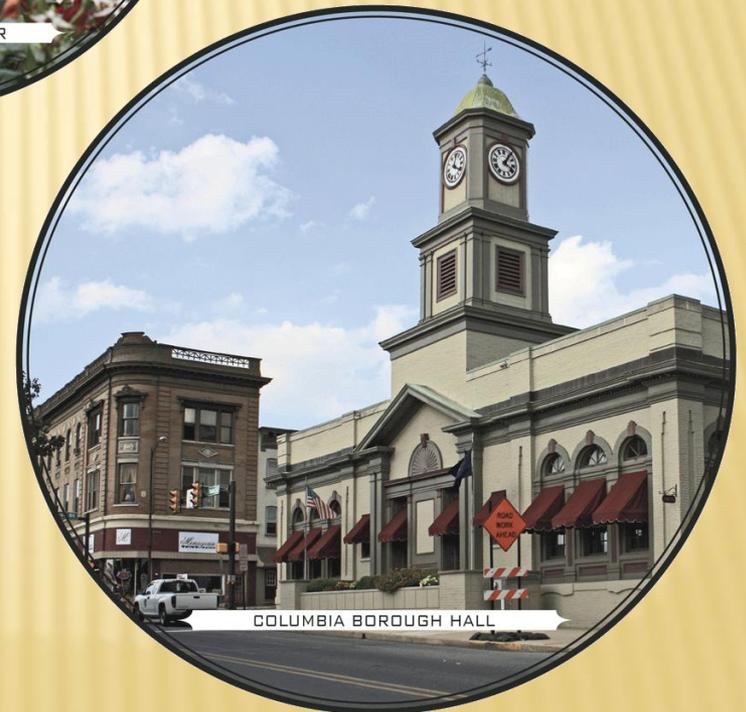
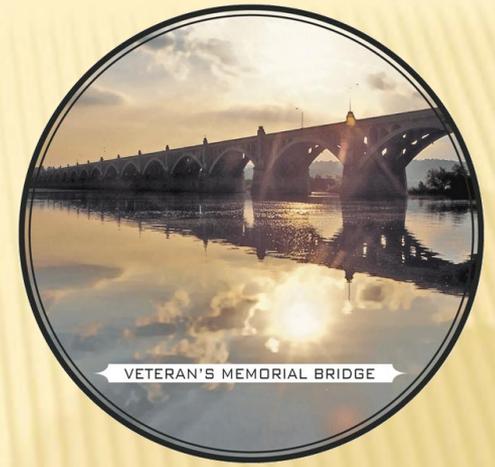
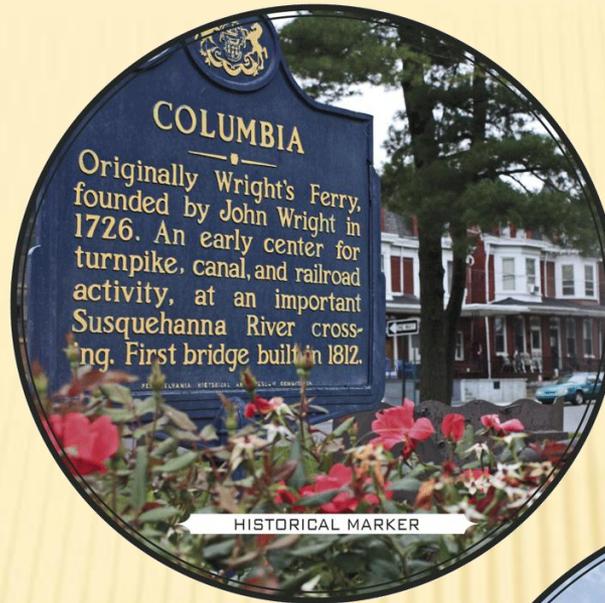


WELCOME

TO

**AN INTEGRATED
APPROACH
TO BOROUGH
REVITALIZATION**



AN INTEGRATED APPROACH TO BOROUGH REVITALIZATION

Presented at the 2010 Annual Conference

Pennsylvania Chapter of the
American Planning Association

October 3, 2010

by

Theo Robinson, Senior Urban Planner

Carole Wilson, Historic Preservation Specialist

Kip Van Blarcom, Senior Heritage Planner

Lancaster County Planning Commission

Lancaster, Pennsylvania

This presentation highlights the Lancaster County Planning Commission's collaborative approach for revitalizing the city and boroughs of Lancaster County.

This approach involves:

- Collaboration among Lancaster County Planning Commission staff members, who are organized into four divisions, and represent several specialties in the planning field; and
- Collaboration between the Lancaster County Planning Commission and local municipalities.

We've chosen **Columbia Borough** as our case study for illustrating the process.

Lancaster County Policy Plan: Focus Areas

- 1 Protect and preserve our natural and cultural heritage
- 2 Revitalize our urban communities
- 3 Develop livable communities
- 4 Create a sustainable economy
- 5 Celebrate, invest in, and mobilize the talents of our human resources
- 6 Promote strong leadership, awareness, responsibility, and involvement in community issues

Lancaster County Comprehensive Plan

"ReVisions"
Policy Element

Growth Management
Element

Functional Elements



Cultural Heritage



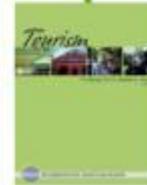
Economic
Development



Green
Infrastructure



Housing



Tourism



Transportation



Water Resources

Goal: Managing growth while preserving the county's heritage resources and unique sense of place

CIRCUIT RIDER PROGRAM

The Lancaster County Planning Commission has a **circuit rider program** that began when LCPC staff approached the state for assistance through the Shared Municipal Services program, which funds multi-municipal economic development initiatives.

LCPC's goal was to assist Lancaster County's 18 boroughs in creating local economic development plans.

Goals of the Circuit Rider Program

- **Provide technical assistance**
- Build local capacity to implement the community and economic recommendations of municipal comprehensive plans
- Leverage public and private funds toward community-based redevelopment strategies
- Assist in the development of downtown revitalization strategies
- Identify the economic development impact of proposed plans and ordinances
- Work to retain existing businesses
- Support business startups and expansions
- Coordinate access to low-cost financing for small businesses
- Identify and structure economic development projects
- Identify housing and economic development financing strategies
- **Assist in preparing applications for various funding sources**

URBAN ENHANCEMENT FUND

In 2005, the County of Lancaster floated a \$25 million floating bond program to support projects in the city, boroughs, and Urban Growth Areas in townships. The bond supports:

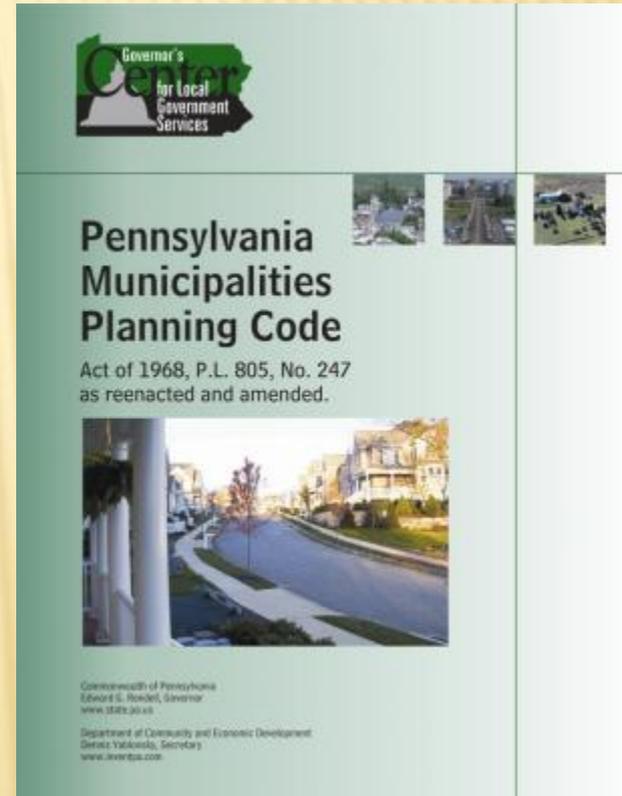
- **Agricultural and natural lands preservation and**
- **Urban revitalization** (through the Urban Enhancement Fund, or UEF)

PRESERVATION PLANNING

Preservation planning became a formal part of the county planning program in 2000 when the MPC was amended to include planning and zoning for the protection of historic resources.

