

APPROVED

**SPRINGETTSBURY TOWNSHIP
BOARD OF SUPERVISORS
WORK SESSION
APRIL 6, 2021**

MEMBERS IN

ATTENDANCE: Mark Swomley, Chairman
Don Bishop
Bob Cox
George Dvoryak
Charles Wurster

ALSO IN

ATTENDANCE: Mark Hodgkinson, Township Manager
Ray Markey, Code Compliance Supervisor/BCO
Abby Gibb, Communications Manager
Sue Sipe, Stenographer

1. CALL TO ORDER

Chairman Swomley called the meeting to order at 6:00 PM.

This meeting was held via Zoom.

2. NEW BUSINESS

A. Strategic Planning

Chairman Swomley turned the meeting over to Mr. Hodgkinson. It was noted the meeting was advertised for all business.

Mr. Hodgkinson stated there are two topics left out of the eight categories – Explore Greater Strategic Use of Outsourcing and Commitment to Community and Economic Development.

Explore Greater Strategic Use of Outsourcing

Chairman Swomley stated one of the items discussed was does the Township want to expand a Community Development Department which would then potentially need to decrease when development slows down or consider looking at supplementing with more outsourcing. He noted there is some ability with their engineering firms to do some outsourcing for the Township instead of hiring staff.

Mr. Cox asked if that would include going outside for a zoning officer.

Chairman Swomley indicated not necessarily for a zoning officer but for inspections and plan reviews. He noted the city has done it to greater or lesser extent with some success on various occasions. He did not know what opportunities are completely available. He remarked in years past discussion was held about community development and how big to make that department versus can they right size the department and supplement as needed. Also, what are the possibilities in public works. Although this is

done to some extent now when contracting out to do certain repairs, can it be made it part of a strategy for when and how that work is done. For routine work done every week the Township would probably want to have their own resources. Things that happen often but are not necessarily predictable, is a staff necessary to cover those things?

Mr. Bishop commented that he believed it becomes a mindset, noting as a strategy it is not necessarily, they are going to decide where it is appropriate, but it is a skill and a thought pattern that should be endorsed, so how do we decide when things come up and what is most important. For instance, the summer concert series was dependent on the fixed schedule for a group of college kids. He noted some of the best part of the summer was missed because people were not available. He noted the sound system for the park was outsourced, when it was heard about how expensive it is to maintain parks. He noted they should figure out if outsourcing is less or more beneficial.

Mr. Wurster questioned what criteria should be used to evaluate whether outsourcing makes sense.

Mr. Bishop stated there are many things that can be determined, noting the question of outsourcing the zoning officer sets off red flags because critical interactions with the public would not be outsourced.

Mr. Wurster stated part of this strategy needs to establish what the criteria would be and what makes for a reasonable outsourcing opportunity.

Chairman Swomley noted when Mr. Bishop started his thought process on this, he was making this more of a way of doing business, a skill which is learned – a thought pattern to have this in the back of our minds to determine when it would be appropriate to use. He noted they might not necessarily have a specific example of a specific requirement in mind when going through this. But if it becomes a mindset to look at the ability to outsource and use that as a tool, it might save time, money and energy and not build a larger workforce which would then have to be managed and maintained.

Mr. Wurster commented part of that mindset means they must have sound criteria. In the case of the sound system for the concert series, maybe that does not quite fit in cost benefit analysis but from a risk perspective it probably does.

Chairman Swomley stated the same with a zoning officer. It may be that you do not want to do the cost benefit analysis because it is critical public interaction that you want available.

Mr. Wurster commented they need to shape that mindset by establishing some of the reasonable criteria where management would feel comfortable recommending an outsource and the Board gives that direction. The customer facing opportunities may not be exactly where you want to outsource but for technical expertise, some code enforcement might be better if you have a volume of activity. But then from an internal management perspective, there would still be the ability to control codes enforcement through whatever outsourcing arrangement is determined.

