



VII. Revitalizing Our Communities

The effects of unmanaged growth are felt in our cities, suburbs, and rural areas. As development continues to move outside of the urban core, formerly strong urban centers see significant deterioration. The Pennsylvania Downtown Center believes “land use policy has created an economic environment that encourages greenfield development and often discourages development or redevelopment of areas with existing infrastructure, i.e., downtowns.” Despite the effects of this growth, downtowns remain cultural, historical, educational, architectural and entertainment centers. Facilities related to these uses are among the few unique assets and competitive advantages of cities.

In recent years, a number of land use practices, some based on the unique aspects mentioned above, have been established that look to revitalize our communities. These practices cover a wide range of topics, from historic preservation to development partnerships, and from grant and loan programs to place-based community and economic development initiatives. The practices involve federal, state, county and local agencies and resources, in addition to the involvement of the general public. What runs common through these practices is the desire to revive the urban core. Making our communities safe from crime, improving the quality of schools and creating employment opportunities are the prerequisites for rebuilding downtowns.

Pennsylvania’s communities are the foundation of our Commonwealth and their social and economic viability is critical to the overall health of Pennsylvania. The following practices look to strengthen that foundation. ■



A. Business Improvement Districts (BIDs)

DESCRIPTION:

Business Improvement Districts (BIDs), commonly known as Business District Authorities (BDAs) in Pennsylvania, are legal entities created for the implementation of business improvement activities in defined districts. They typically consist of commercial uses and are based on the ability to levy assessments on property within the district. Common initial activities of BIDs usually cover “clean and safe,” meaning the focus is on cleaning up the district and improving safety. Other typical activities of a BID include: strategic planning, maintenance, security, consumer marketing, business recruitment and retention, parking and transportation management, facade programs, social services and capital improvements.

BENEFITS:

BDAs organize and fund a number of programs under the umbrella of one authority or one district. This allows improvements or development to be focused on the specific downtown district.

IMPLEMENTATION:

This practice is authorized under the Municipality Authority Act of 1945, the Business District Authority Act (Act 41) of 1980, and Pennsylvania Statute Title 53 (Municipalities Generally), Part V (Public Improvements, Utilities and Services), Chapter 54 (Business Improvement Districts). BIDs, or BDAs, are usually organized by district property owners.

EXAMPLES IN PENNSYLVANIA:

Mount Pleasant Borough Business District Authority, Westmoreland County – One of the smaller BDAs in the State, it was formed as a result of an extensive strategic planning process involving downtown stakeholders. The Borough has been able to maintain an active, viable downtown despite the threat of suburban “big-box” retail.

Oakland Business Improvement District, City of Pittsburgh, Allegheny County – In March 1999 Pittsburgh City Council created the Oakland Business Improvement District. The property owners in the Oakland neighborhood agreed to have their taxes increased in order to pay for BID services. These services include a 10-person cleaning crew working to clean up the Oakland business corridor as well as the perception of the area. Public works and district officials tour the neighborhood every two weeks to identify problems. The BID is working toward having its own police officer and addressing area graffiti.

Center City District, City of Philadelphia, Philadelphia County – The national model of a BID, it has gone beyond the traditional functions of a BID to include facade improvement programs (Facade Improvement Grants program), comprehensive marketing campaigns, and decreased vacancy rates, all of which have helped increase the residential population of Center City (while the rest of the city has lost 30 percent of its population since 1960, Center City has grown by more than 20 percent).

(Business Improvement Districts, Cont'd)

Along with the various programs and policies that the Center City District manages, maintenance and graffiti crews have provided employment opportunities for disenfranchised people.

City Avenue Special Services District, City of Philadelphia and Lower Merion Township, Philadelphia and Montgomery Counties – The first multi-jurisdictional BID in North America, the tax assessment that makes up the bulk of the District's budget will come from property owners on both sides of the town line. One of the prime reasons for the creation of the District was to improve communication between police forces. In the future, more traditional BID functions, street cleaning and graffiti removal, along with streetscape analysis will be addressed.

District, and are trained to handle medical and other security concerns. The Custodial Crew's responsibilities include daily manual and mechanical cleaning, as well as, seasonal steam cleaning and graffiti removal.

CONTACT INFORMATION:

General information pertaining to BIDs and BDAs can be found at the Pennsylvania Downtown Center's Website at: www.padowntown.org or by calling (717) 233-4675.

For more information on Philadelphia's Center City District call (215) 440-5500 or visit their Website www.centercityphila.org.

More information about the Oakland BID can be found at (412) 683-6243.

Further information on the Reading Downtown Improvement District can be found at www.berksweb.com/did/did.html or by contacting them directly at (610) 376-6424. They can also be reached by writing to: DID, 125 South Fifth Street, P.O. Box 1555, Reading, PA 19603-1555. ■



City of Reading Downtown Improvement District (DID), Berks County – Established by district property owners in 1995, the Reading DID provides enhanced cleaning and security to complement the downtown's services. Eight Community Service Personnel (CSP) are assigned to the

B. Crime Prevention Programs

DESCRIPTION:

Crime throughout the United States and Pennsylvania has dropped significantly in the past decade. Much of this decrease has been attributed to community-based initiatives that have focused on crime prevention and intervention. These initiatives range from improved street lighting to an increase in the number of police officers on the street.

BENEFITS:

Efforts and funding for crime prevention have grown significantly. The result is that citizens and businesses feel better about the community, and both feel better about remaining in the community. A decrease in crime and an increase in prevention means safer communities for Pennsylvania families.

IMPLEMENTATION:

DCED's Project for Community Building has a Community Crime Prevention program that provides resources that allow communities and organizations to develop community-driven, community-directed strategies which can help to eliminate the factors that contribute to crime.

EXAMPLES IN PENNSYLVANIA:

City of New Castle Community Policing, Lawrence County – The community-policing program in New Castle has created a sense of safety and ownership within the communities. Police officers (on foot as well as on bicycles) are assigned to neighbor-

hoods and are responsible for all activities that occur in that neighborhood. Not only do the officers care about their communities, but the public, as well, knows that it has "its man on the streets."

Pennsylvania Weed and Seed Projects, – City of York, City of Chester, City of Lancaster, and City of Wilkes-Barre.

This state-funded program is administered by the Office of the Lieutenant Governor and the PCCD. Pennsylvania Weed and Seed is designed to "weed out" narcotic and other criminal offenders through an intensive law enforcement partnership between local police and the Pennsylvania State Police, and "seed" revitalization programs to eliminate the social and economic deterioration of the community.



City of Pittsburgh Operation Weed and Seed, Allegheny County – A federally funded, comprehensive, joint law enforcement and community investment strategy. It looks to "weed out" violent crime, gang activity, drug use, and drug trafficking in targeted high-crime neighborhoods. It also "seeds" the target area by helping to restore those neighborhoods through social and economic revitalization. This is done by 1) developing a comprehensive

(Crime Prevention Programs, Cont'd)

multi-agency strategy, 2) coordinating existing federal, state, local, and private agency resources, and 3) implementing community policing.

City of Allentown, Lehigh County – Allentown pioneered the use of bicycle police in its downtown. This highly effective companion to foot patrols has been expanded to adjoining neighborhoods. Allentown has also established a growing network of neighborhood police offices and has effectively employed concentrated patrols.

CONTACT INFORMATION:

For more information on Pennsylvania Commission on Crime and Delinquency's crime prevention initiatives, call (800) 692-7292 or visit their website at www.pccd.state.pa.us.

Information on DCED's Project for Community Building has a Community Crime Prevention program can be found by calling (717) 787-7401 or visit the Project website at www.dced.state.pa.us/PA_Exec/DCED/project/project.htm.

Information provided by the City of York for the Pennsylvania Weed and Seed Project can be found at www.yorkcity.org.

Information on Pittsburgh's Weed and Seed Program can be found at www.city.pittsburgh.pa.us/weed&seed.

Contact the Weed and Seed Coordinator in the office of the Lt. Governor at (717) 783-0551, ext. 3088.

Additional information about the City of New Castle Community Policing program can be found by contacting the City of New Castle at (412) 656-3500.

Information on the programs of the City of Allentown can be found by calling (610) 437-7751.

FUNDING SOURCE(S):

The Pennsylvania Commission on Crime and Delinquency administers the grants from the DCED's **Project for Community Building** (approximately \$1 million a year), but also awards \$25 million in grants for other crime prevention programs that are not DCED-related, including juvenile justice initiatives, DARE, other substance abuse education, school resource officers, school-based probation officers, bullying prevention, before- and after-school programs, balanced and restorative justice initiatives, and mentoring programs.

The federal COPS program also provides funding for crime prevention programs. ■

C. Community Development Partnerships

DESCRIPTION:

Community development partnerships are those that involve the combination of agencies, communities, and citizens to work, fund, or champion a common cause. These conglomerations include business organizations, civic associations, public-private partnerships, coalitions, and community based organizations and financial institutions.

BENEFITS:

The combination of forces and funding allows for land use planning to occur, without the burden being placed solely on one municipality or agency. Any potential for controversy is reduced due to the disparate groups working together toward a common goal.

IMPLEMENTATION:

Most of the community development partnerships are grass-roots, community building coalitions that draw upon the knowledge of the community, held by those most seriously impacted by community decline and who have the most vested interest in the sustained economic stability of their own community.

EXAMPLES IN PENNSYLVANIA:

Better York, York County – A York based non-profit business association that analyzes the economic impacts of uncontrolled growth, educates the region's business, government and community leaders, and advocates for more coordinated regional planning as part of the strategy to revitalize downtown York.

The Pittsburgh Downtown Partnership (PDP) – Founded in 1994 by a group of foundations, businesses and individuals, the mission of the PDP is to make Downtown Pittsburgh the premier place to work, shop, live and visit. The PDP initiatives include making downtown Pittsburgh cleaner and safer, attracting more people downtown, and becoming an advocate on various downtown issues. The PDP has also worked closely on a variety of development and planning issues impacting downtown Pittsburgh. These include working with the City of Pittsburgh on the Downtown Plan, working on an overall downtown circulator, and addressing other development issues in and around downtown Pittsburgh.

Borough of Pottstown, Montgomery County – A coalition of area civic and business groups is promoting a plan to resurrect areas along the Schuylkill River. The proposed 125-acre park would include existing trails and parks and create a park on the existing/ planned 120-mile Schuylkill River Trail. This urban park would link into the proposed light-rail Schuylkill Valley Metro. Additionally, the park would include the Stanley G. Flagg Company property, a 58-acre brownfields site in a KOZ. Using grants from the William Penn Foundation and the Pottstown Historical Society, landscape architects were hired to design a concept plan.

CONTACT INFORMATION:

Information on the Pittsburgh Downtown Partnership can be found at www.downtownpittsburgh.com

(Community Development Partnerships, Cont'd)

More information about the City of Pittsburgh can be found at their website: www.city.pittsburgh.pa.us.

Further information pertaining to Better York can be found by contacting them at (717) 852-2635.

For more information on the Schuylkill River Trail, contact the Borough Manager at (610) 970-6510. ■

D. Downtown Arts and Entertainment

DESCRIPTION:

Downtowns often contain unique clusters of arts and entertainment related facilities. Downtowns continue to promote and enhance these facilities through specific strategies. Included among these strategies is generating a separate arts and entertainment component of a community's downtown plan.

BENEFITS:

Downtowns remain cultural, historic, educational, architectural and entertainment centers. Facilities related to these uses are generally located only in a downtown or urban setting.

IMPLEMENTATION:

Many of the art related programs involve historic preservation and are initially developed through voluntary participation.

EXAMPLES IN PENNSYLVANIA:

City of Allentown, Lehigh County – Allentown's downtown contains the Historic Symphony Hall, the Allentown Art Museum, and the Baum Art School. The City of Allentown has made art enhancement a companion strategy of entertainment, including night clubs and restaurants in the Allentown Downtown Plan.

