

The Conference Center, hotel, and train station would work together as a node of visitor use in the city. As illustrated in **Figures 46 to 48**, the new facilities would be sited to create a forecourt to the Train Station, connecting it to the river and preserving a view corridor down Union Street to the Inclined Plane. This axis demonstrates an opportunity to link significant historic resources even though they may be separated by several blocks. Elements of the project include:

- o **Conference Center** (30,000 SF) -- would be located on the western half of the site. Included is a 30,000 SF main hall associated with smaller meeting and service spaces. The entry and lobby area would orient to the forecourt, with the intention that public reception spaces could be opened to the outside during good weather. The facility could be connected by an underground passage to the hotel, providing additional meeting rooms and restaurant facilities. The program for the center and associated parking is based upon a recent feasibility study of the project by E. Pawlowski and Associates.
- o **Parking garage** -- would be located to the rear of the conference center, easily accessible by cars via Johns Street. A four story structure would accommodate 350 cars, to meet projected demands for the Conference Center and hotel. The facility may also service Point Stadium and National Park visitors, and could be larger, if needed.

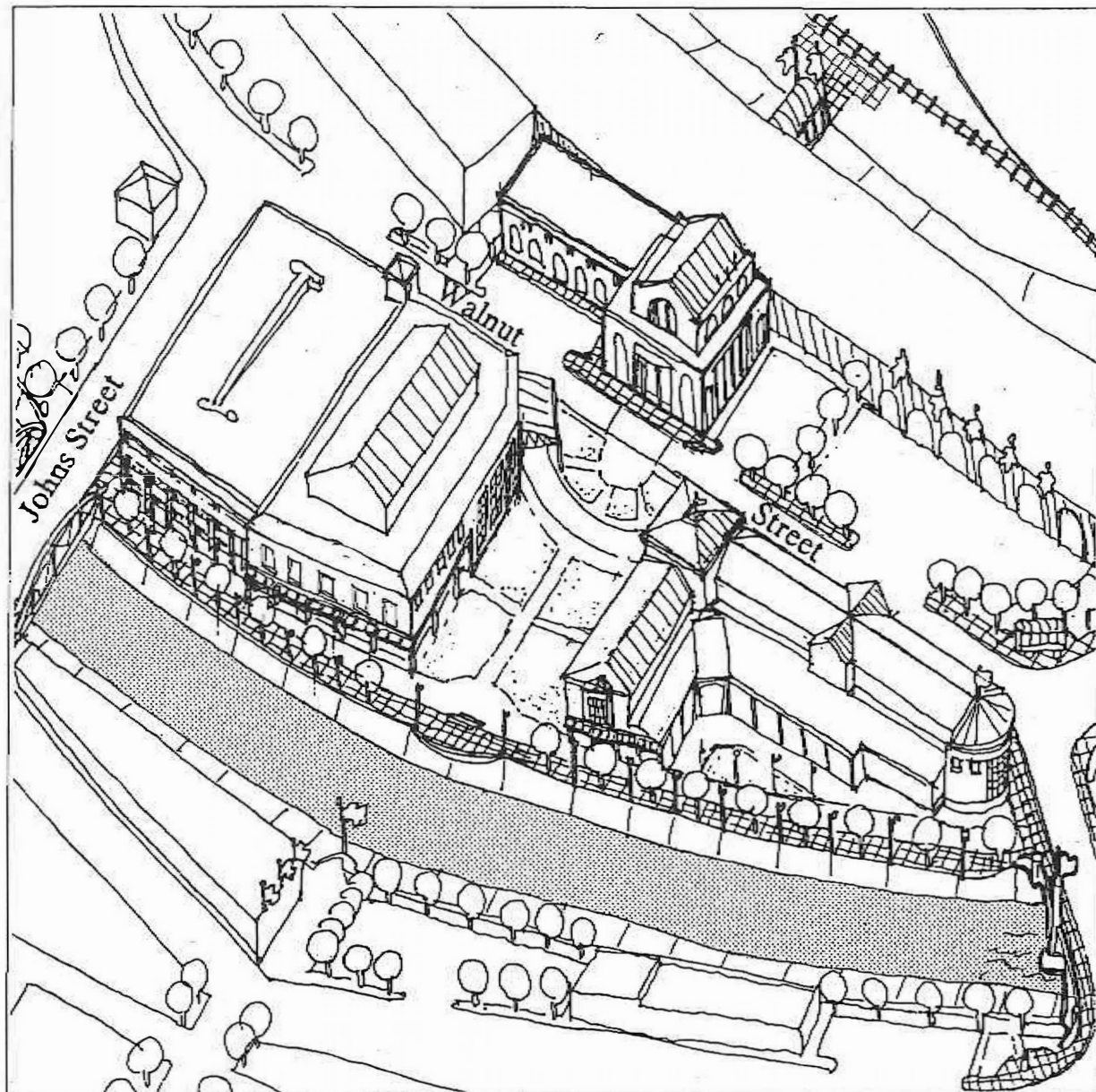


Figure 47 -- Illustrative view of the proposed Conference Center, Hotel, Train Station/Visitors Center and other riverfront improvements. These three facilities would create a new visitor-oriented node of activity at the entrance to the proposed National Historical Park.

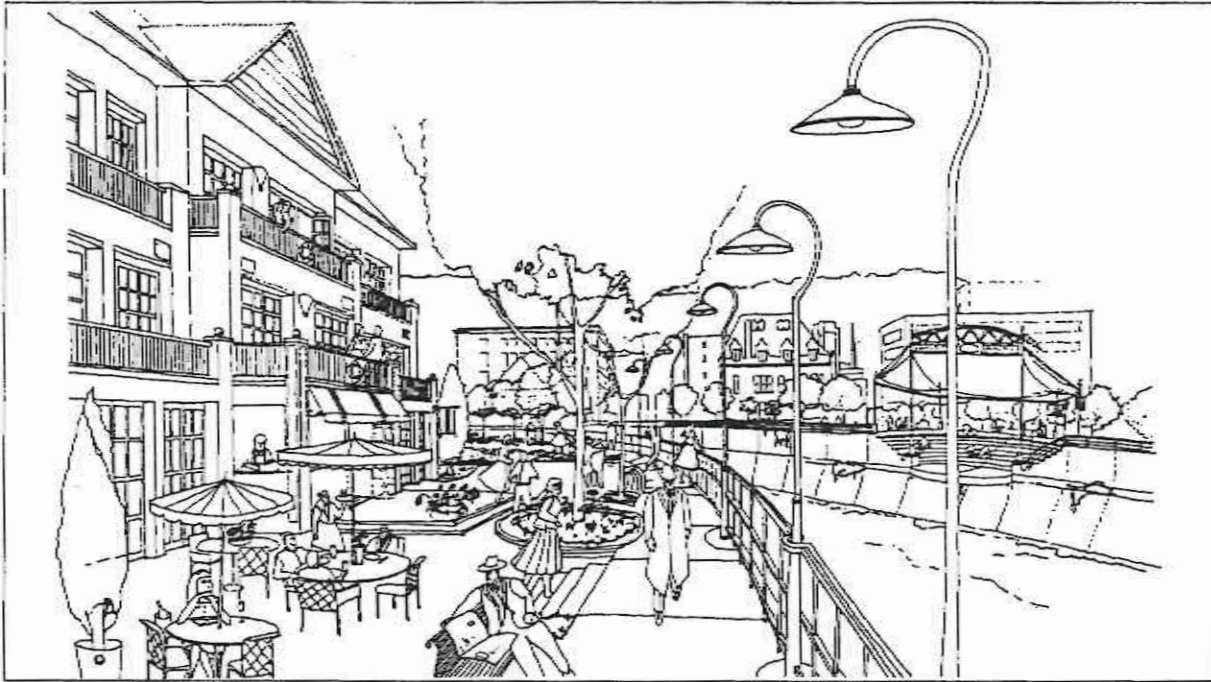


Figure 48 -- View of proposed hotel incorporating a riverfront restaurant and cafe. This facility would help to create an activated pathway along the river's edge. The Johnstown Flood Museum can be seen in the distance.

- o **Hotel** (80,000 SF) -- would be a 3-4 story, L-shaped building fronting on Walnut Street and the pedestrian court, with an entry opposite the Train Station. The hotel restaurant and reception spaces would orient towards the river edge promenade at the ground level. The 3 floors above would accommodate 125 to 150 guest rooms, all afforded excellent views of the river and Downtown.

To establish the character of this area as an entrance to the National Park and a gateway to historic Johnstown, it is very important that the design and siting of new buildings complement

the new function of the Train Station and the architecture of traditional buildings. Key site and building guidelines include:

Provide ground level uses that activate public pedestrian routes. This is particularly important on the eastern half of the site to encourage pedestrian movement across the Walnut Street Bridge to and from the Flood Museum and Downtown. Ground level activity near the Train Station is also important. Public uses in new buildings, such as lobbies, restaurants, gift shop, etc. should be visible and accessible from Walnut Street, and from the river edge promenade, a pro-

posed pedestrian route along the Cone-maugh. Design at the ground level should enhance the pedestrian experience, by incorporating arcades, awnings, and human scaled architectural detail.

- o **Break up the mass of the new buildings** and locate the larger structures away from the Train Station. The aim is to complement the scale of the Train Station, while focusing attention on its role as a gateway. The mass of the main convention space and parking should be located towards Johns Street; buildings should step down in the vicinity of the Train Station and its forecourt.
- o **Provide a building character that is consistent with the historic context.** Traditional buildings in this area of the city are constructed of brick with masonry details and punched window openings. New buildings should use the same vocabulary, avoiding blank facades, curtain walls, and other modern style features. Articulate hotel roofs with gables and dormers, in the manner of the Cambria Iron Headquarters Building and the Flood Museum, to strengthen the visual connection and continuity across the Walnut Street bridge.
- o **Screen parking and service areas** and locate them so as to minimize disruption of pedestrian access.

The Riverside Conference Center project is a major public initiative, estimated at a capital cost of approximately \$15 million. Execution of the

project most likely be the responsibility of the Johnstown Redevelopment Authority, with additional public financial resources involved. The hotel would be a joint effort with a private developer, but would not be feasible until after the establishment of a National Historical Park.

4 Washington Street Development Corridor

Until severely damaged in the 1977 flood, Washington Street was an important thoroughfare in Johnstown. The Plan envisions reemergence of this street as the key vehicular and pedestrian link between visitor activities anchored in the Train Station area on one end and at the Glosser Building on the other. Washington St., between Walnut and Franklin, parallels the route of the former Pennsylvania Main Line Canal. Along this segment are historic structures and attractions including the Johnstown Flood Museum, the former Cambria Iron Administration Building (Dispensary), Penn Traffic (former department store), Hendler Hotel (vacant) and the Gautier Works. These landmarks are interspersed with vacant lots and parking.

No specific proposals have been made for of Washington Street, however it is destined to become an important route as the cultural tourism industry grows in Johnstown. In anticipation of this, every effort should be made to save existing historic buildings along the street to preserve the opportunity for future reuse. In the long run, reuse of these buildings will be determined by the market for office, residential, and restaurant uses in Downtown. However, the feasibility of reusing older structures in the corridor may be enhanced by coupling them with new infill de-

velopment on adjacent empty parcels.

- o **Cambria Iron Administration Building** – formerly the headquarters of Cambria Iron and Steel Company, this handsome structure is a flood survivor and central to the industrial history of Johnstown. The building is located directly across from the Flood Museum, defining the corner of Washington and Franklin Streets. The feasibility of reuse has been studied in detail, and the most promising proposal involves development of a restaurant/drinking establishment on the ground floor catering to the tourist trade, with professional offices above. Adjunct space for the Flood Museum could also be provided.
- o **Hendler project** – currently vacant, this building is particularly vulnerable to demolition. As an example of enhancing the feasibility of reusing this older structure, the Hendler could be teamed with other improvements in the vicinity. For example, additional parking is now needed by tenants of the Penn Traffic Building and other nearby uses. A new garage developed on a site adjacent to the Hendler could incorporate new elevators and services in support of the old structure, eliminating a major architectural barrier to reuse.

Figure 40 illustrates the long term potential for development along Washington Street. Public improvements to the streetscape would enhance its visual and pedestrian qualities and encourage private investment.

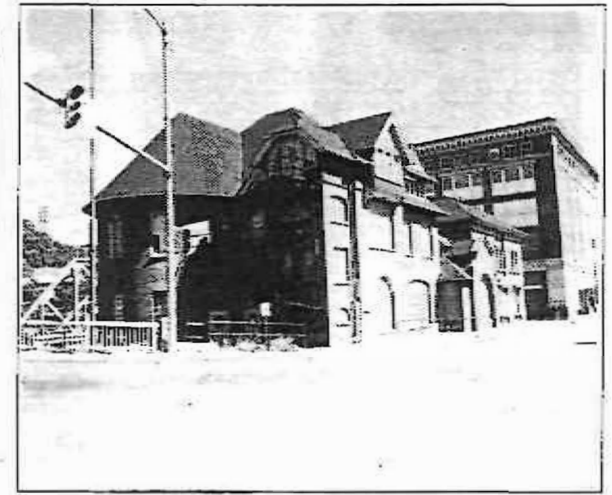


Figure 49 -- The former Cambria Iron Administration Building relates to the iron and steel story.



Figure 50 -- The Johnstown Flood Museum, former Carnegie Library, on Washington Street.

Linkages

Good visual and physical connections among historic settings and interpretive attractions are key elements of the network of Downtown anchor attractions and facilities. Proposed linkage projects would improve both the access to individual sites, and the environment along the routes between them so that they are perceived to be part of a single integrated experience. Beyond facilitating visitor use, improved linkages would provide amenities in the city and upgrade its infrastructure of pedestrian routes and spaces. The highest priority linkage projects would strengthen the connection between Downtown, the Train Station area, and a potential National Historical Park in the Cambria Works; secondary projects would improve access along the Conemaugh River, to the Inclined Plane, and other sites.

Several key linkage projects are envisioned. These are illustrated in **Figure 58** and described below; numbers key to the projects. Potential sources of funds and lead agencies for these projects are identified in **Table 3**.

5. Washington Street Boulevard

This project would upgrade the public environment of Washington Street and re-establish its image as an important Downtown thoroughfare. As illustrated in **Figure 51**, improvements would include street trees, expanded sidewalks with special paving, and the addition of a planted median. The combination of these simple elements would give the street a boulevard atmosphere, improving the setting for adjacent private

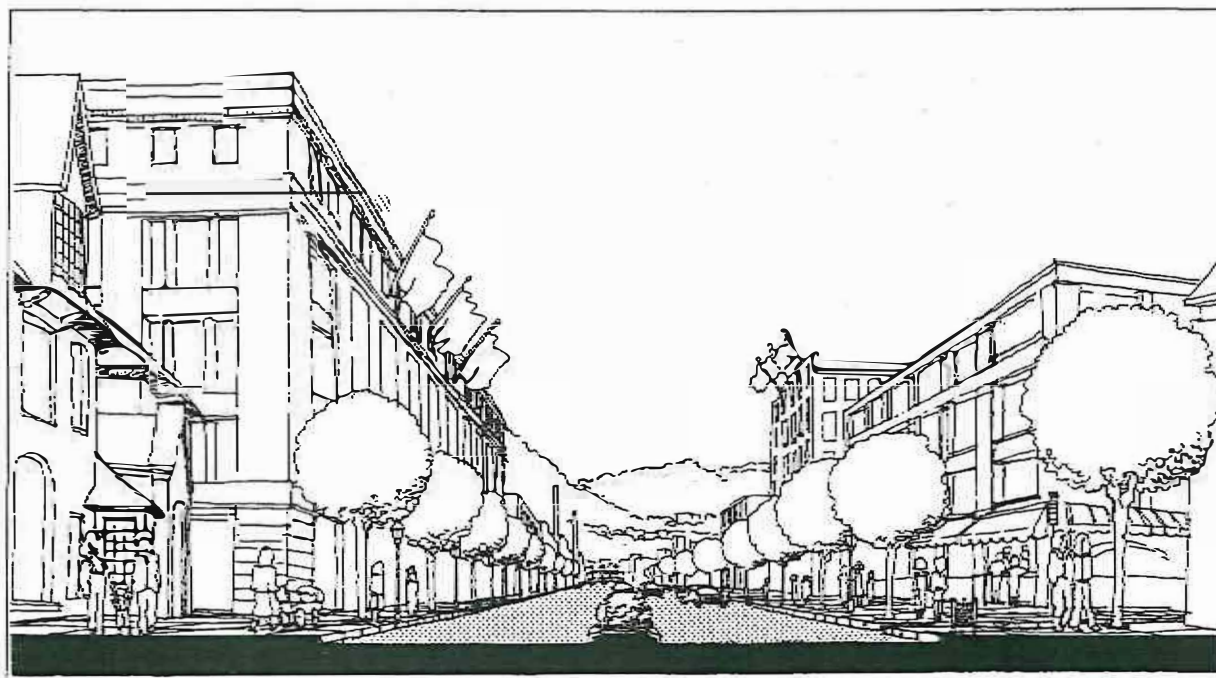


Figure 51 -- Proposed improvements along Washington Street would strengthen the linkage between Downtown and the proposed National Historical park at the Cambria Lower Works.

development while creating a more inviting, well defined pedestrian route for Downtown workers and for visitors moving between cultural attractions.

