

Chapter VII

Competitive Position 2013

7.1 Overview

Given York County’s vision for economic development, it is useful to review available programs and resources related to the types of economic development activities identified as desirable for expansion. Existing programs and resources include those related to the five (5) strategies: workforce development, growth areas, rural areas, downtown revitalization, and incentives and economic development. In 2009, the research included evaluations of similar communities’ economic development models. These communities included Frederick County, Maryland, Worcester County, Massachusetts, and Greenville County, South Carolina. This data remains relevant and is discussed in Section 7.7 of this Chapter.

7.2 Current County Level Economic Development Efforts

With its long-established planning and economic development organizations (i.e. YCPC and YCEA), York County offers many tools for economic development. Key programs and resources administered at the County level are provided in Exhibit 7-1a and contain information for the lead entities is provided in Exhibit 7-1b. While Exhibit 7-1a does not provide an exhaustive inventory of all possible County programs and resources related to economic development, it does highlight top tools and resources related to the five (5) key strategy areas (i.e. workforce development, growth areas, rural areas, downtown revitalization, and incentives and economic development). Programs and resources in which the County serves as a partner to local municipalities, as well as programs and resources offered by the South Central PA Region, the State, Non-Profits, and the private sector are discussed in subsequent sections of this Chapter (Exhibits 7-2 through 7-5b).

Exhibit 7-1a: Key Programs and Resources			
Program / Resource	Topic Area/Strategy	Lead Entity	Overview
Office of Workforce Development (OWD)	Workforce Development	YCEA	Created in early 2008, the Office of Workforce Development within YCEA provides direct contact to companies to help address employers’ current and future workforce needs. OWD serves to build, coordinate and strengthen York County’s network of workforce service providers (such as York County Alliance for Learning, Manufacturers’ Association, York County CareerLink, etc.) and to identify long-term workforce development strategies.
Design Center Initiative	Workforce Development	YCEA	YCEA is working to attract a design-related workforce in the areas of architecture and engineering. As part of the initiative, YCEA developed a workforce recruitment website and marketing campaign, which launched in Fall/Winter 2009, with an emphasis on marketing York County to potential hires.

Program / Resource	Topic Area/Strategy	Lead Entity	Overview
Creativity Unleashed	Workforce Development	YCEA	York County's branding efforts for the Industrial Art & Design Capital aimed at showcasing the Quality of Place for York County.
2 + 2 + 2	Workforce Development	YCEA	An OWD initiative focused on building a skilled workforce suited to the needs of the engineering community. This program builds on credits towards increased levels of advanced degrees gaining the student employability at each leg of the program.
Corridor Planning	Growth Areas	YCPC	YCPC works with municipalities on corridor planning studies, to analyze transportation issues such as capacity, safety and access to the study area roadways and determine cost-effective ways to address corridor transportation needs.
Access Management	Growth Areas	YCPC	YCPC prepares access management plans for corridors as part of transportation planning efforts. Access management involves analysis of roadway operations, design, planning and policy, and is meant to balance access for adjacent land uses with safety and efficiency.
Municipal Outreach Program	Growth Areas	YCEA	YCEA works with local municipalities to enhance awareness of how local activities impact economic development. YCEA speaks with local municipal officials and elected boards about the impact of local zoning, code enforcement and infrastructure improvements to economic development.
Build-Out Analysis, Population Projections, Census Information	Growth Areas; Rural Areas	YCPC	YCPC serves as a data resource, and performs build-out analysis of municipalities based on current zoning classifications, population projections, and U.S. Census data.
Technical Assistance	Growth Areas; Rural Areas	YCPC	YCPC assists local municipalities with grant applications, training and planning guidance.
Rural Area Delineation	Rural Areas	YCPC	As part of implementing the Growth Management Plan component of the York County Comprehensive Plan, YCPC worked cooperatively with municipalities to formally designate Established Rural Areas based on land uses, lack of infrastructure and services, and protection of natural and agricultural resources. Modifications to the research will be considered as the need arises.
Agricultural Funding	Rural Areas	YCEA/ SEDCO	YCEA serves as a local resource for farmers interested in information regarding low-interest loans for agricultural use. The Commonwealth's First Industries Fund, which offers low-interest loans for agriculture and tourism activities, may be accessed through a YCEA allied entity, the Small Enterprise Development Company (SEDCO). The loans are offered at up to \$200,000 or 50% of eligible project costs.

Program / Resource	Topic Area/Strategy	Lead Entity	Overview
Agricultural Funding	Rural Areas	YCEA/ YCIDA	A YCEA staffed entity, the York County Industrial Development Authority, is a conduit for lower than conventional rate interest loans of up to \$500,000 through the Next Generation Farmer Loan Program. The loan program is for Federally qualifying first-time farmer projects.
Market District	Downtown Revitalization	Downtown Inc. /YCEA/ Better York	Urban branding initiative underway, which is a collaborative effort between the York County Economic Alliance, Downtown Inc., and Better York.
York County Heritage Program	Incentives & Economic Development	YCPC	The York County Heritage Program is administered by the York County Planning Commission, which officially designates locally authentic historic, cultural, and natural resources through an application process. Once designated, the resources, together with related information, are listed on the website.
Heritage Region	Incentives & Economic Development	Susquehanna Gateway Heritage Area	York County is part of the Susquehanna Gateway Heritage Area, one of 12 official State heritage regions, which allows for marketing of heritage tourism focused on promoting the preservation, conservation and interpretation of the Susquehanna River's cultural and natural heritage. The County is also part of the River Towns Heritage Development Strategy, an initiative focused on using the Susquehanna River as a defining economic and visitor attraction for communities nearby (i.e. Columbia, Wrightsville, Marietta, Washington Boro, Long Level and Accomac).
Investors Circle of York (ICY)	Incentives & Economic Development	ICY	Angel investors group which provides capital for start-up, expansion or acquisition activities, YCEA serves as the first point of contact for entrepreneurs interested in receiving ICY funds.
General Authority of South Central Pennsylvania (GASP)	Incentives & Economic Development	GASP	County entity which serves as a municipal financing authority that can issue bonds for eligible tax-exempt and taxable economic development and non-profit projects.
Partnership for Economic Development of York County (PEDYC)	Incentives & Economic Development	PEDYC	A 501(c)3 organization that serves to stimulate interest and to assist in the promotion of plans that promote the industrial and economic development of York County, in order to increase the flow of wages and income into the channels of trade and commerce. PEDYC projects include several economic and community development initiatives, such as fiscal sponsorship, county wide branding, and the Municipal Outreach Program.
Redevelopment Authority of York County (RACY)	Incentives & Economic Development	RACY	County entity focused on redeveloping and rehabilitating blighted industrial properties. Additionally, RACY serves as a conduit for project funding and as a tax increment financing (TIF) resource.

