LANCASTER COUNTY HERITAGE
A Program of the Lancaster County Planning Commission
Lancaster, Pennsylvania

Program Manual
for Heritage Partners
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Introduction

Purpose of This Manual
This manual is a user’s guide to Lancaster County Heritage, a heritage tourism program managed by the Lancaster County Planning Commission (LCPC) with the direct involvement of local residents.

Lancaster County Heritage focuses on developing and promoting a wide range of natural, historic, and cultural resources that tell authentic stories about Lancaster County’s people and places, both past and present. The hallmark of the program is the requirement that all participating resources meet strict criteria for authenticity, interpretation, and visitor readiness.

Resources that meet these criteria are invited to participate in the program as officially designated Heritage Resources. Not surprisingly, these resources include museums and historic sites, but they also include restaurants, B& Bs, and handmade products that reflect Lancaster County’s cultural traditions. In fact, these are just a few of the many types of resources included in the program.

Most importantly, this manual is designed to help Heritage Resource owners, operators, and managers understand the program’s requirements, how the program is organized, and who is involved. The manual also explains the process for designating Heritage Resources, the benefits of designation, and what is expected of those who participate.

This manual is one of three publications created to assist participants in the program. The other two documents are an interpretation manual and a style guide. The interpretation manual entitled Telling Our Stories helps Heritage Resource managers explain the significance of their resource and connect it with the broader heritage of Lancaster and York Counties. The style guide demonstrates the proper use of the program’s graphic identity – a unique “look” developed to identify and promote the program and its designated resources.

Publications for Heritage Resource Managers
- Program Manual
- Interpretation Manual (Telling Our Stories)
- Style Guide

Heritage Tourism
Before delving into the specifics of the Lancaster County Heritage program, it is important to define heritage tourism and explain how local residents and visitors can benefit from it.

What Is It?
Have you ever traveled somewhere just to experience “local color”? In an age where we can go just about anywhere to be entertained, and much of the world looks the same, many of us are seeking something different. We want to visit places that take pride in their heritage and are eager to share it with others.

The practice of traveling to places to learn more about natural, historic, and cultural attractions is called heritage tourism. The core idea of heritage tourism is to preserve local heritage and share it with visitors in an informative and entertaining way.

Heritage tourism offers residents and visitors an experience they cannot get anywhere else, because it focuses attention on a community’s unique and authentic resources – the kind of places that residents are proud to share when family and friends come to...
visit. These resources might include natural resources, historic sites and museums, lodging and dining facilities that highlight local history and culture, and retail shops that offer locally made products.

A wide range of visitors – especially families, baby boomers, and empty nesters – are drawn to communities that promote heritage tourism. This kind of travel is especially appropriate for families, because it gives parents and children an opportunity to learn something together.

What Does It Take to Be Successful?
In recent years, communities around the world have gathered experience in developing and sustaining heritage tourism. From this experience, tourism and planning professionals have discovered that certain elements are necessary to ensure the success of heritage tourism in any community, large or small.

One of the first coordinated efforts to develop heritage tourism strategies, plans, and programs in the United States was an initiative sponsored by the National Trust for Historic Preservation. The National Trust’s Heritage Tourism Initiative was a three-year demonstration project that began in 1989 with financial support from the American Express Company. This initiative focused on 16 pilot areas in four states: Indiana, Tennessee, Texas, and Wisconsin.

At the conclusion of the initiative, the National Trust summarized the project’s results in a handbook called Getting Started: How to Succeed in Heritage Tourism (1993). This handbook highlights five principles that the National Trust found are crucial to the success of heritage tourism. The Lancaster County Heritage program embraces these same principles.

Focus on Authenticity and Quality
The hallmark of heritage tourism is its commitment to authenticity – its pledge to tell the “real” story about the natural, historic, and cultural resources that make a community unique. While attractions designed purely for entertainment are an important part of tourism in general, heritage tourism recognizes that everyday people and places can be just as fascinating to visitors. Successful heritage tourism is not so much about creating new attractions, as it is about coordinating and enhancing what already exists in the community. Even if a place is full of wonderful resources, visitors will be disappointed if the community fails to meet their expectations. Good intentions are not as impressive to visitors as a community that is ready to welcome them with organized information and assistance.

Communities that want to succeed in heritage tourism must also have an ongoing commitment to improving their tourism “product” – the value they give to visitors for their money. It is not enough to paste a new label on the same old product. In the case of heritage tourism, the product is the unique combination of natural, historic, and cultural resources that give a community its “sense of place.” Without continuous investment, these resources begin to lose value.

Preserve and Protect Resources
Investing in heritage resources means more than just promoting them – it means preserving and protecting them for the future. Communities throughout the world have shown that “preservation pays” by creating new and sustainable uses for buildings, landscapes, and traditions that might otherwise be lost.

American naturalist John Muir (1838-1914) felt that if people could experience the wilderness, they would understand why it was important to preserve it.
Heritage tourism applies that same philosophy to historic and cultural resources, as well. By raising awareness of these irreplaceable assets, heritage tourism builds community pride and encourages residents to invest in preservation. In turn, local officials gain the support they need to implement measures to protect significant resources such as farmland, natural resources, and historic buildings.

Heritage tourism also brings economic opportunities to areas that have difficulty attracting long-term investment—such as rural areas and small towns and villages off the beaten path. Heritage tourism encourages visitors to take the road less traveled, and invites people to explore parts of the community that might not normally see.

Make Sites Come Alive
The true measure of success in heritage tourism is whether residents and visitors come away with a better understanding and appreciation for what a community has to offer. Part of that equation is how people are treated at the sites they visit, but equally important is how well a community conveys its special qualities.

Like a museum with diverse collections of artifacts, every community has a variety of interesting stories to tell. Museums make sense of their collections by organizing exhibitions that focus on particular subjects, such as an artist’s work, the geology of a particular region, or the musical traditions of a cultural group. The effort to organize that information and communicate it to the public is called “interpretation.”

Communities that succeed in heritage tourism put the same level of thought into the way they present themselves to visitors. Stories that make sense to local residents may not be obvious to someone from out of town. Sites come alive when visitors are given a chance to put ideas into context—when they understand how an individual site, person, or object relates to a larger whole.

Find the Fit between Your Community and Tourism
Heritage tourism is not just a numbers game. It is about finding what works for your community. Before a community markets itself to visitors, it must consider its “carrying capacity.” How much tourism can it support without sacrificing its unique character and identity? What do residents want to share, and what they want to keep to themselves? Some resources are too fragile or culturally sensitive to share with visitors, and residents’ privacy is an important concern.

Collaborate
Heritage tourism is an effective tool for encouraging cooperation among all sectors of the community: public, private, and nonprofit. When people work together to protect and promote heritage resources, they often discover that their neighbors share many of the same hopes and concerns for the community’s future. Partnerships in heritage tourism frequently lead to efforts to improve the community in other ways.

Why Is Heritage Tourism a Good Fit for Lancaster County?
Lancaster County is uniquely positioned to benefit from heritage tourism, because it has an unusual variety of natural, cultural, and historic resources. The county has much more to offer than is apparent to many residents and visitors. Even lifelong residents are frequently surprised by resources they never knew existed. Visitors can come to the county for years and never see the same thing twice.

Visitors generally associate Lancaster County with the Amish, but the county can tell a wide variety of stories about topics that interest visitors—diverse cultural traditions, exemplary architecture, and significant contributions to state and national history. Important stories such as the history of African American settlement and the Underground Railroad are only beginning to receive the attention they deserve.

In addition to the sheer number and diversity of things to see, Lancaster County also benefits from being within easy driving distance of several major metropolitan areas, making it a perfect spot for day trips. The county’s location is becoming an even greater advantage as Americans continue a trend.
toward shorter trips. Rather than spending a week or more at a single destination, Americans are now more likely to spend only three or four days in one place.

The Lancaster County Heritage Program

What Is It?
Lancaster County Heritage is a countywide network of Heritage Resources – natural, cultural, and historic resources that meet strict criteria for authenticity, interpretation, and visitor readiness. It is a program of the Lancaster County Planning Commission (LCPC), and it is administered by LCPC staff with the oversight of local residents who serve on the program’s Advisory Council.

The program’s goals include:

- Raising awareness about the county’s heritage;
- Providing diverse and authentic heritage experiences for residents and visitors;
- Enhancing community pride in local heritage resources;
- Encouraging residents to be good stewards of these resources;
- Creating sustainable economic development opportunities; and
- Actively engaging all the sectors of the community in proactive planning.

Why Is the County Involved?
Lancaster County is a special place with unusually diverse and significant natural, cultural, and historic resources. These resources are critically important to the county’s identity, economy, and quality of life. Despite the international significance of Lancaster County’s heritage, many of the county’s most important resources remain threatened by ignorance, apathy, and complacency.

Time and again, county residents have stated that local history, natural resources, and cultural traditions must be protected and preserved for future generations. In response, citizens have empowered local and county leaders to take action. As the only agency that comprehensively addresses countywide planning issues, the Lancaster County Planning Commission (LCPC) is responsible for developing visions, policies, and initiatives that make the county a better place to live, work, and play.

LCPC designed the Lancaster County Heritage program as a tool to balance heritage resource preservation with sensitive and sustainable tourism development. While the program began with help from the National Trust for Historic Preservation, LCPC has propelled the program further, expanding its scope and developing detailed criteria for authenticity, interpretation, and visitor readiness. Since the program was initiated, LCPC has also played a major role in developing a regional heritage tourism promotion agency and a parallel program in neighboring York County.

A few of the reasons why LCPC developed Lancaster County Heritage are made clear in the Lancaster County Comprehensive Plan, which identifies six “key focus areas” for the future. The program implements at least four of these goals: protect natural and cultural heritage, create a sustainable economy, invest in human resources, and promote public involvement.

Protect Natural and Cultural Heritage
Goals for heritage preservation are outlined in Heritage, the Cultural Heritage Element of the Lancaster County Comprehensive Plan, which was adopted in April 2006. This element calls on LCPC and its partners to:

- Build a database of intangible cultural resources;
- Expand heritage tourism opportunities;
- Create an inventory of local folk and decorative arts, crafts, and trades; and
- Add routes, communities, and landscapes to the Lancaster County Heritage program.

Create a Sustainable Economy
Over the past few years, LCPC has focused attention
on the important role that tourism plays in the county’s economy. In 2004, Lancaster County became one of only a few counties nationwide that have adopted a tourism element as a component of a county comprehensive plan. One of goals of the Lancaster County Strategic Tourism Development Plan (2005) is to promote tourism development that:

- Complements the county’s natural, cultural, and historic resources;
- Discourages tourism facilities that inaccurately reflect the county’s heritage or have a negative impact on residents’ quality of life.

By emphasizing these same principles, the Lancaster County Heritage program helps to create a more sustainable economy – one that meets today’s needs without compromising the ability of future generations to meet their own needs.

**Invest in Human Resources**
Lancaster County is a diverse community of residents with roots in different continents, cultures, and religions. Providing ample opportunities for people to apply their skills and share their traditions is crucial to the county’s future. Every individual has a cultural story to tell, and heritage tourism helps people share these stories. By introducing residents and visitors to these stories, heritage tourism promotes tolerance and understanding.

**Promote Public Involvement**
Public involvement is critical to every planning process coordinated by the Lancaster County Planning Commission (LCPC). Initiatives sponsored by LCPC are only successful when they have the support, cooperation, and participation of the public, private, and nonprofit sectors of the community. This same philosophy is at the heart of the county’s work in heritage tourism.

**How Can I Participate?**
To make the Lancaster County Heritage program a success, we need your involvement. Here’s what you can do to help the program achieve its goals:

- Pursue Heritage Resource designation;
- Volunteer to serve on one of the program’s committees or at one of the designated Heritage Resources; or
- Get involved in your community through the program’s Heritage Route, Heritage Community, and Heritage Landscape designations.

