

Town and Gown Promotions for Economic Development

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Pennsylvania Chapter
American Planning Association
Annual Conference
Lancaster Convention Center
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Consultants & Certified Public Accountants

Panelists

- **R. David Myers**, Chief of Staff and Secretary, Bucknell University
- **Mary Frances Postupack**, Vice President, Economic Development and Research Support at East Stroudsburg University of Pennsylvania
- **Raymond Guernsey, AICP**, Redevelopment Authority of the County of Executive Director Monroe
- **Randy Patterson**, Director, City of Lancaster Economic Development & Neighborhood Revitalization
- **Keith Orris**, Vice President, Administrative Services and Business, Government and Community Relations at Franklin & Marshall College

Overview

- Define the terms “economic development” and “sustainability”
- Identify contributions to the economic sustainability of a community
- Highlight economic development strategies
- Open Q & A

Economic Development

A program, group of policies, or activity that seeks to improve the economic well-being and quality of life for a community, by creating and/or retaining jobs that facilitate growth and provide a stable tax base.

-The International Economic Development Council

Economic Development

Economic Well-being



Iron Hill Brewery, Harrisburg Pike, Lancaster, PA

Economic Development

Quality of Life



Campus Theater, Market Street, Lewisburg, PA



Future business accelerator, Market Street, Lewisburg, PA

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Economic Development

Job Growth and/or Retention



Business Accelerator, Stroudsburg, PA

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Economic Development

Strategies

DIRECT			
	BU	ESU	F&M
Land or building purchase	X	X	X
Business accelerator	X	X	
Grants and loans	X	X	X
INDIRECT			
Infrastructure improvements		X	X
Planning & redevelopment study			X
Regulatory relief			X
Tax Exempt	X	X	X
Business recruitment (KIZ)	X	X	X

BU- Bucknell University
 ESU-East Stroudsburg University
 F&M-Franklin & Marshall College

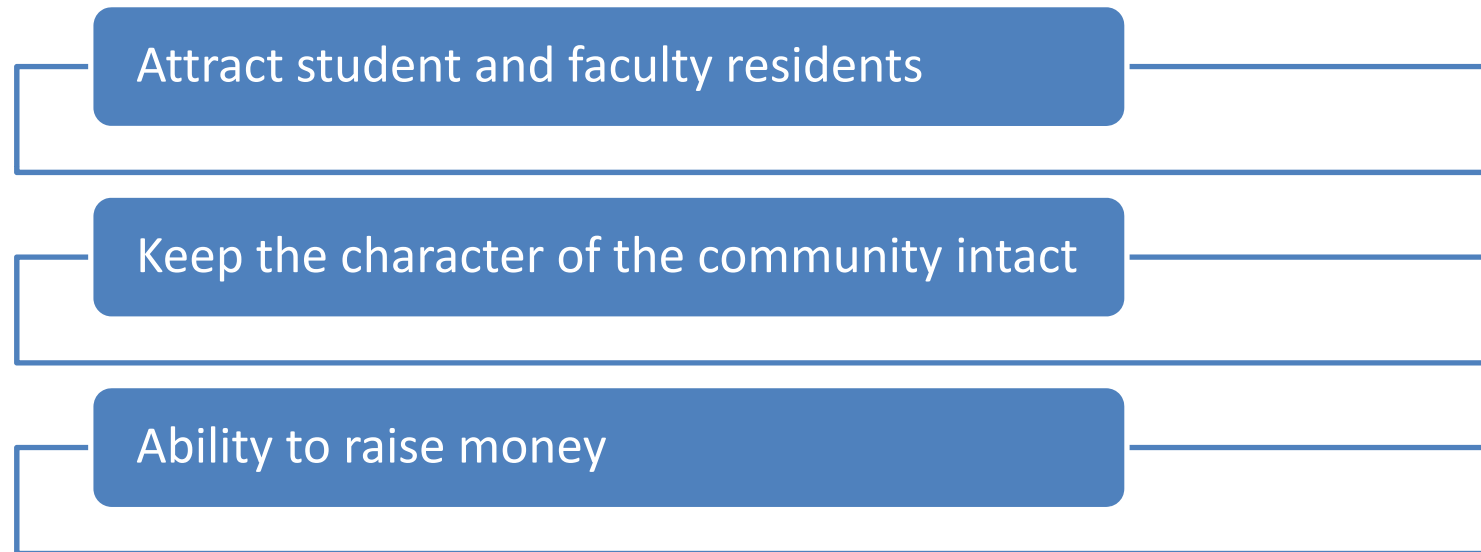
Sustainability

A set of practices by people or groups designed to promote the long-term sharing of resources with future generations. This includes reducing demands on the environment, promoting economic opportunity, and increasing social equity.

