

ECONOMIC DEVELOPMENT

INTRODUCTION

Business and industry make a positive contribution to the fiscal health of a community by creating jobs for the residents and generating local tax revenues that can be used to help pay for the public services required by the County's residents while helping to keep residential taxes to an acceptable level. With the adoption of the 1991 Comprehensive Plan, York County recognized that in the face of uncertainty surrounding the future of federal and state financial assistance, the County would need to be prepared to place a greater reliance on locally generated revenues. This need is compounded by a growing population that will continue to place demands on County schools, fire and rescue service, and other public services.

ECONOMIC TRENDS

Overview

Despite occasional downturns that mirrored national trends, York County has experienced long-term economic growth during the post-World War II era. In the late 1950s, the development of the Amoco refinery and the Dominion Virginia Power Yorktown Power Station provided the County with a strong heavy industrial base, providing approximately 400 well-paying jobs and greatly bolstering local tax revenues. The County's second recent economic expansion began in the 1970s and continued throughout the 1980s. During this time, York County experienced dramatic new motel construction and retail development. Motel construction in the upper County was largely a result of the widening of Bypass Road (Route 60) and the privately funded extension of public water and sanitary sewer service to this area. This provided York County with a viable location to attract new lodging spaces demanded by increasing visitation to the Williamsburg area. The dramatic growth in the County's retail sales resulted from both the development of several new shopping centers to serve a growing residential population and the tourist commercial development mentioned above.

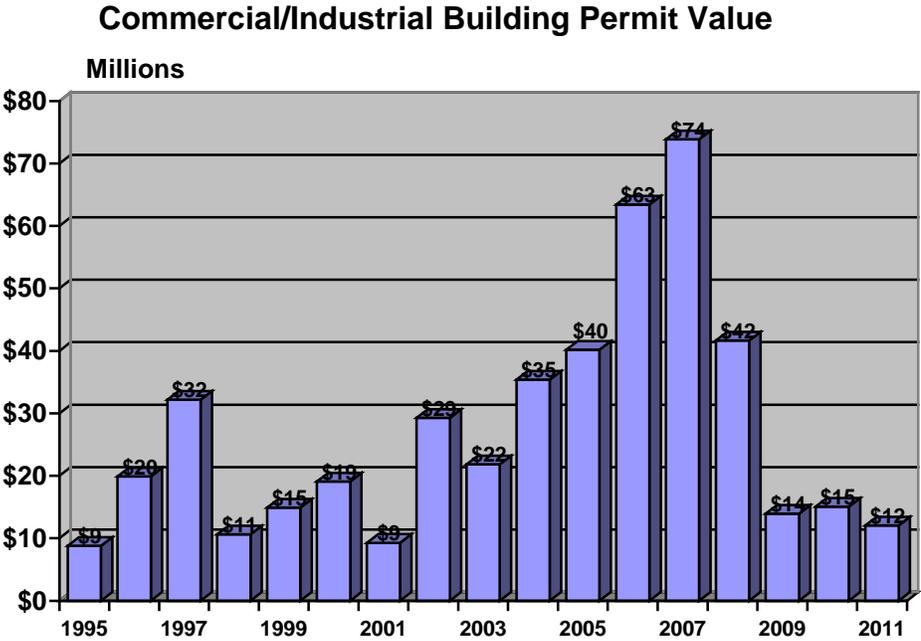


Figure 1

The past 10-15 years have brought a second retail boom as York County's economic growth surpassed that of its neighbors not just on the Peninsula but throughout the metropolitan area. Although perceived primarily as a "bedroom community," York County has attracted \$346 million worth of commercial and industrial development in the past ten years (see **Figure 1**), creating over 5,000 new jobs and boosting taxable sales by over \$300 million. Wages have lagged, however, because most of the new jobs have been in the relatively low-paying retail trade and services sectors. Many of the new businesses are located along Route 17, but the Victory Boulevard (Route 171), Route 199, and Mooretown Road corridors have also emerged as major centers of commercial activity.

Employment

As shown in **Table 1**, York County has out-paced its neighbors in employment growth in recent years. With a 29.8% increase in jobs, York County led the Peninsula in the rate of job growth between 2002 and 2012. During this period the County's share of the Peninsula employment base grew from 7.4% to 9.5%.