Program / Resource	Topic Area/Strategy	Lead Entity	Overview
Small Enterprise Development Company (SEDCO)	Incentives & Economic Development	SEDCO	An entity which supports small businesses and administers through the Small Business First Fund (SBFF), which provides low-interest loans for land, buildings, equipment and working capital.
York County Bankers Consortium (YCBC)	Incentives & Economic Development	YCBC	County entity which allows small businesses to present applications to multiple banks simultaneously after first successfully completing a screening process. Approximately one (1) dozen lending institutions currently participate in the program.
York County Hospital Authority (YCHA)	Incentives & Economic Development	YCHA	County entity which finances public or non-profit hospitals and hospital facilities.
York County Industrial Development Authority (YCIDA)	Incentives & Economic Development	YCIDA	County entity which administers the Industrial Development Authority Bond Financing Program and the Pennsylvania Industrial Development Financing Authority Program, and which invests in industrial parks and job creation activities. Administration of the bond programs allows for lower-cost financing of eligible business needs, including land, buildings, machinery and equipment costs.
Business Outreach Program	Incentives & Economic Development	YCEA	YCEA conducts, through its Business Liaisons (interviewers), retention and expansion visits annually with businesses in target industry clusters. The two (2) way dialogue that results from these visits allows business leaders to better understand available County, State and Federal economic development resources, as well as offering YCEA the chance to understand the individual business' concerns and business trends. Interviews often result in referrals to YCEA staff or other service providers which can counsel businesses with respect to issues.
Business Attraction	Incentives & Economic Development	YCEA	YCEA provides assistance to firms regarding site selection and infrastructure, economic and demographic research, and in networking with local, regional, and State entities.
YCEA Marketing Plan	Incentives & Economic Development	YCEA	A portion of YCEA's marketing plan focuses on attracting businesses in target industry clusters, with guidance from the Comprehensive Economic Development Strategy (CEDS).
Administration of State Funding Programs	Incentives & Economic Development	YCEA	YCEA administers State loan, grant and tax credit/abatement programs available for capital development, environmental assessment and/or remediation, training and technical support.
Foreign Trade Zone (FTZ) 147	Incentives & Economic Development	Campbell Trade Group, Inc.	FTZ 147 is a regional economic development project that encompasses the counties of Adams, Berks, Dauphin, Cumberland, Franklin, Lancaster, Perry and York.

Program / Resource	Topic Area/Strategy	Lead Entity	Overview
Foreign Direct Investments Efforts/International Trade	Incentives & Economic Development	YCEA	The YCEA attracts foreign direct investors through marketing efforts. These include collaborative marketing with regional partners, the State of PA and Select USA, participation in trade show activities and other events focused on attracting foreign direct investors.
Facilitate Joint Municipal Economic Development	Incentives & Economic Development	YCEA	YCEA dedicates full time staff to serve the economic development needs of The Borough of Hanover and Penn Township, located in the southwestern region of York County. Joint municipal goals include retaining and expanding Hanover's hearty industrial base, renewing Hanover's historic downtown, planning for economic development needs and partnering with community organizations for the benefit of the Hanover region. YCEA's Hanover office is located in the Hanover Area Chamber of Commerce building.
Impact Analysis	Incentives & Economic Development	YCEA	YCEA has conducted fiscal and economic impact analysis of catalytic investments, such as an impact analysis conducted prior to the investment in Sovereign Bank Stadium, and for business attraction, expansion and retention projects.
Entrepreneurial Support Alliance (ESA)	Incentives & Economic Development	ESA	The ESA serves as a one-stop shop for entrepreneurial development, and provides technical assistance through workshops on such topics as commercialization of products and referrals to service providers.
York County Keystone Innovation Zone (KIZ)	Incentives & Economic Development	KIZ	The York County KIZ, a geographically bound program, supports innovation and entrepreneurship by bringing together higher education institutions, private business, and State and local resources.
Growth Area Definition	Growth Areas	YCPC	As part of implementing the Growth Management Plan component of the York County Comprehensive Plan, YCPC worked cooperatively with municipalities to formally create Established Growth Areas, based on services, infrastructure, and land uses. Modifications will be considered as the need arises.
Codorus Corridor Strategy	Downtown Revitalization	YCEA	In 2006, YCEA released the "River of Opportunity" land use and economic plan for the Codorus Corridor. The Plan called for \$1 billion in redevelopment activity along the Codorus Corridor over a 20 year timeframe, including, but not limited to, projects in the Northwest Triangle, in the Keystone Innovation Zone, along the Broad Street Corridor, and others. The Plan also referenced the creation of an amenity along the riverfront with a linear park and walking/biking trails to support creative class development.
Municipal Consulting Program	Growth Areas; Rural Areas	YCPC	As part of County long range and municipal planning activities, YCPC participates in meetings, work groups, organizations and planning efforts to encourage local plans that are consistent with the York County Comprehensive Plan and the adoption of local ordinances to implement the plans.

Exhibit 7-1b: Contact Information for Key Programs and Resources

York County Economic Alliance	144 Roosevelt Avenue	York, PA 17401	717-848-4000
York County Planning Commission	28 E. Market Street, 3rd Floor	York, PA 17401	717-771-9870
Downtown Inc.	16 N. George Street	York, PA 17401	717-849-2331
Susquehanna Gateway Heritage Area	1706 Long Level Road	Wrightsville, PA 17368	717-252-0229
Campbell Trade Group	P.O. Box 3478	York, PA 17402	717-873-0569
York County Keystone Innovation Zone (KIZ)	144 Roosevelt Avenue	York, PA 17401	717-848-4000
Entrepreneurial Support Alliance (ESA)	144 Roosevelt Avenue	York, PA 17401	717-848-4000
Investors Circle of York (ICY)	144 Roosevelt Avenue	York, PA 17401	717-848-4000
General Authority of South Central Pennsylvania (GASP)	144 Roosevelt Avenue	York, PA 17401	717-848-4000
Partnership for Economic Development of York County (PEDYC)	144 Roosevelt Avenue	York, PA 17401	717-848-4000
Redevelopment Authority of York County (RACY)	144 Roosevelt Avenue	York, PA 17401	717-848-4000
Small Enterprise Development Company (SEDCO)	144 Roosevelt Avenue	York, PA 17401	717-848-4000
York County Bankers Consortium (YCBC)	144 Roosevelt Avenue	York, PA 17401	717-848-4000
York County Hospital Authority (YCHA)	144 Roosevelt Avenue	York, PA 17401	717-848-4000
York County Industrial Development Authority (YCIDA)	144 Roosevelt Avenue	York, PA 17401	717-848-4000

7.3 Current Local Economic Development Efforts

Local municipalities are also engaged in economic development activities to varying degrees. Some of York County’s municipalities have undertaken strategic planning and/or revitalization planning and implementation efforts to support local business development. While not all municipalities have engaged in such efforts, every municipality impacts economic development potential within its borders through its planning and zoning activities. The following table

provides a summary of top techniques through which local municipalities in York County participate in economic development. YCPC serves as a resource for many of these techniques.

