

Zelienople and Harmony

Joint Comprehensive Plan

June 2010



The preparation of this Plan was financed in part through a Land Use Planning and Technical Assistance Program (LUPTAP) Grant and a Shared Municipal Services Program (SMSPP) Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development as well as a grant from the Local Government Academy.

prepared by: Pashek Associates; Poggemeyer Design Group; RDM; and URS

ZELIENOPE

RESOLUTION NO: #187-10

BOROUGH OF ZELIENOPE

BUTLER COUNTY, PENNSYLVANIA

A RESOLUTION OF THE BOROUGH OF ZELIENOPE ADOPTING A JOINT COMPREHENSIVE PLAN BETWEEN THE BOROUGH OF ZELIENOPE AND THE BOROUGH OF HARMONY, COUNTY OF BUTLER, COMMONWEALTH OF PENNSYLVANIA.

Whereas, the Pennsylvania Municipalities Planning Code, hereafter referred MPC, (Act of 1968, P.L. 805, No. 247, as reenacted and amended) empowers boroughs, individually or jointly, to plan for their development and govern the same by zoning, subdivision and land development ordinances, and

Whereas, the municipalities of Zelienville Borough and Harmony Borough, Butler County, each being characterized by similar demographics, identities, and common issues; sharing a common municipal boundary and

Whereas, the two neighboring boroughs have joined together for the purpose of mutual cooperation through multi-municipal planning, and

Whereas, a joint steering committee comprised of leadership of each of the two boroughs was formed to oversee the development of the joint comprehensive plan, and

Whereas, the steering committee met regularly during the planning process to develop the joint comprehensive plan, and

Whereas, the steering committee undertook a public involvement process by conducting public meetings for the purpose of public input, and

Whereas, the joint comprehensive plan identifies key priorities for: land use, economic development and revitalization, historic preservation, recreation, community shared services and infrastructure, transportation, and housing per the Pennsylvania Municipalities Planning Code (MPC), and

Whereas, Butler County, surrounding municipalities, and the Seneca Valley School District have reviewed or been given the opportunity to review the joint comprehensive plan per the MPC, and

Whereas, said plan has been subject of a public hearing per the MPC.

ZELIENOPLE

NOW THEREFORE BE IT RESOLVED AND ENACTED BY THE ZELIENOPLE BOROUGH COUNCIL THAT:

SECTION 1:

The statements contained above are hereby incorporated into this Resolution of the Borough of Zelianople.

SECTION 2:

That the undersigned do hereby adopt the Zelianople and Harmony Joint Comprehensive Plan as the official Comprehensive Plan of Record for the Borough of Zelianople. The Plan is hereby adopted in its entirety including all maps, charts and textual matter.

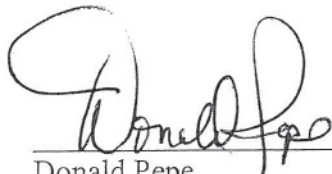
SECTION 3:

Any Resolution or part thereof in conflict herewith, is hereby repealed to the extent of said conflict.

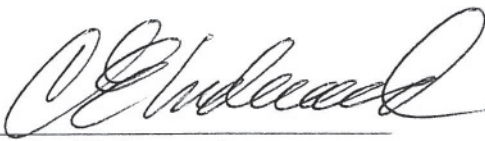
RESOLVED AND ENACTED BY THE BOROUGH COUNCIL OF THE BOROUGH OF ZELIENOPLE THIS 2 DAY OF June, 2010.

ATTEST


BOROUGH OF ZELIENOPLE



Donald Pepe
Borough Manager

By: 

Charles Underwood
President of Council



Thomas Oliverio
Mayor

HARMONY

RESOLUTION NO: #187-10

BOROUGH OF HARMONY

BUTLER COUNTY, PENNSYLVANIA

A RESOLUTION OF THE BOROUGH OF HARMONY ADOPTING A JOINT COMPREHENSIVE PLAN BETWEEN THE BOROUGH OF ZELIENOPE AND THE BOROUGH OF HARMONY, COUNTY OF BUTLER, COMMONWEALTH OF PENNSYLVANIA.

Whereas, the Pennsylvania Municipalities Planning Code, hereafter referred MPC, (Act of 1968, P.L. 805, No. 247, as reenacted and amended) empowers boroughs, individually or jointly, to plan for their development and govern the same by zoning, subdivision and land development ordinances, and

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Whereas, the steering committee met regularly during the planning process to develop the joint comprehensive plan, and

Whereas, the steering committee undertook a public involvement process by conducting public meetings for the purpose of public input, and

Whereas, the joint comprehensive plan identifies key priorities for: land use, economic development and revitalization, historic preservation, recreation, community shared services and infrastructure, transportation, and housing per the Pennsylvania Municipalities Planning Code (MPC), and

Whereas, Butler County, surrounding municipalities, and the Seneca Valley School District have reviewed or been given the opportunity to review the joint comprehensive plan per the MPC, and

Whereas, said plan has been subject of a public hearing per the MPC.

HARMONY

NOW THEREFORE BE IT RESOLVED AND ENACTED BY THE HARMONY BOROUGH COUNCIL THAT:

SECTION 1:

The statements contained above are hereby incorporated into this Resolution of the Borough of Harmony.

SECTION 2:

That the undersigned do hereby adopt the Zelienople and Harmony Joint Comprehensive Plan as the official Comprehensive Plan of Record for the Borough of Harmony. The Plan is hereby adopted in its entirety including all maps, charts and textual matter.

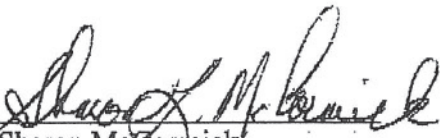
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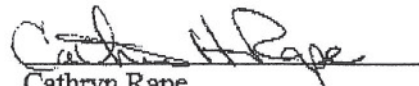
RESOLVED AND ENACTED BY THE BOROUGH COUNCIL OF THE BOROUGH OF HARMONY THIS 2 DAY OF June, 2010.

ATTEST

BOROUGH OF HARMONY


Sharon McCormick
Borough Secretary

By: 
John Rice
President of Council


Cathryn Rape
Mayor

Acknowledgements

The preparation of this plan would not have been possible without the guidance and contributions of the Steering Committee, as well as the input given from local residents and officials. We would like to thank and recognize the following people for their efforts to make the plan possible:

Steering Committee:

Allen E. Bayer (Zelienople Borough Council)
Michelle Barto (Harmony Borough Council)
Andrew (Drew) J. Mathew III (Zelienople Borough Council)
James Druschel
Randy Hart (Zelienople Planning Commission Chair)
Ron Carter
Ron Zeigler (Harmony Planning Commission Chair)
Sam Anderson

Main Street Committee:

Leslie Auld
Christopher Barnes
Joan Busching
Jenny Cury
Henry Dapper
John Hebling
Randy Herbe
Neal Jackson
Shelly Mathew
Jan McGee
Julie Sacriponte
Dave Strawbridge
Pat Boylan
Ron Carter
Dennis Curcio
Rich and Juanita Eppinger
Bob Householder
Frank Luek
Kathy Luek
Phil Lope
Drew Mathew
Marnie Repasky
Kathy Jeffers

Borough Councils and Mayors:

Zelienople:

Mayor Thomas M. Oliverio
Charles E. Underwood (President)
Russell E. Robertson (Vice President)
James Zeigler
Andrew (Drew) J. Mathew III
Marietta Reeb
Allen E. Bayer
Mary Hess

Harmony:

Mayor Cathy Rape
John Rice (President)
Michelle Barto (Vice President)
Dave Eberle
Frank Luek
Jill Allman
David Szakelyhidi
Jack Shanks

Planning Commissions:

Harmony Borough Planning Commission:

Ron Ziegler
Joe White
Frank Luek
Darla Herr
Naomi LeFebvre

Zelienople Borough Planning Commission:

Randy Hart
Sally Whitcomb
Doug Hilf
Ed Sherman

Special thanks are extended to the following individuals for their input throughout the planning process:

- Jerry Adree, Manager, Cranberry Township
- Russell Robertson and Mary Hess for their efforts in creating many of the maps included in the Plan. Mapping information was provided by the Borough of Zelienople Geographical Information System (GIS).

The preparation of this Plan was financed in part through a Land Use Planning and Technical Assistance Program (LUPTAP) Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development as well as a grant from the Local Government Academy. The Boroughs would also like to thank Senator Oriole for providing a \$10,000 grant to assist in the development of the Joint Comprehensive Plan."

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Introduction

Introduction

Zelienople and Harmony Boroughs have joined together to develop this multi-municipal comprehensive plan, which will help the communities protect and enhance the quality of life enjoyed by area residents.

A multi-municipal comprehensive plan is a strategy developed and adopted by two or more municipalities as authorized by the Pennsylvania Municipalities Planning Code. Through discussion and collaboration, the communities develop a vision and strategies for implementation. The comprehensive plan serves to:

- Provide relevant, up-to-date information on the physical, social, and economic features of the community;
- Foster consensus on a vision for growth, including redevelopment, new development, and conservation of land;
- Offer recommendations and strategies to achieve community goals;
- Create a rationale for developing or updating land use tools, such as ordinances, by laying out community development objectives; and
- Address all elements required by the Pennsylvania's Municipalities Planning Code.

The Plan's Organization

PLAN PARTS

This plan is organized into six main parts, each of which covers an important topic or issue to the Boroughs. These topics were identified through data analysis, interviews, input at public meetings, and work with the Steering Committee. The plan is organized around these central themes because they were determined to be important issues impacting the quality of life in Zelienople and Harmony. The 6 parts are followed by a background inventory and analysis and a series of appendices.

The six parts of the Zelienople and Harmony Multi-Municipal Comprehensive Plan are:

- Part 1 – Controlling Borough Costs while Maintaining or Enhancing Services
- Part 2 – Revitalizing the Boroughs' Main Streets
- Part 3 – Addressing Traffic Issues in the Boroughs
- Part 4 – Enhancing Heritage Tourism in the Boroughs
- Part 5 – Land Use and Flooding along Connoquenessing Creek
- Part 6 – Expanding Recreational Amenities

Tier System

Each Part of the Comprehensive Plan is a series of actions/projects that, when implemented, will improve the quality of life in the Boroughs relative to that Part's topic. Throughout the planning process many ideas for improving the communities were discussed. Each idea is important and like a puzzle piece, will contribute more when combined with other pieces. The project's Steering Committee was tasked to prioritize these projects in order to provide a logical and practical direction for the Boroughs' implementation of the Comprehensive Plan. The results of this prioritization effort are reflected in the organization of each Part of the Plan. The Parts are divided into three Tiers.

- ***Tier 1 – Immediate Priority Projects.*** The first tier focuses on the projects that the Boroughs believe are the most important and are reasonably achievable in a short time period following adoption of the Comprehensive Plan. The Boroughs are committed to begin implementation of these projects as soon as

possible. In fact, some of the strategies may be initiated and a few completed while the Comprehensive Plan is in the process of adoption. In order to assist in quick implementation, the Comprehensive Plan includes the most detail and guidance for the projects in Tier 1. Implementation of these projects will provide positive change in the Boroughs and build momentum for realizing other improvements.

- ***Tier 2 – Secondary Priority Projects.*** The second tier includes a discussion of other important ideas that could be undertaken in the future to further improve the Boroughs.
- ***Tier 3 – Other Important Projects.*** The third tier includes a series of additional project ideas that would help enhance the communities but are not currently priorities in the Boroughs. These priorities might change if a project gains community support or if funding becomes available.

Public Participation

Public involvement is the heart of the multi-municipal planning process. It fosters a sense of ownership of the plan in those who contributed to the process. A multi-municipal plan shaped through citizen input is more likely to address the key issues resonating with residents and is more likely to lead to effective implementation. A well-conceived public participation process engages citizens and strengthens communication and coordination between the municipalities.

The Multi-Municipal Comprehensive Plan for the Boroughs of Zelienople and Harmony was developed through a highly participatory planning approach. Citizens, business owners, and public officials were given multiple opportunities to voice their opinions and provide feedback throughout the process. They included:

COMMITTEES

A project Steering Committee was formed to guide the development of the Multi-Municipal Comprehensive Plan. The Steering Committee was comprised of elected officials, business-owners, and other community leaders. This group met nearly monthly throughout the planning process to discuss the direction and major elements of the plan. Committee members provided essential guidance throughout the planning process to allow the Plan to overcome political obstacles and move toward implementation. The Steering Committee was also integral to refining input and establishing the tiered system of projects seen in each part of the Plan.



A committee of business-owners was also formed with the specific goal to evaluate the issues facing the two Boroughs' commercial cores. This Main Street Committee also met four times at the beginning of the planning process. Main Street Committee Members' insights regarding the local business districts allowed the Plan to be better tailored to meet the needs of the community. Minutes from each Steering Committee and Main Street Committee meeting are provided in the Appendices.

PUBLIC MEETINGS

Two public input meetings were held at strategic times during the planning process to educate residents regarding the importance of multi-municipal planning and to obtain their input. Feedback from citizens at these meetings provided essential insights into many of the important issues facing the communities. All comments at these meetings were recorded and are utilized throughout the plan where appropriate.



The first public meeting was held on October 5th, 2009 at Stuart Hall in Harmony to gather information from residents regarding what they like and don't like about their community and what they would like to see in the future. Over seventy (70) citizens attended this meeting. This meeting was held during the information gathering phase of the planning process to identify specific opportunities and challenges. The purpose of this meeting was to allow the Boroughs' citizens to

voice their opinions on a variety of topics. Citizens participated in a nominal group exercise in order to identify and prioritize ideas and issues. Attendees answered a series of three questions including:

- What do you like about your communities? What should be preserved?
- What would you like to see changed or improved?
- What is the most important issue that you would like this plan to address?

Residents asserted their opinions regarding the three questions until the ideas were exhausted. Each of the opinions expressed at the meeting was posted around the meeting room. Each attendee was given a sheet containing three stickers. The citizens prioritized the identified issues by placing their stickers on the issues that, in their opinion, were most important to the Boroughs. The exercise quickly highlighted those issues that were most important among meeting participants.



Ideas related to the topics of Revitalizing the Boroughs' Main Streets (Part 2), Addressing Traffic Issues (Part 3), and Expanding Recreational Amenities (Part 6) were the top three among attendees at the public meeting. Other ideas that were discussed at the meeting fit into the topics of Enhancing Heritage Tourism (Part 4), Land Use and Flooding along the Connoquenessing Creek (Part 5), and Controlling Borough Costs while Maintaining or Enhancing Services (Part 1).

The draft plan was presented to the Harmony and Zelienople Borough Councils in early May 2010. A second public meeting was held on June 2, 2010 at the Strand Theater in Zelienople to present the findings of the plan to residents.

Minutes from each of the public meetings are provided in the Appendices.

FOCUS GROUPS

Four additional meetings were held in order to further explore the Plan's main quality of life topics/issues. Invited participants were selected for their expertise in these areas and represented a range of perspectives. Additionally, representatives of local, regional, and state agencies with interest in each topic were also sought for participation in the focus groups. These four meetings were held in January 2010. The minutes of each of these meetings are found in the Appendices.



Meetings were also held in March and May of 2010 with the Zelienople Parks Board and the parks committee of Harmony Borough Council. This meeting focused on identifying and addressing issues related to parks and recreation in the two communities.

The Boroughs' Vision for the Future

The “vision” is a statement that articulates the type of place a community is striving to become. The Vision for Zelenople and Harmony was developed through public meeting comments, feedback from interviews and focus groups, and steering committee discussions. It sets the context for the implementation plan by identifying the ideal future conditions in the community and providing the community with something to work toward. The vision for Zelenople and Harmony is the following:

Zelenople and Harmony Boroughs are a regional destination, attracting new residents and visitors to their thriving downtowns and well-preserved historic buildings (Part 4). Zelenople's downtown maintains its balance of small retail, restaurants and cultural attractions, while Harmony's is flourishing as a center of tourist-oriented businesses (Part 2). Young families and professionals are moving into the Boroughs' attractive, walkable neighborhoods and downtown living options.

Previously vacant industrial properties along Connoquenessing Creek are being reused for a combination of recreation, conservation, and new businesses (Part 5). A network of paths along this important greenway links the two communities and provides views of and access to the Creek (Part 6). New businesses near the Creek effectively manage stormwater to reduce flooding and protect water quality.

Travelers move smoothly through the communities. Truck through-traffic has been routed around downtown Zelenople and there is ample parking for businesses, events and tourist destinations (Part 3). The two Boroughs are working together to share services and equipment whenever practicable and are setting an example for efficient, cost-effective municipal government (Part 1).

Future Land Uses

Harmony and Zelianople are nearly built-out. The owner of the large open area in the southern portion of Zelianople has a plan to develop the property. Once this development is completed, there will be little open and developable space in the Boroughs. The importance of planning for future land uses was de-emphasized at the beginning of the process. The focus throughout the planning process was instead concentrated on enhancing the conditions of existing development and enhancing quality of life in the Boroughs in other ways.

The Boroughs' future vision for land uses is very similar to the current layout of the two towns. Each Borough would maintain its traditional main street business district. A Master Plan was developed for each Borough's main street area as part of this Comprehensive Plan. These master plans communicate the enhancements that the Boroughs envision for their commercial core districts. The business districts would continue to be surrounded by quality residential neighborhoods. Larger industrial businesses would continue to locate on parcels with easy access to major transportation routes.

The vision for the environmentally sensitive area along the Connoquenessing Creek is the only significant deviation from the Boroughs' pattern of existing land uses. The Boroughs would like to see the uses in this floodplain area become more environmentally-friendly in the short-term. The long-term vision is to transition the uses in the floodplain to lower-impact uses such as recreation and conservation uses.

Implementation Committees and First Year Schedule

This Plan recommends the formation of several intergovernmental committees to implement the projects identified throughout the action plan. There are four committees that the Plan describes in detail: Shared Services Committee; Main Street Committee; Marketing Committee; and Recreation Committee. The following are key recommendations for the make-up and responsibilities of these committees:

- Each committee should have equal representation from each Borough.
- Each committee should have exactly one Borough Council Member from each Borough. This will allow the committee to include direct input from council representatives without needing to advertise each committee meeting as an open public meeting.
- The committees should be formed ad hoc. They should perform a specific task and should be disbanded after that task is completed.
- The committees should be advisory only. They should report to the Borough Councils either individually or at the proposed quarterly joint Borough Council Meetings. Borough Councils will ultimately make the decisions to act on the committees' recommendations.

The following page includes a proposed schedule of tasks for the Shared Services Committee and the Borough Councils within the first year after adopting the Joint Comprehensive Plan. Although the Main Street Committee; Marketing Committee; and Recreation Committee are not included on the schedule, it is recommended that the Boroughs form these three committees soon after adopting the Comprehensive Plan. Committee members should meet and develop preliminary recommendations to present to the Borough Councils in early 2011.

The Year One Implementation Schedule included on the following page outlines how the Shared Services and the Borough Councils should move forward with implementation of the Joint Comprehensive Plan beginning in June 2010. Firstly, the Borough Councils should begin holding a joint Borough Council Meeting each quarter. The Councils should discuss common opportunities and concerns and work toward implementation of

the Comprehensive Plan at these meetings. The Borough Councils should appoint the members of the Shared Services Committee at one of the first Joint Council Meetings. The Shared Services Committee should then begin meeting in the months following their appointment to develop recommendations. The Committee should present these to the Borough Councils at the following Joint Council Meeting. The Borough Councils should consider the input and recommendations of the Committee as well as the recommendations of the Comprehensive Plan and move forward with specific actions as they deem are appropriate. If necessary or beneficial, the Councils should ask the Committee to reconvene to develop further recommendations.

<i>Year One Implementation Schedule</i>	<i>2010</i>						<i>2011</i>						
	June	July	August	September	October	November	December	January	February	March	April	May	June
<i>Overarching strategies</i>													
• Hold quarterly joint Borough Council Meetings. ¹	•			•			•			•			•
<i>Part 1: Controlling Borough Costs while Maintaining or Enhancing Services</i>													
• Borough Councils appoint a Shared Services Committee to drive the implementation of the projects in Part 1. ²													
• Shared Services Committee develops recommendations to present to the Borough Councils at the quarterly joint Borough Council Meeting. ³				•						•			
• Borough Councils act upon Shared Services Committee's recommendations.													

1: The first meeting should be the joint Borough Council Meeting held June 2nd, 2010. This is the meeting where Councils adopt the plan.

2: Could be formalized within the resolution adopting the Joint Comprehensive Plan

3: Shared Services Committee should reconvene once the Borough Councils have acted upon the Committee's initial recommendations to develop additional ideas for implementation.

Controlling Borough Costs while Maintaining or Enhancing Services

A financial analysis and projection of Borough finances was conducted as part of the Comprehensive Plan. Harmony was projected to see a small budget deficit in the near future and Zelienople was projected to experience a budget surplus. More details of this analysis are provided in the Appendices. Both Boroughs could benefit financially from cooperative ventures for providing services to residents. The Boroughs are already cooperating to provide police coverage to the two communities. This part of the plan explores additional ways that the Boroughs can control the cost of providing high-quality services without compromising the quality of those services.

The two priority projects for the Boroughs relative to optimizing financial viability are:

1. Share public works equipment and jointly purchase new equipment while coordinating services like snow removal and leaf collection.
2. Coordinate administrative purchasing of supplies and services such as health/disability/workman's compensation benefits and information technology (IT).

Tier 1 – Immediate Priority Projects

Share public works equipment and jointly purchase new equipment while coordinating services like snow removal and leaf collection.

Institute a formal equipment-sharing initiative via Ordinance. The Boroughs should formalize an equipment-sharing agreement (street sweeper, parts exchange) by ordinance with shared costs and perhaps joint purchasing of large, expensive equipment. The Boroughs should coordinate leaf collection and snow removal. Harmony's leaf machine might be used by Zelienople. Zelienople might trade services like ice/snow removal or other equipment or service. Snow and ice removal could be organized so that the municipal boundaries do not define the edges of snow plowing. In order to begin implementing these ideas, the Boroughs should follow the schedule on page 9. This schedule shows the first year after adoption of the Comprehensive Plan and the tasks that should be completed. The Zelienople and Harmony Borough Councils should begin holding joint Borough Council Meetings each quarter. These meetings will foster cooperation and mutual support for beneficial projects. The first joint Borough Council Meeting will be the meeting where the two Councils adopt the Comprehensive Plan.

Shared services recommendations should be guided by a steering committee comprised of representatives from both Boroughs. This Shared Services Committee will shepherd the coordinated municipal services process to agreed upon conclusions and set implementation schedules. The Borough Councils could appoint members to the Shared Services Committee at the first joint Council Meeting. The committee should include at least one councilperson from each borough, as well as, at least one borough administrative/management person. The committee should initially meet monthly for the first three months and bi-monthly thereafter. The committee's work should be shared at each joint Borough Council Meeting for input, buy-in, debate, etc. After each joint Council Meeting, the Boroughs should act upon the recommendations of the Shared Services Committee.

* The Borough of Zelienople would adopt a similar ordinance.

**BOROUGH OF HARMONY
BUTLER COUNTY, PENNSYLVANIA
ORDINANCE NO. _____**

AN ORDINANCE AUTHORIZING THE BOROUGH OF HARMONY TO ENTER INTO AN INTERGOVERNMENTAL COOPERATION AGREEMENT WITH THE BOROUGH OF ZELIENOPLE, AUTHORIZING THE BOROUGH TO SHARE ITS EQUIPMENT AND EMPLOYEES IN ACCORDANCE WITH THE INTERGOVERNMENTAL COOPERATION ACT, AUTHORIZING THE BOROUGH OF HARMONY TO ENTER INTO AN AGREEMENT TO EFFECTUATE THE PURPOSES OF THE ORDINANCE, AUTHORIZING THE BOROUGH OF HARMONY TO PARTICIPATE IN A STEERING COMMITTEE WITH THE BOROUGH OF ZELIENOPLE AND PARTICIPATE IN THE PROGRAM, AUTHORIZING THE ESTABLISHMENT OF FEES FOR THE USE OF BOROUGH EQUIPMENT AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Borough of Harmony has determined that it is in the best interest of the health, safety and welfare of the citizens of the Borough of Harmony to provide efficient and cost effective public works services by sharing and using equipment with the Borough of Zelienople; and

WHEREAS, the Pennsylvania Intergovernmental Cooperation Act, 53 P.S. 481 et seq., authorizes and requires municipalities to adopt an ordinance to facilitate the purposes of the Act; and

WHEREAS, the Borough of Harmony has determined that adoption of this ordinance and the authorization of an Intergovernmental Cooperation Agreement with the Borough of Zelienople will serve to promote the general health, safety and welfare of the citizens of the Borough of Harmony.

NOW, THEREFORE, it is hereby enacted and ordained as follows:

1. The Borough of Harmony, Butler County, Pennsylvania, pursuant to the authority cited above, hereby elects to participate in a Shared Equipment Program with the Borough of Zelienople, upon the execution of the appropriate Intergovernmental Cooperation Agreement;
2. The Shared Equipment Program shall be facilitated and administered in accordance with an Intergovernmental Cooperation Agreement, a specimen of which is attached to this ordinance, and shall become effective upon the

approval of the Agreement by the Borough of Harmony and the Borough of Zelianople governing bodies according to law;

- 3. Administration of the Shared Equipment Program within the Borough of Harmony shall be undertaken by the Shared Equipment Program Steering Committee with representation of the Borough of Harmony and the Borough of Zelianople;
- 4. The Borough Council of the Borough of Harmony shall establish fees, assessable by the Borough of Harmony, for the use of equipment by the Borough of Zelianople pursuant to the provisions of this ordinance and the Shared Equipment Program Intergovernmental Cooperation Agreement. Such rates shall be established from time to time by resolution of the Borough Council of the Borough of Harmony.
- 5. The Borough of Harmony will provide the necessary liability insurance, equipment insurance and workers compensation insurance to protect its equipment and employees involved in the use of such equipment when working in the Borough of Zelianople through the Shared Equipment Program.
- 6. If any section, subsection, sentence or clause of this ordinance is held for any reason, to be invalid, such invalidity shall not affect the validity of the remaining portions of this ordinance;
- 7. This ordinance shall become effective five (5) days after the date of its enactment.

DULY ENACTED AND ORDAINED this _____ day of _____, 20__, by the Borough Council of the Borough of Harmony at a regularly scheduled meeting of the same duly advertised according to law.

**Borough of Harmony
Borough Council**

ATTEST

Secretary

President of Council

EQUIPMENT SHARING AGREEMENT

THIS AGREEMENT made this ____ day of _____, 20__, by and between the **Borough of Harmony**, a municipal corporation organized under the laws of Pennsylvania with its municipal offices located at 217 Mercer Street, Harmony, Pennsylvania 16037, and the Borough of Zelienople, a municipal corporation organized under the laws of Pennsylvania with its offices located at 11 West New Castle Street, Zelienople, Pennsylvania 16063.

WITNESSETH:

WHEREAS, the **Borough of Harmony**, a Municipality and the **Borough of Zelienople**, a Municipality, are located within the County of Butler, Pennsylvania; and

WHEREAS, the **Borough of Harmony** and the **Borough of Zelienople** recognize that the cost of providing public works services in general, and in the **Borough of Harmony** and the **Borough of Zelienople** in particular, have increased the need for municipal services to their residents; and

WHEREAS, the **Borough of Harmony** and the **Borough of Zelienople** have also recognized that there are cost savings and an economy of scale by sharing unused and underutilized public works equipment among themselves; and

WHEREAS, the **Borough of Harmony** and the **Borough of Zelienople** have recognized that administration of a Shared Equipment Program would be the best utilization of their unused and underused equipment; and

WHEREAS, the Act of July 12, 1972, P.L. 762, as amended, 53 P.S. §481 et seq., known as the Intergovernmental Cooperation Act, permits municipalities to enter into agreements to cooperate in the performance of their respective functions, powers or duties; and

WHEREAS, the Pennsylvania Department of Community and Economic Development ('Department') has established a program to encourage municipalities to enter into such agreements for the sharing of municipal services, and, upon application, may provide seed capital to launch such a Shared Equipment Program; and

WHEREAS, the **Borough of Harmony** and the **Borough of Zelenople** desire to enter into an Agreement whereby they will jointly establish a program of sharing equipment among themselves.

NOW, THEREFORE, with the foregoing background incorporated herein by reference and made a part hereof, and in consideration of the mutual promises and obligations set forth herein, and intending to be legally bound hereby, the parties agree as follows:

1. Establishment of a Shared Equipment Program. The **Borough of Harmony** and the **Borough of Zelenople** shall establish an arrangement for the sharing of public works equipment between themselves in accordance with the provisions of this Agreement. Such a program shall be known as the “Shared Equipment Program” and shall be administered in accordance with the provisions of this Agreement.
2. Establishment of the Shared Equipment Steering Committee. A Shared Equipment Steering Committee shall be established with representation on it by both the **Borough of Harmony** and the **Borough of Zelenople**.
 - A. Membership. The Shared Equipment Steering Committee shall be composed of one (1) member of the governing body and one (1) administrative staff person of each Borough, appointed for a one (1) year term by the governing body at the first meeting in January of each calendar year. The initial members of the Shared Equipment Steering Committee shall be appointed by the governing bodies within sixty (60) days from the execution of this Agreement and shall serve until December 31, 2012. Each governing body may, if it so desires, appoint an alternate member to this Steering Committee.
 - B. Meetings. The Shared Equipment Steering Committee shall meet at times to be selected by the members of the Steering Committee.
 - C. Voting. All actions by the Shared Equipment Steering Committee shall be taken by a majority of the members of the Shared Equipment Steering Committee. In the event that there is a tie vote upon a particular item, each of the Boroughs may request that the issue be mediated.

3. Responsibility of the Parties. The following activities are the individual responsibility of each party:
 - A. Drafting and enacting an Ordinance that ratifies the **Borough of Harmony's and the Borough of Zelenople's** participation in the Shared Equipment Program and the entering into of this Agreement in accordance with the requirements of the Intergovernmental Cooperation Act.
 - B. Provide adequate liability insurance & equipment insurance coverage and workers compensation coverage for **Borough of Harmony** and **Borough of Zelenople** employees for all aspects of the Shared Equipment Program.
 - C. Each Borough shall pay for the use of equipment provided by the other Borough at the per diem scale as established by the Shared Equipment Steering Committee and shall pay such expenses within thirty days (30) of receipt of correct invoice for the usage of such equipment.
4. Responsibility of the Shared Equipment Program Steering Committee. The following activities are the responsibility of the Shared Equipment Program Steering Committee:
 - A. Evaluation of the performance of the Shared Equipment Program within the first nine (9) months and annually thereafter.
 - B. Resolution of any problems or concerns between the **Borough of Harmony** and the **Borough of Zelenople** relative to the Shared Equipment Program.
5. Equipment Storage. **The Borough of Harmony** and the **Borough of Zelenople** shall participate in an arrangement to safely store equipment within the municipality when said equipment will be used more than one (1) day within the municipality in order to minimize travel time and employee over time costs.

6. Duration of Agreement. The term of this Agreement shall be for a period of three (3) years commencing with the date of execution hereof by the **Borough of Harmony** and the **Borough of Zelenople**. This Agreement shall be automatically renewed for an *additional* term of one (1) year at the conclusion of the initial term and each renewal term thereafter unless, at least ninety (90) days prior to the beginning of the final year, the party which does not desire to renew the Agreement gives written notice of such refusal to renew to the other party in writing.

7. Participation of Other Municipalities. Additional municipalities may become parties to this Agreement upon the consent of the governing bodies of the **Borough of Harmony** and the **Borough of Zelenople** at the time such a request is made. A municipality that desires to become a party to this Agreement shall make application to the Shared Equipment Program Steering Committee and shall in writing agree to accept all terms and conditions of this Agreement. Failure of the Steering Committee to act upon an application to become a party to this Agreement within thirty (30) days of receipt of such application shall be considered to be a denial of consent to become a party to this Agreement.

8. Withdrawal from Agreement. The **Borough of Harmony** and the **Borough of Zelenople** may withdraw from participation at the end of the term of this Agreement or any extension thereof by notifying the other party in writing of the intention to withdraw at least ninety (90) days before the expiration of such term as provided in Section 7 herein. Notwithstanding the foregoing, either the **Borough of Harmony** or the **Borough of Zelenople** may withdraw from this Agreement for cause by providing the other party with written notification of the cause for such withdrawal. No withdrawal for cause shall become effective until ninety (90) days after notification of the intent to withdraw for cause is provided to the other party. During such notification period, the governing body of the **Borough of Harmony** or the **Borough of Zelenople** shall have the right to challenge the cause for withdrawal. In the event such a challenge is made, the withdrawing party and the challenging party shall mediate their differences within thirty (30) days. If, after meeting with a mediator,

such differences cannot be resolved, the withdrawing party shall be permitted to withdraw on the next anniversary date of this Agreement.

9. Amendment. This Agreement may be amended only by written instrument signed by both parties.

10. Interpretation. This Agreement shall be interpreted in accordance with the laws of the Commonwealth of Pennsylvania.

11. Construction. When the sense so requires, words of any gender used in this Agreement shall be held to include any other gender, and words in the singular number shall be held to include the plural, and vice versa.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the day and year first above written.

ATTEST

BOROUGH of HARMONY

By: _____

By: _____

Secretary

President of Council

(Seal of Borough)

ATTEST

BOROUGH of ZELIENOPLE

By: _____

By: _____

Secretary

President of Council

(Seal of Borough)

It is also suggested that the equipment sharing program eventually be expanded and administered by the Butler County COG. The following pages include a DRAFT Ordinance for the Borough of Harmony as an example; the template has been used by municipalities in Lawrence County. An additional example ordinance that was used in Cambria County is provided in the Appendices.

Coordinate administrative purchasing of supplies and services such as health/disability/workman's compensation benefits and information technology (IT).

The Boroughs should explore consolidated purchasing of things like supplies and cell phone agreements. The Boroughs may be able to negotiate better prices for these items, if purchasing jointly. Initial savings will be in the form of reduced legal advertising costs if both share in the cost of the 'Legal Ad.' Depending on the item(s), a volume bid may reduce the cost of the item, but not significantly. If both Boroughs were to participate in a Joint Bid/Joint Purchase via the Butler County COG, then greater savings may be realized. Membership and participation in the PA General Services COSTARS Program may realize cost savings in such items as road salt, equipment, supplies, etc. Local vendors could be solicited if any one item is estimated to be under \$10,000; quotations are acceptable without the cost of a 'Legal Ad.'

The Boroughs should examine opportunities for health/disability/workman's comp benefits for employees of both Boroughs. Joint health care insurance has not been proven to be a cost saver because insurers consider each individual municipality as a single customer with its own set of constraints, pre-existing conditions of employees, etc. The only measurable cost reduction mechanism is the 'high deductible' health insurance programs that are available through any carrier. The more an employee is required to pay out of pocket at the point of service delivery, the cheaper the insurance premium for the employer. The HDH Group (Pittsburgh) is a reputable broker and could be consulted by both municipalities to explore options.

The Boroughs should consolidate information technology (IT) services. Harmony is serviced by a 'local IT guy' primarily for water use billings, etc. Zelienople has a separate 'consultant' that is also local (separate from Harmony). There is value in both municipalities being serviced by the same IT agency. This one IT agency could also provide consultation and perhaps configure 'back up' systems for each in the event one system is down and can tag-on to the other's system.

The Boroughs' managers/secretaries should meet on a periodic basis (monthly or every other month) to further discuss these opportunities for shared services or purchasing. These cooperative ventures should be kept informal and perhaps sanctioned via resolution rather than by ordinance. If successful, these meetings could be expanded beyond the two Boroughs to include other neighboring communities. Harmony & Zelienople may want to challenge the Butler County COG to institute a county-wide Managers/Secretaries Forum. This forum could allow managers to meet periodically, share information, support each other with info, etc. The Beaver & Lawrence County COGs have instituted this and their Managers/Secretaries meet on a bi-monthly basis.

Tier 2 – Secondary Priority Projects

Adopt a joint Property Maintenance Code, Zoning Ordinances, and the enforcement of Uniform Construction Code.

The two Boroughs each provide property code, zoning code, and uniform construction code enforcement services separately. Both Boroughs utilize a local zoning code to control land use. Zelienople and Harmony

each perform zoning and property code enforcement with a Borough employee. Pennsylvania Uniform Construction Code (UCC) administration & enforcement are currently provided by both Zelenople and Harmony via the same 3rd party, viz., Middle Department Inspection Agency (MDIA). Harmony last updated their zoning and property codes in 2006 and Zelenople last updated their zoning and property codes in 2007. The Boroughs should adopt a joint Property Maintenance Code, explore creating a joint Zoning Ordinance, and an agreement to enforce the Pennsylvania Uniform Construction Code (UCC) between the two Boroughs. Once these joint codes and the agreement have been adopted, the Boroughs could combine the administration and enforcement tasks for these codes and provide consistency for developers looking to work in both communities.

After the UCC agreement has been adopted the Boroughs should consider having one employee certified under the UCC; or, a joint agreement with a third party. Currently, both Boroughs utilize a third party for UCC tasks. If an 'identified, local person' is not appointed & certified to enforce the UCC, the Boroughs should draft a Request for Proposals among third party competitors to ensure quality, cost-effective service.

The Boroughs should consider combining their zoning and property codes so that there is one zoning code for the two Boroughs and one property code for the two Boroughs. It may also be more efficient if the code enforcement was handled by one person instead of two. The Harmony code officer is responsible for public works and water issues and may be able to spend more time on those issues if his responsibilities were being handled by a code officer for both communities. If these codes are combined it may also be beneficial to form a joint Planning Commission and Zoning Hearing Board.

Additionally, the Butler County Council of Governments (COG) may devise a Regional Code Enforcement Program with a Regional Appeals Board in which both Zelenople & Harmony could participate.

Tier 3 – Other Important Projects

Combine volunteer fire departments (VFDs).

In 2007, Zelenople Volunteer Fire Department (VFD) and Harmony Volunteer Fire Company (VFC) commissioned a study to determine the feasibility of combining them into a single entity. A peer evaluation was funded by the Department of Community and Economic Development and completed in January 2009. It recommended consolidation, which is defined as "combination of two or more companies which results in termination of all companies and the creation of a new company with a new name."

The study of combining fire departments in the two Boroughs should be taken to the next level. The study should provide recommendations for the organization and structure of the combined VFD. In order to effectuate merged operations, volunteer fire department combination discussions, consensus, and ultimate agreements should be expedited by setting deadlines.



Continue police service agreements and conduct financial feasibility studies to determine costs and practicality for regionalizing police service throughout both Boroughs and surrounding townships.

The cooperative police arrangement between Zelenople and Harmony has worked well for both Boroughs. Zelenople Borough operates a police service that provides both Zelenople and Harmony with 24 hours/day, 7 days/week service. The department is staffed by eight full-time officers. Jackson Township, Zelenople

and Harmony's neighbor, also operates a police department. In the past, the idea of regionalizing these police departments has been discussed in Zelenople and Harmony but little progress has been made with the Township.

The Boroughs should continue their agreement for providing police service. The Boroughs should look toward expanding police services agreements and cooperation among adjacent municipalities. Jackson and Lancaster Townships should be considered as partners toward a Regional Police Commission and regional police services. DCED can provide consultative services to conduct a feasibility study at no cost to either Borough or the townships.



Combine water service with Zelenople operating Harmony's system via contract.

Zelenople & Harmony currently operate independent water services. The waterlines of these services are interconnected. Zelenople's source of water will soon be Beaver Falls. Harmony's water source is Little Connoquenessing Creek. Both of these services complement each other. Each Borough provides at least one staff person toward water operations. Ideas for combining water service include:

- Investigating the debt structure for merging the Harmony Authority and the Zelenople Water Department.
- Combining water operations, maintenance, billings, etc.
- Sharing equipment like a valve and vacuum operator or a pavement breaker.
- Considering joint purchase of equipment.

Develop a model Ordinance that addresses Annual Rental Inspections with a fee schedule.

Zelenople is missing an opportunity to ensure quality housing and gather additional revenues through a rental inspection program. In Harmony, a majority of homes are owner occupied, whereas in Zelenople, more units are occupied by renters than owners. In 2009, 71.4% of Harmony's dwellings were owner-occupied compared to just 46.2% of Zelenople's. Both Boroughs fall below Butler County's 77.6% rate of owner occupancy. Since 1990, owner occupied housing has decreased by 7.6% in Zelenople, and by 2.9% in Harmony. It is important to note that the low percentage of home ownership in Zelenople is affected by the large number of rental units for seniors at Passavant and Maple Court.

An Annual Rental Inspection Ordinance will enhance public safety as well as document 'tenants' for Earned Income Tax purposes. Inspections would be conducted by Code and Fire Departments. Landlords, tenants, and the community as a whole benefit from rental inspection ordinances.

- Landlords see protection against consumer lawsuits for renting sub-standard units and can use the inspection as a tool against illegal rent withholding and tenant damage to unit.
- Tenants benefit from being ensured that they will be provided with legal, safe and sanitary apartments.
- The community as a whole benefits from proper care and maintenance of residential properties.

Pursue other multi-municipal cooperative projects as appropriate.

Some of the other project ideas that were discussed relative to Borough services include:

- Update Police Operation Manual to reflect changes in law.
 - Changes to the Police Operations Manual are important to protect the Borough from litigation and to ensure proper police officer behavior in various situations.
- Develop PILOT scenarios.
 - Although revenues can be realized from both electric and water user fees from developments within the Boroughs, 'Payment In Lieu of Taxes' (PILOT) recommendations should be evaluated.
- Conduct an Energy Audit.
 - An audit can be arranged via the Southwest Pennsylvania Corporation (SPC) at no cost to the Boroughs. Efficiency measures should be considered from the audit and energy conservation funds sought to comply.
- The Boroughs should contract with an 'Office Realtor' to market the unused space in the Harmony Borough Building.
- The Boroughs should look for opportunities to combine and optimize services like financial administration, tax collection, utility billing, etc. The Boroughs should study the feasibility of a joint administrative-management arrangement in which both Boroughs can complement the strengths of each and combine administrative costs, thereby reducing municipal administrative costs.
- The Boroughs should also explore the benefits of jointly contracting legal counsel and engineering consultants. There may be some cost savings in these services if combined.
- Garbage services should be bid jointly to see if there could be any cost savings.
- Night on-call services could be shared between the two communities.
- Consider the benefits of creating a Public Works director responsible for both municipalities that would combine water/streets/electric services.
- The Boroughs should compost leaves into topsoil and explore utilizing the water reservoir site or land at the airport for the operation. This would save the driving time that is currently required to reach the farm that currently accepts the leaves.
- Zelienople hires summer help and Harmony does not. The Boroughs could join forces to add a summer position and schedule summer work that would help complete projects for Harmony that they would not normally complete.
- There is need for more facility space for indoor and outdoor storage. There could be a coordinated effort to acquire and construct a building/yard that would help both communities meet their needs.

Revitalizing the Boroughs' Main Streets

Harmony and Zelenople each have a centrally located business district. These types of traditional neighborhood business districts are often referred to as “main streets.” Harmony and Zelenople’s business districts are also both situated along a roadway named Main Street. Zelenople’s Main Street (also US 19) is a much more heavily travelled road than Harmony’s. Zelenople’s main street business district is much larger and linear than Harmony’s. It stretches along both sides of Main Street for nearly five blocks. The focal point of Harmony’s business district is the central square at the intersection of Main and Mercer Streets. Businesses in Harmony’s Main Street Area spread out along both of these roads. Harmony’s business district is a National Historic District and many of the buildings in the business district are National Historic Landmarks. The historical character of Harmony is one of its greatest assets. This point is explored in more detail in Part 4 of the Plan.

The two main street business districts serve differing but complementary purposes in the area. Zelenople’s businesses provide goods and services that sustain local residents’ needs. Harmony’s business district attracts heritage tourists because it provides a unique historical experience. The Boroughs see an opportunity to promote each other and enhance economic development throughout the community. For example, a visitor to a store in Zelenople might be encouraged to visit Historic Harmony before leaving the area. Similarly, visitors of Historic Harmony might stop by a restaurant in Zelenople before leaving the community.

Harmony’s historic business district has struggled to recover since the remnant storms of Hurricane Ivan caused severe flooding throughout the community in 2004. The recent economic downturn has further compounded Harmony’s struggles. Zelenople’s business district experiences challenges that arise from the large amounts of traffic (especially large trucks) on Route 19. Both communities share a desire to better market their assets. The Boroughs see another opportunity in cooperating to provide a full range of tourism and commercial products and services. The communities envision combined marketing efforts to further this cause.

The three priority projects for the Boroughs relative to revitalizing the business districts are:

1. Creating a common sign and wayfinding system for the two business districts;
2. Establishing a façade enhancement program to encourage building upgrades; and
3. Utilizing common streetscape amenities for the two main street areas.



Tier 1 – Immediate Priority Projects

Create a Common Sign and Wayfinding System for the Two Business Districts

One of the weaknesses of the business districts that was commonly discussed throughout the planning process was the lack of signage and wayfinding in the Boroughs. In particular, the signage for off-street parking areas was lacking. It was discussed that a new wayfinding system could provide directional signage for historic sites, public amenities, and the business districts as well as parking areas. In addition, the signage system for the communities could include identification markers for historic sites and public places.

Overall strategy and vision: The Boroughs envision a signage system that advertises and identifies the communities' amenities and attractions and effectively directs visitors to these attractions. The wayfinding system is also envisioned to reflect the historic character of the area. The Boroughs will need to design and plan the wayfinding system. Old and unnecessary signage should be removed to improve the Boroughs' appearance. Some examples of existing signage throughout the two communities are included below. Once the system is designed the Boroughs need to prioritize and develop a phased implementation process. More details of this strategy are provided on the following page.



existing signage photos





Wayfinding or directional signage should be used to provide directions (arrows) to the two downtowns, municipal buildings, parks, Harmony historic district, public parking lots (or those available for public parking), walking paths or bike trails, shopping, Passavant, the library, canoe launch, museum, schools, etc.

Identification signage should include: gateways, signs identifying downtown districts, historic districts, street names, historic markers for buildings or sites, banners, public or private parking lots, businesses, public buildings, etc. This could also include street numbers on buildings which are often lacking.

Responsible parties: There are many parties that should be involved in the development of the wayfinding system including: sign companies, Borough staff, business representatives, Chamber of Commerce representative, municipalities, and graphic artists (if sign company does not have that expertise).

Financial support: It may be possible for the communities to utilize Main Street Program funding for the wayfinding system. Private entities that would want an identification sign would likely need to pay for their own. The Boroughs could also set up a small grant or low-interest loan program, possibly with Main Street or Community Development Block Grant (CDBG) funds. The signage system could include a small area for sponsorship on each sign, with sponsor paying for the signs. In some communities street name signs have included the name of the local rotary on them to indicate that they paid for the signs. Banks may also be interested in supporting this type of project in order to showcase their name. Businesses could sponsor signs near their place of business for additional advertisement. The graphic artist's design of the signage could help ensure that the signs do not become cluttered.

Probable costs: It is difficult to estimate the probable costs of the potential signage and wayfinding system in the Boroughs without knowing the specific details of the system being considered. Generally, costs vary by the type, quality, design, and number of signs in the system. A sign company should be involved in the design and planning process. Once general parameters have been determined, the signage company could provide estimated costs.

Establish a Façade Enhancement Program to Encourage Building Upgrades

Buildings in the Boroughs' main street business areas are in generally good condition. Upkeep and Maintenance of these buildings is necessary to sustain the appeal of the business districts. This can be increasingly challenging as many of the buildings are older and maintenance needs generally increase over time.

Overall strategy and vision: The Boroughs want to ensure that the attractive appearance of the business district is upheld and provide assistance to building/business owners where possible. Consequently, the Boroughs intend to establish a façade enhancement program with low-interest loans and/or grants to encourage building owners and/or businesses to upgrade their buildings.



example of a façade upgrade

Façade program: A handbook and flow chart for the façade program should be established so that the progress of each building can be followed. The source of the funds of the program can impact the requirements of the program. For example, the number of steps in the process increases if Community Development Block Grant (CDBG) funds are used to fund the program instead of local funding. CDBG requires prevailing wage rates, bidding/quotes, blighted condition documentation, etc. However, forms can be created to streamline the process of satisfying these requirements. The Boroughs would likely need to hire a consultant to help set up these processes and documents. The key is to develop a system that ensures impartial selection of grantees and properly completed projects.

Some successful façade programs also set aside funds for architectural assistance. This can be used to hire technical expertise to complete renderings of what buildings could look like. Many owners do not realize what their building could look like. The funds can also be used to write specs so that the project can be bid or quotes can be requested.

CDBG funds can be used for façade improvements (front, back, or sides) or code upgrade issues inside the building. The problem with code issues is that they are sometimes not visible. Therefore, the visual impact is often not seen from the street. The Boroughs should decide on what they will allow as eligible activities in their façade program.

The facade programs process would likely include:

- o Application (need a standard form, determine who receives them)
- o Sketch, code workup, cost estimate (third party), deficiency assessment form (to prove blight if CDBG funds), photos
- o Design Review Board review and approval (meeting notice, materials to Board, meeting, answer questions, get approval)
- o Verification of wage rates (if applicable)
- o Historic preservation approval (if applicable due to source of funds or historic designation)
- o Bidding or quotes (pre-qualified bidders are helpful—seminars could be used to educate contractors about the program and to pre-qualify them as eligible)
- o Lender Commitment Program (LCP) application/approval as match, or documentation of other match money
- o Formal grant review and approval by committee
- o Preconstruction preparation (verify that above steps are done)
- o Preconstruction conference (walk through, grant agreement, issue notice to proceed, acquire building permits)
- o Start construction—verify wage rates, labor interviews, verify payrolls (if applicable)
- o Change orders (if applicable)
- o Complete construction (should have max. # of days to complete project and should not let them linger if someone else could be using the funds)
- o Inspection (Borough)
- o Certificate of Occupancy (if applicable)
- o Release of liens, certificate provided (if applicable)
- o Draw down funds from granting agency or Borough (generally can pay contractor or reimburse building or business owner)
- o Monitoring of overall project (take “after” photos for file)
- o File maintenance (depends on source of funds)
- o Status reports (depends on source of funds)

Some nearby communities that have successful façade programs that the communities could visit to learn more are:

- o Butler, PA - Butler Downtown is completing a façade program with the Redevelopment Authority of the City of Butler (RACB)
- o Galion, OH (Crawford County near Mansfield)
- o Wellington, OH (Lorain County, west of Cleveland)
- o Orrville, OH (Wayne County, west of Canton/Massillon)

The appendices of the plan include an example of a façade program application and guidelines from the City of Pittsburgh’s “Storefront Renovation Program.”

Responsible parties and financial support: The façade program could involve outright grants or grants/loans, or just loans (generally low interest). This should be decided up front and rules and regulations should be identified before any decisions are made as to who will be receiving the assistance. Forgivable loans are common in façade programs. In these programs the loan principal is reduced by 20% each year you remain in business. Thus, if you stay in business for 5 years, the loan becomes a grant, with the possible exception of some interest. Funding for the façade program could come from CDBG or Main Street programs, local contributions, or foundations.

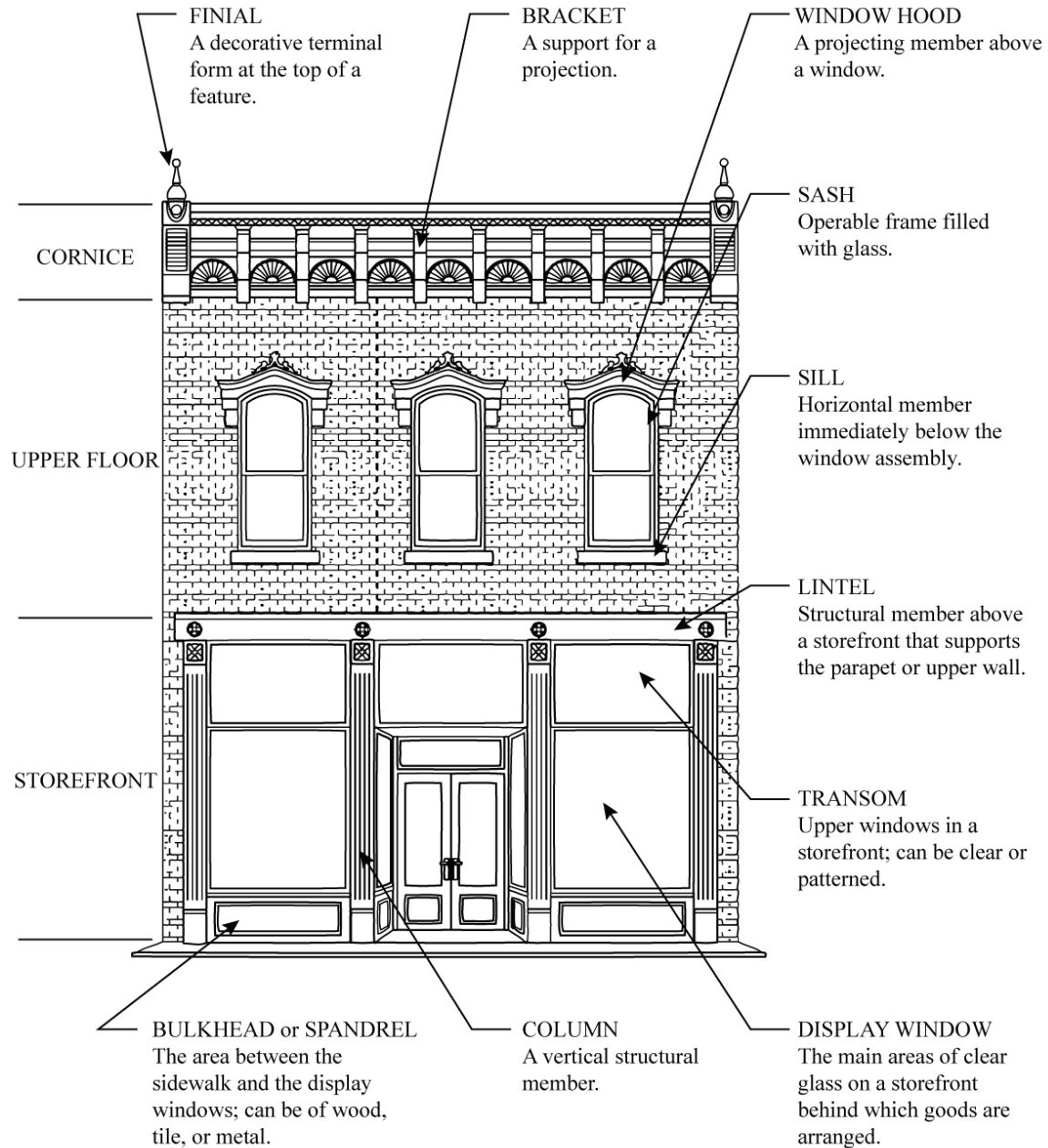
The community should set up a Lender Commitment Program (LCP) with local banks providing a set amount of funds (can help meet their CRA requirements) at low interest to businesses or building owners who meet certain criteria. Businesses or buildings should be in the eligible main street area, agree to meet the adopted design standards, and qualify for the loans. The bank(s) should use their own standards for lending. Generally, LCP funds can be used to match the grant or loan from the façade program. These same banks could help administer the façade grant/loan program.

Probable costs: The community should decide the maximum amount of the grant or loan. Generally, communities use 50% grants, with a maximum of \$10,000. These communities typically have a fund of about \$200,000 available for the program.

The next few pages include a diagram of typical architectural features of a traditional commercial building (Architectural Elements – Commercial Building) and a diagram showing a variety of low-cost façade improvement ideas (Façade Improvements - Quick Solutions Guide).

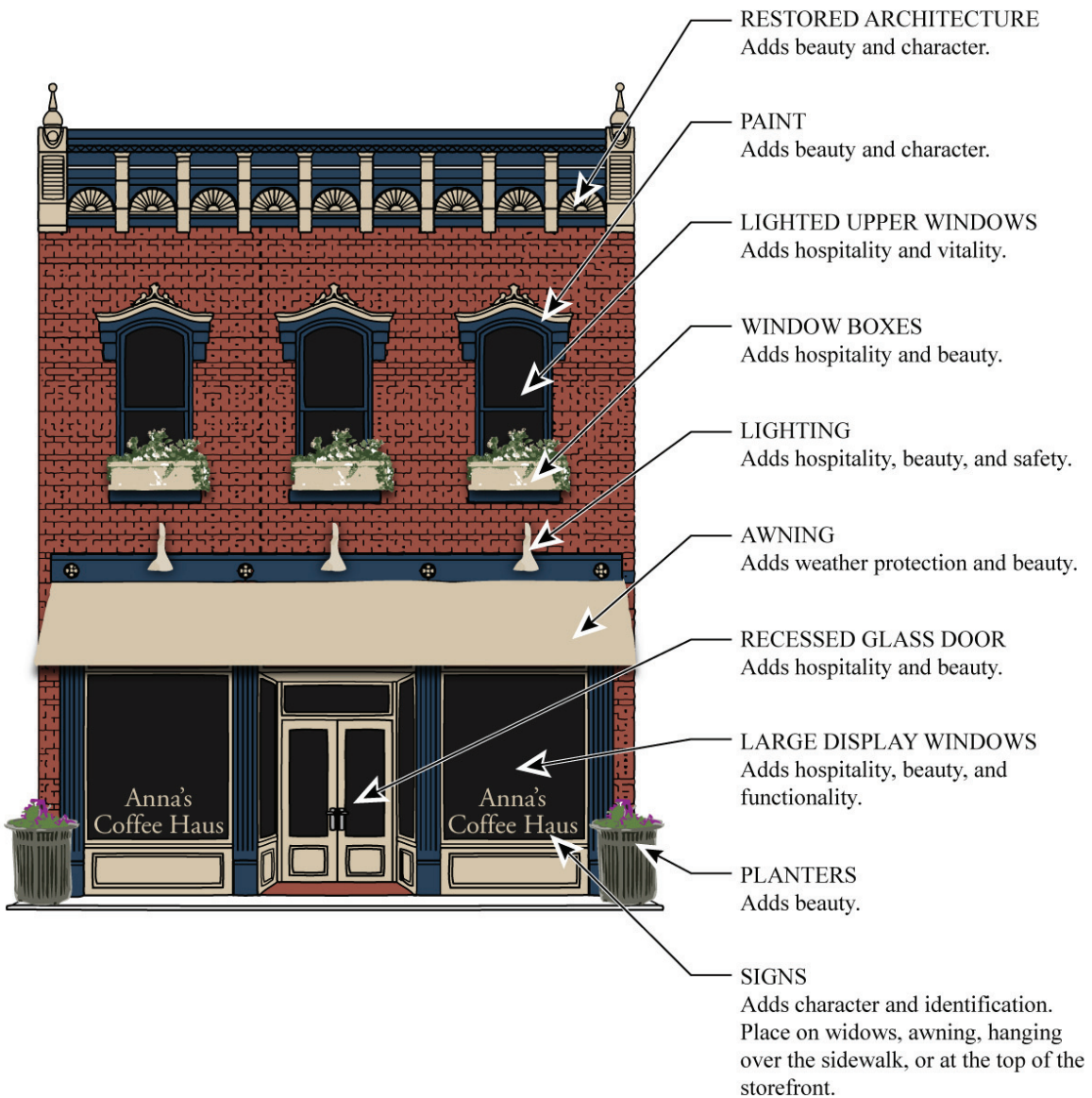
Architectural Elements - Commercial Building

Basic features of a mixed-use building within a traditional main street area



Facade Improvements - Quick Solution Guide

Simple, low cost improvements that help make a business more attractive



Utilize Common Streetscape Amenities for the Two Main Street Areas

Currently, the character of the two main street business districts differ significantly. Harmony has a very historically significant main street with a central outdoor plaza. Zelenople's main street is much larger and is centered along a major transportation route. One of the economic development goals discussed throughout the planning process was to begin marketing the Zelenople and Harmony business districts together to pool the visitors and generate more patrons for the entire area (this marketing effort is explored in more detail in Part 4). For example, visitors of Historic Harmony could also have lunch or dinner at one of Zelenople's restaurants. Likewise, patrons of Zelenople businesses could quickly access the unique shops or museum in Historic Harmony. One of the ways the Boroughs felt that they could begin to make the business districts appear to be linked was to unify their appearances. The intent is not to change the appearance of buildings because the buildings create the uniqueness that draws visitors to Historic Harmony. However, unifying the streetscapes is a subtle way of linking the two areas. Consequently, the Boroughs intend to create a common streetscape scheme for both main streets to complement and expand upon existing street lighting, benches, and trash receptacles and plantings. A later phase of this project could be to extend the streetscape improvements onto side streets.

