

Welcome To The Fast, Fun, Fervent Session!

Today You'll Hear About:

Johnstown, PA
Renaissance

Zoning

Past, Present
and Future of
Reading, PA

National
Chain Stores

Beaver
County &
Shell Cracker
Plant

Urban
Revitalization

Amanda Schumacher
Market Sector Leader

Borton  Lawson
ENGINEERING | ARCHITECTURE

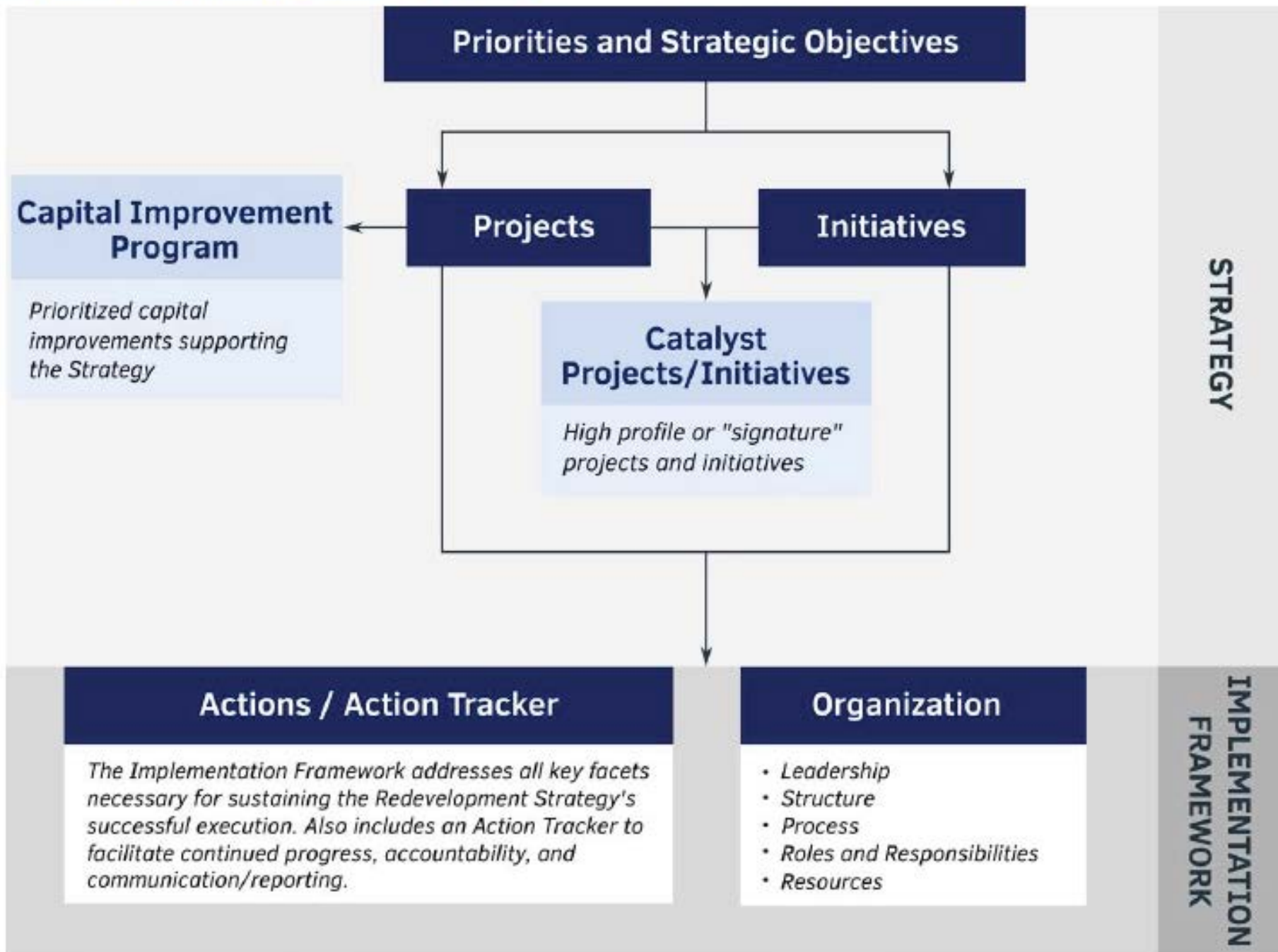
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Vision Together 2025 The Johnstown Strategy

Jamie Lemon, Michael Baker International



The Johnstown Strategy General Structure



Priority 1: Mentor and Invest in Our Youth to Ensure Our Success, Now and in the Future

Our future citizens and leaders must have opportunities to see Johnstown's potential—and help create it. Johnstown's preparation for a prosperous future must ensure that the workforce is prepared to fully participate in a dynamic economy that is increasingly technology focused.

Strategic Objectives

- 1a) Determine the root cause of teen problems, specifically drug and alcohol abuse
- 1b) Engage and empower youth
- 1c) Increase awareness and approaches to address teen issues
- 1d) Develop a Johnstown Community Youth Center
- 1e) Ensure a pool of qualified candidates for the labor market
- 1f) Prepare students to be successful in the workforce
- 1g) Prepare, engage and empower young entrepreneurs to meet local and global needs
- 1h) Establish a higher education presence in the downtown

Projects and Initiatives



Strategic Objective	Projects (green) and Initiatives (yellow)	Target Year	Prospective Local Champions and Partners
1b	Create fatherhood coaching programs.		1889 Foundation, Greater Johnstown School District, United Way of the Laurel Highlands and faith-based organizations
1c	Establish a youth services database to help families identify social, health, and educational services.		1889 Foundation, Greater Johnstown School District and Goodwill
1d	Research youth centers in other communities to determine financial and other success factors.		1889 Foundation and Community Foundation for the Alleghenies
1f	Encourage digital literacy skills and strategies in all secondary, post-secondary, and businesses and industries.		Community Foundation for the Alleghenies, Greater Johnstown Regional Partnership (GJRP), Chamber of Commerce, United Way of the Laurel Highlands and the Johnstown Area Regional Industries (JARI)
1h	Secure state funding for operational functions of downtown community college.		1889 Foundation, GJRP, City of Johnstown, Chamber of Commerce, and JARI

Priority 2: Develop Our Current and Future Leaders

There is a recognized need for a more progressive approach toward leadership development and engagement, particularly in maximizing the involvement of emerging young leaders.

Strategic Objectives

- 2a) Engage and recruit passionate young people ready to serve in leadership positions on boards & committees, as well as in mentorship capacities
- 2b) Encourage young adult involvement in public, private, and non-profit organizations and their leadership roles
- 2c) Leverage young adult talent to identify and drive additional initiatives
- 2d) Evaluate leadership development programs and gaps and recommend improved methods for developing our future leaders



Projects and Initiatives

Strategic Objective	Projects (green) and Initiatives (yellow)	Target Year	Prospective Local Champions and Partners
2b	Recruit more diverse people, including people of color, differently-abled people, and people of all genders, to serve in leadership roles (shadow/mentorship programs in local organizations).		Vision 2025 and Chamber of Commerce, and Community Foundation for the Alleghenies
2c	Develop succession programs for leadership groups such as non-profit boards.		Vision 2025, 1889 Foundation, Community Foundation for the Alleghenies, and GJRP

Other Opportunities

- Develop youth councils to provide input on public sector projects
- Implement the Reverse Internship Model for well-established private sector companies, where applicable
- Establish a leadership training program for individuals in their 20s and 30s

Priority 3: Improve Health and Wellness

Other Opportunities

- Address results from all Community Health Needs Assessment from Cambria and Somerset counties through the Health and Wellness Priority
- Access to Federally Qualified Health Centers (FQHC) in Cambria and Somerset counties
- Train clinicians on Trauma-Informed Care
- Increase promotion of 211 for navigation to community services
- Provide Maternal Health navigators for neonatal sustainability
- Expand & educate community on Bridges Out of Poverty program
- Offer training about transportation resources, services & alternatives to both providers and community (e.g., CamTran, Lyft, and Uber)
- Offer local symposium for educational opportunities open to all mental/behavioral health providers (pulling resources together)
- Increase Nurse-Family Partnership, Parents as Teachers, Early Learning Pathways and other evidence-based home visitation programming and initiatives
- Establish a collaborative food security coalition
- Expand education and strategies to improve physical activity



Priority 4: Modernize Infrastructure

Modern infrastructure supports efficient business activity, powers businesses, connects workers to their jobs, and bolsters opportunities for economic growth. Because infrastructure is the backbone of a healthy economy, modernizing the Johnstown's infrastructure is a foundational priority.

