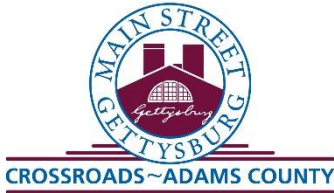


# *TEN-YEAR ECONOMIC DEVELOPMENT PLAN*

## *2018 PATHWAYS TO SUCCESS*





## Main Street Gettysburg *is a 501(c)3*

*non-profit, established in 1984, that preserves the town of Gettysburg's historic assets and stimulates economic growth for the community. With a healthy downtown, the entire community benefits.*

## Mission

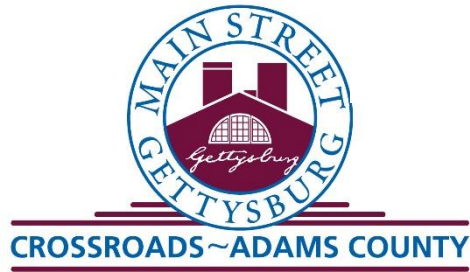
To work with community partners for the preservation, revitalization and improvement of the Historic District of Gettysburg.

## Organization's Values

- Serve the Community
- Partner & Collaborate
- Provide Leadership
- Facilitate
- Fiscal Coordinator
- Flexible
- Professional

## Role of Main Street Gettysburg

- To initiate and develop strategies and plans to assure the continued economic growth of downtown Gettysburg
- To facilitate the implementation of those plans by connecting and coordinating the work of existing organizations in and around the Borough of Gettysburg
- To seek public and private funding to execute plans
- To serve the business owners and property owners of the Borough of Gettysburg, increasing the value of their investment through economic growth



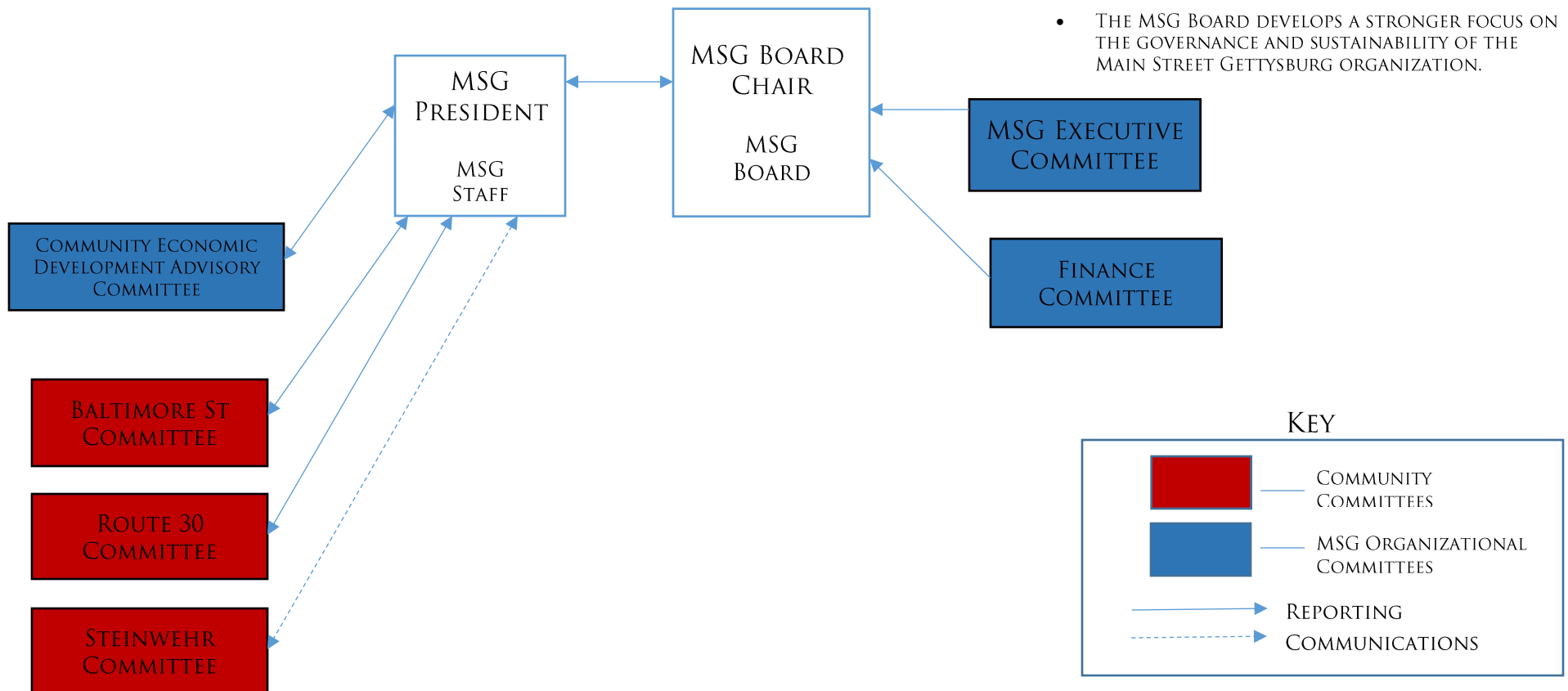
# MAIN STREET GETTYSBURG ORGANIZATIONAL CHART

