

Forty years worth of jobs!

The story of the Economic Development Company of Lancaster County

———— 1960-2000 ————



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The year 2000 marks a major milestone for the Economic Development Company of Lancaster County: the fortieth anniversary since its founding.

Quietly, effectively, often behind the scenes, this 501(c)(6) not-for-profit corporation does its good work for the people and businesses of Lancaster County and elsewhere.

Here is its story.

Where would Lancaster County be without its Economic Development Company?

It's a question worth thinking about. Lancaster County, in the rolling countryside of southeastern Pennsylvania, has so much going for it. A solid, dependable workforce. Easy accessibility to major markets such as Philadelphia, New York, Baltimore, Washington, and Pittsburgh. A history of successful businesses going back about three centuries. Diverse cultural and other attractions that help make it a fine place to raise a family. A growth that's nourished not only by industry but also by agriculture and tourism, which helps it traverse the bumps that can occur in any community's economic cycles.

This area offers so much. It probably would have done well on its own.

But it's difficult to imagine that it could have come as far as it has without the benefits provided by the Economic Development Company (EDC). For a full forty years, the EDC's staff and its members—men and women representing business and industry, government, and education—have

worked with dedication toward providing and retaining desirable jobs in Lancaster County. Jobs. That's what the EDC is all about. By now it has affected hundreds of thousands of them, as it has worked with hundreds of companies to find success in Lancaster County.

A meaningful mission statement

Building on prior expressions of the corporation's objectives, this statement adopted in the mid-1990s says it well:

"The mission of the Economic Development Company of Lancaster County is to enhance the physical and economic well-being of Lancaster County by bringing together the essential elements affecting modern business—human resources, capital, and government—in an environment of responsible and orderly change."

From its very founding, the EDC has been busy at this task. And its forty-year history is studded with success stories. This brief history can't encompass them all. But read on for examples that illustrate how, decade by decade, the EDC does its good work.



Far left: A happy moment in the EDC's history occurred in 1960, when Henry F. Huth and William Shand of the Industrial Development Company broke ground for an industrial park, the new organization's first major venture. **Left:** Even before the property was fully developed, the site of the Lancaster-Hempfield Industrial Park offered access to major highways.

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The 1960s:

A promising start, with prompt results

As the 1950s, the first full decade since the end of World War II, were coming to a close, the United States was still trying to assemble the pieces of a peacetime economy. Some of the

pieces fit, some didn't. But it was increasingly clear that the nation was on the brink of boom times.

Returning war veterans, many with newly established households and newly acquired college degrees gained through the GI Bill, were recognizing the needs of their growing families. They were ready to go where the jobs were.

States and communities were beginning to compete with one another to attract job-producing industries. And government officials, at various levels, were waking up to this competition and wondering whether they could help.

It was within this setting that a group of far-sighted citizens were asking what could be done to assure that Lancaster County didn't lose out to other areas of the country. Already in place was the Industrial Development Bureau of the Lancaster Chamber of Commerce. It had been effective within the limits of its charter. What was needed now was an organization that could spread its wings over a wider area, one that could work full-time at assuring Lancaster County's ability to attract desirable new jobs to the area and to retain those already here

In August 1960 came the answer: the establishment of the Industrial Development Company of Lancaster County. After that, the status would never again be quo!

The founders of the Industrial Development Company were J. F. Aierstock, Kendig C. Bare, I. Z. Buckwalter, H. Clay Burkholder, G. H. Effing, A. Hugh Forster, David E. Good, Henry F. Huth,

Edward J. Kessler, A. Kenneth Mann, Jr., Gerald L. Molloy, William Shand, Robert R. Shoemaker, J. Hale Steinman, and G. T. Storb. Under the leadership of Shand, selected as their first president, these charter members had plenty of ideas to work with, and they wasted little time putting them into effect. First they needed seed money, and this they gathered by asking community-minded businesses and individuals for loans that eventually would total about \$200,000. (These loans, which carried modest interest rates of 5 percent, were redeemed in the mid-1970s.) Once the seed money was in hand, the founders went to work.

Because in the 1960s private investors were showing little interest in the development of industrial parks in Lancaster County, the Industrial Development Company undertook its first major investment: over a period of three years it acquired about 150 acres of prime industrial land in East and West Hempfield Townships, about four miles west of the City of Lancaster. This would become the site of the Lancaster-Hempfield Industrial Park, which in the spring of 1964 was dedicated by local civic and public officials. The Industrial Development Company was also instrumental in arranging for the Centerville Road interchange to be added to Route 30, so the new industrial park could be provided with better access.

