



## HOUSE URBAN AFFAIRS COMMITTEE

*Rosemary Brown, Chair*

*Mike Sturla, Democratic Chair*

### Informational Meeting on Blight Remediation

**Lancaster Chamber of Commerce Building – Lancaster, PA**

**July 21, 2021**

### AGENDA

9:30 a.m. Welcome and Opening Remarks

- Rosemary Brown, Chair
- Mike Sturla, Democratic Chair

9:40 a.m. Panelists:

- Chris Delfs, Community Planning & Economic Development Director, Lancaster
- Marshall Snively, President, Lancaster City Alliance
- Dana Hanchin, President and CEO, HDC MidAtlantic
- Carlos Graupera, CEO, Spanish American Civic Association
- Mike McKenna, President, Tenfold
- Samuel Bressi, President and CEO, Lancaster County Community Foundation
- Tammie Fitzpatrick, Director of Development, Community Basics, Inc.
- Mike Todd, VP for Finance and Administration, Franklin & Marshall College
- Larry Cohen, Executive Director, Lancaster Parking Authority
- Joel Hendry, President, LEADS
- Deborah Brandt, Owner and Creative Director, FIG Industries and FIG Lancaster
- Tim Miller, Executive Director, Lancaster Safety Coalition

10:30 a.m. Discussion between Members and Panelists

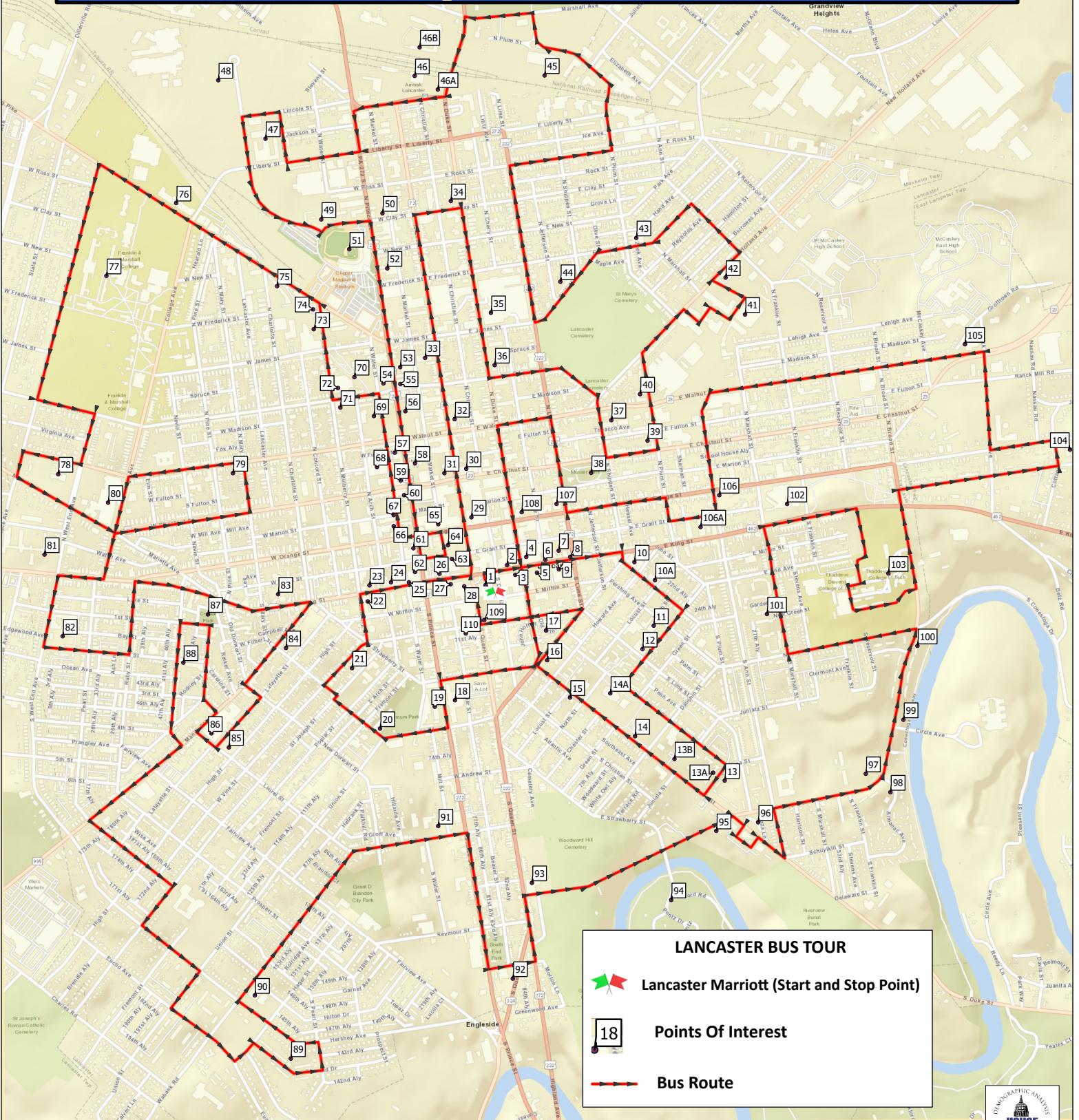
11:30 a.m. Closing Remarks

- Rosemary Brown, Chair
- Mike Sturla, Democratic Chair

# Urban Affairs Committee Tour

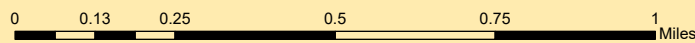
## Lancaster City

### July 20, 2021



**LANCASTER BUS TOUR**

-  Lancaster Marriott (Start and Stop Point)
-  18 Points Of Interest
-  Bus Route



**Blight Remediation and Re-Development Tour of Lancaster City**  
**Tuesday, July 20 from 2:00PM-5:00PM**

1. Marriott Hotel & Convention Center/The Exchange  
**STOP at 2PM for explanation of #1 then board at 2:15PM**

2. 23 E. King St./Woodstream Headquarters Building
3. Tellus 360/Annie Baileys/Altana
4. Transitional Living Center
5. Demuth Museum
6. Lancaster Chamber of Commerce
7. Excelsior
8. Shops & Condos on E. King St.
9. Rep. Sturla's District Office/E. King St. Garage
10. Tenfold
- 10a. Neighborhood Artwork
11. Tec Centro/SACA Radio
12. Hill Rise Housing
13. Susquehanna Court
- 13a. Duke Manor
- 13b. Union Community Care – Duke St.
14. Roberto Clemente Park
- 14a. M.L. King Elementary School
15. Belco Credit Union
16. Church & Farnum Towers
17. Old Town
18. Carter & MacRae Elementary School
19. Water Street Mission
20. Culliton Park/Farnum Park
21. SoWe Housing on Vine St.
22. Umbrella Works
23. Landis Place on King
24. Bravo Supermarket
25. Fulton Actors Housing
26. Hagar Arcade
27. Steinman Park
28. LNP Buildings

**STOP at 2:35PM-2:50PM for explanation of #29**

29. 101NQ./Library/Parking/Holiday Inn
30. Red Rose Transit Authority Station/Parking Garage
31. Vision Corps
32. Uptown/300 Block/Keppel Building
33. Stahr Armory/Decades
34. Visage a' Visage
35. PennMedicine Lancaster General Health
36. Allee Hall
37. North Shippen Place Condos
38. Musser Park
39. Engine Works
40. Lancaster Brewing/Rain Gardens
41. Urban Place/Cork Factory Hotel
42. 550 Lofts Apartments/Old Drums Site



43. Fulton Market
44. Park Ave Apartments/Sturla Condos
45. CoreSource/Aspire/Stockyard Inn
46. Amtrak Station
- 46a. Amtrak Station Art
- 46b. Old Days Inn Site/Multi Modal Development
47. Liberty Place
48. Old Railyard/Armstrong Site
49. Stadium Row Apartments
50. Miller Barrel/Charter
51. Clipper Stadium
52. Old YMCA Site/LGH Apartments
53. Prince Street Centre
54. Ponessa Building
55. Press Building
56. Lancaster House North/Ruoff Tower
57. Accelerator Building/Our Town Brewery
58. Roburrito's/New Development Plan
59. PA College of Art & Design
60. Gallery Row
61. Ware Center
- STOP at 3:40PM-4:05PM for explanation/tour of #61 and #62**
62. Fulton Theatre
63. Central Market
64. The Trust
65. Prince St. Garage/Vertical Greenhouse
66. Zoetropolis
67. Steeple View Lofts
68. Water St. Garage
69. Union Community Care – Water St.
70. Stork Linear Park
71. Arch St. Commons
72. Cityscape Loftts
73. The Fridge
74. Lancaster Arts Hotel
75. Champion Forge
76. College Row
77. Franklin & Marshall College
78. Long Crest
79. G.E. Richards
80. St. Joe's Hospital/College Ave. Apts.
81. Hamilton Watch/Clock Towers
82. Slaymaker
83. W. King St. Firehouse
84. Manor St./SoWe
85. Tec Centro West
86. Kunzler
87. Crystal Park/Green Infrastructure
88. Dial Apartments
89. Habitat Houses/Other Housing on Euclid Ave.
90. Bright Side Opportunities Center



91. Spring House Brewery/KOZ
92. Old Rebmans Site/Proposed Apartments and Retail
93. CAP Building
94. County Central Park
95. SACA Housing on Chesapeake
96. Plaza Centro
97. Thaddeus Stevens College of Technology's Greiner Center
98. Franklin Terrace Housing
99. Conestoga Greenway Trail
100. Clermont Housing
101. Garden Court Apartments
102. Lancaster County Prison
103. Thaddeus Stevens College of Technology
104. Old Osteopathic Hospital/Stevens College Dorms
105. Stevens College Built Housing on E. Walnut St.
106. La Academia Charter School
- 106a. King Theatre
107. YWCA
108. St. James/Old Library
109. Thaddeus Stevens and Lydia Smith House
- STOP at 4:45PM-5:00PM for explanation of #110**
110. Southern Market/Willow Valley Mosaic

RETURN TO MARRIOTT at 5:05PM

**Pennsylvania House of Representatives Urban Affairs Committee  
Roundtable on Blight Remediation  
Wednesday, July 21 at 9:30 AM at the Lancaster Chamber of Commerce**

**TESTIMONY by the City of Lancaster; Chris Delfs, Director of Community Planning and Economic Development**

Good morning to the leadership and members of the Urban Affairs Committee. I appreciate very much the opportunity to share a few thoughts on ways we are combating blight here in the City of Lancaster. It is important to note that the work of city government is done in tandem with the various organizations represented on this panel, plus other partners who have community development baked into their core missions.

While we need many arrows in the quiver to promote strong, healthy neighborhoods, I will touch on four of those subject areas in my remarks today: (1) land development and urban infill (2) housing inspections and property maintenance (3) lead safety and home rehabilitation; and (4) redevelopment for residential uses.

**Land Development / Urban Infill**

One of the most fundamental ways to tackle blight or to avoid blight in the first place is through the cultivation of a vibrant real estate market. This starts with clear land use policies that favor density and a mix of uses, particularly at key locations or “nodes” such as train stations and public transportation corridors, downtown hubs, and large, catalytic sites where property can be aggregated.

Development-friendly does not mean lax land development regulations. On the contrary, it means good city planning and quality urban design standards that attract long-term investment and signals to developers what kinds of projects the jurisdiction is looking for. The City of Lancaster has been intentional about crafting zoning and subdivision ordinances that foster compact, infill development, street life and civic interaction—in short, a place where people want to live, work and play.

In addition to a mix of land uses, diversity in type of housing and income-level is critical to maintaining a vital housing supply. The City of Lancaster currently has 1,500+ residential units in the pipeline. Approximately 15 percent of these are anticipated to be affordable units, which has come from a diligent and dedicated effort in partnership with developers and non-profit organizations. Historically, funding for affordable housing has been insufficient and not flexible or convenient enough. Many developers turn away from public programs because they can be unpredictable and onerous to administer.

## **Housing Inspections & Property Maintenance**

Prevention of blight is often the best remediation. The City of Lancaster cares deeply about protecting and improving the quality of our housing stock over time, to keep as many properties as possible from falling into a state of severe disrepair.

The City inspects all rental housing units on a four-year rotation and accepts complaints via the "housing hotline." Inspectors issue citations and notices of violation to promote compliance with property maintenance and rental inspection ordinances. If property maintenance challenges persist to the point at which properties become a health and safety hazard, properties are condemned by the housing inspectors.

