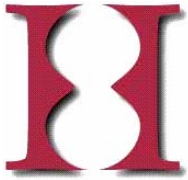


LANCASTER County Matters

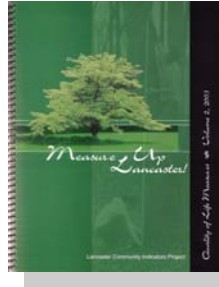
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Measure Up Lancaster!



A very informative report “Measure Up Lancaster!” was recently published by the Lancaster Community Indicators Project. It included a vision statement crafted by stakeholders of Lancaster Healthy Communities, which in turn was adopted by the Lancaster County Board of Commissioners as the official vision statement of the Lancaster County Comprehensive Plan.

We have included a copy of that vision statement as a reminder to all of us of what’s possible if we get involved, work hard and accept nothing less from ourselves and our elected officials when it comes to making informed decisions that affect our future.

2020 Vision for Lancaster County

Imagine...It’s the year 2020, and Lancaster County is a diverse and multi-cultural community of neighbors who have joined together to create a high quality of life for all residents.

- * Our county is well-planned, healthy, and a safe community where people are valued for their civic contributions and strong personal commitments to each other.
- * Our children feel loved, nurtured, and protected.
- * Suburban sprawl has been contained.
- * Lancaster City is a the hub of the county, and our small towns thrive with activity.
- * There is a diversity of housing types, densities, and prices to accommodate all of our residents, anywhere in the county.
- * Crime and violence are at an all-time low.

- * Our history and heritage are valued by both residents and visitors alike.
- * Communities are designed and constructed to reflect the character of our traditional neighborhoods.
- * Our air and water are clean, and our woods, wetlands, and wildlife are protected.
- * People walk and ride bikes along the county-wide network of trails and greenways, and public transit is easily accessible to all citizens. Our roads are safe and congestion-free.
- * Education is high-quality and valued as a lifelong endeavor.
- * Recreational, artistic, and cultural opportunities are abundant.
- * Sustainable agriculture, manufacturing, tourism, and services remain the foundations of our strong and diverse economy. Advanced technology is available to enhance all aspects of our daily lives.
- * Our workforce is well-trained, well-educated, and well-paid.
- * We enjoy a high level of physical and mental well-being.

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We’d like to make a few comments about this vision:

1. Let’s not imagine. Let’s make it happen.
2. Let’s not wait for the year 2020. That’s too late — time is running out.
3. This vision isn’t a dream for Lancaster



Yet, another perspective on the Brookings Report findings-



Jennifer Mundy
Administrator

In January, the Federal Reserve Bank of Philadelphia sponsored a 3-day conference, “Reinventing America’s Older Communities” and I was privileged to attend. However, it was disheartening that I was not joined by business and civic leaders of Lancaster.

At the conference, 350 attendees, State Legislators, Mayors, Economic Development Directors, Main Street Managers and others, listened as world-renown speakers discussed the possibilities for change in Pennsylvania’s communities. Speakers such as:

- Richard Baron, *McCormack Baron Salazar, Inc.*;
- Donald T. Chen, *Executive Director of Smart Growth America*;
- Parris Glendening, *President, Smart Growth Leadership Institute and former Governor of Maryland*;
- Bruce Katz, *Vice-President, The Brookings Institution*;
- Robert Inman, *Mellon Professor of Finance and Economics*;
- William A. Johnson, Jr., *Mayor, City of Rochester, New York*;
- Thomas Menino, *Mayor, City of Boston*;
- John Norquist, *President, Congress for the New Urbanism and former 4-term Mayor of the City of Milwaukee*;
- David Rusk, *Consultant*;
- Kennedy Lawson Smith, *Director, National Main Street Center*;
- Ben Starrett, *Executive Director, Funders Network*;
- John F. Street, *Mayor, City of Philadelphia*;
- Governor Ruth Ann Minner, *Delaware*; and
- Governor Edward G. Rendell, *Pennsylvania*.

All agreed on the importance of making existing communities vibrant and competitive once again. Varied views were shared—and just like the findings in the Brookings Report—all were not embraced.

However, it was only when I heard Richard Baron proclaim, “It’s the schools stupid!”, did I realize what the Brookings Report had missed. The real or direct reason people have left the cities. And, no one was talking about this aspect—the non-attainment of education and the funding of our schools. The report focused on the need for workforce training but not education in terms of education being the major influence in a child’s life.

