

VI. THE LOCAL ECONOMY



The health of an area’s economy has an obvious major impact on the overall welfare of the community. A healthy economy provides not only needed goods and services, but employment opportunities and tax revenues that pay for public facilities and services. There are a number of measures of the health of the economy, among them the employment rate, the tax base, and the diversity of the local economy.

A. ECONOMIC SECTORS

Various economic sectors may make up a community’s local economy. Basic industries are those producing goods for export outside the community. These industries are considered the economic lifeblood of communities as they sustain the flow of money into the community. Traditionally, manufacturing and the extractive industries, including agriculture, have made up the majority of basic industries. Basic industries also tend to generate secondary “spin-off” businesses and services and have what is known as a “multiplier” or ripple effect through the entire community.

Non-basic industries are usually commercial uses, such as wholesale and retail sales, services, and other related areas serving primarily the local market. Such businesses supplement the local economy and serve the needs of the community.

AGRICULTURE

Agriculture is the leading industry in the Commonwealth of Pennsylvania. It also continues to be an important part of the economy of York County, which ranks fifth in the State with regard to market value of agricultural products sold.

Per the 2002 Census of Agriculture, land in farms in York County is estimated to comprise 285,336 acres, or 49% of the County’s total land area.

The 2002 Census of Agriculture defines a farm as *“any place from which \$1,000 or more of agricultural products were produced or sold, or normally would have been sold during a census year.”*

General information regarding the US Census of Agriculture:

- The Census of Agriculture is conducted by the United States Department of Agriculture (USDA), National Agricultural Statistics Service (NASS) in years ending in “2” and “7”
- The definition of “farm” has changed several times over the years, so direct comparisons of figures from Census to Census can be difficult.

Source: USDA, NASS

While the 2002 census collected data for multiple operators for a single farm, the concept of the principal operator or senior partner was maintained. The reporting unit for the agriculture census has always been the individual agricultural operation, i.e., the

farm or ranch. Census results are based on data obtained from individual farm operators about their respective farms.

With 2,550 farms, York County ranks second in the State (Lancaster County is first). York County’s land in farms comprises almost 4% of the State’s total land in farms. The average size of a York County farm is 111 acres, slightly smaller than the State’s average of 133 acres. The total hired farm labor payroll in the County, for 2002, was \$12,443,000.

In 2000, just over 78% of York County’s farmland was harvested cropland. The table to the right, presenting data compiled by the Penn State Cooperative Extension, summarizes the County’s agricultural cash receipts for 2005.

In addition to providing an abundance of farm products, agriculture supports a wide range of food processing and other support industries. Potato chips and other snack foods, baked goods, canned and frozen vegetables, ice cream and other dairy products are among those processed in York County.

Table 32 Agricultural Cash Receipts, 2005	
Commodities	Receipts
Field Crops	\$34,026,000
Vegetables and Potatoes	\$8,170,000
Fruit	\$5,454,000
Horticulture and Specialties	\$12,989,000
Crop Subtotal	\$62,218,000
Poultry and Livestock	\$61,349,000
Dairy	\$31,119,000
Animal Subtotal	\$92,468,000
Government Payments	\$3,442,000
Total Cash Receipts	\$158,128,000

Source: Penn State Cooperative Extension

York County’s Comprehensive Plan states: “*York County is committed to agricultural preservation efforts not only as a means to control the unplanned spread of development and maintain natural breaks between development areas, but also to ensure agriculture’s long-term contribution to the economy of the County.*”

York County ranks highly among other Pennsylvania counties in a number of specific agricultural areas:

- 1st in wheat and soybean production
- 2nd for barley production
- 3rd in peach production and in sheep/lamb inventory
- 5th in apple production
- 6th in egg production and in hogs/pigs inventory
- 8th in potato production and in cattle/calves inventory

Source: Penn State Cooperative Extension

Agriculture also generates substantial taxes that benefit local residents. A 1995 Penn State study found that farms and other types of open land could actually subsidize local government by generating more in property taxes than they demand in services. Two (2) townships in southcentral Pennsylvania were included in

the study. Their findings showed that farm and open land required only six (6) cents worth of services for every dollar raised. A similar 2002 *Cost of Community Services* study conducted by the South Central Assembly for Effective Governance related

specifically to Shrewsbury Township. The findings stated that for every dollar of revenue generated from farm and open space uses in the Township, 17 cents was spent providing services to those lands.

