

Place-Based Tourism in Lancaster County:

Creating a Great Place
to Live and Visit



Place-Based Tourism in Lancaster County

Presented at the

**2010 Annual Conference
Pennsylvania Chapter of the
American Planning Association
Lancaster, Pennsylvania**

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by

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**Lancaster County Planning Commission
Lancaster, Pennsylvania**



Place-Based Tourism in Lancaster County



- ① **Preserving Our Spirit of Place**
What Is Sustainable Tourism?
- ② **City Stories**
Lancaster City's
Museum without Walls
- ③ **Laboratory**
Downtown Lancaster

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Preserving Our Spirit of Place



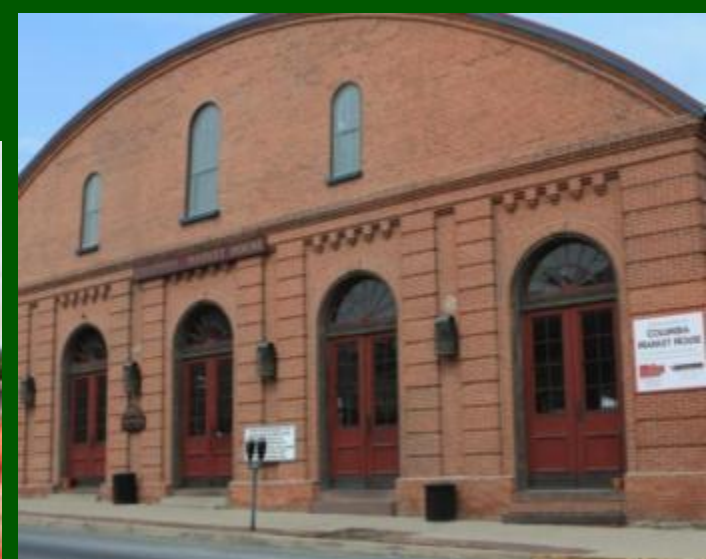
Amish & Plain Sects and Agricultural Landscape

Spirit of Place



Farmers' Markets and Roadside Stands

Spirit of Place



City and Boroughs



Spirit of Place



Small Towns and Villages

Spirit of Place



Lower Susquehanna River Gorge

Spirit of Place



Spirit of Place

Tangible Resources

- Natural
- Cultural
- Historic



People & Places

Spirit of Place

Intangible Resources

Customs & Traditions

- Food
- Dance
- Music
- Storytelling



a great place
to live

makes

a great place
to visit



Spirit of Place

Heritage Destinations

*Tourism does not
go to a city that
has lost its soul.*

– Arthur Frommer

Savannah



Annapolis



Charleston



Spirit of Place

But . . .

**Is there trouble
in Paradise?**

**We face two kinds
of challenges.**



Spirit of Place

Unmanaged
Growth and
Change

Rural
Landscape



Spirit of Place

Unmanaged
Growth and
Change

Urban
Landscape



Suburban Sprawl

Spirit of Place



**In the 1990s,
Lancaster County was
listed as one of:**

- **The Nation's 11 Most
Endangered Places
(National Trust)**
- **The World's 100 Most
Endangered Sites
(World Monuments
Watch)**

Spirit of Place

Lancaster County's image as a mature tourism destination



Spirit of Place



Economic Impact of Tourism in Lancaster County

- 11 million visitors annually
- \$2 billion spent on visitor goods and services
- Contributes over \$800 million in direct economic impact
- Generates \$460 million in tax revenue

Courtesy PA Dutch Convention & Visitors Bureau

Spirit of Place



Quality-of-Life Benefits of Tourism in Lancaster County

- Community pride
- More places to eat, sleep, and have fun
- Environmental and cultural heritage preservation
- Improved facilities and services

Spirit of Place

The Broadway show *Plain and Fancy* (1955) first made the county a tourism destination

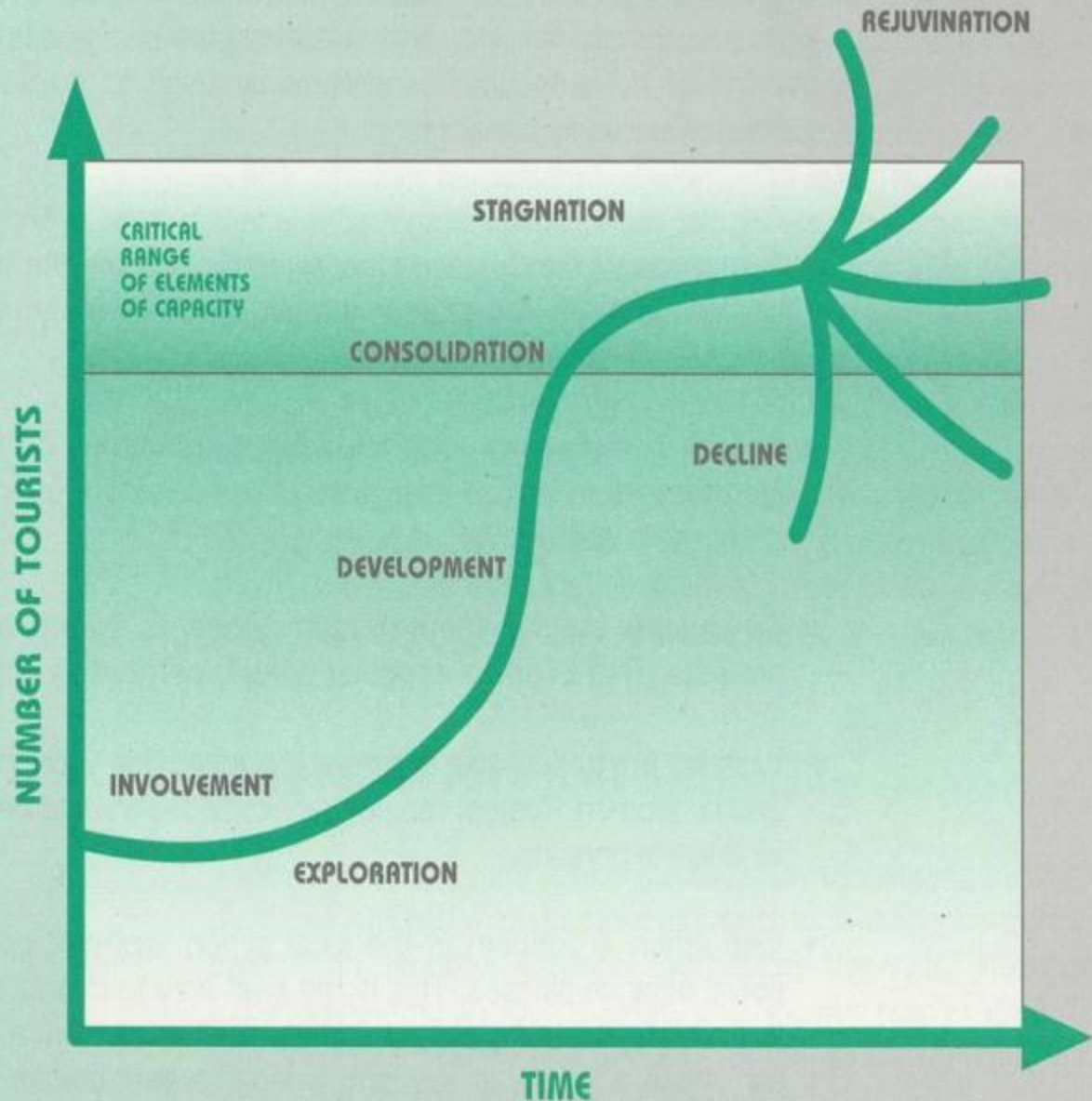


Spirit of Place

Tourist Area Cycle of Evolution

Rejuvenation,
Stagnation, or
Decline?

From A.W. Butler, "The
Concept of a Tourist Area
Cycle of Evolution"
(1980)



Spirit of Place



Spirit of Place



Placemaking

and

sustainable tourism
development

are the keys to creating

a great place to live and a
great place to visit

Spirit of Place



In keeping with this philosophy, we believe that successful and sustainable tourism development is:

- Civic – working collaboratively to find the fit between the community and tourism
- Place-Based – preserving and protecting resources
- Experiential – making destinations come alive

