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# Cost of Services

*Bill Shanahan, County Manager*



# Cost of Services

- The goal of York County is for growth to pay for growth
- And ensuring that growth and infrastructure don't out grow each other
  - Not sure we will ever reach that point, but that does not stop you from trying



# Growth

- ▶ The County's population has grown by over 45% between 2000 and 2017
  - ▶ Current Population: 266,439 (2017)
  - ▶ Population Change: 19.9% (since 2010)
- ▶ With this growth comes a variety of opportunities and challenges



# Opportunities

- ▶ Job Growth
  - ▶ Office Market
  - ▶ Industrial Market
  - ▶ Retail Market
  - ▶ Housing Market
  - ▶ Tourism
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- ▶ All of these come with a cost. The question is, "Who pays it?"

# Issues



- ▶ Development Pattern
- ▶ Tax Base
- ▶ Inadequate Road Infrastructure
  - ▶ Costly Congestion
  - ▶ Few Transit Options
- ▶ Loss of Open Space and Habitats (Money talks.)
- ▶ Need for Additional Parks and Recreation Facilities
  - ▶ Get in recreation business vs letting municipalities run for us



- ▶ *Growth Management* – Find a way to balance the cost of services, in York County, caused by the growth in our area.
- ▶ To aid us with cost of service issues

# Growth Management Tools available to York County



**Overlays:** creates a special zoning district placed over an existing base zone which identifies special provisions in addition to those in the underlying zoning district.

- ▶ **Traffic Impact Analysis:** requires a new development over a certain size to study potential impacts to roadways and other transportation facilities so that these impacts can be mitigated.
- ▶ **Impact Fees:** one time charges assessed by local governments against new development to help pay for new or expanded public facilities that will directly address the increased demand created by that development.
- ▶ **Moratorium:** temporary hold or severe restriction, for a defined period of time on the issuance of building permits, approval of land use applications or other permits and entitlements.
- ▶ **Critical Issue:** identify the issues, in reference to growth, that need to be addressed in the next 3 years:
- ▶ **Urban Services Boundary:** support policies that direct the majority of growth to areas within the boundary.
- ▶ **Adequate Public Facilities:** able to serve our citizens
- ▶ **Housing Plan:**
  - ▶ *A home must be valued at \$265,000 + in order for cost of services to be covered*
  - ▶ *Causes issues with affordable housing.*

# Keeping up with growth



- ▶ **Roads** – York County builds and maintains roads that are safe and alleviate congestion.
- ▶ Our infrastructure has to keep up with our growth without bankrupting our citizens.



# Pennies for Progress/Sales Tax



- ▶ Penny's 4 approved: \$277 Million
  - ▶ Upon completion of Penny's 4, York County will have spend almost 1 Billion Dollars, on roads, in 27 years.
    - ▶ \$90M Pennies Projects under Construction
  
- ▶ What does this look like?