Strategic Objectives

- 4a) Develop the Johnstown Urban Industrial Complex
- 4b) Replace privately-owned lead water service lines
- 4c) Increase the use and development of the John Murtha Johnstown-Cambria County Airport (JST)
- 4d) Improve Johnstown's gateway corridors
- 4e) Update Downtown infrastructure and support the reuse of existing buildings



Projects and Initiatives

Strategic Objective	Projects (green) and Initiatives (yellow)	Target Year	Prospective Local Champions and Partners
4d	Implement Fairfield Avenue corridor improvements		Johnstown Redevelopment Authority and City of Johnstown
4a	Develop a plan for the Johnstown Urban Industrial Complex		Johnstown Redevelopment Authority and Chamber of Commerce
4e	Upgrade CamTran Downtown Transit Mobility Center		CamTran and PennDOT
4d	Implement Complete Street Upgrades (traffic calming, bike/ped enhancements, transit access, etc.)		City of Johnstown, Southern Alleghenies Planning & Development Commission, and PennDOT
4c	Enhance fixed-based operations and hangar capacity at JST in support of business development and charter aviation growth		Johnstown Airport Authority and Johnstown Redevelopment Authority
4e	Repair Cypress Avenue Bridge in Moxham		City of Johnstown and PennDOT
4d	Initiate Gautier Steel Streetscape & Revitalization Efforts		City of Johnstown
4e	Rehabilitate the Johnstown Inclined Plane		CamTran and PennDOT
4e	Restore Johnstown Train Station		CamTran, Amtrak, and PennDOT
4d	Establish a low-interest Homeowner Lead Service Loan Program		Johnstown Housing Authority
4e	Modernize medical infrastructure		Johnstown Redevelopment Authority and City of Johnstown
	Complete Greater Johnstown Water Authority (GWJA) North Fork Reservoir Spillway Repair project		Greater Johnstown Water Authority

Priority 5: Remediate Blight, Redevelop Properties, and Address Housing Demand

Blighted properties detract from the community's quality of life. Accelerated blight remediation and reuse sends a powerful visual message about Johnstown's commitment to renewal. Johnstown also has a unique opportunity to strategically address its housing stock to meet varied and changing needs.

Strategic Objectives

- 5a) Stabilize structures before blight sets in
- 5b) Remove excess supply of unused residential and commercial structures
- 5c) Expand access to financial resources and hold agencies accountable
- 5d) Ensure the availability of affordable commercial space
- 5e) Leverage brownfields assessment funding to further redevelopment of high priority properties
- 5f) Develop diverse, modern rental housing that is affordable for young workers and families
- 5g) Develop a data-gathering approach supportive of more effective decision-making to help those in need
- 5h) Right-size the housing mix to ensure availability according to varied needs

Projects and Initiatives



Strategic Objective	Projects (green) and Initiatives (yellow)	Target Year	Prospective Local Champions and Partners
5a & 5b	Blight Elimination & Downtown Building Stabilization: rehabilitate or remove 1,000 blighted structures and restore historic, grand but deteriorated downtown buildings		Johnstown Redevelopment Authority, JARI, and Johnstown Housing Authority
5a	BottleWorks on Third Street building upgrades		Johnstown Redevelopment Authority and JARI
5a	Cambria Iron Works/Center for Metal Arts		Johnstown Redevelopment Authority, JARI, and Center for Metal Arts
5a	Johnstown Flood Museum building restoration and exhibit enhancements		Johnstown Redevelopment Authority, JARI, and Johnstown Area Heritage Association
5a	Steeple Project: Restoration of the Grand Halle and St. Columba church buildings for use as arts, cultural, theater, and entertainment venue		Johnstown Redevelopment Authority, JARI, and Cambria City

Priority 6: Leverage and Conserve Natural Resources

One of Johnstown's greatest assets is the region's incredible natural resources. Conservation must ensure that the region's natural resources retain their value.

Strategic Objectives

- 6a) Develop recreation infrastructure supportive of business, historic, and cultural assets
- 6b) Create a dedicated funding stream for priority recreation and lifestyle amenity projects.
- 6c) Expand the trail system and waterway use through remediation and restoration of acid mine drainage problems

Projects and Initiatives



Strategic Objective	Projects (green) and Initiatives (yellow)	Target Year	Prospective Local Champions and Partners
6a	Implement priority trail network improvements		Cambria County Planning Commission, City of Johnstown, Cambria County Conservation & Recreation Authority
6c	Rehabilitate acid mine drainage outfall at Inclined Plane		
	Initiate various Johnstown flood control system upgrades		City of Johnstown, Army Corps of Engineers
6b	Secure funds to develop a signage program, remove non-confirming existing signs, and map best locations for signage with uniformity		Southern Alleghenies Planning & Development Commission, Cambria County Planning Commission, City of Johnstown, Cambria County Conservation & Recreation Authority, Vision 2025, Community Foundation for the Alleghenies, and 1889 Foundation
6b	Establish a pooled funding source for recreational projects (i.e. Inclined Plane Mountain Bike Trails), including promotion and maintenance of existing assets and development of new ones		Johnstown/Cambria County Convention and Visitors Bureau, Cambria County Conservation & Recreation Authority, Vision 2025, Community Foundation for the Alleghenies, and 1889 Foundation

Other Opportunities

- Install wayfinding signs with a common theme throughout the city
- Evaluate the feasibility of the proposed zip line concept based on the current RFP
- Continue to emphasize Johnstown as the hub/destination for the trail network and connectivity opportunities to various sites and attractions

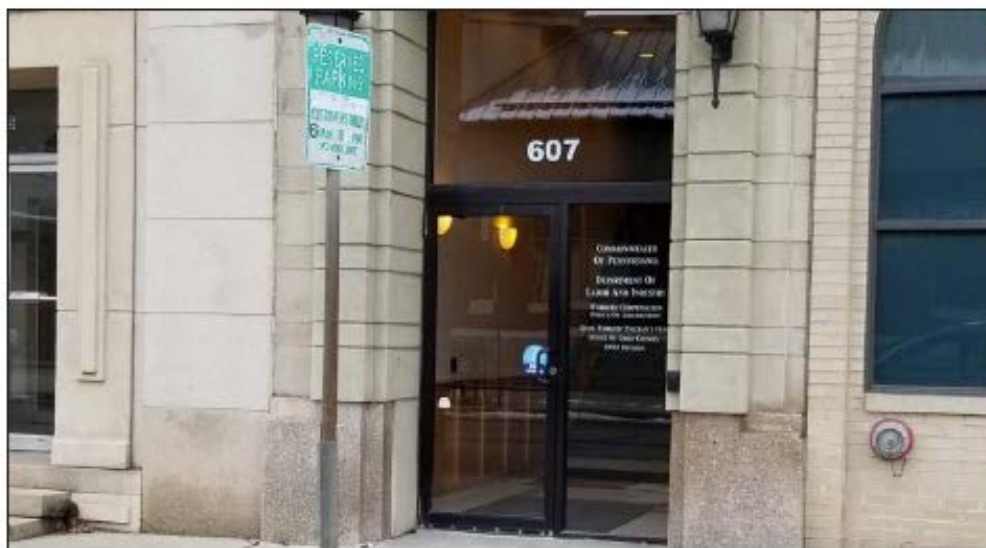
Priority 7: Recruit and Retain Businesses with Family Sustaining Employment

Johnstown has an outstanding workforce and a labor pool ready to contribute to the City's revitalization. A strong work ethic, coupled with local training and educational institutions, makes Johnstown an attractive location for business—both existing and prospective.

Strategic Objectives

- 7a) Establish or enhance business recruitment and retention capacities and resources, including through partnerships
- 7b) Leverage the Johnstown Strategy to convey a united effort toward community and economic renewal
- 7c) Raise employer awareness of how the social services system keeps current workers employed when existing benefits are at risk
- 7d) Orient economic development activities around creating jobs with sustainable wages

Projects and Initiatives



Strategic Objective	Projects (green) and Initiatives (yellow)	Target Year	Prospective Local Champions and Partners
7a	Implement improved collaboration approaches for business recruiting and retention among local and regional organizations involved in economic development		JARI, Chamber of Commerce, and GJRP
7d	Identify one or more benchmark communities to adopt or adapt business recruitment and retention best practices		JARI, Chamber of Commerce, and GJRP

Other Opportunities

- Conduct periodic surveys of existing businesses to understand current business climate weaknesses and assess key retention factors

Priority 8: Promote Johnstown as a Desirable Place to Live, Work and Visit

Johnstown has a story to tell about its assets and attributes, and about its revitalization journey. This priority is about establishing a more systematic and continuous means for telling the Johnstown story in ways that strengthen pride and grow the community.

