

# *Chapter II*

## *Vision Statement*

### 2.1 Countywide Vision

A strong plan for sustainable economic development begins with a clear vision for economic growth. The Countywide vision for economic development, which was informed by the input of a variety of public and private stakeholders through a public survey, may be summarized through a listing of overarching goals for economic development, a description of where such economic growth is desired to occur, and an identification of what type of economic development is envisioned.

#### **Overarching Goals for Economic Development:**

- Manage growth and development
- Conserve rural and scenic areas
- Protect agriculture

#### **Where Should Economic Development Occur?**

- Downtown: thriving and revitalized City, Boroughs, and Townships should be realized through infill and adaptive reuse of underused buildings and sites
- Villages and Boroughs in rural areas
- Existing industrial parks: growth should be focused where infrastructure already exists
- Commercial corridors: growth should occur along major road corridors, but such development should be balanced with development that is accessible via alternative modes of transport (e.g. sidewalks, transit)
- Existing growth areas: growth should be focused in areas already designated for growth, where infrastructure exists to support growth

#### **What Type of Economic Development is Envisioned?**

- Diversified manufacturing and industrial uses, including research and development, technology and innovation
- Range of retail uses and scales, including neighborhood-oriented, smaller-scale retail shops to address the daily needs of residents
- Community/cultural facilities and professional services, from youth centers to medical offices, to serve residents
- Small business development and expansion
- Sustainable agriculture, agritourism, and businesses to support agriculture
- Recruitment and retention of target industries

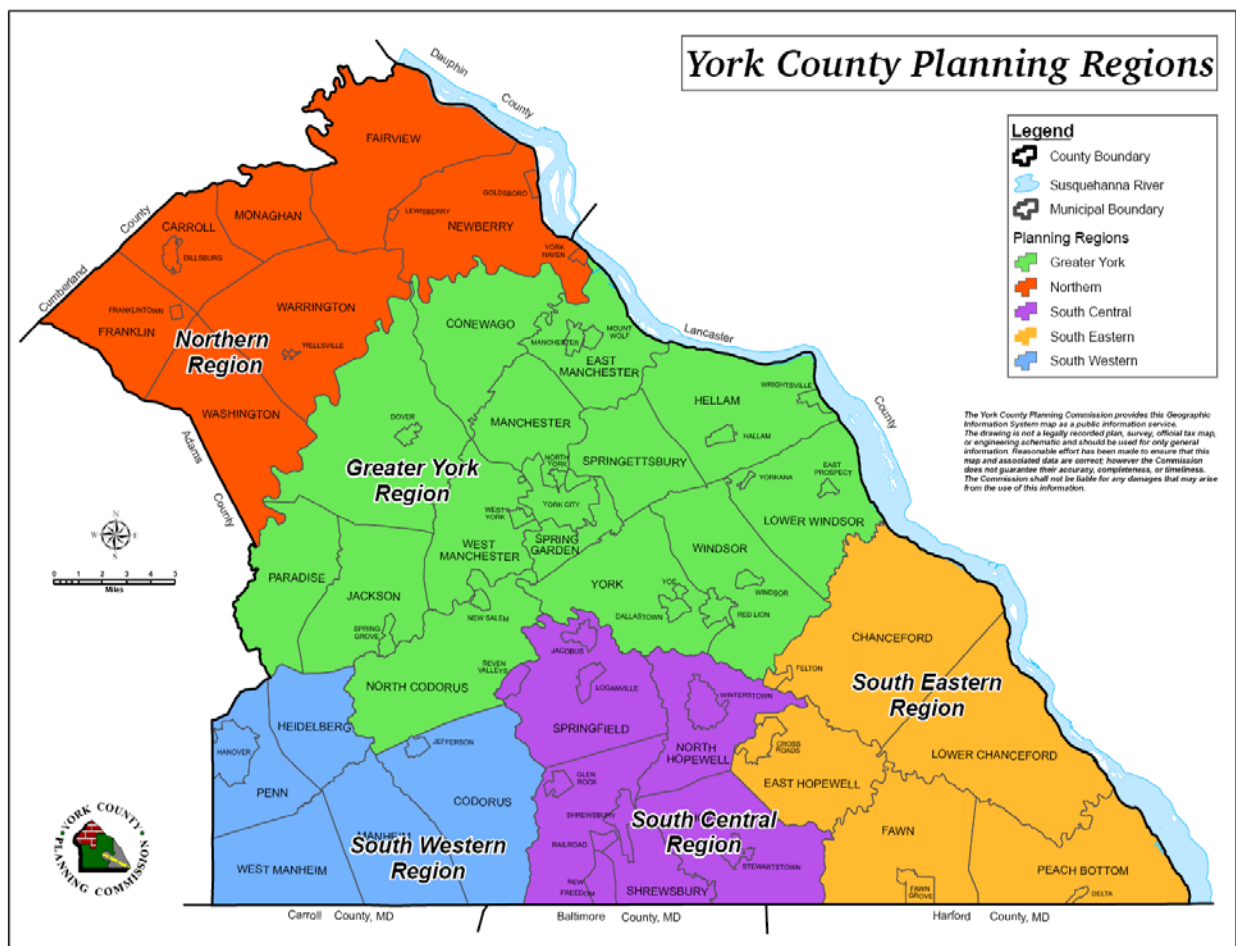
As part of the 2014 update, a public survey was developed by the York County Economic Alliance (YCEA) and the York County Planning Commission (YCPC). The survey was released on August 1, 2013, and was closed on December 15, 2013. The survey was distributed to the public via the YCEA and YCPC websites, YCEA newsletters, weekly e-blasts, social media, and associated boards and committees.

