaches for Strategy 1 included:

- Coordinate with existing agricultural resources including: York County Agribusiness Council (YCABC), Penn State Cooperative Extension Service and Farm & Natural Land Trust of York County (FNLT) to prepare a list of available financial incentive, grant and assistance programs available with notes on contact information and deadlines.
- Conduct a grants and incentives workshop describing resources and how to apply.
- Add a web page to the YCEA website with a list of available grants and deadlines.
- Work 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.

The York County Economic Alliance serves as a resource for information on various Federal, State and local economic development financing programs. The staff of the Economic Alliance works with businesses, including agriculture, to identify economic development loan programs for real estate acquisition and expansion, as well as equipment or working capital projects, for which they may be eligible. For more detailed information on all available financial incentive programs, such as PA Small Business First and the Machinery and Equipment Loan Fund, visit <http://www.ycea-pa.org/doing-business/funding-programs-incentives>.

The First Industries Fund is a loan program to stimulate the expansion of PA's agriculture and tourism industries. This is available to for-profit enterprises (100 employees or fewer) in the agriculture and tourism industries and is administered through the Small Enterprise Development Company (SEDCO), York County's Area Loan Organization (ALO). Eligible businesses include:

- *Agricultural Industries:*
 - *Agriculture production*
 - *Food processing*
 - *Urban/rural supermarkets*
 - *Agricultural waste and fertilizer management*
 - *Farmers' markets*

- *Tourism Industries:*
 - *Hotels/motels/inns*
 - *Tourism services*
 - *Other hospitality establishments*

Another agricultural related financing tool is the Next Generation Farm Loan program administered through the York County Industrial Development Authority. This program provides Federal tax-exempt mortgage financing to reduce a farmer's interest rate for capital purchases, but excluding the purchase of a residence. If eligible, uses for this financing tool include: agricultural land, agricultural improvements, depreciable property, and purchases from related persons.

The USDA Farm Service Agency (FSA) staff provides direct and guaranteed farm ownership loans, as well as operating loans, to producers in York County who may have difficulty receiving credit through traditional lenders. For 2012, FSA made 28 loans to York County producers totaling over \$3,290,940.

On August 22, 2013, the Susquehanna Riverlands Conservation Landscape partners hosted a Grants Seminar at the John Wright River Room in Wrightsville, PA. This was a unique opportunity to interact with many funders and to talk with representatives from other municipalities and non-profit organizations. Participants learned about various grant

opportunities, including how use one funding source as a match for another compatible funding source. Among the presenters was: PA DCNR, PA DEP, PA DCED, PennDOT, PENNVEST, PA Downtown Center, Cold Water Heritage Partnership, National Fish and Wildlife Federation, National Park Service, Columbia Borough, and the Farm and Natural Lands Trust of York County.

At this time, an interest in creating a farming cooperative with local farmers has not been identified. Penn State Cooperative Extension would be the lead resource for this program should the need for, or interest in forming, a cooperative arise. Cooperative Extension provides a great deal of information on forming cooperatives including: why form a cooperative, how do cooperatives work, financial and tax planning, membership responsibilities, cooperative leadership, and a detailed list on the steps a cooperative team must follow to be successful. For more information on forming a cooperative, visit <http://extension.psu.edu/business/ag-alternatives/marketing/cooperatives>.

Strategy 2: Develop a strong local food system to enhance awareness of the option to buy local foods and support farmers in the process.

WellSpan Health was instrumental in forming the York County Food Alliance (YCFA) which was a principal outcome recommendation of the Food Availability Task Force and the Food Policy Work Group. The YCFA envisions a healthy community where everyone has access to food produced in ways that protect and strengthen the environment and local economy. Some activities include: Developing programs that address gaps in the County's food system; advocating for and advising on food system and food policy implementation; and cultivating diverse partnerships and strengthening the connections between food, health, natural resource protection, economic development and the agriculture community.

Approaches:

Suggested approaches for Strategy 2 included:

- Continue to support investment in a community kitchen (the Shared Kitchen Incubator initiative of YCEA and NutriCore) to allow farmers to perform value-add processes.
- Create farm to chef programs to help connect local farm products to local restaurants.
- Prepare a workshop for farmers with tips on contacting a restaurant about local products.
- Through existing networks of farmers through the YCABC and Penn State Cooperative Extension Service, investigate the possibility to work with farmers to develop weekly "Fresh Sheets" to distribute to chefs, cooks, and caterers which detail available fruits and vegetables being harvested by farm.
- Create farm to school programs to help make the connection between local farm products and local schools.
- Promote farm tours as school trips or daycare trips.

- Support development of the Horn Farm Center for educational and agricultural tourism.
- Continue to support farmers’ markets, and provide a listing of markets along with a link through YCEA’s website to the “Growing Traditions Discovery Guide” which is marketed through the Lancaster-York Heritage Region.

Community Kitchens

YorKitchen, York's Shared Kitchen Incubator, opened its doors in June 2011. YorKitchen strives for community awareness and outreach as well showcasing the kitchen as a valuable economic development tool. Since the inception of YorKitchen, the amount of activities and users continues to grow. As shown in Exhibit 9, from 2011 through 2013, 38 new businesses started, 13 businesses expanded their operations, and nine (9) businesses graduated into their own facilities. YorKitchen also created a number of “farm to chef” programs including, but not limited to: 21 South, The Chef Challenge, and the Passport to Flavors event. All activities and events can be found on their website www.yorkitchen.com. YorKitchen has had a broad demographic of users including public organizations, civic groups, and business types as demonstrated in Exhibits 10 and 11. A total of 33 tenants currently use the facility.

