

Lancaster County Boroughs Collaborative

CONCEPTUAL DEVELOPMENT PROGRAM

Wenger Feed Mill

Borough of Ephrata

Spring 2017



LANCASTER COUNTY, PA
Economic Development Company

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About EDC & Boroughs Collaborative

Economic Development Company of Lancaster County (EDC) is the leading organization dedicated to promoting business development and expansion within Lancaster County, Pennsylvania. A private, not-for-profit, non-government organization, EDC works on several fronts to advance the economic well-being of Lancaster’s diverse communities. EDC coalesces resources to support real and sustainable economic growth in the commercial, industrial and agricultural industries throughout the county.

In addition to traditional economic development pursuits, EDC is both proactive and intentional in addressing urban investment and development. In 2015, EDC launched The Lancaster County Boroughs Collaborative to engage directly with the 18 Boroughs of Lancaster County on economic development initiatives. While each borough presents unique community and economic development challenges and opportunities, collectively they share a common desire for re/development that generates activity, momentum and tax revenues. Key elements of the EDC’s Boroughs Collaborative initiative include:

Making Connections & Generating/Sharing Information

- Bi-monthly Boroughs Economic Development Newsletters
- Regional Meetings to discuss common economic development opportunities and challenges
- Continued dialogue between boroughs, EDC and other partner organizations

Building Capacity to Address Opportunities & Challenges

- Collaboration between boroughs and with partner organizations and private businesses
- Conceptual Development Program to address key re/development opportunities

Developing Economic Development Education Programming for Borough Leaders

- Pilot Economic Development Planning Event
- Boroughs Economic Development 3-Part Education Series. In 2017, topics include parking, placemaking, and downtown business recruitment.

The Conceptual Development Program

Over the course of 2016, in collaboration with borough leaders throughout the county, EDC identified over 60 re/development opportunities. Specifically, these opportunities are properties that face challenges such as deteriorating conditions, limited functionality, obsolete design/layout, lack of parking, insufficient rentable space to justify costs of renovations, unrealistic expectations of owners/sellers, and more. Re/development of these properties has the potential to not only bring new life to a vacant or underutilized property, but also – and perhaps more importantly – add value to communities and generate energy around further economic development and investment.

Utilizing the strengths of the Boroughs Collaborative, its membership and many professional partners, EDC created the Conceptual Development Program (CDP) centered around an intensive two-day planning process in April 2017.

The CDP has two overall objectives:

1. Identify projects that are supported by the host borough and have: little/no activity now; willing/engaged ownership; a likelihood of success; and the greatest potential impact in the community.
2. Work with the property owner, the host borough and other professional development partners on predevelopment activities to reposition the property as a viable reinvestment opportunity.

EDC's intent is to implement and further refine this model to address a wide range of economic development questions. In this pilot project, the CDP focused on a specific property – the Wenger Feed Mill – to provide a pre-development assessment and concept review.

This report serves to memorialize the process and outcomes of the two-day pilot implementation of the CDP sponsored by EDC and the Boroughs Collaborative. This initial project was undertaken in partnership with the Ephrata Area Chamber of Commerce, Borough of Ephrata, and Ephrata National Bank (the building owner). The Conceptual Development Team (CDT) members – professionals from around the County with backgrounds in real

estate development, construction, finance and business development – were tasked with assessing the feasibility of re/developing the mill building and understanding what opportunities fit the community. More information on team members can be found later in the report.

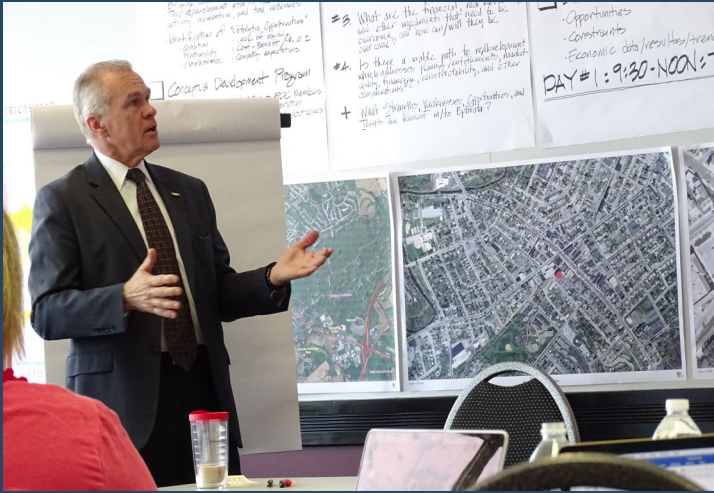


Rick Jackson, ELA Group, led the Community Development Team through the CDP planning process.

Qualifying a Redevelopment Project

The EDC established a simple set of five criteria to help qualify projects for inclusion in the CDP. The Wenger Feed Mill's qualification assessment revealed a project (as well as a community and a property owner) that was a great fit for the process.

Criteria	Wenger Feed Mill Review / Comment
Supported by the host borough	The Borough of Ephrata, through Borough Manager Robert Thompson, is an engaged member of the Boroughs Collaborative Working Group and a strong supporter of focusing on the former Wenger Feed Mill.
Little/no current development activity	The building has been vacant since 2006, when Mr. Wenger ceased its operations as a feed mill. Ephrata National Bank, the building owner, has developed the adjoining areas for parking and other bank uses, yet merely maintained the feed mill, while leaving it largely unutilized. The bank has interest in seeing the building have an impact on downtown development but has limited interest in developing the property at this time.
Willing/engaged ownership	Ephrata National Bank owns the property as part of its downtown campus and endorsed undertaking a review of the property to see if there is a viable path to redevelopment that would benefit the bank and the community.
Likelihood of success	The building, while not without significant challenges, is located within the core of Downtown Ephrata, has significant historic architectural detail and offers the opportunity to consider several alternate uses.
Greatest potential impact in the community	Across the County, the Boroughs Collaborative has identified a handful of key properties that could potentially spur additional re/development in their borough. The Wenger Feed Mill fits that criteria in Ephrata. The historically significant property abuts the Warwick-to-Ephrata Rail Trail located in the heart of Ephrata's Downtown.



This image provided by Land Grant Surveyors as a result of their 3D scan of the first floor of the Wenger Feed Mill

The CDP Process

The Conceptual Development Program (CDP) process included the following fundamental steps:

- Evaluating studies, plans, ordinances and other materials that impact possible redevelopment
- Touring the community/region, as well as the property to understand its place in the community
- Facilitating stakeholder interviews and public meetings to seek out uses for the building that would be supported by the market and the community
- Performing a SWOT analysis of the property and community context
- Developing a pre-development report discussing the viability of redeveloping the property and outlining a path to achieving that redevelopment

What Was Asked of the Conceptual Development Team

In considering a viable path to re/development of the Wenger Feed Mill, Team Members were asked to address the following questions:

1. **What uses of the site and building would be supported by the community and the market?**
2. **What is the site/building capable of becoming/supporting?**
3. **What are the financial, marketability, and other impediments that need to be overcome and can they be?**
4. **Can we outline a viable path to re/development - briefly addressing planning/entitlements, marketability, financing, constructability and other key considerations?**

Borough of Ephrata

The Borough of Ephrata is a historic community that seeks to maintain and enhance a high quality of life for its residents, while renewing its role as a civic, economic, and cultural hub in the region. Ephrata is a vibrant community that sits at the core of Northern Lancaster County's economic engine. Through its 2014 Comprehensive Plan update process, the community both recognized this strategic opportunity and set an overall goal of "...boosting Ephrata's economic development efforts and stimulate desirable redevelopment."