Exhibit 7-2: Current Local Economic Development Programs and Resources			
Program / Resource	Topic Area/Strategy	Lead Entity	Overview
Subdivision and Land Development Ordinance (SALDO)	Growth Areas	Local Municipalities	Local municipalities adopt subdivision and development rules, regulations and standards through the SALDO. The Municipal Planning Division within YCPC provides technical and review services to municipalities with an adopted SALDO. Municipalities without an adopted SALDO fall under the jurisdiction of the County SALDO.
Capital Improvements Plan (CIP)	Growth Areas	Local Municipalities	Local municipalities prepare capital improvements plans, which delineate planned capital expenditures for a five (5) or ten (10) year period, including identification of the prioritization of projects and financing/funding sources. YCPC encourages municipalities to integrate capital improvements planning with comprehensive planning to ensure the prioritization of projects implementing goals laid out in the comprehensive plan.
Impact Fees	Growth Areas	Local Municipalities	Municipalities have the authority to enact a Transportation Impact Fee Ordinance if the following plans and ordinances have also been adopted: Comprehensive Plan, Zoning Ordinance, and Subdivision and Land Development Ordinance. The Transportation Impact Fee Ordinance allows the municipality to assess impact fees on developments for transportation capital improvements off-site of the development prior to final approval of a subdivision or land development plan.
Joint Municipal Impact Fees	Growth Areas	Local Municipalities	When municipalities have adopted a Multi-Municipal Comprehensive Plan, they have authority to enact a Joint Municipal Impact Fee Ordinance to assess impact fees on developments for transportation capital improvements off-site of the development prior to final approval of a subdivision or land development plan. Such municipalities must also have a zoning ordinance and SALDO.
Incentive Zoning	Growth Areas	Local Municipalities	Municipalities in Pennsylvania may offer incentive zoning, under which developers are offered a higher density or intensity or reduced requirements (e.g. reduced parking and setback requirements, which reduces overall development cost) in exchange for the provision of amenities (e.g. parks, landscaping, plazas, streetscape improvements, or affordable housing). Incentive zoning is often provided through overlay provisions.

Program / Resource	Topic Area/Strategy	Lead Entity	Overview
Official Map Ordinance	Growth Areas; Rural Areas	Local Municipalities	YCPC reviews Official Maps created by local municipalities as part of County long range planning. The Official Map is a land use ordinance prepared by local municipalities consisting of two (2) parts, text and a map, which identifies public and private lands for which the municipality has a current use or future need (e.g. for public facilities, streets, parkland, etc.).
Joint Municipal Comprehensive Planning	Growth Areas; Rural Areas	Local Municipalities	Municipalities in Pennsylvania have authority to prepare & adopt Multi-Municipal Comprehensive Plans, which include the components of an individual Comprehensive Plan (e.g. description of future growth, development, land use & community character). The primary benefit of multi-municipal planning is the potential for individual municipalities to avoid providing for every land use when those uses are provided in other participating municipalities & are sufficient to meet the needs of the region.
Open Space Development	Growth Areas; Rural Areas	Local Municipalities	Also known as conservation by design, open space development is implemented through the municipality's Zoning Ordinance and/or its Subdivision and Land Development Ordinance. Open space development is similar to cluster development but requires a higher percentage of the site to be dedicated to open space in order to preserve more land for conservation uses while still providing for full-density development. Conservation uses include farmland, woodland habitat, historic sites and scenic views.
Cluster Development	Growth Areas; Rural Areas	Local Municipalities	This alternative form of residential development allows a new residential development to reduce lot area, setback and other site regulations while providing common open space for no overall increase in density compared to a conventional subdivision. Municipalities may specify cluster development as a by-right option in the zoning ordinance or as a special exception or conditional use; the latter usually results in higher costs and lengthened review period.
Overlay Zoning	Growth Areas; Rural Areas	Local Municipalities	Municipalities may specify overlay zones in order to apply regulations to an area that trump the requirements of the underlying zoning district. Overlay zoning may be used for incentive zoning, transfer of development rights, scenic roads and districts, and protection of natural or historic resources, as well as along major thoroughfares and around intersections, interchanges and transportation facilities.

Program / Resource	Topic Area/Strategy	Lead Entity	Overview
Agricultural Protection Zoning (APZ)	Rural Areas	Local Municipalities	<p>Municipalities are required by the Pennsylvania Municipalities Planning Code (MPC) to protect prime agricultural land (class 1-3 soils). Agricultural protection zoning (APZ) is a tool to protect prime agricultural land in rural areas (it is not applicable to designated growth areas) and includes several methods:</p> <p>1) Fixed System: allows one dwelling for a specified number of acres (i.e. one dwelling per 25 acres); 2) Sliding Scale System: varies the number of permitted dwelling units based on the acreage of the parent parcel (the formula is non-linear, resulting in larger parcels permitted to have proportionately less dwellings than smaller parcels); and 3) Percentage System: limits the percentage of land that may be subdivided.</p>
Transfer of Development Rights (TDR)	Rural Areas	Local Municipalities	<p>Municipalities have the authority to provide for the transfer of development rights (TDR) in their zoning ordinance. TDR permits the owner of a parcel of land in a designated sending area to transfer development rights to another parcel in a designated receiving area where development is more desirable (ex. from an agricultural zoned parcel to a residential, commercial or industrial zoned parcel). TDR across municipal boundaries is allowed in areas where a joint municipal zoning ordinance is in effect, a multi-municipal comprehensive plan has been adopted, or a written agreement has been adopted by the participating municipalities. TDR programs are most effective when development regulations in the receiving area allow the developer to obtain a higher return through purchasing development rights and developing land at either a higher density or increased intensity than permitted by the base regulations.</p>
Agricultural Security Areas (ASA)	Rural Areas	Local Municipalities	<p>Since 1981, Pennsylvania’s farmers have been empowered to initiate the process whereby local municipalities create Agricultural Security Areas, thereby offering special consideration to farmers against nuisance challenges. At least 250 acres must collectively be placed in the area to become an ASA. Multi-municipal agricultural security areas may be created. Location in an ASA is also required to be eligible for the County’s Conservation Easement Program.</p>