AVERAGE AT-PLACE EMPLOYMENT, 2001-2011				
JURISDICTION	2001	2011	Change, 2001-2011	
			Jobs	Percent
Hampton	61,824	54,537	-7,361	-12.0%
James City County	20,944	26,373	5,243	26.6%
Newport News	92,700	96,307	3,995	4.3%
Poquoson	1,662	1,771	66	3.9%
Williamsburg	19,465	13,382	-5,110	-28.4%
York County	15,797	21,321	5,524	29.8%
Peninsula	212,392	213,691	1,423	0.7%
Virginia Beach MSA	694,797	700,009	9,121	1.3%
Virginia	3,438,430	3,578,837	198,808	5.9%
Source: Virginia Employment Commission, <i>Covered Employment and Wages in Virginia</i> (published quarterly)				

Table 1

The Accommodation and Food Services industry is York County's largest civilian employment sector with a 21% share, followed by retail trade with 16%, Educational Services (9%), and Construction (9%). The Accommodation and Food Services sector is not just the largest sector but also one of the fastest growing, adding 2,138 new jobs – an increase of 93.3% – between 2001 and 2011. The Retail Trade sector experienced the most significant growth in this period, almost doubling from 1,763 to 3,514 jobs. The largest employment decline was in the Construction sector, where employment fell from 2,290 in 2001 to 1,842 in 2011 – a 19.6% decline that can be attributed to the general economic downturn of the last few years.

Government – federal, state, and local – occupies a significant position in the jobs base, accounting for almost a third of total employment. Nevertheless, most of the job growth in the past ten years has been in the private sector, which added over 5,000 jobs and accounted for 93.4% of the County's net employment growth between 2001 and 2011. Public sector (non-military) employment increased by 364 jobs in this period. As a result, private sector employment increased from 75.9% of civilian employment to 80.4%. This is important because increased reliance on the private economy reduces the County's vulnerability to the unpredictability of state and federal policies outside the County's influence.

The large role of the government, tourism, and retail sectors in York County's economy is reflected in the list of principal employers in the County, four of the top five of which are public sector employees (the Naval Weapons Station/Cheatham Annex, the York County School Division, the Coast Guard Training Center, and the York County government). Of the top six

private sector employers, three represent the tourism industry (Water Country USA, Great Wolf Lodge, and Wyndham timeshares) and a fourth – Walmart – is a “big box” retailer.

PRINCIPAL YORK COUNTY EMPLOYERS			
July 1, 2012			
Rank	Employer	Employees	Percent of Total
1	Naval Weapons Station/Cheatham Annex	3,026	14.0%
2	York County School Division	1,745	8.1%
3	U.S. Coast Guard Training Center	1,437	6.7%
4	Walmart	934	4.3%
5	York County Government	733	3.4%
6	Sentara Williamsburg Regional Medical Center	722	3.3%
7	Water Country USA	676	3.1%
8	Great Wolf Lodge	624	2.9%
9	YMCA	298	1.4%
10	Wyndham Vacation Ownership	267	1.2%
	Subtotal	10,462	48.4%
	Total County Employment	21,621	100.0%

Source: York County Office of Economic Development

Table 2

Wages

As shown in **Table 3**, wages in York County are generally low in comparison with those offered in surrounding jurisdictions and are below average in comparison with the metropolitan area and the state. The relatively low average weekly wage reflects the high percentage of service and retail jobs in the County’s employment base, and wages in the County have fallen further behind as these relatively low-paying sectors have grown at a rapid pace. As the proportion of relatively low-

AVERAGE WEEKLY WAGE, 2001-2011				
Jurisdiction	2001	2011	Change, 2001-2011	
			Dollars	Percent
Hampton	\$598	\$839	\$241	40.3%
James City County	\$499	\$650	\$151	30.3%
Newport News	\$646	\$855	\$209	32.3%
Poquoson	\$400	\$589	\$189	47.3%
Williamsburg	\$493	\$636	\$143	29.0%
York County	\$489	\$641	\$152	31.1%
Virginia Beach MSA	\$575	\$792	\$217	37.7%
Virginia	\$706	\$974	\$268	38.0%

Source: Virginia Employment Commission, *Covered Employment and Wages in Virginia* (published quarterly)

Table 3

paying retail trade and service sector jobs has grown relatively to higher paying industries, York County has lagged behind most of its neighbors in both wages and wage growth. The average weekly wage in the County increased by 31.1% between 2001 and 2011, while the metropolitan area and the state experienced increases of 37.7% and 38.0% respectively. Compared with neighboring localities, York County has the third-lowest average weekly wage, while Newport News has the highest average weekly wage on the Peninsula.

