



Bucks County Action Plan for Progress

December 2009

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A Report of Recommendations from the
Bucks County Economic
Development Advisory Board

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“Economic Development is the process of improving a community’s well-being through job creation, business and income growth, as well as through enhancements to the community that improve quality of life and strengthen the economy.”

INTRODUCTION

Bucks County Commissioners convened the Economic Development Advisory Board early in 2009. While this action was in part responsive to the economic downturn and fiscal crisis faced by entire nation in 2008, it was also part of a program of economic development in Bucks County which periodically undergoes re-examination and reorganization in order to strengthen our competitiveness as a place to live, invest, work, and visit.

The Economic Development Advisory Board, or EDAB, is comprised of leaders representing government, education, business, transportation, non-profits, and regional groups.

The tasks set forth for the group were outlined by co-chairmen James F. Cawley, Esq., Bucks County Commissioner, and Patrick Murphy, Esq., U.S. Congressman from the 8th Congressional District, at the first meeting on March 20, 2009. EDAB was charged with understanding our current economic situation, setting goals for improving our economic development position, and defining the action steps that we need to take to achieve our goals. Simply put, the EDAB was to determine the following, by the end of 2009:



Where are we today?
Where do we want to be in the future?
How do we get there?

Our purpose is to provide action steps that can be accomplished and that will have an impact on the economic well-being of the County and its residents. After ten months of interviews, surveys, meetings, presentations, and deliberations, EDAB developed recommendations to meet six principal goals.

Early meetings were devoted to fact-finding and understanding where we are today in Bucks County.

A significant outcome of the first meetings was the business survey, sent to 28,000 Bucks County businesses and returned by about 10 percent of the recipients, which provided useful information on the state of the business community and the needs of county businesses. (*Business Survey Results are in Appendix B*)

During the next round of meetings, we heard from experts in the economic development field in our region and from our surrounding counties, to understand what approach they take to economic development.

The initial charge of disentangling the knotty issues associated with economic development – who does what, what makes us competitive (or not), what is a realistic economic development strategy for Bucks County, and what role government should play in this strategy – seemed less daunting as we moved through the project.

Many things became clear:

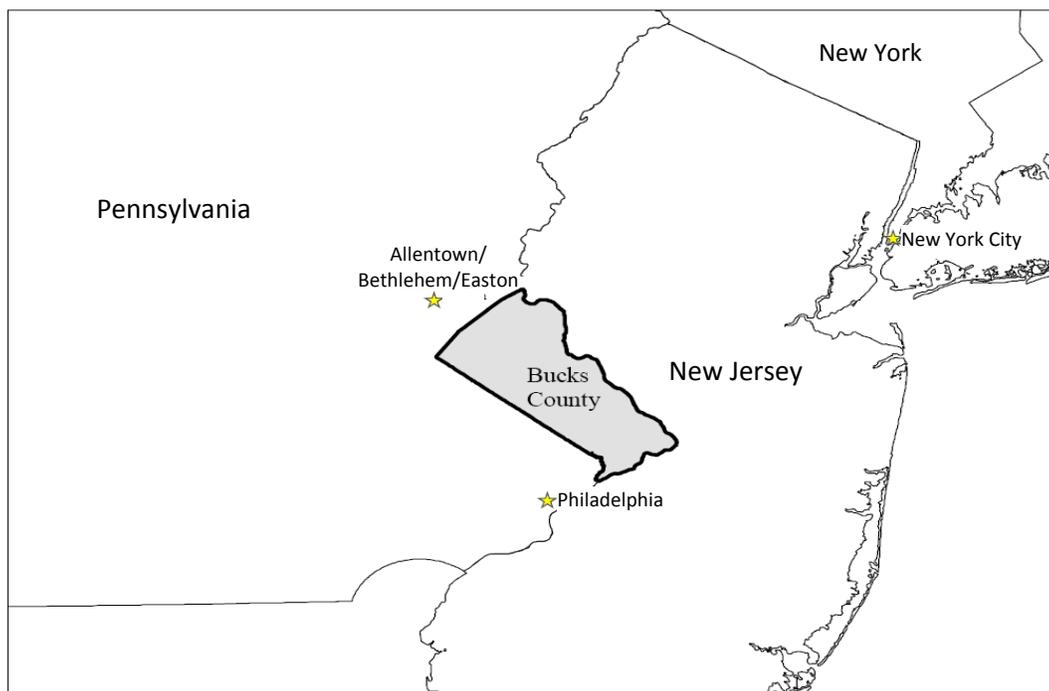
- Bucks County is defined more by its economic past than its present. The rise and fall of U.S. Steel and the manufacturing establishments along the Delaware River and in lower Bucks County transformed and defined the county during the past 60 years. Today's economic picture is less uniform and less clear, characterized by smaller businesses throughout the county.
- Bucks County has many advantages, including its quality of life, a valuable asset, and its location.
- Bucks County's approach to economic development is fragmented and fails to convey a single consistent message. The present arrangement of unrelated agencies and organizations is not up to the challenge of competing and succeeding in a world economy.
- Local governments need to be partners in the plan for economic development.
- Economic development efforts need to reflect other community characteristics, such as protecting the rich natural and historic character of the county, the location and capacity of infrastructure, and the availability and training of the workforce.

BUCKS COUNTY TODAY

Location in the Region

Bucks County is comprised of 54 municipalities and ranks 4th out of 67 counties in population overall in Pennsylvania, after Philadelphia, Allegheny County (Pittsburgh) and Montgomery County. The county is within easy reach of Allentown/Bethlehem/Easton, Philadelphia, New Jersey and New York.

Figure 1: Regional Location



Source: Bucks County Planning Commission

Bucks County's position, near the center of the large metropolitan area of the northeastern United States, makes it well suited for business activities. Major highways, such as I-95, the Pennsylvania Turnpike, the northeast extension of the Pennsylvania Turnpike (I-476), and the Route 202 Parkway, to be completed in 2011, provide important access to and across Bucks County.

The County's diversity is evident in many ways: geography, development patterns, history and economy vary across the 60+ mile long county, bounded by the Delaware River.

History

The Delaware River has played a big role in the history and development of Bucks County. The river was the gateway to Pennsylvania during the 17th and much of the 18th centuries. Enterprising English, Dutch and Swedes had traded along the Delaware and explored its lower reaches in the early 1600s.

In 1680, William Penn petitioned Charles II for a grant of land where the Quakers, long persecuted in England, might establish a colony. Penn's "Frame of Government" was written, and commissioners were sent to lay out Philadelphia where freedom of religion should be absolute. In 1683, the land was divided into three counties: Buckingham (now Bucks), Philadelphia, and Chester. Penn established his summer home at Pennsbury Manor, along the Delaware River.

The county seat was established at Bristol, close to the estimated population center of the county, and a courthouse was built in 1705. As more settlers located farther north and west, there was agitation to move the county seat out of Bristol and in 1725 a courthouse and prison were built at Court and Center Streets in Newtown.

Even before the end of the 18th century, the residents of middle and upper Bucks County had begun to complain of the difficulties and inconvenience of travel to the county seat at Newtown. The separation of Northampton County from Bucks County in 1752 helped to quiet complaints for a number of years, but not permanently.

The Governor appointed a commission in 1810 to select a new site for the county seat, to be not more than three miles from Pool's Corner, the geographic center of the county. Pool's Corner, still known by that name, is at the intersection of Route 202 and Route 313.

The commissioners met to listen to citizens' views on the proper location for the new courthouse. The commissioners recommended Doylestown and on May 10, 1810, a tract of land of two acres and 21 perches was conveyed by Nathaniel Shewell to the county for one dollar. This tract, on which the present courthouse stands, was then part of New Britain Township.

The development of the county, from its beginning to today, has been affected by the river and by the natural growth of towns and ultimately suburbs. The Delaware River was

the “highway” that served and connected industries during the post-industrial period. The county was transformed in the 1950s when U.S. Steel developed the Fairless Works on 2,000 acres of riverfront land in Falls Township. The Levittown and Fairless Hills developments in lower Bucks County provided homes for about 20,000 families, attracted to the area by the jobs at Fairless and in the shopping centers and other businesses that grew up around the steel mill. During this decade of the 1950s, the population of the county doubled, from 150,000 to 300,000 people.

Today, Bucks County population is estimated at about 621,000 people. The lower part of the county still hosts the largest segment of the population, but the central Bucks County region was the fastest growing area in recent years. The municipalities along the western edge of the county, adjacent to Montgomery County, have developed faster and more intensely than the northern or eastern municipalities. Upper Bucks development has been limited in the northeastern section, where rocky terrain, wooded highlands, and limited groundwater have kept population growth and new development to a minimum. Areas of upper Bucks closer to Quakertown and to major highway routes, such as Routes 313, 663, and the Pennsylvania Turnpike, have accommodated population growth during the past two decades.

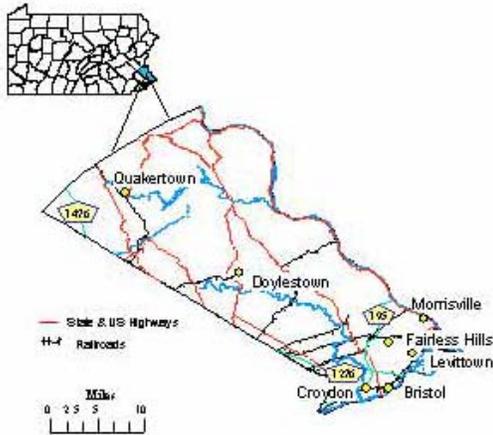
The river communities above Yardley have not grown rapidly and retain the scenic and rural character that has attracted tourists and visitors for decades. The reputation of the county as a center of art, history, and culture is based on the quaint small towns and scenic geography of the riverfront communities, which retain this character today. Washington Crossing, where General George Washington crossed the Delaware on Christmas night, 1776, is memorialized as a turning point in American history at Washington Crossing State Park.

Bucks County has attracted writers, actors, and artists for decades, providing a home or summer home for James Michener, Oscar Hammerstein, Margaret Mead, Moss Hart, S.J. Perelman, Pearl S. Buck, and many others who helped define Bucks County as a center for arts and culture.

Figure 2: Demographic Profile

Bucks County Profile

December 2009



Overview	
Land Area in Square Miles ¹	607.4
Persons per Square Mile ²	1,023.4
Percent Urban ³	90.1%
Percent Rural ³	9.9%

¹ U.S. Bureau of the Census - 2000
² U.S. Bureau of the Census - 2008 Estimate
³ The Center for Rural Pennsylvania - 2000

Population	County	Pennsylvania
Total Population ¹	621,643	12,448,279
Male	306,780	6,060,170
Female	314,863	6,388,109
Population by Race ²		
White	91.5%	85.4%
Black	3.8%	10.8%
Other	3.7%	14.6%
Hispanic Origin (all races)	3.5%	4.8%
Population by Age ³		
Ages 0-14	113,870	2,246,434
Ages 15-19	42,885	890,183
Ages 20-34	101,946	2,294,590
Ages 35-49	144,484	2,666,524
Ages 50-64	132,025	2,439,977
Ages 65 and Older	86,433	1,910,571

¹ U.S. Bureau of the Census - 2008 Estimate
² U.S. Bureau of the Census - 2008 Estimate
³ U.S. Bureau of the Census - 2008 Estimate

Labor Force ¹	County	Pennsylvania
Civilian Labor Force	345,200	6,340,000
Employed	318,800	5,779,000
Unemployed	26,400	561,000
Unemployment Rate	7.6%	8.8%

¹ Preliminary October 2009 - Seasonally Adjusted

Income	County	Pennsylvania
Per Capita Personal Income ¹	\$50,070	\$38,793
Total Personal Income (in thousands) ²	\$31,046,441	\$481,806,170
Median Household Income (1999 dollars) ³	\$59,727	\$40,106
Median Family Income (1999 dollars) ⁴	\$68,727	\$49,184

¹ Bureau of Economic Analysis - 2007
² Bureau of Economic Analysis - 2007
³ U.S. Bureau of the Census - 2000
⁴ U.S. Bureau of the Census - 2000

Major Employers ¹	Industry Sector
Bucks County	Public Administration
Healthcare Services	Admin/Support, Waste Mgmt/Remediation Svcs
St Mary Medical Center	Health Care and Social Assistance
Doylestown Hospital	Health Care and Social Assistance
The Woods School	Health Care and Social Assistance
Grand View Hospital	Health Care and Social Assistance
Busch Entertainment	Arts, Entertainment, and Recreation
Northtec LLC	Manufacturing
Esi Mail Pharmacy Service INC	Retail Trade
Charming Shoppes INC	Management of Companies and Enterprises

¹ 3rd Quarter 2008 - Final



CENTER FOR
WORKFORCE INFORMATION
 AND ANALYSIS

Pennsylvania Department of Labor & Industry

220 Labor and Industry Building
 651 Boas Street
 Harrisburg, PA 17121-0001

877-4WF-DATA

www.dli.state.pa.us
 P.A Keyword: Labor Market Information

Employment and Wages by Industry Sector ¹					
	NAICS Industry Sector	Employer Units	Employment	County Wage	PA Wage
	Total , All Industries ²	19,986	261,997	\$44,435	\$44,381
11	Agriculture, Forestry, Fishing and Hunting	76	457	\$30,044	\$27,532
21	Mining	16	212	\$50,572	\$59,907
22	Utilities	14	284	\$199,005	\$96,484
23	Construction	2,426	16,982	\$59,532	\$51,928
31-33	Manufacturing	1,171	30,422	\$56,157	\$51,529
42	Wholesale Trade	1,642	15,074	\$64,222	\$63,443
44-45	Retail Trade	2,398	38,140	\$27,560	\$24,399
48-49	Transportation and Warehousing	465	5,943	\$41,244	\$38,121
51	Information	278	6,445	\$62,987	\$59,311
52	Finance and Insurance	1,194	8,973	\$61,573	\$71,782
53	Real Estate and Rental and Leasing	586	3,296	\$43,927	\$44,688
54	Professional and Technical Services	2,489	15,975	\$69,694	\$73,808
55	Management of Companies and Enterprises	122	3,376	\$63,140	\$97,505
56	Admin/Support, Waste Mgmt/Remediation Svcs	1,248	15,787	\$33,801	\$30,887
61	Educational Services	256	4,384	\$35,503	\$45,970
62	Health Care and Social Assistance	2,108	37,794	\$40,887	\$41,185
71	Arts, Entertainment, and Recreation	280	4,937	\$18,662	\$26,583
72	Accommodation and Food Services	1,265	19,272	\$15,776	\$14,848
81	Other Services, except Public Administration	1,585	9,433	\$28,316	\$27,059
99	Unclassified	4	8	\$41,893	\$40,590
	Federal Government	67	1,218	\$59,820	\$63,173
	State Government	30	1,054	\$44,437	\$49,166
	Local Government	269	22,532	\$50,135	\$41,721

¹ 2008 Annual Average
² County total includes Private, Federal, State and Local Government

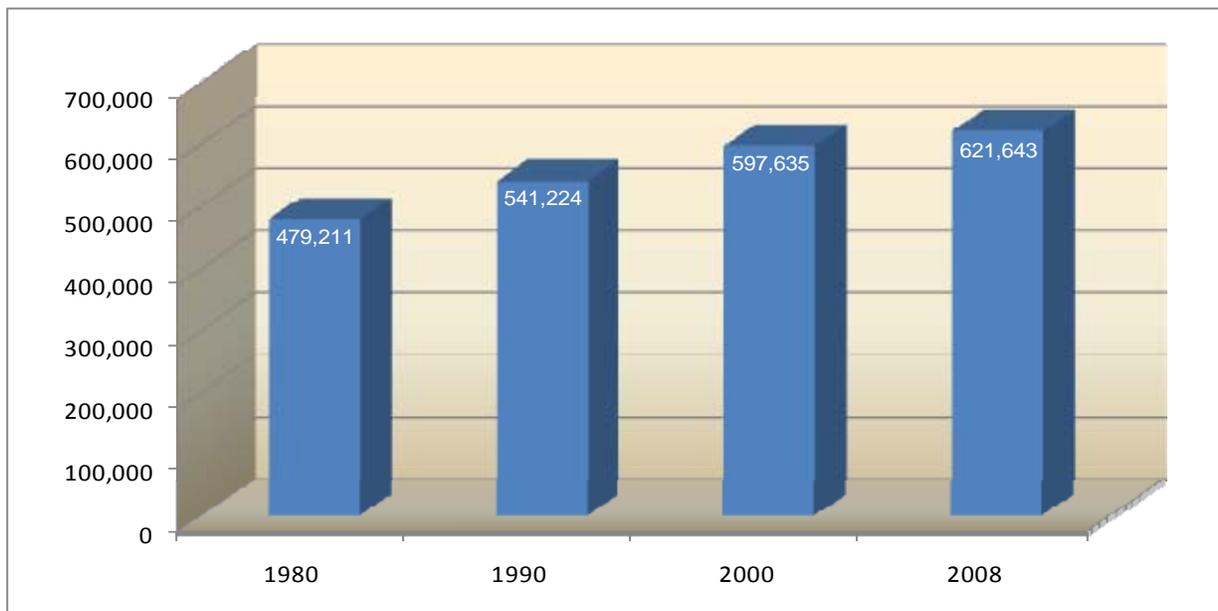
Average Annual Wages by Major Occupational Group ¹			
SOC Code	Major Occupational Group	County Wage	PA Wage
00-0000	Total, All Occupations	\$42,810	\$38,960
11-0000	Management Occupations	\$104,950	\$90,150
13-0000	Business and Financial Operations Occupations	\$64,890	\$60,400
15-0000	Computer and Mathematical Occupations	\$73,900	\$67,240
17-0000	Architecture and Engineering Occupations	\$67,540	\$64,670
19-0000	Life, Physical, and Social Science Occupations	\$66,900	\$59,920
21-0000	Community and Social Services Occupations	\$39,870	\$36,750
23-0000	Legal Occupations	\$83,170	\$81,040
25-0000	Education, Training, and Library Occupations	\$49,600	\$47,780
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	\$47,380	\$42,700
29-0000	Healthcare Practitioners and Technical Occupations	\$70,270	\$61,050
31-0000	Healthcare Support Occupations	\$28,330	\$24,920
33-0000	Protective Service Occupations	\$46,160	\$38,650
35-0000	Food Preparation and Serving Related Occupations	\$21,340	\$19,300
37-0000	Building and Grounds Cleaning and Maintenance Occupations	\$26,560	\$24,070
39-0000	Personal Care and Service Occupations	\$22,620	\$22,680
41-0000	Sales and Related Occupations	\$42,310	\$35,180
43-0000	Office and Administrative Support Occupations	\$32,660	\$30,180
45-0000	Farming, Fishing, and Forestry Occupations	\$33,660	\$27,760
47-0000	Construction and Extraction Occupations	\$49,590	\$42,190
49-0000	Installation, Maintenance, and Repair Occupations	\$42,760	\$39,060
51-0000	Production Occupations	\$36,890	\$32,560
53-0000	Transportation and Material Moving Occupations	\$31,230	\$30,240
55-0000	Military Specific Occupations	N/A	N/A

¹ May 2008 Occupational Employment Survey

Population

While growth has been steady in Bucks County, the pace of new development has been on the decline for the past 15 years. Except for a blip in 2001, when the 2,000-unit Ann's Choice facility in Warminster was proposed, the number of new housing units proposed has been diminishing from a high of more than 10,000 new housing units in 1992 to fewer than 900 in 2008. During the 1980s and 1990s, the county's population increased by roughly 60,000 people in each decade. It is unlikely that the decade of 2000-2010 will match that pace. By 2008, the estimated increase from 2000 was less than 25,000 people.