Baron’s firm specializes in the development and management of mixed-income housing with an emphasis on large-scale redevelopment projects in central city locations. Since 1973

his firm has developed 94 projects in 26 cities with development costs in excess of \$1.2 billion which include 10,800 residential units and more than one million square feet of commercial space. The firm’s management portfolio includes 16,000 residential units. His firm believes in “re-development without displacement— and that Living together is a question of values—not income!”

When building new communities, the core of the neighborhood is the school. Every school system in America has a direct impact on its neighborhoods. Schools affect housing markets. They affect home values. Schools affect the economic decisions of the private market when they consider making an investment or locating in a city. They affect the ability to retain residents in a particular school system or in a local community.

“While schools are attempting to create the workforce of tomorrow, they are the center of virtually every residential real estate decision made in America.”

For Baron, this has been a hard sale. He has been talking about this for some 35 years. According to Baron, “It’s always on deaf ears. School boards have absolutely no understanding of the impact of schools on real estate values, on property, on family decisions. Yet, they continue to operate in much the same way that they’ve operated since the 19th century.”

Baron learned very early that he could build magnificent urban re-development communities but no one wanted to live there because the schools were so deficient.

Realizing the correlation between the built environment and the schools, he began introducing new schools into each of his projects. Lenders were hesitant to embrace the idea but eventually they were won over.

New schools included community-based visual and performing arts centers and adult learning centers. The end result - families from the suburbs wanting to move to the new urban communities - just because of the quality of the new schools. Public schools need to work—funding should be a priority.

In the March 28th, Patriot News, Scott Cannon, the 2004 President, of the Pennsylvania Builders Association was interviewed and is quoted as saying, “People are moving into the suburbs because they perceive it to be a better investment with better schools. How do you begrudge them that?”. Changing demographics and the public’s belief that there is a better quality of life in the suburbs have determined development trends. He feels the state’s farmland preservation program is Pennsylvania’s most misguided policy. “Pennsylvania should spend that money making its cities more attractive

Yet, another perspective on the Brookings Report findings-- (Cont'd from page 2)

During the course of this three-day conference we heard from many speakers on their perspective of the report; however, the most telling statement was when Dave Argall (R), Chairman of the House Appropriations Committee stated, "I would have hoped it would have moved forward by now. "How many people in this room contacted their representative after reading the report? (Very few hands were raised.) If you want it to die, don't contact them!"

Argall stated that fundamentally he agrees with many of Governor Rendell's ideas, but the Governor cannot do it on his own. Write letters—make calls.

Joining Dave Argall on the panel was Dwight Evans (D) Minority Chair of the House Appropriations Committee. Evans stated, "Everyone wants their own."

According to Evans, The Brookings Report does not address the politics of how policies are driven—such as:

- How the gasoline tax drives transportation policy;
- Telecommunications—urban areas are subsidizing the rural areas. (Do they need it?) We don't trust the PUC so we want the legislators to regulate the industry.
- Education—Equity vs. adequacy—No one speaks about the outcome of the investment in education. It is driven by who is controlling the process." "We have lost the focus on governance. We need to have a full-blown discussion on how government is being done, both local and state. We need to know who contributes to who."

From my perspective, there is much to be done. But, where do we begin and who will lead the charge? Get involved—it's our state and the future for our children and generations to come!

Little Boxes - Limited Horizons

As input to the Brookings Institution's report "*Back to Prosperity — A Competitive Agenda for Renewing Pennsylvania,*" a background paper "Little Boxes — Limited Horizons" was prepared by David Rusk. Here are some highlights.

The Commonwealth of Pennsylvania has created the nation's most fragmented system of local government. Without even examining sprawl-inducing state infrastructure investments, state policies have contributed to uncontrolled urban sprawl by making its "little boxes" governments so highly dependant on local property taxes. Over the last fifty years Pennsylvania ranks second only to West Virginia in consuming the most land for the least population growth.

The combination — constantly outward development overlaying a pattern of immutable local government boundaries —has condemned Pennsylvania's central cities, boroughs, and "built-up" townships to population, economic, and fiscal decline. And, the many "little boxes" actively contribute to racial and economic segregation in Pennsylvania's metropolitan areas.

The Governor and General Assembly must either radically change local governance or mandate new "rules of the game" for the myriad of "little boxes" must act on issues that transcend jurisdiction boundaries. Without this action "little boxes" governments don't have the capabilities of overcoming handicaps such as cost insufficiencies, high social and economic disparities and cut throat municipal competition.

The issue isn't less democracy vs. more democracy.