-Leonardo Vazquez, Edward J. Bloustein School of Planning and Public Policy

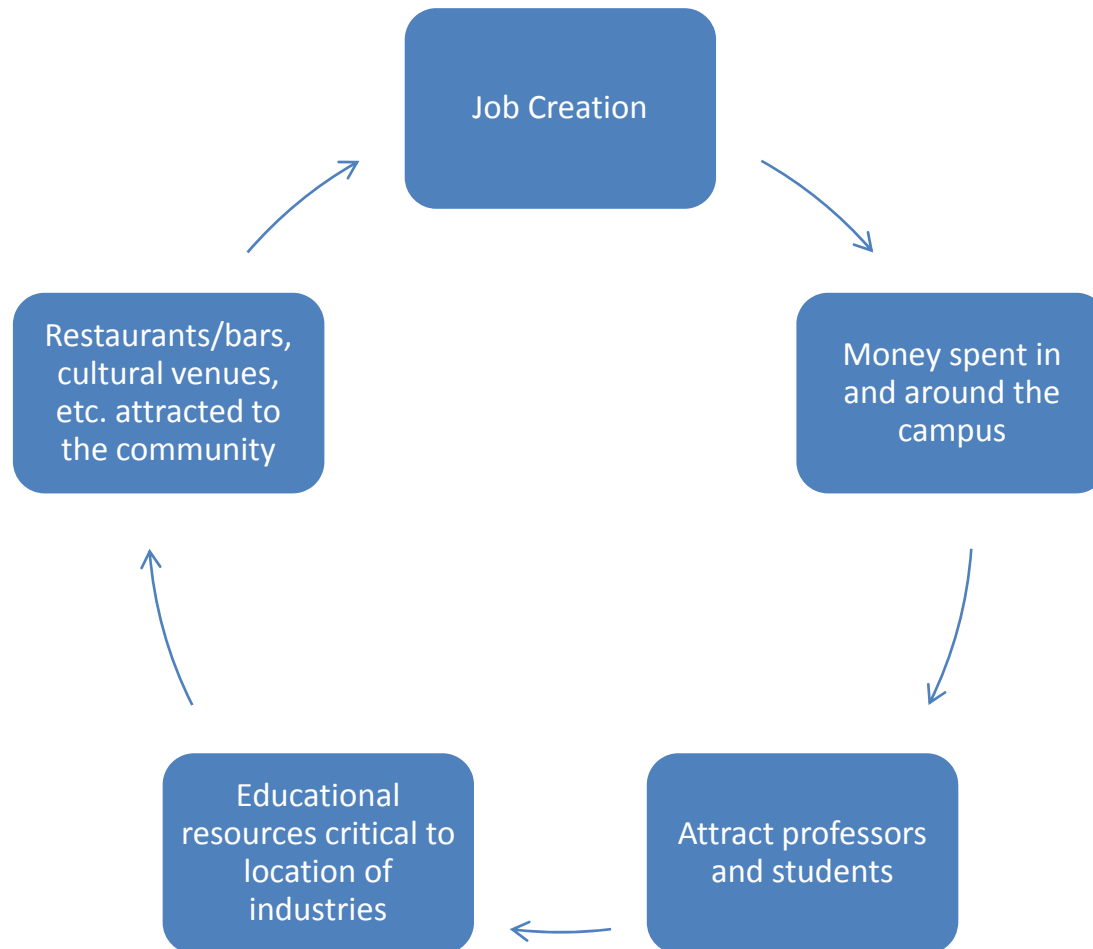
Sustainability

How institutions of higher learning can contribute to the environment



Sustainability

How institutions of higher learning can contribute to local economies

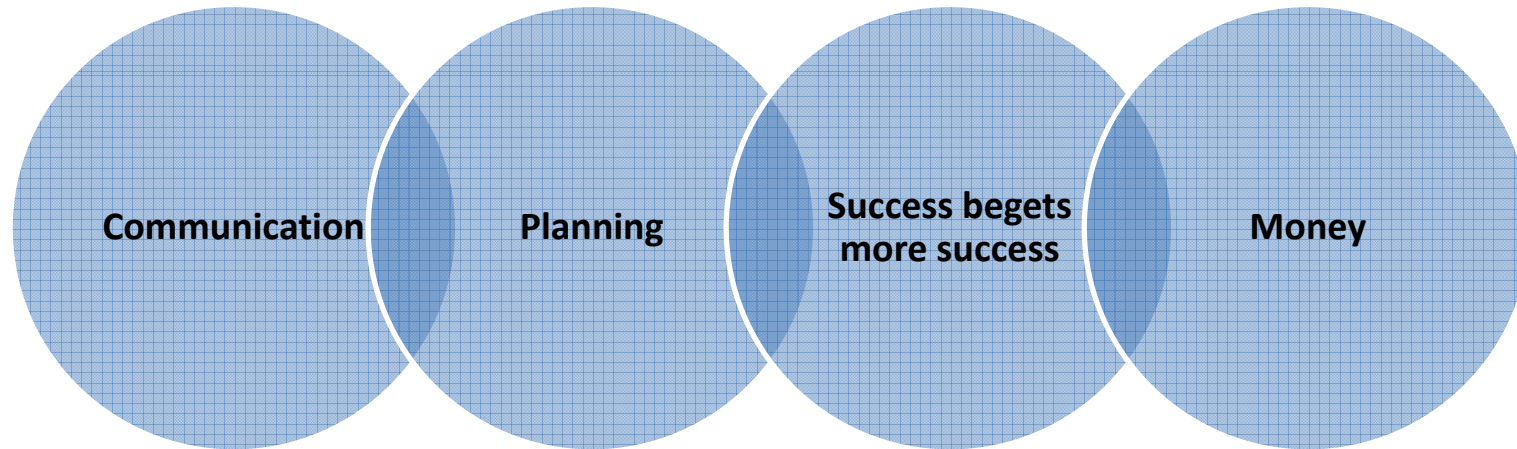


Sustainability

How institutions of higher learning can contribute to social equity



How communities can better connect economic development and sustainability



Project Presentation

- Bucknell University's Core Community Initiative

Town Gown Promotion of Economic Development

The Bucknell-Lewisburg Core Community Initiative



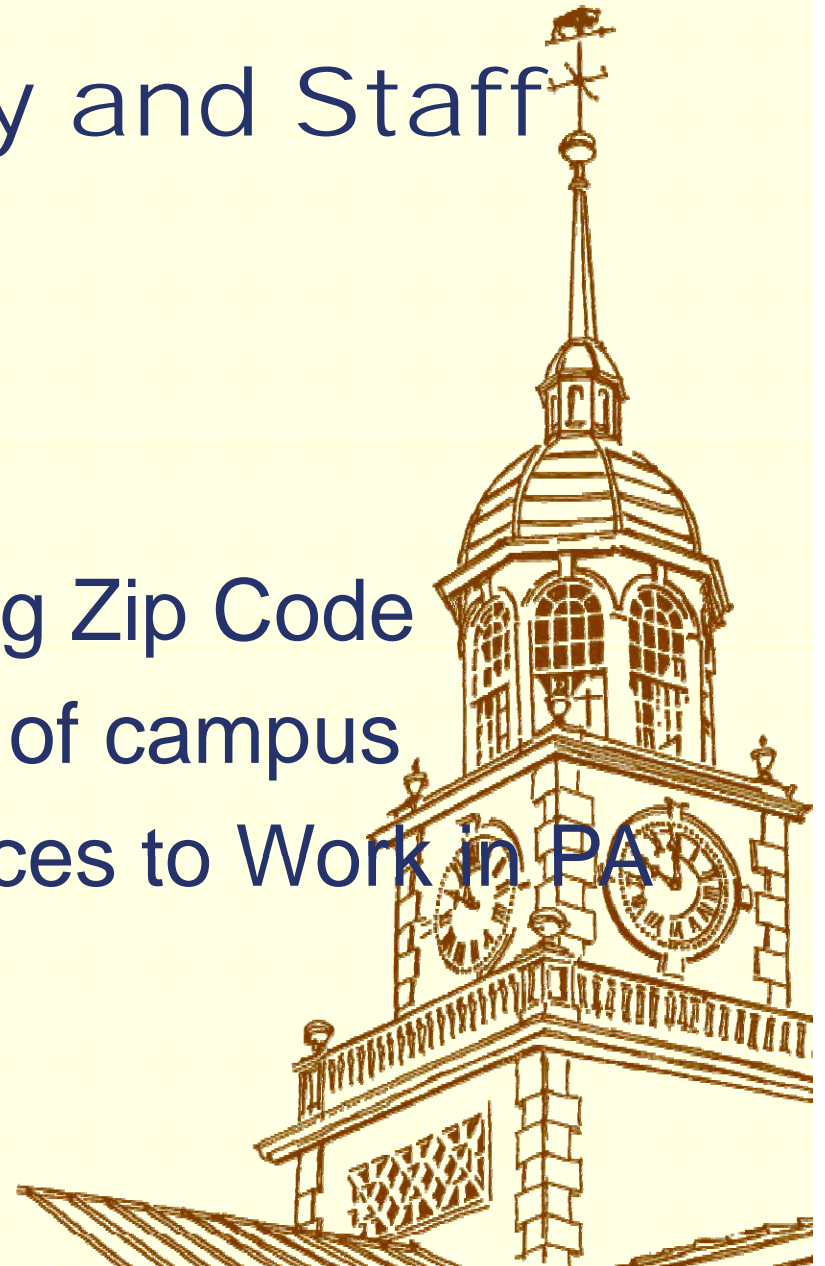
Bucknell Students

- 3450 Undergraduate Students
- 150 Graduate Students
- 3250 Students in Lewisburg
- 450 live off campus



Bucknell Faculty and Staff

- 350 Faculty
- 1228 Employees
- 50% live in the Lewisburg Zip Code
- 85% live within 12 miles of campus
- One of the 100 Best Places to Work in PA



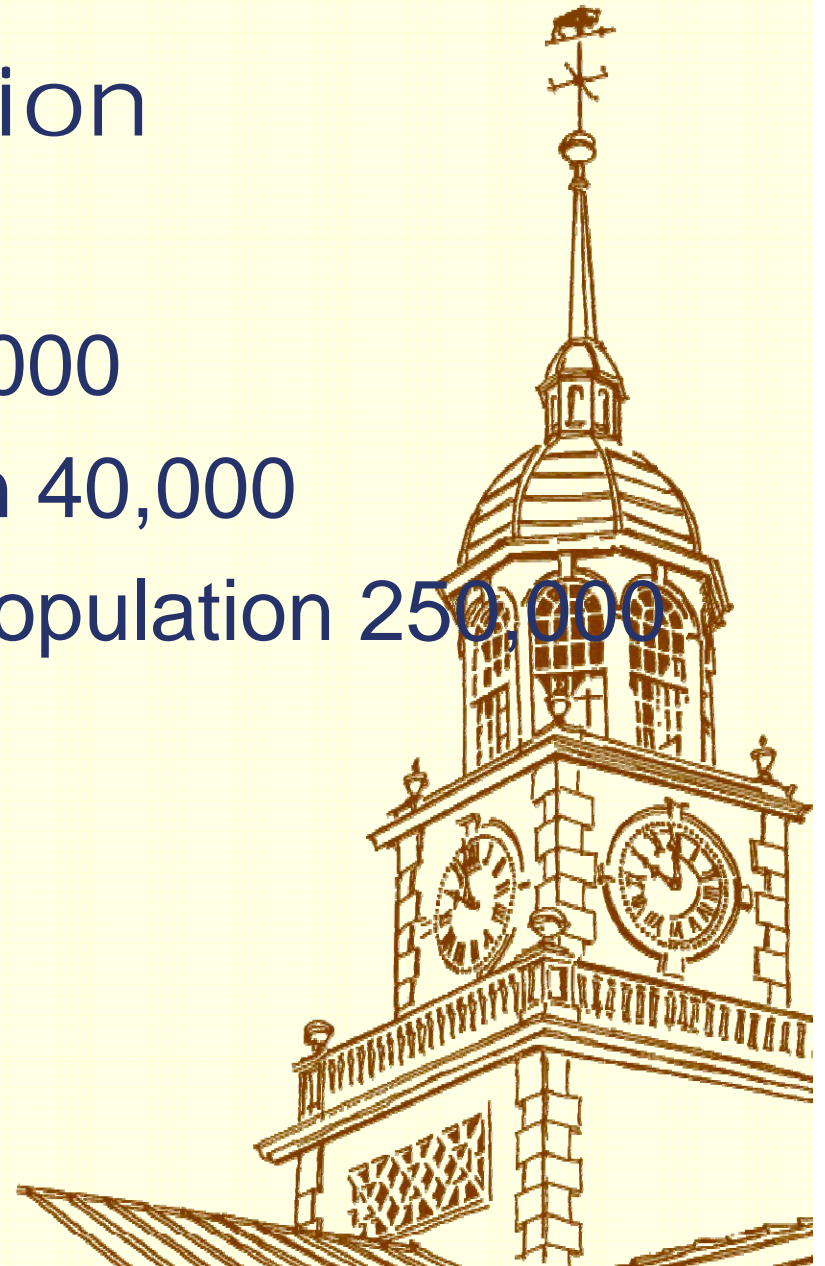
Bucknell in the Community

- 500 Acres located in two municipalities
- Bucknell has a larger police force than either East Buffalo Township and Lewisburg
- Bucknell is one the largest employers in the County
- Two of the other large employers are also residential facilities



