#PreservAtionHappensHere!

2018-2023 Pennsylvania's Statewide Historic Preservation Plan

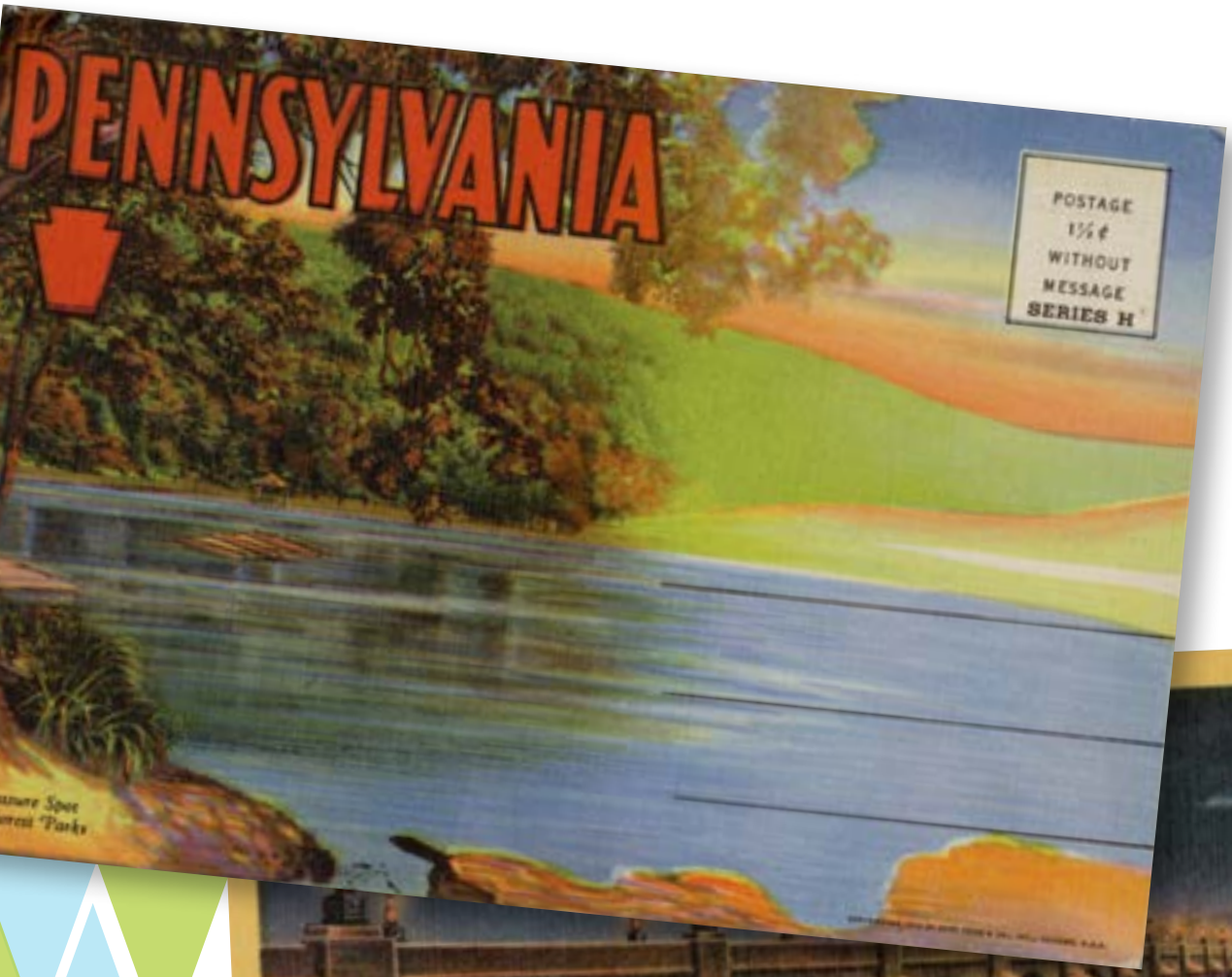
Community Connections: Planning for Preservation in Pennsylvania

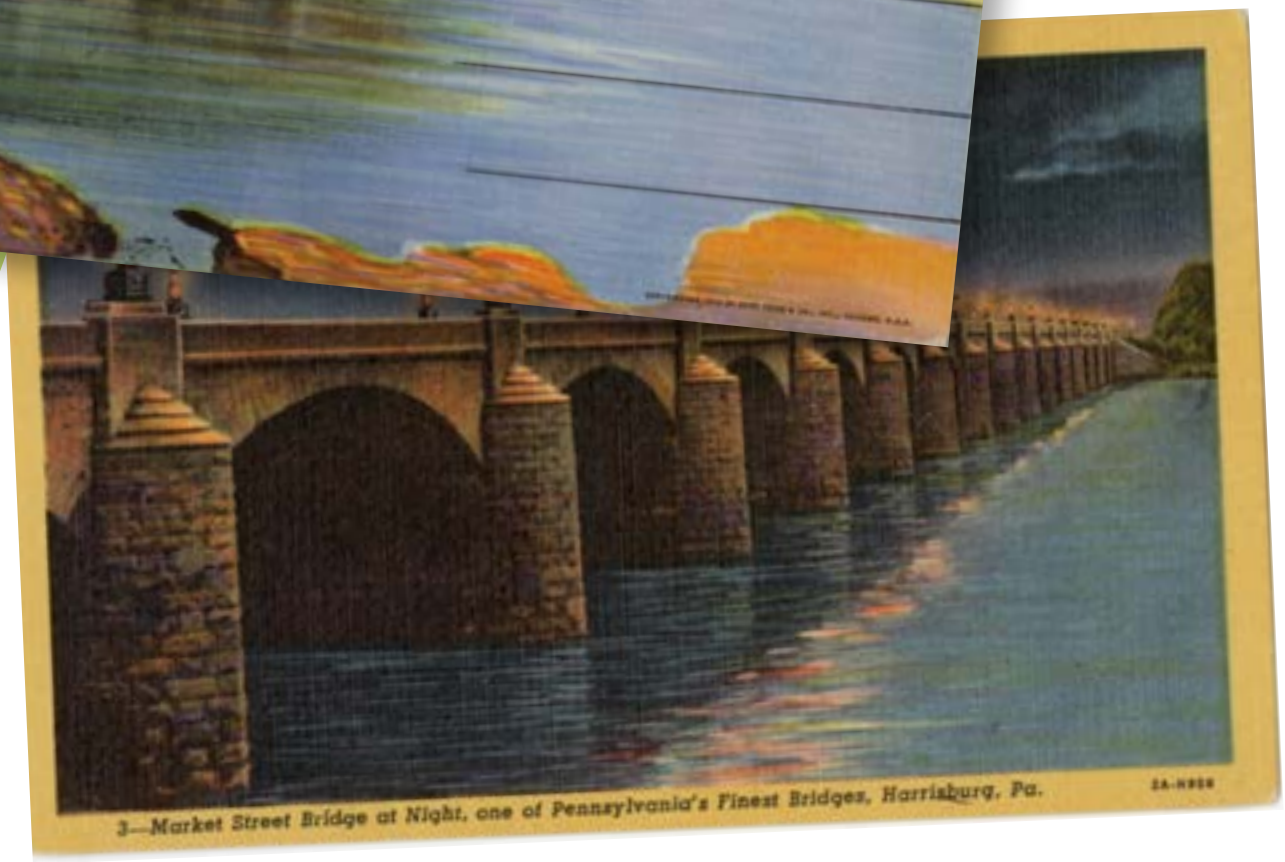
EXECUTIVE SUMMARY

Pennsylvania State Historic Preservation Office
PENNSYLVANIA HISTORICAL AND MUSEUM COMMISSION

During the public engagement process, the PA SHPO asked Pennsylvanians what the term "historic preservation" means to them. This word cloud reflects their responses, with the largest words representing the ones we heard most often.

Relevance
Investment
Revitalizati
Work
Regulation
Landmark
Control
Place
Stewardship
PennDOT
Connections
Value
Loss
Authentic
Priceless
Ignorant
Tradition
Valued
cooperation
Overwhelming
Significant
Misunderstood
Memories
Aesthetics
Time
Adapt
profit
reuse
Funding
Stories
Craft
Stability
restoration
environment
local
rural
rigid
Cost
responsibility
Economics
fun
Ruins
monuments
vs
useful
Art
Exciting
Unique
Ambiance
incentivize
Saved
Standards
Bulldozers
Special
Nostalgia
Rootedness
Narrative
Perspective
Story
Money
Saving
Old
Pride
Memory





PENNSYLVANIA'S POSTCARD COLLECTION

Many of the illustrations in this document are images from postcards. Postcards were used in the late 19th century and throughout the 20th century for advertising, greetings, and political and patriotic purposes. The images here were drawn from the Postcard Collection (MG-213) of the Pennsylvania State Archives, which includes more than 29,000 images depicting urban and rural scenes; public, commercial, industrial and private buildings; historic sites; churches; bridges and streams; railroads; highways and roads; and more. The wide-ranging collection, currently being digitized by PHMC, provides the perfect backdrop to illustrate Pennsylvania's diverse historic landscape and its prominence in the tourism industry. In the tradition of many of the postcards in the collection, we would like to say, "Welcome to Pennsylvania!"