Streetscape design and amenities: Agreement should be reached on the big picture of the unified streetscape. The geographic extent or boundaries of where the streetscape will be installed and a general concept of the desired character of the streetscape should be agreed upon. The boundary of the streetscape area should be divided into segments or phases that can be implemented over time (see phasing strategy below). From this big picture, the communities should develop a "typical streetscape section" that includes (curb, sidewalk treatment, pavers, utility strip, street trees, furniture, lighting fixture, etc.). The importance of the agreed upon typical section is that if someone is completing a project that is outside the current phase of the streetscape, they should be forced to replace the sidewalk, etc. according to the typical section.

The Boroughs already utilize similar streetscape amenities. The public benches in Zelenople are identical to those in Harmony in size and design. Only their color is different between the two Boroughs. Harmony's street furniture (benches, light posts, etc.) is painted black while Zelenople's (benches, garbage cans, parking meters, etc.) is a dark red color.



Phasing strategy: Generally, communities begin at a center square or main intersection, and work progressively outward each year, depending on the amount of funds available. Following this model, the first phases would be around the square in Harmony at the intersection of Mercer and Main Streets and the intersection of New Castle and Main Streets in Zelenople. If underground utility repairs or maintenance are needed it is wise to complete this step prior to renovating sidewalks and other streetscape elements. This will ensure that the Boroughs are not tearing up a newly installed sidewalk to address a waterline break or other utility repair.

Zelienople has discussed the desire to ultimately bury utility lines along Main Street or move them off of the roadway and into the alleys. The potential costs of this are significant enough that they are not considered a part of the initial streetscape plan for the Boroughs. However, if an opportunity arose in the future where funding or other support made this project more feasible, Zelienople would strongly consider increasing the priority of the Main Street utility line moving project.

Probable costs: Streetscape improvements are anticipated to range from \$250,000 to \$500,000 per block. This includes new sidewalks, curbs, underground conduit for street lighting, new light poles and streetscape furnishings like benches, trash cans and signs. This also includes crosswalk designations and “bump-outs” at the crosswalks if those are designed in the plans. This does not include relocation of utility lines to the rear of the buildings along the two main streets.

Responsible parties: The streetscape should be designed with as much stakeholder and community input as possible. Borough staff, elected officials, business and property owners and residents of the two Boroughs should provide input. Some communities will hold a community celebration prior to the construction project in order to get people involved and generate excitement for the project. If sidewalk or street closures or utility work are required, some businesses will offer delivery services for customers that can’t reach the business during construction. It becomes a community service of the stores affected by the street or sidewalk closure.

Funding sources: Community Development Block Grant (CDBG) or Main Street (MS) funds, or Transportation Enhancement Program (TEP) thru PennDOT are the best sources of funding for this type of project. The Boroughs could also create a Special Improvement District (SID) to fund these improvements. In general, a SID is a special purpose district in which property owners agree to pay or collect an additional fee in order to fund improvements within the district or that benefit the district.

Tier 2 – Secondary Priority Projects

Organize a joint Main Street/Elm Street program for the two downtowns.

Establishing a Main Street/Elm Street program for the Boroughs is essential to revitalization and business development efforts. However, there is not currently an organizational structure to pursue the 5 points of the Main Street/Elm Street programs to sustain viable downtowns and adjacent residential areas. ***The following outlines the steps that the Boroughs should take to implement the program(s).*** It also outlines the major responsibilities of each of the Main Street committees.

Working with the Chamber of Commerce and a designated Main Street Committee of the Chamber, the Boroughs should establish committees for all five points of the Main Street/Elm Street program: organization, design, promotion, economic restructuring, and safe/clean & green. The members of the Main Street committee and leaders of both Zelienople and Harmony should visit downtowns with existing Main Street programs (e.g. Butler Downtown) to understand the local perspectives of trying to implement a Main Street program. The Boroughs should then approach their program by preparing work plans for the five committees:

Prepare a work plan for the ***Organization Committee*** that includes:

- o Raising money for the organization and specific downtown projects.
- o Managing staff and volunteers for downtown activities.
- o Promoting the Main Street program.
- o Managing finances, setting up bank accounts, etc.

- Identifying a long-term financing method to sustain the Main Street program (e.g. a business improvement district (BID)).

Prepare a work plan for the *Design Committee* that will:

- Educate people about good design and provide solid design advice, especially for façade and building improvement projects funded through a local program.
- Prepare a streetscape design theme for each downtown, including a typical section, and encourage property owners to use the typical section for any improvement projects.
- Create tax and other incentives and target key development projects that could move forward if provided with these incentives (e.g. Kaufman hotel—opening up the upper floors as a hotel or B&B)
- Review /enhance existing design guidelines to assist with building renovations, and appoint and educate a Design Review Board to help review plans to ensure that the historic integrity is maintained.
- Emphasize strategies to maintain a walkable community, including connecting the parks and canoe launch to the downtowns, providing safe pedestrian areas in parking lots, improving alleys with lighting for safety, upgrading sidewalks, and updating curb ramps.

Prepare a work plan for the *Promotion Committee* that will:

- Understand market conditions and trends as presented in the market study provided in the Appendices.
- Identify and promote key assets of the downtowns, especially the historic buildings, the parks, the canoe launch, the clock, the Strand, the museum in Harmony, the artist shops, etc.
- Define the downtowns' market niches: restaurants and shops in Zelenople, and history/arts in Harmony.
- Maintain relationships with the media. Get local businesses featured in Business Matters.
- Create or enhance image campaigns, retail promotions, and special events. Identify an image or brand for the combined downtowns and promote it.
- Develop a marketing plan to promote the downtowns, capitalizing on all the great events and promotions that already exist. Use the Chamber of Commerce to assist in this effort.
- Coordinate promotional efforts with the Butler County Tourism Bureau (BCTO). Assure that restaurants and shops are open during the BCTB special events, and have special promotions to draw people into the downtowns when they are in the County. Also, provide adequate lodging and transportation services.

Prepare a work plan for the *Economic Restructuring Committee* that will:

- Analyze data and brainstorm solutions to assure that the information is clearly understood in terms of how it relates to Zelenople/Harmony.
- Working with the Chamber of Commerce, maintain relationships with business and property owners in the downtowns. A Retention & Expansion program should be considered, in which each business is visited at least once a year to discuss any issues of concern. Representatives from the Borough should participate so that any problems can be properly addressed.
- Meet with Borough, State, and Federal agency representatives to assure that incentive programs and sources of capital for projects are clearly understood and made available to local businesses when appropriate. Develop a relationship with the Butler County Community Development Corporation (CDC) to assist with this effort.

- With the Chamber of Commerce, have meetings with realtors, developers, and property owners to discuss, brainstorm, and plan potential development projects that will benefit the downtowns.
- Work with the Chamber and the CDC to recruit new businesses into both downtowns, based on the market study.

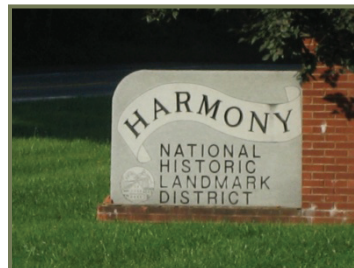
Prepare a work plan for the *Safe, Clean & Green Committee* that will:

- Identify and analyze safety and maintenance issues. Work with the police departments to analyze and understand issues and develop a plan to help address them.
- Work with the Boroughs to provide greater safety measures. Consider courtesy patrols during special events (volunteers with bright shirts or vests) to answer questions, hand out maps, and provide “eyes on the street.”
- Organize clean-up days, especially those that tie in with regional or national events. Involve Scouts, civic organizations, schools, churches, businesses, Passavant, and others to make it a successful community event.
- Evaluate green spaces in both downtowns, determine what improvements are needed or could be made, work with the Boroughs to develop action plans, and recruit volunteers to assist in implementing improvements. Involve local nurseries in the process.

Work with the Southwestern Pennsylvania Commission, DCED, and the PA Downtown Center to pursue funding and/or designation as a Main Street community, or to pursue funds for a non-designated Main Street community. The Boroughs should aspire to employing a Downtown Manager to organize and manage the revitalization of the two downtowns. Eventually, the Main Street program should expand into Elm Street programs in adjacent neighborhoods to support the revitalized downtowns.

Create a Common Gateway Design and Implement it at Key Entrances.

The Boroughs currently have gateway signage at key intersections that lead to the heart of the communities. Other entrances to the Boroughs are currently unmarked. The Boroughs could identify locations for additional gateways to be developed. Current gateway signage could be updated to be consistent with the new signage and wayfinding system described in Tier 1. The theme of newly created gateways should also compliment the signage and wayfinding system. The design should also be sensitive to historic features. Ultimately, each entrance to the communities will proudly identify the communities and provide wayfinding for visitors to easily explore the Boroughs.



Enhance Pedestrian Crossings along the Main Streets.

Heavy vehicular traffic discourages pedestrian activity in Zelenople. US Route 19 is a two-lane principal arterial that runs through the business district in Zelenople. The heavy car and truck traffic along Route 19 has many negative impacts on the business district. The traffic contributes noise, air pollution, and is generally intimidating to pedestrians utilizing the sidewalks along Main Street. *Enhancing pedestrian crossings at intersections along Main Street will help to improve pedestrian safety and comfort. Improvements could include alternative pavement textures, signalization, etc.* These “traffic calming” measures will slow traffic and make the business district more pedestrian friendly.¹ More detail on pedestrian crossing projects is provided in Part 3 of this Plan.



Tier 3 – Other Important Projects

Evaluate and understand the Market Analysis and how the results should impact future decisions about the downtowns.

Harmony’s main street is abundant in cultural and historical significance and tourism potential but is struggling as a functional business area that serves the local residents. With all the historic assets that the Borough of Harmony has, storefronts are empty; it appears that visitors come to the Borough for a lot of special events, but small businesses are not locating and/or staying there.

Zelenople’s main street is active and vacancy rates are low. However, it is capturing a very small share of the market for all five major retail merchandise groups considered in the market analysis, as well as capturing only low percentages of spending from all customer segments. An analysis of market trends was conducted for the Boroughs as part of this Comprehensive Plan. The analysis, which is detailed in the Appendices, revealed that the Boroughs are capturing a smaller than expected percentage of market share for each of the merchandise groups described. The five merchandise groups are convenience goods and services, home goods, fashion goods, leisure goods, and dining and entertainment. Among the merchandise groups the Boroughs’ market share varies from 1.2% to 4.0%. Overall, the Boroughs’ market share is 2.7%. The analysis also evaluated the market capture of three customer types: local residents, regional shoppers, and tourists and visitors. 59% of customers in the Boroughs are regional shoppers, 25% are local residents, and 16% are tourists and visitors. Despite being the largest percentage of customers, the regional shoppers have the highest market potential

¹ Although a worthy objective in its own right, the high population of senior citizens living next to the business district adds to the importance of these measures.

among these three customer types. The results suggest that Zelienople should try to attract more shoppers from all three customer types but focus business development efforts on attracting regional shoppers.

There is a large senior population at Passavant that could be targeted for economic development purposes. The Passavant Retirement Community in Zelienople is a continuing care facility for senior citizens. It has been located in the municipality for more than 100 years. The facilities include a nursing home, two personal care homes, apartments, and single and attached cottages. Approximately 630 people reside there, with about 1/3 living in each of the independent living units, assisted living units, and skilled nursing beds. Passavant owns an additional 42 acres in the Borough and is currently undertaking a strategic planning process to evaluate its needs for the future. This large and concentrated population is a somewhat captive audience that the Borough could leverage for economic development.



The implementation strategies for capitalizing on the market strategy include:

- Work with local businesses to identify which ones are capitalizing on the Internet and social media marketing; work with those that are not to understand and begin doing so by conducting seminars and providing hands on assistance.
 - After identifying the local businesses that are capitalizing on the internet, the main street committee should seek these businesses' assistance in conducting a workshop or seminar to educate other businesses owners of the advantages of leveraging the Internet as part of their business. The initial goal is to hold one seminar/workshop within the first year after the plan is adopted.
- Identify ways to address the future surge of baby boomers and seniors, especially "Do-It-Yourself" businesses and opportunities for incubator space or joint retail space for small hobby businesses. This should include significant efforts to capitalize on the residents at Passavant.
- Identify ways to increase market share of sales in all categories, local residents, regional shoppers and tourists/visitors, while placing the least emphasis on regional shoppers (as this customer groups has the greatest competition).
- Emphasize the need for unique services and products in both downtowns and identify ways to recruit new businesses or add retail space in existing businesses for: sit-down restaurants, coffee shop/ breakfast diner/bakery, upscale sports bar, ice cream parlor, wine shop, put stores, gardening/birds/ nature shops, used bookstore, upscale thrift/consignment shops, antiques/ collectibles/gifts/vintage goods, quilting/knitting/scrap booking shop/club, medical supplies/services, and professional services. These types of businesses were identified as potentially desirable businesses in the market study.
 - Work with the Economic Restructuring Committee, as well as the Butler County CDC, and other agencies to recruit the appropriate businesses into the downtowns.
- Assure that adequate incentives are in place to offer to potential businesses to attract them to Zelienople and Harmony, and that someone locally can explain the programs and assist companies with accessing them.

Better coordinate and connect off-street parking areas and ensure that parking supply accommodates future growth and economic development.

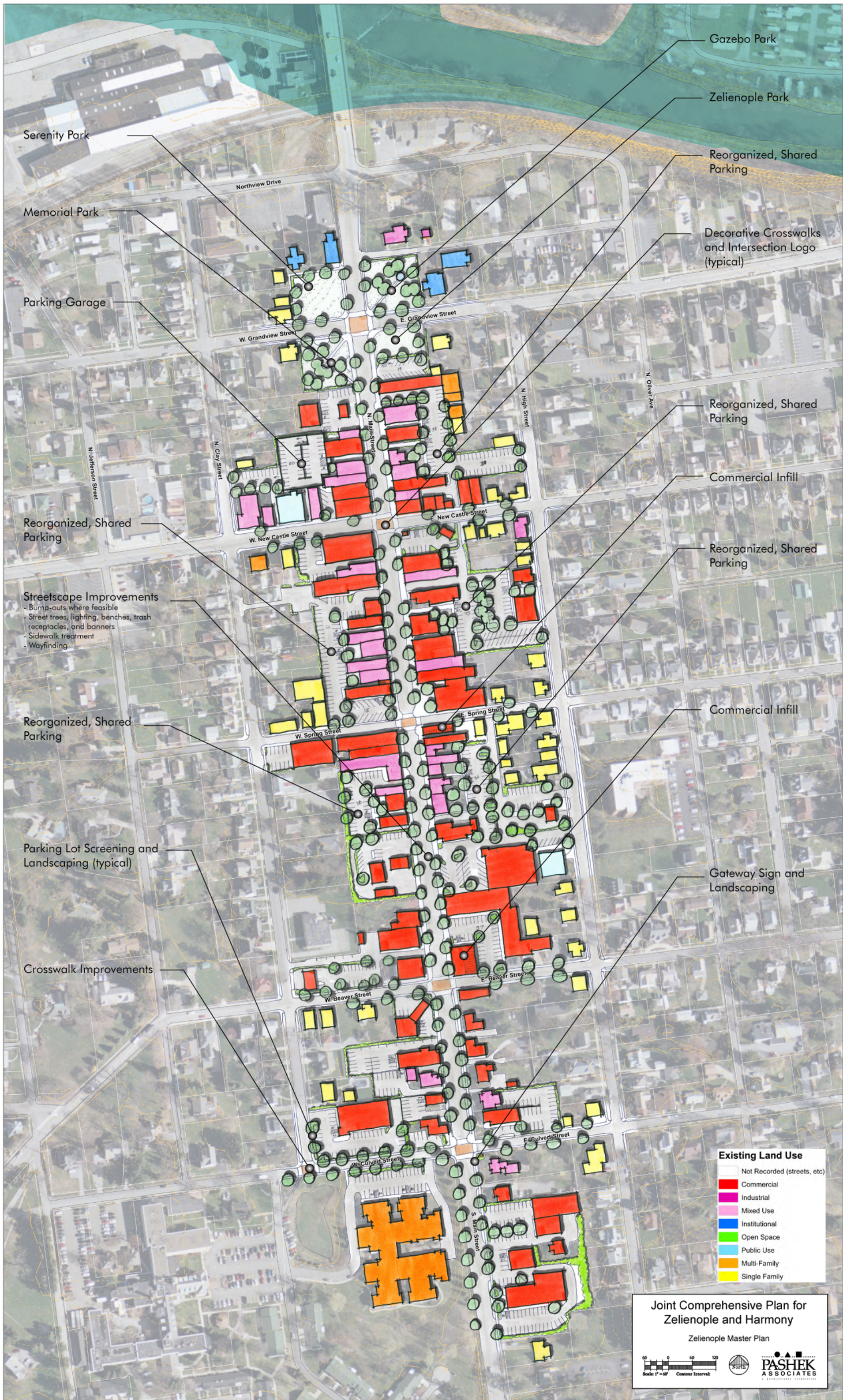
Off-street parking along Main Street in Zelenople is fragmented, inconsistent, and lacks signage. The current off-street parking supply for businesses along the main street consists of a series of individual lots at various positions to the rear of the businesses. Some of these lots are interconnected, but many are not. Many of these lots are not paved. These factors combine with the varying size and placement of the parking areas to make navigation of the parking lots difficult. Access ways to these parking areas are not prominent from the main street and signage indicating where parking is available is lacking.

Identify areas for new parking lots, which should include developing common parking areas behind buildings, that are paved and lined, and where obstacles (trees, poles, elevation changes, trash containers, etc.) are removed to increase the number of spaces and improve flow. This will need to include contractual agreements with private property owners. Shared parking should also be pursued as a solution. An idea of how these parking lots could be reorganized is included on the Main Street Master Plan for Zelenople that is shown on page 47.

Create and Implement Downtown Revitalization Plans to improve the overall physical appearance and vitality of the downtowns.

Utilize the Main Street Master Plans to guide future physical improvements. The Master Plans include several of the ideas previously discussed such as streetscape improvements and off-street parking enhancements.

Consider a mural program for buildings with large exterior walls. Murals could include revamping old historic advertisements or creating scenes of historic events in the downtowns. The PA Downtown Center has a mural program that provides financial and technical assistance.



Serenity Park

Memorial Park

Parking Garage

Reorganized, Shared Parking

Streetscape Improvements

- Bump-outs where feasible
- Street trees, lighting, benches, trash receptacles, and banners
- Sidewalk treatment
- Wayfinding

Reorganized, Shared Parking

Parking Lot Screening and Landscaping (typical)

Crosswalk Improvements

Gazebo Park

Zelenople Park

Reorganized, Shared Parking

Decorative Crosswalks and Intersection Logo (typical)

Reorganized, Shared Parking

Commercial Infill

Reorganized, Shared Parking

Commercial Infill

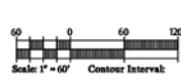
Gateway Sign and Landscaping

Existing Land Use

Not Recorded (streets, etc)
Commercial
Industrial
Mixed Use
Institutional
Open Space
Public Use
Multi-Family
Single Family

Joint Comprehensive Plan for Zelenople and Harmony

Zelenople Master Plan



Commercial Infill

Town "Plaza" Improvements

Mixed Use Infill

Streetscape Improvements (typical)

Shared Use Parking

Mixed Use Infill with Shared Parking in Rear

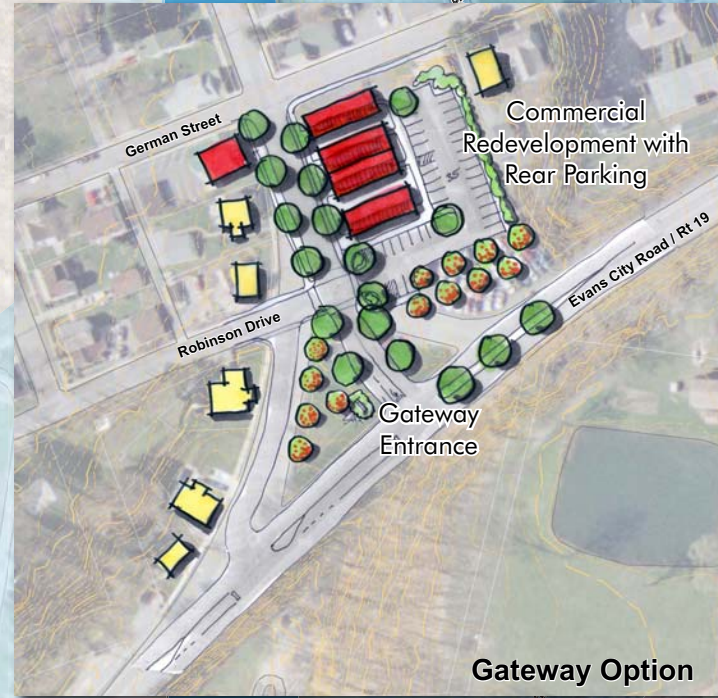
Commercial Infill

Improvements to Sapienza's

Parking Lot Screening and Landscaping (typical)

Improvements to the Feed Mill

Enhanced Gateway Entrance



Existing Land Use

White	Not Recorded (streets, etc)
Red	Commercial
Pink	Industrial
Light Blue	Mixed Use
Blue	Institutional
Green	Open Space
Light Green	Public Use
Orange	Multi-Family
Yellow	Single Family

Joint Comprehensive Plan for Zelenople and Harmony

Harmony Master Plan

Scale: 1" = 60' Contour Interval: 10'

North

PASHEK ASSOCIATES
A PENNSYLVANIA CORPORATION

Addressing Traffic Issues in the Boroughs

The Boroughs' transportation issues mainly stem from the interaction of vehicular and pedestrians traffic. This is most problematic in areas where both types of traffic are high such as along Main Street (Route 19) in Zelienople. This part of the Comprehensive Plan includes strategies and projects to improve vehicular mobility while enhancing a pedestrian's enjoyment of the Boroughs' business districts.

Many of the roadway capital projects described in this Part will require funding that is beyond the budgetary considerations of the Boroughs. Therefore federal and state funding is essential for the projects to be implemented. When federal and state transportation funding is involved in a project, the project must be included in the Southwestern Pennsylvania Commission (SPC) Transportation Improvement Program (TIP) and Long Range Plan according to federal law and state policy. The TIP is a four year program, while the SPC Long Range Plan extends for 20 years. Inclusion on the State Twelve Year Plan is required by state law. Working with both PennDOT and SPC on the programming of the Boroughs' project is essential for their implementation. The following actions will help further the Boroughs' working partnership with SPC:



- Periodically meet with SPC Commission Members from Butler County to discuss the current TIP and the status of other programs and opportunities.¹
- Periodically meet with the PennDOT District Executive for District 10-0 to discuss current and future transportation projects.
- Testify at the Biennial State Transportation Commission / SPC hearings on the TIP on the projects identified in this plan. Information on the TIP can be found at: http://www.spcregion.org/trans_tip.shtml
- Explore municipal representative becoming a member or attending one of SPC's Public Participation Panels (PPPs). SPC maintains PPPs for each county in its transportation planning region.

The three priority projects for the Boroughs relative to transportation and traffic are:

1. Coordinate, retime, and perform minor equipment upgrades to the four traffic signals in Zelienople for better efficiency and safety of vehicles and pedestrians.
2. Perform a major upgrade of the four signalized intersections in Zelienople Borough to further reduce delay throughout the day and enhance pedestrian mobility and meet Americans with Disabilities Act (ADA) requirements.
3. Provide and maintain crosswalks and other traffic calming measures at all intersections to provide for the safety of pedestrians.

These projects are shown on the "Transportation – Tier 1 Projects Map."

¹ The current members from Butler County include: David Johnston (Butler County Planning Commission); James L. Kennedy (Butler County Board of Commissioners); James C. Lokhaiser (Butler County Board of Commissioners); A. Dale Pinkerton (Chair, Butler County Board of Commissioners); and Jack Cohen (Executive Director Butler County Tourism & Convention Center)

Tier 1

Coordinate, retime, and perform minor equipment upgrades to the four traffic signals in Zelienople for better efficiency and safety of vehicles and pedestrians.

The Borough of Zelienople has applied for and preliminary work is currently occurring for this project through the Southwestern Pennsylvania Commission's (SPC) Regional Traffic Signal Program. The current project comprises the following four signalized intersections:

- US 19 (Main Street) and Beaver Street (PA 68);
- US 19 (Main Street) and New Castle Street (PA 288 & PA 588);
- US 19 (Main Street) and Grandview Avenue (PA 68); and
- West New Castle Street (PA 288 & PA 588) and Clay Street.

Preliminary results from this study are listed below and will be completed under SPC's program if agreed to by both the Borough and PennDOT:

- Installation of Light Emitting Diode (LED) signal and pedestrian indicators at the US 19 and Beaver Street intersection and the US 19 and New Castle Street intersection;
- Installing GPS time reference receivers at all four signalized study intersections to improve the coordination of the signals;
- Servicing the video detectors at the West New Castle Street and Clay Street Intersection. (False calls from this detector are leading to unnecessary delays); and
- Revising the traffic signal timings at all four intersections which will lower the delay currently experienced in the AM and PM peak periods.

Perform a major upgrade of the four signalized intersections in Zelienople Borough to further reduce delay throughout the day and enhance pedestrian mobility and meet Americans with Disabilities Act (ADA) requirements.

Beyond the re-signalization projects discussed above, Zelienople should undertake the major upgrades to the four intersections listed below in order to further improve safety and traffic operations along US 19:

- US 19 (Main Street) and Beaver Street (PA 68);
- US 19 (Main Street) and New Castle Street (PA 288 & PA 588);
- US 19 (Main Street) and Grandview Avenue (PA 68); and
- West New Castle Street (PA 288 & PA 588) and Clay Street.

These upgrades may require higher capital costs and additional traffic engineering/design activities beyond the scope of the SPC Regional Traffic Signal Program that is being used for the re-signalization project. The Borough would be required to coordinate with PennDOT and SPC to pursue programming the construction activities on the regional Transportation Improvement Program (TIP). The construction activities would be eligible for federal/state transportation funding.

- Further engineering studies could be conducted to develop additional time of day patterns. Weekday midday and off-peak patterns would provide a positive benefit to motorists traversing the corridor, especially if no other vehicle detection is installed.

- Zelenople Borough should consider replacing all traffic signal equipment at all four signalized intersections along the study corridor. The existing traffic signals primarily share wooden poles with other overhead utilities, and generally most of the signal equipment (i.e. controllers, cabinets, etc.) are approaching their maximum service life.
- Utilizing new steel mast arms or strain poles would allow all vehicular signal indications to be replaced with 12" units (currently all signal indications are 8" units) and would allow the four section signal head at the US 19 and New Castle Street intersection to be replaced with a five section signal head.
- All intersections should undergo an ADA accessibility assessment and required upgrades (pedestrian signals, push buttons, curb ramps, etc.) should be completed to bring the pedestrian facilities in compliance with federal regulations.
- General costs for engineering design / study listed above could range from \$50,000 – to \$80,000. Construction costs could range from \$150,000 to \$200,000 per intersection (These estimates are ranges only and cannot be determined in more detail until engineering estimates are performed).

Provide and maintain crosswalks and other traffic calming measures at all intersections to provide for the safety of pedestrians.

Route 19 provides many features that are conducive to traffic calming within the Zelenople business district. Such features include continental crosswalks at all the signalized intersections and one un-signalized intersection, narrow lane widths and on-street parking. The layout of the central square in Harmony also provides traffic calming.

Maintenance of crosswalks is important in order to provide pedestrians with a safe path. The following intersections had deteriorated crosswalks during a September 2009 field view:

- New Castle Street (SR 288) and Clay Street; and
- Main Street and Mercer Street (could be updated to continental crosswalks).

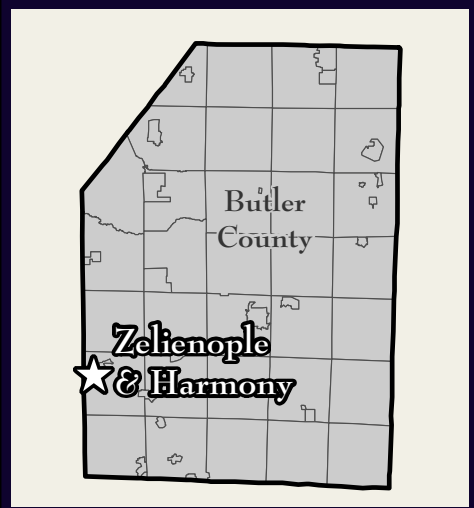
The following intersections do not currently have crosswalks and were determined good candidates for future updates:

- Beaver Street (SR 68W) and Clay Street; and
- Grandview Ave (SR 68E) and High Street.

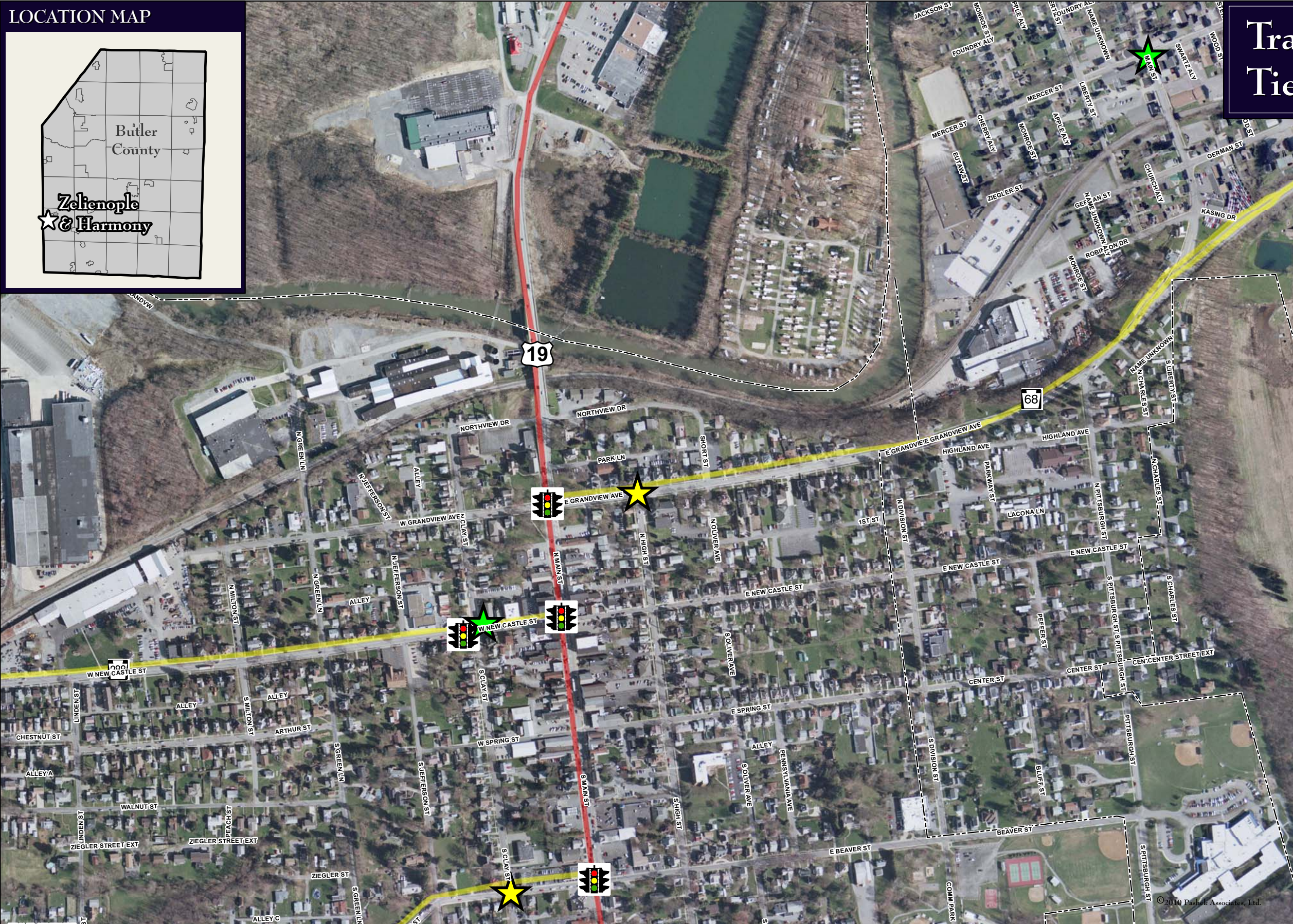


example of a continental crosswalk

LOCATION MAP

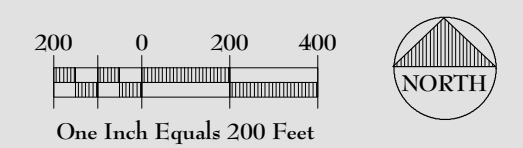


Transportation - Tier 1 Projects Map



Legend

- Municipal Boundary
- County Boundary
- State Route
- US Highway
- Interstate
- Rail Line
- Traffic Signal - Coordination & Retiming:
 - US 19 and Beaver St.
 - US 19 and New Castle St.
 - US 19 and Grandview Ave.
 - W. New Castle St. and Clay St.
- Intersections where Crosswalks should be added:
 - Beaver St. and Clay St.
 - Grandview Ave. and High St.
- Intersections where Crosswalks should be upgraded:
 - W. New Castle St. and Clay St.
 - Main St. and Mercer St.



Projection: State Plane - NAD 1983 Pennsylvania North: Feet

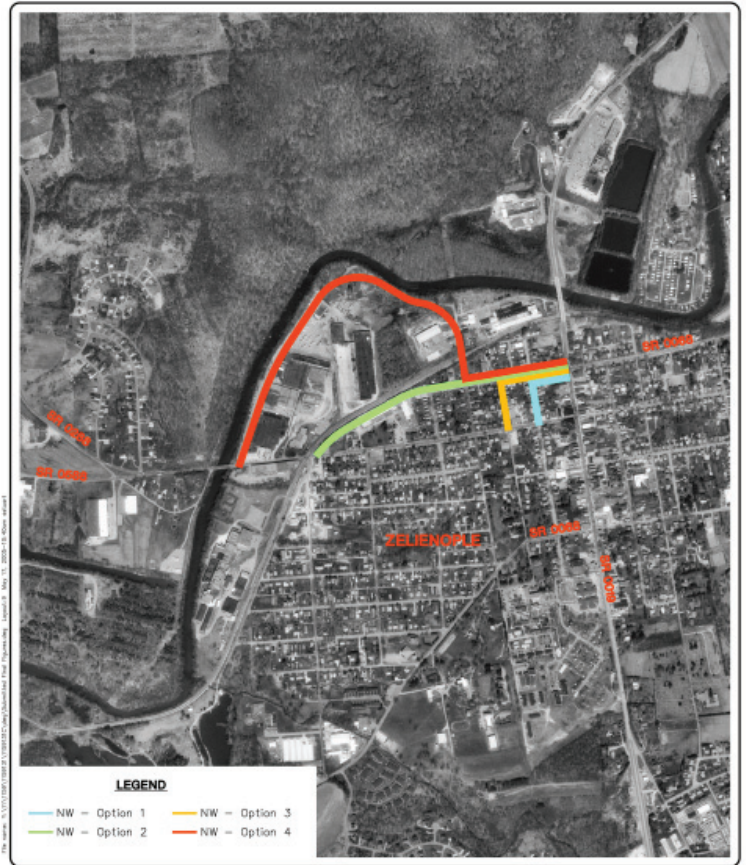
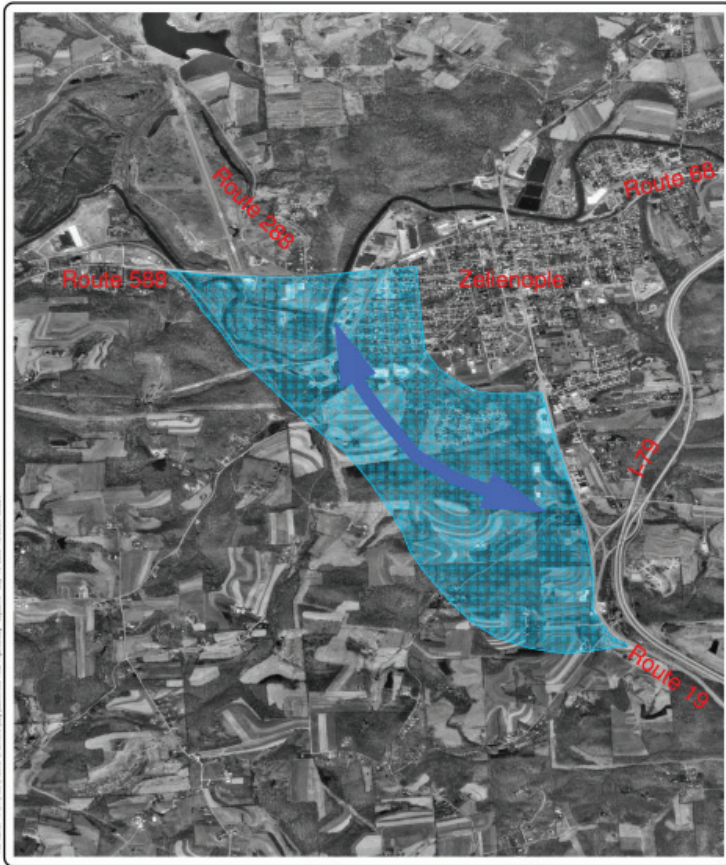
Data Source: PAMap Program 2003-2006
 Pennsylvania Spatial Data Access (PASDA)
 Pennsylvania Department of Transportation (PennDOT)

Pashek Associates makes no claims to the accuracy of this data.

Tier 2

Pursue the design and construction of an east-west connector that provides trucks traveling on SR 68 and SR 288/588 with alternative movements which avoid the business district in Zeligonple.

Circulation in and around the Main Street area (Route 19) of Zeligonple is strained due to several factors and needs to be improved. Route 19 is the major north-south route that runs through the heart of Zeligonple's business district. State Routes 68 and 288/588 provide the major east-west roadway through the Boroughs. In order to continue travelling on Route 68 or on Route 288/588 one must temporarily travel along Route 19/Main St. Each of these roadways carries a large amount of truck traffic as they make their way to and from the I-79 interchanges. Narrow lane widths, on-street parking, and short turning lanes also contribute to making the problem of truck traffic along Main Street seem worse. Creating an east-west connector roadway would allow trucks to bypass Main Street Zeligonple and eliminate many of the problems associated with excessive truck traffic along Main Street.



plans prepared by HRG for PennDOT

The most recent study of this issue was conducted by PennDOT District 10-0, with a Final Report issued in May 2005. Two east-west connections were prioritized. The Southwest Connector was envisioned as a new two-lane roadway between New Castle Street and Route 588 and follows a path to the south of Zelienople, tying in to Route 19 near the Jackson Township border. The estimated cost for this connector at the time was \$13-23 million and the study identified the follow-up actions to be preliminary engineering, allocation of funding and design. The second east-west connection was entitled the Northwest Connector. The intent of this connector would be to remove the "Z" movements occurring in the Zelienople Business District that semi-trucks make between Grandview Avenue and New Castle Street. This connector would utilize existing roadways and had a reported estimated cost of \$2.5 -3.5 million.

Although the east-west connectors options address a strong need in alleviating the high truck volumes in the Boroughs, the cost of these projects are the main obstacle. Pennsylvania, like many other states, currently has a large gap between available funding and transportation needs. For the connector projects to become a reality, it is recommended the Boroughs partner with Jackson Township to lobby their local representatives for the projects and actively pursue preliminary engineering programming through PennDOT and the Southwestern Pennsylvania Commission.

Review existing parking pricing policy and ordinances to manage short and long term parking needs.

A parking study completed as part of the Comprehensive Plan revealed that there is currently not a significant deficiency in the number of parking spaces along Zelienople's main street. This evaluation of the Borough's parking can be found in the Appendices. However, the perception of a lack of available parking spaces is pervasive enough that it needs to be addressed. Additionally, the parking analysis evaluated the current parking supply in terms of current demand. If revitalization efforts within Zelienople result in more businesses or more residences on the upper floors of buildings along the main street, the parking issue could be compounded quickly.

Zelienople Borough should revisit the current parking pricing structure to encourage long term parking (i.e., lower long term rates) in the public parking lots. This would reduce long term parking tendencies along Main Street and provide more short term parking for the businesses. Currently, all meter parking pricing is the same. This results in people parking where it is most convenient, whether they are parking short term or long term. By making the municipal lot parking less expensive for long term parking, workers in the business district will trend toward the lots, and more spaces will be available on the streets.

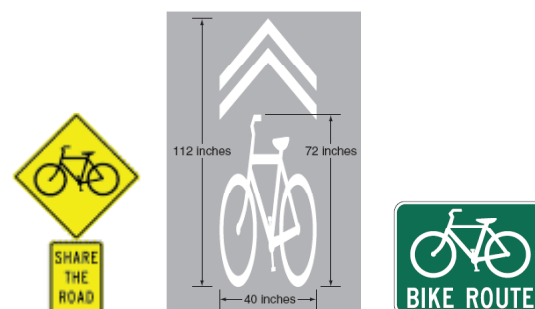
Consider the construction of a parking deck structure as part of the municipal parking lots to alleviate parking demand for special events. Although during typical weekdays the Boroughs do have an adequate parking supply, special events in the area can strain this. Zelienople has discussed the possibility of decking the municipal lot behind the Borough building as a way to help with this parking demand.

Identify an alternative north-south connection for cyclists to avoid Route 19 and provide safety measures for cyclists in the Boroughs.

The Boroughs should strive to provide a safe atmosphere for bicyclists because of the high traffic volumes on Route 19 and other state routes. Crash analysis indicates there was one cyclist fatality on Beaver Street in 2004. High traffic volumes on Route 19, coupled with the narrow lanes and parallel parking, creates a challenge to cyclists. Although some may feel cyclists should not be riding on these streets, by Pennsylvania

Statutes, a bicycle is a vehicle and, as such, has the right to utilize these roads as much as cars and trucks. Two possible alternative routes (which could be signed as a bicycle alternate route to Route 19) are Oliver St, to the West of Route 19 and Clay St, to the East of Route 19. South of the Business District, both routes connect to Culvert St. and Route 68 and proceed north to connect with Route 68, where the cyclist could then rejoin with Route 19 to cross the Connoquenessing Creek. Because of limited roadway widths and parking, dedicated bike lanes would not be possible. However, this route could be signed as a designated bike route.

Another option is to provide signing and/or pavement markings along the state route system in both Boroughs to advise drivers of cyclists. "Share the Road" signs are a standard warning sign with PennDOT. A recent adoption to the Manual of Uniform Control Devices (MUTCD) is the shared lane marking for bicyclists. The shared lane marking can be used to assist bicyclists with lateral positioning in a shared lane with on-street parallel parking in order to reduce the chance of a bicyclist's impacting the open door or a parked vehicle. The shared lane marking is ideal in lanes that are too narrow for a motor vehicle and bicycle to travel side by side and also alert road users of the lateral location that bicyclists are likely to occupy within the roadway. This marking has become popular in the Pittsburgh area due to the high occurrence of narrow lane widths and on-street parking.



Tier 3

Complete I-79 Seneca Valley Interchange project which is scheduled for the 2010-2012 construction seasons.

Currently, the I-79 interchange at Little Creek Road, which is situated just north of Harmony Borough, only has two of the four on or off-ramps typically found at interstate interchanges. One ramp allows vehicles to access northbound I-79 and the other allows traffic to exit onto Little Creek Road from Southbound I-79. An interchange improvement project, which is scheduled to begin in 2010, will add the two missing on and off ramps to complete the interchange. The Boroughs should monitor the impacts of the new interchange on traffic patterns in general with specific evaluation of truck traffic.

Construct adequate length turning lanes to accommodate the number of vehicles making turns and eliminate vehicles blocking travel lanes.

Narrow lane widths along Route 19 restrict the movement of vehicles due to limited room for turning lanes and tight turning radii. Accommodating on-street parking necessitates short turning lanes and quick transitions from one to two lanes near intersections. This further restricts mobility along Main St. The Borough should evaluate the turning lanes and current on-street parking and develop a plan for enhancing turning lanes. Field observations in September 2009 observed left turn queues that exceeded the storage lane length and blocked the northbound through lane at the following intersections along US 19:

- Route 19 and Beaver Street (SR 68W); and
- Route 19 and New Castle Street (SR 288).

Route 19 and Grandview Avenue (SR 68E) – The westbound approach of this intersection could be restriped to provide a permissive left turn lane. This could significantly improve traffic operations at this intersection.

Improvements to High Crash Intersections

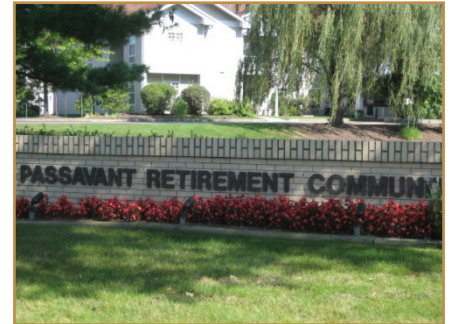
There are several locations that have high crash rates due to the geometrics of the intersections and limited sight distances. PennDOT's Crash Reporting System (CRS) provided five years of crash data from January 1, 2004 to December 31, 2008 for all state owned roadways within the study area. The intersection of State Route 68W with Clay Street (one block west of US 19) has had several angle accidents in the past five years. Northbound left and through movements are prohibited between 7 am and 7 pm due to sight distance issues caused by long queue lengths in the eastbound direction at the intersection of SR 68W with US 19. Despite this restriction, motorists were observed making the prohibited left turn onto westbound Beaver Street and through movement onto northbound Clay Street during a field view. A stronger enforcement of this prohibited movement could go a long way in eliminating accidents at this intersection. Accidents at this intersection should be analyzed again after the signal coordination and retiming along US 19 takes place as long queue lengths and limited sight distance may no longer be an issue.

Evaluate driveway placement to determine if any consolidation is possible to reduce the number of driveways and vehicles turning on and off Main Street. This may allow for additional parallel parking spaces along Main Street and provide pedestrian connections from Main Street businesses and the parking areas behind the businesses.

Consolidation of driveways in an established business district like Zelenople's is difficult. The Boroughs could adopt a minimum driveway spacing requirement, but existing driveways would be exempt. Consequently, the regulations would only apply to new development in the Borough. Also, each parcel must have at least one access point to a roadway by law. This would make the regulation work best if a parcel had joint or cross access where one of the two access points could be eliminated. This idea would work best if completed in conjunction with the coordination and connection of off-street parking areas discussed in Part 2 of the Plan. Enhancing driveway placement and the connection of off-street lots will greatly improve parking conditions in Zelenople and provide access to all of the parcels along Main Street.

Enhancing Heritage Tourism in the Boroughs

Zelienople and Harmony Boroughs have a rich history and several major historic and cultural sites. These include sites on the National Register of Historic Places such as Historic Harmony (a National Historic Landmark District) and Passavant House (a historic building in Zelienople) as well as others of local significance like the Secular Harmony District and the recently renovated Strand Theater. Washington's Trail, which approximates the route General George Washington took in 1753 through Butler County, traverses both Zelienople and Harmony. These sites are described in more detail in the Background Information Section and are depicted on the Historic and Cultural Resources Map on page 69.



These historic and cultural resources set Harmony and Zelienople apart from other municipalities and have significant value as economic generators. Yet, the two Boroughs acknowledge they are not fully capitalizing on these assets. This section discusses the issues and many solutions to help Harmony and Zelienople enhance heritage tourism and stimulate their economies.

The two priority projects for the Boroughs relative to enhancing heritage tourism are:

1. Developing a joint marketing campaign for the Boroughs; and
2. Renovating an "anchor building" in each business district to catalyze further investment.

Tier 1 – Immediate Priority Projects

Develop a joint marketing campaign for the Boroughs.

The Boroughs' tourism assets are not visible and are in need of more marketing. The Boroughs are capturing a small percentage of the tourist market share according to the market study completed as part of this Comprehensive Plan. The market study estimated that people within an area of between 30 and 90 minutes from the Boroughs spend approximately \$1.3 billion per year on tourism. However, the study also estimated that the two Boroughs were only capturing about \$130 million (1%) of the \$1.3 billion annually. The study, which is included in the Appendices, concluded that there is room for the tourism market share to increase in the Boroughs in the future.

Zelienople and Harmony should establish a joint Downtown Promotion Committee that includes representatives from the Boroughs, Butler County Tourism and Convention Bureau, Zelienople-Harmony Chamber of Commerce, Strand Theater, Historic Harmony, and Zelienople Historical Society, among others. The idea of establishing a promotion committee is included in the Main Street Program idea outlined in Part 2 of this Plan. However, creation of a Main Street Program was not seen as an immediate priority for the Boroughs. Zelienople and Harmony should form the Promotion Committee now with the idea that it may become part of a joint Main Street Program in the future.



Work Plan: The Committee should follow a work plan that is similar to that of the future Main Street Program's Promotion Committee. The work plan for this committee can be found in Part 2 of this Comprehensive Plan. Some additional efforts that the committee should undertake include:

- Collect data about who visits now (the current "market") and identify other sectors of the tourism market that are not being captured (the "target market."). Historic Harmony & BCTCB have made limited efforts to collect zip codes at certain events, but these efforts should be undertaken more regularly and expanded to include the Strand Theater, the Kaufman Hotel, key merchants and other popular tourist destinations. In addition, using well-designed surveys at significant events can help the Boroughs understand who is visiting, what they like and what they think is missing. Understanding current and target markets is essential before an effective marketing strategy can be developed.
- Develop a detailed marketing plan to promote heritage and cultural tourism. The marketing plan would assess current marketing efforts, like brochures, paid ads, websites and events, and evaluate which are most successful and which can be improved. Recommendations may include developing shared advertising and promotional materials, websites, and the like. Examples of heritage tourism marketing plans are attached in the Appendices.
- Expand efforts to capitalize on shared advertising. The BCTCB currently coordinates co-op advertising that places shared full-page ads in regional tourism brochures and magazines that reach potential day and weekend visitors in areas like Washington D.C., Maryland and Eastern Pennsylvania. Greater participation by Harmony and Zelienople should be encouraged.
- Improve local websites. BCTCB's well-designed website gets between 200,000 and 300,000 visits per month. It links to some local websites like Historic Harmony and the Zelienople Historic Society. However, once visitors arrive at these local websites, there is often little that entices them to visit. These websites should be redesigned to better showcase the charm and authenticity of these local treasures.
- Create tourist itineraries that encompass historic, cultural, dining and shopping experiences. Research indicates that tourists visit and revisit destinations that provide unique experiences. The Strand Theater is working with local merchants to coordinate late shopping on show nights. In addition, special events like Horse Trading Days, the Christmas Market and Silvester should be revisited and refreshed periodically. Restoring the old Opera House in Harmony (see below) and staging re-enactments of Harmonist life may provide additional experiences that would attract new visitors.
- Market the Boroughs as an affordable "weekend getaway" in nearby cities like Pittsburgh, Erie, and Youngstown.

Designate an "anchor building" to be renovated in each business district that will be a catalyst for other revitalization projects.

Empty buildings and storefronts in downtown Harmony and poorly-maintained buildings in downtown Zelienople detract from the vitality of the downtown business districts. Tourists are drawn to attractive downtowns with thriving businesses. Harmony Borough lost many of its businesses when it was flooded in 2004 during Hurricane Ivan. Several key buildings remain empty. Zelienople's central business district has fared much better. There are few vacant storefronts, but some buildings are deteriorating or have modifications that do not fit in well with surrounding buildings. Upper floors in many buildings are empty. The recent restoration and reopening of the Strand Theater has created an important destination for visitors and is helping to stimulate greater investment in downtown Zelienople. The renovation of other significant buildings will continue to draw more visitors and businesses into the downtowns.

Anchor buildings that should be considered for renovation to catalyze other development activities:

- Kaufman Hotel (Zelienople) - Efforts are underway to assess the feasibility of renovating vacant upper floors for reuse as hotel rooms. The Redevelopment Authority of Butler County is assisting the owners in developing a business plan and assembling low-interest financing. The BCTCB will help conduct market research to establish the need for a hotel.
- Former Opera House (Harmony) – this building retains a second floor theater that could be reopened as a performance space. Renovations would require significant ADA compliance issues.
- Old Beahm Hotel (former Sapienza’s Mkt) (Harmony) - this centrally-situated building retains the original lobby of the hotel on the first floor. Any renovation should preserve these features. There has been talk of a winery occupying the ground floor space. Upper floors are currently used as apartments.
- Knauf’s Feed Mill Building (Harmony) – this building has excellent visibility from Route 68. Redevelopment as an indoor antiques market and/or restaurants have been discussed.
- “Clock building” on Main Street (Zelienople)



DCED Anchor Building Grants can assist with these types of projects. These grants support renovations to a significant main street building and are usually provided as a grant to the applicant and as a loan to the developer. The Department will provide up to \$500,000 for Anchor Building grants or up to 30% of the project cost, whichever is less. A more detailed description of Anchor Building grants is provided in the Appendices.

Tier 2 – Secondary Priority Projects

Undertake an inventory of Zelienople’s historic properties.

Historic resources in both Boroughs need to be fully characterized, documented and protected. Significant steps have been taken to protect and promote the historic properties within Harmony. Historic Harmony, a nonprofit organization that owns and manages the Harmony Museum, conducted an inventory of historic buildings in the Borough in the 1980’s. This led to the designation of the National Landmark Historic District. It also developed information about the historic significance of the Secular Harmony District. Recently, Historic Harmony granted historic preservation easements on its museum buildings to the Pittsburgh History and Landmarks Foundation. The Historic Harmony Board is proactive in preserving the unique historic assets within the Borough. In addition, the Borough of Harmony established a local historic district that includes, but is larger than, the National Landmark District. It adopted a historic district ordinance and appointed a Historic Architectural Review Board (HARB) to protect resources within this district.

Zelienople has more limited information about its historically significant assets. The Zelienople Historical Society (ZHS) owns and conducts tours of two important historic buildings – Passavant House and the Buhl House. Passavant House is the only property in Zelienople listed on the National Register of Historic Places. An application for designation of the Buhl House – the oldest home in the Borough – was recently submitted. ZHS surveyed and issued plaques to homes and businesses in the Borough that are 100 or more years old, but

no formal inventory of historic buildings and sites has been completed for the Borough. Zelenople is also home to several properties that are “eligible” for listing on the National Register of Historic Places. To date, Zelenople has not taken any steps to evaluate or establish a historic district or put in place other tools to protect historic resources.

The Borough should hire a consultant and/or use volunteers such as university students or local/resident architects to survey these buildings using Pennsylvania Historic and Museum Commission (PHMC)/National Parks Service (NPS) inventory guidelines. The Zelenople Historical Society should be an active partner in this process. Based on results of the inventory, the Borough should consider establishing one or more local historic district(s) in Zelenople and adopting historic district ordinance(s). The PHMC has several grants and funding programs that could be tapped in the future for assistance with these efforts. The limitations of the recent state budget have caused the PHMC to cancel many of these programs for the fiscal year. A copy of the PHMC’s policy for determining the historical significance of local historic districts is included in the appendices of this plan.



Encourage local banks to establish a low-interest loan program for local businesses and residents who restore older or historic buildings.

This could be done in a similar manner as the façade program described in Part 2. Some of the parties that could be involved with these activities include: Zelenople and Harmony Boroughs, ZHACC, and local banks.

Establish hotels and other lodgings.

Successful heritage tourism requires the right mix of businesses. At this time, there are no lodgings in either Borough. Former bed and breakfasts in Zelenople have closed. The closest hotels are located either eight miles south in Cranberry Township or ten miles east in the City of Butler. There are several approaches that could bolster lodgings in Zelenople and Harmony. Some, like the renovation of the Kaufman Hotel, are already under consideration.

- Renovate upper floors of Kaufman Hotel in Zelenople. (See Anchor Buildings, above).
- Establish lodgings in Harmony at the Harmony Inn or former Beahm Hotel.
- Identify properties suitable for bed and breakfasts (B&Bs).
- Work with owners to assess interest and develop a business plan.
- Identify financing.

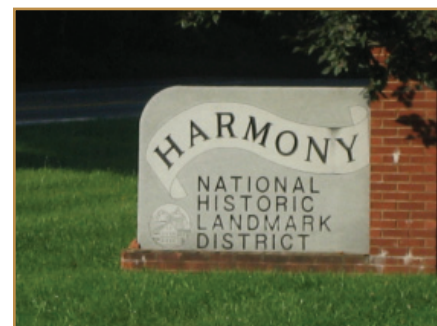
Some of the parties that could be involved with these activities include: building/business owners, BCTCB, and ZHACC.