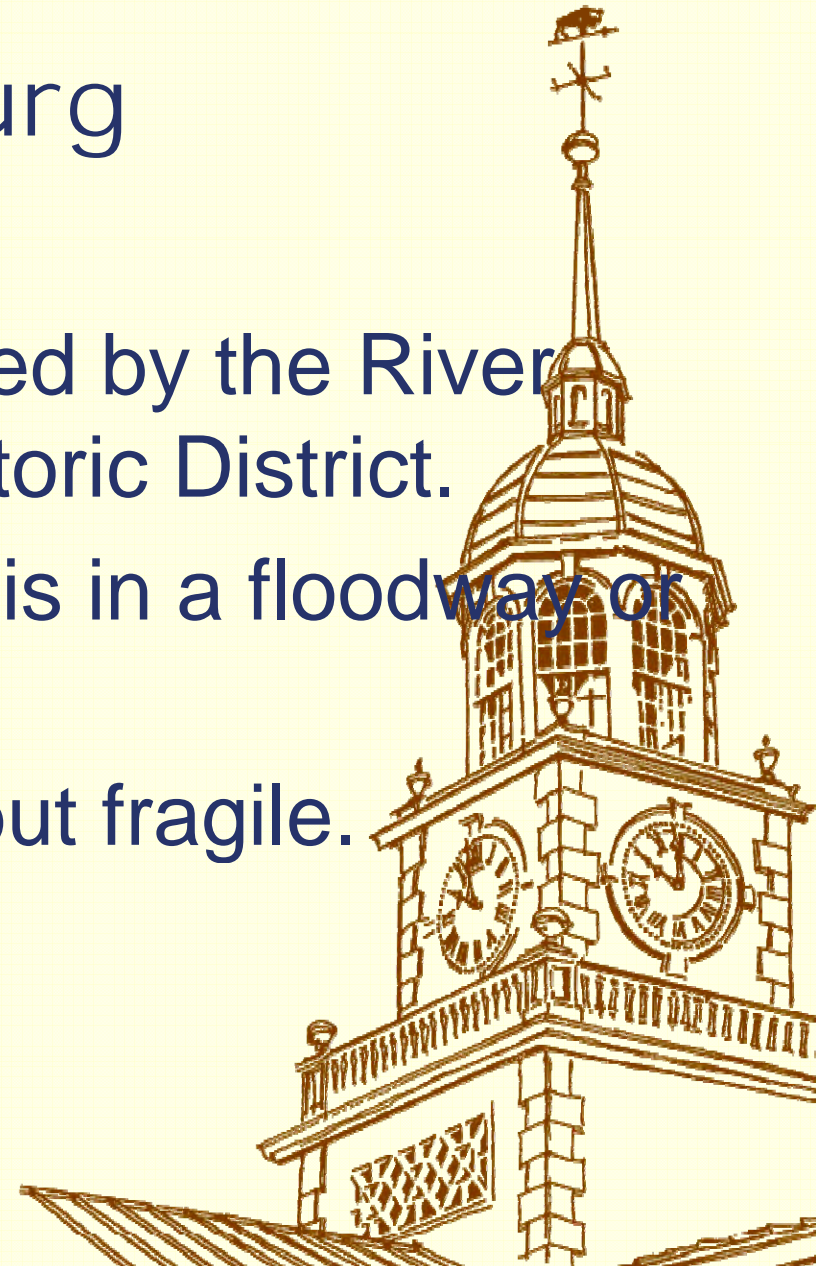
The Region

- Lewisburg population 7,000
- Union County population 40,000
- The five county region population 250,000



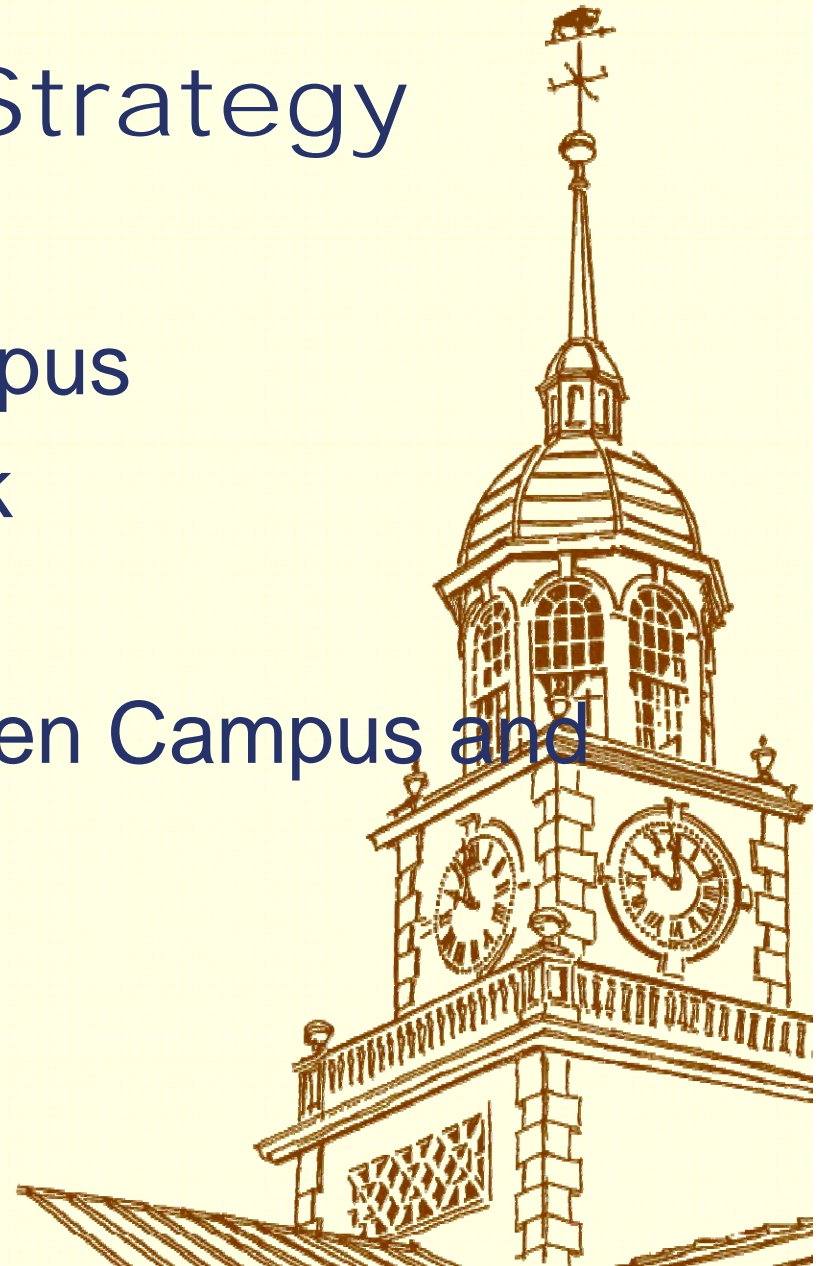
Lewisburg

- Much of the area bounded by the River and Route 15 is in a Historic District.
- Much of that same area is in a floodway or a flood plain.
- Downtown is attractive but fragile.



Our Original Strategy

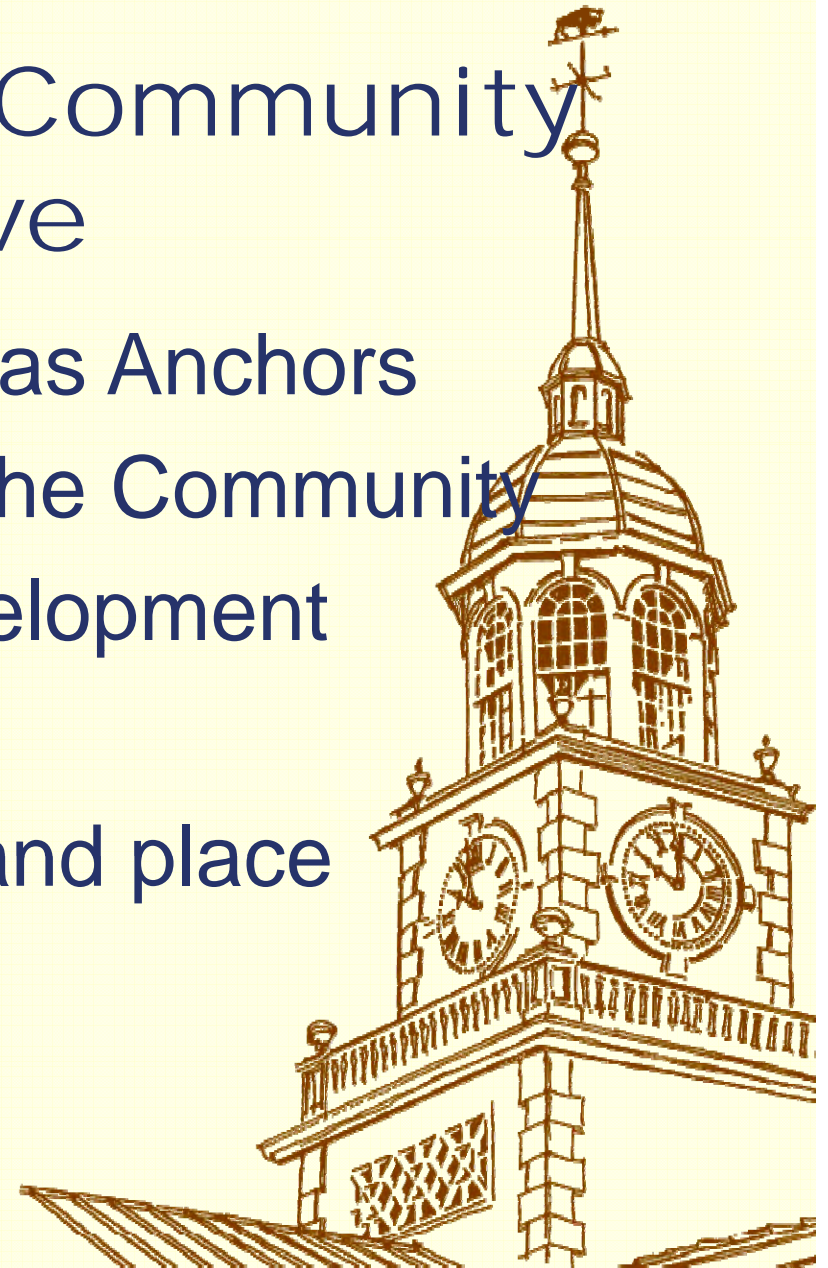
- Return Students to Campus
- Purchase Housing Stock
- Remove some Housing
- Create a Corridor between Campus and Town
- Expensive and Intrusive





