

# Economic Development Initiative

## Dillsburg Redevelopment Area as a Component of the Comprehensive Plan

This strategy focuses on the inclusion of the Dillsburg Borough Redevelopment Plan, completed in 1999 as a part of the Northern Region Comprehensive Plan. The plan focused on the Borough area bordered by Baltimore Street to the east, Route 15 to the northwest, and Harrisburg Street to the south.

### Key Components:

- Recognize the Dillsburg Borough Redevelopment Area Concept Plan and Zoning Ordinance amendments as an important component of the economic development plan for the region. Briefly, elements of the concept plan and zoning include:
  - Specific future land use plan – limited residential (attached and multi-family only); office /institutional; recreational/public/semi-public; limited commercial (day care, studios/galleries, inns, building supplies, restaurants, farmers market, personal services, retail); and multi-use buildings. Size and scale limitations would allow new structures to fit the character of the area.
  - Specific design features for layout of streets, greenways and access.
    - Maintenance of the character of the existing street network through close examination of street widths, traffic calming, gateways to the redevelopment area at Welty Avenue and Church Street entrances, the extension of Second Street to northern properties and the tavern, and boulevard entryways to separate traffic lanes at US Route 15/Second Street and Harrisburg Street intersections.
    - Inclusion of transit stop in the vicinity of Church Street and Second Street.
    - Establishment of greenways behind the historic tavern and contiguous to drainageways and utilities easements.
    - Planted buffers and screening between incompatible uses and US Route 15.
    - Orientation of the redevelopment area inward by fronting uses on interior roadways.
    - Pedestrian connections.
  - Specific streetscape design features as a phased project, based on available funding.
    - Sidewalks on both sides of the street (decorative pavement).
    - Period street lamps.
    - Street trees within planted islands.
    - Underground wiring.
    - Curbs/gutters.
    - Pedestrian crossings.

- Street furniture and visual amenities.
  - Coordinated utility improvements (sewer, water, stormwater, underground wiring, fiberoptics/cable, gas line and street pavement.
  - Coordinated sidewalks, street trees and street lighting.
  - On-street parking.
- Recommended and illustrated land development options: commercial courtyard, businesses with shared parking, attached housing with on and off street parking, “renovator’s alley” concept for small service business development, and community center. Land development considerations for all buildings and properties: design features to enhance structures and character and stormwater management approach.
- Implement the action plan: regulatory approach (previously completed) and organization / financial approach. To date, the organization / financial approach has not been completed. Key activities include:
    - Organize a meeting with service providers and agencies to discuss organization and finance alternatives.
    - Apply for funding for the streetscape design plan and implementation.
    - Develop stormwater management regulations.
    - Develop specifications for streetscape and greenway elements for incorporation into the Borough’s Subdivision and Land Development Ordinance.

## **Dillsburg Revitalization Program**

The Dillsburg Revitalization Program strategy recognizes the efforts of the Dillsburg Revitalization Committee. The efforts are focused on Baltimore Street as the primary main street for the region. Revitalization of the region’s main street is a major economic development initiative and a basic element in enhancing the region’s sense of place.

This strategy recommends the Dillsburg Revitalization Committee embrace a comprehensive approach to the revitalization effort, centered on the four components of the national main street program: organization, promotion, design and economic restructuring. The strategy builds a program to address each of these components for the revitalization of the downtown area. The focus is on building community capacity, partnerships, projects for change, and funding.

### **Key Components:**

- Begin with an effort to build the capacity of the community to work together towards common goals and priorities. This effort is underway through the work of the Dillsburg Revitalization Committee. The number of community events (heritage festivals and fireman and holiday fairs), special places (senior center, historic society

and library), and organizations (volunteer fire company and service organizations) is a testimonial to the spirit of volunteerism in the region. This spirit is the beginning point for building the community capacity to implement downtown revitalization. The success of the economic development strategies will be dependent on the community's capacity to see the connection between heritage, history, and downtown and to rally around the promotion of each.

