



YORK COUNTY

ECONOMIC ACTION PLAN

YORK COUNTY
ECONOMIC ACTION PLAN

Adopted December 2020



ACKNOWLEDGEMENTS

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This work would not have been possible without the contributions of the 150+ working group members who participated in nearly 30 hours of virtual brainstorming workshops and whose input formed the basis of the strategies enclosed in this plan. Thank you to these passionate and generous community leaders.

Finally, thank you to the City of York, Downtown Inc (York Business Improvement District Authority), the York County Planning Commission, and the York County Economic Alliance client team, who helped guide the planning process, and to the York County Community Foundation, Powder Mill Foundation, and the Warehime Foundation, who funded this plan.

PLAN DEVELOPED, WRITTEN, AND DESIGNED BY FOURTH ECONOMY



Fourth Economy is a national community and economic development consulting firm. Powered by a vision for an economy that serves the people, our approach is centered on principles of competitiveness, equity and resilience. We partner with communities and organizations, public and private, who are ready for change to equip them with the tools and innovative solutions to build better communities and stronger economies.



TABLE OF CONTENTS

EXECUTIVE SUMMARY

ABOUT THE PLAN	6
GUIDING THEMES, RECOMMENDATIONS, AND METRICS	10
IMPLEMENTATION	18
BUILDING THE FUTURE	20

ECONOMIC ACTION PLAN STRATEGIES

CREATE OPPORTUNITIES FOR ALL PEOPLE	24
EQUITY & INCLUSION	24
WORKFORCE & ECONOMIC MOBILITY	34
ENGINES OF PROSPERITY	42
FUTURE OF INDUSTRY	42
ENTREPRENEURSHIP	50
ENHANCE YORK COUNTY'S SENSE OF PLACE	58
QUALITY OF PLACE	58
RURAL ECONOMY	66
INFRASTRUCTURE & THE BUILT ENVIRONMENT	72
CONCLUSION	80
APPENDIX	81



ABOUT THE PLAN

In late 2019, the York County Economic Alliance (YCEA) started the planning process for the York County Economic Action Plan (EAP). Since then, the world has drastically changed. The coronavirus pandemic has disrupted economies all over the globe, and widespread civil unrest in response to police violence against black Americans has shaken our country and our communities to the core.

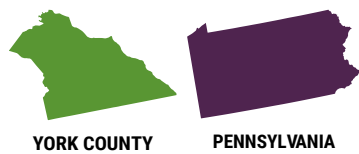
It is now more important than ever to envision a new future for our communities, one that is strong and resilient in the face of crises, and that ensures opportunities for economic prosperity are available to all. The hope is that this plan will provide a roadmap for economic recovery from the disruptions caused by COVID-19, as well as an aspirational vision for where the community would like to go in the long term.

As this plan was being developed, the community quickly rallied in response to the pandemic-driven global economic crisis. These quick actions and the leadership exhibited by a coalition of private and public partners should allow the county to avoid the lagging recovery it experienced during the last recession.

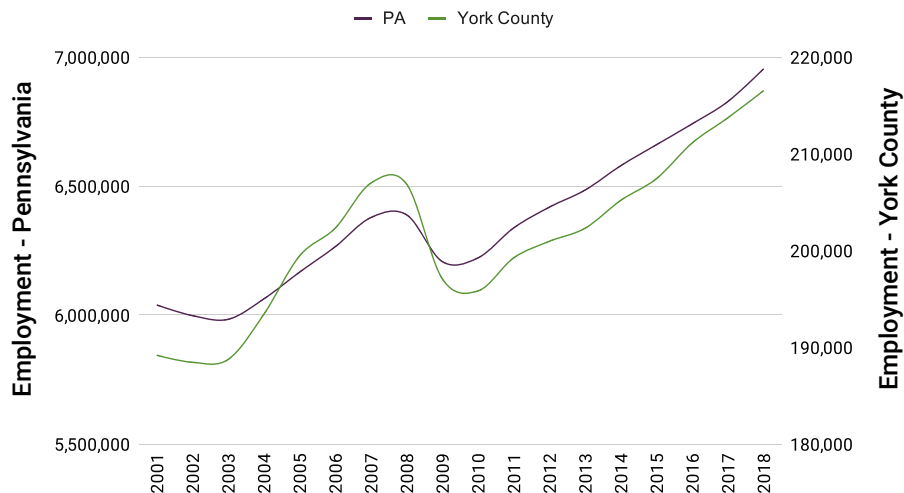
The EAP will serve as a county-wide plan to guide economic growth and development over the next 10 years. The EAP's year-long planning process has coincided with planning updates by both the City of York and the York County Planning Commission (YCPC). Staff from the YCEA, the city, and YCPC worked closely with the consulting team to ensure that the results of the EAP process align with and inform the planning components of their respective updated Comprehensive Plans. The EAP will also serve as the economic development component of York County's Comprehensive Plan.

The EAP was driven by community involvement and shaped by the issues and opportunities experienced by those who live, learn, and work in York County.

RECOVERY FROM RECESSION IN YORK COUNTY



PA employment peaked in 2008 with employment recovering by 2012. York County employment peaked in 2007 and did not recover until 2015.



NOV 2019

Steering Committee selected

20 community, business, education, and government leaders were engaged to help guide the EAP process.

JAN 2020

Baseline understanding established

Economic and demographic data analysis and prior community planning effort synthesis helped determine areas for improvement and key opportunities.

MARCH 2020

Interviews conducted

42 community members, civic leaders, and subject matter experts were interviewed to help identify strengths, weaknesses, and competitive advantages in York County.

APRIL 2020

Working Group Co-chairs nominated

14 practitioners in the 7 areas of focus were selected to bring working group members together to help develop the strategies and recommendations.

MAY 2020

Public Survey and Website Launch

300 survey responses shed light on the community's vision and goals for the future of York County.

JUNE 2020

Ideation and Build Sessions

Over 150 unique working group members participated in these brainstorming sessions to develop strategies and recommendations related to the 7 focus areas.

AUGUST 2020

Strategies refined

Review sessions were held with co-chairs, working group members, municipal officials, county authorities, and other stakeholders to refine and enhance the strategies.

DECEMBER 2020

Implementation committee formed

Those involved in the planning process were asked to sign on to commit to seeing through the implementation and tracking of the plan's progress.

The EAP is supported by funding from the York County Community Foundation's Nonprofit Management Assistance Fund, the Powder Mill Foundation, and the Warehime Foundation.



ECONOMIC ACTION PLAN

VISION & GOALS

VISION

YORK COUNTY IS KNOWN ACROSS THE MID-ATLANTIC REGION FOR ITS RESILIENT, EQUITABLE, AND DYNAMIC ECONOMY WITH ACCESSIBLE PATHWAYS TO ECONOMIC PROSPERITY FOR ALL.

With regional advantages such as low cost of living, a diverse economy, top notch educational system, proximity to many major markets, York County is positioned to be regionally competitive, especially as the world recovers from the economic impacts of COVID-19. York County strives to build from its strengths in healthcare and manufacturing, arts and culture, increasing diversity, and a marriage of rural and urban spaces to create pathways to economic prosperity for all.

OBJECTIVE & GOALS

YORK COUNTY STAKEHOLDERS WILL WORK TOGETHER TO CREATE EQUITABLE PATHWAYS TO ECONOMIC PROSPERITY FOR ALL WHILE ELEVATING YORK COUNTY'S REPUTATION ACROSS THE MID-ATLANTIC REGION AS A GREAT PLACE TO WORK, LEARN, LIVE AND PLAY.

Over the next 10 years, York County aims to:

- Exceed PA's business birth rate and investment in all categories but especially women and minority-owned businesses
- Close the income disparity gap between white and non-white residents
- Increase appreciation of and support for arts, culture, and recreational amenities by both locals and visitors
- Remove barriers to employment such as lack of childcare, transportation, and training
- Decrease the number of ALICE¹ households, with a larger number of families earning above a living wage
- Ensure that over 80% of all York County households and businesses have access to high speed broadband
- Retain, expand, and attract employers in industries offering high-paying, skilled jobs.

¹ ALICE is an acronym for Asset Limited, Income Constrained, Employed, created by the United Way as a new way of defining and understanding the struggles of households that earn above the Federal Poverty Level, but not enough to afford a bare-bones household budget.



**ACCESSIBLE • ACTIVE • AFFORDABLE • AGRICULTURAL
• BEAUTIFUL • CARING • CENTRAL • COMFORTABLE •
COMMUNITY • CONSERVATIVE • CONVENIENT • DIVERSE
• ENGAGED • ENTERPRISING • FRIENDLY • GENEROUS
• GROWING • HARD WORKING • HISTORICAL • HOME
• INDUSTRIAL • INDUSTRIOUS • MANUFACTURING •
PAROCHIAL • RESILIENT • RESOURCEFUL • RURAL •
SCENIC • TRADITIONAL • VIBRANT**

Public responses to the EAP survey's open field question: "List three words that best describe York County."



GUIDING THEMES, RECOMMENDATIONS & METRICS

GUIDING THEMES

The actions recommended for York County stakeholders to take toward these goals are guided by the following themes, i.e., the topics around which challenges and opportunities were identified, working groups were formed, and build sessions were held:

CREATE OPPORTUNITIES FOR ALL PEOPLE

A plan should benefit the people first and foremost, and the recommendations under this section seek to do just that. Focused on equity and inclusion, as well as workforce development and training, these actions seek to improve the experience of all York County residents seeking economic opportunity, regardless of educational or cultural background.

FUEL THE ENGINES OF PROSPERITY

Building a strong, dynamic, and sustainable economy depends on nurturing a culture where industry and entrepreneurship can thrive. York County will focus on attracting, retaining, and growing for-profit and nonprofit businesses that create high quality economic opportunities for all.

ENHANCE YORK'S SENSE OF PLACE

Every place is special, and York County contains assets that make it a truly great place to live, work, learn, and play. The recommendations in this section focus on augmenting as well as promoting the built environment to attract and keep new and longtime residents, businesses, and visitors. Whether people are in search of dense communities and vibrant business districts, or wide open spaces and areas of natural beauty, York County can enhance quality of life for all through targeted, place-based investments.

FOUNDATIONAL PRINCIPLES

York County organizations can achieve these goals by implementing strategies that strive to enhance the following:



EQUITY, ACCESS, AND INCLUSION

This is core to York County's Economic Action Plan - economic success must benefit all of York's residents equitably, which means being intentional in creating accessible pathways for economic participation among groups who have been discriminated against and disadvantaged in the past.



COMMUNICATION AND INFORMATION SHARING

York County organizations must create new mechanisms to broadcast York's assets, both to ensure that local residents are aware of resources available to them, as well as attract people from outside of the region to experience all that makes York County a great place to be.



COLLABORATION AND COORDINATION

Organizations in York County must find new ways to work together, both across silos and within sectors, to maximize the effectiveness of existing resources and create new solutions that help all residents access economic opportunities.





CREATE OPPORTUNITIES FOR ALL PEOPLE

Economic plans must serve the people of a community first and foremost. The EAP aims to enhance inclusion and access to current and future economic opportunities.

EQUITY AND INCLUSION

Create equitable pathways to economic prosperity for all York County residents.

MEASURES OF SUCCESS

- Decrease in income disparity between white and non-white residents
- Increase in diverse leaders - CEOs, executive directors, and board members, people of color in leadership positions, and minority business owners
- All people feel valued, heard, and respected when working, learning, and living in their communities

STRATEGIES



Increase inclusion of diverse voices, perspectives, talent, and skills within leading institutions in York County



Communicate, elevate, and celebrate notable and meaningful initiatives making progress toward engaging diverse residents and driving inclusion



Institutionalize diversity and implicit bias training at major organizations and employers throughout the county to minimize bias-based barriers to economic mobility

"WE ARE TALKING ABOUT DIVERSITY, INCLUSION AND EQUITY MORE THAN WE WERE A YEAR OR TWO AGO AND THAT'S GREAT. BUT WE STILL NEED TO LOOK AT THE TABLES WE'RE SITTING AT. CONSISTENTLY ASKING, 'WHOSE VOICE NEEDS TO BE HERE AND ARE WE REPRESENTING EVERYONE IN OUR COMMUNITY? ARE PEOPLE WITH LIVED EXPERIENCES INVOLVED IN DECISION MAKING?'"

*Natalie Williams
VP of Community Impact,
United Way of York County*

WORKFORCE AND ECONOMIC MOBILITY

Excel in preparing a pipeline of skilled workers and connecting them to quality employment opportunities in large and growing industries.

MEASURES OF SUCCESS

- Increase in educational attainment and exposure to career pathways
- Increase in services to remove barriers to employment (e.g., transportation, childcare, mental and behavioral health)
- Decrease in ALICE households, larger number of families earning above a living wage

STRATEGIES



Expose the workforce to quality job opportunities that have pathways to growth, by scaling proven education, training, and placement programs and innovating to reach more people



Enable better collaboration among workforce system stakeholders by helping agencies connect and holistically serve job seekers



Work with employers to remove barriers to employment in areas like transportation, childcare, and behavioral and mental health

These icons are used in the plan to demonstrate the relationship between these principles and the strategies.



"ESPECIALLY FOR MANUFACTURING. WE NEED CLEAR CAREER PATHWAYS. PROMOTION OF JOB OPPORTUNITIES. AND STRONGER INVESTMENT AND CONNECTIONS TO EXISTING TRAINING PROGRAMS FOR HARD AND SOFT SKILLS. FOR EXAMPLE. TOO MANY PEOPLE SEE MANUFACTURING AS "DARK, DIRTY, AND DANGEROUS." BUT IT'S NOT THAT ANYMORE. YORK IS WORKING TO CHANGE THESE PERCEPTIONS AMONG YOUNGER GENERATIONS."

*Tom Palasin,
Executive Director,
The Manufacturers' Association*



FUEL THE ENGINES OF PROSPERITY

The EAP seeks to ensure that entrepreneurs and employers in York County have what they need to be able to create the economic opportunities that drive growth and prosperity for all, now and into the future.

FUTURE OF INDUSTRY

Ensure quality economic opportunities for all York County residents by supporting employers in our targeted industries.

MEASURES OF SUCCESS

- Increase the expansion, retention, and attraction of high-opportunity jobs in healthcare, technology, management, construction, and the trades
- Increase technology and innovation adoption by large and growing industries (manufacturing, healthcare, education, and transportation and warehousing)
- Decrease business contraction and relocation through increased succession planning and investment services

STRATEGIES



Better understand the needs of diverse and growing companies in our target industries - scale business-calling program to expand outreach to more businesses



Create and expand business-support programming to retain and grow York County businesses

"THE YORK COUNTY BUSINESS LANDSCAPE HAS RAPIDLY CHANGED. TODAY WE COMPETE IN A GLOBAL MARKETPLACE AND HAVE EXPERIENCED THE LOSS OF ICONIC BRANDS AND LEADERS. IT IS IMPERATIVE THAT WE CONTINUE TO PROVIDE A COMPELLING CASE AND THE RESOURCES FOR BUSINESSES TO INVEST IN THE GROWTH AND ECONOMIC HEALTH OF THE COUNTY."

*William T. Yanavitch II
Chief Human Resources Officer
Kinsley Enterprises*

ENTREPRENEURSHIP

Boost the number of entrepreneurs in the county and ensure assets are available and accessible to aid in their success

MEASURES OF SUCCESS

- Number of new business starts increases, as well as business longevity
- Increase in total investments into York County businesses
- Increased non-white participation in entrepreneurial training, investment, and mentorship programs

STRATEGIES



Make entry points and pathways to entrepreneurial support more welcoming and accessible to different groups



Market and further develop York County's entrepreneurial assets, such as capital, workforce, and incubator spaces



"WE NEED TO MEET PEOPLE WHERE THEY ARE. START WITH COUNSELING IN THE BASICS: GETTING INCORPORATED. LIABILITY INSURANCE. WRITING A BUSINESS PLAN. TAKE ADVANTAGE OF VACANT SPACES. REPURPOSE THEM FOR SMALL MANUFACTURING. PRINT SHOPS. BUSINESSES THAT CAN REALLY HIRE PEOPLE. AND SUPPLY THE LOCAL EMPLOYERS WITH WHAT THEY NEED."

*Mark Rhodes
President
Key Learning Consultants*



ENHANCE YORK COUNTY'S SENSE OF PLACE

York County's built environment and sense of place are key ingredients to attracting business, talent, and visitors and enhancing the reputation of the community.

QUALITY OF PLACE

Foster a more connected and engaged community that supports diverse arts, culture, and recreation assets across the county.

MEASURES OF SUCCESS

- Increase in tourism spending, asset usage, patronage, and event attendance
- Increased community pride
- Greater financial sustainability for arts, culture, and recreational assets

STRATEGIES



Improve the built environment and support infrastructure around York County's outdoor recreational assets



Create a sustainable pool of funding to support the development and marketing of all of York County's regional assets



Build organizational capacity to do placemaking and main street development in smaller boroughs and townships

"CREATIVES LIVE HERE. YORK IS WELCOMING - DUE TO THE STRONG NETWORK AND GREAT LOCATION THAT'S CLOSE TO SEVERAL BIG CITIES. ARTISTS BRING VIBRANCY AND REVITALIZATION TO YORK COUNTY. WHAT CAN WE DO TO RETAIN ARTISTS AND MAKE THEM FEEL VALUED IN THE COMMUNITY?"

*Kelley Gibson
President
Cultural Alliance of York County*

RURAL ECONOMY

Build municipal capacity and coordination to increase services and economic opportunity in rural areas and throughout the county.

MEASURES OF SUCCESS

- Increase in assistance and funding to rural businesses
- Increase in households with dependable and affordable broadband access

STRATEGIES



Encourage public-private sector collaboration to expand broadband access throughout the county



Implement a shared staff model that splits time among municipalities, with office hours dedicated to entrepreneurial support for rural, agricultural, and community-based businesses

"YORK COUNTY HAS A GREAT AGRICULTURAL HISTORY. BUT TOEDAY IT IS HARD FOR FARMERS TO START OR GROW A SUSTAINABLE FARM ENTERPRISE AND GENERATE ADEQUATE WEALTH TO BE PASSED DOWN TO FUTURE GENERATIONS. WE NEED TO RE-THINK FARM BUSINESS MODELS AND PERMIT ADDITIONAL LAND USES FOR ON-FARM, CONSUMER FOCUSED AGRITAINMENT: SUCH AS ON-FARM EXPERIENCES, WEDDINGS, KITCHENS, WINERIES, AND BREWERIES. WE NEED TO SPEND MORE RESOURCES MENTORING SMALL AG BUSINESSES - USING INTERNET EXPOSURE AND MARKETING TODAY IS DIFFERENT THAN THE TRADITIONAL BUSINESS TRANSACTION"

*Bruce Miller
Executive Loan Officer
AgChoice Farm Credit*

INFRASTRUCTURE & THE BUILT ENVIRONMENT

Support economic growth through new development and redevelopment of the built environment within established growth areas.

MEASURES OF SUCCESS

- Higher rate of development within established growth areas
- Increased visibility of York County's publicly accessible map of available parcels in growth and investment areas
- Increase in units of workforce housing that is high quality and affordable for working families and seniors in York County; Reduction in % of people paying 30% or more on housing

STRATEGIES



Encourage redevelopment and increased density to make market-rate, workforce housing more affordable



Create a dynamic and updateable inventory of all parcels that are vacant, undeveloped or ripe for redevelopment, and zoned for economic development that municipalities and developers can use as a planning tool



Increase collaboration and coordination among private and public sector stakeholders to streamline planning and support investment in York County's designated growth areas

"HOME OWNERSHIP IS SO IMPORTANT TO HELP LOW TO MODERATE INCOME PEOPLE WORK ON WEALTH BUILDING. WE NEED TO CHANGE THE IMAGE AND PERCEPTION OF WHO 'AFFORDABLE' HOUSING IS FOR - IT'S WORKING FAMILIES. AND THOSE WHO NEED ACCESSIBILITY."

*Joyce Santiago
Executive Director
York Area Housing Group*

IMPLEMENTATION

It will take all stakeholders working together to be successful in realizing the vision and objectives that are laid out in this plan. The EAP's Steering Committee, working groups, and other partners involved in the planning process will commit to participating in implementation teams, driving forward the actions of the plan, tracking successes, and reporting progress to the public. Some of the action items rely on leveraging existing groups, such as the Pathways to Prosperity Workforce Group or the Local Government Advisory Committee (LGAC), while others recommend new organizations to be formed, such as the Regional Asset Coalition described in the Quality of Place strategies. Implementation teams will be responsible for monitoring implementation and measuring the impacts that are so critical to sustaining these efforts.

PARTNERS

Just as many organizations helped to shape this plan, many will be needed to implement its actions. Roles are defined throughout the plan, but generally follow the following classification:

CATALYST

The entity that drives action and leads the way for others to follow

CONVENER

The organization that brings others to the table and provides backbone support and capacity to help advance the strategy

CHAMPION

The agencies and individuals that support and amplify the strategy through their own unique but related actions

The York County Economic Alliance will serve as the convener and backbone organization to support much of this work, providing staff and capacity to keep the momentum of the implementation teams moving forward. The York County Commissioners will adopt the recommendations contained herein as the economic development component of the county's Comprehensive Plan, which ensures that York County will prioritize the

actions that were developed by the community. The York County Planning Commission is also the natural catalyst or convener for several of the strategies, as indicated throughout the plan. And the City of York's Comprehensive Plan update has many elements that overlap with and complement the strategies in the EAP. In these cases, the City will serve the role of champion, supporting and adding to initiatives to the extent possible and appropriate.

FUNDING

The EAP contains a broad multitude of recommendations intended to ensure economic prosperity for all who call York County home. For this to be realized, it is essential to identify sources of capital that can support these strategies. In conjunction with the planning effort surrounding the EAP and county-wide pandemic recovery planning, several pools of funding have been created or identified to help support the goals of York County.