Lewisburg Core Community Initiative

- Locate Strategic Assets as Anchors
- Strengthen the Core of the Community
- Promote Economic Development
- Improve Quality of Life
- Create a sense of time and place
- Leverage Resources





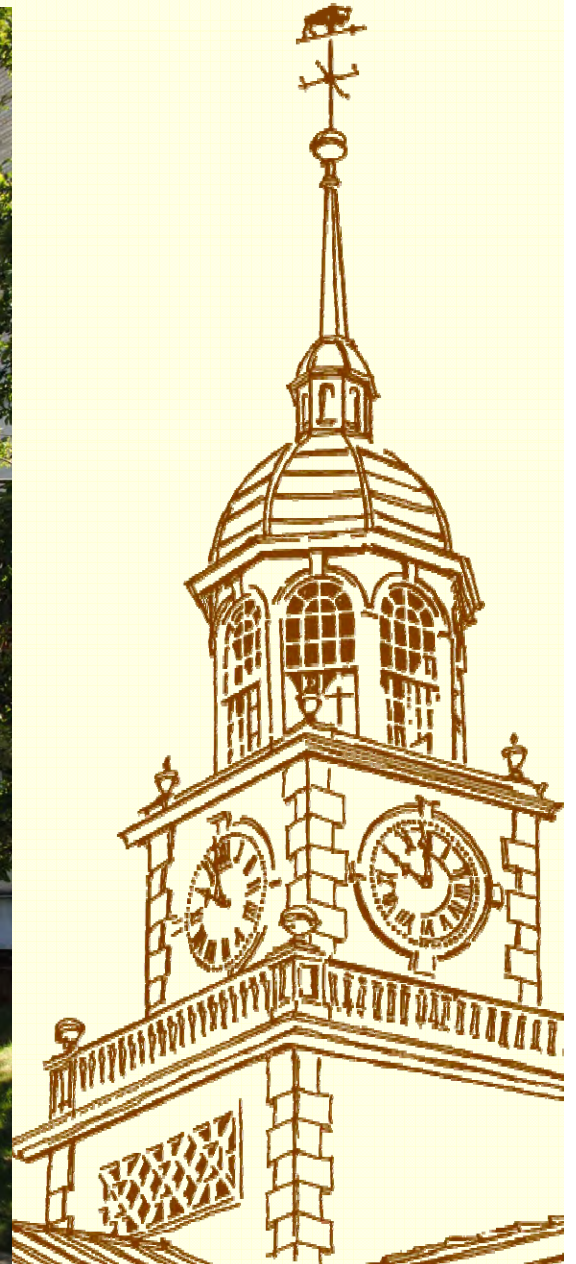


Bookstore

- 26,000 Sq. Ft. of Retail Space
- 70 Full and Part Time Employees
- Anchors Downtown Business District
- Increased Local Taxes
- Changing the Complexion of Downtown

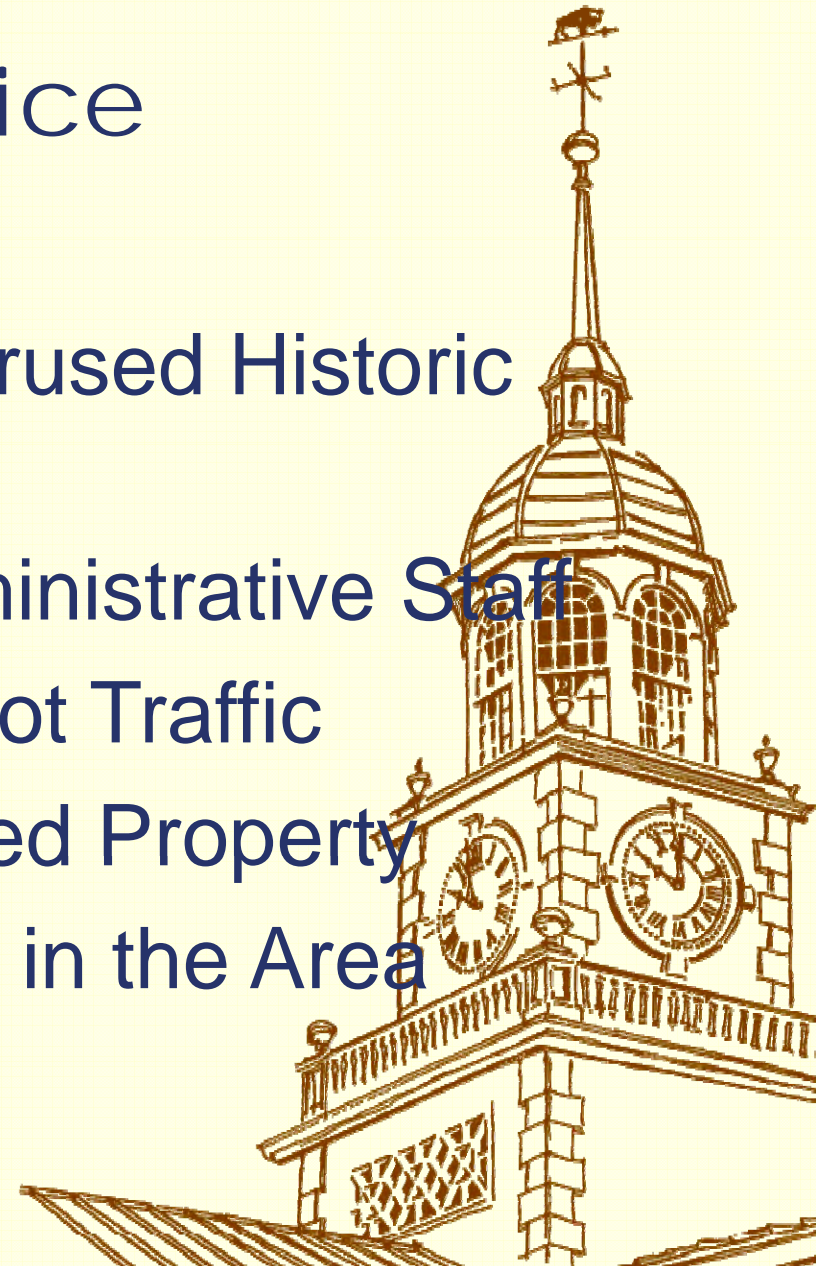






Post Office

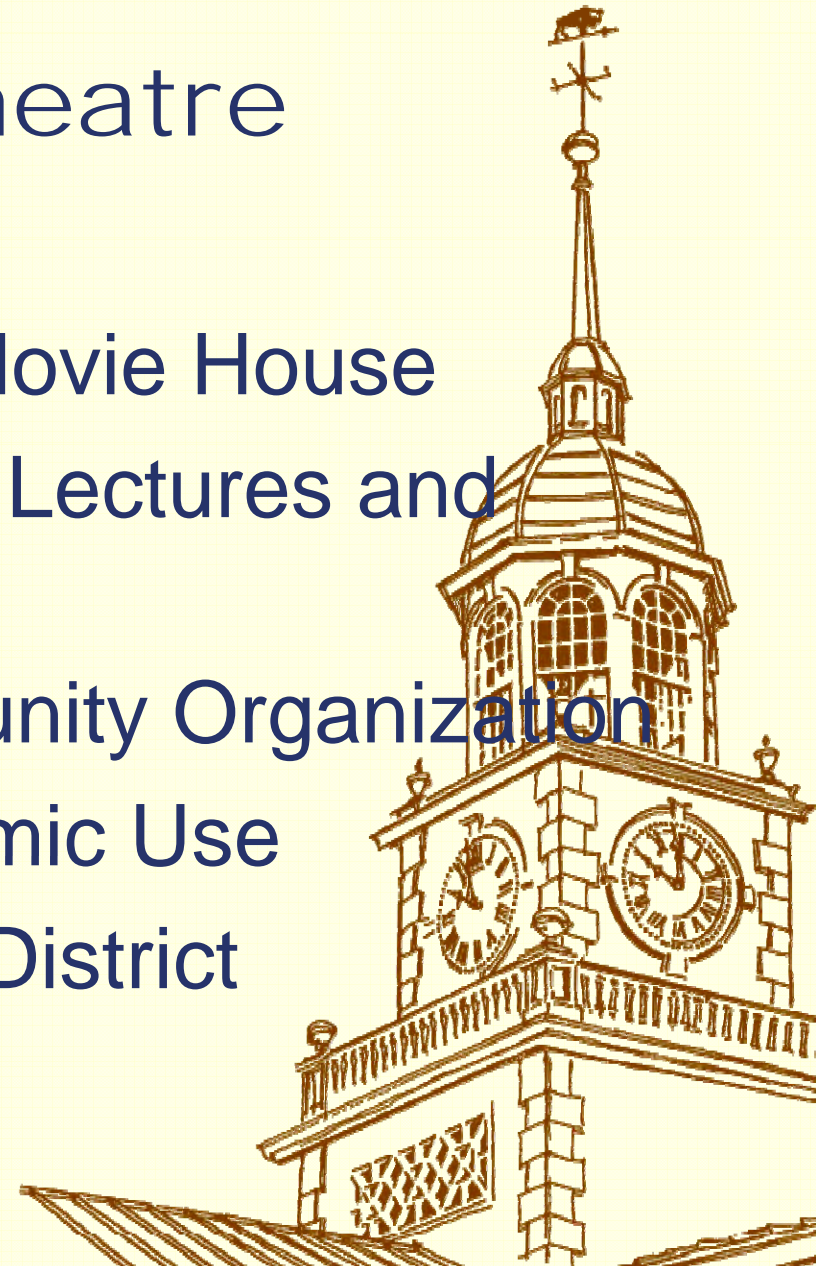
- Creative Reuse of Underused Historic Structure
- Will House 65 to 70 Administrative Staff
- Increases Downtown Foot Traffic
- Replaces External Rented Property
- Allows USPS to Remain in the Area