Proposed improvements could be made within the existing right-of-way. Six on-street parking spaces would be removed from the east side of Washington Street to allow for sidewalk expansion and construction of the median. The route could incorporate signage and other features to interpret the history of the Pennsylvania Main Line Canal and the history of this area of the city.

6. Walnut Street Bridge Reconstruction

This is one of three bridges in the vicinity of the Point which have been scheduled for reconstruction. The Pennsylvania Department of Transportation would demolish the existing double arch span, built of reinforced concrete in 1914, and replace it with a standard highway bridge.

The Walnut Street Bridge lies at or near to the site of the first crossing of the Little Conemaugh. As it exists, the bridge is the focus of an interesting historical ensemble including the river, the Johnstown Flood Museum, the former Cambria

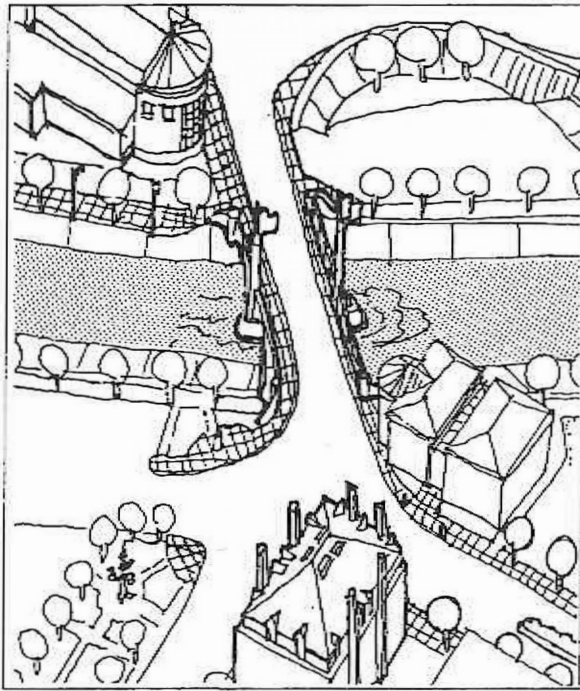


Figure 52 -- The Walnut Street Bridge is a pivotal centerpiece of several historic resources.

Iron Works Headquarters, Penn Traffic building, Train Station, Prospect Hill and an impressive steel truss railroad bridge which carries cars between Gautier and the Lower Works. This is illustrated in **Figure 51**. In the future the Walnut Street bridge will become an important link along the route connecting cultural attractions in the vicinity of the Train Station area with Downtown Johnstown.

Rather than replacing the bridge, it should be reconstructed to its original appearance to retain the historic integrity of the area. If restoration is not possible, the new bridge should be not be designed as an anonymous utilitarian

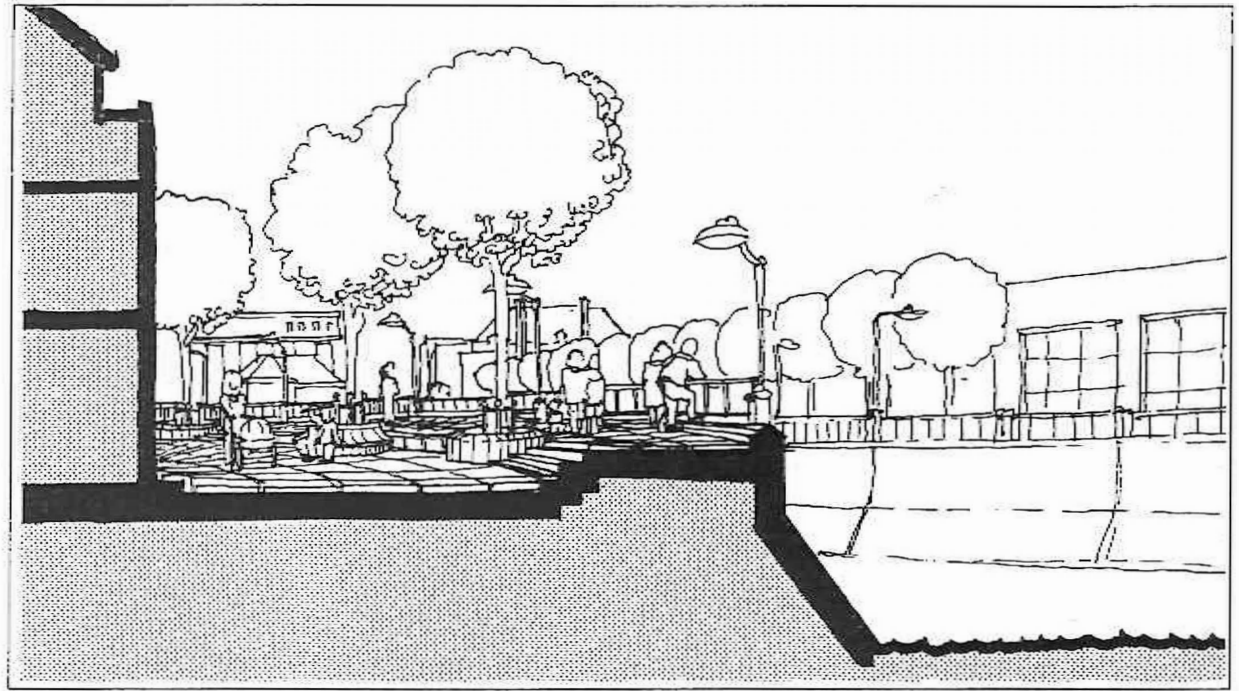


Figure 53 -- The existing flood walls act as a barrier to the rivers which have played a key role in Johnstown's history. Suggested improvements include pedestrian access, interpretive signage and lookout points.

span, but rather as a unique structure to celebrate this key crossing of the Little Conemaugh. Generous pedestrian walkways and amenities should be provided to extend the quality of the Washington Street Boulevard across the river into the Train Station district.

7. River Edge Promenade

Since they were constructed in the 1930's, flood walls have limited views and restricted any form of public access to the water. Yet the rivers in Downtown have the potential to provide a critical link in interpreting the history of the city as well as serve as a valuable amenity and recreational resource for the public.

The U.S. Army Corps of Engineers has recently initiated a study to scope rehabilitation of the flood protection system along rivers in Johnstown. Floodwalls, bridge abutments, and private properties which impact the structures will be affected in a project estimated to cost from \$40 to \$100 million. Depending upon the results of its investigations, the Corps may also be in a position to assist improvement of some public spaces and infrastructure which lie adjacent to the river.

As part of the reconstruction program, a river-front walkway is proposed which would extend along the northern bank of the Conemaugh,

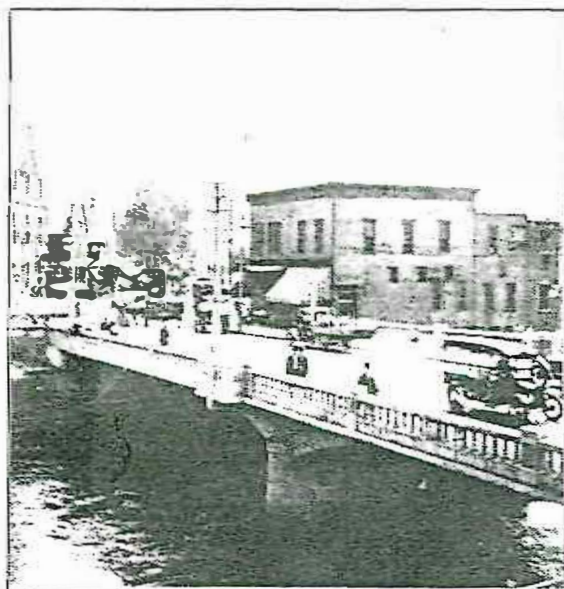


Figure 54 -- Walnut Street Bridge as it appeared in the 1920's.

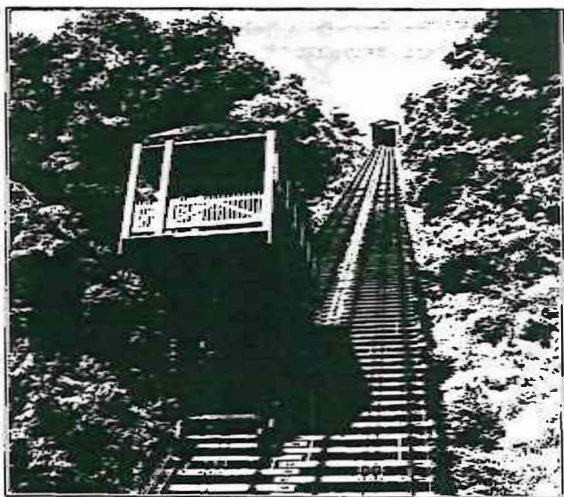


Figure 55 -- The heritage of transportation technology is demonstrated by the Inclined Plane.

from the Old Stone bridge to Walnut Street. The walkway would occupy the width of a public right-of-way which abuts the bank in this segment of the river, and it would be incorporated as an integral part of the flood protection system, as illustrated in **Figure 53**. Design of the promenade would include new handrails and lookout points which allow views of the river, trees and planting where possible to soften the existing harsh environment, benches and lighting. At one end, the promenade would provide close-up pedestrian access to, and interpretation of the Old Stone Railroad Bridge, scene of the Johnstown Flood catastrophe in 1889, as well as spectacular views of the Point and its environs. On the other end, the promenade would enhance the setting for development in the vicinity of the Train Station, facilitating pedestrian activity along the water's edge. Included in the improvements would be creation of the court in front of the Train Station, linking this facility to the river pedestrian system.

8. Inclined Plane Court and Pedestrian Bridge

Elements of this project were proposed in the *Third Century* plan and are now being pursued by the Redevelopment Authority. The area surrounding the base of the Inclined Plane is one of the most visible in Johnstown, yet it is defined by vacant lots and poorly maintained buildings. These give a poor impression of the city to visitors and detract from higher quality buildings

and spaces in the area, including the Inclined Plane, Memorial Baptist Church, and the park along Stoney Creek.

Figure 56 illustrates the proposal for improvement of the area. Vacant parcels would be formally landscaped in a semicircular design, formed with trees, planting, special paving and flags to highlight this special place in the city. Included in the project is a small lot for tour buses, which could be developed behind the planting on a parcel between Vine and Union Streets.

Although it is one of the most important visitor attractions in Johnstown, pedestrian access to the Inclined Plane across Route 56 is difficult and dangerous. A new pedestrian bridge is proposed, which would spring from the lower platform level of the Inclined Plane to a support structure and access ramp on the opposite side of the highway. By coincidence, the support structure would be on axis with Vine Street and visible from the Train Station Visitor Center. Flags or a simple tower element could be incorporated into the bridge design as a marker to strengthen the visual link between these visitor attractions.

Street tree planting along Vine Street is also recommended to emphasize the connection and enhance pedestrian use. The character of the improvements should reflect the close proximity of the site to a nearby concentration of buildings

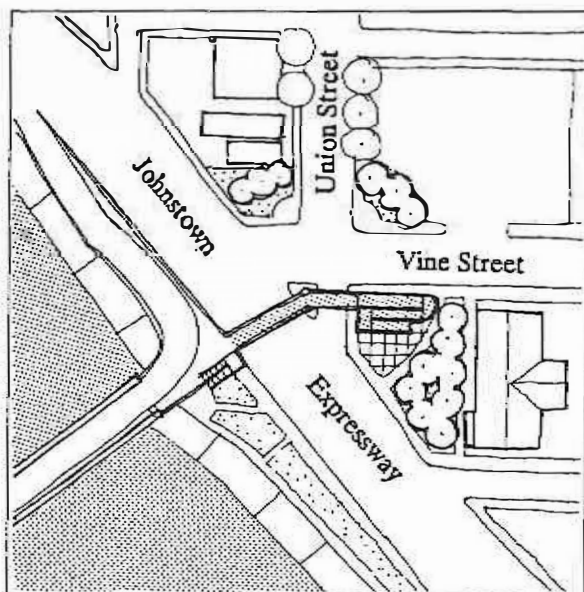


Figure 56 -- A new pedestrian bridge is proposed to extend from the lower level of the Inclined Plane across Route 56.

which are eligible for the National Register of Historic Places. The Cambria County Transit Authority would be responsible for the bridge construction, with potential assistance from the state; the Johnstown Redevelopment Authority would improve the forecourt.

9. Trolley Link to the Cambria Works

To reinforce the connection between downtown and the proposed National Historical Park, the Park transportation system would be extended into downtown with a terminus at the Glosser Building, as described above. The system would use historic trolleys operating on existing, underutilized tracks which extend from

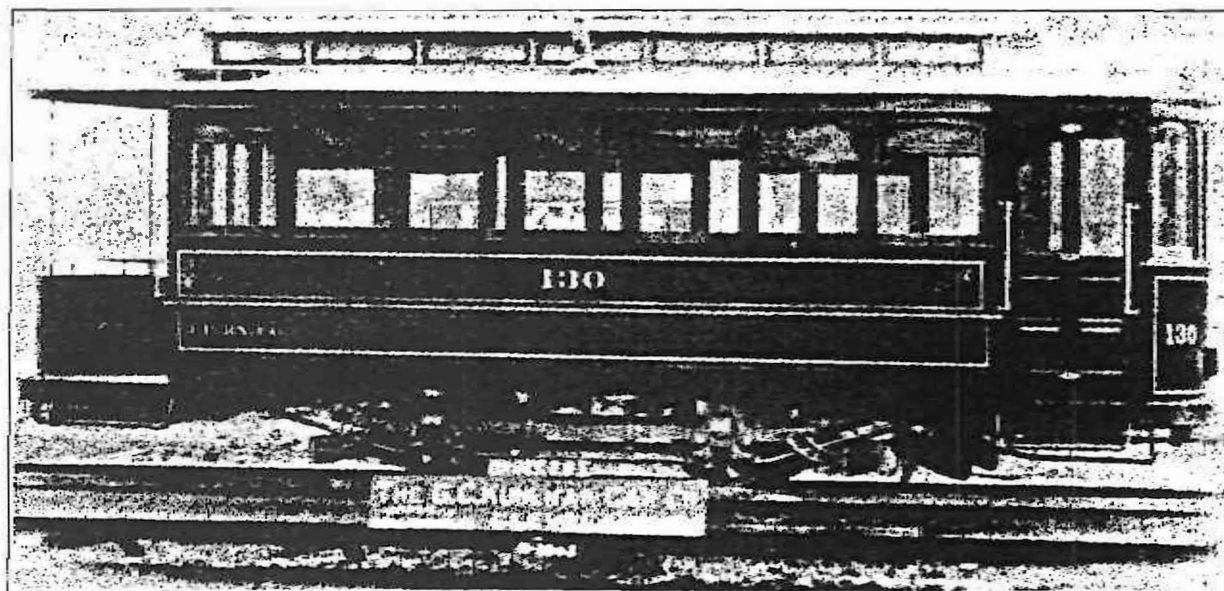


Figure 57 -- Historic trolleys such as this 1905 model from the Johnstown Traction Company would provide an important link between Downtown and the Lower Cambria Works.