YOCO STRONG RESTART FUND

\$14 Million

A new grant program developed in partnership with the York County Commissioners, York Economic Alliance, and Community First Fund. This program is designed to help small businesses and nonprofits located in York County in their efforts to recover from the devastating impact of COVID-19.

CARES ACT TRAILS FUNDING

\$200,000

York County allocated \$100,000 each to the York County Rail Trail Authority and to Susquehanna Heritage, the Heritage Area/Conservation Landscape active in our region. Trails and parks are more important than ever, having played a critical role in our ability to weather COVID-19.

CARES ACT BROADBAND FEASIBILITY STUDY FUNDING

\$300,000

York County allocated \$300,000 for feasibility studies related to countywide broadband and the creation of a countywide health department.

CARES ACT BROADBAND PILOT

\$5 million

York County Commissioners allocated \$5 million in federal funds for a 32-mile fiber broadband pilot project that will expand broadband access and help close the digital divide in York County. The pilot project will follow buried conduit in the Heritage Rail Trail alignment from the City of York to New Freedom, passing through Seven Valleys, Glen Rock and Railroad along the way. The first phase will serve as a “spine” to provide future connections to other underserved portions of the county.



BEST PRACTICES FOR FUNDING ECONOMIC DEVELOPMENT

The US Economic Development Administration provides funding to each state's regional Economic Development Districts (EDD). There currently is no South Central Pennsylvania EDD, but the EAP might serve as the basis for developing a Comprehensive Economic Development Strategy (CEDS) and creating an EDD for the region containing York County. This may include Lancaster or other nearby counties, and would allow the region to access federal EDA dollars for planning and execution of economic development projects.



Another potential funding source for the economic development priorities outlined in the EAP might be a new method of regional tax base sharing to mitigate the localized impacts of regional assets that are tax exempt. David Rusk's famous 1996 “Rusk Report” chronicled the negative impacts of governmental fragmentation on economic growth and prosperity, and recommended regional land use, transportation and infrastructure planning, unified economic development, and regional tax-base sharing. Though the report is over 20 years old, many of these patterns and impacts still hold true today.

One option to consider is the development of a county-wide tax base sharing policy to more equitably allocate tax dollars to the highest-impact areas in the county. Today, a majority of the county's 33,800 acres of tax exempt property sits in just 31 of York's 72 municipalities. Those 31 municipalities contain over half the county's population, which means that they require significant public investment to maintain and deliver services that they are missing out on due to their high volume of tax

exempt parcels. Many of these tax-exempt parcels are hospitals, libraries, parks, universities, and museums – in other words, regional assets that serve the entire county in addition to driving tourism and investment. Because property taxation is local, the municipalities where these regional amenities are housed do not receive the tax revenue that would help maintain, improve, and promote them.

Other options to fund economic development, such as the creation of an Economic Development Regional Asset Fund, should also be explored.

BUILDING THE FUTURE

As York County embarks on the next ten years, it seeks to enhance quality of life for those who call the area home. To do so, it must rely on its strengths and history while embracing a changing economic and social landscape. With a strong agricultural history that transitioned mid-century to manufacturing, York now boasts a booming modern healthcare industry that is driving employment throughout the county. York's top-notch educational institutions are preparing the next generation for these workforce opportunities, while economic development and community leaders are amplifying the best of York's urban and rural spaces. These efforts are fostering a unique community that contains ample opportunity for all to thrive.

Emerging from the 2020 coronavirus pandemic, which affected our most vulnerable residents the hardest, it is ever more apparent that there is a need for jobs that pay above a living wage and opportunities for ongoing education that adapts to evolving industry needs. Ensuring access to supports like healthcare, childcare, housing, and transportation has become even more critical for the most underserved members of our community, including low to moderate income families, immigrants, people of color, and the previously incarcerated and returning citizens. Ensuring the county grows equitably is critical – there can be no true progress if success is not shared by all.

York County organizations seek to amplify its reputation across the Mid-Atlantic region, so that York is known for its high caliber culture and community, all within a short driving distance from the amenities in Baltimore, New York, Philadelphia, and Washington D.C. This is especially true for artists and entrepreneurs, who can make York their home and take advantage of the low cost of living, top talent, diverse culture, and slower-paced lifestyle without losing access to top markets in major cities nearby.

All of this is dependent on having strong infrastructure to support commerce, from county-wide, high-speed broadband, to road connectivity and major highways including I-83 and the Pennsylvania Turnpike, to ample and appropriate commercial and industrial spaces for companies to locate and grow into. It is critical that development and redevelopment are clustered within the county's established growth areas to respond to these needs while conserving open space and protecting natural areas.

From the Susquehanna River, to the Heritage Rail Trail, to galleries and public art, to the small businesses throughout the county's many unique town centers, there is plenty of room for recreating, exploring, and supporting local economies. Still, many people in the surrounding region – and even those who live inside the county! – are not aware of these amazing assets. More marketing, promotion, and support will go a long way to making sure both locals and visitors take advantage of all York has to offer.

York County's past makes it what it is: a uniquely industrious, historic, and ambitious community. The future, shaped by a growing diversity of peoples, cultures, and emerging occupations in growing industries, will solidify York's place in the region and provide opportunities for all to thrive.



**"YORK COUNTIANS ARE HARD WORKING, WITH GRIT,
PRIDE, AND A STRONG BELIEF THAT WE CAN MAKE THINGS
HAPPEN HERE."**

*Jane Conover
President and CEO
York County Community Foundation*

ACTION PLAN STRATEGIES

The following strategies were established over the course of the planning period with input from the survey, working groups, co-chairs, and steering committee. For each strategy, stakeholder roles are defined with the following classifications:

CATALYST

The entity that drives action and leads the way for others to follow

CONVENER

The organization that brings others to the table and provides backbone support and capacity to help advance the strategy

CHAMPION

The agencies and individuals that support and amplify the strategy through their own unique but related actions

The strategies appear by guiding theme section (People, Place, Prosperity). The seven topics – Equity & Inclusion; Workforce & Economic Equity; Future of Industry; Entrepreneurship; Quality of Place; Rural Economy; and Infrastructure & the Built Environment – make up the three guiding themed sections, as they emerged as key areas of importance for a strong shared future.

Strategies are marked with icons that correspond to a foundational principle category: Equity, Access, & Inclusion; Communication and Information Sharing; or Collaboration and Coordination.

FOUNDATIONAL PRINCIPLE CATEGORY



EQUITY, ACCESS, AND INCLUSION



COMMUNICATION AND INFORMATION SHARING



COLLABORATION AND COORDINATION

Finally, strategies that match priorities established during the City of York's recent planning process are marked with a 'City of York Priority' icon. Strategies that build from or enhance current or announced YCEA initiatives feature a 'YCEA Initiative' icon.

PARTNER PRIORITIES



YCEA INITIATIVE



CITY OF YORK PRIORITY



"CULTURAL DIVERSITY AWARENESS AND ACCEPTANCE: ATTRACTING AND RETAINING A DIVERSE WORKFORCE IN ALL AREAS, ESPECIALLY MANAGEMENT AND LEADERSHIP; DEVELOPING AND ENFORCING BEST PRACTICES REGARDING DIVERSITY AND INCLUSION: CREATING SAFE WELCOMING WORK PLAY AND LIVING SPACES FOR PEOPLE OF COLOR."

EAP Community Survey responses to the open field question, "What should be the top economic priorities that York County focuses on over the next 10 years?"



CREATE OPPORTUNITIES FOR ALL PEOPLE

A plan should benefit the people first and foremost, and the recommendations under this section seek to do just that. Focused on equity and inclusion, as well as workforce development and training, these actions seek to improve the experience of all York County residents seeking economic opportunity, regardless of educational or cultural background.

EQUITY & INCLUSION

GOAL

CREATE EQUITABLE PATHWAYS TO ECONOMIC PROSPERITY FOR ALL YORK COUNTY RESIDENTS.

SUMMARY OF NEED AND OPPORTUNITY

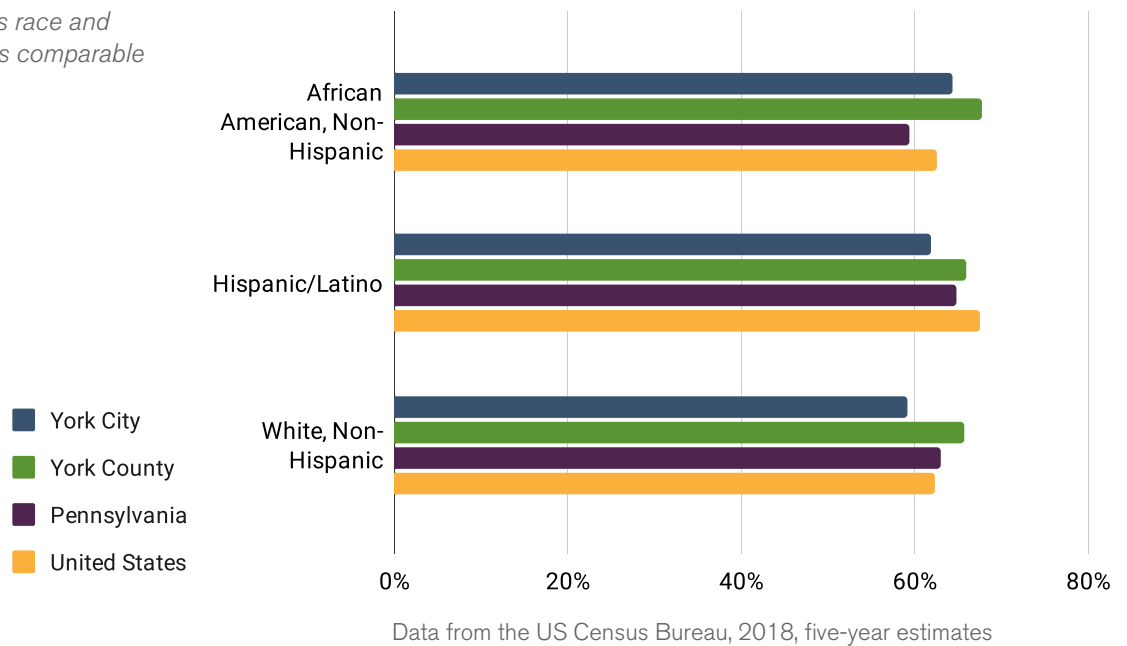
As York County seeks to grow its economy, it must ensure opportunities are accessible to all residents equitably. Harmful events in York's past, such as the 1969 riots and the discrimination case at the Grandview Golf Club in 2018, have left lasting repercussions on the community in terms of trust and attitudes toward race relations in the county. The City of York is very diverse, with over 63% of the population identifying as non-white, while pockets throughout the county are seeing increased diversity and new immigrant communities that bring new assets and needs to the forefront.

ECONOMIC INCLUSION

Across York County, there are disparities when it comes to employment rates and wages among white, African American, and Hispanic and Latinx residents. Though there are roughly the same amount of people working or looking for work (Labor Force Participation) across race and ethnicity in York County and the City of York, unemployment rates for African American and Hispanic and Latinx residents is much higher than for white residents in all geographies. In addition, in York County, 60 percent of black workers earn a living wage, compared to 70 percent of white workers. Only 12 percent of Hispanic or Latinx workers make a living wage in York County. Put another way, workers who are not

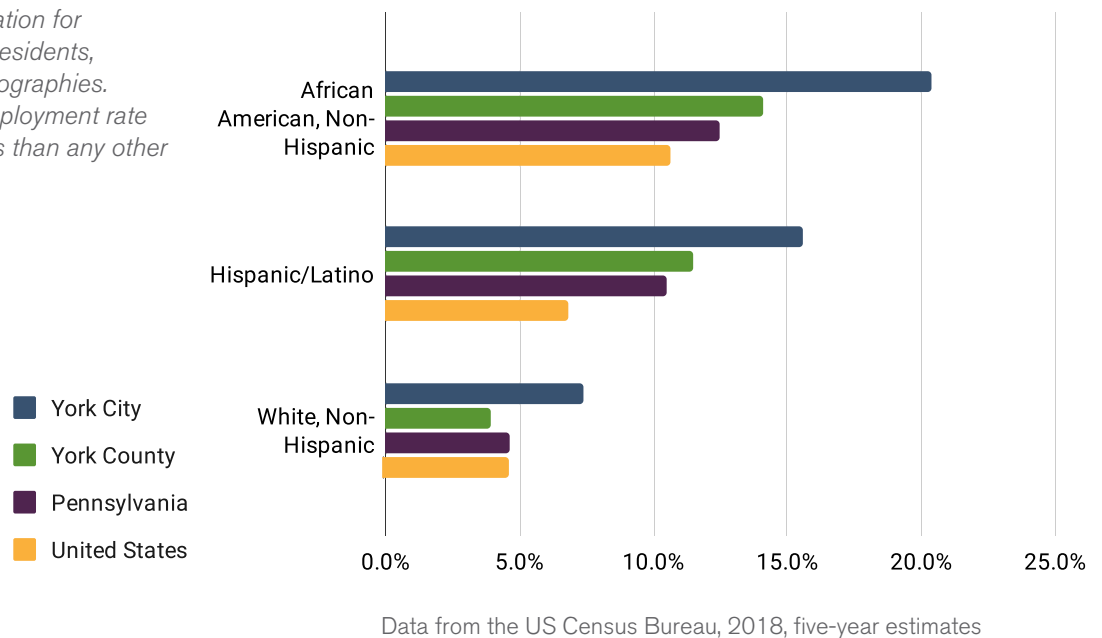
LABOR FORCE PARTICIPATION RATES IN 2018

Labor Force Participation across race and ethnicity in the city and county is comparable to state and national rates.



UNEMPLOYMENT RATES 2018

Despite high labor force participation for African American and Hispanic residents, unemployment is higher in all geographies. The county has the lowest unemployment rate for white, non-Hispanic residents than any other geography.



Hispanic or Latinx are nearly six times more likely to have a living wage job. In the midst of the COVID-19 pandemic, it is important to recognize that economic disruptions are hitting vulnerable communities hardest, as frontline workers are often those who are among the lowest earners and have lower levels of financial flexibility in the face of a crisis.

SYSTEMIC ROOT CAUSES

There remains a sense that more can be done to acknowledge and alleviate the root issues of economic inequity, which will take dedication and resources from York County's leading institutions, and is a long-term process that will not change overnight.

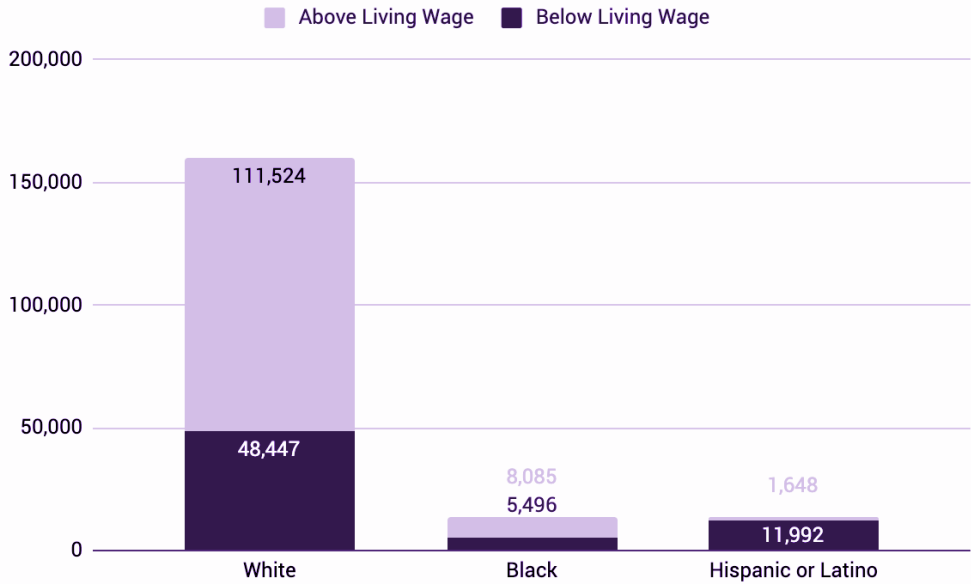
In recent years there has been promising progress on helping York's leadership address diversity, inclusion, and equity issues in York County, including initiatives through the White Rose Leadership Institute's York Federal Fellows program, the YWCA racial justice committee, and Latinos Unidos. As an example, in 2018, YCEA joined the York County Community Foundation (YCCF), United Way, Better York, and the Convention and Visitors Bureau to launch the Confronting Racism Coalition

(CRC) to combat some of the institutional racism that has historically plagued the county. York County recently announced that it is seeking a full-time chief opportunity officer and trainer, who will develop and lead the county's diversity, equity, and inclusion program. And the York County Planning Commission plans to hire an equity and inclusion community planner to create a countywide community plan that builds an inclusive culture and celebrates the diversity of county residents.

These are positive signs of progress, but there is much more work to be done. As York emerges from the current economic downturn and endeavors to overcome its past and repair relationships, it will be critical to ensure that inclusive and equitable pathways for economic mobility are created for all who live in York.

LIVING WAGES FOR WHITE, BLACK, AND HISPANIC WORKERS

60 percent of black workers in York County earn a living wage, compare to 70 percent of white workers. Only 12 percent of Hispanic or Latino workers make a living wage in York County. Workers who are not Hispanic or Latino are nearly six times more likely to have a living wage job.



Source: Quarterly Workforce Indicators, 2018.
Note that some Hispanic or Latino workers are also counted as white and black.

STRATEGY 1

INCREASE INCLUSION OF DIVERSE VOICES, PERSPECTIVES, TALENT, AND SKILLS WITHIN LEADING INSTITUTIONS IN YORK COUNTY

Many companies and organizations in York County lack diverse, culturally sensitive, and multilingual staff, boards, and leadership, which negatively impacts policies, inhibits a sense of belonging, and limits opportunities for all.

As an example, there is a sense that business owners of color are not being engaged to participate in the YCEA Chamber of Commerce unless they are small, disadvantaged businesses or start-ups. In response, targeted efforts should be made at engaging minority-owned businesses of all stages in YCEA membership. As a model, there currently are existing affinity groups within York County institutions, such as YCEA's Women's Business Center Organization. This model can be replicated at YCEA and other leading organizations throughout York County to ensure that the specific needs of African American and Latinx workers, leaders, and professionals are brought to light. Under this structure, diverse groups can join together to organize around their needs, while ensuring that diverse perspectives are being championed at the highest levels of the organization to help increase representation and access to opportunities throughout York County.

ACTION STEPS

IMMEDIATE (0-6 MONTHS)

1. Identify and interview affinity groups already in place and define the scope of these groups, i.e., advocacy, networking, mentorship, peer-learning, and more. Affinity groups, also known as Employee Resource Groups (ERGs), are voluntary, employee-led organizations dedicated to career development of members and building an inclusive and collaborative workplace.
2. Leverage York County's new hires focused on equity and inclusion to further advocate for affinity groups and educate the community on their role.
3. Ensure diverse representation at YCEA Industry Roundtables, on organizational boards at all levels, etc.

SHORT TERM (1-2 YEARS)

4. Create one cohesive entity to champion a county-wide diversity strategy and convene groups working on issues of equity and inclusion. Assess the level of diversity at leadership levels and make recommendations for increasing diversity where applicable.
5. Within YCEA's recently launched Major Employers Council, which is tasked with creating new pathways to train, attract, and grow the pool of talented, diverse employees, create an Executive Leadership Committee focused on diversifying York County leaders and addressing the need for more diversity within managerial positions. This may dovetail with Leadership York's work to create leadership development training geared towards diverse young professionals.
6. Train existing affinity groups on how to access and deploy resources to advocate for those they represent.

LONG TERM (3-5 YEARS)

7. Continue to assess organizational diversity and affinity group progress, making adjustments to strategy as needed.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
YCEA	■	■	
YCPC	■		
City of York			■
YCCF			■
United Way			■
Community Progress Council (CPC)			■
Harrisburg Area Community College (HAAC)			■
Wellspan			■
Leadership York			■

COMMUNICATE, ELEVATE, AND CELEBRATE NOTABLE AND MEANINGFUL INITIATIVES MAKING PROGRESS TOWARD ENGAGING DIVERSE RESIDENTS AND DRIVING INCLUSION

Many people in York are unaware of initiatives that have been effective in making steps to reduce disparity. Equity is a long term goal, and things will not transform overnight, but progress can be observed in the collection of measures that have made small but meaningful changes. It is important that the community recognizes, celebrates, and builds from these efforts.

ACTION STEPS

IMMEDIATE (0–6 MONTHS)

1. Create a list of recent “wins.”
 - Support the York County Planning Commission’s current efforts to pull together a profile of people and organizations across the county working on race, ethnicity, and poverty issues and their areas of focus.
 - Work with CASA, the William C. Goodridge Freedom Center, NAACP, Crispus Attucks Association, Reentry Coalition, 3P Ride, Arc York, Center for Independent Living, and other community partners representing historically disadvantaged or underrepresented populations to bring together an inclusive group of people to collect stories of the good work happening.
2. Promote the organizations that have been a part of the “wins” to ensure they are celebrated and have the support they need to market their successes. These organizations can also help identify other “wins” that might not be obvious.
 - Encourage features from media outlets about current work on equity and inclusion. Use Community Couriers and local newspapers for those in the community who are not connected to the internet.
 - Use all forms of social media to share the message. Connect to and build on the positive momentum and larger regional conversation.