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To read the full version of Pennsylvania's Statewide Historic Preservation Plan, please visit https://phmc.info/PresPlan.

A LETTER FROM THE PHMC CHAIR

Dear Pennsylvanians,

Is there a place from your past that was transformed into something else? The department store where you once saw Santa Claus that's now an office complex? The Civil War–era firehouse that's now a condominium building?

My place is Wightman School, the Pittsburgh public elementary school that my parents, and later I, attended. Today, social service organizations occupy its former classrooms, and swing dance parties are held in the top-floor gymnasium.

Pennsylvanians from all walks of life treasure and connect with older and historic places in their own communities. Identifying, preserving and reinventing them is what Pennsylvania's preservation plan is all about.

The subtitle of the plan, *Community Connections: Planning for Preservation in Pennsylvania*, describes the process by which it was created, as well as its intent. The planning process featured a series of meetings to connect with multiple *communities* and learn about their concerns and aspirations. We heard how *connected* Pennsylvanians are to their *communities*, and how much they cared about preserving buildings, streetscapes, rural landscapes and burial places, especially those threatened by disuse, neglect and unregulated development. This process eventually yielded this plan, a blueprint of what diverse Pennsylvanians want for their future.

But as we know, a plan is only as good as its execution. The real action takes place in and by the *community*. While PHMC will continue its role as convener and catalyst, it is people like you and me, *connecting* our individual energies to solve *community*-wide issues, that will make all the difference.

I invite you to go for it!

Nancy Moses, *Chair*
Pennsylvania Historical & Museum Commission

A LETTER FROM THE PHMC EXECUTIVE DIRECTOR

The commonwealth undertook its first official preservation efforts more than 50 years before the passage of the National Historic Preservation Act, when in 1913 it established the Pennsylvania Historical Commission (now the Pennsylvania Historical & Museum Commission). The legislation creating this new state agency charged it to "mark . . . within this commonwealth where historical events have transpired" and to undertake "the preservation or restoration of ancient or historic public buildings, military works, or monuments connected with the history of Pennsylvania."

In an effort to represent the breadth of the state, the first commissioners included residents from such diverse places as Chester, Lancaster, Philadelphia, Pittsburgh and Coudersport. With a modest appropriation, the commission began to survey existing public and private historic memorials within the commonwealth and worked with local historical societies to identify and promote new historic sites and memorials.

Although PHMC has overseen specific preservation initiatives within the commonwealth for more than a century, our greatest successes have come from working in partnership with the public and other history-minded organizations. Pennsylvania's citizens have long been instrumental in recognizing our state's history and have been key partners in preserving such landmarks as Philadelphia's Independence Hall and Pittsburgh's Carrie Blast Furnace. More often though, their efforts have been put toward saving the fabric of our cities, townships and boroughs and preserving the character of their communities.

As a preservationist, architect and architectural historian who has worked in private industry and served on county and township preservation boards, I have seen up close the passion Pennsylvanians have for their history. Today's historic preservation certainly remains about protecting our iconic buildings, but it is also about using preservation as a key planning component, one that is critical to creating healthy, vibrant and unique communities that are valued by their citizens. Rather than focusing strictly on the traditional canon of historic buildings, it takes a broader view that recognizes the important contribution of all citizens to the places where we live.

The extensive public outreach integrated into the development of this historic preservation plan represents our commitment to the communities we serve. We hope we have captured the concerns of Pennsylvanians within this narrative and produced a planning tool that will enable local residents to weave stories and places from the past into designs and plans for their town's future.

We encourage all stakeholders—citizens, planners, organizations, government officials—to use this document as you plan development in the places where you live and work. The character of your community—its traditions, building patterns, historic features, and what is chosen to be preserved from the past—are what makes it a unique and special place.

We hope you will let us know how this plan works for you—both the successes it brings and any shortcomings. We are always looking to improve our service to you, the citizens and communities of Pennsylvania. Likewise, if we can be of assistance as you implement this plan, don't hesitate to contact us. Our staff is here for you.

Andrea Lowery, *Executive Director and State Historic Preservation Officer*
Pennsylvania Historical & Museum Commission

A LETTER FROM THE PA SHPO DIRECTOR

I have learned hundreds of new things about Pennsylvania and its people, historic places and communities during my time with the Pennsylvania State Historic Preservation Office. Two of the more important things I've learned are reflected in this plan.

First, historic places are many things to many people. They help define who we are and connect us to every facet of our lives. Historic places are our homes, local businesses, places of worship and schools. They are destinations and recreational sites, and they offer experiences for us to learn about the world around us. Historic places are the foundation of Pennsylvania's tourism economy and they offer us opportunities to explore every corner of the commonwealth. Historic places bring neighbors together to rally around properties that connect them to their shared history.

They teach us about past ways of life and how communities grew from natural resources, ingenuity and hard work. Preservation of historic places translates to conservation of the environment with measurable benefits, such as savings in infrastructure costs compared to new construction and negating the need to add demolition debris to landfills. It represents opportunities to reimagine vacant buildings. Rehabilitating historic places results in well-paying construction jobs and property value increases.

The second thing I've learned is that preservation is really happening across the commonwealth. It might be as subtle as shop owners moving into a vacant downtown storefront or as obvious as carpenters repairing an original wood porch. Preservation successes are not always called out with big signs or press releases, but they are happening everyday nonetheless.

As Pennsylvanians, we all have a role in securing the future of historic places that tell our personal, community, state and national stories. Collectively and individually, property owners, local governments, visitors, investors, federal and state agencies, activists, educators, and naturalists are key to demonstrating the power of historic preservation as a transformative environmental, economic and community vitality tool. This plan is intended to inform and inspire. It's now up to all of us to ensure preservation happens everywhere!

Andrea MacDonald, *Bureau Director and Deputy State Historic Preservation Officer*
Pennsylvania State Historic Preservation Office
Pennsylvania Historical & Museum Commission

ACKNOWLEDGMENTS

This plan is truly the result of a statewide effort and benefits from the time, energy and ideas of everyone involved in its creation. Special thanks go to many groups and individuals, starting with the Pennsylvania State Historical Preservation Office staff and volunteers for their commitment to developing a relevant and inspirational plan.

In addition to the below groups and individuals, a heartfelt thank-you goes to Pennsylvanians across the commonwealth who offered their time, ideas and opinions to the planning process. Whether through the online survey, by following the PA SHPO blog, or in attending one of the Open Houses or focus groups, Pennsylvanians who care about the past—and the future—of the commonwealth and its communities made this plan possible.

The following individuals in PA SHPO played key roles: PA SHPO Director Andrea MacDonald; Education & Outreach Coordinator Shelby Splain, as project manager; Plan Steering Committee members Karen Arnold, Andrea MacDonald, Stephen McDougal, Elizabeth Rairigh, Shelby Splain and Bryan Van Sweden; Plan Outreach Working Group members Bill Callahan, Halle Frisco (intern), Cory Kegerise, Andrea MacDonald, David Maher and Shelby Splain; Plan Partners Working Group members Elizabeth Rairigh, Shelby Splain and Bryan Van Sweden; Plan Analysis Working Group members Keith Heinrich, Cory Kegerise, Andrea MacDonald, Stephen McDougal, Dennis Puko and Shelby Splain; and Plan Graphics Group members Karen Arnold, Emma Diehl, April Frantz, David Maher, Cheryl Nagle and Pamela Reilly.

PHMC Chair Nancy Moses, PHMC Executive Director Andrea Lowery, and the Pennsylvania State Historic Preservation Board provided significant support to this project.

The members of the Statewide Plan Task Force—Robert Armstrong (State Historic Preservation Board), Silas Chamberlin (Downtown York), Mindy Crawford (Preservation Pennsylvania), Lauren Imgrund and Diane Kripas (Pennsylvania Department of Conservation & Natural Resources), and Dennis Puko (Pennsylvania Department of Community & Economic Development)—contributed their expert guidance on this project.

Preservation Pennsylvania provided support and assistance with the Open Houses.

Keith Chase and Michelle Brummer of Gannet Fleming Inc. facilitated Planning Partner and Task Force meetings, assisted with the Action Agenda, and offered guidance for future work.

Members of the agencies and organizations who signed on as Planning Partners provided time, thoughts and suggestions to identify problems and propose solutions.

Thanks also to art director Lauren Bennett and editor Kyle Weaver of PHMC's Division of Marketing & Media for their work on the plan.

THE NATIONAL HISTORIC PRESERVATION ACT TURNED 50 IN 2016.

What better time is there for the Pennsylvania State Historic Preservation Office (PA SHPO) to kick off the next statewide historic preservation plan? This important anniversary gave us the perfect opportunity to jumpstart the strategic planning process by engaging with Pennsylvanians and hearing about their challenges, ideas and successes, so that we might figure out how to collectively move preservation forward in the commonwealth.

One of the core messages of the planning process is that it is a ***public-driven*** process. This has been emphasized in several different ways, and means that the PA SHPO has provided numerous opportunities and platforms for Pennsylvanians to share with us their experiences, problems, concerns, and ideas for the future. This includes the public survey (with over 3,000 responses), nine Open Houses, several focus groups, four Planning Partner, and four Task Force meetings.