Ephrata stands alone in both the county and the region for its ownership and/or joint control of its wastewater treatment, water supply, and electricity distribution. These Borough owned and operated utilities and shared services provide cost effectiveness and fiscal stability for residents and business owners helping to keep taxes low. From a transportation standpoint, Ephrata is accessible and well served by both major highways and a strong local road network. US 322 is a regionally significant east-west travel corridor and serves as the Borough's Main Street as it passes through the downtown area. Over the years, PA 272 has developed into a major commercial corridor lined with retail stores, restaurants, shopping centers and other uses.

According to their 2014 Comprehensive Plan update, Ephrata Borough boasts two unique downtown areas... "the traditional Downtown at the intersection of Main Street (US 322) and State Street, and that of Lincoln Village, formerly 'New Ephrata,' also along US



Main Street looking west through downtown Ephrata

322 in the northwest corner of the Borough. Both areas are rich with historic charm and contribute greatly to the Borough's overall quality of life and regional attractiveness." An inviting streetscape, continuous sidewalk network, and the recently completed Rail Trail give the traditional downtown area a high degree of walkability. The Borough provides willing and capable leadership as well as resources for redevelopment: to maintain the downtown infrastructure, attract new businesses and employers, and help older spaces meet modern needs. All involved in Ephrata's community and economic development efforts understand that re/development and specifically rehabilitation of properties can and should be done in a way that respects and enhances the Borough's unique physical character.

Downtown SWOT

SWOT is an acronym for strengths, weaknesses, opportunities, and threats. The CDP employed a SWOT analysis as part of the planning process for the future re/development of the Wenger Feed Mill within the context of downtown Ephrata. Over the course of the two-day planning effort, the Team facilitated a variety of conversations to better understand the context that downtown Ephrata presents for revitalization in general and specifically the re/development of the Wenger Feed Mill. The following list summarizes the input from over 65 Stakeholder Interviews, approximately 25 Young Professionals gathered for an Open House, and approximately 25 attendees at the Public Meeting.

Community thoughts on STRENGTHS of the downtown:

- Main Street makes a strong first impression (Downtown Aesthetic)
- Location
- Small town feel, community events, walkable
- Community amenities (Rail Trail, Whistlestop Plaza, Parks, Ephrata Performing Arts Center, Cloister, Library, and the like)

- Solid, well-maintained infrastructure and utilities
- Borough has resources and is willing to invest in the downtown

Community thoughts on WEAKNESSES of the downtown:

- Mindset
 - ◊ Internally - negative identity; can't compete with other communities
 - ◊ Externally - negative perception; misunderstanding/appreciation of community
 - ◊ Generational and cultural divides; not co-existing
- Lack of coordinated community support for intangibles to uplift Ephrata
 - ◊ Engagement, youth leadership development, communication, marketing
- Limited options and lack of diversity of commercial activity (retail, food, entertainment, nightlife, social engagement)
- Parking challenges (management, education, wayfinding)
- Real and/or perceived drug use and unsafe areas
- Availability of natural gas
- Sub-par property management and investment
- Lack of resources to address community issues
- Housing, economic development

Community thoughts on OPPORTUNITIES for the downtown:

- Building upon and connecting downtown resources/amenities
- Rail Trail, Whistlestop Plaza, Events, arts/culture
- Connecting people and organizations to community
- Cultivating the next generation of leaders and downtown users
- Identifying potential partners to advance downtown ventures
- Health/wellness, tourism, retail, education, entrepreneurial support
- Vacancies offer blank slate to generate new ideas and energy for downtown
- Marketing/Branding both to capture local market and to leverage regional tourism
- Coordination of local group for property reinvestment

- Balancing local regulations, history and architecture, and opportunity for business development

Community thoughts on THREATS to the downtown:

- Challenging regulatory environment (not just the Borough)
- Low barriers to establish storefront business (financial, business plan, expertise), attracting mostly startups with limited capacity...causing high business failures and turnover. Limited knowledge of resources to directly assist entrepreneurs.
- Decline of/lack of destination commercial businesses in the downtown (e.g., Donneckers, D&E, Ephrata Mftg, etc.)
- Resistance to change - both from residents and businesses
- Limited interest in and/or knowledge of what's downtown
- Lack of wayfinding signage
- Safety and security
- Lack of quality employment opportunities (not including Ephrata National Bank)

Overarching Themes for Redevelopment

In addition to creating general context for downtown re/development through the SWOT analysis, the Team captured a number of overarching themes for re/development at the Wenger Feed Mill site from the participants in the CDP process. These themes generate a framework for the spirit of activities and uses that the community would like to see take shape at the property.

1. Create a downtown anchor/destination – something that can serve as a catalyst for additional development and commercial activity
2. Incorporate mixed uses into the building – primarily focused on job creation
3. Honor the legacy of the mill operation at the site, as well as the history of mills in the community

4. Improve the area adjacent to and provide amenities that serve the Rail Trail
5. Create an informal gathering space for the community – a welcoming environment
6. Incorporate space and/or programming to bring “life” to the site (i.e., street performers, public art, etc.) to engage a diverse population (generational and cultural)

