YORK 2044

A VISION FOR A SUSTAINABLE AND COMPLETE COMMUNITY

DRAFT

ACKNOWLEDGMENTS

ACKNOWLEDGMENTS

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YORK 2044: A VISION FOR A SUSTAINABLE COMMUNITY

Welcome to the City of York's Implementable Comprehensive Plan, a policy document that guides York's future growth and development. This plan is designed to create a vision for the city that is both **sustainable** and **complete**. A sustainable community considers and addresses multiple human needs, not just one, at the exclusion of all others. It is a place where people of diverse backgrounds and perspectives feel welcome and safe, where every group has a seat at the decision-making table, and where prosperity is shared. A complete community provides residents access to quality housing, transportation, education, healthcare, and employment opportunities. It is a community designed to be walkable, bikeable, and transit-friendly, with a mix of land uses supporting various activities and lifestyles.

York City is a historic and vibrant community that has been the heart of York County for over 270 years. The city has witnessed many significant events and changes, from the Revolutionary War to the Industrial Revolution, the Civil Rights Movement, and the COVID-19 pandemic. York City has shown resilience, adaptability, and innovation through it all.

Many challenges and opportunities have been faced as the City of York has undergone different phases of growth and decline, prosperity and hardship, identity and diversity. The city and its residents have learned from the past and are ready to embrace the future.

The City of York is also committed to being a complete and sustainable community. The city's **Complete Communities Initiative (CCI)** is a holistic approach to economic and community development designed to transform neighborhoods, promote healthy living, and generate neighborhood wealth through community outreach and engagement, strategic planning, and neighborhood revitalization.

York 2044 was developed to be consistent with and to support the Complete Communities Initiative and, as such, has prioritized the following strategies to create a sustainable and complete community successfully:

- Mixed-Use Development
- Increasing Residential Densities
- Increasing Access to Diverse and Affordable Housing Types
- Increasing Access to Multi-Model Transportation

This plan also represents a shift in traditional economic development thinking and seeks to treat community development activities that build capacity in city neighborhoods as the primary economic development strategy.

This document is not intended to be static but living and evolving. It is designed to be flexible and responsive to the city's and its residents' changing needs and preferences.

Most of all, this plan challenges the city to act and progress toward its goals and invites it to collaborate with others who share its vision and values.

THE IMPLEMENTABLE COMPREHENSIVE PLAN

A traditional comprehensive plan is organized via the traditional subject areas of goals and objectives, land use, housing, transportation, community facilities, and utilities. Data collection and analysis are then used to identify potential future areas of concern on which to focus the plan's recommendations. Community outreach is then used to validate goals and objectives and/or assist in prioritizing strategies.

Data Collection & Analysis	»	Future Issues & Priorities	»	Traditional Comprehensive Plan
Community Input	»	Current Issues & Priorities	»	Implementable Comprehensive Plan
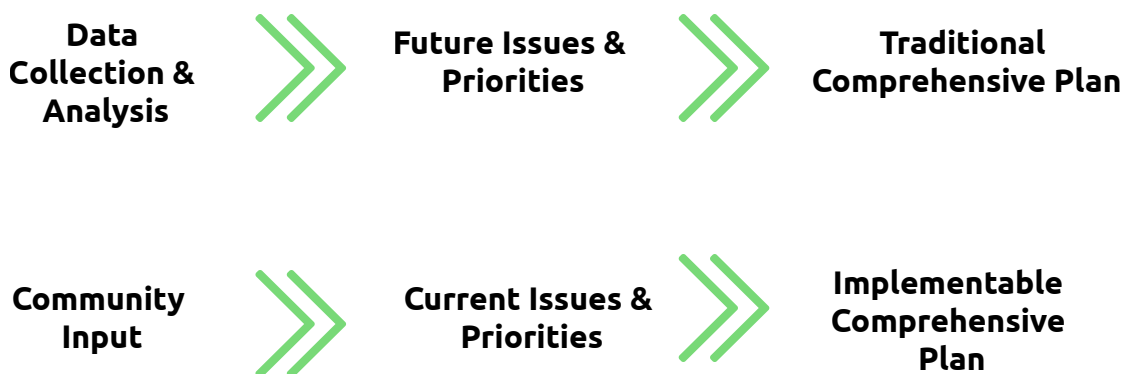
An implementable comprehensive plan uses public outreach to identify <u>current</u> concerns and steers from predicting future issues. The plan is organized according to the focus areas identified by the public, and data and analysis are used to create a baseline of existing conditions for each topic or issue identified. Recommendations are organized according to the problem, and the required MPC statements are identified within the focus area discussions.

Both processes use data analysis to support decision-making and set realistic success metrics, making it easier for the municipality to monitor implementation and track success.

The PA Department of Community & Economic Development and the York County Planning Commission endorse the implementable comprehensive planning process as a best practice in comprehensive planning.

V

PLANNING PROCESS

LISTENING TOUR

NOVEMBER & DECEMBER 2019

VALUES, GOALS, AND OBJECTIVES

JANUARY 2020

NEIGHBOR CONVERSATIONS

Assets, Projects, Land Use

FEBRUARY 2020

SURVEY AND DATA COLLECTION

OCTOBER 2021

WORKING GROUP SESSIONS

JUNE 2022

VISION STATEMENTS

MARCH - MAY 2023

THE PLAN

MAY 2024
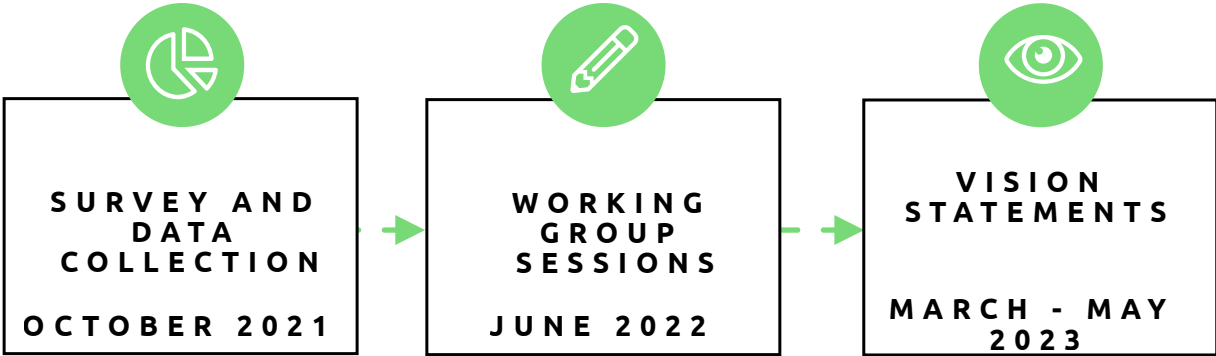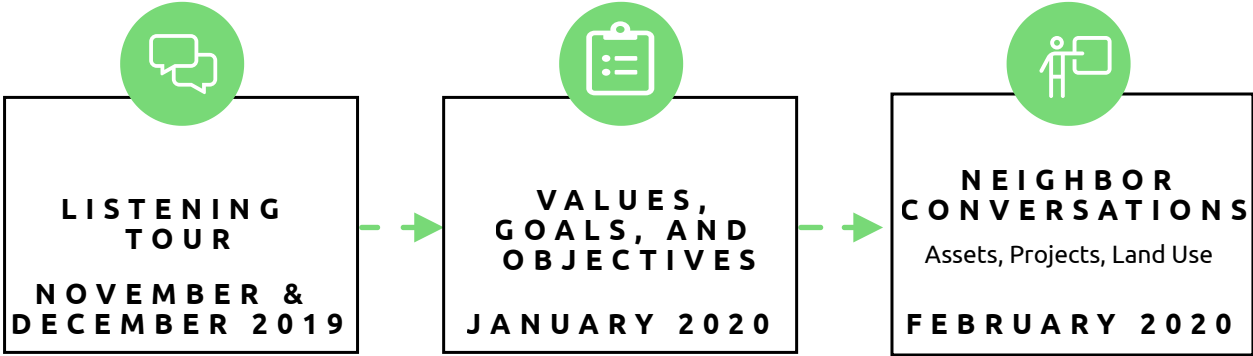
COMMUNITY OUTREACH

As with any comprehensive plan, an intentional outreach strategy was developed to ensure that all those who needed and wanted to participate in its development could do so. York 2044's outreach strategy included establishing a steering committee, listening and visioning tours, and a community survey.

However, no strategy could have foreseen the COVID-19 Pandemic. As a result of the pandemic, community outreach was conducted between September 2019 and February 2020 and then was finalized two (2) years later, in the Spring of 2023.

Steering Committee

Work on the city's new comprehensive plan began in earnest in the Fall of 2019 when the City Council approved the establishment of a thirty-three-person steering committee. The steering committee members were carefully selected to ensure that the committee geographically represented the city and that each member brought diverse experiences.

The committee was tasked with the initial heavy lifting of identifying community landmarks (both positive and negative), planning areas, and discussion topics for the upcoming listening tour.

As a result, ten (10) planning areas were established with which to focus community outreach and visioning efforts. In addition, dozens of landmarks were identified city-wide. See the Landmarks and Sub-Areas Map on the following page.

The committee then identified the following community discussion topics:

Crime and Safety

• The reputation, perception, and reality of the city as an area of violent crime significantly impacts public health, neighborhood preservation, and economic development.

• Lighting on streets and in parks is noticeably lacking.

• Parental responsibility and parenting classes could help decrease crime.

• The city's government needs to strengthen victim and family advocacy.

Health

• Drug use and overdoses are a daily occurrence. Overdoses are under-reported, leading to avoidable deaths.

• Fresh food access is lacking. We could improve with community gardens and urban agriculture.

• Some of the city's parks are just open space that we could improve and activate.

Economy

• The city is a concentration of poverty. Household income must improve without the mass displacement of current city residents.

• Most middle-income jobs are outside of the city.

• We need to increase the number of managers and executives who are minorities and city residents.

• The group emphasized a focus on neighborhoods. Specifically, the city government and partners should remove barriers to entrepreneurship. The group named these barriers: lack of knowledge of best practices for starting and running a business, low access to capital, "who you know" as the most significant predictor of success, and restrictive city regulations.

LANDMARKS AND SUB-AREAS

INDUSTRIAL PARK

31

ROUTE 30

LOUCKS

FIRESIDE

68

17

39

44

PARKWAY

AVENUES

CARLISLE

19

MADISON

29

21

34

20

PARKWAY

BEAVER

55

ARCH

67

10

50

64

47

62

NORTH

DOWNTOWN

46

27

SHERMAN

2

LINDEN

66

PHILADELPHIA

61

12

36

3

25

59

57

BROAD

EAST

38

18

MARKET

7

8

14

69

41

56

48

54

GEORGE

53

52

70

KING

1

37

SOUTHWEST

5

RICHLAND

WEST

16

PRINCESS

60

45

30

PINE

24

4

11

COLLEGE

51

PERSHING

28

13

SOUTH

49

9

QUEEN

23

32

26

PROSPECT

35

58

VANDER

GRANTLEY

KINGS MILL

JESSOP

42

40

6

15

BOUNDARY

EDGAR

22

CLEVELAND

COTTAGE

33

JACKSON

63

SPRINGETTSBURY

DUKE

SPRINGDALE

43

65

RATHTON

NILES

ID	Name	ID	Name
1	Albemarle Park	36	Lighthouse
2	Allen Field	37	Lincoln Charter
3	Appell Center	38	Lincoln Highway Garage
4	Bantz Park	39	Lincoln Park
5	Broad Street Greenway	40	Loretta Caliborne Building
6	Byrnes Health Center	41	Martin Memorial Library
7	Central Market	42	McKinley
8	Cherry Lane	43	Memorial Park
9	Church Clock Tower	44	Noonan Fields
10	Codorus Creek	45	Old Post Office
11	Codorus St/MLK Park	46	Old York Prison
12	Colonial Complex	47	Penn & Smyser
13	Community Progress Council	48	Penn Market
14	Continental Square	49	Penn Park
15	Crispus Attucks	50	PeoplesBank Park
16	Detwiler Building	51	Rail Trail
17	Devers Elementary School	52	Royal Square
18	Dreamwrights	53	Salvation Army
19	Edgar Fahs Smith	54	Small Star Art House
20	Farquhar Park and Kiwanis Lake	55	Smalls Field
21	Ferguson	56	St Matthew's
22	Former Shiloh Baptist Church	57	Sylvia Newcome Center
23	Former York Peppermint Patties Factory	58	The Blue Store
24	Fry's Alley	59	William C Goodridge Center
25	George Street "Restaurant Row"	60	William Penn
26	Girard Park	61	YMCA
27	Goode	62	York Academy Lower School
28	Goodridge Academy	63	York College
29	Graham Aquatic Center	64	York Fairgrounds
30	Grimes Gym	65	York Hospital
31	HACC	66	York International
32	Hannah Penn	67	York Wallcoverings
33	Jackson	68	Yorktown Park
34	Jefferson Center	69	Yorktowne Hotel
35	Kings Mill-Rail Trail Junction	70	YWCA

COMMUNITY OUTREACH

- The group advocated for greater accountability when businesses promised new jobs in return for tax reduction.

🏠 Housing

- People are losing a sense of responsibility for and pride in their properties. The group's name reflects this lack of routine property maintenance: low and falling homeownership rates.

- Slumlords are taking advantage of tenants. The national advice is to keep housing costs at one-third of household income or less, but housing is not widely available at this price for median-or-lower-income families. Much of the available housing is low-quality.

- The city is not enforcing the property maintenance code as effectively as it should. To begin with, the city lacks the workforce to implement the code uniformly. Additionally, fines are the only tool available to city staff. Many property owners ignore the fines until the city takes further legal action. Another concern is that we often treat all violations the same, even when one violation is a safety concern and another is aesthetic. Last, when residents report a violation at a neighbor's property, they open themselves up to citations on their property.

👥 Neighborhood Persuasion

- The group agreed that the comprehensive plan needs to focus on maintaining and strengthening neighborhoods' social, cultural, and economic fabric.

- Public disinvestment leads to private divestment. "Good people are neglected, and people are moving out of neighborhoods."

- Trash collection is lacking.

- Seniors are an asset to the community. As the county's population ages, we should ensure the city is attractive for seniors to move to or stay in.

- The comprehensive planning process needs to include discussions with high school students and young people, especially about the causes of their decision to stay or leave the city after high school.

🚌 Transportation

- Transit service is improving, but the buses could run later in the day.

- Connections to jobs must remain the focus for transit.

- Like transit, the quality of bicycle facilities is improving, and use is increasing. Still untapped is the connection between the rail trail and employers. The Rail Trail, Broad Street, King Street, and Parkway are the backbone of a bike network from which we can build.

🍎 Education

- Schools should strengthen the curriculum about financial literacy in K-12.

- An opportunity is present for classes in trade skills.

COMMUNITY OUTREACH

- The city government and partners should highlight GED programs, CareerLink, and Community of Hope as assets to residents.

- The community needs to encourage lifelong learning for working people.

CO_2 Climate Change

- Climate change is a global issue that the city can and should address as much as possible.

Listening Tours

Listening tours were conducted in all ten (10) planning areas in November and December 2019. The listening tour generated hundreds of public input data points in response to the following discussion points:

- What are the community concerns within the planning areas and the city?

- What issues and concerns are most critical?

- What should we be preparing for?

Community Survey

A digital community survey was published in August 2019, with responses collected through October 2019.

One hundred eighty-five respondents completed the 59-question survey, which collected responses regarding the priority discussion areas identified by the steering committee.

The community survey and a summary of the responses are in this plan's appendix.

Visioning Tour

A visioning tour was conducted in March and April of 2023 to collect information regarding residents' vision for their planning area. The subsequently developed neighborhood vision statements can be found on Page XIII of this plan.

COMMUNITY OUTREACH

Themes of York 2044

The community outreach efforts generated the following plan themes and goals:

Safe and Healthy Residents

- Challenging York's Reputation

- Improving Property Conditions

- Making Homelessness Brief, Rare, and Nonrecurring

- Increasing Access to Health Services

- Eliminating Food Insecurity

Prosperous and Welcome Neighborhoods

- Building Wealth Within Neighborhoods

- Building Socially Cohesive Neighborhoods

A Sustainable City for Future Generations

- Creating a Supportive Transportation System

- Reducing Our Carbon Footprint

HOW TO USE THIS PLAN

York 2044: A Vision for a Sustainable Community has identified the following goals:

- Chapter 1 - Challenging York's Reputation

- Chapter 2 - Improving Property Conditions

- Chapter 3 - Making Homelessness Brief, Rare, and Non-Recurring

- Chapter 4 - Increasing Access to Health Services

- Chapter 5 - Eliminating Food Insecurity

- Chapter 6 - Building Wealth Within Neighborhoods

- Chapter 7 - Building Socially Cohesive Neighborhoods

- Chapter 8 - Creating a Supportive Transportation System

- Chapter 9 - Reducing Our Carbon Footprint and Green House Gases

Established during various community outreach events, the above goals are each represented by a chapter within the plan. Additionally, each goal has two (2) or more specific objectives, which break the goals into actionable steps.

The chapter's objectives are identified, followed by a discussion of the challenge or problem statement, existing conditions, and best practices. This is meant to provide the reader with sufficient background to understand the urgency behind the prioritized strategies.

Outreach efforts focused on collecting responses to the following questions relative to each of the established plan goals:

What do we want to see? i.e. what is our vision?

What is holding us back from accomplishing our vision? i.e. what are the barriers to success?

What could happen if we do nothing?

These statements were used to create vision statements, prioritize focus areas, and instill a sense of urgency.

Following these statements are the tiered action steps and recommendations. The recommendations are broken down into the following categories: Education and Persuasion, Inducements and Incentives, Services and Capacity Building, System Changes, Laws and Mandates, and Taxes, Fees, and Fines. Please have a look at the following page for additional information.

Each recommendation is tiered 1 through 3.

1 **Tier 1 - Low hanging fruit and/or a priority (0-5 years)**

2 **Tier 2 - A priority but will require a precursor step or a mid- to long-term priority (5-10 years)**

3 **Tier 3 - May or may not become a priority and/or feasibility is unknown or questionable at this time (10-15 years)**

Each chapter ends with a list of resources with which to use for plan implementation.

TYPES OF ACTIONS

REWARDS

PENALTIES

Education and Persuasion
Marketing, PSAs, Information Sessions

Inducements and Incentives
Subsidies, Grants, Reductions in Tax Burden

Services and Capacity-Building
Public Works Projects, Programs, Convening Partnerships
for Collective Impact

System Changes
Changes to Our Standard Operating Procedures;
How People Communicate With the CIty

Laws and Mandates
Ordinances, Laws, Codes

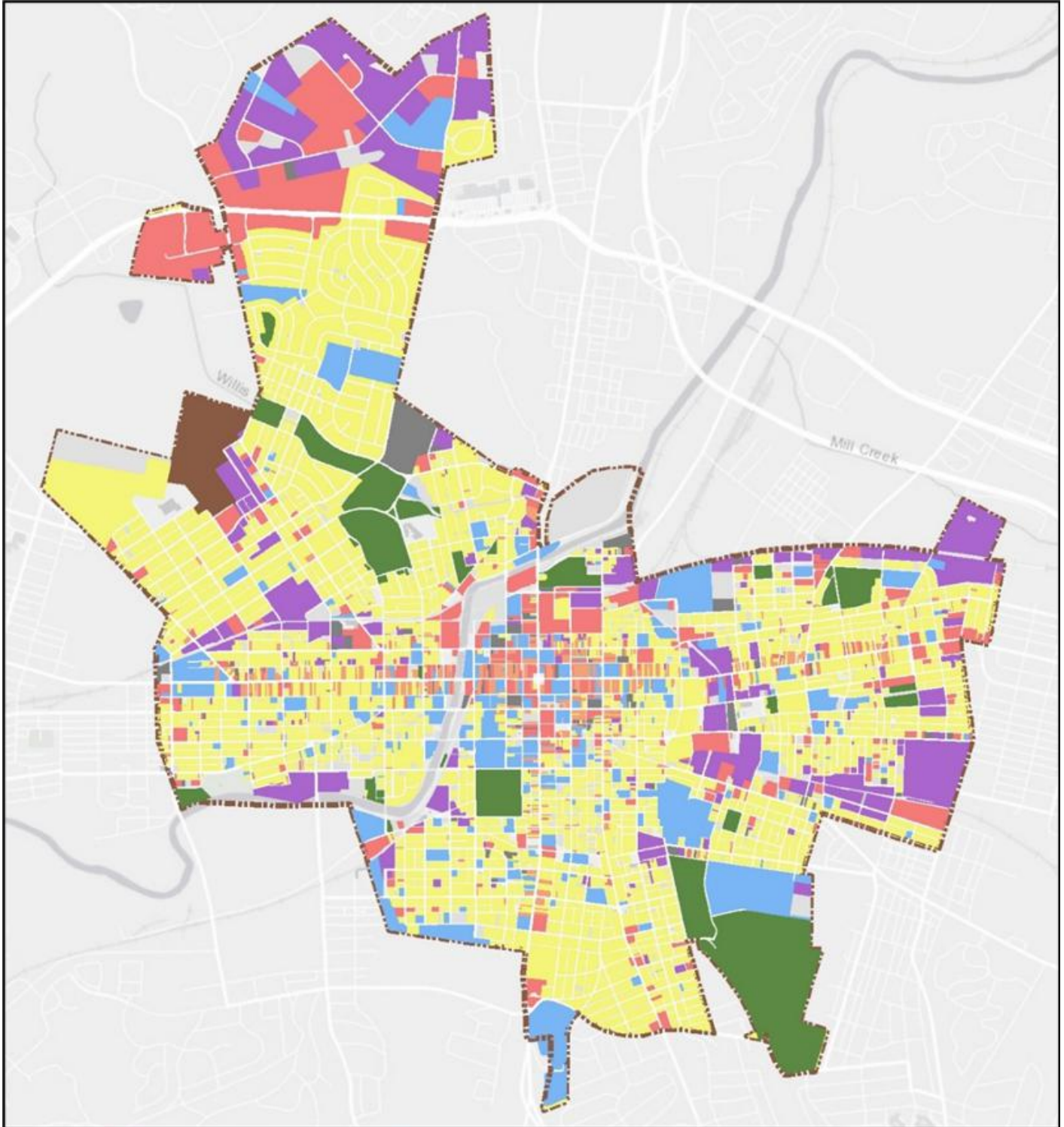### Taxes, Fees, and Fines
"Enforcement"

EXISTING LAND USE

Legend

Commercial	Institutional	Parks and recreation
Industrial	Quarry	Residential
Infrastructure and utilities	Mixed use	Vacant land

FUTURE LAND USES

The City of York's future land uses have been designed to assist in accomplishing the following:

- Simplifying the city's zoning to prepare for transitioning to a form-based zoning code.

- Increasing housing densities and housing types to create mixed-income neighborhoods.

- Prioritizing and encouraging mixed-use development.

- Increasing access to neighborhood amenities.

- Create land-use sustainability while minimizing the city's carbon footprint.

Central Business District (CBD)

The Central Business District shall be the focal point for the city's social, cultural, entertainment, government, commercial, and tourism activities. The CBD is intended to serve as both a home and cultural destination, providing access to various housing types at varying price points and unique destination opportunities and experiences. The CBD is characterized as being pedestrian-oriented; therefore, the safety, mobility, and well-being of pedestrians using this area should be protected and supported through complete street initiatives.

Development, redevelopment, and infill development activities shall be compatible with the following characteristics:

- **Density** - Encourage a greater intensity of residential and non-residential redevelopment to attract residents, employees, employers, experience-oriented destinations, merchants, and other businesses and personal services necessary to create a vibrant and diverse urban center. Multi-story buildings and maximum floor area ratios are encouraged.

- **Vertical Mix of Use** - Promote the vertical mixture of uses rather than horizontal segregation within buildings and along street blocks. The vertical scale of this center is more pronounced to encourage a greater density and intensity of uses. In blocks, establish areas for concentration of upper floor residential uses to support non-residential uses and provide live-work opportunities.

- **Design of Public Space**—Encourage planning, design, and detailing that reflects pedestrians' needs, maintain and expand multimodal circulation opportunities, and create memorable third places that reflect the city's culture and heritage.

- **Use Clusters** - Encourage the clustering or concentration of uses such as theatres, restaurants, nightclubs and bars, museums, galleries, stadiums, and similar uses, providing entertainment and experience-related opportunities. Businesses of this type attract people to the area and provide more efficient use of shared parking facilities. Establish groupings of specialty shops in areas of high pedestrian use and regulated on-street parking for high turnover.

- **Pedestrian Amenities** - Provide pedestrian amenities such as gathering places for sitting and eating outdoors, wayfinding and heritage signage and information kiosks, shade trees, bus shelters, crosswalks, outdoor art, water access, public plazas, and accessible public facilities.

- **Historic Preservation** - Historical and architectural preservation and compatibility through the use of the HARB Overlay.

- **Codorus Creek Greenway** - Prioritize incorporating indoor and outdoor commercial activity, residential and mixed-use development, entertainment, and tourist-related activity in an urban park setting along the banks of the Codorus Creek.

FUTURE LAND USES

- **Shared Parking Facilities**—This land use shall promote shared parking facilities and structures with ground-level commercial space.

- **Design Standards**—The CBD will prioritize the inclusive design of public spaces, streetscapes, and pedestrian amenities, the location of parking lots and structures, wayfinding signage, and trash storage.

Open Space

Open Space Districts are established where public open space or recreational areas are provided or intended for the future. The purpose of these districts is to protect the public against potential flooding, fire, or erosion, provide recreational facilities and outdoor entertainment, and prevent intensive development.

Residential

The Residential Future Land Use consists of several distinctive residential neighborhoods, which contribute significantly to the overall character and identity of the city. These neighborhoods predominantly consist of single-family detached and attached residences worthy of preservation and protection. Still, some lack sufficient historical, architectural, or cultural significance for designation within a Historic District Overlay or HARB Overlay. The Residential Future Land Use incorporates established areas of single-family development and logical extensions to these areas at a density of 7 - 22 units per acre according to existing development characteristics. It is the intent of the Residential Future Land Use to preserve, protect, and enhance these areas while also permitting the development of pedestrian scale, middle-housing types (i.e., duplexes, triplexes, and quadplexes) that will perpetuate the value of these areas as low to moderate-density residential neighborhoods through the following neighborhood conservation principles:

- **Property Values** - Stabilize property values.

- **Neighborhood Character** - Protect and strengthen desirable and unique physical features, design characteristics, and recognized identity and neighborhood character while providing opportunities for developing middle housing types.

- **Revitalization** - Promote and provide for neighborhood revitalization guided by design and property maintenance standards specific to unique districts to ensure harmonious, orderly, and efficient city redevelopment.

- **Livability** - Protect and enhance the city's livability by providing predominantly single-family mixed-income neighborhoods.

- **Nonconformities and Bligh**t - Reduce conflict and prevent blighting caused by incompatible and insensitive development, redevelopment or infill development, and poor property maintenance.

Mixed-Use / Residential (R)

The purpose of the Mixed-Use / Residential Future Land Use is to allow for the revitalization of diverse compact, pedestrian-oriented neighborhoods that exhibit characteristics reminiscent of traditional neighborhoods, including medium to high-density residential uses combined with workplaces, public facilities, open space, and limited compatible appropriately scaled neighborhood commercial uses with direct access to major transportation corridors and transit. The goal of this district is to allow for neighborhood revitalization that incorporates the innovation of design and lot layout, opportunities for quality affordable housing for households of all income levels, efficient use of land, preservation of historical and architectural integrity, and flexibility for infill development in densities of up to 22 units per acre.

FUTURE LAND USES

The goals of this district promote innovation of design, more significant opportunities for improved quality of life, pedestrian-oriented neighborhoods, and flexibility of regulation described as follows:

- **Innovation** - Innovative neighborhood revitalization that makes use of mixed-use infill development standards resulting in a greater variety of types, designs, and layouts of dwellings and other buildings and structures resulting in conservation of open space ancillary to mixed-use development with consideration for public transit as a viable alternative to the automobile.

- **Opportunities** - Redevelopment and infill development that extends more significant opportunities for better housing, recreation, and access to goods, services, employment, and public transit to improve residents' overall quality of life.

- **Pedestrian-Oriented Neighborhoods** - Allow for the redevelopment of neighborhoods that fully integrate a variety of housing types for households of all ages, types, and income levels with access to parks, centrally located public commons, squares, plazas, neighborhood commercial enterprises, and civic and other public buildings with the intent of creating healthy neighborhoods with a sense of place with reduced traffic congestion, infrastructure costs, and environmental impacts.

- **Flexibility of Regulation** - Increase the flexibility of regulations over land development for redevelopment and infill development projects to aid in achieving the purpose of this district.

- **Property Values** - Stabilize property values.

Mixed-Use / High Density (HD)

The purpose of the Mixed-Use / High-Density future land use is to promote and protect the city's economic and employment base while encouraging the development of high-density residential units. The land use provides a flexible area outside the Central Business District for higher-density businesses and institutions to locate, expand, and prosper amidst urban-style, high-density residential development, and redevelopment within walking distance to living wage employers with densities of up to 90 units per acre.

FUTURE LAND USE

N

0   3,000   6,000
⊏⊐ Feet
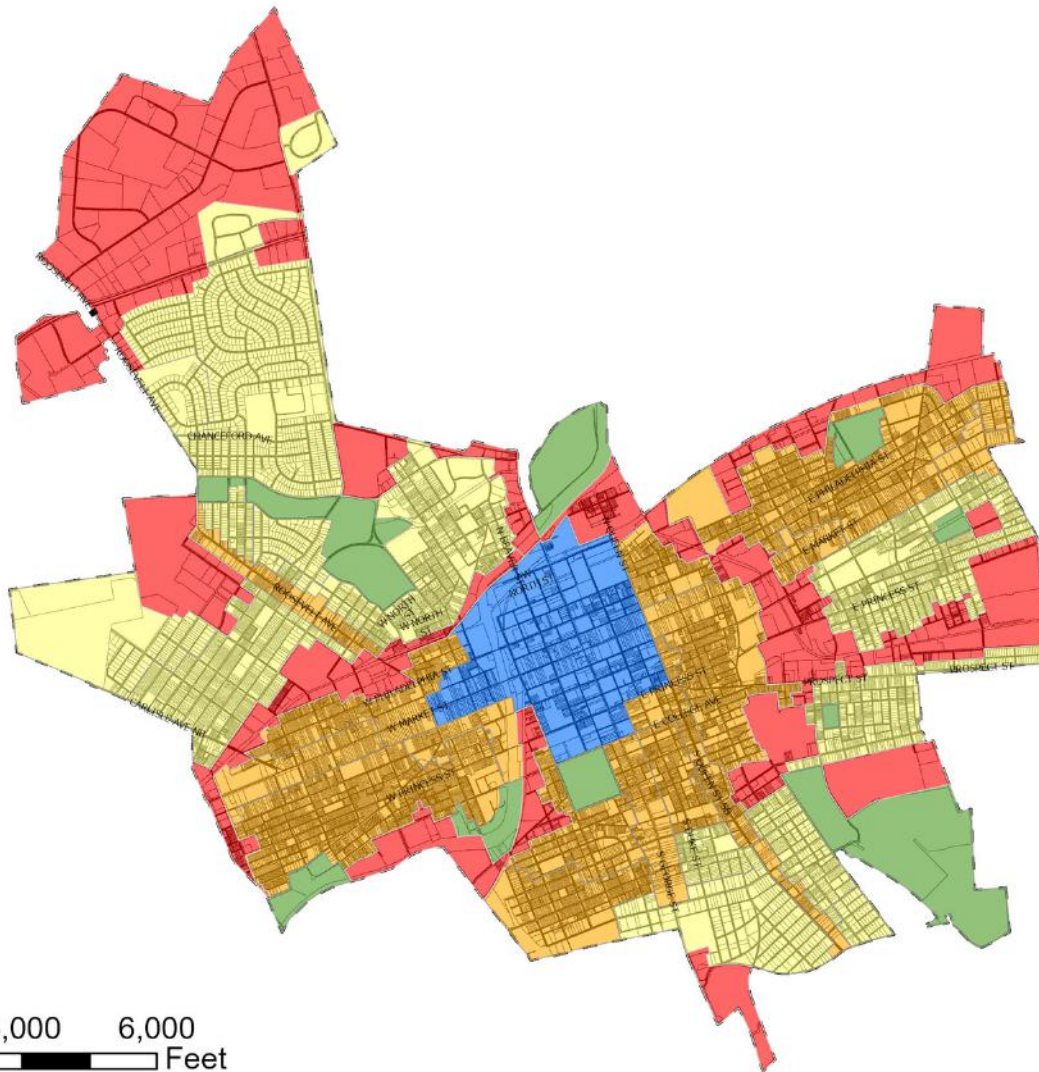
Legend

— York City Roads

⌐ ⌐ York City
└ ┘

☐ York City Parcels

🟦 Central Business District (CBD)

🟩 Open Space (OS)

🟨 Residential (RS1, RS2)

🟧 Mixed-Use / Residential (UN1, UN2, MUI2)

🟥 Mixed-Use / High Density (EC, MUI1)

CITY OF YORK
Comprehensive Plan

Challenging York's Reputation

Challenging York's Reputation

York, a city teeming with life, confronts its share of challenges. Yet, within these struggles lies the promise of transformation. Challenging York's reputation as an unsafe place requires a two-pronged approach involving a deliberate marketing campaign to actively tell the city's story and create a supportive community through innovative community policing initiatives and by making stewardship and volunteering community constants.

Objectives

Actively Telling York's Story

Active storytelling requires deliberate and strategic actions highlighting achievements while proactively communicating plans and strategies to mitigate challenges. Creating a cheerful voice requires utilizing tools such as branding, communication, and celebration, which help market the city's successes intentionally. Changing a narrative also requires a proactive approach to storytelling ready to communicate how challenges are being met when they occur effectively.

A supportive community is a community that celebrates and struggles together. A supportive community is there for each other when challenges occur.

At the foundation of creating a supportive community is community policing, volunteerism, and citizen stewardship.

Creating a Supportive Community

Actively Telling York's Story

The following pages discuss in more detail how branding, communication, and celebration are used to change a narrative.

Tools for Success

Cities have changing roles, needs, and services. It may surprise some that branding and marketing are critical tools for a city.

Branding - The City of York's story is more than statistics and headlines. It's about the people—their resilience, creativity, and determination. By strategically showcasing York's positive aspects, the city can shift perceptions. Highlighting the entrepreneurs who breathe life into the streets, the artists who paint walls with hope, and the community leaders who tirelessly advocate for progress.

Communication - Effective communication channels are the city's megaphones, amplifying success stories and dispelling misconceptions. Through social media, community events, and local publications, we'll share the untold narratives—the moments of triumph, the acts of kindness, and the spirit of unity.

Celebration - Celebrate achievements, both big and small. Whether it's a new community garden, a revitalized neighborhood park, or a local business thriving against the odds, these victories shape the city's collective identity. Celebration reinforces the narrative of a thriving, resilient York.

Branding

Branding refers to managing perceptions of a product, company, or service. It encompasses both positive and negative impressions that consumers have.

Place Branding is similar and focuses on how people feel about a specific location, such as a city, region, or country. It involves managing perceptions related to that place. Place branding aims to shape positive associations, enhance reputation, and attract tourists, investors, and residents. Place branding considers various stakeholders, including local communities, businesses, and visitors. It aims to create a cohesive narrative that reflects the essence of the place.

A deliberate branding campaign can communicate York City as a supportive community and instill civic pride. Instagram-ready logos can be found in public locations throughout the city.

Place Branding Campaigns include the following:

Strategic Storytelling - Strategic storytelling highlights the city's unique history, culture, and achievements through compelling narratives.

Visual Identity - Establishing a visual identity involves creating memorable logos, slogans, and visual elements representing York City. Events and festivals also showcase the city's character and vibrancy, which supports brand recognition.

Community Engagement - Engaging residents on social media platforms and via events such as town halls, surveys, and focus groups to gather input is crucial to shaping any brand.

Actively Telling York's Story

Infrastructure and Urban Design— Investing in architectural landmarks or public spaces can be part of a city's brand, as can an innovative and sustainable city that leverages technology to enhance the quality of life.

Economic Development - Business-friendly policies attract companies by offering incentives and streamlined processes.

Industry Clusters - Focusing on specific sectors (e.g., tech, arts, healthcare) to create a niche identity. Startup incubators support entrepreneurship and innovation.

Tourism Promotion - Destination marketing showcasing attractions, cultural sites, and natural beauty and collaboration with the hospitality industry can create partnerships with hotels, restaurants, and tour operators to create positive tourist experiences.

Communication

The following vehicles are currently used by the City of York in communication with residents:

Crimewatch

The York City Police Department utilizes Crime Watch, a communication platform developed specifically for law enforcement organizations to share data and information with the public and also allow the public to share information with law enforcement.

City Hall

York City Hall, located at 101 S George Street, is the city's primary place of business and a one-stop shop for all information about the city. The majority of the city's various offices and departments are located on the 2nd floor, which, for security purposes, requires key card access and an escort for non-city employees or officials. The first floor of City Hall has counter service for both permitting and the Parking Bureau.

City Hall has a large lobby currently underutilized and could be used as additional space to provide resources to the public.

City of York Website

The city's website communicates information about government services departments and resources for residents, businesses, and tourists.

Social Media

York City has several social media accounts, but a coordinated strategy must be coordinated across platforms.

Actively Telling York's Story

Celebration

Changing a narrative also relies heavily on creating a celebration schedule that highlights the city's youth, families, culture, and successes. Such celebrations can include, but are certainly not limited to:

Community Awards and Recognition

York Youth Showcase

Annual York Day Festival

Mural and Public Art Installations

York History Week

Community Clean-Up Days

Neighborhood Block Parties

Cultural Exchange Festivals

Business Milestones and Anniversaries

Random Acts of Kindness Day

What is Our Vision?

- Engaged residents, community leaders, and local organizations.

- Reduced crime rates and increased public safety.

- Residents take pride in the city's heritage.

- A vibrant, diverse, and cultural city.

- A cohesive and consistent story.

- Effective marketing, tourism, and digital media.

What is Holding Us Back From Accomplishing Our Vision?

- Negative perceptions.

- Diverse perspectives across city neighborhoods.

- Silent communities.

- Inconsistent and inefficient marketing.

- Lack of collaboration.

- Social inequity.

- Lack of community engagement.

What Could Happen if We Do Not Make Improvements?

- A lack of pride in the city.

- Reduction in tourism.

- A decreased sense of community and quality of life.

- Unsafe reputation as a city.

- A lack of community development.

Actively Telling York's Story

How Can We Accomplish Our Vision?