Farm to Restaurants

In January 2012, YorKitchen partnered with Penn State Cooperative Extension to host a "Managing Risk for Food Businesses" workshop, which focused on GAPs (good agriculture practices, good handling practices), allergen warnings, product recall strategies, and HAACP (Hazard Analysis Critical Control Points). The target audience was farmers and producers and the goal was to educate them on what restaurants and other businesses will be looking for before doing business. High quality research and data was distributed during this day long workshop. Additionally, YorKitchen participated in a panel discussion with Penn State Cooperative Extension on December 13, 2010, to strategize and review food policies related to insurance case studies, GAP/GHP/HACCP, allergen warnings, co-packing, producer needs, ServSafe educators, and recall processes. They also identified materials to be distributed to users of the YorKitchen.

Exhibit 9: YorKitchen Businesses Generated and/or Expanded 2011 – 2013	
Number of New Businesses	38
Number of Current Users	33
Number of Expansions	13
Number of Graduates	9

Exhibit 10: YorKitchen Events and Other Non-Traditional Users 2011 – 2013	
Public Attending Events	6388
Civic Groups Utilizing the Facility	45
Corporate events	13
Private Events	16
Trainings Classes Held	28

Exhibit 11: WBE/MBE/DBE and Other Business Types 2011 - 2013	
Minority Owned and Operated Businesses	10
Woman Owned and Operated Businesses	29
Veteran Owned and Operated Businesses	2
Disabled Owned and Operated Businesses	2
Other Food Businesses	48

Penn State Cooperative Extension offers a workshop entitled, “Food for Profit,” which takes attendees step-by-step through the information necessary to start and run a small food-product business. It is especially directed toward individuals who will be making and packing their products for resale (through grocery stores, farm markets, or restaurants). This comprehensive workshop covers necessary topics such as:

- *An honest look at the challenges and advantages of owning a food related business.*
- *Pennsylvania Department of Agriculture's role in your venture – how the sanitarian can help your dream become a reality.*
- *A good business idea needs to be “do-able,” marketable, and profitable.*
- *Your feasibility analysis is step one toward a great business plan.*
- *Using the four P’s: price, product, placement, and promotion to determine who will buy.*
- *Good preparation and storage methods prolong shelf life and lessen liability for your business.*
- *Strategies to lessen your food business liability.*
- *Selecting the perfect package and food labels to intrigue your potential customers.*
- *Whether you cover your costs or aim at making a profit, your pricing strategy determines many facets of business success.*

York County Buy Fresh Buy Local (BFBL) activities are coordinated by a group of local dedicated volunteers, with the mission to connect the people of York County to locally produced food and farm products. The BFBL York Chapter was formed in 2009 and continues to grow. The Local Food Guide, in its third year, highlights local farmers markets, restaurants, schools, "farm-to-" programs, economic impacts of buying local, and more. Additionally, the Summer Scavenger Hunt event engages the community and local consumers to shop, visit, tour, and experience all of these places. This activity generated 1,511 visits to participating locations in

2013. As demonstrated in Exhibit 12, York County offers an abundance of local farm markets and retail facilities which bring fresh and local foods to the community.

Additionally, the York Chapter of Buy Fresh Buy Local is working to connect local restaurants with local farmers. Currently: John Wright Restaurant, Roosevelt Tavern, Central Family Restaurant, Victor's Italian Restaurant, The Accomac Inn, Esaan Thai Restaurant, Healthy World Café, The Busy Bee, Wyndridge Farm Events, and the York Blue Moon all purchase locally grown foods and strive towards seasonal menus.

Exhibit 12: Active Farm Markets in York County

Bentzels Orchard 21 North Lewisberry Road Dillsburg, PA 17019	Lehman's Orchards 1918 Powder Mill Road York, PA 17402	Scarecrow Farm 2178 Orwig Road Stewartstown, PA 17363
Central Market House 34 West Philadelphia Street York, PA 17401	Maple Lawn Farms 2885 New Park Road New Park, PA 17352	Barefoot Farm 6621 Bluebird Lane Dover, PA 17315
Fitz Brothers Farm Market 2670 Springwood Road York, PA 17406	Morningstar Market Place 5309 Lincoln Highway West Thomasville, PA 17364	Whitecomb's Farm Market 2410 Roosevelt Avenue York, PA 17404
Hanover Farmer's Market 210 East Chestnut Street Hanover, PA 17331	Paulus Orchard 522 East Mount Airy Road Dillsburg, PA 17019	Castle Creek Farm 529 W Siddonsburg Road Dillsburg, PA 17019
Kenmar Farms 335 Indian Rock Dam Road York, PA 17403	Raab Fruit Farms 209 Fruitlyn Drive Dallastown, PA 17313	Dietz Produce 34 W Philadelphia Street York, PA 17401
Lonesome Pine Farm 18245 Webb Road Stewartstown, PA 17363	Susquehanna Orchards 560 Orchard Road Delta, PA 17314	Forge Hill Orchards 135 Blossom Drive Mt. Wolf, PA 17347
Miller Plant Farm 430 Indian Rock Dam Road York, PA 17403	Delta-Peach Bottom Farmers Market 5 Pendyrus Street Delta, PA 17314	J-Mar Farms 2306 South George Street York, PA 17402
Susquehanna Aquacultures P.O. Box 306 York Haven, PA 17370	Browns Orchards & Farm Market 8892 Susquehanna Trail North Loganville, PA 17342	Dillsburg Farmers Market 117 N Baltimore Street Dillsburg, PA 17019
Potosi Sheep Farm 1175 Potosi Road Glen Rock, PA 17327	Dennis Fitz Produce 2195 Springwood Road York, PA 17403	Amish Markets at Hanover 1649 Broadway Hanover, PA 17331
Sonshine Acres Produce 1932 Joseph Road York, PA 17404	Flinchbaugh's Orchard & Market 110 Ducktown Road Hellam, PA 17406	Newberrytown Peddler's Market 700 York Road Dover, PA 17315
Herr Fruit Farm Rte 24 and Rte 124 York, PA 17403	Ilyes Produce Stand 3356 Days Mill Road York, PA 17408	Perrydell Farm Dairy 90 Indian Rock Dam Road York, PA 17403
Blevins Fruit Farm 16222 West Liberty Road Stewartstown, PA 17363	Lehman's Roadside Market 529 Cool Spring Road Wrightsville, PA 17368	Shaw Orchards 21901 Barrens Road South Stewartstown, PA 17363
Market & Penn Farmers Market 380 West Market Street York, PA 17401	Markey's Roadside Market (Mardale) 2794 South Queen Street Dallastown, PA 17313	The Markets at Shrewsbury 12025 Susquehanna Trail South Glen Rock, PA 17327

