



2021 STRATEGIC PLAN



Adopted June 1, 2021

TABLE OF CONTENTS

Letter from the Mayor	3
Community-Based Plan	4
City Vision and Focus Areas	5
Strategic Goals	6
Focus Area 1: Resilient Infrastructure	7
Focus Area 2: Economic Development	8
Focus Area 3: Dynamic Community	11
Focus Area 4: Efficient and Effective Government	12





LETTER FROM THE MAYOR



Dear Friends and Community,

After many months of collaboration between the Catawba Regional Council of Governments, community focus groups, staff and City Council, we are ready to unveil the community's priorities and vision for our great City.

The purpose of the strategic plan is to target resources in areas that need the most attention, such as aging infrastructure, recreation, housing, growth, and economic development. With this plan, Council seeks to make investments that will address and improve these areas over the next few years. Annually, we will use the goals and strategies during our budget discussions to develop an implementation plan in order to get real things accomplished. I can only imagine that appropriating the funding and resources for this plan will be difficult; however, we are capable of rising to this challenge.

To build the future that our community envisions, the City of York will focus on the following areas:

- **Resilient Infrastructure** - maintaining and enhancing a high-quality, growth-ready water and sewer system for the citizens, businesses, and visitors of York. The City is committed to ensuring access to safe drinking water at affordable rates, making strategic growth-focused investments, and sustaining businesses.
- **Economic Development** - providing opportunities for the creation and retention of local employment opportunities, economic prosperity, and enhance quality of life for all citizens. The City seeks to ensure a fair, equitable, and diverse economy capitalizing on the Historic Downtown, tourism, and local agribusiness.
- **Dynamic Community** - building and maintaining a community that is inclusive, attractive, family-oriented, and supportive for all residents.
- **Efficient and Effective Government** - delivering community-focused services and to build trust between the people and their government - City Council and staff.

In closing, I would like to thank the COG staff and all the community members who volunteered their time to provide opinions and thoughts in the focus groups. I would also like to thank the staff of City Hall as well as the York City Council for their individual input and contributions. This strategic plan will provide us with goals to achieve and will keep the City of York a great place to live.

Mike Fuesser
Mayor of York

COMMUNITY-BASED PLAN

The purpose of strategic planning is to build a consensus around a singular vision for the future of a community or organization. For local governments, this process is designed to achieve efficiency and effectiveness in the administration and delivery of municipal services to fulfill this shared vision. A successful strategic planning process brings together multiple internal and external stakeholders to examine opportunities for improving all areas for which a local government has responsibility. Most importantly, a municipal strategic plan helps a community to define who they are, who they serve, what services they provide, and how best to provide those services.

In 2020, the City of York engaged the Catawba Regional Council of Governments to assist in the creation in the City's Strategic Plan. The City focused on building a community-based plan that included key information gathered from a comprehensive community survey, three focus group meetings, discussions with department leaders, and workshops with elected officials. These activities produced an abundance of ideas, concerns, themes, goals, and strategies to improve the City of York and the municipal organization. Throughout these discussions, a vision statement and several major themes emerged. These themes included:

- Water / Sewer Infrastructure
- Downtown / Economic Development
- Transportation
- Recreation / Walkability
- Housing / Code Enforcement
- Historic Character
- Community Facilities Upgrades / Maintenance

After identifying these themes, the next step in the planning process was to define a set of broad based goals and develop targeted strategies to achieve each. Four focus areas quickly emerged including Resilient Infrastructure, Economic Development, Dynamic Community, and Efficient and Effective Government. One of the final steps in the strategic planning process was done by Council and included setting a City vision and selecting the final strategies and estimated timeframes. The timeframes are broken down into short-term (12-18 months), mid-term (18 months-3 years), and long-term (3-5 years).