# Pennies Projects (1-4)



## Legend

### Intersection

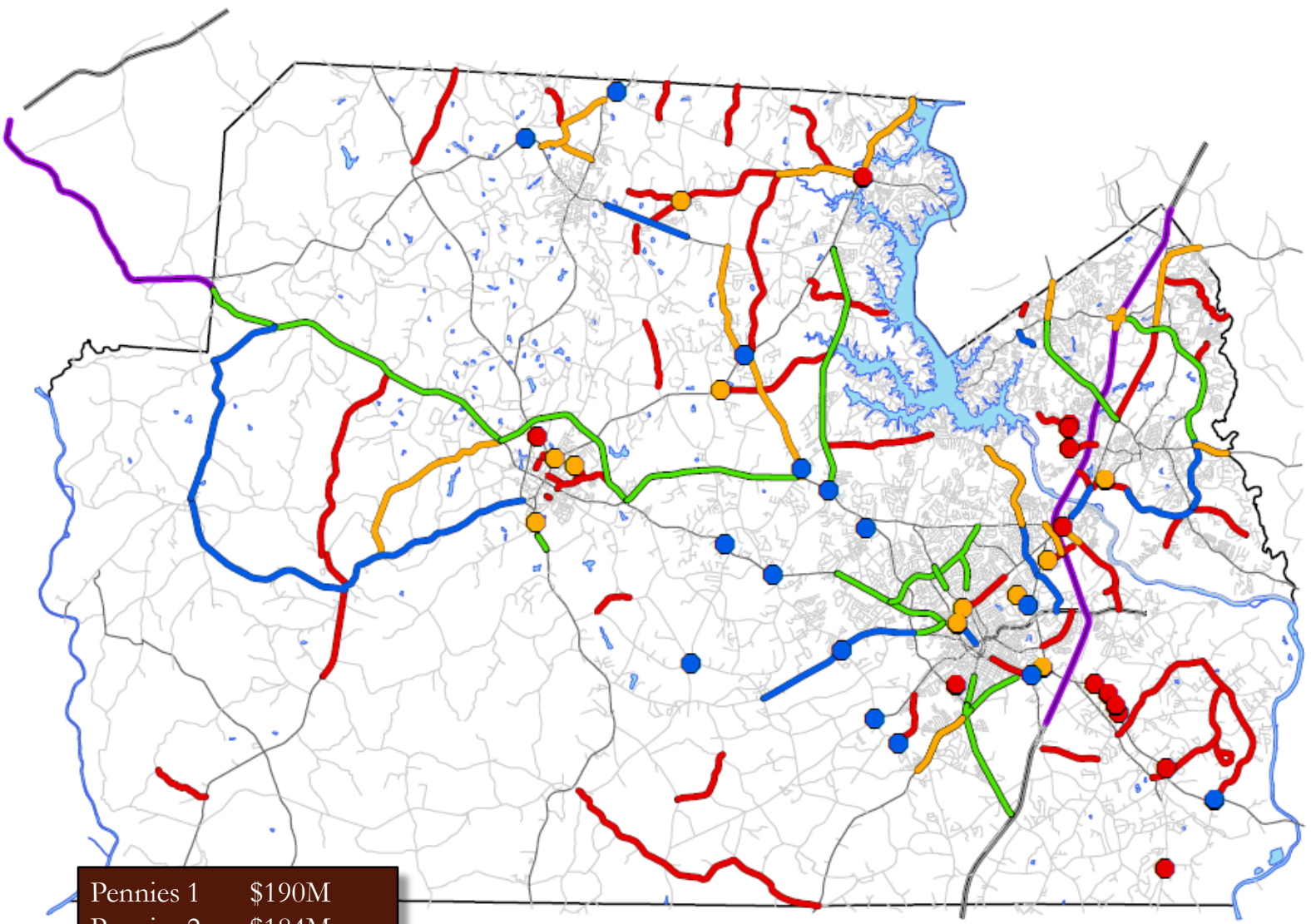
- Pennies-2 (Blue circle)
- Pennies-3 (Yellow circle)
- Pennies-4 (Red circle)

### Widening / Resurfacing

- Pennies-1 (Green line)
- Pennies-2 (Blue line)
- Pennies-3 (Yellow line)
- Pennies-4 (Red line)
- I-77 SIB Project (Purple line)

Pennies 1	\$190M
Pennies 2	\$184M
Pennies 3	\$170M
Pennies 4	\$278M

**\$954 Million for total program**





- ▶ **Economic Development** – We want businesses to come and stay that benefit York County and our citizens
  - ▶ **Key Results/Strategies:**
    - ▶ Average income has increased
    - ▶ Incentives are used to attract/retain only high quality businesses
    - ▶ Commercial and industrial growth eventually pays for services
    - ▶ Road use and congestion are considered when recruiting businesses
  - ▶ The goal is to ensure that the businesses that come to York County, benefit York County. (In ten years, I want someone to say that I am glad they came.)
    - ▶ *60% Industry/Business and 40% Residential*

# Economic Development – CY 2017



Wins:	14
▶ New Companies:	8 (FILOT Agreements)
▶ Expansions:	6
▶ Total Jobs: (from all 14 wins)	1,305
▶ Total Investments: (from all 14 wins)	\$137,596,039
▶ Potential first year Property Tax/FILOT:	\$2,114,201
▶ FILOT:	8
▶ Capital Investment:	\$92,000,000
▶ New Jobs:	746
▶ Potential Initial Revenue:	\$1,352,616