Retail Sales

The most significant economic trend in the County in recent years is the tremendous growth in retail sales, which is illustrated in **Figure 2**. Taxable retail sales in York County grew from \$461 million in 2001 to \$834 million in 2011 – an increase of 81% in ten years (see **Table 4**). York County’s percentage increase in retail sales during this period exceeded those of neighboring localities and the state. As a result, York County’s share of Peninsula retail sales increased from 11.1% in 2001 to 14.4% in 2011. In per capita retail sales, York County ranks second on the Peninsula behind Williamsburg.

York County Taxable Sales, 1990-2012

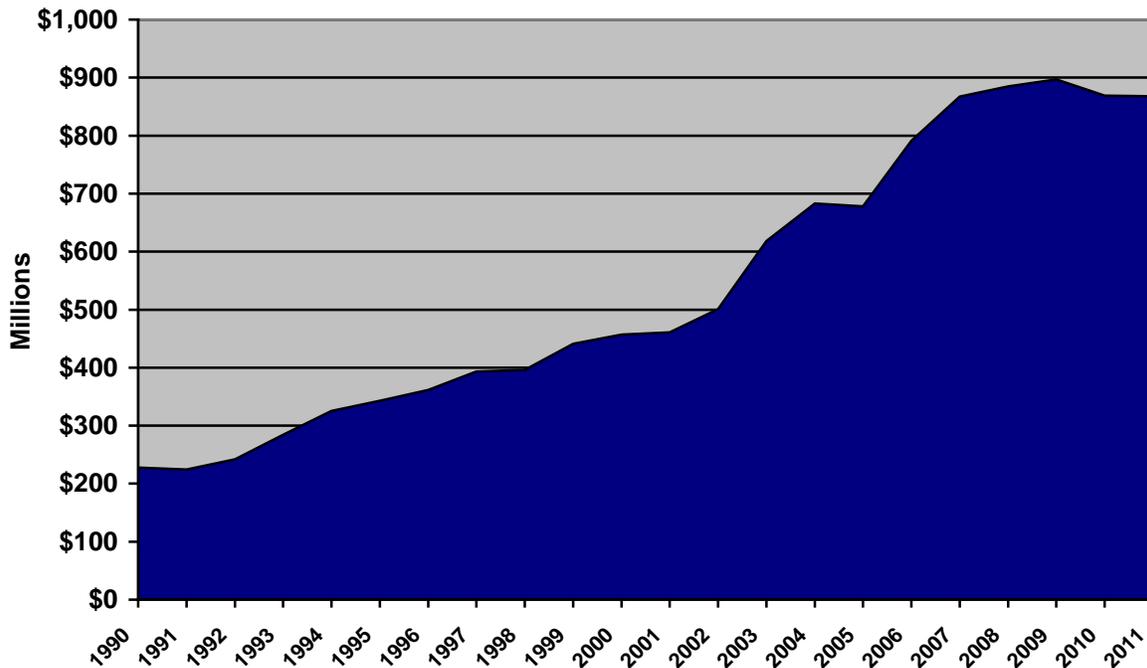


Figure 2

TAXABLE RETAIL SALES, 2001-2011 (Millions)				
JURISDICTION	2001	2011	Change, 2001-2011	
			Millions	Percent
Hampton	\$1,062.6	\$1,911.1	\$848.5	79.9%
James City County	\$638.7	\$808.0	\$169.3	26.5%
Newport News	\$1,618.1	\$1,863.1	\$245.0	15.1%
Poquoson	\$34.6	\$37.4	\$2.8	8.1%
Williamsburg	\$335.1	\$323.4	(\$11.7)	-3.5%
York County	\$461.4	\$834.4	\$373.0	80.8%
Peninsula Total	\$4,150.5	\$5,777.4	\$1,626.9	39.2%
Virginia	\$68,725.3	\$89,067.8	\$20,342.5	29.6%

Source: Virginia Department of Taxation

Table 4

Tourism

Tourism plays a large role in York County's economy. There are approximately 2,900 hotel and motel rooms in the County, the vast majority of them (82%) in the upper County and particularly along Bypass Road, which is a major gateway into the Williamsburg area. The Kiln Creek area has also emerged as a major motel cluster in both York County and Newport News. Yorktown offers a single motel and several bed-and-breakfast establishments in the village and 3 motels along Route 17 within a 3.5-mile radius. Most of the vacant land in the village and the surrounding area is owned by the National Park Service and is not open for private development. Furthermore, visitors to Yorktown tend to be "day trippers" staying in the Williamsburg area while making side trips to Jamestown and Yorktown.