Strategic Objectives

- 8a) Develop a dynamic, unified brand for the Johnstown Region for economic development and tourism marketing efforts
- 8b) Leverage the brand to create a positive image of Johnstown and awareness of the good things happening both within and outside of the community
- 8c) Identify and carry out steps to ensure that Johnstown is user-friendly for both residents, businesses, and potential visitors
- 8d) Identify steps to create a culture of Johnstown positivity, pride, and opportunity



Projects and Initiatives

Strategic Objective	Projects (green) and Initiatives (yellow)	Target Year	Prospective Local Champions and Partners
	Increase Johnstown's regional visibility in the Laurel Highlands region and the Southern Alleghenies region.		Johnstown/Cambria County Convention and Visitors Bureau
	Create centralized "hub(s)" for communicating information and connecting organizations and events/services		Vision 2025, Johnstown/Cambria County Convention and Visitors Bureau, City of Johnstown, and JARI
	Secure funding for the Branding Development & Marketing Action Plan		Johnstown/Cambria County Convention & Visitors Bureau & Unified Branding Task Force

Other Opportunities

- Establish messaging that effectively portrays who we are and what we are becoming
- Establish a program for promoting a better self-image of Johnstown to its residents
- Implement a coordinated social media campaign
- Develop renderings of what Johnstown should look like in the future, building on the 2009 City of Johnstown Master Plan and 2017 Main Street Greenway Plan
- Equip residents and frontline service personnel to be effective ambassadors for "Destination" Johnstown

Priority 9: Improve Government, Governance and Supporting Systems and Processes

Through the preparation of Vision 2025 - The Johnstown Strategy, stakeholder input pointed to the need to modernize various government practices and conditions. Johnstown is not alone. Public sector modernization has been a subject of increasing attention by many states and communities across the nation (and the world for that matter). Johnstown and surrounding communities have ample opportunity to learn from the experiences of others in this area.

Clearly, the greatest challenge within this priority goal is municipal consolidation. It is viewed by community leaders as essential for fiscal stability, improved service delivery/efficiency, and to foster a favorable business climate. This could be one of the most important and impacting long-term priorities that Johnstown tackles. It will take time, but the time to start is now without delay recognizing that it ultimately will need to be addressed. The earlier that there is movement down the path to progress the better. Delay would come at a greater cost.

In addition, this priority recognizes that there are other opportunities for improving government systems and processes. Nationally, there is a greater emphasis on performance-based government that aligns with this priority. Finally, as many organizations are involved in the strategy's implementation, consideration will be given to opportunities for improved governance as well. The multi-sector leadership council implementing Vision 2025 - The Johnstown Strategy exemplifies an innovative approach to governance.

Strategic Objectives (Preliminary)

- 9a) Establish a broad-based task force to develop a work program to advance this Priority Goal (consider building upon the existing efforts of the Alleghenies Ahead plan)
- 9b) Identify and prioritize issues and opportunities as the core of the Government and Governance Work program, as well as leads and timeframes
- 9c) Leverage / adopt best practices across the nation and in Johnstown region as well
- 9d) Identify options for local government consolidation
- 9e) Identify options and improved provision of coordinated service delivery
- 9f) Complete and begin implementing a Government and Governance Modernization initiative no later than July 1, 2020
- 9g) Work with PA DCED and other organizations to help advance this goal

Projects and Initiatives

Strategic Objective	Projects (green) and Initiatives (yellow)	Target Year	Prospective Local Champions and Partners
	TBD		

Vision Together 2025 The Johnstown Strategy

Jamie Lemon, Michael Baker International



Making National Chain Stores and Restaurants Fit into Your Community

Michael Stokes, AICP

APA/ PA Conference 10/22/2019

National Chain Stores and Restaurant Locations in the US



24,340



13,327



7,677



4,491



1,739



13,905



15,000



8,000



7,320



14,835



7,800



9,560



5,358



580



800

Desired Locations

- Community with 50,000 residents
- 20,000 ADTs
- Near other businesses, offices and hotels
- 200+ ft road frontage
- Growing or stable community
- Easy access and visibility
- Utilities

Vision for Your Community



This?????



Or This?????



Translating Vision into Reality

- Bulk/ height/ setback
- Signage
- Access and egress
- Parking
- Lighting
- Buffering
- Streetscape
- Building design/ materials/ windows/ door placement

Know Your New Business

- Corporate owner
- Franchisee
- Real estate developer ground lease
- Real estate developer build lease

Generic or Local Character?



Saving History





Building Location



Landscaping



Architectural/ Materials



Parking

Details



Entrance/ windows



Signage



Lighting



Benson, AZ- Newcomb@flickr



Chesapeake, VA- Newcomb@flickr



Davie, FL, - Ka2rina@flickr



Richmond, VA- Ryan@flickr



Germantown, PA- Newcomb@flickr



Hinsdale, Ill- James@flickr



Pottstown, PA Newcomb@flickr



Yarmouth, ME- Newcomb@flickr



Mulica Hill, NJ- Newcomb@flickr



Suffolk, VA- Ryan@flickr



Snowflake, AZ- Newcomb@flickr



Waynesville, OH- Robert Magina@flickr

Context is everything



Making National Chain Stores and Restaurants Fit into Your Community

Michael Stokes, AICP
mmstokes99@gmail.com



20 Ways to Make Sure Your Zoning Doesn't Harm Your Economic Development



Charlie Schmehl
Urban Research and Development Corporation
Bethlehem, Pennsylvania

Writing a Zoning Ordinance with a large Committee
is like over-decorating a Christmas Tree.

Everyone wants to keep loading it up with regulations
- to address their favorite issues. Eventually, the
whole thing comes crashing down from the weight.



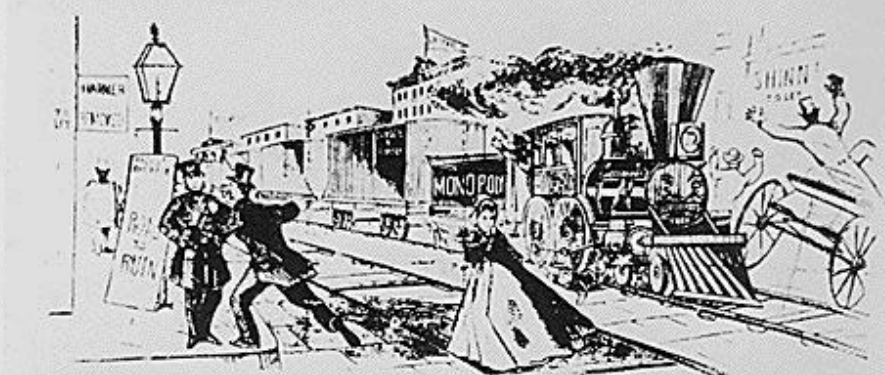
You are never going to be able to think of every possible land use. Have a provision allowing your Zoning Hearing Board to **approve uses that are not addressed anywhere** in your ordinance. The applicant would be required to prove the use is compatible & similar to allowed uses in that district.



There will be individuals or business competitors who will try to oppose almost any major development.

Try to avoid offering too many opportunities for **nuisance challenges** of a zoning or subdivision approval. Those challenges may be designed to delay a project and run up the developer's expenses.

This includes writing ordinances so that desirable types of projects are unlikely to need special exception or conditional use approvals or variances.



**MOTHERS LOOK OUT FOR YOUR CHILDREN!
ARTISANS, MECHANICS, CITIZENS!**

When you leave your family in health, must you be hurried home to mourn a

DREADFUL CASUALTY!

PHILADELPHIANS, your RIGHTS are being invaded! regardless of your interests, or the LIVES OF YOUR LITTLE ONES. THE CAMDEN AND AMBOY, with the assistance of other companies without a Charter, and in VIOLATION OF LAW, as decreed by your Courts, are laying a

LOCOMOTIVE RAIL ROAD!