Agriculture is Shrewsbury Township's top industry. The Township has a large number of sizeable active farms that produce primarily grain crops, including soybeans, corn and wheat. The Township enjoys good local and regional agricultural markets, as well as favorable climate and topography.

The continued success of farming in the Region is dependent on several factors, as indicated in the *Ingredients for Successful Farming*. Township officials have committed to promoting and protecting agricultural operations as the backbone of the Township's economy.

Shrewsbury Township represents a part of a significant agricultural area that includes most of southern York County and the northern part of Carroll and Harford Counties in Maryland (and northern Baltimore County, to a degree). This important agricultural community supports farm-related agricultural enterprises which, in order to be maintained, rely on the adequate number of farms in order to provide the necessary volume of business. Therefore, it is important that Shrewsbury Township, as an integral part of this overall agricultural region, preserve its agricultural land in order to assist in supporting agricultural-related services.

Shrewsbury Township contains approximately 18,310 acres; of that over 15,000 or 78% consists of prime soils (Class 1, 2, and 3). In contrast, 55% of York County as a whole is comprised of Class 1, 2, and 3 soils. Even this is deceptive, in that most of the developed townships tend to be those with the highest percentage of quality agricultural soils. The only townships with a higher percentage of Class 1, 2, and 3 soils than Shrewsbury Township are Manchester and West Manchester, where most of the agricultural land has already been developed.

This is not unique to York County. In the State of Pennsylvania, most of the high quality soils are located in the southeastern quadrant of the State, yet it is the counties located in that quadrant that are experiencing development pressures and loss of agricultural lands. Much of the State of Pennsylvania, however, is experiencing just the opposite -- little population growth and, in some cases, losses in population.

Preserved and Protected Land in the Southern York County Region

- Agricultural Security Area – **4,453 acres**
- York County Agricultural Land Preserve Board conservation easements – **2,095 acres**
- Farm and Natural Lands Trust conservation easements – **155 acres**



Ingredients for Successful Farming

- ✓ ***Productive farm soils*** - Shrewsbury Township has extensive prime soils and soils of Statewide importance, comprising about 78% of the Township's land area, as compared with 55% for the County as a whole. Because prime soils are more buildable than other soils, they are subject to greater development pressure and hence are more vulnerable.
- ✓ ***Critical mass*** - The trend in agriculture today is toward larger farms as farmers compete in international markets. At the same time, there is a greater focus in some areas on the production of higher value crops, which can be raised on less land. Commercial farming operations of all sizes need to be part of a large critical mass of farmland that will assure the continued presence of area farm suppliers and processors in the future. The subdivision of land into parcels larger than needed for a home site, but too small to effectively farm, increases the price of land, making it prohibitive for farmers to purchase land. Areas characterized by scattered sprawl type development and “farmettes” rarely are able to retain any significant agricultural activity.
- ✓ ***Freedom from adjacent conflicting residential uses*** - Commercial farm operations need to be able to operate free from residential uses and the nuisance complaints, traffic and vandalism they can generate. Such pressures lead to a cycle of farmland conversion, rather than reinvestment in farm operations. The Southern York County Region has been and will continue to be under considerable development pressure, which must be carefully directed away from farming areas.
- ✓ ***Profitability*** - Agriculture needs to be profitable for farmers to continue farm operations over the long run. To this end, farmers may benefit from a wider range of permissible farm occupations and farm-related businesses, and the possible creation of local outlets or farmer's markets for locally grown produce.
- ✓ ***Effective agricultural zoning*** - Shrewsbury Township has long recognized the importance of local agriculture to the local economy and in 1976 adopted a Comprehensive Plan and effective agricultural zoning providing substantial protection to the Township's farmland base. Farmland preservation has been affirmed through the State court system as a legitimate governmental goal as long as implementing ordinances are substantially related to that goal. Not only is it necessary to severely limit the number of nonagricultural uses in an area intended to be preserved for agricultural use, it is also necessary to ensure that such subdivision for nonagricultural uses occurs on small lots, leaving a

large residual tract for agricultural uses. Large-lot subdivisions should be prohibited.