Other examples include: Philadelphia (Avenue of the Arts), Harrisburg (Whitaker Center), Indiana (Jimmy Stewart Museum), New Castle (Warner Brothers Movie Theater),

Jim Thorpe, Lancaster, Lebanon, and Oil City.

CONTACT INFORMATION:

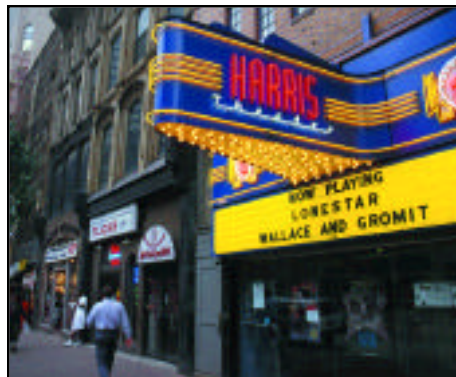
Additional information on Allentown's programs can be found by contacting the Allentown Economic Development Corporation at (610) 435-8890.

More information about Harrisburg's programs and the Whitaker Center can be found by contacting the Mayor's Office at (717) 255-3040.

FUNDING SOURCE(S):

Historically-related programs receive some help and funding from the Pennsylvania Historical Preservation Society. Most funding for local art and entertainment projects comes from DCED.

More information can be found at DCED's website www.dced.state.pa.us or by contacting them at 1-888-2CENTER (223-6837). ■



E. Downtown Educational Opportunities

DESCRIPTION:

Among the most important real estate components is the quality of education. When moving to a new area, one of the early considerations of a potential buyer is the quality of the school system. A number of initiatives and programs throughout Pennsylvania have looked to strengthen individual schools and school systems. On the primary and secondary level, these initiatives include privatization through charter and magnet schools. Junior and community colleges that have opened branches in downtowns have made significant impacts on the community. Areas where there is little or no opportunity for education beyond high school can offer a center where regional colleges/universities can offer off campus courses in a wide variety of subject area.

BENEFITS:

Empowers a community by strengthening citizen involvement. Once the citizens are involved, a revitalization of the community as a whole may take place. This concept will benefit students who can't or don't want to leave the area to obtain an education. The facility can be used by businesses and industries in the area to train new employees. It provides a place for continued learning.

IMPLEMENTATION:

The Pennsylvania Department of Education's mission is to "assist...in providing for the maintenance and

support of a thorough and efficient system of education."

These programs, while not directly administered by the Department of Education, falls under the auspices of its mission.

EXAMPLES IN PENNSYLVANIA:

The Learning Center, City of New Castle, Lawrence County – In New Castle, Lawrence County, the city of New Castle and the County worked together to create the Lawrence County Learning Center. Two community colleges, along with two colleges/universities, (a branch of Penn State), outside Lawrence County, offer a wide variety of credit and non-credit courses. Each institution hires their own instructors and collect tuition. The Center's only employees are a director and assistant who coordinate courses between institutions, schedule classroom time, and find trainers for businesses who need training for their employees

The Center is used by several area businesses (including AT&T) for training of new and existing employees. The operation is funded through tax dollars from around the county and city. The Center has also received state grants.

Nueva Esperanza Campus, City of Philadelphia – Nueva Esperanza has embarked on a five-year, holistic, human development and economic revitalization strategy designed to create jobs, enhance business opportunities, and provide social services for residents of the "Latino Corridor."

(Downtown Educational Opportunities, Cont'd)

The State has committed \$110,000 to conduct a comprehensive physical and economic plan for the corridor. The grant will enable Nueva to complete land use and ownership studies; conduct feasibility and marketing studies for the development of a retail center; determine the economic impact of investments into the corridor; and obtain a preliminary exterior design to change the 19th century warehouse exteriors into commercial/office building facades.

Nueva Esperanza will turn this 6.1-acre site, which is located in a state Enterprise Zone, into a commercial and community services center, the Nueva Esperanza Campus. It is anticipated that the campus will generate 50 new jobs for lower income community residents, in addition to retaining existing jobs.

A number of organizations and businesses have expressed an interest in leasing space in the property. Aspira, Inc. is looking to develop a non-traditional after-hours "Twilight High School" for older high school students from Olney, Edison and Kensington High Schools. The program will provide a place for students who find it difficult to work within the traditional high school setting to obtain a high school diploma.

The property at 301 West Hunting Park Avenue includes 40,000 square foot that are vacant on the street level, which Nueva anticipates leasing to an educational tenant. There are also plans to construct a gymnasium/community center that will be available to young people for recreation activities, including "midnight basketball." A

daycare center will provide care to 150 children from low-income families and employees in the area.

Other examples include:

- The International High School, City of Philadelphia
- The Aspira School, City of Philadelphia
- Lifelong Learning Center, City of Philadelphia
- Wilkes-Barre Community College, City of Wilkes-Barre, Luzerne County
- Lehigh-County Community College, City of Allentown, Lehigh County

CONTACT INFORMATION:

DCED's Project for Community Building has a program that focuses on charter schools. Call (717) 787-7401 for more information.

FUNDING SOURCE(S):

The State Department of Education provides a number of grants that elevate downtown educational opportunities. Contact them at (717) 783-6788. ■



F. Downtown Residential Development

DESCRIPTION:

One aspect to downtown revitalization is the emergence of a residential character downtown. In many cases, the buildings and infrastructure exist for residential re-use. Programs exist that can be used for creating better downtown residential opportunities. Among these programs are: Adaptive re-use, in-fill housing, renovation of existing buildings, and the demolition and reconstruction of new housing.

BENEFITS:

If there is a significant population downtown, property values will rise, downtown businesses will be more successful, and investments will follow. In many cases, empty land is developed into parks, gardens and low-density, mixed income housing and businesses. Of the programs available to support downtown residential development, several provide incentives for a diverse community in the downtown area. In other cases, programs promote the re-use of older buildings for residential uses.

IMPLEMENTATION:

Through the use of federal, state, and local monies municipalities, counties, and development agencies develop a systematic strategy for a development project, and distribute the funding in a permit application process. They formulate and provide information on sustainable development to for-profit and non-profit developers and builders as part of the application process.

EXAMPLES IN PENNSYLVANIA:

City of Philadelphia, – The City is mapping every vacant building in the city. It plans to bulldoze 26,000 homes, 19,000 which are beyond repair. Once the buildings are torn down, the City is selling the empty lots, sometimes for as little as \$1, to adjacent homeowners. Philadelphia's New Kensington Community Development Corporation has managed to transfer ownership of 270 properties to local homeowners. Another group has taken 111 abandoned lots and is overseeing the construction of the first inner-city shopping center in 30 years. Instead of vacant land, neighborhood residents will have a supermarket and a McDonald's restaurant.



Crawford Square Development (Hill District), City of Pittsburgh, Allegheny County – The City's Urban Redevelopment Authority teamed up with a private developer, McCormick Baron Management Services, and several community-based organizations including the Hill Community Development Corporation and the

(Downtown Residential Development, Cont'd)

Hill Project Area Committee, to rebuild the historic Lower Hill District located near the Civic Arena, overlooking downtown's Golden Triangle. This comprehensive, \$55 million, 18.5-acre development has developed over 500 affordable homes and apartments and has plans to expand the existing shopping center, and develop an entertainment and cultural center in a renovated theater. The community plans and building designs were prepared using "New Urbanism" ideas. The development of Crawford Square/Crawford Roberts was financed in part with Community Development Block Grant and HOME Investment Partnership Program funds, as well as state Housing and Redevelopment Assistance dollars.

Armstrong Landing (Strip District), City of Pittsburgh – The redevelopment of the former Armstrong Cork industrial property entails creation of 317 new upscale residential apartments, 45,590 square feet of retail space, 31,000 square feet of office space, and a 606-space parking garage. The project will expand the City's stock of rental residential units in close proximity to the Central Business District. The development's commercial component is expected to create more than 150 new jobs and to generate approximately \$610,000 annually in new real estate tax revenues. The historic rehabilitation of the former Armstrong Cork property, which has been vacant and environmentally contaminated for decades, will remove a blighting influence on this low-to-moderate income neighborhood. The project location is within the State-designated Lawrenceville

Enterprise Zone and a Federally designated Enterprise Community.

City of Pittsburgh Green Neighborhood Initiative –

A program that targets low to moderate-income neighborhoods for significant energy, water and resource savings in order to increase household income and spur neighborhood redevelopment. Tangible results have already been seen in participating Pittsburgh communities, where the program has helped to reduce pollution, improve business, and increase the value of local housing.

Chocolate Works, City of

Philadelphia – This innovative adaptive re-use project provides modern conveniences in a historic setting. A former chocolate factory comprised of five separate buildings was transformed into 135 modern residential units designed to appeal to young professionals. The heavy timber beams, exposed brick, and other elements of the original industrial building remain.

Hanover Borough, York County –

The McAllister Inn, formerly a hotel and nursing home in the business district, was rehabilitated and converted into apartments for low income elderly persons. There additionally was limited first floor commercial use and satellite county human services agency offices. Financing for the McAllister Inn in Hanover Borough came from the County Community Development Black and Home funds, Historic Tax Credits, PHFA low income housing tax credits and private financing.

(Downtown Residential Development, Cont'd)

The Boston Store, City of Erie, Erie County – This project was a major adaptive re-use project in Erie's downtown, renovating the former Boston Store, a landmark department store, into apartments and commercial space. The project is a six-story building, comprised of 92 units for tenants whose incomes do not exceed 60 percent of the area median income and 33 market rate units located on the upper floors and commercial space on the ground level floor. Financing for the Boston Store in Erie consisted of Erie Redevelopment Authority funds, a private mortgage loan, Historic Tax Credits, and Low Income Housing Tax Credits.

Other Downtown Residential Redevelopment – Schain Building, Columbia County; City of Meadville, Crawford County; Brookville Borough, Jefferson County; Abraham Lincoln Court, Berks County.

Downtown Rural Residential Redevelopment – Girardville Towers, Girardville, Schuylkill County; Waynesburg House, Waynesburg, Greene County; Blair House, Huntingdon, Huntingdon County; Clinton County Women's Center, Lock Haven, Clinton County; Fort Bedford Inn, Bedford, Bedford County.

CONTACT INFORMATION:

General information on the City of Philadelphia can be found at their website: www.phila.gov.

Specific information on the Crawford Square Neighborhood can be found at the following Website: www3.pitt.edu/~hilldc/histdist.html.

More information about the City of Pittsburgh can be found at their website: www.city.pittsburgh.pa.us, at the Urban Redevelopment Authority's Website: www.ura.org, or by contacting them directly at (412) 255-6666.

For more information concerning the Boston Store, contact Landmark America, LLC, at (207) 772-3399.

For more information on downtown rural residential redevelopment, contact USDA Rural Development, Multi-Family Housing/Community Facilities Division.

For additional information, contact the Housing and Development Office of the PA Department of Community and Economic Development at (717) 720-7407.

FUNDING SOURCE(S):

Local funds, such as Act 137 (Housing Trust Fund), can be used, as well as HUD HOME money.

The development of Crawford Square/Crawford Roberts was financed in part with Community Development Block Grant and HOME Investment Partnership Program funds, as well as state Housing and Redevelopment Assistance dollars.

(Downtown Residential Development, Cont'd)

Financing for the McAllister Inn in Hanover Borough came from the Community Development Block Grants and HOME funds, Historic Tax Credits, PHFA low income housing tax credits and private financing.