Source: Pennsylvania Department of Agriculture, 2012 Consumers Guide to PA Farm Markets

Farm to School

In 2010, the United States House of Representatives declared October National Farm to School Month, recognizing the strong role the Farm to School program plays in promoting good health and strong economies. The Farm to School program provides a variety of benefits to students, parents, schools, communities and farmers. A brief summary of these include strengthening children's and community members' knowledge about and attitudes toward agriculture, food, nutrition, and the environment; increasing student participation in school meal programs; increasing consumption of fruits and vegetables; increasing market opportunities for farmers, fishers, ranchers, food processors and food manufacturers; and supporting economic development across numerous sectors.

WellSpan Health and York BFBL have been actively engaging schools in discussions about Farm to School activities, with an emphasis on local procurement of food since early 2013. Activities have included: Get to Know Your Farmer Week and a Farm to Cafeteria Networking event, which included farmers, food service directors, and business managers with special presentations on GAP certification for farms and farm to school procurement models.

A number of local school districts are beginning to implement "school garden" projects. Northern York County School District has had a high school garden for the past five (5) years, which produces vegetables for taste testing in the cafeteria. Hope Street Garden & Learning Lab opened in 2013 in downtown York City and will be utilized by the charter schools in the spring and summer. Spring Grove Area School District's FFA Club expanded on the idea of a garden and farms a two (2) acre property within the School District. The harvested produce was used for taste testing and lunch meals at the high school. Their plans moving forward include expanding the acreage to grow pumpkins for the elementary students to pick.

Other "Farm To" programs include farm-to-schools, farm-to-institutions, farm-to-restaurants, farm-to-table and many more. These programs increase the community awareness and interest about purchasing local foods, as well as increasing economic activity, strengthening connections, improving household food security, and the creation and maintenance of local jobs.

Support of the Horn Farm Center for Agriculture Education

The Horn Farm Center for Agriculture Education recently partnered with the York County Alliance for Learning and YCEA's Office of Workforce Development in an after school mentoring program. This strategic partnership will bring awareness of the Horn Farm Center to all York County school districts, educators, parents and students. Students interested in choosing agriculture related career paths will have hands-on experiences, mentoring, and the potential to transition into the Horn Farm's Incubator Farming Program.

Central Market House and Market and Penn Farmers Market

In 2012, the York Downtown Market Revitalization project, a conglomeration of four (4) impactful and significant revitalization projects, was awarded a \$3,370,000 Redevelopment Assistance Capital Program (RACP) grant. Each of the projects had a significant economic impact, as well as a strong effect on the long term sustainability of the two (2) farmers markets. Central Market House, Inc., since opening in 1888, has been the downtown farmer's market in York, but has had very few structural upgrades over the past 120 years. Renovations included roofing and window repair and replacement, sanitary plumbing upgrades, electrical power upgrades and a sprinkler system to ensure its survival, vitality, and life safety for generations to come. Market & Penn Farmer's Market, Inc. is a downtown farmer's market that serves not only downtown office and business employees during lunch, but also provides fresh local produce and meats for City and County residents..

Strategy 3: Forge a strong agritourism strategy to understand existing offerings and opportunities in agritourism (i.e. activities on agricultural lands open to visitors) and support the industry's development.

Approaches:

Suggested approaches for Strategy 3 included:

- Work with existing agricultural resources (e.g. the York County Agribusiness Council, the Penn State Cooperative Extension Service and the Farm & National Land Trust) to conduct a workshop with farmers describing opportunities to develop agritourism attractions, such as bed and breakfasts, wineries, corn mazes and hayrides.
- Host workshops with municipal officials in rural areas to increase awareness of opportunities for agritourism development, and suggest that they consider explicitly providing for agritourism uses such as bed and breakfasts.
- Add 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 and the York County Convention and Visitors Bureau.
- Coordinate with the marketing of “farm to” connections so that existing agritourism and agritainment uses are marketed alongside local food.
- Promote heritage tourism through identification and encouraging submission of application to the York County Heritage Program.

Annually, beginning in 2009, five (5) "Round-Robin" economic development public meetings have been held in all five (5) planning regions identified in the York County Economic Development Plan. These meetings are a joint effort of YCPC and YCEA, and are hosted by local

Legislators and municipal officials, to bring awareness to residents and local business owners on available programs and opportunities.

Important economic drivers not to be missed are agritourism opportunities such as winery tours, corn mazes, festivals, and pick your own. These are promoted by the York County Convention and Visitors Bureau (CVB), as well as York BFBL. For example, the York County CVB hosts the annual Mason Dixon Wine Trail, with approximately 26 stops, as well as the Tour de Tanks, Wine Just off the Vine Tour, Made in America Tours, and the Susquehanna Ale Trail.

According to the CVB, visitors spend \$753 million in York County annually. Other notable statistics include: York County's tourism industry generates more than \$80 million in State and local taxes each year, the tourism industry employs more than 7,038 people in York County, and tourism is the State's second largest industry behind agriculture. For more information on the York County CVB, visit www.yorkpa.org.

Strategy 4: Delineate a sustainable farming strategy to encourage local farmers to transition to sustainable agriculture through outreach and education.

