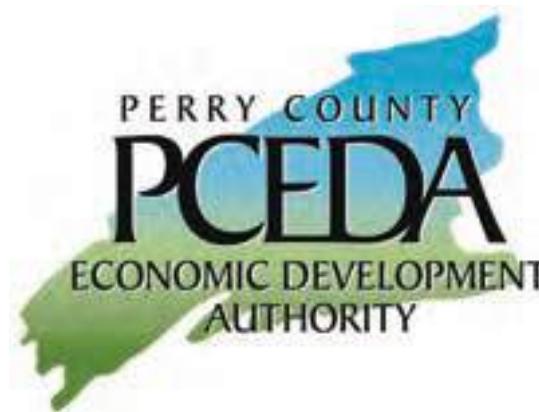




Perry County Economic Vitality Plan

ECONOMIC VITALITY PLAN FOR PERRY COUNTY, PENNSYLVANIA



Perry County Economic Development Authority
9 West Main Street
New Bloomfield, Pennsylvania 17086

Dear Perry County Residents:

The story of Perry County's personality began in 1820, when residents who were tired of traveling over the mountain to Cumberland County for goods, services and representation splintered off to create their own county. That independent spirit thrives here today. It also underpins the goals of the Perry County Economic Development Authority (PCEDA).

Long ago, the PCEDA board realized it needed to focus on asset-based development. Through numerous projects, including quality of life surveys, county-wide branding initiatives and business retention and expansion research, the need to infuse care and cultivation into our existing businesses was quite clear. For the PCEDA board, the downtown revitalization project was the next logical step in a strategic effort to retain and support those entrepreneurs who live and work here. Fortunately, the blueprint for downtown revitalization exists, and the national Main Street Program is one of the best examples. Their model is tried and proven. The PCEDA board was happy to partner with Arnett Muldrow to develop the framework to tie in locally with this national program. We've worked on numerous projects with this group to date and have been pleased with their in depth of understanding about what it means to work toward economic development in a rural area, often on a shoestring budget.

It was the close partnership with the Arnett Muldrow team that enabled our own re-emergence as a vital force for a sustainable, vibrant economy and quality of life in this county that we are so fortunate to call home. As Perry Countians, we also understand being creative with the resources you have. We had all the right ingredients: promising downtowns, a plan that works and a star-cast team. The next challenge was figuring out how to mix the ingredients in the best way.

This is where the Keystone Communities Program and the Pennsylvania Downtown Center come on scene. As the administrators of the state's Main Street program, they understood the program's value. But none of our downtowns could participate independently—the program requirements were too onerous for boroughs like those in Perry County. What we knew from our research is that drawing on our assets, in this case our unique county identity, could be the key to success. The team at KCP was an eager audience to our plan – enter the Main Street program ... as a county!

We added the Pennsylvania Downtown Center to the existing Arnett Muldrow team, who built upon more than five years and multiple projects in the county as a base for understanding the character of each of our boroughs. Through the last couple years (including the COVID derailment and rerouting), the team has come to deeply understand the character, charm and challenges of our boroughs. At PCEDA, we're excited for these next steps. We can't wait to see the plan start to take shape and to work with our friends and neighbors in each borough to help make the magic happen.

Please join us on our journey to rediscover Perry County's Hometowns.

On behalf of the PCEDA Board and Staff,
Michelle Jones, PCEDA Executive Director

ECONOMIC VITALITY PLAN

PERRY COUNTY, PENNSYLVANIA



about Perry

Perry County is located in central Pennsylvania and is a rural county with a population of 46,262 (2019). Established in 1820, Perry County retains a distinct rural character that is augmented by the Susquehanna and Juniata Rivers and the ridgelines of the Appalachian Mountains. The county is home to nine (9) Boroughs and thirty one (31) townships.

Perry county's rural location and topography places it in a unique position in central Pennsylvania. Its proximity to the Harrisburg metro creates a unique blend of rural character in the county itself and easy access to jobs, retail and dining, and other amenities found in urban areas.

Perry Countians understand that the future of their home towns are not simply being dependent on its proximity to the Harrisburg metropolitan area. They recognize the important role and attraction of farming,

rural recreation, and small-town living. To enhance those features and highlight others, the community established the Perry County Economic Development Authority (PCEDA) in 1973 with the goal of developing economic strategies for the boroughs, townships, and villages of the county.

The 21st century PCEDA is distinctive in many ways. First, it represents a strong and growing partnership among the County Commissioners and the many local governments in the community. Second, the PCEDA acknowledges that traditional approaches to Economic Development must be combined with a respect for the rural nature of the community, existing industries, recreational amenities, and the enhancement of the County's boroughs and townships. In combination, this positions PCEDA to make a long-term and sustainable positive economic impact for the benefit of all residents.

brand statement

The Brand Statement for Perry County was crafted out of the input received from community survey work, roundtable meetings with citizens throughout the county, and the input and support of the Perry County Economic Development Authority. It forms the foundation of the graphic identity for the community.

Perry County is a stunning place, bounded by rivers and mountains that frame valleys filled with rich lands and timeless experiences. Our history is steeped in agriculture where necessity drives innovation. We retain our passion for this place, a work ethic with an eye toward solutions, and a spirit of cooperation.

Here, we cultivate the land. We are farmers who couple our traditions and experience with technology and innovation to bring food to the entire region.

Here, we cultivate small business with entrepreneurs who are driven to provide exceptional service and deep connections to our place.

Here, we cultivate the connection between people and our landscape. Our forests, parks, trails, and rivers beckon exploration for visitors and locals alike.

Here, we cultivate the skills of our people. We recognize the potential of our residents and know that retaining their talent will enrich our county.

Here, we cultivate the values of a comfortable way of life. We rely on deliberate progress, thoughtful cooperation, and an eye for what can be.

We look to the future with the wisdom of experience. We understand that to thrive we must harvest the opportunities that lie ahead. We stand prepared to reap the bounty of economic success. We understand that the basis of our potential is bound to the experience of our past.

We are Perry County, and we are Carefully Cultivated

PROJECT TEAM & APPROACH

PERRY COUNTY, PENNSYLVANIA



The Perry County Economic Development Authority (PCEDA) board of directors led community engagement and planning process and retained a team of experts including market economists, landscape architects, architects, outdoor recreation specialists, marketing and branding professionals, and grant writers. This team included:

Arnett Muldrow & Associates, Ltd. - Market Analysis and Branding
Mahan Rykiel Associates - Urban Design and Planning
Southcoast Consulting - Organizational Planning and Funding
Community Design Solutions - Architectural Guidance and Renderings
Robert Brookover, IV PhD - Recreation, Tourism, and Trails Planning
Pennsylvania Downtown Center - Main Street Guidance and Organization

The team worked with individual Borough Councils and other local leaders in nine communities across the county along with their adjacent townships. Countywide leadership including the County Commissioners and planning staff at the county level provided vital assistance throughout the project.

The project team traveled to each of the nine boroughs in the county to convene thirty-one meetings and roundtables over the course of the project. These meetings included borough council members, resident stakeholders, partner organizations, and the citizens of Perry County to determine needs, desires, and goals for each community. The team also conducted site reconnaissance, market assessment, a review of existing and prior plan, and prior work completed for each community and the county as a whole.

Although the process was interrupted by the COVID-19 pandemic, the team continued to work with representatives of the PCEDA and the County to submit grant applications for implementation during the COVID lockdown.

The team resumed its work with additional communities, conducted follow up meetings, and presented preliminary findings to those communities engaged in the process prior to COVID-19.

The overarching goal of the project is to combine the expertise of each local community with that of the project team to provide a toolbox of recommendations that apply countywide and specific recommendations for each borough to enhance the economic vitality of Perry County and its communities. Ultimately, this plan can serve as a roadmap for the County to pursue Main Street Designation through the Pennsylvania Main Street Program, secure grant funding for future projects, and deploy projects that are easily accomplished in the short term.

USERS GUIDE

PERRY COUNTY, PENNSYLVANIA

Unlike a traditional planning document, the Perry County Economic Vitality Plan is designed to be a dynamic tool for the entire county, individual borough governing bodies, volunteers, and citizens of the county. As a result, the report is divided into two major sections:

1. **Countywide Resource Guide**
2. **Individual Borough Reports**

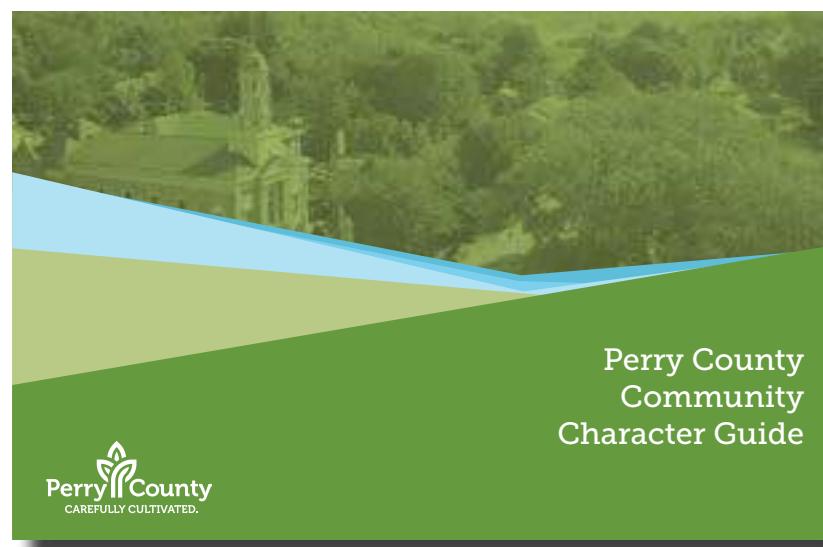
The Countywide Resource Guide is a series of sections with countywide guidance on common themes, recommendations, and findings. It includes the following 13 sections:

1. **Community Character Guide**
2. **Growth and Development Guide**
3. **Parks and Open Space Guide**
4. **Placemaking Guide**
5. **Trails, Tourism, and Outdoor Recreation Strategies Guide**
6. **Facade Grants Guide**
7. **Perry County Architectural Character Guide**
8. **Problem Buildings Guide**
9. **Façade Improvement Best Practices**
10. **Architectural Design Studies**
11. **Transitions to Community Reports**
12. **Demographics and Market Conditions**
13. **Organizational and Implementation**

The Individual Borough Reports contain specific recommendations for each of the nine boroughs. These reports are tailored to each borough's capacity for implementation, a reflection of input from community residents, and the project team's expertise. They are:

1. **Blain**
2. **Duncannon**
3. **Landisburg**
4. **Liverpool**
5. **Marysville**
6. **Millerstown**
7. **New Buffalo**
8. **New Bloomfield**
9. **Newport**

The Borough's reports are digital and can be read as a whole or used in conjunction with the Countywide reports to further identify and understand recommendations.



HOW TO ENGAGE & SUPPORT THE PLANS

PERRY COUNTY, PENNSYLVANIA



Community revitalization is an ongoing and evolving process. Each community in Perry County has different levels of capacity and distinct needs. Despite these distinctions, the plan presents many opportunities for each of the nine Boroughs as well as adjacent Townships to develop cooperative partnerships between and among themselves, the County, and the Perry County Hometowns program. This document is designed to provide individuals, groups, and local governing bodies ways to engage and support the plan.

Individuals

- Volunteer for a Perry County Hometowns Committee: The Perry County Hometowns Main Street program is based on a grass roots approach tested over forty years in hundreds of communities across the United States. Volunteers are the backbone of success. Countywide, the Perry County Hometowns program has four committees that work for the betterment of each community: Design, Economic Vitality, Promotions, and Organization. Volunteering for one of these committees is a great way to get involved.
- Volunteer at the Borough Level:

Borough Councils

- Affirm participation
- Policies
- Matching funds
- Shared Expertise

Allied Groups

- Schools
- Service Organizations
- Church Groups
- Historic Groups
- Arts Groups

ACKNOWLEDGEMENTS

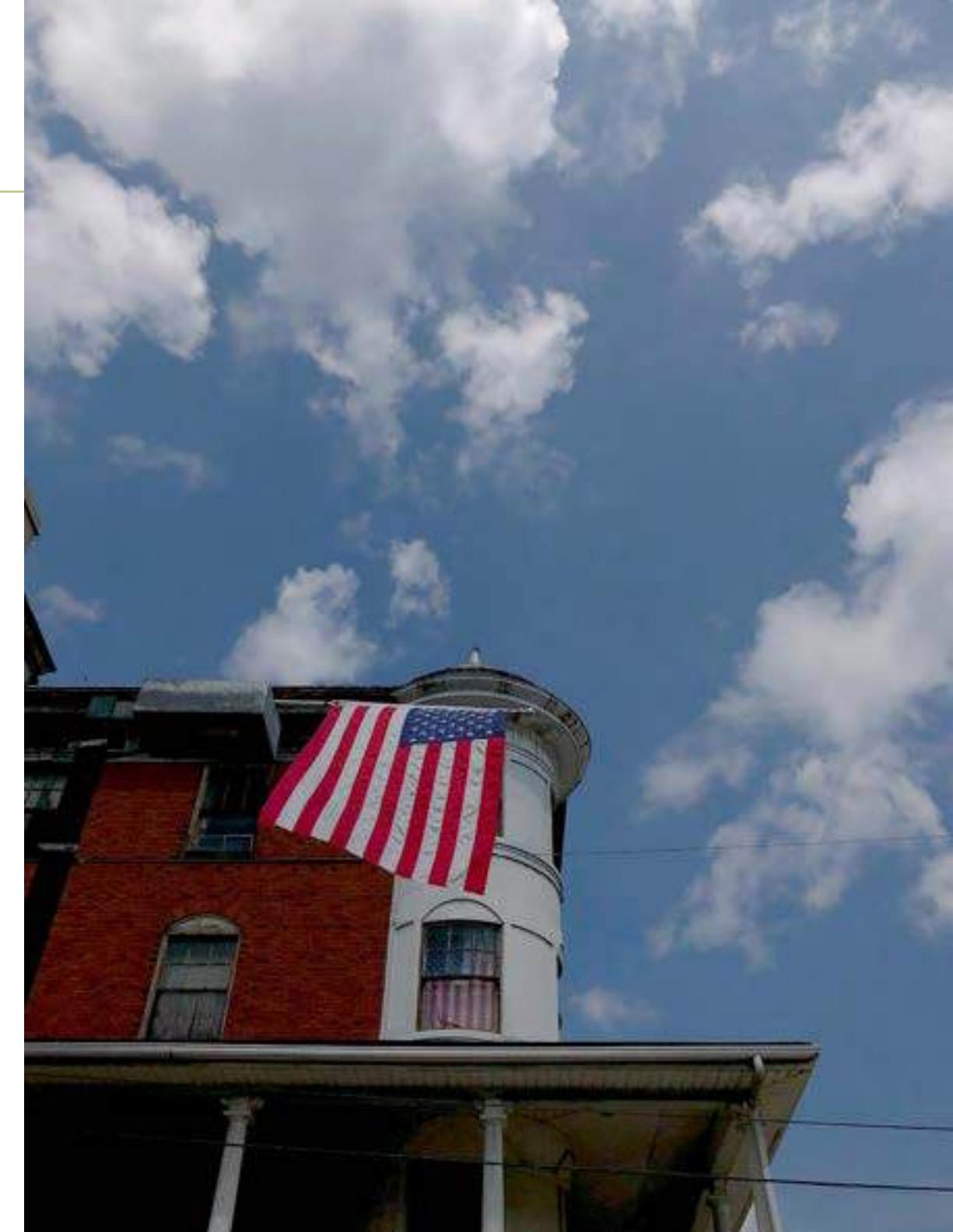
PERRY COUNTY, PENNSYLVANIA

The Perry County Economic Vitality Plan would not be possible without the support of many people over the course of this two-year project. The project team extends its sincere thanks for the opportunity to work with the Perry County Economic Development Authority's Board of Directors and staff who worked tirelessly on this project from its inception to completion:

Martha Roberts, Chair
Morgan Tressler, Vice Chair
Patti L. McLaughlin, Treasurer
John Gerner, Secretary
Russell N. Hoover, Assistant Treasurer/Secretary
R. Franklin "Frank" Campbell
Richard G. Pluta
Michelle Jones, Executive Director
Brenda Watson, County Commissioner
Duane Hertzler
Kevin Fitzpatrick
Shawna Weller

The Perry County Commissioners have been supportive in identifying implementation funding and offering assistance with promotion of this project. Jason Finnerty with the Tri-County Planning Commission has worked alongside the team providing historic information, current mapping and research as well as attending many of the planning meetings. Julie Fitzpatrick flawlessly executed two roles in this process both as a team member and the Commonwealth statewide Main Street advisor. All nine Borough Councils supported these efforts from the initial agreement to participate to your attendance and meetings and excitement over implementation. None of this would have been possible without the efforts of all of those above and for that the team extends profound gratitude.

Most importantly, the team extends its sincere thank you to the citizens of Perry County who extended a warm welcome along with their extraordinary passion and knowledge of the county and their hopes and dreams for the future economic success of the place they call home. This plan is dedicated to each of you.





Perry County Problem Building Guide

DEALING WITH PROBLEM BUILDINGS

In cities and towns of all sizes, municipal officials point to dilapidated structures as a challenge in their efforts to promote the highest possible quality of life and bring economic growth to their hometowns. The failure of offending property owners to repair or demolish dilapidated structures creates blight and a financial drain on community resources. It shifts the cost of abating violations from the responsible party to all taxpayers.

Dealing with these unsafe commercial and residential structures is a challenging task that requires officials to consider and carefully balance the rights of the offending property owners with rights of the owners of adjacent properties and the community at large. Because of the wide array of situations encountered and sensitivity of the property rights issue, municipalities must have a variety of tools that can be selected and effectively applied to the specific circumstances of each code enforcement case.

What's Available

Cities and towns can adopt ordinances relating to the upkeep of property. These ordinances may provide for notification to the owner outlining the conditions needing to be corrected and may require the owner to take the necessary steps to correct the conditions. The ordinances may also outline how the municipality may correct the conditions if the owner fails to take appropriate action.

As with any ordinance, cities and towns must have procedures in place that provide for due process and proper notification to the property owner when the city moves to abate a problem. Likewise, any local ordinance needs to spell out explicitly the notice procedures, method of notice as well as a procedure for appeals of decisions made by the code enforcement officials.

State law gives cities and towns the authority to enforce the International Building Codes and to adopt by reference certain appendices to this code. One of the most widely adopted appendices is the International Property Maintenance Code, which establishes standards to help ensure public health, safety and welfare of the community by requiring the maintenance of existing structures and premises. The International Property Maintenance Code provides a framework for dealing with dilapidated structures in any city no matter the size.

The International Property Maintenance Code contains a prescribed and tested process of providing proper notice as well as a specific method of serving the notice to property owners. Because this code can be adopted by reference with only minor modifications, it is a good option for municipalities starting a new code enforcement program or looking to modify their existing program. Current versions of the International Property Maintenance Code are available online.

What happens when property owners fail to correct serious code violations? One option available to the municipality is to correct the violation. If the municipality corrects the unsafe conditions associated with the property, most state law allows the municipality to place a lien equal to the cost of the abatement on the property and collect the lien in the same manner as municipal taxes.

Challenges

These code enforcement methods have limited effectiveness in certain situations. Liens on property generally can only be collected when a property is sold, and many county governments do not recognize code enforcement liens at tax sales. This means that liens might not be collected at tax sales.

Another problem with liens is that there is often a significant lag between filing the lien and collecting payment because sales of dilapidated properties occur infrequently. Likewise, ordinance summons are not effective when a property owner cannot be located or lives outside of the community or state. Ordinance summons must be personally served upon the offender.

These tools also have limited effectiveness when the property owner lacks the financial resources to abate the violations. Jailing offenders only increases the cost to the municipality and often fails to correct the violation.

Clearly, there are no "silver bullet" solutions that can solve each unique situation in every community. However, all across America certain strategies for dealing with abandoned and dilapidated buildings have begun to gain traction in dealing with this issue. A few of these strategies are noted below.

Adapted from December 2012 issue of Uptown, a publication of the Municipal Association of South Carolina

Strategies for Abandoned and Dilapidated Buildings

1. Early Warning Database

Use an early warning database to identify problem properties and to facilitate collaboration.

Too often, municipalities only find out about vacant properties after they have started to cause serious problems. An early warning database collects and organizes basic information about conditions that suggest a property is likely to become vacant. Local officials and organizations can use that information to identify at-risk properties and take action before a problem grows or gets out of control. A database can be useful for code enforcement officials, police and fire departments, community development departments, Main Street programs and neighborhood organizations.

A database can be as simple as a spreadsheet that lists problem properties and indicates whether each property has one or more of the key indicators of vacancy or abandonment, such as tax delinquency, nuisance abatement actions, utility shut-offs, or foreclosure filings. It can also be expanded to include information about the district where the property is located, such as demographic data, crime statistics, and real estate conditions. An even more comprehensive database could include information about these properties from various municipal departments. Many municipalities already collect much or all of the information in a basic database, and it is just a matter of putting that information together in one place. Even the most simple database can be used to identify problem properties and neighborhoods, guide decision making, and coordinate activity across municipal departments.

Key Benefits

Identify problem properties

A database helps a municipality identify properties that are vacant or at risk for vacancy, making it possible to intervene early and avoid more serious problems for the property.

Coordinate municipal action

A database helps a municipality share critical information with various local government departments and other key stakeholders and use it to coordinate action and facilitate collaboration.

2. Minimum Maintenance Ordinance

Use a minimum maintenance ordinance to provide an objective, district-wide standard of care for properties.

The failure to maintain property directly impacts property values of adjacent property and, in the worst case, can provide an area that attracts criminal activities. To protect a district from deterioration, a number of local governments have established property maintenance standards. There is a limit, however, on how far a jurisdiction may go in regulating unsightly areas on private property. It is an open question in many states whether their courts would uphold a beautification ordinance or a property maintenance or appearance code if the regulation is based purely upon aesthetic grounds.

The premise is that failure to provide minimum maintenance creates unsanitary and unsafe conditions, negatively impacts the aesthetic value of the community, and reduces property values. Local governments considering property standards need to work with legal counsel to make sure that the necessary procedural requirements are included in any public nuisance or property maintenance ordinance and that staff responsible for enforcement receive the necessary training.

The hardships encountered when enforcing MMOs are typically two-fold. First, the local government lacks the political will or manpower to enforce the ordinance. Second, the municipality lacks the funding required to enforce the ordinance by providing temporary clean-up and/or stabilization and weatherization measures.

Key Benefits

Objective standards

Every property owner is held to the same standard of care. This should hopefully address concerns that enforcement is due solely on the grounds of subjective aesthetic standards.

Legal authority

Assuming due process and clear communications are in effect, a MMO provides solid legal grounds for enforcing upkeep on any individual property for the sake of the community good in terms of safety and welfare.

3. Visual Enhancement Treatments

Use visual enhancement treatments as a temporary means of improving the appearance of a building while it is being prepared for occupancy or sale.

The appearance of vacancies in the downtown area can send a negative message and create the perception of a lack of retail vibrancy. To combat those perceptions and "buy time" until a building becomes occupied, any of the approaches noted below and illustrated at right can be considered.

Place artwork in vacant display windows if the interior space appearance is satisfactory. If the interior space is in detrimental condition, consider masking the windows from the interior with butcher paper or from the exterior with vinyl cling wraps. The masks can feature nostalgic photos or historic postcards of the community or images such as a map of downtown highlighting shopping and dining destinations. Place "community hero" posters in the windows to build community pride and draw attention away from the vacant building.

Key Benefits

Inexpensive

The above-noted techniques are inexpensive yet can reap significant visual rewards and temper perception of the district while buildings are being rehabilitated or sold.

4. Financial Incentives

Use financial incentives to stimulate private sector building renovation investment.

While it can be argued that a property owner that has neglected their property should not be rewarded with a financial incentive, by the same token, the economic and community benefit derived from an improved building typically outweighs perceived injustices. There are a whole host of potential incentives that can be brought to bear on this issue. Some of the most common and strategic methods are noted below.

- **Facade Grants:** Either single components (e.g. signs, awnings, paint) or overall facade grants can motivate an owner to enhance their building.
- **Historic Preservation Tax Credits:** Qualifying buildings are eligible for either 10% or 20% federal tax credits while many states match the federal credits up to 25%.
- **Tax Abatement:** This strategy freezes the taxable rate at the pre-renovation value so that improvements to the building do not render an immediate spike in property taxes.

Key Benefits

Gap financing

Sometimes these financial incentives are the difference between rehabilitating a building or letting it sit vacant. Through a nominal incentive from the public sector, the private sector might be motivated to invest in the renovation of an otherwise marginal property.

5. Vacant Building Registry

Use a vacant building registry to motivate owners to maintain buildings and return them to productive use, identify the party responsible for problem properties, monitor vacant properties, and defray costs of providing related municipal services.

A vacant building registry is an ordinance that requires owners (and, in some cases, financial institutions with an interest in a property) to register vacant buildings with a municipality. Effective registry programs also require registrants to pay a fee at regular intervals, which defrays the additional costs of providing municipal services associated with such properties. Fees also create a strong financial incentive for owners to secure and maintain vacant property and return it to productive use. Effective programs require registrants to provide 24-hour contact information, which makes it easier for a municipality to contact the owner or the owner's agent if there is a problem with the property. Some registry programs go further and include provisions that compel registrants to maintain, secure and insure vacant properties, and prepare and implement plans to return them to productive use. Good registry programs are implemented in conjunction with strong code enforcement and often include steep fines for noncompliance. A model Vacant Building Ordinance from Emporia, Kansas may be found at the following link: http://www.communitydesignsolutions.com/public/VBO_Emporia_Kansas.docx

Key Benefits

Motivate owners

Code enforcement alone isn't always enough to motivate owners to maintain vacant properties. Vacant building registries usually require payment of fees, and these added costs create an additional incentive for owners to maintain their properties.

Identify responsible parties to contact if there is a problem

Municipalities can use the information collected in the registry to contact the party responsible for a property if there is a problem.

Defray costs

Revenue generated from registration fees helps cover costs incurred by municipalities in monitoring vacant properties and enforcing vacant property requirements.

6. Receivership

Ensure that someone with the necessary expertise and resources repairs or rehabilitates a vacant property.

Receivership is a powerful but infrequently used tool for ensuring that seriously troubled properties are repaired or rehabilitated. Receivership is sometimes used as a last resort when other strategies, like traditional code enforcement, don't motivate an owner to perform necessary maintenance and repairs and a property is a danger to the community. If a property is not being properly maintained, a municipality can go to court and seek to have a receiver appointed to take care of the property. If the court appoints a receiver, this third party is authorized to act as if it owns the property. The receiver can take any step the court authorizes to repair or rehabilitate the property.

Receivers can finance the work with cash loans from banks or the municipality. In exchange, the receiver gives the lender a special certificate, which basically guarantees that it will get the full value of the loan back with interest. If the owner of the property doesn't pay back the receiver's loan with interest, the certificate becomes a lien on the property, which must be paid back before all other encumbrances on the property except taxes. This process provides the receiver with funds needed to repair the property and allows the bank or municipality financing the repairs to make a profit on its loan.

Key Benefits

Repair and rehabilitate vacant property

When other methods fail to motivate an owner to maintain a property, this process, enabled by state law, can give a receiver powerful tools to ensure that troubled properties are repaired or rehabilitated.

Pay for repairs and rehabilitation

It is often difficult to get financing to repair or rehabilitate a vacant property. The receivership process, if enabled by state law, gives receivers this critical tool to finance such repair activity.

Property owner rights

Since the property owner may retrieve the property at any point in the process by reimbursing the receiver for all costs associated with the project, the issue of property takings is addressed.

7. Acquisition or Demolition

Acquire properties to stabilize or rehabilitate individual properties or to redevelop an entire area or district in communities with large numbers of vacant properties. Demolish vacant properties that pose significant danger to the community and cannot be adequately addressed in any other way.

Acquisition: In districts where property values have fallen significantly, owners and private investors may not take proper care of a property. This neglect can cause problems for adjacent properties, and the problems can begin to spiral out of control. In situations where the private market has little incentive to act, the best alternative may be for a municipality to acquire properties.

The municipality can act aggressively (especially if it possesses a Community Development Corporation or a Redevelopment Authority) to improve a single property that is causing problems, or to improve several properties in an effort to redevelop a larger area. Municipalities can acquire properties individually or as part of a coordinated acquisition and redevelopment strategy. Where downtown stabilization or revitalization efforts require acquisition of larger numbers of properties, land banks have proven to be a very effective strategy. Though acquiring properties can be a useful and powerful tool, it is not a quick solution to a pressing problem—the process often takes a very long time.

Demolition: When a property is causing very serious problems that present a danger to the surrounding community, and the owner is not taking necessary steps to address the problem, a municipality may initiate demolition proceedings. After complying with procedures specified by state law and/or municipal ordinance, the municipality can demolish the property.

While the preservation of a downtown's architectural assets --especially its historic buildings-- is of paramount importance, occasionally the demolition of a delinquent building may cost a municipality less than taking care of a troubled property. What's more, under some circumstances, a municipality can recover the costs associated with the demolition. Carefully targeted demolition can help stabilize property values in the surrounding community and help lay the foundation for redevelopment.

Key Benefits: Acquisition

Return properties to productive use

By acquiring vacant properties that have no near-term prospect of being redeveloped by the private market, municipalities can return them to productive use, helping to stabilize communities more quickly.

Promote redevelopment

Property acquisition allows municipalities to reshape an entire district.

Key Benefits: Demolition

Remove blight

Demolishing seriously troubled buildings can help stabilize or improve struggling districts. Demolition may be the best option when vacant properties are hurting the community around them and nothing else can restore the property to productive use.

Prompt owners to take responsibility

Sometimes a threat by the municipality to demolish a property compels recalcitrant owners to take responsibility for troubled properties.

Minimize municipal costs

While demolishing a building is expensive, it is sometimes less expensive in the long run than incurring all of the municipal costs associated with taking care of a troubled building.

8. Land Value Tax

A land value tax is a tax that is assessed on the value of a piece of land, rather than the value of the buildings that sit on it. Under a land tax, you are effectively taxed on the value of your location, which is mostly a result of what is nearby.

In contrast, in most American cities, property taxes are assessed on both land and buildings ("improvements"). Taxing improvement value acts as a disincentive to put land to productive use—since by increasing the value of your building, you will also increase your tax liability—and encourages land speculation. Taxing only land, or mostly land, helps resolve these issues.

An informative article and video that explains the Land Value Tax by the professionals at Strong Towns may be found at: <https://www.strongtowns.org/landvalue-tax>



Perry County Architectural Character Guide

ARCHTECTURAL CHARACTER

Entry Stoops with Asymmetrical Placement

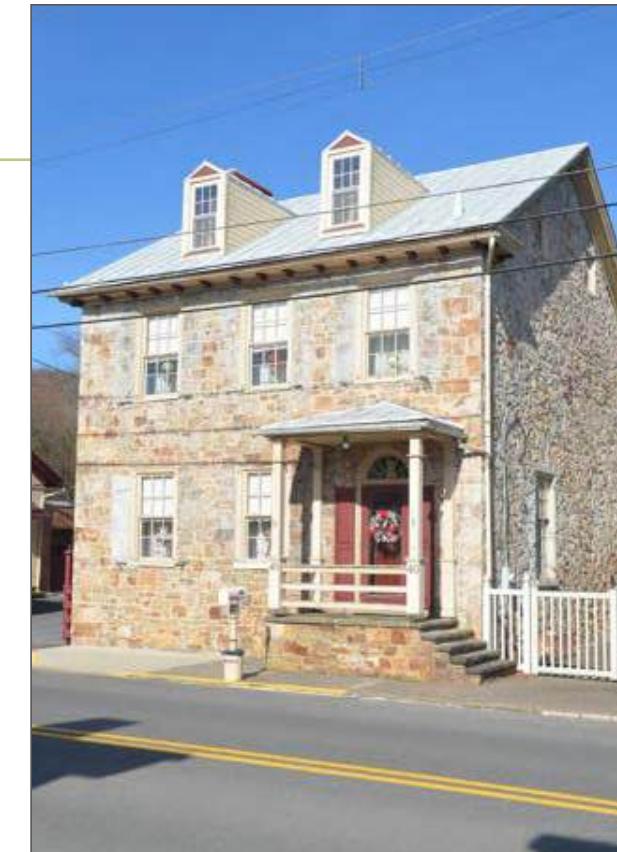
A common treatment found throughout Central Pennsylvania is the use of a stoop placed over the entry. Two additional features are characteristic of Central PA architecture: generally speaking, these stoops are fairly ornamental (utilizing complex brackets and trim), and they are placed on the building in an asymmetrical fashion. While there are occasional exceptions to these distinguishing characteristics, they are the exception rather than the norm.



ARCHECTURAL CHARACTER

Bracketed Roof Overhangs

Another common architectural treatment in Perry County is the use of brackets --typically ornamental, but occasionally structural-- that support various roof overhangs. There seems to be an equal usage of these brackets as single, equal spaces brackets (in almost a modillion form), as well as double brackets of a more ornate style. These brackets create an attractive rhythm to the tops of the buildings (as well as at the entry stoop/porch level roofs).



ARCHECTURAL CHARACTER

Windows with Decorative Trim

A distinctive architectural treatment found throughout Central Pennsylvania is windows that are highlighted by various trims. These trims take on many forms such as, but not limited to: window hoods, decorative trim, shutters, etc. Moreover, when offset by ornamental trim of a contrasting color to the window or wall finish material, the fenestration becomes an important element within the Perry County architectural precedent.



ARCHECTURAL CHARACTER

Ornamental Balustrades



While not found on every building in Perry County, the presence of ornamental balustrades along porch and stoop edges is a prevalent one. Moreover, the particular style of most of these balustrades lends itself to a 'ginger bread' house motif that is quite pleasing to the eye.



ARCHECTURAL CHARACTER

Snow Guards

Due to the climate in Central Pennsylvania, snow guards are found on most roofs. A snow guard is a device used to retain snow and ice from falling from one surface to a lower one; in contemporary usage, they are installed to prevent snow/ice pack from avalanching and damaging people, plants, and property below.



ARCHECTURAL CHARACTER

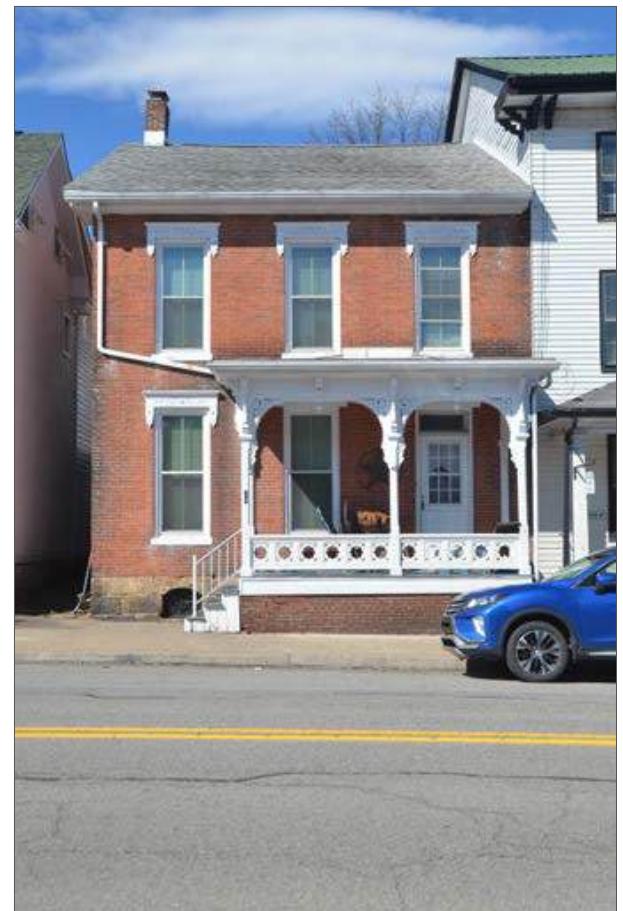
Over Building Examples

The images on this page feature overall buildings in Perry County that exhibit most, if not all, of the traditional characteristics of Central Pennsylvania historic architectural precedent that include, but are not limited to:

- » Entry stoops
- » Bracketed roof overhangs
- » Windows with decorative trims
- » Ornamental balustrades
- » Snow guards

In addition, these building illustrate the three most prevalent exterior wall materials found in Perry County:

- » Wood siding
- » Brick
- » Stone



ARCHECTURAL CHARACTER

New Construction

The image below features new construction in Perry County that interprets the details and characteristics of the historic architectural precedent of the region. Note these characteristics such as, but not limited to:

- » Snow guards
- » Windows with ornamental trim (in this instance, shutters)
- » Wood siding
- » Ornamental balustrades
- » Entry stoops





Architectural Design Studies



Duncannon Architectural Design Studies

Duncannon

Architectural Design Studies

Former Depot Building | Existing Conditions

As a former depot, this building holds special significance for the residents of Duncannon. Overall, the building remains in good shape and maintains its primary architectural form. The windows and some platform bays have been boarded up.



Duncannon

Architectural Design Studies

Former Depot Building | Proposed Conditions

The market study for Duncannon revealed pent up market demand for food and restaurant uses. While this building could serve as a single restaurant use, perhaps a better use would be as a food hall that provides multiple food vendors utilizing shared kitchen appliances. The benefit of this approach is that the building would essentially serve as a restaurant incubator to test vendors that might 'graduate' to brick and mortar restaurants in downtown.

As for architectural recommendations, it is recommended that the former window and entry bays be opened and replaced with appropriate windows and entry systems. Painted signage would promote the interior uses while giving the building an 'aged' look. The provision of outdoor dining spaces --coupled with the use of colorful bistro tables, chairs, and umbrellas-- serve to animate this location with a visual cues to indoor/outdoor activity.



Duncannon

Architectural Design Studies

Doyle Hotel | Existing Conditions

The Doyle Hotel is arguably the most iconic building in downtown Duncannon. It has played host to thousands of guests, many of whom are outdoor enthusiasts who access the Appalachian Trail in Duncannon. Over time, the appearance of the building has been altered slightly and with each iteration, gradually lost some of its original architectural character and charm as revealed in the historic photo below.



Historic photo of the Doyle Hotel



Duncannon

Architectural Design Studies

Doyle Hotel | Proposed Conditions

The design recommendations for the hotel are intended to be incremental and affordable, while consistently focused on returning the appearance of the building to its former glory. Beginning at the top of the building and working downward, the proposed recommendations are as follows. Restore the flagpole that previously existed atop the cupola. The pole in combination with an appropriately scaled flag will serve as a beacon over long distances to the hotel. Clean, repair, and repaint as necessary the fascia and gutter system at the top of the building. Repair or replace as necessary all windows to all the rooms. Clean and tuck point any masonry that requires it. It is difficult to discern from the historic photos, but the rounded corner portion of the building was either brick, or a smooth surface painted the same color as the adjacent brick. The rendering at right reflects this second approach of simply painting the body of the rounded element the same color as the brick, while leaving the trim and ornamental elements painted white similar to those elements on the balance of the building. Remove the temporary signage in favor of roof-mounted panel signs on each side of the hotel. This both provides greater visibility, but also harkens back to an earlier time. Remove the stone from the three corner columns and replace with the normal columns that were featured historically and as shown on the rest of the portico. Remove or repaint the vinyl sided enclosure under the portico to match the brick of the building. Add colorful flower baskets to the balustrades to introduce additional pops of color to the overall composition.



Duncannon

Architectural Design Studies

Former Hardware Store | Existing Conditions

This former hardware store retains its neighborhood commercial appeal. However, over time building maintenance has become an issue with significant paint peeling issues on the wood siding. Additionally, previous storefront display windows have been concealed behind T-111 plywood siding. Overall, the building remains in good condition and is a prime candidate for retail use in the downtown.



Duncannon

Architectural Design Studies

Former Hardware Store | Proposed Conditions

The owner of this building would like to create a mixed-use development with retail on the first floor and residential use on the second floor. The market study revealed that both of these proposed uses are ideal for downtown Duncannon. Pertaining to architectural improvements, it is recommended that all the wood siding be carefully prepared and repainted. Additionally, repair and/or replace all windows and upon determination of the residential space plan upstairs, install additional windows as required to satisfy local building codes. Remove the T-111 plywood siding and install historically appropriate storefront entry and display window systems similar to those shown at right. Place business specific signage on vinyl window decals applied to the storefront display windows as well as on projecting signs mounted on the siding above. Consider a painted sign/mural at the end facade that pays homage to the historic use of the building that might describe generically the new uses found within the new development.





Millerstown Architectural Design Studies

Millerstown

Architectural Design Studies

Hartley Building | Existing Conditions

This prominent building in downtown Millerstown is being renovated by a husband and wife team that are proposing the first floor be used as retail and restaurant use, while the upstairs will remain as their residential home. They are doing an outstanding job at the renovations thus far and the proposed recommendations contained herein were established in collaboration with the Hartley's. As for the existing conditions on the right, the three main considerations are three-fold: 1) remove the inappropriate shingled awning that covers the two retail bays on the first floor at left; 2) replace the current stoop covering the entry bay into their residence at the far right with a stoop that is detailed in a fashion far more sympathetic to Perry County architectural styles (see 'Perry County Architectural Character Guide' for more information); and, 3) repainting of the entire facade.



Millerstown

Architectural Design Studies

Hartley Building | Proposed Conditions

Historic Triadic Color Scheme

After completing all of the architectural improvements noted on the existing conditions page, repaint the overall facade. The scheme at right illustrates a triadic (utilizing three colors that are equidistant on the color wheel) green/rust/yellow color scheme. The design also features the addition of shutters on all windows and painted building signage.



Millerstown

Architectural Design Studies

Hartley Building | Proposed Conditions

Historic Triadic Color Scheme

After completing all of the architectural improvements noted on the existing conditions page, repaint the overall facade. The scheme at right illustrates a triadic (utilizing three colors that are equidistant on the color wheel) green/rust/yellow color scheme. The design, however, features a traditional approach building signage.



Millerstown

Architectural Design Studies

Hartley Building | Proposed Conditions

Contemporary Color Scheme

After completing all of the architectural improvements noted on the existing conditions page, repaint the overall facade. The scheme at right illustrates a contemporary paint scheme consisting of cream/off-white and charcoal gray with occasional burgundy accent colors. This scheme removes the bold gray band at mid-upper-facade containing the brand name for the overall complex with a simple painted approach to same, while the business signage is painted in the charcoal and burgundy accent colors.





New Bloomfield Architectural Design Studies

New Bloomfield

Architectural Design Studies

Ferster's Meat Market | Existing Conditions

New Bloomfield is privileged to have a true butcher shop in downtown in the form of Ferster's Meat Market. Moreover, this strategic retail use is located within a very distinguished historic building. The design recommendations that follow on the next few pages are meant to solely enhance the building and business' presence without changing the overall 'vibe' associated with this building and its use. Said differently, the recommendations endeavor to utilize a 'soft touch' that actually enhances the nature of the current building and use.



New Bloomfield

Architectural Design Studies

Ferster's Meat Market | Proposed Conditions

Simply remove the stained wood sign suspended above the door to reveal the entirety of the recessed entry portion of the storefront system. Paint the building name --and possible associated icons such as cleaver and pig-- in black/dark charcoal on the upper facade siding using a simple sans serif font. Additionally, consider vinyl cling signage on the storefront windows to further highlight offerings within the business. Finally, consider flower boxes underneath the display windows to add a subtle pop of color to the simple white/black painted composition.



New Bloomfield

Architectural Design Studies

Ferster's Meat Market | Proposed Conditions

Similar to the prior scheme on the previous page, remove the stained wood sign suspended above the door to reveal the entirety of the recessed entry portion of the storefront system. Paint the building name --and possible associated icons such as cleaver and pig-- in black/dark charcoal on the upper facade siding using a simple sans serif font. In this instance, make all the signage and icons into a singular line of painted copy. Additionally, consider vinyl cling signage on the storefront windows to further highlight offerings within the business. Finally, consider flower boxes underneath the display windows to add a subtle pop of color to the simple white/black painted composition.



New Bloomfield

Architectural Design Studies

Ferster's Meat Market | Proposed Conditions

Similar to the prior scheme on the previous page, remove the stained wood sign suspended above the door to reveal the entirety of the recessed entry portion of the storefront system. Paint the building name --and possible associated icons such as cleaver and pig-- in black/dark charcoal on the upper facade siding using a combination of slanted serif text with block letter sans serif text. This mixed font approach was popular with mid-century sign painters. Additionally, consider vinyl cling signage on the storefront windows to further highlight offerings within the business. Finally, consider flower boxes underneath the display windows to add a subtle pop of color to the simple white/black painted composition. For what it is worth, this scheme is the preferred approach for the author of this report.



New Bloomfield

Architectural Design Studies

Outdoor Dining Opportunity | Existing Conditions

This site near the heart of downtown features a restaurant with a large sidewalk area in its foreground. It is a prime candidate for outdoor dining. Additionally, streetscape improvements could enhance the appearance of this strategic location in the heart of downtown.



New Bloomfield

Architectural Design Studies

Outdoor Dining Opportunity | Proposed Conditions

By placing colorful bistro tables, chairs, and umbrellas in the forecourt of the restaurant, the visual appeal and appearance of activity downtown is enhanced significantly. There remains sufficient sidewalk width outside the barriers of the outdoor dining area to provide for safe and comfortable pedestrian movement. Additional enhancements to the streetscape such as landscaped islands, stamped asphalt crosswalks, and wayfinding sign system trailblazers further enhance this strategic downtown location.





Newport Architectural Design Studies

Newport

Architectural Design Studies

Downtown Building | Existing Conditions

This building located downtown near the river has potential galore. And investigative study of the building reveals terrific historic elements that have simply been neglected. But with proper repair or replacement could return this building to its former glory as shown on the following page.



Newport

Architectural Design Studies

Downtown Building | Proposed Conditions

After repairing and/or replacing the storefront cornice, storefront entry systems, and transoms, repaint the overall facade. The scheme at right illustrates a triadic (utilizing three colors that are equidistant on the color wheel) burnt orange/tan/green color scheme. Business specific signage can be handled via vinyl clings on storefront display windows as shown, or via projecting or panel signs above the storefront cornice.





Perry County Community Character Guide

COMMUNITY CHARACTER

LANDFORM

Community character is the impression of a place experienced by those who live in, work in, or visit it and is achieved through both the natural and built environments and the interface between the two. The natural environment and geography, land uses, development patterns, and preservation patterns all inform the character of a place, as does its native vegetation, underlying geology and materials used in the built environment. Development patterns that are sensitive to the inherent qualities of a place can often lead to a community character that is desirable, while development patterns that ignore inherent qualities of a place often result in an undesirable character.

RECOMMENDATION

Landform: Wherever possible, highlight Perry County's unique landform.

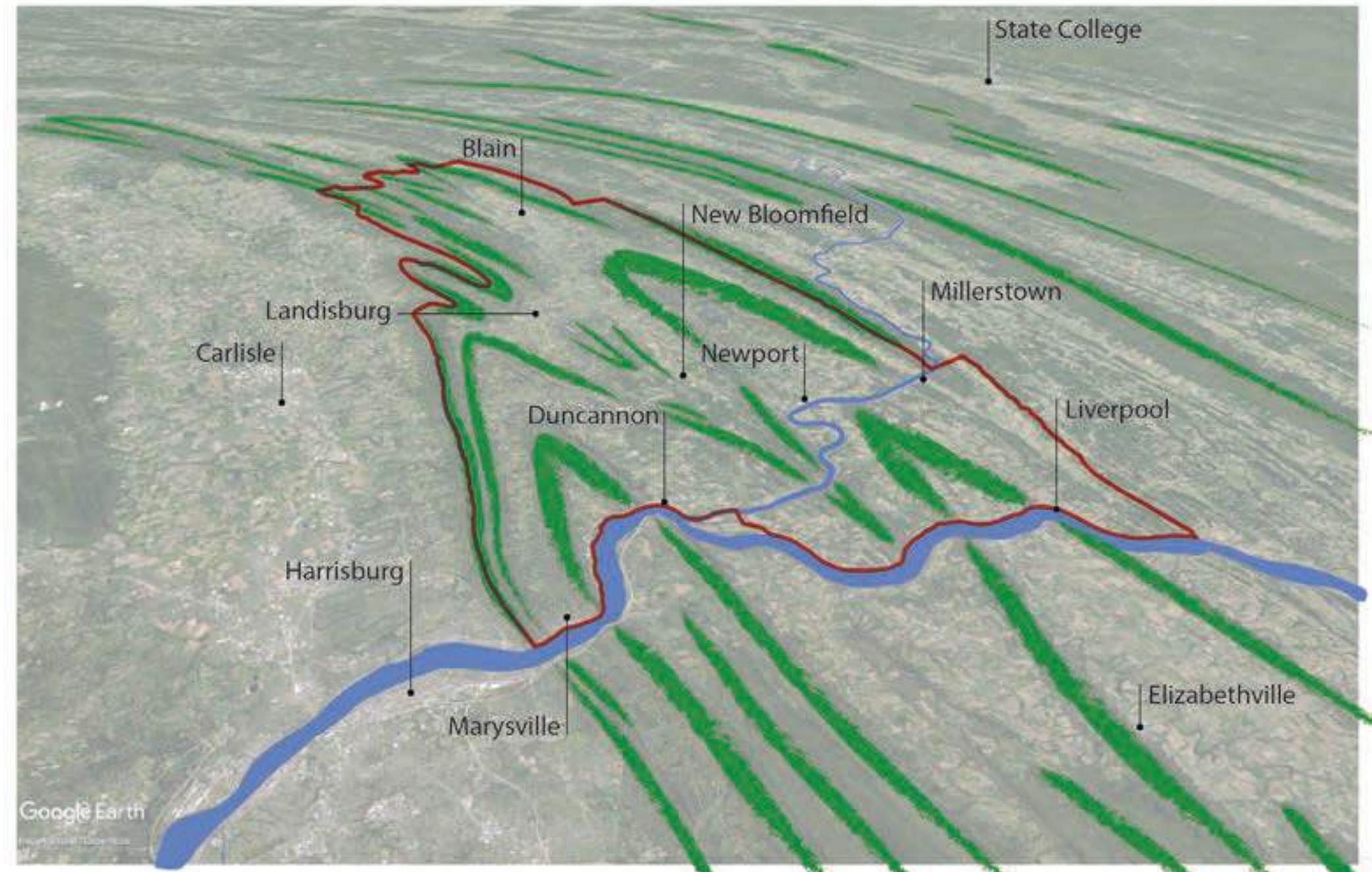
Perry County sits squarely within one of the most dramatic segments of the the Ridge-and-Valley Appalachians, a distinctive physiographic province characterized by folded bands of mountain ridges and long valleys. This landform is further dramatized by the Susquehanna and Juniata Rivers as they cut across the mountain folds, setting the stage for transportation corridors for water, rail, and road.

Actions:

Views-Protect and accentuate views to the mountains, valleys, and rivers.

Trail Alignments-Align trails to maximize opportunities to highlight the landform

Interpretation-Consider interpretive opportunities as part of project implementation with signage and/or public art.