SHORT TERM (1–2 YEARS)

3. Continue to meet and bring stakeholders together to create a “win” list. Schedule presentations to Rotaries, industry associations, economic development organizations, neighborhood and homeowners associations, York County Alliance for Learning in coordination with local school districts, and other community nonprofit organizations.
4. Create networking opportunities and recognition events to celebrate the successes of minority-owned or led organizations and persons of note. These are an opportunity to network and celebrate. Inclusion is really about being seen, recognized, and celebrated.
 - Encourage the use of exit surveys for all events in order to collect data – something as simple as a three question survey that the participant can complete on her/his phone.
5. Improve communications “know-how” of organizations involved in the work. Train businesses on how to work with the media, develop media relationships, and leverage media capacity to share news about the positive impacts of equity and inclusion.
 - Integrate this training into existing webinars, such as Downtown Inc.’s monthly “Business Series,” expanding this model to reach businesses beyond downtown York City and throughout York County.
 - Schedule frequent/regular meetings with editorial boards to highlight positive work.
 - Initiate a retainer contract with a marketing agency to support this work.
6. Promote advocacy: utilize the platforms of county/ municipal leaders and other elected officials (even at the state level) who can help change policy and support funding.
 - Ask municipalities to set aside time in the public comment portion of meeting agendas for positive happenings in the community.

LONG TERM

7. Evaluate established action items on an annual basis.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
YCEA	■		
YCPC	■		
City of York			■
Rotaries		■	
Industry Associations		■	
Economic Development Organizations		■	
Neighborhood and Homeowners Associations		■	
York County Alliance for Learning		■	
Other community nonprofit organizations		■	
CASA			■
NAACP			■
Crispus Attucks			■
Reentry Coalition			■
3P Ride			■
Arc York			■
Center for Independent Living			■
Other community partners representing historically disadvantaged or underrepresented populations			■



INSTITUTIONALIZE DIVERSITY AND IMPLICIT BIAS TRAINING AT MAJOR EMPLOYERS THROUGHOUT THE COUNTY TO MINIMIZE BIAS-BASED BARRIERS TO ECONOMIC MOBILITY

Despite the progress that has been made toward equity and inclusion, there are still notable gaps when it comes to employer diversity awareness and training. There are many structural issues that stand in the way of progress, from hiring managers that insist it is hard to find qualified candidates of color, to biases and fear preventing the hiring of ex-offenders or people with disabilities.

And while there are diversity trainers that serve York County, most wear many hats and don't do this work full-time, despite the obvious need. It is important that employers in York County take meaningful and authentic steps to remove biases and learn strategies to hire people that don't fit the traditional mold. There needs to be consistent training across organizations throughout the county that systematically addresses how stereotypes and bias limit opportunities and economic prosperity, poverty awareness training to increase employers' understanding of low and mid-income workers who often have to care for children and older loved ones, and increases cultural sensitivity at all levels of organizations. York needs an all-in workforce to be successful.

Every nonprofit agency in York, as well as people with lived experiences, should be able to share their perspective and be part of the solutions. Leading employers and organizations, such as the YCEA, CRC, CPC, YWCA, YMCA, YCCF, United Way, local governments, Manufacturers Association, Society of Human Resource Managers (SHRM), School Districts, York College, Penn State University (PSU), and HACC should help convene and facilitate next steps.

ACTION STEPS IMMEDIATE (0-6 MONTHS)

1. In conjunction with YCEA's recently launched "Welcoming Workplaces" initiative, convene a core group of employers who are willing to lead the way and be ambassadors for others by showcasing their commitment, practices, and impacts.
 - Work with those employers to document the impacts and benefits to employers of increased diversity and inclusion, such as reduced turnover and exposure to new ideas.
2. Tap local experts who already conduct trainings in York County to design long-term programs to: help employers build cultural competence, more inclusive company cultures, and make workplaces more welcoming; help companies identify the systems and barriers to success for their diverse employees; and allow participants to face and process the state of race relations in York.
 - Starting with an employee satisfaction survey and needs assessment, these trainers can help to analyze recruitment, selection, onboarding, and promotion processes to identify and rectify implicit bias, and can provide a consistent, multi-layered diversity/inclusion training for employees at organizations throughout the county on an ongoing basis.

SHORT TERM (1-2 YEARS)

3. Invest in individuals who can provide training so that more companies can be served.
 - Fund staff positions for the Confronting Racism Coalition so it has the capacity to truly impact policy over the long term.
 - The York County Community, Corporate, and Private Foundations, United Way, York County, and Give York should establish a community fund and fellowship program specifically for this work.
4. Recruit a core group of businesses in York who are willing to commit to an in-depth and ongoing training process that will serve as a guide for best practices.
 - To establish a baseline, conduct implicit bias needs assessments that give each employer a picture of where they are in accepting differences and measure the quality of relationships and perceptions of fairness among all employees.
 - Engage the Society for Human Resource Management for programming about hiring, diversity, and inclusion.

LONG TERM (3-5 YEARS)

- 5. Adopt a county-wide equity lens and equitable hiring practice program within county government.
- 6. Encourage the creation of Offices of Inclusion within major employers and local governments
- 7. Create a program or ‘competition’ to encourage employers to commit to and incorporate equity into their values.
 - Quantify employers with an equity/diversity focus, and create an assessment for every employer in York that shows their level of success in creating a diverse workforce that is inclusive to all of their employees.
 - Establish a baseline for the desired impacts and adjust on an annual basis (and report back as soon and as much as possible).
 - Put strategies in place to improve organizational scores.
 - Use the communications strategy above to publicly recognize employers who are working toward this in a meaningful and committed way.

STAKEHOLDERS	CATALYST CONVENER CHAMPION		
YCEA	▪	▪	▪
CRC	▪	▪	▪
City of York			▪
YCPC			▪
Local Governments			▪
YWCA			▪
YMCA			▪
YCCF			▪
United Way			▪
Manufacturers Association			▪
SHRM			▪
School Districts			▪
York College			▪
PSU			▪
HACC			▪
Community Nonprofits			▪



EQUITY & INCLUSION METRICS

QUANTITATIVE METRICS	SOURCE OF INFORMATION
Decrease in salary/income disparity of non-white groups relative to white residents	Quarterly Workforce Indicators, 2018
Increase in diverse leaders at top institutions in York County	Organizationally reported

PROCESS METRICS	SOURCE OF INFORMATION
Increase number of diversity and implicit bias training sessions	Implicit bias training needs assessment and employee satisfaction survey
Increase number of affinity groups in York County related to race and ethnicity	Implicit bias training needs assessment and employee satisfaction survey
Increase in employee satisfaction – Do employees feel that they can be their authentic self at work? Can they voice their opinions? Do they feel heard? Are they happy with the workplace culture at their company?	Implicit bias training needs assessment and employee satisfaction survey

PROMISING PRACTICES

CITY LEVEL APPROACHES

Equitable development at the city level is anchored most often by a government agency and led by the mayor and city leadership. These “City Equity Offices” are creating strategic plans to help departments become more intentional about distributing government resources to support community organizations that address structural barriers. The Equity Office of Austin, Texas is one such example of an office that is emphasizing internal cultural shifts to address implicit bias in local governance and build capacity for local equity collaborations.

CELEBRATING PROGRESS

A recommendation from the ROZ Group’s 2019 report was, “Structure a series of events and invitations. For example, the Philadelphia Tribune honors ‘African American Movers and Shakers’ annually at a reception at the Convention Center. The pull-out section of the paper is used by businesses in much the same way that the Business Journal’s special editions are used to identify different leaders in business sectors throughout the region.” Stakeholders in York should develop some forum like this to promote wins and bring attention to positive progress.

EMPLOYEE RESOURCE GROUPS

The traditional definition of an ERG (also known as an Affinity Group) is an “employer-recognized group of employees who share the concerns of a common race, gender, national origin or sexual orientation.” These groups add value in employee recruitment and retention, training, and professional development. Top management of some companies view their ERGs as instrumental to the success of their businesses, especially as corporations become more global and populations and workforces more diverse.



"DESPITE THE FACT THAT CHILDCARE PROVIDERS ARE SOME OF THE LOWEST PAID PROFESSIONALS, THE ECONOMICS OF OFFERING CHILDCARE DOESN'T WORK FOR MANY LOW INCOME FAMILIES. ECONOMIC SUPPORTS, SUCH AS FLEXIBLE SPENDING ACCOUNTS, EMPLOYER MATCHING, SUBSIDIES FOR LOW INCOME FAMILIES, OR NONPROFIT AND CHARITABLE INVESTMENTS CAN HELP ALLEVIATE THIS BURDEN. THE LACK OF AFFORDABLE CHILDCARE IS ONE OF THE TOP BARRIERS TO EMPLOYMENT FOR MANY PEOPLE."

*Eric Saunders
Executive Director
New Hope Ministries*

"WE HAVE A PRETTY ROBUST PUBLIC TRANSIT SYSTEM COMPARED TO SOME COUNTIES, BUT IT CAN STILL BE HARD TO GET TO A JOB IF YOU WORK AN OFF-HOURS SCHEDULE, OR YOU LIVE IN AN UNDERSERVED AREA. RABBITTRANSIT IS DOING A GREAT JOB STARTING TO FILL THESE GAPS WITH A FOCUS ON VETERANS, AND RE-ENTRY IS ON THEIR RADAR."

*Amy Evans
Project Director
Community Action for Recovery and Diversion*

WORKFORCE & ECONOMIC MOBILITY

GOAL

EXCEL IN PREPARING AND CONNECTING A PIPELINE OF SKILLED WORKERS TO QUALITY EMPLOYMENT OPPORTUNITIES IN LARGE AND GROWING INDUSTRIES.

SUMMARY OF NEED AND OPPORTUNITY

York's workforce is one of its greatest assets. Historically driven by manufacturing and agriculture, the county's population is known for being hardworking and skilled. Emerging trends in employment, including rising technology and innovation within the growing healthcare, warehouse and logistics, and construction industries require new education and training models, especially as York prepares to recover from COVID-19 related economic disruptions and these industries adopt new technologies and innovations.

Disparities in educational attainment, employment level, and median income between York County and the City of York highlight the critical need of workforce development efforts for **all** of the county's residents:

- Though York County has post-secondary educational attainment comparable to the state of Pennsylvania—89%—the City of York lags behind when it comes to high school diploma and equivalency rates, with a graduation rate of 59%. When it comes to higher education, the city and the county have lower educational attainment than Pennsylvania overall.
- While median income in Pennsylvania, York County, and the City of York has grown over the last ten years (by 18%, 11%, and 6% respectively), in the City of York the median income—\$30,283— is less than half that of the county as a whole.
- The living wage in York County is \$44,450 for a two adult family with one child and one working adult, but nearly 7 in 10 City of York households earn less than \$50,000 (compared with 4 in 10 York County households).

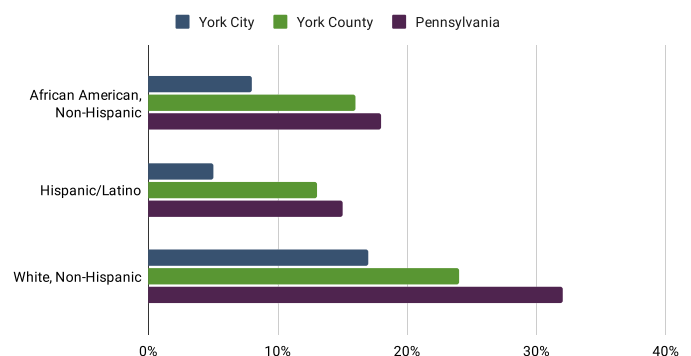
- Poverty rates for all geographies are decreasing, but the percentage of people in poverty in the City of York has consistently been 3.5 times that of the county.

These inequities indicate the need to put extra focus and attention on building pathways for residents of the City of York to access economic opportunities, to ensure that no area of York County is left behind. The county cannot thrive if prosperity is not accessible to all who live and work in York.

It is important that adults and students throughout York County have access to training in the skills leading employers require, with strong connections between educational institutions and industry leaders. For example, HACC York recently announced they are developing training programs for contact tracers and is working to connect learners to healthcare companies like Wellspan, UPMC, and Family First Health to provide high-wage experiences in a new skilled position.

Offering more internships and experiential learning opportunities can help expose high school students to job pathways and allow them to practice soft skills, like critical thinking and working with teams, that the workforce demands. Exposure to job pathways can lead to increased interest in careers in key industries and motivate students. And while several local colleges produce graduates trained in key industries and occupations, more can be done to align higher education and vocational training with high growth, living wage career opportunities. Including the trades and those career paths that pay well and don't require a four-year degree will broaden career opportunity pipelines for all in York County.

PERCENT WITH BACHELOR'S DEGREE (POPULATION 25+)

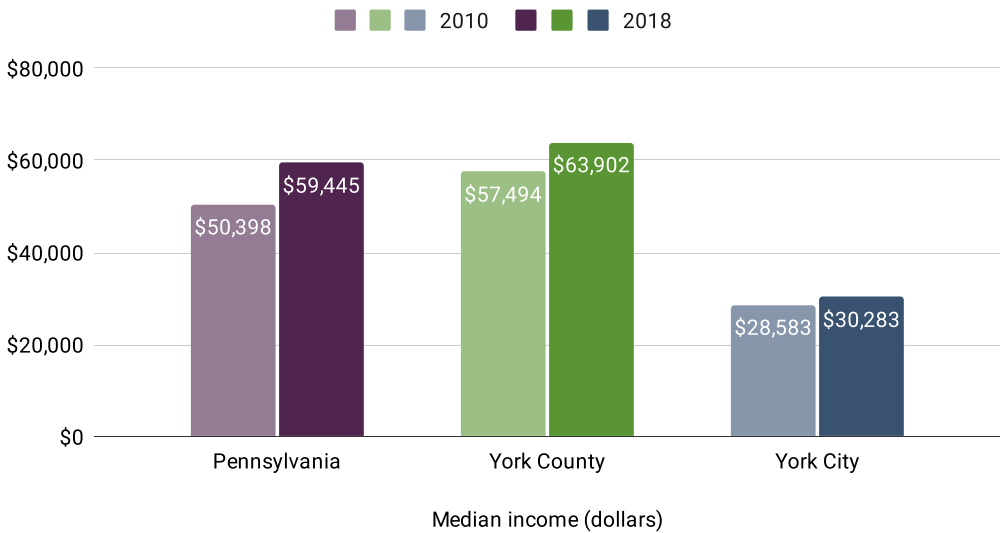


The city and county have lower educational attainment than PA.
Data from the US Census Bureau, ACS 2017, five-year estimates.

GROWING DISPARITY BETWEEN CITY AND COUNTY INCOME: MEDIAN HOUSEHOLD INCOME, 2010 & 2018

Growth in Median Household Income
 PA: 18%
 County: 11%
 City: 6%

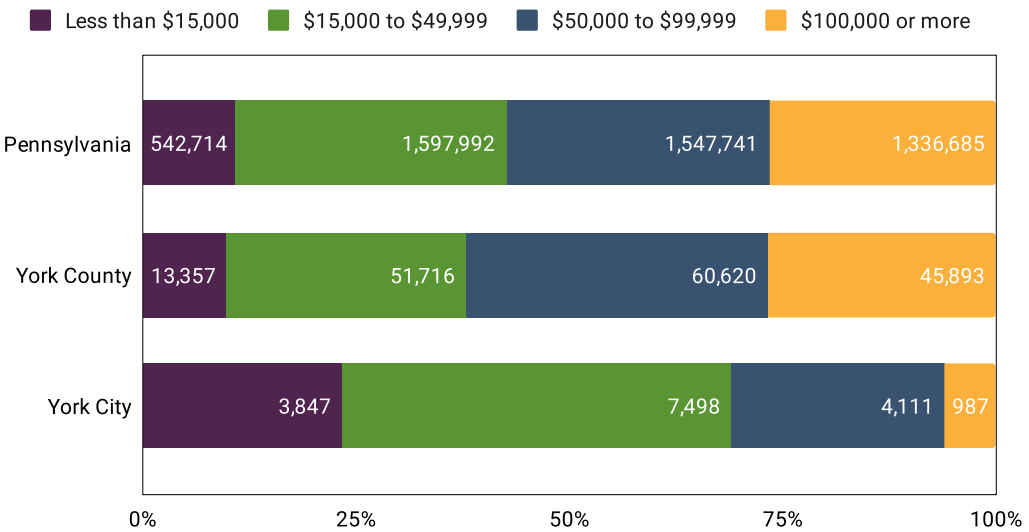
Median income in the city was 50%
 of the county but has fallen to 47%.



Data from the US Census Bureau, ACS 2009 and 2018, five-year estimates

HOUSEHOLD INCOME DISTRIBUTION, 2018

Nearly 7 out of 10 city households earn less than \$50,000, when the living wage for a two adult family with one child and one adult working full-time (2080 hours per year) is \$44,450.



Data from the US Census Bureau, ACS 2009 and 2018, five-year estimates

ENABLE BETTER COLLABORATION AMONG WORKFORCE SYSTEM STAKEHOLDERS BY HELPING AGENCIES CONNECT AND HOLISTICALLY SERVE JOB SEEKERS

Many organizations dedicated to workforce development have complementary core competencies, yet are not aware of each others' efforts and do not have a formalized referral system in place. Ecosystem or process flow mapping would allow providers and potential talent alike to see how organizations relate, in order to best understand where to access opportunities. Providing more information and increased communication about what is available would allow for all stakeholders—employers, talent, and workforce organizations—to better align their efforts and to serve individuals meaningfully rather than in a piecemeal fashion.

ACTION STEPS

IMMEDIATE (0–6 MONTHS)

1. Continue hosting the Pathways to Prosperity Workforce Task Force Meetings through YCEA. Work closely with the group to:
 - Develop a comprehensive list of all agencies and organizations involved in or supporting workforce development initiatives by category, program, and service type. Share this list broadly among partners and on the YCEA website.
 - Create a map of connections and referral partners to ensure that partner organizations and job seekers are aware of workforce development services, training, and employment opportunities. Create a clear pipeline to access these services. Highlight existing successful partnerships.
 - Set clear goals, objectives, and outcomes for the workforce development ecosystem to pursue collectively (e.g., people served, funding to workforce organizations, or number of referrals).

SHORT TERM (1–2 YEARS)

2. Using the map described above, identify gaps in workforce services (e.g. provision of skills and industry expectations). Pursue funding to fill these gaps.
3. Continue roundtable discussions, and attempt to create specific “workgroups” or “collaboration groups” for organizations that complement or overlap, where funding and resources may be pooled and shared across efforts to maximize impact and reach.
4. Increase support to organizations that serve marginalized populations and are supporting black, brown and Latinx communities.

LONG TERM (3–5 YEARS)

5. Clearly communicate new collaborations, partnerships formed, and success stories.
6. Create a shared dashboard to regularly track outcomes, report on progress, and reassess approaches.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
YCEA's Pathways to Prosperity Workforce Group	■		
YCEA		■	
Pathways to Prosperity Workforce Group Members			■

STRATEGY 2

EXPOSE THE WORKFORCE TO QUALITY JOB OPPORTUNITIES THAT HAVE PATHWAYS TO GROWTH BY SCALING PROVEN EDUCATIONAL, TRAINING, AND PLACEMENT PROGRAMS AND INNOVATING TO REACH MORE PEOPLE

There is growing opportunity for employment in higher-paying occupations in the healthcare, construction, and manufacturing industries, and a simultaneous need for apprenticeships and training programs to help prepare workers for those jobs. Additionally, there is a need for employers and employees alike to better understand the local educational, training, and workforce preparedness programs that abound in the county. For example, there is a rising demand for jobs in nursing homes, personal care homes, and assisted living administration, but few apprenticeship or other training programs currently exist to guide individuals in these careers.

Access to trades training in high schools, technical schools, and for current workers can help to expose the workforce to new, promising career pathways. Training and recruitment programs focused on manufacturing are already doing strong work in the county, and other industries can model themselves off of these successes.

Innovative, individualized recruitment tools are needed to maximize opportunity exposure to existing high school and post-secondary talent pools. YCEA's weekly Virtual Career Fair Series is innovating to bring these opportunities to York County residents in a creative, accessible way. The Hanover Chamber has an employer-led apprenticeship program for welding, and has been able to adapt to a virtual education format during this time in coordination with MANTEC, the Manufacturers' Association, HACC, and Manpower. The Literacy Council has a PRE CNA program, which has been shifted to Facebook since many of their students do not have internet access or desktop computer devices, but do have smart phones with data plans. These programs are great models to scale or build on.

ACTION STEPS IMMEDIATE (0–6 MONTHS)

1. Create a database and information portal of common job openings as a way to highlight opportunities that exist in York County.
 - Highlight new jobs that companies are pivoting to during the COVID-19 crisis.
 - Do outreach to industry associations and important employers in the region.
2. Cultivate an interest on behalf of employers to patiently invest in candidates who are not quite an exact match for their current openings, but have a solid skill and talent foundation plus a willingness to learn on the job or participate in additional training.
 - Clarify the difference between apprenticeships and internships and the benefits of each.

SHORT TERM (1–2 YEARS)

3. Invest in training for high priority careers, skill building for emerging industries and occupations, and life-long learning.
 - In the strategy above, we take stock of existing workforce programs, on-the-job training opportunities, and certifications and education services that are available to job seekers, as well as existing gaps where new programs are needed.
 - Identify successful and innovative programs that require additional resources to scale and create new ones where needed, through philanthropy and state and county government (e.g., York County, Pennsylvania Department of Community and Economic Development [DCED], SCPAWorks, corporate foundations, PA Smart).
 - Building on the York County Library's test program, provide broadband and laptops to those without the means so they can access online learning.
 - Provide various forms of financial aid to assist people who are willing to take course certifications or qualifiers to acquire new skills. Financial assistance through the Pennsylvania Higher Education Assistance Agency (PHEAA) is available for technical programs.