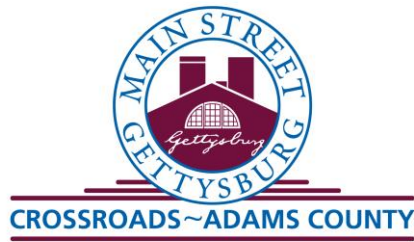
APPROVED  
12/16/15



## MSG BOARD RESTRUCTURING GOALS:

- TO MAINTAIN THE VALUE OF A COMMUNITY-WIDE PERSPECTIVE FOR THE STRATEGIC DIRECTION OF THE BOROUGH OF GETTYSBURG WHOM MSG SERVES.
- TO CREATE AN EFFICIENT AND EFFECTIVE BOARD OF DIRECTORS ENTHUSIASTIC ABOUT THE SUCCESS AND SUSTAINABILITY OF THE MSG ORGANIZATION AND WILLING TO SUPPORT AND DEFEND THE ORGANIZATION PUBLICLY.
- THE MSG BOARD DEVELOPS A STRONGER FOCUS ON THE GOVERNANCE AND SUSTAINABILITY OF THE MAIN STREET GETTYSBURG ORGANIZATION.





## Main Street Gettysburg Board of Directors 2018

**Emmett Patterson (MSG Chair)** –JDCS Enterprise

**Susan Naugle (MSG Vice Chair)** – Council Member, Borough of Gettysburg

**Lynda Glass (MSG Secretary)** – Executive Vice President, ACNB Bank

**Daniel Konstalid (MSG Treasurer)** – Vice President of Finance, Gettysburg College

**Deborah L. Adamik** – President, Main Street Gettysburg

**Norris Flowers** – President, Destination Gettysburg

**Peter Monahan** – Federal Pointe Inn

**Jane North** – Executive Vice President of President’s Office, Gettysburg College

**John Rice** – Retired Vice President, Rice Fruit Company

**Dave Sites** – Realty Leasing & Management Co.

**Jennifer Stetter** – Associate, Barley Snyder Attorneys at Law

**Jacqueline White** – Dobbin House

### **NON-VOTING MEMBERS:**

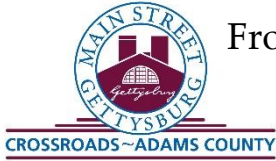
**Charles Gable** – Borough Manager, Borough of Gettysburg

**Gettysburg National Military Park**

### **STAFF:**

**Deborah L. Adamik** – President & CEO

**Annie Frazee** – Business Liaison



# From Historic Interpretive Plan to Economic Development:

## Main Street Gettysburg Community Impact

June 2016

To achieve project funding it requires several important elements:

- **Plan:** A quality plan
- **Worthy Project:** A project that will result in successful economic vitality
- **Partnerships:** Letters of support and commitment from the community
- **Fundraising:** Private and public funding. As a 501(c) 3 MSG bridges the requirement to leverage private and public funding.
- **Execution:** Committed stakeholders to carry out the execution of the project
- **Administrative Support:** Application, receipt of funds and closeout. Often meetings are necessary with legislators and other stakeholders

The list below are all projects that MSG has either initiated or has been involved in with at least one of these elements to achieve the funding for the project. **(The Borough has invested a total of \$459,500 in MSG since 2005 with conservatively more than \$45 million of improvements as a result of MSG working with community-wide efforts of citizens and organizations.)**

### Interpretive Plan Related Projects

**Total: \$51,143,963**

• David Wills House	\$ 7,200,000***	Investment to renovate
• David Wills House Start-up	\$ 87,563	
• David Wills House Operations	\$ 500,000	3 years cost of operating
• Majestic Theater	\$ 16,000,000	MSG met with governor
• Gettysburg Train Station	\$ 1,800,000	MSG President very involved
• Freedom Transit	\$ 3,000,000	
• Gettysburg Town Guides	\$ 10,000	MSG investment
• Steinwehr Avenue	\$ 9,000,000	Streetscape Renovation Projects
• Seminary Ridge Museum	\$ 13,000,000	Pilleggi Meeting - \$4 million
• Seminary Ridge Walking Tour	\$ 215,000	Supported grant JTHG
• Wayfinding Signage	\$ 269,000	
• Wayside Signage	\$ 62,400	52 waysides @ \$1,200

### Civil War 150<sup>th</sup>

**Total: \$2,210,000**

• Kick-off Events	\$ 15,000	
• State Funding	\$ 450,000	Hosted Legislators and created ask
• Marketing	\$ 500,000	CVB as MSG partner invested
• Transit Plan and buses	\$ 90,000***	\$15,000 MSG match to allow
• Smart Transportation System	\$ 1,000,000 ++	MSG initiated request for mobility plan
• Community Day	\$ 5,000	Conservatively –MSG hosted this day
• Town Meetings		
• Three years of planning (time)		Value if you had hired someone to do this? \$50,000/year - \$150,000

