

The Lancaster County Cultural Heritage Element is designed to help Lancaster County become a community that:

- Recognizes tangible and intangible heritage resources as irreplaceable assets;
- Makes these resources the centerpiece of economic development efforts;
- Creates new buildings and neighborhoods that enhance community character;
- Works together to plan ahead for the preservation of heritage resources;
- Celebrates and sensitively promotes these resources for residents and visitors; and
- Provides the funding and incentives necessary to do this work effectively.

By implementing these six goals, Lancaster County can protect the sense of place that makes it different from everywhere else – a more attractive and functional place to live and work. This chapter describes the purpose of each goal and some of the strategies that can be employed to reach them. Throughout the text, a few sidebars illustrate “best practices” that other communities have used to protect and promote heritage resources.

Additional sidebars discuss five case studies that were that were identified for this plan. These case studies were designed to address typical situations that are encountered in Lancaster County’s built environment – challenges that require careful and creative planning to overcome. Historic mill buildings, for example, are revered as important legacies of the county’s past, but they are nearly always located in flood plains. If a successful solution can be developed for one mill, the lessons learned in this project can be applied to another mill in the future.



Goal 1

Identify, conserve, and preserve the county’s diverse tangible and intangible cultural heritage resources as a basis for retaining and enhancing strong community character.

Community character is created by people and places and the way they interact. We shape our environment, and in turn, it shapes us. Lancaster County residents have inherited a diverse and complicated tapestry of historic buildings, sites, agricultural landscapes, small towns, and densely constructed urban environments. While many of the cultural traditions that characterize today’s Lancaster County were brought here from Europe and elsewhere, these traditions have grown, changed, and influenced one another for more than 250 years. The legacy of these changes is evident in the cultural heritage resources found in every town, village, and country road throughout the county.

Identifying these resources is the first step in protecting them. This effort must be undertaken continuously, because there are always more resources to be discovered. New technology, however, is making the job easier, and changing the way cultural resource information is stored and used. The Lancaster County Geographic Information System (GIS), a powerful and complex digital mapping system, has become one of the most important tools in tracking historic buildings, structures, and landscapes. It allows planners, developers, and residents to gain a broader perspective on the spatial relationships between these resources and other features in the natural and built environment. The Lancaster County Planning Commission (LCPC) maintains a cultural resource database of information compiled from various survey efforts, and is constantly

working to update and enhance this information with the help of residents and municipal governments. The county's database is also compatible with a similar database maintained by the Pennsylvania Historical and Museum Commission (PHMC).

The Historic Preservation Trust of Lancaster County and the Lancaster County Historical Society maintain additional records that highlight the county's cultural resources. At the state level, the Pennsylvania Historical and Museum Commission (PHMC) maintains cultural resource survey data and files about properties listed in the National Register of Historic Places. With the help of other state agencies, PHMC is currently working to digitize records and increase their accessibility on the internet. The federal government also maintains websites posting survey data, photographs, and measured drawings produced by the Historic American Buildings Survey and Historic American Engineering Record (HABS/HAER).

Case Study: Mill Buildings

Mills are an important resource related to Lancaster County's agricultural history. Hundreds of mills were once located along streams throughout the county. Many of the mills that have survived to the present day are underutilized, vacant and deteriorating, or in ruins. Because mills are so closely tied to the county's heritage, it is important to maintain them and find ways to sympathetically adapt them for new uses.

This study focuses on the well-known and highly visible Maple Grove Mill on Columbia Avenue in Manor Township. This mill, built in 1762, served a variety of uses during the 20th century. Before being left vacant, it served as a bathhouse for a swimming pool. In late 2005, a fire gutted the interior, leaving only the exterior walls. This case study examines the mill in its current condition and context, looks at possible new uses, and provides information on potential funding strategies and technical resources. The process defined in this study is useful not only for the mill in question, but for other types of "white elephant" buildings located throughout the county.

In addition to identifying resources, it is important to assess their significance. Historical contexts for different property types and periods of Lancaster County's history would help county and municipal governments to better understand the interrelationships between different types of resources, and how individual resources fit into a larger picture. For example, a historical context called "Agriculture in Lancaster County, 1710-1945" established a framework for evaluating the county's historic farming resources, a number of which are included in a National Register Multiple Property Listing called "Historic Farming Resources of Lancaster County." Other contexts might address mills, industrial history, 20th-century roadside architecture, linear villages, and a long list of other resource types.

Although more elusive in terms of identification and preservation, Lancaster County's intangible resources – its traditional skills, arts, and customs – are no less important than the built environ-



Maple Grove Mill before fire



Maple Grove Mill after fire

ment. Any effort to preserve the county’s cultural resources is not complete without recognizing the contribution that different cultural groups have made to the county’s identity. Greater effort should be put into documenting cultural traditions, especially those that are in danger of fading away. Some regions of the country, particular in the South, value these traditions enough to provide financial incentives to keep them alive and share them with visitors. Historical and cultural organizations in Lancaster County should consider undertaking a survey of these traditions and their practitioners. Information like this could become the basis for interpretive materials and events that are promoted through Lancaster County Heritage, the county’s heritage tourism program.

Create a GIS Inventory of Tangible Resources

Geographic Information Systems (GIS) have become an important planning tool in recent years. Although a limited amount of cultural resource data has been included in the Lancaster County GIS, a more complete inventory should be developed. This kind of inventory would help county and local governments keep track of resources such as archeological sites, historic and cultural landscapes, and cemeteries. Having cultural resource data available in a GIS format also helps to integrate historic resources into county and municipal land development review processes. In addition, it allows the Lancaster County Planning Commission to share information with the Pennsylvania Historical and Museum Commission (PHMC), which maintains digitized records on historic buildings throughout the Commonwealth. Municipal governments and local volunteers are crucial in the effort to identify these resources. Without the help of local residents, important resources might be missed.

Since 2000, the Lancaster County Planning Commission has coordinated historic resource surveys in several municipalities, and will continue to assist in these efforts. The end goal is to have an up-to-date survey for every municipality, and to make this data more readily available through the Lancaster County GIS. With this

Best Practices: Geographic Information Systems (GIS)

GIS is a digital mapping system – a computer application that stores data linked to geographic points and areas, such as buildings, roads, parcels, and waterways. The Lancaster County GIS Department maintains a sophisticated county-wide GIS with digital “layers” that include information about cultural resources. Using that data, planners can plot the distribution of these resources and how they relate to planning initiatives such as Urban Growth Areas and preserved farms. For additional information, see *www.co.lancaster.pa.us/gis* or *www.cr.nps.gov/hpss/gis/index.htm*.

At the state level, the Bureau for Historic Preservation (BHP), a division of the Pennsylvania Historical and Museum Commission (PHMC), maintains a resource called the Cultural Resources GIS, or CRGIS. This application is a state-wide, web-based inventory of historic and archeological sites and surveys. In the past, these records were only available on paper, and could only be seen by appointment at the BHP office in Harrisburg.

CRGIS is a partnership between the PHMC and the Pennsylvania Department of Transportation (PennDOT), with financial support from the Federal Highway Administration (FHWA), the Baltimore District of the Army Corps of Engineers, and the Pennsylvania Department of Environmental Protection (DEP). CRGIS is an ongoing initiative, and is being updated and improved on a regular basis. This system is available on the web at *https://crgis.state.pa.us*.

information, all sectors of the community – public, private, and non-profit – will be better able to coordinate efforts to protect and promote historic and archeological resources. Historic resource data that was collected in the past, but has not yet been included in the county’s GIS, should be digitized and made available through that system. One example is the data collected for the 1995 *Lancaster County Historic Transportation Cultural Resources Study*, which identifies

historic roads, turnpikes, canals, and railroads throughout the county.

The Commonwealth of Pennsylvania maintains a wide variety of data related to historic and cultural resources, and this information should be coordinated with Lancaster County GIS data whenever possible. Historic resource data is available to the public through the state's Cultural Resources GIS (CRGIS), a cooperative venture sponsored by PHMC, the Pennsylvania Department of Transportation, and other state and federal agencies. PHMC also provides archeological data to qualified individuals on a "need to know" basis.

It is important for the county's GIS inventory to include resources that might have been overlooked or ignored in past surveys. Some types of resources, such as 20th-century buildings, have not been studied as thoroughly as farmhouses or large commercial buildings. Industrial buildings are also underrepresented in existing data. To better understand these types of resources, additional historical "contexts" must be developed. Historians and preservation professionals use this term to refer to resources that share particular characteristics, such as their geographical setting or cultural influences. Mill buildings and their associated villages are a good example of an historical context that has yet to be developed for the county as a whole. The challenges involved in rehabilitating mill buildings and finding new uses for them served as one of the case studies for this plan.

Lancaster County Heritage

Lancaster County Heritage is a county-wide heritage tourism program coordinated by the Lancaster County Planning Commission. The goals of the program are 1) to enhance community pride and awareness of the county's heritage resources while providing economic opportunities and benefits, and 2) to provide a diversity of authentic heritage experiences for both residents and visitors. Authenticity guidelines are the program's hallmark, ensuring that participating resources meet high standards of historic significance, integrity, and interpretation.

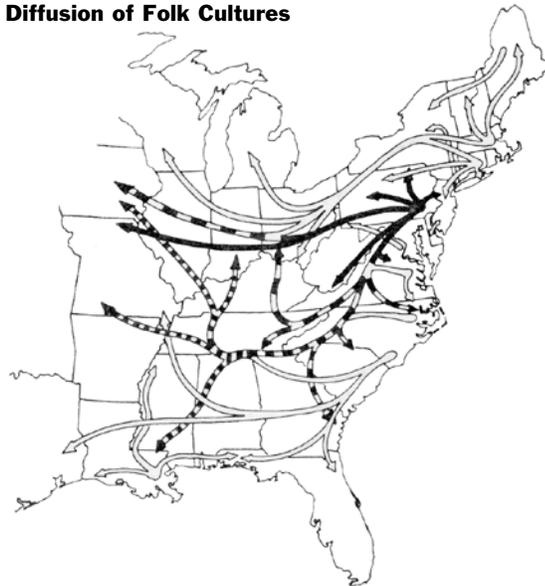
LCPC should work with local governments to ensure that cultural resource data from all available sources is included in all appropriate county, municipal, and regional plans. Planning review processes should address cultural resource issues in the same way that they address environmental concerns and other planning issues. The county should work to link and integrate historic resource data into other county, regional, and local plans, planning review processes, and programs.

Build a Database of Intangible Resources

To date, little effort has been made to keep track of the county's intangible cultural resources such as folklore, music, dance, and foodways. Greater effort needs to be made to retain and enhance these traditions before they are lost.

Historians have frequently identified Lancaster County as a "cultural hearth" that has influenced the development of a large part of the United States. In other words, Lancaster County was the original "home" of many cultural traditions that have later come to define the United States as a whole, especially in the Industrial Midwest and in the Shenandoah Valley of Virginia. The German-speaking settlers who made Lancaster County their home eventually spread to other parts of the country, taking with them the traditions they practiced here.

Diffusion of Folk Cultures



Source: Henry J. Glassie, *Pattern in the Material Folk Culture of the Eastern United States*, (Philadelphia, PA: University of Pennsylvania Press, 1968), pp. 37-38.

Since the 18th century, numerous cultural groups have moved here, from African-Americans to Scots-Irish to Puerto Ricans. Each of these groups has made an important contribution to the county we know today. Cultural practices that have become an integral part of the county's identity should be identified and shared with residents and visitors. An oral history project is one method of recording stories about the county's people and culture. However the data is collected, it should be shared with residents and visitors, because it is the interaction between people and culture that keeps traditions alive.

Lancaster County Heritage, the county's heritage tourism program, can play an important role in this process. Managers of the program's officially designated Heritage Resources can assist in identifying these intangible resources. *Lancaster County Heritage* can help to raise awareness of endemic arts, crafts, and trades by officially designating them as Heritage Products. Artisans who use traditional methods to produce these products should be recognized as Living Treasures. Others who are important in maintaining intangible cultural resources are living history interpreters, storytellers, and musicians.

Develop and Enhance Preservation Tools

Across the country, a wide range of tools are being used to achieve preservation goals. Although a number of these tools have been implemented in Lancaster County, others have yet to be implemented, or should be more fully utilized. The preservation "toolbox" included as an appendix to this plan should be transformed into a web-based resource for citizens, municipalities, organizations, and businesses. Programs such as the National Register of Historic Places should also be utilized more fully to raise awareness of historic properties and districts.

Lancaster County's transportation routes have been crucial to the development of the county since the early 18th century, but their importance has often been overlooked. Transportation improvements have often been made with little regard for the historical significance of roads and their associated resources. To remedy

that situation, the Lancaster County Planning Commission has created the Lancaster County Heritage Byways Program, which recognizes roads of special significance and identifies tools for protecting and enhancing them. Some roads may also qualify for designation at the state or national level.

Covered bridges are a resource that Lancaster County must protect, because they are strongly identified with the county's heritage. At the turn of the 20th century, the county had at least 100 covered bridges; of these, just over 30 have survived. Many of them succumbed to Hurricane Agnes in 1972. A few of them, such as the Hunsacker Mill Road bridge, have been rebuilt since then. While efficient transportation is important to the county's future, so is its tourism industry. Covered bridges are simply too important to lose. Strategies for their maintenance, rehabilitation, and reconstruction should be instituted as soon as possible. Fire safety is an important part of this equation, because covered bridges have often been the victim of arson.