- ✓ ***Agricultural Security Area*** - Shrewsbury Township farmers have demonstrated their long-term commitment to the future of farming by voluntarily enrolling **4,453** acres in the Township's Agricultural Security Area. Benefits of enrollment are fully described in *Chapter VII Existing Land Use*. Farms, which are enrolled in Agricultural Areas or are permanently preserved, are shown on the Agricultural Land Protection Map.
- ✓ ***Clean and Green farm tax deferral*** - This is another incentive program for continued agricultural use. Farmers may voluntarily enroll in this State program administered by the County, which provides a tax reduction for as long as the property remains in farm use. If the property is developed, back taxes for up to seven (7) years are due. While the current Countywide reassessment process is of concern to farmers because it could result in increased taxes on long-held properties, the existing effective agricultural protection zoning throughout much of the Township should minimize any increases if the reassessment is properly conducted. Any Township farmers who don't already participate should be encouraged to enroll in the Clean and Green program, to further reduce the possibility of increased taxes.
- ✓ **Shrewsbury Township's Conservation Fund** – Shrewsbury Township's Conservation Fund is a non-profit effort to preserve the prime farmland and valuable open spaces of Shrewsbury Township. Contributions to the fund are converted directly into education and cooperation with other private and public land preservation organizations. The long-term goal is to accumulate enough money to participate in the purchase of development easements and transferable development rights.

INDUSTRY

The Southern York County Region was once a strong manufacturing center of the County, with Glen Rock Borough second only to York City in industrial prominence. The loss of active rail service in the 1970s, along with other factors, altered the economic profile of the area as a number of industrial uses closed or relocated out of the area. While the Region's communities maintain a moderate industrial base and new industrial uses have located within the Township, most of the area's current employment opportunities are located outside of the Region, with many residents commuting to the Baltimore metropolitan area or the York urban area for work.

The 2004-2005 York County Directory of Industry and Technology is a useful resource. Compiled by the York County Economic Development Corporation, it serves as an inventory of local businesses, as well as a resource to those outside the community who may be seeking customer or supplier relationships with local companies. Table 33, below, summarizes the data specific to the Southern York County region.

**Table 33
Industrial Uses and Employees, 2004-2005**

Municipality	Industrial Uses	Full Time Employees	Part Time Employees	Total
Glen Rock Borough	6	31	2	33
Railroad Borough	0	0	0	0
Shrewsbury Borough	6	134	8	142
Shrewsbury Township	5	119	3	122
Region	17	284	13	297

Source: 2004-2005 York County Directory of Industry and Technology

Table 34, below, shows the variety of manufacturing activities and industrial uses in the Southern York County Region, as listed in the 2004-2005 York County Directory of Industry and Technology.

**Table 34
Industrial Employers, 2004-2005**

Industry	Municipality	# Employees	Year Estab.	Product
Al's Printing	Shrewsbury Township	2	1970	Print shop
Authentic Wood Floors	Glen Rock Borough	5	1987	Flooring, hardwood
Automotive of York	Shrewsbury Borough	2FT 7PT	1975	Machine shop
Baumiller Machine Company	Glen Rock Borough	3	1968	Production machining
Bel Stewart Connectors	Shrewsbury Township	105	1987	Modular connectors
Coax, Inc.	Glen Rock Borough	10	1990	Electronic circuits
Diesel Pro, Inc.	Glen Rock Borough	3 FT 2PT	1985	Diesel fuel injector systems
Hoover Design and Manufacturing	Shrewsbury Twp	6 FT 1 PT	1989	Tool and dye and custom machines
Keystone Rubber Corporation	Shrewsbury Twp	5 FT 2 PT	1964	Dog bones and custom fabricating
Lumi Trak, Inc.	Shrewsbury Twp	11	1995	Lighting equipment
Power Printing	Shrewsbury Township	2	1987	Commercial printing
RCR Machine, Inc.	Glen Rock Borough	7	1989	General machine work