As stated in **MPC Section 301(a)(6)**:
*The municipal, multi-municipal or county comprehensive plan . . . shall include . . .
A plan for the protection of natural and historic resources . . . and historic sites.*

And in **MPC Section 603(g)(2)**: *Zoning ordinances shall provide for protection of natural and historic features and resources.*



Heritage



The Cultural Heritage Element
A Strategy for Preserving Our Sense of Place
April 2006

The Lancaster County **Cultural Heritage Plan** was subsequently prepared as an element of the county comprehensive plan to provide a blueprint for municipalities to comply with this mandate and develop preservation planning practices.

Primary responsibility for providing preservation planning assistance to municipalities lies with the **Historic Preservation Specialist** who works directly with municipal officials, agencies and organizations to identify goals, objectives, and strategies.



The Comprehensive Plan for Lancaster County, Pennsylvania

The county's **Historic Preservation Guidelines**

provide model zoning language for preservation regulations.

These guidelines and other planning tools may be found on the county website:

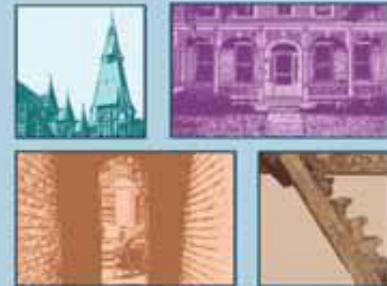
www.co.lancaster.pa.us/toolbox

Historic Preservation Guidelines

For the Preservation, Promotion and Regulation
of Historic Resources

Lancaster County, Pennsylvania

May 2009



Lancaster County Planning Commission

TOURISM PLANNING



Tourism in Lancaster County

Economic Impact

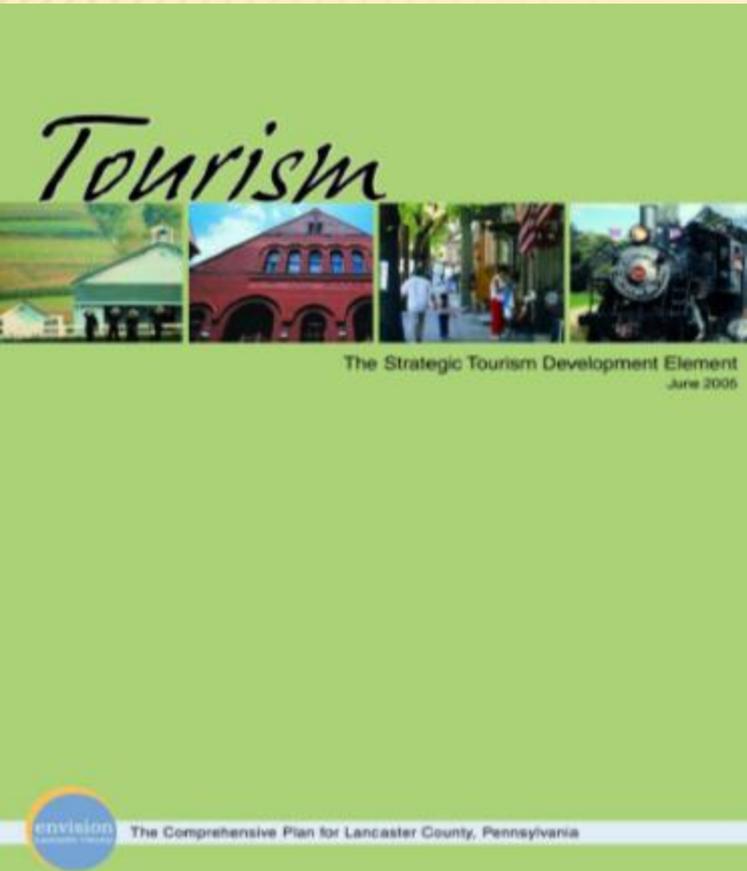
- 11 million visitors annually
- \$2 billion spent on visitor goods and services
- Generates \$460 million in tax revenue

Community Benefits

- More places to eat, sleep, and have fun
- Natural, cultural, and historic preservation
- Improved facilities and services

*Courtesy PA Dutch Convention
& Visitors Bureau*

Lancaster County Tourism Plan

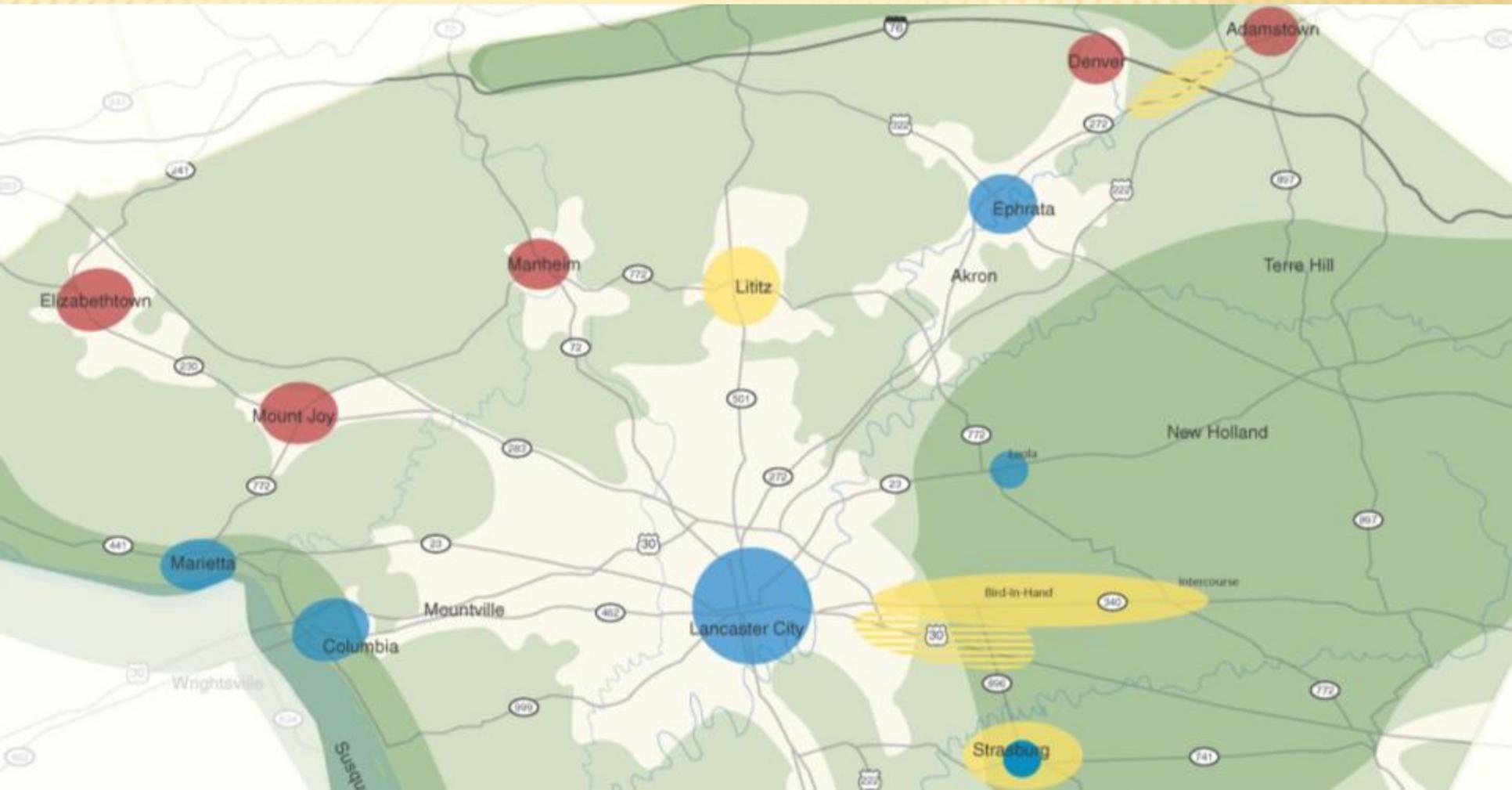


How can we ensure that tourism remains competitive and sustainable over the long term?