Approaches:

Suggested approaches for Strategy 4 included:

- Coordinate with existing agricultural resources including York County Agribusiness Council, Penn State Cooperative Extension Service, Farm & Natural Land Trust of York County, and the United States Department of Agriculture (USDA) to prepare information on best practices in sustainable agriculture, and conduct a series of workshops with associated print materials. Workshop topics would include:
 - Transitioning to organic agriculture.
 - 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).
 - Recycling agricultural plastics at County Plastic Pesticide Container Recycling Program (PPCR) sites (GROWMARK FS, Inc. and John Deere Landscapes).

The York County Conservation District (YCCD) and the Penn State Cooperative Extension have compiled useful information on the regulations for which landowner awareness is important. Their goal is to help farmers conform to these regulations in order to create sustainable lands and environmentally friendly practices in compliance with current conservation laws and regulations. In addition, the YCCD provides educational materials on their website regarding many other programs, including information on: tree management, converting to no-till, how to make no-till work, manure management, and the TreeVitalize municipal grant program.

In 2012, the YCCD received \$30,000 from the York County Community Foundation to assist farmers and landowners with the cost of installing conservation practices. Of this amount, \$20,000 was allocated to be used in the Codorus Creek watershed and \$10,000 was allocated to be used in the balance of the County.

The Horn Farm Center devotes the use of its land to exploring and practicing sustainable farming strategies, which are used by new farmers in its incubator farm program. The Center also collaborates with farmers currently using conventional farming techniques to test agricultural methods that improve sustainability and environmental protection.

Another partner in this effort is the York County Agricultural Land Preservation Board (YCALPB). It is the mission of the YCALPB to protect York County's agricultural resources through the preservation of economically viable farms with the creation and maintenance of stable agricultural communities. They provide information and outreach to help ensure the continuation of York County's vibrant and viable agricultural community. In the past 20 years, the YCALPB has provided over \$74 million dollars to local farm families through their Easement Purchase Program using County, State, and Federal funds. The easement funds have been used to pay down debt, build new agricultural structures, purchase new farming equipment, transition a farm to the next generation, and to preserve additional farm land.

Agriculture is an important component of York County's economy. Efforts to engage the farming and agritourism communities are ongoing and are important to continue.

Downtown Revitalization

Exhibit 13: York County 2009 Economic Development Action Plan – Downtown Revitalization Strategies				
Completion Status	Strategy	Action	Lead Entity	Partner(s)
Ongoing	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
Ongoing	Downtown 2	Sample Code Language for Downtown Issues	YCPC; York City	YCEA; YCPC; Local Municipalities; Local Downtown Groups; York/Adams Smart Growth Coalition; Neighborhood Associations; Pennsylvania Downtown Center
Ongoing	Downtown 3	Downtown Plans	YCEA	Local Municipalities; YCCVB; YCPC; York City; Moving Plans into Action; Pennsylvania Downtown Center; Downtown Inc.; Main Street Hanover

Vibrant downtowns through revitalization, adaptive reuse, and infill, in the City of York and other municipalities throughout the County, 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. Increase outreach and education to downtown groups throughout the County on best practices in downtown revitalization. Increase outreach and education to downtown groups throughout the County on best practices in downtown revitalization.

Approaches:

Recommended approaches to Strategy 1 included:

- 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 could be housed within YCEA’s Redevelopment Department, which currently contains two (2) staff members.

- Prepare 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.
- Meet with municipalities and business groups interested in developing plans and goals based on local needs for downtown revitalization.
- Share examples of successful downtown efforts in the County, including the experience of Downtown Inc.
- 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.
- Encourage downtown organizations to incorporate agritourism in downtown revitalization efforts and to host downtown farmers markets.
- Plan a downtown heritage trail to showcase multiple downtowns throughout the County, which could include establishing trail markers and developing a tear-off countywide trail map for visitors to be distributed in retail stores throughout downtowns.
- 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.
- Encourage new downtown organizations to offer longer operating hours (at least until 8 pm) with special events (such as First Thursday, First Friday, First Saturday) like those already held in downtown York, and encourage new downtown organizations to market and promote events through a variety of media, from print ads to radio and web content.
- Encourage new downtown organizations to use information networks to spread the word about planned events through email networks and media contacts.
- Encourage new downtown organizations to recruit volunteers to help with special events planning and special initiatives.

Downtown revitalization is one (1) of the five (5) main focus areas of the Action Plan to implement the York County Economic Development Plan. In addition to downtown York City, York County has more than 30 boroughs, each with its own unique downtown. Maintaining vibrancy and character in these boroughs is a main goal in planning regions across the County. As a part of downtown revitalization efforts, some municipalities have implemented beautification and façade improvement programs for their downtowns. Red Lion Borough, Hanover Borough, and downtown York City at one time have offered façade programs and strive to keep the programs going with new funding. These programs provide an incentive for property owners to make improvements to their buildings. Other communities have partnered with local gardening organizations or church groups to maintain flower beds and conduct clean ups.

Attractive downtowns increase property values to support the local municipalities' tax base while also creating an inviting atmosphere for residents and business patrons.

The York County Economic Alliance works closely with Downtown Inc. and the City of York to ensure a friendly and streamlined process for establishing new businesses. Together, they also strive to revitalize and encourage investment in downtown York through the strategic recruitment of viable businesses that not only complement the existing downtown character, but also offer a unique mix of eclectic eateries and cafés, retail boutiques, art galleries, professional offices, parks, and a wide variety of events and entertainment venues.

There are a number of business incentives and assistance programs available which are listed in numerous places online and in printed materials. These programs include, but are not limited to: Fresh Food Revolving Loan Fund, ReTAP, LERTA, the Artist Homestead Program, and the York Business Academy.