📖 Education & Persuasion

- Develop Gateway Design Strategies and guidelines for the city's various gateways. **Tier 1**

- Encourage, promote, and support the development of city tours (History or Craft Brews) by local non-profits and other community stakeholders. **Tier 1**

- Develop narratives around family fun activities and various city initiatives: green and sustainable practices, economic development, housing diversity, community policing, and diversity and inclusion. **Tier 1**

- Proactively communicating York's successes in priority initiatives. **Tier 1**

- Promote the advantage of relocating and expanding businesses in the city in cooperation with various economic development partners. **Tier 1**

- Promote the cultural and historic significance of the city and its neighborhoods. **Tier 1**

- Continue to keep neighborhood associations notified of upcoming public meetings involving land use and development activities that may impact their neighborhoods. **Tier 1**

- Organize and promote events and festivals that help residents, businesses, and visitors develop positive associations with the community. **Tier 1**

- Provide regular updates and information on neighborhood events through the city's website. **Tier 1**

- Celebrate and support the preservation of the City of York's Historic District and other cultural resources and recognize these resources' vital role in tourism and the local economic base. **Tier 1**

- Consider creating a full-time staff position to develop and manage a comprehensive branding and communications strategy for the City of York to inform residents and increase community engagement. **Tier 1**

- Encourage the development of additional travel and tourism resources, such as restaurants, hospitality, and bed and breakfasts. **Tier 2**

- Collaborate with local partners to create and implement a marketing campaign to showcase workforce housing developments and dwelling units' quality, character, and benefits. **Tier 3**

- Implement a branded and comprehensive property improvement program. **Tier 3**

  1. Regularly and routinely communicate trash pick-up schedules
  2. Promote anti-littering campaign
  3. Mandate training schools for litterers
  4. Provide property maintenance information at critical milestones, such as
     - New tenant move-in
     - New property purchase
     - New landlord
  5. Develop an official recognition campaign for volunteers
  6. Promote composting

🏅 Inducements & Incentives

- Apply for funding from Explore York to create unique tourism programming in the city. **Tier 1**

Actively Telling York's Story

- Merchandizing bags, pencils, and shirts as part of a more extensive place-branding campaign. **Tier 2**

- In collaboration with community stakeholders, create a community schedule of unique celebrations throughout the city and various neighborhoods. **Tier 2**

Services & Capacity-Building

- Actively market redevelopment opportunities in the city, such as 120 Richland Avenue, Post Office Building, 45 West Market Street, WHTM Building, etc. **Tier 1**

- Develop campaigns to assist in creating new neighborhood associations and encourage resident participation in activities to improve their neighborhoods. **Tier 2**

- Create opportunities for the continued development of experiential entertainment. **Tier 2**

- Neighborhood entrepreneurship and investment campaign – workshops on small business, financial literacy, investment, business development, and benefits of community ownership models. Members would have the opportunity to pitch or solicit funding from community institutions and partners and increase access to financing. **Tier 2**

- Develop a comprehensive marketing strategy that prioritizes a standard message across various communication platforms. **Tier 2**
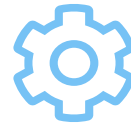
System Changes

- Develop a coordinated communication and marketing campaign that effectively promotes the city for business expansion and recruitment. **Tier 1**

- Collaborate with businesses, business organizations, and the community to sponsor and promote events and festivals that help residents and visitors develop positive associations with the community. **Tier 1**

- Maximize marketing and promotion to visitors outside a 50-mile radius of the City by promoting the York County History Center, the William Goodrich Museum, the Yorktown Hotel, and others. **Tier 1**

- Encourage participation by neighborhood groups, homeowners, and civic and business associations in planning activities and decisions through multiple media platforms, including informational mailouts and direct notification to neighborhood association officers of workshops, meetings, and public hearings that address issues that may concern or interest any or all neighborhoods, and through presentations to neighborhood groups. **Tier 1**

- Create a branding strategy that is compatible with the following brands, slogans, and campaigns **(Tier 1)**:

    - ExploreYork's Destination Brand
    - Trail Towns Branding
    - "Have it Made Here"
    - York's "Maker's Spirit"
    - Downtown Inc's "Historically Edgy"

Actively Telling York's Story

- Collaborate with YCEA to create marketing for out-of-state and -county employers. **Tier 3**

- Establish a schedule to conduct routine public surveys regarding various topics. **Tier 3**

Laws & Mandates

- Encourage preservation and adaptive reuse of the city's historic building inventory and leverage such effort in branding and marketing. **Tier 1**

Creating a Supportive Community

What is a Supportive Community?

A supportive community has the following essential elements and requires weaving together threads of compassion, understanding, and shared purpose:

Empathy & Kindness

Inclusion & Diversity

Open Communication

Collaboration

Safety & Trust

Resilience

Celebration & Recognition

Creating a Supportive Community

Stewardship - York's well-being rests on the city's collective shoulders. Residents are stewards of streets, parks, and public spaces- picking up litter, tending to community gardens, and ensuring neighborhoods thrive. Stewardship means investing time, effort, and care into the places called home.

Volunteering—Community constants emerge through volunteerism. Whether mentoring a young student, organizing a neighborhood cleanup, or serving at a local food bank, every act of service strengthens York's fabric. Volunteering isn't just about giving—it's about connecting, learning, and growing together.

Community Policing - Safety isn't just about law enforcement—it's about trust. York City commits to innovative approaches that enhance safety and build bridges. Officers will be visible, engaged, and responsive. The city collaborates with residents, listening to their concerns and co-creating solutions. Together, we will create a safer environment where everyone feels protected.

As the city embarks on this journey, this plan aims to weave a tapestry of hope, resilience, and unity. York's story is transformed—a narrative actively shaped one chapter at a time. Together, the city can redefine its reputation and build a brighter future for all.

Creating a Supportive Community

Community Policing

Community Policing, or Community-Oriented Policing (COP), is a policing strategy that focuses on developing relationships with community members. It recognizes that the police alone cannot maintain law and order. Instead, it involves active collaboration between law enforcement and community members.

Community Policing requires:

Collaborative Problem-Solving – Working with residents and community stakeholders to create solutions

Proactive Problem-Solving – Such as CPTED, SARA, and COP

- CPTED - Crime Prevention Through Environmental Design
- SARA - Scanning, Analyzing, Response, and Assessment
- COP - Construction and Operations Plan

Trust – Building trust through foot and bicycle patrols

Partnerships – Build partnerships with non-profits and schools

Organizational Changes – Decentralized decision-making, training, transparency, and adaptive structures that support community partnerships

Data Analysis and Reflection – Routinely reviewing data to determine levels of success and identify alternative strategies

Who Are Youth and Adults of the Highest Promise?

Adults and young people of the highest promise are those individuals most at risk of being victims or perpetrators of violence. They likely experience some combination of risk factors, including a history of involvement with the criminal legal system, being disconnected from school or work, street involvement, and exposure to community violence.

An asset-based approach focuses on people's strengths and the potential to be achieved when reversing the tide of historic and purposeful disinvestment.

Existing Community Policing Strategies

The City of York and the County of York have developed community policing programs meant to provide intervention, diversion, or connection to supportive services.

The following is a brief list of some of York's existing community policing programs:

Crime Prevention Programs

York County offers professional education programs to promote community involvement in crime prevention. Programs are available upon request and can be tailored to various group sizes or organizations.

Creating a Supportive Community

Neighborhoods Policing Teams in York City

The York Police Department has established four (4) community policing teams that actively patrol specific neighborhoods (West District, Business District, East District, and Central District). These teams consist of sixteen (16) police officers who focus on building relationships with residents and addressing quality-of-life issues. They address concerns related to prostitution, drug dealing, criminal mischief, loud noise, graffiti, and more. Residents can directly contact these officers by phone or email, encouraging community members to engage with law enforcement actively.

#8CANTWAIT

A national marketing campaign, #8CANTWAIT, has prioritized creating laws around the following police reform strategies:

- Ban chokeholds and strangleholds
- Require de-escalation
- Require warnings before the use of deadly force
- Require exhausting all alternatives before the use of deadly force
- Duty to intervene
- Ban shooting at moving vehicles
- Require a use-of-force continuum
- Require comprehensive reporting

#8CANTWAIT
#8CANTWAIT IS A CAMPAIGN TO BRING IMMEDIATE CHANGE TO POLICE DEPARTMENTS.

Though not yet adopted as law by the Commonwealth of Pennsylvania, the City of York's Police Department has been working towards the implementation of these #8CANTWAIT strategies and inclusion in routine policies and processes.

Case Study: Chicago Alternative Policing Strategy (CAPS)

CAPS is a community policing initiative emphasizing partnerships between police officers and residents. It involves regular beat meetings, problem-solving discussions, and joint efforts to address local issues.

The People's Plan For Community Safety came out of this effort, which developed the following people-based and place-based strategies to address historic disinvestment, work toward healing the city's communities, and make Chicago safe for everyone. The work seeks to harness the full force of government, community organizations, businesses, philanthropy, and more to solve a decades-long problem in a new way.

People-Based Strategies

1

Reach and support adults of the highest promise by expanding community violence intervention and improving coordination.

2

Improve our ability to reach and support youth of the highest promise to reduce their involvement in violence. Partner with youth to build and design a service model capable of reaching and supporting youth of the highest promise.

Creating a Supportive Community

Alternative Sentencing Options

Alternative sentencing programs offer creative ways to address criminal offenses beyond traditional incarceration. These programs focus on rehabilitation, community involvement, and individualized approaches. The county operates or contracts for various alternative sentencing options, including:

- Community service work crews
- Drug testing
- Electronic monitoring (house arrest)
- In-patient drug and alcohol treatment
- Intensive supervision
- Outpatient drug and alcohol programs (TASC)

Handle WIth Care Initiative

The Handle with Care Initiative in York City is a multifaceted program implemented by the York City Police Department to serve individuals with mental health or special needs effectively. The program includes a special needs registry where individuals can submit information related to mental health or special needs. Law enforcement officers can access this registry when engaging with individuals who require special consideration.

The York City Police Department has taken the One Mind Campaign pledge to ensure successful interactions between law enforcement and individuals with mental health conditions. Officers receive Crisis Intervention Team (CIT) or equivalent crisis response training as part of this initiative. All officers and selected non-sworn staff receive mental health first aid training (or equivalent). The goal is to enhance officers' understanding of mental health issues and improve their responses to needy individuals.

3

Offer high-quality, immediate support to help address the intersectional layers of trauma impacting people who have been harmed and who have caused harm. Build the capacity of trained victim advocates and create centralized support structures. Define roles for victim service personnel in immediate response and develop coordination systems.

Place-Based Strategies

1

Increase sustained engagement or re-engagement with the education system or career pathways. Increase reengagement in the system by partnering with Chicago Public Schools and the Chicago Department of Family and Support Services. Expand wraparound supports to enable access to education systems or career pathways.

2

Increase sustainable employment opportunities to enable long-term upward mobility. Raise usage of job training programs connected to jobs upon completion. Expand guaranteed income pilot and wraparound supports.

3

Increase access to safe and stable housing for people most burdened by violence. Scale the city's right to counsel pilot for eviction support services. Institute more immediacy, optionality, and flexibility into the housing process for those most burdened by violence.

Creating a Supportive Community

Operation Scare Crow

Operation Scarecrow is a collaborative initiative involving the United States Attorney's Office for the Middle District of Pennsylvania, the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), the York County District Attorney's Office, and the York City Police Department. This joint effort targets individuals illegally purchasing and possessing firearms in York County.

Operation Scarecrow explicitly targets individuals who use third parties ("straw parties") to purchase firearms on their behalf. The person prohibited from buying firearms and the straw party involved in such transaction is subject to criminal prosecution.

Hospital Resource Team

Inspired by the National School Resource Officer Program, the Hospital Resource Team Initiative in York City is a collaborative effort between WellSpan Health and the York City Police Department.

The York City Police Department staffs a team of four (4) Hospital Resource Officers (HROs) stationed at the York Hospital Emergency Room to assist with maintaining safety and connecting individuals and families with intervention services and community resources. The Hospital Resource Team is a proactive step, providing dedicated officers on-site who are familiar with the environment and staff, fostering mutual support, and maintaining security for patients, visitors, and team members.

4

Address and prevent harm by expanding access to health services. Empower and grow a workforce of community health workers. Through "Treatment Not Trauma," working groups explore increasing access to and quality of behavioral health services and expanding healthcare-centered alternative response and diversion programs.

5

Drive sustained community engagement by investing in improvements to build and activate safe spaces. Repurpose vacant lots and buildings to increase the number of publicly accessible spaces. Expand safe space access, use, and consistent programming. Refine the 311 process to encourage requests and increase repair efficiency and effectiveness.

6

Build trust between the community and law enforcement by prioritizing reform, accountability, and transparency—Foster oversight and accountability in CPD's workforce allocation process. Develop holistic youth deflection and diversion strategies that set youth up for long-term success. Conduct 911 call analysis and review options for additional alternative responses. Reshape community policing alongside community members and oversight organizations.

Source: City of Chicago's *People's Plan for Community Safety*

https://www.chicago.gov/city/en/sites/public-safety-and-violence-reduction/home/PeoplesPlanforCommunitySafety.html

Creating a Supportive Community

Senior Outreach – Aging in Place Program

The "Aging in Place" initiative helps seniors remain in their homes as they grow older by installing security cameras to make them feel safe. The program was developed through donations and a partnership with the York City Electrical Bureau. Representatives from the police department assist residents with installing the cameras and teaching them how to use them.

Therapy Dog Program

The York City Therapy Dog Initiative is a program that brings animal-assisted healing to various settings in the city. The initiative began in May 2021.

Making Stewardship and Volunteering Community Constants

Encouraging stewardship and volunteering is essential for building a strong sense of community and fostering active participation.

Municipalities have relied on the following action steps to generate interest and increase stewardship and volunteerism:

Recognition and Appreciation

• Volunteer Awards - Establish an annual recognition program to honor outstanding volunteers. Recognize their contributions through certificates, public ceremonies, or social media shout-outs.

• Mayor's Volunteer Corps - Create a particular group of volunteers who work closely with the mayor's office. Their efforts can be highlighted as role models for others.

Flexible Scheduling and Opportunities

• Virtual Volunteering - Offer opportunities that can be done remotely, allowing flexibility for busy residents.

• Weekend and Evening Events - Organize community service events during non-working hours to accommodate diverse schedules.

Skill-Based Volunteering

• Match Skills to Needs - Identify residents' skills (e.g., marketing, IT, teaching) and connect them with relevant volunteer opportunities.

• Professional Development - Highlight how volunteering can enhance skills and provide networking opportunities.

Incentives and Perks

• Discounts - Partner with local businesses to offer discounts or special deals to volunteers.

• Free Access - Provide free admission to community events, parks, or recreational facilities for active volunteers.

Creating a Supportive Community

Collaborate with Schools and Colleges

- Service Learning - Encourage students to participate in community service as part of their education. Offer credit or recognition for their efforts.

- Internship Programs - Create government-department internships, allowing students to gain experience while contributing to the community.

Publicize Impact Stories

- Success Stories - Share stories of how volunteers have made a difference. Highlight specific projects and their positive outcomes.

- Social Media Campaigns - Use platforms like Facebook, Twitter, and Instagram to showcase volunteer achievements.

Community Challenges and Competitions

- Clean-Up Challenges - Organize neighborhood clean-up events and turn them into friendly competitions.

- Gardening Contests - Encourage residents to beautify public spaces through gardening and landscaping.

What is Our Vision?

- Inclusivity and diversity.

- Residents engage with the local government.

- Accessible services and resources.

- A thriving local economy.

- Volunteers collaborating on local projects like community gardens or clean-up efforts.

- A strong sense of community.

What is Holding Us Back From Accomplishing Our Vision?

- York's reputation as an unsafe place.

- A lack of community engagement and disconnected residents.

- A lack of collaboration.

- Economic inequality.

- High transiency.

What Could Happen if We Do Not Make Improvements?

- More people leaving the city.

- Decreased quality of life.

- Less neighborhood pride.

Creating a Supportive Community

- An increase in socioeconomic disparities.

- Fewer social interactions and greater social division.

How Can We Accomplish Our Vision?

Education & Persuasion

- Promote neighborhood volunteer opportunities. **Tier 1**

- Develop educational programs to inform residents about community policing principles, their rights, and how to collaborate with law enforcement effectively. **Tier 1**

- Equip officers with cultural competence, communication skills, and conflict resolution training. Be transparent about policies and actions. **Tier 1**

- Advocate for and prioritize funding for programs that increase citizen or civilian access to Narcan. **Tier 1**

- Create educational and awareness campaigns surrounding the use of Narcan. **Tier 1**

Inducements & Incentives

- Prioritize funding for community policing programs in the city's budget, especially those with community stakeholder participation. **Tier 1**

- Support creating a preservation loan program that helps seniors fund building enhancements to allow the owner to better age-in-place. **Tier 1**

- Recognize volunteers who have made a difference in the community. **Tier 1**

- Engage businesses and private organizations in community safety efforts. Please encourage them to support community policing initiatives. **Tier 2**

- Explore the possibility of creating and funding a paid cadet training initiative. **Tier 3**

- Create opportunities for recognizing families, parents, and youth. **Tier 3**

- Gamify volunteering by creating competitions for neighborhoods to participate in. **Tier 3**

- In collaboration with community stakeholders, create volunteer incentives in York City. **Tier 3**

Services & Capacity-Building

- Create a database of skilled volunteers to help with aging-in-place home modifications. **Tier 1**

- Continue collaborating with local nonprofits to address social issues, provide services, and enhance community well-being. **Tier 1**

- Continue to work closely with other government entities (e.g., health departments and housing authorities) to tackle complex problems. **Tier 1**

- Continue to involve city businesses, schools, and faith-based groups in community safety efforts. **Tier 1**

- Prioritize funding for the Police Department's Community Recreation Center. **Tier 1**

Creating a Supportive Community

- In coordination with the city's Complete Communities Initiative, build resident capacity within neighborhood blocks of people of all ages through neighborhood-building initiatives and outreach. **Tier 1**

- In coordination with other community stakeholders, increase access to neighborhood health programs that build connections between the community's youth and older adults. **Tier 1**

- Investigate short- and long-term options for staffing the department's homeless initiatives that connect individuals experiencing homelessness and mental health issues with community services meant to provide stability. **Tier 2**

- Consider expansion of the city's Aging-in-Place program to include building enhancement assistance. **Tier 2**

- Increase access to trauma-based programming and counseling. **Tier 3**

System Changes

- Empower officers to make decisions at the local level, considering community needs. **Tier 2**

- Bring back the summertime "safe camps" sponsored by the Police Department. The camps focused on career development and community service, such as neighborhood clean-ups. **Tier 2**

- Increase and strengthen partnership with the City of York School District to assist with character building within the student body, beginning at the earliest ages. **Tier 2**

- In collaboration with community stakeholders, build programming, support, and resources for family engagement, juvenile diversion, and mentorship in and within city neighborhoods. **Tier 2**

- Consider implementing programs that incentivize the business community's involvement in community policing efforts. **Tier 2**

- Create a process to evaluate levels of customer service within the police department routinely. **Tier 3**

- Consider creating a mission trip campaign in which the city actively contacts schools, churches, and colleges to promote week-long mission programs.
  Tier 3

Laws & Mandates

- Continue working towards formal adoption of the #8CANTWAIT policies. **Tier 1**

- Consider the development of a use-of-force continuum to provide law enforcement and the community with clear and transparent guidelines regarding the appropriate use of force. **Tier 1**

- Advocate with the state government on behalf of stricter penalties and sanctions for illegal gun sales. **Tier 1**

- Create advocacy groups to assist in creating lasting policy change at the State and Federal levels. **Tier 1**

- Reactivate the Citizens Advisory Committee (Art. 199) and consider incorporating community policing efforts under its responsibilities or creating a community policing advisory committee. **Tier 1**

Challenging York's Reputation

Sources: Chapter 1

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CITY OF YORK
Comprehensive Plan

2

Improving Property Conditions

The Lady Linden,
500 Linden Street,
Before & After

Improving Property Conditions

Well-maintained properties, yards, and streetscapes create a sense of well-being and safety. While neglected buildings, an abundance of trash, and overgrown vegetation create the opposite effect. When York City's Police Chief was asked, "What is the most important step in changing York City's reputation?" He replied, "Improving property conditions."

Objectives

Mowed lawns, clean streets, and structures in good repair are the trademarks of a thriving community. A well-kept environment is critical to ensuring that residents feel safe and investors, both big and small, continue to reinvest in the City of York.

The causes of property deterioration are varied but can be linked, in varying degrees, to absentee landlords/owners, foreclosures, an inability to fund or finance needed improvements, or even a lack of "how-to" knowledge to elicit repairs. The impacts of such deterioration are also varied, including the continued spread of blight throughout the neighborhood, increased incidents of household injury, decreasing property values, increased criminal activity, and a corresponding decrease in reinvestment.

Increasing Property Maintenance Code Compliance

Property maintenance is best described as any preventative or reactive maintenance action to keep a property fully functional and operating in its best condition. It is essential for enhancing the quality of life for any local community, especially for a historic community such as the City of York. The city has implemented the International Property Maintenance Code (PMC) and is actively enforcing it. This code empowers the city to address various concerns associated with poor property upkeep, such as overgrown grass and weeds, garbage accumulation, peeling paint, and damaged windows and roofs, among other commonly observed problems.

In addition to general property maintenance, the City of York strongly emphasizes historic preservation activities. These efforts are crucial for maintaining the city's historic district's architectural integrity and cultural heritage. This includes maintaining original architectural features, using period-appropriate materials, and adhering to guidelines that protect the historical significance of properties. By prioritizing historic preservation alongside regular property maintenance, York ensures its rich history is preserved for future generations while enhancing the community's overall aesthetic and cultural value.

Reducing Trash On Streets

Trash on the streets poses aesthetic and environmental concerns, creating an unsightly and unpleasant landscape. Accumulated trash can also attract pests and vermin, leading to hygiene issues and potential health hazards for residents. Additionally, litter can negatively impact property values and deter potential investors or businesses from establishing themselves in the area. Maintaining streets free from trash is essential for maintaining a clean, safe, attractive urban environment.

Creating a Better System to Remedy Landlord-Tenant Disputes

The landlord-tenant relationship is pivotal in enhancing property conditions, but several positive outcomes also emerge when tenants and landlords maintain open communication and mutual respect. When landlords and tenants collaborate, neighborhoods thrive, property values increase, and everyone helps.

Increasing Property Maintenance Code Compliance

What is It?

The city's Property Maintenance Code (PMC) and Neighborhood Improvement Ordinance require that all properties in the city meet minimum standards regarding the following:

- **Structural Conditions**
- **Sanitation**
- **Lighting**
- **Fire Safety**
- **Ventilation**
- **Historic Preservation**

Why Do We Enforce It?

Achieving property maintenance code compliance can have multiple benefits for the community, including the following:

- **Improving health and safety**
- **Enhancing attractiveness & vitality of the city**
- **Supporting the economic and social development of the city**
- **Maintaining historically significant architecture**

What is the Existing Condition?

The city's Bureau of Permits and Inspections oversees all property maintenance and tenant licensing inspections. Twelve (12) inspectors are divided into two (2) groups: the Patrol Enforcement Division and the Tenant-Occupied Division.

Currently, data needs to be consistently tracked within the department. Data was included in the following discussion where it was available. However, anecdotal information provided by staff was also used to establish a baseline condition.

Patrol Enforcement Division

The Patrol Enforcement Division conducts proactive property maintenance inspections throughout the city. Inspectors are assigned to one of the five District Justice Areas, as shown in the graphic to the right.

City of York , PA
District Justice Areas
Current revisions 12/2022
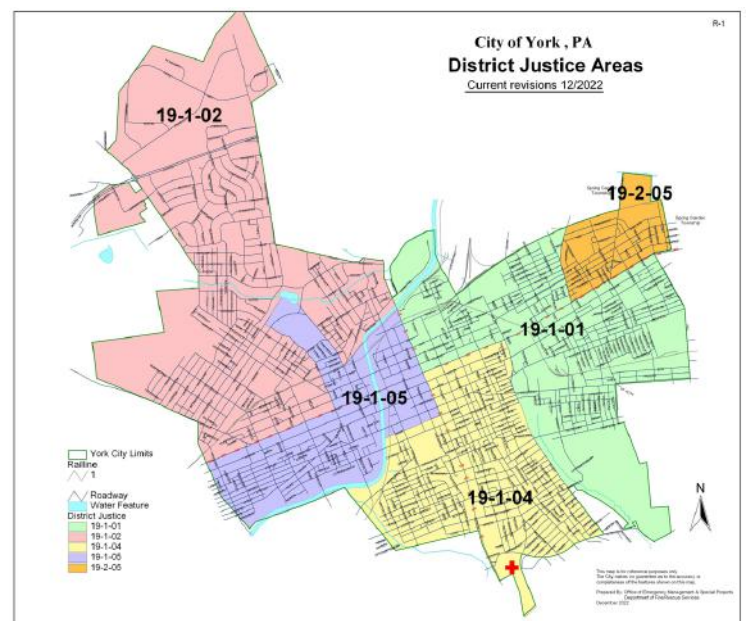
Increasing Property Maintenance Code Compliance

In 2022, more than 1,500 new property violation cases were opened, averaging approximately 129 new cases per month. The Bureau averaged 123 cases per month in 2023.

Property maintenance issues vary by location and time of year, but, in general, inspectors are looking for, among other things:

Large Items dumped on the curb

Tall grass and weeds in the summer

Snow and ice in the winter

Abandoned vehicles

Sewer back-ups

Accumulation of trash

No heat in structure

The following areas of the city have the highest number of property maintenance violations:

- The 200 - 300 blocks of Walnut Street and Chestnut Street in the City's Northeast Neighborhood, including Franklin Way and East Gas Avenue.

- The 600, 700, and 800 blocks of West Princess Street, including Hykus Alley and School Place.

- Areas adjacent to York College of Pennsylvania have high percentages of off-campus student rentals, especially along Jackson Street.

Tenant-Occupied Division

The Tenant Occupied Division schedules and conducts the life and safety inspections required for all city residential and non-residential rental units.

Rental units are inspected every other year, including when new tenants move in. The city has issued approximately 6,000 rental licenses encompassing more than 12,000 units.

The most common rental licensing issues include:

Peeling lead-based paint in rental units

Non-functioning smoke and carbon monoxide detectors

Roof leaks

System grounding

Missing water heater expansion tanks

Historic York

The City of York has a designated Historic District and an ordinance entitled Historic York, which guides and directs the preservation, rehabilitation, and reconstruction of structures within the Historic District per the Secretary of the Interior's Standards for the Treatment of Historic Properties. The City of York is a Certified Local Government (CLG) with the Pennsylvania Historical and Museum Commission (PHMC). It can apply for funding to conduct survey activities, amend and modify ordinances, and create design guidelines and public educational materials.

A lack of resources, capacity, and public understanding challenges historic preservation activities within the city.

Increasing Property Maintenance Code Compliance

Community Input

Public sentiment regarding a particular issue also assists in creating a baseline of the existing condition.

2019 Community Survey respondents were asked to provide their opinion regarding the following statements:
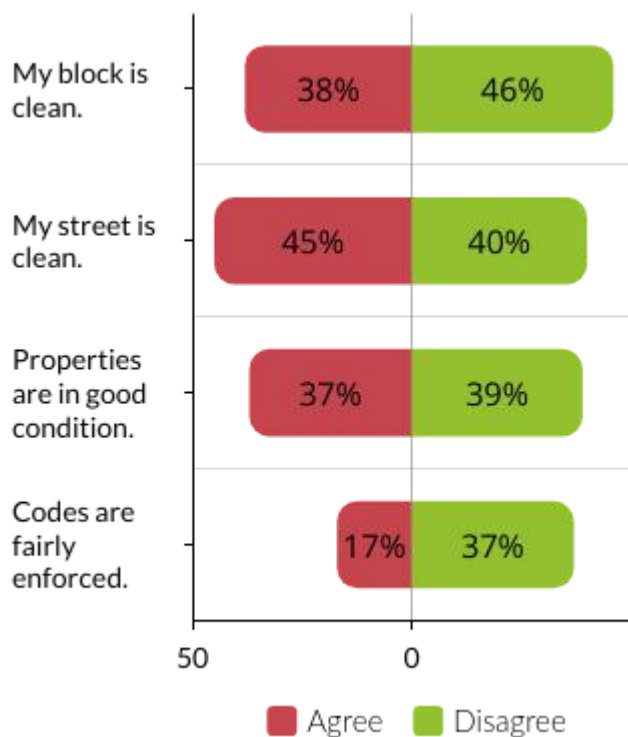
What Do We Want to See in Our Community?

• Healthy, safe, and sanitary living conditions.

• Uniform enforcement of codes.

• Clear and consistent maintenance explained in leases.

• Proactive property maintenance by owners.

• Pride of place by all.

• Positive visitor feedback.

• Tenants are comfortable reporting complaints in a timely fashion.

• All homes have complete plumbing, kitchens, appropriate appliances, and facilities.

• All residents have a livable home.

What is Holding Us Back From Accomplishing Our Vision?

• An antiquated "large item" disposal process that contributes to illegal dumping within the public right-of-way.

• Inconsistent maintenance of vacant parcels, increasing instances of tall grass and weeds, littering, and illegal dumping.

• Insufficient legal resources, which delay or even stymie enforcement and compliance of city codes.

• Insufficient penalties to ensure future continued compliance.

• Insufficient knowledge of city codes and requirements by residents, property owners, and contractors.

• Insufficient resources to create long-term, routine, multi-department blight removal programs, such as clean sweeps involving community development, public works, police, and the city's administration.

• The presence of paper streets and vacated rights-of-way lack clear ownership and contribute to littering and illegal dumping.

Increasing Property Maintenance Code Compliance

- Insufficient refuse regulations allow garbage bags to be placed directly on the curb and not inside a container, contributing to trash in the street because the bags are routinely torn open by people or pests.

- Insufficient access to public education resources regarding everyday maintenance responsibilities for tenants and owners alike.

- Insufficient financial resources for tenants and homeowners, leading to deferred maintenance at all levels.

- The increasing cost to repair and replace inefficient and outdated systems in the city's aging housing stock.

- Insufficient communication between tenants and landlords can allow blight to spread to other parts of the property.

- Insufficient resources to bridge the language gap.

- An aging housing stock that requires significant financial investment to upgrade systems and fixtures.

What Could Happen if We Do Not Make Improvements?

- Existing deterioration spreads, and new areas of blight will be created.

- Increasing instances of people being hurt.

- Decreasing property values.

- A reduction in tourism.

- Negative impacts on adjoining property owners.

- A lack of pride in the city.

How Can We Accomplish Our Vision?

Education & Persuasion

- Support a strong housing code enforcement program to identify unsafe structural conditions and substandard housing and provide an improved quality of life through repair and rehabilitation. **Tier 1**

- Support historic preservation efforts by maintaining and rehabilitating structures of historic value for residential use. **Tier 1**

- Create and publish educational videos regarding common property maintenance violations and how to repair or mitigate them. **Tier 1**

- Include educational materials regarding property maintenance in deed transfer information and utility and tax bills. **Tier 1**

- Advise the city's Historic Architectural Review Board (HARB) members of training opportunities with the State Preservation Office. Potential training topics may include documentation, reporting, restoration and maintenance techniques, and best practices. **Tier 1**

- Provide training to code enforcement staff to recognize and cite historic properties that suffer from decline due to neglect, vacancy, and deferred maintenance. **Tier 1**

- Develop promotional and reference materials about local historic resources, preservation, and cultural heritage and make them available at City Hall and on the city's website. **Tier 1**

- Sponsor at least one public yearly seminar or workshop about historic preservation topics. **Tier 1**

Increasing Property Maintenance Code Compliance

- Educate stakeholders and the development community as to the development review process for historic sites and structures. **Tier 1**

- Advocate for the protection and awareness of historic resources and archaeological sites. **Tier 1**

- Work with local agencies and history-based organizations to promote heritage tourism as part of the city's economic development efforts, such as creating historical tours. **Tier 1**

- Promote and increase awareness of historic structures, sites, and districts for heritage tourism, such as installing historic street identification and recreational and cultural interest area signs. **Tier 1**

- Encourage and support the nomination of historic structures, sites, and districts to the National Register of Historic Places. **Tier 1**

- Encourage residents and property owners to plant and maintain trees on their property through tree planting grants, free tree events, tree care guides, neighborhood tree planting days, an Adopt-a-Tree program; and, through the development of supportive policies, such as tree protection ordinances, permit streamlining, and establishing tree canopy goals. **Tier 1**

- Bring back the Ray Crenshaw Neighborhood Awards. **Tier 1**

- Continue to enforce the Renovation, Repair, and Painting (RRP) Rule. **Tier 1**

- Continue and increase the distribution of educational materials regarding the dangers of lead contamination. **Tier 1**

- Promote awareness of historic and cultural resources through continued use of the historic markers program administered by the Department of State. **Tier 2**

- Create a branded, city-wide awareness campaign to provide routine communication regarding property maintenance and its critical importance to the city. **Tier 2**

- Develop an education and outreach program about the benefits of owning a historic site and listing an eligible resource to the Local or National Register of Historic Places; this outreach shall include information about the economic advantages inherent in the rehabilitation of historic buildings and that historic preservation is a form of sustainable development. **Tier 2**

- Promote awareness of historic and cultural resources through continued use of the landmark markers program administered by the Department of State. **Tier 2**

- Create a branded, city-wide awareness campaign to provide routine communication regarding property maintenance and its critical importance to the city. **Tier 2**

- Develop and distribute new owner, tenant, and landlord information to highlight rights and resources. **Tier 2**

- Consider the creation of a property maintenance university, perhaps to work in coordination with the tool lending library. **Tier 3**

Inducements & Incentives

- The creation of a tool lending library. **Tier 1**

- Create a rewards and recognition program for property owners and neighborhoods that achieve improvement or greatness in property maintenance. Greatness could refer to a property management company with a highly rated response for maintenance, a landlord with a demonstrated commitment to safety, or a private property owner who has completed aesthetic or energy-saving renovations. **Tier 1**

- The creation of a tool lending library. **Tier 1**

- Create a rewards and recognition program for property owners and neighborhoods that achieve improvement or greatness in property maintenance. Greatness could refer to a property management company with a highly rated response for maintenance, a landlord with a demonstrated commitment to safety, or a private property owner who has completed aesthetic or energy-saving renovations. **Tier 1**

- Collaborate with utility companies such as York Water Company and Met-Ed; non-profit organizations such as Habitat for Humanity's Re-Store York; and government programs such as York County's Low-Income Home Energy Assistance Program to provide eligible city property owners with no- or low-cost appliances. **Tier 1**

- Offer rehabilitation assistance to upgrade substandard owner-occupied housing in areas targeted by law enforcement and code compliance. **Tier 1**

- Provide local funding and pursue financial incentives and new public funding sources for rehabilitating the exterior of existing owner-occupied units. **Tier 1**

- Explore and pursue incentives for maintaining, restoring, rehabilitating, and stabilizing eligible and historic resources. **Tier 1**

- Increase the prestige of ownership by providing certificates recognizing the significance of historic structures or sites. **Tier 1**

- Explore the feasibility of creating a subsidy or low-interest loan program to assist property owners with kitchen and plumbing improvements. **Tier 2**

- Coordinate with local credit unions such as White Rose Credit Union; community banks such as Community First Fund and Fulton Bank; and non-profit organizations such as the York County Community Foundation, Affordable Housing Advocates, and Tenfold to create low-interest loans for repairs and maintenance to owner-occupied and tenant-occupied structures. **Tier 2**

- Formally recognize historic resources that are considered significant according to the Historic Preservation Ordinances. **Tier 2**

- Consider creating tax incentives for property owners without property maintenance violations. **Tier 3**

- Establish an annual awards program that officially recognizes excellence in historic preservation activities. **Tier 3**

- Recognize local historic preservation efforts each year during National Preservation Month through programming activities and collaborating with local organizations. **Tier 3**

Services & Capacity-Building

- Consider providing dedicated annual funding to all departments implementing routine "clean sweeps" of target neighborhoods. **Tier 1**

- Provide dedicated legal support to the property enforcement division. **Tier 1**

- Transition property maintenance activities to a cloud-based project management software that can automate administrative activities. **Tier 1**

- Maintain staff to carry out the duties and responsibilities delegated to the city as a Certified Local Government. **Tier 1**

- Explore the feasibility of establishing neighborhood cooperatives to buy materials and contract services. **Tier 1**

- Demolish housing units within residential neighborhoods that cannot be effectively rehabilitated only when necessary, and replace the units with creative housing solutions compatible with the neighborhood. **Tier 1**

- Provide coordination between city staff, solid waste personnel, property owners, and residents regarding comprehensive clean-up programs. **Tier 1**

Increasing Property Maintenance Code Compliance

- Annually budget staff support and resources to assist communities and neighborhood associations with routinely scheduling and conducting neighborhood cleanups. **Tier 1**

- Maintain a qualified Historic Architectural Review Board (HARB) that meets the Pennsylvania Certified Local Government Guidelines to oversee and further develop the functions of the historic preservation program. **Tier 1**

- Continue to monitor and participate in local and State historic preservation programs to fund local historic preservation activities. **Tier 1**

- Encourage restoration and adaptive reuse of historic structures and sites where such investments will provide for or contribute to heritage tourism development. **Tier 1**

- Continue to prioritize the removal of lead paint hazards in city housing built before 1960. **Tier 1**

- Assist residents with soil testing to prevent lead contamination in homegrown produce and provide resources to assist residents with creating raised planting beds. **Tier 2**

- Create historic preservation educational opportunities through collaborations with the city's HARB, the York County History Center, and the Pennsylvania Historical and Museum Commission (PHMC). **Tier 2**

- Use historic buildings to accommodate public uses whenever feasible. **Tier 2**

- Use the city's Certified Local Government (CLG) designation to apply for funding from the PHMC to conduct a historic district survey to create landmark design guidelines and other landmark preservation educational materials. **Tier 2**

- Explore the creation of a dedicated staff position to coordinate property maintenance initiatives across departments. **Tier 2**

- Explore the creation of a dedicated staff position to coordinate property maintenance initiatives across departments. **Tier 2**

- Design and construct public infrastructure improvements, such as streets, street trees, streetlights, signage, furniture, and sidewalks, within the historic district to be compatible with and reinforce the district's historic character. **Tier 2**

- Increase property maintenance inspection staff capacity by increasing the number of inspectors. **Tier 2**

- Use historic buildings to accommodate public uses whenever feasible. **Tier 2**

⚙ System Changes

- Provide dedicated legal support to the property enforcement division. **Tier 1**

- Survey housing conditions in areas where deterioration is known or suspected biennially. **Tier 1**

- Ensure that all housing is healthy and safe and meets basic housing-maintenance requirements through programs, regulations, and enforcement. **Tier 1**

- Accommodate the city's existing and future housing needs by maintaining existing residential neighborhoods. **Tier 1**

- Continue to coordinate with all utility providers to locate utilities consistent with the historic character of historic sites and districts. **Tier 1**

- Explore the feasibility of establishing a single-stop housing court rather than coordinating enforcement activities across five (5) district magistrate jurisdictions. **Tier 1**

- Promote the preservation of historic resources by conducting a Section 106 review of houses 50 years or older utilizing local, state, or federal assistance, if applicable. **Tier 2**

○ Explore the creation of a dedicated staff position to coordinate property maintenance initiatives across departments. **Tier 2**

- Target collaborative code enforcement and law enforcement activities to solve specific problems to help move the neighborhood toward a "stable" residential classification. **Tier 2**

- Continue maintaining and updating the historical, archaeological, and cultural inventory for properties and districts listed on the Local and National Registers of Historic Places. **Tier 2**

- Explore the potential for the designation of parks, landscapes, gardens, trees, and tree canopies to the Local Register of Historic Places. **Tier 2**

- Implement neighborhood programs to prevent property deterioration and neighborhood decline. **Tier 2**

Laws & Mandates

- Explore the feasibility of requiring an inspection when a property transfers from a rental to an owner-occupied unit. **Tier**

- Explore the feasibility of requiring an inspection when a property transfers ownership. **Tier 1**

- Ensure that all housing is healthy and safe and meets basic housing-maintenance requirements through programs, regulations, and enforcement. **Tier 1**

- Continue to require that the city's HARB make findings that any land use or development application for a historic structure, site, or within a historic district is consistent with the provisions of the Secretary of the Interior's Standards for Rehabilitation. **Tier 1**

- HARB Recommendations. **Tier 1**

  1. Prioritize stabilizing historically significant properties in the Historic District.
  2. Create a Historic York Ordinance that has a greater enforcement ability.
  3. Create an annual funding mechanism to provide the HARB with professional consulting services.
  4. Create regulations, educational materials, and an evaluation process to protect historic buildings outside the HARB District, such as the Madison School Building.

- Ensure historic resources remain consistent with the Historic York Ordinance relating to affirmative maintenance, demolition by neglect, and boarding, which are adopted in the land development regulations and the Code of Ordinances. **Tier 1**

- Continue to develop new land use and zoning incentives for eligible and historic resources within the land development regulations, such as encouraging the adaptive reuse of historic structures within mixed-use zoning districts and providing parking relief strategies. **Tier 1**

Taxes, Fees, and Fines

- Explore the feasibility of increasing fines to a level significant enough to deter noncompliance. **Tier 1**

Reducing Trash on Streets

What is the Existing Condition?

Less than half of those surveyed agreed that their street or block is clean, and almost one in five people strongly disagree.

Throughout the city - in Fireside, Downtown, Parkway, the South End, the West End, and the Avenues - residents identified litter and animal waste as a priority problem during the listening tour.

My block is clean.

15%
28%
30%
8%
18%

- Strongly Agree
- Agree
- Nuetral
- Disagree
- Strongly Disagree
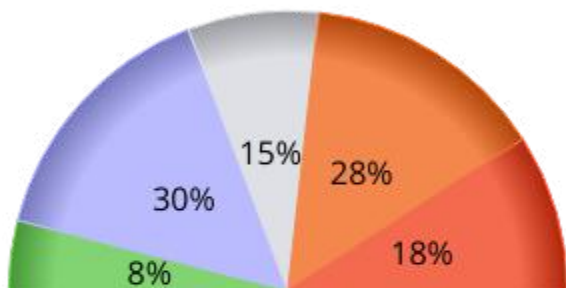
What Do We Want to See in Our Community?