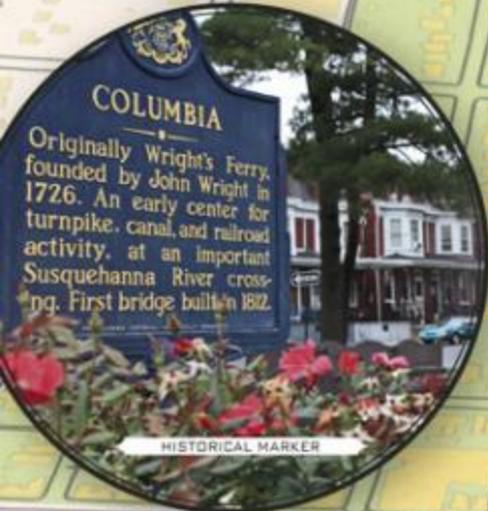
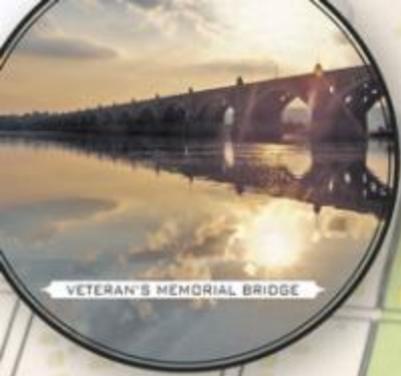
- Focus on authentic places and products – while protecting sensitive resources
- Work collaboratively to find the fit between the community and tourism
- Make destinations come alive

Lancaster County Tourism Development Areas

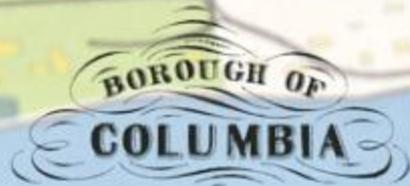
The city and boroughs are among the county's most promising – but largely untapped – tourism resources.



MARCH 2010



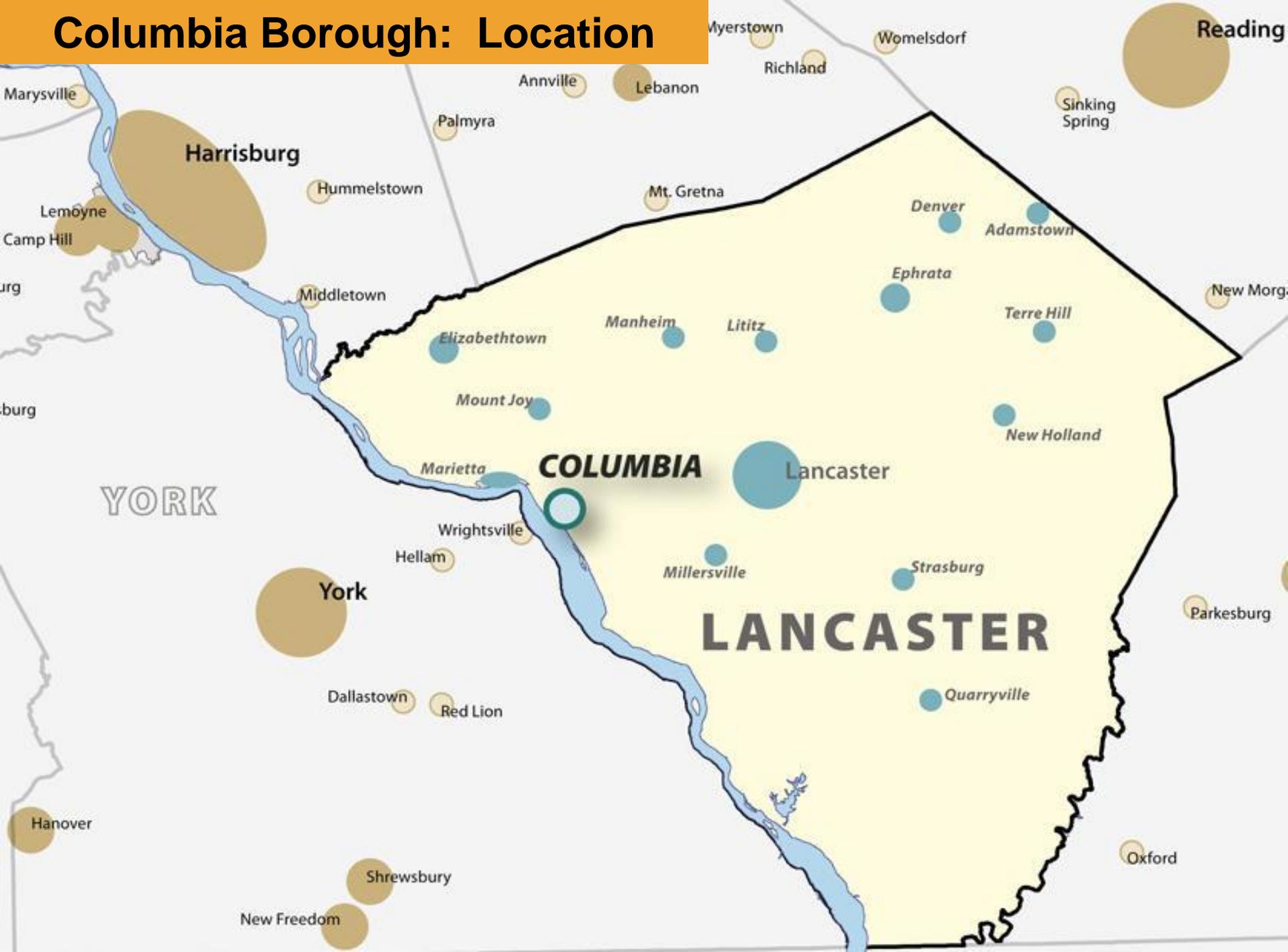
ECONOMIC DEVELOPMENT STRATEGIC PLAN



Columbia Borough:

A Case Study

Columbia Borough: Location



Columbia's Early History

- 1726** Settled by John Wright
- 1730** Wright's Ferry established
- 1788** Town laid out and named Columbia
- 1797** Northern section of canal completed to Columbia

Developed into a hub for goods such as flour, grain, whiskey, and lumber shipped south and east on water and land routes.

- 1812** Bridge built across the Susquehanna River
- 1814** Incorporated as a borough
- 1835** A canal opened, connecting Columbia to Havre de Grace, MD
- 1860** Connected by rail to Baltimore, Philadelphia, and points west

Became a commercial center with planing mills, foundries, machine shops, flour mills, engine manufactories, cigar making, and the anthracite iron industry. Lace, silk, and knitting mills were established after the Civil War.

Columbia developed particularly high quality architecture, much of which remains. Its richness and breadth can be attributed to the remarkable variety of architects and builders who were attracted here.

The 20th century was not kind to Columbia. The canal was filled in, the railroad moved to Harrisburg, the iron industry moved west, and Columbia experienced economic decline. Businesses moved away from the riverfront and uptown to the current business district.

New ways must be found for this historically and architecturally rich community to regain its commercial and industrial vitality.

Vision Statement

Restore Columbia as a thriving and vibrant community by implementing an economic growth strategy focused upon the downtown business district, historic resources, and the riverfront.



The interaction and melding of these elements, which comprise the core of the community's economic footprint, will enrich the lives of our residents and provide a unique and valuable experience to those who visit.