Sustainable Tourism Is Civic

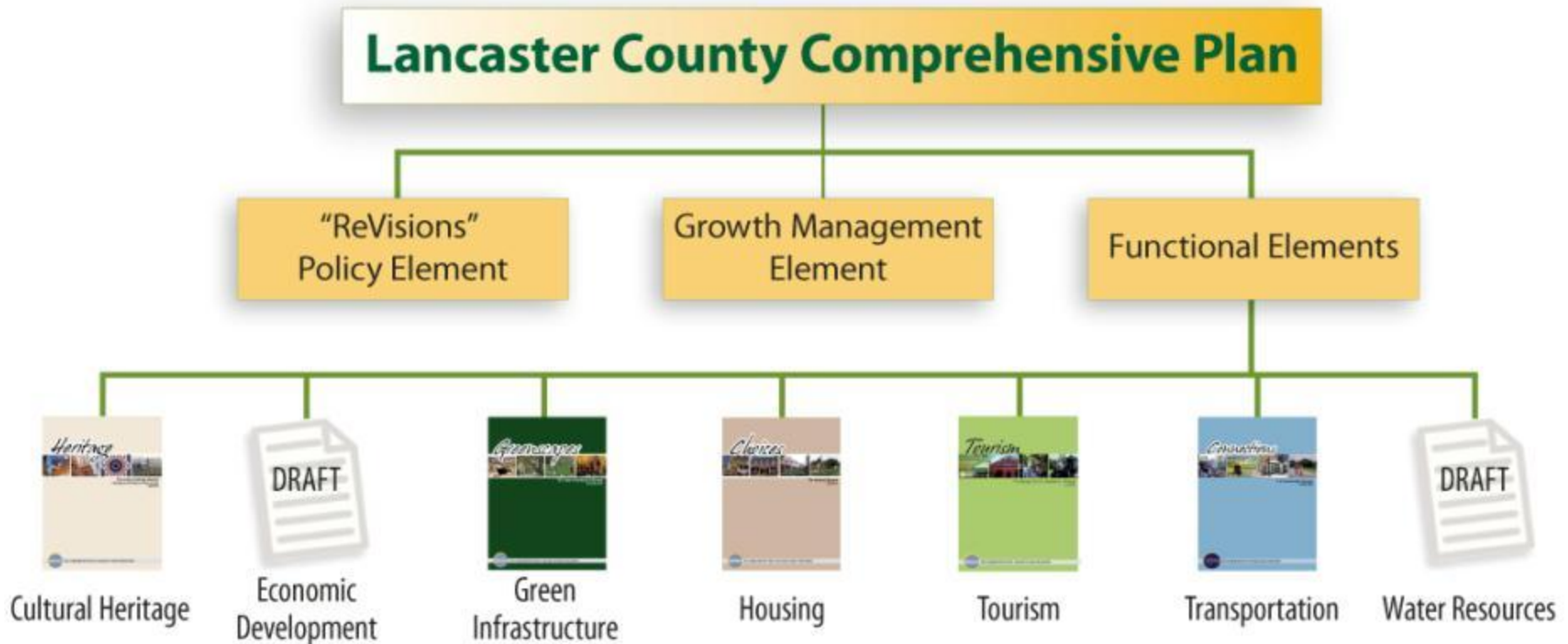


Civic Tourism



Cultural Sector
+
Tourism Industry
+
General Public
=
Civic Tourism

Civic Tourism



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

Civic Tourism

Comp Plan Elements

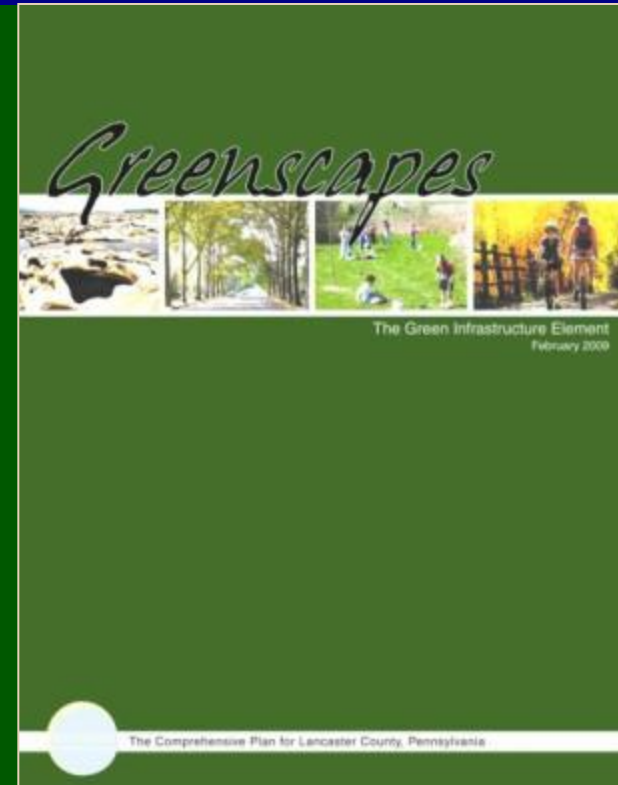
Heritage Plan:

- Conserve tangible and intangible cultural and historic resources



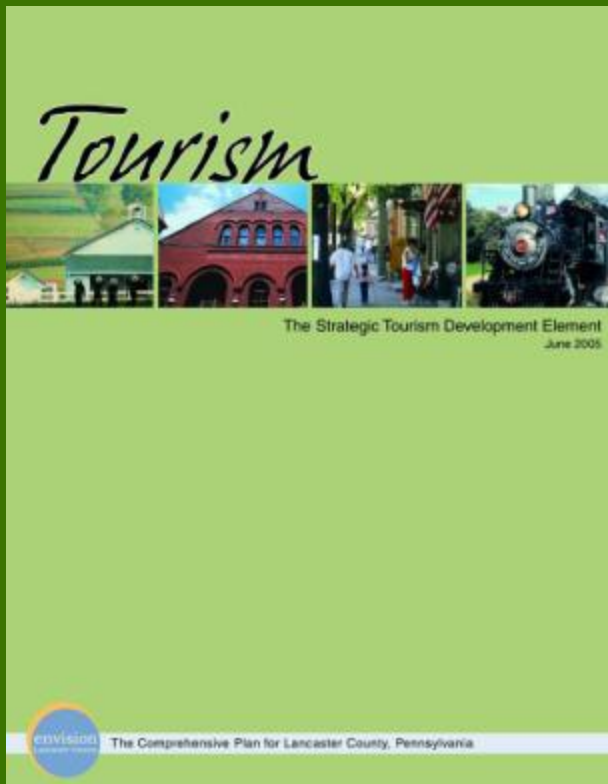
Greenscapes Plan:

- Conserve natural resources and open space



Civic Tourism

Comp Plan Elements



Tourism Plan:

- Calls on local stakeholders to preserve and enhance the county's authentic heritage resources and sense of place as the foundation for future tourism development
- Identifies which of these resources are appropriate to share with visitors

Civic Tourism

Public Engagement in Tourism Plan



Advisory Committee

Regional Municipal Meetings

Public Forums

Surveys

- Residents (through newspaper)
- Municipalities
- Agencies & Organizations
- Visitors

Civic Tourism

Tourism Survey Results

Positives

- Amish / Plain Sects
- Rural landscape
- Farm markets and roadside stands
- Historic towns and villages
- Antiques and crafts

Negatives

- Unmanaged growth and sprawl
- Loss of authenticity
- Traffic congestion
- Limited reinvestment in existing attractions



Civic Tourism



The Plan's Vision for Tourism

- Enhance existing and develop new sustainable and authentic tourism products and experiences
- Improve the visitor experience while enhancing local residents' quality of life
- Establish Lancaster City as a new and exciting tourism product

Sustainable Tourism Is Place-Based



Place-Based Tourism

Place is becoming the central organizing unit of our economy and society.

Richard Florida



Place-Based Tourism

Place-based tourism sustains and enhances:

- the geographical character of a place
- the well-being of its residents



Place-Based Tourism

A place-based approach to tourism is consistent with a major paradigm shift in the travel world.

Old Way of Thinking

- **Marketing and promotional campaigns**
- **Focus on individual attractions**

New Way of Thinking

- **Authentic experiences and quality visitor services**
- **Focus on places**



Place-Based Tourism

While mass tourism dominated the market in the early 1990s . . .



Recent rapid growth in

- *ecotourism*,
- *geotourism*
- cultural tourism, and
- heritage tourism

indicates a new direction
for tourism development
in the 21st century.

Place-Based Tourism



The tourism plan calls on local stakeholders to:

- **Focus on areas with the greatest potential for tourism, called Tourism Development Areas (TDAs)**
- **Create a management structure in each of these areas**
- **Establish a countywide tourism council to coordinate tourism development on a countywide basis**