As a whole, infrastructure improvements should be undertaken with care, so that significant resources are not lost in the process. Adverse impacts to cultural heritage resources should be avoided unless other solutions are shown to be infeasible. Cost alone should not be the only factor in deciding whether important resources are retained. Rather than addressing preservation concerns on a case by case basis, only when a building or structure is threatened with demolition, municipalities should adopt historic preservation ordinances and zoning regulations that protect resources. The existing template for design guidelines can be used to achieve these goals.

Property owners can help preserve the county's resources by working to retain the character-defining features of their homes and businesses. A proposed on-line toolbox or "preservation yellow pages" would introduce homeowners to contractors who have knowledge and experience with appropriate methods of repair, maintenance, and rehabilitation of historic buildings. Since well-trained contractors are only part of what it takes to repair historic buildings, it is also important to make it easier for property owners to find appropriate materials to make necessary repairs.

A variety of other programs could be developed in Lancaster County to help homeowners maintain their historic properties. The Pennsylvania Historical and Museum Commission (PHMC) and other preservation organizations are exploring the concept of “home maintenance cooperatives.” This type of program allows homeowners to pool their resources to improve their properties and maintain them in better condition. Another option is to promote the development of a “Rebuilding Together” chapter in Lancaster County. This program connects volunteers with home rehabilitation projects that benefit elderly, disabled, and low-income homeowners. Chapters of this program are already active in Philadelphia and Pittsburgh.

Across America, communities have established “architectural salvage warehouses” or “artifact banks” where property owners can find a wide range of historic architectural items. These pieces are generally acquired from historic buildings slated for demolition. Although it is far more preferable to rehabilitate or restore an historic building in place, salvaging architectural items from such a building is generally considered acceptable as a last resort. Several organizations have worked to create such a salvage warehouse in Lancaster County, but they have been volunteer efforts with limited funding and institutional support. With a more significant long-term investment, Lancaster County could create an establishment similar to the successful Architectural Warehouse managed by Historic York, Inc., a non-profit preservation organization in York, Pennsylvania. Begun in 1985, the warehouse is a nearly 10,000-square-foot facility that features both new and salvaged architectural materials.



Photo courtesy of the Historic Preservation Trust of Lancaster County

The Secretary of the Interior’s Standards for Rehabilitation

These standards (U.S. Department of the Interior regulations, 36 CFR 67) pertain to historic buildings of all materials, construction types, sizes, and occupancy and encompass the exterior and the interior, related landscape features and the building’s site and environment as well as attached, adjacent, or related new construction. The standards are to be applied to specific rehabilitation projects in a reasonable manner, taking into consideration economic and technical feasibility.

1. A property shall be used for its historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building and its site and environment.
2. The historic character of a property shall be retained and preserved. The removal of historic materials or alteration of features and spaces that characterize a property shall be avoided.
3. Each property shall be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings, shall not be undertaken.
4. Most properties change over time; those changes that have acquired historic significance in their own right shall be retained and preserved.
5. Distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a property shall be preserved.
6. Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture, and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical, or pictorial evidence.

Continued from previous column

7. Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures, if appropriate, shall be undertaken using the gentlest means possible.
8. Significant archeological resources affected by a project shall be protected and preserved. If such resources must be disturbed, mitigation measures shall be undertaken.
9. New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale, and architectural features to protect the historic integrity of the property and its environment.
10. New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

Goal 2

Integrate the conservation and preservation of historic and cultural resources in the economic development and revitalization of the county's towns, villages, and rural working landscapes.

Preserving community character can be a boon for economic development. Adaptive reuse and rehabilitation of existing buildings creates construction jobs, improves streetscapes, and minimizes the need for public expenditures on additional infrastructure. The economic value of historic preservation and community conservation is well documented. Many of these benefits are enumerated in the "Existing Conditions" chapter of this plan. Studies have been conducted on a statewide basis in New Jersey and Virginia, and in many cities including Philadelphia. A number of related publications are available from



the National Trust for Historic Preservation and the Advisory Council on Historic Preservation.

Lancaster County residents, businesses, and governments should participate more fully in state and national programs that link cultural heritage conservation to broader community goals, because these programs have been proven to facilitate economic growth. One of the best-known programs for historic buildings is the federal Rehabilitation Investment Tax Credit (RITC) program. In Pennsylvania, the program is managed by the Pennsylvania Historical and Museum Commission (PHMC) in partnership with the National Park Service (NPS) and the Internal Revenue Service (IRS). This program supports the rehabilitation of income-producing historic properties such as office buildings, rental housing, hotels, bed and breakfasts, and retail stores.

The tax credit program has two different levels of support, depending on the historical significance of the building being rehabilitated. Buildings individually listed in the National Register of Historic Places or included in certain types of historic districts are eligible for a 20 percent credit toward the cost of rehabilitation. Certain other buildings constructed before 1936 are

Main Street and Elm Street Programs

The *Main Street* program was designed to promote revitalization efforts in the commercial core of historic downtowns. The program utilizes a patented “four-point approach” for urban revitalization: organization, economic restructuring, promotion, and design. For more information, visit www.mainstreet.org.

The *Elm Street* program was designed to provide the same revitalization efforts as the *Main Street* program, but instead of focusing on central business districts, it provides incentives and assistance for residential rehabilitation within 1/2 mile of a commercial core. Reinvestment in these prime residential areas can affect the entire community. For more information, visit: www.padowntown.org/programs/elmstreet.

eligible for a 10 percent credit. Detailed rules for these programs are available from the Lancaster County Planning Commission.

Another program with the potential to benefit Lancaster County is *Main Street*, a successful program initiated by the National Trust over twenty years ago. This program has a four-point approach for economic development in historic central business districts. Three of these programs have been established in Lancaster County so far, but a number of other communities are perfect laboratories for the *Main Street* process.

A variety of approaches is also available to encourage economic development in rural areas without destroying their historic and cultural character. By sustaining the vitality of working landscapes, rural areas can offset development pressures. It is important for Lancaster County to maintain a “critical mass” of farms, because it keeps agriculture viable as a local industry. In addition, agriculture has always been a defining element in Lancaster County’s identity and sense of place. Plain Sect communities, in particular, are a vital part of the county’s economic and cultural health. The challenge is to find a way to benefit from Lancaster County’s rural landscape, and at the same time, respect the fact that it is a fragile resource.

Case Study: Upper-Floor Vacancies

Many buildings in the commercial section of Lancaster City have retail stores or offices on the first floor, but upper stories are vacant. There are many factors that contribute to this situation, including fire and safety codes. Property owners are reluctant to maintain buildings that do not give them a reasonable return on their investment. The result is deteriorating buildings and wasted space – at the same time that the City and County of Lancaster are struggling with the need to provide affordable housing.

The purpose of this study was to assess reuse options for the upper floors of Place Marie, a complex of historic buildings on Orange Street in Lancaster City. The study delves into the many issues that make upper-story use cost-prohibitive, and suggests how these challenges might be overcome. A list of funding strategies and technical resources are an important part of the study. Many of the same strategies can be applied to revitalization efforts in boroughs and villages throughout Lancaster County.



Investment in historic buildings, structures, and landscapes can be facilitated by creating streamlined permitting and land development processes. Project reviews by several agencies or departments can often be combined if key project types (such as large adaptive reuse projects) are identified beforehand. Strategies to facilitate efficient reviews include online applications and “one-stop shopping” for projects that meet certain requirements. Montgomery County, Maryland, for instance, has instituted a program called “Green Tape for Affordable Housing.” Under this program, projects that help the county meet its

affordable housing requirements are allowed to use an expedited permit review process.

Streamlining promotes consistency and predictability in project reviews, which in turn helps to facilitate a positive business climate. Clear and consistent review standards are the key. Design review processes, for instance, benefit from using the Secretary of the Interior's Standards for Rehabilitation, a nationally recognized standard for assessing the "appropriateness" of proposed changes to historic buildings. Cultivating a labor pool that understands and practices traditional building trades is another way of ensuring that alterations and repairs to historic buildings are more sympathetic to their architectural character.

Promote Conservation as an Economic Tool

Historic preservation is not just a hobby for the historically-minded citizen. It is an effective economic tool that can be used to revitalize urban and rural communities throughout the county. Lancaster County should approach new development with this perspective – that before a new building is constructed, and before any new farmland is developed, all possibilities for adaptively reusing existing buildings should be thoroughly examined. This same philosophy has allowed European countries, in particular, to preserve more of their heritage. Since there is little undeveloped land in these countries, they have a strong preservation ethic, because it just makes good business sense. Lancaster County needs to work harder to make preservation a standard part of doing business here.

Several tools are available to highlight the economic value of historic buildings. For instance, if inventories of historic buildings were maintained at the local level, it would help real estate agents and developers connect historic buildings with new owners or tenants. Rather than trying to sell a building strictly on the basis of location and square footage, agents could help to sell the philosophy that older buildings are an untapped asset.

A "City Living Resource Center" is a concept that Lancaster County should consider as a way of attracting potential buyers to historic buildings. These centers have been implemented in cities such as Baltimore, Maryland and Rochester, New York, and they can be used to inform and engage local realtors, lending institutions, and potential homebuyers about the benefits of urban living. The Pennsylvania Housing Finance Agency (PHFA) is currently developing a pilot advertising campaign to cooperatively market the City of York as a place to live, in the same way that developers market new subdivisions. More information about such efforts is included in a sidebar under Goal 6 below. Another means of attracting residents and businesses to utilize historic buildings is to develop additional *Main Street* and *Elm Street* programs, two programs which have a proven track record of achieving this goal.

At the municipal level, zoning and other ordinances can be updated to make it easier to rehabilitate historic buildings, especially challenging cases like agricultural buildings and the upper stories of commercial buildings. At the least, every effort should be made to remove economic disincentives to the adaptive reuse of historic buildings. Ideally, clear incentives should be provided to encourage property owners to retain these buildings. If preserving an existing building is a deal that is too good to pass up, it will not be long before property owners and developers see the merits of historic preservation. Ordinances should discourage demolition except when adaptive reuse is shown to be infeasible. One method of promoting this philosophy is to underscore the historic resource provisions in the International Existing Building Code, which the Commonwealth of Pennsylvania adopted in 2004 as a part of its Uniform Construction Code (UCC).

Sustain the County's Working Landscapes

Lancaster County's working landscapes, especially small farming operations, are one of the features most closely associated with local culture. They contribute to the county's economy both in terms of agricultural output and tourism. The importance of these landscapes demands

carefully managed solutions that are unique to Lancaster County. The best examples of these programs are often found abroad, particularly in Britain. New approaches to cultural resource conservation usually emphasize public/private partnerships that begin at the grassroots level, and residents and business owners are an important part of the process.

Starting in 2004, the Lancaster County Board of Commissioners sponsored a planning initiative called the Blue Ribbon Commission for Agriculture in Lancaster County. The purpose of this effort is to “keep Lancaster County farming” by ensuring that the county maintains a strong and viable agricultural industry in the future. Themes identified in the first part of this process included public awareness, zoning, farmland preservation, economic development, and tax relief. The second part of the process focuses on implementing the recommendations in the shortest period of time for the lowest possible cost.

Although the Blue Ribbon Commission focused on the need to raise awareness about the economic impact of agriculture, its recommendations also underscore the importance of farming as way of life. The same tools that protect farmland also help to protect community character and cultural traditions. For instance, municipalities could adopt “traditional use” or “cultural protection” overlay districts in areas where they wish to sustain working landscapes. The county could develop a model zoning ordinance to help municipalities create these districts. Incentives could be created to encourage farmers in these areas to continue producing traditional agricultural products. Increased effort should also be put toward implementing tools such as the transfer of development rights (TDRs), easements, and the purchase (fee simple acquisition) of critical landscapes, corridors, and viewsheds.

Local farmers and food processing companies should be encouraged to create a “Made in Lancaster County” brand for products that are raised or produced here. In other words, consumers around the country should know when the product they are buying originated in Lancaster County. Since the American public already associates Lancaster County with agricultural products, it makes sense to highlight these prod-

Case Study: Education in the Traditional Building Trades

The traditional building skills necessary to maintain historic buildings and to replicate historic architectural features are slowly disappearing in Lancaster County. Without contractors who are trained in these skills, the historic buildings that define community character are being demolished or altered beyond recognition.

This study, called “Living Laboratories,” is an analysis of training programs that teach traditional building skills. By identifying the goals, structure, administration, and funding sources employed by different programs across the country, the study suggests a course of action for creating a successful program in Lancaster County. The study’s findings reveal that Lancaster County has more than enough interest and available resources to create such a program, and that this type of program has tremendous potential to benefit the county as a whole.



ucts with a distinctive and recognizable brand. The county also has many opportunities to create new products with a local flair, such as organic or gourmet flour. This would be a wonderful use for several historic mills across the county. In a couple of locations, the production of these agricultural goods could be coupled with tours that teach residents and visitors about the milling process. Any effort to create such a branding opportunity should be consistent with the guidelines and criteria established by county’s heritage tourism program, *Lancaster County Heritage*. This effort should also be coordinated with the assis-

tance of program staff, to ensure that it complements the goals and organizational structure of the heritage program.

