

2019

New Cumberland's Revitalization Strategy



A Bridge from Our Past to Our Future

Prepared by

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In addition to this Revitalization Strategy, New Cumberland’s revitalization will be guided and informed by the following documents:

- ◆ Implementation Framework
- ◆ 2018 Community Assessment
- ◆ 2018 Retail Market Analysis
- ◆ 2018 Housing Market Analysis
- ◆ Benchmark Communities Report
- ◆ Resource Roadmap
 - ◇ Part 1 – Prioritized Funding Agenda
 - ◇ Part 2 – Organized Approach to Resource Advocacy
 - ◇ Part 3 – Funding Matrix
- ◆ AIA Pennsylvania – Design for Better Initiative: Concepts for Central District Revitalization in New Cumberland, PA

Preface

New Cumberland has a great history—and potential for a great future ahead. The authentic, small town characteristics that made the community great in the past—its walkable size and block patterns, its pedestrian-scale downtown, and its affordable housing, among others—are still largely intact. Yet, this community of residents, businesses, local government, and civic organizations is changing. With its revitalization initiative, New Cumberland intends to actively make shape its future.

The key components of this revitalization initiative include understanding how small town characteristics appeal to current and prospective residents and businesses, determining if and how they should be enhanced, and committing to meaningful first steps. Through dedicated implementation efforts, such a strategy will lead to a renewed community identity, a modern reputation for destination businesses, events and entertainment, and desirable housing options with abundant opportunities for safe, healthy, and active living.

Milestones in New Cumberland’s Revitalization Initiative

In 2016, the New Cumberland Borough Community Enhancement Committee developed a shared vision for renewal and produced a Visioning Summary Report.

In 2017, New Cumberland Borough allocated public funds and assembled private funds to develop a Revitalization Strategy.

In 2018, New Cumberland Borough hired Gannett Fleming, Inc. and its team to lead a community-wide engagement and strategy development process. In conjunction, the Pennsylvania Chapter of the American Institute of Architects, through its Design for Better Initiative, provided pro bono design services for site-specific revitalization concepts.

New Cumberland, Cumberland County, PA



Vision & Priorities



A vibrant fall day on Bridge Street

The Vision for A More Vibrant New Cumberland

New Cumberland is a place where my family, friends and I can find...

Diverse People, Housing, and Business

- People of diverse backgrounds from all walks of life
- Newer or remodeled rentals with modern amenities
- Apartments in the heart of downtown
- Diverse dining and drink options
- Varied retailers so that I can shop locally
- Space and support for starting and growing a new business

Preferred Restaurants, Retail and Entertainment Anchors

- Destination restaurants and retailers
- Retail and office spaces that are fully occupied
- The West Shore Theatre as the hub of local arts and culture
- Options in entertainment and things to do

Attractive Private Properties and Public Spaces

- Business and residential properties that reflect pride in ownership
- Affordable family housing with architectural character
- Rising property values that encourage ownership and investment
- A continuous streetscape along Bridge Street from the Yellow Breeches Creek to 7th Street that makes walking easy and convenient
- An urban forest of park and street trees that beautify and benefit the borough environmentally

Resilience to Environmental and Economic Conditions

- Planning and guidance for making property more flood resilient
- A diverse, synergetic businesses community that promotes the goods and services of one another
- Vacant properties that are quickly reused or redeveloped, sustaining the local tax base

A Defined Location and Celebrated Community Identity

- Gateways that create a sense of arrival in and departure from the borough
- Public access to the river and to the Yellow Breeches Creek
- Local history commemorated on buildings and in public spaces
- Regularly scheduled events that celebrate community pride
- Opportunities to share and make history in New Cumberland

Opportunities for All Ages to be Active Outdoors

- By walking and biking to local destinations
- At renewed parks and recreation facilities
- Through recreation and leisure programs

Accessible to Residents and Visitors of All Abilities

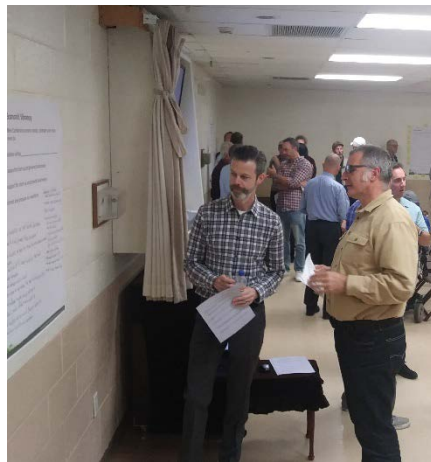
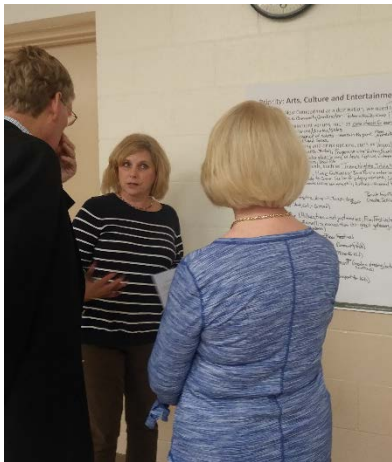
- By streets, sidewalks, trails, and transit routes that connect New Cumberland to and from the surrounding region.
- With convenient, well-signed parking for commercial uses
- ADA-accessibility to both public spaces and private businesses
- Accompanied by wayfinding signs to guide residents and visitors to local destinations

A Collaborative Community Spirit

- That leverages financial and technical assistance resources offered by the federal, state, and county partners
- That forges strong relationships with the West Shore School District and adjacent municipalities to pursue opportunities of mutual benefit
- That develops public-private partnerships to maximize investment

...in a small-town setting within the Capital Region.

The initial elements of this revitalization vision were identified in 2016 by community leaders as they prepared to undertake this planning effort. A series of public meetings in 2018 expanded the ideas for a more vibrant New Cumberland and began to affirm a few priority topics as the organizing framework for the revitalization strategy.



Priorities for Revitalization

Based on citizen input, the Revitalization Leadership Team deemed five priorities for the revitalization strategy:



Economic Vibrancy to support functional, physical, and other aspects of the business community



Arts, Culture and Entertainment to expand programs and events that foster development and appreciation of the arts



Housing and Property Values to enhance housing choices, strengthen property values, and encourage flood mitigation



A Safe, Active, and Healthy Community to renew community facilities, programs, and services that encourage public health, safety and wellness



Community Identity and Promotion to communicate the value of New Cumberland's past, present, and future locally and across the Capital Region

Other elements of community and economic development, such as infrastructure, natural resource protection, and historic preservation, are absent from these priority titles but are reflected among the priorities' projects and initiatives.

Quick Facts about New Cumberland

From the 2010 U.S. Census and the American Community Survey

7,277 Residents...

- With a median (average) age of 40.7 years
- Of whom 95% are White and 5% are other race(s) and of whom 3.5% are Hispanic or Latino
- Of whom 34% hold a bachelor's degree or higher, and 9%, professional or graduate degree
- Where 65% of residents age 25 or older are in the civilian labor force: 64% are employed, and 1% are unemployed

3,292 Households...

- With an average household size of 2.21 persons, and an average family size of 2.82 persons
- Where 59% of households are family households (married, with or without children) and 41% are non-family households (singles, unrelated members)
- Where 26% of households have at least one child <18 years and 25% have at least one senior 65 years and older
- Where \$53,000, median household income; \$69,000, median family household income; \$38,000, median non-family household income

3,658 Housing Units...

- Of which 86% are at least 50 years old (built in 1969 or earlier), and only 3% are less than 20 years old
- Of which 78% are single-family; 8% two-family; 11% three-/four-family; and 3% other multi-family units
- Of which 74% are owner-occupied and 26% renter-occupied
- Where the median (average) owner-occupied home is valued at \$150,200 and the median gross monthly rent is \$752



From Cumberland County

5% Projected Increase in Population and Households...

- Toward 7,620 residents and 3,446 households in 2040
- Requiring 67 additional housing units for this projected population

3,123 Parcels over 877 acres...

- Where 2,901 parcels totaling 785 acres or 89% of total area are used for residential purposes
- Where 178 parcels totaling 67 acres or ~7% of total area used for commercial and industrial business
- Where 44 parcels totaling 25 acres or ~3% of total area are vacant; six parcels are Borough-owned as recreation or open space lands
- Where 340 parcels are affected by the floodplain for the 1% Annual Chance Flood Hazard and/or 0.2% Annual Chance Flood Hazard

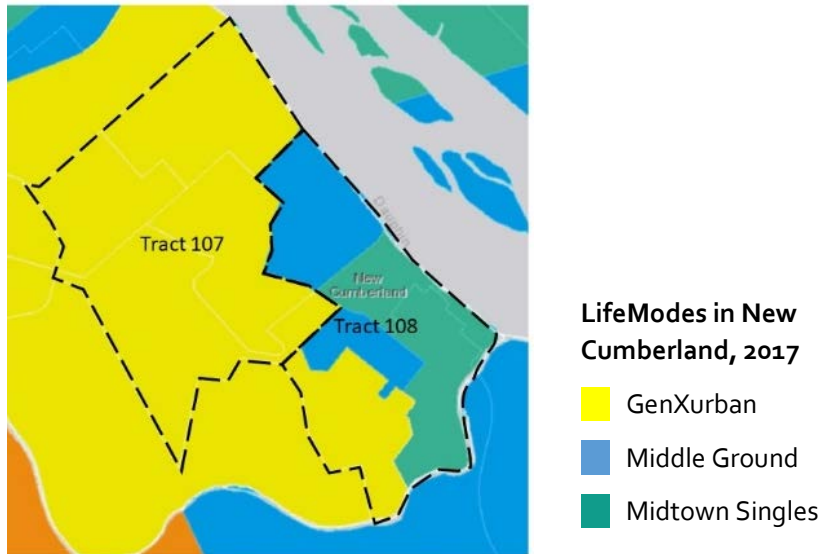
A Profile of New Cumberland's Population

From Tapestry Segmentation, Esri (2017)

Tapestry segmentation provides descriptions of neighborhoods based on lifestyle and lifestage market data.

LifeMode groups are markets that share a common experience—born in the same generation or immigration from another country, or a significant demographic trait, like affluence. Each LifeMode group has segments, reflecting distinctive lifestyle traits.

Of the 14 LifeMode groups in the United States, three align with New Cumberland's population. Broadly, the GenXurban LifeMode aligns with uptown New Cumberland (census tract 107); the Middle Ground, with midtown (north and west of downtown); and the Midtown Singles, with downtown.



GenXurban: Comfortable Empty Nesters

These neighbors are older, with more than half of all householders aged 55 or older.

- Most are professionals working in government, health care, or manufacturing, earning a comfortable living and benefitting from years of prudent investing and saving; a third also draw income from investments and retirement.
- They prefer eating at home instead of dining out.
- They play golf, ski, ride bicycles, and work out regularly; enjoy listening to sports radio or watching sports on television.
- Spending a lot of time online isn't a priority.
- Home maintenance is a priority among these homeowners.

GenXurban: Parks and Rec

Many of these neighbors are two-income married couples approaching retirement.

- They are comfortable in their jobs and do not plan on retiring soon. Professionals work in health care, retail trade, and education, and skilled workers, in manufacturing and construction.
- These practical suburbanites have purchased homes (singles, town homes, or duplexes) within their financial means and plan to stay.
- These budget-conscious consumers stock up on staples at warehouse clubs; for convenience, they regularly use frozen or packaged main course meals.
- They pass time watching documentaries on Animal Planet, Discovery, or History channels.
- They dine out at family-style restaurants and attend movies.
- Residents take advantage of local parks and recreational activities.

MiddleGround: Bright Young Professionals

These neighbors are young, educated, working professionals: 36% with some college or an associate degree, 30% with a bachelor's degree or higher; and a labor force participation rate of 73%.

- Workers are generally in white-collar industries, with a mix of food service and part-time jobs, especially among college students.
- One in three householders is under the age of 35, with more renters than homeowners. More than two-fifths of households live in single-family homes; over a third live in 5+ unit buildings.
- They use cell phones to text, redeem mobile coupons, listen to music, and check news; they go online to do banking, access YouTube or Facebook, visit blogs, and play games.
- They go to bars/clubs, attend concerts, and watch Netflix.
- They enjoy a variety of sports, including backpacking, basketball, football, bowling, Pilates, weight lifting, and yoga.
- Eat out often at fast-food and family restaurants.
- Concern about the environment impacts purchasing decisions.

