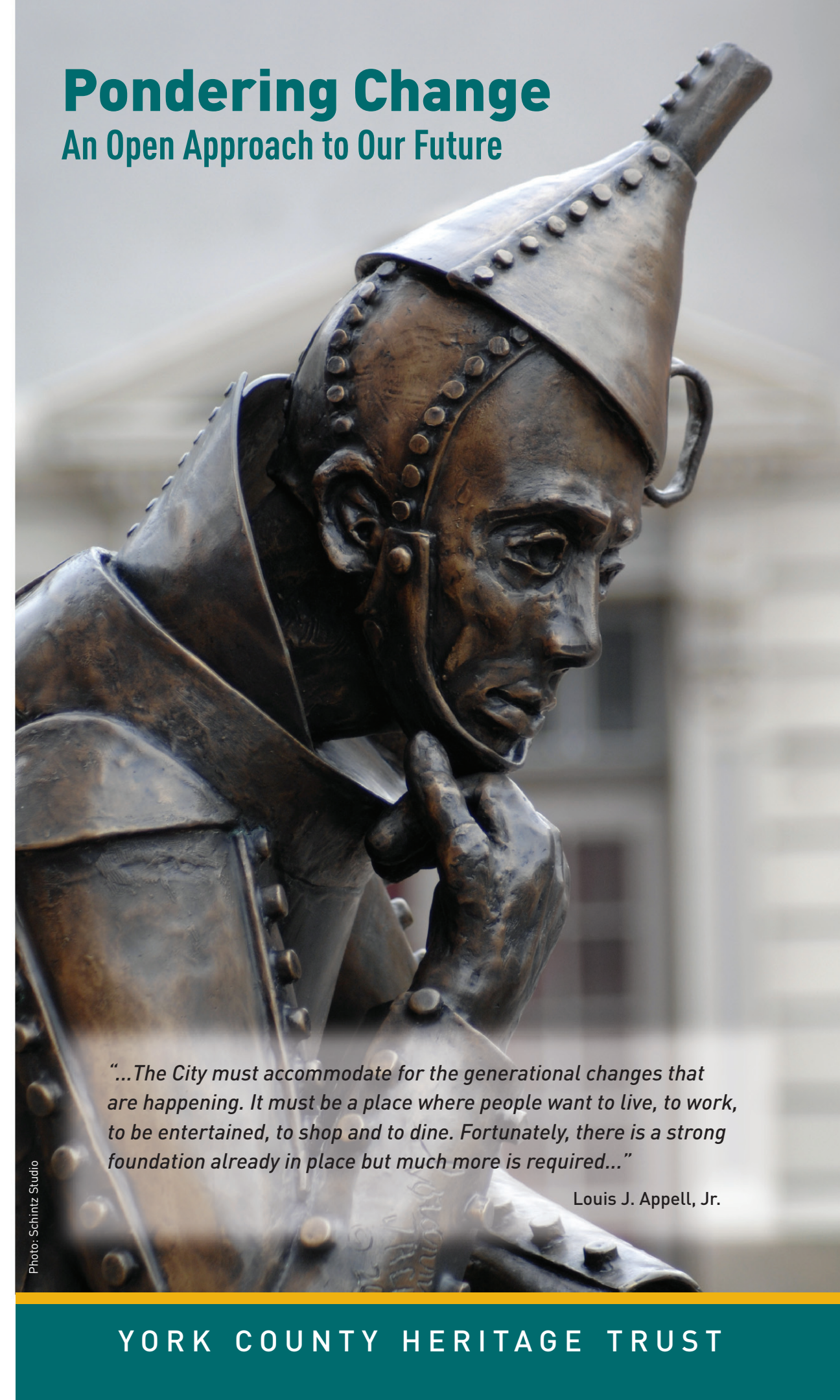


Pondering Change

An Open Approach to Our Future



"...The City must accommodate for the generational changes that are happening. It must be a place where people want to live, to work, to be entertained, to shop and to dine. Fortunately, there is a strong foundation already in place but much more is required..."

Louis J. Appell, Jr.