**Pursue Heritage Resource Designation**
If you own or manage resource that focuses on the natural, historic, or cultural heritage of Lancaster County, that resource may be eligible for designation as a Heritage Resource. To qualify, it must meet specific criteria for authenticity, interpretation, and visitor readiness. These criteria are briefly explained below, and discussed in more detail in Chapter 4 (Heritage Resource Criteria) of this manual.

- **Authenticity** is the ability to show a genuine, accurate, and verifiable link to local heritage. The Lancaster County Heritage program defines “local heritage” as the heritage of Lancaster County.
- **Interpretation** is the art of using organized information to explain the natural, cultural, or historic significance of a resource.
- **Visitor Readiness** means being prepared to welcome the public, having the ability to meet their expectations, and exhibiting high standards of appearance and operation.

The program’s guidelines for interpretation are probably the most difficult concept to explain. To assist Heritage Resource managers in meeting these guidelines, the program has produced a separate interpretation manual called *Telling Our Stories*. Even if you know nothing about how to create effective interpretation, this manual will guide you through the process. The manual also explains how the program’s interpretation guidelines can be applied effectively to different types of resources.
Volunteer to Help the Program or Its Designated Resources

We welcome anything you do to help the program succeed! You can help spread the word about the program and its goals, or assist program staff in organizing special events. If you have a special interest in a certain aspect of the program, you can serve as a member of one of the program's committees. If you have knowledge of local resources, you can help them tell more compelling stories about their natural, cultural, and historic significance.

Get Involved in Your Community

One of best aspects of the program is the way it connects people who are passionate about sharing the county's heritage with residents and visitors. These “citizen advocates” play a crucial role in raising awareness about what the county has to offer, both as a tourism destination and as a place to live. They demonstrate the positive impact that individual citizens can have when they are committed to finding sustainable uses for our natural, historic, and cultural resources. If you count yourself among this group of community leaders, please join us!

Another goal of the Lancaster County Heritage program is to help residents become more aware of and involved in the activities of their local municipality – city, borough, or township. If historic preservation and cultural heritage are important to you, your voice needs to be heard! Without your involvement and advocacy, local resources that you care about may be lost. Since municipal governments hold most of the power to regulate land use and building codes in Pennsylvania, it is especially important for you to encourage your local officials to enact regulations to preserve and protect heritage resources.

Three of the program's Heritage Resource categories – Heritage Routes, Heritage Communities, and Heritage Landscapes – give county residents an opportunity to participate directly in the program, even if they do not own or manage a resource that is eligible for designation. These categories recognize that Heritage Resources are not always individual buildings, products, or activities. The heritage of Lancaster County is a dynamic and interconnected legacy that all of us share.

Heritage Routes are byways and trails that have exceptional or distinctive features that highlight local heritage. Since byways are among the most important and visible elements of the local landscape, the Lancaster County Planning Commission manages a separate byways program.
The Lancaster County Heritage Byways program has its own criteria for designation, and byways must meet those criteria before being considered for designation as a Heritage Route. With the support of appropriate municipal governments, Lancaster County Heritage Byway nominations can be submitted by any local resident or organization.

Program staff are currently working with municipal governments and other partners to develop criteria for two other categories, Heritage Communities and Heritage Landscapes.

The Heritage Communities designation will recognize cities, boroughs, and villages that make a comprehensive effort to discover, interpret, preserve, and celebrate their local heritage. The criteria for this Heritage Resource category will be a list of “best practices” that communities should follow in caring for their natural, historic, and cultural resources.

The idea behind Heritage Landscapes is to encourage local communities to identify landscapes of special significance, then work with the County to coordinate a set of planning and preservation tools to protect these areas. Rather than preventing significant landscapes from changing to meet future needs, these strategies will focus on retaining and enhancing the characteristics that make these landscapes unique.

What Are the Benefits of Heritage Resource Designation?
There are two principal benefits of designation: 1) Marketing and promotion; and 2) Technical assistance. The most visible benefit is the use of the certification seal, which features the phrase “Authentic Lancaster County, PA.” The use of this seal demonstrates that a resource meets the strict criteria of the Lancaster County Heritage program.

Lancaster County Heritage is more than a promotional effort, however. It is designed to help local communities preserve and protect resources that define the county’s culture and landscape. Participation in the program gives Heritage Resource managers an opportunity to benefit from the experience and expertise of program staff, members of the program’s Advisory Council who oversee the program, and other Heritage Resource managers. Details about the management of the program are contained in Chapter 4 (Program Administration) of this manual.

### Benefits of Heritage Resource Designation

#### Marketing and Promotion
- Use of certification seal
- Inclusion in promotional books, brochures, and guides
- Full-page Web site listing
- Special events that highlight Heritage Resources

#### Technical Assistance
- Planning and preservation assistance from LCPC staff
- Help with interpretation – how you “tell the story” of your resource
- Continuing education seminars

**Marketing and Promotion**
Despite the fact that Lancaster County offers residents and visitors a wide variety of heritage experiences, it has often been a challenge to sort through the county’s tourism attractions to find the resources that are authentic to the region. Although residents know about some of these “best-kept secrets,” and are happy to direct visitors to them when asked, it is often difficult for visitors to find these resources on their own.

Lancaster County Heritage helps heritage tourists find the authentic resources and experiences they are seeking. If you own, operate, or manage a resource that appeals to that audience, Lancaster County Heritage can help you reach them.

Marketing and promotion of designated Heritage Resources is coordinated by the Lancaster County Planning Commission (LCPC) the Lancaster-York Heritage Region (LYHR), and the PA Dutch Convention & Visitors Bureau (PA Dutch CVB),
which is the region's official Tourism Promotion Agency. Each of these partners has different roles and responsibilities in marketing and promoting Lancaster County Heritage. These relationships are described in more detail in Chapter 7 (Marketing and Promotion) of this manual.

Through the marketing and promotional efforts of the three organizations mentioned above, Heritage Resources are identified as part of a network of sites, services, and experiences that share a similar focus on local heritage. Lancaster County Heritage makes that link for visitors by creating promotional tools and interpretive publications featuring designated Heritage Resources.

One of the program’s most recognized promotional tools is the certification seal – an official “stamp of approval” indicating that a resource has met the program’s criteria. As explained in Chapter 7, designated Heritage Resources are required to display this seal in a prominent location on or near the resource.

Wherever the seal is displayed, residents and visitors can be confident that their experience will authentically reflect the county’s heritage. The seal also recognizes the owners, operators, and managers of these resources for the role they play in preserving and promoting local history, cultural traditions, and natural resources.

Since the program began in 1997, Lancaster County Heritage and its partners have also produced several publications highlighting Heritage Resources that share a common location or theme. These products include a series of tour maps & guides designed to encourage residents and visitors to explore the county’s heritage. Some of these tours focus on specific regions within the county, while others draw attention to specific resources or stories.

Today, with the growing importance of the internet, Heritage Resources are also promoted through a Web site maintained by the Lancaster-York Heritage Region in partnership with Lancaster County Heritage and its parallel program, York County Heritage. This site, www.storiesoftheland.com, is a portal for visitors interested in the natural, historic, and cultural resources of Lancaster and York Counties. Every designated Heritage Resource is provided a full-page listing on the Web site.

In addition to the benefits mentioned above, the Lancaster County Heritage program also sponsors occasional promotional events featuring Heritage Resources. As the program continues to develop and expand, there will be more opportunities to hold such events.

Technical Assistance
One of the goals of the program is to improve the quality of the “heritage experience” that Heritage Resources offer residents and visitors. To achieve this goal, Lancaster County Heritage and its partners provide technical assistance to help Heritage Resources meet the program’s requirements for authenticity, interpretation, and visitor readiness. This assistance is provided through program staff, through the program’s Web site, and through educational seminars and training sessions sponsored by the Lancaster-York Heritage Region.

Participants in Lancaster County Heritage benefit from the experience and expertise of planning and tourism professionals, businesspeople, and preservation advocates who share their enthusiasm for local heritage. As a program of the Lancaster County Planning Commission (LCPC), Lancaster County Heritage is managed by professional staff and advisors with expertise in heritage tourism, historic preservation, community planning, economic development, transportation, and related fields.

The program has also developed tools to help Heritage Resource managers understand how the program works, stay informed about heritage issues, and enhance the way they share information with visitors. One of these tools is the program Web site, www.lancastercountyplanning.org, which is hosted by
the Lancaster County Planning Commission. Although originally created for visitors, the site is now being redesigned to focus on the needs of Heritage Resource managers.

“Making sites come alive” is one of the principles of heritage tourism, so Lancaster County Heritage places a special importance on interpretation – the art of explaining the natural, cultural, or historical significance of a resource. When visitors are taught why something is important, and are invited to participate in the learning process, the experience is more meaningful to them. As a result, Lancaster County Heritage requires Heritage Resources to meet specific guidelines for interpretation.

To help Heritage Resources meet this requirement, Lancaster County Heritage created an interpretation manual called *Telling Our Stories*. The first part of the manual is a step-by-step guide for developing interpretation, and is directed at readers who are unfamiliar with the process. The second part is intended for all readers, and explains how the “stories” developed in the first section can be coordinated with the five interpretive themes of the Lancaster-York Heritage Region. This part also discusses some of the methods (such as printed materials, on-site demonstrations, and new technology) that can be used to “deliver” interpretation to visitors.

For those who want additional assistance in developing interpretation, Lancaster County Heritage offers other services, such as information about local consultants who are qualified to develop interpretation that is appropriate for the program. A few times a year, the program also invites Heritage Resource managers to educational events featuring speakers with expertise in fields such as interpretation, historic preservation, and heritage tourism.
Background

Development of Lancaster County Heritage

Efforts to promote Lancaster County have traditionally focused on the Pennsylvania Dutch, and especially, on the Amish. In the 1990s, however, concerns grew about the increasing number of local attractions that bore little relationship to the county’s history and culture. Residents and visitors felt that Lancaster County was losing its uniqueness, a change that was having a negative effect on the tourism industry, on the local economy, and on the region’s quality of life.

In response to these changes, the Lancaster County Planning Commission (LCPC) and the PA Dutch Convention & Visitors Bureau (PA Dutch CVB) sought opportunities to develop and promote heritage tourism in Lancaster County.

Lancaster County Heritage Tourism Initiative (1994–97)

In 1994, Lancaster County became one of the four pilot projects of the Pennsylvania Heritage Tourism Initiative. This three-year program was designed to study the feasibility of developing heritage tourism programs in targeted areas of the Commonwealth. LCPC and the PA Dutch CVB sponsored the local initiative, and technical support was provided by the Pennsylvania Historical and Museum Commission and the National Trust for Historic Preservation. This effort followed the same four steps that the National Trust had developed for its first heritage tourism initiative, a pilot program focusing on four other states.


At the conclusion of the pilot program in 1997, LCPC and the PA Dutch CVB decided to continue the program under local leadership. Together with the Historic Preservation Trust of Lancaster County, they formed a new three-way partnership to manage a program called Lancaster County Heritage. Each partner had different responsibilities:

- **Lancaster County Planning Commission** – Acted as lead administrator and coordinator for the program;
- **PA Dutch Convention & Visitors Bureau** – Contributed advertising space in its visitors guide and display space at the Lancaster County Visitors Center;
- **Historic Preservation Trust of Lancaster County** – Provided input on historic preservation issues, and coordinated promotional events.

The Lancaster County Heritage program enjoyed enormous success in its first three years, and was often touted as a model for communities interested in developing heritage tourism programs. During this time, the program grew to include over 100 designated Heritage Resources. LCPC also coordinated the creation of several products designed to promote the program’s resources, including maps and guides, books, and events.

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**National Trust's Four Steps for Heritage Tourism Development**

1. Assess the potential;
2. Plan and organize;
3. Prepare, protect, and manage; and

Lancaster County Heritage Program: Interim Phase (2002-07)
Starting in 1999, the Lancaster County Planning Commission began to focus energy on a planning process to create a “heritage region” that involved both Lancaster and York Counties. Due to the time commitment involved in that process, LCPC temporarily put the Lancaster County Heritage program on hold in 2002. This decision allowed LCPC and its partners to consider what role the Lancaster County Heritage program would play in the future of the heritage region. The end result of that process was the revamped and reinvigorated program outlined in this manual.