Success is a cleaner city—and therefore, a safer and healthier city—and an increase in the number of residents who feel their street or block is clean. We should see success in all corners of the city and all neighborhoods.

- Residents that care.

- Pride in your space.

- More efficient containers.

- Haulers that care and are careful.

- Composting.

- Less vermin and vector.

- Unobstructed sidewalks.

- Understanding about what is recyclable.

What is Holding Us Back From Accomplishing Our Vision?

During the listening tour, attendees noted three (3) main sources of trash on the streets:

Insufficient public trash receptacles

Bagging trash rather than placing it in a receptacle

Lack of respect and pride

Residents noted that a lack of access to public trash receptacles encourages littering.

Property owners and residents are not required to use cans or toters when putting trash out for pick up. Animals and the weather routinely compromise trash placed on the curb in unprotected plastic bags, strewing trash across neighborhoods and streets.

Reducing Trash on Streets

Finally, "poor attitudes" and "a lack of respect and pride" lead to individuals – including trash collectors -- upsetting or damaging private residents' trash cans on the street.

The following were also noted as issues contributing to trash on city streets:

- An inefficient large item pick-up scheduling procedure.

- Inefficient area with which to store trash at the front of properties.

- Illegal dumping.

- Evictions, which result in tenant belongings being placed on the sidewalk.

- A lack of accountability for private trash haulers, i.e., sloppy collection and damaged containers.

How Can We Accomplish Our Vision?

Education & Persuasion

- Include an informational packet on the city's trash policies in deed-transfer paperwork and utility and tax bills. The informational packets should also be provided to renters. **Tier 1**

- Promote composting and its benefits on the city's website. **Tier 1**

- Create anti-littering PR campaigns to be advertised throughout the city. **Tier 1**

- Increase community awareness of trash pick-up schedules. **Tier 1**

- Explore the feasibility of sending those who litter to "trash school." **Tier 2**

Inducements & Incentives

- Offer large items and yard waste removal from curbside twice a year. **Tier 2**

- Partner with local stakeholders to offer monetary sponsorships for block clean-ups. **Tier 3**

Services & Capacity-Building

- Offer online large-item pick-up scheduling on the city's website. **Tier 1**

- Organize neighborhood trash clean-up events. **Tier** 1

- Create an Adopt-A-Block program that the city sponsors. **Tier 1**

- Install additional public trash cans throughout the city. **Tier 2**

- Explore the feasibility of providing a dumpster in each city neighborhood. **Tier 3**

System Changes

- Establish consistent trash collection routes. **Tier 1**

- Require trash haulers to retrieve dropped trash and carefully handle receptacles to ensure clean and safe streets. **Tier 1**

- Explore the feasibility of businesses within the city adopting a pay-per-bag pricing model. **Tier 2**

- Explore the feasibility of allowing back-alley collection. **Tier 2**

- Explore the feasibility of offering each residence a trash toter. **Tier 2**

Reducing Trash on Streets

Laws & Mandates

- Explore the feasibility of requiring multi-unit properties to have an accessible dumpster. **Tier 1**

- Explore the feasibility of requiring trash bin lids in public areas. **Tier 1**

Taxes, Fees, and Fines

- Explore the feasibility of allowing parents and guardians to pay for truancy fines with community service, i.e., trash pick-up. **Tier 1**

- Increase littering fines. **Tier 1**

Creating a Better System to Remedy Landlord-Tenant Disputes

What are Landlord-Tenant Disputes?

The landlord-tenant relationship is pivotal in enhancing property conditions, but several positive outcomes also emerge when tenants and landlords maintain open communication and mutual respect. Tenants promptly reporting leaks, faulty electrical, or broken appliances allows landlords to address maintenance concerns swiftly. They are preventing minor problems from escalating into major repairs.

Second, trust fosters accountability. Tenants who trust their landlords are more likely to maintain the property properly. Meanwhile, landlords who prioritize tenant well-being create a positive environment.

Third, stable tenancy reduces turnover. Long-term tenants contribute to the property's overall well-being, benefiting both parties. Finally, well-maintained properties contribute to the community. When landlords and tenants collaborate, neighborhoods thrive, property values increase, and everyone helps.

Why is This Important?

Maintaining Housing Stability

Stable housing contributes to well-being, increased mental health, and community cohesion. Resolving disputes prevents displacement and transiency.

Protecting Tenants' Rights

Legal protections prevent landlords from taking advantage of vulnerable tenants, and addressing disputes reinforces tenants' rights and ensures fair treatment.

Improving Landlord-Community Relations

A harmonious relationship between landlords and tenants fosters a positive community atmosphere. When disputes are resolved amicably, the entire neighborhood benefits.

Preventing Negative Economic Impacts

Disputes can lead to vacant properties, affecting local economies. Efficient resolution keeps rental units occupied and contributes to economic stability.

Ensuring Legal Compliance

Disputes can lead to vacant properties, affecting local economies. Efficient resolution keeps rental units occupied and contributes to economic stability.

Preventing Homelessness

Disputes left unresolved can escalate to evictions, leading to homelessness. Timely resolution prevents such dire outcomes.

Existing Resources and Community Partners

The City of York Bureau of Permits and Inspections

The Bureau of Permits and Inspections ensures quality private and public infrastructure. They also offer materials regarding building codes, required permits, and tenant-occupied licensing.

Creating a Better System to Remedy Landlord-Tenant Disputes

MidPenn Legal Services

A non-profit, public interest law firm that provides high-quality free civil legal services to low-income residents in Central Pennsylvania. They offer a comprehensive range of legal services related to housing.

Tenfold

A non-profit that aims to ensure housing and financial security in York and Lancaster Counties by providing various services and educational materials.

PAHousingSearch.com

A free service to list and find affordable housing units across Pennsylvania. They also provide resources and other educational materials to assist in finding affordable housing.

Housing Alliance of Pennsylvania

The Housing Alliance of PA convenes people, organizations, government staff, and others who recognize that a safe, stable home is a basic need that should be available to all. They support those delivering housing assistance programs at the local level to help more people access affordable housing.

Strategies Used to Improve Relationships

Common local government strategies used to improve landlord-tenant relationships:

Education and Outreach

• Workshops and Seminars

Encourage participation in Tenfold and the Community Progress Council (CPC) educational sessions for tenants and landlords.

Cover rights, responsibilities, lease agreements, and dispute resolution topics.

• Landlord-tenant Handbooks

Create and distribute handbooks that outline rights, responsibilities, and dispute resolution procedures. Make these handbooks available in multiple languages.

• Educational Programs

Develop programs that educate tenants about their rights and responsibilities, teach them how to communicate effectively with landlords, and address concerns professionally.

Provide landlords with training on best practices, fair housing laws, and conflict resolution. Encourage ethical behavior and emphasize the importance of maintaining quality housing.

• Online Resources

Create a comprehensive website or portal with information on tenant rights, landlord obligations, and housing laws.

Incentives for Landlords

• Offer monetary incentives to landlords who maintain safe and habitable properties. Encourage landlords to invest in property improvements and adhere to housing codes.

Creating a Better System to Remedy Landlord-Tenant Disputes

- Other incentives to offer are:

  - Sign-on bonuses (Allegheny County offers a $2,000 sign-on payment to new landlords who rent to individuals or families exiting homelessness).

  - Repair funds to help bring units up to code standards.

  - Damage mitigation funds.

  - Retention bonus.

Technical and Legal Assistance

• Tenant Associations

Support the formation of tenant associations to empower renters. These associations can advocate for tenant rights, organize community events, and foster a sense of community.

• Landlord-Tenant Hotline

Set up a dedicated hotline where tenants and landlords can seek advice, report issues, or ask questions.

Trained staff can guide callers on legal matters, lease disputes, and housing-related concerns.

• Mediation Services

Establish a mediation program where trained mediators help resolve disputes between landlords and tenants. Mediation can prevent legal battles, reduce stress, and foster better communication.

Enforcement

• Fair Housing Enforcement

Strengthen enforcement of fair housing laws to prevent discrimination, investigate complaints promptly, and take appropriate action against violators.

• Regular Inspections

Conduct regular inspections of rental properties to ensure compliance with safety and health standards, promptly address violations, and hold landlords accountable.

What Do We Want to See in Our Community?

- Fewer evictions.

- Fewer landlord-tenant complaints filed with Magisterial District Judges (MDJs).

- A safe living environment with healthier kids and decreased violence.

- Mutual respect.

- An approachable housing system.

What is Holding Us Back From Accomplishing Our vision?

- Reduced standards and insufficient knowledge of codes, rights, and laws.

- Impersonal relationships and imbalance of power between landlords and tenants.

Creating a Better System to Remedy Landlord-Tenant Disputes

- Insufficient leadership within the housing system.

- There is a lack of requirements regarding the certification of landlords and property managers.

- Insufficient consequences for landlords who are not meeting housing quality standards.

- Insufficient knowledge of tenant rights and resources contributing to a tenant's fear of landlord retribution when reporting complaints.

What Could Happen if We Do Not Make Improvements?

- Reduced quality of properties, tenants, and landlords.

- Increased costs to both landlords and tenants.

- Increased number of evictions.

- Decreased property values.

- Decreased sense of community and quality of life.

- Lack of pride in the community.

- Increase in the number of vacant housing units.

How Can We Accomplish Our Vision?

Education & Persuasion

- Offer easily accessible information on code violations and responsibility on the city's website. **Tier 1**

- Conduct outreach and educational programs to inform landlords and tenants about their rights and responsibilities. **Tier 1**

- Require landlords to register for an online portal system to track complaints and other actions. **Tier 3**

Inducements & Incentives

- Explore the feasibility of creating a system of landlord and tenant scores to rank their worthiness, similar to a credit score. **Tier 3**

Services & Capacity-Building

- Create a universal standard lease template. **Tier 1**

- Create an online platform for submitting and tracking dispute resolutions, making the process more accessible and transparent. **Tier 3**

System Changes

- Explore the feasibility of requiring a housing court for mediation before eviction. **Tier 2**

- Explore the feasibility of offering low-cost/free attorneys to remedy landlord-tenant disputes. **Tier 3**

Laws & Mandates

- Periodically review and update local policies and regulations. **Tier 1**

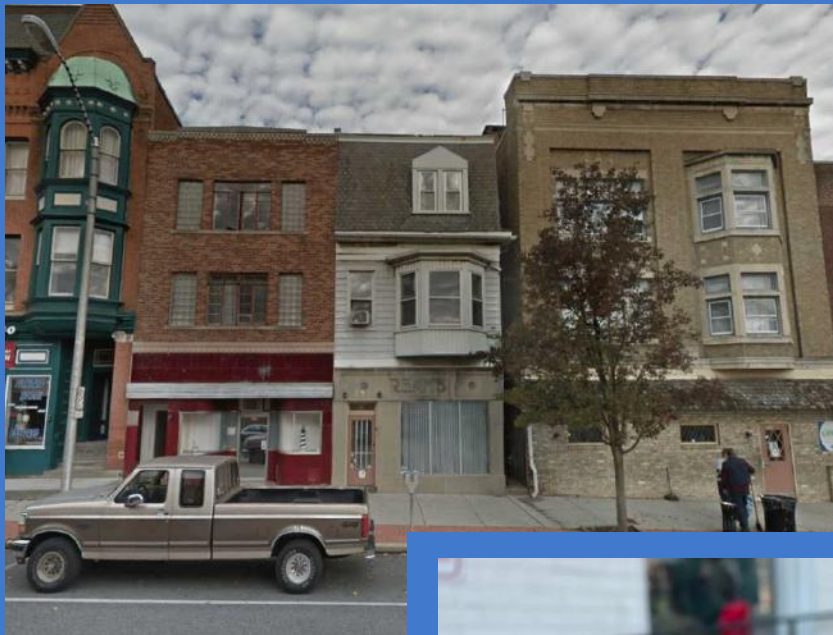# Improving Property Conditions

CITY OF YORK
Comprehensive Plan

3

Making Homelessness Brief, Rare, and Non-Recurring

LifePath Christian Ministries Emergency Shelter on West Market Street

Source: York County Coalition on Homelessness

Making Homelessness Brief, Rare, and Non-Recurring

Homelessness is a complex and multifaceted issue that affects individuals, families, and communities across the nation. According to the U.S. Department of Housing and Urban Development (HUD), on a single night in January 2020, 580,466 people experienced homelessness in the United States*. Homelessness negatively impacts the health, well-being, and dignity of those who experience it, as well as the social and economic fabric of society.

*See Page 3-4 for a homelessness count of York City and County.

The York City 2044 Implementable Comprehensive Plan recognizes that homelessness is not inevitable and can be prevented and ended with effective policies, programs, and partnerships. The plan envisions a city where everyone has a safe, stable, and affordable place to call home and where homelessness is brief, rare, and nonrecurring. To achieve this vision, the plan sets forth two strategic objectives:

Objectives

Expand Choice and Variety of Housing Types

Housing choice and variety are essential to meet the city's residents' diverse and changing needs and preferences.

Different housing types, such as single-family homes, multi-family homes, apartments, condos, co-ops, duplexes, townhouses, and others, offer various benefits and trade-offs regarding cost, size, location, design, and amenities. This plan aims to increase the city's supply and diversity of housing options, especially in areas with high demand and low availability, by supporting infill development, adaptive reuse, accessory dwelling units, mixed-use projects, and innovative design solutions.

Homeownership is critical to wealth creation and economic mobility for low-income and minority households (see Chapters 6 and 7 of this plan for additional information). Homeownership can also give individuals and families a sense of security, pride, and belonging. However, many barriers prevent potential homebuyers from achieving their dream of owning a home, such as a lack of savings, credit issues, discrimination, and a limited supply of affordable homes. This plan proposes various initiatives to help renters transition to homeownership, such as rent-to-own programs, down payment assistance, housing counseling, and cooperative housing models.

Create Pathways to Homeownership

Making Homelessness Brief, Rare, and Non-Recurring

What is Homelessness?

Homelessness is defined as the state of having no home or permanent place of residence, and it has differing forms and causes.

According to the United Nations, access to shelter is a fundamental human right, yet homelessness remains a global human rights issue that continues to increase in severity and impact.

Homelessness has been on the rise for decades due, in part, to changes in public policy that deinstitutionalized mental health, housing, and related support programs. Additionally, continuous housing discrimination and gentrification caused people of color, specifically Black and Native Americans, to be at higher risk of homelessness.

The most common characteristic among those who have experienced or are experiencing homelessness is poverty.

What are the Causes?

According to the York County Coalition on Homelessness, 1,500 individuals experience homelessness in York County each year.

Causes of homelessness in York City include:

Lack of Affordable Housing

Domestic Abuse

Mental Illness

Economic Hardship

Unemployment

Homelessness can be further exacerbated by public policy, economic policies embedded in racism, food insecurity, and lack of access to transportation among low-income and historically marginalized populations.

What's the Existing Condition?

According to Friends and Neighbors of Pennsylvania, Inc., on any given day in York City, there are:

358 Homeless Individuals.

97 Unsheltered Homeless Individuals - Those sleeping in places not meant for human habitation, such as cars, parks, sidewalks, and abandoned buildings.

2022 York City Point in Time Count of Homeless

There were a total of 328 people residing in emergency shelters, transitional housing, or sleeping in an unsheltered location at night.

36

292
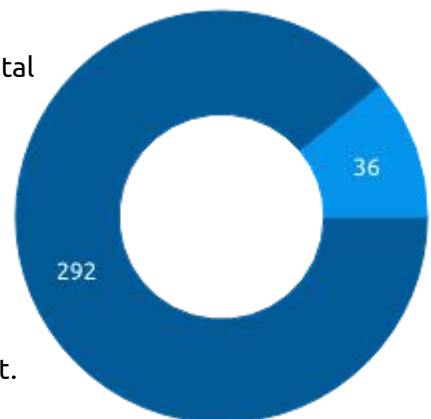
■ Sheltered ■ Unsheltered

Making Homelessness Brief, Rare, and Non-Recurring

Poverty in York County

Poverty is the most commonly shared characteristic among people experiencing homelessness.

In 2022, the federal poverty line was set to $13,590 for a single individual and $27,750 for a family of four. In the same year,

10% of employed individuals aged 16-64 fall below the poverty line.

10% of York County's population lives at or below the federally defined poverty level, with an additional **4%** close to the line.

20% of people living with a disability live at or below the poverty line.

30% of families headed by a single female live in poverty. This number rises to **39%** when children under 18 are present, and **45%** if children under 5 are present.

Increase in Unsheltered Aged 18-24

According to the York County Coalition on Homelessness, providers have reported an increase in the unsheltered population in York City, especially among youth (18-24) and older adults, many with co-occurring mental health, substance abuse, or physical disabilities.

The Recurring Aspect of Homelessness

The following information provided by the York County Coalition on Homelessness Strategic Plan, 2023-2026, shows a reoccurring cycle associated with homelessness.

< 25% of households that enter a homeless assistance program exit to permanent housing.

16% of the clients utilizing emergency shelter exit to a permanent housing destination.

50% of households exited a Rapid Re-Entry Housing (RRH) Program* to permanent housing.

According to the city's Bureau of Housing Services, the most significant obstacles to providing families with permanent housing continue to be the lack of jobs that pay a living wage and the scarcity of safe, affordable housing that can accommodate large families.

Types of Homelessness

The U.S. Department of Housing and Urban Development (HUD) defines the following types of homelessness to connect clients to the proper resources better:

Homeless

A person who is homeless does not have a fixed nighttime residence and instead might sleep overnight in a temporary shelter or place not meant for human habitation.

Imminent Risk of Homelessness

A person at imminent risk of homelessness will soon lose their primary nighttime residence, doesn't have another place to go, and doesn't have the resources to get another residence.

*More information on rapid re-entry housing can be found on Page 3-7 of this plan.

Homeless Under Other Federal Statutes

These individuals include youth or families with youth who haven't had permanent housing in the last two months, who live in unstable housing, and who have needs or barriers to accessing housing.

Fleeing or Attempting to Flee Domestic Violence

A person fleeing domestic violence who has no other residence and doesn't have resources to obtain permanent housing.

Homelessness can be further brokendown into categories based on the amount of time an individual has been homeless:

Chronic Homelessness

A person who has been homeless for more than a year or has had frequent episodes of homelessness within the last couple of years. Chronic homelessness can be attributed most frequently to mental illness, substance use disorders, disabilities, or medical conditions.

Episodic Homelessness

A person who has on-and-off periods of homelessness in their life or has been homeless three times or more within the last year. Similar to chronic homelessness, those who are episodically homeless struggle with medical issues, mental illness, and substance use disorders.

Transitional Homelessness

A person who is homeless for a short time because of a crisis or unforeseen event. This is the most common type of homelessness and typically involves entering a shelter or temporary housing for a single stay.

Tools to Combat Homelessness

The following is a brief discussion of the tools used to combat homelessness.

Housing First Policy

The Housing First Policy is an approach to homeless assistance that prioritizes providing permanent housing to people experiencing homelessness without prerequisites or conditions beyond necessities. This approach is based on the belief that people need necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. The Housing First approach is an efficient approach to end homelessness for high-need populations, such as chronically homeless individuals.

Emergency Shelter

An emergency shelter is a temporary housing facility for people who are unable to live in their previous residence due to a crisis (domestic violence or sexual abuse) or disaster (natural or artificial). Emergency shelters are a significant component of the city's homeless housing services; however, federal funding has shifted to rapid rehousing and permanent supportive housing in recent years. Low-barrier shelters are critical, providing temporary housing with minimal restrictions or requirements for entry (such as sobriety or identification).

Making Homelessness Brief, Rare, and Non-Recurring

Rapid Re-Housing (RRH) is a homeless assistance approach that provides short-term rental assistance and services to help people obtain housing quickly and increase self-sufficiency.

Permanent Supportive Housing (PSH)—Permanent supportive housing is a form of subsidized housing that provides long-term, affordable housing and support services to people with disabilities or other special needs who are homeless or at risk of becoming homeless. PSH resources are needed for families with children, as these households represent 64% of those waiting to receive homeless assistance.

Permanent Housing - HUD defines permanent housing destinations as places where people reside when they exit the homeless system, which can include:

- Unassisted rental housing
- Permanent supportive housing
- Living with friends and family in a stable situation
- Public or assisted housing
- Permanent housing with rapid re-housing assistance

HUD TA - HUD's Technical Assistance (TA) is designed to provide resources, tools, and support for recipients of HUD funding, such as state and local government grantees, public housing authorities, Continuums of Care, and nonprofits.

Rapid Re-Entry Housing - A housing intervention designed to support individuals re-entering society from institutional settings such as prisons, hospitals, or rehabilitation centers. The primary goal is to provide stable housing quickly to facilitate successful reintegration and reduce the likelihood of recidivism.

Homelessness Resources and Stakeholders

York City and York County have taken a unified approach to tackling the issues surrounding homelessness. The York City/York County Continuum of Care is the area's rapid rehousing and permanent supportive housing service funding provider. These funds assist homeless individuals and families.

The York County Coalition on Homelessness

The U.S. Department of Housing and Urban Development funds the Continuum of Care (CoC). The planning body associated with these funds is the York County Coalition on Homelessness in York County. This funding provides housing resources for homeless individuals and families in our community. The York County Planning Commission is the lead agency for submitting grant requests for funding through the CoC process. This grant process is annual, typically occurring between May and September each year.

Pathways to Home

York County's Coordinated Entry System seeks to reach out to homeless individuals and families and address their needs based on vulnerability prioritization. The York County Coalition on Homelessness administers Pathways to Home.

Code Blue Team

The Code Blue Team coordinates and confirms the code blue shelter and daytime warming station schedule during winter.

Making Homelessness Brief, Rare, and Non-Recurring

The team works to prepare unsheltered clients as much as possible for extreme weather events and conducts post-weather event checks to repair tents, replace survival gear, and conduct wellness checks to identify and treat hypothermia.

In 2024, the Coalition on Homelessness began implementing a 'youth-specific' annual count to run concurrently with the general count each January (as required by HUD). The information will become available in 2025.

Friends & Neighbors

Friends & Neighbors of Pennsylvania, Inc. (F&N) was formed in 2008 with a vision of all neighbors living and thriving in healthy communities. F&N seeks innovative long-term solutions through collaborative relationships to create change by applying best practices and creative solutions to problems that hurt communities and prevent opportunities. Homelessness is a "stubborn problem" that is complex, complicated, multi-dimensional, and longstanding. It also requires the collective support of multiple service systems in the community that extend far beyond "housing." In 2020, F&N began York County's first formal Coordinated Street Outreach team. This team covers the County of York – including a hotline that those experiencing homelessness or those working to help those experiencing homelessness can call.

York Housing Authority[1]

The York Housing Authority (YHA) aims to provide safe, decent, affordable housing opportunities to eligible people in a manner that encourages self-sufficiency. The YHA administers various federally funded housing programs as a local housing authority.

The Authority owns and manages housing units throughout the county under the Public Housing Program.

1,041 Public Housing Units

1,536 Housing Choice Vouchers

York City Bureau of Housing Services

The City of York Bureau of Housing Services (BHS) is one of five Department of Economic and Community Development (DECD) bureaus. BHS works toward the vision that all city residents can find affordable homes and have equitable access to quality housing. To this end, BHS is tasked with developing citywide housing policy, increasing affordable housing, promoting stable homeownership, managing resources, and promoting and ensuring enhanced quality of life for individuals who live and work in the City of York.

The Bureau of Housing Services is funded by the U.S. Department of Housing and Urban Development with Community Development Block Grant Funds, commonly known as CDBG, and HOME Investment Program Funds, or HOME.

[1]Individuals under supervision for probation or parole are ineligible, as is anyone convicted of a drug-related or violent crime in the past 10 years, registered sex offenders, those currently using illegal drugs or abusing alcohol, and those with three convictions in the prior three years for crimes that affect the health, safety, and welfare of others.

Making Homelessness Brief, Rare, and Non-Recurring

Bell Socialization

Mental health can be a significant challenge for those experiencing homelessness. Bell Socialization Services, a nonprofit in York County, does some outreach to these populations through its PATH program, which attempts to engage and encourage those with mental health issues to seek permanent housing.

City of York Redevelopment Authority

The Redevelopment Authority owns 200 parcels of land citywide that can be made available to developers to construct market-rate and low- and moderate-income housing in the City of York. In addition, the city allocates resources to acquire blighted properties to further the city's consolidated and comprehensive plans.

York County Re-Entry Coalition

The York County Reentry Coalition (YCRC) was created in September 2016 to connect those leaving prison and reentering society in York County with available resources. The main goal of the YCRC is to help these men and women during a time of transition in their lives by providing education, access to resources such as housing, and guidance on how to move forward after prison.

Service Needs and Program Gaps

Services provided within the homeless community can be classified into four categories: prevention and diversion, emergency sheltering, supportive services, and permanent housing.

Prevention and Diversion Gaps

A diversion strategy is necessary to divert households facing a housing crisis from entering the homeless system. The lack of prevention resources and diversion puts a strain on existing emergency shelters and the homeless service system as a whole and results in households entering the homeless system who may otherwise have been diverted from experiencing literal homelessness.

17%   Or 131 households accessing York County's Coordinated Entry (CE) System in 2022 were not homeless/fleeing domestic violence (DV) but instead were at risk of homelessness.

Diversion strategies typically include a mix of some or all of the following:

- Mediation assistance.
- Short-term financial assistance.
- Move-in cost assistance.
- Housing relocation assistance.
- Long-term resource assistance.
- Training for all homeless system partners to embed diversion strategies in daily practice.
- Coordinate domestic violence emergency shelters and homeless resources.

Emergency Shelter Needs

There is a shortage of emergency shelter beds to serve all who need them, and those available are inaccessible. The following have been identified as emergency shelter needs:

- Low-barrier shelters.

- Shelters that are wheelchair accessible.

- Shelters that accept teen children, larger families, or pets.

Making Homelessness Brief, Rare, and Non-Recurring

- Shelters that are located outside of York City.

- Additional services with more of a "housing focus."

- More case management.

- Advocacy assistance.

- Permanent housing support.

- More routine communication between emergency service providers to collaborate around challenges and solutions and to identify resources to expand services.

- Increased training and retraining to reduce staff turnover.

Gaps in Supportive Services

The following supportive service gaps have been identified:

- Under-resourced outreach teams lacking case management and advocacy services.

- A lack of access to the "intensive case management" that may be needed to assist individuals and families with exiting homelessness and achieving stability.

- A lack of access to dedicated day centers for persons experiencing homelessness.

- A lack of access to Mental Health Services.

- A lack of access to emergency and permanent housing resources.

- A strengthened partnership with the York County Behavioral Health Community.

Shortage of Appropriate Permanent Housing

There is a lack of access to Homeless Dedicated Affordable Housing, such as Rapid Re-Housing and Permanent Housing.

Additionally, there also exists inadequate access to supportive services, such as:

- Housing search assistance.

- Increased depth of services provided.

- An inadequate number of caseworkers to manage the existing caseload.

- A system-wide lack of training on the principles of RRH.

Strategies Used to Fill Gaps and Meet Needs

The following capacity-building strategies have been identified to make homelessness in York City brief, rare, and non-recurring:

Prevention and Diversion

Emergency Shelter

Supportive Services

Permanent Housing

Please see the following page for recommendations based on these strategies.

How can we accomplish our Vision?
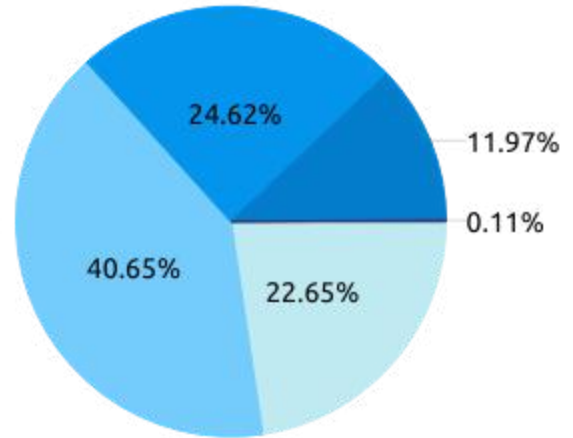
Services & Capacity-Building

- Coordinate with county providers to assist in creating a full-blown or "pilot" coordinated diversion strategy to divert households facing a housing crisis from entering the homeless system. A diversion program will likely include mediation and short-term financial and long-term resource assistance. **Tier 1**

- Prioritize funding of programs that partner with homeless and domestic violence funding. **Tier 1**

- Encourage eligible agencies to seek HUD Technical Assistance to provide resources, tools, and support for recipients of HUD funding, such as the York County Housing Authority, the York County Continuums of Care, and non-profits. **Tier 1**

- Support programs that will embed housing navigators/case managers, mental health resources, and staff with mental health training in shelters and other housing programs. **Tier 1**

- Prioritize funding for ongoing training for emergency shelter providers related to housing-focused shelter services. **Tier 1**

- Prioritize CDBG funding for improvements that make existing shelters wheelchair-accessible and ADA-compliant. **Tier 1**

- Increase the number of affordable housing units in the city's new housing pipeline. **Tier 1**

- Utilize tools such as Inclusionary Zoning to ensure that areas like the city's Central Business District maintain a stock of quality, affordable housing in the city's downtown neighborhoods. **Tier 1**

- Increase engagement, education, and advocacy with developers and landlords to create a more comprehensive array of available and affordable rental housing, most importantly, cheap to the lowest incomes and those experiencing homelessness. **Tier 1**

- Encourage and facilitate additional Rapid Rehousing and Permanent Housing options. **Tier 1**

- Recruit and maintain landlord partnerships, potentially as part of a supportive service rental program. **Tier 2**

- Explore funding positions at the city staff level to assist in coordinating training and monitoring of housing programs. **Tier 2**

- Support programs that create dedicated housing navigator positions. **Tier 2**

- Support programs that will implement ongoing, intensive, and long-term training for the homeless service system staff. **Tier 2**

- Encourage construction of units dedicated to rapid rehousing. **Tier 2**

- Fund programs that increase supportive services to households and individuals suffering from near homelessness. **Tier 2**

- Explore the feasibility of cooperative housing models. **Tier 2**

Expanding Choice and Variety of Housing Types

Existing Housing Inventory

Housing inventory refers to the total stock of housing units and their characteristics. The following housing types are common across York City:

Single-Family Detached	**22.65%**
Single-Family Attached	**40.65%**
2-9 Unit Dwellings	**24.62%**
10 + Unit Dwellings	**11.97%**
Mobile Home	**<1%**

The majority (63%) of the city's housing stock is comprised of single-family dwellings.

Single-Family Detached
Single-Family Attached
2 to 9 Apartments
10+ Apartments
Mobile Home or Other

Source: U.S. Census Bureau - ACS 5-Year Estimates Data Profiles (DP04)

The Age of the City's Housing

According to the 2022 Census, nearly 50% of the city's 17,012 occupied housing units were constructed before 1939. Over 90% of the city's current housing stock was constructed before 1980, more than 43 years ago.

An aging housing stock requires an active property maintenance compliance program and a steady pipeline of new and rehabilitated housing units.

Year Housing Structures Built		
	Total No. of Units	**Total % of Units**
1939 or Earlier	8,482	49.86%
1940 to 1959	4,151	24.40%
1960 to 1979	2,706	15.91%
1980 to 1999	1,210	7.11%
2000 to 2009	312	1.83%
2010 to 2013	151	0.89%
2014 or Later	0	0%

Source: U.S. Census Bureau - ACS 5-Year Estimates Data Profiles (DP04)

Middle Housing

Greater housing choice requires a diverse housing stock of varying sizes and price points. The single-family home with a large yard may not be appropriate for the mature empty nester or the young professional. A lack of housing choice means that some residents will overpay for what they truly need, some will take on more maintenance responsibility than they want, and others will find what they need elsewhere.

Middle housing is defined as house—or pedestrian-scale buildings with multiple units in walkable neighborhoods. Typical building types include duplexes, triplexes, fourplexes, cottage courts, and courtyard buildings, which provide diverse housing options and support locally serving retail and public transportation.
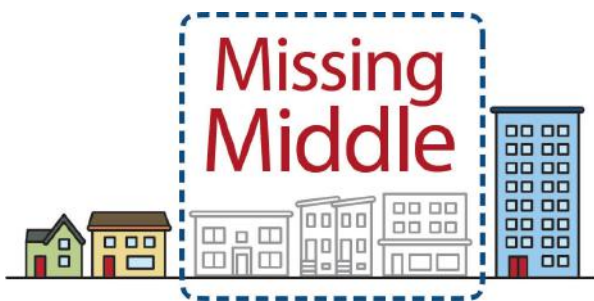
Source: Alliance for Housing Solutions

Middle Housing policies allow the "by-right" development of middle housing options in the residential and multi-use zoning districts.

It is important to note, however, that the construction of missing middle housing structures does not include converting existing single-family dwellings into multi-family dwelling units.

What do we want to see in our Community?

- All housing is safe, complete, and affordable.
- Adaptive reuse and redevelopment.
- Aging-in-place.
- Flexible and inclusionary zoning policies, allowing for mixed-use neighborhoods.
- Green building standards.
- Community understanding and engagement.
- Accessible services and support for all homeless types.
- Incentives to build affordable housing.
- Enhanced inspection programs.
- Public-private partnerships that address housing needs and community goals.

What is holding us back from accomplishing our Vision?

- Insufficient affordable housing options.
- Strict zoning regulations, such as those that limit mixed-use housing development.
- Local opposition to new housing developments, including alternative housing solutions, referred to as NIMBYism (Not In My Backyard).
- Stagflation and insufficient rent control measures.
- Inadequate financial incentives for developers.
- Insufficient accountability standards for landlords, such as a lack of enforced inspection programs.
- Tenant housing barriers include discrimination based on credit history, background checks, or other screening processes.
- Outdated and undersized housing stock.
- Insufficient funding opportunities for affordable housing.
- Insufficient communication and partnerships throughout the community.

What could happen if we do not make improvements?

- Increased number of individuals experiencing homelessness.
- Increased crime, leading to reduced safety.
- Continued lack of affordable housing opportunities.
- Decreased community resilience, leading to a diminished quality of life.
- Deterioration of existing housing stock.
- Economic instability due to disinvestment and increased costs of living.
- Lost sense of community.

How can we accomplish our Vision?

Education & Persuasion

- Create an accessible online inventory of properties. **Tier 1**

- Continue to support and promote programs and strategies that ensure the rapid re-housing of homeless residents. **Tier 1**

- Support the York County Coalition on Homelessness's efforts to more effectively coordinate those resources offered by non-profit and private sector groups to develop a continuum and full range of housing and ownership opportunities with supportive services for such programs. **Tier 1**

- Support financially sustainable strategies to provide homeownership opportunities for very low, low, moderate, and high moderate-income households, especially for families with children, to enable these households to have a path toward wealth accumulation. **Tier 1**

- Promote programs that provide permanent housing options for residents and households who are homeless or at risk of homelessness, including supportive services for individualized assistance and case management. **Tier 1**

- Develop rent-to-own programs that allow tenants to gradually transition into homeownership. **Tier 2**

Inducements & Incentives

- Collaborate with adjacent municipalities and regional partners to explore funding to support programs that provide housing for individuals who are homeless or at risk of homelessness. **Tier 1**

- Explore alternative funding sources to support construction of new or rehabilitation of existing, very low, low, moderate, and high moderate-income housing. **Tier 1**

- Continue to enforce rental quality standards through the City's rental licensing program. **Tier 1**

- Explore the opportunity to incentivize replacing existing housing units eliminated by redevelopment, either by providing them on-site or participating in a housing program. **Tier 1**

- Encourage the development of small, resource-efficient, affordable single-family homes, cottage housing, or clustering of houses. **Tier 1**

- Provide grants for home improvement projects that expire after 3-5 years – for landlords and homeowners. **Tier 2**

- Offer financial incentives, such as tax breaks, to landlords that accept housing vouchers. **Tier 3**

Expanding Choice and Variety of Housing Types

Services & Capacity-Building

- Plan for emergency housing needs that result from natural or man-made disasters by improving the coordination among emergency assistance providers, existing shelter programs, and healthcare outreach services. **Tier 1**

- Continue to support down payment assistance programs. **Tier 1**

- Facilitate and encourage the development of available and appropriate housing on vacant lots. **Tier 1**

- Evaluate areas for condo construction in the city's downtown area. **Tier 1**

- Analyze the feasibility of new and innovative housing types and designs that can be accommodated within all residential areas. **Tier 1**

- Continue to work with local community housing development organizations to create opportunities for new construction of affordable housing. **Tier 1**

- Create and adopt neighborhood plans for areas that would benefit from integrating varying residential types and densities, focusing on form consistent with the neighborhood's context and character. **Tier 1**

- Develop and adopt a program to provide uniform and equitable treatment for persons displaced by actions of private owners or the city. **Tier 1**

- Support infill housing development, residential adaptive reuse, accessory dwelling units, and mixed-use developments. **Tier 1**

- Monitor the development and distribution of group homes and residential care facilities to ensure adequate sites and infrastructure without over-concentration in any residential area. **Tier 2**

- Establish a design review advisory group of architects, project applicants, and community members to consider key issues and develop recommendations on new development standards and design criteria focusing on flexibility, varying housing types that sensitively fit into neighborhoods, and adaptive reuse of existing residential buildings for continued residential use. **Tier 2**

- Explore the development of housing co-operatives in the city. **Tier 3**

System Changes

- Encourage redevelopment of abandoned factories and warehouses into mixed-income housing. **Tier 1**

- Encourage mixed-use development, such as a first-floor business and housing above. **Tier 1**

- Identify areas near job centers, commuter rail service, and existing and planned transit corridors appropriate for higher density, multi-modal development and provide incentives in the Subdivision and Land Development Ordinance (SALDO) and the Zoning Ordinance (ZO) to promote redevelopment.   **Tier 1**

- Create and update an inventory of land suitable for residential development every two years, including vacant and underutilized land suitable for infill/redevelopment opportunities. **Tier 1**

- Protect the affordability of units at risk of losing subsidies or being converted to market-rate housing, and retain workforce housing options in existing neighborhoods that will allow long-term residents to age in place. **Tier 2**

Expanding Choice and Variety of Housing Types

- Establish and regularly reassess criteria for requiring workforce housing units in new development (on-site or through participation in a housing program) based on proposed development density, intensity, and size. **Tier 2**

- Explore opportunities with local credit unions, community banks, and non-profit organizations to offer flexible lending to city residents. **Tier 2**

- Explore the development of community land trusts in and around the city. **Tier 3**

Laws & Mandates

- Analyze the zoning, subdivision, and land development ordinances to identify regulatory barriers and appropriate locations for housing options for individuals who are homeless or at risk of homelessness. **Tier 1**

- Increase low-income housing opportunities, such as increasing the availability of Single Room Occupancy (SRO) units in the city. **Tier 1**

- Allow and promote accessory dwelling units (ADUs). **Tier 1**

- Update the city's Zoning Ordinance to allow the construction of middle housing and conversion of office space to residential units, where appropriate. **Tier 1**

- Allow various housing types to reflect the needs of all household types, including rental and ownership opportunities for single people, couples, families, seniors, persons with disabilities, and multi-generational families. **Tier 1**

- Designate sufficient land area on the Future Land Use Map (See page XIX) with appropriate development densities to accommodate population growth and housing requirements to ensure the continued provision of diverse residential types. **Tier 1**

- Adopt a model and zoning ordinance provisions for Managed Rooming Houses, similar to the single-room occupancy (SRO) model used by Community Housing Development Organizations (CHDO) in which stable housing and supportive services go hand in hand. **Tier 2**

- Regularly review the zoning and subdivision and land development ordinances, housing programs, and economic policies to allow and encourage the development of intergenerational communities with a range of housing choices for all income levels, connected by efficient public transportation systems and a safe pedestrian network providing access to employment opportunities. **Tier 2**

- Consider the creation and adoption of an anti-displacement policy. **Tier 2**

- Require documentation that all tenants have been provided legal notice of a permit application for housing demolition, change of use, or substantial rehabilitation. **Tier 2**

Taxes, Fees, and Fines

- Explore the feasibility of penalizing landlords whose properties are not meeting rental quality standards. **Tier 2**

- Explore the feasibility of implementing a vacant property tax. **Tier 3**

Creating Pathways to Homeownership

What are Pathways to Homeownership?

Pathways to homeownership include:

Traditional Mortgages - Borrowing money from a lender to purchase a home

Down Payment Assistance Programs - State or local programs, such as the York County Homebuyer Assistance Program and the Pennsylvania Housing Finance Agency's (PHFA) Keystone Advantage Assistance Program, provide financial help for down payments through loans, grants, or deferred payment options

Government-Backed Loans - Beneficial for borrowers with low income, limited down payment savings, or unique eligibility criteria. Examples include VA Loans, FHA Loans, and USDA Loans[1].