We Are the Storytellers

December 2014

The York County Heritage Trust is York County's storyteller. The Trust tells the County's history, spanning from pre-history (before the written word) through Revolutionary and World Wars to present time. We do it with ten buildings (eight open to the public), over 140,000 photographs, 35,000 books, 100,000 three-dimensional objects, and hundreds of thousands of individual documents.

We offer publications, public programs including exhibits, lectures and spotlight activities; and we conduct research. Our storytelling engages diverse audiences from schools and adults to local and out-of-town tourists and researchers. We use our artifacts for special programs, such as hands-on teaching of STEM skills — Science, Technology, Engineering, Math — at our Agricultural and Industrial Museum (AIM).

Our reach extends far beyond York County. In any given month we are likely to have visitors from at least 15 states and several foreign countries. Most recently, we had an inquiry from the BBC about filming part of a documentary here. The History Channel has filmed in our properties. And an exhibit of York folk artist Lewis Miller's drawings was recently mounted in Germany. Our supporters have repeatedly demonstrated their desire to ensure the longevity of our holdings and programs.

We stand at the threshold of decisions on how to configure the Trust to preserve our collections, maintain our facilities and support the programs that will serve our varied audiences in the future. We want a sustainable future with healthy finances, relevant programs and state-of-the-art services. And beyond our own organizational interests, we believe that the Trust plays a key role in downtown York's renaissance and in cultivating greater economic health for the City and County.

As Board and staff continue our research and assessments, your comments will be invaluable to our final decisions on which of several options to pursue. So we're trying something different. Rather than deciding what to do, then announcing the plan to our members and community after the fact, we have prepared this "Pondering Change" report to let you know our current thinking. After you've had a chance to read this document and consider the dilemmas we are now facing, we will welcome your thoughtful feedback.

Thomas M. Shorb
Chair, Board of Directors

Joan J. Mummert
President & CEO

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Time Travel

A Future Visitor Describes a Trip to York

From: Maydup@ugess.com, 10:42 pm, future date

We drove down from Ephrata, planning to meet with friends who had biked up from Baltimore. We thought we'd just have brunch in York, but we stayed through suppertime.

You remember the historic Golden Plough Tavern, where they used to have docents in Colonial costumes? Well, they still have that and it's still great, but close by, they've created a whole new museum connected to other buildings by a trail of historic artifacts. One was a big engine that had kids crawling all over it like a giant jungle gym! We kept stopping to use phone apps that showed us pictures of related materials stored or displayed inside. They're calling the whole campus the York County History Center.

Once inside the main museum, we went straight to the theater (well, after a pit stop — happily, restrooms are clean and spacious) where we saw a video that covers York County from Pre-Colonial times to the present, then got an overview of the Center's different attractions. Lawyers that they are, Sandra and David went off to watch video representations of hot Continental Congress debates in 1777-78. I went to the Library to see if I could find out whether our great-great grandfather really was mayor of Dillsburg, as mom always claimed. I found I could go on Ancestry.com right there in the library (mom was wrong, he wasn't mayor). Andrew got engrossed in the Industry & Innovation wing, pushing buttons and levers to make old machines actually operate. We met for a rooftop snack at the History Center Cafe (overlooking the Rail Trail greenway) then walked out to see the Steam Into History train on its turntable, ready to start south to New Freedom.

Anyway, there's too much to write about now ... galleries where art and history intersect in surprising ways ... learning labs where some little kids and their grandparents were creating their own wallpaper designs ... video and digital pop-up "meetings" with figures from the past. Thomas Paine almost scared my pants off! He was a robot, following me around quoting from his "American Crisis" and "Common Sense." The cool thing is that the displays and exhibits keep relating historical things to contemporary life. You won't believe it, but even Tyler and Olivia found it interesting. They got so engaged in the Science & Technology Game Room, they forgot to act like bored teenagers! We stayed so long that we decided to have dinner, with a dozen downtown restaurants to choose from.

