

# Keeping LANCASTER Current

AN HOURGLASS PUBLICATION

**Lancaster County Growth Management Issues** April 19, 2005

**FYI**

**TURNING AROUND DOWNTOWN: TWELVE STEPS TO REVITALIZATION** –In this new [report](#) from [The Brookings Institution Metropolitan Policy Program](#), Christopher Leinberger, a land use strategist and developer, shares his expertise on downtown revitalization.

*“Downtown revitalization is one of the most complex, challenging undertakings anyone can embark on. There are many skeptics and even those who support the process may have unrealistic expectations and frustrations. Yet, seeing a dead downtown come to life is a great reward for any community – and worth investing time, energy, and emotion.”*



Christopher Leinberger is a partner in [Arcadia Land Co.](#), a new urbanism development company with projects in Pennsylvania, Missouri, and New Mexico.

Arcadia is the managing member of the Historic District Improvement Co. (HDIC), the catalytic development company in downtown Albuquerque. Leinberger is also a managing director of [Robert Charles Lesser & Co.](#), one of the leading real estate advisory firms in the country, and has consulted on downtown revitalizations in over 50 cities world-wide.

Though every downtown is different there are still common revitalization lessons that can be applied anywhere. While any approach must be customized based on unique physical conditions, institutional assets, consumer demand, history, and civic intent, this paper lays out the fundamentals of a downtown turnaround plan and the unique "private/public" partnership required to succeed. Beginning with visioning and strategic planning to the reemergence of an office market at the end stages, these 12 steps form a template for returning "walkable urbanity" downtown.

### The Twelve Steps

- Step 1 – Capture the Vision**
- Step 2 – Develop a Strategic Plan**
- Step 3 – Forge a Healthy/Private/Public Partnership**
- Step 4 – Make the Right Thing Easy**
- Step 5 – Establish Business Improvement Districts and Other Non-Profits**
- Step 6 – Create a Catalytic Development Company**
- Step 7 – Create an Urban Entertainment District**
- Step 8 – Develop a Rental Housing Market**
- Step 9 – Pioneer an Affordability Strategy**
- Step 10- Focus on For-Sale Housing**
- Step 11 – Develop a Local-Serving Retail Strategy**
- Step 12- Re-create a Strong Office Market**

### Upcoming Events

**Developing a Preferred Land Use Scenario for Lancaster’s Future – Times and locations follow:**

- **Monday, April 25, 2005**  
7 p.m. to 9 p.m.  
Lancaster City Council Chambers, Southern Market Center, City of Lancaster
- **Tuesday, April 26, 2005**  
7 p.m. to 9 p.m.  
Bright Side Opportunities Center, City of Lancaster
- **Thursday, April 28, 2005**  
7 p.m. to 9 p.m.  
Quarryville Library, Quarryville Borough

**Conference on Current Housing Issues - Wednesday, April 27, 2005 8:00 a.m.-4:00 p.m.**  
**Bright Side Opportunities Center, 515 Hershey Avenue, Lancaster, PA**  
*Sponsored by the Lancaster County Human Relations Commission.* The Purpose of the Conference is to highlight and discuss some of the housing issues seen as rising trends in Lancaster County. The Update to the Housing Element of Lancaster County’s Comprehensive Plan through 2030 will be unveiled. [For more information.](#)

**Cultivating A Greener Downtown – Pennsylvania’s Premier Conference for Downtown Revitalization June 5-8, 2005, State College**  
*Sponsored by the Pennsylvania Downtown Center.* For more information call (717) 233-4675 or write: [amylucas@padowntown.org](mailto:amylucas@padowntown.org)

**A Susquehanna Symposium: Riverfront Communities Flowing With Potential – June 8-10, 2005 – The Susquehanna Greenway Partnership,** along with other sponsors and partners from New York, Pennsylvania and Maryland, is hosting a symposium for and about riverfront communities in the Susquehanna River Basin. For more information, contact Susan Obleski, SRBC, at (717) 238-0423, ext. 316 or by e-mail [sobleski@srbc.net](mailto:sobleski@srbc.net).

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