Mr. Bishop stated he would push back on the idea that it is our job in the strategic plan to define the criteria for outsourcing, since he believed that would limit them dramatically. He felt they should figure out the process and how to go about it considering what they are going to do but determined the criteria up front could be a daunting task.

Chairman Swomley indicated his agreement.

Mr. Cox commented it maybe on a case-by-case basis, noting the zoning officer is comparable to the police department. Would they want someone from outside the Township enforcing their laws when they have a competent police department here and especially anyone that is going to have that kind of interface with the public. He noted he would be more comfortable if it were an employee which would allow more control than an outside consultant. He asked Mr. Hodgkinson if he thought he could network with other townships to find out how much outsourcing they have done and how successful it has been for them.

Mr. Hodgkinson stated he could, noting although he does not know the answer to that today, his guess is going to be smaller municipalities may do it more often than larger ones because they do not have the staffing. He agreed it should be on a case-by-case basis citing a recent example of outsourcing – there was a sewer lateral that was broken on Hawthorne and they determined it was 10 feet deep and too risky for their staff to do, so they hired a private contractor to do it because it could get done quicker and safer since they do not have all the equipment needed for a safe operation when it is that deep.

Chairman Swomley responding to Mr. Cox noted one of the things he heard him say is with smaller townships they may outsource more because they do not have the resources to fill all the positions. His challenge to the Board would be how to maintain that small township feel and agility with a big township portfolio of amenities. He noted the same as they looked at in business - how to remain agile even as we grow and become a large organization. How can this strategically be done to keep ourselves small enough so they can react and at the same time save money and overhead.

Mr. Wurster commented that sounds just like the criteria needed for outsourcing.

Mr. Bishop commented in terms of a process for outsourcing, his experience is that managing any kind of outsource project is completely different than managing employees. He stated that is a skill they need to embrace and maybe even think in terms of how to do agreements – are there standard agreements that we would do with different kinds of people so that we are not reinventing the wheel every time. He referred to Mr. Hodgkinson who indicated he has done this many times with the example of the sewer lateral he provided. He thought there are other areas like that and as this expands to other areas it requires having thought that through ahead of time to make it easier.

Chairman Swomley agreed and commented he would be very surprised if PSAT or someone like that does not have a library of these types of things or a paid service. He noted every company he worked for has standard language for service agreements, for non-disclosure agreements and for contract agreements, which are largely boilerplate.

Mr. Bishop commented to help move forward is to keep track of the level of outsourcing which would help with the mindset part.

Mr. Bishop referred to the police department noting his concern that in certain situations whether it is domestic issues or individuals with mental issues, officers may not have the training to deal with certain issues. He suggested the possibility of providing some type of on-call support personnel who would have specific training skills to assist in those situations.

It was determined this conversation would be addressed at a future time.

Mr. Bishop commented he did not see anything about providing services to residents in the strategic plan outline. He indicated he did not feel they have talked about ways to make it easy for residents to do business with the Township when they need to come into the Township building.

Mr. Dvoryak commented one of the outsourcings currently in place is their fire service. He believed there should be an ongoing process to evaluate that outsource product to make sure that YAUFRR's mission remains consistent with what they want to see from an outsourced fire service provider. He felt it was important to discuss at certain times where that relationship stands and more importantly where it is going.

Mr. Hodgkinson asked if there has ever been conversation about other municipalities who wanted to join.

Mr. Bishop responded there was a proposal made to North York Borough several months ago because they were looking to do something with Springettsbury Township. However, they ended up with an agreement with York City.

Mr. Wurster asked Mr. Hodgkinson if he had enough direction as to how to implement a strategy with outsourcing potential. Mr. Hodgkinson stated he had enough to know that he should think more globally rather than just tasks that cannot be done by Township personnel.

Chairman Swomley indicated as he was reviewing the topics, he realized there is more work that needs to be done on the document.