COMMUNITY CHARACTER VIEWS

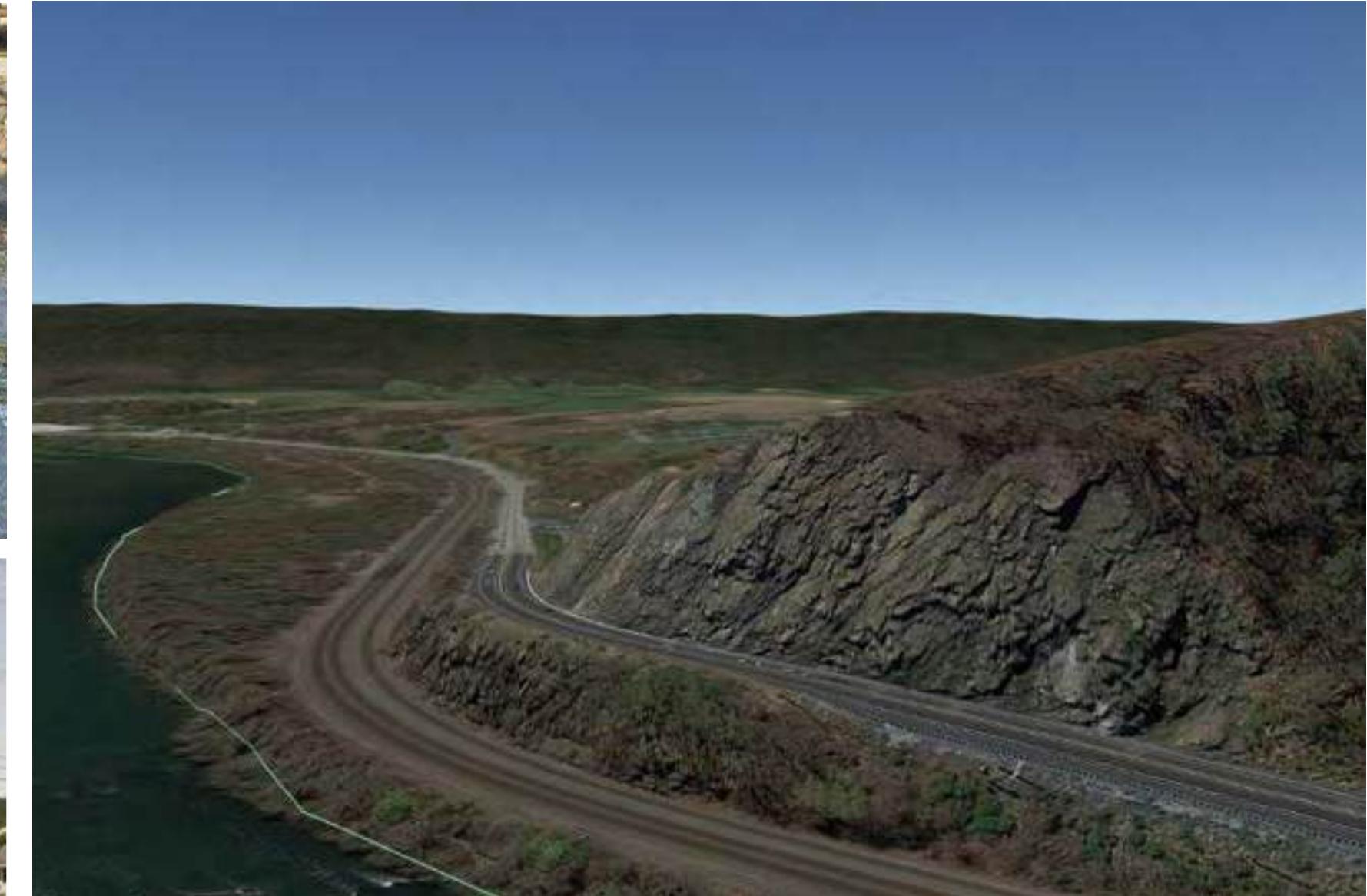


RECOMMENDATION

Views-Protect and accentuate views to the mountains, valleys, and rivers.

COMMUNITY CHARACTER

ROCK & STONE



RECOMMENDATION

Stone-Continue to utilize stone as a building material for building and site projects to reinforce historic construction methods and the county's geologic foundation

COMMUNITY CHARACTER

AGRICULTURE



RECOMMENDATION

Agricultural Character-Continue to protect the agricultural heritage of the county by protecting views and vistas and replicate historic landscape patterns, such as hedgerows, in new landscapes.



COMMUNITY CHARACTER

PARKS

RECOMMENDATION

Parks: Protect and enhance park spaces throughout Perry County.

Perry County communities enjoy outstanding park resources that are sources of great pride and a distinct part of community character.

Actions

Park Master Plans-Develop park master plans (if currently not existing) as guiding documents for improvements over time. See “Parks and Open Space” and individual community reports.



COMMUNITY CHARACTER SQUARES

RECOMMENDATION

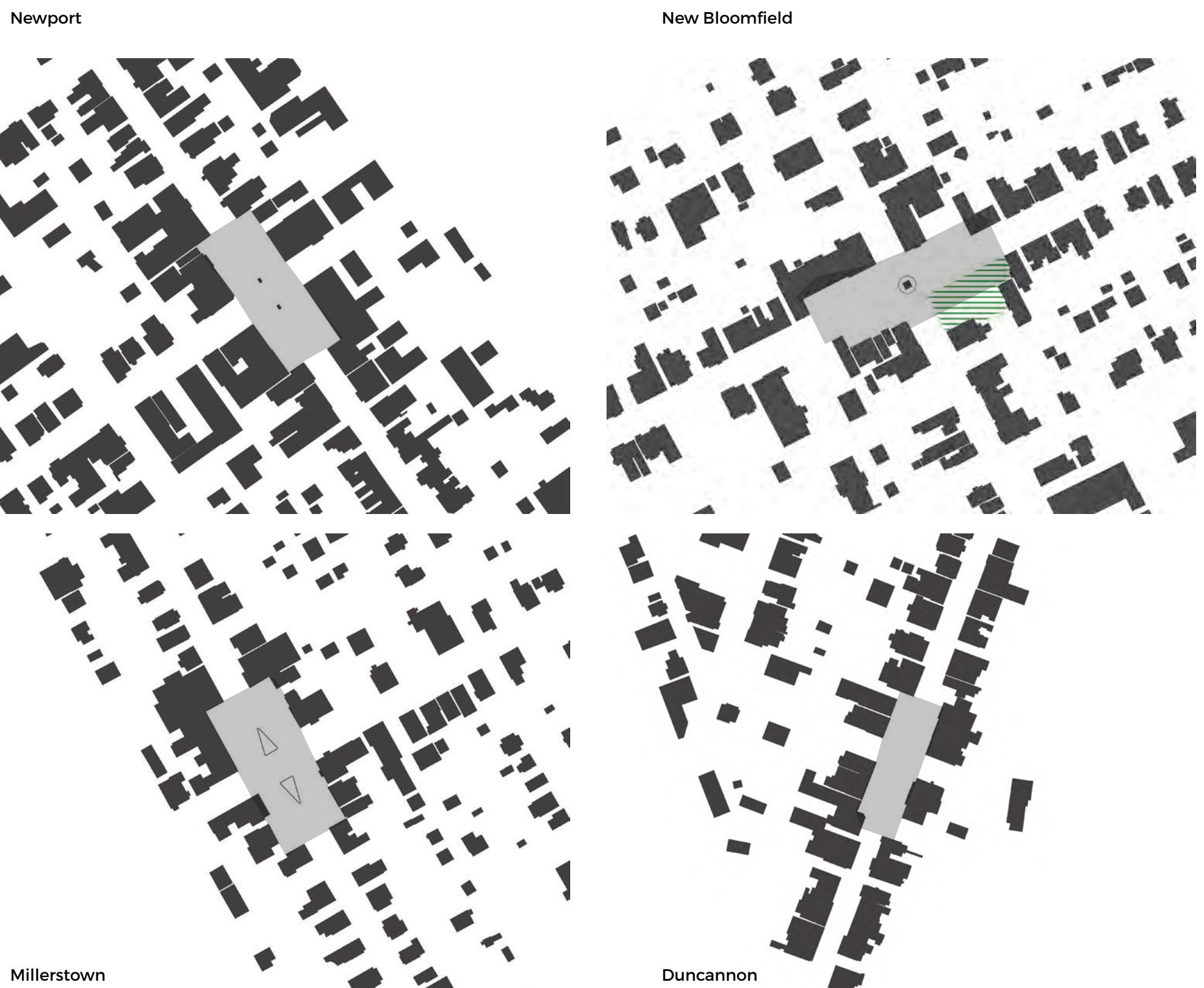
Squares: Protect and enhance the community squares as historic downtown activity centers.

Many Perry County communities are characterized by squares that were historically the center of commerce for each of those communities.

Actions

Architectural Edges-Protect and restore where possible-the strong architectural edges that define the squares.

Square Master Plans-Develop simple master plans as guiding documents for any changes over time. See individual community reports for actions



COMMUNITY CHARACTER DEVELOPMENT PATTERNS



RECOMMENDATION

Contemporary Development Patterns:

Minimize and avoid additional negative visual and physical impacts of strip development patterns.

Constraints imposed by the rivers and mountains have exasperated contemporary automobile-oriented development patterns of roadways lined with individual uses that result in multiple curb cuts and, often, a negative image that obscures the natural and historic beauty of the county.

Actions

New Development Patterns-With new development, explore opportunities to replicate positive development patterns that consolidate access points, provide walkable environments and accentuate the natural and historic features of the county.



Perry County Facade Preservation Guide



Façade grants have proven to be an effective incentive in the revitalization of downtown buildings. There are three basic approaches to façade grants and each have pros and cons as noted herein. The three principle façade grant approaches described and illustrated on the following pages are:

Façade Component Grants
Overall Building Grants
Façade Master Plan

FACADE COMPONENT GRANTS

Rear of Building

Façade Component Grants

Since many building owners are intimidated by overall façade renovations coupled with a grant process, the City or Main Street program might consider simplifying the initial phases of a façade grant program and focusing on individual façade elements --or components-- instead of expensive, overall façade improvement approaches. In other words, consider conducting an annual façade component grant program that is focused on a singular element, such as an awning grant program, or a slipcover removal program, or a signage grant program. Once property owners become familiar with individual façade component programs, then consider moving on to Overall Façade-based grant programs or a comprehensive Façade Master Plan if needed or desired.

The advantages of a component approach to façade grants include, but are not limited to:

Specific façade issues can be addressed (e.g. paint, or lighting, or signage, etc.)

Easier to administer

Limited funds can go farther

More buildings can be affected

Easier to understand for the property owner or tenant

Examples of façade component grants follow on the next few pages.

Rear of Building Treatment Component Grants



Example of Rear of Building Treatments from Lake City, SC (above): This row of buildings had all manner of unsightly items behind them ranging from trash dumpsters to HVAC units to weatherheads to downspouts and much more. But since they fronted a town green it was imperative that these items be concealed. The approach taken was to paint the buildings a common palette of autumnal colors, then erect a simple structure comprised of 4x4 posts with 1x strips screwed into them and painted gray. This lattice conceals the unsightly elements and unifies the entire row of buildings. Foreground landscaping completes the rear of building treatments.

FACADE COMPONENT GRANTS

Slipcover Removal Component Grants



Conway, SC: This furniture company removed the metal slipcover from their building to expose a beautiful building underneath.



Conway, SC: The local government, in association with the Main Street program, realized the positive impact slipcover removal made. Therefore, they enacted a component façade grant program for slipcover removal and five other buildings in downtown removed their slipcovers. The visual improvement to their main street was remarkable!



FACADE COMPONENT GRANTS

Slipcover Removal Component Grants



Awning Component Grants

Beaufort, SC: Main Street Beaufort initiated a component grant program featuring awnings.



Paint Component Grants

Hartsville, SC: Main Street Hartsville initiated a component grant program featuring paint.



FACADE COMPONENT GRANTS

Signage Component Grants

One of the quickest ways to make a positive first impression from a design perspective is to have downtown buildings that feature quality, eye-catching signage. By coupling a public sector incentive with a private sector investment, the building and/or business owners are able to design and install signs of a caliber and quality that might otherwise be unaffordable. As part of the signage grant, a thoughtful review of existing sign ordinances is likely in order to ensure that quality signs like those featured at right are not prohibited by an outdated code requirement.

Should the community lack local sign designers and fabricators to execute the kinds of signs depicted at right, they might consider participating with the CoSign project. CoSign is a program developed by the American Sign Museum that helps communities create unique signage for revitalizing business districts. More information about this cutting edge program may be found at:

www.cosigncincy.com



OVERALL FAÇADE GRANTS TYPICAL ENHANCEMENT

Once the methodology for applying for component façade grants is established and the City or Main Street program has a proven track record for administering them, consider 'graduating' up to overall façade grants that address the entire face of a building. This approach would be reserved for more 'troublesome' buildings that require far more physical enhancement than a singular component approach could provide. However, this approach requires far more financial capital and administrative oversight to execute than a component grant approach.

In general, the Overall Façade approach is property-owner driven. They apply for the grant, secure a façade design from a design professional, have the design reviewed and approved by the grant administration agency, hire a contractor to complete the work, submit all relevant receipts, and are ultimately reimbursed to a fixed amount or a percentage of the costs per the details of the grant program. This approach requires significant capacity on the part of the building owner.



Lake City, SC: The owner of this building took advantage of a matching façade grant to convert the vacant space into a photography studio and office. The redesign featured a contemporary paint scheme, bold awnings, creative lighting, and professional signage.

OVERALL FAÇADE GRANTS FAÇADE MASTER PLAN

At some point, a more ambitious approach to enhancing multiple façade in a relatively short time period might be warranted. In this case, the Façade Master Plan approach as developed by Community Design Solutions and other communities across America might be appropriate. Unlike a traditional façade improvement program, the Façade Master Plan is a comprehensive rehabilitation of many downtown buildings at once. The instrument that makes this new approach to building enhancement possible is an easement. The property owner gives the City, or local non-profit administering agent such as a Main Street program, a temporary easement on the façade of their building allowing the local government to spend funds on its improvement. In exchange for this temporary easement, the grant funds pay for the façade improvements. The advantages of this type of façade program are that it allows for a single source of project management, a single source of design, and a single source for construction.

Benefits: The single source of project management streamlines the project and removes the burden of façade enhancement from each individual property owner. The single source of design, used in conjunction with the Main Street Program's Design Committee or a set of quality design guidelines, ensures that all façade enhancements are sympathetic to the historic architectural heritage of their place. The single source of construction allows for dramatic cost savings since the contractor purchases all construction supplies for the entire enhancement project, rather than each property owner having to buy their own sign, door, windows, paint, awnings, etc. However, the biggest advantage to this approach is the ability for a downtown district to receive an overall appearance facelift in a remarkably short amount of time. Moreover, when used in conjunction with a grant source like federal CDBG funds, an individual state's department of commerce grant, or other federal, state, or local funding sources, the façade enhancements are realized with no --or nominal-- costs to the building owner or tenant. If the funding and/or grant source requires a match from the property owner, the enhancements are still realized with nominal investment on their part that is far less than if they improved their façade on their own using solely private sector funds.

Lessons Learned:

- While design is important, it isn't all-important. It is necessary to address the underlying economy of the place -reflected in the retail vibrancy of the downtown buildings—at the same time as façade enhancements are performed. Said simply, a comprehensive/holistic approach to downtown revitalization must be utilized in the process of enhancing the exteriors of the buildings.



Example of a Façade Master Plan from Gulfport, MS

After Hurricane Katrina, Gulfport undertook a Façade Master Plan that transformed more than 80 facades in a little less than two years.

- While it is appropriate to establish the overall project budget on a per façade basis, it should NOT be the basis for actual improvements as each building has unique needs that will cost more or less than others.
- The administration of the façade master plan must be nimble. If the process for the owner is cumbersome or there is no flexibility in the product, participation will be compromised.
- Receive bids on an add-alternate basis to ensure you have a "buildable project" regardless of the low bid.
- There are good ways and frustrating ways to fund the Façade Master Plan.
- There are good practices and frustrating practices for interfacing with your SHPO if required.

Process:

- Apply for and receive grant funding for design and construction.
- Develop guidelines for the administration of the grant funds.
- Solicit RFQ for design professionals to develop the façade enhancement designs.
- Negotiate and hire design professional.
- Design professional photographs subject properties and interviews each property owner/tenant to ascertain appropriate enhancement approach.
- Design professional develops renderings and technical recommendations for each façade.
- Administrative party and design professional develop specifications and bid documents.
- Prospective contractors pre-qualified.
- Bid package submitted to pre-qualified contractors.
- Negotiate with and hire low bidder.

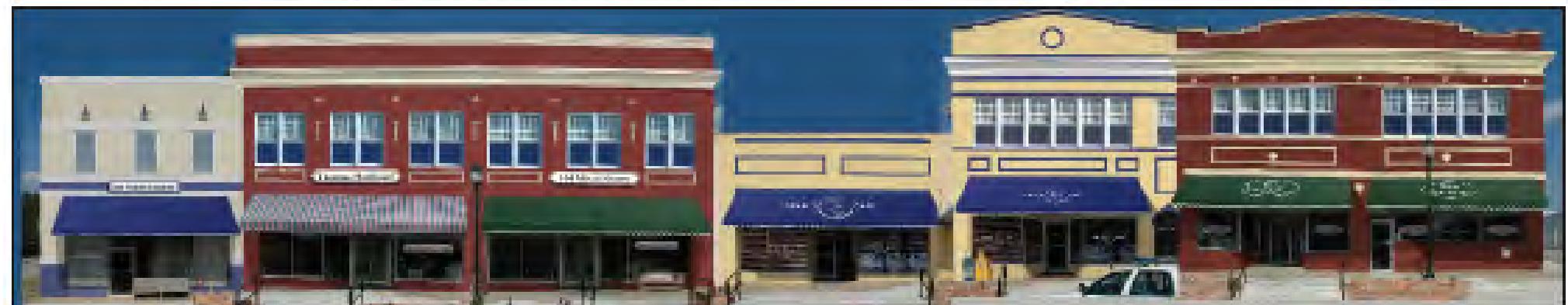
- Construction commences with oversight by administrative party and design professional.
- Punch list and project close out.

Budget:

- Design & Project Management: \$1,500 - \$2,000/ façade
- Construction Allowance: \$10,000-\$20,000/ façade
- Scope: To be determined by the local government. Generally speaking, include at least 20 facades, but consider executing 40-80 so that the improvements can affect entire blocks of downtown structures.
- Total: As determined/multiplied by the number of facades being considered against the budget estimates noted above
- Schedule: Begin phase one immediately upon receipt of grant or private funding.
- Responsible Party: Local government or downtown revitalization agency.
- Funding Source Design: TIF Funds, CDBG Grants, Department of Commerce grants, local bank consortium funds/low-interest loans, fund raising, private sector investment, local government budget.

The author of this report is pleased to offer all the documentation necessary to promote and execute a Façade Master Plan. A synopsis of this approach is described herein. Additionally, a download link to these documents is available at the following link:
<http://www.communitydesignsolutions.com/public/FacadeMasterPlan-Docs.zip>

OVERALL FACADE GRANTS FAÇADE MASTER PLAN



Example of a Façade Master Plan from Whitmire, SC.
Existing & proposed conditions rendering of the 100 block of East Main Street.
22 Facades were completed in 5 months.



Example of a Façade Master Plan from Union, SC.
Actual before and after photographs from Main Street. 80+ facades were completed in 18 months.



Facade Improvement Best Practices

BEST PRACTICES

FACADE IMPROVEMENTS

Consider the entire building.

Expand a business' presence and image by utilizing the whole facade: re-integrate the upper floor design, uncover facades, and re-open boarded-up windows. Some property owners only concern themselves with the appearance of the first floor of their buildings. While this is an important consideration for the pedestrian/visitor, it is imperative that our historic buildings maintain an overall sense of good design. Therefore, ensure that the upper floors of buildings match the level of care on the first floor. When necessary, remove material on the upper façade that conceals the historic architecture. Whenever possible, maintain upper floor windows that were critical to the rhythm and proportion of the building. When windows are unable to be maintained, consider tactful concealment approaches such as closed shutters over the window openings.



The before and after photos above from Conway, SC illustrate the impact of removing inappropriate architectural materials to reveal the historic building materials underneath.



The above photographs illustrate the importance of considering the entire facade in the overall composition. By considering paint colors, reopening windows, and integrating signage into the upper facade, the entirety of the building is utilized to convey a compelling design motif.

BEST PRACTICES

FACADE IMPROVEMENTS

Take cues from the neighbors.

Look at the entire streetscape for clues about the range of colors, styles, size, and character of building and storefront elements. Unity — not conformity — is the goal. At a minimum, any design considerations on a given building should consider that style, color, height, setback, level of detail, and other design elements of the buildings to its immediate left and right. Failure to consider your downtown building neighbors affects not only your building, but those to its left and right as well.



Consider the buildings to each side of the building for which facade improvements are being considered to ensure the color choices, signage elements, and architectural detailing are compatible with its neighbors. Additionally, it is a good practice to consider the entire block of buildings for similar compatibility issues. The goal is compatibility, not conformity.

BEST PRACTICES

FAÇADE IMPROVEMENTS

Color creates dramatic change.

Paint can draw attention to building details, pull together a hodgepodge design, and economically throw a fresh face on a tired facade. Keep it simple – use no more than three colors; use color to integrate the entire facade; choose shades and tones of the same hue; and select schemes that work with the neighboring buildings. For buildings that are unpainted, ideally keep them unpainted so as not to introduce a maintenance issue for the life of the building. To introduce color on unpainted buildings, or those that are plain white, consider splashes of color through the introduction of quality signs, seasonal flower boxes, appropriate awnings, etc.



The above photographs illustrate the importance of color. Whether attained through paint, or planters, or awnings, or signage, the infusion of color in buildings breathes life and vitality into downtown.

BEST PRACTICES

FACADE IMPROVEMENTS

Integrate facades with awnings and/or canopies.

Ugly alterations, damaged transoms, and a host of other visual problems can be helped with the installation of an appropriate awning. Stick to simple, traditional shapes, colors, and materials; "fit" the awning within the storefront opening; avoid jarring colors or designs; and resist the temptation of installing back-lit, plastic "sign box" awnings. A general rule of thumb pertaining to awning colors and styles is to introduce solid, single color awnings on buildings with ample architectural detailing, while installing multi-colored, striped awnings on more simplistic buildings.



The above photographs illustrate the visual appeal of awnings and canopies on buildings. By way of clarification, awnings (regardless of material) are slanted, whereas canopies (regardless of material) are flat and have internal gutter systems. Either awnings or canopies provide relief from the elements and can be used to integrate architectural features together. The choice between utilizing an awning or canopy must consider the building's style, context (buildings to its left and right), and design goals for the building.

BEST PRACTICES

FAÇADE IMPROVEMENTS

Change image through signage.

The most significant changes can often be accomplished through creative and sensitively designed signs. Placement, proportion, colors, material, and style should all reflect the building and business image. Consider the type of sign (e.g. flat panel, painted, projecting, window signage, etc.) that would be most appropriate on the building based on its design, location within the downtown block, building use, and neighboring buildings. The introduction of well-designed window signage can compliment the overall building/business signage typically located on the upper façade.



The above photographs illustrate the benefits of well designed signage. From painted signs, to panel signs, to projecting signs, and window signs, these sign elements can unify a building's overall design while conveying critical business information.

BEST PRACTICES

FACADE IMPROVEMENTS

Develop focal points with lighting.

Call attention to merchandise, signs, and architectural details with unobtrusive lights. For exterior sign illumination, shaded goose-neck lamps work well. Avoid bare bulbs, back-lit Plexiglas, and flood lights. Highlight details with spotlights. Work in concert with your local municipality to coordinate streetscape lighting to compliment the illumination of building details in the downtown.



The above photographs illustrate the power of lighting to create drama with bold washes of light at night as well as to illuminate signage in appropriate ways.

BEST PRACTICES

FAÇADE IMPROVEMENTS

Use display windows to inject vitality.

Window displays not only sell merchandise, they sell the image of the business. Window displays are essential to attract pedestrians and encourage impulse buying. Fresh, creative displays that target only a few ideas or items come to life with dynamic arrangements, attractive colors, and good lighting. Consider stepping across the street to objectively assess the first impression made by your window displays. Additionally, consider having your downtown building neighbors help you objectively assess the appearance of your window displays. Consult your local or statewide Main Street program for additional guidance on attractive visual merchandising through quality window displays.



The above photographs illustrate the importance of visual merchandising. Through appropriate composition, color, layout, materials, and signage, the display window becomes an important element for injecting buildings with interest and vitality.



Perry County Growth & Development Guide

FUTURE GROWTH & DEVELOPMENT DEVELOPMENT PATTERNS

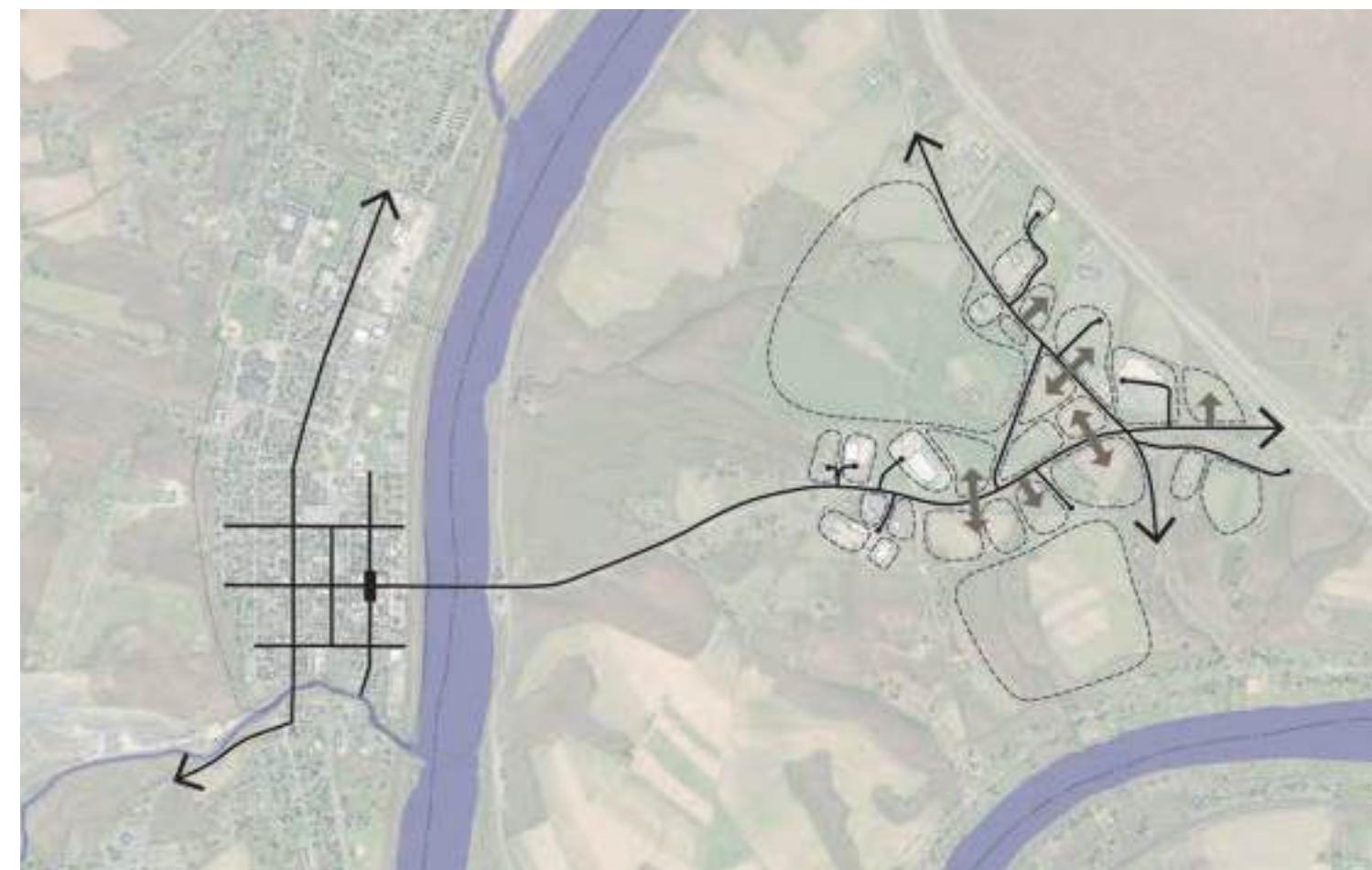
RECOMMENDATION

Future Development Patterns: Plan for walkable communities wherever significant future growth is anticipated.

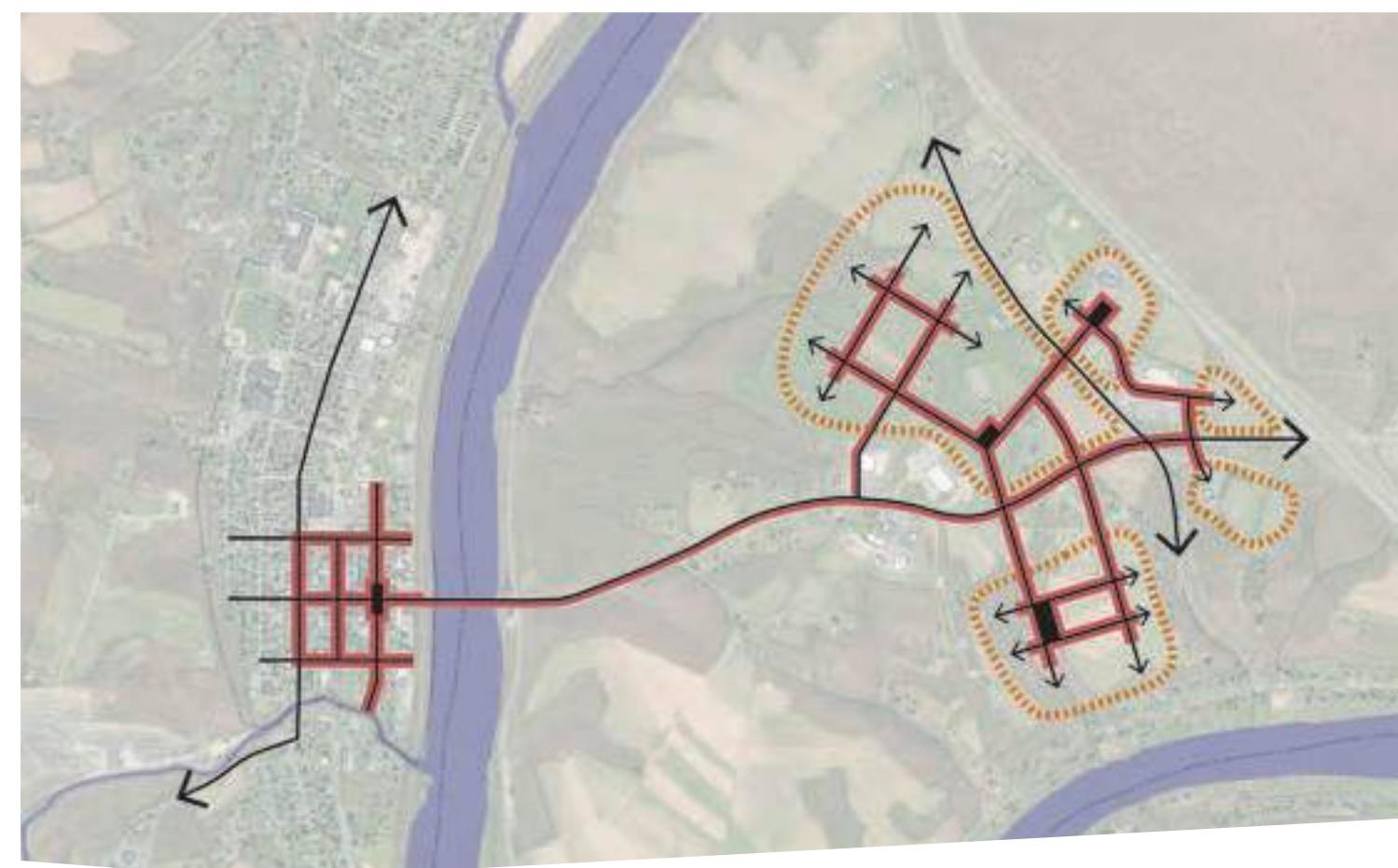
Patterns to Avoid: Avoid typical contemporary growth patterns that result in multiple separate automobile-oriented development parcels with no relationship to one another.

Patterns to Achieve: Plan for development patterns with interconnected streets, sidewalks, and public squares-similar to historic town development patterns-to promote walkability.

Typical Automobile-Oriented
Development Patterns

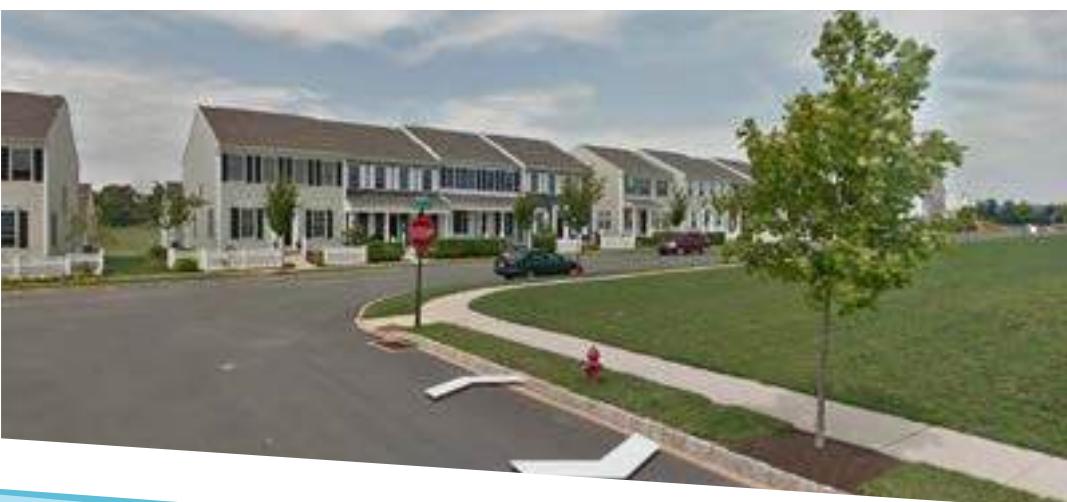


Potential Walkable Community
Development Patterns



FUTURE GROWTH & DEVELOPMENT PATTERNS TO ACHIEVE

Walkable development pattern associated with the new Walden neighborhood in nearby Mechanicsburg. Tree-lined and connecting streets, prominent open spaces, and uses oriented to the streets encourages people to walk, rather than drive among uses.



FUTURE GROWTH & DEVELOPMENT PATTERNS TO ACHIEVE

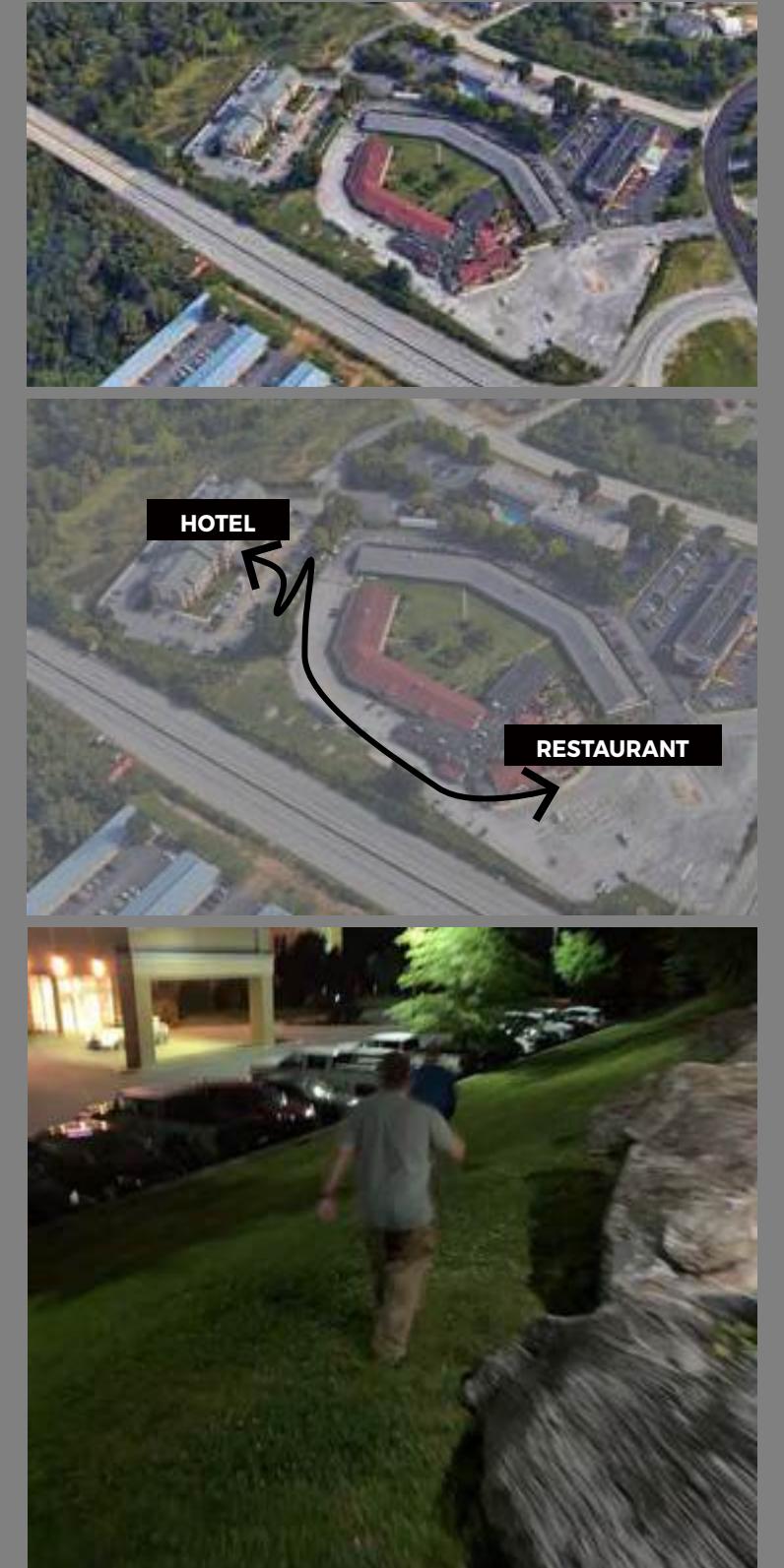


Development pattern showing how a hotel and restaurants can relate to one another in walkable environment.



PATTERNS TO AVOID

Typical highway development pattern with hotel and restaurant within walking distance of each other but lacking elements that create a "walkable" environment.





Perry County Parks & Open Space Guide

PARKS & OPEN SPACE

VARIED LANDSCAPE

Parks and open spaces are vital to community livability and Perry County a broad network of park spaces that are treasured by the communities they are located within. The best parks are more than just large open areas with recreation facilities. Successful parks offer a variety of activities and experiences that appeal to a broad group of people; they are beautiful-and varied-landscapes, and they play an important role in establishing community character. All of the parks in Perry County have "good bones" and are strong amenities as they currently exist. As park spaces are enhanced and amenities added or replaced, there are some simple recommendations that can be followed to maximize any investment made. These are outlined on these pages. Specific recommendations as they relate to each community are included in the individual community reports.



Beneficial and Varied Landscapes: Incorporate varied landscapes as opposed to just mowed lawn.

There is often a tendency to regularly mow most of park grounds. While in some cases this may be necessary because of the park size and program elements, more often than not it is unnecessary. Varying the landscape can offer environmental and maintenance benefits while enhancing the user experience.

Actions

Limited Mow Areas: Consider allowing the grass in some areas to grow taller by mowing only once or twice a year. This is particularly appropriate as transitions to woodlands, on steep slopes, or between park areas to differentiate between different uses. The once/twice annual mowing keeps woody growth in check. Informal pathways can be "mowed" through these areas. The important thing is to have maintained edges along pathways, roadways and other edges so the limited mowing appears intentional rather than as a function of neglect.

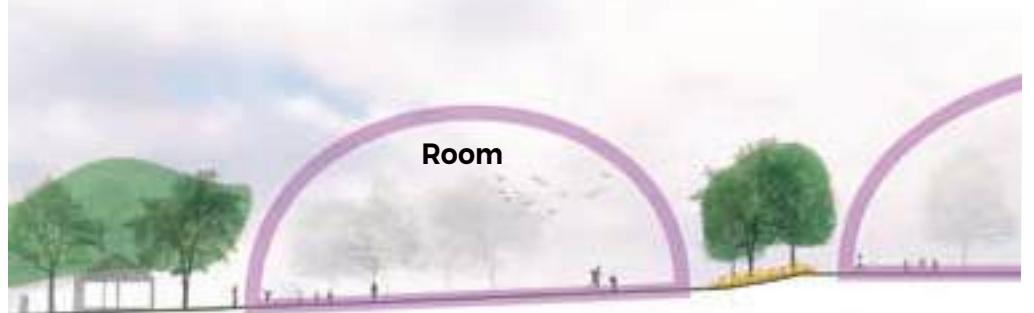


Meadows: As an alternative to the above, meadows can be planted to vary the plant material and improve the habitat for pollinating insects and birds. These provide educational and interpretive opportunities as well as visual interest. Meadows are also mowed once a year to manage woody growth.

PARKS & OPEN SPACE OUTDOOR ROOMS

Outdoor Rooms: Subdivide large park spaces into smaller “rooms” based on the different use areas.

A monolithic open space that includes recreation fields, parking areas, play areas, etc. without any boundaries or transitions between uses can be monotonous. By creating a series of distinct spaces, user experience is improved as there are clear and logical spaces for certain uses and moving from one space to another is more interesting.



Actions

Tree Planting- Be strategic about tree planting and locate trees in a way that defines spaces and creates a transition (or barrier) from one space to another. Trees locations can also be coordinated with meadows and limited mow areas.



Road Frontage- For long park frontages along roadways, locate trees along the road (as a formal row or in natural groupings) to demarcate the park space and provide a foreground for those who only experience the park from driving by.



The Right Tree in the Right Place- Use the appropriate tree in the appropriate location. Trees have different sizes, forms and attributes. In parks and along streets, emphasize the use of canopy trees that maximize the amount of shade coverage while allowing views into and out of the spaces (and to storefronts) beneath the canopies. Use flowering and ornamental trees as under-story planting along woodland edges and as part of focal point planting in gardens or as an accent. Avoid using under-story trees where their low canopies block important views.



PARKS & OPEN SPACE

EDGES & CENTERS

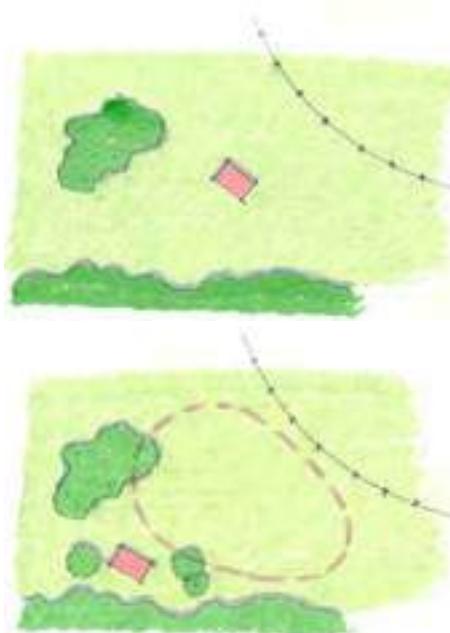
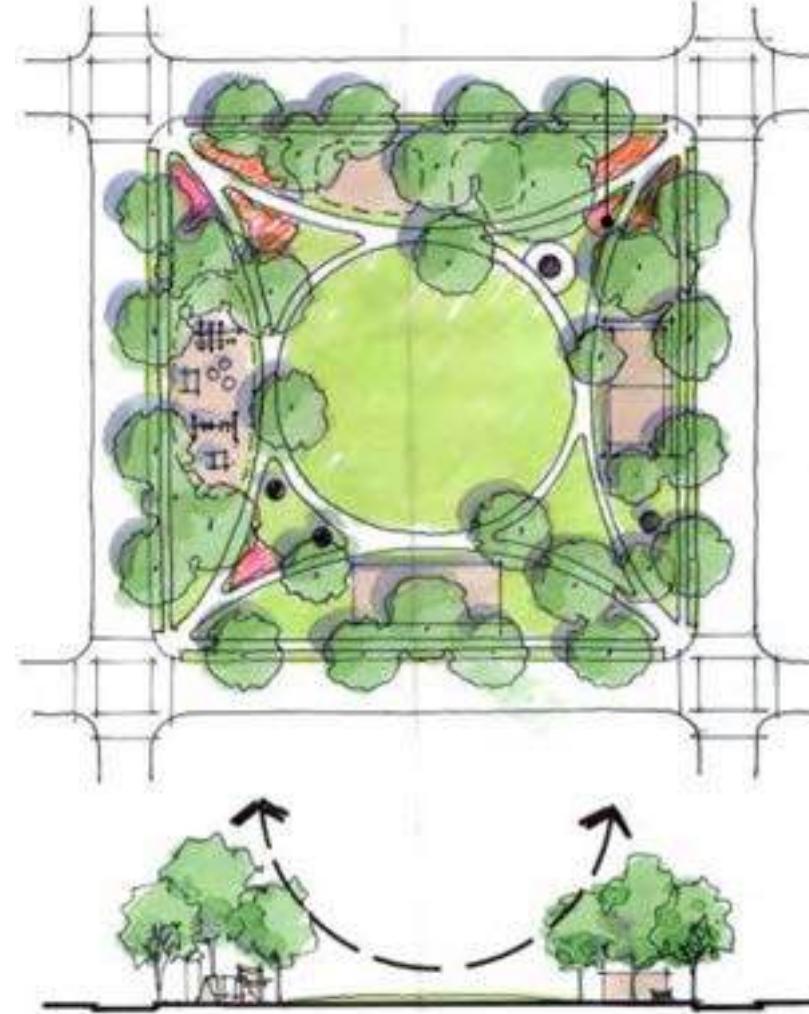
Edges and Centers: Take advantage of park edges and avoid “filling” park spaces.

There is often the tendency to put a park element (tree, playground, pavilion, etc.) smack in the middle of an open space. Not only does this reduce the flexibility for how this open space is used, the elements often feel “detached” from other park elements. Locating park elements along woodland edges or at the edge of the space can create a much more pleasant environment.

Actions

Element Locations-Protect the integrity of open spaces by locating structures near their edges rather than in the center.

Edge Creation-Where edges aren't obvious, use tree plantings to create edges. For example, groupings of shade trees around the backstop area of a ball field help visually anchor the fencing into the landscape while providing shade for spectators and those waiting to play.





A large, semi-transparent blue and white graphic element is positioned in the upper right quadrant of the page. It consists of a thick blue diagonal band that slopes down from the top left to the bottom right, and a white band underneath it that slopes up from the bottom left to the top right. This graphic overlaps the background image of a rural landscape.

Perry County Placemaking Guide

PLACEMAKING

MOVABLE FURNITURE

A downtown can be beautiful but if it isn't filled with people and activity, it is not a very pleasant place to be. "Placemaking" refers to all of the elements-physical or programmatic- that activate a place, make it authentic, and distinguishes it from other places.

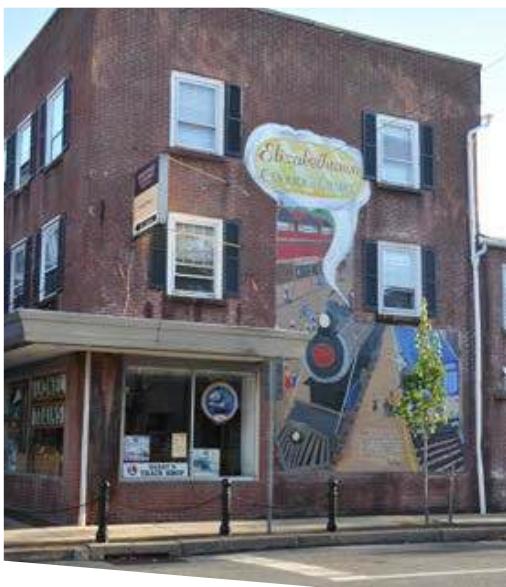
Placemaking Elements: Incorporate placemaking elements into the squares, streetcapes and park spaces to make more functional, promote activity, add color, and enhance the community's unique character or "signature."

Actions

Movable Furniture-Where space allows, provide colorful movable chairs and tables so that people can adapt them to their needs. They can group them together, move off to be on their own, move into the sun, or move into the shade. If theft is a concern, long cable locks can be used that allow some flexibility to move within a limited area.

Color-Incorporate color-awnings, signage, street furniture, etc.- wherever possible to enliven a downtown and promote the community brand. Using colorful umbrellas, tables and chairs can be also be a form of public art.

Public Art-Use public art to help tell a community's story and interpret its history and culture. Public art can be murals or sculpture but can also be done within pavement patterns, as part of landscape treatments, or incorporated into functional items like bike racks, benches, and trash receptacles.



PLACEMAKING

OUTDOOR DINING

Outdoor Dining-Incorporate outdoor dining along sidewalks and within park spaces or plazas to activate a space and promote businesses. Even if tables are unoccupied, colorful umbrellas are much more effective at advertising a cafe or restaurant than a sign.



PLACEMAKING

PARKLETS

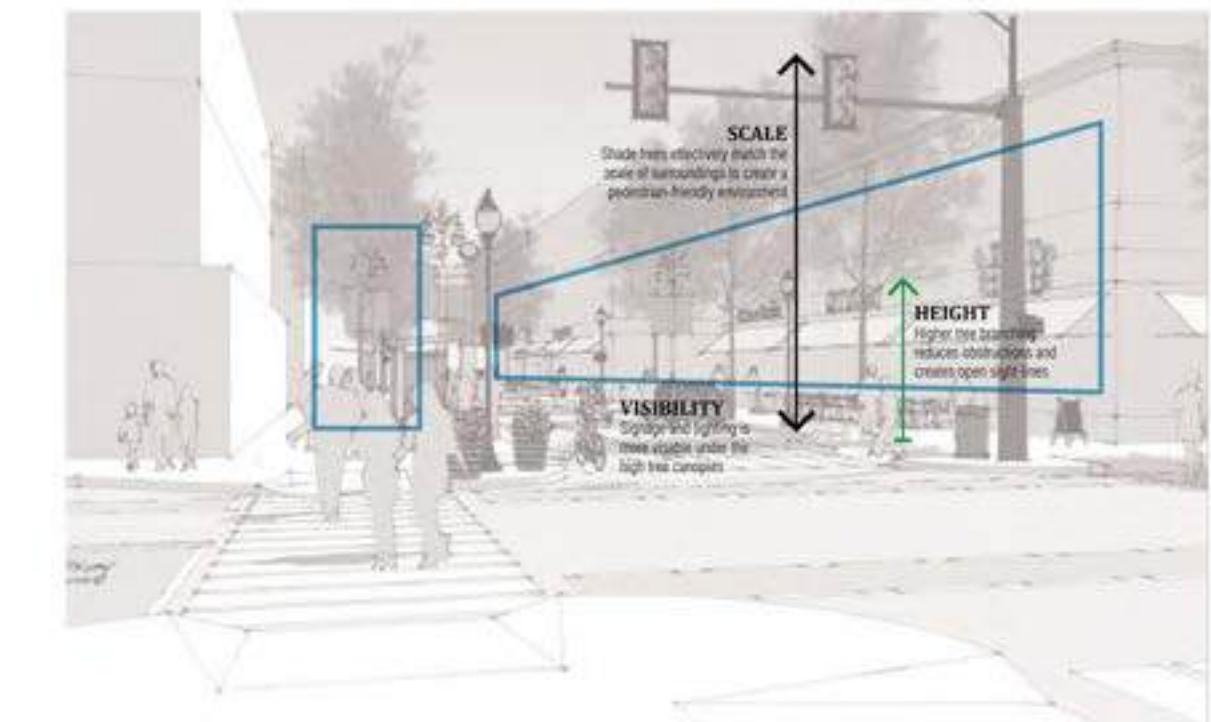
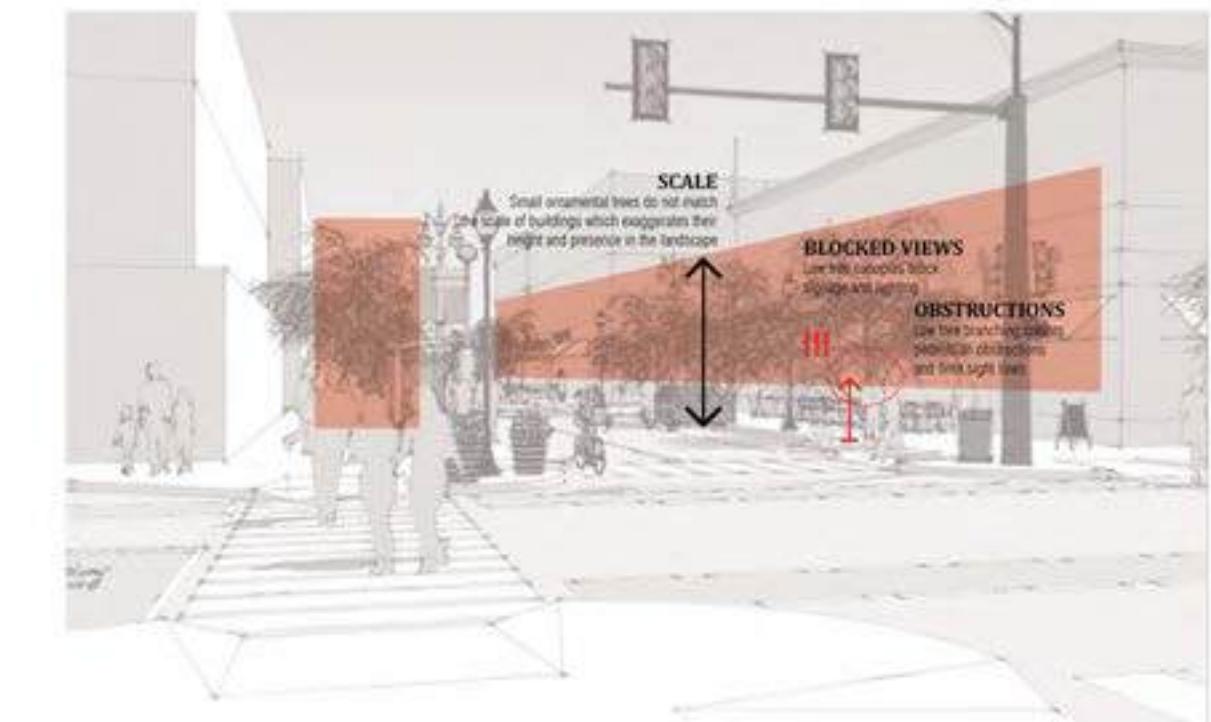
Parklets-Use parklets as temporary park spaces located in a space more often used for something else, such as an on-street parking space. Parklets are effective at expanding outdoor dining space or activity area without the cost and commitment (and loss of the base use) associated with permanent improvements. Most importantly, they can be moved around to experiment to see where they have the most positive impact.