- Raise the level of community interest through a series of public seminars with the opportunity for citizens to sign on to the revitalization, heritage or historic preservation efforts. The seminar series may include speakers from the following organizations:
  - PA Downtown Center – Bill Fontana: “Getting Ready for Downtown Revitalization”
  - Lancaster-York Heritage Park Program
  - PHMC - Historic Preservation
  - Pennsylvania Main Street Program – “Affiliate Membership”
  - National Main Street Center – videos
  - Building Communities from the Inside Out - training on mapping assets – The Asset-Based Community Development Institute (ABCD Institute)
  
- Enter into partnerships with state and county organizations that will help in the revitalization effort: Pennsylvania Downtown Center, Pennsylvania Main Street Program, Pennsylvania Historic and Museum Commission, and York County Planning Commission.
  
- Work with the Pennsylvania Main Street Program Coordinator (Diana Kerr) to become an affiliate program. Affiliate designation will assist the community in obtaining training and education.
  
- Complete a modified revitalization plan following the National Main Street Model. The plan should address: organization, promotion, design and economic restructuring. This effort is conducted by inviting a resource team (experts in design, economic restructuring, organization development, and promotions) to spend a week in the community – interviewing business owners, completing existing conditions inventories, and working with revitalization committee on the plan. The plan is refined and presented to the community.
  
- Components of the plan should include:
  - Development of a refined vision for Baltimore Street – the Dillsburg Revitalization Committee has developed several objectives (mostly design oriented) that need to be explored in the context of a holistic vision for the main street area to discuss the extent of effort and the desire to create a downtown, which meets the needs of the local community and the region's visitors – who is it for and who will it serve?. The initial objectives include:
    - ✓ Streetscape improvements – antique style lighting standards and street furniture and trees to develop a park atmosphere (highest priority York Street to Church Street).

- ✓ Storefront façade improvements to capture the historic integrity of the community.
  - ✓ Reuse of the Monaghan Presbyterian Church (a new church is being built in Carroll Township) as a cultural center for special events, concerts, readings and community services.
  - ✓ Explore option of a larger farmer’s market in town (one possible location is the Dillsburg Redevelopment Area – see the related strategy).
- Completion of an approach for economic restructuring.
- Identify assets of the community (ABCD Institutes guides to capacity inventories and mapping local business assets). This mapping effort may be accomplished by local community members. It seeks to uncover the talents of individuals, institutions, and organizations. The talents may include entrepreneurial talents – crafters, artists, bakers, chefs, woodworkers, agriculture products, etc.; professional abilities; interest / hobbies; etc. These talents will help to identify important niche or market segments for new “home-grown” businesses. It will also uncover the desires for individuals to open new businesses and what these new businesses will need to survive – the logistical support.
  - Uncover resources that may offer new businesses logistical support – business owner mentoring program, regional business organization (Dillsburg Area Business Association), and shared services or service-oriented businesses.
  - Complete an inventory of buildings or spaces that may be adapted to store fronts, a business incubator, outdoor or indoor local produce markets, office suites, etc. Develop a list of property owners that may be interested in an adaptive reuse project or creation of a first floor storefront.

- Completion of a discussion of design. Develop a comprehensive streetscape plan to encourage quality design in building rehabilitation, landscaping and public spaces, retail window display and all aspects of the main street experience. Consider the following elements:

- Sidewalks - Understand the existing condition of sidewalks.
- Utilities - All issues relating to streetscape are affected by the existing utilities, both overhead and in the street. Infrastructure planning is important so activities may be coordinated; in other words, avoiding the scenario where streetscape improvements are made and then several years later torn up to complete a utility line replacement program or other

Example of roof drainage across Main Street sidewalk.



Overhead utilities must be dealt with as a component of street-scape design.

infrastructure project.

- Street trees - Selection and planting for street trees will be largely dictated by location of utilities.
- Lighting – Introduction of pedestrian scale (12' to 14' in height) historic style light fixtures. Advances in lighting technology have made it possible to brightly light the street without lighting adjacent properties.
- Site furniture - Understand the advantages of street furniture, such as benches, trash receptacles, flower pots, etc. by creating spaces where both planned and informal gatherings can take place and providing an incentive to get people onto the street, thus enhancing the fabric of the community and increasing community interaction.