Place-Based Tourism

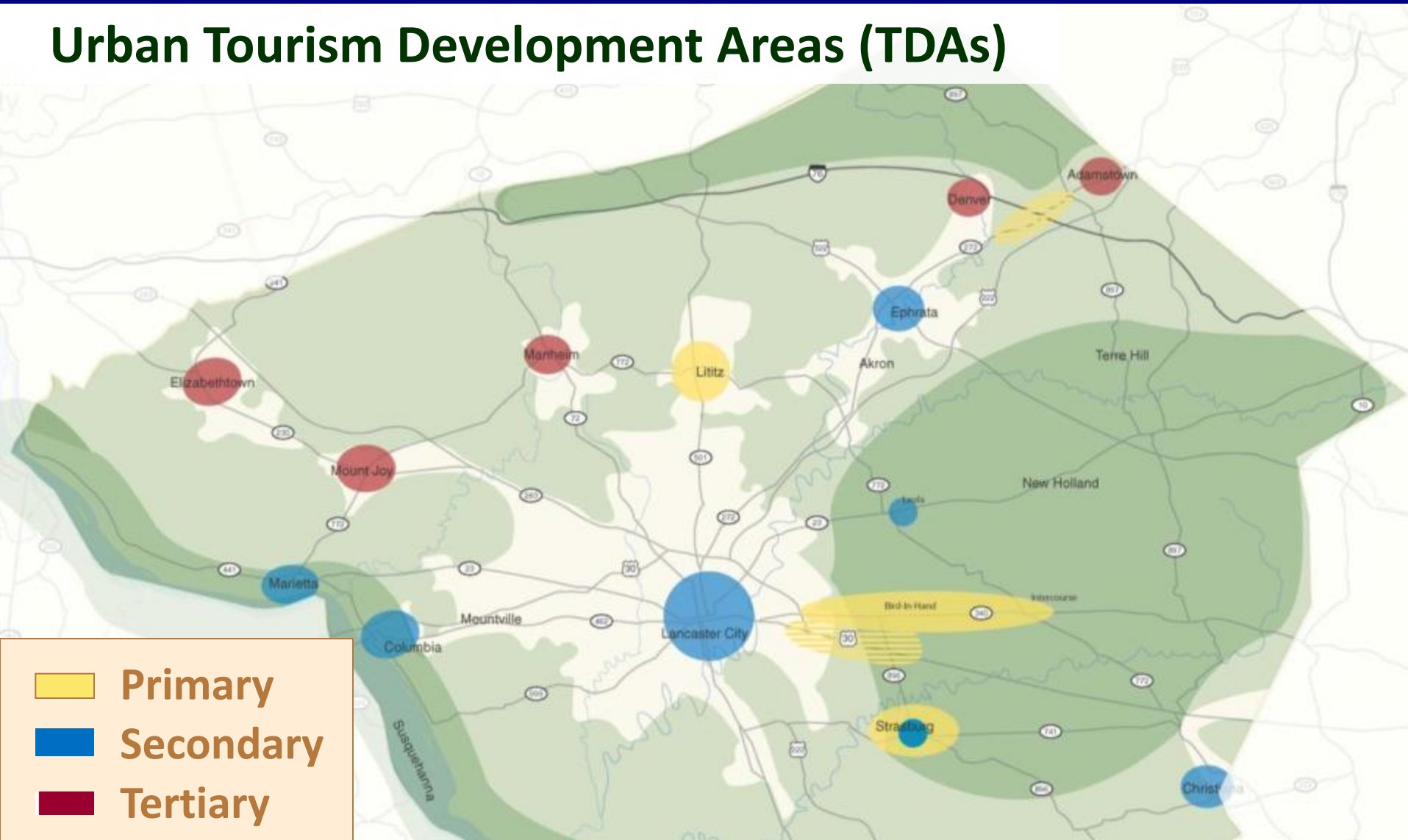
Urban TDAs



- Located within the county's designated urban or village growth areas
- Have a critical mass of attractions, services, and infrastructure – or the *potential* to develop them in the future
- Have the support of local officials and residents

Place-Based Tourism

Urban Tourism Development Areas (TDAs)



Place-Based Tourism

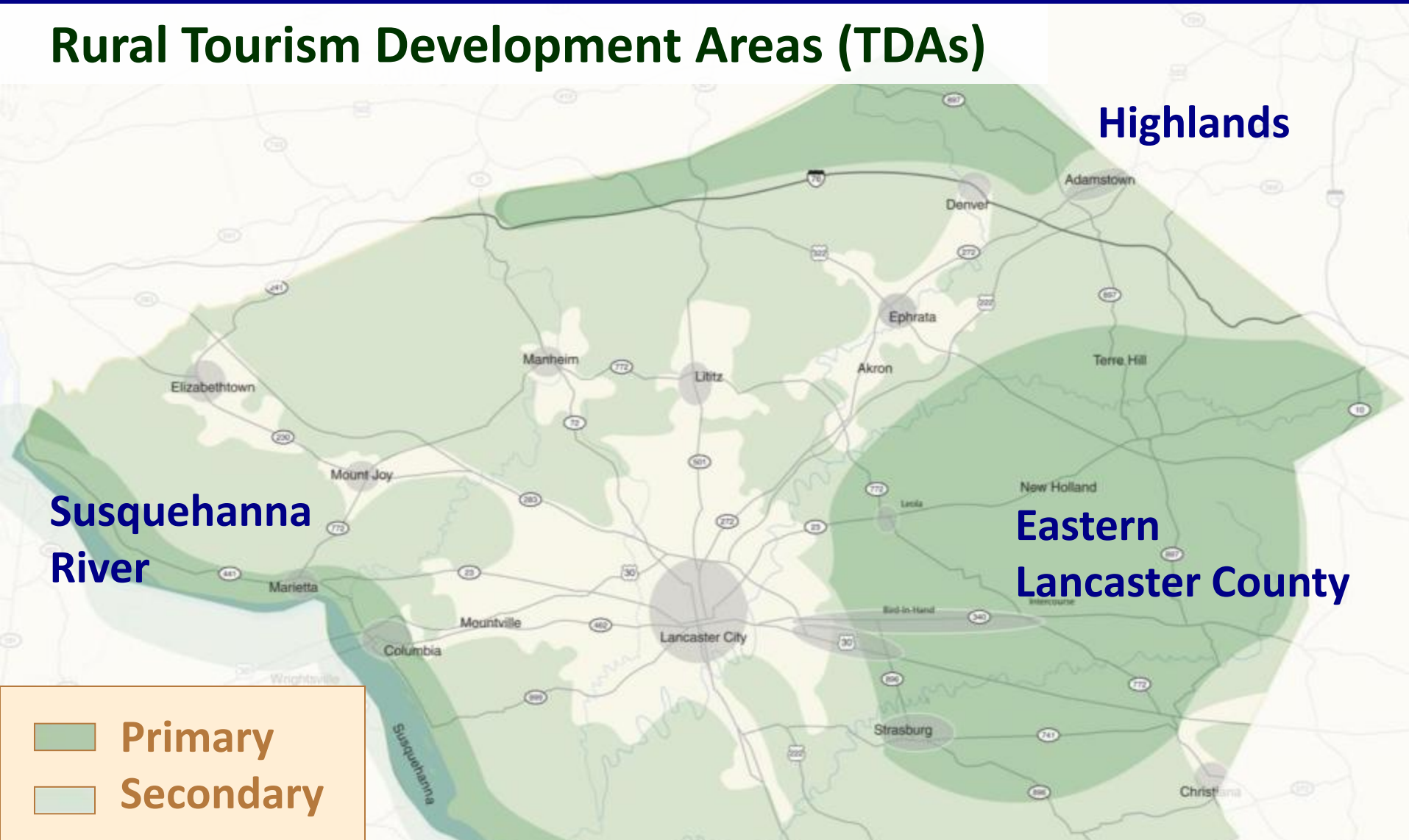
Rural TDAs



- Large, rural agricultural and/or natural landscapes
- Have the potential for sustainable forms of agritourism and ecotourism
- Towns and villages within these areas serve as gateways and centers for interpretation and visitor service

Place-Based Tourism

Rural Tourism Development Areas (TDAs)



Place-Based Tourism

TDA Management Structure

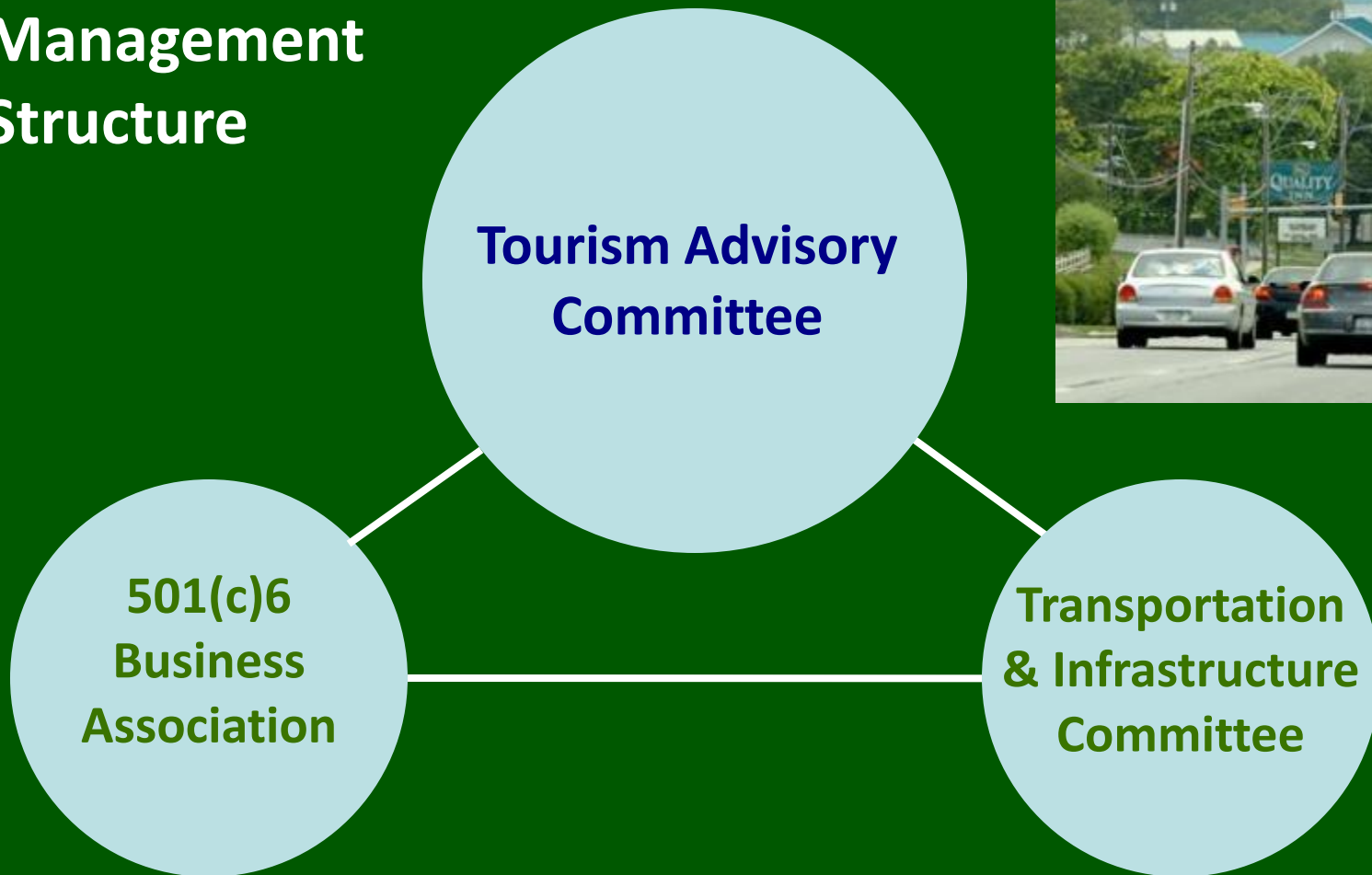
The tourism plan calls for each TDA to create a management structure involving the public, private, and nonprofit sectors, with representatives from:

- Municipal government
- Local Main Street organization or chamber of commerce
- Local residents, businesses, and institutions (schools, etc.)