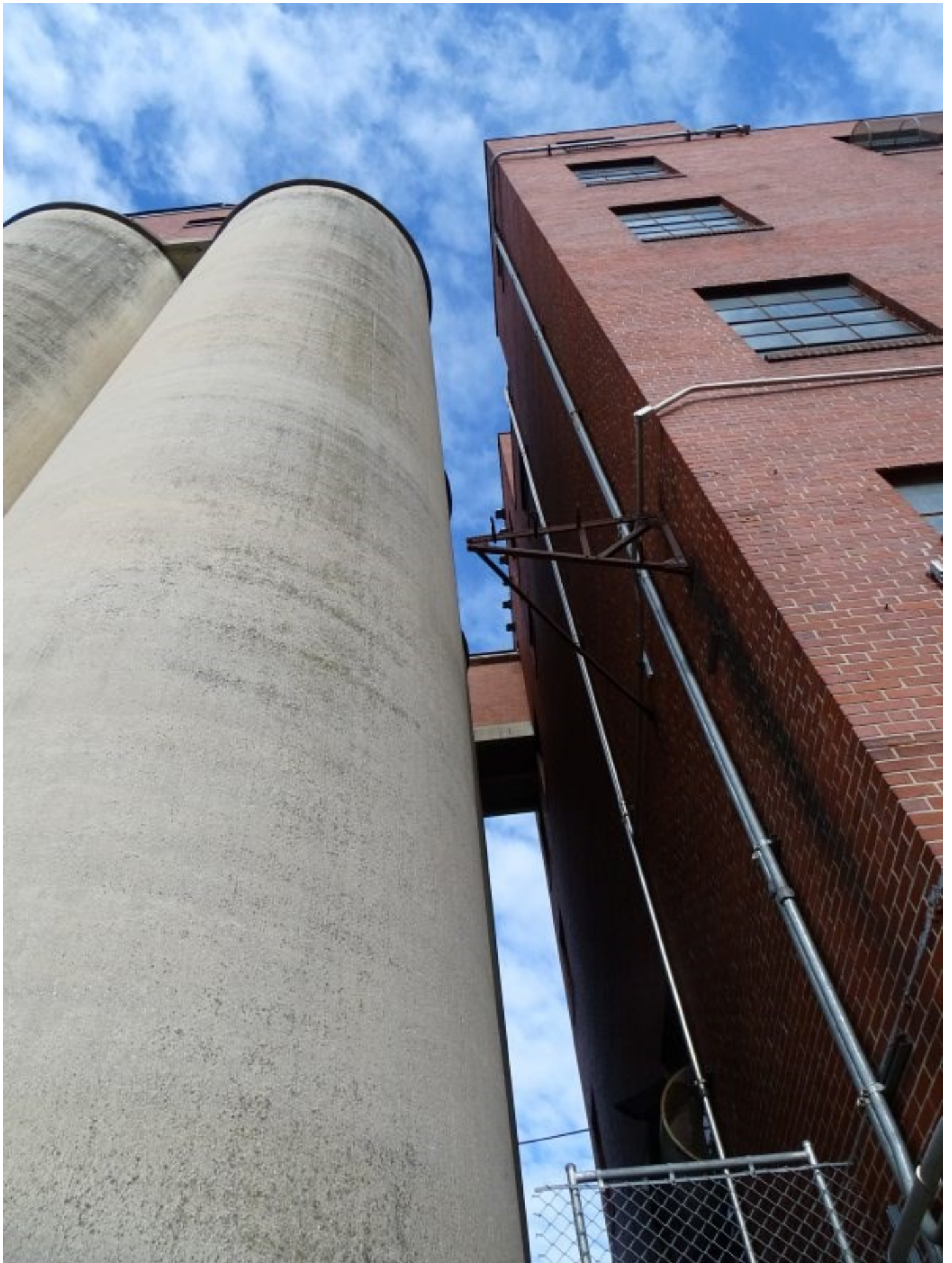
On the flip side, the Team also captured several types of end uses that the community would prefer to not see incorporated into the re/development of the property:

- Don't allow building to be taken off the tax rolls (e.g., non-profit)
- Don't allow building to be entirely devoted to office space – would like to see more commercial activity
- Limited residential

Ideas for End Uses

The CDP process engaged well over 110 Ephrata Borough residents and business leaders to “dream big” about the types of uses and specific businesses they would like to see occupy a re/developed Wenger Feed Mill property. Participants identified approximately 40 potential uses in the following categories:

- **Family-friendly and Rail Trail-related uses** (e.g., supplies, ice cream, kids play, science factory, bikes and X-country skis)
- **Office, coworking, business incubator and workforce/business resources**
- **Food/Beverage** (restaurant with outdoor dining), brew pub, distillery
- **Retail: unique, small-scale**
- **Event Space** (meetings to receptions) and live music venue
- **Wellness Services** (Gym, CrossFit, Yoga)
- **Gallery and art exhibit space**



The Wenger Feed Mill

The Wenger Feed Mill is located in downtown Ephrata along the Ephrata Rail Trail between East Main Street and East Franklin Street. The property consists of a three-story building constructed in 1924 and a five-story addition constructed in 1948. The property features eight 53'-tall concrete silos. It operated as a feed mill serving area farmers until 2006, when Mr. Wenger retired at age 90. Ephrata National Bank took ownership of the property and has maintained the historic building, while repurposing the surrounding site and buildings for bank purposes. The property is bordered by the Warwick-to-Ephrata Rail Trail near its northern terminus at Main Street in the Borough

Site & Building

Site Considerations

Looking at the site itself as well as the parcels adjacent to the feed mill building, there is potential to create a true sense of place with genuine community feel as well as real economic function.

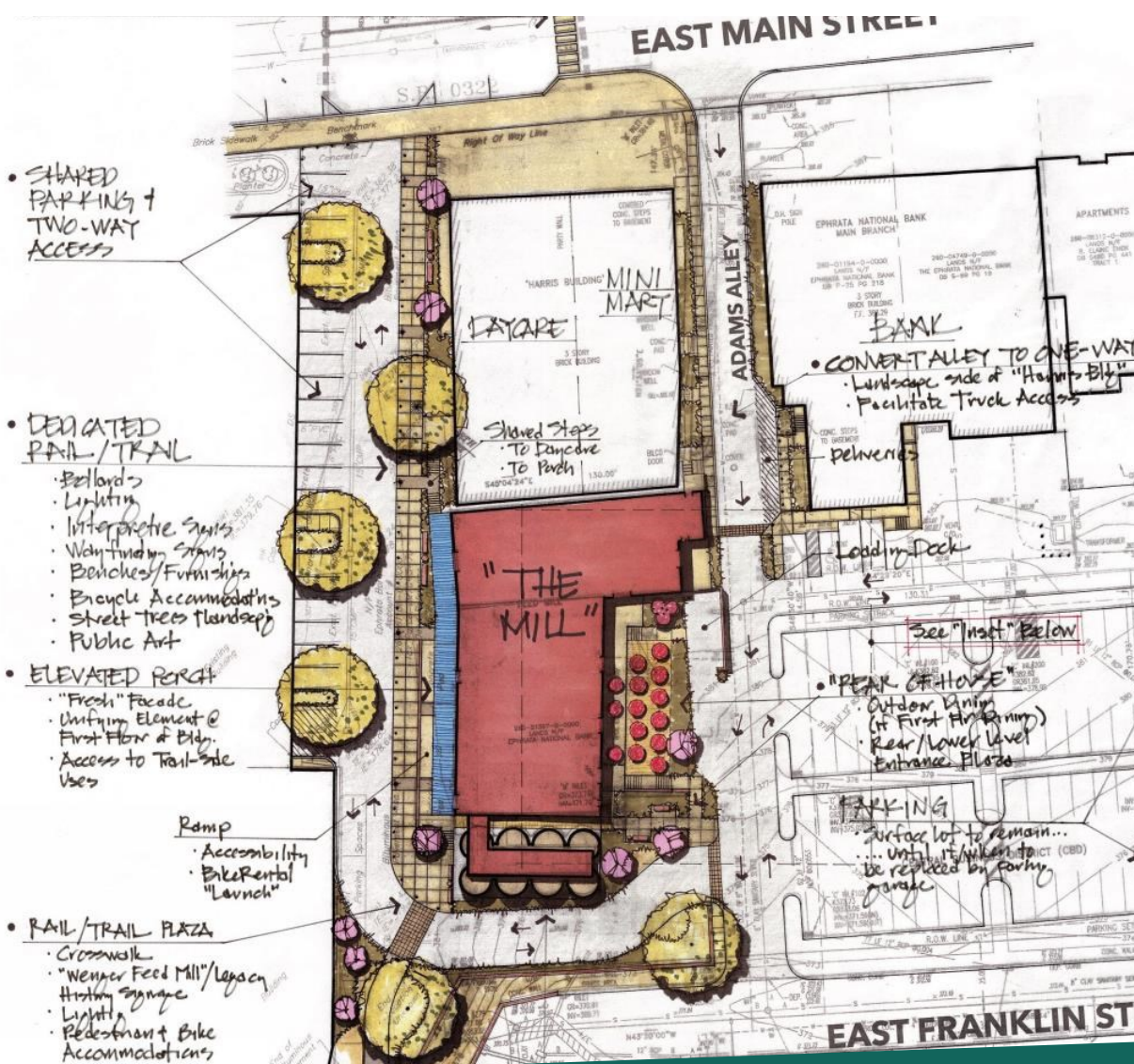
The Team is recommending that a premium be placed on the Rail Trail. It should be more than painted white lines running between two buildings. The community should make a commitment to rethink this area in terms of creating a public space...a park-like asset for the downtown to encourage use, activity... Life!