Continue to attract visitors through events that highlight the unique history of the Boroughs.

The Boroughs already host successful events such as Horse Trading Days, Country Fall Festival and the German Christmas Market. Events within the Boroughs that are not necessarily related to the historic nature of the communities could also bolster awareness of Zelenople and Harmony’s historic assets.

Encourage individual property owners to list eligible properties on the National Historic Register.

The value of historic preservation is not well understood by the community as a whole. Participants in the Historic Tourism Focus Group noted that the community as a whole does not fully appreciate the value of historic assets and associated preservation efforts. Local officials, merchants, and preservation groups often operate more as adversaries than as partners. Some property owners view historic preservation as a restriction of their rights rather than an enhancement of their property values. These divergent views keep the Boroughs from realizing the full economic potential of their historic resources.



The Boroughs should contact owners of properties that are “eligible” for inclusion on the NRHP such as the Henry Muntz House in Zelenople. A list of “eligible” properties is included in the background portion of this plan. The Boroughs should assert the importance of historic preservation and its benefits to the communities. The Boroughs should also provide information about financial incentives that are available for restoration such as historic tax credits.

Adopt design standards in Zelenople’s zoning ordinance.

Design standards should be developed for properties within Zelenople’s C1 District, which covers the entire Main Street area of the Borough. These standards should ensure that new development and redevelopment in the district upholds the traditional main street character of the zone. The Borough should also consider adopting design standards for residential neighborhoods that have a large concentration of older homes whose historic character should be preserved.

Tier 3 – Other Important Projects

Educating young people about the history of the Boroughs.

- The Pennsylvania Historic and Museum Commission’s (PHMC) “Teaching with Historic Places” program could be built into the curriculum at Seneca Valley schools.
- The Zelenople Historical Society’s (ZHS) tours could be expanded beyond the Passavant and Buhl Houses.
- Local church youth groups and Sunday school classes could include visits to local historical sites or lessons on local history.



Some of the parties that could be involved with these activities include: ZHS, Historic Harmony, PHMC, and the Seneca Valley School District (SVSD).

Provide balanced information to residents and public officials.

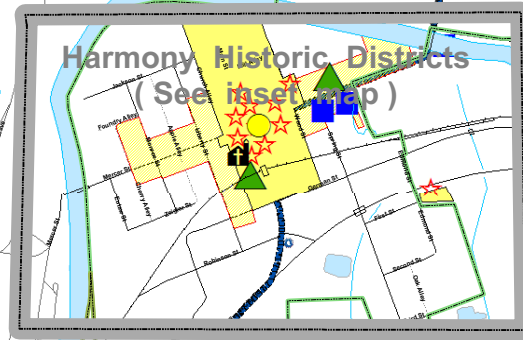
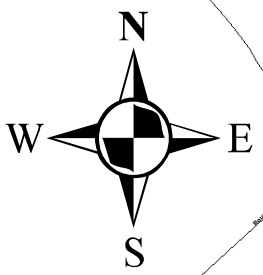
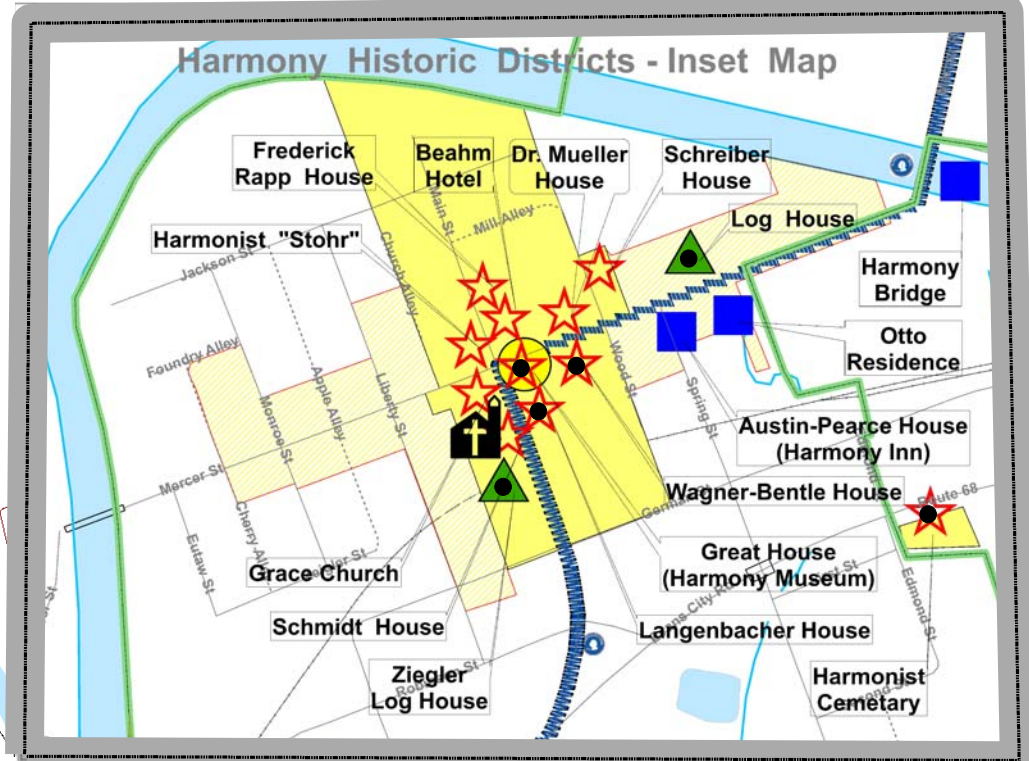
- Conduct joint walking tours of historic sites and neighborhoods to gain a shared appreciation of these assets.

- Undertake a study of the economic impact of Historic Harmony on the Borough and make that information publicly available.
- Hold a series of workshops about the economic costs and benefits of historic preservation. Bring in speakers from municipalities that have focused on historic preservation as an economic development strategy. Ensure that key parties like the CDC, local realtors, and business owners are invited to attend.

Some of the parties that could be involved with these activities include: Historic Harmony, ZHS, Slippery Rock (or other university), Boroughs, BCTCB, and PHMC.

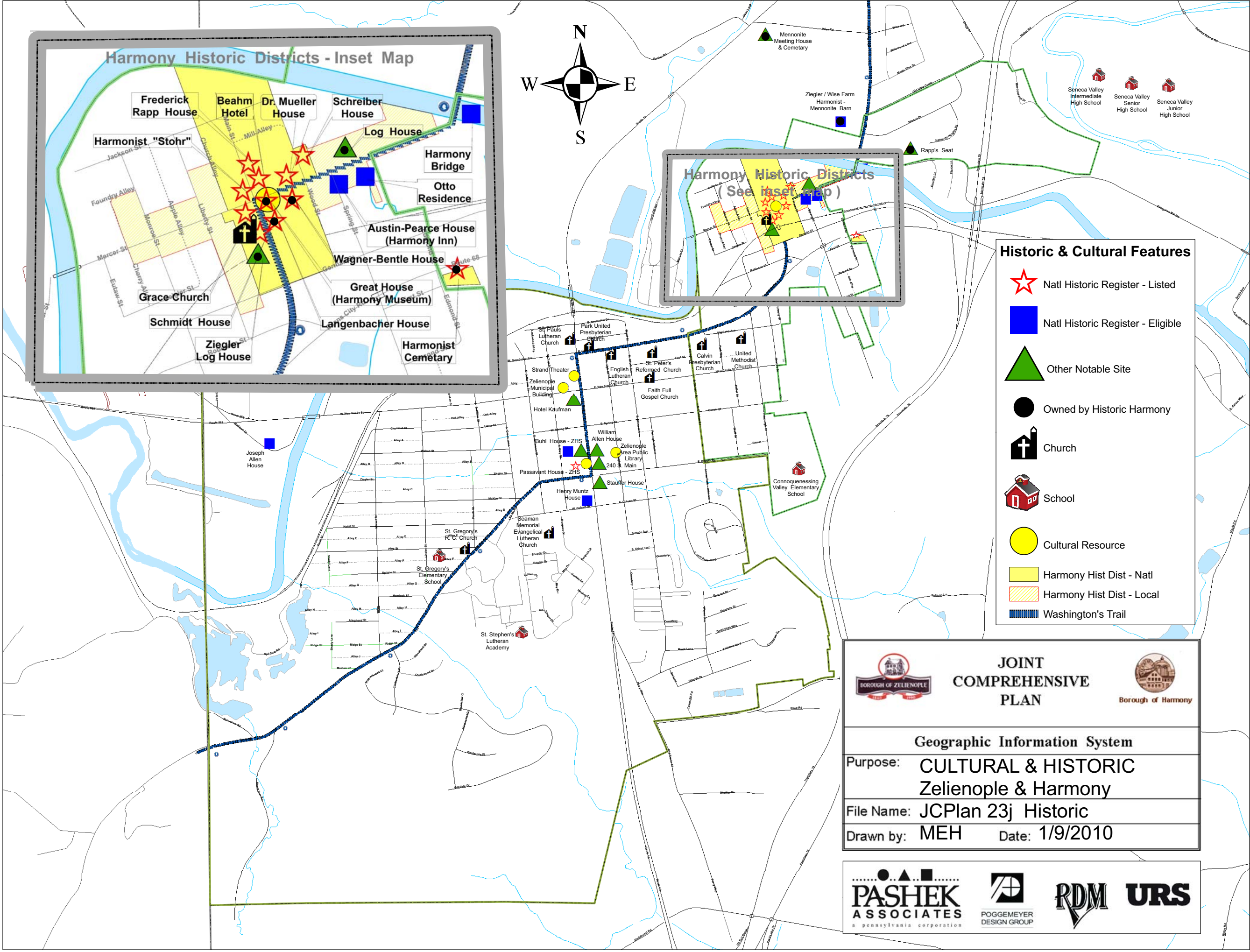
Other projects that were discussed to address historic tourism issues in the Boroughs included:


- Review Harmony's historic inventory and Historic District Ordinance, and update if necessary.
- Revisit application for National Register listing of the Secular Harmony District.
- Merge the Harmony Business Association into the ZHACC to avoid duplication of effort and to ensure there is one unified voice on downtown business development.
- Recruit new tourism-related businesses such as restaurants or businesses that compliment the area's heritage (German deli, wood crafts, etc.).
- Ensure that zoning ordinances permit desired businesses and discourage businesses that are not compatible with small, pedestrian-oriented downtowns.
- Review and revise subdivision and land development procedures so that they are clear and easy to follow.
- Work with nearby universities to provide training for existing and prospective small business owners to build skills and help businesses adapt and survive during a difficult economy.
- Encourage development of upper floor residential apartments and offices in the downtowns to increase density and support businesses.
- Coordinate hours between entertainment and commercial uses.
 - Establish partnerships between shops, restaurants, historic sites and cultural venues.
 - Hold late shopping nights in conjunction with community and cultural events.
 - Provide tourists with incentives to shop like coupon books, prizes, and the like.
- Improve signage to draw passing motorists into the Boroughs.
 - Create a more visible gateway to Harmony from Route 68 with signage and an information center.
 - Establish a system of well-designed, coordinated directional signage for both Boroughs.
 - Review sign ordinances and update if necessary.
- Continue to partner with Old Economy Village and other nearby historic sites to develop joint tours and programs.
- Encourage business owners to be promoters of the downtowns.
 - Conduct workshops for business owners about marketing and customer relations as well as the economic benefits of historic assets.
 - Create incentives like an annual award for the top-performing or most community-spirited business.




Historic & Cultural Features

- Natl Historic Register - Listed
- Natl Historic Register - Eligible
- Other Notable Site
- Owned by Historic Harmony
- Church
- School
- Cultural Resource
- Harmony Hist Dist - Natl
- Harmony Hist Dist - Local
- Washington's Trail





**JOINT
COMPREHENSIVE
PLAN**



Geographic Information System

Purpose: **CULTURAL & HISTORIC
Zelenople & Harmony**

File Name: **JCPlan 23j Historic**

Drawn by: **MEH** Date: **1/9/2010**






Land Use and Flooding along Connoquenessing Creek

Historically, industrial uses developed around the Connoquenessing Creek. The Existing Land Use Map on page 75 shows current land uses within the two boroughs. The areas along the Connoquenessing Creek contain largely industrial land uses, shown as pink on the map, and both Boroughs have zoned much of these areas specifically for industrial uses. The Zoning Map on page 77 shows the “I – Industrial” district in Zelienople as a light orange color and the “I – Industrial” zone in Harmony as a light grey color.

Much of the industrial areas along the Connoquenessing Creek are situated within the 100-year floodplain. The Environmental Features Map on page 79 shows the extent of the 100-year floodplain in red. **Impervious surfaces increase the flood hazard in the floodplain by reducing the area where stormwater can infiltrate the soil. Large scale developments like the industrial uses along the Connoquenessing Creek create large areas of impervious surface.** Surfaces that are impervious to stormwater include buildings and paved areas like parking lots and roadways.

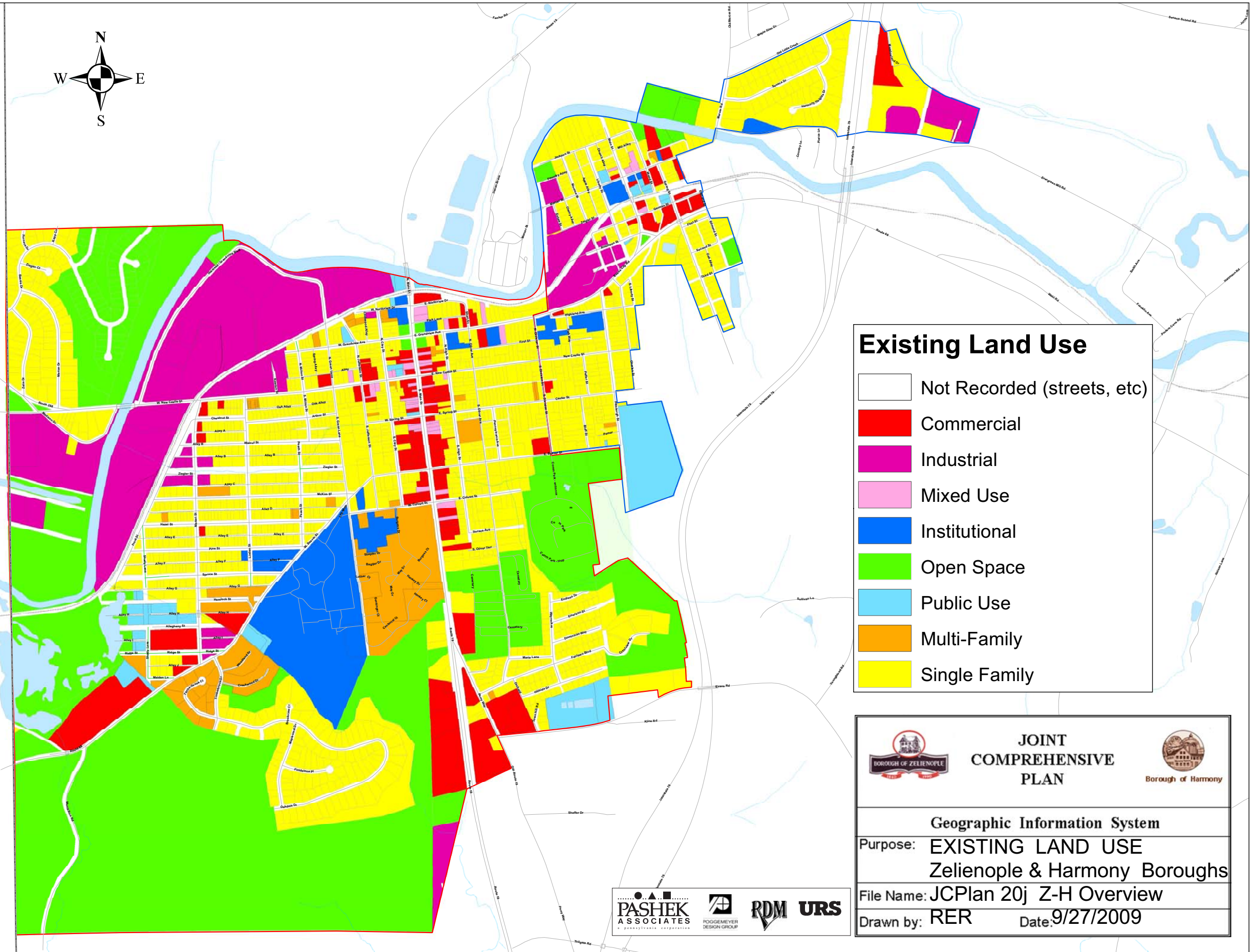
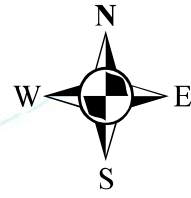
Both Boroughs have experienced periodic flooding, most severely in 2004 during Hurricane Ivan. Zelienople and Harmony residents are familiar with the damage that extensive flooding can cause. In 2004, the remnants of Hurricane Ivan caused significant damage to industries, businesses, and homes in both Boroughs.

Many of the industrial and commercial properties in the one-hundred (100) year floodplain are vacant or underutilized. The impact of the 2004 flooding is still seen in the Boroughs. Many businesses occupying commercial and industrial properties that were flooded decided to relocate. Property owners have had trouble finding new tenants, and some structures still sit empty nearly ten years later. Others have managed to salvage their businesses or properties despite the flood.

Vacant properties do not generate sufficient revenue for the Boroughs. The vacant and underutilized properties negatively impact the Boroughs’ revenues. This is especially true in Zelienople where the Borough’s revenues are generated mostly by the Borough-operated utilities’ user fees. These properties are hurting the Boroughs by remaining an underutilized property in an environmentally sensitive area and not contributing positively to the Boroughs’ budgets.

This Part of the Comprehensive Plan describes projects that the Boroughs should undertake to help reduce flooding and restore the environmentally sensitive areas along the Connoquenessing Creek. The highest priority project relative to land uses in the floodplain is:

- Reduce flooding by restoring riparian areas and reducing impervious surfaces along the Connoquenessing Creek.

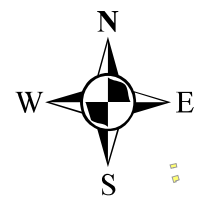


Existing Land Use

	Not Recorded (streets, etc)
	Commercial
	Industrial
	Mixed Use
	Institutional
	Open Space
	Public Use
	Multi-Family
	Single Family

	JOINT COMPREHENSIVE PLAN	
Geographic Information System		
Purpose: EXISTING LAND USE Zelenople & Harmony Boroughs		
File Name: JCPlan 20j Z-H Overview		
Drawn by: RER		Date: 9/27/2009

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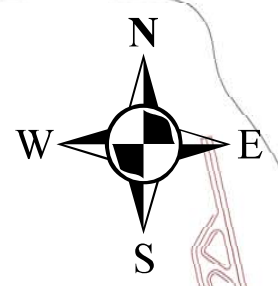


Zelie Zoning Legend	
	C1 Ov
	C1
	C3
	I
	R1
	R2
	R3
	R4/C2

Harmony Zoning Legend	
	Historic District
Zoning Districts	
Code	
	C1
	C2
	I
	I2
	R1
	R2

 JOINT COMPREHENSIVE PLAN  Borough of Zelie Borough of Harmony	
Geographic Information System	
Purpose: Zelie - Harmony Zoning	
File Name: JCPlan 21a Z-H Zoning	
Drawn by: RER Date: 8/28/2009	









Scholar's Run
(Zelie Water Source)



Connoquenessing Creek

Muntz Run

Glade Run

Natural Features

-  Wetlands
-  Biological Diversity Area
-  Floodplain - 100yr
-  Steep Slopes

	JOINT COMPREHENSIVE PLAN	
Geographic Information System		
Purpose: ENVIRONMENT MAP Zelienople & Harmony		
File Name: JCPlan 22c Environment		
Drawn by: RER		Date: 10/30/2009

			
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Tier 1 – Immediate Priority Projects

Reduce flooding by restoring riparian areas and reducing impervious surfaces along the Connoquenessing Creek

Create a vegetated buffer around the Connoquenessing Creek to help reduce flooding.

Vegetated buffers are strips or areas of trees, shrubs, and groundcover that catch sediment and nonpoint source pollution (like stormwater runoff) before it can reach a body of water. These buffers are highly recommended and an effective conservation practice for managing storm water runoff and reducing surface water pollution. The wider the buffer area along the Connoquenessing Creek, the more effective it will be at managing stormwater. The northern bank of the Connoquenessing is much more heavily vegetated than the southern bank. The natural buffer area along the southern bank of the Creek near the industrial areas of Zelenople varies greatly in width. The buffer just north of W. New Castle Street is about twenty (20) feet wide and just south of W. New Castle Street the buffer expands to nearly two-hundred (200) feet. The Wild Waterways Conservancy, a conservation group, owns a small piece of property in the area where the riparian buffer is also very wide. This property is covered with vegetation as can easily be seen from an aerial photograph. Ideally, the riparian buffer along the Connoquenessing Creek should be at least fifty (50) feet wide. The areas that are currently wider than fifty (50) feet should remain as they currently exist.



Where possible, acquire land or obtain easements from landowners immediately adjacent to the Connoquenessing Creek. Much of the land in this part of the Borough is currently privately owned. As mentioned previously, only a small property is a semi-public property. Consequently, increasing the amount of land used for buffering will require land acquisition or agreements with the land owners to implement conservation strategies such as conservation easements. Conservation easements are often a preferable alternative to the Borough or another public or semi-public entity purchasing land outright.



Some of the advantages to conservation easements include:

- Property remains in private ownership. This allows the owner to transfer ownership as he or she desires. The property will also continue to contribute to the tax base of the Boroughs. Although, easements can decrease the value of the property and reduce property taxes.
- There are tax benefits to the owner of the property if the easement is donated. Donation to a land trust can be a charitable tax deduction on Federal and State income tax returns. Easements can lower estate taxes. Property taxes can also be reduced if the easement lowers the value of the property.
- Easements are flexible. The terms of the easement can be tailored to ensure that the needs or interests of both parties are upheld.
- Easements can be permanent. This can help to ensure that the easement is upheld by subsequent owners of the property.

One of the challenges to using conservation easements is that many landowners do not know of or do not understand the potential benefits of easements. The Boroughs and conservation groups should ***educate landowners about the tax and other benefits of establishing conservation easements.***

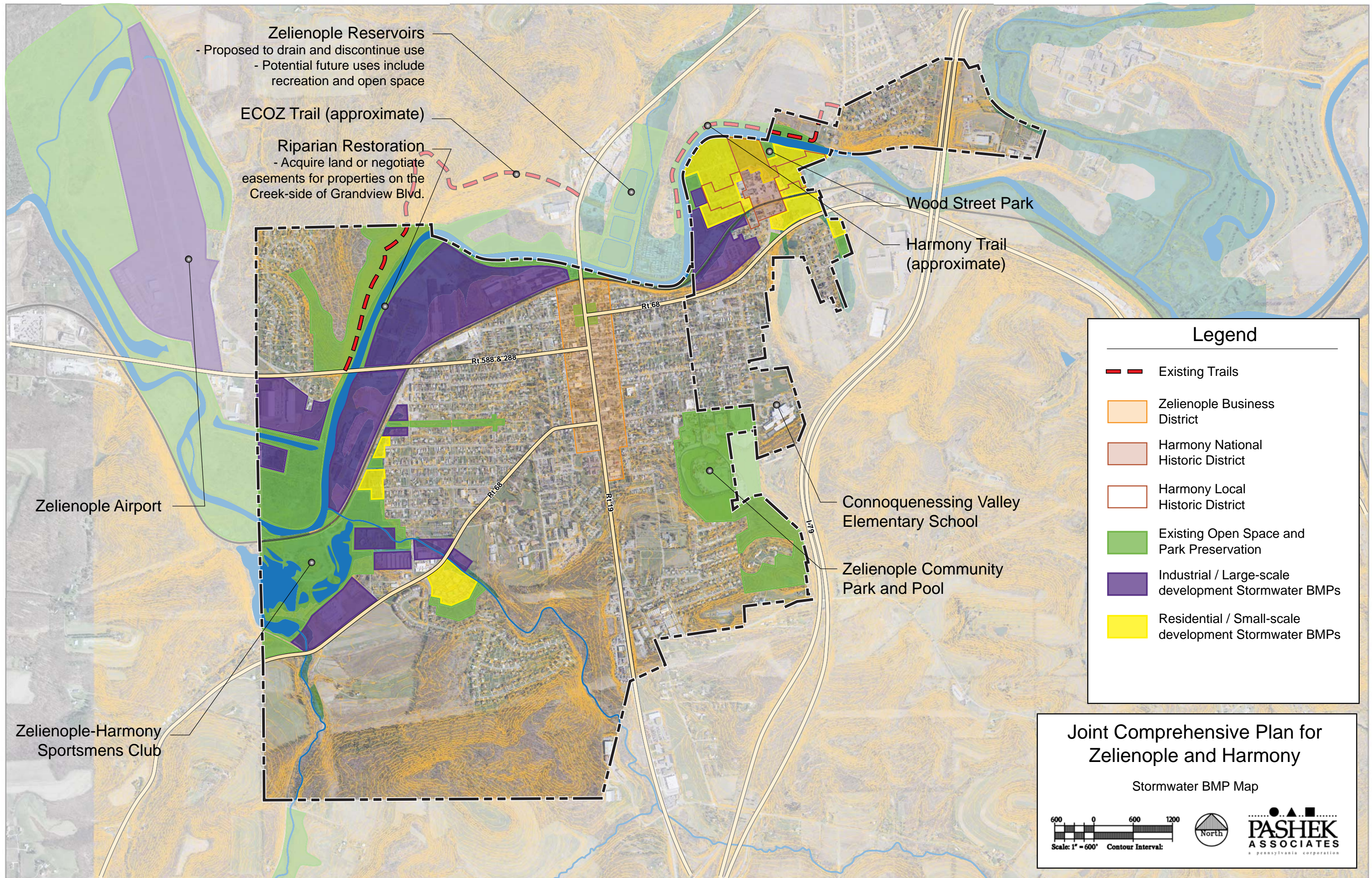
Work with land trusts like the Wild Waterways Conservancy to acquire additional land in the floodplain as it become available. The goal of this project, to repair the riparian buffers along the Connoquenessing, is fully and directly consistent with the goals and mission of the Wild Waterways Conservancy (WWC).

The WWC website asserts the Conservancy's desire to create riparian buffer zones. The WWC is a logical partner for the implementation of these shared objectives. Other conservation groups in the area should also be partners in these efforts. The Ecologically Concerned of Zelienople (ECOZ) owns a natural property on the northern bank of the Connoquenessing and is active in the preservation of environmentally sensitive lands in and around Zelienople. The Connoquenessing Watershed Alliance is another active conservation group in the area that could be a partner in these efforts.

Funding is available through the Federal Emergency Management Agency (FEMA) to acquire properties in the floodplain as well as to relocate flood-prone structures. The Boroughs should consult the FEMA Hazard Mitigation Assistance Guide to learn more about project eligibility.

Restore stream banks where they have eroded. Stream banks have eroded in some areas along the Connoquenessing Creek. It is important for the health of the waterway that these areas be restored. Restoring a stream bank typically involves stabilizing the soils along the waterway and planting vegetation. Volunteer groups or classes at local schools can be partners in these types of projects. The Boroughs would need to provide professional guidance and the necessary and proper supplies in order to complete the project.





Zelenople Reservoirs
 - Proposed to drain and discontinue use
 - Potential future uses include recreation and open space

ECOZ Trail (approximate)

Riparian Restoration
 - Acquire land or negotiate easements for properties on the Creek-side of Grandview Blvd.

Wood Street Park

Harmony Trail (approximate)

Zelenople Airport

Connoquenessing Valley Elementary School

Zelenople Community Park and Pool

Zelenople-Harmony Sportsmens Club

Legend


- Existing Trails
- Zelenople Business District
- Harmony National Historic District
- Harmony Local Historic District
- Existing Open Space and Park Preservation
- Industrial / Large-scale development Stormwater BMPs
- Residential / Small-scale development Stormwater BMPs

Joint Comprehensive Plan for Zelenople and Harmony


Stormwater BMP Map

600 0 600 1200

Scale: 1" = 600' Contour Interval:



North



PASHEK ASSOCIATES
a pennsylvania corporation

Tier 2 – Secondary Priority Projects

Redevelop Borough-owned lands that are situated within the floodplain for recreational purposes.

The Borough of Zelienople owns the land and reservoirs situated behind the Northgate Plaza on Route 19 just north of the Borough in Jackson Township. These reservoirs hold raw water for the Borough's water system. Zelienople is expected to be connected to the Beaver Falls Municipal Water Authority's system in the spring of 2010 and begin receiving and delivering water from the Authority in the summer of 2010. The raw water reservoirs will no longer be needed for the Borough's water supply. The decommissioning of these reservoirs is also part of a Consent Order and Agreement between the Borough and the Department of Environmental Protection (DEP). The large piece of land presents interesting opportunities for its use in the future. The land sits adjacent to the Indian Brave Campground and the Connoquenessing Creek. The Borough sees the site as a potential location for additional recreational use in the future. The Boroughs should discuss the alternatives for utilizing the site and develop a master site plan and implementation strategy for its reuse.

Increase the environmental quality of development within the floodplain.

The Boroughs should update their ordinances to incorporate new techniques for managing stormwater. The Department of Environmental Protection's "Pennsylvania Stormwater Best Management Practices Manual," Chapter 3, provides guidance for municipalities that want to improve stormwater management regulations. These new techniques are commonly referred to as best management practices (BMPs). The updated ordinances would only apply to new development or redevelopment in the Boroughs. However, this would be a good starting point for realizing the benefits of better stormwater management.

The Boroughs should also work with existing landowners to implement voluntary, low-cost changes that will reduce stormwater run-off. These include landscaping around buildings, breaking up large parking areas with shade trees and small planted islands, and buffering parking lots with vegetation. Efforts should also be made to have them relocate parking areas adjacent to the Connoquenessing Creek to locations on the interior of parcels.

Although updating and implementing ordinances will eventually improve stormwater management in the Boroughs, much of the floodwaters that plague the Boroughs come from neighboring and other upstream communities that are part of the Connoquenessing Creek Watershed. The Boroughs should work with the County to promote updates to ordinances throughout the entire watershed.

Ultimately, the Boroughs would like the land uses within the floodplain to be more compatible with the environmental sensitivity of the area. The types of uses that are envisioned are recreational or other low-impact uses. Many of the large buildings along the Connoquenessing Creek are currently vacant. The Boroughs cannot forcibly remove vacant structures unless they pose a health or safety hazard. However, the Boroughs could ***communicate with existing landowners regarding the potential for utilizing their currently vacant properties for recreational purposes.*** The recreational uses could be a private business that is run for-profit.

Revise parking requirements to allow pervious surfaces.

The Boroughs should revise their Zoning Ordinances and Subdivision and Land Development Ordinances to permit permeable paving and other environmentally sensitive parking techniques. Permeable surfaces allow stormwater to infiltrate the ground and reduce the amount of runoff. Moreover, the Boroughs could provide incentives for including vegetated swales and “rain gardens” that act to absorb rain water before it leaves the surface of the parking area.



Tier 3 – Other Important Projects

Explore opportunities to work with the Western PA Conservancy.

The Western PA Conservancy is a large conservation group and land trust. The group could aid Zelienople and Harmony in land and easement acquisition efforts. It also has programs that install community gardens and greenspaces. These programs could be leveraged to enhance the riparian buffer area along the Connoquenessing Creek.

Work with neighboring municipalities to update their floodplain and stormwater management ordinances.

As mentioned previously, working with the County and other communities in the Connoquenessing Creek Watershed is vital to reducing flooding in Zelienople and Harmony. Jackson Township is very important because it is so large and surrounds both Zelienople and Harmony. Butler County has just completed its 2010 Hazard Mitigation Plan that recognized flooding as a significant threat to County residents. The County should be called upon to take a leadership role in bringing together upstream and downstream municipalities to improve their ordinances and adopt other voluntary measures aimed at reducing flooding.

Expanding Recreational Amenities

Zelienople Borough owns, manages, and maintains the area's only community park. The forty-two (42) acre Community Park is comprised of the community's swimming pool, baseball fields, picnic shelters, tennis courts, playgrounds, walking trails, and much more. Harmony Borough has three neighborhood parks, a one-mile walking trail, and a boat launch area on the Connoquenessing Creek. Together these parks provide a well balanced park system for the residents of Harmony and Zelienople.

The three priority projects for the Boroughs relative to recreational amenities are:

1. Revitalizing the Zelienople Community Swimming Pool;
2. Implementing the Master Site Plan for Zelienople Community Park; and
3. Initiating a plan between the two Boroughs to jointly manage the communities' parks and recreation.



Tier 1 – Immediate Priority Projects

Revitalize the Zelienople Community Swimming Pool

In the fall of 2008, Zelienople Borough completed a feasibility study for rehabilitating its Community Swimming Pool. The implementation strategies in the Study are broken into three categories: Financing the Rehabilitation; Facility Rehabilitation; and Management Recommendations. All are described in the following pages as excerpts from the Feasibility Study. All should be implemented as quickly as possible.

The total estimated cost of the renovations is just over \$1,000,000. Of that, basic renovations for the swimming pool, to bring the existing pool into compliance with current safety and operations standards, are estimated to cost about \$600,000, while the remainder of the cost provides additional features required to meet current community demand. A full description of the renovations is available in the Feasibility Study Report.

Action Plan for Implementation

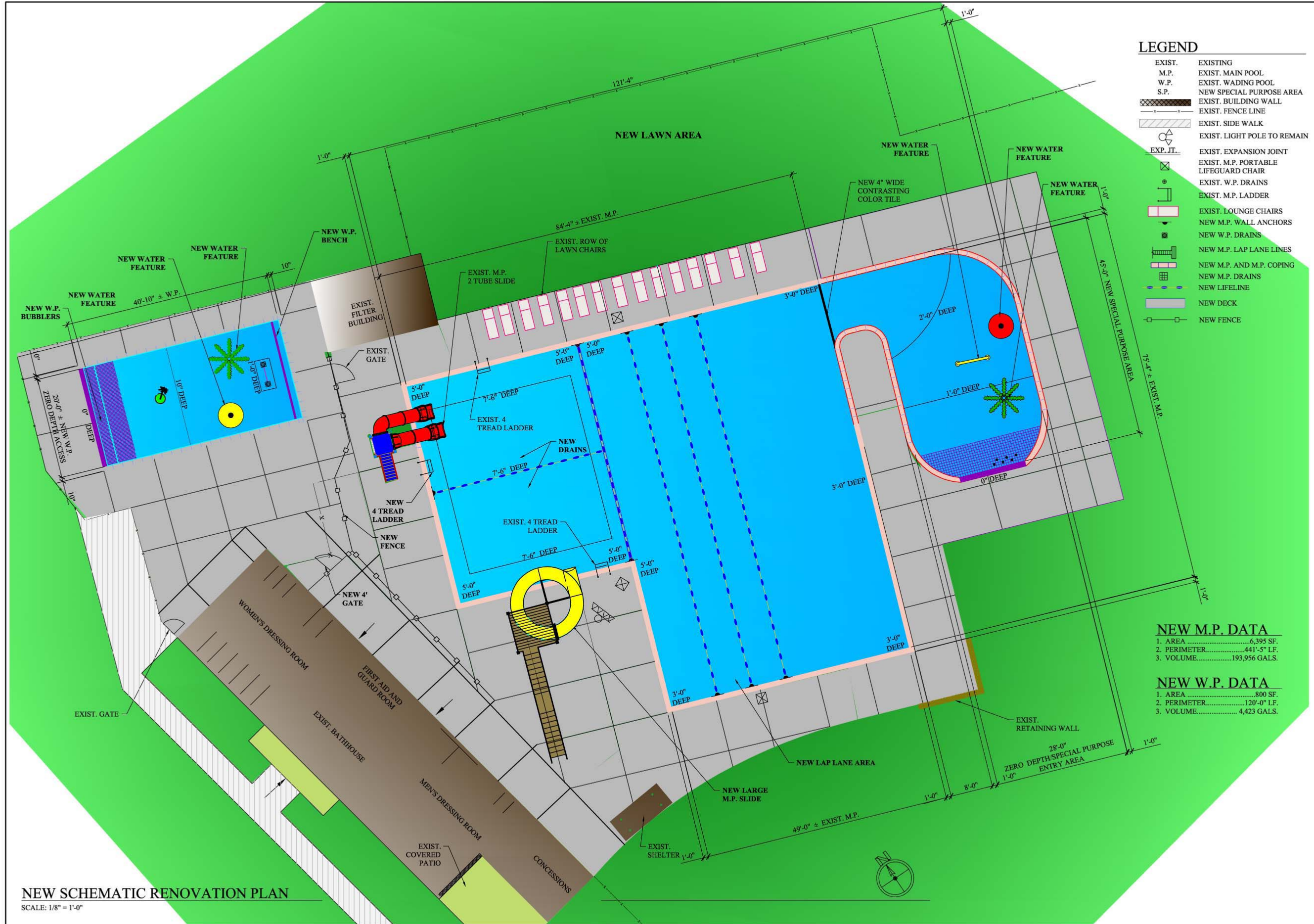
1. Create a committee of community members to focus solely on the swimming pool rehabilitation and fundraising.
2. Develop a funding plan for acquiring the full amount of funding needed to rehabilitate the pool. A balanced and creative approach should be taken in deciding which financial options best fit the Boroughs' needs. Making use of a series of funding sources provides a number of creative options for financing a swimming pool. Community input supports the concept that the primary sources of construction funding should be grants, local tax dollars, and private contributions. Development of the Funding Plan will establish a blueprint of likely funding sources and a systematic approach to work on securing the needed funding. It will also set an anticipated timetable.
3. Initiate fulfillment of the Funding Plan. The old adage "It takes money to make money" is true in fundraising as well. The Committee should plan to have about \$10,000 available to use for development of fundraising materials, public relations costs, event planning, business and other

related expenses. As the fundraising process expands, additional funds will need to be allocated for continued fundraising efforts.

4. Contract with a design consultant to develop design and construction drawings.
5. Accept bids for construction.
6. Begin construction.
7. Prepare for operation of the “new” facility according to the recommendations of the Feasibility Study.
8. Re-open the newly rehabilitated swimming pool for community use.

Funding is available through a variety of different sources for construction of recreation facilities. Specific uses of these potential funding sources could become part of the Funding Plan.

- **State grants**
 - **Department of Conservation and Natural Resources Grants** - generally up to about \$200,000 for construction costs. These grants can apply to swimming pool projects. Recent constraints with the State's budget will likely limit the availability of these grants however. Until these State programs are back to past funding levels, the Boroughs should look to other methods of funding.
 - **Department of Community and Economic Development Grants** - no specified funding limit. Funds can be used for design, construction, and/or equipment.
- **General borrowing** - The Boroughs could borrow funds through traditional lending sources. However, these funds may be limited. The Centre Region Council of Governments, which includes five municipalities, just borrowed about \$8,000,000 to renovate 2 older pools. The annual payments on this loan are between \$500,000 and \$600,000.
- **Bond issue** - The Boroughs could borrow funds through a bond issue. This is generally the most effective means of borrowing larger sums of money.
- **Local tax dollars** – Most likely an annual commitment to go towards the pay off of a loan.
- **Corporate contributions** - Local corporations may be willing to contribute to have facilities available for their employees or simply for community development.
- **Foundation grants** - Foundation grants are difficult and time consuming to acquire but are available.
- **Fundraising** - A community-wide fundraising effort could raise substantial funds.
- **Partnerships** - Organizations such as youth organizations, hospitals, corporations, senior homes, etc. should be considered as potential partners in both construction and operations funding.
- **Membership fees** - It is more likely that membership fees would be used for operations but a portion could be allocated to construction.
- **Program revenue** - It is more likely that program revenue would be used for operations but a portion could be allocated to construction.



LEGEND

EXIST.	EXISTING
M.P.	EXIST. MAIN POOL
W.P.	EXIST. WADING POOL
S.P.	NEW SPECIAL PURPOSE AREA
	EXIST. BUILDING WALL
	EXIST. FENCE LINE
	EXIST. SIDE WALK
	EXIST. LIGHT POLE TO REMAIN
EXP. JT.	EXIST. EXPANSION JOINT
	EXIST. M.P. PORTABLE LIFEGUARD CHAIR
	EXIST. W.P. DRAINS
	EXIST. M.P. LADDER
	EXIST. LOUNGE CHAIRS
	NEW M.P. WALL ANCHORS
	NEW W.P. DRAINS
	NEW M.P. LAP LANE LINES
	NEW M.P. AND M.P. COPING
	NEW M.P. DRAINS
	NEW LIFELINE
	NEW DECK
	NEW FENCE

NEW M.P. DATA

1. AREA	6,395 SF.
2. PERIMETER	441'-5" LF.
3. VOLUME	193,956 GALS.

NEW W.P. DATA

1. AREA	800 SF.
2. PERIMETER	120'-0" LF.
3. VOLUME	4,423 GALS.

WADE ASSOCIATES, LLC.
 SWIMMING POOL AND AQUATIC FACILITIES CONSULTANTS
 2941 N. FRONT STREET, HARRISBURG, PA 17110
 (717) 236-1060 (717) 236-5413 FAX
 e-mail: pool@wadeassociates.net

SWIMMING POOL RENOVATIONS
 FOR
**ZELIENOPLE BOROUGH
 COMMUNITY PARK**
 ZELIENOPLE BOROUGH - BUTLER COUNTY - PENNSYLVANIA

**NEW SCHEMATIC
 RENOVATION PLAN**



DATE:	08-16-07
SCALE:	AS NOTED
DRAWN BY:	DLS
REVISED:	
DRAWING NUMBER:	

SR-101

NEW SCHEMATIC RENOVATION PLAN
 SCALE: 1/8" = 1'-0"

Implement the Master Site Plan for Zelianople Community Park

In the fall of 2008, Zelianople Borough completed its Community Park Master Site Plan. The Plan provides key recommendations to rehabilitate the Park to meet the current community needs.

The Plan's phased implementation strategy describes the order in which the rehabilitation should occur. However, it is understood that the reality of implementation cannot always follow the specified schedule. Regardless of the order of implementation, all rehabilitation should be in compliance with the Master Site Plan.



Ideally, the Borough would construct all park improvements in one phase, minimizing construction activities, disruptions, and realizing "economies of scale" construction savings. However, few municipalities or organizations can afford to proceed in this manner and find it more appropriate to phase construction over a period of time. Depending on the Borough's financial situation and the success of grant writing efforts, this phasing plan may be expedited or lengthened.

Action Plan for Rehabilitation

Once the project has been identified, the following steps should be taken to complete the renovation or rehabilitation.

Step one - Identify the funding source and secure the funds for the intended rehabilitation. Potential sources of funding are identified in the Master Site Plan report and the Appendices of the Plan.

Step two - Contract with a landscape architect to develop design and construction drawings, and secure the necessary permits. Conduct a boundary and a topographic survey. Design fees generally cost about 10% - 15% of the anticipated construction cost of the project, e.g. for a \$100,000 project, the Borough should anticipate \$10,000 to \$15,000 for design costs.

Step three – Request bids for construction.

Step four – Construct the project according to the specifications.

Step five – Re-open the renovated area for community use.

Zelianople Community Park Renovation Projects

The following describes, in general terms, each of the five initial phases of implementation. Improvements that are not included in the initial phases are considered lower priorities that should be revisited upon completion of work described herein. The Master Site Plan provides much greater detail for the Park's rehabilitation.

Phase #1 - \$ 799,408

Phase 1 construction at the park should include renovations to the upper (southern) restroom building, removal of existing shelters #1, #3, and #4, construction of two picnic shelters and parking in the

picnic grove. Consolidation of playground equipment in the picnic grove should also be included in this phase, as well as lawn seeding, shade tree plantings, and installation of split-rail fence barriers at the picnic grove and elsewhere along the park road to prevent unauthorized lawn parking.

Phase #2 - \$ 510,378

Phase 2 focuses on road and parking improvements, restrooms, and additional picnic grove improvements. Work includes: development of the secondary park entrance / exit along with gravel parking north of the tennis courts; construction of additional parking in the upper (southern) picnic grove; the proposed restroom building in the northeastern part of the park; along with associated sidewalks and access paths, shade tree plantings, and lawn seeding.

Phase #3 - \$ 543,281

The third phase of construction should concentrate on completion of the proposed main parking area and road expansion, related sidewalks and access paths, adult ball field parking and foul ball safety netting, relocation of the basketball court, trail system improvements, shade tree plantings, and lawn seeding.

Phase #4 - \$ 542,736

Phase 4 will concentrate on redevelopment of the park's main playground, including: relocation of the Rapp Shelter; replacement of playground equipment: installation of new equipment, safety surfacing, and edging; construction of horseshoe courts. This phase should also include construction of the proposed large pavilion with enclosed kitchen and restrooms, in addition to resurfacing of the park loop road, under-drainage improvements at ball fields in the northwest corner of the park, shade tree plantings, and lawn seeding.

Phase #5 - \$ 485,791

The fifth phase of construction at the park centers on development of the skate park. Construction should include: earthwork; installation of skate park paving, fence enclosure, skate equipment; and lawn seeding.

Acquiring grants or other funding for the improvements listed in phases 1-5 may take several years. Those improvements are the highest priorities among the proposed improvements at Zellenople Community Park. Upon completion of the first five phases, lower priority improvements not included in phases 1-5 should be analyzed and re-prioritized.

Smaller projects may not require all five Action Plan steps. At a very minimum, the Borough should coordinate simple construction projects with the local building inspector to ensure compliance with current building standards.

- 1 Playground Area Improvements:**
- Remove existing asphalt basketball court and outdated or damaged playground equipment
 - Relocate play structure or replace with new equipment
 - Consolidate playground areas (not including swings)
 - Extend swings by 2 bays
 - Install rubberized safety surface under all equipment
 - Accessible walkways from parking lot and pavilions
 - Install benches for parents

- 2 Relocate Rapp and Mussig Shelters to green space near playground**

- 3 Replace any existing drainage between ball fields in the northeastern part of the park with new storm drains and inlets. Tie any underdrains from adjacent fields into this storm system.**

- 4 Streambank Restoration:**
- Riparian buffer plantings (native grasses and shrubs)
 - Retain access to stream while stabilizing banks
 - Reduces maintenance (less mowing)

- 5 Swimming Pool Improvements:**
- Refer to Swimming Pool Feasibility Study Detail Plans

- 6 Create additional parking lot entrance / exit**

- 7 Remove existing restroom building**

- 8 Proposed Parking Areas:**
- 338 total spaces (9 lots)
 - 31 handicapped accessible spaces
 - Additional gravel parking (existing) along Pittsburgh Street and on-street parallel parking along Beaver Street

- 9 Install "One-Way" and "Do Not Enter" signage at road intersection to clarify one-direction traffic on the park loop road and hilltop picnic grove access roads.**

- 10 Large Picnic Shelter:**
- 100' x 30' with restrooms and enclosed kitchen
 - Shares parking with adult ball field and trailheads

- 11 Install Signage at all Trailheads**
- Trail system mapping
 - Trail difficulty ratings (color-coded)
 - Trail rules
 - Trail distances
 - Current location on trail map ("You Are Here") indicator

- 12 Relocate Basketball Court:**
- New asphalt base and color coat court surface
 - Re-use goals, backboards, and supports if possible
 - Install underdrains to control drainage
 - 12' chain-link fence enclosure with access gates

- 13 Maintenance Facility:**
- 1,600-sq. ft. maintenance garage / storage building
 - 15' wide paved, gated access road (with gated emergency access to Culvert Street)
 - Evergreen screening near property lines
 - Gravel-paved outdoor storage area
 - Arrange park dumpster pick-ups from Culvert Street
 - Approach adjacent Masons' Lodge to discuss an agreement for access to rear portion of their property (for access road)

- 14 Youth Ball Field Improvements:**
- Construct concessions / storage building with attached restroom
 - Rotate Youth Ball Field
 - Install evergreen trees to screen neighboring properties
 - Install access walkways to dugouts / players benches and bleachers
 - Relocate drinking fountain
 - Re-align existing walkway

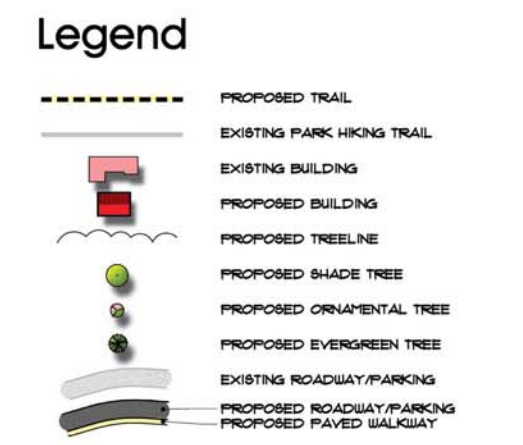
- 15 Little League / Youth Ball Field Improvements:**
- Install dugouts with players benches
 - Install access walkways
 - Install field lighting utilizing cut-off shields to eliminate glare to adjacent residences

- 16 Upper Playground Improvements:**
- Consolidate equipment into one location
 - Install timber edges
 - Install rubberized safety surface
 - Remove any equipment in disrepair
 - Install access walkways to playground

- 17 Upper Picnic Grove Improvements:**
- Re-organized parking and access road
 - Widen access roads to 15 feet
 - Access walkways and ramps
 - Remove Shelters #1, #3, and #4
 - Construct Large Shelter (60' x 25') with enclosed kitchen.
 - Construct small Shelter (25' x 20')

- 18 Upper Restroom Improvements:**
- Repair structural problems
 - Replace outdated or malfunctioning water, sanitary sewer, or electric systems
 - Provide handicapped access
 - Improve exterior and interior as needed

- 19 Amphitheater:**
- Terraced lawn seating suitable for lawn chairs
 - Seating capacity 150-200 plus informal seating on surrounding hillside
 - Handicapped-accessible parking and walkway to front of stage
 - Concrete Stage with utility service
 - Trail access from proposed parking lot atop hill just north of existing adult baseball field



- 20 Create trail connection across hillside to picnic shelters and playground.**
- 21 Skate Park:**
- In-ground "bowl" (pending drainage issues)
 - Above-ground features: rails, grind boxes, etc. for tricks
 - Location provides easy visibility and accessibility
 - 10' chain-link fence enclosure
 - Proximity to swimming pool provides for ease of monitoring utilizing pool staff

- 22 Proposed Restroom (20' x 20):**
- Men's, Women's plumbed restrooms
 - Central location to facilities in the northeastern part of the park

- 23 Upgrade existing Tennis Courts (2):**
- Replace asphalt court surface
 - Repair fence as needed
 - Provide one 6-ft. players bench per court
 - Replace nets and posts

- 24 Possible stream enclosure for expansion of sun bathing area will require an on-site meeting with DEP regarding permitting.**

- 25 Install 30-foot high safety netting atop fence on each side of existing adult ball field, extending 150 feet from back stop.**

- * GENERAL PARK NOTE:**
- Bollards, decorative fencing, or other obstacles should be constructed along park roads to deter on-grass parking. Large "No Parking" signs should also be installed at intervals along lawn areas adjacent to park roads.

Park rules should state the location of designated overflow parking areas.

NOTES:

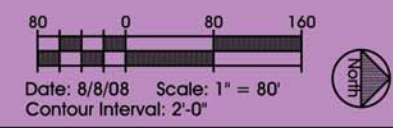
- 1) Property boundary information was taken from a Property Boundary Survey completed by William F. Hummel, PE and dated November 25, 1971. Partial topographic survey information was taken from an Existing Conditions Plan for Zelenople Community Park completed by James A. Sperdute, R.S. and dated April 8, 1996. Aerial photography was provided by DCNR and the USGS through the PA MAP program. Additional site information was gathered through available Geographic Information Systems (GIS) data as well as through direct field observation by Pashek Associates in October 2007.
- 2) Locations of all site features and facilities are approximate. Pashek Associates makes no claims to the accuracy of utility locations or other facilities.



Zelenople Community Park Master Plan

Zelenople Borough
Butler County, Pennsylvania

FINAL MASTER PLAN



Initiate a plan between the two Boroughs to jointly manage the communities' parks and recreation

A cooperative venture for parks and recreation between Zelienople and Harmony Boroughs could produce great benefits to the residents of both municipalities. Each municipality has its own parks system that includes a variety of recreational opportunities. Both municipalities could become more effective in operations and maintenance, and could realize a cost savings through combined maintenance, planning and purchasing. There could also be great potential to enhance parks and recreation opportunities to the residents of both Boroughs. Jackson Township should be considered as an additional partner in the future of this multi-municipal effort.



Action Plan for Implementation

- Begin discussions between the Boroughs about opportunities to share management services of the Boroughs' parks and recreation.
- Read the DCNR publication entitled "Multi-Municipal Cooperation for Recreation and Parks".
- Utilize DCNR's Peer-to-Peer grant program to evaluate opportunities for cooperation, identify potential obstacles, address key issues, and develop an appropriate agreement. The Peer-to-Peer consulting program allows the municipalities to utilize a recreation professional to work with them to discuss possibilities for cooperation. If consensus is reached concerning how cooperation could work, the peer consultant will assist in writing an intergovernmental agreement that best meets the needs of both municipalities. DCNR will provide a \$10,000 grant that must be matched with \$1,000 from the local municipalities for the project.
- Once an agreement is finalized, consider using the DCNR Circuit Rider Program to hire a regional park and recreation director. Under this program DCNR assists in the funding of the position. The first year they fund 100%; second year 75%; third year 50%; and fourth year 25%. In the fifth year and beyond, the municipalities would be required to fund the position on their own. The position would cost approximately \$38,000 – \$40,000 annually.

If a full-time position is not warranted, consider one of the following options. The first option would be eligible under the Circuit Rider Program but the other two would not.

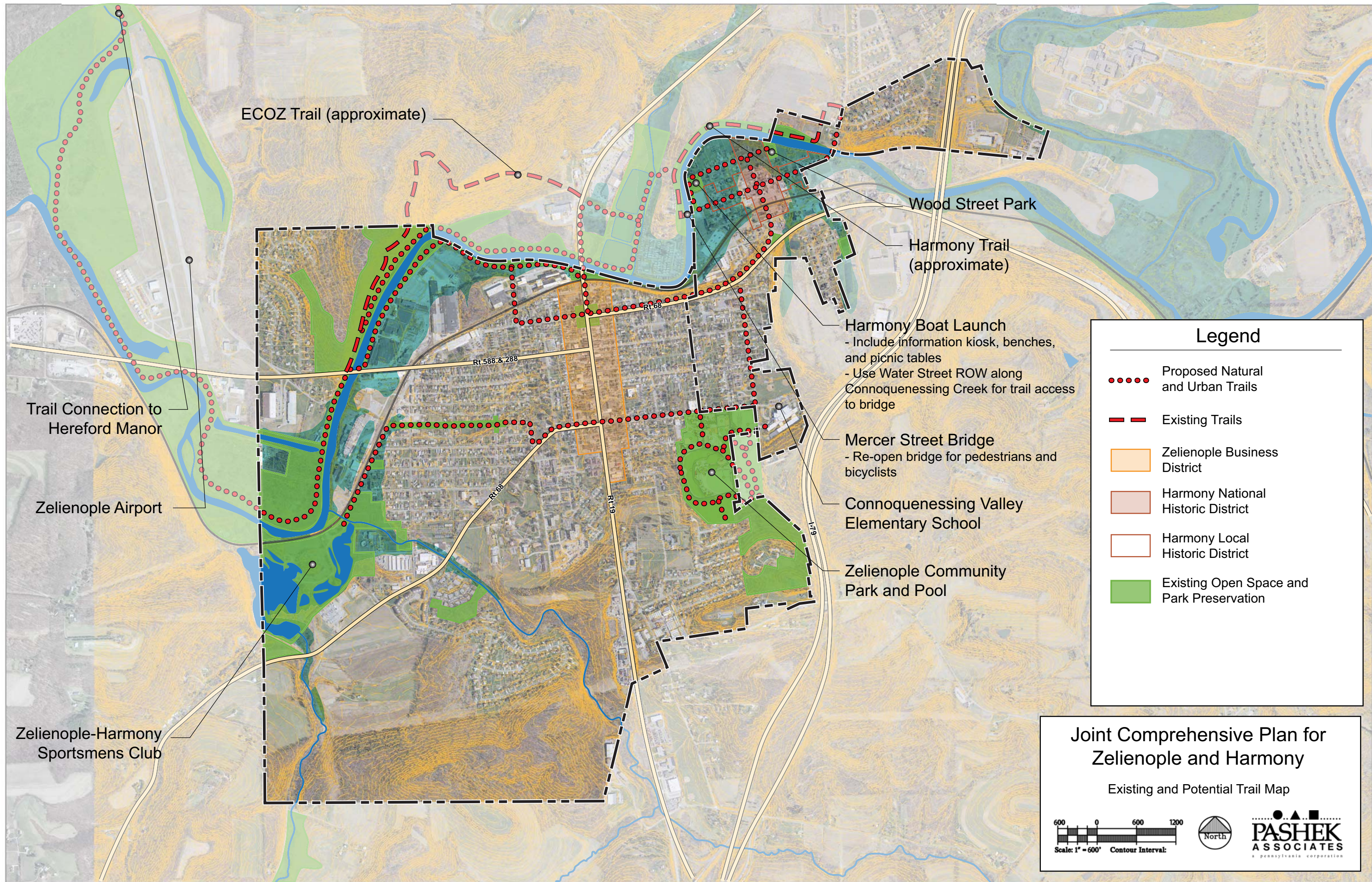
1. Hire a person who will work park maintenance about 50% to 70% of the time and spend the remainder of the time coordinating park upgrades, fundraising, or developing recreation programs. Franklin Park Borough did this until recreation needs expanded to where they needed to hire a park manager and a recreation director.
2. Have a person split time between the Borough's administrative functions and recreation management. Pine Township's (Allegheny County) Recreation Director started out in this type of a role. She is now a full-time recreation director.
3. Share time among parks and recreation functions and management of the Borough's Main Street development/marketing.

Develop a multi-use, non-motorized trail system that traverses the perimeter of the two Boroughs with connections to the business districts, local parks, and cultural sites.