The City of York in partnership with York College of Pennsylvania offers twice yearly, the York Business Academy. The purpose of the Academy is to offer new and existing small business owners an educational opportunity that will increase their business acumen and improve the likelihood of their success in the current economic climate. No formal education, such as a High School Diploma, GED or prerequisite knowledge, is required to participate in these sessions. York College professors, their respective MBA graduate students, student members of York College's Students in Free Enterprise (SIFE) organization, and other local business professionals teach each session, focusing on a major aspect of opening, owning and operating a successful business in the City of York or elsewhere in York County.

Additional programming offered by Downtown Inc. encourages not only new businesses, but also consumers to "Live, Work, and Play" in York City. Among the programs are: Merchant of the Month Award, Ribbon Cutting Ceremonies, the Downtown Destination Guide, First Fridays, and Merchant Workshops Series with topics such as Customer Service, Social Media Communications, Keeping Your Business & Customers Safe, Financials for Small Businesses, and Small Business Resources.

In the last few years, Hanover Borough, the Hanover Area Chamber of Commerce, and the Partnership for Economic Development in York County (PEDYC) have partnered with the YCEA to implement and then expand their downtown revitalization efforts with a Main Street Program. This initiative brings together diverse community interests and resources to promote the economic vitality, architectural heritage, and cultural vibrancy of the downtown business district for the benefit of the greater Hanover Area. In late 2013, Main Street Hanover began a Second Saturday program, a monthly themed program where participating downtown merchants provide specials and promotions in correlation with each theme.

In October 2013, Main Street Hanover presented its new logo, which is a reflection of the community's shared efforts to create a lasting brand for downtown Hanover. This new brand embraces Hanover's history and strong architecture, reflecting its heritage and forging a path to

a strong future. The logo was funded through the York County Economic Alliance and grant dollars from PNC Bank.

The Main Street Program is a comprehensive approach to downtown revitalization coined by the National Trust for Historic Preservation, and is based on the four (4) point approach: downtowns undertake activities in the areas of design, organization, promotion, and economic restructuring to ensure comprehensive action is taken to revitalize the designated areas. In York County, Downtown Inc. administers York City's downtown Main Street Program, and in Hanover, Main Street activities are performed by Main Street Hanover, an initiative of the Partnership for Economic Development in York County (PEDYC).

YCEA in partnership with YCPC works with our diverse municipalities to support their economic and community development goals, as well as to implement the York County Economic Development Plan. A variety of economic development and planning services are available for little or no cost to all 72 municipalities in the County.

Strategy 2: Develop and provide sample code language to address downtown-specific issues. Increase awareness among local municipalities of potential regulatory approaches relevant to downtown issues.

Approaches:

Recommended approaches to Strategy 2 included:

- Coordinate with the YCEA downtown economic development staff to learn about downtown issues over time and prepare sample language.
 - a. Sample mixed-use zoning code.
 - b. Outdoor dining ordinance.
 - c. Store signage ordinance (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).

- 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.

In 2010, York City convened a Zoning Committee to strategize and update its Zoning Ordinance in an effort to address relevant downtown issues. The Committee consisted of representatives of York City, YCEA, Downtown Inc., and a number of neighborhood associations. The updated Zoning Ordinance was adopted by the City of York in 2011. It is available online as a resource not only to residents and business owners, but also to other municipalities. The new Zoning Ordinance is consistent with the community development goals set forth in the City and Downtown Inc.'s mission statements. Topics addressed in the 2011 Ordinance include the following: health, safety and welfare; overcrowding; community growth; economic stability; quality of life; land use; historic resources; transportation; public facilities and services; neighborhood revitalization; recreation facilities and services; downtown business district; waterfronts, greenways and open space; institutions; and housing.

A zoning ordinance is an important tool that allows municipalities to guide development and land use in a way that achieves their long term goals. As such, it needs to be reviewed and updated periodically. Designating appropriate zoning districts and regulating the uses, building size, and other features within the boundaries of these districts sets the stage for guiding development. York City designated the following districts in its 2011 Zoning Ordinance: two (2) types of residential districts, two (2) types of urban neighborhood districts, a central business district, an employment center district, three (3) types of mixed-use institutional, and an overlay district. When considering development or redevelopment in York City, it is also important to be aware of the are the National Register Historic District and associated regulations administered by the Historical Architectural Review Board (HARB).

The Municipal Planning staff of the YCPC has developed a few resource management model ordinances. These model ordinances serve as a guide for municipalities seeking to enact such regulations. They can be found on the York County Planning Commission website (www.ycpc.org).

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. Develop strategies for individual downtowns based on focused analyses of existing conditions and opportunities.

Approaches:

Recommended approaches to Strategy 3 included:

- 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. For example, in York, a theme based on a Downtown Market District of concentrated businesses (restaurants, clubs, bars, retail open in the evening) has been identified. The evaluation of potential niches also should consider opportunities to integrate agritourism and heritage tourism with downtown revitalization activities.

- 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 region (as well as seniors' interest in heritage tourism).
- Consider each downtown's ability to provide attractive services for the workforce: day care facilities, elder care facilities, and affordable/ workforce housing.
- Continue to study and invest in wayfinding programs to identify gateways and attractions and provide corresponding signage treatment to help visitors navigate downtowns.
- 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.

York City, in conjunction with developers and Downtown Inc., has also established “planning” districts, which have a more programmatic focus. These districts include Royal Square, Continental Square, the Market District, and WeCo. Additionally, the Beautification Program in downtown York implements the planting of flowers three (3) times per year, the installation of holiday decorations, the installation of street art in key locations, and weeding and trash removal.

The designation of appropriate zoning and “planning” districts in any downtown area plays an important role in establishing a sense of place and showcases the unique characteristics of each town. Pennsylvania Downtown Center’s Main Street program is a comprehensive, community-based approach to revitalizing downtowns and central business districts. For additional information on this program, visit <http://www.padowntown.org/programs-services/main-street>.