Financing for the Boston Store in Erie consisted of Erie Redevelopment Authority funds, a private mortgage loan, Historic Tax Credits, and Low Income Housing Tax Credits. ■



1. Community Development — Housing for all Needs

DESCRIPTION:

Infrastructure typically is viewed as those essential prerequisites to housing (streets, water, waste disposal, etc.). In a broader view, housing is itself a part of the total “infrastructure” of a community. The quantity and quality of a community’s available housing stock affects the quality of life for current residents, and are factors considered both by potential residents and potential employers. Whether part of a residential subdivision, or land development plan, planning for downtown revitalization or preservation of farmland and other open space, communities doing infrastructure planning are looking at housing issues as an integral part of an overall strategy.

Other practices in this inventory also touch on housing and related infrastructure considerations, such as residential street design, planning for commuters’ transit needs, zoning techniques and rehabilitation of unused buildings into multi-family housing as a neighborhood revitalization tool. The impact of lot size requirements on housing affordability and effective on-lot waste disposal also impacts community housing needs. This practice places all of those considerations front and center in an infrastructure discussion.

BENEFITS:

This practice promotes integration of residents’ most basic needs with considerations of such issues as: quantity and quality of available housing, placement of commercial areas and mass transit outlets; zoning

for future residential growth; design of future traffic flow; utility rights of way; and public health-based measures such as sewer and water systems.

This practice also allows a community to enjoy the economic benefits of new construction and rehabilitation. The tax revenues generated by a robust housing sector can greatly enhance a community’s ability to implement other aspects of its infrastructure improvement plan.

IMPLEMENTATION:

Using this practice requires a broader view of the concept of “infrastructure,” and is perhaps best done as a part of comprehensive planning.

There is a trend of continuing increase in standards imposed by municipalities, as well as increased review requirements and times. Advocates of this tool have suggested that this trend may work to diminish, if not eliminate, opportunities to provide affordable housing. Since 1992, thirty-six counties have adopted Act 137 Housing Trust Funds, a legislative tool that local governments can use to create housing resources to meet the affordable housing needs of their residents.

EXAMPLES IN PENNSYLVANIA:

City of Lock Haven, Clinton County – One of several Federally-recognized Enterprise Communities in Pennsylvania, Lock Haven has successfully implemented much of its strategic plan for improving the community’s total asset base, including

(Community Development, Cont'd)

housing. Among other issues, the plan addressed affordable rental housing, affordable home ownership, weatherization and rehabilitation of existing homes, and the City's desire to assist Clinton County with setting up a Housing Trust Fund under Act 137.

Reed House, City of Philadelphia, Philadelphia County – This project is a two-story development for homeless individuals on South 32nd Street, a mixed residential/industrial area in Philadelphia. Reed House offers 66 single room occupancy (SRO) units and 1 manager's one bedroom unit, all of which are wheelchair accessible. The Salvation Army, one of the City's largest providers of housing and supportive services for the homeless, is the sponsor and management agent of the project.

Newport Square Apartments, Newport Borough, Perry County – This project is a three-story rental development for older adults on South Second Street in Newport, comprised of 11 one-bedroom rental units, including two apartments for persons with disabilities. The development was sponsored by Tri-County Housing Development Corporation, a nonprofit corporation, and is managed by G.N. Management, Inc. of Lancaster.

Other Pennsylvania projects include: Project HOME Fairmont, Philadelphia County; Jardines de Borinquen, Philadelphia County; Rittenhouse School, Montgomery County; King Theatre Apartments, Lancaster County.

CONTACT INFORMATION:
General information can be found at DCED's website at www.dced.state.pa.us.

The Pennsylvania Housing Finance Agency administers the PennHOMES and Low Income Housing Tax Credit Programs. General information on these two programs can be found at PHFA's website at www.phfa.org.

For additional information, contact the Housing and Development Office of the PA Department of Community and Economic Development at (717) 720-7407.

A report on the implementation of Pennsylvania's County Housing Trust Fund Legislation can be obtained from the Pennsylvania Housing Finance Agency at (717) 780-3800.

FUNDING SOURCE(S):

Local, state, and federal funding sources are available to assist communities in addressing resident-housing needs.

Federal Enterprise Program Director
20 East Church Street
Lock Haven, PA 17745

Contact the Salvation Army, at (215) 787-2802 for more information on Reed House. For more information on Newport Square Apartments, contact Tri-County Housing Development Corporation at (717) 231-3604.

Financing for the Reed House project consisted of a Pennsylvania Housing Finance Agency deferred loan, Low Income Housing Tax Credits, Community Development Block Grant loan, local homeless funds, and a Federal Home Loan Bank Affordable Housing Program loan.

(Community Development, Cont'd)

Financing for the Newport Square project consisted of a Pennsylvania Housing Finance Agency deferred loan, Low Income Housing Tax Credits, Department of Community and Economic Development Community of Opportunities loan, a Community Development Block Grant, and a mix of private financing.

Funds for the federal HOME Investment Partnership (projects consisting of one to four units), Community Development Block Grant, Communities of Opportunity, Community Revitalization Programs are awarded through the Department of Community and Economic Development. ■

G. Entrepreneurial Assistance

DESCRIPTION:

The growth and development of small businesses is vital to the economic well being of the Commonwealth. The simple fact is, small companies provide the majority of our jobs across the state and throughout our nation. In order to promote the establishment of successful firms, technical assistance and incentives must be made available to entrepreneurs willing to accept the risks associated with business ownership. A number of practical resources are available to help individuals and companies acquire the tools necessary to compete in today's marketplace. These include: the Entrepreneurial Assistance Office; Small Business Resource Center; Minority and Women's Business Advocates; Small Business Development Centers; Local Development Districts; REAL (Rural Entrepreneurship through Action Learning) Enterprises; Entrepreneurial Networks; Industrial Resource Centers; and the Ben Franklin Partnership.

BENEFITS:

The risks associated with entrepreneurship are reduced when individuals have access to training, counseling, information and other resources designed to help them grow their businesses. Small firms remain a prominent force in the economy, and special initiatives aimed at minority and woman-owned companies have an important impact on our downtown business communities.

IMPLEMENTATION:

The Department of Community and Economic Development (DCED)

Entrepreneurial Assistance Office (EAO) is the first stop for businesses and communities seeking technical assistance or related services. The Minority Business Advocate works to encourage the creation, expansion and retention of minority-owned businesses. Small Business Development Centers (SBDCs) provide top-notch management consulting, training and information for small businesses and prospective entrepreneurs. Local Development Districts (LDDs) provide services in 52 Pennsylvania counties offering counseling in specialized areas such as financing, exporting, government marketing, and downtown revitalization. The Industrial Resource Center Network provides financial and technical assistance to manufacturers to improve their manufacturing operations. The Ben Franklin Technology Partners support the development and application of new products, technologies and ideas among entrepreneurs and established companies. The REAL Enterprises program is designed to establish experiential courses in rural high schools, vocational schools, community colleges, and four-year institutions. In the REAL course, students assess their interests and abilities, analyze the local community, and research and write a business plan for an enterprise they may open and operate.

EXAMPLES IN PENNSYLVANIA:

Universal Community Homes, Philadelphia County - The Community Conservation and Employment Program has allowed Universal the ability to launch a Business Support Center in

(Entrepreneurial Assistance, Cont'd)

what had been one of Philadelphia's deteriorating neighborhoods. The Center has catalyzed local business by offering technical assistance, capital loans, and financing with the development and support of business associations. The Business Support Center will continue to offer a "one stop shop" approach, which will assist in linking the South Philadelphia business community to the region's economic promise.

CONTACT INFORMATION:

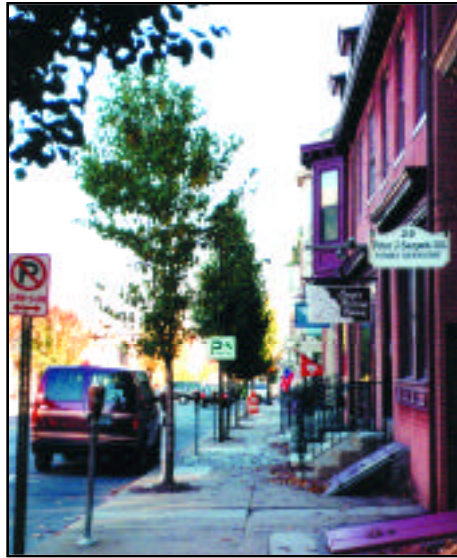
The DCED Entrepreneurial Assistance Office (EAO) may be contacted toll free at (800) 280-3801 or by visiting their website at www.dced.state.pa.us.

Contact the DCED Small Business Resource Center (SBRC) at (800) 280-3801.

The Minority Business Advocate can be reached at (717) 787-9147.

The Women's Business Advocate may be contacted at (717) 787-3339 for more information on special initiatives for women entrepreneurs and the annual "Best 50 Women in Business" recognition program.

More information on Small Business Development Centers (SBDCs) can be found at their website at www.pasbdc.org or contact the State Director's office at (215) 898-1219. ■



H. Financial Incentives for Development and Community Revitalization

DESCRIPTION:

There are a number of federal and state funding programs that provide incentives for community revitalization. These include: Community Development Block Grant Program (CDBG); Community Revitalization Program (CRP); HOME Investment Partnership; Manufactured and Industrialized Housing; Industrial Sites Reuse Program (ISRP); Infrastructure Development Program; Opportunity Grant Program; Low Income Housing Tax Credit Program; Historic Tax Credit Program; Neighborhood Assistance Program; Penn HOMES; Historic Preservation Grant Program. These incentives look to decrease or eliminate local, state or federal taxes to stimulate job creation, housing opportunities and community renewal. The sources of these incentive are the Federal Department of Housing and Urban Development, as well as the Pennsylvania Department of Community and Economic Development and the Pennsylvania Housing Finance Agency.

BENEFITS:

These are established programs with sufficient funding. The decrease or elimination of taxes attracts economic activity where little or no activity existed before.

IMPLEMENTATION:

Many of the programs require that a project must serve low-income persons or residents of economically distressed neighborhoods.

EXAMPLES IN PENNSYLVANIA:

Lititz Borough, Lancaster County – Lititz Township established a tax incentive program targeted to commercial and industrial businesses interested in locating or relocating in the Borough. The tax abatement is provided to all new businesses for seven years and has promoted the redevelopment of the Borough's downtown business area.

Philadelphia Center City Office

Conversions – The Central Philadelphia Development Corporation focuses its attention on the 4.5 million square feet of vacant office space (80 percent of it in hard-to-rent Class C buildings) in Center City. In 1997 the group helped win a 10-year tax abatement for the conversion of vacant office buildings to residential uses.

Towanda Borough, Bradford County

– This rural municipality of 3,000 persons has been persistent in searching for funding to help revitalize its downtown. The municipality has found funding through federal transportation sources (ISTEA, TEA-21) and state sources (Main Street, Enterprise Zone, Pennsylvania Heritage Parks Program). In addition to securing appropriate funding, the municipality has been consistent in integrating the funding with the municipality's master plan.

CONTACT INFORMATION:

Many of the above funds are awarded through the Department of Community and Economic Development's State Planning Assistance Grant (SPAG);

(Financial Incentives, Cont'd)

Neighborhood Assistance (NAP); Family Savings Account (FSA); Employment and Community Conservation (ECC); and federal HOME Investment Partnership programs. General information can be found at the Department of Community and Economic Development website: www.dced.state.pa.us.

General information on the Low Income Housing Tax Credit Program and the Penn HOMES program can be found at the Pennsylvania Housing Finance Agency's website www.phfa.org or by phone at (717) 780-3800.

General information concerning the City of Philadelphia can be found at their website: www.phila.gov.

FUNDING SOURCE(S):

Funding is provided through the federal Department of Housing and Urban Development (HUD), DCED and the Pennsylvania Housing Finance Agency. HUD can be contacted in Philadelphia at (215) 656-0600 and Pittsburgh at (412) 644-6428.