Through your most Beautiful Streets, to the RUIN of your TRADE, annihilation of your RIGHTS, and regardless of your PROSPERITY and COMFORT. Will you permit this! or do you consent to be a

SUBURB OF NEW YORK!!

Rails are now being laid on BROAD STREET to CONNECT the TRENTON RAIL ROAD with the WILMINGTON and BALTIMORE ROAD, under the pretence of constructing a City Passenger Railway from the Navy Yard to Fairmount!!! This is done under the auspices of the CAMDEN AND AMBOY MONOPOLY!

RALLY PEOPLE in the Majesty of your Strength and forbid THIS

OUTRAGE!

Conditional and Special Exception Approval Processes are not only time-consuming and expensive for the applicants, but also municipal officials could often be making better use of that time.

Look at your zoning variance requests, and if a type of variance is always granted, then it should not need a variance.

If there are common conditions placed upon the approvals, they can instead be written into the ordinance.



Look for opportunities to allow **compatible mixes of uses** that can make better use of parking (particularly for uses with different peak periods of demand), can enliven neighborhoods, can allow people to live closer to work, and can offer convenient services to residents.

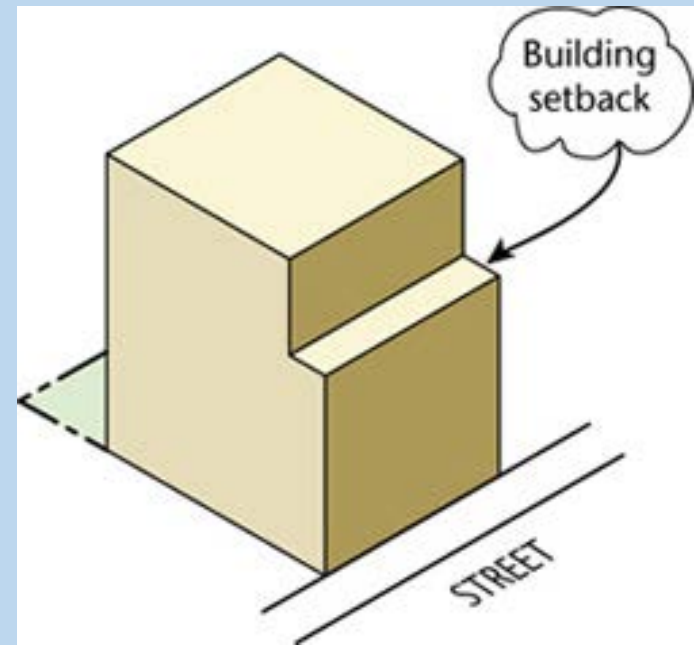
However, more intensive commercial uses (particularly late night uses and auto-related uses) should be separated from residential areas.



Don't be too afraid of another building story. Too many municipalities are overly restrictive in heights, which can waste land in prime development areas and interfere with interesting architectural designs and higher quality interior spaces. Most business districts should allow 4 or 5 stories, particularly in areas that are not historic and not near dwellings.

Industrial buildings also often now want 50 feet heights, even for one floor.

If there is concern about sunlight reaching the street or compatibility with a historic street, the top floor can be required to be setback from the street.



Avoid **overly subjective wording** that will create confusion, and will be unenforceable in the end.

If design standards are used, make sure it is 100% clear which are regulations, and which are advisory guidelines.

“Don’t Build This” >

Don’t expect every site to be able to attract an international corporate headquarters. Don’t write zoning to limit a site to what is felt to be the optimum use, but instead provide a range of uses so that the private market can work.



Include zoning provisions that allow for **additional uses of older industrial buildings** and institutional buildings, as a special exception use. The ZHB can also be given authority to modify density, parking and dimensional requirements, without needing a variance.

This is particularly useful to allow reuses of old churches, convents and schools, and to allow an industrial building next to a residential district to be converted into housing.

Live-Work Units can be allowed in selected areas. These uses allow a person to work and live in the same flexible space, without having all of the restrictions of a home occupation. These uses are particularly popular with artists in older industrial buildings, but can also be useful for persons who operate a small office or who provide personal or business services.

It is often difficult to cost-effectively renovate upper story building space for new uses. Density requirements for apartments should not be overly strict, to allow reuse of old buildings.

If two or more adjacent buildings are linked together, they may be able to share a common elevator and a common fire stairwell, which may make the project cost-effective.

The Statewide Construction Codes offer some ability to approve alternative ways of meeting fire safety requirements in older buildings.

To make best use of this flexibility, it is valuable to have well-informed persons on the Construction Code Board of Appeals, and to encourage owners of older buildings to take advantage of that process.



For **colleges and hospitals**, allow flexibility in their development of their core campuses, including taller heights, high coverages, small setbacks and flexibility in parking locations, and making uses permitted by right.

On the residential edges of campuses, use stricter standards, such as lower building heights, large setbacks for residence halls, and landscaped buffer requirements.

The goal is encourage tax exempt uses to “grow up, instead of out,” so they don’t consume excessive amounts of tax- exempt land or intrude into stable residential neighborhoods.



Non-conforming uses create administrative burdens for municipal staffs and ZHBs, and additional expenses for the owners. Non-conformity can not only limit expansions, but it can make it difficult to obtain financing for improvements.

Review the location of non-conforming businesses uses and consider whether any should be included in a business district, or have their use allowed in the current district.



Avoid over-regulating what the average resident wants to do. This involves writing standards so that it is easy to add a deck, a sunroom, a pool or another bedroom.

Excessive setbacks and coverage limits can make these things difficult. If a person has a difficult time expanding an older house, they may move to a newer house.

Also, make sure it is not difficult to add a shed or a back-yard fence.



It is valuable to utilize the North American Industrial Classification Code system to separate the various types of industrial uses. The lighter types of industrial uses should be allowed by right in more districts than the more intensive industrial uses. The heavier types of industrial uses should be limited to one zoning district and should need special exception or conditional use approval.

A complementary set of commercial uses should be allowed in most industrial districts. However, it may be desirable to not allow shopping centers, auto sales and other uses that may take up too much of the prime land that most suitable for industrial uses.



Make sure your ordinances help make your community be more **pedestrian-friendly**. This includes making sure that buildings are not required to be setback too far from the street, and that excessively large curb radii are not required at intersections.

Under MPC's TND authority, new buildings can be required to be placed relatively close to the street.

Safe pedestrian routes should be required through large parking lots.



To **promote use of public transit**, consider increasing densities along major bus corridors or near rail stations.

Allow transit shelters to be installed, with a sign that pays for their maintenance.

Require pedestrian pathways that connect buildings with transit stops.

Seek that major developers the transit provider opportunities for improved stop.



Requiring the planting of large numbers of trees is more valuable than requiring low impervious coverages that can waste prime land.

For example, require one shade tree per 10 parking spaces, plus trees along streets and buffers.

Promote naturalistic plantings of varied species, as opposed to militaristic rows.



To avoid **excessive parking requirements, consider** Inst. of Transp. Engineering data on average parking needs for various uses.

Also, give your ZHB ability to modify parking requirements because of complementary shared use, and to require that a portion of required parking not be built immediately, unless it is shown to be needed based upon actual use.



In older commercial areas, allow some flexibility in zoning to allow parking to be located on another lot within a specified walking distance. This allows the fullest use of the prime development sites. It also effectively helps to hide parking in less visible locations, including in the interior of blocks.

In selected areas, a business can be offered the option of paying a **fee-in-lieu** of providing all of their required parking spaces. The fees can then be used over time for the municipality to acquire, develop and/or lease public parking spaces within the area. A larger public parking area is much more efficient in layout and usage than many individual private parking areas.

Signs – Make sure your maximum sign areas are large enough to allow every business to have clear visibility from a street.

Vary allowed sign area by the number of uses on a lot. Allow signs to project perpendicular from a building so they are more visible to pedestrians. In pedestrian areas, allow sandwich board signs to be placed on the sidewalk.