Minersville to the front of the Gautier Works on Washington Street. A one block extension down Franklin Street would be required to bring the trolleys into the heart of Downtown. Extending from Glosser's, stops on the system would include; Washington Street at Gautier; the Penn Traffic Building providing access to the Johnstown Flood Museum; the Train Station Visitor Center; Blast Furnace 5 on the Cambria site; the historic heart of the Cambria Works with its theme exhibits on steel Technology; and a terminus in Minersville at Minersville Gate Park. Electrification of the route or use of new propane technology would be required.

It is suggested that the transportation system be developed and owned by the National Park Service as a capital project related to the program of Cambria Iron and Steel National Historical Park, centered at the Lower Works. However, the system might be operated by the Cambria County Transit Authority.

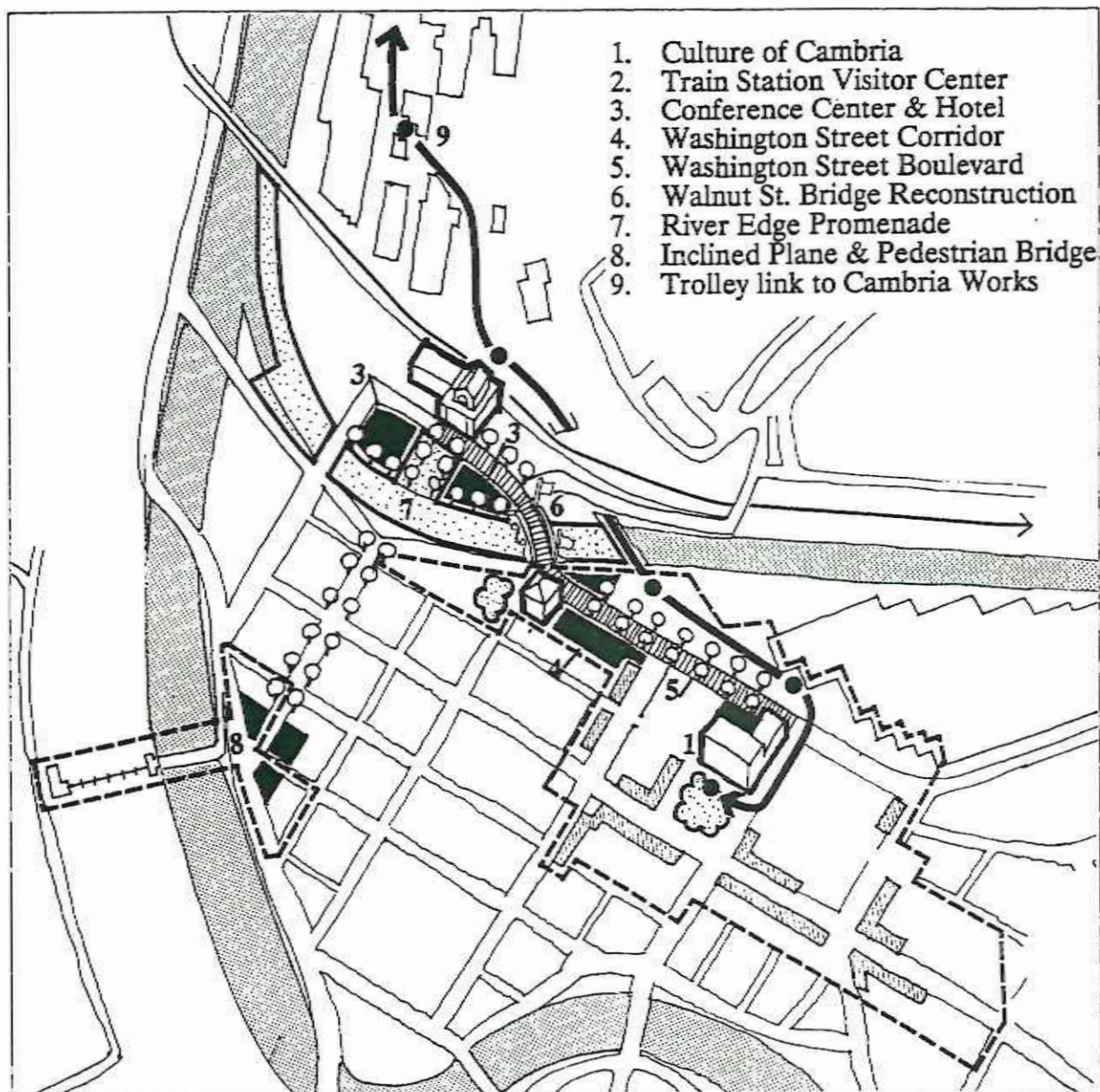


Figure 58 -- Summary of proposed Downtown pilot area development program. Projects include anchor attractions, new visitor facilities, and linkages.

Project Support

Table 3 summarizes potential contributors to funding and implementation of the projects identified in this section. In general, all of the projects have either been initiated or are being considered by others or represent projects which are likely to qualify for funds under existing sources. However, it is important to note that **Table 3** is illustrative, only, and no commitments have been made by the agencies listed.

Key potential contributors to the development of Downtown anchor attractions and linkages are summarized below:

- o **Heritage Development Trust** -- proposed in **Section 3** of the Plan, would provide a base level of assistance for exterior improvements on all of the privately initiated development projects. Assistance would be in the form of below market rate interest loans under the rehab and commercial facade programs. Owners would qualify for a maximum of \$45,000 of loans at 5% to 7.5% interest.
- o **AIHP** -- grants through the Southwestern Pennsylvania Commission would be targeted to projects with programs that orient to the regional market, such as the Train Station Visitor Center and the Culture of Cambria outlet market, which would feature regional products and crafts.

- o **Cambria Iron and Steel National Historical Park** -- if established, would be targeted to assist projects directly related physically and programmatically to the park. Included would be the trolley barn and exhibits in the Culture of Cambria project and development of a National Park entrance and Visitor Center at the train station.
- o **State Heritage Park Program** -- would be called upon to assist those projects which include space for economic and business development along side educational features. Assistance would also be provided to develop Downtown open spaces and linkages.
- o **RIRA/LWCF** -- state and federal recreation programs would support site improvements for public/private development projects, as well as improvements to public infrastructure.
- o **City and County Agencies** -- are programmed to assist projects in their typical areas of operation and expertise. The Redevelopment Authority, for example, could oversee design and construction of pedestrian improvements to Washington Street, as it has elsewhere Downtown.
- o **Transportation Agencies** -- including the State DOT and Department of Public Works would need to cooperate on achieving bridge preservation and reno

Downtown		Commercial Facade Loan	Residential Improvement Loan	Special Purpose Rehabilitation	AIHP Capital Grant (SWPMPC)	Cambria Iron & Steel NHP	State Heritage Park Program	RIRA/LWCF*	Johnstown Redevelopment Auth.	City Community & Economic Dev.	Cambria Cty Hsg Auth./DCA Hsg	State/Local Transportation**	U.S. Corps of Engineers	Miscellaneous Federal	Private
● Major Funding ○ Participation															
Private/Public Development Projects															
1.	Culture of Cambria/Central Pk	○		○	○	●	●	●	○	○	○	○		○	●
2.	Train Station Visitor Center			○	●	●	●		○						●
3.	Conference Center and Hotel								○						●
4.	Washington Street Corridor	○		○					○						●
Public Infrastructure Improvements															
5.	Washington Street Boulevard						○	○	○	○		●			
6.	Walnut St. Bridge Reconstruction											●	○		
7.	River Edge Promenade						●	●	○	○			●		
8.	Inclined Plane & Pedestrian Bridge						○	○	●			●			
9.	Trolley link to Cambria Works					●						○			
		Heritage Development Trust	Public Participants												Private

* State Rec. Improvement and Rehab. Act/
Federal Land and Water Program

** State DOT/Cambria County Transit Auth/
City Public Works

Table 3 -- Key players in creating the network of anchor attractions and facilities.

vation, as opposed to demolition and replacement. State funds have already been allocated to several bridge projects in the city, which are now in design. The Cambria County Transit Authority would be responsible for improving pedestrian links to the Inclined Plane. It has also been suggested that the Authority operate the heritage trolley system and its maintenance barn, on behalf of the National Park Service.

- o **U.S. Corps of Engineers** -- would, at a minimum, be lobbied to consider making improvements to public sites and pedestrian access located on, or adjacent to, the flood control structures in the neighborhood. Work would be accomplished as part of the renovation project now being scoped by the Corps. Creation of a River Edge Path along the flood walls should receive top priority.

Appendix A:

Demonstration Projects

1. Heritage Discovery Center

Lane, Frenchman and Associates, Inc.

M E N O R A N D U M

To: Dan Balter, Enterprise Design
Richard Burkert, JAHA
Dan Ingram, JAHA
Rosemary Hagedus, Community Arts Center
Bill Laif

From: Nancy Ludwig, LFA

RE: Morris Paper Company Warehouse (Germania Brewery)
Johnstown, Pennsylvania

Date: November 28, 1990

Morris Paper Warehouse Reuse Study

Introduction

The Morris Paper Company Warehouse (former Germania Brewery) is one of the few surviving masonry warehouse structures in Cambria City. It is a unique structure, added on to and adapted over many building campaigns to its total of 50,000 square feet. Constructed as a brewery in the late 19th century, the structure was later adapted for use as a paper company warehouse. The Morris Paper Company vacated the warehouse over the last several years, although the company still maintains a 2-year lease for the building.

Dan Balter, the owner of the building, is interested in initiating a reuse strategy for the property that is community-based and supports the Cultural Park potential in Johnstown. The owner is willing to provide the structure at a "very attractive" cost to a local group or consortium who would commit to a community based program. The current lease expires in two years, and a commitment for a new project is needed in the near future.

As part of its work on a Preservation Action Plan for Johnstown, Lane, Frenchman and Associates, architects and planners, has been commissioned to study the structure for reuse potential as a "Discovery Center", a concept proposed by the owner. The concept would reinforce the "Third Century Plan" that calls for a discovery network linking the historic resources of Johnstown. The concept plan for the structure should link to other efforts in the Cambria City neighborhood and provide a strategy that can be funded.

Two separate community based organizations are interested in participating in the planning study. They are:

- o the Johnstown Area Heritage Association -- which is seeking a new location for its administrative offices with expanded exhibit potential, and
- o the Community Arts Center of Cambria County -- which is interested in starting a "Children's Discovery Center", including "hands-on" exhibits and a permanent home for an extensive doll collection.

The Site

The Morris Paper Company Warehouse is sited off of Sixth Avenue, set back from Broad Street by several hundred feet. To the west is a large tract of property owned by Pennsylvania Electric (PennElec) used for a power station and large parking lot. Egress from the PennElec parking lot is at the northeast corner of the Morris Paper warehouse. To the east, across Sixth Avenue, is the Telephone Company facility that also is surrounded by a parking lot. The Conrail Main Line runs parallel to the south side of the structure, adjacent to a steeply sloping hillside. Access to the Westmont neighborhood along this hillside is via a set of sharp right angle turns across a viaduct; this viaduct is scheduled to be renovated in the near future.

Several site-related issues will need to be resolved to develop the project:

- o The building is visible but has no frontage on Broad Street. It will be important to establish an image for the property along this thoroughfare.
- o The site is almost "land-locked". The building envelope aligns with the property boundaries, leaving no area for the parking that will be required by a reuse program. Access for loading and service vehicles is also constrained, currently taking place via the courtyard at the center of the complex.
- o Potential activation of "interpretive" passenger service across the Allegheny Ridge suggests a future need for access to the building from the south.
- o Egress from the PennElec parking lot is adjacent to the structure; the proximity of the building to the sidewalk causes this to be a "blind" intersection that is now remedied with a reflective mirror aimed at the viaduct. This unsafe situation should be remediated, but is not currently in the control of the Morris Paper Warehouse owner.

The Building

The building complex totals 50,000 square feet, inclusive of the partial basement levels. It is primarily built of masonry bearing wall construction with major framing members of steel; wood framing also has been used for floor construction in some areas. Masonry interior bearing partitions divide the complex into a series of irregularly sized, distinct volumes. Successive building additions appear adhoc and have resulted in varying floor levels which are difficult to circulate through.

The building complex is composed of three distinct pieces which wrap around an open-air courtyard to form a "U-shaped" footprint:

- o *The Warehouse* -- forms the southern boundary of the site. While its overall height appears to be five stories, floor levels do not match throughout and because of low headroom in certain sections, partial floors must be removed. In this section concrete floors are framed by heavy steel members which bear on the heavy masonry exterior walls and interior partitions; all framing is exposed, although small areas have been fireproofed. Few window openings exist and there are no interior finishes. There is no basement under the warehouse.

The narrow northern portion of the warehouse section has wood floors framed by heavy timber construction. This section is fully five stories tall, but appears to have been added to the warehouse at a later date. Its floor levels do not align consistently with those of the warehouse. Multiple windows exist along its southern elevation. A narrow, wooden stair and freight lift exist at the western end of this structure. A small, narrow basement exists under this portion.

- o *The Administrative Office* -- bounds the northern edge of the site. It is a two story element with full interior plaster finish. Its exterior masonry wall appears to be bearing; it is likely that the floor framing is steel. The floor levels in this part of the structure do not align with those of the warehouse. This portion of the structure is windowed (although windows have been blocked up along the northern elevation) and was heated. An open stair connects the basement, first and second floors.
- o *The Loading Bay* -- connects the warehouse with the administrative office and edges the western boundary of the site. It is three stories tall with levels that most closely match those of the warehouse, although open stairs interconnect it with the administrative office. It is exterior masonry bearing wall construction with timber floor framing. Windows exist along its eastern elevation. It has a full basement.

Overall, the complex offers a unique character. The various construction means and methods identify distinctly different time periods; the massive bearing wall building system was clearly built to stand the test of time. The current maze of enclosed volumes, while confusing, offers exciting potential for a Discovery Center oriented towards heritage-based exhibits. The heavy construction will likely be able to handle the floor loads required for assembly occupancy and heavy exhibits.

Conceptual Program

The "Discovery Center" concept reinforces ongoing efforts in the Johnstown community to create a "Discovery Network" among existing sites and attractions. At the city-wide scale, the Bethlehem Steel Plants have been designated as a National Landmark and efforts are underway to create a National Park at the Cambria Lower Works. Also, several districts in the city have been determined by the Commonwealth of Pennsylvania as eligible for the national Register of Historic Places; nominations to the Register are now being prepared for Cambria City. Current efforts in Cambria City include JAHAs plans to develop an Historic House Museum along Broad Street to depict the life of a working class family, improvements to the neighborhood to accommodate the ongoing national Folk Festival, and creation of an Ethnic Arts Center and a home for the Johnstown Ballet.