Allied Mills, Inc., of Chicago, was the first industry to select a location in the new park. Its new plant, on a six-acre portion of the property, was set up to process and distribute animal and poultry feeds.

To attract other industrial tenants,



Hamilton Watch Company was one of the county's major employers in the 1960s. The "top 10" list would change dramatically over the next 40 years! **Lower left:** Offered for sale at the EDC's Lancaster-Hempfield Industrial Park was a new "shell building" that a business purchaser could modify for its own special needs.



John H. Wickersham Engineering & Construction, Inc., was commissioned to erect a 30,000-square-foot "shell building" in the park. It offered two walls, a concrete floor, a roof, and nothing more. This innovative approach was designed to provide a quick start to a manufacturer that wanted a building quickly, with provisions to complete or expand the shell building to that manufacturer's own special needs.

Later in the 1960s, the Industrial Development Company purchased from the U.S. Government, for \$1.9 million, about 250 acres of the former

Marietta Air Force Depot, in an economically depressed area of western Lancaster County. Armstrong Cork Company (now known as Armstrong World Industries, Inc.) leased this property, later purchasing it. In 1967 Armstrong turned a portion of the site into a manufacturing plant for carpet products, which at its peak would provide employment for about 800 men and women.

The game was on, and more was to come. Much more.



Lancaster County's Top Ten Industrial Employers—1960

Name	Employment
1. Armstrong Cork Company (flooring)	5,850
2. Radio Corporation of America (television tubes).....	3,500
3. Hamilton Watch Company (watches and clocks)	1,750
4. Schick, Inc. (electric shavers and hair dryers).....	800
5. Hubley Manufacturing Company (toys).....	700
6. Bearings Company of America Division of Federal Mogul Corporation (ball bearings) ...	600
7. Lancaster Newspapers, Inc. (publishing and printing)	500
8. Penn Dairies, Inc. (ice cream and dairy products)	450
9. Quaker State Metals Company (aluminum products).....	450
10. DeWalt, Inc. (radial saw machinery)	400

Upper left: In its early years, the Industrial Development Company ran ads such as these in *Business Week*, *The Wall Street Journal*, and other business publications to call attention to Lancaster County's promise. **Lower left:** Schick, Inc., was taking advantage of Lancaster's stable, productive employee force in the 1960s, the period to which the EDC traces its roots.

The 1970s:

Center-city Lancaster takes center stage

The 1970s opened with a rollicking, robust national economy, despite the troublesome reality of soft spots beginning to appear in certain areas. In Lancaster County, the work of the Industrial Development Company was beginning to show results in positive ways. Among all counties in Pennsylvania, Lancaster County year by year was at or near the top in the listing of those with the lowest unemployment rate.

Hardly had the new decade started when Marietta received another shot of vitamins. Armstrong began development of a second manufacturing plant at its site, this one for the production of ceiling materials for commercial and institutional buildings. It would become almost as large as the carpet plant, eventually employing as many as 700 persons.

In 1975 the last remaining piece of property in the Lancaster-Hempfield Industrial Park was sold, fulfilling the promise of the Industrial Development Company's initial venture. At its completion,

the park spread over 300 acres, about double its initial size. Companies occupying sites in the park at one time or another included Allied Mills, Inc., Atlas Valve Company, Continental Can, Heil Company, K-D Manufacturing, Mohawk Rubber Company, Penn State Container Corporation, Penn-Chem, Pennfield Corporation, Ralston-Purina Company, Raymond Products Company, T. R. Davis, Inc., and Unlimited Industries.

Two years later the name of the Industrial Development Company was changed to the Economic Development Company of Lancaster County, to better reflect its broader scope.

Another milestone was reached when EDC attracted Kellogg's to construct a sizable plant west of Lancaster. It had worked with Kellogg's for 2 years, acquiring options on land to facilitate the project.

As was true with many another city, the core of the City of Lancaster was showing the warps and wrinkles of old age. Some efforts had been made to alleviate such problems but with little significant effect. Now the EDC was beginning to take a closer look at downtown, with its special problems. In 1973 it brought in a team of urban specialists to study what might be done to

improve center-city conditions.

Their recommendations led to the formation of the Greater Lancaster Corporation and a succession of

similarly oriented organizations. These comprised leaders from the business community, government, and education who were dedicated to seeing the City of Lancaster, especially its downtown heart, make continuing progress.