Finally, the City, through partnerships and collaborations, is committed to implementing the strategic plan and incorporating community input to shape future strategic plans. To this end, it should be understood that the 2021 Strategic Plan is a living document that must be regularly updated and modified to address changing circumstances, budget limitations, and shifting community priorities. Council is committed to annually reviewing the strategic plan and making necessary changes to reflect the shared vision of the community.



CITY VISION AND FOCUS AREAS



Vision

York is an historic city with charming neighborhoods, caring residents, abundant opportunities, and an innovative and inclusive economy.

Focus Areas

The City of York is focused on building and maintaining **Resilient Infrastructure**, promoting growth and prosperity through **Economic Development**, and ensuring an inclusive **Dynamic Community**, all through the use of **Efficient and Effective Government**.

STRATEGIC GOALS

FOCUS AREA 1

Resilient Infrastructure

FOCUS AREA 2

Economic Development

FOCUS AREA 3

Dynamic Community

FOCUS AREA 4

Efficient and Effective Government





RESILIENT INFRASTRUCTURE

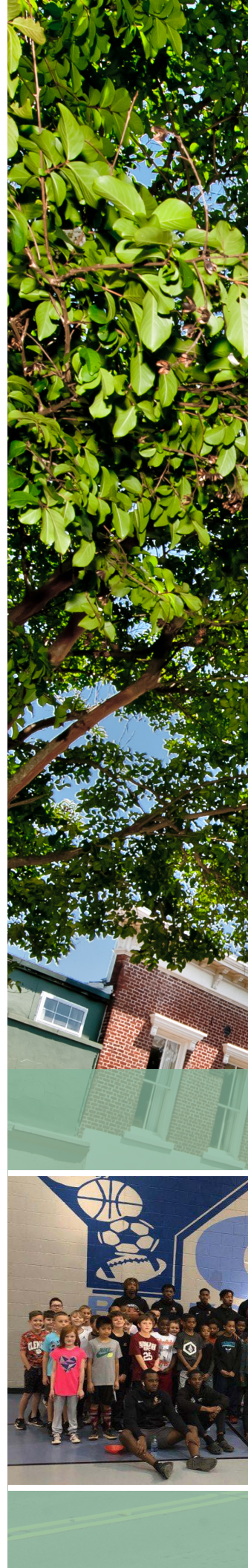
Resilient Infrastructure begins with maintaining and enhancing a high-quality, growth-ready water and sewer system for the citizens, businesses, and visitors of York. The City is committed to ensuring access to safe drinking water at affordable rates, making strategic growth-focused investments, and sustaining business-type activities.

Goals	Strategies	Timeframes
Enhance Trust and Reliability	Review and deploy advanced meter reading technology through City-wide implementation of a wireless meter reading system.	Mid-Term
	Provide tools for customers to better understand utility usage.	Short-Term
	Develop programs to assist low to moderate income households with utility bills and infrastructure improvements.	Short-Term
Maintain and Repair Aging Infrastructure	Utilize state and federal annual grant funding to improve water and sewer infrastructure.	Short-Term
	Develop a long-term utility line replacement program.	Mid-Term
	Conduct a Wastewater Inflow and Infiltration Study.	Mid-Term
	Develop and implement a Fats Oil and Grease program.	Mid-Term
	Conduct an assessment for improvements and upgrades to Fishing Creek Wastewater Treatment Plant.	Short-Term
	Remediate/redevelop the water treatment plant site.	Mid-Term
	Repair or remove the spillway and dam at Lake Caldwell.	Short-Term
	Ensure an adequate and reliable network of fire hydrants.	Short-Term
	Maintain competitive water and sewer rates by tracking regional water rates and making necessary rate adjustments to ensure the sustainability of business-type activities.	Short-Term
Build and Save for the Future	Update the 2016 Willdan Water and Wastewater Capital Funding Plan.	Mid-Term
	Create and maintain a dedicated reserve fund.	Short-Term
	Study current and future capacity fee rates.	Mid-Term
	Initiate key investments and the expansion of water and sewer services into new areas, including the bypass and major future growth corridors.	Mid-Term

ECONOMIC DEVELOPMENT

A commitment to **Economic Development** will provide opportunities for the creation and retention of local employment opportunities, economic prosperity, and the enhancement of quality of life for citizens. The City seeks to ensure a fair, equitable, and diverse economy that capitalizes on the Historic Downtown, tourism, and local agribusiness.