Both the Johnstown Area Heritage Association and the Community Arts Center of Cambria County are established organizations that are committed to Johnstown and interested in the "Discovery Center" concept. Although each group has different programmatic goals, they are committed to bringing their efforts together and supporting the larger effort based on exploring the cultural heritage of this area. A conceptual building program was developed in meetings with each of the participants. It is included in Table 1:

TABLE 1: PROGRAM

Children's Discovery Center (Community Arts Center)

o <i>Permanent Exhibit of Doll Collection</i> -- for 350 collector quality dolls.	2000 SF
o <i>Hands-on Exhibit</i> -- to include large, open spaces for exhibits on local heritage and technology places for puppetry and children's drama.	3-4000 SF
o <i>Auditorium/Performance Area</i> -- to allow for up to 300 people for dance company performances or special events. No fixed seating desired, allow flexibility. Requires space for stage and greenroom. Kitchen located nearby. May be shared by JAHA.	3000 SF
o <i>Administrative Office</i> -- for director and staff of the Children's Discovery Center.	500 SF
Subtotal	8-9500 SF

Johnstown Heritage Center (Johnstown Area Heritage Association)

o <i>Exhibit Galleries</i> -- large, high ceiling areas that are contiguous, allowing for a variety of large and small installations. A reception area should be included near the exhibit galleries. Freight elevator access is required for each exhibit area to allow installation.	5-10,000 SF
o <i>Administrative Office space for JAHA</i> -- offices for staff, conference room office storage. Allow for expansion.	2000 SF
o <i>Collections Storage</i> -- for storage of 3-dimensional and archival materials. Storage must be above the flood plane (above first floor), with temperature and humidity control and adjacent to freight elevator. Preferable to have no windows. Small office and quarantine room needed.	5000 SF
o <i>Educational Facilities</i> -- classroom which can be used for heritage programming.	1000 SF
o <i>Conservation Lab and Photographic Studio</i> -- for in house work. Lab space is two rooms--with multiple plumbing fixtures, water supply, fume hood, natural gas, and a walk-in freezer. Photography studio near lab spaces and freight elevator with high ceilings--includes darkroom. Preferably without windows.	1200 SF

- o *Exhibit Workrooms* -- for fabrication of exhibits including wood working, painting, and mount fabrication. Requires fume hood or spray booth for painting. Near freight elevators. Can be in basement location. 1500 SF

Subtotal 15-20,700 SF

Shared Activities

- o *Restaurant* -- to be franchise of national "fast-food" chain, possibly McDonald's, to provide food service for visitors as well as leasing income to the center owners and operators. Must be located so as to have visibility and access from Broad Street. 3000 SF
- o *Discovery Center Shop* -- to service both groups. Arts Association may want area for sale of hand crafted goods made by children. 1500 SF
- o *Bathrooms and Coatroom* -- to include men's and women's restrooms with diaper change and nursing area. Also large coat room with lockers and bins. 1000 SF
- o *Shipping and Receiving* -- with dock for semi-trailer trucks. Requires separate climate controlled "hold" for lock-up and acclimation of delivered exhibits. 1000 SF
- o *Mechanical Areas* -- to service the building. Heating and cooling equipment, dehumidification control, security, plumbing and sewer equipment. 2000 SF

Subtotal 11,500 SF

Combined 31,500 to 38,200
25% Circulation 7,875 to 9,550

TOTAL 39,375 to 47,750

Conceptual Alternatives

Two alternative concepts for the project were studied. They illustrate different reuse strategies based on variables in the program and site access requirements. Conceptual building plans were developed with the following considerations:

- o The site plan needs to offer the restaurant primary visibility without sacrificing visibility for the Discovery Center from Broad Street.

- o The Discovery Center should be designed to provide for a variety of age groups, from different aged children to adults. A combination of Heritage Center and Children's Museum goals can be mixed if an overall orientation is developed based on the cultural heritage theme.
- o Overall project cost will determine if the project is feasible. Thus, there is a cost-guiding preference for minimizing building structural and envelope changes. Nonetheless, there is a need to remove floors that do not provide enough headroom, particularly once mechanical systems are installed. Because it is difficult to wed new construction into the heavy existing fabric, stairs, elevators or ramps are most easily accommodated outside of the existing fabric.
- o Cost considerations may guide some elements to serve "double-duty". For example, rather than install several costly elevators to separate visitors from staff and loading/receiving, it may be desirable to install a single large elevator to handle crowds and well as the large objects that need to be moved throughout the building.
- o Services should be concentrated in predictable locations. Visitors need large bathrooms at the entry point. Administration offices are best to be concentrated, but away from the large groups of visitors.
- o Visitors must be able to quickly orient themselves in the building; the building must accommodate efficient circulation for large and small groups, as well as provide a safe, building code responsive means of egress. The circulation system should be designed to make the experience of using the center a pleasurable one; it should provide views that overlook exhibits, preview exhibits, and orient.
- o The Discovery Center must be a multiple floor building, because program requirements can not be accommodated on the single ground level. The design of the circulation system must be sensitive to the needs of the physically handicapped.
- o The exhibit areas should have controlled lighting, with little natural light. Conversely, the circulation areas should be filled with natural light.

The two concepts which were developed differ according to two separate ideas for site development. The schemes are described in greater detail:

Scheme 1

Scheme 1 illustrates reuse of the "front" of the complex for entry to the new Discovery Center, while allowing the restaurant to occupy the most visible corner. The site plan suggests that parking be leased from the Telephone Company and that a crosswalk be developed from that lot to the Discovery Center (See Sketches 1 and 2). A landmark tower would be developed at the corner of Broad Street and Sixth Avenue.

Entry to the Discovery Center is off the central courtyard directly into the warehouse portion of the complex. A small lobby is created along the courtyard with stair and ramp access to the floor level which sits 4 feet above the court. From the lobby, the tickets and shop are available. Note that in this configuration, a single staff member can control the ticket area as well as the shop when the center may have relatively light use.

A broad lobby interconnects three levels of exhibit space (See Sketches 3 and 4). So that all levels are visible from the entry, partial floor areas would be removed above the first level. At the first level, the lobby connects to three first floor exhibit spaces, totalling 4800 square feet, which would be geared towards the JAHIA program spaces. Circulation elements--an elevator, a ramp system, and a stairwell--and restrooms are arrayed at the end of this lobby. Loading is developed along the back of the building.

The ramp system is envisioned as the primary means of circulation, linking the disparate levels of the complex. It rises from the ground floor up to the second level of the administrative office, which is envisioned to be reused for administrative offices for JAHIA. In this way the offices are easily connected back down to the lobby, but placed on the separate level.

The visitor would loop back around the ramp system up to the second level. Here, the interior walls of the loading bay would be demolished to make way for a children's "hands-on" exhibit space. This broad area, sitting over the restroom portion, could easily have water services extended up into it for "wet" exhibits.

Another ramp brings the visitor back into the warehouse second level for the Performance space (1700 SF) and Doll House exhibit (1700 SF). Note that the floor level in the too exhibit space has been removed because of low headroom. The partial replacement floor allows a place to look over the exhibit on the first floor, and may allow large, tall objects or exhibits to be developed in this two story height.

A final loop on the ramp system brings the visitor up to the third level of the warehouse, which can serve additional flexible exhibit space for either JAHIA or Community Arts. The space might be "mothballed" initially to be saved for exhibit expansion in the future. It represents an additional exhibit area of 5000 square feet.

Accessed by stair and elevator, a mezzanine level over the third floor lobby will be used for Conservation Lab and Darkroom space. The fourth level would be reserved for JAHIA Collections Storage (5500 SF).

Scheme 1 allows:

- o Imagery for the complex is provided along Sixth Avenue, with the shop and entry providing color and life along the street. A tower marker might be developed at the corner of Broad Street and Sixth Avenue, to enhance visibility from this primary thoroughfare.
- o Minimal addition of area to the existing building; circulation elements which would be difficult to wed to the existing construction are added in the courtyard as new construction.
- o A single controlled entry can service the overall Discovery Center Program, but the JAHIA exhibits and the Children's Museum galleries are separated by floor level. They may be able to be controlled separately, if desired.
- o The ramp system connects the disparate floor levels of the complex.
- o Because the existing floor plans do not have a single large area, the Performance Area is undersized for the program.

Scheme 2

Scheme 2 illustrates reorientation of the building complex towards Broad Street. The northern elevation would become the primary enter for both the restaurant and the Discovery Center. Parking would be leased from PennElec, allowing a new access drive and access to the building without crossing Sixth Avenue. A landmark tower would be developed at the corner of Broad Street and Sixth Avenue (See Sketches 5 & 6).

Entry to the Discovery Center is through the Administrative office portion of the complex. The Restaurant is pushed to the west of this wing, allowing both the restaurant and Discovery Center to share primary visibility. A linear lobby connects the shop, coatroom, and restrooms and in the future may connect entry into the center from the rail stop.

This scheme distinctly varies from Scheme 1 in its use of the courtyard. In Scheme 2, the courtyard becomes an enclosed space, providing a large gathering place for performances and allowing open circulation around its boundary. It is envisioned that this area would be covered by a translucent roof structure, creating a light-filled, wide open area in contrast to the separate, tightly enclosed areas of the existing warehouse (See Sketch 7).

The area becomes the center of the complex and allows immediate orientation. Importantly, the creation of this space within the complex allows a performance area of the size and scale required by the program—in this instance, 3300 square feet. No existing area within the complex offers an appropriate layout for this facility. It also allows connection to the restaurant from the Discovery Center; the Performance Area might be edged by cafe tables for the restaurant.

The ramp system which bounds the Performance Area initiates from the lobby and rises to the first level of the warehouse (See Sketches 8 and 9). From this point a Gallery (1300 SF) connects three exhibit spaces geared towards the JAHa collection, totalling 4800 square feet. The visitor would move through this sequence of spaces and then return to the ramp system.

The next ramp rises to a Children's Hands-On Exhibit (1300 SF), placed at a new intermediate floor level of 104.0. Moving through this area, the visitor can then return to the ramp and rise up to the second level of the Administrative Office, that would be reused for additional Hands-On exhibits (1500 SF) and the Doll Exhibit (2200 SF). Also at this level a Balcony could be constructed over the Performance Area for a second level of viewing.

Another ramp rises from this level into the second level of the warehouse. Here a new floor has been inserted over the restrooms below at a new intermediate level of 110 (1500 SF). Another ramp rises to the existing floor level of 117.75 where additional JAHa exhibits can be installed (5500 SF).

The third level, accessed by stair and elevator combines the JAHa Administrative components with the Conservation Labs, Photography Studio, and Workshops. Because of the dense structure, the workshops can be sound isolated at the top of the plan. A mezzanine level offers office expansion area. The fourth level is devoted to collections storage (5500 SF).

Scheme 2 creates:

- o A new atrium to act as a focal point and dominant feature in contrast to the highly contained areas beyond, strategically aiding orientation, and motivating visitors to explore the space further. It also allows a strong mental map of the center. The addition of the atrium adds natural light into an otherwise dark enclosure, enhancing orientation activities and defining and reinforcing pathways.
- o The ramp systems cleverly connects the disparate floor levels of the complex, allowing the circulation to be a part of the exhibit experience. No ramp is too long because intermediate floor levels are linked. It allows an overall understanding of the complex and "previews" into galleries.
- o All exhibit spaces are located on the first two floors. This benefits the visitor by not requiring substantial vertical movement.
- o The third floor layout concentrates all staff activities, including workrooms and offices, allowing better management of the facility.
- o The sequence of movement through the Discovery Center allows a variety of spatial experience, moving from large to small spaces.
- o The two organizations -- JAHa and Community Arts -- are separated by placement in differing building elements; JAHa occupies the warehouse and Community Arts fills the Administrative Building. If desired, each area could have a separate entry.

Management Concept

The way in which the two organizations -- JAHa and the Community Arts Center -- join resources to form the 'Discovery Center' will influence the overall building layout and funding strategies and financial proforms. Three options exist for a shared concept of building development:

- o The two organizations would combine forces to develop the property; capital costs could be apportioned on a square foot basis with shared costs for circulation and mechanical elements. Each organization would administer its separate programs. A single "entry fee" would cover visitation to the entire center, or separate admissions might be charged for each organization with two separate 'control points' for visitors in the facility. This is conceptually similar to the way in which the Boston Children's and Computer Museums share a single facility, but subdivide on a floor by floor basis with separate admissions (they share a single elevator, though).
- o JAHa, as the larger user, might take control of the property and responsibility for all capital improvements. They could then lease space to Community Art Center to run the children's and performance program, oriented towards heritage programming. This would suggest that JAHa administers the facility with specific program support from Community Arts.
- o Lastly, the organizations might form a separate management entity for the center, comprised of individuals from each group. This management entity could then hire the appropriate director and staff to run the center.

Further design and plan refinements will be influenced to a great degree by the preferred management concept. As well, the financial "proforma" for the center will be based upon each organization's ability and desire to fund capital improvements and programs.

Next Steps

Based on review of the alternative concepts, LFA believes that this project is worth pursuing. The building lends itself to the proposed Discovery environment if circulation and can be made to work between levels. The complex offers a "clean canvas" upon which to work, because little interior finish or building systems need to be removed. The existing spaces strongly suggest an image for the project that is grounded in this unencumbered warehouse environment, inviting minimal change geared towards inclusion of mechanical and circulation elements.

The following next steps should be initiated:

1. Neighboring property owners (PennElec and the Telephone Company) must be consulted to determine feasibility for parking and access. It is unlikely that either neighbor will be willing to sell land to the Discovery Center, but they may be willing to lease a certain number of spaces to the Center. Primary use of the Center will be on weekends when the neighboring lots will not be full, so the "shared" use concept may be appropriate.
2. A preferred Management Concept needs to be decided. Based on the commitment of each organization -- JAHA and Community Arts -- a realistic funding strategy should be developed. The building owner, Dan Bolter, may be willing to initiate development of a fund-raising strategy. Dan Bolter has offered the services of his company to produce presentation materials (possibly an audio-visual production) that can be used to target funding.
3. A final set of conceptual plans should be developed. LFA can refine one of the alternatives presented in this report as part of the Preservation Action Plan.
4. Fast food restaurants owners (McDonald's?) should be consulted to determine if this location can be made suitable for them. Leasing income and rental arrangements should be determined. Boston's Children's Museum includes a McDonald's; this may be a good example and source of information.

The alternative plans have been offered as a way to compare approaches to development of the building. All participants need to review the conceptual plans, suggest changes, and reach consensus on the preferred approach to the project. The organizations involved--JAHA and Community Arts--need to be assured that their program goals can be realized and that the two organizations can work together to produce the Discovery Center. With your further input, a final set of plans can be prepared to represent the preferred approach.

TABLE 2: COMPARISON OF SCHEMES

	Scheme 1	Scheme 2
Children's Discovery Center		
Doll Exhibit	1700 SF	1800
Hands-on-Exhibit	2300 SF	2800
Auditorium	1700 SF	3300
Office	200 SF	400
<i>Subtotal</i>	<i>5900 SF</i>	<i>Subtotal 8300</i>
JAHA		
Exhibit Galleries - Permanent	4800 SF	6100
Administrative Offices	2750 SF	3000 (add'l 1200 SF for expansion)
Collections Storage	5500 SF	5500
Classrooms	900 SF	1000
Lab & Studio	1500 SF	1650
Exhibit Workrooms	1500 SF	1500
<i>Subtotal</i>	<i>14,200 SF</i>	<i>Subtotal 18,750</i>
Shared Activities		
Lobby	3500 SF	2600
Restaurant	3700 SF	3000
Shop	1320 SF	1200
Restrooms/Coatroom	1350 SF	1850
Shipping/Receiving	1150 SF	1900
Flexible Gallery	5000 SF	5500
<i>Subtotal</i>	<i>16,920 SF</i>	<i>Subtotal 15,150</i>
Mechanical/(basement/roof)		
Electrical/Plumbing	To Be Determined	To Be Determined
Circulation		
Elevators & Stairs	3500 SF	5000
Ramps	3600 SF	2500
<i>Subtotal</i>	<i>7100 SF</i>	<i>Subtotal 7500 SF</i>
Total	43,220 SF	49,700 SF
Basement	6400 SF	6400 SF
	49,620 SF*	56,100 SF*

* Note: The removal of partial floor levels totals 3000 SF.

