Welcome To The Fast, Fun, Fervent Session!

Today You’ll Hear About:

- Johnstown, PA Renaissance
- National Chain Stores
- Zoning
- Past, Present and Future of Reading, PA
- Beaver County & Shell Cracker Plant
- Urban Revitalization

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908.319.8829
Vision Together 2025
The Johnstown Strategy
Jamie Lemon, Michael Baker International
The Johnstown Strategy General Structure

Priorities and Strategic Objectives

- Capital Improvement Program
  - Prioritized capital improvements supporting the Strategy

Projects

- Initiatives
  - Catalyst Projects/Initiatives
    - High profile or "signature" projects and initiatives

Actions / Action Tracker

- The Implementation Framework addresses all key facets necessary for sustaining the Redevelopment Strategy's successful execution. Also includes an Action Tracker to facilitate continued progress, accountability, and communication/reporting.

Organization

- Leadership
- Structure
- Process
- Roles and Responsibilities
- Resources
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**

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<tbody>
<tr>
<td>1b</td>
<td>Create fatherhood coaching programs.</td>
<td></td>
<td>1889 Foundation, Greater Johnstown School District, United Way of the Laurel Highlands and faith-based organizations</td>
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<tr>
<td>1c</td>
<td>Establish a youth services database to help families identify social, health, and educational services.</td>
<td></td>
<td>1889 Foundation, Greater Johnstown School District and Goodwill</td>
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<td>1d</td>
<td>Research youth centers in other communities to determine financial and other success factors.</td>
<td></td>
<td>1889 Foundation and Community Foundation for the Alleghenies</td>
</tr>
<tr>
<td>1f</td>
<td>Encourage digital literacy skills and strategies in all secondary, post-secondary, and businesses and industries.</td>
<td></td>
<td>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)</td>
</tr>
<tr>
<td>1h</td>
<td>Secure state funding for operational functions of downtown community college.</td>
<td></td>
<td>1889 Foundation, GJRP, City of Johnstown, Chamber of Commerce, and JARI</td>
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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

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<td>2b</td>
<td>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).</td>
<td></td>
<td>Vision 2025 and Chamber of Commerce, and Community Foundation for the Alleghenies</td>
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<tr>
<td>2c</td>
<td>Develop succession programs for leadership groups such as non-profit boards.</td>
<td></td>
<td>Vision 2025, 1889 Foundation, Community Foundation for the Alleghenies, and GJRP</td>
</tr>
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</table>

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

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

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<tr>
<td>5a &amp; 5b</td>
<td>Blight Elimination &amp; Downtown Building Stabilization: rehabilitate or remove 1,000 blighted structures and restore historic, grand but deteriorated downtown buildings</td>
<td></td>
<td>Johnstown Redevelopment Authority, JARI, and Johnstown Housing Authority</td>
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<tr>
<td>5a</td>
<td>BottleWorks on Third Street building upgrades</td>
<td></td>
<td>Johnstown Redevelopment Authority and JARI</td>
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<tr>
<td>5a</td>
<td>Cambria Iron Works/Center for Metal Arts</td>
<td></td>
<td>Johnstown Redevelopment Authority, JARI, and Center for Metal Arts</td>
</tr>
<tr>
<td>5a</td>
<td>Johnstown Flood Museum building restoration and exhibit enhancements</td>
<td></td>
<td>Johnstown Redevelopment Authority, JARI, and Johnstown Area Heritage Association</td>
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<tr>
<td>5a</td>
<td>Steeples Project: Restoration of the Grand Halle and St. Columba church buildings for use as arts, cultural, theater, and entertainment venue</td>
<td></td>
<td>Johnstown Redevelopment Authority, JARI, and Cambria City</td>
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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