**Not including millions in Events**

### Other Projects and Programs

• Steinwehr Avenue BID	\$ 420,000	\$70,000 per year/6 years
• Middle Street Streetscape	\$ 250,000***	MSG Started – Borough expanded +400,000
• Baltimore Street	\$ 21,000	Street Lamp Posts
• Community Retreats (3)	\$ 9,000	Value is conservative
• Gettysburg 2020	\$ 25,000***	MSG raised \$ for Delta
• Facade Improvement	\$ 72,825 paid out	Projects invested \$15,544,417 (since 2003)
• Zero Interest Loan	\$ 370,293	Zero Interest loans since 2003

Value of Volunteers @ \$19.61 per hour/established by state - last calculation MSG was in 2011 totaled \$122,095

ROI on Interpretive Plan Projects ONLY: \$91.16 per dollar invested

ROI on Organization Operations and Programs @ \$200,000 average per year -- \$3.54 for each dollar spent by Borough



CROSSROADS~ADAMS COUNTY

# Main Street Gettysburg

## 2018 Ten-Year Economic Development Plan Priorities

*Baltimore Street  
Revitalization*



*Steinwehr Avenue Business  
Improvement District*



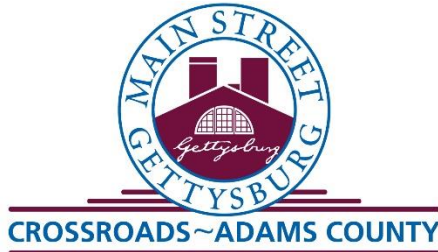
*Route 30 Corridor Gateways*



*Gettysburg Inner Loop*



*Business Advocate*



## Main Street Gettysburg

# **Business Advocate Priorities**

### ***Community Advisory Committee:***

- *Parking*
- *Zoning and Ordinances Review*
- *Street Lighting and Safety*

### ***Borough Business Liaison Resource***

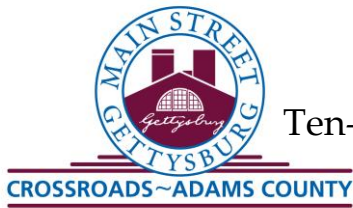
- *Main Street Minutes E-Newsletter*
- *Business meetings, retreats, engagement*
- *Creating and executing economic plan*

### ***Existing Business Support***

- *Zero Interest Loan Program*
- *Façade Improvement Program*
- *Events and promotional initiatives*
- *Building relationships and partnerships*

### ***Business Recruitment***

- *Business Welcome Kit*
- *Webpage with listings of available properties*
- *Networking with Realtors and businesses*
- *Researching and benchmarking best practices*



# Main Street Gettysburg Ten-Year Economic Development Strategic Plan Updated: April 30, 2016

## **Introduction:**

Since the sunset of the Gettysburg Borough Interpretive Plan, Main Street Gettysburg (MSG) has been working with the community stakeholders to create and refine an economic development strategic plan for the Borough of Gettysburg. In doing so, Main Street Gettysburg, in line with their mission, has become the economic arm of the Borough, focused on improving business growth and job opportunities.

Economic development efforts should result in increased sales/profits for existing businesses, an increased number of customers and visitors that patronize and spend in local businesses, an engaged community that conducts business in town, new and desirable businesses relocating or opening in town, and an expanded number of quality jobs. The achievement of these objectives requires a plan that is supported by our business community, our public sector, non-profits, and residents. Main Street Gettysburg plays a vital role in creating these partnerships and collaboration.

## **Purpose of this document:**

- The purpose of this document is to offer a simple place to begin in setting a framework of economic development priorities for the town. Through dialogue we can seek unified buy-in from major leaders, a long term strategy for economic growth, and an opportunity to add to and improve these thoughts.
- This is a working document. It is intended to be short and simple to create the groundwork to refine an economic plan as the business needs and resources become available. It will evolve. It is not the end-all or be-all, but a beginning that could create a basis for turning talk into action.
- The basis of this working document originated from the strategic planning work of the MSG Board partners, two community retreats seeking community input about their economic development priorities and information opportunities that presented themselves through the partnerships of MSG and the community.

Following is the next phase of refining a ten-year Economic Development Strategic Plan for Gettysburg that Main Street Gettysburg is coordinating with Gettysburg Borough,

## **Five to Ten-Year List of Revitalization Projects and Priorities: Some of these will overlap in timeframe. Public funding will need to be coordinated.**

- **Baltimore Street:** Upgrade Baltimore Street visually. Add more lighting and replace unsafe pavements. Create a branding and marketing plan, as well as a business recruitment strategy. Estimated timeframe. Consider including the gateway from Route 15 down Baltimore to Lincoln Square -- 3-5 years
- **Steinwehr Avenue:** The Business Improvement District exists, has achieved \$8 million of streetscape improvements, and is developing a strong marketing approach to attract more visitors to the district. The next phase of the plan is to attract investors to make major changes and improvement. Investors are already developing and implementing plans as we speak. A focus is on upgrading the Gateway coming into Steinwehr with new and upgraded businesses that will attract a family and higher-end visitor to Gettysburg. New attractions, restaurants and activities are underway or planned. The Borough support must be responsive and open to the



opportunities that these revitalization efforts offer to the entire town. Estimated timeframes: 3-7 years