Shared Equity Programs - Allow more people to enter the housing market with reduced financial barriers. For more on programs like Community Land Trusts, see Chapter 6, Building Wealth in Neighborhoods.

Alternative Financing Methods - Alternative methods include seller-financed mortgages, lease-to-purchase programs, and assistance from family.

Why is Homeownership Important?

Homeownership is important for several reasons including:

Stability and Community Cohesion

Economic Growth and Property Values

Quality of Life and Well-Being

Long-Term Planning and Infrastructure

Affordable Housing and Equity

What are the Barriers to Homeownership?

Various barriers that hinder access to homeownership include:

Credit Score and Credit History

Lack of Information and Education

High Down Payment Requirements

Income Disparities and Wealth Gaps

Affordability Challenges

Tightened Lending Standards
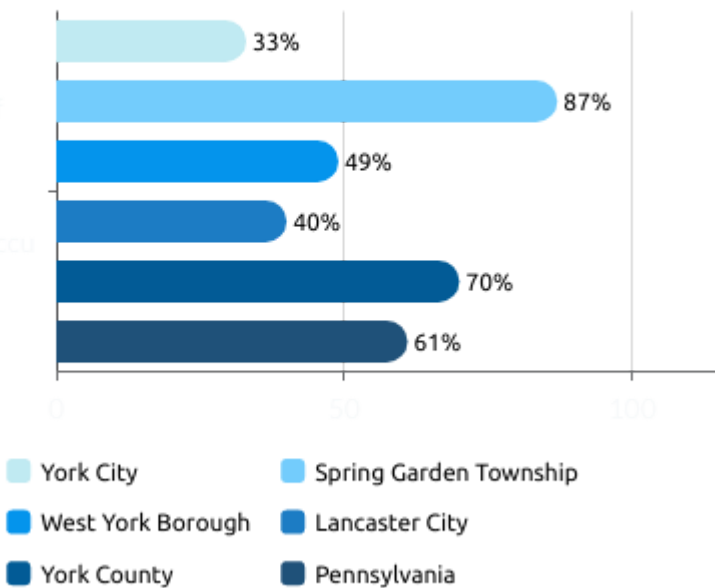
[1]VA (Department of Veterans Affairs) Loans are available to eligible veterans, active-duty service members, and their surviving spouses. FHA (Federal Housing Administration) Loans are designed to help individuals with low to moderate incomes to become homeowners. USDA (United States Department of Agriculture) Loans aimed at individuals in rural areas who meet certain income criteria.

Creating Pathways to Homeownership

Owner-Occupied Residential Properties

2022 Owner-Occupied Residential Properties

- 33% York City
- 87% Spring Garden Township
- 49% West York Borough
- 40% Lancaster City
- 70% York County
- 61% Pennsylvania

Legend:
- York City
- Spring Garden Township
- West York Borough
- Lancaster City
- York County
- Pennsylvania

Source: U.S. Census Bureau - ACS 5-Year Estimates Data Profile (DP04)

As shown above, the City of York has the lowest levels of homeownership when compared to the State, York and Lancaster Counties, West York Borough, and Spring Garden Township.

Community Input

Public sentiment regarding a particular issue also assists in creating a baseline of the existing condition. A 2019 Community Survey was used to gather opinions from residents across the city.

When respondents were asked to provide their opinion regarding the following statement, "More people owning their homes would make the City a better place to live." The overwhelming majority of respondents agreed.

Title

More people owning their homes would make the city a better place to live.

- 71% Agree
- 9% Disagree

Legend: Agree / Disagree
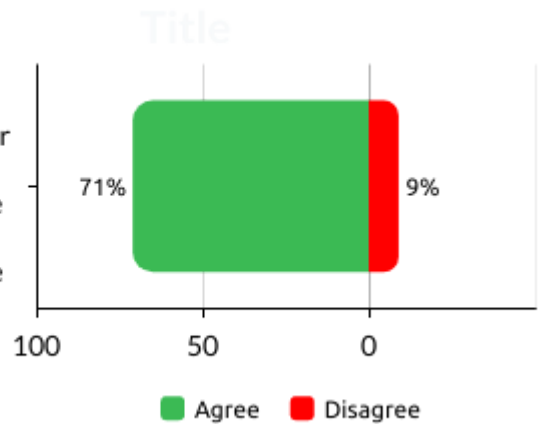
York County Indicators of Potential Disadvantage

The York County Planning Commission has identified specific barriers to housing that make individuals or groups who may face particular challenges or barriers more vulnerable to potential disadvantage.

Below are the Indicators of Potential Disadvantage as identified in the York County Housing and Community Development Plan, a Component of the York County Comprehensive Plan:

Low Educational Attainment – More than 12% of all individuals over 25 years of age have less than a high school diploma

Elderly – More than 26% of individuals are over 65 years of age

Limited English Proficiency – More than 2% of households do not have someone over the age of 14 years who speaks English well

Low Income – More than 10% have an annual income below poverty level

Creating Pathways to Homeownership

Minority Population – More than 12% do not identify as "white only"

Disabilities – More than 13% have a disability

Single Mothers – More than 11% are single, female-headed households

Lack of Vehicle Accessibility – More than 7% have no access to a vehicle

The information below details the Indicators of Potential Disadvantage as identified in the York County Housing and Community Development Plan, a component of the You County Comprehensive Plan.

York County Indicators of Potential Disadvantage	
Low Educational Attainment	> 12%
Elderly	> 16%
Limited English Proficiency	> 2%
Low Income	> 10%
Minority Population	> 12%
Disabilities	> 13%
Single Mothers	> 11%
Lack of Vehicle Accessibility	> 7%

*Percentages reference the County average
Source: 2017 York County Housing and Community Development Plan, a component of the York County Comprehensive Plan

York City's status regarding the indicators identified can be found in the table below:

City of York, 2020	
Low Educational Attainment	20.7%
Elderly	10.3%
Limited English Proficiency	6.2%
Low Income	27.7%
Minority Population	37.7%
Disabilities	18.6%
Single Mothers	39.1%
Lack of Vehicle Accessibility	9.8%

Source: US Census Bureau

Single mothers and minority population groups are the stand-out segments of the city's population likely to face a potential housing disadvantage. The development of affordable housing should target these populations.

The city's elderly population is the only group identified to fall below the county's established benchmark.

Homeownership Resources

York First Time Homebuyer Assistance Program

The Bureau of Housing Services assists with down payment and upfront closing cost assistance to income-eligible first-time homebuyers purchasing a home in York City through the Homebuyer Assistance Program. The program is currently administered by Tenfold, which provides eligibility screening, counseling, and other requirements on behalf of the City of York.

Creating Pathways to Homeownership

York City Emergency Rehabilitation Program

The Program is designed to help income-eligible resident homeowners in the City of York by providing financial and technical assistance for necessary home repairs including, but not limited to, replacement of roofing and heating systems, major electrical, major plumbing, sewer/water hookups, replacement of septic systems, and Senior Safe/ADA modifications. The program does not assist with cosmetic repairs or regular maintenance and upkeep of property.

What do we want to see in our Community?

- Education on homeowner and financial literacy.
- Community partnerships.
- Sense of community among neighbors, strengthening neighborhood pride.
- Accessible funding assistance.
- Inclusive affordable housing.
- Increase in new and newly refurbished housing stock.
- Housing diversity beyond single-family detached and attached structures.
- Minimal property maintenance concerns.
- Building wealth.
- Financial literacy and homeowner education.

What is holding us back from accomplishing our vision?

- Unsustainable cost of living, including maintenance costs and high property taxes.
- Economic instability, debt, and poverty.
- Insufficient affordable housing stock.
- Insufficient support services and programs to assist and educate for homeownership, including post-purchase education.
- Social inequities caused by discriminatory policies such as redlining.
- Increasing down payment and closing costs when purchasing a home.
- A lack of complete neighborhoods that provide amenities within walking distance.

What could happen if we do not make improvements?

- Landlords and property management companies will have increased control of the housing stock.
- Limited wealth-building opportunities.
- Increased socioeconomic division as the same demographics corner the housing market.
- Decreased safety and quality of neighborhoods.
- Decline in the local economy, leading to the loss of funding opportunities, development interest, and tax base.

How can we accomplish our Vision?

Education & Persuasion

- Continue to support first-time homebuyer education classes, down payment assistance, and financial literacy. **Tier 1**

- Develop strategies to attract developers for equitable homeownership opportunities. **Tier 1**

- Offer workshops or seminars on regular property maintenance and basic home maintenance tasks. **Tier 1**

- Explore the creation of new partnerships with realtors and banks to offer homeowner assistance programs, including personal budget courses. **Tier 1**

- Provide accessible, centralized information on homebuying and available inventory on the City's website. **Tier 2**

Creating Pathways to Homeownership

Inducements & Incentives

- Create a model for employers to aid employees in purchasing city homes, such as a waived down payment by years of service. **Tier 1**

- Promote the city's Residential Tax Abatement Program (RETAP) and the county's Local Economic Revitalization Tax Abatement (LERTA). **Tier 1**

- Promote property rehabilitation programs for homebuyers, including available YCPC grant programs such as the Home Improvement Program, Weatherization Assistance Program, and Whole Home Repairs Program. **Tier 1**

Services & Capacity-Building

- Promote family self-sufficiency programs through HUD. **Tier 1**

- Continue to fund down payment assistance and housing counseling programs. **Tier 1**

- Explore creating stakeholder partnerships to offer reconciliation and credit improvement programs. **Tier 2**

- Convert abandoned factories, warehouses, and other vacant buildings into green, affordable, and mixed-income housing. **Tier 2**

- Encourage or facilitate the development of Community Land Trusts (CLTs) and other shared equity programs. **Tier 2**

- Provide education and resources that will create legitimate and legal rent-to-own programs. **Tier 2**

System Changes

- Recruit large employers to the city and its surrounding areas. **Tier 1**

- Increase the percentage of employment in well-paying jobs. **Tier 1**

- Develop high-density housing for homeownership utilizing single-family attached units on vacant and underutilized parcels. **Tier 1**

- Diversify affordable housing options by allowing the construction of non-conventional single-family residences (housing types that deviate from the traditional detached, single-family homes such as accessory dwelling units and co-housing communities). **Tier 2**

- Explore and advocate for including paid-on-time rent in credit score history. **Tier 3**

Laws & Mandates

- Explore the feasibility of introducing just-cause eviction laws to the city and the county. **Tier 1**

- Explore options to require developers to include mixed-income housing in all new developments in the city's Zoning Ordinance. **Tier 1**

- Create a universal definition of affordable housing. **Tier 1**

- Increase low-income housing opportunities, such as increasing the availability of SROs in the city. **Tier 1**

- Explore the feasibility of establishing rent caps within targeted areas of the city. **Tier 3**

Making Homelessness Brief, Rare, and Non-Recurring

Sources: Chapter 3

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CITY OF YORK
Comprehensive Plan

4

Increasing Access to Health Services

Increasing Access to Health Services

Increasing Access to Health Services

Access to quality and affordable health care is a fundamental human right and a key determinant of health and well-being. Health care includes physical and mental health services, essential for preventing, diagnosing, treating, and managing various health conditions and promoting healthy lifestyles. Health care also encompasses primary care, the first point of contact for most people with the health system, and provides comprehensive, continuous, and coordinated care for individuals and families.

Objectives

Access to health care is not equally distributed among different populations and communities. Additionally, many factors can affect the availability, accessibility, acceptability, and quality of healthcare services, such as geographic location, socioeconomic status, race, ethnicity, gender, age, disability, insurance coverage, and health literacy. These factors can create barriers and disparities in healthcare access, leading to unmet health needs, delayed or inappropriate care, increased costs, and poorer health outcomes.

The City of York recognizes the importance and challenges of healthcare access for its residents, especially those who are underserved, uninsured, or underinsured. The city also acknowledges the interrelatedness of healthcare access with other social determinants of health, such as education, employment, income, housing, transportation, environment, and safety. Therefore, the city is committed to improving healthcare access for all its residents by addressing the gaps and barriers in the current healthcare system and enhancing the capacity and quality of the existing healthcare providers and services.

Increasing Access to Primary Health Care Providers

Access to primary care health services is fundamental for the overall well-being and vitality of any community. Primary care is the cornerstone of a healthcare system, providing essential services that contribute to individual health, community resilience, and the prevention of widespread health issues. Increasing access to primary care health services better positions York City to promote and maintain the health and well-being of its residents.

Access to mental health services is crucial for the well-being of the community. Mental health services play a vital role in addressing individuals' needs, reducing stigma, enhancing productivity, mitigating crises, promoting public safety, improving community health, and fostering a supportive environment. Increasing individuals' access to care creates a better and stronger York City.

Increasing Access to Mental and Behavioral Health Providers

Approaches to Health Care

There are several different approaches to the provision of healthcare. They include the following:

- Government-funded healthcare
- Health care provided by private providers and funded through employer/employee contributions
- A mix of the two
- Out-of-pocket healthcare

The United States utilizes government-funded programs (Medicaid and Medicare) and private providers.

Medicare and Medicaid Programs

Medicare and Medicaid are two government-funded healthcare programs. Medicare is a federal program that provides coverage to individuals 65 or older and those with certain chronic conditions or disabilities, regardless of their income. Conversely, Medicaid is a state and federal program providing coverage to low-income individuals.

The Affordable Care Act (ACT)

The Affordable Care Act (ACA) is a comprehensive healthcare reform law enacted in March 2010. The ACA has three primary goals:

Affordability

Make affordable health insurance available to more people.

Expansion

Expand the Medicaid program to cover all adults with income below 138% of the federal poverty level.

Support

Support innovative medical care delivery methods designed to lower the costs of healthcare.

The ACA has several provisions to improve healthcare quality and reduce costs, including:

Pre-existing conditions

Insurance companies are prohibited from denying coverage to individuals with pre-existing conditions.

Essential health benefits

Insurance plans must cover essential health benefits, including hospitalization, prescription drugs, and maternity care.

Individual mandate

Individuals are required to have health insurance or pay a penalty.

Subsidies

Provided to help low- and middle-income individuals purchase health insurance.

Medicaid expansion

Expand Medicaid eligibility to all adults with incomes below 138% of the federal poverty level. In 2022, this equated to $18,000 annually for an individual in York County and $43,253 for a family of four, based on the county's poverty line.
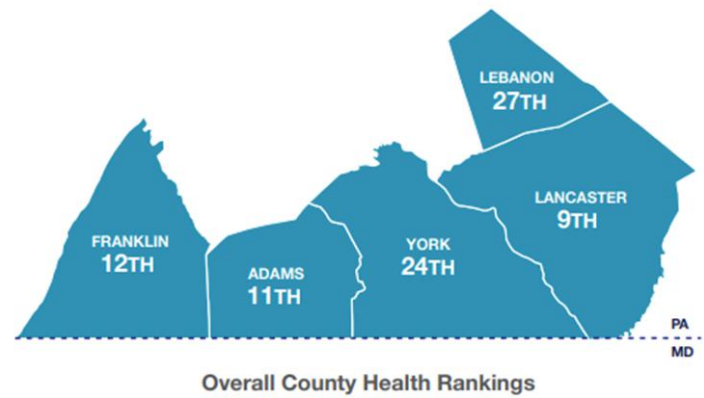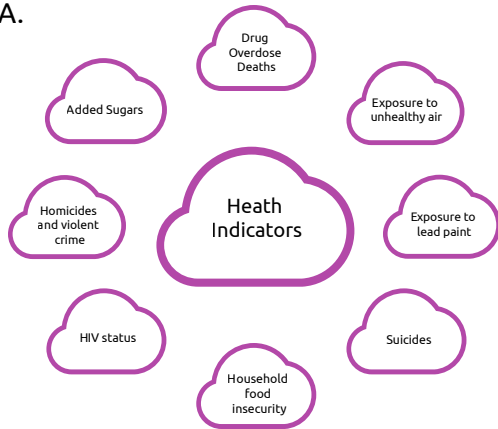
Leading Health Indicators

A community health profile comprises indicators of and data regarding sociodemographic characteristics, health status and quality of life, health risk factors, and relevant health resources. These indicators inform priority setting and data interpretation on health issues.

The City and County of York are part of the WellSpan Health System (in addition to the University of Pittsburgh Medical Center or UPMC); many community health indicators are included in WellSpan's 2022 Community Health Needs Assessment, as laid out below.

The assessment compared various health indicators for the Counties of Adams, Franklin, Lancaster, Lebanon, and York, PA.

Overall County Health Rankings

2022 COMMUNITY HEALTH NEEDS ASSESSMENT - YORK COUNTY WELLSPAN HEALTH		
INDICATOR	2017	2022
Did not receive health care because of a lack of transportation	6 %	4%
Did not have health care in the past year because of cost	12%	9%
Uninsured (% of pop. under age 65 without health insurance)	10%	5%
Does not have a personal physician	16%	12%
Poor or fair health	16%	16%
Experienced any unfair treatment b/c of race, ethnicity, or culture	-	12%
Experienced any trauma symptoms	-	22%
Economic hardships (one or more)	37%	27%
No routine check-up with doctor in past twelve months	24%	27%
Has not seen a dentist in the last year	27%	25%
Stressed about the recent loss of a loved one	-	38%
Did not participate in physical activities or exercise in past month	26%	37%
Stressed about money worries	-	44%
One or more days with depression symptoms in past two weeks	64%	65%
BMI: Overweight or Obese	72%	73%
Did not exercise 30 minutes on five days in past week	84%	82%

Increasing Access to Health Services

Health Indicators

Consumption of Added Sugars

Reducing the consumption of added sugars can help people get the nutrients they need without getting too many calories; however, a lack of access to fresh foods makes it difficult to limit the consumption of added sugars. According to the CDC, the percentage of calories consumed daily from added sugars is 13.2%. Ideally, calories from added sugars should be no more than 200, 12 teaspoons (50 grams) or 11.5% of daily calories.

Drug Overdose Deaths

Drug and substance abuse is a significant public health problem with far-reaching consequences for individuals, families, and communities. It encompasses the inappropriate and harmful use of both legal and illegal substances, leading to physical, mental, and social health issues. According to the York Opioid Collaborative, between the beginning of 2019 to Nov 2023, 716 people have lost their lives to drug overdoses in York County.

Exposure to Unhealthy Air

Air quality changes over time and can be impacted by temperature changes, humidity, pollen content, and wildfire smoke. Poor air quality can significantly impact health and is linked to heart attacks and irregular heartbeats, asthma, decreased lung function, and increased irritability of airways.

Homicides and Violent Crime

Homicides are considered a gauge of community health and perception of safety. The number of homicides varies yearly and is not considered an accurate reflection of the true nature of crime and safety in a community. That said, in 2022, the York Dispatch reported 22 homicides in the city, higher than the previous year; however, as of June of 2023, the total number was 3, the lowest for this point of the year since 2020.

Household Food Insecurity and Hunger

Improving affordable access to healthy food is essential in making the community healthier and may lead to reduced medical costs. In the City of York,

- 44.6% of residents have low access to healthy food (USDA, 2022)
- 42.8% of residents are low-income (2022 Census)
- 36.9% of households do not have access to a vehicle (2022 Census)
- 34.9% of households receive SNAP (Statistical Atlas, 2022 Census)
- 31.3% of eligible households do not receive SNAP benefits (Statistical Atlas, 2022 Census)

For additional information about food insecurity in the City of York, please see Chapter 5, Eliminating Food Insecurity.

HIV Status (13+ years)

The prevalence of HIV in a community can serve as a marker for environments leading to unsafe intravenous drug use, unprotected sex, lack of HIV treatment (antiretroviral therapy), or lack of HIV Prevention medicines such as pre-exposed prophylaxis (PrEP), and post-exposure prophylaxis (PEP). The data is used to assist communities in identifying opportunities for intervention and prevention. According to the CDC, approximately 36,881 people live with HIV in PA in 2022.

Exposure to Lead Paint

Lead paint exposure is a significant health issue that can have severe and long-lasting effects on individuals, especially children. Homes built before 1978 often have lead paint hazards. Low-income, minority populations are more likely to live in homes with structural defects and environmental hazards, such as lead paint.

Recommendations regarding limiting exposure to lead paint can be found in Chapter 2 of this plan.

Increasing Access to Health Services

Suicides

The York Daily Record recently reported 78 recorded suicide deaths in York County, Pennsylvania, in 2021, while the National Alliance on Mental Illness (NAMI) reported 2,014 lives lost to suicide in the state overall in the same year.

Healthcare Infrastructure in York City and York County

WellSpan Occupational Health provides occupational health services, including workers' compensation, physical examination, drug and alcohol testing, and clinical screenings. It also offers worksite wellness services such as health coaching and employee assistance programs.

City of York Bureau of Health: This bureau offers education, empowerment, and enhancement (3E) and start-up subsidy grant programs. The 3E program awards up to $5,000 to small businesses owned by minorities, women, and people with disabilities.

WellSpan York Hospital: The region's leader in advanced specialty care. They offer various services, including trauma, cancer, heart, and vascular care, and state-of-the-art facilities to address medical, surgical, and behavioral health conditions.

UPMC Hospital: Provides acute and emergency medical care, cardiology and vascular services, chronic disease management, surgical services, and treatment for patients in need of long-term acute care.

Urgent Care facilities in the city include:

Concentra Urgent Care

MedExpress Urgent Care

WellSpan Urgent Care (West York and South Queen Street)

Barriers and Systemic Biases

The following barriers and systemic biases harm access to and the quality of health care in York County and the City of York.

Transportation and Work-Related

Traveling to health appointments can often be a burden for patients. Not only obtaining a ride but being able to take off work and pay for gas can be factors prohibiting an individual from obtaining healthcare.

High costs

High out-of-pocket health costs may prevent individuals from seeking care. Even with insurance, the high costs associated with some procedures are a barrier. Low-income families often have to make this choice, opting for other essentials like food and rent over healthcare.

Stigma and Bias

Discrimination based on race, immigration status, sex, and gender exists across the healthcare network. These can often prevent patients from seeking care and specialized treatments such as mental health services. Language barriers also play a role in preventing patients from seeking care.

Lack of insurance Coverage

Insurance is the first line of defense against sky-high healthcare costs. However, insurance can often be expensive and confusing, causing individuals to lose out on benefits.

Racial and Ethnic

Marginalized racial and ethnic groups may experience inequities in access to care, quality of care, and health outcomes. These can be influenced by factors such as implicit bias, discrimination, and socio-economic determinants.

Socioeconomic

Individuals of lower socioeconomic standing often face barriers such as lack of health insurance, transportation issues, and other financial obligations.

Gender-based

Women often face challenges in having their pain and symptoms taken more seriously compared to men, leading to a lack of treatment or care.

Geographic

Individuals within rural areas often face more significant challenges in access to health services due to limited infrastructure, fewer providers, or longer travel times to treatment centers.

LGBTQ+

Members of the LGBTQ+ community may face discrimination within the healthcare system based on their orientation, impacting their willingness to seek care and resulting in delays in preventative care, early detection, and appropriate treatment.

Language and Cultural Barriers

Limited proficiency in language and cultural differences can impact proper communication between the provider and patient, leading to misunderstandings, misdiagnoses, and mistreatment.

Mental Health Stigma

The negative stigma that can still exist around those affected by mental health may lead many to avoid seeking care due to fear of judgment or discrimination.

The Role of Prevention

If we deal with healthcare as a treatment rather than a way of prevention, it becomes more costly. Utilizing healthcare as a prevention method means creating and informing the public on choices and healthy behaviors. These include regular exercise, outdoor time, wholesome and complete diets, and creating social communities. An individual's lifestyle directly represents their community and context, what they are surrounded by daily.

By providing healthier and affordable food options, places to exercise, and a stronger community, the city can help promote a healthier lifestyle, which usually results in fewer medical issues.

Lack of access to healthy food or the inability to afford it is one of the most significant impacts on personal health and healthcare needs. Improving affordable access to nutritious food is essential in making the community healthier and may lead to reduced medical costs.

Increasing Access to Health Services

According to "A Seat at the Table," 44.6% of York City residents have low access to healthy food. Living more than ½ miles from a supermarket, wholesale club, supercenter, or grocery store is low access for an urban area. Additionally, 42.8% of the population is low-income, and 36.9% of households do not have access to a vehicle. In 2022, 34.9% of households in the city received SNAP (Supplemental Nutrition Assistance Program) benefits; however, 31.3% of impoverished households did not receive benefits.

Along with lack of access to healthy food, other factors such as smoking and lack of exercise contribute to an unhealthy population and more medical expenses for the individual. Smoking is the number one cause of preventable deaths, and according to pa.gov, in 2022, 24.9% of adults in York City smoked regularly. Lack of exercise is also a significant factor in health-related issues, including mental health. Within York City, 38.5% of adults say they are physically inactive, meaning they do not exercise outside of work.

Ways to Improve

Improving Access to Healthcare should include actions that:

- Expand insurance to help cover more out-of-pocket costs.

- Expand on the knowledge of the healthcare system and help enroll eligible, uninsured residents in Medicaid to provide a broader range of coverage.

- Transportation, associated costs, and the need to take time off work all influence individuals to forego healthcare. Expanding the telehealth network allows more users to get the care they need without traveling to a facility.

- Consider running a mobile clinic hosting events that can better reach the public, such as vaccination days and educational programs at city events.

- Conduct a comprehensive study of city residents regarding their use of healthcare facilities and if there are possible shortcomings in specific neighborhoods or groups.

- Educate the public about the multitude of healthcare options. A visit to the emergency room is expensive and time-consuming; many patients who visit often do not need that level of care, and educating the public on cheaper and quicker options, such as urgent care facilities, will improve their usefulness.

- Help healthcare facilities reduce discrimination and other barriers for minorities, including possible language barriers.

Increasing Access to Primary Health Care Providers

What is a Primary Health Care Provider?

A primary health care provider or a primary care practitioner (PCP) is a medical professional who serves as the first point of contact for individuals seeking care. The role of a PCP is to provide comprehensive and continuous healthcare for patients by addressing a wide range of medical issues and coordinating care with specialists as needed. PCPs can be medical doctors (MDs or DOs), nurse practitioners (NPs), or physician assistants (PAs). Routine visits to a PCP are considered essential for maintaining proper health and well-being.

Crisis Facing The System

The United States is facing a crisis in primary care. According to the National Library of Medicine, over 100 million Americans face some primary care access barriers. Too few medical students are choosing to go into primary care, and the slow growth of the current primary care physician workforce has led to a shortage of PCPs, which is expected to worsen in the coming years.

Lack of Health Insurance

Language-Related Barriers

Disabilities

Inability to Take Time off Work to Attend Appointments

Geographic and Transportation-Related Barriers

A Shortage of Primary Care Providers

Systemic biases

Why is it Important?

First Contact

PCPs play a vital role as first contacts within the medical field; they not only help patients with care but answer any questions and help patients navigate the complex and often confusing area of medical care.

Preventative Care

PCPs strongly focus on preventive care. They provide routine checkups, screenings, and vaccinations to help ensure the patient's continued health.

Management of Common Illnesses

PCPs often diagnose and treat common medical issues such as infections, minor injuries, and chronic problems such as diabetes.

Coordination of Care and Referrals

PCPs play a valuable role in coordinating care through various specialists, ensuring all aspects of treatment are addressed.

Long-Term Relationship

Routine visits to a PCP place them in a valuable position to develop a long-term relationship with their patients, gaining a comprehensive understanding and knowledge of their medical background, lifestyle, and preferences.

Holistic Approach

Most PCPs approach health care holistically, combining physical and mental health with patients' overall well-being.

Increasing Access to Primary Health Care Providers

What Do We Want to See in Our Community?

• Every resident has access to services to better improve their health.

What Is Holding Us Back From Accomplishing Our Vision?

• Understanding the need for primary care.

• Financial barriers.

• Perceptions, barriers, and normality based on cultural or ethnic backgrounds.

• Cultural biases implied by providers.

• The confidence and knowledge to advocate for oneself.

What Could Happen If We Do Not Make Improvements?

• Economic costs, the difficulty of social and economic prosperity with an unhealthy community.

• Increased direct healthcare costs for the community.

• Decreased community equity.

• Increased mortality rates.

• Increase in chronic and severe health conditions.

How Can We Accomplish Our Vision?

Education & Persuasion

• Create and publish educational products regarding family planning. **Tier 1**

• Partner with local medical professionals to be role models who can act as intermediaries between the public and the health services field. **Tier 1**

• Promote the educational and training materials available to health service workers to reduce discrimination and biases towards patients. **Tier 2**

Inducements & Incentives

• Partner with local schools to host a career day focusing on medical care and coordinate trips to local medical facilities for students interested in the field, allowing them to gain valuable first-hand knowledge. **Tier 1**

• In collaboration with YCEA, WellSpan Health, UPMC, and the County of York, explore training and scholarship programs that offer education loan forgiveness, scholarships, and incentives to medical students and residents who commit to practicing primary care in underserved areas. **Tier 1**

Increasing Access to Primary Health Care Providers

• Partner with local medical facilities to create a "reward" program that incentivizes patients to complete welfare appointments regularly. **Tier 2**

Services & Capacity-Building

• Increase access to transportation services for medical appointments. **Tier 1**

• Work with local community leaders to create and expand peer support groups throughout the city. **Tier 1**

• Partner with WellSpan Health and UPMC to create workforce housing initiatives for healthcare workers and providers. **Tier 2**

• Partner with local institutions and health care providers to offer Medical Assistant training courses to students. **Tier 2**

• Create a drop-in help desk and hotline to help residents navigate health care services. **Tier 2**

• Create a health assistance fund for residents struggling to cover the co-pay on rendered health services. **Tier 3**

System Changes

• To increase comfortability and familiarity with providers and their locations, consider hosting non-medical-related community meetings and events within providers or medical care facilities. **Tier 1**

• Work with local medical providers to help expand their Telehealth services. **Tier 2**

• Create and maintain a case management system for those struggling to cover the costs associated with services. **Tier 3**
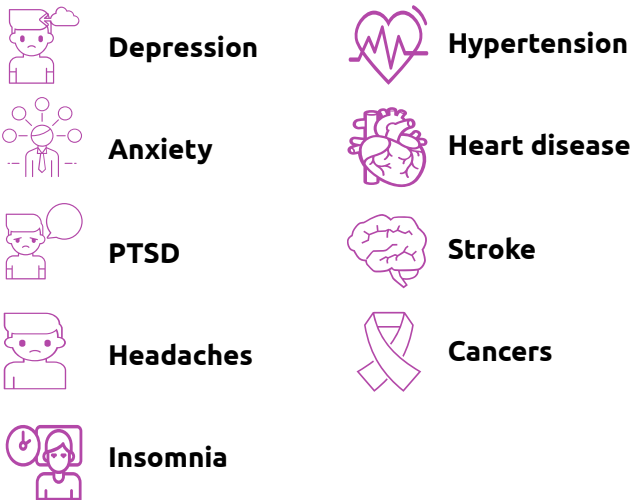
Increasing Access to Mental and Behavioral Health Providers

The Importance of Access

Mental health is a crucial aspect of the overall well-being of individuals and communities.

Poor mental health can lead to a variety of issues:

Depression	Hypertension
Anxiety	Heart disease
PTSD	Stroke
Headaches	Cancers
Insomnia	

Mental health problems can also often lead to a reduction in exercise, hygiene, and poor diet, causing an increase in vulnerability to diseases.

Barriers and Stigmas

Mental health often carries a negative stigma of being weak, violent, or dangerous. Increasing mental and behavioral health access increases relationships, productivity, and overall well-being of individuals and the community.

• Lack of available providers.

• Inadequate insurance coverage.

• High out-of-pocket costs.

• Fragmented care.

Current Crisis

According to the CDC,

52.9 Million Americans had a mental health issue in 2020

The United States is facing a growing youth mental health crisis:

41% Increased between 2009 - 2019

High School students who reported experiencing persistent sadness or hopelessness

62% Suicide death rate increase

Among adolescents aged 12 to 17 from 2012 to 2020

In early 2021, emergency department visits for suicide attempts were 51% higher for adolescent girls and 4% higher for boys than in early 2019.

The American Academy of Pediatrics, the American Academy of Child and Adolescent Psychiatry, and the Children's Hospital Association declared child and adolescent mental health a national emergency in October of 2021.

As of Sept. 30, 2021, 129.6 million people in the U.S. live in one of the 5,930 federally designated mental health care Health Professional Shortage Areas.

The percentage of needs met ranges from as low as 5% in the District of Columbia to 69% in New Jersey, with most states having fewer than 40% of the mental health professionals needed.

51% U.S. Counties

Have no practicing psychiatric providers

The shortage and maldistribution of mental health professionals across the country further impede access to mental health care.

Increasing Access to Mental and Behavioral Health Providers

What Do We Want To See In Our Community?

• Guaranteed and sustainable funding.

• Trauma-focused care.

• Improve research focused on adverse childhood experiences and lifelong effects.

• Streamline the process of finding care services.

• Increase the capabilities of care for families and individuals.

• Increase education surrounding mental health to reduce the negative stigma.

• Increase education about mental health and the benefits of proactive care.

• Increase the diversity in treatment options.

• Help create better structure and support in outside institutions such as schools and workplaces.

What is Holding Us Back From Accomplishing Our Vision?

• Inadequate state funding.

• Care provider shortage.

• State laws regarding patient privacy.

• Separation of mental and behavioral health from other forms of medical care.

• Misdiagnoses.

• Systemic biases.

• Transportation barriers.

• Negative perceptions of having a provider within a neighborhood.

• Lack of non-traditional hours to provide care.

• Slower growth of Telehealth.

• Hesitancy and mistrust on a cultural basis.

What Could Happen If We Do Not Make Improvements?

• Continued decline in overall community mental and behavioral health.

• Increase in the crime rate, including violent crime.

• Increased burden on the police force.

• Increase in the incarceration rate.

• Continued generational trauma.

• Increase in drug abuse and overdoses.

• Increase in the suicide rate.

• Overall decline in the population.

• Increased cases of preventable diseases.

• Disinterest in investment and redevelopment within some areas.

• Increase burden within the emergency medical facilities.

Increasing Access to Mental and Behavioral Health Providers

How Can We Accomplish Our Vision?

Education & Persuasion

- In partnership with the police department, the faith-based community, the medical community, and local educational institutions, create an educational campaign to reduce the negative stigma surrounding mental health. **Tier 1**

- Create a social media campaign dedicated to bringing awareness to mental health in the community. **Tier 1**

- Encourage and support trauma-based de-escalation training for city employees and interested volunteers. **Tier 1**

Inducements & Incentives

- Prioritize funding for mental health programs within city neighborhoods. **Tier 1**

- Create incentives for mental health providers to open a location within York City. **Tier 2**

Services & Capacity-Building

- Increase access to transportation services for medical appointments. **Tier 1**

- Encourage and support a program that provides support for family members of those affected by mental health. **Tier 2**

- Create a drop-in help desk and hotline to help residents navigate health care services. **Tier 2**

System Changes

- Actively coordinate with the local medical community to eliminate barriers to accessing mental health, focusing on providing services in city neighborhoods. **Tier 1**

- Encourage mental health providers to use neighborhood-specific community facilities, such as those found in community centers, libraries, and churches, to provide services within their neighborhood. **Tier 1**

- Work with local medical providers to help expand their Telehealth services. **Tier 2**

- Pilot a program that creates a coalition of low and no-cost providers for those who qualify. **Tier 3**

Laws & Mandates

- Lobby the state government to allow Public Service Loan Forgiveness to include debt accrued from medical services. **Tier 3**

Increasing Access to Health Services

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CITY OF YORK
Comprehensive Plan

5

Eliminating
Food
Insecurity

Eliminating Food Insecurity

Eliminating Food Insecurity

Food insecurity is a severe and pervasive issue that affects many people in York. According to 2022 data from the U.S. Department of Agriculture, 14.7% of the households in York County are food insecure, meaning they lack consistent access to enough food for an active, healthy life. Food insecurity can negatively affect individuals' and communities' physical, mental, and social health. It can also exacerbate other problems, such as poverty, crime, and environmental degradation.

Objectives

Improving The Charitable Food Network

Improving the charitable food network: The charitable food network is a system of food banks, food pantries, and meal programs providing food assistance to needy people. This plan proposes various initiatives to strengthen the charitable food network's capacity, efficiency, and quality, such as increasing funding, enhancing coordination, expanding outreach, and promoting nutrition education.

Expanding healthy food options: Healthy food options are foods rich in nutrients, such as fruits, vegetables, whole grains, lean proteins, and healthy fats. This plan aims to increase the availability, affordability, and accessibility of healthy food options in the city by supporting local farmers, farmers' markets, community gardens, urban agriculture, and healthy corner stores.

Expanding Healthy Food Options

Eliminating Food Deserts

Eliminating food deserts: Food deserts are areas where people have poor access to healthy and affordable food. This plan seeks to eliminate food deserts in the city by improving the physical and economic access to food retailers that offer various healthy food options, such as supermarkets, grocery stores, and co-ops. This plan also supports the development of transportation and infrastructure that facilitate food access, such as public transit, bike lanes, sidewalks, and roads.

What Does Food Insecurity Look Like?

Figure 1. Households do most food shopping further from home
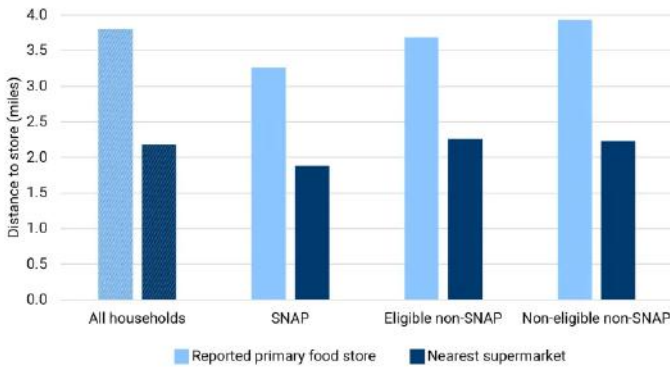
Source: USDA, Economic Research Service estimates using restricted-use data from the National Household Food Acquisition and Purchase Survey (FoodAPS), collected April 2012- January 2013.

B | Metropolitan Policy Program at BROOKINGS

Figure 3. Increasing food expenditures comprise decreasing budget share as income rises

Source: U.S. Bureau of Labor Statistics, Consumer Expenditure Survey, 2019. Adapted from U.S. Department of Agriculture, Economic Research Service.

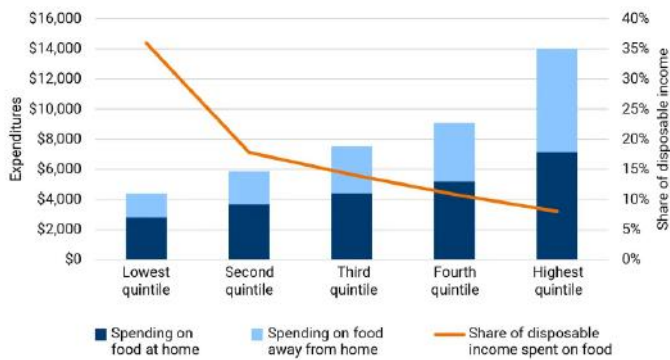B | Metropolitan Policy Program at BROOKINGS

Figures 1 and 3 from the Brookings Institute's Beyond " Food Deserts "publication provide a brief snapshot of food insecurity from a data perspective.

A long-held assumption is that individuals prefer to shop at the food retailer closest to home. However, as shown in Figure 1, research into this assumption has proven false. Data from the National Household Food Acquisition and Purchase Survey found that most households prefer to shop at a store further from their house, which applies to shoppers with and without vehicles.

Though national, this data points to the need for more diverse and higher-quality food options near where people live and a robust public transportation system that can help connect residents to their preferred shopping opportunities.

As shown in Figure 3, low-income households spend less than a third of high-income households, yet their food expenditures account for a disproportionate share (36%) of their disposable income. This forces families to make economic decisions that affect other aspects of their lives.

In developing action strategies for Eliminating Food Insecurity, the 2022 strategic plan of The Food Trust, a nonprofit organization that provides nutrition resources to adults and children, was reviewed. Relevant information from the strategic plan has been included to expand on the discussion and ensure conformity.

As stated in "A Seat At The Table," a report published in 2019 by The Food Trust evaluating York's charitable food network, the complexity of food insecurity requires true collaboration – for organizations, funders, advocates, and communities to cross boundaries, take risks, and change their behavior to solve social problems.