Hotel, motel, and tourist camp sales in the County fell steadily from 2000 through 2005 but appear to have been bolstered in the latter half of the decade with the opening of Great Wolf Lodge, a year-round waterpark/hotel resort in the upper County (see **Figure 3**). In recent years, lodging space sales have fallen as have motel occupancy rates in the Williamsburg market, which includes Williamsburg, James City County, and upper York County. The average annual occupancy rate in the Williamsburg area was approximately 40.9% in 2011, down from 41.1% the previous year, while hotel/motel occupancy averaged 54.7% in the metropolitan area, 57.7% statewide and 60.1% nationally. In fact,

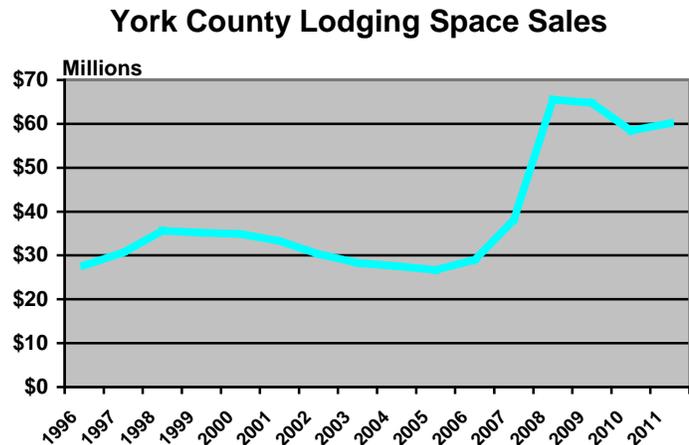


Figure 3

the Williamsburg market had the lowest occupancy rate in the state in 2011. In the Newport News-Hampton market, however, which includes lower York County, the 2011 occupancy rate was somewhat better at 57.2%. Not reflected in these lodging statistics are the many timeshare units that have been built in the County. Six timeshare resorts have been or are being developed in the County encompassing over a thousand units, with hundreds more approved units yet to be built.

CITIZEN INPUT

While York County’s population has grown, it is still not as large or as densely concentrated as would be necessary to meet the site selection criteria of many national retailers or restaurant chains. Although residents sometimes wonder “*why doesn’t York County have a particular store or restaurant?*,” the telephone survey indicated that most York County citizens are not in favor of increasing residential densities as a means of attracting and supporting commercial establishments, such as various national retailers and restaurants, that require a larger population base. While 40% support such a strategy, 54% are opposed. However, 70% of the citizens are in favor of rezoning some of the vacant land or blighted commercially-zoned development for residential use in an effort to increase the County’s population base so as to better support current businesses and help attract new ones; this strategy is opposed by 23% of the citizens.

Upper County residents are generally more supportive of policies to attract more businesses into the County than are their lower County counterparts. This strategy, which lower County residents oppose by a margin of 56% to 38%, is supported by 52% of upper County residents and opposed by 47%. Similarly, with regard to rezoning vacant land or blighted commercially-zoned development for residential use to increase the population base so as to better support current businesses and help attract new ones, upper County residents support this strategy by a margin of 80% to 7%; lower County residents support it by a smaller margin of 67% to 18%.

PLANNING ISSUES FOR THE FUTURE

Economic development involves the creation of wealth in a community, which typically involves two components: expansion of a jurisdiction’s tax base and expansion of employment opportunities. Local taxes are generated from a variety of sources including real estate, business and personal property, machinery and tools, retail sales, lodging, and meals taxes. These tax revenues are generated by both new residential and non-residential development. Because of the structure of Virginia tax policy, York County will need to continue to develop economic development strategies that rely on revenue generated within the County.

In devising economic development strategies, it is necessary to target those types of businesses that will return the greatest benefits to the County in terms of tax revenue, jobs, the environment, and the quality of life. Different types of economic development have different advantages and disadvantages based on their varying fiscal, employment, traffic, and environmental impacts. The retail and tourism (Accommodation and Food Services) sectors, for example, typically generate more tax revenue per acre than either office or industrial development but also generate more traffic than any other type of development. These sectors have a moderate effect on job creation, but, as shown in **Figure 4**, the jobs are among the lowest-paying of any sector of the economy. The County has been very successful in attracting retail development in recent years, particularly in the Lightfoot and Tabb areas. It should also be noted that retail development will be guided by demand, which, with the exception of tourist-related retail, is largely a function of residential and traffic growth.