During the gathering of the data, the public was asked to share their assessment of critical issues, visions, and strategies relative to where they both work and live. The following discussion provides a summary of the responses received.

## 2.2 Visions for Planning Regions

York County is home to a diverse set of five (5) Planning Regions, which include the Northern Region, the Greater York Region, the South Western Region, the South Central Region, and the South Eastern Region.

**Exhibit 2-1: York County's Planning Regions**



Source: York County Planning Commission

Vision statements for each planning region were refined based on the survey responses. The visions below capture the originally identified goals, as well as the 2014 goals. These visions represent generalized statements for the entire region, and are not presumed to apply to each municipality within that region. For example, not every municipality will have agricultural land to protect, despite agricultural protection being a key part of the vision statement for the entire region. For each planning region, the overarching Countywide goals of managed growth and

development, conservation of rural and scenic areas, and protection of agriculture apply. In general, it is the location, scale, and types of office, retail and industrial uses desired which vary by region. These vision statements are listed in the following exhibits.

<b>Exhibit 2-2: Northern Region Vision Statement (4.3% of responses received)</b>	
<b>2009</b>	<b>2014</b>
Managed growth and development	Managed growth and development
Conservation of rural and scenic areas	Conservation of rural and scenic areas
Revitalization and infill in boroughs	Neighborhood-serving, smaller-scale retail expansion that addresses the daily needs of residents
Commercial corridor development along major arterials [e.g. Interstate 83, Interstate 76, Route 15, Route 74, Route 194 (Baltimore Pike), Route 177 (Rosstown Road), Route 382 (Lewisberry Road), Route 262 (Valley Road), Route 392 (Yocumtown Road), Route 295 (Cragmoor Road), and Route 181 (York Haven Road)]	Revitalization and infill development (redevelopment)
Limited higher density, mixed-use development in growth areas	Agricultural Protection
Agricultural protection	Agriculturally related support businesses
Agriculturally related support businesses	Development of community/cultural facilities and services (e.g. including a youth center, playground, performing arts center, library, and medical clinic)