Table 34 Industrial Employers, 2004-2005				
Industry	Municipality	# Employees	Year Estab.	Product
Rehmeyer Precision Millwork	Shrewsbury Borough	10 FT 1 PT	1974	Kitchen cabinets, countertop, millwork
SODICO (Southern Diecasters, Inc.)	Shrewsbury Twp	95	1970	Aluminum and zinc diecasting
Technical Fabrication, Inc	Shrewsbury Township	7	1986	Electronic components, wire/cable assemblies
Tooling Technologies	Shrewsbury Borough	8	1997	Engineering services, drafting services
Weichert Machining	Glen Rock Borough	3	1990	Tool and die shop

Source: 2004-2005 York County Directory of Industry and Technology

The Southern York County Region has several business parks, as included in the York County Economic Development Corporation's 2007 York County Industrial Park Directory. See the table below.

Table 35 Characteristics of Industrial Parks in Southern York County, 2007					
Park	Location	Lots		Public Utilities	Access
		Planned/occupied	Acreage		
Chestnut Commerce Center	Exit 4 on Tolna Road in Shrewsbury Township	48/7	94 acres	Public water and sewer, electricity, gas	I-83
Exit 2 Industrial Park	Susquehanna Trail at Exit 8 in Springfield and Shrewsbury Townships	20/18	23 acres	Public water and sewer, electricity, gas	I-83
McClain Farm Business Park	Exit 4, I-83; east on 851	7/?	52.6 acres	Public water, and sewer, electricity, gas	I-83

**Table 35
Characteristics of Industrial Parks in Southern York County, 2007**

Park	Location	Lots		Public Utilities	Access
		Planned/occupied	Acreage		
Northbrook Commercial Center	Exit 4, I-83	14/13	31 acres	Public water and sewer, electricity, gas	I-83
Shrewsbury Commerce Center	Exit 4, I-83	14/?	28 acres	Public water and sewer, gas, electricity	I-83
Stonebridge Business Park	Exit 4, I-83	19/13	200+ acres	Public water and sewer, gas, electricity	I-83

Source: 2007 York County Industrial Park Directory, YCEDC

All of the Region’s industrial parks have access to I-83 and limited public water and sewer. These amenities are highly desirable for industry.

COMMERCE

The Region offers a wide range of commercial uses to residents, largely because of its strategic location along the well-traveled Susquehanna Trail and Interstate 83. There has been some recent development of retail, lodging and restaurants in the Region, particularly in the vicinity of I-83.

At Exit 4, Shrewsbury Commons, anchored by a large Wal-Mart store is fully occupied. Two (2) additional strip commercial areas and one (1) out parcel subsequently followed the initial plan. Also at Exit 4, is Shrewsbury Square, which includes a Giant Food Store and other retail and restaurants. On the east side of I-83, recent commercial development includes a Home Depot, Hampton Inn, and Cracker Barrel restaurant.

In the planning and approval process are Messina Plaza (along Mount Airy Road) and subsequent phases of Shrewsbury Commons and Stonebridge.

It is important to note that Shrewsbury Township amended its Zoning Ordinance regarding the south side of SR 851, changing the zoning classification from commercial and industrial to mixed commercial/industrial.

TOURISM

The economic impact of tourism in the Region is also worthy of discussion. The previous Comprehensive Plan included in its discussion of commerce, the recent trend regarding the development of lodging and restaurants along the York County Heritage Rail Trail that passes through Shrewsbury Township and Glen Rock, Railroad and New

Freedom Boroughs. There is additional potential for the continued development of similar specialty commercial uses along the Trail. Recent studies by the Rails to Trails Conservancy and the Pennsylvania Department of Conservation and Natural Resources would support the economic viability of trail towns. Restoration and reuse of the Northern Central Railroad (NCR) line for tourism and commerce, such as the former dinner train, is another possibility.