- ▶ **Capital Facilities:** York County has modern Administrative Facilities that are more efficient and enhance customer service
  - ▶ \$115,000,000 worth of building projects directly related to growth.
  - ▶ Current Projects are:

**New Family Court and Heckle Renovation \$27.8M**  
**Moseley Architects / Miles and McClellan Construction**  
**Estimated Completion – February 2019**  
**Cumming Construction – Project Managers**



York County Family Court



**Moss Justice Center \$38.5M**  
**Moseley Architects / Leitner Construction**  
**Estimated Completion – September 2019**  
**Cumming Construction – Project Managers**



**Public Works Expansion and Renovation \$12.9M**  
**DP3 Architects / Hogan Construction Group**  
**Estimated Completion – August 2018**  
**Cumming Construction – Project Managers**





**New Government Center – York \$24.2M**  
**Stevens and Wilkinson Architects/Clancy and Theys Construction**  
**Estimated Completion – February 2019**  
**Cumming Construction – Project Managers**





How do we reduce costs to our citizens in reference to buildings?



- ▶ Created a new supplemental Debt Service Fund which will pay off all General Obligation Debt in 2024
  - ▶ Savings in Interest approximately \$9 million
  - ▶ Reduction in General Obligation Debt Millage 12 Mills
- ▶ Capital Project Fund and 10 Year Infrastructure and Technology Plans (Pay as you Go)
  - ▶ Savings approximately \$25 Million




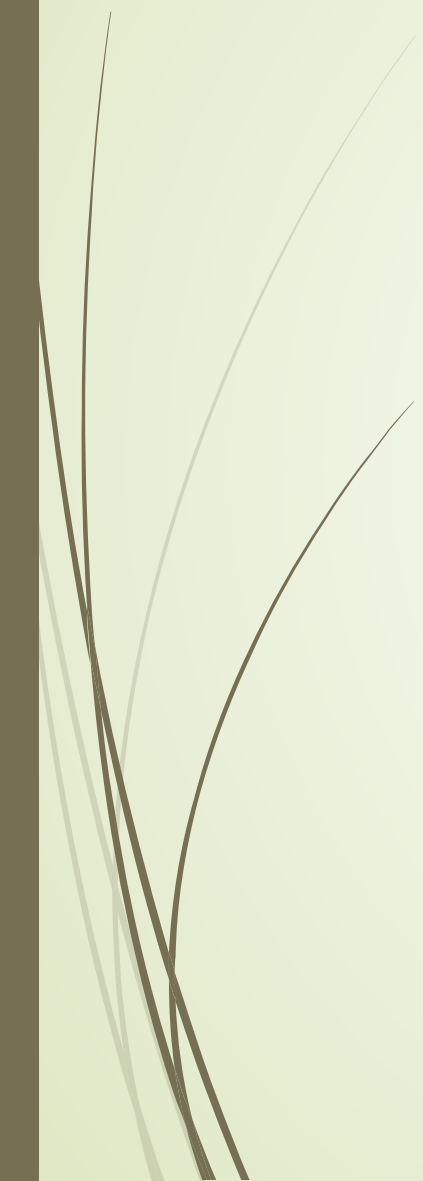
- ▶ Fire Service: How do we protect our citizens without bankrupting them?

# Fire Service



## 16 Volunteer Fire Departments

- ▶ 571 personnel
  - ▶ 442 fully volunteer
  - ▶ 68 paid full-time
  - ▶ 30 paid part-time
- ▶ 30 Fire Stations
- ▶ 2<sup>nd</sup> largest County in the Charlotte Metropolitan Area.
  - ▶ Population 266,439
  - ▶ 682 sq. miles of area
  - ▶ 325 miles of shore line
  - ▶ County maintains 963 paved roads, 426 miles
  - ▶ County maintains 465 unpaved roads, 213 miles
- ▶ Staff is working to develop a ten (10) year master plan for fire service in York County that will enable us to continue to provide the protection needed, with no reduction in services, but with not major increase in cost.

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- The goal is to have growth pay for itself.
    - Not sure if we will ever get there.
    - But, we will always look, both internally and externally, to make that happen.