Mr. Wurster added it does need to be synthesized better to reflect the strategic points underneath each pillar.

Chairman Swomley noted his concern with some of the bullet points which could be taken the opposite direction than the Board was thinking when the point was discussed. He wanted to make sure they are very clear about the direction provided, not just the topics of primary interest.

Mr. Wurster stated his thought was that once all the pillars were reviewed and discussed, to allow staff to take their turn at resynthesizing it into a strategic document and bring it back for the Board's review.

Mr. Hodgkinson offered to provide the Board with the recordings of all the meetings as a way of reviewing discussions. It was determined that creating detailed minutes may provide better help for review.

Commitment to Community and Economic Development

Mr. Bishop stated his outlook on the way this is worded is that commitment to the community and economic development of the Township is opposed to the recent decimation of the community development department. He asked how this refers to economic development.

Chairman Swomley stated his thoughts about it are commitment to community and economic development is not necessarily the same thing as the functions they have in the community development department. He noted he sees this as more of some of the things they talked about with Mr. Marchant including possibly getting a consultant to put together a portfolio of township amenities, whether it is a Trader Joe's, Wegman's, etc. in the Township. Another example, how can they turn the mall into something that is a draw to the community again? How do we use blighted pieces of property? How do we get things redeveloped appropriately to make this a good community for our residents? If we are going to focus on what is our commitment to the community development department including codes enforcement, plan reviews, etc., that is looking at too narrow a level. Do we need to have employees in those functions or is this a broader scope where we are looking at outside economic development firms or some type of support to help us bring some of these things in. At one point there was a Lidl plan for our

community, and they went on the west side of town. Why did that happen? He noted those are some of the things he is concerned about when looking at community and economic development. He indicated they looked at Parks and Rec in another place which community development could include parks. For the purposes of this discussion, he indicated he is going to consider this to be more of the economic development piece.

Mr. Wurster stated when he looked at this pillar, he thinks it is an intersection certainly of the department and to the extent they can discharge their economic development strategy, he thought strategically they do need to look in a broader sense. But this is also an area where they cannot necessarily be focused on trying to attract national retailers to the Township. There are real estate brokers for that. There are also other economic development agencies within the county that can do a lot of that promotion. He did not know if they could be doing independent economic development attraction, although they certainly can be a part of that through their community development efforts. Some of those efforts could include an outreach or some sort of connection with our own existing businesses. He stated it is critical they establish a better way to engage local businesses with the goings on of the Township. He indicated he and Mr. Bishop were talking just before Covid broke out about how they can react to engage the Springettsbury Business Association. That always has been an organization very close to the Township so that could be a tool. Another thing is they have the Development Authority. He noted this was expanded in 2018 and they now have a fee schedule, and it is a resource that could be called upon to help facilitate some tax-exempt transactions. Mr. Wurster stated the other consideration is to be transparent and totally clear of what it will take to do development here in the Township. Are we customer responsive in that regard along all those lines that developers have a pleasant experience, whenever they come through the Township? He noted an exquisite customer service is one of the pillars of one of the core values at Traditions Bank, formerly York Traditions Bank.

Chairman Swomley responded there may be some cross goals here. He was not certain his goal is to have all the developers in the area come to Springettsbury because the Township is so easy to do business with. If that was the case, they are deceiving us. He noted the Township does not provide that same type of service to someone like a developer. He indicated they have other constituents who must be considered in that equation, such as the residents.

Mr. Wurster responded that anyone touched by the organization deserves at least transparency and exquisite customer service. That does not mean they will like the answer.

Mr. Bishop asked what does transparency mean?

Mr. Wurster responded do all the developers know all the costs up front as they come through the development process and are not surprised by any inspections or alterations or anything at the back end?

Chairman Swomley stated that assumes nothing ever changes in the plan.