Signage is also a basic element of a commercial area and is a necessity for communicating the availability of goods and services within a defined area. Not only do they attract customers, but they also identify the location. Signs affect the image of an entire district, thus it’s important that signage be well designed to avoid visual competition and also be compatible with the architectural character of the surrounding community and otherwise add to the attractiveness of the entire streetscape. The York City Zoning Committee spent a considerable amount of time updating and adapting the sign regulations to accommodate their goals and growth plans. Specific details regarding the City Zoning Ordinance and other ordinances can be found online at <http://yorkcity.org/city-ordinances>.

In 2012, the Hanover Chamber, Hanover Borough, and private business owners joined in an effort to conduct a feasibility study for a proposed Heritage Conference Center. Gannett Fleming, assisted by Urban Partners, completed the Study in September 2012. The Study assessed the market feasibility for the Hanover Area Heritage Conference Center (HCC), a

multi-use facility consisting of a conference/event center, a heritage center and new retail businesses to anchor the revitalization of downtown Hanover. The analysis confirmed that the concept would be viable in downtown Hanover. The next step of the process is to commission an architectural study for the proposed building, a former Wachovia Bank located at 22 Carlisle Street. The architectural study will include structure, code review, and schematic design. The Borough applied for a PA Department of Community and Economic Development (DCED) Planning Grant for the architectural study and is awaiting approval.

Roger Brooks, the leading branding, tourism, downtown development and marketing expert with a portfolio of over 1,000 community brands, researched York in 2010 and laid out community recommendations on how to create a successful York County brand for Downtown York. His plans look at how to connect the County with the energy beginning to bubble up in its urban core for the betterment of both. After reviewing Brooks' work, Creativity Unleashed extended the reach of the brand throughout York County believing that marketing York County as the "Industrial Art & Design Capital" is a true and very unique branding statement.

All partners should continue to educate local, State, and Federal lawmakers about the importance of core communities, and encourage government investment in local downtowns. Over the past five (5) years, great strides have been made in many of York County's unique downtowns leading to new trends and newly identified niche themes like co-working.

Incentives and Economic Development

Exhibit 14: York County 2009 Economic Development Action Plan – Incentives and Economic Development				
Completion Status	Strategy	Action	Lead Entity	Partner(s)
Ongoing	Incentives & Economic Development 1	Expand Information Outreach	YCEA	Local Municipalities; YCPC
Ongoing	Incentives & Economic Development 2	Educate Businesses and Communities	YCEA	OWD; Local Developers
Ongoing	Incentives & Economic Development 3	Renewable Energy Incentives	YCEA; Pennenergy or Manufacturers Association	Pennsylvania Office of Energy and Technology Development; Pennsylvania Department of Community and Economic Development; Pennsylvania Department of Environmental Protection
Ongoing	Incentives & Economic Development 4	Expanded Sites Database	YCEA	YCPC; RACY; Local Brokers

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

Approaches:

Recommended approaches for Strategy 1 included:

- Build a database of available incentive and assistance programs and provide a search field with identification of relevant target industries.
- Include within the inventory description of new and extended federal incentives provided through the American Recovery and Reinvestment Act (ARRA) such as extended bonus depreciation and small business expensing through 2009, which allows businesses to deduct one half the cost of capital investments.

- Hire a website design and marketing firm to prepare an attractive print brochure and an attractive, easy to navigate site that may be edited in house through web publishing software, and purchase such software.
- The website could be prepared in coordination with the web inventory of workforce service providers to reduce costs.
- Provide an information request form along with contact information to allow businesses to send requests for additional assistance understanding programs.
- Perform bi-annual updates to the inventory's content.
- Prepare a presentation for local municipalities offering a primer on available incentive and assistance programs and provide periodic presentations in different planning regions.

YCEA Funding and Incentive Programs

The York County Economic Alliance (YCEA) serves as a resource for information on various Federal, State and local economic development financing programs. Staff of the YCEA works with businesses to identify economic development loan programs for real estate acquisition and expansion, as well as equipment or working capital projects, for which they may be eligible. Any business interested in learning more can submit a funding inquiry through a form on YCEA's website.

YCEA provides staff to entities that administer certain loan programs, including the Pennsylvania Industrial Development Authority, Small Business First, and First Industries loan programs. The organization also staffs three (3) issuers of tax-exempt financing: the York County Industrial Development Authority (YCIDA), the General Authority of South Central Pennsylvania (GASP) and the York County Hospital Authority (YCHA). In addition, the Small Business Administration (SBA) 504 loan program is now administered in York County through a partnership beginning in 2012, with the Lancaster EDC Finance Corporation and the YCEA. Through the program, small and medium sized businesses in Central Pennsylvania can receive long-term, fixed-rate financing, which is typically only available to larger businesses. Additional information regarding the different lending entities, as well as individual financing tools, can be found at: <http://www.ycea-pa.org/doing-business/funding-programs-incentives>

In 2013, the Redevelopment Authority of the County of York (RACY) served as a conduit for the development of a Tax Increment Financing (TIF) District, thereby creating financial incentives, which encourage redevelopment efforts that benefit the community. The TIF district also enabled Johnson Controls Inc. to relocate within York County, resulting in the retention of over 440 direct permanent jobs and the creation of 374 new construction jobs. Additionally, RACY served as a conduit for the development of a Tax Increment Financing (TIF) District for the redevelopment of the West Manchester Mall, which will provide financial incentives to improve public road access. The TIF portion of the project will equal approximately \$3 million.

York County Planning Commission Funding and Incentive Programs

The York County Planning Commission administers the Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) Programs, both of which are funded through the U. S. Department of Housing and Urban Development (HUD). The County has expended in excess of \$50 million for public works projects, assistance to human service agencies, planning activities, housing activities, and economic development projects.

YCPC requests CDBG and ESG applications from municipalities and non-profit organizations on a three (3) year cycle in order to compile its Three Year Project Plan. This Plan, which includes projects proposed for funding through the CDBG and ESG Programs, allows program participants and the public to be informed about the activities proposed to be funded. Through the CDBG Program infrastructure improvements, social service activities, planning activities, and housing activities are funded; while through the ESG Program emergency shelters and prevention programs for homeless and at-risk-of-homelessness are funded. Projects for each year's Annual Action Plan are drawn from the Three Year Project Plan.