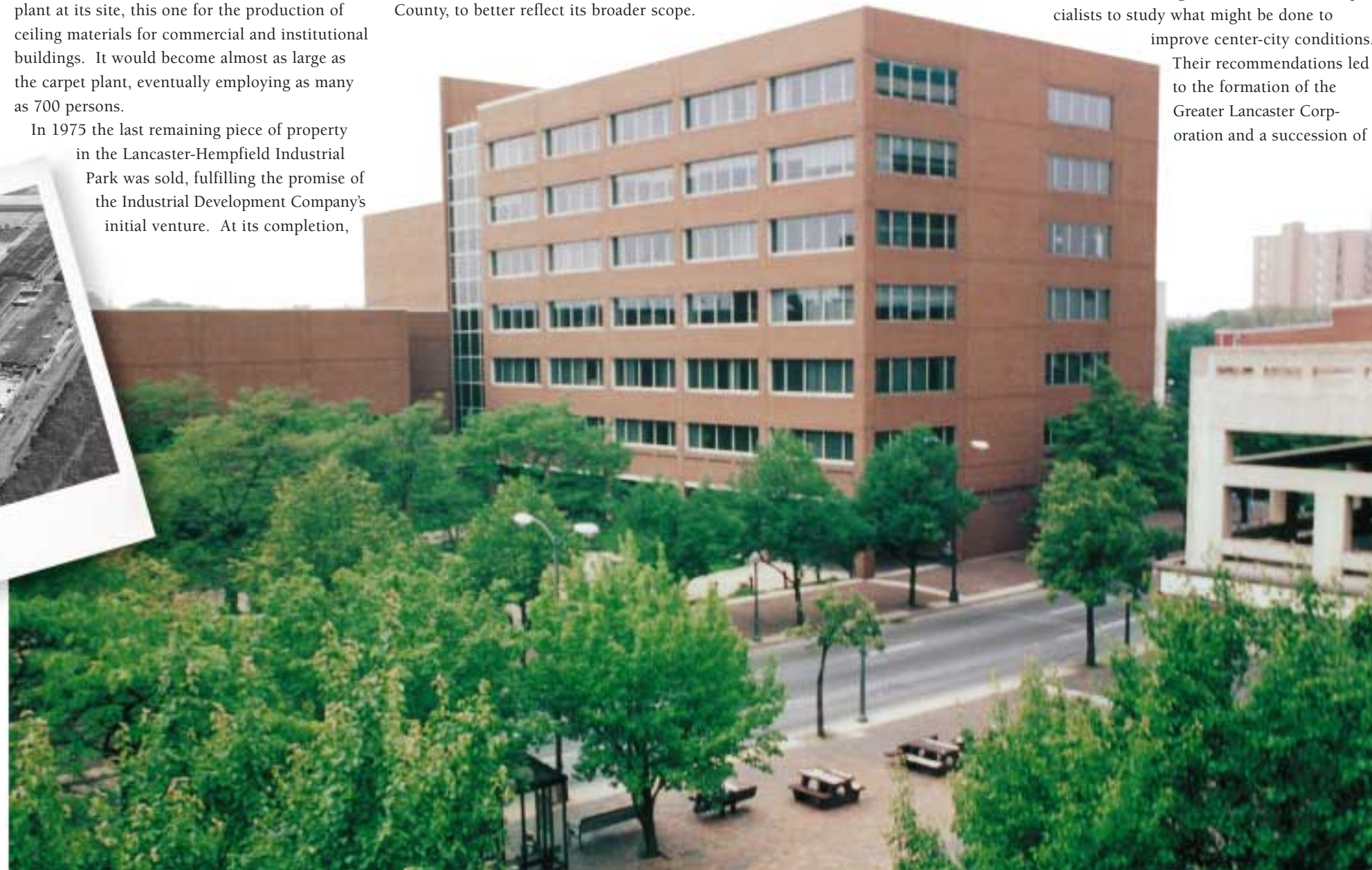
The EDC was doing other work, too. Consolidating a \$300,000 pool of private funds, the organization became a major financier of improvements in the downtown area. Leading this effort was a program aimed at improvements in building facades, with Bash Jewelers the first business to take part.

Then came a truly major step for center-city Lancaster. The EDC purchased a tract on the west side of the second block of North Queen Street. It paid \$600,000 to buy the land, \$36,000 to demolish a nonworking fountain across the street, and another \$80,000 to raze an existing concrete structure and prepare the tract for building. On this Lancaster Square site National Central Bank (now First Union National Bank) erected a headquarters building and, at the other end of the block, Armstrong put up a multistoried office building and a new Interior Design Studios building. To the revitalization of downtown Lancaster had been added a major infusion of architecture, money, and people.