Middle Ground: Front Porches

These neighborhoods blend household types, with more young families with children or single households than average.

- Half of householders are renters, and many of the homes are older town homes or duplexes.
- With limited incomes, price is more important than brand or style. They would rather cook a meal at home than dine out.
- Many families have taken out loans to make ends meet.
- They use cell phones to redeem mobile coupons and listen to hip hop and R&B music; they go online to game, date, and chat.
- They watch Comedy Central, Nickelodeon, and PBS Kids Sprout.

- They participate in leisure activities including sports, indoor water parks, bingo, and video games.
- Friends and family influence household buying decisions.

Midtown Singles: Set to Impress

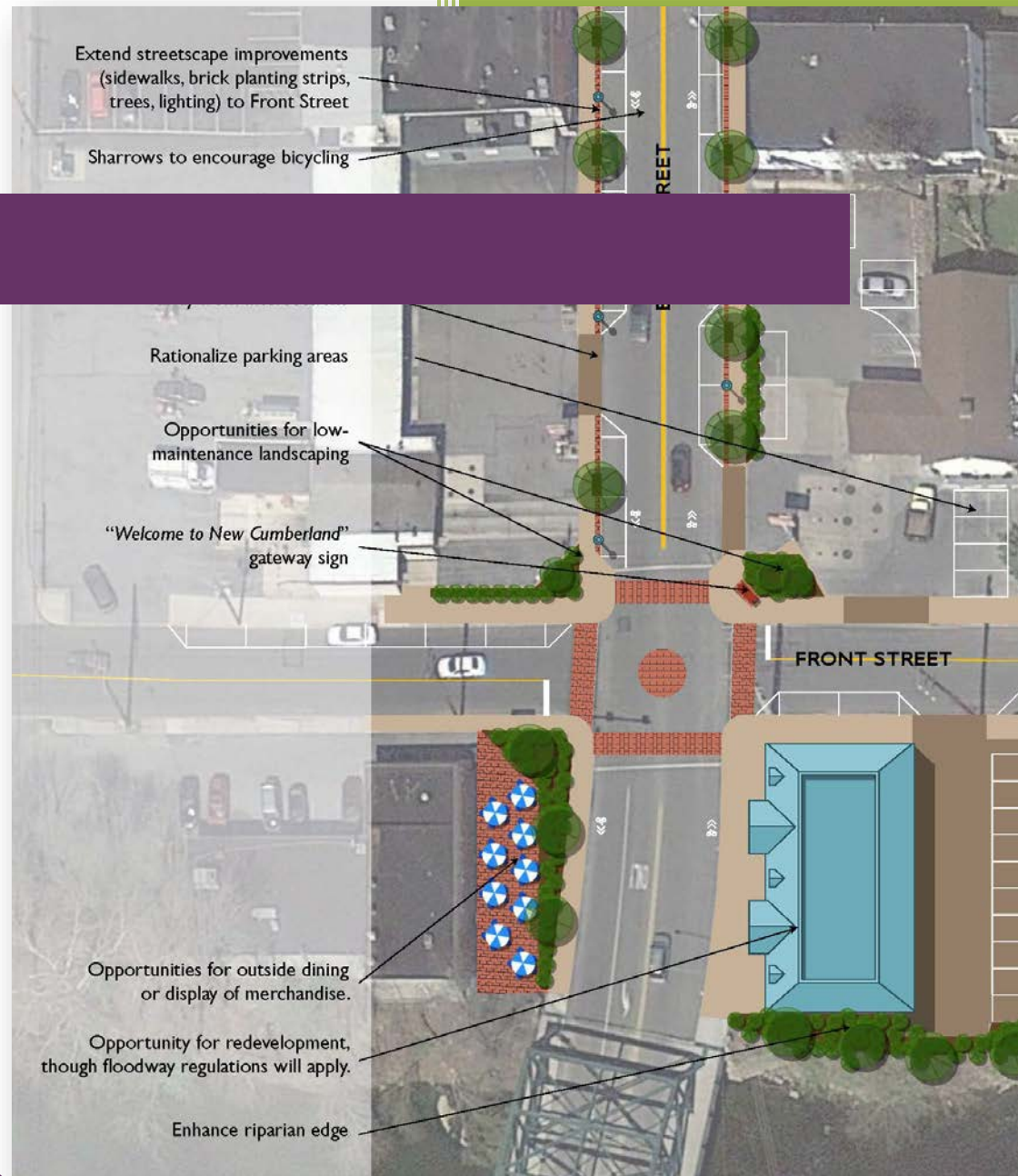
Neighbors in these neighborhoods often live in apartments with lower than average rents, nestled among businesses or single-family housing.

- Nearly one in three residents is 20 to 34 years old, and over half are nonfamily households.
- Income levels are low; many work in food service while they are attending college.
- They are very conscious of their image and seek to bolster their status with the latest fashion; they prefer name brands but will buy generic to save.
- They listen to a variety of the latest music, download music online, and seek out the local music scene.
- Majority have cell phones only, no landlines; they use the Internet for social media and managing finances.
- They enjoy leisure activities including going to rock concerts, night clubs, and the zoo.
- Quick meals on the run are a reality of life.

Comparison to the Capital Region

Camp Hill, Lemoyne and Wormleysburg have very similar tapestries. In fact, much of the Capital Region is characterized as Gen X Urban with Middle Ground and Midtown Singles generally concentrated in the boroughs. A more diverse mix in retail, service, employment and cultural offerings could change New Cumberland's future tapestry – inviting other life mode neighbors, such as Senior Styles and Next Wave (young, diverse renters), and Hometown (singles and single parents).

Priority Playbooks



Illustrative site plan of corridor and streetscape enhancements extended to the bridge



Economic Vibrancy Playbook

Business brings people together for the exchange of goods and services, information and ideas that drive activity and innovation in all sectors. New Cumberland can foster a vibrant business corridor by undertaking projects and initiatives that strengthen its economic competitiveness in the Capital Region, expand and sustain activities that support new and repeated visits by shoppers, and enhance the appearance and comfort of nearby public spaces.

This Playbook includes an assessment of existing conditions and trends; a goal and strategic objectives; and a listing of prioritized projects and initiatives for revitalizing New Cumberland's business corridor.

Assessment

Strengths

- There are a variety of community and neighborhood-oriented businesses in the community, though the array is changing. New businesses, including Dead Lightning Still Works and Funtastik Skate and Snowboard Shop, are moving in and attracting new faces to downtown.
- A local business owner has created a Facebook page, the Block on Bridge, and promotes daily specials, business events, and local happenings regularly.
- Commercial properties in the downtown are densely concentrated and very walkable from on-street and off-street parking areas and from adjacent neighborhoods. The core of retail activity is located along Bridge Street from Second Street to Fourth Street and along Third Street between Bridge and Market Streets. Office-based services and limited retail establishments extend north along Bridge Street from the downtown to Lemoyne mixed with some housing. Businesses along Bridge Street and Third Street are most visible to local and through traffic.

Economic Vibrancy Playbook

- Two-hour on-street parking is free in downtown and off-street parking is available. Under current conditions, overall parking capacity appears to be adequate with little or no wait weekdays and weekends. However, parking locations are not well-identified from the street and capacity should be monitored as business expands or opens new establishments.
- Bridge Street is serviced by Capital Area Transit Route A, which operates weekdays and Saturdays during traditional morning and afternoon commuting hours.
- Neighborhoods and parking are connected to the business core by the community's sidewalk system. Based on land use pattern and low traffic volumes, the Borough is also very bikeable. While Bridge Street, a state-owned facility, carries thousands of vehicles daily, the borough's side streets are much less busy. Bike racks are available in several downtown locations.

Weaknesses

- The commercial district of New Cumberland is not a single location; it includes a downtown, a midtown and a small uptown section (though only "downtown" is used locally and the three uptown businesses are not in a commercial zoning district). The length and mix of varied commercial and residential uses in the midtown and uptown sections make it harder to market these sections, e.g. with a unique identity or focus.
- While the New Cumberland Olde Towne Association's Business and Professional Group promotes local businesses, there is no program or forum to discuss collective business needs, such as a better mix of retail, services and restaurants and public facilities that create a quality customer environment, informally with borough leadership (council or staff).

- Streetscape improvements tie together several blocks with wider sidewalks and pedestrian-scaled lighting but don't reach the full extent of downtown—or to the bridge into New Market where other retail is located.
- Wayfinding from adjacent communities and the interstate to New Cumberland's commercial corridor and parking areas is inadequate. Such signage is necessary for a community where the commercial core lies essentially a mile from the municipal border and interchanges.

Opportunities

The retail market analysis of spending and sales in the New Cumberland area identified opportunities for new retail in nine categories:

- A 2,000 sf limited-service restaurant (with take-out and delivery).
- A 1,000 sf coffee shop.
- At least one 1,000 sf specialty food store (meats or produce, candy/nuts, or bakeries).
- A 1,200 sf art gallery/dealer.
- A 1,500 sf gift shop and 2,000 sf jewelry store.
- A 10,000 sf family clothing store; a 3,800 women's clothing store.
- A 4,200 sf nursery and garden center.
- A 4,000-4,500 sf furniture and home furnishing store.
- A 4,800 sf pharmacy, likely locally-owned.
- Workers and visitors pass through New Cumberland every day, and there are about 800 hotel rooms within a mile of the Borough, representing visitors spending more than a few minutes in the area. Understanding the retail & service needs of the area's traveling

Economic Vibrancy Playbook

public and short-term guests, marketing the retail offerings available in New Cumberland and navigating travelers to those businesses with signage could help existing and future businesses prosper.

- Cumberland County's population is growing. This represents increased demand for retail products and services through expansion of existing merchants or new retailers across the county. New Cumberland can leverage this growth in demand by identifying potential retailers, including food and beverage services, that "fit" its vision and inviting them to locate in the community.
- A classic town square is located along the Market Street, one block east and parallel to Bridge Street. The square, created by a wider street between Second Alley and Third Alley, is an iconic public space for community activities and events.
- Properties along the Susquehanna River and the Yellow Breeches Creek have waterfront qualities – seasonal views of the waters and their natural settings – that are untapped for leisure dining and entertainment, a backdrop to retail or office uses, or as public recreation, e.g. fishing and waterside trail facilities. If developed, these properties must accommodate the natural flooding that occurs along the waterways.

Threats, Constraints, and Challenges

- The retail market analysis of the New Cumberland area also identified the over-saturation (more retailers than consumer spending) among electronics and appliance-related stores, sporting goods stores, games and hobby stores, consignment and used merchandise stores, and pet stores, which could threaten the success of existing businesses in those categories or others that may attempt to establish themselves in the borough or elsewhere.
- While the New Cumberland Army Depot operates a robust workforce today, changes in activity or closure of the facility via the Base Realignment and Closure (BRAC) process could have significant impacts on the community. Documenting the economic relationship of the Army Depot to the community can help to defend a future proposed closure.
- New Cumberland is essentially "built out". There are few vacant retail spaces in quality locations for prospective retailers, and there is little vacant ground to be considered for new housing and/or commercial development. The Borough should carefully consider permitting more intense development in downtown, i.e. "building up" in ways that conserve the feel of the small town (versus single story suburban patterns) and that protect air access to the airport.
- The special flood hazard area (floodplain) impacts commercial and industrial properties, primarily near Yellow Breeches Creek. Recent changes to the National Flood Insurance Program have made floodplain insurance more expensive, discouraging investment.
- Liquor licenses are limited in number based on county population. Their limited number drives up the cost to purchase one.

Economic Vibrancy Playbook



Concept: Market Square by as an urban park or outdoor public plaza that serves people and community gatherings and offers parking.

Goal

Increase the amount and diversity of business conducted in New Cumberland, as defined by: retail trade, service economy, and jobs.

Strategic Objectives

1. Retain and attract business and industry.
2. Update policies for economic re-use and redevelopment compatible with the revitalization vision.
3. Plan for re-use/redevelopment of underutilized parcels.
4. Enhance streetscapes as public spaces and to support retail.
5. Enhance infrastructure for business.

