

2017-2019 Strategic Plan for EDC

Fall 2016 Context: The three-year strategic plan provides an opportunity to reposition the role of EDC, facilitated by new leadership (board and executive) and evolving effective economic development practices, to focus on the tri-part goal of “growth, prosperity, and inclusion.” (A. Liu, Brookings Institute, 2016.)

EDC seeks to advance Lancaster County’s economic development to more fully realize the County’s potential (growth) - sustainably over time (prosperity) - to benefit the community as a whole (inclusion).

EDC Mission

Enhance the economic well-being of Lancaster County
by bringing together business resources, capital and government
for selective, measurable and sustainable growth.

Drivers of the 2017-2019 Strategic Plan

Leadership
Collaboration
Communication
Prioritization
Responsiveness
Measurement

2017-2019 Strategic Plan for EDC

1. Intentionally cultivating, retaining and expanding industry.

Based on EDC's own experiences and pursuing current best economic development practices, EDC will focus on providing meaningful support to notable industry clusters that exist locally, while strengthening its overall emphasis of business retention and expansion activities and executing highly qualified business attraction.

By 2019, EDC will have:

- a. Expanded its portfolio of qualified business retention, expansion and recruitment customers
- b. Built relationships within target industry segments (e.g. live events, agri-business and food processing) directly with companies in the industry, and vertically via critical supply chain elements
- c. Cultivated a deep understanding within each industry segment lifting up opportunities, threats and barriers
- d. Created a communications strategy to maintain ongoing relationships focused on solution-based, practical tools to cultivate, retain and expand key industry segments
- e. Implemented a sustainable business retention/expansion call program and toolkit of assistance

Success Indicators:

- Industry segment leaders identify EDC as a partner and champion of their niche (Goal: Baseline established in 2018 via annual survey. Metrics include engagement, accessibility, expertise, specific value-add in the last year.)
- EDC's involvement has contributed to a) job growth; b) capital investment; c) reduced risk of losses/departures in key industry and community segments (Goal: Industry cluster are mapped and quantified for baseline and tracking purposes.)
- EDC begins highly selective targeted business recruitment within key industry segments (Goal: Contact with 3-5 prospective companies in lead industry sectors.)

2. Influencing and/or leading systemic responses to specific opportunities and threats to economic growth and stability.

Lancaster County has demonstrated its ability to come together and solve problems when key partners are engaged and aligned around a specific outcome(s). In other areas, however, efforts are fragmented due to siloed funding streams, lack of integrated planning and poor coordination/collaboration. EDC will play a leadership role, provide influence and/or support to efforts that accelerate the implementation of systemic improvements in key areas of economic development including land use; real estate development and infrastructure (i.e., transportation, water, sewer); workforce development; redevelopment of boroughs; regulatory issues; and affordable housing. (See Appendix A.)

By 2019, EDC will have:

- a. Leveraged its organizational assets (i.e., research and analysis capacity, financing) to accelerate coordinate responses to identified challenges
- b. Contributed to the development of shared priorities and specific outcomes, offering its research function as a vehicle for accountability and measurement
- c. Facilitated a network approach to problem-solving by serving as a convener, facilitator and trusted partner and be viewed as a County-wide community leader pursuing solutions-oriented strategies that help drive Lancaster's overall economic well-being

Success Indicators:

- Visible progress made in advancing key priorities to region's long-term economic viability, with funds leveraged in support of advancing key priority.
- Improved internal capacity around system-building, leadership and project management.
- Organizational collaborations and partnerships are quantifiable.

3. Providing and analyzing robust economic information as a core foundation to strengthen the regional economy.

Currently, there is a dearth of readily accessible, current data to guide and inform decision-making as it relates to economic development. By developing the Center for Regional Analysis, EDC will cultivate a data-driven decision-making practice that will not only inform its own organizational priorities and investments, but also the region's.

By 2019, EDC will have:

- a. Operationalized the Center for Regional Analysis
- b. Identified and conducted key areas of investigation to advance critical knowledge gaps
- c. Utilized analyses to advance EDC's retention, expansion and recruitment efforts
- d. Disseminated timely, useful data to inform work broadly

Success indicators:

- EDC poised as a thought leader, strategically using research and analysis to establish priorities and measure progress over time (Goal: 1 -2 high profile reports released with similar quantitative uptake measures as below)
- EDC's research and analysis utilized by diverse partners to advance their own work (Goal: # of media impressions, shares, subscribers; Outcome/Impact Goal: 1-2 changed practices and/or policies indicating that research has been integrated – can be qualitative, case study focused)
- Applied Research Center is generating revenue (Goal: \$100K in 2019)

4. Aligning and growing EDC's competencies, resources and tools to reflect its strategic priorities and to strengthen financial sustainability.

The strategies outlined above align EDC with the best practices in the industry today, and reflect a sizable shift in focus from EDC's history. To be successful, EDC needs to ensure that internally its team has the right competencies and that appropriate tools and resources are in place.

By 2019, EDC will have:

- a. Expanded staff competencies particularly in the areas of project management, leadership and influence, research and analysis, and communications
- b. Diversified and added revenue streams
- c. Added capacity through partner collaboration at 115 East King

Success Indicators:

- Added 5-6 FTE's
- Increased annual revenue by \$500K
- Diversified its revenue year-over-year

Appendix A: Sample Economic Growth & Stability Challenges and Opportunities

- Land Use: How limited is the inventory of commercial/industrial sites relative to demand, targeted growth sectors and retention needs?
- Infrastructure: How much capacity for growth exists with our current water/sewer infrastructure? How do scheduled transportation improvements align/support economic growth and development?
- Redevelopment: What opportunities exist to channel growth into the County's 18 boroughs? What is the inventory of industrial product that is becoming functionally obsolete?
- Regulation: How do we accelerate the implementation of best management practices to impact our local clean water? What role should EDC play to support expedited review of NPDES permits?
- Resources/Tools for Economic Development: How can EDC tap and utilize econ development financing tools beyond what EDC Finance has available (i.e. DCED, EDA, USDA, PennDOT/USDOT, PennVest, impact investing)
- Planning: How can a County-wide economic development plan be implemented?