Figure 3: Population Growth, 1980 to 2008



Source: U.S. Census

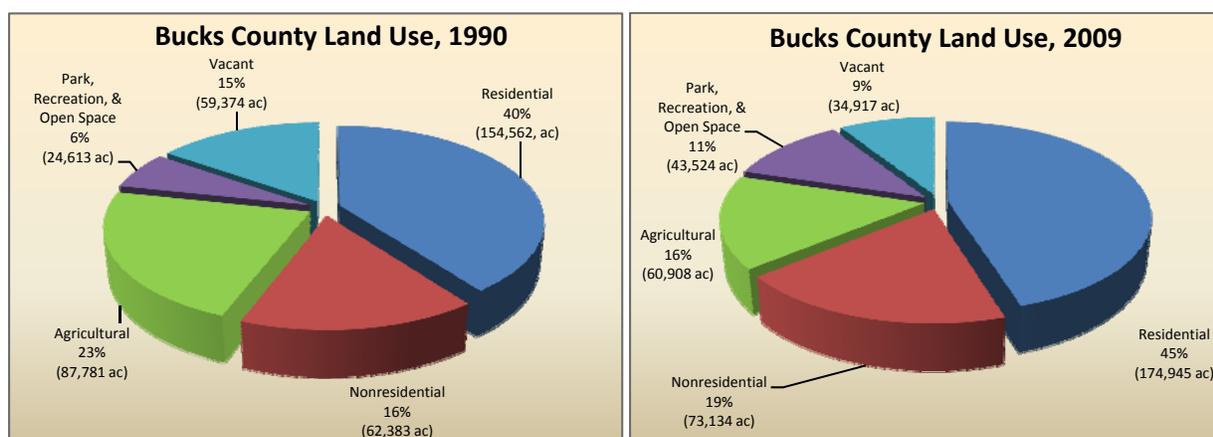
Trends in the composition of the population also reveal some societal changes. The population of Bucks is getting older, as it is in most communities in the U.S. The median age in the county in 2000 was 37.7 years, up from 34 years in 1990. The population is well educated, with more than 38 percent having post-high school degrees.

The decline in young adults is a trend noticed throughout the Commonwealth of Pennsylvania. But it was more acute in Bucks County, where the number of people in the 17-34 age group actually declined by 27,000 people between 1990 and 2000, despite an overall increase in total population of more than 10 percent.

Land Use Shifts

The development of the county can be looked at in another way, by tracking the changes in land uses over the past 20 years. The statistics reflected in Figure 4 below tell the story of Bucks County’s development in recent years, with an increase in land dedicated to residential and nonresidential usage and a decrease in farmland and vacant land. The land devoted to parks, recreation, and open space reflects two trends: the successful open space programs undertaken by the County and by municipalities in the past 20 years, and the emphasis on providing parks and recreational facilities for a growing population.

Figure 4: Land Use, 1990 and 2009



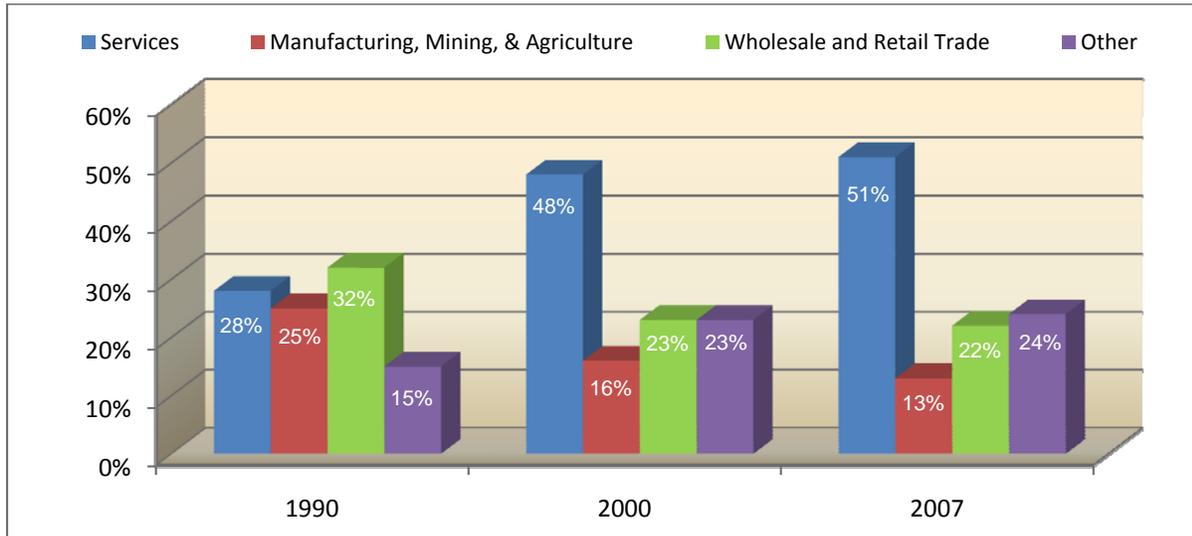
Source: Bucks County Planning Commission

Economic Shifts

While the land use picture shows an increase in nonresidential usage (commercial, industrial, office), the nature of those land uses has changed. The chart which follows shows the composition of economic activities in Bucks County from 1990 to 2007 and shows the number of business establishments in several categories. Services (office-type activities) have increased while manufacturing and farming have decreased. This pattern is repeated across the U.S. as economic shifts away from manufacturing have changed the profile of the business community. Between 2001 and 2007, Bucks County lost about 7,400 manufacturing jobs, or a decline of 19.1 percent. This was slightly better than Pennsylvania as a whole, which lost 20.1 percent of its manufacturing jobs during this same period. Perhaps due to the diverse economy in Bucks, we fared better than several of our neighboring counties where manufacturing losses exceeded 25 percent.

The manufacturing sector of the U.S. economy was at its peak in 1979 and has declined so that the number of jobs in manufacturing is at its lowest point since 1950. Some declines in manufacturing, according to economists, are due to periodic recessions and a correspondingly weak demand for goods. Other long-term trends indicate that manufacturing is not likely to rebound even after cyclical losses due to recession. The failure of demand for manufactured goods to keep pace with productivity, along with competition from other countries where businesses face lower pay scales, contribute to a long-term decline in manufacturing jobs in the U.S. Since 2008, the decline in manufacturing has become a worldwide phenomenon, with even China, Taiwan, and Europe cutting production. Bucks County will be in a position of competing for a shrinking pool of manufacturing jobs.

Figure 5: Economic Shift, 1990, 2000, and 2007



Source: Bucks County Planning Commission

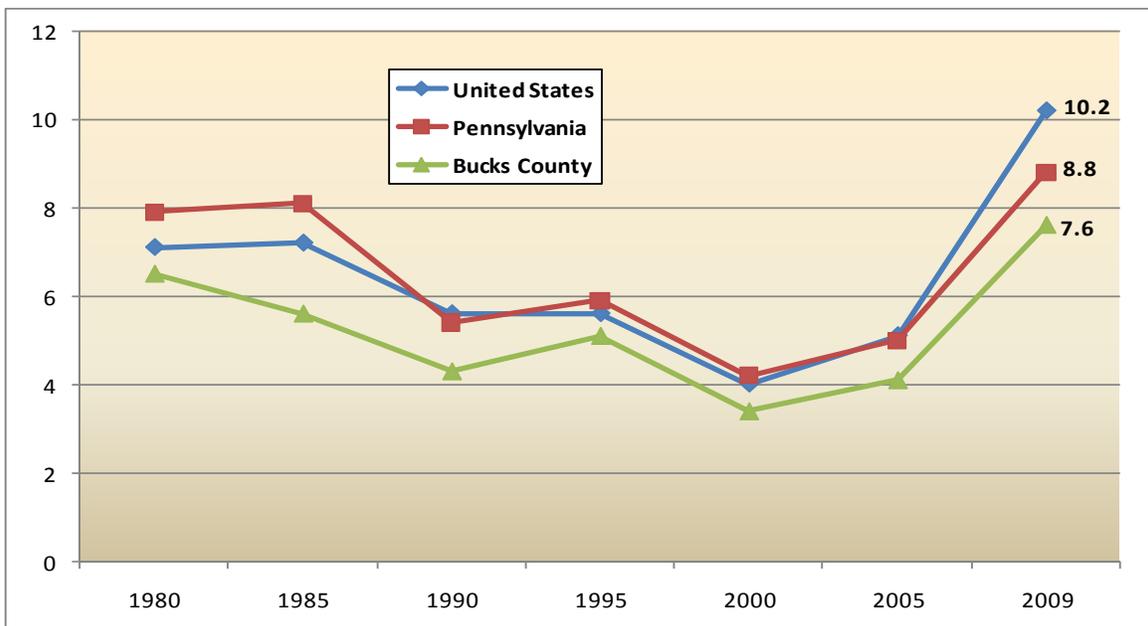
Bucks County gained employment in the economic sector called “health care and social assistance.” This category is the largest employment sector in Pennsylvania as well as in Bucks County. A gain of 6,500 jobs between 2001 and 2007 in Bucks made the county one of the leaders in the state. With a 21.7 percent jump in health care jobs, we outpaced our neighboring counties by a significant amount. The publication, “Pennsylvania: Road to Growth, 2001-07 and Beyond,” published in February, 2009, by Penn State University, contains detailed information on the top ten industries in the Commonwealth and job gain or loss by county during this period.

Agriculture continues to play an important role in the Bucks County economy, although its importance is obscured in Figure 5 because it is included in the larger category with manufacturing and mining. Bucks County ranks seventh in the Commonwealth in total value of agricultural products sold and continues to lead most other counties in the production of nursery, greenhouse, sod, and horticultural products.

Unemployment

Unemployment rates are tracked monthly in the Commonwealth of Pennsylvania. The Figure 6 shows Bucks County's unemployment rate along with the rates of the Commonwealth and the United States. Bucks County's rate, while generally following the same trend as the rate in the state and the country, is consistently lower. Our diversified economy as well as our trained workforce may explain why we have fared better, even in these difficult economic times, than most of the other counties in Pennsylvania.

Figure 6: Unemployment Rate, 1980 – 2009 (United States, Pennsylvania and Bucks County)



Source: PA Department of Labor & Industry Center for Workforce Information & Analysis

UNDERSTANDING OUR CURRENT APPROACH TO ECONOMIC DEVELOPMENT

Our EDAB journey began with the question, “Where are we today?” We discovered a large number of economic development-related organizations – some government funded or sponsored, others privately funded, some narrowly focused, and other broad-based business organizations – each claiming a piece of the economic development picture in the county.

We focused on the main groups in Bucks County and in the region that are engaged in economic development, supplementing this with information and insights from our EDAB members. The broad membership of EDAB gave us direct contact with Chambers of Commerce, educational institutions, businesses, and regional organizations. Within this economic development community, roles and strategies fell into four main categories:

1. Direct Business Strategies:
 - Land or building purchase and assembly
 - Creation of a business incubator
2. Direct Business Programs and Policies:
 - Financial incentives: grants, loans, revolving loan fund
 - Small business assistance: information, workshop
3. Indirect Business Development Strategies:
 - Infrastructure improvement – transportation, water, wastewater
 - Other public services, activities to improve quality of life
 - Planning and redevelopment studies
4. Indirect Business Programs and Policies:
 - Regulatory relief
 - Education and workforce development
 - Business recruitment and marketing
 - Regional cooperation

The Bucks County economic development groups are engaged in one or more of these activities and strategies. Some provide low-interest loans or help to assemble

brownfields for redevelopment while others sponsor workshops or provide services and community amenities that attract people to Bucks County.

I. Agencies in Bucks County with Responsibility for Economic Development Activities

At our second EDAB meeting, we heard from three agencies in Bucks County that play a role in encouraging economic development: the Bucks County Economic Development Corporation, the Bucks County Redevelopment Authority, and the Bucks County Department of Community and Business Development.

Economic Development Corporation

The Economic Development Corporation, or EDC, was formed in 1958 by the Bucks County Commissioners as a private non-profit organization. The EDC provides financial assistance through low-interest loans for land, buildings, and equipment. The loan programs include several administered by the EDC as well as other loans available through state or federal programs which the EDC helps to bring to Bucks County businesses. The U.S. Department of Housing and Urban Development (HUD) revolving loan fund is administered by the EDC, using funds that come through the county's Community and Business Development Department. This loan fund requires that a certain number of jobs be created for low- and moderate-income households. The EDC is involved in several tax abatement programs through the state's Keystone Opportunity Zone program and oversaw the closing of the naval base in Warminster through the Federal Lands Reuse Authority.

Staff for the EDC also operates the Industrial Development Authority, which provides tax-free financing for businesses. The Authority was created in 1968.

Bucks County Redevelopment Authority

The Redevelopment Authority, or RDA, was formed in 1962 as result of conditions at Lacey Park in Warminster. Today the RDA oversees the Bucks County Enterprise Zone, brownfields redevelopment, provides loans to businesses through a revolving loan fund, and assists homeowners with financing for rehabilitation. The redevelopment of former brownfield sites along the Delaware River in Bristol Borough, including Riverfront North and the Lenox office building, were RDA projects.

The Enterprise Zone of Bucks County encompasses portions of six municipalities in Bucks County: Bensalem Township, Bristol Township, Bristol Borough, Falls Township, Morrisville Borough, and Tullytown Borough. The total land area is 16 square miles. The Enterprise Zone's five objectives are:

1. Provide technical and financial resources for small businesses and start-up businesses in the Enterprise Zone area;
2. Implement a Brownfields Revitalization program to reclaim or turn back to active use nearly 3 square miles of vacant or abandoned industrial property in the Enterprise Zone area;
3. Design and implement a marketing plan to better communicate to existing businesses in the Enterprise Zone area, community residents and to attract new businesses;
4. Provide assistance to export businesses and support the long term development of a deep water port at USX Fairless site; and,
5. Create and maintain a comprehensive master plan for the Enterprise Zone area which takes into consideration such factors as quality of life, education and job training, infrastructure and transportation needs, zoning, natural resources and community development.

The Enterprise Zone Program places a priority on assistance to businesses involved in industrial, manufacturing, and export services.

Bucks County Community and Business Development Department

This is a department of the County of Bucks, supported by HUD funds, that deals primarily with the administration of the Community Development Block Grant Program. The Department provides no direct assistance to businesses, but it works with other groups on HUD loans for job creation, CDBG funding designed to spark economic development, and workshops and information referral for business owners. The Department runs training programs and workshops for women and minorities to help them become certified and to share business opportunities.

HUD revolving loan funds come through this department and are passed through to the RDA and the EDC for lending to various enterprises.

Other Economic Development Organizations in Bucks County

Many other groups and organizations in Bucks County operate to attract and support businesses, including: Chambers of Commerce; local economic development corporations and committees; community and business organizations; employment training organizations, such as CareerLink, the Bucks County Community College, and the Workforce Investment Board; TMA Bucks (the County Transportation Management Agency); the Bucks County International Trade Council; and other non-profit organizations.