- Pocket parks – Introduction of more green space into the downtown environment; however, caution should be taken not to remove existing buildings for park space. Several examples of pocket parks are already evident in the downtown.



- Circulation patterns – As changes are made to regional traffic patterns, the Borough may be afforded more opportunities to recapture pedestrian movements in the downtown area and to integrate a transit stop into the downtown.
- Community identification – Exploration of a gateway program to mark borders into the downtown and to welcome visitors and residents. This gateway identification and marking will be particularly important as changes are made to the Route 15 corridor and entryways into the Borough. Particular attention should be given to the interchange areas and the corridors leading into town. Streetscape design elements will help to invite consumers and visitors into the downtown area.
- Connecting the streetscape to history. Any plan for streetscape improvements should be linked to the region's cultural history and the communities of the region.
- Building guidelines. Consider the following building guidelines as part of the comprehensive rezoning process.
  - ✓ Encourage restoration of structures in a manner fitting with the original period of the structure.
  - ✓ Work with the citizens of Dillsburg to decide how this might be enforced.
  - ✓ Address building and storefront facades for commercial areas.
  - ✓ Create guidelines for new construction to address compatibility with both existing uses and existing styles of buildings.
  - ✓ Support the development of an architectural review committee to review proposals. It is ideal if some members of the committee have a background in architecture or historical styles commonly found in the Borough.

- Completion of a plan to develop an organizational structure to manage the main street effort. It is assumed there will be many players in the revitalization effort

(Dillsburg Revitalization Committee, Borough Council, Dillsburg Area Business Association). Whatever form the organization takes, the plan should outline roles, responsibilities and authority structures and include promotional activities.

- Completion of an action plan and funding strategy. Potential sources of funding include: the Pennsylvania Main Street Program, Pennsylvania New Communities Program, Lancaster-York Heritage Program, Center for Rural Pennsylvania (Bill Denk – contact), Community Development Block Grant Program, Pennsylvania Department of Transportation – Enhancement Program, United States Department of Agriculture – business development districts in rural areas program, Pennsylvania Historic and Museum Commission grants.
- Recognize that revitalization efforts will take both personal time and money. The community capacity component should give the organizers an understanding of the level of interest by the local community. The higher the level of interest and dedication, the greater the level of activity and accomplishment. A dedicated, sustained, and organized effort will yield its own rewards and payback in the amount of funding and grants that may be available to support future activities. If the desire is to create a downtown, that will serve the local community and also serve the visitor – the vision will need to include an element to increase the attractiveness to outsiders. This approach will take more time and money, but might reap new economic rewards for the community.

## **Regional Business Development Program**

The future land use scenario identified business development as a key indicator of the region's economic well-being and the community's quality of life. The region's business development program focuses on growing existing businesses and attracting new businesses of various sizes to the region. The multi-municipal future land use scenario shows where businesses would locate - Dillsburg's downtown and redevelopment area and other areas designated for mixed-use development, the region's three village areas, existing and proposed industrial tracts, areas designated for highway commercial activities, and the future business park on Old York Road. The strategy recommends a collaborative approach with local and regional business organizations.

### **Key Components:**

- Identify the key local, county and area-wide players in the Business Development Program. The initial list includes:
  - Northern Region municipalities (NYR) - consider including all municipalities of the Northern York County School District
  - Dillsburg Area Business Association (DABA)
  - West Shore Chamber of Commerce (WSCC)
  - York County Chamber of Commerce (YCCC)
  - York County Economic Development Corporation (YCEDC)
  - York County Convention & Visitors Bureau (YCCVB)
  - Dillsburg Area Authority (DAA)
  - Franklinton Borough Municipal Authority (FBMA)
  - Northern York County School District (NSD)

- Cable and phone companies.
- Explore and discuss the interests, services and opportunities offered by each key player and begin to fashion a role for each. The table identifies program elements in which the key players may provide expertise or support.