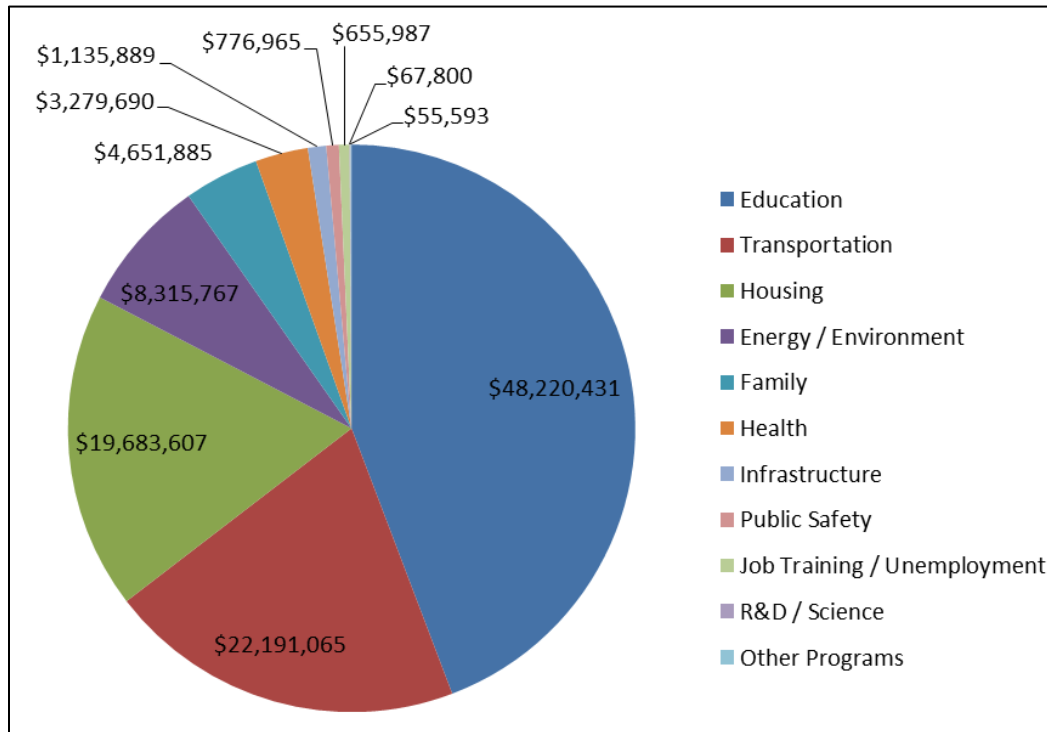
Another program administered by the YCPC is the Transportation Alternatives Program (TAP). This program was authorized by the most recent Federal Transportation Act – Moving Ahead for Progress in the 21st Century (MAP-21) that was signed into law on July 6, 2012. TAP redefines the former Transportation Enhancements Program activities and consolidates it with the Safe Routes to School and Recreational Trails Programs.

Other programs administered by the YCPC include, but are not limited to: Continuum of Care (CoC), HOME Investment Partnership / Rental Housing Development Program, Home Improvement Program, Homebuyers Assistance Program, and Weatherization Assistance Program. For more information on any of these programs, visit www.ycpc.org.

The American Recovery and Reinvestment Act of 2009

On February 13, 2009, in direct response to the economic crisis and at the urging of President Obama, Congress passed the American Recovery and Reinvestment Act (ARRA) of 2009, commonly referred to as the "stimulus" or the "stimulus package." In 2011, the original expenditure estimate of \$787 billion was increased to \$840 billion to be in line with the President's 2012 budget and with scoring changes made by the Congressional Budget Office since the enactment of the Recovery Act. For more information on ARRA visit www.recovery.gov. Exhibit 15 shows the disbursement of funding that was awarded to York County projects during the ARRA program existence. York County received a total of \$109,034,679.

Exhibit 15: ARRA Funding Awarded to York County, Pennsylvania



Source: American Recovery and Investment Act, Updated January 30, 2014

Strategy 2: Educate businesses and communities with regards to expanding industries and opportunities to transition into emerging fields and to create interest in emerging industries amongst existing firms and local municipalities.

Approaches:

Recommended approaches for Strategy 2 included:

- Prepare a list of existing defense contractors, including services provided and key economic development contacts, and educate firms about possible contracting opportunities with Aberdeen Proving Ground (coordinating with any workforce-related efforts to list existing defense contractors resulting from this plan).
- Using third party sources such as D&B, CorpTech, Hoovers and Moodys, identify and map existing businesses providing target industry services (e.g. renewable energy, bio-medical, health care and defense) in order to identify possible geographic clusters for different industries, which could, for example, lead to the eventual branding of technology parks focused on renewable energy or bio-medical manufacturing.

- Prepare and provide presentations and print 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.
- Incorporate information on expanding industries and opportunities to transition in business retention visits.
- Hold developer forums to promote awareness of real estate space features appealing to bio-medical and defense contracting firms (e.g. “SCIF” – sensitive compartmented information facility, lab space and green building features).

As a result of the decision by the Federal Base Realignment and Closure (BRAC) Commission's decision to reallocate thousands of jobs from Fort Monmouth, New Jersey, to the Aberdeen Proving Ground (APG) in Harford County, Maryland, the 2009 York County Economic Development Plan included strategies and approaches to address the potential BRAC impacts on the County. A significant amount of the southern end of the County is within a reasonable commute time to the APG base. Thus, steps were taken to prepare for BRAC locally, as well as regionally within the Chesapeake Science and Security Corridor (CSSC). As a show of support for and interest in the BRAC initiative, York County joined the CSSC Consortium by signing the agreement on April 25, 2007.