"There are two arguments for regionalism:

1. **Effectiveness** argument—it's easier to run; and
2. **Efficiency** argument—it saves dollars."

"Most regions realize there are problems, but there is no place to go to discuss the regional issues."

"Big box" governments are no less accountable to local voters than "little box" governments; indeed, "big boxes" are typically under greater public scrutiny. The issue is what functions and responsibility are best carried out at different levels of government. The General Assembly must decide that certain responsibilities cannot continue to be assigned to the myriad of municipal governments. They should strengthen the role of county governments to carry out multi-municipal responsibilities. County government is the only "big box" local government available in Pennsylvania to accomplish what municipalities cannot. In Pennsylvania, townships have quasi-municipal status and are not subject to annexation by cities and boroughs. Our laws allow only formal merger between two or more municipalities through dauntingly cumbersome procedures.

Pennsylvania has 2,630 local general governments: 66 counties, 1,018 cities and boroughs, and 1,546 townships. This translates into one unit of government for every 4,670 residents.

(Continued on page 4)

Little Boxes - Limited Horizons (Cont'd. from page 3)

We have the third largest number of governments of any state. Contrast-ing “town and township” states like Pennsylvania, “big box county” states have 3 times the number of residents for each unit of government. The largest being Hawaii, with 302, 884 residents per local government.

Fifteen of Pennsylvania’s 22 central cities lost population in the 1990’s, not counting the four cities that lost their central city designation due to acute job losses. During the same period, every city saw an increase in its Black and Hispanic population. And, almost every city experienced a growing average income gap with its suburbs.

A key to Pennsylvania’s economic stagnation has been the sharp decline in manufacturing employment. Eight of the State’s fourteen metro areas lost over one-third of their factory jobs compared to a 6% loss nation-wide. Only State College, Lancaster and the Lehigh Valley created non-manufacturing jobs at a faster rate than the national economy.

The combination of constant urban sprawl and fixed jurisdictional boundaries is not only lethal to central cities. Almost every borough in Pennsylvania is now declining as well. Without strong, state-mandated, anti-sprawl land use controls that redirect market investment back in-ward, most Pennsylvania cities and boroughs are condemned to slow demographic and economic death.

State legislatures will *not* formally merge “little boxes,” and local voters rarely vote for mergers.

The Challenge: How to get many “little boxes” to act as one “Big Box” for critical problems that cross municipal lines.

The Strategy: Use the “little boxes” region’s only “Big Box” - county government.

control their future. Not only is the civic and governmental effort that went into planning largely wasted, but there is no up-to-date, justifying rationale for ordinances. Zoning becomes a somewhat arbitrary exercise in carving up the landscape — often in response to the pressure of individual landowners without consideration of public or private interests.

What is clear, is that a weak State land use law that is based on an enabling and permis-sive philosophy, as filtered through Pennsylvania’s highly fragmental patchwork of 2,630 local governments, will not diminish the demographic, economic, and fiscal burdens of the State’s central cities and, increasingly, its inner-suburbs.

Undoubtedly, many past legislators and governors have concluded that the political perils to them were greater than the benefits of championing forceful reforms. Yet just tinkering with a “horse and buggy era” governance structure and just fiddling with the current “rules of the game” will not re-energize a staggering State nor revive slowly dying cities, boroughs and inner townships.

About the Author

The Baltimore Sun called David Rusk “the hottest urban expert in the nation today” in reviewing *Baltimore Unbound*. The Con-gressional Quarterly labeled *Cities without Suburbs* “the



Bible of the regionalism move-ment.” “A must read,” said the Government Fi-nance Review of *Inside Game/Outside Game*.

Rusk combines strong analytical skills with practi-cal political experience. He is a former federal Labor Department official, New Mexico legislator, and mayor of Albuquerque, the USA’s 35th largest city.

Now a consultant on urban policy, Rusk has worked in over 100 US communities. Abroad, Rusk has lectured on urban problems in Canada, England, Germany, South Africa, and The Nether-

According to 10,000 Friends of Pennsylvania —Pennsylvania’s approach to land use is enabling the permissive rather than mandatory, and continues to be so under the new amended municipal planning code. Unlike some other states where planning is mandatory and implementing actions are subject to review for consistency — planning and zoning are optional. Counties are required to do comprehensive plans, but these are advisory only and have been much ignored. Consistency between plans and ordinances has not been required. Plans are not laws: they are advisory docu-ments that provide a rationale for the zoning ordinances and other regulations.