- **Route 30 Corridor – Chambersburg and West Gateways** – The West Gateway into the Borough needs a more defined gateway and streetscape upgrade to coordinate with the rest of the town’s design. The Civil War Trust has purchased some land on route 30 and strategic planning is underway at the Lutheran Seminary that provides opportunities to work out an improved West Gateway into Gettysburg on Route 30. Coordination among the Borough, County Planners, MSG, businesses along this corridor and the Lutheran Theological Seminary will be important to create an exceptional experience that enhances the Gettysburg brand.
- **Route 30 Corridor -- York Street and East Gateway** – The East Gateway into the Borough needs a more defined gateway and streetscape upgrades consistent with a Borough-wide design. There are opportunities to proactively upgrade larger buildings like the Moose and one building on the corner of York and Stratton. As the Stratton Street redevelopment project unfolds with the county, coordinating future upgrades on York Street should be considered and eventually implemented. Estimated timeframes 3-7 years with Stratton 3-5.
- **Gettysburg Inner Loop** – Trails and greenways can increase perceived quality of life in a community, and consequently attract new businesses. Greenways reduce pollution and provide healthy environments for exercise, recreation and travel. MSG will continue to support HABPI in their leadership to complete the Gettysburg Inner Loop.
- **Breckenridge Street:** The revitalization of Breckenridge Street will be an important facelift for the town, improve safety issues and attract mixed use residents and businesses. This area could be more of an arts cultural area, seeking alley improvements and ways to host events and festivals. Estimated timeframes – 2-10 years (2016 – 2024)

### **Gettysburg Borough Business Advocate and Economic Development:**

- **Coordinate a Business Inventory Process with the Borough**
- **Create a business “Welcome and Orientation” Packet and process**
- **Develop a business recruitment plan for the borough**
- **Conduct interviews, surveys and other methods of gathering important information regarding policy changes, street sidewalk work, or anything that is borough related that would help the borough better understand and address the business needs. Help resolve these issues.**
- **Oversee a Community Economic Development Advisory Committee comprised of businesses.**  
**As of 4-30-16 the following topics were identified by businesses as important. MSG can provide assistance to the Borough with seeking ways to address these topics:**
  - **Parking:** Need additional parking, meter control issues, use of school parking lots, lack of parking signs, need for shuttle system.
  - **Permits & Zoning:** Length of time for permits and process, too many zones, need mixed use parking facilities, zoning needs an overall review
  - **Safety:** More lighting, better sidewalks, improved infrastructure
  - **Business Team:** More businesses staying open late, collaboration with neighbor businesses, better marketing of businesses, collaborative discount for locals, collaborative packages
  - **Restrooms:** Not enough public restrooms and not enough signage or communication about where they are located

- **District Development:** Not a good awareness of where you are as a visitor, develop districts, connect the districts
- **Collaborate with Borough and county with economic planning and assist in communications of information that impacts the businesses either directly or indirectly.**
- **Administer business support programs such as Façade Improvement and Zero Interest Loan programs.**

#### **Steinwehr Avenue Business Improvement District Support**

- **Provide administrative and leadership support**
- **Assist with renewal process of the BID**
- **Assist with streetscape and transportation enhancement projects**
- **Support marketing, advertising, public relations and events**
- **Provide support in new business development of the district**

