

### LancasterProsper Planning Committee

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Rev. Edward Bailey	Bethel AME Church
Ronald T. Bailey	Lancaster County Planning Commission
Thomas T. Baldrige	The Lancaster Chamber of Commerce & Industry
Daniel Betancourt	Community First Fund
Michael Brubaker	The Brubaker Corporation
Frank A. Christoffel III	Lancaster County Association of Realtors
Nevin D. Cooley	High Real Estate Group
Dr. Michael Curley	Lancaster County Career and Technology Center
Thomas P. Dautrich	Bank of Lancaster County
James Deitch	American Home Bank
Hon. Julianne Dickson	State Farm Insurance and Lancaster City Council
Hon. Ronald Ford	County of Lancaster
John A. Fry	Franklin & Marshall College
Lowell Fry	Fulton Bank and Rapho Township Board of Supervisors
Carlos Graupera	Spanish American Civic Association
Alexander Henderson III, Esq.	Hartman Underhill & Brubaker LLP
Hon. Molly Henderson	County Commissioner-Elect
Terry Kauffman	Mount Joy Borough
David R. Keller, Esq.	Barley Snyder
Charles H. Maneval III	City of Lancaster
Jessica H. May	National Bearings Company
Dr. Francine G. McNairy	Millersville University of Pennsylvania
Wendy Nagle	Pennsylvania Dutch Convention & Visitors Bureau
Timothy W. Peters	Warfel Construction Company
John H. Rose	Horst Group
G. William Ruhl	D&E Communications, Inc.
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Dr. Carol Saylor	Manheim Central School District
Hon. Howard "Pete" Shaub	County of Lancaster
Scott J. Sheely	Lancaster County Workforce Investment Board
Hon. Dick Shellenberger	County Commissioner-Elect
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James Smucker	Bird-In-Hand Corporation
Hon. Paul Thibault	County of Lancaster
Phillip R. Wenger	Isaac's Restaurant & Deli
Michael J. Winn	R.R. Donnelley
Michael A. Young	Lancaster General Hospital

### Consultants

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### LancasterProsper Steering Committee

Timothy W. Peters, co-chair	Warfel Construction Company
Alexander Henderson III, co-chair	Hartman Underhill & Brubaker LLP
R. Scott Smith, Jr.	Fulton Financial Corporation
Hon. Paul Thibault	County of Lancaster
John H. Rose	Horst Group
Thomas T. Baldrige	The Lancaster Chamber of Commerce & Industry

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## Lancaster PROSPERS

<http://www.edclancaster.com/lancasterprospers>



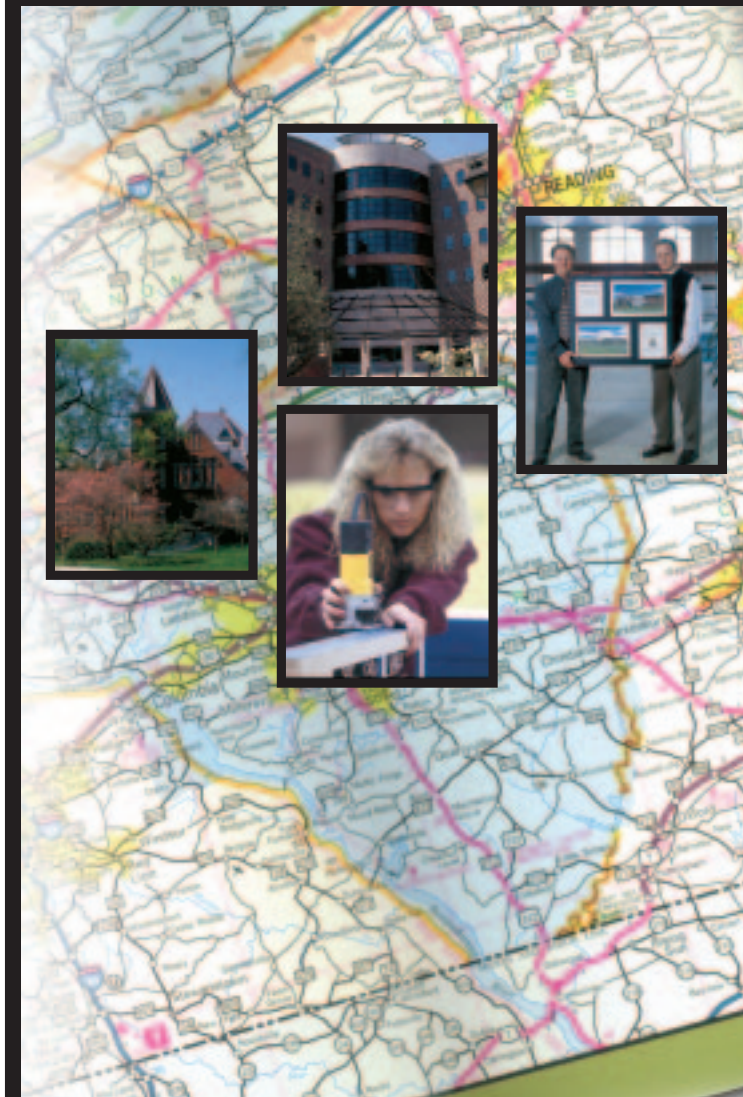
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# Lancaster PROSPERS

## Strategy & Action Plan Summary

January, 2004



[www.edclancaster.com/lancasterprospers](http://www.edclancaster.com/lancasterprospers)

## A Call to Action

**LancasterProsper**s is a countywide initiative sponsored by the Economic Development Company of Lancaster County and EDC Finance Corporation to identify the critical challenges threatening Lancaster County's prosperity;

**“well-managed, quality economic growth is necessary to maintain Lancaster's current and future prosperity.”**

to develop a new economic vision for Lancaster; and to create a countywide economic-development strategy to serve as a roadmap for the region's future.