The result of this robust and thorough publicly-driven process is a statewide historic preservation plan that accurately reflects the commonwealth's current conditions regarding historic preservation and is responsive to the needs of the public, state agencies, municipalities, and preservation practitioners as well as those of its historic and archaeological resources.

To read a full version of this plan, please visit https://phmc.info/PresPlan.

PURPOSE OF THIS PLAN

Community Connections: Planning for Preservation in Pennsylvania is the theme for Pennsylvania's Statewide Historic Preservation Plan, 2018–2023. This document lays out a five-year plan for action and collaboration to reframe the historic preservation conversation in Pennsylvania.

This conversation began in 2016 as preservationists in Pennsylvania—and throughout the country—paused to consider the progress that has been made, and in some cases lost, in the years since 1966, when President Lyndon B. Johnson signed the National Historic Preservation Act into law. Although great strides have been made towards identifying, celebrating and preserving historic places and archaeological sites in the last 50 years, there is still much more to do.

WHY ARE WE STILL FIGHTING THE SAME BATTLES

This was one of the questions we heard most often as we spoke with Pennsylvanians throughout this planning process. A close second was, "Why is the term 'historic preservation' still considered a bad word?" These questions capture the primary challenges that we address here in Pennsylvania's Statewide Historic Preservation Plan.

THIS PLAN HAS TWO PURPOSES:

1. To provide a framework of activities and goals that will help Pennsylvanians better understand historic preservation and its benefits; appreciate their own histories and their shared histories as told through historic places; and balance history, economics and development to manage change within their communities.

2. To satisfy Pennsylvania's statewide historic preservation planning obligations as set forth under the National Historic Preservation Act, as amended (54 USC 300101 et seq.) and the Pennsylvania History Code (Pennsylvania Consolidated Statute, Title 37), with the Pennsylvania State Historic Preservation Office, a bureau within the Pennsylvania Historical & Museum Commission, administering the state and federal historic preservation programs for the commonwealth and leading statewide preservation planning efforts.

Every community deserves the chance to realize the economic, environmental and quality-of-life benefits that preservation offers. This plan can help.

PLANNING CYCLE

The planning cycle for this statewide historic preservation plan is 5 years, from May 2018 through December 2023.

VISION FOR PRESERVATION IN PENNSYLVANIA

Planning is about **CHANGE** and **INNOVATION**. The statewide historic preservation planning process gathered the best ideas for improving the future of historic places in Pennsylvania. The resulting plan is a means to achieving that goal. The plan must mobilize people and resources for it to be successful.

VISION:

Preservation connects people to place.
Place grounds us to the past, the present, *and* the future.

Pennsylvanians envision a future that includes the places—old and new—that make us who we are and embrace historic preservation as a means of expressing our individual and community identity and pride.

Communities recognize the importance of their history and environment and, through collaboration with new perspectives and creative partnerships, pursue opportunities to maintain and enhance the older and historic places that are important to them.

Public and private agencies and organizations use this plan to align their programs and funding to work toward the preservation and recognition of the places that tell Pennsylvania's multi-faceted story and empower Pennsylvanians to use preservation and planning to shape the places that make Pennsylvania unique.

THE PENNSYLVANIA STATE HISTORIC PRESERVATION OFFICE

The Pennsylvania State Historic Preservation Office is the official historic preservation agency for the Commonwealth of Pennsylvania.

A bureau within the Pennsylvania Historical & Museum Commission, PA SHPO administers several federal programs created by the National Historic Preservation Act of 1966, as amended (16 U.S.C. 470), in addition to many state programs authorized through the Pennsylvania History Code (Title 37).

PA SHPO uses its resources to educate, encourage and enable Pennsylvanians to value and preserve Pennsylvania's history and culture. Our role is to identify, promote and protect the architectural and archaeological resources of the commonwealth. PA SHPO works with state and federal agencies, individuals, communities, and local governments to balance development needs with the retention, reuse and preservation of Pennsylvania's priceless heritage.

Through our many partnerships, we assist communities in the process of incorporating preservation strategies into development goals that balance their history with economic development and growth.

PENNSYLVANIA HISTORICAL & MUSEUM COMMISSION

PHMC is the commonwealth's official history agency and is composed of five bureaus: the Pennsylvania State Historic Preservation Office, The State Museum of Pennsylvania, the Pennsylvania State Archives, Historic Sites & Museums, and Management Services. PHMC provides a wide range of services and facilities to Pennsylvanians and serves as the repository of the commonwealth's historical, archaeological, geological and natural history collections.

The responsibilities of PHMC are based in the Pennsylvania Constitution and are further defined in the History Code and the Administrative Code. The primary duties include the following:

- the conservation of Pennsylvania's historical and natural heritage
- the preservation of public records, historic documents and objects of historic interest
- the identification, restoration and preservation of architecturally and historically significant sites and structures.

PHMC's commissioners meet four times a year in March, June, September and December. Its meetings are open to the public.

PHMC Commissioners
Nancy Moses, Chair
Ophelia Chambliss
Andrew E. Dinniman, Senator
William V. Lewis Jr.
Andrew E. Masich
Robert F. Matzie, Representative
Frederick C. Powell
Pedro A. Rivera,
Secretary of Education, ex officio
Robert Savakinus
Joseph B. Scarnati III, Senator
David Schuyler
Kenneth Turner
Philip Zimmerman

PHMC Administration
Andrea W. Lowery, Executive Director and State Historic Preservation Officer

HISTORIC PRESERVATION BOARD

Each state historic preservation program is required by the National Historic Preservation Act, as amended, to maintain an adequate and qualified state review board. In Pennsylvania, this is known as the Historic Preservation Board and includes 15 members appointed by the governor.

The board is a primarily professional body that provides advice on historic preservation matters. "Primarily professional" means that the majority of the members must meet minimum professional requirements established in regulation by the National Park Service and represent certain professional disciplines established by the act. Duties of the Historic Preservation Board include the following:

- reviews National Register nominations and nomination appeals
- reviews and provides advice about Pennsylvania's Statewide Historic Preservation Plan and the State's annual Historic Preservation Fund grant
- Provides general advice and guidance to the State Historic Preservation Officer (PHMC's executive director)
- Performs other duties as may be appropriate

PA SHPO ADMINISTRATION

Andrea L. MacDonald, Director of the State Historic Preservation Office and Deputy State Historic Preservation Officer

PA SHPO DIVISIONS

PA SHPO is divided into four units under the supervision of the Deputy State Historic Preservation Officer. Together, the divisions provide public outreach, education, training and technical assistance to all constituents.

CULTURAL RESOURCES GEOGRAPHIC INFORMATION SYSTEM (CRGIS)

The CRGIS Division manages a map-based inventory of the historic and archaeological sites and surveys stored in PA SHPO's archives in Harrisburg. The web-based mapping system displays approximately 23,992 archaeological sites and 133,344 historic properties. CRGIS also provides downloadable PDF versions of National Register nominations and archaeology reports. CRGIS is a partnership between PHMC and the Pennsylvania Department of Transportation, with financial support from the Federal Highway Administration, U.S. Department of Transportation, the Baltimore District of the U.S. Army Corp of Engineers, and the Pennsylvania Department of Environmental Protection.

ENVIRONMENTAL REVIEW

The Environmental Review Division manages the consultation process for project reviews that may affect archaeological and historic resources in cooperation with state and federal agencies under the National Historic Preservation Act and the Pennsylvania History Code. The staff works with federal and state agencies to identify interested citizens and organizations as consulting parties and considers ways to avoid, minimize or mitigate harm to archaeological and historic resources. In addition, the division provides guidance or archaeological surveys and investigations and is a primary sponsor for Pennsylvania Archaeology Month, observed in October. Project review is a significant component of PA SHPO's work, with more than 3,000 state and federal agency projects reviewed annually.

PRESERVATION INCENTIVES

The Preservation Incentives Division administers PHMC's cultural and museum support and historic preservation and construction grant programs; monitors covenants and easements for properties under the authority of PHMC; serves as the first point of contact for applying for the federal Historic Tax Credit (HTC) program in partnership with the National Park Service and Internal Revenue Service; provides review services for the state Historic Preservation Tax Credit (HPTC) program in partnership with the Pennsylvania Department of Community & Economic Development; and administers the Pennsylvania Historical Marker Program and provides ongoing marker maintenance.

PRESERVATION SERVICES

The Preservation Services Division manages the survey and inventory programs for historic resources, assists property owners with the preparation and nomination of properties to the National Register of Historic Places, and develops historic context studies. Preservation Services also provides community preservation planning assistance to local governments and preservation organizations through the Certified Local Government (CLG) program, the Local Historic District Act, and the Pennsylvania Municipalities Planning Code.

PENNSYLVANIA STATE HISTORIC PRESERVATION OFFICE CONTACT INFORMATION

Pennsylvania Historical & Museum Commission
State Historic Preservation Office
Commonwealth Keystone Building, 2nd floor
400 North Street
Harrisburg PA 17120-0093
Telephone (717) 783-8947

PA SHPO also maintains two field offices. The eastern region office is located at Hope Lodge in Montgomery County and the western region office is in Point State Park, Pittsburgh.