Further information on funding sources can be found in DCED's July 1998 publication *Funding Source Directory* also available by contacting the Governor's Center for Local Government Services at 1-888-2CENTER (223-6837). ■



1. Enterprise Zone Program

DESCRIPTION:

This program provides grants to financially disadvantaged communities to prepare and implement business development strategies, and loan funds to Enterprise Zone businesses to assist in financing business growth and job creation. There is additionally the Enterprise Zone Tax Credits Program. This program provides tax credits to businesses located in enterprise zones to encourage private investment and promote job growth and economic development in designated zones. In addition, businesses locating or expanding within an enterprise zone may apply for funds (Enterprise Zone Tax Credits) that will provide low interest loans. Funds may be used for the purchase of real property, machinery and equipment, and working capital. Terms are negotiated locally and loan repayments remain within the community to stimulate other business development.

BENEFITS:

The program works with local governments to build their capacity to improve the business climate and to increase their ability to respond effectively to local business expansion opportunities and constraints.

IMPLEMENTATION:

To qualify as an Enterprise Zone community, DCED must recognize the community as financially distressed. One job must be created or retained for every \$15,000 of capital. Eligible activities include building acquisition, construction, renovation, machinery and

equipment purchases, and on a case-by-case basis, training and new equipment. Eligible activities for Enterprise Zone Tax Credits include improvements to real property through new construction and/or rehabilitation to existing buildings in a designated enterprise zone.

EXAMPLES IN PENNSYLVANIA:

Fayette County – In 1996, Fayette County was successful in obtaining Enterprise Zone designation from the State for 14 municipalities located along the Route 119/Southwest Pennsylvania railroad corridor from the Westmoreland County border to Smithfield Borough. Enterprise Zone designation gives projects located in these municipalities priority consideration when applying for assistance under state programs. In 1997, with the assistance of the Fayette County Board of Commissioners, Fayette County received \$200,000 in Enterprise Zone funding for a total of \$250,000 since its inception.

Steel Valley Enterprise Zone, Homestead, Munhall, and West Homestead Boroughs, Allegheny County – Located in the “Historic Steel Valley”, the Steel Valley Enterprise Zone Program was established to help these communities develop and implement business development strategies and programs. It is a private sector driven program, compatible with public sector purposes and designed to increase both the quantity and quality of available job opportunities and business creation,

(Enterprise Zone Program, Cont'd)

expansion, and retention projects. The Steel Valley Enterprise Zone includes more than three hundred acres of vacant riverfront property along the Monongahela River. The Enterprise Zone is located less than 15 minutes from downtown Pittsburgh, 10 minutes from the heart of the Oakland medical and university center, and only about seven minutes from the new Pittsburgh Technology Center.

City of Corry, Erie County –

The Corry Area Enterprise Zone Program provides incentives and other assistance to encourage business growth and investment in three target areas of the City of Corry and Columbus and Wayne Townships. The program is administered by the Redevelopment Authority in the City of Corry and the Commonwealth of Pennsylvania Department of Community and Economic Development. The Redevelopment Authority in the City of Corry manages the Corry Area Enterprise Zones consisting of two townships and one City. The Enterprise Zone encompasses all industrial and some commercially zoned areas within the City of Corry, Wayne Township and Columbus Township.

For more information visit: Fayette County's Website at www.fforward.com and Steel Valley Enterprise Zone's website at www.pitt.edu/~prises/sezil/1100/1100.html.

FUNDING SOURCE(S):

The funds are awarded through the Department of Community and Economic Development. Information can be found on their Website: www.dced.state.pa.us or by contacting the office of Strategic Planning and Operation at (717) 787-7400. ■

CONTACT INFORMATION:

General information can be found at the Department of Community and Economic Development website: www.dced.state.pa.us or by contacting the office of Strategic Planning and Operation at (717) 787-7400.

2. Keystone Opportunity Zones (KOZ)



in the zones to gain benefit of the tax advantage. After the 12-year, tax-free period ends, the companies will become growing, tax-paying firms, providing both tax money and jobs for the local economy.

DESCRIPTION:

The Keystone Opportunity Zone (KOZ) program waives state corporate net income, capital stock and foreign franchise tax, personal income taxes, sales and use tax, business and mercantile taxes, and local real property tax from 1998 to 2010 for employers and residents doing business or living in a zone. KOZs have a one-time grant of \$250,000 for each zone. Twelve KOZs have been designated in the state of Pennsylvania; each made up of a number of sub-zones. Roughly one-quarter of the 119 sub-zones have areas in downtowns and central business districts.

BENEFITS:

A benefit of being located in a KOZ is that a number of taxes no longer apply. Specific state taxes are waived (Corporate Net Income Tax, Capital Stock and Foreign Franchise Tax, Personal Income Tax, Sales and Use Tax) as well as local taxes (Local Real Property Tax, Mercantile Tax, Earned Income/Net Profits Tax, Sales and Use Tax).

The state does not lose much income from these tax abatements since there is little business or development in the zones anyway. By providing tax-free zones, businesses are able to locate

IMPLEMENTATION:

To be designated a zone, the proposed region must meet specific criteria related to poverty level, property deterioration, income levels and job loss. All of this information must be submitted on a form to the state Department of Community and Economic Development. If an area receives zone designation, it will receive a one-time \$250,000 grant to implement the opportunity plan and to provide an annual update of real property and other information to the Department of Revenue. The grant is to be drawn down by the zone, as needed, over a period not to exceed the first five years of designation. The DCED will develop and implement a consolidated marketing strategy for the zone for use in job retention and attraction activities. Other arms of the state government will play an active role, such as the Department of Education and the Governor's Center for Local Government Services. Each entity is to provide needed technical assistance to bolster the needs of the zone, ranging from housing assistance and job training to filling out annual reports on the progress being made in the zone.

EXAMPLES IN PENNSYLVANIA:

City of Chester Keystone Opportunity Zone, Delaware County – Located in a

(Keystone Opportunity Zones (KOZ), Cont'd)

KOZ, the former McCaffery Village public-housing complex will be razed to accommodate new multi-family townhouses on the site to encourage homeownership. A supermarket and neighborhood shopping center also will be built on the site.

City of York, York County – The Boundary Avenue area, just south of downtown along George Street, is a unique site within the city and the KOZ subzone. On this site come together three distinct neighborhoods. A \$20 million mixed-use commercial development is planned for this area, designed to bring wealth into the Southeast Neighborhood, retain wealth within the neighborhood, and create jobs for neighborhood residents. Development on this site is expected to secure previous public and private investments in the physical and social development of the Southeast Neighborhood of at least \$16 million since 1990. Elements of the Boundary Avenue Development Project include a new 36,000 square foot building to serve various departments and for-profit subsidiaries of York Hospital, the renovation of a former auto dealership into new retail and office space, and the creation of a 20,000 square foot grocery store.

CONTACT INFORMATION:

General information on the KOZ program can be found by contacting DCED at (717) 720-7344. More specific information concerning the KOZ program can be found at the Department of Community and Economic Development website: www.dced.state.pa.us/PA_Exec/DCED/community/koz.htm.

Information on the City of York KOZ can be found on their Website: www.yorkcity.org/KOZ/.

General information concerning the City of Chester can be found at www.chestercity.com or by calling (610) 447-7707.

Local information can be found on the Southwestern Pennsylvania Commission Website: www.swkoz.com, and the North Central Region website: www.ncentral.com/~ncprpdc/koz.htm.

FUNDING SOURCE(S):

A \$250,000 one time grant is awarded for each KOZ. Additional priority consideration is extended for state grants applied for by KOZ.

Contact DCED at (717) 720-7344. ■

3. Local Economic Revitalization Tax Assistance (LERTA)

DESCRIPTION:

The Local Economic Revitalization Tax Assistance (LERTA) program allows local municipalities, school districts and counties to offer up an abatement to projects that defer the increase in real estate taxes on the value of the construction over a period of ten years.

BENEFITS:

LERTA effectively reduces the real estate taxes by 50% over this period. This incentive creates a graduated increase in the payment of taxes on improvements to commercial, industrial and other business property over a 5-10 year period. The graduation of taxes applies only to the taxes that are attributable to the improvement project. LERTA applies not only to new projects, but to existing businesses with construction or reconstruction projects as well.

IMPLEMENTATION:

The tax exemption usually applies to the commercial and industrial properties and may include new construction or the renovation of an existing building. Applications for LERTA may be obtained through local taxing agencies such as a county, city, borough, incorporated town, township, institution district or school district. The application is typically required to be submitted to a local municipality office no later than 10 days after the building permit is granted.

EXAMPLES IN PENNSYLVANIA:

Borough of Jefferson Hills, Allegheny County – Jefferson Hills adopted a LERTA ordinance that places a three year tax exemption on the first \$500,000 in cost for new construction, reconstruction, or improvements to real property. The tax exemption in the initial year is 100% of the Borough's real estate taxation upon the assessed valuation attributable to the improvement. In the second year, the tax exemption is 66%, and in the third year, 33%. The West Jefferson Hills School District also adopted mirror legislation to the Borough, which exempts successful applicants, according to the schedule, from property taxes during the first three years.

City of Reading, Berks County –

The City of Reading offers LERTA to property owners in the City who make improvements to their properties that increase the assessment of their property. The City, Berks County, and the Reading School District do provide a schedule of tax abatement for the improvements to the properties. Those properties within the state-designated Enterprise Zone are given a much more aggressive schedule than the properties located within the rest of the City limits.

Lower Pottsgrove Township, Montgomery County – Industrial and business properties in the Township's industrial zone are also part of the Township's LERTA District. The LERTA district provides significant tax incentives for new business.

*(Local Economic Revitalization Tax Assistance
(LERTA), Cont'd)*

York County – LERTA legislation has been adopted in the City of York, the Townships of Hopewell, East Manchester, West Manchester, Dover and Red Lion Borough along with their respective school districts.

CONTACT INFORMATION:

For more information on LERTA in:
Lower Pottsgrove visit their website at www.lowerpottsgrove.org;
in Reading visit www.ci.reading.pa.us;
in Jefferson Hills visit trfn.clpgh.org/jeffboro; in York County visit www.york-county.org. ■

4. Land Value Tax

DESCRIPTION:

A tax that imposes different rates on land (higher tax rate) than buildings and improvements (lower tax rate). This gives a tax break to homeowners and businesses, while those simply “waiting for a rise” in property values are encouraged to either utilize their locations or sell them to someone who intends to do so. In standard tax systems, land value increases because they are created by community tax dollars, which have financed the needed public goods and services, land values should be taxed at a greater amount. Consequently, boarded-up and vacant properties will be too expensive to hold, providing a strong incentive for owners to put them back into use. Land value tax is sometimes called the “split-rate-tax” because of its gradual method of implementation, or “two-tiered tax.”

BENEFITS:

Split-rate property tax discourages speculation and encourages investment by imposing different rates on land and buildings.

IMPLEMENTATION:

Pennsylvania has six general classifications of local governments that can levy taxes (cities, boroughs, townships, towns, school districts and counties), each of which operates under separate codes. The only taxing jurisdictions with a land value taxing option, other than cities and eight school districts, are forty-five boroughs, and five counties that have adopted Home Rule Charters.

EXAMPLES IN PENNSYLVANIA:

City of Allentown, Lehigh County –

Citizens voted in a city Home Rule Charter that included a change in property taxes to a two-tiered system that would, gradually over five years, shift the burden to land values.

City of Harrisburg, Dauphin County –

Considered among the nation’s most distressed cities 15 years ago, the land value tax has been a crucial tool in the city’s revival. Once plagued by more than 4,200 vacant structures, Harrisburg now has fewer than 500.

City of Scranton, Lackawanna County –

Along with Aliquippa, Allentown, Coatesville, and Pittsburgh, Scranton has instituted a split-rate property tax. Each of the municipalities is reporting favorable revenues and building activity.