PLACEMAKING

TREE PLANTING

Tree Planting-Use trees to create comfort and reasons to linger in a space on hot days and to “frame” rather than block a community’s character-defining elements such as architecture and views.



PLACEMAKING

TREE PLANTING

Seasonal Planting-Assuming there is a group dedicated to maintenance, use seasonal planting to enrich the outdoor environment. Even in very tight spaces, special plantings can be used effectively.



PLACEMAKING

STORMWATER MANAGEMENT

Creative Stormwater Management-Use creative stormwater management practices that integrate water management facilities into the landscape and provide interpretive and educational opportunities.



PLACEMAKING

SPECIAL PAVING

Special Paving-Use special paving to highlight a particular place, including crosswalks, sidewalk areas, the squares, a special intersections, etc.



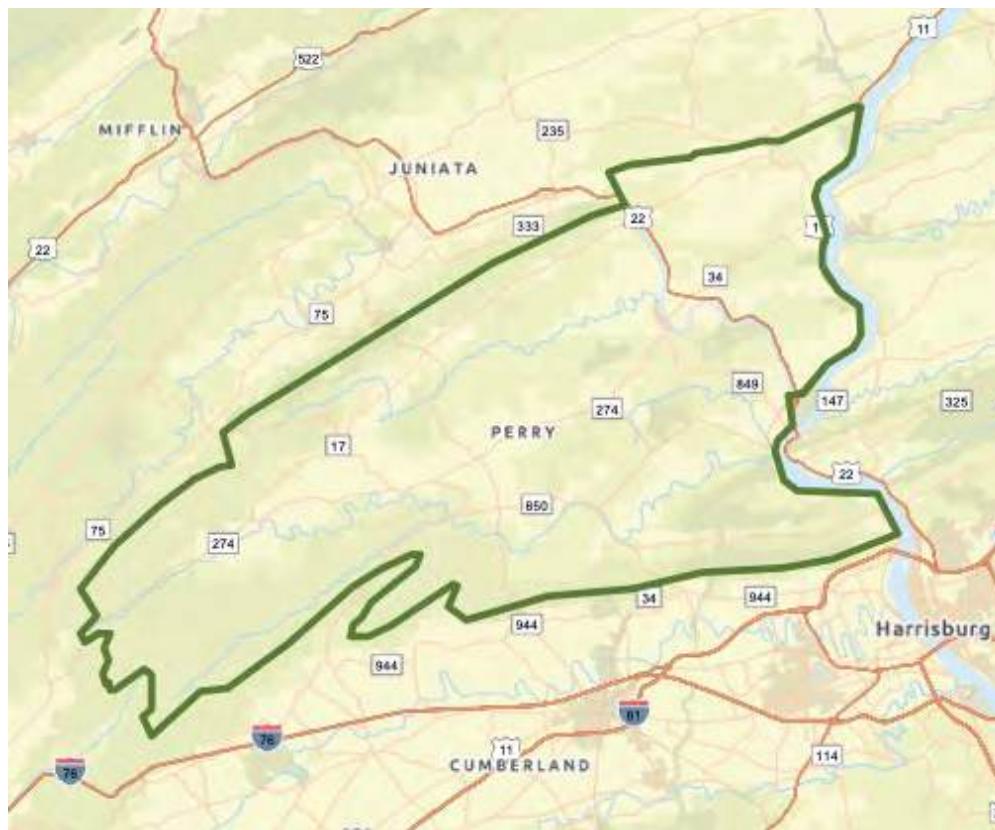


Perry County Demographic & Market Analysis Guide

DEMOGRAPHIC AND MARKET ANALYSIS SUMMARY

PERRY COUNTY

The demographic and market conditions of Perry County inform the challenges, and opportunities for the County as a whole, as well as for each of its boroughs and townships. The following summary report is augmented by a detailed demographic and market report from the leading national market research firm Claritas, Inc. This data provides the underlying framework for all of the recommendations in this report. By promoting a greater understanding of the existing market and trends, this assessment helps identify opportunities for future development in Perry County.



The study area was focused on all of Perry County, PA

Perry County Demographics

A demographic profile of Perry County examines key indicators including population growth, household income and age.

Population

The newly released 2020 US Census population for Perry County is 45,842 which is slightly lower than projections from Claritas. The County has a stable population base, having grown 5.4% between 2000 and 2010 and experiencing only a very slight loss of 0.3% between 2010 and 2020. With that said, the population of Perry County is expected to grow ever so slightly in the next five years.

Age

The median age in Perry County is 43.5, which is slightly older than the median age in Pennsylvania (41.2) and significantly higher than the United States (38.1).

Educational Attainment

Educational attainment in Perry County is lower than educational attainment in Pennsylvania. Of residents over the age of 25, 41% have some degree of college education compared with 53.5% in Pennsylvania and 60.1% in the United States.

Income

The median household income in Perry County is \$68,692 which is higher than that of Pennsylvania at \$65,263 and the United States at \$67,085.

Housing Values

The median value of owner-occupied housing units in Perry County is \$184,296 which is lower than that of Pennsylvania at \$200,576 and the United States at \$250,250. Home ownership in Perry County is very strong, with 79% of households owning their own home.

Some Key Observations and Conclusions

- Perry County has a stable population base that is not expected to grow significantly over the next five years.
- The median age in Perry County exceeds that of Pennsylvania and that of the United States.
- Median Household Income levels are above the state and on par with the United States while the housing costs are significantly lower, presenting opportunities for higher disposable income.



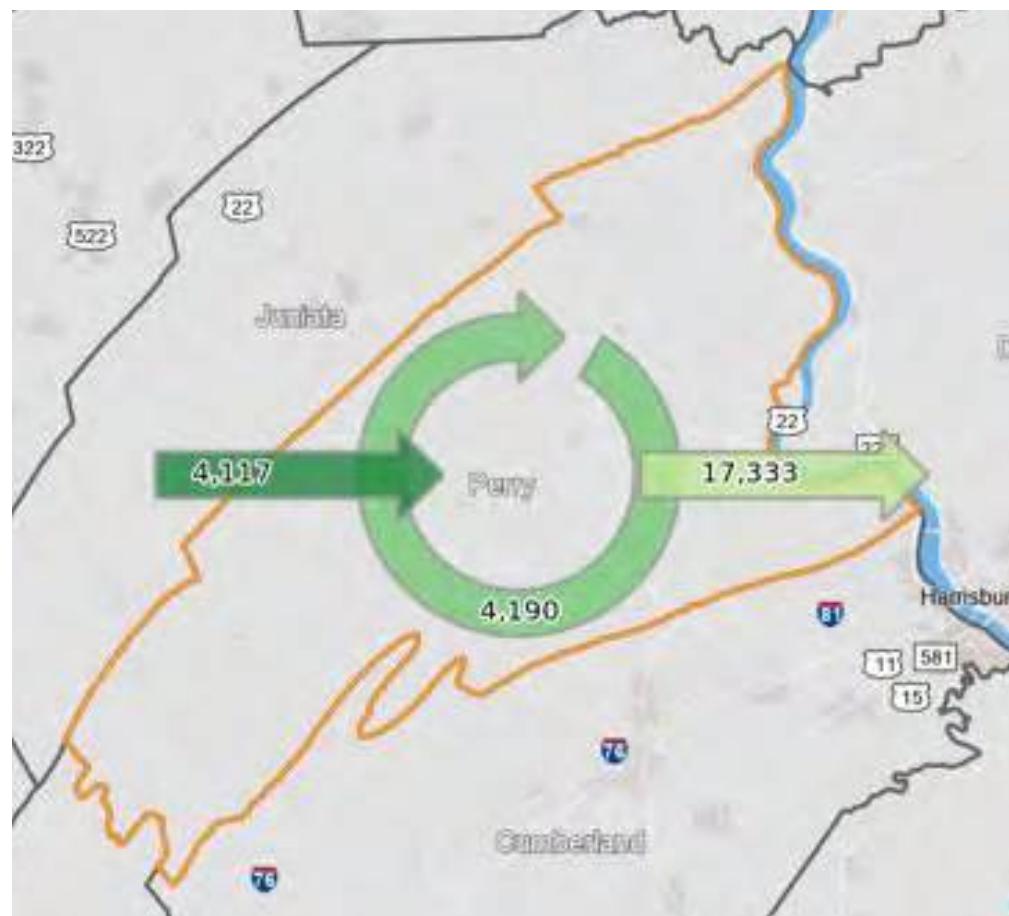
DEMOGRAPHIC AND MARKET ANALYSIS SUMMARY

Employment and Commuting Patterns

The United States Census tracks employment patterns within communities. It evaluates jobs within a community, the types of jobs residents have, and inflow and outflow of jobs among other data points. The most recent data from 2018 is summarized below.

Perry County exports a significant number of residents who commute out to other places for work. In fact, of the total number of residents employed (21,523) 80.5% work outside of Perry County. Only 19.5% of employed residents both live and work inside Perry County.

That being said, Perry County does have a job count of 8,307. Of those jobs within Perry County, 50.4% are held by Perry County residents and the remaining 49.6% are jobs where residents commute into the county.



JOB INFLOW/OUTFLOW DIAGRAM, US Census Bureau

Jobs Within Perry County

Of the 8,307 jobs in Perry County, many of them cluster around the boroughs of the community particularly in Marysville, Duncannon, Newport, and New Bloomfield. Retail, transportation and warehousing, healthcare, and education are the predominate industries in terms of number of jobs within the county.

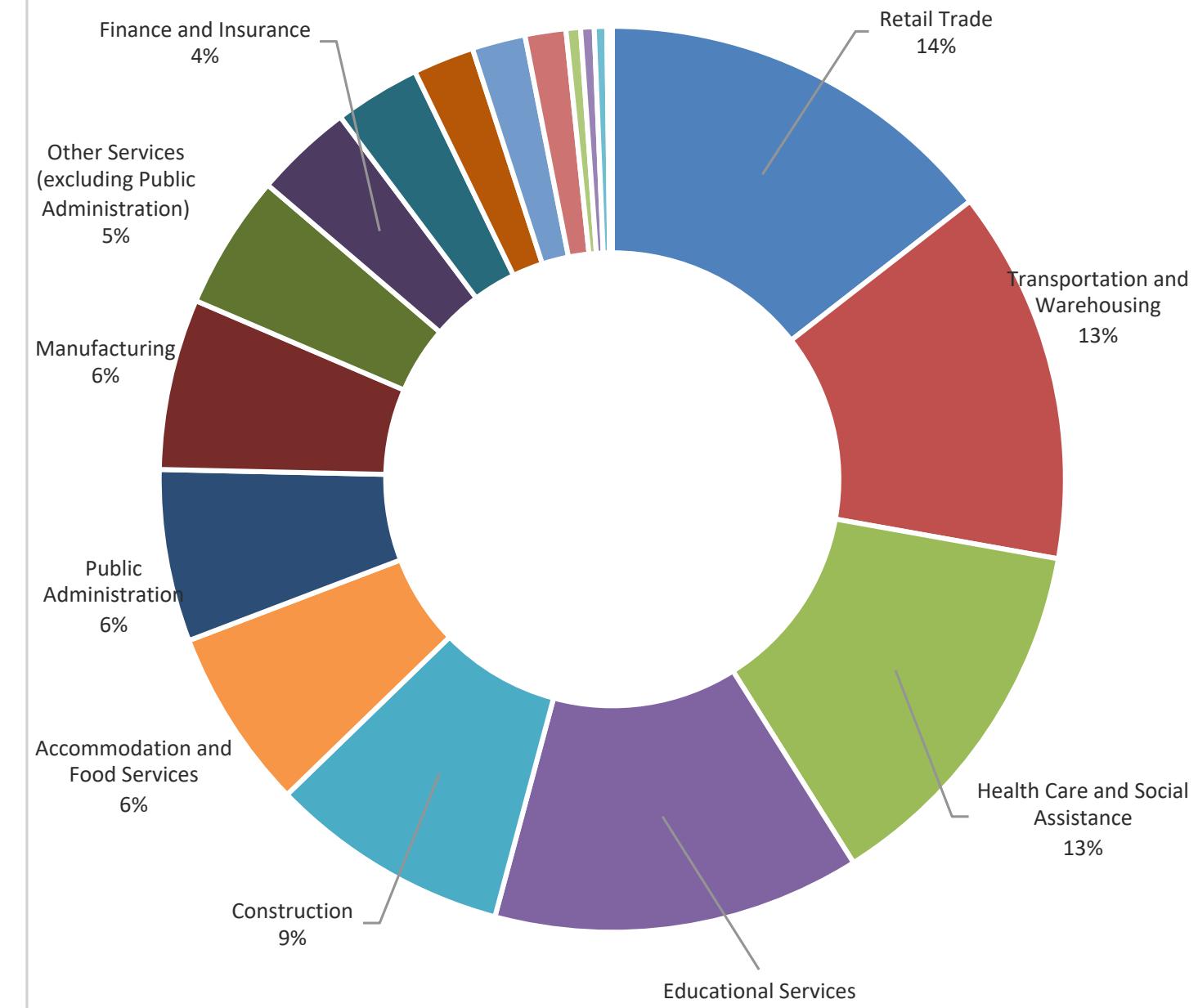
Earnings from jobs within the county split evenly into thirds with 33.7% earning under \$1,250 per month, 33.5% earning \$1,251-\$3,333 and 32.8% earning more than \$3,333 per month.

Employment of Perry County Residents

Of the 21,523 employed Perry County residents, 19.5% work in Perry County and 80.5% commute outside of the county for work. The overwhelming majority commute southeast of the county, with 8.8% commuting to Harrisburg City (the number one destination for employees outside of Perry County) and another 2.9% to Carlisle Borough.

Jobs outside of the county are more diverse in distribution ranging from retail trade, healthcare, and administration to manufacturing, real estate, and professional services. On average, Perry County residents that commute out for work have higher earnings than Perry County residents that work within the county or employees that commute into Perry County.

Jobs in Perry County by NAICS Industry Sector



DEMOGRAPHIC AND MARKET ANALYSIS SUMMARY

Segmentation Analysis

The market segmentation analysis examines the makeup of Perry County's existing market by analyzing the behavioral traits and consumer patterns of various "segments." The segments, as defined by the leading national market research firm Claritas, are based on demographic data including age, income, education, family structure, and urbanization. A segmentation analysis was conducted for Perry County and benchmarked against the state of Pennsylvania.

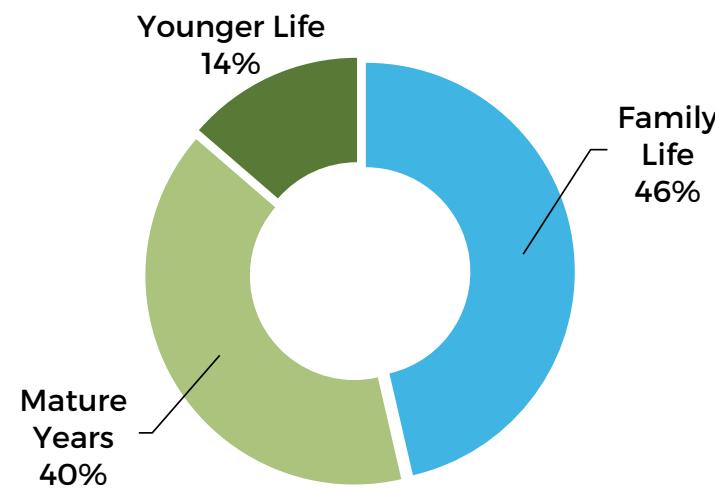
Life Stage

The Life Stage analysis breaks down households into three classes – Younger Years, Family Life, and Mature Years. The segmentation analysis shows that Perry County has larger percentages of households in the Family Life (46%) and Mature Years (40%) stages, with a small percentage of households in the Younger Life stage (14%). Compared to the state, Perry County has a larger share of Family Life households.

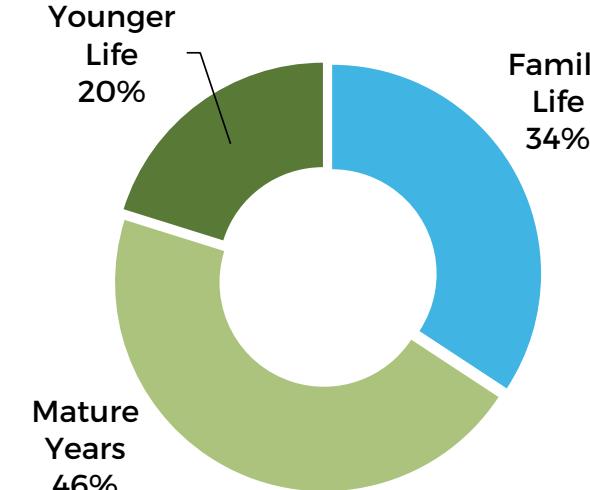
Social Group

Social Groups are categorized by urbanization (urban, suburban, second city or town & rural) and affluence. Households in Perry County are all classified as Town and Rural, while Pennsylvania overall has a mixture of Town and Rural, Second Cities, Suburban, and Urban households.

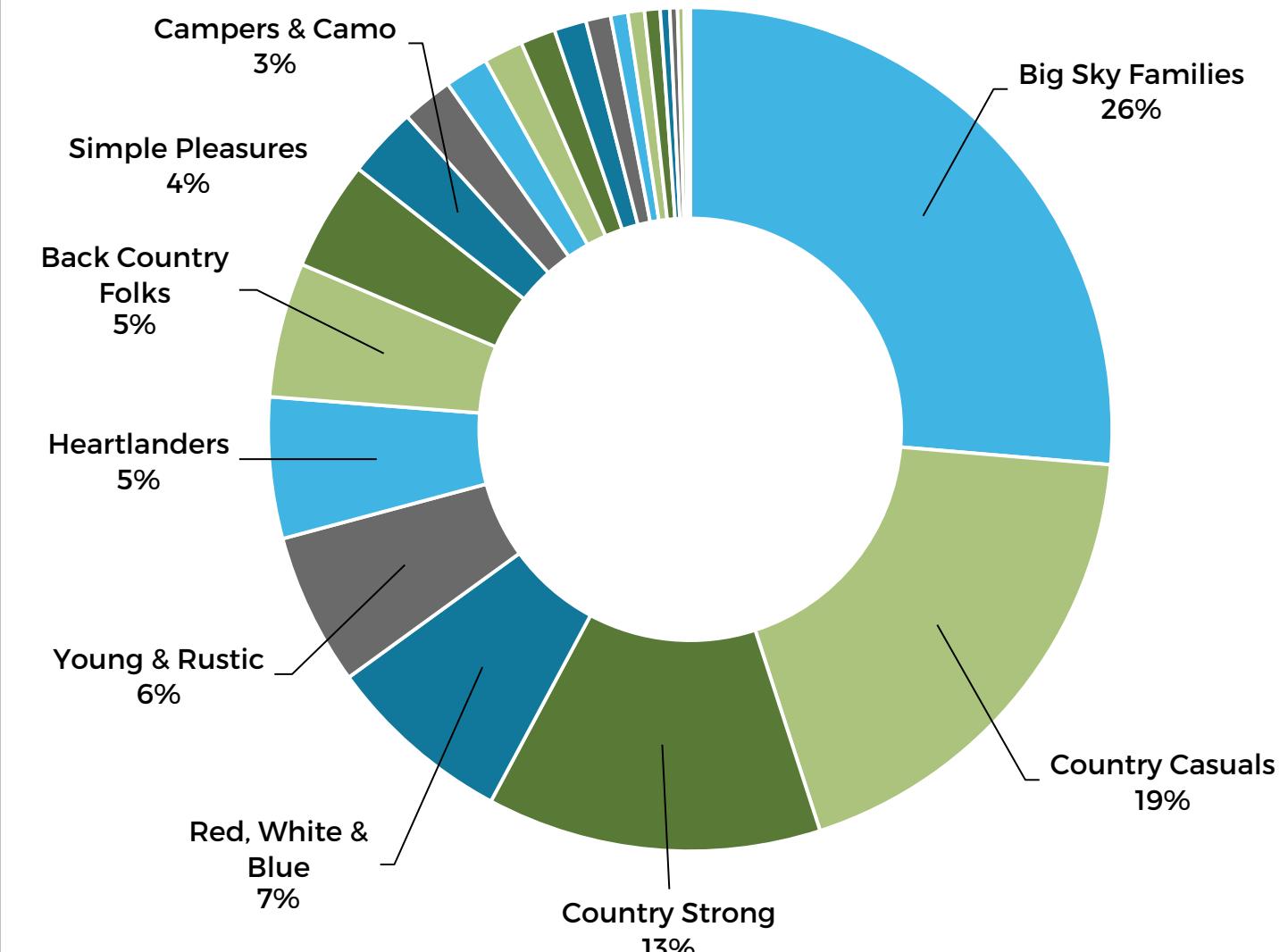
Life Stage - Perry County



Life Stage - Pennsylvania



Perry County Market Segmentation



DEMOGRAPHIC AND MARKET ANALYSIS SUMMARY

Segmentation Analysis

Overall Segmentation

Claritas PRIZM segments categorize households into 68 unique segments based on life stage and social group, describing behaviors, lifestyles, and consumer patterns for each segment. In Perry County, 27 of the 68 segments are represented.

The largest segments in the county include:

- Big Sky Families (26%)
- Country Casuals (19%)
- Country Strong (13%)
- Red, White & Blue (7%)

The four largest segments represent households with a mix of income levels, family composition, and age ranges.

These segments are described on the following pages. A full description of all individual segments can be found at www.mybestsegments.com.

Segment	Big Sky Families	Country Casuals	Country Strong	Red, White and Blue
Description	Big Sky Families is a segment of middle-aged rural families. Residents enjoy country music and all types of team sports and outdoor activities, especially hunting. These families attend High School sports events and wear their team logo apparel to show their team spirit.	There's a laid-back atmosphere in Country Casuals, a collection of older, upper-midscale empty-nest households. Today, these Baby-Boom couples enjoy outdoor activities, like hunting, and buying locally grown food but are not likely to be up-to-date on technology.	Country Strong are lower middle-class families in rural areas that embrace their day-to-day lives. They are focused on their families and prefer hunting and country music to keeping up with the latest technology.	The residents of Red, White & Blue typically live in rural areas. Middle-aged, with high school educations and lower incomes, many of these folks are transitioning from blue-collar jobs to the service industry. In their spare time, they attend activities like professional bull riding and NASCAR races.
Households in Perry County (% of Total)	4,828 (26%)	3,425 (19%)	2,348 (13%)	1,315 (11%)
Social Group	Country Comfort	Country Comfort	Middle America	Rustic Living
Lifestage	Young Accumulators	Conservative Classics	Mainstream Families	Striving Singles
Income	Upscale	Upper Midscale	Lower Midscale	Low Income
Income Producing Assets	High	High	Below Avg	Low
Age	35-54	55+	<55	<55
Pred HH Composition	Mostly w/ Kids	Mostly w/out Kids	Family Mix	Mostly w/out Kids
Pred Tenure Type	Mostly Homeowners	Homeowners	Mostly Owners	Mix
Pred Education	College Graduate	Some College	High School	High School
Pred Employment	Management and Professional	Mix	Blue Collar Mix	Mix
HH Tech	Average	Below Average	Below Average	Below Average
Urbanicity	Rural	Rural	Rural	Rural

Figure 2: Key Market Segments in Perry County (Source: Claritas PRIZM Premier)

DEMOGRAPHIC AND MARKET ANALYSIS SUMMARY

Retail Leakage Analysis

"Retail Leakage" refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, residents are purchasing more than the stores are selling, and the dollars spent outside of the area are said to be "leaking." A retail leakage analysis was performed on Perry County and its boroughs.

The retail leakage analysis indicates that Perry County has significant retail leakage. Stores in Perry County sold \$358 million over the past year. During the same time period, county residents spent \$645.9 million, indicating that the county leaked \$287.9 million in sales. Consumers in Perry County spent nearly DOUBLE what stores sold in the county during the same time period.



Figure 4: Retail Leakage in Select Categories in Perry County (Source: Claritas 2021 Retail Market Power, Excluding Non-Store Retailers)

	Perry County	Blain Borough	Duncannon Borough	Landisburg Borough	Liverpool Borough	Marysville Borough	Millersburg Borough	New Bloomfield Borough	New Buffalo Borough	Newport Borough
Stores Sell 	\$358 million	\$1.9 million	\$8.2 million	\$1 million	\$14.3 million	\$12 million	\$4.3 million	\$12.5 million	\$1.9 million	\$37.8 million
Consumers Buy 	\$645.9 million	\$2.8 million	\$18 million	\$3.4 million	\$13.8 million	\$37 million	\$9.3 million	\$16.2 million	\$2.2 million	\$18.3 million
Market Leaks (Gains) 	\$287.9 million	\$0.9 million	\$9.8 million	\$2.4 million	(\$0.5 million)	\$25 million	\$5 million	\$3.7 million	\$0.3 million	(\$19.5 million)

Figure 3: Retail Leakage in Perry County and its Boroughs, Excluding Non-Store Retailers (Source: Environics Analytics)

Opportunities

Retail leakage experienced in Perry County indicates that existing stores are not currently meeting the needs of residents. This leakage translates directly to demand, presenting opportunities for commercial growth. It is not reasonable to expect to capture 100% of retail dollars leaking from the county. However, by focusing on key retail categories, the retail leakage analysis can help the county target key businesses, products and services through strategic recruitment, economic development and marketing.

The retail leakage analysis indicates opportunities to capture leakage in key categories including:

- General merchandise
- Restaurants (both full-service and limited service restaurants)
- Home centers
- Clothing and shoe stores
- Grocery stores
- Furniture stores
- Pharmacies and drug stores
- Home furnishing stores
- Specialty retail

DEMOGRAPHIC AND MARKET ANALYSIS SUMMARY IMPLEMENTATION

The market analysis, stakeholder engagement, and SWOT assessment laid the foundation for the business development strategies presented in this section. It is important to note that while there are numerous opportunities for new/expanded business support efforts, this plan cannot be successful without a unified approach. Each community and partner agency has limited resources and personnel, and a commitment to regionalism is critical. This document presents a platform for the communities and partners in Perry to follow in order to create a healthy business environment and grow outdoor recreation and agritourism business. The actions are based on four core strategic areas that have been identified through community engagement and market research, including: **Small Business Support | Developing New Markets | Visitor Support Strategies | Regionalism and Planning**

Small Business Support

These strategies focus on growing mechanisms for small business support including data collection and sharing, entrepreneurial programming, and incentives.

1. Provide market research to all local businesses to incorporate into their business planning: This plan compiled a great deal of market research including with the market segmentation, and market demand. The data will be beneficial to any existing businesses looking to market themselves or expand product mix. It also helps Perry County and its communities refine their recruitment strategies based on demand opportunity. Therefore, the plan and market presentations should be made available to all businesses in electronic format, either via email or in downloadable pdf format from the County website.

2. Produce Market Profile “one-sheet” that summarizes market research: Single page data sheets outlining opportunity can be created as an executive summary of sorts that identifies market potential. The sheets can be downloadable or used as inserts in business recruitment packages for local communities and business development partners.

3. Organize annual discover tours with Perry destinations and businesses: These day-long tours should build an awareness of Perry's depth of experiences. They should include the region's visitor, recreation, and hospitality partners, as well as local influencers. They could highlight single businesses or destinations each year culminating with a small workshop/info sharing at each site.

4. Coordinate with partners to grow entrepreneurial challenge initiative targeting recreation and agritourism business: This could

All recommendations are detailed below and are outlined on the companion Strategy Board. The Strategy Board includes all actions organized by the four strategic areas above. Each action has a timeframe, lead partner, and progress towards status. In addition to the Strategy Board, development strategies for individual Basecamp Towns are also shown.

While there are dates in the “timeframe” column, these are merely suggestions when these actions should begin and do not represent completion times. Some will last longer than others or are ongoing projects. Similarly, the suggested timeframes begin in 2020 but should be fluid over the implementation of the plan. In general, the earliest actions focus on

be a county-wide challenge that targets tourism, agritourism, and recreation-based businesses. In addition, the County could seek out private funding from local industries to help underwrite such an initiative.

5. Create branded testimonial ads showing successful small businesses: These ads can illustrate why it is beneficial to invest in Perry by highlighting and promoting small businesses. Graphic ads will personalize the small business and can be provided to communities and business development partners for marketing and recruitment. Ads can be deployed via social media, in business recruitment packages, or in conventional media outlets.

6. Create incentives for small business development and recruitment of targeted businesses: These incentives can be as small as \$500 and could include marketing, business training, rental subsidies, upfit subsidies, micro-loans, façade grants, vibrancy grants, etc. The County and each of its communities should coordinate to build a more complete toolbox of incentives. These incentives are discussed in other portions of this report.

7. Grow Development Network for Entrepreneurs: Perry has an aging population and an out-migration of jobs. By cultivating youth entrepreneurship in partnership with schools in Perry County, a sustainable foundation for small business can be created. For example, the some small business development centers offer scholarships and training for young people to develop entrepreneurship, marketing, and business skills in local communities.

8. Update market research every five years: This plan established a baseline of data which should be updated on a regular basis. Enhanced research could target specific needs such as lodging, agribusiness, etc.

engagement or planning, while the later strategies are those that require development and funding.

Ultimately, the Strategy Board is a working document for benchmarking and ongoing evaluation of the implementation process. It is recommended that the steering committee that guided this plan meet to discuss roles and responsibilities, time frames and benchmarking. Any changes to the plan can be added to the Strategy Board. The group should be reassembled on an annual basis to evaluate progress, discuss new priorities, and amend the Strategy Board as needed.

9. Coordinate efforts to develop and promote non-traditional lodging appealing to outdoor enthusiast such short-term rental, camping, B&B, mobile lodging, etc.

B&B, mobile lodging, etc.: Perry County is favorably located near major metropolitan areas yet it provides scant lodging opportunities. The County and its community partners should establish a short-term strategy that looks to create alternatives to provide lodging for the outdoor recreation and agritourism market. This could include encouraging more short-term rental (AirBNB, etc), creating a startup guide or manual for prospective short-term/bed & breakfast-type operators, and even creating incentives or grant funding for certain types of unique lodging. This could include hostels, camping, glamping, and even pop-up lodging such as airstreams, yurts, etc.

10. Facilitate a long-term lodging strategy to expand offerings: A long-term lodging effort would look to expand offerings by recruiting a 3-star hotel (Hampton, Courtyard, etc) and studying the feasibility of a boutique hotel in the County. Numerous small towns across United States have had success in recruiting successful, independent boutique hotels to their towns.

11. Partner to consider a micro retail or micro-enterprise program enabling mobile retail, vending for outfitting, guides, and food:

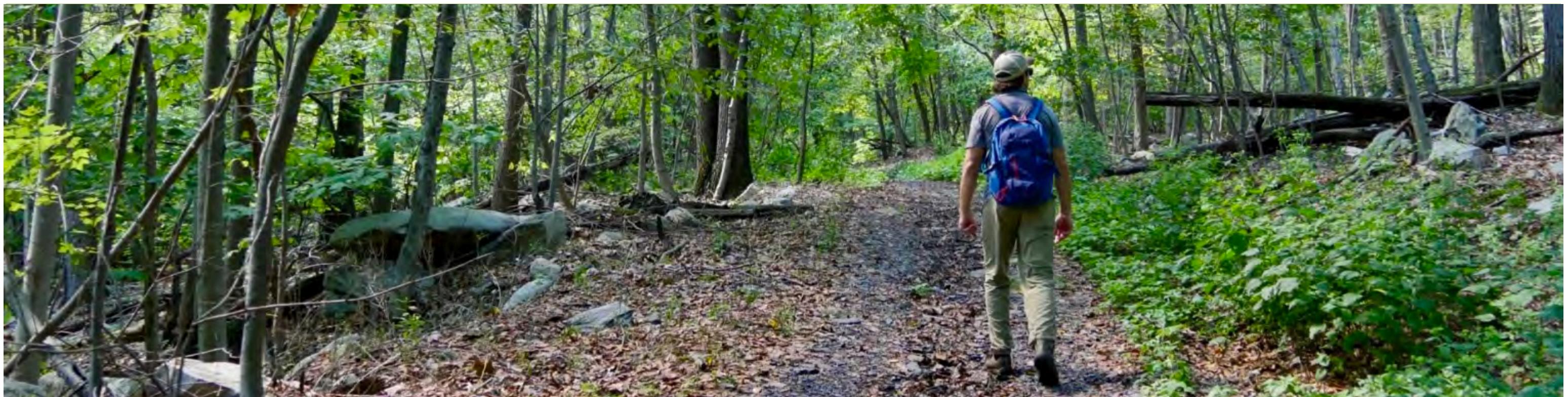
It is projected that by 2026, approximately one-quarter of all retail sales will be conducted online. While this can have a devastating impact on small business, independent businesses and districts are once again evolving to meet the new economy. Today's retailers carry much less inventory than just five years ago and require much less space. Property owners are finding that they can carve up their spaces into multiple units (retail on the street, office space or residential behind) and bring in more monthly rent. Communities are revisiting their dated zoning codes to allow this flexibility. Other places are creating their own micro-retail programs to provide smaller, flexible space. For example, Alabama Main Street is using customized shipping containers providing small storefront space to independent businesses. The program is innovative, and in Perry's case could be an opportunity to provide an outfitter presence at a regional event, or a rotating business space in a Basecamp community.



Perry County Trails, Tourism, and Outdoor Recreation Strategies Guide

TRAILS, TOURISM, & OUTDOOR RECREATION STRATEGIES

PERRY COUNTY



Perry County's natural resources not only provide natural beauty and an idyllic setting, it is also fertile ground for outdoor recreation and agrotourism. From the blueways of the Susquehanna and the Juniata River to the greenways of the Appalachian Trail and Cove Mountain Preserve, Perry County offers its residents and visitors endless outdoor adventure including hiking, biking, fishing, birding and scenic driving. Ecotourism is on the rise globally with many tourists seeking to combine outdoor recreation with visits to authentic destinations that reflect the personality of their geography. However, the existing outdoor recreation inventory is not organized. For someone visiting from outside the county or even residents inside Perry County, it is not easy to understand or access those existing opportunities. A combination of short-term, low-cost initiatives combined with longer-term investments can help make Perry County a more dynamic destination for visitors and increase value for residents.

Create a training program for recreation docents to build awareness and provide information and access. Educating volunteers will expand the number of people "in the know" who can direct both residents and visitors to resources. Docents can in turn give information to small businesses including those selling recreational gear. Perry Countians are already engaged with outdoor recreation and many are knowledgeable. Creating a docent program formalizes the information and gives structure to what is happening organically.

Create an asset map and inventory of recreation and agritourism destinations - A natural outcome of the training program will be a consolidation and listing of the current inventory and potential inventory. The inventory map can either be produced as printed material or to be used in an electronic format. An electronic format allows for continual updates when trails may be seasonally closed or new sections come online.

Build Itineraries for visitors and local groups - Developing simple things like, "A Day in Newport" or "Saturday in PC" or "Hike, Bike, Paddle and Dinner" will connect visitors and residents with local businesses. These can be made available to outfitters as well as on the HomeTown website. Structured itineraries help prevent the visitor coming for a day of paddling or hiking and then departing before engaging with local businesses.

Target recreation and agrotourism-based businesses - In the market research conducted during the community engagement planning phase, a number of businesses were mentioned that would be supported by market demand. These businesses include but are not limited to farm-to-table dining, outfitters, bike shop, professional adventure guides and breweries.

TRAILS, TOURISM, & OUTDOOR RECREATION STRATEGIES

TRAILS

RECOMMENDATION

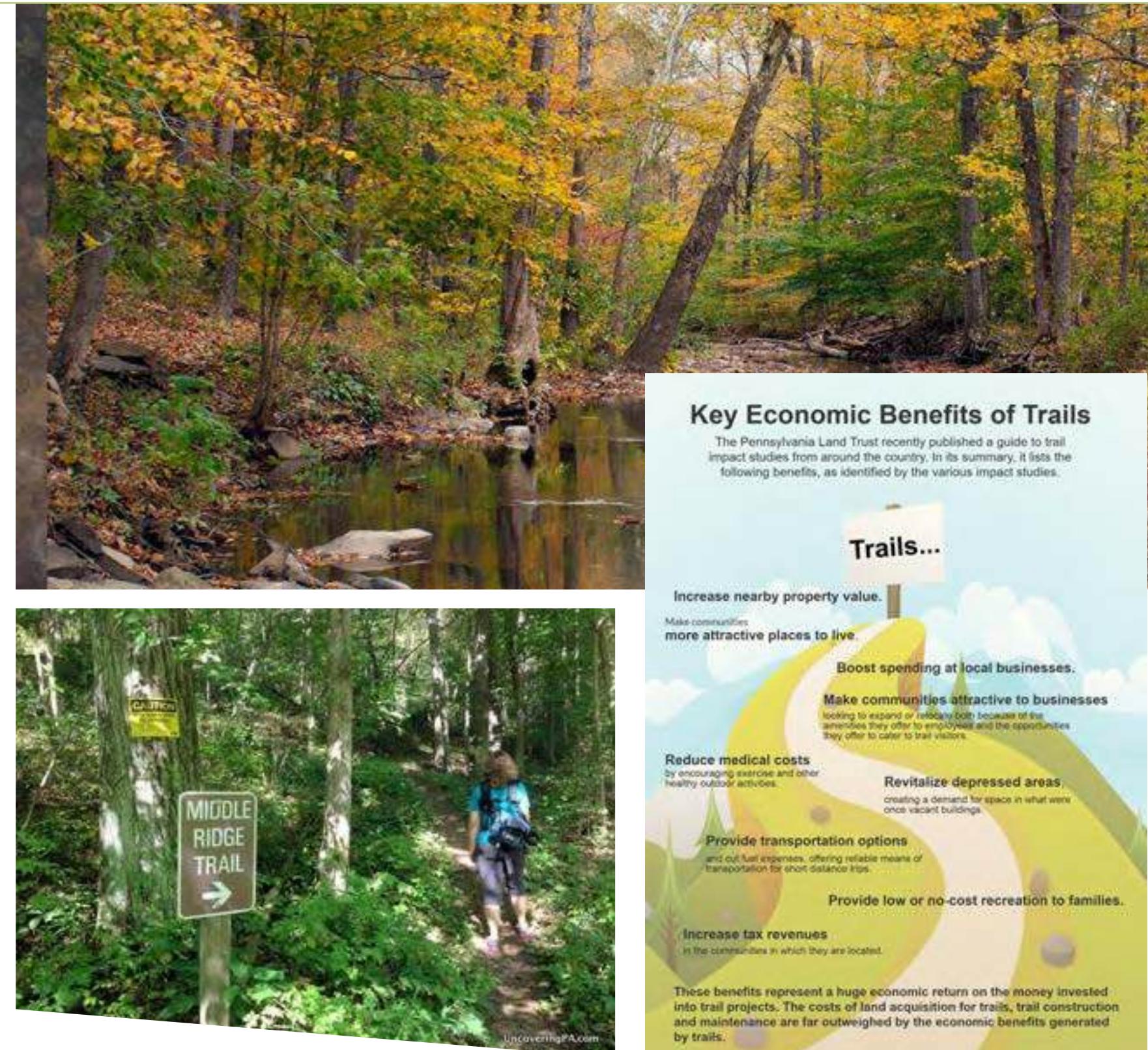
Trails incorporates mountain hikes and formalized park walks like David's walk in the Lion's Club Park in Marysville. Some boroughs like Marysville are already engaged in connecting their neighborhoods to outdoor recreation. There are many strategies that can further these efforts with either physical connections or by mapping the opportunities in a way that is easy to navigate multiple sites and businesses.

Consider new, unique events for outdoor enthusiasts

- Building on the popularity of the Appalachian Trail Day, other rivercentric or trail connectivity events are a great way to showcase the inventory. "Mudder races" which involve mountain biking and running, triathlons that substitute paddling for swimming or poker runs with motorized or non-motorized transportation are examples of opportunities to involve multiple sites and boroughs.

Host outside adventure groups and influencers to experience regional offerings and cross promote. Utilizing existing groups in Perry County, such as the loose network of Appalachian trail volunteers and the countywide trail enthusiast group, invite similar organizations from Harrisburg or other regional municipalities to join meetings or create mini special events. Penn State likely has an abundance of clubs and organizations that would consider hosting events in Perry County with assistance in organization.

Coordinate efforts to develop and promote non-traditional lodging appealing to outdoor enthusiast such as short-term rentals, camping, and mobile or seasonal lodging. One of the limits in Perry County is the lack of overnight lodging. The use of semi-permanent glamping sites like yurts or tents on platforms present a way to expedite the process with limited time and fiscal investment. This could be one way to activate the festival grounds in Blain and Duncannon once more infrastructure is available.



TRAILS, TOURISM, & OUTDOOR RECREATION STRATEGIES

BLUEWAYS

RECOMMENDATION

The Susquehanna River and its tributary the Juniata create a natural blueway through Eastern Perry County. Both rivers provide a venue for fishing, paddling, rafting, wildlife watching, and birding. With already existing access points, a Blueway from Millerstown through Newport to Duncannon to Marysville is in place and ripe for improvements. Once deployed the wayfinding system will direct visitors and residents to access points.

Improve access points to the river - Improved access points which allow for adequate parking, offer lighting for the early morning fisherman, restrooms and create space for viewing the river. There are few points along the river which enable access so it is critical to maximize the existing ones.

Expand access points to the river - There is an access point in New Buffalo that can only be safely used by experienced residents. There may be an opportunity to work with private landowners and the PaDOT to make that and others more universal landings.

Identify and work with outfitters or other interested entrepreneurs to create shuttles, provide equipment rentals, and provide guide services. Partnering with businesses in boroughs where parking is plentiful would also create connection to businesses.

Explore creating rivercentric events - Both rivers could host a river race series for paddleboards, canoes, and kayaks. Get Out and Fish is a national grant program for community fishing days. Regional and national fishing and paddling manufactures and retailers could also host demonstration days on either river.



TRAILS, TOURISM, & OUTDOOR RECREATION STRATEGIES

AGRITOURISM

RECOMMENDATION

The farm-to-table movement has made everyone more curious about food production. Agriculture focused areas, like western Perry County, can take advantage of this trend by creating farm tours, field mazes and food-specific festivals. The new generation of farmers and ranchers are embracing these strategies as a way to diversify their annual income. There is a need to be cautious while promoting agritourism in western Perry County to avoid repeating over-promotion that drove many residents from Lancaster, PA to Perry County.

Curate interactive experiences - There are a multitude of both core and peripheral activities and experiences that can be developed that expand opportunities for revenue generation and make farms more economically resilient. These include direct sales of products sold both on (farm stands, U-pick, tasting rooms) and off the farm (farmers markets, CSAs, ag fairs).

Link experiences to outdoor recreation - Outdoor recreation can be connected directly to agriculture via farm tours, farm-to-table meals, overnight farm stays, ag festivals on farms, corn mazes. Organized bike tours are popular ways to more directly experience a region and its culture.

Encourage farms to join HarvestHosts, Hicamp or other membership camping site - Hicamp and HarvestHosts are two of the online membership sites that provide agritourism experiences by connecting campers and RVers to farms, breweries or wineries.



Denver Downs Farm, Anderson South Carolina



Temple Hall Farm Regional Park, Leesburg Virginia

TRAILS, TOURISM, & OUTDOOR RECREATION STRATEGIES

RAILWAYS

RECOMMENDATION

In this modern age of communication and information at the speed of light, many travelers crave an opportunity for a slower pace. There has been a resurgent interest in train travel and train history. Luxury overnight and day train travel have been reintroduced in Colorado, New Orleans and other venues across the United States. The Rockville Bridge in Marysville is the longest masonry arch railroad viaduct in the world. It is a natural focal point for railroad enthusiasts. Railways are one of many niches tourism interests. With some businesses already engaged with railroad enthusiasts there is an opportunity to create itineraries that link the Rockville Bridge experience with the Blain Depot Museum and businesses along the way.



Blain, Pennsylvania Economic Vitality Plan





BLAIN COMMUNITY CHARACTER

COMMUNITY CHARACTER

BLAIN

Blain is best characterized by its authenticity. It is a working farming community, has a distinct town core surrounded by protected farmland, and its residents exhibit a strong pride of place. Protecting and preserving this authenticity is paramount while addressing some challenges that residents identified. These challenges include poor sidewalk conditions in many areas, many buildings in need of maintenance, particularly painting, and a lack of some key services (gas, laundromat, etc.).



RECOMMENDATION

Farmland Preservation: Continue to protect the farmland and valley views that surround Blain.

Actions:

Farmland Preservation-For any farmland not protected, explore opportunities with property owners to put into farmland preservation.

Trails-Locate and align future trails that connect Blain to other communities in the county in ways that capitalize on panoramic views of the surrounding valley landscape.



RECOMMENDATION

Blain Picnic Grounds: Protect and enhance the Blain Picnic Grounds as an important community amenity.

Actions:

Structure Maintenance-Continue to maintain pavilions and structures and don't lose the existing informal and inviting character they offer.

Tree-Planting-Consider strategic canopy tree planting to provide for replacements to aging trees.



Trails-Incorporate the picnic grounds into any future trail network connections and link with downtown.

COMMUNITY CHARACTER

BLAIN

RECOMMENDATION

Views from Main Street: Preserve the “windows” that frame vistas to farmland and mountains from Main Street.

These glimpses of the adjacent countryside from between buildings reinforce Main Street’s distinctive character as the center of commerce within a farming community.

Actions:

Obstructions-Avoid adding structures or plantings that obstruct these views.

Tree Pruning-Where trees are currently planted, consider pruning lower branches so that the canopy frames views.

Tree Planting-If planting new trees, utilize high canopy trees as opposed to small ornamental trees that would block views.



RECOMMENDATION

Streetscape Enhancements: Improve the existing Main Street streetscape but avoid “over-designing” it. The simplicity and functionality of the Main Street streetscape contributes to Blain’s authenticity.

Actions

Sidewalk Repair-Replace sidewalk segments that are in poor repair, utilizing simply scored concrete to match existing.

On-Going Maintenance-Encourage property owners to remove grass and weeds between the sidewalk and street paving to maintain a tidy appearance.

Lighting-Provide pedestrian-scaled ornamental lights (12' high poles on the east side of the street) to improve nighttime visibility. Attach ornamental fixture to existing utility poles on the west side of the street to reduce the number of poles added.



COMMUNITY CHARACTER

BLAIN

RECOMMENDATION

Tree Replacement-Plan for eventual replacement of aging ornamental pear trees located along Main Street and replace with a more appropriate canopy tree such as an oak or maple.

Tree Planting-Work with property owners and seek opportunities to plant additional trees where feasible such as within wider setback areas and spaces between buildings (provided tree will frame, rather than block, vistas to farm fields and mountains).



RECOMMENDATION

Actions

Seasonal Color-Expand upon the seasonal planting that many property owners have done within small planting beds, planter pots, and hanging baskets and encourage other property owners to do the same. These small pops of color make a huge impact when done on multiple properties.

COMMUNITY CHARACTER

BLAIN

RECOMMENDATION

Infill Development Opportunity:

Explore opportunities for sensitive infill development in the vacant lot along East Main Street.

Actions

Land Use-Strive to attract a land use that complements other businesses on Main Street and fills a community need, if the property is not developed for residential.

Design-Strive to design any infill development, regardless of use, so that it fits in seamlessly with the existing character of Main Street. Maintain existing setback, utilize 2-story construction and similar building/roof form and massing of adjacent structures. Locate any automobile-oriented use and/or parking to the rear off of East Street.



RECOMMENDATION

Parking Lot Screening: For any existing or new parking or service areas, consider using plant material and ornamental fencing to buffer these areas from adjacent streets and sidewalks.



COMMUNITY CHARACTER

BLAIN

RECOMMENDATION

Building Maintenance: Work with and assist property owners in the maintenance of their buildings.

Actions:

Painting: When painting structures, consider rich colors that enliven Main Street. The Blain Market and Blain Hotel are good examples of the impact rich colors can make.





BLAIN BRANDING & WAYFINDING



BRANDING

Our communities must be branded in such a way that the people, places, and events become dynamic and evoke positive feelings about the potential experiences to be had there. We must be aware of the tendency to reduce all potential experiences into a single identity that features only one aspect of the community. While there is nothing wrong with featuring a single icon, a good branding and marketing system must encompass multiple interpretations of the ever-expanding options for positive experiences within a community.

Consider the potential pitfalls if Starbucks changed its logo to a coffee cup, Nike switched its swoosh to a shoe, or Apple replaced its logo with an iPhone. While these new logos are actual examples of company products, each fails to capture, or represent, the full range of the products and services (read: promises and experiences) they provide. Yet how often have we seen a community represent its entire essence with a single physical icon? This single-asset approach to branding is not wrong, it is merely incomplete.

Therefore, our rural communities must be branded to represent a full range of cultural offerings and positive experiences. However, there are distinct differences between branding commercial goods and services and branding our communities. We must understand our rural communities as assets, resources, destinations, and cultural offerings rather than merely as a list of products or services. Each rural community is different, and the list of assets will change, and, one hopes, expand, based on its unique offerings.

Perry County, as a rural place, has adopted the strategy of leveraging the county brand to create a true destination, highlighting the uniqueness of each community while creating a real, connected sense of place.

Let's return to the fundamental question: Why is branding rural areas important? We have already established that we must brand our communities or everyone else certainly will. But, more importantly, branding helps capture the essence of our communities and communicates that message to a broader audience. The greater purpose in branding our rural communities is to build community pride, stimulate the local economy, and promote a preservation spirit that compels people to be better stewards of their culture and the place they call home.