4. Build a pipeline of career awareness, recruiting candidates, and job placement.
 - Expose high schoolers, especially those who may not plan to attend college, to job opportunities through career fairs at the high schools. This allows students to explore what opportunities exist, and what further education or training they may need to pursue those opportunities.
 - Work with employers to create additional internships/co-ops/shadowing for individuals to explore jobs and careers in large and emerging industries in a hands-on way.
 - Create an educational tool for elementary, middle, and high school students to explore a variety of career options.
 - Build a marketing campaign to promote trades and technical careers. Move away from “hard, dirty, dangerous” and reframe “blue collar” trade or skills-based jobs as well-paid and highly desirable.
 - Determine how to engage underemployed individuals to pursue high priority careers. Find enthusiastic candidates who are willing to be trained and learn new skills. Identify folks who went to college but maybe didn’t graduate and determine how to pull them into these career opportunities.
5. Have annual meetings of workforce consortia made up of stakeholders such as workforce industries, local government, educators, and community organizations to determine the efficacy of these programs and what improvements might be made.

LONG TERM (3–5 YEARS)

6. Create a website to market featured job opportunities, training pathways, exceptional career-readiness programs, testimonials, and more, to keep students and talent living and working in the region.
 - Use social media to promote these opportunities in York County.
 - Document a proven track record of success (i.e., testimonials, success stats) that can lead to sustainable funding of the pipeline.
7. Work with technical schools, colleges, school districts, and groups like Junior Achievement to create opportunities for formal or informal professional mentorship and other methods of soft-skills training.
8. Promote career development as early as elementary school.
 - Build on programs like the York County Library’s STEAM education to instill early interest in STEAM careers and skills.
 - Work with the Intermediate Units and York County Alliance for Learning to create a 1-2 year scaffolding internship program within an organization. Internships should invest in students, beginning to recruit them their freshman year rather than their senior year.
 - Create a position at YCEA that creates lessons to take out into the schools.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
YCEA's Pathways to Prosperity Workforce Group	▪		
YCEA		▪	
Intermediate Units			▪
York County Alliance for Learning			▪
MANTEC			▪
Manufacturers Associations			▪
HACC			▪
Manpower			▪
The Literacy Council			▪
York County			▪
DCED			▪
SCpaWorks			▪
PA CareerLink			▪
Corporate Foundations			▪
PA Smart			▪
PHEAA			▪
York County Libraries			▪

STRATEGY 3

WORK WITH EMPLOYERS TO REMOVE BARRIERS TO EMPLOYMENT, SUCH AS TRANSPORTATION, CHILDCARE, AND BEHAVIORAL AND MENTAL HEALTH

There are a number of programs and initiatives doing great work to support the county's existing workforce in areas like childcare, transportation, language, and financial and digital literacy. YCEA will launch the Major Employers Council later this year, which should spur additional employer support for these initiatives. Additionally, programs like the York County Reentry Coalition are in place to support reentrants to the workforce.

Despite strong programming and initiatives in place around transportation, access continues to be an issue for the workforce. Transportation is particularly challenging for workers who don't work traditional hours or who live in areas underserved by the public transit system. The same is true for childcare. Housing is another challenge that could worsen with COVID-19's impacts. The workforce needs more efforts in place to support affordable housing and rental assistance.

There are also gaps when it comes to capacity – many of the organizations addressing the root causes listed above have waiting lists for services that could be shortened if they had more resources. Finally, economic disruptions to the labor market in the aftermath of COVID-19 threaten to reduce incentives for employers to enter into public-private partnerships for issues like childcare and transportation.

ACTION STEPS IMMEDIATE (0–6 MONTHS)

1. Map childcare centers (and other service providers) including their hours and population served (combine the asset mapping efforts in strategy one with the parcel mapping effort in this plan's infrastructure section).
2. Create a platform for employers succeeding in barrier removal to share their stories with the business community at large within the Major Employers Council.
 - Identify barriers that stop employers from engaging in sharing (and learning from) best-practice stories of creating employee success.

SHORT TERM (1–2 YEARS)

3. Encourage collaboration among businesses to share resources for barrier removal (e.g., co-op childcare centers serving their employees).
4. Ensure apprenticeship programs integrate soft skill building and mental health awareness, especially for the re-entry population.
 - Work with partners who do training and provide data (e.g., secondary education institutions, the Manufacturers Association, Builders Association, etc.) to advocate for and put this in place.
5. Advocate for access to childcare and other services within walking distance of stops on high-employment transit lines.
 - Evaluate zoning policies for ease of access to necessary services/amenities, including childcare, healthcare, housing, and multi-use development, and make adjustments as needed.

LONG TERM (3–5 YEARS)

6. Foster the growth of employment in places that are accessible without the use of a private vehicle, i.e., walkable communities/15-minute neighborhoods
 - Work with elected officials, YCPC, York Area Metropolitan Planning Organization (YAMPO), YCEA, CASA, Crispus Attucks, and Community Progress Council to advocate for this type of development and zoning.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
YCEA's Pathways to Prosperity Workforce Group	▪		
YCEA		▪	▪
Major Employers Council		▪	
YCPC			▪
YAMPO			▪
Elected Officials			▪
CASA			▪
Crispus Attucks			▪
Community Progress Council			▪
Secondary Education Institutions			▪
Industry Associations			▪
York County Reentry Coalition			▪
Rabbittransit			▪
3P-Ride			▪

WORKFORCE & ECONOMIC MOBILITY METRICS

QUANTITATIVE METRICS	SOURCE OF INFORMATION
Decrease in ALICE households, larger number of families earning above a living wage	MIT Living Wage data, United Way's ALICE reporting
Decrease in unemployment rate among all demographics, especially among non-white residents	US Census Bureau, five-year estimates
Increase in educational attainment – certificates, degrees, graduates, etc.	US Census Bureau, ACS, five-year estimates

PROCESS METRICS	SOURCE OF INFORMATION
Increased childcare capacities during multiple work shifts – number of providers, number of hours open	Asset Inventory
Increase in exposure to career pathways: Marketing metrics – views, click through, etc. Enrollment in training programs connected to target industries Increase in placement rates for training programs	Training and educational institution reporting
Decrease in number of days positions remain unfilled, and increased ability of employers to fill various in-demand roles in the workforce with workers possessing the needed experience and skill sets	Industry Roundtable reporting

PROMISING PRACTICES

THE CENTRAL PENNSYLVANIA MANUFACTURING PARTNERSHIP

This group regularly convenes over 30 manufacturers from across the nine-county region that includes Centre, Clinton, Columbia, Lycoming, Mifflin, Montour, Northumberland, Snyder, and Union Counties. The partnership's role in facilitating sharing and learning across manufacturers has resulted in many firms adopting new technology. The partnership is also working to develop the future talent pipeline and changing the way schools, businesses, and workforce development programs work together across the region. For example, the partnership provided leadership in launching pathtocareers.org, an innovative tool for matching businesses, students, and educators across the region. Manufacturers also worked through the partnership to create a video to increase awareness about career opportunities in the industry that is being shared in schools and workforce centers across the region.

TENNESSEE TRANSFER PATHWAYS

Previously known as The Pathways Project at Cleveland State Community College, TN, and enacted by the American Association of Community Colleges, this program supports the creation of sequenced course pathways for students instead of a broad, "cafeteria-style" approach to choosing courses. Cleveland State Community College's pathways are referred to as "career-communities" and cluster courses in similar academic and career fields. These career communities are infused

into the culture of the school—each has an icon and color which help organize the website, career fairs, and advising. Students register for a default set of first-semester courses that include two courses in the career community of their choice, English, math, and a first-year seminar. Starting students off with these key courses ensures that they will have the foundational knowledge and key requirements for a degree. In addition to doubling the percentage of students completing a college-level math course in their first year, Cleveland State has shown an upward trend in indicators of credit momentum since fall 2013.

EMPLOYER SPONSORED TRANSPORTATION

In Kent County, MI, Wheels to Work provides transportation to and from work for a fee paid by both employee and employer. The program operates through payroll deductions with the employer and employee sharing the cost. The employee portion of the fee is deducted from the employee's paycheck, and employers are billed for total usage. The program uses buses and software from a regional nonprofit Christian organization in West Michigan. This approach works because it has a sustainable source of funding and employers are directly involved.



ENGINES OF PROSPERITY

Building a strong, dynamic, and sustainable economy depends on nurturing a culture where industry and entrepreneurship can thrive. York County will focus on attracting, retaining, and growing for-profit and nonprofit businesses that create high quality economic opportunities for all.

FUTURE OF INDUSTRY

GOAL

ENSURE QUALITY EMPLOYMENT OPPORTUNITIES FOR ALL YORK RESIDENTS BY SUPPORTING THE RETENTION AND EXPANSION OF COMPANIES IN OUR TARGETED INDUSTRIES.

SUMMARY OF NEED AND OPPORTUNITY

York was built as an agricultural economy, but transitioned mid-century to be dominated by manufacturing. The same work-ethic that powered York's evolution from agrarian to industrial can be seen now, in York's current labor force. There are growing opportunities to make above a living wage in the skilled trades occupations, which don't require a four-year degree; many of the county's educational and vocational institutions have developed specialty training programs to prepare workers for these occupations.

York has not been immune to the decline in manufacturing jobs experienced throughout much of the United States. The county lost almost 3,000 manufacturing jobs from 2010-2017. Expectations are that this trend has leveled off; in fact, as a result of global trade and economic issues resulting from the pandemic and political forces, domestic manufacturing is expected to grow. What is clear is that manufacturing leaders are embracing technology and the suite of Industry 4.0¹ approaches to advance operations. York's manufacturing sector will need to embrace this movement and invest in both the tools and labor force to adapt.

¹ "The term Industry 4.0 encompasses a promise of a new industrial revolution—one that marries advanced manufacturing techniques with the Internet of Things to create manufacturing systems that are not only interconnected, but communicate, analyze, and use information to drive further intelligent action back in the physical world." (Deloitte)

WAGES IN GROWING INDUSTRIES



Source: Census American Community Survey, 2017

The fastest growing industries in York County typically pay below \$40K.

7 of 10 top growing industries in York County pay median earnings of \$40,000 or less. Management; Construction; and Professional, Scientific, and Technical pay median earnings above \$40,000.

The slowest growing industries and declining industries in York County typically pay above \$40K.

With the exception of Retail Trade, all industries that had employment growth of less than 10% or lost employment from 2010 to 2018 pay median earnings of \$40,000 or more.

ARE LIVING WAGE JOBS ACCESSIBLE IN YORK COUNTY?



Source: May 2018 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates, US BLS Occupation Projections 2018-2028, MIT Living Wage.

For workers with less than a BA, 27% of the jobs in York County pay a living wage compared to 67% for those with a BA or higher.

Priorities: Upskilling for workers and creating more living wage jobs.

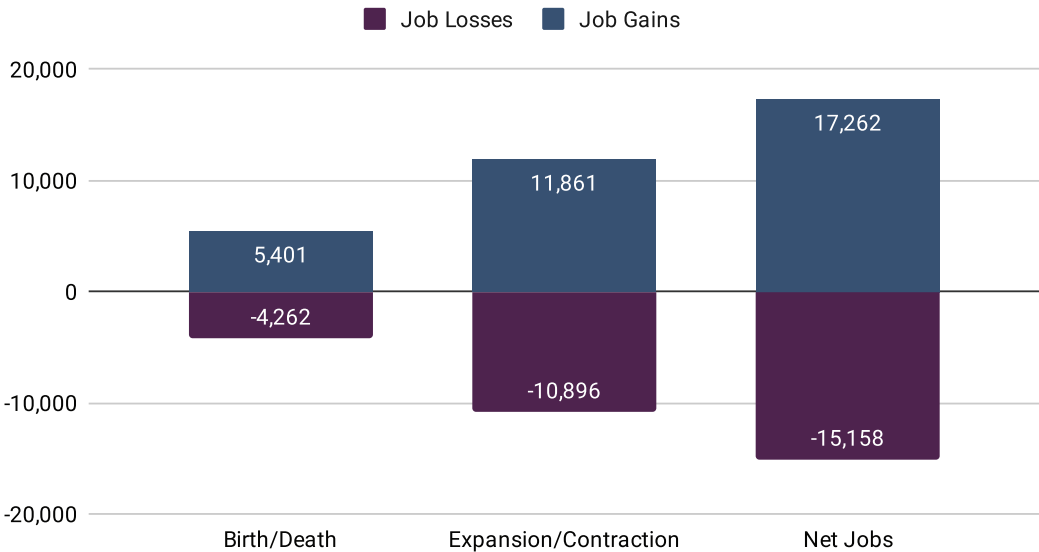
Over the next decade, York is expected to continue to see growth across sectors like Management and Healthcare that are generating high-wage employment opportunities in highly skilled occupations such as financial managers, management analysts, registered nurses, physician assistants, and computer/software developers. York County has grown to become a strong economic hub, with Manufacturing as the largest industry employer, followed by Healthcare. Between 2010-2017, twelve industries grew in the City of York, while four grew more than expected compared to US growth in that industry: Education (+662, 391 > US), Retail (+268, 167 > US), Wholesale (+125, 70 > US), and Arts/Rec (+121, 76 > US). In York County, twelve industries also grew, but only one (Administrative) grew more than expected compared to US growth in that industry.

It is important that York County direct its attraction, retention, and expansion efforts toward those industries that create jobs paying a living wage and above (Construction, Management, and Professional, Scientific, and Technical) and that are adopting new technologies that will create new opportunities for employment and upskilling (Manufacturing, Education, Healthcare, and Transport/Warehousing).

Aspects of York's economy that make it competitive include its proximity to major population centers (a day's drive to 40% of the nation's population and 60% of Canada's population); access to Class I rail, international airports and two ports; low labor costs and a strong workforce; and a committed group of economic development partners. Plus, a variety of housing options from urban downtown to small-town rural living complement its workforce.

York County has historically had hundreds of small generational family-owned companies that took advantage of these regional strengths. These generational employers had an investment in and commitment to the county. However, over time many of these businesses have contracted due to trends like automation or the transition from full production to assembly, or have closed due to mergers or lack of succession planning. As York County aspires to seize new industry opportunities and growth overall, it must put in place processes to ensure the needs of all businesses are being heard and the right resources are being developed to assist them.

MAINTAINING EMPLOYMENT: JOB GAINS AND JOB LOSSES



York has a low rate of business births, which has some impact on net jobs. More impactful though is job gains and losses due to expansion and contraction. Therefore, supporting existing businesses to grow and retain jobs will be most impactful on the number of net jobs.

Source: Census Statistics of U.S. Businesses, Average Annual Change 2010-2016

HIGH SKILLED OPPORTUNITY JOBS: BA OR HIGHER

OCCUPATION CODE	OCCUPATION TITLE	JOBS IN YORK 2018	ANNUAL MEAN WAGE	US GROWTH PROJECTION TO 2028	NUMBER OF JOBS FOR BA+
11-3031	Financial Managers	520	\$163,110	16%	334
11-9111	Medical and Health Services Managers	340	\$93,750	18%	212
13-1111	Management Analysts	360	\$82,060	13.50%	280
15-1132	Software Developers, Applications	300	\$83,360	25.60%	256
15-1199	Computer Occupations, All Other	490	\$89,540	10%	276
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	360	\$51,500	22.50%	292
29-1071	Physician Assistants	240	\$103,440	31.10%	225
29-1122	Occupational Therapists	270	\$93,630	17.90%	249
29-1123	Physical Therapists	310	\$92,970	21.90%	293
29-1141	Registered Nurses	3,390	\$68,540	12%	2,109
29-2010	Clinical Laboratory Technologists and Technicians	690	\$48,660	11%	337

These are jobs that are accessible to at least 200 or more workers with more than Bachelor's degree, pay a living wage in York County, and are projected to grow, with a low risk of automation.

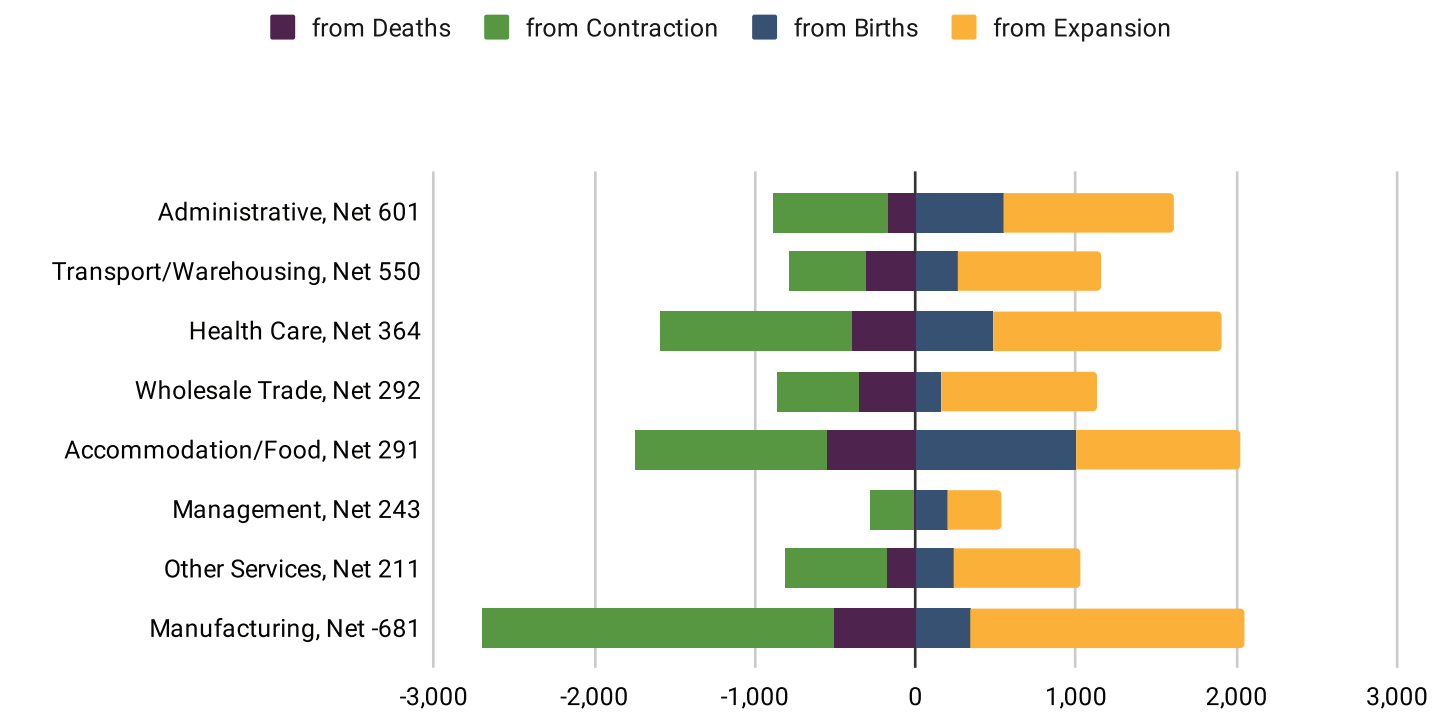
OPPORTUNITY JOBS: LESS THAN BA

OCCUPATION CODE	OCCUPATION TITLE	JOBS IN YORK 2018	ANNUAL MEAN WAGE	US GROWTH PROJECTION TO 2028	NUMBER OF JOBS FOR BA+
11-3031	Financial Managers	520	\$163,110	16%	186
11-9051	Food Service Managers	180	\$65,980	11%	133
11-9111	Medical and Health Services Managers	340	\$93,750	18.00%	128
15-1199	Computer Occupations, All Other	490	\$89,540	10.00%	214
29-1141	Registered Nurses	3,390	\$68,540	12%	1,281
29-2010	Clinical Laboratory Technologists and Technicians	690	\$48,660	11.00%	353
29-2061	Licensed Practical and Licensed Vocational Nurses	1,030	\$44,820	11.00%	980
31-2021	Physical Therapist Assistants	230	\$59,620	27.00%	162
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	1,030	\$71,280	10.00%	913
47-2111	Electricians	1,130	\$51,270	10%	1,041

These are jobs that are accessible to at least 125 or more workers with less than Bachelor's degree, pay a living wage in York County, and are projected to grow, with a low risk of automation.

Source: May 2018 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates, US BLS Occupation Projections 2018-2028; Carl Benedikt Frey and Michael A. Osborne, 2013. The Future Of Employment: How Susceptible Are Jobs To Computerisation?, MIT Living Wage

BUSINESS DYNAMICS IN KEY INDUSTRIES



Manufacturing is the only industry with a significant net loss in jobs, mostly due to firm contractions. Seven industries had net gains of more than 200 jobs.

Source: Census Statistics of U.S. Businesses, 2010-2016

“THE MANY PEOPLES WHO SETTLED YORK COUNTY WERE INNOVATIVE AND ENTREPRENEURIAL. THROUGHOUT OUR LOCAL HISTORY, YORK PLAYED INNUMERABLE IMPORTANT ROLES IN OUR NATIONAL HISTORY – FROM THE ARTICLES OF CONFEDERATION THROUGH THE INDUSTRIAL REVOLUTION AND THE YORK PLAN DURING WWII. OUR SPIRIT IS FORMED BY OUR PAST, YORK COUNTIANS ARE DETERMINED AND RESILIENT.”

Joan Mummert
President/CEO
York County History Center

BETTER UNDERSTAND THE NEEDS OF DIVERSE AND GROWING COMPANIES IN OUR TARGET INDUSTRIES – SCALE BUSINESS CALLING PROGRAM TO EXPAND OUTREACH TO MORE BUSINESSES

There are many resources available for industry, yet some sectors and businesses are not aware of them. York County can work to ensure small, non-manufacturing businesses are connected to what they need. This can be through establishing a “business concierge program” that places a focus on business calling and information gathering. Through consistent outreach to businesses that historically have been untouched by outreach programs, York County can readily identify employer needs, develop a strategy to advocate for filling those needs, and align funding and other resources to ensure business success.