Expand Heritage Tourism Opportunities

Heritage tourism is the practice of traveling to experience historic and cultural attractions to learn more about a community's heritage. It is a sustainable form of economic development, because it highlights existing historic and cultural resources and encourages new investment in buildings and landscapes that are underutilized. The Lancaster County Planning Commission first became involved in heritage tourism in 1994, when it participated in a pilot project with local, state, and national partners. LCPC later worked with many of the same partners to create *Lancaster County Heritage*, a program that includes over 100 Heritage Resources – sites, services, and events that meet a set of authenticity guidelines specifically developed for the program.

In 1999, LCPC took a leadership role in working with York County to create a two-county heritage area under the Pennsylvania Heritage Parks program. These parks are designed to help citizens and governments develop a cooperative strategy to protect, develop, and promote heritage. The planning process led to the creation of the Lancaster-York Heritage Region (LYHR) in 2001. LYHR works to preserve significant resources, revitalize town centers, diversify the tourism industry, and promote the region's history and culture. While the Susquehanna River has traditionally been seen as a barrier between the two counties, it has now become a catalyst for bringing them together.

Lancaster County Heritage has proven popular with both residents and visitors, and it has tremendous potential for raising awareness about historic and cultural resources. The Lancaster County Planning Commission, which manages the program, should continue to expand and enhance the program to include a wider variety of Heritage Resources. The Lancaster-York Heritage Region is assuming much of the responsibility for marketing Heritage Resources, which will allow the Lancaster County Heritage program to focus

Best Practices: Context-Sensitive Design

An important principle in protecting community character is that new construction and changes to the landscape should be consistent with their surroundings – the cultural, historical, and natural “context.” The practice of allowing existing features (both natural and man-made) to guide and influence new development is called context-sensitive design. This kind of design can be promoted in urban areas by creating and adopting guidelines for infill development and streetscapes, and in rural areas by retaining key features associated with traditional patterns of agriculture and open space.



This 5-story building in West Chester, PA is actually a parking garage with retail on the ground floor

on other goals. The existing Lancaster County Heritage website, which is currently directed at visitors, should be transformed to provide technical assistance to Heritage Resource owners and operators.

Effective coordination between Lancaster County Heritage and LYHR is crucial to the success of heritage tourism in Lancaster County. Both programs must work together to interpret resources using the five themes adopted as part of the regional interpretive strategy. Cooperation between these programs is also essential to the implementation of the region's Management Action Plan. Special attention should be given to opportunities identified in that plan, including agri-tourism and eco-tourism. Historic towns and villages deserve more attention as tourism destinations, and traditional arts and crafts should be highlighted as key elements of local culture. “Craft trails” could help visitors to find

the places where these products are made and sold. Each of these strategies can help to ensure the economic viability of historic landscapes and the cultures associated with them.

Support Traditional Building Trades

Lancaster County is the perfect laboratory for craftspeople to apply their skills in traditional building trades. The county's historic buildings represent every period from the early 18th century forward, and they represent an unusual diversity of uses not often found in a single county. Although visitors are familiar with the county's agricultural history, they are often not aware that Lancaster County supported several industries that were important to the nation's early development. Forges, furnaces, and other industrial uses were found throughout the county, and these activities left an important legacy on the landscape. Craftspeople of all trades have called Lancaster County home for centuries.

Lancaster County should capitalize on its unusually varied stock of historic buildings and structures by developing new educational opportunities for teaching traditional building trades. Rather than focusing exclusively on a single program, the county should work toward the goal of offering this kind of training at all educational levels from secondary schools to adult education. One way to jump-start the process would be to hold a conference for local educational institutions and other stakeholders interested in creating these programs.

In the summer of 2006, the Pennsylvania Historical and Museum Commission (PHMC) sponsored an apprenticeship program that could become a model for future programs focusing on the traditional building trades. Two apprentices from the Thaddeus Stevens College of Technology in Lancaster spent several 12 weeks working at the Daniel Boone Homestead in Birdsboro, Berks County, Pennsylvania. Stevens College was selected for this opportunity through a request for proposals process among several invited schools. The students worked under the direction of a Preservation Construction Specialist on the PHMC staff. In the future, PHMC hopes to ex-

pand the program to provide similar opportunities for more students and more schools. It is also possible that the program will eventually place apprentices with preservation groups, historical groups, local governments, and private companies throughout Pennsylvania.

Goal 3

Ensure that new development respects and complements the patterns, character, and scale of the county's traditional communities and rural landscapes.

Suburban sprawl is among the greatest threats to Lancaster County's community character, but the continued prosperity of Lancaster County's economy depends on accommodating new residents and businesses. Finding a way to accommodate this growth without destroying the county's cultural heritage is a challenge that Lancaster County will continue to face in the future. According to the Lancaster County housing plan, 57,000 new residential units will be needed to accommodate the county's population growth over the next 25 years. A portion of these units will be accommodated in existing building stock, but new development is inevitable.

A wide range of strategies is available to promote development that complements Lancaster County's historic and cultural landscape, instead of detracting from it. The county's growth management plan, entitled "Balance," outlines a process that guides development into appropriate Urban and Rural Growth Areas.

Promote Context-Sensitive Design

The principle behind context-sensitive design is that new construction should reflect the characteristics of the surrounding community. These characteristics are concerned not only with aesthetics, but with function. "Colonial" facades do not reflect the community if they are found on homes that are arranged in a typical suburban pattern. Context-sensitive design considers scale (height and massing), materials, density, devel-

opment pattern, landscape features, and other elements, and blends them to enhance the entire community.

Even when development is undertaken in areas where historical features are not evident, the design of new construction should reflect the characteristics found in historic communities. Where they are authorized under the Pennsylvania Municipalities Planning Code (MPC), “official maps” adopted by municipalities can be used to facilitate new designs that follow historic patterns of development. Incentives can also be provided to promote increased lot coverage. Context-sensitive solutions are especially important in Urban and Village Growth Areas, because the special qualities of existing boroughs and villages can be lost if adjacent development conflicts with established patterns.

Design guidelines help developers, property owners, and municipalities make design choices that are appropriate for a particular street or community. They provide a common point of reference that helps architects, builders, and residents develop solutions that enhance community character. Working with a set of design guidelines often results in a “conversation” between builders and reviewers that helps to achieve better project outcomes.

LCPC has developed a template for design guidelines that can be tailored to meet specific local needs. The City of Lancaster used this template to create a design guide which has been successful in guiding property owners, members of the Historic Architectural Review Board (HARB) and Historic Conservation District Commission, and planning staff through the design review process. Design guidelines can also be developed for rural communities, helping them to preserve scenic views and other features that are integral to Lancaster County’s historic and cultural identity.

In recent years, the building industry has begun to take a leadership role in designing new communities that adopt the best characteristics of historic neighborhoods. “New Urbanist” or neo-traditional developments have already been built in West Lampeter and Manheim Townships, and others are proposed for Mount Joy Borough and East Hempfield Township. The principles of New

Urbanism, as defined by town planners Andres Duany and Elizabeth Plater-Zyberk, include several ideas that are commonly found in older communities: a town center; a variety of dwelling types with a mix of shops and offices; schools and playgrounds within walking distance; and buildings placed close to the street, with parking and garages behind.

Transportation infrastructure has a strong effect on perceptions of community character, so it is especially important that governments at all levels promote context-sensitive design in transportation planning. These solutions might include the use of materials that complement the local landscape, traffic calming measures that limit the negative effects of speed and noise, and street furniture that makes pedestrians feel welcome. In most cases, both transportation goals and community character can be accommodated if they are addressed side-by-side from the beginning of the design process. If road and streetscape improvements are designed carefully, they can help to reinforce the unique qualities of local communities. Poorly planned improvements can have a disastrous effect on the appearance and functionality of historic buildings and landscapes.

Historic bridges, in particular, are crucial elements in defining the visual character of many communities, both urban and rural. Until the mid-20th century, even the most functional bridges were designed with aesthetics in mind. In Lancaster County, several factors made these bridges more than a link in the transportation network – they were centers of commerce. The highly varied topography of Lancaster County, as well as its historic patterns of settlement, demanded reliable stream crossings. To facilitate trade, bridges were often built adjacent to mills, and many of these communities later grew into villages and towns. Perhaps more than any other transportation feature, historic bridges should be repaired and retained whenever possible. This includes not only covered bridges, but bridges built of iron, steel, stone, and even concrete. If a new bridge proves to be necessary, it should be designed to complement its surroundings, or reflect the character of nearby buildings and communities.

Goal 4

Promote strong leadership, collaboration, awareness, and responsibility in the conservation of the county's cultural heritage resources among the county, local residents, and institutions.

People are the most important element in any preservation effort. Increasing public awareness about Lancaster County's cultural heritage is the only way to ensure that the county's most significant resources are preserved. Protecting community character requires the involvement and collaboration of a wide variety of stakeholders, so it is important to find new ways to promote communication. Internet message boards and listserves are growing in popularity, but so far, they have not been used extensively to discuss preservation issues in Lancaster County.

Support Cultural Heritage Education

Educational programs can also help to build the capacity of local communities to recognize cultural heritage issues and address them sensitively. Several major public and non-profit institutions in Lancaster County already provide residents and visitors with a wide variety of opportunities to learn more about the county's historic and cultural heritage. These efforts should be continued, expanded, and broadened to reach new audiences. Enhanced cooperation between the organizations that offer these programs will help them have a greater impact on public perceptions of historic and cultural resources. The more that people learn about the historic buildings, landscapes, and cultural traditions they experience every day, the more likely they are to appreciate their value and support efforts to protect and preserve them.

Lancaster County Planning Commission

The Lancaster County Planning Commission's "Master Planner" course could serve as a model for the development of a course focused specifically on historic preservation. The present course, which is a self-supporting program funded by registration fees, covers a wide range of planning issues including historic preservation and heri-

tage development. The purpose of the course is to educate participants about professional planning principles and practices. If a preservation-specific course was developed along these lines, topics could include traditional building trades, historic property appraisals, and the use of design guidelines. These efforts could be coordinated with other organizations and with *Lancaster County Heritage*, the county's heritage tourism program.

Historic Preservation Trust of Lancaster County

The Historic Preservation Trust of Lancaster County has already implemented an award-winning school curriculum through its Architectural History Tour program. For example, over 200 fourth- and fifth-graders were introduced to local historic architecture through a program prepared and administered cooperatively by the Trust and the Donegal School District in 2003. Students combined classroom instruction with on-site visit and produced their own photo journals of individual buildings. Classroom teaching later helped to solidify their appreciation for historic architecture and the efforts needed to preserve local heritage. In 2006, a similar but expanded program was offered in the Columbia and Eastern York County School Districts as a part of the "One Bridge – Two Counties" architectural history tour jointly sponsored by the Trust and Historic York, Inc.

Lancaster County Historical Society

The Lancaster County Historical Society (LCHS) offers an impressive array of programs and courses that give residents a chance to learn some of the techniques that history professionals employ in their research. The Society's "house history" course is designed for anyone who is curious about a house or building. Participants in the course learn to use deeds to establish a chain of title and examine other historic records including maps, tax lists, estate papers, mechanics' liens, photographs, and architectural drawings. Case studies, outside speakers, and hands-on help by staff round out the course. The Society also maintains a house history website that touches on many of the same topics.

In addition to courses and other sources of information that focus on architectural his-

tory, LCHS sponsors programs on genealogy, African American history, historic photographs, and other subjects. Many of these courses train participants how to understand and use specific types of historical records.

Another important aspect of the Society's educational mission is the *Journal of the Lancaster County Historical Society*, which LCHS has published continuously since 1896. The subject matter of the journal is the history and biography of Lancaster County. Today, the *Journal* is issued quarterly and consists of articles written both by scholars and laypersons. LCHS also publishes full-length books on its own and in cooperation with other scholars.

Heritage Center of Lancaster County

The Heritage Center of Lancaster County operates two museums – the Lancaster Cultural History Museum and the Lancaster Quilt and Textile Museum. Both of these institutions are committed to educating residents and visitors about the material culture of Lancaster County. In addition to publishing books on the artistic and craft traditions of Lancaster County, the Heritage Center places a special emphasis on educational programs for children of all ages.

Students can benefit from a museum experience in the classroom with two types of in-school programs: school presentations and outreach kits. The museum's in-school programs are designed to bring local history to life through the use of primary source documents and artifacts. Topics of this program include early settlers of Lancaster County, the development and evolution of the City of Lancaster, colonial box tape loom weaving, and famous Lancasterians.

Scheduled school group visits to the Lancaster Cultural History Museum are designed primarily for students in grades 2-8 and include a tour followed by a special activity. The Heritage Center also offers two "history camps" – one for children in grades four through six, and another for those in grades seven through nine. These activity-filled day camps provide an opportunity for students to explore the American Revolution and 18th-century life in Lancaster. Campers visit historic sites and museums, create projects to

take home, and analyze 18th-century documents and artifacts.

Local Historical Societies

Lancaster County is fortunate to have an extraordinary number of dedicated organizations that collect and preserve historical documents and artifacts that focus on specific local communities. Nearly every township and borough in the county has at least one organization that focuses on local heritage. A few them have a small paid staff, but many of them are operated entirely by volunteers. These organizations often sponsor programs or events that highlight their work and get residents directly involved in preservation activities. Examples of such organizations include the Historical Society of the Cocalico Valley, Marietta Restoration Associates, Caernarvon Township Historical Society, Conestoga Historical Society, and Salisbury Township Historical Society. Other groups such as the Tri-County Historical Society focus on larger regions that include portions of Lancaster County – in this case, the eastern part of the county.