The Borough's should begin by creating a trail organization to lead the effort. This organization will work closely with elected officials, business persons, community leaders, and residents to develop the trail system. The group should submit a request to the County that Harmony/Zelienople be represented on the Butler County Greenway and Trail Plan Committee that will be established in 2010. This will help to tie the local trail system planning into the County-wide plan. Additionally, the Committee should be responsible to:

- Hold a public meeting to gather input from community residents, gain support for the trail, and identify potential opportunities and obstacles.
- Develop a potential trail route.
- Coordinate with the Wild Waterways Conservancy and other local groups in the identification and development of potential trail routes
- Identify ways to connect with other regional trails in Butler County.
- Evaluate the Connoquenessing Creek to be designated as a water trail.
- Improve and expand access to the Connoquenessing Creek





ECOZ Trail (approximate)

Wood Street Park

Harmony Trail (approximate)

Harmony Boat Launch
 - Include information kiosk, benches, and picnic tables
 - Use Water Street ROW along Connoquenessing Creek for trail access to bridge

Mercer Street Bridge
 - Re-open bridge for pedestrians and bicyclists

Connoquenessing Valley Elementary School

Zelenople Community Park and Pool

Trail Connection to Hereford Manor

Zelenople Airport

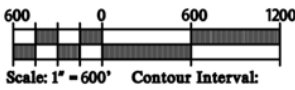
Zelenople-Harmony Sportsmens Club

Legend

- Proposed Natural and Urban Trails
- — — Existing Trails
- Zelenople Business District
- Harmony National Historic District
- Harmony Local Historic District
- Existing Open Space and Park Preservation

Joint Comprehensive Plan for Zelenople and Harmony

Existing and Potential Trail Map



Tier 2 – Secondary Priorities

Compile a diverse funding plan to address park development, maintenance, and operations.

- Identify what each Borough will pay for and what needs to be paid for from other sources.
- Utilize the following non-municipal funding sources:
 - o Friends of the Parks – this should be developed as a 501 (c) 3 organization
 - o Butler County grants program
 - o Pennsylvania Conservation Corps (consult with the Butler County Parks Department)
 - o Investigate private foundations in Butler County
 - o Investigate private foundations in Southwest PA
 - o Evaluate state-wide and national foundations related to parks and recreation
- Apply for Pennsylvania state grants to develop and/or rehabilitate the parks
 - o PA Department of Conservation and Natural Resources Community Conservation Partnerships Program
 - o PA DCED – Legislative Initiative Grants, Shared Services
 - o Community Development Block Grants
 - o PA Department of Labor and Industry – Pennsylvania Conservation Corps
- Use the Butler County Parks Department to apply for state grants for the Boroughs.
- Sell naming rights for park facilities as a means of paying for them.
- Identify other potential funding sources.

Create and implement a plan to address the maintenance needs of the Borough's parks.

- Include park maintenance under the joint parks and recreation board discussed in Tier 1.
- Include maintenance responsibilities as part of the joint parks and recreation director's job description.
- Adopt a maintenance management plan.
- Provide park maintenance training for the parks and recreation director. Attend training workshops, programs, and seminars offered by the Pennsylvania Recreation and Parks Society, National Recreation and Park Association, regional turf management organizations, and others.

Improve the Harmony Canoe Launch.

- Add amenities such as picnic tables, benches, an information kiosk, etc.



Tier 3 – Other Important Projects

Additional ideas to enhance parks and recreation in the Boroughs include:

- Install plantings that attract birds and bring in birdwatchers.
- Establish a canoe put-in/take-out in Zelenople.
- Create a new boat launch downstream on Zelenople-owned land near the airport.
- Promote the historic identity of the Boroughs along the trails.
- Reopen the bridge to the campground.
- Work with recreational businesses or organizations to establish boat (and bike) rental businesses.
- Explore opportunities for reuse of the empty Paragon parking lot.
- Reuse some or all of the reservoir land in Jackson Township for recreation.



Background Information

Background Information

Demographics & Housing Trends

TOTAL POPULATION

The two Boroughs have lost population over the last 20 years, with Harmony experiencing a more substantial decline.

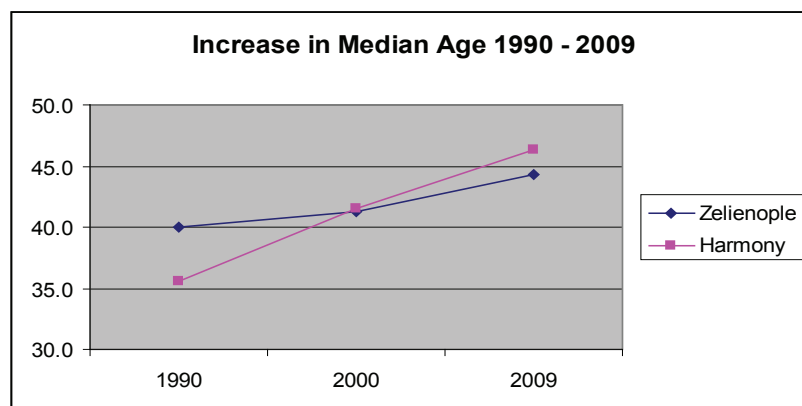
	1990	2000	2009 (estimate)	% change 1990 - 2009
<i>Harmony</i>	1,054	937	923	-12.4
<i>Zelienople</i>	4,201	4,123	4,060	-3.4
<i>Total</i>	5,255	5,060	4,983	-5.2

Together, the two Boroughs have a population of under 5,000 people. Zelienople is the larger of the two municipalities with just over 4,000 residents. It has lost 3.4% of its population since 1990. Harmony's estimated 2009 population is only 923, having lost more than 12% of its residents in the last two decades.

By contrast, the population increased in Jackson Township by 17.8% and in Butler County by more than 20% during this period. This trend can be seen throughout Western Pennsylvania, as people moved out of older cities and boroughs into newer suburban townships.

AGE

Both municipalities have aging populations, with Harmony's median age increasing rapidly over the last two decades.



In 2009, the estimated median age of residents in Harmony is 46.3 years, up from 35.6 in 1990. In Zelienople, the 2009 estimate is 44.3 years, an increase from 40.0 years ago.¹ By contrast, the most recent median age census estimate (2005 - 2007) for Butler County was younger, just 39.8 years.

¹ Median age in Zelienople is undoubtedly inflated by the two residential facilities for Seniors in the Borough -- Passavant Retirement Community, housing 630 (15.5%) of Zelienople's residents, and Maple Court, a high-rise with 75 apartments for limited-income residents age 50 or older.

RACE

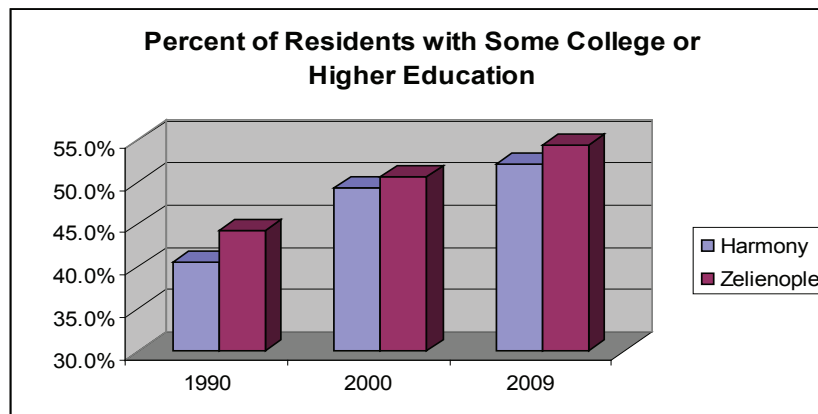
Residents in both Boroughs are predominantly white, with a slight increase in other races since 1990.

In 2009, white residents made up 99% of Harmony's population and 97.3% of Zelenople's. There has been a very modest increase in residents of other races since 1990 (.6% in Harmony and 1% in Zelenople). This lack of diversity is consistent with surrounding municipalities as well as Butler County, where 97.3% of the estimated 2008 population is white.

EDUCATIONAL ATTAINMENT

Since 1990, more residents in both Boroughs have attended college and obtained higher degrees.

In 2009, just under 48% of residents in both Boroughs had some college education or a college degree. This was up from 36% in Harmony and 37% in Zelenople in 1990. A slightly higher percentage of Zelenople residents (6.5%) have graduate or professional degrees than those in Harmony (4.6%).



HOUSEHOLDS

A shrinking and aging population has led to an increased or stable number of households with fewer residents per household.

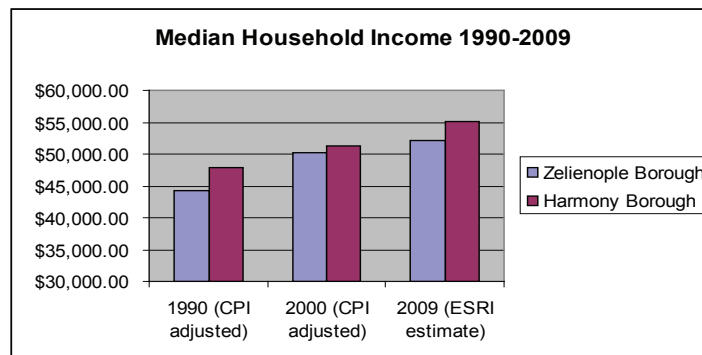
	# Households				Average Household Size		
	1990	2000	2009 (est.)	% change 1990 - 2009	1990	2000	2009 (est.)
<i>Harmony</i>	416	409	416	0	2.53	2.29	2.22
<i>Zelenople</i>	1,792	1,956	1,985	10.8	2.19	2.07	2.01
<i>Total</i>	2,208	2,365	2,401	8.7	2.38	2.14	2.08

While the number of households in Zelenople increased nearly 11% between 1990 and 2009, the number in Harmony remained constant during that period.

Therefore, between 1990 and 2009, the average number of people residing in each household fell from 2.5 to 2.2 in Harmony and 2.2 to 2.0 in Zelianople. For the planning region as a whole, the average number of residents per household is slightly over 2. This is substantially lower than the 2005-2007 estimated County average of 2.49.

MEDIAN HOUSEHOLD INCOME

Residents' incomes are comparable to median incomes in the County and have increased measurably since 1990.



The estimated 2009 median household income in Harmony is \$55,008, whereas in Zelianople it is slightly lower (\$52,040). These compare favorably with the 2005 - 2007 census estimate of \$53, 323 for Butler County as a whole.

To calculate the percent increase in incomes over and above inflation, incomes for 1990 and 2000 were converted to 2009 dollars using the Consumer Price Index. Harmony's median household income increased by 15.1% between 1990 and 2009, whereas Zelianople experienced higher income growth during the same period (17.6%).

Housing

Both municipalities have quality, older housing stock that is well-maintained.

HOUSING CONDITION

Both municipalities were surveyed by car and foot to assess the condition of housing. Overall, homes in both Boroughs are in excellent condition. In Harmony, homes tend to be modest but meticulously maintained. Some apartments in the downtown are in poor condition, but this was an exception. Even the trailer homes were neat and well cared for. In Zelenople, there is a broader range of housing. Again, most homes are well-maintained. While the data indicates a 9.4% vacancy rate, this is not evident from the street. There are a few scattered homes where code enforcement is an issue, but no blighted neighborhoods.

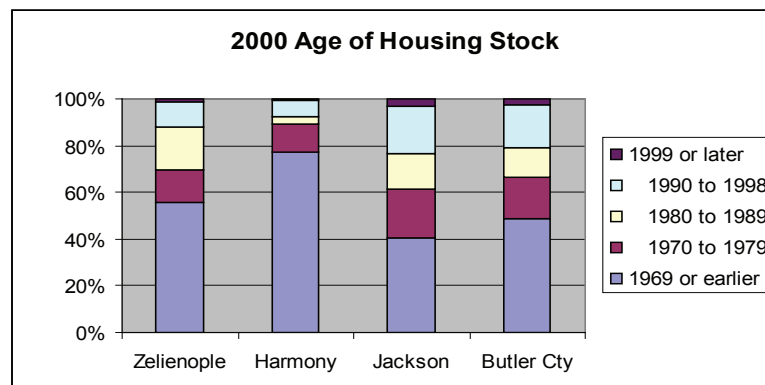


Victorian-style home in Zelenople

TOTAL UNITS

In 2009, Zelenople has an estimated 2192 housing units. This is an increase of 338 units or 18.2% since 1990. Most of its new housing (259 units) was constructed between 1990 and 2000. By contrast, Harmony currently has just 450 housing units. Since Harmony is almost completely built out, only 18 new units have been added in the Borough since 1990, an increase of 4.2%. Not surprisingly, the rate of housing growth has been much slower in the Boroughs than in the County as a whole (29%) during the last two decades.

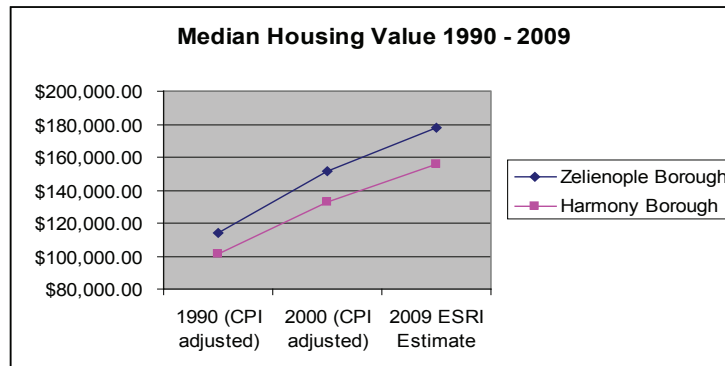
AGE OF HOUSING STOCK



According to 2000 U.S. Census data, a majority of the housing stock in both Boroughs is more than 40 years old. A substantial 77.4% of Harmony's housing was built before 1970, with the median year of construction being 1949. In Zelenople, 55.5% of all homes were built more than 40 years ago, with 1965 being the median year of construction. In surrounding Jackson Township, homes are newer, with only 40.4% built before 1970. And in Butler County as a whole, only 48.8% of housing is more than 40 years old.

MEDIAN HOUSING VALUE

As of 2009, the estimated median housing value in Zelenople was \$177,966, while in Harmony it was lower, at \$156,105. Both exceed the most recent estimate (2005-2007) for housing value in the County (\$146,300).



Housing values in both Boroughs have risen sharply since 1990. To determine the increase in housing value over the last 19 years, values for 1990 and 2000 were adjusted to account for inflation using the Consumer Price Index. Median housing value in Harmony has jumped 54.2%, while in Zelenople, it has increased by 56.2%. The rapid growth of housing in Cranberry and neighboring townships has pushed values up throughout southwestern Butler County.

HOME OWNERSHIP

In Harmony, a majority of homes are owner occupied, whereas in Zelenople, more units are occupied by tenants than owners. In 2009, 71.4% of Harmony's dwellings were owner-occupied compared to just 46.2% of Zelenople's.² Both Boroughs fall below Butler County's 77.6% rate of owner occupancy. Since 1990, owner occupied housing has decreased by 7.6% in Zelenople, but only by 2.9% in Harmony.

HOUSING VACANCY

Vacancy rates have risen substantially in both municipalities over the last two decades. While in 1990, vacant housing stood at 3.3% in Zelenople and 3.7% in Harmony, in 2009 it was estimated at 9.4% and 7.6%, respectively. This represents over a 6% increase in Zelenople and nearly 4% in Harmony. By contrast, vacancy rates dropped precipitously in Jackson Township between 1990 and 2000, from 16% to 5.6%. In Butler County overall, the most recent estimate of vacant units is 6.7%.

² Once again, the low percentage home ownership in Zelenople is affected by the large number of rental units for Seniors at Passavant and Maple Court.

Existing Land Use

The Comprehensive Plan evaluates how land is currently being used within the planning area. This assessment is a “snapshot in time” since land uses are constantly changing. However, the existing land use assessment helps us to understand the broader patterns of development as well as how much land is being devoted to different uses. These uses are depicted on the Existing Land Use Map, which is included on page 75 in Part 5 of the plan.

THE PLANNING AREA

The planning area consists of two Boroughs, Harmony and Zelienople. They are surrounded by Jackson Township in Butler County and by Marion and Franklin Townships in Beaver County. The Boroughs are located about 25 miles north of the City of Pittsburgh, just west of Interstate 79.

Harmony Borough is the smaller of the two municipalities, covering just .4 square miles. It is a densely developed Borough with a small, historic center. The eastern side has larger lots and is bisected by Route 79. The south side neighborhood adjoins and flows seamlessly into Zelienople.

Zelienople Borough is characterized by its well-developed Main Street shopping district and lovely residential neighborhoods. House lots are typically small, but newer, larger lot subdivisions can be found further from the center in the western and southern parts of the Borough. The Borough covers 2.2 square miles, of which .4 square miles are covered by water, railroads, and street rights-of-way. The remaining 1.8 square miles are developed for a variety of uses described below.³

Both municipalities are bordered by Connoquenessing Creek and traversed by State Route 68. Zelienople is also crossed by two other major arteries: State Routes 19 and 288.

Residential

Both municipalities are largely residential communities. Single-family homes exceed the number of multi-family structures. While some homes, particularly in Zelienople, have been divided into two or more apartments, they are not categorized as multi-family due to the difficulty of accurately assessing them. Therefore, for purposes of this plan, multi-family residences consist of townhomes, attached carriage homes and apartments/condominiums.

- Single-Family Structures make up 61.3% of all land use in Harmony and 27.2% of Zelienople. These include free-standing single-family homes as well as trailer homes.
- Multi-Family Structures make up only a small percentage of land use in the two Boroughs. They cover just 0.2% of land in Harmony but are better represented in Zelienople (5.0 %).

The Passavant Retirement Community in Zelienople is a continuing care facility for senior citizens. It has been located in the municipality for more than 100 years. The facilities include a nursing home, two personal care homes, apartments, and single and attached cottages. Approximately 630 residents reside there, with about 1/3 living in each of the independent living units, assisted living units, and skilled nursing beds. Passavant owns an additional 42 acres in the Borough and is currently undertaking a strategic planning process to evaluate its needs for the future. According to the Associate Director, Passavant has no current plans to develop additional residential units in the Borough.⁴

3 The Plan calculates the percentage of land in each Borough devoted to each land use based on the amount of land that is recorded (e.g. 1.8 rather than 2.2 square miles).

4 Interview with Kathy Jeffers, Associate Director, September 9, 2009.

The Maple Court Apartment complex is operated by the Butler County Housing Authority. Located on High Street just one block from Zelenople's Main Street, the building includes 75 apartments for low-to-moderate income residents age 50 or older.

In addition, Glade Run Lutheran Services, a residential treatment facility for youth, has sold off land for development in recent years for residential development. A newly proposed development on its land in the southwest corner of the Borough would greatly increase the amount of residential land in Zelenople. This proposal, however, is in the very early planning stages.

Commercial

Commercial properties include those occupied by retail and service businesses as well as professional offices. Zelenople, with its bustling downtown, has a slightly larger percentage of land devoted to commercial uses (5.9%) than does Harmony (5.6 %). In Zelenople, most commercial uses are centered around Main Street/Route 19 and Route 68. In Harmony, they are more scattered, along Mercer, Main, German and Spring Streets as well as a few pockets in residential areas. Shops in Harmony are primarily tourist-related with few businesses serving the local community. Harmony's business district was severely flooded in 2004 and many businesses never recovered. Therefore, a considerable number of commercial buildings remain vacant. Downtown businesses are discussed in greater detail in the Main Street section of this Plan.

Mixed Use (commercial w/ residential or office above)

Mixed use buildings are those that have a combination of commercial and residential or a mix of commercial uses (retail and office) within a single structure or lot. Both municipalities have less than 1% of their land covered by mixed-use structures. Zelenople's are located primarily along Main Street and Grandview Avenue. Harmony has just a few parcels along Mercer and Main Streets.



Townhomes in Zelenople



Well-maintained trailer home in Harmony



Apartments at Passavant



Typical residential street in Zelenople



Zelenople Business Main Street Service Business



Gift shop in Harmony

Industrial

Industrial land uses consist of all land that is used for manufacturing, warehousing and distribution, and technology uses. In Harmony, 13.2% of land is occupied by industrial buildings. The parcels along Connoquenessing Creek were flooded in 2004 during Hurricane Ivan. Today, many of those structures are largely unoccupied. However, the industrial parcels occupied by Robinson Industries as well as those on the east side of the Borough (off Evergreen Mill Road) are being actively used.

In Zelienople, the majority of industrial land borders the and Route 288. Industrial uses make up 12.1% of all land uses in this Borough. While there are more active industrial operations here, several large buildings close to the Creek also stand vacant.

Institutional

A little more than five percent (5.3%) of land in Zelienople is used for institutional purposes. A majority of this land is owned by Glade Run Lutheran Services, a residential care facility for children and youth with mental and emotional disabilities. Glade Run traces its history to William Passavant who established a home for orphans on a farm there. Other institutional land uses include part of the Passavant Retirement Community and several church properties. In Harmony, institutional uses make up a smaller percentage of land use (3.6%). They consist of properties owned by Historic Harmony as well as church properties.

Public Uses

The Plan categorizes public uses separately. These include municipal buildings, schools, libraries, fire departments, utilities, and the like. Public uses cover 10.2% of the Harmony Borough, most of which is comprised of the Elementary School property. In Zelienople, less than 2% of the land is taken up by public uses.

Open Space

Open space consists of both undeveloped property as well as parks and cemeteries. In Harmony Borough, which is almost entirely built out, open space covers only 5.4% of all land. It includes two small parks (Wood Street and Swampoodle) and a canoe launch. A patch of undeveloped land along the off Mercer Road is currently being planned for a residential development, Creekside, which would be located primarily in neighboring Jackson Township. In Zelienople, open space is the largest land use category (42.3% of its land). This is made up of a large portion of the Glade Run property,⁵ the Community Park, the cemetery, a Sportsmen's Club and some conservation land.



Active industrial use in Harmony



Glade Run Lutheran Services, Zelienople



Zelienople Municipal Building



Wood street Park, Harmony

5 However, there are currently plans to develop much of this land as a mixed-use development with commercial and residential uses.

Non-taxpaying Land

An issue for the Borough of Zelenople is the large amount of land that is currently owned by religious organizations or nonprofits that do not pay real estate taxes to the Borough. This includes all land owned by Passavant Retirement Community (38 acres); Glade Run (332 acres); churches and schools. In total, nearly one-third of the property in Zelenople Borough is non-taxpaying. This is shown on the Status of Taxable Land Map.

Borough-Owned Land Outside Municipal Boundaries

While both municipalities own land outside their boundaries, this is particularly notable for Zelenople. The extra-municipal land holdings are depicted on the Land Outside Boroughs Map and consist of:

- Zelenople Municipal Airport – this facility is located in Franklin Township, Beaver County. It is owned and operated by the Zelenople Airport Authority, which, in turn, is owned by the Borough of Zelenople.
- Zelenople Water Reservoirs – the Borough owns land north of Connoquenessing Creek in Jackson Township where it maintains its drinking water reservoirs.
- Community Park -, a small portion of the park is located in Jackson Township and owned by Zelenople Borough.
- Harmony Water Plant – Harmony Borough owns a small parcel of land in Jackson Township where its water plant is located.

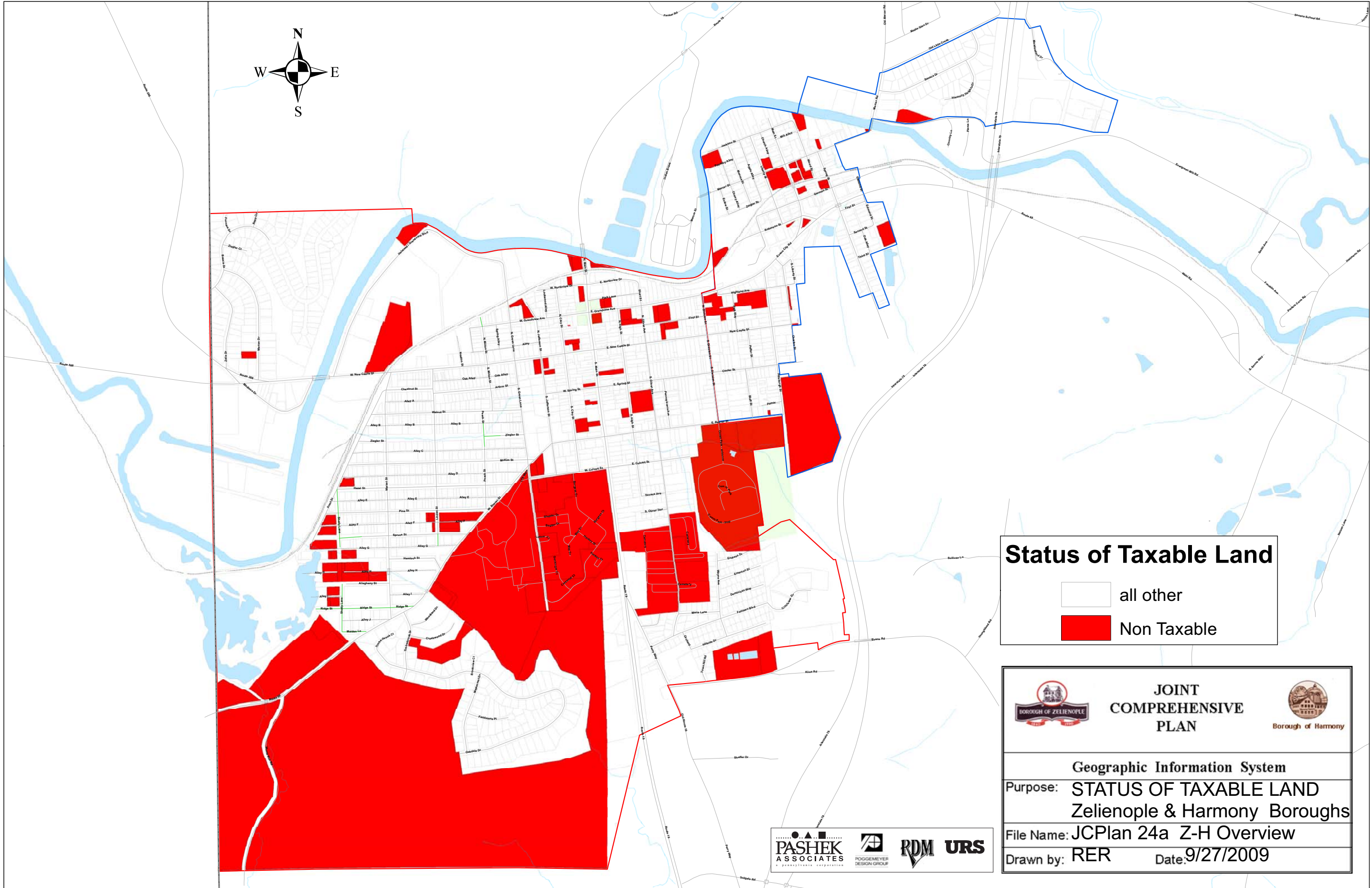
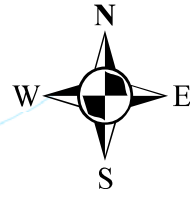
These parcels were not included in the calculation of percentages of land devoted to certain uses in the Borough.




Gateway to Passavant Retirement Community






Runway at Zelenople Municipal Airport



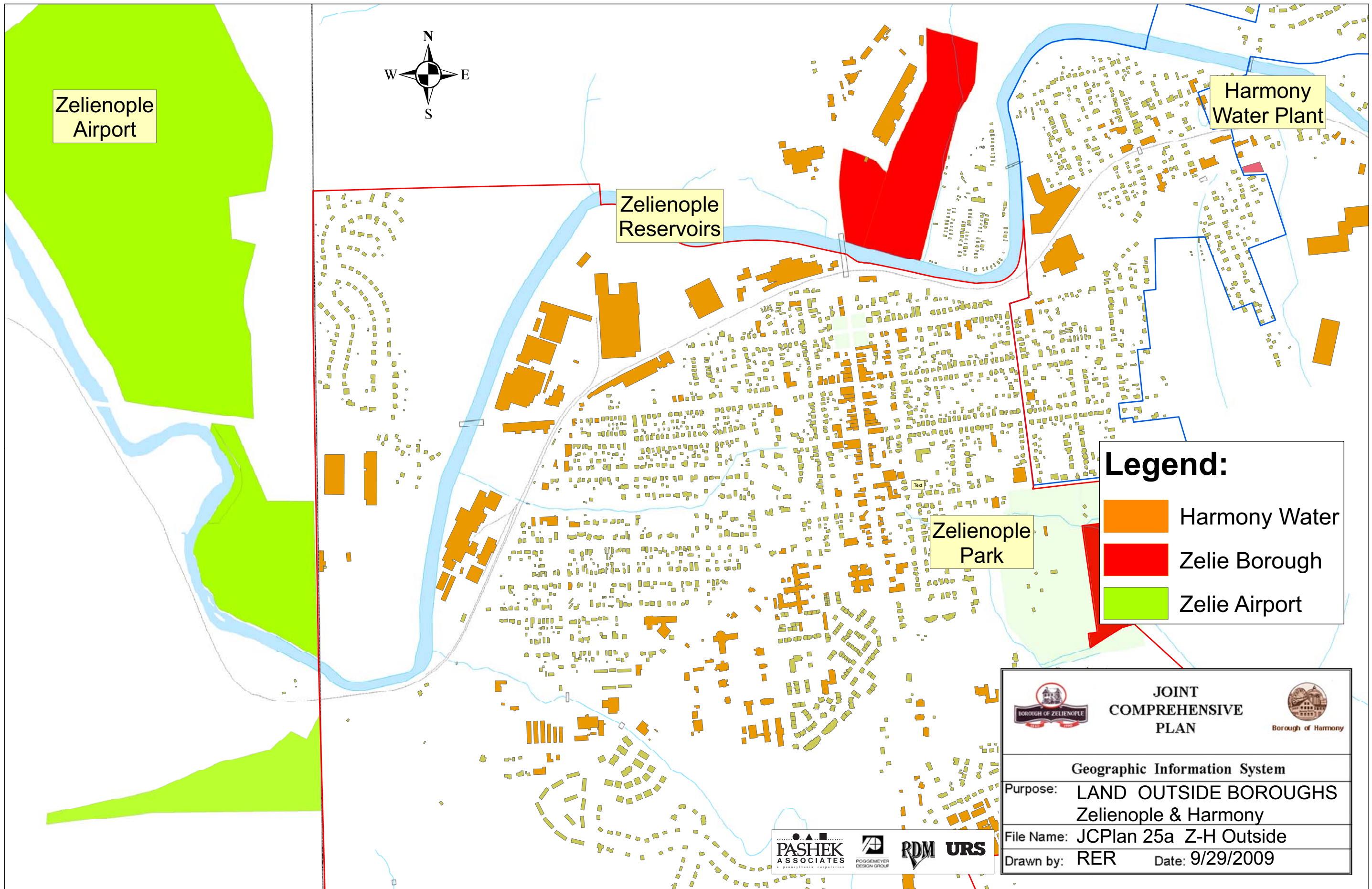
Status of Taxable Land

 all other

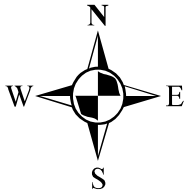
 Non Taxable

	JOINT COMPREHENSIVE PLAN	
Geographic Information System		
Purpose: STATUS OF TAXABLE LAND Zelienople & Harmony Boroughs		
File Name: JCPlan 24a Z-H Overview		
Drawn by: RER		Date: 9/27/2009

		
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Zelenople
Airport



Zelenople
Reservoirs

Harmony
Water Plant

Zelenople
Park

Legend:

- Harmony Water
- Zelenople Borough
- Zelenople Airport

JOINT COMPREHENSIVE PLAN
<p>Geographic Information System</p> <p>Purpose: LAND OUTSIDE BOROUGHS Zelenople & Harmony</p> <p>File Name: JCPlan 25a Z-H Outside</p> <p>Drawn by: RER Date: 9/29/2009</p>

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Zoning and Other Relevant Ordinances

Both municipalities have zoning ordinances that divide the municipalities into multiple zoning districts. The zoning districts are shown on the Zoning Map on page 77 in part 5 of this plan. The following is a brief summary of the ordinances in each municipality that are pertinent to land use and development:

HARMONY

Harmony's zoning ordinance creates six base districts:

- R1 is the largest district in the Borough. It limits residential dwellings to single-family.
- The R2 district is located close to community amenities and services and allows for single- and multi-family housing.
- C1 covers the larger commercial parcels along Route 68 and allows for a broad range of commercial uses.
- C2 is the neighborhood shopping district around Mercer and Main Streets, permitting businesses that are complementary to the downtown historic district. Both commercial districts permit residential uses as well.
- The I (Industrial) district (I) covers parcels with railroad access along the , just north of Route 68, as well as on several parcels to the east of the C1 and C2 districts (Dambach Lumber and Knauf's Feed Mill properties). Uses must have minimum impacts on adjacent residential uses.
- The I-2 district is located east of Route 79. Due to this area's separation from residential properties west of the highway, higher intensity industrial development is encouraged in this district.

In addition, the Borough has a historic district overlay that covers parts of the R1, R2 and C2 districts. The boundaries include the Harmony Historic Landmark District (discussed below), but have been extended to cover additional properties to the east and west.

Harmony's ordinance allows for a broad range of uses that are spread among its six districts. Certain uses are permitted only by conditional use or special exception and the ordinance lays out express criteria for approval. There are parking and loading provisions, although no shared parking standards appear to be in place. Additional requirements include performance standards, sign requirements, regulations for non-conformities as well as administrative provisions.

The Borough last revised its zoning ordinance in 2007 and it appears, on quick inspection, to comply with recent amendments to the Municipalities Planning Code.

Harmony also has a historic district ordinance. It establishes the procedures governing the Historic Architectural Review Board, as well as the design standards to be applied by the HARB to any "erection, alteration, reconstruction, repair, restoration or demolition, of all or a part of any building within the historic district." The design standards require the HARB to evaluate applications based on proportion, scale, materials, roof shape and other similar factors "pertinent to the preservation of the historical and/or architectural aspect and nature of the building."

The Borough also has a Subdivision and Land Development Ordinance that was adopted in 1994.

ZELIENOPE

Zelienople's zoning ordinance divides the Borough into seven (7) base districts and three (3) overlay districts. The base districts are:

- The R-1 Single-Family Residential District covers areas with the lowest density or areas where low-density residential development is desired. Single-family dwellings are permitted and Planned Residential Development is a Conditional Use. This district is located in the northwest, south and southeast portions of the Borough, including undeveloped portion of Passavant and Glade Run.
- R-2 General Residential is designated primarily over the developed portions of the Passavant Retirement Community and Glade Run Lutheran Services. There is also a small area north of the downtown. This district allows for moderate density with single- and multi-family dwellings, as well as non-commercial support facilities like schools, churches and day care. This district also permits planned residential development as a condition use.
- The R-3 Urban Residential District covers the established neighborhoods east and west of the central business district. These parcels are generally small and density is high. Single-family homes are permitted while traditional neighborhood development, mobile homes, schools and churches are among the conditional uses provided for.
- The R-4 Residential Transition/C2 Mixed Use Districts, which are contiguous, are designed to protect residential neighborhoods while allowing for compatible nonresidential uses. This district covers parcels along Grandview Avenue and in several other transitional areas. In addition to those uses allowed in other residential districts, personal service businesses, administrative and professional offices, and certain retail establishments fronting on Main Street are allowed as conditional uses.
- The C-1 Central Business District covers the heart of Zelienople's Main Street shopping district and is designated as a Traditional Neighborhood Development zone. It permits a broad range of retail, service, office and other commercial uses as well as upper floor residential apartments.
- The C-3 Heavy Commercial District zones areas intended for highway commercial uses, like service stations, car washes and automotive sales and service. This district is located along Routes 19 and 68 in the southern portion of the Borough.
- The Limited Industrial (I) district is primarily adjacent to the railroad tracks and Connoquenessing Creek, and is designated for large scale office and industrial uses.

The following overlay districts are also designated:

- The C-1 Central Business District Overlay covers parcels on the northern, eastern and western boundaries of the C-1 district. The overlay is intended to protect the integrity of neighboring residential areas through height, yard, access, lighting and similar restrictions that lessen the impacts of commercial uses.
- The Flood Plain District applies to all areas within the 100-year floodplain. The provisions regulate new development as well as expansion of existing structures and uses. The district appears to be an overlay district, however, this is not clearly stated in the ordinance and the boundaries of the floodplain district are not designated on the Borough's zoning map.
- The Airport Hazard Overlay (added in August 2009) creates three overlay zones for areas within the approach surface, the transitional surface and the horizontal surface as they apply to the Zelienople Municipal Airport. The provisions establish height limitations as well as lighting requirements for nonconforming structures. These overlay zones are also not shown on the official zoning map, but are separately mapped.

Zelienople's ordinance provides for a wide range of uses. It contains clear provisions regulating bulk and area, parking and loading (including shared parking), signs, conditional uses, and non-conformities. The ordinance also provides for planned residential developments with an option that allows for a mix of uses.

The zoning ordinance has been amended several times in recent years. A cursory overview of the ordinance indicates that it is clear and well-organized, but may not comply with all recent amendments to the Municipalities Planning Code (e.g., making forestry a permitted use in all districts).

The Borough adopted a Subdivision and Land Development Ordinance in 2007 as well as a Public and Private Improvements Ordinance in 2008 which include, among other things, specifications for streets; driveways; sidewalks and other pedestrian facilities; stormwater management; landscaping; and site design.

Zelienople does not have a historic district or regulations that protect the historic character of its downtown or older neighborhoods (e.g., design standards).

Environment and Natural Resources

This section provides an overview of significant environmental features in the planning area as well as organizations that are working to preserve them in the region. It is important to understand the extent and location of environmental features in order to identify limitations to development and redevelopment, avoid severe ecological impacts, and prevent property loss and damage. Information in this section should be used to guide growth to suitable areas. Areas of environmental significance are depicted on the Environment Map on page 79 in Part 5 of this plan.

WATER BODIES

Connoquenessing Creek flows west through Harmony into Zelienople, eventually emptying into the Beaver River. The Creek provides habitat for wildlife and is a recreational resource. Harmony Borough just installed a canoe/kayak launch on the at the end of Jackson Street.



Connoquenessing Creek, Harmony

In 2008, the Western Pennsylvania Conservancy published the Connoquenessing Creek Watershed Conservation Plan, which assessed the entire watershed and made recommendations for protecting water quality. The Plan noted that water quality in the Creek is threatened by several sources of upstream pollution, including acid mine drainage, agricultural runoff and industrial discharges. It sets forth management recommendations designed to improve water quality such as discouraging development in the floodplain; reclaiming flood prone areas for public open space; reducing industrial and sewage waste discharges; improving stormwater management; and establishing riparian buffers.

In addition to the, a few small, unnamed tributaries run through the Boroughs. Some of these streams have been culverted and flow underground.

FLOODPLAINS

A significant amount of land in both Boroughs lies within the 100-year flood plain. This land surrounds Connoquenessing Creek as well as several small tributaries. In 2004, following heavy rainfall from Hurricane Ivan, both municipalities experienced severe flooding that exceeded the boundaries of the 100-year floodplain. Many of Harmony's business and residential properties as well as Zelienople's industrial district were inundated. The damage and costs were extensive and many businesses never recovered. Many commercial and industrial buildings in both Boroughs remain largely vacant and have been hard to rent because of their location in the floodplain. The boundaries of the 100-year floodplain are shown of the Environmental and Natural Resources Map.



Vacant warehouse in Harmony floodplain

Harmony's Flood Plain Regulations (Chapter 8 of the Harmony Code) were promulgated in 1989. The provisions do not appear to have been amended since adoption. Zelienople's zoning ordinance contains a Flood Plain District that applies to all areas within the 100-year floodplain. The provisions regulate the types of new development that can occur as well as limit the expansion of existing structures and uses.

WETLANDS

There are no wetlands within the boundaries of Zelenople and Harmony Boroughs. There are two small wetlands, however, just north of Zelenople adjacent to the Borough-owned reservoirs in Jackson Township.

BIOLOGICAL DIVERSITY AREAS

The Western Pennsylvania Conservancy (WPC) is currently updating the Natural Heritage Inventory for Butler County. The last report was completed in 1991; the update is expected to be released in 2010. According to the 1991 report, the Natural Heritage Inventory is “designed to identify and map important biotic (living) and ecological resources that make up the rich, natural heritage of Butler County.”

Based on updated data obtained from WPC, there is one biological diversity area (BDA) that touches the eastern boundary of Harmony Borough. As yet unnamed, it will be designated as a new BDA to protect a rare species in the lower reaches of Little Connoquenessing Creek. The WPC defines BDAs as:

“ ... areas containing plants or animals of special concern at state or federal levels, exemplary natural communities or exceptional native diversity. BDAs include both the immediate habitat and surrounding lands important in the support of these special elements. They are mapped according to their sensitivity to human activities, with designations of Core Habitat and Supporting Landscape areas. “Core” areas delineate essential habitat that cannot absorb significant levels of activity without substantial impact to the elements of concern. “Supporting Landscape” areas maintain vital ecological processes or secondary habitat that may be able to accommodate some types of low-impact activities.

The 1991 Natural Heritage Inventory listed the Connoquenessing Creek Conservation Area as a sensitive area. This forested natural area is located along and above Connoquenessing Creek, just north of Zelenople Borough. It is owned and managed by E.C.O.Z. (Ecologically Concerned of Zelenople). It consists of two natural communities: a floodplain forest community and a mesic central forest community on the steep slopes north of the floodplain. However, WPC has indicated that based on current information, there are no rare species within the reserve and it may not be listed in the updated Natural Heritage Inventory.

WPC also noted that the Creek contains several species of mussels that are sensitive to water quality. Therefore, it recommends that a 100-foot riparian buffer be maintained to protect the quality of the Creek.

CONSERVATION ORGANIZATIONS:

Wild Waterways Conservancy

The Wild Waterways Conservancy is a 501(c)(3) nonprofit land trust whose mission is “to protect and enhance the natural resources of the and Slippery Rock Creek watersheds.” It has protected more than 500 acres in Butler, Beaver and Lawrence Counties. The Conservancy has also received grants to help construct boat launches in Butler and Lawrence Counties. It maintains its office in downtown Zelenople.

Watershed Alliance

The Watershed Alliance is a volunteer run watershed group that conducts water quality monitoring throughout the watershed. The group has received funding through Pennsylvania’s Growing Greener. They test surface

water regularly for a number of substances and other indicators of stream health, such as pH, dissolved oxygen, alkalinity, sulfates, nitrates, temperatures, flow volume, and macroinvertebrates.

Ecologically Concerned of Zelienople (E.C.O.Z)

E.C.O.Z. was originally founded in the 1970's as a recycling organization. However, in recent years, the group reinvented itself as a land preservation group. It is a 501(c)(3) nonprofit that has purchased ecologically sensitive or threatened land in and around Butler County. In most cases, it has subsequently donated that land to the local municipality or a State park. E.C.O.Z. owns the Connoquenessing Creek Conservation Area (discussed above).

Cultural and Historic Resources

The Boroughs have cultural and historic resources that distinguish them from surrounding municipalities and are catalysts for economic development. Many historic resources are shown on the Historic and Cultural Resources Map on page 69 in Part 4 of this plan.

HISTORIC HIGHLIGHTS

Prior to the 19th century, the area encompassing the two Boroughs was largely undeveloped, inhabited primarily by Native Americans (Lenni Lenape or Delaware). In 1802, a German immigrant, Baron Dettmar Basse purchased 10,000 acres and established a small settlement that he named after his favorite daughter, Zelie. Zelienople grew to become a bustling commercial town and was incorporated as a borough in 1840. Meanwhile, in about 1805, Basse sold 5,000 acres to George Rapp, a German religious separatist. Rapp and his followers, the Harmonists, built a community there called Harmony. The settlement grew to include more than 150 brick buildings and 700 members by 1814, when its founders decided to sell the land to the Mennonites and move west to Indiana. The Mennonites maintained the Harmonist buildings and added some of their own.

HISTORIC PLACES

The historic roots of Harmony and Zelienople are commemorated through the following places and events:

Harmony Historic District

Historic district designation can take one or two forms in Pennsylvania. The district can be designated under federal law and placed on the National Register of Historic Places. This designation does not afford any real protection, but makes qualifying property within the district eligible for certain important financial incentives like the rehabilitation investment tax credit and certain federal grants. Local historic districts are created by the local municipality and are more effective at protecting resources within the district.

Harmony has both types of historic districts. The Harmony National Historic Landmark District was designated in 1973 and was automatically listed on the National Register of Historic Places. It covers an 8-block area encompassing many remaining Harmonist buildings. National Historic Landmarks are designated for sites that are determined to have national (rather than State or local) significance. Most buildings in the Harmony National Historic Landmark District are privately owned, although a few are owned by Historic Harmony, Inc. (see below). Ten buildings and one site were included in the National Register application and are considered contributing structures. As a result, they are automatically listed on the National Register of Historic Places in their own right. They are listed below and are shown on the Historic and Cultural Resources Map:

- The Great House (now housing the Harmony Museum)
- Langenbacher House (connected to the Museum)
- Schmidt House
- Harmonist Church (now Grace Church)
- Harmonist "Stohr"



Historic District at Main and Mercer Streets

- Frederick Rapp House
- Beahm Hotel
- Wagner-Bentel House (now housing the Museum gift shop)
- Dr. Mueller House
- Schreiber House
- Harmonist Cemetery (Jackson Township)

An inventory of historic buildings was completed for Harmony Borough in the 1980's. The inventory listed all buildings that were at least 50 years old in the Borough. An application was submitted around that time regarding an expansion of the Harmony Historic District to include the Secular Harmony Historic District.⁶

In 1986, Harmony Borough established its own local Historic District and passed a historic district ordinance (see summary under Existing Land Use, above). The district originally followed the boundaries of the National Historic Landmark District, but was later expanded to the east and west. Any demolition or alteration of the exterior of a building must be reviewed by the Borough's Historic Architectural Review Board (HARB). The HARB is a seven-member board appointed by Borough Council. Members include a licensed architect, a realtor and other interested citizens. The HARB makes recommendations regarding proposed paint colors and building materials, window replacements and the like to ensure consistency within the historic district. Its recommendations are forwarded to Borough Council for approval. Projects that are approved receive a Certificate of Appropriateness from the HARB.

Harmony Museum

Historic Harmony, Inc. is a 501(c)(3) educational nonprofit that manages and operates the Harmony Museum. The Museum is staffed by a part-time director, a part-time bookkeeper, a gift shop manager and two clerks. All other functions are staffed by volunteers. Activities are overseen by Historic Harmony's 10-member board of directors.

The Museum preserves historic resources including Native American, Harmonist and Mennonite buildings, sites and artifacts. It includes eight properties in and around Harmony Borough: the Great House (housing the museum with several period rooms and a wine cellar); the Wagner-Bentel house (an original Harmonist residence); two log homes; the Ziegler-Wise Farmstead barn; the Harmonist cemetery; Rapp's Seat (a stone formation overlooking the town); and a Mennonite meeting house. It is open year round Tuesday through Sunday from 1 to 4 PM.



Harmony Museum

In 2009, Historic Harmony Inc. granted historic preservation easements on its buildings to the Pittsburgh History and Landmarks Foundation (PHLF). As holder of the easements, PHLF has the right to review and approve any demolition or alteration that would detract from the historic integrity of the buildings owned by Historic Harmony (as well as the privately-owned Bishop Boyer House).

Buhl and Passavant Houses (Zelienople)

These two historic homes are owned and managed by the Zelienople Historical Society. The Buhl home is the believed to be oldest surviving residence in Zelienople, built by Christian Buhl around 1805. Today it is operated

⁶ There is conflicting information about the status of the Harmony Secular Historic District. The district is listed as “undetermined” in the PHMC database. However, Historic Harmony received correspondence in 1995 from an official at PHMC indicating that a determination of eligibility had been made. According to staff at PHMC, the status will remain listed as “undetermined.”

as a museum. The Passavant House was built by the town's founder, Count Dettmar Basse, as a wedding present for his daughter, Zelig, and her husband, Phillip Passavant, in 1809. The house is significant not only because of its association with Zelig's founder, but as the home of William Passavant, son of Zelig and Phillip, who established Passavant Hospital, the Orphans Home and Farm School (now Glade Run) and the Old Folks Home. Passavant House was listed on the National Register of Historic places in 1977. It now serves as offices for the Zelig Historical Society and as a museum.

Washington's Trail

This historic trail approximates the route that General George Washington took in the Fall of 1753 through Butler County to warn the French, who had established forts in the region, to leave the area. Their subsequent refusal to withdraw led to the French and Indian war. The route is a self-guided driving route identified with markers. The route passes through both Boroughs, entering Zelig from the southwest on Route 68, turning north on Main Street and then east on Grandview Avenue into Harmony, where it travels north on Main Street and northeast on Mercer Street into Jackson Township.

Other Historically Notable Structures

Several buildings have been determined to be eligible for listing on the National Register, but have not been listed by their owners. These are:

- Henry Muntz House, 323 Main Street, Zelig
- Robert Ift House/Cooper Apartments, 120 S. High Street, Zelig
- Joseph Allen House, Madison Drive, Zelig
- Harmony Bridge, Mercer Street, Harmony
- Otto Residence, 244-246 Mercer Street, Harmony
- Austin Pearce House, 230 Mercer Street, Harmony (Harmony Inn)
- Ziegler/Wise Farmstead (Jackson Township)

CULTURAL RESOURCES

Strand Theater

Dating from 1914, this historic theater in downtown Zelig was recently restored through the efforts of the Strand Theater Initiative, a nonprofit organization. The theater reopened in July 2009 and features dramatic, musical, and other live performances as well as films.

Zelig Area Public Library

The Zelig Area Public Library serves the residents of Zelig Borough, Harmony Borough, Jackson Township and Lancaster Township. It



Passavant House, Zelig



Washington's Trail Marker



Strand Theater marquee

is located at 227 South High Street in Zelenople. The library's collection includes approximately 60,000 items including books, periodicals, audiotapes, CDs, and videos. There are computers available for public internet use.

The library schedules regular events that are free and open to the public. These include children's story hour, a summer reading program, an adult book group and games night.

The library is overseen by the Public Library Board. The Borough appoints one of the Board members.



Zelenople Area Public Library

School Facilities

The following school facilities are located within the Boroughs:

- Valley Elementary School educates approximately 800 students from grades K -4. It is part of the Seneca Valley School District.
- St Gregory's Catholic School enrolls approximately 250 children in grades K – 8. It was established in 1911 and is associated with St. Gregory's Roman Catholic Church.
- St. Stephen's Lutheran Academy is the educational institution of Glade Run Lutheran Services. It provides classes for approximately 200 children in Grades 1 through 12 with emotional and behavioral issues. Students are referred to the school from their home school districts.

In addition, Seneca Valley Junior High, Intermediate High, and Senior High Schools are located in Jackson Township just over the border of Harmony Borough.

Churches

The two Boroughs are home to several churches that provide spiritual and social services to residents. Their locations are depicted on the Cultural and Historic Resources Map. Some of the churches with particular significance are:

- Grace Church, Harmony – This church was originally built in 1826 on the site of the Harmonist meeting house dated 1808. It was rebuilt in 1929.
- St Paul's Lutheran Church, 215 N. Main Street, Zelenople – the church community was founded in 1821 and the church built in 1826 on land donated by Zelie and Phillip Passavant.
- English Lutheran Church, 200 East Grandview, Zelenople – Since services at St. Paul's were given in German, this church was built to serve the needs of English-speaking parishioners. It dates from 1843.



Grace Church, Harmony

All historic and cultural places are shown on the Cultural and Historic Map.

ANNUAL EVENTS

Several events take place each year in the two Boroughs that celebrate the historic and cultural heritage of the area. They are:

- **Horse Trading Days** – an annual crafts and music festival that started in 1963 to promote the Harmony and Zelenople communities. It is sponsored by the Zelenople-Harmony Business Association.
- **Summer Concert Series** – Held throughout the summer on the lawn of the Harmony Inn, these free concerts are sponsored by the Business Association and local businesses.
- **Country Fall Festival** – also sponsored by the Business Association, this annual festival is held on the second weekend in October. It features a Civil War Encampment, historical displays and demonstrations, crafts, antiques, and other activities.
- **Northern Nightmares Halloween Festival** – an annual month-long event on Friday and Saturday nights in October featuring entertainment & bus tours of “haunted” sites in both Boroughs.
- **German Christmas Market (Weihnachtmarkt)** – this annual event is held at Historic Harmony in mid-November. It replicates the atmosphere of a traditional German Christmas market, with handmade crafts, refreshments and entertainment.
- **Silvester** – Harmony’s traditional German New Years’ event celebrated on German time (6 hours ahead) including games, music, a 5K race, and fireworks.



*Country Fall Festival - Photo
courtesy of Zelenople -Harmony
Business Association*

Transportation and Parking

As part of the Comprehensive Plan for the Borough of Zelenople and Harmony Borough a transportation analysis was completed by URS Corporation. The goal of the transportation analysis is to evaluate the condition of the existing roadway network. This evaluation will be used to identify and prioritize roadways and intersections in need of general improvements.

A field view of the existing transportation network was conducted in September 2009. The field evaluation was supplemented by average daily traffic (ADT) volumes and roadway functional classifications provided by the Pennsylvania Department of Transportation's (PennDOT) Internet Traffic Monitoring System (ITMS). The results of the transportation evaluation are summarized in the following sections. The Transportation Issues map should be referenced when reviewing this section.

EXISTING TRANSPORTATION NETWORK AND CIRCULATION PATTERNS

The study area included two municipalities located in western Butler County: the Borough of Zelenople and Harmony Borough. The total study area is approximately 2.6 square miles. Overall the study area has approximately 0.5 mile of interstate highways, 1.5 miles of principal arterials, 3.5 miles of minor arterials, 3.5 miles of collectors, and 22.5 miles of local roadways.

The Borough of Zelenople is the largest municipality in the study area. This Borough is rural and historic in nature with the Central Business District located along Main Street (US Route 19) the primary north-south route. There are sidewalks located throughout the Business District. Additionally, crosswalks are provided at all the signalized intersections and several unsignalized intersections within the Business District. Zelenople has an area of 2.2 square miles and maintains 24 miles of roadways. The Borough of Zelenople is laid out in a grid system with the main routes including US 19, SR 68, SR 288 and SR 588. The Borough is developed with mostly residential uses. Some commercial uses are located along Main Street and the western end of Beaver Street. Finally, industrial uses are located along Connoquenessing Creek and the CSXT railroad line. The CSXT railroad line runs east-west between Zelenople and Harmony.

Harmony Borough is a small municipality with an area of 0.4 square miles and maintains 7.5 miles of roadways. The Borough is rural and historic in nature with primarily residential uses. Some commercial and industrial uses exist within the Historic District. The streets are laid out in a grid system. The CSXT rail line runs through the Borough north of SR 68.

ROADWAY CLASSIFICATIONS

Functional classifications are used to categorize roadways according to their function. Roadways primarily serve two functions, mobility (the ability to go from one place to another) and access (the ability to enter adjacent property). A roadway's functional classification is based on the degree to which a roadway is used for these two functions. For the purpose of this study, the roadways will be classified into the following three categories.

Arterials provide for high mobility and limited access. Arterials often connect an urban center with outlying communities and employment. Arterials are designed for high volumes of traffic at moderate speeds. PennDOT further classified Arterials as Principal or Minor.

Collectors provide access between local roads and streets with arterials. Collector roads are intended to provide for moderate volumes of traffic at reduced speeds.

Local Access Roads provide immediate access to adjoining land uses. Local roads are intended to only provide for transportation within a particular neighborhood, or to one of the other two road types.

The following paragraphs provide descriptions of the various roads within the study area. These descriptions are summarized by roadway functional classification for each municipality.

ROADWAYS IN STUDY AREA

Interstates

I-79

Interstate 79 is a four-lane Interstate with 12' lanes and 10' shoulders. The posted speed limit is 65 miles per hour (mph), and the average daily traffic (ADT) volume is approximately 37,000. I-79 runs north-south through Western Pennsylvania. Access to I-79 near the study area is provided through four partial interchanges. These partial interchanges include SR 3025 (Little Creek Road) north of the study area, SR 68 (east of the study area) and the US 19 (Evans City) and Route 528 interchanges which are located south of the study area. Improvements are planned to convert the partial interchange at SR 3025 (Little Creek Road) to a full access interchange and is scheduled to begin in 2010.



Interstate 79

Principal Arterials

US Route 19 (Main Street)

U.S. Route 19, also known as Main Street, is a two-lane principal arterial that parallels I-79 and runs north-south through the Borough of Zelienople. Generally, principal arterials have minimal access to adjacent properties. However, US 19 provides access to almost all adjoining properties. Typically, uncontrolled access reduces capacity thus increasing delay and congestion. This phenomenon occurs along US 19 as access issues, high traffic volumes with a high percentage of truck traffic, narrow pavement widths, and on-street parking combine to cause congestion. Additionally, the narrow pavement widths (39' with a 9' through lane in some locations) and on-street parking cause difficulties for trucks navigating turns within the study area. US 19 has a posted speed limit of 25 mph within the Business District and 35 mph outside these limits. The ADT volume on this route is approximately 23,000 vehicles with 9% trucks.



US 19 at SR 68E - queuing



US 19 approach SR 228 - narrow lanes

Minor Arterials

SR 68W (Beaver Street)

SR 68W (Beaver Street) is a two-lane, east-west minor arterial. Beaver Street has 12' lanes and shoulders 2' or less in width further from US 19 and concrete curb closer to US 19 (within Business District of Zelienople). The average daily traffic on Beaver Street is approximately 4,700 vehicles with 6% trucks. The posted speed limit ranges between 35 and 40 mph outside the Business District and 25 mph within the Business District. The roadway is in good condition. However, there is a sharp horizontal curve at Jefferson Street (15 mph with flashing beacons) and tight radii at the signalized intersection with US 19 that makes truck maneuvers difficult. This problem is magnified when motorists do not stop behind the stop bars at this intersection.



SR 68E (Grandview Avenue/Main Street/Evans City Road)

SR 68E is a two-lane, east-west minor arterial. SR 68E has 12' lanes and concrete curb. The posted speed limit is 35 mph within the study area. The average daily traffic is approximately 11,100 vehicles with 24% trucks. Overall, SR 68E is in good condition, but there is some pavement distress (i.e. rutting and fatigue cracking) as a result of the heavy truck traffic. Large queues are also present throughout the day at the signalized intersection with US 19.