I want to come back to York again and get help from the Library staff in doing some more family tracking. Next time we'll plan for a few days. In March, they're opening a new exhibit on York County's architectural styles, and they've invited the public to help build a log cabin in the plaza outside the Center. I told Andrew he could begin practicing by fixing the shelves in the guest room closet at home.

Hallmarks of a New Vision

The picture painted on the previous page is imaginary. But it accurately portrays the Board's aspirations for the feel and spirit of a new York County History Center, whether in one or several buildings. Supporting our overall goals of **sustainability, healthy finances, relevant programs and state-of-the-art services**, the following characteristics are serving as hallmarks to guide our decisionmaking process.

Placemaking

We are first of all a place or perceived as a place: recognizable, definable, on everyone's "must see" list, and so valued by the community that letting it fade would be unthinkable to our citizenry

- *A place where visitors discover the events, people, ideas and achievements that make York County unique and those that reflect, advance and illustrate York County's roles in the larger American story*
- *A place of learning, where scholarship is taken seriously and which is a valuable asset to schools throughout York County and for learners of all ages, preschool to post-retirement*
- *A place where our holdings, programs and activities bring history to life in ways that cultivate new audiences and remain relevant to new generations of visitors*

Invention

We embrace change, opening the organization to the quality of invention that has marked York County's own history. In manner and deed, we will embody the characteristics of "Creativity Unleashed" that has lately served to define our county's successful pursuits. The value of invention will be evident in our York County History Center – a place of excitement, discovery, surprise, innovation and fun – where visitors participate in dynamic interactions to explore the Center's resources.

Collaboration

Collaboration is a watchword in our ideal future vision. The York County History Center will complement and buttress the investments of other groups who promote York as the central hub of a thriving county.

- *Together, playing key and compatible roles in York's renaissance*
- *With historic resources as a downtown anchor and a magnet for a dynamic, walkable city*
- *Where a thriving History Center boosts the county's tourism industry and strengthens York County's competitiveness in sustainable development and economic growth*

Facing the Facts

Against the backdrop of our future vision, the Trust’s Board of Directors embarked on a rigorous evaluation of our current operations, programs and long-standing financial commitments. Our findings are outlined in the following pages.

Too Much Space – *that’s too spread out*

The Trust owns or leases too much property. We have almost 195,000 square feet in ten different buildings, plus easements for 34 murals on outdoor walls. Over almost six decades, the Trust has become the caretaker for these properties, some purchased outright by the Trust or its predecessor organizations, some acquired as bequests, some coming from organizational mergers, and some accepted because there was nobody else to take them on. Rarely were the acquired properties accompanied by robust membership or endowment for their support or long-term maintenance.

Scattered around downtown, the ten buildings are not easy to access on foot. From the Trust’s headquarters and main retail shop on East Market St. ❶, (see map), it’s a six-block hike stretching to the Colonial Complex at Pershing Ave. ❹❺❻�� and another five blocks to the Fire Museum at Carlisle Avenue ❿. Our fragmentation underscores already existing public confusion over what the Heritage Trust is (a bank? a farmland conservancy?) and where it can be found.



There are many operational disadvantages to having ten locations. Basic operations are expensive: in 2012-2013 we spent over \$261,000 for utilities, insurance, routine maintenance, phone and internet costs, taxes, and loan interest. This was a \$10,000 increase over the year before. Virtually all of the buildings are suffering from deferred maintenance.

We have diversification without focus. With staff disconnected and dispersed among the buildings, our venues offer limited ability to provide a comprehensible visitors' experience. They do not lend themselves to telling York County's stories in compelling and memorable ways.

Too Much Stuff – *and it may not be York County stuff*

If too many buildings scattered in too many places leads to diversification without focus, the same result can be expected with our over-supply of objects inside the buildings.

Over many decades, the Trust has allowed itself to become the repository of "all things history," gathered from many sources. We have accepted thousands of items that may or may not have any connection to York County's people, history and development.

A recent conservation assessment of the Trust's various collections counted over 50,000 objects in five collection types alone (ceramics/glass; historic objects; library/archival materials; photographic materials and textiles/costumes). Not identified in the count were furniture, drawings/prints/paintings or artifacts related to science, technology or medicine, which probably total an additional 50,000 objects.