About Projects and Initiatives

All projects and initiatives listed in the Playbook work toward achieving the strategic objectives. Projects are typically efforts with a clear end or visible or physical completion. Initiatives are generally non-build efforts to change a condition.

Projects and initiatives are listed by type and priority. Project types include:

- **Advantage** initiatives that will bring a competitive advantage in retaining and recruiting businesses
- **Alignment** initiatives that will align policies with the vision, goal, and objectives
- **Catalyst** projects that will jump-start the desired revitalization movement through significant economic development impacts; are crucial to unlocking the potential of other assets; or that are deemed vital to protecting or improving the well-being of the community.
- **Capacity** initiatives that support and sustain current activities of economic value
- **Design** projects that will make public spaces more accessible and attractive to shoppers

Priorities are indicated for high priority and medium priority efforts. Other projects and initiatives are important and should be activated when leadership and resources are identified and available.

Technical assistance and funding programs are listed in the Funding Matrix. A detailed approach to pursuing funding for catalyst projects first, and other projects thereafter, are identified in the Resource Roadmap.

Economic Vibrancy Playbook

Overview of Projects and Initiatives

There are 19 projects and initiatives in the Economic Vibrancy Playbook. The Economic Vibrancy Action Team will select from this list and lead an effort to carry out each project and to organize a sustainable approach for each initiative, reporting its progress to the Revitalization Leadership Team.


EV-1. Retain and Attract Business and Industry.	
a. Implement a business retention and recruitment program.	Catalyst <i>High Priority</i>
b. Create a series of activities that invite businesses and start-ups to try New Cumberland.	Advantage
c. Expand vendor participation in seasonal food events.	Capacity
d. Develop one or more business incubators or co-work spaces for start-ups.	Capacity
EV-2. Update policies for economic re-use and redevelopment compatible with the revitalization vision.	
a. Update land use and development policy.	Alignment
b. Supplement regulations with design guidance for development character.	Alignment
c. Promote transit, bicycle, and pedestrian access to and within the business areas.	Capacity
EV-3. Plan for re-use/redevelopment of underutilized parcels.	
a. Plan for the future of the New Cumberland Middle School property.	Catalyst <i>Medium Priority</i>
b. Explore assembly of parcels along the Yellow Breeches between Bridge Street and Railroad Street.	Capacity

More detailed descriptions as well as potential partners for each project and initiative are shown on pages 15-20.


EV-4. Enhance streetscapes as public spaces and to support retail.	
a. Re-define Market Street as an urban park.	Catalyst <i>High Priority</i>
b. Extend streetscape design south to Front Street and the bridge.	Catalyst <i>Medium Priority</i>
c. Use local streets and alleys for special activities and events that draw people downtown.	Capacity
d. Encourage business property owners to make entryways accessible for those with disabilities.	Capacity
e. Continue seasonal plantings in downtown.	Design
f. Stage empty storefronts as ready for business.	Capacity
g. Enhance sidewalk lighting for pedestrians along in business and residential corridors. Consider LED, solar and other energy efficient options.	Design
EV-5. Enhance infrastructure for business.	
a. Provide or facilitate availability of 5G Wi-fi to offer a competitive advantage on the West Shore.	Advantage <i>Medium Priority</i>
b. Pursue signage from the interstate interchange and Lemoyne to the commercial corridor.	Catalyst <i>Medium Priority</i>
c. Explore needs for workforce development programs and facilities and consider opportunities to meet such needs with the borough.	Capacity

Additional projects and initiatives may be added as approved by the Revitalization Leadership Team.


Economic Vibrancy Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
EV-1. Retain and Attract Business and Industry.		
<p>a. Implement a business retention and recruitment program. This kind of targeted effort is critical to arriving at the right mix of retail, service and dining and drink options for New Cumberland businesses and residents and understanding what business owners are looking for in the local business climate and physical environment. Such a program should include the following activities and can be modeled after programs in other communities:</p> <ul style="list-style-type: none"> ▪ Using a consistent approach, meet individually with business owners or in small groups, e.g. by block, once a year to discuss the performance (sales) trends of each business, broader market trends, and how public policy and the physical conditions of the block or zoning district enhance or hinder business success. ▪ Review the findings of the 2018 retail market gap analysis. Determine which business and food service types would complement the existing retail/restaurant mix. Update the inventory of available spaces that align with business types. Meet with owners of desired business types to discuss the potential for their business to locate in New Cumberland. 	<p>CATALYST INITIATIVE Retention: small-scale effort 2019 Recruitment: medium-scale effort 2020+ <i>High Priority; urgent to learn from recent business additions</i></p>	<ul style="list-style-type: none"> ▪ Business and Professionals Group ▪ CAEDC ▪ West Shore Chamber of Commerce ▪ Real estate professionals
<p>b. As an enhancement to the business retention and recruitment program, create a series of regular activities that invite businesses and start-ups to try New Cumberland. These activities are intended to give business prospects a firsthand experience in the community to inform their decision-making. Activities to include:</p> <ul style="list-style-type: none"> ▪ Hold an open-house day for investors, entrepreneurs, realtors, etc. to visit available properties; coordination with real estate professionals and property owners required. Prepare a map of available properties and a factsheet for each property. Repeat based on interest and response, e.g. quarterly. ▪ Conduct pop-up retail/food and drink events, particularly around holidays, which often involve food, gatherings, and gift-giving. Pilot 	<p>ADVANTAGE Engagement activities: small-scale effort 2020 Local tax incentives: Medium-scale effort 2020+</p>	<ul style="list-style-type: none"> ▪ Real estate professionals ▪ Restaurateurs ▪ West Shore Chamber of Commerce ▪ CAEDC ▪ PA DCED ▪ Borough Council approval required for policy changes ▪ Borough Council and West Shore School District, if tax


Economic Vibrancy Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
<p>multiple events, evaluating each and determining new approaches for repeat events.</p> <ul style="list-style-type: none"> ▪ Prepare a Guide to Locating a Business in New Cumberland – this guide would inform business start-ups and relocations of the permit/approval requirements, promotional opportunities, etc. in New Cumberland. ▪ Consider the use of local tax incentives, i.e. tax increment financing (TIF) and Local Economic Revitalization Tax Assistance (LERTA) to spur economic development. ▪ Promote the range of state and federal incentives available to business start-ups and expansions. This could be a one-page tip sheet, updated annually, and made available online and at a “downtown” development office. 		<p>incentives are considered; approvals required</p>
<p>c. Expand vendor participation in seasonal food events. These events create foot traffic in town along retail store fronts. Steady sales and available space can lead to vendors establishing a permanent local operation and expanding year-round food offerings.</p> <ul style="list-style-type: none"> ▪ Monthly Food Truck Rally. ▪ Farmers Market. (See Safe, Active, Healthy objective 4) 	<p>CAPACITY Small-scale effort 2019</p>	<ul style="list-style-type: none"> ▪ Business and Professionals Group/current organizers ▪ Current event participants ▪ Safe, Active, Healthy Team
<p>d. Develop a business incubator or co-work space for start-ups. D’Angelo’s realty is already transitioning space on its first floor to become an office incubator site; follow with promotion, until full occupancy is reached. More specifically, consider an artists’ co-work space and/or individual live/work spaces for artists. A gallery of work could be combined with a restaurant or coffee shop for a smaller-scaled Millworks-type project. This may require coordination with Borough zoning and development policy updates.</p>	<p>CAPACITY Office incubator promotion: Small-scale effort 2019 Additional incubators: Medium-scale effort 2020+</p>	<ul style="list-style-type: none"> ▪ Real estate professionals ▪ CAEDC ▪ PA DCED ▪ Borough Council; approval required for policy changes


Economic Vibrancy Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
EV-2. Update policies for economic re-use and redevelopment compatible with the revitalization vision.		Economic Vibrancy Team
<p>a. Update land use and development policy (zoning, subdivision and land development and other ordinances) to:</p> <ul style="list-style-type: none"> ▪ Assess whether the current maximum building heights in the C-1 and C-2 zoning districts maximize development capacity under the airport protection provisions and maintain a pedestrian-scaled façade. ▪ Incentivize mixed use development (retail/ food-beverage on 1st floor and office space/residential on 2nd/3rd floors) in the C1 zoning district. ▪ Integrate form-based principles (Assessment, page 48) to ensure that site design and new structures are consistent with the character of the zoning district, while encouraging development to elevate floodprone areas. ▪ Consider expansion of the C1 district south along Bridge Street to the bridge. This would enhance the downtown connection to the creek and to other retail located in New Market (Fairview Township). ▪ Assess the need for a commercial zoning district at the north end of Bridge Street. ▪ Review on-site parking requirements; consider shared parking provisions, the availability of pedestrian, bike and transit access and the potential for parking in all non-residential districts in reducing the required parking space; also consider potential impacts to nearby residential areas. <p>Coordinate with Housing and Property Value (project 3a), also to review/revise policy, which could be implemented jointly, simultaneously or individually.</p>	<p>ALIGNMENT Policy update, single issue: small-scale 2020</p> <p>Policy update, multi-issue: medium-scale effort 2020+</p> <p>Medium Priority</p>	<ul style="list-style-type: none"> ▪ Borough Council; approval required ▪ Borough Planning Commission ▪ Zoning Officer ▪ Zoning Heard Board (for common challenges) ▪ Business and Professionals Group ▪ Other business owners plus others below ▪ Realtors ▪ Housing & Property Value Team


Economic Vibrancy Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
<p>b. Supplement regulations with design guidance for development character (e.g. façade, door/window placement, porches, universal accessibility, etc.).</p>	<p>ALIGNMENT Medium-scale effort: 2020+</p>	<ul style="list-style-type: none"> ▪ Borough Council for endorsement; adoption would be even stronger ▪ Architects ▪ Disability community
<p>c. Promote transit, bicycle, and pedestrian access to and within the business areas to customers. This could begin by aligning a small local campaign, led by the Safe, Active, Healthy Team, with efforts, such as National Bike to Work Week, that receive local and regional promotion. Business and professionals could promote these alternative ways to reach their stores and offices that don't require parking. Safety concerns and other problems should be reported to the Revitalization Team and borough staff.</p>	<p>CAPACITY Small-scale effort: 2019, ongoing</p>	<ul style="list-style-type: none"> ▪ Safe, Active, Healthy Team ▪ Business and Professionals Group ▪ Other business owners
<p>EV-3. Plan for re-use/redevelopment of underutilized parcels.</p>		<p>Economic Vibrancy Team</p>
<p>a. Plan for the future of the New Cumberland Middle School property. This property sits along Brandt Avenue across from the New Cumberland Public Library and the Hillside Elementary School. The West Shore School District has announced plans to relocate the middle school facility but has not determined the long-term disposition of the property. Regardless of whether the school district chooses to repurpose the property or to sell or otherwise relinquish ownership, New Cumberland should work cooperatively with the school district to plan and prepare for the transition. If the property is to be sold, a market analysis of potential uses could anticipate adjustments to zoning, public service demands, transportation and infrastructure needs, enabling the borough to plan for such changes.</p>	<p>CATALYST Large-scale effort: 2020+ <i>High Priority</i></p>	<ul style="list-style-type: none"> ▪ Borough Council; approval required for policy changes or public funding application ▪ Borough Planning Commission ▪ West Shore School District
<p>b. Explore assembly and redevelopment of parcels along the Yellow Breeches between Bridge Street and Railroad Street. There are several small parcels in this area that are not actively used. If assembled, they could support new business. The location would be appropriate for an outfitter or other retailer associated with outdoor recreation.</p>	<p>CAPACITY Large-scale effort: 2020+</p>	<ul style="list-style-type: none"> ▪ Borough Council; approval required for policy changes or public funding application ▪ Borough Planning Commission ▪ Real estate professionals