To create this special place, this site must fully leverage the Rail Trail Asset running adjacent to the property.



The Conceptual Development Team made the following site recommendations:

- Create a dedicated sidewalk to separate the trail from incoming and outgoing traffic.
- Add people-scale elements, including benches and other street furniture, street trees, etc. Bollards and lighting for safety will enhance the pedestrian traffic and experience in that area.
- Incorporate both directional signage and Informational signage to be used to honor the legacy of the Wenger family and feed mill operation.
- There is also an opportunity to honor veterans with public art or other installations, which connects to sentiments in the community and the Major Dick Winters statue along the Rail Trail.
- On the trail side of the building, the first floor is elevated approximately 4 feet from ground level. Site development could include the incorporation of a porch across the length of that building to give the property a new façade as well as entry to new potential businesses. To access the elevated porch, the development could incorporate a common set of stairs for uses in the feed mill property as well as the daycare. The elevated porch also offers an opportunity to incorporate a ramp up to that level which could provide wheelchair and bike access to and from businesses on site and back down to the Rail Trail.
- The silos are not only architecturally significant but also offer great potential for additional public art.





White lines designating the Ephrata Rail Trail as it travels beside the west face of the Wenger Feed Mill property

- Transition Adams Ally to one-way traffic coming in off of Main Street. It is difficult to navigate two-way traffic and the conversion would provide space to add landscaping elements to soften and enhance the entire site. This could also lend itself to a better space for delivery vehicles to park.
- Keep the existing loading dock that enters into part of the 1924 building. This could be utilized for potential uses inside the building as well as an area for limited outdoor dining location.
- Enhance the lower level entrance. This entrance may serve as the access point for new elevators and/or stairwells to access the entirety of the building. There is enough space at this location to dress up the entrance and make it a very welcoming plaza.
- Depending on the eventual uses, the absorption rate of the entire space, and other parking management considerations, there are opportunities through public-private partnerships to increase parking capacity, if needed, in adjacent lots to the property. Parking is always a topic of discussion when considering downtown re/development projects.

Building Concepts

The Wenger Feed Mill consists of two primary structures. The original 1924 building consisting of three stories with a basement and an additional building, adjacent to the original, built in 1948, consisting of five stories with a basement. Based on what the team could observe during the walk-through, the buildings are structurally sound. The type of construction and



former use makes the space relatively adaptable for conversion to a number of potential uses. Any new use would, of course, require the addition of sprinkler systems, ADA compliance items, elevator access and updated stairway and circulation elements.

The Building and Site team filtered through the over three dozen proposed uses put forth for the property. They considered the best uses while focusing on the overall property and the state of the building. The team of professionals developed several conceptual layouts based on uses both that fit the community and that the design team considered feasible to situate in the building.

Basement Level

- The basement level provides space for support elements for uses on the first floor, including kitchen for dining area above and storage space for commercial/retail area. In addition, the basement provides area for restrooms and mechanical rooms.

1st Floor

- Conceptually look to provide a ramp up to the first-floor level from the Rail Trail. This would allow for storefronts which could provide space for several retail spaces that could fit very nicely along this side of the building. The spaces lend themselves to a variety of retail, including food and beverage as well as convenience and shopper goods, that could serve trail users, pedestrians, employees in the downtown area as well as residents.
- The design team suggested the use of the back-stair tower to accommodate an elevator which would also provide accessibility to adjacent parking areas. The existing stair tower is too small to accommodate present day use; consequently, the development team is conceptually recommending up to three additional stair towers to be added to the building.