City of Washington, Washington

County – After a two-tiered tax was implemented nearly 80 percent of residents in Washington’s less affluent neighborhoods saw their taxes decrease. The owners of a large office building had such a decrease in their tax bill that they constructed a large addition.

CONTACT INFORMATION:

Information on Allentown’s two-tiered system can be found by calling (610) 437-7751.

For more information about Harrisburg’s land value tax, contact the Dauphin County Office of Tax Assessment at (717) 255-2735.

(Land Value Tax, Cont'd)

For more information on the City of Washington's two-tiered tax system please contact the City Treasurer at (724) 223-4220. ■

5. Tax Credits and Incentives

DESCRIPTION:

The Department of Community and Economic Development offers as a resource a series of three types of tax credits through its Neighborhood Assistance Program (NAP). The overall objective is to help improve distressed neighborhoods and communities through the creation of effective partnerships between community-based organizations and the business community.

Neighborhood Assistance Tax Credits -
A one year contribution program that provides a 50% tax credit for a working partnership between businesses and community organizations.

Comprehensive Services Plan Tax Credits - A one year long term contribution program that provides a 70% tax credit available each year for a ten year period as a working commitment between a business and a community group. This is a more comprehensive program offering more credits than the traditional NAP program.

Enterprise Zone Tax Credits - 20% state investment tax credits to targeted businesses located within state designated Enterprise Zones.

BENEFITS:

Businesses gain directly from financial incentives and directly or indirectly from the improvement of a targeted community area, usually where the business is located. The state and community gain by the commitment of the business both in time and effort.

IMPLEMENTATION:

A business may sponsor its own project or contribute, whether in-kind or through direct financial assistance, to a nonprofit community organization for a program approved by DCED. The Enterprise Zone Tax credit is a direct benefit to a corporation for investing in their property or construction within an enterprise zone. A percentage of the contribution may then be used as a tax credit on the business's corporate tax liability with the Department of Revenue.

In order to be eligible for all three types of tax credits, projects or programs must qualify under one or more of the following categories and must serve clients who are either low income or residents of economically distressed neighborhoods: 1) community services, 2) education, 3) job training, 4) crime prevention, and 5) neighborhood assistance.

EXAMPLES IN PENNSYLVANIA:

Germantown Settlement, City of Philadelphia, Philadelphia County -

In collaboration with its subsidiary organization, the Greater Germantown Housing Development Corporation and Mellon PSFS Bank, the Lower Germantown Rebuilding Community Project was initiated in 1994. Based on a ten-year comprehensive neighborhood strategy developed for, and in consult with community residents and other public and private stakeholders, the project encompasses the integration of community organizing, neighborhood planning, human services (social development) and housing, commercial and economic development.

(Tax Credits and Incentives, Cont'd)

South Side Local Development Company (SSLDC), Allegheny County -

The Neighborhood Assistance Program/Comprehensive Services Program empowers the SSLDC to develop a comprehensive approach to quality of life issues that affect residents of the South Side including the adjacent public housing communities of Arlington Heights and St. Clair Village. In 1998, PNC Bank made a ten-year commitment totaling \$2.5 million to facilitate responsible business, residential, recreational, industrial, and workforce development efforts in the community. By partnering with community organizations, such as Pittsburgh History and Landmarks Foundation and the Brashear Association, the project not only reinforces local resources, but greatly expands ability to serve South Side residents.

CONTACT INFORMATION:

For more information contact the Department of Community and Economic Development at (717) 787-1984.

Contact the Greater Germantown Housing Development Corporation at (215) 843-6766 to learn more about the Germantown Settlement.

For more information on SSLDC, contact them directly at (412) 481-0651. ■

6. Tax Increment Financing (TIF)

DESCRIPTION:

Part of a trend beginning in the mid 1970s, tax increment financing (TIF) is a state-authorized, locally implemented plan that helps finance public improvements associated with private development projects. TIF is the pledging of anticipated future tax revenues to finance current development projects. The anticipated future tax revenues will be derived from the anticipated increase in the tax revenues in the proposed tax increment district. The increase in tax revenues above the amount in the base year is the "tax increment." Pennsylvania's program was created in 1990.

BENEFITS:

Can lead to the economic revitalization of critical areas as well as the creation and retention of jobs for the citizenry of the community. Upon retirement of the financing and the termination of this form of tax subsidy, the community's treasury will continue to receive the real estate and other local taxes attributable to such development.

IMPLEMENTATION:

In many cases use of TIFs requires city or borough council approval. In Pittsburgh, for example, for a TIF project to be approved, the City, County and School District must jointly agree to defer for a period of up to 20 years a part of the tax revenues generated by the improvements to the property.

EXAMPLES IN PENNSYLVANIA:

City Hall Annex, City of Philadelphia

– Construction began in November 1999 on a 499-room Courtyard by Marriott Hotel in the former City Hall Annex directly across from Philadelphia's City Hall. The \$76 million hotel, was partially publicly financed by the Philadelphia Industrial Development Corporation. This funding included a \$10 million Tax Increment Financing (TIF) loan and a \$7.5 million HUD 108 loan. The Annex, built in 1926, has been closed for a decade. It is on the Philadelphia Register of Historic Places.

City of Pittsburgh – Pittsburgh has eight (8) fully approved TIF projects: the restoration of the Fulton Building as a hotel, Union Switch and Signal, ALCOA, Lazarus, Buyer's Mart, Schenley Center, Mellon Bank and Giant Eagle.

CONTACT INFORMATION:

Office of Housing and Development in the Department of Community and Economic Development (DCED): (717) 720-7407

FUNDING SOURCE(S):

The funds are awarded through the Department of Community and Economic Development. General information can be found at the DCED Website: www.dced.state.pa.us. ■

I. Historic Preservation

DESCRIPTION:

The presence of historic properties in Pennsylvania's downtowns enhances the quality of our lives, helps establish our sense of place and helps define the identity and character of our communities. Historic preservation is the thoughtful management of these properties and associated landscapes and includes a broad range of activities intended to preserve the tangible remains of our architectural, cultural and historic resources.

For related information within this document, see *Section VI, E. Preserving Cultural Heritage*.

BENEFITS:

This practice preserves our Commonwealth's history and heritage by protecting and restoring structures of architectural and historic merit.

IMPLEMENTATION:

Grants are offered by the Pennsylvania Historical and Museum Commission to non-profit organizations and public agencies to preserve and rehabilitate historic structures individually designated as historic or located in a designated historic district. Leveraging sources are also available to preserve low-income housing located in historic districts.

The Pennsylvania Housing Financing Agency (PHFA) offers interest free deferred payment loans that can be used to support the development of lower income rental housing. PHFA strongly encourages applicants to make

maximum use of other financial resources and create public-private partnerships.

In many cases, as in the Manchester example below, a non-profit is established to work with local government and civic bodies for the elimination of blighting influences and to assist and foster the planning, redevelopment, renewal, and improvement of historic areas.

EXAMPLES IN PENNSYLVANIA:

Chester County Municipal Historic Preservation Grant Program – Provides support for long-term preservation designs. The program has allotted \$12,000 in matching funds to the small Borough of Elverson. Instead of assigning oversight to a regulatory board, the Borough has entrusted it to a specially formed homeowners' association.

Manchester Neighborhood, City of Pittsburgh, Allegheny County – In 1976 Manchester was the first neighborhood in the City of Pittsburgh to be listed on the National Register for Historic Places. The Manchester community was built up during the later half of the 19th Century as a middle-class neighborhood populated largely by local businessmen and their families only to see a decline in the past two decades. The Manchester Citizens Corporation (MCC), founded in 1965, is a community based non-profit that looks to renew and restore the historic character of the neighborhood. MCC helps rebuild the community by pursuing funds at all levels, as well as, provide educational opportunities, job training, life skills, and other assistance

(Historic Preservation, Cont'd)

programs. Another key aspect of Manchester's recent revival is due to the integration of public housing into the community. This is evident through the HOPE VI grant from the US Department of Housing and Urban Development (HUD) in the mid-1990's. Much of the preservation that has been accomplished has been a product of joint efforts between MCC, the Urban Redevelopment Authority of Pittsburgh, HUD, and the Pittsburgh History and Landmarks Foundation.



Villa Maria Apartments, City of Erie, Erie County - Located on West Eighth Street in Erie, this project was a substantial rehabilitation of a former convent that now offers 40 apartments for older residents, and 30 units of affordable housing for general occupancy. Halliday Properties, Inc. and Penrose Properties, Inc. sponsored the project. Housing and Neighborhood Development Services (HANDS) or Erie manages the development. The renovated apartments were honored by the Erie County Historical Society in March 1999 at a program that featured an overview of adaptive re-use of historic buildings and around Northwestern Pennsylvania.

Other projects in Pennsylvania include: The Boston Store, Erie County; Historic

Lafayette Apartments, Butler County; The Rittenhouse School, Montgomery County.

CONTACT INFORMATION:

Information on the Pennsylvania Historical and Museum Commission can be found at www.phmc.state.pa.us or by phone at (717) 787-3362.

Information can be found at the following Websites:

City of Pittsburgh:
www.city.pittsburgh.pa.us;

Chester County:
www.chesco.org.

For more information on the Manchester Neighborhood look at the website trfn.clpgh.org/mcc/history1.html or contact the Manchester Citizens Corporation at (412) 323-1743.

Information concerning the Villa Maria Apartments should be directed to HANDS at (814) 459-1047.

FUNDING SOURCE(S):

Information on PHFAs loans can be found by contacting them at (717) 780-3800 or via their website www.phfa.org.

HUD, who manages the Federal HOME Investment Partnership Program, can be reached in Philadelphia at (215) 656-0600 or in Pittsburgh at (412) 644-6428.

Other funding sources that can be used for historic rehabilitation include Historic Tax Credits, Community Development Block Grant Program, Low Income

(Historic Preservation, Cont'd)

Housing Tax Credits, Neighborhood Assistance Program, Federal HOME Investment Partnership Program, Federal Home Loan Bank Programs, and Act 137 funds.

Financing for the Villa Maria Apartments project included both Low Income Housing Tax Credits and PennHOMES funding through the Pennsylvania Housing Finance Agency, Historic Tax Credits, Federal HOME funds provided by the City of Erie, Northwest Savings Bank through a Federal Home Loan Bank loan, and a loan from the Sisters of Saint Joseph.

Other funding information can be found at DCED's Website www.dced.state.pa.us or by contacting the Governor's Center for Local Government Services at 1-888-2CENTER (223-6837). ■



J. Land Recycling (Brownfields Development)

DESCRIPTION:

Old industrial sites have many positive attributes such as location, existing transportation facilities, and available electric sewer, and water utilities. Pennsylvania's brownfields law, also known as Act 2, the Land Recycling and Environmental Remediation Standards Act of 1995, provides incentives for former industrial properties to be returned to productive use while ensuring the properties are environmentally suitable and safe for development. The Industrial Sites Reuse Program administered by the Department of Environmental Protection (DEP) facilitates this process. Other programs administered by the Department of Community and Economic Development (DCED) to complement brownfields remediation include Keystone Opportunity Zones (KOZs), the Infrastructure Development Program, and the Job Creation Tax Credit Program.

greenways and park applications that add economic value to the overall redevelopment project. PA DEP and PA DCNR have developed a partnership, "Green Opportunities for Brownfields" to facilitate this concept.

One of the advantages brownfields offer is the opportunity to obtain land at below market value. Sites can, in some cases, be obtained for \$1 because municipalities are anxious to have the sites redeveloped. Another advantage to brownfields is that they are often situated in prime locations near the central business district, waterfront or existing residential neighborhoods. At more suburban brownfields locations, there is potential for successful retail operations because many sites, such as former gas stations, are often located at prime intersections where mini-malls, convenience stores or restaurants can take advantage of heavy traffic.