Economic Vibrancy Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
EV-4. Enhance streetscapes as public spaces and to support retail.		Economic Vibrancy Team
<p>h. Re-define Market Street as an urban park for community activities and events that also accommodates parking. A concept for Market Square has started to take shape under the complementary planning efforts of AIA Pennsylvania’s Design for Better. As this concept is developed, it should consider the relationship of the public spaces to adjacent land uses, including existing, permitted and other desired uses, as well as a design palette of materials, lighting equipment, street/sidewalk furniture, etc. that can be applied to other public spaces throughout the community. The next phase of development would entail a feasibility analysis and possibly a master plan.</p>	<p>CATALYST Large-scale effort: 2020+ Medium Priority</p>	<ul style="list-style-type: none"> ▪ Arts, Culture and Entertainment Team ▪ Architects ▪ Borough Council; approval required for public funding application
<p>i. Extend streetscape design (consistent with the improvements from Second street to Fifth Street) south to Front Street and the bridge. Consider a similar or modified streetscape design for the mid-town section. Improvements could be made through community (private) investment or Borough (public) investment supported by grants, such as the state’s two multi-modal grant programs.</p>	<p>CATALYST Large-scale effort: 2020+ Medium Priority</p>	<ul style="list-style-type: none"> ▪ Business and Professionals Group
<p>j. Encourage the temporary use of local streets and alleys for special community days, activities and events. A concept for the use and design of 3rd Avenue to function as an intermission space during Theater events has started under the complementary planning efforts of AIA Pennsylvania’s Design for Better. This concept should further explore other uses of the alley and their impact on the design of any permanent features as well as temporary installations of seating, tables, planters, etc., and storage of the same.</p>	<p>CAPACITY Medium-scale effort: 2019+</p>	<ul style="list-style-type: none"> ▪ Architects ▪ Organizations that regularly use street spaces ▪ Adjacent property owners, specifically businesses ▪ Borough Council; approval required for streets closures
<p>k. Encourage retailers and property owners to make entryways universally accessible. The Americans with Disabilities Act requires that public buildings and programs/services be accessible. While there is no similar requirement for the private sector, businesses that welcome customers of all abilities contribute to a more inclusive community.</p>	<p>CAPACITY Small-scale effort: 2019, ongoing</p>	<ul style="list-style-type: none"> ▪ Architects ▪ Disability community

Economic Vibrancy Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
<p>i. Continue seasonal plantings in downtown. This informal program of the Business and Professionals Group softens the hard lines and surfaces of downtown and adds seasonal variety with flower baskets hung along the sidewalk and/or planters in front of businesses. Visual changes draw attention to storefronts and imply the possibility of new products and service inside.</p>	<p>DESIGN Small-scale effort: 2019, ongoing</p>	<ul style="list-style-type: none"> ▪ Business and Professionals Group ▪ Other business owners
<p>m. Stage empty storefronts as ready for business—either a specific type of business, if one is especially desired, or generally. When available in advance of community events, consider temporary use of available windows for event promotion signage.</p>	<p>CAPACITY Small-scale effort</p>	<ul style="list-style-type: none"> ▪ Arts, Culture and Entertainment Team
<p>n. Enhance sidewalk lighting for pedestrians along business corridors. This project could replace existing lighting fixtures, i.e. bulbs, and expand areas with pedestrian-scale lighting. Explore energy efficient options, such as LED and solar, as well as opportunities to pilot new technologies through public-private partnerships.</p>	<p>DESIGN Medium-to Large-scale effort 2020+</p>	<ul style="list-style-type: none"> ▪ Safe, Active, Healthy Team ▪ Harrisburg Area Transportation Study (HATS)(the region’s transportation planning agency), PennDOT ▪ Borough Council; approval required for public funding application
<p>EV-5. Enhance infrastructure for business.</p>		<p>Economic Vibrancy Team</p>
<p>a. Provide or facilitate availability of 5G Wi-fi to offer a competitive advantage on the West Shore. Explore the state program and ways New Cumberland can benefit. While working to retain and recruit businesses, explore technologies and local operations that would meet business needs and make New Cumberland a more competitive business location.</p>	<p>ADVANTAGE Medium-scale effort: 2020+ <i>Medium Priority; time sensitive for competitive advantage</i></p>	<ul style="list-style-type: none"> ▪ Borough Council ▪ Business and Professionals Group

Economic Vibrancy Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
<p>b. Pursue signage from the interstate interchange and Lemoyne to the commercial corridor. Interstate 83's Exit 40B is named New Cumberland, however, its location essentially brings travelers to the "back door" of New Cumberland.</p>  <p><i>Illustrative concept of gateway signage at the I-83 interchange that also points travelers to downtown New Cumberland</i></p>	<p>CATALYST Medium-scale effort: 2020+ Medium Priority</p>	<ul style="list-style-type: none"> See Community Identity and Promotion objective 3, Welcome and Wayfinding Signage
<p>c. Explore needs for workforce development programs and facilities and consider opportunities to meet such needs with the borough. Meet with educational institutions (e.g., Harrisburg University, HACC, Penn State Middletown, and the Cumberland-Perry Vocational Technical School) to learn what level of interest they have in establishing a satellite campus in New Cumberland. (See also Community Identity & Promotion project 5b.)</p>	<p>CAPACITY Small-scale effort: 2019, ongoing</p>	<ul style="list-style-type: none"> SCPa WORKS (South Central Pennsylvania Workforce Investment Board) Higher educational institutions

Economic Vibrancy Playbook

Relational Initiatives

Much success comes through teamwork and collaboration—both within New Cumberland and with nearby neighbors in the public and private sectors. These partners can help to advance the strategies above.

Partners	Description of Value
Cumberland County agencies, West Shore Chamber of Commerce	Connects New Cumberland to county technical assistance and funding and finance resources. Agencies include the Cumberland Area Economic Development Corporation (CAEDC), Real Estate Collaborative (REC), and Housing & Redevelopment Authorities (CCHRA).
Commonwealth of PA	Connects New Cumberland to state technical assistance and funding and finance resources. Departments include the Department of Community & Economic Development (DCED), Department of Conservation & Natural Resources (DCNR), and PennDOT, as well as less obvious agencies, such as Department of Agriculture for farmer’s market efforts.
New Cumberland Army Depot, Capital City Airport owner/operators	Generates daily commuter travel and potential shoppers.

Implementation: Making and Measuring Progress

The implementation of this playbook will occur through the effort of the Economic Vibrancy Action Team, a volunteer group of citizens working to improve economic conditions and climate in New Cumberland. They will be equipped with project planning tools, references and resources for technical and financial assistance, and the support of the Revitalization Leadership Team to carry out their work.

More business establishments, more diversity among business establishments, and more jobs than in 2016 are the simplest measure of progress. New Cumberland’s Revitalization Leadership Team will report completed projects, established initiatives, and notable milestones along the way. Guidance for measuring progress is located in the Implementation Framework.

ECONOMIC VIBRANCY TEAM ²⁰¹⁸

Leaders

Ross Buchan	Kevin Cicak	Don Kibler
Max Liddell	Justin McClure	
Valerie Copenhaver, Cumberland Area Economic Development Corporation		

Members

Sean Fedder	Chris Semoff	Evan Semoff
Steve Skelly	Steve Washburn	
George Book, West Shore Chamber of Commerce		
Doug Morrow, Mayor, New Cumberland Borough		



Arts, Culture, and Entertainment Playbook

Arts and entertainment gather people together—sometimes (but not always) for monetary profit, always for sharing personal and cultural expression. New Cumberland has many long-standing cultural traditions in the annual Applefest, community parades, and such, but its vibrancy also requires fresh, contemporary ideas about celebrating community culture.

This Playbook includes an assessment of existing conditions and trends; a goal and strategic objectives; and a listing of prioritized projects and initiatives for enhancing local arts, culture and entertainment.

Assessment

Strengths

- New Cumberland Olde Towne Association’s Annual Apple Festival in Borough Park draws more than 10,000 visitors from the mid-Atlantic region. Proceeds benefit Borough departments and community organizations. Bridge Street businesses benefit from the visitor traffic, as well.
- The New Cumberland Public Library on Brandt Avenue is a centrally located hub for community programs and information. Book Sales are held the 1st and 3rd Saturdays of every month to support the library.
- New Cumberland’s public service, civic and faith-based organizations host or participate in a variety of community events.

Weaknesses

- The West Shore Theater closed in December 2017 and was sold in May 2018 to the non-profit Friends of the West Shore Theater. The Friends organization is working to renovate the theater for more modern movie, performance, and other uses.

Arts, Culture, & Entertainment Playbook

- Events in public spaces require Borough Council approval and coordination and cooperation from various public safety departments.
- Volunteer leadership among local organizations for events and programs has dwindled. Commitment and follow-through have been less reliable.
- There is no highly visible, central location for community event and meeting promotion. Some communities use an electronic sign or digital display along the main street to promote community events.
- Better communication among the many organizations planning and scheduling community events is needed to avoid conflicts among same-day activities and events.

Opportunities

- Borough Park is a large outdoor space with parking available for public events.
- New Cumberland has a classic town square along Market Street from Second Street to Fourth Street. Market Street is a locally owned street and can be closed to traffic for special events by Council, unlike Bridge Street and other state-owned streets, which require state approval for closure.
- New Cumberland has interest in creating one or more murals in town. The Library Foundation and at least one property owner are exploring this possibility already.
- Similarly, residential garage doors could display murals or artistic designs and could be promoted as a community-defining feature. Property owners could volunteer or would need to give permission for their property to be used in this way.

- New Cumberland could host more than one destination event. Destination events at multiple times throughout the year could draw repeat visitors. Events associated with national or cultural holidays when many people have time off or take time off are well-attended. New Cumberland could celebrate:
 - New Year's Eve, including an item drop at midnight. Unique New Year's Eve Drops are featured on visitpa.com.
 - Mardi Gras (date varies by year)
 - its anniversary of its formation on March 21, 1831 and/or other historic dates and events.
 - National Trails (and Water Trails) Day on the first Saturday in June
- With the West Shore Theater at its center, New Cumberland could become a community for the arts—hosting well-known artists, professional musicians, film documentary producers, military bands, etc. for education and entertainment.

Threats, Constraints, and Challenges

- There has been no analysis of existing events for common themes or diversity.
- Inclement weather can cancel, postpone or otherwise impact outdoor activities and can deter indoor event attendance. Contingency planning and communications are needed.
- Given the many existing events, local funding for new activities and events may be hard to come by.
- Borough ordinances may need to be reviewed and amended to permit events, installation, performances, etc., in public and private spaces.

Arts, Culture, & Entertainment Playbook

Status of the West Shore Theater

The Friends of the West Shore Theater are in the process of bringing this New Cumberland icon back to life as a multi-arts venue.

The Friends of the West Shore Theatre is a Pennsylvania Not for Profit Corporation. It was formed by a group of concerned citizens of New Cumberland and surrounding communities committed to the preservation of the landmark West Shore Theatre. Its mission is to reopen the theater as a multipurpose venue to serve the community by featuring movies, independent movie festivals, jazz and folk music, speaker series, and more. The Friends is a project of the Foundation for Enhancing Communities.

The Friends have compiled a list of much needed capital improvements, such as an expanded stage, a dance floor, concession stand, and lighting to serve more varied uses, as well as ADA-accessibility features. During this planning phase, the Friends have held two events, which have raised an initial \$24,000 in community funds. A business plan has also been prepared to guide the operation and management of the Theater.

The Friends are now undertaking the first phase of the renovation to bring the theatre up to contemporary standards for live performances. This first phase includes updating electrical, plumbing, insulation, energy conservation projects, HVAC, sound and video systems and new seating to revitalize the renew the West Shore Theatre.



Hand-painted artwork on the walls of the Theater



West Shore Theater at 317 Bridge St, New Cumberland

Arts, Culture, & Entertainment Playbook



Concept: Third Alley as a pocket park for special events and the Bridge Street gateway for a pedestrian corridor to the Susquehanna River.

Goal

Enrich New Cumberland as a destination for art, culture, and entertainment and as a great place to live, work, and enjoy.

Strategic Objectives:

1. Rehabilitate the West Shore Theater as a keystone of downtown arts & culture
2. Expand new arts and culture entertainment, activities, and events
3. Coordinate scheduling and centralize promotion of community arts and culture activities and events.
4. Enhance public spaces with arts and culture installations

About Projects and Initiatives

All projects and initiatives listed in the Playbook work toward achieving the strategic objectives. Projects are typically efforts with a clear end or visible or physical completion. Initiatives are generally non-build efforts to change a condition.