Lancaster County Heritage Program: Today
The program was relaunched in 2007 with new categories of Heritage Resources, new criteria, and a new set of tools to help Heritage Resource managers and applicants understand the program, create effective interpretation, and utilize the program’s graphic elements. These tools are introduced in Chapter 1 of this manual, and are addressed in other parts of the manual as appropriate.

The Lancaster-York Heritage Region (LYHR)
In the 1990s, the Commonwealth of Pennsylvania created the Pennsylvania Heritage Parks program, a mechanism for adjacent counties to work together to preserve and promote their heritage. Through this program, Lancaster County and York County saw an opportunity to create a cooperative approach to heritage tourism in the Lower Susquehanna Valley.

Planning for this effort began with a feasibility study in the late 1990s, and continued with a management action plan completed in 2001. Following the completion of this plan, a new entity called the Lancaster-York Heritage Region (LYHR) was established.

LYHR is a nonprofit organization that:

- Coordinates heritage tourism branding and marketing in Lancaster and York Counties;
- Serves as a conduit for communication between Lancaster County Heritage and its parallel program, York County Heritage;
- Provides education and training opportunities for Heritage Resource managers and others in both counties; and
- Administers grants to help local communities develop interpretation.

Parallel Programs in Lancaster and York Counties
During the planning process for the Lancaster-York Heritage Region (LYHR), participants from Lancaster and York Counties agreed that the scope of heritage tourism development and promotion should be expanded in the two counties. Among other recommendations, the LYHR planning process called on the region to:

- Develop parallel heritage tourism programs, one in each county;
- Broaden the focus of heritage tourism to include natural and cultural resources, in addition to historic resources; and
- Expand the number of Heritage Resource categories to encompass this broader focus.

To accomplish these goals, LYHR contracted with the Lancaster County Planning Commission (LCPC) to undertake an initiative called the Lancaster-York Heritage Tourism Project. LYHR staff managed the project with input from a committee that included representatives from both counties and from all sectors of the community – public, private, and nonprofit.

The Lancaster-York Heritage Tourism Project was a two-year process that began in 2004 and concluded in 2006. During that time, LCPC staff worked with committee members to:
• Expand the number of heritage resource categories;
• Develop more detailed criteria for authenticity, interpretation, and visitor readiness;
• Create a York County Heritage program; and
• Build a framework for the two county-level programs to coordinate with each other and with the Lancaster-York Heritage Region.

Expansion of Heritage Resource Categories
From its inception, the Lancaster County Heritage program recognized three types of resources: sites, services, and events. Serving as consultants to LYHR, LCPC staff recommended that the list be expanded to include tours, products, living treasures (local craftspeople), routes (byways and trails), communities, and landscapes.

Revision of Heritage Resource Criteria
Although a set of authenticity criteria have always been a centerpiece of the Lancaster County Heritage program, experience gained over a period of years demonstrated the need for more detailed criteria. Program staff and advisors recognized that the criteria did not fully address some of the issues raised by resources seeking designation. As a result, they recommended that more detailed criteria be developed for authenticity, interpretation, and visitor readiness. In addition to addressing these three basic criteria, LCPC staff developed specific criteria for the new types of resources being included in the program.

Creation of York County Heritage
One challenge in creating a heritage tourism program in York County was the need to identify an organization to manage such a program. Participants in the Lancaster-York Heritage Tourism Project identified several organizations that might be able to assume that role. In 2006, the York County Planning Commission (YCPC) agreed to coordinate York County Heritage, just as the Lancaster County Planning Commission (LCPC) coordinates Lancaster County Heritage.

Framework for Cooperation
An important outcome of the project was the creation of an administrative framework to coordinate the activities of Lancaster County Heritage, York County Heritage, and the Lancaster-York Heritage Region. Participants in the planning process called for regular staff contact between all three programs, and an annual meeting to discuss issues of mutual interest. More details about this framework are outlined in Chapter 4 (Program Administration) of this manual.
Vision for Heritage Tourism in Lancaster County

Several different plans and studies produced by the Lancaster County Planning Commission show how heritage tourism benefits Lancaster County and its residents. Two plans that have stated the advantages of heritage tourism are the Lancaster County Strategic Tourism Development Plan and the Lancaster County Cultural Heritage Plan. Both of these documents outline a vision for what heritage tourism can do for the county in the future.

Vision from *Lancaster County Strategic Tourism Development Plan* (2005)

The *Lancaster County Strategic Tourism Development Plan*, which the Lancaster County Board of Commissioners adopted in 2005, outlines a vision for the future of tourism in Lancaster County. This vision focuses less on what visitors will experience in the county, and more on what the county’s public, private, and nonprofit sectors must do to improve the county’s tourism “product.” As stated in that plan …

Visitors from around the world travel to Lancaster County to experience its unique and distinctive heritage, and residents take pride in sharing their stories. A highly-developed program of interpretive venues teaches both residents and visitors about the county’s role as one of America’s “cultural hearths” — a place where many of the nation’s cultural traditions were born. Here, they learn how settlers from Switzerland and Germany’s Rhine Valley forged a new identity as the Pennsylvania Dutch, and how their way of life influenced everything from American foodways to furniture.

Here, residents and visitors have the opportunity to experience customs that have been a part of local folklife for hundreds of years. Local artisans practice time-honored crafts to create heritage products such as redware pottery and quilts. Driving or biking through the county, residents and visitors follow routes that have been designated to showcase the county’s neighborhoods, agricultural landscapes, and natural areas.

Communities throughout the county discover, interpret, preserve, and celebrate the cultural legacies of all who live here, whether they have been here for generations, or for just a short time. While residents remain proud of the county’s German and British heritage, they also recognize the important contributions of American Indians, African Americans, Latinos, Asians, and other groups. Local festivals and interpretive events bring history and culture alive for residents and visitors.

This vision underscores the importance of sustainability and authenticity, two key principles of heritage tourism that are also embraced by the Lancaster County Heritage program.

Vision from *Lancaster County Cultural Heritage Plan* (2006)

The *Lancaster County Cultural Heritage Plan*, which was adopted by the Lancaster County Board of Commissioners in 2006, outlines a “Cultural Heritage Vision for 2015.” This vision imagines life in Lancaster County as it might be in just a few years, focusing on the role that heritage might play in the lives of county residents. The following excerpts from that vision paint a picture of a bright future for heritage tourism in Lancaster County:

The vision for Lancaster County is to build upon the area’s historic commitment to tourism, enhance existing and develop new sustainable and authentic tourism products that appeal to both current and new market audiences, and create linkages to satisfy tourist needs while enhancing the quality of life for local residents.
The Lancaster County Heritage program will be an important tool in the effort to achieve this vision. Over the next few years, the program will be enhanced and expanded to give it wider appeal and greater ability to make an impact on the community as a whole.

**Next Steps for Lancaster County Heritage**

Lancaster County Heritage has the potential to become a household word in Lancaster County – a program that provides innovative ways to recognize, protect, and promote a full spectrum of resources that authentically reflect the county’s natural, historic, and cultural legacy. To reach this goal, the program is designed to grow and develop in response to new ideas, perspectives, and approaches.

In the future, the Lancaster County Heritage program will:

- Utilize new technologies for delivering the message about the county’s heritage;
- Improve wayfinding and signage to make it easier for visitors to find what interests them;
- Bring more attention to the historic and cultural significance of the City of Lancaster, and the role it can play as a hub for heritage tourism in Lancaster County;
- Enhance recognition and support for the county’s intangible resources – traditional skills, arts, and customs such as folklore, music, dance, and foodways;
- Highlight the contribution that African Americans, Latinos, and Asians have made to the county’s heritage;
- Promote Heritage Products and the Living Treasures who make them – local artisans who carry traditions forward;
- Designate Heritage Routes, Communities, and Landscapes – key elements that define the county’s physical environment; and
- Continue to promote cooperation between the public, private, and nonprofit sectors of the community.
Lancaster County Heritage is a program designed to serve the residents of Lancaster County. Like all initiatives, plans, and programs sponsored by the Lancaster County Planning Commission (LCPC), the program focuses on making the county a better place to live, learn, work, and play. To achieve these objectives, the program must balance the interests of local residents, resource managers, county and municipal officials, and planning professionals. It also must be structured and managed in a way that promotes cooperation and ensures fairness.

Administration of the Lancaster County Heritage program is a coordinated effort requiring the involvement of a diverse group of stakeholders and a local management team, working in cooperation with York County Heritage and the Lancaster-York Heritage Region. The program is managed by planning professionals and local residents who are assigned different roles and responsibilities within the program’s administrative structure.

The Advisory Council is the program’s “board,” a group representing all sectors of the community – public, private, and nonprofit. LCPC staff coordinate the program on a day-to-day basis, and the Lancaster County Planning Commission decides which applicants are approved for Heritage Resource designation.

The program’s stakeholders – people who have an interest in the program or may be affected by it – are the real “owners” of the program. Heritage Resource managers are its key constituents, but many other groups are involved in the program’s decision making process. Local residents and municipal governments play an especially important role in shaping the program and implementing its goals. As Lancaster County Heritage continues to grow and change, the program’s management team is committed to seeking the input of these stakeholders and addressing their concerns whenever possible.

### Program Administration

#### Management

- Advisory Council
- Committees
- Managing Entity (LCPC Staff)
- Approval Entity (LCPC)
- Lancaster-York Heritage Region

#### Stakeholders

- Heritage Resource Managers
- Local Residents
- Municipal Governments

Below, each of the program’s management groups is described in more detail. Following the list of these groups is a chart showing how they work together within Lancaster County, and how they relate to their colleagues in York County.

### Management of Lancaster County Heritage

#### Advisory Council

The Advisory Council sets policy for the program and makes recommendations to the approval entity, the appointed members of the Lancaster County Planning Commission. The Advisory Council includes individuals representing Heritage Resources, local nonprofit advocacy groups, municipalities, and
businesses. Lancaster County Planning Commission staff provide administrative support to the council.

Committees
If there is need for specialized expertise or in-depth study of a specific issue, the Advisory Council may set up committees at any time. Among the standing committees is the Eligibility Committee, which provides the initial assessment about whether a resource is eligible for designation. Committees include at least one Advisory Council member, but can include anyone in the community who might be helpful in the assessment process. Membership on the committees is designed to be fluid, changing as necessary to respond to the issues they face.

Managing Entity: LCPC Staff
The staff of the Lancaster County Planning Commission’s Long-Range and Heritage Division function as the managing entity for Lancaster County Heritage. The division’s heritage planning staff answer public inquiries about the program and provide administrative support for the Advisory Council and all committees. Other staff from the division, such as its Historic Preservation Specialist, can provide assistance as well.

Approval Entity: Lancaster County Planning Commission
The appointed members of the Lancaster County Planning Commission make the final decisions about the designation of Heritage Resources. Although the Commission’s work generally focuses on land use issues, the Lancaster County Heritage program supports the Commission’s mission to make Lancaster County a better place to live, learn, work, and play.

Protecting the county’s natural, cultural, and historic resources is one of the key goals of the Lancaster County Comprehensive Plan.

Coordination with Other Programs
To achieve the program’s goals, the advisors and program staff of Lancaster County Heritage work closely with their counterparts in neighboring York County, and with the staff of the Lancaster-York Heritage Region. Working together, these three partners provide a consistent approach to heritage tourism marketing, branding, and interpretation in Lancaster and York Counties. This framework also benefits the two counties by allowing them to be responsive to local opportunities and challenges within a broader framework of regional cooperation and collaboration.

York County Heritage
Lancaster County Heritage and York County Heritage are run independently, but use the same criteria to determine Heritage Resource eligibility, and recognize the same resource categories. In the short term, however, York County Heritage is not implementing as many categories of Heritage Resources as the Lancaster County program is. Implementation of other categories will occur as the York County Planning Commission builds capacity to manage a larger program.