ACTION STEPS IMMEDIATE (0–6 MONTHS)

1. Convene a small group of leaders (a York County Corporate Council) from target industries (Healthcare, Technology, Management, Education, Manufacturing, Construction, Warehousing and distribution, and the trades) to identify sector-specific high-level needs of the York County business community (e.g., real estate, technology, workforce) in each of their industries.

SHORT TERM (1–2 YEARS)

2. Diversify the decision makers at YCEA Industry Roundtables. Ensure inclusion of every industry sector and business group (especially minority and small business owners).
3. Expand YCEA's existing business calling program to this wider audience to regularly check in with business leaders and communicate about available resources to help.

LONG TERM (3–5 YEARS)

4. Increase industry/business advocacy.
 - Explore the development of more aggressive local incentive packages (instead of heavy reliance on state funding) to be more competitive in manufacturing bids.
 - Invest and market York County trade industries.
 - Support retention of logistics companies with increasing livable wages.
 - Invest more in minority-owned businesses.

STAKEHOLDERS	CATALYST CONVENER CHAMPION		
YCEA	▪		
YCEA's "Corporate Council" or "Industry Roundtables"		▪	
Industry and Trade Associations			▪
Major Employers in Target Industries			▪
Small Businesses			▪
Minority-Owned Businesses			▪
York County Commissioners			▪

CREATE AND EXPAND BUSINESS-SUPPORT PROGRAMMING FOR YORK COUNTY BUSINESSES

Within York County, there are several industry-related associations that provide the necessary education and investment to support industry sector growth. For example, South Central Pennsylvania's Manufacturers Association has played a significant role helping manufacturers succeed, particularly ensuring businesses meet their workforce and industry needs. MANTEC is connecting manufacturers with expert advisors to address various marketing, sales, technology, and process improvement needs. At the intersection of manufacturing and technology is York Exponential, a collaborative providing tech and robotics solutions for manufacturers and distributors. York is also fortunate to be a part of the Ben Franklin Technology Partners network, providing funding, business assistance, and networking opportunities to early stage and established technology firms.

The York County Economic Alliance offers various financing tools to support local business and economic development. From PIDA-SB loans for purchasing machinery and equipment to tax credits and abatements, the YCEA team is at the ready to assist businesses with financial needs. For startups and entrepreneurs, a network of accredited investors – MI-12 Ventures – has formed to focus growth and investment in healthcare, medical devices, biotechnology and digital health. The network serves as a platform for investors to meet with startup companies in the area and facilitate deal structuring, board participation, and other legal and executive support. White Rose Ventures is a recently launched investment management company dedicated to investing in York County businesses via equity financing, traditional debt financing, and more.

Still, needs differ depending on the sector, stage, and size of a business, and programs have been created for some but not others. Once needs are identified from the strategy above, new programs should be developed to respond to those needs, including training in succession planning, how to incorporate new technology into business operations, and more.

ACTION STEPS IMMEDIATE (0-6 MONTHS)

1. Engage local stakeholder groups that offer programs and services to the business community to ensure understanding of existing resources, co-create new solutions, and minimize duplication of efforts.
 - Assist businesses with short-term issues they are facing due to unforeseen challenges, especially those due to transition from “closures” since March.
2. Compile a registry of all businesses in the county to use for outreach, and create an oversight committee to make sure the work is equitable and inclusive in reaching all individuals, industries, and sectors.

SHORT TERM (1-2 YEARS)

3. Develop multiple funding channels for local businesses to access capital.
 - Strengthen YCEA's “clearinghouse” process for all sources of capital (federal, state, local, private) available for all businesses. Incorporate private and public funding together into a one-stop shop to make funding opportunities more accessible.
 - Engage Rotary Clubs with presentations at regular meetings as well as at separate pitch meetings for individuals interested in investing in local businesses.
 - Create an additional county-wide investment fund or revolving loan fund.
 - Market funding resources to traditionally underserved business owners.
4. Create a menu of programming that fits local business needs. For example:
 - Scale programming for small and medium-sized enterprises regarding technology changes and future of industry. Hold panel discussions about best practices to manage coming changes in technology, and record and make them available on YCEA's website.
 - Provide market trend information to help businesses make decisions.
 - Develop an agenda or curriculum for a workshop on succession planning to be held once or twice a year.

- Identify mentors and resources for succession planning, including attorneys and business owners that have already planned for their transition to retirement.
- Work with Embracing Aging to provide sessions that encourage and build age-equity cultures, policies, and businesses.

LONG TERM (3–5 YEARS)

5. Strengthen relationships between business support organizations and additional regional or national sources of funding.
6. Have annual meetings or presentations showing progress and development from year to year.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
YCEA	▪		
YCEA's "Corporate Council" or "Industry Roundtables"		▪	
Industry and Trade Associations			▪
South Central Pennsylvania's Manufacturers Association			▪
MANTEC			▪
York Exponential			▪
Rotary Clubs			▪
Ben Franklin Technology Partners			▪
M-12 Ventures			▪
Other Business Support Organizations			▪

FUTURE OF INDUSTRY METRICS

QUANTITATIVE METRICS	SOURCE OF INFORMATION
Increase the expansion, retention, and attraction of high-opportunity jobs in Healthcare, Technology, Management, Construction, and the trades	Census American Community Survey
Decrease business contraction and relocation through increased succession planning and investment services	Census Statistics of US Businesses, Average Annual Change

PROCESS METRICS	SOURCE OF INFORMATION
Increase technology and innovation adoption by large and growing industries (Manufacturing, Healthcare, Education, Transport and Warehousing)	Annual reporting from business calling program
Reduction in jobs lost to automation and increase in new occupations in opportunity industries	Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates, US BLS Occupation Projections 2018-2028; Carl Benedikt Frey and Michael A. Osborne, 2013. The Future Of Employment: How Susceptible Are Jobs To Computerisation?, MIT Living Wage.

PROMISING PRACTICES

THE STEEL VALLEY AUTHORITY (SVA)

This group is a regional job authority founded in response to severe deindustrialization in Southwestern Pennsylvania. SVA was formed to address waves of plant closures and dislocations, rising worker insecurity, and the needs of small-medium sized manufacturers. A mix of regional business, labor, community stakeholders, and

former clients serve on its board. Initially founded by the City of Pittsburgh and eleven Mon Valley communities, SVA was commissioned in 1993 to manage the state's layoff aversion program, the Strategic Early Warning Network (SEWN), which provides turnaround services to small-medium sized manufacturers. SEWN relies on a unique public-private information system, quality programs, public awareness, and professional staff and consultants to achieve its objectives.

ENTREPRENEURSHIP

GOAL

BOOST THE NUMBER OF ENTREPRENEURS IN THE COUNTY AND ENSURE ASSETS ARE AVAILABLE AND ACCESSIBLE TO AID IN THEIR SUCCESS.

SUMMARY OF NEED AND OPPORTUNITY

Home-grown ventures are an important component of any economy: in York County, 4,700 small businesses employ over 86,000 people. However, in general, entrepreneurship rates are relatively low in York County, especially when it comes to diverse business ownership. York County has much lower rates of women, minority, and disadvantaged business ownership than both Pennsylvania and the US as a whole. Overall, York County's number of new business births per year is smaller than the state's and the country's and is not growing, which indicates a less dynamic economy with lower churn of new ideas and products. As we emerge from the COVID-19 economic crises, which are set to affect small businesses disproportionately, it will be even more critical to support our business community and provide entrepreneurs with the tools they need to succeed.

BUSINESS BIRTH AND DEATH RATE

The number of new businesses created in York County increased from 7,948 in 2010 to 8,084 in 2016. From 2010 to 2016, York County had a business birth rate of 7.8%, averaging 626 business births per year. To match Pennsylvania's rate of 8.5%, York County would need an additional 51 business births (for a total of 677 births) per year. On the other hand, York has a lower rate of business deaths (closures) than PA or the US. However, combined with the lower business birth rate, this suggests that efforts to reduce business deaths and closures will be harder to achieve because the rate is already lower by comparison.

BUSINESS BIRTHS AND DEATHS IN YORK COUNTY

YEAR	BIRTHS	DEATHS	NET CHANGE
2010-2011	620	646	-26
2011-2012	701	602	99
2012-2013	584	580	4
2013-2014	\$589	593	-4
2014-2015	\$640	581	59
2015-2016	\$619	600	19
Average 2010-2016	626	600	26

Source: Census Statistics of U.S. Businesses, 2010-2016

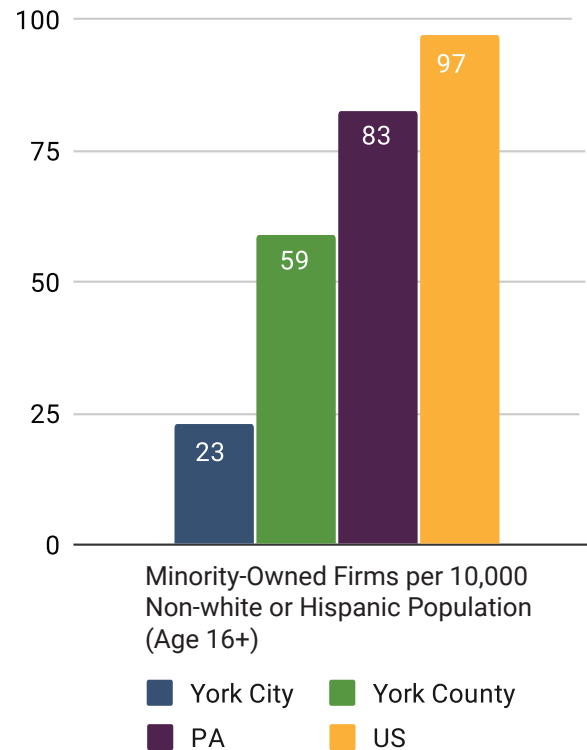
SUPPORT FOR SMALL BUSINESS

Mentorship from entrepreneurs who have “walked the walk” is generally lacking in York, but is essential for business owners who are just starting out. Fundamental business building education, such as business model planning, or accounting and legal help, is also a big need, especially for minority-owned businesses. Several spaces exist that are dedicated to incubating new startups, such as the Fortress Initiative, the North West Triangle Innovation District, the Grotto, and the Knowledge Park at York College, which provides space to help with overflow from startups out of the J.D. Brown Center for Entrepreneurship's business incubator. However, low cost facilities for companies, especially those not affiliated with York College, are needed. Entrepreneurial training programs like YCEA's York Business Academy, SCORE, and Crispus Attucks help local entrepreneurs with business planning and other services. Local SBDC chapters are state funded to provide entrepreneurial education. There is also a need for succession planning and more encouragement of small scale, boutique manufacturing, such as print shops, machine shops, and tool shops, especially in this moment when retail businesses are suffering due to COVID-19 related economic impacts.

SMALL BUSINESS LENDING

Small business lending in York County is trending upward. However, lending has historically lagged Pennsylvania and the United States. From 2010 to 2017, York County had \$1.9 billion in small business loans. If small business lending in York County had matched the per capita rate found in Pennsylvania, the county would have seen an additional \$497 million in small business investment over that same time period. Resources like the Community First Fund, Kiva, MI-12 Ventures, Ben Franklin Technology Partners, the City of York and York County, and local lenders exist, but are limited in the scope and scale of what they are able to invest in. Meanwhile, funders have indicated that there are resources available to invest in companies, but that there is not a critical mass of entrepreneurs who are on the right track and ready for investment.

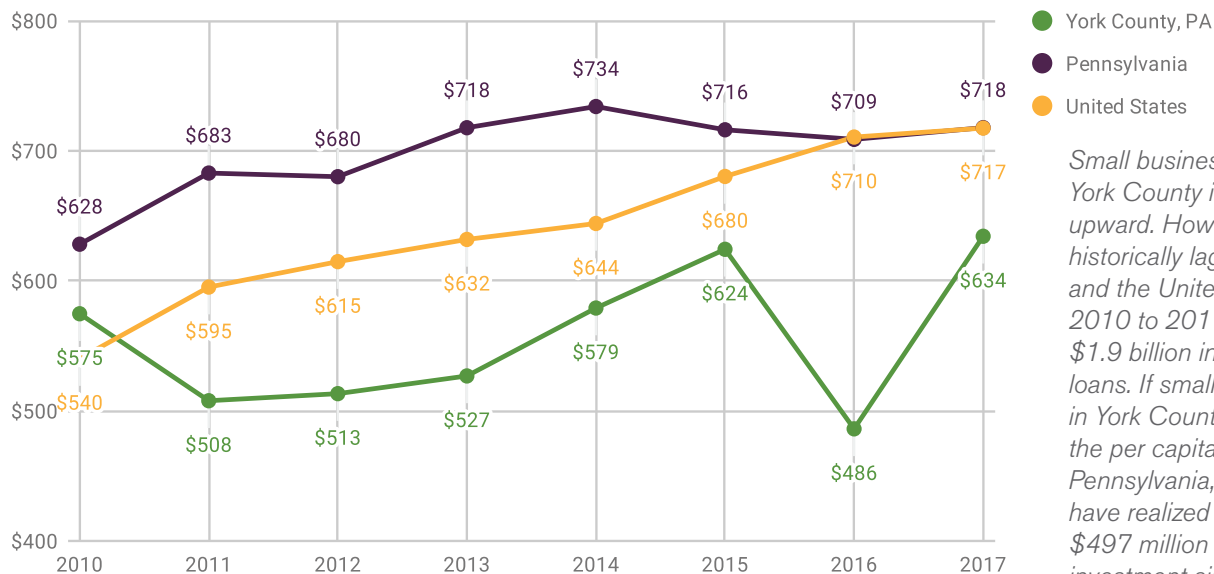
MINORITY-OWNED FIRMS, 2012 (PAID EMPLOYEES)



Non-white and Hispanic residents in the U.S. own businesses at 4.3 times the rate in York City, 1.6 times the rate in York County, and 1.2 times the rate in PA.

Source: (2012, Census Survey of Business Owners and Self-Employed Persons, SBO)

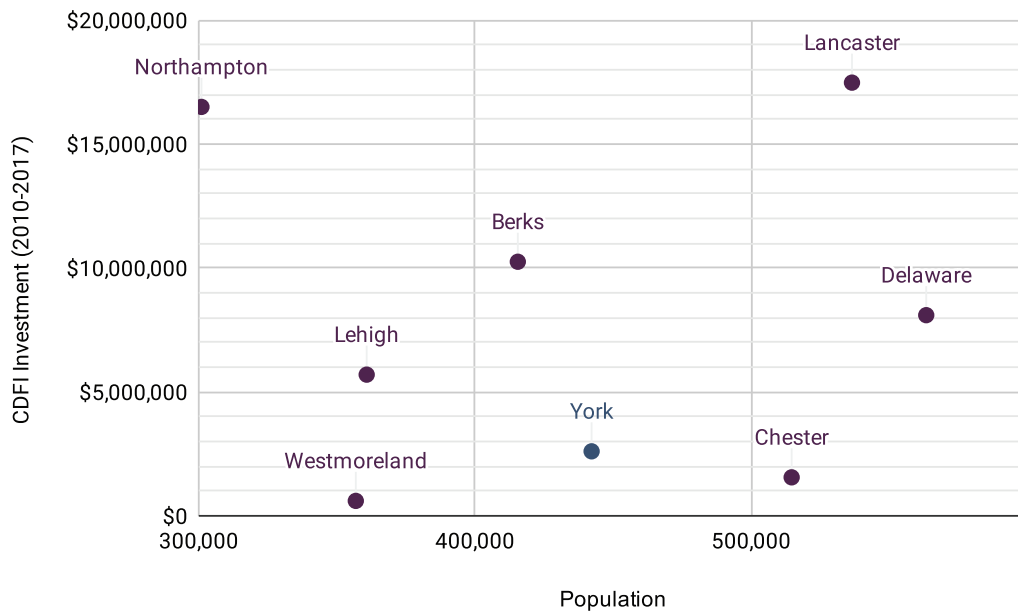
AGGREGATE AMOUNT OF SMALL BUSINESS LOANS PER CAPITA



Small business lending in York County is trending upward. However, lending has historically lagged Pennsylvania and the United States. From 2010 to 2017, York County had \$1.9 billion in small business loans. If small business lending in York County had matched the per capita rate found in Pennsylvania, the county would have realized an additional \$497 million in small business investment since 2010.

Source: Community Reinvestment Act, 2010-2017

COMMUNITY DEVELOPMENT FINANCIAL INSTITUTION FUNDING



From 2010 to 2017, York County had \$2.6 million in CDFI funding, more than Chester, which is larger, but less than several smaller counties.

Source: Community Development Financial Institutions Fund, US Department of the Treasury, 2010-2017

STRATEGY 1

MAKE ENTRY POINTS AND PATHWAYS MORE WELCOMING AND ACCESSIBLE TO DIFFERENT GROUPS

It is clear that there should be a focus on entrepreneurial education to help develop more successful entrepreneurs in York County. It is also important that entrepreneurial support resources available throughout the 72 municipalities in York County are flexible and responsive to the needs of those communities. Peer mentorship and trusted sources of information on issues like HR, legal, operational issues, marketing assistance, online sales and e-commerce support, and business planning is generally needed across York County, with a specific and dedicated focus on improving economic opportunities and inclusion for business owners of color. Finally, more connections to industry anchors – like those in healthcare, for example – would help small, neighborhood businesses and technology startups connect with potential local, long-term customers. Programs like the Local Sourcing Initiative's partnership with the City of York aim to fill that

gap.

Anecdotally, entrepreneurs of color, women entrepreneurs, and other disadvantaged business owners have cited that they do not feel comfortable approaching many of the service providers that coach entrepreneurs and startups, and that business counseling is hard to find and generally not welcoming. Meanwhile, the York County Economic Alliance serves as a good entry point for most entrepreneurs who are seeking assistance. Recent efforts, including the YoCo Bloom Grant Program, Downtown Inc.'s Business Series, and the Small Business Workshops organized in partnership with Crispus Attucks, SCORE, and HACC, have been meaningful in reaching and assisting diverse entrepreneurs. Still, more work can be done to ensure that entry points like YCEA are more accessible to diverse entrepreneurs, therefore making pathways available to all entrepreneurs equitably.

ACTION STEPS

IMMEDIATE (0–6 MONTHS)

1. Establish a center within YCEA with dedicated “process champion” staff, such as a Diversity, Equity and Inclusion manager to advocate for inclusive entrepreneurship and neighborhood development.
2. Plug into current grassroots efforts to establish communications channels with minority businesses (for example, the growing Facebook group of black-owned businesses within York) and assign a YCEA liaison to these groups.
3. Conduct a minority business census, which can build from YCEA's business calling program, to collect key information about entrepreneurs, such as years in business, investment received, and jobs created. The census can populate a “minority entrepreneur registry” that will provide a comprehensive calling list for outreach and promotion.

SHORT TERM (1–2 YEARS)

4. Include a focus on supporting minority-owned businesses as part of a comprehensive county-wide diversity, equity and inclusion strategy.
 - Create a minority business resource group charged with ensuring resources from top organizations and government are accessible to local, minority-owned businesses.
 - Develop York Business Academy Alumni Networking Sessions.
5. Expand existing neighborhood associations' scopes to include a focus on entrepreneurship – bridging the information gap and resource delivery for small communities of color.
 - Work with York College, Penn State-York, and HACC to establish “neighborhood” locations of entrepreneurial resources (e.g., neighborhood incubators and/or workspaces like The Grotto, or programs like the SBDC and SCORE) and neighborhood opportunity centers.
6. Work with local chamber and business organizations (such as the Dillsburg Area Business Association or the Southern York County Business Association) to replicate the Local Sourcing Initiative county-wide.

LONG TERM (3–5 YEARS)

7. Diversify leadership in York's financial institutions to allow for new investments and perspectives. Non-white entrepreneurs will be more inclined to pitch ideas, network, and engage with diverse leaders, peers, and staff.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
YCEA	■		
City of York		■	
YCPC			■
Crispus Attucks			■
SCORE			■
Downtown, Inc.			■
SBDCs			■
HACC			■
Penn State			■
York College			■
York Business Academy			■
Local Sourcing Initiative			■
Rotary Clubs			■
Ben Franklin Technology Partners			■
M-12			■

MARKET AND FURTHER DEVELOP YORK COUNTY'S ENTREPRENEURIAL ASSETS, SUCH AS CAPITAL, WORKFORCE, AND INCUBATOR SPACES

Currently there is no one entity that is responsible for marketing and promoting the entrepreneurial assets that exist in York County, resulting in some entrepreneurs being uncertain about what types of support are available to them, especially in non-white communities. While many assets exist in the county for entrepreneurs seeking assistance along their entrepreneurial journey, these resources are not formally networked, and though referrals happen between service providers there is no mechanism in place to track progress or follow-up on the referrals that are made. Organizations like MANTEC and the Manufacturers Association provide industry-specific information and access to resources for those in their sector.

National associations like Main Street America are a great source of information for community-based small businesses, while local chambers do this on a local level. Organizations such as Latinos Unidos, CASA, the Spanish-American Multicultural Resource Center, York YMCA's New American Welcome Center, and the York County Hispanic Coalition, share important information with businesses in the Latino community, and the Local Sourcing Initiative can help connect anchor institutions to small, neighborhood-based businesses.

It would be helpful to map the entrepreneurial ecosystem, understand potential gaps in service offerings, and then find providers to fill those gaps. In addition, building an understanding of the resources that are available is an important talent attraction strategy, and should be tied into other efforts to market the county.