Projects and initiatives are listed by type and priority. Project types include:

- **Advantage** initiatives that will bring a competitive advantage in retaining and enhancing an arts and culture community.
- **Alignment** initiatives that will align policies with the vision, goal, and objectives.
- **Catalyst** projects that will jump-start the desired revitalization movement through significant economic development impacts; are crucial to unlocking the potential of other assets; or that are deemed vital to protecting or improving the well-being of the community.
- **Capacity** initiatives that support and sustain New Cumberland's capacity to host arts and culture businesses and events.
- **Design** projects will make public spaces more accessible and useful for special events.

Priorities are indicated for high priority and medium priority efforts. Other projects and initiatives are important and should be activated when leadership and resources are identified and available.

Technical assistance and funding programs are listed in the Funding Matrix. A detailed approach to pursuing funding for catalyst projects first, and other projects thereafter, are identified in the Resource Roadmap.

Arts, Culture, & Entertainment Playbook

Overview of Projects and Initiatives

There are 10 projects and initiatives in the Arts, Culture, & Entertainment Playbook. The Arts, Culture, & Entertainment Action Team will select from this list and lead an effort to carry out each project and to organize a sustainable approach for each initiative, reporting its progress to the Revitalization Leadership Team.

ACE-1. Rehabilitate the West Shore Theater as a keystone of downtown arts & culture.

- | | |
|---|---|
| a. Coordinate with the Friends of the West Shore Theater. | Catalyst
<i>High Priority</i> |
|---|---|

ACE-2. Expand arts and culture entertainment, activities, and events.

- | | |
|---|------------------|
| a. Evaluate Apple Festival for success and lessons learned from each year. | Capacity |
| b. Prepare an Arts & Culture Development Plan. | Advantage |
| c. Pilot a new destination event to draw new and repeat visitors to New Cumberland. | Catalyst |
| d. Pilot new community events. | Capacity |

ACE-3. Coordinate scheduling and centralize promotion of community arts and culture activities and events.

- | | |
|--|------------------|
| a. Develop and maintain a community calendar of local (and area) festivals and events. | Advantage |
| b. Expand communication of upcoming arts and culture activities and events. | Capacity |
| c. Develop tools for navigating New Cumberland's arts and culture destinations. | Capacity |


ACE-4. Enhance public spaces with arts and culture installations.

- | | |
|--|--------------------------|
| a. Design and install artistic murals that feature historical and contemporary themes. | Advantage, Design |
| b. Develop a series of interactive public art installation. | Advantage, Design |


More detailed descriptions as well as potential partners for each project and initiative are shown on pages 26-28.

Additional projects and initiatives may be added as approved by the Revitalization Leadership Team.


Arts, Culture, & Entertainment Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
ACE-1. Rehabilitate the West Shore Theater as a keystone of downtown arts & culture.	CATALYST 2020+	Friends of the West Shore Theater
a. Coordinate with the Friends of the West Shore Theater as they seek a feasible, sustainable model for operations and capital funding for site and building renovations. The Arts, Culture & Entertainment Team should stay abreast of the Theater’s capital and operational planning. Likewise, the Team should share reports of its process and achievements toward community-wide revitalization. A representative of the Team may be asked to liaison with the Friends Board and vice versa.	2020+	<ul style="list-style-type: none"> ▪ Arts, Culture & Entertainment Team ▪ Revitalization Leadership Team ▪ Borough Council; approval required for policy changes or public funding application
ACE-2. Expand arts and culture entertainment, activities, and events.	2019+	ACE Team
a. Evaluate the Apple Festival each year. Keep evolving and innovating around the event offerings, traffic flow and parking (shuttle and bike options from offsite parking locations, e.g. churches, schools, Capital City Airport, etc.), etc.	2019	<ul style="list-style-type: none"> ▪ New Cumberland Olde Towne Association
b. Prepare an Arts & Culture Development Plan. <ul style="list-style-type: none"> ▪ Identify current arts & culture assets and resources, including current schedule of annual events and existing promotional resources (ACE-3a, 3b, and 3c) ▪ Envision a future community arts & culture, e.g. in 2040 ▪ Develop strategies to enhance arts & culture access and resources ▪ Identify opportunities to expand existing programming or launch new arts & cultural programming 	2019	<ul style="list-style-type: none"> ▪ Local non-profit and arts organizations ▪ Regional arts & cultural institutions ▪ New Cumberland Police Department ▪ New Cumberland Fire Department
c. Pilot a new destination event to draw new and repeat visitors to New Cumberland. Mardi Gras, Porchfest (a residential porch-based concert series), and Kitefest were suggested in 2018 meetings. These kinds of event ideas are done elsewhere but not yet in the Capital Region.	CATALYST 2020+	<ul style="list-style-type: none"> ▪ Borough Council; approval required for policy changes, street closure, or public funding application

Arts, Culture, & Entertainment Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
d. Pilot new community events , such as outdoor movies or concerts in Borough Park by the New Cumberland Town Band or the West Shore Symphony to gather as a community or multi-site events that encourage citizens touring throughout the community.	2019+	<ul style="list-style-type: none"> ▪ Borough Council; approval required for use of Borough Park
ACE-3. Coordinate scheduling and centralize promotion of community arts and culture activities and events.	2019+	ACE Team/Task Force
a. Develop and maintain a community calendar of local (and area) festivals and events as a reference for scheduling (to avoid conflicts and to optimize promotion) and new idea generation.		<ul style="list-style-type: none"> ▪ Business and Professional Group ▪ New Cumberland Public Library ▪ Other event organizers
b. Expand communication of upcoming arts and culture activities and events. <ul style="list-style-type: none"> ▪ Add eNews, published over the internet and/or delivered by email ▪ Prepare and print an everyday activities and annual events brochure, featuring walking tours of historical and unique architectural buildings; park locations; and parking ▪ Increase Borough newsletter publication from semi-annually to quarterly ▪ Add an electronic community bulletin board and/or make regular postings on electronic signs at the fire department and at willing local businesses 	2019+	<ul style="list-style-type: none"> ▪ Borough Council; approval for changes to newsletter schedule, Borough website ▪ Business and Professional Group
c. Develop tools for navigating New Cumberland’s arts and culture destinations: print maps, web-based (e.g. downloadable maps), and/or online apps for self-guided walking and driving tours.	2019+	<ul style="list-style-type: none"> ▪ Borough Council; approval for changes to Borough website
ACE-4. Enhance public spaces with arts and culture installations.	2020+	ACE Team/Task Force
a. Design and install artistic murals that feature historical and contemporary themes and incorporate wayfinding signage, where appropriate. The complementary planning efforts of AIA Pennsylvania’s Design for Better provided a sample illustration of a directional mural on	2020+	<ul style="list-style-type: none"> ▪ New Cumberland Library Foundation

Arts, Culture, & Entertainment Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
<p>the north façade of 316 Bridge Street (highlighting potential pedestrian access along 3rd Avenue to the river), as well as diverse examples of murals in other communities.</p>		<ul style="list-style-type: none"> ▪ Borough Council; approval required for policy changes or public funding application
<p>b. Develop a series of interactive public art installations, e.g., a sidewalk piano, public table tennis, an interactive/fill-in-the-blank art wall, parklets in parking spaces, etc. to show New Cumberland as a place that always something new to offer. Installations can be pop-up, short-term or permanent. They can be static or interactive.</p>	2020+	<ul style="list-style-type: none"> ▪ Economic Vibrancy Team ▪ Business and Professional Group ▪ Borough Council; approval required for policy changes, street closure, or public funding application

Arts, Culture, & Entertainment Playbook

Relational Initiatives

Much success comes through teamwork and collaboration—both within New Cumberland and with nearby neighbors in the public and private sectors. These partners can help to advance the strategies above.

Partners	Description of Value
Churches of New Cumberland	Communicate with residents and neighbors of New Cumberland
New Cumberland Olde Towne Association	Has a mission to make New Cumberland better community to live, work and play
Business and Professional Group	Communicates with residents and visiting shoppers/customers
Friends of The New Cumberland Library	Offers information for all aspects of the community as well as offers services
Friends of the West Shore Theatre	Working to bring a cultural center to the community for the residents and visitors from the greater west shore and beyond
New Cumberland River Rescue	Works for the good of the community and larger New Cumberland area
New Cumberland Fire Department	Provides safety services, including at public events
New Cumberland Police Department	Supports traffic control and safety at public events
Pa Partners in the Arts (PPA)	Offers program and project grants, as the local re-granting agent of the PA Council on the Arts; often matches local funds.

Implementation: Making and Measuring Progress

The implementation of this playbook will occur through the effort of the Arts, Culture & Entertainment Action Team, a volunteer group of citizens working to improve economic conditions and climate in New Cumberland. They will be equipped with project planning tools, references and resources for technical and financial assistance, and the support of the Revitalization Leadership Team to carry out their work.

More business establishments, more diversity among business establishments, and more jobs than in 2016 are the simplest measure of progress. New Cumberland’s Revitalization Leadership Team will report completed projects, established initiatives, and notable milestones along the way. Guidance for measuring progress is located in the Implementation Framework.

ARTS, CULTURE AND ENTERTAINMENT TEAM ²⁰¹⁸

Leaders

Philip Horn Christine Leukus

Members

Marie Frick	Deuce Gibb	John Good
Win Green	Jess Hayden	Lindsay Jacobs
Jean Kibler	Ray Leukus	Brian Koch
Andy Kohr	DJ Landis	Fred Miles
Linda Ries	Deniz Rowell	David Stone



Housing & Property Value Playbook

In a region with many community choices, it's housing, quality neighborhoods, and secure property values that attract and retain residents. In conjunction with business and cultural priorities, New Cumberland must foster well-maintained, modern and modernized housing choices and attend to quality of life at the neighborhood level to remain attractive and distinctive in residential markets.

This Playbook includes an assessment of existing conditions and trends; a goal and strategic objectives; and a listing of prioritized projects and initiatives for sustaining quality housing and neighborhoods.

Assessment

Strengths

- There are housing units of various types, sizes, ages, characters and price points in New Cumberland.
- With the addition of more high-density units, housing choice within the community has improved.
- Occupancy has remained high and steady since 1990, showing market stability.
- The number of homes sold to investors remains low. The balance of homeowners to renters is stable.
- The average home value has been rising and is competitive with neighboring municipalities.

Weaknesses

- Most housing structures in New Cumberland are at least 50 years old. Older housing units may need upgrades and renovations to be market-ready.

Housing & Property Value Playbook

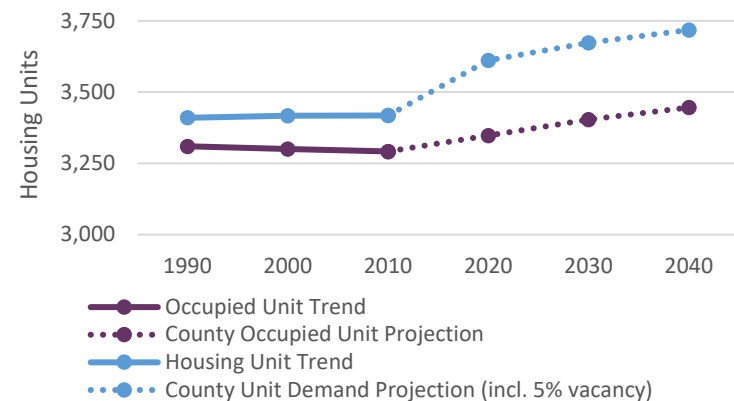
- There are few, if any, senior housing options that would allow residents to relocate within New Cumberland.
- Rental apartments are limited in number and amenities, particularly at higher price points.
- Some residential properties lack adequate maintenance, repair, and upkeep. In 2019, the Borough contracted for code enforcement services, a position that lacked consistency in recent years.
- Many residents of the community (and the county) are unaware of the historical significance of New Cumberland as an early trading post, lumber town, and mill town, and its connection to the William Penn family as its historic relationship to the Capital Region.
- Age and disease have affected mature trees on both public and private property, resulting in their removal. Many have not been replaced, leaving the community less green and less shaded. Some replacements have been poorly chosen, in species and location.

Opportunities

- The rental market is expanding and demand for higher priced, modernized apartments is increasing.
- In general, millennials generally look for more modestly priced homes in walkable communities—which New Cumberland has and is.
- In general, baby boomers and retirees generally look for ranch-style or one floor living in active communities—which New Cumberland has and aspires to be.
- Re-use or redevelopment of vacant and underutilized properties—many of which are in the floodplain—is desired. Understanding the economic viability of residential or other re-use and attracting developers to these properties may be a challenge.