In addition to using the same criteria and resource categories, staff and Advisory Councils of the two county-level programs coordinate with one another on a continuing basis. In addition to regular staff contact between LCPC and YCPC, decision makers for the two programs get together for an annual summit meeting to discuss issues of mutual interest (such as Heritage Resource criteria), and to plot a course for the future. This meeting is hosted by the Lancaster-York Heritage Region.
Lancaster-York Heritage Region
The Lancaster York Heritage Region (LYHR) works with Lancaster County Heritage and York County Heritage to market and promote Heritage Resources, facilitate communication between the two county-level programs, and provide educational and training opportunities. While the county programs focus on product development within their own county borders, LYHR works to create products that highlight resources in both counties. With LYHR’s assistance, the county programs are able to reach a broader audience of potential visitors. LYHR also helps to ensure that the two programs are delivering a consistent message that resonates with that audience.
What Is a Heritage Resource?

The word “heritage” has many different meanings. As defined by the Lancaster County Heritage program, heritage refers to the natural, cultural, and historic resources that we have inherited from the past. More specifically, the program focuses on local heritage – features that are uniquely associated with Lancaster County.

While many of the resources included in the program are “tangible” resources such as museums, historic sites, and lodging and dining establishments, the program also recognizes “intangible” resources – cultural traditions such as arts and crafts, music and dance, festivals and events, foodways, religion, and folklore.

To ensure that the program focuses only on high-quality resources that authentically represent the county’s heritage, it has adopted a set of rigorous criteria for determining what resources are eligible for the program’s Heritage Resource designation.

In addition to authenticity, the program emphasizes the importance of interpretation – the way that resources convey their importance to visitors, or how they “tell the story” of the heritage they reflect. Finally, resources must be “visitor ready.” They must show their commitment to meeting or exceeding visitor expectations through high standards of appearance and operation.

Basic Criteria for Heritage Resources

As noted above, resources must meet three criteria to become officially designated Heritage Resources. Each of these criteria has specific requirements detailed below.

<table>
<thead>
<tr>
<th>Heritage Resource Criteria</th>
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<tr>
<td>• Authenticity</td>
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<tr>
<td>• Interpretation</td>
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<td>• Visitor Readiness</td>
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Authenticity

From the beginning, the Lancaster County Heritage program was designed to highlight Lancaster County’s authentic resources. While the county offers all kinds of entertaining and educational experiences for visitors, not all of them focus on the “real” Lancaster County. For many years, visitors who were interested in the county’s history and culture had to navigate their own way through a confusing mix of attractions – some that accurately reflected the county’s history and culture, and others that were created solely to entertain visitors.

Lancaster County Heritage allows heritage tourists to find exactly what they are looking for, and at the same time, the program helps to protect important resources by showing that “preservation pays.” By identifying and promoting resources that show a direct link to the county’s heritage, the program gives these resources a unique advantage in the marketplace – the recognition that they belong to a select group of resources that offer a genuine Lancaster County experience. When visitors spend time at an officially designated Heritage Resource, they know they are experiencing an authentic part of Lancaster County.
It is important to recognize that a resource does not need to be old, rare, or unusual to be considered authentic. A 20-year-old building may not be historic, but it can be just as authentic as a 200-year-old building. The real test is whether the resource accurately reflects a tradition that has made a measurable impact on Lancaster County. If a Vietnamese restaurant established 20 years ago has become an widely recognized part of the local Vietnamese community, it is an authentic part of the county's heritage, and can be considered for designation as an authentic resource.

Of course, most of the resources included in Lancaster County Heritage reflect the county’s long-standing cultural groups such as Pennsylvania Germans, Scots-Irish, and African Americans. Since a lot of scholarship has been undertaken on those groups, however, the standards of authenticity are even more important. These sites must draw upon solid research to demonstrate their link to local heritage.

Although the concept of “authenticity” can be applied to any type of Heritage Resource, the authenticity criteria for each type of resource are slightly different, because each type raises different issues. For instance, for a building to be considered authentic, it must have an appearance that is consistent with its period of significance – the era that is most important in the building’s history. In other words, the building must retain enough features from that time period to be recognizable as a product of that time.

It is important to note, however, that a resource does not need to be pristine or “original” to be eligible for the Lancaster County Heritage program. Change in itself does not eliminate a resource from consideration. What matters is the degree and type of change, and whether visitors are sufficiently informed about these changes. The key to authenticity is whether a resource provides an experience that is unmistakably linked to the heritage of the local community.

Interpretation
Interpretation is the art of explaining the natural, historic, or cultural significance of a resource to the public. In the Lancaster County Heritage program, how a resource tells a story is just as important as the story itself. In other words, it is not enough for a resource to be a significant part of the county’s natural, historic, or cultural heritage – it must convey that message to visitors through effective interpretation.

To meet the guidelines of Lancaster County Heritage, resources must provide interpretation that:

- Relies on sound scholarship;
- Provides an accurate and culturally sensitive portrayal of local heritage;
- Focuses on educating visitors, not simply entertaining them;
- Is easily accessible to visitors through signage, printed materials or other media, exhibits, performances, guided or self-guided tours, or other means; and
- Highlights at least one of the five interpretive themes of the Lancaster-York Heritage Region.

Interpretive Themes
To help Heritage Resources in Lancaster and York Counties deliver a consistent message that authentically reflects local heritage, the Lancaster-York Heritage Region developed five themes or “storylines.” By drawing attention to key facets of the area’s history, culture, and geography, these themes tie individual resources together into a recognizable whole.

Heritage Resources in both counties are required to provide at least one form of interpretation that highlights one of these themes: Freedom, Towns & Countryside, Bounty, Ingenuity, or Natural Wonders. Below, each theme is explained in more detail, together with a few possible subthemes.
Interpretive Themes of the Lancaster-York Heritage Region

Bounty
With its rich soil and farming traditions, this region has long been associated with agriculture. This theme tells the story of the region’s foodways from farm to consumer, exploring the relationship of residents to the food they grow, process, market, prepare, serve, and consume. Regional products including traditional and specialty crops, produce, and snack foods are offered at festivals, roadside stands, farm markets, and restaurants.

- Family farms
- Transformations in agriculture
- Food processing and distribution
- Cultural foodways

Ingenuity
This theme contrasts the robust and energetic inventiveness of the region with its equally persistent focus on tradition and heritage. It highlights the region’s manufacturing, commerce, and transportation development by bringing together the strong industrial heritage of York County and the traditional ways of the Plain People most commonly associated with Lancaster County.

- Artists and craftspeople
- Industrial development
- Transportation networks
- History of tourism

Freedom
The quest for freedom has been a recurring motif in the development of the Lancaster-York Heritage Region. Stories associated with this theme include William Penn and the search for religious tolerance, the Underground Railroad and African Americans’ pursuit of freedom from slavery; the American Revolution, and the Civil War. The quest continues today, as new immigrants increase the region’s diversity.

- European exploration and settlement
- Religious diversity
- Revolutionary War and early republic
- Slavery, the Underground Railroad, and the Civil War
- Great Depression and the World Wars
- Racism and the Civil Rights Movement

Towns & Countryside
The distinct pattern of “town and country” that characterizes the region’s landscape has a strong impact on community life, social interaction, and attitudes toward the land itself. The small scale and distinct ethnic and religious underpinnings of the region’s towns are indicative of long-held values that still influence the region’s development.

- Community life and celebrations
- Villages and neighborhoods
- Vernacular architecture
- Settlement groups

Natural Wonders
The Susquehanna River has played a central role in the region’s formation, development, and identity. Dozens of smaller rivers and streams flow through a varied landscape sculpted over centuries. The region’s waterways provide numerous opportunities to explore geology, animal and plant life, and the legacy of Native American cultures. This theme showcases wildlife habitats and flyways; trails, parks, and preserves; and archeological sites.

- Susquehanna River and Chesapeake Bay
- Prehistoric and historic archeology
- Recreation
- Environmental conservation
Visitor Readiness
Visitor readiness is an important component of any heritage program. By certifying that a site is authentic, heritage programs are informing residents and visitors that this site meets the program’s “Good Housekeeping seal of approval.” This seal, in turn, raises visitor expectations about the site, which makes it crucial for the site to be ready for visitors. A site that is ill prepared to accept visitors can leave a lasting impression on both the site and on the overall program – one that may discourage them from visiting other Heritage Resources, or from returning to Lancaster County in the future. Visitors may become skeptical of the experience they will have at other designated Heritage Resources.

Visitor readiness means being prepared to welcome the public, having the ability to meet their basic expectations, and exhibiting a commitment to high standards of appearance and operation. Criteria for visitor readiness include a schedule of appointed times when the resource is open to the public; phone service; prominently advertised entrance or participation fees; available parking; a visual appearance that conveys a positive impression to visitors; and appropriate arrival signage.

Levels of Visitor Readiness
There are three levels of Visitor Readiness. Each Heritage Resource will be categorized into one of the following groups, depending on the level of service provided: Partners, Associates, and Affiliates.

Levels of Visitor Readiness

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<th>Heritage Associates</th>
<th>Heritage Affiliates</th>
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<td>Heritage Partners are open to the public a minimum of 32 hours a week or more for at least four consecutive months a year. They have public restroom facilities and often have a range of ancillary services such as full-time staff, exhibits, tours, and programs.</td>
<td>Heritage Associates generally have regular hours but are open to the public less frequently than Heritage Partners. Heritage Associates may rely on part-time and volunteer staff to operate. Facilities and services available to visitors may be limited. Visitors should consider calling ahead before visiting a Heritage Associate.</td>
<td>Heritage Affiliates do not have regular operating hours and may be open to the public only one day or a few days a year, or by appointment only. They generally operate with volunteer assistance. Facilities and services available to visitors are either limited or non-existent. It is strongly recommended that visitors call before they visit a Heritage Affiliate.</td>
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Quality Assurance Information
In addition to the three categories of visitor readiness, Lancaster County Heritage provides visitors with additional “quality assurance information.” This information is only provided to help visitors plan their visit. Program materials note that visitors should not base their decision to visit (or not visit) a resource solely on the basis of these icons. (see below)
Detailed Criteria for Each Type of Heritage Resource

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Heritage Sites
A Heritage Site is an authentic resource whose primary purpose is to educate visitors about local heritage. Categories of Heritage Sites include Historic Places, Museums, Learning Centers, Nature Centers, and Natural Areas.

Historic Place
An Historic Place is a building or structure that has played a first-hand role in local heritage. If any features of this place have been moved from their original locations or have been reconstructed, this change must be clearly explained to visitors.

Criteria
An Historic Place must:
• Meet the definitions of a Heritage Resource, Heritage Site, and Historic Place.
• Retain enough features that existed during its period of significance to present a clear picture of local heritage.
• Convey an association with a historical event, pattern, or person; architecture; product, engineering, or technology; or information about a culture of people.
• Provide interpretation specific to that site.
• Meet minimum standards for visitor readiness.

Museum (Natural, Cultural, or Historical)
A Museum is a gallery-based institution, essentially educational in nature, which acquires, conserves, and maintains exhibits, displays, or collections related to local heritage.

Criteria
A Museum must:
• Meet the definitions of a Heritage Resource, Heritage Site, and Museum.
• Provide interpretation which directly relates to local heritage.
• Meet minimum standards for visitor readiness.

Learning Center (Historical or Cultural)
A Learning Center is an institution whose primary purpose is to promote scholarship about the historical and cultural aspects of local heritage. These institutions often provide archival information, exhibits, historical documents and artifacts, research assistance, and educational programs.

Criteria
A Learning Center must:
• Meet the definitions of a Heritage Resource, Heritage Site, and Learning Center.
• Promote scholarship or learning that relates directly to local heritage.
• Meet minimum standards for visitor readiness.

Nature Center
A Nature Center is an educational facility whose curriculum is aimed at teaching visitors about the natural aspects of local heritage – in particular, the ways in which humans affect and influence the environment and natural systems.