During the COVID pandemic, housing inspectors conducted an exterior property condition survey of all 18,656 properties in the City. This data helps to inform decisions about where to focus limited Department resources.

## **Lead Safety and Home Rehabilitation**

Blight is often paired with serious health risks. Most housing units in Lancaster City were built before 1940, and thus are likely to contain lead-based paint. The City actively remediates lead hazards through the Lead Poisoning Prevention and Lead Hazard Control Ordinance, which requires rental properties with children aged 6 years and under to maintain lead safe certification.

In 2020, the City of Lancaster was awarded a \$9.7 million grant from the U.S. Department of Housing and Urban Development to remove lead from homes within four Census tracts south of King Street. Our goal is to make 700 homes lead safe over the next five years. We are in the process of completing the first 70 units and are already achieving notable strides in improving housing safety, particularly for our youngest residents.

## **Redevelopment Authority of the City of Lancaster and Land Bank**

The Redevelopment Authority of the City of Lancaster (RACL) acquires blighted properties through eminent domain and sells them to redevelopers to renovate up to City standards and return them to productive use.

RACL recently implemented 15-year affordability restrictions on its properties. Properties that will be owner-occupied must be sold to households earning 80% of the Area Median Income, while renter-occupied properties must be leased to households earning less than 60% of the Area Median Income.

The Land Bank Authority may also acquire properties but through other means, such as judicial sale. The Land Bank has established an agreement with several non-profit housing organizations providing them a "right of first refusal" on Land Bank properties. The intent of this arrangement is to create a direct conduit to proven organizations that can transform properties from vacant to vibrant as quickly as possible.

Thank you, again. I welcome any questions or comments later in the panel discussion.



Remarks by Marshall W. Snively, President, Lancaster City Alliance

PA House of Representatives Urban Affairs Committee

115 East King Street, Lancaster, Pennsylvania

Wednesday, July 21, 2021

Good morning, Representatives and esteemed Urban Affairs Committee members. I'm Marshall Snively, President of Lancaster City Alliance.

Our organization, a 501(c)(3), exists to ensure that Lancaster City flourishes and everyone shares in its success.

The *Building On Strength* Economic Development Strategic Plan, among our largest bodies of work, aims to ensure that we're seeing equitable investment throughout the City's historical four square miles through 2030. Here are the plan's bold aspirations.

While the plan encourages continued growth and investment in the heart of the City in the Downtown Core, importantly it also looks to steer new investment to seven secondary neighborhood commercial hubs, half of which serve South Lancaster and which have languished due to many decades of disinvestment.

Thanks to hundreds of thousands of dollars in generous contributions from the local and regional philanthropic community and vital State tax credit and grant programs, Lancaster City Alliance has been able to provide a substantial injection of capital into these neighborhood spines that is already catalyzing additional reinvestment.

Our neighborhood Façade Improvement Grant Program to date has attracted nearly \$700,000 in funding to provide home and business owners with monies to repair, restore, and refresh their exteriors, predominantly from private sources including the Wells Fargo Regional Foundation, The High Foundation, The Steinman Foundation, the BB&T (now Truist) Economic Growth Fund via the Lancaster County Community Foundation, while leveraging funds from the City of Lancaster's Lead Remediation Grant Program and the PA Department of Community & Economic Development's Keystone Communities Program. Funding from the latter source represents just 7% of the total funding raised since 2017.

Thanks to the combined funding support, Lancaster City Alliance has been able to provide grants to support 100 projects; 31 have been completed, 31 are actively under construction, and 38 are in the queue to commence soon. Leveraging matching funds from property owners, this will result in more than \$1.1 million in new neighborhood investment. Demand for façade improvement grants is very high and continues to grow; it is estimated that at the current rate, an estimated \$150,000 in additional program funding support will be necessary per year to sustain the momentum built.

The map here shows the geographic distribution of these projects, concentrated in the southwest quadrant of the City - thanks in part to a strong collaboration with our partner Tenfold (formerly known as Lancaster Housing Opportunity Partnership), which has overseen a robust multi-million-dollar

neighborhood revitalization effort in this area now known as “SoWe” which has seen tremendous growth.

Lancaster City Alliance is also a partner on Lancaster Tree Tenders, along with the City of Lancaster and the Alliance for the Chesapeake Bay, in the installation of vital infrastructure that is a visible symbol of neighborhood investment: street trees. Since 2017, our partnership has planted over 800 new street trees along neighborhood corridors, including 25 last fall during the challenges of the pandemic.

A recent highlight of our work to equitably improve quality of life, and a great example of our strong collaboration with the City of Lancaster and private sector partnerships, is our Beaver Street Quality of Life Initiative. This program, made possible by the State’s Neighborhood Assistance Program, provides donors with a 75% tax credit on their contribution. In the last two years, \$225,000 in contributions have been secured to improve quality of life in this high-poverty, high-rental corridor in South Lancaster, to construct traffic calming devices for improved pedestrian safety, install new pedestrian-scale lighting to reduce crime and improve public safety, and acquire and rehabilitate substandard housing. These critical improvements have been coordinated with strategic façade improvement projects and public art installations to foster neighborhood pride.



LANCASTER CITY  
**ALLIANCE**

**We Are a**  
**non-profit**

**that promotes**

**City growth and stability  
so that Lancaster City  
flourishes and everyone  
shares in its success.**

We are here to listen,  
collaborate, and connect  
your organization to help it succeed.



# Our Work

We work to reflect the City we serve by providing opportunities for fresh faces to play a part in our organization.

# 15

**Oversee** the City's 15-year economic development plan. The plan contains 33 recommendations for the City's success and it is our job to ensure each strategy is moving forward.

# 100

**Provide** a foundation for a strong community through neighborhood development, empowering neighbors to plant trees, Adopt-A-Block, and repair facades.

# \$

**Leverage** corporate and private contributions with supplemental funding from grants and successfully manage each dollar that we receive.

# ...

**Communicate** important information to businesses and residents that may affect quality of life such as construction, snow removal, and parking.

# +

**Enhance** public safety for residents and businesses while building a strong foundation for commerce by conducting regular meetings with city-wide safety partners, local merchants, and corporate partners.

# +

**Manage** the Downtown Investment District by providing clean and safe services to property owners invested in the downtown core.

# +

**Serve** several City neighborhoods through our red shirt ambassadors who provide an extra set of eyes and ears for neighbors and businesses.

We leverage a broad network of engaged leaders with expansive influence.

# +

**Partnering with Lancaster City Alliance provides valuable connections with 100+ community leaders.**

We have over 160 volunteers that serve on influential committees and a 14 seat board of directors. Our volunteers are executive level or upper management and represent corporations, small business, and engaged City stakeholders.

## Here are the results.

# 200

Founding member of the Entrepreneurship Coalition garnering 200 participants in the tri-annual Cultivate and Cultivar Entrepreneurs Forum.

# 100

An expanding tree canopy, since 2018, 100+ trees planted on just S. Prince and S. Queen Streets.

# 70

Lead role in elevating the City as a great place to invest. Assist over 70 prospects annually looking to invest or locate to the City.

# 80

A clean downtown, our blue shirt clean team removes over 80 tons of leaves and trash annually and maintains over 500 tree wells.

# 3k

Our 14 ambassadors log nearly 3,000 foot patrol hours and over 4,000 bike miles a year. They work closely with the city government and police to enhance public safety.

# 4k

# .5m

Over a half million dollars leveraged to improve properties in City neighborhoods. With the goal of 85 facade improvements to private properties by mid-2021.

# 1.2b

The City has strong investor confidence. Since mid 2015 over \$1.16 billion in private sector led investment underway or completed.

# 250

Nearly 250 regional corporations, foundations, and individual influencers invest in the Lancaster City Alliance.

**Join** | Join a network of diverse stakeholders for the common good of Lancaster City. Lancaster City Alliance harnesses the power of the private sector. We hold a reputation as trusted stewards. We leverage a broad network of engaged leaders with expansive influence. To accomplish all of this, we ask for your support.

**For more information visit:**  
[lancastercityalliance.org](http://lancastercityalliance.org)





# BUILDING ON STRENGTH

THE COMMUNITY-OWNED  
ECONOMIC DEVELOPMENT STRATEGIC  
PLAN FOR THE CITY OF LANCASTER

# PLAN ASPIRATIONS

- Attract and retain talent to the City of Lancaster.
- Create jobs that provide a livable wage.
- Leverage educational institutions as partners in creating a skilled workforce.
- Provide equitable opportunities for all Lancasterians.
- Cultivate existing Lancaster businesses to grow with continued success.
- Encourage targeted economic development opportunities to strengthen neighborhoods and increase property values.
- Provide an environment where small businesses and entrepreneurs can thrive.
- Be a national model for urban economic development.





# PLAN FOCUS AREAS

Includes the Downtown Core, in addition to the commercial corridors and gateways (the “Commercial Hubs”), that extend outward from the Downtown Core. These **Commercial Hubs** were grouped into eight geographies:

1. Downtown Core
2. East King Street
3. West King and Manor Streets
4. South Duke Street
5. South Prince and Queen Streets
6. Harrisburg Avenue/Northwest Gateway
7. Train Station Area
8. New Holland Avenue/East Walnut Street

These eight areas are important as significant hubs of commercial activity serving the City’s residents and businesses.



# Façade Improvement Grant Program

## PROYECTO EN PROGRESO DE MEJORAS A LA FACHADA DE LA PROPIEDAD

PROYECTOS DE MEJORAS A LA VECINDAD DE *GoWe*

Programa administrado por:



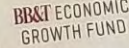
Auspiciado por:



Construcción por:



Gracias a la generosa contribución financier de:



Para más información en español o para solicitar para una contribución para su propiedad, favor de comunicarse con:  
Lancaster Housing Opportunity Partnership • (717) 291-9045