# BALTIMORE STREET

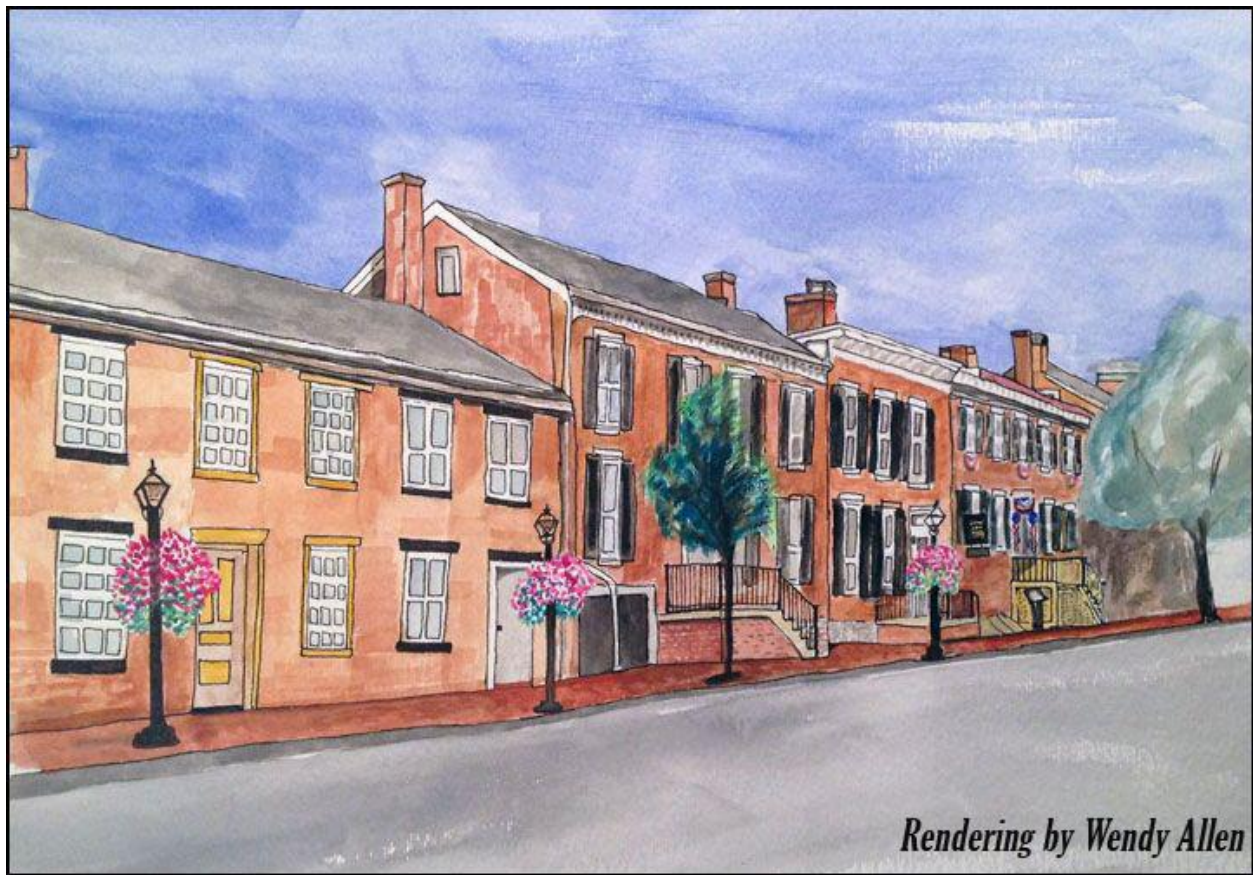
## HISTORIC PATHWAY REVITALIZATION PROJECT

### Mission of the Project

To improve the economy, create jobs and enhance the quality of life within the Baltimore Street District

### Vision

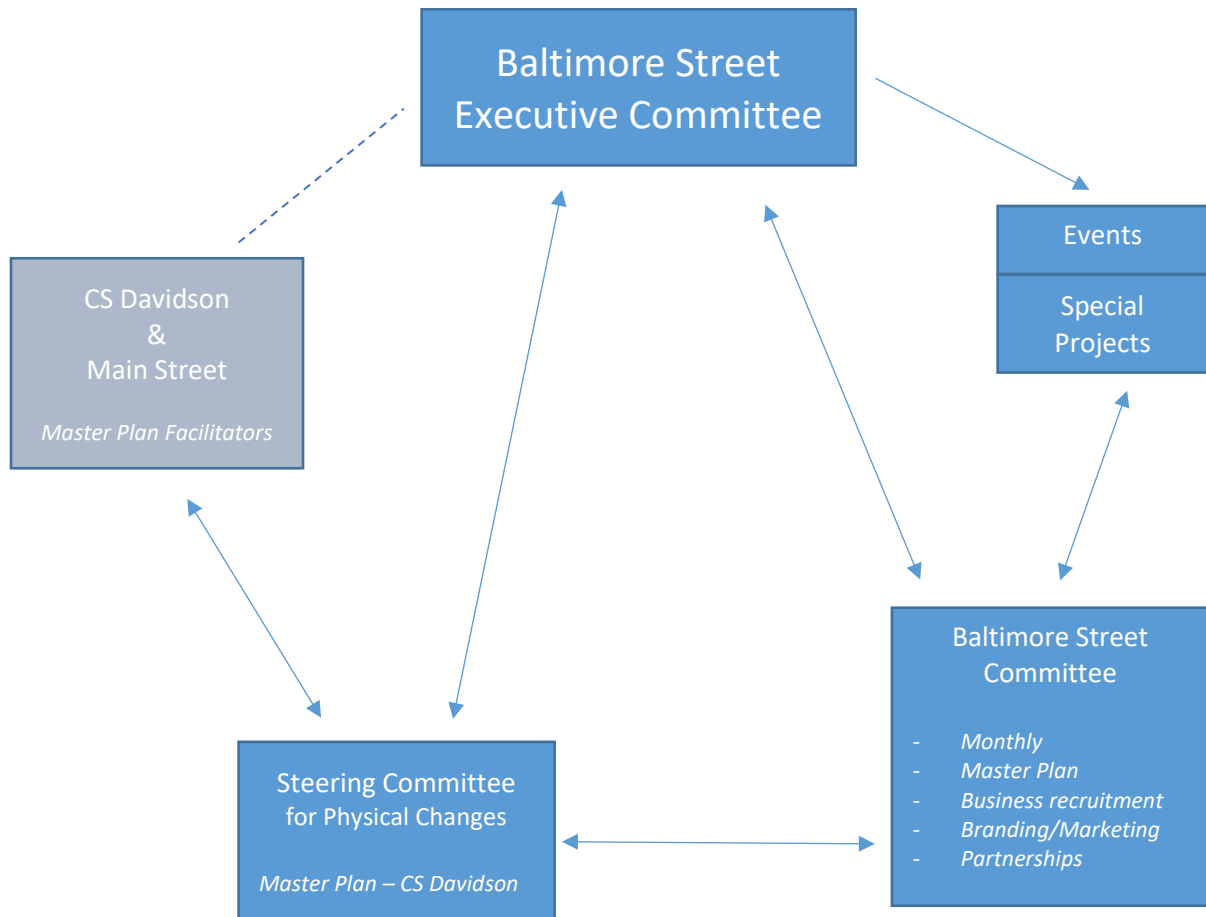
When entering the major gateways into Gettysburg, having a visually beautiful and consistent design along the main arteries that showcases the historic and cultural ambiance of the town. Since Baltimore Street is the backbone of the town, it is important that the revitalization of this street draws residents, businesses and visitors to the district.