Goals	Strategies	Timeframes
Revitalize Historic Downtown	Expand the Façade Improvement Grant to include full preservation of historic facades.	Short-Term
	Implement a wayfinding strategy for Historic Downtown.	Short-Term
	Extend the downtown streetscaping design to California Street.	Mid-Term
	Develop and implement a plan to increase public parking access.	Mid-Term
	Repair, replace, or install sidewalks to improve pedestrian mobility.	Mid-Term
	Evaluate participation in the Main Street South Carolina program.	Short-Term
	Support businesses through regular engagement and communication.	Short-Term
	Develop and staff a Visitors Center.	Mid-Term
	Complete the redevelopment of City Park with the installation of bathrooms, a performance stage, and playground equipment.	Mid-Term
Boost Commercial and Industrial Growth	Develop and implement a retail strategy to attract and retain retail and service-oriented businesses.	Short-Term
	Evaluate and update economic development incentives to encourage growth in gateway corridors.	Mid-Term
	Enhance partnerships with economic development and small business partners to support entrepreneurs and local businesses.	Short-Term
	Examine the feasibility of a light industrial park.	Long-Term
Promote Local and Regional Tourism	Develop and implement a marketing strategy to encourage local and regional tourism.	Short-Term
	Specifically design tourism destination spaces utilizing the Historic Downtown.	Mid-Term
	Enhance and market sports and recreation facilities to advance regional sports tourism.	Mid-Term
	Cultivate cultural tourism by focusing on local arts opportunities and development.	Mid-Term
	Develop and implement a comprehensive civic and wayfinding signage program.	Short-Term







[3] DYNAMIC COMMUNITY

The City of York is committed to building and maintaining a **Dynamic Community** that is inclusive, attractive, family-oriented, and strives for a high quality of life for all residents.

Goals	Strategies	Timeframes
Cultivate Community Development and Engagement	Develop a strategy for the redevelopment of Pinckney Street and the surrounding area.	Mid-Term
	Ensure controlled, planned growth through the use of innovative land use practices.	Mid-Term
	Support local and regional partners to encourage community development.	Short-Term
	Enhance and expand opportunities for community engagement.	Mid-Term
	Actively promote volunteerism and community engagement.	Short-Term
Enhance Transportation	Work with local and regional partners to increase public transportation opportunities.	Mid-Term
	Work with local and regional partners to address traffic and road maintenance issues.	Short-Term
	Conduct a feasibility study for the development of a local public transportation system.	Mid-Term
Expand Recreation and Health Opportunities	Implement an annual sidewalk repair and maintenance program to increase the walkability of the community.	Short-Term
	Update the Bike and Pedestrian Study.	Mid-Term
	Utilize the Master Parks Study to implement community-recommended improvements to recreational parks and facilities.	Short-Term
	Evaluate the need for additional public facilities, including a community pool.	Mid-Term
	Expand recreational program offerings to include non-sport activities, STEAM opportunities, and cultural activities.	Mid-Term
	Utilize regional partnerships to develop a regional trail plan connecting existing trails to Rock Hill and across greater York County.	Mid-Term
	Make strategic investments in recreational facilities and parks.	Mid-Term
	Evaluate the long-term need for leased recreation facilities.	Mid-Term
	Promote and support active lifestyles through year-round recreational programs for youths and adults.	Short-Term
	Recruit local and regional healthcare partners to open additional healthcare service distribution points.	Mid-Term
	Promote public welfare by increasing access to quality healthcare services.	Mid-Term

EFFICIENT AND EFFECTIVE GOVERNMENT

Efficient and Effective Government is critical in delivering community-focused services and building trust and transparency between the City government and residents.