Before





In Progress

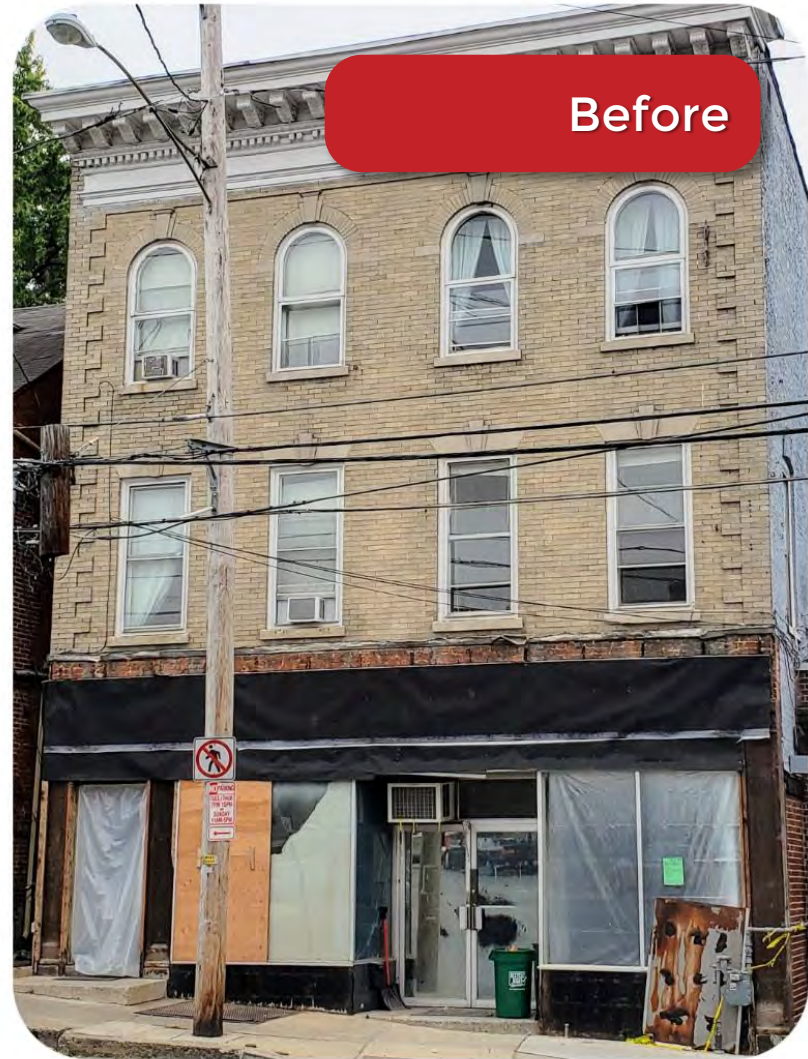




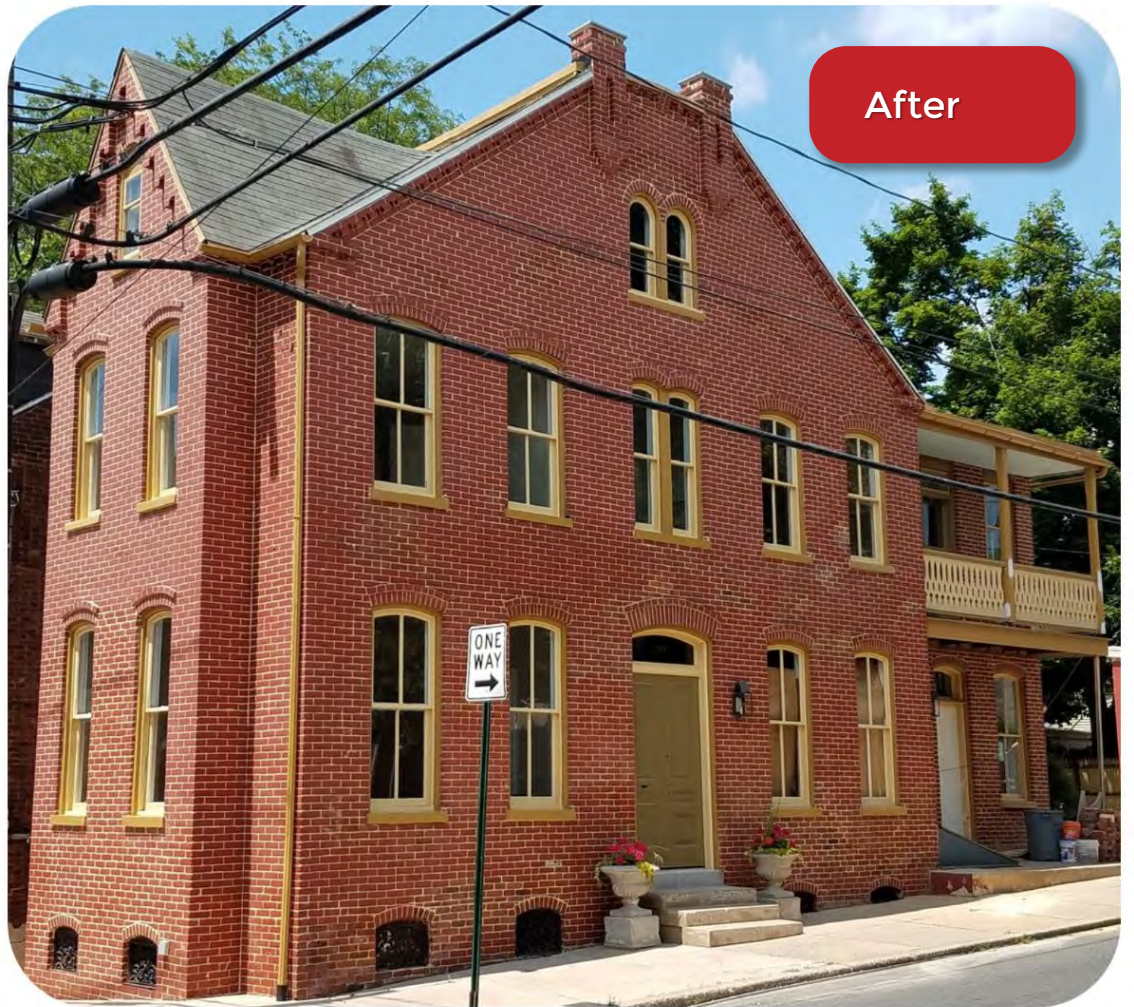
In Progress





















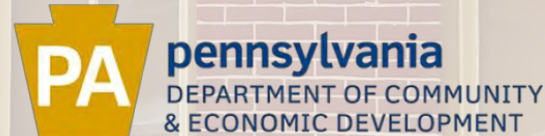




# Façade Improvement Grant Program

**\$657K in grants awarded since 2019**

**~\$1.1 million in total neighborhood investment**





Façade Improvement Grant Program

100 Projects

Progress Since 2018

Projects

Completed: **31**




Under Construction: **31**

In Queue: **38**





# Façade Improvement Grant Program

-  Completed
-  Under Construction
-  In Queue

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User





## Street Tree Plantings



# Lancaster Tree Tenders

- Over 800 new street trees planted since spring 2017
- Thousands of yard and riparian buffer trees planted
- Over 1,500 new street-tree planting sites identified
- Thousands of hours of volunteer hours spent







Street Tree Plantings

**25 Street Trees Planted**

Lancaster Clean Water Partners Grant, Fall 2020



# Neighborhood Assistance Program Beaver Street Quality of Life Initiative





Neighborhood Assistance Program  
Beaver Street Quality of Life Initiative

**\$225K raised**

**75% tax credit on contributions**

**Fulton Bank**

 **PNC**

 **M&T Bank**

**S&T Bank**

 **MID PENN BANK**<sup>®</sup>

 **HIGH**  
FOUNDATION

 **FLYWAY EXCAVATING, INC.**





Neighborhood Assistance Program  
Beaver Street Quality of Life Initiative

# Pedestrian Safety Improvements

A photograph of a street lamp at dusk. The lamp is illuminated, casting a warm glow. The sky is a deep blue with some clouds. In the background, there are silhouettes of trees and a utility pole. The overall scene is serene and well-lit.

Neighborhood Assistance Program  
Beaver Street Quality of Life Initiative

**Lighting  
Improvements**





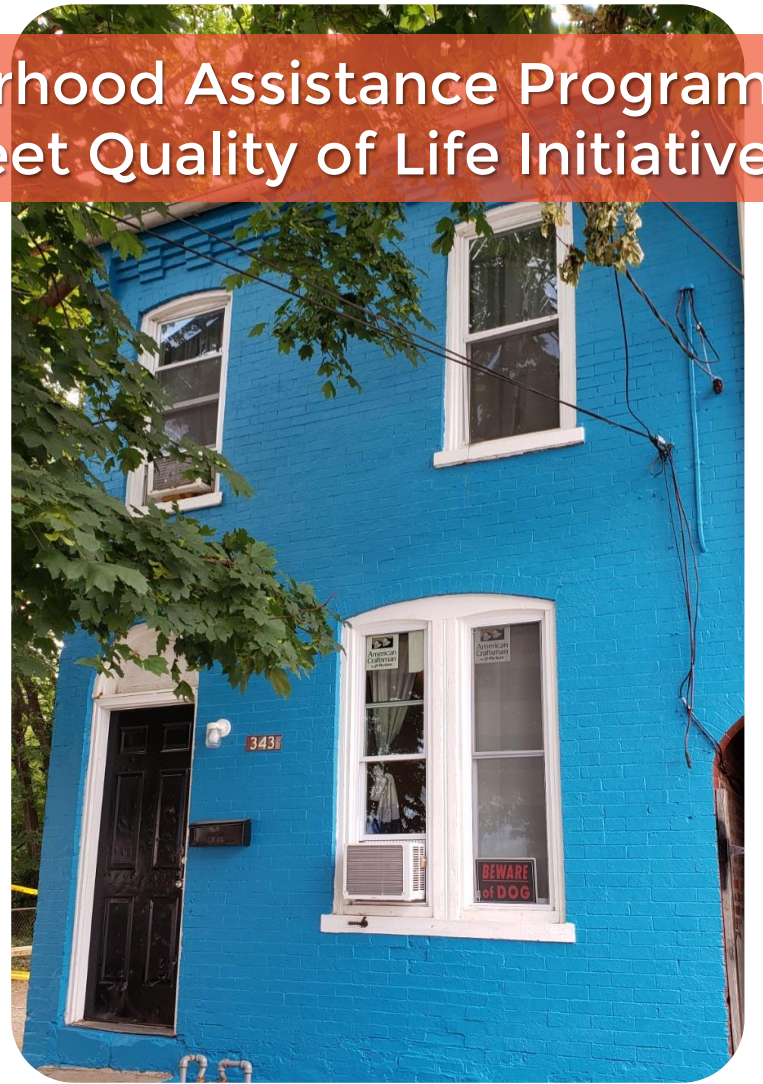
Neighborhood Assistance Program  
Beaver Street Quality of Life Initiative

**Property Acquisition & Rehab**





Neighborhood Assistance Program  
Beaver Street Quality of Life Initiative



## Façade Improvements



# Public Art

Neighborhood Assistance Program  
Beaver Street Quality of Life Initiative







# HDC

## MidAtlantic

July 21, 2021

House Urban Affairs Committee – PA House of Representatives  
Dana Hanchin, President and CEO HDC MidAtlantic, Testimony

Thank you Representative Sturla, Representative Brown for your leadership and everyone in attendance today to discuss the important topic of blight.

My name is Dana Hanchin, and I am the President and CEO of HDC MidAtlantic. We are a nonprofit affordable housing provider based here in Lancaster. HDC MidAtlantic owns and/or manages over 3,000 apartments, providing housing that is safe and affordable to those with lower incomes, focusing on seniors, families, and individuals living with disabilities. We serve over 4,000 residents in 55 communities located in urban, suburban, and rural areas across Pennsylvania, Delaware, and Maryland. HDC builds hope and opportunity for all residents to reach their full potential by creating, preserving, and strengthening affordable housing communities. Across HDC's 50-year history we have provided affordable housing to over 50,000 residents, invested \$325 million building and preserving housing, resulting in \$1 billion in local economic impact.

Blight and affordable housing are two prominent problems across Pennsylvania. Blight is not solely a problem in major metropolitan cities but impacts smaller urban areas and rural communities as well. According to a study from the Urban Institute, economic costs of blight vary by city and by region, but they generally fall into one of four areas: direct property maintenance costs, code enforcement program costs, police and fire costs, and lost property tax revenue. At the same time, Lancaster, as well as other communities across the Commonwealth, lack enough affordable housing to meet the overwhelming need. Prior to the pandemic, Lancaster County needed an additional 7,000 affordable homes to meet the demand for low-income households.

For nearly 30 years HDC has adapted historical buildings into affordable housing for our community. HDC breathes new life into these historic buildings, such as Umbrella Works and King Theater, adapting them into affordable housing and meeting the needs of our community. Many of Lancaster's historically significant buildings are important to the built environment of the city, but also present complex redevelopment challenges. The former St. Joseph's/UPMC hospital on College Avenue is a key example. The hospital ran into some financial trouble and a few years ago, UPMC bought the hospital and attempted to keep it open, but in 2019 the decision was made to close it.

The looming threat of a large, blighted property threatened to stagnate economic development and decrease home values in our community, but Lancaster Mayor Danene Sorace acted to

4-6 West King Street | Suite 4 | Lancaster, PA 17603-3824 | 717-291-1911 | [hdcweb.org](http://hdcweb.org)





quickly garner feedback from the community on how the former hospital campus should be used. Citizens spoke up and indicated their desire to see affordable housing, market rate housing, and retail. The local government and community were insistent that affordable housing should be a key component of any redevelopment. UPMC selected Washington Place Equities (WPE) to handle the retail and market rate housing and HDC to develop the affordable housing. UPMC is providing three parcels of land to HDC for a nominal cost to make the project feasible.

A key component to blight remediation is developing community buy-in to help address perceived problems. HDC worked with WPE to utilize a proactive community engagement strategy to keep local residents at the center of the process and create a development that would serve diverse community needs. We held three community meetings (most recently earlier this week), all open to the public, met with local neighborhood groups, and even canvassed the area. Rejuvenating an area requires talking with the community and asking them how problems should be tackled. We eased concerns that our development could displace current residents, overburden infrastructure, or impact their home values. As a result, support among neighbors and community stakeholders has been widespread and significantly positive.

Financing any affordable housing project requires various sources of funding including public and private dollars. For the Apartments at College Avenue, HDC has received two major commitments from the Steinman Foundation and the United Disabilities Services Foundation (UDS) totaling \$2.25 million. The City of Lancaster has come to the table and provided a commitment of \$850,000 in HOME funds. Without the support of our partners this development would not be possible for HDC.

HDC currently has an application in to receive 9% Low-income Housing Tax Credits from the Pennsylvania Housing Finance Agency to finance phase one. The approval of this application is vital to completing the project. Phase one of HDC's development will include the construction of a five-story building with one- and two-bedroom affordable apartments across the street from the main hospital site. The total projected cost for HDC is expected to be \$15.8 million.