SR 68E approaching US 19 - queuing

288 (New Castle Street)

SR 288 is a two-lane, east-west minor arterial with 12' lanes and concrete curb. A parking lane is also provided on the south side of the roadway. Near SR 588, SR 288 provides one lane in each direction with no on-street parking. The average daily traffic is approximately 11,300 vehicles with 5% trucks. The posted speed limit is 35 mph, but is reduced to 25 mph within the Zelienople Business District. Manufacturing and warehouse uses exist west of the railroad tracks in the Borough of Zelienople. These industrial uses generate truck traffic that cause operation issues on the narrow streets. Damaged curb and visible rutting in the truck wheelpath were observed during the field view. A railroad crossing also exists on SR 288 with poor pavement conditions.



SR 288 at railroad crossing



SR 288 appr. US 19 - visible rutting

Collectors

SR 588

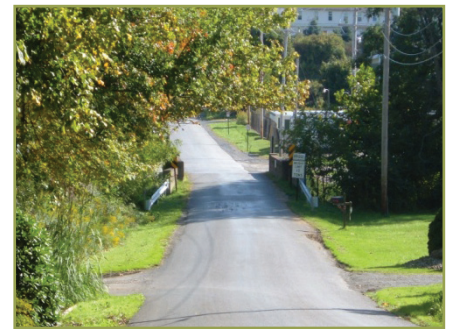
SR 588 is a two-lane, east-west collector with 12' lanes and asphalt and concrete shoulders that vary in width from 2' to 4'. The average daily traffic is approximately 4,200 vehicles with 6% trucks. The posted speed limit is 35 mph near its intersection with SR 288 and 45 mph elsewhere. S.R. 588 is generally in fair to good condition, with some fatigue (alligator) cracking and potholes.



SR 588

Market Street

Market Street is a municipal roadway classified as a collector and connects SR 288 (New Castle Street) to the north with SR 68W (Beaver Street) to the south. Market Street also experiences cut-through traffic as vehicles use this route to avoid the Zelenople Central Business District. Market Street provides two-way traffic on 18' of pavement with no shoulders. The average daily traffic is approximately 900 vehicles with 5% trucks. A one-lane bridge with a 10-ton weight limit is located near Beaver Street (SR 68W). Additionally, many stop controlled intersections and parking lots with unlimited frontage onto the roadway are located along Market Street.



Clay Street

Clay Street is a municipal roadway classified as a collector that parallels US 19 through the Central Business District of Zelenople. Clay Street is located one block west of US 19 and connects West Grandview Avenue to the north with SR 68W (Beaver Street) to the south. Two way travel occurs on 26' of pavement. The entire length of the roadway has concrete curbs, sidewalk on both sides, and on-street parking on the west side only. The average daily traffic is approximately 1900 vehicles with 9% trucks. The posted speed limit is 25 mph. Pavement and sidewalk conditions are good and look to have been recently rehabilitated. The intersection of Clay Street and SR 288 (New Castle Street) is signalized, while the intersection with SR 68W (Beaver Street) is stop controlled.



High Street

High Street is a municipal roadway classified as a collector that parallels US 19 through the Central Business District of Zelenople. High Street is located one block east of US 19 and provides connection between SR 68E (Grandview Avenue) and East Beaver Street. Two way travel occurs on 26' of pavement. The entire length of the roadway has concrete curbs, sidewalk on both sides, and on-street parking on the west side only. The average daily traffic is approximately 1900 vehicles with 9% trucks. The posted speed limit is 25 mph. Pavement and sidewalk conditions are good and look to have been recently rehabilitated.



Mercer Street/Mercer Road

Mercer Street/Mercer Road is a municipal roadway classified as a collector that connects Main Street to the south with SR 3025 (Little Creek Road) to the north. Mercer Street/Mercer Road has two 11' lanes and concrete curbs. Sidewalk is provided on both sides of the street and pedestrian crosswalks are located within the Harmony Business District. The average daily traffic is approximately 4,800 vehicles with 9% trucks. The posted speed limit is 25 mph. The roadway is in fair to good condition with fatigue cracking in some areas.



Main Street

Main Street is a municipal roadway classified as a collector and connects Mercer Street to the north with SR 68E (Grandview Avenue/Main Street) to the south. Two-way travel occurs on 26' of pavement. The majority of Main Street has concrete curb with sidewalks on both sides. The average daily traffic is approximately 7,000 vehicles with 9% trucks. The posted speed limit is 25 mph. Additionally, six on-street parking spaces are located within the Harmony town square at the intersection of Main Street with Mercer Street. The roadway is in fair to good condition with fatigue cracking in some areas.



CRASH HISTORY OF ROADWAYS IN THE STUDY AREA

PennDOT provided five years of crash data from January 1, 2004 to December 31, 2008. This data was obtained from PennDOT's Crash Reporting System (CRS) for all state owned roadways within the study area. Table 1 summarizes the crash data within the study area. The intersection of SR 68W with Clay Street (one block west of US 19) has had several angle accidents in the past five years. Northbound left and through movements are prohibited between 7 am and 7 pm due to sight distance issues caused by long queue lengths in the eastbound direction at the intersection of SR 68W with US 19. Despite this restriction, motorists were observed making the prohibited left turn onto westbound Beaver Street and through movement onto northbound Clay Street during the field view.

Table 1
Summary of Crash Data within Study Area

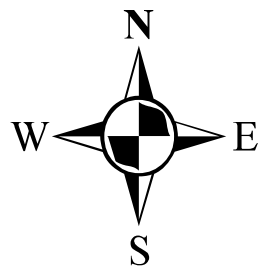
<i>Location</i>	Total Crashes	Angle	Rear End	Hit Fixed Object	Head On	Unknown	Prop. Damage Only	Minor Injury	Moderate Injury	Major Injury	Fatal	<i>Remarks</i>
US 19 (Main Street)	17	10	3	2	1	1	7	8	1	1		Majority of angle accidents caused by improper driving
SR 68W (Beaver Street)	26	16	4	4	1	1	15	8	1	1	1	Fatal – cyclist was hit by a vehicle, 12 of the angle accidents occurred at Clay Street
SR 68E (Grandview Ave/ Main St/Evans City Rd)	8	5	1	1	1		4	1	2	1		Cause of accidents improper driving
I-79	6			4		2	4	1			1	Deer, severe weather and speeding cause of accidents
SR 288 (New Castle Street)	16	11	2	2	1		7	5	4			Majority of angle accidents caused by improper driving
SR 588	5		5				3	2				All rear-ends occurred at the intersection of SR 588 with SR 288



Northbound Clay Street at 68W



Eastbound queue on SR 68 at US



Route 19 & New Castle
Narrow through lane
widths. Truck maneuvers
are difficult.

W. Beaver & Clay St
Right Turn Only
Northbound 7 - 7

Avg Daily Traffic = 11,300

Avg Daily Traffic = 4,800

Avg Daily Traffic = 11,100

Avg Daily Traffic = 3,600

Avg Daily Traffic = 1,900

Avg Daily Traffic = 4,200

Avg Daily Traffic = 900

Avg Daily Traffic = 1,900

Avg Daily Traffic = 37,000

Avg Daily Traffic = 4,700

Avg Daily Traffic = 23,000

W. Beaver @ Jefferson
St
Dangerous curve
denoted by flashing
beacon

Route 19 corridor
not bicycle friendly
narrow lanes

Functional Classification

- Interstate
- Principal Arterial
- Minor Arterial
- Collector
- Interchange
- High Crash Location
- Avg Daily Traffic
- Railroad (CSXT)
- Parking**
 - Pub
 - Pvt

 **JOINT COMPREHENSIVE PLAN** 

Geographic Information System

Purpose: **TRANSPORTATION MAP**
Zelienople & Harmony

File Name: JCPlan 26e Transp05

Drawn by: MEH Date: 1/07/2010

Municipal Services

ELECTRIC SERVICE

Zelienople has one of the more than 2,000 municipal (community) owned and operated electric distribution systems in the United States. This system provides electricity to residents and businesses in the Borough. It also provides the Borough with an alternative source of revenue to pay for services, such as police, which are traditionally paid for through taxation. Zelienople has one of the lowest tax rates for municipalities in Butler County because of the revenue generated by the electric business.

POLICE

The Zelienople Police Department serves both Zelienople and Harmony Boroughs 24 hours a day, 7 days a week and is staffed with eight full-time, professionally trained officers. According to Zelienople Borough's website, "An asset of the Department is that, because of the small geographic area covered, the response time to calls is extremely short. Zelienople also has a percentage of crime solution that is more than double the State average. Recognizing that the Zelienople area has a very low crime rate, the Police Department focuses on "prevention of crime" particularly with our youth. Activities include the bicycle safety training and inspection program, the D.A.R.E. (Drug Awareness & Resistance Education) program taught in our schools, and school tours through the Police Department."



WATER

Zelienople and Harmony each operates a potable water service for residents of the Boroughs. Zelienople's website states, "The Zelienople Water Department's primary responsibility is to provide potable water to the citizens of Zelienople Borough, which exceeds state and federal water quality guidelines. Raw water and finished water reservoirs levels are constantly monitored for safety and maintained to provide an adequate supply for both pressure and fire protection." In the summer of 2010 Zelienople's water will be provided by the Beaver falls Municipal Water Authority. The Harmony Borough Water Authority provides water service to the residents of Harmony Borough and a portion of Jackson Township. Its plant is located along the Little Connoquenessing Creek.

OTHER COMMUNITY SERVICES AND FACILITIES

Zelienople operates the local electricity service for residents of the Borough. Several other services in the Boroughs are not municipally-operated. These services include the following:

Emergency Services

All emergencies are handled through a County-wide 911 Call Center supported by the County Commissioners. This covers all types of emergencies including accidents, floods, and fires. When a call is received, the Call Center dispatches the appropriate emergency services in the vicinity, such as police, fire and ambulance.

Fire Departments⁷

The Harmony Volunteer Fire Company (VFC) serves Harmony Borough as well as Jackson and Lancaster Townships (through contracted service). It is a wholly independent entity from the Borough. There are 40 active volunteer firefighters, including a fire chief. The main fire station is located in the center of Harmony Borough at 543 Main Street. The VFC also maintain a substation in Lancaster Township on Route 19. It is equipped with three engines, a tanker truck, a brush truck, a rescue truck and a squad car. Harmony VFC responds to approximately 360 calls annually.



The Zelenople Volunteer Fire Department (VFD) responds to about 120 calls per year in the Borough of Zelenople. In the 1980's, the VFD signed an agreement with the Borough of Zelenople whereby the Borough assumed ownership of the VFD's building and equipment. The Borough also funds operations (3 mils) and pays the VFD's insurance. There are about 35 active volunteer firefighters including the fire chief. The VFD operates from a fire station located at 615 West Beaver Street. It is equipped with two engines, a ladder truck, a rescue truck, a squad car and a command vehicle.



Both companies participate in mutual aid agreements which are held by Butler County. In the event of a fire, the local fire company and those in the two neighboring municipalities are automatically notified. If there is the need for additional support, 911 notifies additional companies specified by the fire chief (second alarm).

In 2007, Zelenople VFD and Harmony VFC commissioned a study to determine the feasibility of combining into a single entity. A peer evaluation was funded by the Department of Community and Economic Development and completed in January 2009. It recommended consolidation, which is defined as "combination of two or more companies which results in termination of all companies and the creation of a new company with a new name." The study also made the following major recommendations should the consolidation occur:

- Construction of a single, new station to accommodate all equipment, meeting facilities, training rooms and administrative facilities. Existing facilities would be sold or traded to generate revenue toward the new facility.
- Sale or placement into reserve capacity of excess equipment.
- Having a single fire chief, preferably not one of the current two chiefs. Hiring a paid chief was not recommended.
- A standardized accounting and record-keeping system.
- A defined recruitment and retention programs for volunteers.
- Levying a fire tax in Lancaster Township
- Careful attention to increased demand for services as new development occurs in Zelenople and, more importantly, in Jackson and Lancaster Townships

The two companies are meeting to discuss additional issues that must be addressed before a consolidation can

⁷ Information for this section was collected through interviews with Harmony Fire Chief Tim Sapienza (September 15, 2009) and [Zelenople Fire Chief, Rob Reeb (September __, 2009)], as well as review of the *Assessment of Volunteer Fire Organizations and Combined Fire Services Study: Zelenople Borough Volunteer Fire Department and Harmony Volunteer Fire Company* (DCED, January 2009).

occur. Both fire chiefs acknowledged that the issues are complex and may take several years to resolve. One such issue involves the structure of the new fire company and how it will be funded.

Wastewater Treatment⁸

Sewerage is provided by Western Butler County Authority (WBCA). Its delineated service area encompasses both Boroughs as well as parts of Jackson and Lancaster Townships. Harmony Borough is fully seweraged, but there are pockets of undeveloped land in western and southwestern Zelienople that are not currently in WBCA's service area. However, any proposed development would be required to submit a sewage planning module and tap into nearby WBCA lines at the developer's expense.

WBCA operates an activated sludge treatment plant at 607 Market Street in Zelienople. Several pump stations direct sewage to the plant including one in Harmony Borough that is currently being renovated. The treatment plant is permitted for 2.2 million gallons per day and currently treats a little over 1 million gallons per day. Therefore, there is ample capacity to handle all future development in Zelienople. WBCA has its own capital improvements plan. Future plans include modernizing the pumping system at the treatment plant.

Sewer and stormwater lines in the Boroughs are not combined. Therefore, there are no issues with combined sewer overflows.

8 Information obtained from interview with Paul Kramer, Manager, Western Butler County Authority (September 16, 2009).

Appendices

Appendix A



Zelienople and Harmony Boroughs Joint Comprehensive Plan

Steering Committee Meeting #1 – June 3, 2009

Attendance:

James W. Pashek
Nancy Lonnett Roman
John O. Buerkle, Jr.
Robert Good

Michelle Barto Drew Mathew Jerry Andree
Ron Carter Allen Bayer Ron Ziegler
Jim Druschel Jim Pashek Brian Hayden
Doug Hilf (for Randy Hart)

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SITE DESIGN,
RECREATION PLANNING,
LANDSCAPE ARCHITECTURE,
COMMUNITY PLANNING,
ZONING

Handouts:

Agenda

Onion article on economic revitalization
Scope of Work with Schedule
Potential Business Merchant participants for subcommittee
Examples of Mission Statements from other Plans

Summary of discussion points:

1. After introductions, Pashek reviewed the Agenda.
2. A list of broad goals for the Comprehensive Plan were identified. See Attachment. Pashek will format these ideas into a Mission Statement draft for the committee to review via email.
3. Pashek reviewed the Scope of Work, Schedule and Funding. Several agreed that the schedule was very ambitious but worth striving for. The committee discussed meeting before September but decided to follow the schedule as distributed. The draft Scope identified a financial split of 50/50 between the Boroughs, that was corrected to 60/40 (Zelienople/Harmony). There was some discussion regarding location of meetings and the committee decided to conduct their meetings at the Zelienople building unless there was a conflict. Steering Committee meetings will be the first Wednesday of the month at 5:45pm as noted on the schedule (no meetings are scheduled for July and August). Pashek emphasized that the focus of the comprehensive plan will be on analysis and implementation and not on data collection of existing



conditions. Russ Robertson (Zelienople) will provide mapping as an in-kind service to the project.

4. A list of potential subcommittee members representing stakeholders in the two business districts was distributed. Marnie Repasky was helpful in generating the list for discussion. The Committee requested that the list be provided again with the names of the businesses associated with the individual names. It was suggested that a representative of the harmony Inn be considered and a representative of one of the antique dealers be included for consideration. Once the committee receives the revised list, they will email Jim Pashek (jpashek@pashekla.com) their suggestions as to who should be on the Business Merchants Subcommittee. We will then begin contacting those on the list to see about interest on serving on the committee. We hope to have at least 12 participants with representation from both harmony and Zelienople. This committee will meet four times from September through February, at 7:30pm on the first Wednesdays of the months identified on the schedule.
5. The committee agreed that it was important to keep the two historical societies engaged in the planning process. Ziegler noted that he was a member of the Harmony historical society and would keep them informed. It was agreed that at the appropriate time, there may be some benefit in having a focus group meeting with the two historical societies to get their input on the recommendations of the plan. Other focus group opportunities:

Library Board
Park Boards
Service Groups like Rotary, Lions.
Ministerium

6. The committee will be able to keep track of project by checking into the Client Workspace of the Pashek Associates website. Go to www.pashekla.com and in the client workspace type in **comp** for the user name and **plan** for the password (case sensitive, please use lower case letters). You will find a page with files stored that you can download and print at home. Andree suggested keeping a schedule of meetings on the workspace as well. At appropriate times, we will provide information to the

Borough websites for their posting. With Smith leaving Harmony Council, it was suggested that the Zelianople webmaster might be able to post the Comprehensive Plan information on the harmony website.

Pashek also suggested that when there was email discussion about any aspect of the plan, that the email be sent to all of the committee members so everyone can keep track of communications. Simply save one of the emails Andree sends out and respond to all.

7. Zelianople Borough, as the contracting agency with DCED and LGA, will review the updated Scope of Work at their Borough Council on June 8. If acceptable, they will authorize Pepe to enter into an agreement with Pashek Associates for the study. Pashek will then subcontract with RDM, Poggemeyer and URS for their respective portions of the plan. Then, in early July, data collection can begin, in preparation for the September meeting.

Mark your calendars for the next Steering Committee meeting on Wednesday, September 2, at 5:45pm at the Zelianople Municipal Building, second floor. For those committee members interested in staying, we expect to have the first Business Merchants subcommittee meeting at 7:30pm that evening.

Respectfully submitted on June 5, 2009,

Jim Pashek, RLA, AICP

**Mission of this Plan
(Broad Goals)**

1. Improve quality of life for the two communities
 - a. Improve parks, parking, transportation, truck access
2. Maintain small town atmosphere
 - a. Promote local businesses
 - b. Transportation/Amenities
3. Promote communities – Kaufman Inn does a nice job
 - a. Consider promoting area aesthetics
4. Promote economic vitality
 - a. Businesses will be thriving and people will have an opportunity to work & living locally
5. Enhance current communications between the boroughs and create new, sustainable communications/cooperation
6. Combine services of two communities while maintaining separate identities
7. Eliminate waste and encourage borrowing between the boroughs
8. Encourage the next generation to stay in town through creating a great place to live; the Zelenople/Harmony area is not as densely populated and commercialized as Cranberry, nor is it as rural as some of the surrounding townships. This is a housing and business niche opportunity.
9. Take advantage of the uniqueness of the area – strengthen as a destination location.
10. Increase tourism – an opportunity
11. Consider residential use of commercial property (vacant second floor spaces over retail shops)
12. The area is a walkable community. Strive to enhance connections to make even more walkable.
13. Canoe launch is an example of an opportunity for public access to natural resources.



Zelienople and Harmony Boroughs Joint Comprehensive Plan

Steering Committee Meeting #2 – September 2, 2009

Attendance:

James W. Pashek
Nancy Lonnett Roman
John O. Buerkle, Jr.
Robert Good

Michelle Barto
Ron Carter
Jim Pashek

Drew Mathew
Allen Bayer
Paul Gilbert

Jerry Andree
Bob Callen
Randy Hart

Handouts:

- Agenda
- Financial Analysis and Projections
- Preliminary Parking Assessment
- Comprehensive Plan Inventory summary sheets
- List of Business Stakeholder Sub-committee

Summary of discussion points:

1. Pashek reviewed the Agenda. The goal of tonight’s meeting is to review information developed as part of the inventory process over the past two months and develop strategies for the public meeting in October.
2. A financial analysis was reviewed by Callen. Based on interviews and review of data provided by both municipalities, conclusions regarding financial health were developed with supporting spreadsheets.

Harmony has had a budget surplus but that may turn to a slight (1%) budget deficit in 2010 if assumptions are accurate. Zelienople also is operating with a budget surplus and projections suggest a continued surplus (0.5%).

There was some discussion about the fiscal impact of new housing at Glade Run and Creekside.

3. Pashek reviewed the Preliminary Parking Assessment prepared for the two business districts by URS. After reviewing the data collection process, the committee reviewed the Public and Private Parking Demand tables for the Zelienople business district and the Public Parking Demand table for the Harmony business district.

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SITE DESIGN,
RECREATION PLANNING,
LANDSCAPE ARCHITECTURE,
COMMUNITY PLANNING,
ZONING



The tables were color coded with red time slots representing more than 66% of available parking spaces used, yellow for 33-65% and green for less than 33%. Generally speaking, if a business district has parking consistently at 80% or above, alternatives need to be developed to meet parking demand.

Zelienople Business District: There were very few times that more than 66% of the available parking spaces were used, clustered around the lunch hour and 5-6:00pm. About half of the time slots during the day were less than 33% filled with parked vehicles.

Harmony Business District: Most of the parking was less than 33% utilized.

The committee talked about the data collection (concluding that the Thursday sample day was reasonable) and the number of parking spaces available (some of the quantities of parking spaces in the existing lots were questioned). In general, the committee concurred with the analysis. There was a brief discussion about enforcement.

The analysis did not incorporate attendance at the Strand Theater. Carter mentioned the preliminary planning for building a parking deck over the existing municipal lot. Members also mentioned that many of the second and third floors of the business district buildings were vacant and one perception was that there was inadequate parking for residential or office uses on upper floors. Finally, assuming positive results from the Main Street planning, this assessment needs to give some thought to increased retail occupancy in Harmony. This Parking Assessment will review these issues and offer recommendations on how to address them.

4. Updates on data collection were presented, along with mapping developed by the Borough. Pashek noted that the mapping provided by the Borough as an in-kind service was excellent and added value to the study. Gilbert reviewed summary sheets for the following:

- Demographics
- Environmental and natural Features
- Cultural and Historic Features
- Existing Land Use

Draft maps were also reviewed by the committee. The committee noted that public drinking water was no longer pumped from the Connoquenessing River. They also wondered if the large Passavant housing community for retirees might skew some of the demographics and housing data.

5. The committee agreed to schedule the first public meeting for Wednesday, October 7, at 7:00pm. Meeting venues would be researched but the committee's preference was the American Legion Hall in Zelienople, followed by Stewart Hall in Harmony if the first is not available. Announcements for the meeting will be delivered by the meter readers beginning September 15. Pashek will assist with an announcement graphic layout that the Borough will print and distribute door-to-door.
6. Bayer suggested that once the handouts were updated from comments from tonight, that they be provided to the Boroughs in digital form for printing and inclusion in the respective Borough's council meeting packets. This will allow the Councils to remain up-to-date with the Comprehensive Plan's progress and offer comments during the process. Pashek will assemble the materials provided as handouts and send them to the Boroughs by the third week of the month for distribution.

Mark your calendars for the upcoming Public Meeting on Wednesday, October 7, at 7:00pm at a location to be determined.

The next Steering Committee meeting is scheduled for Wednesday, November 4 at 5:45pm at the Zelienople Municipal Building, second floor. For those committee members interested in staying, we expect to have the second Business Merchants subcommittee meeting at 7:30pm that evening.

Respectfully submitted on September 10, 2009,

Jim Pashek, RLA, AICP



Zelienople and Harmony Boroughs Joint Comprehensive Plan

Steering Committee Meeting #3 – November 3, 2009

Attendance:

James W. Pashek
Nancy Lonnett Roman
John O. Buerkle, Jr.
Robert Good

Michelle Barto
Ron Carter
Jim Pashek
Charlene Kerr

Drew Mathew
Allen Bayer
Paul Gilbert
John Piper

Jerry Andree
Bob Callen
Randy Hart
Ron Zeigler

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COMMUNITY PLANNING,
ZONING

Handouts:

- Agenda
- Public Meeting Results (Priorities)
- Vision Statement
- Market Study Results
- Shared Services Recommendations
- Main Street Committee Responsibilities Outlines

Summary of discussion points:

1. Pashek reviewed the Agenda. The goal of tonight’s meeting is to review the opportunities for the boroughs to share services, to review the results of the public meeting, review the preliminary findings of the market study, to update the committee on the main street process, and to discuss the major issues that will be addressed in the comprehensive plan.
2. The opportunities for sharing services were reviewed by Callen. The opportunities are outlined on the handout “Zelienope-Harmony: Areas for Combined Services”. Seven areas were identified:
 - a. Joint Property Code Enforcement, Uniform Construction Code, Zoning Code;
 - b. Combine VFDs;
 - c. Combined Water Service with Zelig operating Harmony’s system via contract. Investigate debt structure to merge with Harmony’s Authority;
 - d. Regional Recreation Commission (Authority); combined land assets of both boroughs;



- e. Consolidate Public Works Department, personnel; short of this, institute a ‘formal’ equipment-sharing initiative via Ordinance;
- f. Police Services; and
- g. Joint Administrative Services.

The committee reacted positively to these ideas. It was discussed that the committees had investigated some of the options in the past (such as police and fire sharing) and had recently considered other resource sharing efforts (such as code enforcement).

3. Chris Boring reviewed the market analysis completed by Boulevard Strategies. The findings are contained in the handout “Overview of Retail Trends and Local Market Data”. He started by describing 10 national retail trends that are important to consider in the borough. He described the make-up of the patrons of the boroughs’ businesses by examining 3 categories of shoppers: local residents (approx. 40%), regional shoppers (approx 40%), and tourists and visitors (approx. 20%). He then described the demographic profiles and spending patterns of these 3 categories of shoppers. He then discussed his analysis of the market share and described how he was surprised at the small percentage of local residents market share that the Boroughs were capturing. Based on all his findings Chris provided a list of new business opportunities that would likely be supported in the boroughs.
4. Charlene Kerr and John Piper provided an update on the main street portion of the plan. Charlene discussed the efforts of the main street subcommittee and presented the Main Street Committee Responsibilities Outlines. John described the preliminary results of the business survey.
5. Jim Pashek described the results of the public meeting. Nearly 60 people attended the meeting. Priorities that the attendees identified are outlined on the back of the agenda. Paul Gilbert then described the progress that has been made on mapping for the comprehensive plan. New maps that were presented included: transportation map, cultural and historic resources map, environment and natural resources map, and an analysis of the land uses within the floodplain along the Creek.

6. Jim Pashek then read the draft Vision statement (included in agenda handout) and asked for committee's reaction to the statement. A few changes were suggested including focusing on heritage tourism in Harmony and traditional main street businesses in Zelenople.
7. Jim Pashek then presented the 5 issues that seemed to be the main issues facing the two boroughs and asked for the committee's reaction to the issues.
 - a. Revitalization of the two downtowns
 - b. Traffic/parking
 - c. Vacant industrial properties
 - d. Flooding
 - e. Not fully capitalizing on historic assets
 - f.

The next Steering Committee meeting is scheduled for Wednesday, December 4 at 5:45pm at the Zelenople Municipal Building, second floor.

Respectfully submitted on November 11, 2009,

Paul Gilbert, AICP



Zelienople and Harmony Boroughs Joint Comprehensive Plan

Steering Committee Meeting #4 – December 2, 2009

Attendance:

James W. Pashek
Nancy Lonnett Roman
John O. Buerkle, Jr.
Robert Good

Michelle Barto
Ron Carter
Jim Pashek

Drew Mathew
Allen Bayer
Joan Miles

Randy Hart
Ron Ziegler

Handouts:

Agenda
Outline of Issues
Future Land Use Questions

Summary of discussion points:

1. Pashek reviewed the planning process and reiterated that the focus of the comprehensive plan will be on key issues. To better support that focus, Pashek proposed that we trade the next public meeting scheduled for January and one unassigned steering committee meeting for three focus group meetings. They would address shared services, historic tourism and reuse of land in the floodplain. The subcommittee that is already meeting to discuss the downtowns is functioning as a focus group on downtown revitalization. That group will also address the traffic and parking issue since it is so closely related. The goal of the focus groups is to refine the strategies and to build capacity among interested parties who will carry them forward upon completion of the plan. The Committee agreed to a contract amendment making this change to the Scope of Services.
2. Pashek reviewed the outlines of the five key issues that were developed through feedback from the Committee and the public. The first was shared services. Under Goal 1, the Committee noted that combining the VFDs has been studied and talks are well underway. Therefore, this Plan need not address that. Consolidating Public Works and Administrative Services should be the high priority items. The Committee also noted that several attempts have been made to regionalize police services with Jackson &

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Lancaster Townships and each attempt has failed. The plan will retain regionalization of services as a goal, but will eliminate the municipalities' names.

3. The focus group members for shared services should include:
 - All Council members from both boroughs
 - Mayors of both boroughs
 - Zelienople Borough Manager
 - Zelienople's Zoning Officer
 - Zelienople's Superintendants of Water, Electric Utility and Roads
 - Harmony Borough secretary
 - Harmony's Zoning Officer/Water Officer
4. Pashek noted that the downtown focus group is already meeting. However, the Committee suggested adding the new Chamber of Commerce Executive Director; Bob Householder (a large property owner in Zelienople); as well as the Zelienople Police Chief when traffic & parking issues are discussed.
5. Ms. Miles introduced the discussion about historic tourism. The Committee felt that under Goal 1, the last two items, anchor buildings and façade enhancements, were the highest priorities. They suggested the following candidates for anchor buildings:
 - Kaufman House – Zelienople
 - Sapienza's Market, Borough Building, Feed Mill – Harmony

Ms. Barto proposed façade enhancements along Mercer Street in Harmony. Mr. Carter suggested adding a strategy to better link historic, cultural and commercial resources. For instance, create weekend getaway packages that would include entertainment at the Strand, historic tours, a stay at a local B&B and shopping. Currently there is no B&B in either borough.

6. Potential members of the Historic Tourism focus group include:
 - Joan Teichart (former president of the Zelienople Historical Society)
 - John Ruch (Historic Harmony)

- Someone from Harmony Museum staff (John Ruch to suggest)
 - Ron Ziegler
 - Delsa White (HARB Board)
 - Butler County Tourism Bureau (contact Jack Cohen)
 - Bob Householder
 - Bill Callahan (PHMC)
7. The Committee touched on the issue of land use in the floodplain. Possible focus group members are:
- Major landowners (Schreiber, Kowalski)
 - Russ Robinson
 - Mary Hess
 - Miranda Berner
 - John Hebling
8. Finally, there was a brief discussion of future land use. No changes in the footprints of the downtowns were recommended. The Committee generally agreed that the large undeveloped parcel in southern Zelienople should be developed for residential uses. Commercial uses should remain focused in the downtowns.
9. Pashek will work with the two boroughs to get contact information for the recommended focus group members and will schedule meetings for early to mid-January.

The next Steering Committee meeting is scheduled for Wednesday, February 3 at 5:45pm at the Zelienople Municipal Building, second floor. For those committee members interested in staying, we expect to have the second Business Merchants subcommittee meeting at 7:30pm that evening.

Respectfully submitted on December 7, 2009,

Jim Pashek, RLA, AICP



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Meeting Minutes

Zelienople and Harmony Joint Comprehensive Plan

Public Meeting

Meeting Date: Thursday, October 7, 2009 – 7:00 pm

Location: Stuart Hall

Handouts: Agenda

The following represents a brief overview of discussions held during the above meeting. Approximately 70 people attended the meeting.

Jim Pashek and Paul Gilbert opened the meeting with a brief introduction of the plan. Some of the elements of the presentation were:

- A description of what a joint comprehensive plan is.
- Population trends
- Household and housing value trends
- Homeownership trends
- Description and analysis of existing land uses in the boroughs
- Discussion of historic resources in the boroughs
- Overview of environmental issues
- Preliminary findings of the fiscal analysis
- Potential municipal operations issues
- Analysis of transportation network
- Preliminary findings of the parking analysis
- Introduction of the main street plan component; and
- Description of the next steps of the planning effort

A nominal group technique was used to gather input from borough residents. As residents expressed ideas or concerns, the ideas were recorded on paper that was hung on the wall. Attendees then prioritized the issues by placing dots next to the 3 issues they felt were the most important. The following represents a brief overview of residents' comments and the results of the prioritization exercise.

SITE DESIGN,
RECREATION PLANNING,
LANDSCAPE ARCHITECTURE,
COMMUNITY PLANNING,
ZONING



Issues and Ideas	Votes
Bury utilities	11
Enhance Harmony Business District	4
Impact of residential development of neighboring communities	5
Traffic and coordination with PennDOT	2
Preserve and inventory historic homes	0
Bring high-tech jobs and industry to boroughs	3
Public parking	5
Signage and wayfinding system	2
Lack of parking signage	1
Address building dilapidation	1
Walkability should be preserved in new development	0
Street trees on Main Street again	2
Enhancing parks, aesthetics, buildings, events	5
Create a roundabout in Harmony	2
More restaurants	3
Enhance and sustain Harmony Business district	2
Create a business-friendly community	5
Improve infrastructure coming into town	1
Attract younger families	1
Improve safety and handicap accessibility on sidewalks	1
Discourage subdivision of housing into apartments	3
Preserve parks and open space	1
Bed & Breakfasts	2
Uphold attractiveness of buildings	3
Revitalize industrial areas	7
Recreation/Activity center for youth	1
Maintain quality of business structures	0
Address loss of Harmony's identity	1
Attract a small department store	3
Ensure that taxes are not increased per recommendations of the plan	1
Truck traffic	1
Lack of enforcement of ordinances (floodplain)	2
Concern regarding townhouses	2
Business hours (extended)	5
Utilities need to be adequate for new development	0
Great place to raise a family	0
Review regulation of businesses	1
Redirecting traffic could have negative impacts	1
Alternative re-use of industrial properties	9
Main Street should extend from Zelenople to Harmony along Grandview	2
Develop 2nd & 3rd floors of buildings, with ground floor retail	3
Running/walking trail along creek	4
Alternate truck route	10
Add trails and wayfinding	2
Bus connecting Zelenople & Harmony	3
Education/information/marketing of boroughs	1
Connecting sidewalk to link business districts	0
Volunteering	1
Visible visitor center between business districts	3
Garbage pick-up schedule	0
Noise control	0
Butler County transit Park-N-Ride	0
Input from young adults	1

Prepared by:

Paul Gilbert February 6, 2009

Zelienople/Harmony Downtown Steering Committee Meeting—Sept. 2, 2009 Agenda

1. Introductions. Jim Pashek introduced Charlene Kerr and John Piper from Poggemeyer Design Group (PDG), who will be completing the downtown plan section of the Comprehensive Plan. All attendees introduced themselves. Jim has a copy of all participants, with e-mail addresses.
2. Main Street approach to downtown planning. Kerr presented a one page summary of the Main Street/Elm Street approach and discussed the five committees and what each committee would be responsible for, if the community were interested in proceeding with a Main Street project. The plan that PDG will be preparing with the assistance of this committee would be designed to become a work program for a Main Street group.
 - The group felt that a Main Street effort was needed.
 - The community has recently updated its tag line to “Where the Past is Always Present.” There is a logo that the Chamber (?) uses on its letterhead.
3. Clarify boundaries of the “downtowns.” It was agreed that this study would include the following boundaries:
 - For Zelienople: the C1 Overlay and C1 zoning districts, which include the areas between High Street on the east, Clay Street on the west, Grandview Avenue on the north, and Culvert Street on the south, including the east ¾ of the block on the east side of Main Street south of Culvert; and the area north and south of New Castle Street west of Clay Street to Jefferson Street. This area is indicated in light and dark green on the Borough’s Business District Zoning Map. (Note that the parking study only included the C1 Overlay area.)
 - For Harmony: the C2 zoning district, starting at German Street on the south. All properties facing Main Street (from German to including the first property north of Mercer) and Mercer Street (from Main Street to the Creek on the north side of Mercer, and to two properties east of Spring Street on the south). This is only the business portion of the National Historic District.
4. Review historic district boundaries. The Historic District in Harmony is designated by a yellow boundary of the Borough’s Zoning Map. It includes a good portion of the Borough. The Borough does have design regulations, which will be provided to us.
5. Identify public participation method. Kerr and Pashek will discuss this and coordinate efforts. A public meeting is scheduled for October 7.
6. Discuss use of media to help with awareness. The Butler Eagle is the daily newspaper for the area and the Cranberry Eagle comes out twice a week. This Pittsburgh Post Gazette is available via e-mail. The Butler Eagle’s “Butler Business Matters” features special events and businesses in the area. Historic Harmony has a newsletter, as does the Chamber of Commerce. Seneca Valley School District has a magazine and a TV Station (SVTV). Butler has a radio station that services this area. Armstrong’s Channel 10 features “In the Know” and “Faces & Places” and other relevant issues. Thus, there are plenty of avenues to get information to the public.

7. Review building and infrastructure conditions survey that communities are to complete. PDG was asked to provide inventory forms for the community to complete, summarizing data for buildings and businesses in the downtowns, as well as for public infrastructure. This information would serve as baseline data for future grant requests, as well as to respond to requests from companies interested in locating or expanding in the community. There was discussion as to who would complete these inventories. More discussion will be needed on this subject.
8. Review Merchant Survey. Chris Boring, from Boulevard Strategies in Columbus Ohio, will be completing a basic Market Analysis as part of this downtown planning process. He has provided, and PDG has amended, the business owner survey form e-mailed to the committee. This form was reviewed and accepted, no changes were made. We discussed how the form would be distributed. Both borough representatives felt that their code enforcement officers could distribute the surveys to all businesses in their respective downtowns. Kerr would be happy to discuss the forms in greater detail with those individuals. Piper will prepare a cover letter for the officer to provide to each merchant, which will include an opportunity for them to volunteer to participate in the Main Street program. The officers would then return later to the businesses to acquire the completed surveys, and provide the forms to PDG for tabulation.
9. SWOT Analysis—Strengths, Weaknesses, Opportunities and Threats. A discussion was held regarding the SWOT analysis. Results are attached.
10. Everyone getting e-mails from us? Everyone did receive the e-mails. This will be our most critical form of communication throughout this process.
11. Parking. Jim Pashek provided copies of the preliminary parking study that URS completed for both downtowns. The actual survey was conducted on August 27, 2009. One critical change since that time is the opening of the Strand Theater, which has 270-300 attendees for shows. This traffic will have to be accommodated.

Next meeting Wednesday, November 4, 7:30 PM

Agenda items:

1. Market Study review
2. Organization
3. Promotion

12-2-09 Meeting Minutes

Present at the meeting: Auld, Barnes, Busching, Dapper, Strawbridge, and Carter.
Excused: Mathew and Sacriponte. Also in attendance was Meg Kessler, the new Executive Director of the Z-H Area Chamber of Commerce, who asked to attend and is interested in participating. Consultants in attendance: Jim Pashek, Joan Miles, Charlene Kerr. Meeting commenced at 7:30 PM.

Discussion items are discussed below and are italicized. Maps were presented with preliminary recommendations for design and economic development strategies for each of the downtowns. These suggestions included:

Design Issues—Downtown Zeligople

- Establish a committee to work with the Boroughs to revisit the Zeligople Area Traffic Study and begin proactively pursuing many of the recommendations to assist with **relocating truck traffic** out of the downtown. *This was discussed in greater detail at the Steering Committee meeting, so was not discussed in detail here.*
 - Meet with the Butler County Blue Ribbon Committee to seek their assistance with these projects.
 - *The borough needs to better enforce regulations relating to truck length and/or wheel location and do so more consistently.*
- Adopt and implement a **streetscaping** program to include:
 - Sidewalk repair, replacement, treatment, and addition of new sidewalks where they are currently lacking. *(Zeligople has a sidewalk ordinance that is pretty effective.)*
 - Repair and replacement of curbs and gutters.
 - Street trees and plantings (Need a street tree commission).
 - Continuation of benches and trash receptacles.
 - Pedestrian scale period street lighting.
 - Burying electric and cable lines. *There is an ad hoc committee in Zeligople that is looking into the possibility of burying electric lines when the Borough replaces water and sewer lines in the downtown in the near future.*
 - Enhanced pedestrian crosswalks. *Some design suggestions were provided.*
 - A uniform wayfinding signage system, that could include grouping of several businesses' signs on one pole (where appropriate) to reduce signage clutter.
- Add an attractive **gateway** entrance on Grandview Avenue welcoming people into Downtown Zeligople. *This could be within the park or within Harmony's triangle, or somewhere along Grandview Avenue. Gateway entrance enhancements should be considered at other locations where there are currently signs.*
- **Landscape existing parking lots**, especially private lots on Main Street.
 - Add trees, landscaping, attractive lighting, and appropriate signage.
 - *Parking lots should share entrances and exits so as to reduce the number of access points on Main Street.*
- Pursue opportunities for **additional parking** in interiors of blocks by:
 - Working with property owners to agree to shared parking, and address upgrading, maintenance, liability, and other issues.
 - Removing obstacles such as fences, dumpsters, poles, etc.

- Paving, lining, and signing parking spaces, including reserved spots where needed for owners or tenants.
- Providing appropriate parking signs along Main Street and other major streets.
- *A stream behind Dapper's Bicycle Shop would need to be enclosed or relocated to use that area as parking to its fullest extent.*
- Undertake a **parking garage feasibility study** to determine if there is adequate demand to pursue financing of such a venture. *The Butler County Redevelopment Authority has stated that it might be able to help finance the \$1.2 million 2-story parking structure with a multi-purposed center on the top floor. This should continue to be pursued.*
- Begin a **façade renovation grant/loan program** to encourage the renovation of facades—fronts, sides and rears. *All agreed that this was needed.*
 - Encourage property owners to add/enhance rear entrances, which could include court yards, and should provide adequate lighting, signage, and other amenities to entice people to use back entrances. *Properly addressing driveways could provide safe walkways to Main Street in lieu of rear entrances.*
- Consider starting a **mural program**, working with the PA DT Center, as well as local art groups, schools, etc. Murals could have local themes, or could recreate past advertisements. (Refer to the Butler Downtown Mural Program.)
- Consider a **banner program** to add color and fun to the downtown. Banners could have Zelig logo on them and be sold to merchants for placement in front of their buildings (if possible). Works best with pedestrian street lights.
- **Enhance existing parks** at the Main Street/Grandview intersection by adding more plantings, fountains, statues, hardscapes or walkways, etc.
 - *There are skateboarding and biking facilities planned for the Zelig park SE of the downtown.*

Economic Restructuring—Downtown Zelig

- **Recruit new tenants**, based on the market study, for vacant buildings, upper floors, and vacant lots, *including the vacant lot north of Salon Danielle.*
- Work with the hotel owner (and/or a partner) to **reinstitute lodging facilities** in the upper floors of the hotel. *Also, the Chamber will try to identify potential B&B owners that might be interested in properties in Z/H and will also list and begin pursuing potential properties, such as the Kaufman House, Householder Building, Ziegler House, and others.*
- Work with local groups to **start a youth center**, which could be located in the downtown. This center could include indoor skateboarding, as well as a host of other activities. *One suggestion was a vacant industrial building in the floodplain that cannot be leased to industrial tenants because of flooding.*
- *Although a couple of businesses in the downtown have Wifi, the borough should consider pursuing WiFi throughout the downtown.*

- When additional space is needed, **work with incompatible downtown uses** to relocate to facilities outside the downtown.
- Work with Harmony to expand upon the new canoe launch, providing a second entry/exit point, while at the same time providing **public access to the Creek** from the downtown area. *The best access point may be on the north side of the Creek, possibly where the existing reservoirs are going to be removed. Zelig also owns a parcel of land on the southwest corner of the Creek and Main Street that could have potential for public access.*
- Explore **opportunities for waterfront development** along the Creek. This could be associated with the canoe launch or could be a restaurant/retail shops with a board walk, etc. *Once again, the area where the reservoirs are going to be removed may be a location for some waterfront development.*
- Support the **Strand Theater** and capitalize on its venues and current/future customer base.
 - Coordinate restaurant hours with theater events.
 - Plan shopping/theater events.
 - Plan adult activities with kids' movie events.
 - Market packages that include dinner/theater tickets/candy/flowers, etc.
- Review **economic development incentives** available to downtown businesses to assure that adequate incentives are in place to attract businesses and to compete with other communities and retail centers. *No-one was aware of any incentives available in either downtown.*
- At some point in the future, consider a Business Improvement District (**BID**) to raise funds for downtown improvement programs.
- Consider starting a **farmers market** for the community and hold it in the downtown on one afternoon/evening a week throughout the summer and fall months. *One suggestion was holding this in the park.*
- Strongly encourage merchants to **utilize social media** for marketing as well as for selling products and services. It may be worthwhile to sponsor seminars to educate business owners on the merits of social media, especially to attract the younger, professional generation. *The new Chamber director is adept at social media marketing and will be able to provide assistance.*
- *It was suggested that the communities emphasize and promote the **German heritage** even more, with possibly a German Deli or a German Beer Garden.*

Design Issues--Downtown Harmony

- Adopt and implement a **streetscaping** program to include:
 - Sidewalk repair, replacement, treatment, and addition of new sidewalks where they are currently lacking. *Harmony needs a sidewalk ordinance.*

- Repair and replacement of curbs and gutters.
 - Street trees and plantings.
 - Continuation of benches, trash receptacles, and street lighting.
 - Burying electric and cable lines.
 - Enhanced pedestrian crosswalks.
 - A signage system.
- **Enhance the triangular area** at the Evans City Road/Main Street intersection to include, in addition to the historic district marker, a gateway treatment welcoming people into Downtown Zelig. This area could include much more landscaping, hardscape areas, statues or fountains, banners with Harmony's logo, benches, monuments, and lighting to make it a very distinct gateway to a very distinct community. *There is a proposal in front of Council by the Historical Society to do some enhancements within the triangle.*
 - Gateway entrances should be considered at **other locations**.
- **Landscape existing parking lots**, especially those on Main Street. *An ordinance requiring landscaping should be considered.*
 - Add trees, landscaping, and attractive lighting.
 - Provide signage to indicate that the parking lots are for public parking.
 - Finish the surfaces with pavement or pervious materials.
 - *The parking lot that services the Museum, the fire station, and Bottle Brush should be delineated, marked off with paint or markers, and paved if/when possible to maximize the safe and acceptable use of available area for public parking. If the fire department relocates in the future, a comprehensive plan for parking in the area should be developed.*
- **Shared parking** should be pursued and encouraged, especially with properties that are only used certain times of the week, such as the church. *This would help businesses like the Harmony Inn that require additional parking during special events.*
- Begin a **façade renovation grant/loan program** to encourage the renovation of facades—fronts, sides and rears. *All agreed that this is needed.*
- Further **enhance the central square** with:
 - Better identified pedestrian crossings,
 - Stamped concrete (to replicate brick streets),
 - A logo in the pavement in the center of the square,
 - Burying electric lines,
 - More banners and light poles,
 - More streetscaping, benches, trash receptacles, hanging baskets, etc.

Economic Restructuring—Downtown Harmony

- **Recruit new tenants**, based on the market study, for vacant buildings, upper floors, and vacant lots. This is critical for the downtown as there are many vacant buildings.
 - In addition to promoting the historical significance of the community, **capitalize on the new canoe launch**, possible recruiting canoe rental and supply businesses.

- Work with building owners to assure that the **available buildings** are in proper condition for immediate use.
- *There are plans for a bakery and possible a B&B for the building in the NW corner of the Square.*
- *There are also rumors about potential uses for the former grocery store, but the Borough has not seen anything official yet.*
- Work with local canoeing, fishing, and recreation agencies and companies to **enhance the facilities at the canoe launch**, adding picnic shelters, restrooms, paved parking, and other necessities. *(A grant was received by the borough to create the canoe launching area.)*
- Work with the hotel owner (and/or a partner) to **reinstitute lodging facilities** at the Inn, possibly as a Bed & Breakfast. *This would be a costly project and would have to be done in the attic, which is unfinished, since the second floor is used for banquets. An elevator would be required. Other buildings in the downtown, such as the former grocery store, also provide some potential for B&B's. It was agreed that lodging in both municipalities is needed. Possibly a new hotel could be recruited for the site of the former hotel when the I-79 ramps are constructed.*
- *The Borough should pursue adding **WiFi** to the downtown area.*
- Review **economic development incentives** available to downtown businesses to assure that adequate incentives are in place to attract businesses and to compete with other communities and retail centers. *No-one was aware of any incentives available in the downtown.*
- Strongly encourage merchants to **utilize social media** for marketing as well as for selling products and services. It may be worthwhile to sponsor seminars to educate business owners on the merits of social media, especially to attract the younger, professional generation. *Once again, the new Chamber director can assist with this.*
- *Attempt to link the walking trails along the Creek between Zelig and Harmony. Harmony's path is stone, while Zelig's path needs some attention.*

MEMORANDUM

To: Comprehensive Plan Steering Committee
Historic Tourism Focus Group

From: Joan Miles
Pashek Associates

Re: Harmony & Zelenople Joint Comprehensive Plan
Minutes from Historic Tourism Focus Group Meeting

Date: January 19, 2010

On January 14th, 2010, Pashek Associates held a focus group meeting with individuals interested in the preservation and promotion of historic resources in the two boroughs. The following people attended:

Joan Busching, Owner, The Exchange at Harmony
Bill Callahan, Pennsylvania Historical and Museum Commission
Mary Cameron, Zelenople Historical Society
Jack Cohen, Butler County Tourism and Convention Bureau
Juanita Eppinger, Zelenople Historical Society
Kathy Luek, Historic Harmony
John Ruch, Historic Harmony
Sharon Shanks, Zelenople Historic Society
Joan Teichart, Zelenople Historic Society
Delsa White, Harmony Historic Architectural Review Board
Ron Ziegler, Historic Harmony/Steering Committee member

Joan Miles, Pashek Associates
Sara Thompson, Pashek Associates

1. Introductions

Ms. Miles provided a brief summary of the project and the purpose of the focus group meeting. She then asked everyone to introduce themselves.

Mr. Ruch noted that the public had not received the results of the October public meeting. Ms. Miles indicated that Pashek Associates would make them available.

2. Brief Overview of Historic Assets

The draft Historic and Cultural Resources Map was presented and discussed. Ms. Miles asked whether Zelenople had ever done an official inventory of its historic resources. Mrs. Teichart said one had not, but that several years ago “century plaques” had been

created for all buildings over 100 years old. Mr. Ruch noted that Harmony completed a historic inventory in 1985.

Mr. Callahan stated that an inventory is critical, but State grant funds are not likely to be available for the foreseeable future. However, he stressed the important economic development opportunity presented by the two boroughs' historic assets and urged that an inventory be done using local and/or County funds. Some of the work could be done by volunteers from the historic society or by local architects. Mr. Callahan agreed to send relevant guidelines.

Mr. Ruch noted that the Secular Harmony Historic District is not shown on the map. Ms. Miles indicated that there is some controversy regarding whether the district was ever determined to be eligible. Mr. Callahan agreed to follow up with PHMC.

3. Discussion: How Can the Boroughs Better Capitalize on their Historic Assets?

Ms. Miles asked the participants to list their ideas about how the boroughs can increase historic tourism. The group spent several minutes filling out a worksheet about opportunities/challenges; strategies and specific actions; and who will be responsible for implementation. They then shared those ideas with the group. The results of this discussion are recorded on the attached tables.

4. Review of the Draft Downtown Harmony Plan

Ms. Thompson presented the draft of the downtown plan showing a reconfigured gateway, infill housing and commercial buildings, improved parking, an enhanced town square, street trees and the like. The participants were very receptive to the plan.

The Fire Department recently bought land in Jackson Township for a new fire house, so the land in the center of Harmony Borough should be available for potential new commercial uses. Mr. Ruch noted that Harmony Borough recently voted to sell the municipal parking lot on Main Street, which would mean this land would no longer be available for parking as shown.

Ms. Thompson also asked about what improvements residents would like to see at the canoe launch area. Participants listed tables, benches, a shelter and/or kiosk, restrooms and boat storage.

5. Summary and Next Steps

Ms. Miles thanked everyone for coming and sharing their ideas. She promised to distribute the notes from the meeting to all participants. Their ideas will also be shared with the Steering Committee and will be incorporated into the Comprehensive Plan. A final public meeting will be held in the late Spring/Summer.

**Harmony and Zelenople Comprehensive Plan
Historic Tourism Focus Group
STRATEGY WORKSHEET -**

OPPORTUNITY/ CHALLENGE	STRATEGY	SPECIFIC ACTIONS	RESPONSIBLE PARTIES
There are no lodgings in the Boroughs.	<ul style="list-style-type: none"> ➤ Renovate upper floors of Kaufmann Hotel (plan under consideration.) ➤ Identify other properties suitable for B&Bs. 	<ul style="list-style-type: none"> ➤ Work with owners to assess interest and develop a business plan. ➤ Identify financing. 	Owners, Butler County Redevelopment Authority, Butler County Tourism and Convention Bureau (BCTCB)
Historic properties in Zelenople are not well documented.	Conduct an inventory of Historic Properties.	<ul style="list-style-type: none"> ➤ Develop a walking tour ➤ Obtain PHMC/NPS inventory guidelines. ➤ Locate and apply for local, County, and/or foundation funding. ➤ Hire consultant and/or volunteers (CMU students/resident architects). 	Zelenople Historical Society (ZHS); Borough; Chamber of Commerce; BCTCB
The communities do not fully understand the economic value of their historic assets.	Educate residents and public officials.	<ul style="list-style-type: none"> ➤ Conduct a study of the economic impact of Historic Harmony on the Borough. ➤ Conduct a series of workshops about the economic potential of historic preservation. Invite CDC, local realtors, etc. ➤ Conduct joint walking tours of both boroughs. 	Historic Harmony, Slippery Rock (or other university), Boroughs, ZHS, BCTCB, PHMC

**Harmony and Zelenople Comprehensive Plan
Historic Tourism Focus Group
STRATEGY WORKSHEET**

OPPORTUNITY/ CHALLENGE	STRATEGY	SPECIFIC ACTIONS	RESPONSIBLE PARTIES
Convey the value of historic assets to the area's children.	Educate young people about the history of the boroughs.	<ul style="list-style-type: none"> ➤ Build PHMC's "Teaching with Historic Places" into Seneca Valley curriculum. ➤ Expand ZHS school tours. ➤ Work with churches to teach in Sunday School/Youth Groups. 	ZHS, PHMC
Heavy traffic on Main Street detracts from Zelenople's historic character.	Remove truck traffic from Main Street.	<ul style="list-style-type: none"> ➤ Create a truck route that bypasses Main Street. 	Zelenople Borough, PennDOT
The boroughs' assets are not well marketed.	Develop a joint marketing campaign.	<ul style="list-style-type: none"> ➤ Create partnerships among historic groups and local businesses. ➤ Create tourist itineraries (e.g. historic society, Strand Theater, restaurants). 	Chamber of Commerce, Harmony Business Association, BCTCB, Historic Harmony, ZHS
Many businesses have limited business hours.	Coordinate hours between entertainment and commercial uses.	<ul style="list-style-type: none"> ➤ Educate shop owners. ➤ Establish "late nights" around community events. 	Chamber, Strand theater, ZHS, Historic Harmony
People driving by on Routes 68 and 19 don't know Harmony is there.	Create a more visible gateway to Harmony.	<ul style="list-style-type: none"> ➤ Install better, affordable signage. ➤ Establish an information center. ➤ Coordinate signage between Harmony and Zelenople. 	Historic Harmony, Boroughs

**Harmony and Zelenople Comprehensive Plan
Historic Tourism Focus Group
STRATEGY WORKSHEET**

OPPORTUNITY/ CHALLENGE	STRATEGY	SPECIFIC ACTIONS	RESPONSIBLE PARTIES
Business owners can be some of the best promoters of the historic district.	Educate and stimulate business owners.	Conduct workshops for business owners: ➤ Marketing and customer relations ➤ Economic benefits of historic assets	Chamber, Duquesne Small Business Development Center, BCTCB, PHMC
There are a number of empty buildings and storefronts in downtown Harmony and some older buildings in downtown Zelenople are not well-maintained.	Restore/enhance vitality of Downtown Business Districts.	➤ Develop a joint marketing plan between 2 boroughs. ➤ Identify and restore key “anchor buildings” like: <ul style="list-style-type: none"> ○ Opera House (reopen as a performance space) ○ Old Beahm Hotel (former Sapienza’s Mkt) ○ Feed Mill Building ○ “Clock building” on Main Street (Zelie) ➤ Develop a façade restoration program. ➤ Work with owners to seek funding. ➤ Work with local banks to develop low-interest loan programs.	Chamber, BCTCB, Owners, CDC, Local Banks

MEMORANDUM

To: Comprehensive Plan Steering Committee
Floodplain Focus Group

From: Joan Miles
Pashek Associates

Re: Harmony & Zelienople Joint Comprehensive Plan
Minutes from Floodplain Focus Group Meeting

Date: January 25, 2010

On January 21st, 2010, Pashek Associates held a focus group meeting to discuss future use of land in the floodplain. The following people attended:

Miranda Berner, Zelienople resident
Sheree Daugherty, Wild Waterways Conservancy
David Foreman, Business Owner
Tom Franceschina, Wild Waterways Conservancy
Mary Hess, Zelienople Borough Council and Parks Board
Cathy Rape, Harmony Mayor
John Rice, Harmony Borough Council
Russ Robertson, Zelienople Borough Council
John Ruch, Historic Harmony
Jack Shanks, Harmony Borough Council
Jeff Smith, Butler County COG
Dave Szakelyhidi, Harmony Borough Council
Delsa White, Harmony HARB
Joe White, Harmony Planning Commission

Joan Miles, Pashek Associates
Jim Pashek, Pashek Associates

1. Introductions

Ms. Miles welcomed everyone and provided a brief summary of the Comprehensive Plan and the goal for the focus group meeting. She noted that the plan will focus on five main issue areas:

- Shared Services
- Downtown Revitalization
- Historic Tourism
- Parking/Transportation
- Flooding/Reuse of land in the Floodplain

She also pointed out that revitalizing vacant industrial properties along stream was the #1 priority raised at the public meeting.

2. Overview of Floodplain Boundaries and Current Uses

Ms. Miles reviewed the map developed by Pashek Associates showing the floodplain and the current uses of land. She pointed out the industrial parcels that appear to be vacant and underutilized, Zelenople's reservoirs and water plant that will soon be taken out of service; as well as current recreational trails, Harmony's canoe launch and conservation lands.

Mr. Foreman identified the one parcel that his company owns that is only partially located within the floodplain. Other landowners who were invited did not attend.

Mr. Robertson stated that Zelenople Borough has no set plans for the reservoir and water plant at this time. Council is waiting to see the recommendations of the Comprehensive Plan. Zelenople also owns 265 acres plus 120 recently purchased acres at the airport.

3. Discussion: What are the Opportunities? What Can be Done to Achieve Them?

Most of the discussion centered on expanding the recreational opportunities presented by land in the floodplain. These opportunities involve improving and connecting up bike and walking trails and well as converting vacant sites/buildings for use as recreational businesses. There was agreement that it is essential to create revenue-generating uses in both boroughs. Mr. Shanks raised several examples of communities that found new prosperity by turning unproductive property into new recreational businesses like indoor/outdoor soccer fields. Several participants also stressed the importance of linking these areas to the downtowns and incorporating the unique history of the area into the experience. Ms. Miles also touched on the opportunities to decrease flooding with stormwater management improvements. A full summary of the comments is included in the attached tables.