ACTION STEPS IMMEDIATE (0-6 MONTHS)

1. Develop an annual survey of York County entrepreneurs.
 - Distribute the survey widely to reach all corners of York County, via various networks such as the York Black and Minority Owned Business Collective Facebook group, Main Street Associations throughout York County, faith-based and multicultural organizations, trade groups like the York Independent Restaurant Association and Manufacturers Association, Local Sourcing Initiative, Crispus Attucks, HAAC, incubator and co-working spaces like the J.D. Brown Center and The Grotto, and service providers like MANTEC, SCORE, and the SBDCs.
 - Ask about and document needs of entrepreneurs.
2. Map the ecosystem of entrepreneurial assets.
 - Work with service providers and the networks listed above to identify, categorize, and map existing assets (educational, mentorship, space, accounting, legal, HR, other technical assistance, and funding).
 - Determine use of local assets by entrepreneurs, and assess the return on investment of programs on entrepreneurs' time.
 - Document gaps to be filled.

SHORT TERM (1-2 YEARS)

3. Bring together the organizations and entities providing entrepreneurial services throughout York County to define what the end product is going to be and the benefits of working together toward a common goal.
4. Build awareness of existing assets and the entrepreneurial ecosystem.
 - Publish a public-facing version of the ecosystem map that is interactive and easily updated, with testimonials from entrepreneurs and profiles of diverse businesses.
 - Explore non-traditional avenues to advertise and promote York County's entrepreneurial assets, especially to black and Latinx entrepreneurs and other groups who are traditionally underserved.

5. Create new programs to fill gaps.

- This includes creating affinity groups, such as a Minority Business Council chapter of YCEA's York County Chamber of Commerce, to expand peer education and networking opportunities for entrepreneurs of color in York County.
- Duplicate and scale past successful programs like YCEA's York Business Academy that teach fundamental business development, business planning, market identification, and business operation skills.
- Establish a network of mentorship for new and small business owners with larger and "older" businesses.
- Expand access to existing sources of capital as well as creating new sources. Work with existing CDFIs and funders to create new forms of low- or no-interest patient loans and grants, as well as second stage, post-seed capital and other stages of venture development.

6. Create opportunity forums that are affordable for entrepreneurs to network.

- Define topics of interest, i.e., industry trends, minority-business ownership, and financing options.
- Seek industry sponsors or organizational partners to host and/or subsidize admission to keep costs low.

LONG TERM (3-5 YEARS)

7. Encourage early exposure to entrepreneurship in K-12 educational institutions. Partner with organizations like Junior Achievement to accomplish this work.
8. Continue to do outreach and surveys of entrepreneurs so that services can be honed and refined over time.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
YCEA	▪	▪	
York Minority Owned Business Collective		▪	
Main Street associations throughout York County			▪
Main Street America			▪
York Restaurant Association			▪
Manufacturers Association			▪
Crispus Attucks			▪
J.D. Brown Center			▪
The Grotto			▪
MANTEC			▪
SCORE			▪
Downtown Inc.			▪
SBDCs			▪
HACC			▪
Penn State			▪
York College			▪
York Business Academy			▪
Local Sourcing Initiative			▪
Rotary Clubs			▪
Ben Franklin Technology Partners			▪
M-12 Ventures			▪
Kiva Local Chambers			▪
Visit York			▪

ENTREPRENEURIAL METRICS

QUANTITATIVE METRICS	SOURCE OF INFORMATION
Increase in number of new business starts	Tracked through business permits across municipalities
Increase in number of minority-owned businesses	Minority business census
Increase in number of loan applications	SBA, CDFI reporting
Increase in number of loan approvals	SBA, CDFI reporting
Increase in amount of capital deployed into local businesses	SBA, CDFI reporting

PROCESS METRICS	SOURCE OF INFORMATION
Additional programming for existing and future business owners that is low-cost or free is developed and made available	Annual entrepreneurs survey
Number of members or users of existing assets increases, and non-white participation in entrepreneurial training, investment, and mentorship programs increases	Organizational reporting
Awareness of assets among entrepreneurs is tracked via surveys and increases over time	Annual entrepreneurs survey
Greater recognition of entrepreneurial accomplishment – success stories, work-in-process stories, and even failures that are learned from	Annual community survey

PROMISING PRACTICES

MARION, SC

Marion, SC, a small town with only 8,500 people, struggled with storefront vacancy and high turnover for storefront businesses because of a lack of capacity and business knowledge. By working with the local community college, the Marion Business Association offers free classes to aspiring entrepreneurs. The 8-session class includes lessons on marketing, finance, banking, insurance, and more, and participants leave the class with a complete business plan. After completing the class, businesses that are eligible can receive a rebate on their rent and utilities. The business association forms relationships with the property owners, providing the list of certified businesses, and lets them know they have completed the class and are likely trustworthy.

ASSETS LANCASTER

ASSETS creates economic opportunity and cultivates entrepreneurial leadership to alleviate poverty and build vibrant, sustainable communities. ASSETS offers in-depth training and financing for entrepreneurs, and works with established businesses to improve their social and environmental footprint. ASSETS does community lending, hosts seminars and workshops, runs an idea accelerator, and consults with social-impact driven community-based businesses.

BLOCAL

BLocal is a commitment by Baltimore-area businesses to leverage their collective influence to help strengthen the city and create opportunities for Baltimoreans. Twenty-nine BLocal partners have set public goals to support city residents and local, women-owned, and minority-owned businesses when making decisions about building, hiring, buying, and investing. In the program's first year, BLocal partners reported millions of dollars in increased spending with local and diverse suppliers, increased hiring and internships for city residents, and more support of community organizations.

"DEVELOP STRATEGIC OUTREACH TO DESIRED BUSINESS TYPES. COMMUNICATE AND MAKE SUPPORT RESOURCES FOR SMALL BUSINESSES EASY TO FIND AND PROCURE. SUCH AS LOAN SUBJECT MATTER EXPERTS TO TRAIN AND MENTOR INDIVIDUALS THROUGHOUT YORK COUNTY."

EAP Community Survey response to the open field question, "What should be the top economic priorities that York County focuses on over the next 10 years?"





YORK COUNTY'S SENSE OF PLACE

Every place is special, and York County contains assets that make it a truly great place to live, work, learn, and play. The recommendations in this section focus on augmenting as well as promoting the built environment to attract and keep new and longtime residents, businesses, and visitors. Whether people are in search of dense communities and vibrant business districts, or wide open spaces and areas of natural beauty, York County can enhance quality of life for all through targeted, place-based investments.

QUALITY OF PLACE

GOAL

FOSTER A MORE CONNECTED AND ENGAGED COMMUNITY THAT SUPPORTS DIVERSE ARTS, CULTURE, AND RECREATION ASSETS ACROSS THE COUNTY.

SUMMARY OF NEED AND OPPORTUNITY

With one of “America’s Greatest Mainstreets,” York County boasts a number of arts, culture and entertainment assets for residents and visitors. From walking tours of artisan factories that highlight the creative history and ingenuity of the area, to pub crawls and the wineries and breweries that draw a younger crowd and add to the County’s nightlife, there is plenty to do. York County has also become an ideal location for sporting events, with locations such as its 60-acre sporting complex, York City Ice Arena, and many area golf courses. This vibrant cultural expression is coupled with a host of outdoor recreational activities such as the Heritage Rail Trail, Hanover Trolley Trail, Mason Dixon Trail, Susquehanna River, the York County Parks system, and many state parks and game lands. Uniquely, York is a great place for families to live, work, and play.

In recent years, the City of York has seen a downtown revival that has strengthened the quality of place and vibrancy of the area. Organizations such as Explore York and YCEA have been instrumental in building a new identity for the urban core – using arts as a tool for redevelopment. This led to the establishment of new, non-art businesses in the area that continue to draw old and new visitors. A recent downtown strategic plan calls for the continued preservation and enhancement of York’s rich heritage in its urban core, encouraging

smart redevelopment, improving spaces, and promoting amenities and attractions.

However, York County's secret sauce is its historic charm and the diversity of its many communities. There are 72 municipalities within the county, each boasting unique recreational, cultural, and community businesses. These gems are often missed, even by locals, because of disinvestment in some areas outside of the downtown core. Vibrancy and community identity are important components of cultural pride for the places where we live, and they also play a critical but often overlooked role when it comes to business and talent attraction and retention within a region. Creating new investments to strengthen the county's many diverse communities can help build local civic engagement and strengthen unique sets of cultural products for all to enjoy.

To continue this momentum as a growing destination, there is an opportunity for York to begin to develop cultural and recreational assets outside of its urban cores. Leveraging community assets and focusing on local placemaking will require each community to think strategically about organizational capacity, investments, and intentional, inclusive community engagement that can meet these objectives.



"DOWNTOWN REVITALIZATION AND REDEVELOPMENT IS CRITICAL TO ATTRACTING AND RETAINING THE BEST AND THE BRIGHTEST. WE NEED VIABLE MAIN STREETS AND TOWN CENTERS WITH ENOUGH HOUSING, THIRD PLACES, AND OPPORTUNITIES FOR WORK IF WE'RE GOING TO HAVE A ROBUST ECONOMY."

*Joe Wagman
Chairman
Wagman Construction*

CREATE A SUSTAINABLE POOL OF FUNDING TO SUPPORT THE DEVELOPMENT AND MARKETING OF ALL OF YORK COUNTY’S REGIONAL ASSETS

Ensuring a vibrant arts, culture, and recreation ecosystem requires adequate funding to create new attractions, maintain existing operations, and support local and regional marketing. York has several private benefactors and philanthropies that have supported the arts over the years, including a county-wide brand, “Have it made here,” a campaign which involved many stakeholders invested in promoting York. Unity under this brand, plus consistent messaging of how York County’s cultural advantages benefit talent, businesses, and individuals can truly position the county for growth. In the long term, it is important that the community coordinates efforts to remain a place that is supportive of artists and creatives, who are the lifeblood of the community.

ACTION STEPS IMMEDIATE (0–6 MONTHS)

1. Form a York County Regional Asset Coalition that includes Cultural Alliance, YCEA, Explore York (CVB), County Commissioners, the County Parks Dept., Local Municipal Reps, and Reps from the state legislature/ Office of the Governor.
2. Use community surveying to understand what all residents of York County want to have funded and determine what regional assets would be supported through this pool of funding, being deliberate and inclusive of diverse offerings.
3. Conduct a usage assessment to understand the use level of current assets and to gauge interest and infrastructure available for expansion. Work with York County Parks, municipalities, the Cultural Alliance, individual arts and culture organizations, Explore York, the Realtors Association, and others to provide accurate patronage information.

SHORT TERM (1–2 YEARS)

4. In conjunction with the community surveying and usage assessment described above, develop a clear plan with targets, including demographics,

business objectives, community objectives, etc. Make sure “quality of place” is relatable and applicable to everyone. The planning must happen first so that we know what the specific projects are and how to prioritize and procure funding.

5. Explore available sources of funding to support prioritized improvements in general. That includes arts and culture assets, public art programs throughout York County, and county parks conservancy/outdoor asset maintenance.
 - Explore other local/regional philanthropy sources of funding to help seed this initiative.
 - Identify other grant opportunities outside of the local York County tourism grants program.
6. Determine the process and entity responsible for collecting and distributing funding.
7. Launch a marketing campaign in conjunction with the county branding task force members.

LONG TERM (3–5 YEARS)

8. Review and adjust. Look to other leading organizations and efforts around the country for advancement and improvement ideas.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
York County Regional Asset Coalition	■	■	
YCPC			■
City of York			■
Philanthropic Funders			■

IMPROVE THE BUILT ENVIRONMENT AND SUPPORT INFRASTRUCTURE AROUND YORK COUNTY'S OUTDOOR RECREATIONAL ASSETS

Investments in trails, public spaces, and other outdoor recreational amenities can improve economic growth and community vibrancy. For example, the York County Opens Space and Land Preservation Program was recently created to preserve and protect open space to meet benchmark goals outlined in the County Comprehensive Plan. This program includes a grant opportunity to help municipalities and nonprofits acquire lands for active and passive recreation opportunities throughout York County. In addition, York and Lancaster Counties were designated in 2019 as the Susquehanna National Heritage Area, which has implications for recreational, cultural, and economic development.

The Susquehanna Riverlands Landscape Initiative in the river corridor communities has a strong economic development component. And the York County Trail Towns Program launched this year with the goal of encouraging Heritage Rail Trail users to venture into the surrounding towns to patronize local businesses. Initiatives like these help improve physical connectivity between York County's natural assets and the communities that surround them, through efforts like wayfinding, marketing, business support, and infrastructure development.

ACTION STEPS IMMEDIATE (0-6 MONTHS)

1. As part of a unified marketing and promotion campaign across the county and region, demonstrate the economic benefits of investments in outdoor recreation.
2. Assess the accessibility of York County recreation assets.
 - Study the biking and walking network in York County.
 - Audit parks for age-friendliness.

3. Continue investing in the Codorus Creek Beautification Initiative.
 - Better marketing and publications explaining what is happening with the Codorus project to highlight public spaces and connect the county. Photography and drones could help with the marketing and spreading the word.
 - Support the Codorus Corridor Program, a six-week enrichment program created by the General Authority, Buchart Horn, and the National Council on Aging. Continue to develop ambassadors, as well as the Council on Aging commitment to match a senior and a student.

SHORT TERM (1-2 YEARS)

4. Review and update the bike and pedestrian plan for York County.
 - Prioritize biking and walking connections between the city and adjacent municipalities, especially where the gaps are already known. This requires buy-in from municipalities and leadership from the county level.
 - Relaunch the bikeshare system.
 - Expand the recommendations coming out of the Trail Towns plan to other boroughs.
5. Engage funders to catalyze economic opportunities in communities along recreational trails.
 - Encourage and amplify festivals and events along trails for communities seeking to increase foot traffic.
 - Add capacity to volunteer-based historical societies to strengthen tourism offerings.
 - Address blight in communities along trails with investment in businesses (e.g., mom/pop shops, bike shops, cafes).
6. Work with educational institutions to organize more youth engagement, including continuing and expanding bike education in schools, organizing youth day trips to county and state parks (as well as extended stays), and utilizing camping facilities for character building sessions.

LONG TERM (3–5 YEARS)

7. Encourage bike-friendly employers to provide infrastructure that allows people to use bikes more readily, like central locker and shower stations for employees who commute by bike. Partner with employers to build “arms” off county trails that connect to employers’ places of work.
8. Support and invest in long-range transportation projects for bike and pedestrian access, as well as connecting the trails/river to nearby communities. Develop and then implement plans to make the larger municipal hubs walkable, with attention to parks, walkways, and pedestrian zones.
 - Encourage and assist municipalities in adopting “complete streets” policies.
 - Advocate for school districts to allow student walkers.
 - Devote more transportation funding to non-motorized travel.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
YCPC	▪	▪	
YCEA		▪	
York County Zoning and Building Permit Officials Association (YCZPOA)			▪
Local Municipal Officials			▪
York Area Recreation Directors (YARD)			▪
Susquehanna National Heritage Area			▪
Educational Institutions			▪
Historical Societies			▪
CVB			▪
Trail Towns			▪
YAMPO			▪

STRATEGY 3

BUILD ORGANIZATIONAL CAPACITY TO DO PLACEMAKING AND MAIN STREET DEVELOPMENT IN SMALLER BOROUGHES AND TOWNSHIPS

Main streets and town centers are vital assets, serving as social and commercial opportunity hubs. York County can leverage its many unique community business districts and cultural assets to bolster quality of place, as well as compliment the shopping, dining and other offerings of its main streets and town centers. This will require thinking critically about municipalities' visions and capacity to fund and plan for placemaking investments.

ACTION STEPS

IMMEDIATE (0-6 MONTHS)

1. Develop a municipal needs assessment to better understand the capacity small communities have to do placemaking and where there are gaps.
2. Assess corridors of opportunity across the county – what are high growth and slow growth districts? Prioritize the needs across the spectrum.
3. Maximize and encourage the use of existing microgrant opportunities for multi-municipal main street development. Resources available include funds generated in response to the National Heritage Management Plan and the Susquehanna Riverlands Minigrant Program.

SHORT TERM (1-2 YEARS)

4. Establish a county-wide main street development program, modeled after the existing Hanover Main Street program managed by YCEA staff (see Circuit Rider Program described in the Rural Economy section). York County Planning Commission can convene interested municipalities within each of YCPC's seven planning regions.
5. Begin main street engagement with communities who already have created regional plans as a cohort, to encourage multi-municipal planning and collaboration. Program focus areas may include:
 - Partner with Pennsylvania Downtown Center to educate communities about main streets/small business districts (i.e., the value of their development, main street key partners, the four areas of main street growth).
 - Work in partnership with the Planning Commission to do initial outreach to communities about the newly created program and desired outcomes.

- Compile information on public and private sources of funding in support of main street development (e.g., transportation, alternative funding, CDBG). Support communities writing microgrant writing applications and prepare communities for funding.

6. Engage private industry around funding this county-wide main street development program and leverage existing Planning Commission funds. Explore integration and connection with blighted property efforts.

LONG TERM (3-5 YEARS)

7. Leverage the PennDOT Connects program to support communities around connectivity and accessibility of main street assets. Restore PennDOT's Wayfinding Initiative to increase the visibility of "hidden" assets to residents and visitors.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
YCEA	▪	▪	
YCPC		▪	
YCZPOA			▪
Local Municipal Officials			▪
YARD			▪
Susquehanna National Heritage Area			▪
PennDOT			▪
Pennsylvania Downtown Center			▪
YAMPO			▪

QUALITY OF PLACE METRICS

QUANTITATIVE METRICS	SOURCE OF INFORMATION
Year-over-year funding levels to regional arts, cultural, and recreational organizations remain steady or increase	Individual organizational reporting
Increased foot traffic and usage of marketed assets over time, both by residents and visitors, including county parks and recreational areas	Individual organizational reporting (e.g., state and local park camping reservations, bikeshare use)
New miles of trails are developed by 2025	Trail Towns Initiative
Walkability and bikeability increase in target communities and around target employers	Walkscore and Bicycle Friendly Communities ratings
Tourism spend indicators, such as hotel occupancy, are tracked year over year	Explore York (CVB)

PROCESS METRICS	SOURCE OF INFORMATION
Increase in quality and diversity of artistic and cultural offerings	Public survey
User friendliness (e.g., signage, online presence) and accessibility of assets increases and remains high	Public survey
Community pride increases year to year	Community Brand Barometer by Northstar, Giving Day, York Counts

PROMISING PRACTICES

CHESTER COUNTY URBAN CENTER FORUMS

In an on-going effort to support the 16 urban centers in promoting revitalization and assist with future growth and development initiatives, the Chester County Department of Community Development, Chester County Planning Commission, and the Chester County Economic Development Council host urban center forums. The forums are focused on specific topic areas that pose both challenges and opportunities for the urban centers. They are designed to promote data sharing and comparing experiences with one another through friendly communication.

ALLEGHENY REGIONAL ASSET DISTRICT

Allegheny County launched a 1% Regional Asset District (RAD) tax nearly 25 years ago, which has provided over \$3.9 billion in support to dozens of cultural institutions and public amenities across the region. Amenities include libraries, sports and civic facilities, zoos and museums, parks and recreation, and other regional amenities.

KANSAS CITY AREA DEVELOPMENT COUNCIL

From 2009 to 2012, the Kansas City metro area added 2,200 young families and professionals. Part of the increase in this population is due to the growth of the tech sector in the area and the investment of companies like Google. However, the downtown has also been through a process of revival and revitalization. Beginning in 2011, the America's Creative Crossroads campaign was born out of a group of returning and transplant millennials as a way to expose people to the city's vibrant arts and cultural scene. This effort, now run through the Kansas City Area Development Council, tells stories of the creative assets in the region. As a tool for visitor/ talent attraction and economic development, the council understands the role of arts and culture in the future of Kansas City. In 2016, Kansas City had a record-shattering 25.2 million visitors to the area.

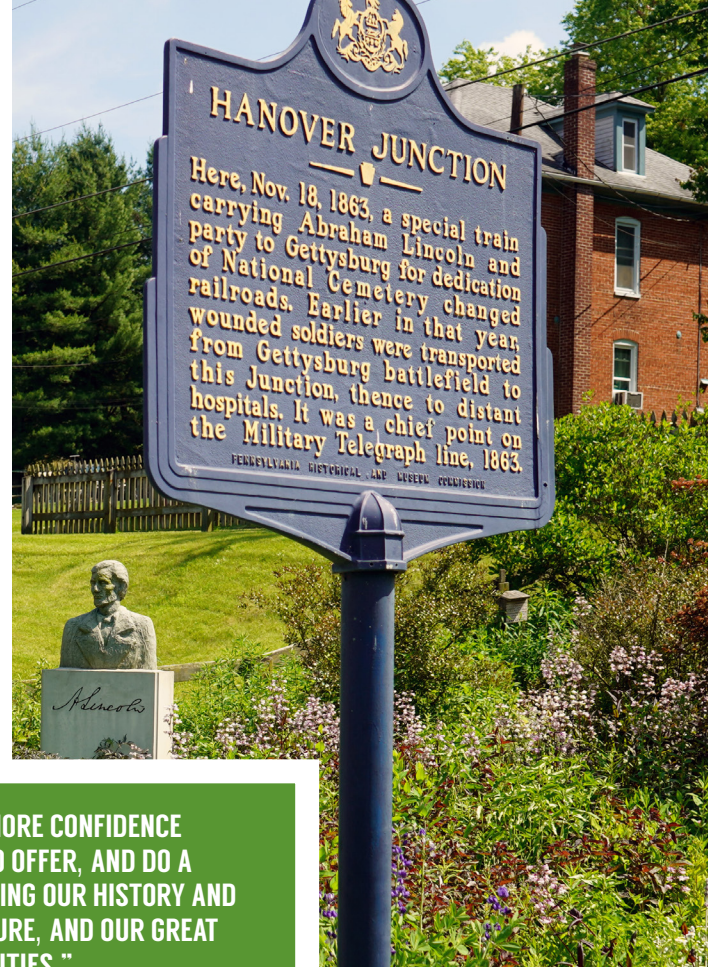
I-83 EXIT 4 (SHREWSBURY) IMPROVEMENT

A recent example of interagency cooperation to build regional identity in York County. By utilizing funding and on-going resources from PennDOT, local municipalities, and civic groups, the Shrewsbury Exit from the south will include backlit 'welcome style' sculptures on the face

of the overhead bridge, colored bridge facings, pleasing landscaping, a flagpole, and other amenities to create a focal point of entry into Pennsylvania and into the region from Maryland.