Once completed, HDC will develop approximately 120 affordable rental apartments with rental rates ranging from \$200 to \$850. WPE will provide 125 market rate rental apartments, 52 market rate townhomes, and 6,000 – 8,000 square feet of retail space.

Abating blight is not the responsibility of any single entity, rather it takes all sectors coming together to address this problem. It requires a proactive local government willing to listen to and prioritize the needs of their constituents. Private and public financing are equally necessary to adapt large historic buildings into affordable housing. If everyone comes to the table, then it is possible to take a potential economic calamity and, in this case, convert it into a \$100 million mixed income development that could as much as double economic impact, create jobs, homeowners, and bring in tax revenue.

This is potentially a model for other areas in the Commonwealth to adopt if the right conditions are in place. I recommend the state take the following steps to decrease blight and increase affordable housing:

4-6 West King Street | Suite 4 | Lancaster, PA 17603-3824 | 717-291-1911 | [hdcweb.org](http://hdcweb.org)





- Develop an integrated plan that focuses on the intersection of affordable housing development, blight remediation, and community engagement.
- Provide robust financial support to combat blight and adopt a targeted funding strategy that provides flexible funding. This can incentivize organizations to look at historic buildings with an eye toward adapting them into affordable housing.
- Continued support for the Pennsylvania State Housing Tax Credit can drive more resources toward affordable housing. The recent allocation of \$10 million annually is a promising start to addressing housing needs, but many viable projects remain stalled due to the lack of tax credit allocations.
- Another key hurdle is restrictive local zoning and codes. HDC is fortunate to have full support of the city of Lancaster and many residents in our community, but NIMBYism often persists in communities. Providing local governments and communities with the tools to educate about affordable housing development and the positive impacts to their communities can mitigate some of the perceived bias.

I am encouraged by the committee's interest in decreasing blight by adapting buildings into affordable housing. HDC remains committed to working with you to solve this problem.

Thank you.



Dana Hanchin  
President and CEO  
HDC MidAtlantic





**HDC**  
MidAtlantic

# 2020 Impact Report



For 50 years HDC has been working with our neighbors to create real change and meaningful connections by creating, preserving, and strengthening affordable housing communities.

In the face of the COVID-19 pandemic, we never wavered in our commitment to a world where a safe, welcoming, affordable place to call home is open to everyone. HDC demonstrated resilience, ingenuity, and compassion to meet new challenges.

## Our Diverse Communities

# 4,115 Residents

### Gender Identity



- 65% Female
- 35% Male

### Ethnicity



- 63% Non-Hispanic
- 28% Hispanic/Latino
- 9% Declined to report

### Age



- 37% 62+
- 36% 18-61
- 27% Under 18

### Race



- 49% White
- 25% Black/African-American
- 12% Multiracial
- 10% Declined to report
- 4% Other

**55** Affordable Housing Communities

**3001** Apartments

**13** Counties in Pennsylvania, Delaware, and Maryland

**84%** of households with annual income below \$30,000

### Geography



- 45% Urban
- 33% Suburban
- 22% Rural



# COVID-19 Pandemic Response

When the COVID-19 pandemic hit, HDC expanded services and adapted operations to keep residents and employees safe. We worked tirelessly connecting residents to resources to make ends meet during the crisis.

Many HDC residents had work hours reduced because of COVID-19. One Lancaster County resident immediately sought help from HDC. We connected him to several relief programs, and he applied for state rental assistance the day the program opened.

**\$712,000** → **\$243,500**

**Cost savings to residents in benefits and resources accessed,** including PA's rent rebate program, food programs, and rental assistance.



**I really appreciate how hard you work for us and the resources you provide... It means a lot to me that you know what I need.**

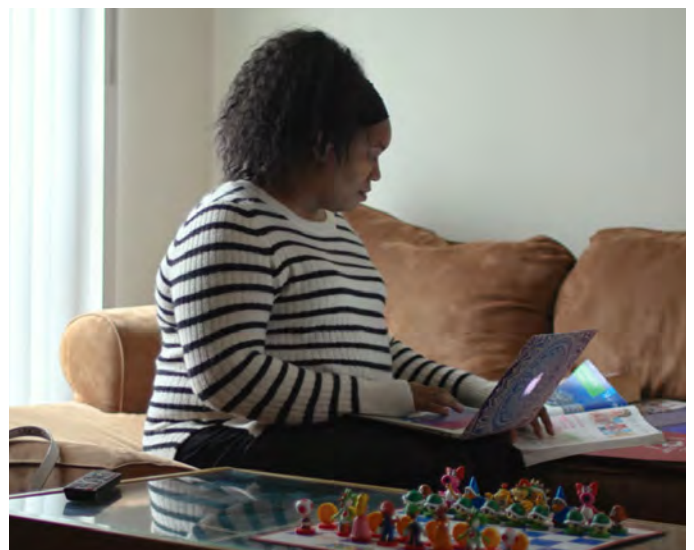
**- HDC Resident at Aster Place Apartments**



**of these savings were COVID-related rent relief secured in partnership with residents.**

**400** Residents on average enrolled in Eviction Prevention Program monthly.

Long before eviction moratoriums took effect, we enrolled everyone struggling to pay rent in our Eviction Prevention Program. We proactively contacted households to provide support, connect them to new resources, and make a plan to meet monthly expenses.



## Advancing Equity

### 2020 Racial Equity, Diversity, and Inclusion (REDI) accomplishments:

- Created 18-member, cross-departmental work group to advance equity across HDC and our communities.
- Increased board diversity.
- Issued public antiracism and call to action statements; instituted land acknowledgement statement in groundbreaking activities.
- Established Juneteenth as a paid holiday for all employees.
- Instituted diversity, inclusion, implicit bias, and microaggression training for all employees.
- Revised Resident Selection Criteria to further racial equity in housing and advance fair housing practices.



# Cultivating Partnerships



## Equitable Development

HDC leveraged public, private, and philanthropic partnerships to work with Washington Place Equities on a mixed-use, mixed-income redevelopment of the former UPMC/St. Joseph's hospital in Lancaster.

Two local foundations committed a total of **\$2.25 million** to phase one of HDC's plan to develop and own **120 new affordable homes.**

## Increasing Access for Vulnerable Populations

HDC partnered with the Alliance for Building Communities and the Eastern PA Down Syndrome to advance housing opportunities for seniors (55+) and adults with intellectual and developmental disabilities. 20% of the apartments at 1528 West in Allentown (PA) will be developed for adults with physical, intellectual or developmental disabilities, all apartments will be visitable for individuals with physical disabilities, and services will support independent living for all residents.



## Food Access

We expanded food security by connecting over

**1100 residents**

in 22 HDC housing communities with free, healthy food through our collaborations with:

- Central PA Food Bank
- Helping Harvest
- Chester County Food Bank
- Meals on Wheels
- CAP of Lancaster County





The Flats III



Beach Run Apartments

## Expanding Housing

### 77 New Apartments Completed

- **The Flats III** (Wilmington, DE)  
in partnership with Todmorden Foundation.

### 51 Apartments Under Construction

- **Beach Run Apartments** (Fredericksburg, PA)

### 634 Apartments in Pre-Development

- **The Apartments at College Avenue** (Lancaster, PA)
- **Manor View Terrace** (Millersville, PA)
- **The Flats IV** (Wilmington, DE)
- **1528 West** (Allentown, PA)

Plus preservation and rehabilitation activities planned at 10 communities in 4 counties in PA and in Delaware.

### 2 New Communities Under Management

- **Hamburg School Apartments** (Hamburg, PA)  
50 apartments
- **Hartley Hall Senior Housing** (Pocomoke City, MD)  
20 apartments.

## Our Funders and Sponsors



AGM Financial Services, Inc.  
AP Bene it Advisors  
Architectural Concepts PC  
BB&T/Truist Bank  
Benchmark Construction  
Bowen National Research  
Capital Blue Cross Cargas  
Cinnaire  
Community First Fund  
Community Lenders CREA  
Credit Bureau of Lancaster  
DiSabatino Construction  
Dominion Due Diligence

Evolution Energy  
First Citizens Community Bank  
First National Bank  
Fulton Bank  
Funk and Sons  
HD Supply  
High Schwartz  
Joseph Development  
Lancaster Cares Fund  
Lancaster County Community Foundation  
Landis Communities  
Lank, Johnson, and Tull  
M&T Bank

McKonly & Asbury  
Members 1st Federal Credit Union  
Mid Penn Bank  
Millers Mutual  
Murray  
NeighborWorks America  
Nikolaus & Hohenadel  
One2One  
Patriot Home Care  
Paul Davis Restoration  
Penn Medicine Lancaster General Health  
Pennsylvania Housing Finance Agency

People's Bank  
PNC Bank  
The S. Dale High Foundation  
The Steinman Foundation  
Stevens and Lee  
Tabor Community Services  
TD Bank Foundation  
Tippetts/Weaver Architects  
Troutman Pepper  
United Disabilities Services Foundation  
The Witmer Group  
Yardi



4-6 W. King Street, Suite 4  
Lancaster, PA 17603  
(717) 291-1911 • [hdcweb.org](http://hdcweb.org)  
Follow Us   

HDC builds hope and opportunity for all residents to reach their full potential by creating, preserving, and strengthening affordable housing communities.

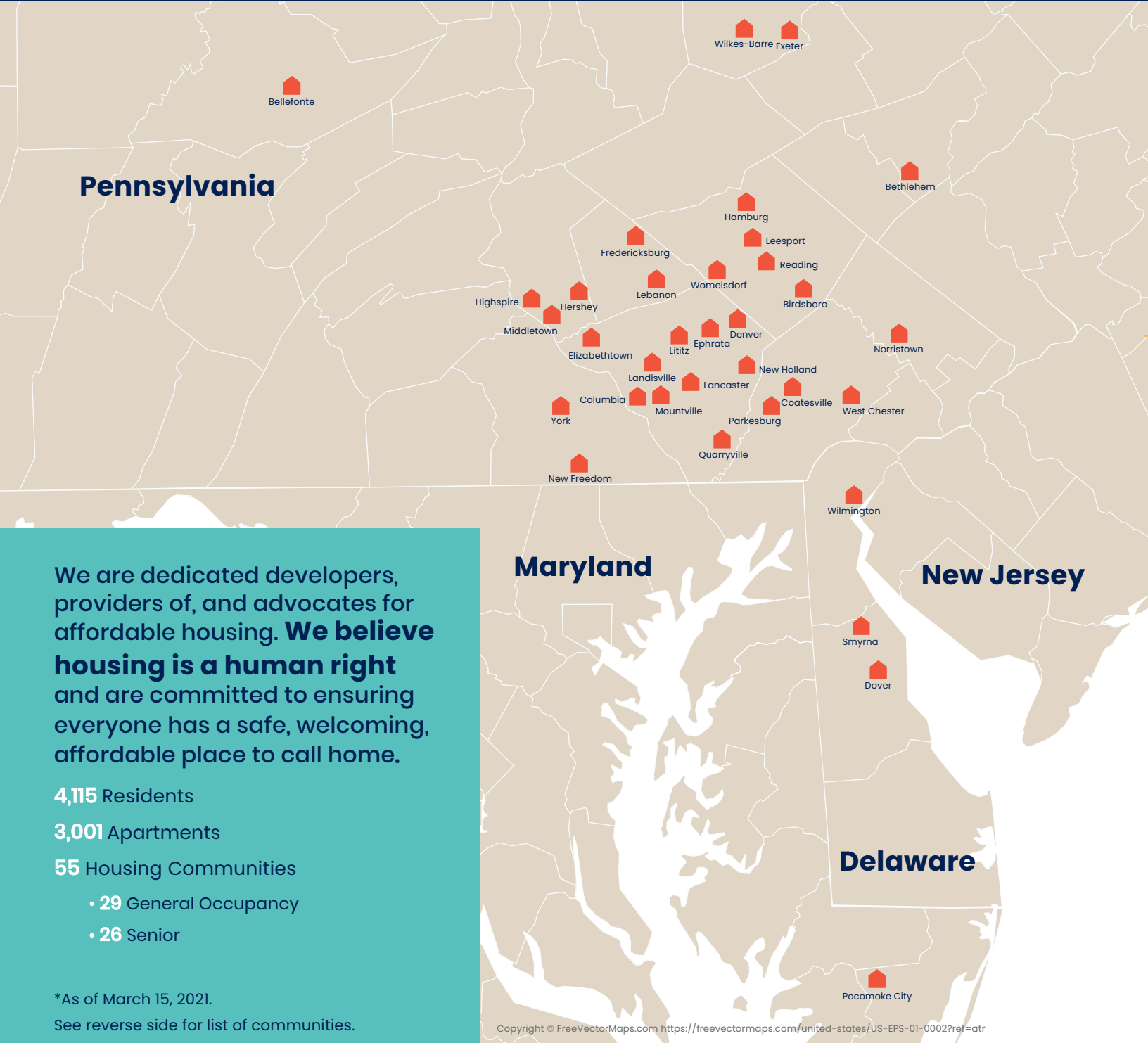
**Welcome home.**





# Where We Work

We offer 1, 2, and 3-bedroom modern apartments in well-designed communities of excellence with quality amenities and services in 55 affordable housing communities in 13 counties in Pennsylvania, Delaware, and Maryland.