Program / Resource	Topic Area/Strategy	Lead Entity	Overview
Main Street Programs	Downtown Revitalization	Nonprofit Entities	Main Street is a comprehensive approach to downtown revitalization coined by the National Trust for Historic Preservation, and is based on the four (4) point approach: downtowns undertake activities in the areas of design, organization, promotion and economic restructuring to ensure comprehensive action is taken to revitalize the designated areas. In York County, Downtown Inc. administers York City’s downtown Main Street program, and in Hanover, Main Street activities are performed by Main Street Hanover, an initiative of PEDYC.
Historic Preservation	Downtown Revitalization	Local Municipalities	Municipalities may adopt an Historic District Ordinance which defines the district’s boundaries, creates an Historic Architectural Review Board (HARB) and provides design guidelines and criteria for decision-making. An alternative is to incorporate historic preservation provisions into the zoning ordinance and/or subdivision/land development ordinance and create an historic preservation committee.
Local Revitalization and Redevelopment Plans	Downtown Revitalization	Local Municipalities	Many York County municipalities have undertaken redevelopment and revitalization planning efforts to focus strategically on the types of uses, economic activities, and implementation actions desired in small areas. Efforts include those undertaken in Dillsburg, Red Lion, Stewartstown, and Wrightsville Boroughs, and in Springettsbury Township.
Local Economic Revitalization Tax Assistance (LERTA)	Incentives & Economic Development	Local Municipalities	This program allows for deferral of that portion of real estate taxes attributed to improvements (e.g. a new facility or major expansion) made by a new or expanding company in designated LERTA areas. Those real estate taxes are then phased in over a ten (10) year period by 10% annually. Designated LERTA districts include those in the City of York and the Townships of Conewago, East Manchester, Hopewell, Jackson and West Manchester.
Fresh Food Fund (FFF)	Incentives & Economic Development; Downtown Revitalization	York City	Based on a grant from the United States Department of Agriculture and seed money provided by the City of York Redevelopment Authority, the York City Fresh Foods Fund (FFF) is a revolving loan fund that has been created to modestly assist the development of new and existing restaurants and other food service establishments in the City of York.
Residential Tax Abatement Program (RETAP)	Incentives & Economic Development	York City	ReTAP provides for a 100%, ten (10) year tax exemption on the value of new residential construction or residential rehabilitation. This incentive runs with the land for ten (10) years. Therefore, if the property owner should change, the incentive remains under full valuation in year 11.

Program / Resource	Topic Area/Strategy	Lead Entity	Overview
Tax Increment Financing (TIF)	Incentives & Economic Development	YCEA	TIF is a public financing tool used to fund public works or improvements for private residential, commercial or industrial development or revitalization through the allocation and dedication of all or a portion of the additional taxes resulting from increases in property values or from the increase in commercial activity as a result of a development or revitalization project.

7.4 Regional Resources

Regional-level entities also support economic development in York County, as well as the broader South Central Pennsylvania region. Top resources are profiled in the following table.

Exhibit 7-3: Current Regional Economic Development Programs and Resources				
Program / Resource	Topic Area/Strategy	Lead Entity	Contact	Overview
South Central Team Pennsylvania Inc. Regional Marketing	Incentives & Economic Development	South Central Team PA, Inc.	www.smartmarket.org	A network of local economic development agencies in eight (8) Pennsylvania counties (Adams, Cumberland, Dauphin, Franklin, Lancaster, Lebanon, Perry and York) comprise the South Central Team Pennsylvania Inc., which manages marketing and branding for the region. The Smart Market brand, launched in 2004, is one (1) major branding initiative managed by the group that emphasizes the higher-education facilities available in the region and that each County is a “smart” choice for living and working. Components of the branding initiative include a website and logo used in promotional materials and at trade shows.
South Central Assembly	Incentives & Economic Development	South Central Assembly	www.southcentralassembly.org	This program is a broadly defined regional planning organization concerned with making the region a better place to live, work and play. The South Central Assembly is interested in addressing intergovernmental and inter-organizational issues where a collaborative approach will improve outcomes where the traditional frameworks are not so effective.

7.5 State Resources

The Commonwealth of Pennsylvania offers many programs and resources to further economic development in the State. Key tools and resources are listed in the following table.

Exhibit 7-4: Current State Economic Development Programs and Resources			
Program / Resource	Topic Area	Lead Entity	Overview
Rapid Response Team	Workforce Development	PA Department of Labor and Industry	When the Pennsylvania Department of Labor and Industry receives notice of pending business closures or layoffs, it brings together a team of economic development specialists (including YCEA and CareerLink) to assist the employer and employees in learning about available resources (e.g. unemployment insurance, health and pension benefits, job search activities, etc.), to provide potential economic development assistance to prevent business closure/reduce extent of planned layoffs.
Brownfield Redevelopment	Downtown Revitalization	Pennsylvania's Department of Environmental Protection - Southcentral Regional Office of Pennsylvania's Brownfield Action Team	Many downtowns include contaminated sites that are desired to be reused. Pennsylvania's Department of Environmental Protection, serves as a facilitator of brownfields redevelopment by offering incentives and fast-track permitting. Incentives include those offered through the industrial sites reuse program, the infrastructure development program, the hazardous sites cleanup fund (HSCF), the job creation tax credit program, the key sites initiative, the businesses in our sites program, the building PA program, the tax increment financing (TIF) guarantee program, the infrastructure facilities improvement program, the Section 108 U.S. Department of Housing and Urban Development (HUD) loan pool, the new PA venture guarantee program, the new PA venture capital investment program, the 2nd stage loan program, and the Pennsylvania infrastructure and investment authority (PENNVEST) brownfields loans program.
Building PA	Downtown Revitalization	Commonwealth of Pennsylvania – Department of Community and Economic Development	This State funding program provides mezzanine capital for real estate developers in small to mid-sized communities. Building PA has been used in downtown York on the Codo 241 project, a downtown redevelopment project.

Program / Resource	Topic Area	Lead Entity	Overview
Scenic Byways Designation	Incentives & Economic Development	State or Federal - DOT FHWA National Scenic Byways Program	Roadways may be designated as byways at both the national and State levels. The National Scenic Byways Program is funded by the U.S. Department of Transportation and the Federal Highway Administration for projects related to America's scenic byways (i.e. roads recognized for their national archaeological, cultural, historic, natural, recreational and/or scenic qualities). Pennsylvania has two (2) nationally-designated byways: the Historic National Road in southwestern Pennsylvania and the Seaway Trail in the northwestern part of the State. Pennsylvania also has its own byways program which allows local communities to seek State and/or Federal designation. York County currently does not have State or nationally-designated byways.

7.6 Non-Profit and Private Sector Resources

The non-profit and private sectors also provide tools and resources for economic development in York County. A selection of top relevant non-profit and private sector resources is provided in Exhibit 7-5a and contact information for lead entities is provided in Exhibit 7-5b.

Exhibit 7-5a: Current Non-Profit & Private Sector Economic Development Programs & Resources			
Program / Resource	Topic Area/Strategy	Lead Entity	Overview
Shared Community Kitchen - YorKitchen	Rural Areas; Downtown Revitalization	NutriCore NorthEast, Inc.	Through its partnership with NutriCore Northeast, Inc. (NCNE), YCEA created YorKitchen, a shared community kitchen available to entrepreneurs and farmers to develop value-added products.
MANTEC	Workforce Development	MANTEC	MANTEC is a resource created to provide manufacturers with customized solutions and to deliver measurable results in productivity, profitability and competitiveness.
Convention and Visitors Bureau (CVB)	Rural Areas; Downtown Revitalization	CVB	The CVB is the official tourism promotion agency for York County. Their vision is to positively impact economic development in York County through all forms of visitation.
Manufacturers Association	Workforce Development	Manufacturers Association	The Manufacturers Association is an advocate for manufacturing and related industries. Offering two (2) types of memberships to the community: General - manufacturing, and Associate - non-manufacturing, allows them to work with many types of organizations.
Realtors Association of York & Adams Counties (RAYAC)	Growth Areas	RAYAC	The mission of RAYAC is to meet the changing needs of its members, to foster a spirit of cooperation and communication between its members, and to assist members in providing optimum professional and ethical service to their clients/customers and community.