Program Elements	Key Players in the Business Development Program									
	NYR	DABA	WSCC	YCCC	YCEDC	YCCVB	DAA	FBMA	NSD	CABLE / PHONE
Program Organization	x	x							x	
Information Gathering & Analysis		x	x	x	x	x				
Business Assistance (financial)		x			x					
Promotion / Marketing		x	x	x	x	x				
Entrepreneurial Development		x	x	x	x				x	
Infrastructure Development	x						x	x		x

- Designate a lead agency to develop the program. The lead agency may be an existing organization (e.g., Dillsburg Area Business Association), a regional committee, or a new economic development organization. The agency leading the program development process may not be the agency responsible for the implementation of the program.
- Develop the program around six program elements: program organization, business assistance (financial), information analysis, promotion/marketing, entrepreneurial development, and infrastructure development. The six program elements must be coordinated. Objectives for each follow:
  - Program organization
    - Utilize a strategic planning process to develop a mission statement, program objectives, short and long term strategies, and indicators or benchmarks for measuring success.
    - Establish the organizational and management structure needed to implement the strategies and the remaining key elements – determine the need for a formal organization or work by existing organizations, committees or individuals.
    - Develop a list of key stakeholders and resources, building on the list of initial players.
    - Create a communications network.

- Information gathering and analysis
  - Work with the DABA (local businesses), YCEDC (industrial sector), YCCC and WSCC (retail and office sectors), and YCCVB (hospitality and service sectors) to develop a list of targeted businesses for the region.
  - Evaluate the following features to ensure the region will be able to attract these industries or to make recommendations to increase the region's competitive advantage. Features to be explored are the level of technology and technical support; characteristics of the labor force; workforce development programs; historic and projected growth industries/businesses; inventories of available properties; and Statewide, County, and areawide targets.
  - Understand how past and current trends are affecting the potential to attract new businesses and to grow existing businesses.
  - Explore the YCEDC Resource Center to tap into local information that would be pertinent to attract new companies to the area.
  - Become actively involved in the study of current issues that may impact or affect business development. This involvement may include participation in the Pro-Business Council of the York County Chamber of Commerce. This organization's mission is *"to study issues that affect Chamber members, formulate positions and then take action on those issues on behalf of the York business community. The Pro-Business Council enables the Chamber to respond quickly to issues and develop expertise on a wide variety of subjects."* (<http://www.yorkchamber.com/business/probusiness.htm>)
  
- Business assistance (financial)
  - Assist in "getting the word out" regarding financial assistance for starting and growing businesses.
  - Work with local financial institutions, the York County Economic Development Corporation and the Dillsburg Area Business Association to develop an information resource and contacts for accessing the Pennsylvania Industrial Development Authority (PIDA) low interest financing program, Opportunity Grant Program, Infrastructure Development Program, and Machinery and Equipment Loan Fund.
  - Learn more about incentive programs available to local and school taxing entities, such as, the Local Economic Revitalization Tax Assistance (LERTA) program or façade or sign grants for the reuse of historic properties.
  - Explore innovative programs such as revolving loan funds or peer-to-peer lending programs.
  
- Promotion and Marketing
  - Develop a marketing package and strategy for the Northern Region to promote existing businesses. The DABA has existing businesses listed on its website – link the site to other area-wide locations.
  - Participate in County and area-wide promotional events, such as the Annual Manufacturer's Days (sponsored by the YCCC – tours of local businesses), Spotlight Breakfasts and the Business and Industry Night (sponsored by WSCC – highlights area companies).

- Continue local events and activities that provide opportunities to publicize local businesses (e.g. heritage fair and business directory). Consider a business exposition.
  - Explore new collaborations to share information between County and area-wide agencies and connect with the YCCC, WSCC, YCEDA, and YCCVB on a regular basis.
  - Develop a database and registry of existing businesses and available properties to be accessed via the internet at a regional site or on municipal sites. The database would include a photograph of the site and brief description of the site, access, zoning, use of surrounding properties, available infrastructure and future land use expectations.
- Entrepreneurial Development
- Work with the DABA to continue to develop a small business support network and link to County and areawide networks and training programs (e.g., Service Corp of Retired Executives, Kutztown Small Business Development Center, HACC Workforce and Economic Development Division).
  - Offer to host entrepreneurial development workshops and seminars in the local area – Northern School complex.
  - Send representatives of the business community to Leadership York’s Leadership and Training Program and Executive Services.
- Infrastructure Development
- Work with the DAA and the FBMA authorities in providing public water and public sewer to locations slated for business development.
  - Utilize an official map to provide the general locations for new roadway corridors to support the development of new business areas in the growth areas.
  - Work with the local cable and phone companies on the development of high capacity / high speed internet services.
  - Continue to develop the DABA website to be used by small businesses for the sharing of information.