Threats, Constraints, and Challenges

- The 100-year and 500-year floodplains impact housing units near the Yellow Breeches Creek. Property owners may need guidance to assistance services to improve the resiliency of their homes.
- The forecast closing and future use of the Middle School may change the character of the neighborhood along Brandt Avenue.
- County projections indicate that 67 additional units will be needed by 2040 to house a growing residential market. The projection is based on a growing county population, declining household size, and a steady housing vacancy rate of 5 percent. This suggests that there will be sustained and modestly growing interest in the residential market in New Cumberland through 2040. Finding developable capacity for additional units will require creative analysis and solutions.



Occupied and Total Housing Units per U.S. Census Bureau and Projections per Cumberland County

Housing & Property Value Playbook



2018 Riparian Buffer Planting in Borough Park.

Goal

Improve housing options and protect property values.

Strategic Objectives:

1. Encourage tree planting and beautification.
2. Promote housing opportunities and quality of life in New Cumberland.
3. Update plans and policies for housing and flood resiliency; promote related assistance programs.
4. Ensure and support residential property maintenance.
5. Support neighborhood associations and informal resident groups.

About Projects and Initiatives

All projects and initiatives listed in the Playbook work toward achieving the strategic objectives. Projects are typically efforts with a clear end or visible or physical completion. Initiatives are generally non-build efforts to change a condition.

Projects and initiatives are listed by type and priority. Project types include:

- **Advantage** initiatives that will bring a competitive advantage in retaining and recruiting residents
- **Alignment** initiatives that will align policies with the vision, goal, and objectives
- **Catalyst** projects that will jump-start the desired revitalization movement through significant community or economic development impacts; are crucial to unlocking the potential of other assets; or that are deemed vital to protecting or improving the well-being of the community.
- **Capacity** initiatives that support and sustain current activities of community value
- **Design** projects will make public spaces more accessible and more useful to residents

Priorities are indicated for high priority and medium priority efforts. Other projects and initiatives are important and should be activated when leadership and resources are identified and available.

Technical assistance and funding programs are listed in the Funding Matrix. A detailed approach to pursuing funding for catalyst projects first, and other projects thereafter, are identified in the Resource Roadmap.

Housing & Property Value Playbook


Overview of Projects and Initiatives

There are 14 projects and initiatives in the Housing and Property Value Vibrancy Playbook. The Housing and Property Value Action Team will select from this list and lead an effort to carry out each project and to organize a sustainable approach for each initiative, reporting its progress to the Revitalization Leadership Team.


HP-1. Encourage tree planting and beautification.		2019+
a. Enhance community gateways and neighborhood green spaces with plantings.		Design
b. Conduct an annual Arbor Day Tree Planting event.		Design
c. Establish an Urban Forestry Advisory Committee.		Capacity
HP-2. Promote housing opportunities and quality of life in New Cumberland.		
a. Develop marketable themes for living in New Cumberland.		Advantage
b. Encourage property owners in the C-1 and C-2 zoning districts to add or expand residential units.		Capacity
c. Participate in planning for the reuse/redevelopment of the New Cumberland Middle School. See also EV-3a.		Catalyst <i>High Priority</i>
d. Compile and promote existing funding and programs to promote and aid in homeownership.		Advantage
<p>More detailed descriptions as well as potential partners for each project and initiative are shown on pages 34-37.</p> <p>Additional projects and initiatives may be added as approved by the Revitalization Leadership Team.</p>		
HP-3. Update plans and policies for housing and flood resiliency; promote related assistance programs.		
a. Update residential land use policies. Coordinate with EV-2ay.		Alignment
b. Distribute information about retrofitting structure(s) to withstand flood events.		Advantage
c. Update municipal and residential stormwater management practices to integrate green infrastructure approaches.		Advantage
d. Address localized repeat flooding on public lands with green infrastructure retrofits.		Advantage
HP-4. Ensure and support residential property maintenance.		
a. Work with the code enforcement contractor to review and strengthen property maintenance codes.		Alignment
b. Invite the faith community to lead an effort in organizing and providing minor home maintenance and repair to residents in-need.		Advantage
HP-5. Support neighborhood associations and informal resident groups.		2020+
a. Explore the Neighborhood Alliance concept that promotes neighborhood self-improvement and capacity-building.		Capacity

Housing & Property Value Playbook


Projects and Initiatives

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
HP-1. Encourage tree planting and beautification.	2019+	Housing & Property Value Team
a. Enhance community gateways and neighborhood green spaces with plantings and organize capacity for long-term maintenance in advance of installation. There are existing “Welcome to New Cumberland” signs along Bridge Street and additional gateways signs proposed under Economic Vibrancy. While the signs carry the message, plantings would express seasonal care and community pride.	2020+	<ul style="list-style-type: none"> ▪ Borough Council; approval required for policy changes, public funding application, maintenance coordination ▪ Property owners
b. Conduct an annual Arbor Day event , engaging all ages in this event. This annual event would rebuild the tree canopy throughout New Cumberland via tree plantings and educational events about trees. Trees could be planted in public spaces and in neighborhoods, teaching participants about species selection for the available space and proper planting methods. Trees could be sponsored by community members or organizations in addition to other sources.	QUICK 2019+	<ul style="list-style-type: none"> ▪ Current shade tree working group ▪ Borough Council; approval required for placement in public spaces, public funding application
c. Establish an Urban Forestry Advisory Committee to promote best practices in tree selection, placement, and care/maintenance. This committee could be appointed to prepare written guidance for the Borough’s use and distribution or appointed to serve in a longer-term capacity as advisors to the Borough on plantings in public spaces and to the community at-large.	2020+	<ul style="list-style-type: none"> ▪ Current shade tree working group ▪ Borough Council; approval required
HP-2. Promote housing opportunities and quality of life in New Cumberland.	2020+	Housing & Property Value Team
a. Develop marketable themes for living in New Cumberland.	2020+	<ul style="list-style-type: none"> ▪ Real estate professionals ▪ Borough Council; concurrence recommended
b. Encourage property owners in the C-1 and C-2 zoning districts to add or expand residential units , where permitted. This expansion could entail	2020+	<ul style="list-style-type: none"> ▪ Real estate professionals ▪ Real estate developers


Housing & Property Value Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
<p>renovating underutilized space, constructing new space or rebuilding a structure for commercial and residential uses and would create additional, modern units for prospective residents. This effort could be supported by a conceptual illustration of one or more parcels built to the maximum building height while maintaining a pedestrian-scale facade.</p>		<ul style="list-style-type: none"> ▪ Borough Council; approval required for policy changes, public funding application
<p>c. Participate in planning for the reuse/redevelopment of the New Cumberland Middle School. Advocate for or prepare a market study that explores housing options, such as rentals, senior housing, and live-work spaces among other potential uses. Seek uses or performance standards that are compatible with the adjacent neighborhoods, the elementary school and its recreational facilities, and the public library. See also EV-3a.</p>	<p>CATALYST Large-scale effort: 2020+ High Priority</p>	<ul style="list-style-type: none"> ▪ Borough Council; approval required for policy changes or public funding application ▪ Borough Planning Commission ▪ West Shore School District
<p>d. Compile and promote existing funding and programs to promote and aid in homeownership (closing cost assistance, etc.) via a real estate group initiative.</p>	<p>2019+</p>	<ul style="list-style-type: none"> ▪ Real estate professionals
<p>HP-3. Update plans and policies for housing and flood resiliency; promote related assistance programs.</p>	<p>CATALYST 2020+</p>	<p>Housing & Property Value Team</p>
<p>a. Update residential land use policies, e.g. zoning, subdivision and land development and other ordinances.</p> <ul style="list-style-type: none"> ▪ To respond to housing market needs/interests, e.g. minimum unit size vs. rental market demand ▪ To encourage mixed use development where appropriate, such as the Middle School property ▪ To encourage elevated development (above flood level) in floodprone areas ▪ To review on-site parking standards; consider the availability of multimodal access and impacts to nearby residential areas <p>Coordinate with EV-2a. to avoid conflicting or incompatible policy.</p>	<p>2020+</p>	<ul style="list-style-type: none"> ▪ Borough Council for policy changes, street closure, or public funding application ▪ Borough Planning Commission ▪ Cumberland County Planning ▪ Real estate professionals ▪ Economic Vibrancy Team

Housing & Property Value Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
b. Distribute information about retrofitting structure(s) to withstand flood events to property owners in floodprone areas. This information could also be posted on the Borough’s website.	2020+	<ul style="list-style-type: none"> ▪ Cumberland County Planning/EMA ▪ Real estate professionals
c. Update municipal and residential stormwater management practices to integrate green infrastructure approaches , e.g. rain gardens, meadow plantings, that manage stormwater on-site or near the source.	2020+	<ul style="list-style-type: none"> ▪ Borough Council for policy changes, street closure, or public funding application ▪ Cumberland County Planning and EMA
d. Address localized repeat flooding on public lands with green infrastructure retrofits , where feasible. Parks and neighborhood green spaces can be designed to retain and filter stormwater since they are not used for recreation during storm events.	2020+	<ul style="list-style-type: none"> ▪ Borough Council for policy changes, placement in public spaces, or public funding application ▪ Borough Public Works
HP-4. Ensure and support residential property maintenance.	2020+	Housing & Property Value Team
a. Work with the code enforcement contractor to review and strengthen property maintenance codes , as needed. Following a period of inconsistent enforcement, the contractor should be allowed a period of time (6 months to one year) to become familiar with the code and with local issues. Communicate property maintenance standards (and any changes) to residential property owners.		<ul style="list-style-type: none"> ▪ Borough Council for policy changes ▪ Borough code enforcement officer
b. Invite the faith community to lead an effort in organizing and providing minor home maintenance and repair to residents in-need. This model has been used by churches in Lititz and Palmyra as a service outreach to their communities.	2020+	<ul style="list-style-type: none"> ▪ New Cumberland Ministerium as the collective representation ▪ Churches of New Cumberland as the participants

Housing & Property Value Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
HP-5. Support neighborhood associations and informal resident groups.	2020+	Housing & Property Value Team
a. Explore the Neighborhood Alliance concept that promotes neighborhood self-improvement and capacity-building. This approach has traditionally been applied in larger cities like Cleveland and Oklahoma City but certainly has useful practices that could be applied to small towns. Where neighborhood groups emerge, participate in neighborhood meetings to report on revitalization generally and to promote upcoming events, hear localized concerns, and discuss possible solutions.	2020+	<ul style="list-style-type: none"> ▪ Revitalization Leadership Team 2019 ▪ Borough Council; coordination and concurrence recommended

Housing & Property Value Playbook

Relational Initiatives

Much success comes through teamwork and collaboration—both within New Cumberland and with nearby neighbors in the public and private sectors. These partners can help to advance the strategies above.

Partners	Description of Value
PA DCNR Bureau of Forestry and Bureau of Conservation and Recreation; Chesapeake Bay Foundation	Provide educational materials, funding and resources related to urban forestry and floodplain management
West Shore School District	Owens several school and open space properties that are central to quality of life
Cumberland County agencies	Connects New Cumberland to county technical assistance and funding and finance resources Agencies include the Cumberland Area Economic Development Corporation (CAEDC), Real Estate Collaborative (REC), and Housing & Redevelopment Authorities (CCHRA)

Implementation: Making and Measuring Progress

The implementation of this playbook will occur through the effort of the Housing & Property Value Action Team, a volunteer group of citizens working to improve economic conditions and climate in New Cumberland. They will be equipped with project planning tools, references and resources for technical and financial assistance, and the support of the Revitalization Leadership Team to carry out their work.

More business establishments, more diversity among business establishments, and more jobs than in 2016 are the simplest measure of progress. New Cumberland’s Revitalization Leadership Team will report completed projects, established initiatives, and notable milestones along the way. Guidance for measuring progress is located in the Implementation Framework.

HOUSING AND PROPERTY VALUE TEAM ²⁰¹⁸

Leaders

Faith Curran Steve Fleming

Members

Stephanie Franklin Robert Hasemier Andrew Jacobs
 Harry Jenkins Kate Molanari Joan Nikolaidis
 Tom Schwarter Kirk Stoner Joyce



Naturalized plantings and meadows can reduce lawn maintenance in low-traffic areas and offer new outdoor experiences in public parks.