II. Regional Efforts to Promote the Philadelphia Regional Economy

Bucks County is part of the larger regional economy, and part of the EDAB fact-finding included outreach to groups that promote the region and help it compete in a global economy.

The Economy League of Greater Philadelphia has seized the opportunity of the current financial crisis to try and find out how our region can achieve “world class” status, by attempting to measure how regions succeed and what makes them successful. Here is the premise for their project:

“The Philadelphia region has the 9th largest economy in the world – an impact greater than that of many nations. However, Greater Philadelphia’s public profile has more to do with its history than its present, with what used to be rather than what it is now and could be in the future. The region is the 5th largest metropolitan area in the U.S. but is less well-known nationally and internationally than such smaller regions as Atlanta, Boston, and San Francisco.”

The Economy League identified some factors used to measure the strength of regions:

- Human Capital – Educational attainment, school quality, population, and demographics
- Economy – Housing, income, innovation capital, labor demand, labor supply, and non-labor business costs
- Infrastructure – Health care, air and rail connections to other regions, and intra-regional transportation (public transportation, commute times, congestion)

- Governance – Fiscal, land use/zoning, and permits/regulations
- Quality of Life – Environmental quality, community engagement, crime rates, internet access, parks and recreation, and sustainability (open space preserved, liveability, walkability)

Using a variety of research techniques and surveys, the Economy League concluded that the Philadelphia region has the potential and the prerequisites to be a world class region, but that we have not made our mark globally. They have embarked on a program to bring the region together around shared goals to work collaboratively on strategies to advance the region.

Select Greater Philadelphia is an economic development marketing organization dedicated to attracting companies to the Greater Philadelphia Region. The region consists of eleven counties in three states and is defined as “the heart of America’s East Coast business market.” The Greater Philadelphia region is becoming one of the nation’s top Life Science clusters and is essentially the capital of the pharmaceutical industry. The region’s highly educated labor force (32 percent of persons 25+ years of age with a minimum Bachelor’s degree), strong life science enterprises, world-class universities, and affordable communities are emphasized in marketing efforts. Bucks County’s assets mirror those of the region, with high marks for quality of life factors.

III. How Other Counties Approach Economic Development

Our EDAB reconnaissance included finding out what other counties are doing to advance economic development. Meetings were dedicated to fact-finding and discussions of programs in Montgomery County and Delaware County. Other inquiries outside of meetings supplemented our findings.

Montgomery County

Montgomery County hired a consulting firm to develop an economic development program for the county. The recommendations, which are being implemented by the County Commissioners, fall into three categories:

- Funding – Allocate \$105 million over a seven-year period, mainly to revitalize and redevelop economically distressed or challenged areas of the county. Funds will be used for grants and loans, planning, and workforce development.

- Overall Coordination – Establish a County Director of Economic Development to work with existing economic development agencies and to serve as a liaison to the county commissioners. The director, appointed in 2009, is the lead “dealmaker” for the county; the spokesman for economic development policy and programs; the chair of the economic development cabinet; and the primary and centralized information source for economic development information.
- Programming Changes – This includes recommendations in several areas, such as: expanding the capacity of the county Redevelopment Authority in targeted areas; increasing coordination with local governments on economic development; promoting international trade; and seeking input and feedback from county-based businesses.

The county hired the Economic Development Director within the Commissioners’ office.

Delaware County Commerce Center

Delaware County established the Delaware County Commerce Center as an umbrella organization to coordinate and be the one-stop shop for all economic development funds and programs. The agency is a non-profit organization (501.c (6)) serves as the administrative agency for the following economic development boards and authorities:

- *Delaware County Economic Development Oversight Board (EDOB)* – Formed by Delaware County Council in 1990, facilitates the retention of existing companies, and assists in the attraction of new businesses. It is the management authority for all of the other agencies under the Delaware County Commerce Center.
- *Delaware County Industrial Development Authority (IDA)* – The IDA is an authority established pursuant to the provisions of the Industrial and Commercial Development Authority Law, and the Economic Development Finance Law. The IDA issues revenue bonds and notes for the financing of industrial and commercial projects through third party sources.
- *Delaware County Industrial Development Corporation (IDC)* – The primary function of the IDC is the promotion, encouragement and development of industrial and manufacturing enterprises in the county. It also acts as a conduit for low-interest loans made available by the Commonwealth of Pennsylvania’s Industrial Development Authority for eligible businesses.

- *Delaware County Redevelopment Authority (RDA)* – The RDA acts as the vehicle for condemnation and development within the county. It administers the county Brownfield program.

The director of the Commerce Center is hired by the Delaware County Council (governing body). The agencies that fall under the Commerce Center umbrella do not have their own boards of directors but are managed by the Economic Development Oversight Board.

WHAT CAN WE LEARN FROM BUSINESSES IN BUCKS COUNTY? A TWO-PRONGED APPROACH

With an understanding of the organizational framework for economic development in the County, EDAB turned its attention to assessing the results. This involved a two-pronged approach. We first engaged directly two successful businesses to find out what attracted them to Bucks County, how they found us, what helped them to locate here, and what is missing from our approach to economic development. The two enterprises were the Pennsylvania Biotechnology Center in Buckingham Township and A.E. Polysilicon in Falls Township.

The second component was a survey of businesses in Bucks County, a significant effort that involved mailing more than 28,000 surveys and tabulating the returns.

Case Study: Pennsylvania Biotechnology Center

Dr. Timothy Block explained the history of the Center, which is a result of a partnership between the Hepatitis B Foundation and Delaware Valley College. Dr. Block stated the important factors in selecting Doylestown: location in the center of the bio/pharma and life sciences area of eastern Pennsylvania/New Jersey; ability of the college and other partners to work quickly; a Redevelopment Authority loan to reuse an old manufacturing building; the “knowledge community” here; and connections with family and friends.

Tax incentives are less important to companies and businesses than finding the right environment, according to Dr. Block. Dr. Block said it was difficult to find qualified young researchers but that the current economic climate has made it easier to attract young educated people to Bucks County.

The Center has several partners and serves as an incubator for research efforts. It has Keystone Innovation Zone status along with Delaware Valley College, which is a Pennsylvania initiative to build knowledge-based industries. Incentives include tax credits for businesses.

Also part of a Keystone Innovation Zone is the Bridge Business Center in Bristol Township. The Center is targeted to support companies in Life Sciences, Alternative Energy and Advanced Manufacturing. The Center is also part of the new Green Jobs Academy

initiative being established by Bucks County Community College and the Collegiate Consortium.

Case Study: AE Polysilicon

Dr. York Tsuo explained that AE Polysilicon manufactures silicon components for solar cells. He explained that alternative energy development is a major industry in Europe and Japan due to the energy crisis there, and that greater demand and incentives for industries have led to new factories opening. Americans invented solar cell technology, but other countries have manufactured and marketed the products until recently.

He conducted a global search for a site and began his Pennsylvania search by calling the Governor's office. The Governor's office connected him with the Keystone Industrial Port Complex, where the port, infrastructure, railroad, and power distribution systems already in place suited their needs. He said tax incentives are not especially important because all states offer similar programs.

His decision to locate in Bucks County was based on a number of factors: existing infrastructure at the U.S. Steel/ Keystone Industrial Port Complex site; proximity to suppliers and markets; and people/labor force. He hopes to expand to meet the growing demand for solar components. After the planned Phase II expansion is completed, one year's production of solar components at AE Polysilicon will be equivalent to one new nuclear power plant.

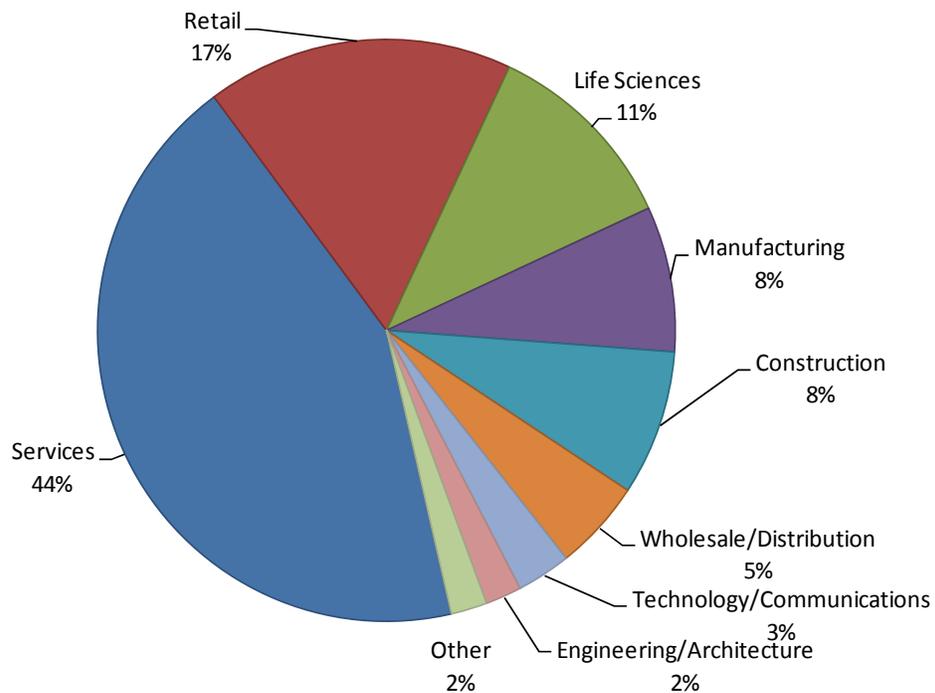
The location of AE Polysilicon along with the Gamesa Corporation's wind turbine manufacturing facility at the U.S. Steel/Keystone Industrial Port Complex site, has formed a nucleus of new alternative energy enterprises in Bucks County that can become a focus for future economic development efforts.

Bucks County Business Survey

The insights gained through our discussions with these two entrepreneurs led to the desire for a broader based outreach to Bucks County businesses. A 10-question survey was developed and mailed to 28,000 Bucks County businesses. The addresses and contact information were provided by Select Greater Philadelphia and based on establishments with a DUNS number. (This refers to the Data Universal Numbering System, abbreviated as DUNS, which is a system developed and regulated by Dun and Bradstreet which assigns a unique numeric identifier to a single business entity.)

Ten percent, or about 2,800 businesses, responded to the survey. The results were tabulated by the Planning Commission staff. The complete summary of results is contained in Appendix B of this report, but can be summarized through a few highlights:

- Businesses from all parts of the county replied, with concentrations in lower Bucks (Bensalem, Middletown, Lower Makefield, and Falls); areas in Doylestown, Warminster, and Quakertown-Richland.
- More than half the businesses responding had been operating in their present location for more than 11 years, with nearly a third more than 21 years.
- Most businesses are small, with fewer than 50 employees. Less than 4 percent of businesses responding had more than 50 employees.
- Most businesses have not expanded their number of employees in the past three years and most do not expect to hire new employees in the near future.
- The types of businesses responding were as follows:



(This breakdown by business type roughly parallels the profile of Bucks County residents' employment profile, with the largest share of residents employed in services.)

- Bucks businesses chose their location in Bucks because of:
 - Location of Bucks County in the region
 - Proximity to markets, suppliers, and complementary businesses
 - Quality of life/community appeal for employees
- The business needs identified were:
 - Office or warehouse space
 - Parking
 - Modernization
- Very few businesses (less than 4 percent) used any of the economic development organizations in existence to provide help to businesses.
- The top three changes that would assist businesses are:
 - Low-interest loans
 - Tax reform
 - Health care reform
- Comments included requests for one-stop shopping for business assistance, streamlined approval processes, workforce development, property tax reform, infrastructure development, and better marketing for Bucks businesses.

The survey results included both surprises and affirmation of what we thought might be true. We were surprised at the minor impact of the many organizations that exist to help businesses. We were not surprised that most businesses in Bucks County are small businesses, which is true in most communities. The survey confirmed what we had been told by others about the importance of the quality of life in Bucks County. The survey heightened our awareness of the importance of local government and their role in land use controls. And the survey confirmed what we heard at almost every turn during our fact-finding mission: that the economic development program is confusing and not as effective as it should be because of fragmentation.

The survey set the stage for the next phase of EDAB's work: developing goals and recommendations.

WHERE DO WE WANT TO BE?

WHAT IS OUR VISION FOR ECONOMIC VITALITY IN BUCKS COUNTY?

What is Economic Development and what does it look like in Bucks County?

Economic Development is the process of improving a community's well-being through job creation, business growth, and income growth, as well as through improvements to the community that enhance quality of life and strengthen the economy.

While this general definition of economic development could be applied to most communities, it takes on its own character and flavor when applied to Bucks County. Our vision of success is not the same as the vision of other counties because it is shaped by our history, our landscape, our population, our place in the region, and our strengths and weaknesses.

Identifying strengths to build on and weaknesses that need to be recognized was an important step toward defining our program recommendations. EDAB developed a list of strengths and weaknesses which are on page 24.

EDAB members, working in subcommittees, took these strengths and weaknesses and developed specific program ideas and recommendations to address six general goals:

- Maintain diversity in the economy
- Maintain our high quality of life
- Create a good business climate
- Build and retain a skilled workforce
- Revitalize downtowns and main streets
- Reuse vacant and underutilized industrial and commercial sites

The detailed reports from the six subcommittees are contained in this report in Appendix C, but the common themes and recommendations were so strong across all subcommittees that it was possible to extract from the reports a consistent and concise message about what Bucks County should be doing. The common goals EDAB members agreed to on December 28, 2009, are explained on the page 25.

Identified Strengths and Weaknesses

Strengths

1. Quality of life is good.
2. Institutions and policies in place to sustain good quality of life.
3. Educated workforce.
4. Bucks County is its own “brand” – tourism, arts, culture, unique name.
5. Location within Philadelphia region – good and bad, depending on how region does. We do not compete well with other regions.
6. Areas with good infrastructure already in place can be good locations for development, redevelopment (e.g. U.S. Steel).
7. Delaware River and waterfront.
8. Many small businesses – typical of most communities. More effective to retain and grow small entrepreneurs than entice large companies from other locations. Most new jobs come from small companies.
9. Leadership commitment to economic development.
10. Businesses clearly interested, based on survey results.
11. Many groups engaged in mission of business growth and development.
12. Good start for green business emphasis at US Steel, Green Jobs Academy.
13. Access to markets via port, rail, highway network.
14. Some strong sectors and opportunities: tourism, agriculture.
15. Relatively low unemployment during downturn.
16. Small towns, boroughs can be attractive places for a variety of enterprises, near transportation, affordable housing, services, and infrastructure.
17. Educational institutions.
18. Taxes low compared with other states, regions.
19. Safety – low crime rate.
20. Access to healthcare and facilities.
21. Broadband access.
22. Value of local production.
23. Hospitality of people.

Weaknesses

1. Fragmented approach to economic development.
2. No clear vision for the county.
3. Other counties in our area have better economic development structures. (Recent quote from municipal official trying to attract a large company that is relocating: “Montgomery County is killing us!”).
4. Marketing what we have should be better.
5. Local decision-making process interferes with strong economic development, even in communities that are business-friendly.
6. Infrastructure needs:
 - a. Transportation – I-95/Turnpike connection needs to be completed.
 - b. Water and wastewater facilities.
7. Business landscape in Bucks is not well defined – what are we known for today?
8. Access to capital is a larger problem that affects all communities, including Bucks County.
9. Loss of young people (17-35 years) is more significant in Bucks than in neighboring counties – net loss of 27,000 in this age group between 1990 and 2000, even though overall population grew by 60,000.
10. Navigating to and within Bucks County – directional signage.
11. Need for public transportation improvements.
12. Lack of a conference center facility.
13. Access to airports – can’t attract national conferences.
14. Hotel space.
15. Not using Upper Bucks resources.
16. Geography.

Explanation of Goals

1. **Centralize the economic development function**

- a. Create one-stop shopping.
- b. Coordinate access to funding and financial support: investigate all available resources to provide economic incentives.
- c. Develop a unified message about Bucks County through consistent marketing, communications, and branding.

2. **Adopt and institutionalize the guiding principles for economic development**

in terms of coordination and location.

- a. Target areas for development and areas for preservation: Guide development toward older suburbs, town centers, areas with existing buildings, brownfield sites, areas with existing infrastructure, transportation, and housing, and the Delaware riverfront.
- b. Identify the industry clusters that we want to nurture and attract. Knowledge-based businesses, green jobs, and biotechnology are key industries where Bucks has a foothold and where we can grow. Use existing industries as magnets for others. Anticipate the need for ancillary services to support industries.
- c. Continue all programs that enhance quality of life in Bucks County, including open space and environmental protection, fostering arts and culture, and protecting quaint small towns.

3. **Make use of existing economic development resources:** Non-profits, Chambers, educational institutions, governments, planning commission.

4. **Help existing businesses** by focusing on their needs and making information and assistance available. It is more effective and easier to retain and grow businesses than to attract new ones.

5. **Engage municipal partners** in the economic development mission.

6. **Workforce development** needs to move in concert with economic development efforts: coordinated access, anticipate future job needs consistent with economic development goals.