These groups and others like them serve as the "keepers of the stories," ensuring that local communities remember the people, events, and traditions have contributed to their identity. Each group was founded for a different reason, and each of them has its own mission. Some historical societies are primarily archival institutions, while others focus on public programs, or on the built environment. While one is collecting historic objects made in the local community, another is responding to an historic preservation issue. In many ways, these groups are the "first responders" in the effort to preserve and protect our heritage.

Encourage Governments to Be Role Models

Governments at all levels should send a consistent message that proper stewardship of historic and cultural resources is part of doing business in Lancaster County. They can do this most effectively by maintaining and enhancing the historic buildings and properties that they own and maintain. By setting an example, governments

can encourage private industry and individuals to do the same. At the least, public policies at all levels of government should be studied to identify and eliminate any disincentives to preservation. Ideally, conservation of heritage resources should be promoted as a form of community stewardship.

Best Practices: Permit Streamlining

The Lancaster County Planning Commission has instituted a voluntary permitting initiative for certain economic development projects. Under this program, various review agencies, municipalities and applicants agree to a concurrent review of qualified projects for approval. While regulatory standards are maintained during this process, the length of the review time is minimized. A similar concurrent review process could be instituted for certain types of rehabilitation projects involving historic buildings.

Although many county departments and agencies embrace the notion that Lancaster County's cultural heritage resources are an important part of local identity, they do not follow consistent policies about the treatment of these resources. Formalized procedures must be developed to ensure that county departments and agencies cooperate and communicate about preservation issues. The county must develop maintenance, rehabilitation, and adaptive reuse plans for all county-owned buildings, and municipalities should be encouraged to do the same with the buildings they own. Across the board, public agencies should establish policies that promote adaptive use and rehabilitation of historic buildings. Public awareness of these properties can be increased by including them in the Lancaster County Heritage program whenever appropriate. Public agencies of all types should promote historic preservation as standard policy.

Improve Coordination between Groups

Unlike some counties that may only have one or two groups that preserve and promote heritage resources, Lancaster County has dozens of public, private, and non-profit groups that play an integral role in that effort. Raising awareness about heritage resources is not the biggest challenge facing Lancaster County's historical groups and preservation advocates. Instead, the problem lies with coordination and communication. Local historical societies, for example, were often founded to protect or promote a single resource, often a historic house of particular significance to the community. Although these groups are often highly committed to their mission, and they frequently achieve impressive results with volunteers, many of them have little contact with other groups.

Local cultural and historical organizations should increase their collaboration whenever possible. In the short term, a countywide network of cultural heritage organizations, agencies, and local governments should be created to implement this plan. Many smaller museums and historic sites lack the means to reach additional visitors or to expand their facilities. Over the long term, it may be more effective for some of these groups to join forces. Some groups could join together on the basis of their location – for instance, museums and historic sites in Lancaster City. Other institutions share a common theme, or promote the same type of resource. For instance, house museums across Lancaster County could be linked to create a network of sites with a distinctive “brand” identity. If these organizations shared resources, they would have a better chance of attracting grant money, and might be able to achieve more of their goals.

Lancaster City has unique challenges and opportunities when it comes to coordinating preservation activities. The feasibility of creating a city-focused historic preservation organization or network should be studied, because it would help to improve local response to preservation issues. While many Lancaster County boroughs have a local historical organization that counts historic preservation as a part of its mission, Lancaster City has not had a group specifically devoted to this purpose.

Best Practices: Teaching with Historic Places

This National Park Service (NPS) program develops school curricula highlighting National Register-listed properties that share a common historical theme. Although no specific curriculum has been developed for resources in Lancaster County, the county's many National Register-listed properties offer a wide range of opportunities to teach students about the county's industrial, agricultural, commercial, and domestic history. The NPS welcomes new lesson plans. For additional information, visit: www.cr.nps.gov/nr/twhp/index.htm.

While the Historic Preservation Trust of Lancaster County has often taken the lead on preservation issues in the city, the Trust's county-wide mission requires it to balance its time between the needs of different communities. For this reason, heritage-related organizations and other stakeholders in the City of Lancaster should work together to study the feasibility of creating an entity dedicated to preservation issues in the city.

In addition, a cultural museum consortium could be created to coordinate interpretive programs and heritage events within the city and adjacent townships. Planning for this effort could be initiated with the help of the Heritage Center of Lancaster County, the Lancaster County Planning Commission, and the Pennsylvania Dutch Convention and Visitors Bureau. The City of Lancaster, the Lancaster County Historical Society, and the managers of local Heritage Resources should also play a key role in this process. Through this initiative, a set of interpretive "storylines" could be developed to help visitors understand the links between the stories being told at different sites.

Strengthen Municipal Involvement

One of the most effective ways to protect heritage resources is to strengthen the involvement of local governments in heritage planning. Rather than addressing cultural heritage issues as an afterthought, municipal governments should make historical and cultural issues an integral

part of the planning process. Cultural heritage goals should be included in all local and regional comprehensive plans, economic revitalization plans, and other planning documents.

The Lancaster County Planning Commission can facilitate that goal by working with cultural heritage groups to develop educational programs and workshops for municipal officials. One of the most important issues facing municipal officials is the functioning of the Uniform Construction Code (UCC) that the Commonwealth of Pennsylvania adopted in 2004. Most Lancaster County municipalities opted in to this code. The UCC adopts the International Residential Code as the base code for residential construction, and the International Building Code as the base code for commercial construction.

The International Building Code includes a section called the International Existing Building Code, which applies to buildings that are legally occupied and designated by government entities as historic. These buildings are provided a partial exemption from UCC requirements. Property owners can seek relief from any UCC requirements that may result in changes to historic features or that are "technically infeasible." LCPC should provide assistance in training municipal officials, managers, and code enforcement officers about the use of that code.

Encourage Residents to Volunteer

Most historical and cultural groups in Lancaster County could not function without a group of dedicated volunteers. This arrangement is mutually beneficial to volunteers and to the institutions they serve, because the institutions get the help they need and the volunteers gain an appreciation for the county's heritage resources. More effort should be devoted to spreading the message about the crucial role that volunteers play in protecting and promoting these resources. The creation of a web-based clearinghouse for volunteers would help to connect institutions with the volunteers they need. The Lancaster-York Heritage Region's website might be one possible venue for hosting that service. Additional training programs should be developed to famil-

iarize volunteers with *Lancaster County Heritage*, the Lancaster-York Heritage Region, and their goals for interpretation. In addition, countywide or regional recognition programs for volunteers would assist in raising the profile of volunteers and their contribution to the community.

Build Public Awareness

Greater effort should be spent on building public awareness about cultural heritage resources and the critical role they play in the county's identity and economy. Historic preservation should be promoted as just one part of an overall strategy to conserve the county's unique and irreplaceable resources, both natural and manufactured. As noted elsewhere in this plan, the county's heritage tourism program (Lancaster County Heritage) can be an important tool in promoting the value of heritage resources. Heritage events and celebrations, in particular, serve an important purpose by informing the public about intangible resources such as dance, foodways, and folklore.

Case Study: Agricultural Buildings

Historic agricultural buildings are essential to Lancaster County's sense of place, but as farming practices change, many of these buildings have become obsolete and face demolition. Historic farmhouses, for instance, are often "remodeled" inside and out or replaced entirely with new construction.

To find sustainable uses for historic agricultural buildings, this study focuses on the Nelson Rohrer farm complex located on Oregon Pike (Pennsylvania Route 272) in Manheim Township. A farmhouse, stone bank barn, and other outbuildings are now vacant and surrounded by residential development. This study identifies alternate uses for these buildings and provides a list of funding sources and technical assistance that might be available to implement them. As with all case studies undertaken for this plan, this study is a "how to" guide that could be utilized for buildings that face similar challenges.

New educational programs should be developed to increase public understanding of resource conservation issues. The creation of a "Lancaster County Heritage Institute" would allow local residents to earn a certificate demonstrating their familiarity with the county's historic, cultural, natural, and architectural resources and the means of preserving them. The National Park Service's "Teaching with Historic Places" program teaches students the value of historic resources.

Teacher training programs, historic house workshops, and other programs offered by institutions such as the Lancaster County Historical Society and the Heritage Center of Lancaster County provide these services at the local level. Other academic institutions, museums, and archival centers in Lancaster County should work to develop additional heritage-related curricula. This plan's case study focusing on education in the traditional building trades may create opportunities to educate students in other ways – by involving them directly in building rehabilitation projects. Another important step is to create training programs that better inform real estate appraisers about placing a fair value on historic properties.

Public agencies and non-profit organizations in Lancaster County should also work to foster better skills at the community level for the research and documentation of heritage resources. The Heritage Division of the Lancaster County Planning Commission (LCPC) offers technical training to municipal and historical groups interested in conducting historic resource surveys, but LCPC should not be the only source of this training in the future. Similar training should be offered by other organizations and provided to a broader range of individuals and groups. Trainees might include history-minded residents, members and staff of local historical societies, *Main Street* and *Elm Street* managers, and anyone else who is interested in historic resources or responsible for decisions that affect these resources. Organizations including the Historic Preservation Trust of Lancaster County should take a strong role in implementing this kind of training.

Participants would learn how to complete state survey forms, create resource inventories for National Register nominations, and lobby all levels

Case Study: White Elephants

Pool Forge is an 18th-century iron forge complex located in Caernarvon Township in the northeastern corner of Lancaster County. Between 1790 and 1840, the forge’s most active period of ironmaking, this complex covered approximately 3,200 acres. It included a forge, tenant houses, barns, charcoal houses, lime kilns, a paymaster’s building, and ironmaster’s mansion. Today, many of these historic buildings and structures survive on a 24-acre parcel. The tenant houses and ironmaster’s mansion have been rental units for many years.

Caernarvon Township purchased the Pool Forge complex in 2005, citing the historical significance of the property and its value to local residents. The township would like to transform the property into a self-sustaining resource that serves the public and interprets local history. The grounds will be used as a park for passive recreation, but it is unclear how the buildings will be used. This study explores a variety of use options, possible funding, and technical assistance to help the township in its effort to preserve the property.

of government for more effective preservation regulations and policies. If more residents were trained to assist in these efforts, better information could be made available to local and county governments when they are reviewing land development plans. Filling out additional Pennsylvania Historic Resource Survey Forms would provide the Pennsylvania Historical and Museum Commission (PHMC) with the kind of standard information it needs to determine the possible effect that a state or federal project will have on historic resources. Without a ready source of accurate information about historic resources, local governments are often forced to rely on outdated information or new data provided by a small group of citizens who have dedicated themselves to understanding local history.

Lancaster-York Heritage Region

Across the United States and the world, governments and citizens are creating Heritage Areas (sometimes called Heritage Regions or Parks) to develop cooperative strategies to protect, develop, and promote historic, cultural, and natural resources. These programs often focus on the economic benefits of heritage tourism. The Pennsylvania Heritage Parks program now includes 12 regions throughout the Commonwealth.

Beginning in 1999, LCPC took a leadership role in working with York County to create a two-county heritage area under this program. The purpose of the Lancaster-York Heritage Region is to raise awareness about the region’s past and its unique resources, and to encourage consistency and collaboration among heritage initiatives in both counties. Additional information is available at www.lyhr.org.

Goal 5

Celebrate and promote the county’s diverse historic, cultural, and archeological heritage assets.

Lancaster County has a lot to celebrate. Despite significant growth and change over the past 250 years since European settlement, some of the county’s most important resources have remained intact. The county’s varied and layered history is evident in the grandeur of the Susquehanna River valley; in its agricultural land; in the unique character of its city, boroughs, and villages; and in its intangible elements – its cultural traditions. In recent years, local agencies, organizations, and businesses have begun to find new and better ways to promote important aspects of the county’s unique history and culture.

Create New Recognition Programs and Enhance Marketing Efforts

A variety of formal recognition programs are already in place to highlight preservation efforts in Lancaster County, but these efforts must be expanded and enhanced. Existing recognition programs include a series of annual awards presented by the Historic Preservation Trust of Lancaster County, and the “Envision Lancaster County” awards presented by the Lancaster County Planning Commission. Awards for preservation, restoration and adaptive reuse are also presented at the state and national level. Lancaster County should become further involved in these awards programs and other promotional efforts including National Historic Preservation Month (May), Pennsylvania Rivers Month (June), and Pennsylvania Archeology Month (October).

It is especially important to recognize property owners and developers who implement best practices for new development and rehabilitation, because their work shows residents that a little creativity can yield positive publicity and increased economic benefits. Local preservation success stories could become an ongoing series of articles in the Lancaster Newspapers and in regional weekly papers such as the *Merchandise*. Another program that could help to publicize historic and cultural resources is a speakers’ bureau geared to heritage-related topics. A list of speakers available for public presentations and school programs would make it easier for organizations to highlight significant resources.

Best Practices: City Living Resource Centers

“City living resource centers” provide a model that may help Lancaster County make its urban centers more attractive places to live. These centers are non-profit organizations that serve as a comprehensive source of information about local neighborhoods, real estate, home buying incentives, and other helpful information for moving within or relocating to the city. In Baltimore, Maryland, an organization called *Live Baltimore* is working to make the city “a preferred living destination” by providing resources to potential homebuyers and renters. To learn more, see www.livebaltimore.com.