Safe, Active, & Healthy Playbook

For many young parents, “safe, active, and healthy” describes the ideal community for raising a family. They seek a community where crime and violence are low, where there are abundant year-round opportunities for children and youth (and adults, too) to be physically, mentally, and socially active, and where healthy choices for food, beverages, and local travel are easy, convenient choices.

This Playbook includes an assessment of existing conditions and trends; a goal and strategic objectives; and a listing of prioritized projects and initiatives for expanding and promoting a safe, active, and healthy quality of life in New Cumberland.

Assessment

Strengths

- Through a multi-year program, the Borough is upgrading intersections for pedestrian ADA-compliance, i.e. installing curb ramps with tactile warning surfaces.
- The Borough owns 17 lots of varying sizes for recreation, open space and public green space.
- The West Shore School District owns three properties—each with recreational fields, courts, and/or play equipment.
- The Borough is a member of the West Shore Recreation Commission, which provides recreational and leisure programs.
- Bicycle PA Route J passes through New Cumberland on Bridge Street. The Bicycle PA Routes are long-distance routes for cyclists comfortable riding with vehicular traffic.
- Residential streets in New Cumberland typically carry low traffic volumes and are suitable for bicycling but not for learning to bicycle.

Safe, Active & Healthy Playbook

- Civic organization and the local faith-based community are active in offering programs and donations to local and regional needs.

Weaknesses

- Crime statistics and other police activity and response data are not reported to the public regularly.
- Little has been done to assess pedestrian safety and convenience, including for persons with disabilities. While there are sidewalks along almost every street, some corridors are more heavily used and should be prioritized for assessment and potential improvement. Places where people walk without sidewalks, e.g. along Simpson Ferry Road to Carlisle Road to Cedar Cliff High School, should also be identified for sidewalk, crosswalk, and pedestrian signal installation.



- The tennis courts at Hillside Elementary School have neither been well-utilized nor maintained in a state of good repair.
- There has been no recent effort to assess residents' recreational desires (needs) and to align them with park improvements.
- While New Cumberland is bordered on two sides by water, there is no public water access for boating—only private access to the river by membership in the New Cumberland Boating & Fishing Club under the Norfolk-Southern rail lines, and only take-out access from the Yellow Breeches Water Trail in Borough Park due to the low-head dam downstream owned by Pennsylvania American Water.

Opportunities

- The Beacon Hill Bike Trail in Lower Allen Township that ends at Poplar Avenue could be connected to and through Borough Park as a longer walking, biking, and fitness trail.
- Some public open spaces, e.g. Haldeman Bowl (or Westover Circle), could be developed to meet residents' needs for active recreation, a dog park (and dog-owner park), or community gardening.

Threats, Constraints, and Challenges

- The Americans with Disabilities Act requires access to public places and programs. It does not require access to privately-owned shops, offices and restaurants, though this could be encouraged to offer a more inclusive customer environment.
- Norfolk-Southern owns property to the river's edge, hampering potential for a riverfront trail.

Safe, Active & Healthy Playbook



Concept: The New Cumberland Riverwalk, for pedestrian gathering and leisure activities with views of the Susquehanna River.

Goal

Define and promote New Cumberland's quality of life as a safe, active, and healthy.

Strategic Objectives

1. Promote New Cumberland's quality of life as safe, active and healthy.
2. Make public spaces and travel corridors safe and seamlessly accessible for walkers, bicyclists, and persons with disabilities.
3. Update parks, fields, courts, and other play spaces in line with residents' recreation and leisure needs.
4. Expand healthy food options.

About Projects and Initiatives

All projects and initiatives listed in the Playbook work toward achieving the strategic objectives. Projects are typically efforts with a clear end or visible or physical completion. Initiatives are generally non-build efforts to change a condition.

Projects and initiatives are listed by type and priority. Project types include:

- **Advantage** initiatives that will bring a competitive advantage in retaining and attracting residents.
- **Alignment** initiatives that will align policies with the vision, goal, and objectives.
- **Catalyst** projects that will jump-start the desired revitalization movement through significant community and economic development impacts; are crucial to unlocking the potential of other assets; or that are deemed vital to protecting or improving the well-being of the community.
- **Capacity** initiatives that support and sustain current activities.
- **Design** projects will make public spaces more accessible and attractive to residents.
- **Safety** projects will improve safety in public spaces.

Priorities are indicated for high priority and medium priority efforts. Other projects and initiatives are important and should be activated when leadership and resources are identified and available.

Technical assistance and funding programs are listed in the Funding Matrix. A detailed approach to pursuing funding for catalyst projects first, and other projects thereafter, are identified in the Resource Roadmap.

Safe, Active & Healthy Playbook

Overview of Projects and Initiatives

There are 10 projects and initiatives in the Safe, Active & Healthy Playbook. The Safe, Active & Healthy Action Team will select from this list and lead an effort to carry out each project and to organize a sustainable approach for each initiative, reporting its progress to the Revitalization Leadership Team.


SAH-1. Make travel corridors safe and seamlessly accessible for walkers, bicyclists, and persons with disabilities.	
a. Identify a desired bicycle network for New Cumberland.	Advantage
b. Connect the Beacon Hill Bike Trail through New Cumberland to Lemoyne.	Catalyst
c. Conduct safety audits for pedestrian routes.	Safety
SAH-2. Update parks and recreation areas in line with residents' recreation and leisure needs.	
a. Develop parks and recreation master plan.	Design
SAH-3. Increase public access to the Susquehanna River and the Yellow Breeches Creek.	
a. Develop a riverwalk or riverfront viewing platform.	Catalyst
b. Develop a fishing and viewing pier in Borough Park.	Design
SAH-4. Expand programs and activities that support a safe, active and healthy lifestyle.	
a. Expand the New Cumberland Farmer's Market.	Capacity
b. Develop community gardens and educational programs.	Capacity
c. Promote existing and develop additional free and low-cost local programs and events that feature healthy lifestyles.	Alignment

More detailed descriptions as well as potential partners for each project and initiative are shown on pages 43-46.


Additional projects and initiatives may be added as approved by the Revitalization Leadership Team.

Safe, Active & Healthy Playbook


Projects and Initiatives

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
SAH-1. Make travel corridors safe and seamlessly accessible for walkers, bicyclists, and persons with disabilities.	2020+	Safe, Active, Healthy Team
<p>a. Identify a desired bicycle network for New Cumberland. The network would logically include Route J as a spine with spur connections to Lower Allen and local neighborhood destinations, however a secondary north-south route should be designated for younger and less experienced bicyclists. Ideally, this desired network would be adopted by Council and shared with the Harrisburg Area Transportation Study (HATS), the region’s transportation planning agency and PennDOT District 8-o as a documented plan for bicyclists in the community. The network would be developed through a series of improvement projects, such as new connections, and road maintenance efforts, such as additional pavement markings. Portions of a bicycle network on public parkland could be incorporated into a parks and recreation master plan (see SAH-2a), however, other portions would clearly be on-road facilities requiring different planning and design expertise.</p>	2020+	<ul style="list-style-type: none"> ▪ Cumberland County Planning ▪ Harrisburg Area Transportation Study (HATS)(the region’s transportation planning agency), PennDOT 8-o ▪ Harrisburg Bicycle Club ▪ Borough Council; coordination and concurrence recommended
<p>b. Connect the Beacon Hill Bike Trail through New Cumberland to Lemoyne. This connection would logically pass through Borough Park.</p>	CATALYST 2020+	<ul style="list-style-type: none"> ▪ Lower Allen Township ▪ Lemoyne Borough ▪ HATS, PennDOT ▪ Borough Council; approval required for public funding application
<p>c. Conduct safety audits for pedestrian routes; address issues with improvements or re-routing to safer locations. Pedestrian audit tools are available online from sources such as the Pedestrian and Bicycle Information Center and AARP among many others. As the Capital Region’s transportation planning agency, HATS may have a preferred tool as well as training and volunteers to assist. Audit the following locations or corridors:</p>	2019+	<ul style="list-style-type: none"> ▪ New Cumberland Public Library ▪ New Cumberland Olde Towne Association and Foundation ▪ West Shore School District ▪ HATS, PennDOT


Safe, Active & Healthy Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
<ul style="list-style-type: none"> ▪ Safe street crossings at heavily used intersections, especially those used by students. ▪ Pedestrian routes to school, specifically to address safety for students who cross the interchange ramps en route to Cedar Cliff High School. ▪ Other heavily used pedestrian routes. 		<ul style="list-style-type: none"> ▪ Borough Council; approval required for public funding application ▪ Lower Allen Township ▪ Lemoyne Borough ▪ Fairview Township
SAH-2. Update parks and recreation areas in line with residents' recreation and leisure needs.	CATALYST 2020+	Safe, Active, Healthy Team
<p>a. Develop parks and recreation master plan to meet current recreational needs and manage stormwater in parks and recreational areas.</p> <ul style="list-style-type: none"> ▪ Begin with an assessment of current site and facilities, addressing use and condition. Include school lands and facilities available to the public after school hours. Define underutilized sites and facilities and those that have conditions warranting renewal. ▪ Assess residents' needs for recreational facilities. Consider needs of all ages including adults and seniors. Define alternate recreation facilities and spaces needed to support needs. ▪ Conceptually re-design parks to meet as many needs as possible. Identify new facilities and equipment in existing parks, existing land to be developed as parks, and new land to be acquired, as appropriate to community needs. ▪ Integrate stormwater management, wherever feasible. ▪ Reduce lawn maintenance in low traffic areas with naturalized or meadow plantings. 	2020+	<ul style="list-style-type: none"> ▪ Borough Council; approval required for public funding application ▪ West Shore Recreation Commission ▪ Cumberland County ▪ PA DCNR for planning and construction grants

Safe, Active & Healthy Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
SAH-3. Increase public access to the Susquehanna River and the Yellow Breeches Creek.	CATALYST 2020+	Safe, Active, Healthy Team
<p>b. Develop a riverwalk or riverfront viewing platform. A concept for a riverfront boardwalk and pier was envisioned under the complementary planning efforts of AIA Pennsylvania’s Design for Better. The railroad poses a significant barrier, however there is an established underpass to the New Cumberland Boating and Fishing Club. This early concept would need to explore several feasibility issues, e.g. the potential use of the underpass, the feasible acquisition of riverfront property, and the permitting process for development in this environmentally sensitive location, before pursuing a more detailed design.</p> <p>In tandem with the above, enhance travel between downtown and the riverfront with pedestrian accommodations along the 3rd Avenue corridor. Corridor improvements could be designed to address pedestrian safety and comfort as well as localized stormwater management and water quality.</p>	2020+	<ul style="list-style-type: none"> ▪ Yellow Breeches Watershed Association ▪ Riverside, near-river and creekside property owners ▪ Borough Council; approval required for public funding application
<p>c. Develop a fishing and viewing pier in Borough Park. The Yellow Breeches Creek should be a feature, not just a backdrop, to Borough Park. Whether by a viewing platform, fishing pier, or environmental or water trail signage, the creek should be more visible and accessible to park visitors. This could be validated during the assessment of community recreation needs for the parks and recreation master plan.</p>	2020+	<ul style="list-style-type: none"> ▪ Borough Council; approval required for public funding application ▪ West Shore Recreation Commission ▪ Cumberland County ▪ PA DCNR for planning and construction grants ▪ Yellow Breeches Watershed Association ▪ PA Fish and Boat Commission

Safe, Active & Healthy Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
SAH-4. Expand programs and activities that support a safe, active and healthy lifestyle.	2019+	Safe, Active, Healthy Team
a. Expand the New Cumberland Farmer’s Market. Attract additional vendors to expand food offerings, food preparation and storage tips, etc. Explore vendor interest in an alternate winter location or a yearround space. (See also EV-2a)	2020+	<ul style="list-style-type: none"> ▪ Current organizers, incl. Cindy Washburn ▪ Current vendors ▪ Borough Council; approval required for public funding application
b. Develop community gardens and educational programs that demonstrate how to grow healthy food choices and share the excess garden produce with neighbors. Begin by assessing resident interest in gardens and potential spaces, such as Borough-owned lots in residential neighborhoods.	2020+	<ul style="list-style-type: none"> ▪ New Cumberland Ministerium ▪ Churches of New Cumberland ▪ Borough Council; approval required for placement in parks, public funding application
c. Promote existing and develop additional free and low-cost local programs and events that feature healthy lifestyles, such as: <ul style="list-style-type: none"> ▪ Walking clubs (PA WalkWorks program) ▪ Competitive walking, running, biking ▪ Healthy food cook-offs ▪ Health fair/festivals 	2019+	<ul style="list-style-type: none"> ▪ West Shore Recreation Commission ▪ West Shore Senior Center ▪ West Shore School District, Foundation, and PTO ▪ New Cumberland Public Library ▪ New Cumberland Olde Towne Association and Foundation ▪ Borough Council; coordination and concurrence recommended ▪ PA Department of Health ▪ Penn State PRO Wellness

Safe, Active & Healthy Playbook

Relational Initiatives

Much success comes through teamwork and collaboration—both within New Cumberland and with nearby neighbors in the public and private sectors. These partners can help to advance the strategies above.