PA SHPO'S MISSION

The Pennsylvania State Historic Preservation Office uses its resources to educate Pennsylvanians about the commonwealth's vast collection of historic and archaeological resources, encourage them to value these resources as part of our collective past and future, and enable them to preserve the places that tell our local, state, and national stories for future generations.

PA SHPO fulfills its mission through the following programs and services:

- Documenting historic properties and archaeological sites to help municipalities and agencies with decision-making
- Maintaining Pennsylvania's inventory of historic properties
- Supporting local governments in developing historic preservation programs, including the Certified Local Government (CLG) program
- Providing information, education, training and technical assistance to all Pennsylvanians about historic preservation and its many benefits
- Working with property owners to take advantage of the federal Rehabilitation Investment Tax Credit (Historic Tax Credit) program
- Identifying and nominating properties to be listed in the National Register of Historic Places
- Advising federal and state agencies and local communities in matters of historic preservation
- Providing consultation and review of state and federal undertakings that may impact historic properties
- Preparing and implementing a statewide historic preservation plan to guide local and state preservation activities throughout the commonwealth
- Advising the Pennsylvania Department of Community & Economic Development on project eligibility for the State Historic Tax Credit program
- Managing the Pennsylvania Historical Marker program
- Administering the Keystone Historic Preservation Grant program
- Monitoring the commonwealth's historic preservation covenants

HOW TO USE THIS PLAN

This plan is for everyone:

- Students who want to know more about their communities
- Citizens dedicated to preserving a local landmark
- Municipal staff and local officials who have heard about "preservation tools" but are uncertain about what that means
- County planning offices interested in documenting historic places
- Elected leaders who make decisions that affect how their constituents live, work and play
- PHMC and PA SHPO to focus agency priorities and create work plans for PA SHPOs divisions and staff
- Agencies and organizations that struggle to allocate their financial and human resources and have a natural connection to historic preservation or a legal obligation to consider historic and archaeological resources in their work
- All Pennsylvanians who are interested in protecting, promoting and harnessing the opportunities provided by the commonwealth's irreplaceable and characteristic buildings, landscapes, communities and archaeological sites.

The full plan is published on our statewide preservation plan website at **https://phmc.info/PresPlan.** The full plan is arranged in a series of interconnected and supporting documents rather than as one large publication that is difficult to use. In addition to the introduction, there are three parts: 1) Foundation Document, 2) Action Agenda, and 3) Supporting Tools and Information.

Foundation Document: This part of the plan provides the context and background information about Pennsylvania's historic and archaeological resources; documents the planning process that resulted in the Action Agenda; imparts useful information for understanding different aspects of Pennsylvania history through the lens of historic preservation; and includes the plan's acknowledgments, purpose, bibliography and appendices.

Action Agenda: This is the go-to place for the objectives and action items for the next five years. It provides an analysis of the current trends and challenges in Pennsylvania, identifies and defines the goals, and lays out steps to achieve those goals. It is designed with the user in mind and is presented in a way that makes it easy for everyone to find the activities they can do.

Supporting Tools and Information: This section is a collection of materials that augment the Foundation Document and can help users understand and implement the Action Agenda. It includes resources like the online public survey results, notes from public open houses, case studies, annual progress reports, and links to key resources

THIS COLLECTION WILL GROW AND CHANGE THROUGHOUT THE NEXT FIVE YEARS AS INFORMATION IS UPDATED, NEW TOOLS ARE IDENTIFIED, AND SUCCESS STORIES ARE WRITTEN.

Please visit the statewide plan website at **https://phmc.info/PresPlan** to see the progress Pennsylvanians are making and learn more about preservation in Pennsylvania.

CALLOWHILL HISTORIC DISTRICT, READING, BERKS COUNTY

THE STATEWIDE HISTORIC PRESERVATION PLANNING PROCESS

The Statewide Historic Preservation Plan is Pennsylvania's plan. The roles of PA SHPO are ***leader, convener, partner, collaborator, contributor and champion.*** In that capacity, PA SHPO established a planning process, **Community Connections: Planning for Preservation in Pennsylvania**, to identify goals, engage with communities and partners, and deliver a useful, implementable plan.

Planning Process Guiding Principles

The planning process began in January 2016 and concluded in May 2018 with the release of this plan. The following principles were adopted to guide this effort:

- Meet or exceed target participation goals from the 2012 planning process.
- Engage as many citizen and community voices as possible in the planning process. Seek out and encourage the participation of nontraditional and diverse audiences.
- Seek opportunities for traditional and nontraditional audiences to participate in the planning process. Establish and maintain relationships throughout the process to increase the likelihood of plan implementation beyond PHMC efforts.
- Promote participation and integrate feedback from PA SHPO, PHMC and preservation-minded constituents as well as broad, nontraditional and diverse public and private audiences.
- Use partnership invitations and involvement to lay the groundwork for long-term gain with agencies and organizations for which PA SHPO does not have existing, open or positive communication.
- Utilize partners' strengths and resources to encourage broad public and private participation in outreach efforts.
- Author a plan that is responsive to and reflective of Pennsylvania's communities and administration, straightforward, easy to understand, easy to use, and implementable. Communicate plan goals and action items in a way that is understandable to all audiences.
- Create a plan that is a tool for educating people about preservation and its values and benefits and is a respected resource for the preservation community.

The planning process to deliver this statewide plan involved several key steps and players, as outlined on the following pages.

ORGANIZATION AND KEY PLAYERS

PA SHPO Team

As the lead group in this planning process, PA SHPO was charged with finding the most effective and efficient way to develop and publish this plan while staying true to the guiding principles and maximizing our opportunities to engage others. A project manager was appointed to develop an organizational structure and approach. This resulted in the formation of a steering committee of five key PA SHPO staff members with interest and strengths important to developing the plan and leadership.

In addition to the steering committee and project manager, other PA SHPO staff members with an interest in helping develop the next statewide plan were invited to join one of four working groups. PA SHPO staff were also asked to provide comments on materials developed throughout the planning process.

Preservation Pennsylvania

As the statewide nonprofit preservation organization, Preservation Pennsylvania assisted PA SHPO with organizing, promoting and leading nine public Statewide Historic Preservation Plan Open Houses across Pennsylvania.

Plan Consultant

Gannet Fleming, Inc., a planning and engineering consulting firm based in Pennsylvania, assisted PA SHPO with engagement activities and the plan's implementation framework.

External Task Force

This group of external advisors included some of Pennsylvania's best and brightest historic preservation and planning leaders:

- Robert Armstrong, State Historic Preservation Board member and Preservation & Capital Projects Manager, Philadelphia Parks & Recreation
- Silas Chamberlin, Executive Director, Downtown York Inc.
- Mindy Crawford, Executive Director, Preservation Pennsylvania
- Lauren Imgrund, Deputy Secretary, Conservation and Technical Services, Pennsylvania Department of Conservation & Natural Resources
- Diane Kripas, Division Chief, Recreation and Conservation Partnerships Division, Pennsylvania Department of Conservation & Natural Resources
- Dennis Puko, Planner, Governor's Center for Local Government Services, Pennsylvania Department of Community & Economic Development

The External Task Force met with PA SHPO and the plan consultant at strategic points throughout the planning process to provide advice and feedback.

Planning Partners

To make sure that we were not only including our outside partners but also learning from them, PA SHPO focused on identifying, inviting, encouraging and engaging with myriad partners from diverse backgrounds

This key group was named the Planning Partners. PA SHPO identified these potential partners as those whose work often intersects with historic places in Pennsylvania at a significant regional or statewide level. Of the 150 invitations to regional and statewide organizations and agencies, 97 accepted the offer to join as Planning Partners. The Planning Partners were given the opportunity to participate in the planning process through the online public survey, facilitated workshops, action agenda crowdsourcing, and full plan review. The full list of participating Planning Partners is included in Volume 2.

POST OFFICE AND 30TH STREET STATION, PHILADELPHIA

EMPHASIS ON ENGAGEMENT

The foundation of any good planning effort is engagement, and good engagement created connections between the planners and the traditional and nontraditional communities for whom that they were planning.

PA SHPO placed a strong emphasis on continued active engagement and inclusion during the planning process, with a strong focus on reaching the audiences that are not typically included in conversations about historic preservation. This approach was the key to developing a plan that reflected the reality of historic preservation in Pennsylvania and what the public and Planning Partners need to make progress over the next five years.

The engagement process began in April 2016 with the release of the public survey and concluded with the release of the plan in May 2018. PA SHPO's emphasis on listening and engagement will continue as a core component of the plan's implementation through 2023.

EVOLUTION OF THE PLANNING PROCESS

Public Survey

The Planning Partners and any interested members of the Pennsylvania public were asked to take a short survey, either online or on paper. The survey was open from April through December 2016 and garnered 3,177 responses, with a minimum of two from each county.

The results of the unscientific (yet very informative) online and paper survey provided PA SHPO groups with a solid foundation of public thought and opinion about their communities, historic preservation, and challenges and opportunities for the future. The results of the survey can be found in Supporting Tools and Information and online at https://phmc.info/PresPlan.