<b>Exhibit 2-3: Greater York Region Vision Statement (76.7% of responses received)</b>	
<b>2009</b>	<b>2014</b>
Managed growth and development	Small business retention and expansion where infrastructure supports growth
Conservation of rural and scenic areas	Neighborhood-serving, smaller-scale retail expansion that addresses the daily needs of residents
Revitalization and infill for City, boroughs, and townships with underused buildings	Revitalization and infill development (redevelopment)
Commercial corridor development balanced with development accessible via alternative modes of transportation (e.g. sidewalks, transit)	Managed growth and development
Higher density mixed-use development in	Development of community/cultural facilities

growth areas (for example, creation of a Town Center in Springettsbury Township to include mixed use development, light industrial, and neighborhood oriented retail)	and services (e.g. including a youth center, playground, performing arts center, library, and medical clinic)
Recruitment of target industries, including firms engaged in research and development, technology and innovation	Conservation of rural and scenic areas
Agricultural protection	Commercial corridor development that is accessible via alternative modes of transportation (e.g. sidewalks, walking, bicycling, and/or bus)

<b>Exhibit 2-4: South Western Region Vision Statement (10.0% of responses received)</b>	
<b>2009</b>	<b>2014</b>
Managed growth and development	Small business retention and expansion where infrastructure supports growth
Conservation of rural and scenic areas	Managed growth and development
Revitalization and infill in boroughs, including restaurants, small retail shops, and small-scale offices to serve the local population	Revitalization and infill development (redevelopment)
Limited neighborhood-serving, smaller-scale retail expansion in townships that address the daily needs of residents	Diversification of manufacturing and industrial-based development
Diversification of manufacturing and industrial-based development	Agricultural Protection
Agricultural protection	Recruitment of target industries, including firms engaged in research and development, technology and innovation
Agritourism, which could include but is not limited to farm bed and breakfasts, wineries, corn mazes and hayrides	Office, retail and industrial growth directed to existing industrial parks
Agriculturally related support businesses	Conservation of rural and scenic areas

<b>Exhibit 2-5: South Central Region Vision Statement (6.6% of responses received)</b>	
<b>2009</b>	<b>2014</b>
Managed growth and development	Small business retention and expansion where infrastructure supports growth
Conservation of rural and scenic areas	Neighborhood-serving, smaller-scale retail expansion that addresses the daily needs of residents

Small business retention and expansion where infrastructure supports growth	Revitalization and infill development (redevelopment)
Retail to serve population	Conservation of rural and scenic areas
Office, retail and industrial growth directed to existing industrial parks	Agricultural Protection
Agricultural protection	Managed growth and development
Agriculturally related support businesses	Higher density mixed-use development (e.g. creation of a Town Center to include mixed use development, light industrial, and neighborhood oriented retail)

Exhibit 2-6: South Eastern Region Vision Statement (2.4% of responses received)	
2009	2014
Managed growth and development	Conservation of rural and scenic areas
Conservation of rural and scenic areas	Agritourism, which could include, but is not limited to, bed and breakfasts, corn mazes, hayrides and farmers markets
Limited neighborhood-serving retail expansion focused along the Route 74 corridor and boroughs, with an emphasis on smaller-scale shops	Agricultural Protection
Development of community/cultural facilities and services, including a youth center, playground, library, and medical offices	Development of community/cultural facilities and services (e.g. including a youth center, playground, performing arts center, library, and medical clinic)
Agricultural protection, including development of sustainable and organic agriculture	Neighborhood-serving, smaller-scale retail expansion that addresses the daily needs of residents
Agritourism, which could include but is not limited to bed and breakfasts, corn mazes, hayrides and wineries	Office, retail and industrial growth directed to existing industrial parks
Agriculturally related support businesses	Small business retention and expansion where infrastructure supports growth

A review of the survey results showed that the response rate may be indicative of the outreach ability and the general concern of the residents of each of the regions, or it may indicate a representation of the county's demographic profile.

Greater York responses = 76.7%, Population as a portion of the County = 61%  
 South Western responses = 10.0%, Population as a portion of the County = 12%

South Central responses = 6.6%, Population as a portion of the County = 8%  
Northern responses = 4.3%, Population as a portion of the County = 14%  
South Eastern responses = 2.4%, Population as a portion of the County = 5%

As compared to the 2009 vision statements, some of the regions have shifted their priorities, but they generally remain consistent. What is most evident, overall, is a shift from physical infrastructure and development priorities to a vision where small business retention and expansion is more of a priority. This appears to represent a reaction to the recent economic recession and the desire to see small, local businesses survive.