Campus Theatre

- Renovation of Historic Movie House
- Expanded Uses Include Lectures and Concerts
- Partnership with Community Organization
- Opportunities for Academic Use
- Anchors Proposed Arts District
- Remains on Tax Rolls





Business Incubator

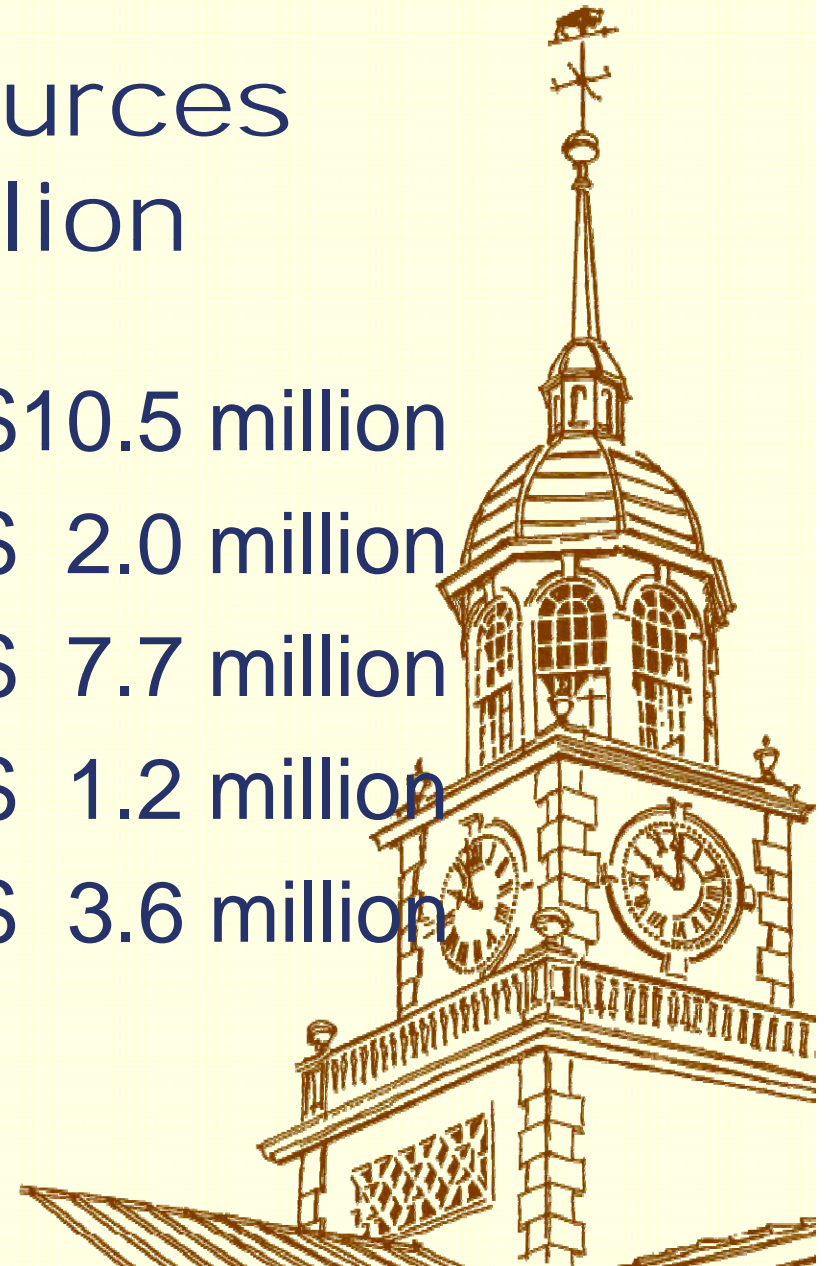
- Retain Retail Space
- Development of Business Innovation Center
- Opportunity to Relocate SBDC Services
- Design Center
- Remains on Tax Rolls



Funding Sources

\$25.5 Million

- RACP \$10.5 million
- Other State Grants \$ 2.0 million
- Federal Tax Credits \$ 7.7 million
- Bucknell In-Kind \$ 1.2 million
- Bucknell Funds \$ 3.6 million



Other Projects

- Traffic Calming
- Rail Trails
- Sewer Project
- Transportation Improvements
- Floodway Improvements
- Arts Destination



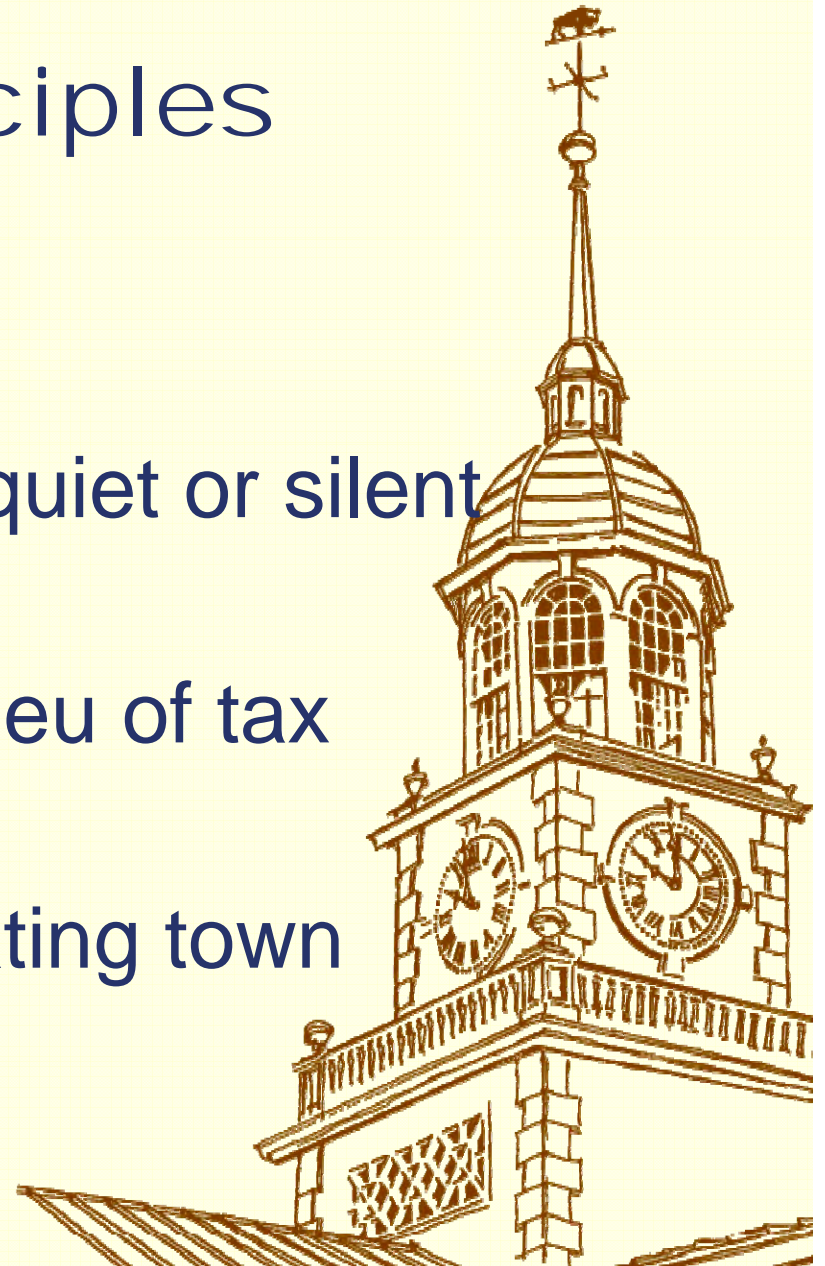
Our Partners

- Municipal and County Government
- Business Community
- State Government
- Neighborhood Groups
- Non-profit Boards