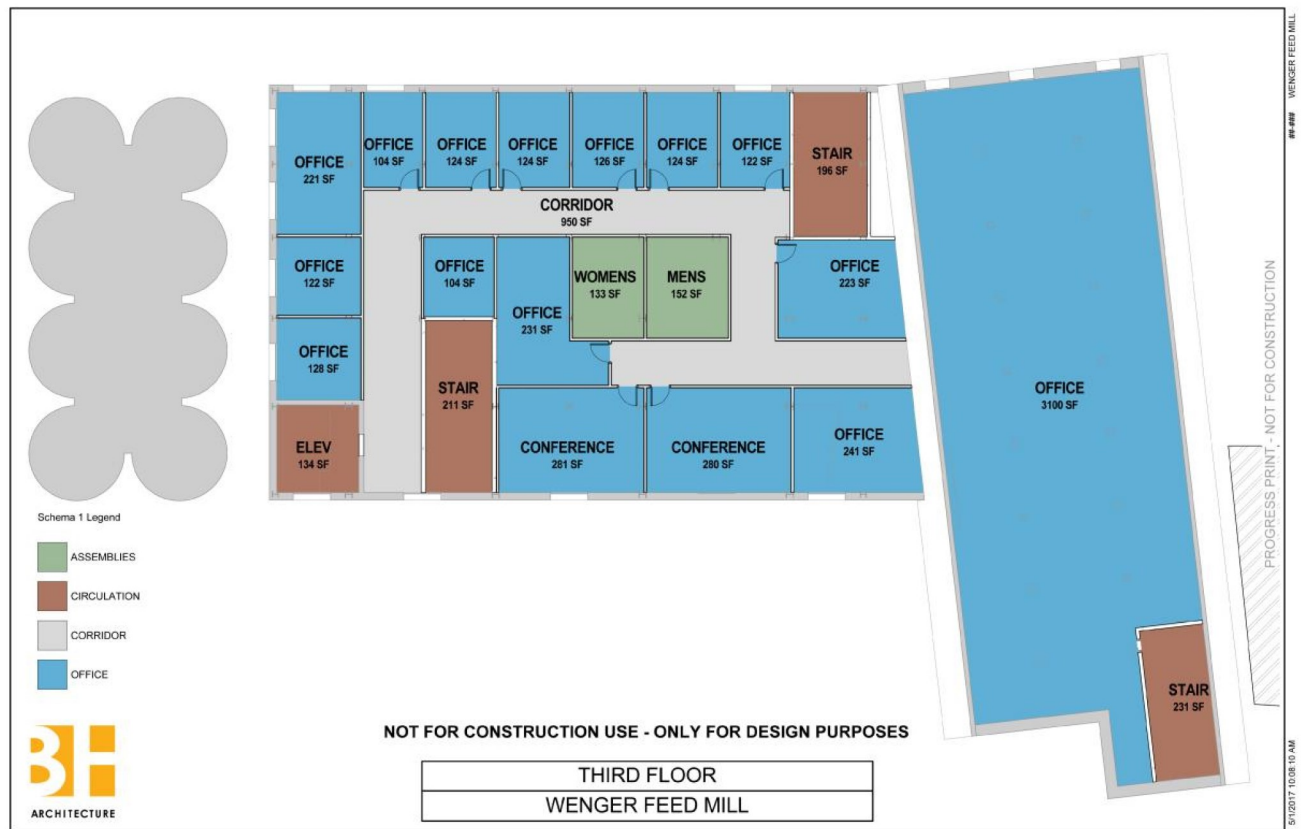
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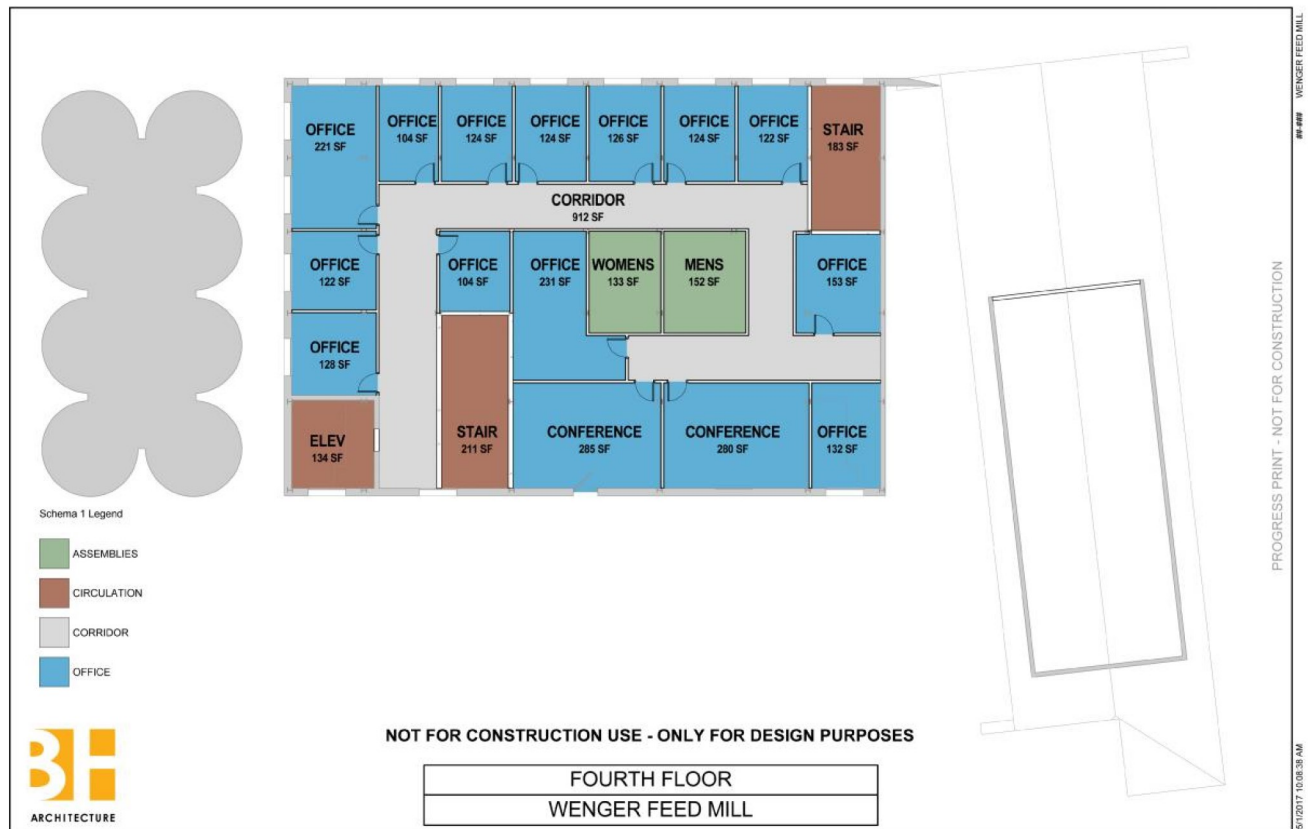
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2nd Floor

- The concept for the second floor is fairly open allowing for the development of a community gathering space or a variety of other commercial uses including family type entertainment, co-working facility, or any number of the other ideas put forth by the community through this planning process.

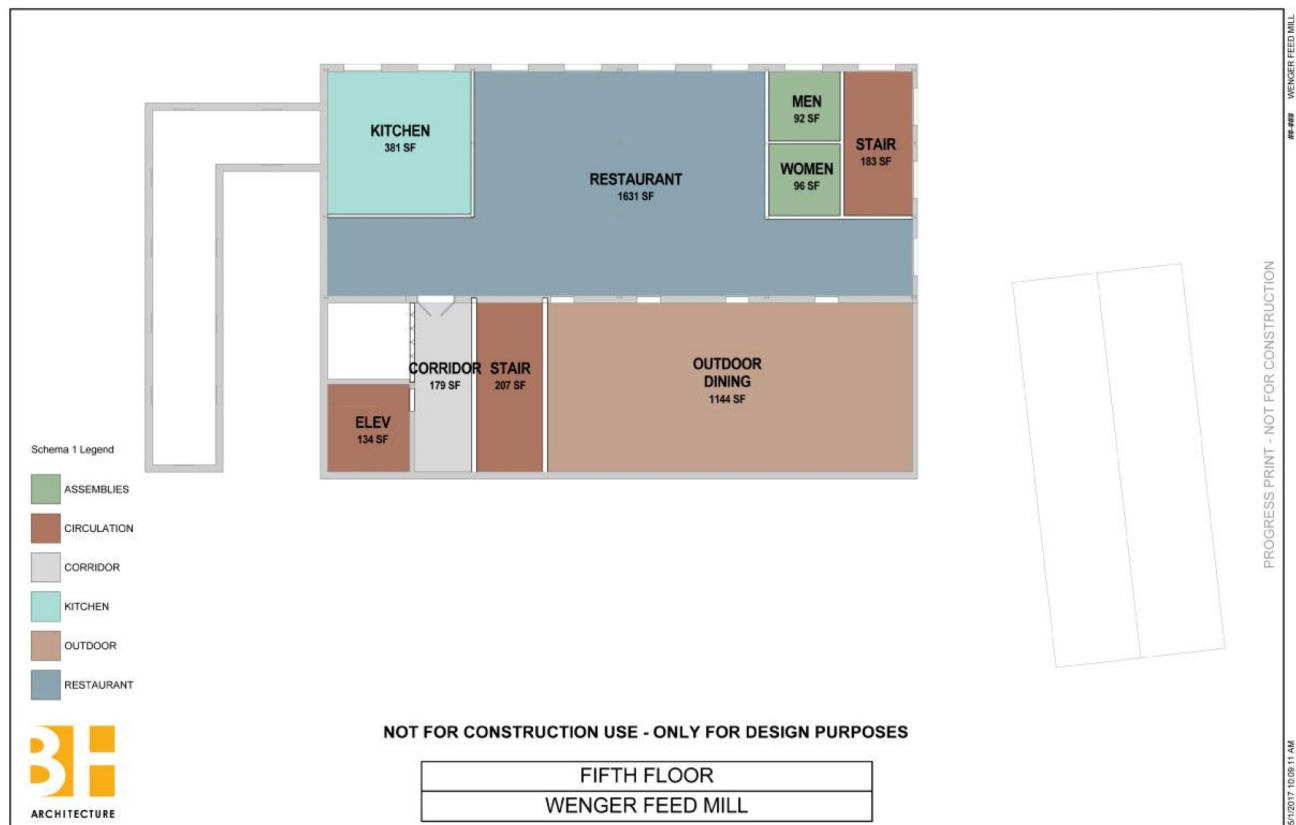
3rd & 4th Floors

- In consideration of the space on the third and fourth floors, the development team showed a feasible office use concept. With the configuration of the support columns, the layout gets a little tricky. This could pose a challenge for some of the uses mentioned in the planning process (e.g., community gathering area, ballroom/reception space, education/classroom space). The concept shown is roughly 10x10 or 12x12 office spaces based on the column grid layout. There is still opportunity for a good

circulation on both floors with accommodation for conference rooms and restrooms. Up on the fourth floor, the 1948 building is the only space available at this level.