20 Ways to Make Sure Your Zoning Doesn't Harm Your Economic Development



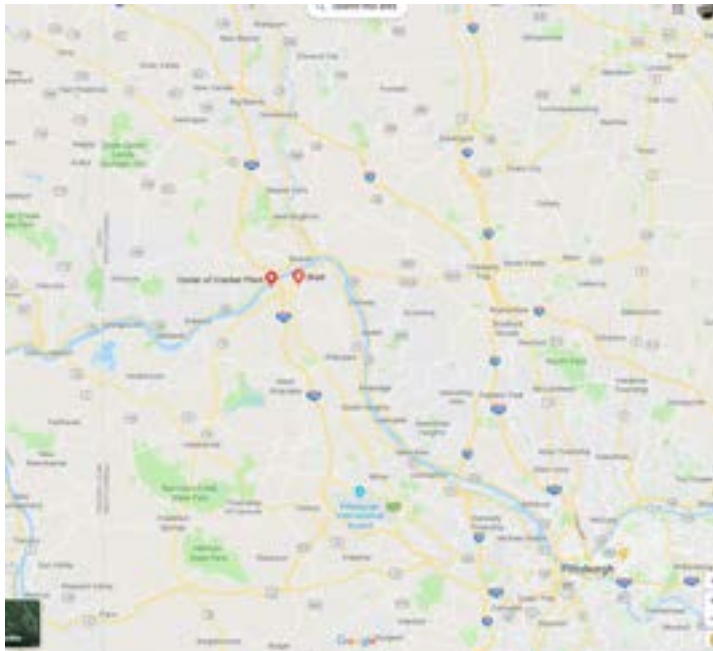
Charlie Schmehl
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BOOM+BUST

LOCAL PLANNING
AND THE SHELL
CRACKER PLANT

SABINA DEITRICK
+
REBECCA MATSCO

Potter Township + Shell Plant



Shell rising



What the Shell happened?

**“Horsehead to close
Monaca zinc
smelting plant, cut
510 jobs”**



This

How Republican Tom Corbett Convinced Shell to Locate Cracker in PA

June 13, 2016 | Beaver County, Economic Impact, Energy Companies, Ethane, Industrywide Issues, Jobs, Pennsylvania, Processing Plants, Shell

Location and tax breaks key to Shell's Pennsylvania cracker plant approval

Posted on Jul 8, 2016

The market will have absorbed the additional supply of polyethylene from the first wave of U.S. Gulf Coast petrochemical projects by the time Shell Chemicals' ethane and derivatives complex in Beaver County, Pennsylvania comes on stream in the early 2020s, according to Ate Visser, vice president of Shell's Pennsylvania Chemicals Project.

Pennsylvania tax incentive plan played major role in luring Shell cracker plant

TRIB
LIVE BRAD BUNSTED | Tuesday, June 7, 2016 11:05 p.m.



Site preparation and road work continue Friday, Dec. 11, 2015, along Route 18 in Beaver County at the site of Shell's planned ethane cracker.

And this



The Times

To Shell and back: Potter Township Supervisors reflect on journey of last six years

By Jared Stonesifer

Posted at 5:09 AM

Potter Township's supervisors recently reflected on the journey from a small, rural community to being home to a \$6 billion ethane cracker plant.



“Chemical Alley”

- **Beaver Valley Power Station, Shippingport – world’s first commercial nuclear facility**
- **Bruce Mansfield coal-fired plant**
- **St. Joseph Lead / Horsehead Corp. zinc smelter**
- **First AES Co-Generation plant**
- **Nova Chemicals**
- **BASF Corp.**
in proximity to Shell site



Managing decline

Small – 6 square miles

Aging

Continued decline in population

2005 Comp Plan – mostly unimplemented

Zoning – dated from 1982



“Curious, but clueless, about natural gas development”

It's Pennsylvania = It's a Keystone Opportunity Expansion Zone



“Revive economically distressed urban and rural communities with one of the most power market-based incentives – eliminating taxes”

PA Dept of Revenue website, 2018

Potter not distressed

Counter to state law

Lacked “unique state/local” partnership

“No one had thought to ask Potter Township about the KOEZ.”

What about community capacity?

Typically constructed as ...

Inputs: the resources available for professionals to carry out their decisions

Outputs: the capabilities to determine actions to goals

COMMITMENT = *the will to act!*

Shell KOEZ

MUNICIPAL + SCHOOL DISTRICT

15 years + 7 year extension

PILOT – Payment in Lieu of Taxes

State “safety fund” grant



What could the community do? Demand data.

ROUTE 18 CORRIDOR ANALYSIS

Map existing assets

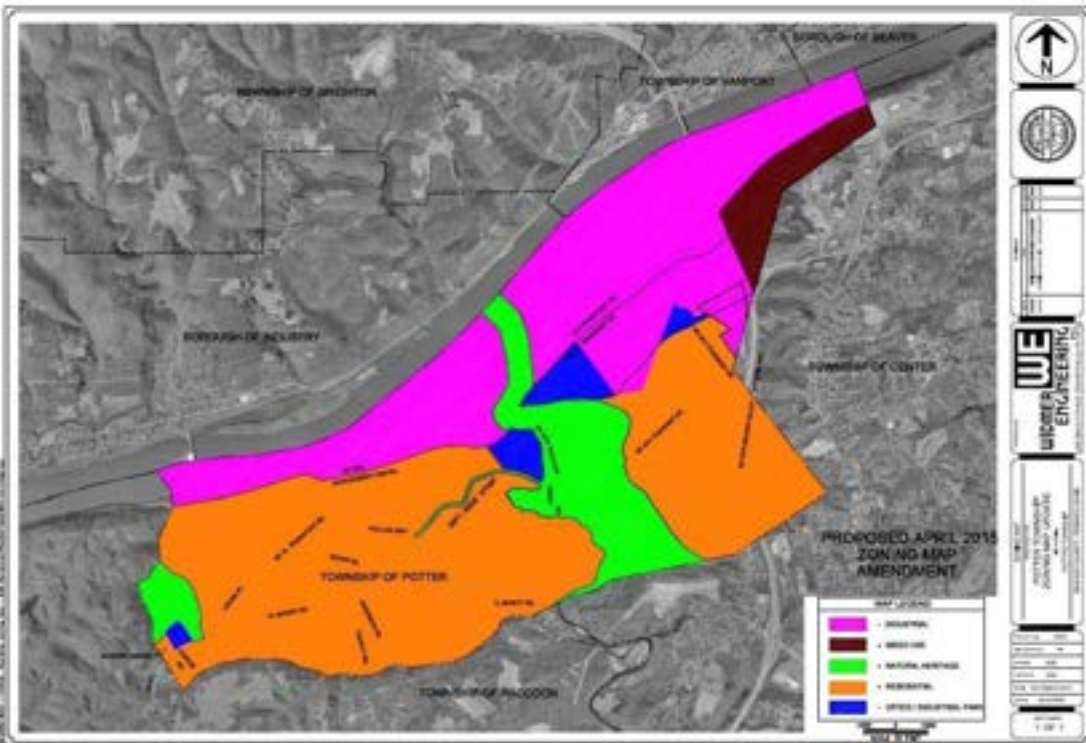
Identify available land uses and parcels

Analyze financial losses from KOEZ, businesses, homes

Suggest solutions



What did the community do? Respond to data.



New zoning & SALDO

Robust, reliable planning & permitting process

“Cultural conservation”

BALANCE = Community
resilience

Lights! Sound! Traffic!



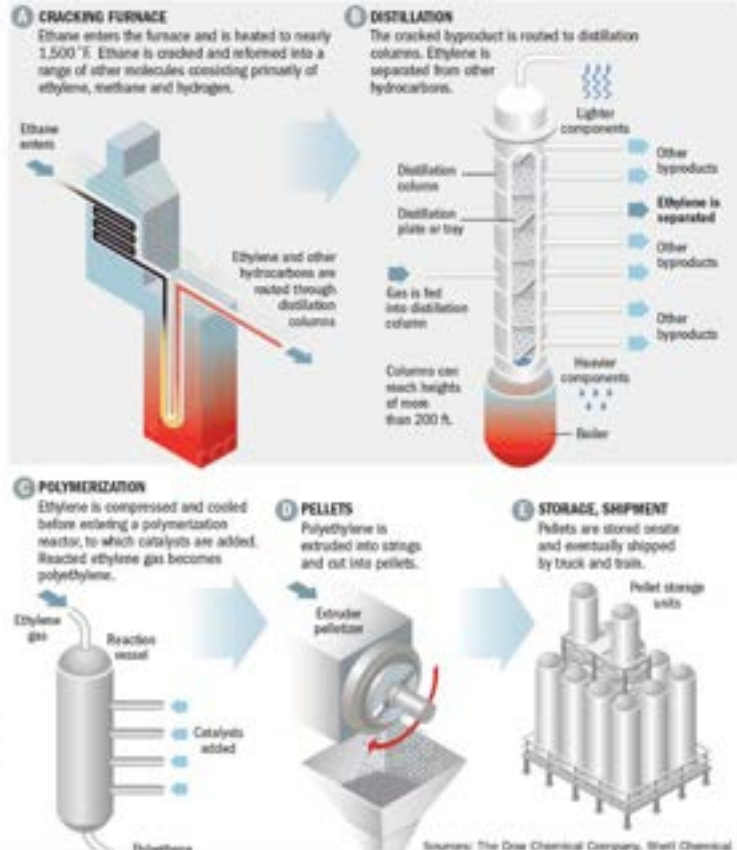
As Shell cracker nears 'peak construction' point of 6,000 workers, promoter in D.C. pushes 'petrochemical Appalachian Renaissance'