# BALTIMORE STREET

HISTORIC PATHWAY REVITALIZATION PROJECT

## Baltimore Street Structure 2017



# BALTIMORE STREET

## HISTORIC PATHWAY REVITALIZATION PROJECT

### **Baltimore Street Master Plan Overview**

12/18/2017

#### **Project Objective**

- To engage the Baltimore Street Community to create an Economic Revitalization Master Plan that will improve the economy, create jobs and enhance the quality of life within the Baltimore Street District
- To connect the Lincoln Square and Steinwehr Avenue commercial areas of Gettysburg by enhancing the Baltimore Street Corridor in a way that would attract more residents, businesses and patrons/visitors.

#### **Community Goals and Objectives – (List of community goals attached)**

- To capture and showcase the history, stories, beauty, culture, arts and authenticity of the Baltimore Street District.
- To creatively blend the nationally recognized history with 21<sup>st</sup> century amenities
- To balance and incorporate the “green” approach with technology, artistic creativity and historic authenticity.

#### **The Strategy**

- To make this district more pedestrian friendly with safe lighting, wider sidewalks, safer street crossings, and a focus on Lincoln and Baltimore Street history.
- To build upon the success of Steinwehr Avenue and coordinate a consistent look that draws people up and down Baltimore Street and attracts more businesses.

#### **Baltimore Street “Team”**

- MSG is the 501(c)3 that provides the supportive leadership to 3 community committees for this project – Executive, Steering and Stakeholder Committees
- More than 80 individuals have been engaged in some way with this project

#### **Status of Master Plan – Completed by 1<sup>st</sup> Quarter 2018**

C.S. Davidson completed rough draft – MSG will look at details and add ancillary projects to design and infrastructure plan.

#### **Funding Raised To Date - \$60,000**

- \$22,000 – First block to South Street – New Heritage lighting and sidewalks
- \$38,100 – To pay for Master Plan (valued at \$50,000)

#### **Estimated Cost -- \$11 million for full project – 3 phases possible**

# BALTIMORE STREET

## HISTORIC PATHWAY REVITALIZATION PROJECT

### Baltimore Street Master Plan – Phase I Goals & Objectives Update 8/16/17

#### Parking

- A borough-wide parking strategy is being planned and is being referred to as collective parking
  - School district partnership with the Borough – school parking lot behind Mr. G's
  - Partnership with Rabbit Transit – encourage park once and use public transportation
  - Relocation of current underutilized parking on Baltimore Street to school lot – elimination of some parking will allow better pedestrian travel
  - Payment kiosks (in place of traditional meters) will be included in the Master Plan
  - Bus parking has been included in discussions

#### Action Items

- **Borough Parking staff:** Determine meter revenues for the parking that will be eliminated. Investigate kiosk options.
- **Community/Committees:** Informal parking study – document parked cars on east side of Baltimore St. from High St. to Locust St. – number of cars, location, day of week and time of day – send to MSG

#### Intermodal Transportation

- A plan that is focused on pedestrian-friendly
  - Partnership with Rabbit Transit – additional bus stops
  - Bike amenities being discussed – bike-share services, sharrows, bike racks
  - Sharrows will be included in the Master Plan

#### Action Items

- **HABPI:** Investigate bike share services. Determine type of bike rack.

#### Stormwater Management (MS4)

- Include MS4 initiatives in the Master Plan
  - Rain gardens, bumpouts and additional trees will be included in the Master Plan

#### Additional Lighting

- Increase lighting on Baltimore St for safety and to encourage pedestrian travel
  - Inclusion of heritage lighting consistent with Steinwehr Ave in the Master Plan

#### Safer Sidewalks

- Replace sidewalks on Baltimore St for safety and to encourage pedestrian travel

- Inclusion of ADA compliant, brick-look sidewalks consistent with Steinwehr Avenue in the Master Plan

## **Additional Benches**

- Increase quantity of benches on Baltimore St for pedestrians
  - Inclusion of benches in strategic locations and consistent with Steinwehr Ave in the Master Plan