5th (Top) Floor

- For the top (5th) floor of the 1948 building, the development team showed the concept of an additional restaurant space with potential for outdoor dining on the roof. The team did not identify any use for the space above the silos or the silos themselves; however, they do believe the silos are structurally sound and should there be the financial wherewithal to incorporate them into the development they certainly would offer a unique element to the overall property.



PRELIMI

Development Financials

Team Members reviewed the project scope of the concepts put forth and developed an associated budget for the renovation of the building based on current costs (adjusted for inflation) of a project starting in 2018. Currently, construction costs in the Lancaster area are inflating at a faster pace than at any point in the last decade (at or above 8.5%). There is also a 10% contingency worked into the budget. Accordingly, the project budget will adjust depending on the actual start of redevelopment.

The scope of the project considered renovating 39,134 square feet to accommodate a mix of retail, restaurant, office and community space. The Team conducted a full sixteen division analysis of the construction costs and determined a core and shell renovation of the project would cost \$150.00 per square foot (\$5,870,100). With finishes and kitchen equipment for two commercial kitchens, the cost increases to \$182.50 per square foot (\$7,140,104).

To complete the development analysis, we first had to determine a realistic rental rate for the building. Without comparables for similar space in Ephrata, Team Members used their understanding of rates in Lancaster City and adjusted the rent (downward) to reflect what would be a marketable rental rate for this type of space in Downtown Ephrata. Accordingly, the team settled on a rental rate of \$8.00 per square foot triple net (this means the tenant picks up all associated costs with the property in addition to the \$8.00 rental rate).

The estimated figures for this development project are based on the use of commercial financing amortized over 20 years at a 5% interest rate with 25% equity participation by the developer/investor. For a developer to realize a reasonable return on their investment and using the above referenced data and assumptions, the team believes there would be a \$1,900,000 to \$3,100,000 gap between the owner/developer equity investment and the conventional financing supported by rents.

Impediments & Pathways

If the Developers and Investors say, “Yes! Let’s do this!” on Monday, the Team asked itself, “What happens on Tuesday?” To be clear, from the outset of the CDP process, all involved understood that there are no expectations set upon the current owner to take any action as a result of the planning effort. That said, part of going through and reporting out on this exercise is developing an understanding of what happens next to implement this type re/development initiative.

The following sections briefly summarize those follow up actions.

As Soon As Possible

1. Begin conversation on array of financial options, including:
 - Ephrata National Bank
 - Borough/Ephrata Economic Development Corporation
 - Development team (give consideration to bringing a Construction Manager on board);
 - Construction Manager/Developers/ Realtors
 - EDC and Lancaster County Housing & Redevelopment Authorities
2. Honestly held and facilitated discussion, on SWOT assessment: There are some challenges facing the community and they deserve an honest conversation to figure out solutions
3. Identify and understand pitfalls:
 - Existing covenants/Restrictions/Leases (cell tower agreements, rights-of-way, easements);
 - Licenses (PA Liquor Control Board)
4. Talk with the neighbors
5. Site Assembly

Immediate Next Steps

1. Detailed understanding of ENB's needs and office space study
2. Determine Market Demand (organically, what commercial tenants come forward? What will work?)
3. Downtown Parking Study: Is there enough for uses? Are current parking capacities being managed adequately?
4. Natural Gas Service: This is key to restaurant tenants
5. Site Survey: Need to understand exact property boundaries and conduct thorough title search
6. Utility Analysis: Are current utilities adequate for planned uses and full redevelopment?
7. Building Structural Analysis (detailed): Confirm foundation and structural soundness; Identify and understand any idiosyncrasies of the 1924 and 1948 buildings
8. Accessibility Study
9. Environmental Site Assessment: Identify and address any environmental concern
10. Financial Analysis/Feasibility: Costs vs. Funding

Next Steps After That

1. Analyze Zoning, Subdivision & Land Development, and Stormwater Management Ordinances

The Borough has some fairly progressive parking standards in place for the central business district. The regulations allow for certain percentage reductions and for providing spaces within 500 feet of a downtown use. This flexibility allows for some creative solutions in terms of meeting parking requirements. Also, the building is located



within Ephrata's historic district and has been identified as a contributing resource. While the Borough does not currently have any mandatory historic requirements, being recognized as a contributing resource will be helpful from a building code standpoint since the building codes offer some relief and/or alternatives for historic buildings.

The Borough may want to consider the creation of a "Redevelopment Ordinance?" This could be a template for other boroughs in Lancaster County to replicate as they consider redevelopment opportunities.

2. Preliminary Architectural/Site Plans and Costs
3. Detailed Financial Analysis/Pro Forma (Including: funding sources identified, understanding of requirements, and possible property disposition strategy). This is where the project will get deep into the details of the regulations and requirements for the entire project. It should tell the project owners whether it will be feasible to attract the necessary public subsidy or other

resources and/or partners needed to make the project work. If there is a financial gap, this is the step where project partners can work together to explore options and come up with creative strategies to move forward.

At this point, with many of the preliminary steps complete, there shouldn't be any additional problems lurking in the shadows. The project partners will be able to make a final decision as to moving the project forward. If so, begin entitlement process and turn the architects loose.

Final Thoughts

The professionals serving on the CDT are optimistic about the prospects for re/development of the Wenger Feed Mill building and site in downtown Ephrata. Notwithstanding, it will be a challenging project that will require substantial investment of resources. This site and building, with its authentic history and potential for becoming a special place in the community, could be integral to the central business district. Moreover, this is exactly the type of project that could catalyze additional redevelopment in the downtown.



Members of the Conceptual Development Team on the roof of the Wenger Feed Mill building in downtown Ephrata.

Conceptual Development Program Team Members

Richard L. Jackson, RLA.

Chair, Conceptual Development Program

Principal-in-Charge of Landscape Architecture at ELA Group, Inc.,



A 1979 graduate of the Pennsylvania State University (Bachelor of Science: Landscape Architecture), Rick received his professional registration in 1983 from the Commonwealth of Pennsylvania. He is also registered to practice in the State of Maryland. In his 38 years of professional experience, Rick has represented clients' projects ranging from commercial/industrial to residential, institutional to recreational. While primarily working on the private sector "side of the table," he has often represented the public sector as well. Currently, Rick serves as Vice President of the Board of the Lancaster Housing Opportunity Partnership (LHOP) and is Co-Chair of LHOP's Coalition for Sustainable Housing (C4SH), advocating for housing affordability. He also serves on the Governing Board of the Lancaster County Coalition to End Homelessness (LCCEH). As a "Partner4Place," he assists in providing guidance to the on-going update to Lancaster County's Comprehensive Plan. Rick is a member of the Urban Land Institute (ULI), the Governmental Affairs Committee of the Building Industry Association (BIA) of

Lancaster County, and the Commercial & Industrial (C&I) Real Estate Council of the Lancaster County Association of Realtors (LCAR). Rick is a Past President of both the BIA of Lancaster County and the Lancaster County Coalition for Smart Growth.