Basic Principles

- Requires Partnerships
- Bucknell can be active, quiet or silent partner
- Pay taxes and make in lieu of tax payments
- Not interested in dominating town



Measures of Success

- Improved Quality of Life
- Improved Community Relations
- Economic Vitality
- Enhanced Ability to Attract and Retain
- Sustainability



Project Presentation

- East Stroudsburg University's research and business park



Town and Gown Promotions for ECONOMIC DEVELOPMENT

Redevelopment Authority County of Monroe
East Stroudsburg University of Pennsylvania



Economic Development Partners

- Redevelopment Authority of the County of Monroe
- Monroe County
- East Stroudsburg University of Pennsylvania



Economic Development Partners

Redevelopment Authority County of Monroe

- Urban Development Law 1945
- Exists/operates to eliminate blighted areas in conformity with the comprehensive plan of its respective municipalities
- Residential, recreational, commercial, industrial adequate places for employment
- Cooperate Government, school educational entity

Economic Development Partners

Redevelopment Authority County of Monroe

- Redevelopment Assistance Capital Program
- Eminent Domain
- Healthful Housing
- Sustainability



Economic Development Partners

Monroe County

- Second fastest growing County in PA
- history of tourism... **JOB CREATION**
- 20,000 people commute daily to NY/NJ
- 2010 census rural to urban (166,000)
- **Monroe 2020 Comprehensive Plan – Economic Development**

Monroe 2020 – Comprehensive Plan

- Attract **new enterprises** that create jobs with good pay, contribute to the tax base and balance the burden homeowners and businesses now face for financing public facilities and services, especially schools.
- **Diversify the County's economy** and support and upgrade tourism and other existing industries.
- Pursue as a priority the **retention and expansion** of existing Monroe County businesses.
- Develop **required infrastructure** to support economic development.



Economic Development Partners

East Stroudsburg University of PA

- 1 of 14 institutions in the PASSHE
- Record enrollment 7,200
- ninth largest employer in Monroe
- Impact Monroe County \$109.9M annually



- January 15, 2003
Gov. Rendell's challenge to
University Presidents
- "Captains" in the area of
Economic Development



*charge -- focus on higher education's role in
community development, workforce training,
entrepreneurship and innovation.*



East Stroudsburg University of Pennsylvania
A Member of Pennsylvania's State System of Higher Education

Pennsylvania

not reaching its potential

- 48th of 50 in economic development
- 47th of 50 in employment growth
- 44th in entrepreneurial hotspots report
(Brookings Institute)
- 42nd of 50 states in job creation (27th 70,500 *Job Ready PA – 82% of businesses surveyed by the state said they have trouble hiring qualified workers*)
- Lost more young people than any other state from 1990-2000 (age 25-34 cohort)



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Economic Stimulus Plan for PA

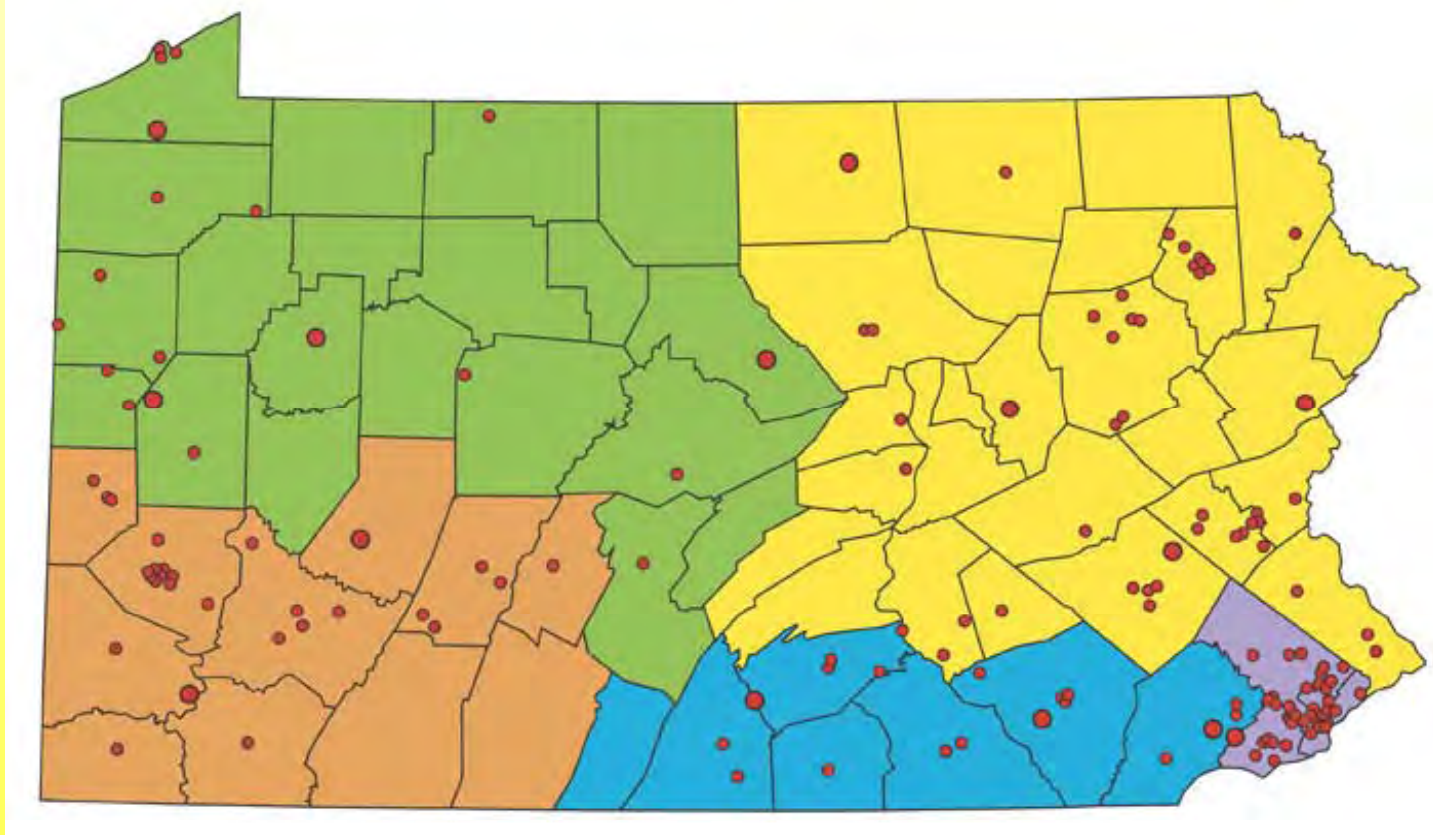
Governor Ed Rendell

- **\$3 billion grants, loans and guarantees**
- **\$35M Keystone Innovation Zones**
- **Leveraged more than \$8.8B in private-sector investment to help start new businesses in Pennsylvania and to help existing companies expand.**



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Higher Education PA

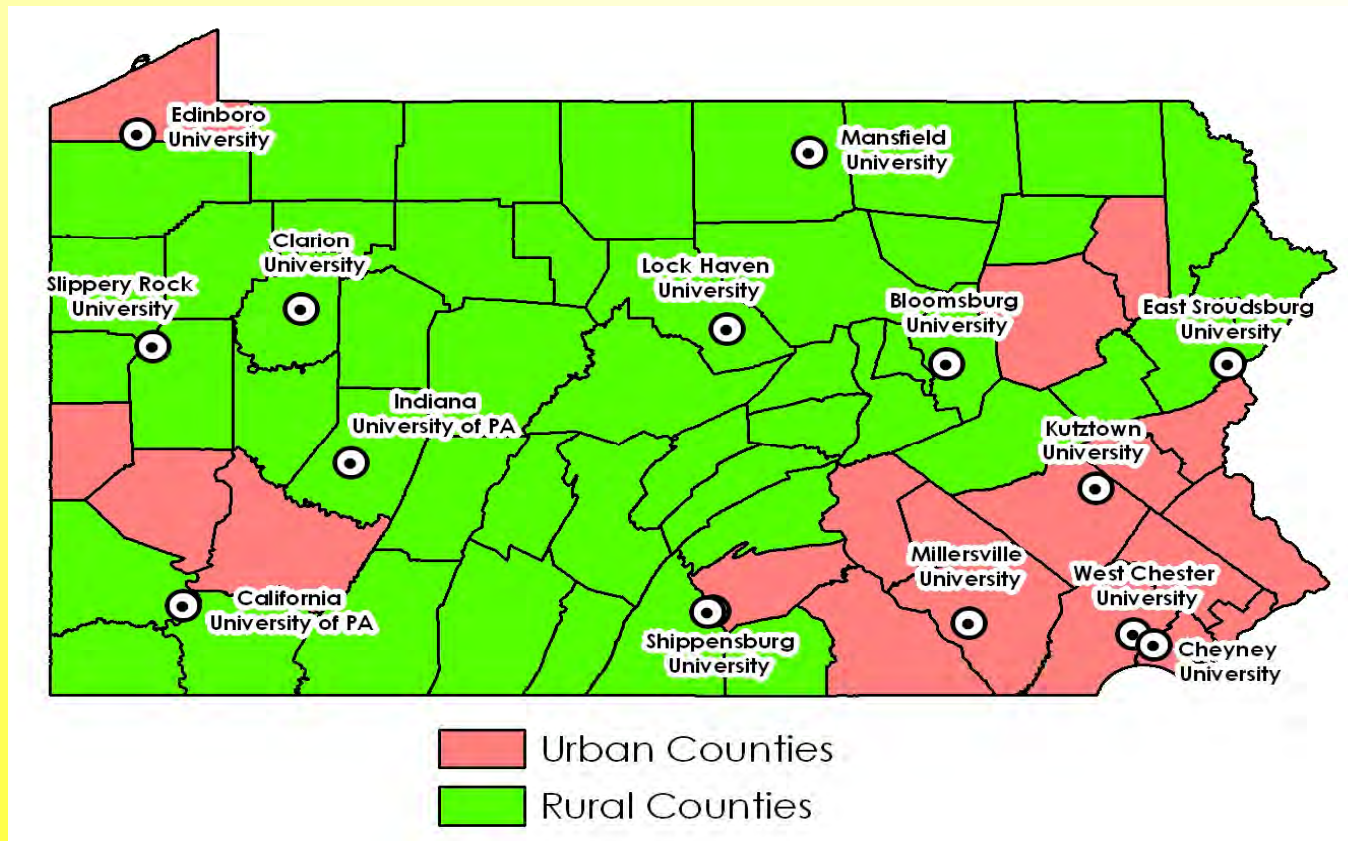


NCES – CA 396; NY 319; PA 253 degree granting institutions
PA 1st in # of public 4 year institutions and 3rd in # Private