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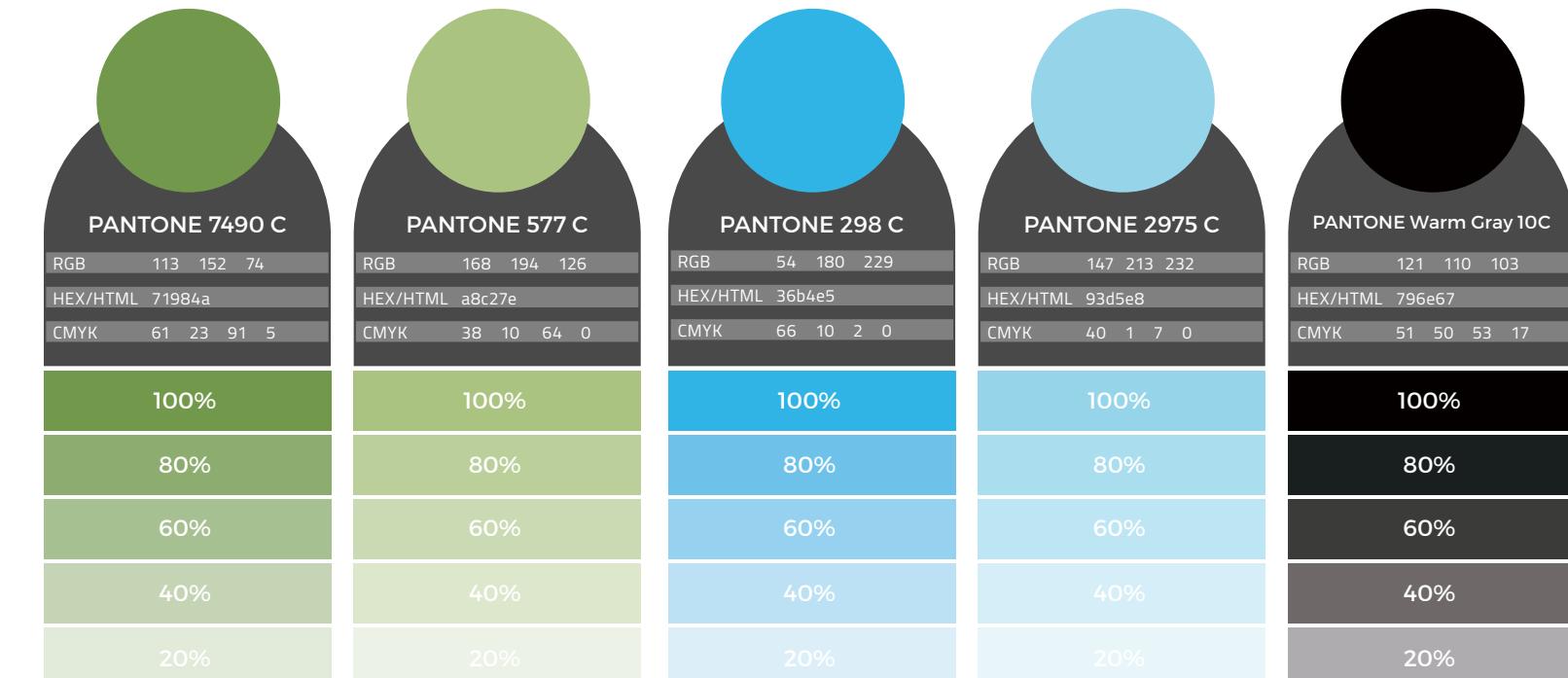
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Montserrat Light

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COLOR PALETTE



BRAND EXTENSION

A community brand is so much more than just a logo. Think of it as a basket. It holds experiences, memories, and interactions. It cultivates pride, creates revenue, and maximizes economic impact. The goal of these systems is to empower our communities to create real value and momentum. Telling the story of what you have to offer through shopping and dining guides or creating products that allow citizens and visitors to show their pride are essential in a well implemented system. Remove the speed bumps and encourage use of the brand as much as possible.



Blain
PENNSYLVANIA



Shopping & Dining Guides help highlight available experiences and promote local business

Branded shopping bags give you an opportunity to own the transaction, and celebrate people supporting local business



Branded merchandise can cultivate community pride while creating revenue streams for local business owners

Cobranded premium items tie your community brand to established brand equity. Don't always go cheap, believe that people love your place

WAYFINDING SIGNAGE

The wayfinding system should be introduced as part of the brand because it plays such an important role in the perception and flow of your community.

PRIMARY GATEWAYS

These gateways are the primary intersection points and main entry ways to town. They need to be highly visible and introduce the brand.

BUILDING MARKERS

The markers can be either wall mounted or monument style and denote important landmarks in the downtown district

TRAILBLAZERS

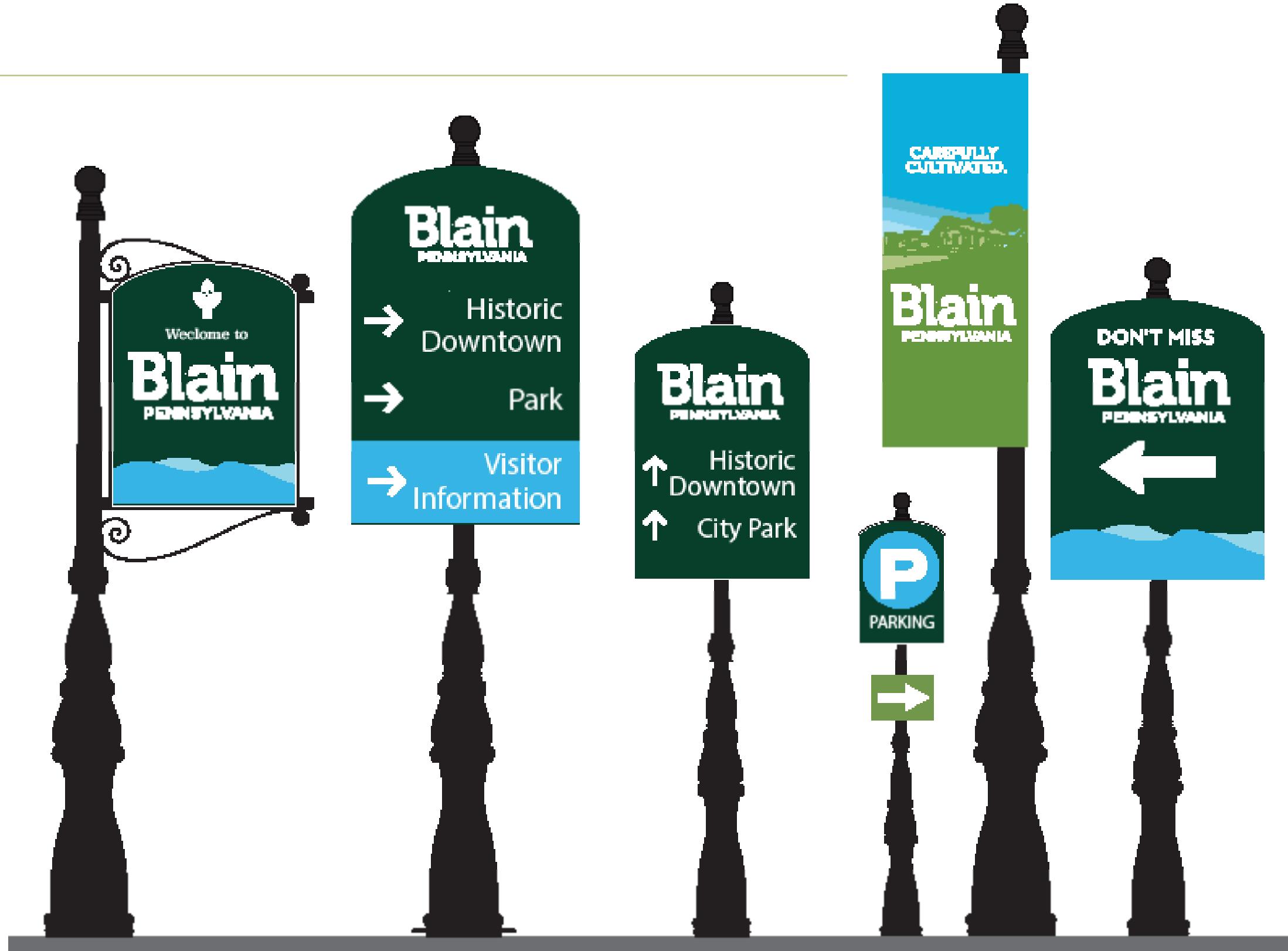
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STREET BANNERS

Banners are very popular and help to add color and movement to the lanes of travel, acting as a speed calming device. They too can be color coded by district and can promote local events, as well as promoting the brand.

PARKING SIGNAGE

Identifying parking is important in creating a parking system in downtown. Visitors are more likely to walk a block or two to shop if the signage system leads them directly to a public parking lot and tell them how to proceed. The parking markers can be by themselves or as attachments to trailblazer signs.



Proposed wayfinding design for county-wide, community specific wayfinding signage system



BLAIN ECONOMIC DEVELOPMENT

DEMOGRAPHIC AND MARKET ANALYSIS SUMMARY

BLAIN

The demographic and market conditions of Blain are critical in understanding the potential for future development and growth in downtown. This summary report uses demographic data from Claritas, Inc. a national firm that provides analytics of market conditions, demographics, and projections for future growth. Data is provided for the following areas:

- Blain Borough:** Borough-specific demographic data is presented for use in Borough-oriented grants and funding that may be available specifically to borough government.
- Drive Time Analysis:** Demographic data based on drive time analysis allows for a more thorough examination of the market dynamics at work in the community writ large. Consumers seldom (if ever) pay attention to political boundaries when making decisions on shopping and dining. Consequently, the drivetime area provides a much more accurate dataset to guide retail retention, recruitment, market data, and demographic profiles.
- Perry County:** Benchmarking with Perry County is important so that decision makers can understand how Blain fits into the overall market dynamics.

This data provides the underlying framework for many of the recommendations in this report. By promoting a greater understanding of the existing market and trends, this assessment helps identify opportunities for future development in downtown Blain. The demographic and market analysis data are summarized below.



Figure 1: Blain Borough (Left) and 5-Minute Drive Time Area (Right)

	 2021 Population	 Population Growth 2010-2021	 Age 25+ with at Least Some College Education	 Median Age	 Median Household Income	 Median Value of Owner-Occupied Housing
Blain Borough	285	8.4%	26%	32.2	\$54,994	\$179,613
5-Minute Drivetime	401	15.9%	27%	33.2	\$54,958	\$181,980
Perry County	46,387	0.91%	41%	43.5	\$68,692	\$184,296

DEMOGRAPHICS

A demographic profile of the community examines key indicators including population growth, household income and age.

Population

The estimated 2021 population of Blain is 285. The borough's population grew by about 20 people from 2010 to 2021 and is projected to grow by about 20 more people over the next 5 years. Approximately 401 people live within a 5-minute drivetime of the center of Blain.

Age

The median age for the Blain Borough is 32.2 which is significantly younger than the median age in Perry County (43.5).

Income

The median household incomes in Blain Borough (\$54,994) and the 5-minute drivetime trade area (\$54,958) are lower than the median household income in Perry County (\$68,692).

Housing Values

The median value of owner-occupied housing units in Blain Borough is \$179,613, just below median value in Perry County (\$184,296). Percent homeownership in Blain is comparable to the county overall.

Blain Borough: ownership	\$179,613	78% home
Five-Minute Drive Time: ownership	\$181,980	78% home ownership
Perry County: ownership	\$184,296	79% home ownership

RETAIL LEAKAGE SUMMARY

BLAIN

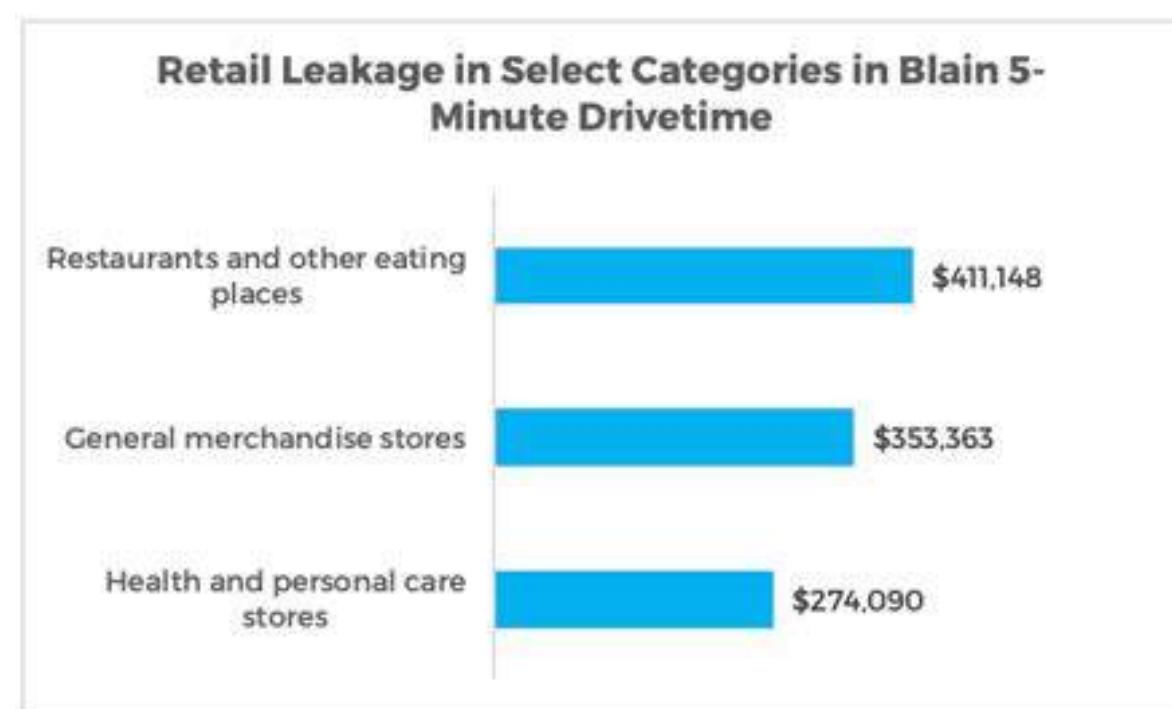
"Retail Leakage" refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, residents are purchasing more than the stores are selling, and the dollars spent outside of the area are said to be "leaking."

To gain a more complete picture of retail patterns in the area, the retail leakage analysis was performed for Blain and the 5-minute drivetime. Both the Blain Borough and the 5-minute drivetime experienced retail leakage over the past year. Stores in the 5-minute drivetime area had \$2.7 million in retail sales while consumers living in the area spent \$4 million, resulting in retail leakage of \$1.36 million.

Opportunities

Retail leakage experienced in the trade areas indicate that existing stores are not currently meeting the needs of residents. This leakage translates directly to demand, presenting opportunities for commercial growth. While it is not reasonable to expect to capture 100% of retail dollars leaking from the trade areas, the retail leakage analysis identifies key retail categories to be targeted for growth. Opportunities include:

- **Dining** (\$411k in leakage in 5-minute drivetime)
- **General Merchandise** (\$353k in leakage in 5-minute drivetime)
- **Health and Personal Care Stores** (\$274k in leakage in 5-minute drivetime)



	Blain Borough	5-Minute Drivetime	Perry County
Stores Sell 	\$1.9 million	\$2.7 million	\$358 million
Consumers Buy 	\$2.8 million	\$4 million	\$645.9 million
Market Leaks (Gains) 	\$0.9 Million	\$1.36 Million	\$287.9 Million

Duncannon, Pennsylvania Economic Vitality Plan





DUNCANNON COMMUNITY CHARACTER

COMMUNITY CHARACTER

DUNCANNON

Duncannon offers a commanding presence in Perry County with its distinct sense of place between two ridges at the junction of the Susquehanna and Juniata Rivers. Assets include a walkable gridded street network along which runs the Appalachian Trail (AT), multiple park spaces, an historic tavern and downtown square, and highway access. Challenges include its location within the floodplain; breaks in connectivity among amenities, destinations, and landmarks; poor facade conditions on many buildings; and a community that doesn't fully leverage its location along the AT.

RECOMMENDATION

Streetscape: Enhance primary streetscapes to reinforce linkages among landmarks, amenities, and destinations. Key streets include Market, Cherry, Chestnut, Ann, and Cumberland Streets.

Actions

Street Trees-Where space allows, plant canopy street trees along key streets to provide shade and comfort and to visually reinforce important connections.

Lighting-Consider pedestrian-scaled ornamental street lighting, particularly along Market Street, to improve street image and pedestrian safety.

Wayfinding-Utilize wayfinding along key streets to reinforce connections. See Wayfinding.

Appalachian Trail Route-Consider re-designating the AT along Market Street rather than High Street so that trail users pass through the square, along the Tavern and 3B Ice Cream, and Old Sled Works.

Park Connections-Use streetscape to reinforce connections between the square and Noyes Park, along Cumberland Street and between the square and the ballfield along Water Street.



NOYES PARK (Hidden park within network, two blocks off of Square)

Impact of Canopy Trees in Duncannon

Potential for Canopy Tree Easements in Duncannon

COMMUNITY CHARACTER

DUNCANNON

RECOMMENDATION

Duncannon Square: Enhance the square and reinforce it as the symbolic center of commerce.

Actions

Architectural Edge-Maintain strong architectural definition that defines the edges of the square. For the buildings that will be removed near the southeast corner, Use structures and landscape-including columnar trees- to replicate the architectural edge lost with the building demolition.

Parklets-Incorporate parklets in areas around the square in undertutilized paved areas to provide opportunities for outdoor gathering and dining.

Canopy Trees-Anchor the corners of the square with canopy trees to provide shade and comfort to existing and potential parklets.

Paving-Consider enhanced paving within the square (such as stamped or textured asphalt) to distinguish it from the adjacent roadways.

Crosswalks-Enhance crosswalk markings to provide safer crossings for pedestrians.

Planter Pots-Visually anchor the center crosswalks with planter pots to further highlight the pedestrian crossings and to provide seasonal color.

See placemaking opportunities under Facades and Design



COMMUNITY CHARACTER

DUNCANNON



RECOMMENDATION

Pedestrian Alleys/Connections: Enhance pedestrian connections to Market Street, particularly between the proposed brewery and the Doyle Hotel.

Actions

Pavement Markings- Utilize special paving or pavement markings to highlight the pedestrian connection.

Overhead Lighting-Utilize overhead market lights to effectively but inexpensively highlight the pedestrian connection and provide nighttime interest.

Public Art-Work with artists to explore inexpensive ways to animate the alley such as with murals and painting mechanical boxes and dumpster screens.

Dry + Wet Flood Proofing 8069 Main Street



RECOMMENDATION

Flood Proofing: Encourage and assist property owners in utilizing nonstructural flood proofing to protect buildings from flooding and make more viable for new businesses.

Actions

Army Corps of Engineers-Work with the U.S. Army Corps of Engineers to explore opportunities to utilize dry and wet nonstructural flood proofing and associated funding opportunities.

Design-Work with preservation community to explore ways that nonstructural flood proofing can be sensitive to building architecture and function of businesses.

3 OVERVIEW OF NONSTRUCTURAL FLOOD RISK MANAGEMENT MEASURES

Nonstructural FRM measures reduce flood risk by modifying the characteristics of structures that are subject to flooding or modifying the behavior of people living in or near floodplains. In general, nonstructural FRM measures do not modify the characteristics of floods (depth, velocity) nor do they induce development in a floodplain that is inconsistent with reducing flood risk. Nonstructural FRM options consist both of measures that are physical: dry flood proofing, wet flood proofing, elevation of buildings, acquisition of structures, relocation of structures, and nonphysical: flood preparedness plans, flood insurance, elevation plans, public warning systems, zoning, building codes and land use changes. Appendix A of this report contains fact sheets that provide a brief description of nonstructural flood proofing measures and contain pertinent information regarding the individual performance and feasibility of each measure including: applicability, types of flood risk reduced, description of measure, advantages and disadvantages, impacts, required pre-flood actions, special considerations, and general cost information.

Initial screening of potential nonstructural FRM measures, which included input from representatives of permanent historic preservation organizations, identified dry flood proofing, wet flood proofing, and structural elevation as the primary physical measures applicable in Ellicott City. Nonstructural flood proofing measures, similar to those recommended in this study, have been employed in similar situations across the country and have been proven to successfully reduce flood damage. They are effective for reducing both short- and long-term flood risk and flood damage and can be cost effective when compared to larger structural measures.

3.1 PASSIVE AND ACTIVE MEASURES

Nonstructural measures can be either passive or active. A passive measure is one that requires minimal pre-flood actions and includes flood doors and windows (dry flood proofing), wet flood proofing, and structural elevation. An active measure requires property owners to perform pre-flood actions in order to deploy an FRM measure, including temporary flood barriers. The number of pre-flood actions required was a major factor in the feasibility of a recommended nonstructural flood proofing measure due to limited warning times in Ellicott City, which is discussed in more detail in the subsequent sections of this report.

3.2 DRY FLOOD PROOFING

3.2.1 DESCRIPTION
Dry flood proofing consists of waterproofing the exterior of a structure up to a determined height in order to reduce the probability of flooding to the building interior. Dry flood proofing of a structure can generally provide effective flood-risk management up to a height of 3-4 feet on the exterior walls, after which point the hydrostatic load on the walls may be high enough to significantly increase the risk of structural damage. Buildings may be dry flood proofed above this 3-4 foot height if a full structural analysis is performed and the walls are found to have sufficient flexural capacity. Full structural analysis should also be performed if erosion flood velocities are greater than 3 ft./sec due to lateral shear forces. In some cases, where necessary, stanchions may be

COMMUNITY CHARACTER

DUNCANNON

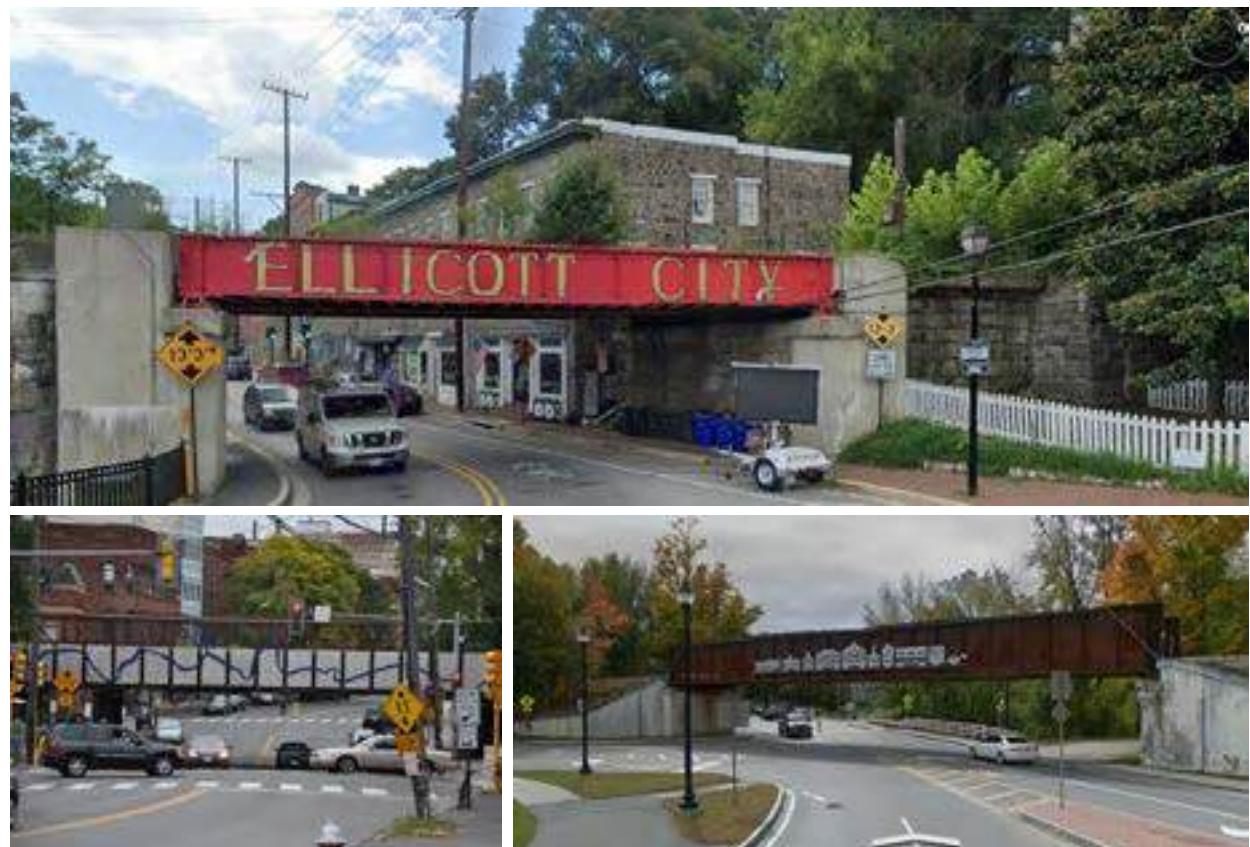
RECOMMENDATION

Gateway Underpass: Improve the existing Market Street/Route 15 underpass as a downtown gateway.

Actions

Lighting-Explore opportunities to incorporate LED lighting as an inexpensive but effective way to highlight the underpass while making safer for pedestrians.

Signage-Explore ways to utilize the bridge parapet as a gateway element including signage ("Duncannon") and/or public art.



COMMUNITY CHARACTER

DUNCANNON

RECOMMENDATION

Tavern Square: Enhance Tavern Square as a useable green space.

Actions

Park Edges-Reinforce the space by defining the park edges with canopy tree plantings. It is important to use canopy trees that would allow views into and out of the space beneath the tree canopies.

River Connection-Use tree plantings and wayfinding signage along Margretta Street to reinforce connections between the square and the existing tunnel connection to the river.



Hawk Rock Trail Trailhead: Enhance the Hawk Rock Trail trailhead as an AT gateway to Duncannon.

Actions

Wayfinding Signage-Provide wayfinding signage to link the trailhead to downtown and to direct visitors to parking resources.

Canopy Tree Planting-Use canopy tree plantings to reinforce streetscape connections between South Main Street and the trailhead.

Understory Tree Planting-Use a mixture of canopy and understory trees to screen/buffer adjacent uses and recycling yard.

Future Trail Connections-Allow for future county-wide trail connection along existing logging road.

Boat Launch-Plan for a canoe and kayak launch at Sherman Creek and associated signage to connect to the Blueway.



DUNCANNON BRANDING & WAYFINDING

COMMUNITY BRANDING

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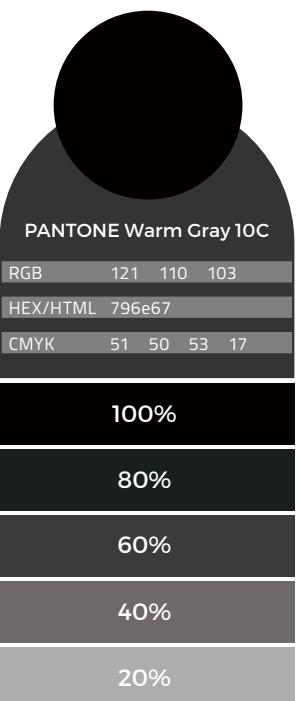
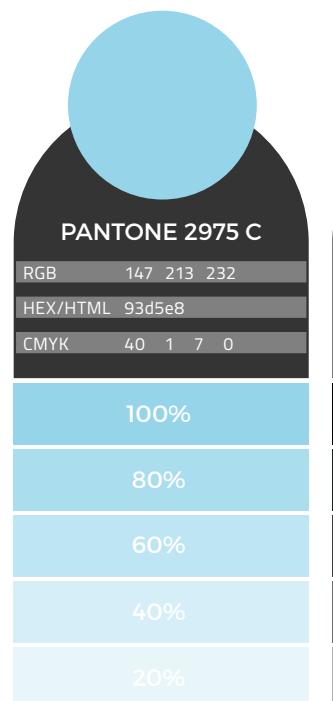
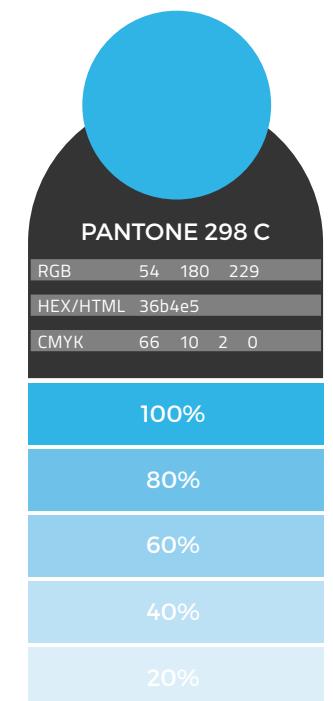
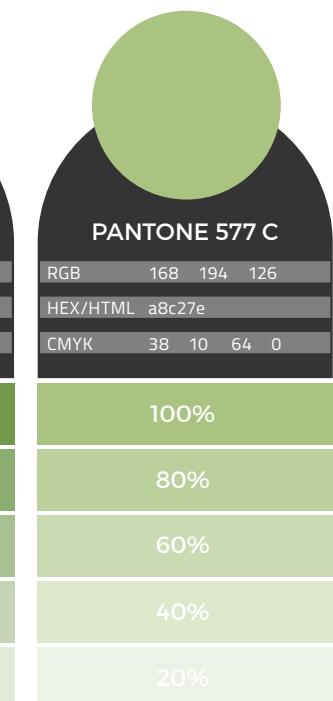
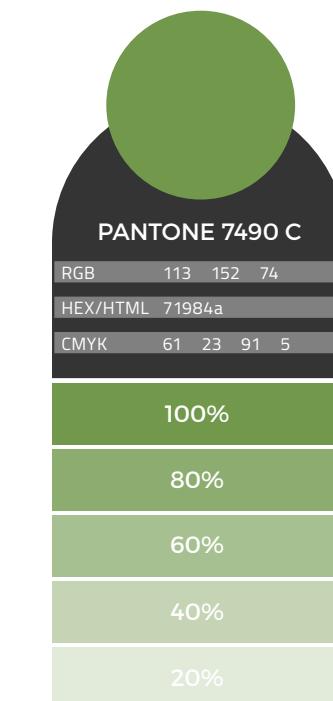
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COLOR PALETTE

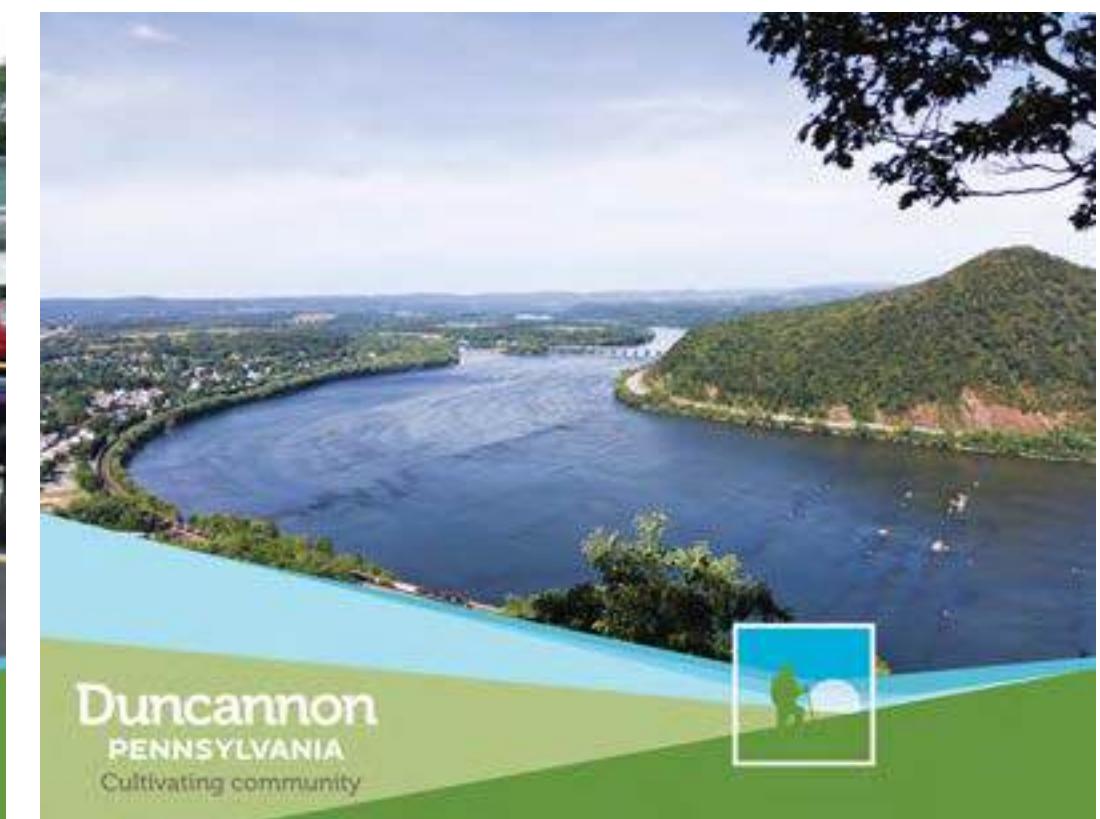


BRAND EXTENSION DUNCANNON

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Branded merchandise can cultivate community pride while creating revenue streams for local business owners



WAYFINDING SIGNAGE

DUNCANNON

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TRAILBLAZERS

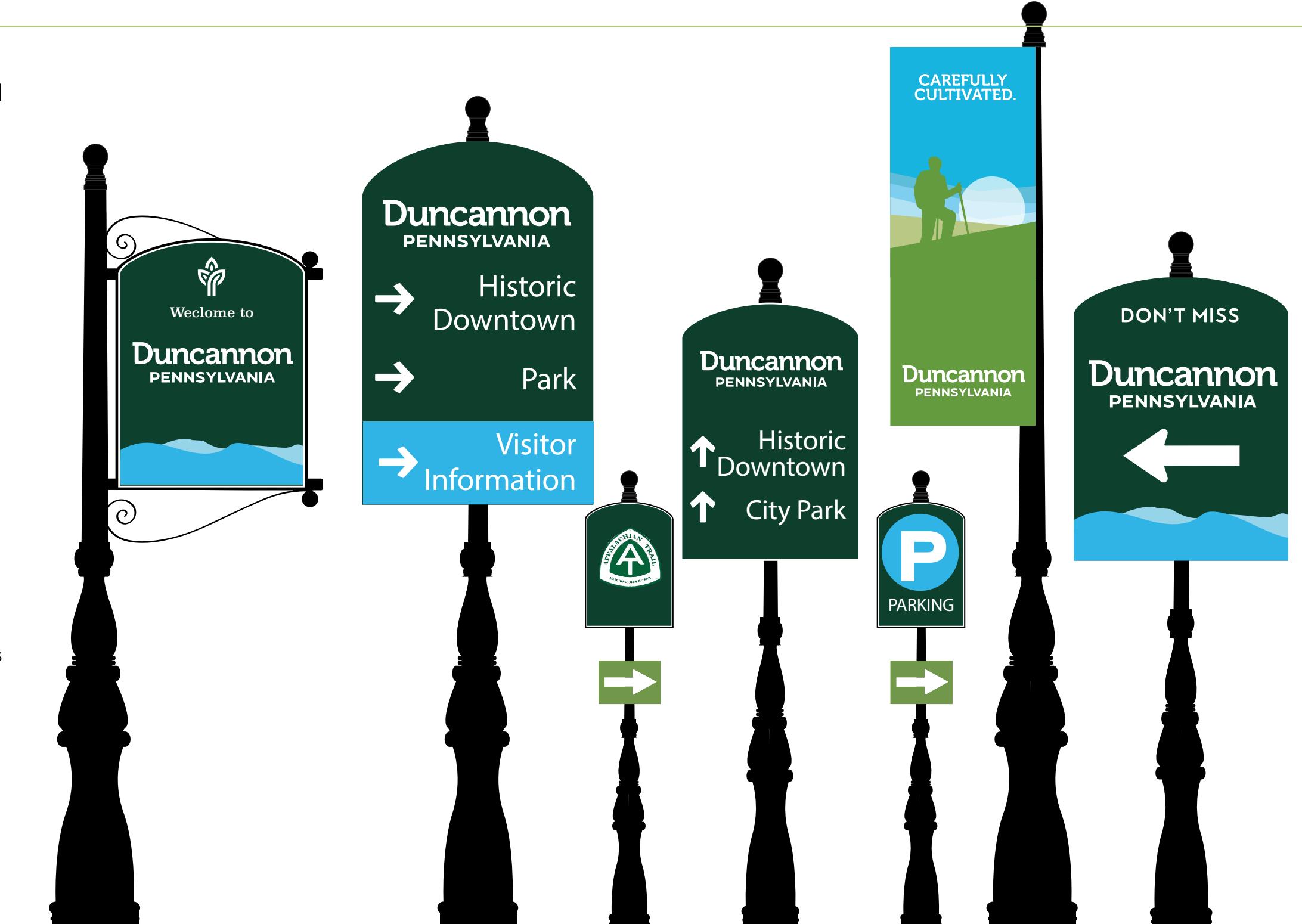
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DUNCANNON

The demographic and market conditions of Duncannon are critical in understanding the potential for future development and growth in downtown. This summary report uses demographic data from Claritas, Inc. a national firm that provides analytics of market conditions, demographics, and projections for future growth. Data is provided for the following areas:

· **Duncannon Borough:** Duncannon Borough specific demographic data is presented for use in Borough-oriented grants and funding that may be available specifically to borough government.

· **Drive Time Analysis:** Demographic data based on drive time analysis allows for a more thorough examination of the market dynamics at work in the community writ large. Consumers seldom (if ever) pay attention to political boundaries when making decisions on shopping and dining. Consequently, the drivetime area provides a much more accurate dataset to guide retail retention, recruitment, market data, and demographic profiles.

· **Perry County:** Benchmarking with Perry County is important so that decision makers can understand how Duncannon fits into the overall market dynamics.

This data provides the underlying framework for many of the recommendations in this report. By promoting a greater understanding of the existing market and trends, this assessment helps identify opportunities for future development in downtown Duncannon. The demographic and market analysis data are summarized below.



Figure 1: Duncannon Borough (Left) and 5-Minute Drive Time Area (Right)

	 2021 Population	 Population Growth 2010-2021	 Age 25+ with at Least Some College Education	 Median Age	 Median Household Income	 Median Value of Owner-Occupied Housing
Duncannon Borough	1,425	-6.37%	38%	41.27	\$52,866	\$123,999
5-Minute Drivetime	2,879	-2.7%	41%	42.34	\$61,660	\$151,274
Perry County	46,387	0.91%	41%	43.5	\$68,692	\$184,296

DEMOGRAPHICS

A demographic profile of the community examines key indicators including population growth, household income and age.

Population

The estimated 2021 population of Duncannon is 1,425. The borough experienced a slight decline in population from 2010 to 2021, decreasing by about 100 residents. Duncannon is projected to remain relatively stable over the next five years, with a slight decline of just 22 residents. Just under 2,900 people live within a 5-minute drive of the center of Duncannon. This population is also projected to remain relatively stable over the next five years.

Age

The median age for Duncannon Borough is 41.27 which is slightly younger than the median age in the 5-minute drivetime (42.34) and Perry County (43.5).

Income

The median household income in Duncannon Borough is \$52,866 is significantly lower than the five-minute drivetime (\$61,660) and Perry County (\$68,692).

Housing Values

Similarly, the median value of owner-occupied housing units in Duncannon Borough is lower than that of Perry County and the relative relationship of home ownership to renters shows a significant decline within Duncannon Borough.

Duncannon Borough:	\$123,999	54% home ownership
Five-Minute Drive Time:	\$151,274	61% home ownership
Perry County:	\$184,296	79% home ownership

RETAIL LEAKAGE SUMMARY

DUNCANNON

"Retail Leakage" refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, residents are purchasing more than the stores are selling, and the dollars spent outside of the area are said to be "leaking."

To gain a more complete picture of retail patterns in the area, the retail leakage analysis was performed for Duncannon and the Duncannon Trade Area (5-minute drivetime). Both the Duncannon Borough and the 5-minute drivetime experienced retail leakage over the past year. Stores in the 5-minute drivetime area had \$26.1 million in retail sales while consumers living in the area spent \$38 million, resulting in retail leakage of \$11.9 million.

OPPORTUNITIES

Retail leakage experienced in the trade areas indicate that existing stores are not currently meeting the needs of residents. This leakage translates directly to demand, presenting opportunities for commercial growth. While it is not reasonable to expect to capture 100% of retail dollars leaking from the trade areas, the retail leakage analysis identifies key retail categories to be targeted for growth. Opportunities include:

- General merchandise (\$5.1 million in leakage in 5-minute drivetime)
- Dining (\$1.5 million in leakage in 5-minute drivetime)
- Clothing (\$1.4 million in leakage in 5-minute drivetime)
- Specialty retail (home furnishings, gifts, pet, sporting goods)



	Duncannon Borough	5-Minute Drivetime	Perry County
Stores Sell	\$8.2 million	\$26.1 million	\$358 million
Consumers Buy	\$18 million	\$38 million	\$645.9 million
Market Leaks (Gains)	\$9.8 Million LEAKAGE	\$11.9 Million LEAKAGE	\$287.9 Million LEAKAGE

Landisburg, Pennsylvania Economic Vitality Plan





LANDISBURG COMMUNITY CHARACTER

COMMUNITY CHARACTER LANDISBURG

Landisburg has a distinctive character of a rural village-a compact gridded street network surrounded by farmland and woodlands. The borough enjoys a rich collection of historic stone, brick and frame buildings; mountain views; and the well-utilized Mark Henry Memorial Park. While all of these present a positive image, poor sidewalk conditions and a loss of street trees over time have negatively impacted the image and pedestrian experience. Additionally, high speed traffic along Main Street also impacts the pedestrian experience.



COMMUNITY CHARACTER

LANDISBURG

RECOMMENDATION

Sidewalk Network: Improve the pedestrian experience and safety and expand the sidewalk network within downtown.

Actions

Existing Sidewalk Repair-Repair existing sidewalks in poor conditions along Main Street and South Carlisle Street. Remove trip hazards, replace crumbling paving, and provide curb transitions to the street surface. Where possible, restore historic brick sidewalks that have been covered over or salvage brick for use elsewhere in the community.

New Sidewalk Construction-Where sidewalks are missing along Main Street, South Carlisle Street, and any other important street connections, provide new concrete sidewalk and curbing to extend a safe pedestrian network.

Trail Connections-Coordinate with the potential county-wide trail system to explore opportunities to connect Main Street and Mark Henry Memorial Park into that system.

Street Trees-Where space allows, restore some of the lost tree canopy along Main Street. As part of the sidewalk improvements, work with property owners to explore tree planting easements if adequate space does not exist within the street right-of-way. Utilize creative construction details maximize the tree planting area.



COMMUNITY CHARACTER

LANDISBURG

RECOMMENDATION

Mark Henry Memorial Park Enhancements: Utilize strategic tree planting and tree pruning to leverage the park's natural assets.

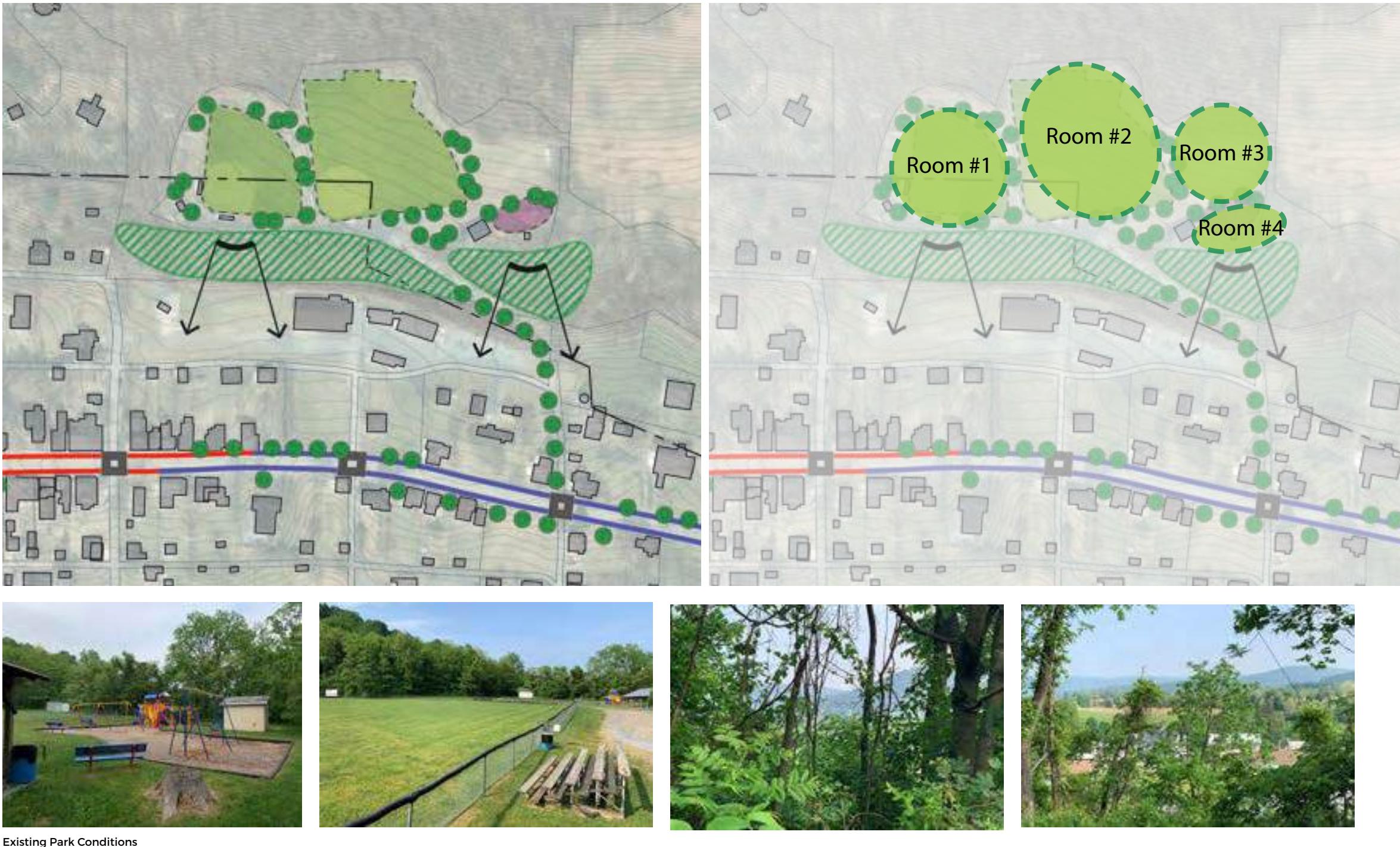
The hilltop park offers outstanding playground and shelter amenities and is beloved by the community. The playground is in full sun, however, making it uncomfortable to use during hot weather. Additionally there are incredible views across the downtown to the mountains in the distance, however, these views are obscured by vegetation.

Actions

Canopy Tree Planting-Strategically plant canopy trees around the perimeter of the ballfields and playground to define separate park "rooms" and better delineate use areas while providing comforting shade for park users.

Ornamental Tree Planting-If there is an interest in flowering ornamental trees, locate these along the woodland edges on the north side of the park where they won't block views between park spaces.

Tree Pruning-Selectively prune/remove trees along the south edge of the park, particularly near the pavillion, to open up views to downtown and the mountains in the distance. Avoid broad swaths of tree clearing, however. The views will be more appealing if there are trees in the foreground to frame views.





LANDISBURG BRANDING & WAYFINDING

COMMUNITY BRANDING

LANDISBURG

Our communities must be branded in such a way that the people, places, and events become dynamic and evoke positive feelings about the potential experiences to be had there. We must be aware of the tendency to reduce all potential experiences into a single identity that features only one aspect of the community. While there is nothing wrong with featuring a single icon, a good branding and marketing system must encompass multiple interpretations of the ever-expanding options for positive experiences within a community.

Consider the potential pitfalls if Starbucks changed its logo to a coffee cup, Nike switched its swoosh to a shoe, or Apple replaced its logo with an iPhone. While these new logos are actual examples of company products, each fails to capture, or represent, the full range of the products and services (read: promises and experiences) they provide. Yet how often have we seen a community represent its entire essence with a single physical icon? This single-asset approach to branding is not wrong, it is merely incomplete.

Therefore, our rural communities must be branded to represent a full range of cultural offerings and positive experiences. However, there are distinct differences between branding commercial goods and services and branding our communities. We must understand our rural communities as assets, resources, destinations, and cultural offerings rather than merely as a list of products or services. Each rural community is different, and the list of assets will change, and, one hopes, expand, based on its unique offerings.

Perry County, as a rural place, has adopted the strategy of leveraging the county brand to create a true destination, highlighting the uniqueness of each community while creating a real, connected sense of place.

Let's return to the fundamental question: Why is branding rural areas important? We have already established that we must brand our communities or everyone else certainly will. But, more importantly, branding helps capture the essence of our communities and communicates that message to a broader audience. The greater purpose in branding our rural communities is to build community pride, stimulate the local economy, and promote a preservation spirit that compels people to be better stewards of their culture and the place they call home.



TYPEFACES

Museo Regular

Hello I'm: Museo
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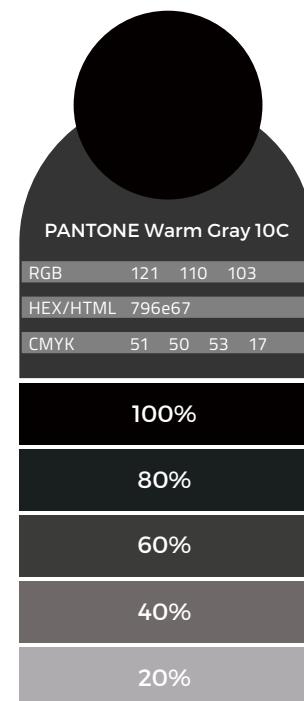
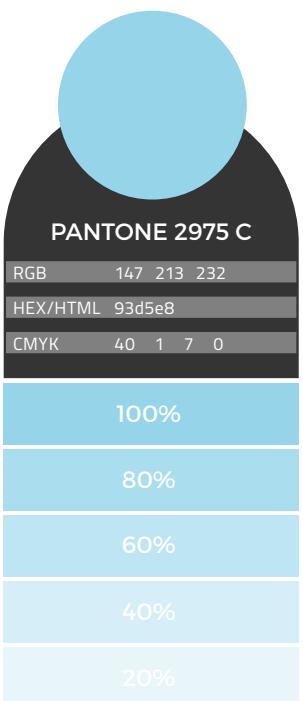
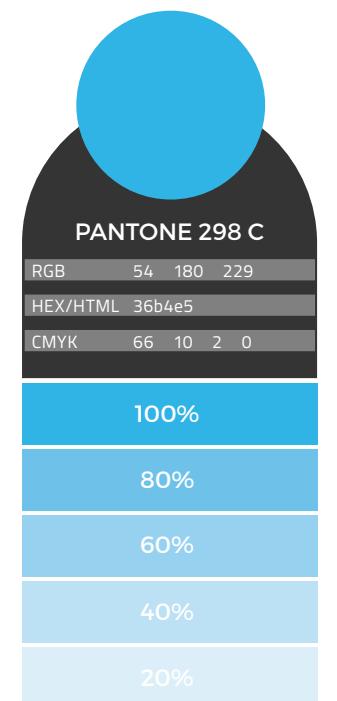
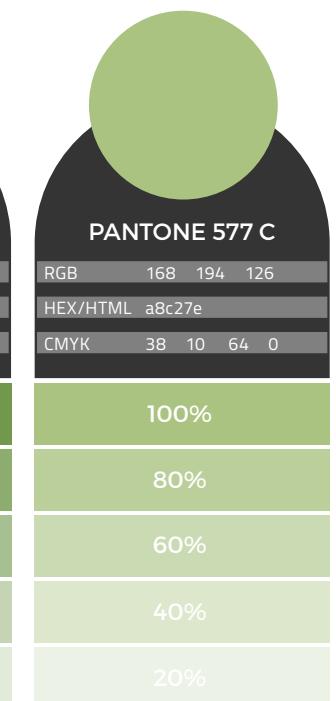
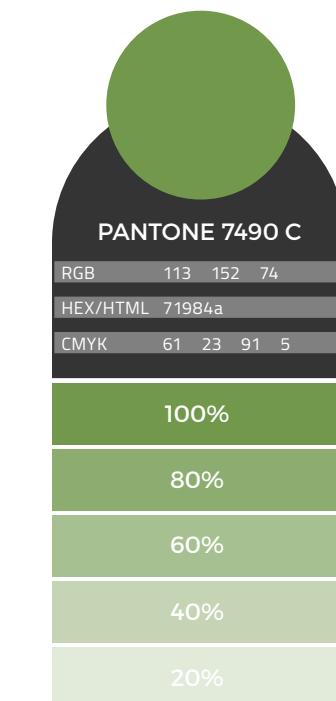
Montserrat Bold

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Montserrat Light

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COLOR PALETTE



BRAND EXTENSION LANDISBURG

A community brand is so much more than just a logo. Think of it as a basket. It holds experiences, memories, and interactions. It cultivates pride, creates revenue, and maximizes economic impact. The goal of these systems is to empower our communities to create real value and momentum. Telling the story of what you have to offer through shopping and dining guides or creating products that allow citizens and visitors to show their pride are essential in a well implemented system. Remove the speed bumps and encourage use of the brand as much as possible.



Branded merchandise can cultivate community pride while creating revenue streams for local business owners



Landisburg
PENNSYLVANIA
Cultivating community



Landisburg
PENNSYLVANIA
Cultivating community



VISITORS WELCOME
GUIDE

WAYFINDING SIGNAGE

LANDISBURG

The wayfinding system should be introduced as part of the brand because it plays such an important role in the perception and flow of your community.

PRIMARY GATEWAYS

These gateways are the primary intersection points and main entry ways to town. They need to be highly visible and introduce the brand.

BUILDING MARKERS

The markers can be either wall mounted or monument style and denote important landmarks in the downtown district

TRAILBLAZERS

Trailblazers are the directing signs leading motorists to the main attractions in the area. These should have a maximum of three locations per sign and carry motorists from gateway to parking lot. Colors can be used to distinguish between different districts and can become smaller as the scale and speed of the roadway narrows.