Don Banzhof

Vice President of Real Estate Development for Warfel Construction Company



Warfel Construction Company (WCC) introduced Real Estate Development services to assist its clients work through the real estate development process to meet their facility requirements. Additionally, WCC looks for opportunities to fulfill community needs through real estate development. Before joining Warfel, Mr. Banzhof was a consultant to companies in the Architecture, Engineering and Construction (AEC) industry. In this capacity, Mr. Banzhof assisted firms in enhancing their strategic planning and business development opportunities. After graduating from Bucknell University, Mr. Banzhof became a property manager for a 400-unit apartment complex in Hightstown, NJ and then co-founded the land division for Cushman and Wakefield's Princeton, NJ office.

John Biemiller

Executive Vice President & COO at Economic Development Company of Lancaster County



John Biemiller has served EDC in varying capacities since 1986. John earned a B.A. degree in Business Administration from Franklin & Marshall College and is a Certified Economic Development Finance Professional. In addition to his EDC responsibilities, he serves on the Boards of Directors of the Pennsylvania Economic Development Association, the Lancaster County Workforce Development Board, and Brethren Village.

David Boland

Owner, The Groves Retirement Home and President of Safe & Sound Inc.



David Boland is the owner of The Groves, a licensed personal care home located in Downtown Ephrata that focus on serving seniors in a non-institutional setting. He is also co-owner of Safe and Sound properties, a real estate management and renovation company. David is a Pennsylvania State University graduate where he holds a B.S degree in Hotel, Restaurant and Intuitional Management and a minor in Real Estate Management. He attended Temple University and is a licensed personal care home administrator. David has held a Real Estate License for over 20 years and has extensive knowledge in residential design, renovations and construction. David serves on the boards of the Ephrata Area Chamber of Commerce, Downtown Ephrata Inc., and the Ephrata Performing Arts Center. David was the past Treasurer for the Ephrata Merchants Association.

Conceptual Development Program Team Members

Corey Brown



Corey is a City and Regional Planner with experience in Environmental and Non-motorized Transportation projects. Most recently, Corey applied his skills as a part of the Pennsylvania Department of Transportation Policy Office, focusing on pedestrian safety. Corey has contributed to teams in local and state government. As a student, he was an integral part of a team which created an award winning Studio project for the Division Street Corridor in Harrisburg, Pennsylvania. Corey has interests in Sustainability and Environmental issues. He is active in his community, volunteering for a young adult's ministry and a member of a local young professional's organization. Corey holds a Bachelor's of Science degree from James Madison University where he studied Sociology and Environmental Studies. Corey earned a Master's degree from Temple University in City and Regional Planning.

James G. Brown

Director of Facilities at Ephrata National Bank.



Mr. Brown's experience in Banking spans a period of over a dozen years in the construction, remodeling, and general facilities management. One of Mr. Brown's most cherished project was the functional remodel of the 1925 Ephrata National Bank Branch at 31 East Main Street in Ephrata Pa. The building was designed by C. Emlen Urban and constructed under his watchful eye. Of particular importance was the ability to mix the style, history, while making the space functional for today's banking needs. History and architecture has always been of keen interest to Mr. Brown. He currently serves as the Bank Historian and Archivist. He also recently has been appointed to a position on the Board at the Lancaster Historic Preservation Trust. The goal of preserving the past for the present and for future generations is of particular interest for him.

Rebecca Secrist Denlinger

Owner, Rising Tide Collaborative, LLC.



Building on 25 years of professional success, Rebecca's goal with the creation of Rising Tide Collaborative was to create a company that embodies her passion for helping people and communities accomplish great things that improve quality of life. Throughout a career that has included leadership roles in both the public and private sectors, Ms. Denlinger has been instrumental in helping organizations build capacity as well as create and execute action-oriented strategic plans. Ms. Denlinger has helped secure over \$150 million in community and economic development program and project funding impacting over 50 communities. Ms. Denlinger earned her undergraduate degree in Economics and Political Science from the University of Delaware and a Masters of Public Administration from the Pennsylvania State University. She is also a Certified Economic Development Professional through the National Development Council.

Justin Eby

Director of Housing and Community Development for the Lancaster County Housing & Redevelopment Authority



Justin holds a Bachelor of Arts Degree, majoring in Political Science, from Lycoming College. Mr. Eby is responsible for the planning, development and evaluation of several county-wide community development and rehabilitation programs that address affordable housing, infrastructure, and borough revitalization. He is also the Redevelopment Authority's liaison for State Funded Redevelopment Assistance Capital Program Projects. Mr. Eby developed the County's Land Bank Authority, a public entity created in 2016, to confront real estate problems such as vacant, abandoned, blighted, underutilized and tax-delinquent properties. He currently serves as an appointed member of the Lower Paxton Township Authority Board in Dauphin County. Mr. Eby volunteers his time to the Susquehanna Riverlands - Conservation Landscape Leadership Committee, as a volunteer grant reviewer for the Lancaster County Community Foundation and has recently been appointed a member of the EDC Finance Loan Committee.

Conceptual Development Program Team Members

Daniel J. Fichtner, P.E.

Executive Vice President at Providence Engineering Corporation



Dan graduated in 1974 from The Pennsylvania State University with a Bachelor of Science-Structural Design & Construction Engineering Technology. Dan founded Providence Engineering Corporation in 1992 to provide structural engineering services to contractors, owners, architects and fabricators. Dan has experience in both design and construction and has held positions of responsible charge at other firms before founding Providence Engineering Corporation. He brings his experience in overseeing design staff and in coordinating project needs with the appropriate personnel to achieve a practical, economical solution to those needs. Dan's design experience includes many types of foundation and superstructure framing systems comprised of steel, concrete, masonry and wood and includes a particular expertise in the design and detailing of cold-storage and food-processing facilities. He also has extensive experience leading design build teams for industrial facilities.

Laura Gebhart

Economic Development Coordinator at Economic Development Company of Lancaster County



In 2015, Laura Gebhart joined EDC as Economic Development Coordinator, helping to extend EDC's outreach to local businesses and communities, respond to prospect inquiries, conduct economic data collection and research, and provide marketing support for the organization. Laura earned a B.S. in Community, Environment, and Development from Penn State University, where she was also an All-American field hockey player. In addition to her work at EDC, Laura coaches field hockey at Manheim Central High School.

Andrea Glass

Executive Director of the Ephrata Area Chamber of Commerce.