Partners	Description of Value
West Shore School District, Foundation, and PTO	Owens Hillside Elementary School, New Cumberland Middle School and Memorial Field
West Shore Recreation; Public Library; Olde Towne Foundation	Offer programs that are underutilized
Local businesses (individual or in partnership, e.g. Business and Professionals Group)	Could sponsor (and benefit from) safe, active, healthy activities
Property owners along the Susquehanna River and Yellow Breeches Creek	Own green space that could be used, with permission, lease or purchase, for parks and recreation (e.g. dog park, connect Beacon Hill trail, and river walk, respectively)
Penn State PRO Wellness	Provides technical assistance to promote nutrition and physical activity for health and wellness

Implementation: Making and Measuring Progress

The implementation of this playbook will occur through the effort of the Safe, Active, & Healthy Action Team, a volunteer group of citizens working to improve economic conditions and climate in New Cumberland. They will be equipped with project planning tools, references and resources for technical and financial assistance, and the support of the Revitalization Leadership Team to carry out their work.

More business establishments, more diversity among business establishments, and more jobs than in 2016 are the simplest measure of progress. New Cumberland’s Revitalization Leadership Team will report completed projects, established initiatives, and notable milestones along the way. Guidance for measuring progress is located in the Implementation Framework.

SAFE, ACTIVE, HEALTHY TEAM ²⁰¹⁸

Leaders

Kelly Hambright

Blair Lawrence

Lynne Kline

Members

Ken & Lana Forconi

Jean Frick

Tim Shaeffer



Wayfinding signage to local destinations will welcome and direct people to New Cumberland's local destinations.

Community Identity and Promotion Playbook

Vibrant communities expect and accept change as an opportunity. Each transition is an opportunity to use the built environment in conjunction with new investments to meet local needs and increasingly to attract regional, national, and global markets.

New Cumberland's current revitalization initiative is one of many transitions from the town it once was to the town it can and wants to be. With each completed project, the community will have new opportunities to work, play, shop, and dine and will want to invite the region to experience its new offerings.

This Playbook includes an assessment of existing conditions and trends; a goal and strategic objectives; and a listing of prioritized projects and initiatives for renewing New Cumberland's identity as a vibrant West Shore community and promoting it throughout the region.

Assessment

Strengths

- Faith-based and civic organizations are active in serving New Cumberland and the surrounding area.
- The Apple Fest, a landmark community event held in Borough Park each September, defines the New Cumberland experience for many visitors. The annual SMT Turkey Trot 5K Run/Walk/Tri charity event also draws a large crowd to New Cumberland to benefit families fighting cancer.
- The Block on Bridge Facebook page makes regular posts featuring businesses in downtown.
- The New Cumberland Public Library is working to establish a local museum.

Community Identify and Promotion Playbook

Weaknesses

- By design, Market Street Square was once the historic center of town but is no longer the center of commercial and community activity.
- Many residents of the community are unaware of New Cumberland's local history and its significance in the Capital Region.
- Communitywide sources of information has become scarce. The Borough publishes its newsletter only twice a year, and has been slow to adopt digital communications, e.g. website and social media. The school district, public library, recreation commission and other community organizations use their own communication channels.
- Entrances to New Cumberland are not identified, welcoming, or directive to common destinations.



Concept: New gateway signage and plantings, e.g. directing travelers into New Cumberland at the I-83 interchange.

Opportunities

- New Cumberland's location at the confluence of the Yellow Breeches Creek and the Susquehanna River is distinctive. Based on the street numbering and building age, the town was historically oriented toward the creek and river, yet the creek and river play no significant role in community life today.
- Vacant commercial storefronts could be activated as temporary display space to imagine re-use opportunities or to promote community events and revitalization efforts.

Threats, Constraints, and Challenges

- Innovating in the public realm is hard work. It requires persistence to work through the public approval process, revamp regulations, introduce and enforce new policies, and assemble funds for capital projects, and still have energy and resources to celebrate and promote the accomplishments.

Community Identify and Promotion Playbook



Concept: Re-imagined public spaces and wayfinding signage to local destinations.

Goal

Strengthen and promote New Cumberland's community identity.

Strategic Objectives:

1. Characterize New Cumberland's identity and values in public spaces, on buildings, and in event offerings.
2. Market New Cumberland's new offerings and happenings.
3. Establish a Welcome and Wayfinding System to navigate the town.
4. Preserve and interpret community history.
5. Develop a culture of lifelong learning and innovation.

About Projects and Initiatives

All projects and initiatives listed in the Playbook work toward achieving the strategic objectives. Projects are typically efforts with a clear end or visible or physical completion. Initiatives are generally non-build efforts to change a condition.

Projects and initiatives are listed by type and priority. Project types include:

- **Advantage** initiatives that will bring a competitive advantage in retaining and attracting residents and businesses
- **Alignment** initiatives that will align policies with the vision, goal, and objectives
- **Catalyst** projects that will jump-start the desired revitalization movement through significant community and economic development impacts; are crucial to unlocking the potential of other assets; or that are deemed vital to protecting or improving the well-being of the community.
- **Capacity** initiatives that support and sustain current activities of community value
- **Design** projects will make public spaces more welcoming

Priorities are indicated for high priority and medium priority efforts. Other projects and initiatives are important and should be activated when leadership and resources are identified and available.

Technical assistance and funding programs are listed in the Funding Matrix. A detailed approach to pursuing funding for catalyst projects first, and other projects thereafter, are identified in the Resource Roadmap.

Community Identify and Promotion Playbook

Overview of Projects and Initiatives

There are 7 projects and initiatives in the Community Identity & Promotion Playbook. The Community Identity & Promotion Action Team will select from this list and lead an effort to carry out each project and to organize a sustainable approach for each initiative, reporting its progress to the Revitalization Leadership Team.

CIP-1. Market New Cumberland's new offerings and happenings.

- | | |
|---|------------------|
| a. Promote new offerings and happenings across multiple communications platforms. | Advantage |
|---|------------------|

CIP-2. Establish a Welcome and Wayfinding System.

- | | |
|--|------------------|
| a. Install "Welcome to New Cumberland" signage at the I-83 interchange and direct travelers into town. | Advantage |
| b. Design and install identification signage at and wayfinding signage to local destinations. | |

CIP-3. Preserve and interpret community history.

- | | |
|---|------------------|
| a. Advance the development of the New Cumberland "Historical Museum" as the repository for records and artifacts of local residents, businesses, and organizations. | Alignment |
| b. Collect oral history from long-time residents. | Alignment |

CIP-4. Develop a culture of lifelong learning and innovation.


- | | |
|---|------------------|
| a. Continue to develop a strong and open relationship with the West Shore School District, as well as with Saint Theresa and Trinity schools. | Capacity |
| b. Connect with educational institutions to learn what interest they may have in establishing a satellite campus in New Cumberland. | Advantage |

More detailed descriptions as well as potential partners for each project and initiative are shown on pages 52-53.


Additional projects and initiatives may be added as approved by the Revitalization Leadership Team.

Community Identify and Promotion Playbook

Projects and Initiatives

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
CIP-1. Market New Cumberland’s new offerings and happenings.	2019+	Community Identity & Promotion Team
a. Promote new offerings and happenings across multiple communications platforms to reach varied audiences in the Capital Region: online (borough website, social media), print (brochure), news media, e-news/email, and other communication methods as technology changes.	2019+	<ul style="list-style-type: none"> ▪ Cumberland Valley Visitors Bureau ▪ Borough Council; coordination and concurrence recommended
CIP-2. Establish a Welcome and Wayfinding System.	CATALYST 2020+	Community Identity & Promotion Team
a. Install “Welcome to New Cumberland” signage at the I-83 interchange and direct travelers into town.	2019	<ul style="list-style-type: none"> ▪ Borough Council; approval recommended
b. Design and install identification signage at and wayfinding signage to major public/community destinations within the Borough, e.g. the downtown/business corridor, schools, parks, library, etc.		<ul style="list-style-type: none"> ▪ Cumberland County ▪ Cumberland Valley Visitors Bureau ▪ New Cumberland Olde Towne Association and Foundation ▪ New Cumberland Public Library ▪ West Shore School District ▪ PA DCNR ▪ Borough Council; approval required for placement in local public right-of-way, and/or public funding application ▪ PennDOT approval required for placement in local public right-of-way

Community Identify and Promotion Playbook

 Projects and Initiatives Matrix	Type, Effort, Priority	Locals and Partners
CIP-3. Preserve and interpret community history.	2020+	Community Identity & Promotion Team
a. Advance the development of the New Cumberland “Historical Museum”, currently housed in the New Cumberland Public Library, as the repository for records and artifacts of local residents, businesses, and organizations.	2020+	<ul style="list-style-type: none"> ▪ New Cumberland Public Library ▪ New Cumberland Olde Towne Association and Foundation ▪ Borough Council; approval required for policy changes, public funding application
b. Collect oral history from long-time residents. Partner with the Cumberland County Historical Society to guide and record the research. Invite student involvement from all local schools (public and private) and the library.	2019+	<ul style="list-style-type: none"> ▪ Cumberland County Historical Society ▪ West Shore School District ▪ Private schools ▪ New Cumberland Public Library
CIP-4. Develop a culture of lifelong learning and innovation.	2019+	Community Identity & Promotion Team
a. Continue to develop a strong and open relationship with the West Shore School District, as well as with Saint Theresa and Trinity schools.	2019+	<ul style="list-style-type: none"> ▪ Borough Council; coordination and concurrence recommended ▪ Borough Planning Commission ▪ Revitalization Leadership Team 2019
b. Connect with educational institutions (e.g. Harrisburg University, HACC, Penn State-Harrisburg) to learn what interest they may have in establishing a satellite campus in New Cumberland.	2020+	<ul style="list-style-type: none"> ▪ Economic Vibrancy Team ▪ Borough Council; coordination and concurrence recommended

Community Identify and Promotion Playbook

Relational Initiatives

Much success comes through teamwork and collaboration—both within New Cumberland and with nearby neighbors in the public and private sectors. These partners can help to advance the strategies above.

Partners	Description of Value
New Cumberland Olde Towne Association	Has a mission to make New Cumberland better community to live, work and play
New Cumberland Public Library and Friends group	Provides community programs and information
Cumberland County Historical Society	Fosters appreciation of community heritage, including through storytelling
Cumberland Valley Visitors Bureau	Promotes local communities and interesting places as tourism destinations to county residents and visitors; assists in developing new sites
West Shore School District	Owns several school and open space properties that are central to quality of life
Harrisburg University, HACC, Penn State Harrisburg	Provides education and workforce development

Implementation: Making and Measuring Progress

The implementation of this playbook will occur through the effort of the Community Identity and Promotion Action Team, a volunteer group of citizens working to improve economic conditions and climate in New Cumberland. They will be equipped with project planning tools, references and resources for technical and financial assistance, and the support of the Revitalization Leadership Team to carry out their work.

More business establishments, more diversity among business establishments, and more jobs than in 2016 are the simplest measure of progress. New Cumberland’s Revitalization Leadership Team will report completed projects, established initiatives, and notable milestones along the way. Guidance for measuring progress is located in the Implementation Framework.

COMMUNITY IDENTITY & PROMOTION TEAM ²⁰¹⁸

Leaders

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Members

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 Todd Stolz, West Shore School District Cyndi Washburn