Thirty percent of the Trust's total space is used for galleries or exhibits, but only 5 to 7 percent of the Trust's collections are on display at any one time. Over 90 percent of our holdings, along with the rich stories that accompany them, are in storage. The need for storage impacts other key programs of the Trust: our Library and Archives have completely run out of room, but they can't expand because available space is being used for facilities support.

The Board and its Collections Committee have taken actions to assure that our collections will meet present-day accreditation and museum standards. As we strive to achieve industry standards, our practices need to allow for rotating the collections in order to keep our York County storytelling fresh and relevant. We aim for high quality tools such as digital catalogues of all our holdings and easy access to this information via Near Field Communication (NFC) tabs and apps. Sophisticated and innovative use of emerging technologies to help manage our collections will open new avenues of discovery, study, and storytelling.

To assure that our collections can remain high quality and relevant, the Board has implemented deaccession plans to cull the collections. Finally, new policies are in place to assure discerning acceptance of donations in the future.

Facing the Facts continued

Too Much Fixing – needed on aging buildings



Photo: Bil Bowden/York Dispatch

A key to long-term sustainability will be how well we engage children in hands-on activities.

With an overabundance of both space and objects, one might think that we have perfect conditions and multiple choices for assuring that our collections are cared for and preserved long into the future. But the opposite is the case.

Virtually none of the buildings is fully or even mostly equipped to meet museum standards that will provide first-class care for the Trust's valuable collections. Under current conditions, our collections are slowly deteriorating and inaction will only speed the degradation.

An example is our 13,000 square-foot storage warehouse. It requires major renovations (structural and systems)

for proper collection storage. It has no heat, no air conditioning, no climate controls, no ventilation, no pest control and no working elevator. The Agricultural and Industrial Museum (AIM) needs a new roof, new UV protection windows, full climate control and correction of certain exterior walls where masonry is degraded or failing. Several of the ten buildings have conditions especially conducive to damage from mold (at Gates/Plough/Bobb Log House) and rust (AIM). Half the buildings lack climate controls including humidification in winter and dehumidification in summer. All the buildings lack adequate protection from damage due to direct sunlight or ultraviolet light.

Too Little Money – to support everything we have

Like most non-profit organizations, the Trust has been hit by unfavorable economic headwinds. Government funding for museums has declined nationally and locally. Necessity has dictated that we supplement earned income with investment income (itself unstable due to market conditions) and with contributions from individuals. With these donors we feel the pinch of changed giving patterns. Increasingly, donors are earmarking their contributions for a particular program or event rather than making unrestricted gifts that could cover such expenses as collections management, building maintenance and overhead (including staff who deliver programs).

The table on this page compares the Trust’s 2013 results with the American Association of Museums (AAM) for the same period.

Since 2007, in the face of this changing philanthropic landscape, the Trust has worked to improve our relevance within the community, stabilize the financial status, improve fund-raising and chart a course for the future. We’ve had some successes. Active marketing and fund-raising efforts attracted over 30,000 visitors in 2013-14, and this year’s robust annual appeal exceeded our target by more than \$20,000.

Our balance sheet is healthy now, HOWEVER, it does not reflect the substantial risk of deferred maintenance on ten buildings or the year over year cost increases to house and care for artifacts.

But even with the benefit of our long-time and loyal supporters, the picture is far from rosy. With our income projected at \$1.2 million, the Trust is currently operating at an annual loss of over \$125,000. Cash projections anticipate an 80% drop in unrestricted funds by the end of December 2015. With basic maintenance and operations now at \$350,000 a year, we are rapidly depleting our reserves.

This startling and unpleasant scenario IS reality: by year’s end 2015, there will not be enough cash to cover payroll unless major changes occur. The dilemmas of **too much space, too much stuff, too much fixing and too little money** have led the board to conclude that we not only must accept change, we must embrace it.