Increasingly during this period, the EDC was developing partnerships with others—for example, with the City of Lancaster and with The Lancaster Chamber of Commerce and Industry—in providing the impetus for the Greater Lancaster Corporation, which facilitated City redevelopment projects from 1975 through 1980. The EDC was finding ways to work with private enterprise in a series of efforts, large and small, to advance the economic health of the community.



Above: The EDC acquired the former Air Force depot in Marietta, then sold it to Armstrong for manufacturing use. During the 1970s, the company, which had first developed a carpet plant on the site, opened a second plant there, this one for the production of acoustical ceiling materials.



Left: In the City of Lancaster, the EDC purchased property on North Queen Street. On this Lancaster Square site, National Central Bank and Armstrong erected three sizable buildings; and the employment these provided helped to reinvigorate the center-city area.



The 1980s:

Finding and facilitating new funding

Problems never end. They just change their faces.

In the 1980s the United States encountered economic slumps, caused in part by energy shortages, and Lancaster County was feeling the downdrafts. Clearly, the Economic Development Company had to reexamine its programs and its priorities if it was to fulfill its mission.

It was continuing its involvement with those areas of the county that needed help. Partly as a result of its success, an announcement was made in the latter part of the decade that Lancaster County was showing the strongest economic growth in the entire Commonwealth of Pennsylvania. During the period 1980 through 1987, Lancaster County had added about 5,000 new industrial jobs.

The challenges were still there, though. One block west of Lancaster Square, a problem was simmering. Lancaster's central post office had outgrown its building, and the U. S. Postal Service wanted to move its local headquarters to a larger structure on the outskirts of the city. But would that mean another vacancy in a major downtown building? Once again the Economic Development Company showed that it could act decisively. For \$275,000 it purchased the post office building and resold it to a local developer whose plans for the property included multi-tenant commercial and office usage. Additionally, the Postal Service entered into a long-term lease, retaining a service center in downtown



**ECONOMIC
DEVELOPMENT
COMPANY**
OF LANCASTER COUNTY

Below right: When the U. S. Postal Service decided to move its Lancaster headquarters to a building in the suburbs, the EDC purchased its downtown building, then sold it to a local developer for conversion into business offices (including the Postal Service's new Lancaster service center).



Lancaster for the convenience of businesses and citizens.

In 1987 the EDC Finance Corporation was created as an arm of the Economic Development Company. The purpose of the new entity was to administer in Lancaster County the Pennsylvania Industrial Development Authority (PIDA) and Pennsylvania Capital Loan Fund (PCLF) programs, the latter now known as the Small Business First program, which provide low-interest loans to new and expanding manufacturing firms. Among the first to apply was Brubaker Kitchens, for which the EDC Finance Corporation approved a \$100,000 PCLF loan. The EDC Finance Corporation soon was finding other means of assisting local businesses.

Meanwhile, the Economic Development Company guaranteed a \$275,000 line of credit for the Pennsylvania School of Art and Design. This enabled the school to expand and move into the Educators Mutual Insurance Company building in center-city Lancaster.

In 1988 the Economic Development Company sponsored the first Career Fair in Lancaster. The event brought together 1,200 job seekers and 43 industrial employers.

A year later the EDC co-sponsored another study of downtown Lancaster, a follow-up to the one that had been conducted in 1973. Out of the second study would come the establishment of a Downtown Investment District, aimed at making Lancaster a safer, cleaner, and generally more inviting city, and the formation of a leadership group of top businesspeople that would become known as the Lancaster Alliance. This structure in turn led to the Lancaster Campaign, a sustained, comprehensive effort to achieve community consensus in generating significant improvement in the center-city area.

As these moves suggest, the emphasis of the EDC was undergoing change. It had stretched its vision to include community development at a broader level, and the studies it was conducting or co-sponsoring were helping the EDC and others, including city and county officials, to define their strategies for the future.

That future would see new needs, new solutions.

Left: The Pennsylvania School of Art and Design was able to move into new, larger facilities in center-city Lancaster, thanks to a line of credit guaranteed by the EDC.

The 1990s:

Filling a role as facilitator

When the cork was popped to open the 1990s, Lancaster County was fizzing with a “let’s go” vitality. Heady new opportunities were on hand. Back in 1960, the year to which the Economic Development Company traces its origins, the county’s population had been about 278,000. By the end of the 1990s, that figure had dusted past 460,000. Growth means change, and the EDC was showing itself ready for that.