Overall, throughout the entire County, the following were the top priorities:

- Small business retention and expansion where infrastructure supports growth (51.7%)
- Neighborhood-serving, smaller retail expansion that addresses the daily needs of residents (45.0%)
- Managed growth and development (40.8%)
- Revitalization and infill development/redevelopment (40.3%)
- Conservation of rural and scenic areas (33.2%)
- Development of cultural facilities and services (29.4%)

The survey also provided an opportunity to gather additional information and ask key questions that could potentially identify new projects, additional key focuses, and to learn if the public is aware of certain programs. The questions and responses are summarized below.

### Workforce

The public was asked: Are you aware of the business and education partnerships that exist in York County? These groups serve as advisory committees within school districts to advance workforce development in the community. The York County Alliance for Learning (YCAL) is connected with the Economic Alliance's Office of Workforce Development (OWD). Together, the organizations build a strong connection between the business and education communities to improve the implementation of programs, ultimately improving the quality and quantity of opportunities for youth. The partnership enhances the OWD's mission to engage employers, educators and community partners to create a life-long learning environment that attracts and retains strong businesses and a diverse talented workforce critical for sustaining a vibrant community and a growing, innovative economy. Of the responses, 47% stated that they were aware of these partnerships and services; 27% answered no, they were unaware; and 26% did not respond.

York County is on the forefront of showing everyone the power of being creative. It's the place where innovative industrial artists and designers gravitate to find jobs that allow them to unleash their creativity. York County has some of the finest industrial designers and artists in the mid-Atlantic region. These manufacturers and their skilled employees design and craft some of the finest motorcycles, violins, packaging containers and aeronautic parts in America. They design and build leading robotic systems that help companies move into tomorrow and produce interior wall coverings that find their way all over the world.

The public was asked: Are you aware of the branding efforts of Creativity Unleashed for showcasing York as America's Industrial & Design Capital in an effort to promote the quality of life in York and to attract a creative workforce? 44% of the respondents answered yes, they were aware of the Creativity Unleashed efforts; 29% answered no, they were unaware; and 27% did not respond. During the course of the active public surveying, the Creativity Unleashed website showed a 30% jump in website hits.

### *Agriculture & Land Protection*

One of the questions for this category was: Are you aware of the York County Agriculture Business Council (YCABC) and York Buy Fresh Buy Local (BFBL) and their development of a strong local food system? (e.g. farm-to-table initiatives, farm-to-school initiatives, farm-to-institution initiatives). Both initiatives are active in the community and are volunteer run with the mission to connect the people of York County to locally produced food and farm products, and to promote the importance of agriculture to York County's economy. Overall, 55% of the respondents replied yes, they are aware of these efforts; 18% replied no, they were not aware; and 27% did not respond.

The York County Agricultural Land Preservation Board (YCALPB) and the Farm and Natural Lands Trust of York County (FNLT) have been dedicated to preserving our farm and natural lands for future generations. Another question was: Are you aware that together the Farm and Natural Lands Trust of York County and the York County Agricultural Land Preservation Board have successfully preserved over 46,300 acres of farmland on over 346 properties in York County that can no longer be developed? Responses included 47% who answered yes, that they were aware of these milestone efforts; 25% of the respondents answered no, they were unaware; and 28% did not respond.

The final question was: Are you aware of a farm that you feel should be preserved as farmland? Among the many responses, there were farms identified in Dillsburg Borough, Springettsbury



Township, and York Township, as well as the Marietta Water Company property in Hellam Township.

The survey results indicate that the public is somewhat familiar with the Economic Development programs and initiatives that exist in York County, but also indicate that there is an opportunity to educate the public about some of the work that is currently being undertaken by various groups. With only approximately 48% of the public aware of the Office of Workforce Development, Creativity Unleashed, Buy Fresh Buy Local, the Farm and Natural Land Trust, and the York County Agricultural Land Preservation Board, there is a need for additional marketing and outreach by each of these programs, or in conjunction with other partner agencies.

