2019 Economic Development Strategic Plan

CHESTER COUNTY ECONOMIC DEVELOPMENT GOALS

- Recruit, Retain, and Develop Quality Employers that will Attract More Residents to Work Locally
- Market and Promote Chester County to Attract Businesses, Visitors, and People
- Support the Talent Pipeline through Retention, Development, and Attraction
- Use County Resources as a Catalyst for Community Development and Placemaking
- Develop a County Tourism Program to Support Placemaking
- Economic Development Organizational Excellence

SWOT Analysis

Strengths

- I-77, highways, rail
- Location
- Industrial and commercial land
- Existing business base
- York Technical College
- Natural assets for agriculture and tourism

Weaknesses

- Industrial buildings
- Workforce shortage, skills, public schools
- Housing
- Infrastructure
- Community appearance
- Resources for future public investments

Opportunities

- Tourism development agency
- Gateway and surrounding development
- Spec building and product development
- Talent attraction
- Building on existing businesses

Threats

- Lack of planning for growth
- Infrastructure not ready for future demand
- Maintaining natural resources
- Communities not investing in placemaking
"The mission of the Chester County Department of Economic Development (CCED) is to create an environment that supports existing industry expansion, encourages new industry investments, fosters entrepreneurialism, and welcomes visitation by others—all of which support the provision of public services and otherwise improves each citizen’s prosperity and overall quality of life."

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3+</th>
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<tbody>
<tr>
<td>Update Target Industries for Attraction</td>
<td>Revolving loan program</td>
<td>Create an ongoing shell building program</td>
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<td>Website updates</td>
<td>Websites for Business Growth</td>
<td>College Promise Program</td>
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<td>Complete shell building</td>
<td>Dedicated staff position to BRE</td>
<td>Manufacturing Skills Certification for high schoolers</td>
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<td>Product development plan</td>
<td>Develop a countywide, collaborate marketing plan</td>
<td>Ordinance review for appearance</td>
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<td>Identify, assess, market best site in each municipality</td>
<td>Employer Talent Toolkit</td>
<td>Advocate for county demolition of derelict structures</td>
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<td>Develop long-term CCED staffing model</td>
<td>Talent attraction added to marketing</td>
<td>Support expansion of wayfinding signage</td>
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<td>Add CEDC staff position for Marketing and Communications</td>
<td>Develop marketing content, press kit for municipalities</td>
<td>Add Tourism staff position</td>
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<td>Organize a county collaborative for aligning goals and implementation</td>
<td>Advocate for a county appearance commission</td>
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<td>Advocate for aggressive code enforcement</td>
<td>Support expansion of wayfinding signage</td>
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<td>Encourage the county to hire a grant writer</td>
<td>Add Tourism staff position</td>
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<td>Advocate for a County Tourism Program and staff</td>
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County has higher % of bachelor's degrees
Income projected to increase
Manufacturing employs 37% of workforce
Labor force growing
Unemployment declining