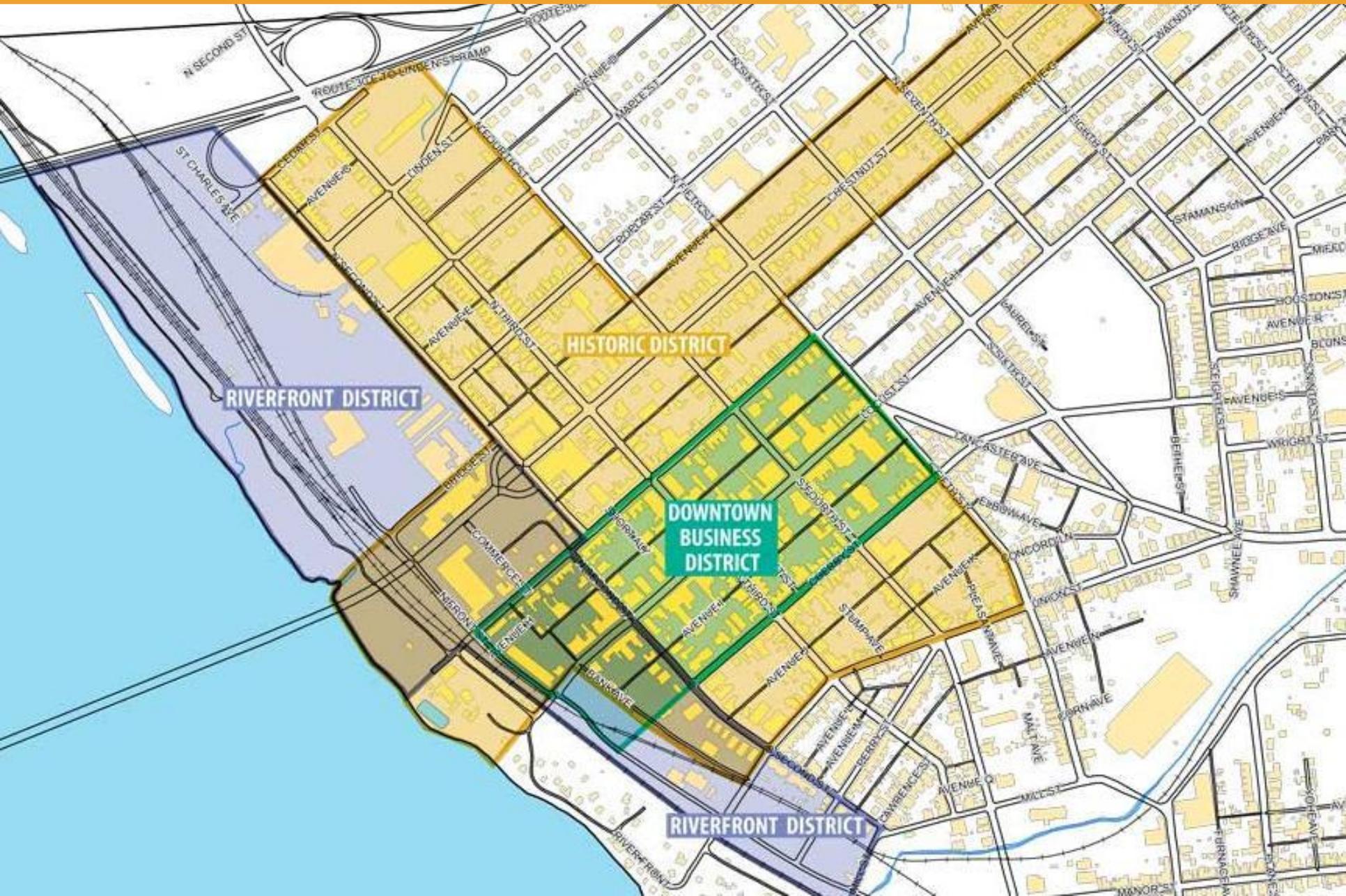
Columbia Borough's Economic Footprint

The plan has three focus areas:

- Downtown Business District
- Historic District
- Riverfront District

Each district has its own mission statement.

Columbia Borough's Economic Footprint: Three Focus Areas



DOWNTOWN BUSINESS DISTRICT



Downtown Business District: **Mission Statement**

Restore and expand the borough's economic vitality by utilizing a market-based assessment of the community.

Downtown Business District: **Assets**

- Numerous buildings that retain their original architectural character
- Contains a major corridor leading to the nearby Susquehanna River
- 30-minute trade area drive-shed includes Lancaster, York, and Harrisburg cities and parts of each respective county
- Interrelationship with the Riverfront and Historic Districts
- Ability to provide sufficient parking
- Complementary relationship between the building and the street
- Designated Local Economic Revitalization Tax Abatement (LERTA) area.









HISTORIC DISTRICT



Historic District: **Mission Statement**

Enhance and promote the borough's historical assets as a key element in our economic recovery plan.

Historic District: **Assets**

- An abundance of architectural styles of historic significance
- A major corridor leading to the river
- Interrelationship among this district and the other two districts
- Potential to attract visitors interested in historically significant buildings
- Complementary relationship between buildings and the street

Columbia Market House

- Built in 1869
- Recently rehabilitated using a UEF grant
- One of the anchor buildings in the Historic and Business Districts
- Will play an important role in the borough's economic strategy
- Has significant potential to draw visitors into downtown Columbia





Avenue

N 3rd St

ue H

Locust St

N 3rd St

Locust St

E Market St

Sadie Ln

Locust St

S 3rd St

I Ave

441

I Ave

S 3rd St

Vacant Industrial Buildings



Mid 19th-century tobacco warehouse, now an antique store



Late 19th-century factory building rehabilitated into an antique store and restaurant



Early 20th-century commercial building rehabilitated for retail use



441

Lincoln Hwy

Lincoln Hwy

30

Lincoln Hwy

Lincoln Hwy

30

Cedar St

Cedar St

N 3rd St

Linden St

N 4th St

Linden St

Linden St

441

N 2nd St

N 3rd St

Maple St

Maple St



In July 2009, work began on the **Turkey Hill Experience** in downtown Columbia. This project is transforming a former silk mill into a visitor attraction. This 26,000 sq. ft. center will highlight the ice cream making process, the history of the dairy, and the region. Anticipated opening date is Spring 2011.



1735



1795



c.1811



c.1875

c. 1790



1890

c. 1840

18th-, 19th-, and 20th-Century Neighborhoods



RIVERFRONT DISTRICT



Riverfront District: **Mission Statement**

Restore and expand the borough's natural assets as a key element of the economic development plan.

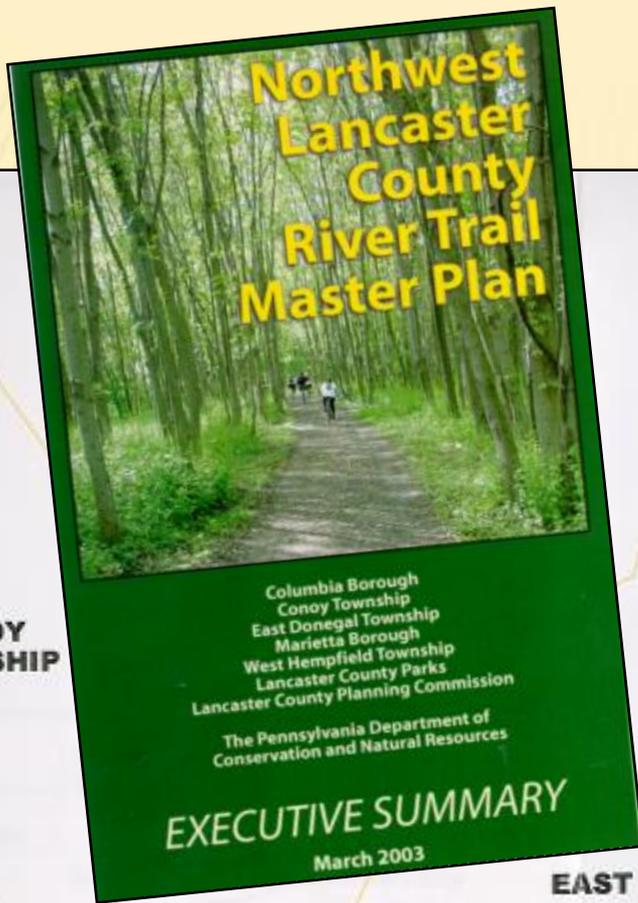
Riverfront District: Assets

- Natural resources that can serve as a base for ecotourism
- Natural areas along the river and scenic trails and outlooks
- Rich history in terms of the borough's development, the Industrial Revolution, and the Civil War
- Close proximity to the Chickies Creek Historic District and Chickies Rock County Park
- Interrelationship with the Downtown Business and Historic Districts
- Prime recreational area