Program / Resource	Topic Area/Strategy	Lead Entity	Overview
York / Adams Smart Growth Coalition	Growth Areas	RAYAC	The Coalition is a unique and diverse group of organizations and individuals drawn together by a shared interest in the future direction of York and Adams Counties. The Coalition’s mission is to shape public policy in order to preserve those elements that make our communities a great place to live, work and play.
Farm and Natural Lands Trust of York County (FNLT) and York County Agricultural Land Preservation Board (YCALPB)	Rural Areas	Landowners	Landowners in rural areas may enter into conservation easement agreements with the County’s Agricultural Land Preservation Board or a land trust, such as the Farm and Natural Lands Trust of York County, to allow for the limiting of development in perpetuity, either through purchase or donation of development rights.
Business Associations and Chambers of Commerce	Growth Areas; Downtown Revitalization	Local Municipalities	Local municipalities have instituted their own business associations and Chambers of Commerce including, but not limited to, Red Lion Redevelopment Commission, Red Lion Business Association, Dillsburg Business Association, Hanover Area Chamber of Commerce, Southern York County Business Association, Spring Grove Chamber of Commerce, and the Springettsbury Business Association.
York County Community Foundation (YCCF)	Incentives & Economic Development	YCCF	The York County Community Foundation mission is to create a vibrant York County by engaging donors, providing community leadership, investing in high-impact initiatives and building endowment for future generations.
Agricultural Tax Incentives	Rural Areas	Landowners	Conservation easement donors may deduct up to 50% of their adjusted gross income, or if the donor’s income primarily derives from agricultural enterprise (i.e. farming, ranching or forestry), the donor may deduct all of his income over a 16 year period.
Horn Farm Center for Agricultural Education (HFC)	Rural Areas	HFC	The HFC promotes sustainable agriculture, the rich heritage of York County land and the importance of local agriculture to our economy. Additional programming includes an incubator farm program and community gardening.

Exhibit 7-5b: Contact Information for Current Non-Profit & Private Sector Economic Development Programs & Resources			
YorKitchen	37 W. Clarke Avenue	York, PA 17401	717-814-8879
MANTEC	227 W Market Street	York, PA 17401	717-843-5054
Manufacturers Association (MASCPA)	160 Roosevelt Avenue	York, PA 17401	717-843-3891
Convention and Visitors Bureau (CVB)	155 W Market Street	York, PA 17401	1-888-858-9675
Realtors Association of York & Adams Counties (RAYAC)	901 Smile Way	York, PA 17404	717-843-7891
York County Agricultural Land and Preservation Board (YCALPB)	118 Pleasant Acres Road, Suite F	York, PA 17402	717-840-7400
Farm and Natural Lands Trust (FNLT)	156 N George St., Ste 300	York, PA 17401	717-843-4411
York County Community Foundation (YCCF)	14 W Market Street	York, PA 17401	717-848-3733
Horn Farm Center for Agriculture Education (HFC)	4945 Horn Road	York, PA 17406	717-757-6441

7.7 Relevant Case Studies

Many communities have successfully implemented actions resulting in sustainable economic development in the strategy areas of: workforce development, growth areas, rural areas, downtown revitalization, and incentives and economic development. While no community provides a precisely comparable context to that of York County, there are communities that have similar issues to York County’s critical needs and that have targeted similar industry clusters with success.

The following three communities have been selected as models of successful sustainable economic development based on their history of strategic actions to address issues and industries and comparable characteristics to York County:

1. Frederick County, Maryland
2. Worcester County, Massachusetts
3. Greenville County, South Carolina

These communities are similar to York County in that each occupies an East Coast, non-coastal location, contains a large land area with a medium-sized central downtown city and includes manufacturing sectors as key industries. The communities also include smaller municipalities and feature some similar demographic and economic characteristics, as illustrated in Exhibit 7-6.

Exhibit 7-6: Demographic and Economic Comparison, 2010				
	York County, PA	Frederick County, MD	Worcester County, MA	Greenville County, SC
Land Area (Square Miles)	904.18	660.22	1,510.77	785.12
Population	434,972	233,385	798,548	451,219
Median Income	\$58,747	\$83,706	\$65,968	\$48,438
Largest City	City of York	City of Frederick	City of Worcester	City of Greenville
Population in Largest City	43,809	65,294	181,041	59,173
Manufacturers' Shipment's (2007 in \$1,000s)	11,957,398	3,003,696	10,706,055	10,821,412

Source: U.S. Census Bureau, State & County QuickFacts

Frederick County, Maryland

Context:

Frederick County serves as a model for using quality of life to attract and retain a young and educated workforce that has supported its emerging bio-medical and renewable energy sectors (with emphasis on pharmaceutical manufacturing and solar panel manufacturing). Quality of life planning focus areas include downtown revitalization and agriculture (with the latter also being a target industry for economic development). Frederick County also offers model techniques for creating an education roundtable focused on science, technology, engineering and mathematics education and using mapping tools for site selection.

Similarities to York County:

- Situated roughly an hour northwest of Washington, DC, the County used to be primarily a bedroom community but has emerged with a stronger jobs base in recent years.
- Offers historic downtowns, with a centrally located City (County seat) and small downtowns throughout the County (some of which are Maryland designated Main Streets).
- Targeted and attracted agriculture, biotechnology, and advanced technology, including renewable energy manufacturers (solar panel manufacturing) and pharmaceutical manufacturing.
- Defense contracting and health care are also strong economic sectors.
- Provides many agricultural and recreational resources in rural areas.

- Has made downtown revitalization and quality of life amenity development a strong aspect of economic development.
- Has developed strong partnerships between the City, County and Non-Profit Sectors.

Top Strategies:

- **Quality of life efforts:** The City of Frederick and Frederick County actively support downtown revitalization and agricultural initiatives with the recognition that these elements play an integral role in the quality of life that has attracted and retained a strong workforce as well as emerging industries. Business leaders in the pharmaceutical and solar panel manufacturing fields have credited the character and quality of living in Frederick County, with its attractive downtown and many recreational offerings, as well as its educated workforce, as important reasons for locating in the County. Selected notable efforts to improve quality of life include those related to special events, downtown revitalization and agriculture.
- **Marketing of downtown events to Washington, DC region:** The Main Street program in the City of Frederick, Downtown Frederick Partnership, has made marketing its special events to the broader regional Washington, DC, market a key aspect of its promotions program. In this vein, advertisements for the organization’s popular First Saturday events are included in the Washington Post and the free circular given to Washington Metropolitan Area Metrorail riders, as well as the local Frederick News-Post. As a result, the attendance at the monthly First Saturday events has broadened to include day-trippers from the region; store owners report customers visiting from as far as Washington, DC, Northern Virginia, Baltimore, southern Pennsylvania and West Virginia.
- **Family oriented downtown events:** The City of Frederick Office of Special Events and Downtown Frederick Partnership (the non-profit Main Street organization) provide an array of special events throughout the year appealing to families. These events bring parents and their children to the City, and increase the area’s appeal to prospective young working residents. At the 75-acre Baker Park adjacent to downtown, the City programs weekly summer concerts and children’s theatrical performances that attract young families. Downtown Frederick Partnership integrates special events programming for children into its monthly First Saturday series. Downtown Frederick Partnership continually looks for ways to improve its special events programming and offer unique draws for families and individuals, and regularly identifies new themes and activities by staying aware of events offered in other downtown communities across the nation and through the innovative ideas of member business owners. Individual sub-committees include: Business Development Committee, Design Committee, Organization Committee, and Promotions Committee.