Place-Based Tourism

Lincoln Highway TDA Management Structure



Place-Based Tourism

Community Tourism Assessment

Purpose

Develop and inventory of resources and complete a plan that outlines the strengths, weaknesses, opportunities, and threats within each TDA.

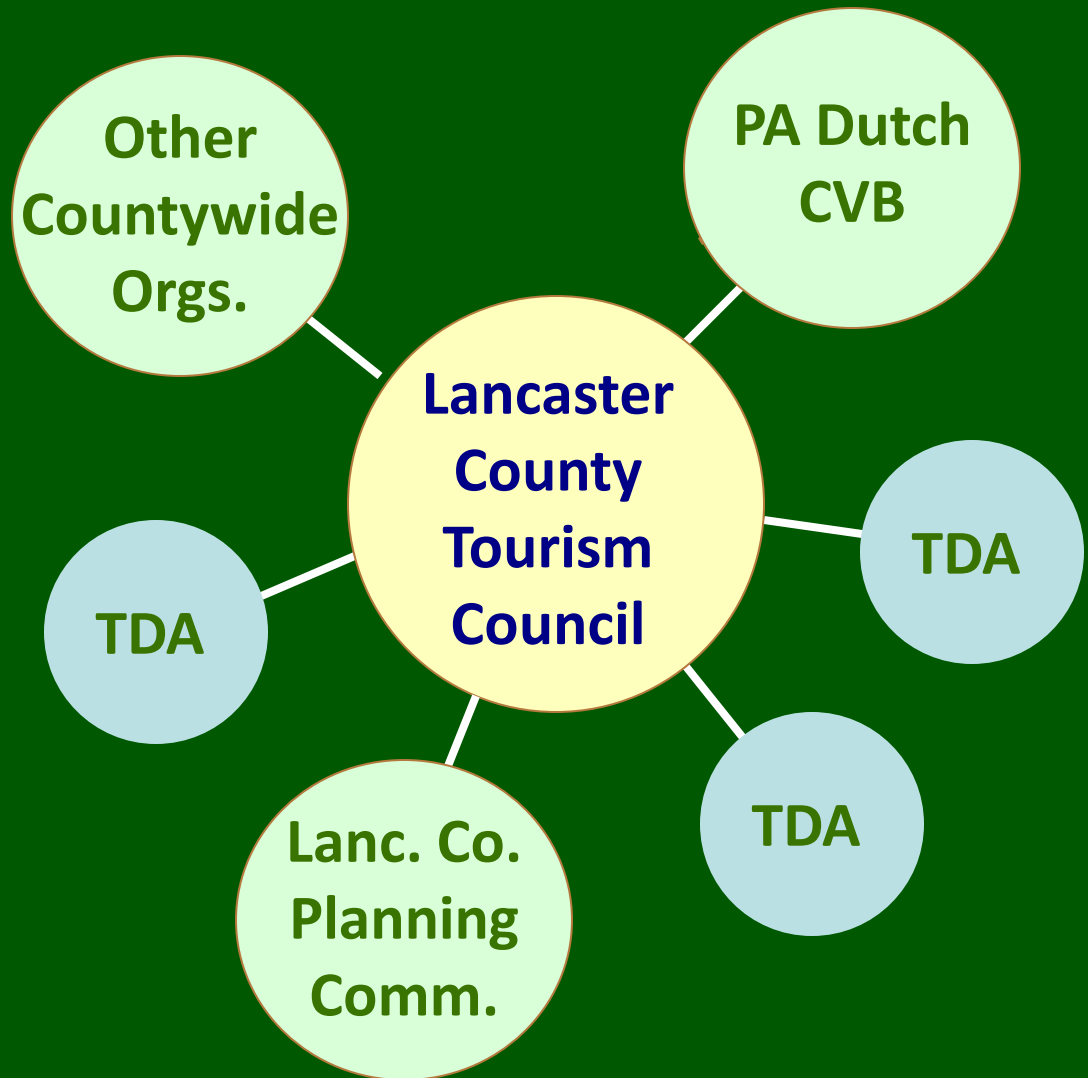
Examples

- City of Lancaster Tourism Strategic Plan
- Lincoln Highway Gateway Improvement Plan



Place-Based Tourism

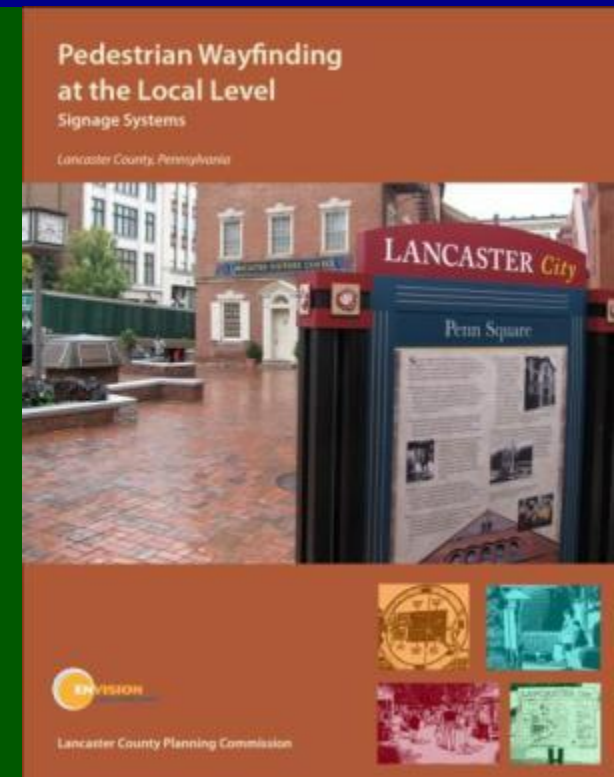
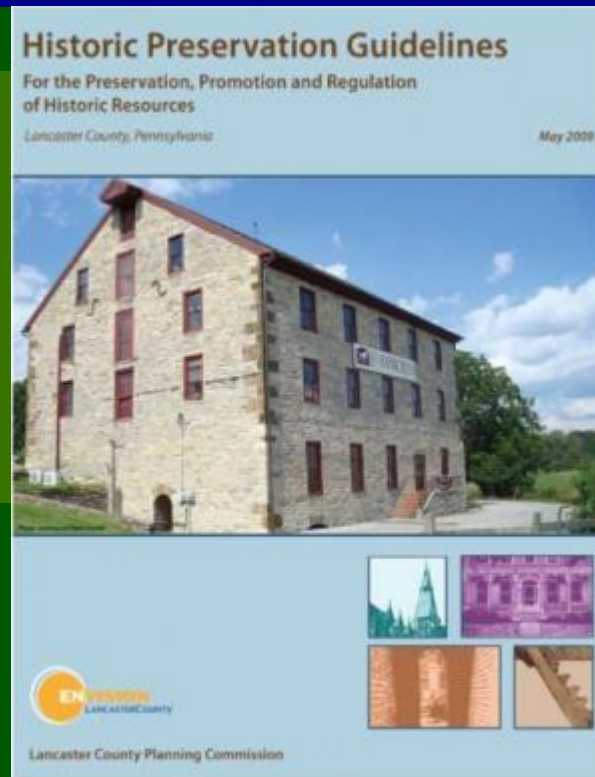
**Coordination
among TDAs
and
countywide
organizations**



Place-Based Tourism

Other Placemaking Tools

- Model design guidelines
- Context-sensitive design
- Model template for facade improvement programs