SOUTH CENTRAL YORK COUNTY EMERGENCY MANAGEMENT AGENCY

An agency created by several southern York County municipalities joining together to co-purchase capital equipment to be shared by all. Municipality maintenance crews nearby also regularly borrow equipment and manpower from one another, to add capacity to enable local projects.



**"WE SHOULD HAVE MORE CONFIDENCE
IN WHAT WE HAVE TO OFFER, AND DO A
BETTER JOB PROMOTING OUR HISTORY AND
HERITAGE, OUR CULTURE, AND OUR GREAT
OUTDOOR OPPORTUNITIES."**

*EAP Community Survey response to the
open field question, "What should be the top
economic priorities that York County focuses on
over the next 10 years?"*

RURAL ECONOMY

GOAL

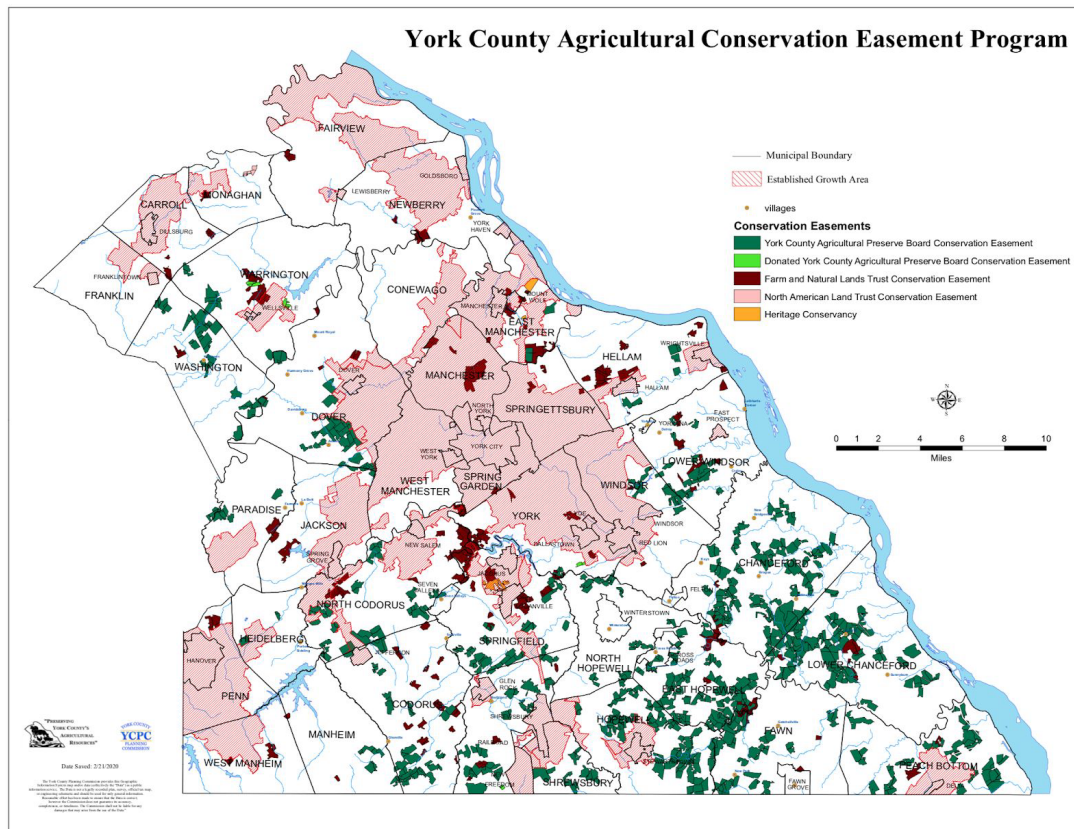
BUILD MUNICIPAL CAPACITY AND COORDINATION TO INCREASE SERVICES AND ECONOMIC OPPORTUNITY IN RURAL AREAS AND THROUGHOUT THE COUNTY.

SUMMARY OF NEED AND OPPORTUNITY

York County has a rich agricultural heritage that has been transformed over time, keeping pace as the country rapidly industrialized after World War II and the region mobilized to support the war effort through manufacturing. Much of the county remains quite rural, and communities throughout York have their own unique identities. Support for community and agricultural businesses, as well as enhanced broadband access, are critical for maintaining these identities while also ensuring York County's 72 municipalities continue to thrive into the future.

COMMUNITY-BASED AND AGRICULTURAL BUSINESS NEEDS

There are many multigenerational farms in York, especially in the southeastern part of the county. While York County has invested in efforts to preserve farmland via programs like agricultural easements, it remains difficult for young people to enter the industry because land is expensive and most agricultural commodities can be grown more cheaply elsewhere in the country. In order to remain viable, many farmers in the region are incorporating agritourism into their business model. It will be important that local municipalities find ways to support farms and farmers, and that there are adequate resources, like mentorship, business planning, and financing, for agricultural businesses. It is also critical that town centers and the businesses that serve the community are supported and remain strong community assets.

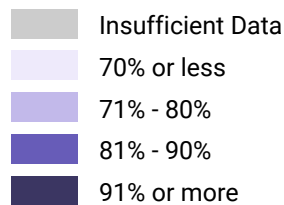
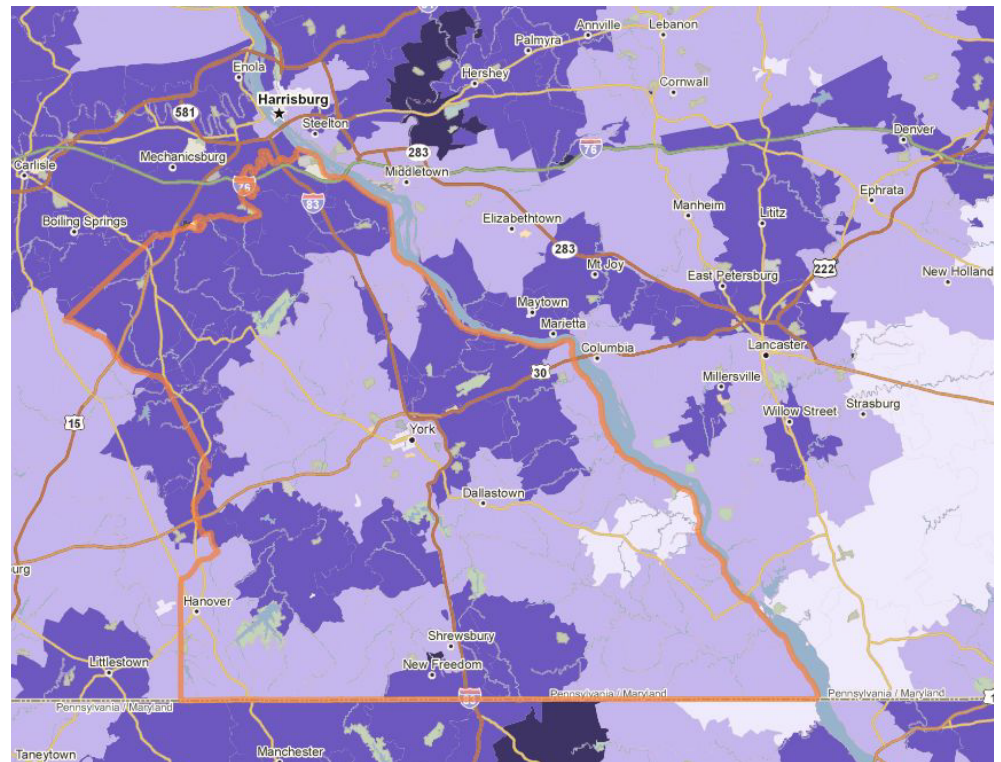


BROADBAND ACCESS

Robust internet is a requirement of the modern business, made even more apparent as businesses and individuals turn online in this era of “social distancing.” While the rate of broadband subscriptions in the county is nearly on par with the statewide rate, there are some clear pockets of low connectivity, including areas of West York, the City of York CBD, areas north of the City of York along the I-83 corridor, rural towns east of Hanover, and rural areas along the Susquehanna River.

The York County Planning Commission divides the county into several planning regions to take into account the goals and priorities of each of the distinct areas of the county. As York County looks to grow its economy overall, it will be important to take these priorities into consideration, managing and balancing growth with the desire to protect open spaces, agricultural land, and the rural way of life. We also anticipate that the economic repercussions of COVID-19 will have significant effects on York’s rural communities and the businesses that serve them.

BROADBAND INTERNET SUBSCRIPTIONS



Percent of households with a subscription to any type of broadband internet.

Areas of York County that have less household broadband internet subscribers include:

- City of York
- Areas north of City of York along the I-83 corridor
- Rural towns east of Hanover
- Rural areas along the Susquehanna River

Source: Census American Community Survey, 2018

IMPLEMENT A SHARED STAFF MODEL THAT SPLITS TIME AMONG MUNICIPALITIES, WITH OFFICE HOURS DEDICATED TO ENTREPRENEURIAL SUPPORT FOR RURAL, AGRICULTURAL, AND COMMUNITY-BASED BUSINESSES

Rural communities often lack staff capacity to deliver services to businesses and residents, as many municipal officials are volunteers, wear many hats, and cover a large geographic area. A shared staff model, or “Circuit Rider Program,” would allow for more resources – both financially and in time – to be dedicated towards York’s rural economy and shared among multiple municipalities. This staffing structure could advance coordination and planning work. Ideally, the model would provide support for small businesses and entrepreneurship in the region through marketing and development efforts, as well as by connecting rural businesses, specifically agricultural businesses, with training and information resources that are available throughout York County.

With an ecosystem of existing resources and tools for business support, the City of York provides a strong model to build off of for the rest of the county. There are also multiple services for technical assistance related to agricultural businesses available in the region, including the Penn State Extension, Ag Choice Farm Credit, and the York County Conservation District.

ACTION STEPS

IMMEDIATE (0–6 MONTHS)

1. Define the role and responsibilities with input from all communities and businesses throughout the rural parts of the county, defining “rural” as outside of the established growth and investment areas.
 - Verify and expand information about municipal staffing capacity that was collected for the COVID-19 response plan.
 - Inventory the Short Term (1–2 years) and long term needs across all of the municipalities, working with them to get their expectations for how this position can help and clarifying the needs of rural boroughs vs rural townships.
 - Identify specific areas of opportunity that will help bridge the rural and urban nature of York County.

- Determine expectations regarding the role, responsibilities, scope of work, and statement of purpose for this position. Define the corresponding qualifications of this hire, and document all of this in a job description.
 - Establish metrics for the position to accomplish in year 1 that can be monitored and revisited after the first year.
2. Determine the lead agency where the position will be housed.
 - Identify funding for the position – explore York County’s COVID-19 relief funding, DCED, USDA, and private foundations.

SHORT TERM (1–2 YEARS)

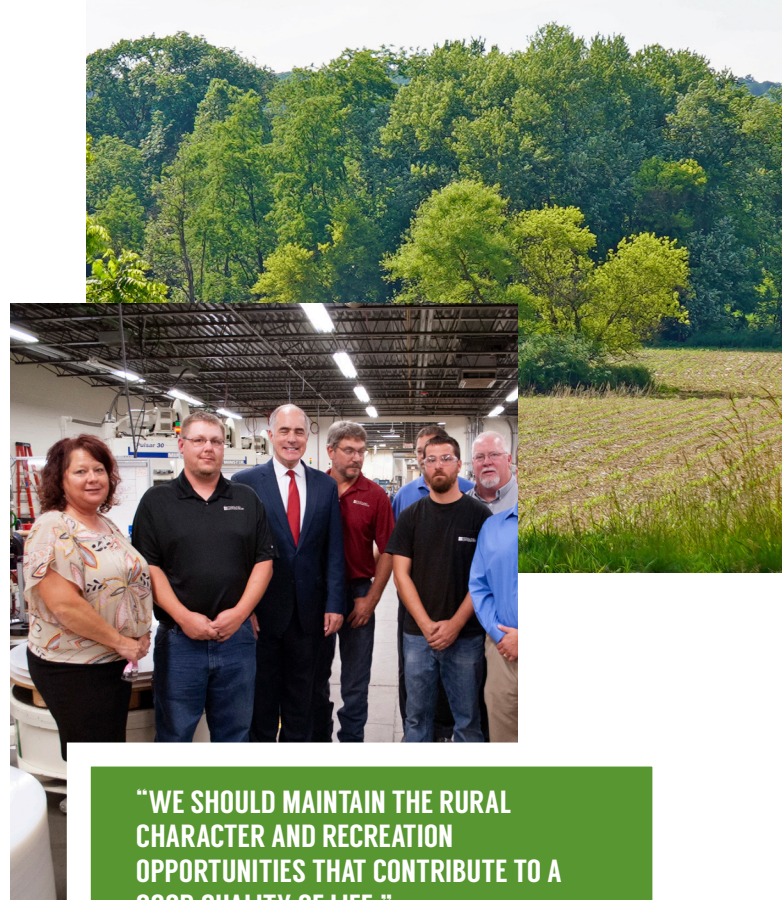
3. Develop an outreach and marketing plan.
 - Post a public notice about the initiative and the job description.
 - Connect with “non-usual” partners to get the word out: labor leaders and unions, rural community organizations (Elks, Moose, VFW), local business associations, churches, borough main street organizations, agricultural organizations, borough councils, municipal managers, and boards of supervisors.
4. Connect and coordinate partners.
 - Once hired, this person should identify existing agencies/ organizations that are doing things to help the rural economy and figure out how to partner with and coordinate their efforts.
 - Collect a starting list of resources to be shared.
5. Develop an urban-rural strategic plan.
 - Form and publish a database of best practices.

LONG TERM (3–5 YEARS)

6. Review program successes and failures per established metrics. Learn what’s working and not working, and share success stories publicly.
7. Continue marketing, outreach, and education for this position and the services it provides.
 - Hold an annual or semi-annual presentation to keep everyone informed of findings, including what’s working and what’s not.
 - Hold several meetings around the county with proper notice given. Identify better ways to communicate with all 72 municipalities.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
YCEA	■		
YCPC		■	
Rural Community Organizations			■
Business Associations			■
Municipalities			■
City of York			■
SCORE			■
SBDC			■
Penn State Extension			■
Ag Choice Farm Credit			■
York County Conservation District			■



"WE SHOULD MAINTAIN THE RURAL CHARACTER AND RECREATION OPPORTUNITIES THAT CONTRIBUTE TO A GOOD QUALITY OF LIFE."

EAP Community Survey response to the open field question, "What should be the top economic priorities that York County focuses on over the next 10 years?"

STRATEGY 2

ENCOURAGE PUBLIC-PRIVATE SECTOR COLLABORATION TO EXPAND BROADBAND ACCESS THROUGHOUT THE COUNTY

Legislators and community members alike are increasingly aware of the need for accessible, high-speed broadband. Particularly in light of COVID-19, broadband's uses for educational purposes, telemedicine, and remote work have all bolstered a shared understanding of the importance of this critical piece of infrastructure. A public-private partnership could make real advancement towards increasing broadband connectivity in rural parts of York County. Members of the collaboration could include private utility businesses and local municipalities, but would also benefit from the involvement of schools, libraries, and community colleges. As the urgency of this critical need becomes more deeply understood by community members, municipal collaboration and consolidation around this topic becomes a more likely possibility.

ACTION STEPS

IMMEDIATE (0-6 MONTHS)

1. Identify a lead entity and create a collaborative committee to undertake the effort, which includes municipalities, economic development organizations, technology experts, schools, business owners, healthcare representatives, and others.
2. Get a baseline level of understanding:
 - Contact all municipalities to see which provider is already available in their municipality, as well as what is planned to be available in the future.
 - Contact all K-12 and higher education institutions (HACC, York College, PSU, York technical institute) to see where and why they had trouble providing educational services to their students during the first months of the COVID-19 pandemic. Encourage schools to act as liaisons between service providers and students so that information on broadband access can be captured county-wide.
 - Release a community survey to collect information about the barriers facing households without broadband, e.g., because of cost, equipment, reliability, access, etc.
3. Research the business model behind expanding broadband, explore providers, and examine the option to create a locally owned co-op.
 - Keep hotspots available until a more permanent solution is implemented. Internet access is extremely important and should be available to everyone as we continue experiencing COVID-19 economic impacts.

SHORT TERM (1-2 YEARS)

4. Study demand, available service offerings, and potential funding sources, and determine stakeholders who need to be leveraged and connected (e.g., cell phone carriers, utility companies, legislators, community advocacy groups).
 - Undertake the necessary steps and negotiations to expand broadband in a priority-phased approach.
5. Create a marketing campaign to raise awareness of the importance of broadband.
 - Share stories of broadband's impact on learning during COVID-19, for example by comparing students with broadband access to students without.
6. Advocate for legislative changes. Work with municipal, county, state, and federal governments to make broadband accessible to all. Reach across geographic boundaries to work with parties in Maryland and other adjoining Pennsylvania counties on shared solutions where applicable.

LONG TERM (3-5 YEARS)

7. Provide access to technologies and education for all demographics, from equipping students with tools and low cost hardware, to helping older generations build trust with technology through training and mentorship offered by programs like Embracing Aging.
8. Track the dependability of broadband over time.

STAKEHOLDERS

CATALYST
CONVENER
CHAMPION

YCPC	■	■	
YCEA		■	
Municipalities			■
Elected Officials			■
School Districts			■
HACC			■
York College			■
PSU			■
YTI Career Institute			■
Aging Advocates			■
Local Community Organizations			■
Business Associations			■
Technology Providers			■
Utilities			■

PROMISING PRACTICES

WESTMINSTER, MD

A town of about 18,000 people in which two-thirds of all residents commute to Baltimore or Washington, D.C., Westminster had poor service from both Comcast and Verizon. This led the Carroll County Government, Carroll County Public School system, Carroll County Libraries, and the Carroll County Community College to create a consortium in 2004 to share resources to build the Carroll County Public Network (CCPN). The CCPN controlled over 160 miles of fiber that connected 120 community anchor institutions. After piloting the construction of a fiber-to-the-home (FTTH) network for residents (with huge demand), the Westminster City Council voted to issue a \$21 million general obligation bond to finance construction of the rest of the network in 2014. The city reached a ten-year agreement with Ting, which serves as the network operator and public service provider.

RURAL ECONOMY METRICS

QUANTITATIVE METRICS	SOURCE OF INFORMATION
Queries/contacts from entrepreneurs to assess demand	Shared staff office
Number of rural businesses assisted	Shared staff office
Increase in revenues and investments into rural businesses	Sales tax receipts where available, CDFI and SBA small business loan reporting
Increase in number of households and businesses with dependable and affordable broadband access	Census American Community Survey broadband data

PROCESS METRICS	SOURCE OF INFORMATION
Increased awareness about needs and benefits of reliable broadband, as well as barriers to access	Bi-annual public survey
Goals for the position set and revisited yearly	Shared staff's supervisor

INFRASTRUCTURE & THE BUILT ENVIRONMENT

GOAL

SUPPORT ECONOMIC GROWTH THROUGH NEW DEVELOPMENT AND REDEVELOPMENT OF THE BUILT ENVIRONMENT WITHIN ESTABLISHED GROWTH AREAS.

SUMMARY OF NEED AND OPPORTUNITY

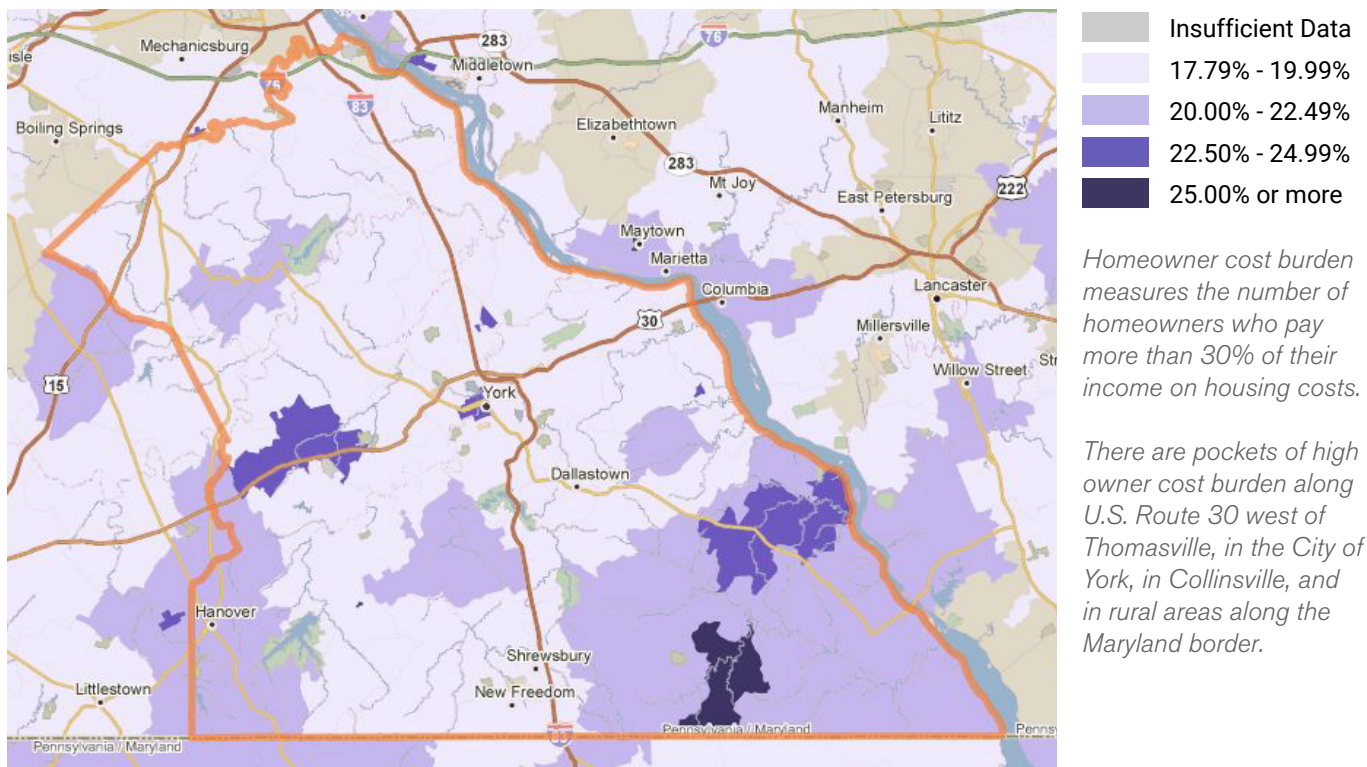
York County's population has grown steadily over the last 10 years, and is projected to grow at a similar rate through 2030. This population growth has implications for how much and what types of residential, commercial, and industrial real estate will be needed, as well as the infrastructure that supports that development as York looks to grow its economy over the long term. Though

the economic disruptions resulting from the COVID-19 pandemic will bring short term (1-2 years) changes to the industrial makeup of the economy, it is expected that we will see steady rises in certain sectors like Construction, Transportation and Warehousing, and Healthcare, among others. It is important to ensure that sites are ready for investment with the necessary water, sewer, roads, and transit systems needed to support development.