York County Average Weekly Wage by Employment Sector

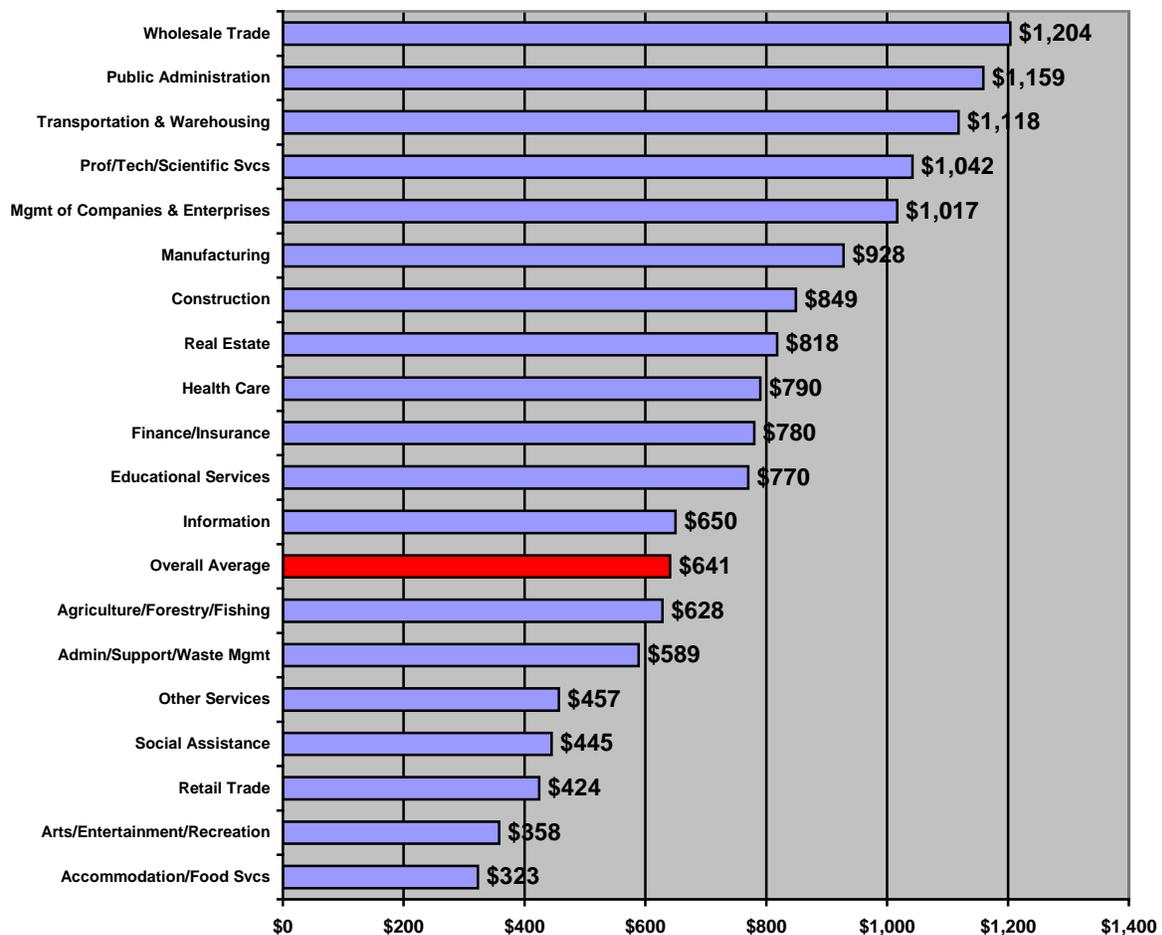


Figure 4

Office development typically generates less traffic and less tax revenue but is also generally associated with better-paying jobs (e.g., Professional and Technical Services, Management, Real Estate, Finance and Insurance). As with retail, office development has been fairly strong since the adoption of the 2005 Comprehensive Plan with the emergence of Michael Commons in the International Center Business Park on Mooretown Road as a major office node, triggered in part by the construction of the Sentara Williamsburg Regional Medical Center on Mooretown Road in

York County. This area has become an ideal location for doctors and medical support offices, and the hospital complex itself will eventually include over 400,000 square feet of medical office space. In general, however, the County is lacking in Class A offices and office parks, which are going to be the job centers of the future. In an effort to attract this type of investment, the York County Economic Development Authority has initiated efforts both to market the County as a central location for companies serving the Richmond and Virginia Beach metropolitan areas and to participate in public/private partnerships that facilitate the development of first-class office/business parks near I-64 interchanges.