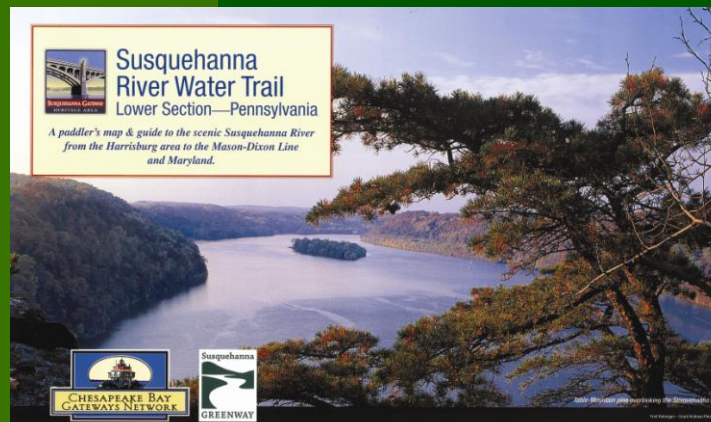
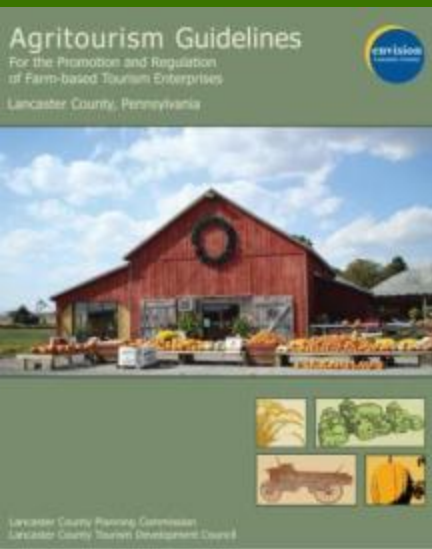
- Historic preservation guidelines
- Wayfinding programs

Place-Based Tourism

Other Placemaking Tools

Enhancing agritourism and ecotourism opportunities

- Agritourism guidelines
- Susquehanna Water Trail guide
- Greenways: Northwest River Trail



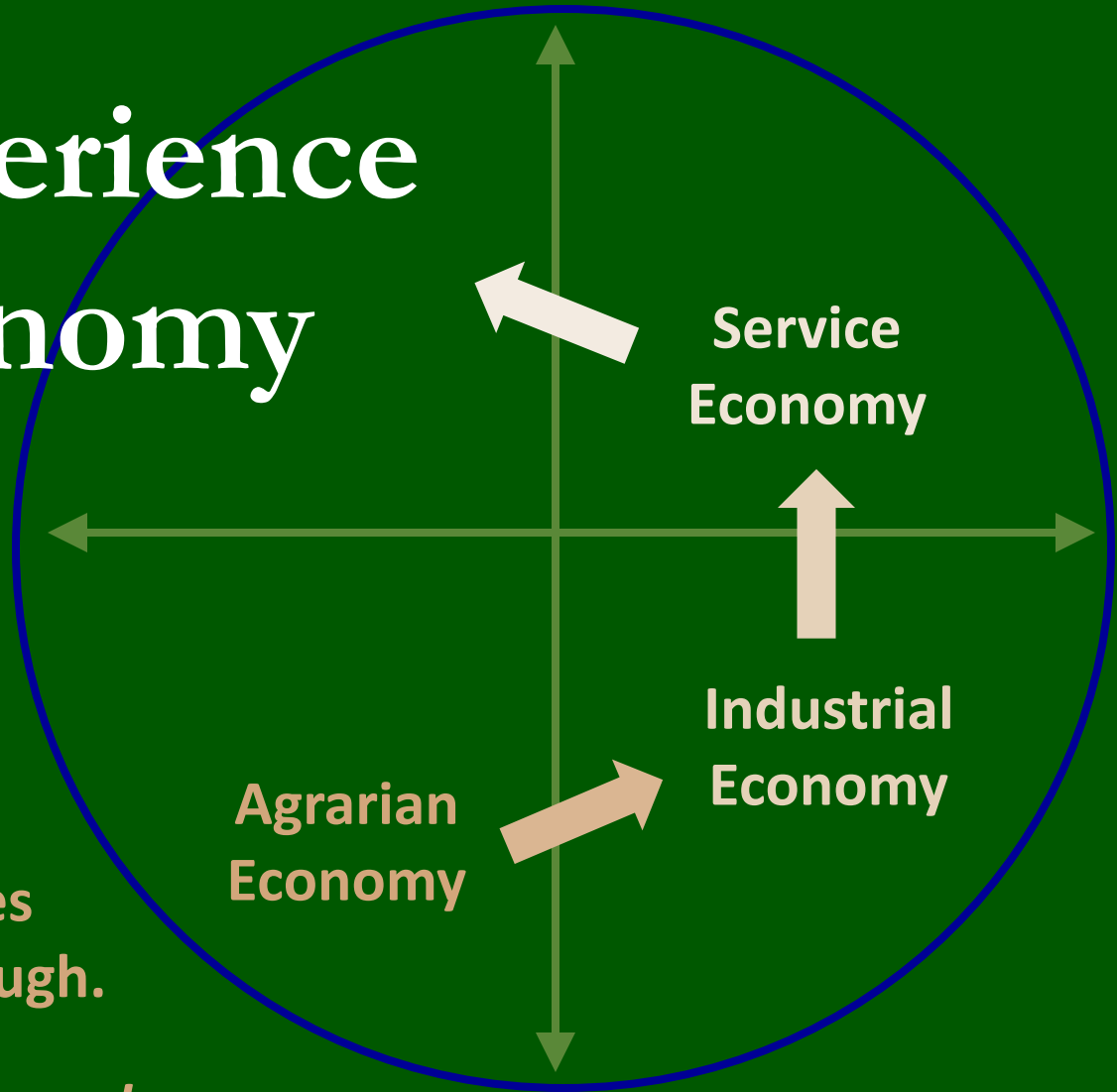
Sustainable Tourism Is Experiential



Experiential Tourism



The Experience Economy



Goods and services
are no longer enough.

A product is what you *buy* –
but an experience is what you *remember*.

Experiential Tourism



Experiential tourism is:

Travel that engages visitors in a series of memorable events that are:

- **revealed over time;**
- **inherently personal;**
- **involve the senses; and**
- **make a connection on an emotional, physical, spiritual, or intellectual level.**

Experiential Tourism



A new creative class of travelers:

- Experience culture not as spectators, but as participants
- Enjoy street-level experiences like cafes, music, bars, galleries, bistros
- Seek opportunities for self-improvement



Experiential Tourism

Lancaster
County
Heritage

This program highlights natural, cultural, and historic resources that authentically reflect the county's heritage.

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



Experiential Tourism

Heritage Resource Criteria



Authenticity

Demonstrating a link to the county's heritage

Interpretation

Sharing the “story” of that heritage with the public

Visitor Readiness

Having high standards of appearance and operation

Experiential Tourism

Types of Heritage Resources



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

Experiential Tourism

Heritage Crafts



Pennsylvania Redware Pottery



HERITAGE CRAFT

Although Native Americans made pottery for centuries before Europeans arrived in America, Europeans brought their own pottery traditions with them. Redware pottery is named for its distinctive color, easily adapted to the colonists' lives in Pennsylvania. Here in Lancaster County, settlers made redware that reflected both European and British influences.



Traditional redware pottery has a utilitarian function, but it is often decorated with slip (very liquid clay) or sgraffito (literally "scratched" by engraving through the glaze). Often the objects were given an iron-rich glaze that lent the pieces a rich yellow color.

Lancaster County Heritage Crafts

These works are genuine expressions of the county's cultural heritage. Each official Heritage Craft is formally designated by the Lancaster County Planning Commission and is vetted to ensure degrees of authenticity and craftsmanship. When you hold a Heritage Craft, you hold an authentic piece of Lancaster County.



LANCASTER COUNTY HERITAGE
A Program of the Lancaster County Planning Commission
Lancaster, Pennsylvania

Ned Foltz Foltz Pottery



Ned's lifelong fascination with redware pottery began in Lititz, Lancaster County. He attended the Philadelphia College of Art, and taught high school art for 18 years – but he's always worked as a potter. Early in his career, Ned dug his own clay from local deposits, but today, suppliers often dig and mix the clay for him. Each object is handcrafted at Ned's workshop, an historic one-room schoolhouse.

Techniques and Materials

All Foltz pottery is made using the same traditional methods that have been practiced in Lancaster County for over three centuries. The only difference is that the glazes used today are non-toxic and lead free. While early pieces of redware primarily used a white glaze, Ned selects glazes from across the spectrum. From the traditional red to the modern colors, Ned's pottery is a testament to the enduring craft of redware pottery.