The previous Plan also discussed Glen Rock Borough’s interest in encouraging and promoting the performing arts. Niche retail, like antiques dealers and the Amish farmers’ market could become an attraction to bring visitors from outside the Region. Promotion of the Region’s historic districts and sites may also encourage the interest of heritage tourists.

B. LABOR FORCE CHARACTERISTICS

Information on the various labor force characteristics is available at the municipal level, as well as at the County level, and presented in the tables that follow. Municipal totals are combined for the Region totals.

Table 36 Labor Force Characteristics, Total Population 16 years and over, 2000							
	Total 16 yrs and over	Pop in work-force	In armed forces	In civilian labor force	Civilian labor force: employed	Civilian labor force: unemployed	Not in labor force
Glen Rock Borough	1,338	1,003	2	1,001	970	31	335
Railroad Borough	213	169	0	169	160	9	44
Shrewsbury Borough	2,562	1,580	0	1,580	1,556	24	982
Shrewsbury Township	4,653	3,084	0	3,084	3,047	37	1,569
Region	8,782	5,836	2	5,834	5,733	101	2,930
York County	298,226	203,496	233	203,263	195,962	7,301	94,730

Source: US Census Bureau

Based on the statistics presented in the above table, 66% of the Region’s total population, age 16 years and over, is in the workforce; 99.9% in the civilian workforce. 68% of the County’s total population, age 16 years and over, is in the workforce. Looking at each municipality individually, Railroad Borough has the highest percentage of its population age 16 years and over in the workforce (79%); Shrewsbury Borough has the lowest percentage of the population age 16 years and over in the workforce (62%). Please note that “not in labor force” includes those who are retired and those who are disabled and not able to work.

**Table 37
Employed Civilian Population, Age 16 years and over, by Industry, 2000**

	Ag. forestry, fishing, mining	Construction	Manufacturing	Wholesale and retail trade	Transportation, warehousing, utilities	Information	Finance, insurance, real estate, rental, leasing	Professional, scientific, mgmt, administrative, waste mgmt.	Educational, health and social service	Arts, entertainment, recreation, food service accommodation	Other services (not public administration)	Public administration	TOTAL IN THE WORKFORCE
Glen Rock	9	90	211	163	53	35	64	54	158	74	44	15	970
Railroad	0	16	56	30	7	1	5	8	24	3	9	1	160
Shrewsbury Borough	0	81	273	324	93	58	128	119	250	91	72	67	1,556
Shrewsbury Township	24	278	617	391	136	162	199	256	525	134	196	129	3,047
Region	33	465	1,157	908	289	256	396	437	957	302	321	212	5,733
York County	2,159	14,131	46,865	32,637	10,274	4,425	10,364	13,728	32,778	11,775	8,989	7,837	195,962

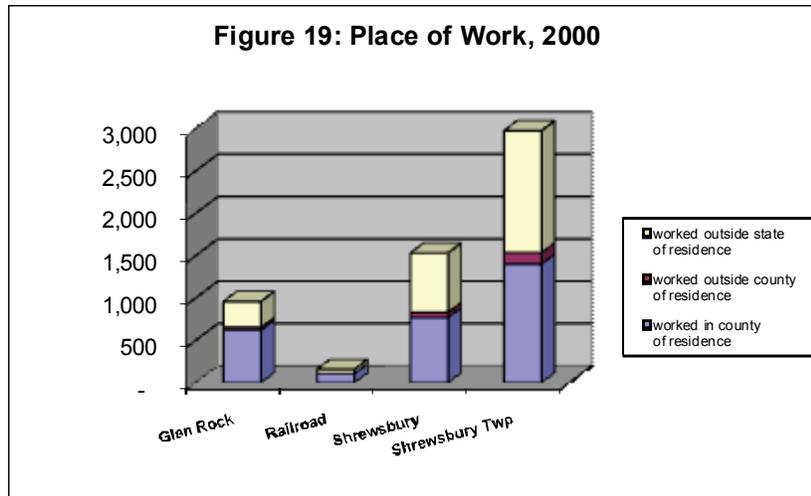
Source: US Census Bureau

The above table shows civilian employees by industry. The total employed civilian workforce of the Region is 5,733, with the largest percentage (53%) comprised of Shrewsbury Township residents. Manufacturing is the industry that has the most employees in the Region (20%), followed by educational, health and social services (17%) and wholesale and retail trade (16%).