BENEFITS:

Brownfields redevelopment:

- promotes urban revitalization by limiting the environmental liability associated with redeveloping vacant industrial and commercial sites.
- reduces sprawl by reusing sites and focusing development where existing infrastructure facilities exist, instead of developing farmland or open space.
- provides an environmental benefit by cleaning up hazardous sites.

Many sites, particularly those along riverfronts also are conducive to

IMPLEMENTATION:

Contaminated sites must still be remediated before they are used. This can be costly. And, since many small and medium sized lenders in the financial community are still unaware of the benefits of the program, obtaining funding may present some challenges.

Brownfields initiatives have made recent strides forward, but have done little to address third party liability exposure. Although these are generally market driven insurance policies, the State and local governments have to underwrite the risk to encourage the private sector to take on the development challenges

*(Land Recycling (Brownfields Development),
Cont'd)*

(real or perceived) brought on by contaminated sites.

EXAMPLES IN PENNSYLVANIA:

Since the start of the program in 1995, nearly 500 sites have been put back into productive use through the program.

Former LTV Steel Plan, City of Pittsburgh, Allegheny County –

The site, former host to a variety of industries including steelmaking, beer brewing and gas production, was purchased by the Urban Redevelopment Authority of Pittsburgh in 1993 with the goal of integrating business, industry and the community in a mixed-use urban development. Because residential housing would be part of the mixed-use development planned for a portion of the property, cleanup had to meet residential statewide health standards in those areas of the site. PCB hot spots were excavated, and pathway elimination was used to attain a site-specific standard for an area of former tar tanks at one end of the property.

Prior to cleanup, the site had been subdivided into parcels based on their location and potential contamination. Although this partitioning could have delayed development of any individual area until all were remediated, an agreement was negotiated to allow approval of intermediate final reports as each parcel was completed. In addition, DEP facilitated a buyer/seller agreement for the first parcel between URA and the buyer, South Side Works Associates. This agreement enabled the development of the first parcel into

office, distribution and pharmacy space for the University of Pittsburgh Medical Center Purchasing Department.

The master plan for the entire 123 acres, conceived through a community planning process, will feature more than 300 new housing units, nearly 500,000 square feet for retail and entertainment and approximately 1.5 million square feet for offices and research and development. The development will provide a high quality pedestrian environment with brick sidewalks, crosswalks, parks and trail improvements along the Monongahela riverfront.

Department of Public Works Garage – City of Wilkes-Barre, Luzerne County

This land recycling project began when a teleservices provider and prospective employer of approximately 2,000 became interested in the site of an operating bowling alley. With the help of the Land Recycling Program, the bowling alley owner relocated to an abandoned, city-owned maintenance garage and built a new center with twice the number of lanes. Owned by the City Department of Public Works, the site consisted of seven buildings used for parking as well as storage and use of oils, tar, fuels, road salt and cleaning solvents. Although the buildings had been demolished, the contaminants remained. The City characterized the waste on site, then removed the underground storage tanks and 53 drums of waste and contaminated soils. The City also conducted an analysis, which revealed no chemical migration within the soil or groundwater. These efforts helped the City to achieve its site-specific standard. The end result was a cleanup of a large

*(Land Recycling (Brownfields Development),
Cont'd)*

environmental and public health liability and simultaneously brought 2,000 new jobs into Wilkes-Barre.

Grundy Recreation Center, Bristol Borough, Bucks County – Once an abandoned lot, the Grundy Recreation Center has become a new place for the residents of Bristol Borough to hold meetings, exercise and socialize. The property — a 7.2 acre lot, was originally home to the Grundy Carpet Mill. It was vacated in 1992, and donated to Bristol Borough in 1996 in order to replace the old recreation center which had burned in 1995. During excavation for a skating rink, the crew discovered what turned out to be pesticides in four under-ground chambered areas. The contaminated soil was treated as hazardous waste, removed from the site and properly disposed of, while the concrete and soil surrounding the chambers was cleaned. The tests showed that area ground water was not contaminated. The cleanup met the statewide health standards for soil and groundwater at the site. The new Grundy Recreation Center includes a full-size ice skating rink, locker rooms, a game room, a snack bar, a pro shop, a community meeting room and a community recreation room with televisions, pool tables and ping-pong tables. In addition, the project created 20 full and part-time jobs.

Bethlehem Steel Remediation, Northampton County — This 1,800-acre project is the largest brownfields development site in the nation. The project is located in an urban enterprise

zone and is an example of how an urban industrial site can be jointly investigated and remediated through a public-private partnership between the Bethlehem Steel Corporation, the Environmental Protection Agency, and the Pennsylvania Department of Environmental Protection. A component of the project, Bethlehem Works, is located on 163 acres and is envisioned as a Riverfront Renaissance District that would include a 14-screen cinema, two recreational ice rinks, and upscale hotel, and at least 20 specialty shops, lounges, and restaurants. In addition, the National Museum of Industrial History will anchor the site. The rest of the site, approximately 1,600 acres will be converted into a \$600 million business park, including a major Norfolk Southern railroad truck-to-rail intermodal terminal.

Other Pennsylvania Brownfields Sites — Industrial Park of York, York County; Former ACI Site, Clinton County; Ingersoll-Rand Redevelopment, Washington County; City Auto, Erie County; Pier 98, Philadelphia County; Sackville Mills Associates, Delaware County; Lower Cambria Works Reuse, Cambria County; Armstrong Cork Building, Allegheny County; Clinton Industrial Park, Butler County; Union County Greenfield Commons; Washington Landing, Allegheny County; Former Johnson Bronze Site, Lawrence County; West Chester Manufactured Gas Plant, Delaware County; Red Rose Commons, Lancaster County; Sovereign Oil Company Site, Philadelphia County.

*(Land Recycling (Brownfields Development),
Cont'd)*

CONTACT INFORMATION:

More information on the Land Recycling Program and brownfields can be found at the Department of Environmental Protection Website:

www.dep.state.pa.us.

Information on the LTV Steel Plan can be found by contacting PA DEP Southwest Office at (412) 442-4091.

For more information on the Bethlehem Steel remediation, visit Bethlehem Steel's Website at www.bethsteel.com or by contacting them at (610) 694-2424.

For further information on the Grundy Recreation Center brownfields site, please contact the PA DEP Southeast Office at (610) 832-5927.

FUNDING SOURCE(S):

Several financial assistance programs, including grants, loans and tax incentives are available to assist with projects.

The **Industrial Sites Cleanup Fund** provides grants or low-interest loans that can cover up to 75 percent of the cost of completing an environmental study and implementing a cleanup plan.

The **Industrial Sites Environmental Assessment Fund** allows the Department of Commerce to make grants to municipalities, municipal or local authorities, non-profit economic development agencies, and similar agencies. These grants are to finance environmental assessments of industrial sites located in municipalities that have been designated as distressed communities by the Department of Commerce.

For more information on the grants and loans available, contact the Grants Office in the Department of Commerce at (717) 787-7120. ■

K. Local Initiative Support Programs

DESCRIPTION:

Locally and regionally, non-profit corporations have been established to enhance the quality of life in downtowns. These corporations provide programs and services that create new employment opportunities, retain and expand community businesses, secure federal and state funding, build public-private partnerships, and help revitalize urban areas.

BENEFITS:

These programs help stabilize communities and improve the delivery of basic community services. They promote a community's image as a desirable place to invest and locate a business and create an environment where businesses can easily be established and thrive.

IMPLEMENTATION:

Programs are established and work in conjunction with community government. These programs can provide more specific help to neighborhoods.

EXAMPLES IN PENNSYLVANIA:

Beaver County Community Development Program – The program contains three primary areas of activity: 1) housing preservation, 2) economic development, and 3) infrastructure improvement. The activities focus upon assisting low income neighborhoods and areas; assisting central business districts with decaying or deteriorating building conditions; improving decaying infrastructure conditions; and assisting employers in the creation and retention of jobs.

Bethlehem Strategic Neighborhood Action Plan SNAP, Northampton

County – First used in 1997, the City of Bethlehem's Strategic Neighborhood Action Plan (SNAP) is designed to put city government back to work in the city's neighborhoods. To reach this goal, the City created a SNAP team of workers from all departments and levels of city government that visits several neighborhoods each year. At each visit, the team talks to residents to determine what work is needed regarding public safety, streets, parks, and other basic services. The team also works with residents to form neighborhood organizations for more longer-term concerns.

City of Bethlehem, Northampton

County – Bethlehem Economic Development Corporation (BEDCO) has set up a number of programs that help fund and direct community revitalization. These programs include: BEDCO Loan Pool, Fund for Revitalization and Economic Development (FRED), Local Economic Revitalization Tax Assistance (LERTA), Facade Program, Enterprise Zone Incentives, Site Location Assistance, and other economic development programs.

Beaver County Community Development

Program – The program contains three primary areas of activity: 1) housing preservation, 2) economic development, and 3) infrastructure improvement. The activities focus upon assisting low income neighborhoods and areas; assisting central business districts with decaying or deteriorating building

(Local Initiative Support Programs, Cont'd)

conditions; improving decaying infrastructure conditions; and assisting employers in the creation and retention of jobs.

Lehigh Valley Economic Development Corporation – Since the demise of the industrial era, many of the Lehigh Valley's communities have seen significant deterioration. The Lehigh Valley Economic Development Corporation has initiated a number of programs that have focused on revitalization. These programs include a comprehensive brownfields initiative; packaging financing for new employers; and developing industrial lands and incubators.

Philadelphia Local Initiatives Support Corporation (LISC), Philadelphia County

– Since 1981, Philadelphia's (LISC) has provided early stage support to CDC's in the form of grants and loans for the development of rental and for-sale homes, and neighborhood-based businesses of all types. LISC also works with public and private sector leaders to develop public policy initiatives that help in the revitalization of distressed neighborhoods. LISC is also involved in a number of long-range partnerships with national organizations (for example the National Trust for Historic Preservation and the Pew Charitable Trusts). These partnerships typically result in the creation of multi-year, community-wide redevelopment strategies. More recently, LISC and its affiliate, the National Equity Fund, have teamed with the Philadelphia Housing Authority to help convert the 880 apartment Southwark high-rise towers into low-rise housing units, thereby greatly reducing density.

Reading Means Business Team (RMBT), Berks County – The RMBT was created to be a driving force in developing a prosperous business environment for the City of Reading. RMBT participants have public and private sector backgrounds comprising a wide spectrum of insight. The RMBT strives to create an atmosphere within the City of Reading that is energetic, fun, and attractive; to promote the City's image as a desirable place to invest and locate a business, and; to create an environment where businesses can easily be established and thrive. To achieve these goals the RMBT has established both a Community Promotion and Business Development task force, which meet monthly.

CONTACT INFORMATION:

More information can be found at Beaver County's Website: www.co.beaver.pa.us/EconomicDevelopment/agencies.html or by contacting the Community Development Program of Beaver County at (724) 775-4711.

For information on the Bethlehem SNAP program call (610) 865-7100.

For more information on the Bethlehem Economic Development Corporation (BEDCO) call (610) 865-7056 or visit their Website: www.bethlehem-pa.com.

Information on the Lehigh Valley Economic Development Corporation can be found by contacting them directly at (610) 266-6775.

The Reading Means Business Team has a website at www.readingpa.com/rmb or can be contacted through the City of

(Local Initiative Support Programs, Cont'd)

Reading's Business Resource Center at (610) 655-6099.

More information on Philadelphia LISC can be found by contacting the organization at (215) 923-3801.