Additional opportunities should also be created to allow the public to experience historic and cultural resources. In Chester County, Pennsylvania, rotating tours of communities called “Town Tours and Village Walks” have been successful in highlighting and promoting the heritage of small communities and the historic resources associated with them. Lancaster County could implement a similar program in which municipalities or other groups sponsor guided walking tours of historic and cultural resources within their community. These tours could be conducted annually or on a seasonal basis. Another possibility is a “Doors Open” program, where museums and cultural institutions feature free admission on a certain day. The Pennsylvania Historical and Museum Commission (PHMC) sponsors a similar program called Charter Day, in which state-owned museums and historic sites are opened free of charge. Lancaster County could follow these examples and start its own program.

The county’s heritage tourism program, *Lancaster County Heritage*, should play a key role in these efforts. The program should seek new marketing opportunities for designated Heritage Resources and create additional Heritage Events that meet the program’s authenticity criteria. Existing products including the program’s automobile tours, “Towns & Villages” guidebook, Freedom of Religion brochures, and the Underground Railroad map and guide should be promoted more extensively, and updated on a regular basis. New marketing products should be developed using the most up-to-date consumer research, and new technologies should be used to deliver the message. These efforts should be coordinated with the Lancaster-York Heritage Region and the Pennsylvania Dutch Convention and Visitors Bureau.

Whether they are historic or prehistoric, archeological resources are a vital part of Lancaster County’s past. Archeological sites pose a challenge, however, because archeologists and historians want to raise awareness about these resources without resulting in their desecration or looting. The Lancaster County Planning Commission must work together with the Pennsylvania Historical and Museum Commission (PHMC) to develop a “predictive model” that identifies areas that are most likely to contain significant archeological resources. At a less detailed level,

some of this information could be shared with residents, developers, and municipal officials. The goal is to make archeology a regular part of the dialogue when excavation or earth moving is proposed, especially in areas that are identified as potentially significant.

Goal 6

Ensure that adequate financial resources and incentives are available to carry out the implementation of the county's stated cultural heritage preservation goals.

The goals in this plan cannot be accomplished without adequate financial resources. Few of the county's residents are aware of available funding for heritage preservation, and even fewer pursue it. Unfortunately, funding often falls short of the need, and opportunities for homeowners are limited. To remedy this situation, existing sources of funding should be promoted more fully, and new sources should be developed to help property owners and developers pursue preservation options.

Support New State and Federal Legislation

Despite its impressive number of historic resources, Pennsylvania lags behind other states in providing incentives for the reuse and rehabilitation of these resources. Since the importance of Lancaster County's history and culture is widely recognized across the Commonwealth, county agencies and organizations should be strong advocates for state legislation supporting heritage conservation goals. State agencies should be encouraged to provide greater financial incentives for adaptive reuse and rehabilitation of historic buildings. Working with the Pennsylvania Historical and Museum Commission (PHMC), the County of Lancaster should also urge local elected officials to support the creation of additional financial incentives at the federal level. One of the biggest needs is legislation providing incentives for owner-occupied primary residences.

Create New Financial Incentives at the Local Level

County and municipal governments should work to familiarize residents and developers with existing financial incentives for heritage preservation. Applicable programs include the Local Economic Revitalization Tax Abatement (LERTA) program, Lancaster County Housing and Redevelopment Authority programs for housing rehabilitation and community infrastructure, Pennsylvania Department of Community and Economic Development (DCED) grants, and the Federal Housing Administration's 203(k) Mortgage Rehabilitation Insurance Program. A few municipalities also have facade improvement and conservation easement programs.

In addition to promoting existing programs more fully, county and municipal governments should create new incentives that are specifically designed to encourage the rehabilitation of historic buildings and structures. A countywide revolving fund with financial support from public and private sources would help to find new uses for historic buildings that are threatened or unlikely to be preserved solely with private funding. The County of Lancaster should also study the feasibility of a bond issue to fund the preservation of heritage resources and open space. Tax abatements should be considered for property owners who rehabilitate historic buildings following the Secretary of Interior's Standards for Rehabilitation. Funds should also be made available for streetscape improvements, especially along highly visible streets in Lancaster City, boroughs, and villages.

Local financial institutions should also play a greater role in supporting historic preservation by offering low-interest loans for rehabilitation and maintenance and special mortgage rates for the purchase of historic homes. Banks and other institutions should be encouraged to offer these incentives only when plans comply with Secretary of the Interior's Standards for Rehabilitation.

Action Plan

Successful implementation of the Cultural Heritage Element will require a collaborative effort between all three sectors of the community: public, private, and non-profit. To ensure that the county's future preservation system is effective, each of these groups must clearly understand its role. Establishing clear roles and responsibilities for each group will help Lancaster County to retain and enhance more of its historic and cultural resources. The conservation and preservation of Lancaster County's heritage resources demands that stakeholders communicate with one another and work together to develop consistent goals, vision, and leadership for the future.

Before explaining how the system will work in the future, it is important to understand how the existing system functions.

Existing Preservation System

Public perception of historical and cultural issues is strongly affected by the way in which governments and non-profits respond to them. Organizations and agencies in Lancaster County often take an ad hoc approach to preservation, rather than developing a systematic approach to preservation concerns as a whole. While threats to individual buildings can appear without warning, it is important to step back from the front lines to develop a broader strategy. Even if all of Lancaster County's most dedicated preservationists spent all of their time responding to potential demolitions, there still would not be enough time to develop unique solutions for every crisis.

Case-by-case reactions that merely aim to "put out a fire" contribute to the community's perception that preservation is a subjective pursuit with no basis in careful analysis. Forty years ago, the American public felt the same way about many environmental issues. Despite continued criticism of government involvement in that area, Americans are starting to understand that environmental issues are interconnected, and that challenges must be examined (and often addressed) comprehensively. Historic preservation, on the other hand, is still regarded as an issue that is fundamentally different from other types of public planning.

Today, Lancaster County does not have a well-organized, smoothly functioning preservation system. Local agencies and organizations frequently duplicate efforts in historic preservation and heritage development, while other equally important tasks are addressed inadequately, if at all. Many groups work independently without considering or building upon what other groups may be doing. Partnerships between organizations are often oriented to a particular project, and when the project is completed, they go their separate ways.

In addition, the activities of many groups do not align with their adopted mission statements, creating further confusion in the community. This kind of "mission creep" can occur because an organization is strongly dedicated to its cause, and finds reason to be involved in a broad range of activities that touch on its area of interest. Other organizations have the opposite problem, adopting bold mission statements without having the capacity to fulfill them. In reality, they may provide only a few specific services on a limited basis. Without careful planning for the future, they may become entrenched in providing that one service, and never grow to fulfill other aspects of their mission.

The conservation and preservation of Lancaster County's cultural and historical resources demands that stakeholders communicate with one another and work together to develop consistent leadership, vision, and goals. This plan seeks to initiate this process by presenting a disciplined approach to future preservation planning and heritage development in Lancaster County.

Future Preservation System

Many roles and responsibilities for conserving Lancaster County's heritage resources are common to all of us, whether we count ourselves among the public, private, or non-profit sectors of the community. We all have a responsibility to take better care of Lancaster County's historic buildings and landscapes, because they are irreplaceable gifts from the past. At the same time, we must find new ways to celebrate and nurture our cultural traditions, because our diversity

makes the county a stronger and more interesting place to live, work, and visit.

Conserving our resources, however, is about more than just respecting the past. It is about taking action to enhance our quality of life today – teaching others the value of heritage resources, so that they can be better stewards of what they own, and we can all enjoy a more vibrant and sustainable community. Effective advocacy in support of our heritage can be as simple as shopping at Central Market, taking a class in traditional quilting, or repairing an old window rather than replacing it.

As we consider the most effective means of conserving our historic and cultural resources, we must also recognize that no citizen, group, or government can accomplish these goals alone. Achieving our cultural heritage vision will require an organized and disciplined effort to implement the strategies outlined in the Cultural Heritage Element. If all three sectors the community focus on the same issues, some tasks are duplicated, while others are ignored.

Beyond the basic conservation principles that all of us should practice, there are responsibilities that are best suited to specific sectors of the community. To achieve the best possible outcome for Lancaster County's heritage resources, it is important for each sector to focus on its strengths, and allow the others to concentrate on what they do best. The discussion below provides an overview of the most appropriate roles that each sector can play in protecting, preserving, and conserving Lancaster County's heritage resources.

Public Sector

This sector includes all levels of government (federal, state, county, and local) and related agencies such as the Lancaster County Planning Commission (LCPC), the Pennsylvania Historical and Museum Commission (PHMC), and the National Park Service. Educational institutions are also included in this category, even though some are privately run.

The primary role of the public sector is to develop and implement policies that help all sectors of the community to discover, interpret, preserve, and celebrate our heritage. Cities, boroughs, and townships have another important responsibility – to develop and implement regulations that protect heritage resources. Through the use of subdivision and zoning ordinances, historic resource surveys, local historic districts, and other tools, local governments can maintain and enhance the heritage resources that contribute to community character. The preservation toolbox included as an appendix to this plan provides a recommended implementation process for municipalities interested in pursuing these options.

The public sector accomplishes these goals by coordinating the planning process and by facilitating communication among stakeholders. Governments offer technical assistance and provide data management tools that support informed decisionmaking. To raise awareness of significant resources, the public sector manages recognition programs such as the National Register of Historic Places. Governments also provide financial incentives that encourage heritage preservation.

Educational institutions play an important role in heritage preservation, both in terms of what they teach and how they allocate their resources. Concepts we learn in school have a lasting effect on our perceptions of historic and cultural heritage, and how we treat the resources in our care. Likewise, when institutions make choices about rehabilitating historic buildings, retaining existing neighborhood schools, or building new ones, they influence the way that communities function now and in the future.

Primary Roles

Planning and Facilitation

- Coordinate the planning process for the protection and promotion of heritage resources
- Promote communication and collaboration between different groups of stakeholders

Policy Development

- Develop and implement policies to protect resources

Technical Assistance

- Educate citizens about the use of available heritage preservation tools, and teach them to make choices that help to protect heritage resources

Data Management

- Use GIS and other tools to collect, track, and manage data to support informed decisionmaking

Regulation

- At the local level – Use subdivision regulations, zoning, and other tools to protect heritage resources

Funding

- Provide incentives to encourage all sectors of the community to invest in heritage preservation

Education

- Formally recognize the value of heritage resources through awards programs and through the National Register of Historic Places

Additional Roles

Municipalities

Note: The preservation toolbox included as an appendix to this plan provides a recommended implementation process for municipalities interested in pursuing the options listed below.

- With the assistance of preservation professionals, identify and assess historic resources
- Develop policies to protect historic resources
- Establish historic districts and implement review processes through the creation of a Historic Architectural Review Board (HARB) under Pennsylvania Act 167, or an Historical Commission under provisions of the Pennsylvania Municipalities Planning Code (MPC)
- Implement zoning and land-use regulations that preserve historic resources
- Develop design guidelines for use in historic districts
- Adopt the Main Street program (City, boroughs)
- Seek funding under the Elm Street program (City, boroughs)
- Implement the International Existing Building Code contained in Pennsylvania’s Uniform Construction Code (UCC)
- Encourage adaptive reuse through policy and incentives
- Partner with LCPC, other municipalities, and organizations to identify sources of funding and develop new sources

Lancaster County Board of Commissioners

- Take the lead in sending a consistent message that proper stewardship of historic and cultural resources is part of doing business in Lancaster County
- Develop maintenance, rehabilitation, and adaptive reuse plans for all county-owned buildings
- Support heritage preservation by continuing to provide funding for initiatives such as the Lancaster County Heritage program and farmland preservation
- With private sector partners, create a revolving fund for heritage preservation
- Consider a feasibility study to recommend more effective approaches for archiving, conserving, and increasing the accessibility of historic county documents such as deeds and wills

Lancaster County Planning Commission

- Develop and implement heritage preservation policies that benefit county residents as a whole
- Focus attention on countywide issues (such as growth management) that have an effect on heritage resources
- Build capacity for planning at the local level, especially through the development of appropriate heritage preservation tools
- Facilitate cooperation between local governments
- Function as a liaison to state agencies including PHMC, DCED, and DCNR
- Coordinate historic resource surveys
- With the support of the Lancaster County Board of Commissioners, provide funding for specific preservation initiatives
- Continue to provide leadership in heritage tourism through the Lancaster County Heritage program and coordination with the Lancaster-York Heritage Region (LYHR)
- Implement the Lancaster County Heritage Byways Program
- Assist in the development of a “Lancaster County Heritage Institute”
- Continue to support federal enhancement funding for transportation projects that preserve historic and cultural resources
- Conduct compliance reviews of federally funded, permitted, or licensed projects in Lancaster County, particularly as they relate to the work of the Lancaster County Redevelopment Authority

Lancaster County GIS Division

- Collect and manage data related to historic resources and heritage tourism

Lancaster County Housing and Redevelopment Authority (LCHRA)

- Allocate CDBG funds for housing rehabilitation projects
- In keeping with LCHRA’s programmatic agreement with PHMC, continue to allow Lancaster County Planning Commission staff to review LCHRA projects for their effect on historic resources

- Promote adaptive reuse of historic buildings, context-sensitive design for new construction, and the use of building materials that are sympathetic with the surrounding neighborhood or community