## **Safer Crosswalks**

- Increase and improve crosswalks on Baltimore St for pedestrians and schoolchildren
  - Utilize a bumpout at Breckenridge St to shorten the length of the crosswalk and include in Master Plan
  - Options for how to communicate the crosswalk through signage and street paint are being discussed
  - Additional crosswalk at southern end of Baltimore St is being considered

## **Additional Trash Receptacles**

- Increase quantity of trash receptacles on Baltimore St for litter control
  - Inclusion of trash receptacles in strategic locations and consistent with Steinwehr Ave in the Master Plan
  - BigBelly receptacles are under consideration

## **Enhanced Landscaping**

- Enhance landscaping for MS4 initiatives and for aesthetics
  - Inclusion of additional trees in strategic locations in the Master Plan
  - Inclusion of raingardens for MS4 in strategic locations in the Master Plan
  - Extend flower basket program that is seen in Lincoln Square and on Steinwehr Ave

## **Special Historic Features & Enhancements**

- Include additional things to see and do along Baltimore St
  - Incorporate The Gettysburg Address along Baltimore St in artistic way (pathway)
  - Incorporate a barricade sculpture at Breckenridge St
  - Inclusion of a Gateway structure at southern end of Baltimore St
  - Discussions of an app based on history of Baltimore St
  - Continue historic mural program

### **Action Items**

- **Wendy Allen:** Develop a request for proposals for The Gettysburg Address pathway. Develop a request for proposals for the Gateway.
- **Nancie Gudmestad:** Lead the Breckenridge St barricade project. Continue mural program.

## **Utilities/Infrastructure Review**

- Evaluate existing utilities and infrastructure and determine any areas of improvement

- Seeking opportunities to raise enough funds to minimize utility poles
- Civil engineer will determine opportunities for improvements for infrastructure with PennDot, Columbia Gas, water
- Review of signage to determine what signs are necessary and what can be condensed

#### **Action Items**

- **Danny Hilliard & Tim Woodward:** Review signage along Baltimore St to determine what is needed and what is clutter

## **Marketing, Branding, Events & Promotion**

- Work with stakeholders to focus on stories of history, cultural opportunities, restaurants and complimentary businesses

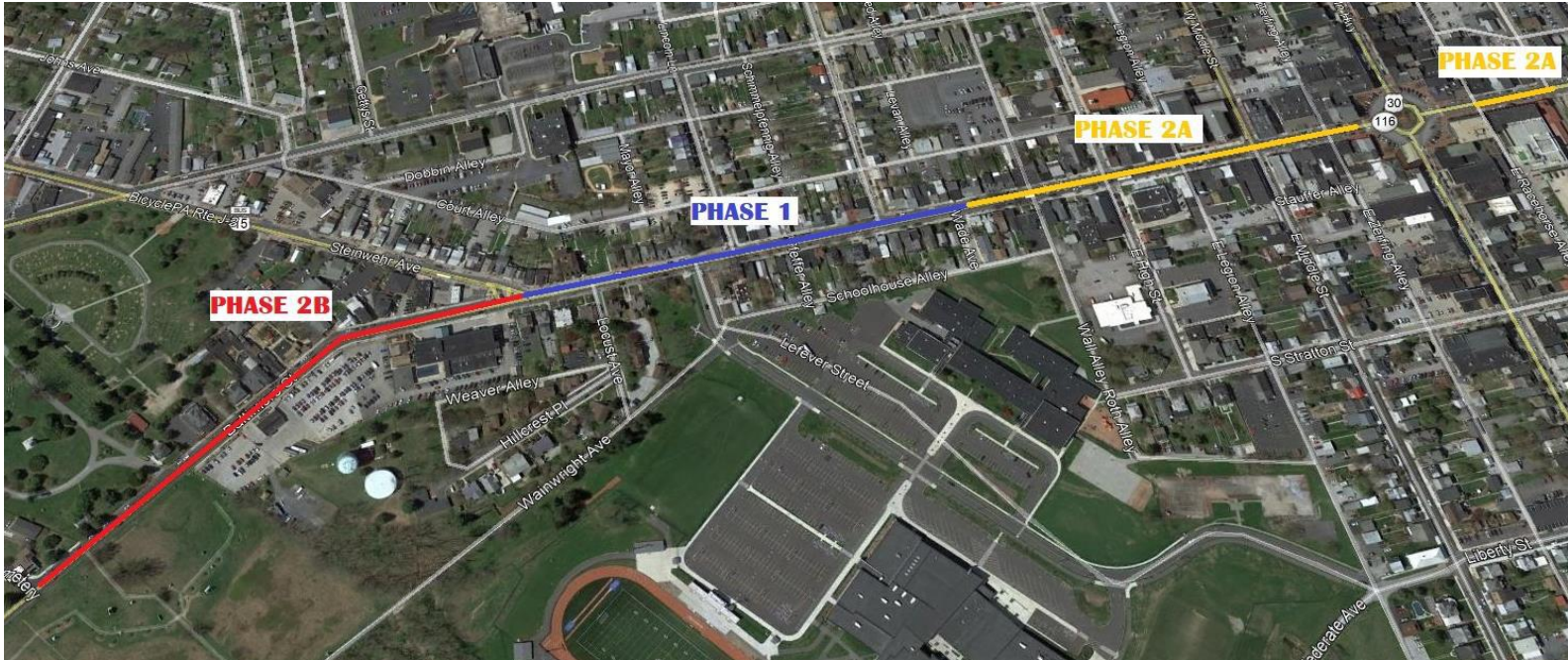
- Linking downtown to surrounding countryside through wineries, cideries, Farmer's Markets and other agricultural sites