We are dedicated developers, providers of, and advocates for affordable housing. **We believe housing is a human right** and are committed to ensuring everyone has a safe, welcoming, affordable place to call home.

4,115 Residents

3,001 Apartments

55 Housing Communities

- 29 General Occupancy
- 26 Senior

\*As of March 15, 2021.

See reverse side for list of communities.

Copyright © FreeVectorMaps.com <https://freevectormaps.com/united-states/US-EPS-01-0002?ref=atr>



4-6 W. King Street, Suite 4, Lancaster, PA 17603  
(717) 291-1911 • [hdcweb.org](http://hdcweb.org) • [info@hdcweb.org](mailto:info@hdcweb.org)

Follow Us   

HDC builds hope and opportunity for all residents to reach their full potential by creating, preserving, and strengthening affordable housing communities.

**Welcome home.**



## Pennsylvania

### BERKS COUNTY

8 communities; 492 apartments

#### Birdsboro

River Run Meadows Apartments

#### Hamburg

Hamburg School Apartments

#### Leesport

Southgate Apartments

#### Reading

Market Square Apartments

Penns Common Court

Providence House

Skyline View Apartments

#### Womelsdorf

Henner Apartments

### CENTRE COUNTY

1 community; 66 apartments

#### Bellefonte

Governor's Gate Apartments

### CHESTER COUNTY

6 communities; 220 apartments

#### Coatesville

Ash Park Terrace

The Brandywine Center

Washington House Apartments

#### Parkesburg

Parkesburg School Apartments

#### West Chester

Denney Reyburn Apartments

Hannum Gardens

### DAUPHIN COUNTY

3 communities; 159 apartments

#### Hershey

Willow Ridge Apartments

#### Highspire

Highspire School Apartments

#### Middletown

Springwood Glen Apartments

### LANCASTER COUNTY

24 communities; 1282 apartments

#### Columbia

Saint Peter Apartments

Trinity House Apartments

#### Denver

The Apartments at Heatherwoods

#### Elizabethtown

Market House Apartments

Whistletop View Apartments

#### Ephrata

Franklin Street Apartments

#### Lancaster

The Apartments at Mulberry Corners

Duke Manor Apartments

King Theatre Apartments

Lancaster Apartments

Plum Tree Apartments

Ruoff Tower

Tabor Place Apartments

Umbrella Works Apartments

#### Landisville

Landisville Apartments I

Landisville Apartments II

#### Lititz

Aster Place Apartments

Larkspur Crossing Townhomes

#### Mountville

Rockford Chase Apartments

Sylvan Retreat Apartments

#### New Holland

Mountain View Terrace

#### Quarryville

Oak Bottom Village

Oak Bottom Village II

Oak Bottom Village III

### LEBANON COUNTY

2 communities; 77 apartments

#### Fredericksburg

Beach Run Apartments

#### Lebanon

Deer Lake Apartments

### LUZERNE COUNTY

2 communities; 102 apartments

#### Exeter

Exeter Senior Living Apartments

#### Wilkes-Barre

Heritage Point Apartments

### MONTGOMERY COUNTY

1 community; 42 apartments

#### Norristown

Norriswood Apartments

### NORTHAMPTON COUNTY

1 community; 46 apartments

#### Bethlehem

South Side Lofts

### YORK COUNTY

2 communities; 93 apartments

#### New Freedom

New Freedom Apartments

#### York

Wyndamere Apartments

## Delaware

### KENT COUNTY

2 communities; 118 apartments

#### Dover

East Lake Gardens Apartments

#### Smyrna

Smyrna Gardens Apartments

### NEW CASTLE COUNTY

3 communities; 221 apartments

#### Wilmington

The Flats Phase I

The Flats Phase II

The Flats Phase III

## Maryland

### WORCESTER COUNTY

2 communities; 78 apartments

#### Pocomoke City

Hartley Hall Senior Housing Apartments

Newtowne Apartments



4-6 W. King Street, Suite 4, Lancaster, PA 17603  
(717) 291-1911 • [hdcweb.org](http://hdcweb.org) • [info@hdcweb.org](mailto:info@hdcweb.org)

Follow Us   

HDC builds hope and opportunity for all residents to reach their full potential by creating, preserving, and strengthening affordable housing communities.

**Welcome home.**



## SACA Development Activities

Since its founding, SACA has delivered affordable housing and economic development to the Historic Southeast Neighborhood through its subsidiary SACA Development. SACA initially focused on the purchase of scattered site single family homes in the southeast area, many of which were abandoned or condemned. These homes were renovated to code and then sold to first time homebuyers. All totaled, SACA Development has completed over 100 scattered site homes.

SACA Development also purchased an abandoned tobacco warehouse on South Lime Street and converted to 30 affordable apartments as well as first floor commercial space for SACA's offices.

SACA then began its Homeownership Choice program in concert with PHFA. In this program, SACA Development transformed whole blocks of properties into homes for first time homebuyers. SACA Development completed projects in:

- North and Locust Street: a deserted brownfield was replaced with 13 newly constructed 3 bedroom homes.
- Palm Street – This long-neglected street in the southeast was transformed into 16 single family homes by combining new construction and renovation of older properties.
- Plum Street – This project transformed 11 deteriorated homes, many of which had been divided into apartments, into 11 new single-family homes.
- In each of these cases, the homes were sold to first time homebuyers with incomes less than 80% of the Area median income.

In the area of economic and community development, SACA Development has been a leader in revitalizing the city's southeast area.

SACA purchased and renovated the former Elks Club and several deteriorated properties on South Duke Street which resulted in the opening of the Belco Credit Union as well as several other retail businesses.

SACA also took on a long abandoned 5.7 acre city ash pit on South Duke Street and transformed it into 30,000 square feet of commercial/retail space, including the neighborhood's first full service grocery store.

As part of this project, SACA constructed 12 new single family townhomes all of which were sold to first time homebuyers.

Most recently, SACA purchased a piece of abandoned vacant land on Chesapeake Street and is in the process of building 18 new single-family townhomes. This Conestoga North project as resulted in the completion of nine new units which will be sold to first time homebuyers in the near future. Phase 2 of this project will begin by the end of 2021 and will construct an addition nine units.

Finally SACA Development has provided leadership in the creation on many new community facilities serving the city's southeast area. Among these are the:

- Tec Centro facility on Chester Street which provided education and training to neighborhood residents. The building was an abandoned industrial building before its purchase.
- La Academia Partnership Charter School was an old school building which had been closed for many years.
- Several residential treatment facilities
- Centro Hispano which includes SACA's Senior Center and many other human services.

Our Southeast neighborhood revitalization is the result of partnership with the Pennsylvania Housing and Finance Agency, the Wells Fargo Regional Foundation, the City of Lancaster, PA Department of Community and Economic Development and others.



## SACA Projects

### **Tec Centro**

Tec Centro is the only bilingual workforce development center in the Commonwealth. It is a comprehensive program including walk in employment services in the neighborhood, language development, adult education, job readiness, skills training in high demand occupations, job placement and follow up. Tec Centro is uniquely positioned to address the needs of underemployed individuals as well as unemployed individuals.

Tec Centro opened in 2014. It cost \$2.5M to establish. The project received RCAP, New Market Tax Credits, US Department of Commerce Economic Development Administration grant, philanthropic grants, and conventional financing.

In 2019, SACA made an additional investment of \$3.2M to secure a location for an expansion facility of Tec Centro. Working with Thaddeus Stevens College of Technology and the County of Lancaster, we have been able to open three new trades area:

- **HVAC Maintenance and Refrigeration**
- **Commercial Plumbing**
- **Industrial Electrical**

**In addition, new areas for the expansion of community-based workforce development training are being planned which includes welding, machinist, and metal fabrication.**

Tec Centro serves 1,100 individuals yearly with 350 individuals graduating from high occupational demand skills training and 326 placements per year. Funding from state agencies such as **PA Department of Education and PDCED** is used for the operation, scholarships to adult learners. Total yearly operational budget is \$1.2M.

**Total Investment in facilities \$2.5M**

**Total Yearly Investment in Workforce Development \$1.2M**

**Total Individuals Served on a Yearly Basis 1,110**

### **SACA Radio**

The Lancaster community is served by a full time educational public radio station, WLCH91.3fm/Radio Centro. On air since 1986, Radio Centro has filled the role of connecting the growing Latino community to essential services and opportunities as well as cultural programming. It serves as a bridge between Spanish speaking and English speaking communities and serves as a bridge between community and area businesses, schools, government, employers, health care advocates, and social agencies. WLCH91.3fm/Radio Centro does not receive state funding, but is supported by business underwriting, contributions, and the Corporation for Public Broadcasting.

**Total Yearly Investment \$420,000**

**Number of Homes Reached Every 15 Minutes**

**Average Hours Spent Listening 9.5hrs**

### **Belco Community Credit Union**

Belco Community Credit Union- a community based credit union has long been an aspiration of residents of the SouthEast. SACA Development Corporation purchased the Conestoga Elks building and grounds, created a homeowner zone of new townhouses and converted the building into a facility that Belco Community Credit Union moved into as well as a daycare center. The facility was converted into commercial use through a PDCED loan through the City of Lancaster and private financing

**Total Investment in Community Broadcasting \$600,000**



## **Plaza Centro Commercial Center**

There has not been any significant commercial development in the SouthEast quadrant of the City since the last 1960's. A food desert existed in this quadrant of the city. The Plaza Centro Commercial Center was developed to offer neighborhood entrepreneurs with the opportunity to set up their businesses and prosper. The Commercial Center has a 10,000 square foot Family Dollar, a 10,000 square foot grocery store, restaurant, barber shop, phone store, and real estate services. A Wine Bar/Bookstore will open later this summer that will offer homemade wine, food, and cultural encounters.

The Plaza Centro Commercial Center was made possible through the participation of

- **Neighborhood Assistance Program**
- **Building PA**
- **New Market Tax Credit**
- **US Department of Commerce Economic Development Administration**
- **Private Financing**
- **City Revitalization and Improvement Zone (CRIZ)**

**Total Investment \$6.7M**

**Number of Businesses Created 7**

## **Conestoga North Townhouse Affordable Housing Project**

SACA Development Corporation has built 69 new townhouses with an additional 9 homes to be built in 2022. SACADC has been able to organize an investment of \$12.5M in affordable housing over the last decade.

Funding for affordable housing has been made possible through the support of

- **PA Department of Community and Economic Development HOME Program**
- **PA Housing Finance Agency PHARE Program**
- **City HOME Program**

**Total Investment \$12M**

**Number of New Townhouses Constructed -78**

## **La Academia Charter School**

La Acadmeia Charter School was founded in 1998 as a small learning community that could provide at risk students with the individualized attention needed. The Charter School is a resource for families concerned about the educational success of their student and is a resource for the School District of Lancaster in addressing the students educational success and needing a smaller educational environment.

The enrollment of La Academia is 225 students from grades 6 to 12.

**Total Budget \$4.5M**

**Number of Students 225**

## **Tenfold (formerly known as Tabor/LHOP) Affiliated Properties**

### **105 E King St – TLC**

TLC is a shelter for families and veterans on a journey from homelessness to permanent housing. Former King Douglas Hotel, started out as a transitional housing program known as HARB-Adult in 1985 to serve individuals leaving the state hospital system. Later shifted towards a broader focus on homelessness. In May 2004, TLC merged with Tabor (now Tenfold). In 2007 also became home to Veteran's Victory House, with 17 rooms dedicated to homeless veterans and their families. For many years, served as primary housing partner for returning citizens exiting Lancaster County Prison. In 2019 became part of a crisis housing pilot for individuals with complex medical conditions who were part of LGH's Care Connections program. Today, the rooms are split between emergency shelter for families, veterans shelter, crisis housing, and extended stay. Annual operating budget is nearly \$1 million.