To address this issue, this comprehensive plan aims to eliminate food insecurity in the City of York by improving the charitable food network, eliminating food deserts, and ending healthy food options. These objectives are based on the best practices and recommendations from various sources, such as the York County Food Alliance, the York Fresh Food Farms, and the Pennsylvania Department of Agriculture. The following sections will explain each objective and present the strategies, actions, and indicators to achieve them.

Improving the Charitable Food Network

What is a Charitable Food Network?

A charitable food network is a collaborative system of organizations and partners that work together to address food insecurity and alleviate hunger within a community. The network involves various entities, including food banks, food pantries, soup kitchens, nonprofit organizations, government agencies, and community-based groups.

The city's charitable food network comprises over 100 non-profit food distribution programs. This network is primarily supported by the Central Pennsylvania Food Bank (CPFB) and the York County Food Bank (YCFB).

What are the Root Causes of Food Insecurity in York County?

Poverty

Unemployment

Economic Shocks

Below is information regarding the anchors of the York City Charitable Food Network.

The Central Pennsylvania Food Bank (CPFB) is a nonprofit organization dedicated to addressing food insecurity in the central region of Pennsylvania. They serve as a vital hub in the fight against hunger, distributing donated and purchased food to a network of over 1,000 partner agencies. The CPFB collaborates with donors, volunteers, and community partners to provide nutritious meals to individuals and families in need.

York Fresh Food Farms' core focus is growing healthy food. They aim to cultivate community health through agriculture, access, and affordability. Vegetables and fruit are available 52 weeks a year through their mobile produce market and through FarmShares. York Fresh Food Farms accepts SNAP and other food assistance checks.

The York County Food Bank (YCFB) distributes exclusively to the York County Charitable Food Network and is the primary charitable food provider for the City of York. Its programs include food distribution, drive-thru distributions, a mobile food pantry, a senior box meal program, a food rescue program, and a give-a-meal program.

Additionally, the city has implemented a farm-to-pantry initiative with the York County Food Bank, York Fresh Food Farms, and other community partners to increase access to fresh fruits, vegetables, and other healthy food options. In early 2023, the YCFB began a pilot program for their online food pantry in partnership with WellSpan Health. In addition to this initiative and others, identifying the gaps within the distribution system, coordinating and expanding services, and identifying strategies to assure future access is vital to helping the system reach every citizen it needs.

Improving the Charitable Food Network

Why Is Improving The Charitable Food Network Important?

To ensure access to healthy food

Assist community service providers with combating the root causes of food insecurity

Improve and promote nutrition security

The Charitable Food Gap

According to *"A Seat At The Table"* York County annually needs:

11.6 Million lbs. of Food

To feed:

55,155 Food-Insecure Residents

The charitable food network currently distributes:

**7.6 Million lbs of Food**

Resulting in a gap of:

4 Million lbs of Food

As defined by the U.S. Department of Agriculture, **Nutrition Security** is consistent access, availability, and affordability of foods and beverages that promote well-being, prevent disease, and, if needed, treat disease, particularly among racial/ethnic minority populations, lower-income populations, and rural and remote populations including tribal communities and insular areas.

Mapping Hunger Needs

The maps below and the following page provide information regarding food insecurity rates, the food distribution system, vehicle access, and SNAP benefit usage.
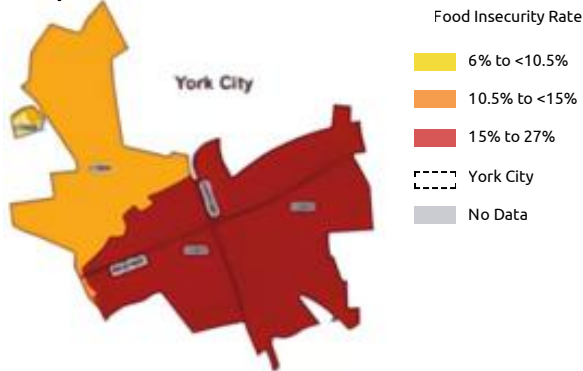
In Map 1 (left), much of the city has a 15% to 27% food insecurity rate, while the northwestern quadrant has a slightly lower rate of 10.5% to <15%.

Map 1

Food Insecurity Rate
- 6% to <10.5%
- 10.5% to <15%
- 15% to 27%
- York City
- No Data

Source: The York Food Bank, 2021

Map 2

Areas of Greatest Need, by ZIP Code
- High Food Insecurity & Low Food Distribution
- Low Food Insecurity & Low Food Distribution
- High Food Insecurity & High Food Distribution
- Low Food Insecurity & High Food Distribution
- York City
- No Data
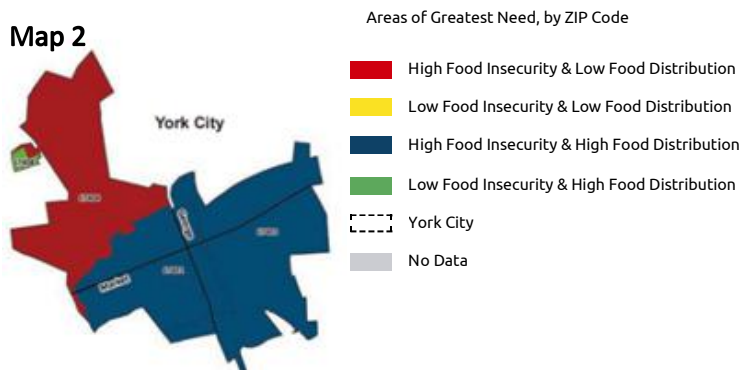
Source: The York Food Bank, 2021

Map 2 compares the food insecurity level against the food distribution level. As shown, much of the city is considered to have high food insecurity with a corresponding high rate of food distribution.

Improving the Charitable Food Network

Map 3

% of Households with No Access to a Vehicle
- 0% to <5%
- 5% to 28%
- York City
- No Data

Source: The York Food Bank, 2021

Map 3 (above) details areas where people lack vehicle access. As shown, 5% to 28% of York City's population does not have vehicle access.
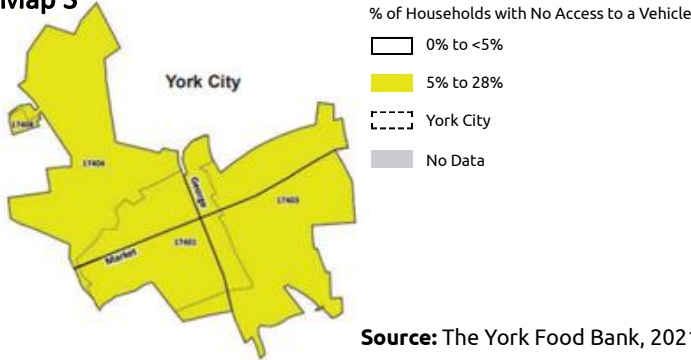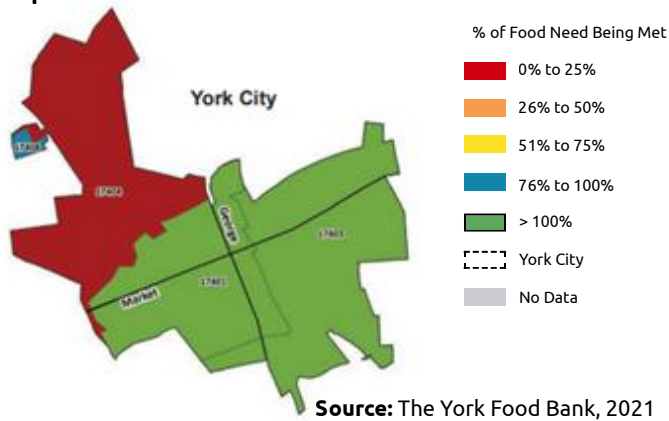
Map 4

% of Food Need Being Met
- 0% to 25%
- 26% to 50%
- 51% to 75%
- 76% to 100%
- > 100%
- York City
- No Data
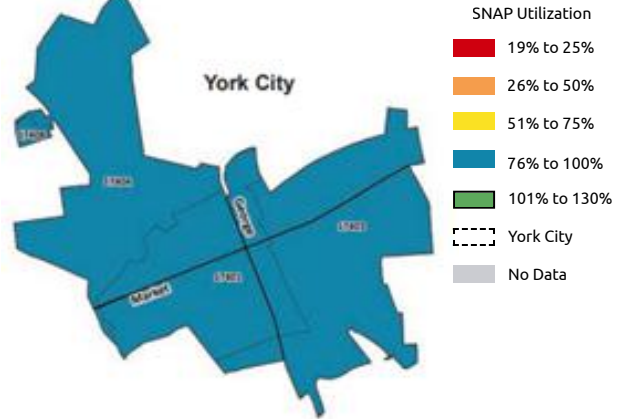
Source: The York Food Bank, 2021

Map 4 (above) shows the percent of food needs met by zip code calculated as pounds distributed in each divided by pounds needed. Red areas indicate the current charitable network completes 25% or less of the estimated needs. Conversely, the green color represents 100% of the needs being met.

Accordingly, the majority of the city's food needs are being met. However, the city's northeastern quadrant has a large geographic area with 25% or less of the food needs being met.

Map 5 (top right) identifies the percentage of the city's residents living below 150% of the federal poverty line and enrolled in the supplemental nutrition assistance program (SNAP). The entire city is included in the 76% to 100% range of residents utilizing SNAP benefits.

Map 5

SNAP Utilization
- 19% to 25%
- 26% to 50%
- 51% to 75%
- 76% to 100%
- 101% to 130%
- York City
- No Data

Source: The York Food Bank, 2021

The series of maps detailed the following:

Much of the city experiences a 15-27% rate of food insecurity, equating to approximately 2,663 to 4,793 households and 6,727 to 12,109 individuals. Food insecurity remains an issue for these households, though access to the City Charitable Food Network is high. City, county, and state-level programming must continue supporting these individuals and families.

The food insecurity rate is lower in the Avenues, Fireside, and Devers Neighborhoods, though the Charitable Food Network access is low. Additional programming (Pop-up and mobile food pantries) is necessary in these neighborhoods to help meet the existing needs. The lack of access to the food distribution system is further exacerbated for the 5% to 28% of households that lack access to a vehicle.

Though participation in the SNAP program is high (76% to 100%), there are still households eligible for benefits that are not using them. Additional programming and support are necessary to ensure that all eligible students are enrolled in the SNAP program.

Challenges To Overcome

The first step to improving any charitable food network is to evaluate the effectiveness of the programs, interventions, and strategies that address food insecurity and diet-related chronic disease.

Improving the Charitable Food Network

"A Seat At the Table" evaluated and identified the following challenges that must be overcome to improve the charitable food network.

• Divides between the city and the county.

• Competition amongst partners within the network.

• Antiquated programming has not evolved to provide the services needed to those struggling with food insecurity.

• With the provision of low-quality, unhealthy convenience foods, people who receive food from food banks and food pantries struggle with disproportionately high rates of diet-related chronic diseases.

• Lack of coordination and communication.

• Food purchased retail instead of leveraging the resources of the food banks.

What Is Our Vision?

• Public spaces, such as City Hall or schools, are used as hubs for food distribution.

• Minimize food waste and loss within the charitable food network.

• Streamline the registration process for potential new users and allow for increased ease of use for those already participating.

• An increased variety of food and products is offered within the network.

• Increased participation and partnerships with local farmers and producers.

• Increased education and awareness within the community regarding the currently available resources and locations where services are offered.

• Increased volunteer staffing allows food distribution availability during non-traditional hours.

• Consistent connections and information sharing between community organizations.

• Legislation and resources are consistent with the community's needs.

What Is Holding Us Back From Accomplishing Our Vision?

• A high poverty level and a widening wealth gap within the community.

• A lack of collaboration with smaller organizations and neighborhood groups.

• Physical limitations of existing brick-and-mortar food pantry locations.

• A lack of organization and administration of the existing system.

• A lack of consistency across the charitable food network.

What Could Happen If We Do Not Make Improvements?

• Poor health outcomes.

• Increase in homelessness and hunger.

• Widening of the wealth gap.

How Can We Accomplish Our Vision?

Education & Persuasion

• Partner with York County Food Bank to implement a marketing campaign to increase awareness of the available food distribution options within the charitable food network. **Tier 1**

• Develop educational materials to promote healthy eating and insist that food sourcing focus on quality and nutritious foods. **Tier 1**

• Encourage all eligible households to apply for SNAP Benefits. **Tier 1**

• Encourage collaboration between food banks and pantries through networking events and partner resource sharing. **Tier 1**

• Create outreach campaigns to increase food donations, especially by local restaurants. **Tier 2**

Inducements & Incentives

• Target CDBG grants to food banks and pantries that purchase or source more nutritious foods. **Tier 2**

• Establish a city-wide matching grant program to assist in increasing the reach of donations made by individuals and organizations to the charitable food network. **Tier 3**

Services & Capacity-Building

• Work with the York County Food Bank, faith-based organizations, and non-profit housing organizations to create and expand a program for volunteers to be on-call or available to assist 24/7 with food insecurity issues. **Tier 1**

• Work with YCFB to expand and improve their online food request services. **Tier 1**

• Conduct a study with Rabbittransit to ensure adequate public transit to food distribution locations and identify gaps. **Tier 2**

• Support the expansion of school meal programs to ensure all children in need have adequate access to food outside school hours. **Tier 2**

• Expand the use of community facilities (schools, fire halls, churches, etc.) to host food distribution sites and pop-up food pantries. **Tier 2**

• Prioritize funding resources to make pantries accessible to all. **Tier 2**

System Changes

• Facilitate and encourage alternate distribution models (mobile pantries, pop-up markets, and school pantries) to maximize efficiency as an alternative to brick-and-mortar sites, specifically in the city's Avenues, Fireside, and Devers neighborhoods. **Tier 2**

• Assist in implementing a county-wide communication strategy to share, redistribute, and rebalance food distribution. **Tier 2**

Improving the Charitable Food Network

5-10

- Increase the availability of culturally relevant foods through the city's Charitable Food Network. **Tier 2**

⚖ Laws & Mandates

- Require providers to meet nutrition guidelines regarding types of food and portion control. **Tier 3**

Expanding Healthy Food Options

What Are Healthy Foods?

Healthy foods are generally considered beneficial for overall health and well-being. These foods are often nutrient-dense, providing a high concentration of vitamins, minerals, antioxidants, and other essential nutrients.

Types Of Healthy Foods

Fruits and vegetables

Rich in vitamins, minerals, fiber, and antioxidants.

Whole Grains

Provide complex carbohydrates, fiber, and other nutrients.

Lean Proteins

Contribute essential amino acids for muscle maintenance and repair.

Nuts and Seeds

A source of healthy fats, protein, minerals, and vitamins.

Dairy or Dairy Substitutes

Rich in calcium and vitamin D.

Healthy Fats

Oils provide monounsaturated and polyunsaturated fats, which can benefit heart health.

Herbs and Spices

May aid in bodily functions, including digestion and reduction of inflammation.

Water

It supports bodily functions, aids in digestion, and contributes to skin health.

Access To Healthy Foods

Access to healthy foods refers to the ability of an individual or community to obtain and consume foods that support a healthy diet. Several factors contribute to the accessibility of nutritious foods: geographic accessibility, economic accessibility, cultural preference, and education.

Geographic Accessibility

Geographic accessibility is the physical proximity to food retailers offering various fresh and healthy options. Having reliable transportation is a critical factor in improving access to nutritious foods. Many individuals will settle for what is quick and close, resulting in unhealthy dietary options.

Economic Accessibility

Economic accessibility is the affordability of healthy food options. When the costs associated with more beneficial and nutrient-dense food options are higher, it limits the ability of some individuals to purchase these items regularly, often settling for cheaper, higher-calorie, and lower-nutrient-value options.

Cultural Preference

Cultural preferences influence access to healthier foods. If the local food environment does not align with the cultural preferences within the community, it impacts individuals' choices when purchasing nutritious food.

Knowledge

Knowing about nutrition, healthy food choices, and cooking skills impacts an individual's ability to make informed decisions regarding their diet, often contributing to unhealthy eating habits.

Expanding Healthy Food Options

What Do We Want to See in Our Community?

- Residents have sufficient equipment to prepare food at home.

- Network of quality assurance.

- Culturally-aware food providers.

- Improved school-to-home food security.

- No-cost, healthy food delivery at home.

- Increased education and knowledge on healthy options.

- Removed barriers to access and affordability.

- A streamlined supply chain from local food producers to enable more healthy options for everyone.

- An increase in the healthy food options available at corner stores and local delis.

- A local grocer in every neighborhood that can also act as a neighborhood anchor.

- Reduction in food waste from both residents and businesses.

What is Holding Us Back From Accomplishing Our Vision?

- Ease and prevalence of convenience foods.

- Lack of nutrition education among residents.

- Distance to preferred grocery stores is higher.

- Costs of fresh and healthy food options at corner stores are higher than grocery stores.

- Lack of shelving space, dry or cold, in corner stores, limiting the amount of food options they can stock.

- Lack of demand for healthier options.

- Packaged and processed foods have longer shelf lives compared to fresh.

- The general perception that eating healthier is more expensive.

What Could Happen if We Do Not Make Improvements?

- Grocery store prices in neighborhoods continue to increase.

- Widening gaps within health, wealth, and overall quality of life.

- An overwhelmed healthcare system.

- Decline in the overall health of residents.

- Increase in obesity and diabetes rates.

- Possible public health crisis.

- Increase in hunger and malnourishment.

- Increase in violence.

Expanding Healthy Food Options

How Can We Accomplish Our Vision?

Education & Persuasion

• In collaboration with the Central Market House, York Fresh Food Farms, and Family First Health, establish free or low-cost cooking classes at community centers and market houses. **Tier 1**

• Partner with schools in the city to promote field trips to local farms. **Tier 1**

• Host workshops dedicated to healthy eating and nutritional tips. **Tier 1**

• In partnership with York Fresh Food Farms and the Alliance of Neighborhood Associations, promote the creation of home gardens and provide residents with the necessary educational materials to begin one. **Tier 1**

• Create and run a media campaign highlighting healthy food options hosted by the city or the mayor's office. **Tier 1**

• Create and host a community day focused on health, healthy food options, and health as medicine. **Tier 3**

Inducements & Incentives

• Partner with York Fresh Food Farms and the Penn State Cooperative Extension to establish and host an edible gardening competition among residents. **Tier 1**

• Encourage employers within the city to provide incentives, such as reducing health care costs to employees who choose to eat healthy. **Tier 1**

• Provide financial incentives for city residents and businesses who join and actively participate in a composting program. **Tier 3**

• Provide incentives such as tax write-offs for local agricultural producers to donate the surplus to local organizations fighting hunger. **Tier 3**

Services & Capacity-Building

• Partner with Penn Market to provide incentives to healthy food vendors who would like to open a location within the building. **Tier 2**

• Partner with York Fresh Food Farms, the Central Market House, and the Penn State Cooperative Extension to create an urban gardening group to help promote the development of gardens on public land and provide necessary items to the public to encourage the creation of gardens on private properties within the city. **Tier 2**

System Changes

• Partner with local healthcare providers to help provide patients with reduced-cost food preparation equipment. **Tier 3**

Laws & Mandates

• Work with YCPC to draft and pass legislation to increase urban agriculture, including using egg-laying hens. **Tier 2**

Eliminating Food Deserts

What Is A Food Desert?

A food desert is characterized by a lack of accessible, affordable, and nutritious food options in a geographic area. Residents of these areas often travel to reach grocery stores or supermarkets that offer various fresh and healthy food options. These areas are usually located within low-income and marginalized communities.

Food Deserts In York City

Using the U.S. Department of Agriculture's (USDA) Food Access Research Atlas (FARA), the map generated below shows the overview of food access indicators for low-income and other census tracts using different measures of supermarket accessibility within York City.

In 2013, the USDA stopped using the term "food deserts" and instead now uses "low income and low access" to designate areas because it more accurately represents the data used in the FARA.

Low Income & Low Access to food within a 0.5 miles.

Low Income Census Tracts

Low access to food .5 miles to 10 miles.
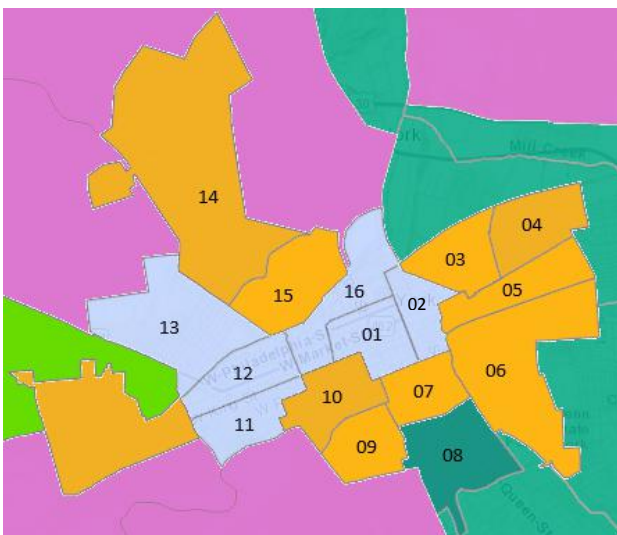
This map (below) shows that the census tracts in orange, identified as areas 14, 15, 03, 04, 05, 06, 07, 09, and 10, are considered low-income with low access to food within 0.5 miles.

Contributing Factors

Several factors contribute to food deserts.

Economic Constraints

The cost of fresh produce and healthier food options tend to be higher, and low-income households lack the financial means to access these more nutritious options, often leading to a higher reliance on cheaper, less healthy options.

Lack of Awareness and Education

Limited knowledge regarding nutrition, proper cooking techniques, and healthy eating habits contributed to poorer food choices.

Lack of Transportation

A lack of reliable transportation can make it difficult for residents to travel to grocery stores or markets outside the immediate neighborhood.

Lack of Grocery Stores

Stores often avoid opening new locations within food-insecure regions and instead opt for more affluent areas with a higher profit margin.

Eliminating Food Deserts

A Lack of Access to Nutritious Foods Leads to:

Higher risk of diet-related illness, such as obesity, diabetes, cardiovascular diseases, and other chronic conditions.

An over-reliance on processed and unhealthy alternatives that are more readily available.

Developmental challenges in children affect their growth, development, and overall health, leading to long-term health issues later in life.

Social isolation and disengagement. The absence of a grocery store can limit the opportunity for social integration and a sense of community.

Impacts on cognitive function and academic performance primarily in children and adolescents.

Diets lacking essential nutrients may contribute to mental health challenges such as depression, anxiety, and stress.

With limited access to healthy foods, individuals may become accustomed to less nutritious options and pass those habits onto those around them, including children, creating a cycle of unhealthy habits.

What are Nutritious Foods?

	Fruits & Vegetables	Fresh, canned, frozen, and dried fruits and vegatables
	Grains	Bread, rice, pasta, and grains
	Proteins	Animal (beef, pork, chicken, fish) and plant (nuts, seeds, beans) proteins
	Dairy	Milk, cheese, yogurt

What do we want to see in our Community?

• Increased access to affordable groceries.

• Increased healthy and affordable options along transit routes.

• Reduced cost for healthier options in local corner stores.

• Higher access to more food options within walking distance.

• Equitable access to food regardless of neighborhood.

• Improvement in resident's eating habits.

• Increased opportunity for urban gardens.

• Increased education about healthy eating and food options.

• A proactive approach to drawing grocers into the city.

Eliminating Food Deserts

What Is Holding Us Back From Accomplishing Our Vision?

- Lack of education.

- Costs and other barriers associated with opening a grocery store within the city.

- Lack of sustainable buildings to host a grocery store.

- The Central Market has fewer grocery options.

- The concentration of poverty within specific regions of the city.

- Transient communities.

- Limited hours for the Farmer's Market.

- Lack of understanding and miscommunication.

What Could Happen If We Do Not Make Improvements?

- Increase in homelessness.

- Decline in healthy eating habits.

- Increase in chronic and severe health conditions.

- Increase in birth defects and childhood illness.

- Decline in specific neighborhoods.

How Can We Accomplish Our Vision?

Education & Persuasion

- Create a program that helps educate local corner stores and deli owners about expanding their healthy food options and accepting SNAP. **Tier 1**

- Create a family-friendly event program that visits local food stores and educates the public on healthier eating habits. **Tier 1**

- Create educational material that helps the public expand their knowledge of healthy eating habits with all the city's options and identify beneficial eating resources and opportunities for healthy eating in York City. **Tier 1**

- Create educational material such as a "How to Manual" for developing and managing a community garden. **Tier 1**

Inducements & Incentives

- Create a program that would allow vendors at the farmers market to accept SNAP. **Tier 1**

- Support Rabbittransit in promoting better food and continuing to fund the free grocery bus. **Tier 1**

- Encourage and provide space for fresh food vendors to stand during the farmers' market off hours. **Tier 1**

- Provide tax rebates for grocery stores that want to open up within York City. **Tier 2**

- Provide funding to establish community gardens. **Tier 2**

Eliminating Food Deserts

• Provide funding for mobile food pantries. **Tier 2**

Services & Capacity-Building

• Create a task force within the city to mitigate food deserts within neighborhoods. **Tier 1**

• Publish a request for proposals from non-profit providers to create a mobile food pantry program. **Tier 1**

• Help facilitate a coalition of corner store owners who can purchase fresh food in bulk to help lower costs. **Tier 1**

• Help connect local food vendors and producers with corner store owners to streamline purchasing fresh local products. **Tier 1**

• Help facilitate the creation of an online reservation system for goods provided by the York Food Bank. **Tier 2**

• Create "smart lockers" to allow residents to pick up goods provided by the foodbank during off-hours. **Tier 3**

System Changes

• Partner with Family First Health, the Penn State Cooperative Extension, and York Fresh Food Farms to create an urban gardening group to help promote the development of gardens on public land and provide the items necessary to encourage the creation of gardens on private properties within the city. **Tier 2**

• Identify vacant land suitable for a community garden on the city's Official Map Ordinance. **Tier 2**

Laws & Mandates

• Remove barriers in the zoning ordinance to establishing Controlled Environment Agriculture (CEA), a technology-based approach to in-door agriculture, which utilizes temperature-controlled environments, vertical growing, and hydroponics to grow produce. CEAs are mixed-uses that typically include a small neighborhood retail component. **Tier 1**

• Remove barriers within the city's Zoning Ordinance that limit the development of neighborhood stores. **Tier 2**

• Mandate that stores accepting SNAP provide or stock a certain amount of healthy food options. **Tier 2**

Taxes, Fees, and Fines

• Increase business taxes to help subsidize the establishment of grocery stores in York City. **Tier 3**

Eliminating Food Insecurity

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CITY OF YORK
Comprehensive Plan

6

Building Wealth Within Neighborhoods

Building Wealth Within Neighborhoods

Wealth is more than just money. The accumulation of assets, resources, and opportunities enables individuals, families, and communities to achieve their goals and aspirations. Wealth is also a source of resilience, security, and well-being. However, wealth is not equally distributed or accessible in our society. Many factors, such as race, gender, education, location, and occupation, affect the ability of people to create and sustain wealth.

Objectives

York 2044 recognizes that building wealth within neighborhoods is essential for improving the economic and social conditions of the city and its residents. This plan envisions a city where everyone has the opportunity and support to generate, grow, and preserve wealth that can benefit themselves and future generations.

To achieve this vision, this plan sets forth four (4) strategic objectives:

Increase the Number of People that Both Live and Work in the City

Living and working in the same city can have multiple benefits for individuals and the community: reducing commuting costs and time, increasing disposable income and spending, enhancing social cohesion and civic participation, and lowering environmental impacts. York 2044 aims to increase the number of people who live and work in York City by attracting and retaining talent, creating and preserving affordable housing, developing and diversifying the local economy, and improving transportation and infrastructure.

Improve Educational Attainment

Education is a crucial driver of wealth creation and economic mobility; it can increase individuals' earning potential, employability, and skills and enhance their health, civic engagement, and quality of life. York 2044 proposes various initiatives to improve the educational attainment of the city's residents, such as expanding access to early childhood education, strengthening the public school system, supporting adult learners, and promoting lifelong learning.

Increase the Number of Entrepreneurs and Locally-Owned Businesses

Diversity in business ownership and leadership can enhance the competitiveness, creativity, and performance of businesses and reflect and serve the diverse needs and preferences of the customers and the community. York 2044 strives to increase business ownership and leadership diversity in the city, such as empowering women, minorities, immigrants, and other underrepresented groups, addressing the barriers and challenges they face, and celebrating their achievements and contributions.

Increase Diversity in Business Ownership and Leadership

Entrepreneurship and locally-owned businesses are vital sources of wealth creation and economic development; they can generate income, jobs, and innovation and support the local supply chain, tax base, and community development. York 2044 seeks to increase the number of entrepreneurs and locally owned businesses in the city by fostering a culture of entrepreneurship, providing access to capital and technical assistance, facilitating networking and mentoring, and creating a supportive regulatory environment.

Community Wealth Building

Pages 6-4 through 6-9 give the reader a primer on community wealth building. Starting on pages 6-11, 6-16, 6-19, and 6-23, recommendations are included for each of the chapter's four objectives.

What is it?

Community wealth building is an approach to community and economic development that revolves around creating an inclusive economy built on thriving neighborhoods and broad-based ownership. This community-centered strategy stands in contrast to the prevailing economic development practices of most cities, which rely on attracting large companies with tax and financing incentives while failing to retain the existing wealth and develop the community's wealth-building capacity.

Community Investment · Local Ownership · Inclusive Employment · **Community Hub** · Asset-Based Equitable Development · Sustainability · Collaboration

Financially Healthy Neighborhoods

Financially healthy neighborhoods have:

- **Access to affordable, high-quality financial services**
- **Access to affordable, high-quality goods and services**
- **Access to quality jobs and income support**
- **Stable housing and capacity to limit financial shocks, i.e. loss of a job, car, or a sudden death**
- **Opportunities to build assets and plan for future financial and retirement needs**

Grocery stores, financial services, childcare, and affordable housing are the most critical resources for neighborhood financial health but hold the lowest market share.

Stable, affordable, available housing is fundamental to long-term financial health in the neighborhood. Displacement can disrupt other systems that support financial health, such as savings, credit, and childcare.

Active Versus Passive Economic Development

A local government can take two approaches to attracting economic development: the active approach and the passive approach. As discussed above, the active approach relies upon tax and financing incentives, while the passive approach involves local government investments in infrastructure.

Studies suggest that the policies that successfully attract high-skilled workers outweigh offering tax incentives and subsidies[1]. Studies also show that a business' optimal location is a function of government expenditures in infrastructure, with priority given to investments in broadband over road infrastructure.

[1]J.R. Faria et al. "Government investments and entrepreneurship", February 23, 2023, Springer Science and Business Media, LLC.

Community Wealth Building

Strategies for Building Wealth in Neighborhoods

Key strategies for wealth building include:

🔑 Inclusive Ownership

The distribution and forms of asset ownership limit opportunities for individuals and communities to build wealth. Ownership forms range from privately held assets to inclusively owned enterprises.

The potential for wealth generation is concentrated with privately held assets, private real estate holdings, privately held businesses, investor-owned corporations, and investor-owned banks. Inclusively owned enterprises, such as housing cooperatives, community or worker-owned businesses, and credit unions, are owned by the users.

The city should actively work toward building an inclusive entrepreneurship ecosystem where small business creation, ownership, and success are equally accessible to all residents regardless of race, ethnicity, gender, sexual orientation, or other identities.

The city can promote inclusive ownership by:

• Conducting community outreach to begin understanding the city's entrepreneurship ecosystem.

• Catalogue and convene an entire Entrepreneurship Support Organizations (ESO) network.

• Develop a plan for inclusive entrepreneurship and track metrics for accountability and transparency.

• Build a presence in the community to enhance access and facilitate inclusive placemaking.

• Offer capital and business support services for entrepreneurs by leveraging city hall's convening power.

Inclusive ownership models:

Worker Cooperatives - Provide workers wider access to benefits and greater job stability than concentrated ownership firms.

Businesses with Employee Stock Ownership Plans (ESOPs) - Provide workers better compensation, more comprehensive access to benefits, and greater job stability than concentrated ownership firms.

Limited Equity Housing Cooperatives - Provide affordable housing and the opportunity to build wealth, i.e. Community Land Trusts (CLTs)

Credit Unions - Offer better returns on deposits and more affordable loan terms.

🏢 Mixed-Use Development

Mixed-use development blends multiple functions, such as residential, commercial, cultural, institutional, entertainment, and even some types of industrial into one space. The functions are physically and functionally integrated to create a cohesive environment where pedestrian connections are emphasized, promoting walkability.

A mixed-use development can apply to single buildings, entire blocks, or even neighborhoods. It can involve new construction, reuse of existing buildings, or a combination of both.

Mixed-use zoning differs from traditional 20th-century zoning, which promoted a separation of land uses to protect communities from industrialization's negative external impacts. However, this style of land use planning has exacerbated racial and class divisions.

Mixed-use zoning is crucial to creating vibrant streetscapes and encouraging walkability, economic vitality, a sense of community, re-investment, a diverse housing stock, and environmental efficiency.

Community Wealth Building
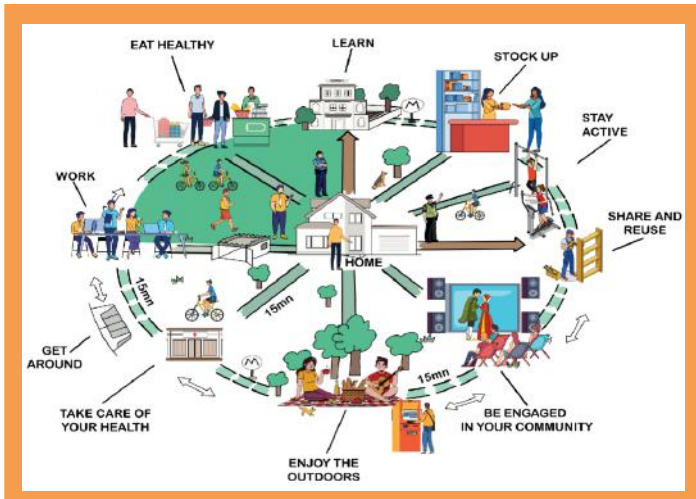
Designing cities so that essential services and amenities are within a 15-minute walk or cycling distance promotes local living and reduces reliance on automobiles.

Redevelopment Planning

Prioritize the development of Neighborhood Revitalization Programs in city neighborhoods with a history of under and unequal investment by inviting communities to create action plans for revitalization and providing implementation funding. Neighborhood revitalization programs support affordable housing, small businesses, and public safety.

Smart City Initiatives

Smart City Initiatives refer to comprehensive efforts by cities and urban areas to leverage artificial intelligence, big data, blockchain technology, the Internet of Things, and mobile solutions to enhance efficiency, sustainability, and quality of life for their residents.

A smart city has made some of the following technology integrations:

Smart Traffic Management - Data-driven traffic control

Smart Parking Programs - Mobile parking apps

Smart City Street Lighting - Energy-efficient lighting that dims when not needed

Smart Building Technology - Monitoring HVAC, lighting and security systems

Citizen Participation - Engaging residents in decision-making

Data Sharing and Connectivity - Creating interconnected systems for efficient governance and service delivery

Creating a Circular Economy

The circular economy is a system in which materials never become waste and nature is regenerated. This model circulates products and materials through maintenance, reuse, refurbishment, remanufacture, recycling, and composting.

Unlike the linear "take-make-waste" approach, a circular economy aims to eliminate waste production from the outset.

Community Wealth Building

It focuses on three (3) principles:

Eliminating Waste and Pollution - Waste is minimized by designing products for longevity and easy disassembly.

Circulating Products and Materials - Items are kept at their highest value through repair, reuse, and recycling.

Regenerating Nature - The system supports natural ecosystems and resources.

To create a circular economy, we must transform how resources, produce and use goods, and handle materials afterward. By adopting renewable energy and materials while reducing greenhouse gas emissions and waste, we can build a resilient system that benefits people, businesses, and the environment.

Advocating for A.L.I.C.E Households

ALICE stands for Asset Limited, Income Constrained, Employed and represents a significant group of essential workforce members, including cashiers, servers, and childcare providers, earning just above the Federal Poverty Level but less than what it costs to make ends meet. According to United for ALICE, a United Way initiative, ALICE households represent 40% of all U.S. households and are typically employed with at least one full-time job. ALICE advocates aim to secure racial and economic equity, improve life for all, and address the gap between income and essential expenses.

Capital Consortium

The Capital Consortium is a collaborative effort involving nonprofit lenders, for-profit lenders, and other funders, along with the Philadelphia Department of Commerce. It works to enhance access to capital for small businesses throughout the City of Philadelphia.

The consortium aims to address the financial needs of small businesses by providing funding opportunities. The consortium uses pooled resources from all involved to create a supportive environment for business growth and development.

The consortium has simplified the loan application process by offering access to multiple lenders through a single form. This allows small businesses to explore various financing options and find the right fit for their needs.

The Role of Middle Income Jobs

Middle-income job opportunities play a crucial role in a city's well-being and vitality by providing stable income for individuals and families. When people earn enough to cover their basic needs, they contribute to the local economies by spending on goods, services, and housing. Middle-income families are critical to social cohesion and community engagement. They volunteer, attend local events, and contribute to neighborhood improvement. A community with a strong middle class is more resilient during economic downturns.

Community Wealth Building

Small Business Support Programs

• The City of York's 3E Grant Program focuses on education, empowerment, and enhancement for small businesses. This program provides grants of up to $5,000 to small businesses owned by ethnic and racial minorities, women, and persons with disabilities

• BLOOM Business Empowerment Center, developed by the York County Economic Alliance, provides enhanced technical support, attainable capital, and access to opportunities. The center focuses on fostering a thriving culture of entrepreneurship, including women-owned and BIPOC-owned businesses.

• Community First Fund is a private, independent, non-profit Community Development Financial Institution (CDFI) in York, Pennsylvania. Its mission is to provide capital in places not usually available.

The Community First Fund aims to create positive change in communities by providing entrepreneurs access to business development loans. These loans support projects that generate jobs, build affordable housing, and contribute to community revitalization.

Historically Edgy Downtown York

• Downtown Inc. is the trade name for a joint venture between the York Business Improvement District Authority and Main Street York, a 501©(3) not-for-profit organization. Their collaborative efforts focus on enhancing and encouraging investment in York's central business district through economic development initiatives, such as facilitating business development loans, supporting job creation, and contributing to community revitalization. Other activities include promotion, branding, and public safety initiatives.

• YorKitchen at Central Market operates a shared commercial kitchen incubator, which provides a shared commercial kitchen space that food producers can rent by the hour. The kitchen is accessible 24 hours a day, seven days a week, and it serves as a hub for food entrepreneurs, allowing them to create and prepare new products without the high start-up costs associated with constructing a licensed commercial kitchen.

• KIVA, an international crowd-lending website, has partnered with the City of York to bring crowd-funded microloans to small business owners and entrepreneurs in the City of York. Kiva works with communities to provide zero-interest loans up to $10,000 for small businesses and entrepreneurs.

Through this partnership, financially excluded entrepreneurs in the City of York can access capital on a grander scale, spurring economic development through small business growth and job creation. PNC introduced this partnership opportunity to the City of York, and it is being made possible through financial support from the York County Community Foundation and PNC.

Housing Development Programs

The following programs do not currently exist but could be developed by the city and funded through CDBG and HOME funds.

1. Single-family gap financing is for projects including affordable housing units serving low- and moderate-income households. Market-rate projects that contain affordable units are eligible and encouraged.

Community Wealth Building

- Construction gap financing can cover a construction cost gap in some city neighborhoods. This "gap" is the difference between current market values and the development and construction costs for rehabilitation or new construction of modest quality housing. These programs typically focus on single-family for-sale housing. However, all neighborhood housing types may be considered in an expanded program, with the understanding that single-family values are tied to overall investment and market values in a neighborhood. The program aims to stimulate and sustain private construction investments in local housing markets.

- The Community First Fund aims to create positive change in communities by providing entrepreneurs access to business development loans. These loans support projects that generate jobs, build affordable housing, and contribute to community revitalization.

- The Housing Trust Fund is a multi-family rental program that supports housing development projects, including affordable housing units that will serve low- and moderate-income households. Market-rate projects that contain affordable units are eligible and encouraged.

- A Pre-Development Consulting Program is developed to welcome new developers to the city and encourage their participation in various communities. Municipal governments offer resources in support of various forms of market-rate and affordable housing development, such as discussed above. These resources can be complex for new or unfamiliar developers to access. Such programs can explain programs and development regulations, evaluate project financials, evaluate building plans and designs, and provide regular consultation to track project development.