Again, because of York County's location on the Mason-Dixon Line and access to Interstate 83, development within the County has been augmented by in-migration from adjacent metropolitan areas, particularly from Maryland. This trend is expected to continue, however, impacts from the BRAC initiative at APG are not expected to be as critical as originally anticipated. Nevertheless, it is important that York County remain positioned to appropriately mitigate any impacts that might occur and take advantage of opportunities for economic development.

Typically, an economic expansion is marked by an upturn in production and utilization of resources. This growth can be through an increase in business product and service offerings, increase in sales and production of current product lines by entering new markets, enlarging the scale of existing companies, increasing the number of companies, or through the expansion of a company's physical location.

As America's most powerful engine of opportunity and economic growth, small businesses' growth and development hold the key to the economic expansion of the County. Efforts such as the Business Outreach Program and Industry Cluster Analysis help market York County effectively, leading to greater economic growth, more jobs, higher incomes, and an overall better quality of life.

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 to stimulate local activity in the renewable energy sector.

Approaches:

Recommended approaches for Strategy 3 included:

- Determine if there is a County role to provide matching grants or loans for energy related initiatives to pair with State and/or Federal incentives (including incentives provided through the ARRA, which provides \$100 million for renewable energy programs under the “State Energy Program” funding, which is offered through both formula funding and special grants; \$260 million for the “Weatherization Assistance Program;” \$3.2 billion nationwide for energy efficiency and conservation, which is offered through both formula funding and \$400 million in competitive grants; \$2 billion nationwide under a competitive grants process for Advanced Battery Manufacturing; and \$300 million in competitive grants for diesel emissions reduction, which is provided for use on public fleets).
- Establish criteria for administration of grants (e.g. jobs created or retained, grantee match, etc.).
- Publicize incentives through website inventory of incentives, through print materials and through description during presentations about target industries (when describing renewable energy target).

Originally, York County was specifically focused on solar renewable energy, due to the presence of Komax Solar. The original intent was to promote Komax Solar and attract other solar companies. However, it became difficult to attract such companies, due to a drop in Pennsylvania solar renewable energy certificate (SREC) prices. A severe over-supply of SRECs, above the amount of SRECs that buyers (electricity producers) need to acquire each year, resulted in the price decrease.

This does not account for the opportunities that have arisen in the agricultural waste digester area, which are boundless, but not popular because it is perceived as dirty and smelly. Nevertheless, digesters continue to work well for farmers in localized instances.

The YCPC currently administers the “Weatherization Assistance Program,” which is designed to reduce heating and cooling costs for low-income persons, with priority given to high energy users (the elderly, people with disabilities, and families with children) by improving the energy efficiency of the home and helping ensure health and safety. This Program is funded in part by the Department of Energy and/or the Department of Health and Human Services. No repayment is required for the services provided and no liens are filed on the property. Both owners and renters may apply. There is a shared cost requirement for the owners of rental properties. The Program is designed to reduce energy consumption of the dwelling through the installation of various energy conservation measures.

As mentioned in Strategy 1, both the York County Economic Alliance and the York County Planning Commission have extensive information listed on their websites regarding funding

programs and available incentives. Existing programs are updated as needed and new programs are added when information becomes available.

Strategy 4: Develop an expanded database of sites for economic development and market alongside demographic and economic data to provide a more comprehensive database of sites for economic development that is available online.

Approaches:

Recommended approaches for Strategy 4 included:

- Form a working group within YCEA of individuals that are involved in business attraction, retention and expansion.
- Have the working group identify the 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.
- Create a database based on the criteria established in the prior step, building from YCEA's Industrial Park Directory and electronic inventory of sites, and include internet access to the database for brokers to update their data.
- Include within the database 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.
- Establish a Real Estate Database Manager either through a temporary new position or a new role for an existing position to serve as the point person for brokers and to ensure currency of data.
- Market the sites directly to site selection consultants and regional commercial brokers via the web in order to enhance potential for retail recruitment.
- 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.

The YCEA staff has services and programs available to assist companies throughout their entire site selection process to showcase that York County is the ideal location for companies looking to grow and expand their business. Site selection services offered through the Economic Alliance include:

- *Business relocation services such as:*
 - *Site search*
 - *Data gathering*
 - *Site and community tours*
 - *Meetings with local utility providers*
 - *Meetings with local company and community leaders*
- *Business expansion and growth*

- Assistance with state and local incentive programs
- Assistance with workforce development resources and programs
- Access to demographic data and mapping

A detailed listing, with regularly updated information on all of York County’s Industrial and Business Parks, is available on the YCEA website. For a complete listing visit <http://www.ycea-pa.org/industrial-parks-map/default/>.

YCEA provides a Site Selector Profile, which is updated monthly and includes an overview of the demographic and statistical data for York County and its many municipalities. This information is a useful tool for existing local businesses and businesses looking to relocate to the area. Custom detailed reports can be created upon request. Exhibit 16 demonstrates the number of prospect inquiries received in the last five (5) years. For a copy of the Site Selector Profile, visit <http://www.ycea-pa.org/york-county/data-demographics/>.

Exhibit 16: Number of Prospect Inquiries Received	
2009	123
2010	59
2011	45
2012	46
2013	48

Economic development goals for site selection work in multiple directions. They seek to not only attract new businesses to York County in order to increase the level of economic activity and create jobs, but also to retain and keep the businesses and jobs already located in this area. YCEA staff, partnering with Downtown Inc., utilizes CoStar and PolicyMap software for up-to-date listings on all available properties while working with prospective companies.

Closing Summary

Planning is an important aspect in economic development. A strong plan for sustainable economic development begins with a clear vision for economic growth. Through implementation of the York County Economic Development Plan, the York County Economic Alliance, the York County Planning Commission, and all community partners collectively work together to connect resources and achieve results.