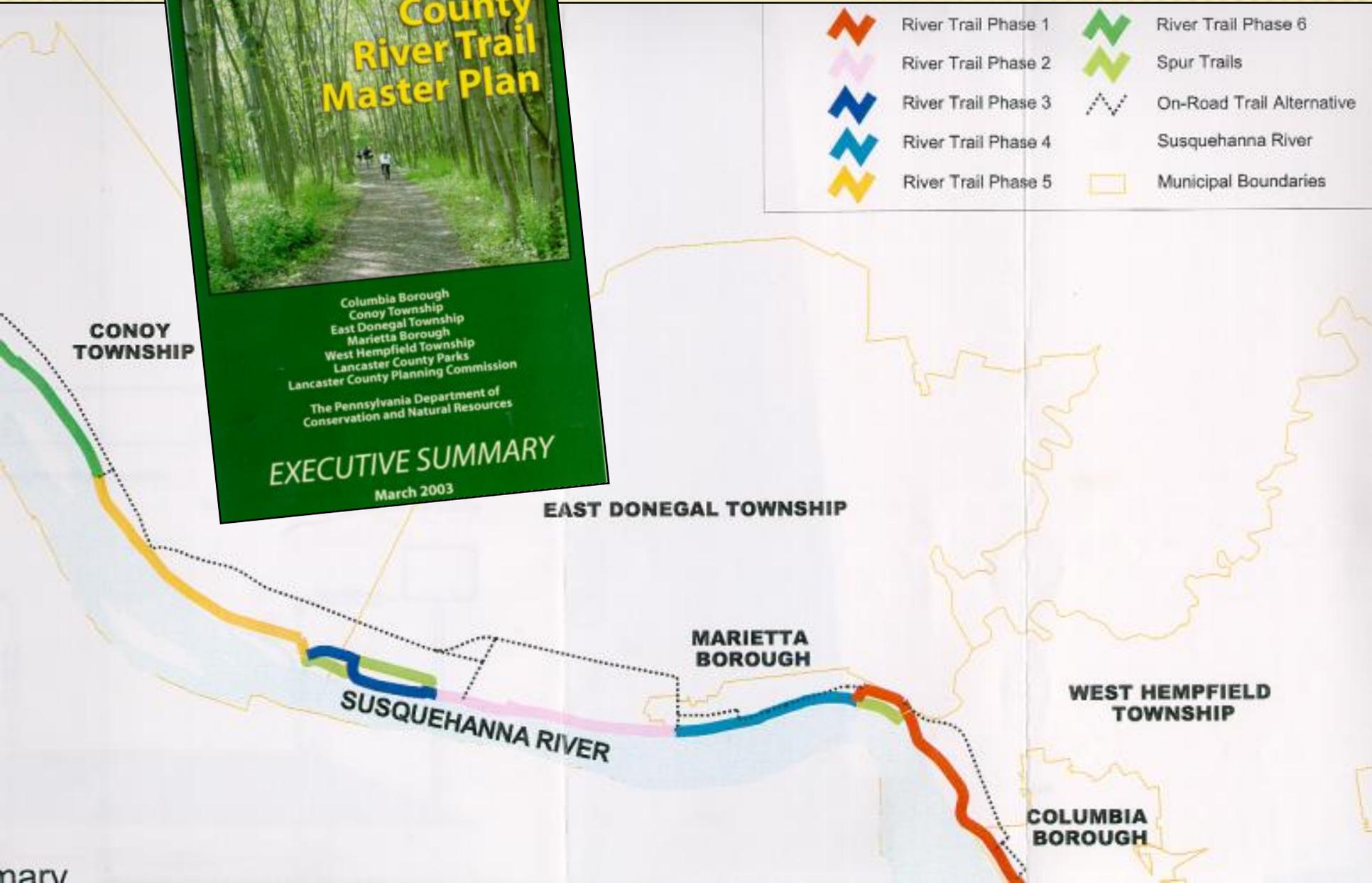
Lower Susquehanna River Gorge



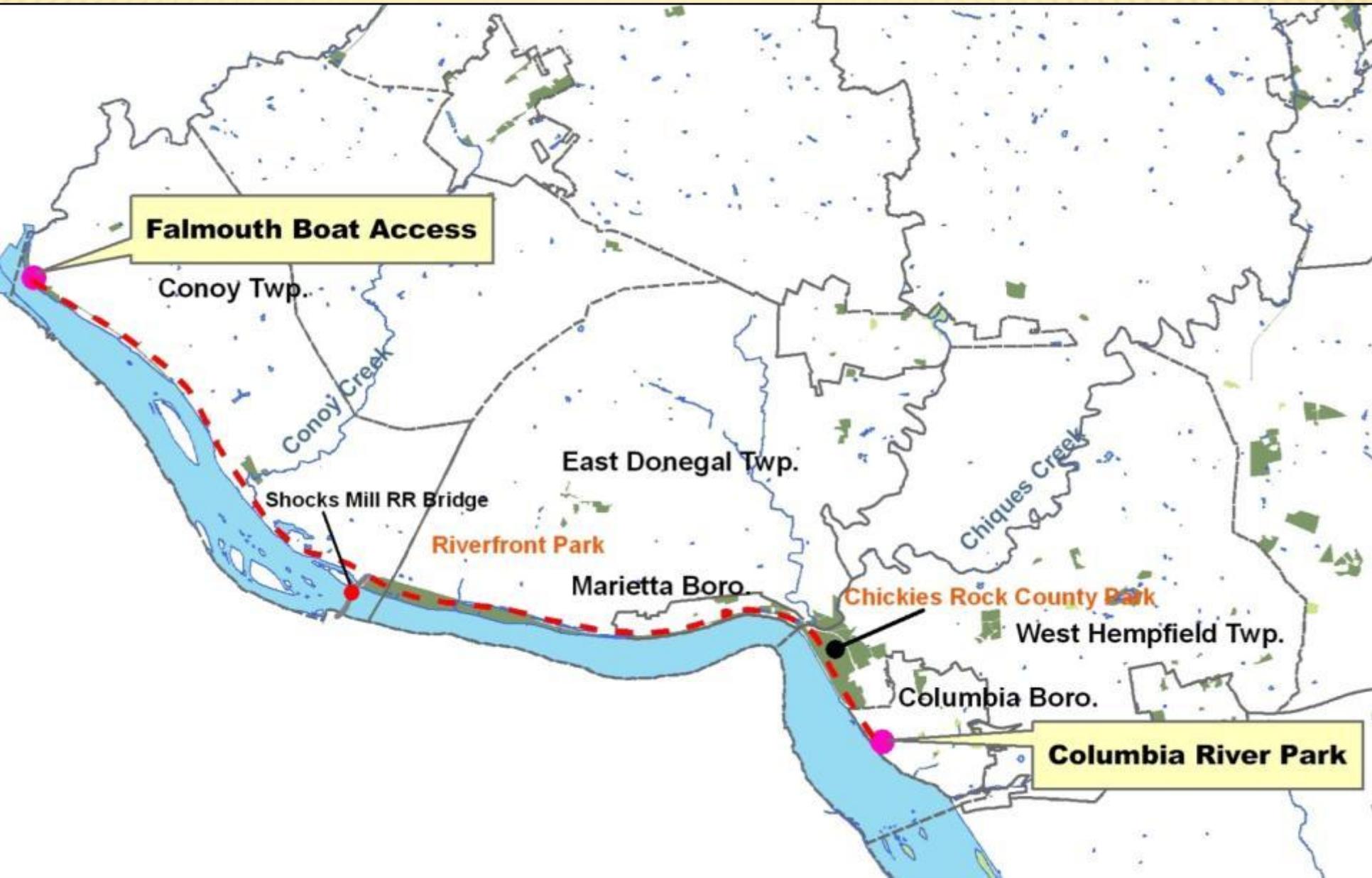
Northwest River Trail



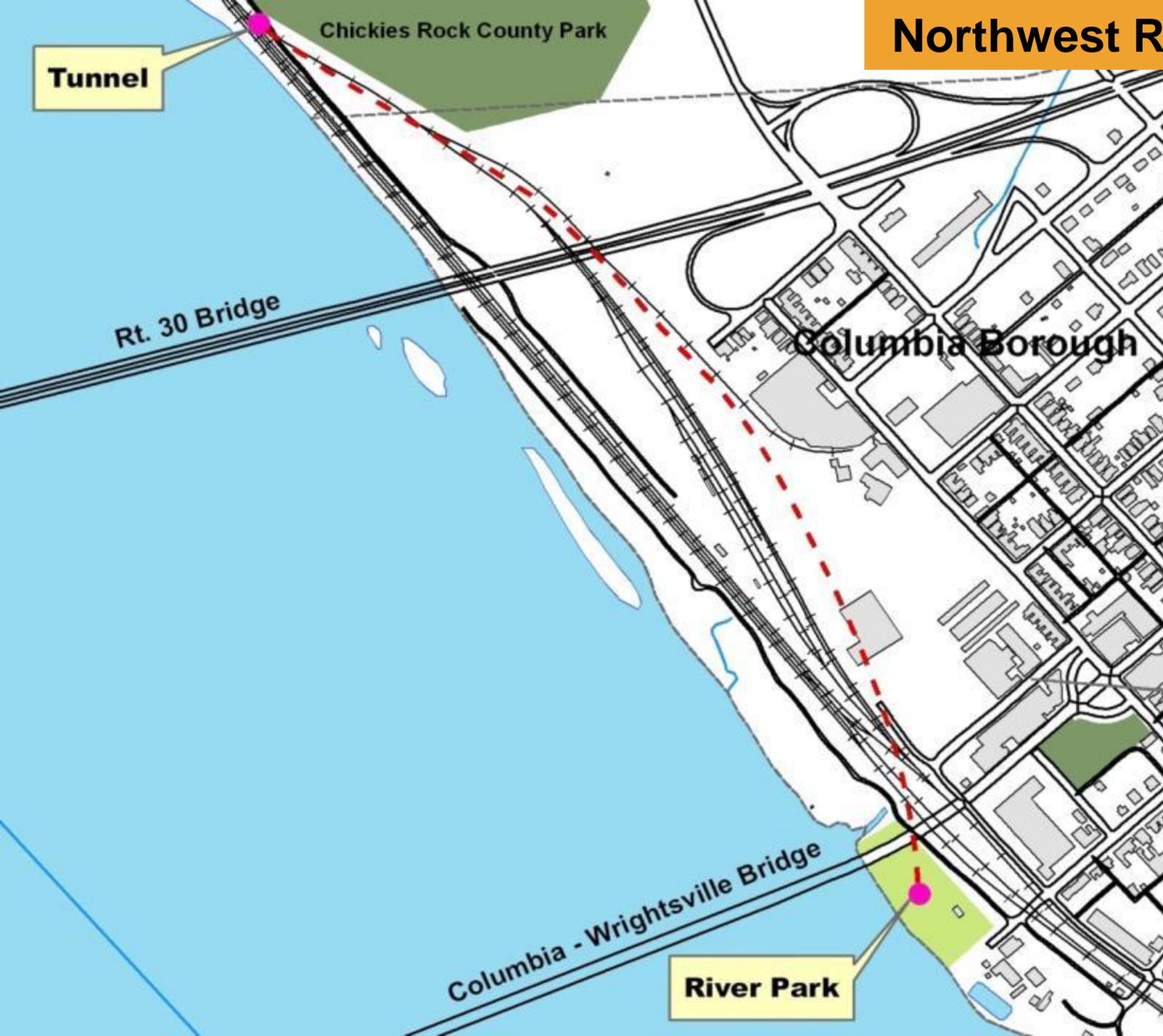
- | | | | |
|---|---------------------|---|---------------------------|
|  | River Trail Phase 1 |  | River Trail Phase 6 |
|  | River Trail Phase 2 |  | Spur Trails |
|  | River Trail Phase 3 |  | On-Road Trail Alternative |
|  | River Trail Phase 4 |  | Susquehanna River |
|  | River Trail Phase 5 |  | Municipal Boundaries |



Northwest River Trail



Northwest River Trail



Tunnel

Chickies Rock County Park

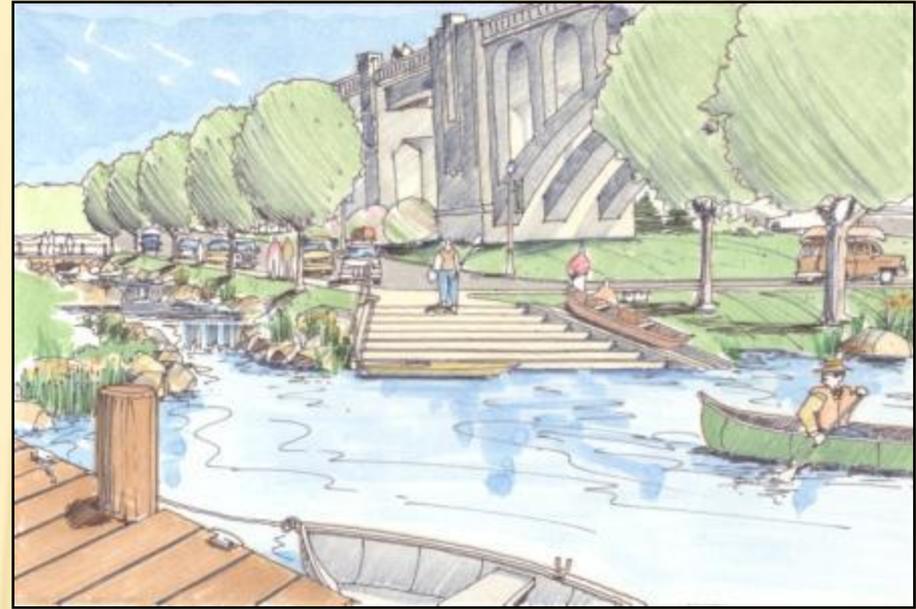
Rt. 30 Bridge

Columbia Borough

Columbia - Wrightsville Bridge

River Park

Columbia River Park Renovation Project



COLOMBIA'S TOURISM POTENTIAL

Columbia has the potential to become one of Lancaster County's key tourism destinations.

In addition to the potential ecotourism amenities in the Riverfront District, Columbia's other two districts can also play an important role in making Columbia a more attractive, competitive, and sustainable tourism destination.

Columbia can serve as a "hub" for all kinds of activities that appeal to both residents and visitors.



One of the best ways for Columbia to reap the benefits tourism is to focus on its uniqueness as a community:

- Beautiful setting along the river
- Incredible architectural diversity
- Fascinating stories from the past

Heritage tourism focuses on preserving and interpreting these kind of resources – one-of-a-kind assets that authentically reflect the local community.



Lancaster County Heritage

This program highlights natural, cultural, and historic resources that meet strict guidelines for authenticity, interpretation, and visitor readiness.

It's managed by Lancaster County Planning Commission staff with input from an Advisory Committee.