Lancaster County Agricultural Preserve Board

- Better coordinate agricultural preservation efforts to reinforce the work being done in heritage preservation and heritage tourism
- Assist in efforts to identify and conserve significant cultural landscapes throughout Lancaster County

School Districts and Public Libraries

- Teach students of all ages about the value of heritage resources, so that they grow up to become effective and informed advocates for heritage preservation
- Invest more time and financial resources to educate students about the history of Pennsylvania, Lancaster County, and their own communities
- Expand the fourth-grade Pennsylvania history curriculum to include more of a local focus
- Support the continued use of assembly presentations, field trips, and media about local history
- Collect books, maps, and other materials that shed light on Lancaster County history (especially materials that relate to the immediate local area), and make them easily accessible to students and library users

Trade Schools

- Work with other organizations and agencies to develop educational opportunities in the traditional building trades

Colleges and Universities

- Keep students educated and informed about local history, especially students who are studying the humanities
- Teach students how to identify and assess the historic resources they see every day

- Develop campus master plans in cooperation with municipalities and neighborhood groups

Pennsylvania Downtown Center (PDC)

- Work with Lancaster County’s public, private, and non-profit sectors to advance the sense of place, quality of life, and economic vitality of downtowns, traditional neighborhood business districts, and nearby residential areas
- Provide tools to outline a vision for downtown areas and assist them in achieving that vision through education, training, strategic partnerships, and advocacy efforts

Pennsylvania Historical and Museum Commission (PHMC)

- Provide funding for historic resource surveys and grant programs
- Coordinate the National Register process
- Work with the Advisory Council on Historic Preservation (ACHP) to carry out preservation tasks mandated by the federal government, including compliance reviews of federally funded, permitted, or licensed projects (generally known as “Section 106” reviews)
- Together with the National Park Service, administer the federal Rehabilitation Investment Tax Credit (RITC) for rehabilitating historic buildings
- Work with local and county governments and with the non-profit sector to formulate strong statewide preservation policies
- Offer training programs for municipalities, organizations, and volunteers

Pennsylvania Department of Community and Economic Development (DCED)

- Manage Main Street and Elm Street programs in Pennsylvania and provide adequate funding for implementation

Pennsylvania Department of Conservation and Natural Resources (DCNR)

- Continue to provide adequate funding for the Lancaster-York Heritage Region

Pennsylvania Department of Transportation (PennDOT)

- Work with the Federal Highway Administration (FHWA) to provide funding for transportation enhancement projects that benefit historic communities
- Support a robust Pennsylvania Byways program, and work with LCPC to implement a successful Lancaster County Byways program
- Support context-sensitive design in transportation projects
- Seek ways to rehabilitate historic bridges in place, rather than demolishing or moving them

National Park Service

- Work with PHMC to implement the Rehabilitation Investment Tax Credit (RITC) program
- Participate in regulatory compliance for projects when mandated by the National Historic Preservation Act and other laws
- Provide technical assistance in the identification, evaluation, and management of nationally significant historic properties
- Organize programs such as a Countryside Exchange, which could bring preservation professionals to Lancaster County to assess local preservation efforts
- Give final approval to National Register listings
- Continue to support and provide local funding for the Chesapeake Gateways Program.

Advisory Council on Historic Preservation (ACHP)

- Promote the preservation, enhancement, and productive use of historic resources across America, and advise the President and Congress on national historic preservation policy
- Work with PHMC to carry out preservation tasks mandated by the federal government, including compliance reviews of federally funded, permitted, or licensed projects (generally known as “Section 106” reviews)

Private Sector

The private sector includes two major groups – individuals and businesses. Over the long term, their everyday decisions have a profound impact on our built environment and cultural traditions. As property owners and consumers, these groups often determine where investments are made and who will benefit from them. Homeowners can make a difference by learning to recognize historically significant features of their homes, use appropriate tools and techniques to maintain them, and replace lost or damaged features with compatible materials.

Architects, builders, planning consultants, realtors, and financial institutions play an especially important role in shaping our built environment. By adaptively reusing historic buildings, revitalizing vacant properties, and creating new neighborhoods that reflect traditional patterns, the private sector can help to curb suburban sprawl. Banks and other lenders can contribute to a stronger Lancaster County by supporting projects that follow the principles of sustainable development and smart growth.

Primary Roles

Conservation

- Work to preserve the county's built environment and cultural traditions

Funding

- Provide financial resources to rehabilitate historic buildings

Promotion

- Interpret and promote heritage resources

Additional Roles

Citizens and the Business Community

- Stay informed about historic resources, cultural traditions, and the issues that involve them
- Properly maintain the historic buildings they own or manage
- Volunteer at local cultural and historical institutions
- Engage fellow citizens, elected officials, and others about heritage issues

- Get involved in planning processes at all levels of government, especially in initiatives that promote smart growth
- Visit the county's Heritage Resources and other historic sites, and participate in Heritage Events and cultural celebrations
- Buy locally made Heritage Products

Realtors and Brokers

- Work with financial institutions to rehabilitate and restore historic buildings
- Emphasize the economic and community benefits of owning historic buildings

Builders

- Continue to encourage local builders to design and construct new buildings and neighborhoods that reflect tradition patterns, incorporating the principles of New Urbanism
- Seek opportunities to rehabilitate the upper stories of historic buildings for new and more productive uses

Financial Institutions

- Jump-start preservation efforts by finding creative ways to finance projects that may not fit the standard mold
- Create incentives that favor the rehabilitation of historic buildings, neighborhoods, and downtowns
- Sponsor Heritage Events, festivals, and other activities that promote the county's cultural heritage
- Provide low-interest loans and affordable mortgage programs for purchasing historic buildings
- Encourage home ownership and emphasize the benefits of owning historic buildings
- Work with the public and non-profit sectors to create a revolving fund for heritage preservation

Consultants in Preservation, Architecture, Landscape Architecture, and Archeology

- Promote heritage preservation by completing historic resource surveys, archeological surveys, National Register nominations

- Facilitate the work of local preservation advocacy groups and historical societies
- Create adaptive reuse plans for historic buildings and landscapes
- Assist Heritage Resources with interpretation and promotion, including exhibits, signage, photography, and other media
- Employ context-sensitive design principles in the rehabilitation of historic buildings and landscapes, and in new construction

Lancaster County Heritage (Private Sector Participants)

- Promote authenticity and provide accurate, well-researched, and effective interpretation of heritage resources
- Showcase the economic benefits of preservation and heritage tourism

Non-Profit Sector

This sector includes 501(c)3 organizations such as the Historic Preservation Trust of Lancaster County, the Heritage Center of Lancaster County, the Lancaster-York Heritage Region, the Lancaster County Historical Society, and local historical societies throughout the county.

The primary responsibilities of the non-profit sector are advocacy and education. Organizations in this sector advocate for the preservation of historic buildings, landscapes, and cultural traditions; maintain the records and material culture of the past and present; and educate the public about the importance of these resources. They publicly champion the cause of historic preservation and cultural awareness, bringing attention to issues that may be undervalued or ignored. Groups in the non-profit sector lobby all sectors of the community for increased recognition and financial support for heritage preservation.

The institutions that comprise this sector are the “keepers of our stories.” They maintain and conserve the landscapes, buildings, sites, objects, and documents that tell the story of Lancaster County. Facade easement and improvement programs help reveal the true character of historic buildings, heritage events bring the past alive, and museum exhibitions make our history more accessible. Non-profit groups educate the community about issues that affect heritage resources, and organize meetings and conferences to bring groups together to discuss issues of mutual concern. Non-profit organizations also sponsor awards programs that highlight successful heritage projects and initiatives, as well as the individuals who contribute to the success of these efforts.

Primary Roles

Advocacy

- Lobby all sectors of the community for increased support of heritage preservation and promotion
- Focus attention on aspects of public life and private decisionmaking that have an influence on heritage preservation policy
- Assist in promoting heritage tourism

- Promote economic development that supports heritage preservation
- Get residents organized and motivated to preserve both historic buildings and cultural traditions

Education

- Educate the community about issues that affect heritage resources
- Organize conferences and meetings to bring groups together to support preservation causes

Conservation

- Serve as the “keepers of the stories” by preserving the records of Lancaster County’s past
- Preserve the tangible elements of the county’s heritage resources including buildings, structures, sites, and landscapes

Additional Roles

Historic Preservation Trust of Lancaster County

- Serve as the countywide advocacy group for heritage preservation
- Focus on its core mission of preserving historic buildings and raising public awareness about them
- Provide technical assistance for the rehabilitation of historic buildings
- Continue to recognize preservation successes through its annual awards program
- Coordinate with other non-profits to ensure that heritage preservation is a priority in every program that has an effect on historic resources
- Promote heritage preservation through educational seminars and programs
- Continue to manage and expand the Trust’s historic easement program for historic buildings

Lancaster Downtown Investment District (DID)

- Cooperate with the Pennsylvania Dutch Convention and Visitors Bureau (PD-CVB) to market and package downtown heritage attractions

- Focus attention on the need for facade improvements and other enhancements that contribute to Lancaster City’s sense of place
- Museums and Cultural Institutions
- Interpret the significance of Lancaster County’s historic resources and cultural traditions
- Collect and conserve the county’s “material culture” – the objects of everyday life

Heritage Center of Lancaster County

- Serve as the primary institution responsible for preserving artifacts and presenting exhibitions about Lancaster County’s material culture
- Operate the Lancaster County Cultural History Museum and the Lancaster Quilt and Textile Museum
- Provide countywide educational programming for elementary and secondary school students on the history of Lancaster County
- Publish original books on the artistic and craft traditions of Lancaster County and south central Pennsylvania
- Play a lead role in developing a cultural museum consortium in the Lancaster City area

Lancaster County Historical Society

- Maintain a collections-based, institution encompassing library, archives, artifact, photograph, and oral history holdings used in a wide variety of educational venues including: lectures, adult classes, interpretive exhibitions, off-site displays, living-history reenactments, school and home-school tours, etc.
- Provide a professional, customer-friendly regional history research center with special emphasis on social history, family history, urban and local community history, and business history.
- Increase the accessibility of documentary evidence chronicling the history of Lancaster County since its founding and through the late 20th century, especially to governments, non-profits, and Heritage Resource managers seeking to

promote, preserve and interpret Heritage Resources.

- Publish popular and scholarly historical materials on Lancaster County history and genealogy through a quarterly journal, book-length projects, and local news organizations.
- Contribute to the development of high-quality heritage interpretation, in partnership with a wide range of heritage partners, by helping to identify, research, and tell the “stories” that make up Lancaster County history.
- Encourage the County of Lancaster to undertake a feasibility study to recommend more effective approaches for archiving, conserving, and increasing access to all historic county records.

Lancaster Mennonite Historical Society

- Maintain records related to one of Lancaster County’s primary European settlement groups, German-speaking people from Central and Western Europe

Local Historical Societies

- Collect and display material culture artifacts from specific regions within Lancaster County
- Continue to store and conserve locally significant historical materials
- Publish books and newsletters related to local history
- Develop cooperative relationships with the Lancaster County Historical Society, the Lancaster County Heritage program, LCPC, and local governments
- Create a network that connects these groups to one another, especially to ensure that efforts are not duplicated

Neighborhood Associations

- Keep residents informed about local heritage issues that might escape the notice of larger organizations
- Encourage home ownership
- Highlight the need for action against property crimes such as vandalism

Farmland and Natural Areas Preservation Groups

- In identified cultural landscapes, support environmental protection through fee-simple purchases or conservation easements
- Help to interpret the county’s agricultural and natural landscapes
- Continue to enhance public and non-profit agricultural preservation programs
- Be conscious of historic buildings that are affected by ag-related programs

Economic and Community Development Groups

- Promote heritage preservation goals by finding new uses for historic buildings and neighborhoods
- Emphasize the benefits of living and working in historic buildings

Lancaster County Workforce Investment Board

- Explore the creation of expanded educational opportunities for learning traditional building trades in Lancaster County

Cultural Groups

- Protect and promote the cultural diversity that keeps the county vibrant

Religious Institutions

- Cultivate a definition of stewardship that includes historic buildings
- Develop organizational relationships with residents and businesses in the surrounding community
- Establish a community presence that makes a difference in the neighborhoods where they are located

Lancaster Chamber of Commerce and Industry

- Encourage its membership to support the rehabilitation and adaptive reuse of historic buildings, both in their own businesses and in the community at large

Lancaster County Association of Realtors®

- Work with financial institutions to rehabilitate and restore historic buildings
- Emphasize the economic and community benefits of owning historic buildings

Building Industry Association of Lancaster County

- Continue to encourage local builders to design and construct new buildings and neighborhoods that reflect tradition patterns, incorporating the principles of New Urbanism
- Seek opportunities to rehabilitate the upper stories of historic buildings for new and more productive uses

Lancaster County Heritage (Non-Profit Sector Participants)

- Promote authenticity and provide accurate, well-researched, and effective interpretation of heritage resources
- Showcase the economic benefits of preservation and heritage tourism

Lancaster County Tourism Development Council / Corporation (LCTDC)

- Further integrate the work of the LCTDC into planning initiatives sponsored by LCPC, including programs related to growth management, transportation, and economic and community development
- Promote and facilitate new heritage tourism products that directly relate to Lancaster County's heritage

Pennsylvania Dutch Convention and Visitors Bureau (PDCVB)

- Continue to support the Lancaster County Heritage program and the Lancaster-York Heritage Region
- Raise the profile of heritage resources and the role they play in tourism promotion

Lancaster-York Heritage Region

- Coordinate heritage tourism promotion efforts in Lancaster and York Counties

- Focus attention on the region's five interpretive themes

Preservation Pennsylvania

- Lobby for state legislation that makes preservation more attractive to the private sector
- Educate Pennsylvania residents about the economic benefits of historic preservation
- Continue to coordinate the annual statewide historic preservation conference
- Present awards to preservation advocates and individual projects statewide
- Serve as a liaison between national, state, and local preservation organizations
- Promote heritage preservation through educational seminars and programs

American Institute of Architects (AIA)

- Through AIA Pennsylvania and its Central Pennsylvania Chapter, continue to recognize high-quality local architectural projects that preserve and adaptively reuse historic buildings
- Educate residents about the architectural profession and the principles of context-sensitive design

National Trust for Historic Preservation

- Lobby the federal government to protect heritage resources and raise awareness about the role that these resources play in our national identity
- Function as a liaison to the federal government on heritage preservation issues
- Serve as a resource for statewide and local preservation organizations
- Sponsor grant programs, a national preservation awards program, and an annual national preservation conference
- Maintain professional staff to respond to local preservation concerns

Roles and Responsibilities

Although Lancaster County does not currently have a strong, coordinated preservation system to implement this plan's goals, some of the components of a system already exist. The table following this section of the plan links specific strategies to specific agencies and organizations. The links shown in the table are based on how well the strategies reflect the mission statements of the organizations that will implement them, and on the ability of these organizations to carry the strategies through to completion. Most of the strategies are linked to multiple organizations, so implementation will require cooperation and coordination among a variety of groups. Since municipalities have an especially important role in implementing the plan's recommendations, an appendix to this plan provides a preservation toolbox with a recommended implementation process tailored to municipal needs.