Industrial development typically provides lower gross tax revenues than either office or retail development, but the wages are typically well above average, especially in the manufacturing sector. Traffic generation is also lower, but there can be considerably more truck traffic. General or heavy industry is, of course, most often identified with air and water pollution. The County's industrial base has suffered in recent years with the closing of both the Phillip Morris plant on Merrimac Trail and the former Western refinery. In addition, Dominion Virginia Power has announced plans to retire the Yorktown Power Station's two coal-fired units by 2015 while the oil-fired unit would remain operational as a "peak demand" generating unit. On the positive side, Plains Marketing now plans to invest in a \$110 million redevelopment project to convert the refinery property to a transportation terminal for petroleum products. Also, recent years have seen the development of Yorktown Commerce Center on Old York-Hampton Highway, which, when completed, will include 93,400 square feet of flex commercial space including wholesale trade establishments and contractor's shops and offices. This development is adjacent to the 182-acre York River Commerce Park, which is planned to accommodate high-tech manufacturers and related enterprises and offers convenient access to Interstate 64, Route 17, the CSX rail line, and the Port of Hampton Roads. Other industrial parks in the County include Bethel, Ewell, Victory and Busch Industrial Parks, of which only the last has significant vacant land to support additional development.

Fostering economic development was a major goal of the 1991 Comprehensive Plan, which identified the need for changes in land use designations and zoning classifications as well as public investments in infrastructure in various designated "Economic Development Priority Areas." Implementing the recommendations of that plan, the County and the Economic Development Authority (formerly Industrial Development Authority) worked to extend public water and sewer to the Lightfoot area, secured regional funding – as well as contributing some local funding – for the extension of Mooretown Road and Fort Eustis Boulevard, and constructed a 60,000-square foot industrial shell building in the York River Commerce Park. In addition, a new, more flexible Economic Opportunity zoning district was created and applied strategically to different areas of the County. These policies yielded dividends, helping to spur economic growth and generate revenue to fund County services to accommodate a growing population without increasing the tax burden on County residents.

For the long-term fiscal health of the County, it is important to build on the success of previous years and capitalize on the County's inherent strengths to address the changing needs of the 21st Century workplace, outlined below:

- The nation's economy is evolving to embrace telecommuting and home-based businesses, resulting in a blurring of the distinction between places where people live, work, shop and play.
- The most vibrant communities in the U.S. are those that appeal to knowledge-based workers. These communities offer a variety of housing choices that are within walking distance of retail, entertainment and recreational facilities.
- Access to university resources and commercialization of technology is essential to attracting knowledge-based businesses.

- The health care field continues to grow and consume a larger proportional share of the nation's gross national product.
- There is a growing emphasis on sustainable technologies and industries.

With a well-educated population, a highly regarded school system, relatively low tax rates, a pleasant living environment, and proximity to institutions of higher education (the College of William and Mary, Christopher Newport University, Hampton University, and Thomas Nelson Community College) and other regional assets (e.g., the National Center for State Courts, the National Institute of Aerospace, the Thomas Jefferson National Laboratory, and the NASA Langley Research Center), York County offers many attributes that will enable it to take advantage of these emerging opportunities and further enhance the climate for new business creation, including both the stimulation of small entrepreneurial endeavors and the expansion of existing businesses. Capitalizing on these assets, the County can work to enhance economic development and redevelopment opportunities through various strategies as described below:

- The County lacks first-class business parks with the appropriate amenities and support services to attract high-paying, knowledge-based jobs. There are, however, several large areas of contiguous undeveloped land that are designated Economic Opportunity and have good to excellent interstate access. This presents an opportunity for the County, in partnership with the College of William and Mary, to develop a high-tech research park in the upper County. The County has already experienced strong growth in well-paying Professional, Technical, and Scientific Services sector jobs (which doubled from 3.3% of the County's civilian employment in 2001 to 6.6% in 2011). The presence of such a campus could build on this progress and complement other economic goals, including:
 - Fostering entrepreneurship through partnerships with entities like the Triangle Business Incubator, the Peninsula Technology Incubator, the College of William & Mary School of Business, Christopher Newport University School of Business, and the Small Business Development Center of Hampton Roads to create a network of students, faculty, retired management executives and venture capitalists.
 - Promoting the commercialization of technology through research assistance and "economic gardening" (i.e., expanding the local economy from within) and provide facilities to leverage assets such as the National Center for State Courts, the National Institute of Aerospace, and the Jefferson Lab's Free Electron Laser Facility.
 - Providing opportunities in the rapidly growing field of health care and medical devices, possibly through the potential relationship between the College of William and Mary and Eastern Virginia Medical School.
- Tourism plays a major role in the local and regional economy; however, the Williamsburg area hospitality and hotel market has stagnated in recent years. This is a problem that transcends jurisdictional boundaries and can best be addressed through inter-jurisdictional cooperation. The County should work with the City of Williamsburg, James City County, and other stakeholders to develop initiatives to encourage growth in the hospitality sector. One recommendation that has been advanced by the Historic Triangle Collaborative in its Economic Diversification of America's Historic Triangle report¹ is to try to bring a third major attraction (following Colonial Williamsburg and Busch Gardens) to the Williamsburg market. In addition, the County should open a dialogue with the College of William and Mary, Christopher Newport University, and TNCC to explore the possibility of establishing