### **308 E King St**

Headquarters of Tenfold since May 2005, Historic eastern Market Building. Capital campaign raised \$1.4 million for the renovation. In 2021 Tabor and LHOP reorganized and are now known as Tenfold. Services based out of here include the coordinated intake for the county's homelessness system, rapid-rehousing for homeless households, specialty housing supportive services for individuals with mental health, HIV/AIDS, housing location services for both homeless and non-homeless individuals, financial and housing counseling through the Financial Empowerment Center including First Time Homebuyer education and down payment assistance, the Housing Rights and Resource Center providing resources to landlords, tenants and lenders, and Tenfold's CDFI that provides low-interest loans to developers creating or preserving affordable housing. 308 E King St is also home to Church World Service, the county's largest refugee resettlement agency.

### **401 E King St**

Old Fairmont Hotel, former nuisance bar, renovated by Tabor and Habitat for Humanity in 2006 with business space on first floor and apartments upstairs.

### **317/321 E King St**

In 2006 Tabor opened Market View apartments, a permanent supportive housing community for formerly homeless individuals with a disability. The renovation was financed with funding from the City via HUD HOME dollars, the Federal Home Loan Bank of Pittsburgh's Affordable Housing Program, and private sources. Today, Tenfold provides case management and rental assistance for these tenants through a mix of funding from HUD, the homeless coalition, and private donations,

### **439 E King St /440 Grant Street**

Purchased by Tabor in 1993, 6,000 square feet facing King serves as office space, while the rest of the building was converted into 26 apartments, known as Tabor Place with an entrance on Grant St, serving low-income seniors. HDC manages the units on behalf of Tabor.

### **SoWe on Manor St.**

Tenfold's SoWe Initiative and its partner Lancaster City Alliance have focused their attention on Manor St. to ensure residents are supported and the corridor grows as an economic hub. The South West Revitalization Strategy and the Building on Strength plan calls for the development of Manor St and to return historic store



fronts to their intended commercial use. A large-scale façade improvement administered by Lancaster City Alliance effort began in 2018 and continues today. 13 properties along Manor St. Received façade improvement funding resulting in an investment of \$178,767.50. Funding for façade program was provided by Wells Fargo Regional Foundation, High Foundation, and BB&T Economic Growth fund.

In efforts to beautify the streetscape. The city of Lancaster installed pedestrian style lighting and street trees as part of a \$1 million investment supported by the city of Lancaster and State of Pennsylvania.

#### **Culliton Park:**

Culliton Park renovation was a key priority of the SoWe initiative. SoWe residents long advocated for an investment into the park as it was an underutilized space for the community. Through a large planning effort and funding provided by the Gunterberg Foundation, Redevelopment Assistance Capital Program of PA, and the City of Lancaster the renovation was completed and open to the public in fall of 2020. The Park is one of the most active public spaces in Lancaster. Public art at the park was designed and completed by Salina Almanzar and Mathew Geller.

Developer: City of Lancaster

Budget: \$3.4 Million Dollars

Completion Date: 11/20/2020

#### **Housing Development in SoWe**

Tenfold's LHIFT program has been providing low-interest flexible financing to SoWe residents and developers to purchase and renovate blighted properties in the neighborhood for affordable housing. Since 2017 Tenfold (formal Lancaster Housing Opportunity Partnership) have supported 16 renovations of blighted homes for resale and affordable rentals. This work was done directly through Tenfold and through lending and supporting non-profit partners such as Impact Missions, Lancaster Equity CDC, and Community Action Partnership as well as private investors who live or are invested in the SoWe neighborhood. Key accomplishments through Tenfold Community Lending's LHIFT program are outlined below.

#### **602 St. Joseph St.**

602 St. Joseph St., a formerly blighted condemned mix-used building now host a new business and an affordable rental unit. Tenfold partnered with a like-minded local private investor to renovate the building. Funding for the project was provided through Tenfold LHIFT program and through SoWe/Lancaster City Alliance Façade Improvement Program.

Developer: Kingdom Concepts

LHIFT Loan Investment: \$140,000

Façade Improvement Grant: \$10,000

Date Completed: 2019

#### **508-10 St. Joseph Street:**

Local resident and developer purchased 508-10 St. Joseph St. To enhance the block they live on. The property needed a large renovation to bring it up to code and make it habitable. LHIFT provided a loan for the renovation of property which resulted in the creation of three quality affordable rental units to the neighborhood. The owner even painted a "Welcome to Cabbage Hill" mural to welcome neighbors to 'The Hill'

Developer: Michael Brenneman

LHIFT Loan amount: \$154,290

Date Completed: 2020

### **559 Manor Street**

In efforts to revitalize Manor St, SoWe and Tenfold worked with a private investor to purchase and renovate 559 Manor St. The property now hosts three affordable units, and the first-floor commercial space is currently under construction. The property will also receive a Façade Improvement Grant through Lancaster City Alliance. The project meets the goals outlined in the South West Revitalization Initiative and The Building on Strength Plan to return formerly historic commercial spaces back to their intended use on major corridors.

**LHIFT Investment:** \$212,500

**Façade Improvement Funding:** \$10,000

**Investor:** Lockwood Property Holdings

Date Completed: Ongoing Renovation

### **SACA Development on Chesapeake**

SACA DC received pre-development loan in the amount of \$167,500 which completed the need of \$1,181,700 in predevelopment total dollars. The Conestoga North Residential Project will consist of 20 new for sale townhouses within a Keystone Elm Street designated community. Items covered by the pre-development loan included environmental surveys, building architectural and landscape architectural services, site work, preconstruction/management services, utilities, legal, interest, accounting, overhead and development fees.

### **Southern Market Center**

A joint effort of Lancaster Equity, Inc. (owner) and Willow Valley Communities (developer and long-term tenant) to create a food-oriented economic incubator at a critical intersection. Lancaster Equity is a 501c3 Community Development Corporation comprising the city's key housing and community development organizations (Tenfold, SACA, LCA, HDC, LGH, Habitat, City Housing Authority, CAP, CareerLink, Community First Fund, Assets) and community volunteers, including residents of lower-income neighborhoods. Southern Market Center will feature a food hall showcasing diverse entrepreneurs who have gone through Assets' business education services, a co-working space, community rooms, two retail spaces, and the employment office of Willow Valley Communities. Vision is that SMC is a catalyst for workforce and community connections for residents from across the city and beyond. Expected to open during the holiday season in late 2021.





My name is Tammie Fitzpatrick, and I am Director of Development at Community Basics. We are a nonprofit organization dedicated to the creation and management of high-quality affordable housing in Central PA.

Over half of the buildings in our portfolio were once a blighted property. Blight is not an equal opportunity effector. Blight disproportionately affects neighborhoods of color and marginalized communities. That is why the work of affordable housing developers is crucial when discussing the revitalization of neighborhoods and anti-blight policies. Partnerships with affordable housing developers will help mitigate gentrification and strengthen social networks, thereby leading to stronger and healthier communities.

Through our work and the cooperative effort of local municipalities, government agencies, and the dedication of our many partners, we were able to save blighted buildings from demolition, enhance neighborhoods, preserve architectural history, and provide affordable housing for families and seniors. Affordable housing developers make a 40-year commitment to maintain the affordability and quality of these properties. The public/private investments in affordable housing have an immediate and long-term impact on families and communities.

During your bus tour yesterday, you passed by Park Avenue Apartments at 255 Park Avenue, across from the Lancaster Cemetery. The building was constructed in the late 19th century and was home to Keystone Lock Works, Davidson Shoe Corp, and finally Park Avenue Shoe retail store until 2004. The unused building sat vacant for over 5 years. The building was declining and as a result, economic values and opportunities in the surrounding neighborhood were declining quickly as well. In 2010, Community Basics completed the rehabilitation of the blighted property to provide 24 one- and two-bedroom apartments for residents 55 and older. The total project costs were approximately \$4M including acquisition, rehabilitation, and soft costs. This public-private investment allowed us to preserve a 120-year-old building, mitigate the "multiplier" effect that occurs with blighted properties and increase the affordable housing stock in Lancaster City. This project, like most redevelopment of blighted properties, required the support and collaboration across many organizations including local and state government, community-based groups, financial institutions, non-profit and human services organizations.

As we seek opportunities to increase the supply of affordable housing in our region, we continue to look at blighted properties where affordable housing can add diversity to housing options and strengthen neighborhoods. Community Basics, along with several other non-profit agencies that provide affordable housing are combining efforts and partnering with the City of Lancaster Land Bank Authority on an integrated housing program. The Land Bank and the housing agencies will work to repurpose abandoned properties in a manner consistent with the City of Lancaster's Strategic and Comprehensive Plans. The overarching goals of the program are to increase the



number of affordable housing opportunities, enhance neighborhoods, and prevent problem landlords from gaining control over blighted properties.

Due to Representative Sturla's tireless efforts and the work of these other organizations represented today, Lancaster serves as a statewide example of how successful public/private partnerships can lead to economic investments in blighted properties and revitalization of neighborhoods. Thank you for your time.



JUNE 12, 2021



## IMPLEMENTING THE PENNSYLVANIA LOW-INCOME HOUSING TAX CREDIT

The General Assembly last year enacted Act 107, which established the framework for a Pennsylvania low-income housing tax credit, to become effective during the 2021-22 fiscal year. The legislation provides that additional legislative action is required to implement the program.<sup>1</sup>

The proposed bill originally authorized making \$10 million in tax credits available each year to the Pennsylvania Housing Finance Agency to be used to facilitate the development of housing to benefit Pennsylvanians who are priced out of the rental market – such the first responders, teachers and others who are such an integral part of our communities. Act 107 requires that at least 10% of the credits be used for housing for households at or below 30% of median income.

***Senator David Argall (R-Schuylkill) has introduced SB763, which would implement the program by allocating the tax credits, and the bill includes language that could be included in other legislation to achieve the same result.***

Helping families find safe and affordable housing makes a difference in the economic well-being of neighborhoods in addition to improving their own lives. A recent study from the Housing Alliance of Pennsylvania noted that a \$10 million investment in affordable housing yields an economic impact of \$19.6 million, while supporting more than 100 jobs and \$4.5 million in wages, and the Act 107 tax credits would be issued only after the projects are completed.

This is the type of policy that directs resources in a way that produces immediate and positive impacts – it puts people to work and creates real opportunities for families to improve their lives. Moreover, this credit is issued only after construction has been completed, and the developers and investors have a long-term commitment to the maintenance of the project.

The affordable housing industry plays a major role in helping people who live in urban, suburban and rural areas of the Commonwealth enjoy the benefit of having a place to live that they might not otherwise be able to obtain. That is specially true when families find it difficult to find affordable rents in the town where they grew up or work.

In partnership with PHFA we produce more than 2,500 units annually as the result of an investment in excess of \$300 million. Notwithstanding that good work, Pennsylvania continues to have a substantial need for affordable housing, and current economic conditions have made our ability to meet that need even more difficult. Among the challenges we face is the need for investor capital to enable us to develop new units, and tax credits help us to obtain the resources to be able to do so.

***The General Assembly, whether by enactment of SB763 or as an amendment to other legislation - as anticipated by Act 107, should authorize the issuance of at least \$10 million in tax credits, which would allow PHFA to deploy them to promote development of affordable rental housing.***

---

<sup>1</sup> The General Assembly must set an annual tax credit amount and authorize implementation of the program.

Section 1903-G(c.1) of Act 107 states, “Upon an enactment after the effective date of this subsection to make an amount of tax credits available under this article, the Secretary of the Budget shall submit a notice to the Legislative Reference Bureau for publication in the Pennsylvania Bulletin.”