Experiential Tourism

Heritage Byways



Experiential Tourism

Towns & Villages Website

Bethel African Methodist Episcopal (AME) Church

Located in [Lancaster City](#)

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



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

HERITAGE THEMES

These five themes are the "big stories" that characterize the natural, historic, and cultural heritage of Lancaster County. They're designed to help you connect the dots between individual resources and the region's heritage as whole. To learn more

- Natural Wonders
- Towns and Countryside
- Indigeneity
- Freedom

photos



Exterior of Bethel AME Church



click each photo above to enlarge



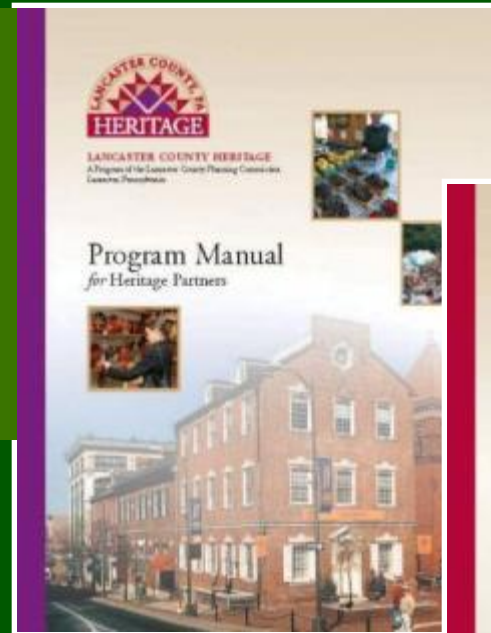
Historic Towns & Villages of LANCASTER COUNTY PENNSYLVANIA

[Towns & Villages](#)[Heritage Resources](#)[Themes & Stories](#)[Events Calendar](#)[About Us](#)

Experiential Tourism

Publications

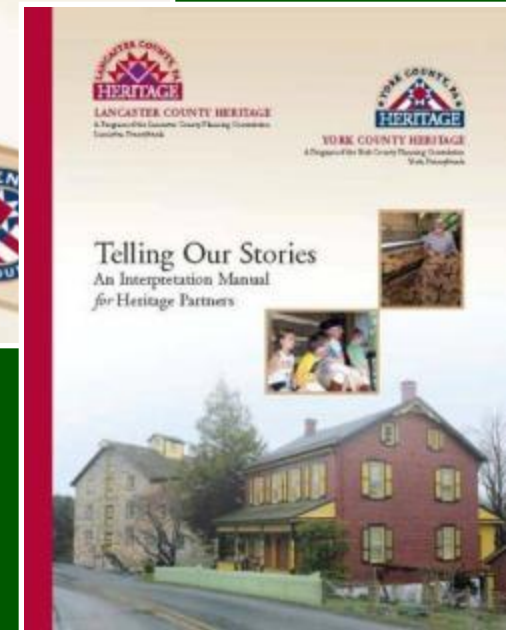
Program Manual



Style Guide



Interpretation Manual



Experiential Tourism

Promotional Materials



Metal signs



**Hang tags for
Heritage Crafts**



Vinyl banners

What Have We Learned?



Lessons Learned

Sustainable Tourism

As leaders in placemaking, planners play a critical role in helping communities become great places to live and great places to visit.



Lessons Learned

Sustainable Tourism



Civic

- Community involvement and partnerships are essential to successful tourism development

Place-Based

- Growth management and destination management are inextricably linked

Experiential

- Engaging and authentic heritage products enhance community pride and sense of place

Lessons Learned

Sustainable Tourism



How can this model of civic, place-based, and experiential tourism be applied in a community context?

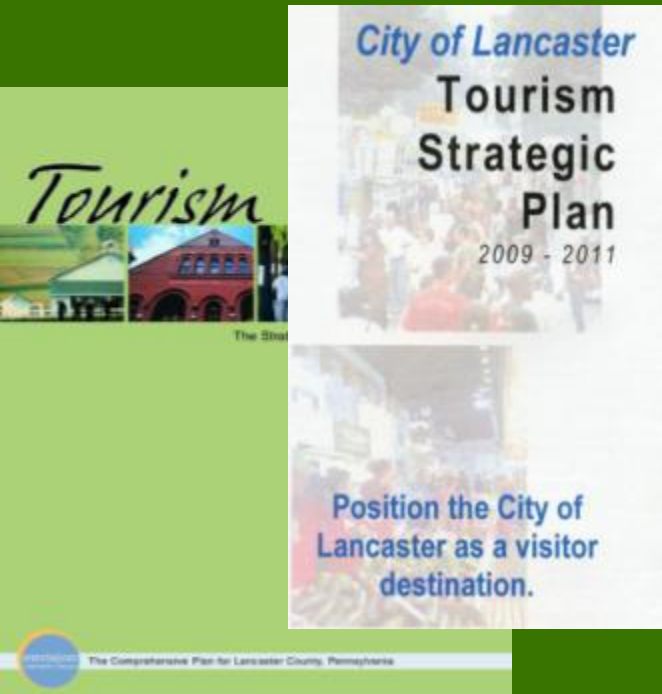
We examined how it might work in the City of Lancaster.

City Stories: Lancaster's Museum without Walls



City Stories

The City's Importance



The Lancaster County Tourism Plan and the City of Lancaster Tourism Plan:

- Emphasize the importance of product development
- Call for the city to become “the next new tourism destination for Lancaster County”

City Stories

Initiating the Planning Process



Working with a consulting firm, the Lancaster County Planning Commission:

- Convened a meeting of public, private, and nonprofit stakeholders
- Discussed the stories the city can tell, and how different attractions can cooperate in telling them
- Surveyed potential visitors about these stories

City Stories

What Did
We Learn?



The city is full of interesting stories,
but . . .

- Visitors have to work to discover what the city offers – they have to “design their own experience”
- They hear bits and pieces of stories, but are never introduced to the big picture

How can we address this?

City Stories

The Vision



Imagine Lancaster City as a museum without walls – not a stuffy place, but dynamic and experiential.

- What amenities do visitors expect from large museums?
- How are they organized and managed?
- Can we apply this model to the city?

City Stories

How Museums Are Organized



Visitor Services

- Information desk, shop, dining

Marketing and Promotion

- Data collection, advertising, events

Interpretation

- Orientation to the collections

Museum Services

- Exhibitions, publications

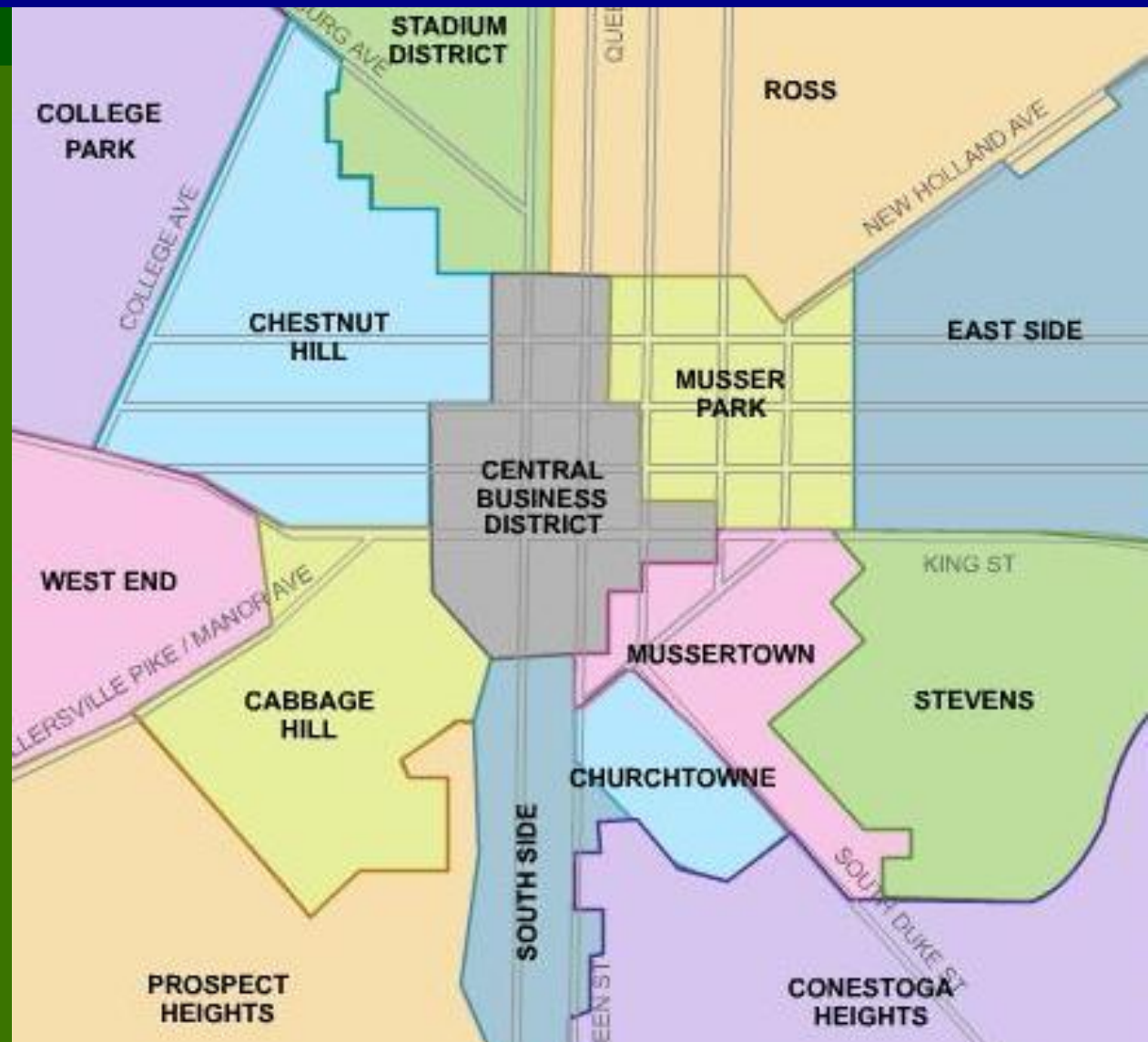
Facilities

- Cleanliness, safety

City Stories

How is Lancaster
Like a Museum?

Its neighborhoods
are like
galleries . . .



City Stories

... and its
heritage sites,
arts and
entertainment
venues, and
streets are like
exhibits.



City Stories

Visitor Expectations

What do visitors expect from major museums?