- **Carroll Creek Redevelopment:** Since the 1970s, the City of Frederick has been working on a major public and private redevelopment project along Carroll Creek, which bisects the downtown. In 1976, a downtown flood devastated downtown businesses and threatened to jeopardize future investment in downtown buildings. In response, the City embarked on a major flood control project to channel Carroll Creek’s waters into underground conduits. The project includes large pedestrian walkways on both sides of a narrow canal and became the subject of master plans for its conversion into a world-class linear park surrounded by mixed-use development. The City has since completed investment in landscaping, public art and other “creekscape” features along Carroll Creek, including several different types of bridges. Private sector development has included market-rate condominiums, office space and ground-floor restaurant and café space. On evenings and weekends, the linear park bustles with young couples, families and individuals sitting on benches, peering into the canal, or dining at outdoor tables.
- **Agricultural Services:** With the most agricultural acres of any County in Maryland, and since agriculture is one of the County’s target industries for economic development, Frederick County’s Office of Economic Development includes a business development department that focuses on the agricultural industry. The department assists business owners with agricultural business plans for start-up or expansion, provides information on the industry, serves as a liaison, promotes and educates County citizens on agriculture’s benefits, and encourages the expansion and relocation of agricultural industries in Frederick County. The Office of Economic Development also works closely with the Frederick County Agriculture Business Council to identify and support innovative approaches to supporting and promoting agriculture.
- **Ag-related marketing:** As part of its charge to promote the agricultural industry and educate citizens on its benefits, the Frederick County Office of Economic Development has implemented marketing campaigns that increase awareness of local agriculture. Notable campaigns include the Homegrown Here local branding campaign, which features a logo for display in restaurants, on menus, at farmers markets and in grocery stores. The brand’s intent is to raise awareness among citizens that the products support local farmers as a “buy local” campaign. Marketing efforts also include the Frederick County Virtual Farmers’ Market, a website which provides information on the Homegrown Here campaign, on special events related to agriculture, and on local farms (with an inventory of farms that includes their products and activities as well as contact information). The website also allows citizens to purchase farm products on line, allowing it to serve as a real market as well. The inventory of farms provided in the Virtual Farmers’ Market is available in print at Frederick County Tourism Centers, Frederick County Libraries, participating farms and the Office of Economic Development.

- **Virtual inventory of agricultural resources:** In addition to providing many virtual marketing elements, the Frederick County Office of Economic Development offers an inventory of resources for agricultural industry development through its website, allowing agricultural business owners web access to information on available County, State and national programs.
- **Roundtable for Education:** The Frederick County Business Roundtable for Education (FCBRE) is a 501c(3) group led by the Frederick Chamber of Commerce tasked with addressing the workforce needs of local employers, with a special focus on science, technology, engineering and mathematics education. They continue to work to develop strong connections between classroom learning and the business community and to promote academic excellence.
- **Mapping of economic development sites:** Both Frederick County’s Office of Economic Development and the City of Frederick use maps to highlight economic development sites. The County’s Office of Economic Development recently launched a Geographic Information Systems mapping tool online through coordination with the County’s GIS specialists that includes major business parks and shopping centers in the County. The mapping tool is geared to allow site selection professionals instant access to site data, including information on zoning, access to major roadways, parcel size and nearby businesses. The tool allows users to search for available space and building lots and print or save PDF reports on one or more selected sites. The tool will save businesses time and money in the site selection process and offers Frederick County a competitive edge in attracting commerce.

The City of Frederick also provides a map and inventory of business parks in the City on its economic development website. One unique aspect of the maps provided on the City’s website is the inclusion of the downtown node and commercial corridors alongside traditional suburban business parks, which gives those areas equal weight and attention against traditional business parks.

Lessons Learned:

- Special events can be used to simultaneously support small businesses downtown and attract and retain younger families, which in turn provides a younger workforce.
- Special events should not become static but rather innovate regularly and expand through ideas from local business owners and peer communities.
- Public investment in catalytic projects, such as Carroll Creek, can increase the number of visitors to downtown and facilitate private sector development.

- Agriculture can be supported with formal economic development staff devoted to the industry that work with existing industry resources (such as the Agricultural Business Council) to identify and implement innovative actions.
- Branding and marketing can support agriculture by boosting the awareness of local citizens of opportunities to buy local.
- Virtual media offers a powerful tool for economic development, including the digital mapping of sites which allows site selection decision-makers 24-hour access to site information and the provision of virtual farmers markets which allow citizens to buy local farm products from the comfort of home.
- Chambers of Commerce can partner with non-profit foundations to provide a conduit for tax-deductible contributions to support roundtable for education activities.

Worcester County, Massachusetts

Context:

Worcester County, Massachusetts, offers an example of how a County of historic “Mill Towns” that served as manufacturing centers in the Industrial Revolution can transition to take advantage of emerging industries. In particular, the economic resurgence of the City of Worcester offers instructive lessons in stimulating redevelopment, developing emerging industries, and making creative reuse of abandoned warehouses and brownfield sites by defining unique market niches.

Similarities to York County:

- With a strong manufacturing past, Worcester has many adaptive reuse sites (including many brownfields) in its downtown to target for economic development, analogous to York County’s many adaptive reuse sites.
- Target industries include bio-medical (including biotechnology, pharmaceutical, medical device sub-clusters), renewable energy and health care.
- Attraction of a young and educated workforce is a top priority.
- Manufacturing remains a major employment sector in the County, with specializations in industrial machinery and equipment, fabricated metal products, and plastics.
- Worcester has grappled with defining market niches for different areas of the County, similar to York County’s need to differentiate planning regions, and has developed different plans within the City’s downtown.
- While the attraction of industry has allowed greater opportunity for living and working in the same County, the City of Worcester is also taking advantage of its access to Boston’s employment and attracting younger commuters seeking affordable, mixed-use, downtown living.

Top Strategies:

- **Efficient permitting process:** Communities in Worcester County and the City of Worcester have adopted (and continue to adopt) more efficient processes for the permitting of desirable economic projects.

In Massachusetts, the Priority Development Sites program created through Chapter 43D (enacted in 2006) allows for more efficient permitting in order to reduce the transaction costs and financial risk associated with the typical municipal permit process. To participate in the program, sites must be approved as Priority Development sites both through a local authority and Massachusetts' Interagency Permitting Board. To be eligible for designation, sites must be zoned for industrial, commercial or mixed-use development and accommodate development or redevelopment of at least 50,000 square feet of gross floor area. The program carries with it an incentive for municipalities: those that opt to participate and comply with the mandatory 180-day timeline receive grants of up to \$100,000.