FUNDING SOURCE(S):

Financial support for Bethlehem SNAP comes from the city and the non-profit ALERT Partnership. ■

L. Main Street Program

DESCRIPTION:

Pioneered by the National Trust for Historic Preservation in the late 1970s, the Main Street Program is a local public-private partnership designed to help a community's downtown economic development efforts through: 1) establishment of a local organization dedicated to downtown revitalization, and 2) management of downtown revitalization by hiring a full-time professional downtown coordinator. Since 1980, 92 communities across the State of Pennsylvania have participated in the program.

BENEFITS:

The Main Street Program is rooted in preservation, using the quality elements of the built environment to build a positive physical image for everyone who uses the downtown area.

IMPLEMENTATION:

The Department of Community and Economic Development supports and assists local Main Street efforts through 5-year funding cycles that include Design Challenge Grants. Additionally, there is Main Street training and technical assistance available through the Pennsylvania Downtown Center, a statewide membership organization.

The Main Street Program is guided by a four point approach, focusing on organization, design, promotion/marketing, and economic restructuring.

Communities apply to DCED for funding grants and are selected based

on a number of criteria. Award of funds is premised on the development of a comprehensive volunteer-based professional downtown revitalization association to oversee the program. This organization must, among other things, 1) create a strategic plan for the downtown, 2) complete a market assessment for the community, and 3) create design guidelines.

A professional director is hired by the downtown organization to manage its Main Street program. This allows proper management of the program while not losing the local importance. There is no population restriction, but smaller communities (below 3,000 people) may be eligible for a part-time manager.

EXAMPLES IN PENNSYLVANIA:

City of York, York County – Main Street York has increased the visibility of downtown, created promotional events, worked with retailers on cooperative advertising, and instituted a nationally-recognized facade easement program. It has been in existence since 1985 and in 1997 it was selected as one of the five Great American Main Streets by the National Main Street Center. Since 1980, approximately \$10 million in public investment has leveraged \$40 million in private investment downtown.

Town of Bloomsburg, Columbia County – Initiated in 1982, the Bloomsburg Main Street Program has become one of the longest running Main Streets programs in the State.

(Main Street Program, Cont'd)

Bloomsburg demonstrates the ability of downtown revitalization efforts to be funded locally and maintain a clear purpose over an extended period of time.

City of Saint Mary's, Elk County –

Created a Main Street Program through cooperative efforts of private interest, local government, retail and commercial businesses, financial institutions, and the general public. The concept generates employment and tax revenues, which in turn can be used to improve the quality of life by transforming the downtown area into a more attractive place to live and work.

El Centro de Oro, North Philadelphia, Philadelphia County –

HACE's North 5th Street and Lehigh Avenue Main Street Program covers the traditional center of Hispanic commerce, cultural and social activity in the Delaware Valley. The Main Street program has created a venue where a wide variety of partners, such as Latino educators, professionals, residents, merchants, and government institutions are working together to build a stronger, healthier community. Among the program highlights are: Helped coordinate efforts to create a graffiti-free zone; developed a rapport with the Hispanic and mainstream media; coordinated efforts to develop the "Pascuas Latinas 97" Festival; coordinated a two day community visioning session.

CONTACT INFORMATION:

General information about the Main Street Program, as well as technical assistance, can be found at the Pennsylvania Downtown Center's

Website at www.padowntown.org or by calling (717) 233-4675.

More information on Main Street York can be found by contacting them at (717) 812-0557.

Contact the Bloomsburg Area Chamber of Commerce at (570) 784-2522.

Contact the Marienstadt Corporation at (814) 834-1192.

For more information about El Centro de Oro, contact the Philadelphia Convention and Visitor's Bureau at (215) 636-4433.

FUNDING SOURCE(S):

Funding for Main Street is through the Department of Community Funding and Economic Development, Office of Housing and Development. ■

1. Design Guidelines and Standards

DESCRIPTION:

One of the components of the Main Street Program, as well as historic preservation programs, is to develop guidelines and standards for building facades and streetscapes. The purpose of the development of guidelines and standards is to provide a useful manual and reference for the continuing preservation of historic structures and districts. It is intended to give the property owner, general contractor, and architect information needed to make appropriate design decisions affecting buildings. The concept, as part of historic preservation initiatives, or as a stand alone, is in use in a number of communities in the Commonwealth.

BENEFITS:

The set of guidelines ensures a semblance of commonality in a downtown. Preserves an area's unique character and this often boosts property values and stimulates investment. This can, in turn, foster community pride and helps improve and maintain the quality of life.

IMPLEMENTATION:

In terms of historic preservation, an owner of a building in a historic district must comply with the guidelines and secure a Certificate of Appropriateness from a managing council, usually city council or historical architectural review board (HARB), for all exterior work visible from any public right of way. No work can be done on a project until the council has made

its final decision on a project. The council may follow the Secretary of the Interior's Standards for Rehabilitation which contain general standards to guide the rehabilitation of historic properties for contemporary use.

EXAMPLES IN PENNSYLVANIA:

City of Bethlehem, Northampton County – Bethlehem's Main Street is filled with small shops and businesses. In 1961 the City of Bethlehem enacted legislation creating the Bethlehem Historic District. A local historic district ordinance was enabled, with significant emphasis on design guidelines. The eighteenth-century Moravian buildings have been preserved as museums, schools, businesses, and residences, and its surrounding residential area has become a highly desirable place to live.

Borough of Pottstown, Montgomery County – Pottstown has two historic districts, the Old Pottstown Historic District, established in 1986, and the High Street Historic District, created in 1991. Through the many fine examples of residential and commercial architecture, each district expresses the distinctive characteristics of Pottstown's historical and cultural heritage. In an effort to preserve the special quality of the areas, Borough Council adopted an ordinance which requires that any plans for exterior changes to existing buildings or new construction within the historic districts must be reviewed for design appropriateness and approved by

(Design Guidelines and Standards, Cont'd)

Council. These guidelines and the review process has ensured that the historic districts remain vital parts of the community, where property values have increased, economic development has been fostered, and the overall image of Pottstown has been enhanced.

Rittenhouse Fittler Historic District, City of Philadelphia, Philadelphia County –

The Rittenhouse Fittler Historic District is the largest historic district regulated by the Philadelphia Historical Commission. The uniform streetscape of the many speculator-built rowhouses today provides an important backdrop for the architect-designed houses, churches, institutions, and commercial structures within the neighborhood. This dense mix of high quality residential and institutional, vernacular and architect-designed buildings is woven together into a single fabric that was designated in 1995 as the Rittenhouse Fittler Historic District. Under City law, the Historical Commission reviews all applications for work on any building, structure, site, or object listed as historic in its own right or situated in a historic district. This review includes any work that alters the appearance of a historic resource, or for which a building permit is required. Such alterations include, but are not limited to, replacing windows, cleaning or repointing masonry, and painting facades.

Borough of Gettysburg, Adams County

– With more than two centuries of development, the community has a rich heritage of popular expression in modes of building and taste. In 1972 Gettysburg officially recognized the value of its historic buildings and the need for their protection with the adoption of the Gettysburg Historic

District Ordinance. To carry out its goal, the Ordinance established a Historical Architectural Review Board and a process for design review. As a municipality that derives much of its income from tourism, the need to have design guidelines to keep the historic character of the downtown is integral to Gettysburg's economy. Tourism not only affects the business owners of the Borough, it also affects the residential property owners – tourists bring in money that helps support the whole town and helps keep taxes down.

CONTACT INFORMATION:

The following agencies may be contacted for information and guidance on preservation guidelines and standards: The Pennsylvania Downtown Center at (717) 233-4675. The Bureau for Historic Preservation (717) 787-0771, Preservation Pennsylvania (717) 234-2310, and the National Trust for Historic Preservation (215) 568-8162.

For more information on Bethlehem's historic district guidelines please call (610) 865-7100.

The Borough of Pottstown can be contacted by calling (610) 970-6500.

Information on the Rittenhouse Fittler Historic District can be found by calling the Philadelphia Historical Commission at (215) 683-4590.

Contact information for the Borough of Gettysburg includes the Gettysburg Historic Architectural Review Board, (717) 334-1160 and the Preservation Society of Gettysburg, (717) 334-8188. ■

M. Project for Community Building

DESCRIPTION:

Governor Tom Ridge created the Project for Community Building in 1996 as a way to redefine community development within Pennsylvania. The Project is an interagency approach to dealing with the barriers to revitalizing our communities. The Project recognizes that government does not have all the answers but does have a role to play in working with and motivating civic groups and citizens that are closer to the problems within their community. The Project for Community Building brings together a new arsenal of tools and resources to stimulate self-help initiatives.

The Project for Community Building was founded on some core beliefs: Helping people build assets at the individual, family and community level is necessary to promote the economic well being of low income individuals; Self-help initiatives can harness the unlimited potential of individuals and the private sector; Institutions such as the family, faith-based groups, and community based organizations are critical to the success of restoring urban and rural distressed areas and reversing social and economic decline; Leveraging private sector resources will assure the viability and effectiveness of these initiatives.

These tools and resources are contained in five areas containing eight specific initiatives. Under the area "Empowering Individuals" are two initiatives: 1) Family Saving Accounts (FSA) and 2) Housing. Under "Investing in Community Growth" are two initiatives: 1) Pennsylvania Community

Development Bank and 2) Self-Employment. Under "Educating Communities" are two initiatives: 1) Charter Schools and 2) Mentoring. Under "Preventing Teen Pregnancies" is one initiative: Abstinence Education and Related Services. Under "Improving Neighborhood Safety" is one initiative: Community Crime Prevention.

BENEFITS:

These tools and resources help community-based organizations realize their full potential to create positive change and form strong working partnerships with government and each other to improve their communities and the lives of local residents.

IMPLEMENTATION:

The Commonwealth agencies participating in the Project for Community Building intend to give priority in the application selection process for those applicants which propose to connect the project initiatives. The "Connections" that qualify for priority in the application selection process would have the following characteristics:

- 1) A written agreement that describes the roles of all parties involved and is signed by all parties.
- 2) Roles played by the parties involved should have included early planning of the local project.
- 3) Roles of the parties involved should be substantial.

Within the general theme of community-building, each of the Project's eight important components can relate to

(Project for Community Building, Cont'd)

and support other community building initiatives working to maintain and revitalize challenged Pennsylvania communities.

To design local connections between the diverse initiatives, applicants may work with a small technical assistance team drawn from each state agency participating in the Project for Community Building.

EXAMPLES IN PENNSYLVANIA:**Freedom High School, City of Bethlehem, Northampton County** –

Freedom High School's mentoring program links business and industry volunteers with students who would benefit from tutoring and a one-to-one mentoring relationship with a positive adult role model. An important part of the program is goal planning. Students who are experiencing academic problems or who need extra encouragement are identified by teachers and guidance counselors at the middle and high school levels. In the beginning, students and their mentors meet after school once a week for about an hour. Eventually, they meet more often and are encouraged to participate in different activities.

Bethlehem Area School District, City of Bethlehem, Northampton County –

The school district through a strong partnership with community agencies and businesses, including the YMCA; Retired Senior Volunteer Program; Columbia Gas; and the Fayette County Offices of Mental Health/Mental Retardation, offers a 3-day per week after school program for interested students in grades 1-6. Employees of participating agencies and businesses are given release time to participate.

The program includes recreational, arts and academic components.

Examples of successful efforts to provide linkages between initiatives include the **Greater Erie Community Action Agency** in Erie and **Universal Community Homes** in South Philadelphia.

CONTACT INFORMATION:

The Project for Community Building office is within the Department of Community and Economic Development (DCED). For questions on the Project or for more examples contact them at (717) 787-7401 or visit the Project Website: www.dced.state.pa.us/PA_Exec/DCED/project/project.htm. ■

N. Renewing Traditional Rail Freight Links

DESCRIPTION:

Rail freight infrastructure abandoned or neglected as a result of post-WWII industrial decline presents a great opportunity for re-establishment of modern intermodal rail links. PennDOT administers three levels of programs to revitalize rail freight infrastructure through its Bureau of Rail Freight, Ports & Waterways. Owners, users and operators of existing and planned rail freight lines are eligible for matching grant assistance through the Rail Freight Assistance Program (RFAP), the Capital Budget, and the TEA-21.