Vision 2030

What will Bucks County look like in 20 years if we are successful in meeting our goals? EDAB was asked to envision our future, to foresee the form that new business development would take if we accomplish what we set out to do.

- Buck County areas that have vacant or abandoned industrial sites are repopulated with new businesses.
- Lower Bucks County is the center for “green jobs” and green industries, as the development at U.S. Steel and the Bridge Business Center continue to attract new businesses.
- Low-intensity campus-type office and business park development is established along key corridors: Route 13 in Lower Bucks and Route 663 in Upper Bucks.
- Boroughs have thriving downtown business districts that include a mix of retail, entertainment, service, and residential uses.
- Our biotechnology industry is expanded in Doylestown area in connection with the Pennsylvania Biotechnology Center and Delaware Valley College.
- Bucks County is an incubator for entrepreneurs who start small businesses here and are able to expand into stable businesses.
- More manufacturing and support businesses at key interchanges in Bristol and Milford.
- Businesses that provide family-sustaining jobs and opportunities for employment at all income levels.
- Bucks County will not seek to become another King of Prussia, nor will we seek to encourage strip commercial development that would contribute to congestion or diminish the appeal of downtowns and Main Streets.
- Bucks County will have ended the “brain drain” and retained much of its younger educated workforce.

IMPLEMENTING OUR RECOMMENDATIONS: HOW DO WE GET THERE?

Several years ago, a community foundation commissioned a study to determine what makes successful communities by looking at communities whose efforts to enhance livability had succeeded. They found common characteristics that can prove instructive to Bucks County.

- Successful communities build their efforts around assets that make them distinctive.
- Successful communities build their planning around a vision of what the community should be.
- Successful communities pay attention to quality of life components: not just economics but environmental and aesthetic considerations.
- Successful communities are spurred by “hometown heroes” – persistent individuals who spearhead the effort.
- Successful communities have quality-of-life lobbyists that provide leadership and that lobby for positive government actions.
- Successful communities have savvy entrepreneurs and engage private entities and non-profits in guiding development.

EDAB, in its nine months of discussion, has in one way or another identified these characteristics and incorporated them into the recommendations.

Recommendations for Implementation: Action Steps

For each of the six goals, recommended action steps have been developed. The six goals are:

1. Centralize the economic development function.
2. Adopt guiding principles of economic development: target areas, capitalize on green jobs, biotech, and knowledge industry clusters; and focus on quality of life.
3. Make better use of our existing economic development organizations and resources.
4. Help existing businesses we have in order to retain and help them grow.
5. Engage municipal partners.
6. Support workforce development that supports our economic development goals.

Each of these goals is defined in greater detail on the following pages, but it is important that the detailed recommendations of the six subcommittees be considered (please see Appendix C – Sub-Committee Reports). Following general agreement on the goals and directions the action steps will be outlined in greater detail by drawing on the specific steps proposed by the subcommittees.

GOAL 1 Centralize the Economic Development Function

Findings

If there was one consistent theme that ran through the EDAB proceedings, it was the need for better coordination and collaboration. We heard it from businesses. We know that other counties in our region have all migrated, in one way or another, toward collaborative and cooperative organizational structures. We know that there is no single, consistent message about Bucks County’s economic strategy, and no place to go to get all the information available to help existing or new businesses. No entity has the responsibility for promoting economic development, and, as was said many times in the EDAB meetings, there is “no throat to choke” when there is no initiative taken, no follow-up provided, or no success.

We need a single point of contact, a consistent and clear message, central clearinghouse for information on and access to funding sources, someone to put together the pieces of the economic development puzzle, and someone with responsibility for economic development along with a guiding board.

Recommendations

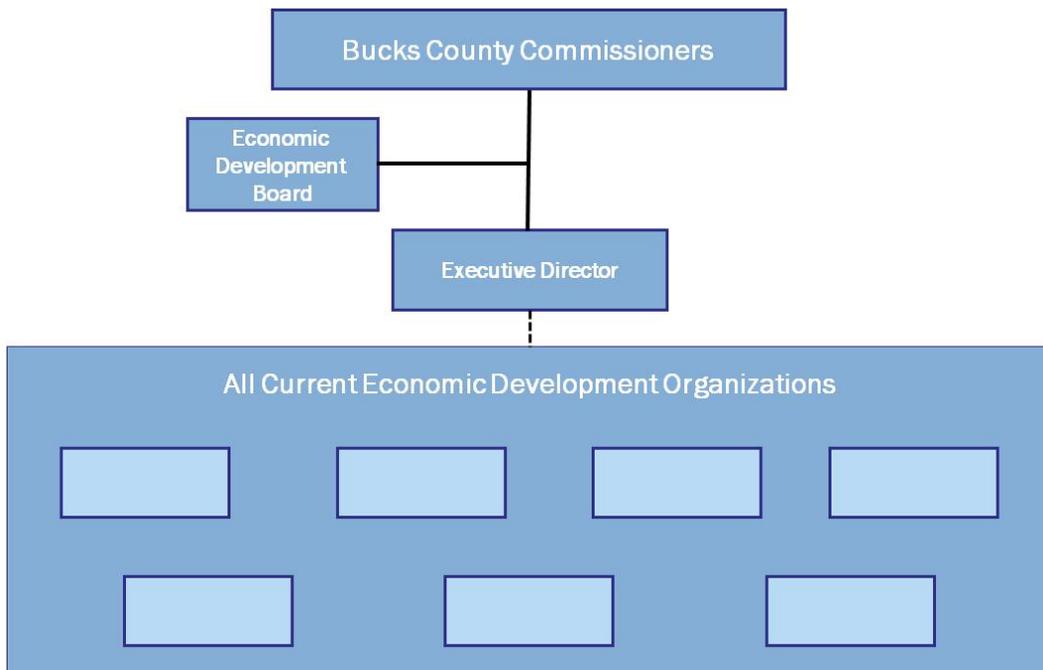
The EDAB was presented with five options developed by a board subcommittee to reach this goal. (The fifth option – “do nothing” – was rejected.)

EDAB voted unanimously on December 29, 2009, to “accept Option 1 as the favored option” to reach this goal. Although further details must be developed, the board was clear on the direction recommended.

Option 1 is “To create a new 501(c) entity; to hire a new Economic Development Officer in the office of the County Commissioners (reporting directly to the Commissioners), serving as Executive Director of the entity,

with responsibility to coordinate and facilitate the economic development activities of Bucks County.”

EDAB members discussed using “Innovation Bucks County” as the name for the new entity, following the lead of other jurisdictions which have used that title. As a 501 (c) organization, the new entity would have a board of directors. This option is close to the Delaware County model. It would allow for certain grants to be received by the organization that are not available to governments.



Option 2, which was the only other option that received serious consideration, would follow the Montgomery County model, where no new entity was created, but a Director of Economic Development was hired. The director works directly with the Commissioners and chairs the Economic Development Cabinet, comprised of the economic development agencies and organizations in the county, to exchange information, foster coordination, and promote the Montgomery County vision for economic development.

GOAL 2 *Adopt and Institutionalize the Guiding Principles of Economic Development*

Findings

EDAB concluded that “any new job anywhere” was not an acceptable guiding principle for our mission. We need the right jobs in the right places to make the best use of our resources, our infrastructure, and our workforce. New job growth must enhance our quality of life, not detract from it.

Recommendations

Our guiding principles are:

- A. Encourage and support economic activities in town centers, brownfield sites, areas with existing infrastructure, and older communities.
- B. Preserve through land use planning and conservation those areas that are not suitable or desirable for new commercial or industrial activity, because of environmental concerns, limited access and transportation, lack of utilities and infrastructure, or suitability for other types of activities.
- C. Focus on industry clusters that already have a foothold in Bucks County, including:
 - Biotechnology – using the Keystone Innovation Zone designation for the PA Biotechnology Center and Bridge Business Center as focal points;
 - Green Jobs – using industries at U.S. Steel/Keystone Industrial Port Complex engaged in alternative energy and the Green Jobs Academy (a collaboration of many partners in Bucks County to train people for green jobs);
 - Knowledge-based businesses associated with our health care and educational institutions.
- D. Continue to protect and enhance the quality of life in Bucks County through programs that protect community character and appeal, improve schools and facilities, and provide transportation, open space, and recreational options. There is a clear connection between “quality of life” and the ability of a community to attract young workers and knowledge-based workers.

GOAL 3 Make Better Use of Existing Economic Development Resources

Findings

EDAB concluded that there are many capable, enthusiastic, and talented people engaged in facets of economic development, yet the impact of these individuals and groups may not reach its potential.

Recommendations

- A. Engage all groups through better coordination and communications.
- B. Communicate our guiding principles and our message so there is a defined direction and better synergism and support.

GOAL 4 Help Existing Businesses

Findings

Keeping and growing businesses that already exist in Bucks County is easier and more effective than trying to lure businesses from other areas or get them to choose Bucks County.

Recommendations

- A. Focus on our existing business community.
- B. Continue outreach started with the business survey to find out what their needs are.
- C. Engage our economic development organizations in the effort of helping businesses. The Chambers of Commerce are very good at this. We want to make sure that financial incentives and assistance are made available to businesses that want to stay and grow here.
- D. Explore the use of Local Economic Revitalization Tax Assistance Act (LERTA), tax-increment financing, transportation reinvestment district funding, and other programs that might benefit County businesses.

GOAL 5 *Engage Municipal Partners*

Findings

All locations are not suitable or desirable for economic development. Desirable locations will depend on a number of factors, including:

- Character of the community
- Municipal goals – Need to balance competing interests of preserving natural heritage and encourage business enterprises; bedroom community or business center.
- Environmental issues
- Transportation availability
- Availability of vacant or underutilized parcels or buildings
- Water and wastewater infrastructure availability

Municipalities have control over land use decisions and are the ultimate decision makers in zoning for different types of businesses and in exercising approvals of projects.

- Zoning and changes of zoning
- Preservation programs
- Infrastructure improvements
- How they process applications for types of uses: conditional use, change of use, land development approval.

Municipalities can enhance economic development by their actions, directly and indirectly.

- Affect quality of life
- Preservation programs
- Creating a place where people want and can afford to live and work.

Recommendations

- A. Involve municipal officials in the recommendations of EDAB by reaching out to present our findings to them.
- B. Continue present practice of having the Bucks County Planning Commission offer planning and zoning services to municipalities:
 - Comprehensive planning

- Zoning and subdivision ordinance
 - Education of options for reviewing and approving projects
 - Preservation and open space planning
 - Coordination with PennDOT on transportation and traffic issues.
- C. Make information available on costs and benefits of different development patterns.
- D. Provide case studies on how other municipalities have handled development issues.
- E. Allow home-based businesses required by law, but not all municipalities have adopted ordinance language allowing for the use.
- F. Education on tax incentive programs – tax abatement requires local approval. Some have used certain techniques; other techniques not used yet (tax-increment financing, Transportation Reinvestment Improvement Districts, etc.).
- G. Encourage multi-municipal planning.

GOAL 6 Workforce Development

Findings

Workforce development is as important a part of encouraging business as financial incentives or public services. An educated workforce is part of our “infrastructure” that makes doing business possible and attractive to investors and entrepreneurs. Several groups are engaged in workforce development: the Workforce Investment Board, CareerLink, Bucks County Community College, and Delaware Valley College, as well as other educational institutions.

Recommendations

- A. Workforce needs must be coordinated with our economic development mission and advance in concert with the activities of other groups. Anticipating future job needs is difficult, but should be consistent with the industry clusters we are targeting.
- B. Support the Green Jobs Academy as a high-profile, coordinated effort to train people to tackle jobs that exist or might land at the U.S. Steel/Keystone Industrial Port Complex area and the Bridge Business Center.

APPENDIX A – MEETING NOTES

March 20, 2009 – Heritage Conservancy – Doylestown (First Meeting)

Discussion focused primarily on the current economic state of Bucks County and the organizations in Bucks County involved in economic development. The background information that follows was presented to the Board.

Major Employers in Bucks County:

Bucks County	Healthcare Services
St. Mary’s Medical Center	Woods School
Doylestown Hospital	Grand View Hospital
Charming Shoppes	ExpressScripts Mail Pharmacy
BCCC	Bucks County Intermediate Unit

Unemployment rate in Bucks:

January, 2009 was 6.5 percent in Bucks – ranked 55th out of the 67 counties
May, 2009 was 7.4 percent in Bucks – ranked 58th out of 67 counties

Rate is higher in Bucks than Chester, Montgomery, and Delaware counties.

Types of Jobs in Bucks County – Major Employers by Number of Employees by Industry

1. Retail Trade
2. Health Care and Social Assistance
3. Manufacturing
4. Government
5. Accommodation and Food Service
6. Construction
7. Waste management/Remediation
8. Wholesale Trade
9. Other services
10. Finance and Insurance

Commuters into and out of Bucks County compared with other counties. Net flow of commuters into and out of Philadelphia and 4 suburban counties (2000):

Bucks	62,000 out
Chester	2,700 out
Delaware	38,000 out
Montgomery	67,000 in
Philadelphia	90,300 in

Where Bucks County residents work:

Bucks County	168,090
Montgomery County	48,414
New Jersey	38,740
Philadelphia	31,892
Lehigh Valley	3,567
Chester County	3,036
New York City	2,071
Delaware County	2,754
Elsewhere in PA	2,118
Delaware	511
Elsewhere in New York	617

Commissioner Marseglia asked the board to explore creating incentives for residents to make home improvements by not reassessing properties after improvements are completed.

April 17, 2009 – Bucks County Community College – Newtown

Report from Community and Business Development Department – Vitor Vicente

- Department provides no direct assistance to businesses except for information referral.
- Several funding sources for other programs go through the department:
 - Community Development Block Grants - \$2.3 million
 - Sixty percent goes to eligible municipalities and some to non-profits for social services
 - Housing assistance for low and moderate income people through Emergency Shelter Grants, Supportive Housing Program, Housing Trust Fund, and HOME programs
 - Works with groups to get HUD Section 108 loans to businesses for job creation
- Department runs training programs and workshops for women and minorities to help them become certified and to share business opportunities.
- Publishes list of minority-owned businesses.
- Needs:
 - Single county message and coordinated approach
 - Information on how the County economy is doing

Report from Bucks County Economic Development Corporation – Robert Cormack

- Formed in 1958 by county planning commission and commissioners as a private non-profit organization
- Successful projects and partnerships:
 - Keystone Opportunity Zones for Falls, Warminster, Bristol Borough
 - Federal Lands Reuse Authority closing of base in Warminster and redevelopment
 - Enterprise Zone projects
 - HUD Revolving Loan Fund
- Funding for Projects in Bucks:
 - Upper Bucks 15
 - Central Bucks 19
 - Lower Bucks 54
- Needs:
 - Better coordination
 - More information, statistics
 - Advertising on a national level
 - Inventory of vacant lands for industry
- Discussion followed on what our goals are: create new jobs, support businesses here now?

Report from Bucks County Redevelopment Authority – Robert White

- Formed in 1962 as result of conditions at lacey park in Warminster
- Formed and oversee the Enterprise Zone
- Provide loans for businesses
- Successful projects
 - Riverfront North development
 - Lenox
 - Atachem property – clean up for redevelopment
 - Port of Bucks
- Needs
 - Liaison with commissioners
 - Reuse of industrially zoned land along the riverfront

Tom Jennings, Esq. reported his findings on the suggestion made by Commissioner Marseglia to create an incentive for residents to make home improvements by not

reassessing properties after the improvements. He explained that there are jurisdictional issues but outlined steps that could be taken to allow this program to move forward:

1. Amend state statues and clarify the rules on discretion in applying reassessment
2. Set a dollar threshold for repairs that would trigger a reassessment, allowing small projects to move forward without automatic reassessment
3. Establish a neighborhood improvement district that would target areas for improvement
4. Establish residential tax credit program, similar to what has been done for accessibility improvements

Mr. Jennings' two recommendations are as follows:

1. Ask legislative delegation what is feasible to modify in state law to allow this to happen; and
2. Consolidate information on tax credits, assistance programs and other resources for use by homeowners and businesses.

David West reported on the new advertising campaign for Bucks County in the New York market.

May 15, 2009 – Pennsylvania Biotechnology Center – Doylestown

Presentation by Dr. Timothy Block and Jim Horan on the Pennsylvania Biotechnology Center

Dr. Block explained the history of the Center, which began with his forming the Hepatitis B Foundation in conjunction with Delaware Valley College. Dr. Block stated that the important factors in selecting Doylestown were: its location in the center of the bio/pharma and life sciences area of eastern Pennsylvania/new Jersey; the ability of the college and other partners to work quickly; a Redevelopment Authority loan to reuse an old manufacturing building; the “knowledge community” here; and connections with family and friends.

The Center has several partners and serves as an incubator for research efforts. It has Keystone Innovation Zone status, which is a Pennsylvania initiative to build knowledge-based industries. Incentives include tax credits for businesses.

Tax incentives are less important to companies and businesses than finding the right environment, according to Block. Dr. Block said it was difficult to find qualified young researchers but that the economic climate has made it easier to attract young educated people to Bucks County since the economic downturn.