Types of Resources Included in the Program



Attractions	Sites Lodging Dining
Activities	Events Tours
Craftsmanship	Crafts Living Treasures Industries
Places	Routes Communities Landscapes

Towns & Villages Website

[Home](#) | [About Us](#) | [Map of Lancaster County](#)



Historic **Towns & Villages** of LANCASTER COUNTY PENNSYLVANIA

[Lancaster County](#)

[Towns & Villages](#)

[Heritage Resources](#)

[Themes & Stories](#)

[Events Calendar](#)



Bethel African Methodist Episcopal (AME) Church

Located in Lancaster City

450-512 E. Strawberry St.
Lancaster, PA 17602



Officially designated
Heritage Resource

This church, founded in 1817, served as a station on the Underground Railroad and a center of spiritual renewal for free African-Americans who lived in the Lancaster community. Today, Bethel is also the site of "Living the Experience," an interactive spiritual journey back to the time of the Underground Railroad. This historical reenactment performance ends with a traditional dinner.

HERITAGE THEMES

These five themes are the "big stones" that characterize the natural, historic, and cultural heritage of Lancaster County.

They're designed to help you connect the dots between individual resources and the region's heritage as whole. To learn more about a theme and the resources associated with it, click on one of the links to the right.

[Natural Wonders](#)

[Towns and Countryside](#)

[Ingenuity](#)

[Freedom](#)

[Bounty](#)

[photos](#)



Exterior of Bethel AME Church



[click each photo above to enlarge](#)



Lancaster County

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Designated “Heritage Resources” in Columbia

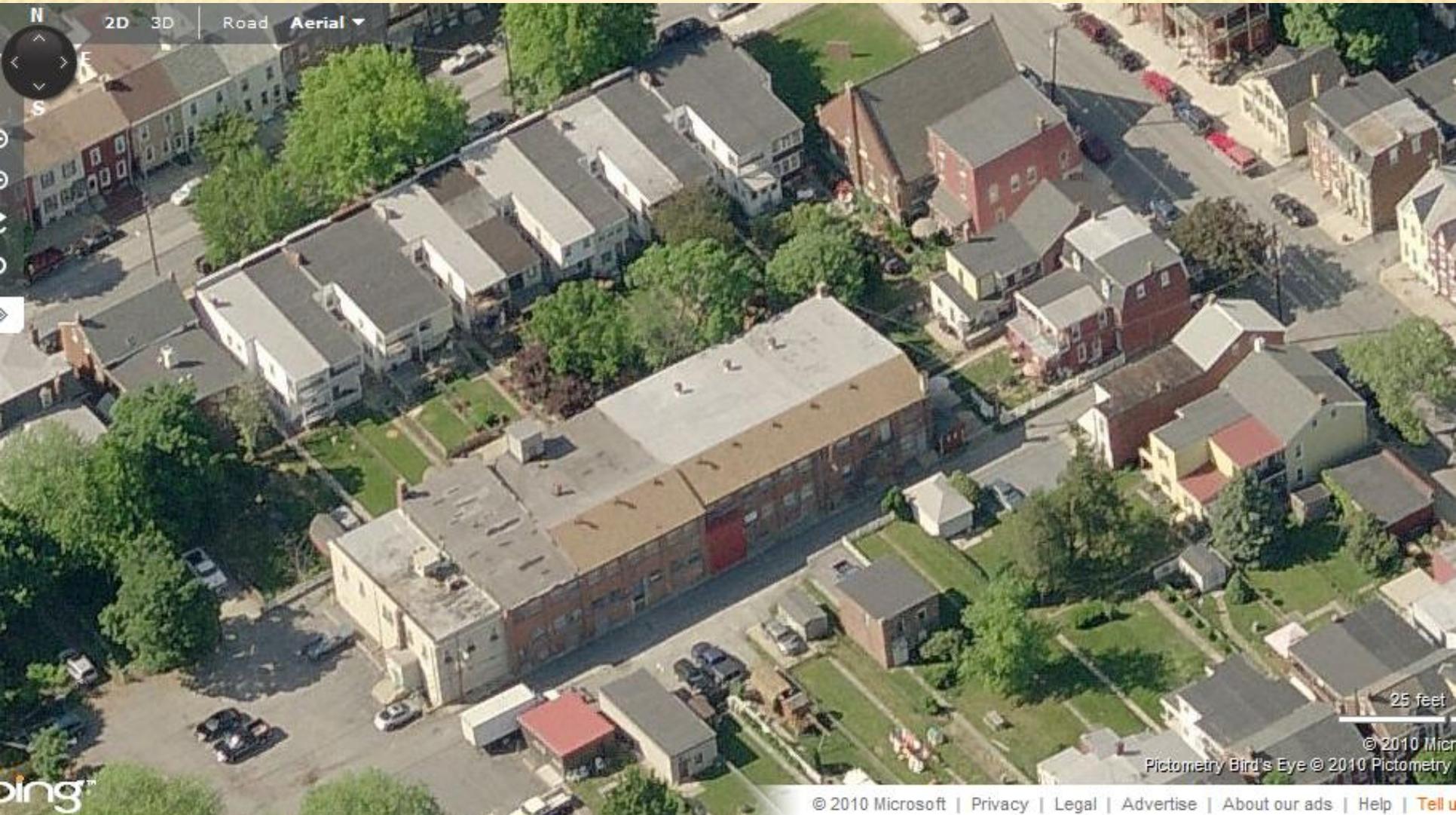
(Participants in the Lancaster County Heritage Program)

- Columbian B&B Inn
- Columbia Historic Preservation Society
- First National Bank Museum
- Susquehanna Glass Company
- Wright’s Ferry Mansion

Potential Resources:

- Columbia Market House
- Turkey Hill Experience
- A variety of other sites, lodging and dining facilities, events, etc.

Susquehanna Glass Factory



25 feet

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bing™

Susquehanna Glass Factory



MARKET ASSESSMENT

Current Conditions

- Consumer Buying Power
- Retail Market Power
- Opportunity Gap by Retail Types
- Comparative Data within Primary Market Area

Definitions

Retail Market Power – Comparing supply and demand to determine potential sources of revenue growth for any geographic area.

Demand – Total amount spent by residents for a given commodity.