Revenue Resources →	Government	Individuals	Earned	Investments
US Museums	23%	38%	27%	2%
YCHT	1%	58%	19%	22%

A New Generation of Visitors

We Did Our Homework

In transforming the Trust into its new and vibrant future as a financially stable, vital cultural institution for the 21st century, we sought empirical data from recent research.* Here are some of the findings gathered over the past three years:

- *History attractions continue to rank among the highest of all leisure pursuits, especially for visitors aged 50 and over (70%), and continues to enjoy popularity with those in their 30s (60%).*
- *Highly interactive and changeable experiences are extremely important to families and tourists. Visitors to museums want demonstrations, conversations with historically costumed staff (third person interpretation), reenactments, authentic musical performances, and hands-on activities. Generational motivations drive the desire for audio tours. Persons with difficulty hearing prefer these while younger museum visitors enjoy guided tours.*
- *Families are a high priority for history museums' long-term sustainability. Children are brought to learn in museums by parents who themselves had museum experiences as youngsters. Accessibility, creature comforts (clean environment, comfortable restrooms, and food) and hands-on activities (90% of mothers want experiential learning activities) are most important to this group.*
- *Building future audiences is more challenging. There is a direct correlation between a child aged five to nine visiting a museum to eventually becoming a museum proponent and supporter. With dwindling school field trips to museums and limited classroom time devoted to history, building future audiences has become increasingly challenging. Attracting young adults who never experienced museums as children is becoming rare.*
- *Financial support remains highest among traditional (over 50) adults. Age is the substantial primary factor in philanthropic support to museums, the more senior a person, the more likely to contribute. Families typically have limited disposable income for donations. Contemporary families have less opportunity to amass financial resources than their parents or grandparents; thus the available pool of funding to museums is smaller.*



Photo: G. Ray

* Source: American Association of Museums (AAM), American Association for State & Local History (AASLH), Center for the Future of Museums, & Museums 2.0.

Options for the Future

Four Scenarios

The Board of the Trust has had to face the facts outlined in previous pages and grapple with real options to address the obstacles now facing the organization. The Board has concluded that without dramatic change, the Trust cannot expect to maintain itself except on the downward spiral of increased borrowing, which is unacceptable to the Board.

We have examined four primary options, all of which consider closing or limiting the use of certain buildings and consolidating uses of others. Working committees of the Trust's Board and staff members explored the strengths and weaknesses of each of the options. Their assessments follow on the next pages. The four options are these:

Option A *Dispersed Venues or Status Quo*

Option B *Consolidation on E. Market St.
(at the Historical Society and next-door Baker Building)*

Option C *Consolidation on W. Princess St.
(at the Agricultural and Industrial Museum)*

Option D *Consolidation at a new downtown site (near the Colonial Complex)*

On the next few pages is more detail on the four options that were developed and assessed by study groups made up of Trust staff and Board members.

In each case, the option is described and its assessment summarized. This is followed by two lists developed by each study group that outline "Driving Forces" that support the option and "Restraining Forces" that work against a favorable assessment of the option.



Before You Turn This Page, Please Read This Important Note

For the past four years the Trust has been attempting to sell the J.E. Baker Building (next to the Historical Society at 232 E. Market St.). In this report we treat the building as it is now, unsold as of late December 2014.

If it remains unsold, you will see the Baker Building playing an important role in our Options A (Page 9) and B (Page 11).

If Baker is sold after this report is issued, readers should mentally remove it from Option A, and remove Option B in its entirety.



Dispersed Venues or ‘Status Quo’ Option

DESCRIPTION Keep all ten buildings (as shown in map on Page 3) but continue trying to sell the J.E. Baker Building, now used for storage. To achieve a balanced budget, take actions as shown below.

A: Maintain the status quo and live within current revenue. Reduce expenses by \$150,000 to \$160,000 annually to achieve balanced budget by taking actions such as

- *Cutting 3 or 4 employees (there are now 16) AND closing AIM or Historical Society, OR*
- *Cutting more employees AND reducing hours of operation by up to 60% at both AIM and Historical Society, OR*
- *Paying off \$1 million Baker Building debt with Board-restricted endowment, selling the Baker to highest and best offer AND cutting 1 or 2 employees*

OR

B: “Right Size” the Trust by growing revenue to meet industry norms. This would require increasing total annual revenues by at least \$300,000 (assuming no increase in expenses) AND growing the Trust’s endowment to a level of \$6.6 million (an increase of \$2.2 million over current).