With regard to individual municipalities, the highest percentage of workers in Shrewsbury Township (20%), Glen Rock Borough (22%), and Railroad Borough (35%) are employed in manufacturing. The highest percentage of workers in Shrewsbury Borough (21%) is employed in the wholesale and retail trade industry. With regard to educational, health and social services, 16% of Glen Rock Borough, 15% of Railroad Borough, 16% of Shrewsbury Borough, and 17% of Shrewsbury Township workers are employed in this industry. Shrewsbury Township and Glen Rock Borough are the only municipalities in the Region with workers employed in agriculture, forestry, fishing and mining (less than 1%).

C. WORKPLACE COUNTY AND STATE OF RESIDENCE

Another interesting factor to consider is where, in terms of geography, people work. The US Census collects data relevant to place of work; Census 2000 facts are presented in Figure 19. As shown in this chart, 48% of the workers living in Shrewsbury Township work outside of Pennsylvania.



Source: US Census Bureau

Almost an equal number of Shrewsbury Township residents work in York County (47%). Railroad Borough has the highest percentage of workers whose place of work was in York County (69%). 44% of the workers in the Region are employed outside their state of residence (Pennsylvania).

D. FUTURE ECONOMIC DEVELOPMENT POTENTIAL

The Southern York County Region as a whole enjoys a healthy economy centered on agriculture, and also provides for a variety of other industrial and commercial uses offering employment to area residents and tax revenues for public services. It is the Region’s desire to continue to protect its *agricultural economy* through a variety of measures intended to preserve the farmland base, direct non-agricultural development to appropriate locations, reduce adjacent conflicting uses for farmers and promote the profitability of farming. The Region also desires to provide for a variety of other industrial and commercial uses at appropriate locations.

There is significant *infill potential* in existing commercial and business parks within Shrewsbury Township and Glen Rock and Shrewsbury Boroughs, as well as more limited infill potential in established commercial and industrial areas within some of the Region’s municipalities, including currently vacant storefronts. However, some areas lack proper zoning or adequate infrastructure, which are vital attributes to encourage infill.

There is also great potential for *rehabilitation and adaptive reuse* of former industrial buildings in Glen Rock and Railroad Boroughs to either industrial or commercial uses, although access and parking problems will first need to be overcome. Of all the Region’s municipalities, the need for economic revitalization within Glen Rock Borough seems greatest. Recent trends within Railroad and Shrewsbury Boroughs toward the rehabilitation and improvement of private properties in general have set the stage for attracting additional economic investment.

In all of the Region's Boroughs, there is the potential for the **conversion** of residential structures to tourist-oriented businesses, professional offices or other low-impact commercial uses. This should be limited to areas immediately adjacent to existing commercial areas or along heavily-traveled arterial roads.

One possible direction for the Region's municipalities to pursue is further **commercial spin-offs** from the presence of the Heritage Rail Trail County Park, which passes through three (3) of the Region's four (4) municipalities. This trail is used by large numbers of people from both inside and outside the Region. Additional lodging and sit-down restaurants at suitable points along this trail are two (2) possible types of businesses that could meet with success. Such businesses should especially be encouraged to rehabilitate and adaptively reusing existing unutilized buildings. Glen Rock Borough has a particular interest in encouraging and promoting the performing arts and would like to attract artists, as well as those who enjoy the arts, to the community.