Regarding housing, there is generally not enough inventory to keep up with demand, though there is a lot of housing diversity in the county. Since 2008, new housing construction has slowed, and has never reached pre-recession levels. Remodeling and rehab is also important, especially in established neighborhoods, but skilled construction labor is hard to come by.

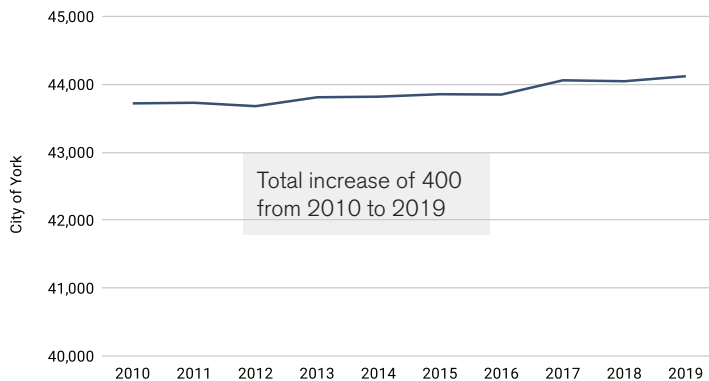
There are many assets in York County that help direct investment and development according to the priorities communities set, including the York County Loan Committee, the York County Redevelopment Authority, the City of York Housing Authority (which provides home vouchers), and the York Area Housing Group, which manages affordable housing properties around the

HOMEOWNER COST BURDEN IN YORK COUNTY

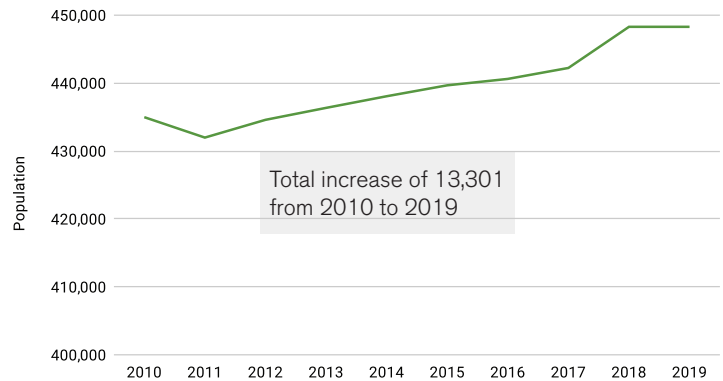


Source: Census ACS, 2018

POPULATION IN THE CITY OF YORK, 2010 TO 2019



POPULATION IN THE COUNTY OF YORK, 2010 TO 2019



Source: US Census Bureau, Population Estimates

county for working families. Aspects of York's economy that make it competitive include its proximity to major population centers (a day's drive to 40% of the nation's population and 60% of Canada's population); access to Class I rail, international airports and two ports; low labor costs and a strong workforce; and a committed group of economic development partners. Plus, it has a variety of housing options from urban downtown to small town rural living to complement its workforce.

RESIDENTIAL REAL ESTATE

Median home value in most areas in York County is between \$150-200K, with home values along I-83 and the Maryland border typically above \$200K and the lowest home values in the County concentrated in the City of York. Homeowner cost burden measures the number of homeowners who pay more than 30% of their income on housing costs. There are pockets of high owner cost burden along Route 30 west of Thomasville, in the City of York, in Collinsville, and in rural areas along the Maryland border. The number of housing units demanded in York County is expected to increase, due to population growth and smaller household sizes.

INDUSTRIAL AND COMMERCIAL DEVELOPMENT

York County is in a great place geographically, with connectivity to U.S. Route 30, the Pennsylvania Turnpike, and I-83, which has spurred a lot of industrial development – especially warehousing and distribution companies. Over the last 10 years, the county has seen growth in other key industries like Healthcare, Retail, and Accommodation and Food. This has influenced the

type of development that happens in certain areas, which will continue to drive development and growth. Low vacancy and low interest rates have driven investment in commercial and industrial real estate. However, as we emerge from COVID-19 related economic disruptions, we may see an even stronger shift away from retail. Over the next decade, York is expecting to continue to see growth across these sectors, generating workforce opportunities in highly-skilled jobs such as financial managers, management analysts, registered nurses, physician assistants and computer/software developers.

MUNICIPAL INFRASTRUCTURE

Access to rural areas can be difficult due to the quality of the roads and other infrastructure. At the same time, many areas of the county have no access to public transportation which many low and middle-income families depend on to get to work. However, there are efforts to develop a transportation fund with rabbittransit. Expanded utilities like water, sewer, and power as well as road improvements within York County's established growth areas will be a prerequisite to support new developments. municipalities continue to thrive into the future

CREATE A DYNAMIC AND UPDATEABLE INVENTORY OF ALL PARCELS THAT ARE VACANT, UNDEVELOPED OR RIPE FOR REDEVELOPMENT, AND ZONED FOR ECONOMIC DEVELOPMENT

The York County Planning Commission maintains a wide variety of mapping applications and an open data portal that are available for public use. As part of the last Economic Development Plan in 2007, an inventory of vacant parcels was created and published online, but since then it has not been updated. In addition, the last inventory included only greenfields. To prioritize redevelopment, which is necessary today since the established growth areas where development is encouraged are mostly already developed, it would be helpful to include existing sites that are available for remediation, as well as utility information. The inventory could be shared with municipalities to catalyze planning discussions and infrastructure investments, and used as a decision tool for developers.

ACTION STEPS IMMEDIATE (0-6 MONTHS)

1. Engage York County's Planning Commission to collect information for parcels throughout the county that are vacant, undeveloped, or ripe for redevelopment.
 - Identify vacant land parcels across the county. Identification should include, to the extent possible, an assessment of existing infrastructure capacity, proximity to services and amenities, and current uses of the site.
 - Identify properties within York County that are under-utilized – large parcels of 2 acres or more with significant vacancy and proper zoning.
 - Use YCPC GIS/web planning capabilities to map these sites on a publicly accessible platform, and develop a process to ensure site and project information can be updated regularly.
 - A standardized structure or template for municipal governments to opt into for data collection and reporting.
 - Inventory of established growth areas and aging infrastructure in each community for public use.

SHORT TERM (1-2 YEARS)

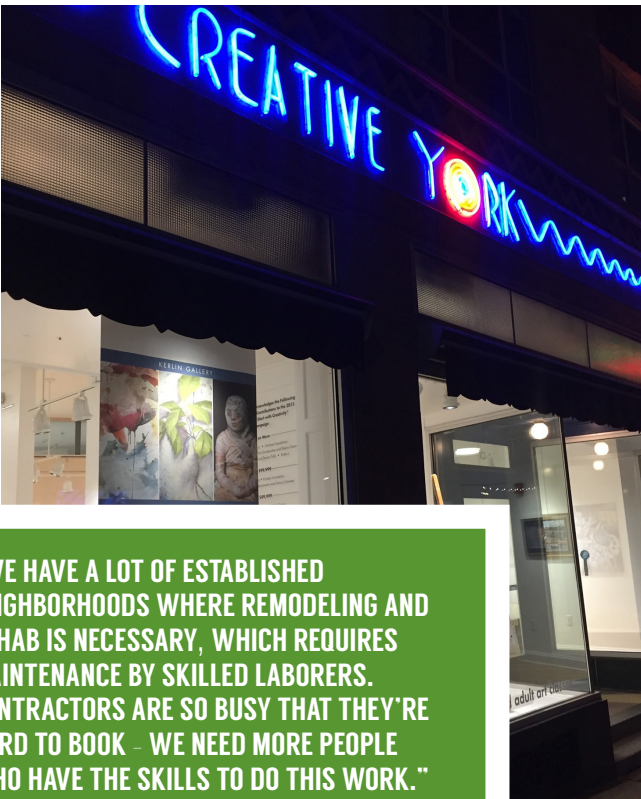
2. Based on the underutilized and vacant sites found in the GIS database, work with York County municipalities to determine the preferred use of available sites through a 12-month visioning program (managed and led by the Planning Commission). The Program will include:
 - Inviting community leaders and neighborhood associations to participate in the visioning programs and the county's efforts to inventory available sites for development.
 - Identifying the potential need for ordinance amendments.
 - Prioritizing land/sites to invest in via a more targeted corridor approach. This includes developing criteria to prioritize site development. Does the site:
 - Fall within an established growth area?
 - Ensure transportation needs and encourage density?
 - Demonstrate economic value and impact (conduct a tax base analysis)?
 - Align with housing and community service needs?
 - Have access to development centers?
3. Engage inter-municipal groups like the Local Government Advisory Committee to develop a shared understanding about what information is meaningful to measure, track, and report on to encourage investment. This information could include the lifespan of existing or planned public infrastructure, costs, and barriers to development. Review currently available data and reports, priority growth areas, and infrastructure assets across York, and make the information publicly available.
4. Create a GIS-driven online database with information on available sites, and make it accessible so communities can submit information on development opportunities. Link this web-based platform to local partner websites, work alongside private developers to market their own sites, and ensure exposure of York County's available opportunities on national partner sites.

LONG TERM (3-5 YEARS)

- 5. Identify and act on the infrastructure improvement or expansion needs of identified parcels.
- 6. Secure additional funding for infrastructure investments that support targeted growth identified in the visioning process.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
YCPC	■	■	
Local Government Advisory Committee		■	
Rural Community Organizations			■
Municipalities			■
Elected Officials			■
School Districts			■
Community Leaders			■
Neighborhood Associations			■
Developers			■
Utilities			■
YCEA			■



“WE HAVE A LOT OF ESTABLISHED NEIGHBORHOODS WHERE REMODELING AND REHAB IS NECESSARY, WHICH REQUIRES MAINTENANCE BY SKILLED LABORERS. CONTRACTORS ARE SO BUSY THAT THEY’RE HARD TO BOOK - WE NEED MORE PEOPLE WHO HAVE THE SKILLS TO DO THIS WORK.”

Shanna Terroso
Executive Officer
Realtors Association of York & Adams Counties

STRATEGY 2

INCREASE COLLABORATION AND COORDINATION AMONG PRIVATE AND PUBLIC SECTOR STAKEHOLDERS TO STREAMLINE PLANNING AND SUPPORT INVESTMENT AND DEVELOPMENT IN YORK COUNTY'S ESTABLISHED GROWTH AREAS

Development tends to happen without much coordination among stakeholders, and there is often uncertainty about where York's established growth areas are. Investment in York County could be streamlined through facilitated communication between the Planning Commission, local municipalities, and when appropriate, developers and utility providers. To spur collaboration, meetings at the planning region or school district level might be organized to identify municipalities that are interested in working together on planning and zoning, and, where applicable, to foster public-private partnerships for things like infrastructure funding. It is of mutual benefit to share publicly available data from public entities to identify targeted opportunities for development within established growth areas. If developers understand where growth areas are located, communities and local governments will see more investment from developers where it is desired, and developers will know where to focus their attention for greatest community benefit.

ACTION STEPS

IMMEDIATE (0-6 MONTHS)

1. Establish a York County "Developer's Roundtable" of private/public developers, real estate brokers, and investors, as well as YCEA's Executive Director and board, to coordinate on development opportunities and better understand where and what type of development is desired by and beneficial to the community. Ensure YCEA is the "front door" for investors and developers, who can then coordinate with utility companies and other stakeholders.

SHORT TERM (1-2 YEARS)

2. Reconvene the stakeholder group to strengthen public-private collaboration around specific development projects as they materialize.

3. Broaden the conversation to include educational and workforce partners so workforce development is aligned with infrastructural development (and vice versa).

LONG TERM (3-5 YEARS)

4. Improve and expand the accessibility of data and growth area information so there is continued coordination between public and private entities.
5. Advocate at the state and federal level for more public dollars to incentivize collaboration to improve infrastructure in the city and across the county, where appropriate.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
Developer's Roundtable – made up of private/public developers, real estate brokers, investors, and YCEA's Executive Director and board	■		
YCEA		■	
YCPC			■
Local Government Advisory Council			■
Municipalities			■
Elected Officials			■
School Districts			■
Workforce Development Partners			■
State and Federal Funders			■

STRATEGY 3

ENCOURAGE REDEVELOPMENT AND INCREASED DENSITY TO MAKE MARKET-RATE, WORKFORCE HOUSING MORE AFFORDABLE

As the population and demand for housing grows, residential zoning in parts of York County could be updated and modernized to allow for mixed use development, increased density, and other mechanisms that would reduce the cost of building, encourage redevelopment, and ultimately increase the number of available and affordable housing options for working families.

ACTION STEPS

IMMEDIATE (0-6 MONTHS)

1. Complete an updated inventory of available York County and City of York RDA properties and hubs via the county's open data portal, creating a "living map" of York County that is technology based, accessible to the public, and user friendly.
2. Conduct a needs assessment to determine what housing is needed throughout York County. Engage the Land Bank and Redevelopment Authority. Conduct a gap analysis comparing the demand to the available inventory.
3. Launch an education and awareness campaign to reframe the term affordable and break down myths about who needs affordable housing. Highlight living wage workers and aging residents.
 - Include and contrast the definitions of gentrification, revitalization, and redevelopment.
 - Tap respected community organizations to participate. The YMCA came up as the most trusted organization in York City and also does relevant development work.
4. Explore employer-assisted housing programs with both large and smaller employers in the county, whereby an employer puts money into closing costs on homes that are developed nearby. The Realtors Association of York and Adams County explored this 10 years ago, and York College is engaged in this work. Highlight these examples as a great way to keep employers engaged in the community and keep communities livable for local inhabitants.
5. Develop a plan to increase homeownership throughout the city by making financing more available. Use this plan as a preventative measure to mitigate evictions and homelessness that will occur

HOUSING DEMAND BY POPULATION PROJECTIONS

	POPULATION	HOUSEHOLDS 2.62 per household in 2018 2.48 per household in 2030	HOUSING UNIT DEMAND 8% Vacancy (2018)
2018 - BASELINE Census ACS	448,273	171,244	184,880
2030 - LOW ESTIMATE Fourth Economy Projections	455,000 + 6,727	183,468 + 12,224	198,077 + 13,197
2030 - HIGH ESTIMATE YCPC Projections	504,958 + 56,685	203,612 + 32,368	219,826 + 34,946

Source: Census ACS, 2018. Population Projections from YCPC and Fourth Economy. Households and Housing Unit Demand Projections from Fourth Economy.

due to COVID-19 job loss. Tap the fund available for COVID-19 recovery. Explore other sources of funding, such as the Rotary Club, state and federal grants, corporate foundations, and national organizations like the Incremental Development Alliance.

SHORT TERM (1-2 YEARS)

6. Develop a regional approach to meeting York County's need for housing.
 - Establish a diversified planning team for each municipality that can speak to diverse audiences. Host meetings in local areas where stakeholders are located, like schools, churches, and nonprofits, rather than in a location that is inaccessible. Engage diverse constituents, such as Embracing Aging and YCPC's senior initiatives group, community groups, and neighborhood associations.
 - Launch YCPC's public involvement plan to circulate information using its website, social media, and public meetings.
 - Consult the inventory described above to plan for the location of housing relative to amenities, transportation, and jobs.
7. Work with YCPC, the Local Government Advisory Committee, local municipalities, and the Zoning & Building Permit Officials Association to review current zoning regulations.
 - Work on improvement and removal of the codes and regulations that are not working and meeting 2020 needs. For example, review definitions of "family" in zoning ordinances – expand upon the definition of family to reduce biases that impact nontraditional households.
 - Enforce existing regulations that are in place, and improve compliance with property maintenance codes to improve quality. The census shows there is dilapidated housing in the city.
8. Explore costs to construct/provide affordable housing at a block by block or neighborhood by neighborhood level, rather than parcel by parcel level.
 - Identify partners (public/private) who are interested or able to provide/build housing – for example, the York Area Housing Group.
9. Explore a regional tax mechanism to spread and reduce cost burdens to support owner-occupied homes.

LONG TERM (3-5 YEARS)

10. Prioritize renovation over new builds. Identify which blocks to target and establish a timeline.
11. Continue to review county growth management boundaries.
12. Relax restrictions on two-family and multi-family dwellings.
13. Advocate for reassessment of affordable housing tax credit application scoring in York County.
14. Develop a plan to assist developers as/if needed.

STAKEHOLDERS

	CATALYST	CONVENER	CHAMPION
YCPC	▪	▪	
Land Bank	▪	▪	
Redevelopment Authority	▪	▪	
YMCA		▪	
Realtors Association of York and Adams County			▪
York College			▪
Embracing Aging and YCPC's senior initiatives group			▪
Local Government Advisory Committee			▪
City of York			▪
YCZBPOA			▪
York Area Housing Group			▪
York County Housing and Community Development Loan Committee			▪
Nonprofits			▪
School Districts			▪

ENTREPRENEURIAL METRICS

QUANTITATIVE METRICS	SOURCE OF INFORMATION
Reduction in percent of people paying 30% or more on housing	Census ACS
Higher rate of development within established growth areas	Building permits by municipality

PROCESS METRICS	SOURCE OF INFORMATION
Increase visibility of York County's publicly accessible map of available parcels in growth and investment areas	Clicks, page views, searches, time spent on site
Increased number of units of workforce housing, accessory dwelling units, and rehabbed homes that are high quality and affordable for workers, families, and seniors across York County	Needs assessment Census measures improvements in housing stock quality
Increase in quality affordable housing located within walking distance to grocery stores, doctors offices, libraries, and public transportation	Walkscore in each municipality



As York embarks on the next ten years, it must rely on its strengths while embracing a changing industrial and social landscape to effectively enhance quality of life for those who live, learn, and work in York County.

Stakeholders county-wide worked together to bring this plan's vision and strategies to light. It will take the same collaborative spirit to implement the recommendations enclosed. The generosity and collective pride shared by those who call York home will power the plan's implementation as it evolves over the coming decade. Ensuring the county grows equitably is critical – **there can be no true progress if success is not shared by all.** York County organizations have already made progress in creating new mechanisms to embrace diversity and prioritize inclusion, and will commit to putting this at the forefront of all actions taken toward economic development in the future.

As York seeks to amplify its reputation across the Mid-Atlantic region, it will do so by enhancing and showcasing its quality job and entrepreneurial opportunities; positive climate for healthcare, manufacturing, construction, and technology companies; diverse cultural attractions and top-notch recreational amenities; bustling urban centers; and bucolic rural environments.

York County's past makes it what it is: a uniquely industrious, historic, and ambitious community. The future, shaped by a growing diversity of peoples, cultures, and emerging occupations in growing industries, will solidify York's place in the region and provide opportunities for all to thrive.

APPENDIX

ACRONYMS AND ABBREVIATIONS

ALICE - Asset Limited, Income Constrained, Employed. Created by the United Way as a new way of defining and understanding the struggles of households that earn above the Federal Poverty Level, but not enough to afford a bare-bones household budget.

CDFI - Community Development Financial Institutions

CRC - Confronting Racism Coalition

CPC - Community Progress Council (York County's community action agency)

CVB - Explore York (Convention & Visitors Bureau)

DCED - Pennsylvania Department of Community and Economic Development

EAP - Economic Action Plan

ERG - Employee Resource Groups (i.e., affinity groups)

HACC - Harrisburg Area Community College

LGAC - Local Government Advisory Committee

PHEAA - The Pennsylvania Higher Education Assistance Agency

PSU - Penn State University

SBA - Small Business Administration

SBDC - Small Business Development Center

SCPAWorks - South Central Workforce Investment Board

SHRM - Society of Human Resource Managers

STEAM - Science, Technology, Engineering, Art, and Mathematics

YAMPO - York Area Metropolitan Planning Organization

YARD - York Area Recreation Directors

YCZBPOA - York County Zoning and Building Permit Officials Association

YCCF - York County Community Foundation

YCEA - York County Economic Alliance

YCPC - York County Planning Commission

YORK COUNTY

ECONOMIC ACTION PLAN



PLAN DEVELOPED, WRITTEN, AND DESIGNED BY FOURTH ECONOMY

 **FOURTH**
ECONOMY
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YORK COUNTY
ECONOMIC ACTION PLAN