Criteria
A Nature Center must:
• Meet the definitions of a Heritage Resource, Heritage Site, and Nature Center.
• Provide interpretation that relates directly to local heritage.
• Meet minimum standards for visitor readiness.
Natural Area
A Natural Area is an area of land that exhibits outstanding geological, ecological, or scenic features endemic to Lancaster County.

Criteria
A Natural Area must:
- Meet the definitions of a Heritage Resource, Heritage Site, and Natural Area.
- Provide interpretation specific to that area.
- Meet minimum standards for visitor readiness.

Heritage Services
A Heritage Service is an authentic resource with features that convey local heritage, but which is not specifically designed for an educational purpose. Categories of Heritage Services include Lodging, Farm Stays, Dining, and Retail.

Heritage Services play a supporting role in the Lancaster County Heritage program. Since education is not the primary focus of these facilities, it is crucial that they provide an experience that is unmistakably linked to local heritage. Heritage Services that feature non-local themes or thematic atmospheres are not eligible, because these themes distract visitors from the purpose of these programs, which is to emphasize local heritage.

Lodging
A Lodging establishment is an overnight accommodation (such as a bed and breakfast, inn, or hotel) that operates in an Historic Place.

Criteria
A Lodging establishment must:
- Meet the definitions of a Heritage Resource, Heritage Service, Lodging establishment, and an Historic Place.
- Retain enough features that existed during its period of significance to present a clear picture of local heritage.
- Convey an association with a historical event, pattern or person; architecture; product, engineering, or technology; or information about a culture of people.
- Provide interpretation of local heritage. This interpretation must carefully outline how the building has changed over time and the role that it has played in the history of the surrounding community. If the building was designed for a purpose other than short-term lodging, its original use must be clearly explained.
- If a thematic atmosphere is used, that atmosphere must show a clear relationship to local heritage. If the thematic atmosphere conflicts with the original use of the building, the difference between the two purposes must be clearly explained.
- Meet minimum standards for visitor readiness.

Farm Stay
A Farm Stay is an overnight accommodation on a working farm where guests can observe farm operations and participate in farm activities that teach them about farm life and how agricultural products are produced in Lancaster County.

Criteria
A Farm Stay must:
- Meet the definitions of a Heritage Resource, Heritage Service, and Farm Stay.
- Take place on a working farm.
- Provide interpretation specific to that farm.
- If a thematic atmosphere is used, it must show a clear relationship to local heritage. If that atmosphere conflicts with the original use of the building, the difference between the two purposes must be clearly explained.
- Meet minimum standards for visitor readiness.

Dining
A Dining establishment is a food-service institution (such as a restaurant, cafe, or tavern) that operates in an Historic Place.

Criteria
A Dining establishment must:
- Meet the definitions of a Heritage Resource, Heritage Service, Dining establishment, and Historic Place.
• Retain enough features that existed during its period of significance to present a clear picture of local heritage.

• Convey an association with an historical event, pattern, or person; architecture; product, engineering, or technology; or information about a culture of people.

• Provide interpretation of local heritage.

• The interpretation must carefully outline how the building has changed over time and the role that it has played in the history of the surrounding community. If the building was designed for a purpose other than retail, the building’s original use must be clearly explained.

• If a thematic atmosphere is used, it must show a clear relationship to local heritage. If this atmosphere conflicts with the original use of the building, the difference between the two purposes must be clearly explained.

• Meet minimum standards for visitor readiness.

Heritage Events
A Heritage Event is an organized public activity that provides an authentic experience that directly relates to local heritage. It is not necessary for Heritage Events to be held at a Historic Place, but they must result in a better understanding of local heritage. They can be one-time or ongoing events. Categories of Heritage Events include Community Events and Interpretive Events.

Community Event
A Community Event is a continuing, time-honored event that is considered a natural and integral part of community life, and whose importance is widely recognized by the geographic, social, or cultural community it represents.

Criteria
A Community Event must:
• Meet the definitions of a Heritage Resource, Heritage Event, and Community Event.
• Demonstrate a clear relationship to local heritage.
• Provide interpretation specific to that event.
• Take place at regularly scheduled intervals at least once per year.

Interpretive Event
An Interpretive Event is a staged event that is intentionally designed to inform and entertain visitors about local heritage.
Criteria
An Interpretive Event must:
• Meet the definitions of a Heritage Resource, Heritage Event, and Interpretive Event.
• Focus primarily on educating the audience about local heritage.
• Be promoted in a manner that emphasizes local heritage.
• Provide interpretation specific to that event.
• Clearly indicate the historic time period, season of the year, and location being interpreted.
• Take place at regularly scheduled intervals at least once per year. One-time Interpretive Events will be considered for approval on a case-by-case basis.

Heritage Tours
A Heritage Tour is a guided or self-guided interpretive experience whose primary purpose is to educate visitors about local heritage. It can include a variety of heritage-related experiences linked by a common theme. All Heritage Tours must follow the Tour Development Principles established by Lancaster County Heritage.

Tour
A Tour is a guided or self-guided interpretive experience whose primary purpose is to educate visitors about local heritage.

Criteria
A Tour must:
• Meet the definitions of a Heritage Resource, Heritage Tour, and Tour.
• Provide interpretation of local heritage.
• Meet minimum standards for visitor readiness.
• Follow the Tour Development Principles established by Lancaster County Heritage.

Factory Tour
A Factory Tour is an organized tour of an active production facility that allows visitors to observe, first-hand, a meaningful part of the fabrication, manufacturing, or assembly process. Factory Tours are intended to educate visitors about the connection between the product being made and local heritage, or how the facility has influenced the character of the community where it is located.

Criteria
A Factory Tour must:
• Meet the definitions of a Heritage Resource, Heritage Tour, and Factory Tour.
• Provide interpretation of local heritage.
• Give visitors the opportunity to observe a meaningful part of the fabrication, manufacturing, or assembly process.
• Be a long-standing, multi-generational business in that community, or make a product that has a direct connection to the region’s heritage.
• Meet minimum standards for visitor readiness.
• Follow the Tour Development Principles established by Lancaster County Heritage.

Farm and Winery Tour
A Farm or Winery Tour is an organized tour of a working farm or winery where visitors are educated about farm life, about how the food or wine is produced, and about the heritage of the land where the farm or winery is located.

Criteria
A Farm or Winery Tour must:
• Meet the definitions of a Heritage Resource, Heritage Tour, and Farm or Winery Tour.
• Provide interpretation of local heritage.
• Be a working farm or winery where visitors can observe a meaningful part of the farm or winery operations so that they can learn more about farm life and how food or wine is produced.
• To qualify as a winery, seventy-five percent (75%) of the wine produced must be made with grapes or fruits from farms located in Lancaster County.
• Meet minimum standards for visitor readiness.
• Follow the Tour Development Principles established by Lancaster County Heritage.

Tour Package
A Tour Package is a tour that includes a variety of experiences related to local heritage. These experiences
have a common theme and are combined with a mix of pre-paid transportation, lodging, meals, sightseeing, attractions, or other elements.

Criteria
A Tour Package must:
• Meet the definitions of a Heritage Resource, Heritage Tour, and Tour Package.
• Meet minimum standards for visitor readiness.
• Follow the Tour Development Principles established by Lancaster County Heritage.

Heritage Products
A Heritage Product is an endemic folk and decorative art, craft, or trade object that authentically reflects local heritage. As a physical expression of commonly held beliefs, customs, and traditions, each Heritage Product has a unique and well-defined cultural significance. Heritage Products are made locally by skilled artisans, craftsmen and women, and tradespeople. These products exude a high level of personal attention to detail and workmanship.

A Heritage Product is generally made by hand using traditional materials and time-honored methods of production. Where these methods of production are impractical, modern-day equivalents may be substituted as long as the product’s integrity is uncompromised. Creative contemporary interpretations of traditional designs, patterns, motifs, or styles must bear a reasonably apparent relationship to the recognized traditional form of the product to warrant its designation as a Heritage Product.

Although they may be similar to one another, no two Heritage Products are alike because they are generally handcrafted or hand worked and not produced in a manner that results in exact duplicates. The product is an expression of an individual’s creativity. The size, form, shape, texture, and personality of each product makes it an original “one-of-a-kind” item. Heritage Products are not factory-made, manufactured, mass produced in an assembly line, or made from a kit. They take time to produce, and therefore, they are limited in production.

Criteria
A Heritage Product must:
• Meet the definitions of a Heritage Resource and a Heritage Product.
• Be an endemic folk and decorative art, craft, or trade object that reflects local heritage.
• Bear a reasonably apparent relationship to the recognized traditional form of the product.
• Provide interpretation specific to this product.

Living Treasures
A Living Treasure is a person who is widely regarded as a master of a traditional skill or technique that produces a Heritage Product of distinctive and exceptional quality, representing the highest level of cultural or historical integrity and accuracy. This person must willingly share his or her knowledge with others to ensure that their products and techniques are passed on to future generations. He or she must be cooperative in efforts to increase a genuine appreciation and understanding of a product’s cultural significance.

Living Treasures are tradition-bearers of their art, craft, or trade. They are renowned for their skill and respected by their peers for the quality of their work. They possess a thorough understanding of a Heritage Product – its traditional form, the materials used, the process by which it is produced, and its practical application or use by a particular cultural or religious group. The knowledge they possess is gained over a lifetime of training and experience.

Criteria
A Living Treasure must:
• Meet the definition of a Living Treasure.
• Make products that meet the definition of a Heritage Product.
Heritage Routes
A Heritage Route is a publicly accessible Trail or Byway with exceptional or distinctive features that exemplify local heritage.

Trail
A Trail is a publicly accessible and recreationally oriented hiking, biking, or paddling route that has been officially designated by the Lancaster County Heritage program.

Criteria
A Heritage Trail must:
• Meet the definitions of a Heritage Resource and a Heritage Trail.
• Provide interpretation of local heritage.

Byway
A Byway is a publicly accessible road that is appropriate for a wide variety of motorized and non-motorized vehicles, is designated as a Lancaster County Heritage Byway, and is appropriate for tourism development activities.

Criteria
A Heritage Byway must:
• Meet the definitions of a Heritage Resource and a Heritage Byway.
• Be designated as a Lancaster County Heritage Byway. This designation is made by the Lancaster County Heritage Byways Program, which is managed separately from Lancaster County Heritage.
• Be appropriate for tourism development. Lancaster County Heritage only designates resources that will benefit from heritage tourism marketing and promotion.
• Provide interpretation of local heritage.

Designation Process for
Lancaster County Heritage Byways
This process is more fully described in a separate manual focusing on the Lancaster County Heritage Byways Program. The basic steps of the process are:

1. Application and Nomination
To nominate a road for byway designation, a municipality (or an agency or organization with municipal support) must complete an application and submit it to the Heritage Byway Advisory Committee. LCPC staff can help applicants determine whether the proposed corridor meets the program’s guidelines.

2. Determination of Eligibility
The Heritage Byways Advisory Committee reviews the application and determines whether or not the proposed byway is eligible for designation. The criteria for review are discussed in the manual for the Lancaster County Heritage Byways Program.

3. Corridor Management Plan (CMP)
Eligible applicants must prepare a Corridor Management Plan (CMP) to obtain designation as a Lancaster County Heritage Byway. The CMP must include procedures, controls, operational practices, and administrative tools to protect and enhance the corridor.

4. Designation
After the proposed byway has successfully completed all requirements of the byway planning process, the Heritage Byways Advisory Committee will forward its recommendation to the Lancaster County Planning Commission, which formally designates Lancaster County Heritage Byways.

5. Implementation
Municipalities along the byway must adopt the CMP as a functional component of their comprehensive plans. Roles and responsibilities for implementing the CMP must be carefully defined, and should include tasks for the public, private and nonprofit sectors.

Designation Process for Participation in
Lancaster County Heritage
The principal requirements for a Lancaster County Heritage Byway to be designated as a Heritage
Resource are: 1) The byway must be appropriate for tourism development; and 2) It must provide enough interpretation to meet the program’s Heritage Resource guidelines. In most cases, by the time a road becomes an official Lancaster County Heritage Byway, it will have all the guidance it needs to meet those criteria.