- Orientation to the collections
- Exhibitions and publications
- Events and activities
- Shopping and dining opportunities
- Well-maintained restrooms



City Stories

Visitor Orientation

Most importantly, the city needs an orientation center that goes beyond the traditional information desk.

What we need is an interpretive “experience” that:

- Introduces visitors to the broad themes of the city’s heritage
- Gets them excited to go out and do some exploring



City Stories

Visitor Orientation



HistoryQuest in Annapolis exemplifies this kind of center. It:

- **Has an orientation film**
- **Interprets the city's most significant stories**
- **Highlights the full range of what the city offers to visitors**
- **Emphasizes diversity and sustainability**
- **Includes a “museum shop” to offset operational costs**

City Stories

What Makes Lancaster Significant?



The City of Lancaster:

- Reflects William Penn's vision for religious tolerance
- Has been a refuge for immigrants
- Has fostered creativity and ingenuity in the arts and industry
- Played a vital role in the civil rights movement of the 19th and 20th centuries

City Stories

Visitor Orientation



Themes and Stories

- Bounty – food, farmers' markets
- Ingenuity – “made in Lancaster,” the arts
- Freedom – colonial era, wars, underground railroad, civil rights
- Towns & Countryside – architecture, neighborhoods, diversity
- Natural Wonders – parks, gardens

City Stories



How can we deliver our stories to visitors?

1970s model: bricks in the ground

- Boston Freedom Trail

Today: new technologies

- Cell phones, GPS, multi-media

City Stories

Best Practices

Asheville Urban Trail



City Stories

Best Practices

Philadelphia and Washington



City Stories

The Visitor Experience



How can we improve the visitor experience in Lancaster?

- Develop new products like the Heritage Center's Walking Tour, the Freedom of Religion brochures, and Towns & Villages website
- Provide visitors with interpretation experiences that utilize new technologies
- Create a system of joint ticket sales

City Stories



One organizational model:

The Freedom Trail Foundation
Boston, Massachusetts

- Develops educational programs in cooperation with 16 sites and 20 organizations
- Provides guides, brochures, and an audio tour
- Offers programs in local schools

City Stories

Implementation

Rather than creating a new organization, our approach draws on existing resources and talents in the community.



City Stories

Implementing the City Stories concept will help us make Lancaster City the county's next new tourism destination.



For More Information

Lancaster County Heritage

www.lancastercountyheritage.com

Lancaster County Planning Commission

www.co.lancaster.pa.us/planning



3

Laboratory: Downtown Lancaster



Laboratory: Downtown Lancaster

Leaders

Marshall Snively Vice President
James Street Improvement District
Lancaster, Pennsylvania

Wendy Nagle Executive Director
Heritage Center Museums
at Market Square
Lancaster, Pennsylvania



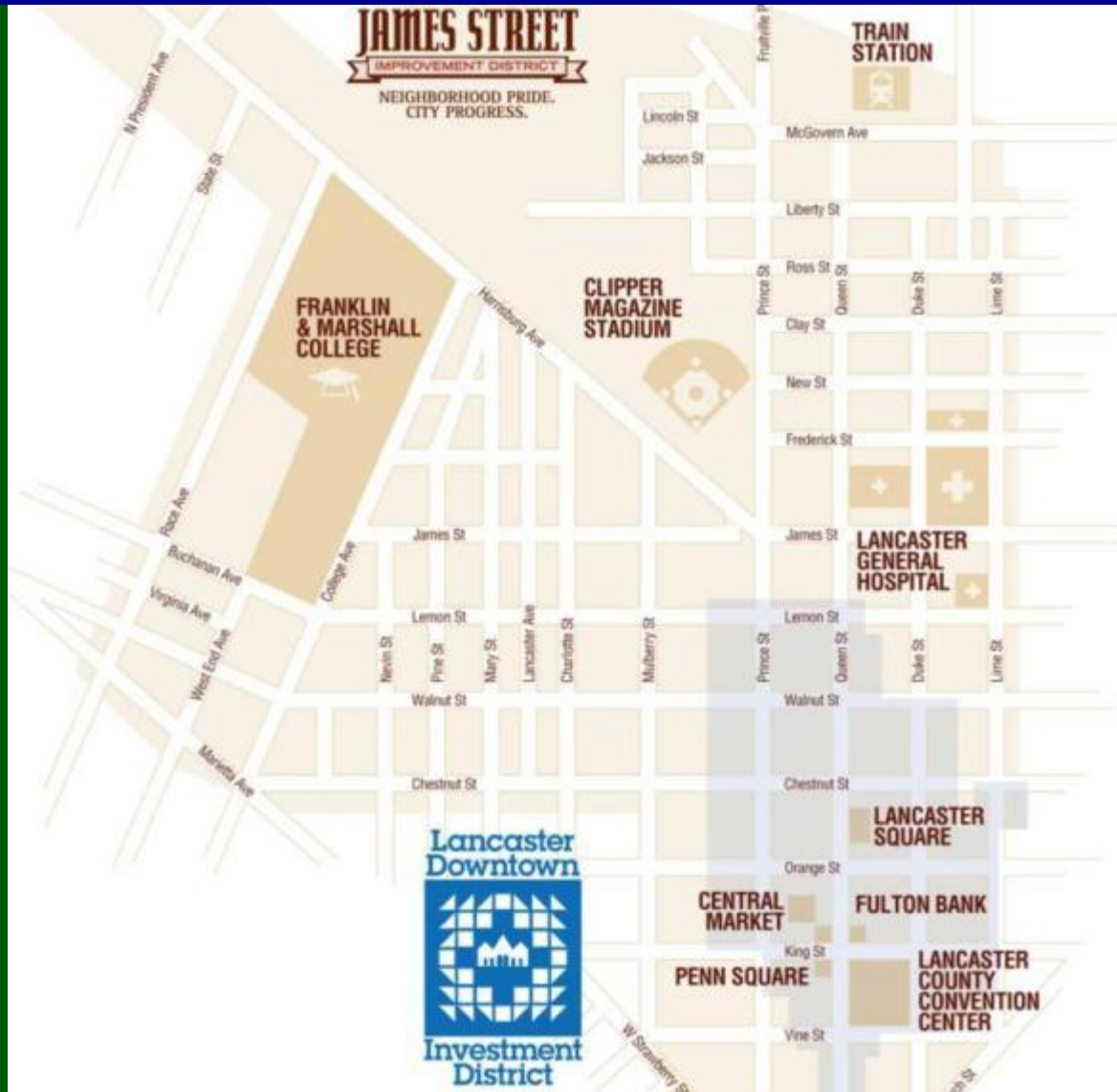
Creating a Great Place to Live: Downtown Revitalization

Marshall Snively Vice President
James Street Improvement District (JSID)



Downtown Revitalization

James Street Improvement District (JSID)



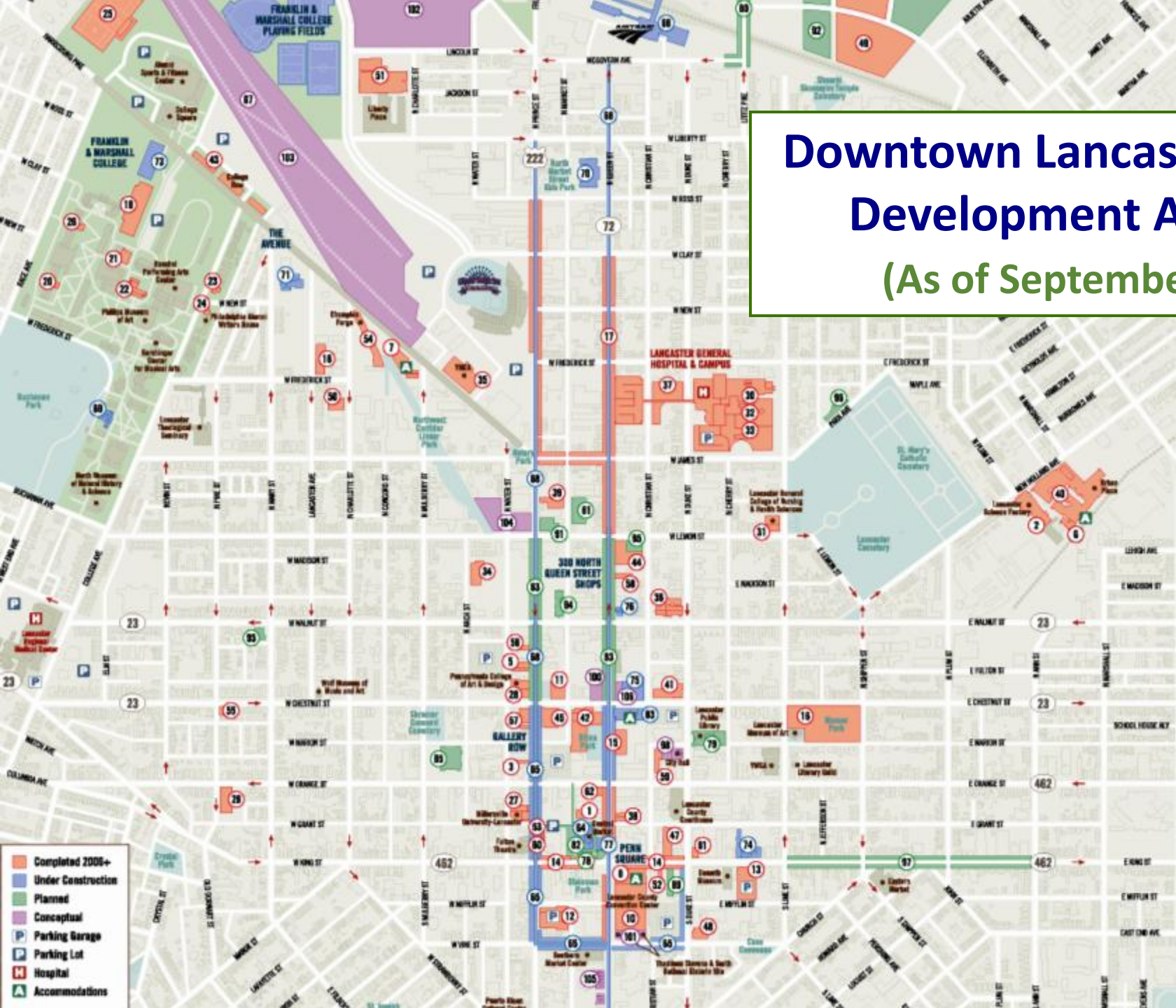
Downtown Revitalization

Since 2006 . . .