May 29, 2009 – Bucks County Convention and Visitor’s Bureau – Bensalem

Presentation by Dr. York Tsuo, CEO, AE Polysilicon

Dr. Tsuo explained that AE Polysilicon manufactures silicon components for solar cells. He explained that alternative energy development is a major industry in Europe and Japan due to the energy crisis there, and that greater demand and incentives for industries have led to new factories opening. Americans invented solar cell technology, but other countries have manufactured and marketed the products until recently.

He conducted a global search for a site and began his Pennsylvania search by calling the Governor’s office. The Governor’s office connected him with the Keystone Industrial Port Complex, where the port, infrastructure, railroad, and power distribution systems already in place suited their needs. He said tax incentives are not especially important because all states offer the same type of deal.

His decision to locate in Bucks County was based on a number of factors: existing infrastructure at the U.S. Steel/Keystone Industrial Port Complex site; proximity to suppliers and markets; and people/labor force. He hopes to expand to meet the growing demand for solar components. After the planned Phase II expansion is completed, one year’s production of solar components is equivalent to one new nuclear power plant.

Preliminary goals for the recommendations report were distributed to the Board for future discussion.

June 12, 2009 – TMA Bucks – Bensalem

Presentation by Steven Nelson, Deputy COO for Policy and Planning, Montgomery County, PA

Mr. Nelson presented a power point presentation on Montgomery County’s Economic Development Plan. He made the following comments:

1. County formed a task force that met six times for the purpose of developing an economic development strategy.
2. Montgomery County hired a consulting firm for \$100,000 to prepare a plan. Mr. Nelson said he does not recommend this, because the results did not yield new ideas for the county.
3. The four priorities were:
 - a. Economic challenges facing older communities
 - b. Underutilization of existing business locations

- c. Local government regulations and business friendliness
 - d. Workforce development and labor attraction/retention.
4. Main recommendations were:
 - a. Funding - \$105 million in new county-funded economic development programs
 - b. Overall Coordination - Establish a County Director of Economic Development
 - c. Programming – Modify existing county and county-related programs to enhance business development.
 - d. Priority on revitalizing older communities
 5. Governor’s Action Team has been instructed to work county’s Economic Development Director if they receive inquiries.
 6. The county’s Economic Development Cabinet is composed of all relevant county agencies and meets weekly to discuss economic development activities. Agencies participating are: planning commission, redevelopment authority, commerce and workforce development, housing and community development, and deputy COO.

First draft of the Business Survey was distributed and discussed.

June 26, 2009 – Bucks County Community College – Lower Bucks Campus

Presentation by Tom Morr, President and CEO, Select Greater Philadelphia

Mr. Morr explained the roles and responsibilities of Select Greater Philadelphia (Select) in the region and made the following comments:

1. Select is an economic development marketing organization dedicated to attracting companies to the Greater Philadelphia Region. The region is New Castle in Delaware; Burlington, Camden, Gloucester, Mercer, Salem in New Jersey; and Bucks, Chester, Delaware, Montgomery and Philadelphia in Pennsylvania.
2. Select brought 42 companies and 2,900 jobs to Bucks County.
3. Philadelphia region exceeded California in nation’s top Life Science cluster and is essentially the capital of the pharmaceutical industry.
4. Philadelphia region has a highly education labor force (32 percent of persons 25+ years of age with a minimum Bachelor’s degree).
5. Emphasized Bucks County greatest attraction: *Quality of Life*
6. Transportation is the major drawback.
7. Partnerships need to be formed between municipal officials and business leaders to help potential business owners through the local land development processes.

Revised draft of the Business Survey was discussed and approved for distribution.

July 10, 2009 – Bucks County Community College – Upper Bucks Campus

- Board discussed the potential redevelopment at the Maple Beach area of Rohm and Haas/DOW Chemical site in Bristol Township and what role, if any, the County should play in helping to guide this. It was agreed the county would proceed cautiously rather than jumping in with agreements at this time.
- Tourism impact of sports venues – Discussed the impact of sport venues on hotel occupancy, tourism, and spending. It was agreed that these activities attract a lot of people and support local businesses.
- Distributed and discussed the Comprehensive Economic Development Strategy and Federal Economic Development Administration Funding program. The Board agreed on two projects to submit: 1) Green Jobs Academy and 2) Delaware River Waterfront (including the Maple Beach area).
- Board received correspondence from three entities offering assistance: Bucks County Women’s Fund, Inc., Keystone Heritage Group, and Office Environments, Inc.

August 7, 2009 – Office Environments, Inc. – Bristol

Presentation by Pat Killian, Director of the Delaware County Commerce Center

Mr. Killian explained the formation of the one-stop center for economic development in Delaware County. Process of consolidating the various boards and agencies involved with economic development began in 1989, by taking over the staffing of several agencies, there are economies in staffing and broader abilities to undertake projects. Benefits include a more efficient staffing structure, a single point of contact for interested businesses, better relationships with municipalities, and direct reporting to the county elected officials (County Council). There was no major expense to start the consolidated effort, and the annual cost to the county is about \$600,000 per year. Staff is 7 people, and support is provided on some projects by the county planning department. County has attracted several new businesses including the major league soccer stadium and a movie production company.

Reported to the Board preliminary Business Survey results.

August 28, 2009 – Delaware Valley College – Doylestown

- Peter Kraus from the Keystone Heritage Group and Nancy Morrill from the Bucks County Women’s Fund, Inc. addressed the Board.
- Distributed mid-year report on tasks completed, initial observations, and future prioritization. Discussion focused on entities they still wanted to learn about.

September 18, 2009 – Gilmore & Associates, Inc. – New Britain

- Discussed draft Business Survey Results.
- Brainstormed about goals and action steps for recommendations to the commissioners by reviewing the “*Economic Development Readiness Evaluation Tool: Identifying our Strengths and Weaknesses*” worksheet.

October 9, 2009 – Bridge Business Center – Bristol

- Robert Loughery of Keystone Companies Group, Inc. explained the formation of the Bridge Business Center, a Keystone Innovation Zone designated site in Bristol Township. Mr. Loughery stated the site is targeted to support Life Sciences, Alternative Energy and Advanced Manufacturing companies.
- Presentation by Steven T. Wray, Executive Director, Economy League of Greater Philadelphia
Mr. Wray explained what should be addressed in an economic development plan: Livability (quality of life issues – affordable housing, good schools), Business Climate (workforce talent/skills, taxes, infrastructure), Global Economy (competition, location in the region, human capital, financial resources, transportation network), and Flexibility (will plan work if circumstances change).
- Distributed final Business Survey Results.
- Distributed and discussed handout on the Pennsylvania Department of Community and Economic Development approved projects in Bucks, Chester, Delaware, Montgomery and Philadelphia Counties from July 2004 to August 2009 (loan projects were through the county Economic Development Corporation and Industrial Development Authority).
- Board agreed to create and submit bullet points of information learned to date.

October 23, 2009 – New Hope Winery – New Hope

- Mr. Jennings and Dr. Garvin provided an overview of their successful “21st Century Alliance” trip to the Republic of Korea’s Namdong District.
- Continued developing recommendations by reviewing “*strengths and weaknesses*” document created from bullet points submitted by the Board.

November 6, 13, and 20, 2009 – Central Bucks Chamber of Commerce – Doylestown

- Continued developing recommendations by approving the revised “*strengths and weaknesses*” document and reviewing draft outline of goals and recommendations.
- Co-Chair Murphy assigned tasks to board members to write recommendations based on six concepts: Reuse Vacant and Underutilized Industrial and Commercial Sites, Revitalize Downtowns and Main Streets, Workforce Development, Maintain a high Quality of Life, Maintain Diversity in the Economy, Create Good Business Climate. Met and discussed the first five concepts during the course of these three meetings.

December 14 and 29, 2009 and January 8, 2010 – Bucks County Planning Commission – Doylestown

- Workforce component of the recommendations was presented to the Board.
- Much discussion on creation of “one-stop shop” concept.
- Continued developing recommendations by refining the “*Recommended Goals/Action Steps*” from all committees.
- Discussed “*What will Bucks County look like in 2030 if we are successful with our economic development program? What do we want success to be?*”
- Agreed on timeline of final report submission to the Commissioners.

APPENDIX B
BUCKS COUNTY BUSINESS SURVEY



Bucks County

Economic Development Advisory Board

October 2009

1260 Almshouse Road, Doylestown, Pennsylvania 18901
www.buckscounty.org edab@co.bucks.pa.us 215-345-3400

Business Survey Results

2009 BUCKS COUNTY BOARD OF COMMISSIONERS



Charles H. Martin
Chairman



James F. Cawley, Esq.
Vice Chairman



Diane M. Ellis-Marseglia, LCSW



ECONOMIC DEVELOPMENT ADVISORY BOARD

Co-Chairman James F. Cawley, Esq., Vice Chairman
Board of Bucks County Commissioners

Co-Chairman Patrick Murphy
U.S. Congressman, 8th District

Dr. Joseph Brosnan, President
Delaware Valley College

Roger Collins, Executive Director
Bucks County Opportunity Council

Clifford C. David, Jr., President
Heritage Conservancy

Peter Dominick, Executive Vice President
Bucks County Bank

Dr. Vail P. Garvin, FACHE, Executive Director
Central Bucks Chamber of Commerce

Elizabeth "Betty" Graver, Executive Director
Pennridge Chamber of Commerce

Jim Greenwood, former U.S. Congressman, 8th District
President and CEO, Biotechnology Industry Organization

James Horan, Chief Operating Officer
Pennsylvania Biotechnology Center

Tom Jennings, Esq., Partner
Saul Ewing LLC

Tara King, Executive Director
Upper Bucks Chamber of Commerce

Kevin Kruse, President
KRU Research

Dr. James J. Links, President
Bucks County Community College

William D. Rickett, Executive Director
TMA Bucks

Michael Scobey, Publisher
Calkins Media

Clark Shuster, President
Lower Bucks Chamber of Commerce

Andy Warren, former Bucks County Commissioner
Executive Director, PENJERDEL Council

David West, Marketing Director
Bucks County Conference and Visitors Bureau

Lynn T. Bush, Executive Director, Staff Liaison
Bucks County Planning Commission

Appointed by the Bucks County Commissioners on February 18, 2009, the Bucks County Economic Development Advisory Board brings together a cross-section of leaders in government, industry, banking, healthcare, biotechnology, as well as members of the business community in the common goal of strengthening business initiatives in Bucks County. The board meets bimonthly and is working toward creating an economic development plan for recommendation to the County Commissioners by early 2010.



As an extension of the work being conducted, county business owners of all sizes and services were invited to complete a brief Business Survey intended to collect detailed information about the current business climate. The survey was sent to approximately 28,800 businesses and about 2,800 were returned.



The survey consisted of 10 questions and is located on pages 3 and 4 of this document. The document that follows describes the results of the survey. The survey data will be used to assist the Economic Development Advisory Board in preparing their recommendations to the County Commissioners.



Bucks County
Commissioners

Charles H. Martin, Chairman
James F. Cawley, Esq., Vice Chairman
Diane M. Ellis-Marseglia, LCSW
David M. Sanko, Chief Operating Officer

Bucks County Business Survey

This survey will assist the Bucks County Economic Development Advisory Board to better understand immediate needs of the business community in Bucks County. Please fill out the survey and return it in the enclosed envelope or you may visit the county's website at www.buckscounty.org and click on the link that will take you to a digital input of the survey.

Thank you for your help!

COMPANY INFORMATION

1. Zip code where your business is located: _____

2. E-mail address: (optional) _____

3. How long have you been located at this site:

- 0- 5 years
- 6 - 10 years
- 11- 20 years
- More than 21 years

4. Number of employees in Bucks County:

Current number of employees _____

Hired in the past 3 years _____

Projected to hire in the next 3 years _____

5. What is the general nature of your business:

- Retail
- Service
- Other (please specify): _____
- Industrial/Manufacturing
- Engineering/Architecture
- Technology/Communications
- Wholesale/Distribution
- Construction
- Life Sciences*

*pharmaceuticals, medical devices, biotechnology, healthcare services, life sciences research and development, and supporting industries

6. What are your plans in the next three years?

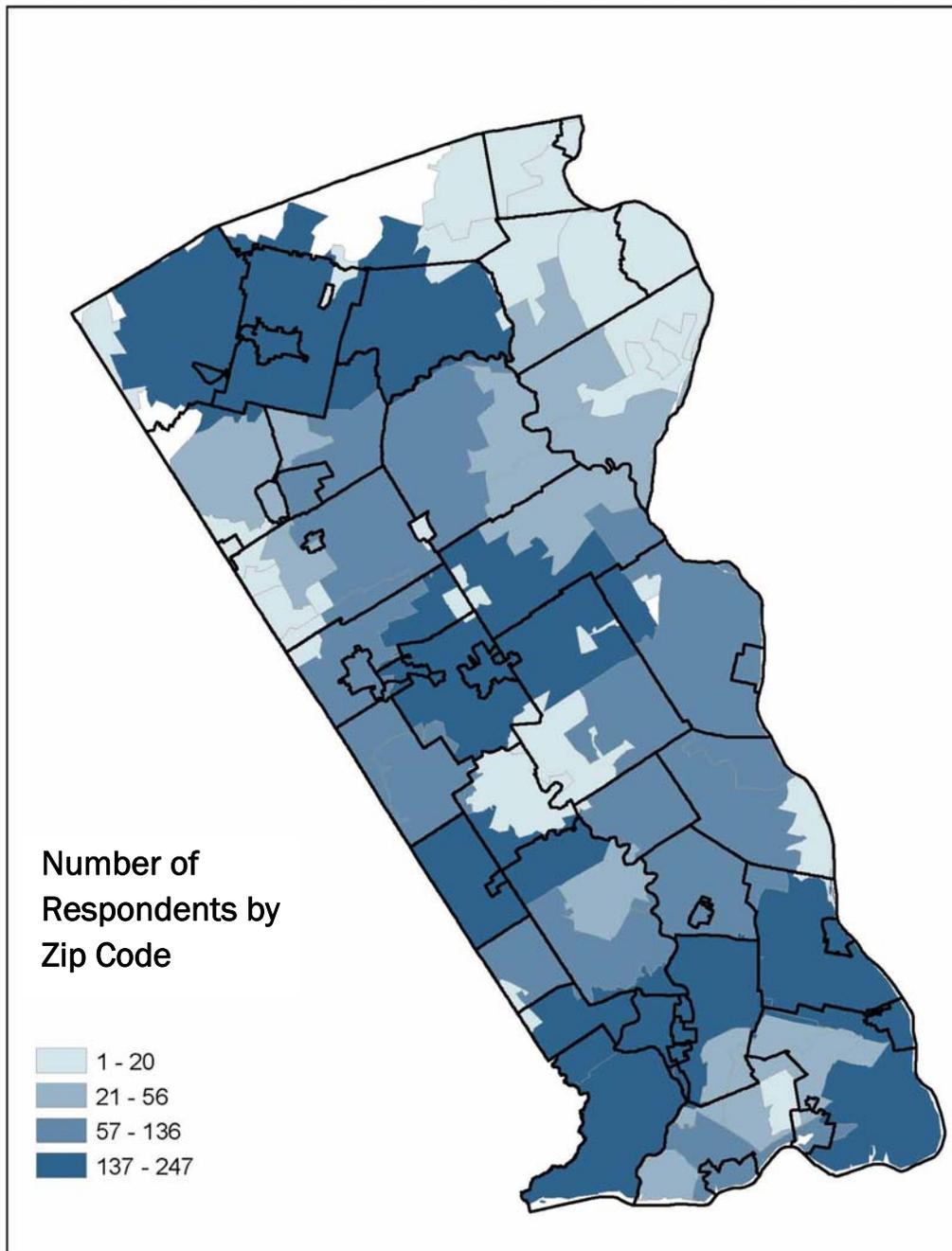
- No change
- Expand
- Reduce
- Relocate
- New products or services
- Closing business

FACTORS AFFECTING BUSINESS LOCATION

7. Please indicate why you chose this site to locate your business (Please check three that are most important to you)

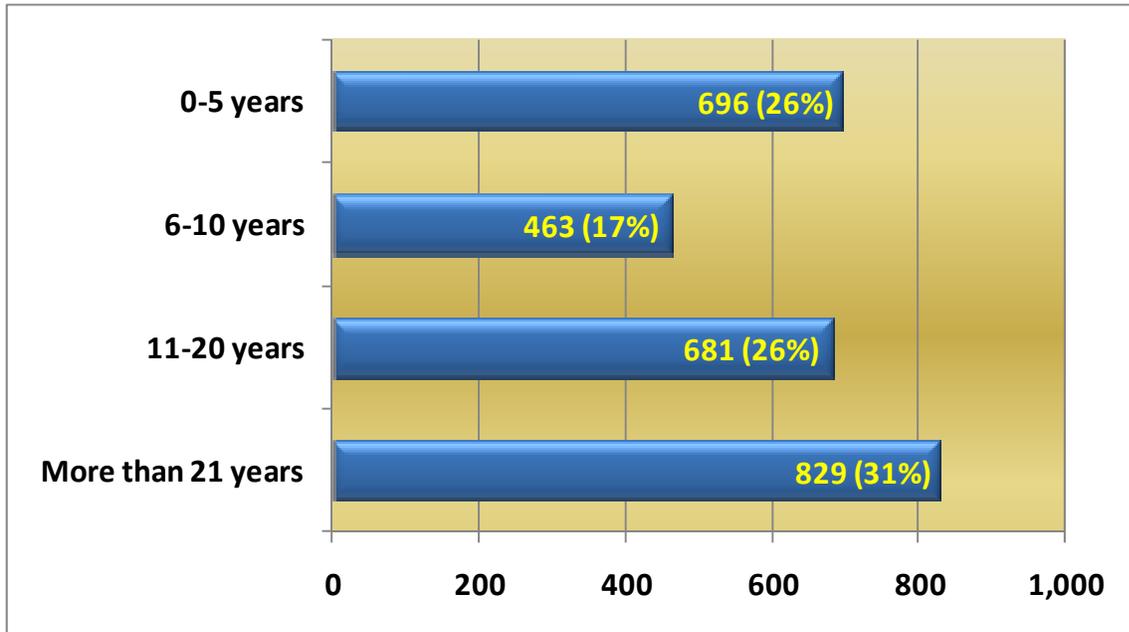
- Proximity to market, suppliers, or complimentary businesses
- Location of Bucks County in the region
- Cost factors: land, building, utilities
- Skilled or educated labor force
- Local land use regulations
- Quality of life/community appeal for employees or self
- Tax incentives
- Transportation network
- Public investment: loans/financing by government or economic development agencies
- Quality of education (Grades K thru 12)
- Other (please specify): _____

Zip code where your business is located?