Entirely separate from the process of applying for Heritage Resource status in Lancaster County Heritage, designated byways may also apply to the Pennsylvania Department of Transportation (PennDOT) for designation as a Pennsylvania Byway. State byways, however, cannot be designated without county approval. At PennDOT’s discretion, a few highly significant byway corridors that receive dual designation as local and state byways may also have the option of applying for federal status.

Heritage Communities and Heritage Landscapes
Lancaster County Heritage is working with local communities to develop formal criteria for these two types of Heritage Resources. The purpose of the Heritage Communities designation will be to recognize cities, boroughs, and unincorporated villages that implement a set of best practices for preservation and tourism. The Heritage Landscapes designation will recognize areas of land that exemplify the best qualities of the local landscape – special places that are “quintessentially Lancaster County.”
Heritage Resource Designation Process

Purpose

Since the Lancaster County Heritage program has strict criteria for authenticity, interpretation, and visitor readiness, it must have a carefully managed process for assessing resources that apply for Heritage Resource designation. This process is designed with checks and balances to ensure that every applicant is given fair consideration, but only qualified applicants receive final approval.

While the program seeks to be as broad-based as possible, it isn’t for everyone! Not all resources are appropriate for the program. Lancaster County has many successful attractions that are worthy of a visit, but if they have no link to local heritage, they will not be eligible.

Steps

Step 1: Application

Managers of prospective Heritage Resource are welcome to submit an application to program staff at any time, but the speed at which the application is reviewed depends on many factors. These include the nature of the resource being presented for designation and the meeting schedule of groups that will be reviewing the application, including the Eligibility Committee, Advisory Council, and Lancaster County Planning Commission. Depending on these factors, it might take just a few weeks – or even several months – for a resource to be officially designated. It is also possible that the resource will not be approved.

The application has two parts: 1) Preliminary application; and 2) Full application. Applicants must submit the preliminary application first, then consult with program staff before completing the full application. The reason for this two-part process is that the full application takes more time to complete, and it is an unnecessary step if the resource is unlikely to be approved.

Preliminary Application

The process starts when the manager of a prospective Heritage Resource requests a preliminary application from program staff at the Lancaster County Planning Commission. This application is just a single sheet of paper that asks for basic contact information and other facts about the resource. Applicants are also asked to provide samples of their current promotional materials. The application, together with these materials, are returned to program staff for initial review.

If program staff believe that the resource has the potential to be designated, they advise applicants to proceed with the full application. If the resource is unlikely to meet the program’s criteria, staff may recommend that the applicant withdraw the application. If the applicant believes that the resource still deserves further consideration, he or she may submit a full application and request Eligibility Committee review.

Full Application

The full application is actually a set of applications geared to the needs of each major resource category (sites, lodging, dining, etc.). The questions on these applications are similar, but focus on issues of authenticity, interpretation, and visitor readiness that are particular to each type of resource. As noted above, applicants must complete a preliminary application before submitting a full application. Although applicants are welcome to fill out a full application at any time, program staff recommend that applicants wait until they have been advised to proceed with this step.
When the Lancaster County Planning Commission receives a full application, program staff review it for accuracy and completeness. Applications deemed incomplete are returned for additional information. Once program staff agree that the application is complete, they share the application and supporting materials with the Eligibility Committee. Like all committees appointed by the Advisory Council, this committee consists of at least one Advisory Council member, but may also include anyone identified by the council. Experts on specific types of resources are often called upon to assist the committee with its work.

**Step 2: Review**

After receiving the application and any other information submitted by the resource manager and program staff, the Eligibility Committee reviews the material to assess whether the resource is eligible for designation. The committee’s primary task is to provide the information and analysis the Advisory Committee needs to make a formal recommendation to the Lancaster County Planning Commission.

To assess the eligibility of the resource, the committee studies the application, considers the input of program staff, and weighs other evidence related to the program’s Heritage Resource criteria (authenticity, interpretation, and visitor readiness).

If the committee believes that the resource is eligible, the committee forwards the application to the Advisory Council. In most cases, the application is scheduled for consideration at the next Advisory Council meeting. These meetings are generally held every other month, but the timing may vary, depending on the council’s workload.

If the committee is unsure about the resource’s eligibility, program staff and committee members meet to discuss the resource or schedule a site visit to gather additional information.

If the committee believes that the resource is not eligible, but has the potential to meet the program’s criteria, the committee details the steps that the applicant can take to improve the likelihood of approval. Once the applicant feels that he or she has taken these steps, and program staff agree, the committee reviews the application again.

In some cases, the Eligibility Committee may ask the applicant to withdraw an application. This request is made for one of two reasons: The committee believes that: 1) The applicant has not addressed issues identified in an earlier review; or 2) The resource is unlikely to meet the program’s Heritage Resource criteria. If the committee asks for a withdrawal of the application, program staff provide specific reasons for the committee’s decision. If an applicant feels that the resource deserves further consideration, he or she may request that the application be presented to the Advisory Council.

**Step 3: Recommendation**

At this stage in the process, the Advisory Council determines whether the resource meets any of the program’s Heritage Resource criteria. Based on this determination, the council makes a recommendation about whether the resource should be forwarded to the Lancaster County Planning Commission for final approval. In making its recommendation, the council weighs the input of the Eligibility Committee and any issues raised by council members.

After reviewing available information about the resource, the Advisory Council makes one of three recommendations: 1) Approval; 2) Conditional approval; or 3) Disapproval. Only applications recommended for approval are forwarded to the Lancaster County Planning Commission.

A recommendation of conditional approval recognizes that the resource meets some, but not all, of the Heritage Resource criteria. A recommendation of disapproval ends the application process unless the applicant requests an appeal.
Approval
If the Advisory Council determines that the resource meets all three Heritage Resource criteria (authenticity, interpretation, and visitor readiness), it makes a recommendation of approval. When the Advisory Council makes this recommendation, it forwards the application to the Lancaster County Planning Commission for final approval.

Conditional Approval
If the Advisory Council determines that the resource meets the authenticity criterion plus one of the other two Heritage Resource criteria (visitor readiness or interpretation), it makes a recommendation of conditional approval. The conditions attached to this recommendation are the steps that the resource must take to become an officially designated Heritage Resource.

Note: Conditionally approved resources are not considered officially designated Heritage Resources. For that reason, they are not included in the program’s promotion and marketing materials, and are not allowed to display the certification seal.

Status as a conditionally approved resource lasts for one year from the date the Advisory Council takes action on the recommendation. During that time, the manager of that resource is expected to work with program staff to address the conditions listed by the Advisory Council.

If the Advisory Council determines that the resource has met all the listed conditions within a year’s time, the council will present the Lancaster County Planning Commission with a recommendation of approval. If a conditionally approved resource does not meet the conditions within that time, its application is terminated. After that time, if the applicant still wishes to pursue the designation of the resource, he or she must submit a new application and restart the process at Step 1.

Disapproval
If the Advisory Council determines that the resource does not meet the minimum requirements for conditional approval, it makes a recommendation of disapproval. When the Advisory Council makes this recommendation, it will cite specific reasons. If the council feels that the resource still has the potential to meet the program’s Heritage Resource criteria, it will recommend specific actions that the applicant can take to improve the resource’s eligibility for designation.

If the Advisory Council believes that the resource simply cannot meet the Heritage Resource criteria, the application is terminated. If the applicant still feels that the resource can meet the program’s criteria, the council may consider an appeal.

Step 4: Approval
On a quarterly basis, the Lancaster County Planning Commission considers Heritage Resource applications that the Advisory Council has recommended for approval. The manager and other representatives of these resources are invited to attend the meeting and be recognized for their efforts. At the meeting, the Advisory Council chair and program staff generally give a short presentation highlighting each of these resources.

When the Planning Commission gives final approval for Heritage Resource designation, it presents the resource manager with a certificate indicating that the resource meets the criteria of the Lancaster County Heritage program.

Step 5: Designation
Before an approved resource is officially designated as a Heritage Resource, the manager of that resource must sign a Memorandum of Understanding with the Lancaster County Planning Commission. The Memorandum specifies both the program’s benefits and its obligations.

The Memorandum of Understanding:
- Gives the Lancaster County Planning Commission, the Lancaster-York Heritage Region, and other program partners the right to market and promote the Heritage Resource through a variety of media and events;
- Gives a Heritage Resource manager the right to display the certification seal, signifying to visitors that it meets the program’s Heritage Resource criteria;
• Commits the Heritage Resource manager to abide by program’s Heritage Resource criteria, Principles for Sustainable Tourism, and Style Guide; and
• Details the right of the Lancaster County Planning Commission to rescind Heritage Resource designation if the resource and/or its management do not comply with the guidelines or the spirit of the heritage program.

Grandfathering of Previously Designated Resources

All previously designated Heritage Resources are grandfathered into the updated Lancaster County Heritage program as conditionally approved resources. This status applies for a period of two years following the opening of the updated program. During this time, these resources will not be considered designated Heritage Resources, but will enjoy many of the benefits associated with that designation.

For two years, grandfathered resources will continue to be marketed and promoted as a part of Lancaster County Heritage, and may continue using the original logo created for the program. Use of the new certification seal featuring the phrase “Authentic Lancaster County, PA” is reserved for the exclusive use of Heritage Resources designated since the opening of the updated program.

Like all conditionally approved resources, grandfathered resources must work toward meeting the program’s revised criteria for interpretation and visitor readiness. If a grandfathered resource does not meet these conditions within two years, the resource is considered disapproved. After that time, if the resource manager wants the resource to be designated, he or she must submit a new application and follow the process required of all new applicants.

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**Lancaster County Heritage Designation Process Flowchart**

1. **Step 1: Application**
   Application is submitted to program staff at the Lancaster County Planning Commission.

2. **Step 2: Review**
   Eligibility Committee and program staff assess whether the resource is eligible for designation.

3. **Step 3: Recommendation**
   Advisory Council makes a recommendation to the Lancaster County Planning Commission.

4. **Step 4: Approval**
   Lancaster County Planning Commission gives final approval.

5. **Step 5: Designation**
   Resource manager signs Memorandum of Understanding, and resource is designated.
Marketing and Promotion

Three goals that are central to the Lancaster County Heritage program are:

• Raising public awareness about the county’s authentic resources;
• Improving the way these resources share their heritage; and
• Highlighting their quality and reliability.

The program and its partners achieve these goals through a coordinated approach to marketing and promotion at the local and regional levels. This strategy helps prevent the duplication of efforts and ensure that the right products are matched to the right audience. The goal is not to vastly increase the number of visitors to the area, but to reach the kind of visitors who are most likely to appreciate its unique heritage.

Partnerships

As noted elsewhere in this manual, Lancaster County Heritage has a parallel program, York County Heritage, in its neighboring county to the west. Both programs have matching administrative structures, apply the same Heritage Resource criteria, and use similar program logos and certification seals. The staff of both programs share information on a regular basis, and the leaders of both programs attend an annual summit meeting.

At the regional level, the Lancaster-York Heritage Region (LYHR) provides funding and staff assistance to market and promote both county-level heritage programs and their designated Heritage Resources. The PA Dutch Convention & Visitors Bureau, the official Tourism Promotion Agency for Lancaster County and its immediate vicinity, also markets the program and its resources to a larger audience beyond the two-county region. Below, the roles and responsibilities of each organization and agency are spelled out in more detail.

Roles and Responsibilities for Marketing and Promoting Heritage Tourism in Lancaster and York Counties

Lancaster County Planning Commission (LCPC) and York County Planning Commission (YCPC)

• Market the program to the public, private, and nonprofit sectors of their respective counties to encourage involvement in the program; and
• Develop new products to promote and interpret Heritage Resources within their respective counties.

Lancaster-York Heritage Region (LYHR)

• Develop new products to promote and interpret the heritage of the two-county region;
• Develop regional marketing resources to raise awareness of Heritage Resources and other authentic natural, cultural, and historic resources;
• Provide grant funding for local organizations to produce interpretive materials highlighting Heritage Resources and other authentic natural, cultural, and historic resources; and
• Provide financial assistance to help eligible Heritage Resource applicants develop interpretive materials.