4. Summary and Next Steps

Ms. Miles thanked everyone for attending and agreed to distribute the notes from the meeting to all participants. The ideas will be incorporated into the comprehensive plan recommendations.

**Harmony and Zeligienople Comprehensive Plan
Floodplain Focus Group**

OPPORTUNITY/ CHALLENGE	ACTIONS	RESPONSIBLE PARTIES
<p>Create/expand bike and walking trails</p>	<ul style="list-style-type: none"> ➤ Establish official organization with representation from both boroughs and Jackson Twp that can negotiate with landowners, apply for grants and coordinate volunteers ➤ Market the existing trails ➤ Create a loop trail that connects existing trails and both boroughs (“ECOZ” trail, Harmony trail, Passavant’s old horse trails, trails at Community Park) ➤ Examine borough ordinances to determine if they allow for trail and other recreational uses; amend if necessary ➤ Communicate and form partnerships with existing property owners regarding trail access (industrial, land trust, Jackson Township, etc.) ➤ Connect trail network to the downtowns ➤ Use Water Street (old “paper” street) to connect canoe launch to the water plant parcel ➤ Trail from Zelig Comm Park behind Middle School near Harmony Water Tower presents opportunity ➤ Promote the historic identity of the boroughs along the trails (signage) ➤ Reopen bridge to campground ➤ Install plantings that attract birds and bring in birdwatchers ➤ Locate and apply for funding 	<p>Boroughs, Jackson Township, Park Boards (or joint entity), Butler County COG, Seneca Valley School District, Wild Waterways Conservancy, Indian Brave Campground (new owner is cooperative), Other property owners, Volunteers</p>

**Harmony and Zelienople Comprehensive Plan
Floodplain Focus Group**

<p>Capitalize on creek through increased boating and fishing amenities</p>	<ul style="list-style-type: none"> ➤ Communicate and coordinate with the PA Fish & Boat Commission about plans for the Connoquenessing Creek Water Trail ➤ Create a new boat launch downstream on Zelienople-owned land near airport ➤ Improve Harmony Canoe Launch with boat storage, benches, picnic tables, kiosk, etc. ➤ Explore opportunities for reuse of empty Paragon parking lot ➤ Work with recreational businesses or organizations to establish boat (and bike) rental businesses ➤ Develop a brochure highlighting the recreational amenities in the two boroughs 	<p>Boroughs, Park Boards (or joint parks entity), PEC, Recreational entities like Venture Outdoors (looking to establish programs in Butler County)</p>
<p>Decrease flooding through better stormwater management</p>	<ul style="list-style-type: none"> ➤ Review borough ordinances to amend parking requirements and allow for pervious surfaces ➤ Work with Jackson Township to update its floodplain ordinances to meet state requirements ➤ Encourage existing industrial landowners to install porous pavement, rain gardens, islands with plantings, and other stormwater management best practices. ➤ Explore whether Western PA Conservancy would install some gardens here ➤ Use volunteers to help install plantings ➤ Address plans to fill wetlands for Creekside Development 	<p>Boroughs, Landowners, Volunteers</p>

**Harmony and Zelenople Comprehensive Plan
Floodplain Focus Group**

OPPORTUNITY/ CHALLENGE	ACTIONS	RESPONSIBLE PARTIES
<p>Reuse vacant and underutilized industrial sites/buildings in the floodplain for commercial recreational uses</p>	<p>➤ Communicate with existing landowners about putting their properties to use for:</p> <ul style="list-style-type: none"> ▪ Indoor/outdoor sports fields (soccer, lacrosse, etc.) ▪ Batting cages ▪ Indoor tennis courts ▪ Pitching practice areas ▪ Indoor/outdoor skate parks ▪ Ice rink ▪ Indoor/outdoor concert facilities 	<p>Landowners, Boroughs</p>
<p>Redevelop Borough-owned lands for recreational and other uses</p>	<p>➤ Outdoor sports fields</p> <p>➤ Passive parkland with overlook over downtown Zelenople</p> <p>➤ Drag racing at Zelenople Airport</p> <p>➤ Dog park?</p>	<p>Zelenople Borough, joint park entity</p>
<p>Develop land for uses that capitalize on Harmonist history (and are compatible with the floodplain)</p>	<p>➤ Demonstration Gardens</p> <p>➤ Labyrinth</p>	<p>Historic Harmony, Zelenople Historical Society, Boroughs</p>

MEMORANDUM

To: Comprehensive Plan Steering Committee
Shared Services Focus Group

From: Jim Pashek
Pashek Associates

Re: Harmony & Zelienople Joint Comprehensive Plan
Minutes from Shared Services Focus Group Meeting

Date: January 26, 2010

On January 20th, 2010, Pashek Associates held a focus group meeting with elected officials and staff from both boroughs to discuss opportunities for shared services. The following people attended:

Chuck Underwood, Zelienople Council
Russ Robertson, Zelienople Council
Drew Mathew, Zelienople Council/Steering Committee
Allen Bayer, Zelienople Council/Steering Committee
Marietta Reeb, Zelienople Council
Chad Garland, Zelienople Water Superintendent
Ron Pappas, Zelienople Code Enforcement Officer
Andrew Spencer, Zelienople Assistant to the Manager
Michelle Barto, Harmony Council/Steering Committee
John Rice, Harmony Council
Frank Luek, Harmony Council
David Szakelyhidi, Harmony Council
Dave Eberle, Harmony Council
Jill Allman, Harmony Council
Jack Shanks, Harmony Council
Sharon McCormick, Harmony Borough Secretary
Wade Ion, Harmony Zoning/Public Works

Jim Pashek, Pashek Associates
Bob Callen, RDM
George Dougherty, University of Pittsburgh and consultant to RDM
Michael Foreman, DCED

1. Introductions

Mr. Pashek provided a brief summary of the project and the purpose of the focus group meeting. Through a public meeting and meetings with a steering committee, we have identified several key issues the two boroughs face in the future. Through additional research and these focus group meetings, we are developing more information about each issue. From this analysis, we hope to develop specific strategies that the boroughs can implement to address these issues.

2. Shared Services, one of the key issues the two boroughs need to address

As revenues for municipalities shrink and expenses increase, it becomes even more important for municipalities to seek opportunities to better serve their residents while reducing costs. One proven method of achieving that is to explore opportunities for shared services. Although there are a variety of ways of identifying opportunities, this planning process includes bringing together the elected officials and support staff for both municipalities in a brainstorming workshop on shared services.

Michael Foreman introduced the topic by describing examples of shared services from other municipalities around the western part of the state. He indicated that municipalities are coming together to share staff, equipment and other resources.

Bob Callen described his analysis of the resources available to both municipalities and the opportunities for shared services that he saw might be possible. They included:

- a. Regional recreation commission
- b. Joint property code, UCC and zoning code enforcement
- c. Consolidated public works
- d. Combined water departments/authorities
- e. Joint administration services

3. Discussion: What opportunities exist for shared services?

The room was set up with five tables; each table representing one of the five topics identified by Mr. Callen. People were assigned to each table in the hopes that there were representatives from both municipalities and those attending had an interest and some knowledge of the topic. Each table was assigned responsibilities for developing ideas for shared services and given 45 minutes to do so. A representative for each topic presented their ideas and the group as a whole discussed and amended the lists of opportunities. The following represents those lists developed by the group.

a. Regional recreation commission

1. Explore the potential for a joint park and recreation commission or authority. Consider including Jackson Township. Coordinate with the County. This joint agency would:
 - a. Conduct a needs assessment.
 - b. Plan bike/hike trails linking the communities and their assets – look at ROW for opportunities
 - c. Plan for a soccer complex to attractive tournaments and generate collateral economic benefits (restaurants and hotels); consider the drained reservoirs, municipal land in the sportsmen’s club area or new land at the airport.

- d. Explore the feasibility of developing some of the vacant industrial buildings along the river as indoor sports complexes. Potential uses might include indoor soccer, batting/pitching cages, roller rink, and ice rink. Look at Land Use, property ownership (options for lease or donations)
 - e. Consider other special events that will draw people to the area including: marathons, triathlons, drag racing at the airport, concerts
2. Look at opportunities to sharing services in maintenance of the existing parks.

b. Joint property code, UCC and zoning code enforcement

1. Consider combining their codes into one (Harmony updated in 2006 and Zelienople in 2007).
2. It may be more efficient if the code enforcement was handled by one person instead of two. The harmony code officer is responsible for public works and water issues and may be able to spend more time on those issues if his responsibilities were being handled by a code officer for both communities. (ease of implementation – 5)
3. Explore the benefits of combining the planning commission and zoning hearing board.

c. Consolidated Public Works

1. Coordinate leaf collection by doing it jointly. Harmony leaf machine might be used by Zelienople, which Zelienople might trade other services like ice/snow removal or other equipment or service. (ease of implementation – 10).
2. Composting of leaves into topsoil – tub grinder, water sludge can be incorporated, clean fill – explore water reservoir site or airport for composting operation – save time driving to farm that currently accepts leaves. (ease of implementation – 8)
3. There is need for more facility space for indoor and outdoor storage. Maybe there could be a coordinated effort to acquire and construct a building/yard that would help both communities meet their needs. (ease of implementation – 2)
4. Snow and ice removal could be organized so that the municipal boundaries do not define edges of snow plowing on the roads. Night on-call services could be shared.
5. Zelienople hires summer help. Harmony does not. Maybe they could join forces to add a summer position and schedule summer work that would help complete projects for harmony that they would not normally get completed.

It was noted that EMA services were already shared between the two communities.

d. Combined Water Department

1. The two water authorities/departments could share equipment like a valve and vacuum operator or a pavement breaker. (ease of implementation – 9).
2. Consider joint purchase of equipment. (ease of implementation – 9)

e. Joint Administrative Services

1. Consolidate purchasing; supplies, cell phone agreements(ease of implementation – 10)
2. Solicit bids for health/disability/workman’s comp benefits for employees of both boroughs to see if there would be a savings for expanding the risk pool. If no savings, stop. If there are savings, further explore arrangements to realize the savings. (ease of implementation – 8)
3. Have managers/secretaries meet on a periodic basis (monthly?) to discuss opportunities for shared services. Expand beyond the two boroughs. (ease of implementation – 10)
4. Consider the benefits of creating a Public Works director responsible for both municipalities that would combine water/streets/electric services. (ease of implementation – 5)
5. Consolidate IT services for both municipalities; one server; can maintain separate bookkeeping files for each municipally. (ease of implementation – 8)
6. Explore if there are benefits of economies of scale with consulting law and engineering firms. (ease of implementation – 5)
7. Consider one department handling all billing for both boroughs, like water bills.
8. Bid garbage services to see if there is any benefit in bidding together.

Note paving bids for both communities are already being handled by Zelienople Borough.

Note that shared services should involve both boroughs and both the water and airport authorities.

4. Next Steps

We will present this information to the Steering Committee on February 3 and in response to their suggestions; develop a draft of recommendations for their review at the following steering committee meeting on March 3, 2010. We hope to have the draft recommendations for the comprehensive plan ready for presentation to the public on either May 5 or June 2. We will then proceed with wrapping up the planning process over the summer with hopefully, the adoption process taking place in the fall of 2010.

Appendix B

Harmony & Zelenople Financial Analysis & Projections

Presented by:
Resource Development & Management, Inc.
412/244-1736

Harmony's Overall Fiscal Health (2004-2008)

- Structural surplus of 5.5% over the period with revenue growth outpacing expenditure growth
- Revenues grew at 7.0%
 - Fueled by LST implementation & steady regular adjustments to EIT & property taxes
- Expenditures grew 1.5%
 - Strong efforts at cost containment

Harmony Revenues & Expenditures (2004 – 2008)

- Revenues
 - Local services tax added a substantial new source
 - Healthy growth in tax revenue (real estate, EIT)
 - 7% total revenue growth is probably not sustainable
- Expenditures
 - Lower costs in general administration and police contract drove results
 - Public works up 8% due to planned projects
 - 1.5% total expenditure growth is extremely low and not sustainable with inflationary pressures

Harmony's Operating Position (2004 – 2008)

- Tax levy collections high at 98%
- Liquidity (cash to liabilities) grew from 1:1 in 2004 to 1.6:1 in 2008
- Unreserved fund balance grew from -2.5% of operating revenues in 2004 to 20.3% in 2008

Harmony Projections (2009 – 2013)

- Assume revenue growth of 2.1% total without changes
- Expenditures expected to grow at 3.1% without adjustments
- Results:
 - Expected structural deficit of 1%
 - Small annual deficits beginning in 2010
 - Cumulative deficit of \$35,250 by 2013

Zelienople's Overall Fiscal Health (2004 – 2008)

- Combined (general, fire, electric, water) totals indicate a slight 0.5% structural deficit
- Borough built healthy cumulative surpluses across the period
- User based financing model vs. tax generating model

Zelienople's Revenues & Expenditures (2004 – 2008)

- Revenues
 - Strong EIT growth and LST implementation allowed for stable real estate taxes
 - Electric revenues grew a healthy 4.5%
 - Water revenues were flat, lost vs. inflation
 - Total revenue growth at 4.5%
- Expenditures
 - Government funds grew at 7.9%
 - General administration & police grew much faster than inflation
 - Water expenses varied, but operating up 8.5%

Zelienople Operating Position (2004 – 2008)

- Very high tax levy collections near 98%
- Debt per assessed value is high (20%), but decreasing
- Liquidity (cash to current liabilities) grew from 1.4:1 in 2004 to 5.7:1 in 2008.
- Unreserved fund balance grew from 6.2% of operating revenues in 2004 to 35.2% in 2008

Zelienople Projections (2009 – 2013)

- Assume total revenue growth of 3.5%
 - General gov. (2.4%)
 - Electric service (4.2%)
 - Water service (2.0%)
- Assume total expenditure growth of 3.0%
 - General gov. (4.1%)
 - Electric service (3.7%)
 - Water service (-1.0%)
- Results:
 - Expected structural surplus of 0.5%
 - Annual surpluses of approximately \$300,000
 - Cumulative surpluses of \$1,600,000

Appendix C

ORDINANCE NO. 5-05

TOWNSHIP OF CROYLE
CAMBRIA COUNTY, PENNSYLVANIA

ORDINANCE
for
INTERGOVERNMENTAL COOPERATION

AN ORDINANCE OF THE TOWNSHIP OF CROYLE, CAMBRIA COUNTY, PENNSYLVANIA, AUTHORIZING THE TOWNSHIP TO ENTER INTO AN INTERGOVERNMENTAL COOPERATION AGREEMENT WITH THE TOWNSHIP OF ADAMS TO SHARE A ZIPPER PAVER MACHINE.

WHEREAS, pursuant to the Pennsylvania Intergovernmental Cooperation Law, 53 Pa. C. S. § 2301, et seq., Coyle Township is authorized to enter into joint cooperation agreements with other local governments for the performance or exercise of governmental functions, power and responsibilities; and

WHEREAS, the Board of Supervisors of Coyle Township desires to enter into a an Intergovernmental Cooperation Agreement with the Township of Adams to share a Zipper Paver machine.

NOW, THEREFORE, the Board of Supervisors of Croyle Township hereby ordains and enacts as follows:

Section 1. The proper officials of the Township of Croyle are hereby authorized to enter into an Intergovernmental Cooperation Agreement with the Township of Adams to share the Zipper Paver machine, in a form acceptable to the Township Solicitor.

Section 2. The appropriate Croyle Township officials are hereby authorized to execute said Intergovernmental Cooperation Agreement with Adams Township to share the Zipper Paver machine, and to take any and all actions necessary to effectuate the same.

Section 3. All prior ordinances are hereby repealed in whole or in part to the extent inconsistent herewith

ORDAINED AND ENACTED this 4 day of October, 2005, by the Board of Supervisors of Croyle Township in lawful session assembled.

ATTEST:

Germaene H. Yeager
Secretary

TOWNSHIP OF CROYLE

Vincent Peyer
Chairman of the Board

INTERGOVERNMENTAL COOPERATION AGREEMENT

THIS AGREEMENT, made and entered into this 4 day of October, 2005,

BY AND BETWEEN

THE TOWNSHIP OF ADAMS, a municipal corporation and political subdivision of the Commonwealth of Pennsylvania, located in the County of Cambria, by and through its Board of Supervisors:

AND

THE TOWNSHIP OF CROYLE, a municipal corporation and political subdivision of the Commonwealth of Pennsylvania located in the County of Cambria, by and through its Board of Supervisors

WITNESSETH:

WHEREAS, this Agreement is entered into under the authority of the Intergovernmental Cooperation Act, 53 Pa. C.S.A. 53 Pa. C. S. § 2301 et. Seq. and

WHEREAS, grant funds are available through the Commonwealth of Pennsylvania to fund up to \$25,000 toward the purchase of the Zipper Paver machine if the purchase is a shared governmental service made jointly by Adams Township and Croyle Township; and

WHEREAS, Adams Township and Croyle Township desire to enter into such Agreement to share the Zipper Paver machine; and

WHEREAS, on 27 day of June, 2005 enacted Ordinance Number 93 which authorized Adams Township to enter this Agreement; and

WHEREAS, on 4 day of October, 2005, the Board of Supervisors of Croyle Township enacted Ordinance Number 5-05, which authorized Croyle Township to enter into this Agreement.

NOW, THEREFORE, in consideration of mutual covenants and agreements contained herein and intending to be legally bound thereby, Adams Township and Croyle Township do hereby covenant and agree as follows, incorporating the above recitals by reference.

1. Adams Township and Croyle Township are in need of equipment to maintain the roads in their municipalities, specifically, a Zipper Paver machine,
2. The Zipper Paver will be housed at the Adams Township Equipment Storage Building.
3. The cost for the purchase of the Zipper Paver, less the application of any grant funds obtained from the Commonwealth of Pennsylvania, shall be the responsibility of Adams Township.
4. Adams Township shall be responsible for the maintenance and repair of the Zipper Paver machine.
5. The Zipper Paver machine shall only be operated by a trained employee of Adams Township.
6. Adams Township shall be responsible for providing and training their respective municipal employees to operate the Zipper Paver machine.
7. Croyle Township agrees to provide Adams Township with a work schedule indicating both time and place where the Zipper Paver machine will be used in Croyle Township. Such notice shall be furnished in writing to Adams Township by Croyle Township no later than 60 days prior to the commence of any work using the Zipper Paver machine in Croyle Township.
8. Croyle Township agrees that the maximum hours that the Zipper Paver machine shall be used for road repair in Croyle Township shall not exceed 50 hours, unless preapproved by Adams Township.
9. Adams Township agrees to share the Zipper Paver machine with Croyle Township at an hourly rate, including the machine operator, not exceed \$150.00 per hour.

10. **HOLD HARMLESS CLAUSE:** Adams Township agrees to indemnify and hold harmless Croyle Township and its agents, employees or any other person against loss of expense including attorneys fees, by reason of the liability imposed by law upon the Township of Adams except in cases of the Township of Adams' sole negligence, for damage because of bodily injury, including death at any time resulting there from, sustained by any person or person, or on account of damage to property arising out of or in consequence of this agreement, whether such injuries to persons or damage to property are due or claim to be due to any passive negligence of the Township of Adams its employees or agents or any other person.

Croyle Township agrees to indemnify and hold harmless Adams Township and its agents, employees or any other person against loss of expense including attorneys fees, by reason of the liability imposed by law upon Adams Township except in cases of Croyle Township's sole negligence, for damage because of bodily injury, including death at any time resulting there from, sustained by any person or person, or on account of damage to property arising out of or in consequence of this agreement, whether such injuries to persons or damage to property are due or claim to be due to any passive negligence of Croyle Township its employees or agents or any other person.

11. In the event that any provision or portion of this Agreement shall be found to be invalid or unenforceable, then such provision or portion shall be reformed in accordance with applicable law. The invalidity or unenforceability of any provision or portion of this Agreement shall not affect the validity or enforceability of any other provisions or portion of this Agreement.

12. Any notices required by this Agreement shall be in writing and shall be sent certified mail, postage paid, return receipt requested, to the address, as appropriate, listed below.

ADAMS TOWNSHIP MUNICIPAL OFFICE: Diana Baxter, Township Secretary, Box 112, Sidman, PA 15955

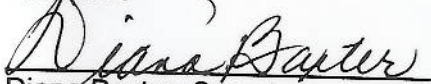
CROYLE TOWNSHIP MUNICIPAL OFFICE: Germaine H. Yeager, Township Secretary, Box 379, Summerhill, PA 15958

Any party may change its address by notice to the other. Notices shall be deemed received two days after mailing.

14. This Agreement shall be binding upon and shall inure to the benefit of the parties hereto and their respective and assigns.

IN WITNESS WHEREOF, Adams Township has caused this Agreement to be duly executed and its seal affixed and duly attested by its proper municipal officials, and Croyle Township has caused this Agreement to be duly executed and its seal affixed and duly attested by its proper municipal officials on the day and year written above.

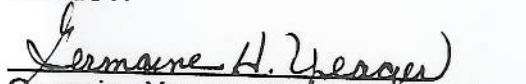
ATTEST:


Diana Baxter, Secretary

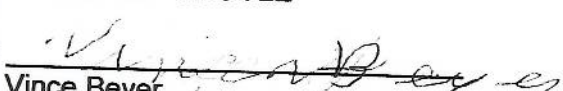
TOWNSHIP OF ADAMS

By: 
William J. Smith
Chairman, Board of Supervisors

ATTEST:


Germaine Yeager, Township Secretary

TOWNSHIP OF CROYLE

By: 
Vince Beyer
Chairman, Board of Supervisors

Appendix D



Urban Redevelopment Authority of Pittsburgh

**MainStreets Pittsburgh
Streetface Program**

Design Guidelines



City of Pittsburgh
Mayor Luke Ravenstahl



Jerome N. Dettore, P.E.
Executive Director

URA, 200 Ross Street, Pittsburgh, PA 15219 / 412-255-6550 / www.ura.org

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*URA Board of Directors:
Yarone S. Zober, Chairman
William C. Rudolph, Vice Chairman
Jim Ferlo, Treasurer
Tonya D. Payne, Member*

These guidelines were prepared by Michael Eversmeyer Architect, PC, under the direction of the URA's Economic Development (Anita Stec) and Construction & Engineering (Maribeth Hook and Melissa Bilec) Departments.

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Effective 03/08/07

Introduction

Statement of Purpose

Neighborhood commercial districts in the older sections of Pittsburgh have a visual continuity and interest that result from being built according to a traditional design formula. When most of these districts were developed, in the late 19th and early 20th centuries, commercial buildings shared a number of important characteristics that made them parts of a larger, interrelated whole. The consistency of the commercial building tradition produced a unity of appearance that defined and enhanced the shopping experience, and strengthened the visual character and image of the commercial districts.

The purpose of these Design Guidelines is to provide basic standards for maintaining, improving, and/or restoring these characteristics in neighborhood commercial districts of the city of Pittsburgh. Adherence to these standards will make business districts more attractive and inviting to potential new businesses and shoppers.

Administration

These Design Guidelines are part of the administration of the Streetface Program of MainStreets Pittsburgh. All facade improvements funded through this program must comply with these Guidelines. The Streetface Program is administered by the staff of the Urban Redevelopment Agency. In some cases, when a building is historic, there will be an additional review by the staff of the Department of City Planning and/or the Pittsburgh Historic Review Commission. For historic information, call the Department of City Planning at (412) 255-2243.



Figure 1. Intact neighborhood commercial buildings



Figure 2. A mix of historic and remodeled storefront buildings



Figure 3. A typical traditional commercial building

General Principles

Commercial Building Design

Traditional commercial buildings of the 19th and early 20th centuries (Figure 3) are the cornerstones of Pittsburgh's neighborhood business districts. These buildings are typically two- to four-story brick structures with a storefront on the first floor, smaller uniformly-arranged windows in the upper stories, and a decorative cornice at the roofline. The storefront is usually framed by brick or stone side walls and an elaborate horizontal cornice or lintel above the storefront windows. The basic principle in the original design of the storefront was to make it as transparent as possible by using as large an expanse of glass as possible.

Transom windows above the display windows provided as much daylight as possible inside the store, which was important in a period when interior light fixtures were not very efficient. Store entrances were usually recessed behind the plane of the facade, and secondary doorways opened to stairs that led to the apartments on the upper floors. The lintel or cornice separates the storefront from the simpler upper floors, in which the masonry wall is usually broken only by the windows and their decorative frames (if any). The architectural style of the building derives only in small part from the design of the storefront itself. Instead, it manifests itself mostly in the design of the window frames and moldings and of the building's cornice.

Commercial buildings that were built in the mid-20th century (Figure 4) are often shorter, one- or two-story buildings with a storefront at the first floor. Although an occasional commercial building from this period is decorated, for the most part they bear little or no ornamentation. They relate to the earlier commercial buildings by the expanse of glass that marks their storefronts.

Only in recent decades have building owners and tenants rejected the standard principles of storefront building design that guided the builders of Pittsburgh's commercial districts in the past. In an attempt to compete with the suburban commercial districts that sprang up after World War II, merchants and owners often copied elements from shopping center and highway strip commercial design, however inappropriate they may have been for traditional urban settings. Some covered storefronts (and sometimes



Figure 4. A typical mid-20th century commercial building



Figure 5. Inappropriate remodeling: inauthentic Tudor details added to a Greek Revival building

entire facades) with smooth metal panels. Others pasted inauthentic historic themes – Tudor, Wild West, Oriental – onto their buildings (Figure 5). Still others installed greatly oversized signs, separating the storefronts from the upper facades. The transom windows of many storefronts were covered up, display windows were reduced in size, and upper-story windows boarded up or bricked in, often with materials such as plywood, cedar shakes, synthetic stone, and metal panels (Figure 6). None of these changes were cost-effective or aesthetically successful. They ignored the assets of the traditional commercial buildings: their one-of-a-kind designs, their ornamental character, and the quality of their materials and

construction. In other words, the very qualities that made Pittsburgh’s neighborhood commercial districts distinctive and attractive were tossed aside in the course of inappropriate and expedient alterations to the buildings in those districts.

The goal of these Design Guidelines is to recover and emphasize the distinctive design characteristics of the traditional commercial buildings in Pittsburgh’s commercial districts, while restoring the elements that give visual continuity to the shopping areas. The aim is not to create a “Disneyland” effect by imposing a historic theme on all of the buildings. It is explicitly recognized that all things change over time, and buildings must change as the uses that they house change. The crucial point is to accommodate necessary changes while maintaining the valuable qualities of individual buildings and of districts as a whole. This can be achieved by recognizing and appreciating the unique characteristics of each building, capitalizing on the surviving assets of each one, and by reinstating the design formula by which the traditional commercial buildings were originally designed and built.



Figure 6. Inappropriate remodeling: closing up storefronts and windows, covering transom windows

Basic Principles for Renovation

- **Keep all original materials and designs.** The removal or alteration of original building materials or distinctive architectural features should be avoided whenever possible, especially if they are important in defining the overall historic or visual character of a building. If the materials and features are original and in serviceable repair, they should be maintained as they are.

- **Repair is the first priority.** Deteriorated materials and architectural features should be repaired, rather than replaced, whenever possible. Proper maintenance should be the overall goal.
- **Replacements should match originals.** Any material and/or architectural feature that is too deteriorated to repair should be replaced with an exact duplicate, or with a substitute material or feature that looks the same (if replacement with the same materials is not technically or economically feasible). The appearance of the replacement should match the appearance of the original material or feature.
- **Design new features to fit with the old.** New features that are designed and installed to replace original features that are completely missing should either be:
 - (1) an accurate restoration of the original features (based on photographs, drawings, or physical evidence), or
 - (2) new designs that are compatible with the scale, material, and color of the historic buildings (even though they may be constructed with modern materials and details).
- **Do not disguise the building.** All buildings and structures are products of the design and construction methods of their own time. All buildings were designed, and the original design is almost always the best design for the building. Alterations that attempt to make a building look older or newer than it is, or that try to change the architectural style of the building (such as in Figure 5), should be avoided.
- **Keep all good work from the past.** Later additions to an old building, or remodeled facades or storefronts (especially Carrara glass facades from the 1930s and 1940s), may have gained significance in their own right as examples of historical changes to the building. If so, these additions or alterations to the original building should be recognized, respected, and retained (such as in Figure 7).
- **Do not change the openings.** Original window openings should not be altered on the principal façade(s) of a building, because enlarging, reducing the size, or eliminating openings can dramatically alter the appearance and character of a building.
- **Do not cover the building up.** Original building materials and architectural features should not be covered by other materials, in an attempt to change the design of the building or reduce maintenance costs. Instead, the original design of the building and quality materials and craftsmanship should be emphasized.



Figure 7. Significant Art Deco storefront from the 1930s, added to a Victorian building

- **Clean the building carefully.** The cleaning of buildings should be undertaken by the gentlest means possible. Often, cleaning with household detergents and scrub brushes is sufficient. Do not sandblast or use other abrasive cleaning methods to clean the exterior of a building, since these methods will damage the original building materials and make the building vulnerable to further deterioration.

Storefront Renovations

The design guidelines for renovation of storefronts vary, depending on the age of the building and the current condition of the storefront:

- (1) a traditional (historic) commercial building with an original storefront that is intact;
- (2) a traditional (historic) commercial building with an original storefront that has been altered;
- (3) a traditional (historic) commercial building that has lost its original storefront completely;
- (4) a newer (non-historic) commercial building (built after 1940);
- (5) a building that was not originally designed as a storefront commercial building (for instance, a residence or a theater)

(1) Existing Historic Storefront: If the original storefront and distinctive features of a commercial building built before 1940 are still intact, they shall be retained, and repaired if necessary (see storefront renovation guidelines on page 8).

(2) and (3) Historic Storefront Altered or Missing: If the original storefront and distinctive features of a commercial building built before 1940 are dramatically altered or completely missing, either of two approaches may be taken:

- a) the original storefront may be reconstructed if its appearance can be documented through photographs or drawings (Figure 8); or
- b) a new storefront may be constructed, compatible with the design of the building, according to the storefront design guidelines. However, if the current storefront is a high-quality alteration of the original that has attained an historical significance of its own (such as an Art Deco storefront), it shall be retained, and repaired if necessary (Figures 7 and 9).

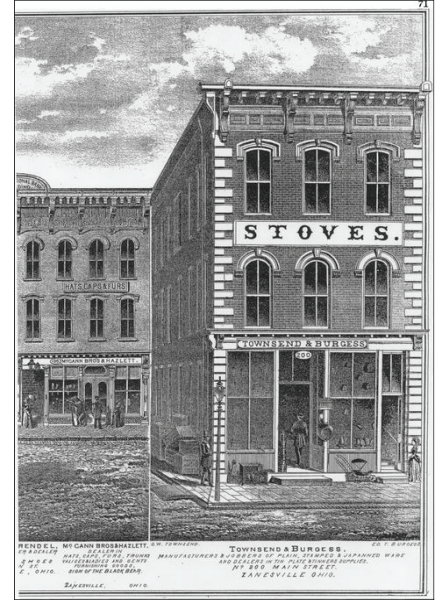


Figure 8. 19th century print of original building design

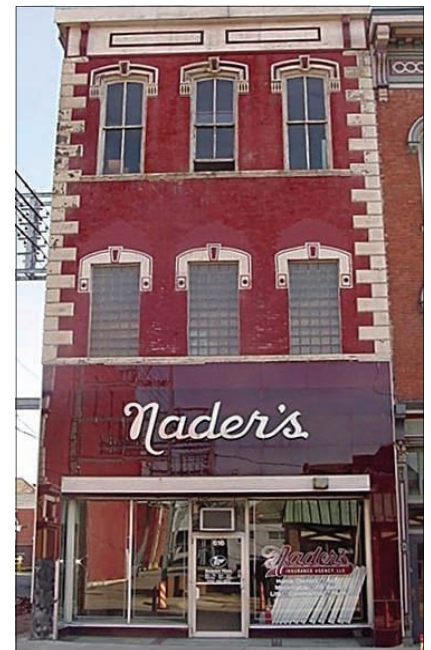


Figure 9. The same building today, remodeled with a significant later storefront

(4) Non-Historic Storefront (Existing or Altered): If the commercial building in question was built after 1940, it will be considered non-historic. The storefront of a non-historic commercial building may be treated in either of two ways:

- a) the existing storefront may be repaired, to match its present appearance, if it is compatible with the commercial district and is of high-quality design and materials; or
- b) a new storefront may be constructed, according to the storefront design guidelines.

(5) Building Without a Storefront: If the building in question was not designed or originally intended for storefront commercial use (such as a residence, a theater, etc.) it may be treated in either of two ways:

- a) if the building is historically important, or if it has a distinct historical character, or if it is of a high architectural quality, it shall be renovated with as few changes to the exterior as possible to accommodate the new use (that is, a full storefront should probably not be inserted into the façade); or
- b) if the building does not have a distinct historical character or if it is of low architectural quality, it may be altered according to the storefront design guidelines (that is, a full storefront could be inserted into the façade).

Storefront Renovation Guidelines

Storefronts were traditionally simple in design: large expanses of glass in display windows, transom windows, and doors, opened up the interior to view and to light. The display windows spanned from one exposed brick or stone side wall to the other (unless there was also an entrance door to the upper floors), and from bulkhead panels at ground level up to the lintel or cornice that supported the brick wall above. The storefront was seldom ornamented; ornament was usually limited to the cornice over the storefront and to the upper façade.

- **Retain original materials and features.** Original materials and features of the storefront (which may still exist under recent remodelings) shall not be removed or destroyed. If it is impossible to repair them, they shall be replaced with the same material or one that matches the original visually.
- **Remove unhistorical alterations.** Alterations with no historical basis, or which seek to create an appearance that the building and its storefront were built earlier than they actually were, should be removed. These include solid infill materials (wood, brick, synthetic stone or stucco, glass block, metal panels, etc.), mansard or pent roofs, solid or colonial doors, small-paned windows, coach lanterns, and panels or signs that cover the transom windows (such as in Figure 5).
- **Retain or restore the glass storefront.** The open commercial character of the storefront shall be retained, regardless of use, by filling it almost entirely with glass (Figure 11). The storefront shall not be filled in or closed up; instead, other interior

devices to ensure privacy (including but not limited to interior shades, curtains, and opaque glass in transoms) may be employed.

- **Retain the location of the main entryway** in an intact historic storefront.
- **Retain or restore an appropriate door.** If the historic character of the storefront remains intact, an appropriate commercial wood-and-glass door shall be installed in the main entrance (if needed). A solid paneled wood door may be installed in the entranceway to a non-commercial use. The design of the doors shall be relatively simple, and shall not be over-decorated or inappropriately “historical” (Figures 15, 16, and 17).



Figure 10. Storefront set in structural frame

New Storefront Design Guidelines

- **General Principle:** The design of a new storefront may be traditional or contemporary, but in either case it shall be compatible with the character of the building in which it is constructed.
- **Location:** The storefront shall be designed to fit within the original structural “frame” made up of the side walls and the lintel that spans the storefront opening. It may be set back slightly within the frame, but it shall not be pulled back into the building to create a recessed arcade (Figures 10 and 12).
- **Cornice or Lintel:** A lintel, or cornice, shall be provided above the storefront in order to separate it from the upper façade and to provide a signboard for the business (Figures 13 and 14).
- **Viewing Zone:** The "viewing zone" of the storefront (from two to eight feet above the floor) shall have a minimum of 75% clear glass (excluding entries) for commercial uses and a minimum of 40% clear glass (excluding entries) for service uses. It is desirable that new storefronts be glazed up to the lintel or cornice that ran above the storefront originally (Figures 12 and 15).
- **Glazing:** Storefront glass (as well as glass in doors) shall include safety glass, in accordance with the requirements of the International Building Code (Chapter 24, section 2406). Reflective, opaque, or heavily-tinted glass shall not be used in the storefront, with the exception that opaque glass may be used in transom windows above the viewing zone in cases where dropped ceilings need to be concealed. However, it is



Figure 11. Storefront filled with glass



Figure 12. Storefronts with not enough glass (left) or recessed too far (right)



Figure 13. Storefront with signboard cornice



Figure 14. Ornamental storefront cornice



Figure 15. Glass storefront viewing zone



Figure 16. Storefront with recessed entrance



Figure 17. Storefront with commercial wood-and-glass doors

preferable to rework dropped ceilings so that they start several feet back from the storefront, in a vertical or slanted bulkhead.

- **Entrances:** The main entrance shall be recessed at least three feet from the front plane of the building, in order to visually emphasize the entryway, to accommodate the swing of the door, and to provide shelter from the elements (Figure 16). The floor of the recessed entrance was traditionally covered with ceramic tile (often mosaic tile in a decorative pattern) or terrazzo. It will be desirable to restore entrance floors with traditional materials.
- **Doors:** The main entry door into a commercial space should be a traditional wood-and-glass door (especially in an original or new wooden storefront), or it may be a simple metal-and-glass door. In either case, the door shall be commercial in character, with a large panel of clear safety glass (Figures 15, 17, and 19). Secondary doors, including doors that give access to the upper floors, should be either paneled wood or wood-and-glass doors, but not solid metal doors (Figure 18). “Natural” or mill-finish metal doors or pseudo-historic doors shall not be used.
- **Materials:** Storefronts shall be constructed of high quality, durable materials, similar in type and scale to traditional materials, such as wood, cast iron, structural metal, and glass. The bulkhead panels below the display windows should be made of wood panels, stone slabs, or ceramic tile (Figures 20, 21, and 22). Brick may be used in narrow vertical piers, but only if appropriate to the design of the building. Corrugated metal panels, aluminum or vinyl siding, synthetic stucco, plywood siding, and concrete block shall not be used in storefronts. Storefronts shall not be decorated with half-timbering, shingles, pent roofs, or other pseudo-historical materials or treatments. Glass block is only appropriate in certain “Art Deco” designs from the 1930s and 1940s.

Upper Façade Renovations

The exterior surfaces of the upper facades of older commercial buildings are usually masonry (brick or stone), with stone, terra cotta, or sheet metal details. It is in these details that the architectural style and character of the buildings is expressed.



Figure 18. Intact storefront with paneled door to upper floors



Figure 19. New storefront designed in accordance with traditional principles



Figure 20. Paneled wood bulkhead panels below display windows



Figure 21. Stone bulkheads below display windows



Figure 22. Tiled bulkheads below display windows



Figure 23. Commercial building with inappropriate synthetic stone on brick facade

- **General Principles:** Original materials and features of upper facades shall not be removed or destroyed, but shall be retained and repaired, if possible. If it is impossible to repair them, they shall be replaced with the same material(s) or with material(s) that visually match the original.
- **Masonry Exteriors:** Upper-floor masonry shall be repaired or replaced to match the appearance of the original materials as closely as possible (including color, texture, size, shape, placement, detailing, and type of joint). Masonry surfaces should be cleaned, if necessary, by the gentlest means possible (water and detergent, or a mild acid, with low-pressure water wash not to exceed 600 psi). Abrasive cleaning methods (such as sandblasting or sanding) shall not be used. Repointing of masonry shall be done with a mortar that matches the original as closely as possible in lime and cement content (high-Portland cement mortars shall not be used with older brick), color, and profile. No waterproofing or water-repellant coatings, artificial siding, stucco, or synthetic stucco material shall be applied over existing masonry. Existing unpainted masonry surfaces shall not be painted (except in certain cases of advanced deterioration) (Figures 23, 24, and 25).
- **Wood:** If the upper facade has wood siding, the wood siding shall be repaired or replaced to match existing (Figure 26). If artificial (aluminum or vinyl) sidings have been installed in the past (over wood or masonry), they shall be removed and the surfaces under them repaired. No artificial siding (aluminum, vinyl, asbestos, asphalt, insulbrick, etc.), shingles, or stucco shall be applied over existing wood siding. All wooden trim and ornament, including cornices and brackets, shall be retained and repaired or replaced to match, if necessary.
- **Roofs:** All mansard roofs shall be repaired or replaced, if necessary, with slate or artificial slate, in a color and pattern to match the original (Figures 27 and 30).
- **Window Openings:** Original window openings shall not be altered, either by enlargement or by closing them in. All closed-up windows in the front façade shall be reopened to their original sizes and windows re-installed, if part of the overall renovation plan. All enlarged windows in the front facade shall be rebuilt to their original sizes and windows re-installed, if part of the overall renovation plan (Figure 28).
- **Windows:** Original wood windows shall be retained and repaired, if possible. If the existing windows cannot be repaired, or if the existing windows are inappropriate for the building, they shall be replaced by new windows. In historic districts, all replacement windows in the principal facades shall match the original in material (in most cases, wood). Outside of historic districts, all replacement windows shall be constructed of wood, clad wood, or metal, in that order of preference. All metal windows shall be anodized or painted to match the color of the window trim; a metallic "natural" mill finish shall not be permitted. Regardless of material, all replacement windows shall match the original windows in muntin and pane arrangement and molding profile (Figure 29).



Figure 24. Brick façade cleaned and repointed



Figure 25. Stone trim cleaned and repaired



Figure 26. Wood façade restored and painted



Figure 27. Mansard roof restored with slate

- **Glass:** Window glass may be double-glazed (insulated) and clear; reflective and opaque glass, and artificial muntin grids, shall not be permitted. Storm windows shall be installed so as to be inconspicuous (colored to match the window frames, sized to fit the openings, divided like the windows that are being covered).
- **Facade lighting:** All lighting of the facade of the building shall be done in a discreet manner, using fixtures that are unobtrusive and that have light sources shielded from the public view.

Accessories

Accessory elements – those elements of the building façade that are not part of the permanent structure of the building – can play an important part in the ornamental character of the building. They can also serve the owner and tenant by helping to identify and advertise the business located in the storefront. However, the building façade itself and the display windows should be thought of as the best and most effective sign for the business. Signs should be designed as elements of the building, not as unrelated items merely attached to it, should complement the style of the building, and should be sized to relate to pedestrian, not vehicular, traffic.

- **Awnings:** Awnings are always acceptable on the storefront of the building, and may also be installed over all of the upper-floor windows (Figure 30). They shall be sloping and triangular in section, in most cases (arched awnings should be used only over arched openings). They shall be made of canvas or canvas-like materials (not metal), and they shall not have internal illumination (Figures 31 and 32).
- **Signs:**
 - (a) **Number:** A maximum of one wall, one window sign, and one awning sign per first-floor business, and one projecting sign (if permitted) per entrance into a business, shall be permitted per street facade. A maximum of two window signs and one awning sign per upper-floor business shall be permitted.
 - (b) **Type:** Only business and identification signs shall be permitted; advertising signs and mass-produced signs supplied by national distributors shall not be permitted.
 - (c) **Size:** Wall signs shall be a maximum of two square feet in area for every lineal foot of building frontage, up to a maximum of 40 square feet (though they may be limited by district-specific zoning guidelines). Window signs shall be a maximum of 20% of the glazed area of storefront windows in area, or a maximum of 50% of the glazed area of upper-floor windows in area. Awning signs may include one small business identification sign (measuring no more than six inches in height) on the front vertical flap of the awning. Projecting signs, if permitted, shall meet the zoning ordinance in terms of size and placement. For businesses located on a corner and having two street facades, the frontage on each street shall be computed and employed separately for the determination of sign areas.



Figure 28. Inappropriately small replacement windows



Figure 29. Wood replacement windows with arched tops to fit openings



Figure 30. Awnings over window openings on upper floors



Figure 31. Storefront with awning below transom windows



Figure 32. Storefront with awning below transom windows



Figure 33. Signboard with individual letters and window signs

(d) Location: No sign may be placed in such a way as to obscure any architectural feature or ornament. Signs for first-floor businesses shall be located below the sills of the second-floor windows, preferably on the lintel or signboard over the storefront. Signs may be painted onto the insides of the storefront windows. Signs for upper-floor businesses shall be painted onto the insides of the upper-floor windows. No signs shall be located on the roof of the building, nor shall the supports for any sign extend above the cornice of the building.

(e) Materials: Wall signs shall be painted onto wood, metal, or opaque plastic backboards, or individually-applied letters may be used. Individually-illuminated channel letters, back-lit (silhouetted) letters, neon signs, and signs illuminated by small shielded spotlights may be used. Internally-illuminated plastic-faced box signs, and signs that move, flash or are intermittently illuminated, shall not be permitted. See Figures 33 through 38.

- **Security Gates**: Security gates shall be installed on the inside of the storefront windows. They shall be a type of gate that can be removed or folded completely back when not in place, and shall be painted so as to be as inconspicuous as possible.

Painting

Historically, wooden and cast iron storefronts were painted to prevent the harmful effects of weathering (moisture, ultraviolet rays from the sun, wind, etc.) as well as to define and accent architectural features. Repainting exterior surfaces is an inexpensive way to provide continued protection from weathering and to give a fresh appearance to the storefront and building façade.

- **Basic Guidelines**: Existing unpainted masonry surfaces shall remain unpainted (except in certain cases of advanced deterioration). Masonry surfaces that have been painted in the past may be repainted. Exterior masonry, wood, and cast iron surfaces should be prepared properly by removing loose paint by the gentlest means possible (usually scraping or sanding by hand) and by cleaning the surface before applying a primer appropriate to the material and at least two coats of exterior grade paint.
- **Colors**: Building colors should be considered in relation to the colors of the other buildings in the block and down the street. Buildings should be "good neighbors" and not clash visually with adjacent buildings. Muted colors are preferable to bright ones; primary colors should not be employed except in signs. Color should be used to "tie together" all of the building's parts, including the storefront, windows, doors, and cornice. This can be done by choosing a single body color (or using the color of the existing masonry), a trim color that is a shade lighter or darker than the body color, and (if desired) a third, contrasting color for the ornament. No more than three colors should be used. Aluminum and steel windows, doors, and frames should be painted or anodized in accordance with the overall color scheme for the building. A metallic "natural" mill finish shall not be permitted.
- **Historic colors**: If a traditional color scheme is desired, the following points should be considered:



Figure 34. Signboard with individual letters and gooseneck lighting



Figure 35. Sign in storefront window and projecting sign



Figure 36. Painted wooden signboard and awning sign

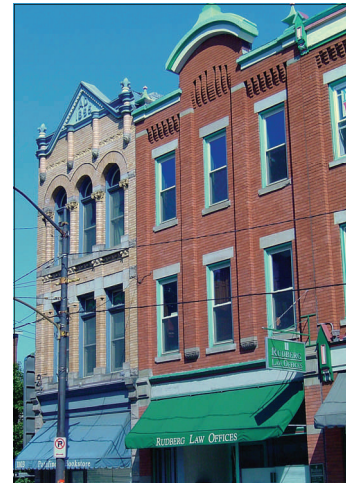


Figure 37. Projecting and awning signs



Figure 38. Projecting and banner signs

- a) it may be possible to discover the original color scheme by carefully scraping or sanding an area down to the first coat of paint
- b) in the mid-1800s, soft, neutral tints were popular
- c) in the late 1800s, darker, richer shades of color were in vogue
- d) in the early 1900s, lighter, calmer colors were fashionable
- e) white paint was not widely used in the 19th century

Green Design / Energy Conservation

The design of the exterior of an older commercial building provides limited scope for the employment of techniques of “green design”. However, it can be made more energy-efficient by the use of a number of low-cost, low-technology measures that do not entail any great changes in the appearance of the building, and can achieve substantial savings in heating and cooling costs.

- **Upper-floor windows:** All upper-floor windows should be repaired so that all of their parts fit together tightly, and all loose or broken glass panes should be reglazed. Windows should be carefully weather-stripped and caulked, to seal the cracks between the sashes and window frames. If new windows are installed, they should be double-glazed (two layers of glass with an air space between) with the highest R-value possible. Storm windows may be installed on the inside or outside of the upper-floor windows.
- **Doors:** All doors should be repaired so that all of their parts fit together tightly, and all loose or broken glass panes should be reglazed. They should be carefully weather-stripped and caulked, to seal the cracks between the door and the frame. If new doors are installed, they should be double-glazed (two layers of glass with an air space between) with the highest R-value possible.
- **Storefront:** Storefront windows should be carefully caulked and sealed. New storefront windows should be double-glazed (two panes of glass with an air-space between) with the highest R-value possible (but at least R-2). Where the sun is a factor, an operable awning should be installed. It can be projected to shade the storefront in the summer, reducing heat gain, and retracted in the winter to allow the sun to penetrate and warm the interior.
- **Insulation:** All solid surfaces should be insulated, caulked, and sealed to prevent the loss of heated or cooled air to the outdoors. The interiors of bulkhead panels below storefront display windows should be insulated. The first floor should be insulated in order to protect the commercial space from the cold of the basement below. If the building is one story in height, the roof should be substantially insulated to protect the store from both heat and cold. If the upper floors of the building are not in use, the second floor should be temporarily insulated to trap heat on the first floor.

- **Paint:** Paints should be “Low V.O.C.” paints – that is, paints having a low concentration of volatile organic compounds that contribute to air pollution and indoor air quality problems.

New Construction Design Guidelines

The design of an addition or a new building in an established commercial district is a special and difficult design problem. The appearance of the addition or new building should be compatible with its neighbors. It may be traditional in style, or it can be designed in a contemporary style, as long as it is sensitive to the design of the buildings around it (Figures 39 and 40). This can be achieved by allowing the design of the new building to "grow out of" the designs of its neighbors. Since this means that a good infill structure will respond to its surroundings, it is impossible to develop specific guidelines that will apply in all cases. However, the following general considerations should govern the visual relationship between an infill structure and its neighbors.

- **Height:** Infill construction should respect the general height of the surrounding buildings. If at all possible, new buildings in neighborhood commercial districts should be more than one story tall.
- **Width:** An infill structure should reflect the characteristic rhythm of facades along the street. If the building site is large, the new facade can be broken into a number of smaller units or bays.
- **Proportion:** The characteristic proportion, or relationship between height and width, of the existing facades should be repeated.
- **Relationship to Street:** The new building should set back from the street to the same degree as its neighbors.
- **Composition:** The composition (organization of the parts) of the façade of the new structure should be similar to that of surrounding facades.
- **Rhythm:** Rhythms (including window spacing and location of doors) that carry through the block should be incorporated in the new façade.



Figure 39. *New construction: one-story storefront building with traditional storefront design*



Figure 40. *New construction: Two-story commercial building with traditional design and contemporary materials*

- **Proportion of Openings:** The size and proportion of window, door, and storefront openings should be similar to those of adjacent buildings, as should the ratio of window area to solid wall for the façade as a whole.
- **Materials:** An infill structure should be composed of materials that complement those of adjacent buildings, and which do not stand out among the others.
- **Color:** The colors chosen for the infill structure should tie it to its neighbors.

Appendix E



**BUSINESS DEVELOPMENT CENTER
200 ROSS STREET
PITTSBURGH, PA 15219
412-255-6550**

Thank you for your interest in Mayor Luke Ravenstahl's Storefront Renovation Program. Following are the program materials for your information.

Please don't hesitate to contact me if you have any questions.

Sincerely,

Quianna Wasler
Mainstreet Development Specialist
Business Development Center
Urban Redevelopment Authority of Pittsburgh
200 Ross Street, 11th Floor, Pittsburgh, PA 15219
412-255-6550 phone – 412-255-6542 fax
Email: gwasler@ura.org – website: www.ura.org

Mayor Luke Ravenstahl's Storefront Renovation Program Program Guidelines

I. Statement of Purpose

Mayor Luke Ravenstahl's Storefront Renovation Program (SRP) is intended to improve the physical appearance of commercial storefronts in Pittsburgh's neighborhoods.

II. Program Funding

SRP may be funded in part through the City of Pittsburgh, the Commonwealth of Pennsylvania Department of Community and Economic Development, the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG), and the Urban Redevelopment Authority.

III. Eligibility

The following criteria will be used to determine whether an applicant is eligible for a SRP grant:

A. Area Eligibility

SRP projects must be located within the City of Pittsburgh. Priority will be given to projects located outside the City's designated primary Mainstreets districts and other URA commercial façade programs.

B. Types of Businesses

1. Commercial establishments (retail and wholesale trade).
2. Service establishments to include:
 - a. Professional services (e.g.: doctors, lawyers, accountants, architects, etc.);
 - b. Personal services (e.g.: dry cleaners, laundromats, barber & beauty shops, etc.);
 - c. Certain repair services (e.g.: office equipment, radio/television, bicycle, furniture, locksmith, etc.); and
 - d. Business services (e.g.: advertising, office management, printing, etc.).

Banks, savings and loan associations, gas and service stations, used car lots, home-based businesses and adult entertainment establishments are not eligible.

IV. Eligible Activities

Exterior building improvements based on an approved work plan which can include: storefront lighting, signage, windows, painting, etc.

V. Parameters of Grant

A. Grant Size:

Up to 50% or \$5,000 maximum for eligible improvements. Please note that the grant agreement will be with the property owner (tenants must secure the property owners agreement to access this program).

B. Fees:

\$250 application fee per eligible property (non-refundable) payable to the Urban Redevelopment Authority of Pittsburgh.

C. Other:

Projects greater than \$25,000 may require the State's prevailing wage rates. Other conditions may also apply.

VI. Waiver of Provisions

The Board of Directors of the URA may waive certain provisions of these guidelines based on a determination of the private and public benefits of the project.

VII. Notification

URA reserves the right to:

A. Reject any and all applications.

B. Notify the appropriate community-based organization of applications received from businesses in their neighborhoods.

C. Announce all loan commitments publicly.

VIII. Additional Information

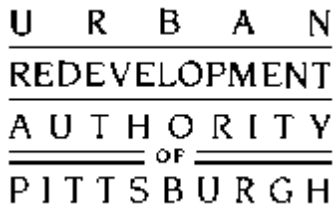
For additional information, please contact the Urban Redevelopment Authority, Business Development Center at 412-255-6550 or via our web site at www.ura.org. Our TDD number for the hearing impaired is 412-255-6644.

The Urban Redevelopment Authority of Pittsburgh does not discriminate on the basis of race, color, sex, religion, marital status, disability, age, sexual orientation or national origin. No person, solely on the basis of any of the above factors, shall be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under the loan and grant programs operated by the Business Development Center of the Urban Redevelopment Authority of Pittsburgh.

MAYOR LUKE RAVENSTAHL'S
STOREFRONT RENOVATION PROGRAM (SRP) GRANT
BASIC PROCEDURES

- STEP 1: Property owner (applicant) submits SRP application to the URA with photograph(s) of building, copy of current occupancy permit, \$250 application fee and description of requested improvements.
- STEP 2: URA will review the submitted requested improvements (work plan). Such review may include a design consultation with URA staff or their agent. If design is acceptable, the URA will provide a notice to proceed letter within fifteen business days.
- STEP 3: Once applicant receives the notice to proceed letter, they will need to secure cost estimates based on the approved work plan. The applicant must submit these cost estimates to the URA within 60 days of receiving the notice to proceed.
- STEP 4: The URA will review the cost estimates and then proceed to issue a commitment letter to the applicant within ten business days.
- STEP 5: Upon applicant signing and returning the signed commitment letter, work may begin. URA will monitor progress of the building improvements.
- NOTE: THE URA CANNOT PAY FOR ANY WORK THAT HAS BEEN COMPLETED PRIOR TO A SRP COMMITMENT LETTER BEING EXECUTED.
- STEP 6: Applicant must pay the matching portion of the project costs first. The URA will make payment when all work is complete. Applicant will be required to complete all work within four-months of acceptance of the commitment letter. Once work is completed, the URA will schedule a closing for execution of the grant agreement and the disbursement of grant funds. Disbursement of grant funds is contingent upon applicant providing receipts for completed improvements.
- NOTE: *The SRP Grant provides up to 50% or \$5,000 maximum for eligible improvements. If your project costs exceed \$10,000 and you are located within one of the City's Mainstreets-eligible neighborhoods, you may be interested in utilizing the Streetface program which could provide a larger dollar amount towards your project costs. For more information on the Streetface program, please contact Quianna Wasler, Mainstreet Development Specialist, of the URA at 412-255-6550 or qwasler@ura.org.*

BUSINESS DEVELOPMENT CENTER ~ 200 ROSS STREET, 11TH FLOOR ~ PITTSBURGH, PA 15219 ~ 412-255-6550



BUSINESS DEVELOPMENT CENTER
200 ROSS STREET, 11TH FLOOR
PITTSBURGH, PA 15219
412-255-6550

MAYOR LUKE RAVENSTAHL'S
STOREFRONT RENOVATION PROGRAM (SRP)
GRANT APPLICATION

APPLICANT INFORMATION

URA I.D. # _____

Name of Applicant () Telephone Number E-Mail Address

Street Address City State Zip

IF TENANT, PLEASE PROVIDE:

Name of Building Owner () Telephone Number

Street Address of Building Owner City State Zip

PROPERTY TO BE IMPROVED

Name of Business () Telephone Number

Street Address City State Zip

Jobs To Be Retained: _____ Jobs To Be Created: _____

Type of Business: _____ Neighborhood: _____

Current Use of Building:
Ground Floor _____ Upper Floor(s) _____

Proposed Use(s):
Ground Floor _____ Upper Floor(s) _____

ADDITIONAL INFORMATION/DOCUMENTS

The following information must accompany this application:

1. Description of requested improvements (work plan). Please be sure to include where applicable, materials, colors, dimensions, location of improvements on the façade, etc.
2. Photos of facade.
3. A copy of the occupancy permit.
4. Conflict of Interest Disclosure Form
5. \$250 application fee payable to the Urban Redevelopment Authority.

I have provided all information requested to the best of my knowledge, and I have read and fully understand the program guidelines and requirements of the Storefront Renovation Program (SRP).

Signature: _____ Date: _____

NOTE: 1. For your convenience, we have attached an application for the City of Pittsburgh's Tax Abatement Program (LERTA).
All bids must conform to approved work write-up.

URBAN REDEVELOPMENT AUTHORITY OF PITTSBURGH
BUSINESS DEVELOPMENT CENTER
CONFLICT OF INTEREST DISCLOSURE

All applicants for loans or grants from the Urban Redevelopment Authority of Pittsburgh (URA) are requested to disclose if they are employees or related to employees of the URA or the City of Pittsburgh. If you are an employee or related to a City or URA employee, a formal Conflict of Interest waiver must be presented to the URA's Board of Directors. If the source of funding for your URA financing is the U.S. Department of Housing and Urban Development (HUD), then you must also submit a formal Conflict of Interest waiver to City Planning and to HUD for approval.

