

# VISION 2020



**VISION 2020** is our blueprint for building on what we've achieved through strong fiscal planning, regional collaboration and smart leadership. Although we've made great progress, we're looking ahead to build on our success. With clear goals, specific initiatives and strategic partnerships, Vision 2020 lays the groundwork to continually improve the quality of life for the diverse communities we serve. From strong neighborhoods to booming business districts, the City of York remains an economic driver for the entire county.

# JOIN US AS WE WORK TOGETHER **TOWARD** **YORK'S FUTURE.**

Thank you,

*C. Kim Bracey*  
Mayor



# POSITIONED FOR GROWTH

Economic drivers are shifting. As investors, employers and community stakeholders realize more of the opportunities held by third-class cities, we're well positioned to take full advantage of the renewed interest in urban living. Our blueprint leverages our best assets — our people, our community and our partners — while continually enhancing our offerings for residents, businesses and visitors so that we remain competitive as a city.

**13,816**



**COLLEGE &  
UNIVERSITY  
STUDENTS**

studying in the city



**623**

**RESIDENTIAL  
UNITS**

completed, under  
construction;  
or planned for  
construction

## WE HAVE MOMENTUM

**\$46,000,000**



**IN COMMERCIAL  
INVESTMENTS**

in 2016 & 2017



**2<sup>nd</sup> YEAR OF AN  
APPROVED BUDGET WITH**

**REAL ESTATE TAX REDUCTIONS**

**130**

**NEW OR  
EXPANDED  
BUSINESSES**

in 2016

**376  
HOMES**

**SOLD**

in 2016



# A GREATER

# CITY OF YORK

**Our Vision 2020 maintains a strong urban core for York** while delivering greater prosperity for everyone. Representative of the changing world around us, we've implemented initiatives that set up strong neighborhoods and business districts, supported by stable infrastructure and a lower

tax burden. Our city is on a steady path of successfully reducing taxes while uplifting communities with strong programs and services. We're open for business, working to attract investment, and building communities and opportunities for a skilled workforce.







# FOCUS AREAS

Continually advancing requires a daily commitment from everyone, with a clear path that sets us all in motion together. Our Vision 2020 can be summed up in a set of key points that we and our partners are focused upon.

## 01 A Multi-Year Plan

Creating a Competitive  
Tax Structure

## 02

## 03 Ensuring Our Future

Moving Our City Forward

## 04

## 05 Better Serving Our Taxpayers

Improving the Lives of Our Residents  
Through Strong Neighborhoods

## 06

# OUR BLUEPRINT IN MOTION

Our plan is up and running, and we're building on our forward momentum. Citywide initiatives reflect the voices of our residents, businesses and visitors. Through constant engagement, we track how York is creating long-term gains that benefit everyone.

## VISION 2020

### Continue to Reduce Taxes

We are creating a competitive tax structure by reducing taxes by 15% by 2019.

- In 2017 we will achieve a 2% reduction in real estate tax — a cumulative 3% reduction since 2016 — keeping us on our path toward a 15% total reduction by 2019

### Increase Regional Collaboration

We are pursuing cost-sharing initiatives with surrounding municipalities and partners.

- We are actively collaborating on administrative shared services and contracts to achieve greater cost savings, including those associated with tax collections processes, printing services and human relations offices

### Maintain Public Safety

We are investing responsibly in services that maintain and increase public safety.

- 5 new police officers to maintain public safety levels and offset retirement attrition
- 2 new satellite community resource offices for neighborhood outreach

### Build Strong Neighborhoods

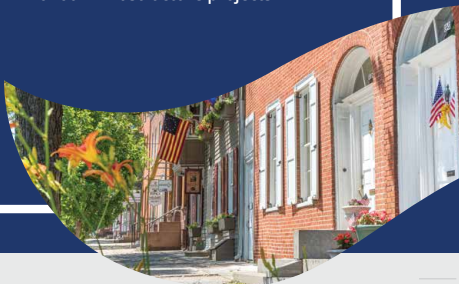
Maintain and strengthen neighborhoods with improved resources and services.

- 2.5 additional Property Maintenance Inspector Positions to focus on neighborhood blight
- New GPS program investment for city vehicles to monitor efficiency and better respond to citizen concerns

### Advance Quality of Life Improvements

We continue to build a city that people want to live, work and play in.

- Rail Trail Extension project to connect communities with greenspace for active living
- Memorial Park improvements with fencing, lights and new amenities for expanded use
- Upgraded outdated sewer lines as part of our infrastructure projects



## THE FUTURE IS HERE

Planning for a brighter future starts with actions we take today. This is the big idea behind our Vision 2020—we're creating greater impact by recognizing our challenges and honoring our accomplishments, planning for the future, and acting today and tomorrow.

As we look ahead, we can see the big picture. We know what we do today will build a stronger future for our great City of York.



**WE WELCOME  
DIVERSITY IN  
IDEAS & CULTURES,  
& BOLD  
ENTREPRENEURSHIP.**