Statewide Historic Preservation Plan Open Houses

PA SHPO, in partnership with Preservation Pennsylvania, held nine free open houses in October and November 2016 to give Pennsylvanians a chance to learn about and be part of the effort to develop Pennsylvania's next preservation plan. The open houses were held in: Boalsburg, Lancaster, Galeton, Erie, Scranton, Bethlehem, Philadelphia, Pittsburgh, and Johnstown.

The public and Planning Partners were invited to drop by any open house between the hours of 3:30 and 7:30 p.m. and, if they were interested, stay for one of the scheduled one-hour discussions, led by Preservation Pennsylvania's executive director Mindy Crawford or PA SHPO's director Andrea MacDonald. Information about these Open Houses can be found in Supporting Tools and Information online at https://phmc.info/PresPlan.

Focus Groups

Between June 2016 and August 2017, PA SHPO staff hosted small focus groups at regional gatherings and spoke at conferences and meetings about the statewide plan and the Community Connections process. The purpose of these events was to gather information from participants that would be added to the data collected from the survey and open houses.

Focus groups were included meetings with the American Institute of Architects Pennsylvania and Heritage PA; sessions at the Pennsylvania Downtown Center; a facilitated discussion with the Preservation Pennsylvania Board of Directors & Advisors and the Pennsylvania Historic Preservation Board; an interactive session with the Technical Advisory Committee for the Statewide Comprehensive Outdoor Recreation Plan; college classes of Philadelphia University and Shippensburg University; and special conversations in Adams, Fayette and Venango counties.

Data Analysis

PA SHPO started analyzing the information collected through the public survey, open houses, focus groups, current studies and articles, and demographic data from the last federal census in the spring of 2017. The goal of the data analysis was to identify the key issues that reflect the current state of historic preservation, historic communities, historic and archaeological resources, and urban and regional planning in Pennsylvania.

The analysis included several steps:

1. Regional clusters: PA SHPO divided Pennsylvania into 9 clusters to manage the amount of information generated by the public outreach and census. The regions were drawn to capture the known similarities in culture, history, historic resources and issues in a group of counties. Each cluster also corresponds to one open house location.

- Cluster 1: Southeast, Philadelphia Open House
- Cluster 2: Lehigh Valley/Lower Poconos, Bethlehem Open House
- Cluster 3: Northeast, Scranton Open House
- Cluster 4: Southeast Central, Lancaster Open House
- Cluster 5: Central, Boalsburg Open House
- Cluster 6: North Central, Galeton Open House
- Cluster 7: Southwest Central, Johnstown Open House
- Cluster 8: Southwest, Pittsburgh Open House
- Cluster 9: Northwest, Erie Open House

2. Census data: Using data from the last completed census and census projections, PA SHPO created demographic profiles for each cluster that examined data points for municipalities, current population, population trends, race and ethnicity, age, poverty, and homeownership. Key findings and conclusions interpret the data and a statement about the potential implications this data has for historic and archaeological resources.

3. Theme summaries: PA SHPO collated the feedback from each open house and survey responses from the corresponding counties in each cluster to develop a list of predominant themes. Ten themes, or trends, emerged: education, local/municipal issues, attitudes and perceptions, demographics, leadership, planning, economics, incentives, specific concerns and other. See "Preservation Trends, Challenges and Opportunities" for a discussion of the theme summaries.

4. Issue briefs: Using the theme summaries, the census data, and current studies and articles, PA SHPO and Gannett Fleming created 10 issue briefs that reflect current perceptions and concerns about what's happening (or not happening) relative to historic preservation in Pennsylvania. These briefs name the challenges that will be addressed by the plan over the next five years. See "Preservation Trends Challenges and Opportunities" for a discussion of the issue briefs; see the "Supporting Tools and Information" section for each brief.

External Task Force Workshop

In late October 2017 Gannet Fleming designed and facilitated a priority goal setting workshop for the PA SHPO steering committee and External Task Force. The workshop included a review of the Planning Partner meetings, a discussion of the 10 issue briefs, and brainstorming about plan implementation strategies.

Planning Partner Workshops

Planning Partners were invited to attend one of four facilitated workshops in October 2017 (two in-person and two webinars) to review the issues briefs and discuss the challenges they face regarding historic and archaeological resources and historic preservation. As plan consultant, Gannett Fleming designed and directed these workshops.

The issues presented and discussed are those outlined in "Preservation Trends, Challenges and Opportunities" and included in the "Supporting Tools and Information" section. Partners were asked to agree or disagree with the issues, to comment on what additional perspective or context should be included, and identify the implications for Planning Partner organizations. The results of these workshops can be found in the "Supporting Tools and Information" section online at https://phmc.info/PresPlan.

Developing the Action Agenda

In December and January, PA SHPO, with assistance from Gannet Fleming, developed the Action Agenda as one set of guiding principles and four goals that reflect what we learned from the engagement process about moving preservation forward during the next five years.

As part of the engagement process, PA SHPO distributed a draft Action Agenda to the Planning Partners, PA SHPO staff, State Historic Preservation Board, and PHMC Commissioners for review and input. Rather than developing a long list of specific tasks to assign to these groups and others, PA SHPO crowdsourced ideas for implementing the plan.

Reviewers were asked to enter at least one realistic, reasonable, practical, timely, and specific implementation task that they and other Pennsylvanians can do to carry out the Action Agenda. They were asked to consider the following:

- Is there something that you or your network are already doing?
- Is there something that you are able and ready to work on?
- Is there a related task that you have included in your strategic plan?
- Can you suggest a task that you think others could do?
- Is there a specific task in your strategic planning documents that matches up with one of our goals? If you have tasks 'assigned' to PHMC in your plan, please note that as well.

The responses were collated, edited for duplicate tasks, and incorporated into the final Action Agenda.

Review Process

Pennsylvania's Statewide Historic Preservation Plan went through a series of internal and external reviews beginning in December 2017. The review process began with editing and design from PHMC's Media & Marketing staff.

A final draft of the Action Agenda was provided for review and comment by PHMC Commissioners, State Historic Preservation Board, Planning Partners, Task Force, and PA SHPO staff in February and March 2018. The Commission approved the Action Agenda at their March 2018 meeting. PA SHPO provided full drafts of the final plan to the National Park Service and Governor's Office for approval.

Publication

PA SHPO issued the final plan in May 2018. The planning cycle for this plan is five years and will expire on December 31, 2023.

PRESERVATION TRENDS, CHALLENGES AND OPPORTUNITIES

We know that if you can't identify the problem, you can't find the solution. Addressing the current preservation trends and challenges in Pennsylvania may seem daunting, and it can be difficult to see the opportunity hiding behind a problem. Changing the mindset to look at these challenges as opportunities is at the heart of this plan and is the basis for the Action Agenda.

THEMES

Identifying the problems that this plan should address over the next five years began with an understanding of the predominant themes at the root of the challenges facing the commonwealth's historic and archaeological resources. These themes also reflect the current state of historic preservation in Pennsylvania.

Here are the trends Pennsylvanians identified through the public participation and outreach process:

Education

- Broad educational campaigns geared toward nontraditional audiences are needed to promote awareness and the benefits of preservation.
- Integrating knowledge of and appreciation for local history and older and historic places into elementary and secondary school curriculums is critical to change the conversation about historic preservation.
- The preservation toolbox is lacking consistent, credible, practical and accessible resources to educate audiences and a marketing strategy to combat misperceptions.

Local/Municipal Issues

- Local and municipal issues related to historic preservation are complex and complicated. It is within local communities that the day-to-day intersection of economics, demographics, historic resources, community interests and private property rights play out.
- The burden of following existing regulations related to historic preservation and the built environment is more at issue than the presence of regulations themselves. Changing perceptions and/or processes about regulations is needed.
- Financial and human resources are needed to assist municipalities with planning and enforcement, particularly related to identifying community priorities for revitalization and consistent application of codes and ordinances.

Attitudes and Perceptions

- Misperceptions exist around preservation protections (regulation), the financial implications of preservation planning/activities, and what has value and is worthy of preservation investment.
- In general people may not object to historic preservation per se but rather to broad categorizations of "historic" (as the benchmark for important) when places are perceived as being only "old." If cause exists to save/preserve a place, it is important that the "old" place contribute to the community and has demonstrated it is truly "historic." Negative reaction comes from the perception that preservationists are attempting to save everything and not the places that are truly worthy of the emotional and financial investment.
- Overall, preservation activities/ethics were seen as having value and benefit, primarily in the intangible, qualitative realm of sense of place, connections to the past, beauty and culture.