¹ *Economic Diversification of America's Historic Triangle: Report to the Historic Triangle Collaborative by the Economic Diversification Task Force (EDTF)*, August 2010.

a hospitality school in the County. Finally, capitalizing on the area's abundance of hotel rooms and family-oriented attractions, the County should continue to participate in the efforts of the Greater Williamsburg Chamber and Tourism Alliance to attract sports events to the area and particularly County's sports facilities. Such events bring visitors into the area, boosting hotel occupancy in the off-season and the "shoulder" seasons.

- Increasingly stringent federal and state requirements for stormwater management ponds are likely to have a significant impact on the cost of developing commercial and industrial sites. A cooperative approach of joint "regional" ponds (i.e., ponds serving multiple properties in the same drainage basin) is more efficient and cost-effective than for each development to construct and maintain its own pond. Construction of ponds designed to serve multiple sites in targeted economic development areas could be funded through the Strategic Capital Plan for Water, Wastewater and Stormwater, with private sector users of the ponds paying their pro rata share of the development and maintenance costs.
- Along established commercial corridors, public investment is often necessary to spur redevelopment of older, unattractive – and often vacant – sites that do not conform to current zoning standards and which create a blighting influence. In 2004 the County initiated a Route 17 revitalization program aimed at improving the appearance and preserving the economic vitality of the Route 17 corridor through a combination of grant programs and public infrastructure investments to encourage property owners to make improvements. The Route 17 Revitalization Program can serve as a model for revitalization efforts along other commercial corridors, such as Merrimac Trail and Second Street.
- Recent years have brought the closing of both the Philip Morris plant on Merrimac Trail and the former Western refinery, which is now being converted to a transportation terminal for petroleum products. In addition, Dominion Virginia Power has announced plans to retire the Yorktown Power Station's two coal-fired units by 2015 while the oil-fired unit would remain operational as a "peak demand" generating unit. Given the uncertainty regarding the long-term viability of the County's industrial base and to forestall negative impacts on jobs and local tax revenues, the County will need to be prepared to encourage adaptive re-use of vacant industrial land, perhaps through the creation of a "sustainable industrial park" with an emphasis on recycling industries.
- Businesses need accessibility, and growing congestion on the major arteries in the County and the region hinders economic growth. In fact, one of the specific goals of the 2034 Long-Range Regional Transportation Plan for Hampton Roads is to support the economic vitality of the metropolitan area, enabling global competitiveness, productivity, and efficiency. Toward that end, York County and the region need to continue to pursue federal and state funding for transportation projects such as the widening of Interstate 64.
- With regard to air transportation, the Peninsula is at a competitive disadvantage with other areas and regions. Newport News/Williamsburg International Airport, located in Newport News with runways extending into York County, serves the Peninsula with fewer direct flights than either Norfolk International or Richmond International, both of which are about an hour away from most areas of the County. Airline mergers and the subsequent discontinuance of service at the airport have reversed the positive passenger enplanement trends that the airport had previously experienced. Newport News/Williamsburg Airport has major runway expansion plans (which are discussed in detail in the Transportation element of this plan), which, if implemented, could in concert with the addition of one or more airlines greatly improve air service to the Peninsula and spur economic activity in the County.
- Creating good jobs in the County will make it easier for people to both live *and* work in the County, which, in the long run, will help to relieve traffic congestion. In this regard, the

mixed-use development concept – with office, retail, and residential uses in a single development – has great potential in the County. The physical and functional integration of homes and businesses within a single compact, development creates opportunities for people to commute to work without leaving their neighborhoods or even getting into their cars. Such communities have proven to be attractive to younger, knowledge-based workers.