Mr. Wurster responded that is correct. He added certainly if a developer changes the plan and we have seen that happen, we are not incited about that – they are not playing fairly. But that we are completely above board, and every developer has a reasonable expectation as to what the cost will be for their project as it comes through the Township.

Mr. Bishop stated that sounds good but also sounds like an impossible standard in the real world.

Mr. Dvoryak stated he thought when talking about economic development in the Township they must be realistic about what can and cannot be controlled. Although it would be nice to have a Trader Joe's or

Wegman's move into the Township those types of entities typically have a set of criteria they look at before they even consider looking at this municipality. Oftentimes it is the average salary or wage of a community which determines where they go because they cater to a more upscale clientele or a wealthier community, which may or may not fit this community. He was not sure they should pursue entities when factors are beyond their control. He indicated his point is the things they do control are infrastructure and zoning. He believed marketing is something they need to carefully consider because to try and market the Township where it would not work would be futile.

Mr. Cox stated he agreed with Mr. Dvoryak. In defense of Mr. Wurster, he agreed they do not want to have a reputation as being a miserable township to do business with and have projects that would otherwise come to Springettsbury go elsewhere because of that reputation. He stated they must be fair and honest with all developers if they expect them to bring projects to the Township. He noted the vacant Kmart building which is industry owned and certainly they are doing everything in their power to market that building. Same thing for the Wolf Furniture Building which has been vacant for over a year with plenty of parking and in a good location next to Sam's and Walmart. But no one has bought it yet. He noted a lot of retail expansion is based on doing an analysis of a community they want to be in first and then looking for a site within that community. High end companies are looking for an income level far more than what is in Springettsbury. Harrisburg has a reputation of being white collar, Lancaster has a reputation of being agricultural and Amish. York County has a reputation for being manufacturing and lower income.

Mr. Bishop asked what part of our reputation got us a casino?

Mr. Cox responded because a lot of other townships did not want a casino.

Chairman Swomley commented there is more to it than York County being manufacturing, more to Lancaster being Amish county and farmland because they would not get a Whole Foods and a Wegmans if that was the perception. He noted there is more from the farms than manufacturing jobs. He noted they have differing opinions. He pointed out information on the Township was created when they were looking for a Township manager. He noted they have not focused on helping either businesses or developers. He stated there is more of a relationship there and more that can be put into it than what has been.

Mr. Wurster commented when looking at the Township and the perception that it is built out in a lot of respects, there will still be redevelopment opportunities as Mr. Cox has identified. Maybe part of the strategy needs to be to make sure we have cultivated partnership relationships with developers so when they present a project, we are sufficiently transparent, for example in consideration of looking at redeveloping the York Valley Inn site. We should aspire to cultivate partnerships with our developers. That should go the other way too, where developers know fully what our expectations are for development which residents come to expect.

Mr. Bishop remarked he was uncertain of what the right answer is about how much the Township should be marketing or not marketing for economic development. But he determined there is a lot about development that is controlled through zoning ordinances and land development process as well as the staff put in those positions to interact with people who are trying to do things. No matter what is done with the other marketing side of this, they need to have ordinances that make sense, and staff who know what they are doing internally to have these conversations with people who are coming in.

Mr. Wurster agreed.

Mr. Dvoryak stated he wanted to share a comment from several years ago back to the point of York County's reputation, as well as Lancaster, etc. He noted he was not sure who was on the Board when Post came in and proposed building their warehouse facility next to Harley-Davidson, but they hired a high-priced consultant from New York who was their investigator to find the right site for them. When the consultant came in to do his presentation, he said the Springettsbury area checked off most of the boxes they were looking for in a site. Mr. Dvoryak said after the meeting he asked him what boxes did not check and his response was the Township lacks an educated, trained workforce on big scale.

Mr. Wurster commented it will be interesting to see what the 2020 census reveals about demographics in York County and how it has changed. There are a lot of factors which will go into some of those relocation questions.