Four Quick Questions

Joe Arpaio, the former "tough-on-crime" sheriff from Arizona who was later pardoned by President Trump after being found criminally guilty of stereotyping a judge's victims, will run for

Cracking ethane and making polyethylene pellets

Ethane, a natural gas liquid, is pulled from the ground along with methane from thousands of wells scattered across the Marcellus and Utica shales in Appalachia. Pipelines carry natural gas to fractionation facilities where ethane is separated from other natural gas liquids. From there, it is ready to be piped to a cracker plant. How the ethane is converted to ethylene, then to polyethylene:



Potter not able to protect from every adverse experience in this new shale economy



Context for action: jobs vs environment



Changing landscape

Competing positions

→ Coherent policy

RECONCILIATION

Adding it up +

“Decisions made with quality data, through a quality process, to reach a quality vision demands not only *capacity* but asks local government to be a quality catalyst.”

Small communities + the capacity of commitment

**Capacity: more than inputs
and resources**

**Capacity-building =
*engagement***

**Community engagement =
capacity as *commitment to
action***



Both + And = all of the above



Potter Township. Naturally.





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SABINA DEITRICK, PHD
SABINAD@PITT.EDU



Past, Present and . . . Future?

Fast, Fun, Fervent Session

Pennsylvania APA Conference October 22, 2019

David N. Hunter, Sr., AICP
Planning Consultant



Reading's Past





Reading Station Outlets



The Dana Site



A New Administration Every 4 Years





**Back
to the
Future?**

**déjà vu
all over
again!**

READING

Old And New

**A City with a Noble Past,
a Glorious Present and a
Splendid Future.**

Compiled by H. A. DeForest. Published by the Reading Herald

1909.

SASAKI

PENN CORRIDOR DEVELOPMENT PLAN

Greater Reading, Berks County, PA

Berks County Executive Partnership
Reading University PA
The Berks College Foundation



Greening Reading's Penn Street

June 15, 2017

DRAFT FOR
REFERENCE ONLY –
not approved by the
City

CITY OF READING
DOWNTOWN 2020 MASTER PLAN

CITY OF READING | 18th Ward Area
PENNSYLVANIA | COMPREHENSIVE PLAN

FEBRUARY 2018



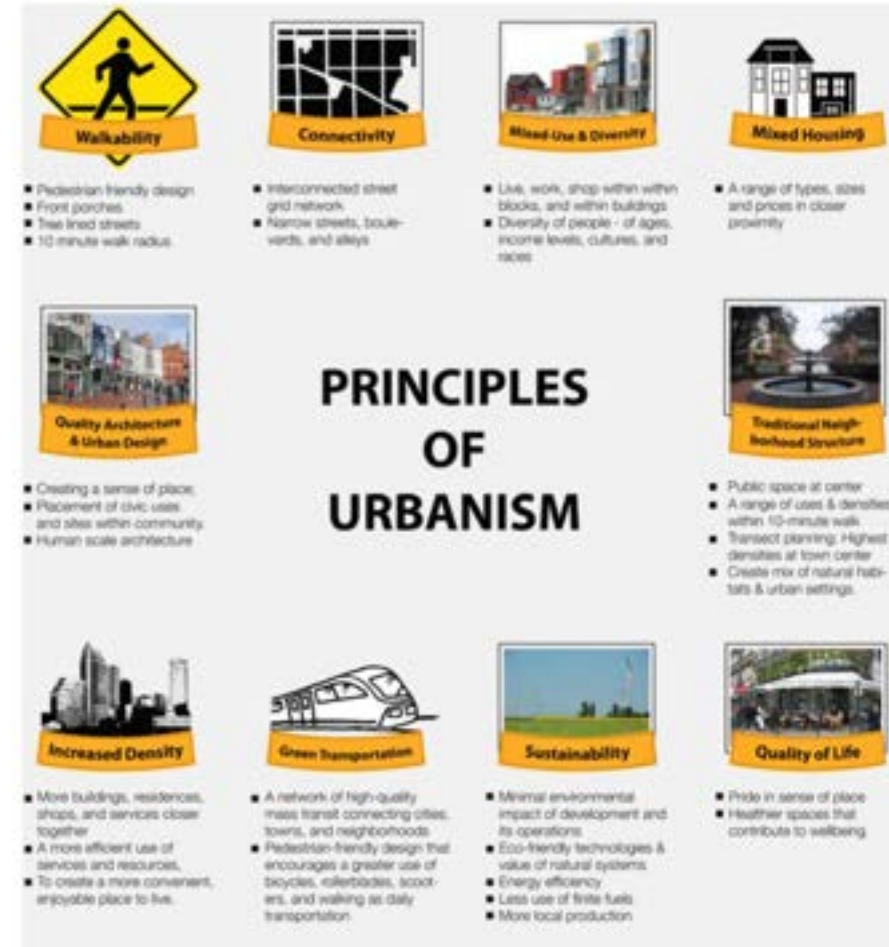
DRAFT
City of Reading
**Housing and
Blight Strategy**

July 23, 2019



PRINCIPLES of URBANISM

- Walkability
- Mixed Housing
- Sustainability
- Quality Architecture & Urban Design



SMART GROWTH

- Quality of Life
- Economic Development
- Livable Communities
- Alternative Transportation
- A Range of Housing Opportunities
- Preservation of Open Space





MARKET STREET, SAN FRANCISCO



TELLURIDE, COLORADO

The main street in Telluride is a great mix of art galleries, clothes shops, outdoorsy emporiums, interior design, furniture boutiques and coffee nooks.



Focus On Landmarks



Focus On Landmarks

PHOTOGRAPHY

Focus On Landmarks





Big Mill Apartments

From this ...



To This!

SUPER NATURAL PRODUCE III
229 N 4TH Street





Past, Present and . . . Future?