Developers and resource industries don’t want plans to have any legal effect because they want to be able to change zoning requirements in response to their proposed uses for property they own or require.

Township supervisors don’t want plans to be used against them by developers or citizens, even though giving plans some legal effect would enhance the power of municipalities to

“The challenge is to overcome the fragmentation. We have the tendency to go to meetings with people who we agree with. We need to engage those we do not agree with.”

David Rusk
Reinventing America’s Older

The Making of A Great Place

The following thoughts were gleaned from a recent Envision Lancaster County Brown Bag Lunch—a smart city broadcast—made possible by the Lancaster County Planning Commission.

The two speakers were: Henry Beer, co-founder of Communications Arts, Inc. A design and architectural firm located in Boulder, Colorado, and Elmo Baca, a senior consultant to the Reconnecting America Foundation and leader in the redevelopment of Las Vegas, New Mexico.

Henry Beer

Urban building design must have interaction and emotional content. What is created must be in alignment with people's imagination. It must have context, incorporating what makes the area special and what its people stand for. A designer must have enthusiasm and affection for a place in order to do a great job.



Design must have memory and prophecy. It must honor the past. It must be consistent with past heritage and personality while presenting hope for the future. When memory and prophecy interact, designs endure.

Too much architecture is designed to show off the architecture. Buildings must have meaning, be engaging, comfortable and inspiring. A building is the picture frame for what goes in it. When evaluating design, ask — would it look good somewhere else? If the answer is yes the design probably isn't good. A building needs authenticity — a design that stops you, that's unique and that has a genuineness of the inhabitants



Elmo Baca

Las Vegas, New Mexico is a town of 15,000 people, near Santa Fe. A Historic Community interested in smart growth. In creating a plan for their town they began by understanding who they are, what makes them special and what they wanted to be. They realized the need for a vision they could articulate and follow.

Care was taken to encourage but manage tourism so they did not lose their personality. They sought to create a town that would be an attractive place for young creative people to live and work. They defined creative to include artists, e-commerce people, business consultants, etc.

They learned from Santa Fe to celebrate their heritage and their unique personality. They created a mythology of the place. They sought out young, creative, independent thinkers who wanted to locate away from the crowd. People looking for either an attractive place to live or an ugly place to transform.

They created a basic, fundamental package of amenities to attract and keep young people. Things that were important included: walkability, hiking & biking trails, farmer's market, craft/art shows and

Their success created a problem that they had to resolve — how to listen to and include these new, young, creative residents in local decision making. They learned you can't recruit these people and not seek their voice and involvement once there.

Gentrification

The following are some excerpts from a research article that ran in the March issue of Metropolis Magazine.

New research indicates that poor residents of gentrifying neighborhoods (like New York's Lower East Side) are no more likely to lose their homes than poor residents of other neighborhoods. While all the anecdotal stories would indicate that gentrification causes displacement, the research says no. Exploding the myth about gentrification and displacement is "a controversial issue" says Lance Freeman, assistant professor of urban planning at Columbia University.

There's turnover in all neighborhoods, and landlords harass poor tenants in all neighborhoods. What happens in gentrifying neighborhoods is that it becomes visible.

Gentrification in fact seems to provide incentives for low-income people to stay in their apartments longer than low-income people in non-gentrifying neighborhoods. The negative impact of rising rents and property taxes is not powerful enough to increase displacement beyond that caused by the myriad other reasons that poor people lose or leave their apartments.