As measured by the number of companies assisted by the EDC in the successful completion of their projects, the last decade of the twentieth century recorded an unprecedented degree of activity. Such businesses included Kunzler & Company (with 462 jobs scheduled to be retained or added), J. Walter Miller Company (91), R. R. Donnelley & Sons Company (276), Diversified Data Services (84), Nichia America Corporation (18), Henry Schein, Inc. (350), Berk-Tek (450), Phillips Communication, Security & Imaging (443), and a number of other

companies. Firms assisted by the EDC during the 1990s invested over \$425 million in their Lancaster facilities and operations.

This was truly a decade of projects. But it was much more than that. The EDC was changing, expanding its scope, becoming increasingly able to deal with the sophisticated demands of its clients operating in the modern marketplace.

In 1990 it commissioned a study to assess the effects of development on Lancaster County’s economy and to generate a computerized model for use by the EDC and municipalities in projecting the impact of growth on various sectors of that economy.

In the early 1990s the leaders of the Economic Development Company decided to break away from a formal relationship with The Lancaster Chamber of Commerce and Industry, though the two organizations would maintain their spirit of cooperation. The EDC added people, and now

Below: Phillips Communication, Security & Imaging constructed this attractive building at Greenfield Corporate Center with assistance from the EDC.

for the first time, it had a full-time staff in place to deal with its responsibilities.

A new strategic plan called for broadening the EDC’s membership, and in response the organization launched an Associate Member campaign.

In the fall of 1991 the first Associate Member Breakfast was held, and successors to this event would become the EDC’s annual membership meetings.

Some Lancaster County businesses were beginning to recognize that opportunities for them existed outside the United States but that they lacked the contacts or the know-how to pursue them. The EDC saw that it could help, and it stepped in to do so. In 1995, in cooperation with D & E Telephone Company, it coordinated a business mission to Hungary, with five regional

firms participating. In addition, working in conjunction with the business faculty at Kutztown University, the EDC helped a number of local companies develop successful exporting programs.

As these activities show, while Lancaster County

moved through the decade of the ‘90s, the EDC was reflecting a new philosophy. It no longer had to serve as primary developer. Now it had the capability, especially the financing ability, to broaden its range. It could operate as a facilitator, and in this way it could have a greater beneficial impact on those businesses it served and on the economic health of Lancaster County.

Nearing the milestone of its first forty years of existence, the Economic Development Company of Lancaster County could look back with pride on four decades of progress.

As a new century began, employment in Lancaster County—once dominated by manufacturing companies (see table, page 3)—was characterized by new names, new industries. And the Economic Development Company was finding new challenges in such changes.

Left: Budapest was the primary destination when the EDC and the D & E Telephone Company arranged a business mission to Hungary, with five Lancaster County firms taking part.



Above: EDC aided Berk-Tek, a wire manufacturer, in the successful completion of a project that was scheduled to add or retain 450 jobs in the Lancaster County employment picture.



Lancaster County’s Top Ten Employers—2000

Name	Employment
1. Lancaster General Hospital (teaching hospital).....	3,350
2. R. R. Donnelley & Sons Company (commercial printing).....	3,250
3. Armstrong World Industries, Inc. (flooring and ceiling materials).....	3,200
4. County of Lancaster (government).....	1,998
5. High Industries, Inc. (construction, steel products, real estate).....	1,510
6. Tyson Foods, Inc. (poultry processing).....	1,400
7. New Holland North America (agricultural and construction equipment).....	1,300
8. Dart Container Corporation (foam and plastic containers).....	1,100
9. Grinnell Corporation (pipe fittings and ductile castings).....	1,018
10. Lancaster Regional Medical Center (health care facilities).....	1,000



By the year 2000, R. R. Donnelley & Sons Company, Inc., a printing company, had solidified its position as one of the area’s top employers.

The future:

Feet in the starting blocks, eyes on the horizon

As Lancaster entered the twenty-first century, its center-city area was brightened by an extensive enlargement being undertaken by Fulton Bank. And, basking in the optimism provided by this and other projects, the Economic Development Company of Lancaster County had more tools to work with than ever before.

In place was a network of businesses—Associate Members and other companies with which the EDC had worked in the successful completion of projects—and this could serve as the solid center for economic projects to come.

