

2015 JOINT STRATEGIC PLAN

Common Vision Shared Purpose

VISION

To elevate the economic strength of Lancaster County by becoming the business investment community of choice

MISSION

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

We are pleased to present this summary of the 2015 joint EDC and EDC Finance Corporation Strategic Plan.

The culmination of over 12 months of work by the boards of these two independent organizations has resulted in an updated and shared Vision and Mission Statement with focused Core Strategies intended to strengthen the organizations' abilities to improve upon and expand economic development opportunities for Lancaster County, Pennsylvania.



David R. Keller | John H. Rose

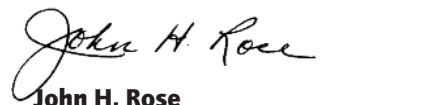
Although this plan has many facets to be developed over time, its key elements can be summarized as follows:

- *Marketing Lancaster County consistently and purposefully to retain current and recruit new business*
- *Being intentional about where development should occur and pursuing adaptive re-use when possible*
- *Broadening and strengthening partnerships*
- *Developing entrepreneurial strategies for financial stability*

Newly established strategic initiatives, such as the formation of targeted working committees, will give direction to these elements enveloped within an updated and expanded work program. Board governance and input will be more important than ever in leading the charge.

As you review this summary, we welcome your input, ideas, energy and enthusiasm as we work together to fine-tune and advance this very ambitious plan, the guiding force to a more vibrant and economically sound Lancaster County.


David R. Keller, Esq.
EDC Board Chair


John H. Rose
EDC Finance Corporation Board Chair

Strategic Planning Committee

David R. Keller, Chair
Partner
Barley Snyder

Nancy S. Arnold
Partner
Reinsel Kuntz Lesher LLP

Thomas E. Beeman
President & CEO
Lancaster General Health

Samuel E. Beiler
President
Auntie Anne's

R. Edward Gordon
Executive Vice President & CFO
Wohlsen Construction Company

Randall L. Horst
President & CEO
The Horst Group

Hon. Craig Lehman
Commissioner
County of Lancaster

John H. Rose
Senior Vice President & CFO
The Horst Group

EDC & EDC Finance Corporation Staff

David K. Nikoloff, *President*
John W. Biemiller, *Vice President*

Consultant

Evette White
White Consulting

CORE STRATEGY I: BUSINESS INVESTMENT AND RETENTION

Objectives & Strategic Initiatives

Increase business investment through ongoing activities and EDC Finance Corporation products

- *Maintain an inventory of products, services and programs to meet the needs of potential investors and market them to existing Lancaster County businesses and stakeholders*

Revitalize urban areas by being intentional about where development should occur

- *Pursue adaptive re-use of buildings and sites within Urban Growth Boundaries*
- *Secure select properties, when appropriate, in order to ensure their redevelopment to the highest and best use*
- *Expand and strengthen partnerships with entities involved with urban properties*

Partner with the private and public sector in support of business and community development

- *Support the Business Retention & Expansion Program (BREP)*
- *Be attuned to appropriate indicators and corporate and commercial market changes as they affect the Lancaster County economy*
- *Align with other community development organizations and initiatives around overlapping efforts*
- *Seek private sector partners for development opportunities*

CORE STRATEGY II: BUSINESS RECRUITMENT

Objectives & Strategic Initiatives

Attract investment by new, start-up and relocating businesses and ventures in Lancaster County

- *Establish and determine funding for a targeted marketing plan to consistently and purposefully market Lancaster County as a business location*
 - Promote Lancaster County commercial property availability, residential affordability and training/education resources
 - Align marketing efforts with those of other local entities to present a consistent message
 - Leverage marketing funding by engaging other Lancaster County entities in cooperative marketing opportunities
 - Prioritize recruitment criteria
 - Expand electronic communications to support the marketing program
- *Coordinate recruitment efforts with other local and state organizations*
- *Define how to differentiate Lancaster County from competing communities*

CORE STRATEGY III: FINANCIAL SUSTAINABILITY

Objectives & Strategic Initiatives

Develop the financial base to achieve the strategic plan

- *Develop a Financial Plan that insures the ability to continue economic development activities*
- *Expand and diversify Membership*

Diversify revenue so that no single source exceeds 50%

- *Investigate business models of other entities in search of financially sustainable practices*
- *Beyond the core services, consider offering ancillary products and services*
- *Investigate grant opportunities*
- *Expand EDC Finance's geographic footprint for SBA 504 program administration*

Develop the Board of Directors to expand impact, influence and engagement

- *Pursue Board governance initiatives*

Strengthen public partnerships through projects, investments or fee income

- *Promote EDC and EDC Finance programs and services to local governments*
- *Build value for entities needing support of specific projects or to address special needs or problems*

Adopted March 2010