Over the 10-year time frame of the Lancaster County Cultural Resource Element, the organizational links described in the appendix will be reviewed and amended as required to reflect changing conditions. In addition to being an implementing agency, the Lancaster County Planning Commission will track the plan's progress as a whole, make course corrections based on input from other organizations, and monitor the timeline. This process will require regular communication between the various groups and periodic meetings to discuss progress, challenges, and proposed solutions.

The implementation process should lead to the development of a strong, coordinated preservation system in Lancaster County. While merely describing the system on paper will not make it happen, a system that develops over time through implementation activities and cooperative efforts is more likely to endure.

Roles and Responsibilities

Goal 1: Identify, Conserve, and Preserve Heritage Resources

Identify, conserve, and preserve the county's diverse tangible and intangible cultural heritage resources as a basis for retaining and enhancing strong community character.

1.1 OBJECTIVE

Create and maintain a comprehensive, GIS-based inventory of the county's tangible cultural heritage resources: buildings, structures, objects, sites, and districts. This includes but is not limited to archeological sites, historic and cultural landscapes, historic cemeteries, and historic roads.

Strategies	Timeframe	Suggested Leadership	Supporting Partners
1.1.1 Expand and maintain the county's historic buildings and structures element of the cultural heritage resources database by partnering with municipalities to complete historic resource surveys.	Years 1-2	LCPC- LRH	Municipalities, local groups, consultants, LC-GIS, PHMC
1.1.2 Implement an archeological predictive model in GIS, based upon existing data at PHMC, as a component of the cultural heritage resources database, to determine the probability of important archeological resources in any given location in the county.	Years 1-2	LCPC-LRH, LC-GIS	PHMC
1.1.3 Engage appropriate federal (NPS), state (PHMC), and local agencies and organizations in the identification of additional historic and cultural landscapes as an element of the cultural heritage resources database.	Years 1-2	LCPC-LRH & TP	NPS, PHMC, HPT, PennDOT

Strategies	Timeframe	Suggested Leadership	Supporting Partners
1.1.4 Integrate the existing Lancaster County Historic Transportation Cultural Resources Study data into the cultural heritage resources database.	Years 1-2	LCPC-LRH & TP, LC-GIS	
1.1.5 Develop additional historic contexts for specific cultural heritage resources in the county including linear villages, mills and mill villages, mid 20th-century roadside architecture, the recent past, and others.	Years 3-5	LCPC-LRH	PHMC
1.1.6 Link and integrate the existing cultural heritage resources database into other county, regional, and local plans, planning review processes, and programs.	Years 6-8	LCPC	Municipalities
1.2 OBJECTIVE			

Create and maintain a comprehensive database of the county's existing intangible cultural heritage resources including significant archives, crafts, music, storytelling, dance, foods, and other traditional activities along with the locations where they take place.

Strategies	Timeframe	Suggested Leadership	Supporting Partners
1.2.1 Work with Lancaster County Heritage Resource managers to assist with the identification and development of a database of intangible cultural resources.	Years 1-2	LCPC-LRH, Heritage Center, LCHS	LCH sites

Action Plan

Strategies	Timeframe	Suggested Leadership	Supporting Partners
1.2.2 Conduct an inventory of the endemic folk and decorative arts, crafts, and trades of Lancaster County that have the potential to be officially recognized as Lancaster County Heritage Products.	Years 1-2	LCPC-LRH, Heritage Center, LCHS	historical sites, museums, historical societies, educational institutions, cultural groups
1.2.3 As the basis for the <i>Lancaster County Heritage</i> program's "Living Treasures" element, create an inventory of craftspeople, artisans, and tradespeople who are using traditional methods for the production of heritage products.	Years 1-2	LCPC-LRH, Heritage Center, LCHS	LYHR
1.2.4 Create and maintain a database of "living history" interpreters, storytellers, and musicians as a basis for future heritage tourism development opportunities.	Years 1-2	LCPC-LRH	educational institutions, practitioners, cultural groups
1.2.5 Work with the county's historical societies, universities, and others to create a countywide oral history project.	Years 3-5	LCHS	historical societies, educational institutions, LYHR

1.3 OBJECTIVE

Develop new -- and enhance existing -- tools and strategies for the conservation and preservation of the county's most significant tangible and intangible cultural heritage resources.

Strategies	Timeframe	Suggested Leadership	Supporting Partners
1.3.1 Create a web-based preservation “toolbox” which would include a broad range of technical resources and strategies to assist municipalities, organizations, agencies, and individuals in protecting important tangible and intangible cultural heritage resources.	Years 1-2	LCPC-LRH, HPT	
1.3.2 Nominate significant historic properties and districts throughout the county to the appropriate local, county, state, and National Register programs or other recognition programs.	Ongoing	Residents, municipalities, agencies & organizations	consultants, HPT, historical societies
1.3.3 Designate roads with exceptional and distinctive intrinsic qualities to the Lancaster County Heritage Byways Program and/or state or national byways programs.	Years 1-2	LCPC-LRH & TP	municipalities, PennDOT, agencies & organizations
1.3.4 Create a covered bridge protection program designed to ensure protection and retention of covered bridges through fire safety and other applicable systems, maintenance, rehabilitation, and when necessary, reconstruction.	Years 3-5	LCPC-LRH & TP	HPT PennDOT Municipalities
1.3.5 Designate additional tangible cultural heritage resources as elements of the <i>Lancaster County Heritage</i> program including sites, services, corridors, communities, and landscapes.	Ongoing	LCPC-LRH	

Action Plan

Strategies	Timeframe	Suggested Leadership	Supporting Partners
1.3.6 Encourage municipalities to adopt historic preservation ordinances and zoning regulations to conserve and preserve the county's significant cultural heritage resources and landscapes.	Ongoing	LCPC, municipalities	residents
1.3.7 Expand the use of the existing design guideline template to other communities to achieve local historic preservation and community character goals and objectives.	Years 1-2	Municipalities, LCPC-LRH & CP	
1.3.8 Enact legislation to allow for new and innovative tools such as TDRs for the preservation of historic and cultural resources.	Years 6-8	PA Legislators, municipalities	LCPC, Preservation PA
1.3.9 Avoid, minimize, or mitigate potential adverse impacts of new major infrastructure improvements in areas that contain the county's most important historic and cultural resources and landscapes.	Ongoing	LCPC, municipalities	PennDOT
1.3.10 Encourage private property owners to properly maintain their historic buildings and structures to retain character-defining architectural features.	Ongoing	HPT, municipalities	property owners
1.3.11 Create an on-line resource guide or "yellow pages" of tradespeople and craftspeople who have knowledge and experience with the appropriate methods of repair, maintenance, and rehabilitation of historic buildings.	Years 1-2	HPT, LCPC-LRH	
1.3.12 Explore the feasibility of establishing a countywide or regional architectural salvage warehouse.	Ongoing	HPT	LCPC
1.3.13 Designate additional intangible cultural heritage resources as elements of the <i>Lancaster County Heritage</i> program.	Ongoing	LCPC-LRH	

Goal 2: Integrate Preservation into Economic Development

Integrate the conservation and preservation of historic and cultural resources in the economic development and revitalization of the county's towns, villages, and rural working landscapes.

2.1 OBJECTIVE

Promote historic and cultural resource conservation and preservation as an economic tool in the revitalization of Lancaster City and its neighborhoods, and also in towns and villages throughout the county.

Strategies	Timeframe	Suggested Leadership	Supporting Partners
2.1.1 Rehabilitate and adaptively reuse existing facilities, buildings, and structures in the county's historic towns and villages and in the rural landscape.	Ongoing	Property owners, developers	HPT
2.1.2 At the local level, create and maintain local inventories of available historic buildings and structures to proactively market them to potential historic preservation-oriented developers.	Years 3-5	LCAR, DID, Main Street progs., local econ. devel. orgs.	LCPC-LRH, municipalities
2.1.3 Create a City Living Resources Center as a model for other boroughs in the county to better inform and engage local realtors, lending institutions, and potential homebuyers on the benefits of urban living.	Years 1-2	City and boroughs, LCAR	LCPC, financial institutions, DID
2.1.4 Update zoning ordinances and other regulations to provide more adaptive use opportunities for a variety of public and private buildings (including farm buildings and upper stories of buildings in urban places), and remove disincentives.	Years 3-5	Municipalities	LCPC-LRH, HPT

Action Plan

Strategies	Timeframe	Suggested Leadership	Supporting Partners
2.1.5 Create an adaptive reuse ordinance for streamlining the application process and providing flexibility in meeting building and zoning requirements.	Years 1-2	Municipalities	LCPC
2.1.6 Develop effective procedures and ordinances to discourage the demolition of significant cultural heritage resources.	Ongoing	Municipalities	LCPC-LRH
2.1.7 Encourage the establishment of Main Street programs and its four-point approach in Lancaster City and other appropriate downtown retail areas within the county.	Years 1-2	LCPC-LRH & ED	DCED/PA Downtown Center, municipalities
2.1.8 Encourage understanding of, training in, and use of the <i>International Existing Building Code</i> that forms a part of the Pennsylvania Uniform Construction Code (UCC).	Years 1-2	BIA, PHMC	LCPC, LFT
2.1.9 Encourage the establishment of Elm Street programs in neighborhoods adjacent to downtowns.	Years 3-5	Municipalities, econ. devel. orgs., community development groups	LCPC-CP, Main Streets, DCED/PA Downtown Center

2.2 OBJECTIVE

Identify and implement conservation models and actions that will sustain the economic vitality of Lancaster County's important rural, agricultural, and cultural "working" landscapes.

Strategies	Timeframe	Suggested Leadership	Supporting Partners
2.2.1 Engage the National Park Service in researching appropriate national and international cultural heritage landscape conservation "best practices" and assisting in their implementation in Lancaster County's most significant "working" landscapes.	Years 1-2	LCPC-LRH, NPS, LYHR	APB, HPT
2.2.2 Expand existing programs and create new ones at the county and local levels to acquire development rights, scenic and conservation easements, and fee simple acquisition of critical landscapes, corridors, and viewsheds in high-priority cultural heritage areas.	Years 3-5	LCPC-LRH, municipalities	APB, LCC, LFT
2.2.3 Encourage the development of entrepreneurial on-farm businesses that directly support the production and marketing of traditional and specialty agricultural products to help sustain the small farmer and the rural agricultural landscape.	Years 3-5	LCPC-LRH & ED	PDA, PSU Cooperative Extension, LCCI (Ag)
2.2.4 Create a traditional use or cultural protection overlay district model zoning ordinance which would only allow only those uses that contribute to the economic sustainability of the county's high-priority "working" landscapes and cultural traditions and would prohibit all non-related and non-contributing activities and uses.	Years 3-5	LCPC-LRH & CP	Municipalities, PDA, NPS

Action Plan

2.3 OBJECTIVE

Develop additional heritage tourism opportunities as a form of economic development that is sustainable and asset-based.