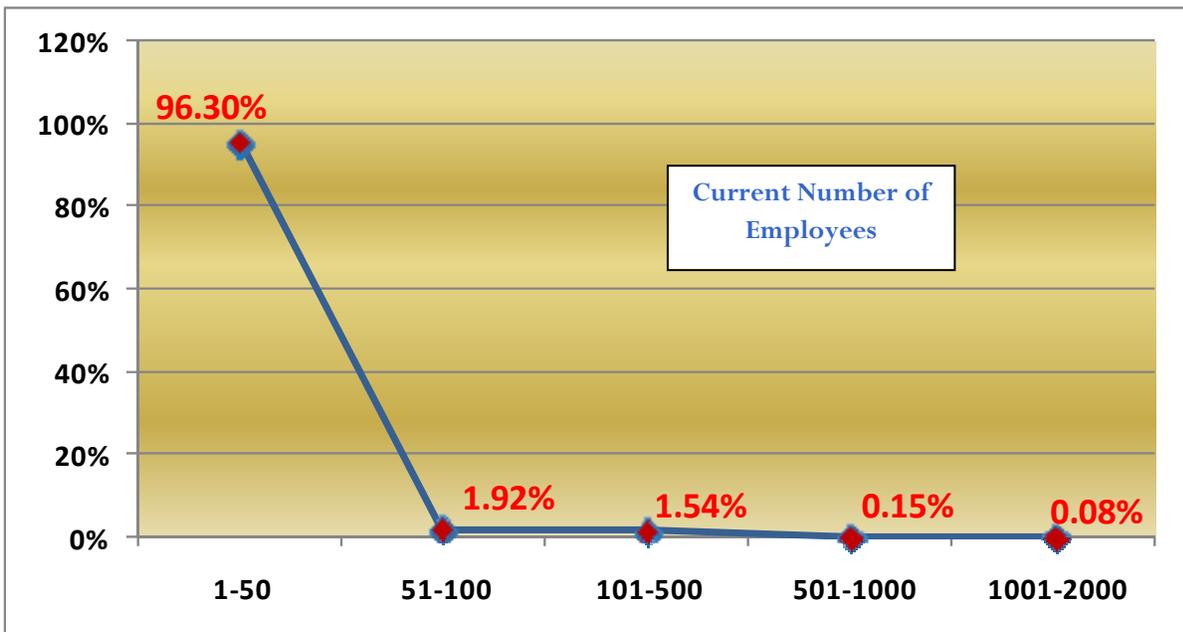
Question 2

How long have you been located at this site?



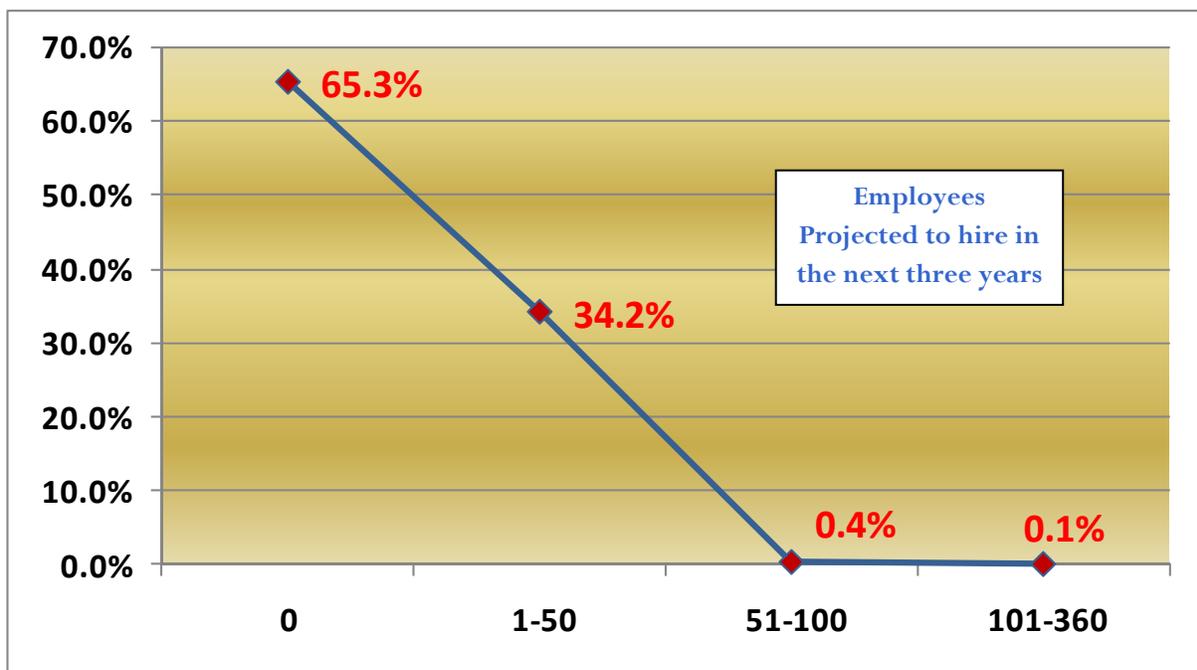
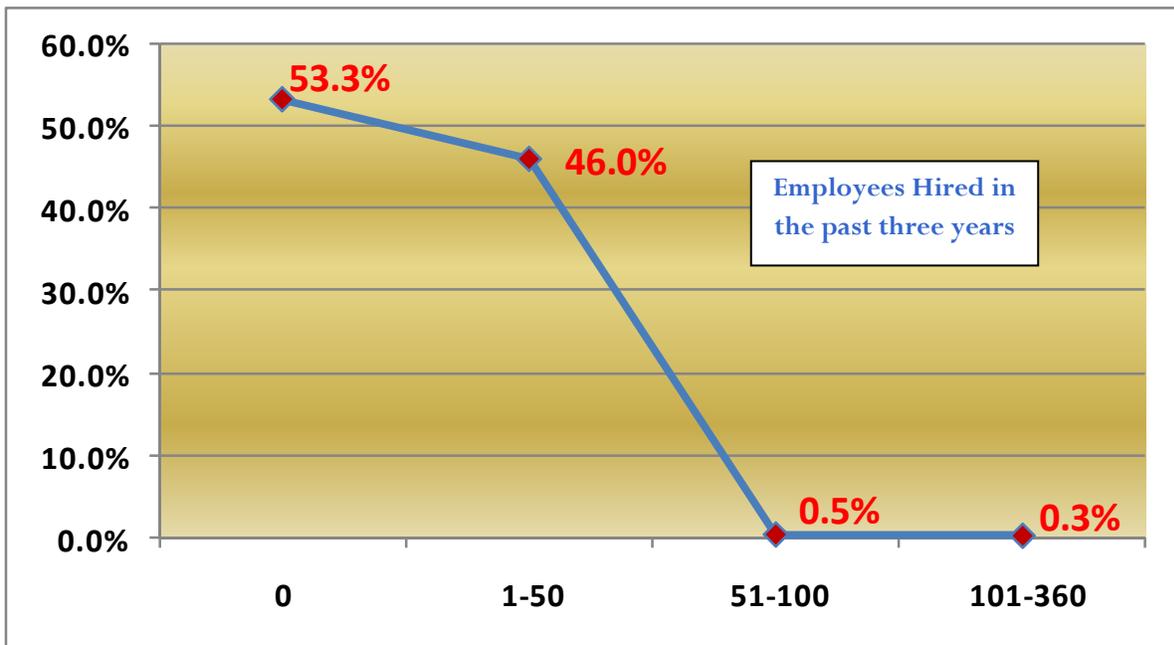
Question 3

Number of Employees in Bucks County?



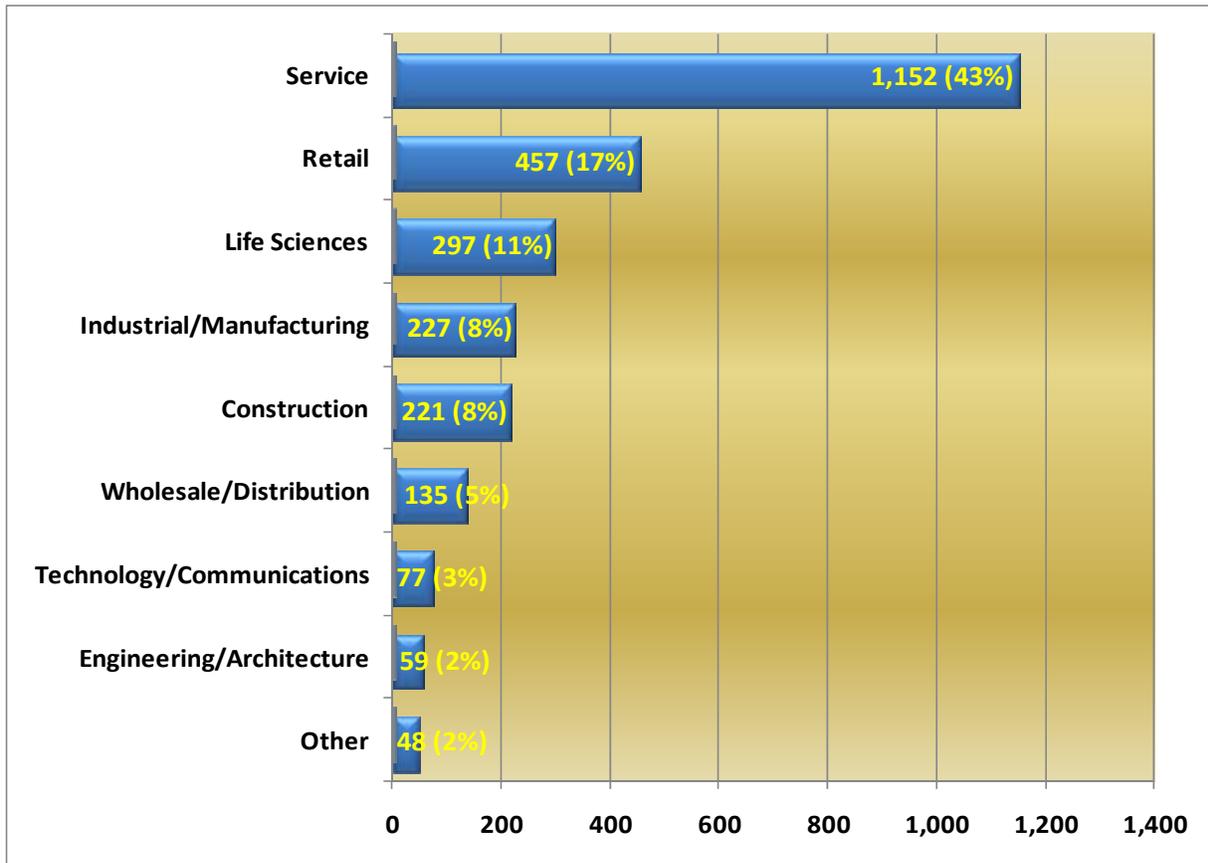
Question 3 - Continued

Number of Employees in Bucks County?



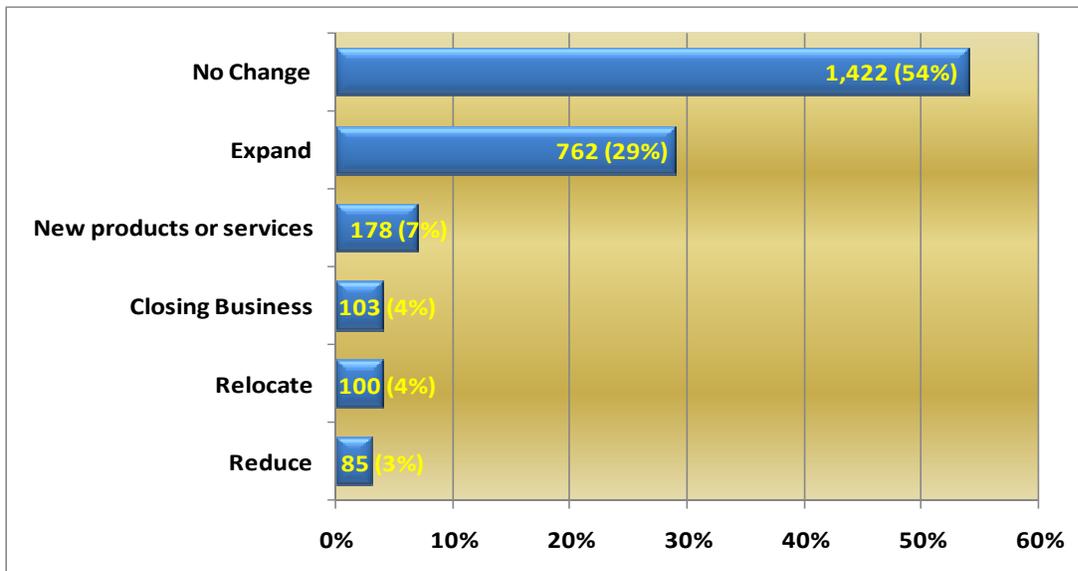
Question 4

What is the general nature of your business?



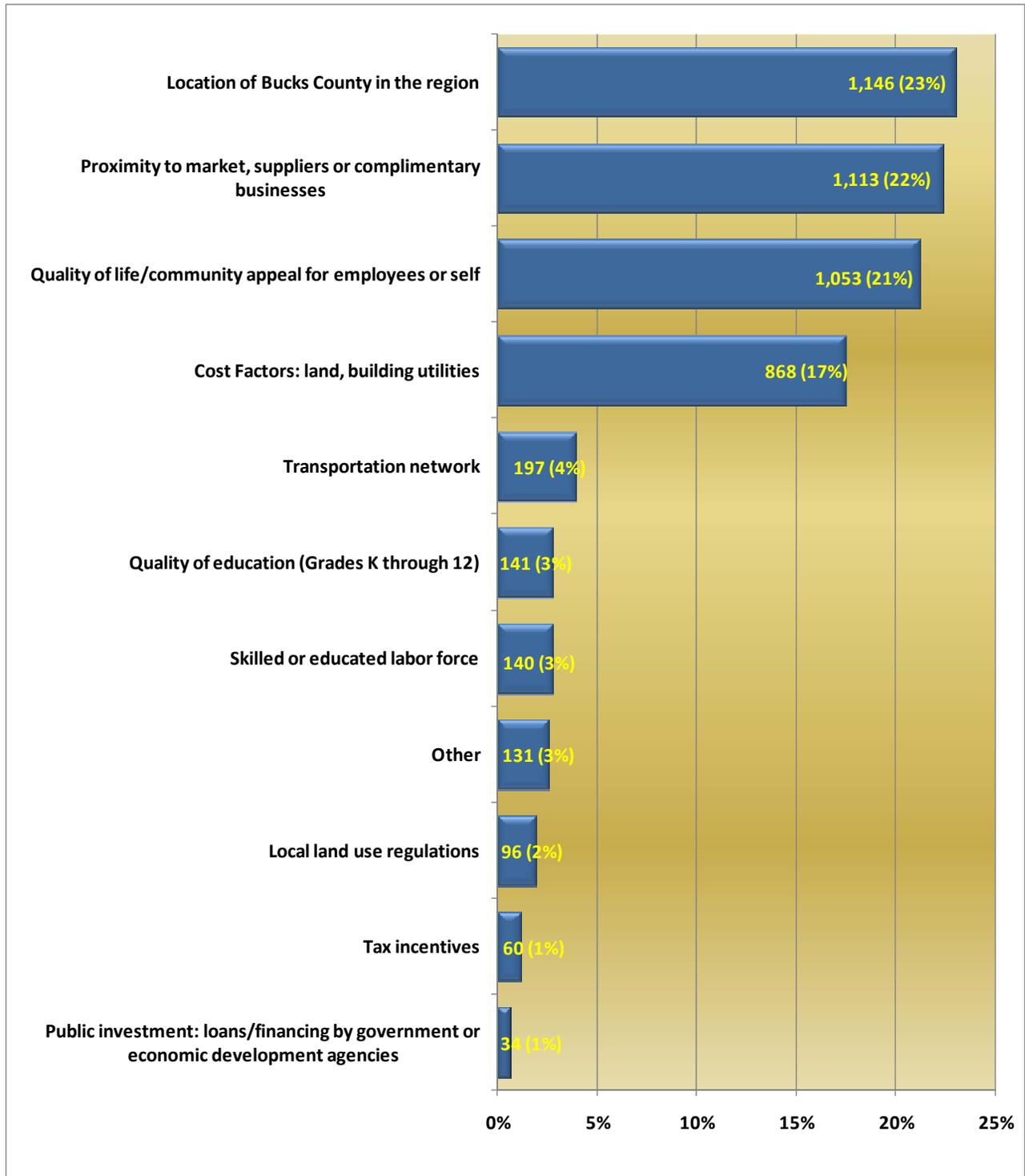
Question 5

What are your plans in the next three years?