Mr. Cox noted this traditionally has become the bigger issue nationally, seeing what it has done to the 83 corridor with companies like Post with manufacturing and distributing products because of the access to 30 and 83.

Mr. Bishop pointed out in talking about economic development, they discussed several things about community development. He asked are there other things about building community that we think are important?

Mr. Wurster responded discussion was held regarding trying to engage and encourage people to participate on various committees which is another way to engage the community and get some participation. He noted part of the strategy could be the newsletter – is it valuable - is it important? How are our communications? He noted that 100% of people do not have internet and thus will not get their news exclusively through that channel, so it is important to have a mailing piece or some sort of Township communication. Is there a better format and better content? That is another community development function. What is important for both community and economic development is the completion and implementation of a comprehensive plan. This gets into the question of how to transform the community longer term if it is a post retail world. This then starts to address the question of what do we do with a Wolf Furniture building? What do we do with a half vacant Galleria Mall or rejuvenated mall for that matter with the casino and other alternative plans which come to be? He noted there is a list of all sorts of things planners have talked about - from autonomous cars to Uber lanes for restaurants, etc. Some of those futuristic things need to be considered from a comprehensive plan development effort.

Mr. Hodgkinson commented that the transportation plan plays into this too.

Mr. Wurster agreed, noting transportation traffic was one of the hot issues discussed which was mentioned on a survey. He noted residents seem to be generally happy with everything else but the traffic issue, so they focused on that topic. There are some objectives to fulfill from that discussion and they are making some progress on several of those traffic issues right now. Certainly, implementation of the comprehensive plan which includes those transportation items is an important strategy.

Mr. Dvoryak commented someone mentioned community engagement earlier and since the commitment was made to build a large community room, now might be the time to start developing plans on how to best put that to use for our community.

Mr. Bishop stated there were probably a lot of outsourcing opportunities for how to use that facility.

Mr. Wurster stated in terms of community development and reaching out to local businesses, is there a relationship that could be developed with the with Hampton Inn to utilize their community room to serve

different purposes. Are there certain fitness centers within the Township that could run fitness programs out of our community room, for residents who may feel intimidated going to a gym? Those are some things to think about.

Mr. Hodgkinson – I would assume parks and recreation tie in here as well. As far as what does the Board envision our recreation for the resident's availability to recreation. Does it need enhanced?

Mr. Wurster stated the opportunity is there with the hiring of a new director for community and economic development and the opportunity to revisit the strategies and goals and objectives of both of those departments.

Mr. Bishop commented regarding the community room to consider to the extent of adding a library service in the community room, there is an opportunity to use the \$200,000+ library fund to pay for part of the construction of that space.

Mr. Hodgkinson indicated he had preliminary discussions with the library on that exact thing to have preliminary meetings on what could be offered there.

Mr. Cox stated in seeking more resident engagement the community room could be an opportunity. He noted if residents are not ready to engage in a Board room situation, they might be in a community room where once a month could be an open house with coffee and doughnuts and hear from the residents what concerns they have or hot button issues.

Mr. Bishop felt that was a good idea and he noted that triggered another idea which he envisioned people going to the community room to listen in to Board meetings, and not have to be in the boardroom but be able to listen and hear what is going on and have their own conversations.

Chairman Swomley stated he had some ideas about the newsletter which he noted is not a strategic plan but more of a tactical issue about how to make it better. He pointed out presently in the newsletter there are few new items the residents find valuable or useful as a reference. He noted park programming information in the newsletter is easily found in other formats. He indicated he would like to see more about what is going on in the Township the residents may find interesting:

- What is happening with the new police station, the administration building, and the community room. This could include news about the work that is going into it and how it is financed.
- Budgeting and capital planning could be another topic - how budgets are developed for the Township. How to assure the residents they are getting the services they want, need, and deserve for the low cost we are providing it.
- Information about YAUFRR
- Information about the sewer plant
- Do a profile on some of the equipment that is available around leaf pick-up time with the street sweepers and some of the heavy equipment they have.
- The Public Works building
- Township work with the Justice Department
- Police Department Accreditations as well as community outreach
- Participation with the Pastors Association in York County

Chairman Swomley stated there is enough material doing it a piece at a time to last many years. He pointed out it is important for the residents to get a picture of what is happening in the Township – things they may not be looking for on the website but seeing it in the newsletter may generate interest when

reading the article and learning something about the township and what the various departments do for them that is important to understand. He noted there is so much they could do that is not being utilized.