TABLE 3: COSTS SCHEME 1

	Scheme 1	
	Unit	Costs
<u>Children's Discovery Center</u>		
o Exhibits	4,000 SF @ 80./SF	\$320,000
o Auditorium/Office	1,900 SF @ 60./SF	\$114,000
<u>JAHA</u>		
o Exhibits	4,800 SF @ 80./SF	\$384,000
o Admin/Wrkshp/Stor	9,400 SF @ 60./SF	\$564,000
<u>Shared Activities</u>		
o Restaurant (no tenant upfit)	3,700 SF @ 60./SF	\$222,000
o Flexible Galleries	5,000 SF @ 80./SF	\$400,000
o Other	7,300 SF @ 60./SF	\$438,000
<u>Demolition</u>	Allow	\$150,000
<u>Mech/Elec/Plumb</u> (includes basement)	Allow	\$750,000
<u>Circulation</u>	7,100 SF @ 35./SF	\$248,500
<u>Roof</u>	14,000 SF @ 2.50/SF	\$35,000
<u>New Windows/Doors</u>	Allow	\$50,000
	Subtotal	\$3,675,500
	Gen. Cond./Overhead Profit @ 20%	735,100
	Design Contingency @ 15%	\$551,325
	TOTAL	\$4,961,925

TABLE 4: COSTS SCHEME 2

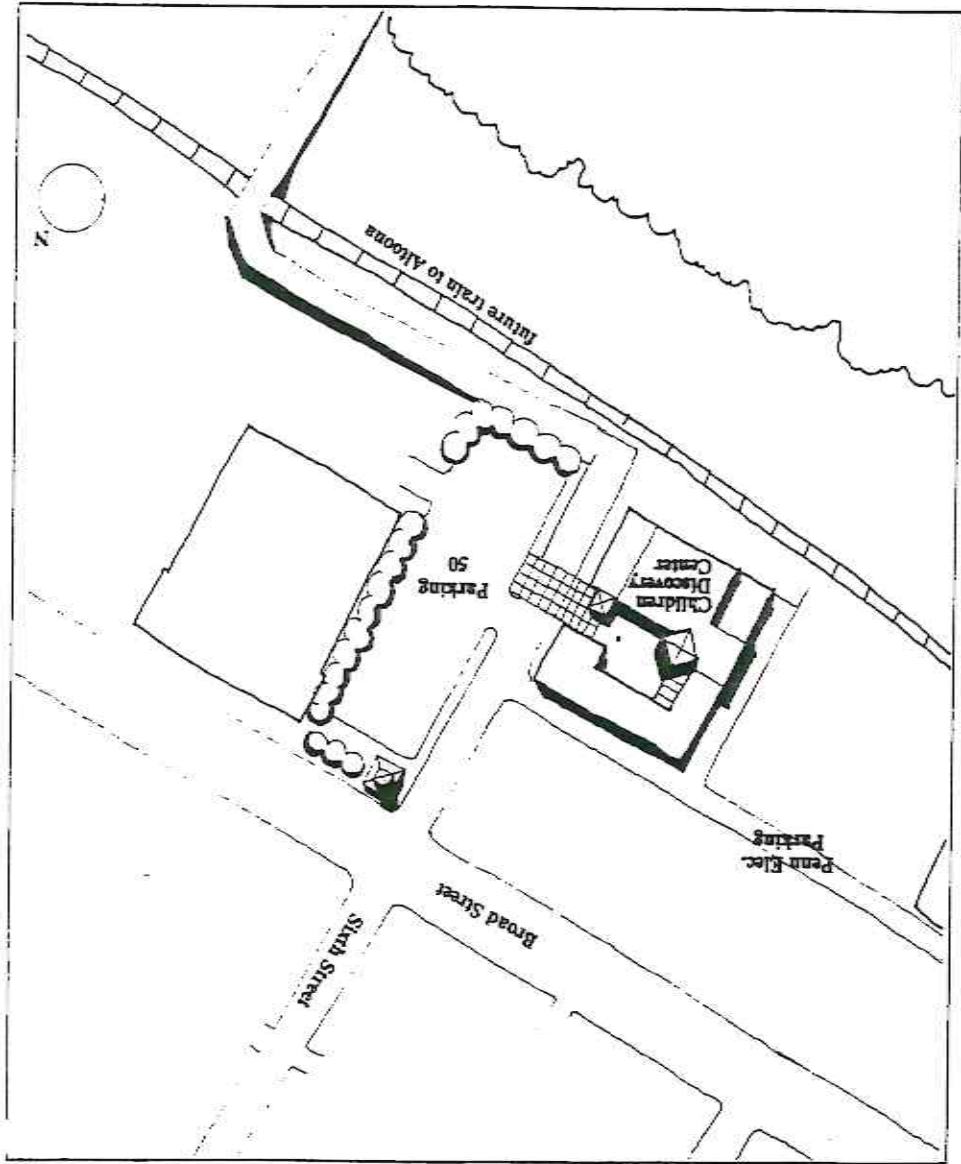
	Scheme 2	
	Unit	Costs
<u>Children's Discovery Center</u>		
o Exhibits	4,600 SF @ 80./SF	\$368,000
o Auditorium/Office	3,700 SF @ 70./SF	\$259,000
<u>JAHA</u>		
o Exhibits	6,100 SF @ 80./SF	\$488,000
o Admin/Wrkshp/Stor	13,850 SF @ 60./SF	\$831,000
<u>Shared Activities</u>		
o Restaurant (no tenant upfit)	3,000 SF @ 60./SF	\$180,000
o Flexible Galleries	5,500 SF @ 60./SF	\$440,000
o Other	6,650 SF @ 60./SF	\$399,000
<u>Demolition</u> (assumes no asbestos)	Allow	\$150,000
<u>Mech/Elec/Plumb</u> (includes basement)	Allow	\$750,000
<u>Circulation</u>		
o Stairs, Ramps	7,500 SF @ 35./SF	\$262,500
o Elevator	Allow	\$100,000
<u>Roof</u>	Allow	\$35,000
<u>Windows/Doors</u>	Allow	\$50,000
	Subtotal	\$4,312,500
	General Cond./Overhead/Profit @ 20%	862,500
	Design Contingency 15%	646,875
	TOTAL	\$5,821,875

Lane, Frenchman and Associates, Inc.

drawn by

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job site Site Plan Scheme 1

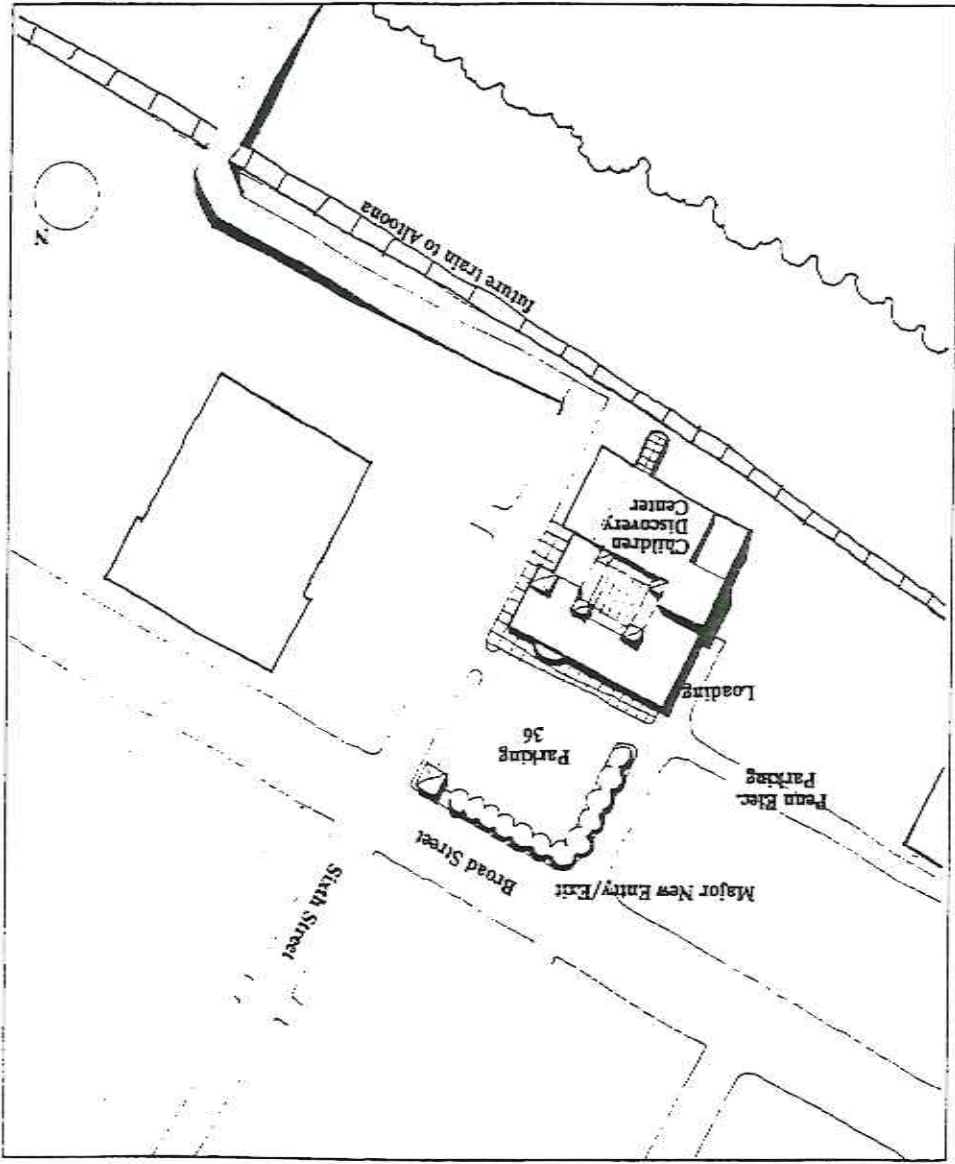


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job site Site Plan Scheme 2





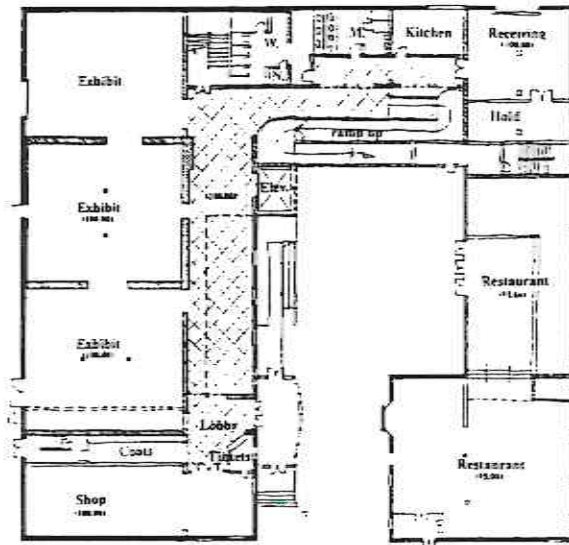
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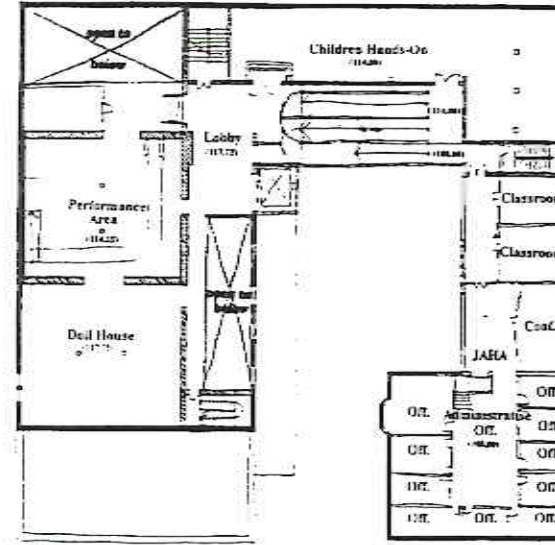
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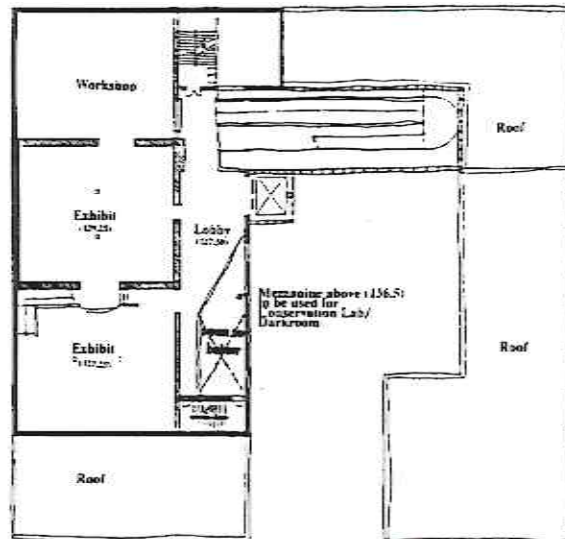
Perspective View Scheme 1



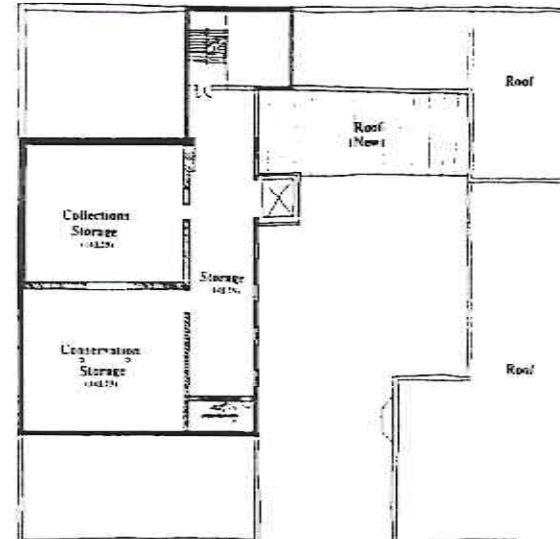
FIRST FLOOR PLAN



SECOND FLOOR PLAN



THIRD FLOOR PLAN



FOURTH FLOOR PLAN

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Scheme 1



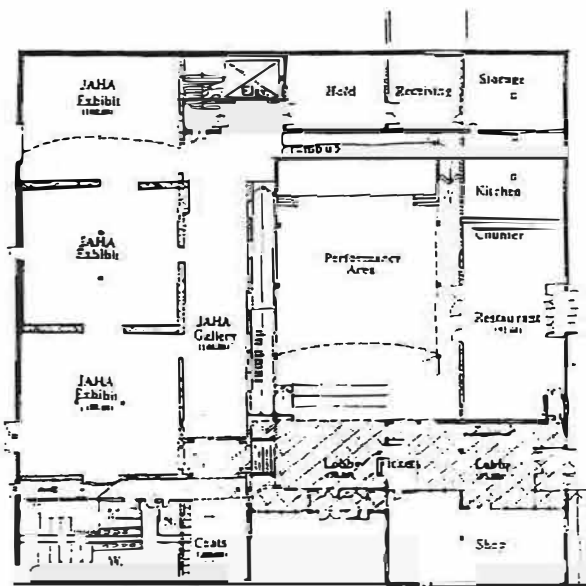
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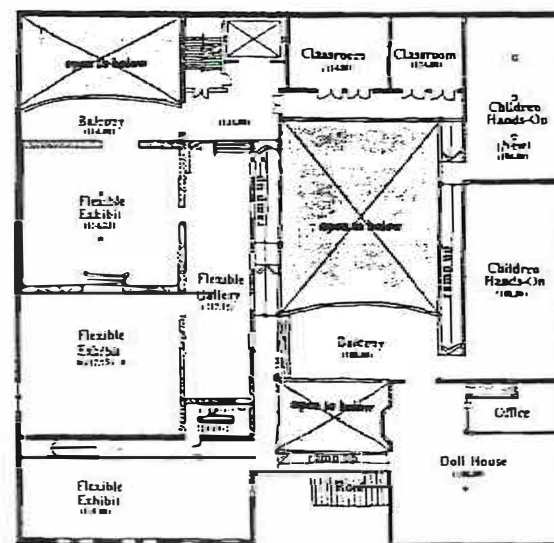
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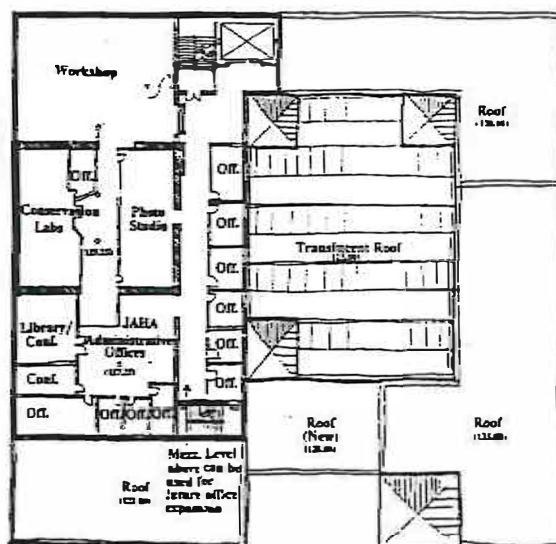
Perspective View Scheme 2



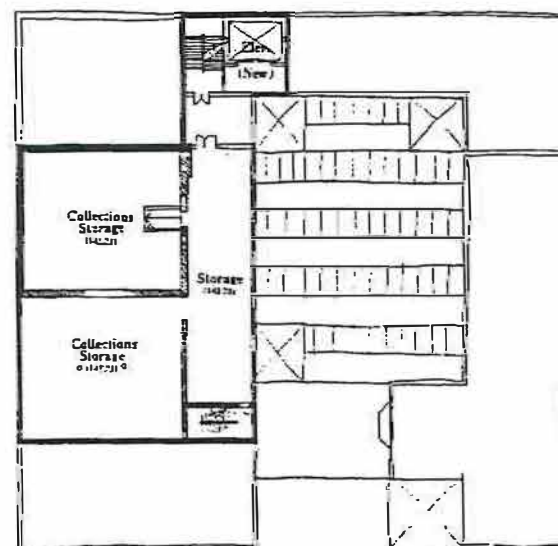
FIRST FLOOR PLAN



SECOND FLOOR PLAN



THIRD FLOOR PLAN



FOURTH FLOOR PLAN

Lane, Frenchman and Associates, Inc.