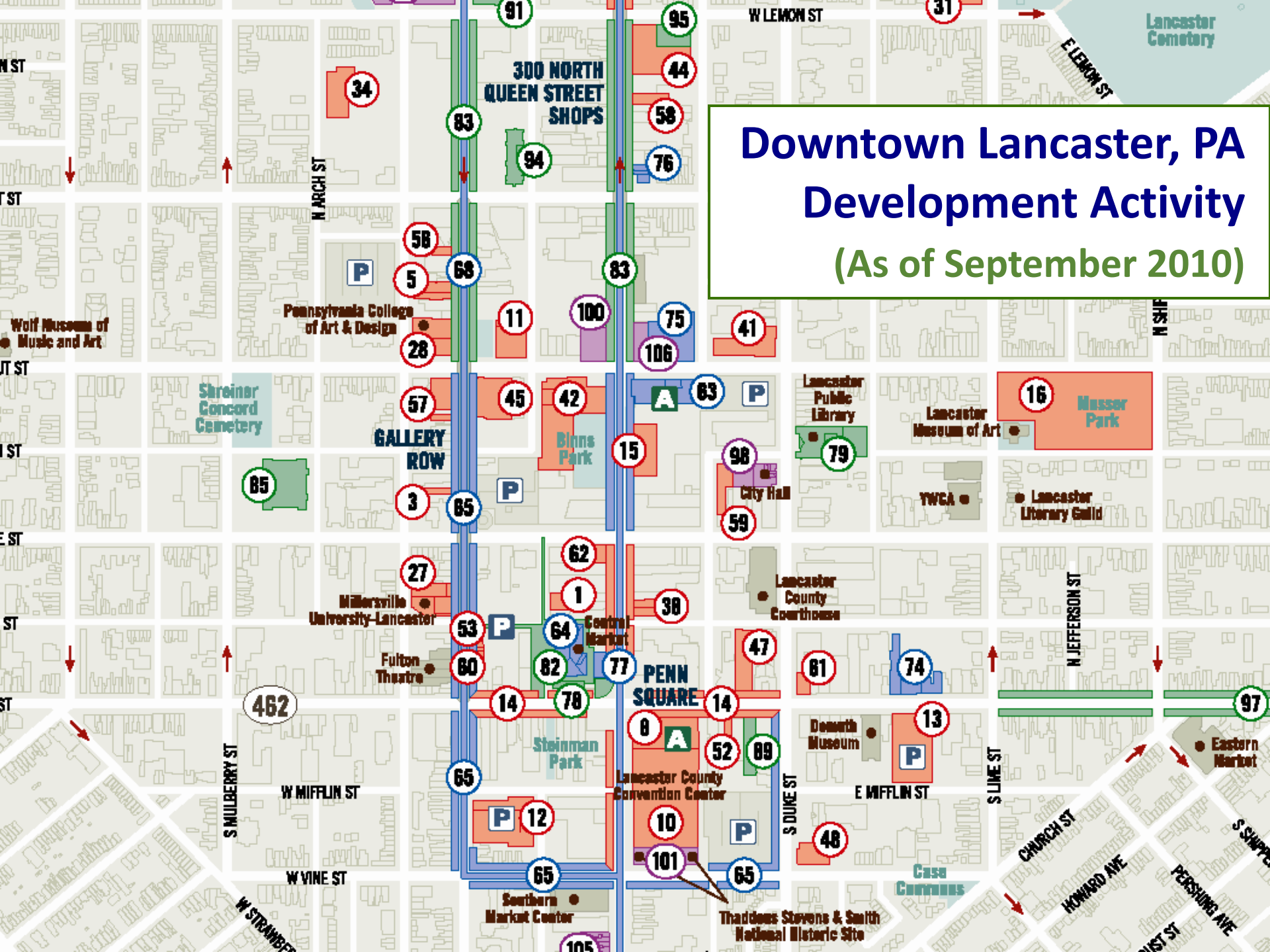
Lancaster City has seen more than \$2 billion in projects completed, under construction, or planned.



Downtown Lancaster, PA Development Activity (As of September 2010)



Downtown Lancaster, PA Development Activity (As of September 2010)



Creating a Great Place to Visit: Tourism Development

Wendy Nagle Executive Director
Heritage Center Museums at Market Square



Tourism Development

Heritage Center Museums at Market Square Heritage Center Museum



Tourism Development

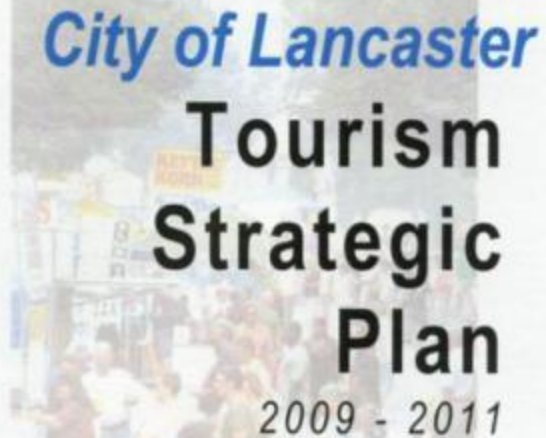
Heritage Center Museums at Market Square Lancaster Quilt & Textile Museum



Tourism Development

Strategic Focus Areas

- Market the city as a visitor destination
- Package existing attractions and sites
- Address visitor infrastructure needs
- Create a dynamic mix of tourism-relevant businesses to serve visitors



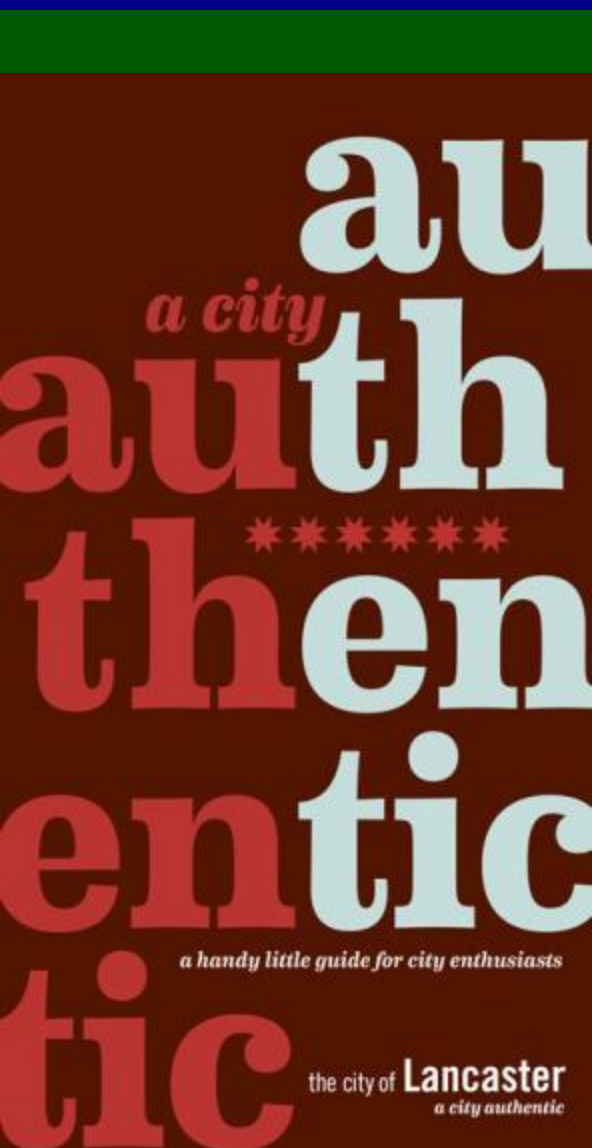
City of Lancaster
**Tourism
Strategic
Plan**
2009 - 2011

The image shows the cover of a document titled 'City of Lancaster Tourism Strategic Plan 2009 - 2011'. The title is in a mix of blue and black fonts. The background is a faded photograph of a busy street scene with many people walking.

**Position the City of
Lancaster as a visitor
destination.**

The image shows a text overlay on a faded photograph of a busy street scene. The text is in a blue, bold, sans-serif font and reads 'Position the City of Lancaster as a visitor destination.'

Tourism Development



Lab Route

Downtown
Lancaster, PA

East on King St.

North on Queen St.

West on James St.

South on Prince St.