## **Workforce Development Program**

The workforce development strategy focuses on the educational component (including technology) of workforce development and the support needed from local institutions and services (e.g., child and adult day care) to ensure these educational resources are accessible and available to the entire community. This strategy is linked with the Regional Business Development Plan Strategy. It may be perceived as the seventh program element of the Business Development Plan. Having a trained workforce is a critical element in industry-sector attraction, particularly for higher paying industries that require a skilled labor force. For this reason, the Workforce Development Program is presented as a separate strategy.

## Key Components:

- Link the following components with the Regional Business Development Plan Strategy.
- Understand who the important players are in workforce development in the region or what organizations would help to provide services or coordinate the program with local industry and individuals. Begin with the following organizations and agencies.
  - Southcentral Employment Corporation (SEC) located at 100 North Cameron Street, First Floor, Harrisburg, PA 17101. The current executive director is Richard M. Kopecky, Jr. (contact information: phone – 236.7931, fax – 236.9016, email – [sec@pasec.org](mailto:sec@pasec.org)). The SEC is the Workforce Investment Board for the southcentral area of the State and part of the Pennsylvania Careerlink System, providing career development centers in Adams, Cumberland, Dauphin, Franklin, Juniata, Lebanon, Perry and York counties. The centers are state and federally funded with no charge to customers. The careerlink centers closest to the Northern York County Region are at the following locations:

**CareerLink Centers**

County	Address	Phone	Fax	Email
Adams	Rear 108 North Stratton Street, Gettysburg, PA 17325	334.6610	334-3869	adams@pasec.org
Cumberland	1 Alexander Court, Carlisle, PA 17013	243.4212	233.2123	cumberland@pasec.org
Dauphin	100 North Cameron Street, First Floor, Harrisburg, PA 17101	236.7931	236.9016	sec@pasec.org
York	841 Vogelsong Road, York, PA 17404	767.5709	767.5716	york@pasec.org

- Pennsylvania Workforce Improvement Network (PA WIN) program (part of the Team Pennsylvania *CareerLink* Partners Program (contact information: Laura Beach, PA WIN Coordinator – 814.865.6604 or [lsb39@psu.edu](mailto:lsb39@psu.edu).) The goal of PA WIN is to help adult basic education providers develop a centralized, market-driven system of services for employers and incumbent workers and to integrate those services with the Pennsylvania workforce development system, including linkages with Team Pennsylvania CareerLink (excerpts from website). Affiliates close to the Northern York County Region include the following:

**PA WIN Affiliates**

<b>Agency</b>	<b>Address</b>	<b>Phone</b>	<b>Fax</b>	<b>Email</b>
Tri-County OIC	2107 North 6 <sup>th</sup> Street, Harrisburg, PA 17110	238.7318	238.6251	www.tricountyoic.org
Carlisle Area OIC	29 South Hanover Street, Carlisle, PA 17013	243.6040	243.6030	aleg256@pa.net
Catholic Charities Immigration and Refugee Services	900 North 17 <sup>th</sup> Street, Harrisburg, PA 17103	232.0568	234.7142	www.hbgdiocese.org
York County School of Technology/York County AVTS	2176 S. Queen Street, York, Pa 17402	741.0820 ext. 2349	747.0426	www.ycstech.org