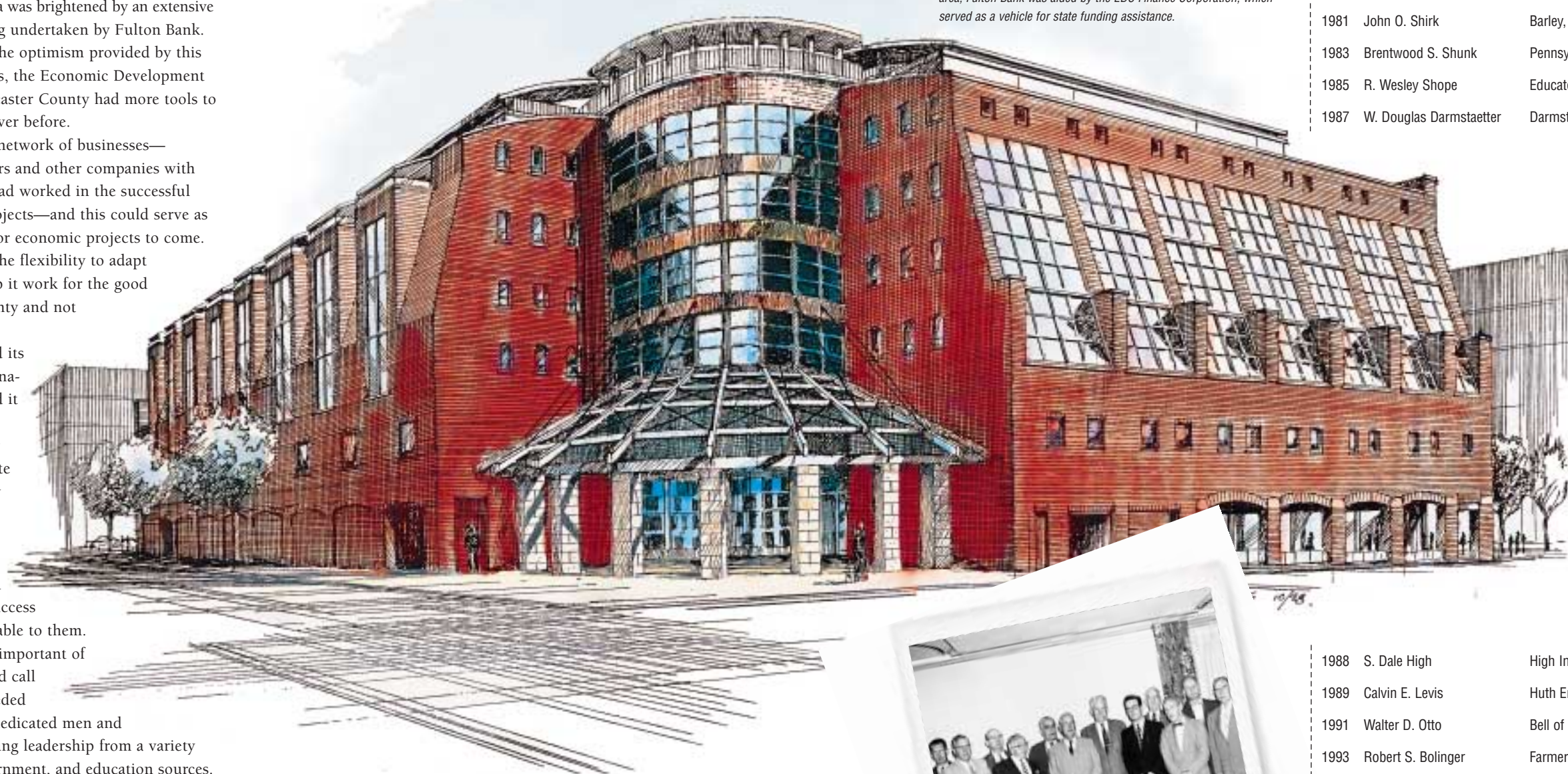
The EDC had the flexibility to adapt to change, to help it work for the good of Lancaster County and not against it.

It had extended its reach to the international scene. And it was ready to lead Lancaster County firms to participate in an increasingly global economy, building their awareness of opportunities and helping them to access the services available to them.

Probably most important of all, the EDC could call on the help it needed from a group of dedicated men and women representing leadership from a variety of business, government, and education sources. They have a confidence in tomorrow based on the successful accomplishments of yesterday.

As the Economic Development Company of Lancaster County prepares to take on the exciting potential offered by the years ahead, these are people who say, “Our hats are off for all that has been accomplished in the past. And our coats are off for the job that lies ahead!”

Again the EDC is on the move.



Below: As it undertook a sizable expansion in Lancaster, demonstrating its continued commitment to the economic health of the center-city area, Fulton Bank was aided by the EDC Finance Corporation, which served as a vehicle for state funding assistance.