STREET BANNERS

Banners are very popular and help to add color and movement to the lanes of travel, acting as a speed calming device. They too can be color coded by district and can promote local events, as well as promoting the brand.

PARKING SIGNAGE

Identifying parking is important in creating a parking system in downtown. Visitors are more likely to walk a block or two to shop if the signage system leads them directly to a public parking lot and tell them how to proceed. The parking markers can be by themselves or as attachments to trailblazer signs.



Proposed wayfinding design for county-wide, community specific wayfinding signage system



LANDISBURG ECONOMIC DEVELOPMENT

DEMOGRAPHIC AND MARKET ANALYSIS SUMMARY

LANDISBURG

The demographic and market conditions of Landisburg are critical in understanding the potential for future development and growth in downtown. This summary report uses demographic data from Claritas, Inc. a national firm that provides analytics of market conditions, demographics, and projections for future growth. Data is provided for the following areas:

- Landisburg Borough:** Borough-specific demographic data is presented for use in Borough-oriented grants and funding that may be available specifically to borough government.
- Drive Time Analysis:** Demographic data based on drive time analysis allows for a more thorough examination of the market dynamics at work in the community writ large. Consumers seldom (if ever) pay attention to political boundaries when making decisions on shopping and dining. Consequently, the drivetime area provides a much more accurate dataset to guide retail retention, recruitment, market data, and demographic profiles.
- Perry County:** Benchmarking with Perry County is important so that decision makers can understand how Landisburg fits into the overall market dynamics.

This data provides the underlying framework for many of the recommendations in this report. By promoting a greater understanding of the existing market and trends, this assessment helps identify opportunities for future development in downtown Landisburg. The demographic and market analysis data are summarized below.

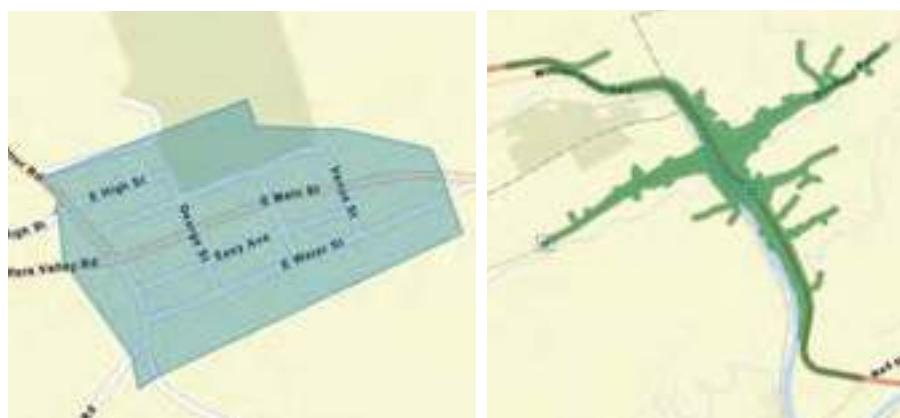


Figure 1: Landisburg Borough (Left) and 5-Minute Drive Time Area (Right)

	2021 Population	Population Growth 2010-2021	Age 25+ with at Least Some College Education	Median Age	Median Household Income	Median Value of Owner-Occupied Housing
Landisburg Borough	237	8.7%	34%	41.44	\$66,320	\$165,972
5-Minute Drivetime	940	3.7%	36%	42.45	\$67,966	\$173,416
Perry County	46,387	0.91%	41%	43.5	\$68,692	\$184,296

DEMOGRAPHICS

A demographic profile of the community examines key indicators including population growth, household income and age.

Population

The estimated 2021 population of Landisburg is 237. The borough's population grew by about 20 people from 2010 to 2021 and is projected to remain stable over the next 5 years. Approximately 940 people live within a 5-minute drivetime of the center of Landisburg.

Age

The median age in Landisburg Borough is 41.44 which is younger than the median age in Perry County (43.5).

Income

The median household incomes in Landisburg Borough (\$66,320) and the 5-minute drivetime trade area (\$67,966) are just below the median household income in Perry County (\$68,692).

Housing Values

The median value of owner-occupied housing units in Landisburg Borough is \$165,972, below the median value in Perry County (\$184,296). Percent homeownership in Landisburg is comparable to the county overall.

Landisburg Borough:

\$165,972 80% home ownership

Five-Minute Drive Time:

\$173,416 80% home ownership

Perry County:

\$184,296 79% home ownership

RETAIL LEAKAGE SUMMARY

LANDISBURG

“Retail Leakage” refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, residents are purchasing more than the stores are selling, and the dollars spent outside of the area are said to be “leaking.”

To gain a more complete picture of retail patterns in the area, the retail leakage analysis was performed for Landisburg and Landisburg Trade Area (5-minute drivetime). Both the Landisburg Borough and the 5-minute drivetime experienced retail leakage over the past year. Stores in the 5-minute drivetime area had \$5 million in retail sales while consumers living in the area spent \$13.3 million, resulting in retail leakage of \$8.3 million.

Opportunities

Retail leakage experienced in the trade areas indicate that existing stores are not currently meeting the needs of residents. This leakage translates directly to demand, presenting opportunities for commercial growth. While it is not reasonable to expect to capture 100% of retail dollars leaking from the trade areas, the retail leakage analysis identifies key retail categories to be targeted for growth. Opportunities include:

- General Merchandise (\$1.6 million in leakage in 5-minute drivetime)
- Dining (\$1.35 million in leakage in 5-minute drivetime)
- Health and Personal Care Stores (\$713k in leakage in 5-minute drivetime)



	Landisburg Borough	5-Minute Drivetime	Perry County
Stores Sell	\$1 million	\$4.4 million	\$358 million
Consumers Buy	\$3.4 million	\$13.4 million	\$645.9 million
Market Leaks (Gains)	\$2.4 Million	\$9 Million	\$287.9 Million
LEAKAGE	LEAKAGE	LEAKAGE	LEAKAGE

Liverpool, Pennsylvania Economic Vitality Plan





LIVERPOOL COMMUNITY CHARACTER

COMMUNITY CHARACTER

LIVERPOOL

Liverpool is distinctive in that it has a pronounced linear frontage along Route 11/15 with intact historic architecture fronting onto a commanding green space. The gridded community and recent private investment in a new coffee shop offers a very comfortable scale, urban amenities, and laid-back character, all adding to its appeal. Three distinct open spaces—the Liverpool Ballfield, Market Square, and “Front Street Park” provide the foundation for an outstanding open space network. While the borough offers commanding views down the length of the Susquehanna River, its relationship with the river is diminished by the multi-lane Route 11/15 highway that is both a visual and physical barrier between the downtown and the river. Traffic speeds and a continuous center turn lane are conducive to the efficient moving of through traffic but detract from one’s experience of downtown.



COMMUNITY CHARACTER

LIVERPOOL BALLFIELD

RECOMMENDATION

Formalize the Liverpool Ballfield into a multi-use park space and enhance its visual appeal and user comforts.

Liverpool Ballfield is an outstanding amenity that serves both downtown and new neighborhoods to the west. While its name implies that it is only a ballfield, the park space also includes a playground and walking path/track. With the exception of a nice grove of shade trees near home plate, the park lacks tree cover.

Actions

Park Name-Consider formally naming the park with a name that conveys it is a park that includes a ballfield and not just a ballfield. One example might simply be, "Liverpool Community Park," however, the residents and borough officials should determine the best name.

Signage-Use the wayfinding system to install park identification signage at multiple access points to elevate its importance as a park.

Tree Pruning-Prune the lower branches from the shade trees located near home plate and the eastern end of the playground to open up views into the park. Do not remove these trees; they are excellent examples of how canopy trees can be used around ballfields and other park use areas to make the spaces more comfortable and attractive.

Strategic Tree Planting- Plant additional trees (mostly canopy shade trees) along the perimeter to better mark park edges and make the park edges more useable for adjacent residents, particularly along the alley behind Aucker Street to take advantage of broad views. Use street trees along Race and North Pine Streets to provide shade and edge definition while still allowing views into and out of the park from the street.

Playground Enhancements-Explore options for future expansion of the playground and provide additional shade tree planting toward the western end of the playground to provide cooling shade.



COMMUNITY CHARACTER

FRONT STREET PARK

RECOMMENDATION

Front Street Park: Preserve the character of the linear green space between Front Street and Route 11/15.

Actions

Park Name-Give this important green space a formal name. It is Liverpool's "front yard" and should be elevated in importance and not appear to be just leftover green space along the highway.

Signage-Provide multiple park identification signs identifying this park space at each entry point into the downtown area.

Strategic Tree Planting-As existing trees die, replace with new canopy shade trees so that when they mature, they frame-not block- views to the buildings (and to the river).

Route 11/15 Enhancements-Explore opportunities to install a green median strip (with left turn lanes going northbound) in the portion of the highway along downtown's frontage. There are only limited access points into he downtown so a continuous center turn lane is not necessary. A green median would visually reduce the barrier that the highway creates, while providing some traffic calming benefit and signaling to motorists that they are passing through a community.

River Connections-In conjunction with the Route 11/15 enhancements, explore opportunities to provide a pedestrian access (and associated traffic signal) to the river from downtown. The median would provide a refuge for pedestrians crossing the highway.



COMMUNITY CHARACTER

MARKET SQUARE

RECOMMENDATION

Protect Market Square's configuration and character which is quite distinct from other Perry County town squares.

Actions

Park Name-The square does not appear to have an official name. Consider giving it a name to elevate its importance.

Signage-Provide park identification signage.

Strategic Tree Planting- Plan for long-term tree planting to replace existing trees as they decline. Emphasize tall canopy trees along the perimeter of the green space to define-rather than "fill"-the open green space. Avoid small ornamental trees that block views into and out of the space.





LIVERPOOL BRANDING & WAYFINDING

COMMUNITY BRANDING

LIVERPOOL

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Liverpool
PENNSYLVANIA

TYPEFACES

Museo Regular

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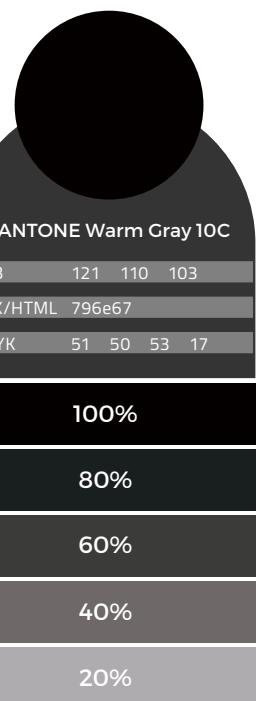
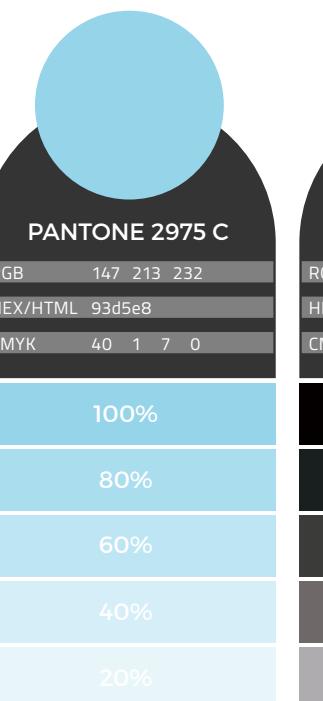
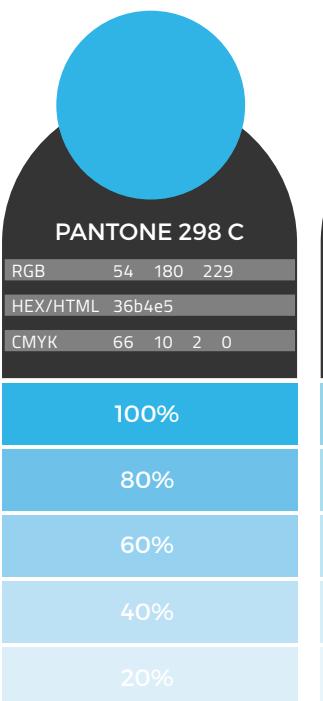
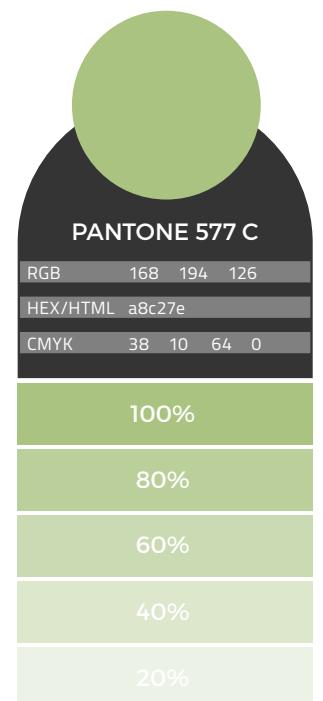
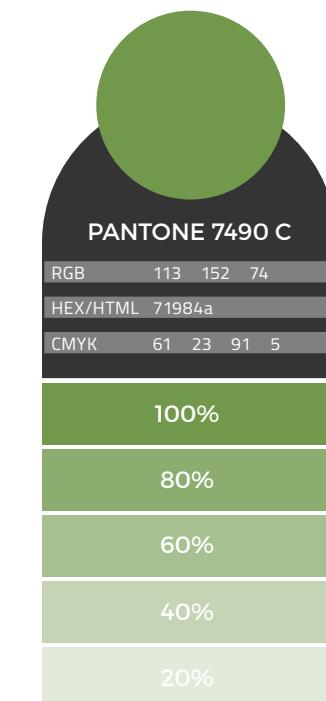
Montserrat Bold

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Montserrat Light

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COLOR PALETTE



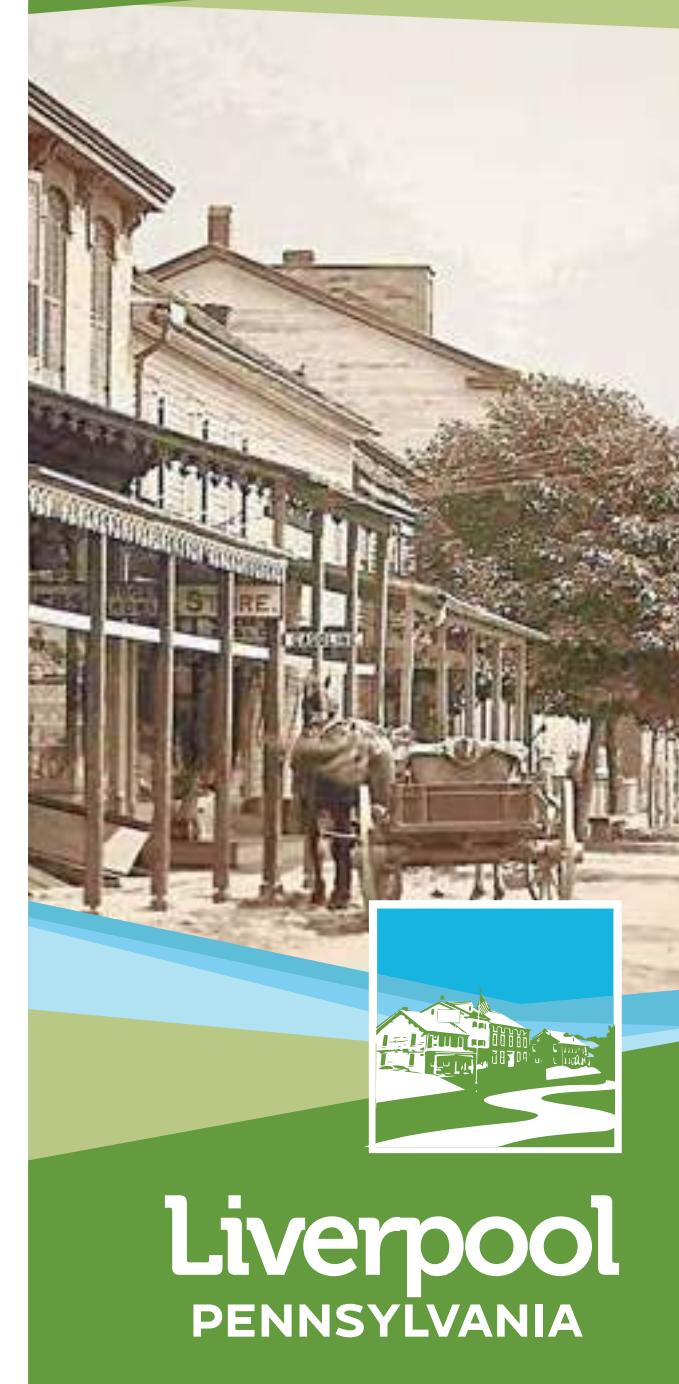
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Liverpool
PENNSYLVANIA

VISITORS WELCOME GUIDE



Shopping & Dining Guides help highlight available experiences and promote local business

Branded shopping bags give you an opportunity to own the transaction, and celebrate people supporting local business



Branded merchandise can cultivate community pride while creating revenue streams for local business owners

Cobranded premium items tie your community brand to established brand equity. Don't always go cheap, believe that people love your place

WAYFINDING SIGNAGE

LIVERPOOL

The wayfinding system should be introduced as part of the brand because it plays such an important role in the perception and flow of your community.

PRIMARY GATEWAYS

These gateways are the primary intersection points and main entry ways to town. They need to be highly visible and introduce the brand.

BUILDING MARKERS

The markers can be either wall mounted or monument style and denote important landmarks in the downtown district

TRAILBLAZERS

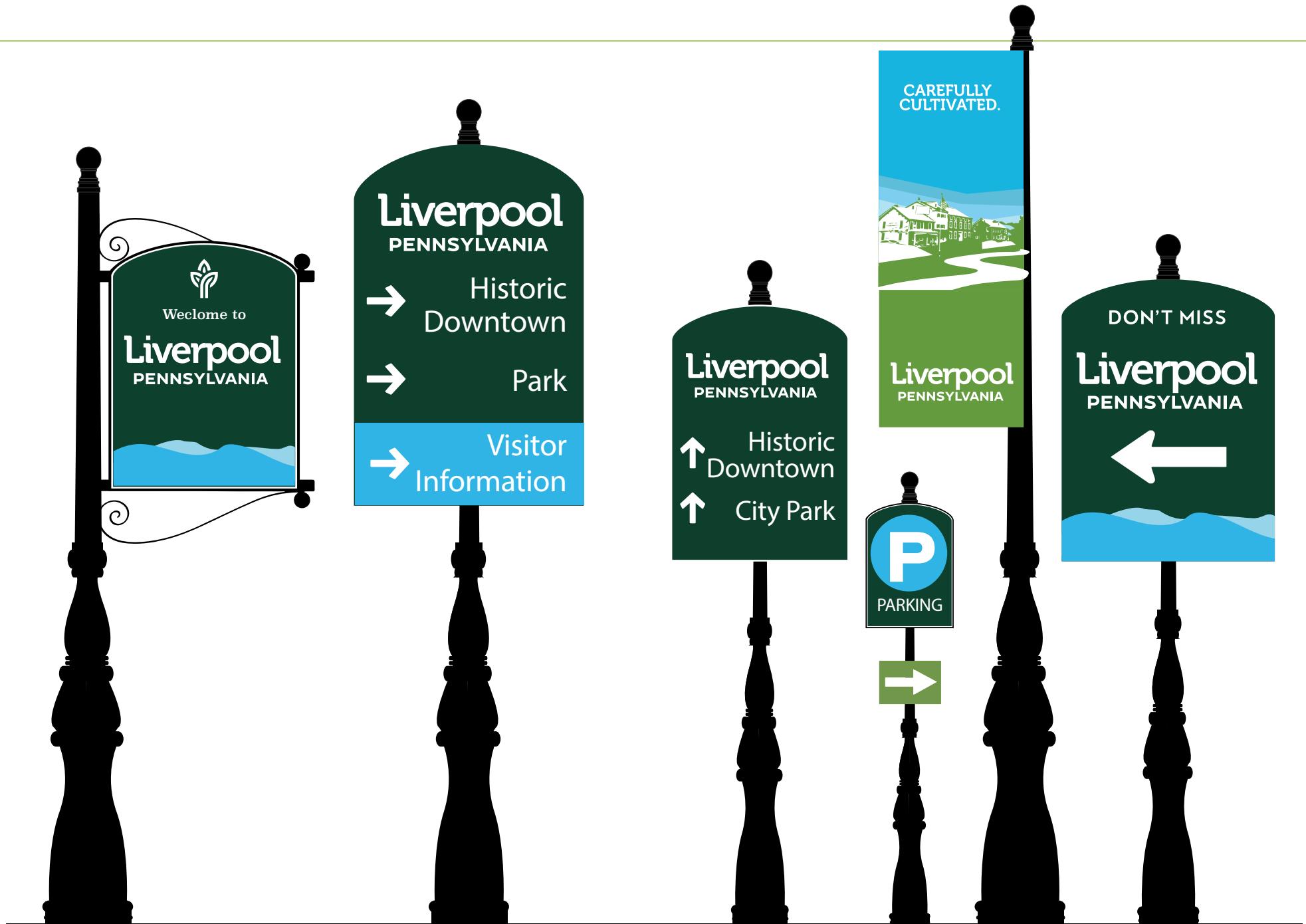
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Banners are very popular and help to add color and movement to the lanes of travel, acting as a speed calming device. They too can be color coded by district and can promote local events, as well as promoting the brand.

PARKING SIGNAGE

Identifying parking is important in creating a parking system in downtown. Visitors are more likely to walk a block or two to shop if the signage system leads them directly to a public parking lot and tell them how to proceed. The parking markers can be by themselves or as attachments to trailblazer signs.



Proposed wayfinding design for county-wide, community specific wayfinding signage system



Liverpool ECONOMIC DEVELOPMENT

DEMOGRAPHIC AND MARKET ANALYSIS SUMMARY

LIVERPOOL

The demographic and market conditions of Liverpool are critical in understanding the potential for future development and growth in downtown. This summary report uses demographic data from Claritas, Inc. a national firm that provides analytics of market conditions, demographics, and projections for future growth. Data is provided for the following areas:

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- Perry County: Benchmarking with Perry County is important so that decision makers can understand how Liverpool fits into the overall market dynamics.

This data provides the underlying framework for many of the recommendations in this report. By promoting a greater understanding of the existing market and trends, this assessment helps identify opportunities for future development in downtown Liverpool. The demographic and market analysis data are summarized below.



Figure 1: Liverpool Borough (Left) and 10-Minute Drive Time Area (Right)

		2021 Population		Population Growth 2010-2021		Age 25+ with at Least Some College Education		Median Age		Median Household Income		Median Value of Owner-Occupied Housing
Liverpool Borough		1,022		7%		42%		41.4		\$60,440		\$126,259
10-Minute Drivetime		2,462		2.8%		43%		43.6		\$66,975		\$174,895
Perry County		46,387		0.91%		41%		43.5		\$68,692		\$184,296

DEMOGRAPHICS

A demographic profile of the community examines key indicators including population growth, household income and age.

Population

The estimated 2021 population of Liverpool is 1,022. The borough's population grew by 7% (about 70 people) from 2010 to 2021 and is projected to grow by 2.7% over the next 5 years. Approximately 2,462 people live within a 10-minute drivetime of the center of Liverpool.

Age

The median age in Liverpool Borough is 41.4 which is younger than the median age in Perry County (43.5).

Income

The median household incomes in Liverpool Borough (\$60,440) and the 10-minute drivetime trade area (\$66,975) are below the median household income in Perry County (\$68,692).

Housing Values

Similarly, the median value of owner-occupied housing units in Liverpool Borough (\$126,259) and the 10-minute drivetime area (\$174,895) are below the median value in Perry County (\$184,296). Percent homeownership in Liverpool is only 55%, lower than the county overall.

Liverpool Borough:

\$126,259 55% home ownership

Ten-Minute Drive Time:

\$174,895 73% home ownership

Perry County:

\$184,296 79% home ownership

RETAIL LEAKAGE SUMMARY

LIVERPOOL

"Retail Leakage" refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, residents are purchasing more than the stores are selling, and the dollars spent outside of the area are said to be "leaking."

To gain a more complete picture of retail patterns in the area, the retail leakage analysis was performed for Liverpool and the 10-minute drivetime. While the Liverpool Borough experienced a slight retail gain, the 10-minute drivetime experienced significant retail leakage over the past year. Stores in the 10-minute drivetime area had \$23.7 million in retail sales while consumers living in the area spent \$34.7 million, resulting in retail leakage of \$11 million.

Opportunities

Retail leakage experienced in the trade areas indicate that existing stores are not currently meeting the needs of residents. This leakage translates directly to demand, presenting opportunities for commercial growth.

While it is not reasonable to expect to capture 100% of retail dollars leaking from the trade areas, the retail leakage analysis identifies key retail categories to be targeted for growth. Opportunities include:

- General Merchandise (\$3.6 million in leakage in 10-minute drivetime)
- Restaurants (\$2.47 million in leakage in 10-minute drivetime)
- Health and Personal Care Stores (\$2.26 million in leakage in 10-minute drivetime)



	Liverpool Borough	10-Minute Drivetime	Perry County
Stores Sell 	\$14.3 million	\$23.7 million	\$358 million
Consumers Buy 	\$13.8 million	\$34.7 million	\$645.9 million
Market Leaks (Gains) 	(\$0.5 Million GAIN)	\$11 Million LEAKAGE	\$287.9 Million LEAKAGE

Marysville, Pennsylvania Economic Vitality Plan





MARYSVILLE COMMUNITY CHARACTER

COMMUNITY CHARACTER

MARYSVILLE

Marysville is best characterized by its proximity to Harrisburg and associated growth as a bedroom community and its proximity to the river and the Rockville Bridge, rail corridor, and Route 11/15 corridor. The community includes significant park spaces including the Marysville Lions Club Park, Heritage Park (one of the few areas with river access), several memorial park spaces, and Cove Mountain Conservation Area. The Darlington Trail is nearby. Unique features include the subway connection between the square and Heritage Park and its beautiful stone infrastructure and the square which is actually a triangle and was once known as "The Diamond."

While the community has good "bones" and many assets, some of these assets are diminished by their current use, impacts of adjacent uses, or the lack of pedestrian activity. The square includes a confusing circulation network and is primarily a parking lot. The Route 11/15 frontage for the square is somewhat bleak with the lack of tree cover in spite of the two outstanding memorial park spaces, and Lions Club Park-a tremendous asset is obscured by Specialty Bakers with indistinct boundaries between the two.



COMMUNITY CHARACTER

LIONS CLUB PARK

RECOMMENDATION

Marysville Lions Club Park: Develop a park master plan to guide short and long-term enhancements for the park.

Lions Club Park is an outstanding amenity for Marysville and the Borough has plans in place to improve access roads within the park and the pond as a stormwater management facility. While the park offers several recreational amenities, long-term improvements-particularly related to tree planting-could make these more aesthetically pleasing as well as comfortable for park users. The framework plan included on these pages illustrates potential enhancements to the park but are not grounded in a true park master planning process. This plan should be viewed as a foundation for a master planning effort. It is important to note that the master plan does not need to be an overly detailed complex document; rather it should be a simple framework that guides decision making over time.

Actions

Park Gateway-Bring more prominence to this important park space at Route 15 and Park Drive with streetscape improvements (street trees), park identification signage, and clarified vehicular and pedestrian circulation. Provide a clearer distinction between the Specialty Bakes parking lot and the park parking lot with a landscape island and sidewalk and provide a truck-compatible turnaround area that is well marked to make safer for pedestrians going to the park. Work with Specialty Bakers to encourage employees to park in their lot across Park Drive and explore a partnership to expand that parking that can be used for both the park and bakery.

Access- Provide pedestrian access to different parts of the park from adjacent residential areas, particularly from Park Drive and from other sides of Fishing Creek with new footbridge crossings.

KEY

- 1: David's Walk
- 2: Potential Nature Trail
- 3: Potential Footbridge
- 4: Potential Parking (Permeable Paving)
- 5: Potential Pond Access for Small Boats/Outdoor Education
- 6: Potential Pond Loop Path
- 7: Pond Edge Planting (Pollinators/Habitat Improvement)
- 8: Potential Picnic Groves
- 9: Existing Festival/Event Lawn
- 10: Potential Truck Turnaround and Reorganized Parking Lots
- 11: Potential Bakery Employee Parking Expansion (Shared Parking for Park on Off-Hours)
- 12: Potential Park Access from Park Dr.
- 13: Potential On-Street Parking, Sidewalk and Street Tree Planting along Park Dr.
- 14: Strategic Tree Planting to Provide Shade on Lawns
- 15: Selective Tree Pruning to Open Views to Park
- 16: Enhanced Playground Area and Play Lawn
- 17: Potential Bakery Building Expansion



Trail Network-In addition to David's walk, provide connecting walkways along the perimeter of the pond and across Fishing Creek (as a nature trail) to provide a variety of experiences for park users while connecting different park activity areas.

Strategic Tree Planting- Provide a long-term plan for planting additional trees (primarily canopy shade trees) to better define different use areas and the creation of "outdoor rooms" and provide shade for park users near the pool, overlooking the ball fields , and near Homeplate on the ballfields for spectators and players waiting to play.

Playground Enhancements-Enhance the playground area allowing for expansion of playground equipment and tree planting to provide shade and define different use areas.

COMMUNITY CHARACTER

LIONS CLUB PARK

RECOMMENDATION

Pond Enhancements-Once the pond is dredged, enhance the edges with native planting that includes pollinator-attracting plants and seasonal interest. Provide interpretive signage to support environmental outdoor learning.



Pond at Marysville Lions Club Park



Edge planting examples from Central Park



KEY

- 1: David's Walk
- 2: Potential Nature Trail
- 3: Potential Footbridge
- 4: Potential Parking (Permeable Paving)
- 5: Potential Pond Access for Small Boats/Outdoor Education
- 6: Potential Pond Loop Path
- 7: Pond Edge Planting (Pollinators/Habitat Improvement)
- 8: Potential Picnic Groves
- 9: Existing Festival/Event Lawn
- 10: Potential Truck Turnaround and Reorganized Parking Lots
- 11: Potential Bakery Employee Parking Expansion (Shared Parking for Park on Off-Hours)
- 12: Potential Park Access from Park Dr.
- 13: Potential On-Street Parking, Sidewalk and Street Tree Planting along Park Dr.
- 14: Strategic Tree Planting to Provide Shade on Lawns
- 15: Selective Tree Pruning to Open Views to Park
- 16: Enhanced Playground Area and Play Lawn
- 17: Potential Bakery Building Expansion



Parking-In addition to enhancing the parking lot at the entrance, explore opportunities to incorporate new parking areas, particularly to the western end of the park on both sides of Fishing Creek. Additionally, explore opportunities for parallel parking along internal access drives and along Park Street (where street trees and a sidewalk should also be considered).

Park Visibility-Explore opportunities to do selective tree pruning at various points along Park Street to open views to the park from the adjacent



neighborhood. This will increase the presence of the park and add value to the neighborhood while also providing valuable "eyes on the park".

COMMUNITY CHARACTER

MARYSVILLE SQUARE

RECOMMENDATION

Marysville Square: Define and enhance the square as a vibrant focal point for downtown.

Currently, Marysville Square is a parking lot that presents a negative image of the community, especially since it is dominated by overhead utility lines. Currently it is not apparent to passersby that this space is the heart of the borough. Further, with the exception of parking, the space lacks activation. While significant investments have been made in the attractive War Memorial and Perry County Memorial Wall spaces (and currently with the Railroad memorial), these are solemn spaces and not suitable for attracting downtown activity and other placemaking elements. The square itself has the potential to be a great place.



Actions

Overhead Utilities-Explore opportunities to consolidate overhead utilities as much as possible as undergrounding them would be extremely expensive.

Traffic Patterns-Convert Verbeke Street and Valley Street Extension to one-way northbound to allow for on street parking along one side of these streets. Convert circulation around the parking aisles in the square to one-way in a counter-clockwise direction.

Pavement Markings-Without changing curb lines, provide pavement markings to indicate on-street parking zones. Incorporate “bumpouts” at intersections to help define these parking zones. Stripe angled parking spaces along the subway edge to allow for a narrower drive aisle. Pavement markings can be painted or constructed as actual sidewalk extension areas.

Crosswalks-Provide crosswalk markings to guide pedestrian crossings and signal to motorists that this is a pedestrian-friendly space. At the intersection where Front and Verbeke Streets meet the angled approach to the subway, explore creative ways to install a crosswalk from mid-block Front Street across the opening to the subway approach. While this will be a non-traditional crosswalk (which will need to be coordinated with the roadway grades), the pavement markings will help signal to motorists to be on alert for pedestrians.

Specimen Trees-Provide a specimen shade tree within War Memorial Park to provide shade to users of the space while allowing for views under the canopy to the square.

Streetscape-Explore opportunities to incorporate canopy shade trees along the Rt. 15 streetscape in front of the square and approach from the north, along Front Street, and along Verbeke Street. Canopy trees will provide much-needed green and a foreground to the square and enhance the image of downtown.

Moveable Chairs-Explore opportunities to work with the Moose Lodge to provide colorful chairs in the lawn overlooking the enhanced square.



COMMUNITY CHARACTER

MARYSVILLE SQUARE

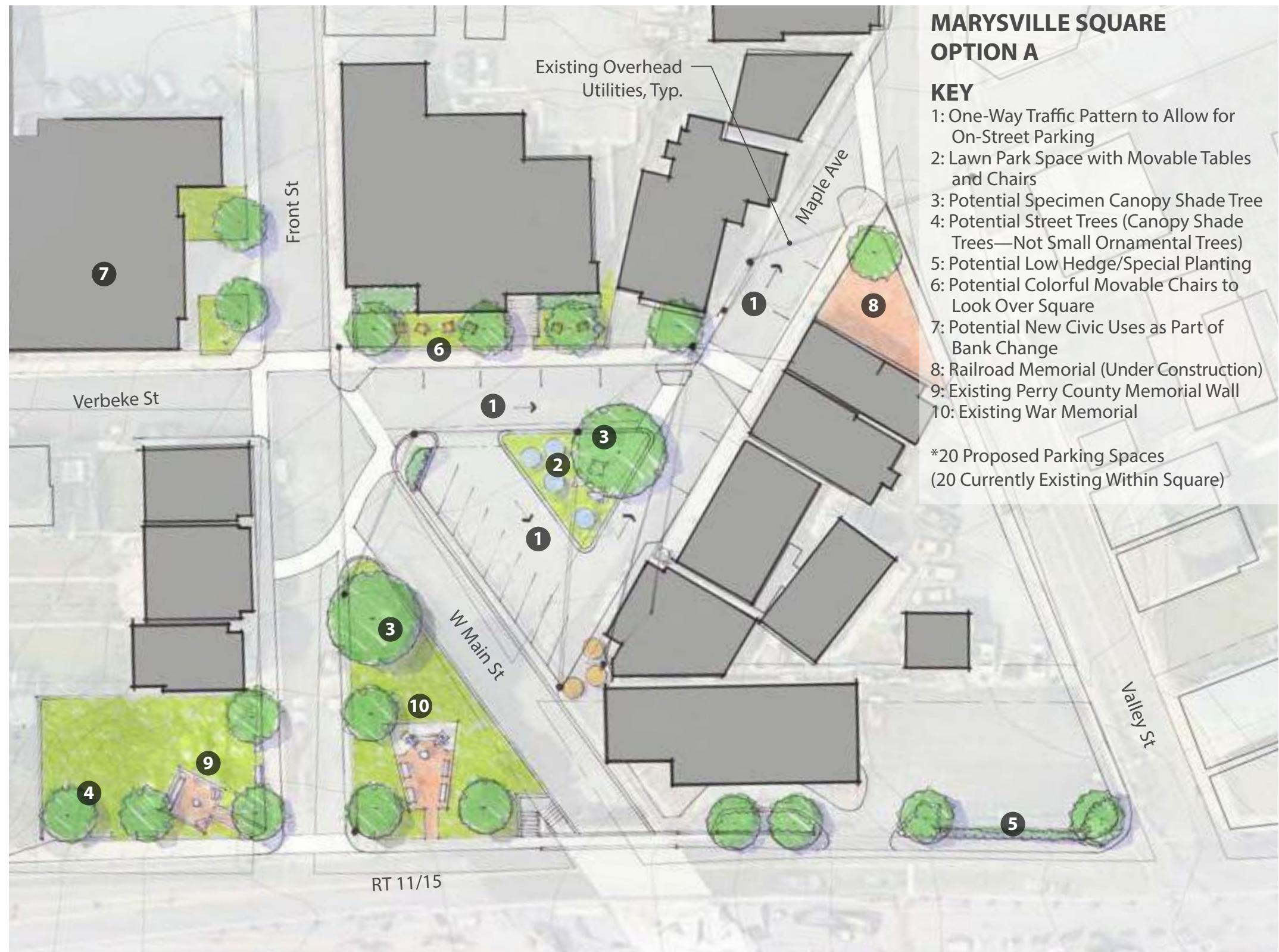
RECOMMENDATION

Option A

This option assumes minimal investment while still providing the potential for a positive impact.

Green Space/Gathering Area- Convert some of the parking (now relocated along the proposed one-way streets) to a triangular green space to include outdoor moveable chairs and/or tables.

Specimen Tree- Provide a broad canopy tree (located between overhead lines) as a focal point within the green space and to provide shade and comfort for users. Additionally, the tree canopy will help to divert attention away from the overhead lines.



COMMUNITY CHARACTER

MARYSVILLE SQUARE

RECOMMENDATION

Option B

Special Paving-Further enhance the square by paving most of it (outside of the street travel lanes) with special paving. This could be brick, cobble or stamped asphalt/concrete. The intent is to visually distinguish the square as someplace special while accommodating flexible use (mostly for parking but sometimes for events).

Gathering Area- Rather than a triangular lawn (although that could still work with this option), designate the gathering area with ornamental bollards. In place of a specimen shade tree, explore opportunity to utilize colorful shade structures to provide comfort while animating the space.

Market Lights-Incorporate overhead market lights to visually distinguish the space at night.



This parking lot in France shows how special paving and accent features can support the space as both a parking lot and attractive urban plaza.



COMMUNITY CHARACTER

MARYSVILLE SQUARE



Daily Use-This diagram illustrates how the square will be utilized on a daily basis-as a functional parking area with some pedestrian gathering area. The concept applies to both Options A and Option B.



Event Use-This diagram illustrates how Verbeke and Valley Street Extensions can be closed off and the entire square utilized for special events such as a farmers market, festival, or a food truck gathering.

COMMUNITY CHARACTER

THE SUBWAY

RECOMMENDATION

Enhance the subway as an important safe and attractive link between the river and the square.

The subway provides a unique and direct connection between Marysville Square and Heritage Park. Much of the original structure is intact, highlighting the craftsmanship evident in the stonework so characteristic of Perry County. While the subway is well-illuminated for pedestrian safety, the lighting is primarily functional but does little to highlight the architectural character of the subway.



Actions

Signage-Consider elevating the importance of the subway by signing it on each end. Additionally, provided wayfinding signage directing visitors to Heritage Park and the square.

Public Art: In addition to lighting, consider working with artists to provide a mural on the abutment leading into the tunnel from the square.

Lighting-Consider installing LED lighting to highlight the structure and create an inviting experience for pedestrians. Lighting can be programmed to change colors to highlight different seasons or events.



COMMUNITY CHARACTER HERITAGE PARK

RECOMMENDATION

Enhance Heritage Park as a multi-use riverfront park space.

Heritage Park is one of only a few places in Perry County where it is possible to access the Susquehanna River for both pedestrians and to launch boats.

Actions

Views-Maximize views by selectively pruning (not removing) existing trees.

Planting-Enhance the quality of the space with focused native planting to provide seasonal interest.

Seating-Provide seating in the form of benches and picnic tables to make the park more useable.

Signage-Elevate the importance of this space and provide a gateway sign identifying this as a formal park space.

Expansion-Preserve long-term opportunities to expand the park if adjacent properties are ever available.



COMMUNITY CHARACTER

TRAILS & OPEN SPACE CONNECTIONS

RECOMMENDATION

Connect nearby trails as part of the overall county-wide trail network and as part of Marysville open space and pedestrian network.

The Cove Mountain Trail connects to Marysville from the north, however, the Darlington Trail currently does not connect to the borough. Neither trail ties into the core of the borough and to its many open spaces.

Actions

Parks and Recreation Master Plan-Develop an overall master plan for parks and recreation spaces (existing and proposed) in the borough that also considers connections to open spaces and trails outside the borough.

Darlington Trail-Explore options to extend the Darlington Trail to connect to the new development in Marysville on Blue Mountain and to Marysville Lions Park and the square.

Cove Mountain Trail-Provide additional connections to Cove Mountain Trail such as through the narrow right-of-way off Linden Avenue.

Wayfinding: Use wayfinding signage to direct residents and visitors to trails and open spaces and elevate the importance of the overall park system.





MARYSVILLE BRANDING & WAYFINDING

COMMUNITY BRANDING

MARYSVILLE

Our communities must be branded in such a way that the people, places, and events become dynamic and evoke positive feelings about the potential experiences to be had there. We must be aware of the tendency to reduce all potential experiences into a single identity that features only one aspect of the community. While there is nothing wrong with featuring a single icon, a good branding and marketing system must encompass multiple interpretations of the ever-expanding options for positive experiences within a community.

Consider the potential pitfalls if Starbucks changed its logo to a coffee cup, Nike switched its swoosh to a shoe, or Apple replaced its logo with an iPhone. While these new logos are actual examples of company products, each fails to capture, or represent, the full range of the products and services (read: promises and experiences) they provide. Yet how often have we seen a community represent its entire essence with a single physical icon? This single-asset approach to branding is not wrong, it is merely incomplete.

Therefore, our rural communities must be branded to represent a full range of cultural offerings and positive experiences. However, there are distinct differences between branding commercial goods and services and branding our communities. We must understand our rural communities as assets, resources, destinations, and cultural offerings rather than merely as a list of products or services. Each rural community is different, and the list of assets will change, and, one hopes, expand, based on its unique offerings.

Perry County, as a rural place, has adopted the strategy of leveraging the county brand to create a true destination, highlighting the uniqueness of each community while creating a real, connected sense of place.

Let's return to the fundamental question: Why is branding rural areas important? We have already established that we must brand our communities or everyone else certainly will. But, more importantly, branding helps capture the essence of our communities and communicates that message to a broader audience. The greater purpose in branding our rural communities is to build community pride, stimulate the local economy, and promote a preservation spirit that compels people to be better stewards of their culture and the place they call home.



TYPEFACES

Museo Regular

Hello I'm: Museo
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abcdefghijklmnopqrstuvwxyz
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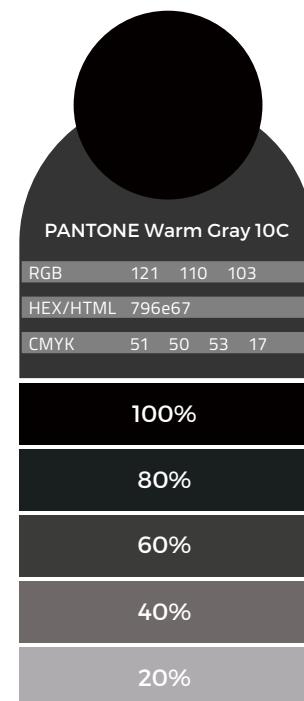
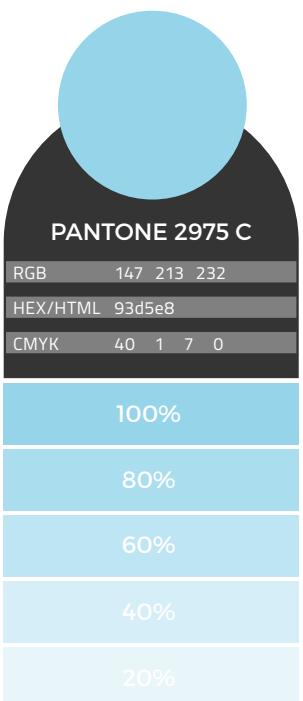
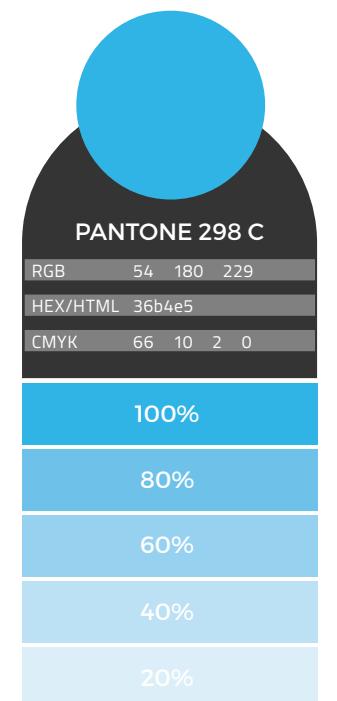
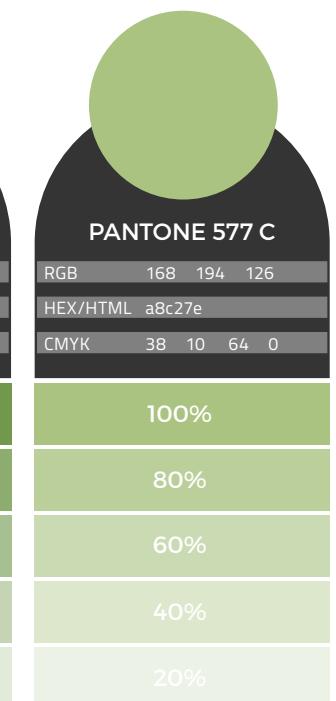
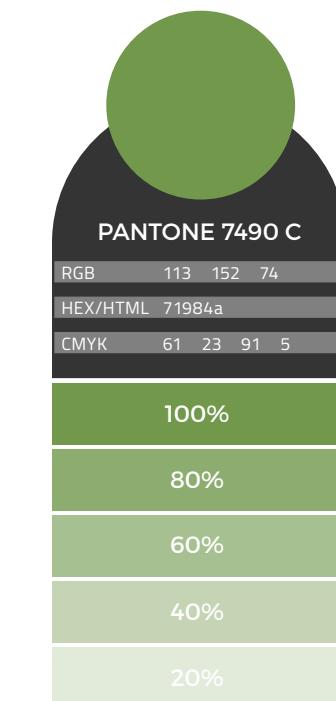
Montserrat Bold

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abcdefghijklmnopqrstuvwxyz
1234567890!@£\$%^&

Montserrat Light

ABCDEFGHIJKLMNOPQRSTUVWXYZ
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1234567890!@£\$%^&

COLOR PALETTE

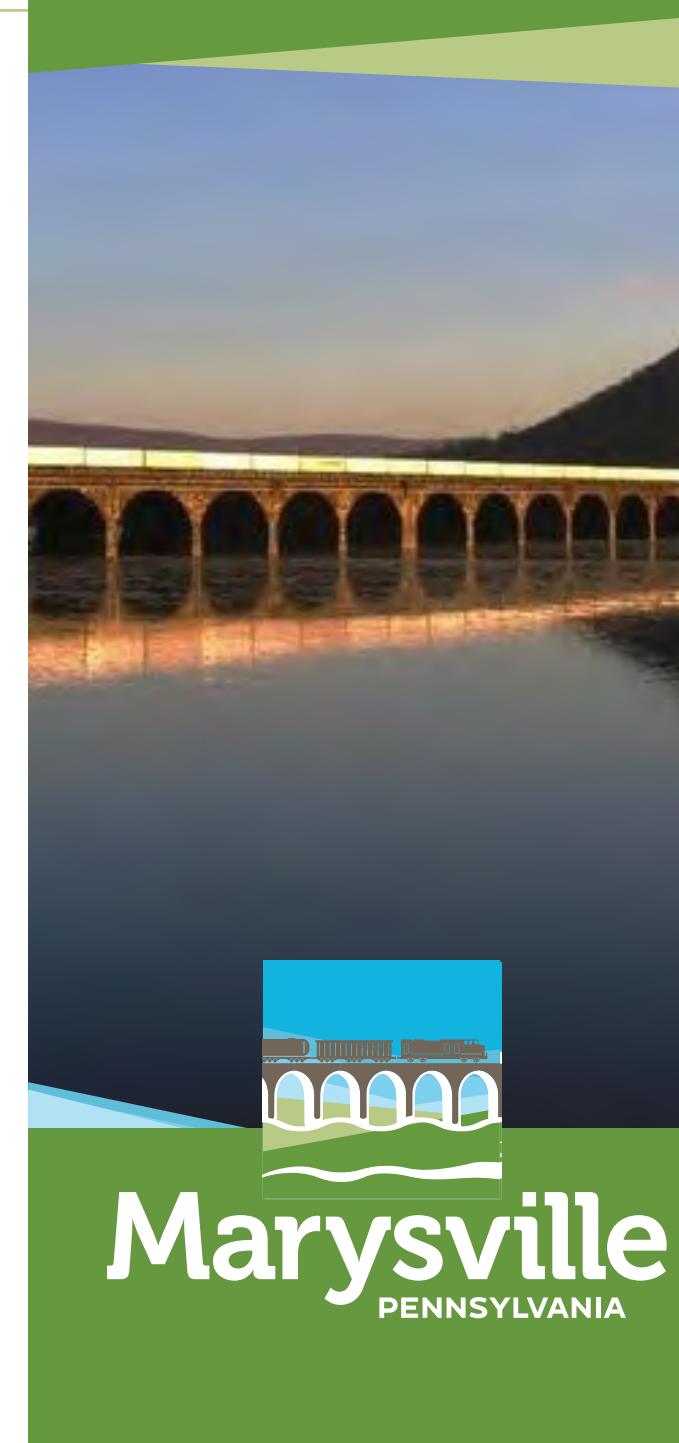


BRAND EXTENSION MARYSVILLE

A community brand is so much more than just a logo. Think of it as a basket. It holds experiences, memories, and interactions. It cultivates pride, creates revenue, and maximizes economic impact. The goal of these systems is to empower our communities to create real value and momentum. Telling the story of what you have to offer through shopping and dining guides or creating products that allow citizens and visitors to show their pride are essential in a well implemented system. Remove the speed bumps and encourage use of the brand as much as possible.



VISITORS WELCOME GUIDE



Shopping & Dining Guides help highlight available experiences and promote local business

Branded shopping bags give you an opportunity to own the transaction, and celebrate people supporting local business



Branded merchandise can cultivate community pride while creating revenue streams for local business owners

Cobranded premium items tie your community brand to established brand equity. Don't always go cheap, believe that people love your place

WAYFINDING SIGNAGE

MARYSVILLE

The wayfinding system should be introduced as part of the brand because it plays such an important role in the perception and flow of your community.

PRIMARY GATEWAYS

These gateways are the primary intersection points and main entry ways to town. They need to be highly visible and introduce the brand.