- York County Alliance for Learning (YCAL) located at 129 Charles Lane, Red Lion, PA 17356 (contact information: Jim McGinnis, Executive Director, phone – 224.8955, fax-244.7826, email – [ycal@ycal.org](mailto:ycal@ycal.org)). The mission of the organization is to manage shared resources (people, programs, information, and funds) defined by our schools, workplaces, and community partnerships to facilitate the development of a high quality, relevant workforce (excerpts from website).
- William F. Goodling Regional Advanced Skills Center (contact information: 2101 Pennsylvania Avenue York, PA 17404 - phone: 699.0832, fax – 699.5752, email - [info@advskills.org](mailto:info@advskills.org)). The Advanced Skills Center is a cost effective delivery system that involves local industry leaders, education providers, community based organizations, organized labor and management as well as a large variety of supporting groups. Financial commitments to implement this delivery system have been secured entirely by Federal, State and Local Governments. The center’s objective is to help students achieve meaningful, long-term employment at family-sustaining wages; provide productive, positive-thinking men and women who are prepared for today and tomorrow’s manufacturing jobs; and develop a capable workforce that permits confident business planning for the future. Courses can be customized to meet unique company needs to guarantee that the training addresses “Skill” shortages. The Advanced Skills Center combines on-time delivery, industry-experienced instructors and a creative learning environment that makes course outcome positive (excerpts from website).
- MANTEC, Industrial Resource Center, is headquartered in the city of York and maintains field offices in the cities of Carlisle, Chambersburg, Lancaster and Lebanon. Its service region includes Adams, Cumberland, Dauphin, Franklin, Fulton, Lancaster, Lebanon, Perry and York counties. Its mission is help Southcentral Pennsylvania manufacturers continuously improve their productivity, competitiveness, and contribution to the economic prosperity of the

region (contact information: PO Box 5046, 227 West Market Street, York, PA 17405-5046, phone: 843.5054, fax: 854.0087 e-mail: info@mantec.org.)

MANTEC includes three specialized centers:

- Workforce Performance Center (WPC). WPC was created to work with manufacturers and training providers to identify and meet needs in both the incumbent and the emerging workforces.
  - High Performance Transformation Center (HPTC). HPTC's provides quality training, presented by certified instructors using a nationally tested curriculum which explores topics like value stream mapping, set-up reduction, total productive maintenance, cellular manufacturing as well as other principles and practices.
  - Manufacturers' Technology Center (MTC) represents the core group of services to manufacturing – improved productivity, competitiveness, and contributions.
- Northern York School District – Adult Education Course Offerings and affiliation with the Cumberland-Perry Vocational Technical School.
- Form a local workforce development network and information resource through a collaborative or partnership effort between local industry, individuals, and the workforce development resources listed above.
  - Develop an understanding of the workforce development needs of the region. Begin the assessment with a survey to industry to determine the foundational skills present in the region. Determine if foundational skills training is needed. A sample survey and discussion of foundational skills is located on the internet at [www.ed.psu.edu/pawin/developer/employer\\_benefits/index.htm](http://www.ed.psu.edu/pawin/developer/employer_benefits/index.htm).
  - Work with the local workforce development network to develop a program for the Northern Region to meet these needs and the needs of targeted industries. Where possible, host the workforce training sessions at sites within the region.
  - Communicate the effort to individuals and industry, both existing and potential industry. Create incentives for local industries to support, sponsor and participate in the programs.
  - Continue to update the program in order to accommodate emerging markets and changing industrial / training needs.
  - Recognize the need to build employee support systems to help individuals enter the workforce, such as children and adult day care, wellness programs, affordable housing, alternative transportation systems (e.g., transit and pedestrian access), and healthcare. Work with industry, government and public service providers to ensure these support systems are in place.
  - Seek funding for the development of workforce training and support services from both traditional and non-traditional sources (e.g., government programs and grants, local-foundation, Ford Foundation, H-1B Technical Training Skills Grant, Economic Development Assistance Programs Grants, local industry and business). Across the State, particularly in the southwest and southeast, numerous private and non-profit foundations have been organized to provide funding for economic development

initiatives of their region. The development of these foundations are effective in directing money specifically for workforce development (see the Fourjay Foundation Grant, Richard King Mellon Foundation, Willary Foundation Grant and Connelly Foundation Grant – for more information on workforce development grants access [www.paworkforce.state.pa.us/pa\\_wor...view.asp?a=13&Q=164930&pa\\_workforcePNav=l](http://www.paworkforce.state.pa.us/pa_wor...view.asp?a=13&Q=164930&pa_workforcePNav=l)).