Scheme 2

2. Train Station Visitor Center

Johnstown Railroad Station Rense Study

prepared by E. Pawlowski Associates

Introduction

The former Pennsylvania Railroad Station, now serving the Amtrak system, was a major stop of the main Pennsylvania line between New York and Chicago. The station remains active, but underutilized with two westbound and two eastbound stops daily. The Owner of the building, S.F.B. Partnership, is interested in developing the property in cooperation with the Johnstown Area Heritage Association. Several reuse studies have been made in the past three years which have evolved into the following general program:

1. Amtrak is interested in relocating the ticket office and waiting room into the train concourse areas with a separate direct building entrance. This will free the present waiting room and related areas for commercial development.
2. The Johnstown Area Heritage Association is interested in developing the concourse, for its entire length, into a gateway to the Urban Cultural Park, as devised and designed by Lane, Frenchman and Associates. A DCA early Implementation Project Grant has been applied for to assist in the project.
3. The Owner has negotiated with a local group to develop the balance of the building as a restaurant, excepting the baggage areas which are presently used by the owner as storage.
4. There is the long range possibility of extending the concourse tunnel through to the Bethlehem Steel Company property as an entrance to a proposed future National Historic Site, along with a visitor center in the present baggage area.

Relationship to the Plan

The train station area is a major anchor in the Preservation and Discovery Plan because of its location and function. The areas immediately adjacent are ideal for the proposed development of convention hotel, visitor center, and a gateway to the city. The station is a stop on the heritage corridor and is designated as a stop in the long range plan for a high speed rail line between Philadelphia and Pittsburgh. The development of the Station is an important first step in the long range plan.

Building

The existing building is about 90' x 100' (9,000 SF) plus a baggage area of about 10,000 SF used for storage by the Owner. There is a small 2nd floor (2,800 SF) and partial basement (1,100 SF). The space proposed for the new Amtrak entrance, waiting area, and ticket office is 112' x 20' (2,200 SF) in the concourse. The additional concourse under the tracks to trains is 100' x 17' plus stairs (2,000 SF).

The original building, built by the Pennsylvania Railroad in 1913 and designed by Architect Kenneth Murchison, sits on 53,887 SF (1.24 Acres) of property. It is eligible for inclusion on the National Register of Historic Places and an application for consideration is pending.

The style of the building is a form of neo-classical with red brick and limestone columns. The interior of creamy brick and marble has an impressive 45' high masonry vaulted ceiling. It is one of the great interior spaces of Johnstown and should be preserved without alteration. The building is in good condition, although there are areas in need of restoration, particularly: doors and frames, masonry, plaster, marble and marble bases, windows, and lighting.

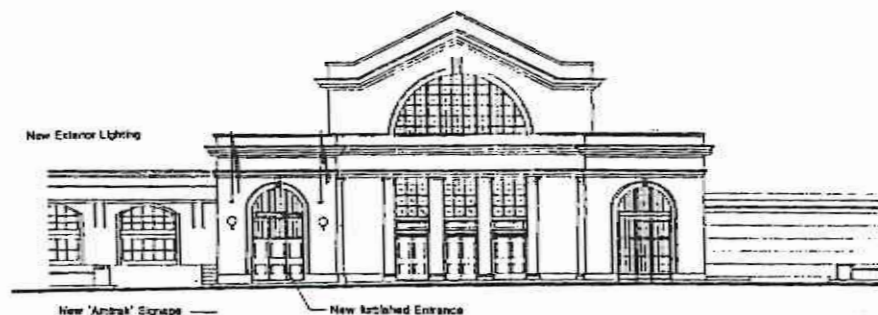
Proposal and Phasing

In developing the Plan, initial discussions were held with Amtrak to determine their requirements, including the development of alternatives designs to conform to the overall area plan and the historic character of the building. The design concept for the Cultural Park Gateway was incorporated, including a permanent linear floor map and modest interpretive exhibits. Discussions were also held with the restaurant developer to confirm the workability of the basic scheme and design concept of the facility, based on the following guidelines:

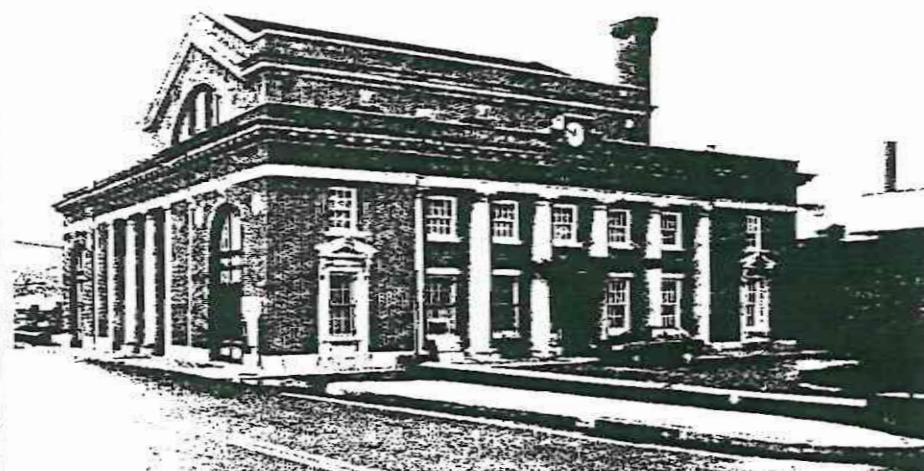
- o retain, as much as possible, the exterior and interior designs and finishes;
- o adhere to the Secretary of the Interior's Standards for the Rehabilitation of Historic Properties wherever possible.
- o design new design elements, such as the bar area, dining area, lounge, vestibule lighting, and furnishing, to complement and enhance the historic aspects of the existing structure.

The phasing concept for the project envisions the following key steps:

- o Phase 1 – relocation of Amtrak facilities by the developer and restaurant development as well as concourse improvement with exhibits;
- o Phase 2 – extension of concourse improvements and development of new trainsheds
- o Phase 3 – National Park / Heritage Park visitor center.



Front Elevation



Cost Estimate

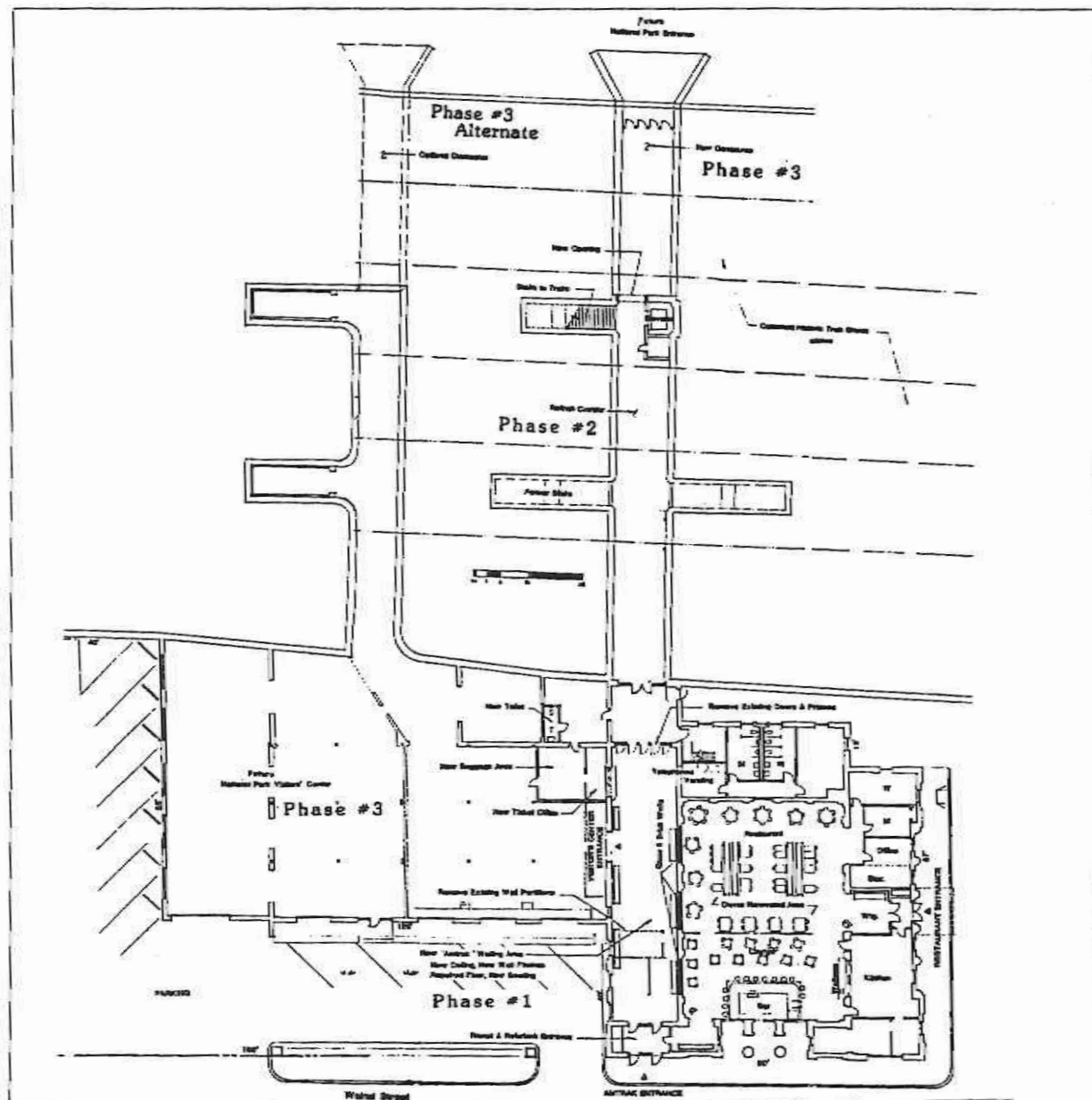
The following items have been recommended by the Johnstown Area Heritage Association for the Historic Preservation and Gateway:

1. Demolition of existing walls, partitions, finish. Patch and repair floors, walls, base, trim, exposed ceiling. Restore historical elements: marble base, floor slabs, plaster, door frames.	\$25,000
2. Rebuild front entrance doors reusing existing concourse doors where possible. Preserve original concourse door frames and toplight.	\$7,500
3. Exterior lighting, signage and canopy	\$5,000
4. Lighting	\$10,000
5. Complete concourse rehabilitation from waiting area doors to stairs up to platform.	\$12,000
6. New floor design and finish	\$11,500
7. A/E Fees for above	\$9,000
8. Exhibit design, fabrication and installation	\$20,000
<u>TOTAL</u>	\$100,000

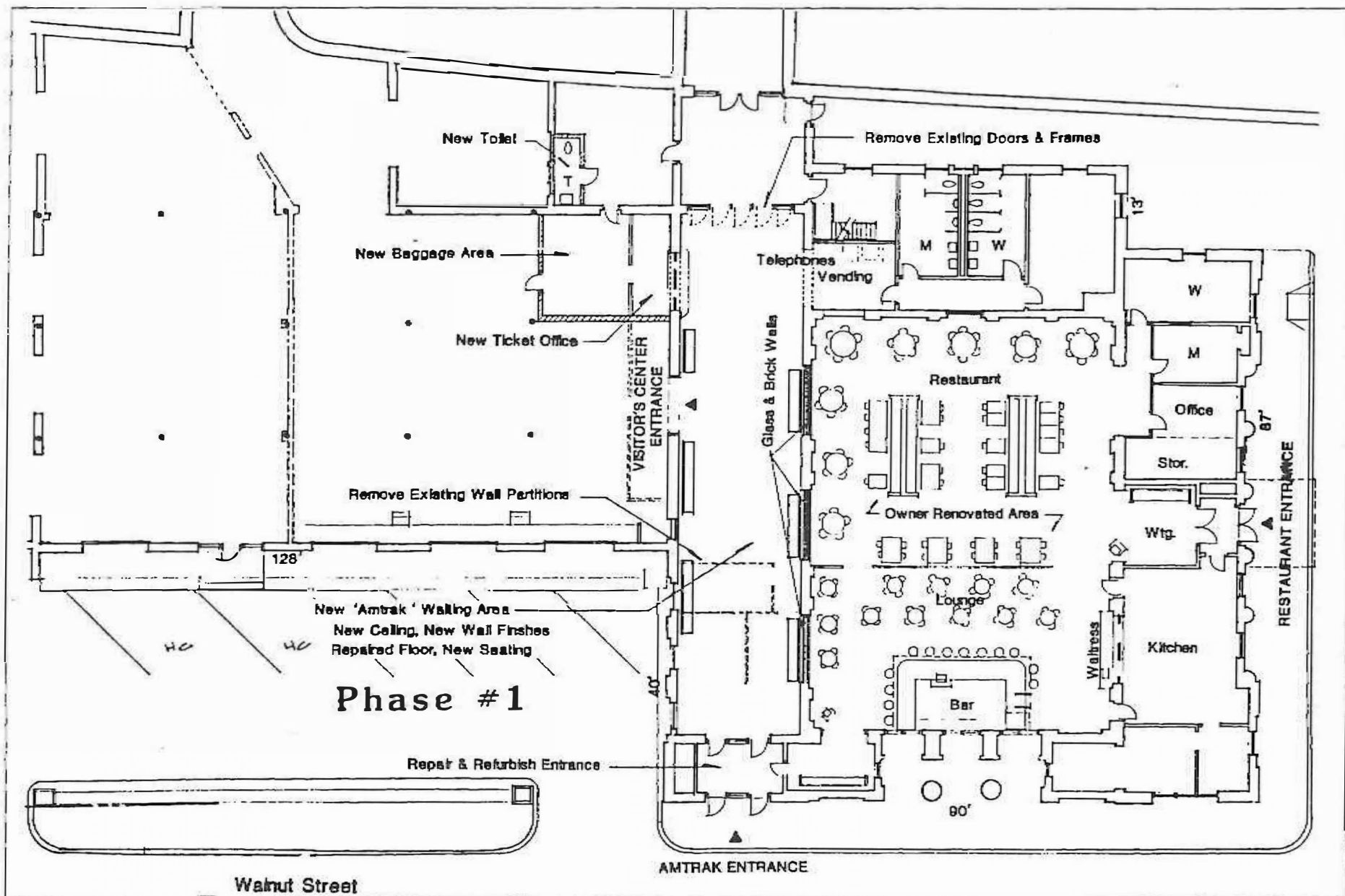
Phase 1: Relocation of Amtrack facilities by developer and restaurant development. Concourse improvements with exhibits.