Strategies	Timeframe	Suggested Leadership	Supporting Partners
2.3.1 Expand and enhance the <i>Lancaster County Heritage</i> program and coordinate with the interpretive strategy of the Lancaster-York Heritage Region.	Years 3-5	LCPC-LRH	LYHR
2.3.2 Update the <i>Lancaster County Heritage</i> website to focus on providing technical support and tools for officially designated Heritage Resources.	Years 6-8	LCPC-LRH	
2.3.3 Partner with the Lancaster-York Heritage Region to implement heritage tourism goals and strategies contained in the region's Management Action Plan.	Ongoing	LCPC-LRH, PDCVB	LYHR
2.3.4 Partner with the Lancaster County Tourism Development Council/Corporation to implement heritage-related goals and strategies contained in the Strategic Tourism Development Plan.	Years 1-2	LCPC-LRH, municipalities, agencies & organizations	
2.3.5 Assist Lancaster County's historic towns and villages interested in developing heritage tourism opportunities.	Years 1-2	LCPC-LRH	Municipalities, PDCVB, historical societies
2.3.6 Develop agri-tourism and eco-tourism opportunities as tools for ensuring the sustainable economic viability of important rural cultural heritage landscapes.	Years 3-5	LCPC-LRH, LCTDC	LYHR, PDA, PDCVB, LCC, LFT
2.3.7 Identify and market traditional crafts and products.	Years 1-2	LCPC-LRH	PDCVB, LYHR
2.3.8 Create Heritage Product Craft Trails as components of the <i>Lancaster County Heritage</i> program.	Years 6-8	LCPC-LRH, LCTDC	PDCVB, municipalities

2.4 OBJECTIVE

Develop new and expanded educational opportunities for learning traditional building trades and practices in Lancaster County.

Strategies	Timeframe	Suggested Leadership	Supporting Partners
2.4.1 Explore the creation of educational programs in traditional building trades at the secondary and post-secondary levels and for inclusion in countywide adult education programs.	Years 1-2	LCPC-LRH	Educational institutions, HPT, WIB
2.4.2 Hold a conference for interested educational institutions and local decisionmakers regarding the establishment of traditional building trades programs at local institutions.	Years 3-5	LCPC-LRH	Educational institutions, HPT, Preservation PA
2.4.3 Meet with potential partners and curriculum developers to discuss building trades education program opportunities in Lancaster County.	Years 1-2	LCPC-LRH	HPT, BIA, educational institutions
2.4.4 Create a database of master craftspeople with expertise in traditional building practices and crafts.	Years 1-2	HPT	LCPC, LRH, BIA

Goal 3: Ensure That New Development Respects Traditional Patterns

Ensure that new development respects and complements the patterns, character, and scale of the county's traditional communities and rural landscapes.

3.1 OBJECTIVE

Promote context-sensitive design for transportation projects, infill development, and rural development in towns, villages, and rural landscapes.

Strategies

	Timeframe	Suggested Leadership	Supporting Partners
3.1.1 Create and adopt urban design guidelines for urban infill development and streetscapes in Lancaster City, boroughs, and villages.	Years 1-2	Municipalities	LCPC-LRH & CP
3.1.2 Create and adopt rural design guidelines for new development in rural landscapes.	Years 1-2	Municipalities	LCPC- LRH & CP
3.1.3 Utilize official maps and model ordinances to facilitate the extension of historic patterns of development in appropriate towns and villages within Urban and Village Growth Areas.	Ongoing	Municipalities	LCPC- LRH & CP
3.1.4 Utilize context-sensitive design, as appropriate, for all proposed transportation facilities in the county.	Ongoing	PennDOT, LCPC-TP	LCPC- LRH & CP
3.1.5 Incorporate authentic building materials in context-sensitive design for transportation projects in areas identified as significant.	Ongoing	PennDOT, LCPC-TP	LCPC-LRH & CP
3.1.6 Encourage new development to reflect the existing pattern of development and vernacular architecture of the surrounding area.	Ongoing	Municipalities	LCPC

Goal 4: Promote Leadership, Collaboration, and Responsibility

Promote strong leadership, collaboration, awareness, and responsibility in the conservation of the county's cultural heritage resources among the county, local residents, and institutions.

4.1 OBJECTIVE

Encourage county and local governments to serve as role models in promoting the preservation of the county's cultural heritage resources.

Strategies	Timeframe	Suggested Leadership	Supporting Partners
4.1.1 Develop and implement formalized procedures to ensure that the county's various departments cooperate and communicate regarding the conservation of cultural heritage resources.	Ongoing	LCBC/LCPC	County departments
4.1.2 Review all public policies at the county and local municipal levels to remove disincentives and modify any policies or regulations that conflict with adopted cultural heritage preservation policies.	Years 6-8	LCPC, municipalities	
4.1.3 Develop maintenance, rehabilitation, and adaptive reuse plans, as appropriate, for all county- and municipally-owned historic buildings and structures.	Years 1-2	LC-Engineering	LCPC
4.1.4 Provide interpretation of significant county- and municipally-owned historic buildings and structures and include them in the <i>Lancaster County Heritage</i> program.	Years 6-8	LCPC-LRH, municipalities	LCCHS, historical societies

Action Plan

4.2 OBJECTIVE

Improve the facilitation and coordination of all appropriate public, private, and non-profit groups involved in heritage preservation-related activities.

Strategies

	Strategies	Timeframe	Suggested Leadership	Supporting Partners
4.2.2	Explore the feasibility of creating a city-focused organizational structure, within an existing organization or agency or a new one, specifically dedicated to preservation issues in Lancaster City.	Years 3-5	Lancaster City, LCPC, HPT	Community leaders, community development groups, historical societies, cultural groups
4.2.3	Explore the feasibility of creating a Greater Lancaster City Cultural Museum Consortium to coordinate interpretive programs and heritage events in Lancaster City and its immediate environs.	Years 3-5	Lancaster City, LCH sites, LCPC-LRH, MCLC	LCH sites, educational institutions, Heritage Center
4.2.4	Seek innovative alliances with diverse cultural groups to expand and diversify preservation efforts in Lancaster County.	Ongoing	LCPC-LRH	Lancaster City, SACA Inner City Group
4.2.5	Collaborate with the Lancaster-York Heritage Region to implement cultural heritage-related goals and strategies.	Ongoing	LCPC-LRH, agencies & organizations, municipalities	LYHR

4.3 OBJECTIVE

Strengthen the involvement of local governments in cultural heritage conservation, and ensure that it is an integral part of municipal planning.

Strategies	Timeframe	Suggested Leadership	Supporting Partners
4.3.1 Integrate cultural heritage conservation and preservation into all local and regional comprehensive plans, economic revitalization plans, and other planning documents and processes.	Ongoing	LCPC-LRH & CP, municipalities	Main Street progss., local econ. level. organizations
4.3.2 Develop cultural heritage educational programs and workshops for municipal officials on a variety of cultural heritage issues.	Years 3-5	LCPC-LRH, LRPD, & CP	
4.3.3 Encourage municipal officials, managers, code enforcement officers to be trained in the use of the <i>International Existing Building Code</i> included in the Pennsylvania Uniform Construction Code (UCC).	Years 1-2	PHMC, BIA, municipalities	LCPC

4.4 OBJECTIVE

Encourage local residents to volunteer in interpretive programs at publicly- and privately-operated historic and cultural venues.

Strategies	Timeframe	Suggested Leadership	Supporting Partners
4.4.1 As a component of the <i>Lancaster County Heritage</i> program, create a web-based clearinghouse that lists all heritage-related venues that accept volunteers.	Years 6-8	LCPC-LRH	LYHR
4.4.2 Develop training and recognition programs for volunteers in heritage-related activities.	Years 3-5	MCLC	

Action Plan

4.5 OBJECTIVE

Build the public's awareness of cultural heritage resources and the value of conserving and preserving them.

Strategies	Timeframe	Suggested Leadership	Supporting Partners
4.5.1 Develop educational programs to educate the public about cultural heritage resources and the need for the conservation and preservation of these resources.	Years 3-5	HPT	LCPC-LRH
4.5.2 Create a Lancaster County Heritage Institute to provide a curriculum and certificate program related to conservation of the county's historic, cultural, natural, and architectural resources.	Years 1-2	LPC-LRH & CP	HPT
4.5.3 Partner with the county's institutions of higher learning and school districts to develop heritage-related curriculum.	Years 3-5	HPT	Lanc. Co. museums, LCPC-LRH
4.5.4 Utilize the NPS's "Teaching with Historic Places" program as a guide for curriculum development and "living classroom" activities.	Years 3-5	HPT, school districts	NPS
4.5.5 Create new heritage events and celebrations consistent with the criteria established by the <i>Lancaster County Heritage</i> program.	Years 3-5	LCH sites	HPT, LCPC
4.5.6 Create training programs for real estate appraisers in valuations of historic properties.	Years 1-2	LCAR, HPT, appraisers association	

Goal 5: Celebrate and Promote Heritage Resources

Celebrate and promote the county's diverse historic, cultural, and archeological heritage assets.

5.1 OBJECTIVE

Recognize existing and implement new county and local recognition programs for significant cultural heritage resources and activities.

Strategies

	Strategies	Timeframe	Suggested Leadership	Supporting Partners
5.1.1	Encourage countywide support and coordination with National Preservation Month, Pennsylvania Archeology Month, and Pennsylvania Rivers Month.	Ongoing	HPT	LCPC- LRH, Preservation PA
5.1.2	Continue the “Envision Lancaster County” awards program and the Historic Preservation Trust of Lancaster County’s award program for best practices in new development, redevelopment, and rehabilitation.	Ongoing	LCPC-LRH, HPT	BIA
5.1.3	Highlight municipal preservation success stories in an ongoing series of articles in the Lancaster Newspapers and regional newspapers.	Years 1-2	HPT	LCPC-LRH, historical societies, municipalities
5.1.4	Update existing and develop new Lancaster County Heritage Products based on up-to-date consumer research and interpretive technologies. These products include the “Towns & Villages” guidebook, the Freedom of Religion and Underground Railroad brochures, and Heritage Tour maps and guides.	Ongoing	LCPC-LRH	LYHR, PDCVB, HPT, LCTDC

Action Plan

Strategies

Strategies	Timeframe	Suggested Leadership	Supporting Partners
5.1.5 Coordinate with the Pennsylvania Dutch Convention and Visitors Bureau and the Lancaster-York Heritage Region to expand heritage tourism marketing opportunities for designated Lancaster County Heritage Resources.	Years 1-2	LYHR, PDCVB	LCPC-LRH
5.1.6 Support the creation of additional Heritage Events that meet the authenticity criteria established by the <i>Lancaster County Heritage</i> program.	Years 3-5	LCH sites	LCPC-LRH
5.1.7 Develop a "Cultural Heritage Speakers Bureau" for public presentations and school programs on cultural heritage topics.	Years 3-5	HPT, LCPC-LRH	Preservation PA, PCH
5.1.8 Explore a "Doors Open" program in which communities throughout the county would host tours of architecturally and/or historically significant buildings and places.	Years 1-2	HPT, LCPC	Historical societies, MCLC, LCH sites
5.1.9 Explore a "Town Tours and Village Walks" program in which municipalities or organizations would sponsor guided walking tours of historically or architecturally significant areas in their community.	Years 3-5	HPT, LCPC	Municipalities, historical sites, LCH sites, LCHS

Goal 6: Provide Financial Resources and Incentives

Ensure that adequate financial resources and incentives are available to carry out the implementation of the county's stated cultural heritage preservation goals.

6.1 OBJECTIVE

Advocate for new legislation to provide incentives for the conservation and preservation of cultural heritage resources.

Strategy	Timeframe	Suggested Leadership	Supporting Partners
6.1.1 Support state and federal legislation to provide incentives and tax relief for homeowners who rehabilitate historic properties.	Years 1-2	Preservation PA, HPT, federal/state legislators	

6.2 OBJECTIVE

Develop new financial support and incentives for the conservation and preservation of cultural heritage resources.

Strategies	Timeframe	Suggested Leadership	Supporting Partners
6.2.1 Create a revolving fund financed by the public and private sector to encourage conservation and preservation of cultural heritage resources.	Years 3-5	HPT, LCBC	Financial institutions, Preservation PA
6.2.2 Create low/no-interest loans and other financial incentives such as tax abatements for commercial and residential property owners who want to make historically appropriate exterior repairs and improvements.	Years 1-2	Municipalities, LCHRA	School districts, financial institutions, HPT

Action Plan

Strategies	Timeframe	Suggested Leadership	Supporting Partners
6.2.3 Expand existing facade and conservation easement programs throughout the county to enhance significant streetscapes.	Years 6-8	HPT	Main Street programs, DID, municipalities, economic & community development organizations
6.2.4 Promote and encourage the use of existing redevelopment, revitalization, and conservation programs such as the LERTA program; Lancaster County Housing and Redevelopment Authority housing rehabilitation and infrastructure programs; DCED grants, and the Federal Housing Administration's 203(k) Mortgage Rehabilitation Insurance Program.	Ongoing	HPT, LCPC-LRH & ED, DCED, LCHRA, FHA, municipalities	
6.2.5 Work with local financial institutions to develop financial assistance programs that coordinate with other revitalization efforts such as low-interest loans for rehabilitation, maintenance, and mortgage financing to encourage the purchase of historic homes.	Ongoing	Financial institutions, HPT	
6.2.6 Direct public infrastructure improvements (including streetscape, parking, and other facilities) to facilitate historic rehabilitation and reinvestment by the private sector in targeted high priority areas.	Ongoing	Municipalities, LCHRA	PennDOT, DCED
6.2.7 Explore the feasibility of a bond issue to fund historic resource and open space preservation.	Ongoing	LCBC	APB, LCCI, LFT, Preservation PA, HPT
6.2.8 Require compliance with the Secretary of the Interior's Standards for Rehabilitation whenever financial incentives are provided.	Ongoing	State and local agencies	