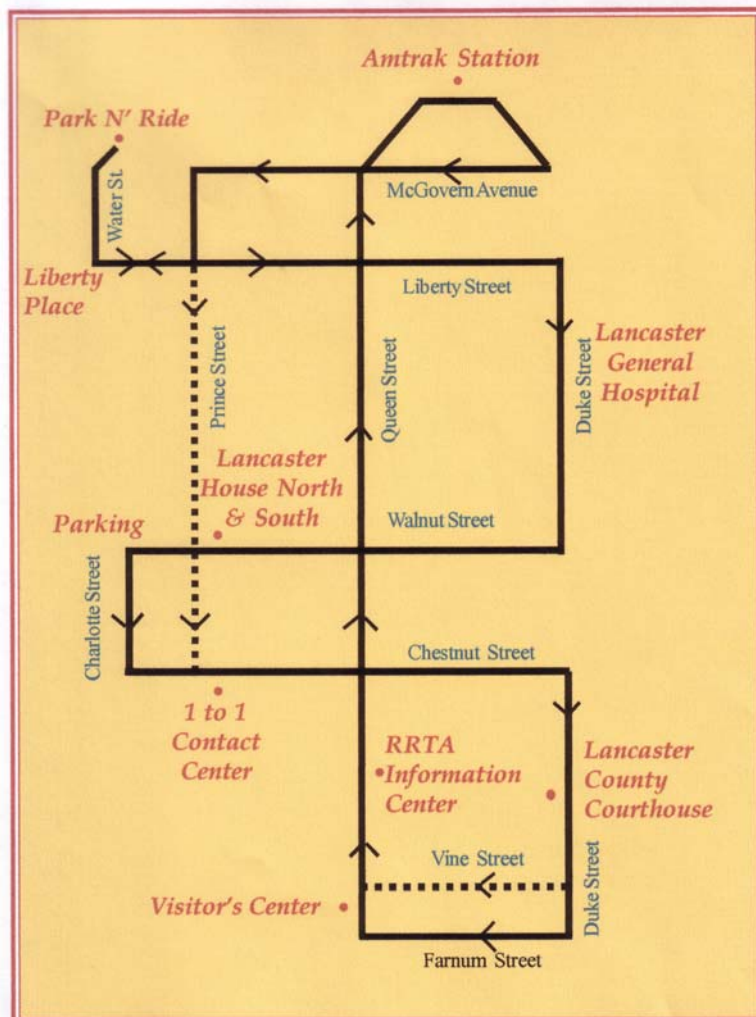
Data suggests that residential turnover in typical urban communities is about half of all residents over a five-year period. In non-gentrifying neighborhoods, the people who move out are replaced with socio-economically similar tenants. By definition, gentrifying neighborhoods see some of those apartments filled with wealthier people. What's more, the changing character of a neighborhood as the result of gentrification appears to be at a slower pace than originally thought.

What does happen however, is that the pool of low-income apartments in gentrifying neighborhoods shrinks, and fixed-income renters who manage to hang on pay a higher portion of their income for shelter. Both are serious problems that have a lot more to do with the failure of both the market and government to provide affordable living (and to integrate mixed-income housing) in all neighborhoods than with the influx of wealthier people into downtrodden areas.

Some urban planners predict that the failure to build affordable housing, coupled with urban revitalization, could have the perverse effect of making American cities the center of wealth and far out-lying suburban communities — with little or no public transportation, cookie-cutter houses, and high taxes — the new low-income ghettos.

Historic Downtown Trolley

Proposed Route—Historic Downtown Trolley



Legend

- A - Trip follows dotted line on map when traveling from RRTA's Park n' Ride Lot to Prince and Chestnut Streets and from S. Duke St. to Queen St.
- Time points as shown on schedule

The Red Rose Transit Authority (RRTA) and the Lancaster County Transportation Management Services (LANCO TMS) are teaming up to bring Downtown Lancaster a new transportation service. This new service is designed to provide greater access to Downtown Lancaster, provide a low cost alternative to downtown parking and provide improved service between Downtown Lancaster and the Amtrak Train Station.

The trolley will provide service to Downtown Lancaster via a satellite parking lot located next to Armstrong World Industries along Manheim Avenue. It provides easy access due to its location beside the Fruitville Pike Bridge. The parking is free when you ride the Historic Trolley Shuttle; you just pay for your ride. A monthly pass to ride the trolley shuttle is just \$26.00, which is discounted off of cash fares. If customers would like to pay as they ride, they would pay the base fare of \$1.15. Trolleys will depart every 15 minutes during the peak times.

This shuttle service is targeted to employers to offer the service as an incentive for their employees. Employees can save cost on parking and still get to work conveniently, without any hassles. The service ties into the LANCO TMS' Ride Pride program that encourages alternative, cost effective ways to help employers and employees participate in alternative transportation options to reduce traffic congestion.

The shuttle is tentatively set to begin June 14, 2004. For more information please contact Red Rose Transit Authority at 397-4246.

For information on the Ride Pride program visit <http://www.ridepride@lcci.com>.

SOMETHING TO THINK ABOUT -

“People protect what they love. We need to provide the information so that they can love.”

Jean-Michel Consteau

If you're an organization whose mission involves protecting, whether it be farmland, historic architecture, streams or whatever, you can't be just about preserving. For that only impacts members who are already as passionate as you are. You also need to help others fall in love so they too will become impassioned members focused on protecting what they've learned to love. You need to provide awareness, appreciation, information and experiences that open people's eyes and touch their hearts.