Tourism may also impact the Region's economy. Expansion of the Region's niche retail, which currently includes antiques dealers and the Amish farmers' market, can continue to draw visitors from the outside. Restoration and reuse of the NCR line for tourist related use could attract additional visitors to the area, while promotion of historic districts/sites throughout the Region may encourage the interest of heritage tourists.

Another strategy for maintaining the health of the local economy is to utilize what is known as **import substitution** to determine what goods and services the Region could produce or provide for which people now go elsewhere. This strategy seeks to retain more economic activity within the local community by curtailing the leakage of consumer dollars out of the community. For instance, there is a perceived need in some of the Region's municipalities for restaurants and other neighborhood-based businesses within walking distance of existing neighborhoods. Township residents could be encouraged to provide these goods and services, or outside businesses could be targeted to locate within the Region's designated growth area or at specific sites.

In November 1996, the Southern York County Regional Planning Commission completed a *Commercial and Industrial Land Use Study*, which, among other purposes, identified **factors that influence business location decisions** and recommended various marketing strategies. The Study concluded that the primary factors considered when seeking a desirable industrial or commercial site include: (1) accessibility to or from major roads and highways; (2) availability of public water and sewer; (3) visibility; and (4) lower taxes. Existing structures are more likely to be utilized through conversion or adaptive reuse if the structure offers appropriate amenities and is adaptable to new uses. The potential use of tax abatement and other incentives is also discussed. Finally, the Study resulted in the creation of a digital geographic property database of parcels currently zoned for commercial and industrial use. This information should be compiled in a marketing instrument, which can be distributed to potential economic development prospects for the Region.

With regard to economic development, municipalities should consider consulting with the York County Industrial Development Authority and/or the York County Economic Development Corporation. These organizations can assist the Region with identifying the areas that have the greatest economic development potential, targeting desirable businesses, and attracting new businesses.

Another entity that can be of assistance to the Region is the Community Action Team (CAT) of the PA Department of Community and Economic Development (DCED). Governor Edward Rendell created CAT to become engaged with community's to develop priority "impact" projects through planning, technical and financial assistance and implementation. According to CAT, "impact" projects are different for each community. A small project in a rural area may have tremendous impact on that community, while the same project will have minimal impact in a larger town or city. The CAT definition of "impact" is, "a community- changing revitalization project that includes multiple components, and uses a variety of local, state, federal and private investment sources." CAT is available to assist communities in every step of the process from developing a plan for an impact project, to identifying public and private resources on the local, State and Federal level, and through to implementation.

Each CAT project will have a primary point-of-contact, known as a Strategic Investment Officer (SIO). The SIO is assigned to work with the community to assess their plans, determine impact and readiness, identify project needs, and develop timelines. These goals are accomplished through meetings with all community stakeholders, including elected officials, private investors, community groups, civic groups and individuals that have a role in the community's revitalization.

Once the "impact" project has been identified and information gathered, the SIO reviews options for funding. All non-state sources, private and public, are outlined, with state funds being the last dollars put into a project. CAT works with other DCED departments, as well as other agencies, to determine eligibility of each component and what assistance programs are available to reach the community's goals.

On the following page is a summary of the economic development recommendations that resulted from this Chapter.

- Continue to support the Region's agricultural economy by retaining effective agricultural zoning and promoting the profitability of farming.
- Promote infill in established village, commercial and industrial areas, as well as business parks through appropriate zoning and provision of infrastructure by each municipality.
- Actively encourage the rehabilitation and adaptive reuse of former industrial buildings in Glen Rock Borough through zoning and other programs that provide incentives and address site problems. This process, however, could be impacted by the Borough's FEMA floodplain designation, which was recently changed from Category C to Category D.
- Actively promote the establishment of lodging and fine restaurant facilities at appropriate locations along the Heritage Rail Trail County Park through zoning and marketing strategies.
- A marketing instrument should be compiled which presents the result of the *Commercial and Industrial Land Use Study* for prospective land use development.
- Consult with the York County Industrial Development Corporation, York County Economic Development Corporation, and/or PA DCED Community Action Team for planning, technical, and financial assistance related to economic development projects.