The City of Worcester has used the designation for a project in South Worcester and is currently undergoing its downtown CitySquare redevelopment project as a Priority Development Site which allows for more efficient permitting, which will reduce the traditional permitting process from a year (or longer) to the 180- day timeframe specified by the State law.

In addition to the Priority Development Sites program, the City of Worcester has at its disposal the Interdepartmental Review Team (IRT), a group comprised of representatives from the following City departments: Inspectional Services, Public Works and Parks, Conservation Commission, and Economic Development. The IRT group meets once weekly to review development proposals as a team, which allows for a “one-stop shop” experience for developers in which all areas of expertise and assistance are brought together for proposal review.

- **Location Worcester:** As part of its commitment to providing an efficient development process for developers, the City of Worcester has created a site search assistance process and mapping service that builds from the City's relationship with the local real estate community, the Massachusetts Department of Environmental Protection and the Massachusetts Department of Fire Services. The tool not only offers a way for the Economic Development Division to serve as the first point of contact on site selection, but it also allows the City to develop understanding of trends in the site and building requirements of prospective businesses (i.e. cost, geography, square footage, floor plans, ceiling heights, parking, rail or highway access, loading docks, utility capacity, etc.).

The site search process consists of: 1) prospective company contacts the Economic Development Division with interest in site, 2) the prospective company completes a Site Requirement Form along with identification of broker status (if a broker has been retained), 3) Economic Development Division distribution of site needs to community broker list, 4) response from community brokers with Property Listing sheet, 5) compilation of community broker responses and provision of site search result report to prospective company or its retained broker.

The City's mapping service is provided through GoogleEarth, a free satellite imagery and mapping program, to which the City's Geographic Information Services Manager has provided two sets of site data: 1) Waste Sites/Reportable Releases from the Massachusetts Department of Environmental Protection and 2) the Underground Storage Tank Registry from the Massachusetts Department of Fire Services.

- **Brownfields redevelopment:** The City of Worcester offers an innovative Brownfield Cleanup Revolving Loan Fund (BCRLF) program through a \$1.3 million grant from the United States Environmental Protection Agency. The BCRLF offers a number of options to developers, eligible property owners, and other community stakeholders interested in the cleanup of brownfield properties: discounted loans and grants, Federal and State tax incentives, State financing incentives, cleanup insurance subsidies, and predevelopment assistance.

With the database formed, the City created its Site Search Assistance. The Site Search Assistance Program, administered by the Division of Business Assistance, is designed to identify available land and building space in coordination with local real estate professionals and property owners. The program coordinates development efforts with the knowledge and resources of the commercial real estate community to meet the real estate needs of companies, small businesses and developers, helping them locate, stay and grow within the city.

This coordination allows the Division of Business Assistance to take a proactive approach in retaining and expanding existing businesses and attracting new businesses to Worcester. This tool also helps in identifying and understanding the unique requirements of new businesses, including cost, geography, square footage, floor plans, ceiling heights, parking, rail or highway access, loading docks, utility capacity, etc.

- **Establishing market niches:** In the City of Worcester, the City and its partners are working on creating neighborhoods with definable niches. One such neighborhood is the North Main/Lincoln Square Area, the City's traditional cultural center and home to its grand public spaces.

The CitySquare project in downtown Worcester is a \$563 million multi-phased private/public commercial real estate project and the largest development project in the commonwealth of Massachusetts outside of the Boston area. The project will create an urban shopping, living and working environment that will feature destination dining, shopping and entertainment uses. Rather than focusing on graduate student housing as a residential niche, CitySquare includes housing for active adults (age 55 and older).

- **Integration of zoning with industry recruitment:** Within Worcester County, several municipalities have used and are planning to use the local zoning code to recruit target industries. The Town of Clinton, which has a population of approximately 7,390, approved a bioscience enterprise overlay district to convey clearly to bio-medical firms that the Town is friendly to the industry. The approach has already been tested with success in the region, as the City of Worcester specifically included biotechnology as a use in its zoning law. The Massachusetts Biomedical Initiatives (MBI), an organization that helps entrepreneurs in the biotechnology field, credited the zone as a major factor in its decision to locate in Worcester.

Lessons Learned:

- Efficient permitting should be targeted to sites meeting criteria for economic development and involves both an expedited review process (180-day timeframe in Worcester's case) and the availability of a team review process that brings multiple types of review together in a one-stop shop environment.
- Virtual site selection and mapping of sites for economic development can offer a unique tool for site selection professionals and provide local staff with a mechanism to track the site needs of target industries.
- Redevelopment of brownfields requires multiple approaches, including indirect methods to stimulate redevelopment as opposed to solely relying on direct financial incentives. The City of Worcester has successfully used the cooperation of public and private stakeholders, the collection and distribution of information on sites, and the overall coordination through a City staff position to catalyze redevelopment.
- The identification of market niches for different neighborhoods is an important component of downtown revitalization, and major anchor developments (such as CitySquare in downtown Worcester) can serve as focal points for market niches.
- Explicitly zoning for desired industries can attract industry, as Worcester's experience with biotechnology and the attraction of the Massachusetts Biomedical Initiatives (MBI) demonstrates.

Greenville County, South Carolina

Context:

Greenville County, South Carolina provides a model for planning and implementing revitalization and development downtown and along commercial corridors, and for attracting both major industry and new residents and businesses downtown. The City and the County's economic development organizations have made good use of the Internet to publicize the County's high quality of life, available business incentives, and downtown properties available for commercial and residential activities. The City has also prepared both downtown and corridor master plans that have specified different market-supported niches for different areas and offers a history of taking action to stimulate private sector involvement.

Similarities to York County:

- County contains similar demographics, with a population of approximately 451,219 in 2010 and median income of \$48,438
- Provides a centrally-located, large historic downtown as well as a variety of commercial corridors (some of which serve major industry, while others serve local neighborhoods).
- Includes manufacturing and innovation as central to the local economy.
- Has experienced rapid growth in past years.
- Home to both small local firms and large international corporations.

Top Strategies:

- **Quality of life marketing through Economic Development website:** Both the City of Greenville's Economic Development Department (GADC) and the Greenville Area Development Corporation provide information on quality of life via the web, providing models for using the web to simultaneously market to site selection professionals and prospective new residents/employees.

GADC's website contains many links to information on area amenities, including a special focus on Downtown Greenville. Demographic data is provided through links to U.S. Census reports on the County, and educational resources and attainment are emphasized with web content on area institutions, educational attainment levels and SAT scores. Cost of living information is included within the site.

The City Economic Development Department's main page immediately highlights the City's top strengths with images and text, including: business environment, location, quality of life, and transportation. Links are provided to the City's high-profile projects including the Millennium Campus (private research and development campus) and the International Center for Automotive Research. A link from the main page takes visitors to

a description of Greenville’s quality of life, with images and text describing the City’s strengths in terms of housing, climate, schools, entertainment and culture, and medical facilities. Links to more information on the City’s downtown and historic districts are repeatedly offered to elevate these areas to visitors as prospective places to live and/or recreate.