Mr. Dvoryak commented these are good ideas and he added the No. 1 thing the residents are interested in is what is being done with the streets and roads in the Township – what is the transportation plan to make streets and roads travel safe.

Chairman Swomley stated he meant to say that with the Davies Drive project and the 83 connector to Route 30 that will be coming through. He also noted the Green Light Go project and the Arly Grant. Also, regarding their transportation plan and how this is being perceived for the future. He noted all those are great ideas to talk about too.

Mr. Bishop mentioned they should also be adding links to the plan for the police station as well as other development plans in the Township since they are public documents, and the residents are always interested to know what is going in at specific locations. This would make it easy for residents to see the plans and the applications.

Mr. Wurster agreed with all the topics and solutions. He noted the newsletter is one delivery channel and there are others through media and press releases, media events, even YouTube videos on the website. He further noted different channels through our Facebook pages, etc., of how to get all this content out there. He felt their media focus should be to illustrate successes, and the need to be more proactive since they do not get as much coverage from traditional press as they used to. There is a need to take that into their own hands to make sure those successes are announced so everyone knows and understands what this very capable and accomplished staff can do and what this Board has done over the years as well.

Mr. Cox stated he agreed with Chairman Swomley's ideas as well. He noted everyone in the Township is looking to know what is going on and what is new. He agreed with having a status update on the development of the police department and the redevelopment of the administration building monthly.

Chairman Swomley added the suggestion of installing a time-elapsd camera when they get started with ground-breaking, providing a link to the website to allow viewing clips of construction activity.

Mr. Hodgkinson stated he and Buchart-Horn have already talked about the time-lapse camera. However, he cautioned the police do not want their part of the police building to be public as far as where everything is in the building. Mr. Hodgkinson noted they can remove certain areas from the plans and describe what is going on but not necessarily make the plans public for the police side.

Chairman Swomley agreed and noted room locations and sizes would be altered and kept generic, so it does not match when the building is completed. He agreed they would keep the chief involved and make sure he is comfortable with any presentation.

Mr. Hodgkinson mentioned Scott Loercher reached out to him last week to determine if the Board would be interested in having an official groundbreaking for the new construction. Mr. Hodgkinson indicated he assumed the answer was yes but wanted to get the Board's approval. He noted he will not have dates and times until the preconstruction meeting.

All Board members indicated they were interested and approved groundbreaking ceremonies.

Mr. Hodgkinson will provide an update at the Board of Supervisors meeting on Thursday as to the next steps and the length of time it will take to finalize the Strategic Plan document.

3. PUBLIC COMMENT

Skylar Yost

Mr. Yost had a question about the process as to whether the definition of economic development has something to do with bringing companies into the Township and whose responsibility it would be. He asked whether that is economic development or growing local businesses is economic development? He wanted to get more clarity into the Board's thought process on that specific topic because he felt it will change how to develop a strategic plan in that direction.

Chairman Swomley responded he believed it was both and some of the discussion brought up included Springettsbury Business Association - bringing outside businesses in and what that might look like and the ideas about how they are more open and transparent to developers who want to develop in the Township. He asked Mr. Yost if there was any area of those, he wanted more information.