Phase 2: Extension of concourse improvements and construction of new trainsheds.

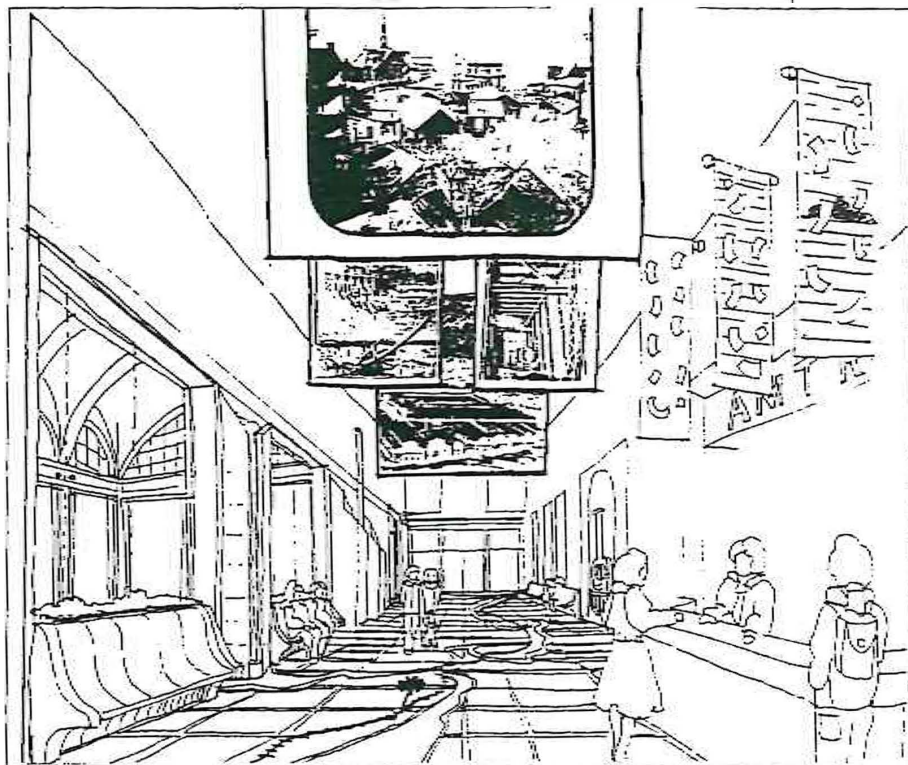
Phase 3: Opening of National Historical Park/Heritage Park Visitor Center. Extension of concourse into the Lower Works site.



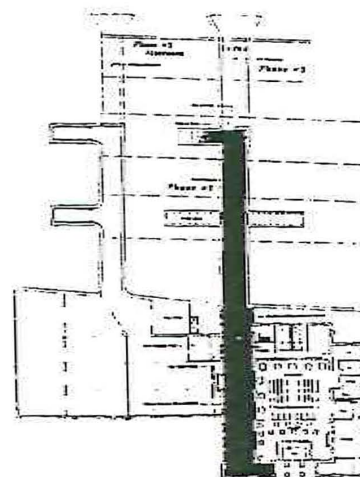
Train Station Improvements Phasing Plan



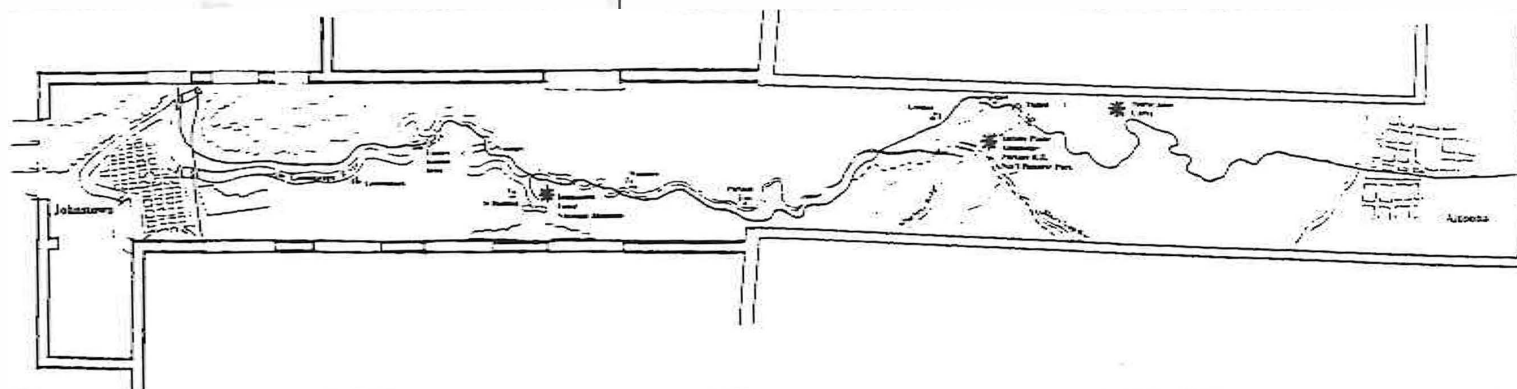
Phase 1 of the Train Station project would include development of a new Amtrak entrance, exhibits, and private development of a restaurant in the former Train Station waiting area.



Concourse View



Key Plan



Concourse Plan: The various routes of passage which have been developed between Altoona and Johnston are inscribed on the floor.

Appendix B:

Workshop Materials

Community Workshop

December 1, 1990

Johnstown Community Workshop

Preservation: A Strategy for Community Renewal

1 December, 1990



Issues for Discussion

On May 31, 1989, Johnstown received national attention as the city marked the 100th anniversary of the Great Flood, one of the most famous events of the 19th century. The Flood Centennial drew hundreds of thousands of people to Johnstown who experienced the city's rich industrial heritage and culture. This year, the excitement has continued with the National Folk Festival in Cambria City which will occur again for another two summers. The success of these events has highlighted the value and potential of Johnstown's heritage as an economic resource which can attract people and investment to the city. Now, agencies, local businesses, residents, and institutions in Johnstown are asking: "How can we make the most of this resource?" In this workshop, we are looking to you and others who care about the city to help answer this question.

The story of Johnstown and the city's historic buildings and places are nationally significant because they preserve the history of the American iron and steel industry and the culture of a steel town. Recently, Bethlehem plants in the city have been designated as a National Historic Landmark, and efforts are underway to create a

national park at the Lower Works. Also, several districts in the city have been determined by the Commonwealth of Pennsylvania as eligible for the National Register of Historic Places. Nominations to the Register are now being prepared for the Downtown, Cambria City and Minersville districts. Listing on the Register is a distinguished honor.

But national recognition is only a first step. How can these resources be used to benefit people who live and work in Johnstown? Other cities have used their historic resources to encourage revitalization. In Lowell, MA, for example, local, state, and federal monies have been combined to improve properties and to develop interpretive exhibits within an historic district which encompasses 19th century textile mills, canals, and the downtown. Once severely depressed, the city now hosts almost one million visitors a year and has attracted over \$350 million in new private investment. In Jim Thorpe, PA the retail portion of town has grown from 10 stores before preservation efforts into a thriving district of 75 shops. How can Johnstown do the same? What is the best approach for our city?

The Workshop

The main idea of this Community Workshop is to get people involved in heritage planning for Johnstown, and to talk about some ideas. To help get people involved, the workshop has been organized around the idea of a "Charrette". A charrette is any fast, intense exploration of an idea. The term originated in Paris at the turn of the century where architectural students were given short sketch problems to design great buildings in a day's time. At the conclusion of the allotted time, a small cart -- a "charrette" would travel the streets of the Left Bank collecting the completed work. If you missed the charrette, you missed being an architect. While intense, it is amazing how much can be accomplished in a day when people put their minds to it.

For the Workshop, a charrette team has been recruited from the Steering Committee now studying preservation and revitalization issues in Johnstown. This group will be asked to listen carefully during the day to the three sessions which have been scheduled:

- o *In the morning* -- we have asked concerned people and groups to give "testimony" about their views on heritage and revitalization in Johnstown. What is important to each group? What role can they play in the overall effort to preserve and revitalize the city's resources?
- o *At lunch* -- Congressman Murtha will speak about region-wide efforts to develop the region's historical resources. The key issue here is to understand the larger context and how Johnstown fits in.
- o *In the afternoon* -- we'll hear about experience in other places: Lowell MA, Bethlehem PA, Pittsburgh, PA among others. What can they teach us that is of value?



Many types of buildings and sites contribute to the historical setting of Johnstown including the unique concentration of millworkers' homes in Cambria City and Minersville.

After public sessions of the Workshop, the charrette team will meet to consider what has been said and to recommend what approaches to preservation and revitalization might make sense in Johnstown. These will be studied further as part of the on-going process to create a preservation plan for the city. Everyone who wishes is invited to participate.

To facilitate the discussion, the charrette team has been asked to consider and respond to three key questions, discussed below. Each of the participants in the workshop are asked to assist the charrette team by organizing their thinking around, or addressing one or more of the following questions from their particular point of view.

Key Questions

1. What is the best way to preserve our heritage?

There are many significant places and buildings in Johnstown, but they are gradually being erased by deterioration and demolition. Sometimes buildings disappear overnight to be replaced with parking lots. These are the very resources that make Johnstown different and attractive and that preserve the story of the city. In the short run, how can threatened buildings be rescued? In the long run, how can preservation and sensitive renovation of historic buildings be encouraged?

Some approaches to these issues might include:

- o *Initiate an educational program* -- People need to know that historic buildings and places can be valuable and their support in efforts to preserve Johnstown's heritage is needed. Education could include workshops with downtown and neighborhood property owners to point out the value of older buildings to the overall image of the city. A program of technical assistance could be developed to show how properties may be improved in ways that are cost effective and respect a building's historic character.
- o *Create an emergency fund* -- Buildings that are too deteriorated are often demolished. A way is needed to save these in the short term, either by providing emergency assistance for repairs, or acquiring threatened buildings. Buildings which are acquired may need to be stabilized or mothballed until an appropriate use can be found. This would require an agency to hold them and market the buildings at an appropriate time.

Some cities have utilized their condemnation power to acquire threatened buildings before they are demolished. Others have established a program to acquire facade preservation easements through donation or purchase. Typically facades are acquired for 10% of the value of a structure and acquisition payments must be used to improve the building. This is a proactive approach that can provide funds for facade improvements while ensuring that the integrity of the building is maintained.

- o *Establish one or more local historic districts* -- Local historic districts are the foundation of many successful community revitalization efforts. The district is a special zone in the city where guidelines are developed to encourage renovation and new construction which is sensitive to the character of the area. Often, incentive funds are made available to assist renovations that are consistent with the guidelines. A local commission determines what is important to preserve and what projects should get assistance, if it is available. In Johnstown, a first set of districts has been suggested for Cambria City, Minersville and Downtown because of their proximity to the national historic landmarks at the Cambria and Gautier Works.

To establish an historic district, an ordinance would need to be passed by City Council. Excellent technical assistance is available from the State to help in these tasks.

2. How can we help businesses and residents to capitalize on the value of heritage?

In communities which have successfully used preservation as a revitalization tool, it is the positive image of concern and caring about the city that is the most powerful result of the program. This encourages people to want to live in, visit, and work in the city, as opposed to some other place. The healthier a city looks, the more people will invest in it. What approaches to assisting businesses and property owners to enhance their properties would be most effective?

Some which might be considered include:

- o **Target incentive funds for historic preservation** -- Because many of Johnstown's buildings are historically significant, outside funds may be available to assist property owners to maintain them. Potential sources of funds may include the AHP Commission, the State Heritage Park Program or other federal and state sources. In other communities, local banks have also played an important role in providing incentives by making loans available at below market interest rates to finance improvements to historic properties.

A typical incentive program may include a revolving loan pool, with capital drawn from public and private sources, administered by local banks as a community service. Below market interest rate loans would be made available to buildings in historic districts for qualified renovations that reinforce the character of the area. Loans might be supplemented by grants to home or shop owners for specific improvements, such as restoration of an historic facade. Such grants typically require a one-for-one match by the owner.

- o **Get a Main Street Program going** -- Main Street is a state program which has been particularly successful in helping to energize small town business districts. The program works by establishing a representative local committee to agree upon a set of goals and to hire a Main Street Manager. State funds are available for this local manager whose role it is to help the community coordinate and develop a sound economic and investment climate through organization, promotion and design activities. How can this program build upon Johnstown's rich heritage in helping the downtown business community?
- o **Help people to take advantage of the growing tourism industry** -- Johnstown has just begun to develop resources for cultural tourism including the Flood Museum, Inclined Plane Visitor Center and the National Folk Festival. It is vital that the community become active not only in marketing Johnstown as a visitor destination but also providing appropriate activities and services for those who come. This could include staging more cultural and promotional events -- like the Folk Festival -- and coordinating these with opportunities to shop, eat at restaurants, and explore the city. However, considerable outreach to residents, business people and local institutions would be required to make this happen on an on-going basis.

Public agencies can respond to this need by developing a strong network for tourism and providing an organizational leadership, locally and within the region. Johnstown's role within a regional promotion and marketing strategy will be a part of a plan which is about to be prepared for the State Heritage Park.



In addition to the many recognized "landmarks", many other important elements of Johnstown's unique heritage still survive today and tell the community's history. These include the steel mills, Washington Street, which follows the route of the original Main Line Canal, the original John Plan of 1860, represented by downtown's streets and parks, and the many bridges linking downtown with surrounding communities.

3. Who should take the lead in trying to establish local preservation and development priorities and programs?

Each of the successful communities to be discussed in the Workshop have developed management strategies tailored to their own unique situation. In some cases the local government has taken the lead; in others, it has been the business community. It is important to develop a preservation strategy that responds to local needs and level of intervention desired. It is important that the approach be practical, leadership be enthusiastic to achieve its goals and that lead agencies have sufficient power to act.

Some options for management which might be considered include:

- o **An existing City agency** -- The Department of Community and Economic Development or the Redevelopment Authority could extend

their responsibilities to include historic preservation. This would require reorienting their traditional roles and perhaps establishing a special unit to manage preservation and balance it with development.

- o **A new special purpose agency** -- If an Historic District is established it will need to be managed by an Historic District Commission, which typically functions as a quasi-public entity in cooperation with the City. A Commission would consider significant changes to historic buildings as well as the impact of new development on the character of the district. This review may be at a very general level or very specific, depending upon how the community wishes to define the role of the Commission.

In some places, the lead preservation body has been expanded to include local, state

and federal representatives to respond to broader involvement and funding in the preservation effort. If a National Park is established at the Cambria Lower Works, this type of leadership may be particularly appropriate. This would help to coordinate the distribution of incentives and other preservation efforts in the community.

- o *A non-profit corporation* -- This is a more activist approach to enhance the feasibility of marginal projects, particularly in the case of historic preservation, reuse and housing. It emphasizes the role of the private sector and would provide a proactive mechanism to physically develop and preserve the resources and, in some cases, operate on behalf of the City.

An example of this type of an organization are Community Development Corporations (CDC) which are often able to pursue projects where a typical developer could not afford to. Due to their non-profit status, these agencies may qualify for state subsidies, incentives and other assistance to further enhance the feasibility of a project. As private entities, CDC's have more flexibility than a public agency to directly acquire, secure, develop and manage a property while also advocating for preservation efforts.

Where do we go from here?