- The Model Block Program initiative believes vacant building rehabilitation and existing owners' investment in their building exteriors will create community benefits. The program provides a source of public investment capital to remove blight and preserve neighborhood buildings in focused areas. It also provides grant funding for exterior repairs on the main structure of 1–4 unit residential properties. The program can be available to all residents or targeted to residents in specific neighborhoods.

Increasing the Number of People that Both Work and Live in the City

Why is it Important?

Increasing the number of people who both live and work in York City has several significant advantages, such as:

Increased Civic Engagement—A dense population encourages community involvement, strengthens social networks, and creates a sense of belonging.

Vibrant Urban Centers - A higher population density results in lively streets with access to retail, art, entertainment, and cultural events.

Diverse Communities - A mix of residents from different backgrounds enriches the cultural fabric and fosters creativity, tolerance, and understanding.

Access to Amenities - A larger population supports a broader range of services and amenities, such as public transportation, health care, education, entertainment, and recreation.

Economic Growth—A growing population means a larger labor force available for businesses, which leads to job creation and entrepreneurship, attracting investors, businesses, and skilled professionals.

Increasing Living and Working in the City

The following planning strategies can be used to increase living and working in the city:

Mixed-Use Zoning—Zoning areas to blend residential, commercial, and industrial purposes encourages mixed-use development. This allows people to live near their workplaces, reducing commute times.

Affordable Housing Initiatives - Ensuring access to affordable housing, infrastructure, and equal opportunities through inclusive planning and policymaking is crucial to fighting inequalities. It can attract new residents while retaining existing ones.

Transit-Oriented Development (TOD) - Mixed-use development surrounding transit hubs (such as train stations, bus stations, and bus stops) to facilitate easy commuting. TOD encourages people to live near public transportation, making it convenient to work within the city.

Revitalization and Reinvestment - Focus on revitalizing downtown districts by improving infrastructure, enhancing walkability, and creating vibrant public spaces. A lively downtown can attract residents and businesses, and a pleasant living environment attracts residents and makes them more likely to stay.

Business Incentivizing and Promotion—Incentives can encourage businesses to relocate to the city, and promotional activities help support new businesses. These can create job opportunities and encourage people to live nearby.

Increasing the Number of People that Both Work and Live in the City

What do we want to see in our Community?

- Diverse job opportunities.

- Living wage jobs.

- Educational opportunities.

- Employment hubs.

- Mixed-use development.

- High quality of life.

- Balanced housing costs and wages.

- An educated and employable community.

What is holding us back from accomplishing our vision?

- A lack of living wage jobs.

- Many job descriptions are overstated, discouraging people from applying.

- A lack of housing choices.

- "Soft skills" are lacking in the workforce.

- Inequality and discrimination.

- Inefficient education and training opportunities.

- A lack of living wage employers.

What could happen if we do not make improvements?

- Loss of skilled workforce.

- "Brain drain," or the emigration of skilled and educated individuals from one place to another in search of better opportunities.

- Increased pollution and strain on natural resources.

- Increased poverty.

- Traffic congestion.

- Commuter strain.

- Urban sprawl.

How Can We Accomplish Our Vision?

Education & Persuasion

- Continue to support the City of York Complete Communities Initiative. **Tier 1**

- Support the development of small business centers that serve surrounding neighborhoods. **Tier 1**

- Organize and promote events and festivals that help residents, businesses, and visitors develop positive associations with the community. **Tier 1**

- Continue to support efforts to improve infrastructure and encourage infill development, adaptive reuse, and redevelopment strategies in the city's downtown and neighborhoods. **Tier 1**

Increasing the Number of People that Both Work and Live in the City

- Promote good design in new housing construction and rehabilitation, highlighting appearance, flexibility, innovation, and sustainability; and most importantly, respecting existing neighborhood character. **Tier 1**

- Promote, support, and use the "Sister Cities" program that encourages international partnerships and exchanges focused on education, culture, trade, entrepreneurship, foreign direct investment, and business attraction. **Tier 1**

- Champion and participate in the innovative strategies identified in the 2020 York County Economic Action Plan. **Tier 1**

- Celebrate and support the preservation of the City of York's Historic York District and other cultural resources and recognize these resources' vital role in tourism and the local economic base. **Tier 1**

- Continue to work with the Cultural Alliance of York County to promote the City's growing art community and build a name-brand recognition of York as an arts destination. **Tier 1**

- Support adaptive reuse of historic structures in commercial and mixed-used districts in recognition of the economic benefits of historic preservation. **Tier 1**

- Support transit-oriented development near the bus transfer station. **Tier 1**

- Create and support public-private partnerships to organize and target economic development activities. **Tier 1**

Inducements & Incentives

- Create incentives for local businesses to sell fresh foods. **Tier 2**

Services & Capacity-Building

- Increase the number of living wage employers in the city. **Tier 1**

- Provide affordable and workforce housing strategies through expanding partnerships with public, quasi-public, non-profit, and private agencies and organizations. **Tier 1**

- Prioritize infrastructure improvements in targeted areas to create an attractive environment for new businesses. **Tier 1**

- Regularly apply to the Commonwealth's Department of Community and Economic Development for public funding to support infrastructure development and redevelopment. **Tier 1**

- Apply to the Pennsylvania Historical and Museum Commission (PHMC) for Certified Local Government funding to resurvey the city's historic district, create design guidelines, and publish educational materials to build awareness of the importance of historic preservation. **Tier 1**

- Encourage, via land use regulations, the development of higher-density residential and mixed-use development within a ¼ mile of existing bus stops and primary bus routes. **Tier 2**

- Encourage, via land use regulations, the development of higher-density residential and mixed-use development adjacent to the York County Heritage Rail Trail and the Codorus Creek Greenway. **Tier 2**

- Consider the establishment of Neighborhood Improvement Districts. **Tier 2**

- Consider the development of a County Technology Hub in the City of York. **Tier 3**

Increasing the Number of People that Both Work and Live in the City

- Expand access to local capital by encouraging and facilitating the development of credit unions and regional banks in city neighborhoods. **Tier 3**

System Changes

- Facilitate and prioritize the adaptive reuse of vacant and underutilized neighborhood structures. **Tier 1**

- Support ongoing efforts to develop a regional Economic Development District for the Region containing York County. **Tier 1**

- Coordinate with local and regional utility providers to determine the need for advanced infrastructure facilities and identify potential funding sources. **Tier 1**

- Increase essential retail and consumer services and neighborhood-based employment opportunities for residents by establishing mixed-use zoning. **Tier 1**

- Consider adding the Codorus Creek Greenway area to the city's Official Map Ordinance, which will aid in acquiring easements, rights-of-way, and real property. **Tier 1**

- Implement context-sensitive Complete Streets improvements in target economic development areas like the Northwest Triangle. **Tier 2**

- Implement procurement policies prioritizing buying locally and creating an economy of scale for small business purchasing. **Tier 2**

- Consider a program to support local mobile businesses in the city, with business types and limitations defined. **Tier 2**

- Upgrade digital infrastructure. **Tier 2**

- Consider the creation of a pop-up credit union or bank branch program designed to improve access and awareness of financial products. Located at community hot spots, it would increase visibility within the neighborhood and improve accessibility for residents. **Tier 2**

Laws & Mandates

- Promote the development of accessory dwelling units as a wealth-building tool for low-, moderate-, and high-to-moderate-income homeowners. **Tier 1**

- Support creative strategies, such as tax abatements for renovations, to mitigate housing cost burdens and limit the impacts of gentrification and displacement of long-term residents. **Tier 3**

Improving Educational Attainment and Workforce Development

York City Trends

Emerging trends in employment, including rising technology and innovation within the growing healthcare, warehouse, logistics, and construction industries, require new education and training models. As a result, education and skills training programs, also known as workforce development, are crucial to enticing living-wage employers to relocate into or near York City.

The following information, taken from the 2020 York County Economic Action Plan (EAP), a component of the York County Comprehensive Plan, underscores the desperate need for a skilled workforce.

Post-Secondary Educational Attainment

Legend: York City | York County | Pennsylvania
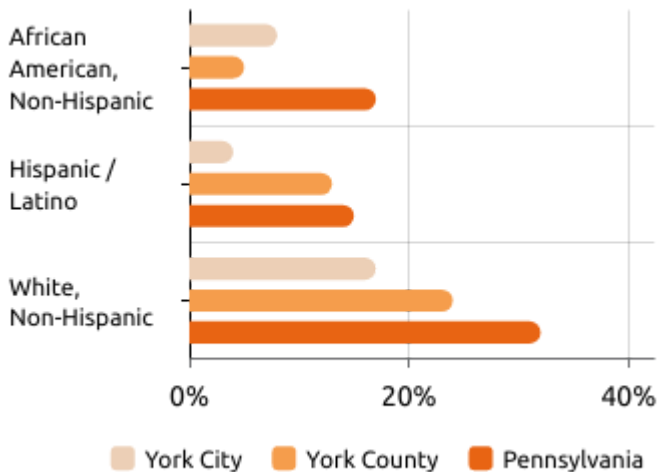
Population with Post-Secondary Educational Attainment
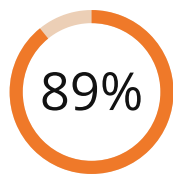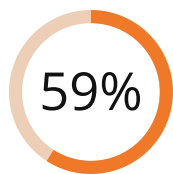
89% York County **59%** City of York

In addition, according to the left graphics, the overall percentage of residents with a post-secondary education is significantly lower in the City of York than in the county.

For workers with less than a bachelor's degree, 27% of the jobs in York County pay a living wage compared to 67% for those with a bachelor's degree or higher.

Median Income

The city's median income of $30,283 is less than half of York County's median income.

Living Wage

The living wage in York County is $44,450 for a two-adult family with one child and one working adult, but nearly 7 in 10 City of York households earn less than $50,000 (compared with 4 in 10 York County households).

Poverty Rates

Poverty rates for all geographies are decreasing, but the percentage of people in poverty in the City of York has consistently been 3.5 times that of the county.

Improving Educational Attainment and Workforce Development

Wages in Growing Industries

The graphic below, also taken from the County 2020 EAP, highlights the wage differences between the county's top ten fastest-growing industries. This information provides some direction regarding the type of workforce development most needed to improve household incomes: Management, Professional, scientific, Technical, and Construction.

Median **earnings below $40K** | Median **earnings above $40K**

Transport/Warehousing
Administrative
Management
Real estate
Professional, Scientific, & Technical
Health Care
Accommodation/Food
Arts/Recreation
Construction
Other Services
Finance/Insurance
Wholesale trade
Retail trade
Education
Utilities
Manufacturing
Information

10 Fastest Growing Industries
10% growth or more since 2010

Declining Industries
Employment loss since 2010

Median Earnings
(In Thousands)

Source: Census American Community Survey, 2017

Industry 4.0

Deloitte, a multinational professional services network and the world's fourth-largest accounting firm defines Industry 4.0 as "a new industrial revolution—one that marries advanced manufacturing techniques with the Internet of Things to create manufacturing systems that are not only interconnected but communicate, analyze, and use the information to drive further intelligent action back in the physical world."

Industry analysts believe that the decline in manufacturing has stabilized and that "Industry 4.0" represents a clear opportunity to target workforce development initiatives towards the industrial and technology sectors.

Common strategies used include:

Promote Lifelong Learning— Promoting lifelong learning requires adult education programs, including literacy classes, vocational training, and GED preparation. Most of these are implemented by partnering with the library system, community colleges, and universities.

Career and Technical Education (CTE)—CTE programs seek to equip students with practical skills and certifications for various careers. They are typically established with local businesses and industries.

Mentorship Programs - In partnership with the non-profit and business community, mentorship programs pair students with mentors who can guide them academically and personally.

Technology Integration - Technology integration initiatives seek to ensure access to digital resources for all students and promote e-learning platforms and online courses.

Improving Educational Attainment and Workforce Development

What do we want to see in our Community?

- A higher number of residents earning a high school diploma.

- More scholarship opportunities.

- A highly qualified school board.

- BIPOC teachers and administrators.

- More and improved early education opportunities.

- Diverse educational choices, such as vocational and technical education.

- More diverse course offerings.

- Greater access to mentorship.

What is holding us back from accomplishing our vision?

- A lack of educational guidance.

- Lack of quality childcare and early childhood education.

- Racial inequality and achievement gaps.

- Student homelessness and student housing dynamics.

- Generational poverty.

- Lack of opportunities.

- Limited English proficiency.

- Lack of internet access.

- The school-to-prison pipeline.

What could happen if we do not make improvements?

- Continued cycle of poverty.

- Continued racial discrimination.

- City residents will be unable to compete for employment.

- Increase in crime.

How Can We Accomplish Our Vision?

Education & Persuasion

- Encourage, support, and promote the development of training programs that promote the importance of employability skills such as communication, critical thinking, problem-solving, and technology agility.   **Tier 1**

- Promote the use of local job placement entities in York County. **Tier 1**

- Support various efforts county-wide to create employer-sponsored transportation programs. **Tier 1**

- Support and participate in YCEA's efforts to understand better the needs of diverse and growing companies in target industries.   **Tier 1**

Improving Educational Attainment and Workforce Development

- Develop an outreach campaign in collaboration with community stakeholders to communicate mentorship programs and financial education programs. **Tier 2**

Inducements & Incentives

- Provide various financial aid forms to assist people willing to take course certifications or qualifiers to acquire new skills. Promote the availability of financial assistance for technical training programs through the Pennsylvania Higher Education Assistance Agency (PHEAA). **Tier 1**

- Prioritize funding to programs that promote career development as early as elementary school. **Tier 1**

Services & Capacity-Building

- Consider the creation of a Business Retention and Expansion (BR&E) working group with key stakeholders such as YCEA, Junior Achievement, Rabbit Transit, WellSpan Health, Memorial Health, Kinsley Construction, Voith Hydro/Turbo, County of York, City of York School District, York College, HACC, Penn State York and others to implement a BR&E Strategy focusing on encouraging living wage employers to relocate to York County's growth areas through workforce development programming. **Tier 1**

- In coordination with community stakeholders, identify priority skills gaps within the York City community. **Tier 1**

- Identify and maintain an inventory of vocational, apprenticeship, training, certification, and degree programs that allow workforce-aged residents to develop and improve skills that meet workforce market needs and increase employment opportunities. **Tier 1**

- Participate in and support YCEA's efforts to build a pipeline of career awareness, recruiting candidates, and job placement. **Tier 1**

- Collaborate with local partners to conduct regular job-readiness sessions, including resume writing, interviewing, dress for success, and technology skills enhancement classes. **Tier 1**

- In partnership with YCEA and the County of York, create an Intern-To-Work program matching local workers to local jobs. **Tier 2**

- Create community-supported gardens and agriculture that can provide soft skills job training, increase access to healthy foods, and improve community involvement and investment. **Tier 2**

- Partner with local businesses such as Apple Automotive, York Electric, Yorktown Hotel, and the Appell Center to create internships and workforce development opportunities. **Tier 2**

System Changes

- Partner with local stakeholders (Crispus Attucks, YMCA, YWCA, City of York School District, Count of York) to create neighborhood work readiness programs to improve the skills necessary for successful employment and advancement. **Tier 2**

- Explore creating a workforce development staff role to work with County stakeholders, such as YCEA, the York County Alliance for Learning, and others, to bring affordable and accessible workforce training and development programming to York City residents. **Tier 3**

- Explore the creation of an Office of Community Wealth Building within city government; such an office could consolidate efforts in inclusion and diversity within the business community, small business building initiatives, and workforce development initiatives under one umbrella. **Tier 3**

Increasing the Number of Entrepreneurs and Locally-Owned Businesses

Benefits

Increasing the number of entrepreneurs and locally-owned businesses in a city has significant benefits for both the community and the overall economy including:

Job Creation

Economic Resilience

Community Identity and Character

Innovation

Wealth Retention

Strategies

Common strategies to increase the number of entrepreneurs and locally-owned businesses in the city include:

Business incubators and accelerators—These organizations provide resources, mentorship, and networking opportunities for startups and nurture early-stage businesses.

Business Retention and Expansion Programs - A Business Retention and Expansion (BR&E) program that proactively engages with existing businesses to understand and address their local needs. Benefits include stronger relationships between companies and the community, economic vitality, and a more supportive environment for job creation.

Local Procurement Policies - Policies that encourage and invest in local procurement initiatives to keep as much local wealth within the community as possible.

Access to Capital - Facilitating access to small business loans, grants, and venture capital assists in retaining and attracting business. Local governments and other partners can collaborate with local financial institutions to offer favorable terms for local businesses.

Increasing the Number of Entrepreneurs and Locally-Owned Businesses

What do we want to see in our Community?

- Self-sufficient neighborhoods.

- Business-community partnerships.

- An inclusive and unified downtown.

- Affordable housing and goods.

- Grant-supported development.

- Community buy-in.

- Passion-driven businesses.

- Local financial institutions.

- Acceptance of minority progress.

- Equitable loan practices and grant programs.

What is holding us back from accomplishing our vision?

- A lack of education, specifically in business.

- Strict business regulations in the city's downtown.

- A lack of advertising on opportunities.

- A lack of walkability.

- A lack of equal business opportunities for ESL residents.

- A lack of generational wealth in minority communities.

- Costs of building space and rent.

- A lack of capital.

- York City is not viewed as a destination.

What could happen if we do not make improvements?

- Increased poverty.

- No incentive for continued education.

- Increased crime rates.

- An increase in socioeconomic disparities.

- No business retention.

- Decreased quality of life.

- Increased taxes.

How Can We Accomplish Our Vision?

Education & Persuasion

- In collaboration with the YCEA, ExploreYork, and the City of York Department of Economic and Community Development, promote the advantage of relocating and expanding businesses in the city. **Tier 1**

- Share York City's economic development and small business wins. **Tier 1**

- Conduct an annual small business survey to gauge business confidence and the state of business competitiveness. **Tier 1**

Increasing the Number of Entrepreneurs and Locally-Owned Businesses

- Encourage the development of social responsibility policies to be implemented by local businesses. **Tier 1**

- Actively work toward building an inclusive entrepreneurship ecosystem by conducting outreach with city businesses. **Tier 1**

Inducements & Incentives

- Provide technical support for employer-assisted workforce housing programs. **Tier 1**

- Offer capital and business support services for entrepreneurs by leveraging city hall's convening power. **Tier 3**

Services & Capacity-Building

- Work with the business community to identify infrastructure needs. **Tier 1**

- Maintain a forum for businesses to provide feedback to the city about local business needs. **Tier 1**

- Identify and encourage partnerships between local non-profits and businesses, such as mentoring, job preparedness, or food insecurity programs. **Tier 1**

- Support the availability of financing to local entrepreneurs and small and minority-owned businesses. **Tier 1**

- Coordinate with programs like YCEA's Bloom Business Empower Center to fund new businesses and business expansion and encourage entrepreneurs to explore innovative financing strategies. **Tier 1**

- Develop a plan for inclusive entrepreneurship and track metrics for accountability and transparency. **Tier 2**

- Explore the creation of a York County Technology Hub with partners such as YCEA and York College to foster innovation, attract skilled professionals, and create job opportunities with amenities such as co-working space, incubator programs, technology training workshops, and networking events. **Tier 2**

- Coordinate with Susquehanna SCORE and the YCEA to create resources for "at-risk businesses." **Tier 3**

System Changes

- Evaluate and streamline the city's development and permitting processes to reduce the presence of unknown variables in the business start-up process. **Tier 1**

- Actively identify local procurement opportunities with the City of York. **Tier 1**

- Develop procurement policies that encourage or require local procurement and assist in creating economies of scale for small businesses. **Tier 2**

- Build a presence in the community to enhance access and facilitate inclusive placemaking. **Tier 2**

- Explore the creation of an Office of Community Wealth Building within city government; such an office could consolidate efforts in inclusion and diversity within the business community, small business building initiatives, and workforce development initiatives under one umbrella. **Tier 3**

Increasing the Number of Entrepreneurs and Locally-Owned Businesses

- Explore creating a small business staff support role to provide supportive programmatic information, access to grant funding, marketing, promotional assistance, mentoring, and technical assistance. **Tier 3**

- Support the development of an "Entrepreneur in Residence" program and provide a cohort of local, diverse entrepreneurs access to entrepreneurial mentoring, relationships, business tools, and capital. **Tier 3**

Increasing Diversity in Business Owners and Leadership

Equity and Inclusion Promising Practices

The following Equity and Inclusion Promising Practices were pulled from the 2020 York County Economic Action Plan and are incorporated in the City's Plan:

City Level Approaches - Equitable development at the city level is anchored most often by a government agency led by the Mayor and city leadership. These "City Equity Offices" create strategic plans to help departments become more intentional about distributing government resources to address structural barriers. The Equity Office of Austin, Texas, exemplifies an office emphasizing internal cultural shifts to address implicit bias in local governance and build capacity for local equity collaborations.

Celebrating Progress - The ROZ Group's 2019 report recommended, "Structure a series of events and invitations. For example, the Philadelphia Tribune honors 'African American Movers and Shakers annually at a reception at the Convention Center. Businesses use the pull-out section of the paper in the same way that the Business Journal's special editions are used to identify leaders in business sectors throughout the Region." Stakeholders in York should develop some forum like this to promote wins and bring attention to positive progress.

Employee Resource Groups (ERGs) - The traditional definition of an ERG (also known as an Affinity Group) is an "employer-recognized group of employees who share the concerns of a common race, gender, national origin or sexual orientation." These groups add value to employee recruitment and retention, training, and professional development; ERGs are instrumental to the success of businesses, especially as corporations become more global and diverse.
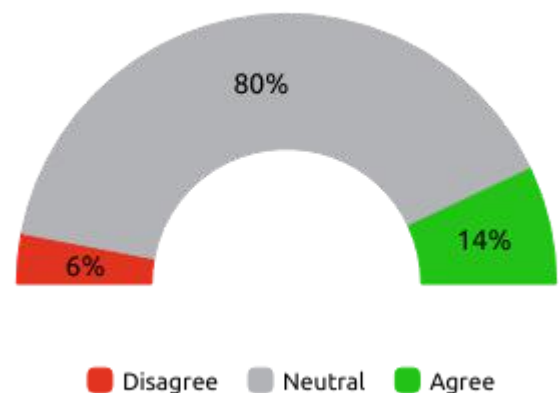
Community Input

Public sentiment regarding a particular issue also assists in creating a baseline of the existing condition.

During a 2019 Resident Community Survey, respondents were asked to provide their opinions regarding the following statements:

"City leaders and staff give equal help to people of all races and ethnicities that want to open a new business."

58%

16%

26%

■ Disagree   ■ Neutral   ■ Agree
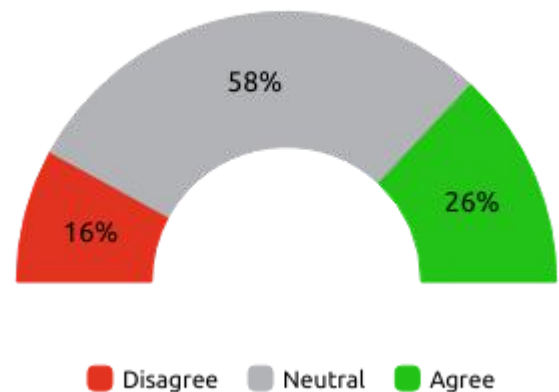
"City leaders and staff give equal help to people that want to open a new business regardless of what neighborhood they want to open it in."

80%

6%

14%

■ Disagree   ■ Neutral   ■ Agree

Increasing Diversity in Business Owners and Leadership

What do we want to see in our Community?

- Representational leadership and ownership.

- Increased business success.

- Community role models.

- Increased education attainment and financial stability within the city's minority populations.

- An ethnically and racially diverse business community.

- Community trust.

What is holding us back from accomplishing our vision?

- Systematic and active racism.

- Disproportionate access to wealth.

- Silent communities.

- Lack of support for new businesses.

- Zoning regulations.

- Lack of education.

- A lack of connections and opportunities to network.

What could happen if we do not make improvements?

- Low sense of self-worth.

- Generational poverty.

- Brain drain. See page 6-11

- Decreased tax base.

- Gentrification.

- Discouraged and /or short-lived movements for social improvement.

How can we accomplish our Vision?

Education & Persuasion

- Champion and support YCEA's efforts to create a cohesive entity to create a county-wide diversity strategy. **Tier 1**

- Collaborate with York City businesses to share YCEA's Welcoming Workplace Initiative information and encourage initiative membership by York City businesses. **Tier 1**

- Coordinate with local small businesses and employers on diversity as an economic development Initiative. **Tier 1**

Increasing Diversity in Business Owners and Leadership

Inducements & Incentives

- Consider the establishment of economic incentives for attracting diverse and inclusive businesses. **Tier 2**

Services & Capacity-Building

- Encourage and support the development of affinity groups or Employee Resource Groups. **Tier 1**

- Encourage, facilitate, and support the development of diversity and inclusion training programs with residents, communities, business owners, and employees as the target audience. **Tier 1**

- Explore creating an Inclusion Office within city government. **Tier 3**

System Changes

- Prioritize York City Community Development Block Grant Funding to the Confronting Racism Coalition to assist in funding staff positions. **Tier 1**

- Advocate for city participation in YCEA's strategy to recruit a core group of businesses in York willing to commit to an in-depth and ongoing training process that will guide best practices. **Tier 2**

Building Wealth Within Neighborhoods

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CITY OF YORK
Comprehensive Plan

Building Socially Cohesive Neighborhoods

Building Socially Cohesive Neighborhoods

Social cohesion is how much community members trust and work together and is influenced by social, economic, cultural, and environmental factors. Social cohesion is essential for the well-being, resilience, and prosperity of individuals and society; however, it is often challenged by forces such as inequality, segregation, displacement, transiency, and isolation.

Objectives

This plan recognizes that building socially cohesive neighborhoods is crucial for enhancing the city's and its residents' quality of life and social capital. This plan envisions a city where people of diverse backgrounds, incomes, and interests can live together in harmony, mutual respect, and civic engagement.

To achieve this vision, the plan sets forth three (3) strategic objectives:

Making More Inclusive Third Places

The city's commitment to inclusivity extends beyond homes and workplaces. Recognizing the significance of third places involves acknowledging those informal gathering spots where individuals connect, converse, and build bonds. This chapter will delve into transforming city parks, plazas, and other public spaces into vibrant hubs of social interaction. The goal is to strengthen the sense of belonging throughout the city, further intertwining the community fabric.

York's strength lies in its diversity. Yet, disparities persist. This chapter addresses socioeconomic segregation head-on. The vision includes neighborhoods where economic backgrounds don't create invisible barriers. The city strives for a more equitable distribution of resources, opportunities, and amenities through targeted policies and collaborative efforts.

Minimizing Socio-Economic Segregation Between Neighborhoods

Improving Tenure, Decreasing Transiency, and Preventing Resident Displacement

Stability matters. This plan aspires to create neighborhoods where residents put down roots, invest in their surroundings, and contribute to collective well-being. By enhancing tenure security, minimizing transiency, and safeguarding against displacement; the city can pave the way for sustainable growth.

Socially Cohesive Neighborhoods

Pages 4 and 5 provide a primer on socially cohesive neighborhoods. Starting on Pages 7-9, 7-13, and 7-19, recommendations are included for each of the chapter's three objectives.

What are they?

A socially cohesive neighborhood is more than just a collection of houses; it's a living, breathing community where connections thrive and bonds strengthen.

Creating socially cohesive neighborhoods isn't accidental; it's intentional. It requires community engagement, policy alignment, and a commitment to inclusivity. Envisioning the future of York City involves interweaving the threads of cohesion into the very fabric of neighborhoods.

Here's what makes such neighborhoods unique:

Shared Identity and Belonging

In socially cohesive neighborhoods, residents share a sense of belonging. They identify with their community, its history, and its aspirations. Whether it's the local park, the corner store, or the annual block party, these spaces become woven into the fabric of their lives.

Trust and Solidarity

Trust is the currency of socially cohesive neighborhoods. Neighbors look out for one another, lend a cup of sugar, and celebrate each other's victories. Solidarity transcends differences—whether cultural, economic, or generational. It's the understanding that we're all in this together.

Inclusive Third Places

The cozy coffee shop where the barista knows your name and the community center where kids gather after school are third places—spots beyond home and work where people gather spontaneously.

In socially cohesive neighborhoods, these third places are present, inclusive, and welcoming to everyone regardless of background.

Active Public Space

City parks, plazas, and sidewalks aren't just physical spaces; they're social canvases. Socially cohesive neighborhoods activate these spaces. Children play, elders chat on benches, and impromptu soccer games break out. These shared experiences create a sense of unity.

Cultural Celebrations

From Diwali to Juneteenth, socially cohesive neighborhoods celebrate diversity. They host cultural festivals, food fairs, and art shows. These events bridge gaps, foster understanding, and remind us that our differences enrich our collective tapestry.

Collective Problem-Solving

When potholes appear or graffiti mars a wall, socially cohesive neighborhoods rally. Residents collaborate with local government, organize clean-up drives, and advocate for change. They recognize that their collective voice is stronger than individual complaints.

Resilience in Times of Crisis

During storms, power outages, or emergencies, socially cohesive neighborhoods shine. Neighbors check on each other, share resources, and offer shelter. The bonds forged over time become lifelines when adversity strikes.

Socially Cohesive Neighborhoods

Evaluating Neighborhoods for Social Cohesion

Neighborhood Assessments and Action Plans can be used to evaluate and prioritize efforts to build cohesive neighborhoods. Such assessments identify residential areas as Stable, Needing Stabilization, Needing Revitalization, or Needing Rehabilitation on a Residential Neighborhood Categorization Map.

Neighborhood action plans identify strategies to promote preservation, revitalization, or rehabilitation. The assessments analyze indicators such as the number of police calls for service, level of resident transiency, changes in property values, number of code violations, and quality of life surveys to identify a neighborhood as stable, needing stabilization, revitalization, or rehabilitation.

Strategies are then developed to maintain or improve conditions depending on what the assessments determined. Such strategies may include:

It prioritizes partnerships with residents in neighborhoods not identified as stable to create a plan to address negative indicators.

Efforts should be made to maintain neighborhood integrity and quality of life for residents in stable residential areas and avoid allowing new development that may decrease or negatively impact the stable classification of an area or neighborhood.

Housing rehabilitation efforts focus on areas of the city identified as Needing Revitalization or Needing Rehabilitation on the Residential Neighborhood Categorization Map.

Prioritization of capital infrastructure improvements in neighborhoods classified as needing revitalization.

Prioritize areas Needing Stabilization in terms of targeting code enforcement activities, such as special-purpose task teams, assignment of additional staff for specified periods, or infrastructure projects to help move the neighborhood toward a classification of Stable Residential, such as sidewalk improvements, bike lanes, and street lighting.

Making More Inclusive Third Places

What is a Third Place?

A "Third Place" is a term used to define a social environment that is neither home nor work. These spaces tend to foster social interaction, relaxation, and community-building. The key to a third place is that no one is compelled, and visitation is voluntary.

Examples of familiar third places include:

Coffee Shops

Community Gardens

Bookstores

Co-Working Spaces

Parks

Community Centers

Churches

Spaces for the Arts

Third places play a crucial role in shaping individual and collective identities. These spaces serve as passive social hubs, creating an escape from loneliness while providing opportunities for community-building and camaraderie.

Third places can also focus on specific issues, such as sustainability, entrepreneurship, circular economy (see Chapter 6, Building Wealth Within Neighborhoods), and learning.

Characteristics of Inclusive Third Places

Developing inclusive third places requires community engagement and input from a diverse cross-section of residents within walking distance of a particular geographic location.

The following characteristics help make inclusive third places:

Universal Design - Create third places accessible to everyone, including people with disabilities.

Mixed-Used Spaces - Design areas that serve multiple purposes to accommodate diverse activities.

Programming and Activities - Celebrate diversity and unite people while encouraging skill sharing and learning.

Affordable - Third places should be cheap and offer accessible events regardless of income.

Safe and Comfortable - Third places should ensure proper lighting and comfortable seating.

Promote Social Interactions - Set up communal tables or seating areas where people can chat, share meals, or play games.

Collaborate with Existing Third Places - Partner with existing third places to host joint events or share resources.

Making More Inclusive Third Places

Inclusive Outdoor Third Places

The ideal outdoor space is designed to create the message, "You belong." and typically provides the following:

A mix of hard and soft materials, such as furniture, lighting, and trees

Universal design

Seating areas and gathering spaces

Shade, landscaping, and natural features

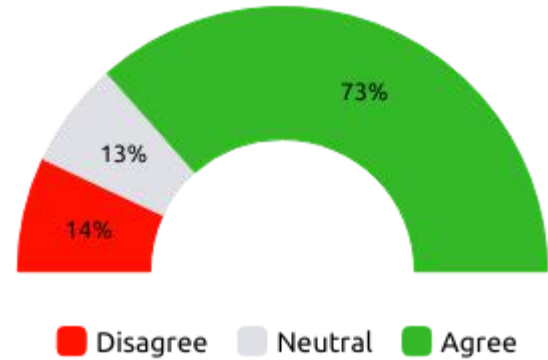**Wi-Fi and device charging**

**Outdoor heating**

Pet-friendly areas

Community Input

During a 2019 Resident Community Survey, respondents were asked to provide their opinion regarding the two (2) statements in the column to the right:

"I feel welcome in restaurants and stores in the City"

73%
13%
14%

■ Disagree   ■ Neutral   ■ Agree

"I can afford to enjoy dining at restaurants and shopping in stores in the City"

73%
22%
5%

■ Disagree   ■ Neutral   ■ Agree
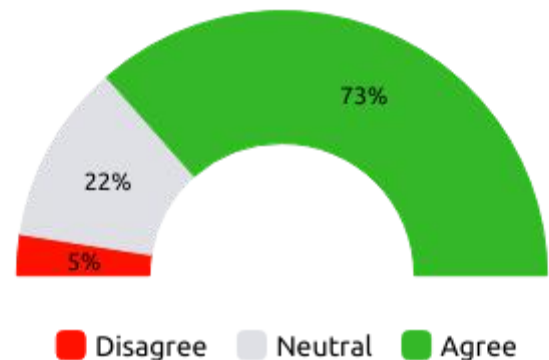
These responses support an existing level of personal inclusion at least amongst survey respondents, which creates a positive platform to build upon.

What do We Want to See in Our Community?

- More black, indigenous, and people of color (BIPOC)-owned recreational spaces and restaurants.

- More multi-lingual spaces.

- Culturally inclusive activities and experiences.

- Donation-based payment methods.

- No-cost activities.

- Commonalities of interests; identity.

- Culturally representative staff at third places.

- Non-commercial communal spaces.

- Diversified price points at businesses and restaurants.

- Well-lit areas at night.

- Diversity in users.

- Diversity in activities.

- Youth in York City have the same opportunities as in other school districts.

- Integration with technology.

- Parks throughout the city.

- Consistent budgeting for improvements.

- Gardens.

- Accessibility for all ages and physical capabilities.

What is Holding Us Back From Accomplishing Our Vision?

- Lack of investment in BIPOC communities.

- Lack of business leadership.

- A lack of third places.

- Disconnected neighborhoods.

- Not having inclusivity as a commitment/proactive standard.

- Lack of economic empowerment and capacity-building assistance.

- Financial barriers.

- Lack of space.

- Not a priority for government officials.

- Funding.
- Residents not feeling safe.

- Lack of neighborhood pride.

- Short-staffed; parks' staff has other responsibilities.

What Could Happen if We Do Not Make Improvements?

- People will find third places outside of York.

- Lack of safety.

- Unsafe reputation as a city.

- Negative health effects.

- Fewer social interactions and social division.

- Lack of community.

- Parks will deteriorate, and nature will take over.

Making More Inclusive Third Places

How can We Accomplish Our Vision?

Education & Persuasion

- Create educational material to support existing and future inclusive third places. **Tier 1**

- Conduct public meetings and community outreach to develop improvement priorities at public parks. **Tier 1**

- Support appropriate public art initiatives to foster neighborhood identity and pride. **Tier 1**

- Support and champion YCEA's Codorus Creek Greenway Initiative. **Tier 1**

- Create a directory of third places. **Tier 1**

- Embrace the diversity and cultures of different communities. **Tier 1**

- Offer public access to event schedules for the city's venues and parks. **Tier 1**

- Offer consistent marketing for parks and activities using the city's website. **Tier 1**

- Increase access to business education. **Tier 1**

- Explore the feasibility of establishing a speakers' bureau. **Tier 2**

Inducements & Incentives

- Utilize Community Conservation Partnerships Program (C2P2) funding through DCNR and York County Marcellus Shale Funds through the Open Space and Land Preservation Grant Program for public park improvement projects. **Tier 1**

- Explore the feasibility of diversifying funds to help create more third places in the city. **Tier 1**

Services & Capacity-Building

- Specifically, target roadway and streetscape improvements adjacent to public schools to provide a safe, aesthetically appealing environment. **Tier 1**

- Strengthen the sense of place in each neighborhood with adequate and well-designed public facilities such as parks and open spaces, schools, recreation centers, and streetscapes. **Tier 1**

- Explore innovative public events to be hosted by the city. **Tier 1**

- Explore the feasibility of offering city-wide WiFi. **Tier 1**

- Offer networking events hosted at third places throughout the city. **Tier 1**

- Increase the number of senior activities hosted. **Tier 1**

- Increase the number of benches, tables, and large outdoor spaces throughout the city. **Tier 1**

- Create connections to schools, parks, and neighborhoods via trails, walking paths, and sidewalks. **Tier 1**

- Offer community gardens. **Tier 1**

- Offer free "tiny libraries" throughout the city. **Tier 1**

- Improve the quality of and access to public bathrooms. **Tier 1**

Making More Inclusive Third Places

- Improve lighting in all third places, especially parks. **Tier 1**

- Explore the feasibility of offering a scooter rental program similar to a bike share program. **Tier 1**

- Continue to promote York265.com. **Tier 1**

- Explore the feasibility of installing technology kiosks in the City's parks. **Tier 2**

- Explore the feasibility of having City park rangers. **Tier 2**

- Create a public art program with the intent of celebrating the uniqueness of the city, its neighborhoods, and its residents. **Tier 2**

- In collaboration with community stakeholders such as Crispus Attucks, Latinos Unidos, the Spanish American Cultural Center, the York County Hispanic Coalition, the YMCA New American Welcome Center, and local churches create a comprehensive recreation plan to prioritize park redevelopment initiatives to create welcoming third places at parks city-wide. **Tier 2**

System Changes

- Encourage walking, bicycling, and transit use to benefit people of all ages, as a means to encourage social interaction and provide a sense of place in new developments and neighborhood improvements. **Tier 1**

- Encourage and support the development of community gardens as third places. **Tier 1**

- Explore the feasibility of utilizing parks as neighborhood hubs and neighborhood association meeting points. **Tier 1**

- Encourage businesses to increase diversity among staff. **Tier 1**

- Increase the number of non-profit organization (NPO)-sponsored parks and public spaces through an Adopt-A-Park program. **Tier 2**

- Explore the feasibility of offering "pocket parks" in empty lots and other areas of the city. **Tier 2**

Laws & Mandates

- Develop land use regulations that support and encourage residential urban agriculture. **Tier 1**

- Explore the feasibility of introducing a policy requiring a diversity effort in event planning. **Tier 1**

Minimizing Socio-Economic Segregation Between Neighborhoods

What is Socio-Economic Segregation?

Socio-economic segregation is a term used for the uneven distribution of different occupational or income groups across residential neighborhoods of a city.

Socio-economic segregation is a country-wide challenge that has proven to be both complex and persistent, with deep historical roots in:

Policy-making that significantly limited access to appropriate housing

Discriminatory lending practices

Income disparities created by a lack of access to quality jobs, education, and healthcare

Inequitable distribution of neighborhood resources and investments, i.e., schools, parks, grocery stores, and reliable transportation

Current Trends

Rising levels of segregation cause concern regarding the social sustainability of cities and reduce the status of cities as places of opportunity with equal opportunities for all.

Segregation among neighborhoods is being exacerbated by:

A lack of housing diversity within individual neighborhoods

Workforce professionalization, which refers to a rising share of high-income professions within the workforce, is driving socio-economic segregation in some communities.

Development and redevelopment that results in the displacement of existing residents

Generational socio-economic segregation occurs when existing inequality is transmitted from one generation to the next through a complex mix of family, housing, education, and labor market factors

Decreasing Socio-Economic Segregation

The following strategies are used to decrease socio-economic segregation:

Mixed-Use Development and Zoning

Utilizing land use strategies that encourage mixed-use zoning that integrates residential, commercial, recreational, and even some industrial spaces within neighborhoods.

Inclusionary Zoning

Policies that promote and/or require affordable housing alongside higher-income housing.