BUILDING MARKERS

The markers can be either wall mounted or monument style and denote important landmarks in the downtown district

TRAILBLAZERS

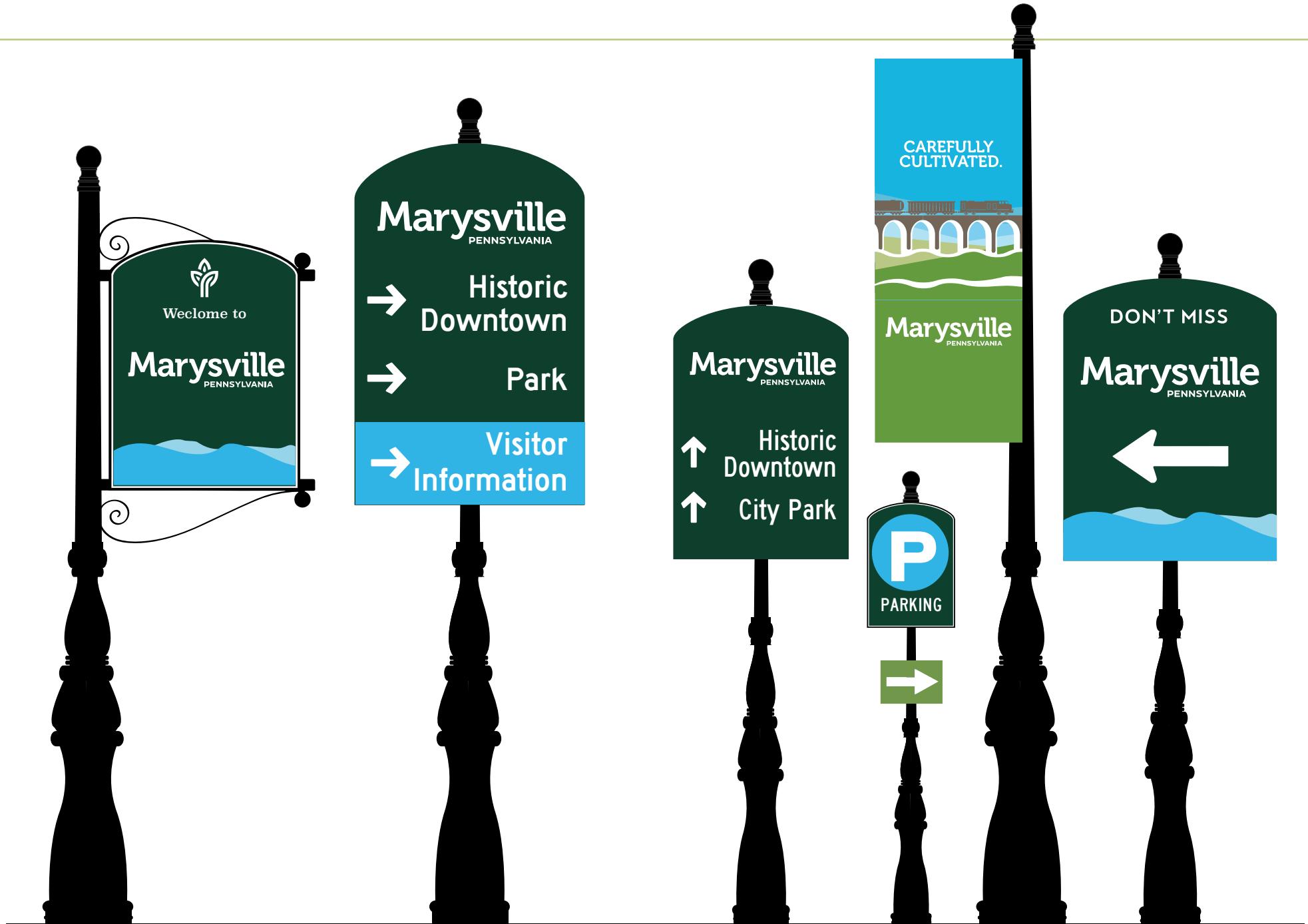
Trailblazers are the directing signs leading motorists to the main attractions in the area. These should have a maximum of three locations per sign and carry motorists from gateway to parking lot. Colors can be used to distinguish between different districts and can become smaller as the scale and speed of the roadway narrows.

STREET BANNERS

Banners are very popular and help to add color and movement to the lanes of travel, acting as a speed calming device. They too can be color coded by district and can promote local events, as well as promoting the brand.

PARKING SIGNAGE

Identifying parking is important in creating a parking system in downtown. Visitors are more likely to walk a block or two to shop if the signage system leads them directly to a public parking lot and tell them how to proceed. The parking markers can be by themselves or as attachments to trailblazer signs.



Proposed wayfinding design for county-wide, community specific wayfinding signage system



MARYSVILLE ECONOMIC DEVELOPMENT

DEMOGRAPHIC AND MARKET ANALYSIS SUMMARY

MARYSVILLE

The demographic and market conditions of Marysville are critical in understanding the potential for future development and growth in downtown. This summary report uses demographic data from Claritas, Inc. a national firm that provides analytics of market conditions, demographics, and projections for future growth. Data is provided for the following areas:

- Marysville Borough:** Borough-specific demographic data is presented for use in Borough-oriented grants and funding that may be available specifically to borough government.
- Drive Time Analysis:** Demographic data based on drive time analysis allows for a more thorough examination of the market dynamics at work in the community writ large. Consumers seldom (if ever) pay attention to political boundaries when making decisions on shopping and dining. Consequently, the drivetime area provides a much more accurate dataset to guide retail retention, recruitment, market data, and demographic profiles.
- Perry County:** Benchmarking with Perry County is important so that decision makers can understand how Marysville fits into the overall market dynamics.

This data provides the underlying framework for many of the recommendations in this report. By promoting a greater understanding of the existing market and trends, this assessment helps identify opportunities for future development in downtown Marysville. The demographic and market analysis data are summarized below.



Figure 1: Marysville Borough (Left) and 5-Minute Drive Time Area (Right)

	2021 Population	Population Growth 2010-2021	Age 25+ with at Least Some College Education	Median Age	Median Household Income	Median Value of Owner-Occupied Housing
Marysville Borough	2,624	3.55%	45%	42.71	\$61,033	\$160,097
5-Minute Drivetime	2,610	2.63%	45%	43.05	\$63,105	\$163,887
Perry County	46,387	0.91%	41%	43.5	\$68,692	\$184,296

DEMOGRAPHICS

A demographic profile of the community examines key indicators including population growth, household income and age.

Population

The estimated 2021 population of Marysville is 2,624. The borough's population grew by 3.55% (about 90 people) from 2010 to 2021 and is projected to add about 40 additional residents over the next 5 years.

Age

The median age in Marysville Borough is 42.71, slightly younger than the median age in Perry County (43.5).

Income

The median household incomes in Marysville Borough (\$61,033) and the 5-minute drivetime trade area (\$63,105) are below the median household income in Perry County (\$68,692).

Housing Values

Similarly, the median value of owner-occupied housing units in Marysville Borough (\$160,097) and the 5-minute drivetime area (\$163,887) are below the median value in Perry County (\$184,296). Percent homeownership in Marysville is 73%, only slightly lower than the county overall.

Marysville Borough:

\$160,097 73% home ownership

Five-Minute Drive Time:

\$163,887 73% home ownership

Perry County:

\$184,296 79% home ownership

RETAIL LEAKAGE SUMMARY

MARYSVILLE

"Retail Leakage" refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, residents are purchasing more than the stores are selling, and the dollars spent outside of the area are said to be "leaking."

To gain a more complete picture of retail patterns in the area, the retail leakage analysis was performed for Marysville and the 5-minute drivetime. Both the Marysville Borough and the 5-minute drivetime experienced retail leakage over the past year. Stores in the 5-minute drivetime area had \$14.5 million in retail sales while consumers living in the area spent \$37.3 million, resulting in retail leakage of \$22.8 million.

Opportunities

Retail leakage experienced in the trade areas indicate that existing stores are not currently meeting the needs of residents. This leakage translates directly to demand, presenting opportunities for commercial growth. While it is not reasonable to expect to capture 100% of retail dollars leaking from the trade areas, the retail leakage analysis identifies key retail categories to be targeted for growth. Opportunities include:

- General Merchandise (\$4.55 million in leakage in 5-minute drivetime)
- Dining (\$3.27 million in leakage in 5-minute drivetime)
- Health and Personal Care Stores (\$2.56 million in leakage in 5-minute drivetime)
- Grocery Stores (\$1.9 million in leakage in 5-minute drivetime)



	Marysville Borough	5-Minute Drivetime	Perry County
Stores Sell	\$12 million	\$14.5 million	\$358 million
Consumers Buy	\$37 million	\$37.3 million	\$645.9 million
Market Leaks (Gains)	\$25 Million LEAKAGE	\$22.8 Million LEAKAGE	\$287.9 Million LEAKAGE

Millerstown, Pennsylvania Economic Vitality Plan





MILLERTOWN COMMUNITY CHARACTER

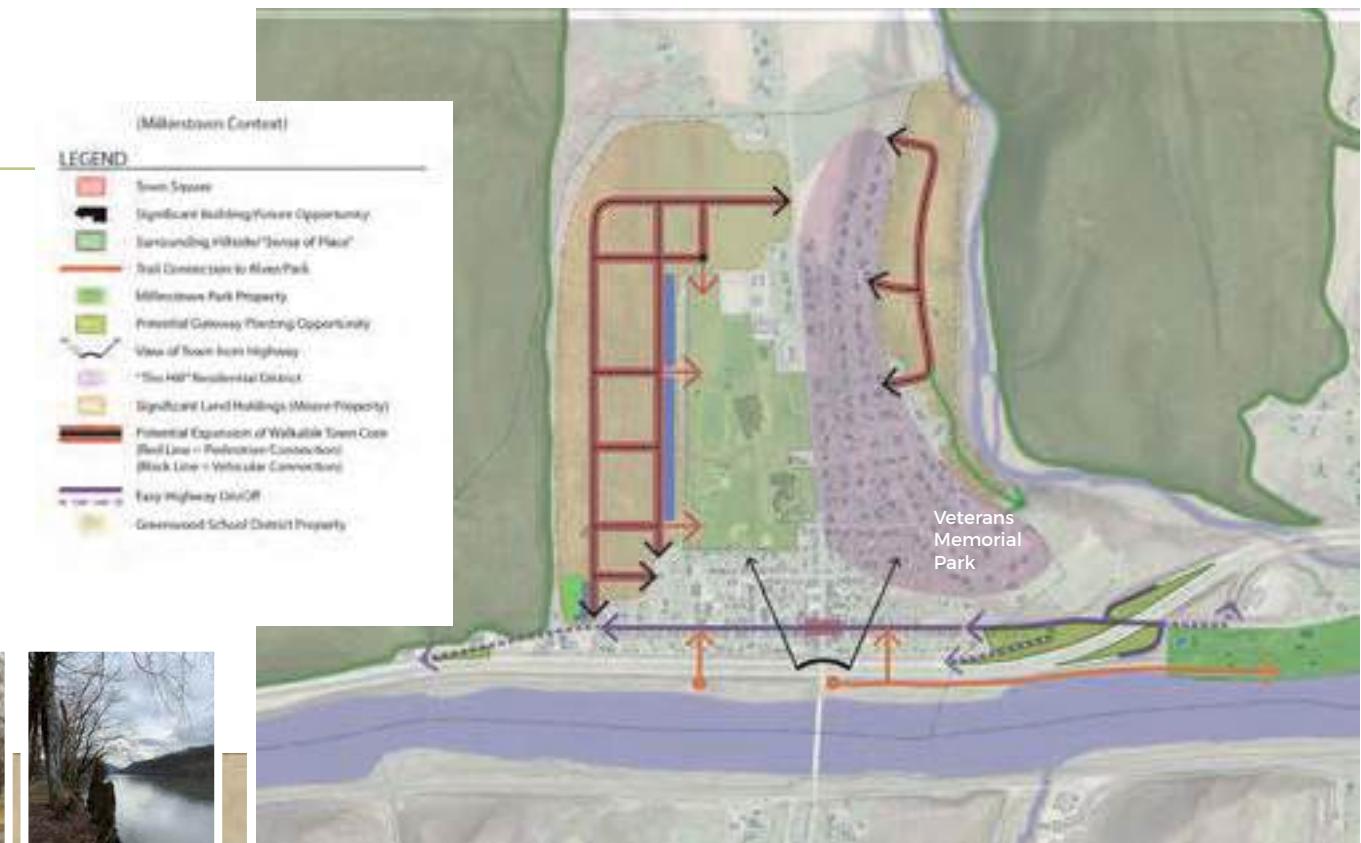
COMMUNITY CHARACTER

MILLERSTOWN

Distinctively located between two mountain ridges on the east banks of the Juniata River, Millerstown is the only borough with significant riverfront access. While Route 322 passes between the river and downtown, two underpasses provide clear and direct river access and a boat ramp. Additionally, Millerstown Community Park, connected to downtown by a riverfront trail, enjoys significant unobstructed river frontage. While 322 bypasses the downtown, Millerstown has excellent visibility from the highway and direct access just to the south. Like other Perry County boroughs, Millerstown Square is the heart of the community and has seen recent public and private investment. Outstanding schools and neighborhoods are located within walking distance of the square. In addition to its river access, the park is an outstanding amenity that includes passive and active recreation-including a pool-and is a valuable resource for all of Perry

County.

Millerstown does experience some challenges. These include ongoing maintenance and operations for the pool; breaks in pedestrian connectivity, particularly to the schools; lack of lighting along the trail; constrained growth boundaries; and stormwater runoff. Millerstown also has the opportunity to better capture travelers along Rt. 322 and using the park for revenue-generating events.



RECOMMENDATION

Future Growth: Plan for and manage future growth.

Adjacent farmland may present an opportunity for additional residential development. It will be important that any new development be an extension of the borough's gridded neighborhoods and not developed as a separate gated enclave.

Actions

Future Street Network-Plan for a gridded street network that includes interconnected streets and walkable blocks (ideally about 400' block lengths) that connect into existing streets.

Streetscape-Provide sidewalks and street trees along all new streets to promote walkability, particularly to the schools and square.

COMMUNITY CHARACTER

MILLERSTOWN

RECOMMENDATION

Millerstown Square: Build upon recent investments and continue to enhance the square.

Actions

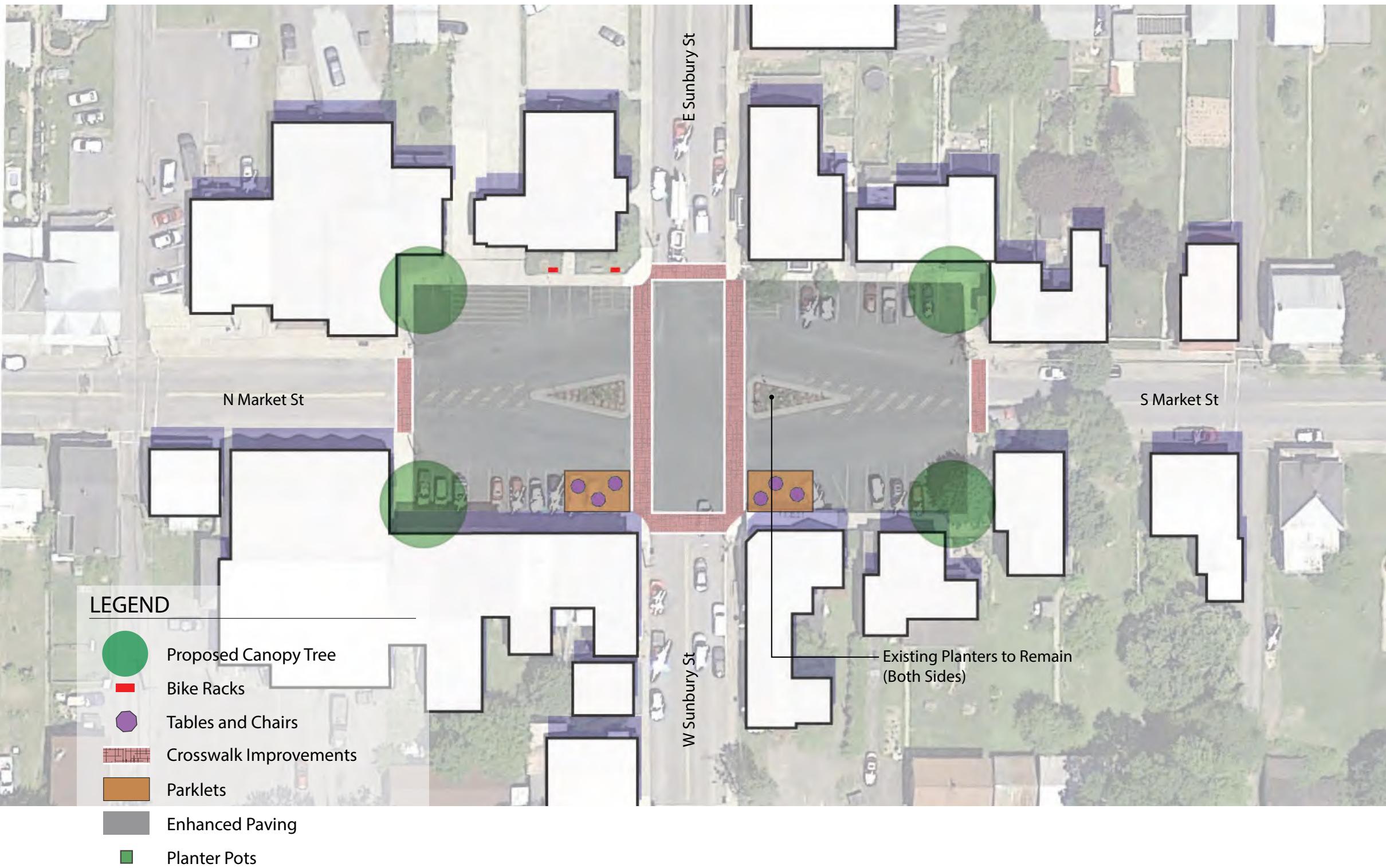
Crosswalks-Install broad crosswalks at each end and in the middle of the square to delineate to motorists that this is a pedestrian environment.

Paving-Consider stamped asphalt paving within the square to distinguish it from surrounding roadways.

Canopy Trees-Explore opportunities to install upright canopy trees at the four corners of the square to provide shade. This may require re-striping parking spaces or eliminating some parking spaces.

Parklets-Incorporate temporary gathering areas to allow for more outdoor dining and activity on the square.

Juniata Valley Bank Site-Should this use ever change and the site redevelop in the future, replace the building with a building that is more appropriate to the square. The setback should match other buildings, any new structure should be two-three floors, and roof lines and building forms should be compatible with other buildings on the square.



COMMUNITY CHARACTER

MILLERSTOWN

RECOMMENDATION

Pedestrian Enhancements: Improve existing sidewalks and trail to promote walkability and pedestrian safety between the square, schools and park.

Actions

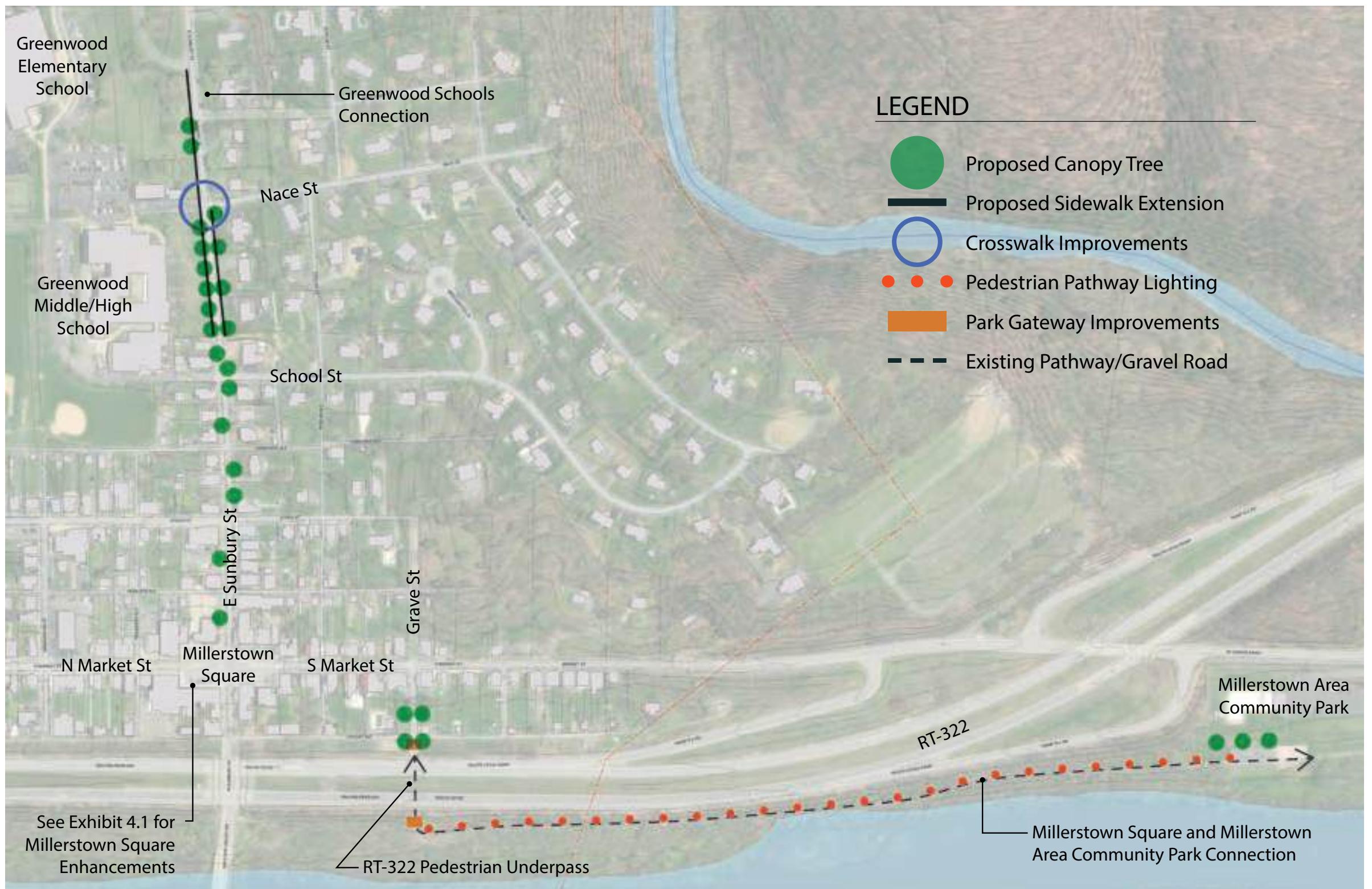
Sidewalk Extensions-Extend sidewalks along East Sunbury Street to provide better connections to the schools.

Crosswalks-Provide a highly visible crosswalk at Nace and East Sunbury Streets to connect the neighborhood and schools.

Lighting- Provide pedestrian lighting along the trail connecting the Grave Street underpass with the park.

Pedestrian Underpass-Enhance the Grave Street underpass with public art and lighting.

Street Trees-Work with property owners to secure easements to allow for street tree planting along East Sunbury Street to enhance the gateway to downtown and provide shade and comfort for pedestrians.



COMMUNITY CHARACTER

MILLERSTOWN

RECOMMENDATION

Millerstown Community Park:
Enhance the park to better define park spaces and allow for revenue-generating events.

Actions

Dogwood Planting-Building upon desire to plant dogwoods near the pool parking lot, plant dogwoods in naturalistic groupings with canopy shade trees in way that allows for framed views to the open space, while distinguishing the open space and parking lot as separate spaces.



Avoid This



Flowering Dogwoods (and other flowering trees) are an understory tree and are most effective when planted in combination with canopy/overstory trees (but avoid an alternating spacing like the image above...keep more organic like image top right).

Keep groupings in odd numbers (1, 3, 5, etc.)



Avoid creating a "wall" of flowering trees. Because they are low canopy and multi-stemmed, they can block views if planted in a tight row. They should be planted to frame views.

COMMUNITY CHARACTER

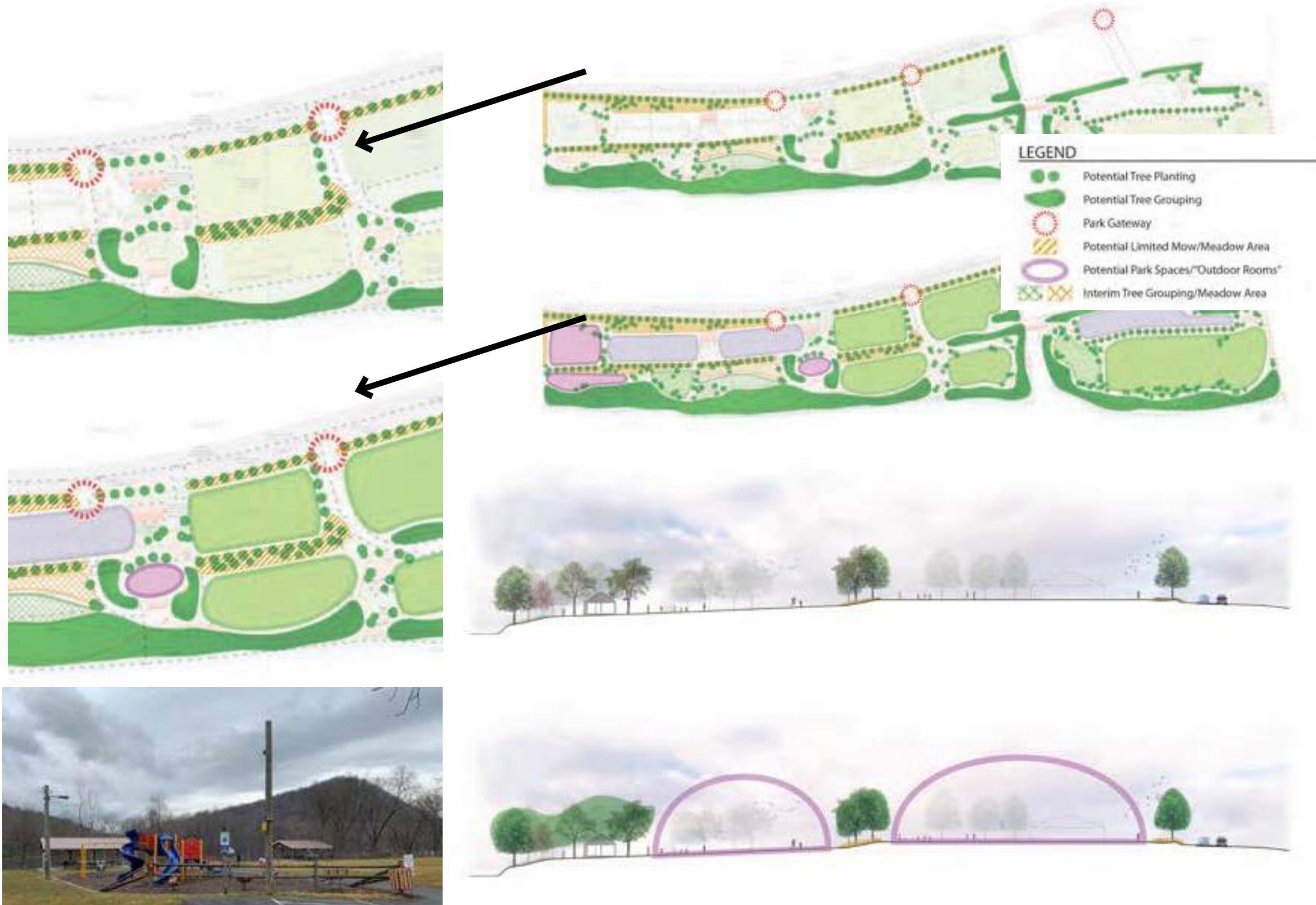
MILLERTOWN

RECOMMENDATION

Millerstown Community Park:
Enhance the park to better define park spaces and allow for revenue-generating events.

Actions

Strategic Planting Plan-Prepare a long-term planting plan that builds upon the current park master plan. Use trees to define "rooms" and different use areas and provide comforting shade. Emphasize canopy trees that don't block views. Consider the use of meadows and limited mow areas to provide beneficial landscapes and landscape variety.



COMMUNITY CHARACTER

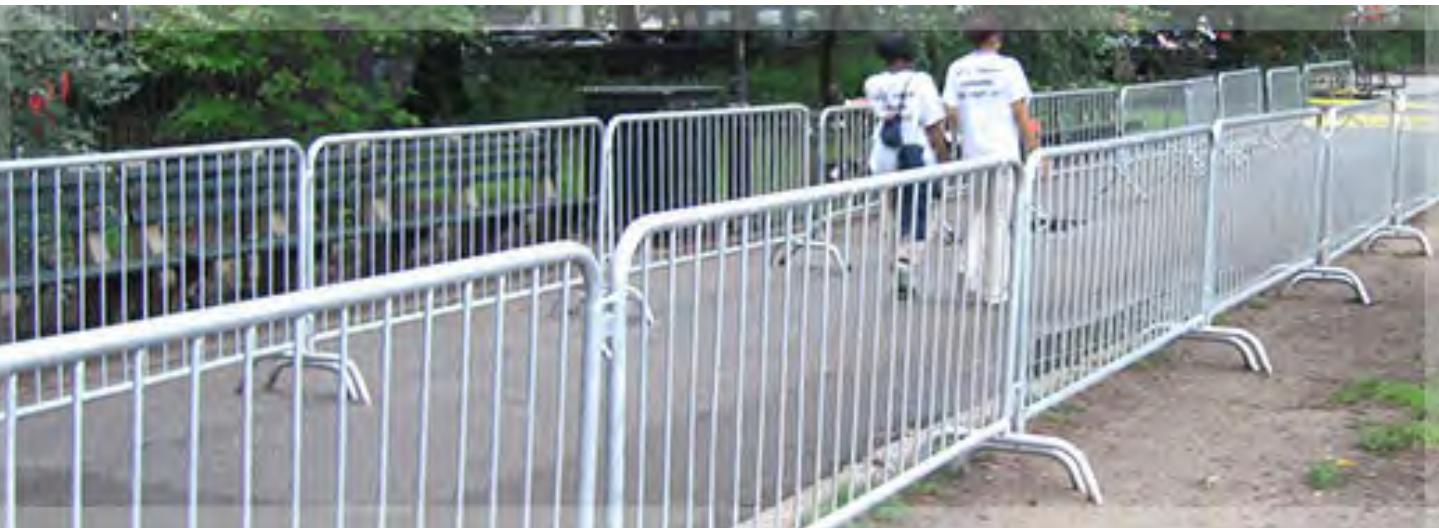
MILLERSTOWN

RECOMMENDATION

Revenue Generating Events: Explore ways to host revenue-generating events at Millerstown Community Park.

Actions

Portable Fencing-Utilize portable fencing to manage crowds and create entrance gates to allow for access control into events. Consider making fencing a county-wide resource to allow for revenue-generating events in other parks as well.





MILLERTOWN BRANDING & WAYFINDING

COMMUNITY BRANDING

MILLERSTOWN

Our communities must be branded in such a way that the people, places, and events become dynamic and evoke positive feelings about the potential experiences to be had there. We must be aware of the tendency to reduce all potential experiences into a single identity that features only one aspect of the community. While there is nothing wrong with featuring a single icon, a good branding and marketing system must encompass multiple interpretations of the ever-expanding options for positive experiences within a community.

Consider the potential pitfalls if Starbucks changed its logo to a coffee cup, Nike switched its swoosh to a shoe, or Apple replaced its logo with an iPhone. While these new logos are actual examples of company products, each fails to capture, or represent, the full range of the products and services (read: promises and experiences) they provide. Yet how often have we seen a community represent its entire essence with a single physical icon? This single-asset approach to branding is not wrong, it is merely incomplete.

Therefore, our rural communities must be branded to represent a full range of cultural offerings and positive experiences. However, there are distinct differences between branding commercial goods and services and branding our communities. We must understand our rural communities as assets, resources, destinations, and cultural offerings rather than merely as a list of products or services. Each rural community is different, and the list of assets will change, and, one hopes, expand, based on its unique offerings.

Perry County, as a rural place, has adopted the strategy of leveraging the county brand to create a true destination, highlighting the uniqueness of each community while creating a real, connected sense of place.

Let's return to the fundamental question: Why is branding rural areas important? We have already established that we must brand our communities or everyone else certainly will. But, more importantly, branding helps capture the essence of our communities and communicates that message to a broader audience. The greater purpose in branding our rural communities is to build community pride, stimulate the local economy, and promote a preservation spirit that compels people to be better stewards of their culture and the place they call home.



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Museo Regular

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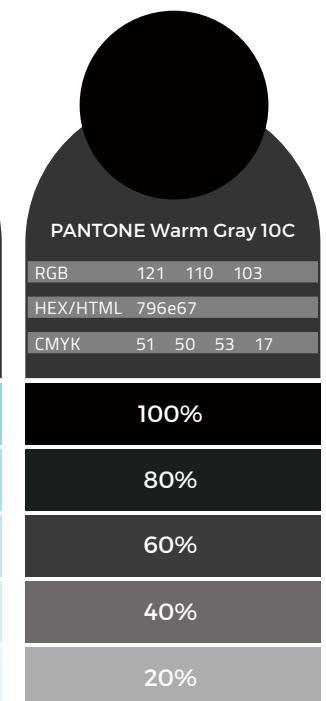
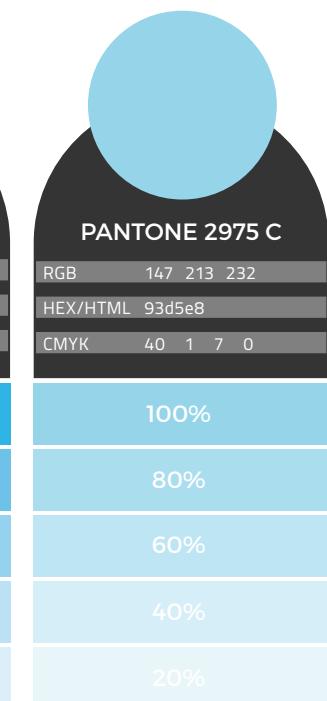
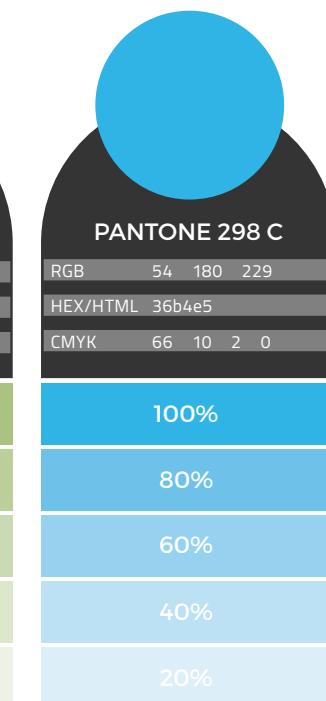
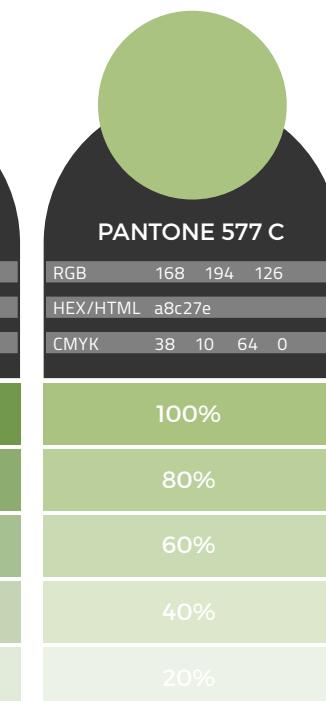
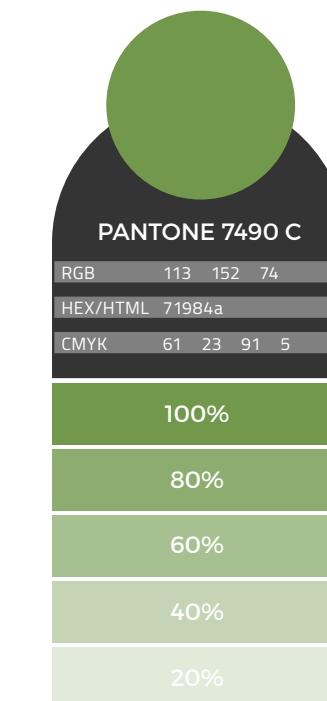
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Montserrat Light

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COLOR PALETTE

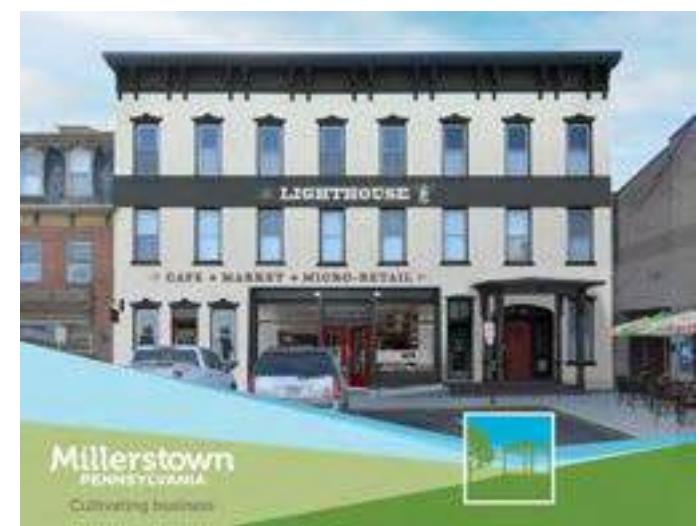
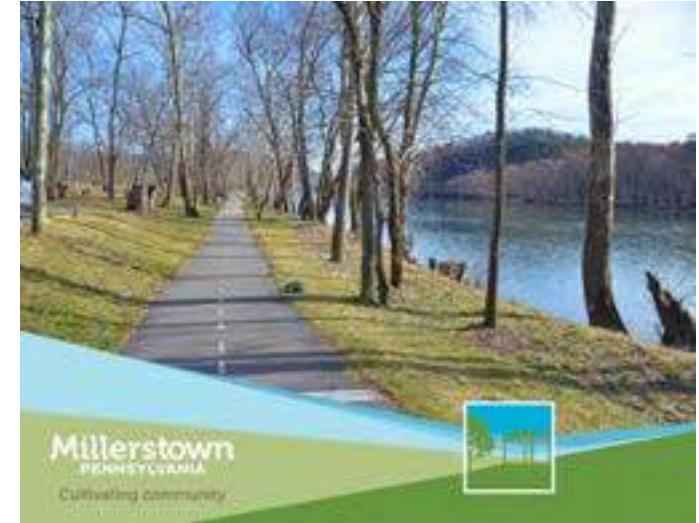


BRAND EXTENSION MILLERSTOWN

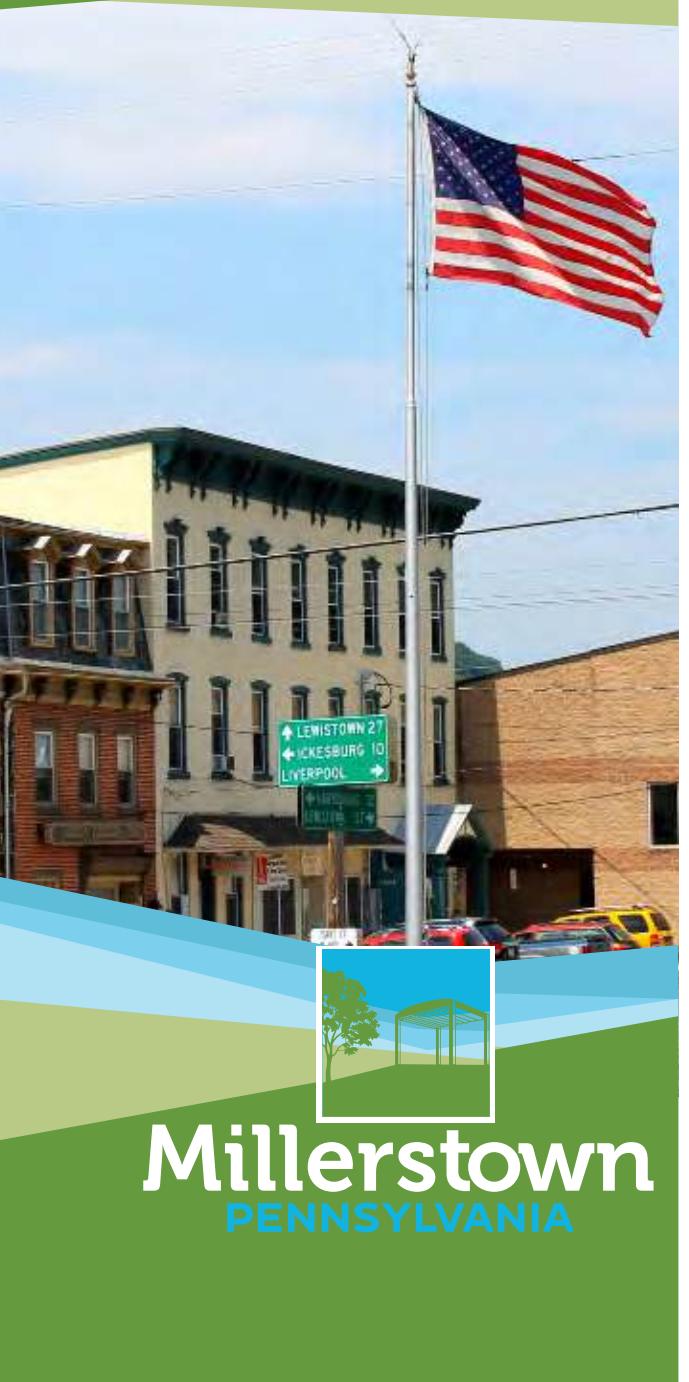
A community brand is so much more than just a logo. Think of it as a basket. It holds experiences, memories, and interactions. It cultivates pride, creates revenue, and maximizes economic impact. The goal of these systems is to empower our communities to create real value and momentum. Telling the story of what you have to offer through shopping and dining guides or creating products that allow citizens and visitors to show their pride are essential in a well implemented system. Remove the speed bumps and encourage use of the brand as much as possible.



Branded merchandise can cultivate community pride while creating revenue streams for local business owners



VISITORS WELCOME GUIDE



Shopping & Dining Guides help highlight available experiences and promote local business

WAYFINDING SIGNAGE

MILLERSTOWN

The wayfinding system should be introduced as part of the brand because it plays such an important role in the perception and flow of your community.

PRIMARY GATEWAYS

These gateways are the primary intersection points and main entry ways to town. They need to be highly visible and introduce the brand.

BUILDING MARKERS

The markers can be either wall mounted or monument style and denote important landmarks in the downtown district

TRAILBLAZERS

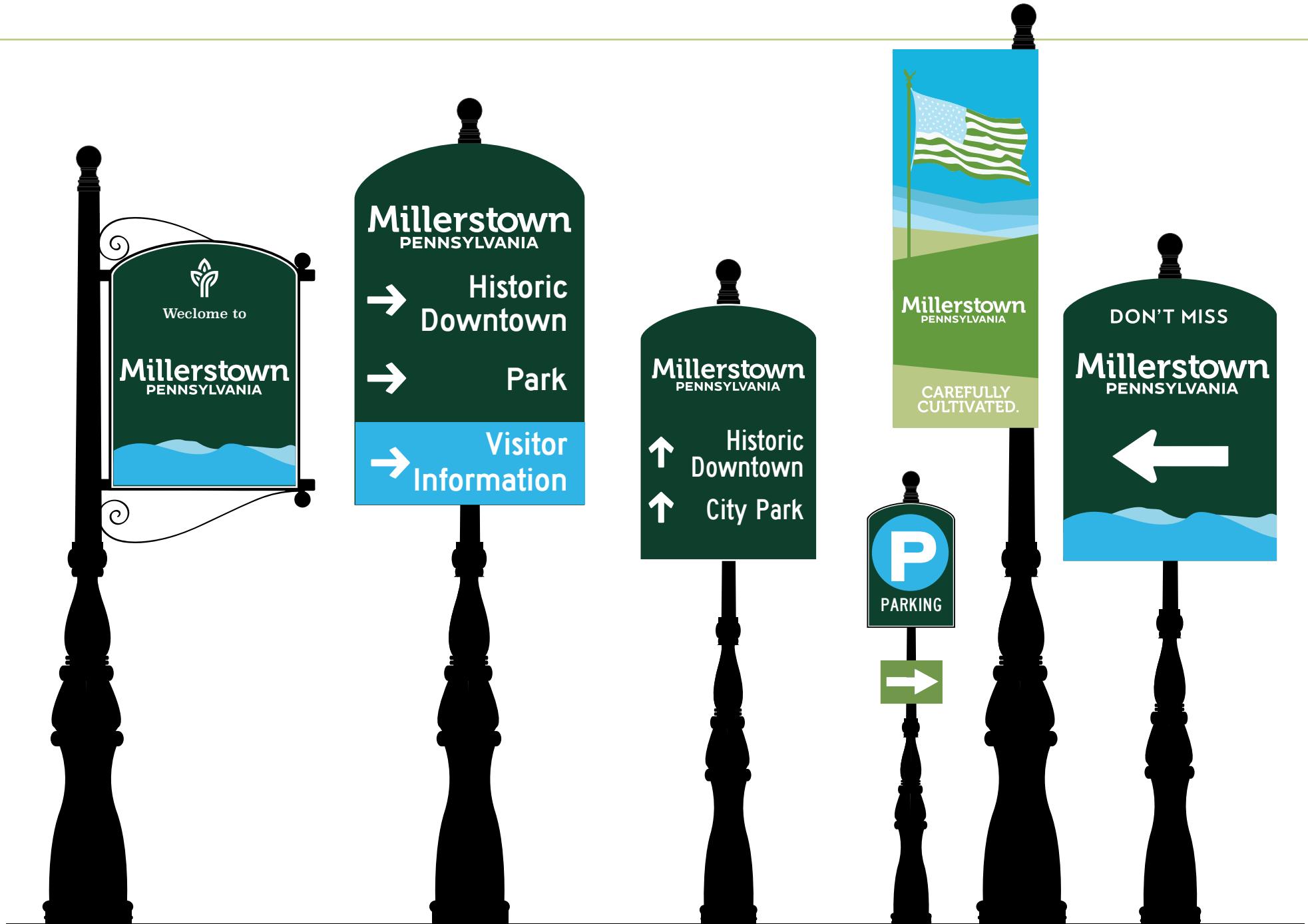
Trailblazers are the directing signs leading motorists to the main attractions in the area. These should have a maximum of three locations per sign and carry motorists from gateway to parking lot. Colors can be used to distinguish between different districts and can become smaller as the scale and speed of the roadway narrows.

STREET BANNERS

Banners are very popular and help to add color and movement to the lanes of travel, acting as a speed calming device. They too can be color coded by district and can promote local events, as well as promoting the brand.

PARKING SIGNAGE

Identifying parking is important in creating a parking system in downtown. Visitors are more likely to walk a block or two to shop if the signage system leads them directly to a public parking lot and tell them how to proceed. The parking markers can be by themselves or as attachments to trailblazer signs.



Proposed wayfinding design for county-wide, community specific wayfinding signage system



MILLERTOWN ECONOMIC DEVELOPMENT

DEMOGRAPHIC AND MARKET ANALYSIS SUMMARY

MILLERSTOWN

The demographic and market conditions of Millerstown are critical in understanding the potential for future development and growth in downtown. This summary report uses demographic data from Claritas, Inc. a national firm that provides analytics of market conditions, demographics, and projections for future growth. Data is provided for the following areas:

- Millerstown Borough:** Millerstown Borough specific demographic data is presented for use in Borough-oriented grants and funding that may be available specifically to borough government.
- Drive Time Analysis:** Demographic data based on drive time analysis allows for a more thorough examination of the market dynamics at work in the community writ large. Consumers seldom (if ever) pay attention to political boundaries when making decisions on shopping and dining. Consequently, the drivetime area provides a much more accurate dataset to guide retail retention, recruitment, market data, and demographic profiles.
- Perry County:** Benchmarking with Perry County is important so that decision makers can understand how Millerstown fits into the overall market dynamics.

This data provides the underlying framework for many of the recommendations in this report. By promoting a greater understanding of the existing market and trends, this assessment helps identify opportunities for future development in downtown Millerstown. The demographic and market analysis data are summarized below.



Figure 1: Millerstown Borough (Left) and 5-Minute Drive Time Area (Right)

	2021 Population	Population Growth 2010-2021	Age 25+ with at Least Some College Education	Median Age	Median Household Income	Median Value of Owner-Occupied Housing
Millerstown Borough	668	-0.74%	59%	42.18	\$82,166	\$170,453
5-Minute Drivetime	892	-0.45%	54%	44.03	\$80,381	\$179,950
Perry County	46,387	0.91%	41%	43.5	\$68,692	\$184,296

DEMOGRAPHICS

A demographic profile of the community examines key indicators including population growth, household income and age.

Population

The estimated 2021 population of Millerstown is 668. The borough's population has remained relatively stable over the past decade and is projected to remain so over the next five years. Approximately 892 people live within a 5-minute drivetime of the center of Millerstown.

Age

The median age for Millerstown Borough is 42.18 which is slightly younger than the median age in Perry County (43.5).

Income

The median household income in Millerstown Borough (\$82,166) and the 5-minute drivetime trade area (\$80,381) is higher than the median household income in Perry County (\$68,692).

Housing Values

The median value of owner-occupied housing units in Millerstown Borough is \$170,453, slightly less than Perry County at \$184,296.

Millerstown Borough:

\$170,453 85.6% home ownership

Five-Minute Drive Time:

\$179,950 86.4% home ownership

Perry County:

\$184,296 79% home ownership

RETAIL LEAKAGE SUMMARY

MILLERSTOWN

“Retail Leakage” refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, residents are purchasing more than the stores are selling, and the dollars spent outside of the area are said to be “leaking.”

To gain a more complete picture of retail patterns in the area, the retail leakage analysis was performed for Millerstown and Millerstown Trade Area (5-minute drivetime). Both the Millerstown Borough and the 5-minute drivetime experienced retail leakage over the past year. Stores in the 5-minute drivetime area had \$5 million in retail sales while consumers living in the area spent \$13.3 million, resulting in retail leakage of \$8.3 million.

Opportunities

Retail leakage experienced in the trade areas indicate that existing stores are not currently meeting the needs of residents. This leakage translates directly to demand, presenting opportunities for commercial growth. While it is not reasonable to expect to capture 100% of retail dollars leaking from the trade areas, the retail leakage analysis identifies key retail categories to be targeted for growth. Opportunities include:

- General merchandise (\$1.86 million in leakage in 5-minute drivetime)
- Grocery (\$1.8 million in leakage in 5-minute drivetime)
- Dining (\$1.4 million in leakage in 5-minute drivetime)
- Specialty retail (clothing, home furnishings)



	Millerstown Borough	5-Minute Drivetime	Perry County
Stores Sell	\$4.3 million	\$5 million	\$358 million
Consumers Buy	\$9.3 million	\$13.3 million	\$645.9 million
Market Leaks (Gains)	\$5 Million	\$8.3 Million	\$287.9 Million
LEAKAGE	LEAKAGE	LEAKAGE	LEAKAGE

New Bloomfield, Pennsylvania Economic Vitality Plan

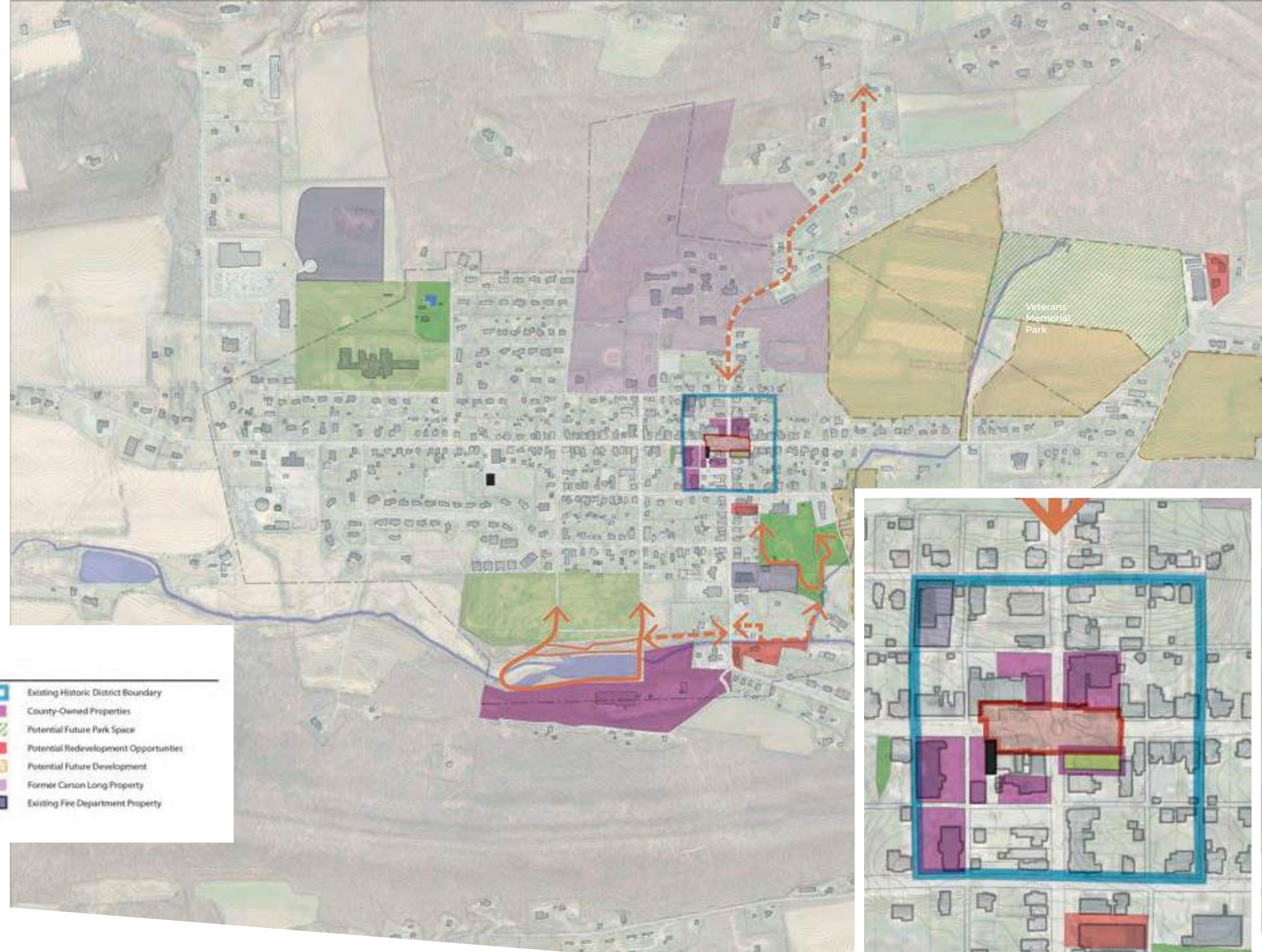




NEW BLOOMFIELD COMMUNITY CHARACTER

COMMUNITY CHARACTER NEW BLOOMFIELD

Centrally located in the county, New Bloomfield has distinct boundaries between the gridded, walkable historic downtown area and surrounding rural lands. Assets include an attractive square and green market space; ballfields and park; historic Little Springs Park; planned investment by Talmudic University; and a blight ordinance that helps maintain these assets. Some challenges include an attractive square that is underutilized, a park that is underutilized and breaks in pedestrian connectivity.