Additional Costs Totaling \$3.9 million: In either case, immediate short-term capital projects with an estimated price tag of \$2.35 million must be undertaken in order maintain the properties, and there is also a critical need to expand the library (estimated at \$1.0 to \$1.5 million). These amounts do not include provisions for normal maintenance of the properties or future capital requirements. Longer term building needs are estimated at \$10.5 million.

ASSESSMENT An advantage of this option is that total funds needed are significantly less than the price tags for the other options, which are all in the \$20 million range. After two years of studies, assessments and in-house discussions, however, Board members are convinced that the status quo is not only unsustainable, it’s a losing proposition.

Quick Info

- Space:** 194,555 square feet
- Estimated Cost:**
- Increase Revenues from \$4 to \$6.6 million in endowment
 - Facilities: \$10.5 million to improve buildings (no gallery or exhibit changes)

Featured Buildings (9 total):
Historical Society, Bonham House, Agricultural and Industrial Museum, Fire Museum, Clark Warehouse, Colonial Complex (4)

Driving Forces

- *Total immediate funds needed are dramatically less than the price tags for the other options*
- *Overall short-term capital fund raising is much lower than other options*
- *Implementation could be phased, with minimal impact on operations*



Photo: Bil Bowden/York Dispatch

Restraining Forces

- *Cutting staff to maintain the current configuration will greatly reduce the ability to fulfill our mission*
- *Option does not allow for continuous modernization & improvement to the visitor's experiences*
- *To grow our audience, emphasis must be placed on locations, facilities & programs that cannot be accomplished with current staffing & dispersed venues*
- *Programming will be stagnant or lackluster causing a loss in the ability to attract new generations of visitors*
- *This approach will likely prove to be unsustainable for the organization in the long term*
- *Collections management will continue to be unwieldy & inefficient; many collections would continue to be housed in unsustainable conditions*
- *Status Quo option fails to address the often costly upgrading of properties to museum standards*
- *Option does nothing to improve operations & continues to carry high risk associated with deferred maintenance on ten buildings*
- *Library & archives undersized, with permanent exhibits locking up key gallery & exhibition space*
- *Closing buildings may very likely do little or nothing to save costs*
- *Band-aid approach is short-sighted and does not fully consider long-term capital needs for all the properties*
- *Parking availability & access are inconsistent site to site*

B E. Market St. Consolidation

Quick Info

Space: 86,996 square feet

Estimated Cost: \$23.3 million

Featured Buildings (6 or 7):

Historical Society, Baker Building, Colonial Complex (4), perhaps Bonham House



Historical Society Museum

DESCRIPTION Consolidate uses, including the Agricultural & Industrial Museum (AIM) collections, in Historical Society/Library/Archives building and renovated Baker building, next door on East Market Street.

ASSESSMENT Consolidate at the buildings we already own: the Historical Society and the Baker Building. Another advantage is ample square footage. There would be no need to consider later expansions. A possible advantage is familiarity — the organization has been tied to the Historical Society building since 1955.

+ Driving Forces

- *We own the buildings*
- *Historical Society building could be 100% gallery*
- *Baker could be two/three library floors*
- *Two buildings could connect via walkway*
- *Plentiful parking available on site*
- *Project can be phased; grants & historic tax credits available*
- *Quiet, stable neighborhood*

— Restraining Forces

- *Cost of carrying two large buildings*
- *Need to repay \$1 million Baker Building loan*
- *Baker & Historical Society need new HVAC*
- *Need to sell Agricultural and Industrial Museum*
- *Industrial history would be an awkward fit in Historical Society & Baker buildings*
- *Visitor amenities scarce in the neighborhood*
- *Away from center of downtown, distant from Colonial Complex*
- *Doesn't integrate with downtown's priority economic development investment zones*
- *Special event space limited*
- *Street presence unremarkable*
- *Perceived as not much change from present*