Intergenerational Programming

The development of intergenerational programming and initiatives that bring together people of different ages, such as mentorship, tutoring, and joint activities, bridge gaps and promote understanding.

Minimizing Socio-Economic Segregation Between Neighborhoods

Transportation Equity

Improving public transportation networks to connect neighborhoods regardless of income levels and ensuring affordable and accessible transportation options for all residents.

Community Centers and Shared Facilities

Ensuring equitable access to community centers, libraries, and recreational facilities that serve as Third Places for residents from diverse backgrounds. These shared spaces foster interaction and reduce segregation.

Economic Development Strategies

Investing in local businesses, job creation, and supporting entrepreneurship and small businesses in all neighborhoods.

- Offer grants or low-interest loans to local businesses.
- Create business improvement districts to enhance commercial areas.
- Promote cultural and economic diversity by supporting neighborhood shops and services.

Cultural Investments

Preserve a community's history and culture through investments in:

- Public art installations
- Historic preservation projects
- Cultural events and festivals

What do We Want to See in Our Community?

- Mixed-income housing downtown
- Empowered residents
- Investment in neighborhood associations
- Rentals are affordable, safe, and legal
- Maintaining Homeownership
- Centralized amenities in each neighborhood
- Job creation and stability
- Consistent income across all neighborhoods
- Better pay for all skill levels
- A better Zoning Ordinance
- Incentivize beautification for renters

What is Holding Us Back From Accomplishing Our Vision?

- Lack of code enforcement
- NIMBYism
- A lack of housing diversity
- An aging population that lacks access to appropriate housing
- Active and systematic racism
- A lack of positive publicity
- Trauma and fear of others
- Educational focus on surviving, not thriving
- Strained tenant/landlord relationships
- Failure to collaborate strategically
- Lack of leadership

Minimizing Socio-Economic Segregation Between Neighborhoods

What Could Happen if We do not Make Improvements?

- Income gaps will continue to widen

- Gentrification

- Lack of wealth

- Lack of collaboration

How can We Accomplish Our Vision?

Education & Persuasion

- Promote, support, and enhance the unique characteristics of York City's neighborhoods. **Tier 1**

- Promote historic preservation as an avenue to improve the quality of life of qualifying structures and neighborhoods, with revitalization efforts, infill and redevelopment programs, and new development providing sensitivity to the character of historic neighborhoods and structures. **Tier 1**

- Engage neighborhood residents and organizations in collaborative efforts to share information, solve problems, and plan for the future by implementing a multilingual communications plan that outlines the roles and responsibilities of city agencies, neighborhood organizations, residents, community institutions, and businesses. **Tier 2**

- Take a leadership role in developing a mutually responsive communications network among city agencies, neighborhood groups, residents, community institutions, and businesses to identify and address neighborhood concerns openly, thoughtfully, and fairly. **Tier 1**

- Expand access to art education for both school-age children and adults. **Tier 1**

- Explore partnerships to expand youth outreach with York Arts and similar organizations. Tier 1

- Encourage the development of employer-assisted workforce housing programs. **Tier 1**

- Encourage the development of vacant or underdeveloped land for housing and mixed-uses and promote rehabilitation of underutilized housing into desirable places to live. **Tier 1**

- Promote good design in new housing construction and rehabilitation that highlights beauty, flexibility, innovation, and sustainability and, most importantly, respects existing neighborhood character. **Tier 1**

- Increase awareness of the neighborhood's goods and services by creating and distributing digital and print maps. **Tier 2**

- Encourage using community simulators to bridge the socio-economic gap, such as poverty, homelessness, food insecurity, disability, budgeting, healthcare access, and educational equity simulations. **Tier 1**

- Encourage construction of mixed-income housing developments to avoid a concentration of affordable units in one development or neighborhood and to provide a full range of residential unit types and prices. **Tier 1**

- Increase communication of program offerings in the city. **Tier 1**

Inducements & Incentives

- Incentivize redevelopment of vacant or underdeveloped land for mixed-use and housing through funding support and technical assistance. **Tier 1**

• Explore the feasibility of incentivizing buying rather than renting in low-income neighborhoods in the city. **Tier 1**

Services & Capacity-Building

• Create Neighborhood Assessments and Action Plans for the ten (10) planning areas identified in the community outreach efforts discussed on Pages VII-XII. The planning areas with the highest instances of neighborhood instability are to be prioritized. **Tier 1**

• Strengthen the positive attributes and distinctive character of each neighborhood to help sustain the City of York as a healthy, vital city. **Tier 1**

• Support efforts to establish neighborhood identification signs at gateway entrances and specialized neighborhood street signage to help better create a sense of place and neighborhood identification. **Tier 1**

• Consider providing neighborhood planning support services by preparing and updating neighborhood plans, facilitating the creation of neighborhood groups with adequate representation, and maintaining and updating a list of neighborhood association contacts to act as liaisons with the city. **Tier 1**

• Consider implementation and funding programs such as Adopt-A-Street (litter control) and Adopt-A-Tree (street tree plantings) and support the creation of similar programs intended to improve the appearance of neighborhoods. **Tier 1**

• Identify strategies the city and its partners can employ to promote equitable and inclusive neighborhoods. **Tier 1**

• Explore the feasibility of fixing facades, specifically in low-income neighborhoods within the city. **Tier 2**

• Install and decorate public art in Penn Market. **Tier 1**

• Improve neighborhoods with infrastructure projects that promote pedestrian safety, walkability, and connectivity, and provide traffic calming, streetscape beautification, and recreational opportunities. **Tier 2**

• Evaluate appropriate locations to provide infrastructure for active transportation modes in residential areas such as bicycle lanes, shared-use pathways, trails, and sidewalks. **Tier 2**

• In collaboration with community stakeholders, consider creating a Neighborhood Resource Center, which provides services to enhance neighborhoods and enrich the quality of life by delivering and connecting services that educate, develop financial management skills, and promote productive lifestyles. **Tier 3**

System Changes

• Foster neighborhood identity and pride by recognizing that every neighborhood has assets that identify it and contribute to the well-being of the residents. Understand what those are, look for opportunities to enhance them, and leverage them for neighborhood improvement. Assets include trees, historic resources, schools, community gardens, architectural features, and the residents.   **Tier 1**

• Annually analyze the housing stock, housing needs, housing demands, and cost burden for various income levels of the City of York's population through the Consolidated Plan. **Tier 1**

• Encourage the development of plans and investments to protect and restore the socioeconomic diversity and cultural stability of established neighborhoods. **Tier 1**

Minimizing Socio-Economic Segregation Between Neighborhoods

- Analyze the feasibility of new and innovative housing types and designs that can be accommodated within all residential areas. **Tier 1**

- Encourage the development of small, resource-efficient, affordable single-family homes, cottage housing, or clustering of houses. **Tier 2**

- Partner with non-profit and private sector partners to support the rehabilitation of viable housing stock, prioritizing structures over 50 years old when cost-effective. **Tier 2**

- Encourage and support community funding efforts and affordable housing initiatives that aim to attract and retain teachers in local schools. **Tier 2**

- Create a program to provide technical support for employer-assisted workforce housing programs. **Tier 2**

- Explore the creation of distinct pocket neighborhoods and model blocks that incorporate new and innovative housing types. **Tier 3**

⚖ Laws & Mandates

- Adopt policy statements in land use regulations that support the development of intergenerational communities that attract a creative class of workers, businesses, residents, and visitors, with a range of housing choices and opportunities for all residents; efficient public transportation systems: safe pedestrian networks: and access to quality health care and education facilities; and other quality of life amenities. **Tier 1**

- Create a zoning definition of family in land use regulations that support multi-generational, nontraditional, blended, and extended families. **Tier 1**

- Allow the development of accessory units in residential and mixed-use residential land uses. **Tier 1**

- Allow various housing types to reflect the needs of all household types, including rental and ownership opportunities for single people, couples, families, seniors, persons with disabilities, and multi-generational families. **Tier 1**

- Regularly review the zoning and subdivision and land development ordinances, housing programs, and economic policies to allow and encourage the development of intergenerational communities with a range of housing choices for all income levels, connected by efficient public transportation systems and a safe pedestrian network providing employment opportunities. **Tier 1**

- Equitable distribution of the street tree canopy minimizes socio-economic segregation via beautification and increased sustainability and, as such, should be prioritized in land use regulations. **Tier 1**

- Expand the city's Zoning Ordinance to include more allowable types of low-income housing. **Tier 1**

- Explore the feasibility of requiring mixed-income housing in every new development project. **Tier 1**

- Explore the feasibility of implementing a policy to mandate mixed-income housing. **Tier 2**

- Explore the feasibility of introducing rent freeze or caps in the city. **Tier 2**

Improving Tenure, Decreasing Transiency, and Preventing Resident Displacement

What is Tenure?

Housing tenure refers to the legal status under which people can occupy their homes, meaning home ownership or renting. Improving tenure aims to enhance the stability, security, and rights associated with housing.

Improving tenure relies on the following:

Strengthening legal protections for tenant rights and anti-discrimination laws

Affordable housing initiatives

Promoting homeownership

Addressing homelessness

Urban planning and zoning

Tenant empowerment

Community land trusts

What is Displacement?

Displacement occurs when someone is forced to leave their home or living space for various reasons, including development and redevelopment, eviction and unstable housing, a lack of housing, natural disasters, or armed conflict.

Displacement can be categorized as Direct Displacement, Exclusionary Displacement, or Displacement Pressure.

Direct displacement

This occurs when residents are forced to move because of rent increases and building renovations.

Exclusionary displacement

This occurs when housing choices for low-income residents are limited.

Displacement pressures

This occurs when support and services that low-income families rely on disappear from the neighborhood.

What is Transiency?

Resident transiency refers to the frequent movement or turnover of individuals or families in and out of a particular housing community or neighborhood.

In York City, 24% of residents are "new neighbors"

Compared to York County as a whole at 11%.

Source: U.S. Census Bureau, ACS 5-Year Estimate, S2502

Strategies to Prevent Displacement

The following strategies are most often used to prevent displacement:

Equitable Development and Urban Planning

Equitable Development and Urban Planning require involving residents in planning and prioritizing community needs, including affordable housing, green spaces, and public facilities.

Equitable zoning policies, such as those that encourage housing diversity (Missing Middle Housing) and affordable housing (Inclusionary Zoning), play a crucial role in fostering a more inclusive and balanced urban development pattern.

Sustainable zoning policies, such as transit-oriented developments, encourage increased densities and affordable housing near transportation hubs near a major interstate interchange or a bus transfer station.

Placed-Based Planning

Place-based planning is a holistic approach that integrates mixed-use development, public transit infrastructure, affordable housing, green spaces, complete streets (See Chapter 8, Creating a Supportive Transportation System), community outreach, historic preservation, and sustainability and well-being. Placed-based planning represents a shift from the traditional talking points of land use, transportation, housing, etc.

Mixed-Income Developments

Mixed-income developments are residential developments that include a mix of housing types at varying market-rate affordability levels, with a prescribed number of units being affordable to targeted low to moderate-income (LMI) segments of the population.

Affordable Housing Initiatives

Affordable Housing Initiatives such as developing and adopting inclusionary zoning and middle housing policies and Low-Income Housing Tax Credit Redevelopments create long-term affordable housing.

Community Land Trusts (CLTs)

Community Land Trusts are non-profit organizations that acquire and manage land to ensure affordable housing. CLTs develop affordable housing which can be rented or purchased. When homeownership is involved, the homeowner purchases only the house, while the CLT maintains ownership of the land, assuring long-term affordability. The homes continue to build equity for the owner and can be sold to another income-qualifying family when appropriate.

Chapter 6, Building Wealth in Neighborhoods, contains additional information and strategies for developing CLTs.

Preserve Naturally Occurring Affordable Housing (NOAH)

Preserving Naturally Occurring Affordable Housing refers to housing units that are inherently affordable without direct government subsidies, often due to market conditions or age. These units meet the needs of low—to moderate-income individuals and households, such as those that support the establishment of inclusionary zoning and community land trusts.

Improving Tenure, Decreasing Transiency, and Preventing Resident Displacement

Aging-in-place Action Plans

York County Community Foundation's Embracing Aging oversees York County's Age-Friendly Action Plan, part of the American Association of Retired People"s (AARP) Network of Age-Friendly States and Communities. This network focuses on 8 domains of livability: 1) housing, 2) outdoor spaces and buildings, 3) transportation, 4) civic participation and employment, 5) communication and information, 6) respect and social inclusion, 7) social participation, and 8) health services and community supports.

Tenant Protection

Tenant protections vary by state and local governments but can and do include the following:

- Eviction Moratoriums - These policies are typically implemented in a crisis and seek to prevent displacement.

- Rent Control - These policies limit rent increases due to development and redevelopment.

- Just-cause eviction Laws Protect tenants from arbitrary evictions, such as those caused by non-renewal of a lease. Just-cause eviction laws are most successful when paired with rent control initiatives to prevent a landlord from increasing rents to precipitate the tenant's non-renewal of the lease.

- Tenant Option to Purchase Policies—These policies provide existing tenants with the first opportunity to purchase the property and create regulations surrounding tenant notice, timeframes, and purchase agreement standards.

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Community Input

Public sentiment regarding a particular issue also assists in creating a baseline of the existing condition.

In a 2019 Resident Community Survey , respondents were asked to provide their opinion regarding the following statements:

"I feel like I belong in my neighborhood."

22% Disagree | 27% Neutral | 51% Agree
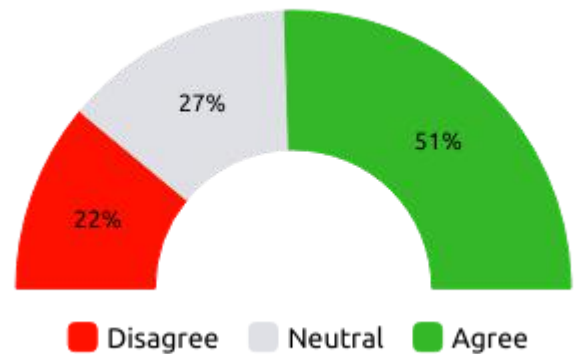
"Living in my neighborhood gives me a sense of community."

30% Disagree | 25% Neutral | 45% Agree
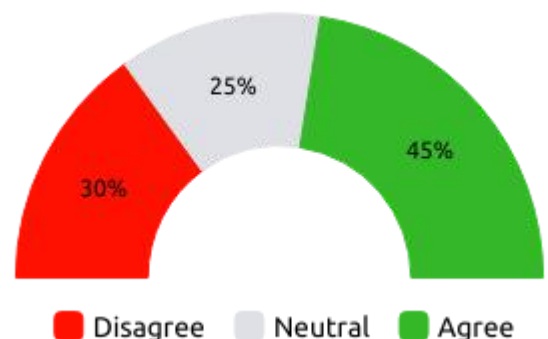
Improving Tenure, Decreasing Transiency, and Preventing Resident Displacement

What do We Want to See in Our Community?

- Residents building economic capacity and self-sufficiency

- Reduced turnover of homeowners

- Secure families, housing stability

- Neighborhoods improve and the same people get to live there

- Affordable housing options in all neighborhoods

- Better, more equitable decisions from boards, commissions, and authorities

- More community-building third spaces

- Residents building economic capacity and self-sufficiency

- Diversity in development

- Current neighborhood residents are included in new development decisions

What is Holding Us Back From Accomplishing Our Vision?

- Negative images of city neighborhoods

- Gentrification

- Insufficient leadership

- Economic development that creates displacement

- Municipal ordinances and past policy decisions

- Growing expenses

- Lack of educational opportunities

- Lack of walkability to jobs

- Lack of housing options

- Crime

What Could Happen if We do not Make Improvements?

- Lack of community development

- Declining sense of ownership and connection to one's neighborhood

- Housing shortages

- Lower quality of life

- Decline of the city

How can We Accomplish Our Vision?

Education & Persuasion

- Promote a high standard of housing for all residents free from environmental and health hazards. **Tier 1**

- Advocate for new federal, state, and county laws, regulatory tools, programs, and incentives to increase the production and preservation of affordable and workforce housing. **Tier 1**

- Continue to support affordable housing initiatives by local partners such as the York Habitat for Humanity, Affordable Housing Advocates, and others. **Tier 1**

Improving Tenure, Decreasing Transiency, and Preventing Resident Displacement

- Lead an education and awareness campaign for community-based organizations on best practices for intergenerational programming. These campaigns would be based upon evidence-informed models promoted by the Pennsylvania Intergenerational Network (PIN) and Generations United. **Tier 1**

- Develop and adopt a comprehensive housing strategy to determine requirements, standards, incentives, and appropriate locations for providing affordable and workforce housing units in all new developments. **Tier 2**

- Provide educational resources on how to build or modify a home to allow for aging-in-place for those who would not otherwise qualify for Medicaid. **Tier 1**

- Conduct ageism and ableism education and training for all City of York employees and City of York employers/organizations. **Tier 1**

Inducements & Incentives

- Provide incentives to encourage replacing existing housing units eliminated by redevelopment, either by providing them on-site or participating in a housing program. **Tier 1**

- Support a robust and diverse supply of housing options to meet the needs of all residents, including older adults and residents with disabilities, emphasizing those units located near services and transit. **Tier 1**

- Support a robust and diverse supply of housing options to meet the needs of all residents, including older adults and residents with disabilities, emphasizing those units located near services and transit. **Tier 1**

- Incentivize the integration of Universal Design principles and Smart Technology in new housing construction by advocating for regulatory requirements and offering developers incentives. **Tier 1**

- Encourage housing options for older adults and residents with disabilities, including designs that allow for independent living, various degrees of assisted living, and skilled nursing care, with access to on-site health care and other services and amenities. **Tier 1**

- Continue to utilize funds from federal, state, and local housing programs to provide or maintain workforce housing units for eligible income levels. **Tier 1**

- Collaborate with existing housing agencies, non-profit organizations, and the private sector to support direct financial assistance for residents experiencing a housing crisis to help prevent eviction, displacement, or homelessness. **Tier 1**

- Allocate municipal funds for land acquisitions to create workforce housing developments in partnership with non-profit and private sector partners. **Tier 2**

- Explore incentivized city living through employer-supported funding. **Tier 2**

- Explore the feasibility of offering rental rebate programs throughout the city. **Tier 2**

- Explore the feasibility of offering density bonuses for developers committed to mixed-income housing units. **Tier 3**

Services & Capacity-Building

- Foster growth without substantially and adversely impacting existing residential neighborhood character. **Tier 1**

Improving Tenure, Decreasing Transiency, and Preventing Resident Displacement

- Utilize infill and redevelopment programs to improve the neighborhood's quality of life and promote neighborhood preservation and stabilization. **Tier 1**

- Support the development of independent and "visitable" living communities to ensure that older adults, particularly those with low-income levels or special needs, have options for rightsizing their housing. **Tier 1**

- Designate sufficient land area on the Land Use Map with appropriate development densities to accommodate population growth and housing requirements to ensure the continued provision of diverse residential types. **Tier 1**

- Create and update an inventory of land suitable for residential development, including vacant land and underutilized land suitable for infill/redevelopment opportunities, every two years. **Tier 1**

- Support social and health service organizations that offer local programs and facilities for residents with special needs. **Tier 1**

- Support programs that assist seniors and disabled individuals with home improvements that enhance livability and quality of life. **Tier 1**

- Create community-building and neutral third places. **Tier 1**

- Increase the number of green spaces and gardens throughout the city. **Tier 1**

- Improve walkability through the sidewalk and streetscape improvements. **Tier 1**

- Reduce blight throughout the city by improving facades. **Tier 1**

- Encourage the recruitment of diversity in city government. **Tier 1**

- Ensure an equal distribution of wealth and capacity-building programs throughout the city. **Tier 1**

- Expand the availability of rental, down payment, and rehabilitation assistance for moderate-income households. **Tier 2**

- Identify strategies the city and its partners can employ to promote equitable and inclusive neighborhoods. **Tier 2**

- Explore the feasibility of delegating risk mitigation funds. **Tier 2**

- Explore the feasibility of developing an equitable development task force. **Tier 3**

System Changes

- Allow single-family conversion to multi-family in mixed-use land use designated areas. **Tier 1**

- Foster inclusive neighborhoods and enhance housing choices by coordinating plans and investments to affirmatively further fair housing practices. **Tier 1**

- Increase investment in and the structure of neighborhood associations. **Tier 1**

- Increase multilingual community outreach and connectivity within neighborhoods. **Tier 1**

- Prioritize mixed-use development, including housing, economic, and cultural centers. **Tier 1**

- Encourage unity and cohesion between the Mayor and City Council. **Tier 1**

- Advocate for legislation that requires higher-density options, such as Accessory Dwelling Units (ADUs) or Elder Cottage Housing Opportunities (ECHOs) to be considered in local zoning and planning regulations. **Tier 1**

Improving Tenure, Decreasing Transiency, and Preventing Resident Displacement

- Advocate for legislation that requires higher-density options, such as Accessory Dwelling Units (ADUs) or Elder Cottage Housing Opportunities (ECHOs) to be considered in local zoning and planning regulations. **Tier 1**

- Support aging-in-place initiatives for residents to remain in their neighborhoods as their needs change by allowing shared housing options, accessory dwelling units, adult care homes, and other assisted living arrangements. **Tier 1**

- Continually monitor and track the dates when subsidized housing units will convert to market rate due to the termination of the affordability restrictions. **Tier 1**

- Identify the factors that create residential gentrification and determine neighborhoods where displacement is occurring or could happen. **Tier 2**

- Implement Model Block Programs in high-need areas. **Tier 2**

- Establish uniform percent goals for different types of development. **Tier 2**

- Encourage resident involvement in new development before beginning the approvals process. **Tier 2**

Laws & Mandates

- Explore the feasibility of requiring a percentage of units in every new housing development project to be mixed-income. **Tier 1**

- Utilize inclusionary zoning to create incentives for developers and non-profit organizations to rehabilitate housing units that will be used to provide housing for low and moderate-income households. **Tier 1**

- Require that proposals for new development illustrate compatibility with adjacent neighborhoods concerning noise, odors, dust, traffic volumes, and circulation patterns in terms of their potential to negatively impact residential areas' safety, habitability, and stability. If it is determined that a proposed development will result in a degradation of any neighborhood, the project shall be modified accordingly or denied. **Tier 1**

- Analyze the feasibility of providing flexible zoning, subdivision, and land development regulations that promote innovative housing designs and development concepts, such as cottage housing, micro-units, accessory dwelling units, and co-housing units. **Tier 1**

- Allow the development of housing options for older adults and residents with disabilities, including designs that allow for independent living, various degrees of assisted living, and skilled nursing care, where there is access to on-site health care and other services and amenities. **Tier 1**

- Require universal design principles in new and rehabilitated housing units for residents with disabilities and older adults. **Tier 1**

Taxes, Fees, and Fines

- Explore the feasibility of including beautification and clean-up as community service options for city residents. **Tier 1**

- Increase communication between the city and school district concerning budgets and tax rates. **Tier 3**

Building Socially Cohesive Neighborhoods

Sources: Chapter 7

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![City of York Pennsylvania logo]

CITY OF YORK
Comprehensive Plan

8

Creating A Supportive Transportation System

Downtown
York City

Creating a Supportive Transportation System

Creating a supportive transportation system for the City of York is crucial in promoting economic prosperity, community well-being, and environmental sustainability. A supportive transportation system enhances connectivity, reduces travel times, and improves accessibility for residents. By reducing traffic congestion and air pollution and prioritizing inclusivity, a supporting system ensures that all, regardless of age or ability, can access all the amenities the community offers.

Objectives

Providing Reliable Transportation Connections

Reliable transportation connections are a system that provides constant, efficient, and predictable transportation for people and goods. They are crucial for the operation of the community, contributing to economic activities, accessibility, and improving the overall quality of life for the residents.

Complete Streets is a transportation policy and approach that aims to create streets that are safe, accessible, and comfortable for all users, regardless of their age, ability, or mode of transportation. Streets should accommodate all users, including pedestrians, cyclists, public transit, and people with disabilities. It promotes safety, sustainability, and a sense of community.

Ensuring All Neighborhoods Have Access To Complete Streets

Creating A Supportive Transportation System

Pages 4 - 10 provide a primer on supportive transportation systems. Starting on pages 13 and 21, recommendations are included for both of the chapter's objectives.

What Is It?

The City of York is part of a regional, local, and active transportation network. All three systems work together to provide access and form the whole transportation system.

Regional Transportation Systems

Interstate & Highway Systems

Rail Systems

Aviation Systems

Regional Road System

Located in South-Central Pennsylvania, the City of York sits at an intersection of Interstate 83, the primary north-south transportation corridor, and US Route 30, the primary east-west transportation corridor.

Urban centers that can be reached within a 30- to 60-minute drive include:

- City of Harrisburg
- Borough of Hanover
- City of Lancaster
- Borough of Gettysburg
- Baltimore, MD

Cities that can be reached within a one to one-and-a-half-hour drive include:

- Washington D.C.
- Philadelphia
- Annapolis, MD
- Allentown

Regional Rail Systems

Amtrak offers train services that connect the City of York via Route 30 to the Lancaster Train Station with Philadelphia, Philadelphia to the east, and Pittsburgh to the west. Other points via these cities are the area to the east and Pittsburgh to the west. Other points via these cities are also available.

Aviation

Local airports include:

- Harrisburg International Airport (HIA)
- Baltimore Washington International Airport (BWI)
- York Aviation / York Airport (located in Thomasville)

Local Transportation System

The Pennsylvania Department of Transportation (PennDOT) classifies roadways according to the intensity of use and the access provided. The Functional Classification System includes interstates, expressways, arterials, minor arterials, major collectors, minor collectors, and local roads.

The city's local road transportation system comprises major collectors and local roadways.

Creating A Supportive Transportation System

Major Collectors

Major collectors serve land access and traffic circulation in higher-density residential and commercial/industrial areas. Major collectors are undivided and have multiple, at-grade, uncontrolled access points per mile.

A major collector will penetrate a neighborhood and distribute/channel trips between local roads and arterials over a distance greater than three-quarters of a mile.

The following roadways in York City are classified as Major Collectors:

N015 - Pennsylvania Avenue
N028 - Parkway Boulevard
N023 - George Street / N George Street
N019 - S Belvidere Avenue
N027 - N Duke Street
N048 - N Queen Street
N043 - S Sherman Street
N040 - E Boundary Avenue
N042 - Springettsbury Avenue
N036 - W Jackson Street
N021 - S Pershing Avenue

Active Transportation

Active transportation refers to human-powered transportation. Unlike passive forms of transportation, such as using motorized vehicles, active transportation relies on individuals' physical effort to move from one place to another.

Public Transportation

Trails and Greenways

Pedestrian & Bicycle Infrastructure

Public Transportation System

The Susquehanna Regional Transportation Authority (doing business as Rabbittransit) offers fixed-route bus services, shared-ride services, and other transit options to the residents of Adams, Columbia, Cumberland, Dauphin, Franklin, Montour, Northumberland, Perry, Snyder, Union, and York Counties.

The York\Hanover area bus system comprises nineteen (19) bus routes and a transfer station within the City of York. Fourteen (14) routes serve the City of York and its surrounding suburbs, while the remaining five (5) routes serve the West Manchester Town Square, Hanover Square, and Wellspan York Hospital. Rabittransit also provides service to Lancaster County and Northern Maryland.

Service to Economic Centers includes:
 • Delco Plaza
 • Downtown York
 • West Manchester Town Center
 • The York Fairgrounds
 • The Revolution Stadium
 • York Town Center
 • York Market Place
 • Galleria Mall

Service to Large Employers includes:
 • ES3
 • FedEx
 • Amazon
 • WellSpan York Hospital
 • UPMC Hospital
 • YTI Career Institute

Trails and Greenways

Trails and greenways play a crucial role in the city's active transportation network for several reasons, contributing to the overall success and appeal of the existing pedestrian and cyclist-friendly infrastructure.

Creating A Supportive Transportation System

York County Heritage Rail Trail

The York County Heritage Rail Trail County Park extends more than twenty-one (21) miles, winding through scenic southern York County. The ADA trail is a 10-foot wide, compacted-stone surface designed for hiking, bicycling, running, horseback riding, and winter sports such as cross-country skiing and snowshoeing. Facilities along the trail include benches, picnic tables, and restrooms. Visitors can explore remnants of the railway along the trail, including old station buildings and railroad bridges.

The trail extends north through the City of York along Codorus Creek to John Rudy County Park.

King Street Cycle Track

In 2022, York City enhanced its bicycle-friendly nature by establishing the King Street Cycle Track - a primary community bikeway for eastbound and westbound travel in York. This bike lane offers residents improved mobility and access to the city's trail networks, bike routes, parks, businesses, and services. The King Street Cycle Track notably facilitates better bicycle and pedestrian access to the Rabbittransit Downtown Bus Transfer Center.

York County Trail Towns

A trail town is a community strategically located along a trail, often a hiking or biking trail, that caters to the needs of outdoor enthusiasts by providing services, amenities, and accommodations to support and enhance their recreational experience. These towns typically embrace and promote their proximity to trails as a critical aspect of their identity and economic development.

YCEA has designated five (5) communities in York County as trail towns, including the City of York. With local partner Downtown, Inc., York City offers retail, restaurants, parking lots, convenience stores, public restrooms, overnight accommodations, and museums for residents and visitors alike.
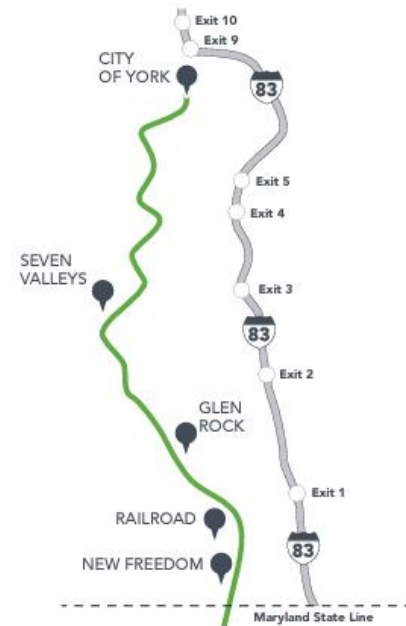
Codorus Greenway

The Codorus Greenway is a 1.4-mile stretch of Codorus Creek in the City of York. A greenway expansion project will connect the waterway to the York County Heritage Rail Trail; it also contains pedestrian and bike paths, flood mitigation designs, areas for recreational opportunities, and increased natural habitat.

Boundary Avenue Greenway

The Boundary Avenue Greenway is a 0.9-mile trail in the City of York. It is a scenic route between Wallace Street and Boundary Avenue that offers pedestrian and bike paths, strategically placed benches and other beautification efforts.

Transportation Stakeholders

PennDOT

The Pennsylvania Department of Transportation (PennDOT) is crucial to the state's transportation infrastructure. It is involved in planning, designing, maintaining traffic management, implementing safety initiatives, and enhancing the mobility of the state's transportation network.

Liquid Fuels is a funding program administered by PennDOT that provides financial assistance to municipalities for the construction, reconstruction, maintenance, and preparation of public roadways. The program's funding comes from the state's mandated taxes on gasoline and diesel fuels.

York Area Metropolitan Planning Organization

Established in 1964, the York Area Metropolitan Planning Organization (YAMPO) is the federally designated decision-making body for all transportation projects and programs that utilize federal funding within York County. Staff from the York County Planning Commission, PennDOT, and rabbittransit support YAMPO and provide the data, research, outreach, and guidance needed to make policy decisions. The primary objective of YAMPO is to produce a guiding document called the Metropolitan Transportation Plan (MTP) for federally funded transportation investments. YAMPO also programs the county's Transportation Improvement Plan. Improvement projects are prioritized according to volume and condition. Therefore, the assets with the highest Average Daily Traffic and the lowest condition rating are programmed first.

GoYork 2045, the 2021-2045 Metropolitan Transportation Plan for York County, is a component of the York County Comprehensive Plan.

York County Planning Commission

The York County Planning Commission is dedicated to creating a vibrant and sustainable York County through thoughtful planning and community collaboration. The commission prepares and maintains the county-wide Comprehensive Plan, reviews and recommends proposed ordinance amendments and land development plans to municipalities, and offers technical assistance to the region for planning-related activities.

Traffic Safety

Traffic safety is an essential consideration in scheduling roadway improvements. High crash locations result from inadequate road design, an improper relationship between land use and road classification, speeding, and driver error.

PennDOT's Pennsylvania Crash Information Tool (PCIT) provides crash information, such as location, severity, date, and type of crash, dating back to 2002.

In York City, over the ten years from January 2013 to December 2022, there were:

4,784   **Total crashes**

2,410   **Crashes resulting in injury**

21   **Crash Fatalities**

On average, annually, there are

479   **Total crashes**

2   **Crash Fatalities**

241   **Injury crashes**

Creating A Supportive Transportation System

The PennDOT Crash Information Tool indicates that the most frequent crash locations in York City include the following roadways:

- Interstate 83
- Route 30
- Route 74
- S.R. 4001 - Roosevelt Avenue / Penn Street
- S.R. 3054 - Richland Avenue
- S.R. 1033 - Sherman Street
- The intersection of Grantley Street and College Avenue
- The intersection of Market Street and Harrison Street

Most Frequent Crash Locations in York City

Vulnerable Road Users (VRUs)

Vulnerable road users (VRUs) are pedestrians, pedestrian conveyors, bicyclists, and pedal cyclists. In a crash, VRUs have little to no protection from crash forces.

In York City, over the ten years from January 2013 to December 2022, there were:

480 **Crashes involving VRUs**

6 **Fatal crashes involving VRUs**

48 **Average yearly crashes involving VRUs**

Of the 480 total crashes,

92 **involved a bicyclist**

392 **Involved a pedestrian**

Twenty-First Century Transportation Initiatives

Vision Zero

Vision Zero is a road safety planning initiative to eradicate traffic fatalities and serious injuries. Prioritizing human life emphasizes redesigning road infrastructure, vehicles, and speed limits to mitigate accidents.

Originating in Sweden in the 1990s, it has been adopted in many cities and countries worldwide.

Complete Streets

Complete streets are designed to be safe and accessible for all users, including pedestrians, cyclists, public transit users, and vehicles. Sidewalks, bike lanes, transit shelters, and other traffic calming measures can help improve safety, mobility, and access for all. This can be implemented on a street-by-street basis.

York City Council adopted a Complete Streets approach by Resolution in 2012. Staff and leadership are working on an associated guidebook to determine appropriate enhancements for public works projects throughout the city.

Creating A Supportive Transportation System

Becoming A Smart City

Electric Vehicles (EVs)

Electric vehicles (EVs) are becoming increasingly popular. They use electricity instead of traditional fuels and offer a sustainable alternative to conventional internal combustion engine vehicles. Electric vehicle infrastructure, including charging stations, networks, and smart grid technologies, needs to be expanded to support the widespread adoption of EVs.

Residential density and a lack of private garage parking spaces pose a unique challenge to EV ownership in urban environments. The U.S. Department of Transportation assists planning efforts in communities like York by developing community charging plans to explore options in public garages and parking lots.

York County has 19 charging stations within a 10-mile radius of the city center.

Autonomous Vehicles

Autonomous vehicles, or self-driving cars, represent a revolutionary advancement in transportation technology. These vehicles utilize a combination of sophisticated sensors, cameras, radar systems, and artificial intelligence algorithms to navigate and operate without human intervention. The promise of autonomous vehicles lies in their potential to enhance road safety, reduce traffic congestion, and provide increased mobility for individuals unable to drive.

In addition to advanced technology, such as communications between signals and vehicles, basic maintenance of infrastructure—such as land marking and signage—will be critical to the success of AVs.

Advanced Air Mobility (AAM)

Advanced Air Mobility (AAM) Innovations are occurring rapidly within the private sector. Federal, state, and local governments must work with emerging aviation markets to safely develop air transportation systems that move people and cargo. AAM relies primarily on electric vertical take-off and landing aircraft (eVTOLs) to transport people and goods. EVTOLs are to be coordinated from vertiports or other such transportation hubs. Federal agencies such as NASA and the FAA are working alongside the private sector to develop AAM systems around emergency response, healthcare, automation (think, the internet of things), vertiports, travel time, noise, infrastructure, future air space, ride quality, cargo delivery, safety, and accessibility. Considerations for AAM should be included in all future planning conversations.

WellSpan has recently announced using drones within its service area (including York City) to facilitate rapid delivery of medications, organ transplants, and other medical devices.

Mobility Hubs

Mobility Hubs are activity nodes where multiple modes of transportation converge. They contain high concentrations of pedestrian activity and demand and various combinations of compact development, mixed land uses, high-density housing, and other types of destinations. They can include transportation facilities, bike storage, car/bike/scooter sharing locations, bike repair stations, and transit stops with shelters and seating. They can also be considered "gateways" into communities, improving access and convenience for all users.

Rabbittransit's transfer station in York City is a logical location for a mobility hub.

Creating A Supportive Transportation System

Mobility As A Service (MaaS)

Mobility as a Service (MaaS) is a concept that integrates various transportation options and operators under a digital platform, such as an app, to make getting around urban areas easier. Implementing MaaS can provide a more efficient and effective transportation system for both residents and visitors.

Maas Implementation can look like:

- Discounting fares for public transit to encourage more people to use the service, including those in low-income and marginalized communities.

- Implementing a rewards program for riders to earn points on their trips, which can be redeemed for discounts or other rewards, can encourage riders.

  Commute PA is a ride-matching and rewards program serving Adams, Berks, Cumberland, Dauphin, Franklin, Lancaster, Lebanon, Perry, and York Counties. Participants can earn rewards, such as gift cards, for recording carpool, vanpool, telecommute, bike, walk, or transit trips.

- An integrated payment system that allows riders to pay for trips with a single payment option to reduce the hassle of carrying multiple cards or cash.

  Rabbittransit offers integrated payment solutions.

- Providing real-time information on schedules, delays, and other essentials through mobile apps or websites for a more user-friendly experience.

  Rabbittransit has an app for providing real-time schedule information and is exploring bus stop locations with which to expand real-time information screens and boards.

- Providing wheelchair ramps, lifts, and other accessibility features in transit to ensure that they are available and accessible for all to use.

  All rabbittransit vehicles are ADA-accessible.

- Implementing bike-share and car-share programs allows users to access these modes of transportation when needed for shorter trips without having to rely on them, helping to reduce traffic congestion.

  YAMPO has programmed money to return and expand bike-share in York City and the surrounding communities.

High-Quality Transit Area

High-Quality Transit Areas (HQTA) are walkable areas, generally within one half-mile of the transit stop with a fifteen-minute or better stop frequency during peak times. They emphasize providing reliable, accessible, and convenient public transit options. Characteristics of an HQTA include frequent and reliable service, transit-oriented development, accessibility, safety, affordability, and environmental sustainability.

HQTA Zones

1/2 Mile
1/4 Mile
5 Minute Walk Zone
10 Minute Walk Zone
15+ Minute Walk Zone

3 Mile Bicycle Zone: Bicyclists generally commute to transit stations within a three-mile bikeshed.

1/2 Mile Station Area: The maximum distance most people are willing to walk to transit is one-half mile, which roughly equates to a 10-minute walk. Uses include residential, retail, office, open space and other employment uses.

Core Area: Uses include highest intensity retail, office, residential, educational, open space and employment uses and the transit station corridor.

Rabbittransit is undertaking planning to identify and implement this concept on many routes in York City.

Providing Reliable Transportation Connections

Transit-Oriented Development

Transit-oriented development (TOD) is an approach that focuses on creating mixed-use, pedestrian-friendly communities centered around transportation hubs.

Some key components of TOD include:

Mixed-use and compact developments

Encouraging dense, compact, mixed-use development close to transit hubs fosters a sense of place and community.

Pedestrian and bike-friendly

Prioritizing pedestrian and bike-friendly infrastructure helps reduce the reliance on private vehicles and promotes active transportation.

Integration with public transit

The proximity to transportation hubs allows for easy access to residents and reduces travel times and road congestion.

What are Reliable Transportation Connections?

Reliable transportation connections are a system that provides constant, efficient, and predictable transportation for people and goods. They are crucial for the operation of the community, contributing to economic activities, accessibility, and improving the overall quality of life for the residents.

The Keys to Reliable Transportation Connections

Affordability

Ensuring that cost is not a barrier to accessing essential services, education, employment, and other activities is crucial to a reliable system.

Technological Integration

Leveraging the current technology enhances reliability and lets users stay updated with the most current and relevant information regarding schedules, delays, and alternative routes.

Connectivity

Reliable Transportation Connections provides seamless connectivity between different modes of transportation, enhancing the overall efficiency of the transportation network.