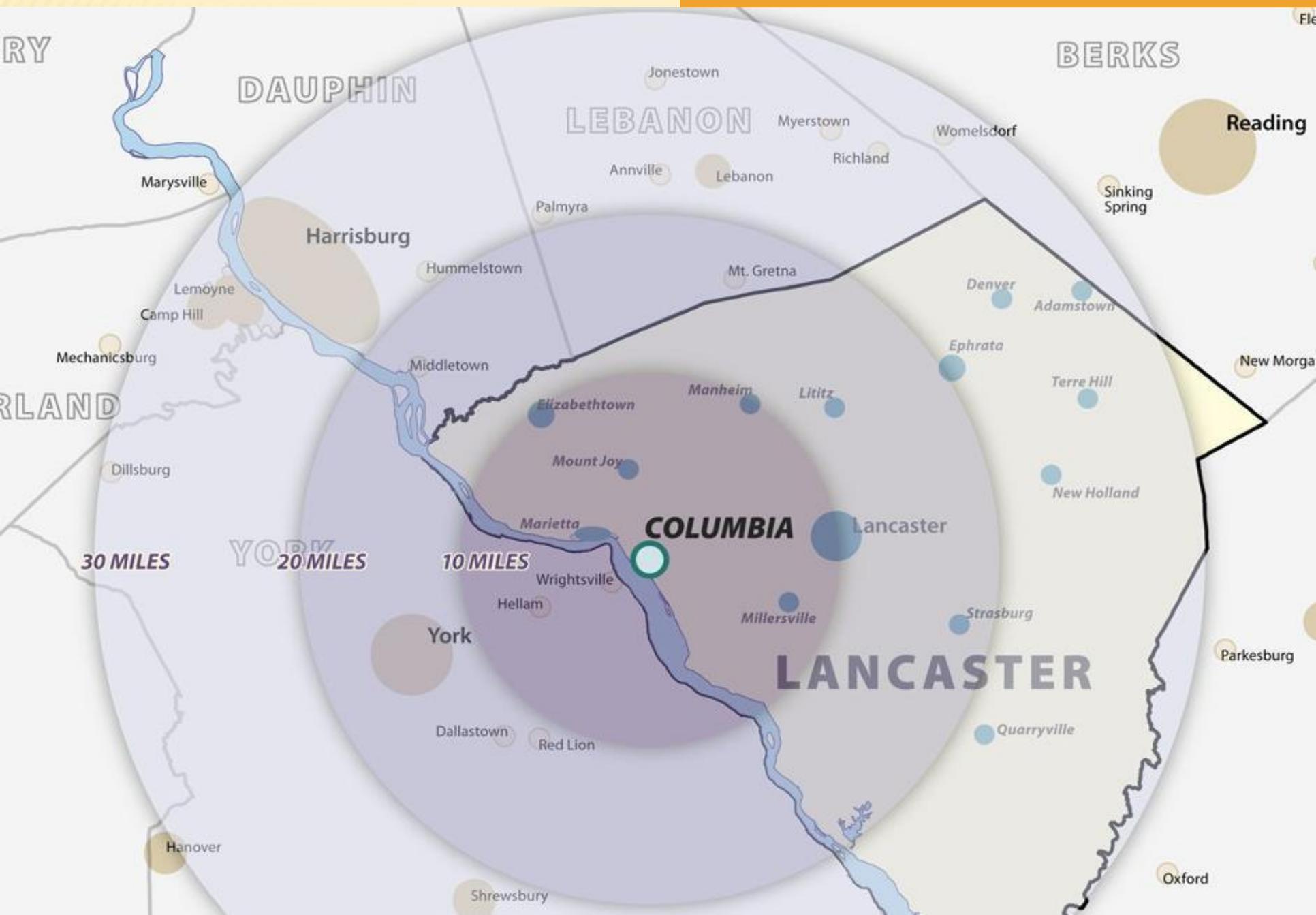
Supply – Amount of actual spending for a given commodity. This amount represents the satisfied percentage of demand.

Opportunity Gap – Difference between household expenditures for a specific geography and corresponding retail sales estimates.

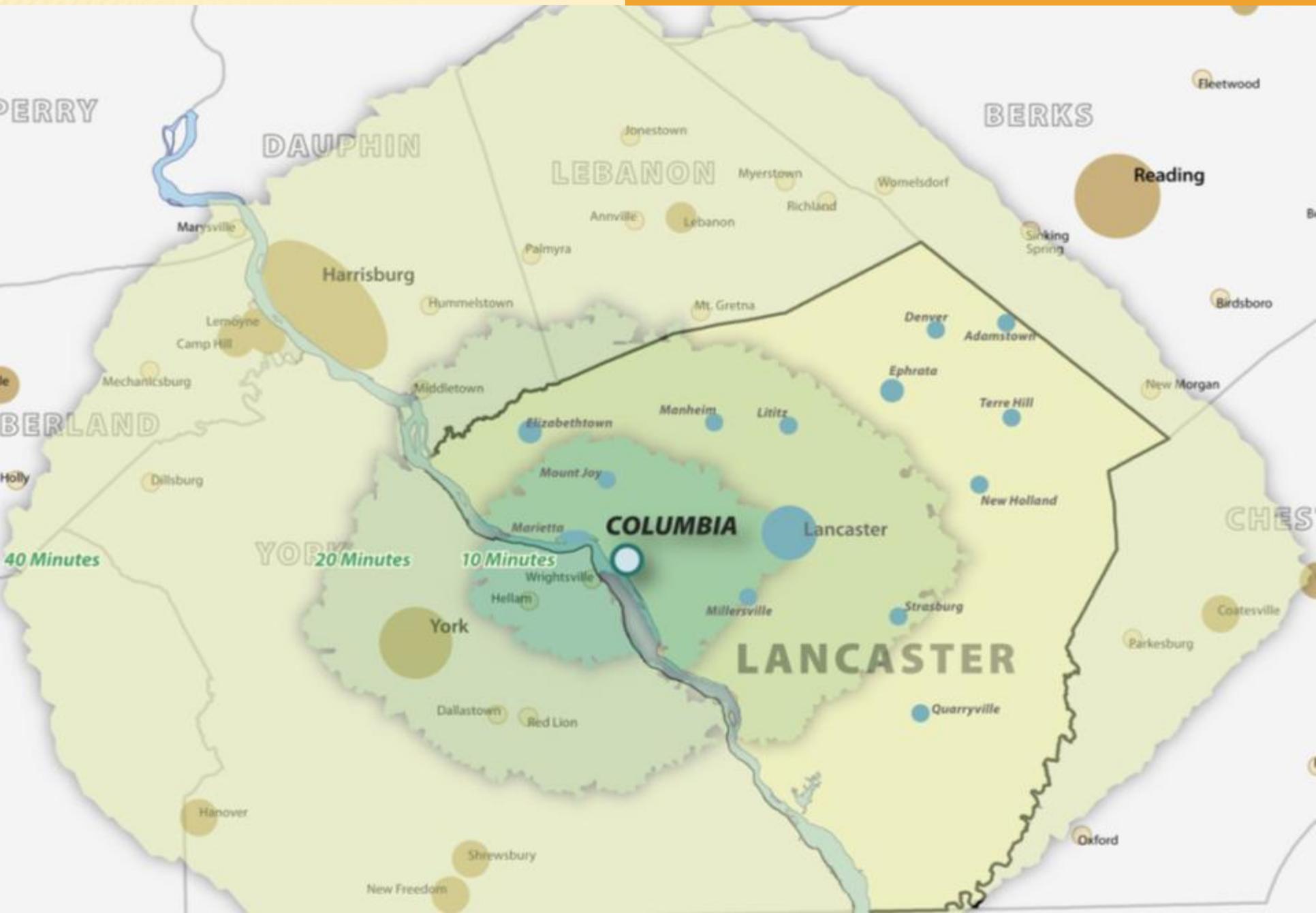
Opportunity Deficit – When expenditures are lower than sales estimates. In this case, local retailers are attracting residents of other areas into their stores.

Opportunity Surplus – When household expenditures are higher than sales estimates. Resident households are meeting the available supply and supplementing their demand by going outside their own geography.

Distance to/from Columbia



Drive Time to/from Columbia



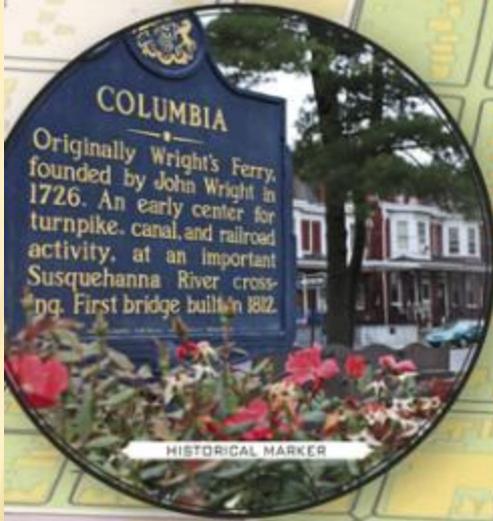
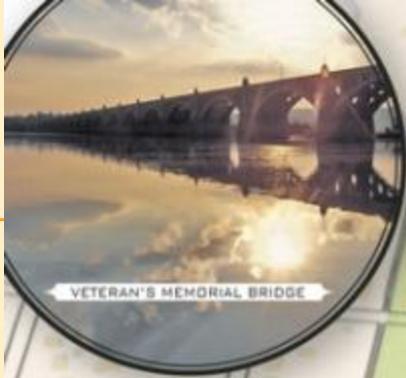
Action Plan Matrix

Five Categories of Action Items:

- Project / Development
- Education / Cultural Programming
- Physical Improvements
- Administrative Action
- Marketing / Promotion

SUMMARY

Where do we go from here?



ECONOMIC DEVELOPMENT STRATEGIC PLAN