Andrea has a diverse background that includes working for non-profits for over thirteen years, leading community and social justice efforts, and documenting cultural landscapes as a photographer and writer. She is ABD in the American Studies doctoral program at Pennsylvania State University, where she focuses on urban culture and history, gender and sexuality, and place-based identity. Andrea holds a master's degree from the University of Delaware in American History and Museum Studies, a master's degree from Pennsylvania State University in American Studies, and bachelor's degrees in Art History and American Studies from Pennsylvania State University. Andrea has a passion for ethnographic research and is committed to interdisciplinary approaches to the study of visual, material, and expressive culture. In the past, she has taught classes in American History, American Studies, and Museum Education at both the undergraduate and graduate level and is currently an instructor in the Museum Studies department at the University of Delaware.

Nancy Harris, P.E.

Planning and Engineering Manager for The Borough of Ephrata



Nancy holds a BS in Civil Engineering from The Pennsylvania State University. She is a registered Professional Engineer. She also holds 14 certifications through Pennsylvania's Uniform Construction Code program. She has worked at the Borough of Ephrata since 1994. Her daily duties include zoning, subdivision and land development, building permits and inspections, code enforcement and capital projects. She has worked closely with developers on large and small projects in the Borough. Some of the larger projects include the Keystone Villas at Ephrata, Mountain Springs, WellSpan Ephrata Community Hospital and Lincoln Christian Homes. Nancy enjoys working with applicants on all phases of redevelopment of existing properties from concept to final con-

Conceptual Development Program Team Members

Michael Hession

Borough Manager/Secretary, Borough of Denver



Michael Hession currently serves as the Borough Manager/Secretary for the Borough of Denver. He has served in that position since October, 1997. Prior to working for Denver Borough, Mr. Hession worked in various county government positions with Warren County, New Jersey including serving as the County's Transportation Coordinator, a Senior Program Development Specialist, and Management Intern. Mr. Hession attended Carnegie Mellon University where he obtained both his Bachelor of Arts in History and his Master of Science Degree in Public Management and Policy from the H. John Heinz III School of Public Policy and Management.

Lyle Hosler

Vice President, Director of Finance at EDC Finance Corporation



Lyle Hosler serves as Vice President, Director of Finance and is responsible for overseeing EDC Finance Corporation's loan activity for business and agricultural enterprises. Before joining EDC, Lyle held finance positions at Fidelity Investments and Fulton Bank. A graduate of Susquehanna University with a B.S. degree in Business Administration, Lyle completed his graduate studies with an M.B.A from Penn State University.

Edward R. Kaminski

Director of Business Development at Housing Development Corporation MidAtlantic



Ed joined Housing Development Corporation MidAtlantic in December 2004 and oversees site selection for new developments and the acquisition & preservation of existing affordable housing. His primary responsibility includes expanding the affordable housing footprint by identifying new opportunities of purchase, development, renovation & adaptive reuse of properties across the MidAtlantic region. Before joining HDC MidAtlantic, Ed was a principal at the Roykam Group, a real estate investment, brokerage, and development company in New Paltz, New York. Ed's other corporate experience includes 15 years in the corporate barter industry structuring complex non-cash financial transactions and 5 years as a commercial banking lender. Ed has a bachelor of business administration in economics from Temple University and an international business diploma from Nijenrode University, Netherlands. He serves as the real estate broker of record for HDC MidAtlantic. Ed has also been a member of the Rotary Club of Lancaster since 2010, a board member of Ruoff Tower, Lancaster, and a board member of Quality Living Choices, a Landis Communities affiliate.

Peter D. Kerekgyarto, R.A., AIA, LEED AP

Partner, Beers + Hoffman Architecture



Peter Kerekgyarto received a Bachelor of Architecture from Pennsylvania State University in 2007 and joined Beers + Hoffman the same year. He is now a partner and project manager in the firm. Areas of expertise are in commercial, healthcare, educational, and religious projects and most recent projects of note include the adaptive re-use of a 7,200 sf machine shop into the polished retail space for Brent L. Miller Goldsmiths & Jewelers, an East Grant Street warehouse being retrofitted for 6 luxury condominiums, and the Steven's House Retail storefronts at 102 – 108 W. King Street in Lancaster City. Active in many civic organizations in the Lancaster community, Peter is a board member of the Historic Preservation Trust of Lancaster County, Lancaster County Coalition for Smart Growth, and the United Way of Lancaster County. He is also a member of Commercial and Industrial Real Estate Council, the Rotary Club of Lancaster County, and Lancaster Young Professionals. Peter was also named one of the Central Penn Business Journal's "40 under 40" in 2015.

Conceptual Development Program Team Members

Anne Kirby

Founding Member of The Candy Factory, coworking in Lancaster PA. Co Founder at The Collective Group



Anne started her first design and marketing company in 1999 and—with now 15 plus years of design and marketing experience—she has worked on campaigns for clients ranging from family entertainment to manufacturing. Anne founded The Sweet Core in 2013, a full-service creative studio focusing on project management, marketing, and good design. She founded her thriving coworking space, The Candy Factory, in 2010. Most recently, Anne opened Rock Candy, a second location coworking space at POD 2 on the Rock Lititz Campus in January of 2017. Additionally, Anne is opening a social enterprise concepted cafe called Perkup & Co. which will employ at-risk city youth in collaboration with The Mix at Arbor Place, and is slated to open up in mid-2017. As well as running her own company, Anne also runs an all women's group called Kick-Ass Female

Entrepreneurs and speaks locally to organizations like SCORE, Cultivate Lancaster, and others on the topic of coworking and cultivating community.

D. Robert Thompson, P.E.

Borough Manager for the Borough of Ephrata



Bob joined the Borough of Ephrata staff in 1989 as the Director of Engineering, after serving eleven years with the Philadelphia Water Department. Bob was appointed Borough Manager in November 2011 and he also serves as Secretary to the Borough, the Ephrata Borough Authority and the Ephrata Area Joint Authority. Bob continues to serve as the Borough Engineer and provides overall direction in the operations of electric supply, water and wastewater distribution, collection and treatments systems, the Public Works Division and the Engineering Division. Bob has served, as the Secretary of the Borough's Planning Commission, Emergency Management Coordinator, Borough representative on the Ephrata Economic Development Committee, is currently chairman of the Intermunicipal Group's Technical Committee and a voting member of the Intermunicipal Group. As a graduate of Lehigh University with a Bachelors Degree in Civil Engineering Bob also earned his Masters Degree in Civil Engineering from Villanova University and is a registered Professional Engineer in the Commonwealth of Pennsylvania.

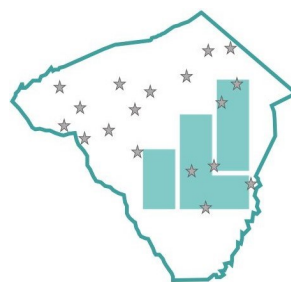
EDC recognizes these individuals and organizations for their contribution to a successful CDP initiative:

- **Heather Liecy**, Beers + Hoffman
- **John Costalas**, Warfel
- **Jocelynn Ritchey**, Millersville University
- **Land Grant Surveyors** for completing a 3D scan on a portion of the building
- **Windstream** for allowing us to use the Brossman Building for our meeting
- **St. Boniface Craft Brewing Company** for providing beverage refreshments for the Young Professional Open House

And all the other individuals, local restaurants, and vendors from the Ephrata community who provided goods and services.

Special Thanks to these local partners for their support of EDC's Boroughs Collaborative and the Conceptual Development Program





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