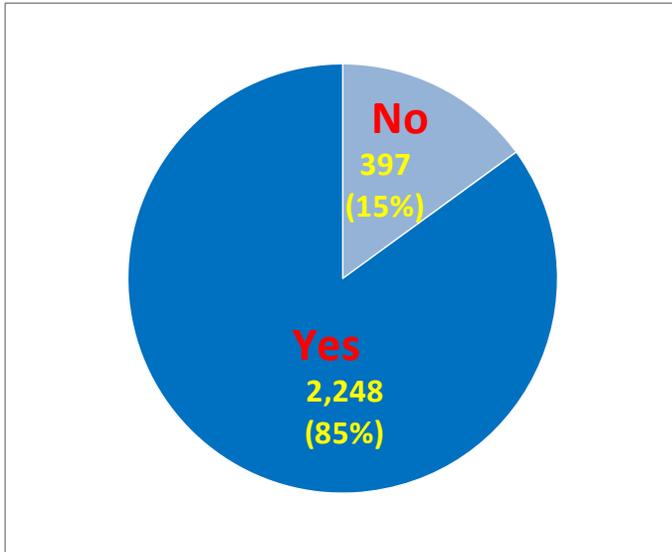
Question 6

Why did you choose this site to locate your business?



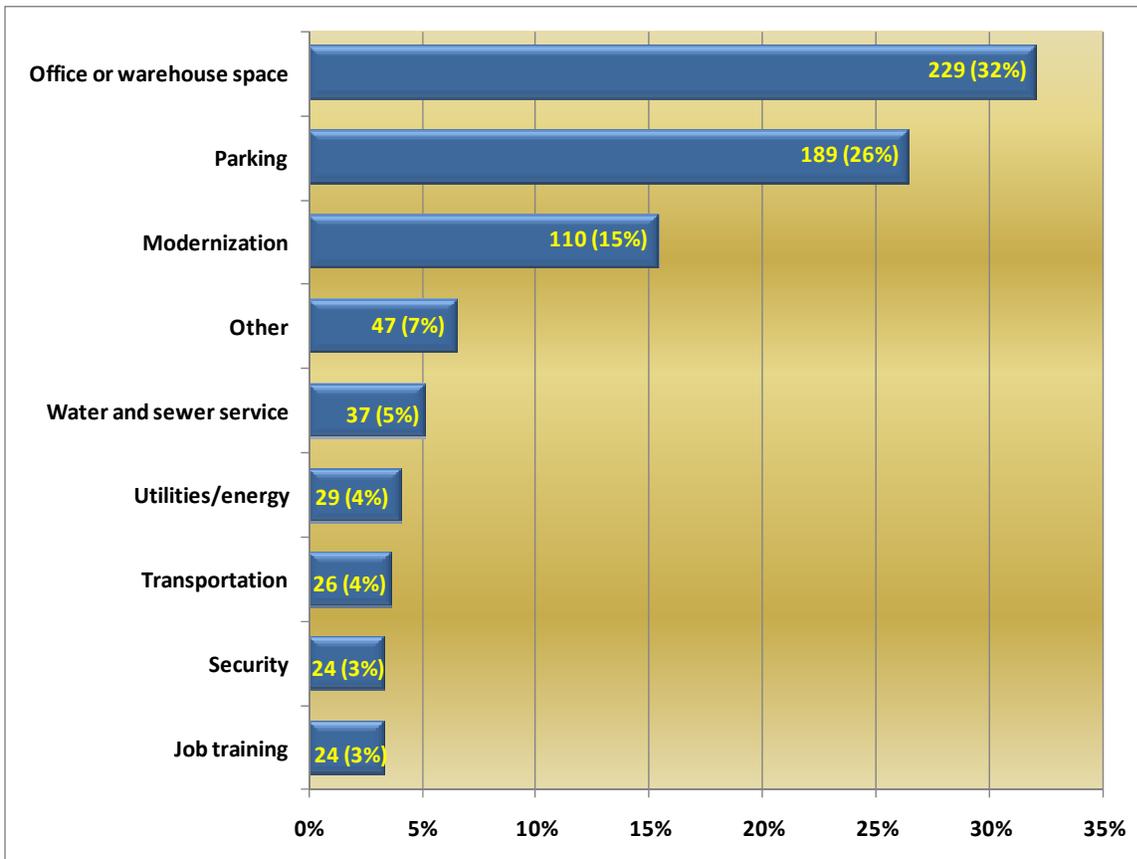
Question 7

Is your facility sufficient for your needs?



Question 8

If not, what are your current needs?



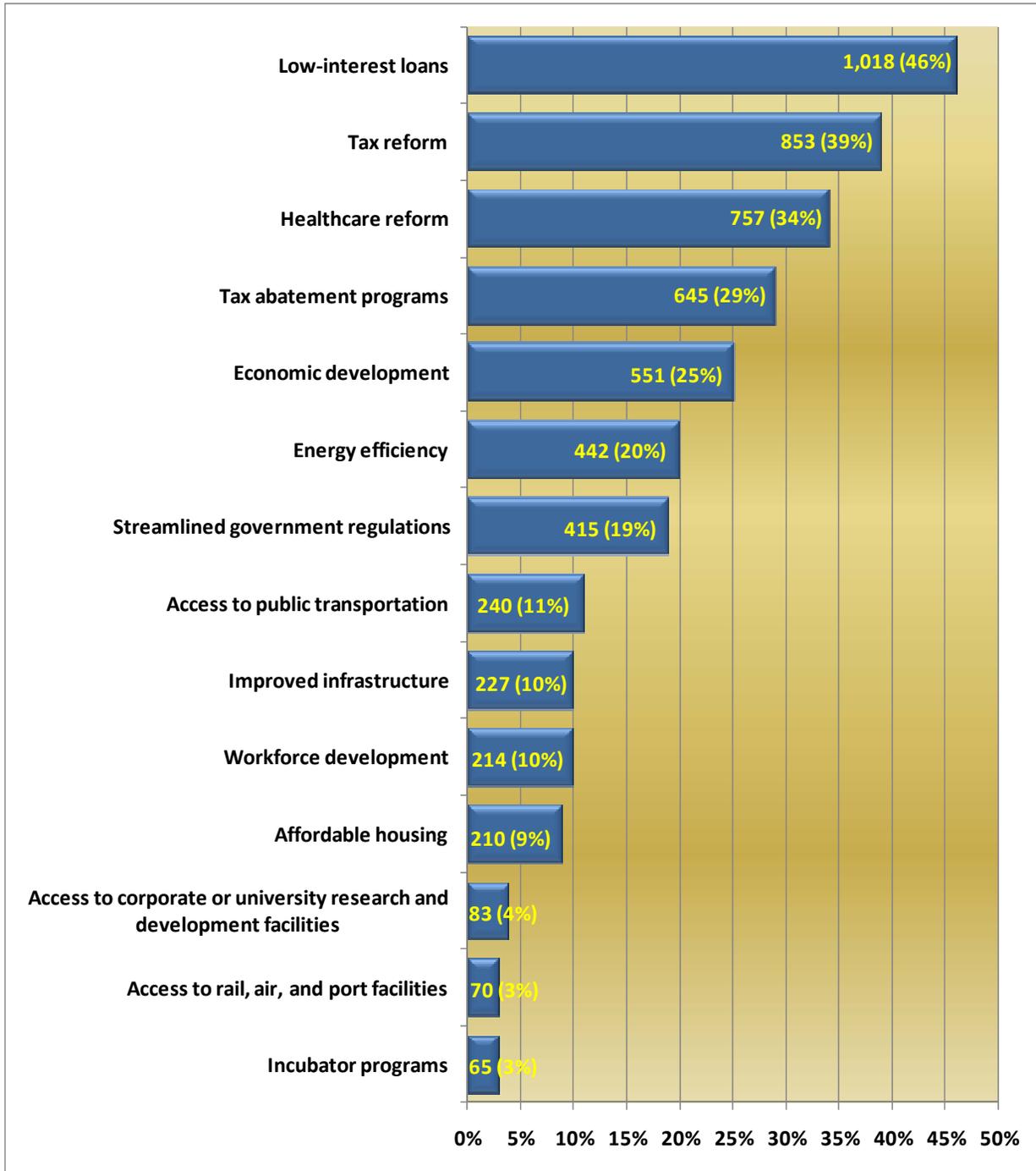
Question 9

Which support organizations has your company worked with and how well did they provide assistance?

Organization	Adequate		Not Adequate		Did not use
Bensalem Township Economic Development Corporation	1%	31	1%	28	2476
Bucks County Community and Business Development	2%	63	1%	30	2441
BCCC/Center for Business and Training	4%	97	1%	30	2411
Bucks County Economic Development Corporation	4%	92	2%	40	2412
Bucks County Industrial Development Authority	3%	70	1%	36	2428
Bucks County International Trade Council	1%	15	1%	33	2487
Bucks County Office of Employment and Training (Pa CareerLink)	2%	63	2%	41	2436
Bucks County Redevelopment Authority	2%	51	1%	31	2450
Bucks County Transportation Management Association (TMA Bucks)	1%	32	1%	31	2466
Bucks County Workforce Investment Board	1%	30	1%	29	2480
Central Bucks Chamber of Commerce	9%	231	2%	43	2277
Greater Warminster Chamber of Commerce	2%	48	1%	32	2453
Lower Bucks Chamber of Commerce	7%	186	2%	42	2316
Pennridge Chamber of Commerce	2%	59	1%	30	2443
Upper Bucks Chamber of Commerce	4%	112	1%	36	2405
SCORE (Service Corps of Retired Executives)	5%	128	2%	42	2371
TeamBucks	0%	10	1%	27	2498
Keystone Industrial Port Complex (KIPC)	1%	15	1%	33	2486
New Britain Business Park	0%	9	1%	27	2493
Pennsylvania Biotechnology Center	1%	34	1%	30	2473
Governor's Action Team	1%	21	1%	32	2478
PA Department of Community and Economic Development	2%	45	1%	27	2459

Question 10

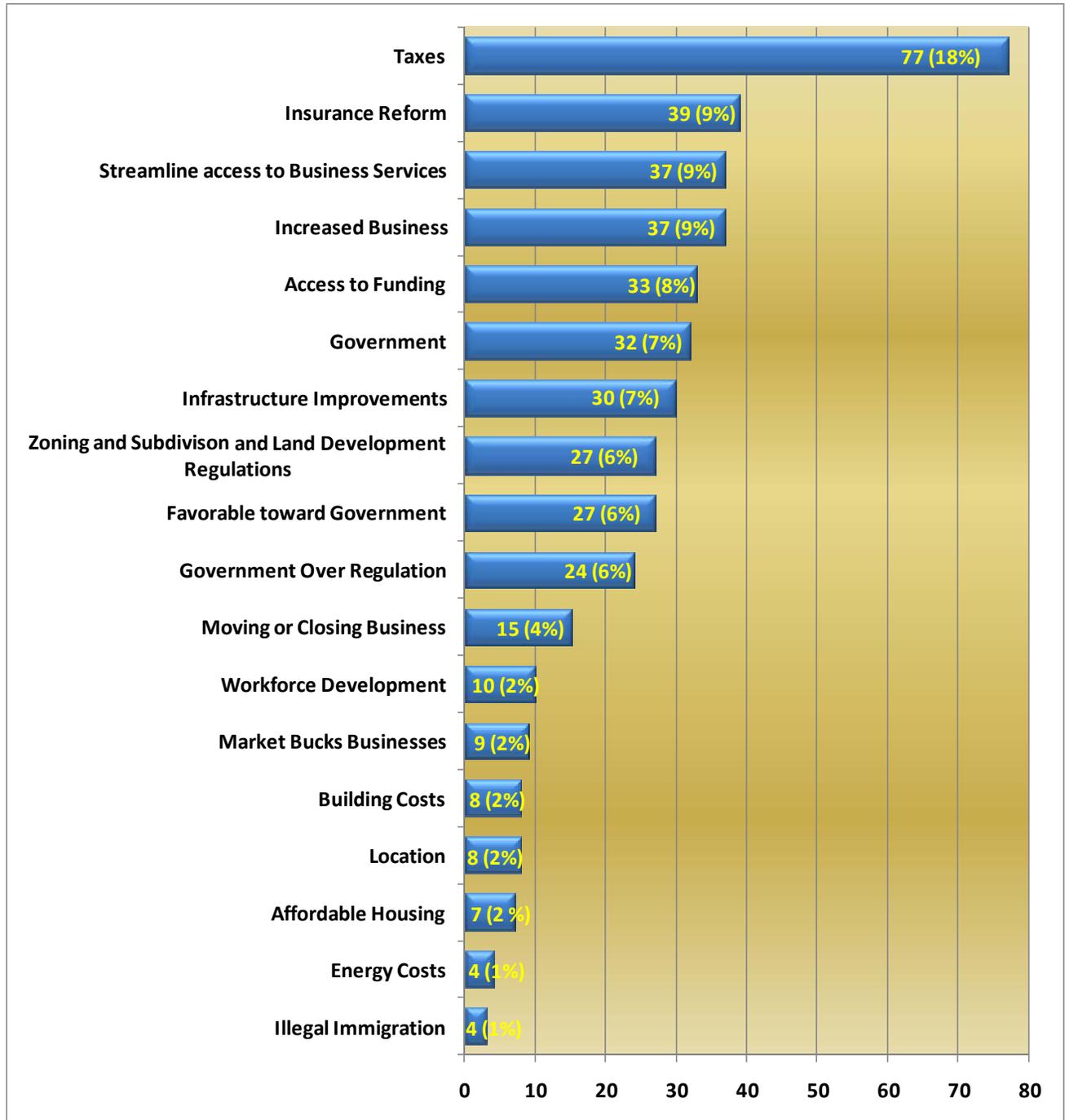
Which of the following would help your company succeed in today's market?



Question 11

Additional Comments

The information provided below is a generalized list by category of the comments received from respondents of the survey. Category descriptions are listed on the next page.



Category Descriptions

Taxes: too much

Insurance Reform: healthcare, tort, and malpractice

Streamline access to Business Services: “one stop shop”

Increased Business: need more customers

Access to Funding: grants, loans, and credit

Government: general discouragement

Infrastructure Improvements: parking, water and sewer facilities, technology, stormwater management, and transportation

Favorable toward Government: satisfied with current status

Zoning, Subdivision, and Land Development Regulations: signage, land development process

Government Over Regulation: new contractor’s law, licensing, and permitting

Moving or Closing Business

Workforce Development: training for employees

Market Bucks Businesses: internal and external marketing of Bucks businesses

Building Costs: rent and leases are too costly

Location: location of existing business (good and bad)

Affordable Housing: need for affordable housing for employers and employees

Energy Costs: address PECO impending rate hikes

Illegal Immigration: address immigration issues

APPENDIX C

SUB-COMMITTEE REPORTS

Quality of Life

The current and future success of the County is dependent on finding the right balance of economic growth with the other traditionally strong aspects of life in the County. These include: quality schools and colleges, open space for recreation and sprawl mitigation, the visibility of the farming heritage, cultural venues, high quality housing stock, mix of housing, and the proximity of other centers of employment either in edge cities or urban environments.

The best way to create this balance, as opposed to allowing it to occur by happenstance, is to take a more assertive posture in creating a county-wide development plan to be used by the County Planning Department in approving new projects, and in promoting the plan among the municipalities and Chambers of Commerce. Allowing the free form growth planning now in the hands of the various smaller political subdivisions will not allow the county to achieve its maximum potential. While it may suit the Commonwealth form of thinking that harkens back to William Penn, that approach is as antiquated and out of touch as letter writing is to personal networking. It is an approach mired in the past and not the future.

The future quality of life in the County is dependent on a larger scale understanding of the interrelationships between the various economic and non-economic elements. For example, if the County allows continued conversion of farmsteads into housing stock, that practically guarantees a regressive tax situation as well as the further destruction of habitat, the farming heritage, open space, and rational transportation planning. Hence, quality of life maintenance is directly dependent on outlining the growth corridors of the county, the future locations of various industrial options, transit to serve those employment centers, and rational school planning.

The County is the sole entity that has the good of the entire community as its mission. Hence to miss this opportunity to be bold, simply allows old style idiosyncratic development to continue and blur an otherwise sterling future. The County is also the only political force that can bring fiscal incentives to bear, as it has with open space funding, to create a future rather than be prisoner to the vagaries of many individual decisions. While some may favor an ideology which allows free market forces to rule, there is ample national evidence, that the blight of sprawl, poor transit and transport planning, failure to designate

cross municipal growth zones both for housing and industrial/business development, inconsistent advice to new and emerging businesses – all combine to create a more difficult long term environment for both rational economic development and quality of life, whose preservation we hold as vital to our future.