Mr. Yost stated from his perspective for the Township to thrive, the ideal is for wealth to circulate within the Township as much as possible. He noted theoretically any business that is doing business in the area, which is also owned in the area, is more valuable to the community. Anything to be done to assist businesses in reaching resources to grow better, faster, those jobs are more stable and more likely to remain in the Township than jobs that come from poaching from somewhere else – they have roots. He stated that is not really asking a question but giving insight into why he is asking the question. There is a different approach for trying to build local wealth through business creation, vs. create more amenities through finding other companies to come in and mine the people and the Township and they are siphoning profits from them as opposed to taking their profits and recycling them within the community.

Chairman Swomley responded he understood where he was coming from and liked the idea of supporting locally owned businesses. He noted there is also a balance between how stable a small business is vs. a larger amenity from an outside area, so it is not as simple as going in one or another direction. He was not sure they are completely at odds with each other.

Mr. Yost stated what he was trying to suggest is that public dollars, time spent by staff which represent the use of public dollars, are more productive if they help grow local wealth and not only that but there is an impact to be achieved through aiding and abetting the success of brand-new businesses. Startup business locally as businesses in the first five years of existence produce all net job growth every year. That is a nation-wide statistic. Old businesses die off. The Township can play a role in aiding and abetting young businesses and time spent by staff should be leading towards building local wealth as opposed to just increasing amenities.

Mr. Wurster asked Mr. Yost to what extent can municipal staff help facilitate new business creation.

Mr. Yost responded there are many ways to streamline processes to make it easier for small businesses - brand new businesses and individuals who have never started a business go through the process of getting registered with the Township. He noted in general when talking about different economic development priorities and especially larger projects that involve infrastructure near undeveloped sites, the more that can be done to break those up into smaller chunks to make them more accessible to smaller businesses who could be local is one way to create a lens for the municipality to think about doing business in a way that encourages more engagement and a higher number of business partners. He further stated there are a

lot of different nuances to that, but the main point is the process of making sure they are thinking about building local wealth. Then the other is there are some small procurement elements that municipalities can do to gear say 10% of procurement dollars towards businesses that are five years or younger. There are ways to do it to create a process that helps kickstart local businesses because if they survive past five years, which is rare, then they are more likely to be stable long term. Anything to facilitate that process is a positive and he encouraged looking up America's New Business Plan which is a policy suggestion created by group called Start Us Up which has a lot of more hands-on suggestions.

Mr. Wurster asked Mr. Yost who he is representing.

Mr. Yost indicated he represents a property owner – EBLW located on Eastern Blvd. which is the Berkshire Hathaway office.

Chairman Swomley asked Mr. Yost if something like business incubator idea would also be something he would find valuable.

Mr. Yost stated he has run co-working spaces in Washington D.C. and is President of the Board of Co-Working Space in downtown York, which is a non-profit. He noted he finds that often government run incubators do not achieve what is hoped. He indicated he would not necessarily suggest that, but policies which limit the ability of high-density collective offices, such as co-working spaces that are under – people do not think of this, but parking requirements often kill any kind of co-working space from being able to exist. Co-working spaces which reach the size and density necessary to be successful create the connections between businesses in their space. He noted the social connections between businesses result in them spending their money with each other and creating new businesses together which he has seen on a large scale. He noted he is speaking more in a general sense having grown up not in Springettsbury Township, his dad did grow up in Springettsbury Township, but spending all his time in east York growing up. He indicated he would like to see success of the Township and growth of the commercial activity in the Township that is not entirely based on retail long term.

Mr. Wurster asked Mr. Yost if he was Bob Yost's grandson. Mr. Yost affirmed he was.

The Board thanked Mr. Yost for his comments. Mr. Wurster noted there could be some volunteer opportunities for Mr. Yost to engage with the Board on a longer-term basis if he were interested.

Mr. Yost indicated he would be interested and thanked the Board for their time.

4. ADJOURNMENT

CHAIRMAN SWOMLEY ADJOURNED THE MEETING AT 7:26 P.M.

Respectfully submitted,

Doreen K. Bowders
Secretary

/ses