PLEASE COMPLETE APPLICABLE SECTION AND SIGN AT BOTTOM

SECTION A

I, _____, hereby acknowledge that I am an employee of the:
_____ City of Pittsburgh _____ Department
_____ URA of Pittsburgh

OR
SECTION B

I, _____, hereby acknowledge that I am related to (Employee's name) _____, an employee of the:
_____ City of Pittsburgh _____ Department
_____ URA of Pittsburgh

My relationship to the employee: _____ Spouse, _____ Father, _____ Mother, _____ Daughter, _____ Son, _____ Other _____ (Specify relationship)

He/she is employed in the (Department/Position): _____

OR
SECTION C

I, _____, hereby certify that I am not related to an employee of the City or URA of Pittsburgh, nor am I an employee of the City or URA of Pittsburgh.

I acknowledge and agree that any misrepresentation contained in this Disclosure may result in the cancellation of my application for a loan or grant, or, if the misrepresentation is discovered after the loan or grant is made, I may be required to repay the loan or grant on demand.

DATE

APPLICANT'S SIGNATURE

DATE
5/10/00

CO-APPLICANT'S SIGNATURE

Appendix F

Anchor Building Grants¹

Generally, these grants-to-loans are grants to a local public or private nonprofit entity that are borrowed by the developer from the grantee and repaid to a local Revolving Loan Fund. The municipality where the Anchor Building project is located must be a participant in the Revolving Loan Fund that receives the loan repayments. Anchor Building projects in the municipality located within or close by the traditional business district that supports the downtown must be given first priority consideration in subsequent loans of these repayments. Local loans must be collateralized with a reasonable security position. A Phase I environmental assessment and an appraisal are required for projects which involve real estate acquisition and/or site improvements.

DCED will give priority consideration to an Anchor Building project application where the building project is:

- Greater than 10,000 square feet.
- Vacant or underutilized.
- Considered by the community to be an important downtown building that is vital to the downtown's health as evidenced by its key part in the downtown strategy.
- Coordinated between local and county government so there is an integration and strategic linkage between economic and community development. At a minimum, any Main Street staff should participate with any Enterprise Zone, Industrial Development Corporation authority, or countywide development corporation in decisions concerning development opportunities and resource allocations. Additional progress in this direction could include area vocational/technical school staff and staff from any area college or university departments of continuing education.
- A structurally-sound building that is eligible for, or already listed on the National Historic Register.
- A renovated building that will house local business expansion or creation.
- A renovated building that will create new or improved tax revenues for the municipality.
- A renovated building that will likely create full-time jobs paying substantially above minimum wage and providing fringe benefits.

Eligible activities for Anchor Building grants-to-loans can be used for up to 30% of the total project investment required to acquire and renovate the building, including installation of fiber-optic wiring in the building.

Existing configurations of interior space should be carefully examined and redesigned, if necessary, to ensure that they will fully accommodate space needs of small firms with Internet components of their businesses. Architects with previous successful experience in this area should be retained for this purpose.

Costs of public infrastructure development and of hazardous waste testing may be considered if the lack of conventional funding sources for such costs is documented.

¹ From the PA DCED's *New Communities Program Guidelines – April 2008*

Appendix G



Where Strategy and Opportunity Intersect

ZELIENOPLE AND HARMONY, PENNSYLVANIA

OVERVIEW OF RETAIL TRENDS AND LOCAL MARKET DATA

Prepared By:
BOULEVARD STRATEGIES
Columbus, Ohio
for POGGEMEYER DESIGN GROUP, INC.

November 2009

*First Draft presented to:
Steering Committee
on*

November 4, 2009

TOP 10 RETAIL TRENDS TO WATCH FOR IN 2010

10. **HANG ON SLOOPY:** Loss of consumer confidence results in retail turbulence.
 - Retailing 101 – The customer is king (and the king is sad).
 - Retail sales for all categories were off by 11.8% in 2008; but are holding up better this year, according to Co-Star.
 - 2008 store closing outpaced store openings for 1st time since statistics were kept.

9. **HEAR ME ROAR:** Empowered consumers fight back.
 - Credit card party is over, as frugality filters across class structure.
 - Neo-hagglers are armed with Internet in their pockets, try to name their price.
 - Thrift shop thrive, as consumers embrace the ultimate in retail recycling.
 - Urban farmers learn how to grow their own vegetables and fruits, as freezer sales climb.
 - Chinese launch first successful group buying services (Tuangou).

8. **I'VE BEEN THINKIN' ABOUT MY DOORBELL:** E-tailers still clicking along in decade 2.0.
 - Consistent sales growth of 20-25% per year throughout this decade (vs. 4% for all retail) until this year.
 - Falling technology prices, wider broadband access, greater consumer acceptance, better sites/ search engines, friendlier shipping and return policies, and alternative payment methods lure more customers.
 - Is the Internet the great equalizer? Small companies benefit from “long tail” business model.

7. **FASHION VICTIM:** The fall of the mall.
 - Women's apparel sales were off by 20% in 2008; store closings follow.
 - Consolidation of department store industry reduces pool of anchors.
 - Enclosed environments can create more conflict and costs than comfort and convenience.

6. **ARE WE HAVING FUN YET?:** The rise of the lifestyle center.
 - Lifestyle centers feature dining & entertainment in faux town center settings.
 - Fast casual, gourmet-to-go, and home entertainment options allow consumers to take away experiences.
 - The most important meal of the day – breakfast goes upscale.

5. **IN SEARCH OF THE SWEET SPOT:** Big boxes go on a diet.
 - Walmart downsizes supercenters, while increasing private labels; this will inevitably squeeze out vendors.
 - Editing of SKUs will be welcomed by overloaded consumers.
 - Almost every chain is experimenting with smaller prototypes, after years of building ever bigger boxes.

4. **WHEN I'M 64:** Boomers become (gasp!) seniors.
 - In denial: 950,000 Pennsylvanians will reach retirement age over next 5 years, but many won't really retire.
 - Record \$\$\$ spent on thigh masters, plastic surgery, vitamins and supplements, hair color, Botox, and Viagra.
 - Pets gain status as full-fledged family members, especially to empty nesters (\$45 billion/year industry).

3. **THE DO-IT-FOR-ME SOCIETY:** Retail economy shifts toward services.
 - Almost all US job growth has occurred in service-producing industries over past 10 years.
 - Mainstream retailers add related services to "product" mix.
 - Service gap bothers Boomers who grew up on department store service, but Millennials prefer self-service options.

2. **START-UP SURGE:** Boomers take the plunge.
 - Joined by the Millennials (20-somethings), the most entrepreneurial generation yet.
 - Hand-made nation: DIY arts and crafts retailers create multiple income streams.
 - Shopping center owners are more receptive to independents than in the past.

1. **FIGHTING IDENTITY THEFT:** Communities throughout the State revitalize downtowns to preserve their unique heritages and to promote their emerging assets.
 - Public/private partnerships pave way to success.
 - Walkable mixed-use developments, historic architecture, unique retailers and restaurants, & arts and culture create memorable town centers.
 - Main Street programs throughout the State are stronger than ever.

MERCHANTS IN ZELIENOPLE AND HARMONY SERVE 3 TYPES OF CONSUMER GROUPS:

1. **Local Residents (Within 10 Minute Drive)**
 - Population of 18,229 In 7,437 Households (2009 Estimate)40% of Total Sales*

2. **Regional Shoppers (Within 11-30 Minute Drive)**
 - Population of 569,185 In 229,838 Households (2009 Estimate)41% of Total Sales*

3. **Tourists and Visitors (31-90 Minute Drive)**
 - Population of 3,244,003 In 1,339,439 Households (2009 Estimate)19% of Total Sales*

*Based on Results of Merchant Survey

1. LOCAL RESIDENTS – Demographic Profile

- 18,229 persons live within a 10-minute drive of Main Street Zeilenople.
 - Low population density of about 130 persons per square mile.
 - Modest population growth rate – adding 132 persons per year on average during the 2000's.
 - Zeilenople and Harmony are slowly becoming enveloped by suburban sprawl from Cranberry Township.

- Mix of household types – 32% empty nester couples, 28% single-person households, 26% traditional families (both parents with at least 1 child), and 6% Single-Parent Families.
 - 70% homeowners vs. 30% renters.

- Older population with high percentages of seniors (17% of population) and Baby Boomers (27%).
 - Baby Boomers are becoming seniors, as oldest wave hits 64 this year.
 - 97% are White.

- Those still in the workforce have primarily white-collar occupations (68%).
 - High levels of education, 1 out of 3 adults, 25+ yrs. old, have at least a college degree; 92% have high school diplomas.
 - Long commutes to work – 26 minutes on average.
 - Above average percent of persons who work at home (4%).

- Upper-middle class income with median household income of \$62,281 (30% above State median).
 - Per capita income of \$31,047 (24% above State average) provides dollars for discretionary retail purchases.

LOCAL RESIDENTS--Top 3 Lifestyle Clusters

Cluster/Description

1. RETIREMENT COMMUNITIES (20%)
 - Dominated by widowed retirees, many in assisted-living communities; Well-educated compared to age peers.
2. BOOMBURBS (18%)
 - Young families with children in fastest growing suburbs in USA; White-collar professionals in new single-family homes with long commutes.
3. GREEN ACRES (17%)
 - Blue-collar Baby Boomers with and without children; Live in pastoral settings in suburban fringes.

SUBTOTAL (55%)

*10 Minute Drive Time Ring

SOURCES: ESRI, Inc. and Boulevard Strategies

Index Score (vs. USA)

1,383

Typical Lifestyle Activities/Preferences

- Lifelong learners who enjoy traveling and gambling, but also spend time with grandchildren.
- Eat at family restaurants and steakhouses, shop at TJ Maxx, Walgreens, & hardware stores.
- Visit doctors on regular basis, watch weight, take vitamins and dietary supplements.
- Top market for household furnishings, electronics, toys, apparel, and other retail categories dominated by big box chains; also, lucrative e-commerce market, very Internet savvy, especially kids.
- Use household services, play tennis and golf.
- Comfortable country living, own multiple vehicles, dogs/cats considered part of family, do-it-yourselfers with green thumbs.
- Enjoy outdoor recreation such as hunting and canoeing, watch racing events on satellite dishes.

810

520

640

LOCAL RESIDENTS – Retail Spending Patterns

Boulevard Strategies has developed a proprietary model that estimates a given population's annual spending on 27 non-automotive retail categories. Independent variables based on data from the U.S. Department of Labor's Annual Consumer Expenditures Survey include:

- Region of Country
- Race of Householder
- Housing Value Distribution
- Age of Householder
- Education of Householder
- Household Income Distribution

The Primary Trade Area is a \$200 million per year market that spends above-average proportions of its retail dollars on the following categories:

- Pharmacy/Health & Beauty Aids
- Home Furnishings/Décor
- Lawn and Garden
- Sit-Down Restaurants/Bars
- Retail Services
- Hardware/Paint
- Consumer Electronics
- Pet Goods/Supplies

2. REGIONAL SHOPPERS – Demographic Profile

- 569,185 persons live within 10-30 minute drive of Main Street Zelenople.
 - This ring takes in most of Pittsburgh's northern suburbs to the south, Butler to the east, Beaver Falls to the west, and reaches up to I-80 to the north.
 - This area is slowly losing population (about 200 persons per year).

- There are a high percentage of single-person households (30%) and empty nester couples (26%).
 - Only one of five households has both parents and at least one child (i.e. traditional families).
 - Older population with high percentages of seniors (16%) and boomers (29%).

- White-collar suburban market.
 - 29% have college degrees, 65% work in white-collar occupations, 72% own homes.
 - Median HH income = \$54,617 (2009 estimate).
 - Per capita income also above-average at \$28,613.
 - Older housing stock (median year built = 1956) with long-time residents.

REGIONAL SHOPPERS* --Top 3 Lifestyle Clusters

<u>Cluster/Description</u>	<u>Index Score (vs. USA)</u>	<u>Typical Lifestyle Activities/Preferences</u>
1. RUSTBELT RETIREES (11%) <ul style="list-style-type: none"> - Formers factory workers/veterans aging in place, instead of moving to Florida; loyal to country and community. 	541	<ul style="list-style-type: none"> - Take pride in homes and gardens, hunt for bargains, shop at warehouse clubs, eat at family diners, rent movies instead of going to Cineplex. - Enjoy bingo, horse racing, gambling, playing golf, reading local newspaper.
2. COZY AND COMFORTABLE (9%) <ul style="list-style-type: none"> - Middle-age empty nester couples in large single-family homes in older neighborhoods. 	321	<ul style="list-style-type: none"> - Enjoy home improvement projects, eat at family restaurants such as Bob Evans, take domestics vacations, often to the beach. - Spend more time in front of TV than computer, big hockey and NFL fans (i.e. Penguins/Steelers)
3. PROSPEROUS EMPTY NESTERS (7%) <ul style="list-style-type: none"> - Married couples in their 50's and 60's with above-average income and net worth; well-established careers in education and healthcare sectors. 	364	<ul style="list-style-type: none"> - Place a high value on physical and financial well-being with investments, insurance, and exercise regiments. - Golf nuts that love watching all sorts of sports, own luxury cars. Home improvements and lawn care are priorities. Travel extensively but engaged in local civic organizations.
SUBTOTAL (27%)	324	

*30 Minute Drive Time Ring

SOURCES: ESRI, Inc. and Boulevard Strategies

REGIONAL SHOPPERS – Retail Spending Patterns

The Regional Shopper Market is a huge \$ 6 billion+/year retail market.

- However, Zelienople and Harmony have little chance of attracting Pittsburgh's northern suburban markets that have plenty of retail options and an orientation toward the center of the region, not its edges.
- We estimate that Zelienople and Harmony are in competition for only about \$475 million of this annual spending, based on geographic and market factors.
- This is still a much larger potential market than local residents (\$200 million per year).
- High retail demand categories for regional shopper market include:
 - cards/gifts/flowers
 - lawn and garden
 - hardware/paint
 - consumer electronics
 - pet goods/supplies
- Note that local residents and regional shoppers have similar retail spending patterns.

3. TOURISTS AND VISITORS – Demographic Profile

- 3,244,003 persons live beyond 30 minutes but within 90 minutes of Main Street Zeilenople.
- This ring stretches to Akron on the west, Erie on the north, Wheeling and Uniontown on the south, and Johnstown on the east.
- This area is steadily losing population (10,400 persons per year).
- The population skews even older than local residents or regional shoppers.
 - 18% seniors (65+) vs. 12% nationally.
 - High percentage of empty nesters (30%) and single-person households (29%).
 - Only one in five households with traditional families.
- Mix of white-collar (60%) and blue-collar/service (40%) occupations.
 - Average levels of educational attainment.
 - Median HH income (\$47,788) and per capita income (\$24,990) close to US average.
 - 72% homeowners among occupied housing units (12% are vacant).
 - Older housing stock with long-time residents.

TOURISTS AND VISITORS* --Top 3 Lifestyle Clusters

<u>Cluster/Description</u>	Index Score (vs. USA)	<u>Typical Lifestyle Activities/Preferences</u>
<p>1. RUSTBELT RETIREES (18%)</p> <ul style="list-style-type: none"> - Former factory workers/veterans aging in place, instead of moving to Florida; loyal to country and community. 	852	<ul style="list-style-type: none"> - Take pride in homes and gardens, hunt for bargains, shop at warehouse clubs, eat at family diners, rent movies instead of going to Cineplex. - Enjoy bingo, horse racing, gambling, playing golf, reading local newspaper.
<p>2. SALT OF THE EARTH (8%)</p> <ul style="list-style-type: none"> - Middle-age empty-nester couples in large single-family homes in older neighborhoods. 	309	<ul style="list-style-type: none"> - Self-reliant, drive trucks and ride motorcycles, enjoy fishing and hunting, NASCAR fans. - Dine at family restaurants, bake own desserts, grow own vegetables, pet lovers.
<p>3. HEARTLAND COMMUNITIES (8%)</p> <ul style="list-style-type: none"> - Close-knit, lifelong residents of small towns, working class wage-earners with high school educations. 	211	<ul style="list-style-type: none"> - Enjoy lawn and garden work as well as home improvement projects, shop at Wal-Mart, eat at Ponderosa. - Play bingo, hunt and fish, read 2 or more Sunday newspapers, interested in local politics, rarely travel by plane, in local civic organizations.
SUBTOTAL (34%)	405	

*90 Minute Drive Time Ring
 SOURCES: ESRI, Inc. and Boulevard Strategies

TOURISTS AND VISITORS – Retail Spending Patterns

- The tourist market within the 30 minute to 90 minute range represents about a \$1.3 billion a year market for retail spending.
 - About half of this amount is spent on dining and entertainment.
- Realistically, Zelenople and Harmony are on or near the path for only a small percentage of these tourists and visitors.
 - The potential tourist and visitor market is estimated to be about \$130 million for local retailers and restaurants.

RETAIL SPENDING BY CUSTOMER TYPE AND MERCHANDISE GROUP

	<u>Local Residents</u>	<u>Regional Shoppers</u>	<u>Tourists & Visitors</u>	<u>Total</u>
Convenience Goods and Services	\$90M	\$142M	\$15M	\$247M/31%
Home Goods	\$38M	\$111M	\$10M	\$159M/20%
Fashion Goods	\$22M	\$67M	\$20M	\$109M/13%
Leisure Goods	\$26M	\$86M	\$20M	\$132M/16%
Dining and Entertainment	\$24M	\$69M	\$65M	\$158M/20%
TOTAL	\$200M	\$475M	\$130M	\$805M/100%
	25%	59%	16%	

*Regional shoppers have highest market potential among customer types; Dining and Entertainment and Leisure Goods are above-average spending categories.

MARKET SHARE ANALYSIS – By Merchandise Group

- Based on the current retail mix in Zellenople and Harmony and merchant responses, we have developed sales estimates by Major Retail Merchandise Groups, as follows:

	<u>Est. Square Footage</u>	<u>Est. Sales Per Square Footage</u>	<u>Estimated Annual Sales</u>	<u>Market Share</u>
Convenience Goods and Services	40,000	\$250	\$10.0M	4.0%
Home Goods	22,000	\$195	\$4.3M	2.7%
Fashion Goods	10,000	\$130	\$1.3M	1.2%
Leisure Goods	13,000	\$125	\$1.6M	1.2%
Dining and Entertainment	<u>15,000</u>	<u>\$300</u>	<u>\$4.5M</u>	<u>2.8%</u>
TOTAL	100,000	\$217	\$21.7M	2.7%

- Three strong performers (Walgreens, hardware store and Kaufman House) account for about 45% of sales.
 - Their performance (est. \$345/sq. ft.) masks poor sales for many of the smaller shops and restaurants (est. \$165/sq. ft.)
 - Low market share across the board for all 5 major Merchandise Groups

MARKET SHARE ANALYSIS – By Market Segment

- Based on the preceding analysis and merchant input in customer mix, we estimate Zeilenople's market share by customer segments as follows:

	<u>Share of Sales</u>	<u>Annual Sales</u>	<u>Annual Spending</u>	<u>Market Share</u>
Local Residents	40%	\$8.7M	\$200M	4.3%
Regional Shoppers	41%	\$8.9M	\$475M	1.9%
Tourists and Visitors	19%	\$4.1M	\$130M	3.2%
TOTAL	100%	\$475M	\$805M	2.7%

- At only 100,000 square feet of retail space (i.e., less than half the size of a Wal-Mart), Zeilenople/Harmony may lack critical mass and marketing dollars to attract decent share of regional shoppers' retail spending.
- Lost a lot of local and tourist business with relocation of Baldinger's Market in 2008.

NEW BUSINESS OPPORTUNITIES

- Zellenople/Harmony's retail demand profiles and merchant input indicate support for the following store types:
 - More Sit-Down Restaurants (to create critical mass)
 - Coffee Shop/Breakfast Diner/Bakery
 - Upscale Sports Bar
 - Ice Cream Parlor
 - Wine Shop
 - Pet Supplies/Toys/Pampering
 - Gardening/Wild Birds/Nature Shop
 - Used Bookstore
 - Upscale Thrift/Consignment Shops
 - Antiques/Collectibles/Gifts/Vintage Goods
 - Quilting/Knitting/Scrapbooking Shop/Club
 - Medical Supplies/Services
 - Professional Services

Appendix H

Zelienople and Harmony Comprehensive Plan Preliminary Parking Assessment

Parking Inventory

A parking inventory was provided by the Borough of Zelienople for both the Harmony and Zelienople Business Districts and was verified during an URS field study on Thursday, August 27, 2009. This parking inventory identified all existing parking spaces within the study areas, both in on-street and off-street locations. In the Borough of Zelienople, an inventory of private business parking was also completed. The inventory results provide information on the location, type of parking (on-street metered, off-street metered lots, off-street lots), type of use (public or private), use restrictions, cost and other pertinent factors.

Zelienople Business District

The inventory for the Borough of Zelienople identified a supply of 677 total parking spaces in the four block Business District. The Zelienople Business District is centered along Main Street between Culvert Street and Grandview Avenue and encompasses a one block area to the east and west of Main Street (between Clay Street and High Street). Of these 677 spaces, 527 spaces (78 percent) are private parking spaces for businesses and 150 are public metered spaces (22 percent). The public metered spaces within the Business District are a combination of on-street and off-street lots. Of these 150 spaces, 92 spaces are found on-street (61 percent) and 58 spaces (39 percent) are located in the municipal owned lots. The majority of the on-street parking is available along Main Street (64 spaces) and the remaining 28 spaces are located along New Castle Street and Spring Street one block in either direction of Main Street. The available parking supply in the study area is shown in **Figure 1** and summarized below:

- Private – 527 spaces
- Public – 150 spaces
 - 92 on-street spaces
 - 64 spaces along Main Street
 - 28 spaces along New Castle and Spring Street
 - 58 off-street spaces
 - Spring Street (Lot 1) – 19 spaces
 - Clay Street (Lot 2) – 20 spaces
 - Main Street (Lot 3) – 19 spaces

Harmony Business District

The Harmony Business District inventory identified a supply of 105 spaces. All the available spaces are public with 6 spaces (6 percent) located within the town square at the intersection of Main Street with Mercer Street and the remaining 99 spaces (94 percent) are located in municipal parking lots. The available parking supply in the study area is provided in **Figure 2** and summarized below:

- Public – 105 spaces
 - 6 on-street spaces
 - 99 off-street spaces
 - Mercer Street (Lot 1) – 14 spaces
 - Main Street (Lot 2) – 28 spaces
 - German Street (Lot 3) – 7 spaces
 - German Street (Lot 4) – 40 spaces

Existing Parking Demand

The following section identifies the current parking demand within the Business Districts of Zelenople and Harmony. The existing parking demand was studied on Thursday, August 27, 2009 between 11:00 AM and 6:00 PM. The parking occupancies in the Business Districts were determined by assessing supply-demand and evaluating parking patterns and habits each hour. To calculate parking needs, block-by-block analyses were made of the supply and demand for parking spaces. This was used to calculate the demand percentage for each hour of analysis per block.

Zelenople Business District

The parking occupancies in the Business District were measured during eight consecutive hours between 11:00 AM and 6:00 PM. The on-street parking along New Castle Street between Main Street and Clay Street was restricted (meters were bagged) due to construction operations. Additionally, 3 of the 19 spaces along Main Street between Grandview Avenue and New Castle Street were reserved (meters were bagged) for residents stopping to buy a ticket for a local car raffle. It should also be noted that Kennedy-Meeder Insurance was closed due to a training seminar on August 27th. The results of the public parking demand can be seen in **Table 1** and the results of the private parking demand are provided in **Table 2**.

Table 1
Public Parking Demand – Zelenople Business District

Location	Between	Available Spaces	Parking Demand (% Usage)							
			11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM
Main Street	Grandview Ave & New Castle St	16*	44%	94%	44%	50%	56%	19%	44%	69%
Main Street	New Castle St & Spring St	21	76%	76%	62%	62%	57%	33%	67%	71%
Main Street	Spring St & Beaver St	24	54%	21%	50%	21%	38%	29%	13%	17%
New Castle Street	Clay St & Main St	**	CONSTRUCTION							
New Castle Street	Main St & High St	8	50%	63%	63%	38%	25%	38%	13%	0%
Spring Street	Clay St & Main St	5	20%	20%	40%	40%	20%	0%	0%	0%
Spring Street	Main St & High St	8	38%	25%	25%	38%	25%	38%	38%	0%
Lot 1 (Spring Street)	Main St & High St	19	53%	47%	53%	26%	11%	5%	0%	11%
Lot 2 (Clay Street)	Grandview Ave & New Castle St	20	85%	65%	55%	60%	55%	55%	30%	35%
Lot 3 (Main Street)	Grandview Ave & New Castle St	19	11%	21%	21%	16%	11%	0%	11%	21%
TOTAL		143	52%	50%	47%	39%	36%	25%	26%	31%

Notes:

* Only 16 spaces were available during date collection, there are actually 19 spaces.

** All 7 spots were unavailable during the data collection.

As shown above, the hourly parking demand was broken into three classifications, high (> 66 percent - red), medium (33-66 percent - yellow), and low (< 33 percent - green). The peak parking demand occurred at 11:00 AM. Of the 140 available spaces, 73 (52 percent) were occupied. The smallest overall demand occurred at 4:00 PM when the demand was only 25 percent. The peak on-street parking demand was experienced along Main Street between Grandview Avenue and New Castle Street at 12:00 PM when 94 percent of the available spaces were utilized. The smallest on-street demand along Main Street was experienced at 5:00 PM between Spring Street and Beaver Street when only 13 percent of the available spaces were being used. The smallest on-street parking (along the side streets) demand was experienced along Spring Street between Clay Street and Main Street between the hours of 4:00-6:00 PM when there was no demand. This low demand is largely contributed to the fact that the Spring Street municipal lot (Lot 1) is adjacent to this on-street parking. The peak off-street demand was experience at the Clay Street lot (Lot 2) throughout the entire analysis period. This lot is directly behind the Zelenople Municipal Building and some of the vehicles using this lot were there during all hours of the analysis. Therefore, employees may be parking there throughout the day. The smallest off-street demand was experienced at the Main Street lot (Lot 3) at 4:00 PM and the Spring Street lot (Lot 1) at 5:00 PM when there was no demand.



**Table 2
Private Parking Demand – Zelenople Business District**

Business	Address	Available Spaces	Parking Demand (% Usage)											
			11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM				
Citizens Bank	100 N. Main	13	31%	54%	31%	69%	46%	31%	23%	8%				
Jack L Bonus	101 N. Main	8	75%	63%	63%	75%	63%	38%	25%					
Nino's Trattoria	109 N. Main	10	40%	50%	40%	50%	50%	50%	50%					
Silversmith Shop	118 N. Main	8	13%	25%	25%	0%	0%	13%	13%					
Mathew Jewelers	122 N. Main	10	40%	50%	60%	60%	40%	70%	50%					
Rigby's	124 N. Main	5	20%	40%	20%	20%	20%	40%	60%					
Fuel On	129 N. Main	17	29%	29%	41%	53%	29%	29%	35%					
Kaufman House	105 S. Main	22	41%	64%	36%	27%	14%	32%	95%					
Maddalon Jewelers	107 S. Main	6	83%	100%	83%	50%	50%	50%	83%					
Kountry Kitchen	111 S. Main	20	75%	80%	65%	45%	45%	40%	30%					
Zelenople Consumer Discount	118 S. Main	22	55%	64%	55%	64%	55%	55%	45%					
Kennedy-Meeder Insurance	130 S. Main	14	0%	0%	0%	0%	0%	0%	7%					
Fisher's Bar & Restaurant	131 S. Main	20	40%	50%	35%	30%	20%	35%	35%					
Presbyterian Center	134 S. Main	31	29%	29%	29%	26%	26%	23%	10%					
Carol's Pastry Shop	142 S. Main	20	5%	5%	0%	5%	5%	10%	0%					
CT McCormick Hardware	147 S. Main	20	60%	65%	60%	50%	50%	60%	55%					
Bill Harper's Outdoor Power	154 S. Main	5	20%	20%	20%	40%	20%	80%	20%					
Victorian Place	215 S. Main	10	60%	60%	50%	60%	50%	50%	30%					
Murray Agency/Hair Emporium	216 S. Main	6	50%	33%	33%	33%	33%	17%	0%					
Murray Chiropractic Center	224 S. Main	15	60%	53%	47%	47%	53%	27%	13%					
Nextier Bank	226 S. Main	25	40%	44%	48%	32%	24%	24%	16%					
Valero	227 S. Main	7	29%	14%	29%	29%	43%	14%	14%					
Walgreens	230 S. Main	35	57%	74%	46%	49%	54%	51%	49%					
Hovis Auto Supply Inc. & Old BP	240 S. Main	38	63%	66%	63%	61%	58%	50%	34%					
US Post Office	249 S. Main	10	100%	80%	70%	90%	100%	60%	20%					
Fidelity Bank	251 S. Main	19	42%	42%	26%	47%	37%	21%	0%					
7-11 Station	301 S. Main	8	38%	13%	25%	50%	25%	13%	25%					



**Table 2
Private Parking Demand – Zelenople Business District**

Business	Address	Available Spaces	Parking Demand (% Usage)											
			11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM				
Choice One Staffing Group Inc.	304 S. Main	6	33%	17%	17%	17%	50%	33%	0%	0%	0%	0%		
Three B's Lounge	309 S. Main	30	7%	10%	27%	20%	17%	17%	17%	37%				
Falk R Douglas CFP	310 S. Main	6	17%	0%	33%	83%	50%	117%	83%	50%				
National Character Education	314 S. Main	6	67%	83%	83%	83%	83%	83%	33%	17%				
State Farm Insurance	315 S. Main	12	17%	0%	25%	17%	17%	17%	8%	8%				
Avada Hearing Center	320 S. Main	8	50%	25%	38%	38%	25%	13%	0%	0%				
Butler Medical Associates	322 S. Main	28	18%	7%	7%	7%	7%	11%	11%	11%				
Camelot Coal Company	323 S. Main	7	71%	29%	29%	57%	57%	57%	0%	0%				
TOTAL		527	41%	43%	39%	40%	36%	35%	30%	29%				

As shown above, the hourly parking demand was broken into three classifications, high (> 66 percent - red), medium (33-66 percent - yellow), and low (< 33 percent - green). The peak parking demand occurred at 12:00 PM. Of the 527 available spaces, 226 (43 percent) were occupied. The smallest overall demand occurred at 6:00 PM when the demand was only 29 percent. There are three businesses that experienced high demand during 4 or more hourly intervals. These businesses are the US Post Office, the National Character Education, and Maddalon Jewelers. There are six businesses in which a low demand (< 33%) was experienced during the entire analysis period. These businesses include the Silversmith Shop, Kennedy-Meeder Insurance, the Presbyterian Center, Carol's Pastry Shop, State Farm Insurance, and Butler Medical Associates. As previously mentioned Kennedy-Meeder Insurance was closed on August 27th for training.

Harmony Business District

The parking occupancies in the Business District were measured during eight consecutive hours between 11:00 AM and 6:00 PM. The results of the public parking demand are provided in **Table 3**.

Table 3
Public Parking Demand – Harmony Business District

Location	Between	Available Spaces	Parking Demand (% Usage)							
			11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM
Town Square	Main St & Mercer St	6	17%	50%	50%	17%	0%	0%	0%	17%
Lot 1 (Mercer St)	Liberty St & Main St	14	36%	14%	14%	21%	14%	0%	0%	0%
Lot 2 (German St)	Main St & Spring St	28	0%	0%	0%	0%	0%	0%	0%	0%
Lot 3 (German St)	Main St & Spring St	7	14%	14%	0%	14%	14%	0%	29%	29%
Lot 4 (German St)	Spring St & Edmond St	40	8%	5%	8%	8%	10%	3%	3%	0%
TOTAL		95	11%	8%	8%	8%	7%	1%	3%	3%

The peak overall demand occurred at 11:00 AM when there was an 11 percent demand. The lowest overall demand occurred at 4:00 PM and was 1 percent. Of the public parking lots, Lot 2 had the lowest demand throughout the entire day and the highest demand was experienced at Lot 1, which is located at the municipal building. The on-street parking within the Town Square experienced the largest peak in demand between the hours of 12:00 PM and 1:00 PM and the lowest demand between 3:00 PM and 6:00 PM.

Next Steps in the Process

As the parking study for the Business Districts of Zelienople and Harmony is completed, URS expects to complete the following analyses:

- Receive Committee perceptions from Preliminary Assessment
- Complete the analysis of parking demand
- Receive and analyze revenue information from the Borough of Zelienople
- Identify methods to “spread demand” and other improvements
- Recommendations/Conclusions



Figure 1 - Zelienople Business District ^{PUBLIC} Parking Inventory

- Study Area
- Lot 1 (Spring Street)
- Lot 2 (Clay Street)
- Lot 3 (Main Street)



Legend

Parking Type

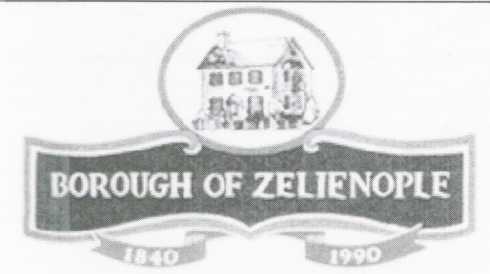
- Pub
- Pvt
- Historic District

Zoning Districts Code

- C1
- C2
- I
- I2
- R1
- R2

Figure 2 - Harmony Business District Parking Inventory

- Study Area
- Lot 1 (Mercer Street)
- Lot 2 (Main Street)
- Lot 3 (German Street)
- Lot 4 (German Street)



Geographic Information System

Purpose:	Harmony Business District	
File Name:	JCPlan05_H Business	
Drawn by:	RER	Date: 07/14/2009

URS

Sept 1 2009

Appendix I

PHMC Policy for Determining Historical Significance of Local Historic Districts and Boundary Justification Pursuant to the Pennsylvania Historic District Act (Act 167)

Whereas, to protect historic areas within the Commonwealth, the Historic District Act (Act 167) authorizes all Pennsylvania municipalities – with the exception of cities of the first and second class – to create and define, by ordinance, one or more historic districts; and

Whereas no such municipal ordinance shall take effect until the Pennsylvania Historical and Museum Commission (PHMC) has been notified, in writing, of the ordinance and has certified, by resolution, to the historical significance of the district or districts within the limits defined in the ordinance; and

Whereas Act 167 does not specify any criteria for historical significance; and

Whereas the History Code (Title 37), the PHMC's rule-making authority, authorizes the PHMC to promulgate policy and regulations necessary for the implementation of its powers and duties;

Now, therefore, be it resolved that to comply with the intent of Act 167, the PHMC will use established guidelines for determining historical significance for local historic districts and boundary justifications. *Each application for certification will be evaluated on a case-by-case basis pursuant to the following definitions and criteria:*

District Definition: A local historic district is an area, within a political subdivision, that possesses a group of buildings, monuments, bridges, cemeteries, parks, designed landscapes, or other constructed or naturally-occurring features that have been recognized for their local historical or cultural significance either by the municipality or by the Pennsylvania Historical and Museum Commission. Generally, the Pennsylvania Historical and Museum Commission will certify that a proposed local historic district is historically significant if certification would promote the goals and objectives of the municipality's comprehensive plan, and if the area meets the criteria described below.

Criteria: PHMC's evaluation of whether a proposed local historic district is historically significant will generally include (but not be limited to) consideration of whether the proposed district:

1. has significant character, interest, or value associated with the development, heritage, or cultural characteristics of the municipality and is associated with a significant period of time in its history;
2. is representative of the built environment of an era of history as characterized by distinctive architectural styles;
3. is the site or location of a notable local event considered to have had a significant effect on the municipality;
4. is an example of the cultural, political, economic, social, or historical heritage of the community;
5. has achieved significance within the past fifty years or is of exceptional importance to the municipality; and/or
6. possesses a unique location or physical characteristics that represent an established and familiar visual feature of a neighborhood within the municipality.

Boundary Justification: PHMC's evaluation of a proposed local historic district's boundary will generally include (but not be limited to) consideration of whether the boundary:

1. is based on a municipality's stated goals and objectives of their historic preservation plan and addresses the preservation of historic areas and resources;
2. is based on one or more periods of historical development;
3. acts as a buffer to protect the integrity and character of the historic district; and/or
4. includes a greater proportion of contributing over noncontributing properties.

STEPS TO ESTABLISH A HISTORIC DISTRICT ORDINANCE

AUTHORIZED BY THE HISTORIC DISTRICT ACT

Act of June 13, 1961, P.L. 282, No. 167 as amended, 53 P.S. § 8001, et. seq.

To apply for historic district certification under the Historic District Act, the following checklist with accompanying materials must be completed and submitted to the Pennsylvania Historical and Museum Commission's Bureau for Historic Preservation (BHP) 45 days prior to the next regularly-scheduled meeting of the Pennsylvania Historical and Museum Commission (PHMC).

CHECKLIST

- A completed Pennsylvania Historic Resource Survey Form (HRSF) for the proposed district.*

When completing the HRSF, refer to the Criteria outlined in the *PHMC Policy for Determining Historical Significance of Local Historic Districts and Boundary Justification Pursuant to the Pennsylvania Historic District Act* to develop the Historical Narrative section.

Although not necessary for PHMC certification, you may also wish to have the district evaluated for National Register eligibility. If so, please follow the Bureau for Historic Preservation's *How to Complete the Pennsylvania Historic Resource Survey Form* when developing the Historical Narrative section in addition to the Historic District Act Policy.

The completed HRSF must also include the following attachments:

1. A parcel map clearly showing the boundaries of the proposed district. The map must include the name of the proposed district, street names, and a north arrow.
2. Current photographs of the district's streetscapes, capturing primary and secondary facades of buildings as well as significant outbuildings and secondary buildings. The number of images necessary will vary depending upon the size of the proposed district; include an appropriate number of images that comprehensively represents the district as it appears today. The photographs must be keyed to a parcel map with the direction of the camera's view indicated.

Digital photographs are preferred. The size of each image must be 1600x1200 pixels at 300 ppi (pixels per inch) or larger. It is recommended that digital images be saved in 8-bit (or larger) color format, which provides maximum detail even when printed in black-and-white. Two 4" x 6" photographs may be printed on 8 1/2" x 11" paper. Please label each photograph with the name of the proposed district, county, municipality, and photo number as it appears on the parcel map. If digital photographs are taken, please remit a CD with JPEG images to the Bureau for Historic Preservation.

3. Provide a boundary justification for the proposed district (please refer to the *PHMC Policy for Determining Historical Significance of Local Historic Districts and Boundary Justification Pursuant to the Pennsylvania Historic District Act*). An inventory, or list, of the properties within the proposed district may need to be completed to justify the boundary. The inventory should at a minimum include: the address and street name, the construction date or period, and whether the property contributes to the historic character of the proposed district.

Appendix J

❖ **21st Century Community Learning Centers Program:**

Agency: U.S. Department of Agriculture

Program Goals: This program was authorized by Congress to award grants to rural and inner-city public schools, or consortia of such schools, to plan, implement, or expand projects that address the education, health, social services, cultural, and recreational needs of the community.

Program Restrictions: School Districts must collaborate with an outside entity, such as another public agency or non-profit organization

Use of Funds or Support: Applications must address four of the following program activities: literacy education programs; senior citizen programs; children's day care services; integrated education; health, social service, recreational or cultural programs; summer and weekend school programs in conjunction with recreation programs; nutrition and health programs; expanded library service hours to serve community needs; telecommunications and technology education programs for individuals of all ages; parenting skills education programs; support and training for child day care providers; employment counseling, training, and placement; services for individuals who leave before graduating from secondary school, regardless of age of such individual; services for individuals with disabilities.

Contact: 21st Century Community Learning Centers, Attn: CFDA 84.287, U.S. Department of Education Application Control Center, Regional Office Building 3, Room 36337th & D Streets, SW, Washington, DC 20202-4725

Phone: 1-800-USA-LEARN

Website: www.ed.gov/21stccclc



❖ **America's Treeways**

Agency: National Tree Trust

Program Goals: This program provides tree seedlings for planting on roadsides, highways, or land under the jurisdiction of any federal, state, municipal, or transportation authority.

Program Restrictions: Limitations include a minimum of 100 trees to a maximum of 10,000 trees. All trees delivered must be planted, and only volunteers may do the planting. The trees must be planted on public property.

Use of Funds or Support: Monetary grants are provided to local tree-planting organizations that support volunteer planting and education efforts throughout the United States.

Address: Todd Nelson, 1120 G Street, Suite 770, Washington, DC 20005

Phone: 1-800-846-8733

Website: <http://www.nationaltreetrust.org>



PLANTING AMERICA'S FUTURE

❖ **Community Conservation Partnerships Programs (C2P2)**

Agency: Department of Conservation and Natural Resources (DCNR)

Program Goals: To develop and sustain partnerships with communities, non-profits and other organizations for recreation and conservation projects and purposes. The Bureau of Recreation and Conservation is responsible for fostering, facilitating and nurturing the great majority of these partnerships through technical assistance and grant funding from the Community Conservation Partnerships Programs.

Program Restrictions: See DCNR grant application manual for the Community Conservation Partnerships Program, as program restrictions vary by type.

Use of Funds:

1) Planning and Technical Assistance: Comprehensive Recreation, Park, and Open Space Plans; County



Natural Area Inventories; Feasibility Studies; Greenways and Trails Plans; Rails-to-Trails Plans; Master Site Plans; River Conservation Plans; Education and Training; Peer-to-Peer Consultation and Circuit Riders (temporary employment of a full-time Park and Recreation Practitioner);

2) Acquisition Projects: Park and Recreation Areas; Greenways, Trails, and Rivers Conservation; Rails-to-Trails; Natural and Critical Habitat Areas;

3) Development Projects: Park and Recreation Areas; Park Rehabilitation and Development; Small Community Development; Greenways and Trails; Rails-to-Trails; Rivers Conservation; Federally Funded Projects; Lands and Water Conservation Fund (LWCF) Projects; Pennsylvania Recreational Trails

Contact: Kathy Frankel, PA DCNR, Southwest Field Office, 1405 State Office Building, 300 Liberty Avenue, Pittsburgh, PA 15222
Phone: (412) 565-7803
Website: <http://www.dcnr.state.pa.us>

❖ ***Community Development Block Grants (CDBG)***

Agency: U.S. Department of Housing and Urban Development

Program Goals: To provide a flexible source of annual grant funds for local governments nationwide: funds that they, with the participation of local citizens, can devote to the activities that best serve their own particular development priorities, provided that these projects either 1) benefit low and moderate income persons; 2) prevent or eliminate slums or blight; or 3) meet other urgent community development needs.

Program Restrictions: Low and moderate income persons (generally defined as members of a family earning no more than 80% of the area's median income) benefit most directly and most often from CDBG funds for activities that principally benefit low and moderate income persons.

Use of Funds or Support: Building public facilities and improvements, such as streets, sidewalks, sewers, water systems, community and senior citizen centers, and recreational facilities. There are other possible uses of funds that do not relate to parks and recreation.

Contact: Westmoreland County, Department of Planning and Development, 2 North Main Street, Suite 601, Greensburg, PA 15601

Phone: (724) 830-3614 (William E. Mitchell II) or (724) 830-3650 (Bert Getto)

❖ ***Community Improvement Grants***

Agency: Pennsylvania Urban and Community Forestry Department

Program Goals: Focus is to support "greening" partnerships linking grassroots organizations, local community groups, and natural resource experts in support of community resource and natural resource management.

Use of Funds or Support: Encourages partnerships with and between diverse organizations and groups. Supports local improvement projects, tree planting projects in parks, greenbelts, schools, and community public spaces.

Contact: Penn State College of Agricultural Sciences, Cooperative Extension in Westmoreland County Donohoe Center, R.R. 12, Box 202E, Donohoe Road, Greensburg, PA 15601

Phone: (724) 837-1402

Fax: (724) 837-7613

Email: WestmorelandExt@psu.edu

Website: <http://westmoreland.extension.psu.edu>

❖ ***Conservation Reserve Program (CRP)***

Agency: Natural Resources Conservation Service

Program Goals: Designed to reduce erosion on sensitive lands, CRP also improves soil and water, and provides significant wildlife habitat.

Program Restrictions: Applications are for 10 and 15 year contracts.

Use of Funds or Support: The CRP offers annual rental payments, incentive payments for certain activities, and cost-share assistance to establish approved groundcover on eligible cropland.

Contact Info.: RR#12, Box 202 C, Greensburg, PA 15601-9271



Phone: (724) 834-9063 ext. 3 Fax: (724) 837-4127
Website: www.pa.nrcs.usda.gov/programs/

❖ ***Kodak American Greenways Awards Program***

Agency: The Conservation Fund and Eastman Kodak Company

Program Goals: Provide seed money to stimulate greenway planning and design. Supports pioneering work in linking the nation's natural areas, historic sites, parks, and open space.

Program Restrictions: Grant recipients are selected according to criteria that include: importance of the project to local greenway development efforts; demonstrated community support for the project; extent to which the grant will result in matching funds or other support from public or private sources; likelihood of tangible results; capacity of the organization to complete the project.

Use of Funds or Support: Planning, Implementation

Contact: Leigh Anne McDonald, American Greenways Coordinator, The Conservation Fund, 1800 North Kent Street, Suite 1120, Arlington, VA 22209

Phone: (703) 525-6300

Email: lmcdonald@conservationfund.org



❖ ***Land and Water Conservation Fund (LWCF) Grants***

Agency: LWCF

Program Goals: To provide park and recreation opportunities to residents throughout the United States, to allow communities to acquire and build a variety of park and recreation facilities, including trails. Funds are annually distributed by the National Park Service through the Pennsylvania Department of Conservation and Natural Resources (DCNR).

Program Restrictions: Communities must match LWCF grants with 50% of the local project costs through in-kind services or cash. All projects funded by the LWCF grants must be exclusively for recreation purposes, into perpetuity. Grants are administered through the DCNR Community Conservation Partnerships Program (C2P2).

Use of Funds or Support: Planning and investment in an existing park system.

Contact Info.: U.S. Department of the Interior, National Park Service, Recreation Programs Room, MIB-MS 3622, 1849 C Street NW, Washington, DC 20240

Phone: (202) 565-1200

Website: <http://www.nrc.nps.gov/lwcf/>



❖ ***National Recreational Trails Fund Act (NRTFA)***

Agency: PA Department of Conservation and Natural Resources (DCNR) - administered through the Community Conservation Partnerships Program (C2P2)

Program Goals: The recreational trails program provides funds to develop and maintain recreational trails for motorized and non-motorized recreational trail use. The program funding represents a portion of the revenue received by the Federal Highway Trust Fund from the federal motor fuel excise tax paid by users of off-road recreational vehicles.

Program Restrictions: A component of TEA21, matching requirements for the Pennsylvania Recreational Trails Program Grants are 80% federal money, up to a maximum of \$150,000, and 20% non-federal money. However, acquisition projects will require a 50/50 match. "Soft match" is permitted from any project sponsor, whether private or public money. ("Soft match" includes credit for donations of funds, materials, services, or new right-of-way).

Use of Funds or Support: The department must distribute funding among motorized, non-motorized, and diverse trail use as follows: 40% minimum for diverse trail use, 30% minimum for non-motorized



recreation, and 30% minimum for motorized recreation. The Commonwealth may also use up to 5% of its funds for the operation of educational programs to promote safety and environmental protection related to the use of recreational trails. The department will also consider projects that provide for the redesign, reconstruction, non-routine maintenance, or relocation of recreational trails to benefit the natural environment.

Contact: Kathy Frankel, PA DCNR, Southwest Regional Field Office, 1405 State Office Building, 300 Liberty Avenue, Pittsburgh, PA 15222

Phone: (412) 565-7803

Website: <http://www.dcnr.state.pa.us>

❖ ***Pennsylvania Conservation Corps***

Agency: Pennsylvania Department of Labor and Industry

Program Goals: This program provides work experience, job training, and educational opportunities to young adults while accomplishing conservation, recreation, historic preservation, and urban revitalization work on public lands.

Program Restrictions: The project sponsors receive the services of a Pennsylvania Conservation Corps crew, fully paid, for one year. Sponsors can also receive up to \$20,000 for needed materials and contracted services. Sponsors must provide a 25% cash match on material and contracted services costs.

Use of Funds or Support: Funds may be used for materials and contracted services needed to complete approved projects.

Contact: Lou Scott, Director, 1304 Labor and Industry Building, 7th and Forester Streets, Harrisburg, PA 17120

Phone: (717) 783-6385

Website: <http://www.dli.state.pa.us>



❖ ***Surface Transportation Program (STP) Funds***

Agency: Department of Transportation (PennDOT), Federal Highway Administration (FHWA)

Program Goals: These funds can be used for bicycle and pedestrian facility construction or non-construction projects such as brochures, public service announcements, and route maps. The projects related to bicycle and pedestrian transportation must be a part of the long-range transportation plan. These funds are controlled by the Metropolitan Planning Organization (MPO) in the Transportation Improvement Program.

Program Restrictions: Expands STP eligibilities to specifically include the following [1108(a)]: sodium acetate / formate, or other environmentally-acceptable, minimally corrosive anti-icing and de-icing compositions; programs to reduce extreme cold starts; environmental restoration and pollution abatement projects; including retrofit or construction of stormwater treatment facilities (limited to 20% of total cost of 3R-type transportation projects); natural habitat mitigation, but specifies that if wetland or natural habitat mitigation is within the service area of a mitigation bank, preference will be given to use the bank; privately owned vehicles and facilities that are used to provide inter-city passenger service by bus; modifications of existing public sidewalks (regardless of whether the sidewalk is on a Federal-aid highway right-of-way), to comply with the requirements of the Americans with Disabilities Act; infrastructure based intelligent transportation system capital improvements.

Use of Funds or Support: Transportation, planning, railroad crossing improvements.

Contact Information: 825 North Gallatin Avenue Extension, Uniontown, PA 15401-210545

Phone: (724) 439-7315

Website: www.dot.state.pa.us



❖ ***Transportation Equity Act for the 21st Century (TEA21)***

Agency: TEA21 / ISTEA

Program Goals: The primary source of federal funding for greenways and trails is through the Transportation Equity Act of 1998 (TEA21), formerly the Intermodal Surface Transportation Efficiency Act (ISTEA). ISTEA provided millions of dollars in funding for bicycle and pedestrian transportation projects across the country and will provide millions more as TEA21. There are many sections of TEA21 that support the development of bicycle and pedestrian corridors. The Pennsylvania Department of Transportation (PennDOT) can utilize funding from any of these subsets of TEA21 and should be contacted for further details.

Use of Funds or Support: Safety and Transportation Enhancements

Contact: Southwestern Pennsylvania Commission

Phone: (412) 391-5590

Website: (Federal Highway Administration) <http://www.fhwa.dot.gov/tea21/>

❖ ***Wal-Mart - Good Works***

Agency: Wal-Mart Foundation

Program Goals: Allows local non-profit organizations to hold fundraisers at their local Wal-Mart or Sam's Club. Wal-Mart and Sam's Club can elect to match a portion of the funds collected, up to \$1,000. Events held at the premises are eligible for funding when a Wal-Mart or Sam's Club Associate is actively involved in the event. Additionally, once the Wal-Mart or Sam's Club Associate has met certain criteria in the Matching Grant Program each year, a second source of funding is awarded to the store / club to use in the community. These funds do not require a fundraiser to be held; instead the funds can be awarded directly to a deserving organization.

Program Restrictions: Organizations that may qualify to receive funding through the Matching Grant Program are 501(c)(3) non-profit organizations or organizations that are exempt from needing 501(c)(3) status, such as public schools, faith-based institutions such as churches (must be conducting a project that benefits the community at large), and government agencies.

Use of Funds or Support: Community Improvement Projects.

Contact: Community Involvement Coordinator at your local Wal-Mart or Sam's Club store.

Website: www.walmartfoundation.org/wmstore/goodworks

❖ ***Lowe's Charitable and Educational Foundation***

Program Goals: Education. Community improvement projects such as projects at parks and other public areas, housing for underprivileged citizens, and innovative environmental issues.

Program Restrictions: Organizations that may qualify to receive funding through the Matching Grant Program are 501(c)(3) non-profit organizations.

Contact: The Foundation only accepts grant applications submitted online through the website.

Website: <http://www.easy2.com/cm/lowe/foundation/intro.asp>

❖ ***Baseball Tomorrow Fund***

Agency: Major League Baseball and Major League Baseball Players Association

Program Goals: To promote and enhance the growth of baseball in the US, Canada and throughout the world by funding programs, fields, and equipment purchases, designed to encourage and maintain youth participation in the game.

Program Restrictions:

- To finance administrative staff salaries, office overhead and other recurring operating costs (office supplies, office equipment, and computer equipment purchase or repair)
- To fund construction of permanent structures and/or capital investments other than baseball construction or refurbishing
- To pay for membership dues, bank charges or audit expenses
- To cover other third part overhead costs

Use of Funds or Support: Grants from the Baseball Tomorrow Fund are designed to be sufficiently flexible to enable applicants to address needs unique their communities. The funds may be used to finance a new program, expand or improve an existing program, undertake a new collaborative effort, or obtain facilities or equipment necessary for youth baseball or softball programs.

Contact: Baseball Tomorrow Fund, 245 Park Avenue, New York, NY 10167
Phone: 212-931-7991 or email BTF@majorleaguebaseball.com
Website: www.majorleaguebaseball.sportsline.com/u/baseball/mlbcom/headquarters/btf.html

❖ ***Pennsylvania Urban and Community Forestry Program***

Agency: Pennsylvania Department of Conservation and Natural Resources (DCNR)



Program Goals: The three grant programs -- the Municipal Challenge Grant Program, the Community Improvement Grant Program, and the Tree Maintenance Grant Program -- are designed to foster community improvement through the planting and maintenance of trees.

Program Restrictions: These matching grant programs carry funding restrictions based on population. Municipalities may receive between \$1,000 and \$5,000 per season. Volunteer and community groups may receive between \$1,000 and \$3,000 per season. The trees must be planted on public or school property. Applicants must reapply for these funds

Use of Funds or Support: The funds may be used for planting and maintaining trees

Contact: Karli Suders, Urban Forestry Coordinator, DCNR, Forestry, Rural and Community Forestry, P.O. Box 8552, Harrisburg PA 17105-8552

Phone: 717-705-2825

Website: <http://www.dcnr.state.pa.us>

❖ ***Resource Conservation and Development Councils (RC&Ds)***

Agency: Natural Resources Conservation Service

Program Goals: Improve the local economy and environments.

Program Restrictions: RC&Ds are local representatives of citizens, county and local government, and other interested organizations who work together to improve and sustain the natural and economic resources of rural communities through plans which are facilitated by coordinators.

Use of Funds or Support: Businesses are developed, recreation areas are improved or developed, markets are developed, for local products, value is added to existing products, and resources management is accomplished through efforts to improve the local economy and environments.

Contact: RR#12, Box 202 C, Greensburg, PA 15601-9271

Phone: 724-834-9063 ext. 3

Website: www.pa.nrcs.usda.gov/programshom.htm



❖ ***Single Application Grants***

Agency: Pennsylvania Center for Local Government Services, Department of Community and Economic Development

Program Goals: Through one application form, applicants can apply for financial assistance from the Department's various funding sources.

Program Restrictions: Applications can be submitted to request 100% of funding for the proposed project. However, applications that can show some match in the form of dollars or services are more likely to be successfully awarded. Funds are allocated to this program annually and are distributed quarterly. Applications can be submitted at any time.

Use of Funds or Support: This program funds a wide variety of municipal projects, including recreational facility improvements and development.

Contact: Commonwealth of Pennsylvania, 325 Forum Building, Harrisburg, PA 17120

Phone: 717-787-8169 or 1-888-223-6837

Website: <http://www.inventpa.com>



❖ ***Pennsylvania Safe Routes to Schools Program (SRTS)***

Agency: SRTS is a Federal program administered in Pennsylvania through the Pennsylvania Department of Transportation (PennDOT)

Program Goals: This program seeks to enable and encourage children in kindergarten through eighth grades (K-8) to walk or bicycle to school, thereby promoting increased physical activity.

Program Requirements:

- This is not a grant program
- This is a federal cost reimbursement program; no funding is provided upfront
- Projects are 100% federally-funded and do not require a local match
- All projects phases are eligible for funding, but only after the project has been approved by PennDOT and the Federal Highways Administration (FHWA)
- All Federal Aid Highway (NEPA, competitive bidding, Davis Bacon prevailing wage rates, etc.) requirements must be followed

Use of Funds: Eligible projects generally include physical improvements that enhance student safety and/or promote walking and bicycling to school. Eligible projects would include (but are not limited to) sidewalks, crossing improvements, traffic calming measures, signs, signals, bike storage facilities, and other similar features.

Contact: PA Safe Routes to School Coordinator, PennDOT Program Center

Phone: 717-787-8065

Website: www.dot.state.pa.us



❖ ***Tony Hawk Foundation Grants***

Agency: Tony Hawk Foundation

Program Goals: The primary mission of the Tony Hawk Foundation is to promote high-quality, public skateparks in low-income areas throughout the United States.

Program Requirements: Applicants must be a 501(C)(3) non-profit organization, a state or local agency, municipality, or public school in a community with an average household income of \$50,000 or less. Applicants must have pre-organized fundraising goals and a preliminary skate park design completed before applying. Proposed skate park must be free to the general public and open during daylight hours 365 days a year. The Foundation may provide grant funding, as well as technical assistance on design and construction, promotional and training materials, and safety information.

Use of Funds: Grants (\$1,000 to \$25,000) fund *construction* of skate park equipment in skateparks that ...

- are designed and built by qualified and experienced skatepark contractors.
- include local skaters in the design process.
- are in low-income areas, and/or areas with a high population of “at-risk” youth.
- can demonstrate a strong grassroots commitment to the project, particularly in the form of fundraising by local skateboarders and other community groups.
- have a creative mix of street obstacles (rails, funboxes, launch ramps, etc..) and transition/vert terrain (quarterpipes, bowls, snake runs, halfpipes, etc..).
- don’t require skaters or their parents to sign waivers.
- encourage skaters to look after their own safety and the safety of others without restricting their access to the park or over-regulating their use of it.



- are open during daylight hours, 365 days a year.
- don't charge an entrance fee.
- are in areas that currently have no skateboarding facilities.

Contact: Tony Hawk Foundation, 1611-A South Melrose Drive #360, Vista, CA 92081

Phone: 760-477-2479

Website: www.tonyhawkfoundation.org

❖ ***KaBOOM! Community Partner Funds***

Agency: KaBOOM!