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<tr>
<td>6a</td>
<td>Implement priority trail network improvements</td>
<td>Cambria County Planning Commission, City of Johnstown, Cambria County Conservation &amp; Recreation Authority</td>
<td></td>
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<tr>
<td>6c</td>
<td>Rehabilitate acid mine drainage outfall at Inclined Plane</td>
<td>City of Johnstown, Army Corps of Engineers</td>
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<tr>
<td></td>
<td>Initiate various Johnstown flood control system upgrades</td>
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<tr>
<td>6b</td>
<td>Secure funds to develop a signage program, remove non-confirming existing signs, and map best locations for signage with uniformity</td>
<td>Southern Alleghenies Planning &amp; Development Commission, Cambria County Planning Commission, City of Johnstown, Cambria County Conservation &amp; Recreation Authority, Vision 2025, Community Foundation for the Alleghenies, and 1889 Foundation</td>
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<td></td>
<td>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</td>
<td>Johnstown/Cambria County Convention and Visitors Bureau, Cambria County Conservation &amp; Recreation Authority, Vision 2025, Community Foundation for the Alleghenies, and 1889 Foundation</td>
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**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

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<td>7a</td>
<td>Implement improved collaboration approaches for business recruiting and retention among local and regional organizations involved in economic development</td>
<td></td>
<td>JARI, Chamber of Commerce, and GJRP</td>
</tr>
<tr>
<td>7d</td>
<td>Identify one or more benchmark communities to adopt or adapt business recruitment and retention best practices</td>
<td></td>
<td>JARI, Chamber of Commerce, and GJRP</td>
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**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

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<td>Increase Johnstown's regional visibility in the Laurel Highlands region and the Southern Alleghenies region.</td>
<td></td>
<td>Johnstown/Cambria County Convention and Visitors Bureau</td>
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<tr>
<td>Create centralized “hub(s)” for communicating information and connecting organizations and events/services</td>
<td></td>
<td>Vision 2025, Johnstown/Cambria County Convention and Visitors Bureau, City of Johnstown, and JARI</td>
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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

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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

- Subway: 24,340 locations
- Starbucks: 13,327 locations
- Dunkin' Donuts: 7,677 locations
- KFC: 4,491 locations
- Aldi: 1,739 locations
- McDonald's: 13,905 locations
- Dollar General: 15,000 locations
- Family Dollar: 8,000 locations
- Burger King: 7,320 locations
- Dollar Tree: 14,835 locations
- 7-Eleven: 7,800 locations
- Walgreens: 9,560 locations
- Walmart: 5,358 locations
- Sheetz: 580 locations
- Wawa: 800 locations
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?????

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?

Generic

Local Architecture Style

Adaptive Reuse
Saving History
Details

Building Location

Landscaping

Architectural/ Materials

Parking

Entrance/ windows

Lighting

Signage
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.
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 contact the transit provider to discuss opportunities for an 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
Urban Research and Development Corporation
Bethlehem, Pennsylvania
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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

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

Posted on Jul 2, 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.

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, Profracking Plants, Shell

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

Site preparation and road work continue Friday, Dec. 11, 2015, along Route 19 in Beaver County at the site of Shell’s planned ethane cracker.
And this

To Shell and back: Potter Township Supervisors reflect on journey of last six years
By Jared Stonesifer
Posted at 5:00 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

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

“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
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
As Shell cracker nears 'peak construction' point of 6,000 workers, promoter in D.C. pushes 'petrochemical Appalachian Renaissance'
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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Past, Present and . . . Future?

Fast, Fun, Fervent Session
Pennsylvania APA Conference October 22, 2019

David N. Hunter, Sr., AICP
Planning Consultant
Reading’s Past
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.
Greening Reading's Penn Street
June 15, 2017
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
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
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
01 Economic development focus

02 Attraction/retention of new investment & businesses to downtown Reading

03 Improve & maintain a positive perception of downtown Reading

STRATEGIES
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!
INTERFACE WITH POTENTIAL INVESTOR, DEVELOPERS & BUSINESS OWNERS
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
ARCHITECTURE
DOWNTOWN READING EVENTS
REINVENTION IS A MARATHON, NOT A SPRINT!
THE PATH TO PROGRESS

REVITALIZING DOWNTOWN READING

AARON GANTZ
AGANTZ@GREATERREADING.ORG
Thank You!

Michael Baker International - Jamie
Former Asst Director, Montgomery County Planning Commission - Michael
University of Pittsburgh - Sabina
Planning Consultant - David
Greater Reading Chamber Alliance - Aaron

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