East King Improvement District

One of the many exciting improvement projects in downtown Lancaster is the recently announced, East King Improvement District.

Through a grant of \$700,000 from the Wachovia Regional Foundation, the district extending from Penn Square to Broad Street will become a more livable neighborhood.

The money was given to Tabor Community Services, the lead agency for this initiative. The steering committee includes the Housing Development Corporation of Lancaster, SACA Development Corporation, Thaddeus Stevens College of Technology, the Inner City Group and the Lancaster Alliance.

The creation of an improvement district along this corridor was one of the explicit goals of the Lancaster Crime Commission's report.

The Crime Commission's Report was structured around the concept of, "Fixing Broken Windows"; however, the approach of

Collective Efficacy - defined as social cohesion among neighbors combined with their willingness to intervene on behalf of the common good.

"Collective Efficacy", was utilized in applying for the grant.

The proponents of Collective Efficacy view Fixing Broken Windows as a temporary fix; a more permanent fix is to get neighbors involved and organized so they might fix the broken windows, and in the process create a stronger community.

Tom Wenger has recently joined Tabor Community Services.

In this newly created position, Tom will serve as the Community Builder for the East King Improvement District.

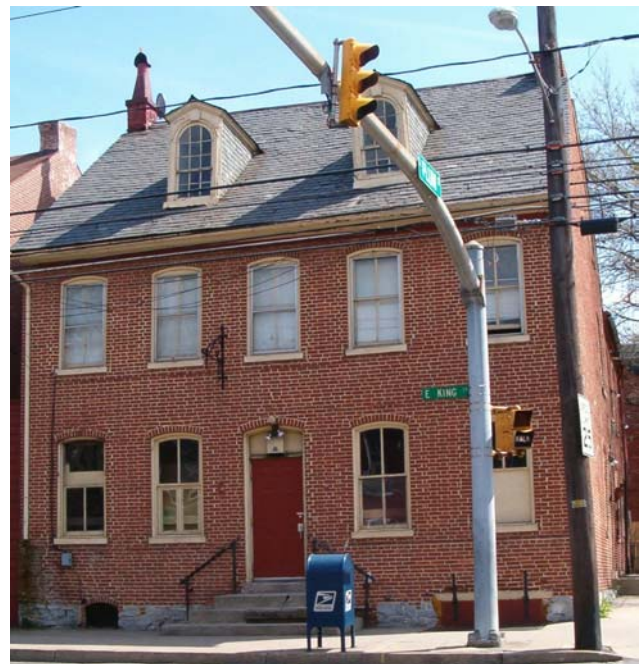
To contact Tom, call 397-

The ultimate goal of the District is not just to reduce crime - it is about making the neighborhood a greater place to live, work and invest. The group hopes to increase home ownership, educational opportunities and to connect pockets of positive capital development along the corridor.

Mike Weaver of Tabor Community Services, explains, "While some argue that Fixing Broken Windows and Collective Efficacy are at odds, we took the best of both. In my opinion, reducing quality of life crimes and involving neighbors in redevelopment strengthens the effort. It "tills the soil and plants the seed". We

East King Improvement District A Sample of 5 Year Goals

- * Assemble a neighborhood team to help residents organize around positives;
- * Attract and/or support 30 businesses;
- * Reduce Quality of Life Crime by 5%;
- * Restore and fill 10 historic, underused retail and office sites;
- * Develop and sell 25 new town homes to homeowners; and
- * Renovate 40 attractive multi-unit rentals.



The historic Fairmont Inn at 402 E. King Street was a nuisance bar.

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Our Mission

Articulate and champion a shared vision for the smart growth and sustainable development of Lancaster County into the 21st Century.

Provide ideas that will enable Lancaster County's decision makers to choose wisely and do the right thing on issues—whether they are economic, environmental, societal, or cultural—that affect us all.

Bring together local citizens, organizations, communities, and governments to discuss common issues and to solve growth-related problems.

Protect the distinct character of Lancaster County and ensure its proud legacy for future generations.

The Hourglass Foundation is a non-profit organization. There is much work to be done. Please help us continue our efforts to enable informed decision making and to protect quality of life in Lancaster County by becoming a "Lancaster County Champion".

Become a Lancaster County Champion

*Yes, I/we want to be a **Lancaster County Champion**, and will be pleased to support the Hourglass Foundation in the amount of \$_____.*



Name: _____

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If you have any questions, please contact the Hourglass Foundation at (717) 295-0755 or via