Planning

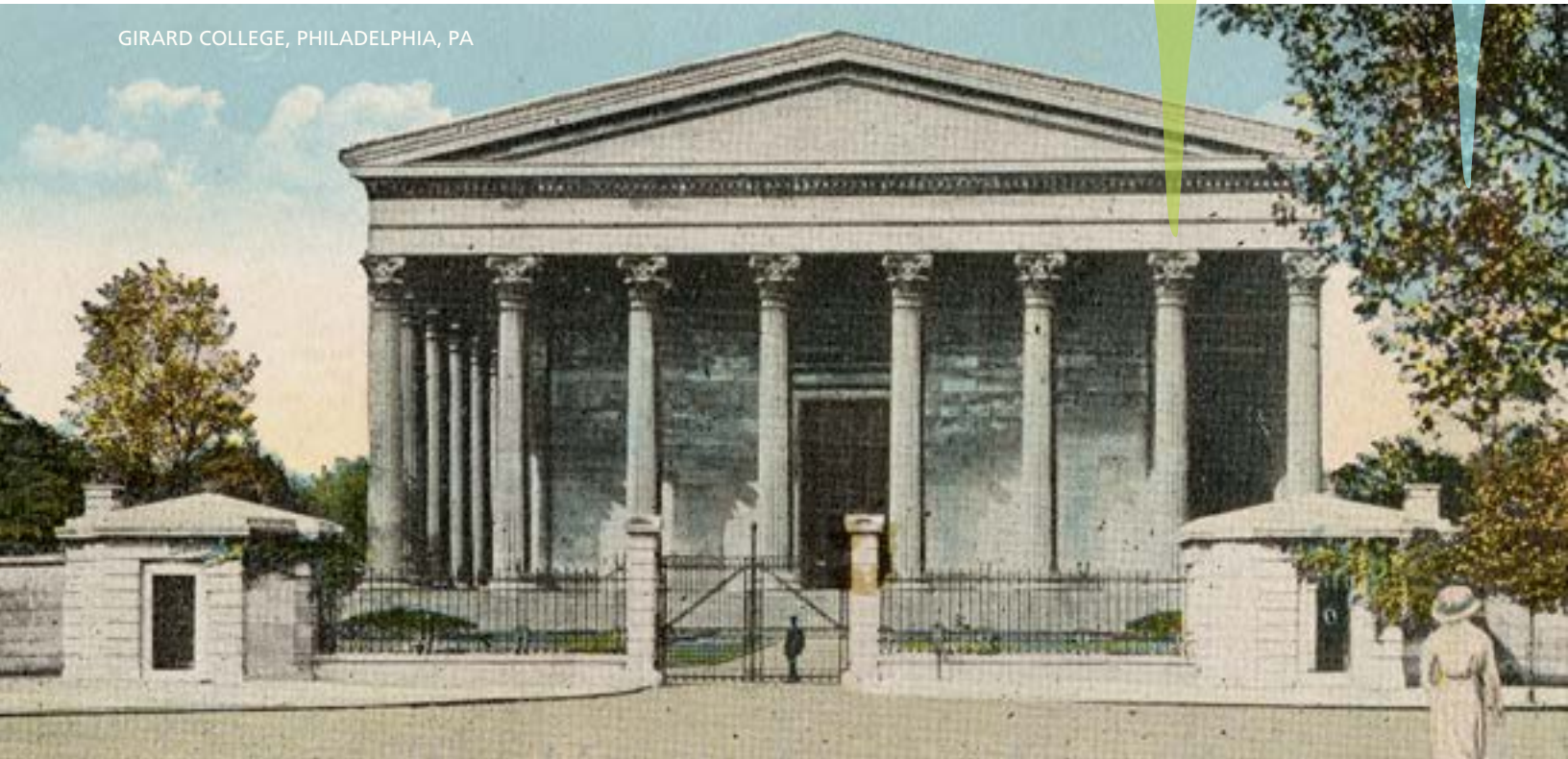
- Preservation is not prioritized in the list of community needs for most small towns and rural areas and is viewed as a luxury that can't be a priority when faced with poverty and a declining tax base.
- There is a strong need for greater collaboration at the state level between agencies whose policies and programs touch archaeology and the built environment, as well as better enforcement of existing laws and regulations like the Municipalities Planning Code and the Pennsylvania State History Code.
- Pennsylvanians believe that historic places are taken for granted and advocacy for preservation occurs too late, if at all. The public assumes that protections for older/historic places already exist and is not a critical issue.

Incentives

- Specific areas for funding and financial support include survey, advocacy and awareness activities, façade easements, physical repairs, appropriate commercial/residential use, preservation plans, barns/agricultural properties, and low-income communities.
- More education and information about available incentives for preservation needs to be promoted through smaller communities, as well as how funding and incentives not identified specifically for preservation can be used to support preservation work.
- Improvements to the state tax credit, creation of a revolving loan fund, and façade improvement grants were cited most often as ways to increase preservation activities.

Demographics

- Population shifts, which in this context includes aging, negative growth and zero growth, impede preservation by undermining historic neighborhoods. Aging populations move out or cannot maintain existing homes. Zero or negative growth in historic communities is impacted by availability of economic opportunities and new construction.
- Poverty and lack of economic resources threatens historic small towns and rural areas. Preservation is not prioritized in the list of community needs.
- Lifestyle trends of Baby Boomers and Millennials provide opportunities for preservation through perceived interest in quality-of-life indicators like walkability, unique experiences, and access to arts and culture.



GIRARD COLLEGE, PHILADELPHIA, PA

Economics

- Economic health of a community directly influences preservation activities like property maintenance and property ownership, which influence community character and sources of revenue through efforts like heritage tourism.
- The economic reality is that changing demographics (principally poverty and aging) negatively affect historic buildings and communities because of the lack of financial resources to upgrade and maintain properties. Property owners need tools and education to understand the importance of cyclical maintenance for older buildings.
- Development/developers are not viewed as antipreservation but rather as a partner for preservation. It is critical to encourage development and investment and create an atmosphere where creative reuse of older and historic properties that is feasible and sustainable.

Leadership

- Leaders/leadership in advocacy is key and is currently insufficient. Effective leadership is needed to combat apathy, guide the evolution of historic sites and organizations, identify partners, and educate local audiences about preservation.
- Partnerships and advocacy are needed to further preservation education at the local and state level, and this needs to be achieved by pairing with like-minded constituencies and establishing a network.
- Organizational sustainability for preservation organizations and historic house museums is a problem, meaning resources and organizations do not have sufficient legacy planning to be viable now and in the future.

Resource-Specific Concerns

- Particularly threated historic and archaeological resources include churches, cemeteries/burial grounds, landscapes and open space, agricultural resources, industrial buildings, and landscapes.
- There is little diversity in the historic and archaeological resources that reflect Pennsylvania's diverse ethnic and cultural history. In particular, African American resources in Pennsylvania are greatly underrepresented in National Register of Historic Places listings, by Pennsylvania Historical Markers, and in the CRGIS database of identified historic properties maintained by PA SHPO.
- Archaeology has historically been underrepresented in statewide plans and needs to be more visible and included in this plan.

CHALLENGES

Using information gathered during our public engagement process and data analysis, PA SHPO and the plan consultant Gannet Fleming identified ten preservation issues that face Pennsylvania. The issues below are summaries of our findings.

For an in-depth understanding of the ten issues, please see the supporting tools section of the full plan at **https://phmc.info/PresPlan**.

ISSUE: Pennsylvania does not have a strong local planning culture or policies that thoughtfully incorporate historic resources into municipal or county planning efforts.

- Historic and archaeological resources are unidentified and undervalued, individually and collectively, as elements of the community fabric and opportunities for economic revitalization.
- Review of a single development proposal for its site-specific change often lacks perspective on systemic impacts (or impacts to the community fabric); transportation/traffic is perhaps the exception.
- Poor planning leads to reactive decision-making wherein historic resources are unidentified, inadequately considered, or even ignored.

ISSUE: The financial realities facing Pennsylvanians and their municipalities hinder preservation efforts that have the potential to bring economic benefits and rally pride in communities.

- The economic health of a community directly influences preservation activities like property maintenance and property ownership, which in turn influence community character and sources of revenue through efforts like heritage tourism.
- Changing demographics of property owners (principally poverty and aging) negatively affect historic buildings and communities because of the lack of financial resources to upgrade and maintain properties. Conversely, the rising popularity of home makeover shows often results in maintenance-free exterior "upgrades," alteration of original floor plans for open kitchens and living spaces, and loss of original features and materials in kitchens and bathrooms as they are remodeled for current taste—all of which impact integrity and long-term value.
- Limited access to qualified contractors and appropriate building materials drives up the cost of restoration or rehabilitation work.

ISSUE: Pennsylvanians want practical, accessible and relevant information that will enable them to communicate the values of historic places, care for and maintain older and historic buildings, and acquire the legal and financial tools to protect and enhance these resources.

- The integrity of single structures and neighborhoods is at risk as properties are lost because of deterioration, deferred or inadequate maintenance, and poor planning. This may also affect the character of many modern structures that could one day be "historic."
- Property values may be affected by low quality "improvements."
- Inconsistent enforcement of building, zoning and other codes is perceived to stifle rehabilitation, which in turn can lead to blight and demolition. It makes it difficult for owners of historic properties, HARBS/Commissions, and preservation advocates to understand and work with municipal priorities.

ISSUE: Pennsylvania's state-level programs are not aligned or administered to support preservation through collaborative funding, streamlined processes, and strategic program coordination.