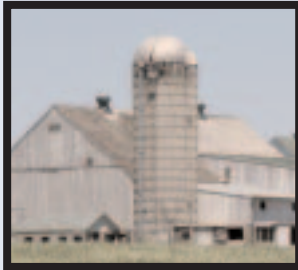
Lancaster's future economic prosperity is uncertain unless County leaders and citizens make critical investments and development decisions today. Begun in early 2003, LancasterProsper created a process

whereby community leaders identified crucial economic development challenges and, more importantly, devised effective and feasible solutions. LancasterProsper identified these challenges to future prosperity in Lancaster County:

- Fragmentation in decision-making, especially as it affects economic development
- Insufficient innovation and skills in the County's workforce
- Missing amenities in urban centers—such as facilities for knowledge-intensive firms and entertainment options—that would attract and retain a young, vibrant, and diverse workforce.

While these critical challenges cannot be fixed overnight, the County can continue to prosper if we work together to build on our existing economic advantages. With input from more than 100 citizen leaders, the 39-member LancasterProsper Planning Committee developed an economic vision, articulated a set of values, and established a set of goals designed to frame a proactive economic development course.

**LancasterProsper's next step will be to build a broad community consensus around the philosophy that well-managed, quality economic growth is necessary to maintain Lancaster's current and future prosperity.**



## Our Vision

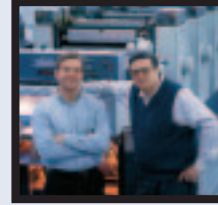
Encourage economic growth of existing and new businesses. We believe that in 20 years, Lancaster County will be:

- **A county where business and community leaders share common values** about its economic future
- **A national leader** in economic innovation
- **A highly attractive community** to a future generation of citizens

## Our Values

Lancaster County's leadership and citizens should:

- Embrace the region's unique heritage
- Acknowledge that economic change and demographic diversity can create new regional strengths
- Encourage new ideas and a willingness to take risk
- Retain local control of economic development decisions, while collaborating as a partner in larger regional initiatives
- Build upon our existing economic base by innovating in how and what we make
- Foster emerging enterprises
- Support revitalizing our urban areas to help preserve our land assets and to create appealing places for younger workers



## Our Goals

These seven goals will guide us in achieving our vision and values:

- Goal 1:** Lead or participate in **critical regional initiatives** that are important to the future of the County
- Goal 2:** **Build collaboration and enhance coordination** across the County's diverse communities in support of economic development
- Goal 3:** **More effectively market Lancaster County** by building on the region's unique heritage and existing strengths
- Goal 4:** **Foster innovation** that will result in new commercial enterprises and activities
- Goal 5:** Prepare a **more highly skilled and educated** local workforce
- Goal 6:** **Support entrepreneurship** as a tool for growing locally-owned enterprises
- Goal 7:** Create an attractive and **vibrant urban environment** for a diverse community of talented workers



## Our Strategies

The LancasterProsper process has created a mechanism to achieve our goals through the following strategies:

### Strategy 1: Collaborate on Regional Initiatives

Identify and participate in regional efforts of critical importance to economic development in the County

### Strategy 2: Establish an Economic Research Capacity for the County/Region

Define economic policy information needs and develop the capacity to answer those questions for decision makers in a credible manner

### Strategy 3: Develop a Countywide Economic Development Marketing Plan

Create a proactive marketing and branding effort that describes the County's role in a regional context

### Strategy 4: Facilitate Collaboration in Support of a Research and Development Center

Develop the capabilities to conduct targeted research by linking the County's existing higher education institutions and tapping external resources

### Strategy 5: Support the Formation of Industry-driven Centers of Excellence

Encourage collaborations among firms in targeted existing industries to identify new training and technology needs

### Strategy 6: Coordinate a Comprehensive Approach in Support of Entrepreneurship

Develop a strategy aimed at integrating myriad existing efforts and building mechanisms supporting new entrepreneurial formations

### Strategy 7: Develop Urban Centers as Attractive Places to Live, Work and Play

Support a series of high-profile projects designed to increase social and entertainment activities in the City of Lancaster and encourage residential and commercial development in the County's urban areas



## Implementation

The LancasterProsper Planning Committee felt strongly that this effort should not conclude with the creation of yet another formal entity to oversee implementation of the recommended strategies. As a result, the **Planning Committee** will begin the implementation process by assigning responsibility for the individual **Strategies** to appropriate **existing organizations** which, in turn, will assemble **Action Committees** to address each specific Strategy. EDC will serve as the **Coordinator** of this process and will examine its internal structure to consider the broad, community-based makeup needed to continue this process into the future.

The full LancasterProsper Strategy & Action Plan can be viewed and downloaded at <http://www.edclancaster.com/lancasterprosper>