- **Online guide to business incentives:** Both the City of Greenville’s Economic Development Department and the GADC offer virtual guides to financing and business incentives with descriptions of assistance programs for development and business expansion, along with links to more information. GADC’s guide includes a section devoted to existing industry support, with description of available employee recruitment and training programs that help employers navigate the local web of area workforce service providers.
- **Significant downtown planning history:** Downtown Greenville has risen from a mostly vacant, run-down business district in the 1970s to a vibrant center of activity with over 90 unique shops and restaurants today. County economic development leaders have recognized the role downtown plays in the County’s high quality of life and market downtown as one key quality of life amenities on GADC’s website.

The City’s significant downtown planning history spans over 35 years to its beginning in 1977 when City leaders determined that the downtown needed to offer a distinctive, differentiated environment as compared to surrounding areas. With that guiding principle, the City began work on downtown master planning that focused on changing the image of downtown and using public-private partnerships to create mixed-use anchors. The downtown planning effort has included many catalytic projects, which include, but are not limited to:

- **Main Street streetscape design:** By 1979, just two years after initiating plans for the downtown area, the City of Greenville completed physical investment in a transformed streetscape. Improvements included: a reduction of the road width of Main Street from four lanes to two, the widening of sidewalks to allow for more walking and outdoor dining, the planting of street trees, and the replacement of parallel parking with diagonal parking spaces.
- **Greenville Commons:** The downtown’s first successful mixed-use anchor created through public-private partnership was Greenville Commons, a facility that included a Hyatt Regency hotel, convention center, office, retail, parking and public plaza/atrium. Federal grants enabled the City to purchase the land and build the convention center, parking and public space and then lease air rights for

the private hotel and office spaces. Over time, federal grants for such developments have dwindled, but innovative sources of funds have allowed the City to continue to participate in other mixed-use projects. These innovative financing and funding sources include: tax increment financing (TIF), accommodation and hospitality taxes, and parking revenue bonds.

- **Peace Center for the Performing Arts:** Downtown Greenville contains a river, waterfall and park, but before the City worked with the private sector to create the Peace Center for the Performing Arts, a deteriorating industrial area cut those recreational assets off from downtown. The City acquired the property through tax increment financing (TIF) and a financial boost from a private family (\$10 million commitment to the project), invested in landscaping and amenities, and ultimately created a performing arts center that also featured housing, restaurants, offices and retail shops in renovated historic spaces. The project was key in bringing people downtown on nights and weekends and in linking the downtown to the river, waterfall and park amenities.
- **West End Market and Historic District:** Like the Peace Center for the Performing Arts, the West End Market was conceived as another major downtown anchor to bring in residents and tourists from surrounding areas. The City acted as the developer of this project and created a market consisting of retail shops, restaurants, a traditional farmers' market, and artisan and office space. Financing for the project was provided through tax increment financing (TIF), a HUD Section 108 loan, grants, general funds, and the sale of personalized bricks. In 2005, the City of Greenville sold the West End Market for a net profit that the City will invest in other projects.
- **Falls Park on the Reedy:** The City is completed a renovation of Falls Park, which winds through downtown and includes the Reedy River Falls. Major elements of the renovation include the \$4.5 million Liberty Bridge, a suspension bridge over the Reedy River that serves as a destination for tourists and provides a view of the Reedy River Falls. The park investment project dates to 1990, when a landscape architecture plan for the park identified its potential to serve as a regional attraction with gardens and a pedestrian bridge.
- **Online publication of available downtown properties:** Through the City's Economic Development Department website, a series of links on downtown Greenville include a link to a listing of available downtown commercial space to provide prospective new businesses with a virtual gateway to Greenville's real estate community. The property descriptions include an image, address, size of space (or range if the space may be

subdivided), asking lease rate per square foot and/or asking sale price, and broker contact. GADC also provides links on its website under its description of Downtown Greenville to the City's website for those interested in learning more about downtown.

- **Online publication of downtown apartments and condominiums for rent:** Based on information from Greenville County tax records, the City's Economic Development Department has prepared a virtual inventory of downtown apartments and condominiums to offer prospective residents information on rental rates and sales prices. The inventory includes description of each building/project, including address, total number of units, rental range per month or average sales price, and property manager or real estate broker contact information. This inventory is in addition to another web page on the site that describes different downtown neighborhoods and therefore serves as a virtual guide for newcomers.
- **Preparing corridor master plans and identifying niches for corridors:** While the City of Greenville offers many lessons for downtown development, it has also undertaken master planning studies that offer models for planning for commercial corridors. The studies include market evaluations to define appropriate niches for the corridors and identify actions for implementation. As a result of the plans, physical investment in different corridors has materialized. The City has worked with the local business association on the Augusta Road corridor to invest in physical improvements along the corridor, including replacing utility poles and introducing character-defining features like mast arms at intersections and landscaping investment. As a result of master planning efforts along the Church Street corridor, the roadway will be reduced to a four-lane boulevard with a planted median and wider sidewalks to create a more pedestrian-friendly environment as called for in the plan.

Through corridor master planning efforts, the City of Greenville has identified Laurens Road as one of the City's major commercial corridors and an area for expanded commerce. Known as Motor Mile because of its many car dealerships, the corridor also includes the new Automotive Research Park (a joint venture of Clemson University and BMW) and the International Center for Automotive Research (ICAR), which will serve as a premier center for training and advanced education in automotive engineering and motorsport technology. Millenium Campus is a major ongoing addition to the Laurens Corridor that will complement the Automotive Research Park and International Center for Automotive Research in providing a master-planned technology park that will further brand Greenville as a center for research. The campus is envisioned to include a mix of life-science, biomedical, pharmaceutical, financial, automotive and aerospace business and industry.

Lessons Learned:

- The public sector can act as an entrepreneur and should be willing to take calculated risks.
- Innovative financing options are available to allow public participation in development.
- The public sector can incentivize development through monetary and non-monetary methods. Greenville has used the following non-monetary approaches to facilitate development:
 - Encouraging mixed uses and offering flexible parking requirements through ordinances.
 - Providing expedited permitting.
 - Offering a point person within the public sector to guide the private project and help mediate conflict.
 - Bringing together a team of building and inspection professionals from within the public sector to assess development feasibility issues early in the process.
 - Involving public sector staff, such as those in public works and the police, that will be involved in the day-to-day logistics of mixed-use living early in the process so they become cognizant of logistical issues concerning garbage collection, noise and security.
- Master planning on a small-area scale (i.e. downtown and corridor levels) that includes market evaluation is an important step toward defining appropriate niches for development and investing in the physical environment to set the stage for private investment.

7.8 Summary

Many programs and resources are available to York County and its municipalities to further economic development in the Strategy areas of workforce development, growth area, rural areas, downtown revitalization, and incentives and economic development. Obviously, as new programs are developed and added to meet evolving needs and demands for new economic development strategies, this list of identified programs and resources will expand.