In order to avoid excessive reliance on a single sector of the economy – especially a highly volatile and unpredictable sector such as retail – a balanced approach should be taken with regard to land use and real estate development. A focus on attracting office and light industrial development will create well-paying job opportunities for the County's highly qualified labor force and college graduates, but the desire to encourage and attract such businesses must be tempered by the recognition that the County is limited by economic forces that are beyond its influence. In today's global marketplace, York County must realize that competition for economic development is not just local or even statewide: rather, it is national and worldwide. It is not enough for a locality to work to enhance its relative attractiveness for economic development within the region. York County must also work with neighboring jurisdictions to enhance and promote the entire Hampton Roads region.

With approximately 13,000 new residents projected in the next twenty years, York County will need to continue to promote economic growth in order to maintain a favorable mix of residential and non-residential development. The challenge facing the County in the years and decades ahead is to pursue a balanced tax and employment base by offering prime locational opportunities to office, light industrial, and retail development that provides the desired quality of jobs and development. York County is well situated to attract high-quality, environmentally sensitive economic development if it is prepared to address the needs of the 21st Century marketplace.

GOAL, OBJECTIVES, AND IMPLEMENTATION STRATEGIES

Goal

Build a healthy and diverse economic base that provides well-paying jobs and generates sufficient revenue to pay for the service needs of both businesses and the citizenry without degrading the County's natural resources or the overall quality of life.

Objectives

1. Continue to expand York County's commercial and industrial tax base.
2. Expand job opportunities for York County residents.
3. Increase visitation to York County.
4. Promote York County as an attractive location for economic development.
5. Enhance the long-term visual attractiveness of the County's major commercial corridors.
6. Encourage mixed-use development in appropriate areas.
7. Encourage creativity in the design of economic development projects.

Implementation Strategies

1. Participate with the private sector and others in the development of one or more business/industrial parks in the County, with primary emphasis on improving vehicular access and assisting in the cost of public sewer and water and multiple-site stormwater management facilities in economic development areas. (M)
2. Assist existing businesses with sewer and water extensions that will facilitate their retention and/or expansion. (S)
3. Promote the adaptive re-use of existing vacant, blighted commercial properties in key, highly visible locations by purchasing selected properties, demolishing existing structures, improving the sites, and preparing them for redevelopment by the private sector. (M)
4. Continue the Route 17 revitalization effort and extend it to other commercial corridors, including Bypass Road, Merrimac Trail, and Second Street. (M)
5. Exploit, upgrade, and extend existing rail linkages in York County to promote industrial and warehousing uses. (M)
6. Continue to require landscaping and, to the extent practical, the preservation of existing trees and vegetation in all new economic development and redevelopment. (S)
7. Continue the Yorktown revitalization effort with an emphasis on public improvements to the historic village of Yorktown and, as appropriate, consider the need for enhancements at other historic sites in the County. (M)
8. Promote Yorktown as both an origination point and port-of-call for small passenger cruise ship operations. (S)
9. Continue the promotion of the County's sports facilities for regional and Mid-Atlantic competitions designed both to bring visitors into the area during the shoulder seasons or off-season and to encourage visitors to remain longer. (S)
10. Upgrade and continuously maintain the County's Economic Development web site to effectively market the County to prospective businesses and industries. (S)
11. Support the development of state-of-the-art telecommunications facilities in appropriate locations in the County. (S)
12. Actively work with regional entities and local colleges and universities to develop and promote regional strategies and plans that will benefit the economic well being of York County, the Virginia Peninsula, and Hampton Roads. (S)
13. Foster mutual communication and cooperation among the County government, the EDA, and the business community. (S)
14. Continue to replenish the Economic Development Authority's Capital Fund for economic development. (S)
15. Provide opportunities for the mixing and integration of different types of uses – both business and residential – within a single development under a coherent overall master plan. (S)
16. Review, and if necessary, amend the Zoning and Subdivision Ordinances to continue to provide appropriate opportunities for mixed-use or multi-use development that allows the

integration of different types of housing units with each other and with businesses within a single pedestrian-oriented development under a coherent overall master plan. (S)

17. Continue to periodically review, and amend if deemed necessary, the Zoning Ordinance to ensure that its provisions ensure an appropriate balance among economic development, community character and appearance, environmental, and land use compatibility factors. (S)
18. Continue to promote York County as a desirable, strategically-located, and business-friendly locale for regional or national corporate offices and ensure that appropriate development and regulatory policies are in place to facilitate recruitment efforts. (S)