- Lincoln & Baltimore Street stories of citizens – Sense of place, inspirational messages of peace and unity
- Authenticity – Celebrating the quaint, natural beauty of the area surrounding agriculture. Tying history, farmer's markets, wineries, and potential restaurants into an authentic experience.
- Culture – Art, music, writing, theater, all showcased on Baltimore Street.

#### **Action Items**

- Appoint someone to develop a more in-depth marketing plan for Baltimore Street



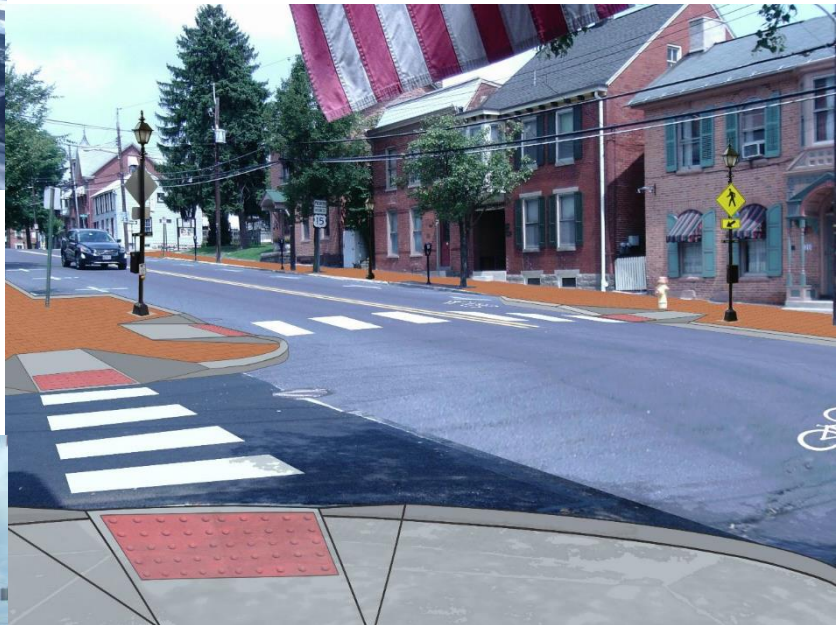


Phase I





Phase 2A



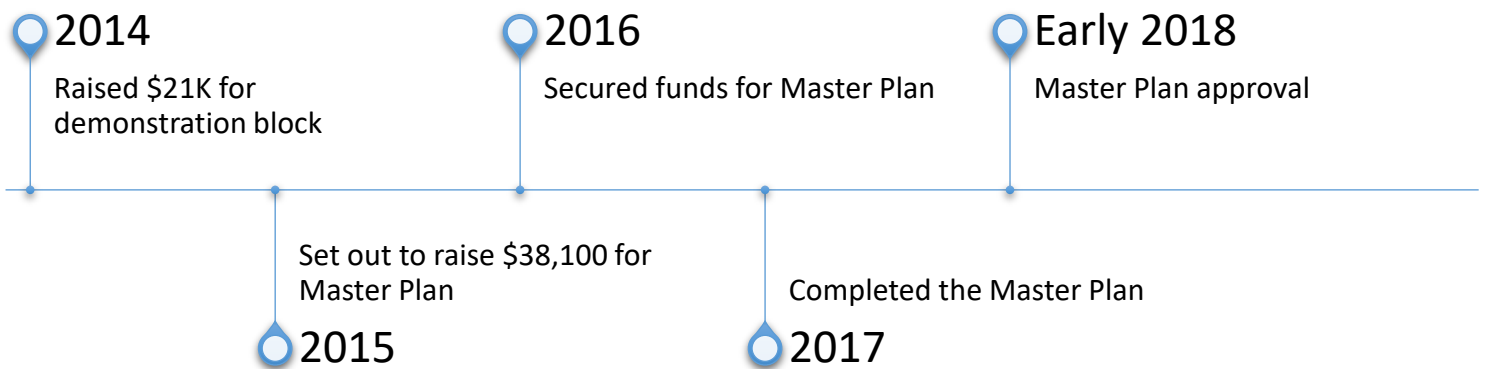
Phase 2B



# BALTIMORE STREET

## HISTORIC PATHWAY REVITALIZATION PROJECT

### Brief History of Project



### Project Funding Needs

	PHASE 1	PHASE 2A	PHASE 2B
<b>Total Cost</b>	<b>\$4.3M</b>	<b>\$3.7M</b>	<b>\$3.7M</b>
Design Cost	\$872K	\$736K	\$741K
Construction Cost	\$2.9M	\$2.4M	\$2.4M