PA Dutch Convention & Visitors Bureau (PA Dutch CVB) and York County Convention & Visitors Bureau (YCCVB)

• Market Heritage Resources through official visitors guides, and by other means; and
• Develop new products to market Heritage Resources to a wider audience within the two-county region and beyond.
Product Development

Lancaster County Heritage and its partners have sponsored and produced a diverse array of products that “tell the story” of local natural, historic, and cultural resources. Guidebooks, tours, Web sites, events, and even a feature film have helped residents and visitors find what interests them and understand the significance of what they are seeing. Updating existing products and developing new ones will continue to be an important part of the program’s mission.

Products Created by Lancaster County Heritage

Lancaster County Explorer’s Map & Guide
The program printed two editions of this guide that lists all resources participating in the program, provides a short description of each one, and identifies their location on a county-wide map. While this guide is currently out of print, visitors can find much of the same information on the Web site of the Lancaster-York Heritage Region: www.storiesoftheland.com.

Automobile Tour Maps & Guides
Working with local residents and officials, the program created a series of four maps & guides highlighting different parts of the county:

- Country Crossroads – Eastern Lancaster County including Strasburg, Bird-in-Hand, New Holland, and Intercourse;
- From Farm to Market – Central Lancaster County including the City of Lancaster;
- River Towns and Roadside Stops – Northwestern Lancaster County including Columbia, Marietta, Mount Joy, and Elizabethtown; and
- Villages, Valleys, and Bridges – Northern Lancaster County including Lititz, Ephrata, and the Conestoga River.

Bicycle Tour Map & Guide: Biking the Back Roads
Links the three state-owned museums in Lancaster County: Ephrata Cloister, Landis Valley Museum, and Railroad Museum of Pennsylvania. In the future, the program plans to develop several additional bicycle tours. Some of these routes may also become designated Heritage Trails.

Underground Railroad Explorer’s Map & Guide
Features local people, places, and events that played a role in the Underground Railroad. An update of this tour is planned.

Historic Towns & Villages of Lancaster County
This popular full-color 130-page guidebook contains historical background and visitor information for towns and villages including Churchtown, Columbia, East Petersburg, Elizabethtown, Lancaster City, Lititz, Manheim, Marietta, Maytown, Mount Joy, Strasburg, and many others.

Freedom of Religion Walking Tour and Church Brochures
This colorful multi-page tour brochure guides visitors up and down the streets of Lancaster City, past numerous churches including St. Paul’s United Methodist, Bethel African Methodist Episcopal (AME), Trinity Lutheran, St. Mary’s Roman Catholic, First Presbyterian, First United Methodist, and First Reformed. Each of the churches highlighted in this walking tour is also featured in its own individual brochure.

County-Wide Events
In addition to all the printed products mentioned above, the program has sponsored several events drawing attention to designated Heritage Resources. “Heritage Week” and “Heritage Month” helped the program become more visible in the community.

Products Created by the Lancaster-York Heritage Region

Susquehanna River Water Trail / Interpretive Panels
This set of three maps shows paddlers what they will experience on the Susquehanna River between Harrisburg and the Maryland state line, including Lancaster and York Counties. Each map includes information about campgrounds, river access points, and natural areas near the river. Interpretive panels installed in conjunction with this project help to tell the story of the river and its past.
Growing Traditions Discovery Guide
This guide provides an extensive listing of resources related to the agricultural heritage of Lancaster and York Counties, such as farm markets, events, farm stays, wineries, and museums. All of these resources are identified on a detailed map, and driving directions are also provided.

Web Site of the Lancaster-York Heritage Region: www.storiesoftheland.com
The official Web site of the Lancaster-York Heritage Region makes it easy for visitors to find the kind of Heritage Resources that interest them. The site invites visitors to explore the region’s five interpretive themes – Bounty, Ingenuity, Freedom, Towns & Countryside, and Natural Wonders – and the resources associated with them. Every designated Heritage Resource in the two counties is provided a full-page listing on this site.

Promotional Film: Stories of the Land
In this film, a biplane circles over the landscape of Lancaster and York Counties, offering a glimpse of the Susquehanna River valley and the region’s natural, cultural, and historic resources. The film encourages visitors to take a journey of discovery throughout the Lancaster-York Heritage Region, and experience some of the stories that have made the region what it is today.

Other Products
Quest for Freedom Web Site: www.questforfreedom.org
This Web site details Underground Railroad-related sites and experiences between Gettysburg and Philadelphia, PA, including Lancaster and York Counties. Partners in this effort include the Lancaster-York Heritage Region, the PA Dutch Convention & Visitors Bureau, and the York County Convention & Visitors Bureau, among others.

Web site of the PA Dutch Convention & Visitors Bureau: www.padutchcountry.com
Here, visitors can find information about the full range of attractions and services in Lancaster County, and links to many of the heritage-oriented Web sites mentioned above.

Graphic Identity
To reach the appropriate audience, Lancaster County Heritage must project an image that is consistent with the character of the resources it represents. A primary tool in this effort is the “graphic identity” that the program uses to distinguish itself from other tourism-oriented programs, attractions, and services. This identity is a set of coordinated design elements that use specific colors, fonts, and layouts to create a “look” that is unique to Lancaster County Heritage.

Other agencies and organizations such as the National Park Service have successfully used similar elements to make their printed materials instantly recognizable to the public. For instance, people who are familiar with Park Service materials know that the title often appears in white text on a black stripe. That design feature has now become a standard that the public associates with Park Service publications.

Lancaster County Heritage hopes to achieve the same results with its own graphic identity. By using a well-designed system of logos, arrival signage, interpretive materials, and other graphic tools, the program has the potential to become a familiar and trusted part of the Lancaster County landscape.

Program Logo
Two different but related symbols are used to represent Lancaster County Heritage: a program logo and a certification seal. The logo represents the program itself, and the seal is used by individual resources to acknowledge that they have met the program’s Heritage Resource criteria.

The half-round symbol shown here is the program logo. It is used only in materials produced by the program itself, such as this manual, the Historic Towns & Villages guidebook, and regional tour maps. The logo’s design is loosely based on a traditional Amish quilt pattern called the “bear claw.” The colors of the logo are also typical of colors used in Amish quilts. The current logo is the second version created for the program. The bear claw
The emblem has remained the same, but some of the fonts and other details have been altered slightly.

Although this logo closely resembles the program’s original logo, and Heritage Resources once used this logo to identify themselves as a part of the program, this logo is now reserved for the exclusive use of program management – program staff, the program’s Advisory Council, the Lancaster County Planning Commission, and the Lancaster-York Heritage Region. Others may only use this logo with the permission of program’s Advisory Council. As described below, Heritage Resources now use a separate “certification seal” to identify themselves as a part of the program.

**Certification Seal**

The certification seal is designed to be the most publicly visible and recognized symbol of the Lancaster County Heritage program. Wherever the seal is displayed, residents and visitors can be confident that they will experience an authentic part of Lancaster County’s heritage. They can also be assured that the significance of the resource will be clearly explained, and that they will know what level of service to expect.

The seal is a symbol of quality that identifies a resource as a part of a network of resources that meet the same strict criteria. It is a form of cross-promotion that helps resources reach visitors who appreciate the kind of heritage experience these resources offer. Visitors who stay at Heritage Lodging facilities are often looking for a Heritage Dining experience, and visitors who spend the day at Heritage Sites are more likely than other visitors to purchase Heritage Products.

Like the program logo, the emblem featured on the certification seal is based on an Amish “bear claw” quilt pattern. The seal’s emphasis on the word “authentic” underscores the importance that authenticity plays in the Lancaster County Heritage program. Although the program allows the seal to be used in a variety of ways, the design and colors are trademarked, and may only be altered or changed with the permission of the program’s Advisory Council.

Use of the certification seal is both a benefit and a requirement of Heritage Resource designation. Most importantly, Heritage Resources are required to prominently display the seal on or near the resource itself. The program also requires the use of the seal on any interpretive materials that are specifically designed to meet the program’s interpretation criteria. Use of the seal is not required on existing interpretive media, but the program encourages its use wherever appropriate.

In partnership with the Lancaster-York Heritage Region, the Lancaster County Heritage program is working to provide Heritage Resources with several options (such as signs, banners, and decals) for displaying the seal. These options are outlined in a separate “style guide” created for Lancaster County Heritage and its parallel program, York County Heritage.

Before spending time and money on any outdoor display, however, Heritage Resource managers are encouraged to contact municipal officials in their local city, borough, or township. Depending on where they are installed, signs and banners are often required to meet local (and sometimes state or federal) codes. These codes vary widely from one municipality to the next, and often within a single community. For example, many Heritage Resources are located on historic roads that are now state highways, and as a result, any signs or banners posted within the right-of-way must be approved by the Pennsylvania Department of Transportation (PennDOT).

In addition to displaying the seal on or near the resource itself, Heritage Resources are encouraged to include the seal in their marketing and promotional materials. The program does not require the seal to be shown on every brochure, sign, or display that provides information about the resource, but it must be included in every piece of interpretation specifically created to meet the program’s Heritage Resource criteria.

The seal also appears as an icon in interpretive and promotional materials produced by Lancaster County Heritage and its partners. For example, the PA Dutch Convention & Visitors Bureau uses the seal to identify Visitors Bureau members that are also designated Heritage Resources. Over time, the program...
anticipates that the seal will be used more widely in locally produced guides as well.

**Parallel Identity for York County Heritage**

At the same time a graphic identity was created for Lancaster County Heritage, a parallel graphic identity was created for its parallel program, York County Heritage. Each of the two programs has a logo to represent the program itself, and a certification seal for designated Heritage Resources.

The two program logos are designed to match each other, as are the two authenticity seals. The principal differences between the two county designs are the background color and the emblem used inside the designs. The Lancaster County designs feature a maroon color and a quilt pattern, while the York County designs use a deep blue and a “revolutionary” flag. The flag emblem highlights the role that York County played in the American Revolution.

**Style Guide**

Serving as consultant to LYHR, Lancaster County Planning Commission staff worked with a design firm to develop a style guide for use by both county-level heritage programs. This guide shows how elements of the graphic identity created for Lancaster County Heritage and York County Heritage can be applied in a variety of media.

Using this guide, program staff and Heritage Resource managers in both counties can get ideas for interpretive and promotional materials that are consistent with the “look” created for the two programs. The purpose of the guide is not to prescribe a single, universal design for every situation, but to inspire creative solutions using a “toolbox” of recognizable design elements.
Principles for Sustainable Tourism

Before the Lancaster County Planning Commission (LCPC) officially designates any resource as a Heritage Resource, the manager of that resource must sign a Memorandum of Agreement with LCPC. The text of that agreement is included as an appendix to this manual. Among other requirements, the agreement stipulates that resource managers must abide by the program’s Principles for Sustainable Tourism.

As the manager(s) of a designated Heritage Resource, I (we) recognize and support a sustainable approach to tourism in Lancaster County.

We endorse the following Principles for Sustainable Tourism as the foundation for maintaining a balance between the economic benefits of tourism and the preservation of our natural and cultural heritage:

- The natural and cultural environment has an intrinsic value, and its protection and preservation is essential to the long-term success and viability of tourism in Lancaster County.
- The relationship between tourism and the environment, both natural and cultural, must be managed so that it is sustainable in the long term. Tourism should enhance and complement the unique natural and cultural features of Lancaster County.
- Tourism activities should respect and accurately reflect the scale, nature, and character of Lancaster County’s unique places.
- Carrying capacity should be a prime consideration in managing and protecting the natural and cultural heritage of Lancaster County.
- A balance should be sought between the needs of the visitor, the place, and the residents of Lancaster County.
- Tourism should communicate appropriate cultural and environmental sensitivity.