COMMUNITY CHARACTER

NEW BLOOMFIELD

RECOMMENDATION

New Bloomfield Square: Enhance and activate the square.

Actions

Sidewalk Paving-Replace uneven and damaged sidewalk paving. Consider brick paving across the entire sidewalk area to emphasize the square as a special place.

Crosswalks-Realign crosswalks and provide better delineation with special paving.

Planting-Replace the aging pear trees with appropriate canopy trees. Pear trees are short-lived and subject to storm damage. Consider a more historically appropriate tree such as oaks or London Plane Trees (the tree located on the market green) to provide high canopies while not obscuring views to buildings and storefronts.

Placemaking-Take advantage of the broad open spaces and activate the square with outdoor dining areas. Utilize moveable colorful chairs to take advantage of the underutilized market green.



COMMUNITY CHARACTER

NEW BLOOMFIELD

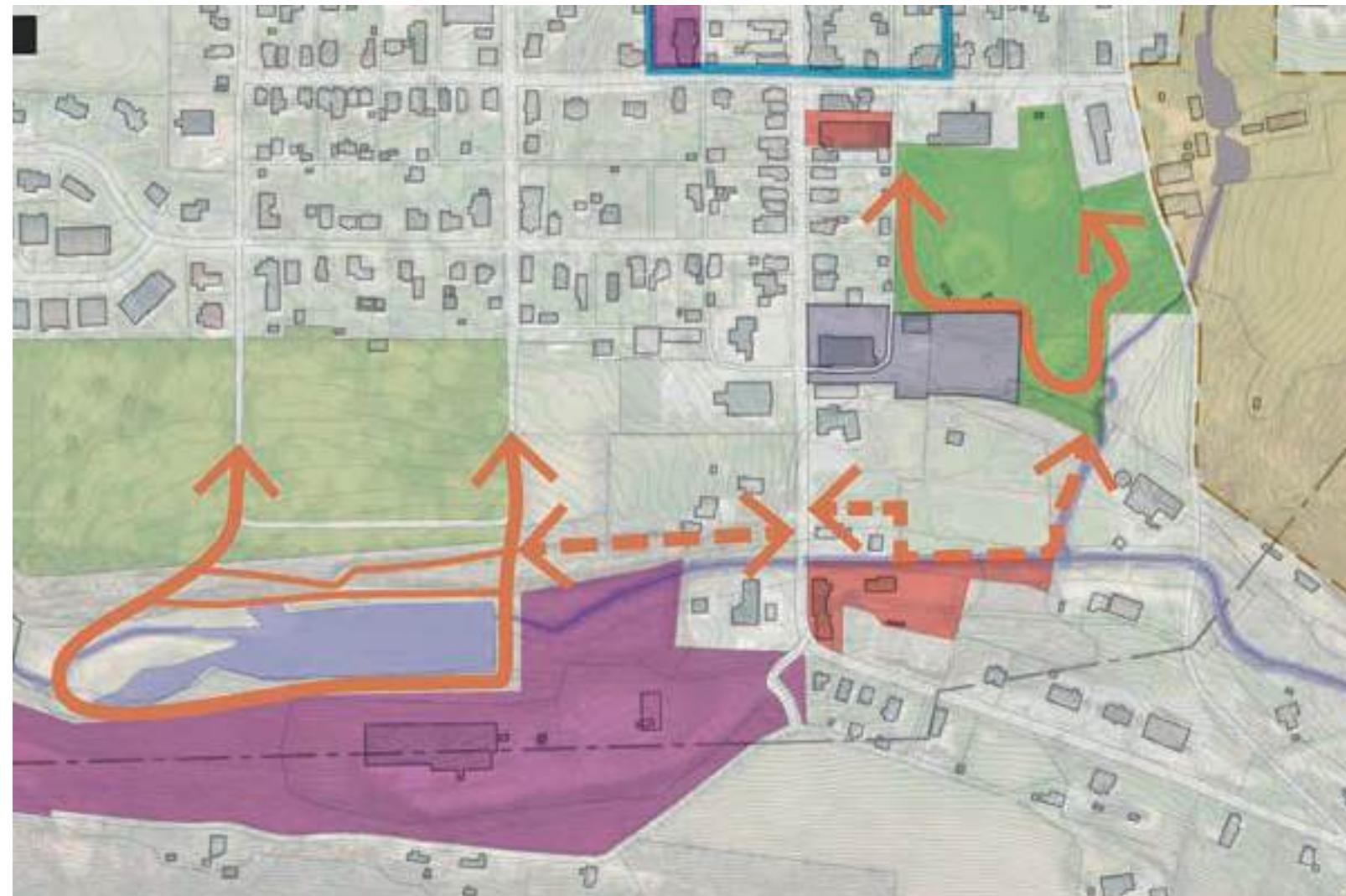
RECOMMENDATION

Trail Connections: Extend and connect existing and future trails to create a network.

Actions

Existing Trail Connections-Work with property owners and explore ways to connect the existing trails at the ballfields and cemetery. In particular, determine a safe crossing across South Carlisle Street.

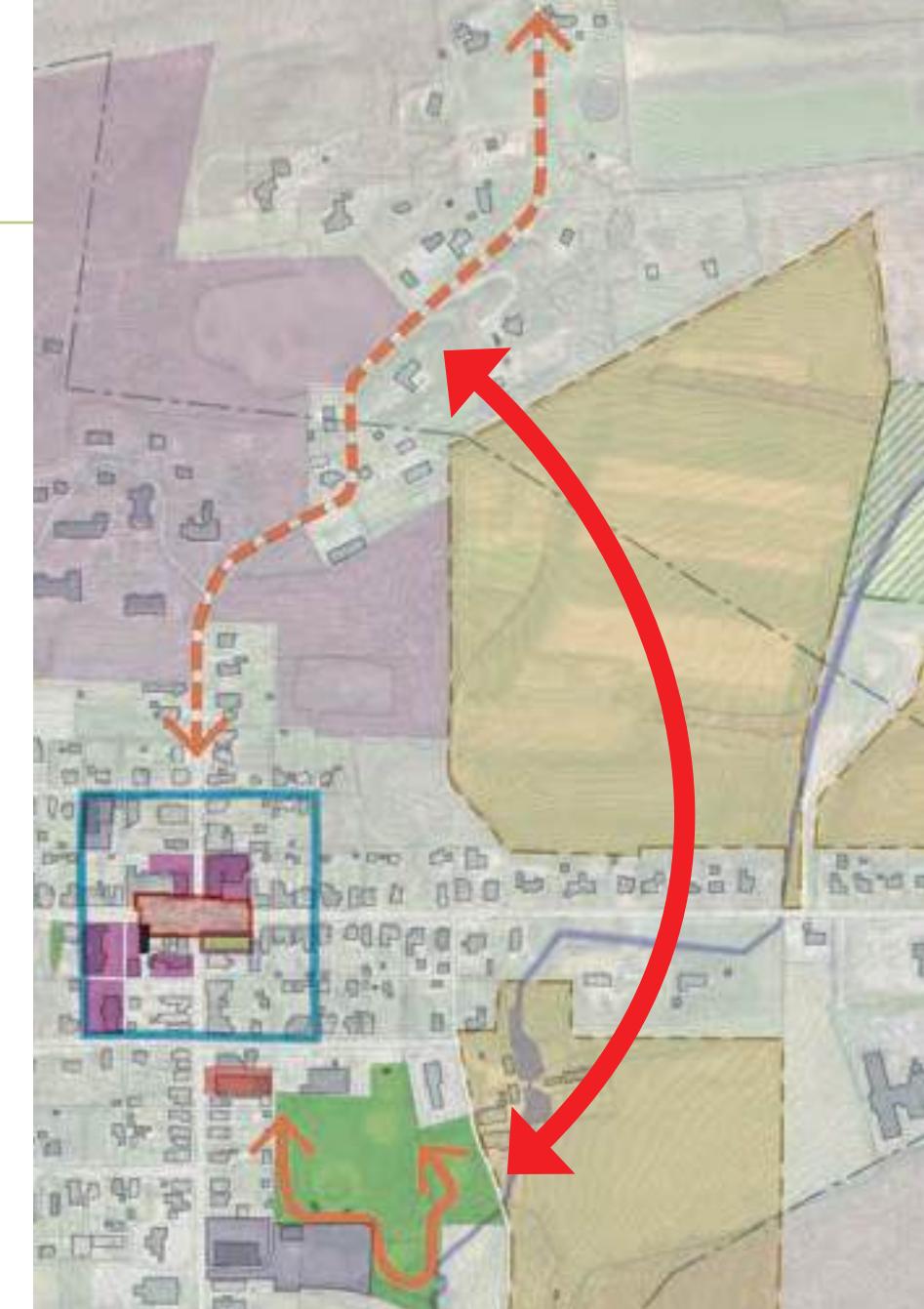
Future Trail Connections-Coordinate with the county-wide trail system to determine the best way to connect through New Bloomfield. Options include along North Carlisle Street to Little Buffalo State Park or coordinated with any new development that occurs at the east end of the borough.



(New Bloomfield)

LEGEND

Town Square	Existing Historic District Boundary
Significant Building/Future Opportunity	County-Owned Properties
Potential Streetscape Enhancements (Priority)	Potential Future Park Space
Potential Enhanced Pedestrian Connections	Potential Redevelopment Opportunities
Existing Park/Open Space	Potential Future Development
Potential Open Space/Placemaking Opportunities	Former Carson Long Property
Existing Trail Connection	Existing Fire Department Property
Potential Trail Connection	



Potential trail connection incorporated into future development.

COMMUNITY CHARACTER

NEW BLOOMFIELD

RECOMMENDATION

Park and Square Connection: Enhance pedestrian comforts and safety between the square and park.

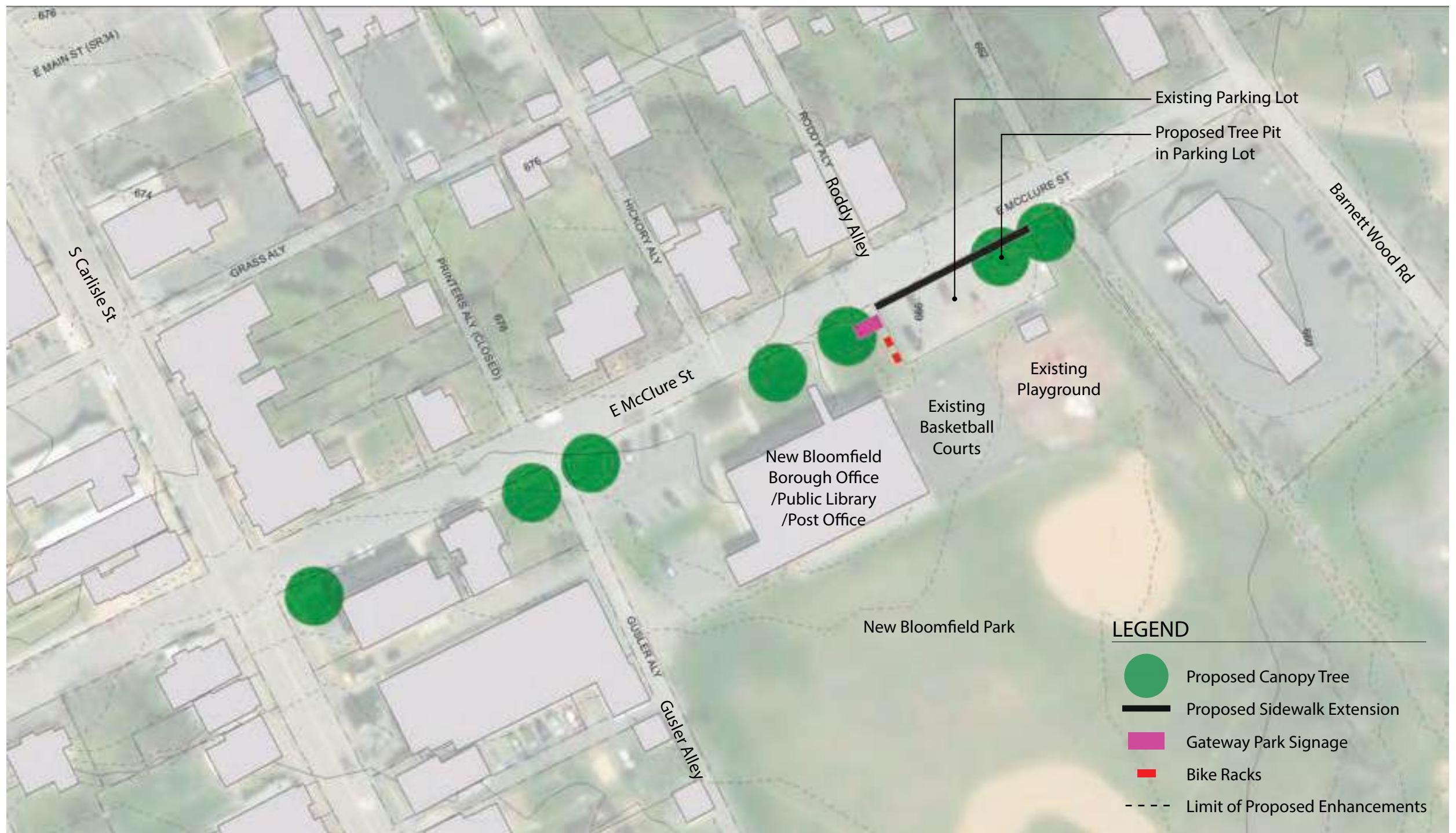
Actions

Sidewalk Extension-Extend the sidewalk along East McClure Street across the parking lot to create a visual distinction between pedestrian and vehicular areas.

Street Trees-Reinforce the connection between the park and square with canopy street trees.

Bike Racks-Provide bike racks near the park parking lot.

Signage-Provide Park Gateway Signage to elevate its role as an important open space amenity.



COMMUNITY CHARACTER

NEW BLOOMFIELD

RECOMMENDATION

The Park: Enhance the ballfields/park to elevate its importance and encourage more use.

Actions

Park Identity-In addition to a gateway sign at the parking lot, initiate a process to give the park a formal park name rather than referring to it as "the ballfields". "Ballfields" implies one activity to do while a named park implies a variety of activities.

Pathways-Extend the existing pathway to create a complete loop and side loops as well as future connections to the cemetery.

Beneficial Landscapes-Consider encouraging meadow planting in the low area along the east boundary of the park to provide a different experience for park uses, promote pollinators and improved habitat, and provide interpretive opportunities.

Strategic Tree Planting- Plant canopy trees to better define park use areas and provide comforting shade for park users.





NEW BLOOMFIELD BRANDING & WAYFINDING

COMMUNITY BRANDING

NEW BLOOMFIELD

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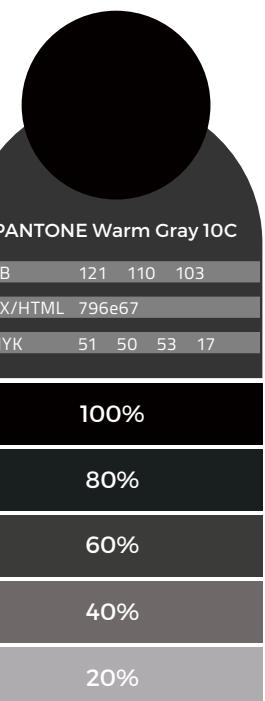
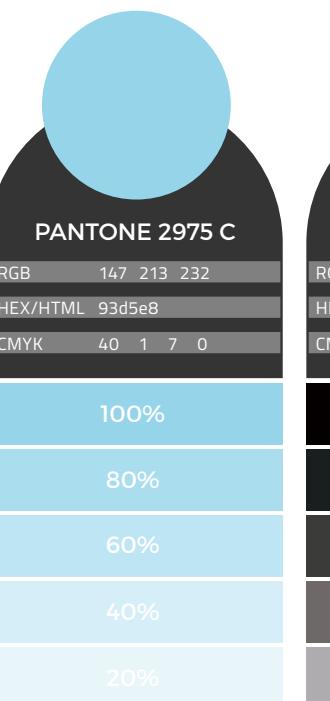
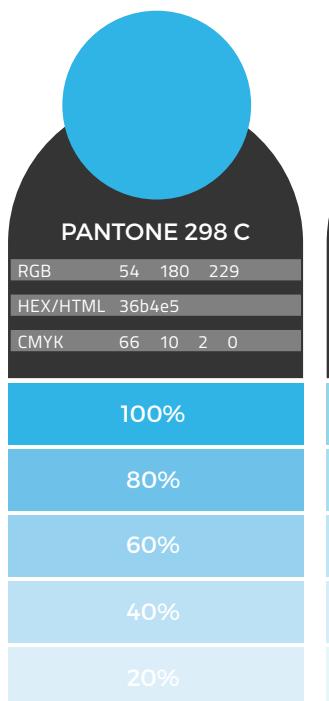
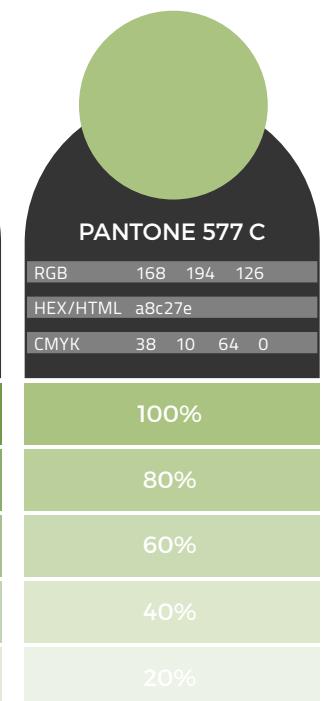
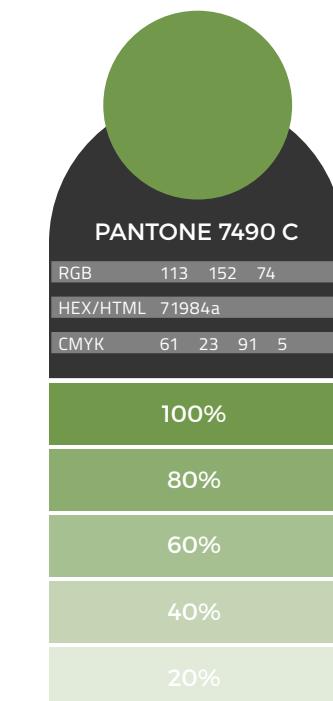
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COLOR PALETTE



BRAND EXTENSION NEW BLOOMFIELD

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Shopping & Dining GUIDE



Shopping & Dining Guides help highlight available experiences and promote local business

Branded shopping bags give you an opportunity to own the transaction, and celebrate people supporting local business



Branded merchandise can cultivate community pride while creating revenue streams for local business owners

Cobranded premium items tie your community brand to established brand equity. Don't always go cheap, believe that people love your place

WAYFINDING SIGNAGE

NEW BLOOMFIELD

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PRIMARY GATEWAYS

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Proposed wayfinding design for county-wide, community specific wayfinding signage system



NEW BLOOMFIELD ECONOMIC DEVELOPMENT

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Figure 1: New Bloomfield Borough (Left) and 5-Minute Drive Time Area (Right)

	2021 Population	Population Growth 2010-2021	Age 25+ with at Least Some College Education	Median Age	Median Household Income	Median Value of Owner-Occupied Housing
New Bloomfield Borough	1,293	3.69%	41%	41.23	\$56,991	\$170,707
5-Minute Drivetime	1,745	2.59%	42%	43.38	\$61,457	\$182,460
Perry County	46,387	0.91%	41%	43.5	\$68,692	\$184,296

DEMOGRAPHICS

A demographic profile of the community examines key indicators including population growth, household income and age.

Population

The estimated 2021 population of New Bloomfield is 1,293. The borough's population grew by about 50 people from 2010 to 2021 and is projected to grow by about 20 people over the next 5 years. Approximately 1,745 people live within a 5-minute drivetime of the center of New Bloomfield.

Age

The median age for the New Bloomfield Borough is 41.23 which is slightly younger than the median age in Perry County (43.5).

Income

The median household incomes in New Bloomfield Borough (\$56,991) and the 5-minute drivetime trade area (\$61,457) are lower than the median household income in Perry County (\$68,692).

Housing Values

The median value of owner-occupied housing units in New Bloomfield Borough is \$170,707, while the median value in the five-minute drivetime area (\$182,460) is on par with Perry County (\$184,296). Percent homeownership is lower in New Bloomfield than in the county overall.

New Bloomfield Borough: \$170,707
5-Minute Drive Time: \$182,460
Perry County: \$184,296

62.5% own home
70% own home
79% own home

RETAIL LEAKAGE SUMMARY

NEW BLOOMFIELD

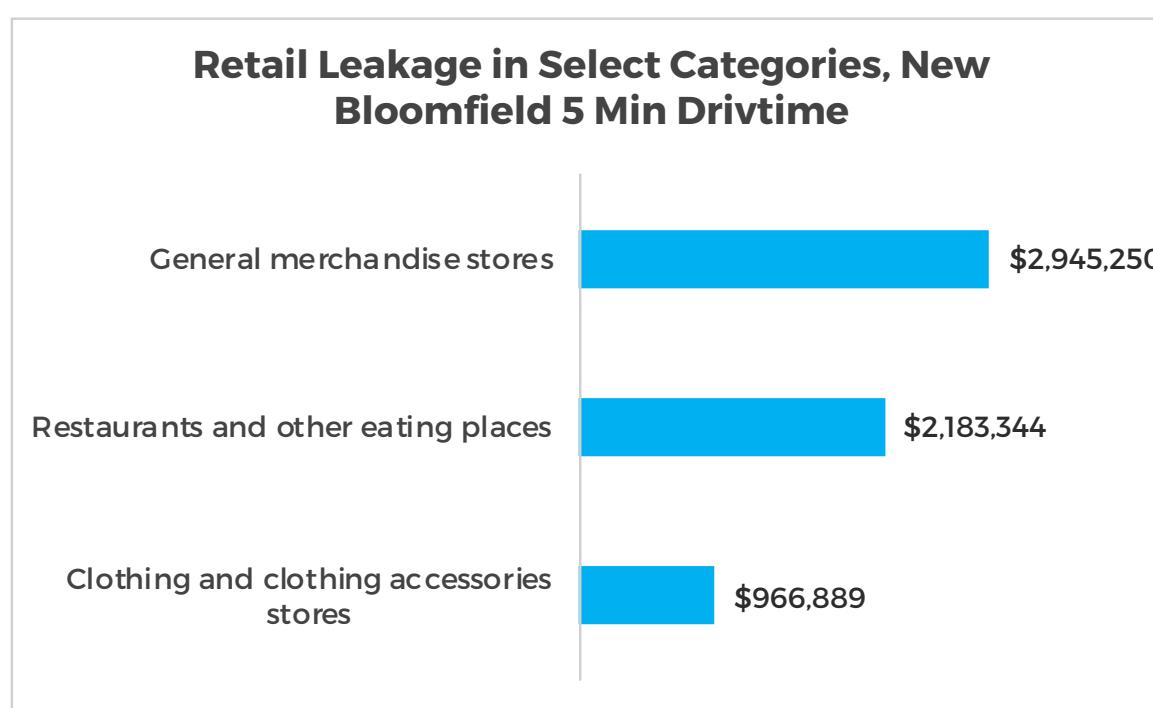
“Retail Leakage” refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, residents are purchasing more than the stores are selling, and the dollars spent outside of the area are said to be “leaking.”

To gain a more complete picture of retail patterns in the area, the retail leakage analysis was performed for New Bloomfield and the 5-minute drivetime. Both the New Bloomfield Borough and the 5-minute drivetime experienced retail leakage over the past year. Stores in the 5-minute drivetime area had \$21.6 million in retail sales while consumers living in the area spent \$22.9 million, resulting in retail leakage of \$1.3 million.

Opportunities

Retail leakage experienced in the trade areas indicate that existing stores are not currently meeting the needs of residents. This leakage translates directly to demand, presenting opportunities for commercial growth. While it is not reasonable to expect to capture 100% of retail dollars leaking from the trade areas, the retail leakage analysis identifies key retail categories to be targeted for growth. Opportunities include:

- General merchandise (\$2.9 million in leakage in 5-minute drivetime)
- Dining (\$2.2 million in leakage in 5-minute drivetime)
- Clothing and clothing accessories (nearly \$1 million in leakage in 5-minute drivetime)



	New Bloomfield Borough	5-Minute Drivetime	Perry County
Stores Sell	\$12.5 million	\$21.6 million	\$358 million
Consumers Buy	\$16.2 million	\$22.9 million	\$645.9 million
Market Leaks (Gains)	\$3.7 Million	\$1.3 Million	\$287.9 Million
LEAKAGE	LEAKAGE	LEAKAGE	LEAKAGE

New Buffalo, Pennsylvania Economic Vitality Plan





NEW BUFFALO COMMUNITY CHARACTER

COMMUNITY CHARACTER

NEW BUFFALO

New Buffalo faces a number of challenges including debt related to sewage plant and loss of revenue through geographic misinterpretation. Exacerbating these challenges is the small number of residents and involved citizens in the leadership of the borough. The Perry County Economic Vitality Team recommends engaging the experts through Municipality Assistance Program (MAP) in the Commonwealth. The MAP program brings a wealth of experience and breadth of knowledge to tackle multi-faceted issues like those facing New Buffalo. The solution-oriented teams also bring relationships at the state level. Having an organization that can bring multiple entities to the table is essential to resolving complex issues like revenue loss. The MAP program also offers funding opportunities for exploring consolidation and shared services. New Buffalo would work with the MAP Central Office located in Harrisburg, PA.

In addition to the MAP program, New Buffalo has two immediate projects that can be addressed by the community. The lack of adequate street signage causes citizens and visitors to get lost within New Buffalo. It also results in frequent mail and package delivery challenges. The Wayfinding system proposed in this report will assist with directions to community highlights, but it does not address either of the two aforementioned issues. PennDOT can and will replace street signage damaged or missing if brought to their attention. Representatives for New Buffalo in the MAP program may be able to direct borough council or part-time staff to a PennDOT employee that can get results.

The New Buffalo Community Park is another area of opportunity. Throughout Perry County, parks have unusually high rates of daily utilization. An activated park is a way to lure new residents. It also serves as a self-policing mechanism when citizens are in outside spaces. The existing play structures in the community park have exceeded their lifespan and need to be replaced. The addition of shaded seating would also make the park more attractive. KABOOM! Is a national nonprofit that focuses on community engagement park building. They provide discounted equipment, knowledgeable staff and step-by-step instructions on how to raise funds to build a community park using volunteers. KABOOM! also partners with national corporations to provide competitive grants for projects. New Buffalo could also consider a partnership with another community organization in Perry County to raise money and provide volunteers. Another model is to privatize the park by selling, gifting or long-term leasing the land to a larger community or regional organization. This model would also shift the burden of maintenance cost.





NEW BUFFALO BRANDING & WAYFINDING

COMMUNITY BRANDING

NEW BUFFALO

Our communities must be branded in such a way that the people, places, and events become dynamic and evoke positive feelings about the potential experiences to be had there. We must be aware of the tendency to reduce all potential experiences into a single identity that features only one aspect of the community. While there is nothing wrong with featuring a single icon, a good branding and marketing system must encompass multiple interpretations of the ever-expanding options for positive experiences within a community.

Consider the potential pitfalls if Starbucks changed its logo to a coffee cup, Nike switched its swoosh to a shoe, or Apple replaced its logo with an iPhone. While these new logos are actual examples of company products, each fails to capture, or represent, the full range of the products and services (read: promises and experiences) they provide. Yet how often have we seen a community represent its entire essence with a single physical icon? This single-asset approach to branding is not wrong, it is merely incomplete.

Therefore, our rural communities must be branded to represent a full range of cultural offerings and positive experiences.

However, there are distinct differences between branding commercial goods and services and branding our communities. We must understand our rural communities as assets, resources, destinations, and cultural offerings rather than merely as a list of products or services. Each rural community is different, and the list of assets will change, and, one hopes, expand, based on its unique offerings.

Perry County, as a rural place, has adopted the strategy of leveraging the county brand to create a true destination, highlighting the uniqueness of each community while creating a real, connected sense of place.

Let's return to the fundamental question: Why is branding rural areas important? We have already established that we must brand our communities or everyone else certainly will. But, more importantly, branding helps capture the essence of our communities and communicates that message to a broader audience. The greater purpose in branding our rural communities is to build community pride, stimulate the local economy, and promote a preservation spirit that compels people to be better stewards of their culture and the place they call home.



New Buffalo PENNSYLVANIA

TYPEFACES

Museo Regular

Hello I'm: Museo
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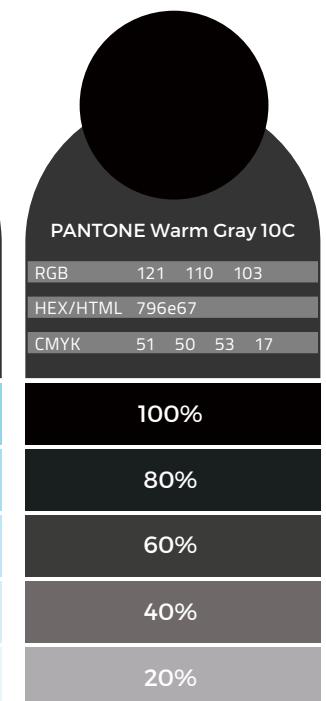
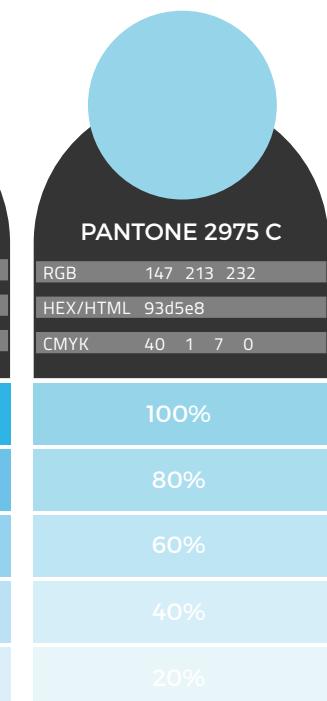
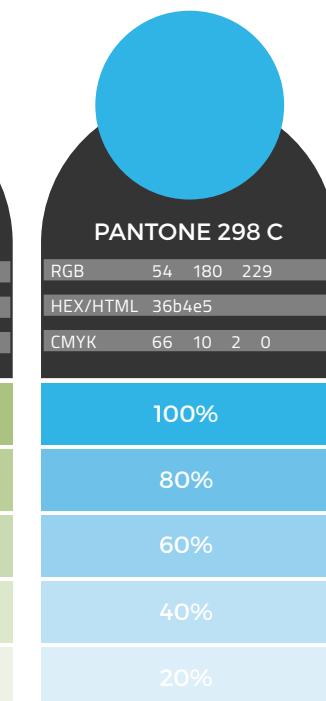
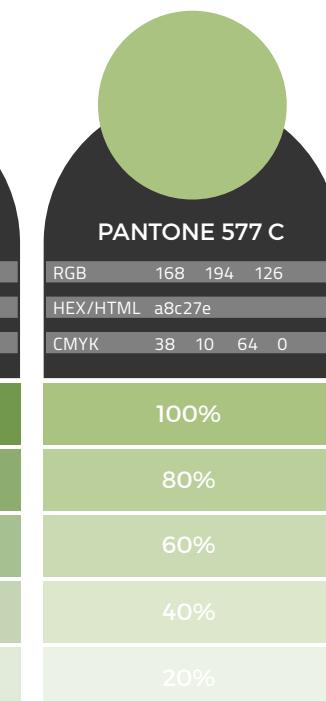
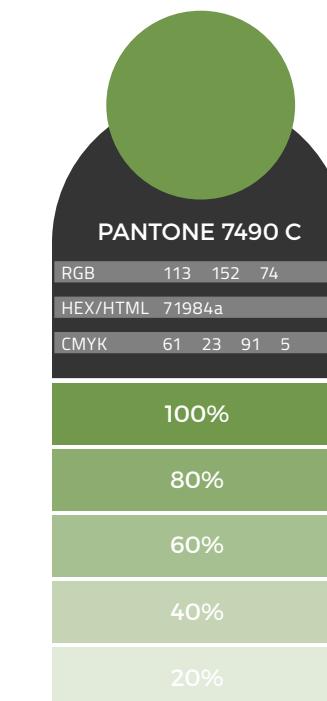
Montserrat Bold

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Montserrat Light

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COLOR PALETTE



BRAND EXTENSION NEW BUFFALO

A community brand is so much more than just a logo. Think of it as a basket. It holds experiences, memories, and interactions. It cultivates pride, creates revenue, and maximizes economic impact. The goal of these systems is to empower our communities to create real value and momentum. Telling the story of what you have to offer through shopping and dining guides or creating products that allow citizens and visitors to show their pride are essential in a well implemented system. Remove the speed bumps and encourage use of the brand as much as possible.



New Buffalo
PENNSYLVANIA



Shopping & Dining Guides help highlight available experiences and promote local business



Branded shopping bags give you an opportunity to own the transaction, and celebrate people supporting local business



Branded merchandise can cultivate community pride while creating revenue streams for local business owners

Cobranded premium items tie your community brand to established brand equity. Don't always go cheap, believe that people love your place

WAYFINDING SIGNAGE

NEW BUFFALO

The wayfinding system should be introduced as part of the brand because it plays such an important role in the perception and flow of your community.

PRIMARY GATEWAYS

These gateways are the primary intersection points and main entry ways to town. They need to be highly visible and introduce the brand.

BUILDING MARKERS

The markers can be either wall mounted or monument style and denote important landmarks in the downtown district

TRAILBLAZERS

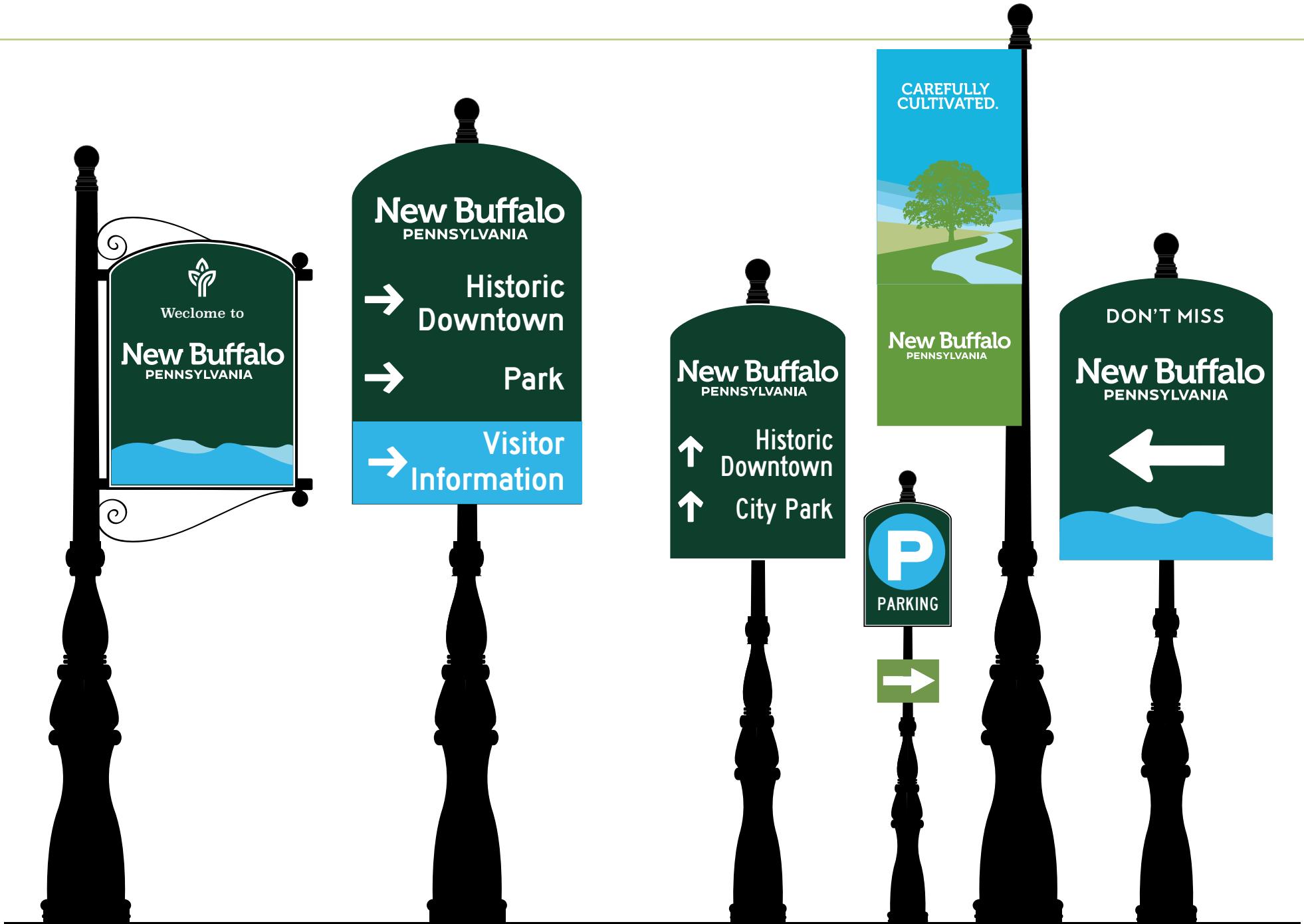
Trailblazers are the directing signs leading motorists to the main attractions in the area. These should have a maximum of three locations per sign and carry motorists from gateway to parking lot. Colors can be used to distinguish between different districts and can become smaller as the scale and speed of the roadway narrows.

STREET BANNERS

Banners are very popular and help to add color and movement to the lanes of travel, acting as a speed calming device. They too can be color coded by district and can promote local events, as well as promoting the brand.

PARKING SIGNAGE

Identifying parking is important in creating a parking system in downtown. Visitors are more likely to walk a block or two to shop if the signage system leads them directly to a public parking lot and tell them how to proceed. The parking markers can be by themselves or as attachments to trailblazer signs.



Proposed wayfinding design for county-wide, community specific wayfinding signage system



NEW BUFFALO ECONOMIC DEVELOPMENT

DEMOGRAPHIC AND MARKET ANALYSIS SUMMARY

NEW BUFFALO

The demographic and market conditions of New Buffalo are critical in understanding the potential for future development and growth in downtown. This summary report uses demographic data from Claritas, Inc. a national firm that provides analytics of market conditions, demographics, and projections for future growth. Data is provided for the following areas:

- **New Buffalo Borough:** Borough-specific demographic data is presented for use in Borough-oriented grants and funding that may be available specifically to borough government.
- **Drive Time Analysis:** Demographic data based on drive time analysis allows for a more thorough examination of the market dynamics at work in the community writ large. Consumers seldom (if ever) pay attention to political boundaries when making decisions on shopping and dining. Consequently, the drivetime area provides a much more accurate dataset to guide retail retention, recruitment, market data, and demographic profiles.
- **Perry County:** Benchmarking with Perry County is important so that decision makers can understand how New Buffalo fits into the overall market dynamics.

This data provides the underlying framework for many of the recommendations in this report. By promoting a greater understanding of the existing market and trends, this assessment helps identify opportunities for future development in downtown New Buffalo. The demographic and market analysis data are summarized below.



Figure 1: New Buffalo Borough (Left) and 5-Minute Drive Time Area (Right)

	2021 Population	Population Growth 2010-2021	Age 25+ with at Least Some College Education	Median Age	Median Household Income	Median Value of Owner-Occupied Housing
New Buffalo Borough	148	14.7%	43%	48.09	\$79,181	\$202,457
5-Minute Drivetime	496	5.5%	43%	45.33	\$79,299	\$206,642
Perry County	46,387	0.91%	41%	43.5	\$68,692	\$184,296

DEMOGRAPHICS

A demographic profile of the community examines key indicators including population growth, household income and age.

Population

The estimated 2021 population of New Buffalo is 148. The borough's population grew by about 20 people from 2010 to 2021 and is projected to remain stable over the next 5 years.

Age

The median age in New Buffalo Borough is 48.08, higher than the median age in Perry County (43.5).

Income

The median household incomes in New Buffalo Borough (\$79,181) and the 5-minute drivetime trade area (\$79,299) are higher than the median household income in Perry County (\$68,692).

Housing Values

The median value of owner-occupied housing units in New Buffalo Borough (\$202,457) and the 5-minute drivetime area (\$206,642) are higher than the median value in Perry County (\$184,296). Percent homeownership in New Buffalo is comparable to the percent homeownership in the county overall.

New Buffalo Borough:

\$202,457 76% home ownership

Five-Minute Drive Time:

\$206,642 76% home ownership

Perry County:

\$184,296 79% home ownership

RETAIL LEAKAGE SUMMARY

NEW BUFFALO

"Retail Leakage" refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, residents are purchasing more than the stores are selling, and the dollars spent outside of the area are said to be "leaking."

To gain a more complete picture of retail patterns in the area, the retail leakage analysis was performed for New Buffalo and the 5-minute drivetime. Both the New Buffalo Borough and the 5-minute drivetime experienced very small retail leakage over the past year. Stores in the 5-minute drivetime area had \$7.14 million in retail sales while consumers living in the area spent \$7.3 million, resulting in a small retail leakage of \$157,747.

Opportunities

Retail leakage experienced in the trade areas indicate that existing stores are not currently meeting the needs of residents. This leakage translates directly to demand, presenting opportunities for commercial growth. While it is not reasonable to expect to capture 100% of retail dollars leaking from the trade areas, the retail leakage analysis identifies key retail categories to be targeted for growth. Opportunities include:

- General Merchandise (\$1 million in leakage in 5-minute drivetime)
- Grocery Stores (\$507 thousand in leakage in 5-minute drivetime)
- Health and Personal Care Stores (\$499 thousand in leakage in 5-minute drivetime)
- Dining (\$275 thousand in leakage in 5-minute drivetime)



	New Buffalo Borough	5-Minute Drivetime	Perry County
Stores Sell	\$1.9 million	\$7.14 million	\$358 million
Consumers Buy	\$2.2 million	\$7.3 million	\$645.9 million
Market Leaks (Gains)	\$0.3 Million	\$0.16 Million	\$287.9 Million
LEAKAGE	LEAKAGE	LEAKAGE	LEAKAGE

Newport, Pennsylvania Economic Vitality Plan





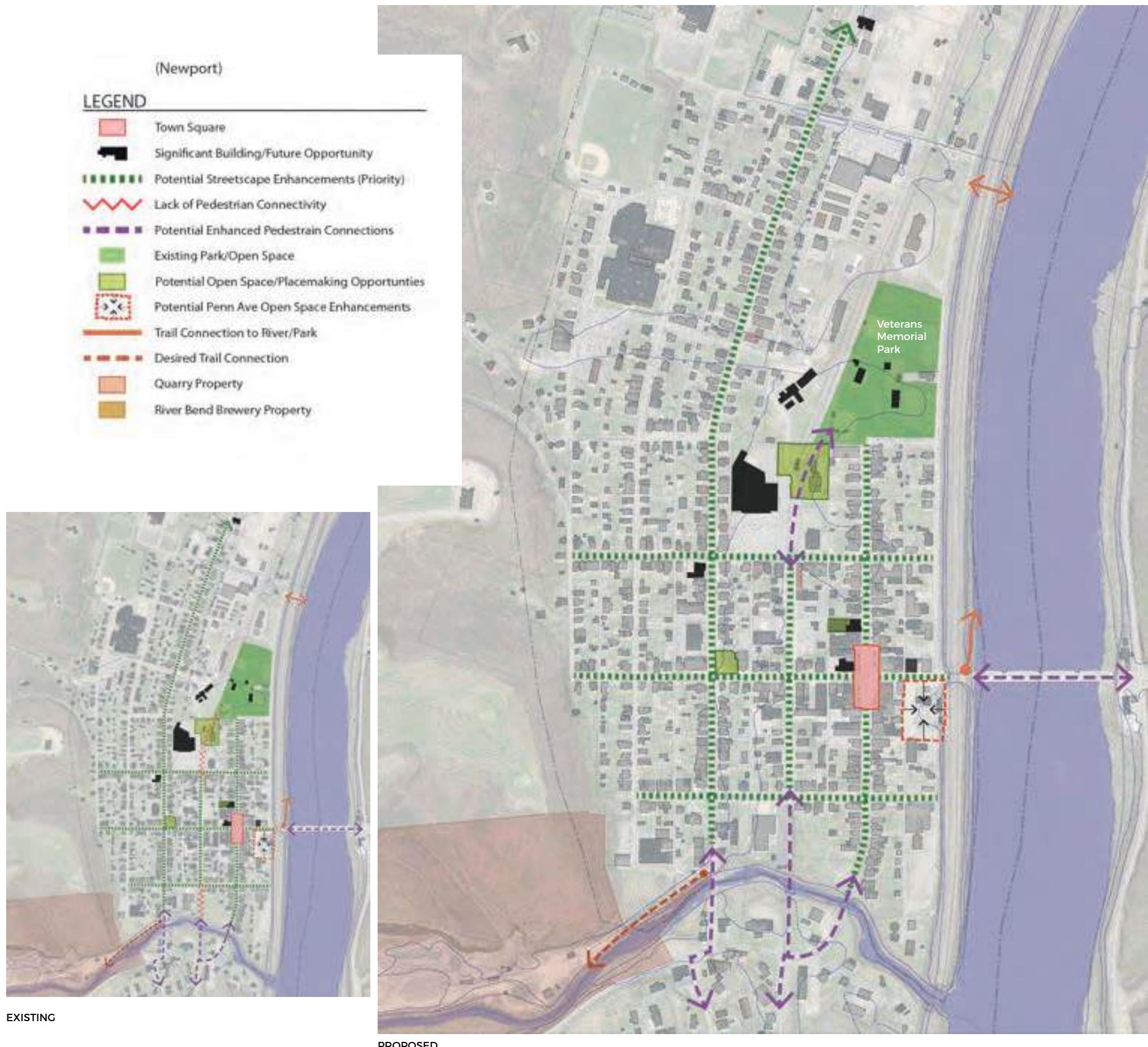
NEWPORT COMMUNITY CHARACTER

COMMUNITY CHARACTER

NEWPORT

Like other Perry County boroughs with a square, Newport has a distinctive urban form with a compact, walkable gridded street network and diverse business community. The borough includes a well-utilized Veterans Memorial Park; close proximity to the Perry County Fairgrounds, Howe Township businesses at Route 322 and Little Buffalo State Park; river adjacencies; and has an active arts community.

Challenges include its location within the Juniata River floodplain, limited access to the river, limited wayfinding, a lack of street trees, and lack of trail connections to the fairgrounds and Little Buffalo State Park.



COMMUNITY CHARACTER

NEWPORT

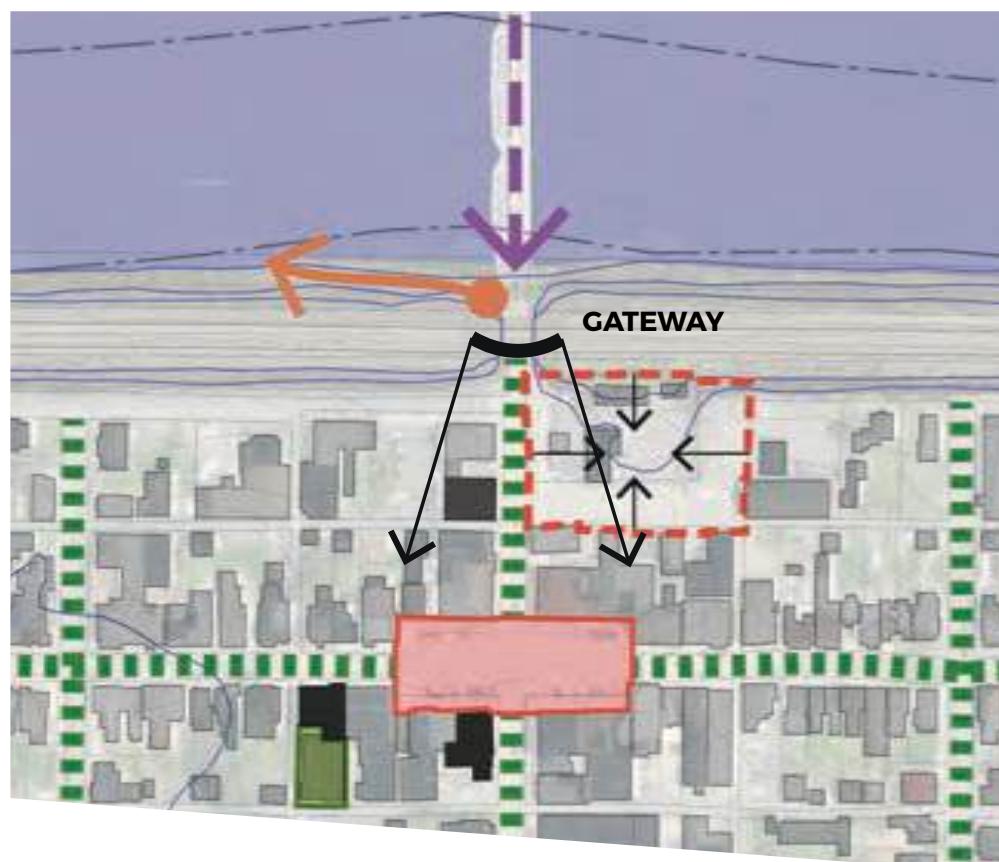
RECOMMENDATION

Newport Gateway: Celebrate and enhance the dramatic gateway into Newport from Howe Township across the river.