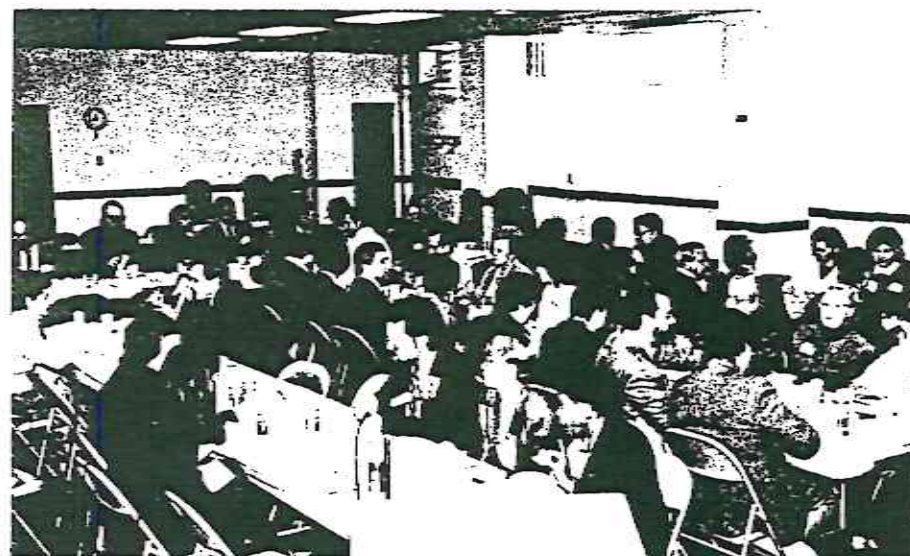
Lowell, Pittsburgh, and Bethlehem all point to cooperation as the main ingredient of their success. It is important to recognize that the Allegheny Region is changing and that new partnerships are needed. Under the leadership of the National Park Service, new facilities are being planned in Johnstown and elsewhere. A total of over \$ 10 million in Federal assistance is

targeted for cultural development in the region over the next 10 years. Also, a State Heritage Park is now being planned which will tie these together and tell the region's story of coal, steel and railroads focusing on the communities of Windber, Johnstown and Altoona. A region-wide tourism infrastructure is needed which connects these resources and strengthens the economy of the entire region. Johnstown's role in this infrastructure is yet to be defined, but it will be very important. A lot is underway in the region ... How should Johnstown fit in?

This Community Workshop is a key element in a larger preservation planning effort currently underway, sponsored by the Johnstown Area Heritage Association. With your comments and answers to the questions above, we will be developing a Plan that will recommend priority actions, a management strategy and guidelines for development. Through cooperative efforts such as this Community Workshop, we hope to chart a path which preserves the best that is Johnstown while providing new opportunities and a healthy and challenging environment for future generations. Thank you for your concern and involvement in shaping the future of our community.

The Johnstown Area Heritage Association
319 Washington Street, Suite 150
Johnstown, PA 15901
(814) 539-1889

Lane, Frenchman and Associates, Inc.



Above left: Hon. Herbert Pfuhl, Mayor of the City of Johnstown opens the Workshop. Right: Fred Faust, former Director of the Lowell Historic Preservation Commission addresses the afternoon session. Bottom: lunch session included keynote speaker Hon. John P. Murtha, U.S. House of Representatives.

17 December 1990

To: Project Steering Committee
Johnstown Historic Resources Management Plan

From: Kim Knox
Lane, Frenchman and Associates, Inc.

Re: Lessons from the Community Workshop
Decemoer 1, 1990

The Workshop

Over 60 people gathered in the Memorial Baptist Church for the workshop which featured morning, lunch time and afternoon sessions of speakers addressing the topic of preservation and how it can benefit the Johnstown community. The morning session began with an introduction by Mayor Pfuhi, followed by presentations by local interests and organizations, all describing their views on how preservation could be used to revitalize the community. Dennis Frenchman began the morning session with a discussion of the key issues related to preservation in Johnstown.

Morning speakers included Dr. James Alexander, University of Pittsburgh at Johnstown; Josephine Zahornec, Cambria City resident; Ben Politicio, historic preservation architect; Andy Fedore, developer and owner of the historic Meadowbrook School Bed and Breakfast; Richard Russell, attorney and building restorer; Mary Borkow, downtown retailer and chairperson of the Downtown Business and Professional Alliance; Marty Torledski, downtown retailer; Larry Caprous, Bethlehem Steel Corporation, and; Richard Burkert, Executive Director of the Johnstown Area Heritage Association.

Congressman John Murtha provided a lunchtime presentation, summarizing his successes in expanding the historic resources of the region in order to preserve the area's historic setting while broadening the region's appeal for tourism. Congressman Murtha listed over 10 significant projects already underway or completed in the region such as the Horseshoe Curve National Historical Landmark, Allegheny Portage RR National Historic Site and the Johnstown Flood National Memorial. Following the Congressman, the afternoon presentations provided first-hand views of other cities and towns which have succeeded in strengthening the health of the community by building upon their historic resources including Lowell (MA), Pittsburgh (PA), Bethlehem (PA), Brookville (PA) and Huntington (PA). These presentations were made by Fred Faust, past Director of the Lowell Historic Preservation Commission; Beth Spokas, Executive Director of the Pennsylvania Downtown Center, and; Michael Eversmeyer, Senior Historic Preservation Planner for the City of Pittsburgh.

Workshop Summary page two

Key Lessons

Following the presentations, several members of the Steering Committee participated in a working session to discuss their responses to the day's information and what they felt made the most sense for Johnstown. Seven major themes were repeated throughout the day including:

1. Celebrate the ethnic heritage of our community.

"We must find a way to blend tradition with the vibrant traditions of youth . . . I always think of it as a tapestry with all the different colored threads woven together."

Josephine Zahornec

Recent festivals and events have created a new wave of ethnic pride in Johnstown including the National Folk Festival and the Centennial Celebration. These events have awakened the community as well as brought national attention to Johnstown. In order to strengthen this growing awareness, projects, programs and public improvements which support these and other ethnic celebrations should receive a high priority.

In order to achieve this, planning efforts should be expanded to capitalize upon the National Folk Festival, ethnic celebrations at the many churches, ethnic dance companies and so on. The organizational framework for these efforts should be supported locally through community groups, institutions, local businesses and Johnstown residents.

2. Promote tourism as an anchor industry and source of economic revitalization.

"We are proud of our preservation and tourism efforts to date and are committed to work with the community to preserve our heritage and to continue to work with the federal government to make the national park a reality."

Larry Caprous, Bethlehem Steel Corporation

In Lowell, MA, the downtown has experienced a rebirth through preservation efforts linked with economic development. Similar to Johnstown, the decline of key base industries had left a major gap in the economic base of the community. By forging new partnerships between local, state and federal government agencies and private businesses and residents, significant new investment has occurred which directly supports the tourism infrastructure within the Lowell National Historical Park. Johnstown can look to this model in creating a new supporting infrastructure for tourism that supports the overall preservation goals of the community in creating a new and productive base industry.

As a first step, the Committee strongly recommended a need for the City to step forward and initiate a public endorsement of the National Park at the Lower Cambria Works. If a National Park were to locate in Johnstown, it could have a dramatic positive impact on the economic health and vitality of the community. Additional events, physical improvements and marketing strategies which support visitors' needs should be supported as well.

3. Establish a clear leadership framework for preservation. Get the City involved by creating preservation policies and a leadership agenda.

"If you are going to invest you have to be insured that the historic building down the street isn't going to be torn down for a used car lot."
Richard Russell

Many comments were raised during the course of the Workshop regarding the City's commitment to historic preservation in Johnstown. In his opening speech, Mayor Pfohl pledged his support for community-based preservation efforts. Each of the speakers voiced a need for increased City involvement in historic preservation. Even if it is not designated as the lead agency, it was felt that the City should establish policies for historic preservation. It is critical to establish a lead agency which can create an overall agenda for preservation and be empowered with direct implementation abilities as well.

Three existing entities were discussed which would potentially have the capabilities to become the lead agency for preservation responsibilities. These include: the Johnstown Redevelopment Authority, with a new set of guidelines oriented towards historic preservation; the Johnstown Area Heritage Association, and; the Chamber of Commerce through the Downtown Business and Professional Alliance. If not one of these, a new agency would need to be established to guide preservation efforts at the local level. The Committee also recommended holding a preservation workshop with City agencies including the Mayor and City Council in order to bring them up to speed with ongoing preservation efforts in the community.

4. Promote early action demonstration projects which become a catalyst for preservation efforts in the community.

"Once we got started and going the people in the neighborhood became excited as well. Once a project begins, you will overcome the fears. In five years you will see a big difference."
Andy Federe

A key element of preservation efforts in Lowell included a push to develop a few quick and very visible projects that could be pointed to as early successes in the much longer-term preservation strategy which has continued over several years. By promoting these projects in the media, other members of the community can be brought on board with later preservation efforts. These successes provided the key to develop an early winning streak in Lowell, and physical proof at what benefits, both physically and economically, preservation could bring to the community.

In order to initiate a successful long-term process, target two or three key short-term demonstration projects, pool available resources and efforts and create a series of visible improvements to the community which build upon the historic resources. This can be done through application for AIHP funds for a specific site, creating a revolving loan fund for exterior improvements to historic homes in a specific block, creating a fund to be administered by a local bank to create a below market-rate loan pool for a historic project.

5. Build upon the character of the city's historic resources as a framework for commercial revitalization.

"We shouldn't be glass, we need to be bricks and stone - let's have an historic character in downtown."
Marty Torledski

"We [the Downtown Business and Preservation Alliance] are putting in place a preservation committee to work with the community... a strong CBD is important, when anyone recruits for business they invariably take them to downtown Johnstown. If the businesses are boarded up, forget it!"
Mary Borkow, Downtown Business and Professional Alliance

Johnstown is fighting a battle with the suburbs for businesses, residents and institutional development. By focusing on what makes it unique rather than trying to replicate the amenities of the suburbs, downtown and the other in-city neighborhoods can build upon their urban setting to attract new residents, businesses and visitors. This identifiable character is being lost with each building that is demolished, however, and the city's unique qualities with them.

In order to build upon Johnstown's historic character to attract new investment into the city, we must preserve the resources we have while ensuring that new development reinforces the special character of the surrounding buildings. The first line of defense would be to establish an emergency fund which could be used in cases where significant buildings are being threatened by demolition. A series of standards or guidelines should be developed which describes the key elements of each of the areas of the city to encourage a higher design quality in these identified districts. It was concluded that these standards may be more effective if carried out through a voluntary approach whereby any incentive funds and programs would be made available only to those property owners who followed the guidelines. These could include funds for commercial facade improvements, mini-grants for home remodeling and free design services. Another level of implementation suggested was to establish National and/or Local Historic Districts in key areas of the city where preservation is deemed to be most critical.

6. Create a framework to educate the community on the opportunities presented by the resources and how they can be integrated into the city's fabric.

"In the past, people had the attitude that old is bad, new is good - that isn't necessarily so any more."
Ed Politico

There is a need to let the general public know what is important about the historic setting of Johnstown. When building owners make changes to their properties, oftentimes important character-giving elements are eliminated or covered up. We need to let these people know what is special about their buildings so that they can continue to contribute to the character and uniqueness of the city.

In order to establish a general appreciation of the historic setting of Johnstown, improvement guidelines should be established which educate the public on what elements of the city make it special including the parks, houses, commercial buildings, mills, streets, bridges and historic sites. Technical assistance should be made available to building owners who wish to upgrade their historic properties in a way which respects these important elements.

7. Improve the image of Johnstown as a diverse and unique place to live.

"We need to repopulate the city of Johnstown and get people to move back into the city. We have a PR problem and we think badly of ourselves. It's time to turn that viewpoint around."
Richard Russell

In order to ensure the health and vitality of the city, Johnstown must expand its image as a nice place to live and which is seen as a location for sound financial investment and neighborhood pride. Pittsburgh has been very successful in using historic preservation guidelines and funding to retain older buildings and important historical properties in deteriorating portions of its city neighborhoods. Many older neighborhoods within Johnstown are also deteriorating with some of the most historically valuable buildings falling under the bulldozer in Kernville, Cambria City, Downtown and Minersville. Although many beautiful examples of older homes exist in these areas, many are threatened simply because of their location in what are described as "bad" neighborhoods or because their historic value is not recognized. Financing is often difficult to attain for "...there is a fear that if you spend \$100,000 on a \$8,000 house you'll be taxed on \$100,000 but banks will only lend you \$8,000 because it is in Kernville".

An aggressive housing strategy which takes advantage of matching grants, revolving loan programs and below market-rate mortgages could be linked with available historic preservation funding in order to preserve the valuable residential stock of buildings already in place. Encouraging new in-city housing adds to the diversity of those living in Johnstown and to raise the tax base of the city as a whole. This could include available funds for residential improvements, incentives for conversions of vacant upper floors of commercial buildings for housing, and a City commitment to preserve housing in targeted historic districts in order to encourage residential investment in these declining areas.

Priority Actions

At the end of the presentations, representative members from the Steering Committee participated in a charrette session. It was a consensus of the group that the following priority actions are needed:

- o Affirm support for the National Park at the Lower Cambria Works. The group felt that it is important to let Congressman Murtha and the general public know that Johnstown would support a national park in their community. As part of a larger strategy to increase tourism in Johnstown, the park also supports many themes brought up during the Workshop including broadening the economic base of the community, commercial revitalization and promoting visible, successful preservation projects.
- o Establish standards for development in historic districts. Development standards provide a consensus level of design quality, so that property owners wishing to improve their buildings are assured that their investment, as well as their neighbors' investments help to reinforce one another in a compatible setting. These standards can also be used to educate the public of the value of the built environment in their community.
- o Find financial resources for historic preservation in Johnstown. Funding must come from a variety of sources and these must be pooled and redistributed so as to support the overall preservation management agenda. Potential funding sources include federal, state and local programs for grants, below market-rate loans, tax credits and in-kind donations. Local banks are seen as key resources that have yet to be tapped for preservation and community revitalization efforts in key historic areas. These funds could be used for a variety of programs including an emergency fund to stabilize threatened buildings, a revolving loan fund, mini-grants for home or facade repairs, site preparation, new residential construction for low to moderate income individuals, park and open space improvements and creation of a Main Street Program for downtown.
- o Get the City involved by seeking a preservation and revitalization strategy as part of the municipal agenda. Preservation must have the support of the community in order to succeed and the community must, in turn, seek active participation from the City. It is important that the strategy be based city-wide and that the initial work in Cambria City/Minersville and Downtown be done in such a way that they can become models for city-wide application.
- o Educate the public on the realities of historic preservation and the benefits to be gained from Johnstown's valuable heritage. Many individuals see preservation as a negative impediment to economic development in Johnstown. This view must be changed in order for preservation efforts to succeed.

Workshop Agenda

Preservation: A Strategy for Community Renewal



9:30 a.m. Coffee

MASTER OF CEREMONIES

Cecil K. Leberknight,
President, JAHA

WELCOME

Honorable Herbert Pfuhl
Mayor, City of Johnstown

INTRODUCTION

"Where Do We Go From
Here?"

Dennis Frenchman, Principal
Lane, Frenchman & Associates

Session I

10:00 a.m. - 12:00 p.m.

"Visions for the Future"

Various perspectives on the preservation and revitalization of Johnstown offered by downtown merchants, neighborhood residents, representatives of businesses, banking, and government.

Luncheon

12:00 p.m.

KEYNOTE ADDRESS

"Federal commitments aimed at developing the region's historic resources"

The Honorable John P. Murtha
Congressman - 12th Pennsylvania
Congressional District

Session II

1:00 p.m.

Tools for Preservation

INTRODUCTION

Jonathan E. Daily,
Historic Preservation Manager,
Johnstown Area Heritage Association

"Downtown Revitalization within the
Context of Historic Preservation"

Beth Spokas,
Executive Director of the Pennsylvania
Downtown Center

"Public/Private Participation in Advancing the Goals of Historic Preservation"

Fred Faust,
Managing Partner, First Development Group, Lowell, Mass.

"The Benefits of Historic Designation in Residential Areas"

Michael Eversmeyer,
Senior Historic Preservation
Planner, Department of City
Planning - Pittsburgh

3:00 p.m.

CONCLUDING REMARKS

3:15 - 4:00 p.m.

CHARRETTE MEETING

"Recommendations for Action"

All are invited to attend.