### *Development and Redevelopment*

Redevelopment is a key component of York County's economic development strategy. In order to address problems of urban decay and blight, reuse and infill development strategies must be implemented to help revitalize and target development in York County's historic downtowns. Redevelopment projects can return our existing infrastructure to productive use and increase the tax base. In this category, the public was asked: Are you aware of a dilapidated or abandoned property in your area that needs attention? Have you often thought that a certain type of business or development should be in a specific location? Both of these questions were purposefully open-ended and were intended to encourage creative thoughts and ideas, as well as to identify new goals within the five (5) planning regions. Over 120 responses and suggestions to these two (2) questions alone were received. Below are a few of the publicly identified suggestions.

#### **South Western Region**

- 219 Baltimore Street in Hanover Borough was identified on numerous occasions and was a suggested location for Rabbit Transit.
- A performing arts theatre, and pub style restaurant in downtown Hanover.
- Downtown Hanover, in general, was identified as a location of dilapidated and abandoned buildings.

#### **South Central Region**

- A variety of small shops in Glen Rock.
- A mixed-use retail or restaurant development outside of the downtown of Shrewsbury that would benefit the residents of the Township.
- 34-40 Main Street in Glen Rock was identified as a building that needs attention.



### **South Eastern Region**

- No detailed responses to the questions.

### **Greater York Region**

- Both the Weinbrom building and the Woolworth buildings were identified in downtown York, as well as the AAA building on East Market Street.
- A quality restaurant in Red Lion Borough was suggested, as well as better promotions for the areas bed & breakfast establishments.
- It was suggested that the river front towns should have a series of small bistros and retail shops.
- An entertainment complex with dancing, sports activities could be housed in the old prison building in downtown York.
- Many additional properties were identified along with addresses which could lead to numerous new projects.
- Many dilapidated or abandoned properties were identified, such as the Old Jail on Chestnut Street, West Market Street in York City, ten (10) to 12 specific properties in Yoe Borough, and the 900 block of Stoverstown Road in Manchester Township.

### **Northern Region**

- Several residential rental properties with potential problems were identified in Dillsburg Borough.
- A Giant or Karns grocery store by the Wal-Mart in Newberry Commons Plaza.
- Fairview Township was identified as a place for a potential winery and a community garden area.
- The trailer park on Old York Road in Fairview Township (across from Giant) was identified as a property that needs attention.

The public input and ideas section of the survey has provided some very interesting and exciting thoughts from the respondents. Further analysis and exploration of the 120+ ideas will certainly lead to more ideas and identified areas where projects could occur throughout the County.

### **Summary**

Public input is critical to Economic Development planning activities. Although much of the work and priorities developed are based upon data, research and trends in the social and business communities on a local, regional and national level, a vision of the immediate area must be developed. Stakeholder input through surveys and meetings can help to inform the Economic

Development and Planning professionals about a local region's priority visions for growth, or vision for lack of growth, as the case may be.

Generally, the survey results indicated the following major points:

- Each of the regions' visions and top priorities shifted slightly over the past five (5) years, and there seems to be more of a priority placed on business attraction and existing business retention. This is indicative of the response to a challenged economy and the fact that residents desire to see the local mom and pop stores survive and remain in business.
- The public knowledge level about existing Economic Development programs appears to indicate a need for additional promotion of initiatives. With approximately 48% of respondents aware of programs, such as Creativity Unleashed and Buy Fresh, Buy Local, there is an outreach component that is needed.
- The public ideas and input received during the survey will be invaluable moving forward to be able to craft new projects and focus on areas where the public's vision of an area can be realized. The YCEA should develop a portion of their website, or at least an email address, where citizens can continue to provide information about dilapidated properties, properties that simply "need attention" and also provide their own ideas and views about what initiatives or projects could be undertaken as priority.