Recommended Goals/Action Steps

1. Create a bold and unique County wide development plan that promotes rational growth of target areas with a County wide agenda which is built both on economic development principles and Quality of Life principles integrated. Set targets for both economic development and for maintenance of preserved land, housing development by type, and location of specific elements. Hold a Commissioners Conference on the Action Plan.
2. Create both an Economic Development One-stop model with a designated Executive and create a similar office for Quality of Life initiatives in the County, each supported by a strong Advisory Board. Both would be “Cabinet-level” appointments reporting to Commissioners but without a political agenda.
3. Develop a coordinated strategy to promote a BUCKS: BRAINS and BEAUTY agenda that strikes directly at both targets.
4. Create a County Compact for Sustainable Development which demonstrates commitment to ‘green’ principles and which benchmarks what sound corporate citizenship should be for the future; see this as part of our marketing strategy that ties economic and quality of life issues together.
5. Map economic development zones and develop County provided incentives to companies which settle in growth target zones – Bucks Innovation and Enterprise Zones – and target County tax resources to those zones.
6. Develop matching incentives to locate housing in target growth zones which are proximate to employment and transit centers and comparable to jobs to be created.
7. Develop structure imposing negative incentives for municipalities which do not support target zones and provide resources to those which support overall growth strategy.
8. Determine Three to Six specific Industry Clusters on which to focus development (i.e. Green Industries, Clean Technology and IT R&D and Manufacturing, Biotechnology and Bioinformatics, Health Sciences and Medicine, the Arts, and Small Business incubator services – including engineering, IT, finance, and marketing).
9. Create a national or regional marketing strategy to support these sectors and attract the supporting workforce, along with training and education components to develop capacity. Connect existing higher education institutions, particularly their business

development and community service components, to the economic development efforts in an integrated fashion.

10. Integrate health care planning with growth planning in the County, using BCHIP participants as partners; targeted health zones could be a strategic approach to providing quality care throughout the County and could attract businesses that see health care as critical to the workforce they want.
11. Map existing Brownfield sites which could be preferentially marketed or converted to compatible plan uses, i.e. art studio venues or incubators for small enterprises. Couple local and state resources to clean up sites.
12. Determine projected school capacities and project housing stock changes to match available school infrastructure. Make the Intermediate Unit a part of this planning
13. Integrate transit planning with growth zones and tie to housing types using TMA as lead.
14. Consider Integrated Development Planning that meshes small business and service development in regional/area service centers, tied to support systems already existing through Chambers of Commerce.
15. Map target zones for agriculture and land preservation and continue effort to preserve as much as possible, but also focus on where preservation is most needed and strategic – contiguous to existing preservation, environmentally valuable, outside of growth zones but with potentially integrated recreational purposes on edge of housing growth zones.
16. Designate cultural zones and promote the development of traditionally strong cultural and historic properties as economic engines; tie the Arts and Cultural Council of Bucks County directly to this effort as a way to represent the whole county, including arts businesses, artists of all types, and cultural venues.
17. Connect a non-profit and community development task team to the effort, integrating United Way, the YM and YW, Opportunity Council, Woman’s Place, Red Cross, Salvation Army and other providers as indicators of our commitment to quality of life for all as a community that cares. Consider development of two or three non-profit centers to co-locate these agencies.
18. Encourage and promote the development of the public-private collaborations that exist in the County as a measure of the Quality of Life in our community, focusing on ways in which schools, colleges, health care, and service agencies work together to create a whole that is greater than the sum of its parts.

Diverse Economy

Recommended Goals/Action Steps

1. Increase the number of knowledge-based companies in the Bucks County region.
2. Increase knowledge economy workforce and stimulate the “brain gain.”
3. Concurrent with helping to grow the service sector.
4. Develop and grow entrepreneurial financing and support resources.
5. Foster and leverage cooperation to accelerate business climate and wealth creation.
 - Provide value-added services
 - Brand innovation Bucks County

Business Climate

Recommended Goals/Action Steps

1. Centralize the Economic Development Function
 - Interim approach – Appoint an Economic Development Officer. This person should be appointed by the Commissioners with the requisite authority to expedite and streamline things necessary to implement the County’s Economic Development/Quality of Life Plan.
 - Consider an Economic Development Cabinet to get ongoing input from and develop broad support among stakeholders including municipalities, county agencies, Chambers, financial, workforce education, etc.
 - Economic Development/Quality of Life Plan: Facilitated process with stakeholders including existing businesses, municipalities, county agencies, financial institutions, workforce educators, Chambers, etc
 - Advocate Approach: Assign advocates helping guide existing businesses or prospective businesses to the economic development resources and assisting with matters such as land use approvals etc.
 - Prospective Businesses: Target prospective businesses (see Dr. Linsk’s Draft 1.0)
 - Existing Business Outreach: Communication plan for existing businesses, municipalities, county agencies, financial institutions, workforce educators, Chambers, etc. – how stakeholders can assist existing business in the County for a sustainable economy that benefits all and supports quality of life. Existing businesses that are pleased with the Bucks business environment can be the best testimonial for prospective desired businesses
 - Targeted Industries Outreach: Strategic Marketing/Communications plan to targeted industries. Communications plan with county stakeholders regarding their role,

opportunities and responsibilities to attract and retain targeted industries to build the desired economy for a sustainable Bucks County.

2. County Planning Commission

- Multiple Roles: The BCPC is the logical choice to steer Comprehensive Planning Development and ongoing assistance to help guide plan implementation. Utilize the planning resource of the BCPC to assist municipalities with local land use decisions that contribute to the overall goals of the County Economic Development/Quality of Life Plan (Dr. Links's recommendations). Evaluate BCPC resources/capacity to handle any assigned role to ensure success.

3. Municipalities

- Local land use decisions will make or break the Economic Development and Quality of Life Plan. Need the cooperation and support of local municipalities on the team. Requires outreach and education.

4. Tax Considerations/Incentives

Ben Franklin Technology Development Authority

- 4 Ben Franklin Technology Partners (27 year anniversary)
- Technology Development (i.e. Innovation Partnership)
- Fund Investment (i.e. New Spring Capital Mezz Fund)
- University (i.e. Lehigh Center for Optics; 26 projects)
- Keystone Innovation Zone Program (29 KIZs to date)

University Research and Commercialization

- KIG and KISK Grant Program and KIZ Tax Credit Program
- Research & Development Tax Credit Program
- Nanotechnology Institute (Ben Franklin Technology Partners SE/PA)
- Pennsylvania Initiative for Nanotechnology (PIN)
- Nanofabrication Materials Technology Partnership (BFTDA project)

Telecommunications

- Business Attraction and Retention Program
- Inventory of Telecom Services Database
- Broadband Outreach and Aggregation Fund
- Telecom projects through the BFTDA
- Bona Fide Request Program
- Pennsylvania Technology Investment Map

Technology-Related Supports

- Center for e-Business and Advanced IT (BFTDA project)
- Innovation Partnership (BFTDA project)

- Pennsylvania Technical Assistance Program (BFTDA project)
- Pittsburgh Supercomputing Center
- Technology Collaborative (BFTDA project)
- Center for Optical Technologies (BFTDA project)
- Idea Foundry (BFTDA project)

Venture Capital

- New PA Venture Guarantee
- New PA Venture Capital Investment
- Pennsylvania Angel Network (BFTDA project)
- Angel investor Groups

Manufacturing

- 7 Industrial Resource Centers
- Pennsylvania Infrastructure Technology Alliance
- Powdered Metals
- Agile Manufacturing
- Office of Manufacturing Ombudsman

Tobacco Settlement Programs

- 3 Life Sciences Greenhouses
- Health Endowment
- Commonwealth Universal Research Enhancement program
- Health Venture Investment Account

Workforce Development

- Nanofabrication Materials Technology Partnership (BFTDA)
- Workforce Leadership Grants
- Center for Optical Technologies

5. Coordinated Access to Funding:

- Public/Private Funding Options: BCRDA, BCEDC and IDA, and PaDCED
- Related/ Derivative Funding: Grants for public infrastructure improvements such as transportation, utilities, alternative energy etc.
- Private Funding: Current lack of access to funds for regional or smaller businesses is the single largest impediment to any short term economic growth. The solution is beyond County government, but we must engage all possible resources to press for a resolution.

6. Utilities

Provisions for utilities to support desired economic growth and quality of life require comprehensive planning. Utilities are already highly regulated. For example, Sewage

Treatment planning is already regulated by the PADEP on the municipal level. To the extent possible, the County must include a comprehensive approach to utility resources.

- Power: existing power options, future “green”/alternative power options.
- Potable Water
- Process Water
- Wastewater- Sewage Treatment – centralized/decentralized
- Wastewater – Industrial treatment capability to support industrial operations
- Communications/Data

7. Transportation options and Infrastructure:

- Quality of Life Objectives necessitate a better balance between vehicular, pedestrian, bicycle, public transit options.
- Redevelopment of areas surrounding existing transportation hubs: Transit Oriented Development (TOD)/Redevelopment will allow for greater workforce mobility and increase opportunities for business relocation and expansion. TOD is consistent with the growing trend of returning to urban lifestyles by creating urban environments around transit hubs, including housing, commercial, retail, green space, public space. This land use approach reduces single occupant vehicle travel, reduces development costs and land consumption while diversifying the tax base.
- Revitalize Existing Transportation Assets: Revitalizing existing transportation facilities will expedite the expansion of public transit.
- Solutions include comprehensive education, transportation planning, federal and state level grants such as Transportation Enhancement (TE), Congestion Management and Air Quality (CMAQ), Transportation Revitalization Investment District (TRID) grants etc.
- Bucks County Planning Commission requires resources to effectively plan and help guide the implementation of County and regional level planning/improvements.

Workforce Development

Recommended Goals/Action Steps

1. All of the BC-WIB research reveals that the business customers who drive our economy place a premium on a one-stop source to learn about and engage resources that can help them develop their workforce. It strongly suggests that a more elegant, comprehensive one-stop for workforce development resources could incrementally advance the local economy.
2. There is potential to better apply the BC-WIB Industry Partnerships models toward achieving economic development goals. Rather than respond only to industry we have, define the industry we want and build a training support partnership to help attract and

achieve its success. The elements of this approach are part of the concept driving the Green Jobs Academy. Some economic development could include more complex training than we have currently completed.

Downtowns and Main Streets

Recommended Goals/Action Steps

1. Change the way we look at our older suburban towns

Given current trends, it is likely the big development projects for the coming 25 years will involve retrofitting our downtowns. Why?

- Increase the feasibility and efficiency of transit
- Reduce vehicle miles traveled (VMTs) by creating a transit-served or transit-ready mix of uses in a walkable street pattern connected to adjacent uses
- Reduce land consumption and per-capita costs of public investment by absorbing growth that would otherwise expand in more sprawl
- Increase local connectivity
- Add permeable surfaces and green space
- Add public and civic space
- Increase choice in housing type and affordability
- Increase and expand diversification of the tax base
- Establish an urban environment within a polycentric region
- Market downtowns to drive new businesses to locate
- Support start-ups with low rate loans, micro-loans for building improvements and streetscape
- Support innovation and enhance technology services to become more competitive
- Promote a positive corporate identity that positions towns as business friendly communities with a superior quality of life
- Create employment opportunities suited to the local labor market
- Support small business development, expansion and retention
- Attract new investment that meets social, environmental and economic objectives

Establish relationships with municipal leaders, downtown economic development groups, merchant associations and existing regional resources through the Chambers of Commerce acting as a central point for dialogue, planning and information in order to produce a scope of work and work plans that would inform a strategic plan.

Develop a database to track investors, developers, available space and loan programs to help facilitate retrofits and advise main street programs to apply and qualify for State or Federal grants.

2. Incubator for Small Business

The overwhelming majority of jobs in Bucks County exist in small companies of 50 or fewer employees. These companies drive the county economy. Downtowns and Main Streets can provide for these small companies to thrive.

- Office/retail space tends to be less expensive
- Small business provides the services needed for revitalization
- Small business is the magnet for consumer dollars
- Redevelopment of small downtowns work in response to the new suburban demographic of convenience and accessibility upon which small businesses can build and grow

Existing vacant or underused buildings can be recycled into office co-ops for mini businesses.

Larger employers located outside of small downtowns keep congestion out of downtown but provide convenient access for exchanges of services with smaller downtown businesses and vice versa.

3. Redirect Growth to Existing Infrastructure

Transit Oriented Development (TOD) is more than today's catchphrase. It is the direction development has taken in many areas and Bucks County is well positioned in many areas to take advantage.

- Return to the 1800s – develop around existing public transit
- Live, work and play without need for excessive single occupant vehicle (SOV) use
- Transit provides access to jobs both in and out of the TOD
- Provide more residential units in the downtown areas
- Establish walkable communities, pedestrian friendly design

Does the project make it easier for people to access jobs, affordable housing and affordable transportation?

Does the design/plan have an urban structure that supports interconnectivity, density, transit and walkability?

Will the design and mix of uses improve with age and endure?

4. Live, work, shop – Transportation Revitalization Investment District (TRID)
Recent legislation provides matching state funds for feasibility studies to establish TRIDs. Bristol Township has already completed a TRID for the Croydon section which would revitalize the neighborhood into a sustainable “downtown” community. The TRID concept, placement of residential development near existing transit hubs serves several purposes.
 - Reduces traffic congestion
 - Reduces pollution
 - Promotes safer, sustainable neighborhoods
 - Attracts small business development
 - Pedestrian and bike friendly design
 - Appeals to the renewed interest in urban style living
 - Addresses concerns over rising gas prices

Older retail and office buildings no longer in use can be converted to community use, serving such purposes as health care, civic meeting or social space, the arts, theater or education.

Developers can utilize a dearth of good, cheap declining suburban properties, such as strip malls, revitalize them and increase the tax base, in turn reducing the cost to businesses looking to locate.

Industrial and Commercial Sites

Recommended Goals/Action Steps

1. Reuse vacant and underutilized industrial and commercial sites
 - Continue brownfields revitalization efforts
 - Implement Delaware River waterfront plan
 - Create inventory and market available sites
 - Continue use of tax incentives such as Enterprise Zone, Keystone Opportunity Zones, and LERTA
 - Limit new retail zoning to encourage reuse of existing centers first
 - Encourage creative reuse of spaces and integrate into nearby neighborhoods

For sites under development

- Identify core state/federal public agency contacts (DEP, DCED, GAT, ACOE).
- Identify sites currently receiving or designated for public program incentives.
- Confer with site owners/developers re progress to date.
- Review feedback with County and local planning.
- Consider enactment and application of site wide development tools.
- Develop action plans to assist and monitor designated sites until completion.
- Implement the plan, noting impediments and opportunities.
- Routinely report results in public forum.

For sites underdeveloped

- Seek stakeholder (broadly defined, including site owners and local officials) input re underutilized sites not receiving or designated for public program incentives.
- Seek input from core state/federal public agency contacts.
- Promote uses consistent with County/local planning if feasible.
- Recommend uses favored by public incentive programs if feasible.
- Draft action plan for discussion with stakeholders and agency contacts.
- Finalize plan, obtain support/commitment of as many stakeholders as feasible.
- Routinely report results in public forum.

2. Fund necessary resources such as information management technology: Develop a Brownfield/Redevelopment Site Database to manage information resources, site inventories, project development status, etc. Gather existing information into a shared access database. Will support consistent responses to information requests, basis for periodic status reporting etc.
3. Determine what information the County entities already have regarding Brownfield and potential redevelopment sites. For example, the County Redevelopment Authority has an inventory of Brownfield Sites. The Economic Development Officer/Cabinet and BCPC need to understand what information resources already exist such as Bucks County's Brownfield site inventory, environmental clean up status, etc.
4. Utilize the resources of the Delaware Valley Regional Planning Commission. For example, the DVRPC publication *Brownfield Resource Guide: Funding and Technical Assistance for Remediation and Reuse* provides extensive information on federal and state funding resources, tax incentives, etc.
5. Utilize PA SiteFinder (www.pasitefinder.state.pa.us) as in information resource for potential redevelopment properties and for public financing, tax incentives, etc. Note

that the site's "Bucks County Profile" should be updated for consistency with the future Economic Development Plan.

6. Consider model land use Ordinance and Comprehensive Plan provisions that encourage Brownfield redevelopment through incentives. The BCPC can then provide assistance and policy to municipalities considering local planning and ordinance updates.
7. Educate municipal officials about the local and regional benefits of Brownfield redevelopment so that efforts to encourage redevelopment do not "Stop" at the local level. Address frequently occurring local concerns in the education process.

APPENDIX D
REPORT OF RECOMMENDATIONS APPROVAL

The Bucks County Economic Development Advisory Board voted unanimously on January 8, 2010, to submit their report of recommendations to the Bucks County Commissioners.

The Bucks County Commissioners approved at their Public Meeting on January 20, 2010, the report of recommendations and requested the Board follow-up the recommendations with the preparation of an Action Plan/Implementation Steps within the next 60 days.