Fast, Fun, Fervent Session

Pennsylvania APA Conference October 22, 2019

David N. Hunter, Sr., AICP

City of Reading Department of Community Development

David.Hunter@readingpa.gov



GREATER READING CHAMBER ALLIANCE

THE PATH TO PROGRESS

REVITALIZING DOWNTOWN READING

AARON GANTZ

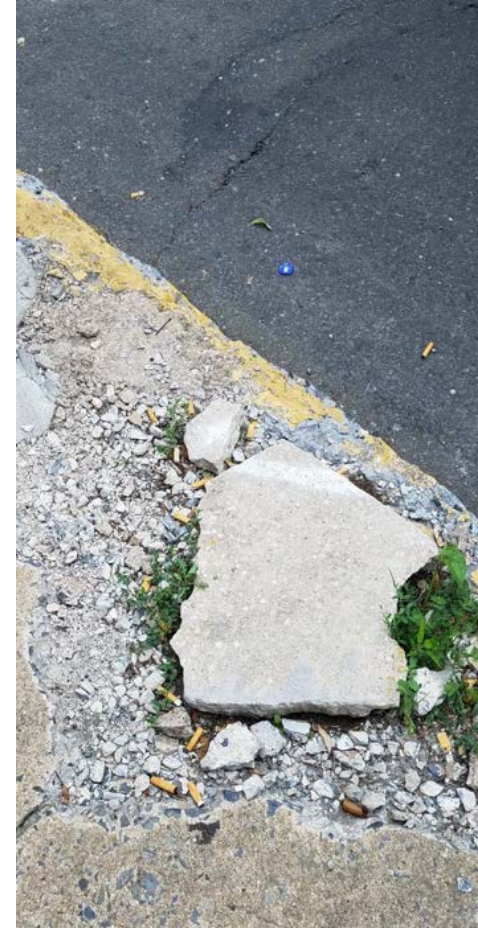
AGANTZ@GREATERREADING.ORG



With great
challenge,
comes
great
opportunity



CONDITION OF PROPERTIES



CONDITION OF PUBLIC SPACE



**5-Year Strategic Plan for
Downtown Reading**
PRIMED FOR OPPORTUNITY + GROWTH

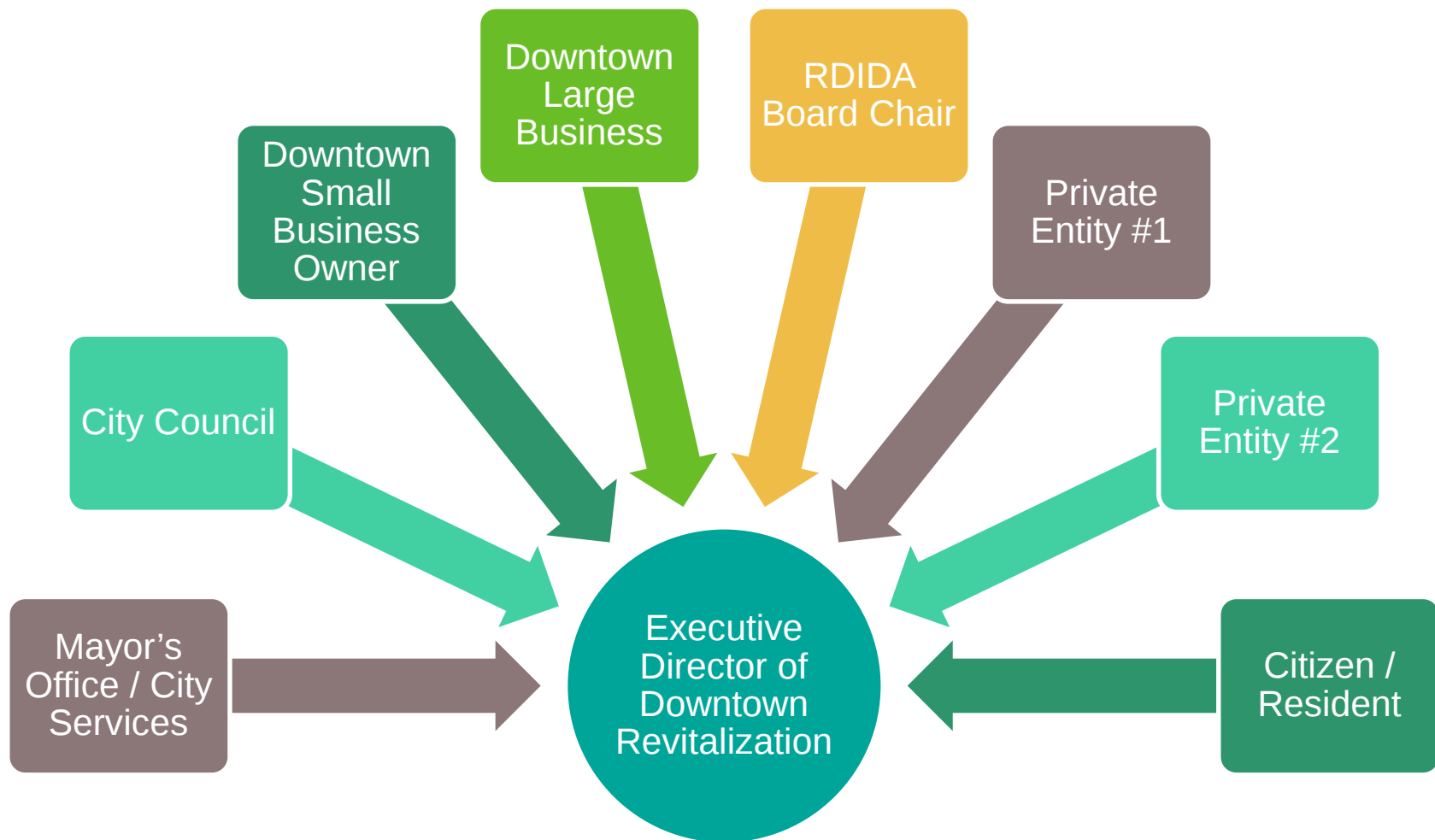
Prepared by Aaron Gault, 2016
Executive Director of Downtown Revitalization
Greater Reading Chamber Alliance



*Hawley & Myrtle Quier
Fund of*



**BERKS COUNTY
COMMUNITY FOUNDATION**



01

Economic
development focus

02

Attraction/retention
of new investment
& businesses to
downtown Reading

03

Improve & maintain
a positive
perception of
downtown Reading

STRATEGIES



Office | Retail

408 Penn St

Address: 408 Penn St
City: Reading
County: Berks County
Zip Code: 19602
Min Size: 10,470 sqft
Max Size: 30,000 sqft

[View Details](#)



Retail

422 Penn Street

Address: 422 Penn Street
City: Reading
County: Berks County
Zip Code: 19602
Min Size: 2,750 sqft
Max Size: 8,928 sqft

[View Details](#)



Retail

1007 Penn Street

Address: 1007 Penn Street
City: Reading
County: Berks County
Zip Code: 19601
Min Size: 6,500 sqft
Max Size: 6,500 sqft

[View Details](#)



Office | Retail

910-912 Penn Street

Address: 910-912 Penn ...
City: Reading
County: Berks County
Zip Code: 19602
Min Size: 10,400 sqft
Max Size: 10,400 sqft

[View Details](#)



Office | Retail

645 Penn Street

Address: 645 Penn Street
City: Reading
County: Berks County
Zip Code: 19601
Min Size: 1,500 sqft
Max Size: 8,000 sqft

[View Details](#)



Office | Retail

839 Washington Street

Address: 839 Washingto...
City: Reading
County: Berks County
Zip Code: 19601
Min Size: 3,000 sqft
Max Size: 3,000 sqft

[View Details](#)



Industrial

141 S 7th Street

Address: 141 S 7th Street
City: Reading
County: Berks County
Zip Code: 19602
Min Size: 4,800 sqft
Max Size: 34,400 sqft

[View Details](#)



Office | Retail

144 N 6th Street

Address: 144 N 6th Street
City: Reading
County: Berks County
Zip Code: 19601
Min Size: 3,000 sqft
Max Size: 3,000 sqft

[View Details](#)



Office

533 Penn Street

Address: 533 Penn Street
City: Reading
County: Berks County
Zip Code: 19601
Min Size: 6,000 sqft
Max Size: 6,000 sqft

[View Details](#)



Retail

117 N 5th Street

Address: 117 N 5th Street
City: Reading
County: Berks County
Zip Code: 19601
Min Size: 675 sqft
Max Size: 675 sqft

[View Details](#)



Office

50 N 5th Street

Address: 50 N 5th Street
City: Reading
County: Berks County
Zip Code: 19601
Min Size: 3,600 sqft
Max Size: 5,800 sqft

[View Details](#)



Retail

Abraham Lincoln Res...

Address: 100 N 5th Street
City: Reading
County: Berks County
Zip Code: 19601
Min Size: 1,600 sqft
Max Size: 10,000 sqft

[View Details](#)



Office | Retail

348 Penn Street

Address: 348 Penn Street
City: Reading
County: Berks County
Zip Code: 19602
Min Size: 4,500 sqft
Max Size: 4,500 sqft

[View Details](#)



Office | Retail

300 Penn Street

Address: 300 Penn Street
City: Reading
County: Berks County
Zip Code: 19602
Min Size: 100,175 sqft
Max Size: 100,175 sqft

[View Details](#)



PROPERTY + BUSINESS INVENTORY

VACANCY RATE?

BUSINESS MIX?

WHAT IS MISSING → OPPORTUNITY

KNOW YOUR STATS



Population



Demographics



Employment
Base



Investment

DOWNTOWN READING



300,000 people within
10 mile radius



11,000+ employees in
Downtown Reading



\$680,800,000+
in sales revenue
generated by Downtown
Reading businesses



\$266,630,000+
in development investments
over last 15 years

DOWNTOWN READING



Home to Reading Area
Community College + Award
winning Reading Public
Library



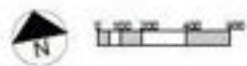
Diverse, bilingual
workforce and population



Walkability Score:
94/100
"Walker's
Paradise"



The Arts: Goggleworks, Miller
Center, Santander Arena, The
WCR Center, Reading
Symphony Orchestra and
MORE!