EDC Presidents

1960	William Shand	Watt & Shand
1963	Henry F. Huth	Huth Engineers
1965	I. Z. Buckwalter	Lancaster Newspapers
1972	H. Clay Burkholder	Windolph, Burkholder, Stainton & Gray
1975	C. Edwin Ireland	Hamilton Watch
1978	Frank H. Simpson	Armstrong Cork Co.
1981	John O. Shirk	Barley, Snyder, Senft & Cohen
1983	Brentwood S. Shunk	Pennsylvania Power & Light Company
1985	R. Wesley Shope	Educators Mutual Insurance Company
1987	W. Douglas Darmstaetter	Darmstaetter's

40 years.
EDC We're all
business.



1988	S. Dale High	High Industries
1989	Calvin E. Levis	Huth Engineers
1991	Walter D. Otto	Bell of Pennsylvania
1993	Robert S. Bolinger	Farmers First Bank
1995	Kenneth G. Stoudt	Corporate Healthcare Strategies
1997	W. Kirk Liddell	Irex Corporation
1999	Jessica H. May	National Bearings Company

Left: When the founders of the Industrial Development Company gathered for this photograph in 1960, they could not possibly have known how much the IDC and its successor, the Economic Development Company, would be able to accomplish during the ensuing forty years.

**EDC Board Members
Past & Present**

J. F. Aierstock*	Conestoga National Bank
William E. Alexander	Lancaster County National Bank
Sen. Gibson E. Armstrong	Pennsylvania Senate
Thomas T. Baldrige	The Lancaster Chamber of Commerce & Industry
Kendig C. Bare*	Hemphill Noyes & Co.; Loeb Rhoades, Hornblower & Co.; Shearson Loeb Rhoades
William F. Bash	Bash Jewelers
Kenneth Bernhardt	Hamilton Technologies
Robert S. Bolinger	Farmers First Bank/Susquehanna Bancshares
I. Z. Buckwalter*	Lancaster Newspapers
John M. Buckwalter	Lancaster Newspapers
Frank F. Burgess	Lancaster Manufacturers Association
H. Clay Burkholder *	Windolph, Burkholder, and Stainton
Dr. Joseph A. Caputo	Millersville University of Pennsylvania
Henry C. Carl	Moffat Bearings Co.
George Coe	Mayor, City of Lancaster
Camilla L. Collova	Armstrong World Industries
Nevin D. Cooley	High Real Estate Group
Donald M. Cooper	Hamilton Bank
W. Douglas Darmstaetter	Darmstaetter's
George W. Davis	G.W. Davis Oil Co.
Joseph M. Del Tito	First Union National Bank
Lawrence A. Downing	PPL Utilities
G. H. Effing*	Farmers Bank and Trust Company
Michael G. Fessler	UGI Utilities
Richard R. Filling	Weinstock Assoc., Filling Apparelmaster
Harry L. Flick, Jr.	PA Dutch Visitors & Convention Bureau
A. Hugh Forster *	Armstrong Cork Company
John F. Garber Jr.	Penn Dairies
Robert D. Garner	Fulton Financial Corporation
Merl A. Gerdes, Jr.	Bell Telephone Company
David E. Good*	
Dr. Robert C. Gray	Franklin & Marshall College
John M. Hallgren	R.R. Donnelley & Sons Company
John L. Harrison	UGI Utilities
George H. Hartman, Jr.	Raub Supply
Alexander Henderson III	Hartman Underhill & Brubaker LLP
Lester H. Herr	Lancaster County National Bank
S. Dale High	High Industries
Calvin G. High	High Industries
Esther G. Holder	County of Lancaster
Clyde W. Horst	Horst Group
Donald B. Hostetter	Conestoga Savings & Loan Association
Henry F. Huth*	Huth Engineers
C. Edwin Ireland	Hamilton Watch
Robert W. Jones	UGI Corporation