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PASSHE Universities: Rural & Urban Counties



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Economic Development TIME LINE

- 1996 - Leadership - Dr. Robert J. Dillman
- 1999 - Center for Research & Economic Development
- 2000 - Business Accelerator Feasibility Study
 - PMEDC/BFTP/ESU
- 2001 - University Business Accelerator (Dec)
 - Legislative/BFTP/County Commissioners
- 2004 - Pocono Mountains Keystone Innovation Zone

ECONOMIC DEVELOPMENT TIME LINE

- 2007- ESU College of Business and Management
- 2007 – Research & Business Park Feasibility Study
 - BFTP
- 2008 - Entrepreneurial Leadership Center PASSHE
- 2008 - \$11.25M Bank Closing – September 26, 2008
- 2008 - ESU Research & Business Park – break ground
- 2010 - Center for Innovation & Entrepreneurship



**WOULD YOU
INVEST
in the Economic
Development Vision?**



Economic Development Investment

\$2.5M - Redevelopment Assistance Capital Program(RACP) **RACM/PMEDC**

\$2M - Building PA (low interest loan)

\$1.2M - Economic Development Administration (EDA)

\$1M - Monroe County Gaming Funds

\$688,450 – Wall Street West

\$500,000 - Pocono Mountains Keystone Innovation Zone

\$591,000 - Keystone Innovation Grants



ENTREPRENEURIAL INVESTMENT

\$191,000 - PASSHE Entrepreneurial Leadership Center

\$179,290 - Ben Franklin Technology Partners

\$281,000 - PASSHE Infrastructure

\$398,400 - US Dept. of Education

\$75,000 - Appalachian Regional Commission (ARC)

\$60,000 - Legislative Support

\$9.6M Investment

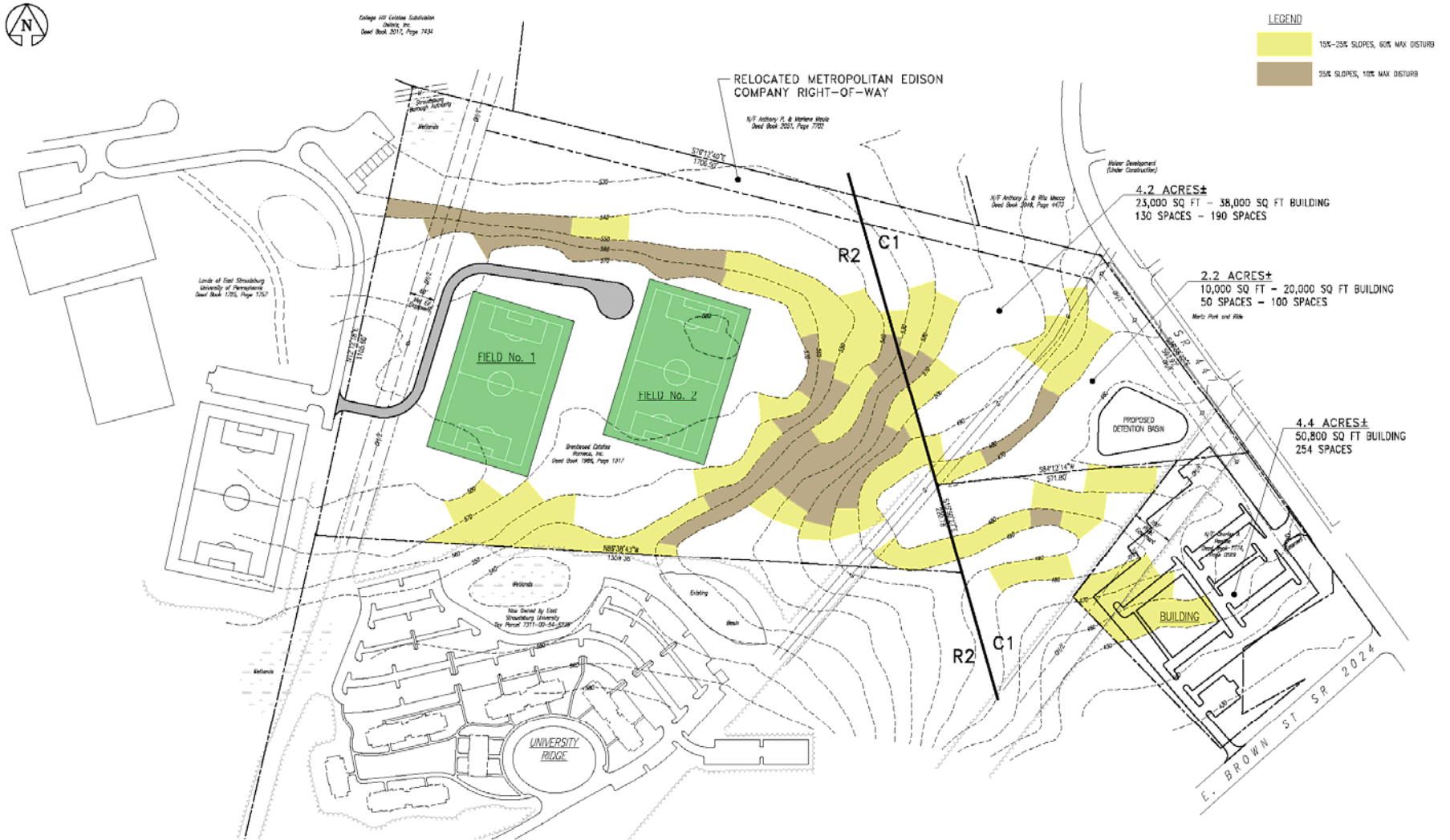
PARTNERSHIPS!



SUSTAINABILITY

- Cultivate & Maintain Partnerships
- Leverage Funds
- Environmental Sensitivity
- Awareness of the Political “Universe”
- NORMAL – The “NEW Normal”

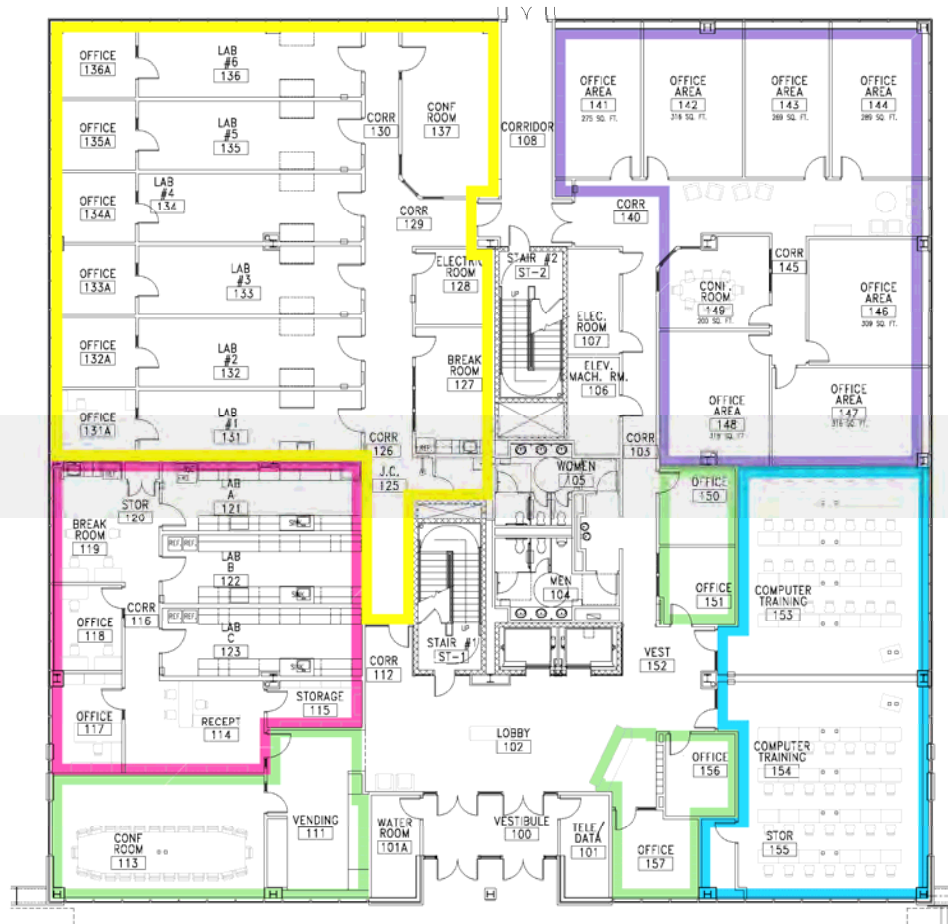
ESU Research and Business Park



Center for Innovation & Entrepreneurship



11,000 sf Business Accelerator 5,000 Wet Labs



SPACE PROGRAM - 1ST FLOOR AREA

AREAS

- COMPUTER TRAINING LABS 1900 S.F.
- DNA LAB FUNCTION 2020 S.F.
- BLDG RECEIPT & SUPPORT 1625 S.F.
- BUSINESS INCUBATOR (LAB) 4182 S.F.
- BUSINESS INCUBATOR 2875 S.F.