BENEFITS:

Revitalized rail freight lines can enhance commercial and industrial potential, reclaim brownfields, increase property values, add to municipal tax bases and create jobs.

IMPLEMENTATION:

PennDOT utilizes objective criteria for evaluating and awarding RFAP funds in two categories: Maintenance/ Rehabilitation, and New Construction. Maximum dollar and percentage matches are set for each category. The RFAP is funded annually, and grants to eligible applicants are determined on a need basis. Capital Budget and TEA-21 projects are handled through PennDOT's 12 Year Program.

EXAMPLES IN PENNSYLVANIA:

City of New Castle, Lawrence County –
New Castle has had a successfully brought rail service and increased

commerce to the city through a successful partnership with Conrail. The partnership helped re-establish rail service using TEA-21 Rail Revitalization money.

Beth-Intermodal Terminal, City of Bethlehem, Northampton County –

This new intermodal terminal, owned by Bethlehem Steel Corp., is designed for the unloading and continued shipment of trailers and containerized freight. Located on 60 acres, the terminal is the first major new operation to open in the Bethlehem Commerce Center (a 1,600-acre former brownfields site being redeveloped by Bethlehem Steel.) Norfolk Southern, which has signed on as the terminal's first rail customer, is among the businesses that have worked in partnership with government to create an environment conducive to development.

CONTACT INFORMATION:

More information can be found by contacting the City of New Castle at (412) 656-3500.

For more information on the Beth-Intermodal Terminal, visit Bethlehem Steel's Website at www.bethsteel.com or contact them at (610) 694-2424.

Information about PennDOT Rail Freight programs can be found by calling the Bureau of Rail Freight, Ports & Waterways at (717) 783-8567.

Applications for the RFAP can be obtained at www.dot.state.pa.us. ■

O. Residential and Non-Residential Improvement Programs

DESCRIPTION:

Programs that focus on evaluating and financing improvements of existing residential and nonresidential structures in a community. Examples of such improvement programs include facade improvement programs, home improvement programs, and comprehensive code enforcement. A critical part of these improvement programs is controlling, or even reversing, the conversion of single family homes into multi-unit dwellings.

BENEFITS:

The programs provide funding for building improvements at the local level. They create a set of guidelines that ensure a semblance of commonality in a downtown, preserves an area's unique character, and increases home ownership.

IMPLEMENTATION:

Municipalities can voluntarily adopt guidelines for the program, which are usually reviewed by the town's regulatory board. In most cases, projects funded through such a program must comply with the guidelines and must be approved by the consulting architects for the city.

EXAMPLES IN PENNSYLVANIA:

City of New Castle, Lawrence County - The City of New Castle has instituted a facade program for its downtown area. The goal of the program is to preserve and rehabilitate downtown buildings.

The city has adopted guidelines for the project, which are reviewed by the mayor, business administrator and a city financial officer. Under the program the city offers a loan/grant to building owners that is limited to 50 percent or \$20,000 of the renovation project, whichever is less. The applicants 50 percent match can be for any type of general improvements on renovations to the building or sidewalk. There is a ten-year forgiveness on the loan if the building is occupied. The loan will be forgiven at 10 percent per year as long as the building remains occupied. If the building becomes vacant, the loan will be repaid at a rate of 3.75 percent. Work financed under the program is limited to the following activities:

- 1) Facade improvements (painting, awning installation and replacement, cleaning, lighting, etc.).
- 2) Masonry repair.
- 3) Window and storm window repair, installation and/or the rehabilitation and restoration of display and transom windows.
- 4) The creation of additional access points and/or handicapped access.
- 5) The removal of inappropriate coverings and/or additions to storefronts.
- 6) Roof repairs shall be considered an ineligible activity, except when said improvements are incorporated within facade improvements.
- 7) Improvements to sidewalks or parking lots shall be considered an ineligible activity except when such improvements are incorporated within facade projects.

(Residential and Non-Residential Improvement Programs, Cont'd)

All projects founded through the program must comply with the guidelines and must be approved by the consulting architects for the city.

City of Bethlehem, Northampton County

– Through the Bethlehem Economic Development Corporation, no interest 15-year loans are granted for the purpose of improving facades and restoring storefronts of businesses in the Northside and Southside Central Business Districts. Approximately 25 loans have been granted over the program's 5-year period and provide \$25,000 per facade. Demand for the loans has enabled BEDCO to look to expand the program beyond the Northside and Southside CBDs to other parts of the city.

Pennsylvania Green Buildings, City of Pittsburgh, Allegheny County

– In 1996, the Western Pennsylvania Conservancy created the first "green" building in downtown Pittsburgh. The organization was looking for an opportunity to create a sustainable, environmentally sound location for its new headquarters, and chose to retrofit a historic downtown building to showcase energy efficiency and green redesign.

Brookville Borough, Jefferson County

– Used HOME money to rehabilitate historic 1st and 2nd stories of community buildings. Money was also used to refurbish the more residential uses on higher stories.

CONTACT INFORMATION:

General information can be found at the Department of Community and Economic Development website: www.dced.state.pa.us.

HUD can be contacted in Philadelphia at (215) 656-0600 and Pittsburgh at (412) 644-6428.

More information can be found by contacting the City of New Castle at (724) 656-3500.

More information about the City of Pittsburgh can be found at their Website: www.city.pittsburgh.pa.us. More specific information on residential and nonresidential programs in Pittsburgh can be found at the Urban Redevelopment Authority (URA) of Pittsburgh's Website: www.ura.org.

For more information on the City of Bethlehem call the Mayor's office at (610) 865-7100 or visit their Website: www.bethlehempa.org.

Information on Brookville Township can be found at Jefferson County's Website: www.jeffersoncountypa.com.

FUNDING SOURCE(S):

The Federal HOME Investment Partnership and Community Development Block Grant (CDBG) programs generally support these programs and are provided through the Federal Department of Housing and Urban Development. ■



P. Technology Financing

DESCRIPTION:

The fundamental economy of our world is changing from one focused on industrial and manufacturing techniques to one focused on technology. The Department of Community and Economic Development (DCED) has recently focused much effort on ensuring that all segments of Pennsylvania are ready to grow and succeed in the new digital economy. DCED has created the Pennsylvania Technology Investment Authority (PTIA) to establish a regionally based financing tool that enables Pennsylvania businesses and communities to thrive in the digital economy.

BENEFITS:

By working with businesses, local governments, community leaders, and individuals to address technology, Pennsylvania will be better able to compete in the evolving economy.

IMPLEMENTATION:

PTIA has three distinct components. One that focuses on direct business investment, another focusing on the university component, and another on small business and the creation of digital communities.

PTIA is a decentralized program organized regionally by committees made up of a cross section of the community. These committees were pulled together by the regional Ben Franklin Technology Centers, the local Team Pennsylvania representatives, and DCED. These committees have

established a technology vision for their region that will be used to guide the development and funding of the initiative. These visions are constantly refined and developed.

EXAMPLES IN PENNSYLVANIA:

City of Lock Haven, Clinton County - KCNet, a nonprofit organization in Lock Haven, was the recipient of state money to be used to create the Lock Haven Electronic Village. The funding is being used to connect three existing networks in the downtown area to provide high speed access to businesses, individual residents and vacant lots in a 17 square block area. The networks connected included an educational based system including Lock Haven University, the Keystone Central School District, and the Clinton County government structure.

City of Wilkes-Barre, Luzerne County - The City of Wilkes-Barre in partnership with the Greater Wilkes-Barre Industrial Fund received state support for a feasibility study to determine the possibility of wiring a fiber optic network through the city's existing unused sewer pipes/tunnels. If feasible, which appears to be the case, the plan is to connect a complex network which would allow citizens, businesses, and vacant locations in downtown Wilkes-Barre to have high speed access to the world wide web. The result would be enhanced business opportunities and better and faster access for all citizens.

(Technology Financing, Cont'd)

CONTACT INFORMATION:

PTIA is coordinated throughout the state by a liaison in DCED, but much of the work is done regionally. For more information you may contact DCED at (800) 379-7448, or call regional contacts:

Innovation Works (Southwest Pennsylvania): (412) 681-1520

Northeast Ben Franklin Technology Center: (610) 758-5210

Southeast Ben Franklin Technology Center: (215) 382-0380

Northern and Central Pennsylvania Ben Franklin Technology Center: (814) 863-4558

Information about the Wilkes-Barre example can be found by contacting Greater Wilkes-Barre Industrial Fund at (570) 823-2101. ■

Q. Zoning and Building Code Re-Evaluation

DESCRIPTION:

There are a number of municipalities throughout the State that have voluntarily re-evaluated their zoning codes. Many of these municipalities found that their codes were not only outdated, but also did not serve the best interests of sound community development. Among the chief goals of these re-evaluations is to more emphatically create a mix of uses and density for a vibrant community. Recently, a State Building Code was created. This standardizes building codes throughout the state, and, in many ways, encourages municipalities to re-evaluate zoning.

BENEFITS:

The re-evaluation analyzes the past and present development situations for a municipality and allows the municipality to better plan and shape its future growth. This creates a mix of uses and can help create districts.

IMPLEMENTATION:

Requires a willingness to recognize the limitations and weaknesses in existing zoning ordinances. A re-evaluation of zoning may require a comprehensive review and rewrite of many ordinances. In addition, to revise the zoning code, significant local support is needed.

EXAMPLES IN PENNSYLVANIA:

Towamencin Township Overlay Zoning District, Montgomery County – The District was designed with the intention of providing an opportunity for redevelopment of Kulpsville Village.

An additional purpose was to encourage development of a multi-modal transportation system that would allow the Village to be more transit-oriented, thereby relieving traffic problems that have been generated by increasing development in the area. The overlay-zoning district is divided into 8 sectors, each of them permitting different types of land uses and densities.

City of Pittsburgh's New Zoning Code, Allegheny County – For the first time since 1958, Pittsburgh has enacted a new comprehensive zoning code to facilitate mixed use of land and diverse housing, with small single-family home lots. A city council committee will review the code after six months.

City of Allentown, Lehigh County – Liberal zoning for the Central Business District of Allentown has allowed for a greater mix of uses.

Chester County Vision Partnership Program – This program, under the County's comprehensive Landscapes policy plan, seeks consistent zoning and land use regulations. The program has given 40 of Chester County's 73 municipalities grants to update their zoning ordinances.

City of Chester, Delaware County – Originally enacted in the 1940's, Chester's zoning ordinance is being re-evaluated and re-written to more specifically meet the needs of the city. A task force was established consisting of community leaders to solicit their response to current and

(Zoning Re-Evaluation, Cont'd)

proposed zoning in the city. At the end of the process the new zoning ordinance will be presented to city council for approval.

CONTACT INFORMATION:

To find out about the recently enacted changes State Building Code contact the Department of Labor and Industry at (717) 787-3323.

Information about the Coastal Zone Management Program can be found by contacting DEP's Bureau of Watershed Conservation at (717) 783-7420.

For more information on Towamencin's Overlay Zoning District visit their Website: www.towamencin.org.

Information on Pittsburgh's new zoning code can be found at their Website: www.city.pittsburgh.pa.us.

More information can be found at Chester County's Website: www.chesco.org.

Information on the City of Chester's new zoning code can be found via their Website: www.chestercity.com or by calling (610) 447-7707.

Information on Allentown's liberal zoning can be found by calling (610) 437-7751.

FUNDING SOURCE(S):

The City of Chester embarked on a two-year revision and re-writing process of its zoning using grants from various agencies, including the Coastal Zone Management Program. ■