

CHAPTER 6

BUILDING WEALTH WITHIN NEIGHBORHOODS

WHAT IS COMMUNITY WEALTH BUILDING?

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, i.e., Financially Healthy Neighborhoods



Financially Healthy Neighborhoods

- 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

Obj. 1 - INCREASING THE NUMBER OF PEOPLE THAT BOTH LIVE AND WORK IN THE CITY

Increasing the number of people that live and work within the City of York will encourage:

INCREASED CIVIC ENGAGEMENT

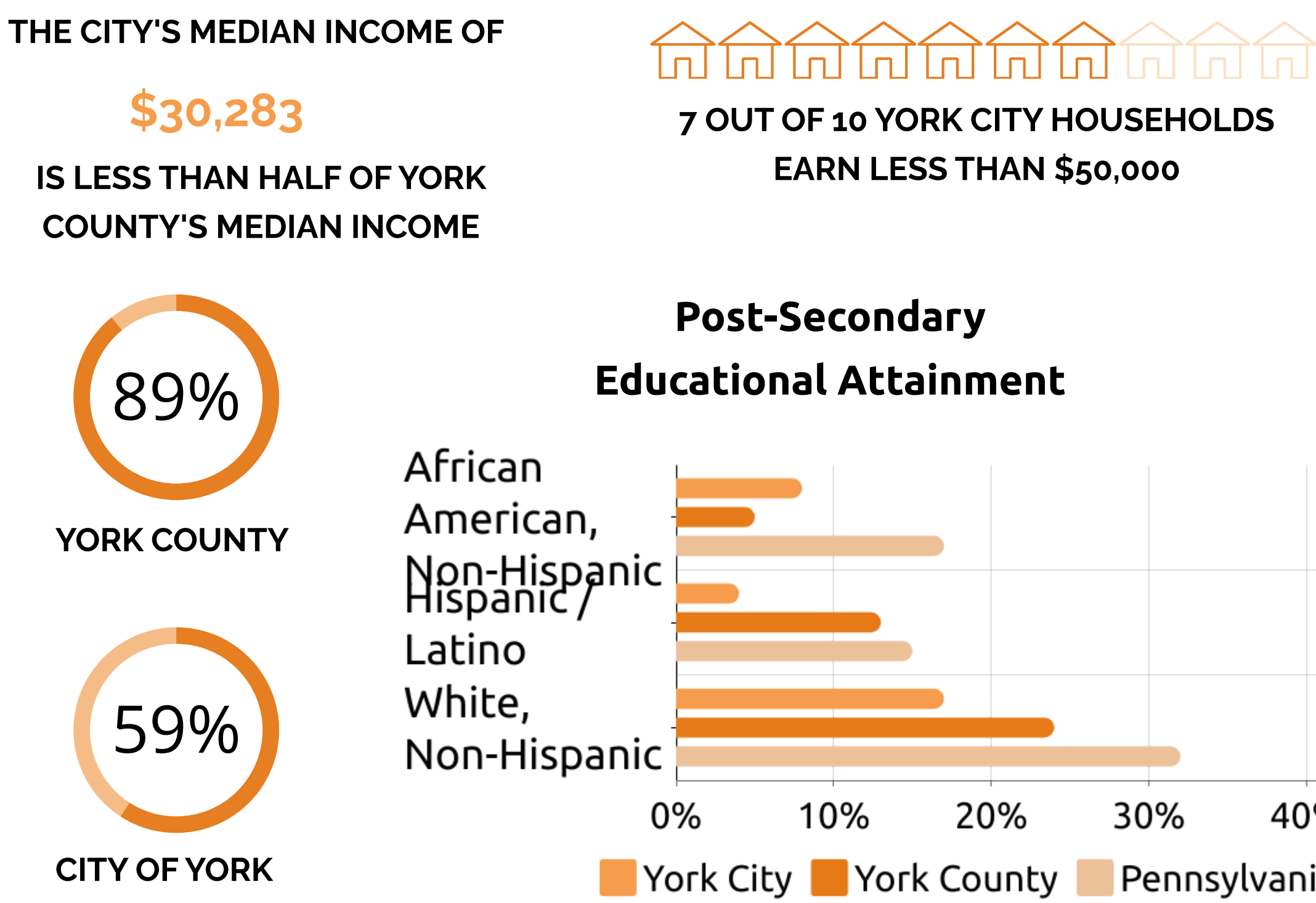
ECONOMIC GROWTH

DIVERSE COMMUNITIES

VIRBRANT URBAN CENTERS

ACCESS TO AMENITIES

Obj. 2 - IMPROVING EDUCATIONAL ATTAINMENT AND WORKFORCE DEVELOPMENT



Obj. 3 - INCREASING THE NUMBER OF ENTREPRENEURS AND LOCALLY-OWNED BUSINESSES

Benefits of increasing the number of entrepreneurs and locally-owned businesses in the city include:

JOB CREATION

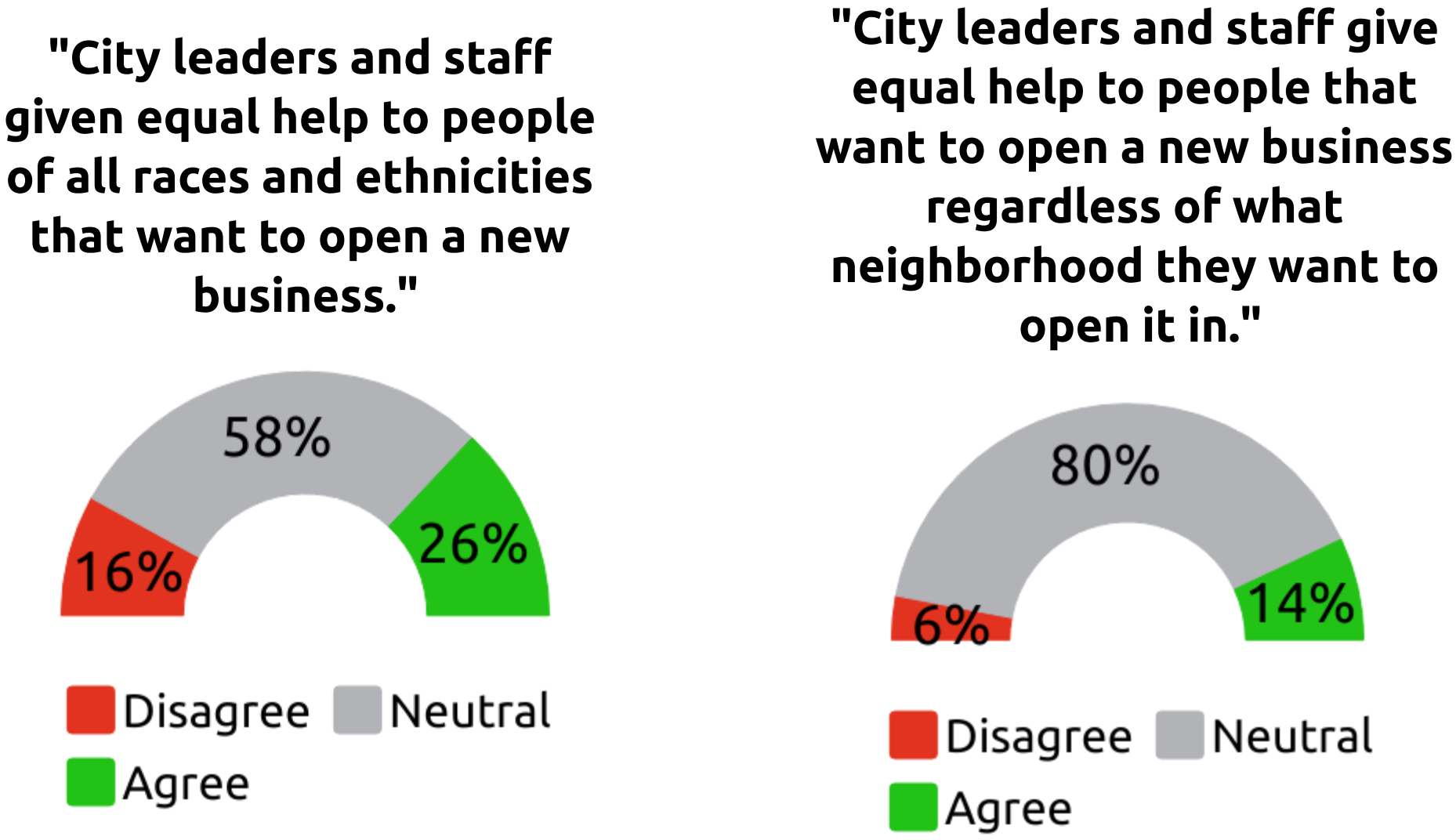
WEALTH RETENTION

ECONOMIC RESILIENCE

INNOVATION

COMMUNITY IDENTITY AND CHARACTER

Obj. 4 - INCREASING DIVERSITY IN BUSINESS OWNERSHIP AND LEADERSHIP



BUILDING WEALTH WITHIN NEIGHBORHOODS

Obj. 1 - INCREASING THE NUMBER OF PEOPLE THAT BOTH LIVE AND WORK IN THE CITY

The Vision

Our city envisions a dynamic urban environment where residents seamlessly integrate work and living. To achieve this, we prioritize diverse job opportunities, living wage jobs, educational access, employment hubs, mixed-use development, high quality of life, balanced housing costs, and an educated, employable community.