TOTAL GROSS SQUARE FEET **16,945 S.F.
 **INCLUDES THICKNESS OF EXTERIOR WALL

ESU / CFRED - First Floor Plan

June 22, 2009



hemmler + camayd architects



Center for Innovation & Entrepreneurship



BUSINESS ACCELERATOR/PMKIZ



- A Sound Strategy, Inc.
- YourWebsite2Go
- financialfootprint, LLC
- Energy & Research Technology Hub (E&RTH)
- FD Software Enterprises
- Trintek Product Integration
- Varsity Letter
- ABP Software, LLC
- BioBuffer Solutions
- DMI Manufacturing, Inc.



BUSINESS ACCELERATOR/PMKIZ



- 129 jobs created
- 271 jobs retained
- 90 businesses assisted
- 123 internships
- 15 high tech companies
- 5 patent applications
- 17 commercialization of new technologies



BusinessWeek



Brian Pedone

ABP Software Finalist

Top 25 Entrepreneurs Under 25



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Education is the Engine that drives the Economy

595 jobs; and \$57M Monroe County

630 jobs and \$59.4M Northeast Pennsylvania

741 jobs and \$85.7M Pennsylvania



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QUESTIONS



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Project Presentation

- Franklin & Marshall College's brownfield redevelopment

American Planning Association/ American Certified Planners

October 4, 2010

Case Study: Franklin & Marshall College and City of Lancaster

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Guiding Principals

- Institutional self-interest/competitive advantage - “neighborhood environment counts”
- Comprehensive, multi-disciplined approach - “no silver bullets”
- Bring in the best expertise available to drive initiatives - “avoid poorly planned projects”
- Establish and leverage key institutional partnerships - “it’s all about relationships”



Scalable Action Plan

1. Transform neighborhood into visually attractive and safe area through “clean and safe initiatives”
2. Promote home ownership to improve housing stock
3. Invest in neighborhood public schools so new home buyers are attracted
4. Provide neighborhood retail amenities and services
5. Promote local economic and community development through strategic projects



Lancaster Strategic Plan

Focus Areas

- Arts, Culture, Entertainment
- Provide Quality Market Rate Housing Option
- Develop the Retail Sector
- Neighborhood Revitalization
- Ease of Mobility
- Public Amenities and Ambience
- Create a Customer-Centered Culture



Action Item #4 - Neighborhood Retail Amenities

College Row & Child Care Center



College Row Stats

- 200,000 SF residential
- 50,000 SF commercial
- 117 student apartments
- 393 students relocated from neighborhood



Action Item #4 - Neighborhood Retail Amenities College Row Project

Challenges

- Too many students living off campus in private apartments
- Other construction projects demanded financial resources

Solution

- Issued RFP for a mixed use project (393 beds)
- Selected the most qualified team with extensive expertise
- College contributed ground through a 40 year lease
- Silverang Scattered Site Program (240 beds)



Action Item #4 - Neighborhood Retail Amenities College Row



Action Item #5 - Economic & Community Development Northwest Gateway Project



Action Item #5 Armstrong



Armstrong



Armstrong





FRANKLIN & MARSHALL

Armstrong Master Plan - Neighborhood Vision



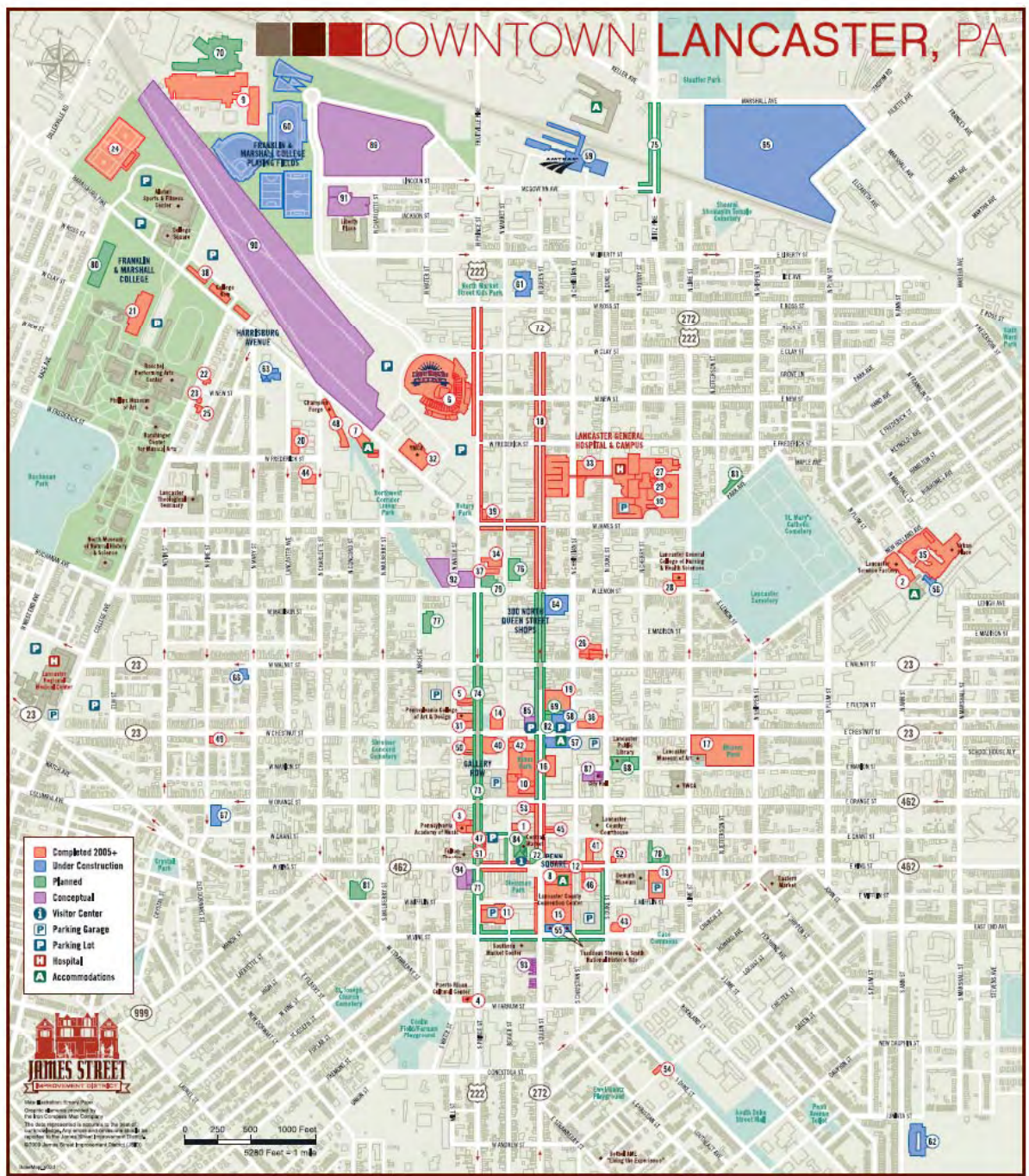
Norfolk Southern



Norfolk Southern



DOWNTOWN LANCASTER, PA



- Completed 2005-2009
- Under Construction
- Planned
- Conceptual
- P Visitor Center
- P Parking Garage
- P Parking Lot
- H Hospital
- A Accommodations



Now available in hard copy!
 Design drawings provided by
 The City of Lancaster
 This map is provided as a reference to the actual
 project. The City of Lancaster is not responsible for
 any errors or omissions. For more information, please
 contact the James Street Development Center.
 717.391.1234



FRAN

Colleges and universities should leverage external resources to support their neighborhood revitalization efforts

- Significant commercial development opportunities exist - “college town” market is growing
- Colleges and universities do not have requisite expertise - “must go to the outside”
- Joint ventures are highly desirable, especially for retail and residential development - “capital is scarce”
- Institutional partnerships are key - “sizzle + capital = success”



Guiding Principals

- Institutional self-interest/competitive advantage - “neighborhood environment counts”
- Comprehensive, multi-disciplined approach - “no silver bullets”
- Bring in the best expertise available to drive initiatives - “avoid poorly planned projects”
- Establish and leverage key institutional partnerships - “it’s all about relationships”



Question & Answer

- Please use the microphone available in the room to ask your question.