Town and Gown Promotions for Economic Development

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Pennsylvania Chapter
American Planning Association
Annual Conference
Lancaster Convention Center
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Panelists

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

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

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

—The International Economic Development Council
Iron Hill Brewery, Harrisburg Pike, Lancaster, PA
Economic Development
Quality of Life

Campus Theater, Market Street, Lewisburg, PA

Future business accelerator, Market Street, Lewisburg, PA

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Town and Gown Promotions for Economic Development
Economic Development
Job Growth and/or Retention

Business Accelerator, Stroudsburg, PA

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Economic Development
Strategies

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

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

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

How institutions of higher learning can contribute to the environment

- Attract student and faculty residents
- Keep the character of the community intact
- Ability to raise money
Sustainability

How institutions of higher learning can contribute to local economies

- Job Creation
  - Restaurants/bars, cultural venues, etc. attracted to the community
  - Educational resources critical to location of industries
  - Attract professors and students
  - Money spent in and around the campus

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Sustainability

How institutions of higher learning can contribute to social equity

- Diversity
- Stable Employment
How communities can better connect economic development and sustainability
Project Presentation

- Bucknell University’s Core Community Initiative
Town Gown Promotion of Economic Development

The Bucknell-Lewisburg Core Community Initiative
Bucknell Students

- 3450 Undergraduate Students
- 150 Graduate Students
- 3250 Students in Lewisburg
- 450 live off campus
Bucknell Faculty and Staff

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

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

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

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

• Return Students to Campus
• Purchase Housing Stock
• Remove some Housing
• Create a Corridor between Campus and Town
• Expensive and Intrusive
Lewisburg Core Community Initiative

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

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

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

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

- Retain Retail Space
- Development of Business Innovation Center
- Opportunity to Relocate SBDC Services
- Design Center
- Remains on Tax Rolls
Funding Sources
$25.5 Million

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

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

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

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

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

- East Stroudsburg University’s research and business park
Town and Gown Promotions for ECONOMIC DEVELOPMENT
Redevelopment Authority County of Monroe
East Stroudsburg University of Pennsylvania
Economic Development Partners

- Redevelopment Authority of the County of Monroe
- Monroe County
- East Stroudsburg University of Pennsylvania
Economic Development Partners

Redevelopment Authority County of Monroe

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

Redevelopment Authority County of Monroe

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

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

- **Attract new enterprises** that create jobs with good pay, contribute to the tax base and balance the burden homeowners and businesses now face for financing public facilities and services, especially schools.

- **Diversify the County’s economy** and support and upgrade tourism and other existing industries.

- Pursue as a priority the **retention and expansion** of existing Monroe County businesses.

- Develop **required infrastructure** to support economic development.
Economic Development Partners

East Stroudsburg University of PA

- 1 of 14 institutions in the PASSHE
- Record enrollment 7,200
- Ninth largest employer in Monroe
- Impact Monroe County $109.9M annually
• January 15, 2003
  Gov. Rendell’s challenge to University Presidents

• “Captains” in the area of Economic Development

charge – focus on higher education’s role in community development, workforce training, entrepreneurship and innovation.

East Stroudsburg University of Pennsylvania
A Member of Pennsylvania’s State System of Higher Education
Pennsylvania not reaching its potential

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

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

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

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PASSHE Universities: Rural & Urban Counties

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Economic Development TIME LINE

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

- **2007** - ESU College of Business and Management
- **2007** – Research & Business Park Feasibility Study
  - BFTP
- **2008** - Entrepreneurial Leadership Center PASSHE
- **2008** - ESU Research & Business Park – break ground
- **2010** - Center for Innovation & Entrepreneurship
WOULD YOU INVEST in the Economic Development Vision?
Economic Development Investment

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

$2M - Building PA (low interest loan)

$1.2M - Economic Development Administration (EDA)

$1M - Monroe County Gaming Funds

$688,450 – Wall Street West

$500,000 - Pocono Mountains Keystone Innovation Zone

$591,000 - Keystone Innovation Grants
ENTREPRENEURIAL INVESTMENT

$191,000 - PASSHE Entrepreneurial Leadership Center
$179,290 - Ben Franklin Technology Partners
$281,000 - PASSHE Infrastructure
$398,400 - US Dept. of Education
$75,000 - Appalachian Regional Commission (ARC)
$60,000 - Legislative Support

$9.6M Investment

PARTNERSHIPS!
SUSTAINABILITY

• Cultivate & Maintain Partnerships
• Leverage Funds
• Environmental Sensitivity
• Awareness of the Political “”Universe”
• NORMAL – The “NEW Normal”
ESU Research and Business Park
11,000 sf Business Accelerator 5,000 Wet Labs
Center for Innovation & Entrepreneurship
BUSINESS ACCELERATOR/PMK1Z

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

- 129 jobs created
- 271 jobs retained
- 90 businesses assisted
- 123 internships
- 15 high tech companies
- 5 patent applications
- 17 commercialization of new technologies
Brian Pedone
ABP Software Finalist
Top 25 Entrepreneurs Under 25

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Education

is the Engine

that drives the Economy

595 jobs; and $57M Monroe County

630 jobs and $59.4M Northeast Pennsylvania

741 jobs and $85.7M Pennsylvania

East Stroudsburg University of Pennsylvania
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QUESTIONS
Project Presentation

- Franklin & Marshall College’s brownfield redevelopment
American Planning Association/
American Certified Planners

October 4, 2010

Case Study:
Franklin & Marshall College
and
City of Lancaster

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Guiding Principals

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

1. Transform neighborhood into visually attractive and safe area through “clean and safe initiatives”

2. Promote home ownership to improve housing stock

3. Invest in neighborhood public schools so new home buyers are attracted

4. Provide neighborhood retail amenities and services

5. Promote local economic and community development through strategic projects
Lancaster Strategic Plan
Focus Areas

- Arts, Culture, Entertainment
- Provide Quality Market Rate Housing Option
- Develop the Retail Sector
- Neighborhood Revitalization
- Ease of Mobility
- Public Amenities and Ambience
- Create a Customer-Centered Culture
Action Item #4 - Neighborhood Retail Amenities
College Row & Child Care Center

College Row Stats

- 200,000 SF residential
- 50,000 SF commercial
- 117 student apartments
- 393 students relocated from neighborhood
Action Item #4 - Neighborhood Retail Amenities
College Row Project

Challenges

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

Solution

- Issued RFP for a mixed use project (393 beds)
- Selected the most qualified team with extensive expertise
- College contributed ground through a 40 year lease
- Silverang Scattered Site Program (240 beds)
Action Item #4 - Neighborhood Retail Amenities
College Row
Action Item #5 - Economic & Community Development
Northwest Gateway Project
Action Item #5
Armstrong
Armstrong
Armstrong
Armstrong Master Plan - Neighborhood Vision
Norfolk Southern
Norfolk Southern

Northwest Lancaster

- Armstrong
- Clipper Stadium
- F&M
- Gateway
- LGH
- Train Station

0 375 750 1,500 Feet
Colleges and universities should leverage external resources to support their neighborhood revitalization efforts

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

- Institutional self-interest/competitive advantage - “neighborhood environment counts”

- Comprehensive, multi-disciplined approach - “no silver bullets”

- Bring in the best expertise available to drive initiatives - “avoid poorly planned projects”

- Establish and leverage key institutional partnerships - “it’s all about relationships”
Question & Answer

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