Actions

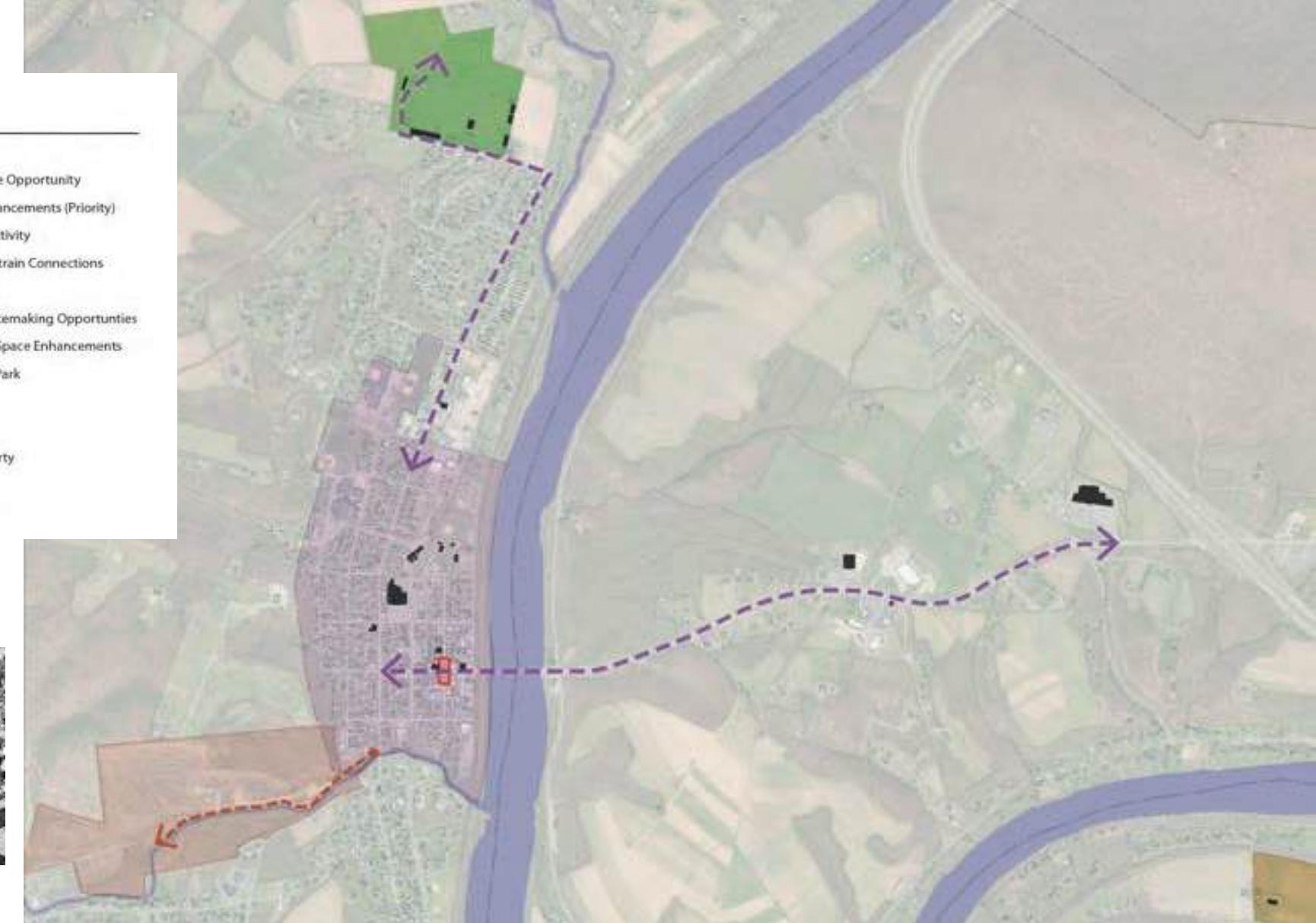
Bridge Lighting-Consider illumination of the bridge to highlight its distinctive structure.

Gateway Signage-As part of the overall wayfinding program, include gateway signage on the west side bridge landing (as well as at other gateways into Newport).



Architectural Integrity

Avoid demolition of any buildings on the north side of Market Street upon approach from the bridge. The strong contrast between the natural river corridor and built form of the town is what makes this gateway so distinctive.. If the existing gas station site is ever redeveloped on the south side of Market Street, replace with a multi-story building that restores this architectural edge.



RECOMMENDATION

Trail Connections: Provide long-term trail connections to nearby amenities.

Howe Township-Explore opportunities to develop a pedestrian and bike connection along Market Street/Red Hill Road (with wayfinding signage) between the Howe Township business district at Rt. 322 and the square.

Perry County Fairgrounds-Explore opportunities to provide sidewalk connections, street tree plantings, and wayfinding signage along North 4th Street to connect the fairgrounds and the square.

Little Buffalo State Park-Re-explore opportunities to provide a trail connection along Rt. 849 and Little Buffalo Creek (adjacent to the quarry) to connect the square with Little Buffalo State Park.

COMMUNITY CHARACTER NEWPORT

RECOMMENDATION

Newport Square: Enhance the square and reinforce as downtown's activity center.

Actions

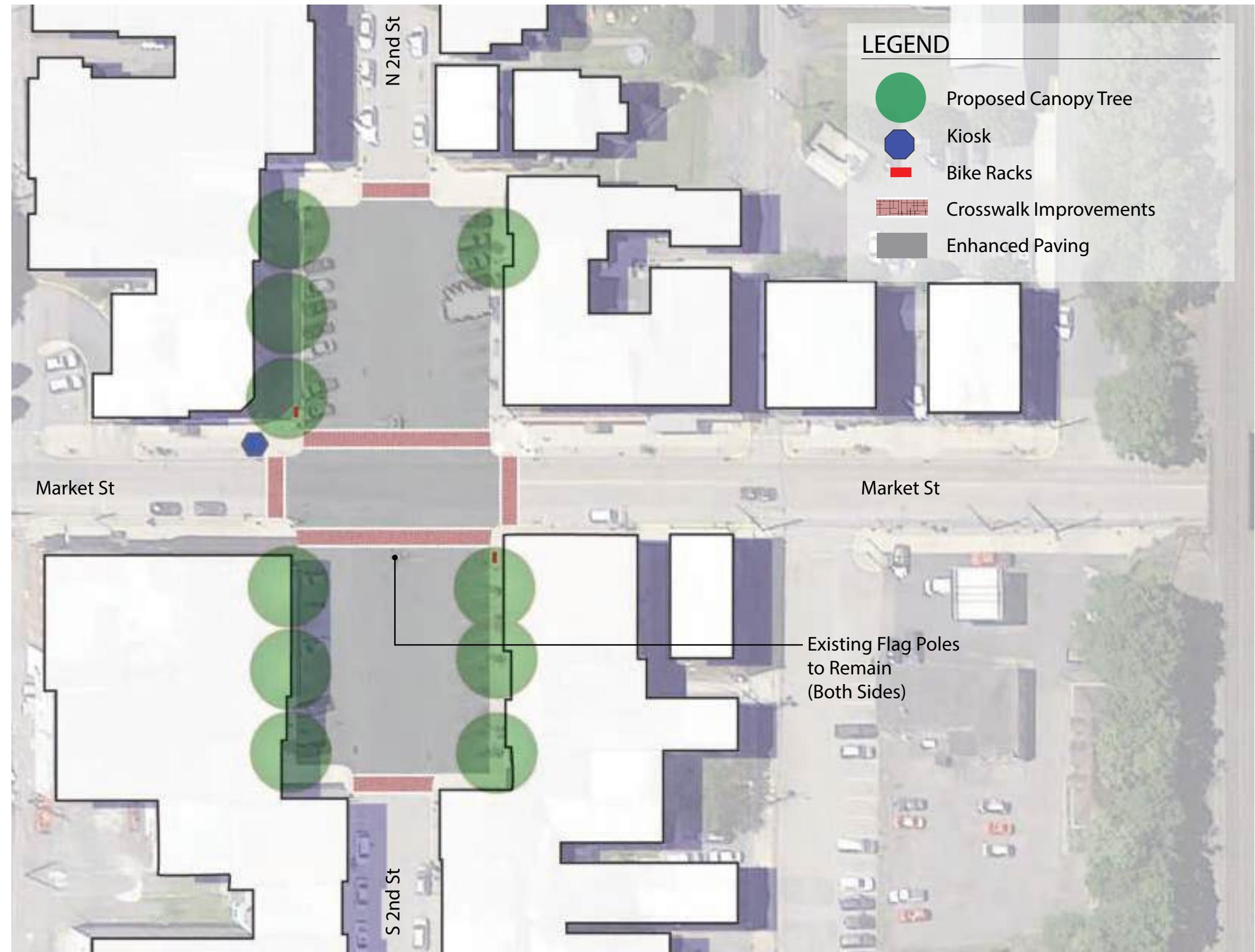
Paving-Consider stamped or textured asphalt paving for the entire square to distinguish this important space from the connecting streets.

Crosswalks-Provide visually prominent crosswalks using bold pavement markings or special paving.

Tree Planting-Consider replacing small ornamental trees with larger canopy trees and expanded tree planting areas to provide more shade to pedestrians within the square.

Information Kiosk-Provide an information kiosk utilizing the community branding and wayfinding. Incorporate a map to help visitors orient to downtown and nearby amenities and places to post event notices and other information.

Bike Racks- Add bike racks to the square, particularly once broader trail networks are developed.



COMMUNITY CHARACTER

NEWPORT

RECOMMENDATION

Street Trees: Enhance Newport Streets with extensive street tree planting, phased incrementally.

Actions

North 2nd Street-Prioritize North 2nd Street for tree planting to reinforce the link between the square and Veterans Memorial Park.

Tree Planting Pits-Where possible, expand tree planting pits as large as possible to allow for planting of canopy vs. ornamental trees.

Planting Easements-Work with property owners to explore easements that will allow planting of large trees on their property (where feasible).



COMMUNITY CHARACTER

NEWPORT

RECOMMENDATION

Veterans Memorial Park: Enhance the park, building upon the existing master plan.

Actions

Pathways-Update the path layout in the master plan to allow for loop circuits of different lengths and provide a clear primary pathway that links all park areas in a clear and direct manner.

Tree Planting-Use canopy tree plantings to define spaces and different use areas. Use care in locating ornamental trees so that they don't block views into the park, particularly at park gateways.

Park Gateways-Reinforce park gateways, particularly at the end of North 2nd Street. Provide well-marked crosswalks and consider public art. Frame the entrance with large canopy trees.

West Perimeter-Provide structure along the western perimeter of the park along the former rail line. Use a pathway, canopy trees and potentially fencing to provide clearer definition of this edge.



LEGEND
●● Potential Tree Planting
▢▢ Existing Trees
▨▨ Potential Limited Mow/Meadow Area
○○ Park Gateway
▬▬ Potential Pathway Network/Gathering Spaces
□□ Existing Park Buildings/Features (Batting Cages, Etc.)
~~~~ Potential Amphitheater
★★ Potential Placemaking Opportunity
←→ Desired Pathway Connection to Create Loop Network



# COMMUNITY CHARACTER

## NEWPORT

### RECOMMENDATION

**Perry County Fairgrounds:** Enhance the fairgrounds as a county-wide amenity.

#### Actions

**Multi-Use Facility**-Provide more amenities to the grounds so that the facility can be a year-round amenity while still functioning for the fair.

**Soccer Fields**-Explore terraced grading to add soccer fields, a much-needed recreation amenity in the county. Use care so that terracing appears natural and respectful of the landform vs. overly engineered.

**Tree Planting**- Use tee planting to reinforce the different fields and use areas.

**Flexible Lawn**-In addition to sports fields, incorporate a flexible lawn area for passive recreation, informal events, and/or overflow parking during the fair.

**Central Gathering Area**- Create a central focal point that allows for passive recreation, gathering, and small events.



# COMMUNITY CHARACTER

## NEWPORT

### RECOMMENDATION

#### Newport-Howe Connectivity:

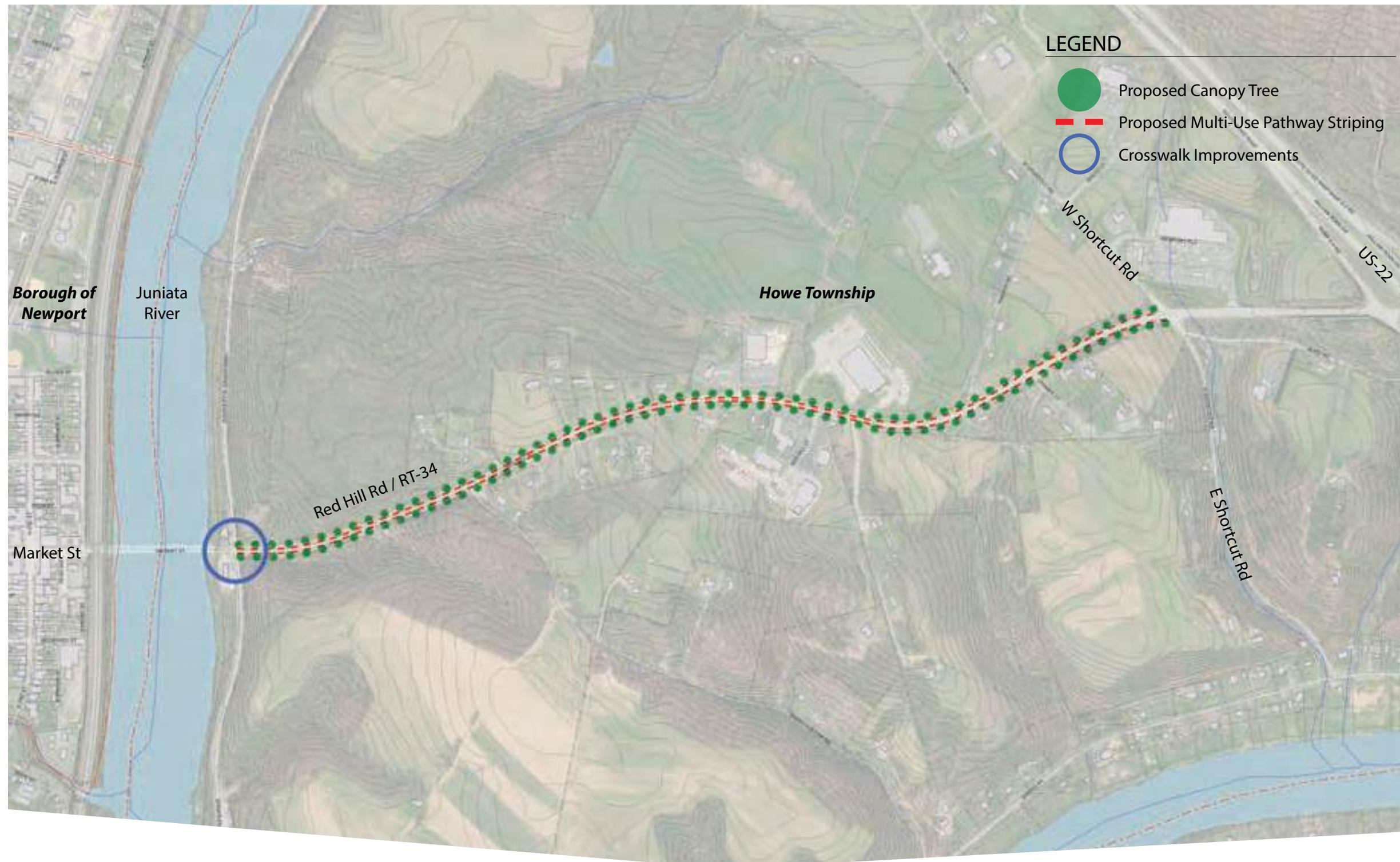
Improve the connectivity between Newport and Howe Township.

#### Actions

**Multi-Use Pathway**-Explore ways to incorporate a multi-use pathway (bikes/pedestrians) along one side of Red Hill Road to accommodate pedestrians currently walking along the shoulder. Explore the use of pavement markings that utilizes the existing shoulder area or expanded paved area if needed.

**Street Trees**-Use street trees to reinforce the connection and enhance the gateway image for each community.

**Crosswalks**-Incorporate crosswalks at the intersection Red Hill Road and Juniata Parkway.



# COMMUNITY CHARACTER

## NEWPORT

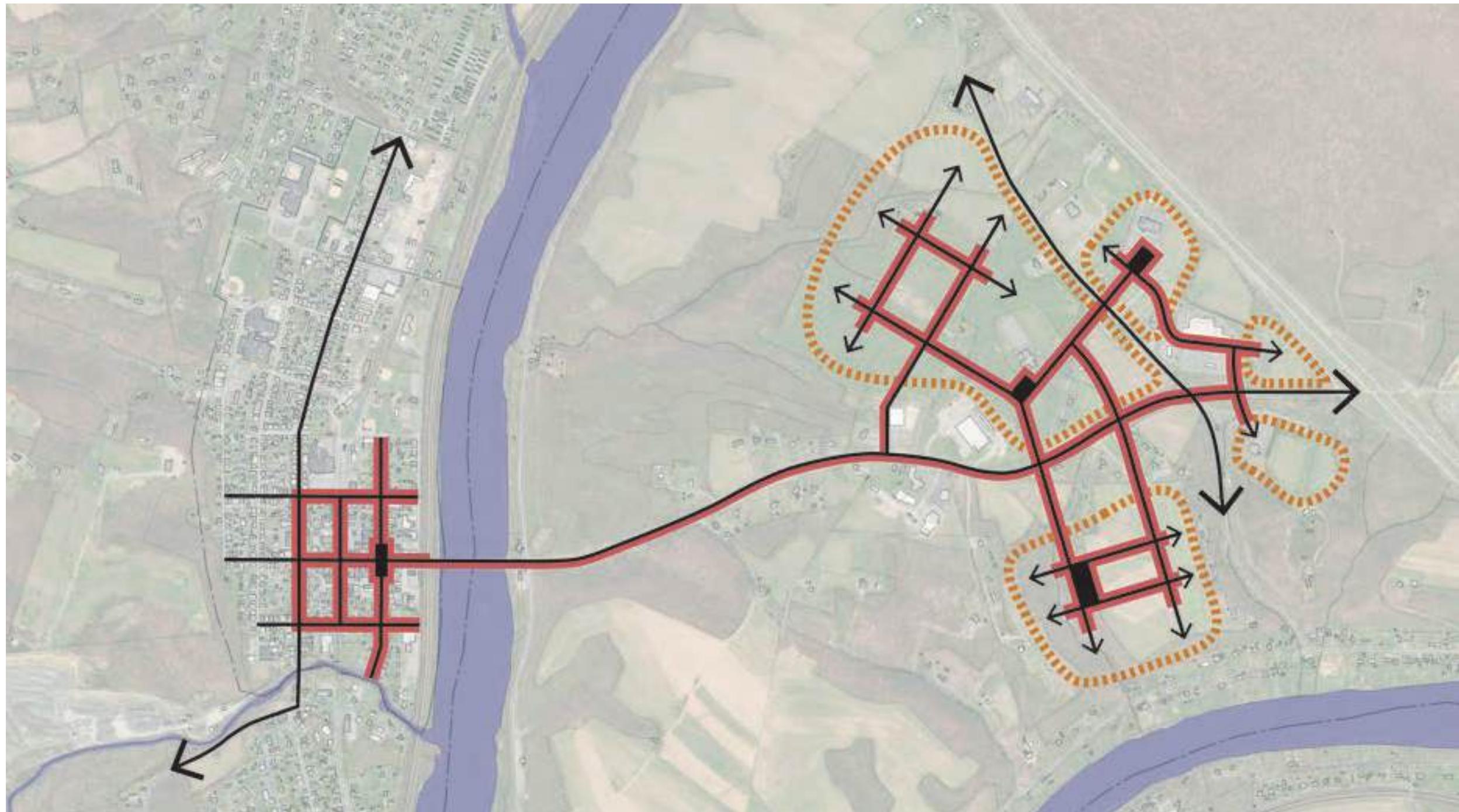
### RECOMMENDATION

**Future Development Patterns:** Plan for and manage potential growth in Howe Township at Route 322.

#### Actions

**Master Plan**-Develop a master plan to create a framework for future growth to avoid ad-hoc development of many unrelated parcels and uses.

**Road Network**-As part of the master plan, develop an interconnected street network organized around walkable block sizes, tree and sidewalk-lined streets, and visible open space amenities/town squares, using the historic development patterns of Newport as an example.





# NEWPORT BRANDING & WAYFINDING

# COMMUNITY BRANDING

## NEWPORT

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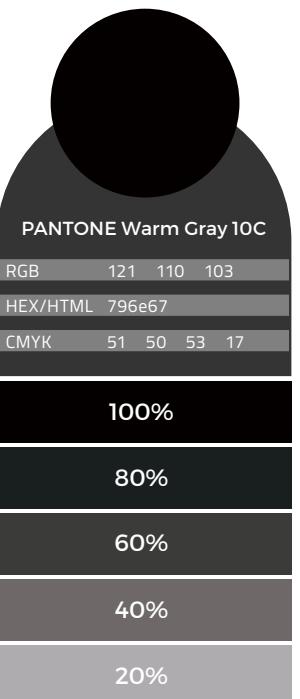
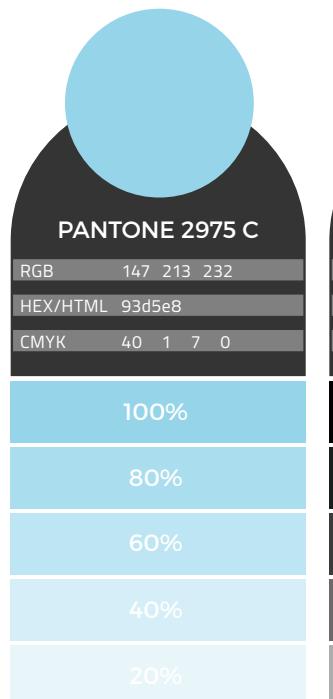
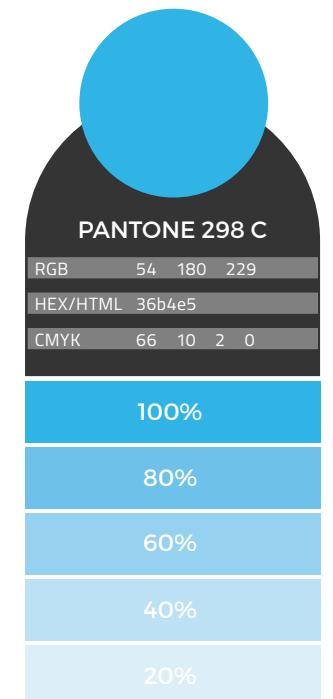
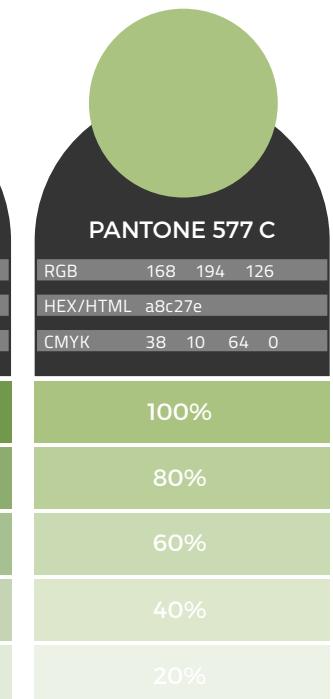
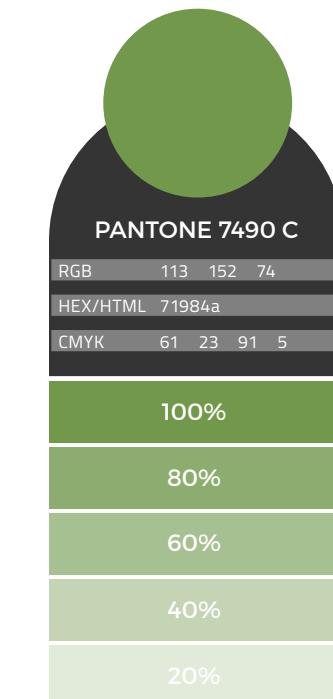
Montserrat Bold

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### COLOR PALETTE



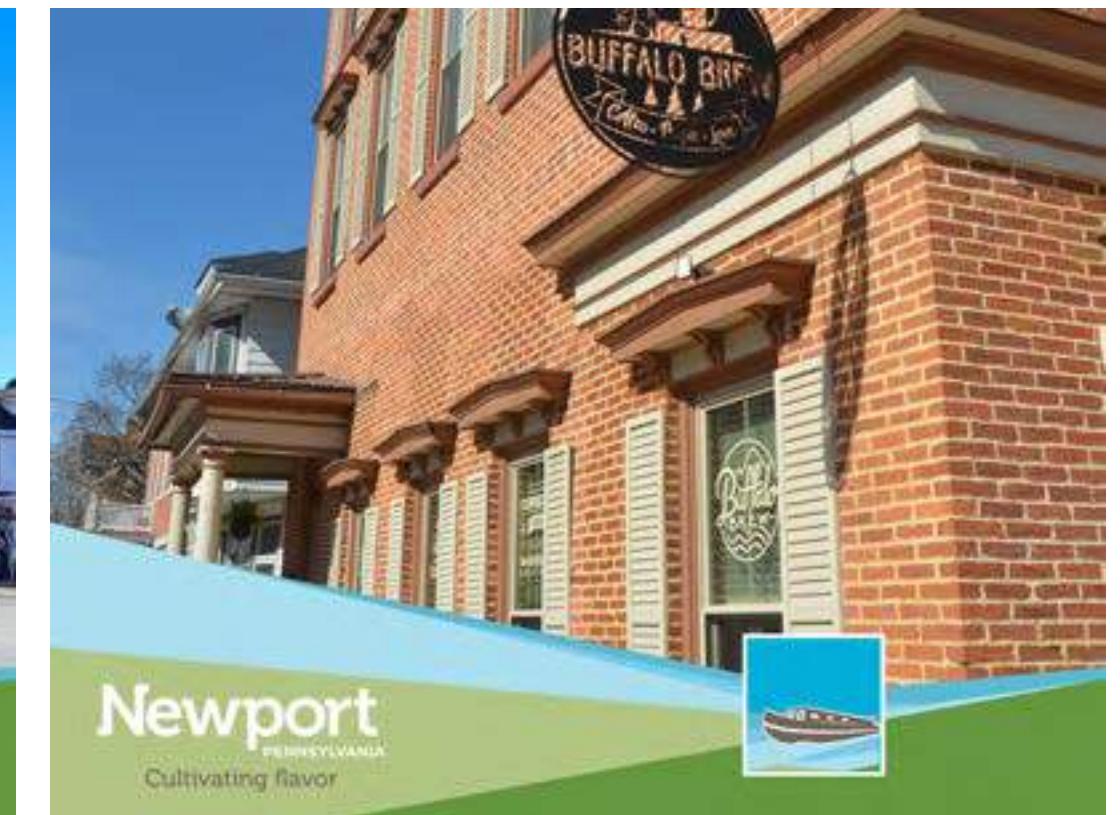
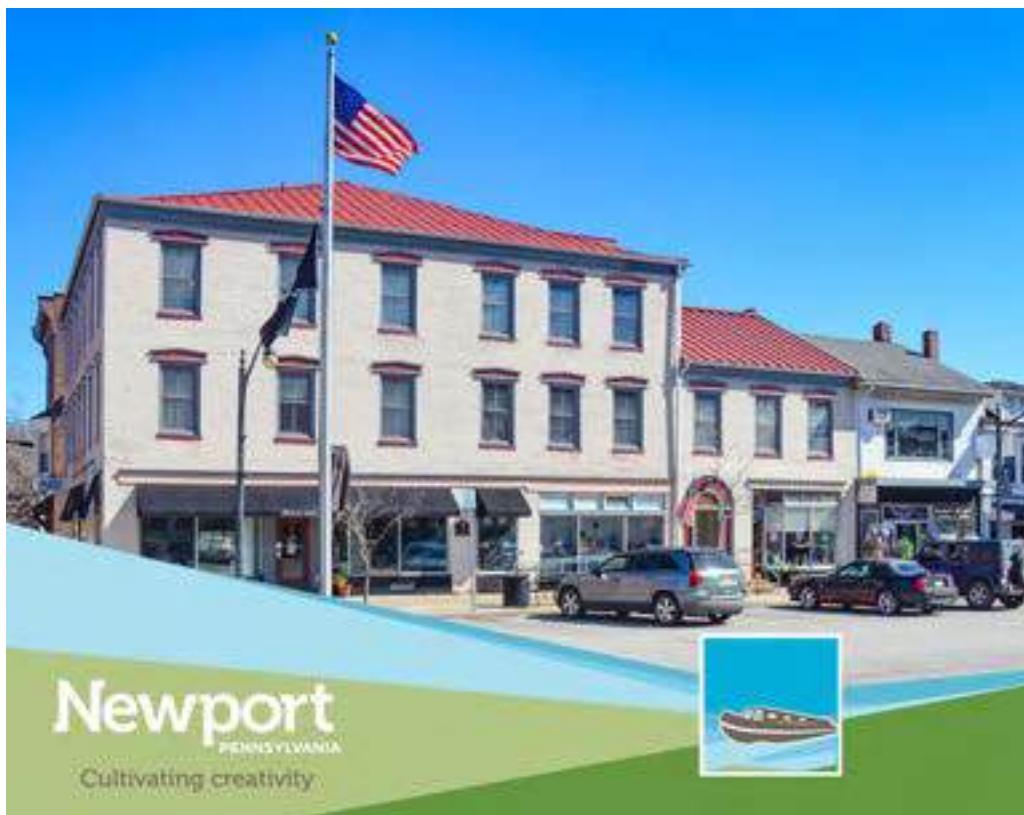
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Branded merchandise can cultivate community pride while creating revenue streams for local business owners



# WAYFINDING SIGNAGE

## NEWPORT

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### PRIMARY GATEWAYS

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### BUILDING MARKERS

The markers can be either wall mounted or monument style and denote important landmarks in the downtown district

### TRAILBLAZERS

Trailblazers are the directing signs leading motorists to the main attractions in the area. These should have a maximum of three locations per sign and carry motorists from gateway to parking lot. Colors can be used to distinguish between different districts and can become smaller as the scale and speed of the roadway narrows.

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Proposed wayfinding design for county-wide, community specific wayfinding signage system



# NEWPORT ECONOMIC DEVELOPMENT

# DEMOGRAPHIC AND MARKET ANALYSIS SUMMARY

## NEWPORT/HOWE TOWNSHIP

The demographic and market conditions of Newport and Howe township are critical in understanding the potential for development in downtown and how downtown Newport relates to growth in adjacent Howe Township. This summary report uses demographic data from Claritas, Inc. a national firm that provides analytics of market conditions, demographics, and projections for future growth. For Newport/Howe Township, the data is presented in several different ways:

• **Newport Borough:** Newport Borough specific demographic data is presented for use in Borough-oriented grants and funding that may be available specifically to borough government.

• **Drive Time Analysis:** Demographic data based on drive time analysis allows for a more thorough examination of the market dynamics at work in the community writ large. Consumers seldom (if ever) pay attention to political boundaries when making decisions on shopping and dining. Consequently, the drivetime area provides a much more accurate dataset to guide retail retention, recruitment, market data, and demographic profiles.

• **Perry County:** Benchmarking with Perry County is important so that decision makers can understand how Newport and Howe township fit into the overall market dynamics.

This data provides the underlying framework for many of the recommendations in this report. By promoting a greater understanding of the existing market and trends, this assessment helps identify opportunities for future development in both downtown Newport and future development in adjacent Howe Township. The demographic and market analysis data are summarized here.



Figure 1: Newport 5-Minute Drive Time Area (Left) and 10-Minute Drive Time Area (Right)



Figure 1: Newport 5-Minute Drive Time Area (Left) and 10-Minute Drive Time Area (Right)

	 2021 Population	 Population Growth 2010-2021	 Age 25+ with at Least Some College Education	 Median Age	 Median Household Income	 Median Value of Owner-Occupied Housing
<b>Newport Borough</b>	<b>1,506</b>	<b>-4.32%</b>	<b>38.6%</b>	<b>35.8</b>	<b>\$48,045</b>	<b>\$107,076</b>
<b>10-Minute Drivetime</b>	<b>6,052</b>	<b>-1.48%</b>	<b>42%</b>	<b>42.0</b>	<b>\$60,950</b>	<b>\$157,879</b>
<b>Perry County</b>	<b>46,387</b>	<b>0.91%</b>	<b>41%</b>	<b>43.5</b>	<b>\$68,692</b>	<b>\$184,296</b>

## DEMOGRAPHICS

A demographic profile of the community examines key indicators including population growth, household income and age.

### Population

The estimated 2021 population of Newport is 1,506. The borough has maintained a relatively stable population base growing by 2.5% between 2000 and 2010 and experiencing a loss of population between 2010 and 2021 of 4.3%. Newport is expected to drop below 1,500 in population by 2026 to 1,490 (a loss of only 16 residents).

Meanwhile, the five-minute drivetime from the center of Newport which includes adjacent townships including much of Howe has a population double in size with 3,069 residents. This population shows similar patterns of growth between 2000 and 2010 where the population stood at 3,147 and slight decline between 2010

and 2020. The projected population in 2026 is expected to slightly decline by 15 residents.

At the ten-minute drive time from the center of Newport, the population nearly doubles again to 6,052 with nearly identical growth patterns and projections. It is important to note that at the 10-minute drive time from Newport, both the center of Millersburg and New Bloomfield are included. This is an important consideration when looking at potential market opportunity.

### Age

The median age for Newport Borough is 35.8 which compares to 39.1 at the five-minute drive time, 42.0 at the ten-minute drive time, and 43.5 for Perry County. It is important to note that the younger population base at the borough level represents a significant shift in demographics from that of surrounding areas.

### Income

The median household income in Newport Borough is \$48,045 is significantly lower than the immediate and surrounding area. At a five-minute drive time the median household income jumps to \$53,888, ten-minutes to \$60,950 compared with Perry County at \$68,692.

### Housing Values

Similarly, the median value of owner-occupied housing units in Newport Borough is nearly half that of Perry County and the relative relationship of home ownership to renters shows a significant decline within Newport Borough.

Newport Borough:	\$107,076	48% own home
Five-Minute Drivetime:	\$126,783	60% own home
Ten-Minute Drivetime:	\$157,879	70% own home
Perry County:	\$184,296	79% own home

# RETAIL LEAKAGE SUMMARY

## NEWPORT/HOWE TOWNSHIP

“Retail Leakage” refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, residents are purchasing more than the stores are selling, and the dollars spent outside of the area are said to be “leaking.”

To gain a more complete picture of retail patterns in the area, the retail leakage analysis was performed for Newport and the Newport Trade Area (10-minute drive time). Newport Borough itself represents a gain market, where stores sell more than what local borough residents spend. Within a 10-Minute drivetime of the center of the borough, the retail market begins to look more similar to Perry County as a whole and the area has \$5.3 million in retail leakage.

### OPPORTUNITIES

Retail leakage experienced in the trade areas indicate that existing stores are not currently meeting the needs of residents. This leakage translates directly to demand, presenting opportunities for commercial growth. While it is not reasonable to expect to capture 100% of retail dollars leaking from the trade areas, the retail leakage analysis identifies key retail categories to be targeted for growth. Opportunities include dining, general retail, and specialty retail such as clothing, books, sporting goods, home furnishings and art.



	Newport Borough	10-Minute Drivetime	Perry County
<b>Stores Sell</b> 	\$37.8 million	\$77.1 million	\$358 million
<b>Consumers Buy</b> 	\$18.3 million	\$82.4 million	\$645.9 million
<b>Market Leaks (Gains)</b> 	(\$19.5 million) GAIN	\$5.3 million LEAKAGE	\$287.9 Million LEAKAGE



# Perry County Implementation Strategy Boards

# PERRY COUNTY ECONOMIC INVESTMENTS

The investment strategies described in this report and summarized on the following pages are intended to spur economic investment across the region. There is a tacit understanding that all economic development projects need infrastructure to succeed. Traditional Economic Development that recruits manufacturing uses water, roads, and new electrical lines. In the same way the character of the street, public spaces, parking, and pedestrian connections are the infrastructure of downtown and need to be cared for to nourish small business. Entrepreneurship, independent businesses, and reinvestment of local dollars into downtowns is key to successful rural revitalization. The cost benefit of public space investment to private investment increases over time with initial expense on spaces resulting in investments 10, 20, and 40 times the original public spend.

The COVID pandemic has increased the reliance and importance of public spaces. Formal and pop-up spaces, across the country, expanded outdoor dining capacity and served as community gathering spaces. Attracting citizens and tourists alike these spaces increased traffic to downtown areas playing a crucial role in economic recovery.

The Brookings Bass Center for Transformative Placemaking and the Project for Public Spaces¹ conducted on the ground research in three (3) mid-size cities in the United States on the economic impact of three (3) public space investments. Their conclusions are also applicable to Perry County.

- Public spaces play a critical role in shifting perceptions of place
- Public space investments can catalyze overdue infrastructure improvements and 'pave the way' for additional private sector development
- Public spaces themselves can be powerful incubators for entrepreneurs and small businesses—but achieving that goal requires intentionality

The strategies in the following pages consider public and private spaces as well as the branding and promotion of the area. The economic profiles of each area will serve as a baseline for comparative purposes as investments are made.

¹. The Brookings Bass Center for Transformative Placemaking and Project for Public Spaces conducted on-the-ground research in Flint, Albuquerque, and Buffalo, examining the impact of three downtown public space investments: the Flint Farmers' Market, Albuquerque's Civic Plaza, and Buffalo's Canalside

# IMPLEMENTATION STRATEGY BOARD

## DESIGN

STRATEGIES	FIRST STEPS: 2022	NEXT STEPS: 2023-2024	FINAL STEPS: 2024-2026	GOAL
<b>DESIGN:</b> Parks and Open Spaces	<ul style="list-style-type: none"> <li>Accentuate views to the mountains, valleys and rivers through tree and brush clearing.</li> <li>Continue to protect the agricultural heritage of the county by protecting views and vistas and replicate historic landscape patterns, such as hedgerows, in new landscapes.</li> <li>Identify opportunities to connect commercial districts to trails, parks and open spaces.</li> <li>Launch pilot program for tree planting countywide.</li> </ul>	<ul style="list-style-type: none"> <li>Develop park master plans (if currently not existing) as guiding documents for improvements over time. See "Parks and Open Space" and individual community report concept plans.</li> <li>Reinforce park space by defining the edges with canopy tree plantings.</li> <li>Align trails to maximize opportunities to highlight the landform.</li> <li>Use open spaces in borough commercial districts as gathering places.</li> </ul>	<ul style="list-style-type: none"> <li>Develop simple master plans as guiding documents for any changes over time. See individual community reports for actions.</li> <li>Continue to promote community, trail, park and open space connectivity through guidelines in master plans.</li> </ul>	<ul style="list-style-type: none"> <li>Increase utilization and enhance parks and open spaces in Perry County and their connectivity to borough residential and commercial districts.</li> </ul>
<b>DESIGN:</b> Community Character	<ul style="list-style-type: none"> <li>Visually anchor streetscapes at crosswalks with planter pots to further highlight the pedestrian crossings and to provide seasonal color.</li> <li>Enhance crosswalk markings to provide safer crossings for pedestrians.</li> <li>Using Architectural guide, work with any projects and Home Town committees.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance primary streetscapes to reinforce linkages among landmarks, amenities, and destinations.</li> <li>Incorporate parklets during warm months.</li> <li>Maintain strong architectural definition through architectural guidance.</li> <li>Continue to utilize stone as a building material for building and site projects to reinforce historic character.</li> <li>Explore logically feasible opportunities to create bumpouts and planters in borough commercial districts.</li> </ul>	<ul style="list-style-type: none"> <li>Plant canopy street trees along key streets to provide shade and comfort and to visually reinforce important connections.</li> <li>Consider pedestrian-scaled ornamental street lighting.</li> <li>Plan new development with interconnected streets, sidewalks, and public squares-similar to historic town development patterns-to promote walkability.</li> </ul>	<ul style="list-style-type: none"> <li>Build on the unique community character with a focus on existing architectural features and design.</li> </ul>
<b>DESIGN:</b> Architecture/ Facade	<ul style="list-style-type: none"> <li>Using the abandon building guide and architecture guide train encourage Home Town Committees to do an inventory of abandoned buildings.</li> <li>Have Home Town committees assess façade needs and willingness to participate in a program while conducting business inventory.</li> <li>Develop guidelines for a formal Façade Grant program.</li> <li>Seek funding for a formal Façade Grant program.</li> </ul>	<ul style="list-style-type: none"> <li>Partner with municipalities to develop customized strategies for identified abandon buildings (consider future grant funding).</li> <li>Use the architecture design guide with renderings to encourage private investment.</li> <li>Minimize and avoid additional negative visual and physical impacts of strip development patterns.</li> <li>Launch ongoing Façade Program.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a fund to acquire and rehabilitate abandon buildings.</li> <li>Continue façade program.</li> <li>Create style guide to highlight façade before and after impact of buildings that participated in the program or were inspired by the façade program.</li> <li>Explore opportunities to consolidate overhead utilities in the borough commercial district as much as possible as undergrounding them would be extremely expensive.</li> </ul>	<ul style="list-style-type: none"> <li>Use developed architectural guidelines and façade recommendations to increase aesthetics of borough commercial districts to attract new businesses and customers.</li> </ul>
<b>DESIGN:</b> Wayfinding	<ul style="list-style-type: none"> <li>Design county-wide wayfinding plan.</li> <li>Introduce wayfinding system to the Home Town committees as part of the brand because it plays such an important role in the perception and flow of your community.</li> <li>Secure funding for wayfinding implementation pilot program.</li> </ul>	<ul style="list-style-type: none"> <li>Implement initial wayfinding system.</li> <li>Consider interpretive opportunities as part of project implementation with signage and/or public art.</li> <li>Implement LED lighting schemes where possible to highlight directions, special features and to add texture.</li> <li>Partner with Perry County Council of the arts to identify sites for public art displays in the borough commercial districts.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to implement countywide wayfinding system.</li> <li>Make adjustments and additions to wayfinding system as new features are added.</li> <li>Explore federal grant opportunities to add public art to commercial districts.</li> </ul>	<ul style="list-style-type: none"> <li>Design and implement a consistently branded Perry County wayfinding (directional signage) system that incorporates borough commercial districts as well as main trails.</li> </ul>
<b>DESIGN:</b> Future Growth	<ul style="list-style-type: none"> <li>Using elements of borough-specific reports and overall guides on character and architecture create a package of information for potential investors or current property owners seeking development ideas.</li> <li>Educate Home Town committees on the vision for future development and growth.</li> </ul>	<ul style="list-style-type: none"> <li>Repair existing sidewalks.</li> <li>Work with adjacent townships to share vision for growth and development.</li> </ul>	<ul style="list-style-type: none"> <li>With new development, explore opportunities to replicate positive development patterns that consolidate access points, provide walkable environments and accentuate the natural and historic features of the county.</li> <li>Improve the pedestrian experience and safety and expand the sidewalk network.</li> </ul>	<ul style="list-style-type: none"> <li>Using tools and borough specific implementation recommendations, influence future growth and development.</li> </ul>

# IMPLEMENTATION STRATEGY BOARD

## PROMOTION

STRATEGIES	FIRST STEPS: 2022	NEXT STEPS: 2023-2024	FINAL STEPS: 2024-2026	GOAL
<b>PROMOTION:</b> Organizational Branding	<ul style="list-style-type: none"> <li>Adopt brand with resolution in each community.</li> <li>Host a brand launch countywide.</li> <li>Create initial collateral, brochures, templates.</li> <li>Develop printed brand statement for County Brand.</li> <li>Explore banners to expand brand launch.</li> </ul>	<ul style="list-style-type: none"> <li>As existing uses retire, replace with new brand.</li> <li>Print guide to shopping, dining, outdoors, events.</li> <li>Incorporate brands into signage on wayfinding.</li> <li>Budget for future branded materials.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to evolve brands based on usage by each community and the county.</li> <li>Develop online guides which can be customized based on visit type.</li> <li>Continue to incorporate brand into wayfinding when adding additional signage.</li> <li>Budget for future branding materials both printed and virtual.</li> </ul>	The Perry County brand along with each community's brand will connect and promote the communities of Perry County to build local pride and enhance the visitor experience.
<b>PROMOTION:</b> Private Partnership Branding	<ul style="list-style-type: none"> <li>Delineate clear process to provide access to the brand.</li> <li>Develop a usage policy/release to track brand use (do not charge for this).</li> <li>Host a small business forum to show how the brand can be used in social media.</li> <li>Work with artists to interpret the brand with colors and various mediums.</li> <li>Work with schools to share brand with art teachers.</li> </ul>	<ul style="list-style-type: none"> <li>Pursue partners throughout the county to promote the brand and each community's brand.</li> <li>Consider a local marketing firm as a brand steward to help business partnerships.</li> <li>Consider marketing incentive program to cross pollinate businesses from communities across the county.</li> </ul>	<ul style="list-style-type: none"> <li>Host an annual brand summit, awards and celebration.</li> <li>Track impact of brand in publications throughout the region, state and nationally.</li> <li>Work with local product development businesses and manufacturers to add the brand to "made in" labels.</li> <li>Engage Arts Council to develop creative brand promotion strategies.</li> </ul>	The private sector will embrace the brand to market the county and their community enhancing brand equity for all of Perry County.
<b>PROMOTION:</b> Events and Activities	<ul style="list-style-type: none"> <li>Create a master calendar of events in downtowns in Perry County.</li> <li>Consider rotating event series such as First Fridays, tastings, pairings, and small activities on a weekly basis through the summer.</li> <li>Brand events as part of Perry County Hometowns Program.</li> <li>Explore partnerships to expand events through volunteers and existing organizations.</li> </ul>	<ul style="list-style-type: none"> <li>Work with affinity groups (hikers, kayakers, artists, craftsmen) to have special events in Perry County.</li> <li>Consider familiarization tours with special groups to promote the County's assets.</li> <li>Establish a countywide event committee to promote and support events.</li> <li>Consider an "event library" where tables, tents, chairs, games, and other material can be "checked out" for use in communities.</li> </ul>	<ul style="list-style-type: none"> <li>Host annual "event summit" to evaluate events in each community.</li> <li>Consider developing signature countywide outdoor/downtown event or partner with existing county-wide event to incorporate Hometown Fundraiser and brand promotion.</li> <li>Showcase local performers, artists, and businesses at a "Perry's Got Talent" event or activity either live or virtual.</li> </ul>	Events will form the backbone of early economic vitality by promoting downtowns in Perry County, involving multiple groups, creating reasons for residents to stay in the county, and recruiting visitors to explore activities in Perry County.
<b>PROMOTION:</b> Tracking Success	<ul style="list-style-type: none"> <li>Create a Brand Committee to monitor implementation: Develop a website strategy for Perry County Hometowns.</li> <li>Register domain names.</li> <li>Create cloud server and sharing mechanism for brand.</li> <li>Create social media accounts and track success.</li> <li>Create internal groups on social media for inside communication.</li> </ul>	<ul style="list-style-type: none"> <li>Create a County Tourism website.</li> <li>Create a county tourism guide.</li> <li>Track progress on website using online analytics.</li> </ul>	<ul style="list-style-type: none"> <li>Issue an annual report on impacts, web traffic, comments, investment and private partners.</li> <li>Survey select businesses in Perry County on the brand process and value.</li> <li>Formalize brand annual brand review process with each Hometown Committee.</li> </ul>	Tracking success will reinforce the power of promotions in sharing the story of success in Perry County.

# IMPLEMENTATION STRATEGY BOARD

## ECONOMIC VITALITY

STRATEGIES	FIRST STEPS: 2022	NEXT STEPS: 2023-2024	FINAL STEPS: 2024-2026	GOAL
<b>ECONOMIC VITALITY:</b> Plan and Market Study	<ul style="list-style-type: none"> <li>Provide market research to all local businesses to incorporate into their business planning.</li> <li>Produce Market Profile "one-sheet" that summarizes market research.</li> <li>Explore and research incentives for small business expansion and recruitment of targeted businesses.</li> <li>Create branded testimonial ads showing successful small businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Organize annual discovery tours with Perry destinations and businesses.</li> <li>Coordinate with partners to grow entrepreneurial challenge initiative targeting recreation and agritourism business.</li> <li>Create incentives for small business expansion and recruitment of targeted businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Update market research every 5 years.</li> <li>Grow Development Network for Entrepreneurs.</li> <li>Partner to consider a micro retail or micro-enterprise program enabling mobile retail, vending for outfitting, guides and food.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize market research to familiarize citizens with existing businesses and create innovative solutions to recruitment of new businesses.</li> </ul>
<b>ECONOMIC VITALITY:</b> Trails and Eco-tourism	<ul style="list-style-type: none"> <li>Create a training program for recreational docents to build awareness, provide information and access.</li> <li>Create and asset map and inventory of recreational and agrotourism destinations.</li> <li>Curate interactive experiences in agrotourism.</li> <li>Link experiences to outdoor recreation.</li> </ul>	<ul style="list-style-type: none"> <li>Build itineraries for visitors and local groups.</li> <li>Create new unique events for outdoor enthusiasts.</li> <li>Improve access points to the river.</li> <li>Explore creation of rivercentric events.</li> <li>Encourage farms to join Harvesthosts, Hipcamp or other camping site.</li> </ul>	<ul style="list-style-type: none"> <li>Expand access points to the river.</li> <li>Facilitate a long-term lodging strategy to expand offerings.</li> <li>Actively recruit eco-tourism related businesses such as guides, outfitters and seasonal pop-up support shops.</li> </ul>	<ul style="list-style-type: none"> <li>Purposefully expand eco- and agro-tourism in Perry County for citizens and visitors.</li> </ul>
<b>ECONOMIC VITALITY:</b> Placemaking	<ul style="list-style-type: none"> <li>Ask each borough to do an inventory of activated placemaking in their downtown experiences to outdoor recreation.</li> <li>Assign Home Town Committees the task of recommending specific placemaking elements in each borough.</li> <li>Explore grants or other funding mechanisms to purchase outdoor dining or other placemaking elements.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate placemaking elements into the squares, streetscapes and park spaces to make more functional, promote activity, add color, and enhance the community's unique character or "signature."</li> <li>Use outdoor dining along sidewalks and within park spaces or plazas to activate a space and promote businesses.</li> <li>Use public art to help tell a community's story and interpret its history and culture.</li> <li>Provide colorful movable chairs and tables so that people can adapt them to their needs.</li> <li>Engage the Home Town committees for maintenance, use seasonal planting to enrich the outdoor environment.</li> </ul>	<ul style="list-style-type: none"> <li>Add parklets as temporary or permanent park spaces located in a space more often used for something else, such as an on-street parking space.</li> <li>Plant trees to create "outdoor rooms" in boroughs downtown.</li> <li>Use creative stormwater management practices that integrate water management facilities into the landscape and provide interpretive and educational opportunities.</li> <li>Use special paving to highlight a particular place, including crosswalks, sidewalk areas, the squares, a special intersection, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Employ multi-elements of placemaking across Perry County. Placemaking" refers to all of the elements-physical or programmatic- that activate a place, make it authentic, and distinguishes it from other places.</li> </ul>

# IMPLEMENTATION STRATEGY BOARD ORGANIZATION

STRATEGIES	FIRST STEPS: 2022	NEXT STEPS: 2023-2024	FINAL STEPS: 2024-2026	GOAL
<b>ORGANIZATION:</b> Structure	<ul style="list-style-type: none"> <li>▶ PCEDA to lead process for deciding best structure for Perry County Home Town Organization.</li> <li>▶ Hire Perry County Home Town Coordinator and design job description and evaluation process.</li> <li>▶ Designate Perry County Home Town Board Members and Board Structure.</li> <li>▶ Develop by-laws, board schedule and officer candidates.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Perform annual evaluation on Perry County Home Town Coordinator.</li> <li>▶ Hold quarterly or monthly Board Meetings.</li> <li>▶ Establish project process, prioritization and prioritization.</li> <li>▶ Recruit new board members and officers as needed.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Assess Organization structure.</li> <li>▶ Perform annual evaluation on Perry County Home Town Coordinator.</li> <li>▶ Hold quarterly or monthly Board meetings.</li> <li>▶ Continue project evaluation and shift prioritization as reflected in results.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Establish a Perry County Home Towns organizational structure.</li> </ul>
<b>ORGANIZATION:</b> Designation	<ul style="list-style-type: none"> <li>▶ Review, edit and accept reports presented by consultant group.</li> <li>▶ Work with consultant team to develop a viable application to present to the Pennsylvania Department of Community and Economic Development.</li> <li>▶ Create Perry County Home Town committees in each borough within their capacity.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Receive designation and begin required reporting.</li> <li>▶ Attend Pennsylvania meetings and trainings as offered.</li> <li>▶ Work with borough level Perry County Home Town committees to implement programmatic and project recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Continue required reporting and programmatic evaluation.</li> <li>▶ Follow-up with Home Town Committees on project implementation and prioritization of future projects.</li> <li>▶ Meet with boroughs without Home Town committees to evaluate capacity changes.</li> <li>▶ Establish second 5-year plan.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Achieve Pennsylvania Main Street Designation for Perry County HomeTown organization.</li> </ul>
<b>ORGANIZATION:</b> Funding	<ul style="list-style-type: none"> <li>▶ Outline 5-year employee funding strategy in designation application.</li> <li>▶ Register Perry County Home Town organization for state and federal grant process.</li> <li>▶ Evaluate existing events across Perry County for organizational fundraising opportunities.</li> <li>▶ Work with borough level Perry County Home Town organizations to establish fundraising strategy within their capacity.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Explore federal, state and regional grant opportunities including public and private.</li> <li>▶ Continue to cultivate relationships with Pennsylvania funding organizations and legislators.</li> <li>▶ Research mission related funding streams such as branded merchandise sales.</li> <li>▶ Support efforts of PCEDA which could result with inclusion in projects or grants.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Continue pursuit of federal, state, regional and private grants.</li> <li>▶ Establish or grow fundraising events and/or opportunities within existing Perry County events.</li> <li>▶ Support efforts of PCEDA which could result with inclusion in projects or grants.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Build funding mechanisms for the Perry County Home Town.</li> </ul>