Dean H. Keller	Lancaster Area Manufacturers Association
E. J. Kessler*	Armstrong Cork Company/Pennsylvania Senate
Joseph C. Krum	Pennsylvania Power & Light Company
Calvin E. Levis	Huth Engineers
James W. Liddell	AC&S
W. Kirk Liddell	Irex Corporation
Andrew F. Lucarelli, Esq.	Windolph, Burkholder and Hartman
Alexander D. Lumsden	Lumsden Corporation
A. Kenneth Mann, Jr.*	A.K. Mann Tobacco
Jessica H. May	National Bearings Company
Wilson D. McElhinny	Hamilton Bank
Clair R. McCollough	WGAL-TV
Gerald L. Molloy*	Lancaster Association of Commerce and Industry
C. Eugene Moore	Armstrong World Industries
Walter D. Otto	Bell of Pennsylvania
Charles Perella	Lancaster Association of Commerce and Industry
Timothy W. Peters	Warfel Construction Company
Nancy A. Roskos	Kuntz Leshar LLP
John H. Saeger	Pennsylvania Power & Light Company
Richard M. Scott	Mayor, City of Lancaster
William Shand*	Watt & Shand
John O. Shirk	Barley, Snyder, Senft & Cohen, LLC
Robert R. Shoemaker*	Stevens House
R. Wesley Shope	Educators Mutual Insurance Company
Brentwood S. Shunk	Pennsylvania Power & Light Company
Frank H. Simpson	Armstrong World Industries
E. Follin Smith	Armstrong World Industries
R. Scott Smith, Jr.	Fulton Bank
Robert A. Smith	Realtor
Sen. Richard A. Snyder	Pennsylvania Senate
John E. Stefan	Bank of Lancaster County
J. Hale Steinman *	Lancaster Newspapers
Kenneth G. Stoudt	The Stoudt Companies
G. T. Storb*	Pennsylvania Power & Light Company
Daniel B. Strickler, Esq.	Attorney
Benjamin F. Weaver	County of Lancaster
Herbert B. Weaver	I. H. Weaver Co.
Thomas Weisser	Zausner Foods Corporation
Michael J. Winn	R.R. Donnelley & Sons Company
Daniel C. Witmer	The Lancaster Chamber of Comm. & Industry
Michael A. Young	Lancaster Health Alliance

*—Signers to original articles of incorporation for the Industrial Development Company of Lancaster County

Right: New buildings going up, with girders and construction cranes outlined against the blue sky of Lancaster County, represent the healthy economy that EDC's Associate Members and friends work to achieve.

**EDC Finance Corporation Board Members
Past & Present**

Roderick N. Anstey	Rochester Telephone
Richard E. Blouse	The Lancaster Chamber of Commerce & Industry
John M. Buckwalter	Lancaster Newspapers
John D. Cox	Turkey Hill Dairy
Lawrence A. Downing	PPL Utilities
Patrick M. Egan	Select Security
Robert W. Heiserman, Jr.	Donegal Real Estate
Alexander Henderson III	Hartman Underhill & Brubaker LLP
J. Robert Hess	Lancaster Malleable Castings
Robert W. Jones	UGI Utilities
Jeffrey F. Lehman	Shank's Extracts
James E. Lyons	St. Joseph Hospital
Anthony M. Norris	The Murry Companies
John H. Rose	Horst Group
Walter R. Rowen	Susquehanna Glass Co.
John O. Shirk	Barley, Snyder, Senft & Cohen, LLC
Brentwood S. Shunk	Pennsylvania Power & Light Company
Frank H. Simpson	Armstrong World Industries
Robert R. Stoyko	UGI Utilities
David L. White	Columbia-Marietta Representative

EDC and EDC Finance Corporation Staff

David K. Nikoloff	Executive Director
John W. Biemiller	Assistant Director
Nora L. Weder	TeamPA Representative
John H. Brinker	TeamPA Representative
Cecelia M. Harrington	International Project Manager
Jean K. Carroll	Office Manager
Connie J. White	Administrative Assistant

2000 Associate Members

Sponsors

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County of Lancaster
First Union National Bank
Lancaster Newspapers
PPL Utilities
UGI Utilities

Associate Members

Access Telecommunications Network	Lancaster Regional Medical Center
Alcoa Mill Products	Lititz Mutual Insurance Company
Allfirst Bank	Mellon Financial Corporation
Apollo Plastic Products	Millersville University of Pennsylvania
Appel & Yost	Murray Insurance Associates
Armstrong World Industries	National Bearings Company
Bank of Lancaster County	New Holland North America
Barley, Snyder, Senft & Cohen, LLC	Paul Risk Associates
Bash Jewelers	R.R. Donnelley & Sons Company
Bennett Williams	Shank's Extracts
Blakinger, Byler & Thomas	Shirk, Reist, Wagenseller & Mecum
Bulova Technologies	Simon Lever & Co.
C&I Council	Stevens & Lee, P.C.
Caldwell Heckles & Egan	Summit Bank
Certified Carpet	The Stoudt Companies
Commercial Industrial Brokers	Thomson Consumer Electronics
Conewago Industrial Park	Trout, Ebersole & Groff, LLP
CoreSource	Walz, Deihm, Geisenberger, Bucklen & Tennis
D&E Communications	Warfel Construction Company
David Miller/Associates	Willow Valley Associates
Distinguished Brands	Wohlsen Construction Company
Diversified Data Services	
Dutchland	
Elam G. Stoltzfus, Jr.	
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Farmers First Bank	
Franklin & Marshall College	
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Kunzler & Company	
Lancaster County Career and Technology Center	
Lancaster Health Alliance	