- As public funding for many agencies and their community and place-based programs is reduced, fewer projects can be realized.
- If coordination of programs does not occur, agencies may promote programs with unintended consequences relating to historic preservation and landscape conservation.
- Environmental programs and cultural landscape conservation could benefit from more thoughtful and coordinated consideration so that historic landscapes and agricultural properties are not lost through reforestation and habitats.

ISSUE: Pennsylvania has an incomplete network of historic preservation leaders, advocates and allies.

- Historic preservation has lost capacity and momentum as the preservation network has declined at the local and regional levels.
- Historic resources that have "come of age" since the 2000s are at greater risk of loss and impact from modern development.
- The public finds it difficult to understand the historic significance and importance of historic resources that were built during their lifetimes, threatening the preservation of historic resources built after World War II.

ISSUE: Rural landscapes and agricultural properties across Pennsylvania face varied preservation challenges from sprawl and speculative development to demographic factors and access to financial resources.

- Preservation challenges are different in a rural area where the natural elements are just as valuable as the buildings themselves and require a different approach to encouraging their preservation.
- Farm succession is a challenge in many areas of Pennsylvania and is both a demographic problem and a land preservation one. Without new generations to assume ownership, maintenance and farming operations, generational farms are at risk for abandonment or demolition.
- As new industrial parks are developed in farmland or very rural areas, dollars are invested in new infrastructure and roadways, which may result in a further loss of historic properties and landscapes.

ISSUE: Pennsylvania's historic communities are increasingly vulnerable to flooding, which threatens resources and community character.

- Preservation activities can protect resources and sustain community character postdisaster, making communities more resilient. Pilot planning in Milton, Northumberland County, and statewide post-Hurricane Sandy has identified best/successful practices for integrating historic preservation with hazard mitigation planning.
- There are 849 boroughs and 56 cities in Pennsylvania that participate in the National Flood Insurance Program. Therefore, more than 900 communities in Pennsylvania will experience impacts related to the Biggert-Waters legislation. Increased insurance rates mean flood insurance may no longer be affordable to those living in—or identified as living in—a floodplain.
- Most notable impacts include the increased cost of flood insurance for individual property owners. When aggregated, however, these increased costs associated with living in historically affordable locations will change the dynamics of living and doing business in many communities throughout the country. Much of the northeastern United States has its roots and economies built around towns that are located along waterways. Each of Pennsylvania's major waterways supports dozens of population centers, all of which were established long before the National Flood Insurance Program was enacted.
- Integrating preservation planning and disaster planning can play a significant role in community resilience. Preservationists and disaster planners can improve prospects for collaboration by improving the quality of data on at-risk historic resources.

ISSUE: Historic sacred places throughout Pennsylvania are generally viewed as significant community assets but are increasingly vulnerable to loss as a result of disuse, development pressure, and deferred maintenance.

- Fewer members and dwindling financial support leads to the closing and/or abandonment of buildings of worship. An example would be Catholic dioceses closing local parish churches and consolidating services.
- Faith-based institutions and centers of worship are/were anchor buildings in communities and neighborhoods. As these buildings are abandoned or sold, the surrounding area can also decline or the buildings are developed in ways that are not preservation sensitive or supported by the community.
- Churches and other sacred places were designed with strong, visual religious symbolism. Many were also built by immigrant craftsmen skilled in masonry, carpentry, roofing and stained glass, using both native/local and imported materials. These details are not well documented. Changes to these structures can distort or remove the evidence of local history.

ISSUE: Historic cemeteries and burial places in Pennsylvania face significant threats from development, neglect, abandonment and deferred maintenance.

- People who unearth human remains are uncertain how to respectfully handle, relocate and rebury them. Historic period cemeteries and burial places should not be treated as archaeological sites for fear that they would be disturbed and disrespected by caretakers, the public and families.
- Development projects, particularly in urban environments, may continue to unearth former burial places and cemeteries. Property owners pushing for projects to stay on schedule and on budget may ignore, or be resistant to, calls to delay or stop work for adequate study and reburial.
- Public projects may also reveal the location of unmarked graves, burial places and cemeteries. When this occurs, both the resource and the project are at risk. The loss of burial places and cemeteries disconnects descendant communities from their past and our collective past. They can be one of the places that reflect a community's culture and history.

OPPORTUNITIES

Pennsylvanians acknowledge the challenges in preserving and celebrating the commonwealth's historic and archaeological resources and, at the same time, see opportunities for change and improvement.

The trends and challenges helped identify Pennsylvania's problems. The opportunities to address them over the next five years are outlined in the Action Agenda.

KENNYWOOD PARK,
WEST MIFFLIN BOROUGH,
ALLEGHENY COUNTY

2018-2023 ACTION AGENDA

The action agenda is the heart of the statewide historic preservation plan. It is based on the outreach and research the PA SHPO has done to date, which were synthesized into issue briefs that outline the top challenges for historic preservation in Pennsylvania today and over the next five years.

The action agenda outlines a set of guiding principles and four goals for historic preservation activities in Pennsylvania over the next five years, from May 2018 through December 2023. Each goal includes three approaches, or objectives, that provide further explanation of the overall goal. Each goal also includes a set of actions and specific strategies that Pennsylvanians can take to implement the plan. For more information about each goal, please visit our statewide preservation plan website at **https://phmc.info/PresPlan.**

THE FOUR GOALS ARE:

Implement the statewide historic preservation plan as a resource that provides solution-oriented steps for preservation outcomes.

Use the power of planning to transform Pennsylvania's historic places into vibrant and diverse communities.

Position Pennsylvania to better respond to new preservation challenges and opportunities in the 21st century with proactive planning and education.

Invest in the future of Pennsylvania through the commonwealth's historic places and the people and programs that protect and celebrate them.

GUIDING PRINCIPLES

These guiding principles provide an anchor or reference point to consider when making decisions, deciding on a course of action, or when confronted with complex or complicated challenges that may not end with a preservation outcome.

These statements capture common ideas based on what was learned during the Community Connections outreach phase of this planning process. They reflect real-world observations from Pennsylvanians of all walks of life about historic preservation, preservation in the commonwealth, and the future of preservation that provide the foundation for goals and actions.

- Historic preservation is holistic; it is broadly defined to encompass buildings, archaeological sites, structures, objects, historic districts, landscapes and communities.
- Archaeology tells the story of the people and diverse cultures who have lived in the lands of Pennsylvania for the past 15,000 years. In some cases, it is the only record we have of these diverse cultures and peoples and in others it is an important complement to the oral and written historic record.
- Change to Pennsylvania's communities, historic and archaeological resources, and landscape, physical or otherwise,is necessary and inevitable.
- Historic places and archaeological sites cannot be replaced if destroyed, and some, for reasons outside of anyone's control, will be lost.
- Not all older places are historic, and for those that are, prioritize those that are considered important.
- Historic preservation is a public interest, with economic, social, health, cultural and other benefits.
- Preservation is most effective when it is proactive and not reactive.
- Older and historic buildings need to be used, reused and changed to be viable. Conversely, significant archaeological sites and cemeteries should be avoided and left unchanged, managed as open space, or adapted for outdoor recreation.
- There are people, stories, cultures and places that are underrepresented in Pennsylvania's historical narrative.
- Not every preservation approach will work on every historic property.

GOAL 1

Implement the statewide historic preservation plan as a resource that provides solution-oriented steps for preservation outcomes.

A well-functioning statewide historic preservation plan is effective when it is beneficial to all users because it is educational, forward-thinking, and developed with input from all types of audiences. It also includes realistic tools, achievable activities, and practical ways to show preservation successes.

Pennsylvania's demographic, economic, and geographic diversity, combined with the unique circumstances and needs of rural, suburban, urban, and small town communities, gives us preservation challenges and opportunities. Implementing this plan over the next five years can help overcome those challenges and embrace more opportunities.

Approach: Use it.
Let's be realistic. Lots of plans sit on the shelf and collect dust, despite the best of intentions. Researching and writing a plan is only half the battle. Progress is made, change is realized, and partnerships get stronger when plans are put into practice. Plans should be living documents that are read, debated, updated, and used.

Approach: Lead the charge.
The PA SHPO has a central role in developing this statewide historic preservation plan and a responsibility for creating a network of historic preservation leaders, advocates, and allies to help implement the Plan. But it's not the PA SHPO's plan, it's Pennsylvania's plan. The PA SHPO leads the charge but everyone can use this plan to make them a preservation leader, too.

Approach: Always show and tell.
There is no need to be humble when it comes to preservation successes. The question "why does historic preservation matter?" will never go away if we never tell people the answer. Whether it's sharing a photo on social media or changing state-level policies, users of this plan can be the best champions for preservation by sharing their stories with others.

How do we do this?

These actions provide direction about how to make progress under this goal.

- **Use, revisit, then update.**
- **Be opportunistic.**
- **Demonstrate leadership.**
- **Collaborate and participate.**
- **Show continual progress.**

What can we do?

These five crowdsourced examples show the different types of activities that can be undertaken to implement the actions in this goal.

There are other ways to implement this goal that may not be included in this list. For more activities, see our statewide preservation plan website at https://phmc.info/PresPlan.