We support these principles by:

- Providing a high-quality educational and recreational experience for the visitor by adhering to the Authenticity Guidelines and Heritage Resource Criteria established by Lancaster County Heritage.
- Promoting the purchase of authentic, locally produced items.
- Promoting the sale of products and services which demonstrate local social, cultural, and environmental sensitivity.
- Encouraging and supporting agricultural, historic, and natural preservation efforts in the county.
- Communicating cultural and environmental sensitivity to visitors through appropriate promotional and orientation materials.
- Supporting tourism activities which enhance the natural and cultural environment.
- Participating in local tourism planning processes and activities which include all interests in the community.
Tour Development Principles

When Lancaster County Heritage first created tour routes focusing on different parts of the county, program staff and Advisory Council members defined a set of tour development principles to guide this effort. The goal of these principles is to ensure that tour routes meet the expectations of the program and the communities where they are located. Keeping these principles in mind helps to balance the interests of visitors with the needs of local residents and the carrying capacity of adjacent resources and landscapes.

**Diversity and Authenticity**
Provide visitors with diverse and authentic heritage experiences linked to a specific region or theme.

**Economic Opportunities**
Enhance local economic opportunities.

**Transportation**
Disperse visitors around the transportation network and encourage alternative means of transportation.

**Preservation**
Act as a catalyst for the preservation of Heritage Resources (sites, interpretive facilities/operations, lodging, dining, etc.).

**Visitor Capacity**
Include Heritage Resources that have adequate capacity to serve visitors.

**Heritage Resources**
Identify potential Heritage Resources along each tour route.

**Safety and Congestion**
Include safe transportation routes; avoid hazardous and congested routes.

**Region or Theme**
Choose routes that pass through scenic landscapes and townscapes which illustrate the chosen region or theme.

**Driving and Walking Opportunities**
Balance driving with walking opportunities.

**Sensitive Areas**
Avoid locally defined “sensitive” areas and roadways.

**Starting and Ending Points**
Provide more than one starting point and ending point for each tour.

**Time and Distance**
Divide each tour into maximum time segments of two to three hours; calculate distances between stops.

**More to Explore**
Provide suggestions for visitors who want to do additional exploring on their own.

**Public Involvement**
Involve the public (especially heritage resource managers, heritage event coordinators, municipal officials, and organizations) in tour route development.

**Marketing Strategies**
Develop a variety of marketing strategies for each tour (point-of-sale, fulfillment pieces, and media tours).

**Steering Committees**
Create collaborative steering committees to coordinate activities in each tour area.

**Preservation and Improvement Strategy**
Develop an improvement and preservation strategy for each tour corridor.
Glossary

Authentic
Genuinely, accurately, and verifiably linked to local heritage.

Authenticity
The ability to show a genuine, accurate, and verifiable link to local heritage.

Byway
An automobile-accessible public road that exhibits one or more intrinsic qualities: archeological, cultural, historical, natural, recreational, or scenic.

Collection
A set of artifacts that are acquired and preserved because of their value as examples, reference material, or objects of aesthetic or educational importance.

Community Event
A continuing, time-honored event that is considered a natural and integral part of community life, and whose importance is widely recognized by the geographic, social, or cultural community it represents.

Contributing Element
A building, site, structure, or object that adds to the significance of a larger natural, cultural, or historic landscape, but which is not the primary basis for determining the significance of that landscape. Contributing elements are different for every landscape, and may include historic structures, monuments, public works, or a variety of other resources.

Corridor
A defined “buffer” area that extends on either side of a Heritage Route. Every Heritage Route has an associated corridor. The width of a corridor is different for every Heritage Route, because the appropriate width depends on the resources that contribute to its significance. A corridor can be as narrow as the Byway or Trail itself, as wide as the entire viewshed, or anywhere in between.

Corridor Management Plan (CMP)
A planning document that specifies the actions, procedures, controls, operational practices, and administrative strategies necessary to maintain the intrinsic qualities of a Heritage Route and its associated corridor.

Dining
A food-service institution (such as a restaurant, cafe, or tavern) that operates in an Historic Place.

Factory Tour
An organized tour of an active production facility that allows visitors to observe, first-hand, a meaningful part of the fabrication, manufacturing, or assembly process. This kind of tour is intended to educate visitors about the connection between the product being made and local heritage, or how the facility has influenced the character of the community where it is located. In the Lancaster County Heritage program, all Tours must follow the program’s Tour Development Principles.

Farm or Winery Tour
An organized tour of a Working Farm or Winery where visitors are educated about farm life, about how the food or wine is produced, and about the heritage of the land where the farm or winery is located. In the Lancaster County Heritage program, all Tours must follow the program’s Tour Development Principles.

Farm Stay
An overnight accommodation on a working farm where guests can observe farm operations and participate in farm activities that teach them about farm life and how agricultural products are produced. For an overnight accommodation to be designated as a Farm Stay, the accommodation component of the farm must be secondary to the production of agricultural products.

Handmade
Made by hand without the use of power tools.

Hand-worked
Made with hand-controlled power tools.
Heritage
A legacy passed from generation to generation. This legacy encompasses physical features and the cultural perspectives that define them. Elements of this inheritance are both tangible and intangible, and are valued by, or representative of, a given culture and place. These elements include natural features, landscapes, historic and archeological sites, architecture, traditional arts and crafts, dance and music, festivals and events, foodways, religion, folklore, and other social systems.

Heritage Byway
A Heritage Byway is a public road that has been officially designated by a county, state, or national byway program, and has received that designation as a result of a comprehensive byway planning process that addresses local needs.

Heritage Event
An organized public activity that provides an authentic experience that directly relates to local heritage. It is not necessary for Heritage Events to be held at an Historic Place, but they must result in a better understanding of local heritage. They can be one-time or ongoing events. Categories of Heritage Events include Community Events and Interpretive Events.

Heritage Product
An endemic folk and decorative art, craft, or trade object that authentically reflects local heritage. As a physical expression of commonly held beliefs, customs, and traditions, each Heritage Product has a unique and well-defined cultural significance.

Heritage Route
A Heritage Route is a publicly accessible Byway or Trail with exceptional or distinctive features that exemplify and authentically reflect local heritage.

Heritage Resource
An authentic resource that reflects or conveys tangible or intangible elements of local heritage. Categories of Heritage Resources currently include Sites, Services, Events, Tours, Routes, Products, and Living Treasures. Future categories will include Communities and Landscapes.

Heritage Service
An authentic resource with features that convey local heritage, but which is not specifically designed for an educational purpose. Categories of Heritage Services include Lodging, Farm Stay, Dining, and Retail.

Heritage Site
An authentic resource whose primary purpose is to educate visitors about local heritage. Categories of Heritage Sites include Historic Places, Museums, Learning Centers, Natural Areas, and Nature Centers.

Heritage Tour
A guided or self-guided interpretive experience whose primary purpose is to educate visitors about authentic aspects of local heritage. It can include a variety of heritage-related experiences linked by a common theme. In the Lancaster County Heritage program, all Tours must follow the program’s Tour Development Principles.

Heritage Trail
A publicly accessible and recreationally oriented hiking, biking, or paddling route that highlights local heritage. This route can demonstrate its connection to local heritage in one or more ways: by passing through a Natural Area; by linking resources that share a common heritage-oriented theme; or by linking designated Heritage Resources.

Historic Place
An Historic Place is a building or structure that has played a first-hand role in local heritage. If any features of this place have been moved from their original locations, or have been reconstructed, this change must be clearly explained to visitors.

Historically Accurate
Made by hand using well-documented historic or traditional materials, methods, and tools.

Interpretation
The art of using organized information to explain the natural, cultural, or historic significance of a resource. This information must be based on sound scholarship, and it must exhibit an accurate, balanced, and culturally sensitive portrayal of
people, sites, services, or events. The presentation of this information must not sacrifice historical accuracy or inclusiveness for the sake of entertainment or popularity. This information must be made easily accessible to visitors through signage, printed materials or other media, exhibits, performances, guided or self-guided tours, or participation in heritage-related activities. The Lancaster County Heritage program requires Heritage Resources to provide interpretation that reflects one of the five themes established by the Lancaster-York Heritage Region.

Interpretive Event
A staged event that is intentionally designed to inform and entertain visitors about local heritage.

Intrinsic Qualities
The kind of experience (archeological, cultural, historic, natural, recreational, or scenic) that people have while traveling along a Byway. These qualities are highlighted by resources along the route such as forests or farmland; scenic views or landscapes; towns, villages, or main streets; historic buildings, structures, or landmarks; or recreation resources.

Lancaster County Heritage Byway
A Heritage Byway that has successfully completed the Lancaster County Heritage Byway planning process, and has been officially designated by the Lancaster County Planning Commission.

Learning Center
An institution whose primary purpose is to promote scholarship about historical and cultural aspects of local heritage. These institutions often provide archival information, exhibits, historical documents and artifacts, research assistance, and educational programs.

Living Treasure
A person who is widely regarded as a master of a traditional skill or technique that produces a Heritage Product of distinctive and exceptional quality, representing the highest level of cultural or historical integrity and accuracy. This person must willingly share his or her knowledge with others to ensure that their products and techniques are passed on to future generations. He or she must be cooperative in efforts to increase a genuine appreciation and understanding of a product’s cultural significance.

Local Heritage
The heritage of a particular place. For the purposes of the Lancaster County Heritage program, this term refers exclusively to the heritage of Lancaster County.

Lodging
An overnight accommodation (such as a bed and breakfast, inn, or hotel) that operates in a Historic Place.

Museum
A gallery-based institution, essentially educational in nature, which acquires, conserves, and maintains exhibits, displays, or collections related to local heritage.

Natural Area
An area of land which exhibits outstanding geological, ecological, and scenic features that are endemic to a particular place. For the purposes of the Lancaster County Heritage program, these features must be endemic to Lancaster County.

Nature Center
An educational facility whose curriculum is aimed at teaching visitors about the natural aspects of local heritage – in particular, the ways in which humans affect and influence the environment and natural systems.

Period of Significance
The span of time that has made the greatest contribution to the natural, historic, or cultural importance of a resource.

Preservation Byway
A Heritage Byway that is designated exclusively for the purpose of preserving and conserving its intrinsic qualities. Preservation Byways are not marketed or promoted to visitors.
Retail
A commercial institution that sells goods to consumers and operates in a Historic Place.

Thematic Atmosphere
A recurrent, coordinated motif that intentionally creates the appearance or feeling of a specific place, time, activity, or culture. This motif is often expressed through a combination of cuisine, decor, and printed materials.

Theme
One of five “storylines” developed for the Lancaster-York Heritage Region to highlight the most significant natural, cultural, and historic resources in Lancaster and York Counties. The five themes are Bounty, Ingenuity, Freedom, Towns & Countryside, and Natural Wonders. In the Lancaster County Heritage program, interpretation provided by Heritage Resources must reflect at least one of these themes.

Tour
A guided or self-guided interpretive experience whose primary purpose is to educate visitors about local heritage.

Tour Package
A Tour that includes a variety of experiences related to local heritage. These experiences are linked by a common theme and are combined with a mix of pre-paid transportation, lodging, meals, sightseeing, attractions, or other elements.

Tourism Development Byway
A Heritage Byway that is considered appropriate for heritage tourism marketing and promotion.

Trail
A publicly accessible and recreationally oriented hiking, biking, or paddling route.

Visitor Readiness
Being prepared to welcome the public, having the ability to meet their expectations, and exhibiting a commitment to high standards of appearance and operation. Minimum criteria for visitor readiness include a schedule of appointed times when the resource is open to the public; phone service; prominently advertised entrance or participation fees; available parking; a visual appearance that conveys a positive impression to visitors; and appropriate arrival signage.

Winery
Facilities where consumers can buy wine or ciders that are produced and processed on site utilizing locally grown fruit. For a Winery to qualify for designation as a Heritage Site in the Lancaster County Heritage program, seventy-five percent (75%) of the wine or ciders produced at these facilities must be made with fruit grown on farms in Lancaster and/or York Counties. In addition to that requirement, a Winery must also meet all of the other criteria required for Heritage Site designation.

Working Farm
A workplace consisting of farm buildings and cultivated or pastured land whose primary function is the production of agricultural products.
Lancaster County Heritage

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