Program Goals: Bringing Community Partners (organizations with an interest in community recreation, specifically playgrounds) together with funding from Corporate Partners (grant funding partners)



Program Requirements: Each Community Partner for KaBOOM! projects must have access to a good location for a playground and bring the energy and enthusiasm needed to plan, fundraise, and actually build the playground. Ideal community partner candidates (non-profit organizations):

- Are able to raise and contribute up to \$10,000 cash towards the cost of equipment;
- Serve children from low-income or disadvantaged backgrounds;
- Provide land for the playground (at least a 50-foot by 50-foot space is ideal);
- Agree to insure and maintain the playground for the lifetime of the playspace;
- Provide food, water and restroom facilities for the volunteers on Build Day;
- Recruit 15 parent, community and staff volunteers to participate in planning committees;
- Recruit 50 to 100 parents and community volunteers to help build the playspace in one day; and
- Demonstrate enthusiasm, excitement and commitment to planning a community revitalization project

Use of Funds: Playground planning and design, construction (via community-build programs), and technical assistance with a maintenance plan

Contact: KaBOOM!, 4455 Connecticut Ave. NW, Suite, B100,
Washington, D.C. 20008

Phone: 202-659-0215

Website: <http://kaboom.org>

Appendix K



FY09 Marketing & Development Plan

19 E. Church Street
Frederick, MD 21701
(301) 600-2888
Fax: (301) 600-4044

www.fredericktourism.org
tourism@fredco-md.net

Tourism Council of Frederick County, MD
FY09 Tourism Marketing & Development Plan

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The Tourism Council of Frederick County, Inc.

Mission Statement

As the recognized Destination Marketing Organization for the City of Frederick and Frederick County, Maryland, the Tourism Council of Frederick County, (TCFC) Inc.'s mission is:

- To create greater awareness of Frederick County's attractions, accommodations, other visitors services, and proximity to major regional destinations, by those visitor segments which will provide the greatest return on investment;
- To provide visitors to and within Frederick County with information and other services to ensure a positive trip experience; and
- To generally position Frederick County as a competitive destination.

Goal/objectives

TCFC's goal is to increase the benefit to Frederick County's economy, businesses and residents derived from spending within the community by visitors from other areas.

Specific objectives are:

- To increase the number of visitors to Frederick County
- To increase visitors' average length of stay
- To increase visitor spending within Frederick County

Strategies/tactics

TCFC works to achieve its goals by implementing various programs that fall within the following program categories:

- Visitor Services
- Destination Marketing
- Product Development and Marketing

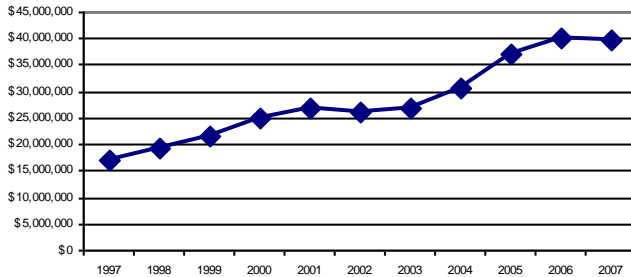
Strategies, tactics, program-specific goals and measurements for Fiscal Year 2009 (FY09) are listed throughout this plan.

Marketing Positioning Summary

Tourism spending in Frederick County in 2007 was \$396.3 million according to the Tourism Satellite Account report for Maryland and its counties prepared by Global Insight. This represented an increase of \$13.2 million or 3.4% from 2006. There were

1.7-million person stays by visitors to Frederick County from at least 50 miles away in 2007 according to this report.

Frederick County MD Annual Hotel Revenue

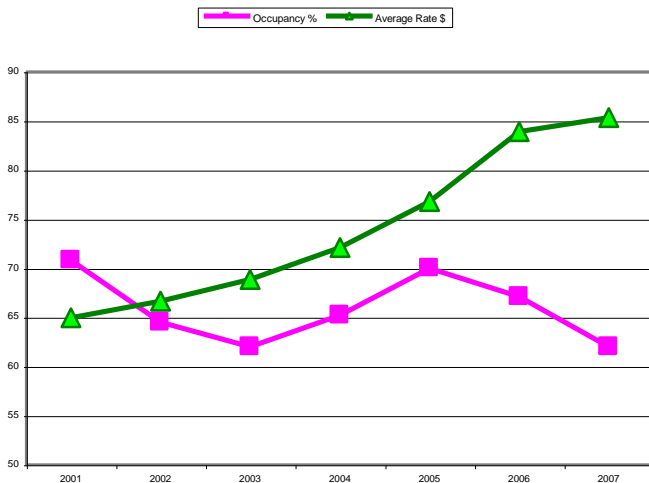


Source: Smith Travel Research

While annual hotel revenue in Frederick County topped \$40-million in 2006 for the first time, the lodging sector grew at a considerably slower rate than the shopping, dining, entertainment and transportation sectors. This softening of demand continued

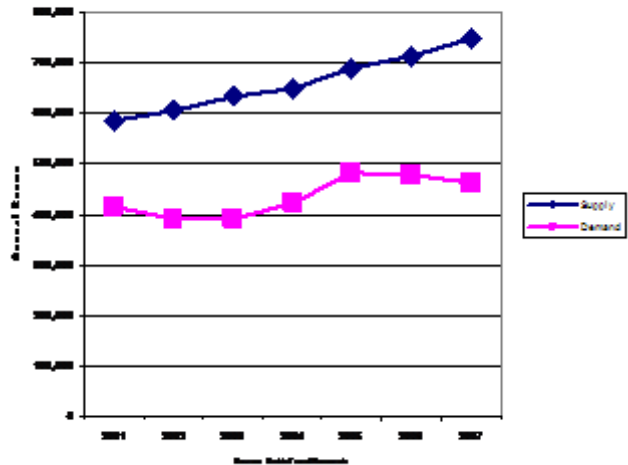
into 2007 with a year-end revenue total of \$39,544,179, a decrease of 1.4%. This softening occurred at the same time the local room supply had increased, highlighting the need for continued emphasis on initiatives that will increase the average length-of-stay by visitors.

Frederick County MD Hotel Occupancy Rate & Avg. Daily Rate



Source: Smith Travel Research

Frederick County MD Hotel Room Supply & Demand



Strengths

Location: Frederick County's location is one of its greatest attributes. Situated directly between two highly visited East Coast destinations, Gettysburg National Military Park and Washington, D.C., Frederick County's highways are already used by millions of motorists and thousands of motor coaches visiting these and other nearby attractions. (The others include Harpers Ferry National Historical Park in West Virginia, Antietam National Battlefield in Sharpsburg, MD, Northern Virginia's Civil War battlefields; and Baltimore, MD.)

Highway access is excellent, with Interstate 70 passing across the center of the county from east to west; Interstate 270 running south to Washington from I-70 at Frederick; US 15 running north to Gettysburg from I-270 at Frederick; US 340 running southwest from Frederick to Harpers Ferry; and US 15 running southwest from Frederick into Northern Virginia. Numerous Maryland Scenic Byways cross Frederick County, including two that have been designated as National Scenic Byways.

Traveling to Baltimore-Washington International Thurgood Marshal Airport takes less than an hour, with Dulles and Ronald Reagan National Airports about the same distance from Frederick. General aviation makes heavy use of Frederick Municipal Airport. Rail access continues to improve with State operated MARC commuter trains servicing the Brunswick Line to Washington, D.C., and weekday passenger service running to and from downtown Frederick since December 2001.

Products:

Shopping and dining: Shopping and dining are among the most common trip activities of all visitors to Frederick County. Increasingly, these activities are also the purpose of many trips, particularly from within the immediate region. Distinctive local shops and outstanding cuisine draw many visitors from the region. Coordinated cooperative activities by the community's retailers and restaurants, particularly in the county's Main Street communities, have generated strong repeat visitation. To increase visitation and awareness of their designated areas, Main Street communities host events such as "First Friday" and "First Saturday" extended evening shopping hours. Other opportunities include visiting agritourism enterprises such as farm markets, wineries, and orchards. A full range of dining options throughout the county is complemented by opportunities for local microbrewery or winery tours and tastings. Frederick County is home to a half dozen of the State's twenty-two wineries, and the Tourism Council has helped develop a Frederick County Wine Trail.

Heritage Product: In 2005 Downtown Frederick won the National Trust for Historic Preservation's "Great American Main Street Award." In 2002 the National Trust designated Frederick as one of America's "Dozen Distinctive Destinations." In addition to Frederick, Brunswick, Middletown, Mount Airy and Thurmont are also recognized Maryland Main Streets. Other municipalities are pursuing local economic redevelopment strategies for their historic downtowns. From the Brunswick Railroad Museum to

Emmitsburg's National Shrine of (first American-born Saint) Elizabeth Ann Seton, Frederick County is home to numerous historic sites and attractions. 2009 marks the bicentennial of Elizabeth Ann Seton's move to Frederick County, with commemorative events planned throughout the year.

The author of our National Anthem was a Frederick County native...the beautiful monument at Francis Scott Key's grave in Frederick's Mount Olivet Cemetery marks his final resting place. In the same cemetery are the graves of hundreds of Civil War soldiers and Barbara Fritchie. Her flag-waving defiance of Confederate General Stonewall Jackson in Frederick was immortalized in John Greenleaf Whittier's poem. The reconstructed Barbara Fritchie House is within Frederick's 50-block historic district along with many noteworthy examples of 18th and 19th century architecture. Buckeystown, Brunswick, Burkittsville, Catoctin Furnace, Emmitsburg, Middletown, and New Market (the "Antiques Capital of Maryland") are smaller but equally impressive gems listed on the National Register of Historic Towns.

The Historic National Road, designated by the Federal Highway Administration in 2002 as an All American Road, links Mount Airy, New Market, Frederick, Braddock Heights and Middletown with communities from Baltimore to the Mississippi River along "the road that built the nation." The Catoctin Mountain National Scenic Byway, Federally designated in September 2005, is part of a larger 175-mile longer corridor dubbed the "Journey Through Hallowed Ground" linking Gettysburg, PA with Monticello near Charlottesville, VA, which is currently pursuing All American Road designation. Additionally, in May 2008, the "Journey Through Hallowed Ground" was designated as a National Heritage Area.

Of all of the two and a half centuries of Frederick's rich history, no era draws more attention from visitors than the American Civil War. Monocacy National Battlefield, just three miles south of Frederick, was the site of the 1864 "Battle That Saved Washington." A new battlefield visitor center opened in 2007 and has resulted in significantly increased visitation. Maryland's Civil War Trails are an ideal themed visitor product linking Frederick County's battlefield's museums and historic sites, many of which tell important Civil War stories. The first Maryland Civil War Trail "*The Antietam Campaign – Lee Invades Maryland*" opened in September 2002. The second trail, "*Gettysburg – Invasion & Retreat*" opened in June 2003. The National Museum of Civil War Medicine in Frederick and the South Mountain State Battlefield are examples of sites benefiting from their inclusion on the Trails. These attractions also benefit from Frederick County's proximity to the Civil War battlefields of Gettysburg and Antietam, just across the county line. Harpers Ferry is just across the Potomac, Baltimore and Washington, D.C. are each just 23 miles outside of the county. 2009 marks the 150th anniversary of John Brown's raid on Harpers Ferry, which will mark the beginning of the Civil War sesquicentennial period. Special events are planned to highlight Frederick's role at the time of the 1859 raid.

Cultural Product: Downtown Frederick is a State recognized Arts & Entertainment District, and Brunswick is also pursuing that designation. Several public art projects

enhance the experience of visitors to Frederick's Historic District. There are numerous facilities and opportunities to enjoy both visual and performing arts, particularly in the City of Frederick. Strong local arts and theater organizations and programs draw many visitors to the area.

Frederick County hosts varied special events that attract tens of thousands of visitors annually. Many of these events have long and successful histories, but popular new activities continue to be developed. The Tourism Council of Frederick County publishes semi-annual schedules, and often serves as the point of contact for callers and media representatives seeking additional information about events. The TCFC website includes up-to-the-minute details on countywide events.

Outdoor Recreation & Parks: In spite of its rapid residential growth, the vast majority of Frederick County's land remains in agricultural or conservation zoning. The county contains more than 10-thousand acres of Federal parkland, 10-thousand acres of State parkland and another 12-thousand acres in state wildlife management areas, county parks and municipal watersheds. Parkland within Frederick County includes numerous "soft adventure" and "ecotourism" opportunities for hiking, biking, fishing and camping with the Appalachian Trail, the C & O Canal, Cunningham Falls State Park, and Catoctin Mountain Park among the mix. In addition, most of Frederick County's Federal and State parks have historical significance and include historic sites. The Carroll Creek Park in Downtown Frederick includes a number of water features and other amenities within the most urban part of the county. The county's towns also offer a variety of well-maintained municipal parks. Other outdoor sport facilities include numerous golf courses. Frederick hosts the Frederick Keys baseball club at a well-attended City-owned minor league baseball stadium.

Geography: Consisting of approximately 660 square miles, Frederick County has the largest landmass in Maryland. It spans from the Potomac River to the Mason-Dixon Line, and is traversed by the Catoctin Mountain range and bordered by the South Mountain range, the eastern foothills of the Appalachian Mountains in Maryland.

Facilities: Frederick County has a rich array of facilities to host visitors, including approximately 2300 hotel rooms, numerous bed & breakfast and country inns, and campgrounds that include cabins, tent and RV sites.

Weaknesses

Sporadic staffing and operating hours of some historic sites: As is true in many areas, Frederick County's small non-profit historic sites have trouble maintaining a sufficient number of volunteers to maintain consistent hours of operation. This presents problems from the standpoint of marketing these sites, as well as recommending visits to the sites by visitors at the Frederick Visitor Center.

Meeting Space: The existing meeting and conference space within Frederick County limits the number and size of conferences that can be held in the county. While the county features an appealing mix of rooms and facilities for small meetings or single event functions, there are limited opportunities to stage larger scale multi-day conferences with simultaneous needs for large spaces within a single facility that can also host the sleeping rooms for the conference. There is currently private sector interest in developing additional hotel and conference facilities within the county, which could change this status.

Infrastructure: As mentioned previously, highway access to Frederick County is excellent. Within the county, however, there is a need to improve road capacity and certain highway interchanges. Plans exist to improve these situations, and progress is well underway on a new interchange at East Street and I-70 in Frederick. Further enhancements to both I-70 and I-270 will be necessary to relieve regular traffic congestion during commuter hours.

Highway signing of visitor destinations can be improved upon, as can "trail blazer" signs on local roadways. Efforts continue at various levels of government to achieve this objective. In FY '99, Frederick County saw the placement of attraction signage on area highways. A mix of old markers and varied "trail blazing" signs on local streets remain from previous signing efforts. A coordinated sign program will enhance the visitor's experience, particularly as new tourism product emerges. The Maryland State Highway Administration has recently developed a new Tourist Area and Corridor (TAC) signing program, which will eventually be implemented in Frederick County. Beyond the State Highway signs, there is a need for improved downtown wayfinding signage. This is especially true in Downtown Frederick, with a new entrance gateway slated to open from Interstate 70 in 2009. The Tourism Council is partnering with the Downtown Frederick Partnership and the City of Frederick's Department of Economic Development on the development of a wayfinding system to address this need.

Market Segmentation

Markets

Frederick County's primary market consists of the area within a 300-mile radius of Frederick. The secondary market includes those jurisdictions within 50 miles; other domestic and foreign locales.

The 300-mile radius from Frederick includes the states of Pennsylvania, New Jersey, Delaware, Virginia, West Virginia, New York, Ohio and North Carolina.

This primary market represents 25% of the nation's population. This is the wealthiest quarter of the population, and as such, is also targeted by many distant destinations.

The secondary market includes more distant locations as well as much of the Baltimore and Washington metropolitan region. While not the source of many overnight stays, this nearby region represent a significant source of day-trip visitors to Frederick County's attractions, restaurants and retailers.

Audiences

The target audience for leisure travel to Frederick County primarily lives within a day's drive. Analysis of Frederick County's assets, strengths and weaknesses, and a review of current American travel trends shows that the county's unique shopping and dining opportunities, coupled with its history and its outdoor recreational facilities are very good matches with the type of trip activities that large numbers of potential visitors were seeking.

The Travel Industry Association "Outlook on Travel" shows a high correlation between the county's offerings and the "Top Activities Among U.S. Domestic Travelers":

Dining 33%

Shopping 23%

Entertainment 19%

Touring/Sightseeing 16%

Nightlife 7%

Gambling 7%

Beach/Waterfront 5%

Theme/Amusement Parks 5%

Festival/Craft Fair 5%

National/State Parks 4%

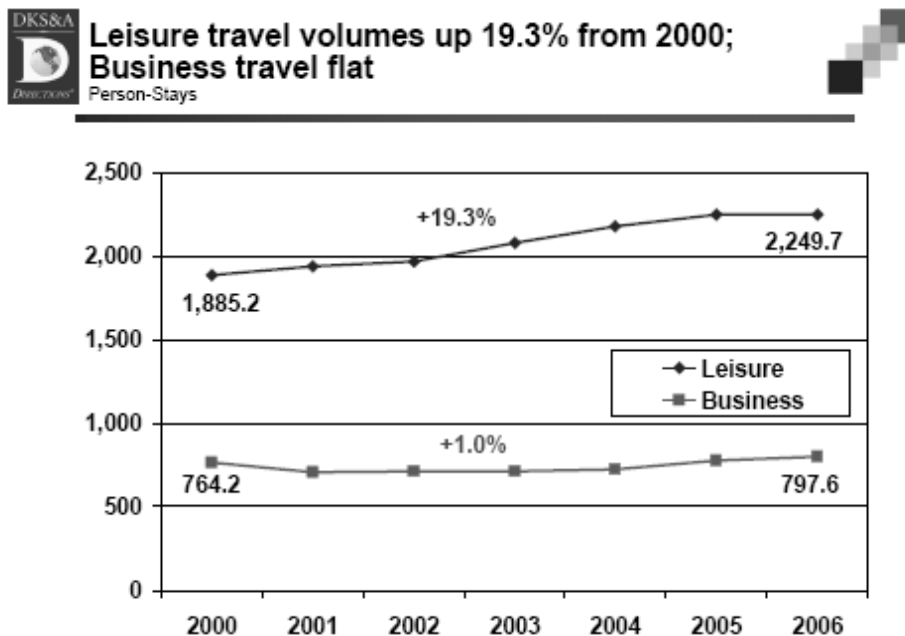
Source: DK Shifflet & Associates/Travel Industry Association

It is important for Frederick County to note that current Travel Activity Trends reflect increasing interest among all US travelers in performing arts activities, dining, entertainment, shopping and gambling. However, DK Shifflet & Associates and the Travel Industry Association also report declining interest in outdoor recreation, historic sites, festivals, and nightlife. Shopping, dining and cultural activities in Frederick County’s Main Street communities are important aspects of the overall heritage tourism experience, and these trends demonstrate the importance of including these activities in the Tourism Council’s marketing message.

The TIA “Outlook on Travel” also reports on the participation in top travel activities of affluent travelers. Results demonstrate the value of this audience to Frederick County:

- Shopping 60%
- Fine Dining/Culinary or wine activities 44%
- Visited family & Friends 38%
- Outdoor nature based activities 35%
- Visited museums/historical sites 33%

The Travel Industry Association’s “Post 9/11 Travel World” analysis reflects increasing leisure travel while business travel has been stagnant. (TIA 2008 Outlook on Travel).



DK Shifflet & Associates also reports the growth in leisure spending is higher than the volume gains: 28.5% versus 19.3% during this period.

Leisure travelers choose to visit Frederick County for a variety of reasons, but in particular for:

- Heritage/culture (sightseeing, shopping and dining within the county's historic districts, especially Frederick; Arts & Entertainment District, visiting historic sites and museums; visiting Civil War attractions and other heritage areas in County, State and Federal parks)
- Outdoor recreation (mostly "soft adventure" activities of hiking, biking, fishing and camping; with some "hard adventure" activities of rock climbing and rafting nearby)
- Proximity to regional attractions (from Northern Virginia and DC to South Central Pennsylvania) for "hub and spoke" family vacations
- Shopping (hundreds of antique dealers, specialty shops)
- Other attractions (wineries; zoo; aquaculture)
- Business travel
- Weekend getaways from metropolitan areas
- Golf; minor league baseball

Other audiences that Frederick County is positioned to attract include those interested in so-called “Nouveau Niches”: Gen Xers and Millennials, Girlfriend Getaways, Pet Travel, and Culinary Travel.

Tourism Trade -- While largely responding to general consumer interest when packaging its travel product, the tourism trade represents an additional audience for Frederick County's tourism message. A current analysis of Tour Types Offered by NTA Operators in 2007 demonstrate a high correlation with Frederick County's product (with the exception of cruising):

Percent of NTA Operators Offering

Cultural	64%
Historic/Heritage	62%
National Parks	54%
Fall Foliage	53%
Cruises	52%
Learning	50%
Culinary	39%
Wine-tasting	34%
Religious	29%
Reunions	23%
Women-Only	20%
Intergenerational	20%

Source: National Tour Association

Meeting planners are an audience that Frederick County is beginning to direct more resources toward attracting through attendance at meeting planner shows and advertisements in publications geared toward small market meetings. This audience will be of increasing interest when additional meeting space comes on line in the future.

Programs and Strategies:

I. Administration

Board of Directors / Administrative management: A brief outline of the organization's structure: The Tourism Council is governed by a Board of up to 20 Directors chosen to represent a cross section of members in the hospitality industry, attractions and community. Three of the Directors are appointed to represent local governments: a County Commissioner, a Frederick Alderman and one representing another municipality on behalf of the Council of Governments. There is also a nonvoting liaison to the National Park Service units within the county. The Tourism Council staff consists of six fulltime and five part time employees.

TRIPP Program: The Tourism Council has developed a program entitled "Tourism Reinvestment in Promotion and Product" (TRIPP) which includes marketing and product development components. The TRIPP program utilizes a portion of the revenue from the Frederick County hotel tax to promote and develop non-profit attractions and events, potentially in partnership with for-profit entities. The Marketing Fund component allows designated dollars to be used to pay media outlet invoices for advertisements placed by selected non-profit organizations and events. Trade or consumer travel show booth registrations can also be paid through this fund. The other component of the TRIPP program allocates 40% of the TRIPP budget for Product Development grants. Frederick County non-profit organizations applying for money must show how the proposed product development project will bring in new visitors to the county, increase visitor length-of-stay and spending. For FY09 the Tourism Council will accept applications and determine TRIPP program awards with a TRIPP budget of \$200,000.

ADMINISTRATIVE GOALS / TACTICS for FY09

TRIPP FY2009

- Update documents for posting on website and mailing by early January
- Plan and conduct workshops for TRIPP applicants in February
- Application notebooks prepared and provided to selection committee in April
- Selection Committee meets and results prepared for Board of Directors
- Award notifications & press releases in May
- Enhance communication with awardees concerning invoice submissions

Measurements:

- Number of requests received for application information
- Number of applications actually submitted and funding allocated
- Percentage of complete and accurate invoice submissions

Update and enhance TCFC employee manual and disaster preparedness plan Results/action: Procedures will be clear, Employees sign-off on manual
Organize and conduct TCFC staff familiarization (FAM) tours – Spring & Fall Results/action: Familiarize staff with new members and sites
Plan and provide meeting materials for TCFC Executive Committee, Board of Directors, and other committee meetings
Membership <ul style="list-style-type: none"> ○ Workshop (Marketing to Groups/Meetings, Employee Relations, PR/”Advertising On A Budget,” OTD initiatives ○ Member visits – 10 per month ○ Member recruitment - identify types of members needed and recruit ○ Offer familiarization (FAM) tours for members’ front line staff ○ Complete discount coupon program ○ Improve communications among staff regarding membership (reports at staff meetings, status on new members, current members, what’s new) ○ Document process for membership recruitment
Develop an internship program for TCFC
Membership events – Plan and conduct TCFC Membership Breakfast – October 2008 and TCFC Spring Social – May 2009 Measurement: Number of attendees, media coverage
Participate in relevant conferences, organizations and educational opportunities <ul style="list-style-type: none"> ● TIA (Travel Industry Assoc. of America) ESTO (Educational Seminars for Tourism Organizations) ● DMAI (Destination Marketing Association International) Convention ● DMAI Workshops (Sales I & II, Shirt Sleeves Training) ● Excel/Access courses ● IAAP (International Association of Administrative Professionals) - educational organization. Operations Manager serves as current Treasurer & Program Chair – coordinate programs, attend monthly board and membership meetings ● MD Governor’s Tourism Industry Conference

II. Destination Marketing

“Create greater awareness of Frederick County’s attractions, accommodations, other visitors services, and proximity to major regional attractions, by those visitor segments which will provide the greatest return on investment.”

Getting more people to seek information about visiting Frederick County remains the top priority of the Tourism Council's recent Marketing & Development Plans. Emphasis has been placed on reaching potential visitors more than a day's drive away, and getting the award-winning *Destination Frederick County* visitor guide into their hands while they're still at home, or getting them to log onto the Tourism Council's website www.fredericktourism.org. Increased placement of advertising, with the assistance of an annual State marketing grant, has helped accomplish this. This increase in awareness of Frederick County as a destination is helping to achieve the Tourism Council's goals of increasing the number of visitors to Frederick County; increasing visitors' length-of-stay and increasing visitor spending.

Leisure Audience Advertising

The Tourism Council of Frederick County's primary advertising vehicle remains a mix of general lifestyle and heritage magazines. Typically a regional edition of a national publication is used, but in some cases ads run nationally. The message is that Frederick County offers a number of nationally and regionally significant attractions, while being in close proximity to other major destinations. The intent of this positioning statement is to convince the reader that it makes sense to stay in Frederick County not just to visit the local attractions, but as a hub for trips to nearby areas such as Gettysburg, Harpers Ferry and Washington, D.C.

The general Frederick County travel kit mailed in response to inquiries includes a cover letter from the Tourism Council, a "*Destination Frederick County*" visitors guide and the current semi-annual Frederick County calendar of events. Specialized information is included for targeted campaigns, such as ads featuring golf courses, group tour travel or Civil War heritage.

Specialized Group Markets / Packaged Travel Market

The Tourism Council markets motor coach travel to Frederick County: through print and internet advertising, through attending industry trade shows, through providing familiarization or FAM tours to industry leaders, through sales blitzes to targeted tour operators and through partnerships with the Maryland Office of Tourism Development.

Trade & Travel Shows: Trade shows provide an outstanding opportunity to meet with motor coach operators and group leaders who are looking for new and exciting destinations for their groups. The Tourism Council promotes Frederick County at the following shows: the American Bus Association Marketplace, National Tour Association Marketplace, All-In-One Tours' group leaders show, and the Pennsylvania Bus Association Winter Sales Retreat.

In addition, information about Frederick County has been offered at the following consumer shows through partnership with the State Office of Tourism Development: Harrisburg Travel Show, Columbus Vacation & Boat Show, Philadelphia Sport & Travel Show,

Cincinnati Travel & Boat Show, Allegheny Sport & Travel Show, Indianapolis Sport & Travel Show, New Jersey Camping & RV Show and Cleveland Travel Show.

Additionally, through participation in a marketing co-op with the Maryland Office of Tourism, Frederick County has been represented at a series of GLAMER (Group Leader of America) shows which target independent group leaders who make travel decisions for a variety of groups from AARP to church groups and retirement communities including shows in Harrisburg, New Jersey Regional, Cleveland, Philadelphia, and Pittsburgh.

Sales Blitzes: Sales blitzes are a cost-effective way of personally meeting with tour operators to promote Frederick County. Every year the Tourism Council participates in “Maryland on the Road,” a cooperative sales effort with 20 marketing partners from around the state and every-other year the Tourism Council’s Group Tour and Conference Marketing Committee organizes a sales blitz in which TCFC members can participate.

Familiarization Tours: Throughout the year, the Tourism Council offers targeted tour operators the opportunity to bring their most productive group leaders to Frederick County in order to familiarize them with the various tour products in the area. Tourism member businesses donate museum and attraction visits, complimentary meals, overnight stays and all the ingredients for a great tour in Frederick County. These “FAM” tours have been extraordinarily successful in generating return visits in the following years. The private sector contributes each year offering in-kind services (meals, lodging, museum tours) for these groups, enabling the Tourism Council to better market Frederick County.

Public Relations

The Tourism Council’s efforts with travel writers center on offering assistance with press trips and story placement to generate positive stories about travel to Frederick County. The Tourism Council hosts press trips and helps writers with press kits, story ideas, fact-checking services, electronic images and slides. As a result, Frederick County has enjoyed free publicity in: Southern Living, Recreation News, American Profile Magazine, Golf Magazine, Natural History, Baltimore Sun, and the Washington Post, to name a few. Member businesses donated thousands of dollars worth of services in food, lodging and museum visits and tours to help support efforts to show travel writers all Frederick County has to offer. When a writer comes, member businesses donate complimentary overnights, museum visits, tour guide services and meals. The Maryland Office of Tourism picks up transportation costs and so generally, the Tourism Council is only left paying for some meals. It is an extremely cost effective partnership.

DESTINATION MARKETING GOALS / TACTICS for FY09
<p>Implement FY09 Media Schedule</p> <ul style="list-style-type: none"> • Highlight 2009 anniversaries including bicentennial of Elizabeth Ann Seton’s 1809 arrival in Emmitsburg, and sesquicentennial of Frederick militia response to John Brown’s 1859 raid in Harpers Ferry.
<p>Develop FY10 Media Schedule</p> <ul style="list-style-type: none"> • Evaluate return on investment and effectiveness of previous advertising to improve targeting of message to desired audiences
<p>Lead management</p> <ul style="list-style-type: none"> • Weekly processing of leads – forward to OTD/ Softrac for fulfillment. • Pursue personalized fulfillment packets <p>Measurement:</p> <ul style="list-style-type: none"> • Number of leads received from print ads
<p>Evaluate and offer cooperative advertising opportunities to members.</p> <p>Measurements:</p> <ul style="list-style-type: none"> • Number of participants in co-ops • Inquiries/responses from ads
<p>Daily event listing to hotels</p> <ul style="list-style-type: none"> • Collect events and produce an 8 ½ x 11” sheet for each day of the month with specific events and things to do in Frederick County. Explore automation of this process. • Sent by email to over 30 members for display. • Pursue adding daily events listing to TCFC website for anyone (member and/or visitor to download).
<p>Group Tour Marketing</p> <p>Attend:</p> <ul style="list-style-type: none"> • FAM Tour – AAA West Penn • FAM Tour – Day trip operators as follow-up to sales blitz • Trade Shows: ABA, PBA • Organize & structure project list – Group Tour Committee • Sales Blitz – plan for summer of 2009 <p>Measurements:</p> <ul style="list-style-type: none"> • Inquiries, 2009/10 Bookings

Actions:

- Present leads to interested members for immediate follow-up and develop custom packages for tour operators that were met with at shows (ABA, NTA, etc)
- Improve turn around time on lead distribution to members – one week after shows
- Develop new packages based on fall “packaging pow wow” event (golf, students, reunions – both military & family)

Measurements:

- Inquiries, Bookings, media coverage

Conference & Meetings Market

- Attend tradeshow: DMAI, Meeting Planner International, ASAE (American Society of Association Executives)
- Organize and host a meeting planner FAM luncheon
- Improve turnaround time on follow-up of leads & lead distribution

Measurements:

- Number of inquiries & bookings
- Incentive for tracking purposes (gift card, complimentary services)

Media list

- Work with information on web for local and regional magazines, newspapers and radio stations for contact information for press releases

Website – Complete TCFC website redesign and implement new design

- Coordinate with design and web hosting firms
- Pursue enhanced website usage reports
- Increase member interaction with the website
- Explore opportunities to incorporate social media component to site
- Implement content management and customer relationship functionally with new design.

Electronic kiosks

- Evaluate the potential for and feasibility of electronic kiosks providing visitor information at select locations.

III. Product Development and Marketing

“Generally position Frederick County as a competitive destination.”

Product Development and Marketing is differentiated from the Tourism Council’s Destination Marketing functions by the focus on a specific initiative. Whereas the goals of the organization’s Destination Marketing strategies are to increase awareness of the many offerings of interest to visitors, Product Development and Marketing efforts seek to create new products or packages and support them with targeted niche marketing strategies.

Regional Partnerships

The Tourism Council has been involved in several multi-year tourism product development initiatives. These often involve partnerships with other local organizations and other jurisdictions including neighboring counties, the Maryland Office of Tourism Development (OTD), and even other states.

Byways

“Historic National Road” – designated in June 2002 by the US Department of Transportation as an “All American Road” includes eight Maryland jurisdictions and five other states.

“Catoctin Mountain National Scenic Byway” which was designated in 2005 and is part of a larger multi-state initiative called “The Journey Through Hallowed Ground,” a heritage corridor spanning from Gettysburg, PA to Monticello in VA, which is pursuing All American Road in late 2008.

Civil War Trail driving tours

“Antietam Campaign – Lee Invades Maryland” trail opened in September 2002

“Gettysburg – Invasion & Retreat” trail which opened in June 2003

The Civil War Trails program includes more than 800 interpreted sites in multiple states, providing driving tours that follow troop movements in specific campaigns.

Frederick Historic Sites Consortium

The Frederick Historic Sites Consortium comprises nearly thirty local museums, historic sites and other partner organizations that work together to advance the museum community and heritage tourism product in Frederick County. In addition to an ongoing program of special events, docent training and marketing, the group undertakes special initiatives and responds to particular needs and interests of the museum and education communities.

Maryland Main Street communities

Downtown Frederick, Brunswick, Middletown and Thurmont are all recognized Maryland Main Street communities within Frederick County. The town of Mount Airy, which straddles the Frederick-Carroll county line, is also a designated Main Street community. The Tourism Council strongly supports the Main Street programs in these communities and encourages other municipalities to explore acceptance into the program and/or adoption of the Main Street model of redeveloping downtown core areas.

The Heart of the Civil War Heritage Area

On July 13, 2006, the Heart of the Civil War Heritage Area (HCWHA) became the eleventh heritage area to be certified by the Maryland Heritage Areas Authority. The HCWHA comprises portions of Frederick, Washington and Carroll counties where the stories of the Civil War can be told effectively to the region's economic benefit. The Tourism Council of Frederick County manages this program.

Research

Research is key to evaluating the return on investment by tourism marketing organizations. The Tourism Council collects market research evaluating travel trends as well as conducting follow-up analysis of the number of responses and cost-per-lead calculations from advertising and trade shows, hotel revenue, and overall economic impact. Opportunities to better identify the results of the Tourism Council's activities are always being sought.

PRODUCT DEVELOPMENT & MARKETING GOALS / TACTICS for FY09
Catoctin Mountain National Scenic Byway (CMNSB) Plan and develop FY09 National Scenic Byway (NSB) grant applications <ul style="list-style-type: none">• Identify and discuss potential Byway projects worthy of grant funding• Assess and prioritize proposed Byway projects• Prepare and submit Grant applications for FY09
Administer and facilitate CMNSB FY09 NSB grants (CMP Implementation) <ul style="list-style-type: none">• Overall management of Byway Advisory Committee and marketing efforts• Continued work with Frederick Wayfinding Design Grant and work towards Phase 2 Fabrication• Pursue media opportunities to promote the Byway (and network of Frederick County Byways) through local media (TV/newspaper/MD magazine)• Begin looking at opportunities to promote local history and tourism themes through the Byway model to local educators. <p>Measurements:</p> <p>Number of meetings and participation by stakeholders; popularity of CMNSB brochures through volume count; of Byway; Wayfinding Design closeout; media coverage</p>
Implement Catoctin Mountain National Scenic Byway (CMNSB Marketing Plan) <ul style="list-style-type: none">• Advertising, per FY09 media schedule• Produce collateral materials for fulfillment• Website enhancements• Carry out fulfillment, including establishing a call center arrangement• Utilize CMNSB display panels for exhibits and trade shows• Develop group itineraries and tour packages

<p>Measurement:</p> <p>Number of inquiries and TCFC website visits; explore possibility of converting leads to actual visitors</p>
<p>Administer and promote CMNSB website</p> <ul style="list-style-type: none"> • Promote CMNSB website to Tourism membership, stakeholders, Frederick County residents and potential visitors • Receive necessary technical training to successfully manage site content • Continue to leverage the CMNSB as a common link to a multitude of visitor experiences in Frederick County <p>Measurement: Website on-line execution; stakeholder and visitor feedback; number of website visits; CH proficiency in operating website</p>
<p>Design and pursue methods to market the CMNSB at key locations</p> <ul style="list-style-type: none"> • Develop presence at Mason-Dixon Visitor Center (northern gateway) and other sites (posters or banner design) • Enhance presence at existing Frederick Visitor Center • Strategize design for new Frederick Visitor Center • Explore opportunities for marketing the Byway at its southern gateway at Point of Rocks • Explore opportunities for marketing the Byway at Gettysburg and Leesburg (Loudoun County) <p>Measurement: New marketing opportunities at fore-mentioned sites</p>
<p>Assist in improving local Wayfinding efforts</p> <ul style="list-style-type: none"> • Participate on Downtown Frederick/ CMNSB Wayfinding Signage Advisory Committee and assist with administration of NSB FY07 Wayfinding Grant • Assist with plans for Phase 2, Wayfinding Fabrication • Design and develop plans for implementing future Town Gateway signage along the CMNSB (e.g.: Emmitsburg, Thurmont, Point of Rocks) <p>Measurement: Closeout of FY07 grant and successful grant acceptance for Phase 2</p>
<p>Pursue more effective functioning of CMNSB Advisory Committee</p> <ul style="list-style-type: none"> • Develop further the Preservation and Conservation Sub-Committee and hold meetings 3/year • Develop a Transportation and Safety Subcommittee with Frederick County Planning Department's Chief Highway Planner (and hold meetings 3/year) • Capitalize more fully on the availability of Director of the Frederick Historic Sites Consortium to work on efforts related to member museum/site resources and heritage tourism in Frederick County <p>Measurement: Formalized committees and number of meetings; joint projects with FHSC</p>
<p>Expand effective communication with CMNSB Advisory Board and stakeholders</p> <ul style="list-style-type: none"> • Make visitations to stakeholders in an effort to personalize relationships and garner insight, ideas on a one-on-one basis

- Enhance CMNSB and TCFC websites with calendar of events, announcements and forms, archived newsletters, etc.
- Present programs to civic groups, nonprofits and other groups as invited

Measurement: Number of visitations, website visits, speaking engagements

Participate in **statewide Scenic Byway initiatives and activities**

- Director attends quarterly meetings of Maryland Byway Managers
- Communicate regularly with SHA Byway Manager and support State Byway initiatives
- Participate in continued America’s Byways Resource Center Projects (i.e.: Byways 101 Curriculum Advisory Committee) and/or outreach to other Byways (outside MD)

Measurement: Meeting attendance, communications and unique Byway Project opportunities (outreach)

Byways – **Journey Through Hallowed Ground (JTHG)**

- Continue participation on the Board of Trustees for the Journey Through Hallowed Ground Partnership involving Pennsylvania, Maryland and Virginia communities along US15 from Gettysburg to Charlottesville. (incorporating the Catoctin Mountain National Scenic Byway within Maryland). This organization is pursuing National Scenic Byway ALL American Road status for this 175-mile long corridor, having been designated a National Heritage Area in May 2008.
- Serve on the Advisory Committee developing the Corridor Management Plan and All American Road nomination
- Participate on the JTHG Destination Marketing Organization Committee

Build relationships and cooperation between CMNSB, Heart of the Civil War Heritage Area (HCWHA), Journey Through Hallowed Ground (JTHG) and Historic National Road (HNR)

- Work on efforts related to Civil War resources and heritage tourism along Catoctin Mountain Scenic Byway
- Support and assist Director of HCWHA in creation of a centralized database
- Spot-check Civil War Trail Wayside Exhibits throughout three county heritage area for wear-tear
- Support All-American Road and National Heritage Area pursuits of JTHG
- Support MNRA President (and Byway Manager) with marketing advice and Grant Project assistance (particularly involving Frederick County)

Measurement: Increased cooperative endeavors with Heart of the Civil War heritage Area; more representation of CMNSB in JTHG programs and materials

Byways - Implement Marketing Plan for Frederick County portion of the **Historic National Road (HNR)**

- Re-inventory (spot check) interpretive signage, way-finding signage and mile markers within Frederick County
- Replace out erroneous HNR interpretive wayside on Patrick St in front of library
- Develop Frederick County HNR Itinerary

- Photograph relevant HNR sites in Frederick County
- Design and produce HNR page with local itinerary on TCFC website
- Design and produce economical HNR addendum page to package with existing Maryland HNR brochure
- Design and produce display for Frederick County portion of HNR for Frederick Visitor Center

Measurement: Completed signage inventory; sign replacement; HNR itinerary on web page; addendum to brochure and display

Develop and administer marketing materials for **additional State Byways** in Frederick County

- Continued and enhanced presence of information regarding other State Byway opportunities in the Frederick Visitor Center
- Continued and enhanced presence of information regarding State Byway opportunities in Destination Frederick County and websites
- Continued presentation of State byway system information through speaking engagements

Measurement: Updated State Byway and other information

Civil War Trails

- Participate as a Maryland representative on the Board of Directors of the Civil War Trails organization
- Provide stewardship of Civil War Trails markers within Frederick County in conjunction with administration of the Heart of the Civil War Heritage Area (HCWHA)
- Explore feasibility of a new Civil War Trail following the 1864 invasion route of Confederate General Jubal Early, including the Battle of Monocacy

Frederick Historic Sites Consortium (FHSC): Encourage collegial interactions between staff, volunteers and board members of Frederick County museums and historic sites

- Monthly meetings of FHSC site representatives
- Social opportunities through Master Docent Series
- Occasional field trips

Measurement: Attendance and participation

FHSC Coordinator **provide referrals, professional development counseling and limited technical assistance** to local museums and historic sites

- Coordinator is accessible for phone, email and one on one consultations, and site visits
- Professional Development training offered occasionally
- Professional Development Scholarships awarded for participation in Small Museum Association winter conference

Measurement: Number of requests for assistance; number of programs offered; number of scholarship applicants

Carry out **planning for long-term** direction of FHSC

<ul style="list-style-type: none"> Review goals and directions regularly with co-chairs
Measurement: Mid-summer evaluation with Co-chairs (next full retreat will occur in 2011)
<p>Carry out countywide FHSC special events</p> <ul style="list-style-type: none"> Museums by Candlelight (Dec. 11, 2009) Bell and History Days (April 4 & 5, 2009)
Measurement: Number of museum visits counted; number of bell concert attendees; number of Passports to History submitted; number of feature articles and other media presentations
<p>FHSC Master Docent Series</p> <ul style="list-style-type: none"> Plan, promote and evaluation annual workshops with docent fair Consider planning a Docent Day away in FY10 Hold the annual Docent Recognition event with Master Docent Series certificates awarded
Measurement: Number of workshop registrations; number of keynote event attendees; number of participants in Day Away; number of docents certified; number of contacts at docent fair; number of docents recruited
<p>FHSC - Promote Museum Education</p> <ul style="list-style-type: none"> Present Teacher Open House Museums and the Mall Support Tourism efforts to reach the student tour market
Measurement: Number of Teacher Open House participants; Museums at the Mall: number of museum participants and number of direct visitor contact
<p>FHSC - Revise African American sites brochure</p> <ul style="list-style-type: none"> Develop a plan for revising brochure and vetting copy Secure funding
<p>Heart of the Civil War Heritage Area (HCWHA) in Frederick, Carroll & Washington counties. Administer the 3-county Heritage Area</p> <p>Administer MHAA operating and marketing grants</p> <ul style="list-style-type: none"> Close out FY08 MHAA operating grant and marketing grant; requires completion database development and website enhancements Administer FY09 and FY10 operating and marketing grants
Measurement: Contracts signed and finalized; interim and final reports submitted and accepted; payments received.
<p>Promote and facilitate FY10 MHAA project grant applications</p> <ul style="list-style-type: none"> Publicize grants Grant workshops in each county Counseling/referral Oversee review process and submission of HCWHA grants to state
Measurement: Number of workshop attendees, inquiries, applications; number of grants actually

funded.
<p>Promote and administer FY09 and FY10 HCWHA Mini-grants</p> <ul style="list-style-type: none"> • Publicity • Counseling/referral • Oversee review and approval process for three deadlines, working with a 3-member committee of the Advisory Board • Issue award letters, contracts, final reports • Close out grants <p>Measurement: Number of inquiries, applications; number of grants actually funded, number of grants successfully completed on time.</p>
<p>Implement HCWHA Marketing Plan</p> <ul style="list-style-type: none"> • Advertising, per FY09 media schedule • Produce collateral materials for fulfillment, including reprinting of heritage area brochure • Website enhancements • Carry out fulfillment, including establishing a call center arrangement • Develop group travel itineraries and tour packages <p>Measurement: Number of inquiries and website visits; explore possibility of converting leads to actual visitors</p>
<p>Create a centralized HCWHA database</p> <ul style="list-style-type: none"> • Secure a consultant to assist with identification of available software and/or a redesign of existing database; include all Tourism/HCWHA/Byways contacts and plan for database to support all organizational websites or webpages (HCWHA, Byways, Tourism); consider incorporating media contacts; • Coordinate implementation with Tourism Operations Manager and Jean Peterson Design <p>Measurement: Centralized database established</p>
<p>HCWHA - Support efforts to enhance infrastructure, capacity and service to visitors at South Mountain State Battlefield</p> <ul style="list-style-type: none"> • Renew contract with National Park Service for Seasonal Interpreters assigned to South Mountain State Battlefield • Convene meeting with key legislators and other stakeholders to raise awareness of South Mountain State Battlefield issues and explore possible solutions <p>Measurement: Interpreters hired; number of tour participants; plan of action for follow up to meeting with legislators</p>
<p>HCWHA - Begin planning for the Civil War 150th anniversary commemoration</p> <ul style="list-style-type: none"> • Continue to work with Advisory Board and State officials to determine how planning will be handled statewide and within HCWHA • Oversee the development of an Interpretive Plan for the years 2009-2015 • Pursue opportunities possible through the National Park Service, such as information markers, Centennial markers, and the possibility of the establishment of a HCWHA visitor center at the Newcomer Farm House on Rt. 34 (working with Antietam National Battlefield)D

<p>Expand effective communication with Heritage Area stakeholders</p> <ul style="list-style-type: none"> • Publish and disseminate <u>Bugle Call</u> newsletter twice annually (mail and email distribution) • Enhance website with calendar of events, announcements, forms, archived newsletters, etc. • Present programs to civil groups, nonprofits and other groups as invited <p>Measurement: Number of speaking engagements, website visits, newsletters distributed</p>
<p>Pursue more effective functioning of Heritage Area board and county delegations</p> <ul style="list-style-type: none"> • Meet regularly with executive and marketing committees, and other committees as needed • Encourage county delegations to meet regularly, particularly to discuss local Heritage Area issues (activation of new TIZs, preservation concerns, etc.) • Explore the possibility of local staff to assist with HCWHA management in Washington and Carroll Counties. <p>Measurement: Meeting attendance</p>
<p>Participate in state and National Heritage Area initiatives and activities</p> <ul style="list-style-type: none"> • Director attends quarterly meetings of Maryland Coalition of Heritage Areas, the MHAA Technical Advisory Committee, and the MHAA Board • Director serves on Strategic Planning Advisory Team for MHAA strategic plan development • Continue to build relationships and collaborations with Journey Through Hallowed Ground • Consider membership in the Alliance of National Heritage Areas
<p>Provide administrative and logistical support for future HCWHA boundary amendments and TIZ activation</p>
<p>Main Street communities</p> <ul style="list-style-type: none"> • Participate on Downtown Frederick Partnership (DFP) Board of Directors (designated TCFC nonvoting seat) • Participate on DFP Design and Promotions Committees, etc. • Participate in Thurmont First (Main Street) meetings • Attend/participate in Brunswick First Friday Promotions monthly meetings and First Friday events • Encourage exploration of Main Street program by other Frederick County municipalities
<p>Wayfinding signage</p> <ul style="list-style-type: none"> • Participate on Downtown Frederick Partnership (DFP) wayfinding planning committee • Partner with DFP and City of Frederick on pursuing funds to implement signage plan, as well as implementing joint agreement with State Highway Administration to sign East Street as the primary exit for Downtown Frederick. This is a priority to ensure adequate signage upon the opening of the East Street extension to I-70 in late 2009.

TCFC organized event:

Candlelight Tour of Historic Houses of Worship, Monday, December 29, 2008

- Visitation Academy actively pursued to rejoin the tour
- May meeting with worship site chairpersons to discuss the tour
- Brochure & poster edits to design firm
- September meeting with worship site chairpersons to proof brochure & poster
- Additional publicity will be needed for date change – magazines need to be notified several months in advance

Measurement: Each worship site counts the visitors that evening

TCFC Publications:

Destination Frederick County Visitor Guide 2009

- Prepare annual membership forms and send to members (email, fax and US Mail) for updating the Visitor Guide and Web site – recording all changes
- Run reports and ready for design firm
- Contact courier service to coordinate delivery of guides to members

Measurement: Number of guides left at the end of the year

Develop a procedure for delivery of Destination Frederick County visitor guides and Calendar of Events to membership

- Contact Labor Ready for monthly delivery of visitor guides to downtown membership
- Send a RFP to Hank's Courier for delivery of visitor guides to membership in March & July; delivery of guides to hotels monthly; delivery of guides to downtown membership locations

Measurement: Can track where our guides are being distributed through TCFC membership

TCFC Printed Calendar of Events – Fall/Winter edition and Spring/Summer edition

- Request items for calendar
- Solicit advertisers
- Print quantity of 85,000
- Prepare and provide copy to design firm
- Enter events in database
- Request approval for distribution from the Board of Education
- Delivery to Scott Key Center for school distribution by Sept 1
- Evaluate format for each edition: brochure or booklet

Measurement: Supply of calendars remaining at the end of season

If needed, reprint Frederick Wine Trail Brochure that was developed in FY07 in cooperation with local wineries and the Frederick County Office of Economic Development, and reprinted by TCFC in FY08.

- Bid and select printer
- Establish distribution plan for brochures
- Encourage and assist wineries with development of a marketing and pr plan for the trail to include cooperative advertising, quarterly press releases

Measurement:

- Track leads from ads/inquiries
- Media coverage
- Track visitation at wineries

Special Projects:

Pursue plan to produce consistency in local **historic markers**

- Document (through photography) local signage in front of historical sites in Frederick City and County
- Document plaques and markers
- Research accuracy of plaques and markers
- Convene and meet with County/City Preservation Planners (and other stakeholders) in an effort to design a plan to create consistent signage and accurate historical information
- Meet with City/County Public works officials to make necessary changes
- Placement of new signage, possible plaque edits and/or creation of “Historic Addendum Brochure”

Measurement: Completed documentation survey; Changes to existing signage and plaques

Promote Tourism opportunities tied to Frederick County’s varied collection of **historic and unique bridges**

- Inventory historic and unique bridges found throughout Frederick County and City
- Design and produce a Frederick County Bridge Tour Brochure/Map (20,000)
- Distribute Frederick County Bridge Tour brochures through VC/Welcome Centers and other appropriate venues
- Add new Frederick County Bridge content to TCFC website

Measurement: Inventory and design process; completed brochure and distribution

Promote **biking opportunities** in Frederick County

- Identify stakeholders and convene a meeting
- Inventory biking trails within Frederick County
- Design and produce a Frederick County Biking Tour Brochure/Map (20,000)
- Distribute Frederick County Biking Map through VC/Welcome Centers/local businesses(i.e.: Trail House, Wheel Base)
- Add Biking content to TCFC website

Measurement: Meeting and design; completed brochure and distribution

Pursue opportunities to promote **additional early heritage tourism opportunities** in Frederick County

- Identify and inventory geo-tourism sites in Frederick County and explore potential marketing methods
- Identify and inventory sites that could interpret Frederick County’s Native American heritage
- Participate on Rose Hill Manor’s Master Plan Committee
- Identify and inventory sites that could interpret Frederick County’s Colonial History

Measurement: Research and inventories; Conduct discussions with local professionals and

possible stakeholders
<p>Develop a more user-friendly TCFC photo archives</p> <ul style="list-style-type: none"> • Convene a meeting of TCFC staff members to assess photo needs • Inventory pictures while deleting unnecessary and duplicative shots on shared network computer drive • Label all photos with appropriate titles • Secure portable hard drive to back up photos • Design and produce both an electronic and a hard copy catalog of available photos • Identify additional photos desired for collection <p>Measurement: Shared network drive photo area organization; completed catalog; hard drive</p>
<p>Continue participation in Frederick’s Sister Cities Association (designated TCFC Board seat) to develop and maintain municipal partnerships between the City of Frederick and Frederick County and similar jurisdictions in other nations.</p>
<p>Further develop other heritage and outdoor product, while striving to preserve those elements of the county that appeal to visitors.</p> <p>Research:</p> <ul style="list-style-type: none"> • Continue subscribing to Smith Travel Research weekly and monthly reports on Frederick County hotel rate and occupancy data • Participate in cooperative research efforts with the Maryland Association of Destination Marketing Organizations (MADMO) and the MD Office of Tourism Development • Review research made available through membership in the Travel Industry Association (TIA) and Destination Marketing Association International (DMAI) • Evaluate opportunities to determine conversion of advertising generated inquiries and/or website users into visitors. Evaluate opportunities to quantify activities of visitors that have been assisted by the Tourism Council and/or Frederick Visitor Center.

IV. Visitor Services

“Provide visitors to and within Frederick County with information and other services to ensure a positive trip experience.”

Current Visitor Center - 19 E. Church Street

VISITORS – While the availability of information on the Internet combined with improved signage allows many visitors to head directly to attractions they wish to visit, the Frederick Visitors Center still assisted 27,500 individual visitors in FY07, up from 26,356 in FY06, and 25,637 in FY05. 70% (19,250) came from within a 200-mile radius of Frederick. Maryland, DC, Virginia, Pennsylvania, New York, New Jersey and Ohio were the top states of visitor origin. This is in addition to members of group tour parties, which stopped at the Frederick Visitor Center in FY07, meeting step-on guides, walking tour guides, transferring to carriages, using rest room facilities, etc.

Walking tours leaving from the Visitor Center are offered on Saturdays and Sundays in season at 1:30 p.m. The visitor center also has merchandise for sale to guests. A daily printout is posted listing the events scheduled for that particular day. Visitors are provided the current Visitor Guide “Destination Frederick County” and the current Calendar of Events and have access to dozens of site-specific brochures.

New Visitor Center Project – 151 S. East Street

The Tourism Council identified South East Street as the best location for a future site to welcome visitors to the City of Frederick. This became the top choice once the State Highway Administration added a new East Street interchange to the plans for I-70 ramp replacements at Frederick. The most promising location for an East Street center was identified as somewhere between South and Patrick Streets in the vicinity of Carroll Creek and the new MARC train station. The first section of S. East Street (from Patrick to South) was opened to traffic in September 2001. MARC train service began in December 2001. Ground was broken for the completion of East Street and the I-70 overpass in 2005 with a planned completion by fall 2009.

The Tourism Council Board selected an abandoned industrial warehouse building at the intersection of S. East Street and Commerce Street as the top choice for a new visitor center, and agreed to purchase the building from the City of Frederick. In FY06 a Construction Manager and an Architect were hired and the Tourism Council applied for and was awarded Transportation Enhancement Program funds through the Maryland Department of Transportation to match funding to be financed locally by the organization. Throughout 2007 construction plans were finalized and various approvals and permits have been sought. Advertising of the construction contract by Frederick County government is anticipated in late 2008 with completion by spring 2010. Exhibit planning and design is underway throughout FY08-09, with fabrication anticipated in FY09-10. An orientation film will also be produced to be shown at the center.

VISITOR CENTER GOALS / TACTICS for FY09
<p>Maintain operations at current Frederick Visitor Center at 19 E. Church Street</p> <ul style="list-style-type: none"> • Welcome visitors to Frederick County • Provide directions both verbally and by drawing on maps • Answering telephone, mailing of brochures • Training – FAM tours – 4, north, south, east and west areas of the county • Stocking brochures – contacting members by calling or sending postcards • Selling Downtown Frederick gift cards, merchandise and tickets for events
<p>New Visitor Center project at 151 S. East Street Participate on design committee with TCFC Board representatives, architect and construction manager to finalize building plans, approvals, etc.</p>

Work with Exhibit Planning Committee and Jackson Brady Design Group to plan and design exhibit for the new visitor center

- Schematic Design Phase (12/15/2007)
- Design Development Phase (12/2008)
- Construction Documentation Phase (three parts; early 2009)
- Construction Administration (/2009)

Administer grants supporting exhibit design and assist with additional funding pursuits

Measurement: Timely completion of phases; meeting funding needs

Work with Exhibit Planning Committee and Audio-Video Contractor to plan, design and produce Visitor Orientation Film(s) for the new visitor center

- Develop outline (and gain consensus from Planning Committee) (1/31/08)
- Develop and write script(2/28/08)
- Develop and execute RFP for A/V contractor(2/28/08)
- Develop storyboard and identify visual sources(3/31/08)
- Coordinate video shoots(May-November 2008)
- Oversee audio-video editing process (December-February 2009)

Measurement: Timely completion of phases; meeting funding needs

Develop **new visitor center marketing plan** in advance of project completion

- Develop Media Kit for New Visitor Center
- Plan and execute construction kick-off event
- Develop a welcome kit for motor coach drivers (to include coupons, information on services for coach (dumping station, fuel, etc)
- Identify groups and develop FAM Tour programs for the media, tour groups, residents, businesses, members, etc to promote the new center.

Measurement: Media inquiries/coverage, Participation & interest in the area/new center

Overall Performance Measurements

After analysis of reliably available measurements, the Tourism Council of Frederick County has concluded that the measurement of Visitor Spending in Frederick County is the most meaningful demonstration of the return on investment by TCFC activities.

ECONOMIC IMPACT – Tourism spending in Frederick County in 2007 was \$396.3 million according to the Tourism Satellite Account report for Maryland and its counties prepared by Global Insight. This represented an increase of \$13.2 million or 3.4% from 2006. There were 1.7-million person stays by visitors to Frederick County from at least 50 miles away in 2007 according to this report.

The report released in 2008, using the most current data available, reflects spending by visitors who made an overnight trip or traveled at least 50-miles, one way, for a day-trip

to Frederick County. The 50-mile distance, excluding commutes to work or school, is a standard used internationally to define a visitor trip.

Other measurable indicators tracked by TCFC include:

The number of inquiries by telephone or mail in response to Tourism Council advertising and public relations efforts.

The cost-per-lead for inquiries resulting from paid advertisements.

The number of website visits, unique visitors, and length of website visit.

The number of requests for printed information generated through website form or email.

The number of visitors to the Frederick Visitor Center.

The number of visitors to Maryland Welcome Centers in Frederick County.

The occupancy and average daily rate of all national brand hotels within Frederick County.