C W. Princess St. Consolidation

Quick Info

Space: 52,000 square feet

Estimated Cost: \$23.3 million

Featured Buildings (5 or 6):

Agricultural and Industrial Museum, Colonial Complex (4), perhaps Bonham House



Agricultural & Industrial Museum (AIM)

DESCRIPTION Consolidate all uses in the Agricultural & Industrial Museum (AIM) building, two blocks from the Colonial Complex, and strengthen its ties along Pershing Avenue and the York County Heritage Rail Trail for better connection of the two venues.

ASSESSMENT AIM is the Trust's most-visited site. It has a strong identity and provides an excellent venue for special events. There is room for expansion, if needed. It can relate to the Rail Trail. Working against these assets are the site's limited parking, its distance from amenities and its less-than-flourishing surroundings.

+ Driving Forces

- *We own the building*
- *Most visited of all current sites*
- *Closer to downtown hub than E. Market Street venues*
- *Closer to image of experiential museum*
- *Expansion space available*
- *Adjacent to Rail Trail, Creek Corridor improvements & large green space*
- *Improvements to Rail Trail corridor have been funded*
- *Special event venue still viable*
- *Project can be phased; grants & historic tax credits available*

— Restraining Forces

- *Loss of traditional identity on Market Street*
- *Flood plain (though mitigated)*
- *AIM needs roof*
- *Needs climate control*
- *Need to sell Historical Society building*
- *Neighborhood shows signs of neglect*
- *Parking limited, availability inconsistent*
- *Visitor amenities scarce, seem distant*

D New Site: York County History Center Downtown

Quick Info

Space: 55,000 square feet

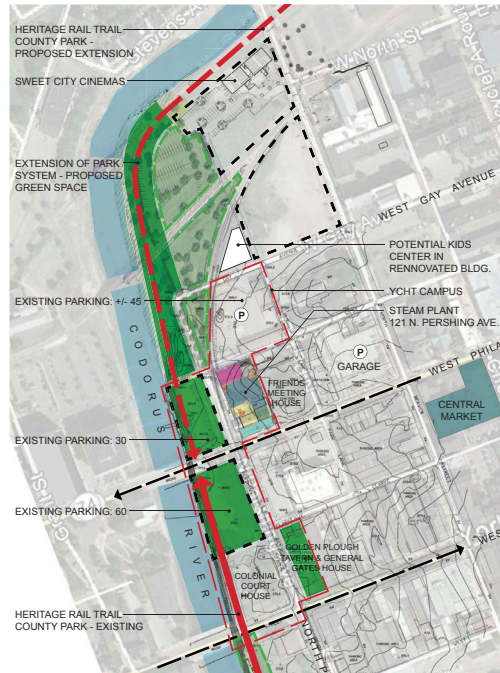
Estimated Cost: \$15-18 million + purchase price, as yet undetermined

Featured Buildings (5 or 6):
Steam Plant or other undetermined site in this district, Colonial Complex (4), perhaps Bonham House

DESCRIPTION Evaluation of the three other options has led the Board to conclude that for a full assessment, we should explore various possibilities for a single “York County History Center” campus that would serve as a major cultural anchor in Downtown York. At present, the former MetEd Steam Plant, located in the 100 block of West Philadelphia St., is being explored as a promising site within a high profile development district.

ASSESSMENT Although it seems counterintuitive that a solution to “Too Much Space” could be found in the purchase of yet another structure, in the long run this option would allow us to close six of the ten buildings now held by the Trust. It offers the opportunity for a true campus setting incorporating the Colonial Complex and consolidating all other programs and collections in a single York County History Center building.