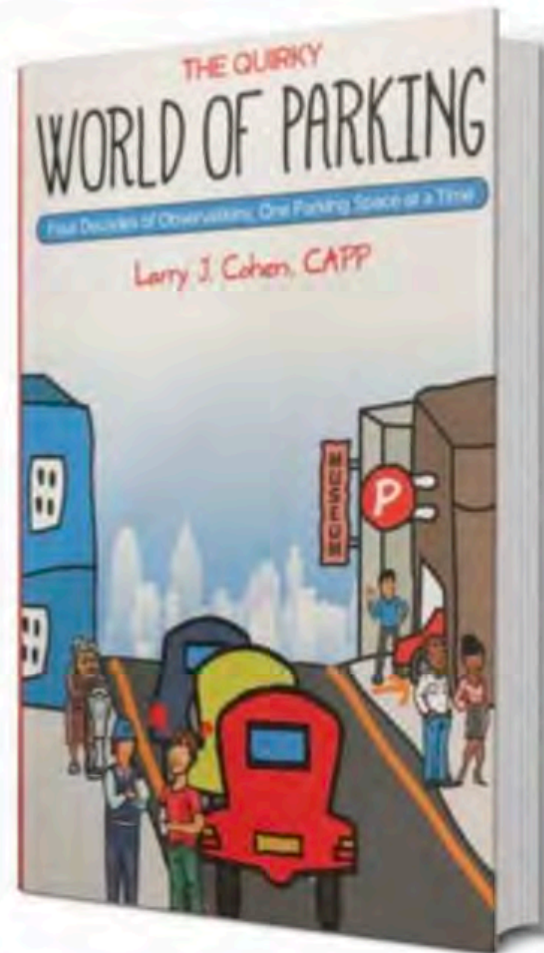
## Parking Industry Vet Publishes Book

**LARRY J. COHEN, CAPP**, a parking executive with 40-years in the industry, recently released "The Quirky World of Parking: Four Decades of Observations, One Parking Space at a Time. The book is a parking primer 101 master class interlaced with crazy and fascinating stories covering all aspects of the profession.

The book is loaded with tons of interesting and crazy stories. Cohen says, "My goal is to provide a fascinating look into the business of parking from an industry insider perspective, and share the many highs and lows we encounter every day,"

Cohen's been responsible for parking at stadiums, universities, hospitals, and a municipality, including managing parking during the inauguration of Presidents Bush and Obama in Washington, D.C.

He has served on the Boards of the International Parking and Mobility Institute, Middle Atlantic Parking Association, and Pennsylvania Parking Association, and is currently executive director of the Lancaster Parking Authority in Lancaster, Pa.





## **Bright Side Opportunities Center**

After two decades of ministry to the Lancaster community, the Bright Side Baptist Church family realized that they did not have the space to hold their growing congregation. Having already expanded to three worship services a Sunday, at their Queen street location, building capacity and parking for membership was a challenge to say the least. After much prayer, Pastor Butcher and the church leadership identified a vacant lot which was located in southwest part of Lancaster city, affectionately known as “Cabbage Hill.” The lot at 515 Hershey Avenue had been vacant for 46 years. However, the neighbors of the vacant lot were very resistant to the prospect of a predominantly African American church moving into a predominantly white neighborhood. After a long, arduous political battle the family of Bright Side Baptist church won a 2/1 zoning board vote. The said vote granted the privilege to build on the land. Many believe that the 200 plus professionally dressed, silently praying attendees at the zoning board meeting had some influence on the decision.

Construction began on the Bright Side Baptist Church in the spring of 2003. The building was completed in the fall of 2004. The architects won a few awards for being able to put a 58,000 square ft building and 129 parking spaces on 2.25 acres of land. The total cost of the building was \$7 million. Because Bright Side was a community church, the community responded and helped raise a good portion of the money. The church also received federal, state and city funds to help with the construction.

As of today, Bright Side is one of the largest minority owned, minority employers in the city of Lancaster. Within the facility we have a PIAA regulation gymnasium where youth from the community come and get formal athletic training along with daily open gym nights. The gym provides a safe haven for youth in the community. We also have a state of the art fitness center in which the community members come and receive personal training, nutritional instruction, participate in Zumba classes, chair yoga, pickle ball, silver sneaker activities and Tai Kwon do classes are offered. Also located on our campus is the Union Community health clinic (formerly Lancaster Health Center/Southeast clinic). The health clinic has 8 fully equipped exam rooms with Doctors and medical staff, where community members come and get medical treatment. The Bright Side Campus also host IU13 where we provide English as a second language courses, Family literacy & High School Equivalency (GED/HiSET) classes. Along with free Citizenship classes. Bright Side is also a Pennsylvania CareerLink site in which we offer:

- Career navigation
- Career connections
- Job Search support
- Online learning
- Virtual Workshops
- Resume critique
- Use of computers fax and internet

Bright Side Baptist church has become an oasis of inclusion and diversity. On the weekends we have a worship service in our main sanctuary in which 23 different ethnicities worship together.

We also provide space for a Hispanic American congregation and an Asian American congregation to use our facility to have their worship gatherings.

Bright Side Baptist church is also the home of Village of Love Child care center. Village of Love Childcare daycare has 45 children from ages 6 months to 6 years old that come and receive educational services on a daily basis.

# The Thaddeus Stevens & Lydia Hamilton Smith Historic Site & Museum

LancasterHistory

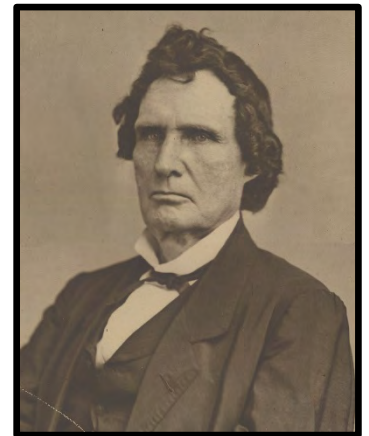
---

## Executive Summary



LancasterHistory is pleased to share its ongoing process for the creation of the **Thaddeus Stevens & Lydia Hamilton Smith Historic Site & Museum**. This project will include three principal components: the restoration and interpretation of the home and law office of Congressman Thaddeus Stevens; a thorough reconsideration of the roles played by Stevens, Lydia Hamilton Smith, and other Pennsylvanians in Underground Railroad activities in the first half of the nineteenth century; and the creation of new galleries interpreting the legacies of Stevens and Smith and the history of the 13th, 14th, and 15th amendments to the U. S. Constitution as the foundation for the Civil Rights Movement of the twentieth century.

**Thaddeus Stevens (1792-1868)**, a powerful statesman, fought in Congress and in the courtroom for the abolition of slavery and for the equality of Americans of African descent in the decades prior to and during the Civil War, and in the era of Reconstruction. His legacy is aligned with two of the great reforms of the nineteenth century: the establishment of free public education and the codification of the principle of equality before the law for all Americans, regardless of race. Recent research has confirmed the long-held conviction of Stevens' active involvement in the Underground Railroad, assisting fugitive slaves by harboring them at his Lancaster, Pennsylvania property at 45 South Queen Street.



Likewise, the story of **Lydia Hamilton Smith (1815-1884)** is integral to this project. An accomplished Black businesswoman in her own right, as Stevens' house manager and confidant for twenty years, Smith helped shape Stevens' philosophy toward equal rights and strengthened his abhorrence of slavery. Smith worked with Stevens to help enslaved people escape to freedom using the network of the Underground Railroad. Following Stevens' death she prospered as an entrepreneurial woman with successful hotels and boarding houses in three cities, an accomplishment made all the more remarkable by the discrimination she faced due to both gender and race. Smith's story provides a unique opportunity to explore the lives of women, especially women of color, in nineteenth-century America.

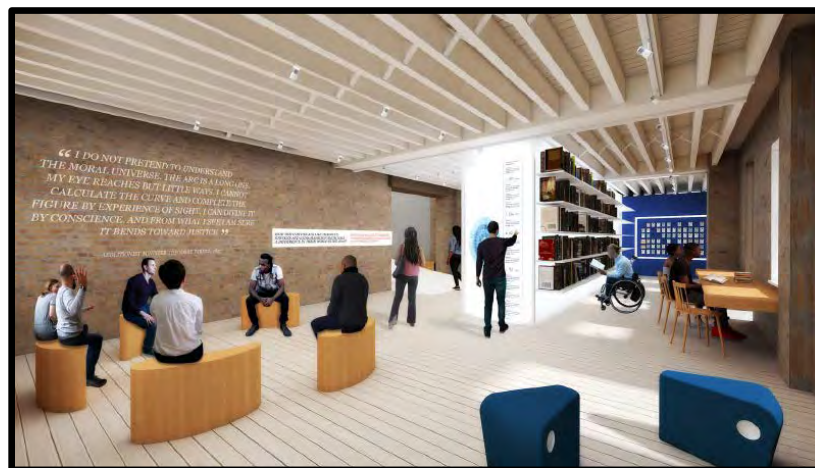




**The Thaddeus Stevens & Lydia Hamilton Smith Historic Site & Museum** will share the story of these two remarkable Americans with the nation, recreating the domestic space and law office of Congressman Stevens on the first floor of his home. An adjacent space will house museum galleries dedicated to the exploration of the quest for freedom among enslaved people of African descent, and the pivotal place that Lancaster and the surrounding region played in the operation of the Underground Railroad.



Within the proposed galleries lies an excavated cistern in the courtyard of Stevens' property, revealing a unique opportunity to explore urban archaeology and its role in exploring Underground Railroad sites.



Exhibits will establish the context to understand the Underground Railroad more aptly as a network of people, rather than places, and to explore the history of the 13th, 14th, and 15th Amendments to the Constitution, and draw the link between those Amendments, America's "Second Founding," the twentieth-century Civil Rights Movement, and the Black Lives Matter movement of today.

The Stevens & Smith Site will become a hub for humanities education in Pennsylvania,

notably exploring issues of African American agency, democracy in action, moral conviction in the quest for freedom, and provide opportunities to advance civic literacy among all citizens.



With financial support from the High Foundation and the National Endowment for the Humanities, LancasterHistory began an extensive interpretive planning process in 2019, as well as a Community Engagement process to ensure the buy-in and feedback of our neighbors and community at large. In 2020, we engaged in a rigorous process to select an exhibition design firm. With the input of an eight-person review committee, we interviewed four finalists in October and were delighted to award the project to Ralph Appelbaum Associates (RAA) in December. Among their recent commissions, RAA was the firm behind the Smithsonian’s National Museum of African American History and Culture, the Jewish Museum and Tolerance Center in Moscow, the Holocaust Museum in Washington DC, and the forthcoming Obama Presidential Center & Museum in Chicago.

We will spend the next six months in a feasibility study with donors, both locally and across the nation, while we continue to host virtual meetings of Community Engagement Teams to ensure local participation with the ongoing Interpretive Planning process. In fall 2021, we will begin to work with Centerbrook Architects and RAA to develop design documents for architectural and exhibition design, and with which to bid the project to local contractors. We have hired Jim Hartling of Urban Partners in Philadelphia to research and craft a Business Sustainability Plan providing pro forma cost estimates for ongoing management of the Site.

Our plan is to be in a position to begin construction in 2023 with project completion in 2024.

LancasterHistory is one of the oldest local history organizations in the Commonwealth of Pennsylvania (1886), and is well-positioned to undertake this project. Our institutional resources have grown to include a decorative arts collection in excess of 25,000 items, a Research Center with more than 2 million historic manuscripts and a 16,000-volume library, and the estate of President James Buchanan. Through exhibitions, educational programs, public history offerings, and much more, LancasterHistory serves over 40,000 annual visitors on-site and reaches over 150,000 patrons through offsite programs and online resources.

Our audiences for the Stevens & Smith Site will be three main groups: local residents, visitors to the region, and school groups. Lancaster County has nearly 600,000 residents, including 67,000 students K-12th grade, and an annual influx of 11 million tourists. Thanks to the location of the Stevens & Smith Site within the footprint of the Lancaster County Convention Center, we anticipate a steady influx of visitors onsite for a variety of conferences, conventions, and tourism traffic.



# Thaddeus Stevens College Of Technology

## VALUE PROPOSITION

The mission of Thaddeus Stevens College of Technology is to meet the higher education needs of low income, historically under-represented students, resulting in immediate employment at a sustaining wage, supporting the growth and strength of business and industry across the Commonwealth of Pennsylvania.