The Solutions

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**
- Promote good design in new housing construction and rehabilitation, highlighting beauty, flexibility, innovation, and sustainability; and most importantly respects 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 various innovative strategies identified in the 2020 York County Economic Action Plan. **Tier 1**
- Support transit-oriented development near the bus transfer station. **Tier 1**
- Celebrate and support the preservation of the City of York's Historic York District and other cultural resources and recognize the vital role these resources play in tourism and the local economic base. **Tier 1**
- Continue to work with the local arts and cultural organization 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**

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 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**
- Consider the establishment of Neighborhood Improvement Districts. **Tier 2**
- Encourage, via land use regulations, the development of higher-density residential and mixed-use development adjacent to the Rail Trail and the Codorus Creek Beautification Project/Greenway. **Tier 2**
- Consider the development of a County Technology Hub in the City of York. **Tier 3**
- Expand access to local capital by encouraging and facilitating the development of credit unions and local 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.
- 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 Beautification area to the city's Official Map, 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. **Tier 2**
- Implement procurement policies that prioritize buying locally and create 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**
- 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**

Laws & Mandates

- 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**

Obj. 2 - IMPROVING EDUCATIONAL ATTAINMENT AND WORKFORCE DEVELOPMENT

The Vision

Our city is committed to empowering residents through education. In collaboration with local stakeholders, we'll enhance high school diploma attainment, expand scholarships, promote diversity among educators, and provide accessible mentorship. By offering varied pathways and broadening course offerings, we'll prepare our community for a dynamic workforce.

The Solutions

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 and participate in YCEA's efforts to better understand the needs of diverse and growing companies in target industries. **Tier 1**
- Support various efforts county-wide to create employer-sponsored transportation programs. **Tier 1**
- 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**

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**


Obj. 3 - INCREASING THE NUMBER OF ENTREPRENEURS AND LOCALLY-OWNED BUSINESSES

The Vision

Our city envisions a thriving entrepreneurial ecosystem that fosters self-sufficiency, collaboration, and inclusivity. We prioritize self-sufficient neighborhoods, business-community partnerships, an inclusive downtown, affordable housing and goods, grant-supported development, community buy-in, passion-driven businesses, local financial institutions, and equitable loan practices and grant programs.

The Solutions

<div> Education & Persuasion</div> <div><ul style="list-style-type: none">• Promote the advantage of relocating and expanding businesses in the city in cooperation with economic development partners. Tier 1• Share York City 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• 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</div>	<div><div></div> Inducements & Incentives</div> <div><ul style="list-style-type: none">• 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</div>	<div><ul style="list-style-type: none">• Support the availability of financing to local entrepreneurs and small and minority-owned businesses. Tier 1• Explore the creation of a small business development center with the YCEA and other partners with the intent of providing resources and technical assistance, such as filing as a Minority/Woman Business or becoming a B corporation. Tier 2• Develop a plan for inclusive entrepreneurship and track metrics for accountability and transparency. Tier 2• Coordinate with organizations that provide microloans, small business loans, and other financial resources to fund new business and business expansion and encourage entrepreneurs to explore innovative financing strategies. Tier 2• Coordinate with local stakeholders to create resources for “at-risk businesses”. Tier 3</div>	<div><div></div> System Changes</div> <div><ul style="list-style-type: none">• In collaboration with community partners, create a York County Technology Hub 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 3• 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</div>
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<div><ul style="list-style-type: none">• Build a presence in the community to enhance access and facilitate inclusive placemaking. Tier 2• Explore creating a small business staff support role to provide supportive programmatic information, access to grant funding, marketing, and promotional assistance, and 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</div>	<div><div></div> Laws & Mandates</div> <div><ul style="list-style-type: none">• Promote the development of accessory dwelling units as a wealth-building tool for low, moderate, and high-moderate-income homeowners. Tier 1</div>
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Obj. 4 - INCREASING DIVERSITY IN BUSINESS OWNERSHIP AND LEADERSHIP

The Vision

Our city is committed to fostering a diverse and inclusive business landscape. We envision representative leadership and ownership, increased business success, community role models, educated and prosperous BIPOC residents choosing to stay, a racially diverse Economic Alliance, representative decision-making, and strengthened community trust.

The Solutions

<div><div> Education & Persuasion</div><div><ul style="list-style-type: none">• 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 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</div></div>	<div><div></div> Inducements & Incentives</div> <div><ul style="list-style-type: none">• Consider the establishment of economic incentives for attracting diverse and inclusive businesses. Tier 2</div>	<div><div></div> Services & Capacity-Building</div> <div><ul style="list-style-type: none">• 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</div>	<div><div></div> System Changes</div> <div><ul style="list-style-type: none">• 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 who are willing to commit to an in-depth and ongoing training process that will serve as a guide for best practices. Tier 2</div>
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