Goals	Strategies	Timeframes
Enhance Service Delivery	Conduct a facilities study to determine the need for additional fire and police service locations.	Mid-Term
	Regularly review City Ordinances and make necessary updates to ensure compliance with state and federal codes.	Short-Term
	Evaluate the need for additional code enforcement strategies, including the adoption of property maintenance requirements.	Short-Term
	Review and implement strategies to ensure compliance with building and zoning regulations.	Short-Term
	Examine the need for additional regulation related to property maintenance and appearance.	Short-Term
	Renew commitment to community policing strategies in order to maintain good community relations throughout the City.	Short-Term
Ensure Fiscally Responsible and Sustainable City Finances	Research and implement policies to maintain the long-term financial stability of the City.	Short-Term
	Evaluate and implement an impact fee for growth and new developments.	Short-Term
	Segment funds to ensure separation between government activities and business-like activities.	Mid-Term
	Develop a Capital Improvements Program.	Short-Term
	Develop and implement a Facility Maintenance Plan to improve and extend the service life of existing public facilities.	Mid-Term
	Review and update procurement policies to streamline purchasing; eliminate waste; implement financial controls; and ensure consistency with local, state, and federal procurement standards.	Short-Term



EFFICIENT AND EFFECTIVE GOVERNMENT (continued)

Goals	Strategies	Timeframes
Enhance Staffing Recruitment and Retention	Develop and implement a recruitment and retention strategy that focuses on hard-to-fill positions, increasing diversity, and succession planning.	Short-Term
	Develop and conduct an annual evaluation process.	Mid-Term
	Offer competitive compensation and benefits to attract and retain top talent.	Short-Term
	Ensure adequate staffing levels across the organization, focusing on career and talent specialization.	Mid-Term
Encourage Training and Professional Development	Provide training and professional development opportunities throughout the organization by utilizing LocalGovU and other resources.	Short-Term
	Develop and implement individual training plans for all staff, including the use of cross training.	Mid-Term
	Ensure City Council is a high functioning board by utilizing local, regional, and national training opportunities for continued professional development.	Short-Term





Special Thanks:

Mayor and Council

Michael D. Fuesser, Mayor
Edward Brown, Mayor Pro-Tem
Jim Bradford
Stephanie S. Jarrett
Steve Love
Denise Lowry
Marion Ramsey

City Staff

Seth Duncan, City Manager
David Breakfield, Planning and
Development Director
Barbara Denny, Finance Director
Amy Gonzalez, Community Events
Manager
Carolyn Leake, Recreation Director
Michael Regal, Fire Chief
Andy Robinson, Police Chief
Chris Wallace, Public Works Director
Ben Wright, Utilities Director
Cindy Wyatt, Municipal Clerk /
Human Resources Director

Focus Group Members

Jason Broadwater
Nikki Carpenter
John Clemens
Cyndi Dandrage
Jordan Garret
Matthew Hickey
Chris Holbert
Debra Martin
Gene Martin
Joe Milton
Marilyn Milton
Phyllis Moore-Ward
Nancy Nelson
Franceffa Nichols
Jamie Patterson
Michael Sasso
Bridget Wright

Photography Credits

Charlie Cox and CC Photography
Jessica Turner Photography
Tim Cooper and York School District
One
Visit York County
City of York

Catawba Regional Council of Governments

Randy Imler, Executive Director
Kara Drane, AICP, Senior Planner
Eleanor Mixon, Community
Development Associate



"Over the last twelve months, the City of York has undertaken a comprehensive process to plan its future. Now before us is the opportunity to use input from residents, businesses, and visitors alike to mold the City and its government in a way that reflects the possibilities we collectively seek for our community. Through the implementation of this Strategic Plan, we will continue to nurture our growth, address our aging infrastructure, and build this community we call home."

- Seth Duncan, City Manager