1. Develop annual workplans for the PA SHPO and each of its divisions and sections that will implement the goals of this plan and expands on the information gathered through the public process. Use these work plans to determine how PA SHPO services can best meet the needs of communities and other service organizations.

2. Annually engage the Planning Partners to ensure the Plan is being administered and implemented in a manner that supports the efforts of government entities, statewide organizations and regional and local partners.

3. Provide learning opportunities to encourage counties and municipalities to use the statewide historic preservation plan goals and guiding principles to guide decision-making, identify priorities, and optimize financial and human resources.

4. Prepare audience-specific "User Guides" for the plan that provide a more focused explanation of how to use and implement the plan.

5. Identify ways to measure the success of the plan and communicate progress through things like success thermometers.

What can you do?

GOAL 2

Use the power of planning to transform Pennsylvania's historic places into vibrant and diverse communities.

Historic preservation plays a key role in community health and vitality and is recognized as one of many planning tools needed for community, comprehensive, and strategic planning in the 21st century.

Preservation, when incorporated thoughtfully into planning activities, can help create strong and robust local economies, fair and effective policies, and opportunities for all citizens to participate. Change is inevitable, and preservation, when integrated into planning, can help manage that change.

Approach:
Take stock of what you have
It is difficult, at best, to plan for the future when you don't have all the information. Whether it is information about a city's housing stock or a region's predicted growth, it is critical—and a best practice—to gather the information you need to integrate historic preservation into informed decision-making about the future.

Approach:
Actively Plan.
We can't save everything; it isn't always possible or practical. To create an environment favorable to preservation, it is critical to engage your audiences and understand what places are important to them and where the challenges lie. Communities need practical, reasonable, and helpful planning tools to maintain the historic and archaeological resources that matter.

Approach:
Engage, engage, engage.
Engagement is one of the pillars of good planning. Engagement can create opportunities for diverse voices and audiences to participate in the conversation about place, for education and networking, and for defining a community's preservation ethic. Engagement should not end once the plan is written.

How do we do this?

These actions provide direction about how to make progress under this goal.

Conduct a survey.

Create a plan.

Plan for preservation.

Use the resources.

Create opportunities.

What can we do?

These five crowdsourced examples show the different types of activities that can be undertaken to implement the actions in this goal.

There are other ways to implement this goal that may not be included in this list. For more activities, see our statewide preservation plan website at https://phmc.info/PresPlan.

1. Reach out to denominational leadership organizations in the state to conduct regional surveys of historic churches, synagogues, and their associated buildings and cemeteries.

2. Develop a management plan for state agencies to identify significant historic and archeological resources under their ownership to ensure better preservation outcomes.

3. Coordinate with local, state and heritage organiza tions to develop management and improvement plans for recreation areas that incorporate strategies for man aging historic and archaeological resources.

4. Direct funding to Keystone Historic Preservation Grant applications that further the implementation of long-range historic preservation plans in communities across the commonwealth.

5. Encourage local preservation advocacy and planning groups to consider hazard planning as a natural and integral part of preservation.

What can you do?

GOAL 3

Position Pennsylvania to better respond to new preservation challenges and opportunities in the 21st century.

Too often, preservationists, archaeologists, private citizens, and others find themselves being "reactivists" rather than "proactivists" when it comes to historic preservation. It's time to change the conversation and invest in identifying problems and solutions before challenges become crises.

Pennsylvania's achievements, historically as well as today, demonstrate leadership and tenacity. We should include historic preservation as a proven approach in which the commonwealth's policies, principles, and creativity stands out.

Approach:
Listen, learn, and teach.
One of the cornerstones of being proactive when it comes to historic preservation is education, whether it's about the best way to repair wood windows or why it's important not to disturb an archaeological site. Be the student and the teacher by listening to people first and then talking to them about historic preservation.

Approach:
Be forward thinking.
The preservation partners, tools, and problems haven't changed much in the last 50 years. And it is still a struggle to get out in front of persistent issues like stereotypes, misinformation, and short-sighted development. To change this, preservation networks, techniques, and strategies should be proactive and innovative – and changed when they aren't working.

Approach:
Be creative and flexible.
Partners can take many shapes and sizes, and should include traditional, non-traditional, and diverse ones. Whether a small local history group or a large state agency, seek partnerships to invest collectively, develop new models for preservation, fill gaps in project funding, build capacity, and attract multiple audiences.

How do we do this?

These actions provide direction about how to make progress under this goal.

Broaden the definitions of historic preservation.

Address gaps in financial and human resources by building capacity

Create tomorrow's leaders today.

Use education as a catalyst for change.

Build resilient communities through historic preservation.

Assess, Review and (maybe) Change.

What can we do?

These five crowdsourced examples show the different types of activities that can be undertaken to implement the actions in this goal.

There are other ways to implement this goal that may not be included in this list. For more activities, see our statewide preservation plan website at https://phmc.info/PresPlan.

1. Pursue reauthorization of the Pennsylvania Historic Preservation Tax Credit as well as policy changes to improve the program's role as a revitalization tool, particularly for cities and boroughs.

2. Reinforce common goals shared by cultural conservation and environmental conservation groups that develop the relationship between century farm preservation, natural landscape conservation, and traditional historic preservation programs.

3. Modernize of enabling laws for local preservation programs, including the Historic Districts Act and Municipalities Planning Code to better meet local capacity and needs.

4. Create an inventory of partners (local, regional, etc.) who want to see success by using the power of place to generate social capital and a high quality of life. Not all partners are going to be equally invested in outcomes or have the capacity to be equal partners. Identify critical partners.

5. Explore dedicating a percentage of annual grants or other funding to fund hazard mitigation projects that will enable communities to sensitively retrofit historic resources or develop hazard mitigation plans for their historic resources.

What can you do?

GOAL 4

Invest in the future of Pennsylvania through the commonwealth's historic places and the people and programs that protect and celebrate them.

Pennsylvania is defined by its history and culture, which is embodied in its diverse historic and archaeological resources. The places that reflect the commonwealth's stories connect Pennsylvanians to their roots, instill pride in their communities, and draw visitors from all over the world. Successfully preserving these places for the next generation requires investment not just in the places themselves, but also in the people and programs that make preservation possible.

Approach:
Invest in places.
The commonwealth's historic and archaeological resources are one of its best assets. By investing in places, Pennsylvanians can protect and preserve the places that are important to them with the additional benefits of increased heritage tourism dollars, better quality of life, and sustainable futures.

Approach:
Invest in people.
People are the foundation of every successful historic preservation project. Innovation and sustainable solutions require investing in education and continual engagement to generate social impact alongside financial return. By investing in people, Pennsylvania can ensure historic and archaeological resources will remain an important component across the landscape.

Approach:
Invest in programs and incenvites.
Incentives and programs that encourage historic preservation outcomes are proven tools that policymakers use to stimulate local economies and inform decision-making. Whether traditional or non-traditional, programs and incentives that assist owners of historic properties are key to good stewardship, community pride, and rising property values.

How do we do this?

These actions provide direction about how to make progress under this goal.

Encourage good stewardship.

Foster and mentor the next generation.

Educate all Pennsylvanians.

Capitalize and collaborate on existing place- and heritage-based programs.

Find financial support for historic and archaeological resources and programs.

What can we do?

These five crowdsourced examples show the different types of activities that can be undertaken to implement the actions in this goal.

There are other ways to implement this goal that may not be included in this list. For more activities, see our statewide preservation plan website at https://phmc.info/PresPlan.

1. Provide owners of buildings individually listed in National Register of Historic Places with information packets and technical assistance on maintenance and restoration best practices. Conduct local/regional/state awards programs recognizing exemplary examples.

2. Provide templates to state and local agencies and organizations for them to list amenities, resources, and educational materials so schools and youth-based organizations can more easily incorporate local/regional historic and archaeological resources into curricula.

3. Encourage grant funded projects that develop youth-based local heritage education programs in a variety of settings (museums, libraries, parks, historic sites, environ mental centers, historical marker locations, etc.).

4. Establish a network of county and regional contacts to offer technical guidance to municipalities, churches, and businesses to help them maintain, repair, and rehabili-tate their historic properties.

5. Seek funding through creative and non-traditional sources, like art grants for place-making and history. Also consider 'preservation adjacent' funds that may fund street beautification, rail trails (historic resource), and other similar projects that could also take place in and effect historic communities and landscapes.

What can you do?

#PreservAtionHappensHere

Relevance
Work
Regulation
Investment
Revitalizati
Landmark
Control
Ignorant
Tradition
cooperation
Overwhelming
Significant
Misunderstood
Stewardship
PennDOT
Connections
Value
Loss
Authentic
Priceless
Valued
Memories
Aesthetics
Time
Adapt
profit
reuse
Funding
Stories
Story
Peopl
Neighborh
Craft
Stability
restoration
environment
local
rural
rigid
Cost
responsibility
Economics
fun
Ruins
monuments
useful
vs
Art
Exciting
Unique
Ambiance
incentivize
Saved
Standards
Bulldozers
Special
Nostalgia
Rootedness
Narrative
Perspective
Place
Identity
Heritage
Community
Comment
Money
Saving
Old
Memory
Pride
ecture
https://phmc.info/PresPlan