Resilience

A reliable system is resilient and minimizes disruptions, allowing users to rely on it and ensuring they reach their destinations promptly.

Safety

A reliable system must prioritize the safety of all users, including pedestrians, cyclists, and vehicle users.

Providing Reliable Transportation Connections

Sustainability

Investments in public transit, electric vehicles, and active transportation systems ensure the longevity and sustainability of the system while helping to minimize its environmental impact.

The following are characteristics of reliable public transit systems.

Consistency

A public transportation system that operates according to a regular timetable allows users to rely on the system and reduces uncertainty in travel plans.

Frequency and Availability

A public transportation system that offers frequent services ensures that users do not face long wait times and allows access when needed.

Accessibility

A public transportation system with accessibility features such as wheelchair ramps ensures that those with disabilities can utilize the system.

Importance of Reliable Transportation Connections

Density

A reliable transportation system supports density, enabling efficient movement and accessibility. Encouraging mixed-use development reduces the need for extensive travel and promotes an active transportation environment. Connecting residents to jobs, services, and amenities also increases economic viability.

Employment

A reliable transportation system is a critical factor in helping to promote employment, economic viability, and career advancement by ensuring the connection between employees and available jobs.

Education

A reliable transportation system is critical to increasing the city's educational attainment and financial stability. Reliable transportation connections increase access to post-secondary education and skills training opportunities.

Medical Care

A reliable transportation system is critical to improving public health metrics. Reliable transportation connections are necessary to create long-term access to health care, regardless of ability, age, and financial resources.

Barriers

Spatial Mismatch

A mismatch between low-wage workers and available jobs makes it difficult for job seekers and employers to find and hire employees.

Safe Access to Public Transit

Well-maintained pedestrian infrastructure, roadways, and wayfinding signage are necessary to ensure that all residents, regardless of age and ability, can safely access the city's existing and future transit system.

Lack of Transit Options

A lack of options, particularly during non-peak hours, impacts those who may work irregular schedules and leaves them often with no safe or affordable mode of transportation.

Providing Reliable Transportation Connections

What Do We Want To See In Our Community?

- Bus service to Harrisburg International Airport and Baltimore/Washington International Airport.

- Improved transit to Amtrak Lancaster and the Maryland Light Rail.

- A universal wayfinding and signage program.

- Dedicated rideshare pick-up and drop-off areas within proximity to restaurants, health care providers, personal and professional services, and entertainment.

- One-stop shop for mobility (mobility as a service).

- Real-time communication between the user and the system.

- Transit time to travel competes with driving time to travel.

- Additional and more accessible EV charging stations.

What Is Holding Us Back From Accomplishing Our Vision?

- A lack of transit options connecting residents to employment opportunities.

- A lack of accessibility created by aging, damaged, or missing pedestrian and bicycle infrastructure that impedes access between the rider's final destination and the public transit system.

- A lack of street furniture.

- Land use regulations necessary to guide development of rideshare facilities.

- A lack of funding for Maas.

- Insufficient residential densities.

- Insufficient access to electric vehicle infrastructure, such as, charging stations.

What Could Happen If We Do Not Make Improvements?

- Reduced tourism and economic development

- Urban sprawl, leading to a loss of green space and increased infrastructure costs

- Increase in traffic congestion

- Increase in pollution due to higher emissions

- Reduced access to essential services like healthcare, education, and social opportunities

How can We Accomplish Our Vision?

Education & Persuasion

- Support and encourage the development of the Rail Trail Transfer Station as a mobility hub by encouraging the addition of facilities such as parking, bike storage, bike/car/scooter sharing, EV charging, shelter, and seating. **Tier 1**

- Increase routine communication between regional transportation entities such as the Susquehanna Regional Transit Authority and the South-Central Transit Authority to identify opportunities for workforce transportation and other innovations. **Tier 1**

- Establish an annual event and collaborate with public and private local schools to promote and participate in National Walk to School Day and National Bike to School Day. **Tier 1**

Providing Reliable Transportation Connections

- Establish an annual event and collaborate with public and private local schools to promote and participate in National Walk to School Day and National Bike to School Day. **Tier 1**

- Develop and adopt a Vision Zero policy for the City of York. **Tier 1**

- Conduct public transit awareness campaigns, such as a senior mobility fair, to educate residents about available transportation options and means of efficient travel. **Tier 1**

- Engage residents and property owners and collaborate with the city's strategic partners, including local bike-pedestrian advocacy groups, neighborhood associations, and civic associations, to create a Pedestrian Master Plan and a Bicycle Master Plan that identifies existing bicycle routes, bicycle facilities, and pedestrian paths, and establishes a network of interconnected paths and trails that are appropriate in the specific context and link residential neighborhoods with parks, open spaces, schools, recreation opportunities, and key destinations. The plans shall identify physical constraints to complete bicycle and pedestrian networks, such as insufficient bike lane widths, insufficient sidewalk widths, gaps in the networks, and the need for new facilities, such as new crosswalks, sharrows, etc. **Tier 1**

- Collaborate with residents and property owners, and strategic partners such as regional agencies, the school district, community planning groups, community activists, public health professionals, developers, and law enforcement officials to better realize the mobility, environmental, and health benefits of a walkable and bikeable community through educational outreach activities. **Tier 1**

- Explore the feasibility of installing digital information signs at bus stops in the city. **Tier 2**

- Provide a QR code on all bus stops in the city that links essential bus stops and route information. **Tier 2**

○ Create partnerships with local stakeholders to offer pop-up mobility hubs. **Tier 3**

Inducements & Incentives

- Prioritize securing grant funding from sources such as the Local Share Account (LSA), the Multimodal Transportation Fund (MTF), and the Transportation Alternatives Set-Aside programs for transportation improvements.   **Tier 1**

- Explore the feasibility of offering free or discounted public transportation for government employees and school-aged children. **Tier 1**

Services & Capacity-Building

- Continue working with PennDOT and YAMPO to utilize TASA funding to improve pedestrian infrastructure, especially along known routes to school, public transit, and employment. **Tier 1**

- Actively plan for and proactively locate areas appropriate for installing EV support infrastructure throughout the city. **Tier 1**

- Provide support and coordinate with strategic partners to assist in developing local and regional trail networks. **Tier 1**

- Continue to provide ongoing maintenance, including filling potholes and leveling pavement at railroad crossings and manholes, and consider these needs in determining the prioritization of street resurfacing projects. **Tier 1**

- Increase the visibility of existing and future bus stops in the city. **Tier 1**

Providing Reliable Transportation Connections

- Prioritize the development of pedestrian and bicycle connections to the city's growing trail and greenway network. **Tier 1**

- Develop a city-wide trail and greenway network that builds off the existing backbone of the rail trail, Broad Street Greenway, King Street Cycle Track, the Parkway Avenue parks, and the Codorus Creek Greenway. **Tier 1**

- Explore the feasibility of offering climate-controlled bus stops in the city. **Tier 2**

- Explore the feasibility of increasing the frequency of bus services within the city. **Tier 2**

- Explore the feasibility of offering government employee shuttles to the city's downtown, i.e., from the Pleasant Valley Road Complex to York's downtown. **Tier 3**

⚙ System Changes

- Prioritize bus stops and loading zones for snow removal. **Tier 1**

- In collaboration with partners, such as YCEA's Trail Towns, Downtown Inc., and Explore York, develop a universal wayfinding and signage program. **Tier 1**

- Explore the feasibility of repaving the city's highest-trafficked bus loading zones. **Tier 1**

- Where commercial uses are permitted, explore the feasibility of designating a loading zone within each city block. **Tier 1**

- Increase non-automobile transportation mode share by providing more opportunities for walking, biking, and riding transit throughout the city. **Tier 1**

- Ensure safe vehicular, pedestrian, and bicycle operations in all new development, redevelopment, and city streets, including at driveway entrances and intersections, by implementing complete street design principles, intersection design, community outreach, and ongoing maintenance. **Tier 1**

- When appropriate, coordinate with the Pennsylvania Department of Transportation, York County, and the York Area Metropolitan Planning Organization (YAMPO) to identify and prioritize locations on roadways within the city with a high incidence of crashes and develop a plan to reduce incidences of crashes. **Tier 1**

- Maintain and enhance the existing network of alleys in residential districts to provide additional opportunities for safe pedestrian and bicycle usage. **Tier 1**

- Implement shared parking principles for mixed-use developments and for adjoining properties, where feasible, and allow for a reduction in the projected parking demand for development (or specific uses) based on professionally accepted standards. **Tier 1**

- Explore the feasibility of creating a city-wide bike-share system. **Tier 2**

- Collaborate with strategic partners to develop a Mobility Plan, rather than using a conventional vehicular level of service, to determine the city's overall mobility needs. Mobility plans outline various mobility projects identified to provide facilities for all users. They include evaluation measures to assess the mobility impacts of development and identify opportunities for new transit, bicycle, and pedestrian infrastructure. The plans identify opportunities to reinvest in existing roadway infrastructure and provide a mechanism to calculate funding contributions by development. Development typically refers to new development and redevelopment or expansion of existing development. **Tier 2**

Providing Reliable Transportation Connections

- Develop a parking management plan that prioritizes a "Park Once" strategy, where people are encouraged to park their cars in a strategically placed central location and then walk to multiple destinations within the area rather than driving from one place to another. **Tier 2**

- Prioritizing mobility should consider sustainability, environmental, social, accessibility, and equity factors, using the following hierarchy to prioritize projects based on transportation mode. Where adequate facilities exist for all modes, enhancing the quality and integration of the facilities will be prioritized based on the Sustainable Mobility Hierarchy modes: 1. Walking 2. Bicycling and Nonmotorized Vehicles 3. Public Transit (bus) 4. Ride Sharing 5. Service & Deliveries 6. High Occupancy Vehicles 7. Single-occupancy Automobiles. **Tier 2**

- Provide mobility options that link Rabbittransit stops to employment centers and high-density residential developments. **Tier 2**

- Continue to beautify streets with landscaping and regular maintenance. **Tier 2**

- Include cross-access between properties to reduce vehicular trips on the roadway network. Cross-connectivity shall include bicycle and pedestrian accommodations except where infeasible due to natural or environmental constraints. **Tier 2**

- Future development shall provide right-of-way for trails and greenways as identified on the city's Official Map Ordinance. **Tier 2**

- Continue to develop and refine policies that adjust parking requirements to account for changes in car ownership trends, the growth of ride-sharing, connected vehicles, and vehicle automation. **Tier 2**

- Develop strategies to offer Mobility as a Service (MaaS). **Tier 3**

- Prioritize the mobility-oriented projects needed to offset the impact of development. When development is required to provide mobility projects to offset the development's impacts directly, the city's adopted list of mobility projects shall guide developer mitigation in the form of in-kind project contributions. **Tier 3**

- Establish connectivity between transportation modes as an integral part of overall mobility. **Tier 3**

- Work with utility companies to remove or consolidate poles and other obstructions from vehicular, pedestrian, and bicycle travelways as part of street reconstruction projects. **Tier 3**

- Calculate future parking requirements for development considering the growth of ride-sharing, connected vehicles, and vehicle automation. Encourage shared use of parking facilities to reduce the overall need for parking supplies. **Tier 3**

- Encourage using Transportation Demand Management strategies, if and when appropriate, such as carpooling, parking management, flexible work hours, provision of pedestrian, bicycling, and transit facilities, and financial incentives for using transit, rideshare, etc. **Tier 3**

Laws & Mandates

- Require new development to connect public transportation facilities like sidewalks, bike routes, and transit stops. **Tier 1**

- Develop, through the land development regulations, mechanisms to encourage and provide opportunities for infill and redevelopment that improve ridership along transit corridors, including but not limited to nodes of higher density, mixed-use development, and Transit transit-oriented developments. **Tier 1**

Providing Reliable Transportation Connections

- Ensure zoning regulations allow for higher residential density development and mixed-use development within a 5-minute walk of all transit stops and the rabbittransit transfer station. **Tier 1**

- Develop, through the land development regulations, mechanisms to encourage and provide opportunities for infill and redevelopment that improve ridership along transit corridors, including but not limited to nodes of higher density, mixed-use development, and Transit transit-oriented developments. **Tier 1**

- Modify the traffic study and traffic summary requirements in the city's land use regulation to focus more on a potential development's impact on the multi-modal transportation network. The overall mobility of users should be prioritized over the maintenance of vehicular LOS. **Tier 1**

1. All development must provide accessible routes from the entry points of publicly accessible buildings to the sidewalk network per the Americans with Disabilities Act (ADA). **Tier 1**

- Continue to provide standards for new development and redevelopment in the land development regulations to provide for safe traffic movements and reduce potential pedestrian-vehicular conflict points, including, but not limited to, location and design of driveway access and site circulation; width and location of curb cuts; width and location of median openings; radii of curves and location of intersections of driveways and intersections on curves; street lighting standards traffic impact analysis cross-access standards Minimum sidewalk widths. **Tier 1**

- The city shall not abandon alley rights-of-way and recognizes the important functions alleys provide by dispersing traffic, diversifying access points to properties, providing multimodal access, and facilitating local trips. **Tier 1**

- The city shall maintain the existing network of alleys in the downtown, which provide multiple benefits that enhance the quality of the area: providing access to sanitation collection, providing locations for utilities, minimizing commercial deliveries from occurring in the primary street network, reducing pedestrian vehicular conflict points on the sidewalks. **Tier 1**

- Prioritize vehicle-miles-traveled reduction over reduction in delay at intersections when reviewing the mobility impacts of developments and city-initiated transportation projects. **Tier 1**

Taxes, Fees, and Fines

- Explore the feasibility of increasing fines for bus stop vandalism. **Tier 1**

Ensuring All Neighborhoods Have Access to Complete Streets

What are Complete Streets?

Complete Streets is a transportation policy and approach that aims to create streets that are safe, accessible, and comfortable for all users, regardless of their age, ability, or mode of transportation. Streets should accommodate all users, including pedestrians, cyclists, public transit, and people with disabilities. It promotes safety, sustainability, and a sense of community.

Framework of Complete Streets

The following ten elements identified by the National Complete Streets Coalition (NCSC) provide a framework to provide Complete Streets:

1. Establishes commitment and vision
2. Prioritizes underinvested and underserved communities
3. Applies to all projects and phases
4. Allows only clear exceptions
5. Mandates coordination
6. Adopts excellent design guidance
7. Requires proactive land-use planning
8. Measures progress
9. Sets criteria for choosing projects
10. Create a plan for implementation

The Best Complete Streets Policies, issued regularly by the NCSC, score all policies using this 10-element framework to evaluate and uplift the best Complete Streets policies across the country, serving as a model for other communities.

What are the Benefits?

Complete streets have a wide range of essential benefits:

- Increased safety
- Increased access
- increased opportunity for active living
- Increased economic viability
- Reduction in environmental impacts
- Advances other city planning goals and objectives

Essential for Complete Streets

Sidewalks

Well-designed, adequately wide, and properly maintained sidewalks help provide safe and accessible pathways for pedestrians.

Bike Lanes and Spaces

Dedicated bike lanes or spaces for cyclists help enhance safety and encourage cycling as a mode of active transportation. Bike racks and sharing programs also help support cycling within the community.

Pedestrian Crossings

Clearly marked crosswalks, signalized intersections, and countdown signals enhance visibility and improve pedestrian safety.

Transit Stops and Facilities

Well-designed transit stops, shelters, and hubs are essential for promoting the integration of public transit with other modes of transportation and ensuring a seamless system.

Ensuring All Neighborhoods Have Access to Complete Streets

Traffic Calming Measures

Implementing traffic circles, speed bumps, raised crosswalks, and other calming measures helps control vehicle speeds and improves safety for all.

Accessible Designs

Prioritizing accessibility for all and including features such as ramps, tactile paving, and accessibility signals ensures inclusivity for those with disabilities.

Street Furniture

Benches, lighting, public art, and other amenities help create an inviting environment, enhancing the street experience and usage.

Green Infrastructure

Integrating green elements such as trees, planter boxes, and green buffers helps enhance the looks, provides shades, and encourages sustainability.

Mixed Land Use

Promoting mixed-use zoning encourages shorter trips and reduces the need for extended travel.

Safety

Prioritizing safety through design is essential for complete streets; elements such as dedicated turning lanes, islands, and well-designed intersections enhance safety.

Community-Specific

Ensuring that the system is designed for the individual community provides the ability to adapt and ensures longevity and future growth.

Maintenance

Regular maintenance improves the community's safety, beautification, and overall well-being and ensures longevity.

What Do We Want To See In Our Community?

- An understanding of the importance of the city's street tree canopy to neighborhood aesthetics and sustainability.

- Planting new trees appropriate to city streets – spreading roots, slow/fast growth, strong.

- Additional property owner resources to better maintain street trees.

- Consistent pedestrian-scale lighting.

- Dusk-to-dawn and motion-sensor-controlled public lighting.

- Resident-driven placement of street furniture in neighborhoods and parks.

- Consistent design within neighborhoods and across the entire city.

- Create interesting walks through collaboration with local artists of any age to place public art in neighborhoods and pedestrian corridors.

- Increased access to funding for streetscape improvements in neighborhoods.

- Easy to understand process and signage for parking (especially public options) throughout the city.

- No reduction in existing parking.

- More parking options for all users, including trucks and bicycles.

- More centralized resources reduce the need for parking and allow other modes of transportation to be viable ways to fulfill everyday needs.

- Increased access to bike lanes with accompanying wayfing.

Ensuring All Neighborhoods Have Access to Complete Streets

- More bike infrastructure to connect the surrounding communities.

- Every street is a complete street.

- Bike lanes that make sense and are easy to understand.

- Better education that coincides with bike infrastructure.

- Safe ways to park bikes.

- Earlier pedestrian education.

- Lower crash rate for pedestrians and cyclists.

- Zero fatalities and zero serious injuries.

- No motorcycles and dirt bikes flying down the street.

- A more predictable driving experience.

What Is Holding Us Back From Accomplishing Our Vision?

- Lack of a clear vision.

- Lack of financial and human resources.

- Inconsistent maintenance.

- Inconsistent enforcement of streetlight requirements.

- A focus on downtown and divestment from other neighborhoods.

- An "out of sight, out of mind" paradigm.

- Uneven activity and resources of Neighborhood Associations.

- Lack of understanding of ownership and maintenance responsibilities.

- Lack of adherence to existing ordinances (zoning).

- Contested, lack of curb space.

- A lack of bus drivers with a CDL.

- Increased number of vehicles per household.

- An inability to sacrifice parking for pedestrians and bike lanes.

- Disjointed planning.

- People driving unsafely and unpredictably.

- Lack of education about traffic safety laws.

- Increase in traffic.

- Off-road vehicles are being used on the streets.

What Could Happen If We Do Not Make Improvements?

- Deteriorating air quality

- Reduced property value

- Continued street canopy inequity

- Reduced quality of life

- Increase light pollution and glare from poorly designed lighting

- Unsafe walking experience

- Less neighborhood pride

- Continued divestment in neighborhoods

- Unwanted art (graffiti)

- Increased stress and frustration from "circling the block" while looking for parking

- People are discouraged from moving into the city

- Businesses discouraged from expanding

- Continued injury and death from vehicle crashes

- Eliminating safe alternative methods of transportation

- Continued life-changing injuries, disabilities, and deaths from preventable causes

How can We Accomplish Our Vision?

📖 Education & Persuasion

- Develop and adopt a Vision Zero policy for the City of York. **Tier 1**

- Prioritize overall mobility over the conventional vehicular level of service. **Tier 1**

- Increase access to PennDOT educational resources for pedestrians and drivers. **Tier 1**

- Increase awareness of alternative transportation. **Tier 1**

- Provide business and property owners with educational information on private accountability for sidewalks. **Tier 1**

- Provide an interactive map for biking and walking on the city's website. **Tier 1**

- Create Design Guidelines to assist in the implementation of Complete Streets. **Tier 2**

🏅 Inducements & Incentives

- Create an Adopt-A-Tree Program. **Tier 1**

- Explore the feasibility of incentivizing tree planting throughout the city through contributions to PA 529s, taxes, etc. **Tier 1**

- Explore offering financial incentives to parking lot owners who share space during off-peak hours. **Tier 2**

- Explore innovative ways to encourage people to park their car(s) in their garage. **Tier 2**

📞 Services & Capacity-Building

- Conduct a Street Tree Canopy Audit. **Tier 1**

- Construct more full crosswalks with signals throughout the city. **Tier 1**

- Ensure clear and consistent bicycle lanes throughout the city. **Tier 2**

- Explore the feasibility of converting more two-way stop intersections to four-way stops. **Tier 2**

- Ensure the use of best practices for traffic calming. **Tier 1**

- Increase ADA-accessible parking throughout the city. **Tier 1**

Ensuring All Neighborhoods Have Access to Complete Streets

- Explore the feasibility of conducting a study to determine areas needing street lighting. **Tier 1**

- Utilize solar-powered lights wherever feasible throughout the city. **Tier 2**

- Build more structures like bike shelters to protect all non-car transportation users. **Tier 2**

- Identify the areas within a five-minute walk of bus stops and a fifteen-minute walk of the transfer station as appropriate for higher densities and mixed-use development as seen in traditional Transit Oriented Developments (TOD). **Tier 2**

- Explore the feasibility of expanding the residential parking permit system. **Tier 3**

System Changes

- In collaboration with partners, such as YCEA's Trail Towns, Downtown Inc., and Explore York, develop a universal wayfinding and signage program. **Tier 1**

- Implement context-sensitive Complete Streets principles, where appropriate, in the planning, programming, and construction of new city roadways, redesigns, and resurfacing of existing roadways to address the needs of all users, including motorists, bicyclists, transit riders, and pedestrians of all ages and abilities. Provide landscaping, shading, protected lanes, pedestrian scale lighting, and speed-reduction measures that support a pleasant environment for pedestrians and bicyclists. **Tier 1**

- Support traffic calming in residential neighborhoods to reduce crashes and promote bicycle and pedestrian activity. **Tier 1**

- Support traffic calming in residential neighborhoods to reduce crashes and promote bicycle and pedestrian activity. **Tier 1**

- In collaboration with Rabbittransit, identify right-of-way needs based on future land use impacts on transit corridors and add areas as appropriate to the official map. **Tier 1**

- Explore the feasibility of creating a reporting form for damaged and missing trees. **Tier 1**

- Explore the feasibility of adopting a Vision Zero policy and plan for the city. **Tier 1**

- Explore the feasibility of allowing PMIs to distribute fees and fines for unmaintained sidewalks. **Tier 1**

- Establish clear and consistent enforcement of bicycle lanes and crosswalk use. **Tier 2**

- Update the city's Zoning Ordinance to allow alleys to serve as parking and access to garages, utilities, etc. **Tier 2**

- Standardize parking signs and colors throughout the city. **Tier 2**

- Explore the feasibility of creating a street canopy task force focused on the process, funding, and accountability of urban forestry. **Tier 2**

- Coordinate with the Pennsylvania Department of Transportation to implement Complete Streets principles, where appropriate, in the planning, programming, and construction of all new state-owned roadways, redesigns, and resurfacing existing roadways to address the needs of all users. **Tier 2**

- Incorporate adequate public facilities, such as sidewalks and bike routes, into the transit network to provide connectivity and access to all users. **Tier 2**

Ensuring All Neighborhoods Have Access to Complete Streets

Laws & Mandates

◦ Amend the City's Zoning Ordinance and Map to reflect changes identified in the Future Land Use Map with accompanying regulations allowing Middle Housing (i.e., duplexes and triplexes) in the Residential and Mixed-Use/Residential future land uses and high-density residential housing and mixed-use developments in the Mixed-Use/ High-Density Future Land Use. **Tier 1**

• Incorporate the city's complete street policy in land use regulations. **Tier 1**

• Reevaluate and reestablish loading zones throughout the city. **Tier 1**

• Update the city's Zoning Ordinance to reflect parking needs in neighborhoods. **Tier 2**

Creating a Supportive Transportation System

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CITY OF YORK
Comprehensive Plan

Reducing Our Carbon Footprint and Greenhouse Gases

Reducing our Carbon Footprint and Greenhouse Gases

Addressing climate change by reducing and remediating greenhouse gas levels and transitioning towards renewable energy sources is imperative in the face of opposing environmental challenges. By actively reducing its carbon footprint, minimizing its contributions to climate change, and contributing to a healthier environment, the City of York can do its part in protecting the planet for the future.

Objectives

Transitioning to 100% Renewable Energy Sources

Switching to renewable energy is essential for addressing the challenges of climate change and achieving a sustainable energy future for York City.

Unlike fossil fuels, renewable energy sources generate electricity with significantly lower greenhouse gas emissions. Reducing reliance on finite and polluting energy sources and switching to renewable energy for York City helps enhance energy security, reduces pollution, and fosters environmental conservation.

The shift to renewable energy is pivotal for building a resilient and low-carbon city that can meet the energy needs of a growing population while safeguarding the environment for future generations.

Reducing greenhouse gas emissions is essential for protecting the environment and reducing the impacts of climate change.

By actively reducing emissions, York City can mitigate the severity of climate change's negative effects. Transitioning to a low-carbon city promotes innovation and sustainability.

The need to reduce greenhouse gas emissions underscores a responsibility to ensure a habitable city for current and future residents.

Reducing and Remediating Greenhouse Gases to Sustainable Levels

# Reducing and Remediating Greenhouse Gases to Sustainable Levels

What is the Greenhouse Effect?

The greenhouse effect is a natural process that keeps the earth warm enough to support life. When sunlight reaches Earth's surface, some is absorbed and released as heat. The greenhouse gases in the atmosphere trap some of this heat, preventing it from escaping into space. This trapped heat warms the planet, creating an environment suitable for life.

What are Greenhouse Gasses?

As stated above, the Greenhouse Gases within the earth's atmosphere play a vital role in regulating the planet's temperature and maintaining life. While essential, human activity has altered the concentration of these gases within the atmosphere, intensifying their effect and contributing to climate change.

Concentration of Gasses

3.0%
HFCs, PFCs, SF$_6$ and NF$_3$

6.2%
N$_2$O

11.5%
CH$_4$

79.4%
CO$_2$
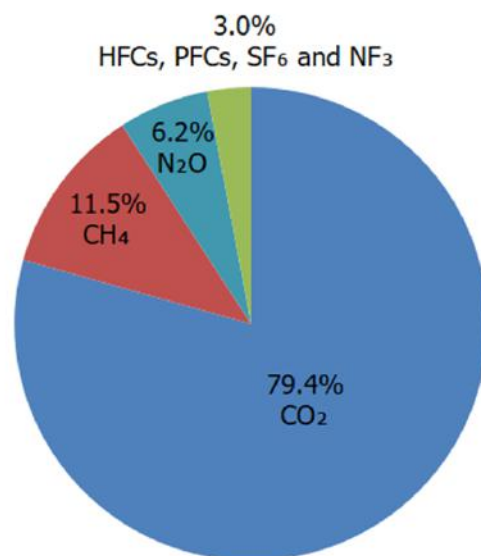
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Greenhouse Gases

Carbon Dioxide (CO2) - The most prevalent greenhouse gas. It is primarily released through burning fossil fuels, deforestation, and other industrial processes.

Fluorinated Gases - Hydrofluorocarbons (HFCs), per-fluorocarbons (PFCs), sulfur hexafluoride (SF6), and nitrogen trifluoride (NF3). These gasses are produced through various household, commercial, and industrial processes and play a role in stratospheric ozone depletion.

Nitrous Oxide (N2O) - Nitrous oxide is released primarily from agricultural and industrial activities, burning fossil fuels, and solid waste.

Methane (CH4) - A much more potent greenhouse gas with a much higher heat-trapping ability than CO2. Methane is released during the production and transportation of fossil fuels, as well as from livestock and other agricultural practices.

Reducing and Remediating Greenhouse Gases to Sustainable Levels

What is a Carbon Footprint?

A carbon footprint measures the amount of greenhouse gases released into the atmosphere as a result of human activities such as transportation, energy production, and industrial processes. It is usually measured in carbon dioxide equivalents (CO_2e) units and expressed in metric tons of CO_2e (tCO_2e) per year.

The carbon footprint of an individual, organization, or product can be calculated by considering all the greenhouse gas emissions associated with its activities, including direct emissions from burning fossil fuels and indirect emissions from the production of goods and services consumed.

Average Carbon Footprint - 2019

- PA - 266 million tCO_2e
- Individual (US) - 16 tCO_2e
- Individual (Globe)- 4.8 tCO_2e

Within York City, the three zip codes average an annual household carbon footprint of:

- 17404 – 45.1 tCO_2e/yr
- 17401 – 27.1 tCO_2e/yr
- 17403 – 42.5 tCO_2e/yr.

The Nature Conservancy estimates that to avoid a 2° Celsius rise in global temperatures, the average individual global carbon footprint needs to drop to under 2 tons per year by 2050.

Reducing Our Carbon Footprint

The two (2) most effective strategies for reducing Greenhouse Gas emissions are increasing the number of energy-efficient buildings and structures and reducing the number of vehicle miles traveled.

Buildings relying on fossil fuels for heating, cooling, and cooking must be upgraded to more sustainable energy sources and utilize energy-efficient building products and appliances.

Reducing transportation emissions requires increasing public transit, biking, walking, and shifting to electric vehicles.

Recycling programs and reducing or eliminating food waste are also impactful measures for reducing the city's Carbon Footprint.

York City has a few existing programs and incentives to lower the city's carbon footprint.

- Go Green in the City Day—This annual event promotes a greener city and includes more than 60 vendors, live music, and food. It is an excellent opportunity to educate the public on how the city is reducing its carbon footprint while educating them on how to reduce their own footprints.

- The city maintains a blog on its website (downtownyorkpa.com) that details how readers can be more sustainable and green-focused.

- Green Retail Opportunities—Refillism is a downtown business focused on sustainability and responsible consumerism. Growing the City's Green and Sustainable retail market is another avenue for reducing the local carbon footprint.

Reducing and Remediating Greenhouse Gases to Sustainable Levels

What do we want to see in our Community?

- Increase the number of solar panels within the city.

- Increase the tree canopy and number of green spaces within the city.

- Increase the number of electric vehicles (EV) used.

- Educate the public on energy reduction and effective sustainable practices.

What is holding us back from accomplishing our vision?

- Lack of education.

- The desire to drive rather than walk or cycle.

- Increase in impervious surfaces.

- Costs and labor associated with making changes.

- Urban sprawl.

What could happen if we do not make improvements?

- Increase in illness rates.

- Increase in extreme and unpredictable weather.

- Increase in vehicle traffic.

- Decrease in desirability as a livable and sustainable community.

- Increase in residential operating costs.

How can we accomplish our vision?

Education & Persuasion

- Partner with local schools and institutions to create and promote educational materials on reducing personal carbon footprints by lowering the amount of red meat consumed, buying locally sourced products, or reducing vehicle miles traveled. **Tier 1**

- Promote the use of more sustainable products, such as biodegradable straws, bags, packaging, and containers, to reduce waste. **Tier 1**

- Encourage development that supports sustainable development patterns by promoting the efficient use of land, conservation of natural resources, easy access to public transit or other efficient modes of transportation, access to services and parks, efficient design and construction practices, and using renewable energy resources. **Tier 1**

Inducements & Incentives

- Help developers utilize provisions of the Affordable Care Act, such as the Green House Gas Reduction Fund, Commercial Buildings Energy Efficient Tax Deductions, HUD Dollars towards creating energy efficiency, and the Renewable Energy Investment Tax Credit (REITC). **Tier 1**

- Provide incentives to local companies that offer carpool programs or promote public transit use, so their workers can get to the office. **Tier 2**

Reducing and Remediating Greenhouse Gases to Sustainable Levels

- Partner with local organizations and businesses to create an urban gardening group to provide necessary items such as seeds and composting bins to the public and to encourage the creation of gardens on private properties within the city. **Tier 2**

- Provide tax break incentives to local businesses and restaurants that compost, have a garden, and use eco-friendly products. **Tier 3**

Services & Capacity-Building

- Conduct an inventory of city operations and community-wide greenhouse gas emissions within two (2) years, establish appropriate reduction targets in the inventory, and continue with updates every (5) years. **Tier 1**

- Conduct a tree canopy cover study and identify areas where the city can plant more trees. **Tier 1**

- Prioritize the creation of a healthy city tree canopy in the Zoning and Subdivision and Land Development Ordinances. **Tier 1**

- Within two (2) years of completing the inventory, develop greenhouse gas reduction standards and regulations. **Tier 2**

System Changes

- Incorporate quality design compatible with the city's character, sustainable/green incentives, flood zone area, and base flood elevation compliance in building design standards. **Tier 1**

- Focus on higher density and intensity land uses around existing transportation facilities, such as Rabbittransit Transfer Station, which is poised to become a mobility hub. **Tier 2**

- Food waste education (Eliminate food insecurity and carbon footprint), nose-to-tail butchering, and the importance of being strategic, encouraging donations to reduce food waste, creating a restaurant best practice targeted at reducing food waste, and encouraging restaurants to conduct food waste audits. **Tier 2**

- Develop diversion programs to keep waste out of landfills. **Tier 2**

- Implement transportation, mobility, and capital improvement plans that promote compact mixed-use development patterns accessible through multi-modal transportation options. **Tier 2**

- Work with the York County Planning Commission, the York Area Metropolitan Planning Organization, and other partners to develop a baseline estimate of vehicle miles traveled and non-automobile mode share countywide and downscale to the city level to adopt short, mid-range, and long-term goals for vehicle miles reduction. **Tier 2**

- Research and develop outreach materials to increase awareness of the relationship between prolonged vehicle idling, particularly for heavy-duty trucks, and related greenhouse gas emissions. **Tier 2**

- Conduct a right-size vehicle fleet analysis with increased fuel economy (and acquisition plan) to determine the optimal mix of pooled, sized, and assigned vehicles with the most efficient fuel sources. Seven (7) or more years of age should be the standard for vehicle replacement. Ensure employee training and the installation of electric vehicle support equipment are considered in the analysis. **Tier 2**

- Research and adopt a city vehicle idling policy with corresponding educational materials to reduce fuel costs and municipal greenhouse gas emissions. **Tier 2**

- Balance traffic flow, speed, and street design character by implementing a Complete Streets ordinance. **Tier 2**

- Explore converting empty and vacant lots into community gardens or landscaped areas with native plants and trees. **Tier 3**

- Consider requiring a percentage of EV-compatible off-street parking spaces in the city's zoning and subdivision and land development ordinances. **Tier 3**

- Collaborate with other local, county, and state governments to evaluate the feasibility of increasing alternative fuel sources such as biofuel, methane, electric, and or solar in government and/or private sector fleet vehicles. **Tier 3**

Laws & Mandates

- Amend the zoning ordinance to expand the use of urban agriculture in the residential and mixed-use future land uses. **Tier 1**

- Amend the zoning subdivision and land development ordinance to facilitate neighborhood connectivity by connecting sidewalks and multi-use paths that lead to City parks and require new development and redevelopment to accommodate bicycle and pedestrian facilities and connections to existing development through the use of striped or buffered/marked bicycle lanes, cycle tracks, parallel off-street paths, and other dedicated facilities. **Tier 1**

1. Explore implementing regulations that promote a ban on single-use plastics from businesses and promote the use of disposable eco-friendly packaging. **Tier 1**

1. Implement green standards and regulations to require housing construction and rehabilitation to provide durable, adaptable, healthy, and energy-efficient homes. **Tier 1**

- Consider innovative methods to manage stormwater volumes, such as green building and infrastructure practices, basin retrofits, and adopting more stringent stormwater management regulations. **Tier 2**

Transitioning to 100% Renewable Energy Sources

What is Renewable Energy?

According to the United Nations (UN), renewable energy is energy derived from natural sources that are replenished at a higher rate than they are consumed. Generating renewable energy creates far lower emissions than burning fossil fuels.

Types of Renewable Energy

Solar Energy

The most abundant of all energy resources. Solar technologies can deliver heating, cooling, natural lighting, electricity, and fuels. The most common way solar energy is harvested is through photovoltaic panels (the solar panels seen on household roofs).

Wind Energy

Harnesses the kinetic energy of moving air by using large wind turbines onshore or offshore.

Geothermal Energy

Utilizes the accessible thermal energy from the Earth's interior. The heat is extracted from geothermal reservoirs using wells or other means. The technology has been in operation for more than 100 years.

Hydropower

Hydropower is harnessing the energy of moving water. It is most commonly harnessed by running water through turbines inside dams. It is currently the largest source of renewable energy.

Ocean Energy

Derives energy from the ocean through technologies that harness seawater's kinetic and thermal energy.

Bioenergy

Energy is produced using various organic materials. It is most commonly used in rural areas for cooking, lighting, and heating. The systems include dedicated crops or trees, residues from agriculture and forestry, and various organic waste.

Importance of switching

Climate Change Mitigation - Reducing greenhouse gasses can limit the direct impacts of climate change.

Energy Security - Diversifying energy sources enhances resilience and helps mitigate the geopolitical risks that come with the dependency on fossil fuels

Economic Opportunities - Switching to renewable energy sources can create jobs and help foster innovation within the city, helping to stimulate economic growth.

Environmental Preservation - The switch towards renewable energy can help preserve the natural environment by helping to mitigate the negative impacts of energy production, including air and water pollution.

York County Energy Sources

York Energy Center: Operated by Calpine, this facility is a significant natural gas power plant in Delta, PA.

Peach Bottom Atomic Power Station: This nuclear power plant is situated along the Susquehanna River and is a major source of electricity for the region.

Brunner Island Steam Electric Station: Located near the Susquehanna River, this facility has historically used coal but has been transitioning to natural gas.

York Haven Hydroelectric Project This facility is operated by Eagle Creek Renewable Energy and is located in York Haven.

Transitioning to 100% Renewable Energy Sources

What do we want to see in our Community?

- Zoning updates to increase ease of access to use renewable energy.

- Equitable and affordable access across the city to more renewable energy sources.

- Create a self-sufficient city.

- Increase the use of geothermal power.

- Increase the number of LEED-certified buildings.

- Transform vacant lots into green spaces.

- Renewable energy-generating products in spaces that can fit them.

What is holding us back from accomplishing our vision?

- Property owners are disinterested in new renewable sources of energy.

- Lack of requirements for the use of renewable sources.

- Lack of overall endorsement from community leaders.

- High costs and labor associated with transitioning to renewable sources.

- Insufficient education regarding the benefits of switching energy sources.

What could happen if we do not make improvements?

- Increased rates of illness.

- Increasing costs associated with traditional energy sources.

- Reduced innovative economic development within the city.

- Increase burden on county residents.

- Forced reactivity mindset within residents rather than proactivity.

How can we accomplish our vision?

Education & Persuasion

- Create an outreach campaign on how residents and business owners can implement simple solutions to become more energy efficient and save on power bills. **Tier 1**

- Ensure local schools and organizations are implementing educational programs to teach students about the importance of renewable energy and climate change mitigation. **Tier 1**

- Promote the use of cooler roof systems with reflective coating materials. **Tier 1**

- Promote the use of renewable energy, such as solar, wind, bio-diesel, energy storage technologies, micro-grids, community battery storage of electric power, and solar car charging stations. **Tier 1**

Transitioning to 100% Renewable Energy Sources

Inducements & Incentives

- Create a program that provides subsidies to help cover the initial cost of switching to renewable energy sources. **Tier 3**

- Incorporate alternative energy incentives in the zoning, subdivision, and land development ordinances. **Tier 3**

Services & Capacity-Building

- Undertake energy and water audits of city-wide operations and facilities, such as streetlights. The analysis should include a capital retrofit program with a return on investment analysis. **Tier 1**

- Complete a renewable energy feasibility study on all city facilities to identify opportunities for renewable energy projects to power municipal operations, minimize disruptions from major storms and weather events by coupling renewable energy with backup power storage, and establish a renewable energy target for municipal operations. **Tier 1**

- Develop and employ a program to prioritize installing solar panels on city-owned and operated buildings. **Tier 2**

- Construct electrical vehicle (EV) chargers within municipality parking lots. **Tier 2**

- Develop and implement a city-wide composting program supporting residential and commercial projects. **Tier 2**
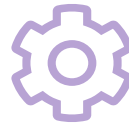
System Changes

- Collaborate with local (YCEA and York College of PA), state (PA DEP and the Pennsylvania Energy Development Authority (PEDA)), and federal (Department of Energy (DOE) and the Environmental Protection Agency)) strategic partners to advance renewable energy goals through new programs, adoption of best practice programs, pursuit of grants for project and policy research, and policy implementation. **Tier 1**

- Conduct a study to identify empty and vacant buildings that waste energy within the power grid. **Tier 3**

Reducing Our Carbon Footprint and Greenhouse Gases