COMPLETED
PROJECTS

UNDERWAY

EMPLOYMENT
CENTERS

FUTURE
REDEVELOPMENT

RESIDENTIAL

PARKING



INTERFACE WITH
POTENTIAL
INVESTOR,
DEVELOPERS &
BUSINESS OWNERS

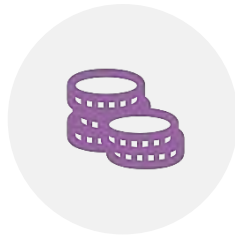
BUSINESS WALKS



IDENTIFY RESOURCES



INCENTIVES



FINANCING



PERMITTING
PROCESS



LIAISON BETWEEN
CITY + BUSINESS,
INVESTOR, ETC.

FAÇADE IMPROVEMENT GRANTS



\$100,000 AVAILABLE



\$173,000 REQUESTED



\$100,000 APPROVED

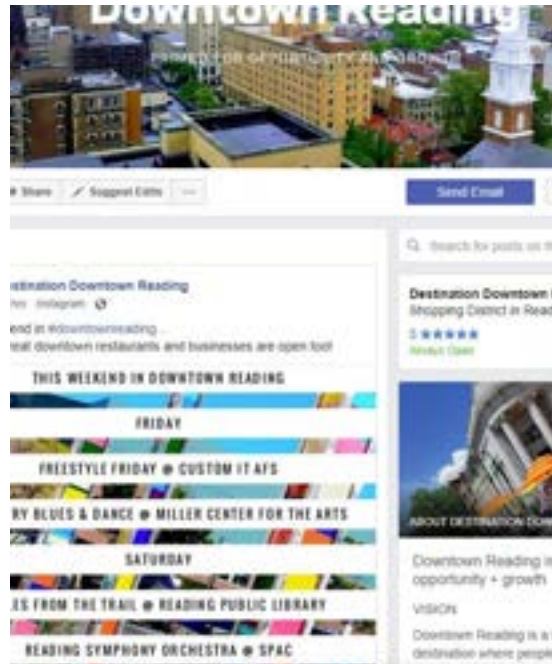
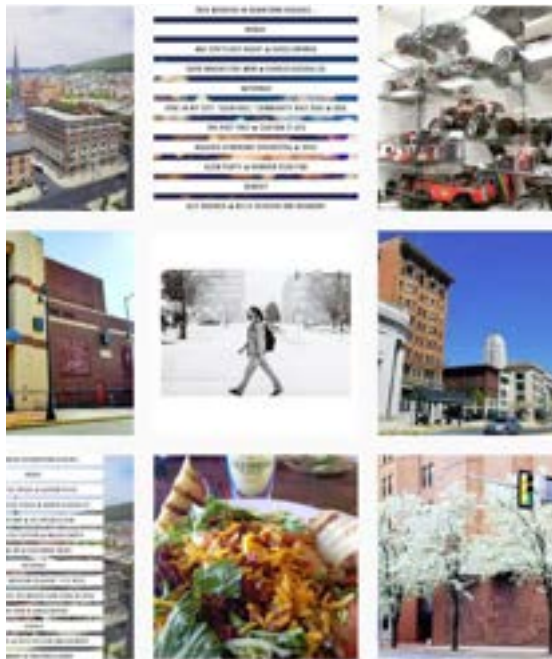


\$300,000+ TOTAL
INVESTMENT COSTS



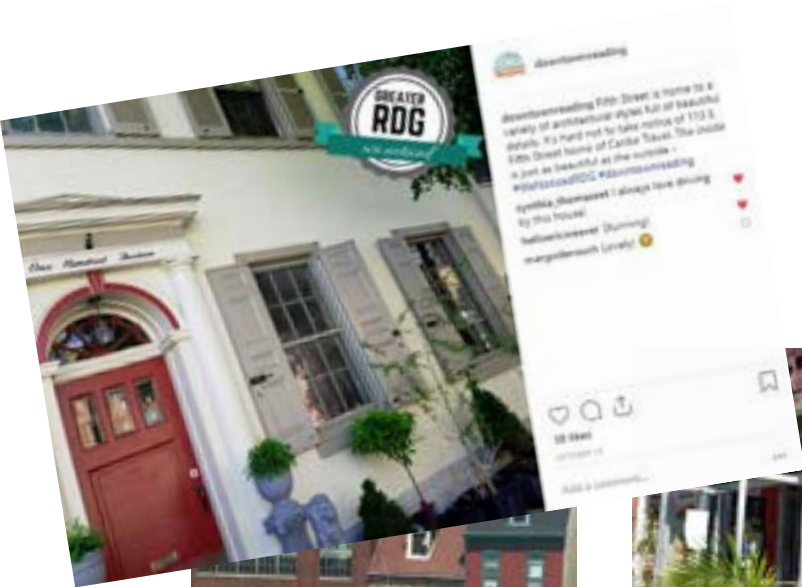
CELEBRATE
SUCCESS!





GET SOCIAL
Instagram | Facebook | Twitter | @DowntownReading

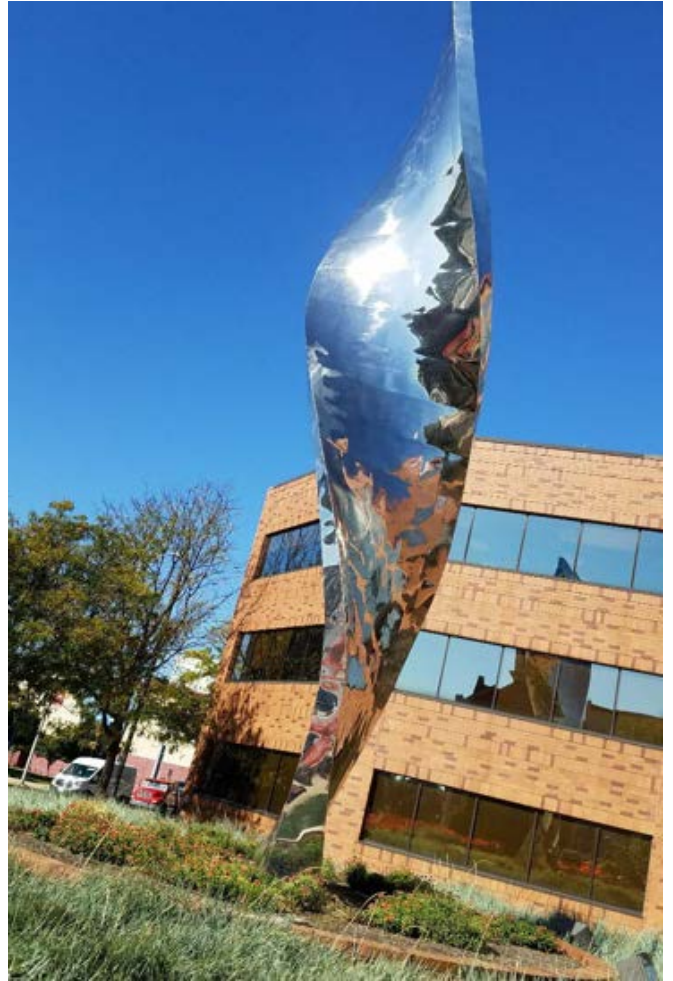
#WeNoticedRDG



downtownreading 5th Street is home to a variety of architectural styles full of beautiful details. It's hard not to take notice of 113 S 5th Street home of Carter Tower. The house is just as beautiful as the outside -
#whatistheRDG #downtownreading
synthia, the owner I always love driving by this house!
hallowkeweenaw (hallowkeweenaw)
margaretmarch lovely!

38 likes
10 hours · RDG & friends







ARCHITECTURE



DOWNTOWN READING EVENTS



REINVENTION IS A MARATHON, NOT A SPRINT!



GREATER READING CHAMBER ALLIANCE

THE PATH TO PROGRESS

REVITALIZING DOWNTOWN READING

AARON GANTZ

AGANTZ@GREATERREADING.ORG

Thank You!

Michael Baker
International -
Jamie

Urban
Research and
Development
- Charlie

Planning
Consultant -
David

Former Asst
Director,
Montgomery
County
Planning
Commission-
Michael

University of
Pittsburgh -
Sabina

Greater
Reading
Chamber
Alliance -
Aaron