**2,374** applications for Fall 2020 for **809** openings in the freshman class

**1,223** Students for Fall 2020 enrollment

**1,487** companies looking to fill **5,122** jobs for **391** graduates (13.1 jobs/grad)

**377** students with disabilities

Progression Rate: **72.4%**;  
Graduation Rate: **64.3%**<sup>†</sup>

**\$9,661** Median student loan debt<sup>†</sup>

**\$42,500** median base starting salary<sup>‡</sup>

**96.2%** Total Placement & **90%** In-Field Placement<sup>†</sup>

**97%** of graduates remain in Pennsylvania<sup>\*\*†</sup>

### Recognition and Awards

1. Forbes: Ninth Best Two-Year Trade Schools (Technical and Career Colleges) in the Nation<sup>†</sup>
2. Aspen Institute: Top Fifteen Percent of Two-Year Public Colleges in America (awarded every two years; received recognition 6 out of 6 times)<sup>§</sup>
3. Excellence and Equity in Community College STEM Award by the Aspen Institute College Excellence Program and the Siemens Foundation.<sup>§</sup>
4. U.S. Department of Education: Out-Performing 29 Benchmark Associate Colleges with similar Characteristics selected by IPEDS: High Career & Technical-High Traditional, Public, and Enrollment (National Center for Education Statistics (NCES): Integrated Postsecondary Education Data System (IPEDS) Data Feedback Report 2019)
5. Middle States Commission of Higher Education (MSCHE): Reaffirmation of Accreditation with Commendations<sup>\*</sup>
6. Niche - #1 in Best Community Colleges in Pennsylvania 2021

### Our Students

First generation students

Direct to workforce at family-sustaining wage

- Low tuition, minimal or no student-loan debt
- 40% own home within 5 years and purchase car within 1 year

Non-traditional

- Change of career
- Need skills for employment

Articulate to 4-year IHE's

- Supports Commonwealth IHE's - articulate as junior



### **Greiner Advanced Manufacturing Center**

#### **599 Chesapeake Street**

Greiner Center is a 60,000 square foot facility comprising two buildings on the site of the former National Guard Armory, a short distance from the College's main campus on the eastern side of Lancaster City. The building opened to students in the Fall 2018 semester with a "formal" opening in April 2019.

- The Center was developed to increase capacity and access to three in-demand manufacturing majors:
  - HVAC/R (Heating, Ventilation, Air Conditioning, and Refrigeration), Computer Integrated Machining (CIM) and Metals Fabrication and Welding Technology.
- The south building, situated along Chesapeake Street, provides greatly expanded classroom space for the HVAC/R and CIM programs and includes dedicated computer laboratories and flex space for training and industry-based conferences.
- The educational complex is named in recognition of the \$1 million lead gift from Frank and Sharon Greiner of Greiner Industries.
- The Center was built through the Pennsylvania Department of General Services at a cost of approximately \$20 million.
- The College raised \$2.4 million through a capital campaign to support completion of the project.
- A \$1 million grant from Gene Haas Foundation sponsored the Computer Integrated Machining Lab.
- Burnham Holdings, Inc. and US Boiler Company donated to equip the HVAC/R Lab.
- More than 20 regional companies, private foundations, and individuals gave cash and equipment to support the complex.

### **Thaddeus Stevens Transportation Center**

#### **Greenfield Corporate Center- Ben Franklin Boulevard**

Expanded the college's presence in Greenfield Corporate Center (Masonry and Welding Programs also at Greenfield) with a nearly 86,000-square-foot building that will house Stevens' automotive technology and collision repair technology programs (relocated from main campus), as well as house a new diesel technology program starting in the fall 2021 semester.

- The expansion could triple enrollment across the automotive technology and collision repair technology programs, each of which currently has the capacity to enroll 50 total students.
- Enrollment capacity among all three of the Transportation Center's programs will be 450 students by fall 2022.





- Both automotive technology and collision repair technology will move from the main campus on Lancaster's East King Street to make extra room for the cabinetmaking and wood technology programs.
- Thaddeus Stevens will pay a total of \$16.5 million over a 15-year period to lease the building from High Real Estate Group.
- Part of this year's \$4 million increase in state funding is going toward the building's overall operating expenses.

### **Thaddeus Stevens College on Orange Street**

#### **1100 East Orange Street**

- Pennsylvania State passed the budget including \$10 million for Stevens to buy, renovate and equip the former Community Hospital building in September 2004.
- TSCT converted the building into dormitories, classrooms, and laboratories just one year later in the Fall of 2005.
- The project dramatically increased college capacity by accommodating 200 more residential students, and sharply increased classroom, laboratory and office space just three blocks from Main Campus.
- The project meets the fast-rising demand for the classes in construction trades, computers, and other technical subjects.

### **The Home Construction Project**

#### **Various locations throughout Lancaster City and Lancaster Township**

- The Home Construction Project began in 1953 and Thaddeus Stevens College students have built one duplex home per year since then (68 years).
- Originally the Alumni Association raised money and funded the land acquisition and materials needed for construction.
  - Ayres Court, bordering Walnut Street and Grofftown Road was named for Ted Ayres, Class of 1927, who was an Alumni Association board member and active proponent of the building program.
- In 1985, Thaddeus Stevens Foundation was incorporated and assisted the College in funding the program. In 2000, Mr. and Mrs. Richard Warfel generously donated thirteen (13) building lots along Lehigh Avenue for the program.
- The current arrangement has the Thaddeus Stevens Foundation funding land acquisition and the College funding materials and supplies.
  - College expenses for the Housing project in 2019 came in at approximately \$ 385,000.
- New home construction begins in the fall with 2 classes of students (1 per duplex side)



- Each year one of the completed home is entered into the Parade of Homes and has consistently won every award available in the eligible category.
- One side of the most recent duplex completed just sold for \$20,000 over the asking price.
- Proceeds from the sale are re-invested into new land acquisition for future Home Construction Program building sites.
- Proposed/pending land acquisition projects involve a blighted large city property that the Redevelopment Authority of the City of Lancaster (RACL) is involved with.
  - Acquisition and development by TSCT in partnership with RACL/City of Lancaster would include site remediation, affordable new home construction (completed by the Home Construction Project students) available to Lancaster City residents, and a parceling of land for neighborhood use specific to localized community needs and economic development.

#### **Historic Almes House Renovation**

**(Former Lancaster County Children & Youth Offices at the corner of Broad & Chesapeake Street)**

- Currently exploring the opportunity to apply for Redevelopment Assistance Capital Program (RACP) funding to support renovation and/or expansion of the historic Almes House into increased academic program space and housing to meet commonwealth industry demand for expanded program opportunities.
- This provides a unique opportunity to redevelop and repurpose localized community land/building assets in a manner that supports commonwealth wide academic and workforce needs while partnering with the Commonwealth, Lancaster City, Lancaster County, and Lancaster Township.

#### **Educational Improvement Tax Credit (EITC)**

- Approximately \$120,000 in EITC funding was directed to TSCT within the last year primarily for Science Technology Engineering and Math (STEM) related initiatives such as our Adopt a Kindergarten partnership with the School District of Lancaster and other programs that support historically underserved and underrepresented populations of students.
- These funds are invaluable to TSCT programming and to the business partners that seek to use this tax benefit as a means to provide additional opportunity to students within the designated categories of use.
- TSCT builds and develops relationships with local employers and businesses to increase both local business partnerships and the available dollars provided through EITC each year.



## **History of Accelerator Building**

An historic building, once neglected and underused, now shines like a beacon at the corner of West Walnut and North Prince Streets, one of the City's prime intersections at the gateway to downtown Lancaster and its thriving arts community.

Its developer, Henrietta Heisler, bought the building in 2017 just a block away at 217 W. Walnut Street, another plighted property she revitalized in 2015. From her office window, Henrietta has had a clear view of the building at West Walnut and North Prince, and as time went by, she became increasingly concerned about the deterioration of this building. After several attempts to purchase the building her dreams became reality when purchased the building in 2017 for \$700,000.

Originally a stately building, 252 N. Prince Street had lost its original architectural charm and historic character due to years of neglect and inappropriate modifications. It was constructed in 1925 for its first occupants, the Chamber Motor Company and Chambers General Tire Company. Giant grocery store (no affiliation with today's Giant) was the building's next occupant. When Giant vacated the premises, the building was left empty for many years before being sold to Pittsburgh Paint Company, which added a marble casing to the building's façade. In the 1970's the building was acquired by C. B. Dombach Awning Company, which removed the marble casing and installed pent roofing. In 2003 the building was purchased by 3 partners who owned the C.B.Dombach Awning Co. and had been renting since 1994. They leased the storefront to a Pho restaurant and a used junk store.

The 20,953-square-foot masonry building occupies the full floor plate at its 252 North Prince Street site. Beneath the building's wood-frame roof is its high-ceilinged first floor, a mezzanine, and a voluminous basement. The building's floor-to-ceiling height is 23 feet in front and 14 feet in the rear of the building. Originally constructed for the Chamber Motor Company to hold autos and a repair shop, the building's fully-occupiable 9,000-square-foot basement has vehicular access and is constructed of cast-in-place concrete.

As the renovation work progressed, it was as though the grand building came out of hiding. Behind the pent roof shrouding its façade, the building's original 15½-foot-high window frames were still intact. Removing the building's drop-ceiling panels revealed its original, beautiful, patterned tin ceiling. Upstairs in the mezzanine, the original wood floors were a mess but revitalized and are now in good condition. The building's structure was solid, and Henrietta's vision was to preserve and restore as much of its historic original elements as possible.

The renovation work it needed was substantial. The pent roof and brick veneer on the building's front façade were demolished to expose the building's four original window frames. The wood sash and trim were restored to their original configuration, with slight alternations to meet energy efficiency code requirements. The existing tin ceiling was restored with only having to find 33 pieces then all scraped and repainted, and the mezzanine's wood flooring was restored. New electrical, plumbing, and HVAC were installed to replace the building's aging and inefficient systems; new interior and exterior lighting was added. The interior was painted, and the exterior's drab and deteriorating yellow brick was coated in bright white paint.

Surrounding the building, the City was implementing street repairs, including installing rain gardens and new bicycle lanes and reducing the vehicular cartway in this bike-friendly neighborhood. At the City's request, Henrietta installed brick on the sidewalk to prevent runoff.

Henrietta named the project the “Accelerator Building” in a nod both to the building’s original use as an auto dealership and connecting to the accelerating momentum of Lancaster City’s revitalization as well as her own goals and ambitions.

The use of the CRIZ program is an example of participating in an incentive program devised by the City to induce investor/developers to undertake development in targeted Smart Growth areas. Those areas are already served by existing infrastructure. With the help of Henrietta Heisler, Our Town Brewery received a CRIZ grant.

The first tenant Our Town Brewery opened its doors September 2020 with great success.

The rear space and basement have been leased to Make Sense for corporate offices, retail, manufacturing, and event space will have the address of 100 West Walnut St. They are on track for Fall 2021 opening.

The Accelerator Building is designated for mixed commercial use and every part of the building is leased. Henrietta takes great pride in the fact that her project creates new employment opportunities and provides an environment where small businesses and up-and-coming entrepreneurs can thrive. She expects the project, will have the capacity to employ 45-50 people, a ten-fold increase from its former use.

Henrietta is one of very few women developers in Lancaster County, and a pioneer in the northwest quadrant of the City. Although revitalization has taken place in the first few blocks of Prince Street, very little has occurred in the northwest quadrant. The Accelerator project, as well as her other Wacker On Walnut 217-223 West Walnut St. revitalization project just a block away, foster a distinctive attractive neighborhood as well as add to the strength of the City’s Prince Street corridor. Foot traffic generated by Our Town Brewery and Make Sense will contribute to the area’s walkability. Its distinctive, attractive appearance brings this important intersection, back to life. ■

The Building today!











Condition prior to recent renovation of Accelerator Building.









Chamber Motor Company 1924







Pittsburgh Paint



*LancasterHistory.org*



Wacker on Walnut 217-223 West Walnut Street







The Wacker Brewery, 203 W. Walnut St., pictured above, last of four breweries which were in operation here before and since the prohibition era, is going out of business. Established 104 years ago, the brewery

is closing due to limited production and loss of volume to nationally advertised brands of beer, a company official said. (Intell Photo)









The original Wacker Brewing Company closed after 104 years in business in 1959. It was transformed into AAA electrical company showroom and then Pittsburgh Paint Co. The 10,808 sq.ft. building was purchased in 2013 where substantial renovations included a façade change, converting 4 rentals spaces into 5 rental units. The building sold for \$450,000 and renovations cost \$730,000. Part of the financing of the Wacker and Walnut building was a loan for \$20,000.00 from Lancaster City.

The first tenant was West End Yoga, a premier Yoga studio with a Physical Therapy sublet, Root, the only full vegan restaurant in the city, Susquehanna Pharmaceuticals which services the holistic community, Henrietta Heisler Interiors, Inc., a full-service Interior Design company and the 5<sup>th</sup> space is in the process of changing hands. The project was completed in 2015 but the first-floor space is being renovated for a new tenant. This building employees about 30 people, located on in the lovely West Side community provides a walkable place of health, fun and gathering for all of Lancaster. The new exterior has transformed the block and the homes near by and across the block are investing in renovations both inside and out.