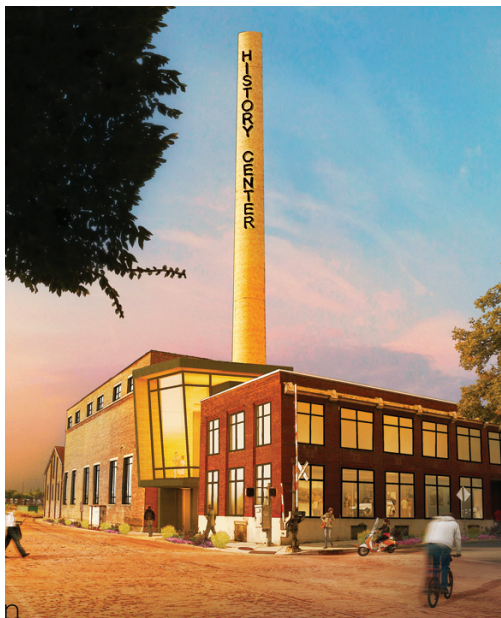
The Steam Plant site is within a district where a “Moving Plans Into Action” strategy is now entering implementation stages. With the “North Bend Opportunity Area” at its center, the plan foresees the Rail Trail / Codorus Corridor as a key focal point for recreational, residential, and commercial development. Public and private funds are now being poured into the district. Funding applications totaling \$2.4 million for projects within the district were approved in November 2014 by State agencies.



“Moving Plans Into Action” calls for major investments along the north bend of the Codorus Creek and Heritage Rail Trail.

+ Driving Forces

- Cohesive history campus, a destination
- Proximity to Rail Trail, corridor development
- Proximity of attractions to each other enhances & strengthens visitor's experience
- High impact, ambitious project has "WOW" factor that offers a center-city cultural anchor to complement Strand-Capitol & Stadium
- Hallmark building would create buzz, excitement downtown
- Multiple uses (e.g. cafe, concert & meeting space, galleries)
- Many groups could collaborate for economic development
- Ownership of plentiful parking
- Close to visitor amenities
- Perception of History Center as a key organization with interest in downtown revitalization
- Project can be phased; grants & historic tax credits available for certain sites



Conceptual History Center

— Restraining Forces

- Loss of traditional Market Street identity
- Possible flood plain (certain sites, though mitigated)
- Divesting Historical Society and AIM buildings
- Project large & complex, substantial assistance required
- 50-65% of funding would have to come from outside sources
- Partnerships might not come through

What Happens Next?

The Board is moving quickly but with deliberation to explore all of the options. We hope for final decisions by the end of April 2015, but it's possible that some choices may be made regarding individual buildings as early as February. At the moment our priority is to determine the feasibility of Option D (its prime potential site the former MetEd Steam Plant). No option has been finally selected or finally discarded as of this writing.

Your Feedback is Important to this Process

Topics to address are wide open, your choice. But we're especially interested in hearing:

- *Do you think we're headed in the right direction toward a York County History Center?*
- *Do you agree with the hallmarks, content and style of our future vision?*
- *Which Option -- A, B, C, D or a fifth option (you should describe it) will best advance the goals outlined in our future vision?*
- *Do you think we've missed an important consideration?*
- *Which Option, if any, do you prefer?*

Who Should You Contact? What's the Deadline?

Trust President/CEO Joan Mummert and Board member Genevieve Ray are compiling responses sent by phone, mail, e-mail, in person or on our website: www.yorkheritage.org. Of course you may talk with any of the Board members. They will make sure that your comments are conveyed to all Board members.

Joan Mummert

717-848-1587

JMummert@yorkheritage.org

Genevieve Ray

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genray@comcast.net

Both reachable by mail at:

York County Heritage Trust, 250 E. Market St., York, PA 17403

PLEASE include your name and contact information.

We may want to contact you to make sure we've understood what you're telling us.

**Our Goal to Collect Feedback
is March 31st, 2015**

Credits

QUOTATION

Cover

- Louis J. Appell, Jr.,
October 3, 2013
*At York County
Community Foundation*

SCULPTURES & ARTWORK

Cover

- **The Tinker**
Sculpture by Lorann Jacobs
North George St., downtown York

Page 7

- **Big Yellow Cat**
Sculpture by Bob Machovec
North George St., Downtown York

Page 13

- **Site Plan**
Courtesy of LSC Design

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